

Public and Private Leadership

Goal Statement: “We will expect and support capable leaders who govern and manage responsibly thereby earning our residents’ trust. In addition, we will aggressively develop the next generation of leaders who are capable, visionary, and ethical.”

Objective 1: Organize the Birmingham region’s business community to serve as a powerful, proactive, and definitive voice for a unified, progressive, regional vision.

ACTION 1.1: Leverage local and national media to change internal and external perceptions of the Birmingham region.

METRICS:

- Increase by 5% per year the number of positive media stories.
- Increase by 5% per year the number of perception survey respondents (BBA investors) rating the region overall as “favorable.”

TACTICS:

- Work with regional media to encourage balanced reporting on regional issues and events.
- Fund internal and external media relations campaigns.
- Leverage the Blueprint Birmingham process as a platform for business to communicate the urgency for strategic regional transformation.

ACTION 1.2: Use BBA tools and resources throughout the region to encourage governments to partner for effective change.

METRICS:

- **Completion of website redesign by 10/1/10; Phase II completed summer 2012. Complete.**
- **Launch of public awareness campaign by 9/9/10. Complete.**

TACTICS:

- **Utilize an enhanced Blueprint Birmingham website and the BBA’s new website as public information tools related to regional strategic efforts and actions of implementation partners. Complete, ongoing.**
- **Launch a comprehensive public-awareness campaign (the “I’m OPEN” campaign) associated with Blueprint Birmingham efforts. Complete.**

ACTION 1.3: Produce annual state and federal legislative agendas.

Legend

Green Text = Completed Tactic

METRICS:

- BBA Public Policy Committee rating of effectiveness of execution of legislative agenda issues.

TACTICS:

- **Develop state and federal agendas working with existing BBA committees focused on public policy and governmental affairs. Complete; ongoing.**
- **Actively publicize the legislative agendas in all regional media. Complete; ongoing.**
- **Charge staff and contracted lobbyists with aggressively pursuing legislative priorities. Complete; ongoing.**

ACTION 1.4: Consider developing a regional political action committee (PAC) to support candidates who will best serve the interests of the Birmingham region. Complete: BBA Executive Committee has decided not to develop a PAC.

METRIC:

- **Decide by 1/1/12 whether to develop the PAC. Complete.**

ACTION 1.5: Create and promote a process to inform private sector leaders about opportunities for public service.

METRIC:

- Number of executive committee and board members involved in public sector leadership roles.

TACTICS:

- Reach out to the community to identify interested private sector leaders.
- Provide opportunities for private sector leadership to elevate their voices on issues of regional significance.
- **Develop an outreach and training program assisting and encouraging qualified members of the business and civic community to run for public office in the region. Complete; ongoing.**

Objective 2: Achieve a renewed spirit of regional collaboration and cooperation between the public and private sectors.

ACTION 2.1: Establish forums and provide opportunities for dialogue between public and private sector leadership.

METRIC:

- Number of BBA hosted meetings annually

TACTICS:

- **Host meetings, forums and events for local government and state government officials with representatives of the business community. Complete; ongoing.**
- **Coordinate forums and provide opportunities for dialogue on key issues of concern. Complete; ongoing.**

ACTION 2.2: Promote efficiencies of combining city, county, and regional services to the fullest extent possible, including but not limited to, the use of online and new media tools.

METRIC:

- Number of existing collaborative efforts with the region.

TACTICS:

- Identify and analyze the benefits of collaboration among key municipal and county government operations, focusing on areas such as, but not limited to, 911 services, first-responder services, fire/rescue operations, purchasing, etc. Encourage opportunities for collaboration as they are identified.
- Support the implementation of eGovernment practices to optimize Government-to-Citizen (G2C) communications in the Birmingham region.

Objective 3: Ensure all regional constituencies are reflected in positions of leadership and influence.

ACTION 3.1: Broaden diverse, multi-cultural participation on public appointed boards and commissions throughout the seven-county region.

METRIC:

- Metric noted below.

TACTICS:

- Conduct a full assessment of top-appointed boards and commissions in the Birmingham region to determine where opportunities exist for volunteers to serve. Communicate service opportunities to all BBA investor firms. Share findings with major boards and commissions receptive to the assessment.

ACTION 3.2: Fully engage young professional individuals and groups as positive influences for regional change.

METRIC:

- Number of persons in the region, ages 25 and older, with a bachelor's degree or higher.

TACTICS:

- Identify and work with young professionals in the region to encourage participation in issues of regional significance.
- Encourage YPs in the region to volunteer in progressive local improvement efforts, and to become public advocates for good government practices, regionalism, inclusiveness, and boosting of citizens' perceptions of the Birmingham region.
- Work with young professional leadership to schedule candidate and issue forums for key local races, policies and referenda.
- Arrange meetings with young professionals and elected officials to communicate on critical policies, programs and votes.

Workforce Development

Goal Statement: “We will develop a 21st century workforce by promoting educational excellence in the Greater Birmingham region through targeted improvements in pre-K–12 education, higher education, and training and support programs.”

Objective 4: Improve pre-K–12th grade education in the Birmingham region.

ACTION 4.1: Work with the Birmingham Regional Education Partnership to leverage partnership opportunities for the benefit of regional school systems.

METRIC:

- **Creation of the BREP by 1/1/12. Complete.**

TACTICS:

- **Bring together regional educational leaders to discuss educational best practices and partnership opportunities for the Birmingham region’s K–12 districts. Complete; ongoing.**
- Promote strong linkages with all public education foundations in the Birmingham region. Explore funding and programmatic partnership opportunities with the Birmingham Education Foundation to help achieve public education goals.
- Identify appropriate mechanisms by which the Birmingham region’s business community can support public education improvement. **Create a best practice database, using the best practices provided in Blueprint Birmingham as the foundation. Complete.**
- **Determine the potential to provide full-time staff support for the BREP Partnership. Complete.**
- Utilize the BREP Partnership to monitor academic performance and develop agenda for Birmingham Regional Education Conference.
- Support the annual Birmingham Regional Education Conference under the auspices of the BREP Partnership.

ACTION 4.2: Promote the implementation of innovative programs and policies in the Birmingham region’s under-performing school districts.

METRIC:

- Percentage of adult population (age 25+) with a high school diploma.

Legend

Green Text = Completed Tactic

TACTICS:

- Communicate the availability of alternative education models and campuses.
- **Support the development of innovative programming in under-performing systems, to include the four strands adopted by the Birmingham Education Foundation: Birmingham Parent University, college and career-focused high schools (career academies), professional development for school leaders, and Pre-AP initiative.**
- Form a public/private coalition in the Birmingham region with the cooperation from other stakeholders throughout the state to support legalizing the development of charter schools in Alabama.
- Facilitate the incremental implementation of student leadership programs such as “Leader in Me” as a pilot project within Birmingham City elementary schools and within the region’s elementary schools.
- Support incentives policies that encourage professional development for educators.
- Support funding for early childhood education for all eligible students by requesting additional state pre-K funding.
- Support efforts to help expand access for early childhood education for all eligible students.

Objective 5: Assess the skills needed to satisfy regional workforce demand and attract and retain talent; optimize the potential of the Birmingham region’s two- and four-year colleges and universities to meet those needs.

ACTION 5.1: Encourage two-year and four-year degree programs that support the Birmingham region’s target business sectors.

METRIC:

- Number of 2 and 4 year college graduates with degrees applicable to target sectors.

TACTICS:

- Coordinate with Target Sector leadership on college and university curriculum development (see also action item 8.2). Enable regional businesses to inform curriculum and program-development efforts, leveraging recommended sector leadership councils.

ACTION 5.2: Leverage regional colleges and universities in talent retention and attraction efforts.

METRIC:

- Number of alumni from regional colleges and universities living in the region.

TACTICS:

- Align internship and career placement programs at regional colleges and universities with available positions in the region’s businesses.
- **Seek partnerships with the region’s higher educational institutions to further talent-attraction programs through expatriate/alumni outreach. Complete; ongoing.**

ACTION 5.3: Increase coordination and cooperation between the Birmingham region’s education and training institutions and systems.

METRIC:

- Annual usage of the STARS transferability website by students in 2 and 4 year public colleges within the region.

TACTICS:

- Work with regional employers in Jefferson County to improve awareness of the training services supported by the Governor’s Office of Workforce Development (Region 4), and the Jefferson County Workforce Investment Board, including the Incumbent Worker and Rapid Response programs.
- **Market to the business community the availability of course credit transferability protocols between higher education institutions in the region. Complete.**

Objective 6: Address barriers to accessing training and employment destinations.

ACTION 6.1: Ensure regional constituents have access to adequate transportation options.

METRIC:

- Annual improvement in transit availability ranking as compiled by the Brookings Institute.

TACTICS:

- Maximize opportunities for the workforce and employers to provide feedback regarding transportation needs and challenges by leveraging the Target Sector Leadership Councils. (see Action 8.2).

ACTION 6.2: Promote increases in the capacity and improvements in the quality of local child care and after school programs.

METRIC:

- Distribute annual Childcare Resources assessment and database.

TACTICS:

- **Working with all relevant partners and providers, conduct a full assessment of licensed child care services, and build a database of available providers. Complete; ongoing.**

ECONOMIC PROSPERITY

Goal Statement: “We will develop a more prosperous region by focusing on business retention and expansion, marketing and recruitment, and small business development and entrepreneurship. We will encourage a culture of innovation by supporting research, development, and technology transfer at UAB and other higher education institutions in the region.”

Objective 7: Maximize the economic impact of UAB and the Birmingham region’s full complement of innovators and research-focused entities.

ACTION 7.1: Market UAB as a branding mechanism for technology-based Birmingham, partnering with UAB and other entities to achieve maximum effectiveness.

METRIC:

- Increase UAB annual state funding to support specific projects directed to economic development and research capacity activities \$15M over 5 years.

TACTICS:

- Continue outreach to the Birmingham region’s business leadership to best understand the economic development potential of UAB-generated research and innovation.
- **Craft a message aimed at increasing recognition of UAB’s local and statewide economic impact and its status as a leading research institution nationwide. Complete.**
- Guided by UAB, advocate for increased UAB funding and support.
- Work with UAB administrators, key private sector leadership, and the BBA Governmental Affairs Committee to develop a coordinated and aggressive lobbying effort to encourage state support for and contributions to the Eminent Scholars Trust Fund.

ACTION 7.2: Enhance UAB’s research, technology transfer, and enterprise-development support capacity.

METRIC:

- Increase annual UAB licenses and option agreements 5-10% annually.

TACTICS:

- **Work with UAB to establish a “proof of concept” pathway that supports the development of new startups. Complete.**

Legend

Green Text = Completed Tactic

- **Benchmark the activities and output of the University of Alabama at Birmingham Research Foundation's (UABRF) against comparable institutions. Analysis should include funding mechanisms, resources, staffing levels compared to research volume and overall role within the university and research administration. Appropriate comparable institutions include the University of North Carolina-Chapel Hill, Indiana University, University of Maryland-Baltimore, Oregon Health & Sciences University, Vanderbilt University, and the University of Massachusetts. Complete.**
- **Consider forming a collaborative Commercialization Advisory Committee to guide the development of the commercialization assessment and provide qualitative input. Complete; ongoing.**
- **Utilizing the findings of the aforementioned commercialization assessment, work with UAB administrators and key departmental leadership to evaluate the potential benefits of creating an Office of Corporate Alliance and Strategic Partnerships (OCASP). Complete.**
- Work with UABRF and University administrators to develop a "Philanthropic Fund" to support the technology-based economic development at UAB, including start-ups.
- Working with UAB's Governmental Affairs officials, continue to lobby for state and federal appropriations that support key UAB, technology transfer and economic development initiatives.
- Support continued growth within the region's entrepreneurial capital continuum, with a heightened focus on seed-capital funding in conjunction with and supportive of CAC and UAB activities in order to foster and advance technology-based economic development activities in the region.

ACTION 7.3: Develop entrepreneurial districts in the region supported by growth of research/resource centers and facilities.

METRIC:

- Number of annual graduates from research/resource centers in the region.
- Number of jobs held within research/resource centers in the region.

TACTICS:

- **Study best practice entrepreneurial districts that have been developed in recent years around the country, including but not limited to the CORTEX district in St. Louis, Missouri and the Piedmont Triad Research Park in Winston-Salem, North Carolina. – Completed.**
- **Create a Master Plan for an Entrepreneurial District in partnership with UAB's Development Office, Facilities Division, Innovation Depot, and other key partners. Complete; ongoing.**
- Leverage the Master Plan to design, fund, and develop new facilities in the Entrepreneurial District.
- **Identify research/resource centers across the region that could potentially form the core of additional entrepreneurial districts. Complete. (Note: Victor Brown maintains the list.)**

ACTION 7.4: Maximize the region's research capacity for the benefit of the target sectors.

METRIC:

- Target sector employment growth (as a % of total employment).

TACTICS:**Healthcare Services; Biological, Medical and Information Technology:**

- Utilize and expand new, up-and-coming biological and medical technology programs at UAB, and explore potential approaches to facilitating collaboration with other local institutions.
- **Encourage the Southern Research Institute (SRI) to optimize the value of its \$14.7 million National Institutes of Health (NIH) grant to become a production site for a national collaborative research network designed to expedite drug development. Complete.**
- Work with the Lakeshore Foundation to determine the potential to focus research and development monies on its efforts to provide therapeutic and recreational opportunities for physically disabled clients.

Metal and Steel Manufacturing:

- Promote the integration of research and development conducted at UAB's Materials Processing and Applications Center with target development efforts.
- Facilitate potential partnerships with SRI in a wide variety of industrial medical research projects and contracts.

Trade and Distribution:

- Determine if the Birmingham region's strong information technology capacity in regional universities and companies can be directed towards opportunities in logistics.
- Investigate potential synergies between the Birmingham region's Healthcare Services and Biological Medical and Information Technology sectors and the region's Trade and Distribution sector.

Diverse Manufacturing:

- Pursue opportunities to leverage the Birmingham region's traditional production economy into employment growth in "green" manufacturing.

All Sectors

- Collaborate with faculty and staff at the region's colleges and universities to provide value-added research of interest to firms in the region's core sectors and emerging opportunities.

Objective 8: Effectively leverage existing businesses for the growth of the Birmingham region's economy.**ACTION 8.1: Enhance and expand the BBA's business retention and expansion (BRE) program.****METRIC:**

- Announced new jobs.
- Announced capital investment.

TACTICS:

- **Transition from a volunteer-based to a professionally staffed program. Complete. (Note: BBA staff and professional economic development allies in the seven-county region now manage the BRE program.)**
- **Partner with the Existing Business Team to redesign regional business retention and expansion efforts based on the newly staffed BBA program. Complete.**
- Optimize BBA's economic development allies and staff(s) in economic development data gathering, aggregation and analysis for the BRE program.
- **Formalize the components of the staffed regional BRE program, including the formalization of outreach and follow-up processes. Complete.**
- Acquire industry-standard BRE project management software to better manage BRE program.
- Work with medium to large employers (greater than 250 employees) to map supply chains and identify potential recruitment targets that could benefit from co-location near existing businesses in the region.
- Work with small, minority-owned and women-owned businesses to identify large employers with diversity supplier programs to facilitate entry into the large business' supply chains.

ACTION 8.2: Establish business leadership councils in the Birmingham region's priority target sectors.**METRIC:**

- All Target Sector Leadership Councils meet quarterly.

TACTICS:

- Leverage the councils to support the development of formal sector networks, inform BRE and business development efforts, assist with the coordination of regional talent development efforts, and inform new enterprise development opportunities.
- Determine if an existing industry group, council, or board can serve as the basis for a sector leadership council affiliated with the Blueprint plan.
- Determine the optimal membership levels and dynamics, meeting frequencies, and strategic roles and responsibilities of the councils during their development phase.
- Utilize the councils to develop cross-industry linkages that could benefit the development of the Birmingham region's target business sectors.
- Encourage representation from private businesses, education and training institutions, public-sector officials, and non-profit leadership on leadership councils, as appropriate.
- **Staff each leadership council with a BBA staff member. Complete.**
- Coordinate workforce needs specific to each economic target sector with college and university curriculum development personnel.
- Leverage the sector leadership councils and affiliated groups to determine the media, messages, and markets for each sector.

Objective 9: Provide the support and coordination necessary to enable small businesses to launch and succeed in the Birmingham region.

ACTION 9.1: Augment and better coordinate regional small business and entrepreneurial assistance by establishing the Birmingham Regional Enterprise Council (BREC).

METRIC:

- Number of small businesses (< 250 employees) in the region.

TACTICS

- **Initiate discussions with members of BBA's small business councils to establish an omnibus, holistic model branded as the Birmingham Regional Enterprise Council (BREC). Ensure that all existing councils are included in discussions, including the African American Business Council, the Entrepreneur's Roundtable, the Executive Women's Roundtable, the Hispanic Business Council, the Small Business Council and the Women's Business Council. Complete.**
- **Aggregate all existing small business development programming under the auspices of the BREC, while maintaining the independent operations and strategic initiatives of the BBA's various small business councils. Complete.**
- **Leverage the Birmingham SCORE chapter and assist the chapter in expanding their volunteer base and small business development programs. Complete.**
- **Implement a program in the Birmingham region to better coordinate regional small business support services. Complete.**
- Expand the Entrepreneur's Roundtable Program to serve a broader regional constituency.

ACTION 9.2: Establish and support targeted, minority business development programs.

METRIC:

- Number of minorities and women in management roles in publically-owned companies.

TACTICS

- Support and enhance operations of the South Region Minority Supplier Development Council. Support minority business mentorship programs and networking opportunities that engage the regions minority business leaders.
- Promote awareness of new educational programs that target minority students in collaboration with high schools and higher education institutions.

Objective 10: Market the Birmingham region for the purpose of recruitment of domestic and foreign-based businesses.

ACTION 10.1 Facilitate person-to-person marketing opportunities through which the Birmingham region will be promoted.

METRIC:

- Announced new jobs.

- Announced capital investment.

TACTICS

- Continue to implement a marketing campaign focused on business location consultants and business sector-targeted companies.

ACTION 10.2: Market the Birmingham region as a top destination for innovation, research, and technology commercialization.

METRIC:

- Job growth in the innovation, research and technology commercialization sectors

TACTICS

- Identify the highest-value markets and media to promote Birmingham as a top destination for innovation, research, and technology commercialization.
- **Develop a protocol for following up with leads and prospects. Complete.**
- Maximize opportunities to locate aerospace/aviation companies in the Birmingham region.

ACTION 10.3: Enhance the Birmingham region's marketing collateral, new media, and public relations efforts.

METRIC:

- Announced new jobs.
- Announced capital investment.

TACTICS

- **Create a new Birmingham Business Alliance website. Complete.**
- **Capitalize on the reach and relevance of *Alliance* magazine as a prime communication channel to promote the region's quality of life as a key ingredient of successful economic development. Complete; ongoing.**
- Develop targeted marketing materials for talent recruitment efforts.
- **Continue to publish monthly BBA newsletters for both external and internal audiences. Complete; ongoing.**
- **Develop a branded PowerPoint template and slide library that can be drawn from to create custom sales presentations. Complete.**
- Produce a regional overview brochure highlighting the Birmingham region's key business-competitiveness advantages, resources, and its economic profile, by county.
- Create target audience datasheets highlighting the region's assets specifically to the profiled sector.
- Invest in additional software and online tools to facilitate contact and sales cycle management.
- **Contract with a top public relations firm or individual to promote the Birmingham region in the local, state, and national press. Complete; ongoing.**

ACTION 10.4: Evaluate and promote export/import opportunities for existing companies.

METRIC:

- Measure the annual percent change in the region's export values.
- Announced new jobs.
- Announced new capital investment.

TACTICS

- Utilize BBA's business retention and expansion program to leverage relationships with the region's businesses with overseas headquarters, affiliates, and buyer/supplier networks for regional benefit.
- Best leverage international trade support capacity from the state of Alabama by continuing to expand and develop new partnerships.

ACTION 10.5: Continue to support the CVB in their efforts to aggressively promote the Birmingham region as a tourism destination.

METRIC:

- Number of tourists, by county, annually.
- Tourism dollars, by county, annually.

TACTICS

- Work cooperatively with local CVBs to enhance efforts to promote the Birmingham region's most popular tourist attractions.

Objective 11: Ensure that the Birmingham region's business climate is competitive for existing and future companies.

ACTION 11.1: Optimize development, review and permitting processes in the region.

METRIC:

- Review and assessment of permitting processes completed by 12/31/12.
- Recommendations submitted to cities/counties for consideration by 7/1/13.

TACTICS

- Work with regional governments to effectively streamline operations and services to improve customer efficiency and oversight.
- Support regional governments in efforts to enable clients to apply for, review, and receive permits online to the highest degree possible.
- Produce a seminar for all local governments in the region highlighting best practices in municipal government management.

ACTION 11.2: Ensure the region's tax and incentives climate is competitive.

METRIC:

- Announced new jobs.
- Announced new capital investment.

TACTICS

- Pursue the potential development of a regional "super authority" that would include cooperation among all counties and municipalities to allow for the creation of competitive incentives on a regional level.
- **Engage the BBA's Finance and Taxation Committee to develop a plan to promote competitive taxation structures within the region. Complete; ongoing.**

- Continually collect qualitative and quantitative assessments of the region's tax climate from external audiences and perspectives.
- Continually discuss tax and incentive issues with existing businesses as a component of BBA's staffed BRE program.

ACTION 11.3: Collaborate with economic development allies throughout the region to improve prospect-management processes with counties and municipalities in the region.

METRIC:

- Increased number of new and expanding company announcements in metropolitan Birmingham.

TACTICS

- **Encourage partnerships between economic developers and municipal and county staff that provide value to prospects.. Complete; ongoing.**

Community and Regional Stewardship

Goal Statement: “Building a highly-attractive quality of place is central to Blueprint Birmingham. In order to develop a more attractive region for existing and future residents and businesses, we will support improvements in physical infrastructure, affordable public transportation, public safety, environmental quality, entertainment options, and cultural amenities.”

Objective 12: Provide competitive infrastructure capacity in the Birmingham region.

ACTION 12.1: Promote development of priority regional road transportation and transit system projects.

METRIC:

- Travel congestion index (% of daily travel in congested conditions).
- Mean travel time to work.

TACTICS:

- **Support the process of determining the long-term potential to expand the geographic scope of the Regional Planning Commission (RPC) to include Bibb County. Complete.**
- Build consensus on the critical need for local and regional transit capacity in the Birmingham region, including but not limited to key transit elements of the Long Range Transportation Plan and the In-Town Transit Partnership.
- Leverage ongoing Regional Planning Commission and Metropolitan Planning Organization efforts to coordinate transit route planning based on employment and training demand.
- Fully leverage the BBA’s Governmental Affairs Committee to proactively and positively impact transportation-improvement projects.
- Advocate for the timely and efficient completion of Interstate-22 as a means of improving transportation congestion and enhancing economic development opportunities in the Birmingham region.
- Support the Coalition for Regional Transportation’s efforts to fund and develop the Northern Beltline as consistent with planning priorities regionally, statewide, and nationally.
- **Support timely mitigation of traffic congestion on U.S. 280. Complete.**
- Continue to partner with the RPC/Transportation Subcommittee to support the RPC and MPO in advancing priority road-infrastructure projects throughout the region.

Legend

Green Text = Completed Tactic

ACTION 12.2: Support actions of the Birmingham Airport Authority to enhance the competitive position of Birmingham-Shuttlesworth International Airport.

METRIC:

- Number of passengers served annually at Birmingham-Shuttlesworth International airport.
- Number of daily flights.
- Number of cities served by non-stop routes.
- Air cargo shipped/received in tons per year.

TACTICS:

- Ensure that continued business community representation on the Birmingham Airport Authority Board is maintained. Support efforts to upgrade the arterial gateways to and from the airport.
- Support efforts to increase passenger demand at Birmingham-Shuttlesworth.

ACTION 12.3: Support Connecting Alabama to ensure regional communications infrastructure remains a competitive advantage.

METRIC:

- Combined deployment of broadband communications facilities in the seven-county region by providers in the Connecting Alabama Broadband Taskforce.

TACTICS:

- **Leverage ongoing business retention and expansion visits to determine regional businesses' needs and concerns related to broadband wireless and wire-line communications capacity. Complete; ongoing.**
- **Maintain partnerships with communications providers to best manage companies and institutions' technology needs and performance demands. Complete; ongoing.**

Objective 13: Improve the Birmingham region's "quality of place" amenities.

ACTION 13.1: Support efforts to enhance the Birmingham region's cultural and entertainment amenities.

METRIC:

- Number of tourists, by county, annually.
- Tourism dollars, by county, annually.

TACTICS:

- **Support the development of The Uptown entertainment district and other entertainment districts in the region. Complete; ongoing.**
- **Participate on planning committee with Rev Birmingham; integrating district planning into overall Downtown development plans, and pursuing available funding mechanisms to support district development. Complete; ongoing.**
- Partner with the Cultural Alliance of Greater Birmingham to most effectively implement the Cultural Master Plan of Greater Birmingham.
- **Support continued expansion of the Birmingham Zoo, elevating its reputation as a best-in-class location for tourism in the United States. Complete; ongoing.**

- **Partner with regional cities and counties, educational institutions, and other key partners to promote and link to a comprehensive events, activities, and resources website for the Birmingham region. Complete.**
- Work with hospitality and tourism development staff and regional company representatives to help advocate for optimization of the City of Birmingham's business climate and promote development incentives that enable investors to complete projects in Downtown Birmingham and other regional activity centers.

ACTION 13.2: Promote and expand the Birmingham region's opportunities to be a more livable and active community.

METRIC:

- Metric to be determined by CRS Advisory Group.

TACTIC:

- Support Red Mountain Park, Railroad Park and Ruffner Mountain Nature Center in the implementation of their Master Plans.
- Work collaboratively to support ongoing efforts to implement the region's bicycle, pedestrian, greenway and parks projects.
- **Work collaboratively to support the Red Rock Ridge and Valley Trail System in Jefferson County. Complete; ongoing.**
- Design and build bike and pedestrian trails around the Birmingham Zoo/Botanical Gardens that will connect with the Shades Creek Greenway/Jemison Park Trail/Railroad Park and Red Mountain Park.

Objective 14: Improve public safety in the Birmingham region.

ACTION 14.1: Promote regional public safety coordination.

METRIC:

- Violent crimes per 100,000 population.
- Property crimes per 100,000 population.
- Number of law enforcement jurisdictions participating in Crime Stoppers.

TACTIC:

- **Expand Crime Stoppers to include representatives from the BBA, law enforcement, campus police, City Action Partnership, neighborhood watch entities, corporate security representatives and others from the region. Complete; ongoing.**
- Leverage Crime Stoppers to discuss comprehensive, coordinated region-wide public safety solutions.
- Evaluate the idea of establishing a community court system in Birmingham.
- Assist the proposed public safety task force (Crime Stoppers) in researching and developing plans to establish a community court in Birmingham.
- Support the establishment of community courts in other regional jurisdictions, as needed.

Objective 15: Effectively remediate the Birmingham region’s environmental quality and protection issues.

ACTION 15.1: Support Alabama Partners for Clean Air in their efforts to improve regional air quality in an appropriate and timely manner.

METRIC:

- Achieve EPA attainment status for ozone and PM (particulate matter) standards in Jefferson and Shelby counties as adopted by the Alabama Partners for Clean Air.

TACTIC:

- **Initiate constructive dialogue with key regional stakeholder entities to determine the necessary steps to achieve attainment status.**

ACTION 15.2: Work with governmental officials to remediate Brownfields and Greyfields in the Birmingham region.

METRIC:

- Brownfield/Greyfield sites to be inventoried by jurisdiction; remediation efforts to be tracked by project/parcel.

TACTIC:

- **Work with public and private leaders to create a plan to pursue remediation strategies and tactics. Complete; ongoing.**
- Work with the region’s economic development allies, to pursue and support the administration of Brownfield loan funds and other grants as they are received.
- Work closely with other allies and the Alabama Department of Environmental Management as appropriate to leverage their expertise and support for site assessments, clean-up assistance, and technical support in repositioning properties.
- Actively market Brownfield and Greyfield properties in the region.

ACTION 15.3: Support the Clean Water Partnership in their efforts to maintain and enhance the quality of water in the region.

METRIC:

- TBD by Water Quality Committee.

TACTIC:

- **Assemble a working group of private sector leaders, academic and private sector researchers, and representatives from the Alabama Department of Environmental Management to produce recommendations for short-term improvements in, and long-term maintenance of, water quality standards in the region. Complete; ongoing.**

Objective 16: Work to make the Birmingham region's residents and businesses strong advocates for its existing businesses and future prospects.

ACTION 16.1: Design and implement an internal marketing campaign to elevate and improve community pride and perceptions.

METRIC:

- Percentage of annual image survey respondents having a favorable impression of the region.

TACTIC:

- Reach out to regional constituencies and leadership to capture stories that speak to the Birmingham region's unique people, places, programs, and partnerships.
- **Create an interactive website associated with the internal campaign. Complete.**
- **Leverage a multi-channel approach to marketing the internal campaign. Complete; ongoing. (The following "channels" were added during 2012:**
 - **Weekly BBA/Blueprint e-newsletters.**
 - **Bi-weekly BBA newsletter.**
 - **Ongoing contract for promotion with Development Counsellors International.**
 - **Bi-monthly Alliance magazine.**
 - **Newly designed BBA website premiered 3Q12.**
 - **Ongoing local media relations programs.**
 - **Public talks by senior BBA management team and CEO.)**