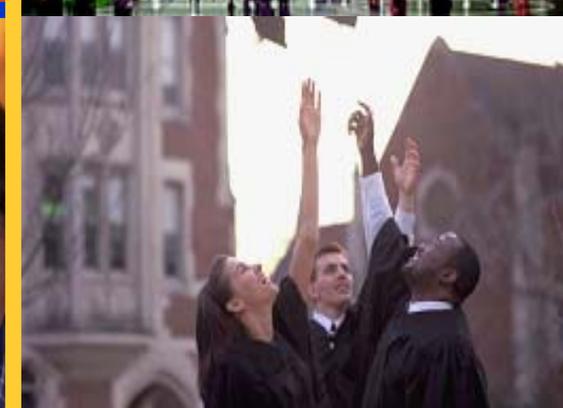


# New Century Economic Development Plan for the City of Atlanta

Adopted December 16, 2004; Updated July 14, 2005

*With Pro Bono assistance from Bain & Company*





The New Century Economic Development Plan for the City of Atlanta was updated on July 14, 2005 after the completion of a mid-year review. Launch and completion dates were updated and wording changes were made to make action items more precise. In addition, changes in ownership or active partners were made for certain action items.

- Significant changes include:
  - The Brand Atlanta Campaign is now a city-wide initiative
  - The BeltLine action plan has expanded as the project moves forward
  - Universities was replaced with the term higher education to clarify the inclusion of Atlanta's colleges and technical schools



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

# The EDP has been in development for over one year



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

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

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

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

Bain & Company pro bono support

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



## **City of Atlanta Staff**

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

## **Atlanta City Council Members**

- CDHR Committee

## **Atlanta Organizations**

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

## **Economic Development Organizations**

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

## **Business Community and Civic Organizations**

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

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



## Quality of Life

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

## Major Capital Projects

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

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



## Economic Opportunity

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

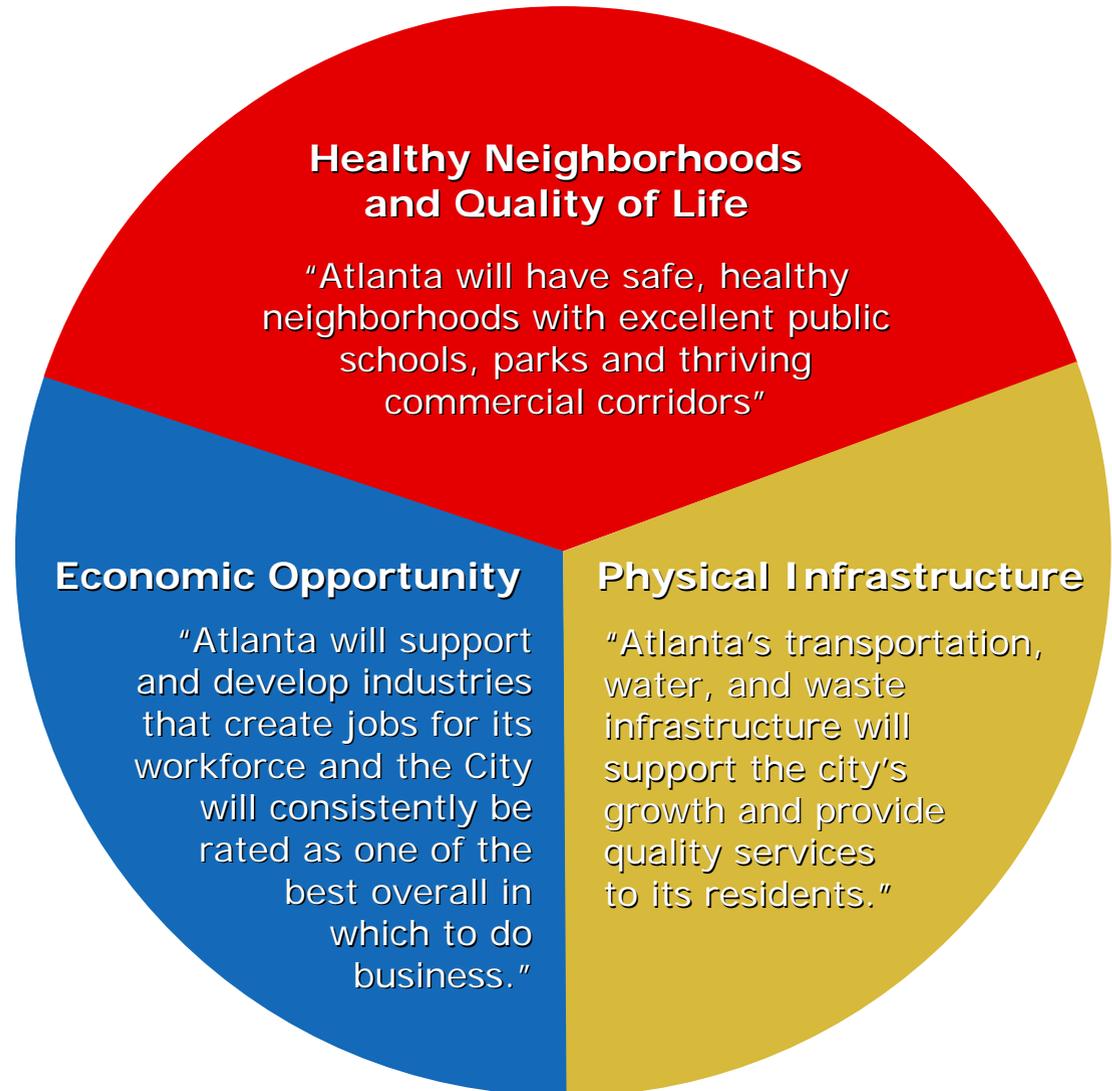
## Infrastructure

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

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

## **Mayor Shirley Franklin's vision is:**

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



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



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



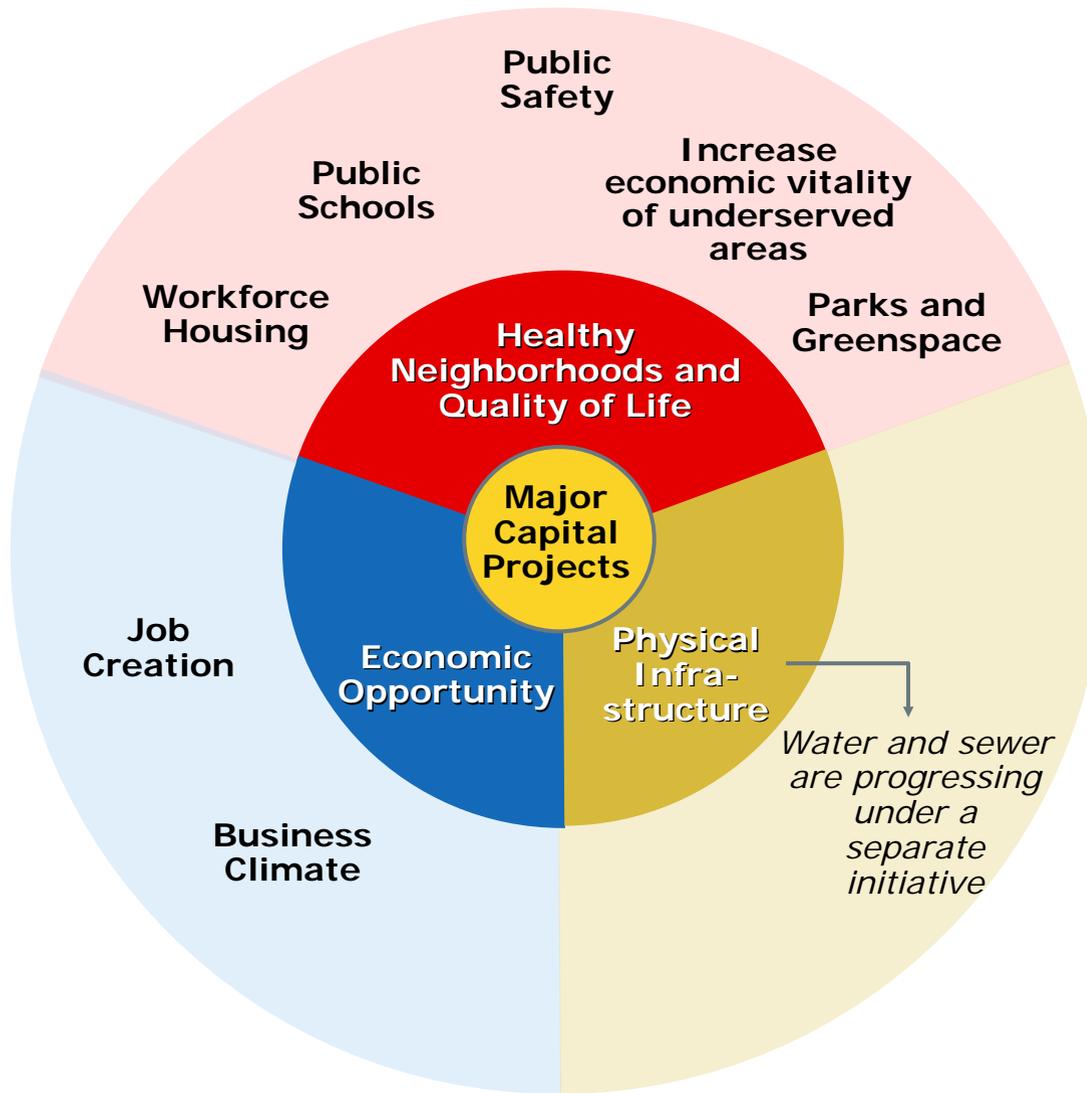
## **Urgency:**

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

## **Ability to impact:**

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

# Prioritized issues for the City of Atlanta



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

# *Seven goals will drive economic development*



**Simply put, by 2009, our goals are:**

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

# Economic Development Dashboard: Monitor annually to ensure success of plan



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

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

Note: Current status is 2004, unless otherwise noted

# *Ten initiatives have been developed to achieve goals by 2009*



## **Economic Development Initiatives:**

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



- Economic Development Plan Overview

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# *Economic Development Initiatives*

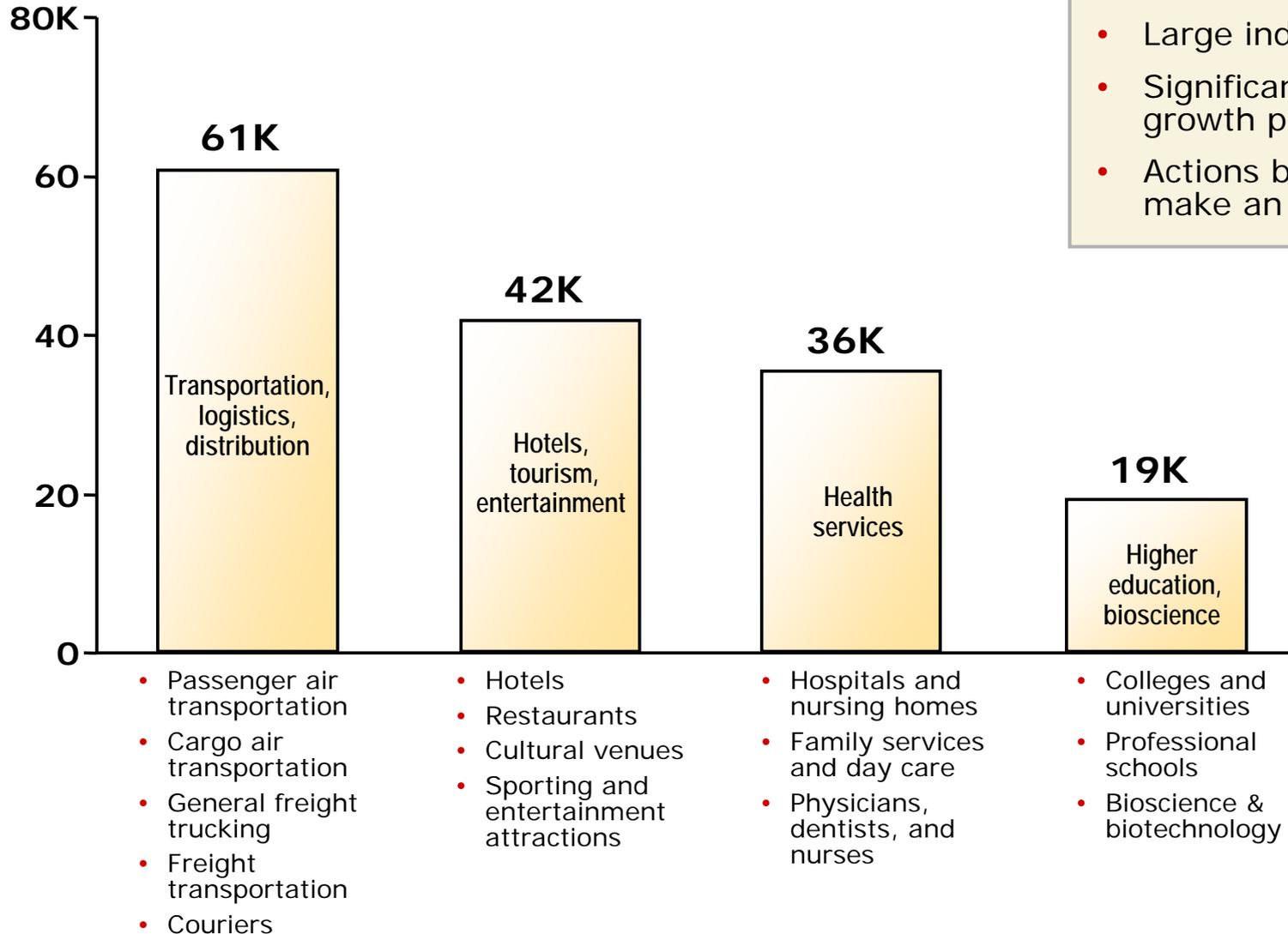


- **Support growth of target industries**
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# Target industries with greatest potential for job creation



Number of Atlanta employees by industry (2001)



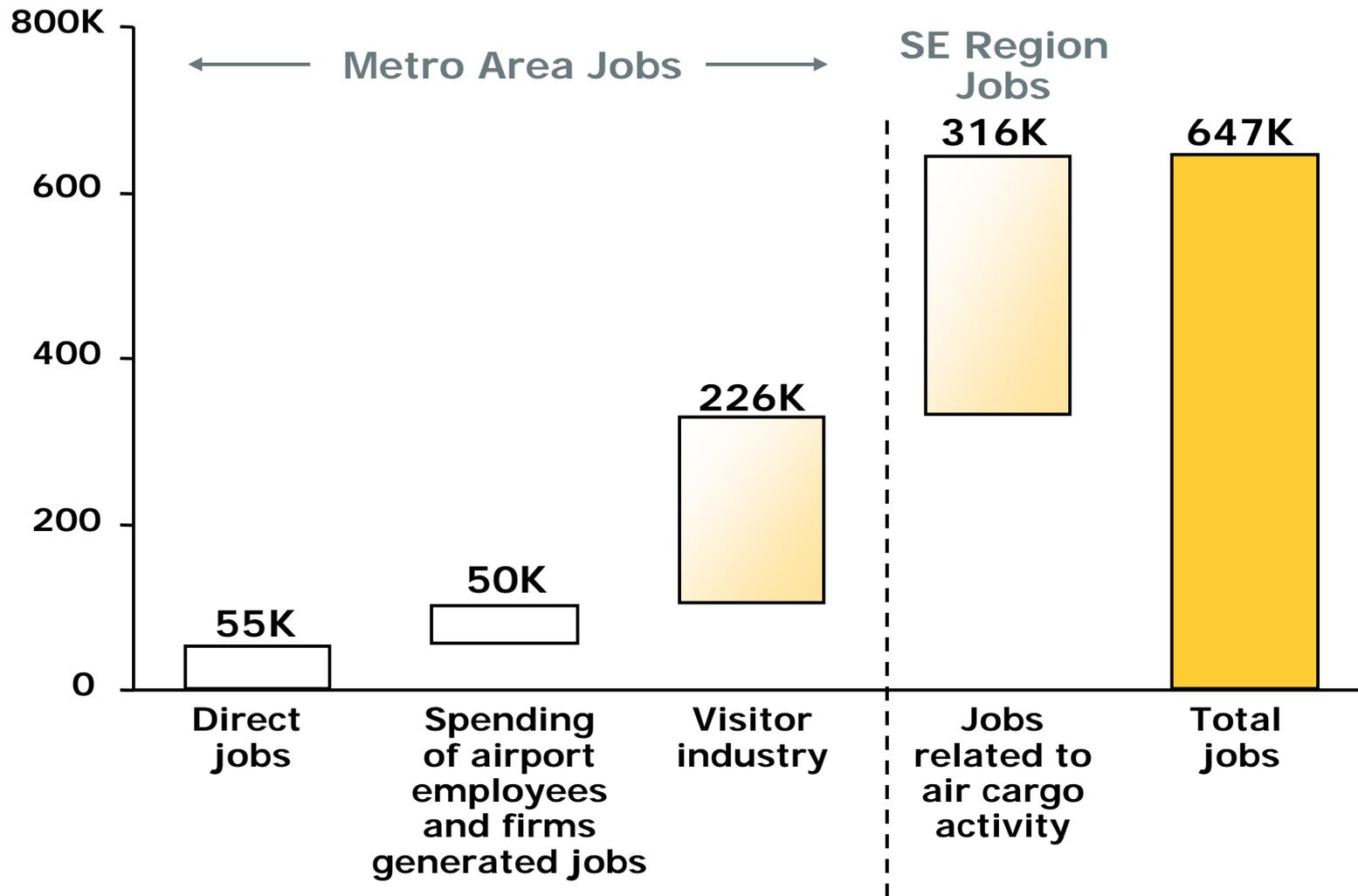
## Prioritization criteria

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

## Other target industries:

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

# Transportation: Nearly 650K jobs are related to the airport



Source: The Economic Impacts of Hartsfield Atlanta International Airport 2002

# Support the growth of transportation, distribution, and logistics industries



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Complete the goals and objectives as outlined in the Airport Master Plan</b> <ul style="list-style-type: none"> <li>• Complete the extension of the fifth runway (5/27/06)</li> <li>• Complete construction of the Maynard H. Jackson International Terminal</li> <li>• Complete development and construction of the Consolidated Rental Car Complex</li> <li>• Complete design and construction of the South Terminal Complex</li> <li>• Complete revitalization of the Central Passenger Complex (7/2/05)</li> </ul>	Aviation		In process	2012
<b>Maintain and improve the passenger experience through customer service and operational excellence</b> <ul style="list-style-type: none"> <li>• Continue to utilize customer satisfaction surveys to improve all airport passenger services</li> </ul>	Aviation		In process	Ongoing
<b>Actively link and represent the CoA's interests in MACOC's Logistics Council and the ARC Freight Advisory Committee</b>	Aviation	Logistics Council (MACOC), ADA, ARC	In process	Ongoing
<b>Advocate for the Federal Government to adequately fund security services for the airport</b>	Aviation	Mayor's Office, GA Dep. of Econ. Dev., GA Congressional Caucus, MACOC	Ongoing	Ongoing
<b>Pursue development of a Center of Excellence and Innovation at Hartsfield-Jackson for air cargo logistics</b>	Aviation	GA Tech, Logistics Council (MACOC), Atlanta Air Cargo Association, International Freight Forwarder Cargo Broker Association	Q2, 2005	2006
<b>Create a comprehensive strategy to grow direct and indirect international air cargo</b> <ul style="list-style-type: none"> <li>• Complete Air Cargo impact study; build business case and execute growth strategy</li> <li>• Understand Atlanta's cost position for air cargo shipments; identify businesses which Atlanta can provide lower distribution costs</li> <li>• Formulate an action plan to remove regulatory barriers which limit air cargo's ability to enter/leave Atlanta, identifying timing of negotiation of key bilateral agreements, key Port Designations to obtain, and targeted geographies to support the development of Open Skies agreements</li> <li>• -Develop air cargo growth targets and scorecard (cargo volumes, economic impact, job creation)</li> <li>• Enhance existing marketing plan to support air cargo growth at Hartsfield-Jackson Atlanta International Airport, targeting forwarders, shippers and airlines</li> </ul>	Aviation	ADA, Logistics Council (MACOC), GA Department of Economic Development, Mayor's Office	Q2, 2005	2006
<b>Create plan for use of undeveloped land near the airport; dedicate staff to lead effort</b>	Aviation	ADA	Q3, 2005	2006

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



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Provide workforce development programs to support employment for hotels, tourism and entertainment</b>	AWDA	GHLA, GRA, Georgia State	In process	Ongoing
<b>Develop economic growth targets for hospitality &amp; tourism industry</b> <ul style="list-style-type: none"> <li>Create annual and 5 year targets for jobs, conventions, hotel room nights, and hotel occupancy rates</li> </ul>	ACVB	GWCC	Q2, 2005	Q4, 2009
<b>Raise profile of cultural events to visitors and residents</b> <ul style="list-style-type: none"> <li>Coordinate with Metropolitan Atlanta Arts and Culture Coalition for information on upcoming events</li> <li>Utilize AtlantaNet and other major websites to promote cultural events</li> </ul>	ACVB	Metro Atlanta Arts and Culture Coalition, CAP, Parks	Q3, 2005	Ongoing
<b>Actively link and represent the City's interests in the Atlanta Convention and Visitor Bureau and the Hotel Council</b>	ADA	ACVB, Hotel Council	Q1, 2005	Ongoing
<b>Grow the City's convention business</b> <ul style="list-style-type: none"> <li>Attract additional major conventions to Atlanta while retaining existing conventions and groups</li> <li>Raise profile of CoA leadership (Mayor, Chief Pennington) at conventions and trade shows in Atlanta and increase participation in major sales calls</li> </ul>	ACVB	Mayor's Office, APD	Q2, 2005	Ongoing
<b>Provide improvements to public spaces and streetscapes near the Georgia Aquarium and World of Coca-Cola and other key attractions</b> <ul style="list-style-type: none"> <li>Ivan Allen Jr. Boulevard – new arterial connection</li> <li>Simpson &amp; West Peachtree Street streetscape improvements</li> <li>Marietta &amp; Centennial Olympic Park Drive streetscape improvements</li> <li>Decatur Road &amp; Piedmont Avenue streetscape improvements</li> </ul>	CAP	Planning, Parks, Public Works, GSU	In process	2007
<b>Support and improve Atlanta's Taxi Industry</b> <ul style="list-style-type: none"> <li>Review and approve standards and training courses developed for Atlanta taxi drivers by Georgia State Hospitality School</li> <li>Develop implementation and transition plan which ensures taxi standards are enforced in the City</li> <li>Improve customer service, track complaints and complements of riders</li> </ul>	APD Taxi & Vehicles for Hire	ACVB, AWDA, GWCC	Q3, 2005	2006

# Support the growth of health services



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Promote training programs that supply skilled employees to health services providers</b>	AWDA	Research Universities	In process	Ongoing
<b>Create and facilitate a new industry forum to support the growth of health services</b> <ul style="list-style-type: none"> <li>• Identify team members who are leaders in health services</li> <li>• Build a diverse, private sector led team</li> <li>• Identify and prioritize actions to support job creation in health services, improve business environment, and increase productivity</li> <li>• Develop a short and long term action plan to implement the team's recommendations</li> <li>• Establish success measures</li> <li>• Identify and assign resources to implement action plan</li> <li>• Establish an executive committee to monitor and communicate the team's progress</li> <li>• Actively monitor progress and champion changes needed to address issues identified</li> </ul>	ADA	Health service providers, ACP, Technical Schools, Colleges and Universities, ARCHE	Q3, 2005	Q2, 2006
<b>Partner with Atlanta Public Schools to develop health services high school program</b>	Mayor's Office	APS, AWDA, ACP, Parks, Research Universities	Q2, 2005	2007
<b>Promote healthy living in Atlanta</b>	Mayor's Office	APS, Grady, Emory, Morehouse Medical, CDC	2006	Ongoing

# Support the growth of higher education with emphasis on the economic impact of research



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Promote Atlanta as the new training center for the United Nation's Institute for Training &amp; Research (CIFAL)</b>	CIFAL	ARCHE, Colleges and Universities, MACOC, Mayor's Office, ADA, Aviation, CoA, World Bank, UNAID, CDC, Emory, SUMAC, Watershed, MARTA, Homeless Task Force	In process	Ongoing
<b>Use economic impact analysis to identify areas of focus</b>	ARCHE	ADA, Colleges and Universities, GRA	Q1, 2005	Q4, 2005
<b>Promote bioscience and high tech firms in the City of Atlanta</b> <ul style="list-style-type: none"> <li>Actively link and represent the CoA's interests in MACOC Bioscience Council</li> <li>Develop and promote incentives and credits to attract bioscience and high tech firms to Atlanta</li> <li>Promote bioscience in the City in collaboration with research universities</li> <li>Planning and promotion for BIO 2009 (Jul-05)</li> <li>Develop bioscience/biotech business locations in the City (2007)</li> </ul>	ADA	MACOC-Bioscience Council, Research Universities, Georgia Research Alliance, CAP, GA Dep. of Econ. Dev., GA Biomedical Partnership, GA Cancer Coalition, Developers	Q1, 2005	Ongoing
<b>Support and grow companies in university-based incubators</b> <ul style="list-style-type: none"> <li>Develop places in the City for companies to locate after leaving the universities</li> <li>Promote technology transfers into commercialization</li> </ul>	ATDC	ARCHE, ADA, Georgia Biomedical Partnership, Bioscience Council (MACOC), GRA	Q1, 2005	Ongoing
<b>Establish regular meetings between APD zone leaders and campus police forces to ensure campuses are safe environments for students</b>	APD	Colleges and Universities	Q1, 2005	Ongoing
<b>Promote colleges and universities as a destination attraction for students, visitors and residents:</b> <ul style="list-style-type: none"> <li>Develop event packages for students, parents, and alumni</li> <li>Cultural events on campuses</li> </ul>	ARCHE	ACVB, hotels, Metro Atlanta Arts and Culture Coalition	Q1, 2005	2005
<b>Promote Atlanta as an "education hub" - research leader, brain gainer, and center of innovation in rollout of branding initiative</b>	ARCHE	ADA, Brand Atlanta Campaign, MACOC, Mayor's Office, GRA	Q1, 2005	Ongoing
<b>Identify and promote development opportunities near university and college campuses that will attract faculty, students, and businesses into the City</b> <ul style="list-style-type: none"> <li>Build relationships with all area college and university PR and Marketing people</li> </ul>	ADA	Colleges and Universities, ARCHE, CAP	Q1, 2005	Ongoing
<b>Establish a forum to coordinate with higher education institutions and the business community to ensure fit between continuing education and university extension programs (including technical schools) and workforce development needs</b>	ARCHE	AWDA, Technical Schools	Q4, 2005	Ongoing

# Support limited action plans for remaining industry clusters



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Coordinate workforce development efforts across the City</b> <ul style="list-style-type: none"> <li>Develop and implement a strategy for coordinating with local employers and CDCs to provide local workforce training for new businesses.</li> <li>Establish a regular meeting schedule with the Atlanta CDCs and community colleges to coordinate efforts and improve overall workforce development results</li> </ul>	AWDA	Planning, ADA, CDCs	In process	Ongoing
<b>Increase funding for workforce development</b> <ul style="list-style-type: none"> <li>Conduct a study to identify potential alternative funding sources to complement federal funding; include benchmarking and analysis of best practices of similar agencies</li> </ul>	AWDA	Local & National Foundations, AWDA Board	Q2, 2005	2006
<b>Construction Industry</b> <ul style="list-style-type: none"> <li>Promote development and major capital projects</li> <li>AWDA will continue to emphasize training skilled labor for the construction industry</li> </ul>	ADA	Aviation, Public Works, Watershed Management, MARTA, AWDA	In process	Ongoing
<b>Music and film production industry</b> <ul style="list-style-type: none"> <li>Create forum to identify infrastructure needs and address the feasibility of developing facilities</li> </ul>	ADA	Mayor's Office, GA Film, Video, & Music Office, GA Music Hall of Fame, ACP	2006	2006
<b>Retail industry</b> <ul style="list-style-type: none"> <li>Promote retail as part of development in underserved areas</li> <li>Champion retail as part of major development projects such as the Beltline and Downtown</li> <li>Support training and job development opportunities for retail industry growth</li> <li>Participate in the regional meeting for ICSC in Atlanta this fall (Oct-05)</li> </ul>	ADA	Planning, CAP, Members of Promotion Team, All City Departments, ICSC	Jun-05	Ongoing
<b>Financial Institutions</b> <ul style="list-style-type: none"> <li>Develop retention strategy for current financial institutions</li> <li>Increase demand for capital and financing through increased development opportunities</li> </ul>	ADA	Financial Institutions, Business Community	2006	Q2, 2006
<b>High-tech communications</b> <ul style="list-style-type: none"> <li>Partner with other organizations who lead industry initiatives</li> </ul>	MACOC	GRA, ADA	2005	Ongoing

# *Economic Development Initiatives*



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

# Create and grow business recruitment, retention, and expansion capabilities



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Actively pursue Atlanta's selection as host of the FTAA Secretariat</b>	Hemisphere, Inc.	Mayor's Office, Governor's Office, MACOC, CAP	In process	2006
<b>Promote incentives available for businesses considering expansion or relocation in the City</b> <ul style="list-style-type: none"> <li>• Launch new ADA website focused on explaining credits and incentives available (Done)</li> <li>• Cross market and build relationships with economic development partners to promote City incentives for business recruitment, as well as business expansion</li> <li>• TADs, URFA, and Small Business Loans (Done)</li> <li>• UEZ Program (Q4, 2005)</li> <li>• Federal Credits and incentives in the Renewal Community</li> </ul>	ADA	CAP, MACOC, GA Dep. of Econ. Dev., Mayor's Office, Georgia Power, Fulton County, Planning, Renewal Community	In process	Ongoing
<b>Promote Atlanta as a great place to do business</b> <ul style="list-style-type: none"> <li>• Establish &amp; maintain relationships with business groups</li> <li>• Develop website that provides useful information to developers, homebuilders, and other customers (Done)</li> </ul>	ADA, Brand Atlanta	Mayor's Office, CAP, ACVB, MACOC, ACP	Q1, 2005	Ongoing
<b>Develop new incentives and credits to attract new businesses and to encourage the expansion of existing businesses</b> <ul style="list-style-type: none"> <li>• Partner with MACOC and other economic development organizations to promote new incentives and credits with the State of Georgia</li> <li>• Develop incentives to attract tenants</li> <li>• Opportunity Zone program</li> </ul>	ADA	Mayor's Office, CAP, MACOC, Fulton Co., GA Dept. of Econ. Dev.	Q1, 2005	2006
<b>Build positive relationships within the development and business community by responding to business opportunities from recruitment sources and by connecting opportunities with resources</b>	ADA	MACOC, GA Power, Fulton County, GA Dept. of Econ. Dev.	Q2, 2005	Ongoing
<b>Build capability to issue private activity bonds to provide financing for economic development projects in the City</b>	ADA		Q2, 2005	Done
<b>Implement a comprehensive program to drive retention and expansion of existing businesses, including:</b> <ul style="list-style-type: none"> <li>• Tracking business and job statistics by submarket in the City</li> <li>• Analyzing and tracking leases for major employers in the City to identify those up for renewal and at risk</li> <li>• Establish the ADA as the place to obtain information and discuss business opportunities</li> <li>• Build relationships with major employers, property owners, and brokers</li> <li>• Proactively pursue opportunities for retention and expansion</li> <li>• Provide assistance to businesses by connecting opportunities with resources</li> <li>• Establish a formal rewards and recognition program for long standing and growing businesses</li> <li>• Build relationships with small to mid-sized businesses (50 employees and more) to encourage business retention and expansion</li> </ul>	ADA	Business organizations, MACOC, CAP	Q2, 2005	Ongoing
<b>Support growth of small businesses</b> <ul style="list-style-type: none"> <li>• Strengthen relationship with SBA and State programs to connect small businesses with necessary resources</li> <li>• Attract more funding to expand loan programs to small businesses (Q4, 2005)</li> <li>• Ensure target industry action plans include the growth of small businesses (Q1, 2006)</li> <li>• Improve infrastructure in underserved areas to help existing small businesses grow</li> </ul>	ADA	Planning, SBA, Fulton County - Dep. of Econ. Dev., Foundations, Financial Institutions, WSM, Public Works	Q2, 2005	Ongoing

# *Economic Development Initiatives*



- Support growth of target industries
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# Champion the BeltLine



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Facilitate approval of BeltLine TAD as the major local funding source</b> <ul style="list-style-type: none"> <li>Conduct public education campaign</li> <li>Package redevelopment plan</li> <li>Produce economic impact study</li> <li>Conduct activities of Beltline Transit Panel</li> <li>Produce Land Use Plan and Amendments to CoA Comprehensive Redevelopment Plan</li> </ul>	ADA	Beltline Partnership	Apr-05 May-05 Jul-05 Jun-05 May-05	Jul-05 Aug-05 Sep-05 Aug-05 Sep-05
<b>Secure federal transit funding</b> <ul style="list-style-type: none"> <li>Determine Locally Preferred Alternative for transit</li> <li>Establish BeltLine transit operating plan</li> <li>Complete and submit 2005 NewStarts application</li> </ul>	MARTA	CoA Departments, ADA, ARC, Beltline Partnership	May-05 Jun-05 Jun-06	Jun-06 Ongoing t/b/d
<b>Acquire control of BeltLine right-of-way and park land</b> <ul style="list-style-type: none"> <li>Finalize components of Beltline Park plan and strategy for acquisition</li> <li>Plan and strategy for conversion of CoA properties to Beltline Greenspace</li> </ul>	TPL	PATH, Foundations, Beltline Partnership, Parks, ADA	Mar-05	2010
<b>Finalize plans for a continuous park, greenspace, and trail system</b> <ul style="list-style-type: none"> <li>Initiate land acquisition efforts for BeltLine parks and trails</li> <li>Create demonstration parks and trails</li> <li>Determine operating and maintenance plans for parks and greenspace</li> </ul>	TPL TPL ADA	ADA, PATH, Park Pride, Beltline Partnership, Planning, Parks, Developers, GDOT, Railroads, Foundations	Feb-05 In process Mar-05	Ongoing Ongoing Ongoing
<b>Develop workforce housing plan</b>	ADA	Planning, AHA, Beltline Partnership	In process	t/b/d

# Champion the BeltLine - continued



Action Items	Owner	Active Partner	Launch Date	Completion Date
<b>Assemble a comprehensive BeltLine financial plan</b> <ul style="list-style-type: none"> <li>Refine Beltline financial plan</li> <li>Develop TAD cash flow assessment</li> <li>Identify additional funding sources</li> </ul>	ADA	CoA Departments, TPL, PATH, MARTA, ARC, Foundations, Developers, Beltline Partnership	Q3, 2005 Aug-05 Jul-05 Jul-05	Ongoing Dec-05 Dec-05 Dec-05
<b>Amend comprehensive development plan and initiate zoning plan (land use changes consistent with BeltLine redevelopment plan)</b> <ul style="list-style-type: none"> <li>Develop package of zoning standards for Beltline area</li> <li>Determination of overall zoning plan for Beltline</li> <li>Implement detailed zoning plan for Beltline</li> </ul>	ADA	Planning, Beltline Partnership	Q2, 2005 May-05 Jul-05 Jan-06	Q4, 2006 Jul-05 Jun-06 Dec-06
<b>Develop short &amp; long-term organizational model</b>	Beltline Partnership	CoA Departments, TPL, PATH, Park Pride, MARTA, ARC, Foundations, ADA	t/b/d	t/b/d
<b>Assess brownfield conditions and determine plans for remediation</b>	ADA	CoA Departments, EPA, Developers, Planning, Beltline Partnership	In process	Ongoing

# Champion development Downtown



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Implement a cohesive and comprehensive street vendor strategy</b> <ul style="list-style-type: none"> <li>Continue work towards completing contract with vending management company to administer vending program (Q3, 2005)</li> <li>Continue increased vending enforcement efforts</li> <li>Enhance coordination/liaison efforts with existing vendors regarding new vending program management efforts</li> </ul>	Planning, ADA	CAP, Midtown Alliance	In process	2005
<b>Decrease crime rate in Downtown</b> <ul style="list-style-type: none"> <li>Enhance visibility of public safety in Downtown</li> <li>Communicate public safety improvements in Downtown and the City by participating in quarterly CAP, Midtown, and Buckhead town hall meetings</li> </ul>	APD	CAP, Areas businesses, Mayor's Office, GA State	In process	Ongoing
<b>Improve destination appeal of Downtown by increasing entertainment, restaurant, and shopping opportunities</b> <ul style="list-style-type: none"> <li>Promote entertainment, restaurant, and shopping opportunities that will include Underground Atlanta</li> <li>Improve Downtown connectivity by linking City's attractions and implementing the tourist shuttle recommended in recent feasibility studies (2006)</li> <li>Create downtown attraction pass for visitors and residents</li> <li>Promote the business environment and improve the external perception of doing business in downtown</li> </ul>	CAP	ADA, ACVB, SunTrust, Bank of America, Turner, CTE, MARTA, Downtown Office Coalition	In process	2005
<b>Champion Imagine Downtown to drive residential, retail, and commercial development and to create jobs</b> <ul style="list-style-type: none"> <li>Attract major developments like the NASCAR Museum, Civil Rights Museum, etc.</li> <li>Attract \$1.2 billion of new investment in Downtown by promoting Eastside &amp; Westside TADs</li> <li>Assist CAP in raising capital to fund projects identified in Imagine Downtown</li> </ul>	ADA CAP	APS, Fulton County, CAP, All City Departments	In process	Ongoing
<b>Implement recommendations of Homeless Task Force</b> <ul style="list-style-type: none"> <li>Prevention strategies</li> <li>24/7 Gateway Center (Jul-05)</li> <li>Transitional and supportive housing</li> <li>Support service strategies</li> </ul>	Homeless Task Force	Mayor's Office, CAP, ACVB, Midtown Alliance, Grady Health Systems, GSU, NMHAG, Business Community, Non-profits, Community organizations, AHA, HUD, EOC, Fulton County, Dekalb County, CoA	In process	Ongoing
<b>Improve the customer experience associated with MARTA</b> <ul style="list-style-type: none"> <li>Increase the visibility of MARTA public safety personnel</li> <li>Improve the appearance or cleanliness of MARTA</li> </ul>	MARTA	CAP, ACVB	Q1, 2005	2005
<b>Support APD to reduce panhandling in Downtown</b> <ul style="list-style-type: none"> <li>Enact new Commercial Solicitation Ordinance</li> </ul>	Mayor's Office	CAP, ACVB, APD	2006	2005
<b>Increase sanitation resources dedicated to Downtown with regularly scheduled street cleaning</b>	Public Works	CAP	Q1, 2005	Ongoing

# Champion Brand Atlanta Campaign



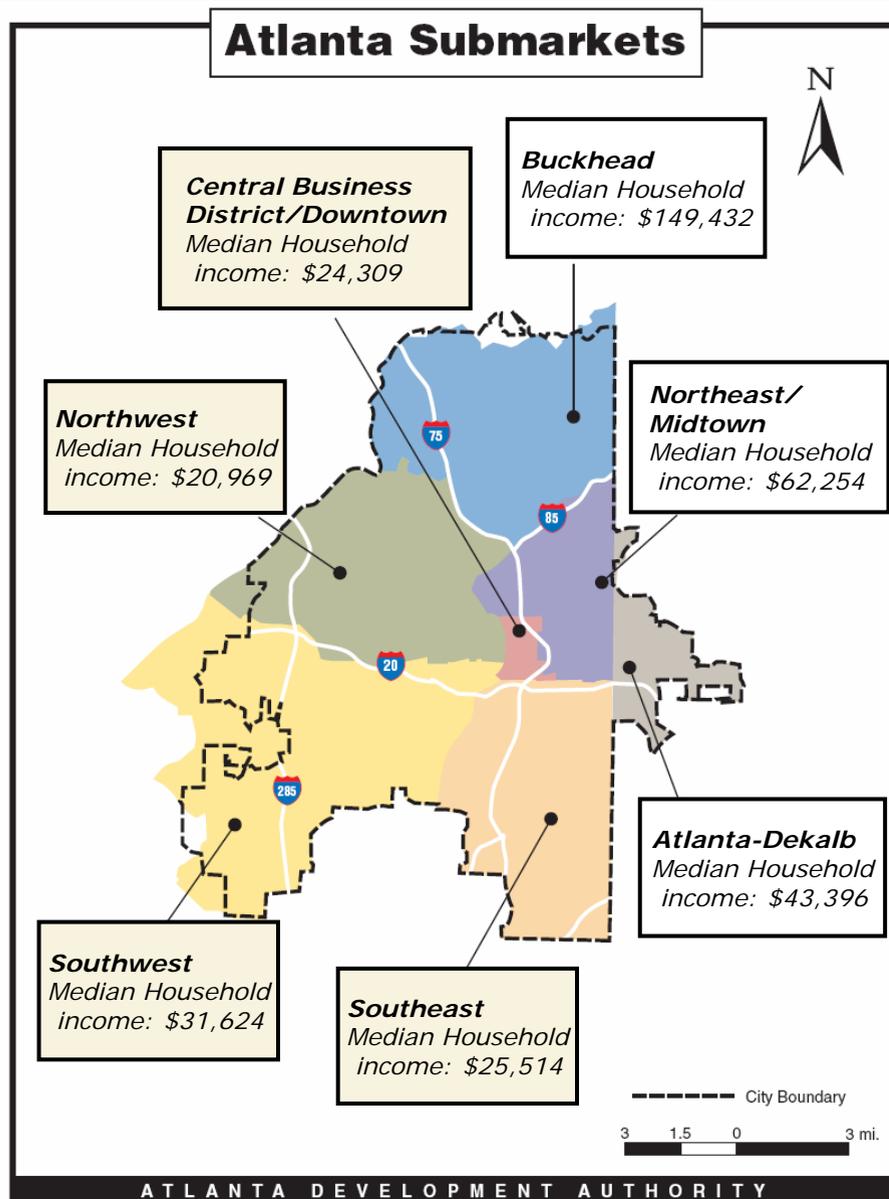
Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Implement Brand Atlanta Campaign recommendations to promote Atlanta</b> <ul style="list-style-type: none"> <li>• ADA employee working 50% on the Brand Atlanta Campaign (Q4, 2005)</li> </ul>	Mayor's Office ADA	Brand Atlanta Lead Team and Stakeholders	Q1, 2005	2007
<b>Leverage branding study to actively promote and market the City</b>	Brand Atlanta	Mayor's Office, ACP, ADA		Ongoing
<b>Implement sustainable funding strategy</b>	Mayor's Office, ACP, Brand Atlanta		Q1, 2006	2008
<b>Identify team to lead campaign after initial launch and into 2006 and beyond</b>	Mayor's Office, ACP, Brand Atlanta		Q1, 2006	Q1, 2006
<b>Develop marketing plan for 3 years out</b>	Brand Atlanta	ACP	Q4, 2005	Q4, 2005
<b>Integrate brand with airport to give airport a "sense of place" that aligns with Atlanta's brand</b>	Brand Atlanta, Airport	ADA	Q4, 2005	Ongoing
<b>Determine where Brand Atlanta Inc. will reside permanently</b>	Mayor's Office, ACP		Q4, 2005	Q4, 2005

# *Economic Development Initiatives*



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



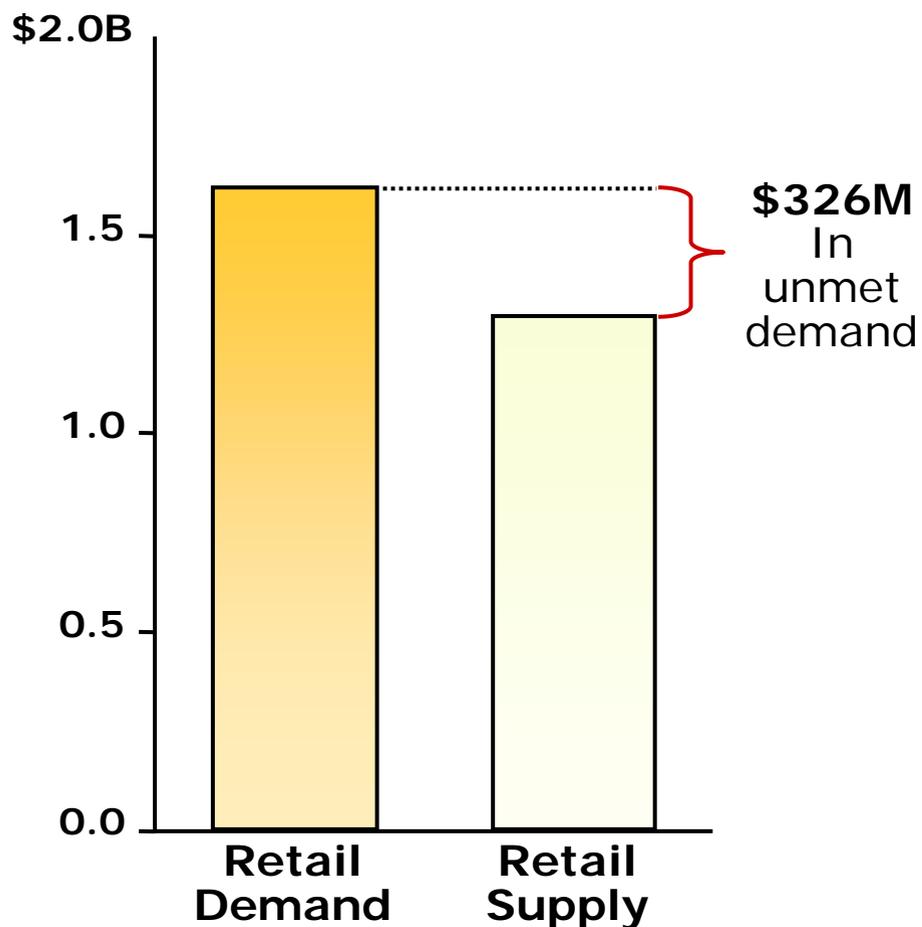
## Median Household Income (2003)

Citywide: \$32,640

Metro: \$51,650

 Underserved areas

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



## Key Takeaways ICIC Study

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

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

## *Criteria for Six Development Priorities*



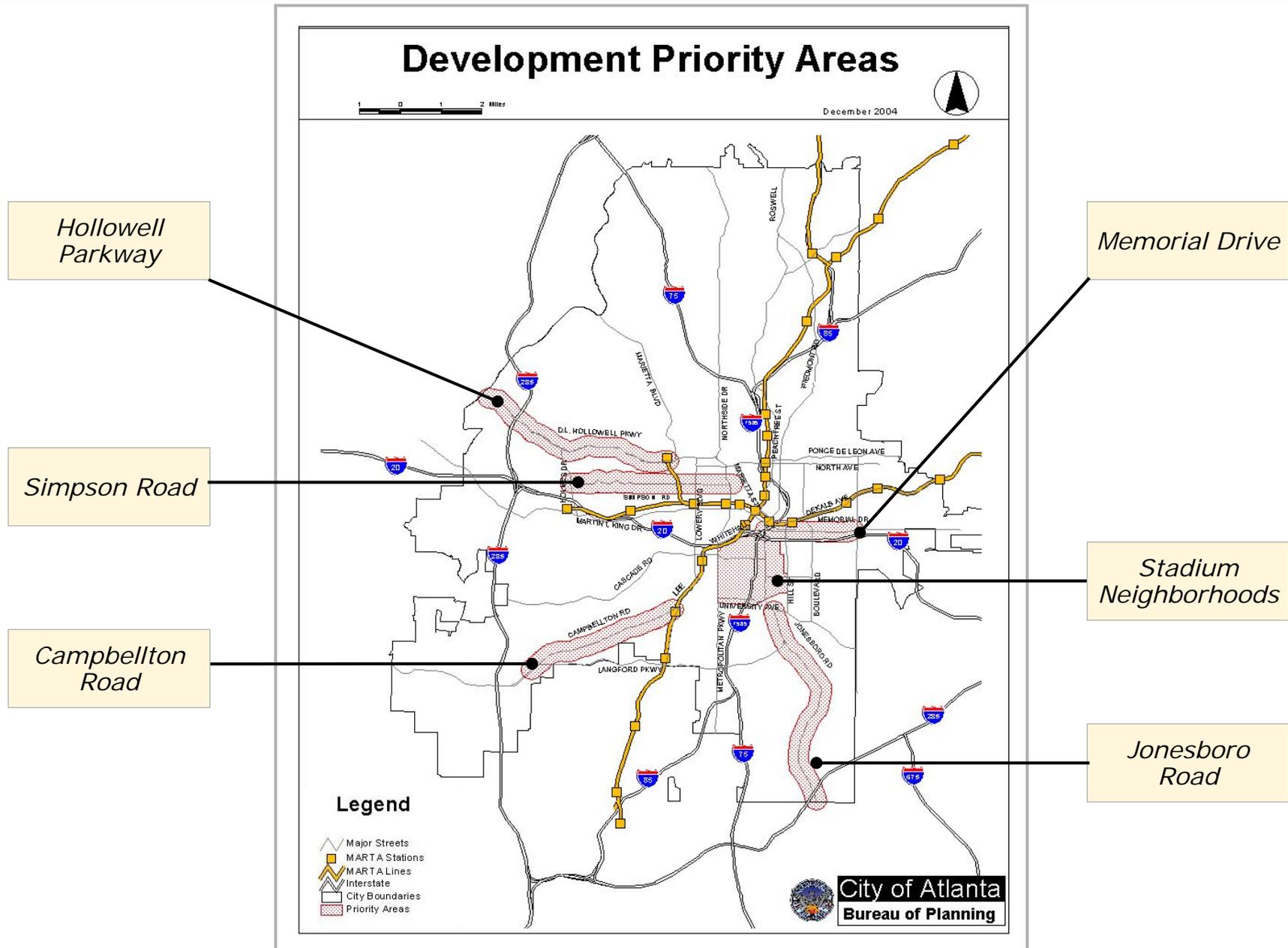
- Additional focus by the City and ADA will impact job creation, residential, and commercial development in the near-term
- Significant developable area is available
- Supports affordable housing growth goals and mixed use communities
- Attracts goods and services for the existing revitalizing neighborhoods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

# *Six Development Priorities*



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

# 6 Development Priority Areas



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

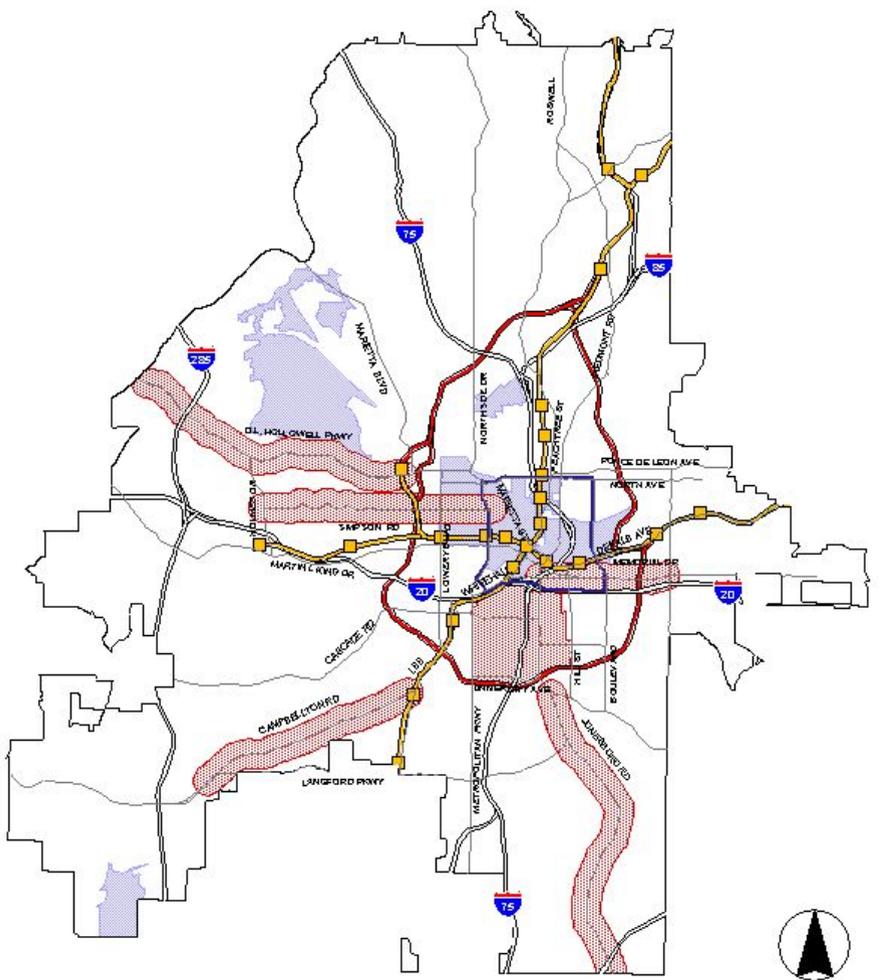


## EDP Priority Areas

December 2004

**Legend**

- Major Streets
- Imagine Downtown
- MARTA Stations
- MARTA Lines
- In Interstate
- City Boundaries
- BeltLine
- Dev. Priority Area
- Tax Allocation Districts



**City of Atlanta**  
Bureau of Planning

# Increase the economic vitality of underserved areas



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

# *Economic Development Initiatives*



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# Make it easier to develop in Atlanta



Action Items	Owner	Active Partners	Launch Date	Completion Date
<p><b>Implement the specific steps outlined in “City of Atlanta Building Permitting Project: Permitting Improvement Action Plan” to reduce process duration, increase permitting volume, and improve the transparency of and customer satisfaction with the process:</b></p> <ul style="list-style-type: none"> <li>• Expand tracking of all permits through the process to identify bottlenecks and problems</li> <li>• Establish targets and utilize a dashboard to track performance against targets</li> <li>• Make necessary policy changes to simplify and streamline CoA permitting process</li> <li>• Implement 22 process execution improvements outlined by the plan</li> <li>• Execute a comprehensive public relations campaign on improvements</li> <li>• Implement 10 consumer related initiatives outlined by the plan</li> </ul>	Planning	Mayor's Office, Watershed, Public Works, Mayor's Communication Office, ACP	Q1, 2005 Q2, 2005 In process Q2, 2005 Q1, 2005 Q1, 2005	Ongoing Q4, 2006 Q4, 2006 Q4, 2006 Q4, 2006 Q4, 2006
<p><b>Initiate a program to systematically increase the talent level of key positions in City government to facilitate economic development in Atlanta</b></p> <ul style="list-style-type: none"> <li>• Peer Review of Planning Department (Q2, 2005)</li> <li>• Talent recruitment</li> </ul>	Mayor's Office	Planning, ADA	Q1, 2005	2006

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# Increase availability of workforce housing



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Reformulate and expand the Urban Enterprise Zone program</b> <ul style="list-style-type: none"> <li>• Move from a project-based UEZ program to an area-based program</li> <li>• Designate 6 strategic areas as true enterprise zones (Sep-05)</li> <li>• Streamline approval process (Aug-05)</li> <li>• Improve the administration of the UEZ program (rolling applications, mandatory 60 day review by City staff, oversight fees to fund compliance program, mandate an 8X increase in property assessment) (Q3, 2005)</li> </ul>	Planning	ADA	Q4, 2005	Ongoing
<b>Implement an effective Inclusionary Zoning program</b> <ul style="list-style-type: none"> <li>• Expand Quality of Life zoning to create an effective inclusionary zoning program</li> <li>• Density bonuses to allow developer to exceed the zoning density provided a percent of the additional units are affordable</li> <li>• Implement 20 new QOL Zones over 5 years</li> </ul>	Planning		In process	Ongoing
<b>Use Tax Allocation Districts and URFA aggressively to generate affordable housing</b> <ul style="list-style-type: none"> <li>• Ensure sustainability of affordable housing units through second mortgage program</li> </ul>	ADA		In process	Ongoing
<b>Establish an Workforce Housing Trust Fund</b> <ul style="list-style-type: none"> <li>• Use TAD's or Opportunity Bonds to create an ongoing source for funding (through second mortgage program)</li> </ul>	ADA		Q4, 2005	Q4, 2005
<b>Adopt a standardized definition for workforce housing</b>	Planning	ADA	Q4, 2005	Q2, 2005
<b>Form a City team to implement, monitor and report on the program</b>	Planning	ADA	Q3, 2005	Q4, 2005

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# Increase capital available for development and business growth



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

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# Make Atlanta one of America's safest cities



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

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# Collaborate to improve public schools



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Support and partner with APS on high school reform model for Carver High School</b> <ul style="list-style-type: none"> <li>Ensure high-quality partnerships for early college, performing arts, health, and math and science schools</li> <li>Ensure the recruitment of high quality principals for Carver's schools within schools (Completed)</li> </ul>	ACP	Mayor's Office, Superintendent, Georgia State, Morehouse, AWDA, Heidrick & Struggles	In process	Q2, 2005
<b>Complete strategy reform articulation for Atlanta Public Schools</b> <ul style="list-style-type: none"> <li>Articulate APS's reform strategies for 2005 – 2010</li> <li>Engage the business and civic community in implementing the strategy</li> <li>Ensure external efforts are coordinated and aligned with strategy</li> </ul>	MACOC, Great Schools Atlanta	APS, ACP, MACOC, GSA	Q1, 2005 Q1, 2006 Q1, 2006	Q4, 2005 Ongoing Ongoing
<b>Increase public advocacy to improve student achievement in Atlanta Public Schools</b> <ul style="list-style-type: none"> <li>Generate community interest in APS with regular events and speeches by the Mayor</li> <li>Create regularly scheduled meetings to identify and reduce issues or barriers for high risk students</li> </ul>	Mayor's Office	APS, Great Schools Atlanta, ACP, MACOC	Q1, 2005	Ongoing
<b>Launch next step plan for all 2004-2005 graduating seniors</b> <ul style="list-style-type: none"> <li>Implement case management system to track and monitor progress of each high school student</li> </ul>	Mayor's Office, AWDA	APS, ACP, ARCHE, APFE	Q1, 2005	Q3, 2005
<b>Increase the City's high school completion rate</b> <ul style="list-style-type: none"> <li>Identify sponsors to adopt and assist the current 8th through 12th grade classes</li> </ul>	APS MACOC	ACP, CoA, Project Grad, AWDA, APFE	Q1, 2005	Ongoing
<b>Improve coordination between critical agencies to identify and assist high risk APS students</b> <ul style="list-style-type: none"> <li>Create regularly scheduled meetings to identify and reduce issues or barriers for high risk students</li> </ul>	Mayor's Office	APD, APS, AHA, AWDA, Social Services, Parks	Q1, 2005	Ongoing
<b>Sponsor Mays High School as part of the CoA's participation in the Atlanta Partnership for Excellence in Education</b>	ACP	Mayor's Office, Mays High School, Hands on Atlanta, APFE	Q1, 2005	Ongoing

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# Grow dedicated parks and greenspace



Action Items	Owner	Active Partners	Launch Date	Completion Date
<b>Streamline the process for land acquisition and donations</b> <ul style="list-style-type: none"> <li>Collaborate with City Departments and funding sources to maximize acquisition, donation and funding opportunities</li> <li>Determine innovative approaches including the Land Bank Authority (Q1, 2005)</li> </ul>	Parks	City Departments, Land Trusts, ADA	In process	2005
<b>Implement Consent Decree provisions through acquisition and maintenance of greenspace</b> <ul style="list-style-type: none"> <li>Collaborate with Parks and other City departments to maximize acquisition of funding opportunities (12/31/06)</li> </ul>	Watershed	Parks, Planning, PATH Foundation, Land Trusts, ADA	In process	Ongoing
<b>Partner with organizations to create a "World Class" park system</b> <ul style="list-style-type: none"> <li>Identify beneficial partnerships for Atlanta's park system</li> </ul>	Parks	Park Pride, Conservancies, Friends Groups, Foundations, ADA	In process	Ongoing
<b>Evaluate creation of an effective governance structure to improve operations and acquisitions of the City of Atlanta parks</b> <ul style="list-style-type: none"> <li>Increase involvement of independent private groups interested in park improvement</li> </ul>	Mayor's Office, Parks	Parks Technical Advisory Group, Park Pride, Trust for Public Land, ADA	Q4, 2004	2006
<b>Create standards for greenspace to be included in all major capital projects, both public and private</b> <ul style="list-style-type: none"> <li>Evaluate and enhance existing zoning requirements for greenspace</li> <li>Evaluate and create development incentives for including greenspace in capital projects</li> </ul>	Planning	Parks, AHA, APS, ADA, APAB, Mayor's Office	Q4, 2005	Q4, 2006
<b>Update the City's 1993 Parks, Open Space and Greenways Plan to include community vision</b> <ul style="list-style-type: none"> <li>Identify areas of need within the City of Atlanta using TPL's Greenprint and Park's recreational programming assessments (Q1, 2007)</li> <li>Integrate plans for Belt Line and Downtown development</li> <li>Inventory City owned land that is suitable for greenspace</li> <li>Complete and maintain inventory of parks, greenspace and greenways (Q4, 2005)</li> </ul>	Parks	Trust for Public Land, Planning, Watershed Management, ADA, APAB, Foundations, Mayor's Office, Beltline Partnership	Q4, 2005	Q1, 2007
<b>Identify potential sources of funding required to grow dedicated parks and greenspace</b> <ul style="list-style-type: none"> <li>Determine feasibility of bond referendum</li> <li>Identify corporate and foundation support</li> <li>Identify state &amp; federal funding sources for parks and greenspace</li> <li>Evaluate current fee structure in City parks</li> <li>Evaluate opportunities for sponsorship and naming rights</li> </ul>	Parks	Finance, Foundations, Friends Groups, Parks Technical Advisory Group, Mayor's Office, ADA	Q4, 2006	2007