



Franklin Administration and Partners
Economic Development Plan

Year 1 Results and 2007 Action Items

Best in Class by 2009

Mayor Shirley Franklin's New Century Economic Development Plan was approved by the Atlanta Development Authority in December 2004. Preparation of the EDP began in the spring of 2003 with the pro-bono assistance of Bain and Company. In determining the 2009 goals of the Economic Development Plan, the Mayor and her team identified goals that, if achieved, would make Atlanta a *Best in Class City*. These goals are aggressive and not easily achieved. The results for 2005 are as follows:

New Century Economic Development Plan Year 1 Results

Category	5 Year Goal (2004 to 2009)	Year 1 Results (2005)	Percent Attainment Towards Goal
Jobs	Add 60,000	Added 1,800	3%
Airport Jobs	Add 24,000	Added 13,340 ¹	113%
Property Values	Add \$26 billion in value	Added \$3 billion	12%
Affordable Workforce Housing	Add 10,000 units with City incentives	Added 1,632 units	16%
Crime Rate	Reduce to 5,600 per 100,000 residents	8,800 crimes per 100,000 residents ²	36%
High School Graduation Rate	Increase to 72%	72%	100%
Parks & Greenspace	Add 1,900 acres	Added 92 acres	5%

¹ Between 2002 and 2005, Hartsfield-Jackson Atlanta International Airport added an average of 13,340 jobs per year. In 2005, the airport reported 145,236 airport-related jobs. In 2009, the EDP goal was 129,000 jobs.

Sources: U.S. Census Bureau, H-JAIA Economic Impact Report, Fulton County, City of Atlanta Bureau of Housing, Federal Bureau of Investigation, Atlanta Public Schools, City of Atlanta Department of Parks, Recreation & Cultural Affairs

The logo for Atlanta, featuring the letters 'ATL' in a bold, white, sans-serif font. The letters are centered within a red circular graphic that has a white border and a slight shadow effect, giving it a three-dimensional appearance. The background of the entire page is a collage of images, including a classical statue of a seated figure, a modern skyscraper, and a blue sky with clouds.

Strategy 1: Build the Foundation for Sustainable Job Growth

The City of Atlanta will provide economic opportunities for residents through the creation of jobs and by maintaining its status as one of the best cities in which to do business.

A. Support the Growth of Target Industries

Transportation, Distribution & Logistics

- Air Cargo** Create a comprehensive strategy to grow international air cargo
- Car Rental Facility** Develop the consolidated car rental facility
- Southside Industrial Park** Sell the remaining acreage in Southside Industrial Park to industrial developers

Higher Education

- BIO 2009** Plan for a successful BIO 2009 Conference in Atlanta
- Bioscience & Health** Develop a communications strategy for the bioscience and health message for the Mayor and the university presidents
- Brain Gain City** Develop an approach to promote Atlanta as a place for students and entrepreneurs
- Life Science Funding** Support legislative changes for increased funding of the Life Sciences Facilities Fund and enhancements to research and development tax credits
- Research Parks** Support the development of university-based research parks

Health Services

- Affordable Workforce Housing** Incentivize and promote affordable workforce housing for the health service workforce
- Grady Health System** Support regional partners in their efforts to enhance public funding
- Health Care Destination** Promote Atlanta as a preeminent health care destination and promote health services as an economic engine
- Health Care Workforce** Implement the recommendations of the Health Services CEO Forum to improve the health care recruitment pipeline

Hospitality, Arts & Culture, Tourism & Entertainment

- Arts and Culture Funding** Recommend a permanent funding model for arts and culture
- Arts and Culture Research** Conduct research and showcase the economic impact of arts and cultural tourism
- Destination Appeal** Advertise Atlanta's destination appeal to increase visitor market share and attract more conventions and groups
- Marketing Atlanta** Identify and implement permanent funding for Brand Atlanta's marketing and promotion of the City's destination appeal
- Music and Film** Identify facilities that will support film, video and music production in Atlanta
- Neighborhood Attractions** Create cross-promotions with arts venues and restaurants to showcase the ambiance in Atlanta's neighborhoods
- Special Events Venue** Plan for the development of a major venue in Downtown for outdoor festivals and events
- Sports Capital** Bring open wheel racing, Major League Soccer and the WNBA to Atlanta, as well as maximize the economic impact of special events like the NCAA Final Four
- Visitor Gateway** Make Atlanta a more welcoming city for all visitors, with particular attention to international visitors

B. Create and Grow Business Recruitment, Retention and Expansion Capabilities

- Connectivity with Employers** Develop processes to communicate with employers on economic development issues and opportunities
- Corporate Relocations** Win one significant corporate relocation in the City in cooperation with economic development partners
- Foreign Direct Investment** Promote international business development in collaboration with economic development partners including the City's Sister Cities program
- Global Commerce Center** Promote Atlanta as a major technology, knowledge, logistics and global commerce center
- Industrial Business** Develop a plan for industrial growth and retention, including brownfield remediation and redevelopment, and expand Freeport Exemption citywide
- Job Creation Incentives** Support changes to the State's REBA program and the job tax credit programs to promote business attraction in the City
- Workforce Development** Increase the profile and funding of workforce development to increase employment opportunities for the City's residents

C. Increase the Capital Available for Development and Business Growth

- Economic Opportunity Fund** Incentivize companies bringing significant job creation to the capital city
- New Markets Tax Credits** Apply for a 2007 allocation to attract commercial development Downtown
- Small Business Loans** Help small businesses grow and expand through small business lending programs and other incentives
- Urban Initiatives Fund** Determine the feasibility of a \$100 million Urban Initiatives Fund to provide more capital for economic development projects in the City

City of Atlanta departments or agencies
External Economic Development Partner

Strategy 2: Prepare for the Influx of Residents and Development

Atlanta's infrastructure will support the City's growth and provide quality services to its businesses, residents and visitors.

A. Champion Major Projects

The Atlanta BeltLine

Capital Campaign	Launch a capital campaign and secure major gifts
Community Engagement	Implement the Community Engagement Framework, including the BeltLine TAD Advisory Committee
Design Standards	Strengthen the regulatory framework to support BeltLine development and design standards
Development Incentives	Design and implement development incentive programs, including for affordable workforce housing
Infrastructure	Issue the first series of TAD bonds to begin to build the BeltLine's infrastructure
Parks and Trails	Acquire priority greenspace properties and transit corridors and begin trail construction
Planning Studies	Complete foundational planning studies
Public Art	Develop a public art strategy for the BeltLine
Regional Transit	Devise a BeltLine transit strategy and federal funding strategies in tandem with regional transit planning
Transit Alternative	Determine the Locally Preferred Alternative for transit

The Peachtree Corridor

Blueprint Midtown	Support the implementation of Blueprint Midtown, including the Midtown Mile for retail development
Buckhead	Support redevelopment of Buckhead Village into retail, commercial, residential and entertainment center.
Implementation Entity	Determine entity responsible for implementing the recommendations of the Peachtree Corridor Task Force
Task Force Recommendations	Implement recommendations of the Peachtree Corridor Task Force

Downtown Development

Center for Civil & Human Rights	Complete feasibility study and predevelopment plan
Civic Center	Implement a redevelopment solution
Development Incentives	Issue Eastside and Westside TAD bonds for downtown projects
Downtown Transit	Link the City's attractions by implementing a tourist shuttle
Entertainment	Develop a plan for a major development with entertainment, restaurant and shopping opportunities
MARTA	Improve the customer transit experience on MARTA and in its stations
Panhandling	Support the Atlanta Police Department in reducing panhandling and in improving the perception of safety in Downtown
Regional Transit Hub	Advocate for the development of the Multi-Modal Station, the transit hub for the region
Street Retail	Complete the contract with a vending management company to administer a public vending program
Visitor Experience	Improve the visitor experience by installing public toilet facilities, implementing changes to the public vending program and by implementing a street furniture program

B. Increase the Economic Vitality of Underdeveloped Areas

Development Incentives	Create four new tax allocation districts in South and West Atlanta, issue bonds in the Perry Bolton TAD and continue to make Westside TAD Neighborhood Fund grants
Infrastructure Capacity	Plan for significant new development projects by ensuring adequate infrastructure capacity
Lakewood Redevelopment	Complete the process for the redevelopment of Lakewood Fairgrounds
McPherson Redevelopment	Complete the planning process for the reuse of the 488 acres at Fort McPherson
Transit Oriented Development	Support and promote development around transit centers
Urban Enterprise Zones	Initiate legislative changes to the UE Z program to increase the number and quality of economic development projects seeking assistance
Vacant Property	Enhance existing tools to revitalize vacant and abandoned property

C. Make it Easier to Develop in Atlanta

Benchmarks	Continue monitoring annual progress against permitting improvement benchmarks
Developer Workshops	Continue holding quarterly developer workshops to educate developers and showcase opportunities
Permitting	Complete the implementation of the Permitting Improvement Action Plan
Zoning	Revise the current zoning code by 2008

Strategy 3: Make the City of Atlanta More Livable

Providing for safe neighborhoods with excellent public schools, parks and commercial corridors will improve the health of neighborhoods and the quality of life in Atlanta.

A. Increase the Availability of Affordable Workforce Housing With City Incentives

Homeownership	Develop new and promote existing incentives to encourage homeownership opportunities
Inclusionary Zoning	Implement a voluntary inclusionary zoning ordinance that encourages affordable workforce housing
Land Bank Authority	Mobilize the Land Bank Authority to increase the availability of land for residential development
Development Incentives	Issue URFA and Opportunity Bonds to finance the development of affordable workforce and market rate housing
Supportive Housing	Identify projects to receive funding for permanent supportive housing and supportive services for chronically homeless people
Trust Fund	Establish the initial capitalization for the Affordable Workforce Housing Trust Fund as part of \$75 million in Opportunity Bonds

B. Make Atlanta One of America's Safest Cities

Affordable Workforce Housing	Develop a housing assistance program for police officers
Emergency Response	Improve emergency response coordination among jurisdictions by implementing a single point 911 system
Police Officers	Increase the number of police officers with more funding and enhanced recruiting and retention programs

C. Collaborate to Improve the Public Schools

Atlanta Reads	Continue the Atlanta Reads program to build inter-generational dialogue between senior citizens and Atlanta Public School seniors
Cultural Experience Project	Continue to provide cultural experiences to all APS students each year
Health and Science Education	Assist APS in community-based health and science education programs
High School Transformation	Support school reform, including the high school transformation initiative
Next Step Program	Champion the Mayor's Next Step Program to increase the participation of high school seniors

D. Grow Parks and Protected Greenspace

Greenspace Plan	Update the 1993 Parks, Open Space and Greenways Plan
Opportunity Bonds	Execute parks acquisitions funded by 2005 Opportunity Bond funds
Parks Maintenance	Commit and initiate a funding stream for the increased maintenance of existing parks, new acquisitions and future BeltLine parks
Private Greenspace	Inventory and track private greenspace created through public-private initiatives





“The City of Atlanta was built on collaboration and partnership between our political leadership and our corporate community. I thank our economic development partners who continue that legacy and work hard to sustain and advance the kind of change needed for Atlanta to be the greatest City in the world.”

Thank you,

Mayor Shirley Franklin

Economic Development Partners

Affordable Workforce Housing Task Force
 Arts and Culture Funding Task Force
 Atlanta BeltLine, Inc.
 Atlanta City Council
 Atlanta Committee for Progress
 Atlanta Convention and Visitors Bureau
 Atlanta Coordination Committee for the Renewal Community
 Atlanta-Fulton County Recreation Authority
 Atlanta Housing Authority
 Atlanta Neighborhood Development Partnership
 Atlanta Police Department
 Atlanta Police Foundation
 Atlanta Public Schools
 Atlanta Regional Commission
 Atlanta Regional Council for Higher Education
 Atlanta Sports Council
 Atlanta Workforce Development Agency
 BeltLine Partnership
 Brand Atlanta
 Buckhead Community Improvement District
 Buckhead Coalition
 Central Atlanta Progress
 CIFAL Atlanta
 City of Atlanta Department of Finance
 City of Atlanta Department of Fire Rescue
 City of Atlanta Department of Law

City of Atlanta Department of Parks, Recreation & Cultural Affairs
 City of Atlanta Department of Planning
 City of Atlanta Department of Public Works
 City of Atlanta Department of Watershed Management
 City of Atlanta Office of the Mayor
 DeKalb County
 Fulton County
 Georgia Biomedical Partnership
 Georgia Department of Community Affairs
 Georgia Department of Economic Development
 Georgia Institute of Technology
 Georgia Power
 Georgia Research Alliance
 Georgia State University
 Georgia World Congress Center
 Hartsfield-Jackson Atlanta International Airport
 Health Services CEO Forum
 Local Education Fund
 Logistics Innovation Council (MACOC)
 MARTA
 McPherson Planning Local Redevelopment Authority
 Metro Atlanta Arts and Culture Coalition
 Metro Atlanta Chamber of Commerce
 Midtown Alliance
 PATH Foundation
 Peachtree Corridor Task Force
 Trust for Public Land

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For more information, please visit atlantada.com or call 404.880.4100 • Atlanta Development Authority The City's economic development agency