

ARC

Atlanta Regional Commission

CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



Table of Contents	i	4 Strengths, Weaknesses, Opportunities and Threats	6 Implementation and Evaluation	7 Long-Term Strategies	61
Acknowledgments	ii			Goal 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region	62
1 Introduction	1	Six Critical Indicators		Goal 2: Reinforce Equity as the Foundation for Regional and Local Initiatives	63
Report Overview	2	Equity Inclusion and Access		Goal 4: Ensure the Global and National Competitiveness of the Regional Economy	67
2 Profile of the EDD	3	Housing Production and Preservation		8 Economic Resiliency	68
Demographic Profile	4	Infrastructure Expansion and Maintenance		Regional Documents Assessing Resiliency	69
Business Community Profile	5	Education and Workforce Development		9 Opportunity Zones	70
Housing Profile	6	Entrepreneurship, Innovation and Small Business Development			
Workforce Profile	7	National and Global Business Competitiveness			
Peer Comparison	8	5 Strategic Direction and Action Plan			
3 Summary of Outreach Efforts	9	Vision and Goals			
Steering Committees	10	Actions and Relationship to SWOT Critical Indicators			
Focus Groups	11				
Stakeholder Interviews	12				
Surveys	13				
Economic Development Forum	14				

LIST OF APPENDICES

Appendix A – Profile of the Atlanta Region

Appendix B – Citizen and Stakeholder Engagement

Appendix C – Survey Results

Appendix D - Metro Atlanta Opportunity Zone Prospectus

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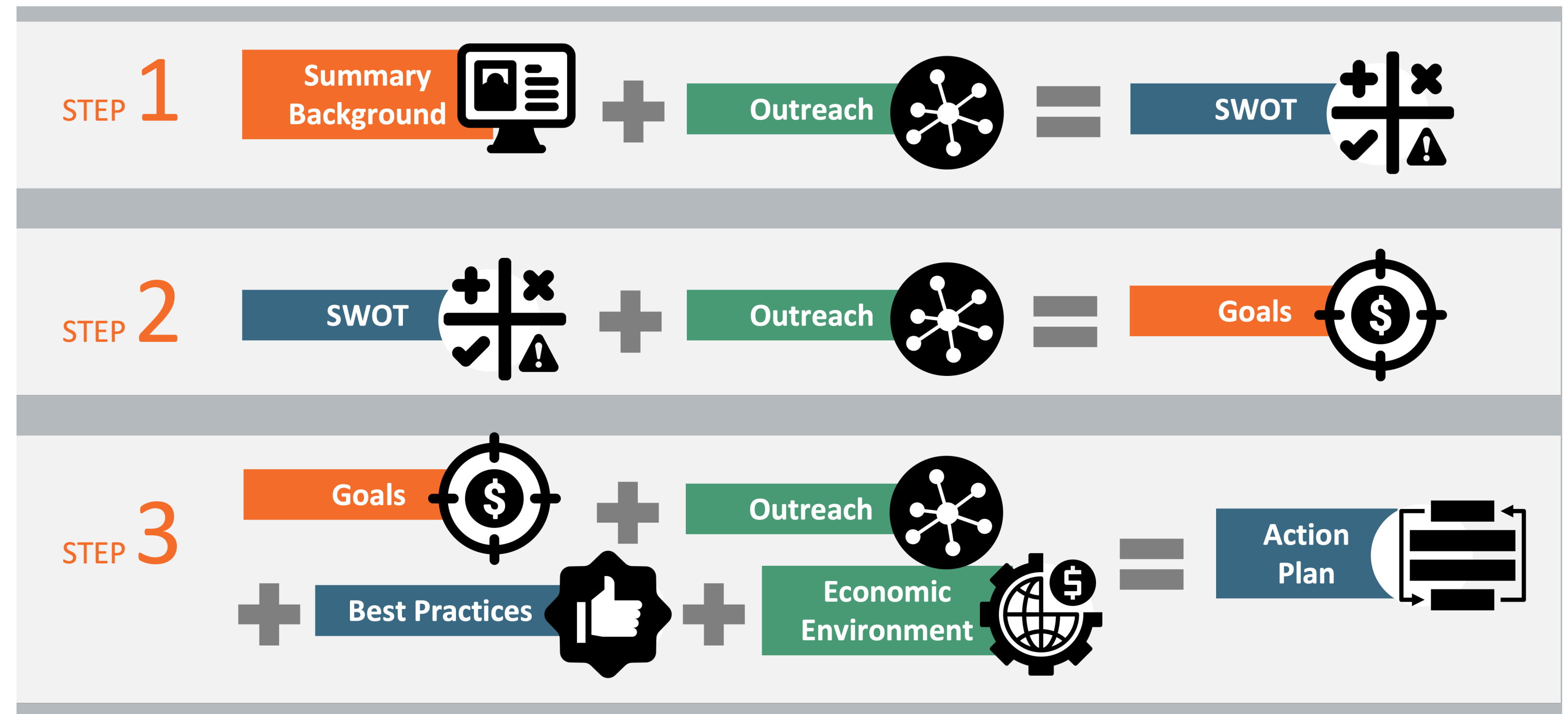
1 INTRODUCTION



Atlanta Regional Commission

The Comprehensive Economic Development Strategy (CEDS) update is an opportunity to adapt to changing global and national economic conditions and resident needs. It is a post-recession, post-COVID-19 Action Plan to reset the economy. The pandemic added focus to the vulnerability of one-fifth of our population, compounded by a lens on inequity, racism, and poverty, where communities and businesses of color were more impacted by the loss of jobs, income, medical care, and access to education. This CEDS acknowledges the successes of past economic achievements in the 11-county Economic Development District (EDD), which is described on Page 2. The EDD is a regional geographic designation by the US Economic Development Administration (EDA). The ARC is charged to lead locally-based, regionally-driven economic development planning. The CEDS seeks to develop an Action Plan that adopts practical solutions and optional experimental strategies from business leaders, universities, educational entities, NGOs (non-governmental organizations), and professionals in economic development. It also seeks to include solutions from an expanded base of nontraditional stakeholders (non-profits, faith-based organizations, etc.).

The document was created in three steps. Summary background data was reviewed by the team and a SWOT analysis performed. The SWOT was reviewed to establish the four goals. The Action plan incorporated best practices and the economic environment.




The former CEDS, CATLYST (2017), is a snapshot of the previous five years' conditions and economic performance. The last five years included an unprecedented global pandemic and economic recession, calls for a racial justice movement through "Black Lives Matter," and disruptions to the global supply chain as key examples of conditions requiring urgent modifications to our economic development system. The current CEDS calls for foundational change and critical improvements to address persistent challenges and additional economic priorities. These economic priorities are underpinned by a desire for the growth in our region to be equitable, sustainable, and accessible for individuals across the socioeconomic spectrum.

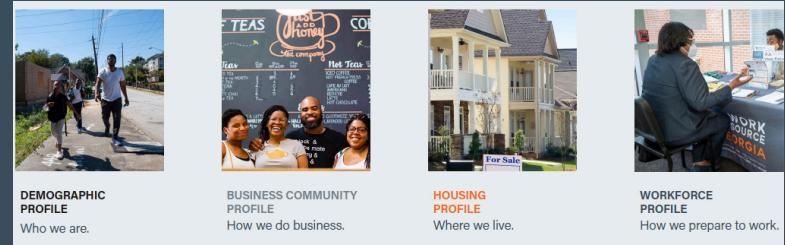
REPORT OVERVIEW

THE DOCUMENT IS ORGANIZED AS FOLLOWS:

The Atlanta Regional Commission (ARC) is the Economic Development District (EDD) for the 11-county region. The ARC updates the Comprehensive Economic Development Strategy (CEDS) every five years, as the Economic Development Administration (EDA) requires. The EDD is the largest geographic economic generator and policy influencer for the Atlanta MSA and the State of Georgia. The CEDS process is an opportunity for a collaborative and collective public engagement process to plan for the EDD’s future and strives to create bold new regional public-private partnerships.




The Atlanta Regional Commission (ARC) is the Economic Development District (EDD) for the 11-county region, including Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Forsyth, Gwinnett, Henry, and Rockdale counties.



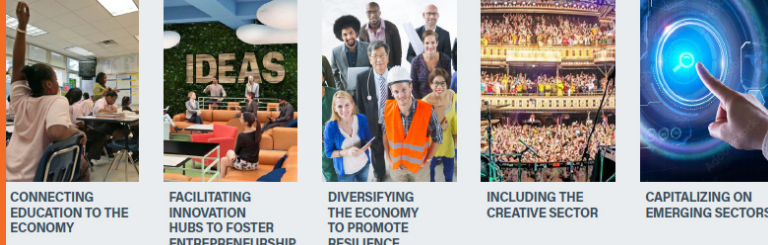
SECTION 1
INTRODUCTION
 What this document provides.

SECTION 2
PROFILE OF EDD
 Provides the Economic Development District's (EDD) key elements regarding demographics, housing, and workforce.



SECTION 3
SUMMARY OF OUTREACH ACTIVITIES
 Inputs to the CEDS.

SECTION 4
SWOT
 An overview of six characteristics that set the stage for the strategic direction and action plan for the CEDS.



SECTION 5
STRATEGIC DIRECTION AND ACTION PLAN
 The primary actions to guide economic development for the next five years.

SECTION 6
IMPLEMENTATION AND EVALUATION
 How the CEDS will be implemented.



SECTION 7
LONG TERM STRATEGIES
 Additional strategies to be explored as long term actions.

SECTION 8
ECONOMIC RESILIENCY
 How the CEDS promotes economic resiliency.

SECTION 9
OPPORTUNITY ZONES
 Opportunity zones throughout the 11-county EDD.

2

PROFILE OF THE ECONOMIC DEVELOPMENT DISTRICT (EDD)



Atlanta Regional Commission

The Summary Background presents a clear understanding of the local economic environment supported by current, relevant data. It also provides a data foundation for the SWOT Analysis.

This data report looks at the metrics, trends, and comparisons related to four broad categories:



DEMOGRAPHIC PROFILE

Who we are.



BUSINESS COMMUNITY PROFILE

How we do business.



HOUSING PROFILE

Where we live.



WORKFORCE PROFILE

How we prepare to work.

DEMOGRAPHIC PROFILE

The 11-County EDD and 29-County Atlanta MSA regions are comparatively diverse regions. An equitable economic development strategy for such a diverse region requires a careful look at high-level, county-level, and demographic-level trends.

- The ARC region has seen improvements in overall poverty rates, especially for children, higher median household incomes, and lower school dropout rates. However, with over 500,000 11-County residents in poverty, many disparities remain. As stated previously, approximately 700,000 residents in the Atlanta MSA live in poverty.
- Poverty within the 11-county EDD is greater among the Black population.
- While poverty has declined in several counties, several counties are still severely affected by poverty. For example, DeKalb has over 106,000, and Gwinnett has over 90,000 people in poverty.
- There are approximately 187,000 youths in poverty within the 11-county EDD. Gwinnett (36,000), Cobb (20,000), and Clayton (19,000) have significant concentrations of youths in poverty. Please note this number does not represent children of “working poor” families that earn 150% of poverty levels. On a positive note, youth poverty has declined in all EDD counties since 2017, with Clayton County experiencing the sharpest decline.
- African American residents have seen the largest increase in median household income; however, they are still less likely to own their businesses and earn less revenue than their peers in the same industry owned by those of other racial backgrounds.
- Additionally, each of the 11 ARC counties has similar shares of educational attainment at certain levels, but variations exist in post-baccalaureate education achievement, particularly when observing by race and ethnicity.

More detail is provided in Appendix A.



BUSINESS COMMUNITY PROFILE

Economic development objectives noted in this CEDS include increasing the ARC region's equitable economic focus, promoting economic resiliency, and strengthening the regional economy. Uncovering the current business and industry context provides helpful insights to meet these goals.

The Atlanta region is an engine for economic prosperity within the state, with all its industries transforming and growing and new ones emerging.

- As of January 2021, many of the largest employers in the region are in the medical/healthcare sector, including Northside (23,600), WellStar (17,740), and Piedmont (16,000).
- The region's school systems are also major employers in the region, including Emory University (32,600), Gwinnett Public Schools (21,500), Cobb Public Schools (12,180), and Fulton County Public Schools (11,170).
- None of the primary industry sectors declined during the pandemic. All maintained their overall share of the national growth in these industry sectors.
- Nearly 60% of those employed in the Atlanta MSA in 2019 were employed by the largest firms (500+ employees). However, only 3% of all regional firms have at least 500 employees, and these large firms represent just over 66% of the region's overall payroll.
- The jobs with the highest demand in the Atlanta MSA are not always the highest paying.
- Despite offering the two highest median annual earnings after adjusting for cost of living, management and computer & mathematics occupations were high in demand in the Atlanta MSA for 2021. Still, they were not in the top three occupations demanded.

More detail is provided in [Appendix A](#).



- The five most concentrated industry clusters within the Atlanta region are information, management, transportation and warehousing, administration, and wholesale trade.
- Emerging sectors in the EDD are arts and entertainment, agriculture, and healthcare.
- Growing sectors in the EDD are information, management, administration, utilities, retail trade, accommodation and food services, finance and insurance, and real estate.

HOUSING PROFILE

Effects from the pandemic have negatively impacted housing affordability within the Atlanta region. The Federal Reserve Bank of Atlanta released findings in March 2022 that the Atlanta MSA is no longer “affordable,” meaning that households making the region’s median household income can no longer afford a median-priced home.

These effects of rising home costs are felt in varying degrees by the 11 counties in the ARC region. With varying tenure rates across the counties, unaffordability is also impacting the shares of certain households differently by county, affecting renters the most.

Rising home prices and rents will continue to influence where people live within and outside the region.

- Clayton (50%), Fulton (47%), and DeKalb (44%) counties have the highest percentage of renter-occupied housing in the 11-county EDD.
- Most households in DeKalb and Gwinnett who earn their county’s median income cannot afford a median-priced home in those counties.
- At least 45% of renters throughout the 11-county EDD are considered cost-burdened (spending more than 30% of their household income on housing-related expenses).

More detail is provided in Appendix A.



Atlanta Regional Commission
METRO ATLANTA HOUSING STRATEGY
Explore Submarkets in Metro Atlanta by: ATLANTA REGION | COUNTY | CITY

HOME | SUBMARKETS | STRATEGIES | ABOUT | DATA EXPLORER | EVICTION TRACKER

Search by County or City
i.e., Cherokee or Sandy Springs

ARC The Atlanta Regional Housing Strategy is intended to help communities better understand their housing challenges through extensive data and begin to address them through actionable and viable strategies. The strategy was the result of extensive outreach and discussions with a broad audience of policy makers, local government staff, for-profit and not-for-profit organization, business leaders and other important partners.

SUBMARKETS
STRATEGIES
ABOUT
DATA EXPLORER



WORKFORCE PROFILE



Metro Atlanta Workforce: *Industries in Demand & Opportunity Occupations*

The following highlights the profile of the 11-county EDD workforce regarding educational attainment and related income:

- Overall, counties in the northern portion of the EDD have high percentages of college graduates than counties in the southern portion of the EDD.
- Throughout the EDD, Hispanic populations have a much lower educational attainment concerning post-high school degrees.
- Dropout rates across the ARC region have fallen in almost all the public-school systems within the ARC region from 2011-2021.
- White and male-owned employer firms are more numerous, larger in size on average, and have higher pay per employee.

More detail is provided in [Appendix A](#).



PEER COMPARISON

Comparing where the region stands amongst peer regions can further put the trends from this report into context and highlight which are unique to Atlanta and are being experienced throughout the nation. The comparative regions used for this analysis are Dallas, Charlotte, Nashville, and Washington D.C. due to their location, demographics, and population size similarities to the Atlanta region.

Highlights of the analysis include the following:

- The Atlanta MSA had an overall GDP of over \$425 billion, with a per capita GDP of approximately \$70,000, comparable to Dallas, Charlotte, and Nashville.
- The Atlanta MSA has the lowest median housing price of the five regions, at approximately \$360,500.
- Out of the population 25 years or older, 35% have a bachelor's degree or higher within the Atlanta MSA. All five peer regions have similar shares of the population with just a bachelor's degree, but D.C. has larger shares of those with a Master's Degree and above.
- Except for the Washington D.C. the Atlanta MSA ranks comparatively with the rest of its peer regions in terms of a highly educated workforce.
- Between 2017 and 2021, the median price of homes in the region increased by 80%, higher than in Washington, DC, Nashville, and Dallas.

More detail is provided in Appendix A.

Dallas



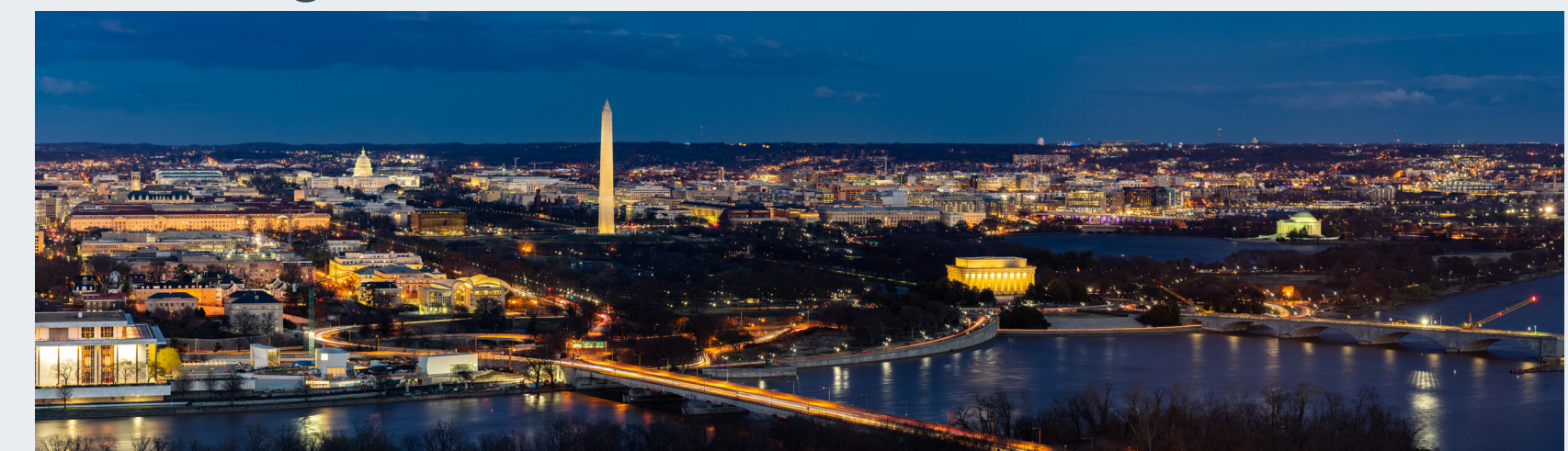
Charlotte



Nashville



Washington D.C.



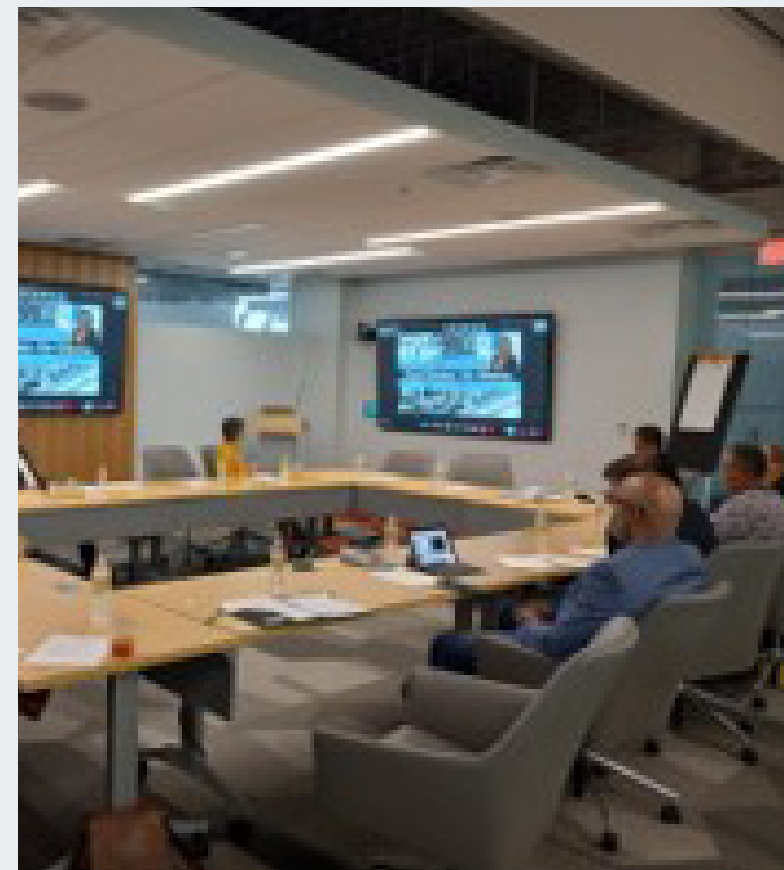
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SUMMARY OF OUTREACH EFFORTS



Atlanta Regional Commission

Strong community engagement around the issue of economic development and how communities within the region develop and maintain resilience is key to a successful and effective Comprehensive Economic Development Strategy (CEDS). The CEDS outreach process included a truly regional approach to inclusion and involved the following engagement touch points:



STEERING COMMITTEES

An Advisory Committee and Technical Committee were engaged for input.



FOCUS GROUPS

Non-traditional partners discussed their issues and provided input into the overall process.



STAKEHOLDER INTERVIEWS

A total of 24 one-on-one interviews with a diverse range from the region.



SURVEYS

86 additional surveys validated common themes.



ECONOMIC FORUM

Collaboration of regional leaders with the US EDA to kick off the CEDS Action Plan.



42 PARTICIPANTS



8 MEETINGS



**1 FINAL
JOINT MEETING**

STEERING COMMITTEES

Two committees were established to guide the development of the CEDS. The Technical Committee consisted of practitioners of economic development initiatives. The Advisory Committee consisted of economic development policy makers from throughout the EDD. In forming both committees, special attention was given to including minority and small business representatives. A total of 44 participated. The committees met at key milestones during the study process. A total of eight meetings were held, including two final joint meetings between the committees. Each meeting provided the opportunity for two-way communication and feedback.

Committee members provided their perspectives on various issues they felt were important to economic development. In addition, much of the input supported the SWOT analysis conducted during the process. Highlighted are some challenges and opportunities committee members identified early in the study process.

CHALLENGES

- Labor shortages coupled with poverty wages in the region.
- Affordable housing demand is far larger than the supply throughout the region.
- Lack of capital for small businesses to start up and expand.
- Lack of economic development on the southside of the region.
- Mobility challenges affect access to jobs in the region.
- Debilitating infrastructure (water, buildings, transportation systems, etc.).
- Resurgence of COVID-19 threatens the future economy.
- Global challenges, such as the recent supply chain issues, slow the economy.

OPPORTUNITIES

- Creating programs that offer opportunities to youth in trade, STEM, high-tech, and AI industries that lead to higher wages.
- Capitalize on the region's cultural diversity and support access to opportunities for young immigrants.
- Identify and support emerging industries such as AI, semi-conductors, electric vehicles, urban agriculture, fintech, etc.
- Address the current wage gaps in the service sector.
- Include the creatives sector in regional economics, including art, film, and music.
- Identify banks and other financial institutions to bolster small business capital.
- Focus on the redevelopment and repurposing of old buildings and infrastructure.
- Use philanthropy as an asset to support and advance the region.

3 Focus Group Questions



1. What are the biggest economic challenges facing your constituents?



2. What are some opportunities for improving economic mobility for your constituents and the region?



3. What programs/projects are working for your organization?

FOCUS GROUPS

A fresh approach to nontraditional partners and constituents is critical to economic success, including Black, Hispanic, Asian, and LGBT+ organizations throughout metro Atlanta. An inclusive list of non-traditional organizations was identified and invited to participate who are more community and grassroots connected to ensure CEDS policies can be broadly implemented. These organizations were essential to the engagement process and will also become ARC partners. A desired result of the CEDS update was to introduce new strategies and techniques to better integrate diversity and equity into the region's economic development profile.



Q1: BIGGEST ECONOMIC CHALLENGES

- The lack of affordable housing and awareness of housing resources.
- Reliability on transit and the cost/lack of childcare hinder economic opportunities.
- Limited communications about resources in the region.
- Municipalities in areas outside the City of Atlanta lack financial resources for the creatives industry.

Q2: OPPORTUNITIES FOR IMPROVING ECONOMIC MOBILITY

- Develop options to incentivize education.
- Improving transportation options to access jobs.
- Access to technology (internet) for all.
- Innovation hubs for emerging businesses and small business growth.
- City- and county-owned property in blighted neighborhoods turned into performance and art spaces.
- Capacity building and financial support for small businesses and creatives.

Q3: PROGRAMS/PROJECTS THAT ARE WORKING

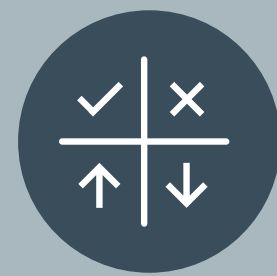
- Emergency assistance grant programs for temporary and permanent housing.
- Interest free short term loan programs underwritten by non-profit foundations.
- Data on underperforming and declining areas, and strategies to replace those land uses.



1 ON 1 INTERVIEWS



COMMON THEMES



SUPPORT SWOT

STAKEHOLDER INTERVIEWS

A total of 24 stakeholder interviews were conducted with regional economic, education, non-profit, and community leaders. Understanding the perspectives of those focusing on the economic mobility of communities is an essential element of the CEDS outreach process. One-on-one interviews during the process revealed common opinions on the future of economic mobility in the region, supporting the SWOT findings.



COMMON THEMES

- The region has the possibility of being great.
- Do things well and include ethnic minorities and women in the region's economic development.
- Ensure equality and affordability are defined in economic discussions.
- Increase transportation access. a regional network provides access to all cities in the region, especially in the suburbs.
- Build more partnerships between small businesses with growth potential and strategic relationships with major corporations.
- Retool old certification programs to provide fresh growth opportunities for women-owned businesses.
- Provide better opportunities for partnerships between small businesses and newly successful corporations in the Atlanta area.
- Improve regional cooperation between elected officials to truly achieve equity.
- Create greater opportunities by developing the south side of the region.
- Uplift school system by addressing issues that plague some areas.
- Every rapidly growing city is in need of trades. (plumbing, electrical, etc.).
- Increase scholarship access to ATL technical colleges. 98% of students complete a 15-month program and immediately get jobs as mechanics serving airline, automobile, and HVAC industry.
- Vary housing types, including multifamily and smaller houses for seniors.
- Address food deserts in vulnerable communities and support urban agriculture.
- Bring many voices to the table. Teams can use available resources, including ARC, chambers of commerce, educational systems (primary and secondary), young people, GDOT, MARTA, airport representatives, medical field.



**86 SURVEY
RESPONSES**



**COMMON
THEMES**



**MORE
INCLUSIVE**

SURVEYS

The CEDS engagement program was designed to be more inclusive while still gathering input from traditional economic leaders such as Chambers of Commerce, corporate stakeholders, etc. As such, in addition to a survey for the general public and regional stakeholders, specific surveys were developed to gather input from the following groups:

- General Public and Regional Stakeholders
- Small Business Owners
- Black, Indigenous, and other People of Color (Non-Business Owners)
- Non-Profit Community-Based Organizations
- Faith-Based Community
- Creative and Arts Community
- Educational Professionals
- Economic Development Professionals
- City and Regional Planners
- Government Leaders
- Regional Business Leaders

COMMON THEMES

- More opportunities are needed to promote black and minority businesses. These include enhancements to the procurement policies of local governments and private industry. A strength of the region is its diversity.
- Affordable housing is a serious need in the region. More programs (and awareness) are needed for affordable housing and displaced families.
- Creatives need to be engaged in the economic process. This is especially true for the music, film and digital industries.
- Better transportation, especially premium transit, is needed to access traditionally underserved neighborhoods. Premium transit is also needed to Cobb, Clayton, and Gwinnett Counties.
- More and better education and training programs are needed to prepare the region's workforce for emerging industries – especially FinTech/Gaming/eSports. Integrate emerging industries into the curriculum for area schools.
- More programs for bilingual workers are needed.
- More sustainable development patterns should be promoted, including more walkable communities that reduce reliance on transit and auto travel.
- Partnerships with the region's larger companies are needed to facilitate programs.
- Better access to food, education, and healthcare are needed in traditionally underserved communities.
- Affordable childcare is needed throughout the region.

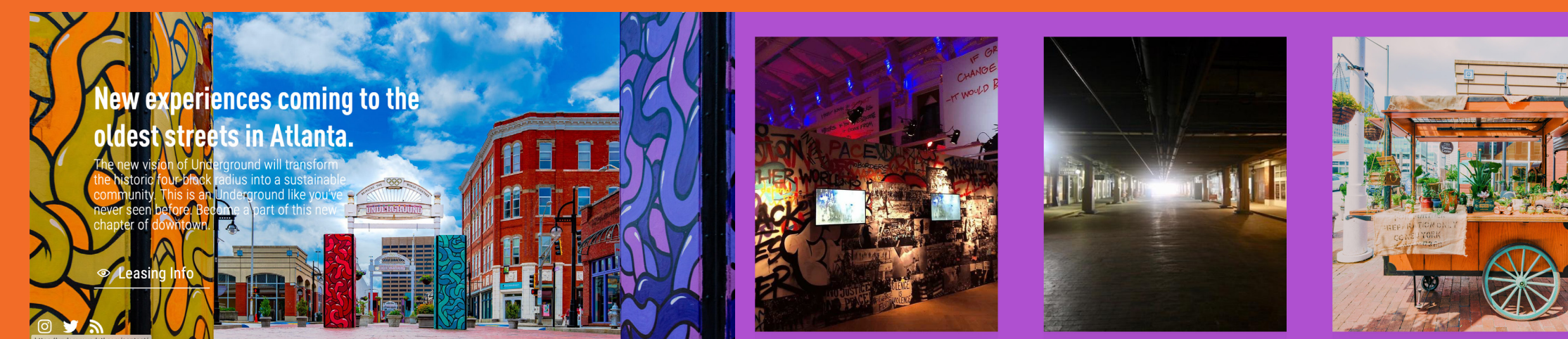


FORUM AGENDA

The forum was held at the Georgia Municipal Association (GMA) featuring:

- **Economic Development Implementation Recommendations:** CEDS highlights from the Comprehensive Economic Development Strategy findings, goals, and actions from Atlanta Regional Commission Staff.
- **Show Me the Money:** An outline of upcoming funding and programs with our regional Economic Development Administration (EDA) representative Jonathan Corso.
- **How I Can Utilize Funds:** Discussions with local leaders, including how they are using EDA and other funding.
- **Let's Talk:** The opportunity to network with regional peers.
- **CEDS?:** Chance to suggest names for the CEDS (Comprehensive Economic Development Strategy) Plan.
- **Your Thoughts?:** Opportunity to comment on CEDS recommendations.

The GMA portion of the program was followed by a tour of nearby Underground Atlanta by representatives of the current owners who are redeveloping this City landmark with a focus on small businesses pop-ups, new businesses, and arts and culture.



[Underground Atlanta](#)

ECONOMIC DEVELOPMENT FORUM

The Atlanta Regional Commission hosted an economic development forum unveiling recommendations for the region's economic development strategy for the next five years based on an almost year long process of research and public engagement.

Speakers at the event included:

- Jonathan Corso, US EDA
- John Helton, CareerRise
- Shannon James, Aerotropolis Alliance



RECOMMENDATIONS



NETWORKING



TOUR UNDERGROUND ATLANTA

4 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Developing a coherent and targeted CEDS requires frank self-assessment of internal and external factors. By taking a critical look at its strengths, weaknesses, opportunities, and threats, ARC can better understand the Atlanta region's current and future competitive position and develop strategies for improving it. This type of analysis is commonly known as a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).



INTERNAL

EXTERNAL

STRENGTHS

What are the competitive advantages of Atlanta for economic development?

WEAKNESSES

What are the competitive disadvantages of Atlanta's economy?

OPPORTUNITIES

What are the chances for regional economic improvement or progress?

THREATS

What regional/national trends will challenge Atlanta's economy?

SIX CRITICAL INDICATORS

The analysis focuses on six critical indicators identified as essential to the future development of the region:



EIA

**EQUITY,
INCLUSION,
AND ACCESS**

Promote a more equitable economy and reduce poverty throughout Metro Atlanta.



HPP

**HOUSING
PRODUCTION
AND
PRESERVATION**

Ensure that Metro Atlanta's workforce can afford to live near jobs.



IEM

**INFRASTRUCTURE
EXPANSION AND
MAINTENANCE**

Provide convenient, affordable, and safe travel alternatives.



EWD

**EDUCATION AND
WORKFORCE
DEVELOPMENT**

Eliminate systemic deficiencies and inefficiencies in education.



EISB

**ENTREPRENEURSHIP,
INNOVATION, AND
SMALL BUSINESS
DEVELOPMENT**

Support Metro Atlanta blossoming into a business startup powerhouse.



NGBC

**NATIONAL AND
GLOBAL BUSINESS
COMPETITIVENESS**

Make Metro Atlanta a desirable place to do business.



EQUITY, INCLUSION AND ACCESS

Poverty is one of the most prevalent weaknesses in the Atlanta regional economy. Despite its reputation as a welcoming home for a diverse population, the six-million-person Atlanta region (MSA) has the nation's highest level of inequality by some measures and fast-growing suburban poverty, with the largest pockets of poverty concentrated in southern portions of the region. Further, the 11-county EDD is home to over 187,000 youth in poverty (while the overall Atlanta MSA has roughly 250,000 youth in poverty) with unfortunate and costly generational impacts. Communities with high demographics of brown and Black residents often lack access to healthy food choices and quality of life amenities. Access to technology such as Wi-Fi and broadband lags other peer regions, as does access to quality healthcare. From a business perspective, in most if not all industry segments, African American-owned firms generate almost 30-50% less revenue than white-owned firms.

STRENGTHS

- Metro Atlanta has a diverse population.
- Growing support for a more inclusive community.
- One Atlanta: Economic Mobility, Recovery and Resiliency Plan by the City of Atlanta.
- Several agencies and non-profits working to connect employers to diverse talent.
- Procurement policies throughout prioritizing small minority owner businesses in procurement.
- There are several enlarged and supported non-profit organizations for minorities that provide access to resources and exposure to local, national, and international business.

WEAKNESSES

- There are over 187,000 youth in poverty in the EDD.
- Pay per employee is lower in minority and female-owned businesses, reflecting lower access to finance, capital, and revenue sources for these groups.
- There has been a widening of income disparities through the pandemic.
- There is a lack of available broadband and internet to traditionally underserved communities, or Internet Poverty, throughout the region. Underrepresented groups do not have a seat at the table where decisions are being made.
- Nationally, Black-owned businesses fail within the first eighteen months due to a lack of access to capital. ¹

OPPORTUNITIES

- There is an emerging recognition by companies of the business case for equity throughout the region.
- Several non-profit organizations in the region are promoting economic development in underserved communities.
- Examples of policies that can create new revenue streams and economic incentives to address inequities in the allocation of resource are available throughout the US.
- Expanded pipeline for future business leaders through incentivized tutoring, internships, and partnerships.

THREATS

- Missed wealth-building opportunities such as lack of home-ownership due to systemic disadvantages for minority households.
- Quality investment in minority communities continues to lag behind other areas.
- Gentrification is displacing minorities at an alarming rate.
- Minorities with lack of access to quality foods are more likely to require medical interventions (diabetes, heart conditions).
- Access to quality healthcare is limited.

¹bootcamp.berkeley.edu/blog/small-business-toolkit-for-black-entrepreneurs/



HOUSING PRODUCTION AND PRESERVATION

While traditionally Metro Atlanta has been an affordable alternative to similar metros in the Southeast, the significant rise in population, constrained housing production and stagnant real wages have contributed to a housing affordability crisis. Within the ARC region, the ability of households earning the region's median income to afford a median-priced home overall has diminished. With the projected growth of the Atlanta Metro on track to add an additional 1.3 million residents by 2030, housing availability and affordability will continue to be an issue contributing to significant displacement of historical demographics in the Atlanta Metro region. Additionally, people of color are more subject to being displaced from historical communities due to lack of housing availability and affordability.

STRENGTHS

- A strong, growing economy creates opportunities for career growth and increased wages.
- Allocation of funding to help communities develop actionable plans to address affordable housing.
- Availability of land provides opportunities for diverse housing options.
- Policymakers are beginning to prioritize funding to help combat displacement and provide housing access.
- Metro Atlanta is more affordable than many peer regions.

WEAKNESSES

- Housing demand is far greater than the supply.
- Missing true moderate to middle-income housing.
- Local and regional policies have not been sufficient to meet the demand.
- Forty-five percent of renters in each county are considered cost-burdened or spend more than 30% of their household income on housing-related expenses.
- Low and moderate-income families must look for affordable homes in outlying cities and counties.
- Metro Atlanta has lost nearly 60,000 housing units that could have been rented by lower- to moderate-income residents in the five years before the COVID-19 pandemic.²

OPPORTUNITIES

- Enhanced policy and incentives to preserve affordable housing supply.
- Zoning codes aligned with strategy to offer affordable housing options, such as the expansion of "by-right" accessory dwelling units.
- Tools scaled to the magnitude of the regional problem, such as a housing trust fund to provide financial assistance or subsidies to assist low-income households with rising costs.
- Incentives for businesses that offer housing subsidies.
- Reuse of underutilized commercial property for affordable housing.

THREATS

- Housing costs rising faster than wages.
- A greater Atlanta region that has now become "unaffordable."
- Rising construction costs, rising land costs, restrictive zoning.
- Continued gentrification of neighborhoods leads to the displacement of generational residents.
- Lack of support from some community stakeholders for new housing generally and/or specific housing types.

² [axios.com/local/atlanta/2022/03/04/affordable-housing-stock-metro-atlanta](https://www.axios.com/local/atlanta/2022/03/04/affordable-housing-stock-metro-atlanta), March 2022



INFRASTRUCTURE EXPANSION AND MAINTENANCE

For Metro Atlanta to remain competitive in a global economy, transportation connectivity is critical to supporting a growing and diversifying the economy.

For the metro region to maintain its position in the global economy, a transportation network and advanced communication tools must provide alternatives to automobile reliance and allow for convenient, affordable, and safe travel alternatives.

The federal Infrastructure Investment and Jobs Act presents a historic opportunity to build a better future for metro Atlanta.

STRENGTHS

- The Bipartisan Infrastructure Law (BIL) provides billions of dollars to fund infrastructure throughout the Atlanta region, including specific funds for equitable investment.
- Hartsfield-Jackson Atlanta International Airport is the world's busiest commercial service airport and the 13th busiest air cargo facility in the United States.
- Through T-SPLOST and Fuel Tax, both metro Atlanta and Georgia are making significant public investments to improve mobility throughout the region.
- Atlanta has an extensive freeway network including I-85, I-75 and I-20.
- Numerous rail networks, inland ports, and proximity to two major deep river ports.

WEAKNESSES

- Almost half of all residents in Metro Atlanta travel to a different county to work.
- A lack of alignment between job centers, infrastructure investments, and housing decisions contributes to longer commute times and additional costs to low- and moderate-income households.
- Average daily ridership on MARTA has declined during the past several years.
- Only portions of Fulton County and DeKalb County, two of the eleven counties in the EDD, are serviced by heavy rail transit system.
- Lack of reliable internet access in lower-income pockets of the region, urban and rural, prohibit low-income households the opportunity to earn an income without commuting.

OPPORTUNITIES

- **Comprehensively eliminate internet poverty in metro Atlanta, in both outlying and urban communities.**
- **Expansion of Bus Rapid Transit (BRT) and rail into underserved locations, including Clayton County.**
- **Preparation for emerging technology in transportation such as connected and automated vehicles, as well as small cell technology.**
- **Increase bicycle and pedestrian infrastructure and Transportation Oriented Development (TOD).**
- **Maximize available funding from the federal Infrastructure Investment and Jobs Act.**

THREATS

- Continued and rapid population growth.
- The rising cost of transportation infrastructure.
- Lack of support for new public transportation projects from some community stakeholders.
- Poor community development and lack of planning for projected growth.



EDUCATION AND WORKFORCE DEVELOPMENT

While deficiencies in certain areas of Metro Atlanta exist, overall access to education and talent development is high throughout the region. Regional coordinating efforts like Learn4Life, Metro Atlanta Exchange for Workforce Solutions (MAX) and Aerotropolis Atlanta Alliance Education Collective have developed cross-jurisdictional strategies to help eliminate systemic deficiencies and inefficiencies in education. While great strides have been made, measurable performance-based metrics are still needed to create access and lower poverty rates. The pandemic took a heavy toll on learning gains over the past two years. According to the 2020 Census, Blacks in America make up only 9% of the STEM workforce. The large disconnect among the hundreds of thousands of minority youth and their potential STEM and entrepreneurship careers is a real economic concern. Scaling up the numbers of low-income students who receive hands-on tutoring for high paying careers is essential, recognizing that blue collar employment is subject to automation. Formally connecting education to the innovation economy, to entrepreneurship, fintech, blockchain, and the creative sectors (digital, gaming, streaming, information, music, fashion, food and arts), offers the promise of a tsunami of new talent, lower government costs, and net new tax revenues.

STRENGTHS

- Regional approach to education through workforce preparedness programs.
- College and Career Ready program has gained traction throughout metro Atlanta.
- Federal and state increase in funding.
- Tech companies are willing to be involved with workforce development.
- Vocational ESL training, oriented to economic mobility.
- Quality higher education institutions throughout the Metro region.

WEAKNESSES

- Labor- availability of talent, quality of talent.
- Lack of broadband and other technology creating a divide in educational achievement.
- High staff turnover and low staff retention due to stagnant real wages.
- Workforce being forced to live further away from job centers due to affordability.
- Lack of affordable child-care and after care hinders economic mobility for many households.
- Lagging communication to low-income families on the availability of free youth tutoring, internships, capacity-building assistance, and access to capital programs.
- Too few walkable live/work/play locations to attract additional knowledge workers.

OPPORTUNITIES

- Additional innovative apprenticeship programs with incentives and subsidies.
- Closer integration with business partners.
- More dual enrollment opportunities, and other pipelines to employment.
- New public/private revenue support for local NGOs for introducing globally recognized entrepreneurship initiatives.

THREATS

- Lack of financial resources to adequately impact positive workforce outcomes.
- Learning loss due to COVID has reversed years of progress throughout the EDD, especially low-income youths.³
- Rising housing costs displacing certain individuals from the workforce.
- Limited public transportation makes it difficult for some to reach work centers.
- Advancements in technology eliminating jobs in some industry segments.

³ redefinedatlanta.org/wp-content/uploads/2020/06/COVID-19-Impact-on-Atlanta-Student-Achievement.pdf



ENTREPRENEURSHIP, INNOVATION AND SMALL BUSINESS DEVELOPMENT

Due in part to pro-business policies, affordable fees and local colleges and universities, Metro Atlanta is blossoming into a business startup powerhouse. Atlanta is often named among the best regions in the U.S. in which to launch a startup. Increasing job opportunities in innovation and technology have positioned the region as a fast-emerging technology region. Software development and computer support roles have grown tremendously in the past decade (about 20 percent higher than the national average). Growing software innovation and entrepreneurship among minorities will diversify and strengthen the regional economy. The challenges, solutions and opportunities for minority owned and small businesses remain large.

STRENGTHS

- There is a robust inventory of tech companies, business accelerators, and corporate innovation centers throughout the EDD.
- Larger companies working to support smaller firms through procurement opportunities.
- Local governments development of buy local policies to support locally owned businesses.
- Growing venture capital funding in the region.
- Grants and special financing models for minorities start-ups, small businesses.

OPPORTUNITIES

- Increased access to capital, operational training, and business management skills to strengthen small businesses.
- New innovation hubs in all counties focused on appropriate technology sectors to diversify the economy.
- Additional small business programs and capital investment to support more startups and small businesses in disinvested neighborhoods to help adapt, grow, and hire more employees.
- There are a total of 176,000 small businesses in the region.
- New and additional resources, including business incubators, that train individuals in the entrepreneurial process.

WEAKNESSES

- Revenues for firms owned by people of color are considerably lower than those of white-owned firms.
- Lack of technology infrastructure leading to missed business opportunities.
- Lack of venture and operating capital to survive, grow or expand.
- Inability of small businesses to scale for growth and expansion.
- Policies do not align with stated goals to increase entrepreneurship, innovation, and small businesses development.
- The Atlanta region's music economy has been historically under-represented in the economic development policy framework.

THREATS

- Rising cost to conduct business putting a strain on small businesses.
- Instability of revenue generation due to the pandemic.
- Large online retailers negatively impacting revenue growth for small and local businesses.
- Local policies and regulations creating financial barriers and increased expenses.
- Vulnerability to well capitalized larger firms.



NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

Georgia's pro-business environment and generous incentive offerings make Metro Atlanta a desirable place to do business. The 10th largest economy in the United States, Metro Atlanta accounts for roughly 60% of all jobs in the state of Georgia. Additionally, Metro Atlanta is home to over 15 Fortune 500 companies. Due to the state's business-friendly environment, Georgia is consistently ranked the "top state for doing business" by *Area Development*, a leading corporate site selection magazine. Global companies and startups alike enjoy access to students who matriculate from some of the best colleges and universities in the country.

STRENGTHS

- Metro Atlanta has the advantage of direct international trading connections.
- Hartsfield-Jackson Atlanta International Airport.
- Free Trade Zones, The Aerotropolis Global Trade Hub, World Trade Center Atlanta, Black, Hispanic and Asian Chambers of Commerce.
- Modern city with great diversity, culture, and growth with relatively low cost of living compared to peer markets.
- Large and diverse talent pool cultivated by a large and diverse educational system and commerce networks.
- Metro Atlanta and Georgia are home to 70 global governments through consular offices and trade representatives.

WEAKNESSES

- Some communities lack the necessary resources to engage in economic development effectively.
- Stagnant wages contribute to workforce shortages and high turnover.
- Unbalanced development of some areas, contributing to rapid growth of some metro areas, while other areas of the region experience a lack of quality growth.
- Per capita talent migration into the region remains lower than pre-recession levels.

OPPORTUNITIES

- Public-private partnerships and tax incentives offered by communities.
- Co-locate business incubators, universities, and corporations to take advantage of common interests.
- Better marketing of large land sites to include areas not traditionally promoted.
- Development of more GRAD ready or pad-ready sites.
- Contract with Asian, Black and Hispanic Chambers of Commerce to lead on global business recruitment.
- Expand sister city international relationships to include "science city" agreements in order to foster technology trade and investment.

THREATS

- Rapidly rising cost of living in the metro area.
- The cost of doing business increasing in all sectors.
- Restrictive and incompatible zoning and land use policies.
- Technology rapid changing global business landscape contributing to changes in consumer habits and spending.
- Transportation infrastructure needs growing faster than funding available.

5

STRATEGIC DIRECTION AND ACTION PLAN



Atlanta Regional Commission

In addition to the traditional goals of building off previous successes and national and global competitiveness, three new focus areas are included in the CEDS: 1) provide greater support for small businesses, 2) reduce regional poverty with a focus on youth poverty, and 3) to foster and capitalize on the creative sector. The business case for using cultural diversity as an economic strength is highlighted in the approach to:



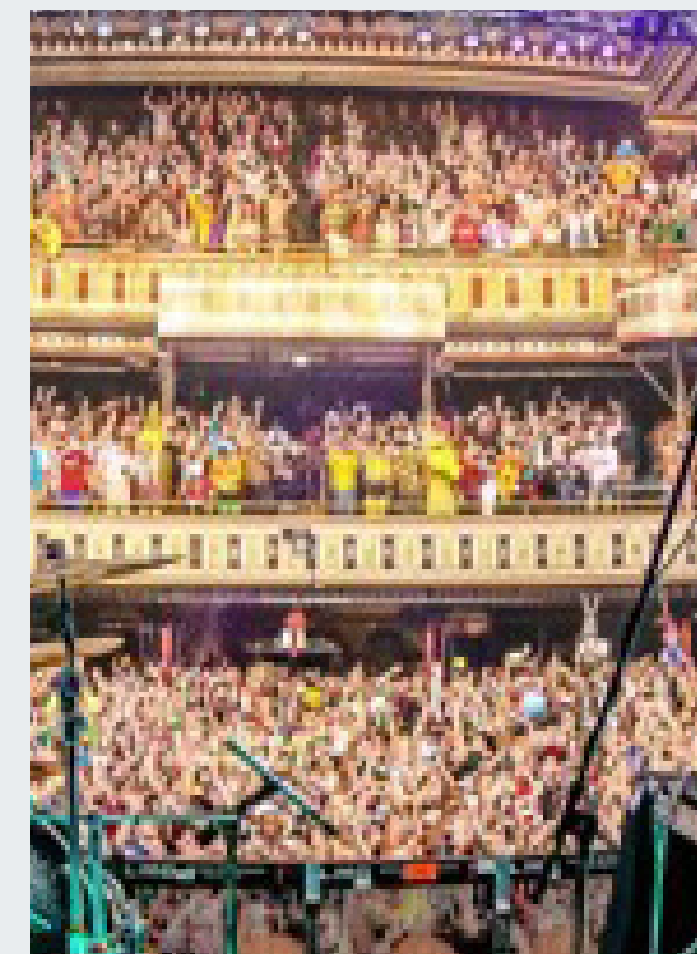
**CONNECTING
EDUCATION TO THE
ECONOMY**



**FACILITATING
INNOVATION
HUBS TO FOSTER
ENTREPRENEURSHIP**



**DIVERSIFYING
THE ECONOMY
TO PROMOTE
RESILIENCE**



**INCLUDING THE
CREATIVE SECTOR**



**CAPITALIZING ON
EMERGING SECTORS**

CONNECTING EDUCATION TO THE ECONOMY



Aggressively increase opportunities for education to reduce poverty

Prioritizing broadband expansion is essential in the five-year CEDS period for emergency management and eliminating information poverty.

Data suggests that blue-collar and service industry careers are in high demand, as well as gold-collar (STEM, Entrepreneurship) careers in high-growth technology sectors.

To capitalize on the demand for talent in existing industry sectors, the CEDS advises governments to incentivize the private sector to participate in training and workforce development.

Generating talent in higher-paying careers creates balance and diversification in the economy. This connection is furthered by convening educational leadership to create a more direct flow of talent into higher-paying jobs.

FACILITATING INNOVATION HUBS



Image Credit: Accenture Innovation Hub

Facilitating innovation hubs to foster entrepreneurship

The CEDS calls for a resurgent business strategy to develop more innovation hubs, and to advance the creation of business accelerators, merchant associations, minority entrepreneurs, and incubators throughout the region. The first step in this process is taking an inventory of the innovation hubs and their overall functions to gauge the baseline in our region. Once this baseline has been established, the region can collaborate on its overall needs for the region.

This large-scale mobilization of economic development and new metro innovation hubs in the 5-year CEDS planning period offers smaller communities and rural areas opportunities for new real estate, small business growth, expanded locations for art and music, and growing warm cluster industries such as food and fashion. In turn, innovation hubs will reduce regional employment commuting, increase local spending and sales taxes, foster private investment, and be advantageous in global branding. Furthermore, each community participating in developing an innovation hub offers a direct path for their youth in poverty to gain firsthand entrepreneurial business acumen.

DIVERSIFYING THE ECONOMY



Diversifying the economy to promote resilience

Diversifying the regional economy strengthens the metropolitan area's ability to be resilient and prosperous. It demonstrates awareness that automation and robotics will reduce demand for blue-collar and service industry employment as wages rise. Resiliency is redefined in this CEDS to include a more balanced economy, being able to withstand the eventual and unexpected economic and environmental events that challenge our future, and increased preparedness to thrive in changing conditions.

The Action Plan contains several actions to increase access to capital from outside investors and training to improve the business intelligence of minority businesses. A focus on increasing small business access to capital, virtual and in person business acumen training, business acumen training, business teamwork, development of shark tanks, online business curricula, partnerships between business anchors and suppliers, foster business accelerators, and new incubators throughout the region to increase economic resiliency and financial outcomes.⁴

⁴ Example: [entrepreneur.com/article/302837](https://www.entrepreneur.com/article/302837)

INCLUDING THE CREATIVE SECTOR



Foster and capitalize on the creative sector

Evaluating the relationship between culture, creativity, and economic activity locally, nationally, and globally is critical to establishing a “baseline” for potential actions. Metro Atlanta’s rapid ascension to world prominence in film, television, music and entertainment, news and technology education is an appealing, and transformative addition to traditional economic sectors and business growth strategic planning.

As Metro Atlanta looks to its economic development future, creativity is a comparative advantage. The Peach symbol on credits of most major films belies the fact that metro Atlanta is the new site of major investments in new media such as Trilith (Marvel Studios), NBC Universal in Doraville, and other global media outputs. Digital media, film, television, streaming, information, art, music, fashion, food, gaming, and architectural design are among the most essential elements to the creative quality of life of a community. Recognizing the official importance of the creative sector in the metro Atlanta economy and growing it to produce new revenues, talents and branding is a goal of bringing the creative sector into CEDS implementation.

CAPITALIZING ON EMERGING SECTORS



Prepare the workforce for new opportunities

In addition to the creative sector's emerging arts and entertainment opportunities, there are also several emerging clusters. These include the agricultural, manufacturing, and healthcare sectors and the growing employment sectors of information, management, retail trade, finance, and insurance.

Through collaboration between regional economic leaders and educators, curriculums and corporate partnerships can be developed that promote equitable access to higher-paying opportunities in these sectors. The strategy will include increasing the visibility of employment and training opportunities to traditionally underserved communities.

Vision and Goals

Building from the regional vision of “One Great Region” being promoted in the ARC regional Policy Framework, the vision and goals reflect meeting traditional economic benchmarks and those focused on developing a more inclusive economy for the region. As such, the overall vision for the CEDS is as follows:

“Accelerate economic development to be the U.S. leader for innovation, and rated the #1 global metropolitan area for prosperity, equity, talent, and eliminating poverty.”

The goals for the CEDS reflect this vision:



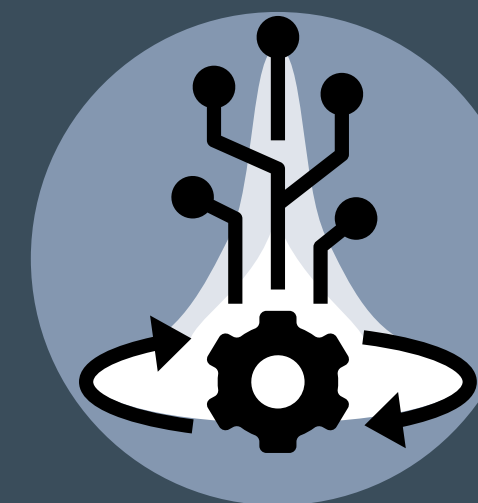
> **GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region**



> **GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives**



> **GOAL 3: Focus on Business Innovation to Support the Development of Small and Mid-Sized Businesses**



> **GOAL 4: Ensure the Global and National Competitiveness of the Regional Economy**



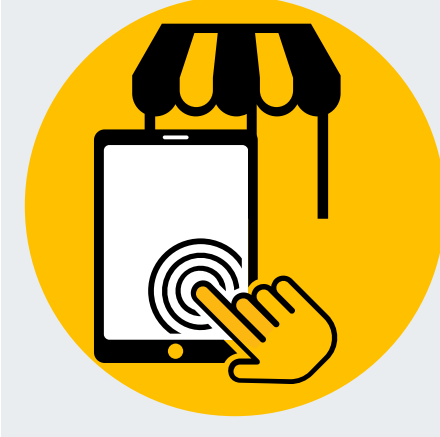
> **GOAL 1
BUILD ON
SUCCESS**

A total of six actions make up the overall strategy to build on the previous regional economic development efforts and existing programs administered by the ARC to promote equity and entrepreneurship. In addition, many of the actions within this strategy capitalize on the existing ARC transportation and community planning framework to promote infrastructure and access in underserved areas and foster a more equitable environment.



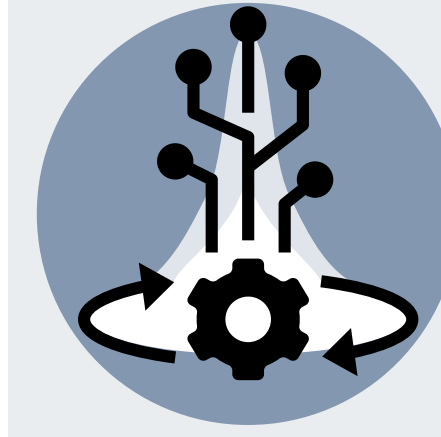
> **GOAL 2
REINFORCE
EQUITY**

The strategy for this goal significantly elevates the level of emphasis on equitable achievement from previous CEDS for the region. A number of actions specifically target a more equitable economic environment. As such, many of the actions within this strategy focus on additional dialogue needed to define better an equitable economy and the means to be effective. The strategy also recognizes the importance of affordable housing and transportation to level the economic playing field. Lastly, capitalizing on the region's diversity presents an opportunity to enhance the global presence of regional industries.



> **GOAL 3
BUSINESS
INNOVATION**

The growth of small and mid-size businesses is a key element in strengthening the resilience and equity of the region's economy. Many actions for reinforcing equity in the region also promote small businesses and vice-versa. Much like the Goal 2 strategy, growing small and mid-sized businesses start with collaboration with a diverse range of regional partners to truly understand the baseline environment, opportunities, and challenges of small businesses in the Atlanta region. After the initial discussions to identify this baseline, the actions work to identify means to provide a more favorable environment moving forward.



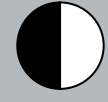
> **GOAL 4
ECONOMICALLY
COMPETITIVE**

The purpose of this strategy is straightforward – working collectively to make the Atlanta region economy the best in the US and the world. It may seem lofty, but why aim for anything less? This strategy presents the greatest need for regional collaboration between economic development leaders, government officials, educators at all levels, and non-profits. One glaring omission is the creative sector's participation. With the proliferation of the film and music industries, the Atlanta region needs to capitalize on its opportunity to be a national and global incubator for creatives. A key to success is researching best practices for developing nationally competitive development and transportation options for attracting businesses and talent to the Atlanta region.

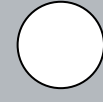
ACTIONS AND RELATIONSHIP TO SWOT CRITICAL INDICATORS



PRIMARY RELATIONSHIP



SECONDARY RELATIONSHIP



NOT RELATED

EQUITY, INCLUSION, AND ACCESS

HOUSING PRODUCTION AND PRESERVATION

INFRASTRUCTURE EXPANSION AND MAINTENANCE

EDUCATION AND WORKFORCE DEVELOPMENT

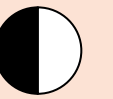
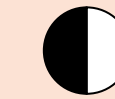
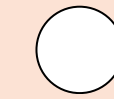
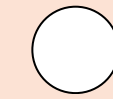
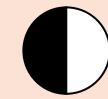
ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

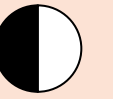
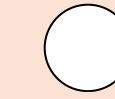
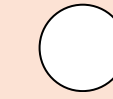
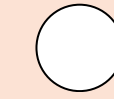
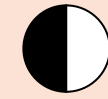


BUILD ON SUCCESS

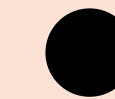
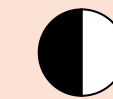
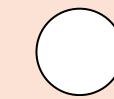
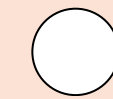
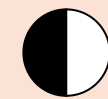
Action 1.1 - Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout the EDD.



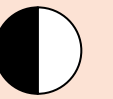
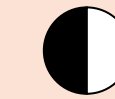
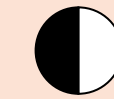
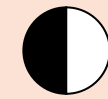
Action 1.2 – Expand the Metro Atlanta Housing Strategy in coordination with the Local Leadership Housing Action Committee (LLHAC) and continue the LLHAC with a new group of local leaders.



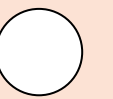
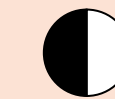
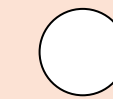
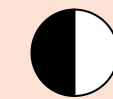
Action 1.3: Support the collaborative approach to economic development.



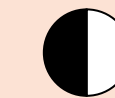
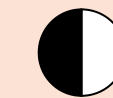
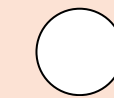
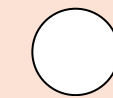
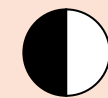
Action 1.4: Further amplify and activate the Aerotropolis Atlanta by facilitating and supporting the implementation of Blueprint 2.0 and other Alliance Activities.



Action 1.5 – Prioritize the provision of transit, bicycle, and pedestrian improvements to increase safe and affordable access to and from Historically Disadvantaged Communities (as defined by the USDOT) to reduce dependence and associated costs for auto travel.



Action 1.6 – Support CareerRise initiatives and other workforce programs to address workforce needs in the EDD.





PRIMARY RELATIONSHIP

SECONDARY RELATIONSHIP

NOT RELATED

EQUITY, INCLUSION, AND ACCESS

HOUSING PRODUCTION AND PRESERVATION

INFRASTRUCTURE EXPANSION AND MAINTENANCE

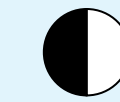
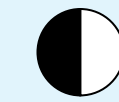
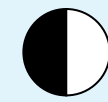
EDUCATION AND WORKFORCE DEVELOPMENT

ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

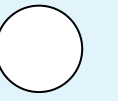
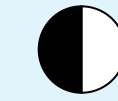
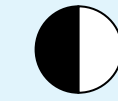
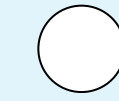
NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

REINFORCE EQUITY

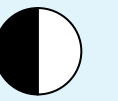
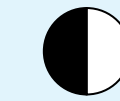
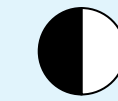
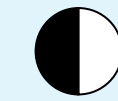
Action 2.1 - Address commercial gentrification for communities and businesses.



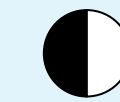
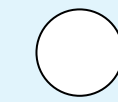
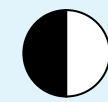
Action 2.2 - Update local and state procurement regulations and/or access to facilitate participation for small/minority businesses.



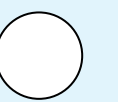
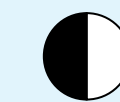
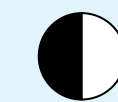
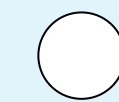
Action 2.3 - Update procurement contracting for infrastructure, adding professional service (i.e., legal, engineering, etc.) contractors bonus points for mentorships and internships for traditionally underserved youth.



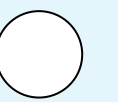
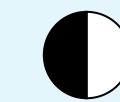
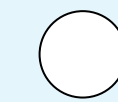
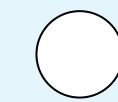
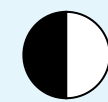
Action 2.4 - Encourage municipalities to develop local comprehensive plans with an Economic Development element containing strategies to reduce poverty and promote the creative sector.



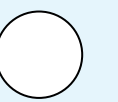
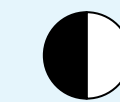
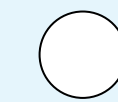
Action 2.5 - Eliminate poverty of information by expanding Broadband access in coordination with the Georgia DCA's Georgia Broadband Deployment Initiative to all Metro Atlanta rural and urban communities.



Action 2.6 - Investigate the potential for a housing real estate investment trust (REIT) through ongoing housing forums and discussions to address housing challenges.



Action 2.7 - Inventory available deteriorating government-owned, faith-based, or non-profit properties for possible reuse by small and minority businesses and affordable housing.





● PRIMARY RELATIONSHIP

◐ SECONDARY RELATIONSHIP

○ NOT RELATED

EQUITY, INCLUSION, AND ACCESS

HOUSING PRODUCTION AND PRESERVATION

INFRASTRUCTURE EXPANSION AND MAINTENANCE

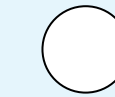
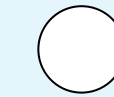
EDUCATION AND WORKFORCE DEVELOPMENT

ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

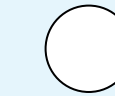
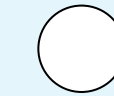
NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

REINFORCE EQUITY

Action 2.8 - Convene an Economic Development Forum on the role of minority chambers of commerce to undertake tasks, help form merchant associations in minority communities, and develop ways to assist these communities in thriving by presenting a variety of resources and opportunities.



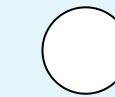
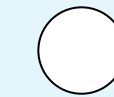
Action 2.9 - Capitalize on the federal Bipartisan Infrastructure Law (BIL) to implement transportation projects that promote economic opportunities in underserved communities.



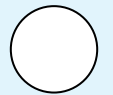
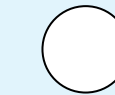
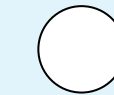
Action 2.10 - Support the use of EDA and other state and federal equity-based programs, including Economic Recovery Corps and Equity Impact Investments Programs.



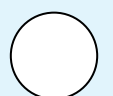
Action 2.11 - Increase business engagement with all schools from cradle to career-elementary, secondary, post-secondary, and beyond to form vital partnerships and options for internships, mentoring, and training programs.



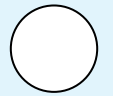
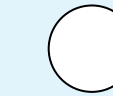
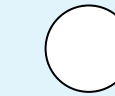
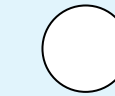
Action 2.12 - Address gaps in workforce development across the region.



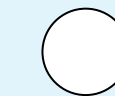
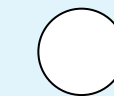
Action 2.13 - Create a regional policy discussion on addressing youth in poverty in the region and how to scale long-term solutions.



Action 2.14 - Utilize the Atlanta Housing Forum to gather input on regional housing strategies.



Action 2.15 - Foster access to capital for entrepreneurs by convening lending institutions, venture capital, angel investors, and stockbroker leadership to provide access to capital for innovators, startups, and small businesses.





● PRIMARY RELATIONSHIP

◐ SECONDARY RELATIONSHIP

○ NOT RELATED

EQUITY, INCLUSION, AND ACCESS

HOUSING PRODUCTION AND PRESERVATION

INFRASTRUCTURE EXPANSION AND MAINTENANCE

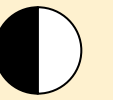
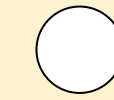
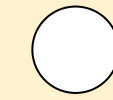
EDUCATION AND WORKFORCE DEVELOPMENT

ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

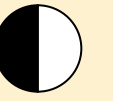
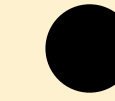
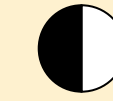
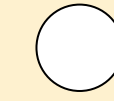
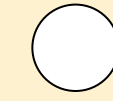
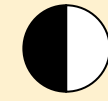
NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

BUSINESS INNOVATION

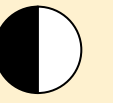
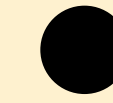
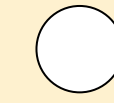
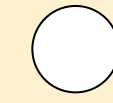
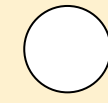
Action 3.1 - Incorporate strategies for innovation hubs and business incubators in employment centers in the LCI program and areas.



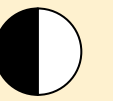
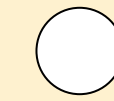
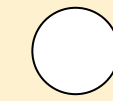
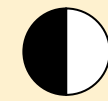
Action 3.2 - Invite CEO leadership from the 1) Metro Atlanta Chamber of Commerce, 2) Technology Association of Georgia, and GA Department of Economic Development GA Center of Innovation, 3) HBCUs and other educational institutions with strong science and STEM membership, and 4) other appropriate stakeholders to help assemble a forum to foster innovation hubs.



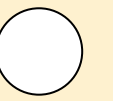
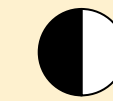
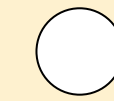
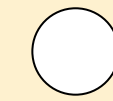
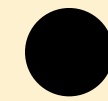
Action 3.3 - Leverage the rapid growth of technology and innovation clusters in the region to create a pipeline of STEM and business jobs and talent and promote this regionally, nationally, and globally.



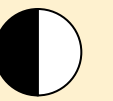
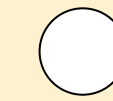
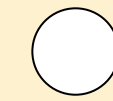
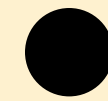
Action 3.4 - Support the expansion of innovation hubs, business accelerators, and incubators throughout the region.



Action 3.5 - Encourage the creation of a regional network of Merchants' Associations to regenerate and finance new CIDs in commercial corridors of the region.



Action 3.6 - Streamline permitting, development, and other regulatory processes at the local level to meet changing business needs and provide a predictable legal and regulatory environment in the region.





● PRIMARY RELATIONSHIP

◐ SECONDARY RELATIONSHIP

○ NOT RELATED

EQUITY, INCLUSION, AND ACCESS

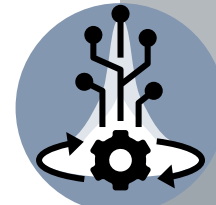
HOUSING PRODUCTION AND PRESERVATION

INFRASTRUCTURE EXPANSION AND MAINTENANCE

EDUCATION AND WORKFORCE DEVELOPMENT

ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS



ECONOMICALLY COMPETITIVE

Action 4.1 - Convene Universities, Chambers of Commerce, Economic Development Directors, and technology companies of the region to foster the development of emerging industry sectors and create or advance an existing partnership for ongoing collaboration and new initiatives.	○	○	○	●	●	●
Action 4.2 - Create or advance a public-private partnership of corporate and university STEM leaders to invest in startup companies in the regions LCIs, innovation hubs, accelerators, and business incubators.	●	○	○	●	●	●
Action 4.3 - Create or advance an existing STEM investment partnership to provide financial capital for startups and existing small and small minority businesses to operate in the competitive global marketplace.	●	○	○	●	●	●
Action 4.4 - Through the comprehensive planning and/or CTP process, encourage local municipalities to identify real estate most suitable for development opportunities that would encourage target industries and more synergistic surrounding development patterns.	○	○	●	○	●	●
Action 4.5 - Encourage the creation of eco-districts along the region's greenspaces and recreational amenities, including Chattahoochee River, BeltLine, etc., through regional partnerships that include mixed uses of real estate to generate preservation and add tax value to property.	◐	○	●	○	◐	○
Action 4.6 - Define and quantify the metro Atlanta creative economy, and understand disparities in demographic representation and workforce participation within the creative workforce and identify barriers to entry.	●	○	○	●	●	●



● PRIMARY RELATIONSHIP

◐ SECONDARY RELATIONSHIP

○ NOT RELATED

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EDUCATION AND WORKFORCE DEVELOPMENT

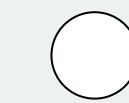
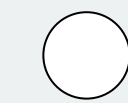
ENTREPRENEURSHIP, INNOVATION, AND SMALL BUSINESS DEVELOPMENT

NATIONAL AND GLOBAL BUSINESS COMPETITIVENESS

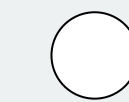
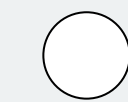


ECONOMICALLY COMPETITIVE

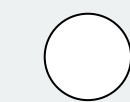
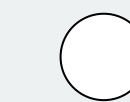
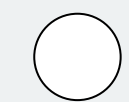
Action 4.7 - Build capacity and funding for a collaborative mechanism or regional convening to identify opportunities for aligned actions.



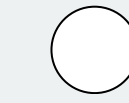
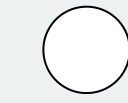
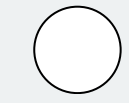
Action 4.8 - Prioritize removing barriers to entry and delivering skills education and workforce development for the creative sector.



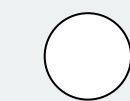
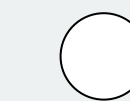
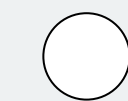
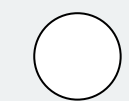
Action 4.9 - Invest in infrastructure to attract national business and talent growth.



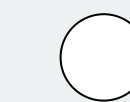
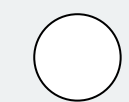
Action 4.10 - Focus growth efforts on the following emerging industry clusters.



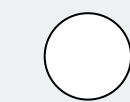
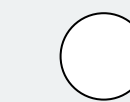
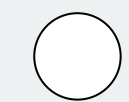
Action 4.11 - Document and promote regional actions addressing climate change challenges to attract national industry and talent.



Action 4.12 - Provide necessary resources to ensure successful completion of major development and investment projects.



Action 4.13 - Encourage development that creates a live-work-play environment to attract and retain talent.



6

IMPLEMENTATION AND EVALUATION



Atlanta Regional Commission

The approach for the 2023–2027 CEDS Action Plan is a continuous comprehensive modernization of traditional business enhancement strategies, supplementary proven solutions, and a playbook of carefully researched economic equity tactics that use cultural diversity as an economic strength locally and internationally and produce major cost savings and net new tax revenues.



BUILD ON SUCCESS

GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region



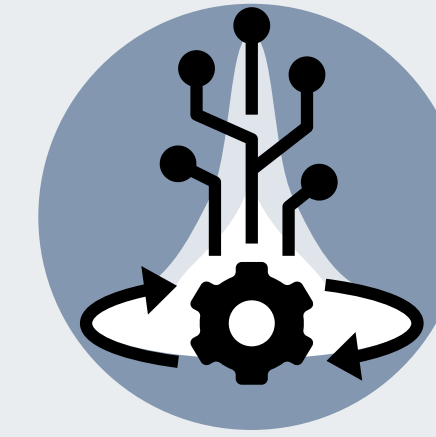
REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



BUSINESS INNOVATION

GOAL 3: Focus on Business Innovation to Support the Development and Expansion of Small and Medium-Sized Businesses



ECONOMICALLY COMPETITIVE

GOAL 4: Ensure the Global and National Competitiveness of the Regional Economy



Implementation Time Frame

Year 1 = Immediate actions

Year 5 = Addressed over the course of the plan

The actions within the CEDS will be monitored and reviewed annually to gauge their progress and influence on the regional economy.



BUILD ON SUCCESS

GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region



Support cradle-to-career initiatives

ACTION 1.1

Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout the EDD.

Implementation Strategy:

Support Learn4Life initiatives:

- Increasing early literacy (before 3rd grade) among our region's students.
- Supporting post-secondary success by increasing FAFSA applications to pre-pandemic levels and beyond.
- Increasing teacher retention rates and perception with a focus on incentives.

Metric of Success:

- 1) Evaluate the items noted above that can be reported to ARC as part of an annual CEDS review process.

Lead: Learn4Life

Support: Education partners, ARC

Timeline: Year 5

Local Leadership Housing Action Committee (LLHAC)

ACTION 1.2

Expand the Metro Atlanta Housing Strategy in coordination with the LLHAC and continue with a new group of local leaders.

Implementation Strategy:

- Create an annual cohort of 6-10 elected officials to convene, educate, and pursue individual commitments to address housing.
- Launch a capacity-building initiative that would provide staff support to 1-3 local jurisdictions that participate in LLHAC and make commitments to address housing in their jurisdictions.
- Convene the Housing Forum quarterly.

Metric of Success:

- 1) Establish the annual cohort and capacity-building initiatives.
- 2) Develop an annual report to detail yearly actions.

Lead: ARC

Support: Non-profit and other housing organizations

Timeline: Year 5



BUILD ON SUCCESS

GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region



Regional Market Alliance (RMA)

ACTION 1.3

Support the collaborative approach to economic development.

Implementation Strategy:

ARC to support Regional Market Alliance (RMA) initiatives as well as convene annual meetings with all Chambers of Commerce, business associations, and other agencies to provide an update on the CEDS and inform an annual review, discuss potential actions, and discuss ongoing economic development opportunities throughout the EDD. Including:

- Participate in bi-monthly RMA meetings.
- Attend consultant connect and site selector events.
- Attend and assist RMA with planning the 2023 Economix Conference sponsored by RMA.

Metric of Success:

- 1) Report annually on the RMA activities and the continued success of RMA as an independent organization.
- 2) Establish an ARC meeting that fosters collaboration of all Chambers of Commerce, business associations, and other agencies to highlight ongoing economic development opportunities and review the action items set forth in the CEDS.

Lead: RMA Support: ARC Timeline: Year 1

Implement Blueprint 2.0

ACTION 1.4

Further amplify and activate the Aerotropolis Atlanta by facilitating and supporting the implementation of Blueprint 2.0 and other Alliance Activities.

Implementation Strategy:

- ARC to support the Aerotropolis Atlanta Alliance and the Aerotropolis Area CIDs.
- Attend the AeroATL Economic Development Collective meetings.
- Assist with the adoption and implementation of Blueprint 2.0, including researching and supporting the pursuit of funding and technical assistance.

Metric of Success:

- 1) Adopt Blueprint 2.0 and assist Aerotropolis Alliance with the pursuit of funding and technical support.
- 2) Document items underway and those which have been completed, including the impact on the region.

Lead: Aerotropolis Atlanta Alliance

Support: ARC

Timeline: Year 1



BUILD ON SUCCESS

GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region

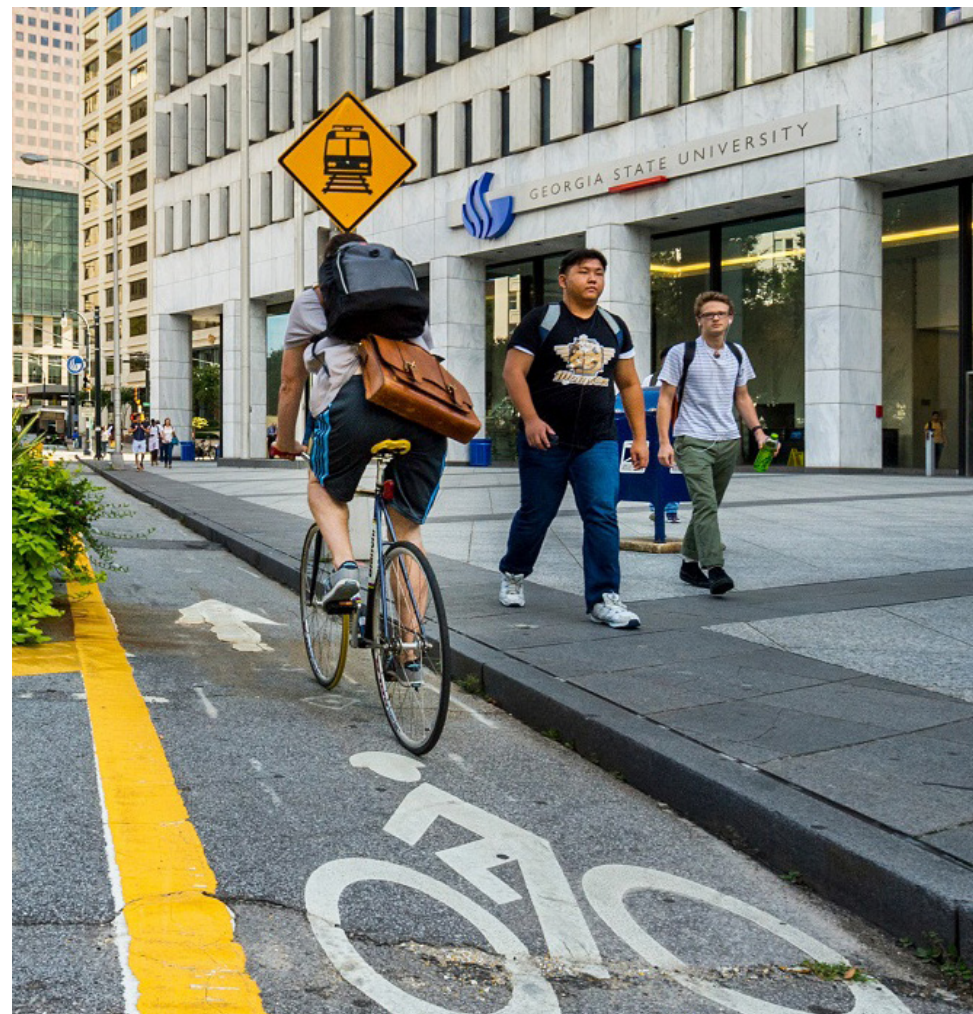


Photo credit: Georgia State University

Improve transit, bicycle, and pedestrian facilities

ACTION 1.5

Prioritize the provision of transit, bicycle, and pedestrian improvements to increase safe and affordable access to and from Historically Disadvantaged Communities (as defined by the USDOT) to reduce dependence and associated costs for auto travel.

Implementation Strategy:

- Integrate inventorying and prioritizing projects within Historically Underserved Communities during the Transportation Improvement Program (TIP) update.
- Track the dollar amounts of transportation improvements providing access to and from Historically Disadvantaged Communities.
- Inventory the number of CTPs and LCIs that inventory and evaluate the safety, transit, and active transportation projects that serve activity centers in Historically Underserved Communities.
- Inventory the planned and programmed transportation improvements in Historically Disadvantaged Communities.

Metric of Success:

- 1) Establishment of an inventory of projects and programs and the dollar amount of transportation improvements in transportation investment providing access to and from Historically Disadvantaged Communities.

Lead: ARC

Support: Project Sponsors

Timeline: Year 5

Address workforce needs

ACTION 1.6

Support CareerRise initiatives and other workforce programs to address workforce needs in our region.

Implementation Strategy:

- Collaborate with CareerRise to implement the organization's strategic plan.

Metric of Success:

- 1) CareerRise to report on the strategic plan's success on an annual basis.

Lead: CareerRise

Support: ARC, Workforce Boards, Partner Organizations

Timeline: Year 1



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Address gentrification

ACTION 2.1

Address commercial gentrification for communities and businesses.

Implementation Strategy:

- ARC to develop a toolkit to address commercial gentrification for communities and businesses.

Metric of Success:

- 1) Develop a toolkit to address commercial gentrification for communities and businesses.
- 2) The number of toolkit users and feedback on the effectiveness.

Lead: ARC

Timeline: Year 1

Small businesses procure more work

ACTION 2.2

Update local and state procurement regulations and/or access to facilitate participation for small/minority businesses.

Implementation Strategy:

- ARC will utilize the LUCC, CRC, and other events to discuss this topic. In addition, a survey question will be added to the 2023 Municipal Survey on this topic.

Metric of Success:

- 1) Number of jurisdictions/organizations with policies to be more favorable to small and minority businesses.

Lead: SBA, Other Partners

Support: ARC, Other Partners

Timeline: Year 5



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Mentor underserved youth

ACTION 2.3

Update procurement contracting for infrastructure, adding professional service (i.e. legal, engineering, etc.) contractors bonus points for mentorships and internships for traditionally underserved youth.

Implementation Strategy:

- ARC to conduct an initial meeting with regional jurisdictions to gauge the level of interest for rewarding businesses that offer entrepreneurial opportunities to youth in traditionally underserved communities.

Metric of Success:

- 1) Document discussion with regional jurisdictions regarding program. Based on the meeting results, the ARC will develop strategies through local partnerships to document programs on an annual basis.

Lead: Local jurisdictions

Support: ARC

Timeline: Year 5

Enhance economic development strategies

ACTION 2.4

Encourage municipalities to develop local comprehensive plans with an Economic Development element containing strategies to reduce poverty and promote the creative sector.

Implementation Strategy:

- ARC will convene a meeting with local jurisdictions to review best practices for integrating strategies to promote the creative sector and reduce poverty into the comprehensive planning process. Investigate potential integration into LUCC or through ARC Webinars. Based on level of interest, ARC to initiate training on integration of these elements into the comprehensive planning process.

Metric of Success:

- 1) Number of jurisdictions with comprehensive plans with Economic Development elements containing strategies to reduce poverty and promote the creative sector.

Lead: ARC

Support: City and County Governments

Timeline: Year 1



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Expand broadband access

ACTION 2.5

Eliminate poverty of information by expanding Broadband access in coordination with the Georgia DCA's Georgia Broadband Deployment Initiative to all Metro Atlanta rural and urban communities.

Implementation Strategy:

- ARC will facilitate a meeting with Georgia DCA and regional broadband suppliers to address the digital divide strategically.

Metric of Success:

- 1) Number of jurisdictions/organizations with policies to be more favorable to small business and minority communities.

Lead: SBA, DCA, Other Partners

Support: ARC, Other Partners

Timeline: Year 1

Address housing with REIT

ACTION 2.6

Investigate the potential for a housing real estate investment trust (REIT) through on-going housing forums and discussions to address housing challenge.

Implementation Strategy:

- ARC to facilitate a meeting with the Federal Reserve Bank, Atlanta Realtors Association, MUST Ministries, and LISC Atlanta discuss establishment of the program.

Metric of Success:

- 1) Establishment of a national housing real estate investment trust (REIT) forum to evaluate the potential to scale up funding for affordable housing using outside investment. Should a trust be established, ARC track the overall success of the program through annual coordination with implementing partners.

Lead: Federal Reserve

Support: ARC, Private Investors **Timeline:** Year 5

CASE STUDY

HUD Example



huduser.gov/portal/pdredge/pdr_edge_inpractice_121514.html



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Identify deteriorating properties for use

ACTION 2.7

Inventory available deteriorating government-owned, faith-based, or non-profit properties for possible reuse by small and minority businesses and affordable housing.

Implementation Strategy:

- ARC to introduce the concept to municipalities and faith-based and non-profit organizations throughout the EDD. Should there be support for the action, ARC staff would coordinate annually with these organizations to track their respective activities.

Metric of Success:

- 1) Document the number of participants and data collected by organizations.

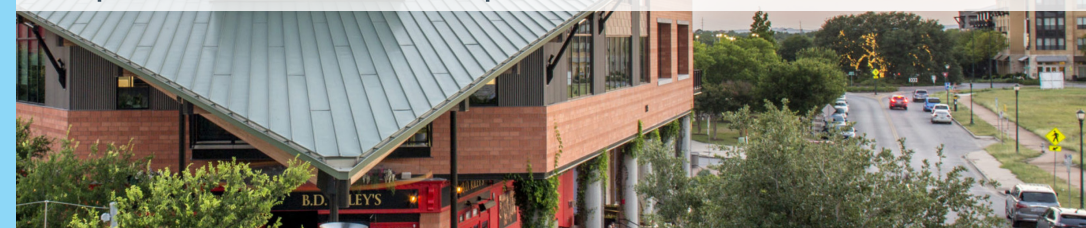
Lead: Faith-based and non-profit organizations, specific agencies TBD

Support: ARC

Timeline: Year 5

CASE STUDY

Airport site redevelopment



muelleraustin.com/the-plan/

Convene minority-focused economic development forum

ACTION 2.8

Convene an Economic Development Forum on the role of minority chambers of commerce to help form merchant associations in minority communities and assist these communities to thrive.

Implementation Strategy:

- ARC to convene an initial meeting with minority chambers of commerce. Invite SBA, EDA, Georgia Department of Economic Development, GEDA, Greater Chambers of Commerce, and University Business Schools to assist in shaping the agenda, roles, and responsibilities. A key agenda item will be to address language barriers in business acumen and public engagement.

Metric of Success:

- 1) Document the Forum and recommendations for next steps. After the initial meeting, more metrics could be developed.

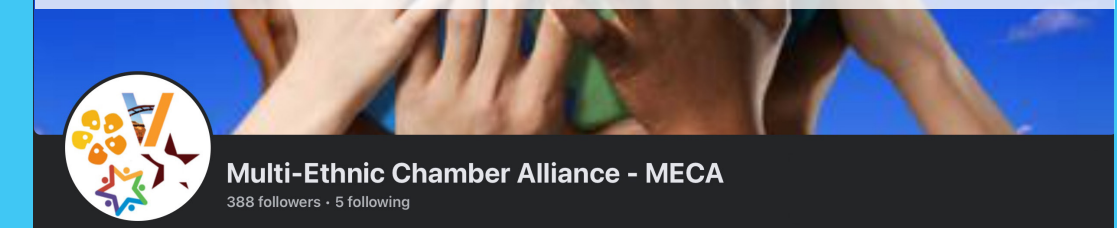
Lead: ARC

Support: Minority Chambers, Other Partners

Timeline: Year 5

CASE STUDY

Multi-Ethnic Chamber Alliance - MECA



gahcc.org/meca -



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Implement BIL transportation projects

ACTION 2.9

Capitalize on the federal Bipartisan Infrastructure Law (BIL) to implement transportation projects that promote economic opportunities in underserved communities.

Implementation Strategy:

- Develop a list of priorities for the Region to pursue funding.
- Provide a webinar or meeting to educate our regional partners on the BIL.
- Document the programming of federal transportation funding in underserved communities in the 11-county EDD.

Metric of Success:

- 1) Document the programming of federal transportation funding in underserved communities in the 11-county EDD.

Lead: ARC

Timeline: Year 5

Promote equity-based programs

ACTION 2.10

Support the use of EDA and other state and federal equity-based programs, including Economic Recovery Corps and Equity Impact Investments Programs.

Implementation Strategy:

- ARC to advertise programs periodically and survey local jurisdictions on the use of EDA programs annually through the ARC LUCC or ARC Webinars.

Metric of Success:

- 1) Set-up a distribution list to promote available programs.
- 2) Provide letters of support for applications which comply with the CEDS and other regional plans.
- 3) Document the number of jurisdictions and applications for EDA funds in the EDD.

Lead: ARC

Support: Local jurisdictions and regional organizations

Timeline: Year 1



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Increase business mentoring

ACTION 2.11

Increase business engagement with all schools from cradle to career—elementary, secondary, post-secondary and beyond to form vital partnership and options for internships, mentoring, and training programs.

Implementation Strategy:

- Coordination with Learn 4 Life to convene a meeting with regional educational leaders and local government leaders to discuss ways to promote STEM career paths.

Metric of Success:

- 1) Document awareness programs throughout school systems in the EDD.

Lead: Learn4Life

Support: ARC **Timeline:** Year 5

Address gaps in workforce development

ACTION 2.12

Address gaps in workforce development across the region.

Implementation Strategy:

- Address the workforce needs of the EDD by developing training programs and partnerships to support the construction, EV, and skilled trade industries.

Metric of Success:

- 1) Offer in-person and virtual services through a network of Career Resource Centers, fully implementing the Mobile Career Lab and Mobile Welding Lab, and launching an enhanced customer website site at ATLworks.org.

Lead: Workforce boards

Support: ARC

Timeline: Year 5

CASE
STUDY

Skills Students Need in a Post Pandemic World



edweek.org/technology/



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Address youth in poverty

ACTION 2.13

Create a regional policy discussion on addressing youth in poverty in the region and how to scale long-term solutions.

Implementation Strategy:

- ARC to conduct an initial meeting with Greater Atlanta Black Chamber of Commerce, with support from Georgia EDA, Learn4Life, CareerRise, Georgia Tech Scheller College Business, Georgia State University J. Mack Robinson Business School, Emory Goizueta Business School, Aerotropolis, and Spellman Sloan Business Program to discuss solutions to alleviate youth poverty.

Metric of Success:

- 1) Document discussion from initial meeting and next steps towards implementation. More metrics may be developed based on meeting outcomes.

Lead: TBD (Upon initial meeting)

Support: ARC, United Way, Others

Timeline: Year 5

CASE STUDY

Mobilizing Established School Partnerships to Reach Underserved Children During a Global Pandemic

ncbi.nlm.nih.gov/pmc/articles/PMC9153654/

Gather input on housing strategies

ACTION 2.14

Utilize the Atlanta Housing Forum to gather input on regional housing strategies.

Implementation Strategy:

- ARC to ensure discussion of CEDS strategies and actions at the Atlanta Housing Forums held every quarter.

Metric of Success:

- 1) Document discussion from Atlanta Housing Forums for CEDS-related performance monitoring.

Lead: ARC

Support: Regional housing partners

Timeline: Year 1



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Provide capital to small businesses

ACTION 2.15

Foster access to capital for entrepreneurs by convening lending institutions, venture capital, angel investors, and stockbroker leadership to provide access to capital for innovators, startups, and small businesses.

Implementation Strategy:

- ARC will spearhead an initial meeting with the Federal Reserve Bank representative, local lending institutions, and regional Chambers of Commerce to discuss the establishment of the program.

Metric of Success:

- 1) Measure initial success by the establishment of programs and favorable investment.

Lead: Federal Reserve Bank

Support: ARC, Regional lending institutions

Timeline: Year 5

CASE STUDY

Meet the Lender

Education

Austin 'Meet the Lender' picked among best government events in U.S.

bizjournals.com/austin/stories/2010/09/27/daily26.html





BUSINESS INNOVATION

GOAL 3: Focus on Business Innovation to Support the Development and Expansion of Small and Medium-Sized Businesses



image credit: innovationhubatl.care.org

LCI programs promote innovation hubs

ACTION 3.1

Incorporate strategies for innovation hubs, business incubators in employment centers in the LCI program and areas.

Implementation Strategy:

- ARC to coordinate with the LCI leadership to incorporate the promotion of innovation hubs, business incubators, and more walkable and transit-accessible employment centers in applicable LCI study areas. This process will include initial discussions with LCI grant recipients to gauge the applicability of this strategy to their overall LCI study purpose.

Metric of Success:

- 1) The number of LCI studies in the region promoting innovation hubs, business incubators, and more walkable and transit-accessible employment centers.

Lead: ARC

Support: Consultants, Study Sponsors

Timeline: Year 5

Forums foster innovation hubs

ACTION 3.2

Invite CEO leadership from the 1) Metro Atlanta Chamber of Commerce (as the current convenor of Corporate Innovation Centers), 2) Technology Association of Georgia, and Georgia Department of Economic Development Georgia Center of Innovation 3) HBCU's and other educational institutions, with strong science and STEM membership, and other appropriate stakeholders to help assemble a forum to foster innovation hubs.

Implementation Strategy:

- ARC to convene the meeting and provide documentation of its results.

Metric of Success:

- 1) Document the meeting and input received.
- 2) Based on the results of the meeting, the ARC will coordinate with regional partners on next steps.

Lead: ARC

Support: Regional partners

Timeline: Year 5



BUSINESS INNOVATION

GOAL 3: Focus on Business Innovation to Support the Development and Expansion of Small and Medium-Sized Businesses

Create a pipeline of STEM jobs

ACTION 3.3

Leverage the rapid growth of technology and innovation clusters in the region to create a pipeline of STEM and business jobs and talent and promote this regionally, nationally, and globally.

Implementation Strategy:

- ARC to convene the meeting and provide documentation (Same meeting as Action 3.2)

Metric of Success:

- 1) Document the meeting and input received.

Lead: ARC

Support: Regional partners

Timeline: Year 5

Expand innovation hubs

ACTION 3.4

Support the expansion of innovation hubs, business accelerators, and business incubators throughout the region.

Implementation Strategy:

- ARC to convene the meeting and provide documentation (Same meeting as Action 3.2) and inventory existing innovation hubs, accelerators and each facilities/program focus in the region.

Metric of Success:

- 1) Document the meeting and input received and report on existing facilities and programs to identify regional needs and gaps.

Lead: ARC

Support: Regional economic partners

Timeline: Year 5



image credit: innovationhubatl.care.org

CASE STUDY

Meet the Lender

Education

Austin 'Meet the Lender' picked among best government events in U.S.

bizjournals.com/austin/stories/2010/09/27/daily26.html



BUSINESS INNOVATION

GOAL 3: Focus on Business Innovation to Support the Development and Expansion of Small and Medium-Sized Businesses



Create network of Merchants Associations

ACTION 3.5

Encourage the creation of a regional network of Merchants' Associations to regenerate and finance new CIDs in commercial corridors of the region.

Implementation Strategy:

- ARC to convene a meeting of regional economic leaders to discuss the opportunities for new Merchants Associations (same meeting as Action 1.3)

Metric of Success:

- 1) Documentation of meeting and next steps for implementation.

Lead: TBD after initial meeting

Support: ARC

Timeline: Year 5

Streamline permitting

ACTION 3.6

Streamline permitting, development, and other regulatory processes at the local level to meet changing business needs and provide a predictable legal and regulatory environment in the region.

Implementation Strategy:

- ARC to convene a forum of small businesses to specifically gather information on barriers to small businesses in local permitting, development, and other regulatory processes.

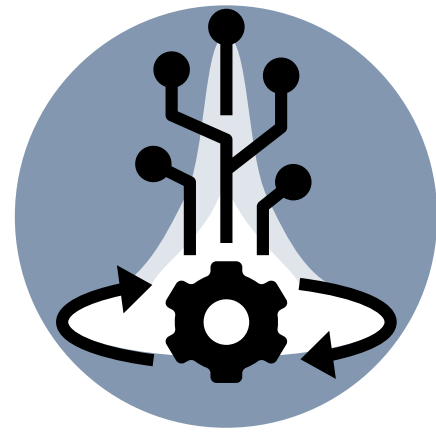
Metric of Success:

- 1) Dissemination of meeting results to local jurisdictions throughout the region.

Lead: Local jurisdictions

Support: ARC

Timeline: Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Foster emerging sectors

ACTION 4.1

Convene Universities, Chambers of Commerce, Economic Development Directors, and technology companies of the region to foster the development of emerging industry sectors and create or advance an existing partnership for ongoing collaboration and new initiatives.

Implementation Strategy:

- ARC to convene the meeting to coordinate existing programs in these industries and the means to track the development of the emerging sectors in the region. These sectors include arts and entertainment, agriculture, manufacturing, and healthcare and social assistance sectors.

Metric of Success:

- 1) Number of companies in each targeted sector recruited to the region.

Lead: ARC

Support: Regional economic partners

Timeline: Year 5

Invest in startups

ACTION 4.2

Create or advance a public-private partnership of corporate and university STEM leaders to invest in startup companies in the regions LCIs, innovation hubs, accelerators, and business incubators.

Implementation Strategy:

- ARC to research existing regional partnerships, including universities and Chambers of Commerce, on programs that are in place or can be created given regional resources.

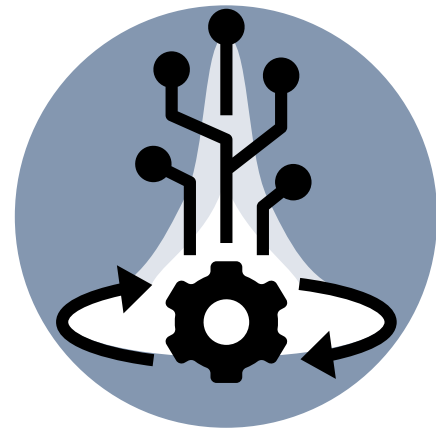
Metric of Success:

- 1) Inventory of programs that develop talent in the region's emerging industries.

Lead: TBD after ARC research

Support: Universities, regional Chambers of Commerce, regional real estate professionals

Timeline: Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Invest in youth mentorship

ACTION 4.3

Create or advance an existing STEM investment partnership to provide financial capital for startups and existing small and small minority businesses to operate in the competitive global marketplace.

Implementation Strategy:

- ARC to research existing regional partnerships, including universities and Chambers of Commerce, on programs that are in place or can be created given regional resources. (Same initial meeting as Action 4.1)

Metric of Success:

- 1) Establishment of programs to support small and minority businesses through outside investment from Atlanta's corporate leaders.

Lead: To be determined after Action 4.1

Support: ARC

Timeline: Year 5

Identify real estate opportunities

ACTION 4.4

Through the comprehensive planning process, encourage local municipalities to identify real estate most suitable for development opportunities that would encourage target industries and more synergistic surrounding development patterns.

Implementation Strategy:

- ARC to research existing regional partnerships, including universities and Chambers of Commerce, and other municipal areas to discuss the opportunities and challenges for this action. ARC will also encourage the use of opportunity zones, throughout the EDD during this process (as shown in Section 9).

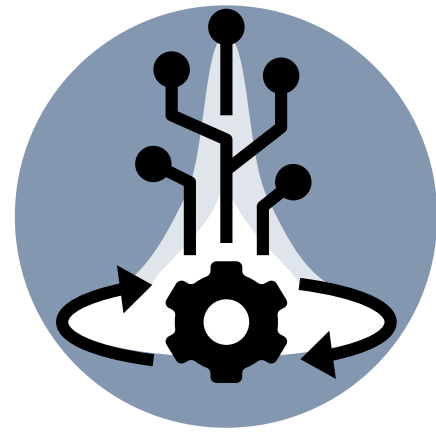
Metric of Success:

- 1) Number of communities that have identified areas suitable for future targeted industries.

Lead: ARC

Support: Participating communities

Timeline: Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:
Ensure the Global and National Competitiveness of the Regional Economy



Create eco-districts

ACTION 4.5

Encourage the creation of eco-districts along the region's greenspaces and recreational amenities, including Chattahoochee River, BeltLine, etc., through regional partnerships that include mixed uses of real estate to generate preservation and add tax value to property.

Implementation Strategy:

- ARC Natural Resources division to solicit input from local municipalities on the creation of eco-districts annually.

Metric of Success:

- 1) Number of new eco-districts created in the EDD.

Lead: ARC

Support: Participating jurisdictions

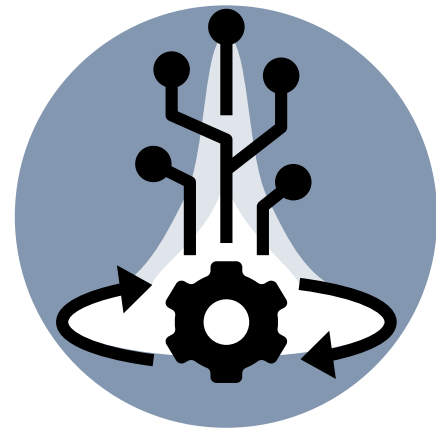
Timeline: Year 5

Cumberland CID partnership with the Chattahoochee National Recreation Area.



Definition of EcoDistricts





ECONOMICALLY COMPETITIVE

GOAL 4:
Ensure the Global and National Competitiveness of the Regional Economy



Identify barriers to entry for the creative workforce

ACTION 4.6

Define and quantify the metro Atlanta creative economy, and understand disparities in demographic representation and workforce participation within the creative workforce and identify barriers to entry.

Implementation Strategy:

- Commission a comprehensive regional Arts and Culture and Creative Economy report that gathers and analyzes quantitative and qualitative data and establishes a baseline for metro Atlanta's regional creative economy, particularly focusing on diversity, equity, inclusion, and belonging.
- Inventory creative assets: mapping, arts, music, film, digital, gaming, software, information, fashion, and sports; identify potential roadblocks to expansion; and identify demand for fashion, food, and other emerging sectors.
- Conduct outreach to self-employed creatives and creative industry employers to understand the nature and future of creative work in metro Atlanta and how different demographics experience creative sector employment in metro Atlanta. Use this research to identify skills and business training opportunities and opportunities for self-employed creatives underemployed to enter the full-time workforce.
- Convene a university business school roundtable with NGOs, and foundations such as Artist Inc. to discuss access to curricula for improving business acumen among underrepresented creatives in the creative sector to improve profitability, access to royalties, marketing, and business deal-making as an income-producing strategy.

Metric of Success:

- 1) Completion of the Creative Economy Report.
- 2) Creation of an Asset Map for the Creative Sector that enables local elected officials to evaluate policy options and cost benefits.
- 3) Annual meeting to discuss access to curricula for improving business acumen (shark tank training) in the creative sector to improve profitability, access to royalties, marketing, and business deal-making as an income-producing strategy.

Lead: ARC **Support:** Participating communities **Timeline:** Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Identify opportunities for aligned actions

ACTION 4.7

Build capacity and funding for a collaborative mechanism or regional convening to identify opportunities for aligned actions.

Implementation Strategy:

- Create an inventory of currently existing creative sector convenings and forums to determine how these forums can be streamlined, supported to foster greater accessibility and collective impact, and focused on delivering equitable outcomes.
- Conduct outreach to various creative industries groups to assess interest in regional collaboration, including the film, music, digital media, e-sports, fashion, travel, tourism and leisure, and agriculture and food industries.
- Recommend future comprehensive plans include an arts and culture and creative economy subsection for an integrated approach to quality of life, affordable residential and commercial land use, economic development and tourism, workforce development, and transportation.

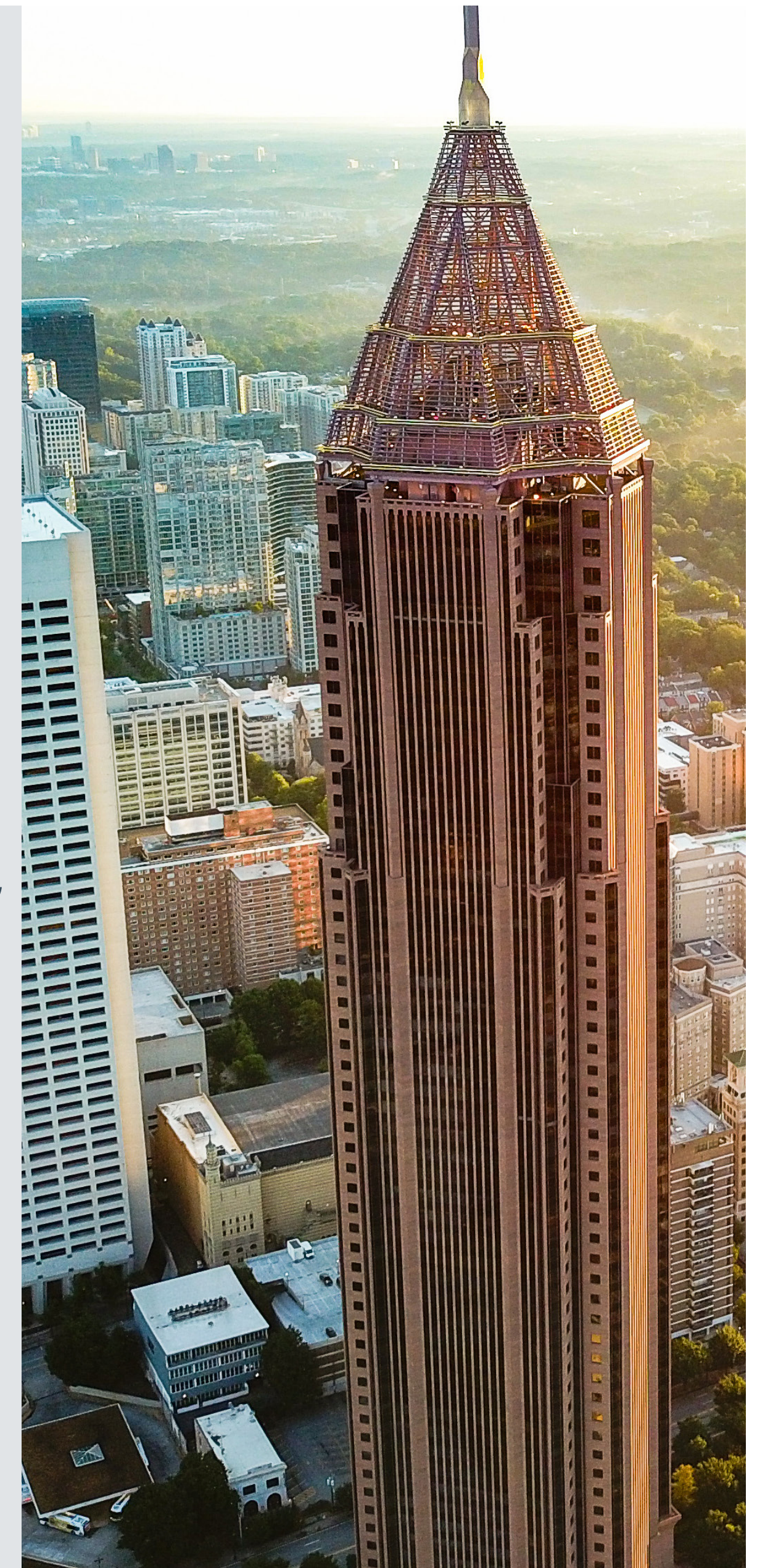
Metric of Success:

- 1) Inventory of currently existing creative sector convenings and forums
- 2) Assessment of corporate interest in regional collaboration with the creative sector (as part of the Arts and Culture and Creative Economy Report)

Lead: ARC

Support: To be determined upon completion of outreach activities.

Timeline: Year 5





ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Deliver skills education for underrepresented groups

ACTION 4.8

Prioritize removing barriers to entry and delivering skills education and workforce development for the creative sector.

Implementation Strategy:

- Identify and develop resources and funding mechanisms to increase greater income opportunities and business and career development for creatives in the region, specifically focusing on underrepresented groups.
- Explore, develop, and publicize public, private, and philanthropic opportunities to provide economic development low-interest loans to arts and culture and creative venues, schools, extracurricular programs, and creative incubators serving communities that lack arts and culture and other creative resources. If appropriate, such investment should also fund efforts to support community cultural training and preservation, including heritage tourism.
- Identify local governments, chambers of commerce, convention and visitors' bureaus, and other institutions (universities, religious institutions, etc.) that are already hiring underrepresented artists and creatives for local events and programs or hosting artist-in-residence programs or free (or discounted) studio space. Gather lessons learned and best practices to be shared with other local governments, chambers, and institutions throughout Metro Atlanta.

Metric of Success:

- 1) Promotion of programs to promote arts in culture in underserved communities
- 2) Inventory of groups and organizations currently engaged in employing creatives

Lead: ARC

Support: Regional Partners

Timeline: Year 5





ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Invest in infrastructure

ACTION 4.9

Invest in infrastructure to attract national business and talent growth.

Implementation Strategy:

- ARC will prioritize transportation investments that expand transit investments and build additional capacity for freight movement to attract businesses and talent to the region.
- Evaluate opportunities for consortium applications for BIL and other funding opportunities.
- Complete Phase 1 and Phase 2 of the Regional Transportation Plan.
- Improve transportation coordination utilizing our access to Hartsfield - Jackson Atlanta International Airport, extensive roadway network, public transportation, and ports.
- Continue to support freight planning efforts to preserve the regional supply chain.

Metric of Success:

- 1) Increased premium transit connections to major business sectors of the region
- 2) Increased intermodal connectivity and freight capacity on the regional roadway network

Lead: ARC

Support: Regional partners (Local governments, CIDs, etc.)

Timeline: Year 5

Foster emerging sectors

ACTION 4.10

Focus growth efforts on the emerging industry clusters.

Implementation Strategy:

- ARC to track the presence of emerging industries such as agricultural, manufacturing, and healthcare sectors and work with regional partners to increase the region's national competitiveness in these sectors. The ARC will also coordinate with regional economic development leaders to gauge what is needed to support these industries.

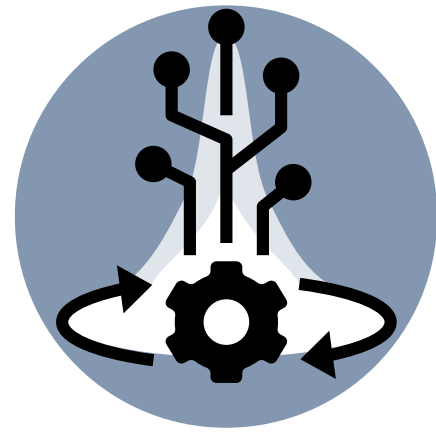
Metric of Success:

- 1) Number of new industries within the agricultural, manufacturing, and healthcare sectors.

Lead: ARC

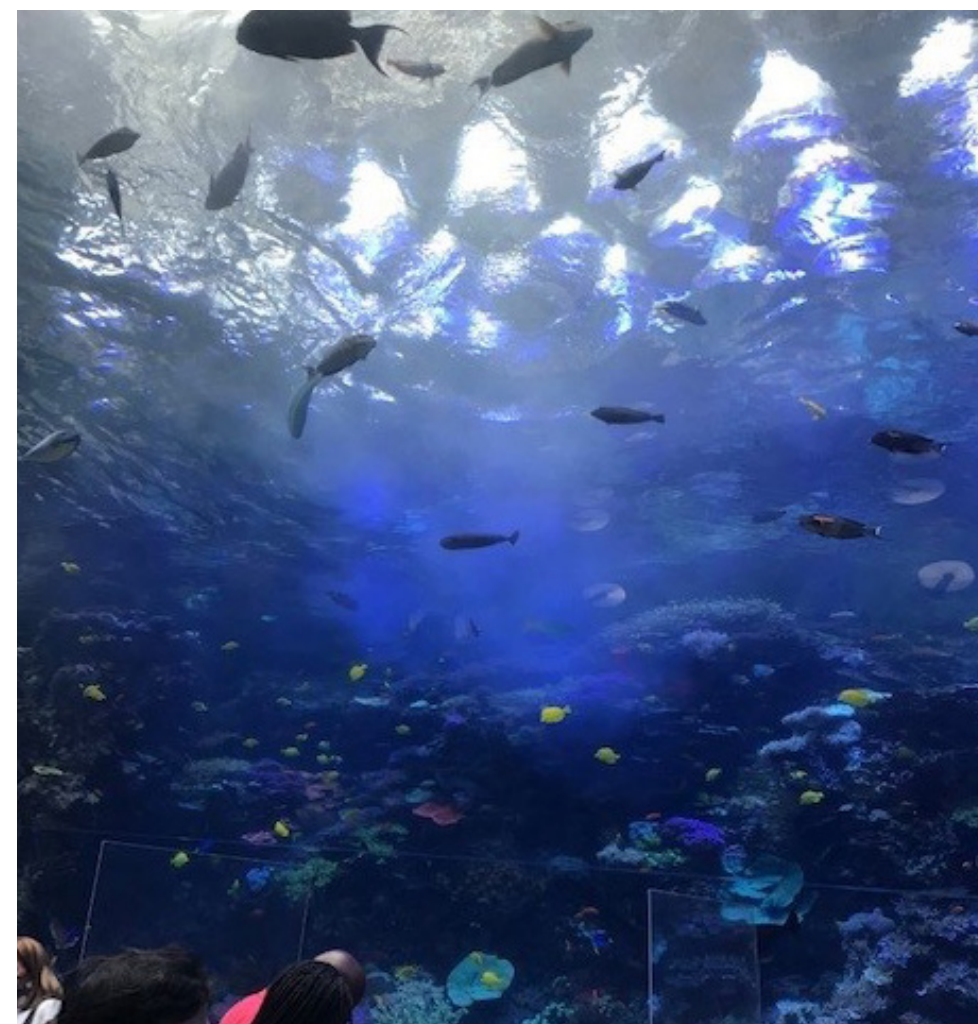
Support: Regional partners

Timeline: Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:
Ensure the Global and National Competitiveness of the Regional Economy



Address climate change

ACTION 4.11

Document and promote regional actions addressing climate change challenges to attract national industry and talent.

Implementation Strategy:

- Inventory the current regional policy framework for addressing climate change, including the policies that reduce carbon emissions, such as electric vehicles and clean energy.
- Develop a Climate Change Work Plan.
- Hold a periodic Climate Change Retreat.

Metric of Success:

- 1) Initial documentation of existing regional policies and annual inventory of policies moving forward.
- 2) Completion of a Climate Change Work Plan.
- 3) Establishment of a periodic Climate Change Retreat.

Lead: ARC

Support: Regional Partners

Timeline: Year 5

Complete investment projects

ACTION 4.12

Provide necessary resources to ensure successful completion of major development and investment projects.

Implementation Strategy:

- ARC to research landmark developments throughout the U.S. and abroad and inventory characteristics deemed desirable for the region.

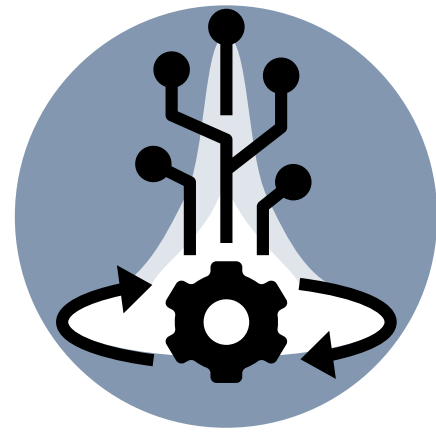
Metric of Success:

- 1) Number of new innovative development projects in the region.

Lead: ARC

Support: Regional Partners

Timeline: Year 5



ECONOMICALLY COMPETITIVE

GOAL 4:
Ensure the Global and National Competitiveness of the Regional Economy



Create a live-work-play environment

ACTION 4.13

Encourage development that creates a live-work-play environment to attract and retain talent.

Implementation Strategy:

- Research creative communities throughout the U.S. and inventory common characteristics that encourage live-work-play environments favorable to the creative community.
- Continue to fund and assist in the development of Livable Centers Initiative (LCI) and Community Development Assistance Program (CDAP) plans.
- Utilize LUCC and other forums and gatherings to discuss local community and organization needs to continue to develop in a sustainable way. Based on needs, develop solutions and resources.
- Update the Unified Growth Plan.

Metric of Success:

- 1) Inventory of current and emerging neighborhoods within the Atlanta region to identify areas for potential creative communities.

Lead: ARC

Support: Regional partners

Timeline: Year 5



7

LONG-TERM STRATEGIES



Atlanta Regional Commission

In addition to the Action Plan, some potential actions were identified through research of best practices and input from outreach activities.

These include actions that could be positive for the 11-county EDD but are not anticipated to be implemented within the next five years, given the number of actions in the 2023-2027 CEDS Action Plan and the need for additional coordination to introduce these actions to develop the processes to achieve these actions. For ease of review, they have been organized by the CEDS goal they would work to achieve. Case studies have been provided to provide an example of the action.

BUILD ON SUCCESS



1. Number of new innovative development projects in the region
2. Connect Title 1 schools to innovation hub companies
3. Explore business tax incentives to eliminate youth poverty

REINFORCE EQUITY



4. Measure the reduction of demand for affordable housing
5. Establish an Electronic Entrepreneurship Marketplace
6. Investigate the creation of an Atlanta Stock Exchange

ECONOMICALLY COMPETITIVE



7. Investigate the creation of a Family Business Loan Program



BUILD ON SUCCESS

GOAL 1: Build on Previous Successes to Promote the Economic Resiliency and Prosperity of all Residents, Businesses, and Communities in the Region



Number of new innovative development projects in the region.

STRATEGY 1

Host and moderate a meeting to introduce performance software technology to enable area governments to measure costs and benefits, ROI, through education on economic scenario planning software, enterprise resource planning (ERP), and other fintech accounting systems (such as LOCI, Envision Tomorrow, etc.).

Implementation Strategy:

- ARC to convene a meeting to introduce and demonstrate return-on-investment software to regional economic partners. Given their importance as regional partners in the Atlanta economic development process, initial coordination with Georgia Tech is also recommended to discuss the application of LOCI software to the region.

Metric of Success:

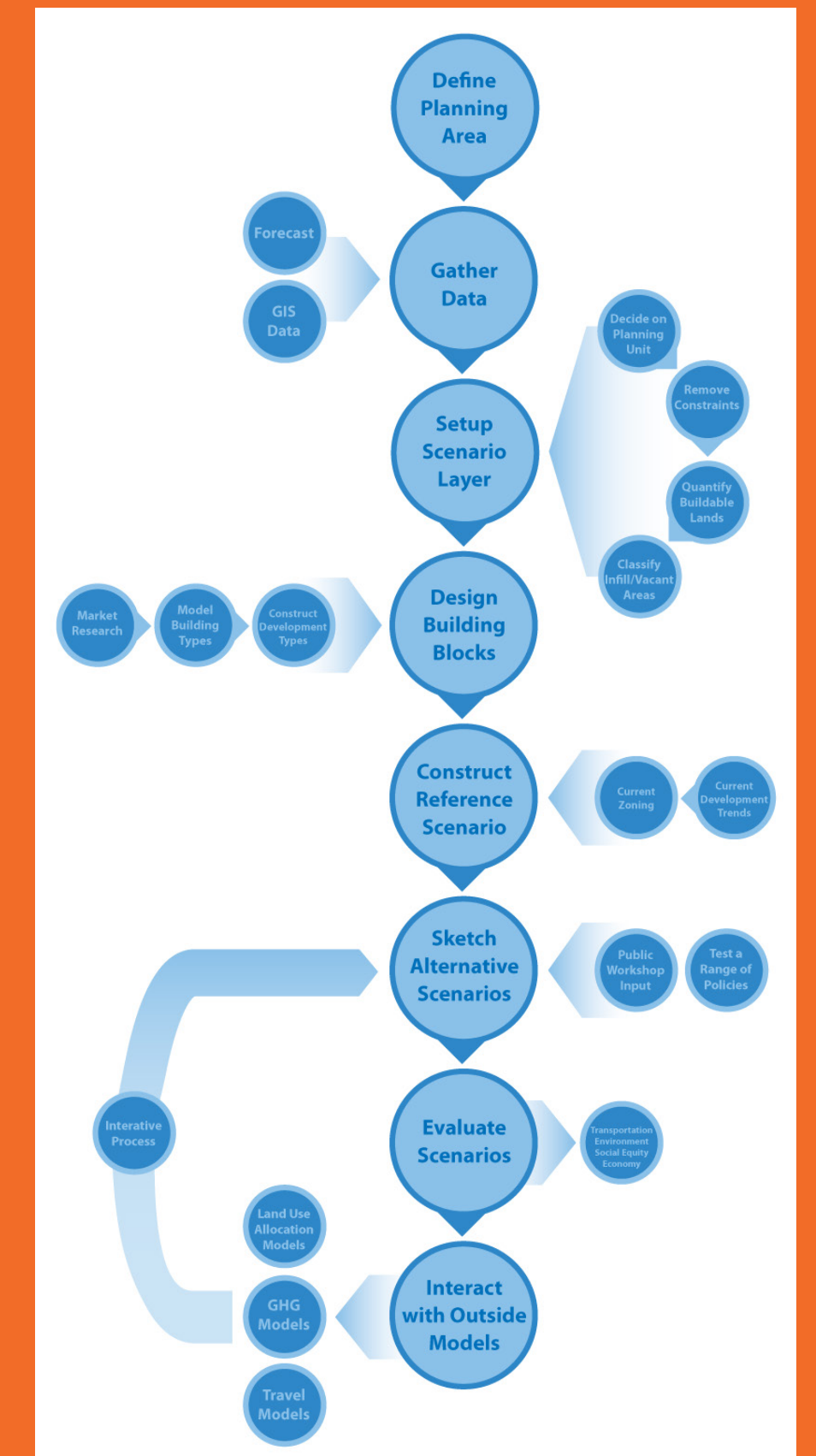
- 1) Document the meeting and recommendations for the next steps for software integration. Follow-up steps would include the utilization of software if recommended.

LOCI Software



www.lociapp.com/about.html

Envision Tomorrow



envisiontomorrow.org/et-intro



REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Connect Title 1 schools to innovation hub companies

STRATEGY 2

Connect Title 1 schools to innovation hub companies to preemptively eliminate youth poverty in the region. Establish a benchmark year to systematically evaluate the number of Title 1 Schools and the number of youths in poverty collaborating with technology companies.

Implementation Strategy:

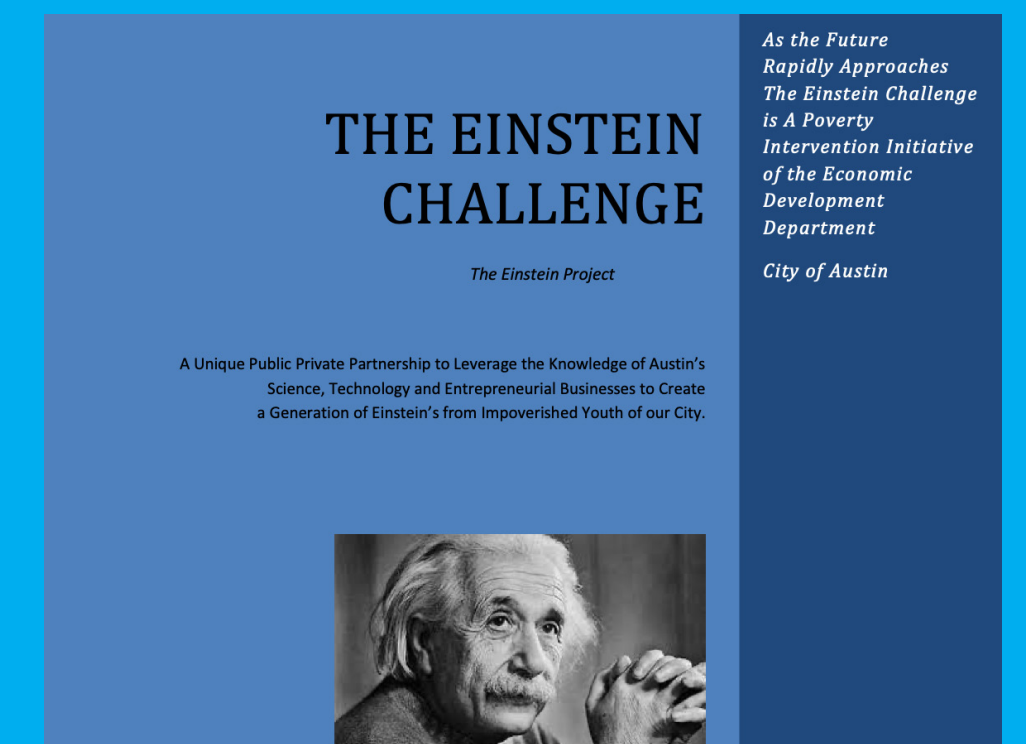
- ARC to convene a meeting with regional educational leaders and local government leaders to start the dialogue for the program.

Metric of Success:

- 1) Meeting with regional educational leaders to start the dialogue for the program and present successful examples from around the U.S. Should a program be established, the ARC would coordinate with implementing agencies to measure the number of Title 1 Schools and the number of youths in poverty collaborating with technology companies.

Einstein Challenge

www.austintexas.gov





REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Explore tax incentives to eliminate youth poverty

STRATEGY 3

Encourage Metro Atlanta cities and counties to explore business tax incentives to companies that will systematically tutor (or use educational, not-for-profit proxies) youth in poverty for entrepreneurship, STEM, and the creative sector. Use incentives to scale up the provision of innovation cluster jobs, internships, technology site tours, coding summer camps, and science and entrepreneurial fairs to eliminate upstream youth poverty.

Implementation Strategy:

- ARC to conduct initial meetings with jurisdictions and area non-profits to gauge the level of interest for the program within each jurisdiction within the EDD. Upon development of programs, ARC will reach out to participating jurisdictions annually for results.

Metric of Success:

- 1) Document discussions with education and local government leaders throughout the EDD regarding the potential for tax incentives. Should programs be established, the ARC will document the number of low-income youths tutored.

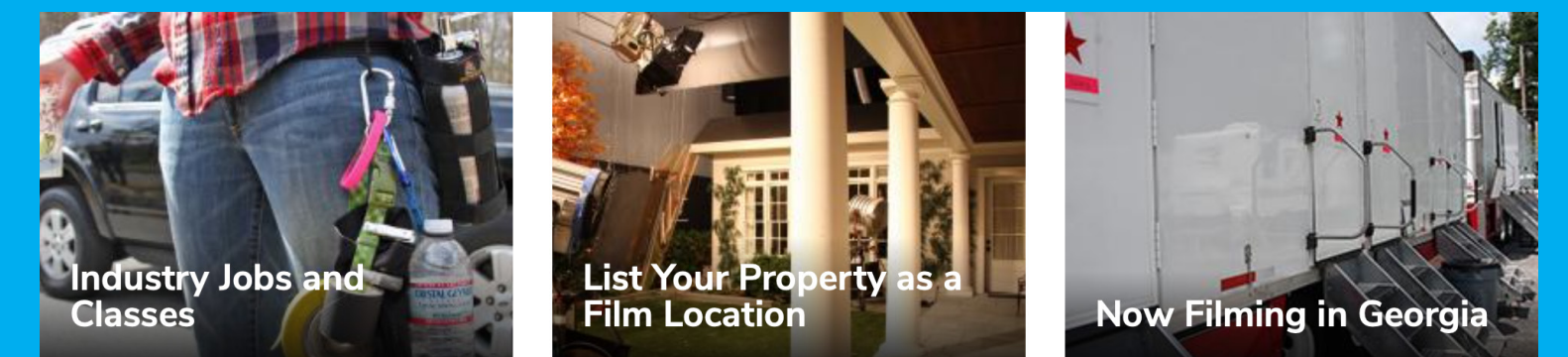
Brookings Institute



Forbes

Forbes Governments And Private Partners Must Work To Bridge The Digital Divide

Georgia Department of Economic Development





REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Measure the reduction of demand for affordable housing

STRATEGY 4

Develop a methodology to measure the reduction of demand for affordable housing resulting from the implementation of equitable CEDS strategies.

Implementation Strategy:

- ARC to introduce the topic at the Atlanta Housing Forum and solicit input on potential measures.

Metric of Success:

- 1) The development of a regional process to track the demand for affordable housing.

HUD



In cities like New York, households often face considerable rental burdens and high costs of living.

Establish an Electronic Entrepreneurship Marketplace

STRATEGY 5

Promote the establishment of an Electronic Entrepreneurship Marketplace for the region hosted at ARC, and educational institutions, which educates and connects parents, children and school counselors to companies and NGOs that offer free tutoring, internships, science fairs, computer camps, entrepreneurship, coding, onsite tours, and technology skills to youth in poverty.

Implementation Strategy:

- ARC to coordinate with their communications to create the marketplace.

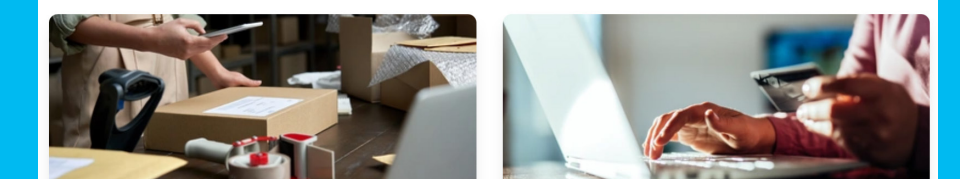
Metric of Success:

- 1) Document the Marketplace and its acceleration of new talent into the regional, national, and global economies as a generation of entrepreneurs and STEM leaders.

[Entrepreneur.com](https://www.entrepreneur.com)

Online Marketplace

Most Popular





REINFORCE EQUITY

GOAL 2: Reinforce Equity as the Foundation for Regional and Local Initiatives



Investigate the creation of an Atlanta Stock Exchange

STRATEGY 6

Foster access to capital for entrepreneurs by convening venture capital, angel investors, and stockbroker leadership to investigate the creation of an Atlanta Stock Exchange (such as those in other cities to provide access to capital for innovators, startups, and small businesses.

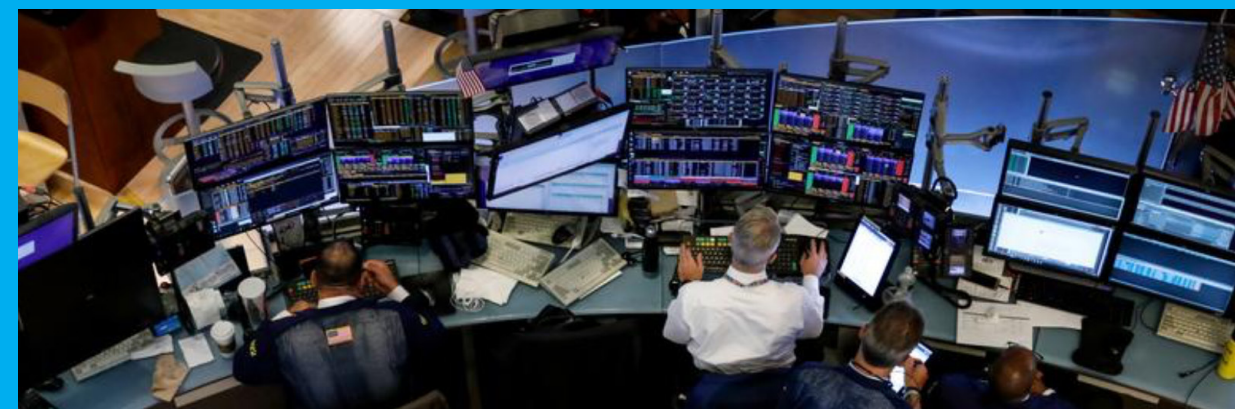
Implementation Strategy:

- ARC will spearhead an initial meeting with the Federal Reserve Bank representative, local lending institutions, and regional Chambers of Commerce to discuss the establishment of the program.

Metric of Success:

- 1) Measure initial success by the establishment of the Exchange and favorable investments.

[Reuters](#)



Investigate the creation of a Family Business Loan Program

STRATEGY 7

Investigate the creation of a Family Business Loan Program using HUD 108 allocations to increase small business access to capital and measure loans and jobs.

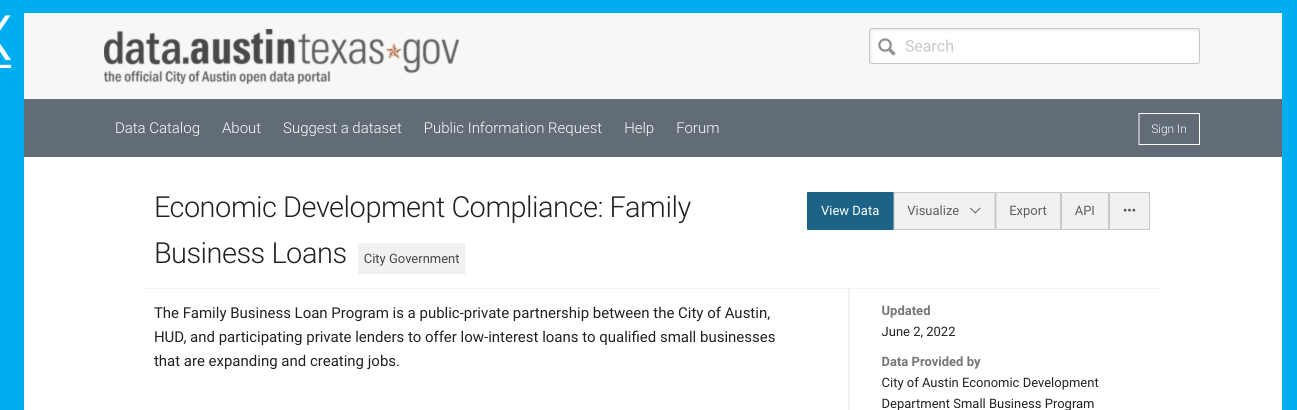
Implementation Strategy:

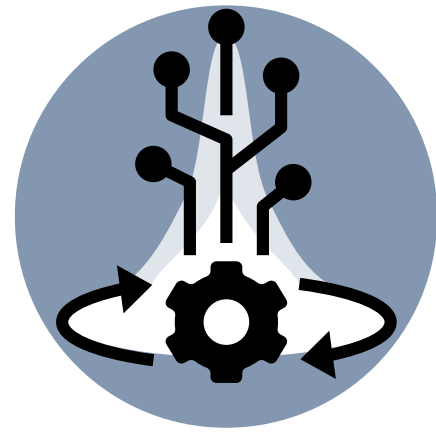
- ARC will spearhead an initial meeting with the Federal Reserve Bank representative, local lending institutions, and regional Chambers of Commerce to discuss the establishment of the program.

Metric of Success:

- 1) Document whether Family Business Loan Program was created. If the program is implemented, then ARC would work with the program administrators to track the number of loans issued through the program.

[Austin, TX](#)





ECONOMICALLY COMPETITIVE

GOAL 4:

Ensure the Global and National Competitiveness of the Regional Economy



Photo: Georgia Piedmont Technical College

Increase creatives' income opportunities

STRATEGY 8

Promote income opportunities for creatives in the region through partnership with local proprietors, vendors, film-makers, and other entities.

Implementation Strategy:

- ARC leadership and engagement to coordinate with venues, event organizers, foundations and other entities for information related to economic benefits of creative sector activities (festivals, films, SCAD, concerts, etc.).

Metric of Success:

- 1) Work with leaders to develop measures for the contribution of the creative (music, film, etc.) sector in terms of overall economic impact, heads, and hotel beds, in taxes generated, and jobs created.

Creatives Rebuild New York

CREATIVES
REBUILD
NEW YORK



Press

[Programs pilot guaranteed income for artists](#)

Kristin Schwab, *Marketplace*, July 5, 2022

[A universal basic income for artists? US cities are trying it](#)

Hakim Bishara, *Financial Times*, May 13, 2022

[Support for New Generations of Artists](#)

Jennifer Landes, *East Hampton Star*, February 24, 2022

[\\$125 Million Available for Artists in New York State](#)

Chronogram, February 20, 2022

8

ECONOMIC RESILIENCY



Atlanta Regional Commission

DEFINITION

The National Association of Counties (NACO) describes economic resilience “as a community’s ability to foresee, adapt to, and leverage changing conditions to their advantage.” The National League of Cities (NLC), in its’ 2021 State of the Cities report, found “that the COVID-19 pandemic exacerbated existing inequalities within and among American communities, especially for people of color. The report also found that access to reliable infrastructure was a key factor in determining how resilient cities and towns were in the face of COVID-19, with access to broadband and clean water protecting local economies and supporting residents as they adjusted to the “new normal of the pandemic.”

This CEDS builds on previous plans and research input, identifying strengths, weaknesses, opportunities, and threats in the current time frame. Extensive public engagement and recommended best new practices provided valuable input into evaluations. The economic resiliency platform presented is a collection of selected best practices to address potential economic recessions, mitigate disasters, and aid in rapid recovery. The focus on resilience is highlighted throughout this CEDS update. This includes inclusive strategies such as:

DIVERSIFICATION OF THE ECONOMY

Diversification of the economy reduces the reliance on and influence of the region’s larger corporations and industry sectors. The CEDS recommends that the most effective solution to economic resiliency is diversification to strengthen emerging economic sectors, nurture warm economic clusters (fashion, foods, fintech), and, most importantly, for creating human talent diversity. Furthermore, introducing the creative sector to the mainstream economic development framework also presents new opportunities for an increasingly diverse workforce. CEDS actions include coordination with economic development, community, non-profit, and educational leaders throughout the region to bring hundreds of thousands of persons with untapped talent into the economy, enabling small business growth, regional self-sufficiency, and self-reliance.

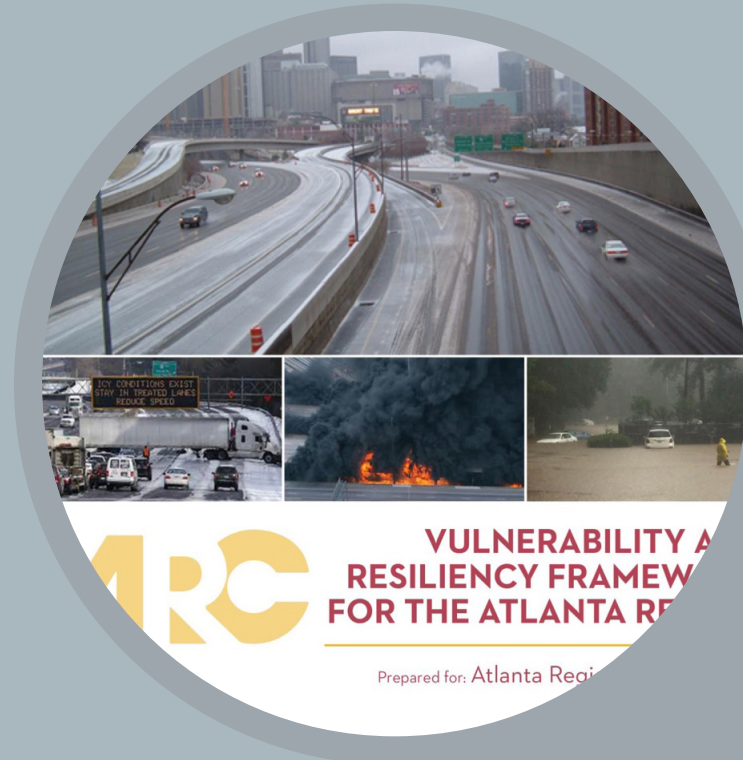
PROVISION OF INFRASTRUCTURE IN UNDERSERVED COMMUNITIES

Economic stability relies on a region’s infrastructure, including transportation, broadband, and the built environment. To expand the workforce and industry, the CEDS calls for actions that increase the provision of infrastructure throughout the region, particularly in traditionally underserved areas. These actions include policy recommendations to provide more transportation options, internet provision, housing opportunities, and innovation hubs throughout the region.

Information networks are an economic need that inhibits economic resiliency, education, and communication during business opportunities and disaster relief. Access to high-speed internet service, particularly in the more disadvantaged and rural areas, has the potential for major positive impacts on the economic prospects of all people and all businesses of the region pre- and post-disaster recovery.

REGIONAL
DOCUMENTS
ADDRESSING
RESILIENCY

Several documents promote economic resiliency and disaster preparedness resilience throughout the region. They include the following:



Vulnerability and Resilience Framework for the Atlanta Region



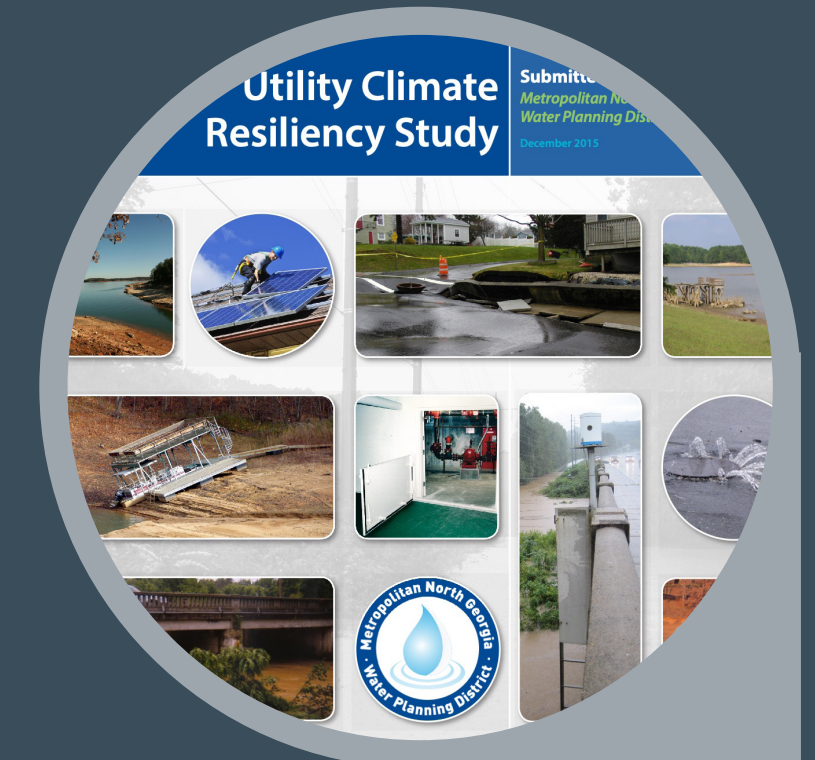
Atlanta Regional Evacuation Coordination Plan



ARC Presentation on Climate Change



Community Development Assistance Program



2015 Utility Climate Resiliency Study

9

OPPORTUNITY ZONES



Atlanta Regional Commission

ARC created an Opportunity Zone Prospectus located in Appendix D. There are three basic elements recommended by the EDA to be included to enhance the economic attractiveness of the region:

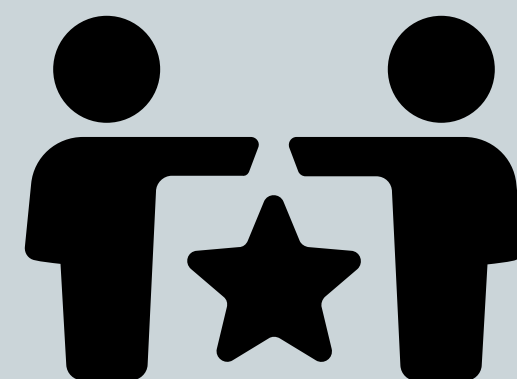
OPPORTUNITY ZONE MAP

Inventory/map the Opportunity Zones in the region: Provide a general overview of the Opportunity Zones within the larger regional context, while adding information on the communities in which the Opportunity Zones reside.



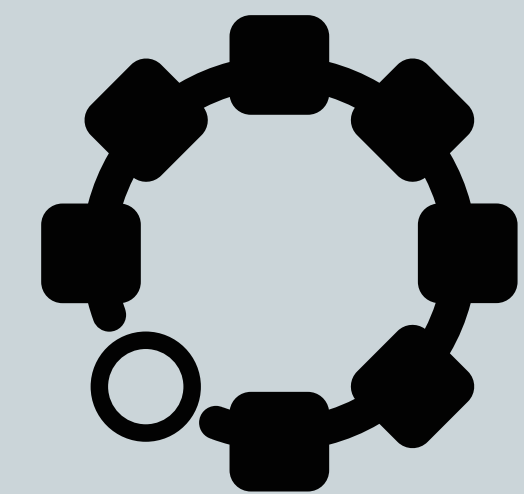
COLLABORATORS

Identify key partners/collaborations: Provide an overview of local/regional stakeholders involved with Opportunity Zones, including public/private/nonprofit organizations actively involved in the planning and implementing of community and economic development, regional self-sufficiency, and self-reliance.



LINK GOALS, PROJECTS AND DATA

Recognize linkages with the data, goals/objectives, and priority projects within the CEDS: Re-emphasize key data elements (including socio-economic data points and trends) from the CEDS that have a direct linkage to or impact on the individual Opportunity Zones as investment-ready locations.



Appendix A

PROFILE OF THE ATLANTA REGION



Appendix A: Profile of the Atlanta Region

Contents

Introduction	1
Demographic Profile.....	1
Racial Composition	2
Household Income	2
Household Income Distribution.....	4
Concentration of Poverty	4
Total Poverty	6
Youth and Senior Poverty.....	8
Business Community Profile.....	9
Metro Atlanta’s 20 Largest Employers	10
Cluster Analysis.....	10
Industry Clusters.....	11
Firm Size	13
Job Demand and Earnings	15
Self Employed Businesses.....	16
Self Employed Businesses by Race and Industry	17
Housing Profile	19
Household Tenure	20
Median Income Households.....	22
Housing Cost-Burden by Tenure.....	23
Travel to Work.....	23
Workforce Profile	25
Highest Educational Attainment.....	25
Four Year Degree Holders	26
Dropout Rates	27
Public Post-Secondary Education Earnings.....	28
Employer Business.....	29
Peer Region Comparison	30
Gross Domestic Product	30
Age	32
Poverty	33

Homelessness.....	34
Occupational Earnings.....	35
Job Demand.....	36
Home Prices	37
Change in Home Price and Income	39
Travel to Work.....	40
Education	41
Education by Race and Ethnicity	42
Self-Employment	43
Employment and Income	44
Employment by Industry	44
Employment by Industry Over Time	46
Employment by Occupation	47
Employment by Occupation Over Time.....	48
Input into SWOT Analysis	49

Introduction

The purpose of the profile is to present a clear understanding of the local economic environment, supported by current, relevant data. It also provides a data foundation for the SWOT Analysis (in the following section).

To devise a comprehensive economic development strategy for the Atlanta region, it is necessary to look at the regional economy's current context and drivers. This includes looking at where the Atlanta region stands in key metrics related to diversity, talent, business ownership, poverty, and affordability, among other metrics.

Observing growth or decline in these measures can point to recent positive change and necessary improvement. Additionally, comparing the region to its peers can further put trends into context and highlight unique Atlanta attributes to trends experienced throughout the nation.

This data report looks at the metrics, trends, and comparisons that were assessed as part of the planning process. These highlights relate to the four broad categories of:

- Demographic Profile
- Business Community Profile
- Housing Profile
- Workforce Profile

The study team also conducted a peer region comparison for comparable regions throughout the US related to the categories above.

Demographic Profile

The 11-County ARC and 29-County Atlanta MSA regions are comparatively diverse regions. An equitable economic development strategy for such a diverse region requires a careful look at high-level, county-level, and demographic-level trends. Highlights include:

- The ARC region has seen improvements in overall poverty rates, especially for children, higher median household incomes, and lower school dropout rates. However, with over 500,000 11-County residents in poverty, many disparities remain. As stated previously, approximately 700,000 residents in the Atlanta MSA live in poverty.
- While there has been a decline in poverty in several counties, several counties are still severely affected by poverty. For example, DeKalb has over 106,000 and Gwinnett has over 90,000 people in poverty.
- Youth poverty declined in all counties over this five-year period, with Clayton County experiencing the sharpest decline. Still, Gwinnett (36,000), Cobb (20,000) and Clayton (19,000) have significant concentrations of youth in poverty.
- While African American residents have seen the largest increase in median household income, they are still less likely to own their own business and earn less revenue than their peers in the same industry owned by other races.
- Poverty within the 11-county EDD is greater among the black population.
- Additionally, each of the 11 ARC counties have similar shares of educational attainment at certain levels, but variations exist in post-baccalaureate education achievement, particularly when observing by race and ethnicity.

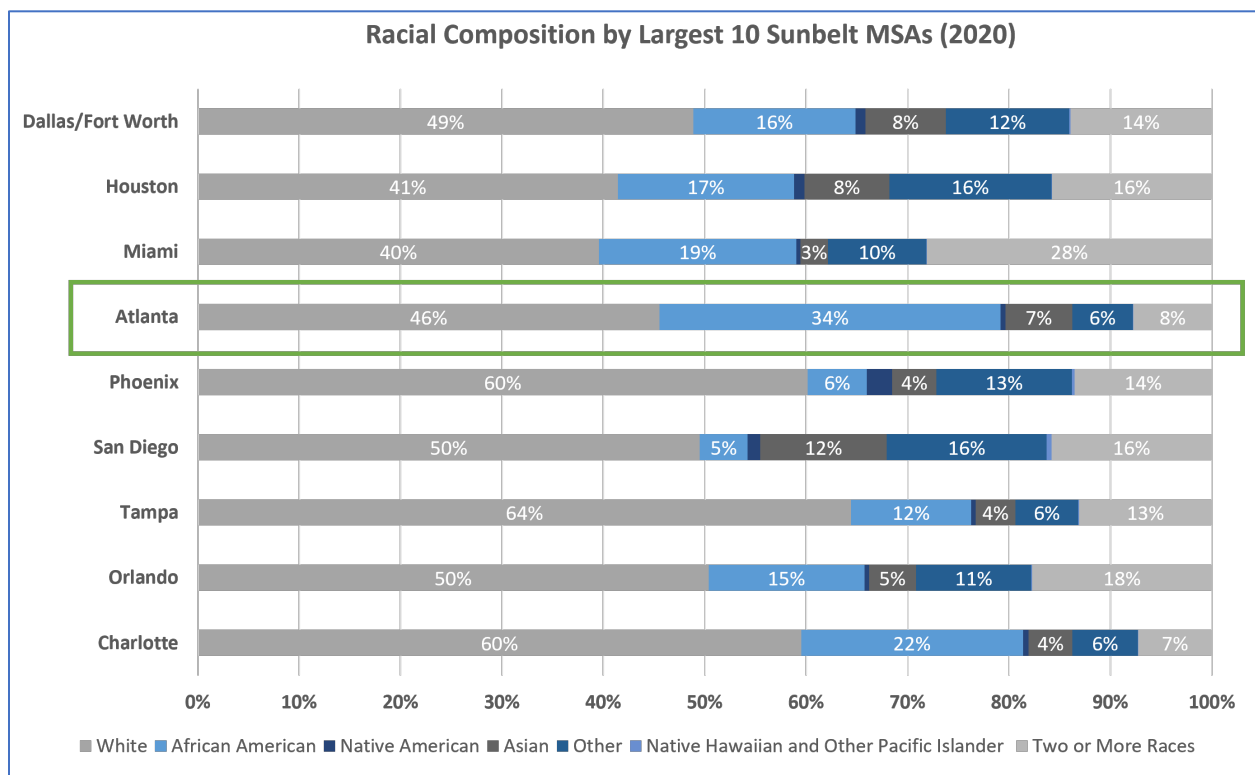
This section explores these trends, and others, in more detail.

Racial Composition

Figure 1 shows the racial composition of the Atlanta MSA compared to the nine other largest cities in the Sunbelt region. Highlights include:

- The Atlanta MSA is among one of the most diverse racially when compared to the largest MSAs in the Sunbelt region.
- The fourth largest in terms of population among the Sunbelt MSAs, our region is home to the largest share of African American residents.
- Of the other MSAs, the Atlanta region leads only Houston and Miami in its share of white residents.

Figure 1. Racial Composition by Largest 10 Sunbelt MSAs



Source: KB Advisory Group with data from U.S. Census Bureau 2020 Decennial Census

Household Income

Table 1 and Figure 2 highlight household income characteristics. Highlights include:

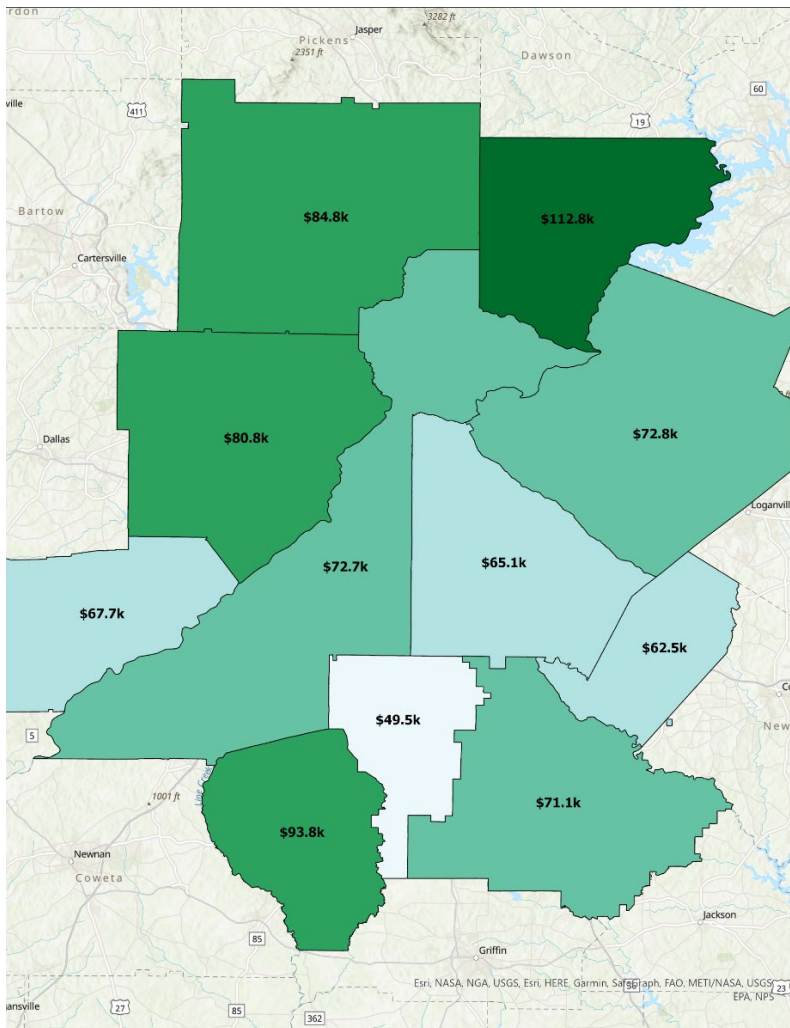
- Median household income for the entire ARC region increased from 2010-2020 across all major racial and ethnic groups.
- Comparing gains made by major racial and ethnic groups, the largest increase was among African American residents.

Table 1: ARC Region Average Median Household Income by Race and Ethnicity

	Median	White	Black/African American	Asian	Hispanic (Any Race)
2010	\$53,182	\$65,478	\$40,472	\$62,084	\$35,510
2020	\$75,784	\$83,860	\$68,972	\$87,467	\$58,492
Growth	\$22,602	\$18,382	\$28,500	\$25,383	\$22,982

Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2010 and 2020 Estimates

Figure 2. Median Household Income by ARC County (2020)

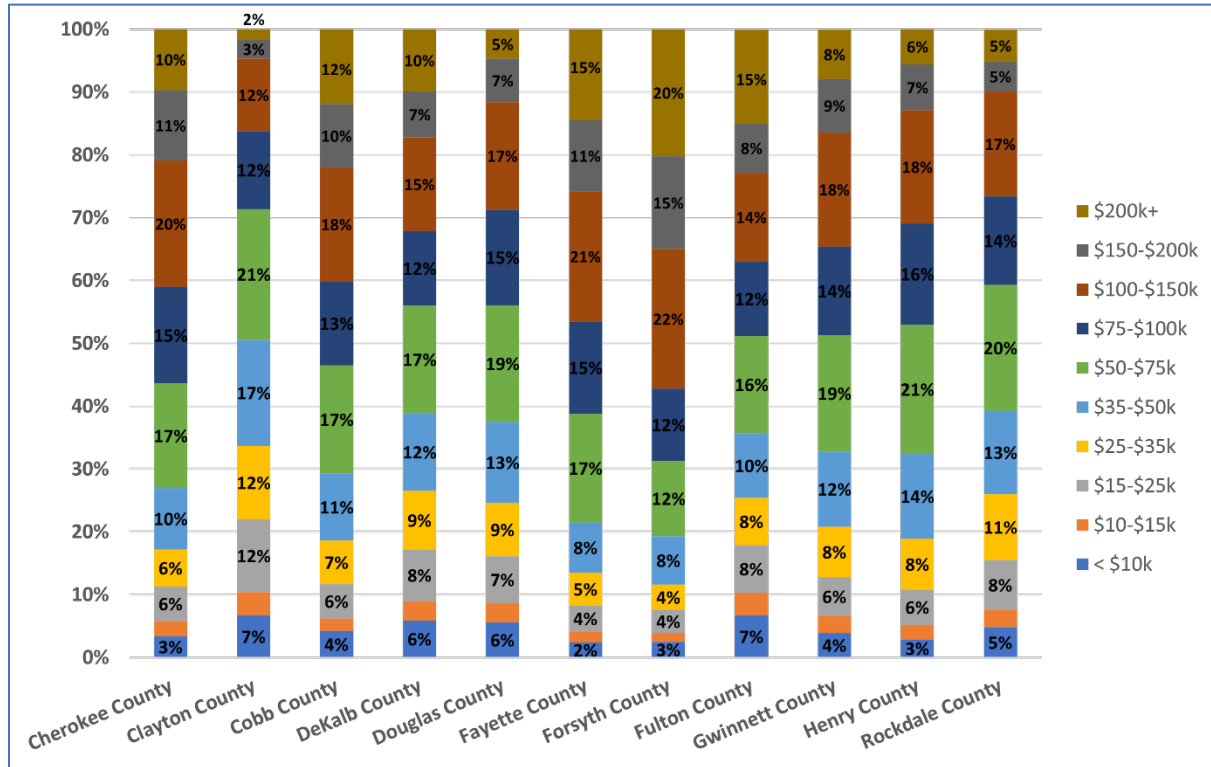


Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2010 and 2020 Estimates

Household Income Distribution

Across the ARC region, the distribution of median household income varies by county. While all the counties have similar shares of households making between \$75,000-\$100,000 annually, their respective shares of households at the highest and lowest ends of the distribution vary widely.

Figure 3. Median Household Income Distribution by ARC County



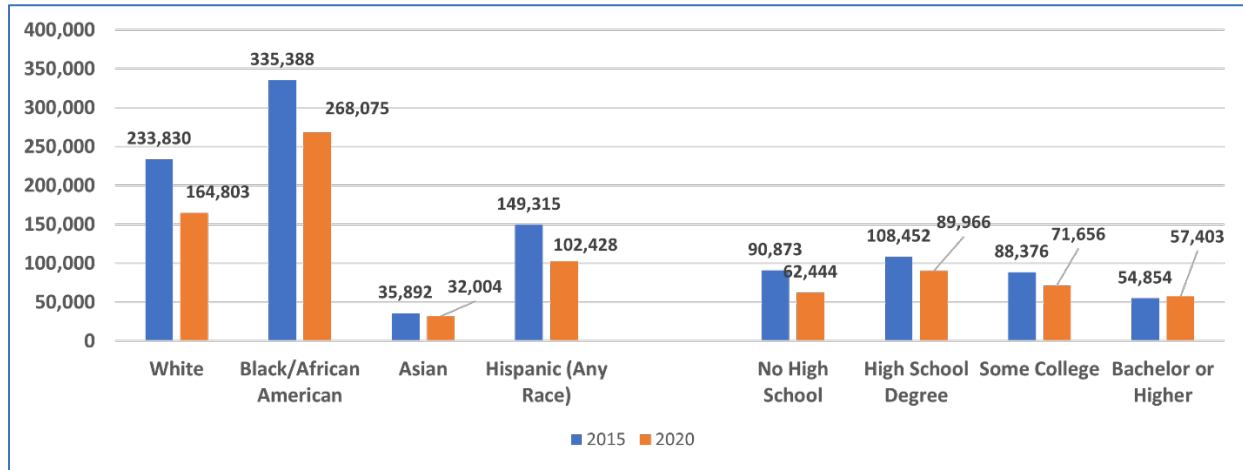
Source: KB Advisory Group with data from U.S. Census Bureau 2020 Decennial Census

Concentration of Poverty

Figure 4 and Table 2 highlight poverty concentrations. Highlights include:

- Poverty within the ARC region is concentrated in certain geographical areas and is greater among the black population.
- The ARC region has over 500,000 people living in poverty, and 1/5 of those are concentrated in Fulton and DeKalb counties.

Figure 4. ARC Region Concentration of Poverty (2020)



Source: KB Advisory Group with data from U.S. Census Bureau 2020 Decennial Census

Table 2: ARC Region Concentration of Poverty by ARC County (2020)

County	Total Poverty	Youth Poverty	Senior Poverty
Cherokee County	17,381	5,657	2,253
Clayton County	46,679	19,200	3,093
Cobb County	64,079	19,487	5,817
DeKalb County	106,725	38,623	8,749
Douglas County	16,427	5,618	1,469
Fayette County	5,237	1,176	944
Forsyth County	12,331	4,104	1,563
Fulton County	136,164	43,629	13,022
Gwinnett County	96,753	35,595	7,903
Henry County	20,842	7,950	1,672
Rockdale County	10,867	3,952	715
Total	533,485	184,991	47,200
Change from 2015	-150,979	-69,830	8,432

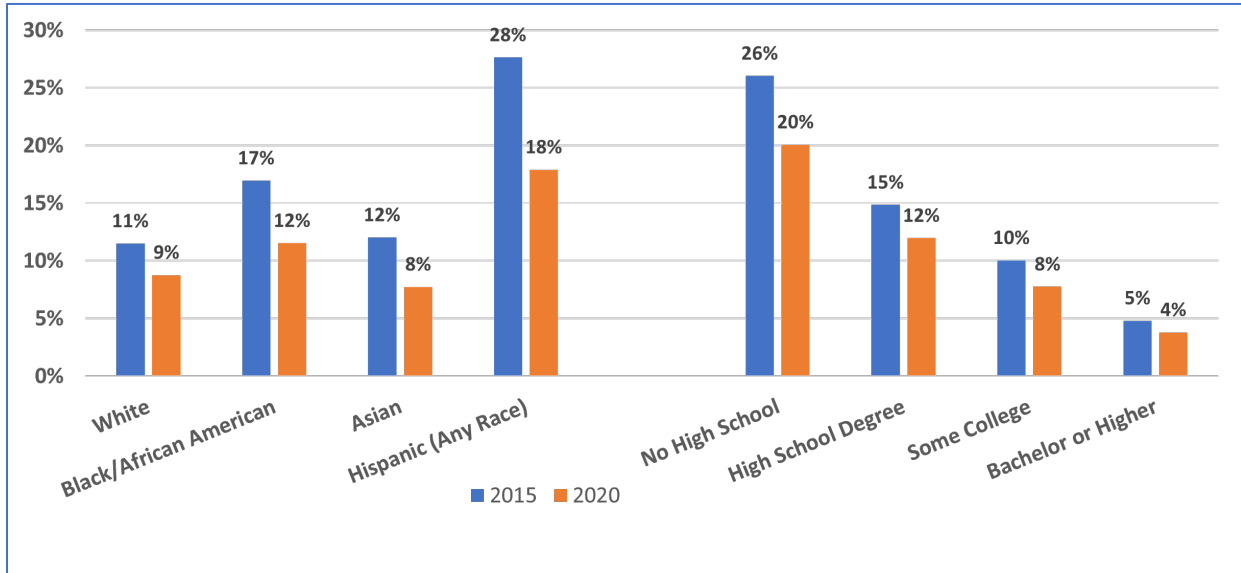
Source: KB Advisory Group with data from U.S. Census Bureau 2020 Decennial Census

Total Poverty

Figures 5 and 6 highlight total poverty. Highlights include:

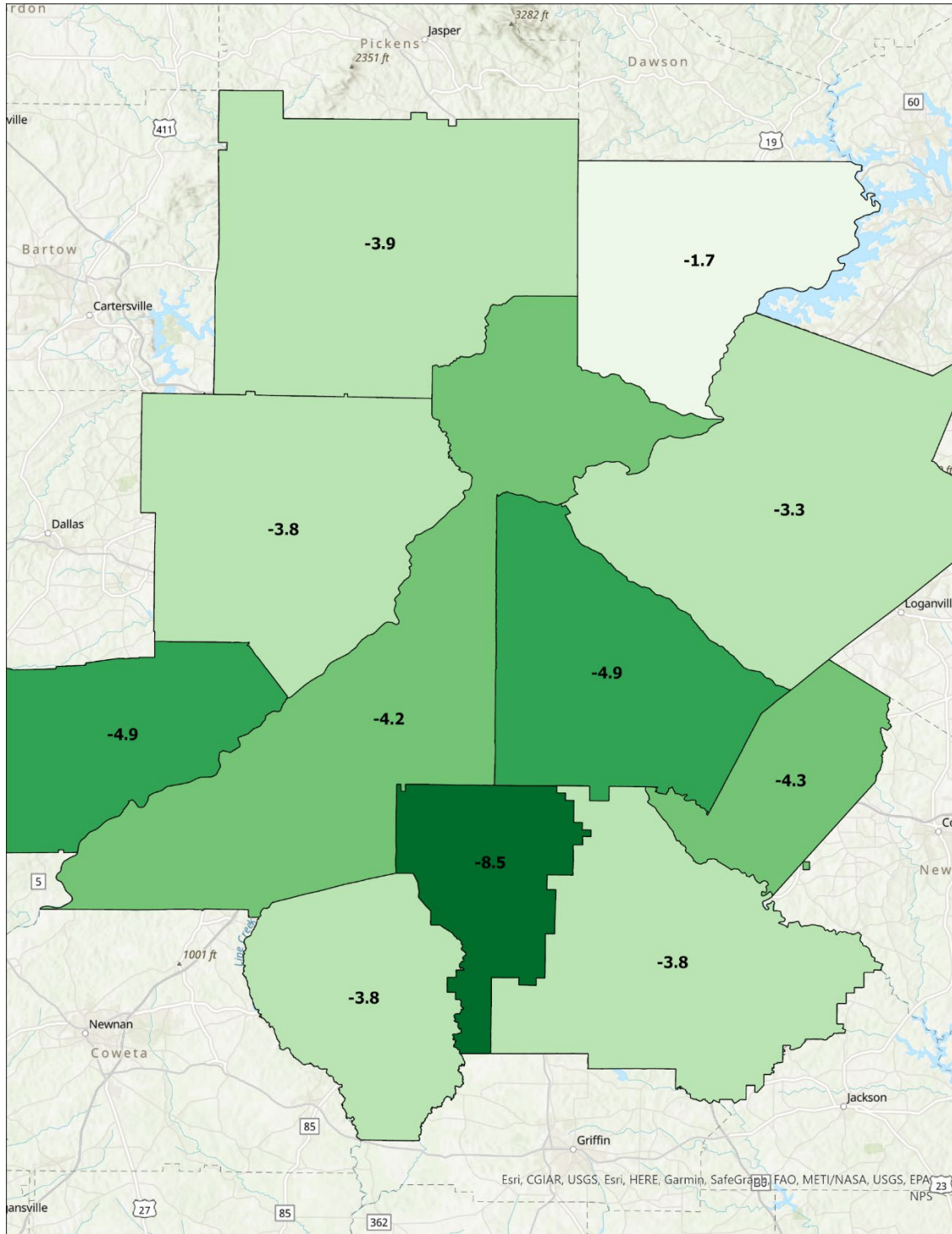
- Overall, poverty decreased across all major racial and ethnic groups as well as across all educational attainment levels from 2015-2020.
- Clayton County saw the highest improvement in lowering overall poverty, with a decline of almost 9%.

Figure 5. ARC Region Poverty Rates – Race and Education (2020)



Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2015 and 2020 Estimates

Figure 6. Percent Change in Number of People in Poverty by ARC County (2015-2020)



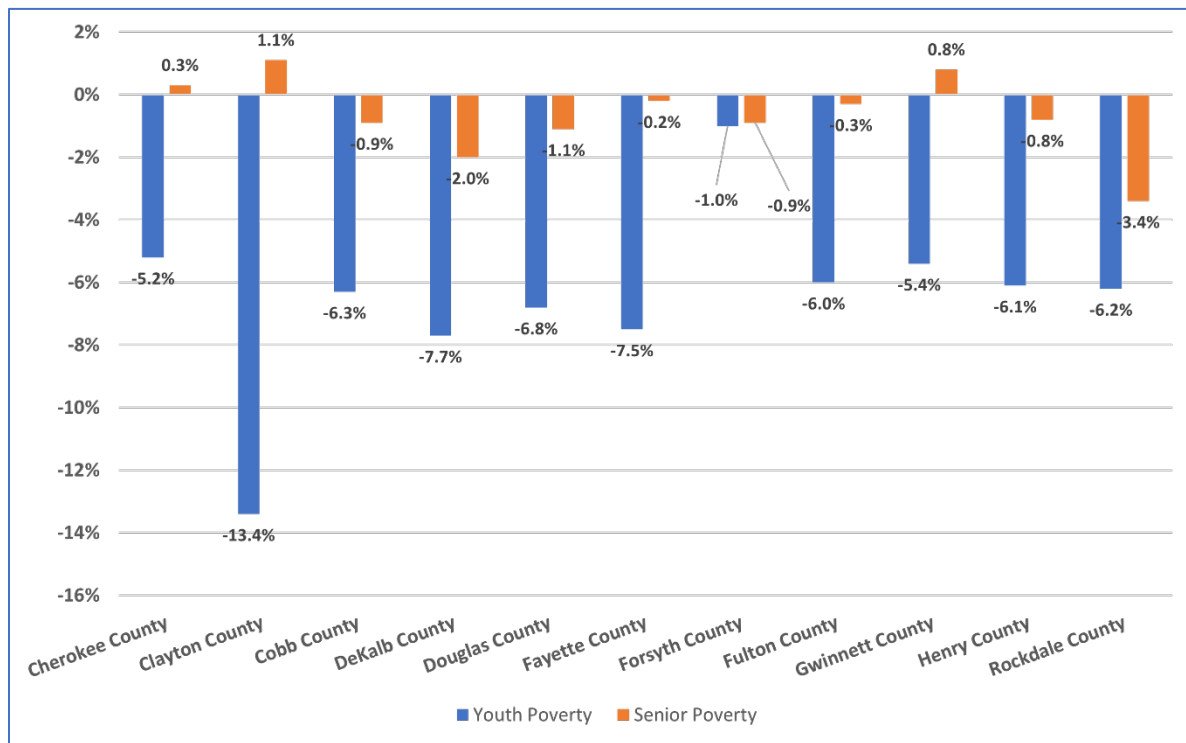
Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2015 and 2020 Estimates

Youth and Senior Poverty

Figure 7 shows the youth and senior poverty characteristics in the region. Highlights include:

- While there has been a decline in poverty in several counties, several counties are still severely affected by poverty. For example, DeKalb has over 106,000 and Gwinnett has over 90,000 people in poverty.
- Youth poverty declined in all counties over this five-year period, with Clayton County experiencing the sharpest decline. Still, Gwinnett (36,000), Cobb (20,000) and Clayton (19,000) have significant concentrations of youth in poverty.
- Senior poverty rates declined in all counties within the ARC region except for Cherokee, Clayton, and Gwinnett counties. While these areas did increase, they did so by less than 2%.

Figure 7. Percent Change in Poverty by ARC County – Youth and Senior Poverty (2015-2020)



Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2015 and 2020 Estimates

Business Community Profile

Economic development objectives noted in this CEDS include increasing the ARC region’s equitable economic focus, promoting economic resiliency, and strengthening the regional economy.

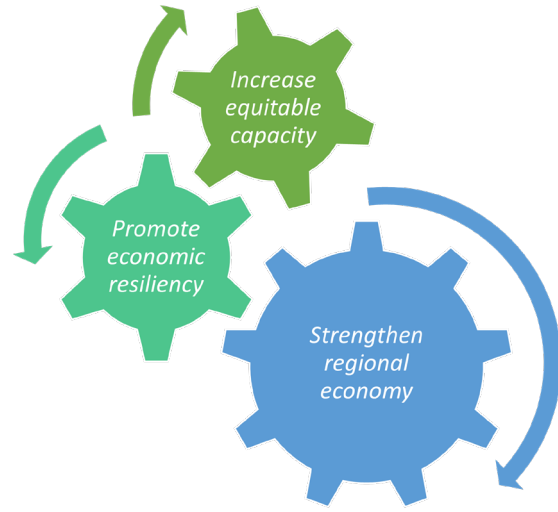
To meet these goals, uncovering the current business and industry context provides helpful insights.

The Atlanta region is an engine for economic prosperity within the state, with all its industries transforming and growing as well as new ones emerging. Some of the largest firms in the region employ a majority of the region’s workforce.

However, smaller and medium sized firms have steadily been growing in their position as net job creators.

Highlights of the Business Community Profile include

- As January 2021, many of the largest employers in the region are in the medical/healthcare sector, including Northside (23,600), WellStar (17,740), and Piedmont (16,000).
- The region’s school systems are also major employers in the region, including Emory University (32,600), Gwinnett Public Schools (21,500), Cobb Public Schools (12,180), and Fulton County Public Schools (11,170).
- None of the primary industry sectors declined during the pandemic. All maintained their overall share of the national growth in these industry sectors.
- Nearly 60% of those employed in the Atlanta MSA in 2019 were employed by the largest firms (500+ employees). However, only 3% of all firms in the region have at least 500 employees and these large firms represent just over 66% of the region’s overall payroll.
- The jobs with the highest demand in the Atlanta MSA are not always the highest paying.
- Despite offering the two highest median annual earnings after adjusting for cost of living, management and computer & mathematics occupations were high in demand in the Atlanta MSA for 2021 but were not in the top three occupations demanded.



Metro Atlanta's 20 Largest Employers

Table 3: Metro Atlanta's 20 Largest Employers

Employer	Full-Time Metro Area Employees (as of 12/31/20)	Employer	Full-Time Metro Area Employees (as of 12/31/20)
Emory University	32,594	Publix	10,757
Delta Air Lines	27,535	Children's Healthcare of Atlanta	7,711
Northside Hospital	23,600	Cox Enterprises	7,417
Gwinnett County Public Schools	21,493	Argenbright Holdings	7,410
The Home Depot	18,600	State Farm	7,300
Wellstar Health Systems	17,740	Georgia Institute of Technology	7,180
Piedmont Healthcare	16,000	Northeast Georgia Health System	7,035
Cobb County Public Schools	12,179	Georgia State University	5,550
UPS	11,300	Cherokee County Public Schools	5,000
Fulton County Public Schools	11,172	Grady Health System	4,928

- Education
- Private Business
- Medical/Healthcare

Source: KB Advisory Group with data from the Atlanta Business Chronicle

Cluster Analysis

Cluster Analysis Definition:

A geographically bounded concentration of interdependent businesses with active channels for business transactions, dialogue, and communications, and that collectively shares common opportunities and threats (Rosenfeld 1997)

“A cluster is more than just the largest firms in a local area – it is the network of interrelated firms that buy and sell from the same suppliers, share markets, and are supported by a common specialized infrastructure” (Leigh and Blakely, p. 205)

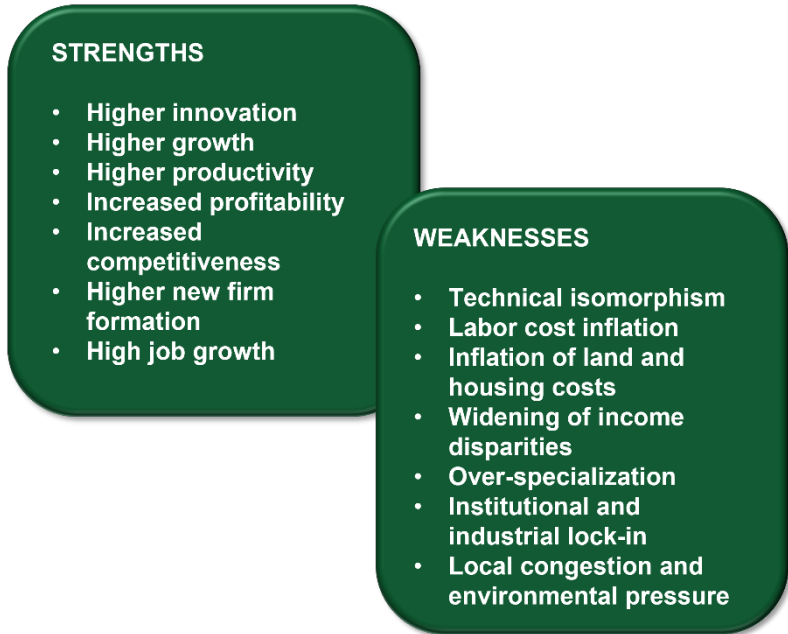


Table 4: Atlanta MSA Employer Businesses by Race and Gender (2019)

	Not Locally Competitive	Locally Competitive
High-Local Concentration	Transforming <i>(Concentrated, but Declining Local Share of National Growth)</i>	Growing <i>(Concentrated, and Increasing Local Share of National Growth)</i>
Low-Local Concentration	Declining <i>(Not Concentrated, and Declining Local Share of National Growth)</i>	Emerging <i>(Not Concentrated, but Increasing Local Share of National Growth)</i>

Industry Clusters

The five most concentrated industry clusters within the Atlanta region are:

- Information
- Management
- Transportation and Warehousing
- Admin. and Waste Management
- Wholesale Trade

These clusters remained the same throughout the pandemic and in some cases, such as the Information industry, the cluster grew.

Adding in the local competitiveness of the industries in Atlanta based on growth trends, the industries in the region could be classified as either Growing, Transforming, Declining or Emerging, as noted in Table 4.

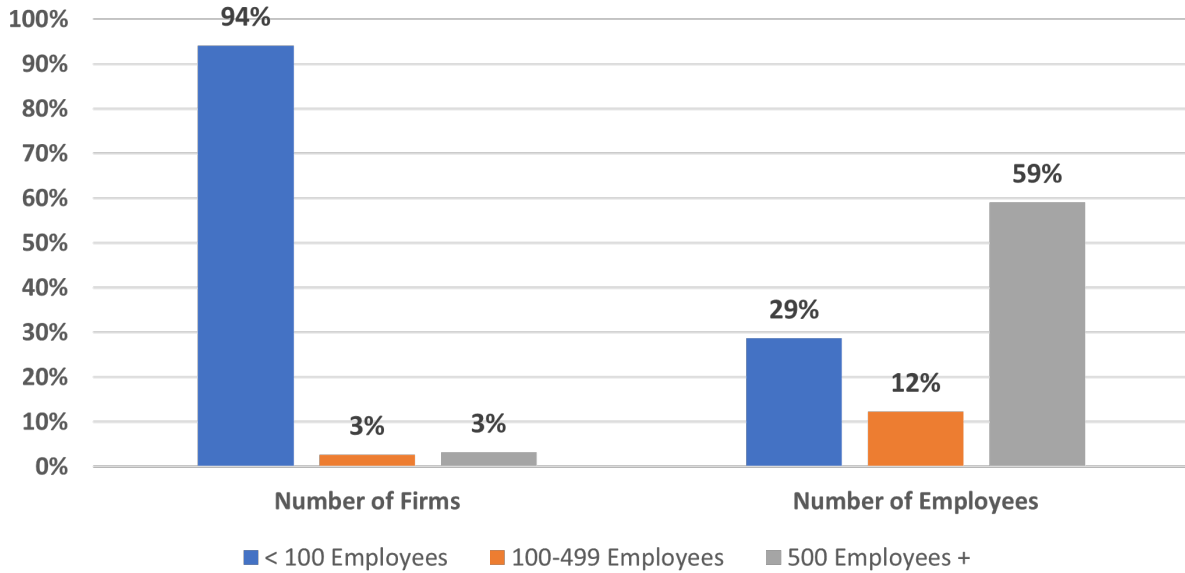
Figure 8. Industry Cluster Analysis



Firm Size

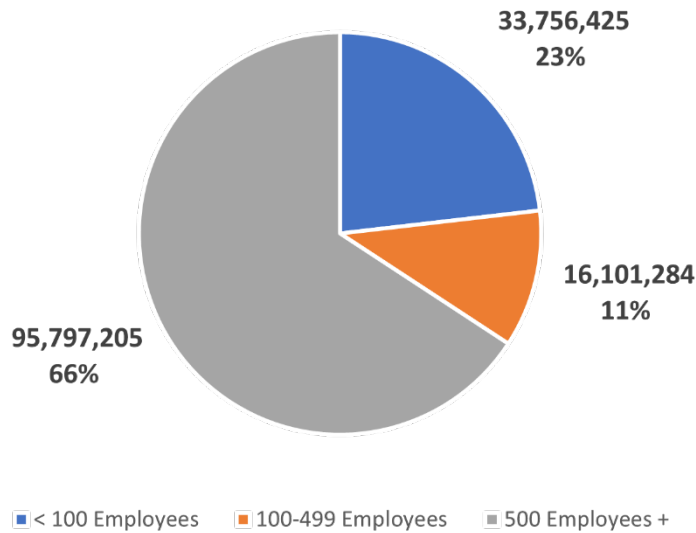
Nearly 60% of those employed in the Atlanta MSA in 2019 were employed by the largest firms (500+ employees). However, only 3% of all firms in the region have at least 500 employees and these large firms represent just over 66% of the region’s overall payroll.

Figure 9. Share of Firms in Atlanta MSA (2019) – Number of Firms and Share of Employees



Source: KB Advisory Group with data from U.S. Census Annual Business Survey (2020) and Business Dynamics Survey (2019)

Figure 10. Annual Payroll of All Firms in Atlanta MSA (\$1,000, 2019)

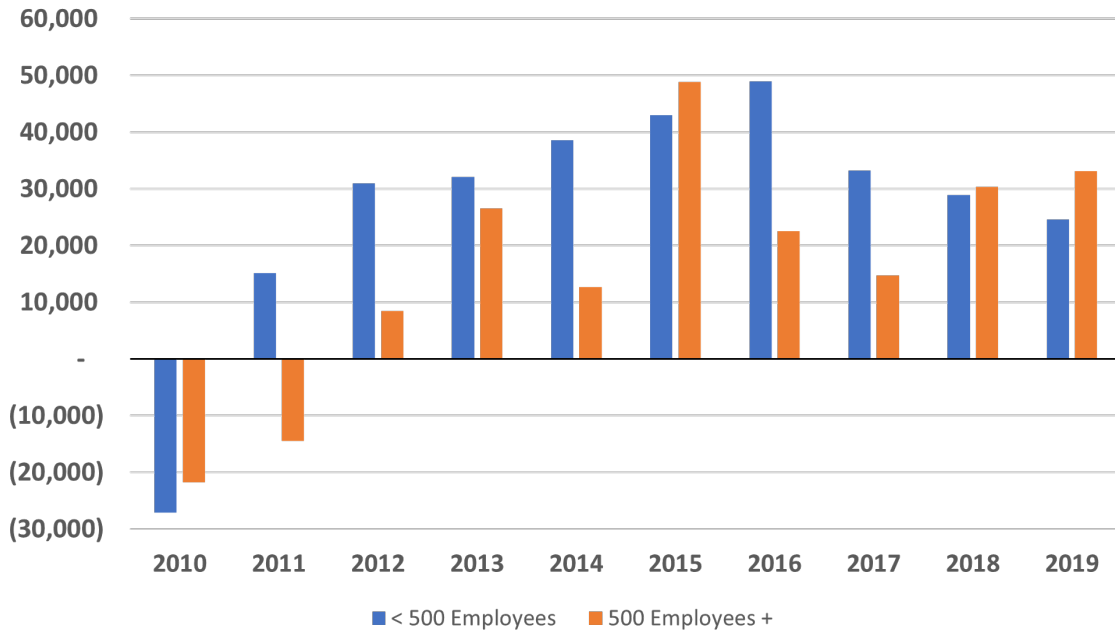


Source: KB Advisory Group with data from U.S. Census Annual Business Survey (2020) and Business Dynamics Survey (2019)

Over the past decade, firms with less than 500 employees have been larger net creators of jobs within the region, creating nearly 270,000 jobs vs. 161,000 jobs created by firms with more than 500 employees.

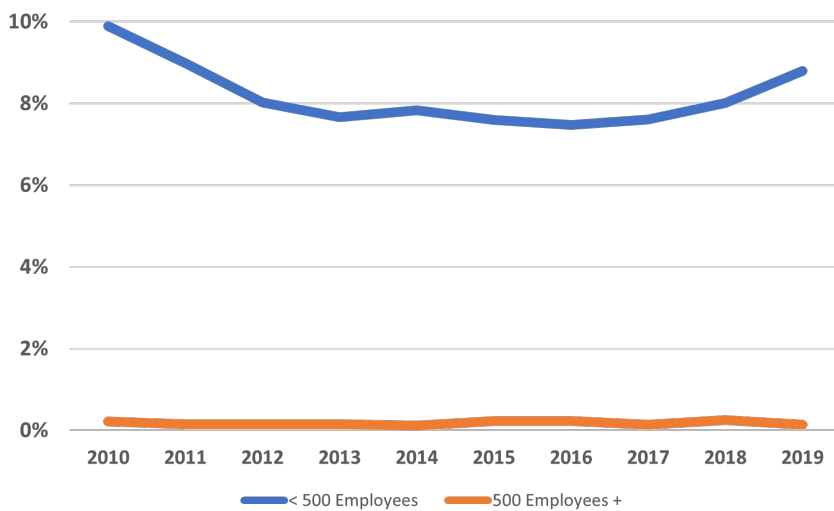
For the past decade, the largest firms have consistently had longer longevity compared to smaller firms within the region.

Figure 11. Net Job Creation of Firms in Atlanta MSA



Source: KB Advisory Group with data from U.S. Census Annual Business Survey (2020) and Business Dynamics Survey (2019)

Figure 12. Annual Closure Rate By Firm Size in Atlanta MSA



Source: KB Advisory Group with data from U.S. Census Annual Business Survey (2020) and Business Dynamics Survey (2019)

Job Demand and Earnings

- The jobs with the highest demand in the Atlanta MSA are not always the highest paying.
- Despite offering the two highest median annual earnings after adjusting for cost of living, management and computer & mathematics occupations were high in demand in the Atlanta MSA for 2021 but were not in the top three occupations demanded.
- Of the 22 occupational categories, only four offer adjusted median annual earnings that would allow someone to earn at least the MSA’s median household income of \$75,784.

Table 5: Average Monthly Job Postings (2021) and Cost of Living Adjusted Median Annual Earnings

Occupation	Average Monthly Job Postings (2021)	Cost of Living Adjusted Median Annual Earnings
Transportation	24,135	\$34,351
Healthcare & Technical Ops	23,955	\$71,786
Sales	22,519	\$31,620
Management	21,566	\$117,307
Computer & Mathematics	21,363	\$96,742
Office & Admin. Support	18,943	\$39,770
Business & Finance	13,075	\$73,489
Food Prep. & Serving	10,125	\$22,100
Install., Maint. & Repair	9,669	\$50,887
Production	5,570	\$35,943
Healthcare Support	5,330	\$30,520
Education & Library	4,183	\$54,503
Architecture & Engineering	4,019	\$85,341
Building Maintenance	3,871	\$28,011
Art, Entertainment & Media	3,821	\$53,103
Protective Services	2,492	\$41,907
Personal Care	2,332	\$25,616
Const. & Extraction	1,993	\$45,291
Community & Social Services	1,461	\$47,934
Life, Physical & Social Science	1,395	\$72,683
Legal	1,120	\$81,727
Farming	121	\$28,454

Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Self Employed Businesses

Within the Atlanta MSA, those who own a business where they are the only employee (also known as self-employed or non-employer businesses) are more likely to be owned by white men. These same white male-owned businesses likewise represent the largest shares of revenue for self-employed firms.

Figure 13. Atlanta MSA Self-Employed Business Owners by Gender (2018)

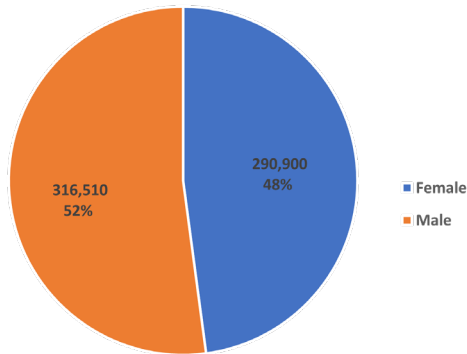


Figure 14. Atlanta MSA Self-Employed Business Owners by Race (2018)

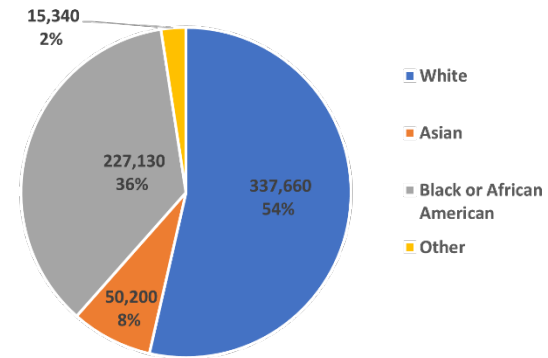


Figure 15. Atlanta MSA Self Employed Business Owner Revenue (\$1,000s) by Race (2018)

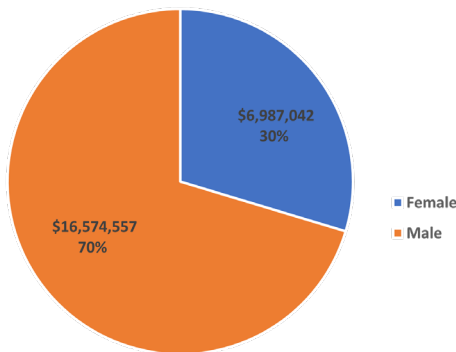
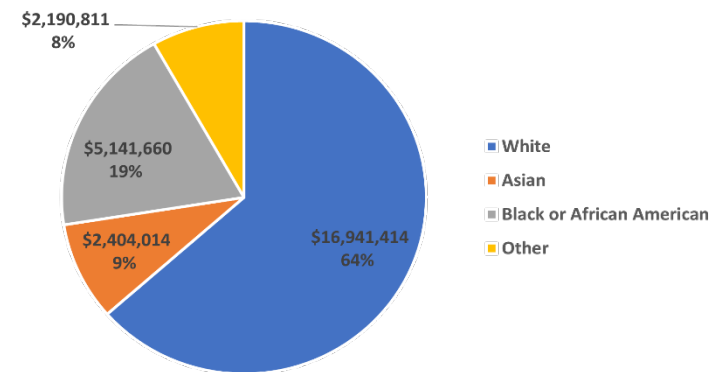


Figure 16. Atlanta MSA Self-Employed Business Revenue (\$1,000s) by Gender (2018)



Source: KB Advisory Group with data from U.S. Census Bureau Non-Employer Business Statistics 2018

Self Employed Businesses by Race and Industry

As shown in Table 6,

- The number of self-employed businesses by industry vary by race.
- White self-employed businesses are concentrated in the Professional, Scientific, and Technical Services and Construction industries.
- African American self-employed businesses are concentrated in the Transportation and Warehousing and Other Services industries.

Table 6: Atlanta MSA Number of Self-Employed Businesses by Race and Industry (2018)

NAICS	White	Asian	Black or African American	Other	Total
Accommodation and food services	4,300	1,200	7,100	400	13,000
Administrative and support and waste management and remediation services	39,000	3,200	31,500	800	74,500
Agriculture, forestry, fishing and hunting(660)	1,400	50	150		1,600
Arts, entertainment, and recreation	21,000	950	11,000	50	33,000
Construction	50,000	2,200	13,000	1,800	67,000
Educational services	12,000	1,200	6,600	200	20,000
Finance and insurance(662)	9,400	1,200	3,600	800	15,000
Health care and social assistance	17,500	2,600	23,000	400	43,500
Information	6,100	450	2,800	250	9,600
Manufacturing	4,200	300	1,900	200	6,600
Mining, quarrying, and oil and gas extraction	60			20	80
Other services (except public administration)(663)	29,500	17,500	37,500	1,500	86,000
Professional, scientific, and technical services	58,000	6,300	21,500	1,200	87,000
Real estate and rental and leasing	36,000	5,400	9,200	5,400	56,000
Retail trade	24,500	3,200	14,000	800	42,500
Transportation and warehousing(661)	19,500	3,600	42,500	900	66,500
Utilities	100		80	70	250
Wholesale trade	5,100	850	1,700	550	8,200
Grand Total	337,660	50,200	227,130	15,340	630,330

Source: KB Advisory Group with data from U.S. Census Bureau Non-Employer Business Statistics 2018

As shown in Table 7,

- Looking within each industry, disparities exist in average revenue by race.
- African American owned self-employed businesses had lower average revenues in all industries compared to other firms of the same type in the industry owned by other races.

Table 7: Atlanta MSA Average Revenue of Self-Employed Businesses, Race and Industry (\$1,000s, 2018)

NAICS Sectors	White	Asian	Black or African American	Total
Accommodation and food services	\$34.82	\$61.66	\$14.83	\$26.87
Administrative and support and waste management and remediation services	\$26.63	\$27.34	\$14.66	\$22.44
Agriculture, forestry, fishing and hunting(660)	\$38.39	\$30.58	\$16.22	\$37.68
Arts, entertainment, and recreation	\$23.26	\$31.24	\$20.21	\$23.50
Construction	\$73.36	\$57.71	\$35.46	\$67.42
Educational services	\$13.95	\$18.22	\$10.12	\$13.32
Finance and insurance(662)	\$109.10	\$62.18	\$28.86	\$86.86
Health care and social assistance	\$36.79	\$46.59	\$19.13	\$29.18
Information	\$35.00	\$36.70	\$20.04	\$32.87
Manufacturing	\$51.34	\$64.09	\$21.79	\$46.05
Mining, quarrying, and oil and gas extraction	\$77.23			\$74.54
Other services (except public administration)(663)	\$33.75	\$36.31	\$16.43	\$27.31
Professional, scientific, and technical services	\$48.63	\$44.01	\$24.50	\$44.18
Real estate and rental and leasing	\$85.59	\$89.47	\$32.06	\$85.17
Retail trade	\$42.18	\$63.52	\$21.52	\$39.07
Transportation and warehousing(661)	\$43.62	\$41.12	\$32.56	\$37.52
Utilities	\$98.86		\$26.19	\$69.46
Wholesale trade	\$94.33	\$98.66	\$32.50	\$86.04
Grand Total	\$50.17	\$47.89	\$22.64	\$42.32

Source: KB Advisory Group with data from U.S. Census Bureau Non-Employer Business Statistics 2018

Housing Profile

Housing affordability within the Atlanta region has been negatively impacted by effects from the pandemic. The Federal Reserve Bank of Atlanta released findings in March 2022 that the Atlanta MSA is no longer “affordable” or households making the region’s median household income can no longer afford a median priced home.

These rising home costs effects are felt in varying degrees by the 11 counties in the ARC region. With varying tenure rates across the counties, unaffordability is also impacting the shares of certain households differently by county – affecting renters the most.

Rising home prices and rents will continue to influence where people live within and outside the region. A majority of those employed within the ARC region work in a county outside of the one they live in. Although remote or hybrid work situations have grown in popularity since the pandemic’s outset, rising fuel costs have put a heavier burden on those who must commute to their job.

Highlights of the housing profile include:

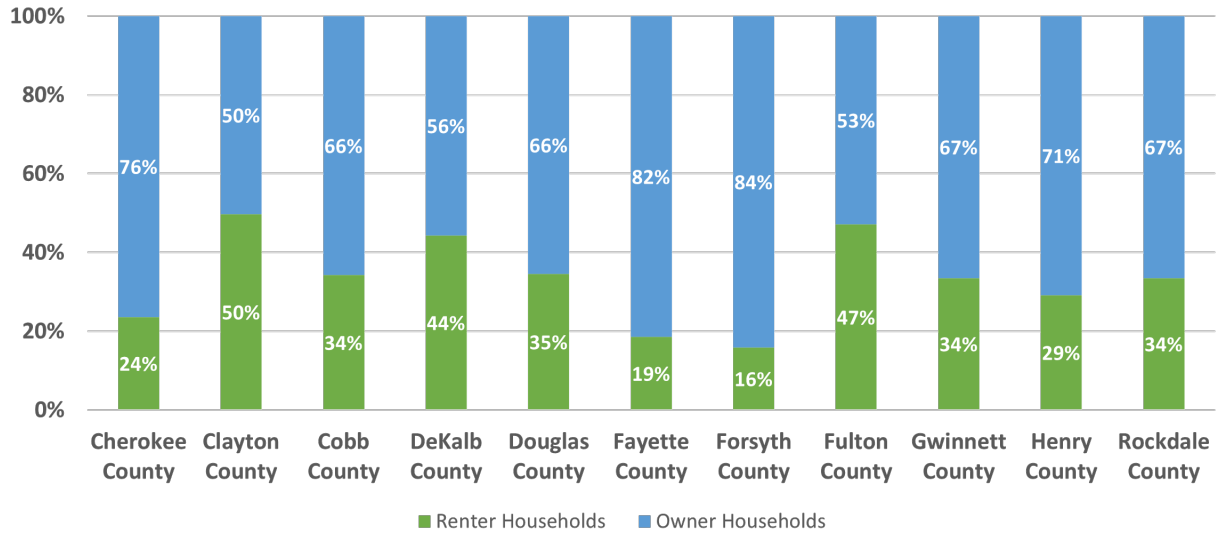
- Clayton (50%), Fulton (47%), and DeKalb (44%) counties have the highest percentage of renter-occupied housing in the 11-county EDD.
- Most households in DeKalb and Gwinnett who earn their county’s median income cannot afford the median priced home in those counties.
- At least 45% of renters throughout the 11-county EDD are considered cost-burdened (spending more than 30% of their household income on housing related expenses).

This section explores these trends in more detail.

Household Tenure

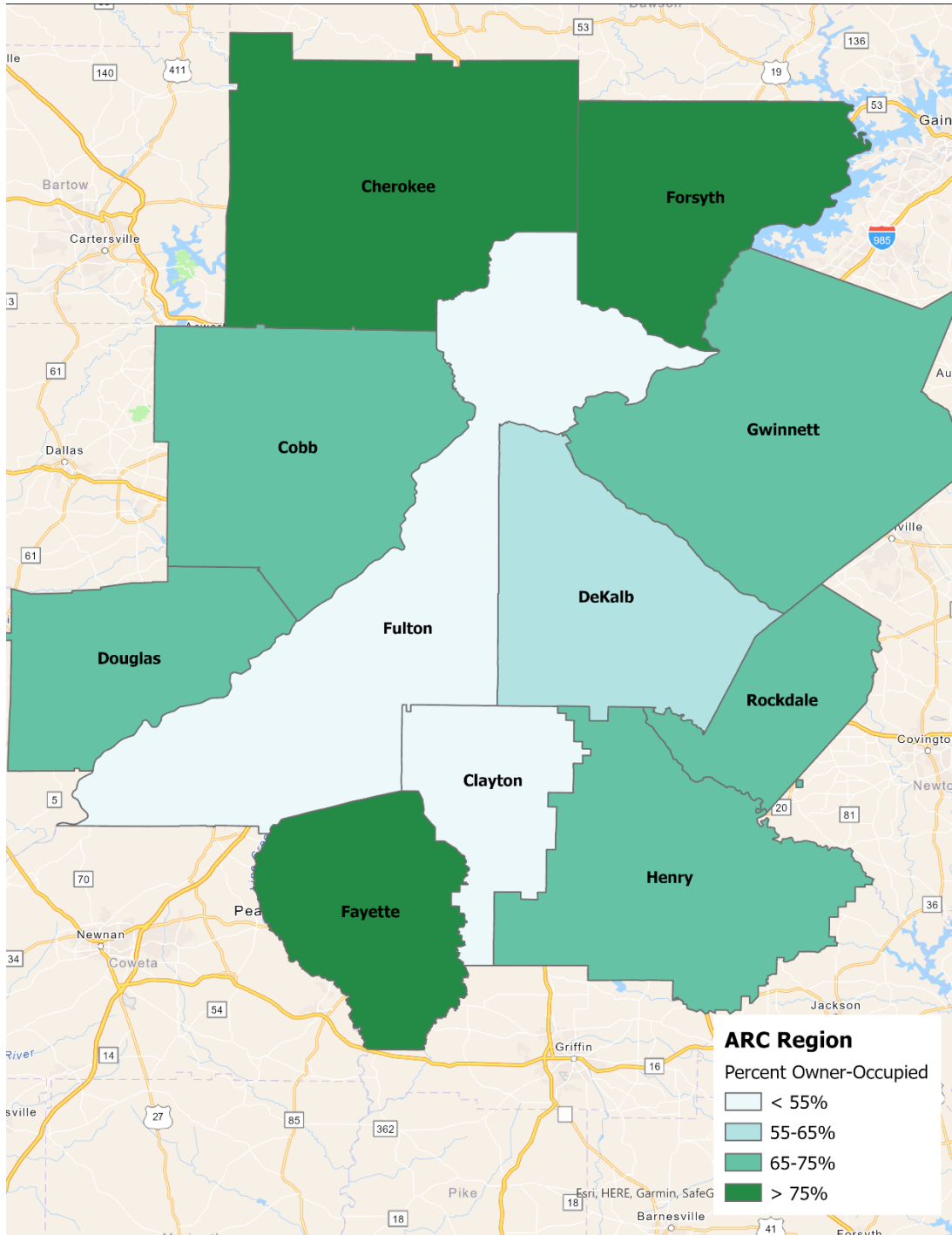
Across the ARC region, the share of owner and renter households varies by county. Clayton County is the only county that has an even split between owners and renters and Fulton County has the second smallest differential between the two tenure types.

Figure 17. Housing Tenure by County (2020)



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Figure 18. Percentage of Owner-Occupied Housing



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

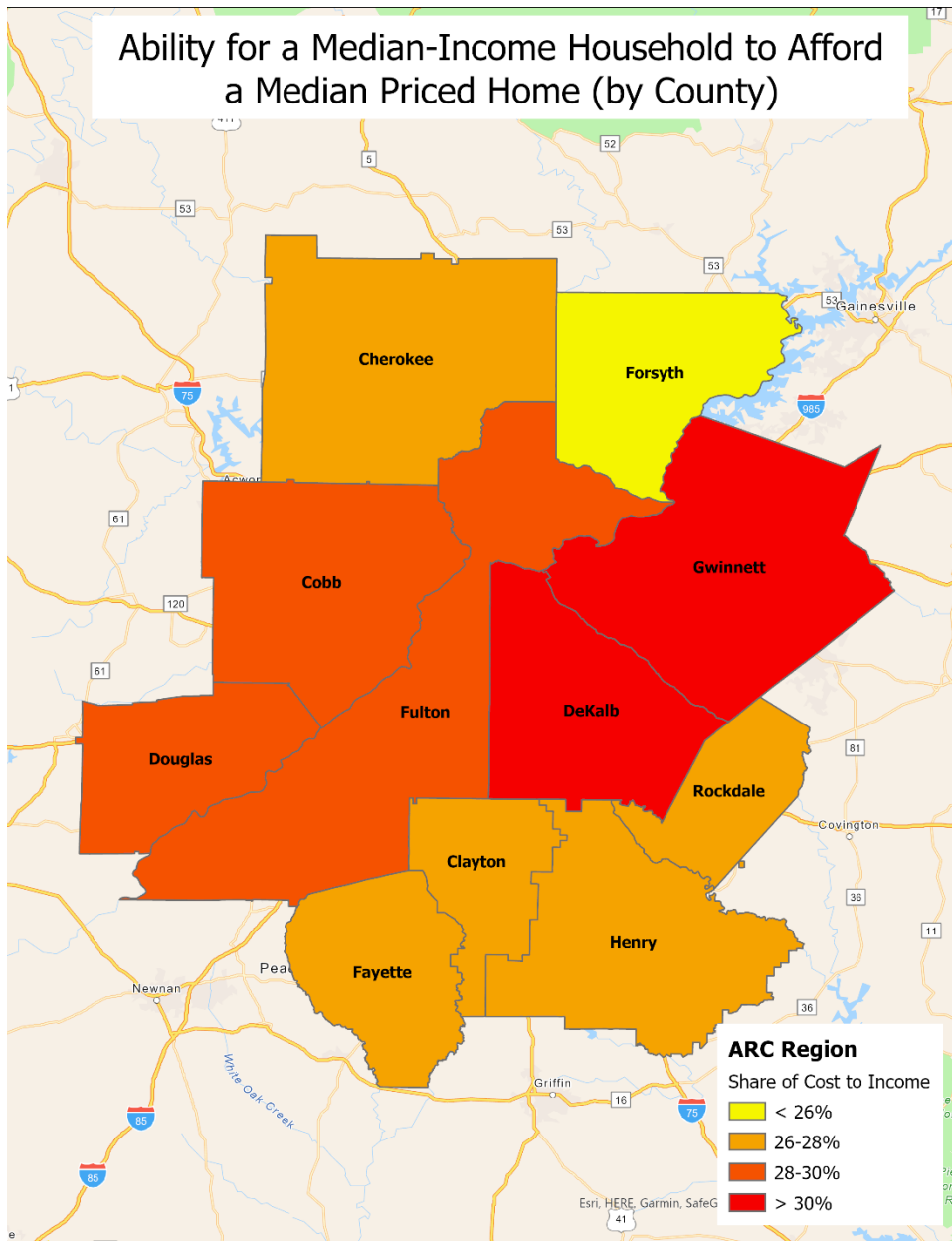
Median Income Households

Within the ARC region, the ability for households earning the region's median income to afford a median priced home overall is diminishing.

“Affordable” is defined by the ratio of median housing costs to median income not exceeding 30%.

At the county-level, the ability for households in DeKalb and Gwinnett who earn their county’s median income to afford the median priced home in those counties is limited. Forsyth County is the most affordable county by this metric.

Figure 19. Share of Housing Cost to Income

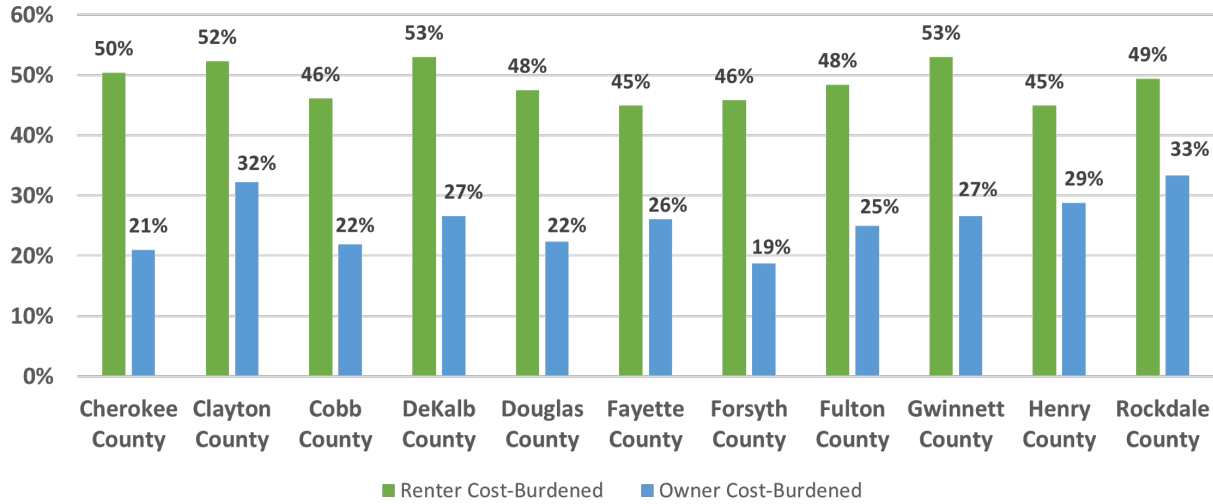


Source: KB Advisory Group with data from the Federal Reserve Bank of Atlanta (2022)

Housing Cost-Burden by Tenure

Although tenure rates vary by county within the ARC region, at least 45% of renters in each county are considered cost-burdened or spending more than 30% of their household income on housing related expenses. At least 1/5 of homeowners in each county are also considered cost-burdened.

Figure 20. Cost-Burden by Tenure and County (2020)



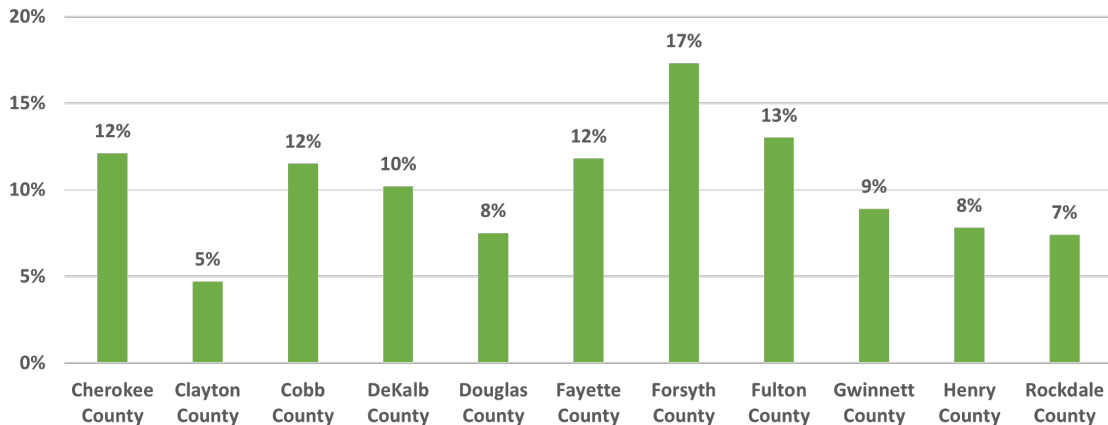
Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Travel to Work

Regarding teleworking, Forsyth County has the most workers working from home.

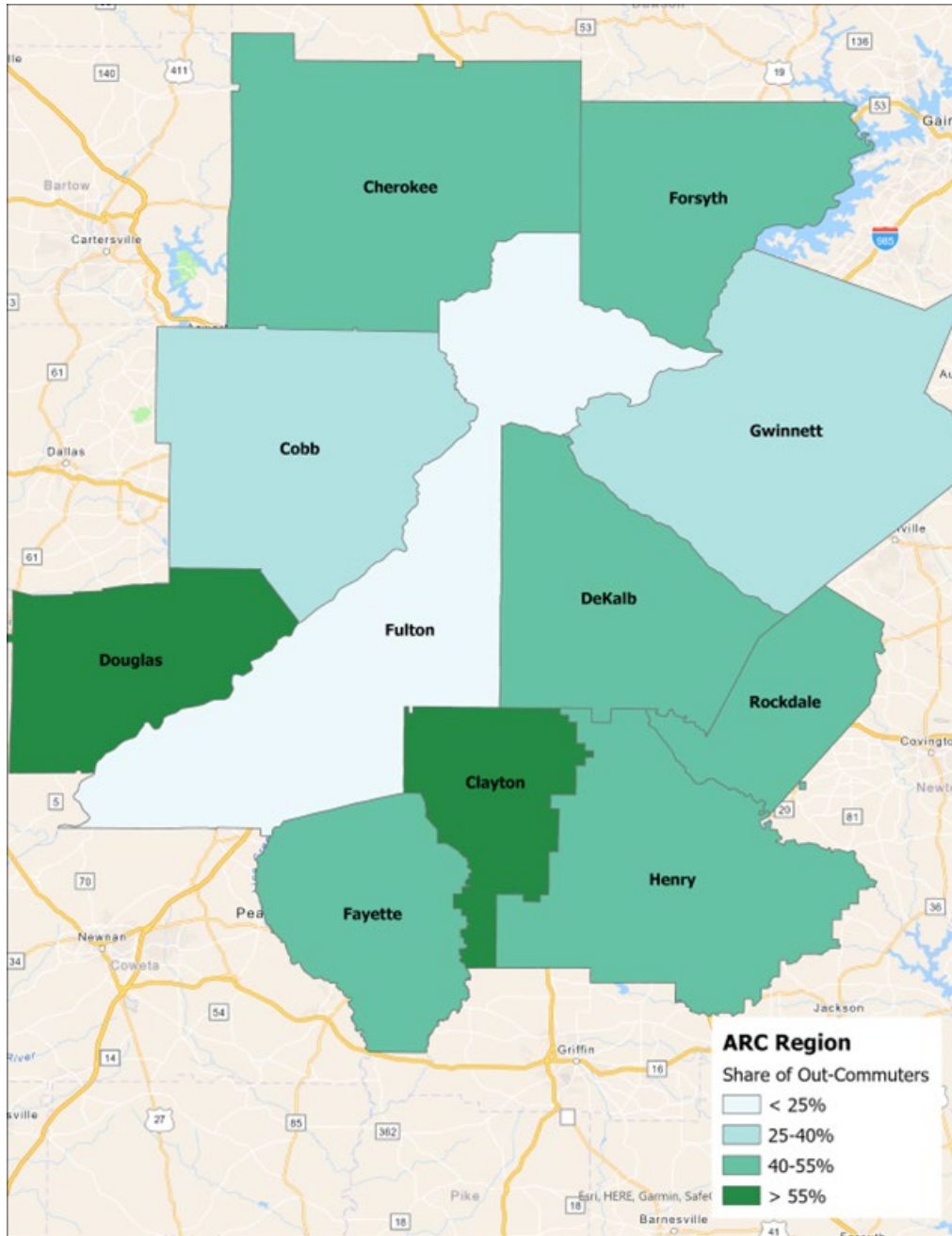
Within the ARC region, approximately 48% of workers work in a county outside of the county they reside in. Douglas and Clayton Counties have the most out-commuters, while Fulton County has the least.

Figure 21. Share of Workers Working from Home by ARC County (2020)



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Figure 22. Percentage of Residents that Commute Out of County



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Workforce Profile

The following section examines the profile of the 11-county EDD workforce with respect to educational attainment and related income. Key highlights include:

- Overall, counties in the northern portion of the EDD have high percentages of college graduates than counties in the southern portion of the EDD.
- Throughout the EDD, Hispanic populations have a much lower educational attainment with respect to post high school degrees.
- Dropout rates across the ARC region have fallen in almost all the public-school systems within the ARC region from 2011-2021.
- White and male owned employer firms are more numerous, larger in size on average, and have higher pay per employee.

The following section provides more detail on the region’s workforce.

Highest Educational Attainment

Table 8 provides a percentage of educational attainment for the ARC Counties. Highlights include:

- In every county, the highest levels of educational attainment for the population 25 years and older are concentrated at three levels: high school graduates with no additional university education, those with some level of university education, and those with a Bachelor’s Degree.
- The Counties with the highest percentage of their populations without post high school education or training include Clayton (48%), Douglas (42%), Rockdale (41%), and Henry (39%).
- The Counties with the highest percentage of their populations with a Bachelor’s, Graduate, or Professional Degree are Forsyth (55%), Fulton County (54%), Cobb County (49%), and Fayette County (47%).

Table 8: Educational Attainment by ARC County (2020)

County	Less than High School	High School Grad	Some College	Associates Degree	Bachelor’s Degree	Graduate or Professional
Cherokee County	8%	23%	24%	8%	26%	11%
Clayton County	15%	33%	23%	9%	13%	7%
Cobb County	7%	18%	19%	7%	31%	18%
DeKalb County	10%	21%	17%	7%	26%	20%
Douglas County	12%	30%	21%	9%	18%	10%
Fayette County	5%	21%	19%	8%	28%	19%
Forsyth County	7%	15%	17%	7%	36%	19%
Fulton County	7%	17%	15%	6%	32%	22%
Gwinnett County	12%	23%	19%	10%	24%	13%
Henry County	8%	31%	23%	10%	18%	11%
Rockdale County	11%	30%	23%	9%	17%	10%

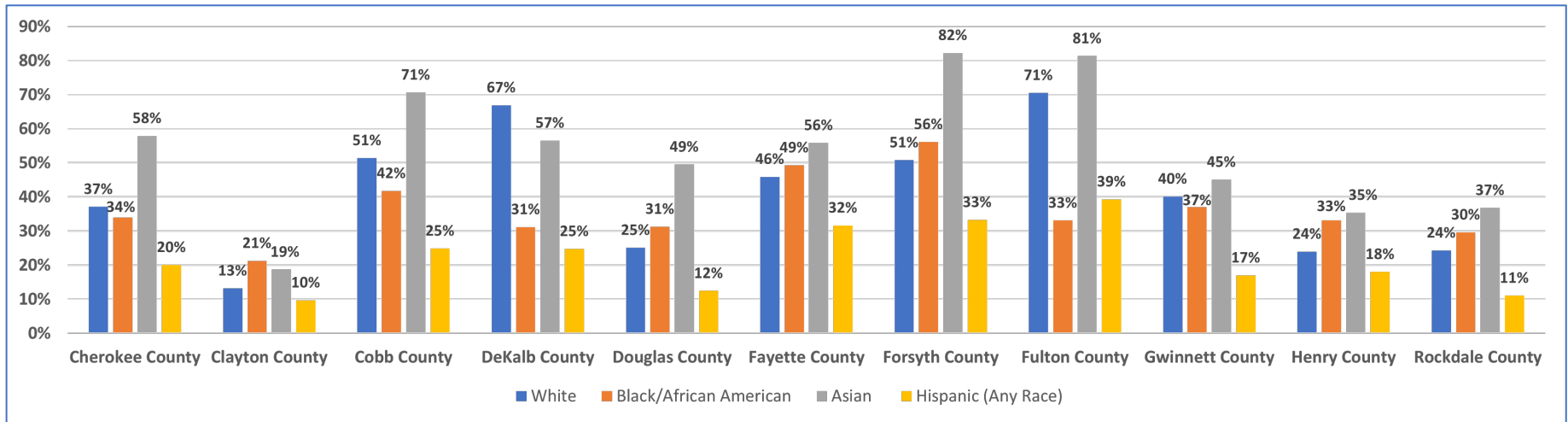
Source: KB Advisory Group with data from U.S. Census Bureau 2020 Decennial Census

Four Year Degree Holders

Figure 8 shows the distribution of four-year college degree holders over 25 years old by County and race. Highlights include:

- Although overall levels of bachelor’s degree holders are similar across the region, those levels vary greatly when including post-baccalaureate education as well as by race and ethnicity.
- There is not one major racial or ethnic group that consistently represents the largest share of those with a bachelor’s degree or higher across all the counties. However, except for Fulton County, the Hispanic population 25 years and older consistently represents the lowest share.

Figure 23. Share of Population 25 Years and Older with a Bachelor’s Degree or Higher by ARC County and Race and Ethnicity (2020)



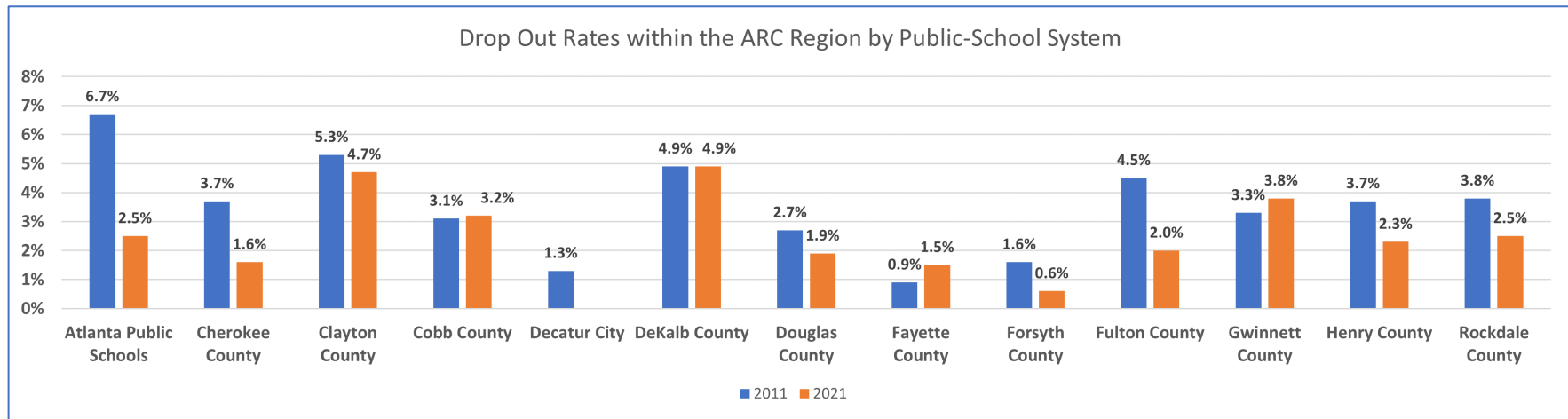
Source: KB Advisory Group with data from U.S Census American Community Survey, 5-Year 2020 Estimates

Dropout Rates

Figure 9 shows the dropout rates within the ARC region by public school system. Highlights include:

- Dropout rates across the ARC region have fallen in almost all the public-school systems within the ARC region from 2011-2021.
- Atlanta Public Schools has seen the largest decrease in dropout rates.
- Cobb, Fayette, and Gwinnett County Schools were the only school systems to see increases in dropout rates, but all increases were under 1%.

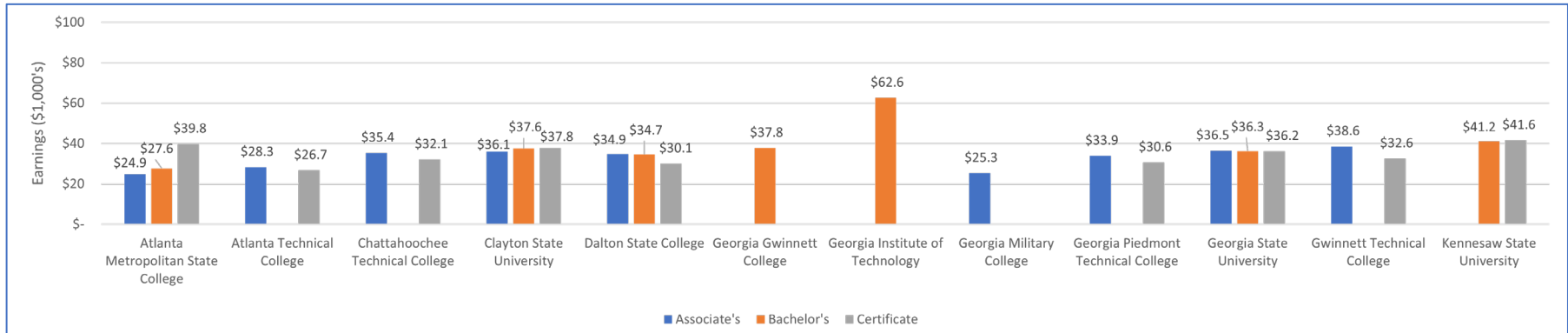
Figure 24. Dropout Rates within the ARC Region by Public-School System (2020)



Source: KB Advisory Group with data from State of Georgia School Report Card

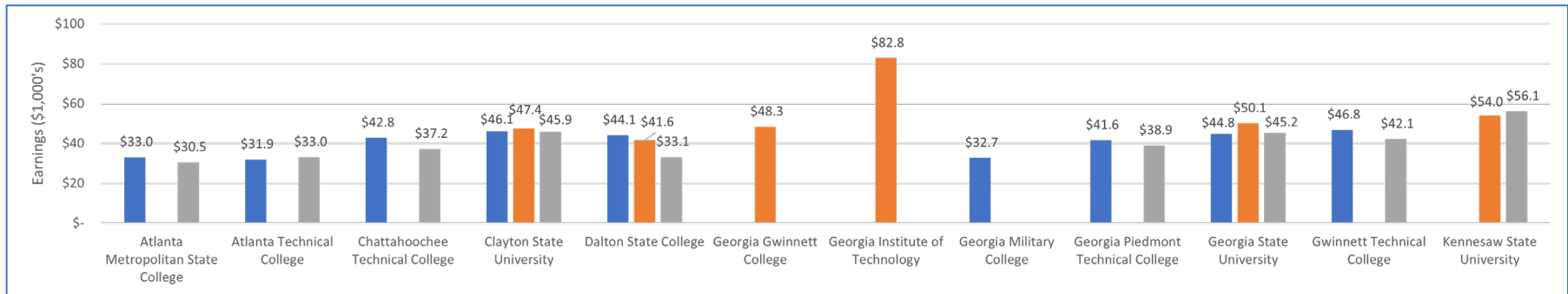
Public Post-Secondary Education Earnings

Figure 25. Post-Secondary Education Earnings – Earnings After One Year



Source: KB Advisory Group with data from State of Georgia's Higher Learning Higher Earning

Figure 26. Post-Secondary Education Earnings – Earnings After Five Years



Source: KB Advisory Group with data from State of Georgia's Higher Learning Higher Earning

Employer Business

White and male owned employer firms are more numerous, larger in size on average, and have higher pay per employee.

Table 9: Atlanta MSA Employer Businesses by Race and Gender (2019)

Owner Gender	Owner Race	Firms	Employees	Payroll (\$1,000s)	Avg Size	Avg Pay/Employee (\$1,000s)
Total	White	84,399	945,697	\$ 47,555,634	11.2	\$ 50.29
	Black	7,539	48,779	\$ 1,305,011	6.5	\$ 26.75
	Asian	15,007	106,006	\$ 3,863,645	7.1	\$ 36.45
	Total	113,110	2,397,738	\$ 145,654,914	21.2	\$ 60.75
Male	White	56,605	715,853	\$ 38,149,529	12.6	\$ 53.29
	Black	4,285	29,499	\$ 809,241	6.9	\$ 27.43
	Asian	9,068	64,898	\$ 2,444,506	7.2	\$ 37.67
	Total	70,102	816,837	\$ 41,999,906	11.7	\$ 51.42
Female	White	19,003	154,029	\$ 6,333,822	8.1	\$ 41.12
	Black	2,837	17,646	\$ 466,146	6.2	\$ 26.42
	Asian	4,286	27,770	\$ 1,100,898	6.5	\$ 39.64
	Total	25,815	196,911	\$ 7,833,012	7.6	\$ 39.78

Source: KB Advisory Group with data from U.S. Census American Business Survey 2019

Peer Region Comparison

Comparing where the region¹ stands amongst peer regions can further put the trends from this report into context and highlight which are unique to Atlanta and are being experienced throughout the nation.

The comparative regions used for this analysis are Dallas, Charlotte, Nashville, and Washington D.C. due to their location, demographics, and population size similarities to the Atlanta region.

The Atlanta region ranks comparatively well with these regions in terms of household income, employment, GDP, and educational attainment. However, it ranks lower when looking at home prices and rate of homelessness and has one of the wider differentials between home price and wage growth.

Highlights of the analysis include the following:

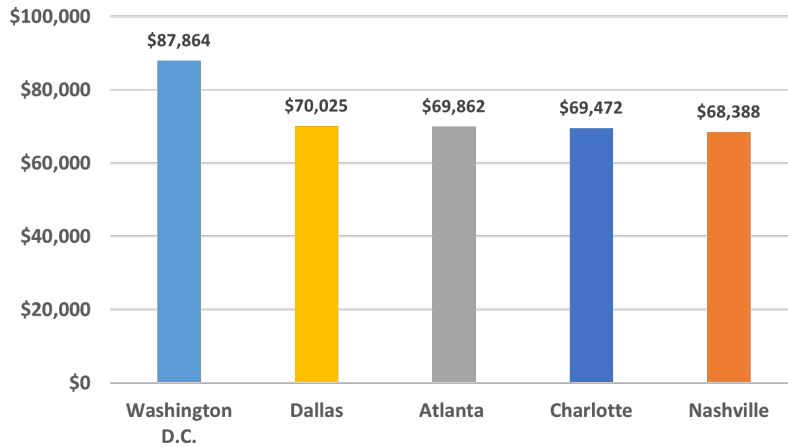
- The Atlanta MSA had an overall GDP of over \$425 billion, with a per capita GDP of approximately \$70,000 – which is comparable to Dallas, Charlotte, and Nashville.
- The Atlanta MSA has the lowest median housing price of the five regions, at approximately \$360,500.
- Out of the population that is 25 years or older, 35% of those have a bachelor’s degree or higher within the Atlanta MSA. All five peer regions have similar shares of the population who have just a bachelor’s degree, but D.C. has larger shares of those with a Master’s Degree and above.
- Except for the Washington D.C. MSA, Atlanta ranks comparatively with the rest of its peer regions in terms of a highly educated workforce.
- Between 2017 and 2021, the median price of homes in the region increased by 80% , which was higher than Washington, DC, Nashville, and Dallas.

Gross Domestic Product

- The Atlanta MSA had the third largest economy within its comparison regions in 2020, with an overall GDP of over \$425 billion.
- Geographically speaking, Atlanta is one of the largest economies within the Southeast region thanks to the presence of Hartsfield-Jackson Atlanta International Airport, as well as being the headquarters to multiple Fortune 500 companies such as Coca-Cola, Delta Airlines, Home Depot, and United Parcel Service.

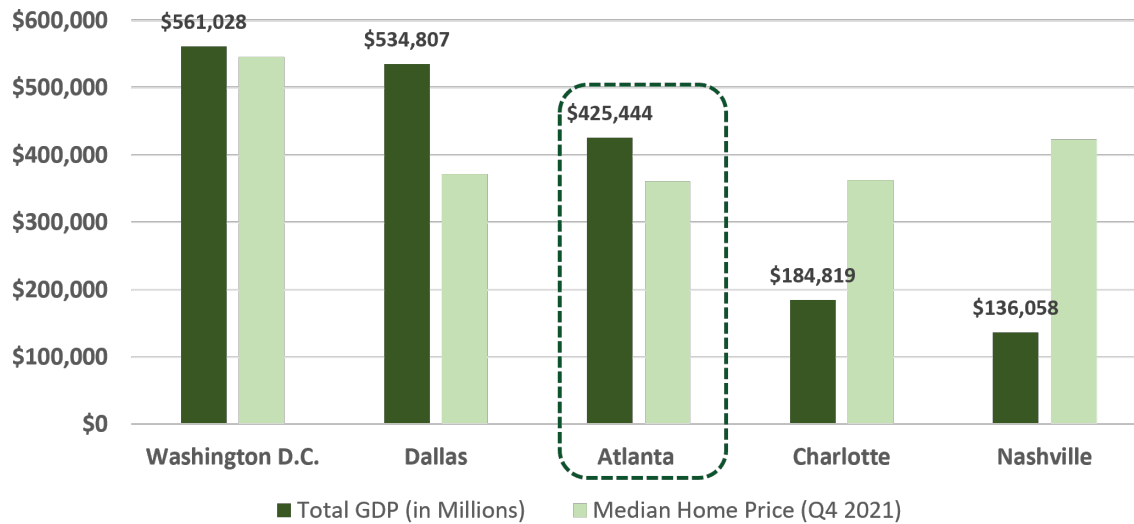
¹ Note: All metrics in this section are at the MSA level

Figure 27. Total GDP Per Capita by MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020), U.S. Bureau of Economic Analysis, and Zillow Home Value Index

Figure 28. Total GDP (in Millions, 2020) and Median Home Price by MSA

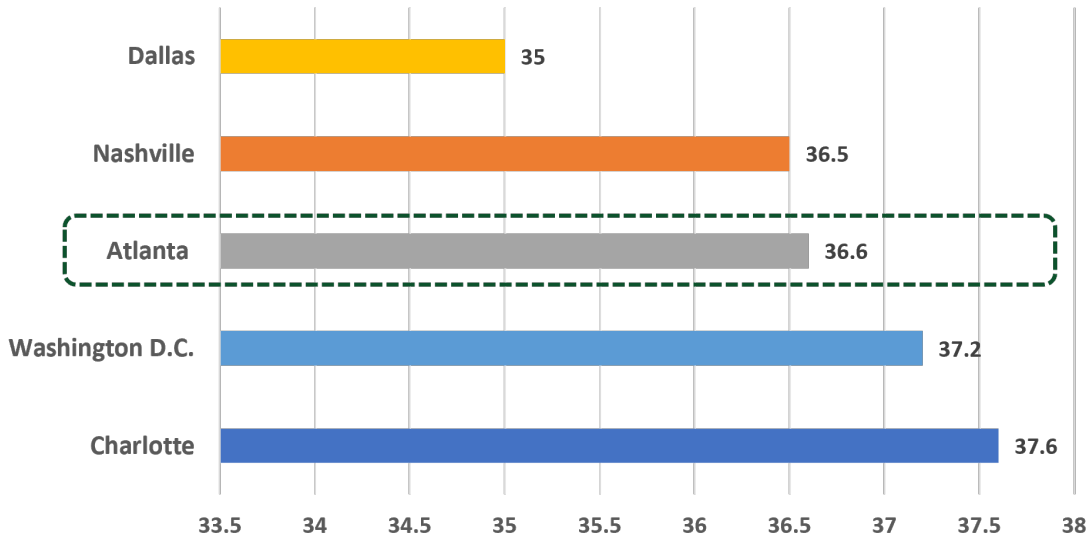


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020), U.S. Bureau of Economic Analysis, and Zillow Home Value Index

Age

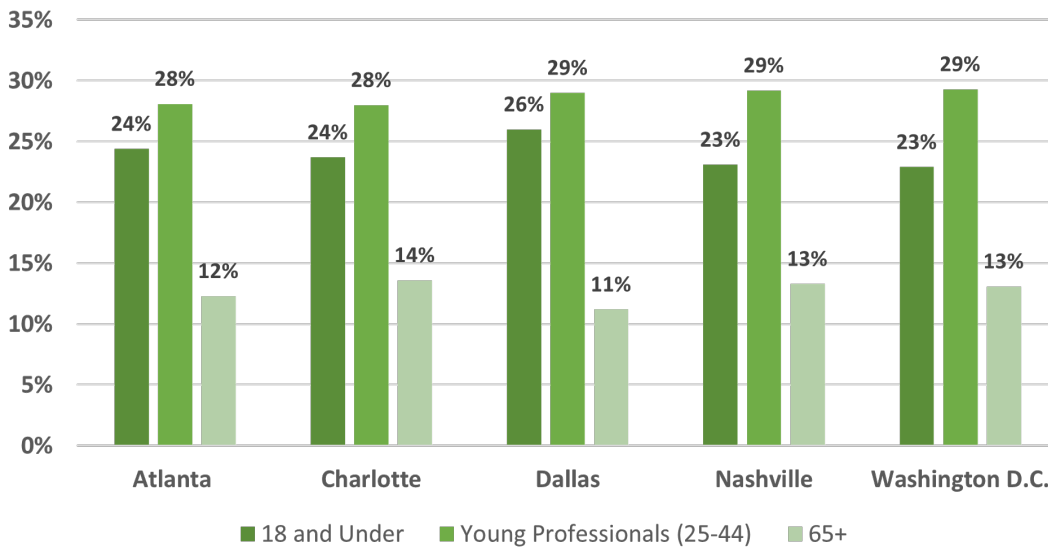
- All the peer MSAs have a median age between 35 and 40 and have seen an increase since 2015 in their populations younger than 18 and older than 65.
- This speaks to the growing need for increased resources and services in multiple facets of these local economies that can account for the needs of the population looking to start families, their children, as well as the aging population.

Figure 29. Median Age by MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Figure 30. Age Groups by MSA (2020)

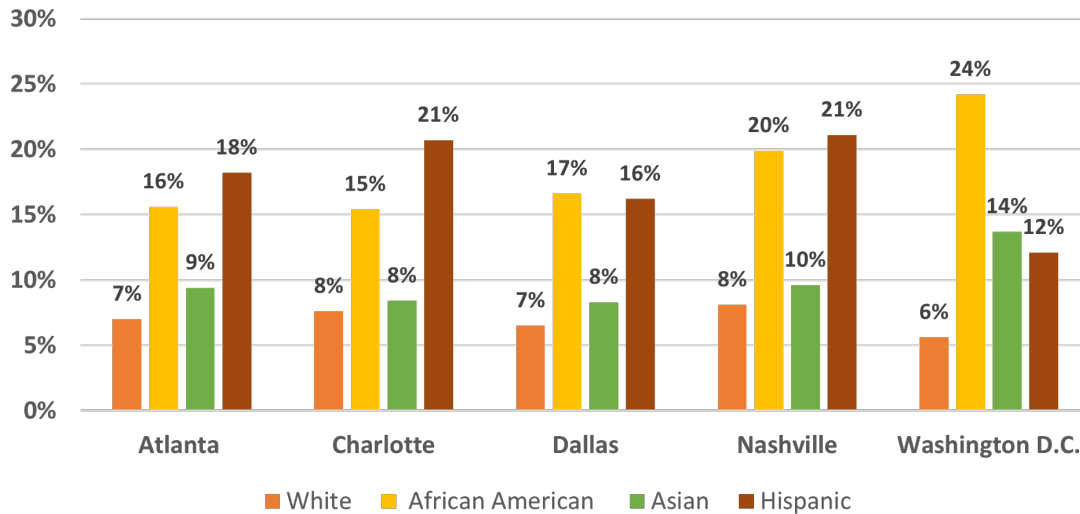


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Poverty

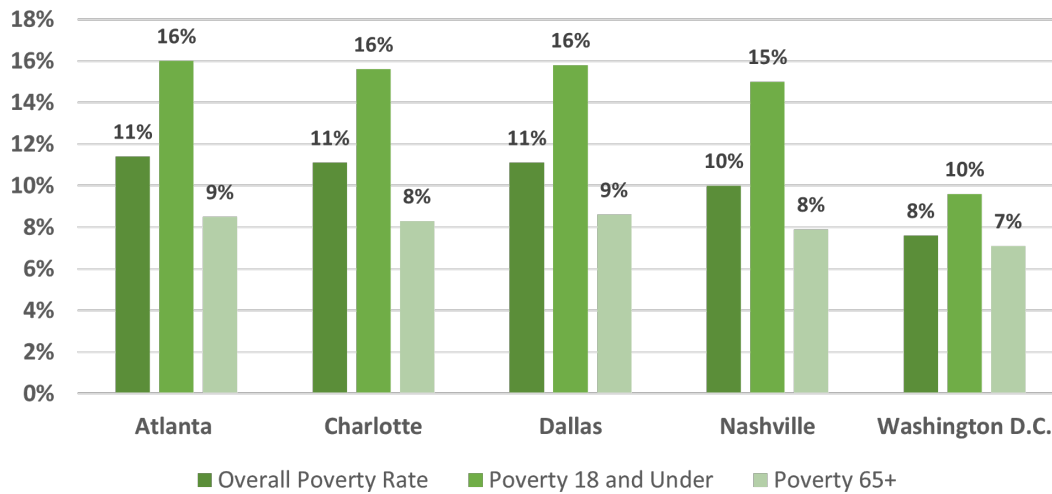
Excluding the Washington D.C. MSA, poverty rates are comparable between Atlanta and the other peer MSAs. All the peer MSA regions have disparities in their poverty rates by race and ethnicity. For Atlanta and the three closest peer regions, poverty rates across these different demographic groups are similar, with African American and Hispanic communities experiencing the highest rates of poverty.

Figure 31. Poverty Rates by Race and Ethnicity and MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Figure 32. Poverty Rates by Age Group and MSA (2020)

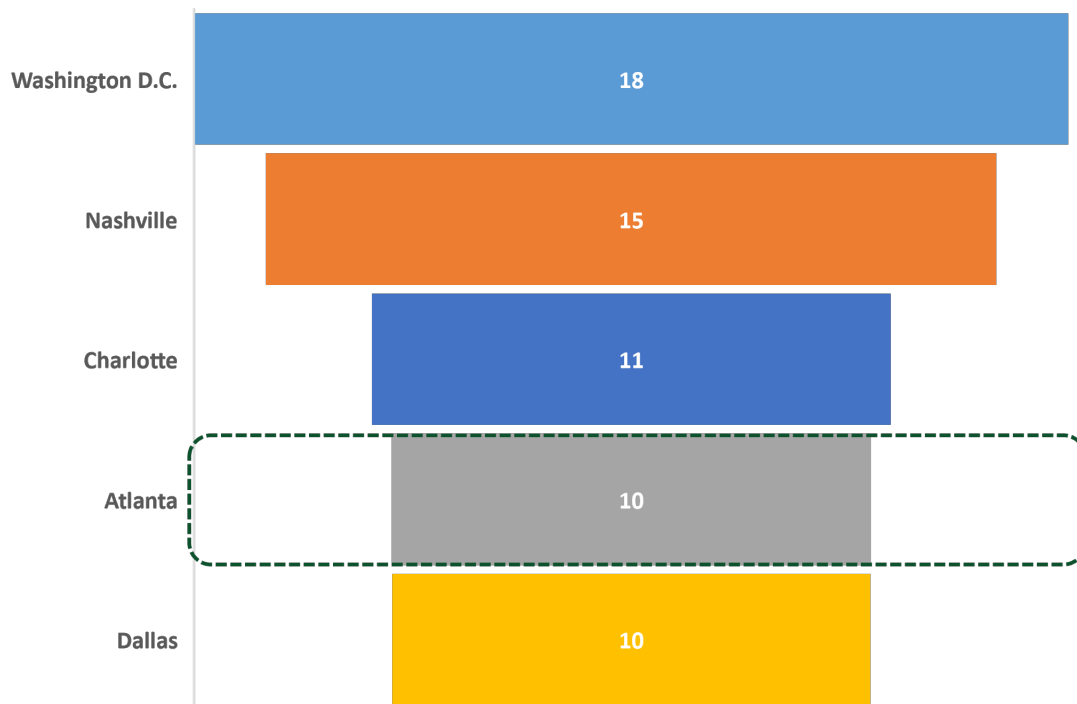


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Homelessness

- As of 2018, the Atlanta MSA had an estimated “homelessness ratio” comparable to both Charlotte and Dallas.
- In these MSAs, an estimated 10 in every 10,000 people were homeless.
- The Washington D.C. MSA had an estimated homelessness ratio that was almost double.
- The “homelessness ratio” was devised for this analysis data from Anton Dekohm, which estimates homelessness at the metro level using the same methodology across regions.

Figure 33. Homelessness Rate per 10,000 People by MSA (2018)

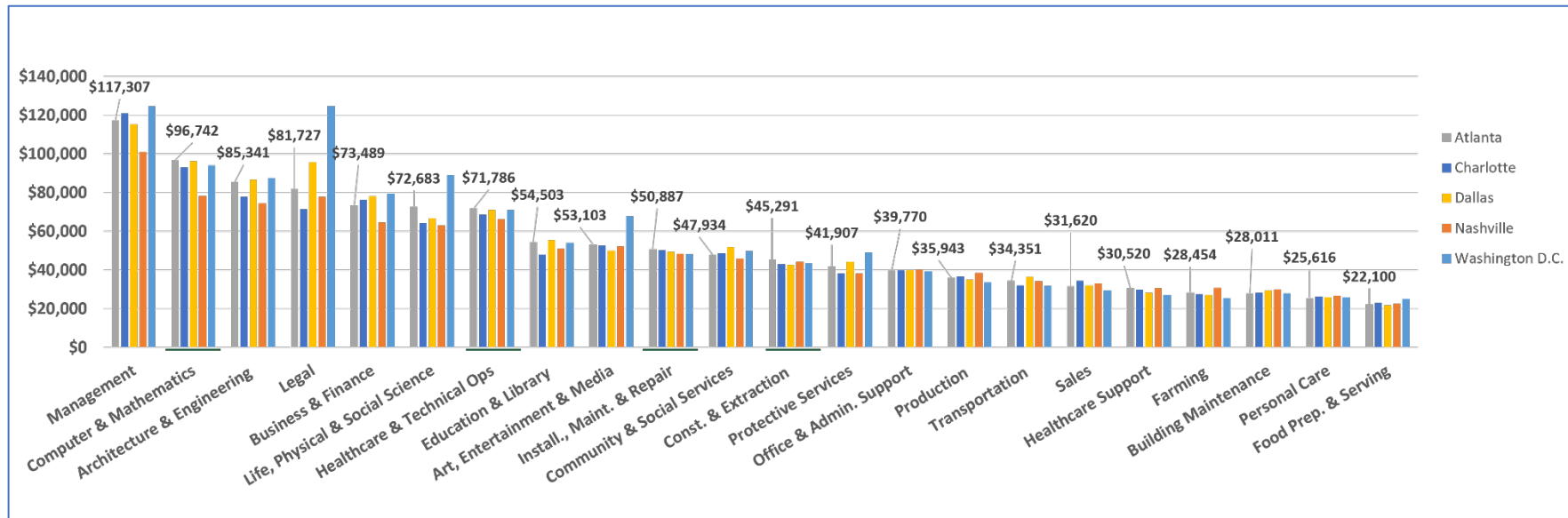


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2014-2018) and Anton Dekom (Medium)

Occupational Earnings

- Some occupations have pay differences between each of the peer MSAs, even after adjusting for cost of living.
- While the Washington D.C. MSA pays the highest in multiple occupation categories, the Atlanta MSA offers the highest median earnings in computer & mathematics, healthcare & technical operations, installation & repair, and construction occupations.

Figure 34. Cost of Living Adjusted Median Annual Earnings by Occupation and MSA (2020)



Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Job Demand

- The concentrations of job postings are comparable for many of the occupations across all the peer MSAs.
- Excluding the Washington D.C. MSA, transportation, health care, sales, management, and computer and mathematics occupations were the highest demand occupations in 2021.
- Job postings for the Washington D.C. MSA were highly concentrated in computer & mathematics and management occupations. The jobs with the highest demand in the Atlanta MSA are not always the highest paying.

Table 10: Average Monthly Job Postings by Occupation and MSA (2021)

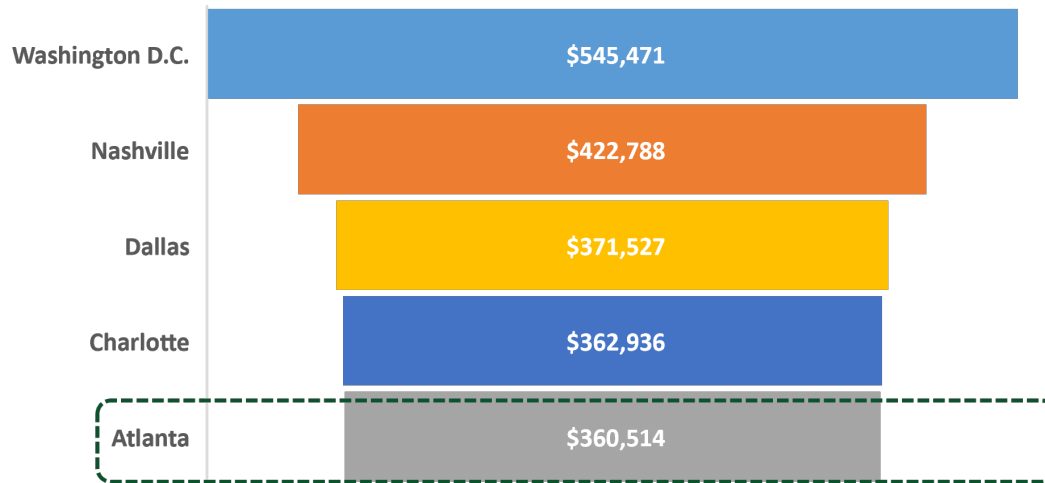
Occupation	Atlanta	Charlotte	Dallas	Nashville	Washington D.C.
Transportation	11.9%	13.1%	11.5%	15.5%	5.3%
Healthcare & Technical Ops	11.8%	7.8%	11.2%	12.4%	9.5%
Sales	11.1%	11.3%	10.7%	10.8%	8.2%
Management	10.6%	10.0%	9.5%	9.8%	11.8%
Computer & Mathematics	10.5%	9.9%	8.7%	4.9%	19.3%
Office & Admin. Support	9.3%	9.6%	11.7%	9.8%	8.1%
Business & Finance	6.4%	7.1%	6.4%	5.5%	8.9%
Food Prep. & Serving	5.0%	5.5%	7.0%	6.8%	5.1%
Install., Maint. & Repair	4.8%	4.5%	3.7%	3.7%	2.7%
Production	2.7%	3.1%	2.9%	2.9%	1.1%
Healthcare Support	2.6%	2.8%	3.3%	3.9%	2.5%
Education & Library	2.1%	2.5%	2.0%	1.7%	2.3%
Architecture & Engineering	2.0%	2.2%	1.9%	1.4%	2.3%
Building Maintenance	1.9%	2.5%	2.3%	2.4%	1.4%
Art, Entertainment & Media	1.9%	1.9%	1.7%	1.9%	2.8%
Protective Services	1.2%	1.5%	1.3%	1.8%	2.5%
Personal Care	1.1%	1.1%	1.2%	1.1%	1.4%
Const. & Extraction	1.0%	1.7%	0.9%	1.4%	1.0%
Community & Social Services	0.7%	0.7%	0.7%	1.0%	1.0%
Life, Physical & Social Science	0.7%	0.7%	0.7%	0.8%	1.6%
Legal	0.6%	0.5%	0.5%	0.5%	1.1%
Farming	0.1%	0.1%	0.1%	0.1%	0.1%

Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Home Prices

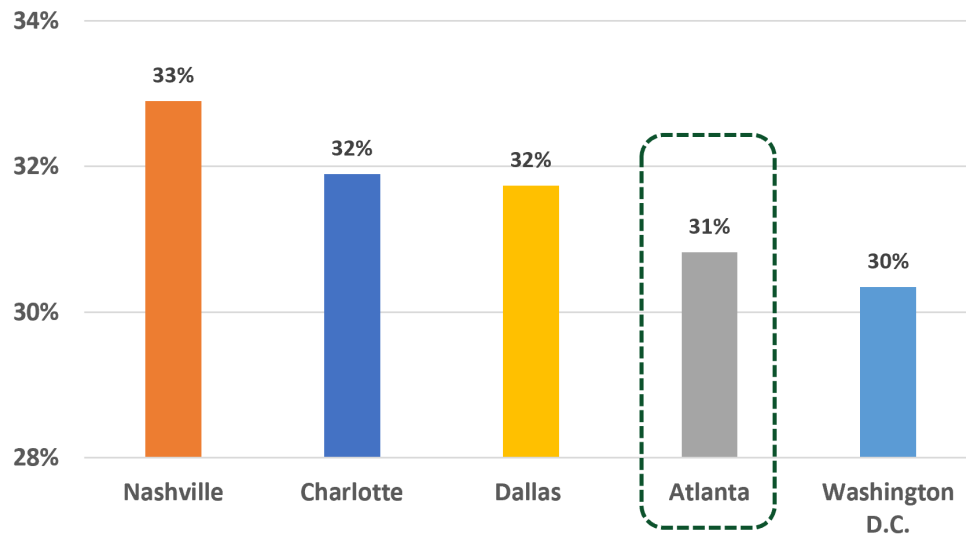
The Atlanta MSA had the lowest median home price at the end of 2021. However, Atlanta MSA ranks comparatively with its peer regions in terms of the ability for households earning the area’s median income to afford a median priced home in that same area. According to the Federal Reserve Bank of Atlanta, all five MSAs are considered “unaffordable”.

Figure 35. Median Home Price by MSA (Q1 2022)



Source: KB Advisory Group from Zillow Home Value Index and Federal Reserve Bank of Atlanta Metro Area Home Ownership Affordability Index

Figure 36. Share of Homeowner Cost to Median Income by MSA (Q1 2022)

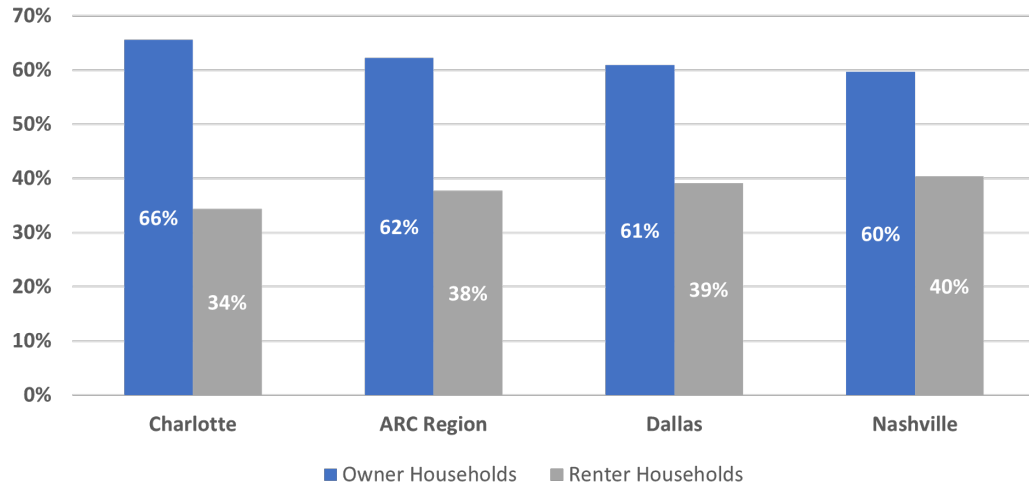


Source: KB Advisory Group from Zillow Home Value Index and Federal Reserve Bank of Atlanta Metro Area Home Ownership Affordability Index

Looking at nearby comparison MSAs, the tenure rates in the ARC region are most similar to rates in both Dallas and Nashville. Charlotte has the highest percentage of renters.

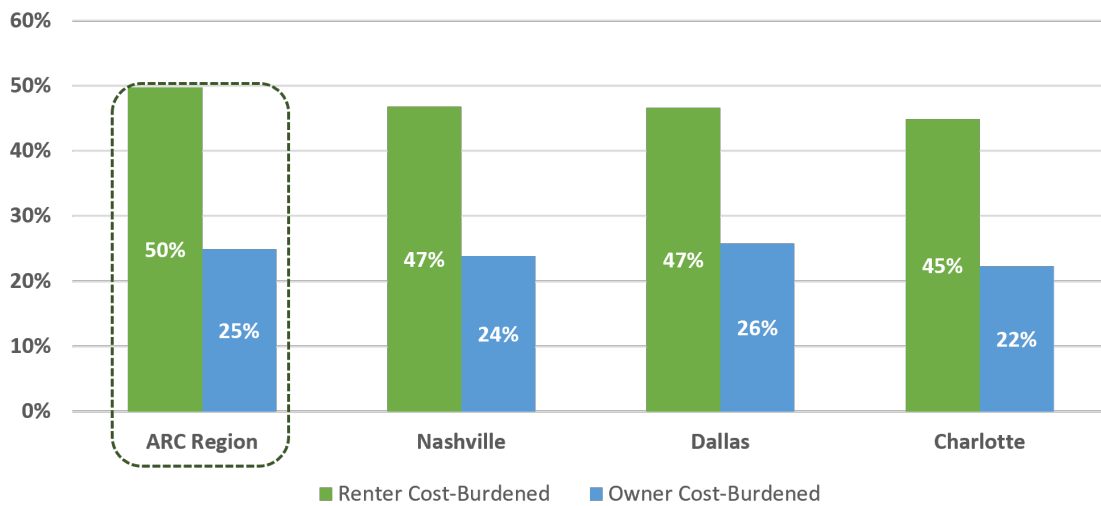
The ARC region ranked the lowest with its peer regions in terms of how unaffordable it would be for the median-income household to afford a median priced home, but it ranks the highest in terms of renter cost-burden. This further highlights the cost disparities between owners and renters within the ARC region.

Figure 37. Tenure by ARC Region and Comparative MSAs (2020)



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Figure 38. Cost-Burden by ARC Region and Comparative MSAs (2020)

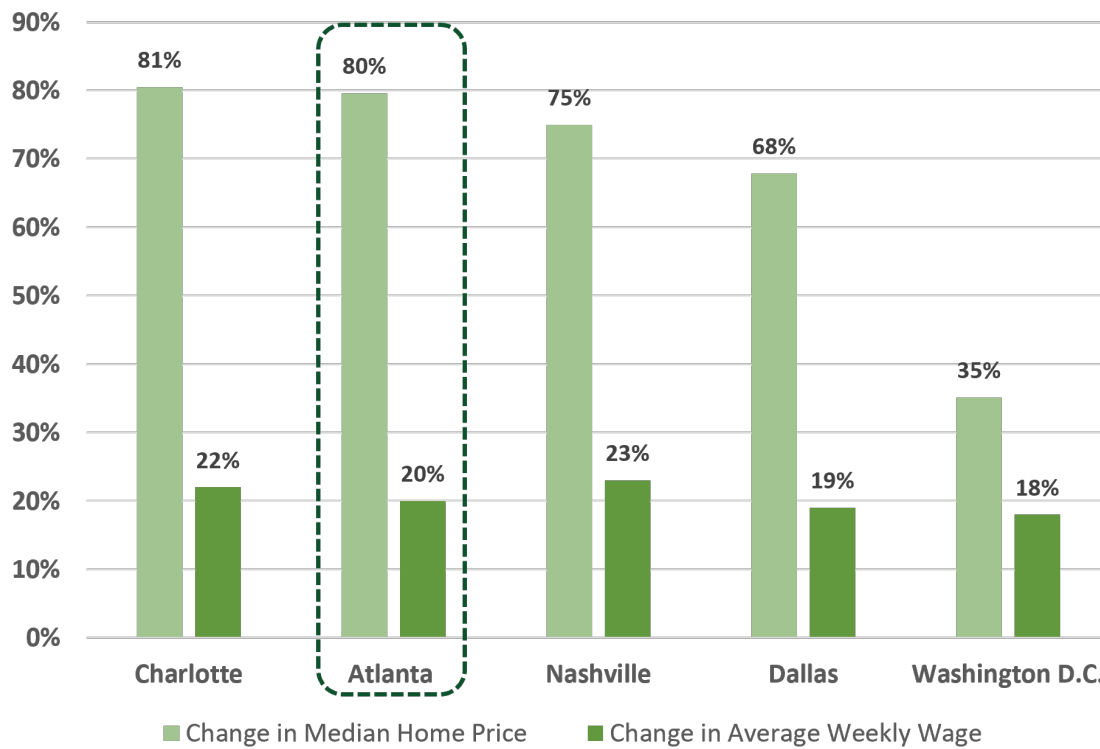


Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Change in Home Price and Income

- In all the peer MSAs, the increase in median home prices over the past five years has been higher than growth in average weekly wages.
- All the peer MSAs have seen comparable increases in the overall average weekly wage in their local economies.
- Except for the Washington D.C. MSA, home prices over this period have risen by more than twice the growth in average weekly wages.
- The Atlanta and Charlotte MSAs have the highest differential between changes in home prices and average weekly wages among the peer regions.

Figure 39. Change in Median Home Price and Average Weekly Wage* (Q3 2017 - Q3 2021)



*- Annualized wages have not been released for 2021; Quarterly average weekly wages have only been released for 2017-2021

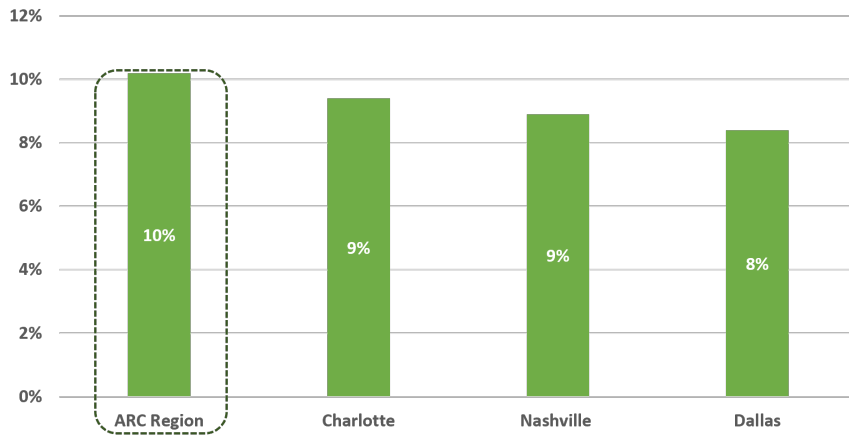
Source: KB Advisory Group from Zillow Home Value Index and the U.S. Bureau of Labor Statistics

Travel to Work

The ARC region and its peer MSAs have approximately the same share of workers who work from home, which may point to teleworking has becoming a larger macro-trend.

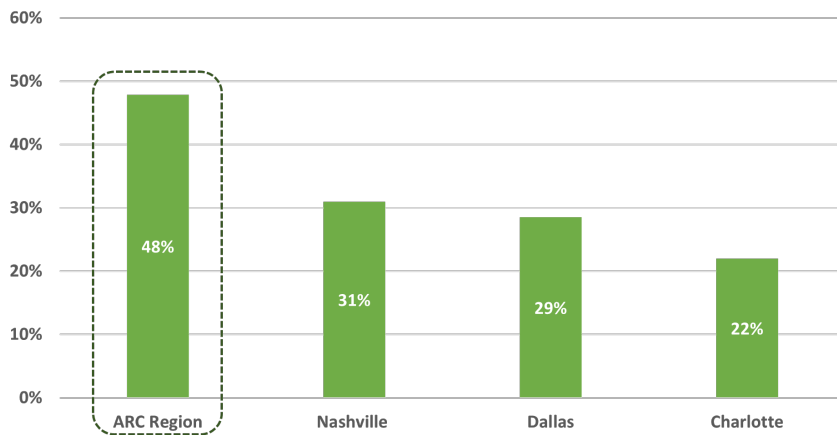
However, the ARC region leads its peer regions regarding the share of its residents that work in a county that they do not reside in. This may be influenced by the region’s level of sprawl and the role Atlanta still plays as a central employment hub.

Figure 40. Share of Workers Working from Home by ARC Region and Comparative MSAs (2020)



Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Figure 41. Share of Out-Commuters by ARC Region and Comparative MSAs (2020)

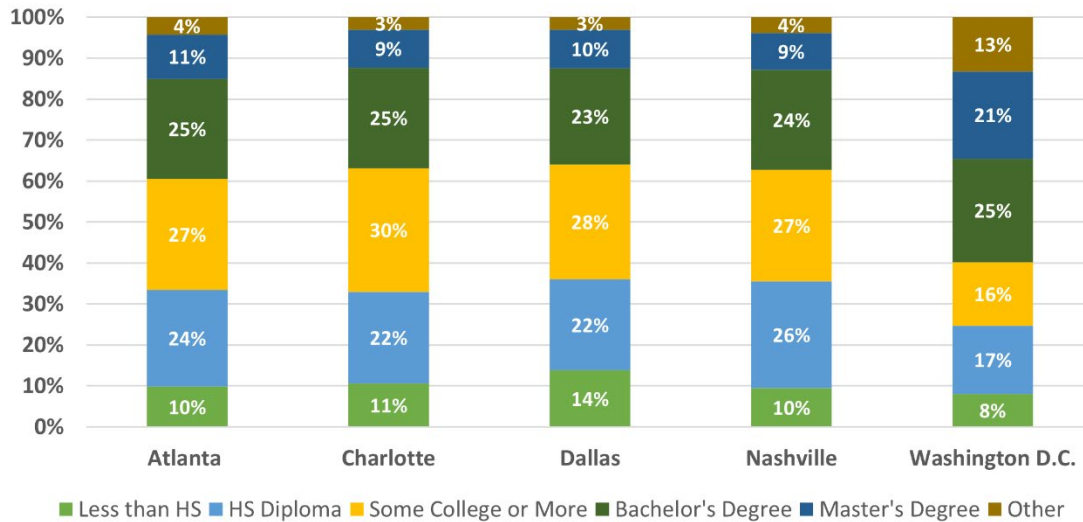


Source: KB Advisory Group with data from the U.S. Census American Community Survey, 5-Year 2020 Estimates

Education

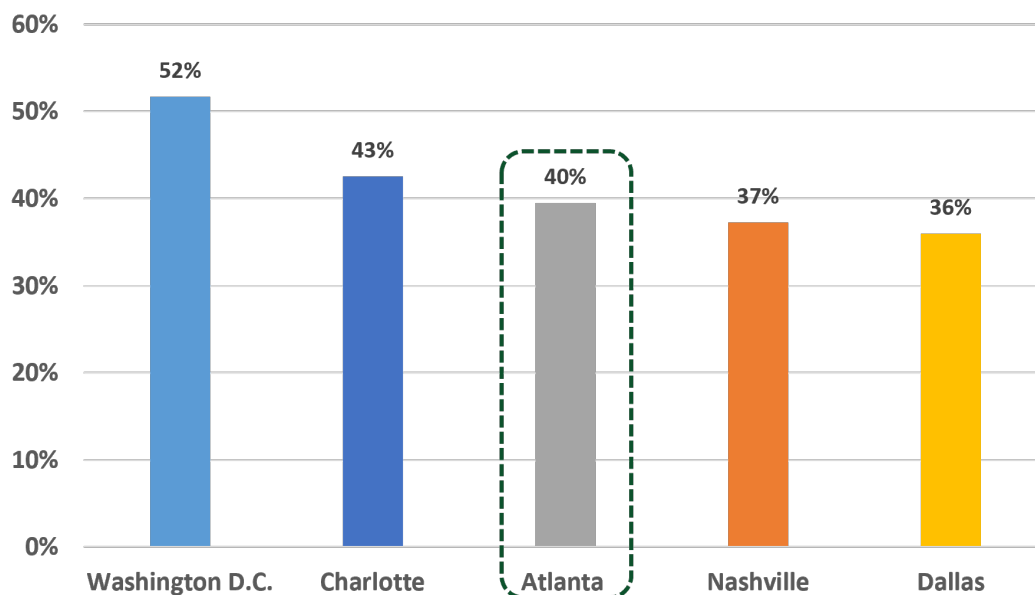
- Except for the Washington D.C. MSA, Atlanta ranks comparatively with the rest of its peer regions in terms of a highly educated workforce.
- Out of the population that is 25 years or older, 35% of those have a bachelor’s degree or higher within the Atlanta MSA. All five peer regions have similar shares of the population who have just a bachelor’s degree, but D.C. has larger shares of those with a Master’s Degree and above.

Figure 42. Education Levels by MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Figure 43. Share of Population w/ Bachelor's Degree or Higher by MSA (2020)

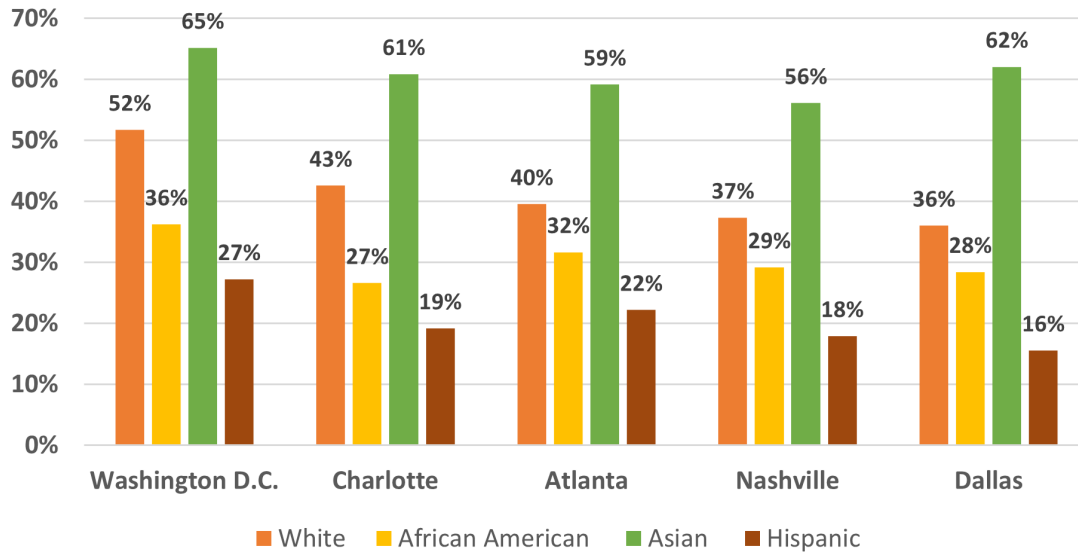


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Education by Race and Ethnicity

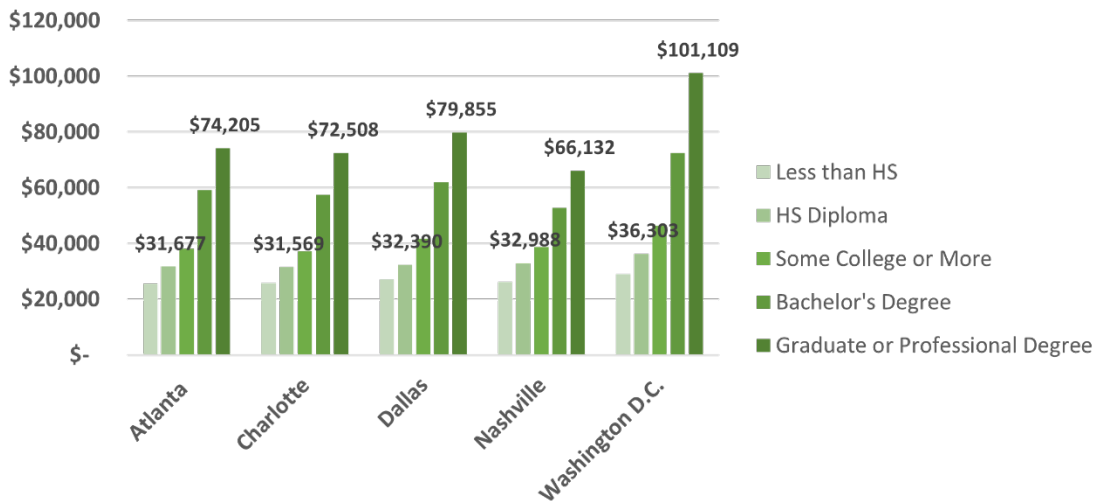
- While all the peer regions have similar shares of their populations with higher education, educational attainment disparities still exist by race and ethnicity across all five MSAs.
- This has important implications for an equitable workforce as the wage differentials between those with higher than a bachelor’s degree and those with only a HS Diploma can be significant. Atlanta has the third highest differential among its peer MSAs, following Dallas and Washington D.C.

Figure 44. Share of Population w/ Bachelor's Degree or Higher by Race and MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Figure 45. Median Earnings by Education Level and MSA (2020)

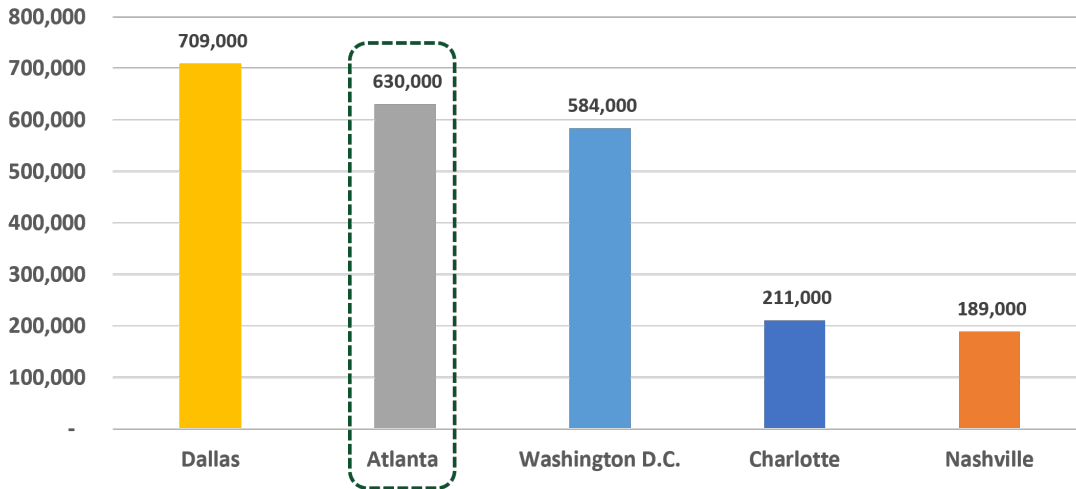


Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

Self-Employment

The Atlanta MSA has the second highest rate of self-employment, represented by number of non-employer firms, among its peers MSAs. Across all five MSAs, most of these jobs are in the Professional Services industry.

Figure 46. Number of Non-Employer Firms by MSA (2018)



Source: KB Advisory Group from U.S. Census Annual Business Survey (2019)

Table 11: Top 5 NAICS Industries and Average Annual Revenue per Business for Non-Employer Firms by MSA (2018)

Atlanta	Charlotte	Dallas	Nashville	Washington D.C.
Professional, Scientific, and Technical Services (\$44,177)	Professional, Scientific, and Technical Services (\$41,241)	Professional, Scientific, and Technical Services (\$52,666)	Professional, Scientific, and Technical Services (\$53,343)	Professional, Scientific, and Technical Services (\$57,914)
Other Services (\$27,313)	Other Services (\$29,757)	Other Services (\$33,909)	Arts and Entertainment (\$50,347)	Transportation and Warehousing (\$37,828)
Administrative and Waste Management (\$22,443)	Administrative and Waste Management (\$22,755)	Construction (\$77,955)	Other Services (\$32,881)	Real Estate and Rental/Leasing (\$102,554)
Construction (\$67,417)	Real Estate and Rental/Leasing (\$90,385)	Transportation and Warehousing (\$48,008)	Construction (\$93,957)	Other Services (\$31,202)
Transportation and Warehousing (\$37,517)	Construction (\$70,602)	Administrative and Waste Management (\$26,248)	Transportation and Warehousing (\$37,959)	Health Care and Social Assistance (\$35,471)

Source: KB Advisory Group from U.S. Census Annual Business Survey (2019)

Employment and Income

Of its peer MSAs, Atlanta MSA ranks third in median household income and size of employed population. With a median household income of \$71,193, the Atlanta MSA is most comparable to Dallas.

Figure 47. Median Household Income by MSA (2020)

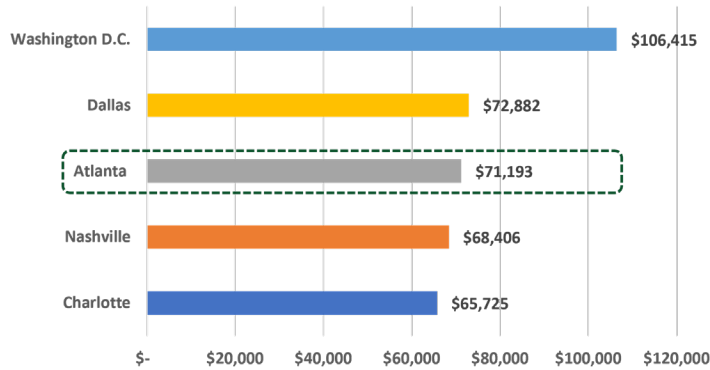
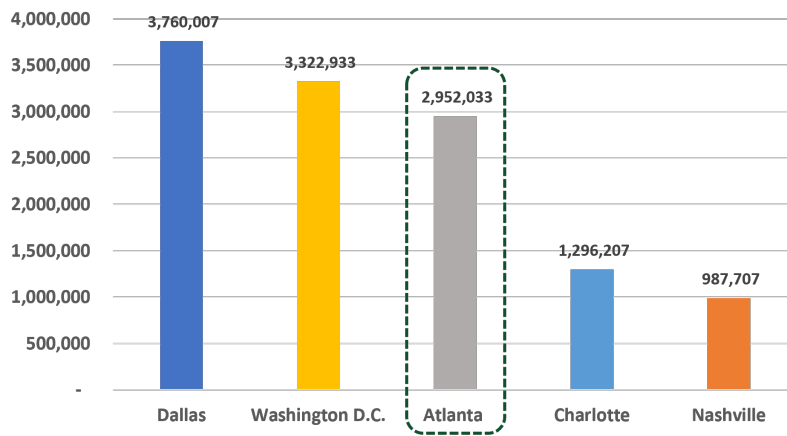


Figure 48. Employed Population by MSA (2020)



Source: KB Advisory Group from U.S. Census American Community Survey 5-Year Estimates (2016-2020)

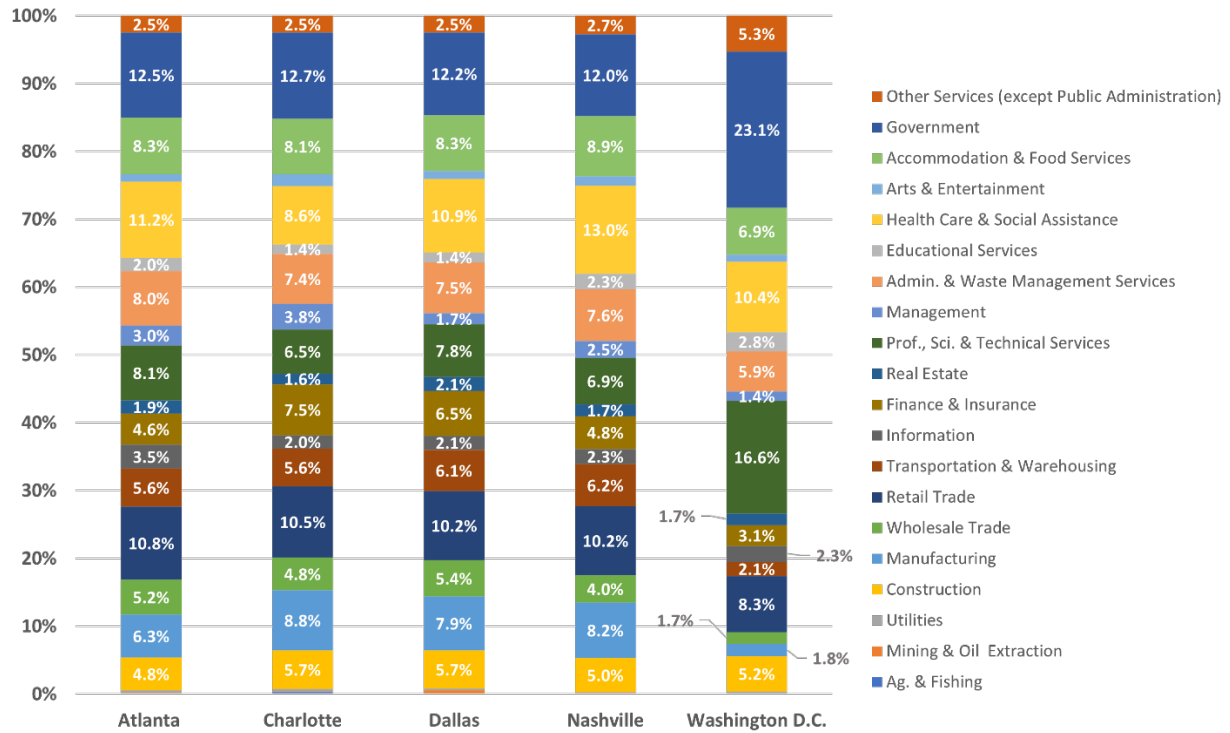
Employment by Industry

Excluding the Washington D.C. MSA, the rest of the peer regions have similar shares of their workforce in each of the industry categories.

In the four southernmost regions, the industries with the highest shares of workforce employment were:

- Government
- Health Care & Social Assistance
- Retail Trade
- Accommodation & Food Services

Figure 49. Share of Employment by NAICS Industry and MSA (2020)



Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Employment by Industry Over Time

- From 2010-2020, all the peer MSAs, except for Washington D.C., experienced significant employment growth in at least two industries.
- Nashville was the only MSA during this period to have employment in an industry grow by over 100%.
- Charlotte was the only MSA to have employment growth in every industry.
- In the Atlanta MSA, the industry with the largest employment growth was Management.

Table 12: Percent Change in Employment by Industry and MSA (2010-2020)

Industry (2-Digit NAICS)	Atlanta	Charlotte	Dallas	Nashville	Washington D.C.
Ag. & Fishing	51%	8%	25%	2%	14%
Mining & Oil Extraction	8%	93%	-28%	42%	-24%
Utilities	-5%	3%	3%	15%	5%
Construction	41%	51%	46%	57%	13%
Manufacturing	14%	15%	11%	25%	-3%
Wholesale Trade	2%	15%	19%	11%	-6%
Retail Trade	12%	16%	18%	11%	-4%
Transportation & Warehousing	35%	96%	74%	123%	27%
Information	18%	4%	-7%	15%	-10%
Finance & Insurance	24%	49%	33%	27%	0%
Real Estate	28%	45%	32%	54%	5%
Prof., Sci. & Technical Services	33%	59%	47%	77%	11%
Management	90%	44%	70%	115%	7%
Admin. & Waste Management Services	25%	32%	26%	48%	5%
Educational Services	18%	37%	24%	20%	11%
Health Care & Social Assistance	33%	19%	32%	26%	17%
Arts & Entertainment	15%	11%	8%	34%	-16%
Accommodation & Food Services	9%	17%	18%	21%	-8%
Government	-1%	6%	9%	-9%	1%
Other Services (except Public Administration)	14%	30%	9%	18%	1%

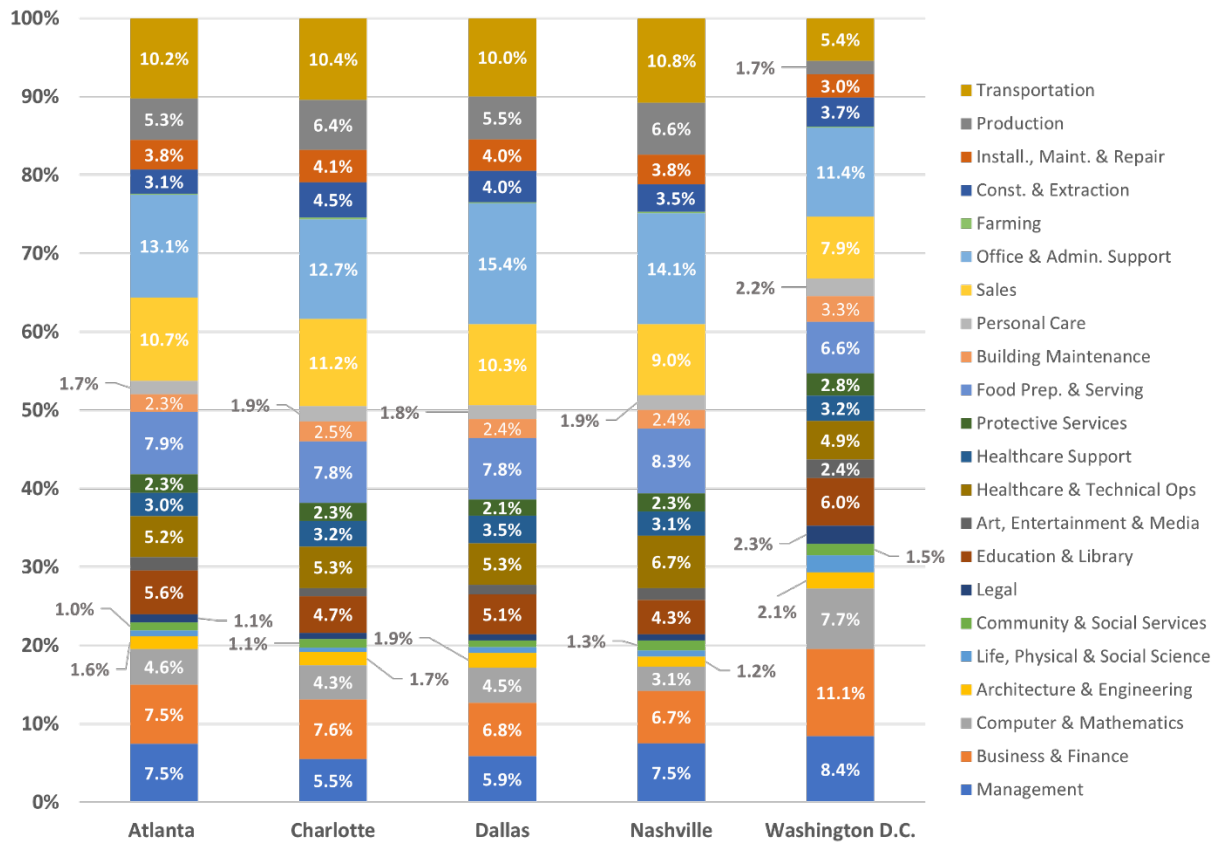
Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Employment by Occupation

Like industry employment trends, the southernmost peer MSAs have similar shares of their workforce in each of the occupation categories.

In these regions, large shares of the workforce are employed in office & administrative support, sales, transportation occupations.

Figure 50. Share of Employment by Occupation and MSA (2020)



Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Employment by Occupation Over Time

Occupational employment trends from 2010-2020 differ from the industry employment trends over time.

- While the Washington D.C. MSA still had the lowest employment growth overall, there were also declines in employment across multiple occupations in the other regions.
- Food preparation & serving occupations saw the largest employment decline across all five MSAs.
- However, the Atlanta MSA led its peer regions in employment growth in healthcare support, protective service, and art, entertainment & media occupations.

Table 13: Percent Change in Employment by Occupation and MSA (2010-2020)

Occupation	Atlanta	Charlotte	Dallas	Nashville	Washington D.C.
Management	23%	19%	46%	29%	8%
Business & Finance	21%	25%	29%	35%	11%
Computer & Mathematics	8%	26%	22%	30%	7%
Architecture & Engineering	10%	13%	9%	6%	0.2%
Life, Physical & Social Science	30%	8%	38%	43%	-1%
Community & Social Services	0.1%	16%	22%	38%	8%
Legal	26%	27%	15%	51%	2%
Education & Library	1%	0.1%	2%	2%	-4%
Art, Entertainment & Media	20%	1%	4%	10%	-3%
Healthcare & Technical Ops	6%	14%	5%	9%	2%
Healthcare Support	21%	10%	9%	14%	5%
Protective Services	21%	10%	9%	14%	5%
Food Prep. & Serving	-10%	-7%	-6%	-4%	-21%
Building Maintenance	-6%	-0.2%	-6%	-4%	-14%
Personal Care	-5%	-3%	1%	-1%	-11%
Sales	-0.03%	4%	2%	0.5%	-8%
Office & Admin. Support	-3%	-1%	-2%	1%	-9%
Farming	-3%	4%	-5%	10%	4%
Const. & Extraction	-0.5%	24%	3%	23%	2%
Install., Maint. & Repair	3%	5%	3%	-0.1%	-5%
Production	3%	-1%	3%	-4%	-3%
Transportation	9%	16%	19%	19%	3%

Source: KB Advisory Group with data from Emsi, provided by the Atlanta Regional Commission

Input into SWOT Analysis

The analysis within directly informed the development of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the region, which focused on six critical indicators:

- Equity, Inclusion, and Access
- Housing Production and Preservation
- Infrastructure Expansion and Maintenance
- Education and Workforce Development
- Entrepreneurship, Innovation, and Small Business Development
- National and Global Business Competitiveness

Highlights of the economic profile as they relate to the core focus areas of the SWOT Analysis are provided in this section. Given the profile's data-driven nature, the input was primarily relevant to equity, housing, workforce, and business profiles. One of the critical indicators, Infrastructure Expansion and Maintenance, was not directly addressed in the data-driven economic profile.

Equity, Inclusion, and Access

- The ARC region has seen improvements in overall poverty rates, especially for children, higher median household incomes, and lower school dropout rates. However, with over 500,000 11-county residents in poverty, many disparities remain. As stated previously, approximately 700,000 residents in the Atlanta MSA live in poverty.
- While poverty has declined in several counties, several counties are still severely affected by poverty. For example, DeKalb has over 106,000, and Gwinnett has over 90,000 people in poverty.
- Youth poverty declined in all counties over this five-year period, with Clayton County experiencing the sharpest decline. Still, Gwinnett (36,000), Cobb (20,000), and Clayton (19,000) have significant concentrations of youth in poverty.
- Poverty within the 11-county EDD is greater among the Black population.
- Throughout the EDD, Hispanic populations have a much lower educational attainment concerning post-high school degrees.
- White and male-owned employer firms are more numerous, larger in size on average, and have higher pay per employee.

Housing Production and Preservation

- While African American residents have seen the largest increase in median household income, they are still less likely to own their own businesses and earn less revenue than their peers in the same industry owned by those of other racial backgrounds.
- Most households in DeKalb and Gwinnett who earn their county's median income cannot afford the median-priced home in those counties.
- At least 45% of renters throughout the 11-county EDD are considered cost-burdened (spending more than 30% of their household income on housing-related expenses).
- Overall, counties in the northern portion of the EDD have high percentages of college graduates than counties in the southern portion of the EDD.

Education and Workforce Development

- Each of the 11 ARC counties has similar shares of educational attainment at certain levels, but variations exist in post-baccalaureate education achievement, particularly when observing by race and ethnicity.
- The region’s school systems are also major employers in the region, including Emory University (32,600), Gwinnett Public Schools (21,500), Cobb Public Schools (12,180), and Fulton County Public Schools (11,170).
- The jobs with the highest demand in the Atlanta MSA are not always the highest paying.
- Despite offering the two highest median annual earnings after adjusting for cost of living, management and computer & mathematics occupations were high in demand in the Atlanta MSA for 2021. Still, they were not in the top three occupations demanded.
- Overall, counties in the northern portion of the EDD have high percentages of college graduates than counties in the southern portion of the EDD.
- Dropout rates across the ARC region have fallen in almost all the public school systems within the ARC region from 2011-2021.

Entrepreneurship, Innovation, and Small Business Development

- As of January 2021, many of the largest employers in the region are in the medical/healthcare sector, including Northside (23,600), WellStar (17,740), and Piedmont (16,000).
- The region’s school systems are also major employers in the region, including Emory University (32,600), Gwinnett Public Schools (21,500), Cobb Public Schools (12,180), and Fulton County Public Schools (11,170).
- Nearly 60% of those employed in the Atlanta MSA in 2019 were employed by the largest firms (500+ employees). However, only 3% of all regional firms have at least 500 employees, and these large firms represent just over 66% of the region’s overall payroll.
- White and male-owned employer firms are more numerous, larger in size on average, and have higher pay per employee.

National and Global Business Competitiveness (NGBC)

- The Atlanta MSA had an overall GDP of over \$425 billion, with a per capita GDP of approximately \$70,000, comparable to Dallas, Charlotte, and Nashville.
- The Atlanta MSA has the lowest median housing price of the five regions, at approximately \$360,500.
- Out of the population 25 years or older, 35% have a bachelor’s degree or higher within the Atlanta MSA. All five peer regions have similar shares of the population with just a bachelor’s degree, but D.C. has larger shares of those with a Master’s Degree and above.
- Except for the Washington D.C. MSA, Atlanta ranks comparatively with the rest of its peer regions in terms of a highly educated workforce.
- Between 2017 and 2021, the median price of homes in the region increased by 80%, higher than in Washington, DC, Nashville, and Dallas.

Appendix B

CITIZEN AND STAKEHOLDER ENGAGEMENT





Appendix B: Citizen and Stakeholder Engagement

Contents

Introduction	1
Steering Committees.....	2
Technical Committee.....	2
Advisory Committee	2
Input Received from Committees	3
Focus Groups.....	4
Focus Group 1 - Joint Non-profit and Faith Based Communities, May 23, 2022.....	5
Focus Groups 2 and 3 - Creative/Arts Community - May 31 and June 6, 2022	6
Focus Groups 4 and 5 - Economic Development - July 25 and July 29, 2022	7
Stakeholder Interviews.....	9
Other Engagement Tools.....	10
Input into the SWOT Analysis	11

Introduction

Strong community engagement around the issue of economic development and how communities within the region develop and maintain resilience is key to a successful and effective Comprehensive Economic Development Strategy (CEDS). The engagement strategy for the CEDS follows up on the 2021 ARC Metro Atlanta Speaks Survey highlighting residents' views on the economy, including:

- Two out of three respondents said high levels of income inequality have a negative impact on the economy.
- And more than three in four said ensuring racial equity is essential to maximizing economic growth in our region.
- In answer to a new question this year, about three in four said increasing the minimum wage would be good for the economy.
- When asked what option could best help attract and retain skilled workers, the top responses were creating more job training opportunities followed by increasing affordable housing options.

In addition, the survey highlighted the need to focus on education, especially the growing poverty gap in the region. This important CEDS update will build on past accomplishments and introduce new strategies and techniques to better integrate diversity and equity into the region's economic development profile. The current economic environment, affected by the pandemic, will provide many anecdotes and lessons learned that can be applied to how the region approaches the future of community equity and resilience.

The CEDS outreach process relied on the following activities:

- Steering Committees (Technical and Advisory Committees)
- Focus Groups
- Stakeholder Interviews
- Publications and Media

The CEDS engagement program was designed to be more inclusive while gathering input from traditional economic leaders such as Chambers of Commerce, corporate stakeholders, etc. As such, in addition to a survey for the general public, specific surveys were developed to gather input from the following groups:

- | | |
|---|---|
| • Small Businesses | • Business Leaders |
| • Identified Demographics | • Faith-Based Community |
| • Planning and Economic Development Professionals | • Creative/Arts Community |
| • Non-Profits | • Education Professionals (Primary and Secondary) |

Detailed information on the survey results is provided in Appendix C of the CEDS document.

Steering Committees

Two committees were established to guide the development of the CEDS. In forming both committees, special attention was given to including minority and small business representatives. These committees are presented on the following page. The committees met on the following dates during the development of the CEDS:

Meeting Purpose	Technical Committee	Advisory Committee
Meeting 1: Project Kickoff and CEDS Overview	March 23, 2022	March 31, 2022
Meeting 2: Present Summary Background Information and SWOT Analysis	April 18, 2022	May 10, 2022
Meeting 3: Input on Goals and Objectives	May 19, 2022	June 2, 2022
Meeting 4: Summary of Recommendations	Joint Meeting of Technical and Advisory Committees – September 20, 2022	

Technical Committee

Representatives from the following organizations were invited to provide input from practitioners of economic development initiatives:

- Georgia Department of Economic Development
- Metro Atlanta Chamber of Commerce
- Douglas County Development Authority
- Cherokee County Office of Economic Development
- Learn4Life Metro Atlanta
- Georgia Tech
- Urban Land Institute (ULI) Atlanta
- Enterprise Community Partners
- Center for Civic Innovation
- Atlanta Black Chambers
- Latin American Association
- Center for Pan Asian Community Services
- Old National Merchants Association
- Hispanic Chamber of Commerce
- Partnership Gwinnett
- Morris, Manning, and Martin, LLP
- Park Pride
- Ting Internet at Tucows
- Atlanta Civic Circle
- TranFormation Alliance
- Atlanta CareerRise

Advisory Committee

Representatives from the following organizations and businesses were invited to gather input from economic development policy makers:

- Georgia Power
- Buckhead Community Improvement District
- Atlanta Neighborhood Development Partnership
- Clayton State University
- Coxe Curry and Assoc.
- Gwinnett Chamber of Commerce
- Annie E. Casey Foundation
- State Roadway Tollway Authority
- Partnership for Southern Equity
- Georgia Department of Transportation
- Federal Reserve Bank of Atlanta
- Georgia Department of Community Affairs
- HBCE-Post-secondary Committee

- Atlanta Gas Light
- United Way Metro Atlanta
- Community Foundation Greater Atlanta
- Aerotropolis Atlanta Alliance
- Comcast
- Invest Atlanta
- Gas South
- Grady Hospital
- Wellstar Kennestone Hospital
- Community Foundation Greater Atlanta
- Atlanta Tech Village
- Russell Center for Innovation and Entrepreneurship
- City of Decatur
- City of Atlanta
- WildArk
- Cobb County Chamber of Commerce

Input Received from Committees

Committee members provided their perspectives on various issues that informed the process and much of the input supported the SWOT analysis.

Challenges

- Labor shortages coupled with poverty wages in the region
- Affordable housing demand is far larger than the supply throughout the region
- Lack of capital for small businesses to start up and expand
- Challenges with the availability of land sites and buildings
- Lack of economic development on the south side of the region
- Mobility challenges affect access to jobs in the region
- Debilitating infrastructure (water, buildings, transportation systems, etc.) impacts the economy
- A resurgence of COVID threatens the future economy
- Global challenges, such as the recent supply chain issues, slow the economy

Opportunities

- Creating programs that offer opportunities to youth in trade, STEM, high-tech, and AI industries that lead to higher wages
- Capitalize on the region's cultural diversity and support access to opportunities for young immigrants
- Identify and support emerging industries such as AI, urban agriculture, fintech, etc.
- Address the current wage gaps in the service sector
- Include the Creatives sector in regional economics, including art, film, and music
- Identify banks and other financial institutions to bolster small business capital
- Focus on the redevelopment and repurposing of old buildings and infrastructure
- Use philanthropy as an asset to support and advance the region

Focus Groups

A fresh approach to nontraditional partners and constituents is critical to success, including Black, Hispanic, Asian, and LGBT organizations throughout metro Atlanta. An initial list of non-traditional organizations identified that may fill the gap of those not involved previously but who are more community and grassroots connected to ensure CEDS policies can be implemented. This group was essential to the engagement process and will also become ARC partners by participating in the following ways:

A desired result of the CEDS update was to introduce new strategies and techniques to better integrate diversity and equity into the region's economic development profile. To accomplish this goal, organizations and individuals from around the region that serve and operate in local communities representing a variety of sectors were identified for participation. Some of the sectors are participating in regional economic development discussions for the first time. The sectors include:

- Small Business/Workforce Development
- Identified Demographics
- Economic Development/Planning (CIDs)
- Education (Primary and Secondary)
- Government Leaders
- Non-profits
- Business Leaders
- Faith Based Community
- Creative/Arts Community

Invitations to participate were provided to each organization, and participants encouraged to complete their respective survey and visit the project website. Each meeting began with introductions followed by the introduction of the video and a brief overview of the project. The emphasis of each meeting was to hear from the attendees. A total of 5 focus groups was conducted. Three questions were prepared to initiate discussions including:

1. What are the biggest economic challenges facing your constituents?
2. What are some opportunities for improving economic mobility for your constituents and the region?
3. What programs/projects are working for your organization?

Focus Group 1 - Joint Non-profit and Faith Based Communities, May 23, 2022

The nature of services provided by the non-profits and faith-based organizations led to an opportunity to conduct a joint meeting. Participating organizations are identified in the table below.

Non-Profit Organizations

- Roseleana’s Community Development Center, Inc.
- The Center for Family Resources
- The Center for Children and Young Adults
- The Place of Forsyth
- North Fulton Community Charities
- Connecting Henry
- Poverty to Prosperity

Faith-Based Organizations

- Regional Council of Churches
- Jewish Federation of Atlanta
- MUST Ministries
- Catholic Charities
- The Grove Community Development Corporation of Greater Piney Grove Church

Responses

Q1: Biggest economic challenges

- The lack of affordable housing and awareness of housing resources was the most prevalent mention of challenges. Some of the participant organizations provide housing at their locations and one faith-based organization builds housing on nearby property owned by the church.
- Income qualification models are outdated and need to be retooled to align with current program requirements from funders. Many of the models are decades old.
- Many service recipients chose not to return to work after COVID and as a consequence, are finding it difficult to become economically mobile.
- Issues such as the reliability on transit and the cost/lack of child care hinder many to improve their overall quality of life.
- All focus group participants agreed that communications about sources and resources could greatly improve access to services and other opportunities such as education and career development.

Q2: Opportunities for improving economic mobility

- Developing creative options to incentivize (stipend) education and motivate foster care kids who have been dysfunctional for years to get an education and go to work.
- Identifying ways to improve transportation can also improve economic mobility. Look at partnerships to improve what MARTA can do and move people to high employment that can lead to career opportunities.
- Providing free or reduced costs to access technology (internet) and providing training/education on how to operate anything digital which increases awareness.
- Better technology systems that are easy to navigate, especially for seniors. People slip through the cracks because of a lack of knowledge.
- Incentivize businesses to tutor and help with workforce development.
- Getting back to data driven standard best practices that identifies outcomes. COVID did away with standards.

Q3: Programs/projects that are working

- Emergency assistance grant programs that assist with temporary and permanent housing

- Interest free short term loan programs underwritten by some non-profit foundations
- A workforce development coaching model that includes not only work, but also budgeting of money.
- Partnership with judicial systems to intervene with families to avoid catastrophic events such as displacement, eviction and job loss.

The participants in this focus group all met each other for the first time during the meeting and have continued to coordinate resources and share information beyond the CEDS process.

Focus Groups 2 and 3 - Creative/Arts Community - May 31 and June 6, 2022

This is a newly targeted sector of the economy that ARC anticipated engaging to bring a perspective that is often overlooked in economic development discussions but contribute to the region in many ways. The creatives sector includes music, radio, art, digital art, theatre, dance, film, catering, and government arts councils among others. The participants were chosen from all of these categories to provide input about their economy. To accommodate the schedules of the creatives community, two focus groups were conducted to ensure strong participation. The table below represents the participating organizations.

- | | |
|--|------------------------------|
| • True Colors Theater | • Fulton County Arts Council |
| • WCLK Radio (Clark Atlanta University) | • Disc Jockey Representative |
| • Info At Soul Food Catering | • Idrum |
| • Dance Canvas | • 10 Square Fashions |
| • Gwinnett Film | • Dashboard |
| • Arts Advocacy Representatives | • Mural Arts Representative |
| • Entertainment Advocacy Representatives | • Musician Representatives |

Responses

Q1: Biggest economic challenges

- COVID – Performing in closed spaces; was difficult to get audiences. Teaching, acting, and other jobs dried up during this time.
- Distinct lack of philanthropy for the arts; challenges of coming from a robust economy, there is a great deal of competition for space. Corporate expansion is leaving less room for performance space.
- Municipalities in areas outside Atlanta are suffering from lack of financial resources for the creatives industry.
- The fashion industry in Atlanta is lacking support and many in the industry are relocating to San Francisco and New Yor for better opportunities and greater exposure.
- Gap between income and expenses growing. Artists cannot afford materials they need as they pay living expenses.

Q2: Opportunities for improving economic mobility

- City- and county-owned property in blighted neighborhoods could be turned into performance and art space and has the potential to improve the quality of the community.

- Arts are a way to help people heal, encourage empathy, compassion, humanity and understanding.
- The industry has not relied on government for funding and resources because as administrations change, relationships change. The creatives have sought corporate and strategic sponsorships to achieve community connections. There are tax breaks and corporate incentives available if made aware.
- Creating opportunities for exposure in high-traffic areas, for example, creating space in popular destinations like Lenox Square Mall.
- Many arts organizations and individuals are intimidated by the grant process and don't apply. It would be helpful if ARC or other organizations (chambers of commerce, etc.) could take the lead in setting up a digital marketplace for grants and other funding information, education and resources for the creatives industry.

Q3: Programs/projects that are working

- The Small Business Administration (SBA) program was great when it was available, but it has ended. There was also an Audience Development Roundtable where we gathered to talk and explore best practices; that was very effective. The cost was underwritten by the Blank Foundation, but it is no longer funded. Maybe an economic development roundtable could be helpful.
- Everyone in the arts community is working, but are working on the art, and need funding opportunities to keep progressing the mission.
- The industry has adapted to meeting new artists online and have continued to promote their work.

Focus Groups 4 and 5 - Economic Development - July 25 and July 29, 2022

This group of participants included the economic development directors of the county and municipal governments in the region along with representatives from area Chambers of Commerce. Many of these participants are responsible for implementing and advancing economic development initiatives that include business recruitment, business development, implementing small business programs, and oversight of local housing programs. Their perspectives and experiences are important to the CEDS as local economic development fuels much of the regional economy. Below is a list of participating agencies and organizations.

- | | |
|---------------------------------------|------------------------------------|
| • City of East Point | • City of College Park |
| • City of South Fulton | • Clayton County |
| • Cobb County | • DeKalb County |
| • Henry County | • Rockdale County |
| • Fulton County Development Authority | • North Fulton Chamber of Commerce |

Responses

Q1: Biggest economic challenges

- Clayton County recently updated the Economic Development strategic plan; the biggest find is a perception problem – that it is a poverty-stricken county with no market for high-disposable

income individuals and that business would not thrive there. It will require us to work actively to change that perception.

- Clayton County does not have an innovation hub. This is something we have decided to pursue. An accelerator would be a great help. Currently, food and beverage are largest employers in the county. We want a good mix of blue collar, biotech, medical, etc.
- The south side suffers from decades of disinvestment. They do not get the attention that the north side gets; that affects the level of investment, as well as the fact that the south side does not look like the north side. We have the Southeast United States' largest economic engine in Hartsfield-Atlanta Airport; we will need the help of local governments to recognize and help reverse the trend of disinvestment.
- DeKalb County – Lack of infrastructure, investment and improvement in the southern half of the county. There are equity issues, and we need to lead with that conversation. Gentrification is also an issue (e.g., Atlanta Beltline). Regionally and nationally, we are all facing a changing labor market. School enrollment is down, and this is an issue that has to be addressed.
- One of the biggest challenges has been perception; changing that mindset has been slow. There has been some movement, but not at a rate we would like to see.
- ***Question to Group: Is there an important role in tutoring children in poverty for roles that pay more than \$100k per year? Would this attract more high-tech companies? Is there room for companies to tutor an area's children to create a suitable labor market?***
 - Absolutely believe that it would help to bring these resources to disadvantaged youth. That investment would make a significant difference as well as changing the perception of the south side. There is also a need to invest in the technological infrastructure so that the south side can attract more high tech investment.

Q2: Opportunities for improving economic mobility

- Cobb County – Has a large, educated workforce. We are struggling with housing – attainability is a problem. However, Cobb also has 20,000 children in poverty. Has Cobb thought about economic incentives to tutor the children?
Cobb is in transition and looking for more economic development leadership. We are looking at candidates who can bring creative ideas on investment incentives. South Cobb carries the burden for affordable housing and has experienced a lack of investment, especially in better paying jobs. However, South Cobb is best positioned from an accessibility standpoint and offers access to other important destinations.
- ***Question to Group: Economic development strategies from the Brookings Institute did not include economic development to raise salaries – average salaries used (\$50-60K) are not sufficient for ownership. Cobb should look at diminishing the need for affordable housing. Has Cobb considered establishing a trust fund or zoning of accessory units to help with economic development investment so that salaries can better match available housing?***
 - Cobb has received an opportunity through the CDAP program through ARC to look at affordable housing data, zoning, housing codes, etc., and educate our elected officials. We are also assessing what we need to do to meet those goals.
- Henry County is investing in alternative types of education so that children have the opportunity to study a variety of crafts. Infrastructure is also being upgraded to accommodate commerce and movement. Housing is being updated so that, as it remains affordable, it still gets upgraded to more modern looks so that it attracts more working families.

- Housing stability in general is as important as affordability. Also need high schools to partner with technology companies so that students are guided to more technical careers and can find employment whether they choose college or not. This will help in increasing the economic mobility here.
- Habitat for Humanity is building more than 20 homes for single family occupancy on the south side. Buyers are encouraged to stay in these home 5 years; there are examples of families who are able to sell these homes for a profit and move to purchase something that is more expensive. Homeowner education and opportunity will be gamechangers. The jobs are there; wages are up. These partnerships help people to attain stability.
- ***Question to Group: Accessory housing (granny flats) enable the homeowner to have additional income and contribute to affordable housing. Does Habitat for Humanity include any of these kinds of additions?***
 - Our focus is on preparing people for home ownership, offering credit education and other needed skills. Additional home ownership models need to be studied, such as land trusts and land banks that eliminate the cost of land.

Q3: Programs/projects that are working

- The purchase of Ft. Gillem as part of BRAC is one example. More than 1100 acres, logistics center, designed to attract employers. The goal was 4000 jobs, and they have already made it to 3,700. Most are in the warehouse and distribution system, but there are new uses being approved. This has been a positive for the county as far as job generation and attracting businesses to cater to this increased work force.
- The green development wave is also growing – vertical farming, aquaponics, etc. – there are already several successful operations, and more are anticipated. One high-tech greenhouse can replace the need for acres of farmland. They also present an opportunity to involve schools and train students. There is a lot of interest in this area.
- I have collected data on underperforming and declining areas and developed strategic plans to replace those land uses. We have also had cities acquiring some of the properties that have been neglected by absentee owners and making those into developments that can change the nature of an area.
- We partnered with a group to help us reimagine the central business community, in a bid to get people together and get their input on what we could do with the community. We sponsored a block party to allow people to experience the reimagined community for several weeks. It resulted in heightened volunteerism and increased interest among members of the community in promoting and supporting those reimagined plans.

Stakeholder Interviews

Several interviews were conducted with regional economic leaders. Understanding the perspectives of those whose focus is on the economic mobility of communities is an important element of the CEDS outreach process. Several one-on-one interviews conducted during the process revealed common opinions on the future of economic mobility in the region and supported the findings of the SWOT. Prior to each interview, participants were provided an overview of the project and a set of questions to guide the discussion. The questions included:

1. What is your vision for the economic future of metro Atlanta?
2. What do you see as the major challenges to achieving that vision?

3. What do you see as some opportunities to achieve that vision?
4. What strategies are needed to ensure equitable economic resiliency for our region? Particularly with our small and minority business community?
5. What partnerships are needed to achieve resiliency and inclusion?

Input from Interviews

- The region has the possibility of being great. Things done well must be doubled down on and must include ethnic minorities and women who are very engaged in the economic development of the region.
- Ensure the terms of equality and affordability are defined in economic discussions.
- Transportation access – regional network is needed – must have access to ALL cities in the region; especially in the suburbs.
- Need more partnerships between small businesses with growth potential, strategic relationships with major corporations.
- For women owned businesses, old programs need to provide fresh opportunities for growth – retool old certification programs.
- A lot of newly successful corporations in the Atlanta area may provide better opportunities for partnerships with small businesses.
- More regional cooperation between elected officials is needed to truly achieve equity.
- Greater opportunities for development on the southside of the region and bringing in developers to the economic development discussion is important for the future.
- School system issues plague some areas and need uplifting.
- The region needs more tech trades – more training in plumbing, electrical, etc. Every rapidly growing city is in need of trades.
- Scholarship access to ATL technical colleges is vital. 98% students matriculate through a 15-month program and immediately get jobs. Airlines need mechanics, automobile industry, HVAC industry all requires skills.
- Housing types need to be varied including multifamily and smaller houses for seniors.
- Address food deserts in vulnerable communities and support urban agriculture opportunities.
- Team effort working with available resources including ARC, chambers of commerce, educational systems (primary and secondary), young people, GDOT, MARTA, airport representatives, medical field - a lot of voices are needed at the table.

Other Engagement Tools

Other information tools included:

- A project website was created to serve as a location for project information and posting of updates. The website also introduced an opportunity for the public to designate a name for the CEDS that may be more appealing.
- ARC staff produced a 45-second introduction to the project and its purpose. The content focused on the necessity of inclusion and equity for this update and the commitment to invite participation from a broader segment of the region's population. The video was included as an

introduction to the surveys described above, posted to the project website, and shared on social media posts.

- A one-page fact sheet was also created to be distributed in public places and to organizations to bring awareness to the project and included links to the website and surveys.

Input into the SWOT Analysis

The input provided through the CEDS outreach process directly informed the development of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the region, which focused on six critical indicators:

- Equity, Inclusion, and Access
- Housing Production and Preservation
- Infrastructure Expansion and Maintenance
- Education and Workforce Development
- Entrepreneurship, Innovation, and Small Business Development
- National and Global Business Competitiveness

Equity, Inclusion, and Access

Steering Committee Input

- Key challenges for the region related to equity include:
 - Labor shortages coupled with poverty wages in the region.
 - Lack of economic development on the southside of the region.
- Key opportunities for the region related to equity include:
 - Addressing the current wage gaps in the service sector.
 - Use philanthropy as an asset to support and advance the region.

Focus Group Input

- Opportunities for improving economic mobility include providing access to technology (internet) for all, maintaining data on underperforming and declining areas, and implementing strategies to replace those land use.

Input from Stakeholder Interviews

- The region has the possibility of being great. Things done well must be doubled down on and include ethnic minorities and women who are very engaged in the region's economic development.
- The region needs to ensure the terms of equality and affordability are defined in economic discussions.
- Greater opportunities for development on the southside of the region and bringing in developers to the economic development discussion are important for the future.
- Old programs need to provide fresh growth opportunities for women-owned businesses, retool old certification programs.
- More regional cooperation between elected officials is needed to truly achieve equity.
- Address food deserts in vulnerable communities and support urban agriculture opportunities.

Housing Production and Preservation

Steering Committee Input

- A key challenge for the region related to housing is that the demand for affordable housing is far larger than the supply throughout the region.

Focus Group Input

- One of the biggest economic challenges is the lack of affordable housing and awareness of housing resources.
- Programs that are working include emergency assistance grant programs that assist with temporary and permanent housing.

Input from Stakeholder Interviews

- Housing types need to be varied, including multifamily and smaller houses for seniors.

Infrastructure Expansion and Maintenance

Steering Committee Input

- Key challenges for the region related to infrastructure and mobility include:
 - Mobility challenges affect access to jobs in the region.
 - Debilitating infrastructure (water, buildings, transportation systems, etc.) impacts the economy.
 - Challenges with the availability of land sites and buildings.
 - Global challenges, such as the recent supply chain issues, slow the economy.

Focus Group Input

- One of the biggest economic challenges related to mobility includes reliability on transit and the cost/lack of childcare hinder economic opportunities.
- Improving transportation options to access jobs is a big opportunity.

Input from Stakeholder Interviews

- Transportation access, a regional transit network is needed and must have access to all cities in the region, especially in the suburbs.

Education and Workforce Development

Steering Committee Input

Key opportunities for the region include:

- Creating programs that offer opportunities to youth in trade, STEM, high-tech, and AI industries that lead to higher wages.
- Identifying and supporting emerging industries such as AI, urban agriculture, fintech, etc.

Focus Group Input

- One of the biggest economic challenges related to education is limited communications about resources in the region.

- Opportunities for improving economic mobility include developing options to incentivize education.

Input from Stakeholder Interviews

- The region needs more tech trades, more training in plumbing, electrical, etc. Every rapidly growing city needs trades.
- Scholarship access to ATL technical colleges is vital. 98% of students matriculate through a 15-month program and immediately get jobs. Airlines need mechanics, and the automobile and HVAC industries require skills.
- School system issues plague some areas and need uplifting.

Entrepreneurship, Innovation, and Small Business Development

Steering Committee Input

- Key challenges for the region related to entrepreneurship and small business development include:
 - Lack of capital for small businesses to start up and expand.
- Key opportunities for the region include:
 - Identify and support emerging industries such as AI, urban agriculture, fintech, etc.
 - Include the Creatives sector in regional economics, including art, film, and music.
 - Identify banks and other financial institutions to bolster small business capital.

Focus Group Input

- One of the biggest challenges with respect to small businesses is many municipalities in the area lack financial resources for the creatives industry.
- Opportunities for improving economic mobility related to entrepreneurship and small business development include:
 - Innovation hubs for emerging businesses and small business growth.
 - Capacity-building support for small businesses and creatives.

National and Global Business Competitiveness

Steering Committee Input

- Key opportunities for the region to increase the global business environment include:
 - Capitalize on the region’s cultural diversity and support access to opportunities for young immigrants.
 - Identify and support emerging industries such as AI, urban agriculture, fintech, etc.
 - Include the Creatives sector in regional economics, including art, film, and music.

Appendix C

SURVEY RESULTS



Appendix C: Survey Results

Contents

- Appendix C: Survey Results 1
 - Input from General Public and Regional Stakeholders 3
 - Number of Surveys Filled Out: 14..... 3
 - Responses to General Questions..... 3
 - Input from Small Business Owners 5
 - Number of Surveys Filled Out: 24..... 5
 - Responses to General Questions..... 5
 - Responses to Small Business-Specific Questions..... 8
 - Input from Black, Indigenous, and other People of Color (Non-Business Owners) 10
 - Number of Surveys Filled Out: 7..... 10
 - Responses to General Questions..... 10
 - Responses to Specific Questions for Black, Indigenous, and Other People of Color 11
 - Input from Non-Profit Community-Based Organizations 12
 - Number of Surveys Filled Out: 15..... 12
 - Responses to Non-Profit Questions..... 12
 - Input from Faith-Based Community 16
 - Number of Surveys Filled Out: 1..... 16
 - Responses to Faith-Based Questions..... 16
 - Input from Creative and Arts Community 16
 - Number of Surveys Filled Out: 3..... 16
 - Responses to General Questions..... 16
 - Responses to Specific Questions for Creative and Arts Community..... 17
 - Input from Education Professionals 18
 - Number of Surveys Filled Out: 4..... 18
 - Responses to General Questions..... 18
 - Responses to Specific Questions for Educational Professionals 18
 - Input from Economic Development Professionals 19
 - Number of Surveys Filled Out: 9..... 19
 - Responses to General Questions..... 19
 - Responses to Specific Questions for Economic Development Professionals..... 21

Input from City and Regional Planners	23
Number of Surveys Filled Out: 1.....	23
Responses to General Questions.....	23
Responses to Specific Questions for Economic Development Professionals.....	23
Input from Regional Government Leaders	24
Number of Surveys Filled Out: 5.....	24
Responses to General Questions.....	24
Responses to Specific Questions for Regional Government Leaders	24
Input from Regional Business Leaders.....	27
Number of Surveys Filled Out: 3.....	27
Responses to General Questions.....	27
Responses to Specific Questions for Regional Business Leaders.....	27

The CEDS engagement program was designed to be more inclusive while gathering input from traditional economic leaders such as Chambers of Commerce, corporate stakeholders, etc. As such, in addition to a survey for the general public, specific surveys were developed to gather input from the following groups:

- Small Businesses
- Black, Indigenous and Other People (Non-Business Owners)
- Non-Profit Community-Based Organizations
- Faith-Based Community
- Creative/Arts Community
- Education Professionals
- Economic Development Professionals
- City and Regional Planners
- Regional Government Leaders
- Regional Business Leaders

The following sections provide the input provided for the general survey and the specific surveys. For posterity, survey responses are provided in the language as they were originally received.

Input from General Public and Regional Stakeholders

Number of Surveys Filled Out: 14

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- All residents have decent and affordable places to live, regardless of race or gender. All residents have access to good quality public schools & all residents send their children to free pre-K schools. All workers are paid no less than a living wage, working 40 hours per week. All residents have decent, comprehensive health care.
- Continuing to grow. Maintaining a strong intown presence and not further becoming a mass Sprawling unplanned suburb.
- Continuous opportunities for competitive growth.
- Mixture of big box retailer, mom and pop shops, walkable green space, easy regional transportation light rail etc.
- An equitable, imaginative metro Atlanta that defies the pattern of cities across the country - a model to demonstrate that we CAN create a region where race is not the single greatest determining factor in one's outcomes and where investment does NOT automatically mean displacement.
- A more sustainable (i.e. equitable) labor and housing market. Greater density surrounding transportation corridors. Growth in Gwinnett, Cobb, Dekalb, Henry, Clayton.
- Neighborhood Commercial Districts (a la Little Five Points) throughout Metro Atlanta's towns.
- I want Atlanta to continue on the successful path that it currently finds itself. However, I want the economic future to provide economic uplift to ALL residents of the city, not just those that currently possess wealth. I think the region should spend a little more effort on improving the lives of its current residents instead of continuously trying to attract new residents.
- One that is full of opportunities for all people. A lot of mixes of uses and the ability for small businesses to be the center of the economy. One that is inclusive, affordable, and accessible. Less car centric. More investment into infrastructure that would drive more people to live and grow here.
- Booming but very crowded.

- Inclusivity and good job (livable wage) opportunities easily accessible (walking, biking, etc.)
- My vision for the economic future of metro Atlanta is a sustainable and equitable one - one that isn't reliant on forever growth, but one that provides opportunities for everyone to live a life of dignity.
- Knowledge Economy Hub.

How do you see yourself in that future?

- As an active member of and an engaged participant in a diverse, inclusive, civil society.
- Active participant in the political and non-profit world.
- I would like to be instrumental in creating a more employable workforce with verifiable skills in critical thinking and problem solving.
- Retired.
- I would love to contribute to imagining, innovating, and listening to the wisdom of community members and legacy residents to design a region that looks like this future.
- Living in intown Atlanta. My neighborhood will likely be more dense, more decentralized retail nodes.
- A small business owner, a patron of the arts.
- Hopefully I will at least be able to afford a place to live in a part of town that does not require me to own a car.
- Hopefully owning my own business one day! In general - I would love to contribute to more black-owned and women owned businesses. I hope to see more affordable housing and support for the communities that have been disinvested in without causing gentrification.
- Doing well for myself and contributing to the expansion.
- Working directly with an economic development department to create that.
- I am in school to be a city planner - so being a part of the network of Planners in ATL helping to form the built environment to shape that vision.
- A region that provides equal opportunity for all in housing, healthcare, education, jobs, and mobility.
- I am an advocate for better mobility, sustainable transportation, and more local civic engagement.
- Physical Place Facilitator.

What life experience(s) have you had that led you to answer, how you see yourself in that future?

- As a worker, I worked many hourly wage jobs. As a woman, I worked many jobs for pay lower than male peers. As a salaried executive, I led/practiced intentionally hiring] a diverse workforce. As a retired citizen, I volunteer, engage in the community, sit on non-profit Boards and individually work to ensure these issues are seen, are not brushed aside, and I am useful.
- Worked as a volunteer on political campaigns and at non-profits for decades. Part of the early days of CNN.
- Over the past five years, I have been developing a game-based learning system called Community On Demand to help learners at any age strengthen up to 63 of their high-demand employability skills.
- 30 + years in the workforce.
- I've been in the city planning field for several years and am currently employed by a non-profit racial equity organization. I know this future isn't easy to attain, but it's not impossible. Moreover,

it's the best thing for us. Right now, Atlanta is being designed exclusively for young, white, affluent professionals; and very few families without generational wealth can afford to live in the city. If we don't create imaginative, innovative plans and policies to change the economic outlook of the city, it will remain this way - and the diversity we pretend to uphold will become a pipedream.

- I am an urban planner that has grown up in the Atlanta region. I track real estate and demographic trends.
- Working for Trees Atlanta, and working in an economic development / planning role.
- Well, the current projection of this country's economy ensures that a majority of classic "life goals" will remain out of reach for many of my and younger generations. I genuinely do not envision a future in which I own a home. I think it is simply out of reach for me.
- Someone who enjoys cities that are built off accessibility and walkability. Master of City and Regional planning.
- I've had a successful career and never had issues making monthly payments.
- Grad school specializing in economic development.
- My time at Georgia Tech and getting to explore the area.
- I've lived in Atlanta since I was a young child, both in the suburbs and in the city. I've also traveled to Europe multiple times and I see how there is opportunity to invest more in sustainable transportation.
- Career experience.

Input from Small Business Owners

Number of Surveys Filled Out: 24

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- Bright.
- To do more business with Fulton County.
- A growing, diverse and inclusive major economic engine for our country and the world.
- a diverse mix of opportunities for all from the hospitality, technology, and other sectors
- Promising. Excited to be a part of its growth.
- Black Financial Freedom.
- equal opportunity for all people to thrive through safe streets, good education, affordable housing & economic mobility.
- Unable to forecast with the way the world is today.
- If we can pass this economic impact, then we can make it.
- I'd like to see Atlanta deepen its commitment to FinTech/Gaming/eSports which should include blockchain versions. This will allow Atlanta to establish itself as a defacto leader in the FinTech/crypto/gaming/eSports space. The commitment to these areas should reverberate down to the elementary/middle/high school educational curriculum in all public schools. This investment in stem will also being other technology ecosystems to life in the Atlanta area. Other areas of growth opportunity is to invest more into bringing collegiate sporting events to Atlanta. I would like to see a major tennis event, Grand Prix, N.C.A.A. Golf Championship, H.B.C.U. College Football, Baseball, Golf, Tennis and Basketball Championship held in Atlanta. Lastly, although the

City of Atlanta is working to uphold its 36% E.B.O. goals, we need to make sure the state and private industry is doing a better job with utilizing M.B.E. companies.

- Building a stronger middle class.
- I see Atlanta being a corporate, financial and entertainment hub.
- Diverse and jobs that can provide for all and in advanced industries of the future.
- To continue to focus on supporting small businesses.
- Equality.
- A technology hub (i.e. Silicon Valley).
- Expand some form of rail transit services between Cobb and Gwinnett counties For small businesses owners to keep growing.
- I see Atlanta thriving from a diverse range of businesses, mainly virtually based. Many employees who used to work in person will retire and leave vacancies for those who are comfortable working remotely. A thriving business community that provides sustained growth for high-level paying jobs (\$80,000+/year).
- Lower smog, traffic and more sustainable lifestyle.
- One of the go-to cities for jobs.
- Equal.

How do you see yourself in that future?

- Engaged and growing.
- By winning more bids.
- As an owner of a small business that has faced less than an equal playing field, I can provide input to all stake holders on how we can propel Atlanta to be a seed for to have an opportunity to be successful.
- As a diverse supplier, I want to be a part of building the future of my community.
- My small business would like to participate more in contracts based on our NAICS codes.
- Leading and merging many community development organizations with a mission to increase black wealth.
- Philanthropist and business advisor.
- Hopefully retiring at age 65.
- Ok in the near future.
- I see myself participating in the growth in the Atlanta economy by expanding my business and its services. I also see myself in an advisory or mentor role as the younger generation becomes the new leadership in the region.
- One of my objectives is to provide a pathway to create a stronger workforce.
- We are a construction service provider and we ourselves as a key cog to the construction service industry in Atlanta.
- Helping with strategy.
- Continuing to increase the revenue of small business by 50%.
- Successful if given the opportunity.
- An influencer in the technology industry.
- Contributing the transit expansion.
- Keep small business owners informed on new technologies coming to improve business owners experience of being a business owner.

- I am seeking contracts to help fill open positions.
- Providing a business that offers program management/construction management services to developers, public agencies as they develop their portfolio.
- Tell me how.
- A key role player.
- I see our firm as a successful entity.

What life experience(s) have you had that led you to answer, how you see yourself in that future?

- I have been blessed to do what I love and help tons of people.
- I know that before COVID business was better and I hope we are back to normal soon.
- Being a Hispanic and an engineer, I had to constantly prove that I can be as good or better than those in power with a different skin color.
- Several large-scale projects in the city of Atlanta called for a high percent of participation by city of Atlanta certified vendors. As a resident and employer, I love that and want to continue to embrace all the new relationships that brings.
- Current business strategies and clients.
- My father faced a double life sentence in prison. His fall opened my mind to real life matters that then led me down the entrepreneurial road. That road has led me to tax audits, ridicule, law suits, etc. yet, there is still something so rewarding.
- Practicing law, starting my own business, serving on chamber, education and non-profit board of directors.
- Being a business owner in a pandemic has drained me.
- 30 more years because new homes are being built every year that needs blinds.
- I am a business owner several times over and my company has lofty expectations of growth over the next 5-10 years. At that time, I will be closer to retirement, but I want to make sure my experience can be passed on to the next generation of business owners.
- Small business owner with close to two decades of business experience.
- The history of service that we have and continue to provide to the city and surrounding counties
- Being a leader in everything I have done.
- Over 40+ years of work experience.
- The industry my business is in, is a male dominating industry and I just desire the opportunity to show my work.
- Business owner, esports influencer.
- To improve one's quality of life one must have access to good health providers, job providing equitable pay, and access to retailers to purchase fresh foods. Transit will enable this.
- I am a small business owner.
- My business has successfully remained active since 2013. As a recruiter and business owner. I was able to adjust to the demands of the economy.
- Operated as a senior manager for business affairs in the construction and real estate development market.
- Lived here all my life and watched as things in metro area segregated with no apparent overarching plan (285 was not a "connector" in the real sense - just a min-accessible road and a dangerous one at that).

- I came to this country with two suitcases. I put myself through grad school. Have a job, roof over my head and three cars that are paid off.
- Perseverance and commitment during challenging times in all aspects of my life, has now prepared me for my business.

Responses to Small Business-Specific Questions

What do you attribute to the increase if your business had increased revenue during the pandemic?

- Better business development and processes.
- Business decreased because of business shut down.
- Diversification of service offerings and aggressive business development and overall repositioning.
- We had a loss of revenue during the pandemic.
- Clients experienced a decrease in revenue.
- Our business model was already conducive to tackle the covid issues. So covid was a blessing.
- Large enterprises needed our help with securing data, especially when they had to move employee remote.
- Nothing because company is still building new homes that need new blinds.
- New ownership group that is comfortable with debt for expansion.
- A stronger demand for project controls.
- Excess liquidity from federal government.
- Slight opportunities.
- Content Creation, Service offering mix
- Thriving economic market.
- Taking safety measure to continue working.

If your business had decreased revenue during the pandemic, how did you/have adapted to stay in business?

- Cut costs.
- Our business actually increased during the pandemic.
- P.P.P., E.I.D.L. loans, and self-funding.
- Adjusted to the forecasting needs of current and prospective clients.
- Our revenue decreased and stopped as we had to make an audacious decision to non renew the lease end modern day bondage in the form of entrepreneurship.
- during the first half dip (because clients were paying late) it helped to obtain the P.P.P.
- Cut Cost Utilized P.P.E. Loans ERC Credits, and E.I.D.L. Monies.
- Being in business longer.
- Company was still building homes, so I didn't really affect us that much.
- P.P.P. loan.
- Reached out back to business contacts to do corporate work again vs non-profit.
- Construction as a whole was very slow.
- Content Creation as a part of the marketing mix.
- Entities where not letting any contract unless it was pandemic related due to federal and state funding and access to decision makers was limited.

- My business lost money because customers was not being homes during the pandemic.
- Always keep the faith and develop new ways to make money.
- I worked multiple jobs.
- Staff reduction, and outside employment.
- Kept on working and kept close eye on expenses.
- Dip into savings.

What lessons would you share with other small business owners that might help them adapt to future "unscheduled disasters?"

- If you had not paid attention to having operating reserves the pandemic should have been a good reminder. Also, develop a relationship with a small / community bank before you need the relationship.
- Save for rainy dates.
- Adapt, stay positive and develop options and be flexible.
- The importance of building deep relationships with a broad customer base.
- Always maintain cash and business saving on hand to pay staff even during decrease in work productivity. It paid off.
- Be sure that your insurance policy covers business interruption.
- Always keep at least 3 months working capital in a separate "savings" account.
- Change your insurance coverage to include a pandemic policy.
- Be flexible and adaptable.
- Lower your prices during pandemic.
- Just so happen, my company is considered an essential business and is relatively recession-proof because much of our revenue is tied to government contracts and routine maintenance of roads. My advice would be to ensure that a portion of your revenue is tied to government contracting and double the reserves you think you will need in a downturn.
- Diversify your portfolio.
- Keep your operation as lean as possible; reduce debt level and improve cash reserves and lines of credit.
- Keep the network strong and use that trust to develop new vision E.D.s.
- Connect with your Small Business support organizations.
- Have a plan B in place.
- Contingency Planning.
- Have a letter of credit on standby. Continue marketing. Forge ahead with your strategic plans even though you may need to alter them to fit the disaster.
- Always keep the faith and develop new ways to make money.
- Gain working capital and hold it for unexpected events.
- Develop sizable, retained earnings during the years of good revenue to assist with the lean years.
- Remain flexible and plan for change.
- Have some savings.
- Always try to prepare for that "rainy" day. Have a process in place.

Input from Black, Indigenous, and other People of Color (Non-Business Owners)

Number of Surveys Filled Out: 7

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- All people have equity, affordable housing, employment.
- Improved opportunities with higher wages for many of the city's long time Black residents.
- Atlanta metro has become a region for the affluent. That needs to change. More solutions-oriented planning must go into including people of all economic situations.
- Shared prosperity and equitable opportunity.
- One with a diversity of incomes, job types, and able to accommodate the needs of all its residents.
- Inclusiveness for all cultures. Everyone being able to thrive without boxing a particular culture out. Nor leaving out our senior citizens. We need to make sure we have resources and services available for seniors.
- I'd like to see metro ATL economy to revolve mainly around film and arts in the south, and maybe even jointly fueled by tourism! Even if not all of the metro is the city, the area spans so wide and has everything from nature reserves to historic buildings; we also have phenomenal things to see!

How do you see yourself in that future?

- Partner with accessibility, voice as a person with disabilities.
- Assist with developing programs, pathways, and resources to aid in the development and readiness of the workforce.
- I will either be encouraged by real progress or encouraged to leave because of no progress.
- Equity champion.
- Middle class bureaucrat, but only maintain that status by splitting rent and by not having a car.
- Encouraging our youth to dream big and go for it.
- I see myself being able to travel from the south metro to north metro area easily as a graduate biology major.

What life experience(s) have you had that led you to answer, how you see yourself in that future?

- I am a person with a disability.
- Currently doing a lot of work aligning program providers with communities.
- I have lived in this region for more than 40 years. I've seen too much emphasis on business growth and the image of Atlanta, rather than on the residents who make up the city and region.
- Black resident of the United States of America.
- Riding transit and enjoying the flexibility of renting.
- Seeing new generations struggle with finding their place in the world and establishing their way. And seeing our seniors being left to fend for themselves instead of caring for them.
- I have had to use public transportation extensively and seeing the change from the metro to the city every morning and night for so long makes me wish it was easier to travel.

Responses to Specific Questions for Black, Indigenous, and Other People of Color

Before this outreach, were you aware that the Atlanta Region had a Comprehensive Economic Development Plan (C.E.D.S.) updated every five years? (Yes, No)

- Yes -7
- No - 0

Is this your first time asked to participate in a C.E.D.S. survey? (Yes, No)

- Yes -6
- No -1

Thinking specifically about your community/neighborhood, before the pandemic, how would you describe the level of economic health (i.e., ready access to goods, services, healthcare, diverse job/employment opportunities)? (Very Good, Good, Okay, Bad, Very Bad, Other)

- Good - 2
- Okay - 2
- Bad - 3

Please share in a few words why it is the level of economic health good?

- Easy access to amenities including retail, restaurants, parks, etc.
- People were employed and able to take care of their families.

Please share in a few words why is our economic health Okay or Poor and what it would take to improve?

- Lack of accessibility in transportation and affordable housing.
- There has been no change. The emphasis has been only on business development which has continued to dispossess existing residents, particularly Black residents.
- There are significant racial and other disparities in outcomes related to economic health
- More local grocery stores and basic service shops (barbers, salons, convenience stores) within the neighborhood that are walking distance from residential areas, or integrated within the neighborhoods.
- Where I live, everything has always just been so difficult. We don't have any small businesses shop-wise and to get any large-scale service like a hospital traveling far is a must. Most large-scale healthcare or any service really is in north metro or in the city. We don't have recreational businesses down here where people can spend time together like trampoline parks or arcades or even anything remotely similar. The majority of jobs here are in fast-food for minimum wage. It would take investing in the south metro area to improve; I see transportation as essential.

Have small/service businesses in your community/neighborhood changed/reduced hours and or gone out of business since the pandemic?

- Yes – 6
- No - 1

If small/service businesses in your community/neighborhood changed/reduced hours and or gone out of business, how has this impacted you/your neighborhoods?

- Lack of accessibility and increased prices.
- Minimal impact.

- It has hastened the "buy out" off property or just left gaping holes in service (what little there was) and amenities that make neighborhoods livable.
- Reduced access to services and decreases in employment.
- It forced longer trips by transit to get necessary groceries or other household needs.
- It forces us to rely more and more on larger companies that don't contribute to our local economy the way small businesses do.

What are the top 1 to 3 things you feel would make your community/neighborhood more economically and viable?

- 1. Housing 2. Transportation 3. Employment.
- Improved public transportation.
- Elimination of eyesore/abandoned properties, affordable housing , investments in improving infrastructure (sidewalks, greenspaces, Street lights, etc.).
- More affordable housing; improved Pre-K through post-secondary education; better transportation options.
- Sidewalks, cheaper/more housing, walkable & affordable local grocery.
- Assistance for youth on life skills (budgeting, banking, applying for jobs/cars/homes) and assistance for seniors to help when they're not able to work anymore however they still need food, housing and utilities.
- Transportation. I am aware Clayton B.R.T. is happening but it would be incredible to have micro-mobility also in the form of bike routes. 2. Walkable shops. The way it is required to own a car to buy anything is ridiculous and discourages people from going around from business to business. If our major business roads could be renovated to have more greenspace to connect the shops to look more pleasing it would be fantastic. 3. More investment into us. We have some of the highest percentages of low-income families as well as crime.

Input from Non-Profit Community-Based Organizations

Number of Surveys Filled Out: 15

Responses to Non-Profit Questions

What is the primary nature of your non-profit organization (service provided)?

- Temporary housing for homeless youth (12-20 years old) in metro-Atlanta.
- Established in 2004, our mission is to empower males and strengthen families. M.E.N.S. Wear, Inc.(Making Employment the Next Step) provides employability skills training, professional wardrobe clothing, and other resources to youth and adult males desiring self-sufficiency. Our employability training modules consist of soft skills, personal & social development, customer service, and financial management. Our training program assist males in pursuing career pathways with livable wages, entrepreneurship, or serve as a pre-apprenticeship training course for entering an apprenticeship program. To date, M.W.I. training and wardrobe services have empowered over 1500+ males in the metro Atlanta area.
- Workforce intermediary.
- Philanthropic Funder.
- Biotech and public health trade association.

- Provide resources and referrals for homeless, domestic violence and human traffic survivors; assist veterans and seniors with navigating resources; health literacy and HIV/AIDS education; provide community service hours for students and those needing service hours for the judicial system ;develop and execute health and information fairs at parks, libraries for all age groups.
- Shelter/Temporary housing for homeless youth ages 12-20 years old.
- Civic engagement, health & wellbeing, advocacy.
- Animal rescue.
- Family Economic Mobility.
- Connecting people to nature.
- Food Pantry, financial assistance, workforce, youth programs, senior outreach, high school life-skills.
- Direct Service Provider, Pantry, Case Management-Emergency Financial Assistance, E.S.L., G.E.D., Workforce.
- Education (pre-K/bi-lingual) for children in the community at the poverty level.
- Affordable housing development.

If your organization had increased grant funding during the pandemic, to what do you attribute the increase?

- P.P.P. Loan. (Several responses)
- Our organization did receive grant funding during the pandemic. I attribute the increase in funding made available to smaller and grassroot non-profits from large for-profit corporations and governmental entities during the pandemic is due to the aforementioned getting a deeper understanding of the important necessity for non-profit resources and services are needed in the community and how we positively affect the economy.
- The nature of our work is to re-grant into the community; national funders partner with us to grant to grassroots non-profits and organizations; our focus on racial equity, COVID response and recovery and housing are also key drivers of increased investment.
- We have a specialized global health crisis unit.
- Never received a grant, only small donations.
- COVID-19 related grant funding.
- COVID relief and vaccination efforts.
- The ability to pivot to the most immediate need of our community during times of change.
- Increased at the beginning to support our efforts in feeding the growing population needing food assistance.
- Capital Campaign underway.

If your organization had decreased grant funding during the pandemic, how did you/have adapted to stay in business?

- P.P.P. Loan and individual, corporate and civic donations and eliminating administrative positions
- Financial and clothing, food donations, personal finances, collaborate with community and faith-based organizations and businesses to meet the needs identified; fund-raisers.
- Only as a result of specific pandemic related supplemental funding and resources.
- Low overhead.

- 2/3 income earned vs. contributed. Our education programming diminished due to virtual schooling and field trips eliminated in 2021.
- Used reserves.
- Closed half of our services; ended our three-year-old program.

What programs, policies (public and private), and or activities do you feel would do the most to improve the economic well-being and quality of life for the population your organization serves?

- An endowment or contract guaranteeing payment for all available beds thereby allowing for enhanced programming and staffing year-round.
- Make funding opportunities available to support capital campaigns for smaller non-profits to acquire commercial property for operations that will assist with increasing impact.
- Skills self-assessments and meaningful work-based learning experiences.
- Place based, community-led engagement and systems (housing, income & wealth, civic engagement) work.
- Improve public transit system with expanded accessibility. This would allow more access to jobs/income opportunity and accessibility to healthcare.
- Affordable housing and financial assistance to assist displaced families; funding to "grass roots" C.B.O.s, especially small non-profits with proven track record for results, to enable us to reach more people with tangible goods and services; provide meaningful free programs for youths to educate and empower them to avoid gangs and violence and equip them for future service to the communities.
- Increased per diem rate for housing base care homeless youth and annual state commitment to cover the cost of available beds and/or state covered increase in the hourly rate for direct care staff.
- Language access mandatory for all service providers over 500K budget. Non-discrimination statement that undocumented people won't be excluded from programs and services, re-thinking what is considered an I.D. in Georgia so more people can receive services and programs.
- Support to connect more of the population of metropolitan area to nature and ecological programming.
- Affordable housing, transportation.
- Anything for affordability...affordable housing, employment with living wages, affordable childcare, transportation options.
- Our population needs access to educational opportunities that are bi-lingual and provide transportation. Pre-K programs (lottery funded) though free in the state of Georgia do not meet the needs of most children at the poverty level, i.e., transportation to the school sites and bi-lingual services. Pre-K instruction is critical for children to succeed in public school kindergarten.
- P3 partnerships to scale the production of affordable housing.

Excluding the extraordinary impact of the pandemic, as a non-profit leader, what one or two things would you recommend to public, private, and philanthropic policymakers that would most improve the economic outcomes for the most vulnerable across the region?

- Guaranteeing or underwriting direct care costs so that any additional funds can be dedicated to paying staff who care for underserved populations such as youth and enhancing their developmental experiences.

- Consider partnering with grassroots organizations (versus larger non-profits) on an ongoing basis. Many grassroots organizations are in the field doing the hands-on work directly with the communities which gives them a better understanding of the community needs.
- Collaborate on identifying and addressing systemic approaches to improving economic outcomes and leverage combined funding sources/strategies.
- Improve public transit system with expanded accessibility. This would allow more access to jobs/income opportunity and accessibility to healthcare.
- "Adopt" a C.B.O. and provide the tools and leadership we need, e.g., affordable office space and equipment to serve the people most vulnerable; accessibility to funding as grants are not guaranteed and often result in loss of valuable time and revenue.
- Committed, stabilized funding allowing the shelters to focus on quality of life, youth development and optimum care and programming for each youth.
- Language access funding across the state. In-state tuition for ALL students living in Georgia
- Better Use of Technology - Access to Tech Resources.
- Continue to support experiential programming for students (field trips, transportation, camp scholarships). Educational opportunities for all ages regarding environmental learning
- An affordable place to live close to where I work; transportation options.
- Housing options and Affordable Childcare.
- Transportation is key for parents to utilize the state funded lottery pre-k programs and dual language services.
- Strengthen transportation infrastructure for region; Shift to a skills first economy.

What lessons would you share with other C.B.O.s that might help them adapt to future "unscheduled disasters?"

- Preparation and funding to essential service employees/1st responders in the case of local disasters.
- Develop automated systems to help manage operations. Create a business and marketing plan. If possible establish a H.R. tool such as A.D.P. to help manage payroll, taxes, etc. Join your local chamber of commerce and be active in other economic associations.
- Have a Buddy and accountability/"my brother's keeper" network system in place with care check-ins/checklists so people can have someone to report to.
- Have a plan! Work together.
- Our industry conducts annual simulations for emergency events including pandemics which made it an easier transition for most.
- Relationship building and collaboration with other organizations, businesses and entities to enable the needs to be met.
- Immediately reach out to provide subsidized costs for direct care staff and offer other available resources.
- Being flexible and learning from clients.
- Endowment or operating reserve.
- Flexibility; think outside the box; what can be done online and remotely; divert employee work
- Easier access to test/vaccines for Covid.
- Plans made in advance to provide services their communities if service location changes.

Input from Faith-Based Community

Number of Surveys Filled Out: 1

Responses to Faith-Based Questions

What programs, policies (public and private), and or activities do you feel would do the most to improve the economic well-being and quality of life for the population your institution serves?

- Financial Assistance, Home Rehab Funding, Affordable Housing; Homeless Sheltering; Transportation Improvements.

Excluding the extraordinary impact of the pandemic, as a faith leader, what one or two things would you recommend to public, private, and philanthropic policymakers that would most improve the economic outcomes for the most vulnerable across the region?

- 1. Please remember our elders and their limitations and 2. Please build more Safe, Decent and affordable housing.

What lessons would you share with other faith leaders that might help them adapt to future "unscheduled disasters?"

- Keep your ears to the ground and be flexible! Invest in virtual options.

What is your vision for the economic future of metro Atlanta?

- For all to be housed, healthy and Whole!

How do you see the majority of your congregation in that future?

- Comfortable housed in neighborhoods they helped developed.

What life experience(s) have you had that led you to answer how you see yourself in that future?

- Grew up with Grandparents who were active and a resource in their community. As an Outreach Pastor, I personally touch those in need.

Input from Creative and Arts Community

Number of Surveys Filled Out: 3

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- A vibrant community where arts, culture and creative work is valued side by side with development, and industry to create a wholistic community that is both livable and economically vibrant.
- I see Metro Atlanta becoming more economically diverse outside the perimeter as housing costs continue to rise. This will create pressure on the artistic community as artists and creatives will not be able to live in the city, and if transportation options do not improve, will not be able to work in the city, either. Arts organizations face rising rents and demand for land as well. This will force arts organizations outside the city unless public and private support makes it possible for us to remain in place. It would be incredible to have "mini-versions" of the Woodruff Arts Center that house multiple arts organizations in various parts of the city.

How do you see yourself in that future?

- Striving to make the city a more inclusive and engaged place to live.
- This answer is for the company and not for me. I see True Colors as thriving in its cohort of mid-sized theatre stages (e.g., Theatrical Outfit, Actors Express, the Hertz Stage at The Alliance Theatre) as well as in its cohort of leading Black arts organizations (e.g. N.B.A.F., Ballethnic, Atlanta Music Project et al.). A healthy arts ecosystem will make the difference in Atlanta being seen as a long-term desirable location.
- Playing important role in tourism / economic development, creating stronger film office, partnership with various other counties.

What life experience(s) have you had that led you to answer, how you see yourself in that future?

- Working in the non-profit arts community for the last 10 years.
- Our organization is focused on relationship, collaboration, and economic growth.

Responses to Specific Questions for Creative and Arts Community**What do you attribute to the increase if your arts organization/company had increased revenue during the pandemic?**

- No responses.

If your arts organization/company had decreased revenue during the pandemic, how did you/have adapted to stay in business?

- There has been no concerted effort across the sector to get people back to the arts, and sadly we have lost momentum from regular ticket buyers who have not yet returned to habit.
- We commissioned new work to provide platforms and visibility for emerging multidisciplinary artists, and to build a pipeline of new work by Black playwrights for productions on the American Theatre stage. Our work was virtual in from Spring 2021 until Winter 2022, which helped us to attract new audiences but now creates the challenge of converting them into live theatre patrons.

What lessons would you share with other arts organizations/companies that might help them adapt to future "unscheduled disasters?"

- I would say they need to advocate sooner and louder to get foundations and governments to meaningfully invest in the arts, not just day to day operations or projects but in long term sustainability.
- A healthy board and staff culture is a huge benefit in dealing with unforeseen challenges. In addition, a solid brand that is not solely reliant on programming, but is supported by genuine relationship with donors, funders, patrons, students and other stakeholders, is key to weathering storms.
- Importance of crisis planning, creation of reserve funds.

Input from Education Professionals

Number of Surveys Filled Out: 4

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- For Atlanta to be in the top metros for economic mobility and education pathways
- I would like for all business to have access to public opportunities.
- That everyone born into poverty has a 100% chance of making it out of poverty by 35.
- To be a prosperous and thriving place for all.

How do you see your Municipality and C.I.D. in that future?

- Melding economic policy as part of planning, education and social policies.
- I see myself as a successful Supplier Diversity professional.
- Our organization aims to expand the electorate and organize campaign funds to elect equity-minded candidates into public office across governing bodies who will pass bold policies that would exact real equity for children in Atlanta.
- As a successful citizen with opportunities to grow.

What experience(s) have you had that led you to answer how you see your Municipality and C.I.D. in that future?

- I have experience in all 4 sectors and can see common threads among all of them, but rarely looked at in that fashion
- I have worked in procurement for over 25 years. I have witnessed minority firms being treated unfairly.
- I have been a teacher, a school-builder, a 501c4 founder, an uncle, a citizen and an advocate who believes in every child's infinite ability.
- Work in a Chamber of Commerce and working in a local school system.

Responses to Specific Questions for Educational Professionals

What would you say is the most significant advantage that Atlanta and the region have economically?

- The ability to hyper-specialize in globally important career fields in greater advantage to other areas of the US.
- Atlanta has always been a city that has embraced diversity. Atlanta is the gateway to the South. Atlanta is a major city that continues to thrive.
- Endless opportunity for economic advancement and creativity, people, and elected leadership are all great assets to the city that must be coordinated to end poverty for Black children in Atlanta.
- The Atlanta region has a strong infrastructure with transportation and access to necessary resources for a thriving economy.

What positive aspects of the local and regional economy do you feel should be replicated?

- To other metros? I am unclear on what this question is asking. If other metros - the partnerships between public and private institutions to drive social or economic change.

- Most of our corporate and public agencies have established supplier diversity programs. These programs should be replicated throughout the region.
- Small business investments in historic communities that have been overlooked by business, equity, and power. If we can build out strong, locally-owned small businesses from community members, we could see the revitalization of our Blackest, poorest neighborhoods.
- Job growth, transportation access.

What would you say is, pre-the COVID pandemic, the top 1 to 3 things that limited or reduced the ability of children and their parent(s)/caregiver(s) around the region to thrive economically?

- Wages, cost of living, cultural respect of education/training.
- Lack of good paying jobs. Information not readily available.
- Wraparound services.
- Mental health.

Excluding the extraordinary impact of the pandemic, as an educator, what one or two things would you recommend to public, private, and philanthropic policymakers that would most improve the economic outcomes for all children equitably across the region?

- Double down on early literacy for black and brown children in low-income school zones using a coordinated curriculum, better align economic development to education channels including CTE programs in middle and high school that are connected to our technical colleges.
- Connecting our students to successful business owners is very key.
- Direct community investments and infusion of cash into the hands of people; basic income for poor families, single parents, and guardians of school-aged children.
- Affordable housing, access to more resources for pre-K.

Is some form of economics taught in your school and or school system? (Yes, No, I'm Not Sure)

- Yes - 2
- No - 1
- I'm Not Sure - 1

Are you familiar with the "Model ARC" (MARC) program for High School seniors (Preparing Metro Atlanta's Next Generation of Leaders)? (Yes, No, I'm Not Sure)

- Yes - 0
- No - 3
- I'm Not Sure - 1

Input from Economic Development Professionals

Number of Surveys Filled Out: 9

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- Available resources all over the Region.
- One where everyone succeeds based on their definition of success and thrives.
- Balance growth with quality of life, meaning attention to environmental infrastructure, particularly preserving greenspaces and trees and expanding public transit. More attention to

economic development through more locally owned small businesses rather than disapproval subsidizing mega corporations. Work bottom up, not top down. Serve the people to build the economy.

- Diverse Employment opportunities with workforce training opportunities and living wages
- That Atlanta is home to many more corporate HQ, R&D facilities, and is the East Coast leader in Technology jobs and product development.
- Continued thriving economy with a transit system and modality accommodations to benefit all.
- A thriving, growing, inclusive community.
- Multiple employment centers scattered throughout the Region connected by multiple transportation options and each implementing their own unique place-based strategy.
- One that prioritizes incremental development in already developed areas.

How do you see your Municipality and C.I.D. in that future?

- All inclusive.
- Gwinnett Place will remain Gwinnett's central business district as a hub for economic and employment activity. Gwinnett Place is recognized as a flourishing center for an internationally diverse, livable, walkable, transit-oriented, green, sustainable urban community in the strategic heart of Gwinnett County.
- Atlanta has to lead with model policies and execution. All metro cities have to work collaboratively on infrastructure projects that leverage scale.
- Forward-thinking with programs to spur diverse economic development opportunities
- Place-making is important but is not the driving force in Economic Development.
- Thriving. We (TCCID) encourage redevelopment to strengthen economic growth and promote multi-modal connections, especially with the growing KSU student community.
- A hub for growth and energy leading the way for Gwinnett County.
- Large employment center transitioning from a Suburban car-oriented Office and Retail market to an amenity-rich walkable urban place, surrounded by single-family neighborhoods that offer multiple housing choices and lifestyles.
- Overall, largely the same, with a few areas of a massive increase in density, land use intensity, and population growth.

What experience(s) have you had that led you to answer how you see your Municipality and C.I.D. in that future?

- "THE ALLUSION OF INCLUSION".
- The Gwinnett C.I.D. has been the champion for the area for the last 15 years. We plant to continue that role into the future.
- Resident for over 45 years.
- Local government planning involvement
- There is strong support for providing new business growth and transportation options in area especially where we sit in north metro Atlanta and along two interstates.
- There is a lot of potential in the Sugarloaf C.I.D.
- Development that is happening now is reshaping the Perimeter Dunwoody Market into a hybrid typology that mixes suburban and urban forms.
- Current events.

Responses to Specific Questions for Economic Development Professionals

The Previous C.E.D.S. Framework (C.A.T.L.Y.S.T.) created in 2017 defined the vision as "A Region That Works for Everyone." Would you say the VISION is still relevant today and at least five years into the future? (Yes, No, Somewhat)

- Yes – 3
- No - 1
- Somewhat - 4

If you answered No or Somewhat about the previous VISION statement, please write a sentence or two about why you answered the question that way?

- Continuing to reject rail connection to MARTA.
- Need to balance equitable development with market driven forces.
- High economic disparities persist, our success is not experienced by enough people. The period of Covid exemplifies this. Many people (white-collar professionals) were "inconvenienced" while more (working class and "front line workers") suffered greatly but still lack political power to change the imbalance.
- This does not play on Metro Atlanta's strengths.

If you answered No or Somewhat, what would you write to be the new VISION statement for 2022 for the next five years?

- A Region that works for everyone with an equitable approach that is data driven, market supportable and economically feasible.
- Trickle-down approach is a fable. We must build and lift up.
- Film and entertainment including digital.
- A Dynamic Region that Embraces Success.

What word(s) (up to three) come(s) to mind to describe the state of economic development in your local area (county/city/town)?

- Wasteful, wrong approach, non-inclusive.
- Greatest redevelopment opportunity.
- Money over people.
- Investment, training, placement.
- Robust, diverse, winning.
- Growth, Multi-faceted, Opportunity.
- Status quo.
- Mixed-use. Vibrant. Prosperous.

What are two of the greatest strengths (one internal and one external to your county/city/town) in your local area that advances economic development?

- Multiracial involvement. My neighborhood is like the U.N.
- The area has a C.I.D. as its champion. The area has amazing infrastructure and has a diversity of businesses and populations.
- Internal - Incredibly talented people. External - Climate migration (more people, greater urgency to change).

- Supportive elected officials and Decide DeKalb.
- Responsive government, engaged business community, and Interstate access.
- Location along I-75 and I-575 and local amenities (trails, airport and K.S.U.).
- Momentum from county investment, unmet market demand.
- Highly educated residents. Transportation connectivity and location at the geographic center of the Region.

What is the greatest challenge (one internal and one external to your county/city/town) that could limit economic development in your local area?

- Lack of Public transportation. Bedroom communities should have easy access to Public Transportation (rail in any form).
- The C.I.D. ceases to exist or fails to have the financial resources due to falling property values to champion the area. Gwinnett County fails to move redevelopment of the Gwinnett Place Mall site forward.
- Greed, short sightedness, failure to plan for externalities.
- Politics and NIMBYs.
- Availability of workers, availability of worker, and availability of workers.
- Local County code (currently being rewritten though) and pace of redevelopment and ability to be flexibly with growth.
- Developers wanting to deliver the same suburban style products they have always delivered, general economic conditions.
- Traffic. Lack of housing choice. We see two types of housing developments, single-family OR apartments.

Input from City and Regional Planners

Number of Surveys Filled Out: 1

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- A more inclusive and diverse economic future when more people have more choices on where and how to live.

How do you see your Municipality and C.I.D. in that future?

- My city, Atlanta, will grow and have a larger portion of the region's population and economy.

What experience(s) have you had that led you to answer how you see your Municipality and C.I.D. in that future?

- Our own planning work and the reality on the ground among all the construction.

Responses to Specific Questions for Economic Development Professionals

The Previous C.E.D.S. Framework (C.A.T.L.Y.S.T.) created in 2017 defined the vision as "A Region That Works for Everyone." Would you say the VISION is still relevant today and at least five years into the future? (Yes, No, Somewhat)

- Yes – 1

If you answered No or Somewhat about the previous VISION statement, please write a sentence or two about why you answered the question that way?

- N/A

If you answered No or Somewhat, what would you write to be the new VISION statement for 2022 for the next five years?

- N/A

What word(s) (up to three) come(s) to mind to describe the state of economic development in your local area (county/city/town)?

- Hot, Scattered, and Bias.

What are two of the greatest strengths (one internal and one external to your county/city/town) in your local area that advances economic development?

- Talent and Location.

What is the greatest challenge (one internal and one external to your county/city/town) that could limit economic development in your local area?

- Disparity and Sprawl.

Input from Regional Government Leaders

Number of Surveys Filled Out: 5

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- Equity for all to include jobs, housing, and entertainment.
- Sustainability to support business development through expansion of K-12 education to support new innovation in technology (Film Industry and Electric Batteries/ Automobiles).
- The business power-hub of the S.E. United States, with superb quality of life and metrics driven planning.
- We would need a variety of cultural, entertainment and family-oriented activities/events.
- I see the population of metro ATL continuing to grow and diversify, and I see both businesses and residential areas growing and changing to support that evolution.

How do you see yourself in that future?

- As a resource.
- Part of the solution for growth and development.
- Pushing the higher-order strategic narrative and the branding that drives quality.
- Living the remainder of my life in a cultural, rich diverse community.
- I would like to be both a resident of a thriving community that maintains the business interests, excellent schools, and safe neighborhoods that we currently have, and also to help facilitate and guide the evolution to accommodate what I presume will be a growing population with changing needs.

What life experience(s) have you had that led you to answer how you see yourself n that future?

- Elected official.
- Elected Board of Education Member in Cobb County.
- In my 'real life', I am an entrepreneur who has had three companies on the inc. 500/5000 lists seven times. I live strategic planning, vision-casting and branding.
- Experiences with a variety of diverse individuals.
- I grew up in a more urban backdrop, and while many move to the suburbs to escape a more city-based environment, I can see the richness and opportunity that a more dense living environment can often provide, and am open to building that sort of balance as the population of metro Atlanta continues to grow.

Responses to Specific Questions for Regional Government Leaders

What programs, policies (public and private), and or activities do you feel would do the most to improve the economic well-being and quality of life for most stakeholders in your jurisdiction?

- Home ownership.
- Create entertainment district around Six Flags community, private public partnerships with schools and community.
- A.R.C. needs to better coordinate regional planning, and specifically the code in the many cities (where the misalignment caused by our balkanization has led to negative outcomes, exacerbated by race-driven investment/disinvestment patterns).

- Be able to have a very walkable and thriving downtown entertainment area.
- I would love to seriously examine the possibility of expanding and improving our mass transit system to address the traffic issues that accompany a growing population.

What would you say is the most significant advantage that Atlanta and the Region have Economically?

- Right now, affordability and ability to expand.
- Collective interest to sustain and develop the metro Atlanta community and surrounding suburbs
- Location. ATL Airport.
- We have a great future for economic opportunities based on the growing diverse population.
- The quality of life and price of living here are quite good compared to other large cities, and I think this is reflected in how many people relocate here from other regions for work and to raise a family.

What positive aspects of the local and regional economy do you feel should be replicated?

- Inclusion.
- Regional meetings with stakeholders.
- The rare instances of interjurisdictional coordination.
- We must continue to be inclusive for all people.
- I think we do a reasonable job of supporting small businesses here that reflect the diversity of our community. I would like to increase investment to allow more small businesses to invest and thrive in this area.

Is some form of regional economic impact training provided to staff?

- Not that I am aware.
- Minimal.
- Yes.
- Well, if not is truly needed and hopefully available to assist in educate individuals.
- I am not entirely clear to what this question refers.

What would you say is (pre-the COVID pandemic) the top 1 (to 3) thing(s) that limited or reduced the ability of the constituents in your jurisdiction to thrive economically?

- Income, transportation, and housing.
- Lack of affordable housing options. 2. Need for community redevelopment 3. Workforce Development around new thriving industries.
- Race driven disinvestment patterns. Lack of regional vision and coordination. Lack of needed skills at the elected level.
- Lack of entertainment and cultural activities.
- Cost of living (housing costs in particular).

What would you say is, SINCE the pandemic (March 2020 to present), the top 1 (to 3) things that limited or reduced the ability of constituents in your jurisdiction to thrive economically?

- Income, housing, and transportation.
- Lack of affordable housing.
- Race driven disinvestment patterns. Lack of regional vision and coordination. Lack of needed skills at the elected level.

- The fear of not bring safe and physically healthy.
- Cost of living, healthcare costs, income impacts.

As a public leader, what one or two things would you recommend public, private, and philanthropic policymakers do locally and regionally, that would most improve the economic outcomes for all stakeholders equitably across the region?

- Home repair.
- Work with new and existing business to education on the impacts of tax exemptions and incentives and discuss an impact strategy to build up the community around the new and existing expanding businesses.
- Take a class from Urban3 of the economic benefits of different development patterns. Do what you learn from that in a regionally coordinated way.
- We must continue to partner with One another successfully (public and private) To jointly improve our living environment.

Is your jurisdiction implementing any of these ideas you recommended?

- Yes – 2
- No – 2
- Some - 1

If you answered No to the previous question, what is the reason they are not being implemented?

- Need to identify investments and or grants.
- Focus on bringing in business using existing model. Resistance to change.

13. What will it take to move those ideas for improving the economic outcomes for constituents in your jurisdiction from "No" to "Yes?"

- Funding source.
- Outside respected agency to present a plan of action for community development agencies and local governments for education purposes.
- Better vision and implementation in municipalities and the region around us.
- Go positive strategic planning and funding.

Input from Regional Business Leaders

Number of Surveys Filled Out: 3

Responses to General Questions

What is your vision for the economic future of metro Atlanta?

- Continued growth and development in all market sectors that allow a diverse workforce to thrive.
- A region where all citizens have the opportunity to thrive and increased economic mobility, affordable housing, and better social outcomes - primarily for underserved black and brown communities.
- One Atlanta (no Buckhead City) with equal opportunities for success for all neighborhoods.

How do you see yourself in that future?

- I am a current C.E.O. of a civil engineering firm. I see me and my firm continue to grow in diverse project types with a wide cross section of employees.
- Leadership and/or support of various collaborative efforts among corporate, N.G.O., philanthropic, and government entities.
- An active community volunteer.

What life experience(s) have you had that led you to answer how you see yourself in that future?

- I started as a student and now I am a corporate executive in my field. I have seen the population grow. I want my growth to continue locally and influence a global setting.
- I have worked in support of underserved communities in various capacities (professional and personal) for the last 15 years of my career.
- I have seen firsthand how the zip code into which you are born determines your future. I want that to end.

Responses to Specific Questions for Regional Business Leaders

What would you say is the most significant advantage that Atlanta and the Region have Economically?

- A diverse workforce with people from all nationalities inter-mingling. Added to this is the fact that we have a thriving international airport with direct flights all over the globe.
- Consistent economic growth and a very diverse economy including major corporations, hospitality, innovation, entertainment, technology, construction, etc. I think Atlanta also has a unique philanthropic landscape where funders and donors collaborate to move key initiatives forward. Atlanta is also fortunate to have an executive leader who understands the communities in need, the issues, and is focused on resolving them.
- Location within the U.S. making it a logical and transportation hub.

What positive aspects of the local and regional economy do you feel should be replicated?

- Continue to push for corporate offices to locate here in metro Atlanta, plus the Entertainment Industry allotments to keep them engaged here.
- History of working together.

What factors are holding back the ability of the region to optimize its economic resilience and growth?

- Traffic and transportation are always challenges. need more creative and open-minded approaches to moving people around metro Atlanta without the NIMBY attitude.
- Access - equitable access to resources and opportunities. Collective focus and resources. Lack of affordable housing, workforce readiness, and homelessness are also barriers.
- Extreme partisanship.

What programs, policies (public and private), and or activities do you feel would do the most to improve the economic well-being and quality of life for region stakeholders (i.e., individuals, families, small businesses, arts community)?

- More incentives by public and private sector to encourage employees to rideshare and/or not drive into offices as much.
- Comprehensive economic development strategy for the region focused on equity, pathways, and opportunities for all residents of the region - including workforce training and housing.
- World class public education.

Has your Business/Corporation modified or adopted private policies aimed at advancing the resilience and economic health of regional stakeholders? (Yes, No, I'm Not Sure)

- Yes – 2
- No - 0
- I'm Not Sure - 1

If you answered "No" to your Business/Corporation adopting private policies to advance regional stakeholders' resilience and economic health, please explain why it hasn't?

- N/A

If there is an interest in your Business/Corporation adopting such policies, what will it take to start the process (e.g., staff education, leadership education/buy-in, financial investment)?

- Already doing this.
- Additional leadership and staff education to increase buy-in would be helpful.

Has your Business/Corporation specifically adopted policies to enhance economic opportunities for traditionally underutilized businesses as vendors to provide goods and services owned and operated by Black, Indigenous, and other People of Color (BIPoC)? (Yes, No, I'm Not Sure)

- Yes - 1
- No - 1
- I'm Not Sure - 1

If you answered "No" to your company adopting policies aimed at supporting BIPoC owned businesses (vendors) through procurement, Please provide insights into why it hasn't?

- In progress.

Appendix D

METRO ATLANTA OPPORTUNITY ZONE PROSPECTUS



Metro Atlanta Opportunity Zone Prospectus (Draft)



Disclaimer: The use of the word "prospectus" for the purpose of the work contained herein is not to advertise about, endorse or in any other way to promote or offer specific investment opportunities in cities OR OTHERWISE. The urban investment prospectus is a template designed to help unify city leaders around a plan, to show what might occur in a city and to use as a tool to promote the city and its plans. The prospectus has been prepared for discussion purposes only and not to induce anyone to enter into any agreement or transaction. For the avoidance of any doubt, the distribution of this prospectus does not constitute an offer to sell or a solicitation of an offer to buy any assets or equity securities or any investment of any kind.

TABLE OF CONTENTS

- I. Executive Summary
- II. Metro Atlanta By The Numbers
- III. Metro Atlanta By The Assets
- IV. Metro Atlanta By The Opportunity Zones
 - Fulton County (includes the cities of Atlanta and College Park)
 - Clayton County
 - Cobb County
 - DeKalb County
 - Douglas County
 - Gwinnett County
- V. Conclusion

EXECUTIVE SUMMARY: METRO ATLANTA

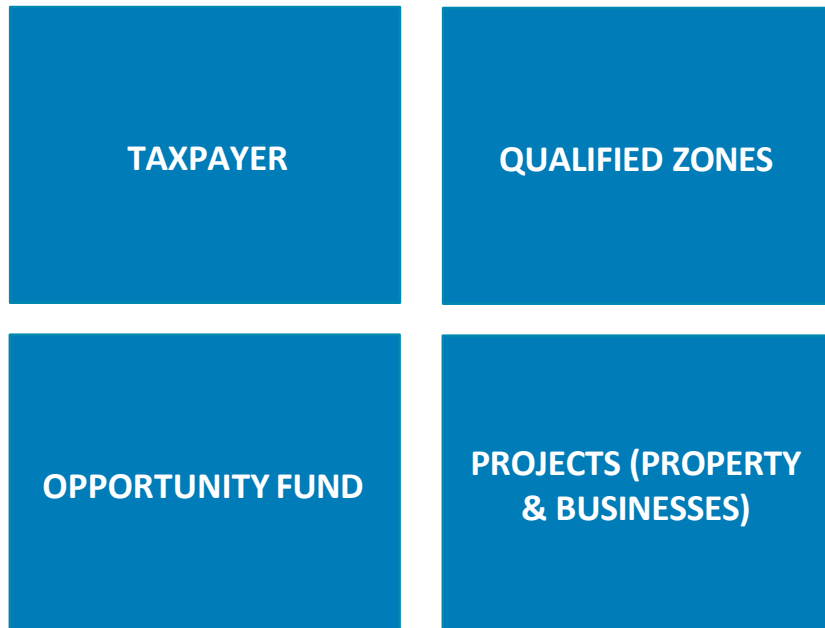
Thank you for your interest in Metro Atlanta. We are a dynamic, thriving and prosperous region offering urban, suburban and rural investment opportunities in our Federal Opportunity Zones.

Metro Atlanta is a wonderfully diverse and inclusive region that embraces everyone. We are one of the fastest-growing regions in the United States with a population of roughly six million today and projected to grow to 8 million by 2040. Businesses are flocking to Atlanta to take advantage of our large and growing labor pool that offers a wide range of skills reflecting the diversity of our employer mix. The labor pool is fed by rapid population growth and through the 372,000 enrolled college students in our 72 colleges and universities such as Georgia Tech, Emory, Morehouse, Spelman, SCAD and many more. Our airport, Hartsfield-Jackson Atlanta International Airport is the most efficient in the nation and can get travelers anywhere on the planet with ease. Our transportation network is a huge strength with heavy rail across the state, three interstate highways that intersect in downtown Atlanta and the fastest-growing port in the country in Savannah. All of this infrastructure supports commerce and the movement of goods and people from around the world making Atlanta a major international city. For all of these reasons and more, businesses like Mercedes-Benz USA, Porsche North America, Delta, UPS, Home Depot, Honeywell, Anthem, Starbucks and many, many more are creating thousands of jobs in metro Atlanta.

You've picked a great time to consider an investment in Atlanta and our team is a resource to answer questions. The following document presents information about metro Atlanta as well as a pipeline of 33 projects and/or opportunities identified within Opportunity Zones in the 11-county Atlanta region.

What Are Opportunity Zones?

Four Parties:



- Created by the Tax Cuts and Jobs Act of 2017 to provide a new incentive to spur private investments in low-income areas
- Opportunity Zones are designated by States and approved by the Department of Treasury (OZ designations last for a period of 10 years)
- 11-County Atlanta Region has 52 areas designated as Opportunity Zones
- Taxpayer incentive based on the deferral, reduction and elimination of capital gains taxes
- Different than Other Tax Credits:
 - More market oriented
 - Residential, commercial real estate and business investments
 - No benefit cap

EXECUTIVE SUMMARY: OPPORTUNITY ZONE TAX INCENTIVES

The Opportunity Zones program offers three tax incentives for investing in low-income communities through a qualified Opportunity Fund ¹:



Temporary Deferral

A temporary deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of or December 31, 2026.



Step-Up In Basis

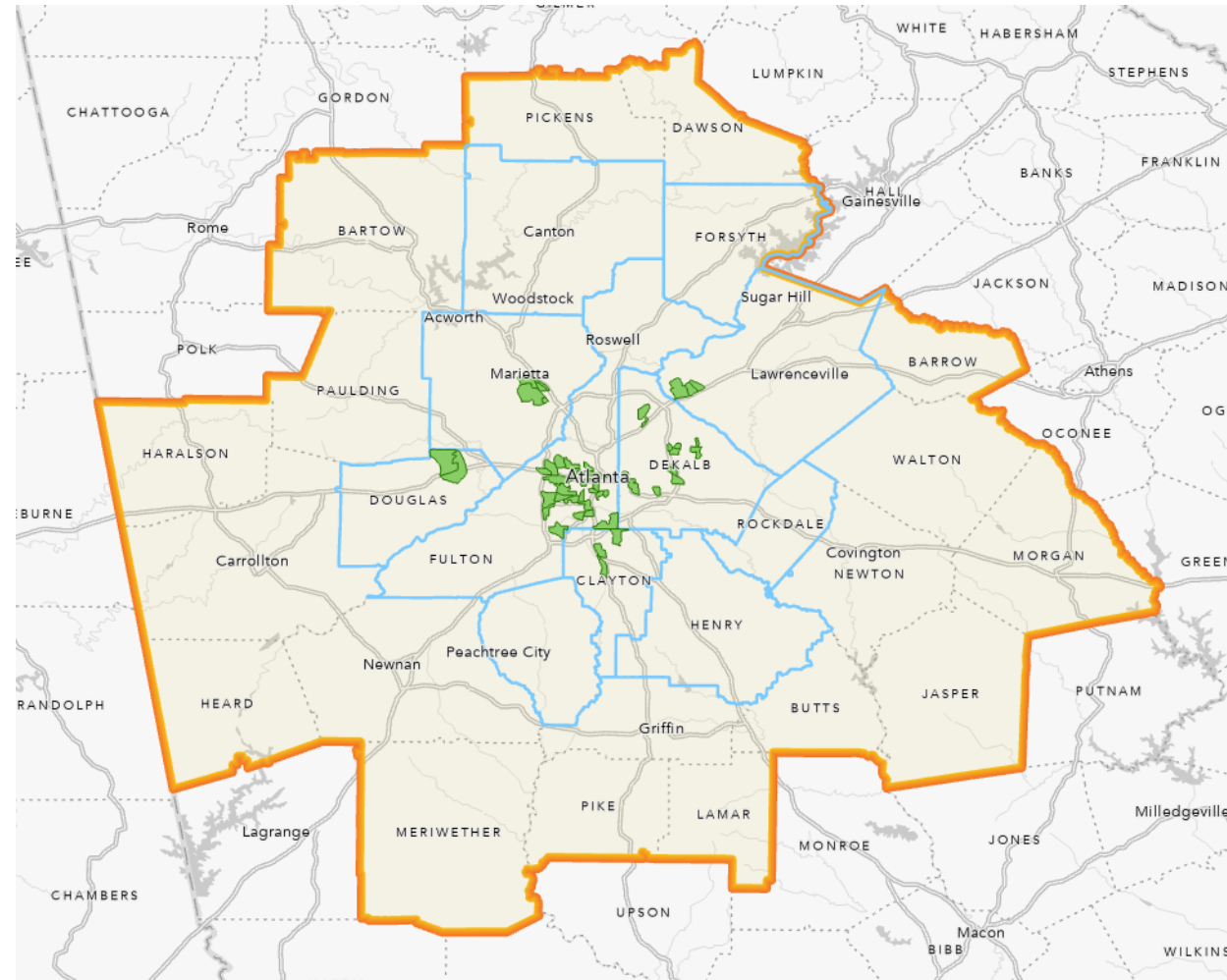
A step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least 5 years and by an additional 5% if held for at least 7 years, thereby excluding up to 15% of the original gain from taxation.



Permanent Exclusion

A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.

EXECUTIVE SUMMARY: OPPORTUNITY ZONES IN METRO ATLANTA (11-County Region)



	2010 Population	2020 Population	% Change	Square Miles
Atlanta MSA	5,286,860	6,089,820	15.2%	8,376
11-County Region	4,107,750	4,562,620	16.0%	3,271
Opportunity Zones in the 11-County Region	200,110	215,310	7.6%	81







- Opportunity Zones
- 11-County Atlanta Region
- Atlanta MSA





Metro Atlanta By the Numbers

METRO ATLANTA BY THE NUMBERS

	1980	1990	2000	2010	2020	2022	2030	2040
 Population	2.4 Million	3.1 Million	4.3 Million	5.3 Million	6.1 Million	6.2 Million	6.9 Million	7.7 Million
 Population Growth (10-year period)	26.1%	32.0%	38.3%	23.5%	15.1%	14.2%	12.6%	11.8%
 Net Migration (Data for Georgia)	-	60,240	92,960	30,250	50,560	60,190	71,170	74,030
 Total Housing Starts	27,606	30,377	66,265	7,337	32,369	39,152	39,469	37,848
 % Degreed Population (Bachelor's Degree or Higher)	-	26.8%	32.0%	34.4%	38%	41.9%	-	-
 Gross Metro Product (in millions of 2012 dollars)	\$75,569	\$134,921	\$256,745	\$284,211	\$382,507	\$411,209	\$503,311	\$636,765

METRO ATLANTA RANKS

#9

Metro Area for Population

*U.S. Census Bureau,
April 2021*

#4

Metro Area for Largest
Population Increase
(2010-2020)

U.S. Census Bureau, April 2021

#8

Metro Area for Number of Young
Professionals (ages 25-34) with
a Bachelor's Degree or Higher

ESRI, 2022

#7

Metro Area for Net Migration
(2019-2020)

*U.S. Census Bureau,
April 2021*

#5

Moving Destination

Penske, 2021

#11

Metro Area for Gross Metro
Product (GMP)

IHS Markit, 2022

#7

Metro Area for Largest
Labor Force

IHS Markit, 2022

#8

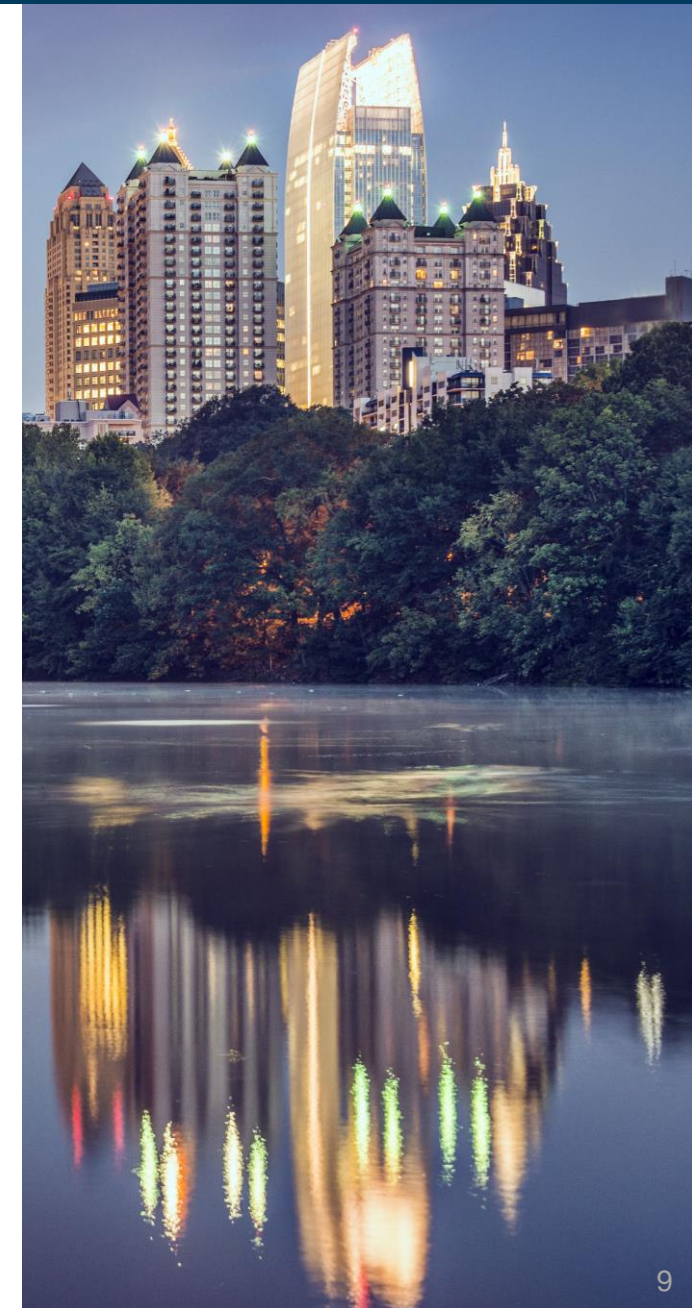
Metro Area for Total Jobs

*Lightcast (EMSI),
2022.2Q*

#5

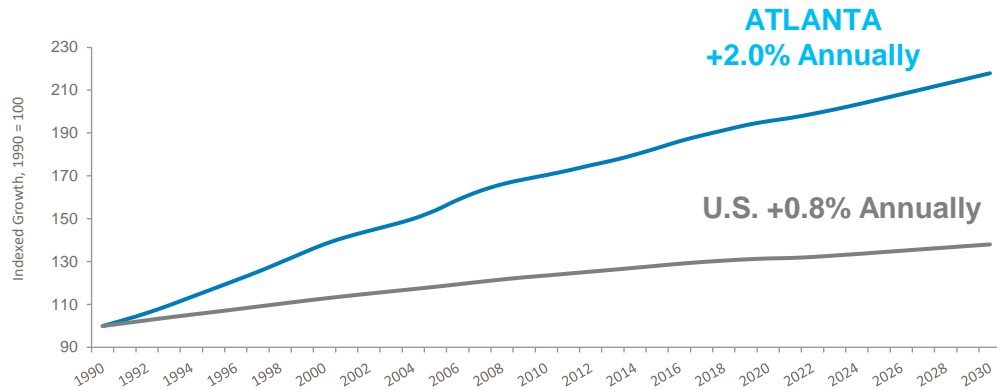
Metro Area for Jobs Added
(2017-2022)

Lightcast (EMSI), 2022.2Q



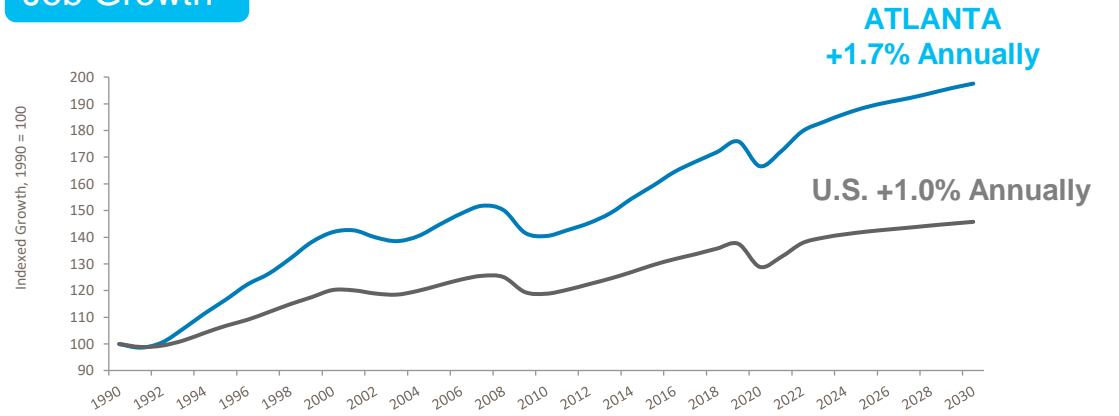
GROWTH AND COSTS

Population Growth



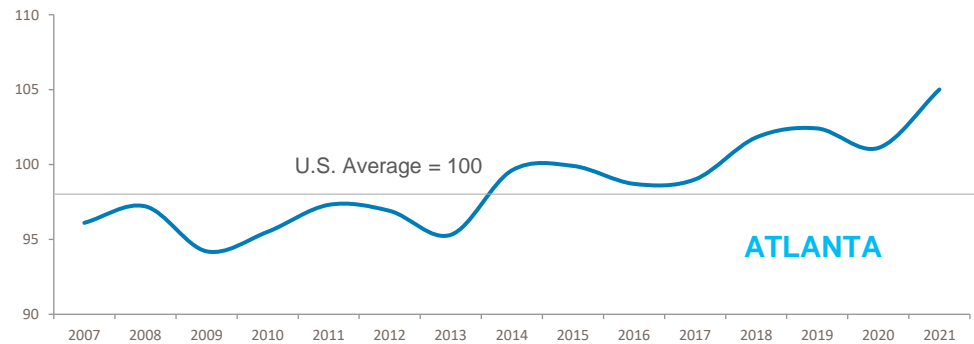
Source: IHS Markit, 2021

Job Growth



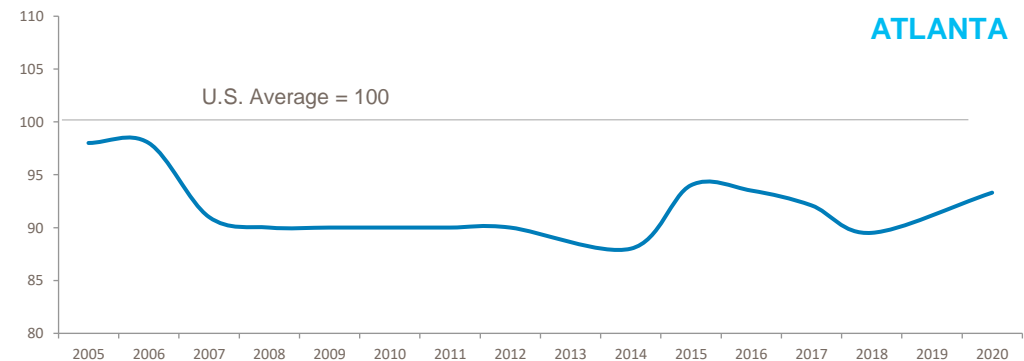
Source: IHS Markit, 2021

Cost of Living



Source: ACCRA (C2ER), 2007 through 2021 Annual Average

Cost of Doing Business



Source: Moody's Economy.com; Cost of Business History, 2005-2020 indices, November 2021

INDUSTRY SNAPSHOT

Metro Atlanta has a

diverse

industry base with

90%

of industries

growing

faster

than the nation (2017 – 2022).

Lightcast (EMSI), 2022.2Q

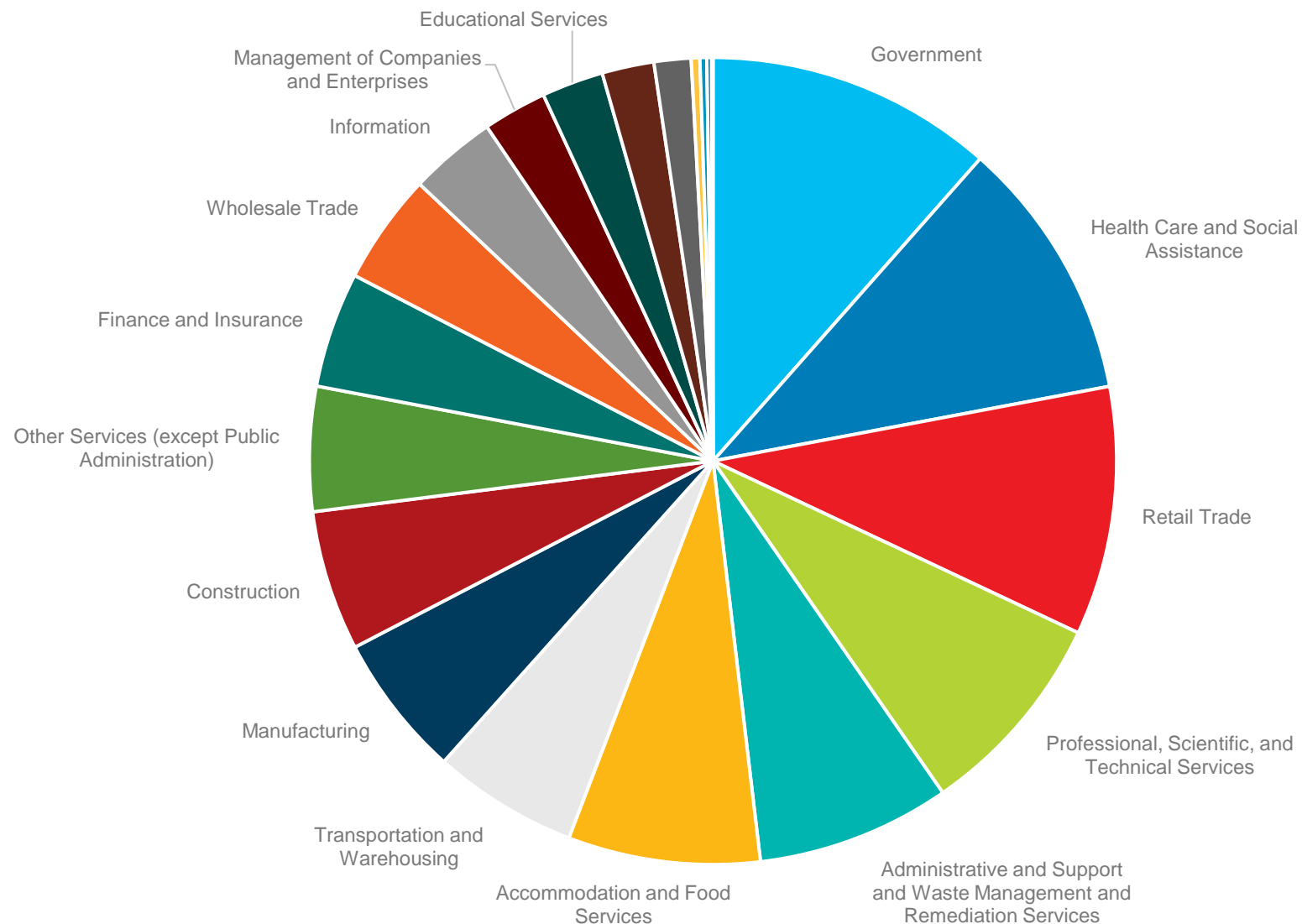
Note: 21 Industries were analyzed at the 2-digit NAICS level

#6

Metro Area for Economic Diversity

Chmura Economics & Analytics, JobsEQ,

April 2022



Note: The additional industries not visible on the pie chart include: Real Estate and Rental and Leasing, Arts, Entertainment, and Recreation, Utilities, Unclassified Industry, Agriculture, Forestry, Fishing and Hunting, Mining, Quarrying, and Oil and Gas Extraction

RECENT COMPANY ANNOUNCEMENTS

Company	Projected New Jobs	Facility Type	Project Type	Metro Atlanta Location
Rivian	7,500	Manufacturing Plant	New Location	Newton County
Carvana	3,500	Contact Center	Expansion	DeKalb County
Blackhall Studios	2,400	Film Studio	Expansion	DeKalb County (City of Atlanta)
Walmart	2,160	Distribution Center	Expansion	Fulton County (South)
Intuitive Surgical	1,200	Office Operation, Labs, & Training Facility	New Location	Gwinnett County
Visa	1,000	Office	New Location	Fulton County (City of Atlanta)
FanDuel	907	Office	New Location	Fulton County (City of Atlanta)
Cisco	700	Talent & Collaboration Center	New Location	Fulton County (City of Atlanta)
Freshly	665	Distribution Center	Expansion	DeKalb County
Vanderlande Industries	500	North American HQ	Expansion	Cobb County
Purple Innovation	500	Production, Fulfillment, & Contact Center	Expansion	Henry County
Micron Technologies	500	Office, Data Center, & R&D	New Location	Fulton County (City of Atlanta)
Intel	500	Office	New Location	Fulton County (City of Atlanta)

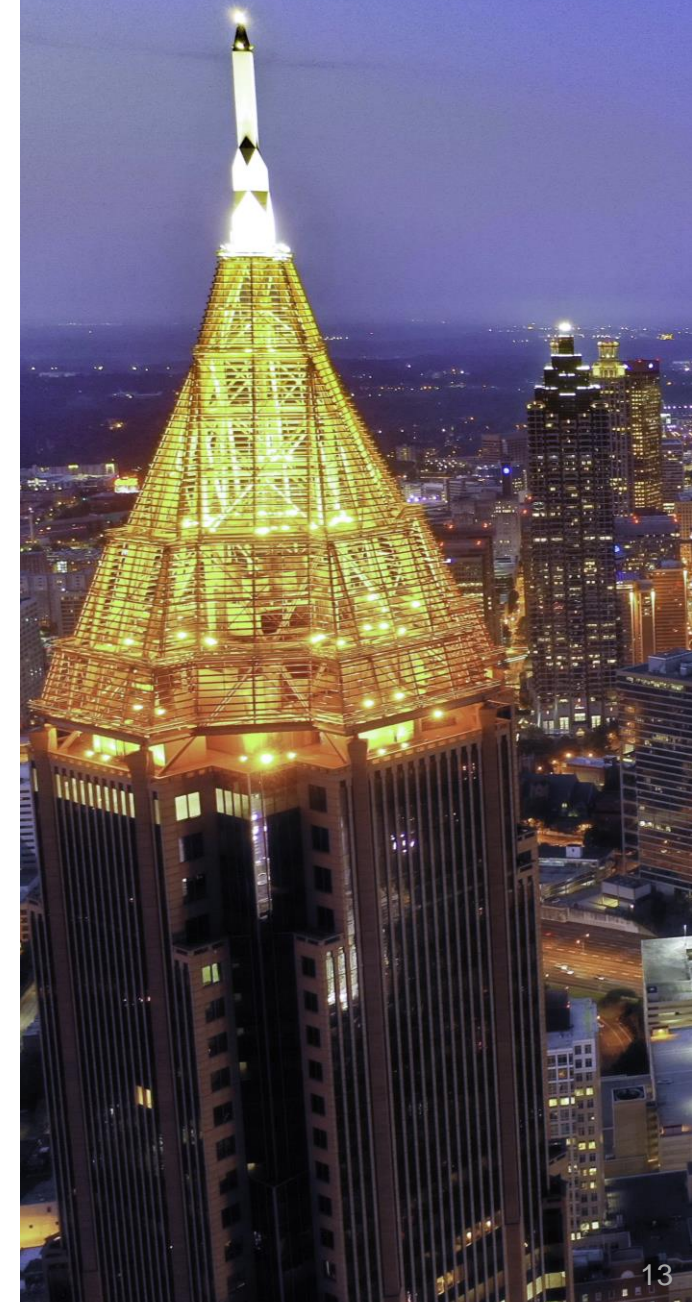
Note: This selection includes companies that announced in 2021 and 2022.
Source: Georgia Power Community & Economic Development 2022

Atlanta is #1:

- City to Live in the U.S. *Money, 2022*
- Airport in the U.S. for Number of Nonstop Markets Served *Innovata Schedules, via InterVISTAS, July 2021*
- World's Busiest and Most Efficient Airport *Hartsfield-Jackson Atlanta International Airport, 2021*
- Tech Hub *Business Facilities, 2021*
- Tech Diversity Index *CompTIA, 2021*

Georgia is #1:

- State for Doing Business for 8 Consecutive Years *Area Development, 2014-2021*
- State for Leading Workforce Development Programs for 10 Consecutive Years *Area Development, 2012-2021*
- State for Cooperative & Responsive State Government for 8 Consecutive Years *Area Development, 2014-2021*





Metro Atlanta By the Assets

LARGEST EMPLOYERS



34,500
Corporate HQ/Airport
(FORTUNE #75)



EMORY EMORY
UNIVERSITY HEALTHCARE

32,091
Educational Institution/Healthcare



16,510
Corporate HQ
(FORTUNE #23)



NORTHSIDE HOSPITAL
16,000+
Healthcare



15,900
Healthcare



15,591
Division HQ/Retail



15,353
Healthcare



15,000+
Division HQ/Retail



15,000
Division HQ/Regional HQ



14,594
Corporate HQ
(FORTUNE #44)



12,000+
Hotels



Children's
Healthcare of Atlanta

9,000
Healthcare



8,894
Corporate HQ



8,403
Agency HQ



8,000
Corporate HQ
(FORTUNE #87)

ATLANTA'S FORTUNE 500



The Coca-Cola Company



HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT

ATLANTA
MOST TRAVELED
AIRPORT

15TH YEAR – MOST
EFFICIENT AIRPORT

153
DAILY DOMESTIC NON-
STOP MARKETS
SERVED



PUBLIC TRANSIT



marta

#8

Largest transit system in the U.S.

500 K

Weekday MARTA patrons



Xpress

27

Bus routes operated in 12 metro Atlanta counties

1.8 M

Passenger trips annually



ATLANTA STREETCAR

12

Stops throughout downtown Atlanta

2.7

Mile route that connects Centennial Olympic Park to the Martin Luther King, Jr. National Historic Site



relay

500

Bikes in Atlanta's bike share

70+

Stations located throughout the city of Atlanta



HIGHER EDUCATION

372,000+

Students enrolled in the 72 two- and four-year colleges and universities in the Atlanta/Athens area

81,000+

Associate, bachelor, master, and doctorate degrees awarded annually in the Atlanta/Athens area

73.2%

Retention rate of college grads from two- and four-year institutions in the Atlanta MSA

Georgia State

#1 School for bachelor's degrees awarded to African Americans

Georgia Tech

#1 School for engineering bachelor's degrees awarded to African American and women students

Spelman College

#1 Historically Black College and University (HBCU) in the U.S.

HOPE Scholarship

\$11.2+ B

in scholarships grants awarded to

1.8 M

students

Atlanta University Center (AUC)

World's oldest and largest association of Historically Black Colleges and Universities



TECH & STARTUP TALENT

#3

Market for Tech Degree
Completions Growth Rate

*CBRE, "Scoring Tech Talent 2021,"
July, 2021*

#1

Metro Tech Hub
(Growth Potential)

*Business Facilities, "2021 Metro
Rankings Report," July, 2021*

#1

Metro for Tech Diversity Index

*CompTIA, "Cyberstates 2021,"
March, 2021*

#26

Global Startup City Ecosystem Ranking

*Startup Genome, "2021 Global Startup
Ecosystem Report," February, 2022*

#2

State to Start a Business

*Wallethub, "Best & Worst States to Start a
Business," July, 2021*



FILM AND TELEVISION

#1

Georgia #1 Production Center
in the nation for Top Grossing
Feature Films released at the
U.S. box office in 2017

FilmL.A., 2018

\$9.5B

Film's Economic Impact
in FY2018

*Georgia Department of Economic
Development, 2018*

455

Film and TV Productions
Shot in Georgia in 2018

*Georgia Department of Economic
Development, 2018*

\$2.7B

Direct Spending from Film
Industry

*Georgia Department of Economic
Development, 2018*

30+

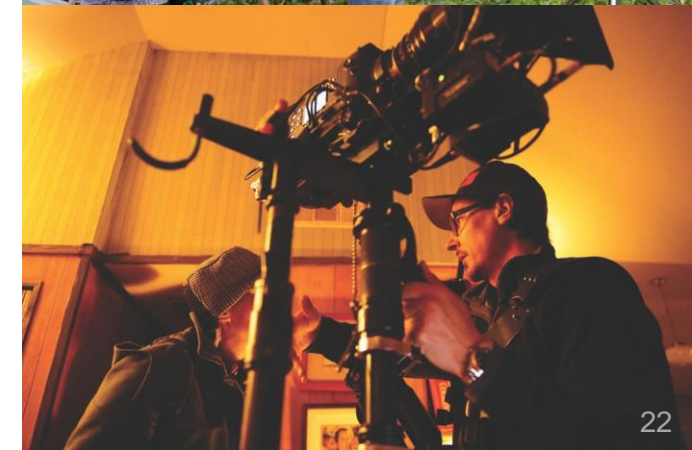
Film Studios in Georgia

*Georgia Power Community & Economic
Development, 2018*

20%

Base tax credit, plus 10% if
include a Georgia logo

*Georgia Department of Economic
Development, 2018*



TOWN CENTERS: Catalyzing Investments Throughout The Region



Woodstock, Cherokee County, GA
794K Office SF | 2.3% Vacancy
1.2M Retail SF | 1.9% Vacancy



Parson's Alley, Gwinnett County, GA
164K Office SF | 8.0% Vacancy
222K Retail SF | 0 Vacancy



The Battery, Cobb County, GA
1.5M Office SF | 12.7% Vacancy
182K Retail SF | 9.9% Vacancy



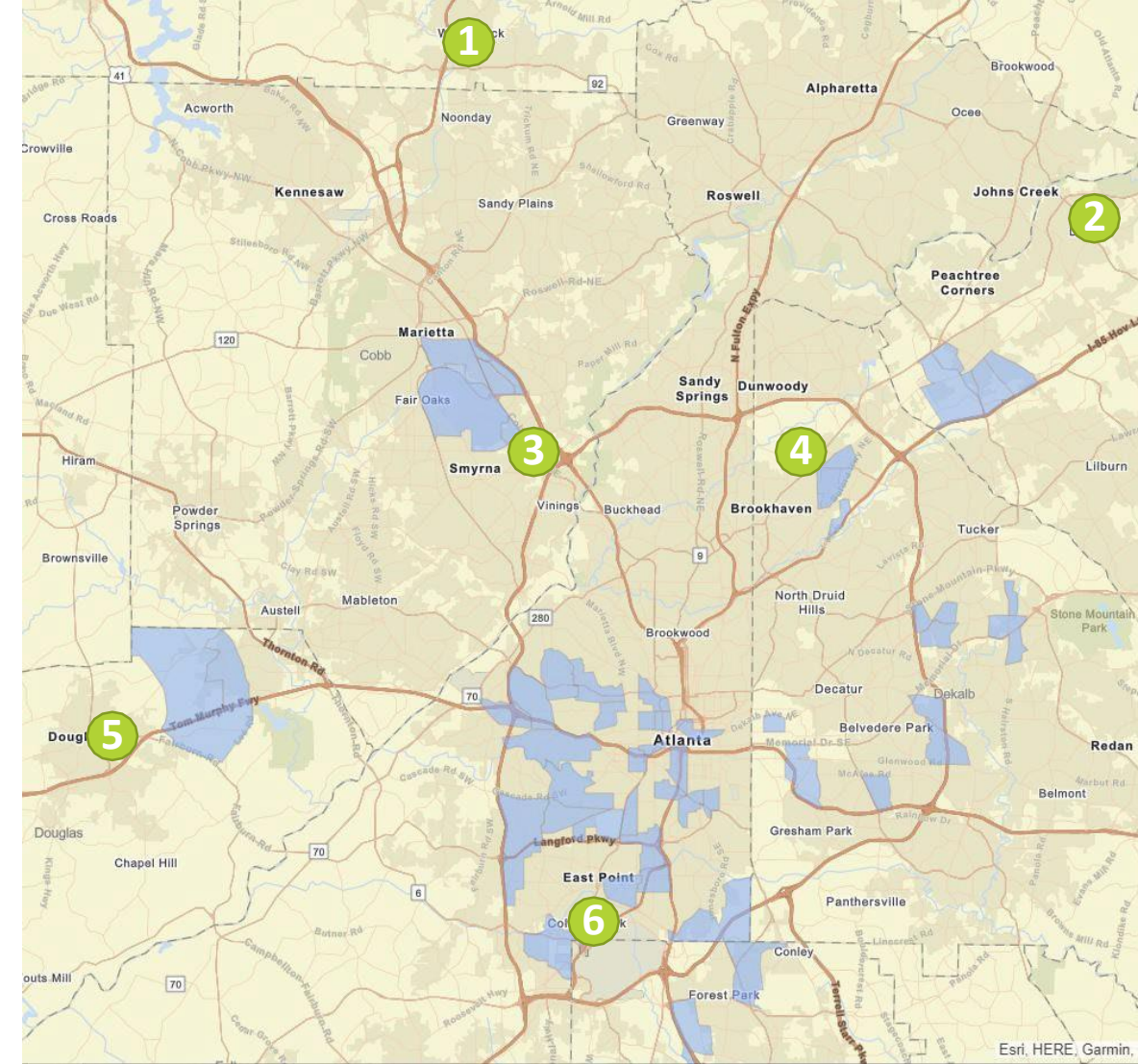
Chamblee, DeKalb County, GA
820K Office SF | 13.6% Vacancy
3.2M Retail SF | 3.6% Vacancy



Douglasville, Douglas County, GA
671K Office SF | 3.1% Vacancy
1.3M Retail SF | 1.3% Vacancy



College Park, Fulton & Clayton Counties, GA
748K Office SF | 3.2% Vacancy
394K Retail SF | 4.0% Vacancy

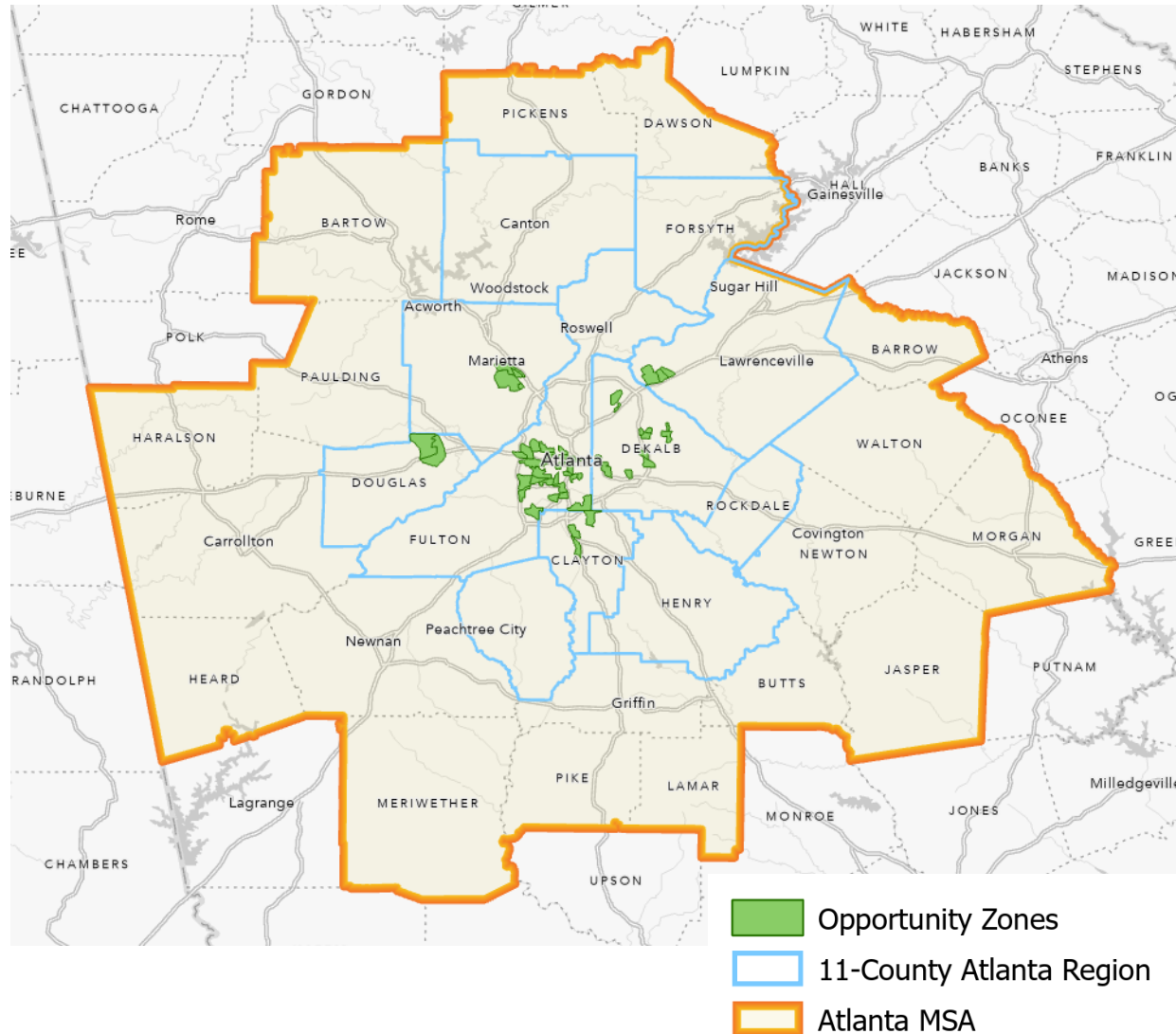


ARC's Livable Centers Initiative program has invested more than \$200 million in town and activity centers in the 11-county Atlanta region.



Metro Atlanta By the Opportunity Zones

OPPORTUNITY ZONE OVERVIEW



Introduction

- Within the 11-county region in Metro Atlanta, six counties have designated Opportunity Zones (Fulton, Clayton, Cobb, DeKalb, Douglas and Gwinnett counties)
- The bulk of Opportunity Zones are located with Fulton County and the City of Atlanta

Project Pipeline

- Through collaboration with these counties with Opportunity Zones, 33 projects and/or opportunities were identified within Opportunity Zones with estimated total project costs of roughly \$1.7 billion that have a demand for OZ investment
- While these opportunities have not been underwritten for investment suitability, the project pipeline represents a number of catalytic projects within the region that are in the process of preparing for implementation
- Several of these projects are in discussions with relevant counties, cities and development authorities regarding potential public-private partnership
- The following project pipeline is organized by county with local contacts provided. Each project has been categorized by regional typology

SOCIO-ECONOMIC COMPARISON, 2022

	Black/ Afr. American	Hispanic	Foreign Born*	Poverty*	Median Household Income	% BA+	% Some College, No Degree	% No HS Degree	% Under 18	% Over 65	Unemployment (2022)
Atlanta MSA	33.7%	12.1%	13.5%	11.4%	\$78,869	41.9%	17.4%	8.5%	23.5%	13.4%	3.2%
11-County Region	36.6%	13.2%	15.8%	11.2%	\$81,521	46.0%	16.6%	7.8%	23.5%	15.0%	3.3%
Opportunity Zones in the 10-County Region	63.3%	17.8%	16.6%	25.5%	\$39,926	24.6%	17.3%	18.3%	26.8%	12.0%	6.8%
State (GA)	31.0%	10.6%	10.2%	14.3%	\$67,470	34.6%	18.4%	10.6%	23.6%	13.6%	3.3%
U.S.	12.4%	19.0%	13.5%	12.8%	\$72,414	35.1%	18.3%	10.0%	21.7%	17.5%	4.1%



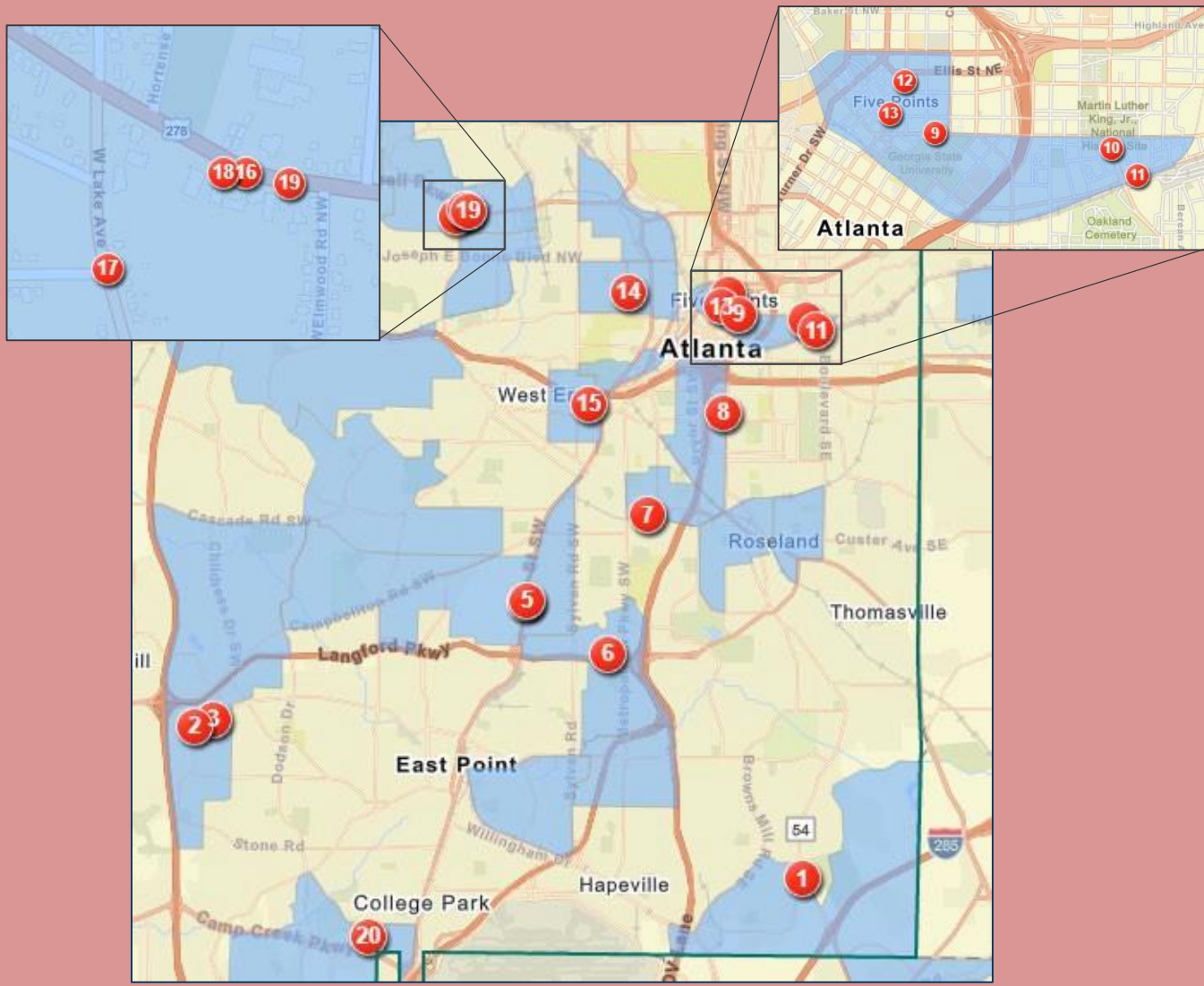
Metro Atlanta Opportunity Zones in Fulton County

(includes the cities of Atlanta and College Park)



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: Fulton County

(includes cities of Atlanta and College Park)



	Opportunity Zones	Fulton County
Black/African American	90.7%	43.9%
Hispanic	3.7%	7.2%
Foreign Born*	4.0%	12.7%
Poverty*	33.5%	14.0%
Median Household Income	\$26,997	\$65,560
% BA+	20%	52%
% Some College	29%	23%
% Less than HS Degree	18%	8%
% Under 18	24%	22%
% Over 65	14.8%	12.0%
Unemployment (2018)	11.2%	5.0%

Sources: ESRI Business Analyst 2018 Updated Demographic Estimates; *US Census Bureau ACS 2013-2017 5-Year Estimates

1) AEROTROPOLIS NORTH



Typology: Established Suburbs

The Assets

- Southside Industrial Park (SIP) is one of the few remaining industrial parks in the City of Atlanta and is less than a mile from the nation's busiest and most efficient airport
- There is strong demand for warehouse space given a broad consumer shift toward online shopping and away from brick-and-mortar retail
- During the next two decades, Hartsfield-Jackson Atlanta International Airport will invest roughly \$200 million in cargo capacity improvements, including the addition of up to 1.5 million SF of warehouse space

The Opportunities

- An affiliate of Summit Real Estate Group is the developer of Aerotropolis North, the 200,000 SF, \$13.1 million speculative office and distribution building in Southside Industrial Park (SIP)
- The project is aimed at advanced manufacturing, supply chain and logistics companies, all of which are targeted by Invest Atlanta, the City's development authority
- There are additional opportunities for industrial development sites within SIP that are currently being marketed for investment

2-3) GREENBRIAR MALL



Typology: Maturing Neighborhoods

The Assets

- The City of Atlanta has identified the Campbellton Road corridor in SW Atlanta as a priority area for redevelopment and revitalization
- The Greenbriar node of this corridor has received private market redevelopment interest surrounding the existing Greenbriar Mall which is an existing enclosed mall opened in 1965
- Invest Atlanta has created a tax allocation district (TAD) which can use tax increment finance bond proceeds to jump-start catalytic investment

The Opportunities

- The current owners of Greenbriar Mall are exploring outparcel development opportunities with private developers (Greenbriar Mall)
- In addition to investment opportunities with the mall owners, there is a private developer that has proposed a 380,000 SF mixed-use project on the outparcels which could create a \$68 million redevelopment opportunity (Briarwood Development)
- There are additional opportunities for outparcel development and adjacent retail opportunities

4-5) FORT MCPHERSON



Typology: Maturing Neighborhoods

The Assets

- The City of Atlanta has identified the Campbellton Road corridor in SW Atlanta as a priority area for redevelopment and revitalization
- The Fort McPherson node of this corridor has attracted a public private partnership to redevelop roughly 145 acres of the 488-acre site as a mixed-use project to create a live / work / play environment in a phased approach. The balance of the site was sold to Tyler Perry Studios which is currently under construction on their new film production studio
- Invest Atlanta has created a tax allocation district (TAD) which can use tax increment finance bond proceeds to jump-start catalytic investment

The Opportunities

- Phase 1a of the Fort McPherson redevelopment will include the renovation of ten buildings and the construction of five new buildings along with related infrastructure (\$27 million)
- Phase 1b will include new construction on vacant pad sites consistent with the master plan (up to \$250 million)
- There are additional opportunities for adjacent development to support this catalytic project

6) HARTLAND STATION



Typology: Maturing Neighborhoods

The Assets

- Since the Metropolitan Parkway TAD's creation in 2006, there have been attempts to improve this catalytic node (Crossroads Shopping Center)
- Wendover Housing Partners has acquired a portion of the shopping center to bring 116 affordable units (28 units at 50% AMI and 88 units at 60% AMI) to a market whose area median income is approximately \$26,196. In addition, it will bring 14 market rate units
- Hartland Station will catalyze the revitalization of the entire shopping center while providing quality workforce affordable units

The Opportunities

- There are opportunities to partner on future development phases of the Crossroads shopping center redevelopment
- There are also additional opportunities for adjacent development to support this catalytic project and supportive retail



Hartland Station
Atlanta, Georgia

 **Cardno**
July 25th, 2017
Conceptual Site Plan

7) PITTSBURGH YARDS



Typology: Maturing Neighborhoods

The Assets

- The transformation of Pittsburgh Yards™, a multi-faceted development project, is an unprecedented opportunity to spur a more equitable distribution of income, wealth, jobs and entrepreneurship opportunities for southwest Atlanta neighborhoods
- The first phase includes multiple pad sites for future development.
- The Annie E. Casey Foundation partnered with private developers to implement the first phase of this vision (\$26 million) along a southern portion of the Atlanta BeltLine

The Opportunities

- There are opportunities to develop future pad sites within the larger masterplanned development
- There are also additional opportunities for nearby supportive development that would leverage this catalytic investment and access to the Atlanta BeltLine

8) SUMMERHILL ATLANTA



Typology: Region Core

The Assets

- Turner Field was the home of the Atlanta Braves for 20 years
- Following the departure of the Atlanta Braves, the Atlanta Fulton County Recreation Authority selected the Sponsor and Georgia State University (“GSU”) in a competitive RFP process to acquire the former stadium and the surrounding parking lots

The Opportunities

- There are opportunities for supportive development that would leverage this catalytic investment and future Georgia State University activity

THE BANK BUILDING (41 MARIETTA STREET)



Typology: Region Core

The Project

- 120 units of multi-family housing
- Post office and additional retail on ground floor
- 135,000 sq. feet / 13 stories
- Sponsor: Bluelofts Inc.

The Assets

41 Marietta is a visible, high-rise building that sits in the heart of Downtown Atlanta, GA. The Bank building is prominently positioned within the historic Fairlie-Poplar District at the center of one of the nation's most walkable urban cities.

The Opportunities

This Sponsor is seeking OZ equity capital to complete the redevelopment project. Given the central location of the site, there are adjacent demand drivers in the heart of Atlanta's Central Business District, including a wide variety of entertainment venues, convention space, education and government landmarks

THE GRANT BUILDING (44 BROAD STREET)



Typology: Region Core

The Project

- 165 units of multi-family housing
- Retail tenants
- Office / co-working space
- 130,000 sq. feet / 10 stories
- Sponsor: Bluelofts Inc.

The Assets

44 Broad St is a historic mid-rise building that sits in the heart of Downtown Atlanta, GA, and considered to be the second oldest steel structure in the Southern U.S., built in 1898.

The Opportunities

This Sponsor is seeking OZ equity capital to complete the redevelopment project. Given the central location of the site, there are adjacent demand drivers in the heart of Atlanta's Central Business District, including a wide variety of entertainment venues, convention space, education and government landmarks

14) VINE CITY PLAZA



Typology: Region Core

The Assets

- The Vine City Plaza project is part of a larger place-based, revitalization effort (public-private investment commitments to date: >\$250M) across from the new Mercedes Benz Stadium near downtown Atlanta
- The \$12.2 million project represents a unique OZ investment in that it incorporates mixed-income residential & commercial redevelopment, as well as operating businesses from both within and without these historic West Atlanta neighborhoods
- Led by Village Capital, and supported by the Arthur M. Blank Family Foundation, the project would redevelop over 20,000 SF of abandoned commercial space and create eight (8) new apartments/condos
- The project would include, in the commercial space, several high-growth companies currently in Village Capital's investment portfolio

The Opportunities

- This Sponsor is seeking OZ equity capital to complete construction and interior buildout
- There is also a unique opportunity to invest directly into the Sponsor (operating company investment) and/or Village Capital's investment portfolio

15) WEST END ATLANTA



Typology: Maturing Neighborhoods

The Assets

- West End Atlanta is the redevelopment of the West End Mall, a 12.5-acre site in a reemerging commercial district – one mile southwest of downtown
- Connected to the Atlanta BeltLine, between a transit station and four HBCU's (Morehouse College, Spelman College, Clark-Atlanta University and Morehouse School of Medicine), this highly-visible and culturally-significant property will be the economic catalyst for the West End of tomorrow
- The economic forces and population growth already transforming intown Atlanta include \$400 million in projects within walking distance of the site
- These forces are setting the stage for a powerful community investment story – a vibrant street-level retail experience within a repositioned site that is designed for civic and cultural spaces, lifestyle office and coworking, active and mixed-income residential, hotels, and wellness amenities

The Opportunities

- This Sponsor is seeking OZ equity capital to purchase the existing West End Mall and develop its masterplan
- There will also be adjacent redevelopment opportunities once this catalytic project has commenced

16-19) GROVE PARK



Typology: Maturing Neighborhoods

The Assets

- Grove Park Foundation is undertaking a holistic community revitalization that promises to bring about a new era of prosperity for Grove Park. To achieve this kind of holistic work, Grove Park Foundation is partnering with Purpose Built Communities, the YMCA of Metro Atlanta, Atlanta Public Schools, KIPP of Metro Atlanta, the Fox Theatre Institute, True Colors Theater and many others
- The Foundation has also secured partnership with the YMCA of Metro Atlanta to construct a new community wellness and early childhood learning center adjacent to the Academy

The Opportunities

- There are four current investment opportunities in partnership with the Foundation (over \$45 million) including affordable housing (Grove Park Gardens), restoration of a main street environment (Grove Park Main Street), restoration of an existing, vacant theater (The Grove Theater) and the relocation of a cultural, anchor tenant led by Tony Award winning, Kenny Leon's, True Colors Theatre Company

20) COLLEGE PARK SIX WEST

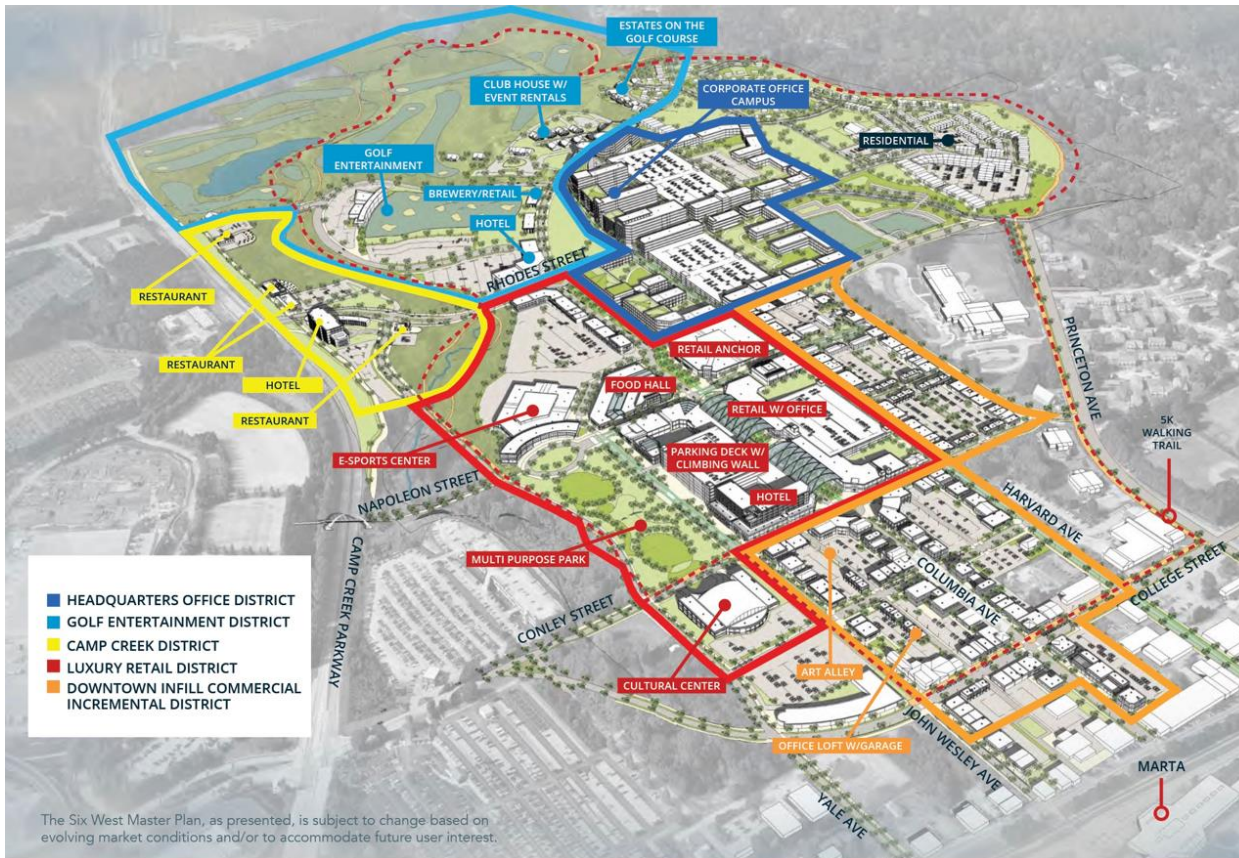
Typology: Region Employment Corridors

The Assets

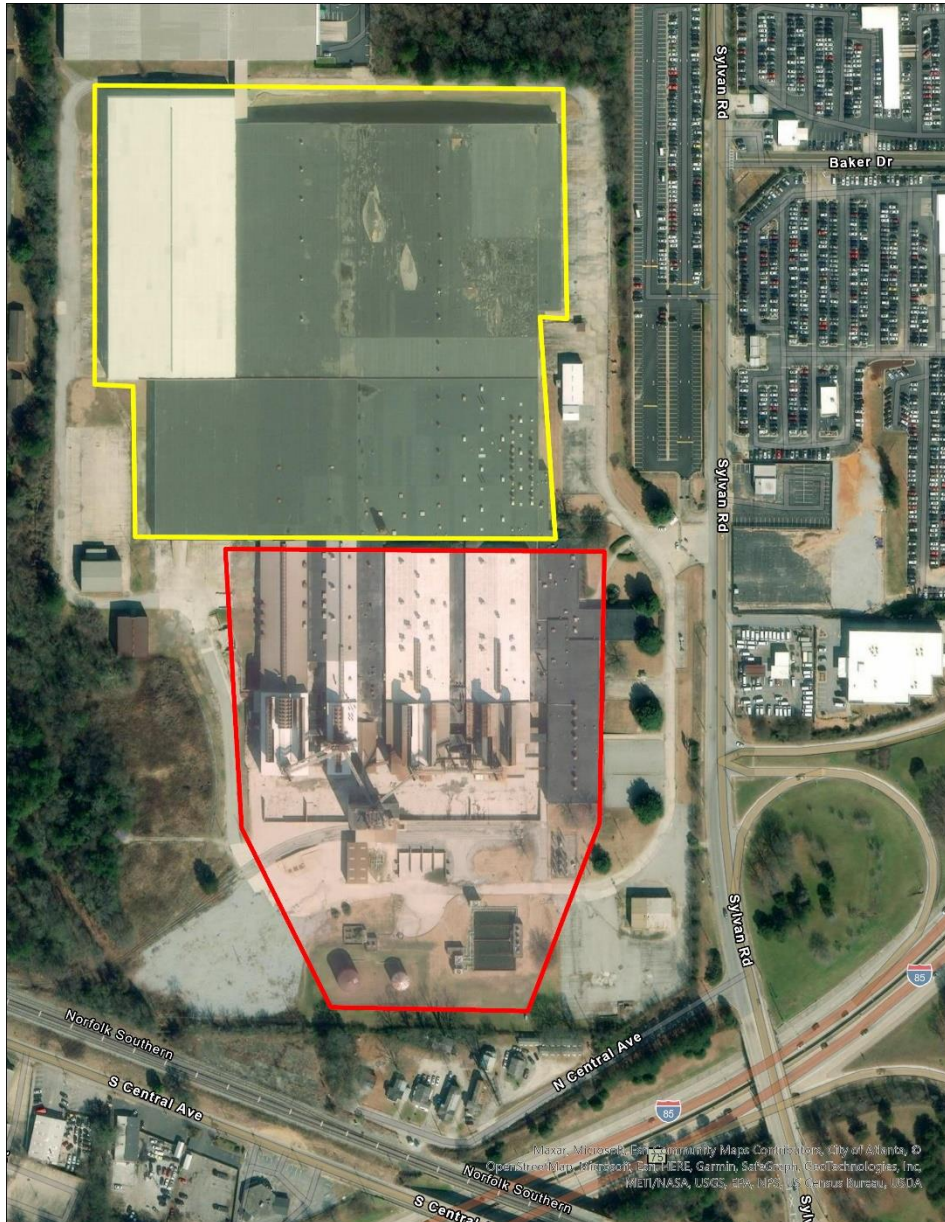
- A mixed-use development that will include mixed-residential (SF, Townhomes, MF), office, retail, hotels, walking/biking trails, and entertainment.
- About 311 acres of land adjacent to Hartsfield Jackson Airport, anchored by 9-hole golf course to the west, Georgia International Convention Center to the south, and to the east by downtown College Park and MARTA.
- College Park is home to notable company headquarters all within a stone's throw of SIX WEST (Delta, Chik-Fil-A, Porsche North America, BMW Technical Training Center).

The Opportunities

- Opportunity to develop office, retail, residential, hotels, restaurants, entertainment throughout development.
- Naming rights on some public assets capable of being seen by visitors to SIX WEST and Hartsfield-Jackson Airport.
- Numerous Incentives: State/Federal Opportunity Zones, Enterprise Zone, Tax Allocation District.
- Unmatched transportation connectivity including MARTA, proximity to I-85/I-75/I-285, along with Hartsfield-Jackson Airport and its SkyTrain. Development will feature a 24/7 autonomous shuttle.



20) EAST POINT SYLVAN ROAD SITE



Typology: Regional Employment Corridors

The Assets

- Rare, large 55-acre site located inside the perimeter (ITP)
- Immediately located off of an interstate exit, prime "Gateway" opportunity
- Just 7 miles to Downtown Atlanta
- Views of Downtown Atlanta possible with some height
- Existing 28 joined buildings on the site boast approx. 1.1M sf of enclosed space
- Extensive existing infrastructure, all major utilities available
- Close proximity to major employers, including the Airport, Porsche, Delta and Chick-Fil-A Headquarters
- Adjacent to multiple fast-growing communities, with lots of new rooftops under construction

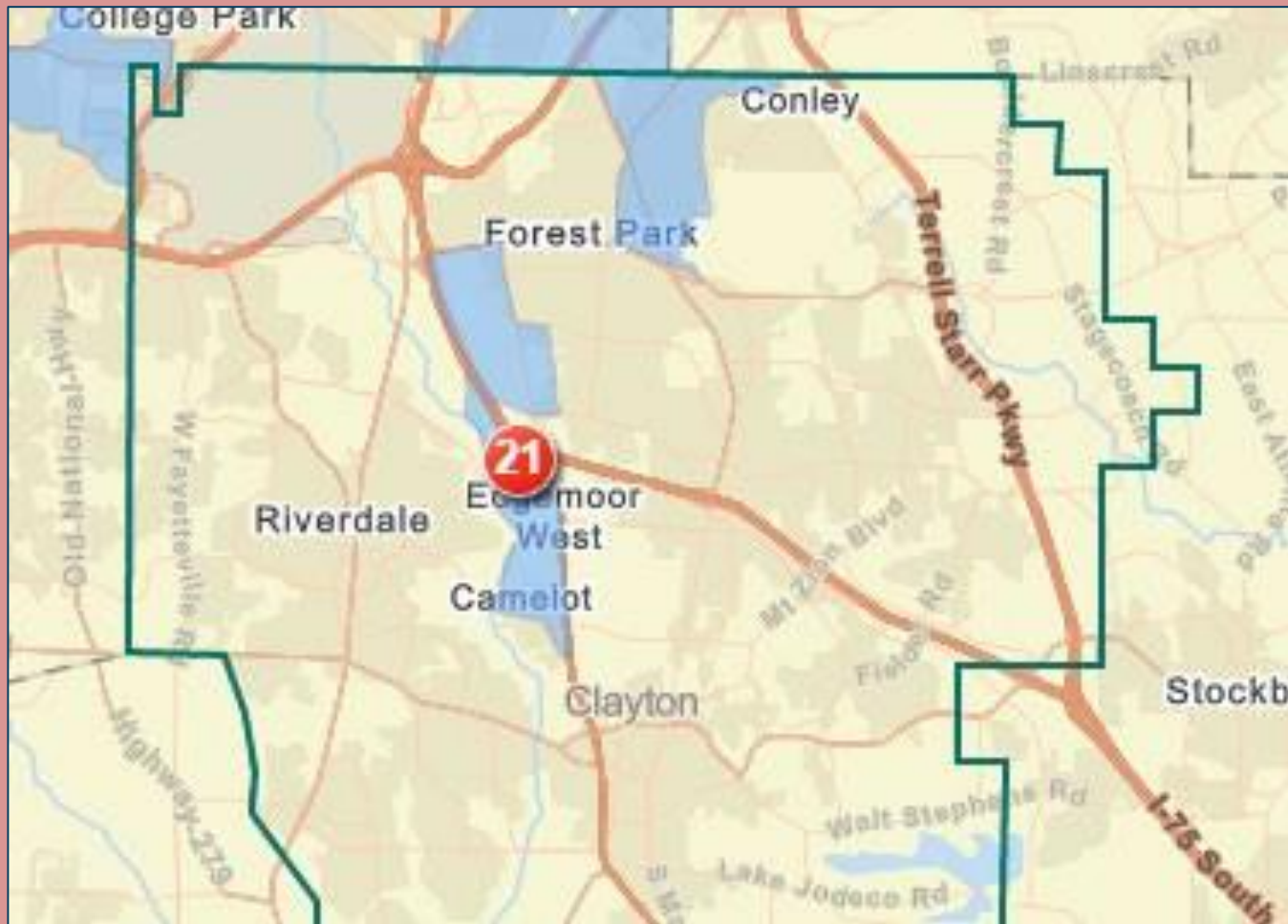
The Opportunities

- Accessible, highly visible, and available land site
- Key infrastructure
- Offers easy connections to four major interstates
- Business friendly environment

Metro Atlanta Opportunity Zones in Clayton County



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: Clayton County



	Opportunity Zones	Clayton County
Black/African American	56.3%	70.3%
Hispanic	32.2%	13.1%
Foreign Born*	21.6%	13.9%
Poverty*	30.3%	18.7%
Median Household Income	\$32,635	\$47,415
% BA+	17%	20%
% Some College	24%	33%
% Less than HS Degree	29%	16%
% Under 18	32%	26%
% Over 65	6.3%	9.5%
Unemployment (2018)	11.9%	7.5%

21) OLD DIXIE / TARA BOULEVARD NODE



Typology: Established Suburbs

The Assets

- The 250-acre Old Dixie/Tara Blvd node is a major gateway into Clayton County and is only a 10-15 minute drive from Hartsfield-Jackson Atlanta International Airport
- Old Dixie/Tara Blvd is the first node south of the airport from I-75 that features a mix of both commercial and residential properties
- Its location has the potential to capture south Clayton County, Fayette County and Henry County commuters on their way to and from downtown Atlanta job centers
- Key area destinations include the 331-bed Southern Regional Medical Center (less than one mile west of Old Dixie/Tara Blvd) and Clayton State University (enrollment of more than 7,000 students)

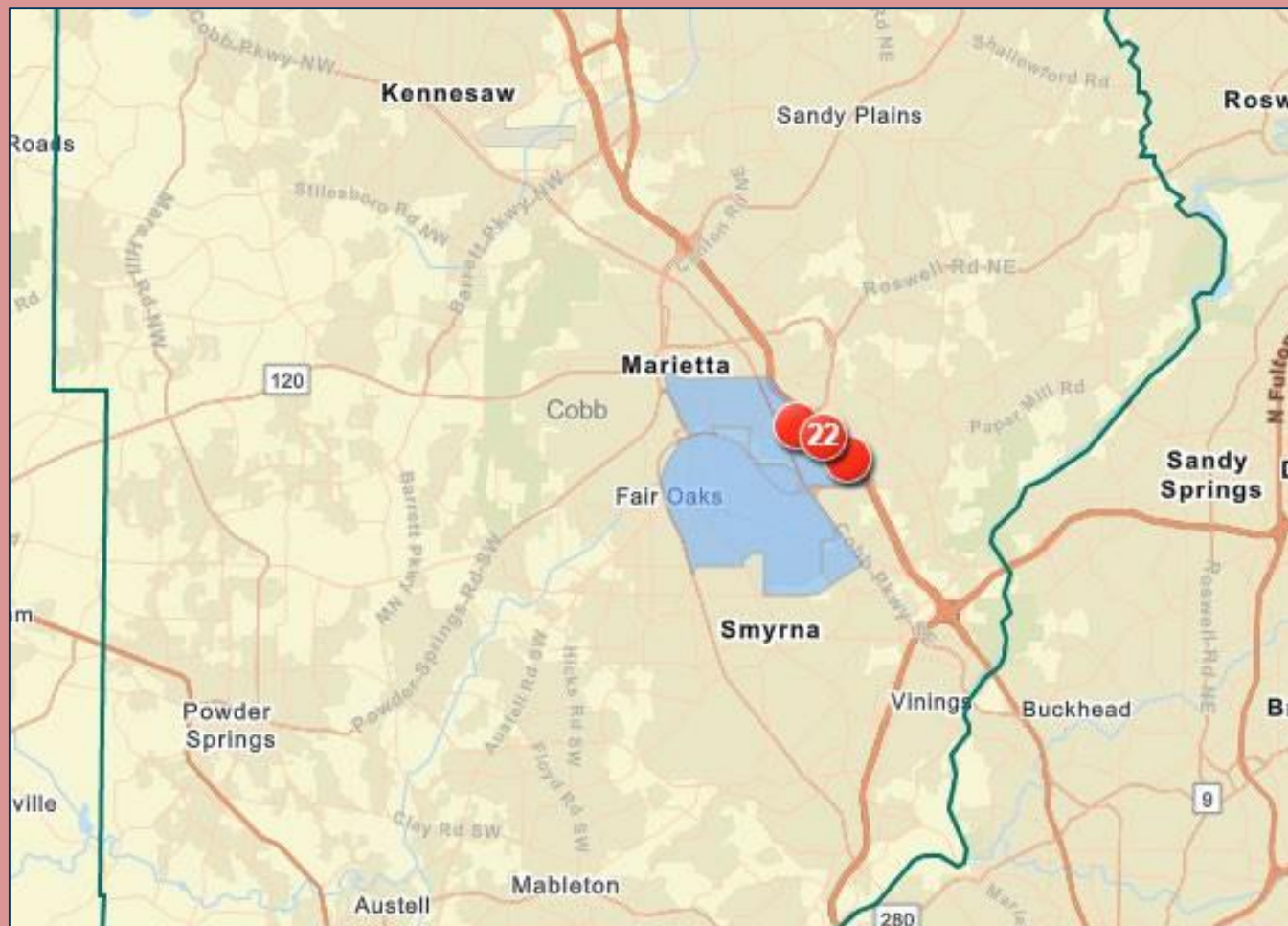
The Opportunities

- The Old Dixie/Tara Blvd node has been identified as an ideal location for a regional mixed-use job center
- The area has two 26-acre aging shopping centers that are poised for redevelopment and OZ investment
- Recent market studies have identified demand for lodging to serve the I-75 corridor business and transient users as well as demand for medical office related to nearby Southern Regional Medical Center

Metro Atlanta Opportunity Zones in Cobb County



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: Cobb County



	Opportunity Zones	Cobb County
Black/African American	36.8%	28.1%
Hispanic	40.1%	13.2%
Foreign Born*	27.5%	15.8%
Poverty*	25.7%	9.6%
Median Household Income	\$35,320	\$72,873
% BA+	23%	47%
% Some College	26%	27%
% Less than HS Degree	28%	8%
% Under 18	25%	23%
% Over 65	5.9%	12.1%
Unemployment (2018)	5.7%	4.1%

22) FRANKLIN GATEWAY REDEVELOPMENT OPPORTUNITIES



Typology: Region Employment Corridors

The Assets

- Over the past 9 years, several successful public and private investment initiatives have occurred in the Franklin Gateway corridor
- Marietta voters approved \$68 million in bonds in 2013 primarily to help finance the revitalization of the corridor
- Land has been acquired to create private development opportunities such as the Atlanta United Football Club HQ and Training Facility
- Other portions of the project still being developed include a planned expansion of the Atlanta United FC HQ on neighboring 27 acres and the impending development of a headquarters for MiRus, a biomedical research, development, and production company
- Several companies have located operations along Franklin Gateway including a large presence from WellStar Health System

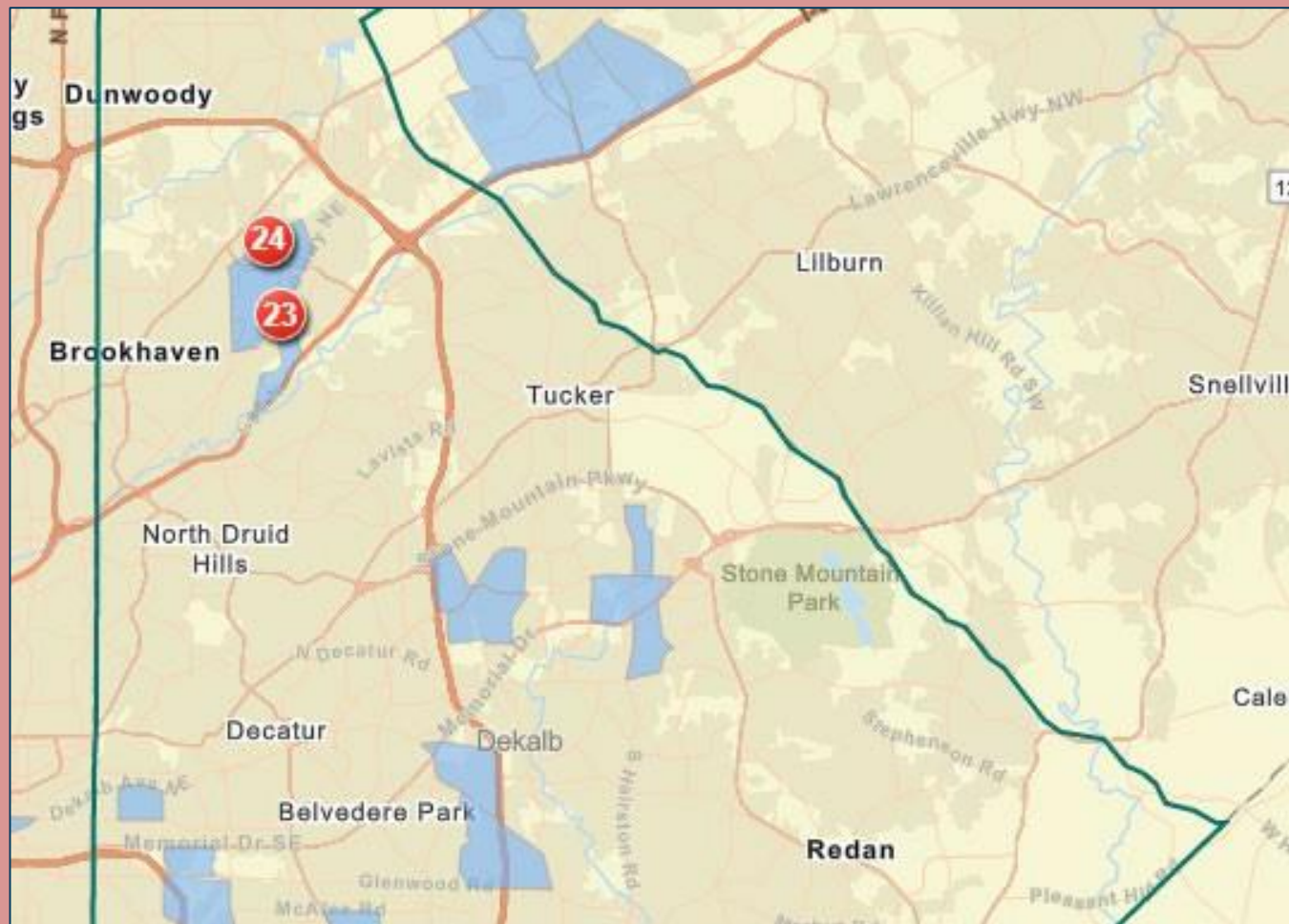
The Opportunities

- There are land parcels ripe for catalytic future development in the Franklin Gateway corridor including a pad site available for the construction of high-rise office and a 32-acre tract owned by IKEA, US, who is deliberating plans to develop.
- There are also additional opportunities for nearby supportive development that would leverage the existing Franklin Gateway catalytic projects and future planned development activity

Metro Atlanta Opportunity Zones in DeKalb County



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: DeKalb County



	Opportunity Zones	DeKalb County
Black/African American	64.1%	54.1%
Hispanic	14.0%	9.1%
Foreign Born*	30.8%	16.3%
Poverty*	31.9%	14.6%
Median Household Income	\$33,007	\$56,984
% BA+	20%	44%
% Some College	23%	26%
% Less than HS Degree	27%	11%
% Under 18	26%	22%
% Over 65	8.4%	12.2%
Unemployment (2018)	10.0%	6.4%

ATLANTA AIR & SPACE MUSEUM



Typology: Maturing Neighborhoods

The Assets

- DeKalb-Peachtree Airport (PDK) is easily accessed from major highways, bordered by two major thoroughfares and is surrounded by growing communities.
- Peachtree Dekalb Airport is the third-largest payer of property taxes in DeKalb County, responsible for an estimated 7,300 jobs, and generates approximately \$130 million in income for local residents.
- The Atlanta Air & Space Museum's Phase I is located at the end of the closed East/West Runway, now known as the East Ops Area, and cascades down to the Buford Highway street elevation
- This new development will serve as the centerpiece for community economic development, entertainment, tourism and education in North DeKalb County

The Opportunities

- Phase 1 will encompass approximately 150,000 square feet
- With an artifact collection that will include large aircraft, the majority of the floor space is dedicated to display floor space
- This Sponsor is seeking OZ equity capital to execute its master plan

Metro Atlanta Opportunity Zones in Douglas County



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: Douglas County



	Opportunity Zones	Douglas County
Black/African American	40.4%	47.0%
Hispanic	20.2%	9.8%
Foreign Born*	11.1%	8.5%
Poverty*	16.8%	13.6%
Median Household Income	\$55,716	\$59,403
% BA+	20%	28%
% Some College	27%	31%
% Less than HS Degree	12%	11%
% Under 18	25%	25%
% Over 65	11.7%	11.4%
Unemployment (2018)	8.2%	4.9%

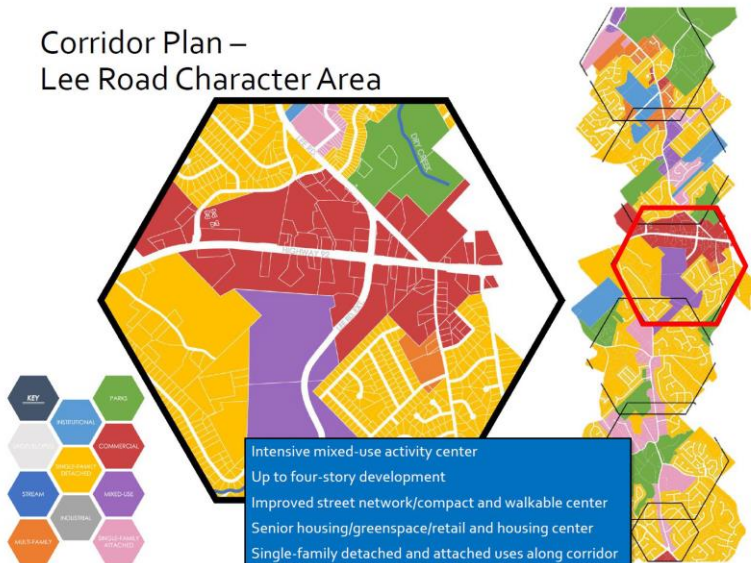
25) DOUGLAS COUNTY CORRIDOR PROJECT

Anticipate Small Area Plan – Context Map



Anticipate – Small Area Plan

Corridor Plan – Lee Road Character Area



Anticipate – Corridor Plan

Typology: Established Suburbs

The Assets

- Douglas County is currently completing the Lee Road Small Area and Corridor Plan
- The project has the potential to impact and drive development with a mixture of uses, housing options and complete streets
- The Lee Road / Highway 92 node will benefit and is positioned to become a mixed-use activity center
- There are parcels near this node that are located in a federal OZ

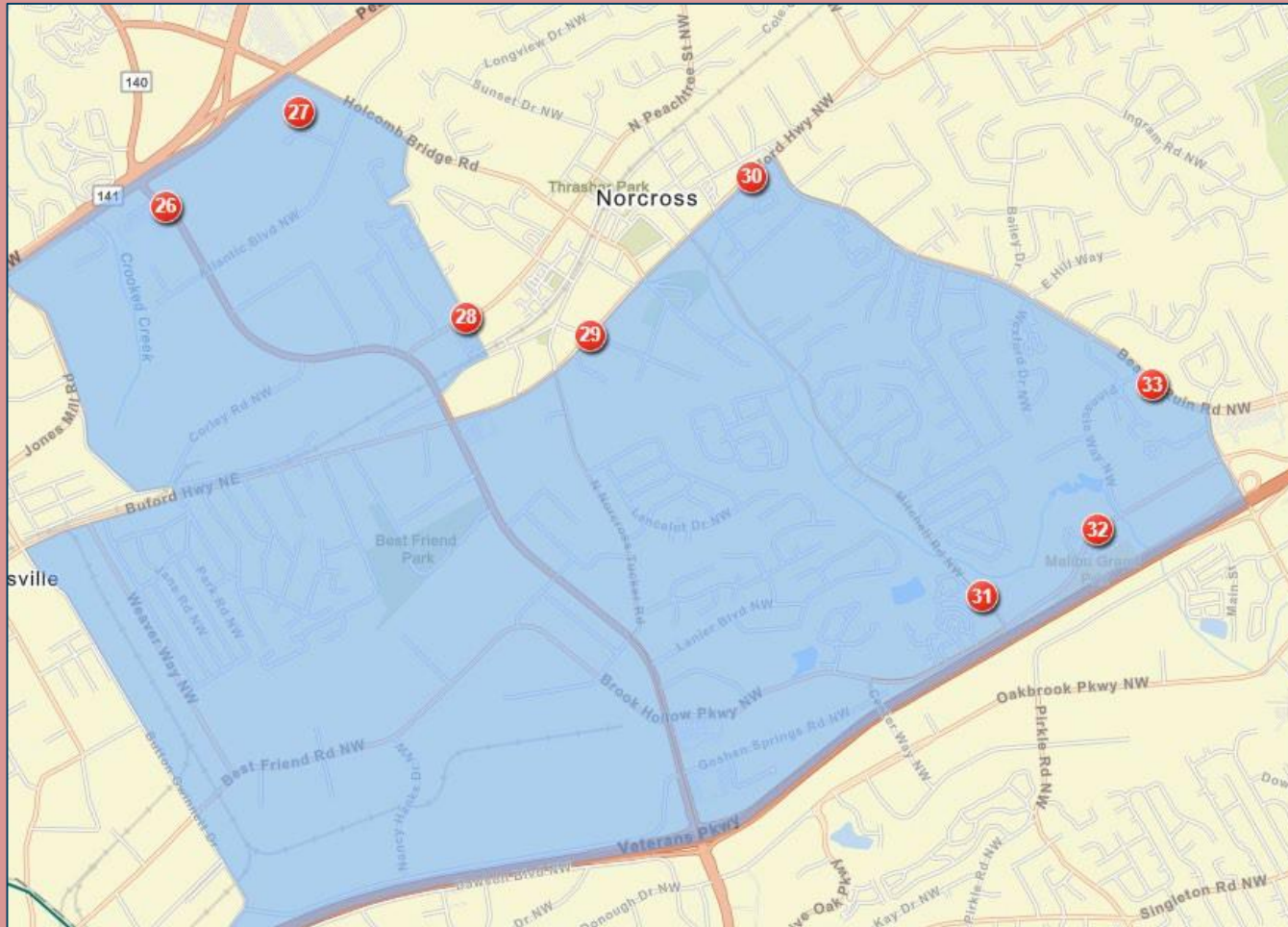
The Opportunities

- The node has been identified as an ideal location for senior housing and supportive retail
- The Lee Road extension will also produce additional opportunities for commercial development (several sites are currently being marketed for sale)

Metro Atlanta Opportunity Zones in Gwinnett County



OPPORTUNITY ZONE SOCIO-ECONOMIC OVERVIEW: Gwinnett County



	Opportunity Zones	Gwinnett County
Black/African American	17.3%	28.1%
Hispanic	62.3%	21.0%
Foreign Born*	44.6%	25.0%
Poverty*	20.0%	10.5%
Median Household Income	\$39,085	\$68,808
% BA+	13%	37%
% Some College	19%	29%
% Less than HS Degree	40%	12%
% Under 18	30%	26%
% Over 65	4.8%	9.7%
Unemployment (2018)	5.0%	4.4%

Atlanta Region Unified Growth Policy Map (UGPM)

The UGPM provides direction for future growth based on the Areas and Places within the region. The UGPM represents historical development patterns, local plans as well as The Atlanta's Region's Plan policies and forecasts. Regional Areas directly influence the future forecasted growth of the region by describing future land use patterns in each part of the region. Metro Atlanta Census Tracts and the project pipeline were cross-referenced with the UGPM in order to offer an Atlanta Region Opportunity Zone typology.

UGPM Typologies for census tracts and the project pipeline:

1. Region Core - The Region Core is the major economic, cultural and transportation hub of the region. This area is the densest in terms of employment, residential, and cultural offerings throughout the region, with the most developed transit service in the region.
2. Regional Employment Corridors - Regional Employment Corridors represent the densest development outside of the Region Core. Regional Employment Corridors connect several Regional Centers with the Region Core via existing capacity transportation facilities.
3. Maturing Neighborhoods - Maturing Neighborhoods are areas in the region characterized by older neighborhoods that include both single- and multi-family development, as well as commercial and office uses at connected key locations.
4. Established Suburbs - Established Suburbs are areas in the region where suburban development has occurred. These areas are characterized by single family subdivisions, commercial development, and office, industrial and multifamily development in limited locations.

Thank you for your interest in metro Atlanta

