

# Stockbridge



Where Community Connects

# City of Stockbridge

## Economic Development Strategic Plan 2024

Amplify  
EXCELLENCE



# Acknowledgments

The City of Stockbridge Economic Development Team would like to thank the following individuals and stakeholders for their participation in the Economic Development Strategic Plan (EDSP) process:

## City of Stockbridge Mayor and City Council

Anthony S. Ford, *Mayor*  
LaKeisha T. Gantt, *District 1*  
Alphonso Thomas, *District 2*  
Kyle Berry, *District 3 (Mayor Pro Tem)*  
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Downtown Development Authority  
Main Street Stockbridge

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# Introduction

This document serves as the first Economic Development Strategic Plan (EDSP) for the City of Stockbridge. Its focus is on developing tactical implementation strategies to promote economic growth and enhance the overall quality of life in the city. The goals set forth for this EDSP include:

Empowering the City to define its vision, mission, and values to guide planning, zoning, and economic development priorities

Gathering feedback to help provide the framework to attract high-quality investment and redevelopment activities

Strategically shaping the character of redevelopment according to a shared community vision of the future, established through a transparent process of consensus-building and leadership

Providing the specific implementation steps needed to guide Stockbridge's economic development policies, programs, and investments over the next five years



# Economic Development Department Overview

## Department Mission

Collaborate with residents, businesses, investors, and community partners to foster economic growth, support downtown revitalization, encourage sustainable development, and enhance the overall quality of life in the City of Stockbridge.



Kim Allonce  
Economic Development  
Director

## Department Objectives



**Enhance the City's  
Competitiveness  
in the Metro Atlanta  
Region**



**Diversify the City's  
Economic Base**



**Support Small Business  
Development  
& Retention**



**Foster an Economically  
Viable and  
Vibrant Downtown**



**Promote the City as  
an Attractive Place for  
Residents, Businesses, &  
Visitors**





# EXECUTIVE SUMMARY



# Executive Summary

In the 2022-2026 City of Stockbridge Strategic Plan, stimulating the local economy and improving the city's quality of life are outlined as strategic priorities for the city. This Economic Development Strategic Plan (EDSP) serves as an action-focused planning document for these priorities by outlining the city's current demographic and economic profile, developing target industries for the city to prioritize over the next five years, and creating an action plan with set goals and objectives. A summary of these findings and recommendations are in the following pages.



**Economic Growth**



**Quality of Life**



# *A Place That Attracts*

Residents describe Stockbridge as a gateway to Henry County that is a great place to live with diverse opportunities. Many key stakeholders view Stockbridge as a good place to do business and several chose Stockbridge to open up shop because they already had community ties within the area. Stockbridge has continued to attract new residents, growing by over 10% from 2010-2023\*.



# *A Driver for the County*

A combination of a large Early to Mid-Career Professionals cohort, or those aged 25-44, and a high share of educated residents represent a strong and healthy civilian labor force within Stockbridge.

The city is also a magnet for the county's economic base, hosting approximately 22% of the jobs in Henry County. Serving as a county hub, over 50% of the county's jobs in healthcare and over 30% of the county's jobs in logistics are concentrated in Stockbridge.



\*Current boundaries used for both 2010 and 2023

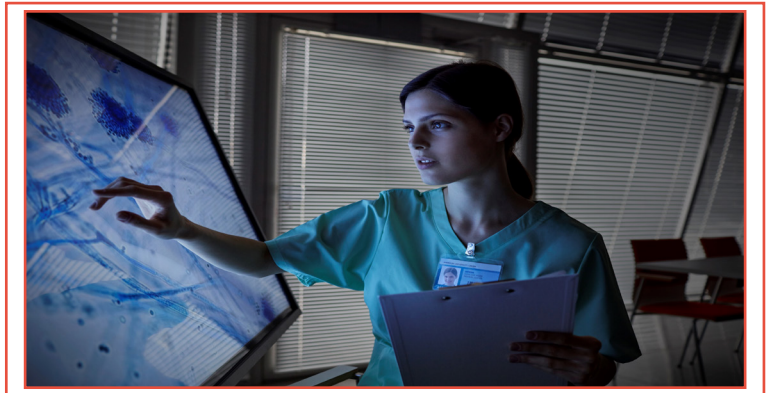


# *A Rising Star in the Region*

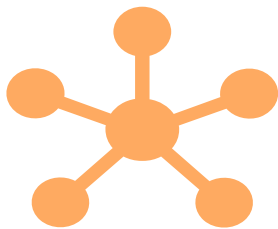
Through a combination of feedback from the community and stakeholders, industry growth trends over the past five years, and relative industry concentration compared to the larger Atlanta region, strategic, target industries were identified. These industries serve as guides for economic development recruitment and retention efforts over the next five years and either are or have the potential to generate economic momentum in Stockbridge.



**Healthcare**



**Professional &  
Personal Services**



**Adaptive  
Supply-Chains**



# *A City with a Plan*

The economic development goals over the next five years are:

- 1 Revitalize and Activate Downtown Stockbridge**
- 2 Support and Expand the Medical Hub**
- 3 Retain and Support Small or Local Businesses**
- 4 Develop a Workforce Training Program**
- 5 Improve Connectivity and Quality of Life**



# PUBLIC INPUT



# Overview

Public input from residents, stakeholders, and the business community were gathered throughout the EDSP process. These conversations and survey results helped the consultant team uncover the unifying economic visions for Stockbridge for the next five years.

Highlights from the public engagement include:

- Stockbridge is viewed as a great community to be part of and the gateway to Henry County
- The Piedmont Hospital is considered a great asset for the city
- There is the desire to see more experiential and interactive establishments and activities within the city, especially in downtown
- Stockbridge is also considered a great place to do business, but there are preferences for more job opportunities within the city for IT, professional services, and medical





# Public Input

Led by Christopher Pike with Urban Pulse Community Solutions, our public engagement included:

## Resident Outreach

From September through November, the consultant team conducted two community meetings and published an online community survey to gather sentiments and visions about Stockbridge and its economic outlook. The survey was open to the public and shared through the city's social media platforms.

### Stockbridge is...

"...an up-and-coming city located just minutes from Atlanta"

"[A] [g]reat place to live just outside the city of Atlanta with a diverse population and more urban feel and vibe"

"[Has] [n]ice neighborhoods but desperately in need of better dining and shopping experience"

**54 Respondents**

**20% Live and Work in Stockbridge**

**Top Challenges Facing Local Businesses**



**Traffic**



**Retail and Restaurant Options**

**Employers Respondents Want to See More Of**



**Restaurants**



**Information Technology**



**Entertainment**



**Professional Services**



**Medical**

## Business Outreach

From September through November, the consultant team also conducted a business meeting and published an online business survey to gather sentiments and visions about doing business in Stockbridge and the city's economic outlook.

### Stockbridge's greatest assets...

"Main Street engagement"

"The people are supportive and very friendly"

"It's the gateway to Henry County"

"Close proximity to I-75"

"The hospital"

# 22 Respondents

**86% Believe Stockbridge is a Good Place to Do Business**

## Top Challenges Facing Local Businesses



**Resources for Business Support**



**Lack of Demand or Client Base**

## Top Ways Stockbridge Can Better Encourage Business and Job Growth



**Networking Opportunities**



**Branding and Market Assistance**



**Business Seminars**



**Business Loans**

# Stakeholder 1-on-1s

Throughout the public engagement and planning process, the consultant team had 1-on-1 interviews with the following city staff and partners:



## **Stockbridge Mayor, City Council, and Economic Development Department Staff**

Mission: To provide visionary leadership and superior municipal services that enhance the quality of life for citizens while creating a welcoming business atmosphere focused on sustainability and expansion of tourism and cultural events.



## **Stockbridge Downtown Development Authority (DDA)**

The DDA is dedicated to stimulating & sustaining economic development and historic preservation of downtown Stockbridge.



## **Stockbridge Citywide Development Authority (CDA)**

The CDA is dedicated to stimulating & sustaining economic development and quality growth, in and throughout the entire City of Stockbridge.



## **Main Street Stockbridge**

Part of a nationwide program, Main Street Stockbridge supports an identifiable downtown historic district that promotes economic vitality, cultivates artistic expression, encourages cultural enrichment, and nurtures community spirit.





# CURRENT PROFILE



# Overview

It is important to establish a current profile of the city to help determine pathways for the city's future. This encompasses both historical and current demographic and economic trends in order to assess where Stockbridge stands today. Each of the metrics observed influence the types of businesses, amenities, or jobs that are in Stockbridge.

## Population & Households

Future economic growth in Stockbridge is partially dependent on the ability of the city to add new residents and households. If so, this creates a larger tax base that can help fund new projects and improvements for the city. This can also serve as a larger client base for the existing businesses and support the creation of new ones.

## Demographic Composition

Understanding the demographic composition of a place can provide insights into the different needs and preferences residents have for spending and amenities. For example, a multicultural community will more likely increase the demand for restaurant options that offer varied cuisine while a community with an older population is more likely to put higher emphasis on strong healthcare options.

## Educational Attainment

While not all well-paying jobs require a post-secondary degree, the share of the population that has pursued post-secondary education is an indicator of a local workforce that is often targeted by employers in industries such as Information, Professional Services, Finance & Insurance, Education, and Health Care.

## Household Income

An area's household income is a key metric of both the local workforce and new business opportunities. From a workforce perspective, it can serve as the first indicator of whether residents are working in high-paying jobs. From a business perspective, this metric is often used in location decisions (i.e., would there be enough local spending to support that business?).

## Labor Force and Employment Mix

Discerning the jobs resident workers have (labor force) versus the jobs that exist within the community (employment mix) can uncover any mismatches between the local workforce and existing jobs. For example, if a large portion of the jobs within the community are in one industry but a small share of the local labor force is employed in that same industry, then that industry may be one to target for workforce initiatives.

## Commuting Patterns

Building on any labor force and employment mix mismatches, observing commuting patterns can help determine where resident workers are employed if they leave the city for work. It can also show where the community is "importing" workers from. Communities with many in-commuters from further distances likely serve as a hub or center for a particular industry or industry cluster.





Top takeaways from the current profile include:

**Both population and household growth since 2010.**



**A well-educated workforce with over 60% of residents having at least some post-secondary education.**

**Healthcare employs the most residents within Stockbridge and represents the largest share of jobs in the city.**



**Residents that leave Stockbridge for work are primarily employed in logistics or office-utilizing industries.**

# Current Profile

## Population & Households

Representing approximately 14% of Henry County's total population, Stockbridge has an estimated 36,585 residents and 13,292 households. Although slower than the county average, Stockbridge's population has grown by almost 12% since 2010. This population growth has been higher than household growth, indicating that the size of households has been growing over this same time.

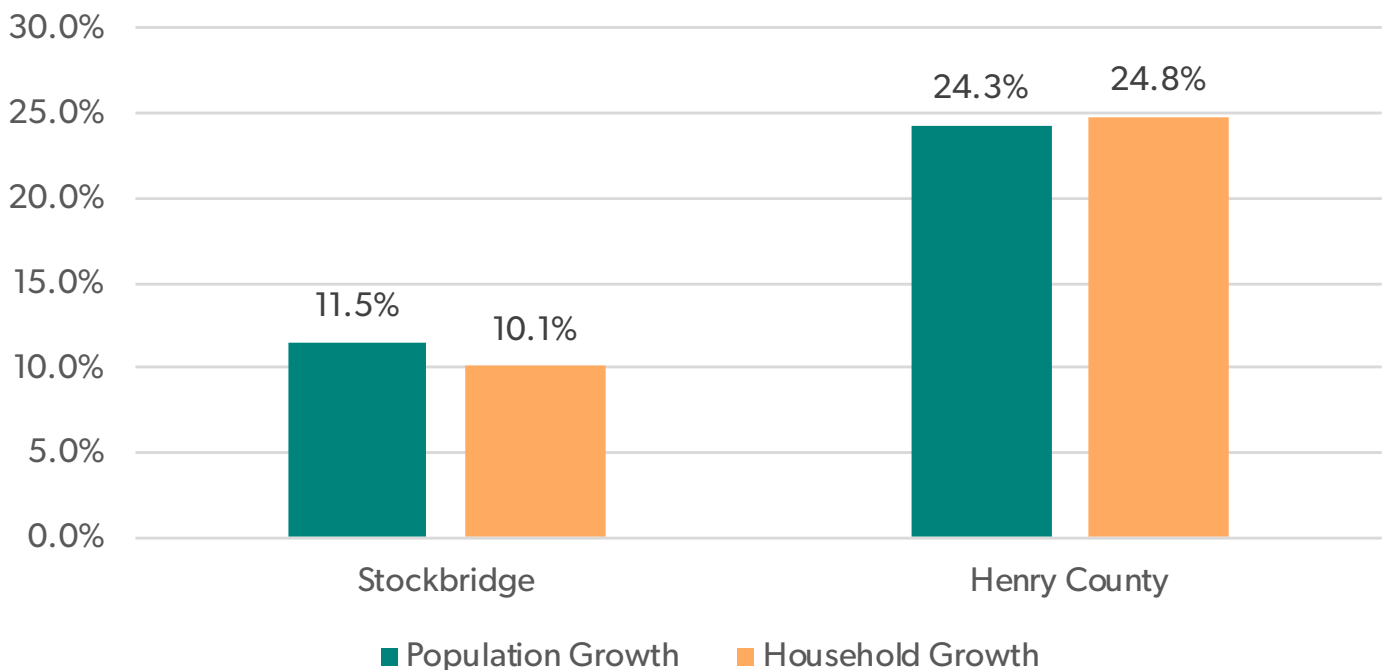


**2.74**  
Average Household Size



**3.40**  
Average Family Size

### Population and Household Growth, 2010-2023

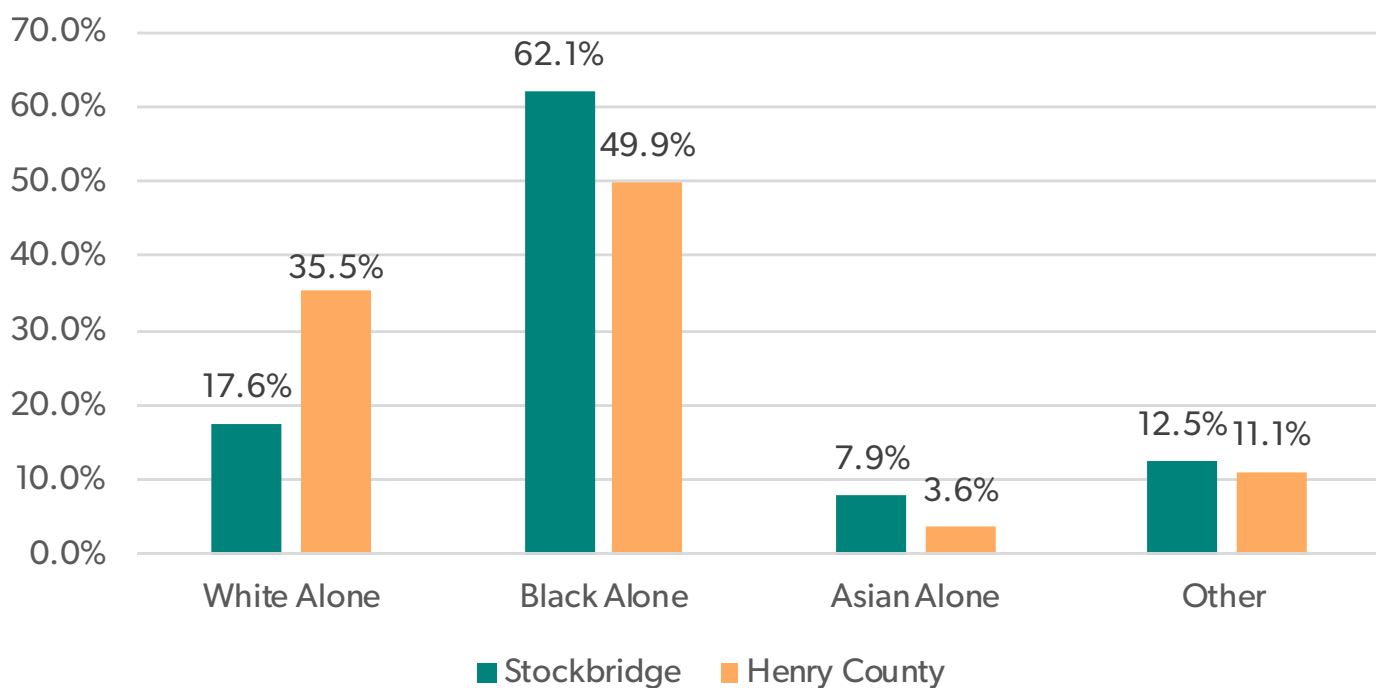


\*Change over time metrics are based on 2023 boundaries  
Source: KB Advisory Group with data from Esri

# Race & Ethnicity

Stockbridge is a diverse community. While the majority of residents identify as 'Black Alone', Stockbridge has a higher share of its community that identify as 'Asian Alone' or 'Hispanic' compared to the county as a whole.

## Share of Population by Race, 2023



## Share of Hispanic Residents

**10%**  
Stockbridge

**8%**  
Henry County

Source: KB Advisory Group with data from Esri

# Age Cohorts

Stockbridge has experienced larger growth in its older age cohorts. Similar to county-wide trends, the two age cohorts that grew the most since 2010 were those aged 45-64 and those aged 65+. The median age within the city increased from 33.5 in 2010 to 35.9 in 2023. Although the share of those aged between 18-24 have declined since 2010, this follows similar trends experienced in Henry County overall and other counties in the metro area. People in this age cohort tend to be more transient as they relocate for post-high school education or jobs. Despite growing more slowly than the county overall, those aged 25-44 are still the largest in Stockbridge, representing almost a third of the population.

## Growth in Age Cohorts, 2010-2023

**+19%**

Henry County:  
**+29%**



School-Aged Children  
(5-17)

**-58%**

Henry County:  
**-57%**



Young Adult  
(18-24)

**+5%**

Henry County:  
**+22%**



Early to Mid-Career  
Professionals  
(25-44)

**+22%**

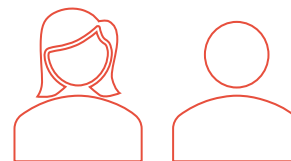
Henry County:  
**+31%**



Tenured Professionals  
(45-64)

**+84%**

Henry County:  
**+91%**



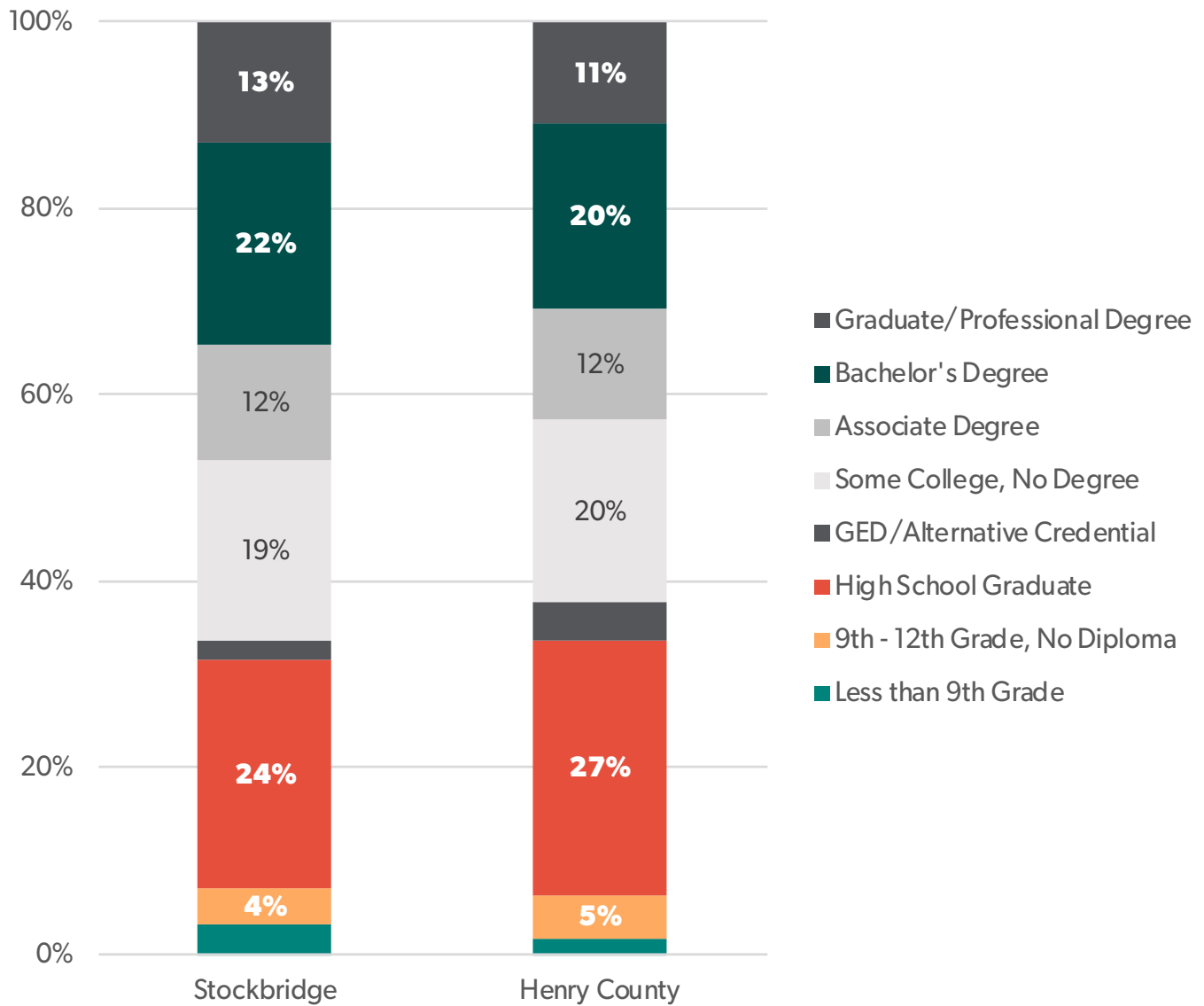
Senior  
(65+)

\*Change over time metrics are based on 2023 boundaries  
Source: KB Advisory Group with data from Esri

# Educational Attainment

Stockbridge is home to a well-educated workforce. An estimated 66% of residents over 25 years of age have at least some post-secondary education. Over a third of residents have a Bachelor's or Graduate/Professional Degree, higher than the county-wide average.

## Population 25+ by Educational Attainment, 2023

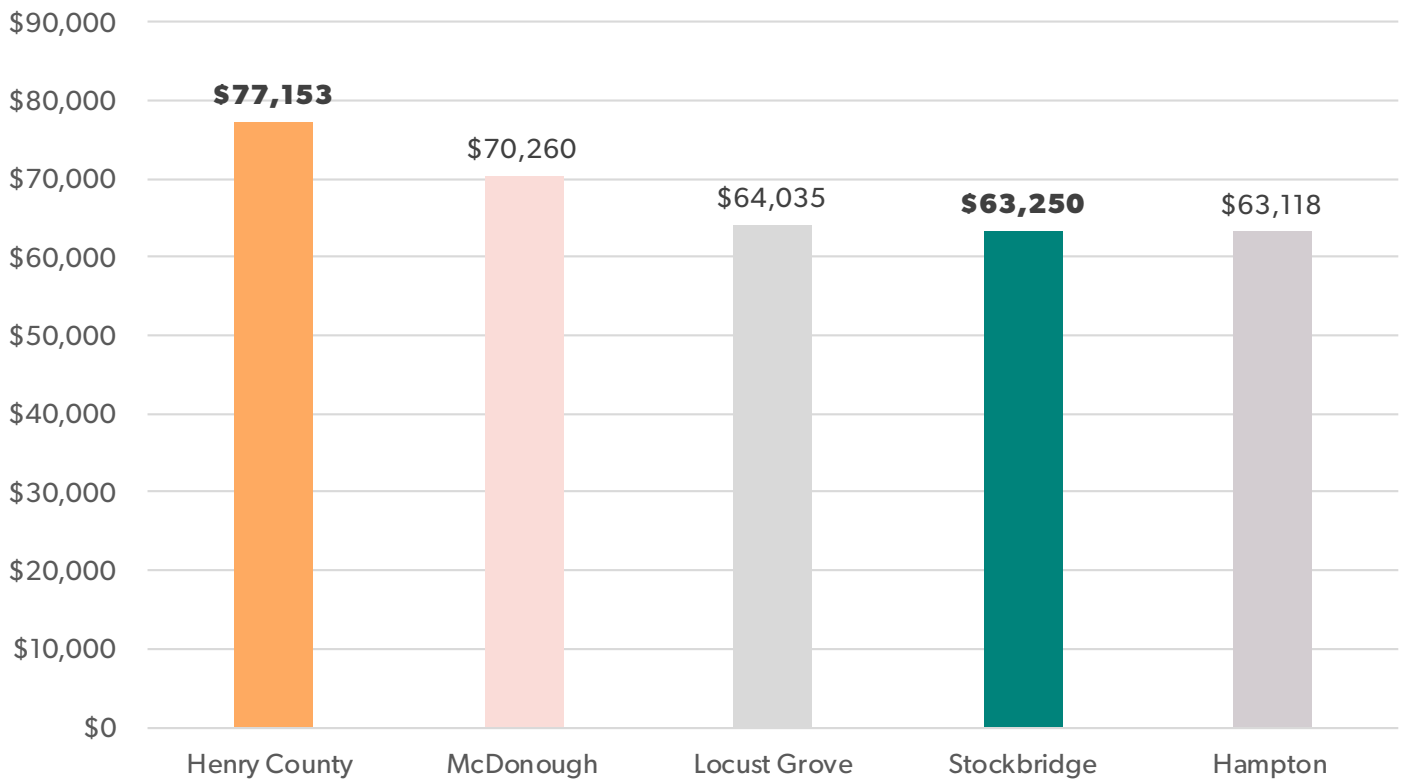


Source: KB Advisory Group with data from Esri

# Household Income

With a median household income of \$63,250, almost 40% of households within the city earn between \$50,000-\$99,999 annually. While the median household income within Stockbridge is lower than the county median overall, it falls in line with Locust Grove and Hampton. None of the municipalities within Henry County have a median household income higher than the county-wide median.

Median Household Incomes, 2023



**\$63,250**

Median Household Income,  
2023

Source: KB Advisory Group with data from Esri

# Labor Force

With a labor force of almost 19,000, an estimated 15% of Henry County’s workforce is concentrated in Stockbridge. Similar to trends county-wide, Stockbridge’s labor force is concentrated in logistics, healthcare, and retail. The city’s workforce makes up almost 20% of the county’s labor force in both healthcare and logistics. The city’s labor force participation rate is 69%, 4% higher than the county average.

## Share of Labor Force by Industry, 2023

Labor Force	Stockbridge	Henry County	Share of County
Construction	4.9%	5.5%	13.6%
Manufacturing	6.2%	6.6%	14.2%
Wholesale Trade	1.7%	1.7%	15.4%
<b>Retail Trade</b>	<b>10.8%</b>	<b>10.8%</b>	<b>15.2%</b>
<b>Transportation &amp; Warehousing</b>	<b>18.0%</b>	<b>16.0%</b>	<b>17.0%</b>
Information	1.6%	1.9%	12.6%
Finance & Insurance	3.0%	3.0%	15.3%
Real Estate & Leasing	1.0%	1.5%	9.8%
Professional Services	5.5%	6.0%	14.0%
Administrative & Support Services	6.3%	5.3%	18.1%
Educational Services	8.6%	9.7%	13.5%
<b>Health Care</b>	<b>13.4%</b>	<b>11.0%</b>	<b>18.5%</b>
Arts, Entertainment & Recreation	0.9%	1.2%	11.9%
Accommodation & Food Services	5.6%	6.0%	14.2%
Public Administration	7.0%	8.2%	12.9%
Other	5.5%	5.7%	13.4%

Source: KB Advisory Group with data from Esri

# Jobs

Hosting over 13,000 jobs, approximately 22% of Henry County’s jobs are concentrated in Stockbridge. The largest industries in Stockbridge reflect the prominent industries in Henry County, but healthcare represents a significantly higher share of the employment mix within the city. Over half of Henry County’s jobs within this industry are located within Stockbridge, thanks in large part to the continued investment in the Piedmont Henry Hospital campus.

## Share of Jobs by Industry, 2023

Employment Mix	Stockbridge	Henry County	Share of County
Construction	4.7%	4.9%	21.0%
Manufacturing	1.8%	4.5%	8.9%
Wholesale Trade	1.2%	5.4%	5.0%
<b>Retail Trade</b>	<b>14.4%</b>	<b>16.5%</b>	<b>19.0%</b>
Transportation & Warehousing	3.4%	2.4%	31.2%
Information	0.5%	0.8%	13.4%
Finance & Insurance	3.7%	2.2%	36.9%
Real Estate & Leasing	7.1%	3.1%	49.5%
Professional Services	4.4%	4.0%	23.8%
Administrative & Support Services	1.7%	2.5%	14.6%
Educational Services	3.5%	10.7%	7.2%
<b>Health Care</b>	<b>32.0%</b>	<b>12.4%</b>	<b>56.2%</b>
Arts, Entertainment & Recreation	1.0%	1.6%	13.3%
<b>Accommodation &amp; Food Services</b>	<b>12.5%</b>	<b>14.6%</b>	<b>18.7%</b>
Public Administration	1.0%	6.9%	3.0%
Other	7.0%	7.3%	20.8%

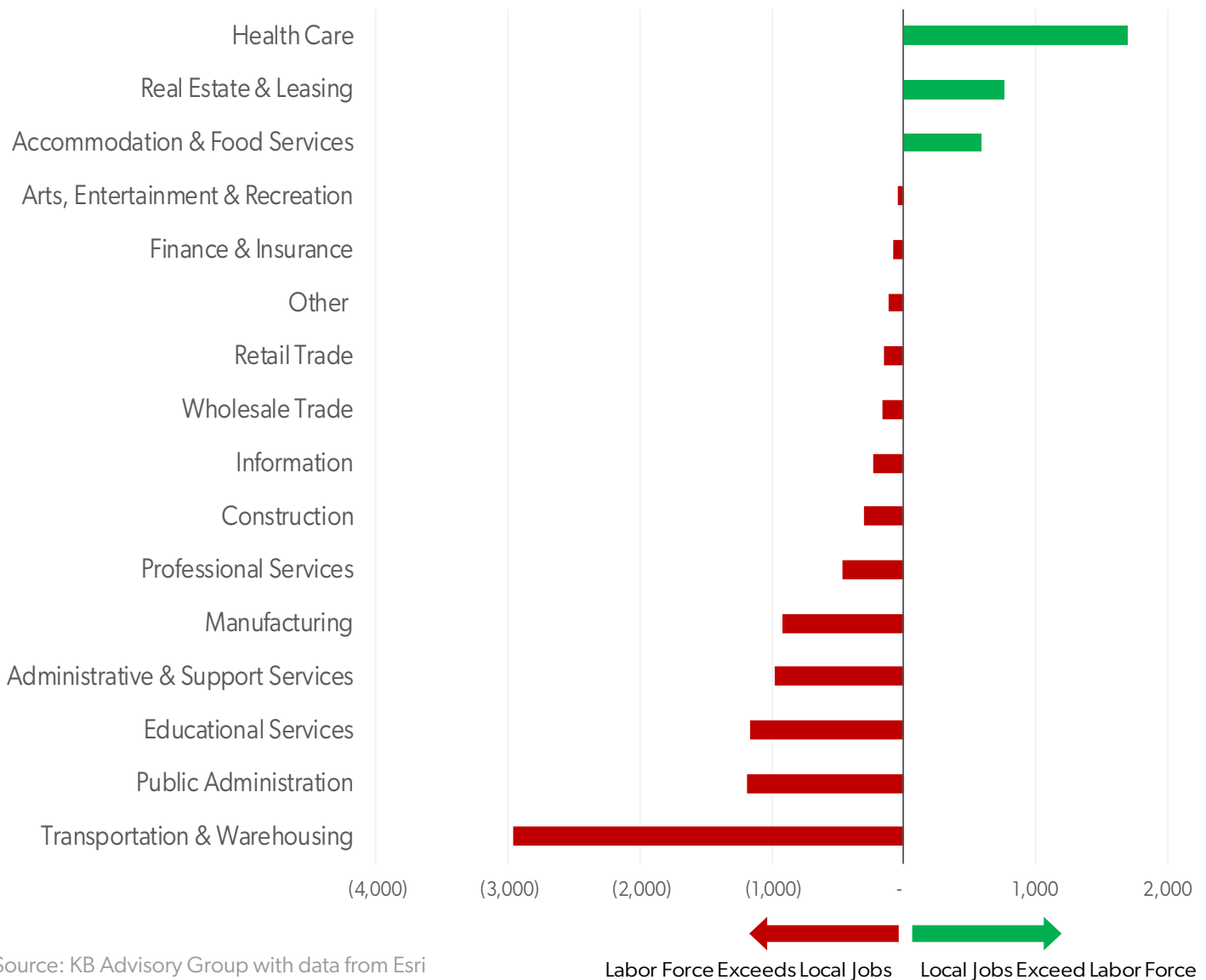
Source: KB Advisory Group with data from Esri



# Local Jobs v. Labor Force

Stockbridge’s labor force exceeds the available jobs within the city, reflecting its historical “bedroom community” character. Only in three industries does the number of local jobs exceed the local labor force, indicating that Stockbridge “imports” workers from outside the city to fill these positions. The largest mismatch between local jobs and labor force is in logistics, likely due to the city’s proximity to Hartsfield International Airport. Working residents within Stockbridge also leave the city to work in office-utilizing industries such as public administration, administrative and professional services, information, and finance & insurance.

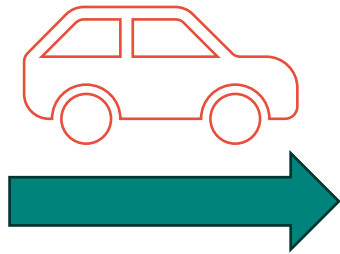
Jobs v. Labor Force in Stockbridge by Industry, 2023



Source: KB Advisory Group with data from Esri

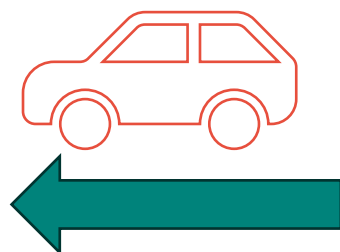
## Worker Inflow-Outflow

Given Stockbridge's location in the metropolitan region and proximity to major highways, workers commute to and from several counties. Based on 2021 commuting patterns, the top county that resident workers commute to is Fulton County. Of those commuting into Stockbridge for work, almost 40% are coming from somewhere else in Henry County or nearby Clayton County.



The top counties that workers commute to:

- Fulton (26.5%)
- Henry (15.6%)
- Clayton (14.5%)
- DeKalb (12.3%)



The top counties that workers commute from:

- Henry (26.8%)
- Clayton (12.0%)
- DeKalb (8.8%)
- Fulton (9.1%)

Source: KB Advisory Group with data from U.S. Census Longitudinal Survey (2021)



Piedmont

# TARGET INDUSTRIES



# Overview

After evaluating the current demographic and economic profile of the city, strengths and leverage points can be recognized. These assets help shape “target” industries or broader job types that either are or have the potential to generate economic momentum in Stockbridge.

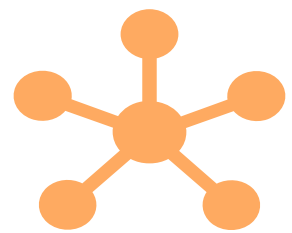
Through a combination of quantitative and qualitative research and feedback from the community and stakeholders, the below targeted industries were determined. These industries serve as guides for economic development recruitment and retention efforts over the next five years and are subject to change in the medium- and long-term as the economic profile within and around Stockbridge further develops. These industries are meant to serve as focus areas for business development efforts and are not recommended to be the only industries that city staff and partners recruit for. The following pages discuss each of these in greater detail and how they were identified.



**Healthcare**



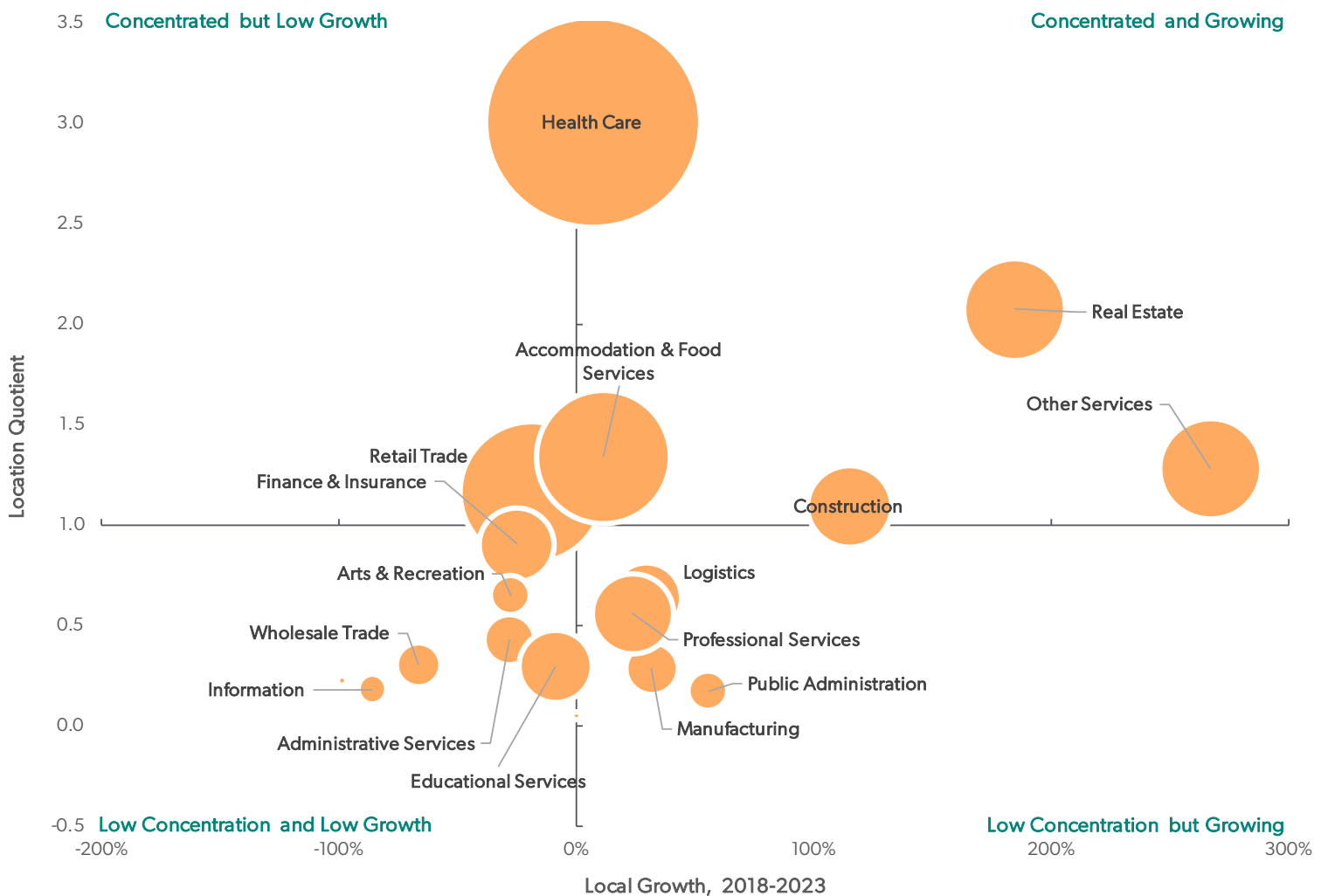
**Professional  
& Personal  
Services**



**Adaptive  
Supply-  
Chains**

# Industry Assessment

An industry assessment was first conducted by observing relative industry concentration (compared to the Atlanta region) and recent employment growth trends. Each industry is sized according to total employment with Stockbridge. Industries that are relatively concentrated in Stockbridge and have also been experiencing employment growth over the past five years are considered to be highly competitive local assets. This includes the healthcare, accommodation, construction, real estate, and other service industries (i.e., personal care, repair & maintenance, etc.). Industries such as professional services and logistics that are growing in employment but aren't currently concentrated in Stockbridge are considered to be "emerging" industries.



Source: KB Advisory Group with data from Esri and U.S. Census Longitudinal Survey (2018)

# Healthcare

Healthcare comprises establishments that provide trained medical and related services.

The Healthcare industry within Stockbridge has grown by 7% since 2018 and currently represents 30% of the current job mix within the city. This industry also represents the largest “importer” of outside workers into Stockbridge.



This provides an opportunity for workforce development initiatives that target the skills needed for these pathways. This industry is also relatively concentrated in Stockbridge compared to the region as a whole. The incorporation of Piedmont Henry Hospital and its expanding campus highlights Piedmont as a community asset and economic development partner. Since its completion in 1987, there has been over 770,000 square feet of new healthcare facilities or medical office delivered within one mile of the hospital.

Sub-sectors of this industry include:



**Physician, and  
Other Practitioner  
Offices**

This sub-sector comprises the medical offices that are typical for non-hospital health visits. National employment for this sub-sector is expected to experience some of the largest and fastest gains by 2032\*.



**Medical and  
Diagnostic Labs**

These labs engage in analytic or diagnostic services to medical staff and patients. The national value of these services is expected to be one of the fastest growing by 2032\*.



**Outpatient Care  
Centers**

These medical centers or freestanding clinics provide services such as family planning, dialysis treatment, surgery, or community health. These centers and clinics are also expected to experience some of the fastest and largest employment growth nationally by 2032\*.



**Home Health Care  
Services**

Home health care services encompass skilled nursing services relating to personal care, physical therapy, 24-hour home care, medical equipment, or vocational therapy. This sub-sector is expected to experience some of the fastest and largest employment growth and fastest output growth nationally by 2032\*.



**Community Care  
Facilities for the  
Elderly**

These facilities engage in providing inpatient nursing and rehabilitative services, often for extended periods of time. Employment in these centers is expected to increase nationally by 2032\*, albeit at a lower growth rate than other sub-sectors.

\*Industry Projections from U.S. Bureau of Labor Statistics (2023)



# Professional & Personal Services

Professional services comprise establishments specializing in performing activities for others that typically require a high degree of expertise and training. Other services comprise establishments primarily performing local day-to-day services, an amenity base for residents.

The Professional Services industry within Stockbridge has grown by 24% since 2018. Its lack of comparative regional concentration but high recent employment growth classify it as an “emerging” industry within Stockbridge. With an MSA 2022 average



annual industry wage of \$112,859 according to the U.S. Bureau of Labor Statistics, the recruitment of more of these firms to Stockbridge would provide high-paying job opportunities.

The Other Services industry has experienced high employment growth and has a relatively higher concentration within Stockbridge than the region overall. These establishments typically serve as a bedrock for a community and tend to be smaller businesses. Small business and quality of life initiatives will align with supporting this aspect of the target industry.

Sub-sectors of this industry include firms that provide the following services:



### **Architectural and Engineering**

These establishments are primarily engaged in architectural, engineering, and related services, such as drafting or design services, building inspection services, surveying and mapping services, feasibility services, and testing services. By 2032\*, it is estimated that there will be over 1.6 million jobs within this sub-sector nationally.



### **Advertising**

These establishments are primarily engaged in advertising, public relations, and related services, such as media buying, independent media representation, indoor and outdoor display advertising, direct mail advertising, advertising material distribution services, and other services related to advertising. By 2032\*, it is estimated that there will be over half a million jobs within this sub-sector nationally.



### **Digital and Systems Design**

Digital and Systems Design includes establishments that specialize in services related to interior design, industrial design, graphic design, computer system set-up and maintenance, or computer programming. By 2032\*, it is estimated that there will be almost half a million jobs within this sub-sector nationally.



### **Personal Care**

These establishments focus on providing other common day-to-day services catered to local residents. Whether they are focused on personal care, equipment repair, or civic services, these establishments are more likely to be existing smaller businesses. By 2032\*, it is estimated that there will be almost 6.5 million jobs within this sub-sector nationally.

\*Industry Projections from U.S. Bureau of Labor Statistics (2023)

# Adaptive Supply-Chains

Logistics comprises establishments providing transportation of passengers and cargo or storage of goods. Establishments in manufacturing specialize in the transformation of materials or components into new products.

Within Stockbridge since 2018, logistics employment has grown by 30% and manufacturing employment has grown by 32%. Logistics makes up 18% of Stockbridge's current labor force and represents the largest "exporter" of Stockbridge talent. Manufacturing currently represents 6% of Stockbridge's current labor force. Similar to Professional Services, a lack of comparative regional concentration but high recent employment growth classify both as an "emerging" industry within Stockbridge. To support this emerging growth, Stockbridge can leverage its location along major distribution routes and proximity to Hartsfield International Airport to expand on the technological innovations in all aspects of the supply-chain process. This can range from improved automation capabilities to more efficient software.

Supporting sub-industries include firms that produce the following services or products:



## **Logistics Support & Back-Office**

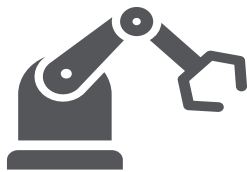
These personnel would provide a range of day-to-day office administrative and business support services for supply-chain establishments such as customer service, financial planning, billing and record keeping, and human resources. Overall national employment in these services is estimated to reach almost 1.5 million by 2032\*.

\*Industry Projections from U.S. Bureau of Labor Statistics (2023)



### Smart Sensing

These establishments are primarily engaged in the manufacturing, programming, or testing of logistics-focused sensors such as RFID (Radio Frequency Identification), GPS (Global Positioning System), temperature sensors, motion sensors, and traffic sensors. By 2032\*, it is estimated that there will be almost 430,000 jobs within this sub-sector nationally.



### Supply-Chain Automation

These establishments are primarily engaged in the production or maintenance of robotics and advanced systems to create or improve automated supply-chain processes. Examples include autonomous robots and advanced inventory management systems. In 2022, over 50% of the largest supply chain organizations had already implemented the use of autonomous mobile robots\*\*.



### 3D Printing

These establishments engage in transmitting digital designs to 3D printers, also referred to as additive manufacturing. In 2022, the Biden Administration launched the Additive Manufacturing Forward (AM Forward) which is a voluntary compact between large manufacturers to help their smaller suppliers in the U.S. increase their use of additive manufacturing\*\*\*. By reducing the number of steps and inputs for fabricating products, this process presents an opportunity for creating more cost-effective and resilient supply chains.

\*Industry Projections from U.S. Bureau of Labor Statistics (2023)

\*\*2022 Supply Chain Technology User Wants and Needs Survey (Gartner)

\*\*\* <https://www.whitehouse.gov/W/written-materials/2022/05/09/using-additive-manufacturing-to-improve-supply-chain-resilience-and-bolster-small-and-mid-size-firms/>





# ACTION PLAN

# Overview

Determining the economic development goals in a community requires strategic thinking about all the interconnected pieces in Stockbridge: residents and workforce, local economy, and built environment. Traditionally, economic development initiatives have been focused on economic output which is often measured by number of jobs or the amount of private investment into an area. In this approach, economic growth is catalyzed by economic performance. While jobs and investment are key metrics of economic development, another important aspect to consider is the “economics of place” or place-based economic development. This approach extends measuring the success of the community beyond its economic output to include the economic well-being of a community. Initiatives under this approach often focus on quality of life indicators or measures that allow residents to feel connected, supported, and secure in their community. A common first step in this approach is creating a sense of place in the community, often viewing the local downtown, square, or Main Street as the heart. These centrally located areas often serve as the epicenter for economic and resident activity. Lively, activated town centers and downtowns serve as city assets. The quality of execution has a direct impact on economic growth as strong lifestyle cores have become the market average in competing for residents, businesses, and visitors within a growing Metro Atlanta. By creating a sense of place, these areas have the opportunity to create a cycle of resident and business desirability that spurs ripple effects throughout the whole community.



## Focused Activation

Investment in projects that will create a balance of day-time and night-time users in order to maximize resident and business benefit

## Place-Based Economic Development Pillars

### Long-Term Vision

Understanding that success rarely comes overnight and that the return on investment is often long-term

### Integrated Development

A resilient economy is one created through incremental and symbiotic developments that spur additional development

By combining the traditional and place-based economic development approaches, the economic development goals over the next five years are as follows:

**1 Revitalize and Activate  
Downtown Stockbridge**

**2 Support and Expand the  
Medical Hub**

**3 Retain and Support Small  
or Local Businesses**

**4 Develop a Workforce  
Training Program**

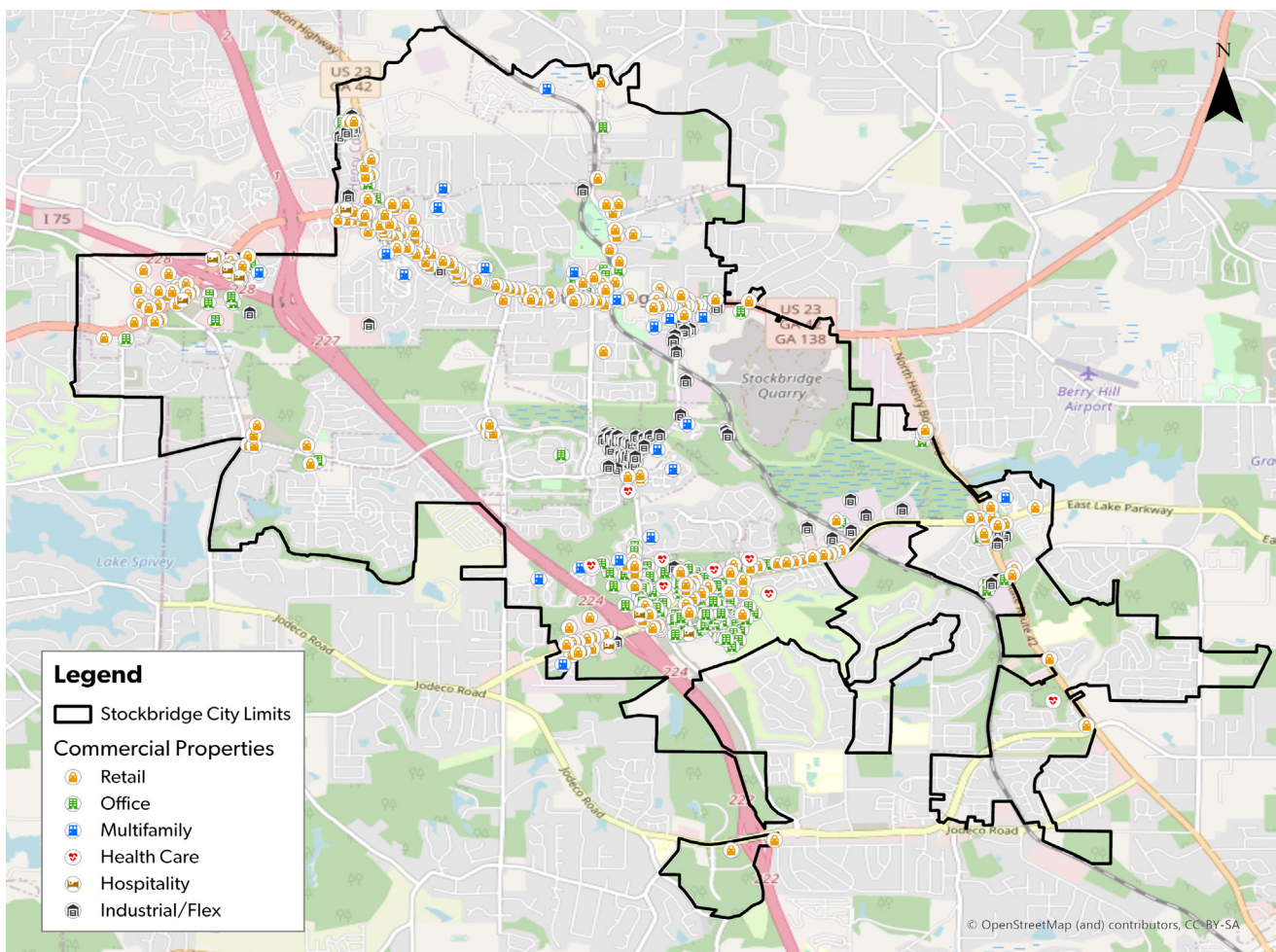
**5 Improve Connectivity and  
Quality of Life**



# Economics of Place

Drivable, suburban development dominates the current built environment of Stockbridge. Widely accepted financing models of the late 80s to early 2000s created an environment in which auto-oriented, commercial development was favorable to debt and equity sources and lenders, fueling growth of homogeneous, surface parked retail centers.

The result has disrupted the ability of the city to have a strong sense of place or recognizable civic spaces. Reversing this trend will require thoughtful strategies which are aligned with, adopted by, and acted upon by the city and its partners. As a first step, Downtown Stockbridge has the potential to reclaim its function as the heart of the city.





Downtowns are important places for small and large cities alike. Strong downtowns strengthen city's economies, and investing in downtown areas can create ripple effects that positively impact the economic health of a city. Pent up demand for a walkable downtown can unlock revitalization.

By investing in walkable, downtown areas, Stockbridge can create spaces that attract businesses, residents, and visitors to build a dynamic urban environment that's not just good for the city's economic health, but the well-being of the entire Stockbridge community as well.



Source: KB Advisory Group  
Top Left (Downtown Suwanee), Top Right (Downtown Woodstock), Bottom Left (Downtown Sugar Hill)



Conventional downtown redevelopment has historically relied on large, publicly supported entertainment venues to drive visitation back into downtowns. Stockbridge’s investment in urban entertainment includes the addition of the amphitheater in 2021, providing residents and visitors a venue to “play”. While the amphitheater has successfully increased visitation, the event-based influx to Downtown Stockbridge has not proven to be a sustainable driver of redevelopment throughout downtown.











While partially due to the disconnect between the amphitheater and downtown retail, the absence of sustaining day-time and night-time users leaves a critical gap in revitalization efforts. Investment in Downtown Stockbridge should

become more focused on activation and engagement with a renewed focus on “live-work” aspects. The city has made a promising step forward by incorporating municipal office space along Main Street. While the office market continues to evolve following the 2020 pandemic, attracting co-working or providing incubator spaces downtown can increase foot traffic and interest. Given the changing landscape of office users, increasing residential is a critical goal to realizing vibrancy in the heart of Stockbridge.

Diverse, walkable homes downtown will serve to support the expansion of Stockbridge’s healthcare hub. Providing new, attractive housing options can convert Stockbridge commuters to Stockbridge residents. New residents provide support for additional retail, particularly higher-end restaurants. Without increased residential downtown and employment citywide, Downtown Stockbridge will fail to attract a sustaining critical mass necessary for larger revitalization efforts.

## Downtown Strategy Prioritization

	Current	Future	
<b>Entertainment</b> 	Entertainment venues provide seasonal and event-based demand but lacks the volume to sustain the diversity of retail residents are seeking.	The success of Downtown, and the city overall, requires more rooftops. The Downtown area has not kept pace with population growth within the city and county.	<b>Housing</b> 
<b>Retail</b> 	Current day-time activity in Downtown cannot support expansion of retail options, particularly to attract and support non-chain, local serving retail.	Adding residential within and around Downtown can achieve the sustaining spending power needed for redevelopment. Beyond local residents, investments in beautification and Main Street activation to capture visitation should continue.	<b>Retail</b> 
<b>Housing</b> 	Less than 1% of all Stockbridge residents live within Downtown.	Stockbridge stands to lose regional competitiveness in attracting new businesses, throughout the city and Downtown, without a vibrant core district.	<b>Jobs</b> 
<b>Jobs</b> 	Downtown Stockbridge does not act as job core beyond its role as a municipal center.	Consider investments which target key demographic needs. The trail downtown represents a strong opportunity to increase foot traffic, activation, connectivity, and sense of place.	<b>Entertainment</b> 

Keeping this place-based framework in mind, the following pages outline the economic development goals for Stockbridge over the next five years.



# Economics of Place Case Studies

Duluth and Chamblee, Georgia, are two cities comparable in size to Stockbridge that have made significant investments in their downtown areas. Investment in their downtowns has resulted in increased property values in and near the downtown resulting in increased public revenues to the city and county.

## Duluth

11%

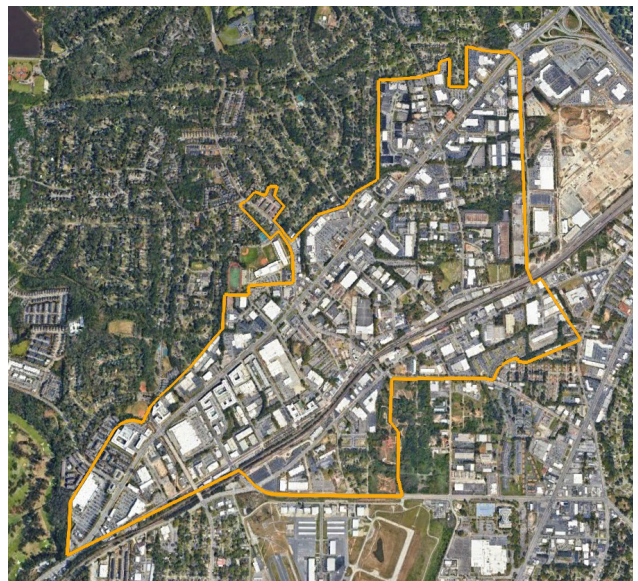
of the city's total property value is within ½ miles of Downtown Duluth. Downtown Duluth makes up 8% of the city's total area.



## Chamblee

14%

of the city's total property value is within ½ miles of Downtown Chamblee. Downtown Chamblee makes up 10% of the city's total area.



## Stockbridge

0.9%







of the city's total property value is within ½ miles of Downtown Stockbridge.

# Implementation Strategies

The following pages review each of the five goals in more detail and provide an implementation table. Each goal has five objectives, or desired outcomes over the next five years. For each of the objectives, there are two strategies that are to be considered the “action items” for the Economic Development Department and relevant stakeholders to implement. For each strategy, the table outlines (1) the recommended stakeholder(s) to carry out each strategy and (2) the estimated time frame to implement it.

The stakeholders to implement these goals are listed in the key below. The following page details the roles of the three Economic Development Department offices.

## Stakeholder List

- |   |  |
|---|--|
|  Economic Development Department Office of Downtown Development            |  Main Street Stockbridge        |
|  Economic Development Department Office of Economic Vitality               |  Citywide Development Authority |
|  Economic Development Department Office of Marketing & Special Initiatives |  Downtown Development Authority |

Collaboration is key for successful economic development, so many of the strategies have multiple stakeholders identified. **The stakeholder that is recommended to take the lead role in implementing the strategy is listed first.**

Since this plan is focused on the next five years, the estimated implementation strategies are broken out by: In Progress (all or some aspects of the strategy have already begun), 1-2 Years, 2-3 Years, and 3-5 Years.



**Office of Downtown Development:** Collaborates with the Main Street District and the Downtown Development Authority to attract private investment, encourage historic preservation, and foster an economically viable and vibrant downtown where residents, businesses, and visitors can live, work, and play.

**Office of Economic Vitality:** Works with city staff, the Citywide Development Authority, and community partners to foster an environment for entrepreneurship, support small business development, cultivate a skilled workforce, and create economic opportunities where residents and businesses can thrive together.

**Office of Marketing & Special Initiatives:** Oversees internal communications with other departments, provides external marketing support, and collaborates with community partners to implement special initiatives that promote the city as an attractive place for residents, businesses, and visitors.

# 1 Revitalize and Activate Downtown Stockbridge

As referenced in the preceding pages, investing in the downtown can create a space that attracts businesses, residents, and visitors that builds a dynamic urban environment for boosting the city's economic health as well as the well-being of the entire Stockbridge community.











Respondents from the business survey indicated that industries or types of businesses they'd like to see Stockbridge attract included: Restaurants & Entertainment, Cafes, Mixed-Use Developments, Walkable Shopping Areas, Retail, Live/Work/Play, and Places for all Ages.

This area of Stockbridge also already been specified as an area of importance in both the 2018 Stockbridge Renaissance Strategic Vision & Planning (RSVP) Program, 2022-2026 Stockbridge Strategic Plan, and on-going Stockbridge Downtown Master Plan. Recommendations from these plans include creating a more walkable downtown core with cultural, entertainment, and retail amenities that can be achieved through use of economic development tools such as Tax Allocation Districts (TADs) or through direct city investments or public-private partnerships.

The best entities to carry out these visions for Stockbridge's downtown core are the Economic Development Department Office of Downtown Development, the Stockbridge Downtown Development Authority, and the Stockbridge Main Street Program. Together these three stakeholders can leverage their assets and personnel to turn Downtown Stockbridge into a vibrant and thriving heart of the city. Continuation of existing programs such as the Downtown Special Events and Downtown Business Assistance Programs will serve as important touch-points to achieve this goal.



# GOAL ONE: Revitalize and Activate Downtown Stockbridge











Objective	Responsible*	Timeframe
<b>1A Develop a brand identity for Downtown Stockbridge</b>		
1A.1 Consider using TAD revenues to make infrastructure and landscaping improvements to beautify Downtown		<b>3-5 Years</b>
1A.2 Implement design standards for Downtown		<b>1-2 Years</b>
<b>1B Establish an Arts and Entertainment District in Downtown Stockbridge</b>		
1B.1 Support music and arts festivals in Downtown to encourage vibrancy		<b>3-5 Years</b>
1B.2 Encourage live performances throughout Downtown to build on the successes of the ampitheater		<b>1-2 Years</b>
<b>1C Public-private partnerships to redevelop Downtown</b>		
1C.1 Conduct a real estate development feasibility study for city-owned sites in the Downtown area		<b>1-2 Years</b>
1C.2 Partner with downtown business owners and explore other strategies to reimagine and fund building improvements		<b>1-2 Years</b>
<b>1D Improve safety and mobility in Downtown</b>		
1D.1 Explore partnership opportunities to implement “clean and safe” initiatives in downtown		<b>2-3 Years</b>
1D.2 Implement the city’s bike and pedestrian connectivity study recommendations		<b>1-2 Years</b>
<b>1E Create more programming and events in Downtown</b>		
1E.1 Develop and support Downtown activation during offseason (October-April)		<b>In Progress</b>
1E.2 Bring more residents into Downtown by hosting weekly or monthly events such as food trucks, makers markets, or farmers markets		<b>In Progress</b>

## 2 Support and Expand the Medical Hub

With an aging Stockbridge population and increasing demand within the southern metro area, there is an opportunity and support for expanding Stockbridge's medical hub. Healthcare jobs within Stockbridge represent nearly 60% of all healthcare jobs within Henry County, the highest concentration of all the major industries. Stockbridge is also home to almost 20% of the county's healthcare workforce. Given all of these trends, this goal serves to capitalize on one of the city's current economic drivers and use that momentum to foster supported growth.

Since there is already a medical campus in Stockbridge, the objectives for this goal pertain primarily to fostering connections with industry leaders and addressing possible needs of current and future staff. With Healthcare also serving as a target industry within this plan, working on this goal will combine economic development efforts. Because these objectives and action items are not tied to set geographic boundaries, the best entities to lead them are both the Economic Development Offices of Economic Vitality and Marketing & Special Initiatives as well as the Citywide Development Authority. Many of these action items will take several years to complete. By working together, there can be "one voice" and enough human capital to create a sense of place around the existing medical hub and meet the needs of the industry.

## GOAL TWO: Support and Expand Medical Hub

Objective	Responsible*	Timeframe
<b>2A Promote healthcare industry ecosystem</b>		
2A.1 Build and maintain relationships with life sciences and healthcare industry leaders in the city		<b>In Progress</b>
2A.2 Establish a formal process to manage leads and prospects in the life sciences and healthcare clusters		<b>1-2 Years</b>
<b>2B Support the development and expansion of amenities to attract and retain the healthcare workforce</b>		
2B.1 Allow and support the addition and expansion of varied housing types and tenures that can accommodate the needs of both long-term and traveling healthcare staff (ie., short-term rentals, executive housing, etc.)		<b>3-5 Years</b>
2B.2 Boost attraction and retention of critical healthcare talent by investing in vibrant retail and entertainment cores		<b>3-5 Years</b>
<b>2C Brand the area surrounding Piedmont Henry Hospital as the city's healthcare hub/district</b>		
2C.1 Leverage the National Main Street approach to nurture the city's new healthcare district		<b>3-5 Years</b>
2C.2 Connect and convene regional life sciences and healthcare industry leaders to promote and expand the city's healthcare ecosystem (i.e. implement Healthcare Conference/Summit)		<b>3-5 Years</b>
<b>2D Continue and expand partnerships with educational institutions to help meet workforce needs</b>		
2D.1 Increase the number or dollar value of stipends given out through Upskill Stockbridge if applicant pursues the Allied Health certificate		<b>2-3 Years</b>
2D.2 Establish partnerships with other educational institutions in the metro region such as Morehouse School of Medicine and Emory University		<b>3-5 Years</b>
<b>2E Promote the healthcare industry to high school students to encourage this career track after graduation</b>		
2E.1 Encourage the options for dual enrollment between high school students and Southern Crescent		<b>3-5 Years</b>
2E.2 Connect local industry leaders within the healthcare and life sciences industries to high school students through events and networking		<b>1-2 Years</b>

# **3 Retain and Support Small or Local Businesses**






Many of the businesses typically found in activated suburban downtowns and/or provide services to the surrounding community are small or local businesses. Nearly 50% of respondents from the business survey located their business in Stockbridge because they were from the city or had existing community ties.

This goal has two aims: coordinate citywide economic development efforts and provide more services for existing and potential businesses. Several of the coordination action items are currently in progress such increasing the city's economic development presence online and hosting coordination meetings with the key economic development stakeholders within the city. Existing efforts to support small businesses citywide include the Small Business Facade & Building Improvement Program. The action items in this goal will work towards addressing other gaps or challenges that other small businesses and entrepreneurs face.

Because retaining and supporting businesses in Stockbridge relates to the missions of all the key economic development stakeholders within the city, partnership and coordination among them will be essential to realizing this goal.



## GOAL THREE: Retain and Support Small or Local Stockbridge Businesses

Objective	Responsible*	Timeframe
<b>3A Improve city-led marketing for ED efforts citywide</b>		
3A.1 Magnify the city’s digital marketing presence to highlight its economic development advantages		In Progress
3A.2 Leverage economic development marketing tools such as Facebook, LinkedIn, and Instagram to market the city as a place to do business		In Progress
<b>3B Continue consensus building around Economic Development</b>		
3B.1 Continue Economic Development Roundtables with Mayor, City Manager, city staff, and key ED stakeholders		In Progress
3B.2 Continue Business Lunch & Learns		In Progress
<b>3C Provide programming to attract and retain businesses throughout the city</b>		
3C.1 Expand on the city’s BRE program by structuring business visits to achieve specified outcomes or needs		2-3 Years
3C.2 Develop multilingual programming and technical assistance to increase participation of hard-to-reach populations		3-5 Years
<b>3D Promote new partners and leverage existing ones</b>		
3D.1 Leverage the city’s participation in Sister Cities International to foster long-term relationships to promote business, trade, and cultural exchanges		3-5 Years
3D.2 Build relationships and connect with regional economic development organizations such as the Metro Atlanta Chamber		1-2 Years
<b>3E Provide support to small business owners to accelerate business growth</b>		
3E.1 Build on the city’s entrepreneurship efforts by establishing a makerspace to help businesses launch and test their ideas or by providing pathways for home-based businesses to grow and expand		3-5 Years
3E.2 Identify barriers to business start-up and creation within the city (ie. business licenses, permits, etc.)		1-2 Years

# 4 Develop a Workforce Training Program

Workforce and educational training is rarely something city's accomplish by working alone so fostering partnerships is essential. These partnerships can be leveraged from existing relationships with industry leaders or employers. For example, Henry County School's investment in a new Science, Technology, Engineering, and Math (STEM) school was due to a "strong partnership between the school district and Piedmont Henry Hospital officials and other key STEM industry leaders."











Partnerships with higher educational institutions can also be a beneficial resource for workforce training. For example, Upskill Stockbridge provides a \$1,000 stipend to Stockbridge residents to pursue certifications from Southern Crescent in the following fields:

- Allied Health
- Automotive Technology
- Aviation
- Computer Technology
- Early Childhood Care & Education
- Electrical Lineman Technology
- Mechatronics Technology
- Movie Production

Another partner is WorkSource Georgia, the state's employment and training system housed within the Technical College System of Georgia's Office of Workforce Development.

Because this goal focuses on the resident labor force citywide, the Economic Development Department offices are the stakeholders best equipt to lead these action items.

## GOAL FOUR: Develop a Robust Workforce Training Program

Objective	Responsible*	Timeframe
<b>4A Establish local partnerships for workforce training</b>		
4A.1 Engage the Henry County School Board to explore partnership opportunities with the new downtown STEM school		<b>3-5 Years</b>
4A.2 Expand the city’s current partnership with Southern Crescent Technical College to provide more offering for city residents		<b>1-2 Years</b>
<b>4B Establish local partnerships for workforce training</b>		
4B.1 Partner with WorkSource GA to connect residents with state-sponsored opportunities to enhance the needed skills of top employers and in the targeted industries		<b>1-2 Years</b>
4B.2 Partner with the Georgia Center of Innovation to connect Stockbridge’s workforce with the needs of their strategic industries that align with the target industries, namely Logistics and Manufacturing		<b>2-3 Years</b>
<b>4C Help connect the existing workforce to job opportunities</b>		
4C.1 Collaborate with community-based organizations to deliver wraparound services to increase labor force participation and access to employment opportunities		<b>3-5 Years</b>
4C.2 Consider sharing local job announcements on social media or on the department website		<b>1-2 Years</b>
<b>4D Foster continued relationships with local industry leaders</b>		
4D.1 Partner with employers to implement “Ready 2 Work” Initiatives to recruit and train residents for available jobs in the city		<b>3-5 Years</b>
4D.2 Set-up and maintain quarterly or semi-annual conversations with key employers in the city to understand their evolving workforce needs		<b>1-2 Years</b>
<b>4E Support initiatives that connect students to local industries and businesses</b>		
4E.1 Promote local job information sessions and job fairs with large employers for high school seniors and college-aged students		<b>2-3 Years</b>
4E.2 Encourage that local businesses offer internships or apprentices for local high school juniors and seniors or college-aged students		<b>2-3 Years</b>

# 5 Improve Connectivity and Quality of Life











Another aspect of economic development that each stakeholder has a role in, is improving the city's quality of life. A community where both residents and businesses feel invested in, either through amenities or services, is one that can thrive and grow. Quality of life indicators include necessities such as attainable housing options, well-supported educational institutions, and mobility opportunities. They also include attributes that generate a sense of place such as public art, landscaping, activity centers, and greenspace.

Over 55% of community survey respondents considered the ability to walk or conveniently travel to shops and restaurants as "Very" or "Extremely Important". Likewise, top desired investments in Stockbridge included: public infrastructure, recreational amenities, parks, and higher education. These investments will help bolster the city to retain its current residents, workforce, and employers as well as draw in new ones.

Many of these action items echo strategies from both the RSVP Plan and the 2022-2026 Strategic Plan such as adding more sidewalks and murals in Downtown, investing in arts facilities, and marketing the city as an event destination.



## GOAL FIVE: Improve Connectivity & Quality of Life

Objective	Responsible*	Timeframe
<b>5A Invest in creating a sense of place within Stockbridge</b>		
5A.1 Continue to invest in creative placemaking initiatives such as murals, sculptures, crosswalks, etc.		<b>In Progress</b>
5A.2 Implement the signage and monument designs from the 2023 Stockbridge Wayfinding Plan		<b>In Progress</b>
<b>5B Leverage Stockbridge's tourism potential to posit the city as a place for entertainment and recreation</b>		
5B.1 Coordinate with the city's DMO to increase tourism marketing		<b>1-2 Years</b>
5A.2 Support tourism product development by focusing on facilities and activities that encourage tourism and longer stays (i.e. indoor, tournament-ready sports complexes)		<b>3-5 Years</b>
<b>5C Invest in placemaking projects that create community amenities</b>		
5C.1 Explore the feasibility of adding more parks and playgrounds near assets within Stockbridge like the amphitheater in Downtown		<b>3-5 Years</b>
5C.2 Utilize existing Merle Manders Conference Center to begin arts & culture programming and events		<b>1-2 Years</b>
<b>5D Support the revitalization of areas that historically have been under-served</b>		
5D.1 Provide funding opportunities to beautify and revitalize certain neighborhoods		<b>3-5 Years</b>
5D.2 Create a revitalization plan for the Tye Street Heritage District in order to balance redevelopment with cultural identity		<b>3-5 Years</b>
<b>5E Expand connectivity throughout the city for residents and visitors</b>		
5E.1 Explore micro-mobility options to increase access to community amenities, businesses, and services		<b>1-2 Years</b>
5E.2 Implement existing recommendations to create a trailhead in downtown and connect the city through an integrated trail system		<b>In Progress</b>

# Administrative Recommendations

In order for the five goals to begin within the desired time frames, this plan also has administrative recommendations. These recommendations are:

**1 Increase Departmental Capacity By Hiring One Full-Time Staff Member To Coordinate The Office Of Marketing & Special Initiatives**

**2 Establish A Joint Role For The Economic Development Director As Executive Director Of The Downtown Development Authority**

**3 Establish A Joint Role For The Economic Development Director As Executive Director Of The Citywide Development Authority**

# **1 Increase Departmental Capacity By Hiring One Full-Time Staff Member To Coordinate The Office Of Marketing & Special Initiatives**

The Economic Development Department Office of Marketing & Special Initiatives has the following priority areas:

- **Marketing & Place Branding**
- **Economic Development Marketing Campaigns**
- **Social Media & SEO Marketing**
- **Business Newsletter, Brochures, Trade Shows, Industry Conferences**
- **Special Initiatives**

At the time of this plan's adoption, there is not a full-time staff member dedicated to just this Office. The Department currently retains a marketing consultant to handle most of the responsibilities, and any in-house tasks are handled by staff members from other departments or the Economic Development Director. As the voice of economic development for the City of Stockbridge, it is recommended that the Economic Development Department have the resources and staff to lead its Offices in-house. With this Office as the recommended lead of several of strategies in the aforementioned goals, it is important for the Office to be staffed by at least one full-time employee working within the city who can respond quickly and effectively to the demands of these strategies over the next five years.

## **2 Establish A Joint Role For The Economic Development Director As Executive Director Of The Downtown Development Authority**

The development and vibrancy of the downtown area is a pillar of the Economic Development Department. Its Office of Downtown Development has priority areas focusing on assisting the Downtown Development Authority (DDA) and Main Street, programming and events in Downtown, and beautification and creative placemaking in the downtown area. Many of these priorities align with several of the strategies across multiple goals outlined in this plan.

The Downtown Development Authority (DDA) is a key stakeholder for implementation. With a mission of stimulating and sustaining economic development and historic preservation of Downtown Stockbridge, the DDA functions as the city's arm for financing and developing projects within Downtown Stockbridge. As of the drafting of this plan, the Economic Development Director only serves as a staff liaison to the DDA Board. To better coordinate DDA efforts and economic development initiatives through the Office of Downtown Development, it is recommended that the Economic Development Director serve a joint role as the DDA Executive Director.

This joint position would not supersede the seven member board structure of the DDA or create voting power for the Economic Development Director. This role would serve as the first point of contact for the DDA and would give the Economic Development Director the agency to serve as the city's direct connection to DDA efforts. Other cities within the Atlanta metropolitan area that have their Economic Development Director or Manager serve in this joint role include City of Jonesboro, City of South Fulton, and City of Fairburn.



# 3

## **Establish A Joint Role For The Economic Development Director As Executive Director Of The Citywide Development Authority**

The Economic Development Department represents the city on economic development efforts across Stockbridge. Through its Office of Economic Vitality, the Economic Development Department works on business retention and expansion, workforce development, small business development, and incentives. It is these responsibilities that make this Office a leader and stakeholder in many of the strategies outlined in this plan.

Similar to the DDA, the Citywide Development Authority (CDA) is another key partner for implementation. As a citywide counterpart to the DDA, the CDA functions as the city's arm for financing and developing projects throughout Stockbridge with emphasis outside of the downtown area. The Economic Development Director also only serves as a staff liaison to the CDA Board. As with the second administrative recommendation, it is recommended that the Economic Development Director serve a joint role as the CDA Executive Director.

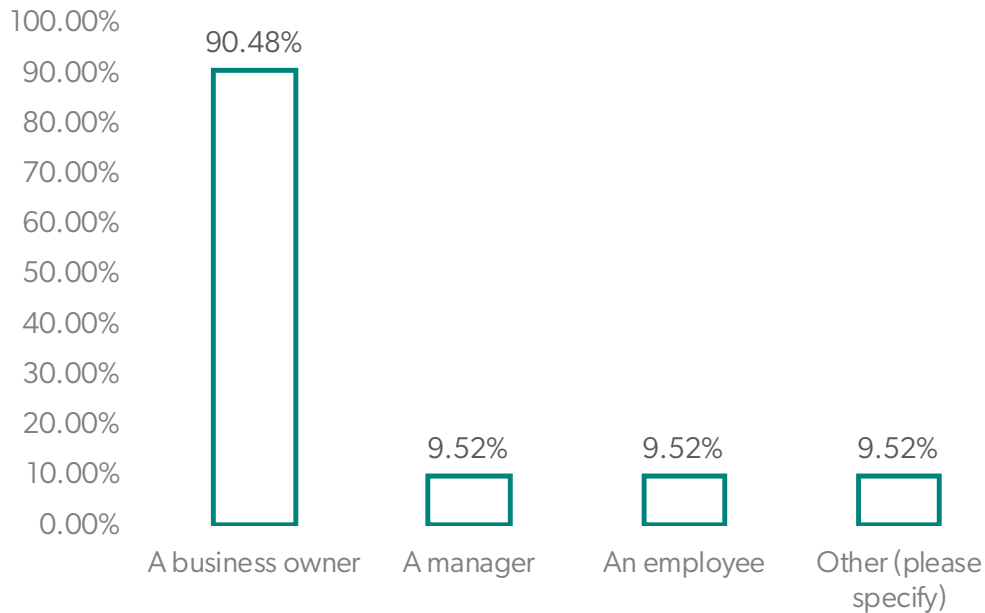
As with the position within the DDA, this joint position would not supersede the existing board structure of the CDA or create voting power for the Economic Development Director. This role would reinforce the Economic Development Director as the lead and face of economic development for the City of Stockbridge. By serving as the CDA Executive Director, this will better allow for the Economic Development Department to support and assist CDA endeavors. Other cities within the Atlanta metropolitan area that have their Economic Development Director or Manager serve in this joint role include City of South Fulton, City of Fairburn, and City of Brookhaven.



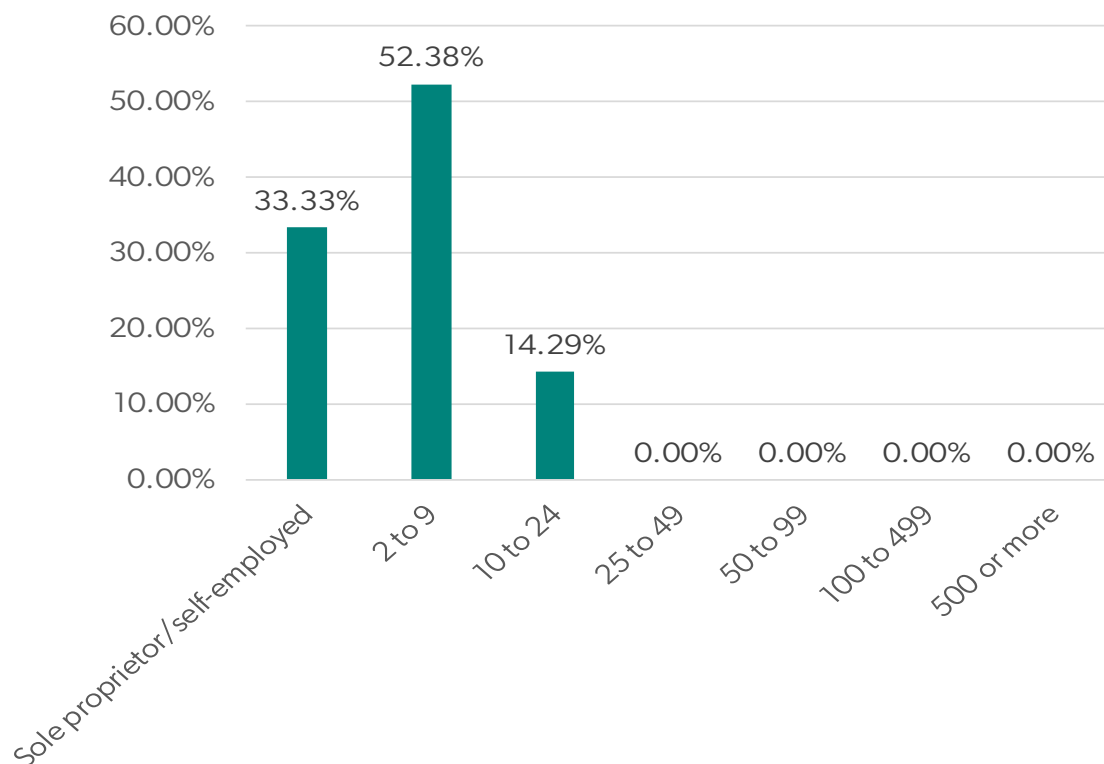
# APPENDIX

# Business Survey Results

## Question 1: You are ... (please select all that apply)

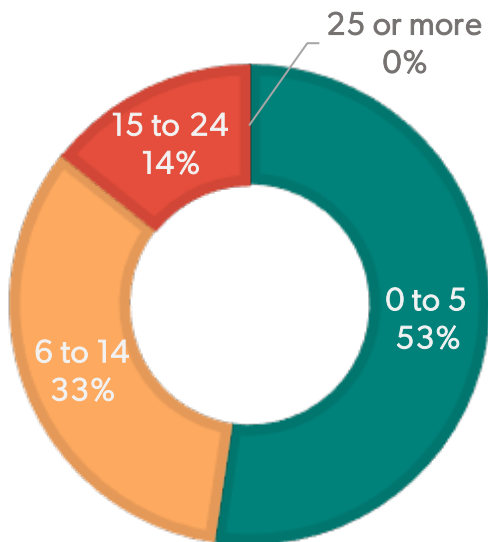


## Question 3: How many full-time workers does your business employ?

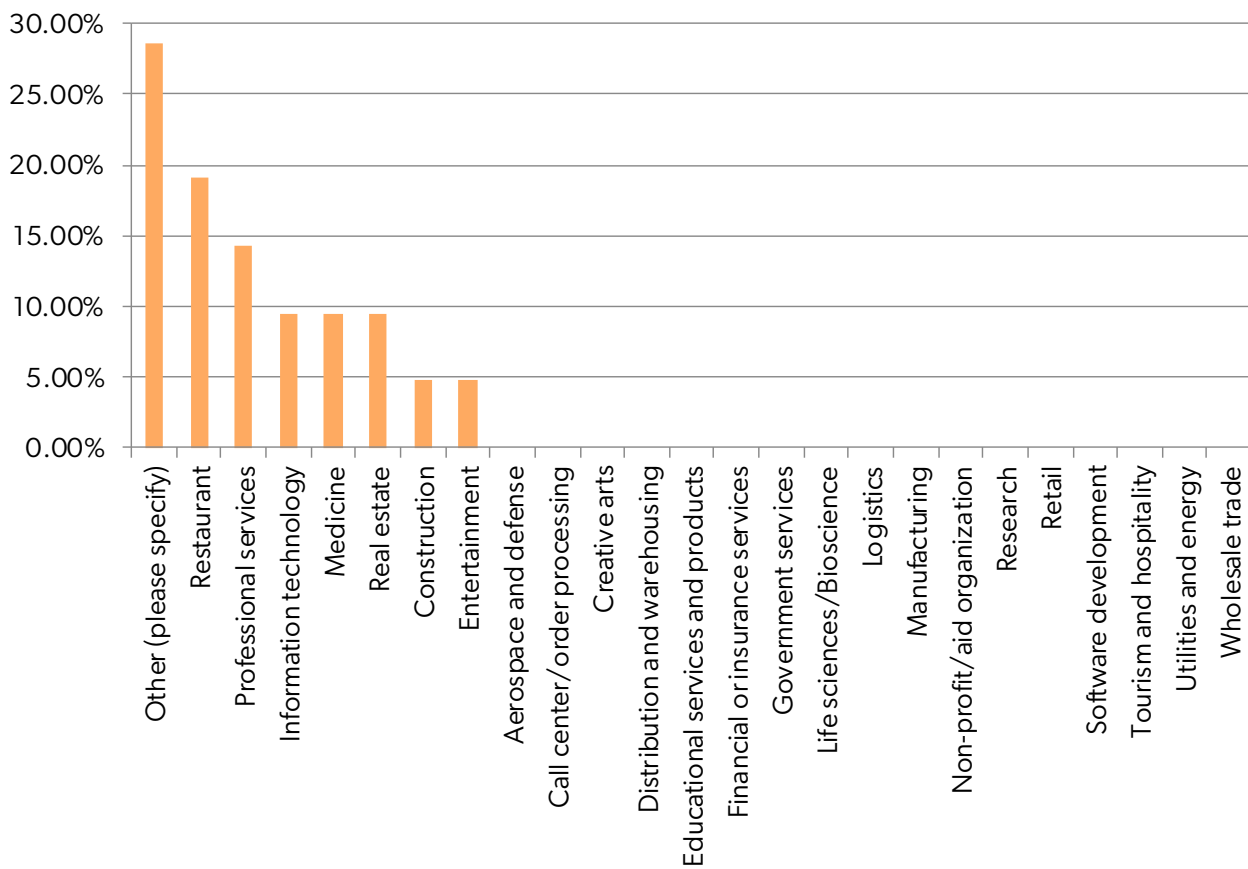


### Question 4: How many years has your business been in Stockbridge?

0 to 5    6 to 14    15 to 24    25 or more

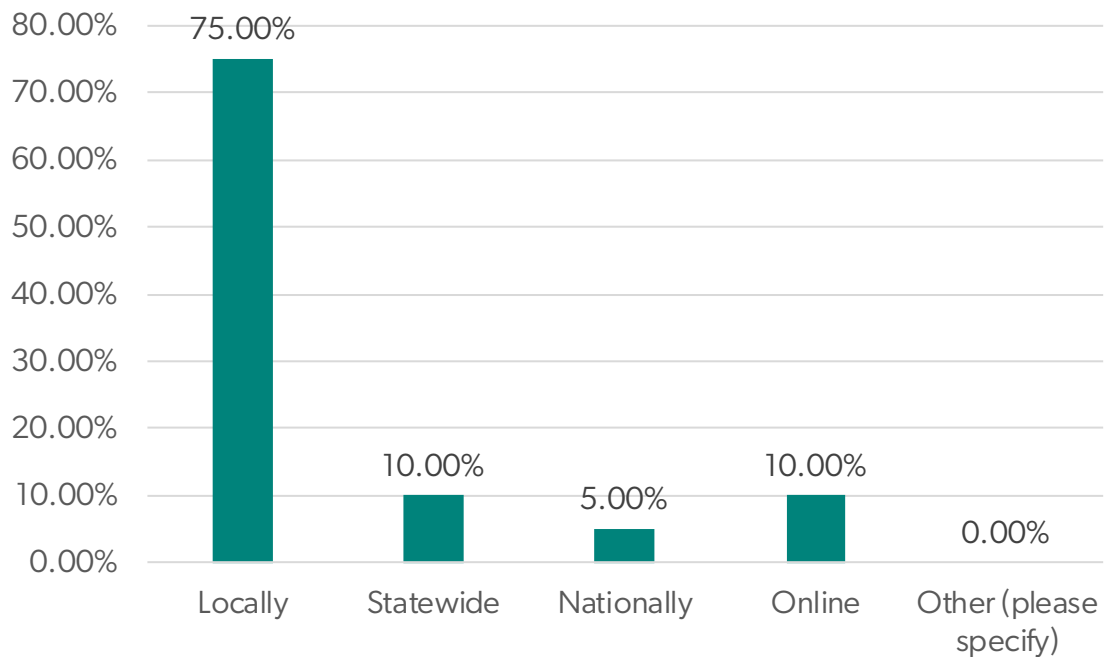


### Question 5: Which best describes the primary industry focus of your business?





### Question 6: Where does most of your business occur?



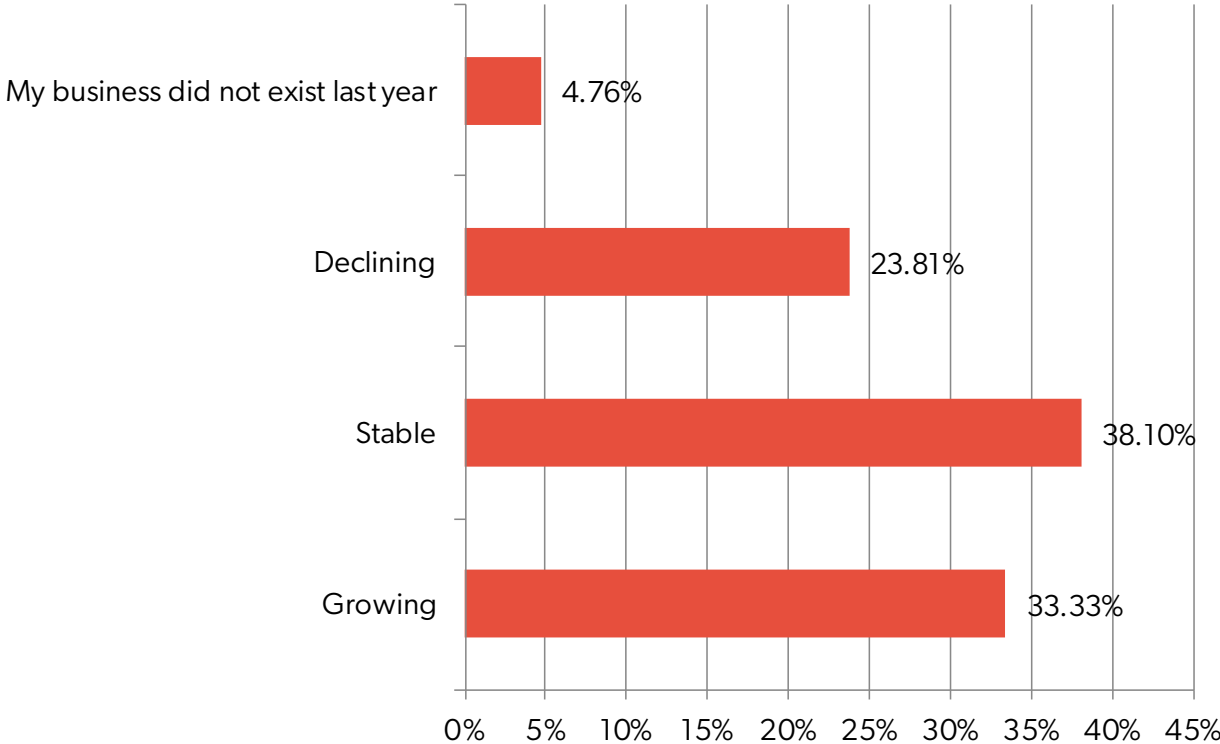
### Question 7: Your Stockbridge office/operation

Answer Choices	Responses	
A local/regional branch	10%	2
Your company's headquarters	33%	7
The sole location	29%	6
Home-based business	19%	4
Other (please specify)	10%	2

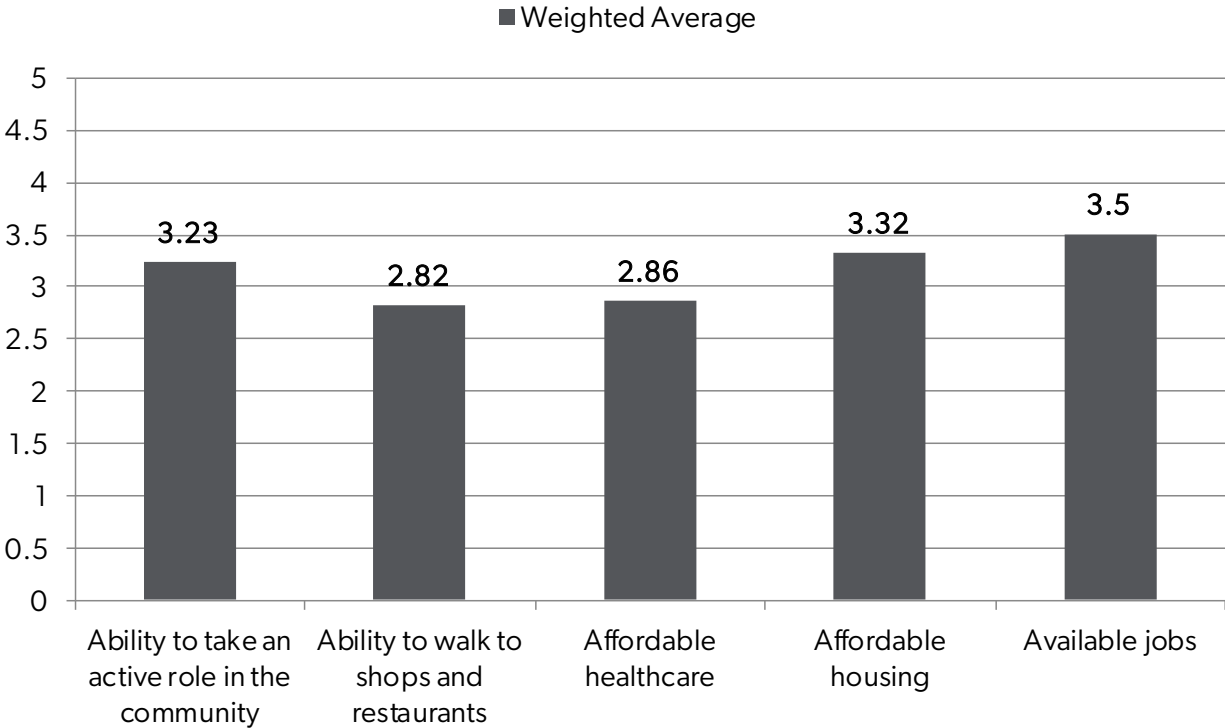
### Question 8: What is your approximate annual net revenue?

Answer Choices	Responses	
Under \$500,000	62%	13
\$500,000 to \$1 million	33%	7
\$5 million to \$10 million	5%	1
Over \$10 million	0%	0

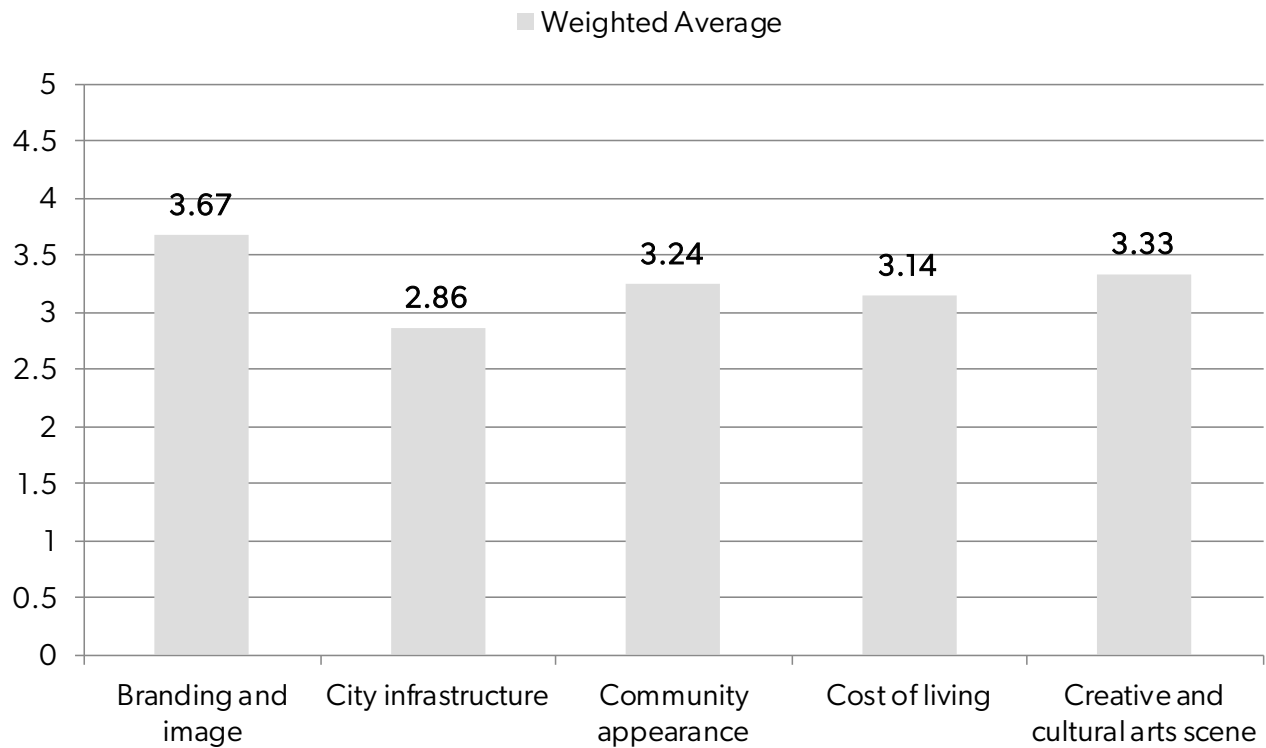
**Question 9: Compared to this time last year, your revenues are ...**



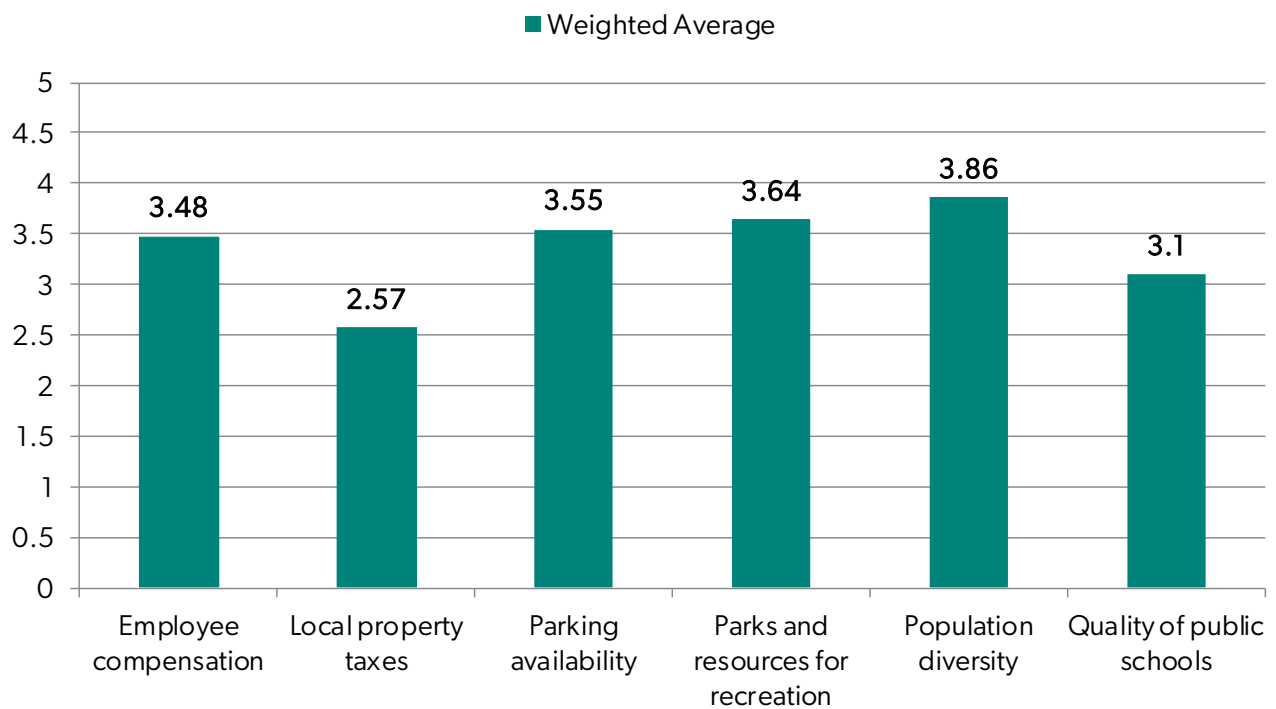
**Question 11: Please rate Stockbridge on the following factors.**



## Question 12: Please rate Stockbridge on the following factors.



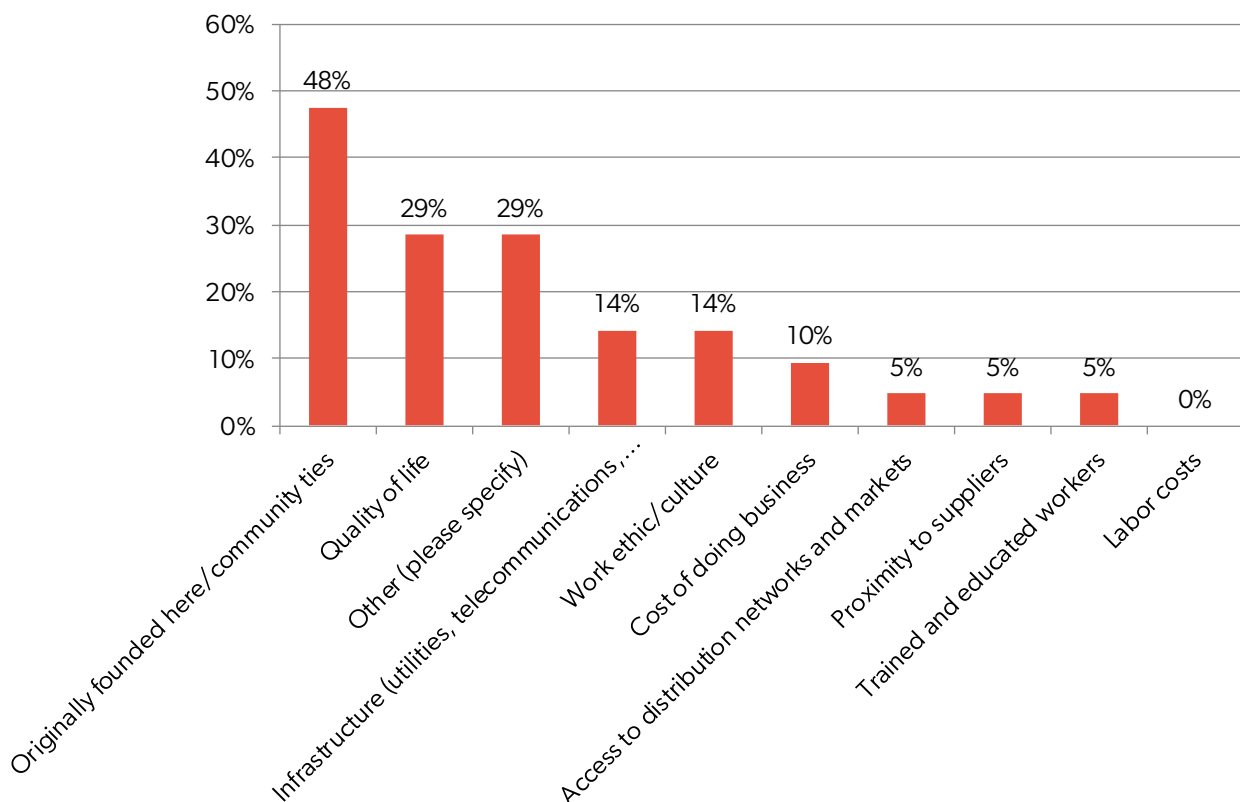
## Question 13: Please rate Stockbridge on the following factors.



**Question 14: What investments would you like to see in Stockbridge?  
(Select all that apply)**

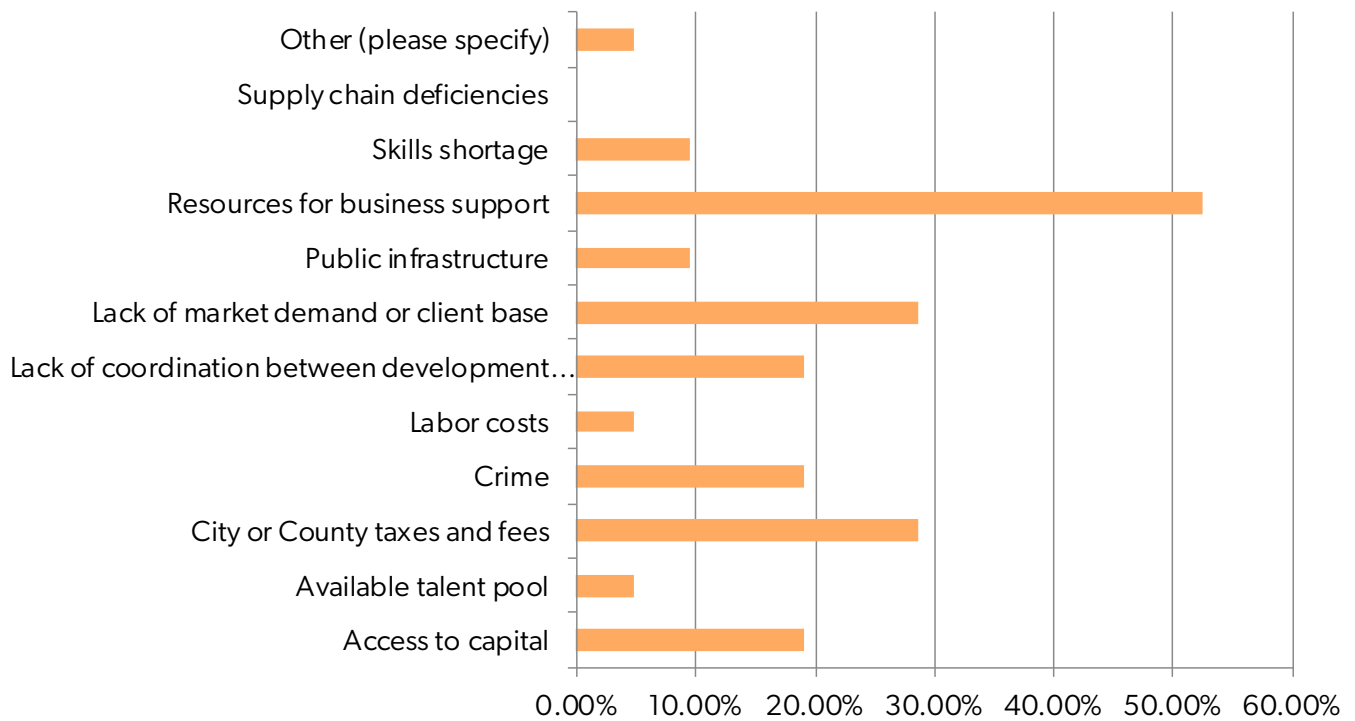
Answer Choices	Responses	
Public infrastructure (roadways, utilities, etc.)	50%	11
Amenities for recreation	41%	9
Economic development programs	41%	9
Parks	32%	7
Tourism and promotion	32%	7
Public safety	27%	6
Community activities	23%	5
Other (please specify)	23%	5
Public schools (K-12)	14%	3
Vocational schools and training resources (including maker space)	9%	2
Higher education	5%	1

**Question 15: What are the primary reasons your business is located in Stockbridge? (Check all that apply)**

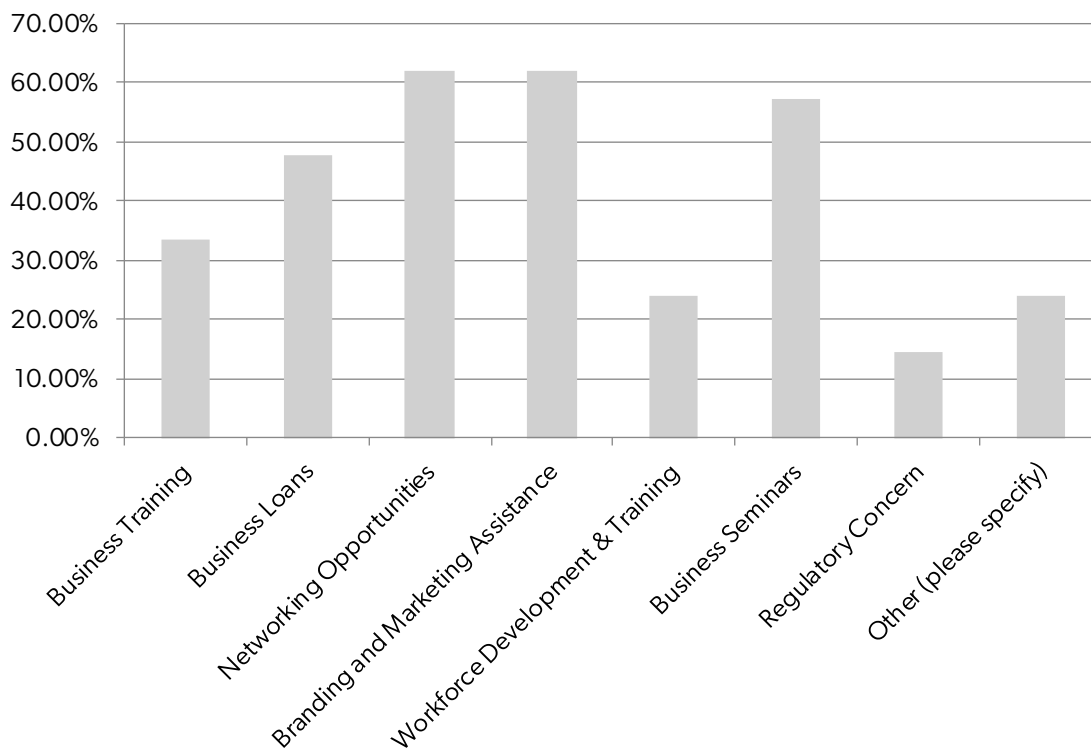




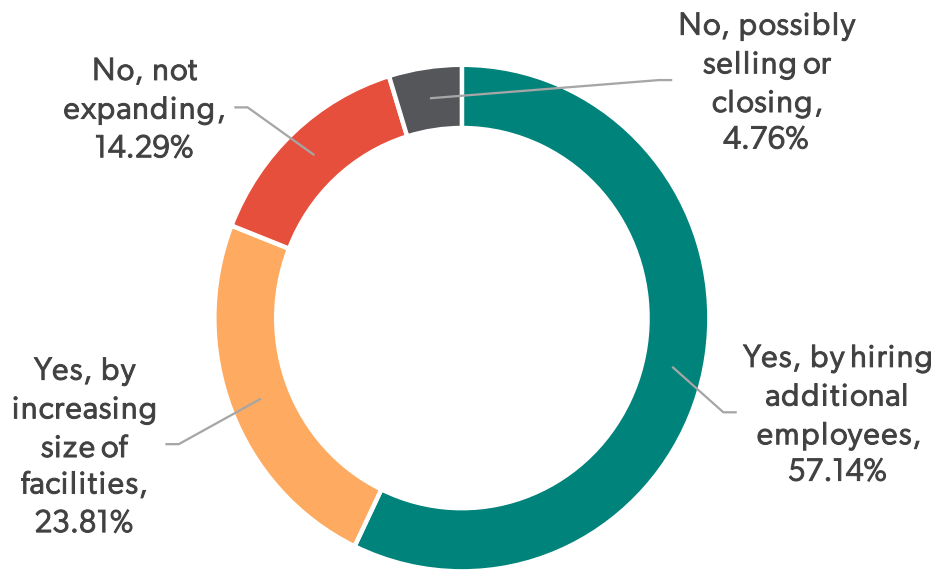
### Question 16: What are the primary challenges facing your business in Stockbridge? (Check up to 3)



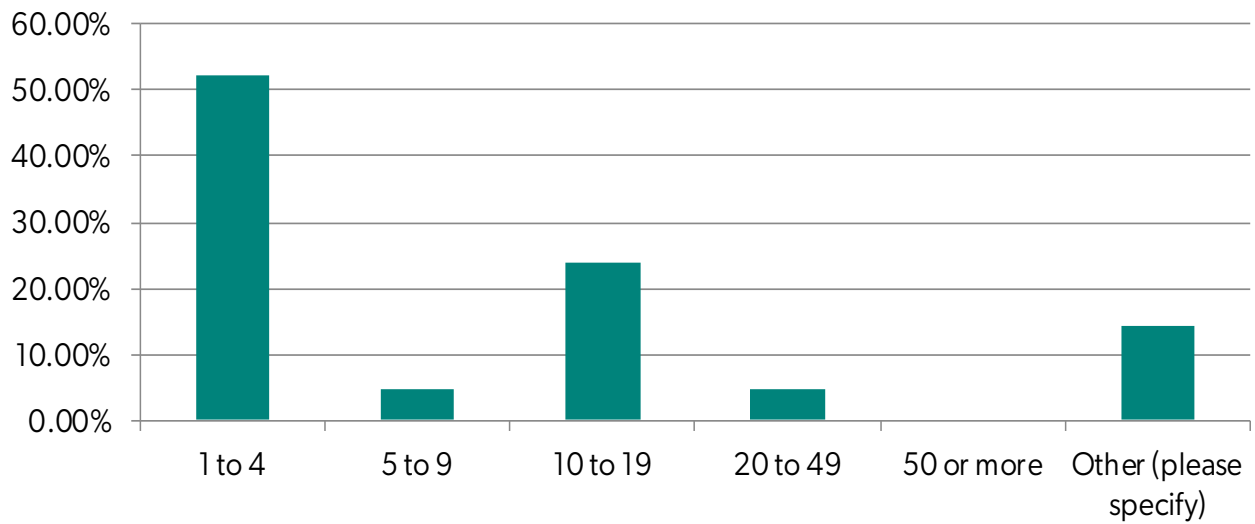
### Question 25: Please share your thoughts about how Stockbridge can better encourage business and job growth.



**Question 26: Over the next two years, do you anticipate expanding your operations?**



**Question 27: If you plan to expand, how many employees do you anticipate adding?**

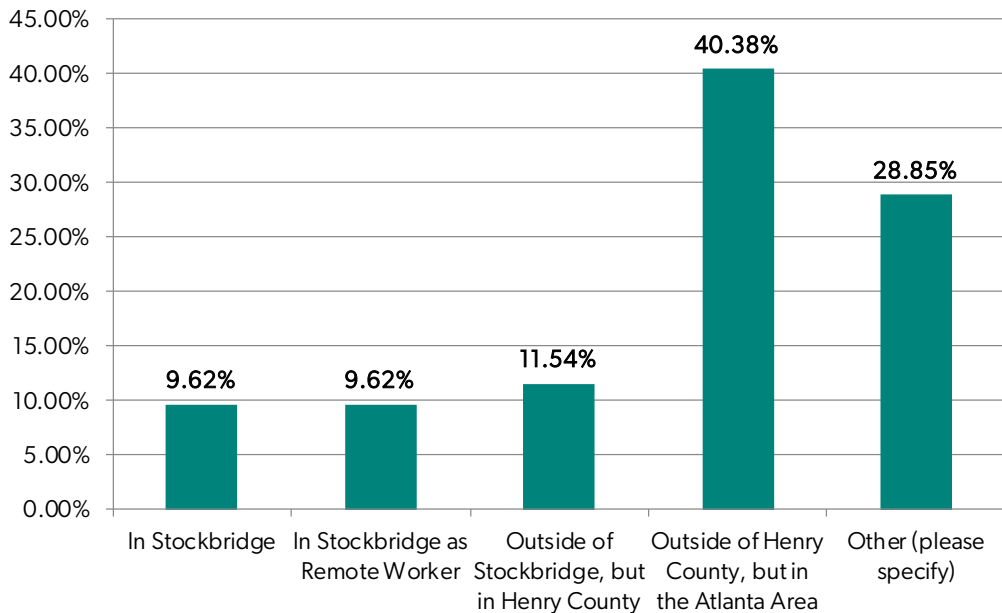


**Question 29: Are you likely to stay in Stockbridge for the next five years?**

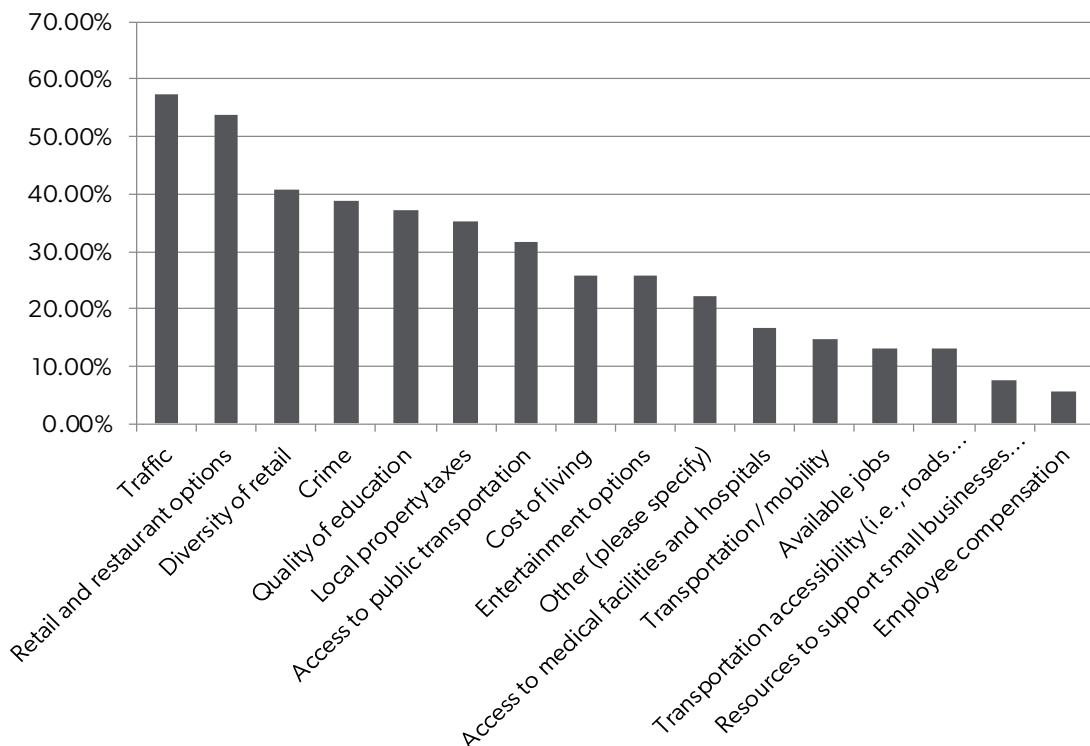
Answer Choices	Responses	Count
yes	85%	17
no	15%	3

# Community Survey Results

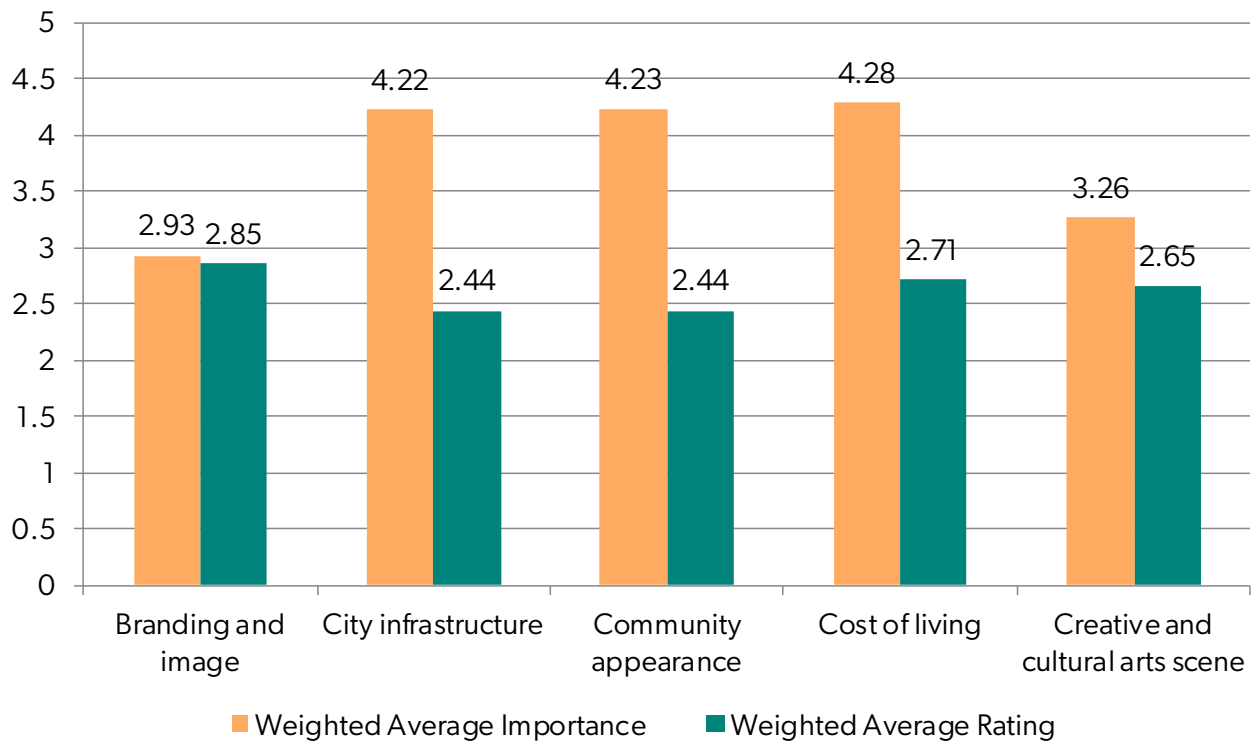
## Question 2: If employed, where do you work?



## Question 9: What are the most significant challenges facing Stockbridge? (Select all that apply)



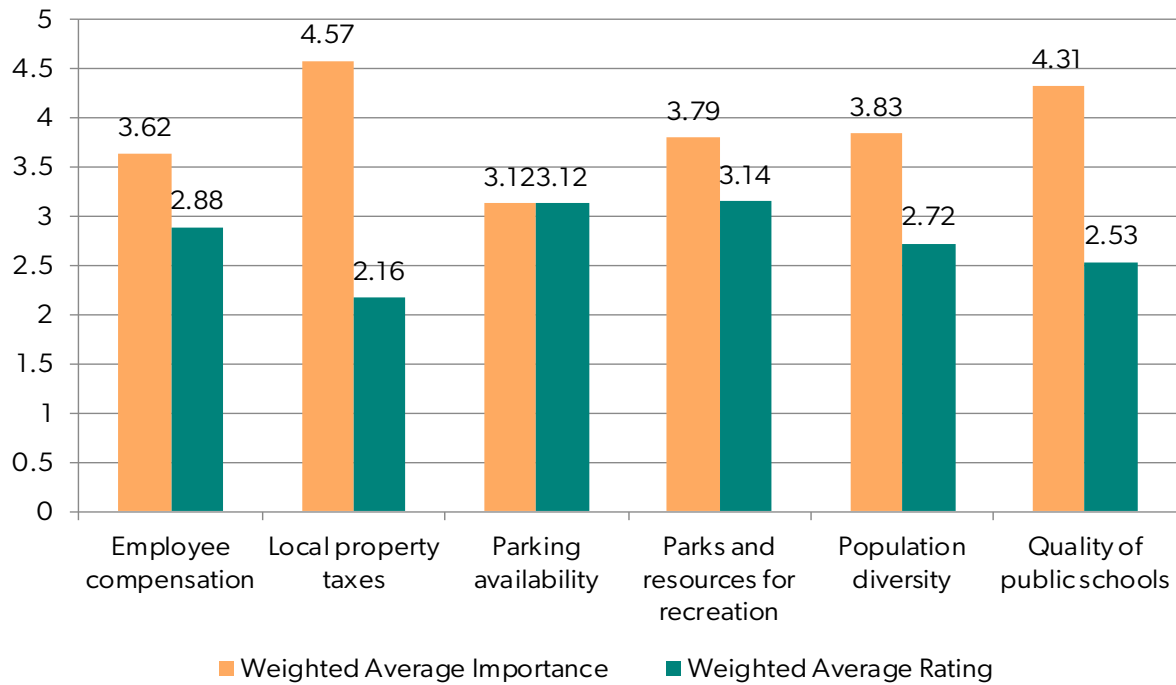
**Question 7 & 11: How important are the following factors to you?  
Please rate Stockbridge on the following factors.**



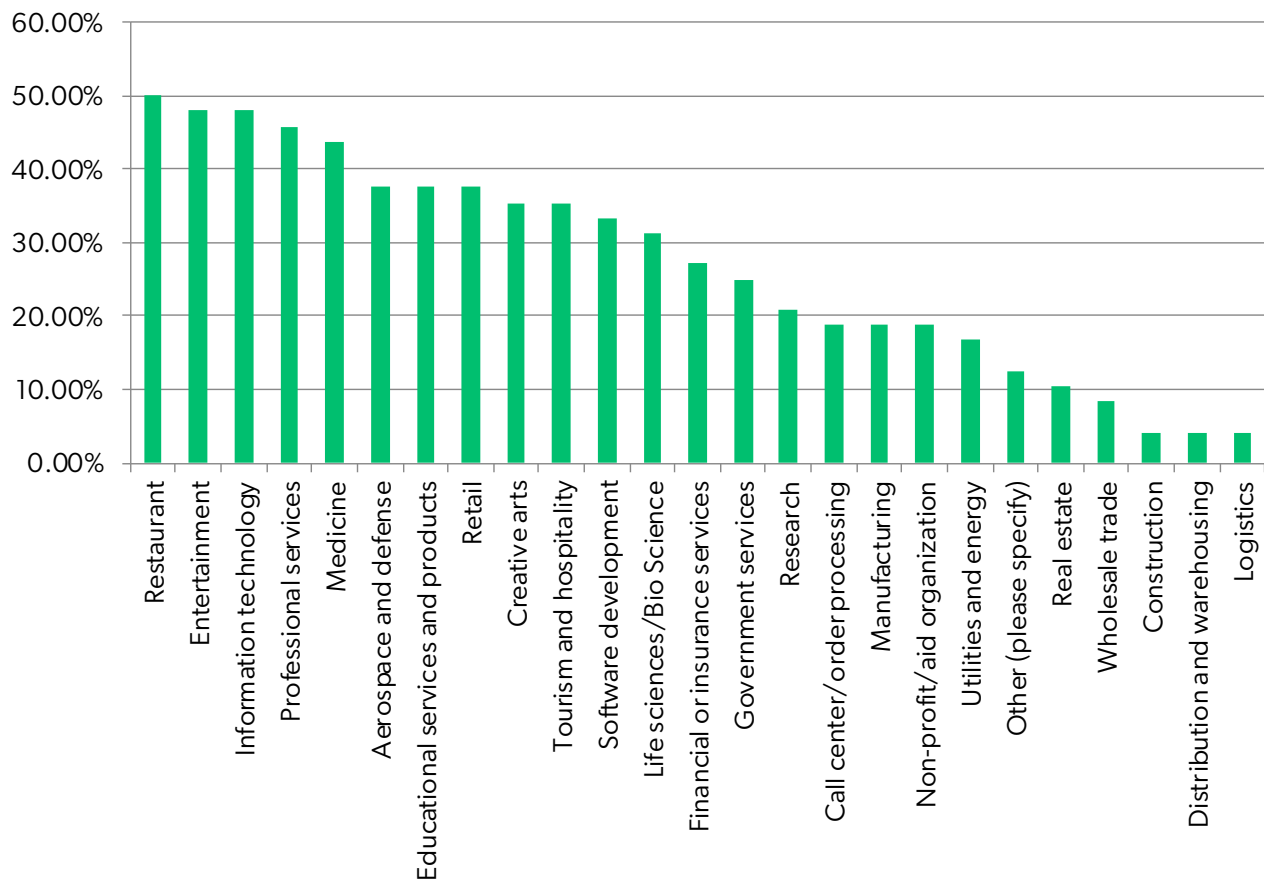
**Question 8 & 10: How important are the following factors to you?  
Please rate Stockbridge on the following factors.**



## Question 9 & 12: How important are the following factors to you? Please rate Stockbridge on the following factors.

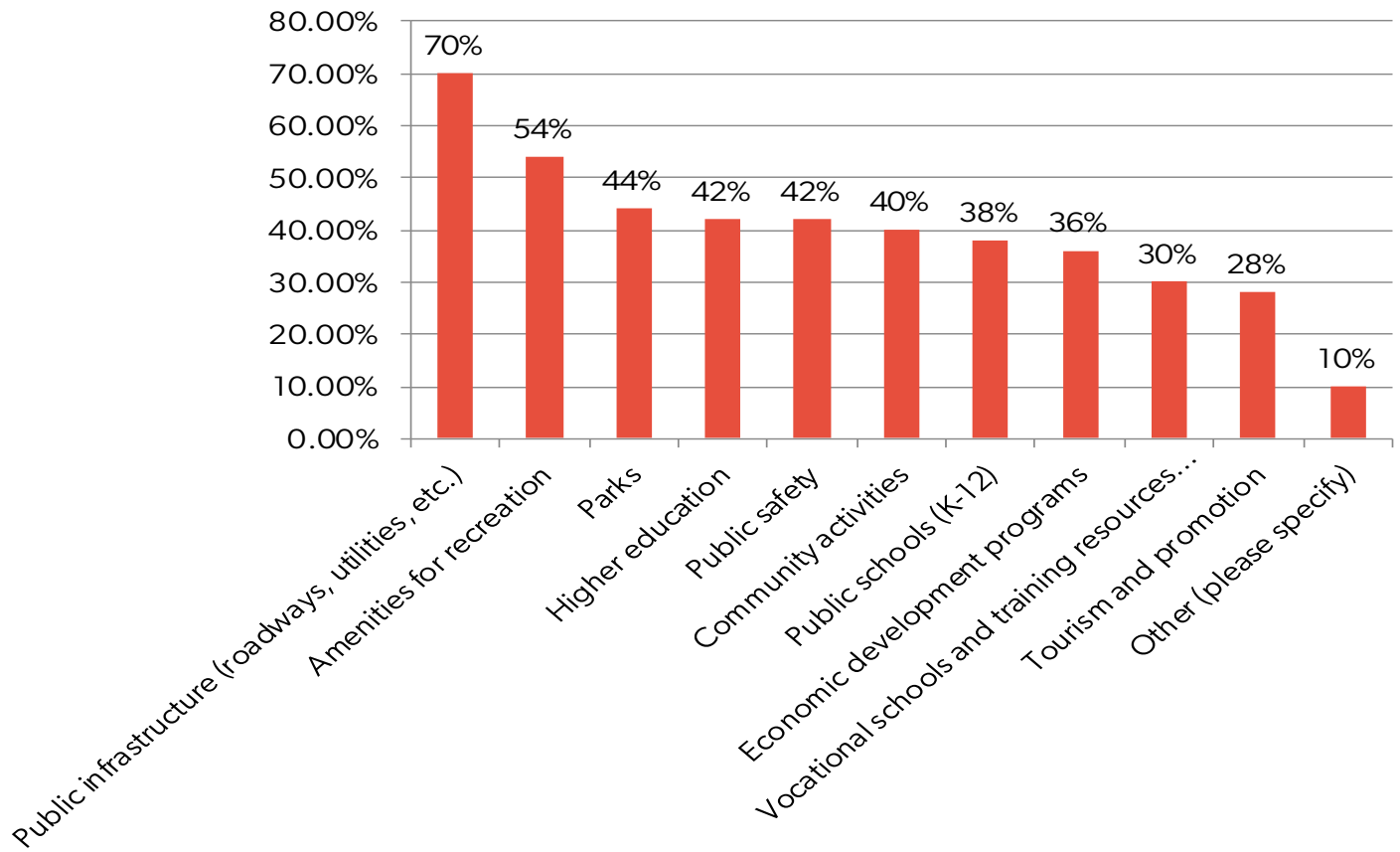


## Question 14: What type of employers would you like to see expand or locate in Stockbridge? (Select all that apply)





## Question 16: What investments would you like to see in Stockbridge? (Select all that apply)



# Real Estate Market Overview

Stockbridge has a diverse commercial real estate mix.

Multifamily, retail, and office each represent between 20-30% of the existing commercial real estate inventory.

Almost half of the county's office inventory is in Stockbridge. Despite having higher office vacancies than the county overall, average office rents within Stockbridge are on par with the county average.

	Stockbridge	Henry County
<b>Retail</b>		
Existing Square Feet (SF)	3,074,583	12,800,859
Average Rent/SF	\$17.70	\$19.77
Average Occupancy	75%	98%
<b>Office</b>		
Existing Square Feet (SF)	2,093,487	4,236,950
Average Rent/SF	\$21.02	\$21.76
Average Occupancy	66%	96%
<b>Industrial/Flex</b>		
Existing Square Feet (SF)	2,885,103	56,499,511
Average Rent/SF	\$8.84	\$10.37
Average Occupancy	N/A	96%
<b>Multifamily</b>		
Existing Units	3,438	12,095
Average Effective Rent/Unit	\$1,420	\$1,476
Average Occupancy	93%	86%
<b>Hospitality</b>		
Existing Rooms	651	3,668
Average Daily Room Rate*	\$84	\$97
Average Occupancy*	66%	69%

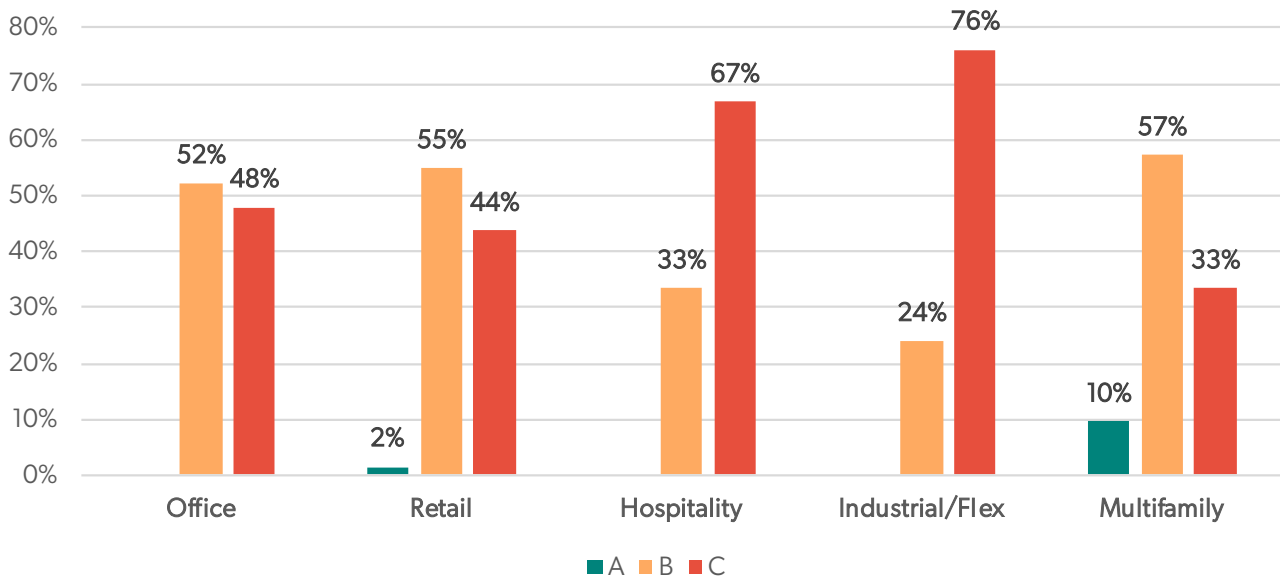
Source: KB Advisory Group with data from CoStar

# Inventory by Class

Most of the existing commercial real estate inventory in Stockbridge is classified as either Class B or C.

These properties typically are less updated, have fewer amenities, and are not positioned in the most desirable locations. Higher shares of Class B and C categories are often found in communities that have aging inventory.

Share of Stockbridge Inventory by Type and Class, 2023



## Class A Property Examples

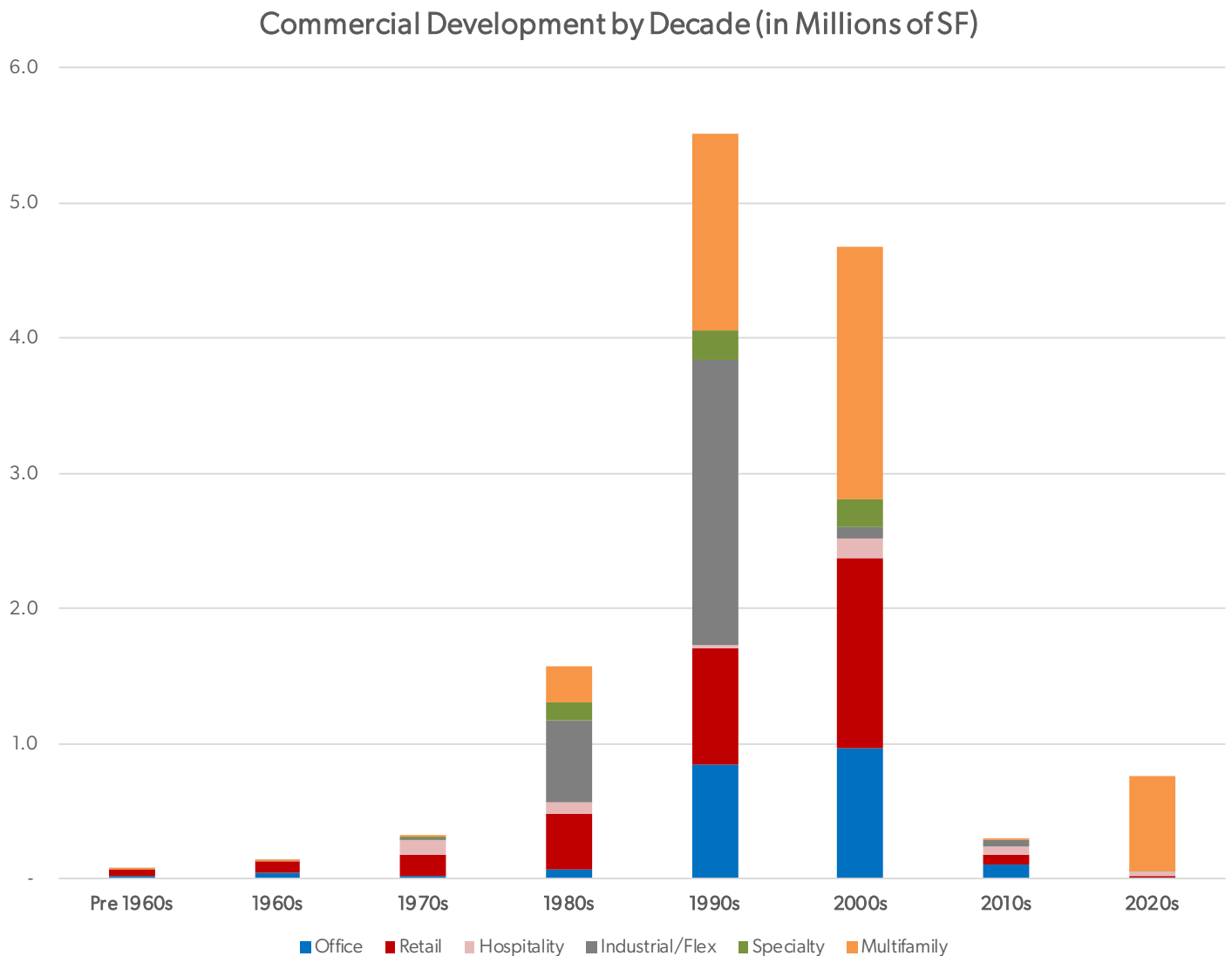


Source: KB Advisory Group with data from CoStar  
Left (Hudson Bridge Crossing), Right (The Abbey at Eagles Landing)

# Development Pattern

The city's existing commercial inventory was predominately delivered in the 1990s – 2000s.

Approximately 76% of the existing inventory was delivered across these two decades. Except for the 2010s, multifamily has been representing a growing share of new deliveries.



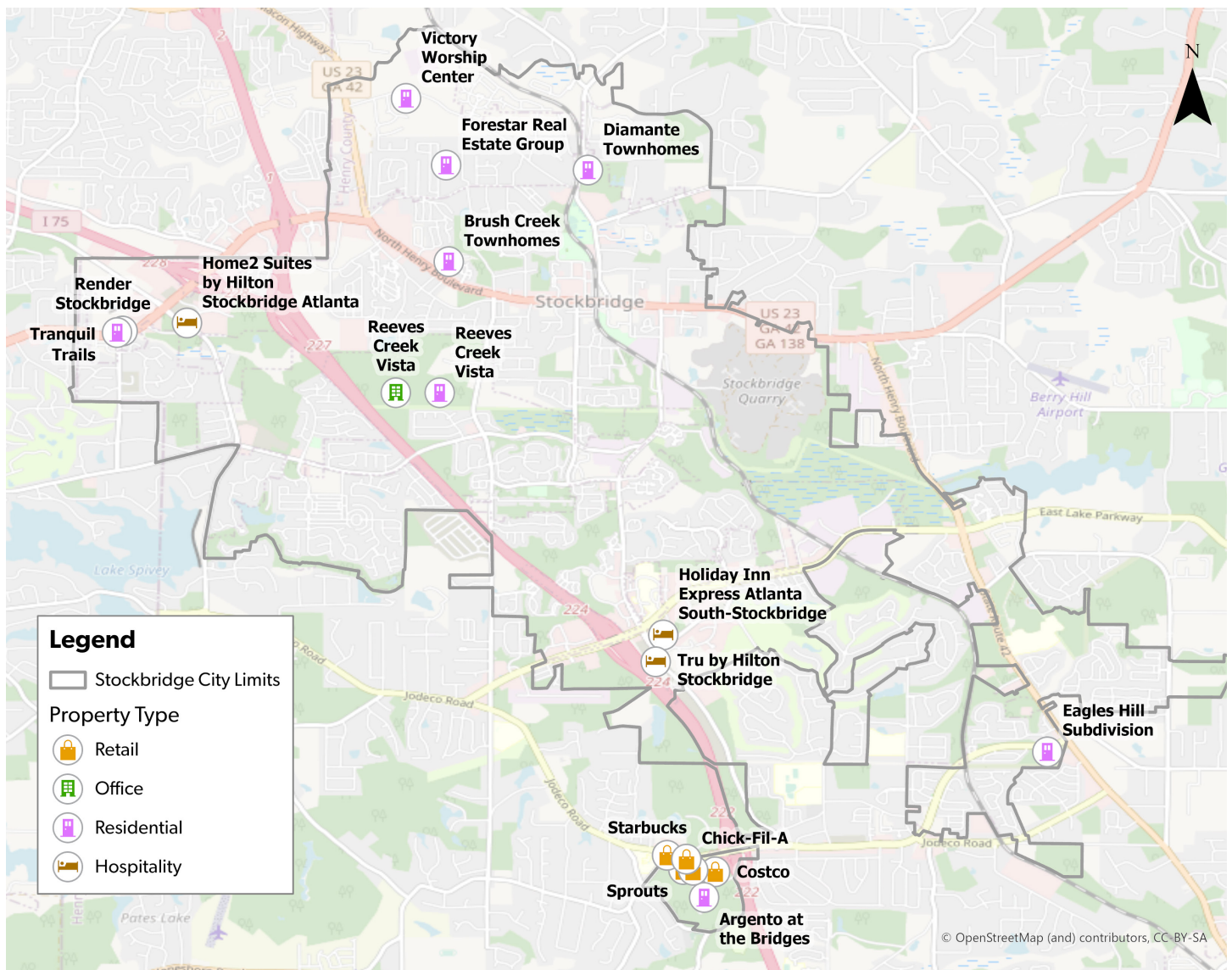
Source: KB Advisory Group with data from CoStar

# Pipeline

The projects below visualize the location of the known projects to the City of Stockbridge as of October 2023.

These projects include:

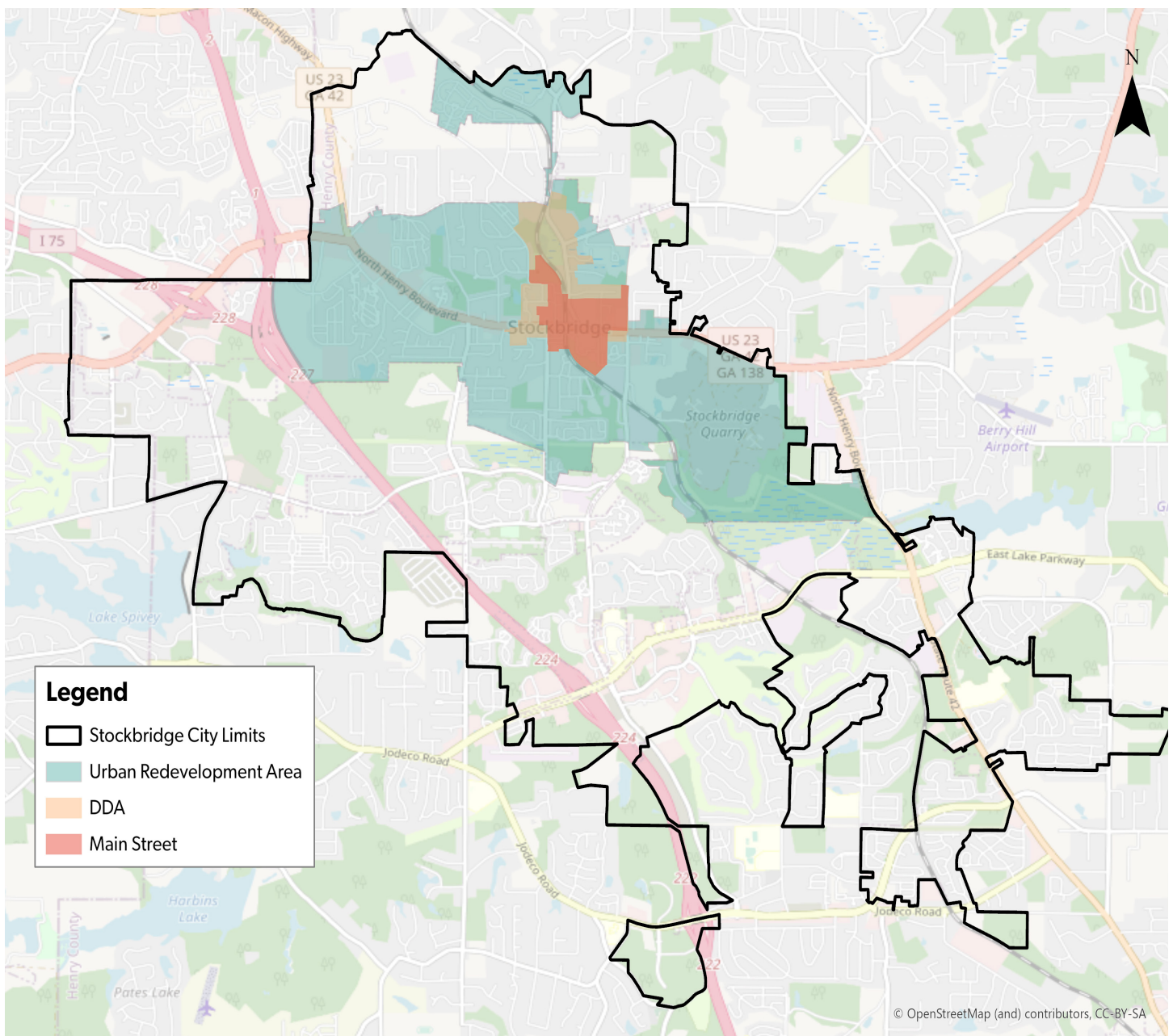
- Almost 3,000 residential units across detached, townhome, and apartment products
- 284 hotel rooms
- Just over 190,000 square feet of retail space
- 41,000 square feet of office space



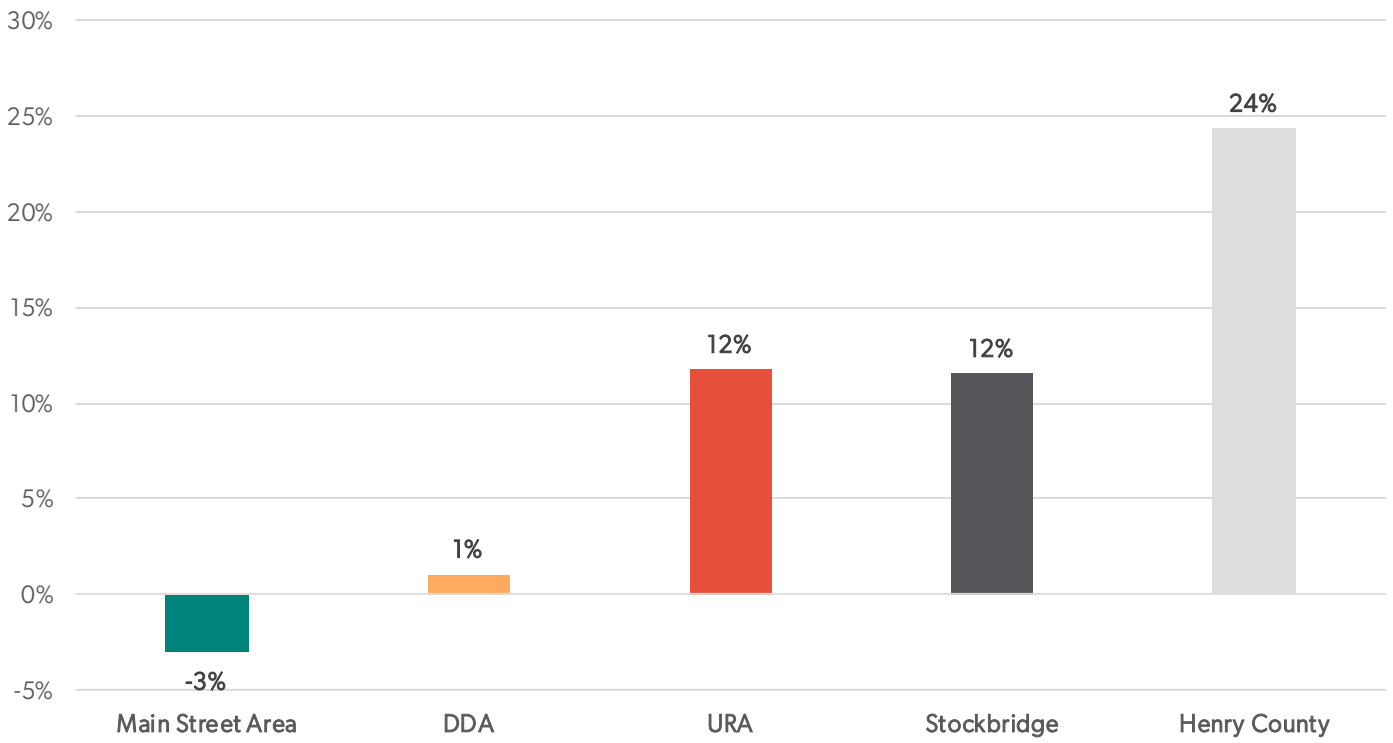


# Current Profile Cont.

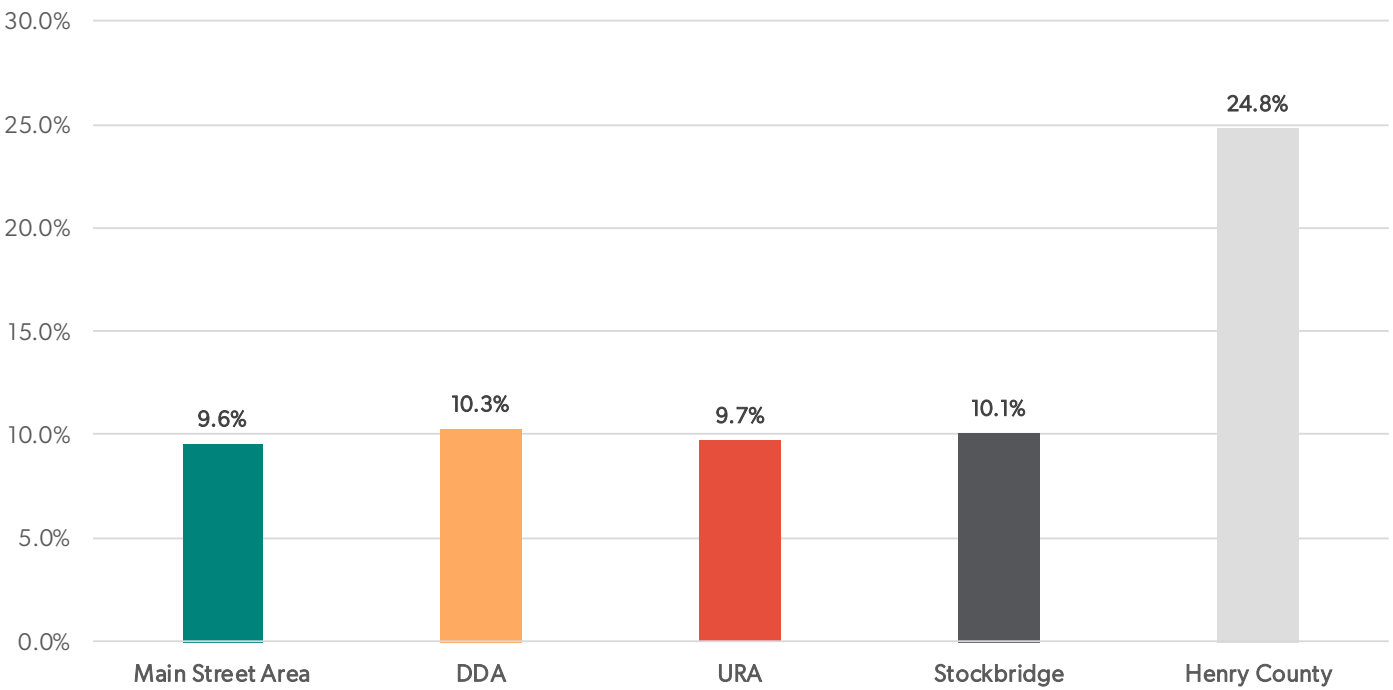
The following pages show the metrics used in the Current Profile section for the different economic development-related geographies: Main Street, Downtown Development Authority Area, Urban Redevelopment Area, Stockbridge, and Henry County.



## Population Growth, 2010-2023



## Household Growth, 2010-2023

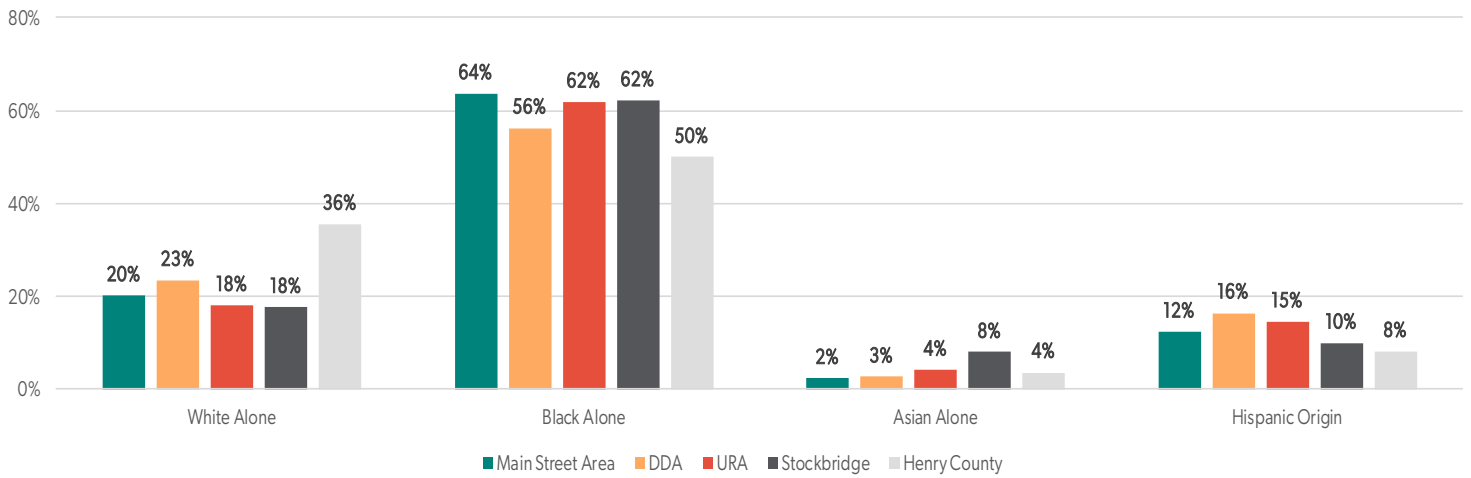


Source: KB Advisory Group with data from Esri

Population	Main Street Area	DDA	URA	Stockbridge	Henry County
2010 Total Population	361	490	8,391	32,808	203,889
2020 Total Population	367	507	9,261	35,579	240,712
2023 Total Population	350	495	9,375	36,585	253,504

Population	Main Street Area	DDA	URA	Stockbridge	Henry County
2010 Total Households	115	175	3,247	12,075	70,243
2020 Total Households	121	186	3,509	12,892	82,794
2023 Total Households	126	193	3,563	13,292	87,674

Race & Ethnicity, 2023



Median Household Income, 2023

**\$45,422**  
DDA

**\$49,052**  
Main Street Area

**\$52,813**  
URA

**\$63,250**  
Stockbridge

**\$77,153**  
Henry County

# Quick Guide: Georgia Workforce Development Programs

## Georgia Quick Start

**Description:** Internationally acclaimed provider of workforce training solutions for businesses creating and saving jobs in Georgia.

**Scope:** Customized training for various industries, including manufacturing, distribution, headquarters operations, and more.

**Approach:** Utilizes the Quick Start Process involving detailed discussions, job analysis, and tailored workforce training.

**Contact:** Rodger Brown, Executive Director, Marketing and Strategic Media - [rbrown@georgiaquickstart.org](mailto:rbrown@georgiaquickstart.org) | [Georgia Quick Start](#)

## Intellectual Capital Partnership Program (ICAPP)

**Description:** Economic development program of the University System of Georgia.

**Focus:** Utilizes resources of Georgia's public colleges and universities to enhance the state's economic development.

**Target:** Addresses skills gaps through customized, accelerated education and knowledge for workers in high demand and short supply.

**Contact:** Mark F. Lytle, Vice Chancellor for Economic Development - [Mark.Lytle@usg.edu](mailto:Mark.Lytle@usg.edu)

## Workforce Investment Act (WIA)

**Description:** Business-led boards developing strategic plans using federal workforce development resources.

**Structure:** Divided into twenty workforce areas, each with a local board making decisions on supported training.

**Objective:** Meet business needs for skilled workers and individual needs for training, education, and employment.

**Contact:** Georgia Dept. of Economic Development, Workforce Division  
- workforce@georgia.gov

## Tax Credit for Adult Basic Skills Education

**Description:** Encourages businesses to provide or sponsor basic skills education programs for employees.

**Credit Calculation:** One-third of education costs per full-time equivalent student or \$150 per student, whichever is less for each employee that successfully completed an approved adult basic skills program.

**Eligibility:** Employees attending 4 hours/week for 44 weeks. Focus on enhancing reading, writing, or mathematical skills.

**Administration:** Managed by the Georgia Technical College System of Georgia.

**Contact:** Rachelle Taylor, Administrative Assistant - rtaylor@tcsg.edu | [Georgia Education Tax Credit Procedures Guide \(tcsg.edu\)](https://www.tcsg.edu/education-tax-credit-procedures)



# Quick Guide: Georgia Department of Economic Development Programs

**Description:** The state supports entrepreneurs and the growth of small businesses with assistance from many agencies and through the Georgia Department of Economic Development (GDEcD).

**Scope:** Resources for small businesses, including direct services to small companies, business-to-business opportunities, local community support, and business and community association connections.

## Direct Services to Small Companies

- Tax credits for jobs, investment, research and development and tax exemptions.
- One-on-one interaction for resources, connections, incentives and regional expertise. See regional map on following page for contact information.
- Connecting technology-oriented businesses and start-ups with direct access to university and technical college applied research, commercialization, resources, incubation, technology connections, matching grant funds and potential investor networks [www.georgia.org/center-of-innovation](http://www.georgia.org/center-of-innovation)
- Export assistance provides knowledge and connections to get Georgia products to the world [www.georgia.org/international/trade/exporter-services](http://www.georgia.org/international/trade/exporter-services)
- Web-based small business resource directory [www.georgia.org/smallbusiness](http://www.georgia.org/smallbusiness)

## Business-to-Business Opportunities

- **Georgia Suppliers:** Matches Georgia suppliers with other in-state companies.
- **Mentorship Program:** Facilitates a mentorship program linking small Georgia companies with larger businesses and global corporations. [Georgia Mentor-Protege Connection](#) or [Georgia MPC](#)
- **Entertainment Industry Directory:** Maintains a comprehensive directory of businesses in Georgia's entertainment industry for filmmakers and production companies. [Georgia Film](#)

## Local Community Support

- **Resource Equipping:** Provides resources and tools to all Georgia communities, fostering local business growth and sustaining an entrepreneurial environment.
- **Best Practices:** Shares best practices to support growing businesses and encourage entrepreneurial efforts.
- **Professional Development:** Offers professional development and community strategic planning. [Entrepreneurial Communities](#)

## Business and Community Association Connections

- **Outreach:** Builds relationships and partnerships through broader outreach to businesses and leadership.
- **Resource Leveraging:** Leverages resources and opportunities to increase jobs and investment.

Contact: Mary Ellen McClanahan, Director, Community & External Alliances  
[memclanahan@georgia.org](mailto:memclanahan@georgia.org)

# Quick Guide: Environmental Finance Authority (GEFA)

GEFA assists local governments in constructing and rehabilitating water, sewer, and solid-waste facilities for public and commercial development. Finances land acquisition for permanent conservation status.

## Georgia Fund Program

The Georgia Fund Program is the best suited for economic development projects because of its flexibility and turnaround time.

- **Eligible Applicants:** Cities, counties, water, and sewer authorities.
- **Eligible Projects:** Water and sewer capital improvements projects (excluding stormwater).
- **Loan Conditions:** Interest rates fluctuate, visit GEFA for the most up to date information; 1% closing fee; max. 20 years term. Simple interest loan with no prepayment penalties.
- **Funds Available:** Varies yearly, averages \$50 million; max. loan from Georgia Fund per year is \$3 million.
- **Deadline:** Applications accepted anytime; first-come, first-served basis.
- **Contact:** Arlene Durrah, Georgia Fund Program Manager [arlene@gefa.ga.gov](mailto:arlene@gefa.ga.gov)

## Clean Water State Revolving Fund (SRF)

- **Eligible Applicants:** Cities, counties, water, and sewer authorities.
- **Eligible Projects:** Various wastewater and sewer projects; land conservation projects.
- **Loan Conditions:** Interest rates fluctuate, visit GEFA for the most up to date information; 1% closing fee; max. 20 years term. Simple interest loan with no prepayment penalties. Because funds are federal, the projects must include facility planning, environmental review, public participation, project inspection, and minority/women's business participation.
- **Funds Available:** Multiple projects funded; max. loan per year is \$25 million.
- **Deadline:** Applications accepted anytime; pre-application period usually November 1 – December 31.
- **Contact:** Jason Bodwell, Senior Program Manager [jason@gefa.ga.gov](mailto:jason@gefa.ga.gov)

## Solid Waste Facilities Loan Program

- **Eligible Applicants:** Georgia local governments with recycling and solid-waste facilities.
- **Eligible Projects:** Collection, treatment, recycling, composting, or disposal of solid waste.
- **Loan Conditions:** Interest rate based on most recent general obligation bond sale; max. 20 years term; 1% closing fee.
- **Funds Available:** Max. \$3 million per loan; priority for recycling and waste management.
- **Contact:** Arlene Durrah, Georgia Fund Program Manager [arlene@gefa.ga.gov](mailto:arlene@gefa.ga.gov)

## Drinking Water State Revolving Fund (DWSRF)

- **Eligible Applicants:** Cities, counties, water, and sewer authorities.
- **Eligible Projects:** Ensure public health and compliance for water systems.
- **Loan Conditions:** Interest rates fluctuate, visit GEFA for the most up to date information; 1% closing fee; max. 20 years term. Simple interest loan with no prepayment penalties. Because funds are federal, the projects must include facility planning, environmental review, public participation, project inspection, and minority/women's business participation.
- **Funds Available:** Multiple projects funded; max. loan per year is \$25 million.
- **Deadline:** Applications accepted anytime; pre-application period usually November 1 – December 31.
- **Contact:** Jason Bodwell, Senior Program Manager [jason@gefa.ga.gov](mailto:jason@gefa.ga.gov)

## Environmental Emergency Loan Program

- **Eligible Applicants:** Cities, counties, water, and sewer authorities.
- **Eligible Projects:** Water or sewer capital improvement for emergencies threatening health or safety.
- **Loan Conditions:** 2.0% interest rate; max. 10 years term; 1% closing fee.
- **Funds Available:** Max. \$300,000 per year per community.
- **Deadline:** Applications accepted anytime; first-come, first-served basis.
- **Contact:** Arlene Durrah, Georgia Fund Program Manager [arlene@gefa.ga.gov](mailto:arlene@gefa.ga.gov)



# Quick Guide: City & Local Economic Development Tools

## Downtown Development Authorities (DDAs) in Georgia

- **Enactment:** O.C.G.A. §36-42-1 et seq (1981)
- **Purpose:** Develop and promote trade, commerce, industry, and employment opportunities; revitalize central business districts.
- **Creation Steps:**
  - Pass a resolution declaring the need for a DDA.
  - Designate downtown area boundaries.
  - Appoint seven directors; file resolution copies with authorities.
- **Board Composition:** Seven directors; at least four with an economic interest in redevelopment; staggered six-year terms.
- **Powers:**
  - Sue and be sued.
  - Adopt a corporate seal.
  - Make/execute contracts; buy/sell/lease property.
  - Finance projects; issue revenue bonds.
  - Borrow money (with city council permission).
  - Apply for government grants.
  - Receive city tax monies.
  - Employ an executive director.
  - Prepare plans for downtown.
  - Serve as an urban redevelopment agency.

# Tax Allocation District (TAD) / Urban Redevelopment Powers Act

- **Enactment:** O.C.G.A. §36-44-1 et seq
- **Purpose:** Revitalize blighted areas; use future taxes for infrastructure.
- **Implementation:**
  - Local legislation authorization.
  - Local referendum.
  - Creation of redevelopment agency.
- **Revenue Set Aside:** Up to 10% of local tax base.
- **Funds Use:** Broad range for development activities.
  - Renovate, construct, preserve, restore expand or demolish buildings for business, commercial, industrial, government, education, public or private housing, social activity, governmental services
  - Historic properties
  - Green spaces
  - Mass transit and pedestrian facilities
  - Telecommunications infrastructure
  - Water and sewer lines; streets; sidewalks; parking facilities; public parks; building construction; building rehabilitation, housing, and land assembly

## Land Bank Authorities

- **Enactment:** O.C.G.A. 48-4-60 et seq (1996)
- **Purpose:** Acquire tax-delinquent properties; manage, sell, or dispose.
- **Creation:** Intergovernmental cooperative agreement between cities and county.
- **Property Acquisition:** Direct purchase or bid at tax sale.
- **Composition:** Four members; two appointed by mayor, two by county commission.
- **Tax Forgiveness:** Considered upon sale; focus on low-income housing benefits.

## Community Improvement District (CID)

- **Enactment:** Georgia Constitution Article IX, Section 7
- **Purpose:** Self-imposed tax for district improvements; leverages state and federal funds.
- **Creation Steps:** Local act, city/county consent, written consent from property owners.
- **Assessment Limit:** Cannot exceed 2.5% of assessed property value.
- **Debt:** Permitted; not an obligation of the State.
- **Funds:**
  - Street/road construction and maintenance
  - Parks and recreation facilities
  - Storm water and sewage collection and disposal systems
  - Water development, storage, treatment, purification and distribution facilities; public transportation
  - Terminal and dock facilities; and parking facilities
  - "Such other services and facilities as may be provided for by general law"

## Business Improvement District (BID)

- **Enactment:** O.C.G.A. §36-43-1 et seq
- **Purpose:** Taxing property owners for expanded services in designated districts. BIDs are special districts in which property owners agree to be taxed at a higher rate than the rest of the community in order to pay for expanded services that are not already being provided to the city as a whole.
- **Creation Steps:**
  - Petition with area plan, agreement of 51% taxpayers.
  - Plan must include boundaries, services, millage (1 to 3 mil max), budget, time frame.
- **Sunset:** 10-year sunset, renewable.

- Funds Use:
  - Advertising
  - Promotion
  - Sanitation
  - Security
  - Business recruitment and retention

# Quick Guide: Georgia Department of Community Affairs Programs

## Community Development Block Grant (CDBG) Program

- **Description:** Economic development component focused on expanding opportunities for low- and moderate-income individuals. Funds viable projects that create or retain jobs for low- and moderate-income persons that would not take place without CDBG funds.
- **Scope:** Eligible applicants include units of general-purpose local government (excluding certain cities and counties).
- **Approach:** Projects may include real property acquisition, public facilities construction, site improvements, and private business loans. Loans usually below-market rates, with favorable terms. Job creation is a significant competitive factor.
- **Contact:** Brock Smith, Manager, Office of Economic Development, Community Development and Finance Division, Georgia Department of Community Affairs. Brock.smith@dca.ga.gov

## Employment Incentive Program (EIP)

- **Description:** Capitalized with State CDBG funds for private businesses to carry out economic development projects that focus on employment opportunities for low- and moderate-income individuals.
- **Scope:** Three eligible activities: public infrastructure, loans to sub-recipient businesses, and assistance to local development entities.
- **Approach:** Maximum grant or loan amount: \$500,000. Each dollar in EIP funds must leverage a minimum of one private dollar.
- **Contact:** Gabriel Morris (EIP Public Infrastructure) gabriel.morris@dca.ga.gov , Staci Tillman (EIP Loans-to-business projects) staci.tillman@dca.ga.gov



## Regional Economic Business Assistance (REBA Program)

- **Description:** Specialized economic development tool for significant projects. Targets non-rural counties, supporting local, regional, or statewide initiatives.
- **Scope:** General-purpose local governments, local-government authorities, regional development centers, and state agencies.
- **Approach:** Funds can be used for public land acquisition, site development, infrastructure improvements, and publicly owned assets. Assistance amounts vary based on recommendation from Georgia Department of Economic Development.
- **Contact:** Inna Horuzhik, Incentives Program Manager, [inna.horuzhik@dca.ga.gov](mailto:inna.horuzhik@dca.ga.gov)

## Downtown Development Revolving Loan Fund (DDRLF)

- **Description:** Provides below-market-rate financing for capital projects in historic downtown areas to support efforts to revitalize and enhance downtown areas.
- **Scope:** Targets municipalities and counties with a population less than 100,000 and development authorities. Applicants should demonstrate a clearly identified project.
- **Approach:** Maximum grant or loan amount: \$250,000, typically ten-year repayment period. Funds can be used for real estate acquisition, development, rehabilitation, and purchase of equipment.
- **Contact:** Kim Carter, EFDP OneGeorgia Program Manager [kim.carter@dca.ga.gov](mailto:kim.carter@dca.ga.gov)

## Redevelopment Fund (RDF)

- **Description:** Provides flexible grants and loans for challenging economic and community development projects. Focus on eliminating slum and blight, supporting public/private partnerships.
- **Scope:** General-purpose local government (excluding certain cities)
- **Approach:** Maximum grant or loan amount: \$500,000. Loans underwritten with standard commercial procedures, collateralized, interest rates determined case-by-case.
- **Contact:** Staci Tillman, Economic Development Program Manager  
staci.tillman@dca.ga.gov

## Local Revolving Loan Funds (RLF)

- **Description:** Aims to create job opportunities for low- and moderate-income persons. Capitalized with CDBG Employment Incentive Program (EIP) grants for new or expanding businesses.
- **Scope:** For-profit businesses, local development authorities.
- **Approach:** Local RLF committee reviews applications based on locally adopted policies. Competitive applications emphasize job creation, financial commitments, debt servicing ability, personal guarantees, and collateral.
- **Contact:** Michael Casper, Compliance Manager michael.casper@dca.ga.gov

## Equity Fund

- **Description:** The Equity Fund is a flexible financing tool providing financial assistance, including grants and loans, to eligible rural communities for economic development. It aims to enhance citizens' health, welfare, safety, and economic security by developing and retaining employment opportunities and improving infrastructure.
- **Scope:** Eligible recipients include general-purpose local governments, local government authorities, and joint or multi-county development authorities in rural counties with high poverty rates. Sub-recipients may be for-profit or non-profit entities. Grants/Loans range from \$500,000 to \$1,000,000 per project, depending on regional impact, support from neighboring counties, and local investment.
- **Approach:** Grant funds require local investment, demonstrating potential return on investment. Business growth loans have a 3% interest rate, 5-7 years for machinery and equipment, and 20 years for real estate. Speculative building loans are interest-free for five years, requiring a marketing plan and local investment.
- **Contact:** Kim Carter, EFDP OneGeorgia Program Manager  
kimcarter@dca.ga.gov

## Entrepreneur and Small Business Loan Guarantee Fund (ESB)

- **Description:** The ESB Loan Guarantee Program provides loan guarantees to accredited Georgia financial lenders to encourage gap financing for small business growth in economically stressed counties.
- **Scope:** Eligible lenders include state or federally chartered banks in Georgia. Businesses must be for-profit, located in eligible rural counties, and meet specific criteria.
- **Approach:** ESB guarantees up to 50% of private bank loans (\$35,000 to \$250,000) with a 10% equity injection by the borrower.
- **Contact:** Coleen Gelot, Economic Development Consultant coleen.gelot@dca.ga.gov

## Economic Development, Growth, & Enterprise (EDGE) Program (OneGeorgia)

- **Description:** The EDGE Fund is a specialized economic development tool providing “deal-closer” funds for competitive projects in rural counties with high poverty. It aims to attract significant economic development projects to Georgia, creating jobs and generating private investment.
- **Scope:** Targeted for competitive projects in rural counties. Eligible applicants include general-purpose local governments, local government authorities, and joint or multi-county development authorities. Projects should retain or create jobs in Georgia.
- **Approach:** Funds are not limited in amount and require recommendations from the Georgia Department of Economic Development. Eligible activities include public land acquisition, site development, infrastructure improvements, and more.
- **Contact:** OneGeorgia Authority: Dawn Sturbaum, Senior Incentives Program Manager [dawn.sturbaum@dca.ga.gov](mailto:dawn.sturbaum@dca.ga.gov), Inna Horuzhik, Incentives Program Manager, [inna.horuzhik@dca.ga.gov](mailto:inna.horuzhik@dca.ga.gov)

## State Small Business Credit Initiative (SSBCI)

- **Description:** SSBCI, created under the Small Business Jobs Act of 2010, allocates funds to Georgia for state-administered programs to increase credit availability for small businesses
- **Scope:** Designed as a delegated lending model, each program aims to provide capital to small businesses, particularly in underserved markets.
- **Approach:** Georgia Loan Participation Program (GA LPP), Georgia Small Business Credit Guarantee Program (SBCG), Georgia Funding for CDFIs, Georgia Capital Access Program (GCAP) ranging from \$100,000 to \$500,00+ in funding.
- **Contact:** Holly Hunt, Program Manager Community Development and Finance Division [holly.hunt@dca.ga.gov](mailto:holly.hunt@dca.ga.gov)

## Georgia Downtown Renaissance Fund

- **Description:** The Georgia Downtown Renaissance Fund supports local governments, authorities, and nonprofit organizations in revitalizing downtown districts through financing and technical assistance.
- **Scope:** Eligible lenders include state or federally chartered banks in Georgia. Businesses must be for-profit, located in eligible rural counties, and meet specific criteria.
- **Approach:** ESB guarantees up to 50% of private bank loans (\$35,000 to \$250,000) with a 10% equity injection by the borrower.
- **Contact:** Joanie Perry, Division Director Community Finance Division [Joanie.perry@dca.ga.gov](mailto:Joanie.perry@dca.ga.gov) , Brian Williamson, Deputy Commissioner [brian.williamson@dca.ga.gov](mailto:brian.williamson@dca.ga.gov)

## Tourism Development Act

- **Description:** The Georgia Tourism Development Act (GTDA) offers state sales and use tax incentives for tourism projects to create jobs. The incentive allows recovery of a percentage of the project's development costs over a ten-year period.
- **Scope:** Approved companies and development authorities can apply for the GTDA sales and use tax refund for projects with a minimum investment of over \$1 million. Eligible construction of a new tourism attraction or expansion should have the ability to attract at least 25% of more of its visitors from out-of-state after the third year of operation.
- **Approach:** The Act defines tourism attractions as: a) cultural or historical sites; b) recreation or entertainment facilities; c) a convention hotel and conference center; d) an automobile race track with other tourism amenities; e) a golf course facility with other tourism amenities; f) marinas and water parks with lodging and restaurant facilities; or g) a Georgia crafts and products center.
- **Contact:** Sally Mrus, Support Services Community Development Finance Division [Sally.mrus@dca.ga.gov](mailto:Sally.mrus@dca.ga.gov)