



Economic Development 101 Session

June 22, 2021



Atlanta Regional Commission  
Community Development Assistance Program



COMMUNITY  
**PLANNING**  
ACADEMY



size**more**group

CULTURAL PLACES - BEAUTIFUL SPACES

# SPEAKERS



**HOST AND SPEAKER**  
**LYNN PATTERSON, PH.D.**

Principal, Three Points Planning



**SPEAKER**  
**ROB LEBEAU, AICP**

Manager, Workforce Solutions, Atlanta Regional Commission



**SPEAKER**  
**SAMIR ABDULLAHI**

Deputy Director of Economic Development, Fulton County



**SPEAKER**  
**GEOFF KOSKI**

President, KB Advisory Group



**SPEAKER**  
**CHRISTOPHER PIKE, EDFP, CPM**

Economic Development Director, City of South Fulton



**SPEAKER**  
**STEVE FOSTER**

Community Development Manager, Georgia Power



**SPEAKER**  
**SHIRLYNN FORTSON**

Director of Economic Development, City of Brookhaven



**SPEAKER**  
**KEVIN JOHNS**

CEO, Future Economies LLC

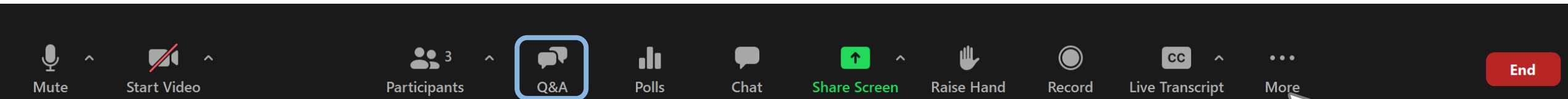


# SESSION SCHEDULE

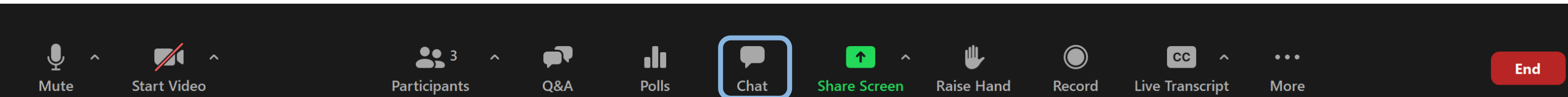
Time	Segment	Speaker(s)
9:00-9:30	What is Economic Development and What Does it Matter to Planners?	Lynn Patterson
9:30-10:00	What are the Benefits to Communities?	Rob LeBeau
10:00-10:30	Business Retention and Expansion Efforts	Samir Abdullahi
10:30-10:45	Break	
10:45-11:15	Economic Development Tools	Geoff Koski
11:15-12:10	How Does Economic Development "Get Done"?	Christopher Pike Shirlynn Fortson Steve Foster
12:10-12:30	Planning and Economic Development: Working Together	Kevin Johns

# HOW TO PARTICIPATE – ZOOM

1. Submit questions and comments to the speakers in the Q and A function (hold to the end of each segment).



2. Participate in prompted activities by using the chat.

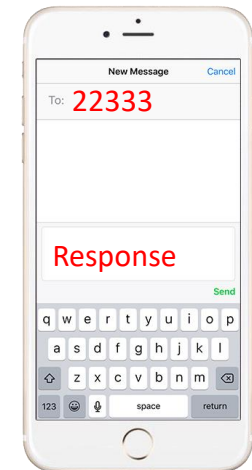
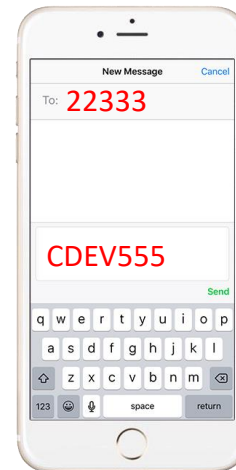


# HOW TO PARTICIPATE — POLL EVERYWHERE

1. Web Voting – Go to [PollEv.com/cdev555](https://PollEv.com/cdev555). Wait for the question to appear and then respond.

<https://PollEv.com/cdev555>

2. Text Voting – Text CDEV555 to 22333 **once** to join, then text your responses to 22333.



Session 1: 9:00 – 9:30

# WHAT IS ECONOMIC DEVELOPMENT AND WHAT DOES IT MATTER TO PLANNERS?



**LYNN PATTERSON**

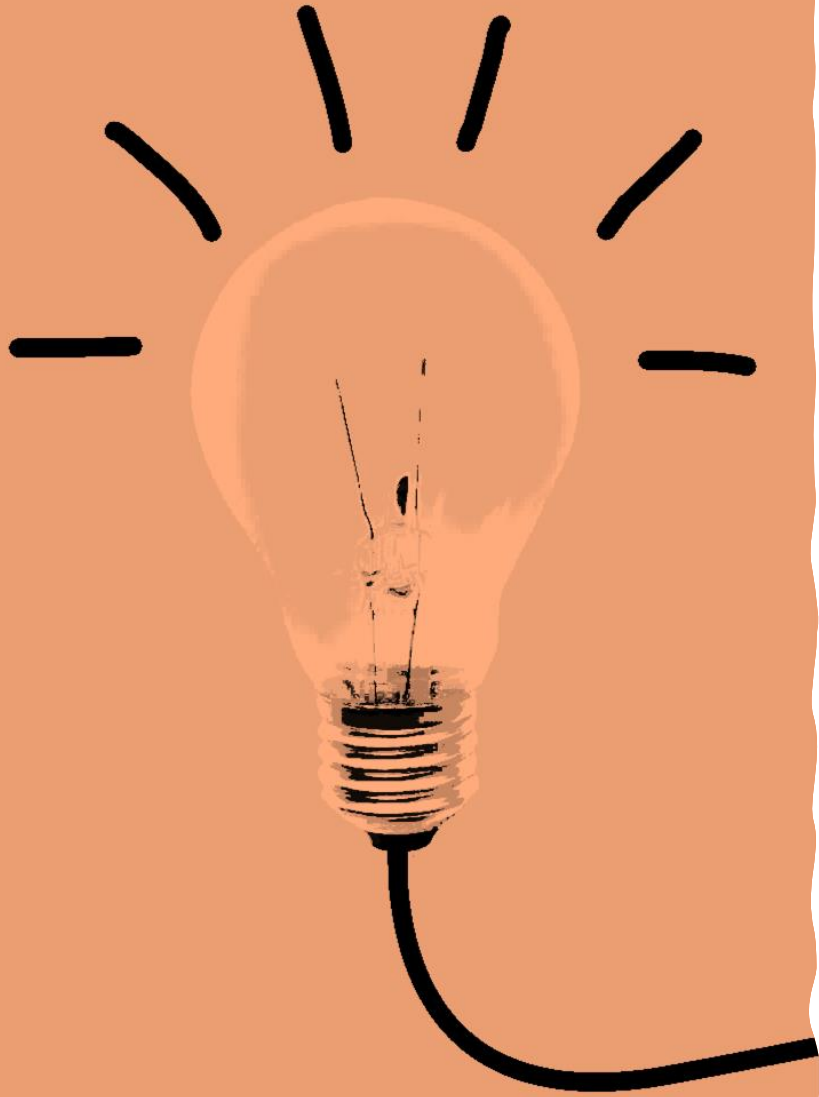
Principal, Three Points Planning

# PURPOSE OF TODAY

**To create a baseline understanding of economic development and its processes**

**To identify opportunities for planning to integrate with economic development**





# **POLL: HOW DO YOU DEFINE ECONOMIC DEVELOPMENT?**

Please provide a word or two of description for  
its definition.



# TRADITIONAL DEFINITION

QUANTITATIVE

WEALTH  
CREATION

ECONOMIC  
GROWTH

- Increasing the Tax Base
- Bringing Jobs to the Community
- Recruiting New Businesses
- Industrial Development
- Large Infrastructure Projects

# MODERN/HOLISTIC DEFINITION

QUANTITATIVE

QUALITATIVE

WEALTH CREATION

INEQUALITY  
REDUCTION

DIVERSE ECONOMIC  
GROWTH

RESILIENCY

SUSTAINABLE  
RESOURCE USE AND  
PRODUCTION\*

COMMUNITY  
DEVELOPMENT

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at **FISCAL IMPACT**
  - Bring quality jobs to the community
  - Improve the standard of living of residents by attracting jobs with higher wages and career mobility
  - Encourage target industries and clustering
  - Match workforce training with industry needs and community capacity
  - Identify and attract workforce housing
  - Support and attract small business / entrepreneurship
  - Address retail gaps
  - Promote tourism related development
  - Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- **Bring QUALITY jobs to the community**
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- **Improve the STANDARD OF LIVING of residents by attracting jobs with higher wages and career mobility**
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage **TARGET INDUSTRIES** and **CLUSTERING**
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure



# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match **WORKFORCE TRAINING** with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- **Identify and attract WORKFORCE HOUSING**
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- **Support and attract SMALL BUSINESS / ENTREPRENEURSHIP**
- Address retail gaps
- Promote tourism related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- **Address RETAIL GAPS**
  - Promote tourism related development
  - Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact<sup>t</sup>
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote **TOURISM**-related development
- Facilitate equitable access to infrastructure

# MODERN/HOLISTIC DEFINITION

- Increase tax base while looking at fiscal impact
- Bring quality jobs to the community
- Improve the standard of living of residents by attracting jobs with higher wages and career mobility
- Encourage target industries and clustering
- Match workforce training with industry needs and community capacity
- Identify and attract workforce housing
- Support and attract small business / entrepreneurship
- Address retail gaps
- Promote tourism related development
- Facilitate **EQUITABLE ACCESS** to infrastructure

# DIFFERING PERSPECTIVES

Why Does  
Economic  
Development  
Matter to  
Planners?

Land  
Infrastructure  
Resources  
Capital Projects  
Community Vision  
Affordable Housing  
Accessible Retail  
Workforce  
Quality of Life

Why Does  
Planning  
Matter To  
Economic  
Developers?

# WHAT IS THE ROLE FOR PLANNERS?



Session 2: 9:30 – 10:00

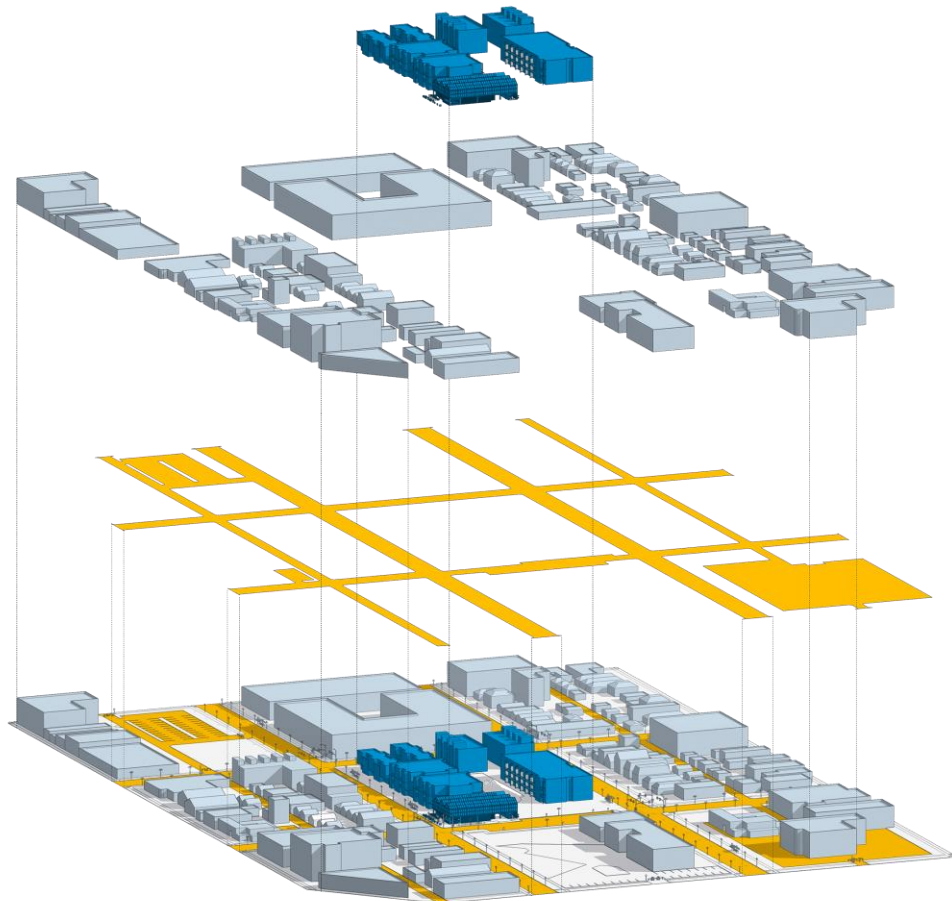
# WHAT ARE THE BENEFITS OF ECONOMIC DEVELOPMENT TO COMMUNITIES?



**ROB LEBEAU**

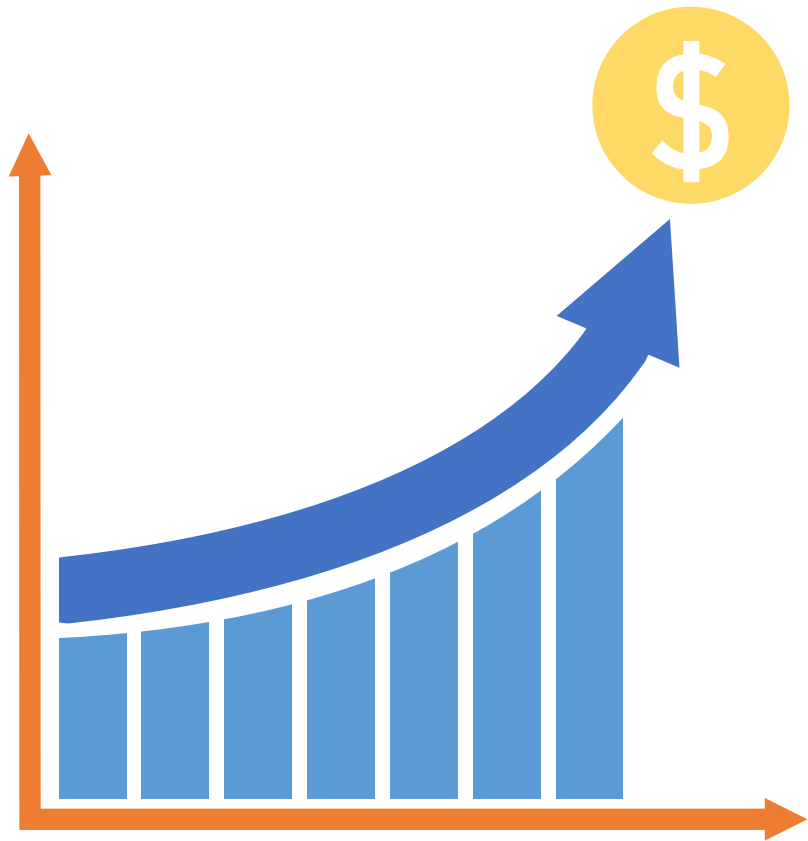
Manager, Workforce Solutions, Atlanta Regional Commission

# URBAN PLANNING & ECONOMIC DEVELOPMENT

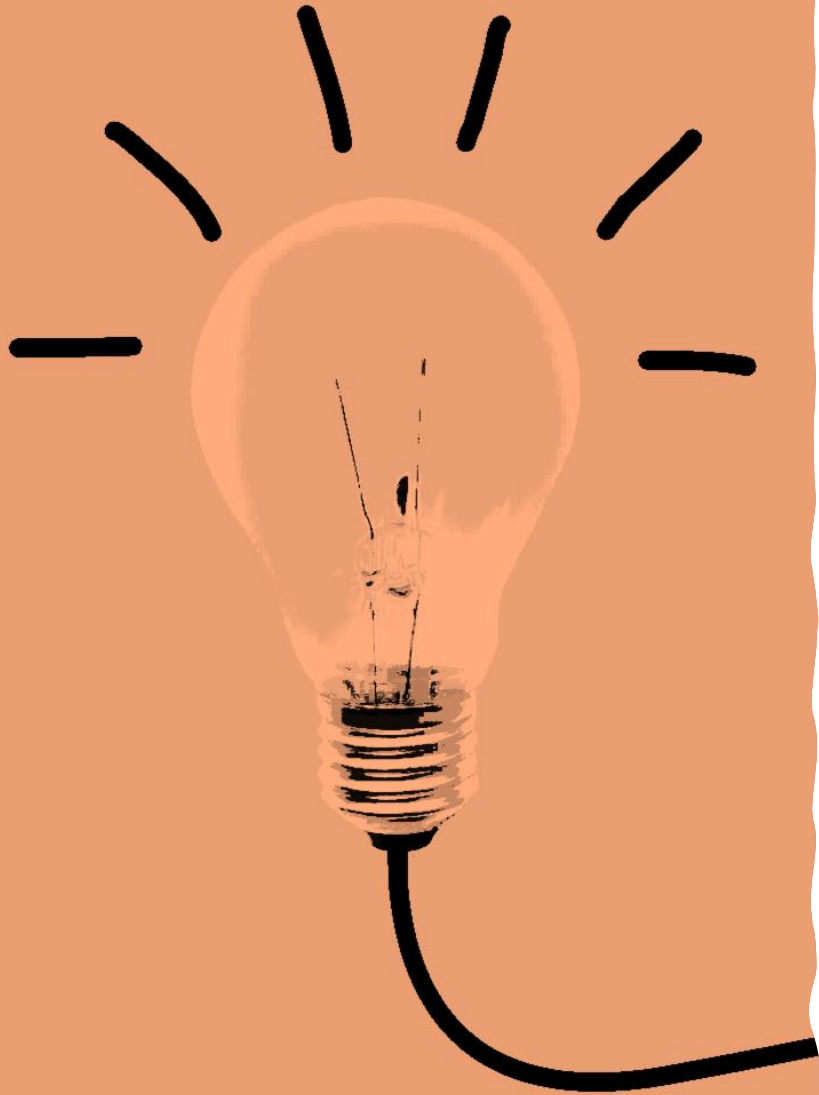


**Urban planning and design** aims to shape the physical environment of cities and regions for the improvement of human and environmental health, business and job growth, and access to transportation, public space and facilities, education and lifestyle amenities.

# URBAN PLANNING & ECONOMIC DEVELOPMENT



**Economic development** aims to improve the well-being of people and places through a focus on directly and indirectly creating jobs and wealth, and making goods and services available, by increasing the number, productivity and output of firms.



# **POLL: WHAT HAPPENS WHEN THERE IS A DISCONNECT?**

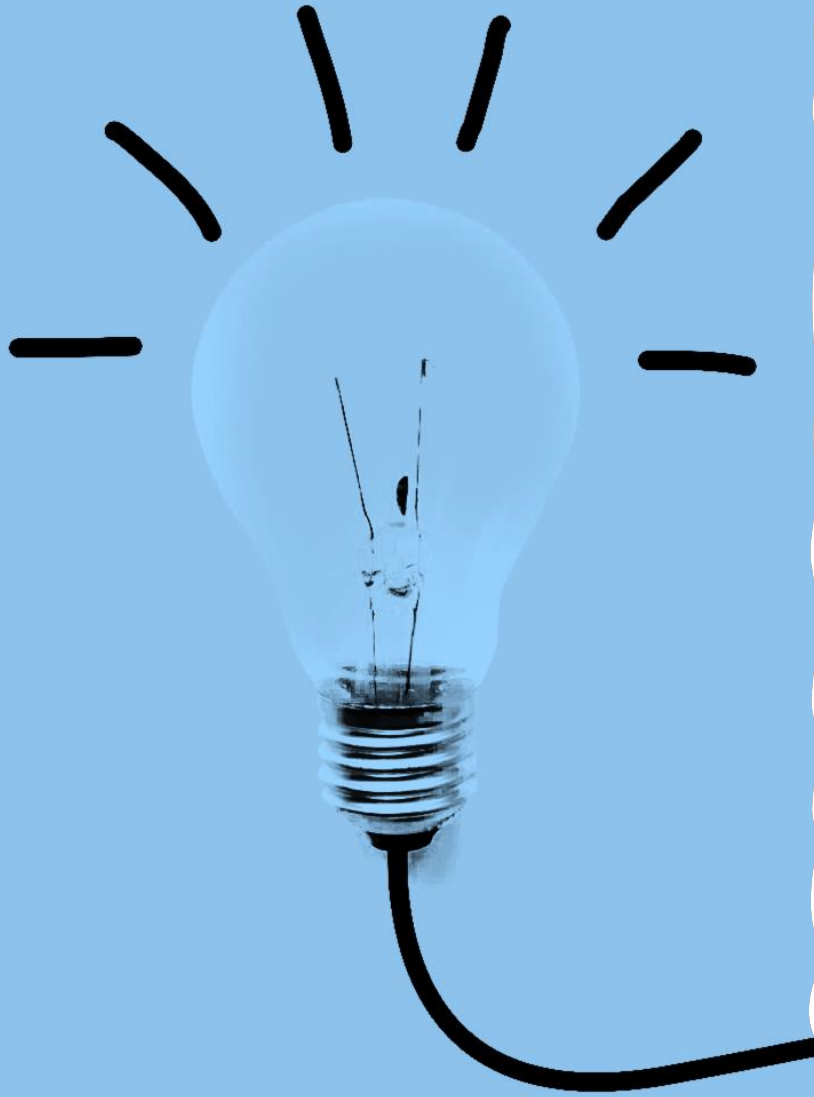
Please provide a brief thought in the chat box.

# IMPACT OF DISCONNECT

- Spatial mismatch of land uses and needs
- Aspirational land use plans with no basis in reality
- Regional economic growth plans that do not incorporate smart growth principles
- Conflicts between or negative externalities resulting from adjacent economic uses
- Diversity, equity, and inclusion disparities

# WORKFORCE DEVELOPMENT

- Workforce Development is an interconnected set of solutions to meet local employment needs.
- Workforce Development Organizations work with a variety of partners to deliver comprehensive workforce services to our two primary customers:
  - Job Seekers
  - Business
- Workforce Development is a critical component of both urban planning and economic development.



# **POLL: WHAT IS THE MOST PRESSING CONCERN IN YOUR COMMUNITY ABOUT WORKFORCE DEVELOPMENT?**

1. Transportation / Commuting
2. Affordable Housing
3. Available Labor Force
4. Quality and Accessibility of Schools/ Training
5. Resources for Training

When poll is active, respond at [pollev.com/cdev555](https://pollev.com/cdev555)

Text **CDEV555** to **22333** once to join

# What is the most pressing concern in your community about workforce development?

Transportation / Commuting

Affordable Housing

Available Labor Force

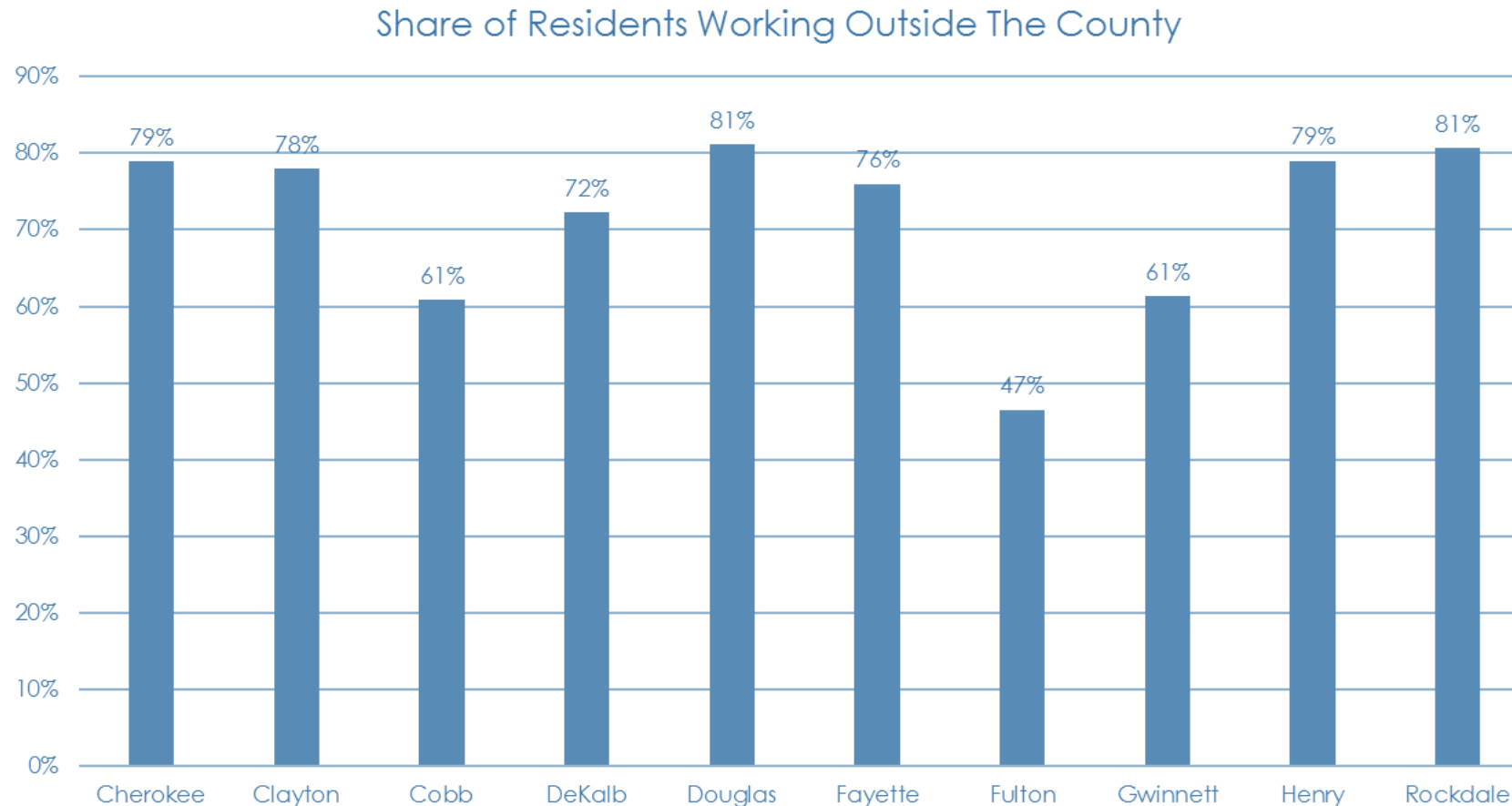
Quality and Accessibility of Schools/ Training

Resources for Training



# WORKFORCE DEVELOPMENT

## Majority of Workers Commute Outside Home County to Their Jobs



# WHAT IS THE ROLE FOR PLANNERS?

Session 3: 10:00 – 10:30

# BUSINESS RETENTION AND EXPANSION EFFORTS



**SAMIR ABDULLAHI**

Deputy Director of Economic Development, Fulton County

# SELECT FULTON: WHO WE ARE

Select Fulton is the economic and workforce development initiative for **Fulton County**



**REAL ESTATE**



**ECONOMIC  
DEVELOPMENT**



**TALENT**

# WHY?: RECRUITMENT AND RETENTION

**Encourage/Support  
High-Wage and  
High-Skilled Jobs**

**Increase/Sustain  
Capital Investment in  
Community**

**Fiscal Security**

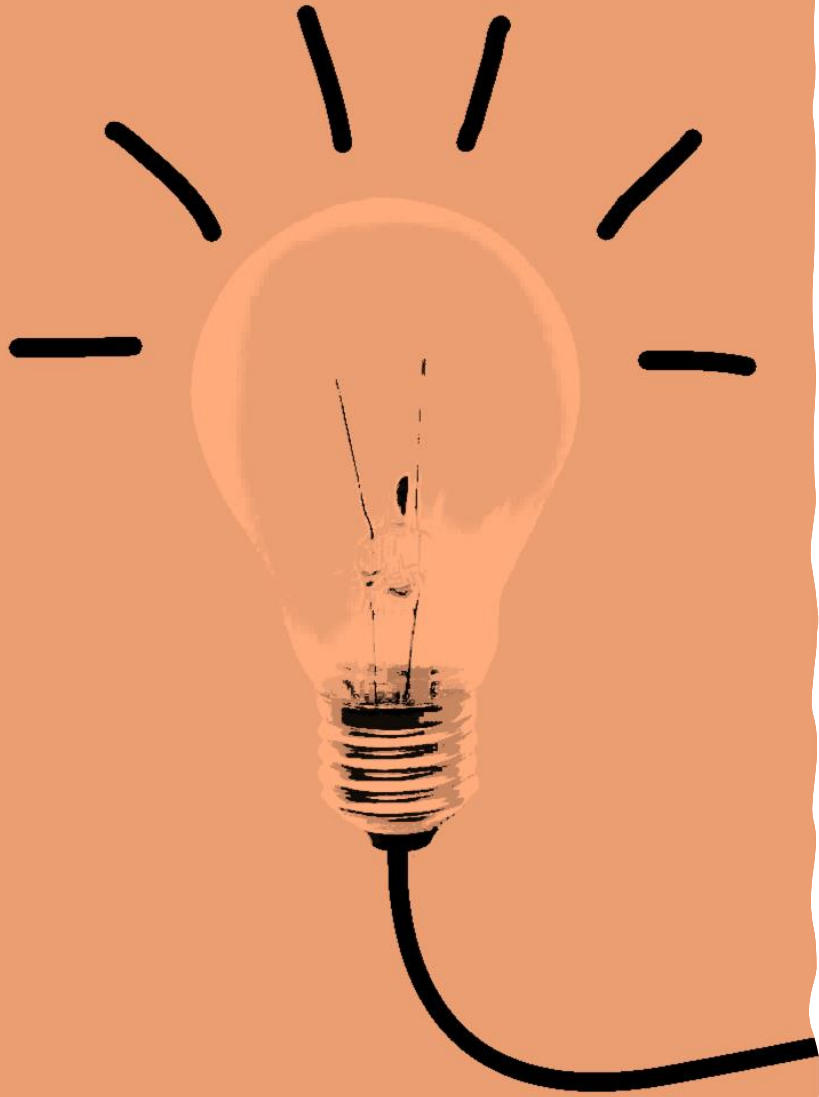
# RECRUITMENT & RETENTION

## Similar Goals

- Increase number of jobs
- Increase local tax base
- Enhance community brand
- Sustainable economic activity

## Similar Approaches

- Marketing
- Site Selection
- Incentives
- B2B / Community Connections



# **POLL: WHAT PERCENT OF NEW JOBS COME FROM EXPANSIONS?**

- A. 42%
- B. 14%
- C. 80%
- D. 50%
- E. 72%

When poll is active, respond at [pollev.com/cdev555](https://pollev.com/cdev555)

Text **CDEV555** to **22333** once to join

## What percent of new jobs come from expansions?

42%

14%

80%

50%

72%



# RECRUITMENT VS RETENTION

## Retention

- 80% of new jobs come from existing business
- How do we retain an existing business in our community?
- How do we grow an existing business in our community?



## Recruitment

- How are we marketing our community to outside investors?
- How have we positioned our community for more business investment?



# RECRUITMENT AND ATTRACTION: OVERVIEW

## Core Services Provided

- Marketing and Promotion
  - Branding, ads and industry tradeshow
- Site Selection
- Incentives
- Community Data

## Value Added

- Reflects a dynamic, relevant and growing economy
- Adds to economic mix of community

# RECRUITMENT AND ATTRACTION: IN PRACTICE

## MARKETING

Messaging

Vehicles

Perception

*Fulton County  
is.....*

### Marketing Materials



*I think  
Fulton County  
is.....*

### Advertising



### Tradeshows



# RECRUITMENT AND ATTRACTION: IN PRACTICE

The screenshot displays a real estate search interface for the City of Alpharetta. The top navigation bar includes 'City of Alpharetta', 'PROPERTY SEARCH', 'EXPLORE COMMUNITIES', and 'COMPARE COMMUNITIES'. Below this, there are search filters for 'Location', 'All Properties', 'Size', and 'All Filters', along with a 'New Search' button and a 'Saved Results' indicator. The main content area is titled 'ALPHARETTA Property Results' and shows '18 total Properties (2/20/20)'. A 'Map Layers' button and a 'Expand Map' button are visible. The search results are displayed in a grid of four property cards, each with a photo, title, address, and 'View Details' button. The map on the right shows the city boundary with several blue circular markers indicating property locations. The 'MAP TOOLS' button is at the bottom of the map area.

City of Alpharetta PROPERTY SEARCH EXPLORE COMMUNITIES COMPARE COMMUNITIES

Location: All Properties Size All Filters New Search Saved Results

ALPHARETTA Property Results 18 total Properties (2/20/20) Expand Map Map Layers Photo search in map Map Satellite Show Properties

18 Properties 1 - 18 of 18 Results Next 18

**Office**  
Royal Centre Two Three Four  
Address: 11475 Great Oaks Way  
City: Alpharetta  
County: Fulton County  
Zip Code: 30002  
Min Size: 2,000 sqft  
Max Size: 15,000 sqft  
View Details

**Vacant Land**  
Development Opportunity L...  
Address: 11558 Redwater Dr  
City: Alpharetta  
County: Fulton County  
Zip Code: 30008  
Min Size: 2.10 acres  
Max Size: 2.10 acres  
View Details

**Office**  
3050 Cambridge Square Sul...  
Address: 1000 Cambridge Square  
City: Alpharetta  
County: Fulton County  
Zip Code: 30008  
Min Size: 1,000 sqft  
Max Size: 1,000 sqft  
View Details

**Office**  
217 Main St. Downtown Alp...  
Address: 217 Main St.  
City: Alpharetta  
County: Fulton County  
Zip Code: 30008  
Min Size: 30,000 sqft  
Max Size: 30,000 sqft  
View Details

MAP TOOLS






## Site Selection

- CRE Search Tools
- Top Sites
- Unlisted Opportunities

# RECRUITMENT AND ATTRACTION: IN PRACTICE

## Incentives

- Drive Toward Goals of Community
- Return on Investment
- Fill a Market Gap

LESS DEVELOPED CENSUS TRACT BENEFITS				
				
# of Jobs	Annual Savings	5-Yr Cumulative Savings	Base NNN Rent PSF 5-Yrs	Base NNN Rent PSF 10-Yrs
200	\$700,000	\$3,500,000	\$1.22/SF	\$0.61/SF
300	\$1,050,000	\$5,250,000	\$1.83/SF	\$0.91/SF
400	\$1,400,000	\$7,000,000	\$2.43/SF	\$1.22/SF
500	\$1,750,000	\$8,750,000	\$3.04/SF	\$1.52/SF

# RECRUITMENT AND ATTRACTION: IN PRACTICE



## Community Data

- Demographics
- Workforce
- Quality of Life
- Infrastructure

# BRE: BUSINESS RETENTION AND EXPANSION: OVERVIEW

## Core Services Provided

- Relationship Building
  - Understanding needs
- Support Industry Ecosystems
  - Convene partners/industry
- Workforce Development
  - Talent pipelines

## Value Added

- More cost effective to maintain than recruit new business
- Sustains tax base needed to do recruitment

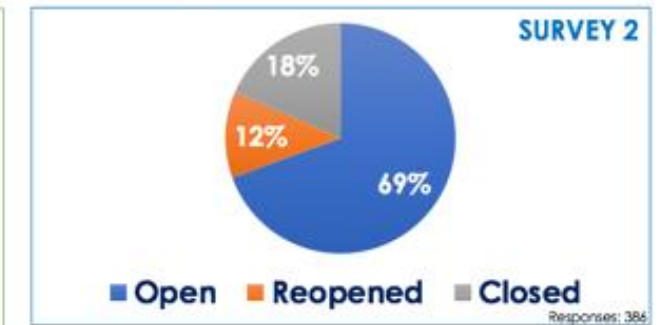
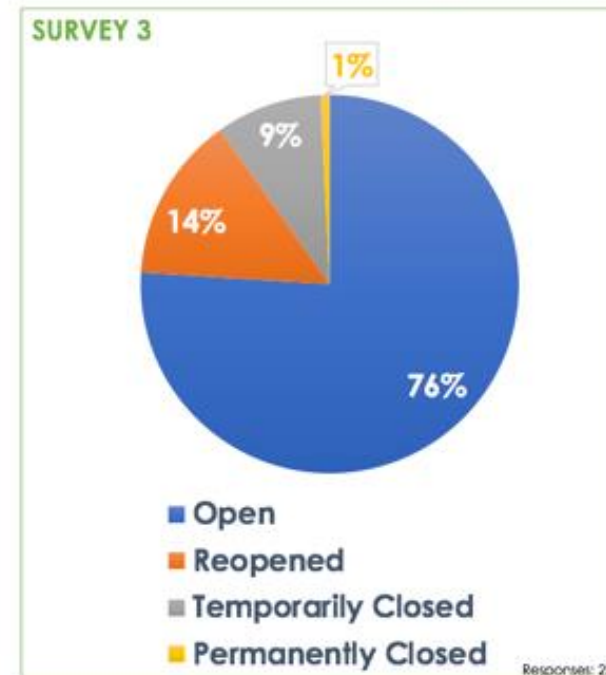
# BRE: BUSINESS RETENTION AND EXPANSION: IN PRACTICE

## ROUND 3: North Fulton COVID-19 Business Impact Survey July 2020

What is the operating status of your business?

### Relationship Building

- Existing Industry Visits (EIVS)
- Community Recognition





# BRE: BUSINESS RETENTION AND EXPANSION: IN PRACTICE



## Support Ecosystem

- Industry Councils
- Main Street Programs
- Supplier Days

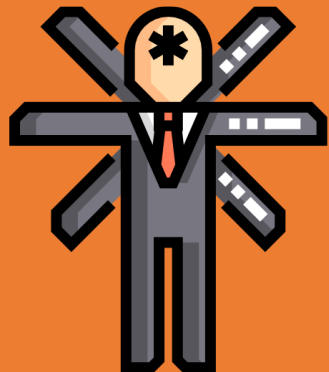
# BRE: BUSINESS RETENTION AND EXPANSION: IN PRACTICE

## Workforce Development

- Skills Gap Analysis
- Talent Pipelines
- Industry Immersion



# WHAT'S THE ROLE FOR PLANNERS?



**BE PROACTIVE**



**TEAM SPORT**



**DEFINE SUCCESS**



Break: 10:30 – 10:45

**15-MINUTE BREAK**

Session 4: 10:45 – 11:15

# ECONOMIC DEVELOPMENT TOOLS



**GEOFF KOSKI**

President, KB Advisory Group

# ECONOMIC DEVELOPMENT 101: TOOLS

## Economic Development Incentive Tools

- Opportunity Zones – State & Federal
- Tax Credit Programs
- Federal Programs – New Market Tax Credit, CDBG
- Historic Property Tax Credits
- City/County Economic Opportunity Fund (EOF)
- Grants
- Loans
- Fee Waivers
- Utility Discounts
- Development Revenue Bonds / Lease Purchase Bonds / Tax “Abatement”
- Tax Allocation District (TAD) / Tax Increment Financing (TIF)

# BONDS SUMMARY

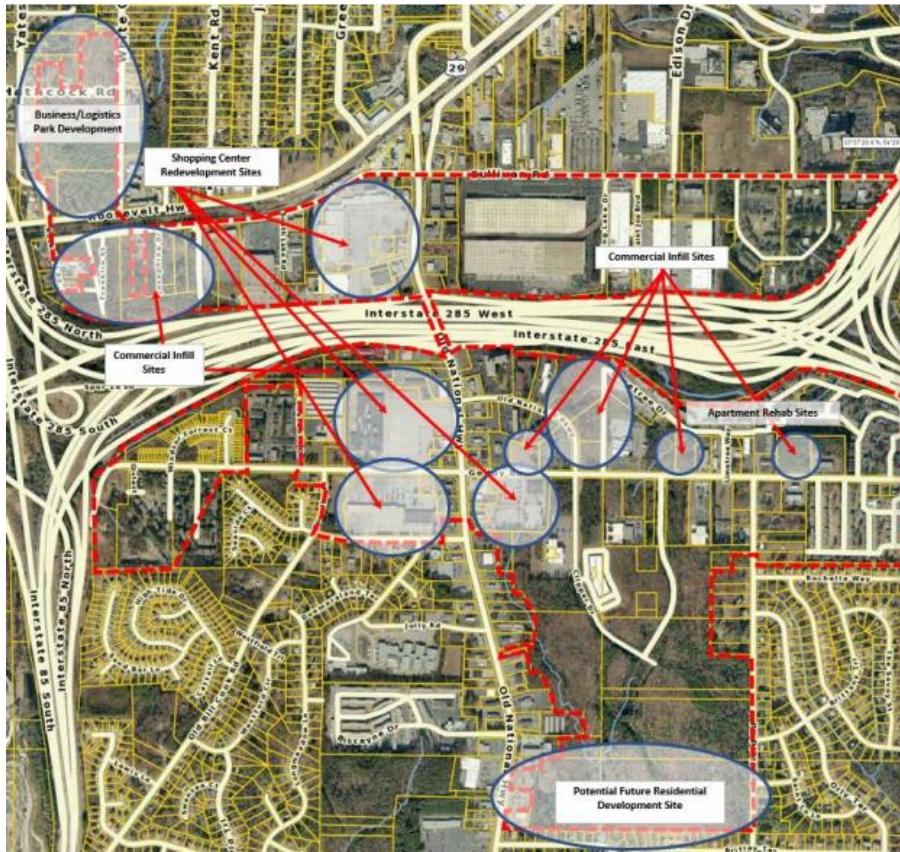
## General Obligation Bonds

- finance public infrastructure
- backed by the “full faith and credit” of the issuer
- need a voter referendum

## Revenue Bonds

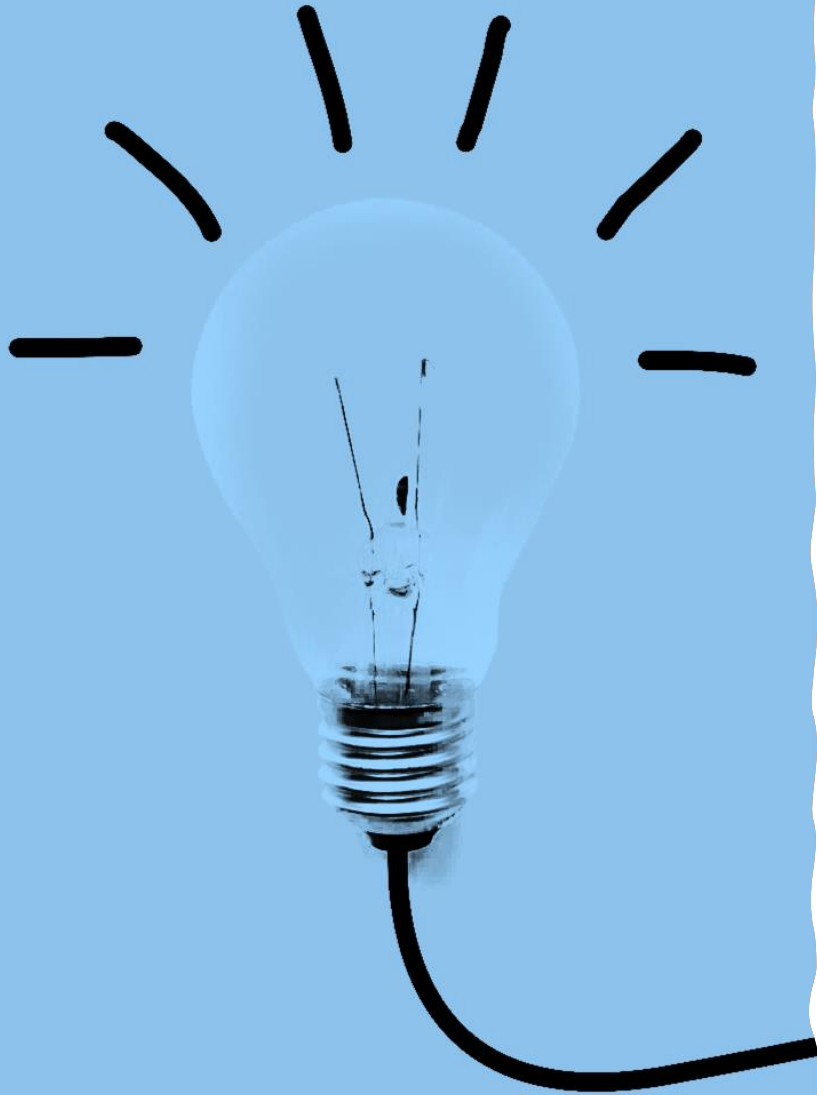
- non-recourse: “monetize” a project’s future revenue
- can be used for public or private projects that will have a revenue (e.g., parking deck)
- Contract Revenue Bonds
- Industrial Development Revenue Bonds (IDB)
  - Development Revenue Bonds / Lease Purchase Bonds / Tax “Abatement”
- TIF/TAD

# TAX ALLOCATION DISTRICT: TAD



- 49 states and the District of Columbia use **tax increment financing (TIF)**—called **TAD** in Georgia.
- Funded more than \$1 billion in redevelopment since 1999.





# **POLL: DO YOU HAVE A TAD IN YOUR COMMUNITY?**

1. Yes
2. No
3. Working on it!
4. Would like one!
5. I don't know

When poll is active, respond at [pollev.com/cdev555](https://pollev.com/cdev555)

Text **CDEV555** to **22333** once to join

## Do you have a TAD in your community?

Yes

No

Working on it!

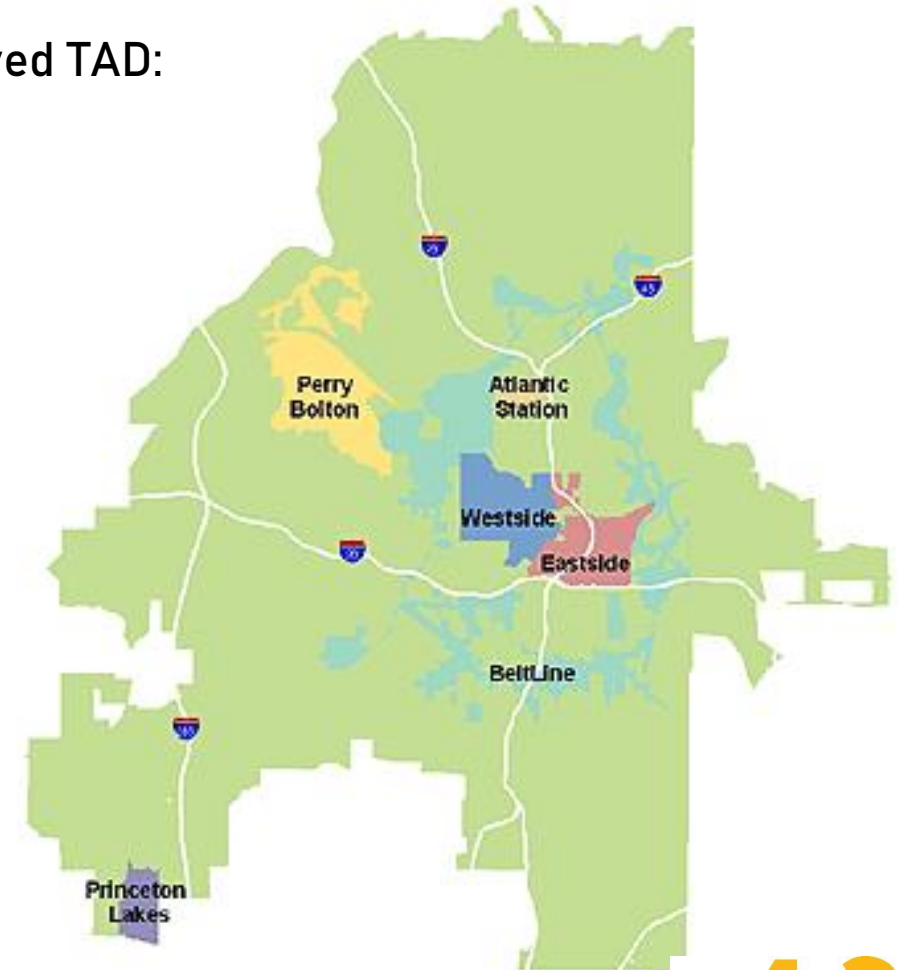
Would like one!

I don't know.

# TAX ALLOCATION DISTRICT: TAD

A sample of the 90+ Georgia Cities and Counties who have approved TAD:

- ▶ Duluth
- ▶ Gwinnett County (6)
- ▶ Lawrenceville
- ▶ Woodstock
- ▶ Atlanta (10)
- ▶ Savannah
- ▶ Gainesville
- ▶ Augusta
- ▶ Athens
- ▶ Smyrna
- ▶ Fayetteville
- ▶ Clayton County
- ▶ East Point
- ▶ College Park
- ▶ Albany
- ▶ Marietta
- ▶ LaGrange
- ▶ Rome
- ▶ Flowery Branch
- ▶ Lawrenceville
- ▶ Richmond Hill
- ▶ Columbus (8)



# TAD: WHERE/WHY?

Locations where property values are stagnant/ declining due to condition of buildings/ lack of investment

“Valuable” locations in a community that are growing at a less than optimal rate due to high site development costs or a lack of public infrastructure

Create new mixed-use or higher-density nodes to diversify the types of residential and employment centers

Finance public improvements in order to stimulate or manage growth

# EXAMPLE TAD TYPOLOGIES

Area-wide

Traditional  
TIF/Bond

Project-Specific

Infrastructure

PAYGO

Incentive

# A CITY CAN USE TAD FUNDS IN SEVERAL WAYS:

- Fund area-wide **infrastructure** and investment to make an area more marketable;
- Fund eligible elements of specific projects in order to help that project remain **financially feasible**;
- TADs can provide the 8% to 15% of **“but for”** funding needed to make difficult redevelopment projects feasible.



# A TAD CAN BE CREATED TO HELP A SINGLE PROJECT



TO THIS

# TAD 101

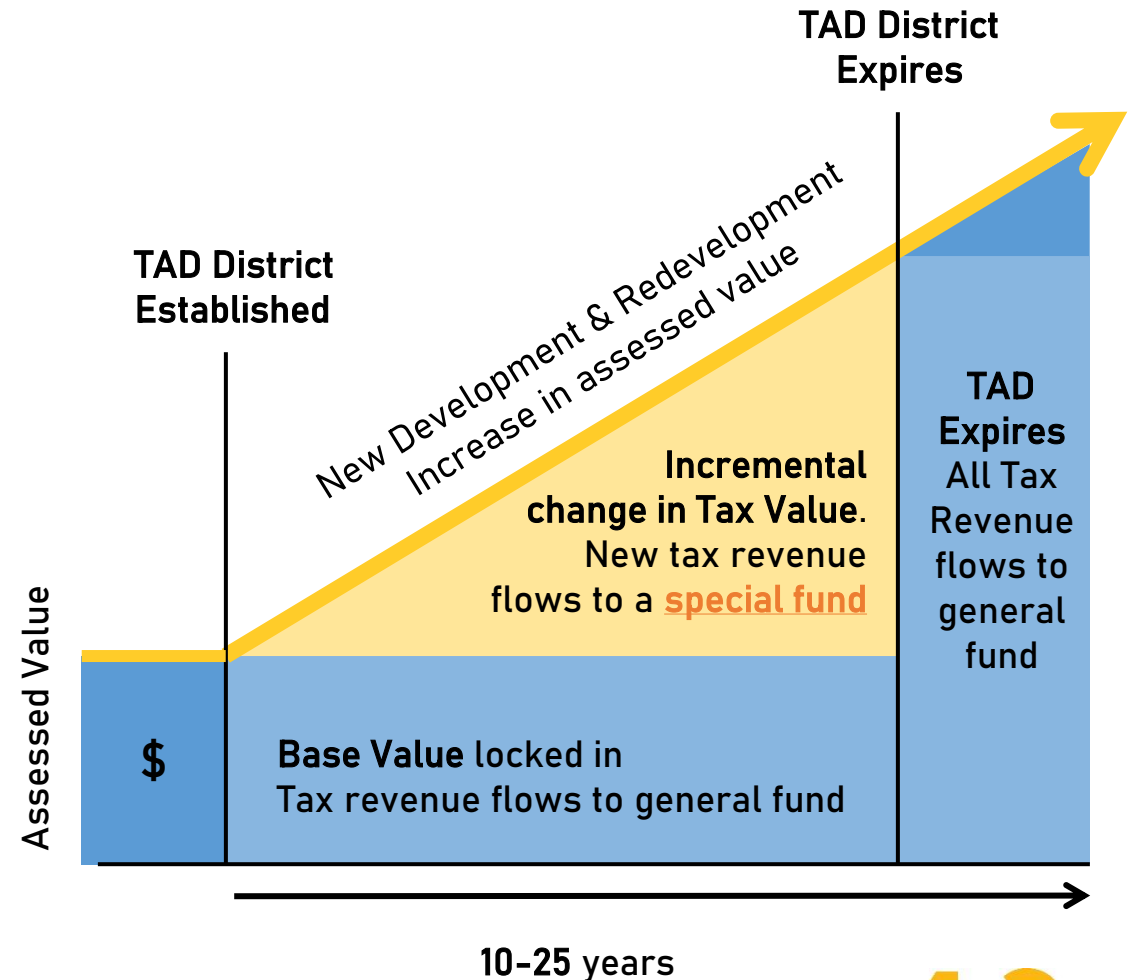
- A Tax Allocation District (TAD) is a mechanism to recirculate current or future tax revenues within a designated site or district back into that district to incentivize or catalyze investment and development.
- TADs are “invisible” to property owners. All the action takes place behind the scenes in the County Assessor’s office.
- No more than 10% of a city’s digest may be included in a TAD

2020 DEKALB COUNTY REAL ESTATE TAX STATEMENT		IRVIN J. JOHNSON TAX COMMISSIONER		
OWNER SEVEN SMITHS INVESTMENTS L P		APPRaisal VALUES AND EXEMPTION INFORMATION		
CO-OWNER		TOTAL APPRAISAL	3,188,500	BASE ASSESSMENT FREEZE
PARCEL / PIN	15 247 08 011 / 5056121	40% ASSESSMENT	1,275,400	NET FROZEN EXEMPTION
TAX DISTRICT	TDEC1 DECATUR CITY TAD	APPEAL ASSESSMENT	1,275,400	
PROPERTY ADDRESS	801 E COLLEGE AVE	EXEMPTION CODE	-	
AUTHORITY	RATE	BILLED	PAID	TOTAL DUE
County Opns	.0093660	11,945.40	0.00	11,945.40
Hospitals	.0006420	818.80	0.00	818.80
County Bonds	.0003540	451.50	0.00	451.50
Police Servc	.0000310	39.54	0.00	39.54
State Taxes	.0000000	0.00	0.00	0.00
Dec Taxdist	.0000000	0.00	0.00	0.00
TOTALS	.0103930	13,255.24	0.00	13,255.24



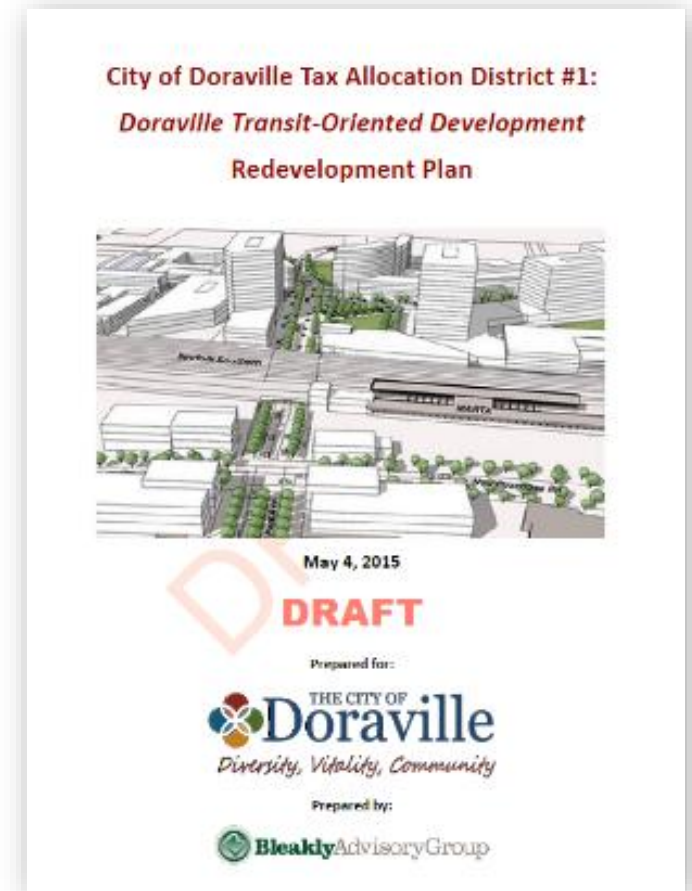
# TAD 101

- TADs are authorized in Georgia under the Redevelopment Powers Act, Chapter 44, Title 36 of the Georgia Code
- Future property taxes from new development and future growth are used fund redevelopment infrastructure (often to pay off TAD bonds)
- TADs and TAD incentives are NOT:
  - property tax abatements granted by local development authorities
  - special service districts
  - urban renewal

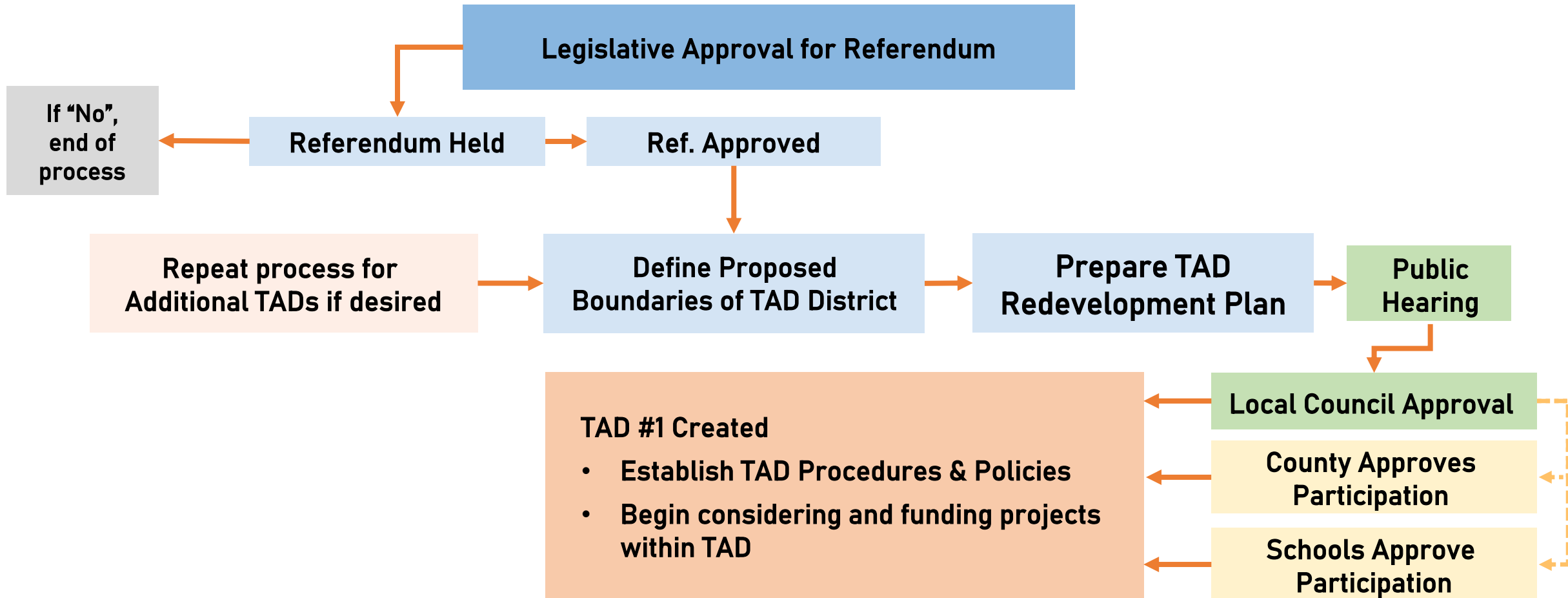


# TAD 101

- The **Redevelopment Powers Law** enables cities and counties to designate “**Redevelopment Areas**” by local adoption of an approved **Redevelopment Plan**.
- A TAD consists of specific identified tax parcels within a Redevelopment Area where cities and counties may offer TIF.
- A TAD can contain one, a few, or many individual tax parcels
- TADs usually have a finite life and can be dissolved by the local government at any time as long as no debt obligations are outstanding.



# TAD IN GEORGIA: TIMELINE OF KEY STEPS



# TAD EXAMPLE

- TAD funding is **typically used for site improvements**, public infrastructure, utilities, parking decks, etc., which have a public benefit.
- TADs can work much like typical leasehold interest financing issued by local development authorities – but have more flexibility to finance multiple large and small projects within in a given district.



# TAD EXAMPLE: DULUTH, GEORGIA

Used all the tools for implementation

- Planning, Design & Vision
- **TAD** & Abatements
- Public Finance
- PPP & Development agreements
- Land Acquisition & Assembly
- Parks & Plazas
- Transportation & Infrastructure
- Organizations
- Programming & Mgmt.



# TAD EXAMPLE: DULUTH, GEORGIA

A City can use TAD funds to incentivize private developers directly – by offsetting project costs, or indirectly by investing in public improvements that increase value.

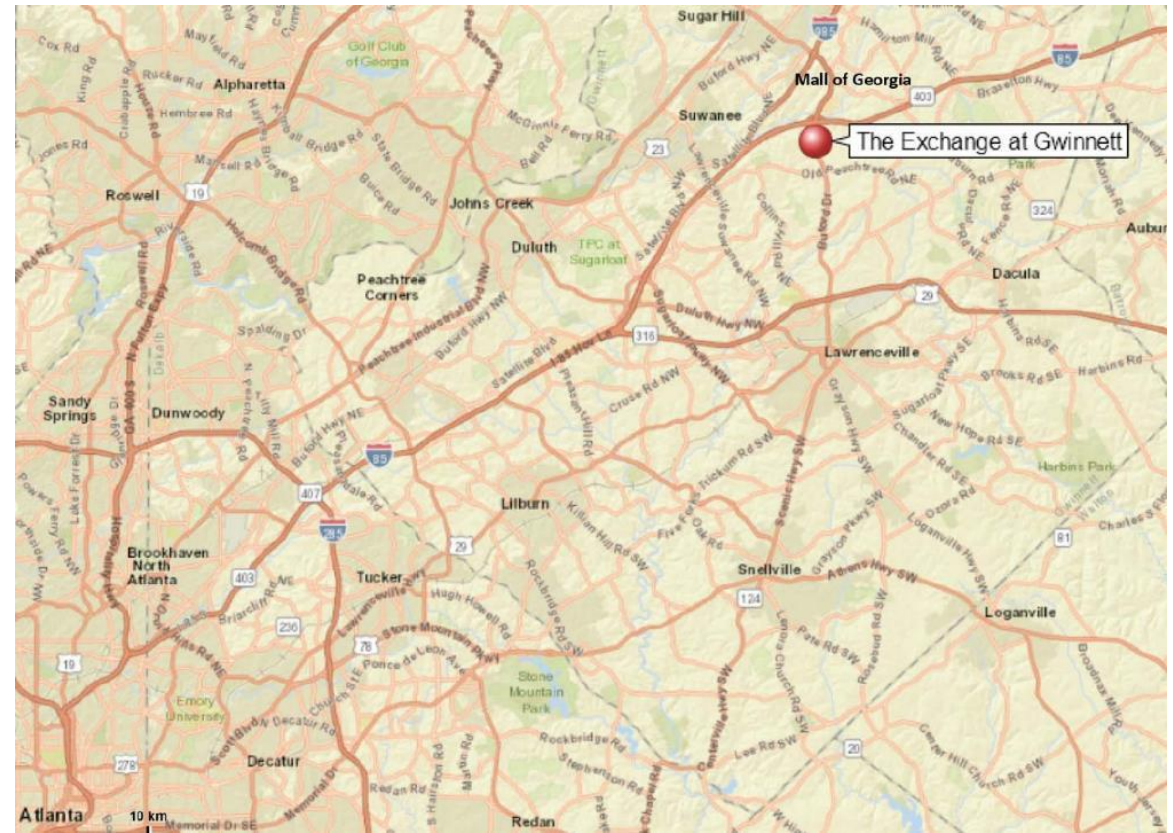
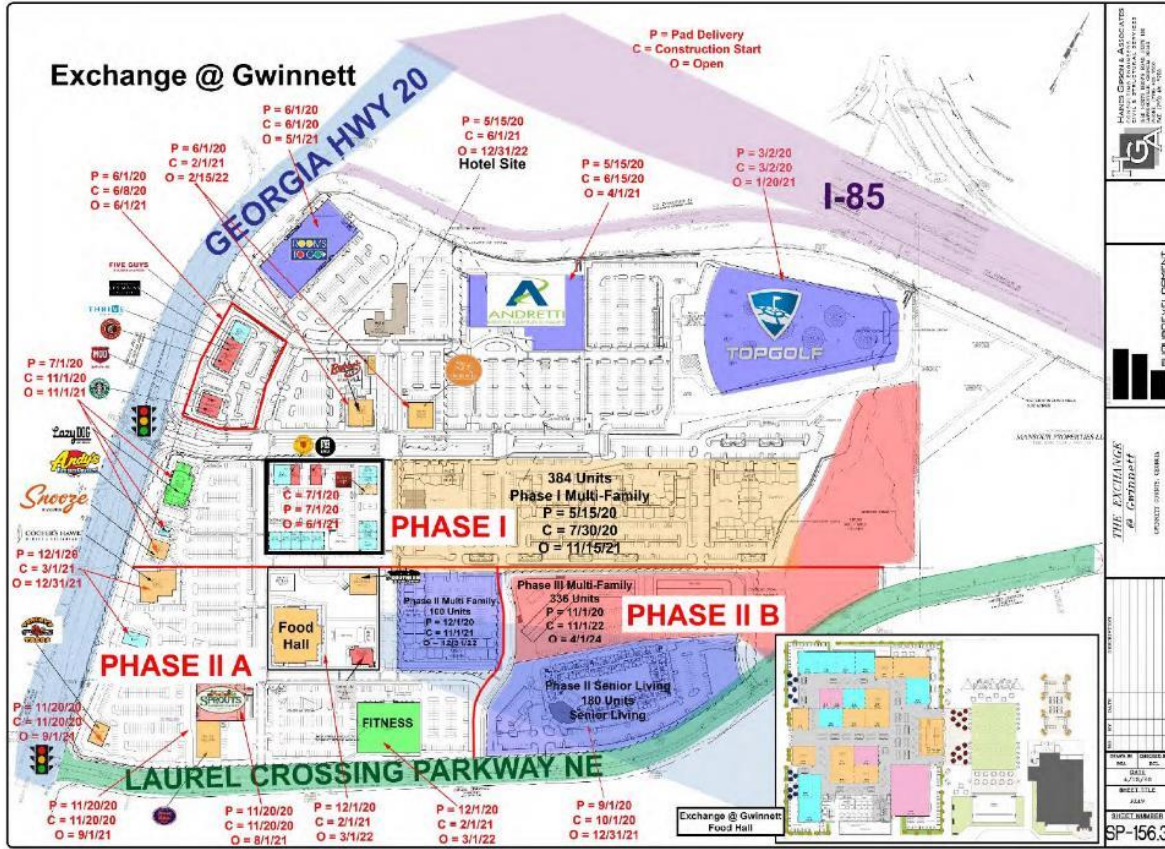


# TAD EXAMPLE: EAST POINT, GEORGIA

- East Point created an 814-acre TAD along Camp Creek Parkway in 2001.
- The issuance of an \$8.0 million TAD bond to pay for water and sewer infrastructure enabled development of the Camp Creek Marketplace and Duke Realty's adjacent industrial park.
- The TAD digest grew from \$4.8 million when certified to \$98 million by 2016.



# TAD EXAMPLE: GWINNETT COUNTY, GEORGIA





# TAD EXAMPLE: GWINNETT COUNTY, GEORGIA



## PROPERTIES INCLUDED IN GWINNETT COUNTY TAD #6\*

Parcel I.D.	Owner	Acreage	Fair Market Value	Assessed Value
R7145 077**	I-85/GA20 Ventures Inc.	3.376	\$ 136,032	\$ 54,412
R7146 004	WB Holdings-Gwinett LLC	11.71	\$ 1,050,000	\$ 420,000
R7146 004B	WB Holdings-Gwinett LLC	52.02	\$ 1,144,400	\$ 457,760
R7146 030	Mansour Properties LLC	21.85	\$ 2,061,900	\$ 824,760
R7146 002	Mansour Properties LLC	14.11	\$ 2,635,200	\$ 1,054,080
R7146 029	Mansour Properties LLC	0.62	\$ 129,600	\$ 51,840
<b>Total</b>		<b>-</b>	<b>\$ 7,157,132</b>	<b>\$ 2,862,852</b>

\* Exclusive of right of way on I-85 interchange, GA Highway 20 and Laurel Crossing Parkway

\*\* Includes 3.376 acres of total 25.01 acres in the Redevelopment Area, subject to future parcelization

Source: Gwinnett County GIS/Tax Assessor, BAG

## SUMMARY GWINNETT TAX ALLOCATION DISTRICT #6

Number of Parcels	6
Total Acres	103.69
Current Appraised (Market) Value	\$7,157,132
Current Taxable Digest TAD #6	\$2,862,852
Current Gwinnett County Tax Digest	\$31,163,669,210
TAD #6 as Percent of Gwinnett County Tax Digest	0.01%

Source: BAG, Gwinnett County Tax Assessor and GA Department of Revenue

# TAD EXAMPLE: GWINNETT COUNTY, GEORGIA

## Georgia Code Chapter 36 Title 44

*An area with ‘inadequate infrastructure’ means an area characterized by:*

- ▶ *(i) Deteriorating or inadequate parking, roadways, bridges, pedestrian access, or public transportation or transit facilities incapable of handling the volume of traffic into or through the area, either at present or following redevelopment; or*
- ▶ *(ii) Deteriorating or inadequate utility infrastructure either at present or following redevelopment.*

## The Exchange at Gwinnett will require extensive new infrastructure:

- Site preparation
- Internal circulation system for cars trucks and pedestrians
- Upgraded sewer and water capacity

REDEVELOPMENT COSTS TO BE REIMBURSED FROM TAD #6		
Potential TAD Expenditure	Estimated Allocation	Potential TAD Funds
1. On-site costs	59.3%	\$ 15,264,699
2. Off-site costs	2.4%	\$ 630,000
3. Soft costs	22.7%	\$ 5,838,000
4. Building upgrades	15.5%	\$ 3,994,122
Total TAD Funding	100.0%	\$ 25,726,821

Source: Fuqua Development



# TAD FOOD FOR THOUGHT

## BE CREATIVE

- PAYGO is working around the state as a flexible, low risk incentive to lever projects without the need for bonds
- A TAD PAYGO for 15-20 years could be a key incentive for affordable housing since it subsidizes (lowers) operating cost over the term of the deal making units more affordable
- Project's should be evaluated on the basis of their total revenue impacts – not just property taxes on real estate
- Works well in mixed-use



# DENSITY AS A TOOL

## Property Value Comparison



### The Outlet Shoppes at Atlanta

- Outlet center
- 48.81 Acres
- 370,000 SF
- 1,781 Parking Spaces



### Downtown Woodstock

- Walkable downtown district
- 21.6 Acres
- 151 Parcels
- 3.4 Acre Park

# DENSITY AS A TOOL

## Property Value Comparison



The Outlet Shoppes at Atlanta

Taxable Value:	48.81 Acres
\$13,381,648	<b>\$274,158/Acre</b>



Downtown Woodstock

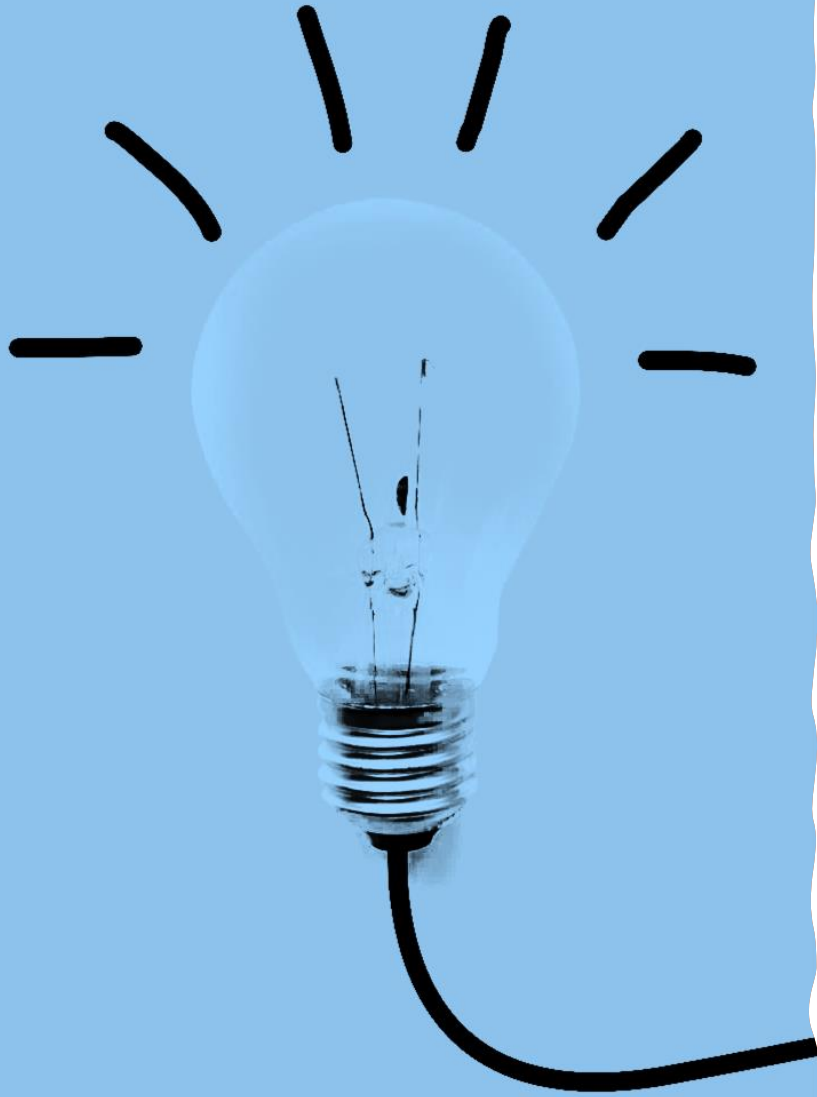
Taxable Value:	21.6 Acres
\$77,920,398	<b>\$3,607,426/Acre</b>

# DENSITY AS A TOOL

The entire Peachtree corridor occupies **3.6%** of the city of Atlanta by **land area**, but accounts for **32%** of its **overall tax digest**.

Per acre land values in the corridor overall are five times that of the rest of the city.





**\*\*POLL: WHAT ARE  
OPPORTUNITIES FOR  
PLANNERS TO ENGAGE IN  
TADs?**

Please provide a brief thought in the chat.

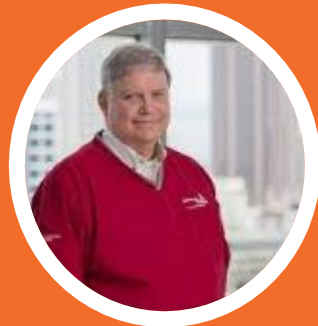
Session 5: 11:15 – 12:10

# HOW DOES ECONOMIC DEVELOPMENT “GET DONE”?



**CHRISTOPHER PIKE**

Economic Development Director,  
City of South Fulton



**STEVE FOSTER**

Community Development Manager,  
Georgia Power



**SHIRLYNN FORTSON**

Director of Economic Development,  
City of Brookhaven



**PUBLIC**



**LONG-TERM PLANNING**

The City creates and adopts a long-term vision plan with input from citizens. Comprehensive Plan & Zoning Plan



**REGULATIONS**

The City adopts regulations to require private developers to adhere to certain standards that accomplish the City's vision. Codes and Ordinances



**ECONOMIC DEVELOPMENT GOALS**

The City creates strategies through economic development partners to accomplish desired goals and objectives.  
Economic Development Strategic Plan  
Economic Development Incentive Ordinance



**PLANNING & ZONING**

Project from a private developer and company will need to determine if their project or business is appropriate for the current and/or future land use.  
Review of Plans, Possible rezoning.



**ECONOMIC DEVELOPMENT**

Economic Development Professional serves to connect the private sector and the City.  
City Staff Person or Private and/or Non-Profit Organization  
Development Authority and/or Downtown Development Authority



**MARKET ANALYSIS**

A private developer or company determines if their business will be successful in a prospect City.  
Due Diligence Period  
Incentives



**SITE SELECTION**

A private developer or company will find a site or existing structure suitable for their business needs.  
Zoning or ability to get rezoned.

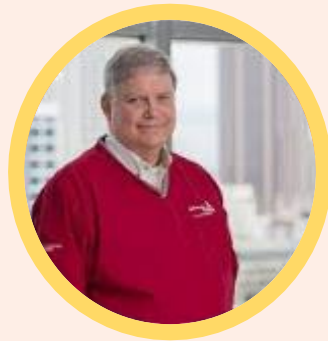


**LAND ACQUISITION**

A private developer or company will either purchase the land/structure or become a contract purchaser depending on their plan for development.  
Property Under Contract

**PRIVATE**

# ECONOMIC RECRUITMENT OF INDUSTRIAL PROJECTS



**STEVE FOSTER**

Community Development Manager,  
Georgia Power

# WHO ARE THE PLAYERS

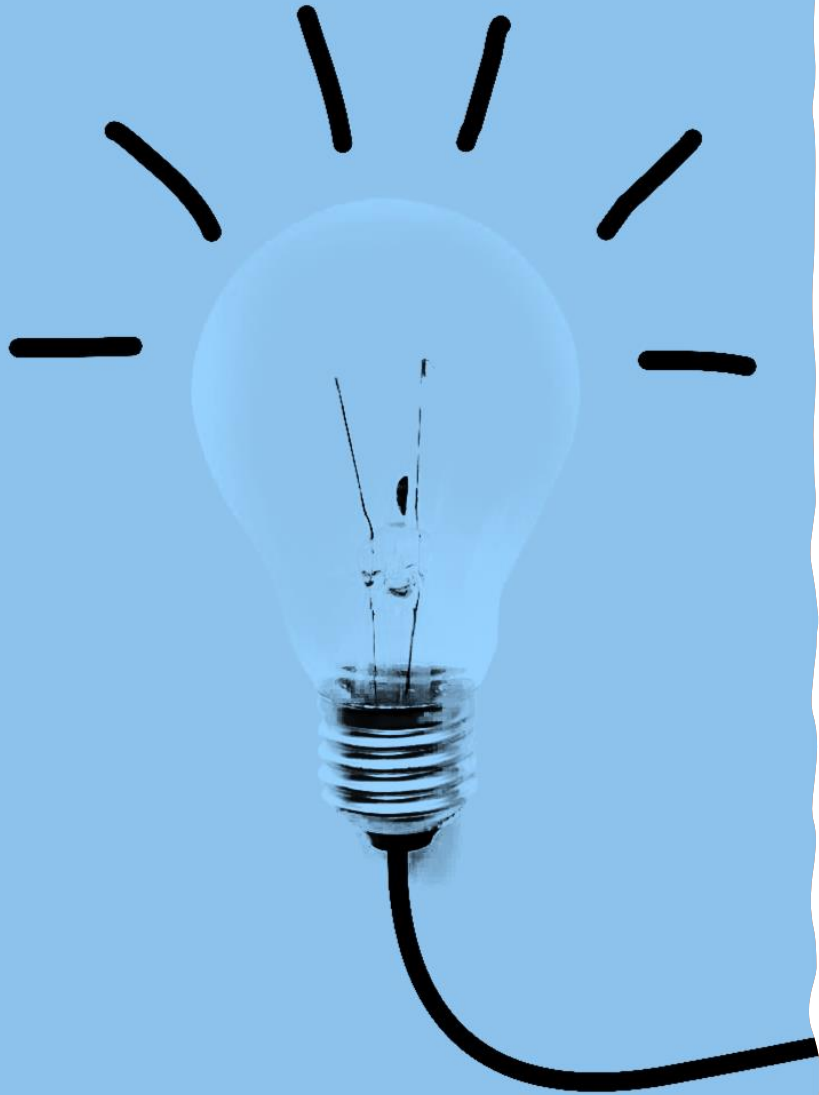
- The Client
- State of Georgia
- Metro Atlanta Chamber
- Statewide Utilities
- Local Development Authorities
- Local Chambers
- Municipalities
- Developers

# WHAT ARE THE PREFERRED TARGETS?

- Automotive
- Aerospace
- Chemical Manufacturing
- Contact /Customer Care
- Cyber Security
- Data Center
- Digital Media & Film
- Advanced Manufacturing
- Fin Tech
- Food Processing
- Fabricated Metals
- Headquarters
- Plastics
- Logistics
- Communication & Info Technology

# WHY ARE THESE INDUSTRIES TARGETS?

- High value add jobs for our Citizen's
- Increase Tax Base – City, County & State
- Fully utilize the State's Resources and Infrastructure (Workforce, Technical Schools, Universities, Ports, Railroads, Interstates & Developmental Highways)
- Prepare Georgia for future success in highly competitive environment
- “Halo” effect (other industries, other businesses, other developments, other jobs)



**\*\*POLL: WHAT DO  
INDUSTRIAL PROJECTS  
REQUIRE FOR LOCATION?**

Please provide as many one-word answers as  
you'd like.

# What do industrial projects require for location?

# WHERE DO INDUSTRIAL RECRUITS LOCATE?

Easy Answer – Where they can **best** meet most **all** of their requirements and where they are wanted!



# HOW DOES INDUSTRIAL RECRUITMENT TAKE PLACE?



- Client identifies need for new facility, new talent, new culture or decides to consolidate
- Client/Consultant contacts State, Chamber, or utility partner with RFP
- RFP forwarded to local ED contacts to respond

# HOW DOES INDUSTRIAL RECRUITMENT TAKE PLACE?

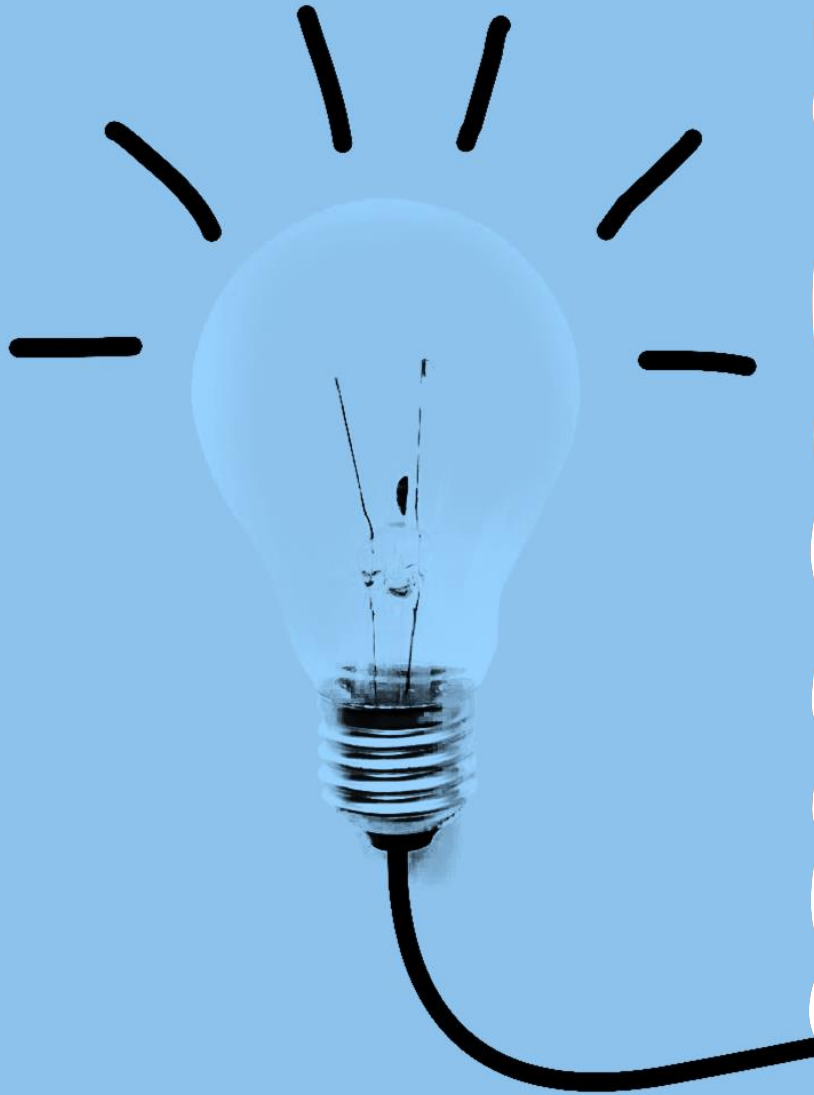


- ED contact responds (with planner help)
- The State Team co-ordinates local site visits
- Follow -up on questions/interests from visit

# HOW DOES INDUSTRIAL RECRUITMENT TAKE PLACE?



- Advanced discussions and initial incentive offers
- Negotiations
- Location decision announced
- **Design/Permitting/Construction/Hiring/Training/Move in/Start of operations/etc.**



**POLL: WHAT ARE  
OPPORTUNITIES FOR  
PLANNERS TO ENGAGE IN  
INDUSTRIAL RECRUITMENT?**

Please provide a brief thought in the chat.

# ECONOMIC RECRUITMENT OF COMMERCIAL PROJECTS

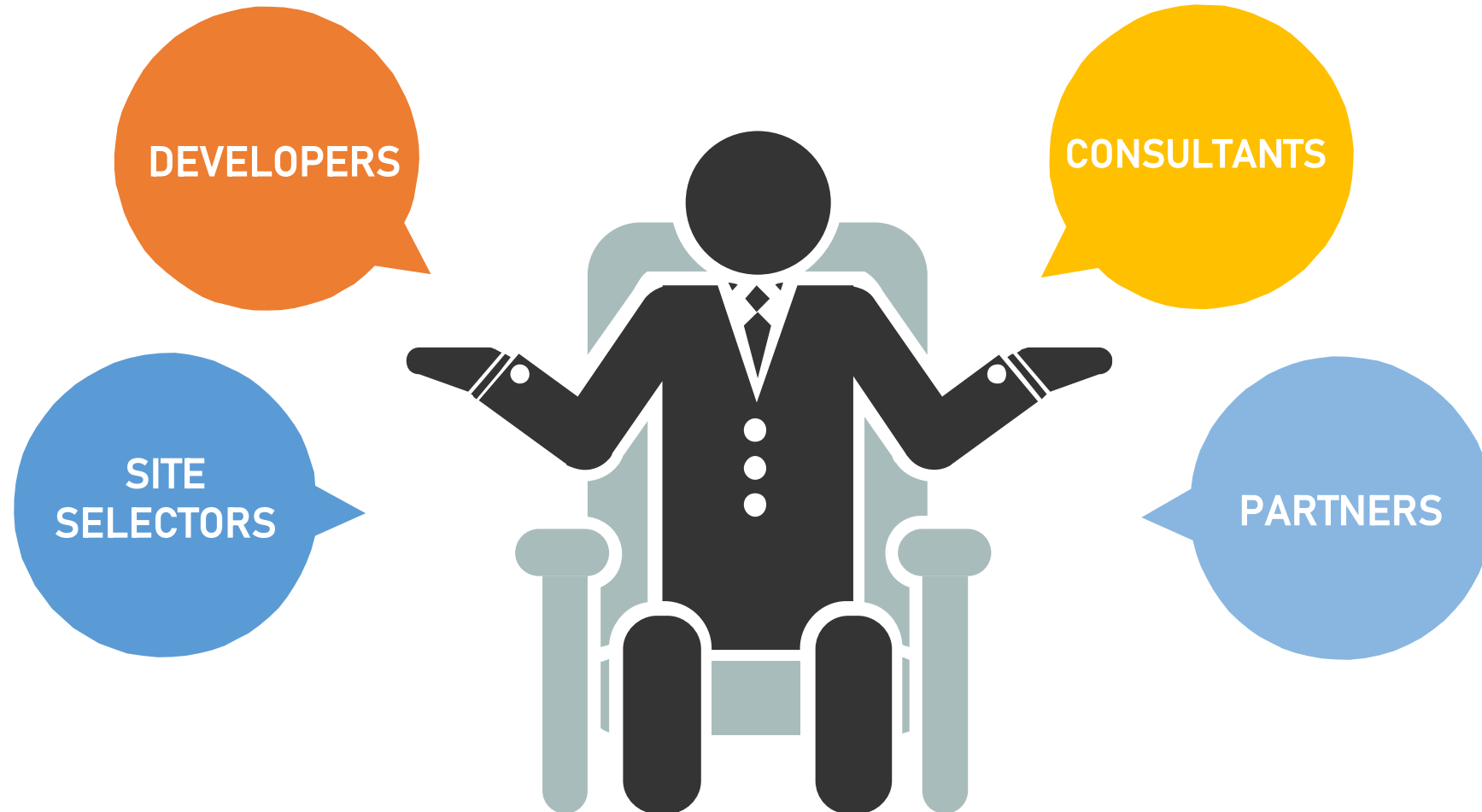


**SHIRLYNN FORTSON**

Economic Development Director,  
City of Brookhaven

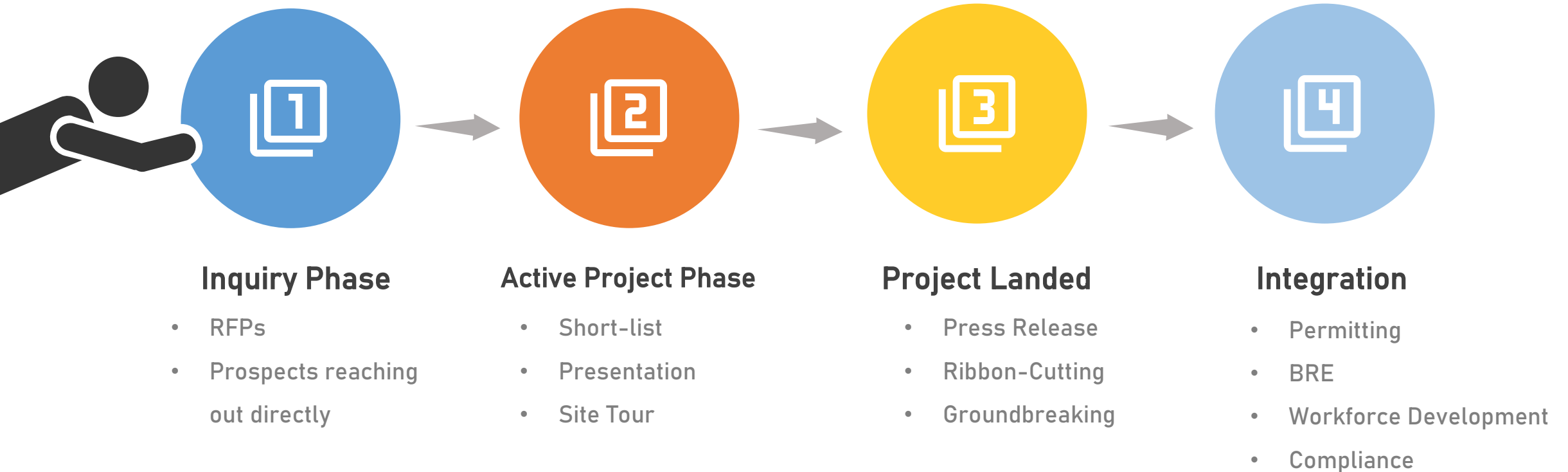
# PROJECT SOURCING

Where do projects come from?



# PROJECT PROCESS

Once a company reaches out, what happens then?



# TOOLKIT

## What tools do I have at my disposal to attract office projects?



### PROPERTY TAX INCENTIVE

Most communities require companies to have a certain level of investment before they are eligible for property tax incentives.



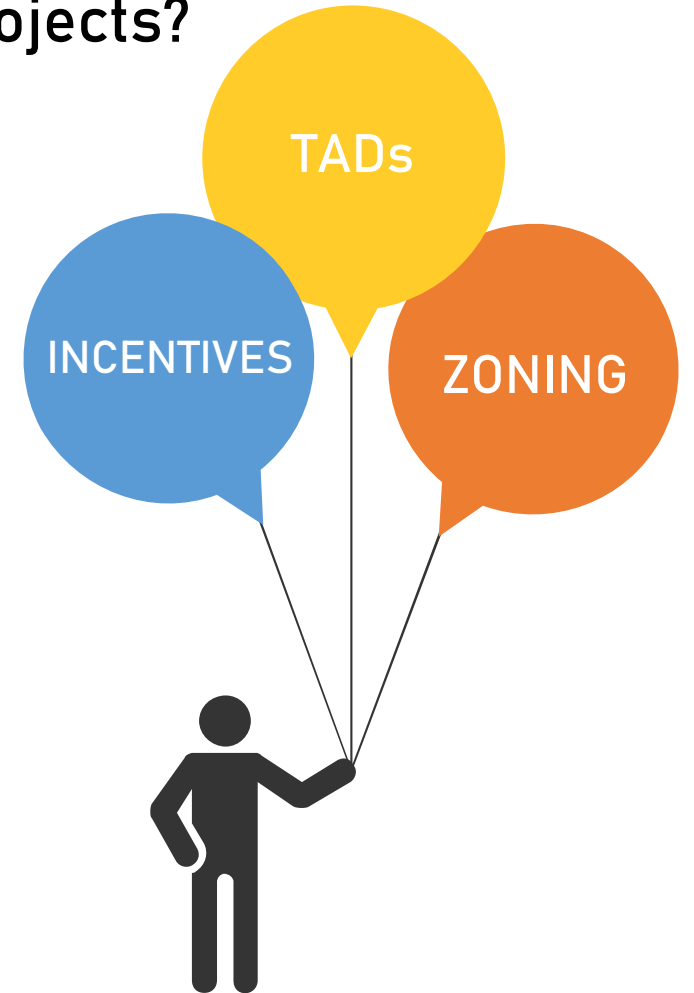
### TADs/CIDs

Used for improvements within a specific geographic area.



### FEE WAIVERS/EXPEDITED PERMITTING/ZONING

Work with Community Development to offer this. Is your Community Development Department funded by fees?





# TOOLKIT

What tools do I have at my disposal to attract office projects?



## LOANS

Small business loans, brownfield development loans, etc.



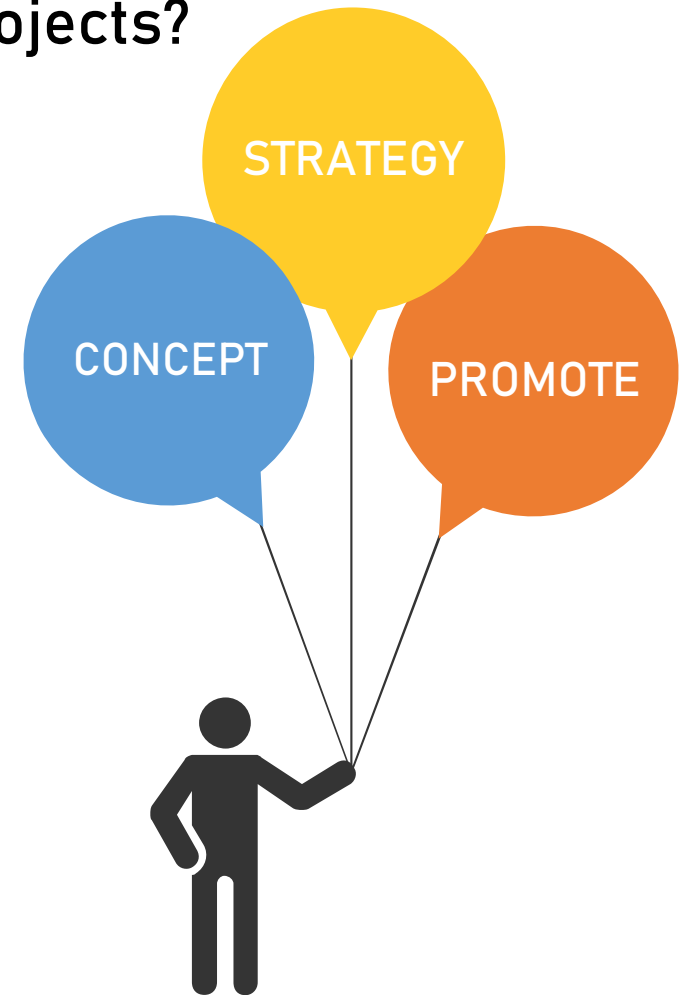
## WORKFORCE DEVELOPMENT

Partner with local or statewide workforce organizations, universities, and professional organizations to tap into educated workforce.



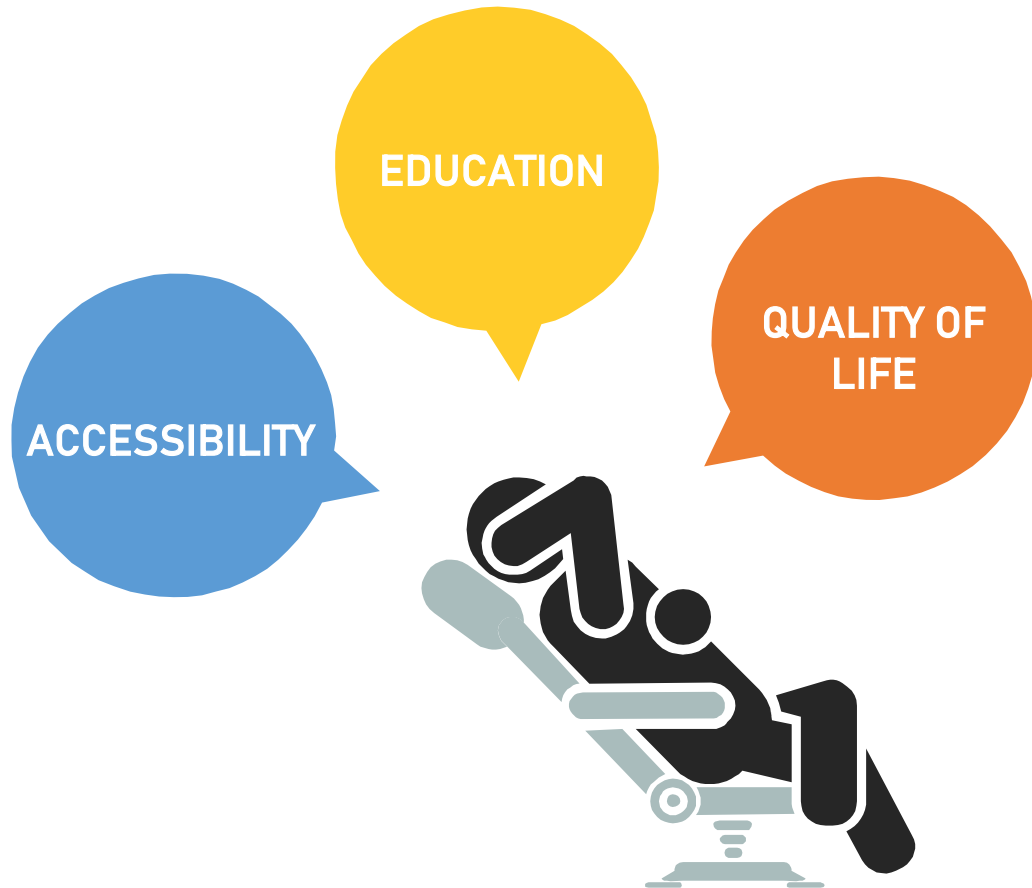
## JOB TAX CREDITS

Statewide tax credit program.



# FACTORS DECISION-MAKERS CONSIDER

How do decision-makers determine if a community is a good fit?



## ACCESSIBILITY

Can their future employees get to and from work?



## EDUCATION

Access to an educated workforce?

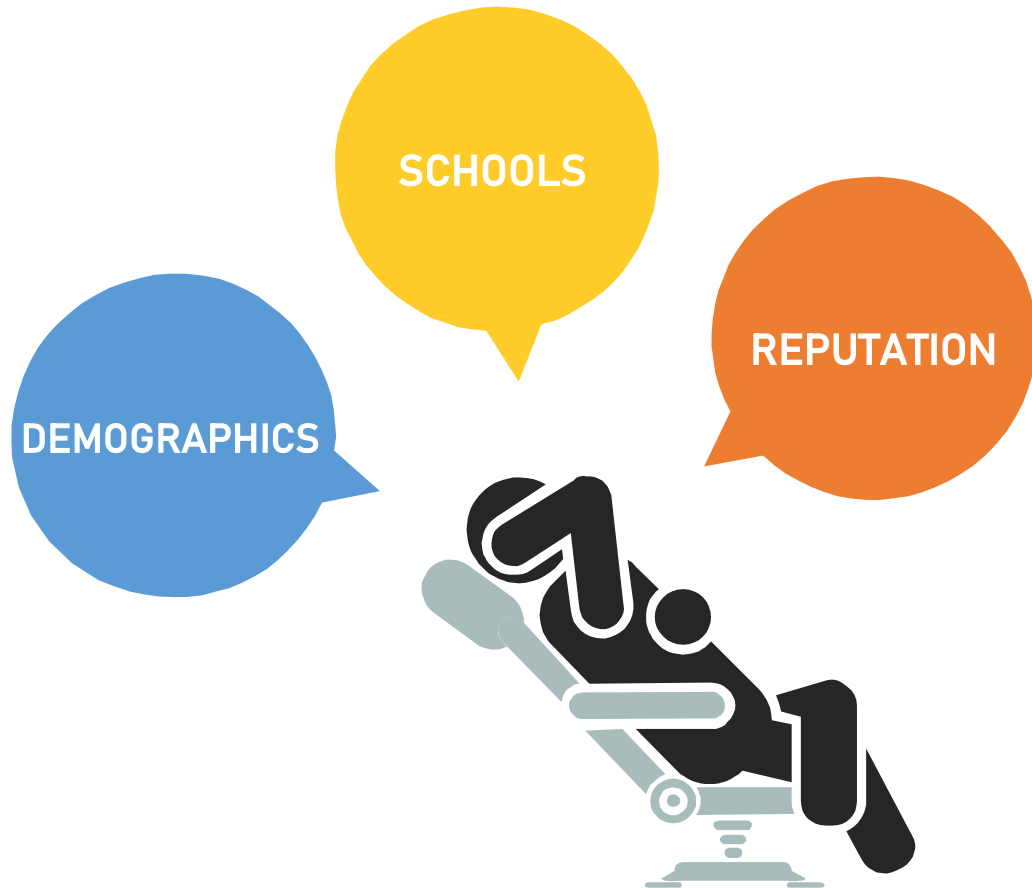


## QUALITY OF LIFE

Where does the CEO want to live vs. where does the workforce want to live?

# FACTORS DECISION-MAKERS CONSIDER

How do decision-makers determine if a community is a good fit?



## DEMOGRAPHICS

Diverse? Educated? Age?



## SCHOOLS

School choice and quality?



## REPUTATION

Does your community have a good reputation and brand?

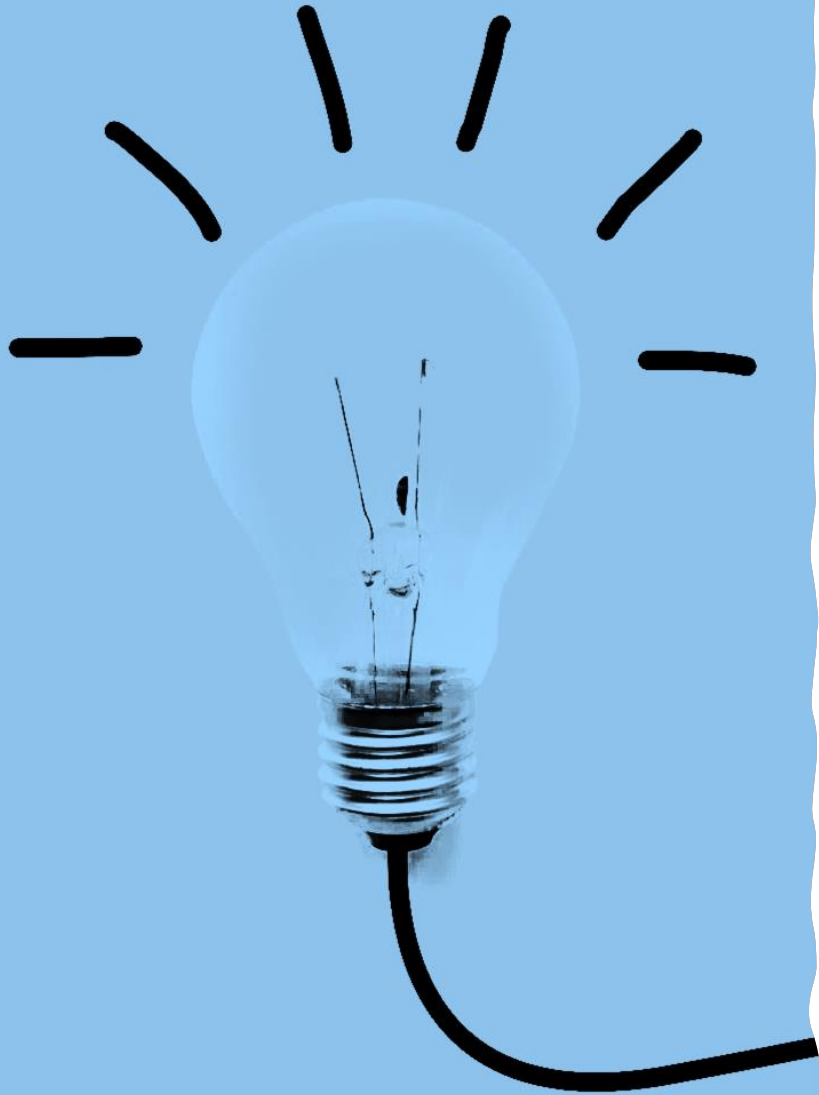
# PROJECT EXAMPLES



Mercedes-Benz



Thyssenkrupp



**POLL: WHAT ARE  
OPPORTUNITIES FOR  
PLANNERS TO ENGAGE IN  
COMMERCIAL RECRUITMENT?**

Please provide a brief thought in the chat.

# ECONOMIC RECRUITMENT OF SMALL BUSINESS



**CHRISTOPHER PIKE**

Economic Development Director, City of  
South Fulton

# WHAT IS A SMALL BUSINESS ?

According to the SBA, a small businesses have a maximum of anywhere between 250 and 1500 employees— all depending on the specific industry the business is in. Additionally, businesses have revenue limits that they must not exceed if they want to qualify for SBA financing.

# SHOPPING SMALL

- \$48 of every \$100 spent at a small business stays local
- 10.5 million jobs created - between 2000 and 2019, accounting for 65.1% of net new jobs created since 2000.
- 37% of Americans made more of an effort to shop local
- 72% of Americans prioritized shopping local over getting the best deal
- 600,000 business establishments close in a given year
- 4.3 million new business applications were filed in 2020



# WAYS TO SUPPORTS SMALL BUSINESSES

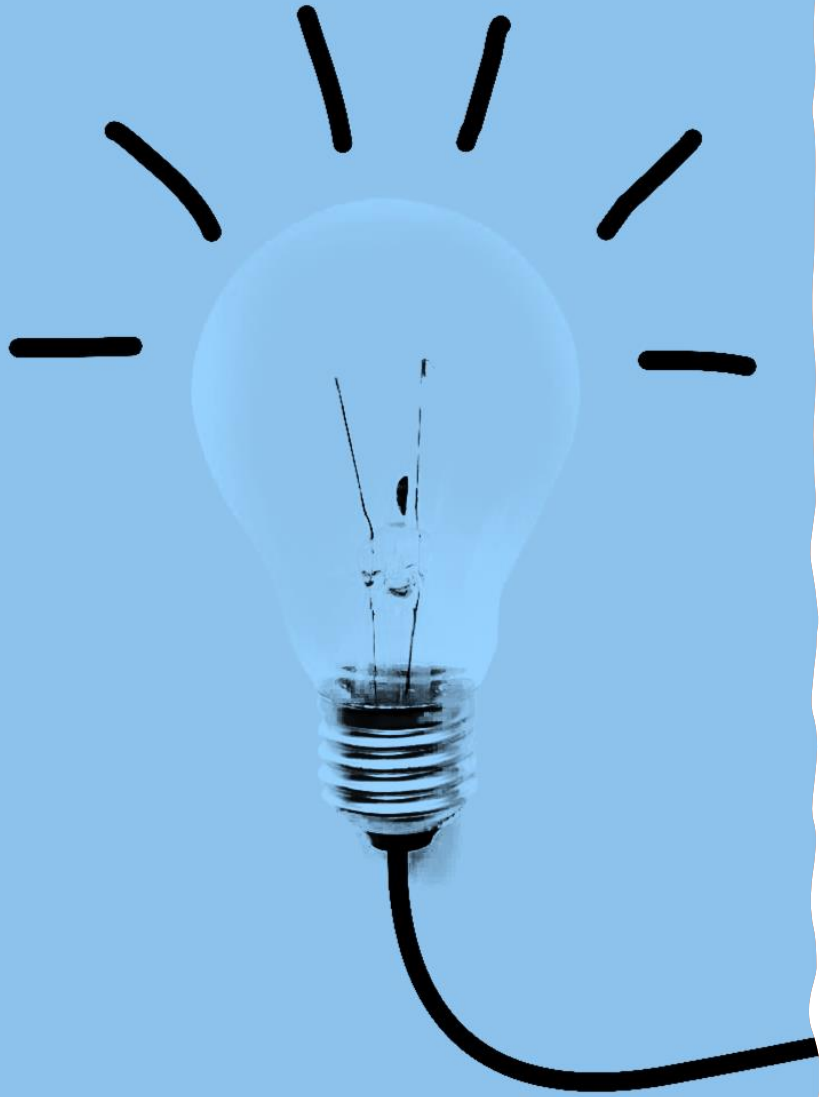
- CDBG Funding
- Business Licenses
- Incentives
- Incubators
- Funding Partners
- LCI/CDAP Funding from Atlanta Regional Commission | RSVP - Renaissance Strategic Visioning and Planning Process from the Carl Vinson Institute of Government

# SMALL BUSINESSES RESOURCE CENTER



CollabSouth provides support services to small businesses and entrepreneurs. The center offers business planning, expansion coaching, counseling, technical support, affordable office space, an entrepreneurial environment for clients, and more. Funding Partners

- Co-working space at two locations (Red Oak and Old National)
- Space allocation for Incentivized Developments
- Technical training for new and expanding businesses
- Specialized development programs
- Streamline internal operations
- Prioritized purchasing from South Fulton businesses



**POLL: WHAT ARE  
OPPORTUNITIES FOR  
PLANNERS TO ENGAGE IN  
SMALL BUSINESS  
RECRUITMENT?**

Please provide a brief thought in the chat.

Session 4: 12:10 – 12:30

# PLANNING AND ECONOMIC DEVELOPMENT: WORKING TOGETHER



**KEVIN JOHNS**

CEO, Future Economies LLC

# BENEFITS OF WORKING TOGETHER

Cities with no poverty have reduced costs for public health, affordable housing, police, courts and jails. The banked ROI dividend can fund sustainability, new infrastructure, social services, & housing with cash.



# PRACTICAL STRATEGIES FOR PLANNERS

## **Comprehensive / Economic Development Planning**

- Work with ED to tailor development and incentive solutions.
- Include ED plan/strategies in the comprehensive planning process.
- Document the (ROI) return on investment.

# COMPREHENSIVE ECONOMIC DEVELOPMENT PLANNING

Innovative programs that increase the prosperity of all citizens, businesses & communities.

Vancouver Economic Action Plan

Toronto Economic Development and Culture Divisional 2018 - 2022

<https://www.toronto.ca/wp-content/uploads/2018/03/9803-edc-divisional-strategy.pdf>

Austin Strategic Direction 2023



## Vancouver's Economic Action Plan

### Global Influences and Local Opportunities

1. Economic growth is driven by city-regions.
2. The world economy is growing, and more integrated, but share by developed nations is shrinking.
3. Environmental issues are inseparable from economic issues.
4. Economic success is increasingly dependent on talent.
5. The Vancouver economy is predominantly very small business.
6. Great neighbourhoods are increasingly important in attracting and retaining talent and business.
7. A healthy business climate is essential to growth.

# PLANNING ROI TOOLS

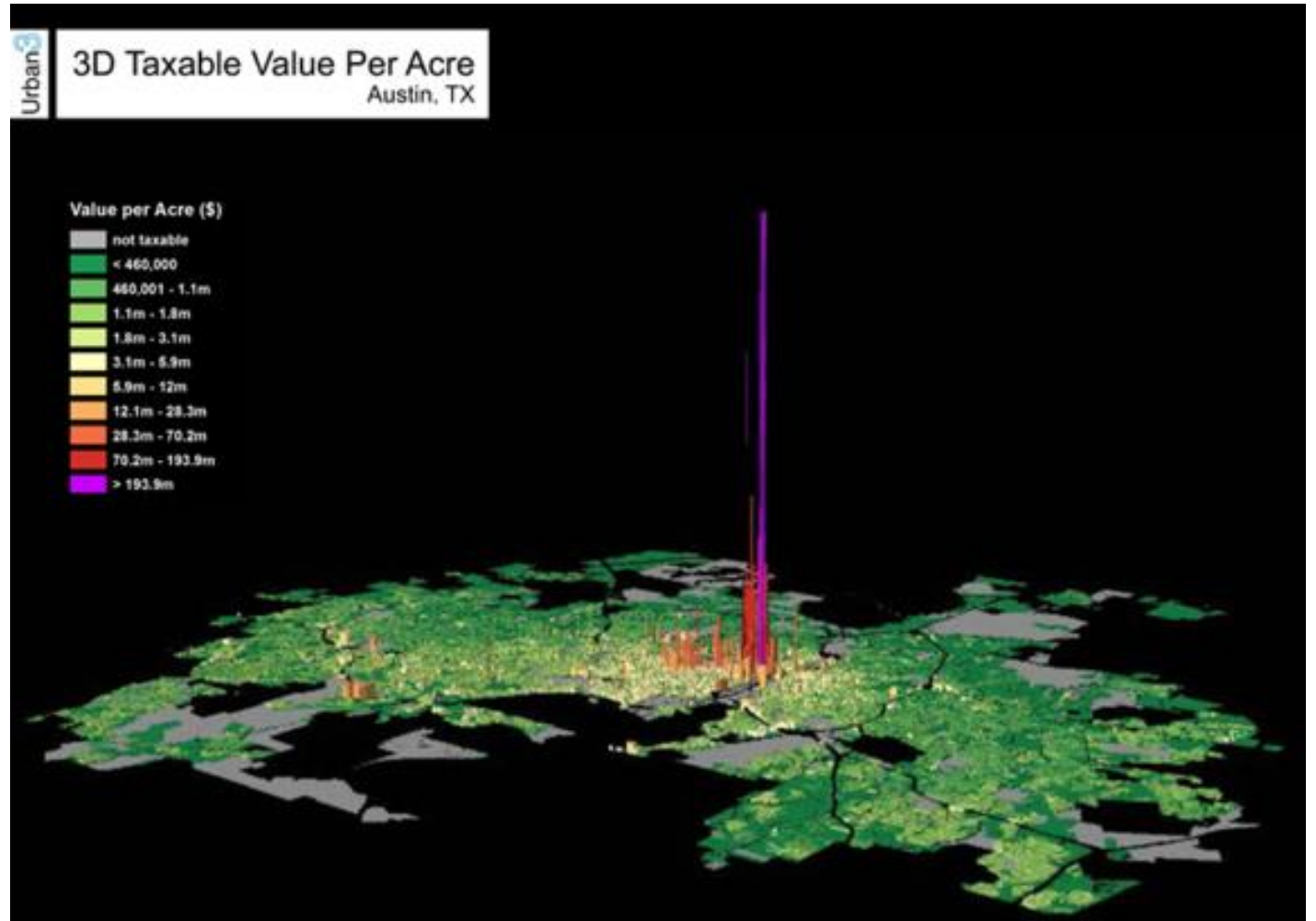
Advocate City Planning ROI tools to validate government investment recommendations

Eliminate the economic blindside of urban regeneration by using economic scenario planning software. Play the link below to see the R00 software.



ECONOMIC  
DEVELOPMENT  
DEPARTMENT

Envision Tomorrow





# PRACTICAL STRATEGIES FOR PLANNERS

## **Encourage Economic Placemaking**

- Designate cultural business districts to harness Asian, Black, Hispanic and LGBT cultural diversity.
- Seek help with ED professionals to find developers, business, partners, etc.

# ECONOMIC PLACEMAKING

Creative, Music, Art, Gaming, Films Industries



- \$4.6 billion industry sector
- 49,000 jobs
- \$71 million in taxes
- 500 Creative Contractors



**ATX MUSIC**  
Austin, Texas | Chicago, Illinois | San Francisco, California | Seattle, Washington | Toronto, Ontario

Please Save The Date

## MUSIC CITIES

Best Practices Summit

Austin - Chicago - San Francisco - Seattle - Toronto

March 19-20, 2015

Austin City Hall  
301 West 2nd Street  
Austin, TX 78701

Hosted by the Austin Economic Development  
Department's Music & Entertainment Division

RSVP to: [stephanie.bergara@austintexas.gov](mailto:stephanie.bergara@austintexas.gov) by  
Monday, March 1, 2015

Participation in this event is by invitation only

A stylized silhouette of a city skyline with various building shapes in white and brown against a teal background.

# PRACTICAL STRATEGIES FOR PLANNERS

## **Match Land Use and Support Reuse**

- Consider innovation hubs, creative/music districts, university districts for industries of the mind, trending business clusters, logistics.
- Create walkable communities.
- Ensure enough industrial / commercial land.

# LAND USE

**\$\$ 4 billion**

## Mueller Urban Village

- 4000 jobs
- Adaptive Reuse of 700-acre Bergstrom Airport (ROI net-positive)
- 25% Affordable Housing
- New Urbanism

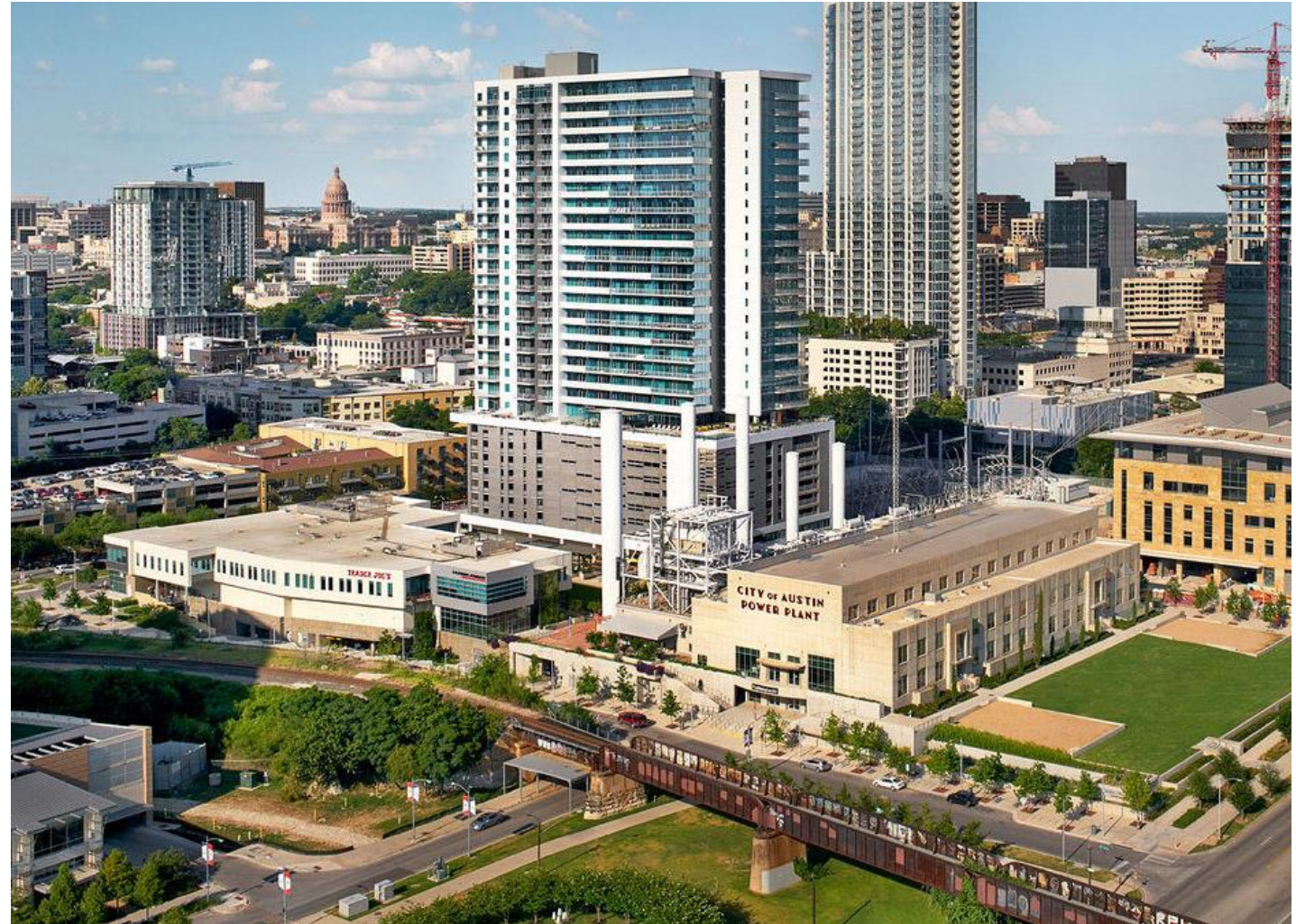


# LAND USE

**\$\$ 4 billion**

## Seaholm Eco District

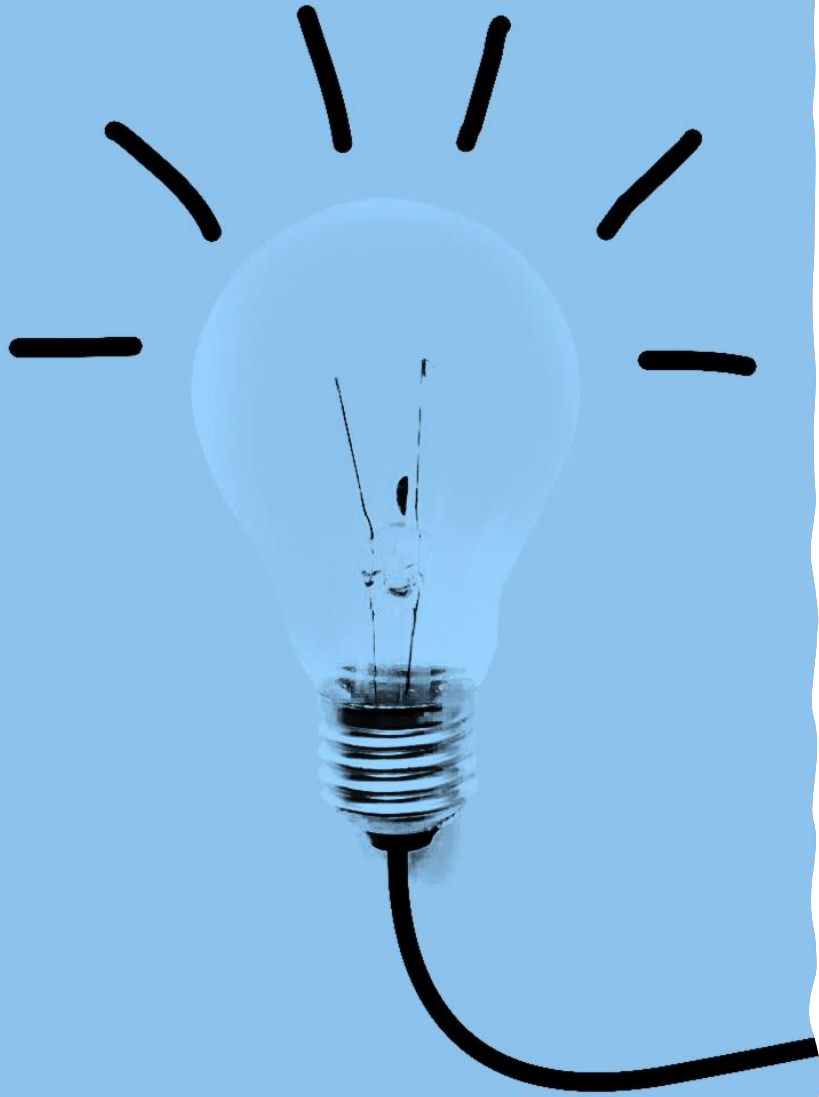
- 2000 jobs
- Adaptive Reuse of Power Plant & blighted Water Treatment waterfront
- \$100 million to the Housing Trust Fund
- 35 % local businesses required
- Busking, art, trails, historic preservation



# PRACTICAL STRATEGIES FOR PLANNERS

## **Support Businesses**

- Be involved with business retention and expansion efforts.
- Work with ED professionals to identify target industries.
- Assist with recruitment.

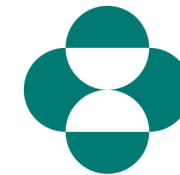


**\*\*POLL: WHAT ARE  
OPPORTUNITIES FOR  
PLANNERS TO ENGAGE IN  
RECRUITMENT?**

Please provide a brief thought in the chat.

# SUPPORT BUSINESSES

- Successful case study - 22 innovation companies: Apple, Dropbox, Websense, National Instruments, Advisory Group, Ebay, Facebook, VISA, Samsung, Merck....
- 239% Return on Investment (ROI)
- \$15 billion Capital Investment, 8000 jobs
- 140,000 indirect jobs created, start up companies surge





# SUPPORT SMALL BUSINESSES

- Offer online business courses including zoning and planning
- Incentivize access to capital special events
- Foster public private University partnerships like shark tanks
- Help map out business locations per neighborhood LocallyAustin.org
- Suggest locations for Incubators and accelerators



# PRACTICAL STRATEGIES FOR PLANNERS

## **Support Workforce**

- Work with education and ED to understand workforce trends and needs.
- Find opportunities to improve schools/programs.
- Address affordable housing to support labor force needs.

## **Create Alliances**

- Build alliances early and often with ARC, Chambers, GEDA, IEDC, IASP, etc.



**THANK YOU!**

**SIZEMORE GROUP**

CULTURAL PLACES · BEAUTIFUL SPACES