



STRATEGIC INITIATIVE INVENTORY METRO ATLANTA

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PROJECT OVERVIEW

The ten-county metro Atlanta region – comprised of Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale Counties – is a diverse region anchored by the state capital, multiple universities and colleges, numerous Fortune 500 headquarters, and the world’s busiest airport. The region has enjoyed tremendous growth in recent decades and has positioned itself among the most competitive economic regions in the world. But no region, regardless of its competitive position, has been immune to the effects of the recent Great Recession. As metro Atlanta emerges from this recession, it must have a clear roadmap to continually strengthen its position within an increasingly competitive, global environment for jobs and workers.

The development of this roadmap, the Metro Atlanta Regional Economic Development Strategy, will be a collaborative process, designed to unify multiple stakeholders in the public, private, and non-profit sectors behind a consensus vision for the region’s economic future. The final product will support the goals and objectives of PLAN 2040, the Atlanta Regional Commission’s comprehensive blueprint to sustain metro Atlanta’s livability and prosperity through mid-century and will meet the Economic Development Administration’s requirements for a Comprehensive Economic Development Strategy (CEDS). This Competitive Assessment represents the first phase of the strategic planning process, presenting a thorough review of the competitive issues facing metro Atlanta as the region emerges from recession and into economic recovery.

Scope of Work

The nine-month strategic planning process includes stakeholder input, quantitative research, the development of strategic recommendations, the creation of an implementation plan, and the establishment of performance metrics to measure implementation success.

STRATEGIC INITIATIVE INVENTORY

One of the first steps in ensuring that the regional strategy is a coordinated effort, and not duplicative or uninformed of ongoing efforts, is the creation of the Strategic Initiative Inventory. *Market Street Services* and ARC have assessed current local and state economic development priorities, goals, and strategies, with input and assistance from the Work Group. The Strategic Initiative Inventory informs the development of new strategic recommendations for the metro Atlanta region.

COMPETITIVE ASSESSMENT

This Competitive Assessment analyzes the key strengths, weaknesses, opportunities, and challenges facing the metro Atlanta region. The region’s performance, as measured by a variety of demographic, economic,

and quality of life indicators, will be benchmarked against three peer metropolitan areas that metro Atlanta competes with for jobs and workers.

ECONOMIC CLUSTER REVIEW

The Economic Cluster Review will evaluate and assess the competitiveness of various business sectors that are currently being targeted by local, regional, and state economic development partners. The most competitive clusters and targets in the metro Atlanta region will be identified, as well as specific niche opportunities for distinct communities and counties within the region.

REGIONAL ECONOMIC DEVELOPMENT STRATEGY

The five-year Regional Economic Development Strategy represents the culmination of the three previous phases and the beginning of the in-depth dialogues about the strategic goals and objectives that can best address regional challenges and capitalize on competitive advantages and assets. The Strategy answers the critical question – “What economic development goals should the metro Atlanta region pursue?” Best practices from around the country will be identified and referenced when relevant and appropriate.

IMPLEMENTATION PLAN

While the Strategy identifies **what** the metro Atlanta region should pursue, the Implementation Plan will help answer **how** the region will pursue these strategic initiatives. Specifically, it will identify lead and supportive entities in implementing individual recommendations, prioritize actions, examine funding capacity and sources, and provide a set of performance metrics to gauge implementation success.

Facilitators

MARKET STREET SERVICES

Market Street Services, a national economic, community, and workforce development consulting firm headquartered in Atlanta, was engaged to facilitate the development of the Regional Economic Development Strategy, and will lead the region through a process to identify actionable strategies that will help ensure that metro Atlanta sustains its livability and prosperity, and continually elevates its competitiveness in today's global economy. Market Street has worked in more than 140 communities nationwide, with extensive work in multiple communities throughout metro Atlanta since the company's founding in 1997.



ATLANTA REGIONAL COMMISSION

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county area including Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, as well as the City of Atlanta. For 60 years, ARC and its predecessor agencies have helped to focus the region's leadership, attention, and resources on key issues of regional consequence. ARC is dedicated to unifying the region's collective resources to prepare the metropolitan area for a prosperous future. It does so through professional planning initiatives, the provision of objective information and the involvement of the community in collaborative partnerships.

STEERING COMMITTEE

The strategic planning process is guided by a diverse Steering Committee of leaders from the public, private, and non-profit sectors. These individuals will oversee the entire planning effort, help identify the region's strategic priorities, build consensus throughout the region, and serve as public advocates for the betterment of the region and its economic development.

WORK GROUP

In addition to the Steering Committee, the research and strategic planning phases are guided by significant input from a group of community, economic, and workforce development practitioners from individual communities and organization's throughout the ten-county metro Atlanta region. The Work Group will meet eight times throughout the process to share their in-depth knowledge of the assets, challenges, opportunities, strategic priorities facing their individual communities.

STRATEGIC INITIATIVE INVENTORY

One of the first steps in ensuring that the Metro Atlanta's Regional Economic Development Strategy is a coordinated effort and not duplicative or uninformed of ongoing efforts is the creation of a Strategic Initiative Inventory. The Atlanta Regional Commission and Market Street Services have compiled a preliminary inventory of local, regional and state economic development priorities, goals, and strategies. The inventory that follows is not an exhaustive list of all initiatives; however, this inventory will hopefully suffice in delineating the key, strategic economic development priorities of individual counties and municipalities within Metro Atlanta.

Cherokee County

CHEROKEE OFFICE OF ECONOMIC DEVELOPMENT

The Cherokee Office of Economic Development (CoED), is the marketing agent for the Development Authority of Cherokee County and the Cherokee County Development Authority, and coordinates economic development activity in Cherokee County by aiding in the expansion of existing industry and through the attraction of new investment and quality employment opportunities. The community focuses on economic development to create economic opportunity for all citizens, i.e. jobs; stimulate business investment; diversify the public revenue base.

Cherokee County developed its White Collar Business Recruitment Strategy in 2009, which outlines the County's Economic Development goals and objectives in attracting white collar type professional employers for location to Cherokee County:

Target Sectors:

- ✓ Customer Service or Technical Support Centers
- ✓ Financial Services
- ✓ Healthcare
- ✓ Information Technology
- ✓ Regional Headquarters
- ✓ Retirement Services

Goals and Objectives:

Communications and Marketing

- ✓ Rebrand the Development Authority of Cherokee County
- ✓ Develop key messages related to white collar business recruitment, highlighting the County's key characteristics

- ✓ Strengthen outreach to the development and Economic Development community
- ✓ Update a section of website targeting white collar business recruitment

Entrepreneurship

- ✓ Collaborate with local college (Reinhardt College)
- ✓ Outreach to entrepreneurs: speakers series, etc
- ✓ Explore creating a business incubator
- ✓ Develop an Angel Network

Incentives

- ✓ Extend existing incentives (PILOT) to new and existing white collar projects and developers of office space
- ✓ Develop an incentive for LEED certification in Cherokee County
- ✓ Consider providing incentives to developers

Permitting

- ✓ Ensure that the permitting process does in fact speed up the process and work to implement a more standardized permitting process in all cities in the county

Real Estate

- ✓ Work with developers to develop more speculative office space
- ✓ Conduct familiarization tours for real estate developers
- ✓ Conduct marketing (postcards/emails) targeting commercial real estate development companies in the Metro area
- ✓ Consider partnering with such developers on marketing campaign, with developer covering some costs of marketing and collateral materials
- ✓ Continue annual "Developers Day" in Cherokee County
- ✓ Consider section of website devoted to recruitment of commercial developers

Transportation

- ✓ Expand road (east-west connector within county) and transit infrastructure to facilitate transportation connections in Cherokee County. Specifically connectivity to City of Atlanta and Hartsfield Jackson Airport are noted as appealing to white collar professionals

Workforce

- ✓ Conduct labor assessment to highlight the existing workforce qualities that white collar industries look for, and better understand existing skill set of workforce.

Sources:

www.cherokeega.org/pdf/DACC_White_Collar_Strategy-FINAL_DELIVERABLE.pdf

www.cherokeega.org/mission.htm#DACC

www.cherokeega.org/mission.htm#CCDA

CHEROKEE COUNTY GOVERNMENT

Economic Development Goals and Objectives:

- ✓ Develop a regional job center with a mix of commercial and industrial, focusing on the demand for regional retail, local-serving office and light manufacturing/warehouse space.
- ✓ Promote the growth of small-medium size businesses.
- ✓ Work to spur redevelopment along major transportation corridors to utilize existing infrastructure.
- ✓ Ensure that training and educational needs of employers are being met through a range of programs and partnerships between industry and educators.
- ✓ Attract higher paying and professional jobs through the encouragement of executive housing, quality education and area-wide amenities, such as greenspace and the arts.
- ✓ Encourage the expansion of agribusiness and tourism opportunities throughout the County.
- ✓ Focus on workforce housing, including rental opportunities and workforce housing in areas where infrastructure is adequate and available.

Implementation Strategies

- ✓ Improve Cherokee County Airport as an economic development asset. Obtain and designate land for quality business development in association with the airport.
- ✓ Maintain an adequate supply of quality prepared business and manufacturing sites,
- ✓ Continue the focused marketing campaign targeting industries identified in the Cherokee County Economic Strategic Plan.
 - Information Technology
 - Health Care
 - Financial Services
 - Aluminum Manufacturing Support
 - Automobile Parts Manufacturing
- ✓ Enhance the entrepreneurship and small business support programs with financial assistance, training, networking, professional advice and educational opportunities.
- ✓ Continue the Development Authority's existing Business Expansion & Retention Program.
- ✓ Implement the Georgia Department of Economic Development's Business InSight program
- ✓ Support and expand existing partnerships between local business and educational institutions.
- ✓ Connect residents and businesses to vocational training/continuing education at local institutions to address specific skill/training needs.
- ✓ Develop agribusiness and agritourism in the county.
- ✓ Coordinate and streamline permitting processes and development regulations across all communities in Cherokee County.

- ✓ Encourage redevelopment of underutilized shopping centers along major transportation corridors to broaden the retail and personal service offerings within Cherokee County.

Sources: Plan Cherokee (Comprehensive Plan), Community Agenda, 2008:
http://www.cherokeega.com/departments/planningandzoning/uploads/File/CompPlan/Final_Agenda_0819_08_complete.pdf

Economic Development Goals, 2004 Economic Development Strategic Plan:

Target Sectors:

- ✓ Information Technology
- ✓ Health Care
- ✓ Financial Services
- ✓ Aluminum Manufacturing Support
- ✓ Automobile Parts Manufacturing

Goals and Objectives:

Infrastructure

- ✓ Ensure that all communities within Cherokee County have the water and sewer capacity to accommodate anticipated long-term needs.
- ✓ Ensure that countywide transportation plan and initiatives focus on improving access between Cherokee and other metro Atlanta communities and on improving mobility within the County.
- ✓ Ensure that educational facilities, including buildings, technology, and sites, meet the long-term needs of the County.
- ✓ Ensure that there are adequate quality prepared business and manufacturing sites.
- ✓ Improve the County's telecommunications infrastructure.
- ✓ Improve Cherokee County Airport as an economic development asset.

Education and Workforce

- ✓ Align educational, training, and workforce programs and services with targeted business areas.
- ✓ Support and expand opportunities for meaningful, direct interaction between educators and businesses.
- ✓ Increase opportunities for career awareness and practical work experience for students.
- ✓ Provide workplace and language training and programs for growing Hispanic population and employers.
- ✓ Promote existing educational and workforce strengths and assets.
- ✓ Promote aptitude testing and skills assessments of students and workers throughout the County.

Economic Diversity

- ✓ Market and promote the County's assets, amenities, and economic development assistance opportunities.

- ✓ Support the expansion of identified target business sectors.
- ✓ Expand tourism opportunities throughout the County.
- ✓ Promote and support local entrepreneurs and small and minority business owners.
- ✓ Ensure that local incentives are tied to the creation of quality jobs.
- ✓ Create a comprehensive existing business support network.

Source: 2004 Economic Development Strategic Plan

Clayton County

CLAYTON COUNTY OFFICE OF ECONOMIC DEVELOPMENT

The Clayton County Office of Economic Development serves as staff for Clayton County's Board of Commissioners, Development Authority, Redevelopment Authority, and Urban Redevelopment Agency. We are charged with attracting and maintaining jobs and investment in Clayton County. In order to do this, we collaborate with organizations and municipalities to leverage assets and resources. Our Department is a one-stop rapid response team for all of your economic development needs.

Services include:

- ✓ Business Development Services
 - Site Selection
 - Project Management
 - Development Incentives
 - Permitting Assistance
 - Customized Market Research
 - Customized Demographic Research
- ✓ Workforce Development Services
 - Customized Job Profiling
 - Complimentary Employee Recruitment
 - Complimentary Skills Assessment Testing
 - Complimentary Skills Gap Training
- ✓ Relocation Assistance
 - Site Selection
 - Customized Tours of Clayton County
 - Strategic Introductions to Local Leadership
 - Assistance Navigating and Expediting Local Development Processes
- ✓ Targeted Industry Clusters
 - Logistics & Distribution
 - Bio/Life Sciences
 - Airport & Aerotropolis

- Genealogical & Heritage Tourism
- Film & Sports
- Foreign Relations & International Trade

Source: www.georgiasourcecenter.com

Cobb County

COBB COUNTY CHAMBER OF COMMERCE – COBB’S COMPETITIVE EDGE

Cobb’s Competitive EDGE is an historic initiative of the Cobb Chamber and its community-wide partners in business, education, healthcare, tourism, and the public sector to create a holistic, transformational economic development strategy and implementation plan designed to aggressively generate high-wage job growth, strengthen quality of life, education and infrastructure assets, and market Cobb County to the world.

Economic and Community Development Strategy

Encouraging Entrepreneurship and Aiding Small Business

- ✓ Develop a collaborative co-work and early stage incubation facility which provides low-cost space for burgeoning entrepreneurs, an environment that supports creativity, and a network of supportive partners.
- ✓ Work with the various providers of small business support services to consider co-locating and concentrating services in a single facility, potentially within or adjacent to the new co-work facility.
- ✓ Develop a “Capital Support Group” to examine the needs of entrepreneurs in Cobb County and improve small business access to traditional and alternative sources of capital.
- ✓ Work with local governments to develop a comprehensive business startup guide including information covering all county and municipal startup procedures.
- ✓ Work with the county’s various business associations to develop more collaborative events and provide enhanced value to small business membership.

Investing in Transportation Infrastructure and Traffic Relief

- ✓ Create a public-private partnership – the Coalition for a Clear Commute in Cobb (C4) – to coordinate a variety of educational and alternative commuting initiatives in Cobb County.
- ✓ Convene a Cobb Transportation Roundtable to maintain momentum from the Regional Transportation Roundtable and support continued collaborative dialogue to identify high-priority transportation investments.
- ✓ Develop a “Try Telework” initiative that supports the establishment and adoption of telework policies and flexible work schedules among employers of all sizes in Cobb County.

- ✓ Work with the business community to present a unified voice of business in advancing and supporting the Atlanta Regional Transportation Referendum through education and advocacy.
- ✓ Support the implementation of appropriate study findings and recommendations from the Northwest Atlanta Corridor Alternatives Analysis, which seeks to identify mass transit solutions along the I-75 and U.S. 41 corridors.
- ✓ Ensure that county and municipal long-range planning efforts, as well as ongoing Livable Center Initiatives, integrate and implement transit-oriented development (TOD) concepts.
- ✓ Evaluate the cost-effectiveness of a frequent-rider benefits and incentive program for Cobb Community Transit (CCT).

Cultivating Community Identities and a "Sense of Place"

- ✓ Launch a comprehensive "Cobb's Community Identities" forum series to discuss best practices in downtown and activity center development, and create "Identity Improvement Ideas" for each downtown and activity center in the county.
- ✓ Work with local governments to develop public space improvement plans to create more passive parks that support community gathering and interaction, and challenge property owners to donate or sell land at a below market price for public benefit.
- ✓ Support the development of new events that are attractive to young singles, families, and diverse populations.
- ✓ Develop neighborhood engagement programs that improve the connections between residents and businesses in and around the county's downtowns and activity centers.
- ✓ Support Cobb Travel & Tourism and relevant partners in elevating resident awareness and patronage of the county's key entertainment and tourism assets.
- ✓ Schedule a series of inter-city/inter-county visits that exposes a delegation of Cobb County leadership to competitive communities that have successfully developed a highly attractive "sense of place."

Retaining and Expanding Existing Business

- ✓ Develop a cooperative and professionally-staffed business retention and expansion (BRE) outreach program.
- ✓ Establish an Existing Business Outreach Committee to help facilitate dialogue between economic development professionals and the business community.
- ✓ Work with major employers in the Wholesale Trade and Aerospace and Advanced Equipment targets to identify potential links in the supply chain that could be viable recruitment targets.
- ✓ Proactively integrate the needs of Cobb County's strategic economic development targets in the development of the Cobb Chamber of Commerce's annual legislative agenda.

Supporting and Coordinating Redevelopment Efforts

- ✓ Help coordinate and mobilize the business community in South Cobb in support of the numerous redevelopment initiatives throughout the area.

- ✓ Establish a Land Bank Authority to acquire tax delinquent and blighted properties in support of specific redevelopment objectives.
- ✓ Update and expand Cobb County's "Redevelopment Sites" database and website.
- ✓ Focus county and municipal economic incentives on strategic targets and specific redevelopment areas.
- ✓ Host biannual redevelopment days to showcase available properties to developers.
- ✓ Convene a task force of relevant partners involved in planning and redevelopment throughout the county to review county and municipal zoning and building codes, and make suggestions for improvement to facilitate redevelopment.
- ✓ Develop a long-range vision to transform the area around Six Flags into a multi-destination center for travel and tourism.

Developing, Retaining, and Recruiting Talent

- ✓ Rebrand the Chamber-supported young professionals organization as Cobb Young Professionals (CYP) and expand membership through employer-sponsorship.
- ✓ Work with local media to develop a "Cobb's Future" series that showcases young leadership in Cobb County.
- ✓ Establish targeted work groups within the Business Education Committee at the Cobb Chamber of Commerce to focus on the identification of program needs and gaps in support of Cobb County's strategic economic development targets.
- ✓ Develop a fellowship program to retain the county's best and brightest college graduates.
- ✓ Support the creation of a comprehensive, holistic leadership development program.
- ✓ Develop a website that promotes career paths, higher education programs, and training opportunities in Cobb County that align with strategic economic development targets, and exposes high school students to these opportunities.
- ✓ Develop a set of collaborative Summer Academies for high school students interested in career paths supporting the county's strategic economic development targets.
- ✓ Develop a "Graduate Guarantee" that seeks to place all qualified and interested college graduates from Cobb County in an unpaid internship program for two months.

Marketing Cobb County and Projecting a Positive Image

- ✓ Develop a brand identity for economic development in Cobb County.
- ✓ Develop a best practice economic development website that is targeted to specific audiences and presents a unified front between the public and private sector.
- ✓ Launch a national public relations campaign that seeks to increase awareness of the assets, initiatives, and competitive advantages of Cobb County.
- ✓ Create a single point of contact and clearly define protocols for handling relocation prospects considering Cobb County.
- ✓ Effectively position Cobb County within regional and statewide targeted marketing initiatives.
- ✓ Develop a series of viral videos that promote Cobb County and its distinct communities in a variety of ways.

- ✓ Work with a variety of public, private, and non-profit partners to help secure sustainable funding for Cobb Travel & Tourism sufficient to support the effective promotion of travel and tourism.
- ✓ Schedule a bilateral, global inter-city visit and international trade mission to support global marketing, business development, and new trade relationships.

Strategic Economic Development Targets

Core Clusters:

- ✓ Aerospace and Advanced Equipment Manufacturing
- ✓ Information Technology and Software
- ✓ Professional and Business Services
- ✓ Wholesale Trade

Growth Opportunities:

- ✓ Health Care Services
- ✓ Bioscience
- ✓ Travel and Tourism

COBB COUNTY GOVERNMENT

Economic Development Goals from 2030 Comprehensive Plan:

Targeted industries

- ✓ Update and refine county's Economic Development Incentive District Inventory and associated policies
- ✓ Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development

Business retention and expansion

- ✓ Update and refine county's Economic Development Incentive District Inventory and associated policies
- ✓ Research the feasibility of generating a revolving loan fund and develop strategies to maximize CDBG funds to increase capital for small business growth and development

Jobs-housing balance

- ✓ Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved

- ✓ Develop new development codes and ordinances to encourage urban styled, higher density residential development in the county's two regional activity centers in accordance with approved Livable Centers Initiative Master Plans
- ✓ Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary

Managing land for business and industrial growth

- ✓ Prepare an inventory of sites suitable for higher wage, wholesale trade businesses.
- ✓ Prepare yearly Cobb County Data Report
- ✓ Prepare quarterly and yearly Cobb County Development Report
- ✓ Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved
- ✓ Amend future land use map and related regulatory policies to provide adequate residential and non-residential acreage for 2030 demands County CIDs can offer studies, which may be considered by the county that suggests alterations and refinement of detailed sub-area classifications for regional activity centers
- ✓ Reevaluate land use recommendations for areas adjacent to roadways projected to operate with a level of service F by 2030. This can be accomplished by discouraging strip-commercial centers, reducing curb cuts, promoting land assemblage, and encouraging inter-parcel access/shared parking agreements
- ✓ Prepare a corridor study for Veterans Memorial Highway east of Floyd Road
- ✓ Update existing Livable Center Initiative studies, local area master plans, and corridor studies every five-years when necessary
- ✓ Prepare a Sandy Plains Corridor study
- ✓ Develop targeted policies to protect industrial areas from residential incursions

Workforce retention and attraction

- ✓ Prepare a marketing strategy to promote the value of the county's two trade schools to economic development
- ✓ Coordinate efforts between Community Development, Economic Development, and non-profit agencies (Atlanta Neighborhood Development Partnership, Livable Communities Coalition, Cobb Works, etc.) to develop workforce housing policies and opportunities

Promote historic based tourism

- ✓ Pursue economic, land use, and transportation changes as defined in the Canton Road Corridor Study, Austell Road Livable Center Initiative, Six Flags Drive Corridor Study, and the Historic Mableton Master Plan as a means of expanding opportunities for areas that have traditionally been underserved

Target Sectors:

- ✓ Professional, scientific, management, and administrative services
- ✓ Education, health, and social services
- ✓ Information
- ✓ Management of companies and enterprises
- ✓ Finance, insurance, and real estate

DeKalb County

DEKALB COUNTY OFFICE OF ECONOMIC DEVELOPMENT

The DeKalb County Office of Economic Development is dedicated to bringing prosperity to DeKalb County through stimulating new investment, expanding existing industry, and developing sustainable economic strategies for balanced growth in every DeKalb community. The DeKalb Office of Economic Development markets DeKalb to the world through its database of investment opportunities and commercial and industrial properties.

Economic Development Policies

- ✓ Maintain the image of the County, reflecting its strengths as a place to live, work, play and do business.
- ✓ Coordinate the economic development plans for the county with those of surrounding jurisdictions.
- ✓ Target industries that pay high wages for attraction to DeKalb County.
- ✓ Attract new industrial growth that provides quality employment and economic opportunities and makes effective use of existing resources.
- ✓ Support the many elements of social and cultural diversity that exist in the county.
- ✓ Organize a contemporary approach to the redevelopment of business and industrial areas.
- ✓ Support and advance tourism efforts in the County.
- ✓ Improve job training and development opportunities.
- ✓ Increase the variety of restaurants available county-wide.
- ✓ Attract family oriented entertainment venues to locate to DeKalb County.
- ✓ Coordinate the economic development plans of the County with those of surrounding jurisdictions.
- ✓ Encourage area businesses to support and participate in economic development improvement efforts.

Economic Development Strategies

- ✓ Pursue the creation of additional Tax Allocation Districts.
- ✓ Partner with Georgia Department of Economic Development to improve economic conditions.

- ✓ Work more closely with the Department of Industry Trade and Tourism to attract more jobs to the County.
- ✓ Implement an aggressive urban redevelopment initiative.
- ✓ Target and protect job center through policy changes that involve planning, transportation, and development.
- ✓ Develop a media campaign for the County promoting its strengths and assets.
- ✓ Research and use national best practices to prepare "job ready" sites.
- ✓ Annually revise Enterprise Zones to improve areas in the county suffering from disinvestment, underdevelopment and economic decline.
- ✓ Pursue the development of more large scale family entertainment centers.
- ✓ Establish a Development Advisory Council.
- ✓ Increase resources to accelerate major nodal projects.
- ✓ Use tax incentives and other techniques to encourage dine in restaurants to locate in DeKalb.
- ✓ Work with General Motors and the City of Doraville in the re-development of the Doraville Plant.
- ✓ Work with the Department of Labor, and employment offices to disseminate opportunities for employment in DeKalb County.
- ✓ Involve the business community in the development of a unified approach to promote the strengths of the county.
- ✓ Focus promotional marketing activities to attract and retain employment generating businesses.
- ✓ Utilize existing agencies and organizations to further economic development goals.

Target Sectors:

- ✓ Entertainment
- ✓ Finance
- ✓ Life Sciences
- ✓ Logistics
- ✓ Security
- ✓ Service
- ✓ Technology

Sources: Handout from Economic Development Office; <http://web.co.dekalb.ga.us/decidedekalb/index.html>

DEKALB COUNTY CHAMBER OF COMMERCE

The mission of the DeKalb Chamber of Commerce is to support, promote, and sustain business development in DeKalb County through public policy, business advocacy, educational involvement, and community awareness.

Relevant Goals from 2009-2011 Strategic Plan: Economic Development

- ✓ By December 31, 2011, DCC will be a leader and primary connection to the business community for economic developers in DeKalb County, Georgia.

Source: DCC website, www.dekalbchamber.org/

THE DEKALB DEVELOPMENT AUTHORITY

Comprised of seven board members, this authority was established in 1974 to promote economic development within DeKalb. It assists in financing business facilities and equipment for job creation and expansion. The Authority may package bond financing for companies based on the type and number of jobs produced.

Source: <http://web.co.dekalb.ga.us/decidedekalb/ed-dev-authority.html>

CITY OF DECATUR

Economic development community goals for Decatur reflect new desires for economic development and ongoing efforts that the community would like to continue.

- ✓ Continue marketing and public relations strategy designed to position Decatur as an active “Live, Work, Play” community in an urban setting with small town roots.
- ✓ To encourage the City and the Downtown Development Authority to continuously update an annual work program of activities.
- ✓ Promote existing small businesses throughout the City.
- ✓ Encourage mid-rise residential development on commercially-zoned properties in downtown Decatur.
- ✓ Cultivate a wide variety of retail in the downtown area by encouraging and recruiting both small locally owned businesses and larger nationally recognized businesses.
- ✓ Continue to market downtown Decatur as an ideal office location especially for satellite office needs from the Clifton Corridor.
- ✓ Sustain the Downtown Development Authority and its work program in the following areas: general development, the Oakhurst area activities, the Avondale LCI area activities, business retention, and business recruiting.

Source: Economic Development Community Goals from 2005 Comprehensive Plan, www.decaturga.com/Modules/ShowDocument.aspx?documentid=1699

CITY OF DUNWOODY

The economic development work plan is the means by which Dunwoody will implement its roadmap for economic success with a focus on actions that have the greatest impact on the local economy in the near-term that also builds for long-term economic sustainability. The plan recommends five overarching goals that will support Dunwoody’s competitiveness for business investment in a rapidly changing market, followed by strategic initiatives that will provide an achievable framework for action. This concise plan will be used to inform and motivate our partners and stakeholders to understand the complexities,

relationships, and benefits of successful economic development and take the necessary steps to advance the determined initiatives.

Economic Development Mission: Working with its many public and private partners, create and implement a sustainable economic development plan that stimulates a stable and growing economy, produces wealth for residents and businesses, strengthens existing and future industry clusters, diversifies Dunwoody's economic base, and increases the commercial tax base for the City.

Economic Development Goals & Objectives:

Goal 1: Retain & Expand Existing Businesses

- ✓ Objective 1: Develop and maintain a knowledge base
- ✓ Objective 2: Create Team Dunwoody
- ✓ Objective 3: Build a Network of Support for Dunwoody Small Businesses

Goal 2: Recruit Quality Jobs and Capital Investment

- ✓ Objective 1: Attract new companies within our targeted industry clusters:
- ✓ Objective 2: Lead Development and Prospect Management
- ✓ Objective 3: Support and Collaborate with State and Regional Business Organizations
- ✓ Objective-4: Aggressively Market the Perimeter Center Office Market
- ✓ Objective 5 – Engage Private Sector Leaders to Act as Economic Development Ambassador's
- ✓ Objective 6: Develop and Maintain a Real Estate Database
- ✓ Objective 7: Support Dunwoody's Hospitality Industry

Goal 3: Catalyze Redevelopment of Commercial Activity Centers

- ✓ Objective 1: Aggressively Market the Master Plans for Dunwoody Village and Georgetown/North Shallowford Road
- ✓ Objective 2: Implement Catalytic Development Projects
- ✓ Objective 3: Focus Recruitment Efforts on Destination Retail and Hotel Opportunities
- ✓ Objective 4: Support Strategic Investment Opportunities

Goal 4: Market Dunwoody's Competitive Advantages

- ✓ Objective 1: Support Dunwoody's Brand Identity
- ✓ Objective 2: Develop a Marketing Campaign that Supports our Business Development Plan
- ✓ Objective 3: Develop Distinctive Marketing Materials
- ✓ Objective 4: Develop a PR Strategy for Economic Development

Goal 5: Improve Civic Capacity for Economic Development

- ✓ Objective 1: Better align strategy, operations, and resources of our economic development partners
- ✓ Objective 2: Be a Catalyst for sharing information and business intelligence

- ✓ Objective 3: Enhance communication among organizations in the city that impact economic development
- ✓ Objective 4: Provide Support and Leadership to the Development Authority of Dunwoody
- ✓ Objective 5: Identify Additional Resources for Economic Development

Target Sectors:

- ✓ National and Regional Headquarters
- ✓ Foreign Direct Investment / Operations of International Firms
- ✓ Technology: Information Technology, Digital Media, Internet Content Software, Wireless, and Network Security
- ✓ Business Services: Professional Services and Consulting, Marketing, Engineering, and Business Support Centers
- ✓ Entrepreneurs and Small Businesses.
- ✓ Destination Activities: Retail, Hotels, and Upscale Restaurants

Source: Dunwoody Economic Development Work Plan, www.dunwoodyga.gov/Libraries/Economic_Development/Dunwoody_Economic_Development_Strategy.sflb.ashx

Douglas County

DEVELOPMENT AUTHORITY OF DOUGLAS COUNTY

The Development Authority of Douglas County is an independent agency charged with Economic Development for both Douglas County and Douglasville. Its goals are to:

- ✓ Increase the local tax base
- ✓ Increase Jobs
- ✓ Improve the quality of life through increased economic opportunity
- ✓ Its mission is to bring quality jobs and opportunities for the citizens of Douglasville and Douglas County through continued growth in new and existing industry and the redevelopment of obsolete retail centers.

Source: www.developdouglas.com/aboutUs.php

DOUGLASVILLE DEVELOPMENT AUTHORITY

The Douglasville Development Authority has four primary goals that are the focus of its economic development efforts.

- ✓ Generate business leads and projects for Douglasville through an aggressive, external marketing program focused on specific business sectors that include the life science, technical service, advanced manufacturing and back office industries.
- ✓ Attract and retain sustainable, well paying jobs to Douglasville that capitalize on the highly educated workforce and outstanding quality of life afforded by the City and Metro Atlanta location.
- ✓ Maximize the use of its excellent real estate opportunities by attracting projects that generate strong square feet to employment ratios.
- ✓ Bring economic prosperity to all areas of Douglasville.

Source: www.douglasvilledevelopment.com/index.php?page=overview-douglasville-development-authority

In addition, the Douglasville Development Authority's 2009 Economic Development Strategic Plan details the following:

Goals and Strategies:

Business Climate and Leadership

- ✓ Goal 1: Create and implement a Business Retention and Expansion (BR&E) Program that will support existing business in their efforts to grow and prosper in the global economy.
- ✓ Goal 2: Develop, launch and maintain a cutting-edge, consultant-friendly website for the Douglasville Development Authority.
- ✓ Goal 3: More fully articulate the mission of CDA and opportunities in Douglasville as many of the City's economic development partners and allies are not familiar with Douglasville's business advantages, identity and locations.
- ✓ Goal 4: Develop an aggressive external marketing plan to promote Douglasville as a prime location for business.
- ✓ Goal 5: Develop a consistent message, image and theme for Douglasville to create an identity for the City.
- ✓ Goal 6: Recruit businesses to Douglasville based on a target sector approach and aggressive external marketing campaign.
- ✓ Goal 7: Utilize existing incentive programs and explore the creation of new ones to foster business development in Douglasville.
- ✓ Goal 8: Become familiar with nearby research institutions in Metro Atlanta such as the CDC, Georgia Institute of Technology, Emory University, etc., and how they can assist new and existing businesses.
- ✓ Goal 9: Create opportunities for new investments and jobs in Douglasville's distressed areas.

Infrastructure and Sites

- ✓ Goal 1: Improve and expand Douglasville's real estate options that are available for industrial, office and research projects.

- ✓ Goal 2: Develop "shovel ready" sites in Douglasville that have most of the preliminary engineering and geotechnical work completed, confirmed purchase prices, and available infrastructure.
- ✓ Goal 3: Develop virtual spec buildings and business parks in Douglasville to expand Douglasville's inventory of viable industrial and office properties.
- ✓ Goal 4: Develop an adaptive reuse and infill program for Douglasville's existing buildings to expand the City's inventory of attractive and marketable properties.
- ✓ Goal 5: Develop a business accelerator to grow companies in Douglasville.
- ✓ Goal 6: Work to improve the road access to Douglasville's best industrial and commercial sites.

Education and Workforce

- ✓ Goal 1: The CDA will work to reduce the City's high unemployment rates by providing assistance to local efforts for displaced workers.
- ✓ Goal 2: Utilize higher education as a mechanism to enhance Douglasville's economic development efforts.
- ✓ Goal 3: Assist in efforts to secure Work Ready Certification for Douglas County which will demonstrate the area has a well educated labor force capable of supporting a variety of businesses.
- ✓ Goal 4: Local businesses can be a valuable resource for career to business internships for local students.

Source: 2009 Economic Development Strategic Plan, Douglasville Development Authority

Target Sectors:

- ✓ Life Science
- ✓ Technical Service
- ✓ Advanced Manufacturing
- ✓ Back Office

Source: www.douglasvillevdevelopment.com/index.php?page=overview-douglasville-development-authority

Fayette County

FAYETTE COUNTY ECONOMIC DEVELOPMENT AUTHORITY (FCDA)

The lead agency for economic development recruitment and attraction for Fayette County, the FCDA is the only internationally accredited development authority in Georgia. FCDA markets and services business relocation, retention, expansion, and creation in the unincorporated county, Fayetteville, Peachtree City, Tyrone, and Falcon Field Airport.

FAYETTE COUNTY CHAMBER OF COMMERCE

The Fayette County Chamber of Commerce is a “voluntary business association of comprised of area firms and concerned individuals who work together to achieve a favorable business climate, while enhancing the quality of life.”

DEVELOPMENT AUTHORITY OF PEACHTREE CITY

The Development Authority of Peachtree City serves as facilities operator for the Peachtree City Tennis Center and the Amphitheater and offers economic development support activities for business attraction, retention, expansion.

FAYETTEVILLE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

Including the Fayetteville Main Street Program, the Fayetteville DDA “successfully combines historic preservation and economic development in local revitalization initiatives.” A seven member Board of Directors uses a four point approach to identify key problems and goals: organization, promotion, economic, and restructuring.

FAYETTE COUNTY GOVERNMENT

Goal: Fayette County should provide for the continued Development and expansion of a diversified economic base. The maintenance and enhancement of a prosperous economic climate provide Fayette County citizens with an increased tax base and expanded opportunities for employment. By providing expanded employment opportunities consistent with the demographic profile of Fayette County, the quality of life for Fayette County citizens is enhanced by reduced commute times and air quality is improved by reduced commute distance.

Objective E-1: Support the development of business opportunities to diversify and strengthen the tax base, create and maintain jobs, and preserve the quality of life in Fayette County.

- ✓ Establish and nurture strong inter-governmental relationships among local, regional, state, and federal governments to promote effective planning, and implementation of government services.
- ✓ Plan for sufficient land suitable for economic development to be available in areas where appropriate infrastructure exists by working with local governments and private developers
- ✓ Prioritize, encourage, and lobby for the development and maintenance of road systems which makes transportation quick, safe, accessible and that meet the long term economic development needs of the county.
- ✓ Develop pro-active, long term planning that aggressively attracts quality new employers, both domestic and foreign, to the County through programs like the Foreign Investment Initiative and the Annual Holiday Luncheon.

- ✓ Develop programs that encourage and promote entrepreneurial development through marketing, Small Business Success Academy, Small Business Week, and leverage various state and national programs to facilitate said activity.

Objective E-2: Provide for the development and expansion of a diversified economic base (office, industrial and commercial) to produce a wide range of employment opportunities.

- ✓ Target corporations that require a highly educated workforce matching the educational demographics of Fayette County
- ✓ Recruit clean industry which has minimal impacts on existing public facilities and the environment.
- ✓ Encourage the retention and expansion of existing employers through programs like Adopt-An-Industry and Established Industry Council.
- ✓ Help create business friendly and responsive governmental relationships through various workshops, public meetings, Adopt-An-Industry, and the Established Industry Council.
- ✓ Encourage and promote reuse and redevelopment of vacant commercial buildings, brownfields, existing structures, and properly zoned areas through marketing and public relations outreach. Note: A brownfield, as defined by the United States Environmental Protection Agency, is an abandoned, idled, or underused industrial and/or commercial facility where expansion or redevelopment is complicated by real or perceived environmental contamination.

Objective E-3: Provide a high quality educational system to satisfy the demands of present and future economic development.

- ✓ Maintain an environment that fosters the highest quality of education available in order to prepare citizens for the continued changes necessary for their economic well being.
- ✓ Enhance education partnerships with business to ensure that the education system is strategically focused to meet educational needs of the future job market, and so that business may help meet specific school needs. Do this through programs like Youth Leadership, the School to Industry to Business Tours, and other programs.
- ✓ Ensure the availability and encourage the use of high quality continuing adult education and retraining programs through the establishment of a Training and University Center (Clayton College & State University).

Objective E-4: Maintain Fayette County's position as a leader in controlled development.

- ✓ Promote the use of the County's assets to leverage economic development through business creation, attraction, retention, expansion, redevelopment and preservation.
- ✓ Review County ordinances and regulations on a regular basis to ensure that ordinances and regulations are consistent with the objectives of economic development
- ✓ Promote economic issues and trends through monthly newsletters, press releases, weekly updates, and presentations.

Objective E-5: Continue to provide high quality services for County residents and business personnel.

- ✓ Support the maintenance of a high quality system of public infrastructure including transportation, schools, libraries, parks, and water.
- ✓ Encourage a high quality of architecture, landscape architecture, and urban design that will serve as a catalyst for further economic development.
- ✓ Recognize and support the diversity of Fayette County's community and businesses by maintaining a close working relationship with the Chamber of Commerce and other business and civic organizations.

Source: Fayette County Comprehensive Plan, www.fayettecountyga.gov/planning_and_zoning/compplan/economic%20dev.pdf

Fulton County

FULTON COUNTY – DIVISION OF ECONOMIC DEVELOPMENT

The Fulton County Economic Development Division is responsible for coordinating all services and activities associated with Fulton County policy and economic development initiatives with the primary responsibility of attracting, retaining and expanding businesses in Fulton County. Created in December 2011, the initial tasks of the Economic Development Division are to execute the following responsibilities:

- ✓ Develop an Economic Development Comprehensive Plan for Fulton County with the primary objective of attracting, retaining and expanding businesses in Fulton County
- ✓ Conduct and implement a "Targeted Industries Study" to help prioritize development or redevelopment initiatives
- ✓ Conduct and implement a "Marketing and Branding Plan" to highlight the assets and strengths of the county with the objective of attracting, retaining and expanding businesses in Fulton County
- ✓ Coordinate with the Development Authority of Fulton County, the Redevelopment Agency of Fulton County, as well as other local, state, and federal agencies and businesses, so as to encourage new business development, redevelopment, and retention of existing businesses
- ✓ Coordinate with the Chambers of Commerce in the county so as to encourage new business development, redevelopment, and retention of existing businesses
- ✓ Partner with the regional colleges, universities, technical colleges and school systems to ensure the county has a workforce that is prepared to staff and lead county-based businesses, non-profits and governmental and non-governmental organizations
- ✓ Proactively attract global businesses to Fulton County, foster relationships with the international consular corps and international chambers of commerce, and build bilateral partnerships with governments in other countries
- ✓ Provide clear recommendations to the Board of Commissioners to assist in business opportunities through approved incentive programs
- ✓ Support local economic development efforts currently in place in all Fulton County cities and the unincorporated area

- ✓ Develop a legislative priorities agenda in coordination with the County Manager and Inter-governmental Affairs Division with the primary objective of encouraging new business development, redevelopment, and retention of existing businesses

DEVELOPMENT AUTHORITY OF FULTON COUNTY

- ✓ Provides taxable and tax-exempt bond financing opportunities under the auspices of the Development Authority and Policy Development Incentives created by the Board of Commissioners;
- ✓ Provides an array of economic development services for Fulton County government, including implementation of business recruitment and retention strategies;
- ✓ Has issued more than \$7.5 billion in bonds and helped well over 300 businesses and institutions build, upgrade, renovate, expand or relocate in Fulton County; and
- ✓ Works closely with other state and local development organizations as well as with area chambers of commerce.

Source: www.fultondevauthority.org

METRO ATLANTA CHAMBER OF COMMERCE

Areas of focus include:

- ✓ Drill down into core industries (above) and recruit companies from high-paying niche sub-clusters. (Bain Study)
- ✓ Focus more on organic growth or growing existing businesses and entrepreneurs. (Bain)
- ✓ Better coordinate economic development efforts across region and state. (Bain)
- ✓ Push for economic development legislation (incentives, workforce development, venture capital, etc.) to make Georgia more competitive. (Bain)
- ✓ Marketing metro Atlanta and recruiting businesses from Latin America, Asia, Europe and North America.
- ✓ Attracting foreign consulates or trade offices from Asia, Latin America or Europe.
- ✓ Advocating for public policies that bring down barriers to growth of targeted industries and that enhance organic growth of quality jobs.

Target Sectors:

- ✓ Corporate Operations and Business Services: Proactively marketing metro Atlanta as a business location, attracting company headquarters and creating quality jobs.
- ✓ Global Commerce: Developing metro Atlanta into an international business center and attracting foreign direct investment, companies and jobs – while assisting metro Atlanta companies to do business abroad.
- ✓ Supply chain and advanced manufacturing: Positioning metro Atlanta as the world's premier center for supply chain management, operations, talent and innovation.

- ✓ Technology: Shaping Atlanta as a center of technology and innovation by attracting and growing companies in the IT, software, telecom, and other industry sectors.
- ✓ Bioscience and Health IT: Growing metro Atlanta's bioscience industry by focusing on marketing, workforce development, venture capital and clinical trials.

Sources: MAC Economic Development fact sheet – Bain & Co. Recommendations, www.metroatlantachamber.com

GREATER NORTH FULTON CHAMBER OF COMMERCE

Mission: Progress Partners of North Fulton Atlanta is an initiative of the Greater North Fulton Chamber of Commerce designed to position North Fulton as one of the top destinations in Atlanta for long-term economic growth and superior quality of life. Through this initiative, Progress Partners combines the best attributes of Alpharetta, Johns Creek, Milton, Mountain Park, Roswell and Sandy Springs.

Overall Goals

- ✓ Create national and international recognition of the region to ensure long-term growth.
- ✓ Establish one collective and unified voice for the six partnering cities to promote the area as a great destination to live, work, play and stay.
- ✓ Attract new and better transportation improvements to the region.
- ✓ Deliver a highly professional and proactive, nationally competitive regional economic development program for the business and families of the Greater North Fulton area.

Economic Development Objectives

- ✓ Attract new opportunities in target business sectors:
- ✓ Retain and expand existing firms
- ✓ Nurture entrepreneurs and small business opportunities
- ✓ Advance economic development opportunities for international businesses

Education and Workforce Excellence Objectives

- ✓ Ensure the Pre-K through 12th grade education system is able to serve local needs
- ✓ Maintain a demand-driven approach to post-secondary education and training

Quality of Life Objectives

- ✓ Promote redevelopment and more sustainable development patterns
- ✓ Enhance Mobility in North Fulton and throughout the region
- ✓ Strengthen arts, cultural and recreational assets
- ✓ Create a robust Public Policy capability
- ✓ Expand community-building, involvement and outreach

Marketing Objectives

- ✓ Initiate external marketing campaign
- ✓ Make North Fulton attractive and welcoming for young professionals
- ✓ Partner with local and regional entities

Target Sectors:

- ✓ Healthcare
- ✓ Telecommunications
- ✓ Financial Services/Insurance
- ✓ Data Technology/Contact Centers/Processing/Back Office
- ✓ Distribution/Logistics/Manufacturing/Business Services

Source: Progress Partners, www.progresspartnersatlanta.com

SOUTH FULTON CHAMBER OF COMMERCE

Mission: To create synergy for business development and expansion by attracting, retaining and advancing the business interests of South Fulton.

Strategies:

- ✓ Provide lease space in new facility for area businesses and chamber members
- ✓ Partner with the Fulton Industrial Community Improvement District (CID) to encourage the redevelopment of the corridor
- ✓ Encourage small business development by increasing the number of free educational seminars and counseling throughout the year
- ✓ Partner with regional chambers and key entities to lobby for solutions for regional issues as they relate to South Fulton business development
- ✓ Partner with the Georgia Film Commission to become a "Camera Ready" Chamber that can help get movies and commercials filmed in South Fulton
- ✓ Partner with Fulton County Economic Development to attract more businesses to the South Fulton area
- ✓ Recruit Fulton Industrial businesses
- ✓ Maximize business partnerships with Education community to improve scholastic achievement

Source: 2012 Strategic Plan; www.southfultonchamber.org

INVEST ATLANTA, ATLANTA'S DEVELOPMENT AUTHORITY

Invest Atlanta, Atlanta's Development Authority, is the official economic development agency for the City of Atlanta. Its purpose is to increase opportunity and prosperity for the people of Atlanta by strengthening the city's economy and global competitiveness.

Chaired by the Mayor of Atlanta, Invest Atlanta's programs and initiatives focus on attracting and retaining jobs, nurturing entrepreneurship, promoting international trade, fostering foreign direct investment, revitalizing neighborhoods, spurring innovation, and helping companies expand and succeed in Atlanta. To achieve these goals, Invest Atlanta leverages the benefits of bond financing, revolving loan funds, new market tax credits, housing financing, tax increment financing, and other tax credit programs.

Invest Atlanta, Atlanta's Development Authority, engages in the following actions to support Atlanta's community and economic development:

- ✓ Extending relocation and retraining tax credits;
- ✓ Jumpstarting redevelopment activity within the City's tax allocation districts;
- ✓ Providing small business loans for expansion and start-up;
- ✓ Supplying mortgage down-payment assistance to low and moderate income families;
 - Down-payment assistance up to \$40,000 on new and existing homes in the City of Atlanta
 - Incentives to developers including tax exempt bond financing, grants, and low interest rate loans for construction, rehabilitation and permanent financing of affordable workforce housing
- ✓ Utilizing New Markets Tax Credits;
- ✓ Facilitating foreign direct investment and international trade through sales missions and other programs
- ✓ Issuing bonds to spur residential and commercial development;
- ✓ Acquiring land for green space, residential and commercial development;
- ✓ Implementing quality of life projects in underserved communities;
- ✓ Retaining and expand existing business, recruiting new business, promoting the City and available business development incentives.

Source: www.investatlanta.com

Note: Invest Atlanta, Atlanta's Development Authority, is currently undergoing a strategic planning process that will occur during roughly the same timeframe as this Metro Atlanta strategic planning process.

CITY OF ALPHARETTA

Goal 1: Uphold development policies and invest in redevelopment projects that encourage economic progress.

- ✓ Objective 1: Support relocations and expansions that bring quality jobs to the City of Alpharetta by removing barriers to development and extending financial and non-financial incentives to qualifying establishments.
- ✓ Objective 2: Continually seek to develop a more vibrant Downtown Alpharetta.
- ✓ Objective 3: Reposition the former Prospect Park site for highest and best uses.
- ✓ Objective 4: Maintain a healthy and attractive retail environment that continues to draw expenditures from households outside the City of Alpharetta.

Goal 2: Build and maintain effective partnerships that support collaborative economic development programs.

- ✓ Objective 5: Enhance relationships between Economic Development staff at the City of Alpharetta and key partners that support economic development throughout the region and state.
- ✓ Objective 6: Build a comprehensive marketing effort to support the attraction of new companies and workers to Alpharetta.
- ✓ Objective 7: Develop relationships with existing businesses that support business retention, facilitate expansions, and foster cluster development by formalizing a business retention and expansion (BRE) outreach effort.
- ✓ Objective 8: Create an environment that facilitates innovation, entrepreneurship, and small business growth.

Goal 3: Invest in community assets that increase the appeal of Alpharetta as a place to live, learn, work, and play.

- ✓ Objective 9: Invest in education initiatives that elevate Alpharetta's competitive advantage.
- ✓ Objective 10: Strengthen physical infrastructure to encourage and accommodate future growth.
- ✓ Objective 11: Continue to invest in the aesthetic, environmental, and cultural attractiveness of the City of Alpharetta.

Target Sectors:

- ✓ Corporate and Regional Headquarters
- ✓ Corporate Services
- ✓ Information Services and Technology
- ✓ Telecommunications
- ✓ Retail

Source: Economic Development Plan, www.alpharetta.ga.us

CITY OF COLLEGE PARK

It is the mission of the College Park Economic Development Department to attract, retain and grow businesses and employment opportunities in the City of College Park in order to increase the tax base, diversify the economy and enhance the quality of life for the community.

Business Attraction Goals

The City will attract new business to the community that will:

- ✓ Provide employment opportunities for our citizens
- ✓ Increase the tax base for the City
- ✓ Increase capital investment by business

Business Retention & Expansion Goals

The City will build and maintain relationships with local businesses that will:

- ✓ Retain and expand jobs and capital investment in the City
- ✓ Leverage the existing business leadership in attraction efforts
- ✓ Improve communications between government and business leaders to strengthen and support local industry

Redevelopment Goals

The City will establish and implement redevelopment policies and incentives that will:

- ✓ Create economic vitality
- ✓ Improve the city's image
- ✓ Promote quality architectural design
- ✓ Increase tax revenues

Small Business Development Goals

The City will support small businesses and entrepreneurial activity that will:

- ✓ Encourage expansion of employment opportunities
- ✓ Strengthen small businesses and support their success
- ✓ Enhance our ability to attract high tech companies
- ✓ Improve communications between business and government
- ✓ Link business owners to local, regional, statewide and federal resources

Target Sectors:

The City will target the following industries in order to create wealth and enhance the quality of life in the City:

- ✓ Aviation/Aerospace
- ✓ Biotechnology & Medical
- ✓ Cleantech & Renewable Energy
- ✓ Data Centers
- ✓ Headquarters & Back Office
- ✓ Logistics & Transportation
- ✓ Retail, Hospitality & Tourism

Source: Economic Development Strategic Plan, www.collegeparkga.com

CITY OF SANDY SPRINGS

The following economic development initiatives were highlighted in the City's 2007 Comprehensive Plan Community Agenda:

- ✓ Encourage businesses and industries to develop or expand in Sandy Springs that are suitable for the City in terms of job skills required, linkages to other economic activities in the City or region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities (Appropriate Business QCO).
- ✓ A range of job types should be provided in each community to meet the diverse needs of the local workforce (Employment Options QCO).
- ✓ Limit manufacturing, industrial, and distribution land uses to those areas currently zoned.
- ✓ Economic development efforts in Sandy Springs will focus primary attention on redevelopment – including the implementation of specific strategies for the revitalization and redevelopment of the Roswell Road corridor and the Town Center area.
- ✓ Educational and training opportunities should be readily available in the City – to permit City residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions (Educational Opportunities QCO).
- ✓ Continue to examine ways to retain corporate headquarters, and promote the location of technology-oriented and other desirable businesses in Sandy Springs.
- ✓ Promote the upgrade and expansion of telecommunications infrastructure in the City.
- ✓ Recognize the health care industry as one of the fastest-growing economic sectors in the City and anticipate and provide for the expansion of hospitals, medical offices and complimentary uses (assisted living facilities, nursing homes) in areas consistent with the future land use plan and zoning ordinance.
- ✓ Promote intergovernmental and interagency coordination in economic development activities, including, where appropriate, utilizing the resources of the Sandy Springs Business Association/Sandy Springs Revitalization, Inc., Fulton County Department of Economic Development, the Development Authority of Fulton County, the Perimeter Community Improvement District, the Greater North Fulton Chamber of Commerce, and the Metro Atlanta Chamber of Commerce in terms of business recruitment and retention programs.
- ✓ Cooperate with private business associations in areas where common interests exist, such as maintaining and enhancing the economic environment of the City and the joint promotion of activities.
- ✓ Promote the development of small businesses in the City.
- ✓ Create and maintain a positive climate for business in the City.
- ✓ Sandy Springs should balance the need to regulate the design and appearance of commercial properties with a positive regulatory environment that is sensitive to the need for businesses to be competitive in the marketplace.
- ✓ In situations where economic development policies, strategies, or objectives conflict with policies and objectives for protected neighborhoods, the interests of protected neighborhoods should prevail.

Gwinnett County

PARTNERSHIP GWINNETT

Partnership Gwinnet, the County's public-private partnership for economic development spearheaded by the Chamber of Commerce, published the Partnership Gwinnett 2.0 Strategy in Nov 2011. This is Partnership Gwinnett's second round of strategic planning, and comes at the end of a 5 year implementation of the Partnership's first Strategic Plan.

The goal of Partnership Gwinnett 2.0 Strategy is to take the success and lesson learned from the implementation of Partnership Gwinnet 1.0 and "take it to the next level" in enhancing the County's competitiveness for new jobs and investment, while also focusing on growing existing businesses to capitalize on past successes. The strategy provides goals and action steps needed to optimize local competitiveness and conditions to achieve success:

Target Sectors:

- ✓ Information Technology
- ✓ National/Regional Headquarters
- ✓ Health Care and Professional Services
- ✓ Advanced Communications
- ✓ Manufacturing and Logistics

Overall Strategy

Gwinnett's Economic Development Strategy focuses on four overall goals identified through the counties most recent 5 year economic development phase. These four areas are:

- ✓ Economic Diversification and Wealth Creation
- ✓ Education and Workforce Excellence
- ✓ Quality of Life Enhancements
- ✓ Marketing and Outreach

GOAL 1: Comprehensive Economic Development

- ✓ Optimize efforts to retain, expand and leverage existing businesses.
- ✓ Formalize an effective program to assist entrepreneurs and launch and sustain high-value start-up businesses.
- ✓ Focus marketing and attraction efforts on Gwinnett's target sectors and prospect geographies.
- ✓ Design and implement an aggressive, multi-channel International Business Development Program.
- ✓ Continue to leverage effective partnerships with local, regional, and state entities.
- ✓ Foster policy and incentives frameworks that best support County business development.

GOAL 2: World-Class Talent

- ✓ Leverage resources to help Ensure that Gwinnett County schools continue to achieve award-winning results.
- ✓ Leverage and expand Gwinnett County postsecondary institutions' growth and capacity.
- ✓ Enhance talent development programs and resources.

GOAL 3: Community and Leadership Development

- ✓ Provide businesses and residents with competitive infrastructure capacity.
- ✓ Further enhance Gwinnett's growing arts, cultural, and entertainment capacity.
- ✓ Develop environmentally sustainable, attractive, safe, and dynamic public spaces and activity centers in Gwinnett.
- ✓ Foster next-generation and trusted leadership capacity in Gwinnett.
- ✓ Fully leverage Gwinnett County's diversity to enhance its community vitality.
- ✓ Boost local awareness of Gwinnett County assets and improvement strategies.
- ✓ Effectively support Gwinnettians in need.

Source: Partnership Gwinnett 2.0 Strategy; http://new.partnershipgwinnett.com/wp-content/uploads/2011/12/PG-20-Strategy_FINAL.pdf

GWINNETT COUNTY – DEPARTMENT OF PLANNING AND DEVELOPMENT

Economic Development Objectives:

- ✓ Attract new business
- ✓ Provide expansion incentives for existing firms
- ✓ Add to the number of jobs in Gwinnett
- ✓ Increase the average wages for Gwinnett jobs
- ✓ Optimize the residential/non-residential balance in the tax digest
- ✓ Diversify job categories and business lines
- ✓ Increase income and wealth demographics for Gwinnett
- ✓ Encourage revitalization and redevelopment
- ✓ Ensure that the County is doing all it can when competing with other jurisdictions for business expansions and relocations

Gwinnett County staff does not play a significant role in marketing or business recruiting, but actively supports the efforts of the Gwinnett Chamber of Commerce and its Partnership Gwinnett program along with state agencies. The County maintains a small staff to track and analyze the economic impact and recommend inducement packages.

Source: Gwinnett County website, www.gwinnettcounty.com/portal/gwinnett/Departments/PlanningandDevelopment/EconomicDevelopment

CITY OF SUWANEE

Objective:

The objective of the City of Suwanee's Economic Development strategy for the city's I-85 Business District is to create a positive identity for the area, which is currently comprised of a variety of uses, underutilized parcels, and has the image of 'just another suburban commercial strip'. The objectives are to

- ✓ continue to develop this area as the City's primary commercial core,
- ✓ develop an important entrance to the City of Suwanee,
- ✓ add to the City's tax base, and
- ✓ start a sustainable development pattern that can be successful over the next several decades.

Economic Development Goals and Objectives:

- ✓ Brand the area – create a consistent image for the area, even as uses and tenants change over time, with "Suwanee Gateway" create a valuable identity that businesses want to be associated with, similar to Vinings or Midtown and create a consistent theme to link the currently unconnected uses
- ✓ Promote/Develop existing areas of competitiveness - the Hospitality, Office and industrial space areas already have a competitive base in the Suwanee Gateway area, but are facing competition from nearby, newer projects. Unifying with a brand, redevelopment, and marketing/promotion are goals to increase competitiveness in these areas.
- ✓ Physically Transform the area – redevelop the Suwanee Gateway corridor in a manner consistent with the development of the rest of the City, while maintaining its own mix of uses and image.

Source: Suwanee Gateway: the City of Suwanee's Economic Development Strategy for the I-85 Business District;

www.suwanee.com/pdfs/I85%20Competitive%20Assessment%20and%20Development%20Strategy%20Report.pdf

Henry County

HENRY COUNTY GOVERNMENT – ONE HENRY – HENRY COUNTY DEVELOPMENT AUTHORITY

In September 2008 the Henry County Chamber of Commerce (HCCC), together with others, hosted the first Henry County Intergovernmental Retreat at Callaway Gardens in Pine Mountain, Georgia. The retreat brought together more than 50 elected and appointed officials with leaders in the business community. The focus of this two-day work session was to develop recommendations for a Joint Henry County/Cities Comprehensive Economic Development Strategic Plan. After hearing from industry leaders concerning the

benefits of successful strategic planning, the group divided into five teams that were then assigned a specific goal for which they crafted objectives and the corresponding action steps.

Infrastructure & Quality Development

- ✓ Objective 1: Establish a Locust Grove Park and Ride Lot
- ✓ Objective 2: Enhance Telecommunications Infrastructure
- ✓ Objective 3: Continue to Explore Commuter Rail Options
- ✓ Objective 4: Construct a Bethlehem Road Interchange
- ✓ Objective 5: Acquire Tara Field
- ✓ Objective 6: Extend SR20 to I-85

Economic Structure

- ✓ Objective 1: Compare Economic Development Programs in Core Atlanta Metro (ARC Region) to Include the Identification of Roles, Staffing, Budgets and Major Initiatives.
- ✓ Objective 2: Review Henry County Economic Incentive Plan and Make Suggestions for Improvement.
- ✓ Objective 3: Identify Businesses Needed to Support Existing Business/Industry
- ✓ Objective 4: Cultivate Minority Business Development
- ✓ Objective 5: Update Henry Tomorrow Targeted Industry Recommendations
- ✓ Objective 6: Recommend Additional Targeted/Strategic Industries with Eye Toward Healthcare and Higher Education Components
- ✓ Objective 7: Nurture International Business Growth Opportunities
- ✓ Objective 8: Strengthen Henry County's Current Hospitality/Tourism Product Mix
- ✓ Objective 9: Improve and Expand Intergovernmental Relations
- ✓ Objective 10: Develop Programs to Assist and Enhance Entrepreneur/Small Business Development

Education and Workforce

- ✓ Objective 1: Obtain a Technical College
- ✓ Objective 2: Obtain the Academy of Advanced Studies
- ✓ Objective 3: Coordinate Workforce Development Programs
- ✓ Objective 4: Target 100% Graduation Rate – Create a New Culture
- ✓ Objective 5: Become the Higher Education Hub South of Atlanta

Quality of Life

- ✓ Objective 1: Identify Potential Sites for Parks/Recreation/Green Space/Trails
- ✓ Objective 2: Increase Public Awareness of the Arts in Henry County
- ✓ Objective 3: Develop a Facility Designed to Accommodate the Performing and Visual Arts.
- ✓ Objective 4: Increase Public Awareness of Henry Medical Center
- ✓ Objective 5: Increase Public Awareness of Henry County Public Safety Entities
- ✓ Objective 6: Develop a Multi-purpose Sports and Entertainment Complex

- ✓ Objective 7: Develop a County-wide Historic Preservation Entity
- ✓ Objective 8: Develop a Roadway Beautification Program/ Corridor Overlay Plan (County-wide)

Civic Capacity and Collaboration

- ✓ Objective 1: Cultivate Intergovernmental Collaboration and Cooperation to Promote the One Henry Mission
- ✓ Objective 2: Enhance Public Information and Outreach Tools and Programs
- ✓ Objective 3: Solidify Public/Private Partnerships and Collaboration

Source: One Henry Economic Development Strategy Recommendations, http://www.henrycounty.com/public/docs/EconomicStrategy_FINAL&COMPLETE.pdf

Henry County Targeted Industry Study

Among the One Henry plan's key recommendations was to review and update the county's targeted business sectors. Guided by a Work Group of Henry County Stakeholders, the Henry County Targeted Industry Study identified the highest-value sectors and niches in which Henry County's economic development professionals should invest time and resources. The study yielded the following business targets:

- ✓ Logistics
- ✓ Health Care Services
- ✓ Professional Solutions
- ✓ Advanced Manufacturing
- ✓ Retail
- ✓ Travel and Tourism

A forthcoming document will include an overview of each target with justifications, opportunities and challenges; an assessment of Henry County Development Authority's marketing efforts, and an action agenda for target development. The process will be completed on March 8th, 2012.

HENRY COUNTY CHAMBER OF COMMERCE

Economic Development Initiatives:

- ✓ Hosted Henry County's second Intergovernmental Retreat – 2 days @ The James Madison Inn, Madison, GA where 50+ elected, appointed and business leaders focused on local economic issues and developed the first ever comprehensive strategy for economic development in Henry County
- ✓ Launched the "Survive and Thrive 2009 Series" providing networking events and business development seminars to help small businesses weather the economic downturn
- ✓ Partnered with Henry County Parks & Recreation to produce second annual Simply Southern Bluegrass and Bar-B-Que Festival featuring local back yard cook teams and attracting over 1,700 visitors to Henry County

- ✓ Partnered with Henry County Parks & Recreation and municipalities to secure well over 100 youth sports teams to Henry County yielding a significant economic impact
- ✓ Implemented the Shop Local / Shop Henry campaign to encourage local spending
- ✓ Sponsored nine billboards on I-75 marketing Henry County as “Comfortably South of Atlanta”

Community Development Initiatives

- ✓ Successfully lobby the Technical College System of Georgia and the Georgia General Assembly to include \$475,000 in funding for the design of a technical college to be built in Henry County
- ✓ Develop community leaders through Leadership Henry and Youth Leadership Henry (programs now boast well over 1,000 graduates)
- ✓ Beautify the community with over 2000 volunteers during the 11th Annual Hands on Henry project
- ✓ Host the 9th Annual Golf Classic at Eagle’s Landing Country Club attracting over 120 golfers from the business and professional community

Source: 2009 Annual Report in Chamber Newsletter, February 2010, www.henrycounty.com

Rockdale County

ROCKDALE COUNTY GOVERNMENT

Goal 1: Attract desirable businesses and industries to Rockdale County

- ✓ Create a competitive incentive, tax and regulatory environment. (On-going)
- ✓ Focus recruitment efforts on businesses in the following fields and sectors: technology, biotechnology, clean industry, medical facilities, business and professional consulting, computer/data processing, communications, and state and federal agencies. (On-going)
- ✓ Expand industrial park westward as a technology park emphasizing Office, Distribution, and Technology (Long-term)
- ✓ Leverage the regional retail center at Stonecrest Mall to attract class A office space to Iris Drive (SR 12) just inside the county line from DeKalb. (On-going)
- ✓ Support entrepreneurs and the development of small businesses through creative availability of financing, mentorships, business planning and technical assistance, small business incubators, creative incentives, and entrepreneur working groups. (On-going)

Goal 2: Continue to attract the Baby Boomer generation.

- ✓ Maintain a high quality of life and superior medical and senior services within the County. (On-going)
- ✓ Work with Rockdale Hospital and Health System to make Conyers a regional medical center. (On-going)

Goal 3: Continue to attract middle and upper income families with children.

- ✓ Maintain a high performing school system, excellent quality of life, convenient retail opportunities, and access to parks and open space. (On-going)

Goal 4: Make Rockdale County even more attractive to prospective residents.

- ✓ Improve the quality of life within the county by enlarging the parks system, creating a network of greenways and trails, and improving health care, senior services, and education. (On-going)

Goal 5: Improve higher education within Rockdale County.

- ✓ Work with Perimeter College of Georgia to develop a satellite campus near the Georgia International Horse Park.
- ✓ Partner with the new campus to offer job training as part of the incentive package to prospective businesses. (Long Range)
- ✓ Support existing and new job growth by providing job skills that will make Rockdale County competitive in the marketplace. (On-going)

Goal 6: Promote infill and redevelopment

- ✓ Targeting older and/or abandoned commercial and industrial areas, especially high visibility strip shopping centers. (On-going)
- ✓ Work to implement the Salem Road (SR 162) Corridor, Stonecrest Mall Area and Blueprints small area study recommendations.

Goal 7: Improve the aesthetics of Rockdale County

- ✓ Beautify key gateways throughout the county.
- ✓ Enhance key commercial streets with street trees, landscaped medians, and wide sidewalks.
- ✓ Work with the City of Conyers to develop architectural and signage guidelines for the I-20 corridor.
- ✓ Increase landscaping on new and existing transportation infrastructure.

Source: Rockdale County Comprehensive Plan, www.rockdalecounty.org/docs/CLUPED.pdf

CITY OF CONYERS

The Conyers Downtown Development Authority (DDA) was created by the Mayor and Council of the City of Conyers to be a catalyst for revitalization, promotion, development and redevelopment of Olde Town Conyers. The Conyers DDA will accomplish this by:

- ✓ Retaining and expanding new businesses,
- ✓ Recruiting new businesses, new development and redevelopment,
- ✓ Promoting balanced growth and enhancing the character of Olde Town,
- ✓ Implementing beautification and quality of life projects,
- ✓ Exploring incentives and development options within the tax allocation district, and

- ✓ Utilizing the Main Street Program approach to manage, promote and enhance the city's historic downtown district.

Source: City of Conyers, www.conyersga.com/Businesses/ConyersDowntownDevelopmentAuthority/tabid/210/Default.aspx

CONYERS-ROCKDALE ECONOMIC DEVELOPMENT COUNCIL

The mission of the Conyers-Rockdale Economic Development Council is to promote and enhance the economic vitality of the community through the retention and/or expansion of existing business and the resource appropriate attraction of new business. Further, the Council will work in a variety of ways to promote a suitable climate for quality economic development in all its forms; industrial, commercial, institutional, retail and residential.

Target Sectors:

In 2000, the Chamber, in conjunction with the CR Future Task Force, published "CR Future-Creating Our Tomorrow" which was the result of a broad community visioning process. The CR Future Vision emphasizes an economic development focus on high paying jobs from the following sectors:

- ✓ Technology
- ✓ Biotech
- ✓ Clean Industry
- ✓ Regional Medical Facilities
- ✓ Business and Professional Consulting
- ✓ Computer/Data Processing
- ✓ Communications
- ✓ State and Federal Government Agencies

Source: Conyers-Rockdale Economic Development Council, www.credcga.org/about-credc/

State of Georgia

GEORGIA COMPETITIVENESS INITIATIVE

Georgia Department of Economic Development Commissioner Chris Cumiskey and Georgia Chamber of Commerce President Chris Clark were asked by Governor Nathan Deal to co-chair the Georgia Competitiveness Initiative, which launched in early 2011. Twenty-three business leaders representing Georgia's various geographic regions and industry sectors were invited to serve as members of a steering committee charged with receiving input and developing recommendations. In addition, state officials and representatives of both local government and the economic development community served in an ex-officio capacity.

The Georgia Competitiveness Initiative identified six areas of focus:

- ✓ Business Climate
- ✓ Education & Workforce Development
- ✓ Innovation
- ✓ Infrastructure
- ✓ Global Commerce
- ✓ Government Efficiency

The final report highlighted specific issues that were identified during the public input phase within 12 different regions across the state. Region 3 includes the 10 metro Atlanta counties. The following issues were identified within the metro Atlanta region:

- ✓ Connect and leverage business and intellectual capital
- ✓ Facilitate regional and cross-sector meetings and forums to foster innovation and the exchange of ideas
- ✓ Ensure that business leaders have a seat at the education table
- ✓ Market and play to our strengths of being entrepreneurial, vibrant, and culturally sophisticated, having a high quality of life, and being young and educated
- ✓ Strengthen partnerships, internships, and in-service learning
- ✓ Adopt private, consolidated, and regional approaches to business permitting and regulation
- ✓ Require greater interdepartmental coordination, zero-based budgeting, teamwork, one-stop shopping, customer service, efficiency, and performance measurement
- ✓ Invest in regional bus, port, rail, a second metro-area airport and alternative transportation to support commerce
- ✓ Invest in pedestrian-friendly and senior-friendly communities and better connect housing and jobs
- ✓ Help smaller businesses become global through international exchange
- ✓ Fix the perception that we aren't "immigrant friendly" by distinguishing between legal and illegal immigration and embracing diversity
- ✓ Develop strategies for keeping graduates and attracting new talent
- ✓ Market Georgia to the world
- ✓ Identify a single point of contact in each county's economic development efforts