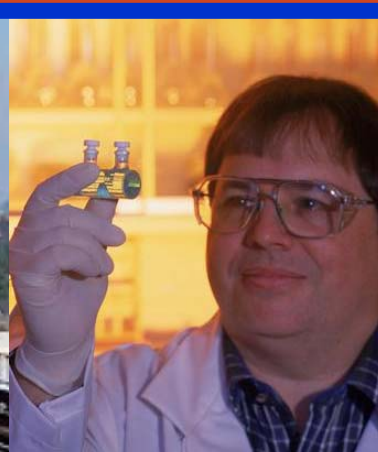


**New Century Economic
Development Plan for
the City of Atlanta**
Adopted December 16, 2004
With Pro Bono assistance from Bain & Company





• Action Plans

- Target Industries
- Business Recruitment, Retention, and Expansion
- BeltLine and Downtown
- Economic Vitality in Underserved Areas
- Business Climate
- Workforce Housing
- Capital Available for Development
- Crime Rate
- Public Schools
- Parks and Greenspace

The EDP has been in development for over one year



- Develop an **outline** for the EDP
 - Benchmark other cities (Seattle, Denver, Boston, Sacramento)
- **Establish a vision** for the future

- Analyze the **current situation**
 - Collection and review of large volumes of data
- **Establish priorities** for near term actions
- **Further research** and analyze key issues

- **Draft action plans** for economic development priorities
- **Build consensus** from action owners and key stakeholders

- Continue to solicit input and **incorporate feedback**
- **Finalize EDP** and receive approval from ADA Board

Bain & Company pro bono support

A broad set of stakeholders have been involved in the EDP creation process



City of Atlanta Staff

- Mayor's Office
- Atlanta Police Department (APD)
- Atlanta Workforce Development Agency (AWDA)
- Aviation
- Finance
- Legal
- Parks & Recreation
- Planning
- Public Works
- Watershed Management

Atlanta City Council Members

- CDHR Committee

Atlanta Organizations

- Atlanta Public Schools (APS)
- Atlanta Housing Authority (AHA)
- MARTA

Economic Development Organizations

- Atlanta Development Authority (ADA)
- Atlanta Regional Commission (ARC)
- Atlanta Convention and Visitors Bureau (ACVB)
- DeKalb County
- Fulton County
- Georgia Department of Economic Development
- Georgia Power
- Georgia Research Alliance (GRA)
- Metro Atlanta Chamber of Commerce (MACOC)
- Atlanta Neighborhood Development Partnership (ANDP)
- University Community Development Corporation (UCDC)

Business Community and Civic Organizations

- Advanced Technology Development Center (ATDC)
- AmericasMart
- Atlanta Committee for Progress (ACP)
- Atlanta Regional Consortium for Higher Education (ARCHE)
- Atlanta Partnership For Excellence In Education (APFE)
- BellSouth
- Buckhead Coalition & Buckhead CID
- Central Atlanta Progress (CAP)
- Clark Atlanta
- Emory Healthcare
- Georgia Aquarium
- International Training Center for Local Authorities (CIFAL)
- Mallory & Evans Development
- Midtown Alliance
- Reynoldstown Revitalization Corporation
- Sheraton Atlanta
- Turner Broadcasting

Many sources were utilized to create the EDP (1 of 2)



Quality of Life

- ACVB
 - Individual traveler perceptions survey
 - Trade and Convention Report
- ADA
- Atlanta Journal Constitution
- ANDP
 - Making the Case for Mixed-Income and Mixed-Use Communities
 - Interviews
- ARC
 - 2030 Forecast of Population
 - American Association of Retired Persons
 - “Regional Development Plan Land Use Policies”
- Arts and Culture Leadership Alliance
- Brookings Institution Center on Urban and Metropolitan Policy
 - “Moving Beyond Sprawl”
 - “Atlanta in Focus: A Profile from Census 2000”
- Central Atlanta Progress
 - Central Atlanta Action Plan
- City of Atlanta – Bureau of Planning
 - Comprehensive Development Plan (2003)
- Deloitte 2004 Atlanta Public Schools Comprehensive Assessment
- Fannie Mae Foundation
 - “Homeownership Affordability in Urban America: Past and Future”
 - “Rising Affordability Problems among Homeowners”
 - “Workforce Housing Balance for the ARC”
- Fragile Momentum: Plan of Action for Rebuilding the Atlanta Police Department
- Georgia Department of Education
 - School System Report Cards
- Georgia School Council Institute
 - School System Report Cards
- Georgia Tech’s City and Regional Planning Department
 - “Fair Share Housing in the Atlanta Region”
- Mayor Shirley Franklin and The Housing Task Force
 - “A Vision for Housing in Atlanta: Great Housing in Great Neighborhoods”
- Mayor Franklin’s Parks and Green Spaces Task Force Report
- Metro Atlanta Chamber of Commerce
 - Woods and Poole Economics report
- Metro Atlanta Chamber of Commerce Regional Arts Task Force
- Millennial Housing Commission
- National Association of Homebuilders
 - Housing preference survey
- National Center for Education Statistics
- Regional Arts Taskforce
 - “Arts Issue Forum”
- Smart Growth Network and National Neighborhood Coalition
- Urban Land Institute
 - “The Benefits of Growth”
- US Census Bureau
 - American Community Survey
 - Annual Survey of Local Government Finances
 - Decennial Census
 - Economic Census
 - Population Estimates
- US Department of Housing and Urban Development – State of the City Data Systems
 - FBI Crime Data
- The Teaching Commission
 - Teaching at Risk- A Call to Action

Major Capital Projects

- Atlanta City Council
 - “The Atlanta Beltline: An Intown Transit Greenway”
- Atlantic Station website
- CAP website
- City of Atlanta Department of Planning
- Friends of the Beltline website
- Georgia Department of Transportation
 - “Multi-Modal Passenger Terminal Fact Sheet”
- Georgia Tech
 - “1997 Campus Master Plan Executive Summary”
- Georgia Rail Passenger Program
- Georgia State University
 - “Georgia State University Master Plan”
 - Website

Many sources were utilized to create the EDP (2 of 2)



Economic Opportunity

- Airports Council International
- Atlanta Business Chronicle
- ACVB
- ARC's
 - 2030 Forecast of Employment
- Atlanta Regional Consortium for Higher Education
 - “Higher Education in America’s Metropolitan Areas”
- Brookings Institution Center on Urban and Metropolitan Policy
 - “Business Location Decision-Making and the Cities”
- City of Atlanta Budgets
- City of Atlanta Bureau of Planning
 - Comprehensive Development Plan (2003)
- Dorey Market Analysis Group
- Economic Impact of Hartsfield-Jackson International Airport
 - 1996, 2000, and 2002
- Fulton and DeKalb County Tax Assessors
- Georgia Department of Labor
 - Consolidated Tax Digests
 - Employment data
- Georgia Film, Video, and Music Office
- Georgia Power Community and Economic Development
 - “Georgia Information – January 2003”
 - “Atlanta Overview”
- GSU Andrew Young School of Policy Studies
- Initiative for a Competitive Inner City
 - “Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda”
 - “Clusters of Innovation Initiative: Atlanta/Columbus”
 - “Strategies for inner city business growth”
 - “Benchmarking Federal Spending and Guidelines for Action”
- Marshall & Swift
 - Means Construction Data 2003
- Metro Atlanta Bioscience Council
 - 2004 Metro Atlanta Bioscience Industry and Georgia Company Directory
- Newmark Global Real Estate Advisors
- Office of Federal Housing Enterprise Oversight
- UGA Terry College of Business
 - Georgia Business and Economic Conditions
- US Bureau of Labor Statistics
- US Census
 - Zip Code Business Patterns
 - County Business Patterns
 - Economic Census 2002
 - American Community Survey
- US Department of Commerce
 - Tax Incentive Guide for Businesses
- US Department of Housing and Urban Development
 - Current employment statistics for city residents
 - Special city extracts from county business patterns

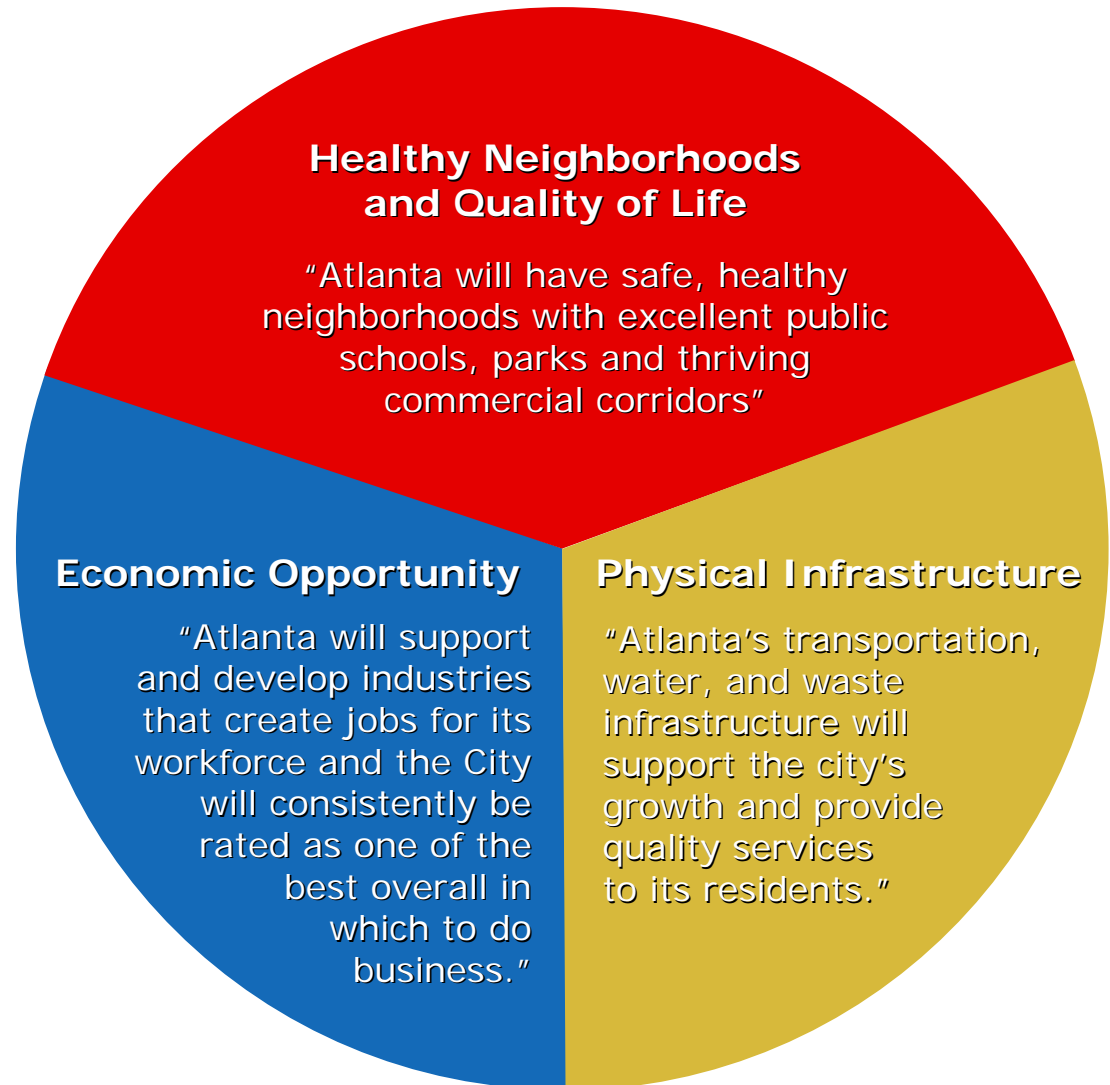
Infrastructure

- Department of Transportation
- Texas Transportation Institute
 - 2003 Urban Mobility Study
- URS corporation
- ARC
 - 2030 transportation plan
- Clean Water Plan for Atlanta
- Department of Watershed Management
- Clean Water Atlanta website

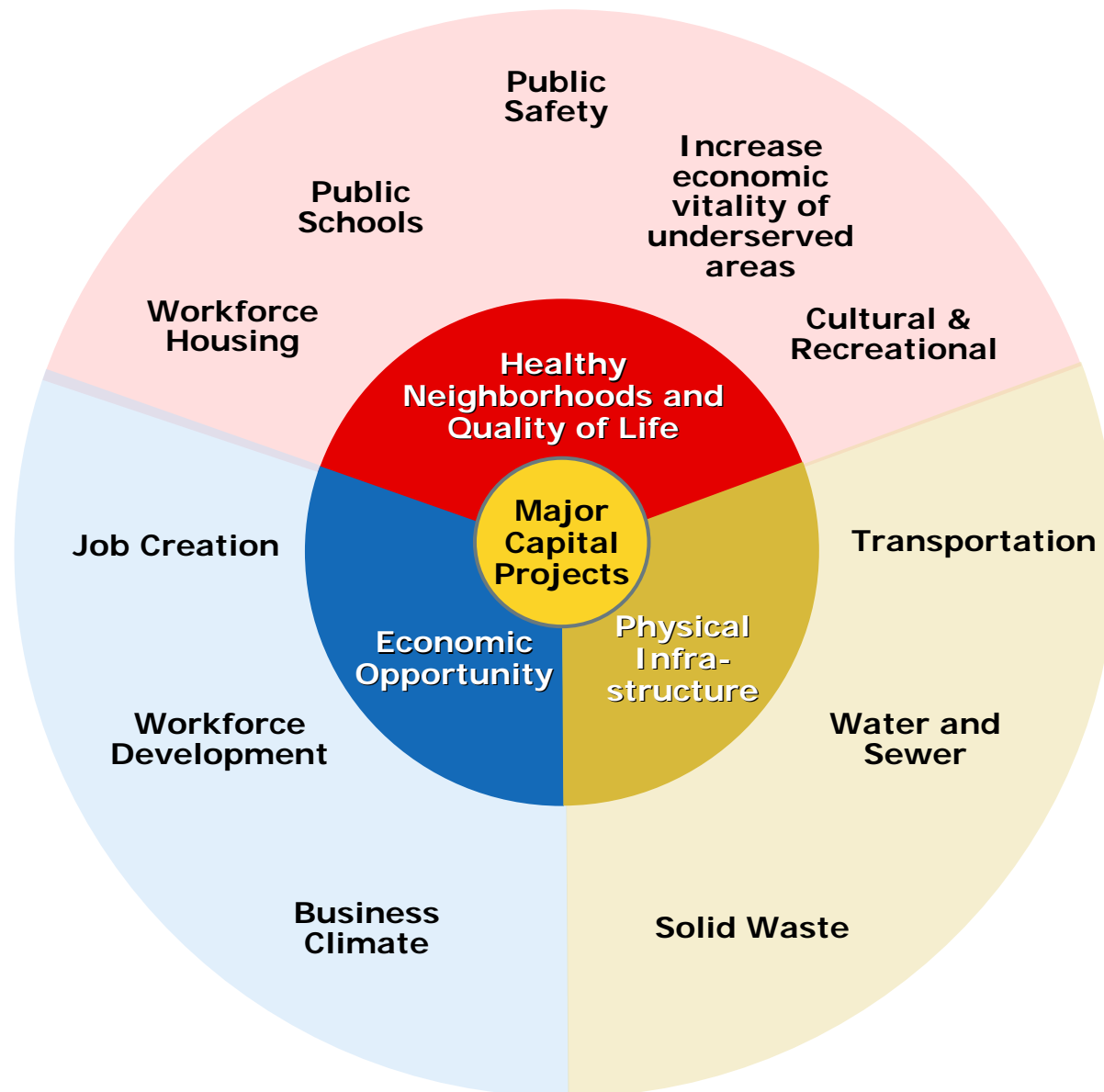
Achieving Atlanta's vision requires addressing three primary components of the economy

Mayor Shirley Franklin's vision is:

"Atlanta will be the thriving core of the metropolitan area. The most successful city in the southeast. A competitive city, nationally and internationally."



The EDP identifies a wide range of issues facing the City of Atlanta



Issues were prioritized based on urgency and the City's ability to impact



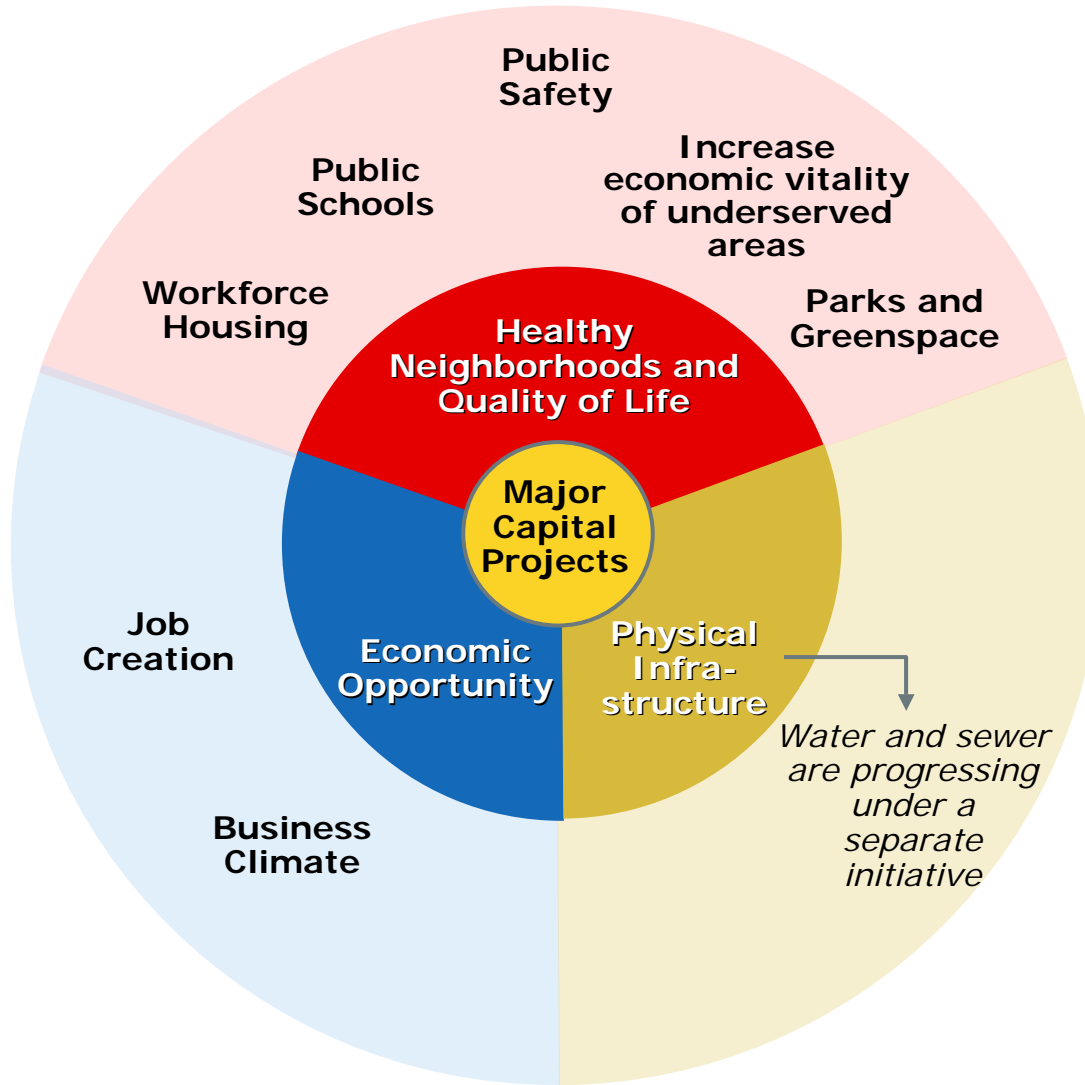
Urgency:

- Large number of residents and businesses are impacted
- Current status is far from “ideal” and worsening
- Action or inaction within next 1-2 years will have a big impact
- Public and/or business community perceive the issue to be a big problem

Ability to impact:

- Required changes largely within CoA control or CoA can influence responsible organizations
- Responsible organizations have resources to address
- Additional focus on issue will move improvements forward

Prioritized issues for the City of Atlanta



Improving these areas is essential for continued economic growth in the City of Atlanta

Seven goals will drive economic development



Simply put, by 2009, our goals are:

- **Create 60,000 new jobs in the City of Atlanta**
(an increase of 14%, 3% annually; requires growing faster than the surrounding Metro area)
- **Create 24,000 new metro jobs related to airport growth and expansion**
(an increase of 23%, 4% annually)
- **Grow property value in the City by \$26B, by adding households and leased commercial space** (an increase of 62%, 8% annually)
- **Add 10,000 new workforce housing units by use of City incentives** (an increase in the current construction rate of 50%)
- **Decrease the city's crime rate to 5,600 crimes per 100,000 residents** (a decrease of over 50%, -10% annually)
- **Increase the high school completion rate of Atlanta Public School students to 72%** (an increase of 25%)
- **Add 1,900 acres of dedicated parks and greenspace to the City**
(an increase of 56%)

Economic Development Dashboard: Monitor annually to ensure success of plan



Economic opportunity	Current status	Target (CAGR%)	
		2006	2009
<u>Job Creation</u>			
• Jobs in CoA (2004)	435K	458K (3%)	495K (3%)
• Airport Related Jobs (2004)	105K	112K (3%)	129K (4%)
– Passenger Volume	84M	91M	100M
– Cargo Volume (tons)	850K	900K	1,041K
<u>Business Climate</u>			
• Total Property value (2003)	\$42B	\$54B (8%)	\$68B (8%)
– Annual Building Permits	6,900	7,100	7,400
– Total Commercial space (sq ft)	62M	66M	71M
• Sales tax collection (2003)	\$77M	\$84M (4%)	\$93M (4%)
– Number of business establishments	17.3K	17.8K	18.5K
• Permitting customer satisfaction survey	TBD	TBD	TBD

Quality of life	Current status	Target (CAGR%)	
		2006	2009
<u>Workforce Housing</u>			
• Add new workforce housing units	1,300/year	4,000 new (cumulative)	10,000 new (cumulative)
<u>Public Safety</u>			
• Overall crime rate in CoA for 100K people	10.8K (2003)	7.1K (-13%)	5.6K (-10%)
– Violent crime rate	2.3K	1.3K	1.1K
– Property crime rate	8.6K	5.8K	4.5K
<u>Public Schools</u>			
• APS completion rate (2001-2002)	57%	66%	72%
– APS 8th meeting CRCT standards (2003) R/M	66%/44%	74%/55%	79%/60%
– APS 4th meeting CRCT standards (2003) R/M	76%/67%	76%/74%	83%/81%
<u>Economic Vitality in Underserved Areas</u>			
• Median household income in underserved areas	\$27K	\$32K	\$36K
<u>Parks and Greenspace</u>			
• Acres of dedicated parks and greenspace	3,400	4,100	5,300

Note: Current status is 2004, unless otherwise noted

Ten initiatives have been developed to achieve goals by 2009



Economic Development Initiatives:

- Support growth of target industries
- Create and grow business recruitment, retention, and expansion capabilities
- Champion BeltLine and Downtown as major development projects
- Increase economic vitality of underserved areas
- Make it easier to develop in Atlanta
- Increase workforce housing
- Increase capital available for development and business growth
- Make Atlanta one of America's safest cities
- Collaborate to improve the graduation rates in Atlanta Public Schools
- Grow dedicated parks and greenspace



- Economic Development Plan Overview

- Action Plans

- Target Industries
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Economic Development Initiatives

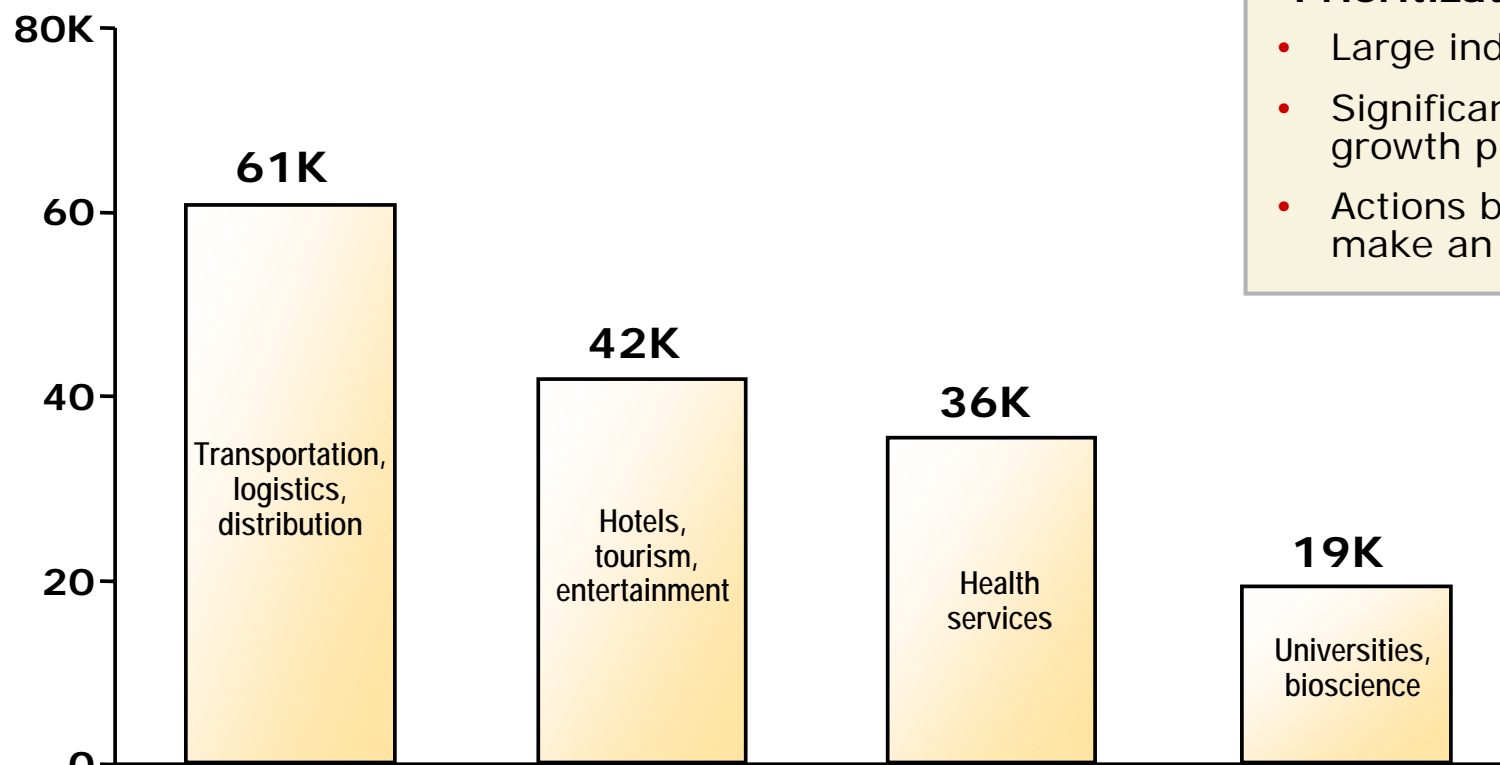


- **Support growth of target industries**
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Target industries with greatest potential for job creation



Number of Atlanta employees by industry (2001)



- Prioritization criteria**
- Large industry clusters
 - Significant near term growth prospects
 - Actions by the City can make an impact

Other target industries:

- Retail
- High tech Communications
- Construction
- Music, film, and video production
- Financial institutions

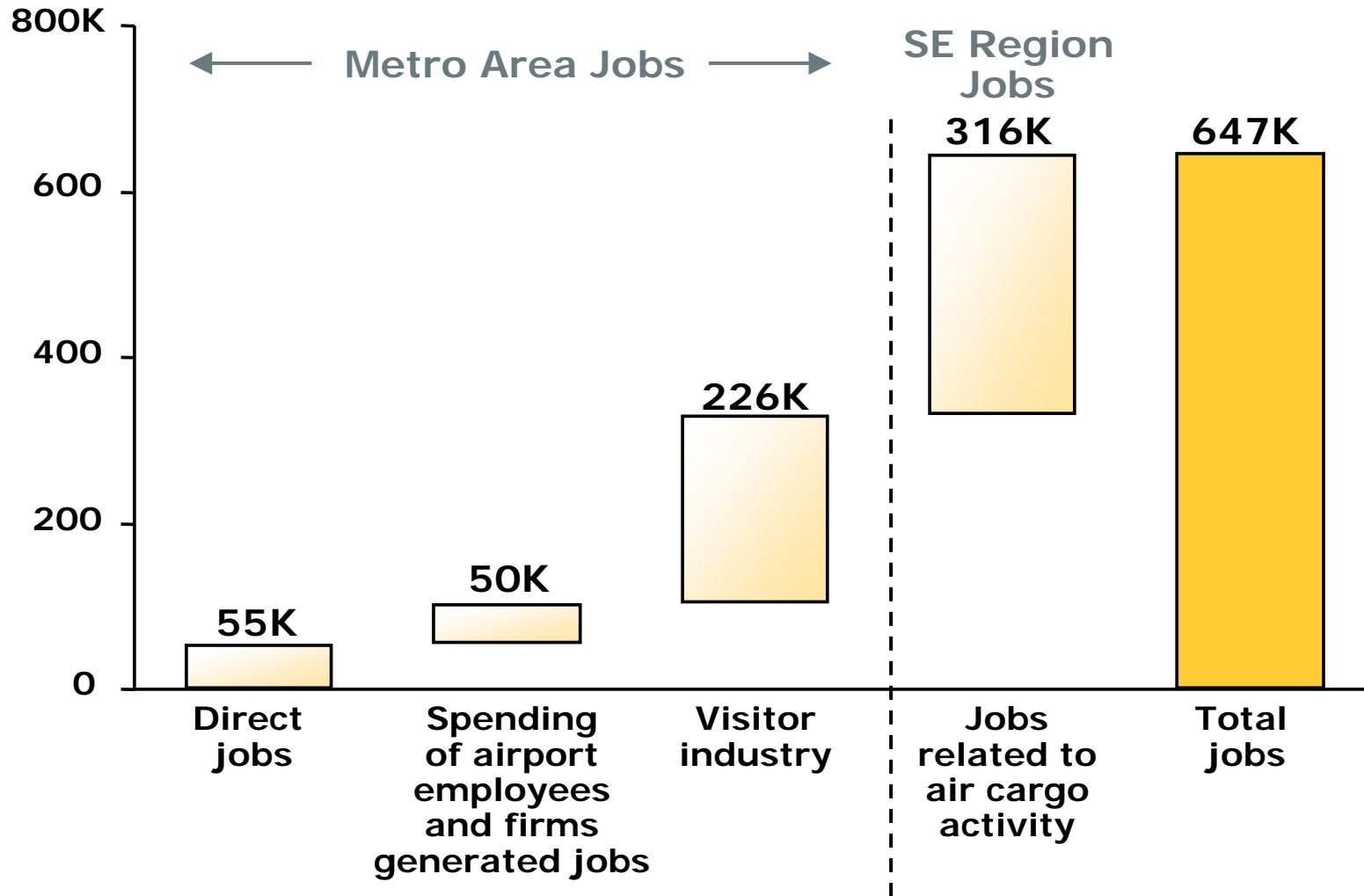
- Passenger air transportation
- Cargo air transportation
- General freight trucking
- Freight transportation
- Couriers

- Hotels
- Restaurants
- Cultural venues
- Sporting and entertainment attractions

- Hospitals and nursing homes
- Family services and day care
- Physicians, dentists, and nurses

- Colleges and universities
- Professional schools
- Bioscience & biotechnology

Transportation: Nearly 650K jobs are related to the airport



Source: The Economic Impacts of Hartsfield Atlanta International Airport 2002

Support the growth of transportation, distribution, and logistics industries



Action Items	Owner	Active Partners	Launch Date	Completion Date
Complete the goals and objectives as outlined in the Airport Master Plan <ul style="list-style-type: none"> • Complete the extension of the fifth runway • Complete construction of the Maynard H. Jackson International Terminal • Complete development and construction of the Consolidated Rental Car Complex • Complete design and construction of the South Terminal Complex • Complete revitalization of the Central Passenger Complex 	Aviation		In process	2012
Maintain and improve the passenger experience through customer service and operational excellence <ul style="list-style-type: none"> • Continue to utilize customer satisfaction surveys to improve all airport passenger services 	Aviation		In process	Ongoing
Actively link and represent the CoA's interests in MACOC's Logistics Council and the ARC Freight Advisory Committee	Aviation	Logistics Council (MACOC), ADA, ARC	In process	Ongoing
Advocate for the Federal Government to adequately fund security services for the airport	Aviation	Mayor's Office, GA Dep. of Econ. Dev., GA Congressional Caucus, MACOC	Ongoing	Ongoing
Pursue development of a Center of Excellence and Innovation at Hartsfield-Jackson for air cargo logistics	Aviation	GA Tech, Logistics Council (MACOC), Atlanta Air Cargo Association, International Freight Forwarder Cargo Broker Association	Q2, 2005	2006
Create a comprehensive strategy to grow direct and indirect international air cargo <ul style="list-style-type: none"> • Complete Air Cargo impact study; build business case and execute growth strategy • Understand Atlanta's cost position for air cargo shipments; identify businesses which Atlanta can provide lower distribution costs • Formulate an action plan to remove regulatory barriers which limit air cargo's ability to enter/leave Atlanta, identifying timing of negotiation of key bilateral agreements, key Port Designations to obtain, and targeted geographies to support the development of Open Skies agreements • -Develop air cargo growth targets and scorecard (cargo volumes, economic impact, job creation) • Enhance existing marketing plan to support air cargo growth at Hartsfield-Jackson Atlanta International Airport, targeting forwarders, shippers and airlines 	Aviation	ADA, Logistics Council (MACOC), GA Department of Economic Development, Mayor's Office	Q2, 2005	2006
Create plan for use of undeveloped land near the airport; dedicate staff to lead effort	Aviation	ADA	Q3, 2005	2006

Support the growth of the hospitality, tourism, and entertainment industries



Action Items	Owner	Active Partners	Launch Date	Completion Date
Provide workforce development programs to support employment for hotels, tourism and entertainment	AWDA	GHLA, GRA, Georgia State	In process	Ongoing
Review and update the Blue Loop traffic plans to ensure that traffic is managed effectively during major events.	APD	ACVB, CAP, GWCC	In process	Ongoing
Develop economic growth targets for hospitality & tourism industry <ul style="list-style-type: none"> Create annual and 5 year targets for jobs, conventions, hotel room nights, and hotel occupancy rates 	ACVB	ADA, GWCC	Q1, 2005	Q2, 2005
Improve coordination with Universities to promote: <ul style="list-style-type: none"> Event packages for students, alumni, and parents Cultural events on University campuses 	ARCHE	ACVB, Hotels, Universities, GWCC, Metro Atlanta Arts and Culture Coalition	Q1, 2005	2005
Raise profile of cultural events to visitors and residents <ul style="list-style-type: none"> Coordinate with Metropolitan Atlanta Arts and Culture Coalition for information on upcoming events Utilize AtlantaNet and other major websites to promote cultural events 	ACVB	Metro Atlanta Arts and Culture Coalition, CAP	Q1, 2005	Ongoing
Actively link and represent the City's interests in the Atlanta Convention and Visitor Bureau and the Hotel Council	ADA	ACVB, Hotel Council	Q1, 2005	Ongoing
Implement Branding study recommendations to promote Atlanta	Mayor's Office	ADA, CAP, ACVB, MACOC, ACP	Q1, 2005	2007
Grow the City's convention business <ul style="list-style-type: none"> Attract additional major conventions to Atlanta while retaining existing conventions and groups Raise profile of CoA leadership (Mayor, Chief Pennington) at conventions and trade shows in Atlanta and increase participation in major sales calls 	ACVB	ADA, Mayor's Office, CAP, Midtown Alliance, Buckhead Coalition, GWCC	Q2, 2005	
Provide improvements to public spaces and streetscapes near the Georgia Aquarium and World of Coca-Cola and other key attractions	CAP	Planning, Parks, Public Works	Q2, 2005	2007
Support and improve Atlanta's Taxi Industry <ul style="list-style-type: none"> Review and approve standards and training courses developed for Atlanta taxi drivers by Georgia State Hospitality School Develop implementation and transition plan which ensures taxi standards are enforced in the City Improve customer service 	APD	Mayor's Office, ACVB, AWDA, Georgia State, Taxi Association, GWCC	Q3, 2005	2006

Support the growth of health services



Action Items	Owner	Active Partners	Launch Date	Completion Date
Promote training programs that supply skilled employees to health services providers	AWDA	Research Universities	In process	Ongoing
Create and facilitate a new industry forum to support the growth of health services <ul style="list-style-type: none"> • Identify team members who are leaders in health services • Build a diverse, private sector led team • Identify and prioritize actions to strengthen health services, improve business environment, and increase productivity • Develop a short and long term action plan to implement the team's recommendations • Establish success measures • Identify and assign resources to implement action plan • Establish an executive committee to monitor and communicate the team's progress • Actively monitor progress and champion changes needed to address issues identified 	ADA	Health service providers, ACP	Q1, 2005	Ongoing
Partner with Atlanta Public Schools to develop health services high school program	Mayor's Office	APS, AWDA, ACP, Parks, Research Universities	Q2, 2005	2007
Promote healthy living in Atlanta	Mayor's Office	APS, Grady, Emory, Morehouse Medical, CDC	Q2, 2005	Ongoing

Support the growth of Universities with emphasis on the economic impact of research



Action Items	Owner	Active Partners	Launch Date	Completion Date
Promote Atlanta as the new training center for the United Nation's Institute for Training & Research (CIFAL)	CIFAL	ARCHE, Universities, MACOC, Mayor's Office, ADA	In process	Ongoing
Use economic impact analysis (to be completed by ARCHE in 2005) to identify areas of focus	ARCHE	ADA, Universities, GRA	Q1, 2005	Q4, 2005
Promote bioscience and high tech firms in the City of Atlanta <ul style="list-style-type: none"> Actively link and represent the CoA's interests in MACOC Bioscience Council Develop and promote incentives and credits to attract bioscience and high tech firms to Atlanta 	ADA	MACOC-Bioscience Council, Research Universities, Georgia Research Alliance, CAP, GA Dep. of Econ. Dev., GA Biomedical Partnership	Q1, 2005	Ongoing
Support and grow companies in university-based incubators <ul style="list-style-type: none"> Develop places in the City for companies to locate after leaving the universities Promote technology transfers into commercialization 	ATDC	ARCHE, ADA, Georgia Biomedical Partnership, Bioscience Council (MACOC), GRA	Q1, 2005	Ongoing
Establish regular meetings between APD zone leaders and universities' campus police forces to ensure campuses are safe environments for students	APD	Universities	Q1, 2005	Ongoing
Promote universities as a destination attraction for students, visitors and residents: <ul style="list-style-type: none"> Develop event packages for students, parents, and alumni Cultural events on university campuses 	ARCHE	ADA, ACVB, hotels, GWCC	Q1, 2005	2005
Promote Atlanta as an "education hub" - research leader, brain gainer, and center of innovation in rollout of branding initiative	ARCHE	ADA, MACOC, Mayor's Office, GRA	Q1, 2005	Ongoing
Identify and promote development opportunities near university campuses that will attract faculty, students, and businesses into the City	ADA	Universities, ARCHE, CAP	Q2, 2005	Ongoing
Establish a forum to coordinate with universities and the business community to ensure fit between continuing education and university extension programs (including technical schools) and workforce development needs	ARCHE	AWDA, Technical Schools	Q2, 2005	Ongoing
Develop bioscience/biotech business parks in the City	Research Universities	CAP, Hospitals, ADA, Mayor's Office, ACP	Q3, 2005	2007

Support limited action plans for remaining industry clusters



Action Items	Owner	Active Partners	Launch Date	Completion Date
Coordinate workforce development efforts across the City <ul style="list-style-type: none"> Develop and implement a strategy for coordinating with local employers and CDCs to provide local workforce training for new businesses. Establish a regular meeting schedule with the Atlanta CDCs and community colleges to coordinate efforts and improve overall workforce development results 	AWDA	Planning, ADA, CDCs	In process	Ongoing
Construction Industry <ul style="list-style-type: none"> Promote development and major capital projects AWDA will continue to emphasize training skilled labor for the construction industry 	ADA	Aviation, Public Works, Watershed Management, MARTA, AWDA	In process	Ongoing
Music and film production industry <ul style="list-style-type: none"> Create forum to identify infrastructure needs and address the feasibility of developing facilities 	ADA	Mayor's Office, GA Film, Video, & Music Office, GA Music Hall of Fame	2005	2005
Retail industry <ul style="list-style-type: none"> Promote development in underserved areas Champion major development projects such as the Beltline and Downtown Support training and job development opportunities for retail industry growth 	ADA	Planning, CAP, AWDA	2005	Ongoing
Financial Institutions <ul style="list-style-type: none"> Develop retention strategy for current financial institutions Increase demand for capital and financing through increased development opportunities 	ADA	Financial Institutions	2005	2006
High-tech communications <ul style="list-style-type: none"> Partner with other organizations who lead industry initiatives 	ADA	MACOC, GRA	2005	Ongoing
Increase funding for workforce development <ul style="list-style-type: none"> Conduct a study to identify potential alternative funding sources to complement federal funding; include benchmarking and analysis of best practices of similar agencies 	AWDA	Local & National Foundations, AWDA Board	Q2, 2005	2006

Economic Development Initiatives



- Support growth of target industries
- **Create and grow business recruitment, retention, and expansion capabilities**
- Champion BeltLine and Downtown as major development projects
- Increase economic vitality of underserved areas
- Make it easier to develop in Atlanta
- Increase workforce housing
- Increase capital available for development and business growth
- Make Atlanta one of America's safest cities
- Collaborate to improve the graduation rates in Atlanta Public Schools
- Grow dedicated parks and greenspace

Create and grow business recruitment, retention, and expansion capabilities



Action Items	Owner	Active Partners	Launch Date	Completion Date
Actively pursue Atlanta's selection as host of the FTAA Secretariat	Hemisphere, Inc.	Mayor's Office, Governor's Office, MACOC, CAP	In process	2006
Promote incentives available for businesses considering expansion or relocation in the City	ADA	CAP, MACOC, Fulton Co. Georgia Legislature, GA Dep. of Econ. Dev., Mayor's Office	In process	Ongoing
Promote Atlanta as a great place to do business <ul style="list-style-type: none"> Establish & maintain relationships with business groups Develop website that provides useful information to developers, homebuilders, and other customers Leverage branding study to actively promote and market the city 	ADA	Mayor's Office, CAP, ACVB, MACOC, ACP	Q1, 2005	Ongoing
Develop new incentives and credits to attract new businesses and to encourage the expansion of existing businesses	ADA	Mayor's Office, CAP, MACOC, Fulton Co., GA Dept. of Econ. Dev.	Q1, 2005	2006
Build positive relationships within the development and business community by responding to business opportunities from recruitment sources and by connecting opportunities with resources	ADA	MACOC, GA Power, Fulton County, GA Dept. of Econ. Dev.	Q2, 2005	Ongoing
Build capability to issue private activity bonds to provide financing for economic development projects in the City	ADA		Q2, 2005	2006
Implement a comprehensive program to drive retention and expansion of existing businesses, including: <ul style="list-style-type: none"> Tracking business and job statistics by submarket in the City Analyzing and tracking leases for major employers in the City to identify those up for renewal and at risk Establish the ADA as the place to obtain information and discuss business opportunities Build relationships with major employers, property owners, and brokers Proactively pursue opportunities for retention and expansion Provide assistance to businesses by connecting opportunities with resources Establish a formal rewards and recognition program for long standing and growing businesses 	ADA	Mayor's Office, Business organizations, MACOC	Q2, 2005	Ongoing
Support growth of small businesses <ul style="list-style-type: none"> Strengthen relationship with Small Business Administration and State programs to connect small businesses with necessary resources Attract more funding to provide loans to small businesses Ensure target industry action plans include the growth of small businesses Improve infrastructure in underserved areas to help existing small businesses grow 	ADA	Planning, SBA, Fulton County - Dep. of Econ. Dev.	Q2, 2005	Ongoing

Economic Development Initiatives



- Support growth of target industries
- Create and grow business recruitment, retention, and expansion capabilities
- **Champion BeltLine and Downtown as major development projects**
- Increase economic vitality of underserved areas
- Make it easier to develop in Atlanta
- Increase workforce housing
- Increase capital available for development and business growth
- Make Atlanta one of America's safest cities
- Collaborate to improve the graduation rates in Atlanta Public Schools
- Grow dedicated parks and greenspace

Champion the BeltLine



Action Items	Owner	Active Partners	Launch Date	Completion Date
Facilitate approval of BeltLine TAD as the major local funding source <ul style="list-style-type: none"> Conduct public education campaign Package redevelopment plan Produce economic impact study 	ADA	APS, Fulton County, CoA Departments, TPL, FOB, PATH, Park Pride, Marta Planning, FOB, ACP	Jan-05 Feb-05 Jan-05	Jul-05 May-05 Mar-05
Secure federal transit funding <ul style="list-style-type: none"> Determine Locally Preferred Alternative for transit Establish BeltLine transit operating plan Complete and submit 2005 NewStarts application 	MARTA	CoA Departments, ADA, FOB, ARC	Jan-05 Feb-05 Apr-05	Jun-05 Ongoing Aug-05
Acquire control of BeltLine right-of-way	ADA	TPL, PATH, Foundations	Mar-05	2008
Finalize plan for a continuous park, greenspace, and trail system <ul style="list-style-type: none"> Initiate land acquisition efforts for BeltLine parks and trails Create demonstration parks and trails Determine operating and maintenance plans for parks and greenspace 	TPL TPL ADA	ADA, Path, Park Pride, FOB, Planning, Parks, Developers, GDOT, Railroads, Foundations	Feb-05 In process Mar-05	Ongoing Ongoing Ongoing
Develop workforce housing plan	ADA	Planning, AHA	Feb-05	Ongoing
Assemble a comprehensive BeltLine financial plan <ul style="list-style-type: none"> Develop model for public/private partnerships Identify additional funding sources 	ADA	CoA Departments, TPL, FOB, PATH, Marta, ARC, Foundations, Developers	Jan-05	Ongoing
Amend comprehensive development plan and initiate zoning plan (land use changes consistent with BeltLine redevelopment plan)	ADA	Planning, FOB	Jun-05	Oct-05
Develop short & long-term organizational model	ADA	CoA Departments, TPL, FOB, PATH, Park Pride, MARTA, ARC, Foundations	Jan-05	Aug-05
Assess brownfield conditions and determine plans for remediation	ADA	CoA Departments, EPA, developers	In process	Ongoing

Champion development Downtown



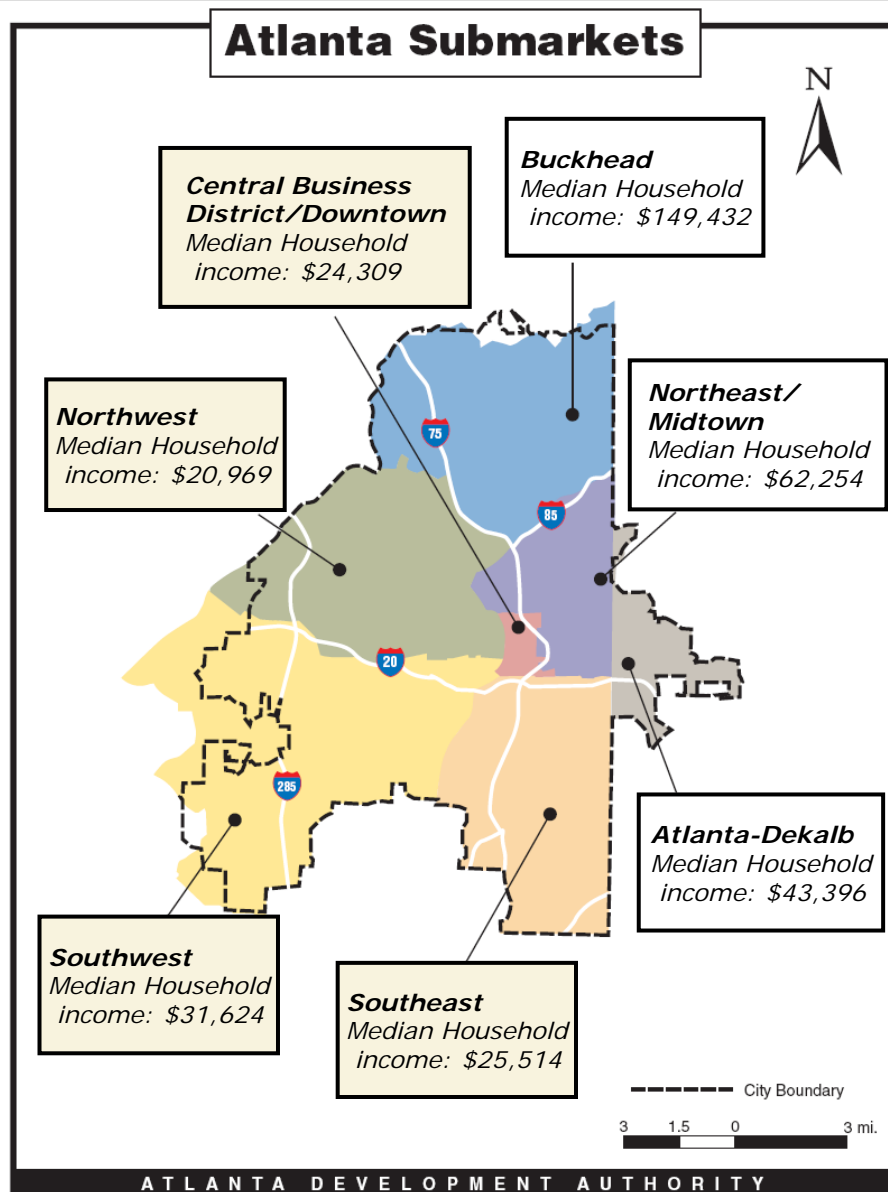
Action Items	Owner	Active Partners	Launch Date	Completion Date
Implement a cohesive and comprehensive street vendor strategy	Planning, ADA	CAP, Midtown Alliance	In process	2005
Decrease crime rate in Downtown <ul style="list-style-type: none"> Enhance visibility of public safety in Downtown Communicate public safety improvements in Downtown and the City by participating in quarterly CAP, Midtown, and Buckhead town hall meetings 	APD	CAP, Areas businesses, Mayor's Office, GA State	In process	Ongoing
Improve destination appeal of Downtown by increasing entertainment, restaurant, and shopping opportunities <ul style="list-style-type: none"> Promote entertainment, restaurant, and shopping opportunities that will include Underground Atlanta Improve Downtown connectivity by linking City's attractions and implementing the tourist shuttle recommended in recent feasibility studies Create downtown attraction pass for visitors and residents 	CAP	ADA, ACVB	In process	2005
Champion Imagine Downtown to drive residential, retail, and commercial development and to create jobs <ul style="list-style-type: none"> Assist CAP and others in attracting major developments like the NASCAR Museum, Civil Rights Museum, etc. Attract \$1.2 billion of new investment in Downtown by promoting Eastside & Westside TADs Assist CAP in raising capital to fund Imagine Downtown 	ADA	APS, Fulton County, CAP, All City Departments, ARCHE	In process	Ongoing
Implement recommendations of Homeless Task Force	Homeless Task Force	Mayor's Office, CAP, ACVB, Midtown Alliance	In process	Ongoing
Improve the customer experience associated with MARTA <ul style="list-style-type: none"> Increase the visibility of MARTA public safety personnel Improve the appearance or cleanliness of MARTA 	MARTA	CAP, ACVB	Q1 2005	2005
Support APD to reduce panhandling in Downtown	Mayor's Office	CAP, ACVB, APD	Q1 2005	2005
Increase sanitation resources dedicated to Downtown with regularly scheduled street cleaning	Public Works	CAP	Q1 2005	Ongoing

Economic Development Initiatives



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Underserved areas have lower household income than Citywide or across Metro area



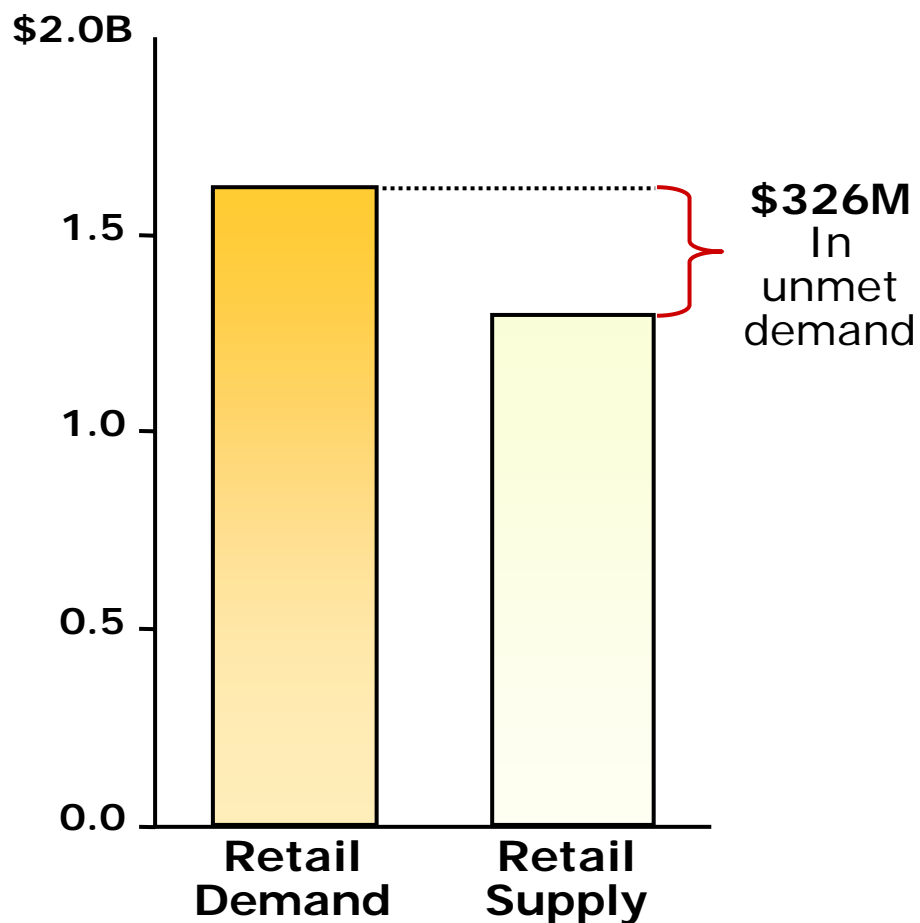
Median Household Income (2003)

Citywide: \$32,640

Metro: \$51,650

 Underserved areas

There is significant unmet retail demand in Atlanta's underserved areas



Key Takeaways ICIC Study

- Many residents in underserved* areas **do not** have good quality, reasonably priced products available for purchase
- The study included analysis of grocery, apparel, mass merchant, pharmacy and fast food sectors

Note: * "underserved areas" are called the "inner city" in the ICIC report and represent the poorest areas of the City of Atlanta.
Source: The Case for Pursuing Retail Opportunities in the Inner City

Criteria for Six Development Priorities



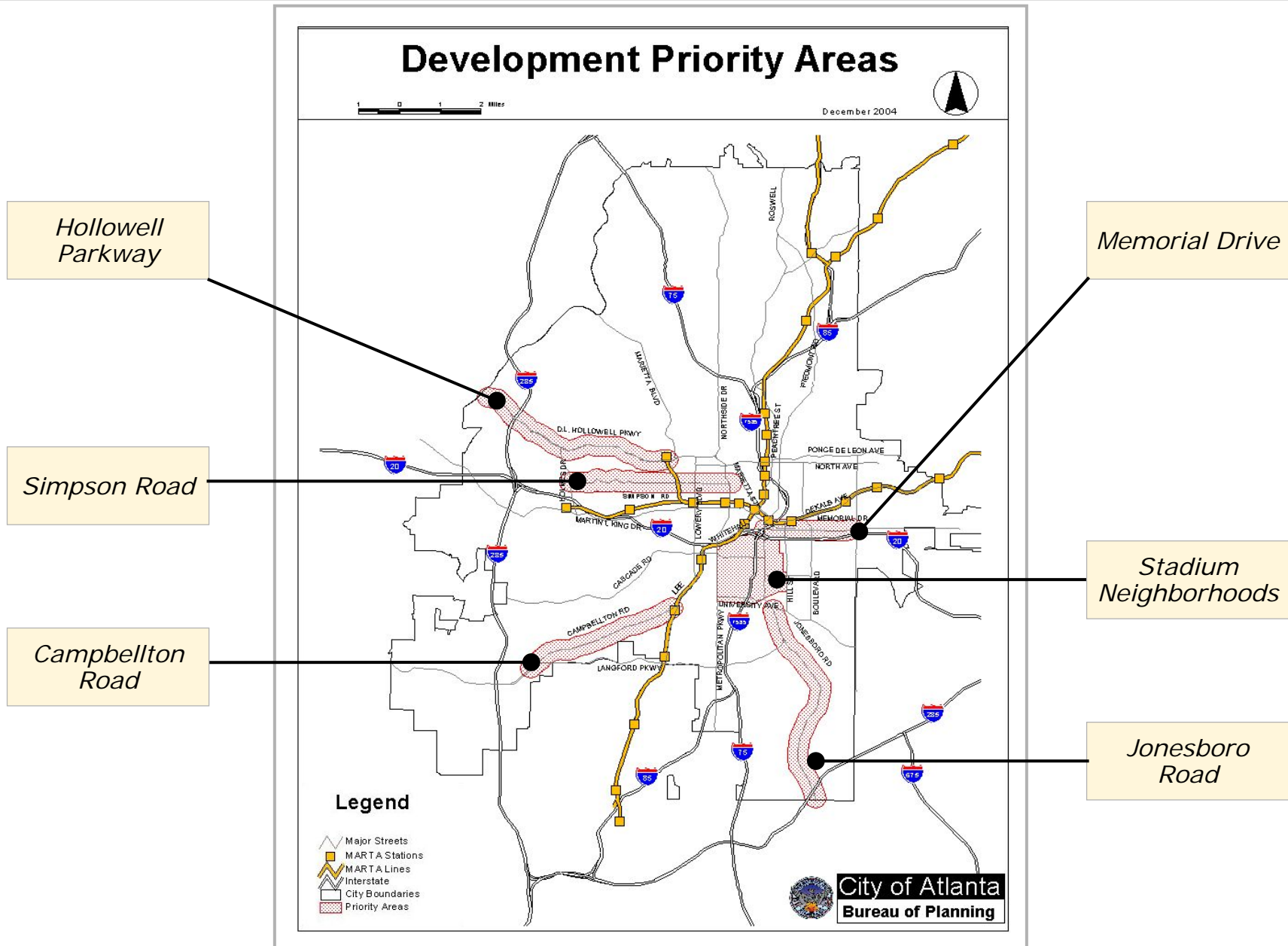
- Additional focus by the City and ADA will impact job creation, residential, and commercial development in the near-term
- Significant developable area is available
- Supports affordable housing growth goals and mixed use communities
- Attracts goods and services for the existing revitalizing neighborhoods
- Enhances usage of transit infrastructure
- Aligns with employment centers
- Provides greenspace opportunities
- Can be implemented with tools and incentives

Six Development Priorities



- Campbellton Road
- Donald Lee Hollowell Parkway
- Jonesboro Road
- Memorial Drive Corridor
- Simpson Road
- Stadium neighborhoods
 - Mechanicsville
 - Peoplestown
 - Pittsburgh
 - Summerhill

6 Development Priority Areas



BeltLine, Downtown, Tax Allocation Districts, and 6 Development Priority Areas

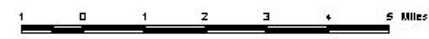
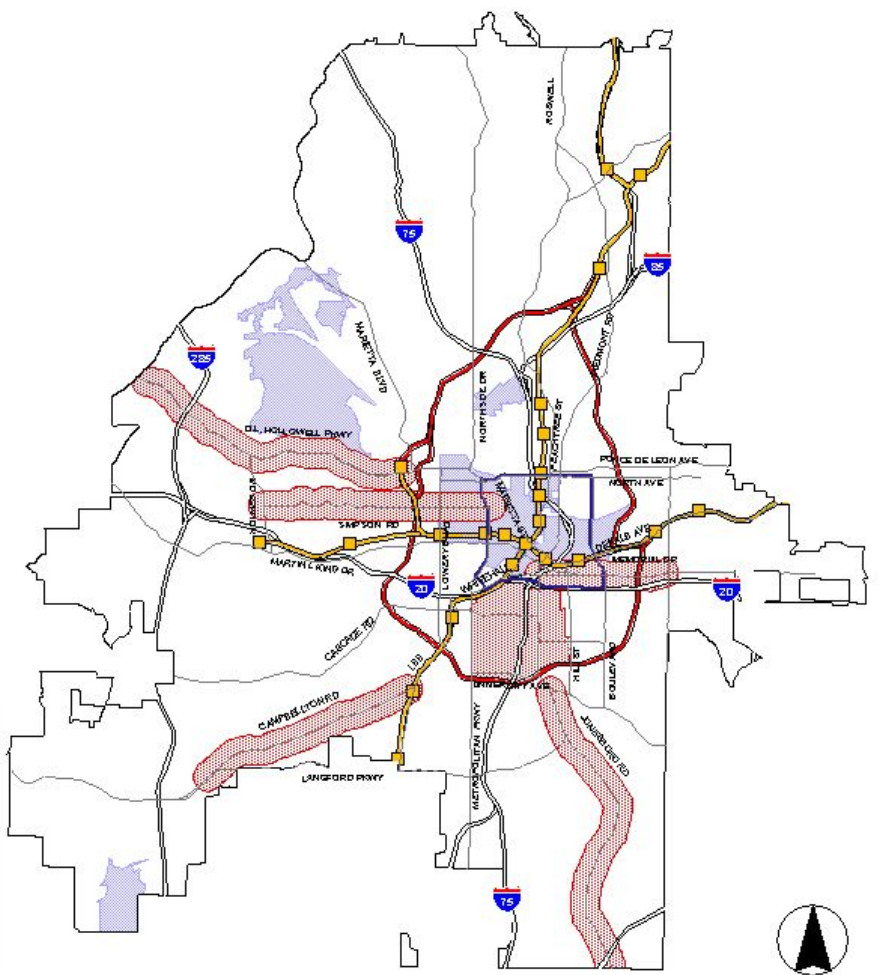


EDP Priority Areas

December 2004

Legend

- Major Streets
- Imagine Downtown
- MARTA Stations
- MARTA Lines
- Interstate
- City Boundaries
- BeltLine
- Dev. Priority / Underused Areas
- TADs



City of Atlanta
Bureau of Planning

Increase the economic vitality of underserved areas



Action Items	Owner	Active Partners	Launch Date	Completion Date
Increase job opportunities for CoA residents in underserved areas <ul style="list-style-type: none"> • Increase the number of low income residents served by AWDA programs, enabling 1,500 residents to enter and remain in the workforce each year • Increase the number of youth employment experiences from 800 to 2,000 per year by 2007 • Assist local employers with 1,000 additional placements in the private sector • Offer specialized job training programs for Atlanta employers serving at least 200 residents 	AWDA	AHA, APS, ADA, CoA (Procurement, Airport)	In process	2007
Focus on AHA projects to facilitate their development	Mayor's Office	AHA, all City departments, ADA	In process	Ongoing
Support MARTA's plans for transit oriented development	Planning	Mayor's Office, ADA	2005	Ongoing
Support and grow an annual Developers' Day to promote development opportunities	ADA	Planning, ARC, ULI	Q1, 2005	Ongoing
Promote development opportunities in the 6 Development Priority Areas <ul style="list-style-type: none"> • Enhance Urban Enterprise Zone program • Successfully apply for Opportunity Zone designation to attract development and job creation • Promote changes in zoning to support development • Coordinate sewer capacity and other infrastrure to support development • Identify land assembly opportunities to support future redevelopment • Coordinate with AHA and Renewal Community (ACoRA) • Coordinate revitalization with code enforcement activity • Coordinate redevelopment efforts with improved public safety security of new businesses and residents 	ADA ADA Planning Watershed Planning Planning Planning Planning	All City Departments, ACoRA Board, ADA, Land Bank Authority, AHA, APD	Q1, 2005	Ongoing
Quantify "under-reported" buying power in 6 development priority areas to attract business and commercial development	ADA	Foundations, Planning, ACP	Q2, 2005	2006
Complete a business case for grocery retail development in underserved areas.	ADA	Planning, ACoRA Board, ACP	Q2, 2005	2006
Strengthen the relationships with the developer community by creating a liaison position to assist commissioner on development projects	Planning	Mayor's Office	Q2, 2005	2005

Economic Development Initiatives



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- Increase workforce housing
- Increase capital available for development and business growth
- Make Atlanta one of America's safest cities
- Collaborate to improve the graduation rates in Atlanta Public Schools
- Grow dedicated parks and greenspace

Make it easier to develop in Atlanta



Action Items	Owner	Active Partners	Launch Date	Completion Date
<p>Implement changes to existing permitting process to dramatically reduce median days to permit while increasing permitting volume and improve the transparency of and customer satisfaction with the process:</p> <ul style="list-style-type: none"> • Expand tracking of all permits through the process to identify bottlenecks and problems • Establish targets and utilize a dashboard to track performance against targets • Make necessary policy changes to simplify and streamline CoA permitting process • Implement process improvements to achieve desired goals • Redesign workspacing within BoB to facilitate streamlined processes • Create and execute a comprehensive communication and public relations campaign once improvements to the permitting and approval processes are in place to educate developers and establish the city as a good place to do business 	Planning	Mayor's Office, Watershed, Public Works, AFD, General Services, Mayor's Communication Office, ADA, ACP	Q1, 2005 Q1, 2005 Q2, 2005 Q4, 2004 Q2, 2005	Q4, 2005 Q3, 2005
<p>Initiate a program to systematically increase the talent level of key positions in City government to facilitate economic development in Atlanta</p>	Mayor's Office	Planning, ADA	Q1, 2005	2006

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Increase availability of workforce housing



Action Items	Owner	Active Partners	Launch Date	Completion Date
Reformulate and expand the Urban Enterprise Zone program <ul style="list-style-type: none"> • Move from a project-based UEZ program to an area-based program • Designate 6 strategic areas as true enterprise zones • Streamline approval process • Improve the administration of the UEZ program (rolling applications, mandatory 60 day review by City staff, oversight fees to fund compliance program, mandate an 8X increase in property assessment) 	ADA	Planning	Q1, 2005	Q2, 2005
Implement an effective Inclusionary Zoning program <ul style="list-style-type: none"> • Expand Quality of Life zoning to create an effective inclusionary zoning program • Density bonuses to allow developer to exceed the zoning density provided a percent of the additional units are affordable • Implement 20 new QOL Zones over 5 years 	Planning	ADA	Q1, 2005	Q2, 2005
Use Tax Allocation Districts aggressively to generate affordable housing <ul style="list-style-type: none"> • Ensure sustainability of affordable housing units through second mortgage program 	ADA		Q1, 2005	Q2, 2005
Establish an Workforce Housing Trust Fund <ul style="list-style-type: none"> • Use TAD's to create an ongoing source for funding (through second mortgage program) 	ADA		Q1, 2005	Q2, 2005
Adopt a standardized definition for workforce housing	ADA	Planning	Q1, 2005	Q2, 2005
Form a City team to implement, monitor and report on the program	Planning	ADA	Q1, 2005	Q2, 2005

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Increase capital available for development and business growth



Action Items	Owner	Active Partners	Launch Date	Completion Date
Establish an Economic Development Fund to promote job creation, entrepreneurship, and small business <ul style="list-style-type: none"> Generate annual funding of at least \$5M with 2/3 allocation to job creation and 1/3 to entrepreneurship and small business 	Mayor's Office	ADA	Q1, 2005	Ongoing
Attract more funding for small businesses <ul style="list-style-type: none"> Expand revolving loan programs for small businesses Maximize use of CDBG funding 	ADA	Planning, SBA, Financial Institutions	Q2, 2005	Ongoing
Maximize use of HUD 108 loans for businesses by improving administration of program and promoting program to the business community	Planning	ADA	Q2, 2005	Ongoing
Promote growth in entrepreneurship and small business by attracting venture capital	ADA	State of Georgia, MACOC, ADA, Research Universities, Financial Institutions	Q2, 2005	Ongoing
Promote a for-profit urban initiative fund of \$100M to provide investment in or financing of projects that promote economic development in the City	ADA	ACP, Mayor's Office, Local Banks, Foundations	Q1, 2006	Ongoing

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Make Atlanta one of America's safest cities



Action Items	Owner	Active Partners	Launch Date	Completion Date
Consolidate current APD operations into a new, more functional headquarters	APD	Mayor's Office	In process	2008
Implement the specific steps outlined in “Fragile Momentum: A Plan of Action for Rebuilding Atlanta’s Police Department to Help Secure Atlanta’s Position as Capital of the New South” <ul style="list-style-type: none"> • Increase retention of police officers • Make APD compensation competitive • Make necessary capital investments to upgrade vehicle fleet and improve communications 	APD	Mayor's Office, Police Foundation	In process	2009
Redesign the City 911 and EMS structure to facilitate coordination between entities	Fulton and DeKalb County Depts of Health	Mayor's Office	Q2, 2005	Q2, 2006

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- Grow dedicated parks and greenspace

Collaborate to improve public schools



Action Items	Owner	Active Partners	Launch Date	Completion Date
Support and partner with APS on high school reform model for Carver High School <ul style="list-style-type: none"> • Ensure high-quality partnerships for early college, performing arts, health, and math and science schools • Ensure the recruitment of high quality principals for Carver's schools within schools 	ACP	Mayor's Office, Superintendent, Georgia State, Morehouse, AWDA, Heidrick & Struggles	In process	Q2, 2005
Complete strategy reform articulation for Atlanta Public Schools <ul style="list-style-type: none"> • Articulate APS's reform strategies for 2005 - 2010 • Engage the business and civic community in implementing the strategy • Ensure external efforts are coordinated and aligned with strategy 	MACOC, Great Schools Atlanta	APS, ACP	In process	Q3, 2005
Increase public advocacy to improve student achievement in Atlanta Public Schools <ul style="list-style-type: none"> • Generate community interest in APS with regular events and speeches by the Mayor 	Mayor's Office	APS, Great Schools Atlanta, ACP, MACOC	Q1, 2005	Ongoing
Launch next step plan for all 2004-2005 graduating seniors <ul style="list-style-type: none"> • Implement case management system to track and monitor progress of each high school student 	Mayor's Office, AWDA	APS, ACP, ARCHE, APFE	Q1, 2005	Q3, 2005
Increase the City's high school completion rate <ul style="list-style-type: none"> • Identify sponsors to adopt and assist the current 8th through 12th grade classes 	APS	ACP, CoA, Project Grad, ARCHE, AWDA, APFE	Q1, 2005	Ongoing
Improve coordination between critical agencies to identify and assist high risk APS students <ul style="list-style-type: none"> • Create regularly scheduled meetings to identify and reduce issues or barriers for high risk students 	Mayor's Office	APD, APS, AHA, AWDA, Social Services, Parks	Q1, 2005	Ongoing
Sponsor Mays High School as part of the CoA's participation in the Atlanta Partnership for Excellence in Education	Watershed, Public Works	Mayor's Office, Mays High School, Hands on Atlanta, APFE	Q1, 2005	Ongoing

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- **Grow dedicated parks and greenspace**

Grow dedicated parks and greenspace



Action Items	Owner	Active Partners	Launch Date	Completion Date
Streamline the process for land acquisition and donations <ul style="list-style-type: none"> Collaborate with City Departments and funding sources to maximize acquisition, donation and funding opportunities Determine innovative approaches including the Land Bank Authority 	Parks	City Departments, Land Trusts	In process	2005
Implement Consent Decree provisions through acquisition and maintenance of greenspace <ul style="list-style-type: none"> Collaborate with Parks and other City departments to maximize acquisition of funding opportunities 	Watershed	Parks, Planning, PATH Foundation, Land Trusts	In process	Ongoing
Partner with organizations to create a "World Class" park system <ul style="list-style-type: none"> Identify beneficial partnerships for Atlanta's park system 	Parks	Park Pride, Conservancies, Friends Groups, Foundations	In process	Ongoing
Evaluate creation of an effective governance structure to improve operations and acquisitions of the City of Atlanta parks <ul style="list-style-type: none"> Increase involvement of independent private groups interested in park improvement 	Mayor's Office, Parks	Parks Technical Advisory Group, Park Pride, Trust for Public Land	Q4, 2004	2006
Create standards for greenspace to be included in all major capital projects, both public and private <ul style="list-style-type: none"> Evaluate and enhance existing zoning requirements for greenspace Evaluate and create development incentives for including greenspace in capital projects 	Planning	Parks, AHA, APS, ADA, APAB, Mayor's Office	Q1 2005	Q4, 2005
Update the City's 1993 Parks, Open Space and Greenways Plan to include community vision <ul style="list-style-type: none"> Identify areas of need within the City of Atlanta using TPL's Greenprint and Park's recreational programming assessments Integrate plans for Belt Line and Downtown development Inventory City owned land that is suitable for greenspace Complete and maintain inventory of parks, greenspace and greenways 	Parks	Trust for Public Land, Planning, Watershed Management, ADA, APAB, Foundations, Mayor's Office	Q4, 2005	2006
Identify potential sources of funding required to grow dedicated parks and greenspace <ul style="list-style-type: none"> Determine feasibility of bond referendum Identify corporate and foundation support Identify state & federal funding sources for parks and greenspace Evaluate current fee structure in City parks Evaluate opportunities for sponsorship and naming rights 	Parks	Finance, Foundations, Friends Groups, Parks Technical Advisory Group, Mayor's Office	Q4, 2006	2007