

Strategic Economic Development Plan



Expand the Business Sector



Target Downtown Development and Retail Expansion



Improve East Point's Business Environment



Enhance East Point's Quality of Life

Prepared by:



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Contents

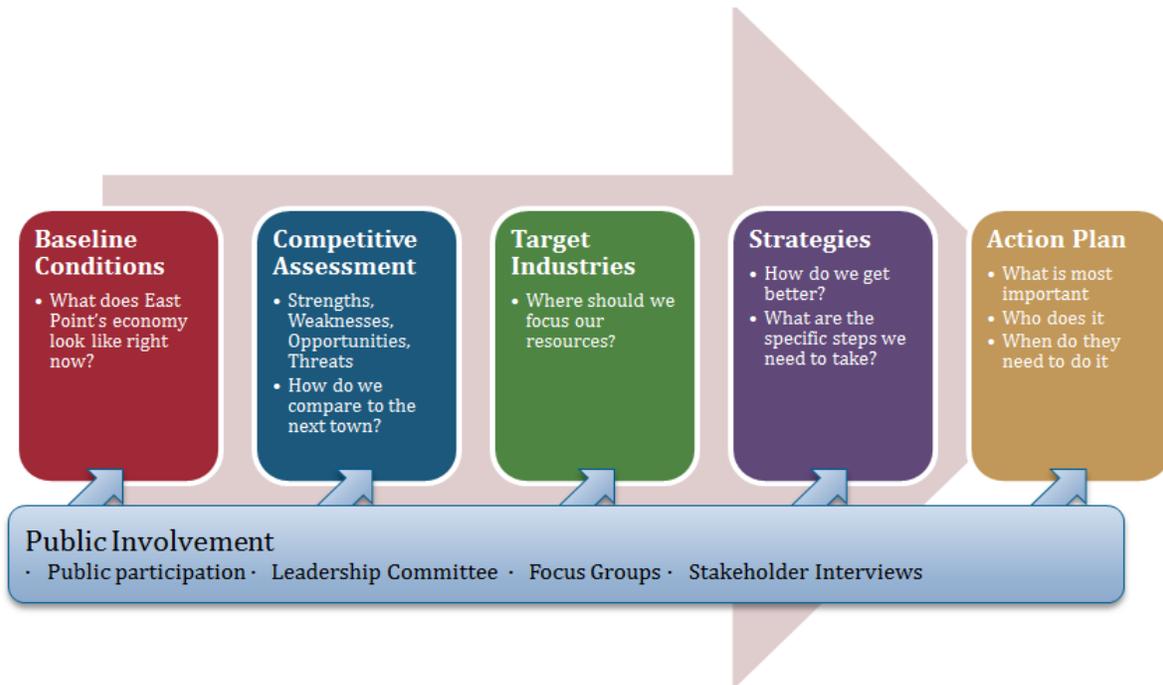
Executive Summary	3
Introduction to the East Point Strategic Economic Development Plan	11
Baseline Conditions	13
Demographic Characteristics	14
Retail Spending & Demand	35
Real Estate Market Trends	38
Competitive Assessment	49
Assessment of East Point: S.W.O.T. Analysis	49
Peer Cities Competitive Assessment	54
Target Industries Analysis	60
Defining East Point’s Target Industries	62
What industry sectors have the greatest growth potential?	62
Where is East Point’s economy strong right now?	66
Target Industries Defined by Regional Economic Development Agencies	70
Hartsfield Jackson International Airport— Competitive Advantage for East Point	73
East Point Target Industry Recommendations:	77
Strategies	82
Appendix A: The Public Engagement Process	98
Appendix B: Action Plan	103
Appendix C: Economic Development Dashboard	113

Executive Summary

This Strategic Economic Development Plan is intended to help guide the City of East Point in its economic development activities over the coming decade (2012-2022) by addressing issues such as:

1. Stimulating growth in the commercial, industrial and residential sectors;
2. Encouraging expansion of East Point's economy and job base;
3. Retail displacement and vacancy trends;
4. Strategies to improve and reduce vacancies in the retail, industrial and office sectors;
5. Identification and development of incentive strategies to create a more viable and competitive business environment; and
6. Make East Point a better place to live and work for its citizens and businesses.

Figure 1: Elements of the Strategic Economic Development Plan



These five elements make up the 2012 East Point Strategic Economic Development Plan.

Summary of Key Points from the Baseline Assessment

East Point is experiencing the lingering impacts of the Great Recession, yet it is clear that many of the City's challenges predate the recession. In many key indicators, East Point was already lagging the region before the onset of the recession. During the favorable economic conditions that characterized most of the 2000-2008 period, East Point captured less than its fair share of the region's growth, and since then, East Point has fallen even further behind.

People

- **Declining population:** After a period of growth in the 1990s, East Point has lost population since 2000, and the City's population is now below 1990 levels, largely due to high residential vacancies and economic dislocation resulting from recession-related factors.
- **Relatively young population:** East Point's median age is nearly three years younger than in the Atlanta region.
- **Many single parents and children:** Single parents with children make up 21% of East Point's households, twice the rate of the Atlanta region, and children make up a higher proportion of the population than in the region.
- **Fewer wage-earners:** Due to the higher proportion of children in the City, East Point residents in the workforce make up a smaller proportion of the population.
- **Lower educational attainment:** East Point residents tend to have modest levels of educational attainment, with roughly half the regional rate of residents who have earned High School diplomas, college degrees, and advanced degrees.
- **Lower household incomes:** East Point's median household income is \$38,759, only 67% of the regional median.

Homes

- **Strong neighborhoods and historic housing stock:** East Point is known throughout the region for its established neighborhoods full of historic character, where many classic homes are available at affordable prices.
- **High residential vacancy:** Twenty-three percent of East Point's housing units are vacant. These homes can provide the housing stock to absorb significant growth in the future but, at present, they are a blighting influence on the City.
- **Declining home values:** East Point's home values have fallen 80% since 2006, damaging the net worth of their owners as well as the City's tax base.

Jobs

- **High unemployment:** The unemployment rate in East Point tends to average two to four percentage points higher than the Atlanta metro region's, peaking as high as 16% in 2011, with some improvement occurring since.
- **Diversified employment base with several strong employment sectors:** East Point has a broad range of employers, with particular strength in the hospitality, manufacturing, and business services sectors.
- **Low employment growth:** The regional employment growth forecast by the Atlanta Regional Commission suggest that East Point will add only 1,800 jobs over the coming decade, less than 1% of the Atlanta region's projected growth over the period. However, East Point's recent success in landing several major new businesses and the fact that several of East Point's major existing firms added employees from 2010 to 2011— are two very positive countertrends to this regional forecast.

Community

- **Well-diversified but declining Tax Digest:** East Point's Tax Digest is well balanced between residential, commercial and industrial uses— however declining property tax

values have severely impacted the tax digest, causing a decline of 21% from 2009 to 2011.

- **Low property tax values:** East Point's property values tend to be significantly lower than its neighbors, directly impacting the tax digest and municipal revenue.
- **Under-performing schools:** The Fulton County schools that serve East Point tend to score below district and statewide averages in nearly all tested categories at the elementary, middle and high school levels.

Real Estate

- **Aging building stock:** East Point's commercial real estate tends to be old, with retail, industrial and office buildings averaging 50 to 60 years old.
- **Strong growth on the west side, little growth on the east side:** While the Camp Creek area has seen strong growth over the past ten years, most of East Point has seen very little new real estate investment activity.
- **Lack of modern, high-quality office space in inventory:** Very few of East Point's office buildings are Class "A" or Class "B" space. The vast majority buildings are aging and in relatively poor condition, which limits the City's potential to attract new business.
- **The Camp Creek Market Place area has provided a major boost:** Significant contribution to the City's commercial real estate sector, both in terms of industrial, retail, and hospitality space.

Summary Findings from the S.W.O.T. Analysis

Several key findings that are important for the future economic development of East Point emerge from this portion of the analysis. The individual items from the S.W.O.T. analysis generally fall into larger themes. These themes provide the framework for development of the economic development strategies.



Table 1: S.W.O.T. Analysis Summary and Response Recommendations

S.W.O.T.	Emerging Themes	Possible Responses
Strengths	<ul style="list-style-type: none"> • Location • Strong Region • Strong Industrial Base • Strong Neighborhoods 	<ul style="list-style-type: none"> • Capitalize on base of existing industries • Neighborhoods offer important & affordable quality of life amenity • Maximize workforce incentives • Package and promote redevelopment sites
Weaknesses	<ul style="list-style-type: none"> • Pop. & job loss • Governmental conflicts • Business climate • City lacks business friendly reputation 	<ul style="list-style-type: none"> • Maximize efforts to stabilize housing stock and neighborhoods • “Turn the page” and redefine city’s image: <ul style="list-style-type: none"> ○ Business-friendly environment ○ Getting to “Yes” vs. “No” • Target downtown revitalization • Improve key corridors & gateways
Opportunities	<ul style="list-style-type: none"> • Airport • Grow existing industries • Capture more of regional pop. and job growth 	<ul style="list-style-type: none"> • Support Camp Creek-area assets • Capitalize on MARTA TOD initiatives • Re-invigorate hospitality marketing & amenities • Concentrate on retention and expansion of existing businesses • Aviation-related career academy
Threats	<ul style="list-style-type: none"> • Declining revenue & resources • Outside competition • Political strife • Continued job loss 	<ul style="list-style-type: none"> • Market East Point’s affordable neighborhoods • Partnership with South Fulton Medical Ctr. • Protect Camp Creek asset by addressing congestion issues • Increase local capture of retail spending

Peer Cities Competitive Assessment

How does East Point compare with a range of comparable or peer cities in our regional market? To assess East Point's competitive strengths, it was compared to a selection of peer cities with similar demographics and economic characteristics.

Compared to its peer cities:

- East Point has experienced a greater loss of population than all but one other city (College Park);
- East Point has among the most diverse population;
- East Point slightly lags the other cities on educational attainment;
- The median income of East Point households is in the lower tier of the comparable cities;
- Household retail potential and retail sales potential in East Point are low;
- East Point has fewer jobs per household;
- East Point's tax digest is in the middle of the comparable cities in size, and so is the commercial percentage of the digest at 63%; and
- East Point's tax digest per capita is low relative to the other cities.

Target Industries Analysis

The purpose of this section is to define a set of target industries that have strong potential to locate or expand their operations in the City and which can be the focus of the City's business recruitment efforts. The idea behind target industries is that every community has defining characteristics—its labor force, quality of life, proximity to markets, proximity to transportation networks, infrastructure—that appeal more strongly to certain industries and not to others.

The following target industry sectors show the most promise for East Point based on its current economic climate, future employment trends, and the City's unique competitive environment:

- **Accommodations & Food Services**
 - Already a strong sector in East Point.
 - Additional potential due to proximity to HJAIA.
- **Commercial Aviation & Services**
 - Competitive advantage from proximity to HJAIA.
 - Strong growth potential.
- **Logistics & Distribution**
 - Already a strong presence in East Point.
 - Benefits from East Point's proximity to air freight, rail service, and strong regional access to interstate network.
- **Food Processing**
 - Already a strong sector in East Point's economy.
 - Benefits from East Point's proximity to air freight, rail, and interstates.
- **Healthcare Social Services**
 - Already a strong sector with Atlanta Medical Center South and Camp Creek medical offices.
 - Favorable demographics.

- A total of \$27 million spent on health care by East Point residents in 2011—strong demand in surrounding 5-mile market area.
- Opportunity to capture large share of south metro medical services market.
- **Manufacturing & Heavy Industry**
 - Existing strong presence of heavy industry in city—one of few communities that allows these uses.
 - Access to the rail network which is of increasing importance.
 - Industrial areas largely buffered from conflicting uses.
 - While manufacturing has undergone a period of long decline nationwide; demand still exists within certain manufacturing industries such as auto related, metal fabrication, food processing, and specialized products.
- **Retail Trade**
 - Already a strong sector in East Point with a major region-serving concentration at Camp Creek Market Place.
 - Opportunities to increase retention of retail expenditures by citizens of East Point by expanding retail choices in the City.

The graphic which follows illustrates the unique aspect of target industry development in East Point—there is both an opportunity to increase the presence of the seven target industries in general, and there is also a special opportunity within the parts of these industries which can benefit from the City’s proximity to HJAI. This provides a unique mix of opportunities that does not typically occur in most communities for East Point to pursue.

Figure 2: Overlap of East Point Target Industries



Strategies

This section of the plan focuses on defining a set of economic strategies for the City of East Point to implement to achieve its economic vision. We believe East Point can achieve greater economic prosperity as a community by focusing on four key strategies, as described below:



1. **Expand the Business Sector**
 - 1.1 Conduct regular outreach to existing businesses
 - 1.2. Targeted program for improvement and maintenance of infrastructure in key areas
 - 1.3. Create a distinct East Point hospitality district to improve competitiveness of East Point's hospitality sector
 - 1.4. Expand presence of the regional health care sector in East Point.
 - 1.5. Implement a target industry strategy to attract new businesses to East Point
 - 1.6. Foster new local small businesses and startups

2. **Target Downtown Development and Retail Expansion**
 - 2.1. Target incentives for redevelopment of two retail centers
 - 2.2. Actively work to move forward on Downtown redevelopment initiatives
 - 2.3. Reinvigorate East Point Downtown Core
 - 2.4. Undertake retail potential market study

3. **Improve East Point's Business Environment**
 - 3.1. Establish Business Council
 - 3.2. Fill key city staff vacancies to establish strong chain of command to achieve economic development goals and hire a City Manager with strong economic development orientation
 - 3.3. Position and promote East Point as "Open for Business"
 - 3.4. Create Camp Creek- area C.I.D



4. Enhance East Point's Quality of Life

- 4.1. Market neighborhoods regionally
- 4.2. Improve East Point's historic neighborhoods
- 4.3. Establish Incentive Strategies for Economic Development
- 4.4. Continue programs to improve physical & aesthetic quality of East Point Gateways into East Point
- 4.5. Establish career academy for jobs in airport-related industries

Introduction to the East Point Strategic Economic Development Plan

This Strategic Economic Development Plan is intended to help guide the City of East Point in its economic development activities over the coming decade by addressing issues such as:

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2. Encourage expansion of East Point's economy and job base;
3. Retail displacement and vacancy trends;
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6. Make East Point a better place to live and work for its citizens and businesses.

What is “Strategic” about this plan?

Economic development is a complicated and long term process that requires a high level of coordination:

- Economic Development involves many people and institutions in both the private sector and public sector. The economic health of a city involves the participation of all of these individuals and institutions, working cohesively towards a common goal.
- Competition for economic growth and jobs from other cities and states is fierce, and many factors which govern local economic growth are out of our local control.
- Opportunities are increasingly going to cities which are proactive rather than reactive.

The Strategic Economic Development Plan is designed to do the following:

- Make us think about what are our economic priorities.
- Get our community positioned to seize new opportunities.
- Help us figure out where to focus our community's energy and resources most efficiently.
- Define the role of the public and private sector in the economic development process
- Make sure our community is coordinated in our approach.
- Help East Point expand its economy and employment base to create economic opportunities for its citizens.
- By establishing the Plan, let citizens and businesses know that East Point is “open for business”.

Ultimately, the Strategic Economic Development Plan should provide a road map and Action Plan to help the City of East Point move towards seven goals:

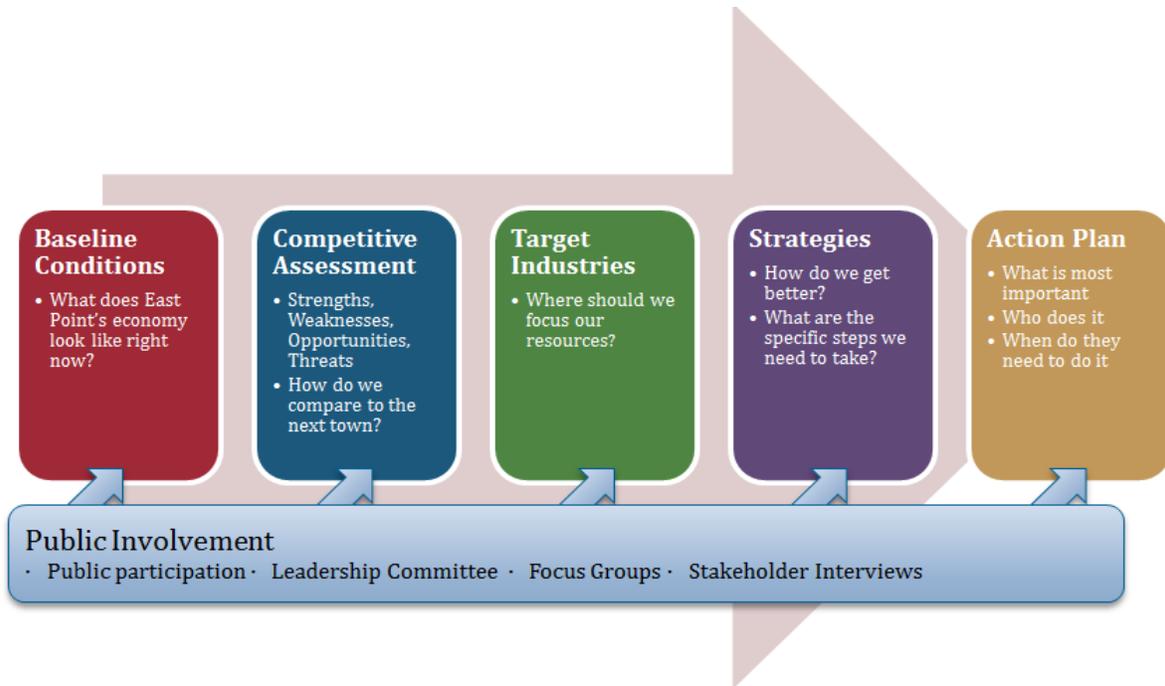
- Capitalize on the City's many economic assets and location in the vibrant Atlanta region.
- Stimulate job growth in the community.
- Attract a broader range of jobs to the community.
- Grow East Point's economy by importing money and spending power into the City and recirculate those dollars in the City's economy.
- Grow the City's tax base to spread the cost of governmental services.

- Grow the City's population.
- Provide the economic stimulus to revitalize older neighborhoods.

The SEDP Process

The SEDP process has occurred over eight months, from March through September 2012, involving a robust public involvement process including dozens of individuals and organizations as the plan has moved through five steps:

Figure 3: Elements of the Strategic economic Development Plan



These five elements make up the 2012 East Point Strategic Economic Development Plan.

Baseline Conditions

This Baseline Conditions Analysis is the first section of the East Point Strategic Economic Development Plan. This section provides an inventory and analysis of real estate and demographic trends affecting the City of East Point, as well as the larger economic context of its neighboring cities, Fulton County, and the Atlanta metropolitan region. This analysis is an important input into overall strategic plan by providing a base case of demographic and economic conditions in the City.

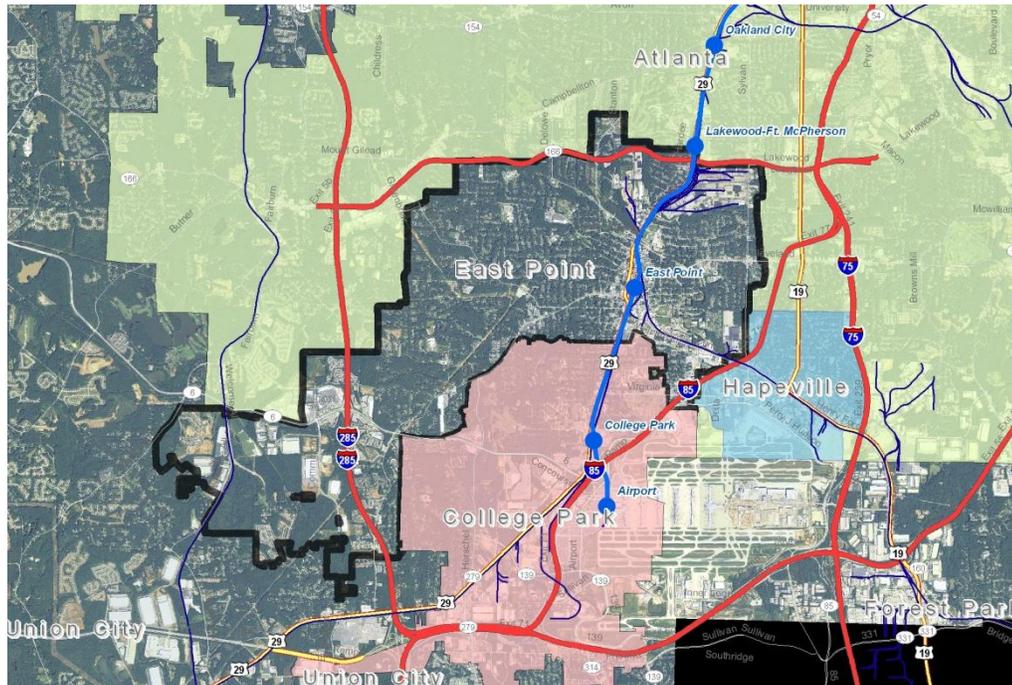
This section includes following data and analysis:

- **Demographic Characteristics** — including data on East Point’s population and households, as well as growth forecasts for the City and the region.
- **Business, Employment, and Economic Characteristics**— providing a clear idea of the characteristics of East Point’s economy and employment base.
- **Retail Analysis**— incorporating consumer spending data from Nielsen, CoStar, Reis, and analysis by Bleakly Advisory Group.
- **Real Estate Market Conditions**— assessing how the current and future performance of real estate markets impact East Point’s economy.

Context

The City of East Point is in Fulton County, Georgia, located immediately southwest of the City of Atlanta Georgia, and is part of the Atlanta Metropolitan Statistical Area. It is bordered by the City of Atlanta to the north and west, the City of Hapeville to the east, the City of College Park on the south, and unincorporated Fulton County to the southwest. East Point is considered to be a part of the “Tri-Cities” area, which also includes College Park and Hapeville. The Tri-Cities area is largely dominated by the presence of Hartsfield-Jackson Atlanta International Airport (HJIA), which is adjacent to the southeast edge of East Point.

Figure 4: Map of East Point



Source: BAG, ARC

Demographic Characteristics

This section discusses the demographic context that is likely to shape development patterns in East Point over the next ten to thirty years.

It includes data for several geographies for comparison purposes: the City of East Point, Fulton County, and the Atlanta Metropolitan Statistical Area.

Data Sources

The demographic data are drawn from several data sources, including:

- US Census;
- US Bureau of Labor Statistics;
- Atlanta Regional Commission (ARC);
- Nielsen, Inc. a nationally-recognized demographics, data, and economic forecasting organization.

Long-Range Population and Household Forecasts

The Atlanta Regional Commission (ARC) has prepared long range projections of population and employment for Fulton County and the Tri-Cities Super-District, which includes East Point, College Park and Hapeville. Based on these forecasts:

- The Tri-Cities area's population is projected to grow at a modest rate of 0.8% annually over the next three decades, adding approximately 23,000 residents by 2040.



Employment is forecast to increase at a somewhat higher rate of 1.3% annually, representing 24,000 new jobs by 2040.

- Population and job growth in the Tri-Cities area is forecast to be more modest than in Fulton County, where population is forecast to increase at a rate of 1.0% annually, and employment increasing at a rate of 1.4% annually.

Table 2: Population, Household & Employment Long-Range Forecasts

	2012*	2016	2020	2025	2030	2040	2012 - 40 CAGR
Population							
Tri-Cities	71,934	74,955	78,103	82,145	86,146	94,168	0.97%
Fulton County	1,060,733	1,103,781	1,148,576	1,198,143	1,244,333	1,338,891	0.84%
Households							
Tri-Cities	25,628	26,964	28,370	30,362	32,170	35,965	1.22%
Fulton County	402,858	423,617	445,446	472,306	495,818	547,594	1.10%
Employment							
Tri-Cities	50,477	53,833	57,412	60,938	65,216	74,428	1.40%
Fulton County	723,873	767,619	814,009	859,777	914,302	1,032,717	1.28%

Source: BAG, ARC, US Census, Nielsen, Inc.

Population Characteristics

Population

East Point's population and households have declined significantly over the last decade:

- The 2010 Census counted 33,712 residents in East Point, which represents a decline of over 6,000 residents since 1990, when the City's population was 39,595.
- From 1990 to 2000, East Point saw its population increase by more than 5,000 due to both growth and annexation.
- While slow growth has been common in the region over the last decade, particularly in older urban areas, East Point's population decline is noteworthy. For comparison, East Point's population declined at an annual rate of 1.5% since 2000, while Atlanta's increased slightly, and the Atlanta MSA increased at an annual rate of 2.1%.
- Nielsen, Inc. forecasts that East Point's population decline will continue through the next decade, resulting in the loss of an additional 3,000 residents by 2022.
- East Point's long-term population decline is a major contributing factor to the City's decline in employment and tax base.

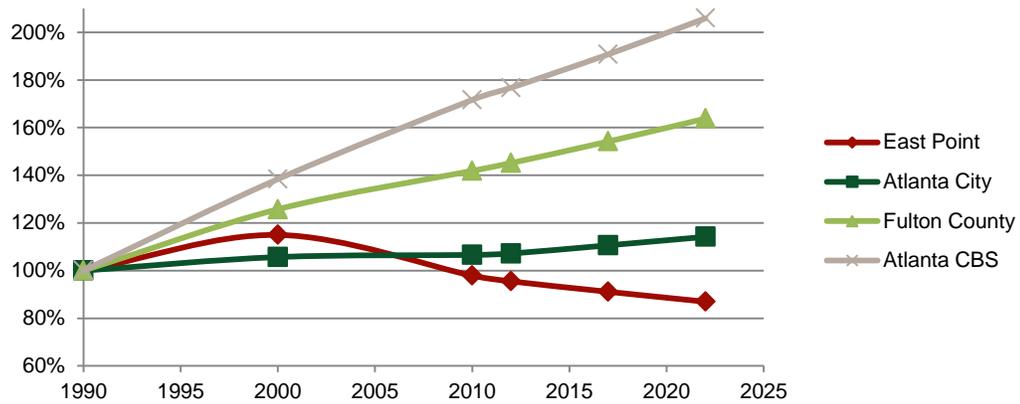
Thus, East Point's population decline is due to long-term economic factors that go beyond the Great Recession.

Table 3: Population, 1990-2022

Population 1990-2022	East Point	Atlanta City	Fulton County	Atlanta MSA
1990 Census	34,439	394,092	648,951	3,069,411
2000 Census	39,595	416,474	816,006	4,247,981
2010 Census	33,712	420,003	920,581	5,268,860
2012 Estimate	32,884	422,343	941,916	5,425,233
2017 Projection	31,380	435,917	1,000,623	5,855,341
2022 Projection	29,945	449,927	1,062,989	6,319,548
CAGR 1990-2000	1.4%	0.6%	2.3%	3.3%
CAGR 2000-2012	-1.5%	0.1%	1.2%	2.1%
CAGR 1990 - 2012	-0.2%	0.3%	1.7%	2.6%
CAGR 2012-2017	-0.9%	0.6%	1.2%	1.5%

CAGR= Compound Annual Growth Rate Source: Nielsen Inc.

Figure 5: Population Growth & Forecasts, 1990-2022



Source: Nielsen, Inc.

Households

There are an estimated 13,115 households in East Point in 2012, an 8% decline from 14,553 households in 2000. The slower rate of decline for households compared to population reflects a shift towards smaller households.

Table 4: Households, 1990-2022

Housholds 1990-2020	East Point	Atlanta City	Fulton County	Atlanta MSA
1990 Census	13,388	155,770	257,140	1,140,838
2000 Census	14,553	168,147	321,242	1,554,154
2010 Census	13,333	185,142	376,377	1,937,225
2012 Estimate	13,115	189,242	387,949	1,993,304
2017 Projection	12,703	199,766	416,098	2,147,154
2022 Projection	12,370	208,982	441,110	2,284,395
Net New HH 2012-2022	(745)	19,740	53,161	291,091
CAGR 1990-2000	0.8%	0.8%	2.3%	3.1%
CAGR 2000-2012	-0.9%	1.1%	1.7%	2.3%
CAGR 2012-2017	-0.5%	0.9%	1.2%	1.2%

CAGR= Compound Annual Growth Rate Source: Nielsen, Inc.

Race & Ethnicity

- East Point’s population is predominantly African-American, at 73%, compared to 53% for the City of Atlanta and 33% for the Atlanta MSA. White alone is the next largest racial category at 17%
- Hispanics and Latinos make up 13% of East Point’s population, more than twice their presence in Atlanta (5%), and slightly higher than the regional average of 11%.

Table 5: 2012 Est. Pop by Single Race Class and Hispanic or Latino Origin

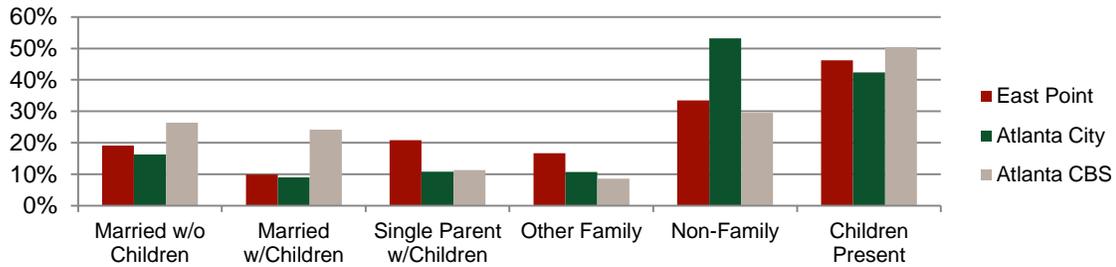
2012 Est. Pop by Single Race Class	East Point	Atlanta City	Fulton County	Atlanta MSA
White Alone	17%	39%	44%	54%
Black or African American Alone	73%	53%	44%	33%
Asian Alone	1%	3%	6%	5%
Other or Two or More Races	9%	4%	6%	7%
2012 Est. Pop Hispanic or Latino by Origin	East Point	Atlanta City	Fulton County	Atlanta MSA
Not Hispanic or Latino	87%	95%	92%	89%
Hispanic or Latino	13%	5%	8%	11%

Source: Nielsen, Inc.

Household Composition

- East Point’s household composition is notable for the high percentage of single parent households with children, 21%, or nearly twice the rate occurring Atlanta and the Atlanta region.
- East Point also has 33% non-family households significantly fewer than the City of Atlanta or Fulton County.
- Singles make up 29% of East Point’s households, on par with regional averages, but low for an urban area, compared to 43% in Atlanta.
- The average household size is 2.5 persons, down from 2.7 in 2000.
- Children are present in 46% of East Point Households.

Figure 6: Households by Family Type, 2012



Source: Nielsen, Inc.

Table 6: Households by Family Type, 2012

2012 Est. Family HH Type, Presence Own Children	East Point	Atlanta City	Fulton County	Atlanta MSA
Married w/o Children	19%	16%	21%	26%
Married w/Children	10%	9%	17%	24%
Single Parent w/Children	21%	11%	11%	11%
Other Family	17%	11%	9%	9%
Non-Family	33%	53%	42%	30%
Children Present	46%	42%	49%	50%

Source: Nielsen, Inc.

Table 7: Households by Household Size, 2012

2012 Est. Households by Household Size	East Point	Atlanta City	Fulton County	Atlanta MSA
1-person household	29%	43%	33%	23%
2-person household	33%	31%	32%	32%
3-person household	17%	13%	15%	19%
4-person household	11%	8%	11%	15%
5-person household	6%	4%	5%	7%
6-person household	3%	2%	2%	3%
7 or more person household	1%	1%	1%	1%
2012 Est. Average Household Size	2.48	2.07	2.35	2.68

Source: Nielsen, Inc.

Age & Gender

- East Point residents tend to be younger than in the surrounding areas:
 - In East Point, 28% of residents are younger than 18 years-old, compared to 22% for Atlanta.
 - The median age in East Point is 31.5 years, 2.6 years younger than in Atlanta and 2.9 years younger than the metro region.
- The percentage of East Point residents in the key employment age-range from 25 to 65 years is 55%, slightly lower than Atlanta and the region.
- There are proportionally few seniors in East Point, at 7%, compared to 9% for Atlanta and the region.
- East Point's gender balance is shifted towards females, who represent 53% of the population.

Table 8: Age and Sex Distribution, 2012

Age and Sex Distribution	East Point	Atlanta City	Fulton County	Atlanta MSA
Under 18	28%	22%	24%	27%
18-24	11%	11%	10%	9%
25-45	32%	37%	33%	31%
45-65	22%	22%	24%	25%
Over 65	7%	9%	8%	9%
Median Age	31.5	34.1	34.1	34.4
Male	47%	50%	49%	49%
Female	53%	50%	51%	51%

Source: Nielsen, Inc.

Household Income

- East Point's median household income is approximately \$38,800, only 67% of the Atlanta regional median of \$57,822.
- Nearly half of East Point's households, 45%, earn less than \$35,000 per year, well above the regional average (28%).
- East Point has relatively few affluent households, with only 9% of households earning more than \$100,000, less than half the rate of Atlanta and the metro region.

Table 9: Estimated Household Income, 2012

2012 Est. Households by Household Income	East Point	Atlanta City	Fulton County	Atlanta MSA
Less than \$15,000	17.2%	21.2%	14.1%	9.5%
\$15,000 - \$24,999	13.2%	11.9%	9.1%	8.4%
\$25,000 - \$34,999	14.9%	10.5%	9.4%	10.0%
\$35,000 - \$49,999	19.2%	12.7%	13.0%	15.5%
\$50,000 - \$74,999	18.3%	14.1%	16.1%	21.4%
\$75,000 - \$99,999	8.3%	8.9%	10.7%	13.8%
\$100,000 - \$149,999	6.4%	9.7%	13.2%	13.2%
\$150,000 - \$249,999	1.3%	3.8%	5.3%	3.9%
\$250,000 - \$499,999	1.3%	5.1%	7.0%	3.7%
\$500,000 and more	0.2%	1.9%	2.1%	0.7%
2012 Est. Average Household Income	\$ 49,637	\$ 72,940	\$ 88,027	\$ 75,055
2012 Est. Median Household Income	\$ 38,759	\$ 42,446	\$ 56,815	\$ 57,822
2012 Est. Per Capita Income	\$ 19,878	\$ 33,408	\$ 36,800	\$ 27,858
Households earning less than \$35,000	45.2%	43.7%	32.6%	27.8%
Households Earning More than \$100,000	9.1%	20.5%	27.6%	21.5%

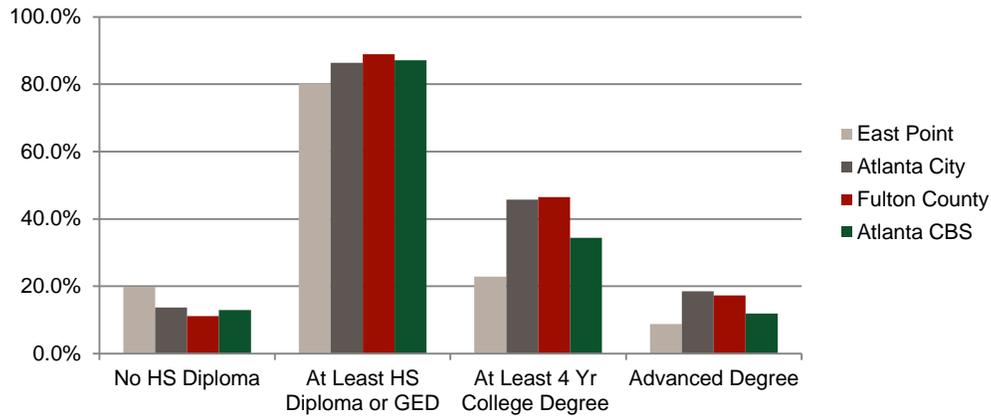
Source: Nielsen, Inc.

Education

East Point's residents tend to be more modestly educated than residents in the region.

Compared to Fulton County, East Point has nearly twice as many residents without high school diplomas (19.8%), and only half as many residents with college degrees (22.8%) or advanced degrees (8.7%).

Figure 7: Cumulative Educational Attainment, 2012



Source: Nielsen, Inc.

Table 10: Figure 8: Cumulative Educational Attainment, 2012

2012 Est. Pop. Age 25+ by Educational Attainment	East Point	Atlanta City	Fulton County	Atlanta MSA
No HS Diploma	19.8%	13.7%	11.1%	12.9%
At Least HS Diploma or GED	80.2%	86.3%	88.9%	87.1%
At Least 4 Yr. College Degree	22.8%	45.7%	46.5%	34.3%
Advanced Degree	8.7%	18.5%	17.3%	11.9%

Source: Nielsen, Inc.

Housing

East Point’s housing conditions reflect the City’s established historic neighborhoods as well as the negative impacts of the Great Recession.

- East Point has a high percentage of renters, 56%, a greater percentage than in Atlanta, Fulton County or the Atlanta region.
- The median home value of \$107,000 is approximately half that of Atlanta and Fulton County.
- More than 90% of East Point’s homes are reported to be valued below \$200,000 compared to 50% in Atlanta and 47% in Fulton County.
- Single-family homes make up 50% of East Point’s housing stock, 11% higher than the City of Atlanta and on par with Fulton County.
- Multi-family units account for 48% of the City’s housing stock.
- The median home age is 47 years old-- similar to Atlanta but far older than Fulton County or the region.

Table 11: Tenure of Occupied Housing Units, 2012

Tenure of Occupied Housing Units	East Point	Atlanta City	Fulton County	Atlanta MSA
Total Units	13,115	189,242	387,949	1,993,304
Owner Occupied	44%	49%	58%	68%
Renter Occupied	56%	51%	42%	32%
Avg. Length of Residence-Owners (Yrs.)	18.0	15.5	13.9	14.0
Avg. Length of Residence-Renters (Yrs.)	5.9	5.8	5.5	5.4

Source: Nielsen, Inc.

Table 12: 2012 Est. Value of Owner-Occupied Homes, 2012

Owner-Occupied Housing Values	East Point	Atlanta City	Fulton County	Atlanta MSA
Total Housing Units	5,760	93,016	224,242	1,361,994
Less than \$100K	45%	26%	18%	18%
\$100K to \$200K	48%	24%	29%	48%
\$200K to \$300K	6%	16%	19%	18%
\$300K to \$500K	1%	18%	20%	11%
\$500K to \$750K	0%	16%	17%	7%
\$750K to \$1M	0%	4%	4%	1%
Over \$1 million	0%	4%	3%	1%
2012 Median Value	\$107,368	\$ 204,163	\$219,658	\$159,417

Source: Nielsen, Inc.

Table 13: Housing Units by Units in Structure, 2012

Housing Share by Units in Structure	East Point	Atlanta City	Fulton County	Atlanta MSA
SF Detached	50%	39%	49%	67%
Townhome	2%	5%	6%	5%
Small Multi-Family (2to 4 Units)	9%	9%	6%	4%
Medium Multi-Family (5 to 19 Units)	29%	19%	19%	13%
Large Multi-Family 20+ Units	9%	28%	19%	8%
Other	1%	1%	1%	3%

Source: Nielsen, Inc.



Table 14: East Point Housing by Age of Units, 2012

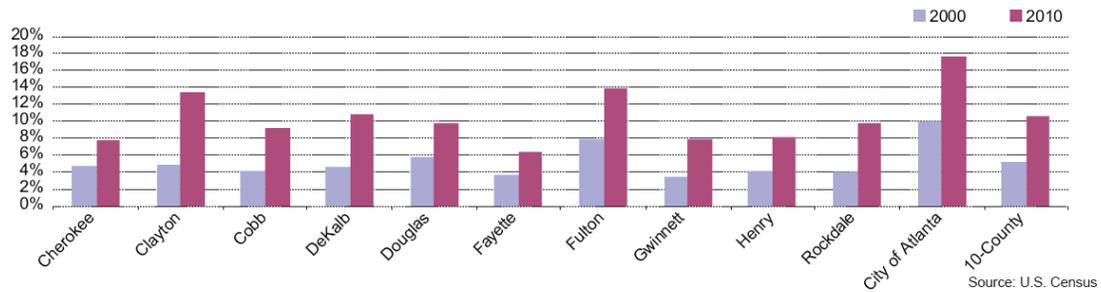
2012 Est. Housing Units by Year Structure Built	East Point	Atlanta City	Fulton County	Atlanta MSA
Total Units	16,820	229,253	450,003	2,226,797
Housing Unit Built 2000 or later	13%	21%	23%	26%
Housing Unit Built 1980 to 1999	8%	17%	32%	42%
Housing Unit Built 1960 to 1979	43%	26%	24%	22%
Housing Unit Built 1940 to 1959	31%	21%	13%	7%
Housing Unit Built 1939 or Earlier	5%	15%	7%	3%
2012 Est. Median Year Structure Built	1965	1969	1983	1989
Median Age of Housing	47	43	29	23

Source: Nielsen, Inc.

Vacant Housing Units and Population Decline

East Point has experienced a significant rise in its number of vacant housing units. Over the last ten years, the combination of the sub-prime lending boom, home speculation and “flipping”, mortgage fraud, the recession, job loss, reduced mobility, and rampant foreclosure have all contributed to a sharp increase of vacant homes nation-wide. The chart below, from the Atlanta Regional Commission shows that vacancy rates for housing units have doubled between 2000 and 2010 in every county in the Atlanta metro region.

Figure 9: Housing Vacancy Rates in the Atlanta Metro Region, 2000-2010



Source: Atlanta Regional Commission, US Census.

The 2010 Census identified 3,892 vacant housing units in East Point, representing 23% of the City’s housing stock. If enough of these vacant homes were re-occupied, assuming a normal vacancy rate of 4%, they could house an estimated 8,100 new East Point residents, an increase of 24% from 2010’s population; more than compensating for all of the City’s population loss since 2000.

Table 15: Housing Units and Vacancy, 2010

	East Point		Fulton		Atlanta MSA	
	Number	%	Number	%	Number	%
Population	33,712		920,581		5,268,860	
Households	13,333		376,377		1,937,225	
Pop Per HU	2.53		2.45		2.72	
Housing Units	17,225		437,105		2,165,495	
Occupied housing units	13,333	77%	376,377	86%	1,937,225	89%
Vacant Housing Units	3,892	23%	60,728	14%	228,270	11%
Net Vacant Potential Pop	9,841	29%	148,535	16%	620,848	12%
Nominal Potential Pop (4% Vac.)	8,099	24%	105,770	11%	385,260	7%

Source: U.S. Census, 2010



Business and Employment

Employment patterns and the local area workforce are essential to sustaining economic growth and vitality for a region. Not only do employees generate income for their employers, but the money that the businesses and their employees spend during the workday in the local area generates income for local businesses, such as the restaurants they frequent on lunch breaks, the grocery stores where they shop before going home, and personal services, such as dry cleaners, that they utilize during the day.

This section focuses on the daytime workforce and economic context of East Point, which is composed of the businesses and their employees who work in the study area.

Data Sources

The Business and Employment data are drawn from several data sources, including:

- US Census;
- US Bureau of Labor Statistics;
- Atlanta Regional Commission (ARC);
- Nielsen/Nielsen, Inc.;
- The City of East Point.

Employment Trends

Data from the U.S. Bureau of Labor Statistics (BLS) presents a sobering and confusing picture about employment trends in East Point. The number of East Point residents employed between 2002 and 2009 was essentially stable; it fluctuated between 18,000 to 18,500 over the period. In 2010, BLS made adjustments to its employment estimates across the region which reduced the estimated number of employed residents in East Point to 13,000, a drop of 24% from the previous year. BLS was contacted to explain this dramatic decline, and offered no explanation other than it was a “periodic adjustment” to their data. Contact with city officials, local economic developers and others knowledgeable about East Point’s economy could not account for any major changes in the city’s economy at that time to account for the drop in residents who are employed. By comparison, the Atlanta region saw its employment experience its biggest drop in 2006, losing 157,848 jobs or 6.1 percent of the employed labor force during that year. In 2010 there was an additional drop of 1.5% and since 2011. The number of regional residents who are employed has grown by 2.6 %, roughly mirroring trends in East Point. In fact, over the past decade the city had undergone a recent expansion of its employment base through the development of Camp Creek Market Place and Business Center. Thus, we have concluded that comparisons of the BLS employment data prior to 2009 with data from 2010 onward cannot be reconciled.

Since 2010, based on the adjusted data, the city has seen a modest growth in the number of its citizens who are employed, with 571 more residents employed, or 4.4% over two years.

Figure 10: East Point Employment 2002-2012¹



Source: Bureau of Labor Statistics, 2012

¹ Sharp changes in employment are the result of periodic model recalibrations by the Bureau of Labor Statistics. On April 20, 2012, routine revisions were made to data from 2007 through 2011 for geographic areas below the State level, and official annual averages for 2011 were issued. For all areas, estimation inputs were revised back to 2010, while the revisions for 2007–09 consisted of controlling to new State totals. (Source: BLS)

Figure 11: East Point Employment 2002-2012¹

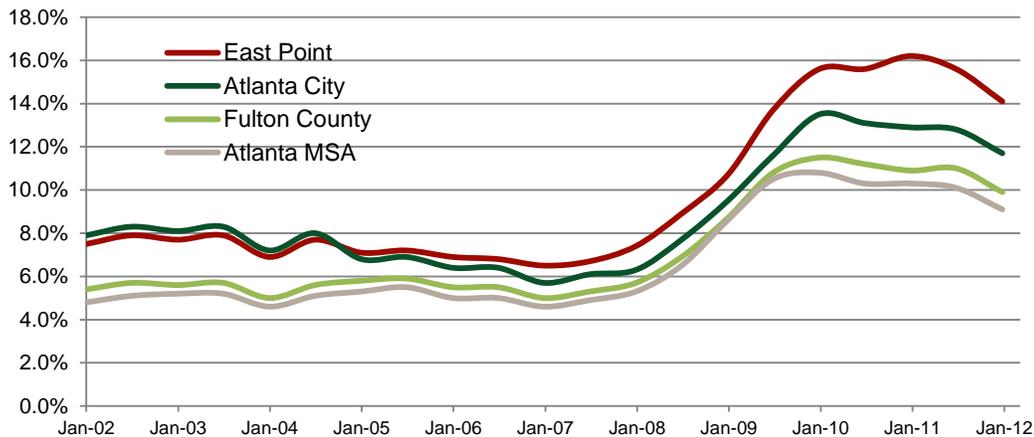
Unemployment	Labor Force	Employment	Unemployed	Unemployment Rate
January 2002	19,876	18,378	1,498	7.5%
January 2003	19,964	18,418	1,546	7.7%
January 2004	19,989	18,608	1,381	6.9%
January 2005	18,413	17,114	1,299	7.1%
January 2006	19,020	17,700	1,320	6.9%
January 2007	19,534	18,260	1,274	6.5%
January 2008	19,777	18,311	1,466	7.4%
January 2009	19,204	17,147	2,057	10.7%
January 2010	15,314	12,926	2,388	15.6%
January 2011	15,606	13,071	2,535	16.2%
January 2012	15,635	13,431	2,204	14.1%

Source: Bureau of Labor Statistics, 2012

Unemployment

As with the region, East Point saw its unemployment rate increase dramatically as a result of the Great Recession. East Point’s unemployment rate was 6.5% in January 2007 and increased to 16.2% in January of 2011. It has since declined to 13.6% as of February 2012. Historically, East Point’s unemployment has been 2% to 4% higher than the regional rate, and the gap has widened in recent years.

Figure 12: Unemployment Rate 2002-2012



Source: Bureau of Labor Statistics, 2012



Table 16: Unemployment Rate, East Point 2012

Unemployment	East Point	Atlanta City	Fulton County	Atlanta MSA
January 2002	7.5%	7.9%	5.4%	4.8%
January 2003	7.7%	8.1%	5.6%	5.2%
January 2004	6.9%	7.2%	5.0%	4.6%
January 2005	7.1%	6.8%	5.8%	5.3%
January 2006	6.9%	6.4%	5.5%	5.0%
January 2007	6.5%	5.7%	5.0%	4.6%
January 2008	7.4%	6.3%	5.7%	5.3%
January 2009	10.7%	9.5%	8.7%	8.6%
January 2010	15.6%	13.5%	11.5%	10.8%
January 2011	16.2%	12.9%	10.9%	10.3%
January 2012	14.1%	11.7%	9.9%	9.1%

Source: Bureau of Labor Statistics, 2012



Wages

Wages in East Point are lower than wages in the region as a whole.

- Low-wage workers earning less than \$1,250/month (\$15,000/year) represent 36% of all jobs in East Point, compared to 24% regionally.
- Only 27% of employees in East Point earn more than \$3,333/month (\$40,000/year), compared to 40% regionally.

Table 17: Estimated Jobs by Wage, East Point 2009

Wage	East Point Total	East Point Share	Atlanta Regional Share
\$1,250 per month or less	4,796	36%	24%
\$1,251 to \$3,333 per month	4,948	37%	36%
More than \$3,333 per month	3,581	27%	40%

Source: U.S. Census 2009

Data from business licenses was provided by the City of East Point for companies employing 10 or more people, providing insights into the characteristics of East Point’s business sector.

- In 2011, East Point had 184 companies employing 10 or more people, and these companies employ an estimated 8,194 workers, a 14% increase from 2010.
- The largest employment sector was hospitality (hotels & restaurants) with 46 firms employing over 1,500 workers. Thirty-four restaurants employ 937 workers, and 11 hotels employ 496 workers.
- Business services and health care are the second and third largest employment sectors.
- Recycling, manufacturing, and distribution firms collectively employ over 2,000 people.
- Twenty-four large retail establishments employ nearly 700 workers.
- The hospitality, business services, recycling and distribution sectors all saw considerable gains from 2010 to 2011.



Table 18: Major East Point Employers with Business Licenses (10+ Employees) by Category

Category	Employees 2010	Employees 2011	Firms 2011
Hospitality	1,413	1,514	46
Business Service	923	1,407	19
Healthcare	1,005	970	11
Recycling	400	691	3
Retail	706	690	24
Manufacturing	704	688	14
Distribution	611	686	13
Corporate	334	324	8
Finance & Real Estate	156	221	7
Parking	127	195	4
Transportation	181	158	7
Personal Service	95	146	10
Utilities	119	121	1
Professional services	82	100	7
Food Manufacturing	89	98	2
Construction	193	95	6
Education	53	90	2
Grand Total	7,191	8,194	184

Source: City East Point Business Licenses, BAG

Long-Range Employment Forecasts

The Atlanta Regional Commission (ARC) provides 30-year employment forecasts, broken out by employment sector for “Super-Districts” in the Atlanta region. East Point is in the *Tri-Cities* Super-District, which also includes Hapeville and College Park. Based on the ARC forecasts, East Point can expect to add an average of 197 jobs per year from 2016 through 2025, for a total of 1,776 new jobs over the 10-year period, with the strongest growth in the service sector. The construction, manufacturing, and wholesale distribution sectors are forecast to show little or no growth in East Point based on regional models; however, East Point is well-positioned to exceed expectations based on recent activity in City’s industrial and business park areas.

Table 19: ARC Long-Range Employment Forecasts, Tri-Cities SuperDistrict

Employment by Sector	ARC Tri-Cities Emp. Forecast				Tri-Cities Net New Jobs 2016-2025		East Point Share New Jobs 2016-2025	
	2011	2016	2021	2025	Total	Annual	Total	Annual
Construction	624	665	702	724	59	7	15	2
Manufacturing	1,268	1,352	1,352	1,362	10	1	3	0
Transp, Comm. & Utilities	15,442	16,469	16,699	16,905	436	48	109	12
Wholesale	1,189	1,268	1,248	1,195	-73	-8	-18	-2
Retail	8,374	8,931	9,435	9,899	968	108	242	27
Finance, ins. & Real Estate	4,520	4,821	5,656	6,451	1,630	181	408	45
Service	14,755	15,736	17,075	18,489	2,753	306	688	76
Government	4,305	4,591	5,245	5,913	1322	147	331	37
Total	50,477	53,833	57,412	60,938	7,105	789	1,776	197

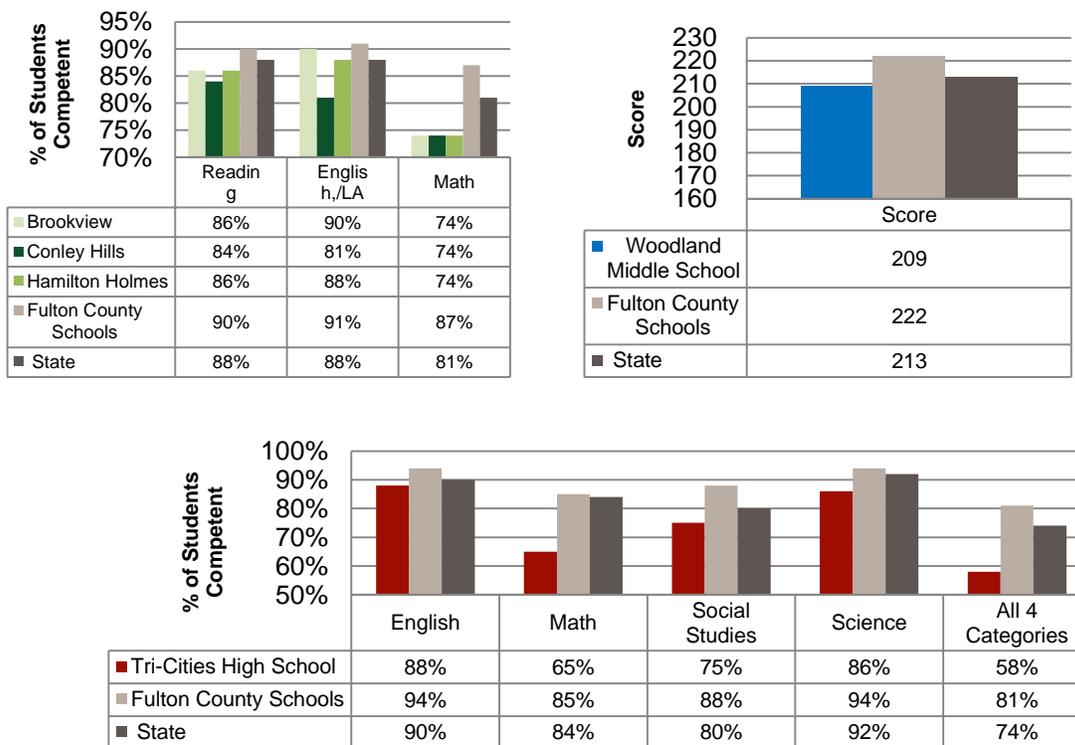
Source: Atlanta Regional Commission

East Point School Quality

School quality is an important indicator of an area’s economic health and potential. The relative quality of local schools impacts the economic decision-making of businesses and individuals. A selection of state-wide educational testing data obtained from the Georgia Board of Education indicates that the public schools that serve East Point at the primary, middle and high school levels lag district and state averages.

- At the 3rd grade level, two of East Point’s three elementary schools scored below district and state averages on the CRCT Test, while the third exceeded the state average in one category, but remained below district averages in other categories.
- At the 8th grade level, East Point’s Woodland Middle School scored below district and state averages on the 8th grade reading test.
- At the 11th grade level, Tri-Cities High School scored below district and state averages on all four components of the 11th grade graduation test.

Figure 13: School Rankings: 3rd Grade CRCT (Left), 8th Grade Reading (Right) and 11th Grade Graduation Test (Bottom)

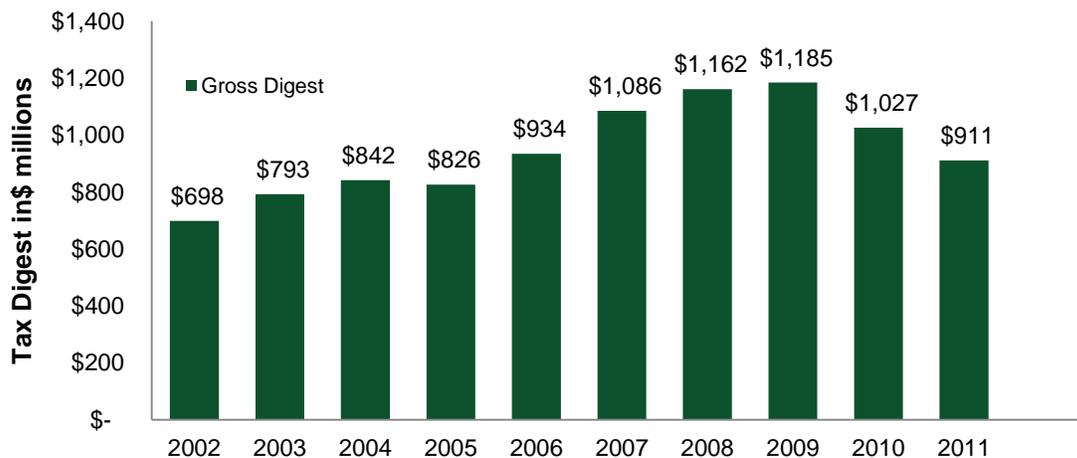


Source: Georgia Department of Education

East Point’s Tax Digest

East Point’s Tax Digest, which is the value of all real and personal property in the City, increased significantly from \$698 million in 2002 to a peak of \$1.2 billion in 2009, a compound annual increase of 7.8%. This rapid growth reflected all of the development activity occurring in the city over the period, which expanded both the tax base and employment. Since 2009, the City’s tax digest has declined each year, to \$911 million by the end of 2011, a 21% decline over two years.

Figure 14: East Point Tax Digest 2002-2011 (in \$ millions)



Source: Georgia Department of Revenue

An analysis of East Point’s 2010 consolidated tax statement provides some interesting insights:

- East Point’s tax base is fairly well balanced between commercial and residential properties, with each representing approximately 40% of the tax digest.
- East Point’s property tax value-per-capita is \$30,500, roughly half of Atlanta and Fulton County’s value-per-capita of \$58,000 to \$60,000 and significantly lower than values in College Park and Hapeville.
- In terms of average tax values-per-acre for different property types:
 - Residential property in East Point averaged only \$91,000 per-acre, compared to \$306,000 in Atlanta.
 - Commercial property in East Point averaged only \$215,000 per-acre, compared to \$1.1 million in Atlanta, \$354,000 in College Park and \$747,000 in Hapeville.
 - East Point’s industrial property averaged \$157,000 per-acre, comparable with values in Fulton County and College Park.



Table 20: 2010 Tax Digest Components, East Point & Neighboring Cities

	East Point	Fulton County	Atlanta	College Park	Hapeville
Tax Digest					
Residential	39%	51%	47%	17%	22%
Commercial	41%	39%	44%	64%	63%
Industrial	11%	3%	3%	12%	3%
Utility	5%	2%	3%	1%	2%
Other	4%	4%	3%	6%	10%
Gross Digest (\$Mil)	\$1,027	\$55,220	\$24,521	\$557	\$318
Digest-Per-Capita	\$30,452	\$59,984	\$58,382	\$39,980	\$49,881
Digest-Per-Acre					
Residential	\$90,502	\$153,859	\$305,936	\$90,277	\$131,008
Commercial	\$215,071	\$519,806	\$1,063,408	\$353,899	\$746,767
Industrial	\$156,762	\$140,586	\$181,827	\$160,170	\$90,209

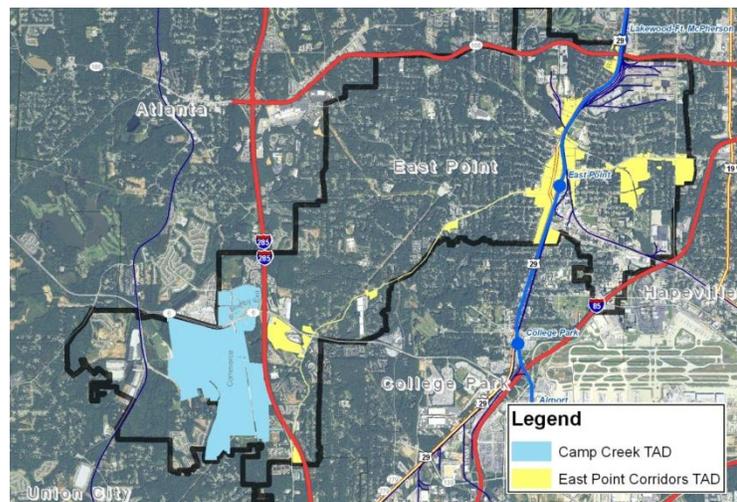
Source: Georgia Department of Revenue

Economic & Tax Incentives

The City of East Point has been proactive in establishing initiatives to promote economic development. The City has created and approved two Tax Allocation Districts (TADs), and Opportunity Zone designation was approved in 2012.

- **Camp Creek TAD**— (Approved by East Point & Fulton County Schools 2001) This Tax Allocation District, which includes most of the commercial and industrial areas in the City west of Interstate 285, has been instrumental in the area’s rapid development over the last ten years. This TAD alone represents approximately 90% of the City’s total tax base increase since 2001.
- **East Point Corridors TAD**— (Approved by City of East Point, 2006. Not yet approved by Fulton County Schools.) The Corridors TAD incorporates the downtown core and three aging commercial corridors: Main Street, Cleveland Avenue and Washington Road.
- **East Point Corridors Opportunity Zone** — In 2012, East Point was awarded an Opportunity Zone designation by the Georgia Department of Community Affairs. The Opportunity Zone mirrors the Corridors TAD boundary. Opportunity Zone designation supports economic development by allowing firms that add jobs within the zone’s boundaries to claim tax credits.

Figure 15: East Point Tax Allocation Districts



Source: City of East Point, BAG

Household Annual Expenditures

Based on resident incomes, it is estimated that East Point residents spent \$476 million on retail purchases in 2011. East Point’s retailers generated \$ 410 million in sales over the same period. The difference between an area’s local retail demand and the area’s estimated sales, or “opportunity gap,” indicates areas of unmet potential (or “leakage”) or oversupply.

Table 21: Estimated Retail spending and Retail Sales, East Point 2011

Retail Stores	Demand (Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus
Motor Vehicle and Parts Dealers-441	\$67.85	\$46.21	\$21.65
Furniture and Home Furnishings Stores-442	\$8.73	\$3.08	\$5.65
Electronics and Appliance Stores-443	\$10.32	\$2.15	\$8.17
Building Material, Garden Equip Stores -444	\$38.14	\$79.63	\$(41.49)
Food and Beverage Stores-445	\$67.13	\$52.78	\$14.34
Health and Personal Care Stores-446	\$30.66	\$9.60	\$21.07
Gasoline Stations-447	\$48.71	\$39.96	\$8.75
Clothing and Clothing Accessories Stores-448	\$26.50	\$20.64	\$5.86
Sporting Goods, Hobby, Book, Music Stores-451	\$8.99	\$16.82	\$(7.83)
General Merchandise Stores-452	\$69.66	\$56.46	\$13.21
Miscellaneous Store Retailers-453	\$11.59	\$8.48	\$3.11
Non-Store Retailers-454	\$37.41	\$19.97	\$17.44
Foodservice and Drinking Places-722	\$50.70	\$54.63	\$(3.93)
Total	\$476.40	\$410.41	\$65.99

Source: Nielsen, Inc., Bleakly Advisory Group

- East Point’s spending patterns indicate that the City has considerable unmet demand for automobiles and parts, health and personal care stores, and food and beverage stores, as well as a number of other key categories.
- Areas where there is already more retail sales than local demand include building materials, sporting goods and foodservice and drinking places.

Typically, the introduction of new retailers in a market area depends on a growing base of retail demand, either from new households or a rise in disposable incomes. While East Point’s per-household level of retail expenditures is expected to increase somewhat over the next five years, declining population growth indicates that there will be a contraction of household retail demand. The average East Point household spent just under \$42,000 on retail in 2012, which is expected to increase to \$46,766 by 2022. However the number of households is projected to decline to 12,370 which results in a drop in total retail demand. As a result, East Point is projected to see a decline of nearly 60,000 SF over ten years in supportable retail demand if current demographic trends are not reversed, significantly limiting the appeal for new retailers to open in the East Point market area.

Table 22: East Point Estimated Retail Demand from Household Growth, 2012-2022

East Point Retail Demand from HH Growth 2012-2022	2012	2017	2022
Avg. Spending per HH	\$41,795	\$44,211	\$46,766
Households	13,115	12,703	12,370
Total Consumer Spending (\$ Millions)	\$548.1	\$561.6	\$578.5
Local Capture (70%) of Retail Spending	\$383.7	\$393.1	\$404.9
Avg. Retail \$/SF (2011)	\$243	\$260	\$294
Net Retail SF	1,580,890	1,514,116	1,378,237
Net New SF @ 100% Capture		(19,078)	(38,822)

Source: Nielsen, Bleakly Advisory Group

Retail Activity in the Camp Creek Market Place area

The portion of the Camp Creek Market Place within the City of East Point contains approximately 930,000 SF of retail, restaurant and hotel space, anchored by several “big-box” retail tenants, including Lowes, Target, BJs, Ross, Marshalls, Staples, PetSmart and Barnes & Noble. Current retail vacancy at the Camp Creek Market Place is approximately 4%. In 2010 retail sales in the portions of Camp Creek Market Place within the City of East Point area were estimated to be approximately \$192 million.

Over the past 10 years, as Camp Creek Market Place and its adjacent industrial and office parks have rapidly developed, becoming one of the most important engines of the City’s economy. Sales and property taxes resulting from retail and other economic activity in the Camp Creek Market Place area contribute a significant portion of the City’s overall revenues, and jobs created in the area have offset job losses in other parts of the City.

Real Estate Market Trends

In this section the performance of the East Point real estate market is examined in terms of several key land uses: residential, industrial, office, and retail.

Data Sources

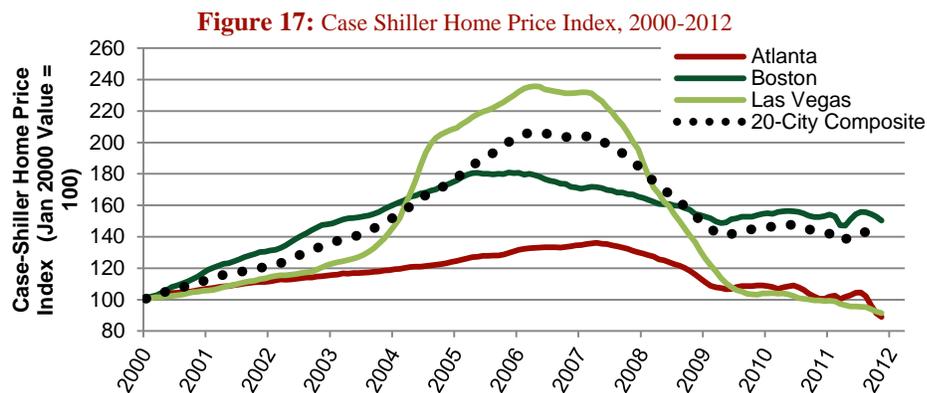
The Business and Employment data are drawn from several data sources, including:

- Field surveys;
- S&P/Case-Shiller Home Price Indices— which track national home value trends;
- Nielsen/Nielsen, Inc.;
- CoStar, Inc. — a leading national real estate data provider;
- Reis, Inc.— another leading national real estate data provider; and
- SmartNumbers, Inc. — a firm which tracks home sales in the Atlanta region.

Residential Trends

National Residential Trends

The Atlanta housing market, while volatile, has been less volatile than other metropolitan markets in the United States. Despite the severity of the Great Recession, the local residential real estate market experienced less of a speculative bubble and less of a crash than other cities. While this tempered the potential for financial losses, it also limited opportunities for gain. The Atlanta metro area had virtually no home value growth over last decade, compared to a net growth of 39% over the decade for a composite of 20 major metro areas tracked in the Case-Shiller index. According to April 2012 data from Case Shiller, Atlanta metro home prices are down 30% from their 2007 peak— the lowest level since 1996.

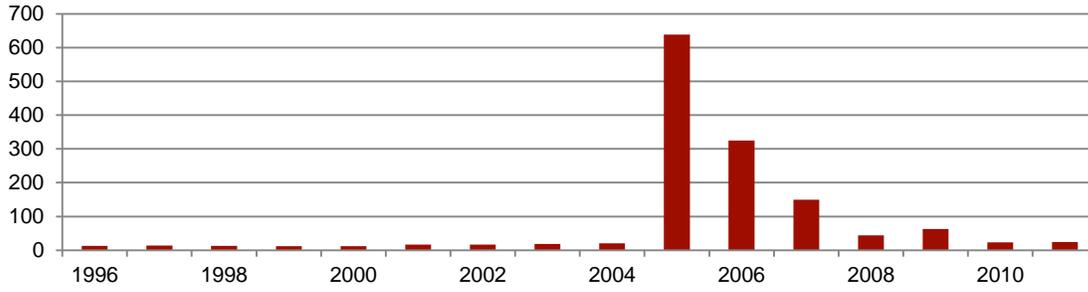


Source: Standard & Poor/Case-Shiller Index

Building Permits

An analysis of residential building permits in East Point indicates generally low levels of construction activity over the last 15 years. The exception to this trend was a strong building period from 2005 to 2007, during which over 1,100 permits were issued over a span of three years, with 2005 peaking at over 600 permits before returning in 2008 to the long term pattern of fewer than 20 residential permits per year.

Figure 18: East Point Residential Building Permit Issuances, 1996-2011



Source: U.S. Census Bureau.



Home Sales

East Point-Home Sales

East Point's housing market has been hit extremely hard by the Great Recession.

Home Sale Volumes

- New home sale volumes in 2010 have declined to just 3% of the 2008 peak of 185 units, with only 6 homes sold in 2010.
- Sales volumes of existing homes have increased since the onset of the recession, and much recent activity appears to be related to foreclosure sales. Existing home sales in 2008, 2009, and 2010 outpaced the peak housing boom years of 2004 through 2007 (with 384 to 439 existing homes sold each year).

Home Sale Prices

- In 2010, the median sale price for all homes sold in East Point was \$32,000, down to just 25% of the 2006 average price of \$135,000. East Point's 2010 median home price was just 20% of Fulton County's 2010 median price of \$155,000.
- New home prices in East Point have fallen as well, with 2010's average price of \$108,550 representing just 58% of the 2008 peak price of nearly \$186,000.
- Existing home sale prices in East Point have dropped severely, falling from a relatively modest peak price of \$129,000 in 2006 to only \$31,775 in 2010, a 75% drop in price.

Table 23: East Point (ZIP 30344) County Home Sales, 2004-2010

East Point (30344)	2004	2005	2006	2007	2008	2009	2010	2010 % of Peak
New Units Sold	47	122	185	71	38	27	6	3%
Resale Units Sold	385	412	439	384	487	547	448	82%
Total Units Sold	432	534	624	455	525	574	454	73%
Median New Price	\$147,800	\$132,225	\$143,525	\$177,515	\$185,847	\$110,743	\$108,550	58%
Median Resale Price	\$105,000	\$129,000	\$119,700	\$110,000	\$53,000	\$33,000	\$31,775	25%
Median Total Price	\$114,500	\$129,823	\$135,508	\$127,000	\$58,000	\$35,000	\$32,000	24%

Source: Smart Numbers, Inc.

Foreclosure Trends

Foreclosure activity has been substantial in East Point. Foreclosure data provided by RealtyTrac, Inc., for East Point indicates that during 2011, an estimated 570 homes in East Point, or 3.1% of the housing inventory, went into foreclosure. This is somewhat higher than the 2.4% rate for the broader Atlanta metro area.

Table 24: Homes Foreclosed in 2011, East Point and Atlanta Region

Homes Foreclosed in 2011	East Point	Atlanta Region
% of Homes Foreclosed	3.1%	2.40%
No. of Homes Foreclosed	570	14,203

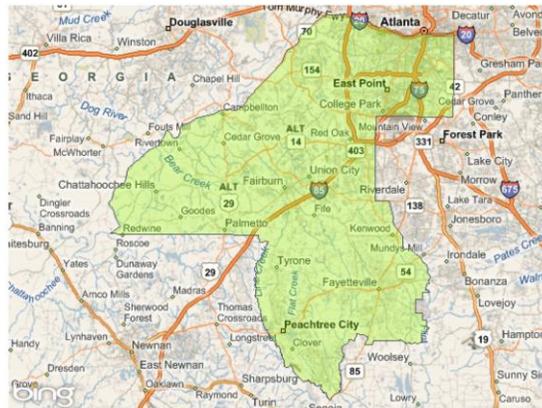
Source: RealtyTrac, Inc.

Rental Apartment Market

Apartment Trends in South Fulton County

Apartment inventory, vacancy and rent data for the South Fulton County sub-market was obtained from Reis Reports, Inc., a national real estate data source which tracks the metropolitan Atlanta apartment market. East Point is located in the South Fulton submarket, which also includes Hapeville and College Park as well as portions of southwest Atlanta, unincorporated Fulton County and a section of Fayette County including Peachtree City and Fayetteville (see map below).

Figure 19: South Fulton Apartment Submarket Map



Source: Reis Reports, Inc.

- Rents in the South Fulton submarket are generally lower than in the broader Atlanta rental market. The median one-bedroom apartment rent is \$659 in the South Fulton submarket, versus \$759 in the Atlanta region.
- The median two-bedroom apartment rent in the submarket is \$747, versus \$886 in the Atlanta region.

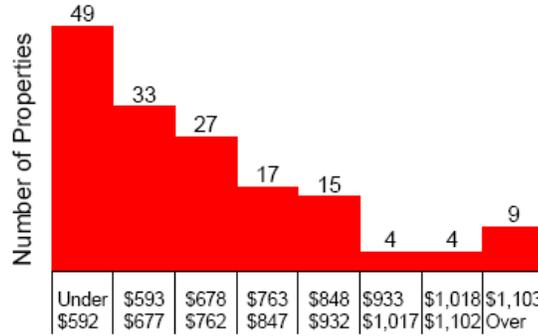
Table 25: Average Apartment Rents, South Fulton Submarkets & Atlanta Region

South Fulton Submarket	Studio	1 BR	2 BR	3 BR
South Fulton Submarket	\$500	\$659	\$747	\$915
Atlanta Metro	\$648	\$759	\$886	\$1,053
Distribution of Asking Rents in South Fulton Submarket				
	Low	Mean	Median	High
	\$507	\$742	\$683	\$1,187

Source: Reis Reports, Inc. Effective Fourth Quarter 2011.

The distribution of apartment asking rents in the South Fulton submarket indicates that the highest concentration of properties is in the lowest rental price range, with 49 properties, or a third of the inventory tracked by Reis, Inc., renting under \$592 per month.

Figure 20: South Fulton Apartment Asking Rent Distribution



Source: Reis Reports, Inc. effective fourth Quarter 2011.

The average apartment vacancy rate is 11.3% in the South Fulton submarket, compared to an average of 7.7% for the Atlanta region. In both the Atlanta region as a whole and the South Fulton submarket, vacancy rates are currently 2 to 3 percentage points lower than the three year average, indicating that a gradual recovery is occurring in the rental market.

26: Apartment Vacancy Rates in the Atlanta Metro Region

Apartment Vacancy	4Q11	1 Year Avg.	5 Year Avg.	5 Yr. Forecast
South Fulton Submarket	11.3%	13.2%	13.8%	8.4%
Atlanta Metro	7.7%	8.7%	9.3%	6.1%
South Atlantic Region	5.9%	6.7%	7.3%	5.1%
USA	5.2%	5.9%	6.4%	4.5%

Source: Reis Reports, Inc. effective fourth Quarter 2011.

Commercial Real Estate

East Point’s commercial real estate inventory is characterized by two themes:

- The City’s commercial real estate inventory is dominated by older buildings that would be classified as Class “C” or lower.”
- There is a distinct difference between the character of the building inventory between the historic core of East Point, east of Interstate 285, and more recently developed areas of the City west of Interstate 285, in the Camp Creek Area. While much of East Point has experienced little commercial development over the past 20 years, the Camp Creek area has experienced phenomenal growth and economic success over the last ten years.

Figure 21: Camp Creek Market Place Area- 2002 & 2012



Source: Google Earth

Commercial Real Estate: Industrial

As shown in the chart below, East Point’s commercial real estate inventory is overwhelmingly dominated by industrial space, representing 1/3 of the City’s buildings and half of its square footage.

27: East Point Real Estate Inventory 2011-Q1: Summary

Real Estate Class	Buildings	Total SF	Avg. Age West	Avg. Age East
Industrial	131	12,157,086	9	47
Office	121	1,397,668	10	50
Retail	152	2,271,653	10	60

Source: CoStar, Inc. BAG

- Nearly half of the City’s 12 million SF of industrial space is in older buildings averaging 53 years old, and classified as Class “C” or lower.
- Virtually all of the City’s Class “A” industrial space is in newly developed industrial parks west of I-285. These parks are performing relatively well and have expanded significantly in recent years.
- East Point is considered part of the larger Airport/North Clayton industrial submarket. There is a total of 83 million SF of industrial space in the submarket. East Point accounts for 14% of that space.
- Vacancies average between 17% to 21% for East Point’s Class “A” and “B” industrial space, compared to 12-13% for the Submarket’s Class “A” and “B” space. Total vacancy in the submarket is estimated to be 12%

- East Point's industrial space absorption in 2011 was negative, while the larger submarket absorbed 4 million SF.
- Industrial rents in East Point average \$4.10 per SF, which is on par with trends in the larger submarket.

28: East Point Real Estate Inventory, 2012-Q1: Industrial

Building Class	# Bldgs.	Total SF	Total Vacant SF	Total Vacant %	Avg. Bldg. Age in Yrs.	Net Absorb. 2011	Average Rent (Triple Net)
East Point West							
Class "A"	6	2,004,150	421,568	21.03%	6	57,150	-
Class "B"	13	1,996,721	481,453	24.11%	12	(114,239)	-
Other	1		NA	NA	NA	NA	-
Total	19	4,000,871	903,021	22.57%	10	(57,089)	\$2.72
East Point East							
Class "A"	1	7,780	0	0.00%	25	0	-
Class "B"	26	2,450,108	309,568	12.63%	43	0	-
Other	84	5,698,327		NA	53	NA	-
Total	91	6,099,216	1,113,850	NA	45	NA	\$4.10
East Point Total							
Class "A"	7	2,011,930	421,568	20.95%	8	57,150	-
Class "B"	39	4,446,829	791,021	17.79%	33	(114,239)	-
Other	85	5,698,327		NA	NA	NA	-
Total	131	12,157,086		NA	NA	NA	\$4.00
Airport/North Clayton Industrial Submarket							
Class "A"	51	16,390,619	2,029,376	12.38%	9.4	1,330,403	-
Class "B"	315	35,556,665	4,604,578	12.95%	25.3	1,049,316	-
Other	721	35,298,983	3,106,138		35.6	1,552,285	-
Total	1,023	83,237,193	9,740,092	11.70%	31.2	3,932,004	\$4.10

Source: CoStar, Inc. BAG

Commercial Real Estate: Office

East Point's office market is relatively small, characterized by a number of smaller, aging buildings.

- East Point's total of 1.4 million SF of office space represents of 30% of the North Clayton/Henry Submarket's 4.6 million SF.
- East Point has one of only two Class "A" office buildings in the submarket, for a total of only 67,000 SF in the submarket.
- Twenty-seven buildings in East Point are classified as Class "B" and 118 are Class "C" or lower.
- The average East Point office building is less than 11,500 SF and over 45 years old.
- Both East Point and the broader submarket experienced negative absorption of office space in 2011.
- East Point office rents average \$13.43, compared to a submarket average of \$16.58.

29: East Point Real Estate Inventory, 2012-Q1: Office

Building Class	# Bldgs.	Total SF	Total Vacant SF	Total Vacant %	Avg. Bldg. Age in Yrs.	Net Absorb. 2011	Avg. Rent (Full Svc.)
East Point West							
Class "A"	1	46,924	0	0.00%	4	0	
Class "B"	2	154,409	0	0.00%	5	0	
Other	1	36,000			39	0	
Total	19	237,333	903,021	22.57%	10	(57,089)	NA
East Point East							
Class "A"	0	0					
Class "B"	25	440,922	43,828	9.94%	61	(2,990)	
Other	92	719,413	161,092	22.39%	59	(20,367)	
Total	117	1,160,335	204,920	22.39%	60	(23,357)	\$13.43
East Point Total							
Class "A"	1	46,924	0	0.00%	4	0	
Class "B"	27	595,331	43,828	7.36%	57	(2,990)	
Other	93	755,413					
Total	121	1,397,668					\$13.43
North Clayton/ Henry Submarket							
Class "A"	2	67,195	42,000	62.50%	2.3	(6,000)	
Class "B"	190	2,781,143	560,846	20.17%	18.5	(46,268)	
Other	392	1,741,479	143,157	8.22%	48.3	(13,896)	
Total	584	4,589,817	746,003	16.25%	38.2	(66,164)	\$16.58

Source: CoStar, Inc. BAG

Commercial Real Estate: Retail

East Point's retail inventory shows the same pattern as the office and industrial inventories.

- East Point is considered part of the South Fulton/Union City retail submarket. East Point's 2.3 million SF of retail space represents 29% of the submarket's total space of 7.8 million SF.



- Both East Point and the larger submarket experienced negative absorption in 2008.
- Approximately one third of the City's retail space is in the Camp Creek Market Place area west of Interstate 285, with an average age of 10 years.
- The eastern portion of East Point contains approximately 1.5 million SF of retail space with an average age of 51 years. Most of this space is located in small single-use commercial buildings and aging strip shopping centers.
- East Point's retail rents average \$9.34, significantly lower than the submarket average of nearly \$16.00, however retail rents in the newer Camp Creek Market Place area average \$28.00.

30: East Point Real Estate Inventory, 2012-Q1: Retail

Building Class	# Bldgs.	Total SF	Total Vacant SF	Total Vacant %	Avg. Bldg. Age in Yrs.	Net Absorb. 2011	Avg. Rent (Trpl. Net.)
East Point West	22	742,773	31,434	4.23%	10	-16,778	\$28.00
East Point East	130	1,528,880	120,454	7.88%	51	-20,367	\$6.26
East Point Total	152	2,271,653	151,888	6.69%	45	-37,145	\$9.34
South Fulton/Union City Retail Submarket							
Total	469	7,757,332	872,394	11.25%	28.1	-66,164	\$15.98

Source: CoStar, Inc. BLEAKLY ADVISORY GROUP

Summary of Key Points from the Baseline Assessment

East Point is experiencing the lingering impacts of the Great Recession, yet it is clear that many of the City's challenges predate the recession. In many key indicators, East Point was already lagging the region before the onset of the recession. During the favorable economic conditions that characterized most of the 2000-2008 period, East Point captured less than its fair share of the region's growth, and since then, East Point has fall even further behind.

People

- **Declining population:** After a period of growth in the 1990s, East Point has lost population since 2000, and the City's population is now below 1990 levels, largely due to high residential vacancies and economic dislocation resulting from recession-related factors.
- **Relatively young population:** East Point's median age is nearly three years younger than in the Atlanta region.
- **Many single parents and children:** Single parents with children make up 21% of East Point's households, twice the rate of the Atlanta region, and children make up a higher proportion of the population than in the region.
- **Fewer wage-earners:** Due to the higher proportion of children in the City, East Point residents in the workforce make up a smaller proportion of the population.
- **Lower educational attainment:** East Point residents tend to have modest levels of educational attainment, with roughly half the regional rate of residents who have earned High School diplomas, college degrees, and advanced degrees.
- **Lower household incomes:** East Point's median household income is \$38,759, only 67% of the regional median.

Homes

- **Strong neighborhoods and historic housing stock:** East Point is known throughout the region for its established neighborhoods full of historic character, where many classic homes are available at affordable prices.
- **High residential vacancy:** Twenty-three percent of East Point's homes are vacant. These homes can provide the housing stock to absorb significant growth in the future but, at present, they are a blighting influence on the City.
- **Declining home values:** East Point's home values have fallen 80% since 2006, damaging the net worth of their owners as well as the City's tax base.

Jobs

- **High unemployment:** The unemployment rate in East Point tends to average two to four percentage points higher than the Atlanta metro region's, peaking as high as 16% in 2011, with some improvement occurring since.
- **Diversified employment base with several strong employment sectors:** East Point has a broad range of employers, with particular strength in the hospitality, manufacturing, and business services sectors.
- **Low employment growth:** Regional employment growth forecasts suggest that under current trends, East Point is forecast to add 1,800 jobs over the coming decade, less than 1% of the region's projected growth over the next ten years. Several of East Point's major firms added employees from 2010 to 2011, and the City's Economic Development Staff recruited several new major employers— a very hopeful trend.

Community

- **Well-diversified but declining Tax Digest:** East Point's Tax Digest is well balanced between residential, commercial and industrial uses— however declining property tax values have severely impacted the tax digest, causing a decline of 21% from 2009 to 2011.
- **Low property tax values:** East Point's property values tend to be significantly lower than its neighbors, directly impacting the tax digest and municipal revenue.
- **Under-performing schools:** The Fulton County schools that serve East Point tend to score below district and statewide averages in nearly all tested categories at the elementary, middle and high school levels.

Real Estate

- **Aging building stock:** East Point's commercial real estate tends to be old, with retail, industrial and office buildings averaging 50 to 60 years old.
- **Strong growth on the west side, little growth on the east side:** While the Camp Creek area has seen strong growth over the past ten years, most of East Point has seen very little new real estate investment activity.
- **Lack of modern, high-quality office space in inventory:** Very few of East Point's office buildings are Class "A" or Class "B" space. The vast majority buildings are aging and in relatively poor condition, which limits the City's potential to attract new business.
- **The Camp Creek Market Place area has provided a major boost:** significantly contributing to the City's commercial real estate sector, both in terms of industrial, retail, and hospitality space.

Competitive Assessment

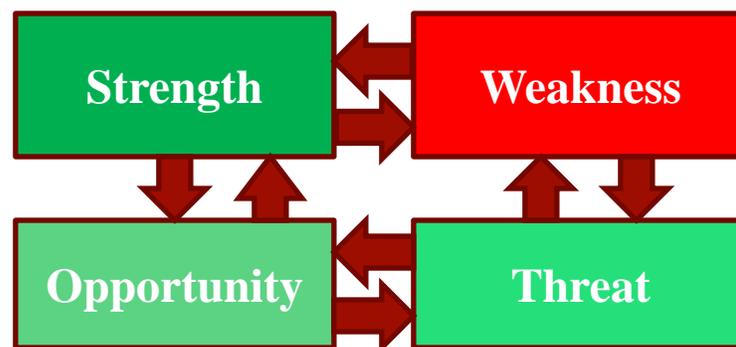
This section takes a critical look at East Point and its economy. It looks at both internal and external factors to assess where the City currently stands now and how it compares to other similar cities. The competitive assessment sets the stage for the target industries analysis and strategy recommendations which follow.

Assessment of East Point: S.W.O.T. Analysis

Developing a coherent and targeted Economic Development Strategy requires frank self-assessment. By taking a critical look at its strengths, weaknesses, opportunities and threats, we can understand East Point's current and future competitive position and then recommend strategies for improving that position. This type of analysis is commonly known as a *S.W.O.T.* (Strengths, Weaknesses, Opportunities, and Threats) analysis.

This S.W.O.T. analysis will frame the questions that are vital to establishing an economic development strategy for East Point:

- Where does East Point stand in relation to its peers, both within and outside the region?
- What actions can East Point take to capitalize on its existing strengths and maximize opportunities available?
- What actions can the East Point take to mitigate weaknesses and best face potential threats?
- How can East Point organize its resources and assets to best compete in a highly competitive Market Place?



Strengths —What are the key appeals of East Point as a business location?

Weaknesses— What does East Point lack as a business location?

- These are internal factors which define a community's value relative to an alternative, usually a competing asset.
- They are usually measured using internal, subjective assessment or a comparison to an external benchmark.

Opportunities — What regional/national trends hold promise for future growth in East Point?

Threats— What regional/national trends will challenge East Point's economy?

- These are usually external factors, with the potential to add or subtract from a community's value.
- These usually emerge from larger environmental, economic, social, or cultural factors, and are often not subject to local control.

S.W.O.T. Analysis:

This section outlines the strengths, opportunities, weaknesses and threats facing East Point that emerged from the competitive assessment process. This was a collaborative process involving the input of dozens of individuals. Key inputs were derived from a wide variety of qualitative and quantitative sources, including:

- The consulting team.
- The project management team.
- The leadership team.
- Public meetings & input.
- Stakeholder interviews.
- Baseline assessment data.

The results of the S.W.O.T. analysis are summarized in the following exhibit:



East Point SEDP: S.W.O.T. Analysis

Strengths



- Airport proximity without airport noise
- Rail access & infrastructure
- Existing industries
- Hospitality industry
- Manufacturing & heavy industry
- Food-related warehousing presence
- MARTA station
- Camp Creek area
- Downtown character & revitalization potential
- Own electrical utility
- Historic neighborhoods & housing stock
- Affordable neighborhoods homes of size/character
- Regional Interstate access
- Redevelopment sites available
- Active & dedicated business community
- Existing partnerships and organizations
- South Fulton Medical Center
- Tax Allocation Districts

Weaknesses



- Declining property values
- Declining population
- Political environment
- City gov't perceived to be "not business friendly"
- Access & Transportation
- Aging building stock
- Lack of critical mass downtown
- Poor sense of place & arrival
- Aging industrial areas
- Perception of crime & public safety
- Vacant homes, stores & buildings
- Lack of groceries or shopping options
- Local partnerships "don't play well together"
- Under -performing schools
- Demographics:
 - Low incomes
 - Low growth
 - Low educ. attainment
 - Low wages
 - High unemployment
- Few competitive commercial buildings



East Pointe SEDP: S.W.O.T. Analysis

Opportunities



- Airport
- Affordable land/development sites
- Georgia International Convention Center (GICC)
- Fort McPherson redevelopment
- MARTA Station Transit Oriented Development
- Rail & MARTA expansion
- Strong growth west of I-285
- Airline passenger & cargo growth
- Strong regional job growth
- Expansion of existing industries

Threats



- Heightened competition in hotel sector
- GICC & Sky Train pulling tourism growth to south
- Lingering effects of recession & foreclosure on housing
- Projected slow job growth
- Airport momentum shifting to east side
- Lack of development momentum east of I-285
- Tax base & local revenue streams under strain
- Potential for additional out-migration of local industries

Summary Findings from the S.W.O.T. Analysis for

Several key findings that are important for the future economic development of East Point emerge from this portion of the analysis. The individual items from the S.W.O.T. analysis generally fall into larger themes. These themes provide the framework for development of the economic development strategies.

Table 31: S.W.O.T. Analysis Summary and Response Recommendations

S.W.O.T.	Emerging Themes	Possible Responses
Strengths	<ul style="list-style-type: none"> • Location • Strong region • Strong Industrial Base • Strong Neighborhoods 	<ul style="list-style-type: none"> • Capitalize on base of existing industries • Neighborhoods offer important & affordable quality of life amenity • Maximize workforce incentives • Package and promote redevelop. sites
Weaknesses	<ul style="list-style-type: none"> • Pop. & job loss • Governmental conflicts • Business climate • City lacks business friendly reputation 	<ul style="list-style-type: none"> • Maximize efforts to stabilize housing stock and neighborhoods • “Turn the page” and redefine city’s image: <ul style="list-style-type: none"> ○ Business-friendly environment ○ Getting to “Yes” vs. “No” • Target downtown revitalization • Improve key corridors & gateways
Opportunities	<ul style="list-style-type: none"> • Airport • Grow existing industries • Capture more of regional pop. and job growth 	<ul style="list-style-type: none"> • Support Camp Creek-area assets • Capitalize on MARTA TOD initiatives • Re-invigorate hospitality marketing & amenities • Concentrate on retention and expansion of existing businesses • Aviation-related career academy
Threats	<ul style="list-style-type: none"> • Declining revenue & resources • Outside competition • Political strife • Continued job loss 	<ul style="list-style-type: none"> • Market East Point’s affordable neighborhoods • Partnership with South Fulton Medical Ctr. • Protect Camp Creek asset by addressing congestion issues • Increase local capture of retail spending

Peer Cities Competitive Assessment

How does East Point compare with a range of comparable or peer cities in our regional market? To assess East Point's competitive strengths in relation to its peers, peer cities across the Atlanta metropolitan region were selected. We focused on finding smaller, well-established cities in the Atlanta region. Priority was given to regional cities with strong industrial and commercial tax bases and cities with diverse populations and economies

Cities selected as regional peer cities include:

- Marietta
- Smyrna
- Union City
- Conyers
- Newnan
- College Park
- Norcross
- Decatur
- Hapeville

The following table tracks East Point's relative position in several key demographic and economic indicators to ascertain how it the City compares to its regional peer cities.

Table 32: Key Characteristics of Regional Peer Cities

	East Point Rank	East Point	Marietta	Smyrna	Union City	Conyers	Newnan	College Park	Norcross	Decatur	Hapeville
Population 2011	3	33,172	56,579	51,271	19,456	15,195	33,039	13,942	9,116	19,335	6,373
Population change 2000-2010	9	-14.9%	-3.7%	25.1%	67.4%	42.2%	103.4%	-31.6%	8.4%	6.5%	3.1%
Households	3	13,102	23,285	22,914	7,105	5,616	11,626	5,764	3,370	8,143	2,202
Persons per Household	3	2.58	2.39	2.19	2.48	2.55	2.53	2.4	2.73	2.15	2.82
Percent High school Graduate	7	82%	83%	91%	84%	77%	84%	85%	69%	92%	74%
Percent 4-Year College Grad	6	24%	36%	49%	20%	20%	31%	23%	35%	66%	17%
Housing Units	3	17,225	26,918	25,745	9,072	6,615	13,860	7,159	3,576	9,335	2,901
Percent Owner Occupied	5	48%	45%	56%	44%	36%	53%	28%	65%	62%	38%
Median House Value	7	\$ 149,400	\$ 220,600	\$ 217,900	\$ 134,100	\$ 128,200	\$ 188,200	\$ 175,800	\$ 171,500	\$ 348,100	\$ 129,900
Percent Multi-family	5	42%	51%	39%	54%	59%	32%	70%	29%	36%	35%
Median HH Income	6	\$ 42,050	\$ 45,233	\$ 54,603	\$ 38,409	\$ 37,813	\$ 49,786	\$ 30,220	\$ 55,109	\$ 71,050	\$ 34,167
HH Retail Potential	6	\$ 16,820	\$ 18,093	\$ 21,841	\$ 15,364	\$ 15,125	\$ 19,914	\$ 12,088	\$ 22,044	\$ 28,420	\$ 13,667
Retail Sales Per Capita	9	\$ 6,261	\$ 37,808	\$ 21,617	\$ 60,508	\$ 74,733	\$ 25,610	\$ 8,365	\$ 71,800	\$ 5,237	\$ 18,257
Number of Firms	7	2,643	10,147	6,700	1,543	3,214	3,581	2,380	4,345	3,770	697
Number of Jobs (2010)	5	13,497	70,882	21,982	7,156	12,786	10,650	58,659	13,476	15,447	4,240
Jobs per HH	7	1.03	3.04	0.96	1.01	2.28	0.92	10.18	4.00	1.90	1.93
Percent Digest Commercial	5	63%	60%	33%	75%	75%	50%	66%	62%	15%	77%
Tax Digest Per Capita	9	\$ 26,122	\$ 46,488	\$ 39,497	\$ 29,223	\$ 40,521	\$ 13,194	\$ 48,412	\$ 59,670	\$ 50,563	\$ 42,453

Source: East Point SEDP Baseline Conditions Analysis BAG, Nielsen, US Census, City of East Point, Georgia Dept. of Revenue, and others)

Compared to its peer cities:

- East Point has experienced a greater loss of population than all but one other city (College Park).
- East Point has among the most diverse population.
- East Point slightly lags the other cities on educational attainment.
- The median income of East Point households is in the lower tier of the comparable cities.
- Household retail potential and retail sales potential in East Point are low.
- East Point has fewer jobs per household.
- East Point's tax digest is in the middle of the comparable cities in size, and so is the commercial percentage of the digest at 63%.
- East Point's tax digest per capita is low relative to the other cities.

This analysis of regional peer cities suggests some strategies East Point could adopt to improve its competitive standing:

- East Point should focus on improving school graduation rates. A modest improvement would put it among the top performers.
- East Point should target increasing local household incomes by 20% to 25 % to roughly \$55,000. This would place it among the top tier among the comparable cities.
- Increasing the median household income would dramatically increase the retail potential of its citizens to spend locally.

National peer Cities: Airport Adjacent

One aspect of East Point makes it unique among cities in the southeast region: its adjacency to the busiest airport in the world. To gain insight on how other similarly situated cities address economic development issues, we also evaluated two national peer cities near major airports which are similar to East Point in size, economy, and diversity:

- El Segundo, CA (adjacent to Los Angeles International Airport)
- Grapevine TX (Adjacent to Dallas-Fort Worth International Airport))

El Segundo CA (LAX)

- Population: 16,000
- Jobs: 61,000
- Major employment center
 - Aerospace & defense
 - Airline support & Cargo
 - Retail

 - Wastewater & Petroleum refining
 - Entertainment & video game design
- 2012 SEDP Recommendations:
 - Streamline licensing & permitting (1-Point of Contact)
 - Business retention & visitation program
 - Economic Development Advisory Committee
 - Baseline study



El Segundo provides several points of comparison for East Point.

- The city is “blue collar in character and is immediately adjacent to Los Angeles International Airport (LAX).
- The city has a population of roughly the same size as East Point but is home to roughly four times the jobs.
- The city has established policies to encourage a more diverse economy which include streamlining its permitting and licensing requirements, focusing on retaining and expanding its local employment base, establishing an economic development advisory committee to assist city leaders with economic development issues and preparing its first economic development strategy. It is seeking to diversify its economic base by attracting a broader cross-section of companies which have a reason to locate near the airport, which include defense industries and computer support and gaming companies. As with East Point, El Segundo is working to be more proactive in its economic development strategies.

Grapevine TX (DFW)

- Population: 46,300
- Jobs: 40,200
- On-airport logistics park
 - Major UPS Hub facility
 - American Airlines Maintenance Facility
- Hotel & Conference Center
 - Branded hospitality & entertainment complex
 - Resort, Conf. Ctr, Entertainment & Outlet mall
- Shuttle system between the airport, entertainment district & downtown
- Aggressive economic development presence
 - Prepared site plans, incentives, demographics, points-of contact

Grapevine is located immediately to the west of Dallas-Fort Worth Airport and is home to several major airport related industries with direct connections to the air facility.

- Grapevine has developed as an attractive residential and business location on the west side of the airport, with a significant presents of airport related employees living in the City, a vibrant restored historic downtown which is attracting increased retail and residential living to the City. Grapevine is also a major employment center with many airport related businesses located in the industrial parks which boarder the DFW facility. UPS has a major package handling facility adjacent to the airport and American Airlines has a major maintenance facility serving the airport in Grapevine.
- In addition, Grapevine is home to Gaylord’s massive Texan hotel and resort complex, which is in close proximity to DFW and is a major convention and meeting destination. This 1,500 room resort hotel has been a major economic generator for the City. Grapevine has developed an aggressive economic development strategy that seeks to leverage off its proximity to the airport, its historic character and attractive neighborhoods, and tourism and visitation driven by its proximity to DFW. The city has done an excellent job marketing its assets to area businesses and residents and as a result has been one of the most sought after locations for residents and businesses with a reason to locate near DFW.

Conclusion about National Peer Cities

The two national peer cities provide several insights which can be helpful to East Point and the development of its economic strategy:

- They have created diversified economies which make maximum benefit of their proximity to major airports by tapping into several segments of airport related businesses including manufacturing, services, logistics and hospitality.
- Grapevine has done an excellent job promoting its historic downtown district and residential neighborhoods to households who work at the airport and want a convenient and attractive place to live near their place of work.
- Both cities have aggressive economic development strategies and have developed a network of economic development resources to implement their plans drawing on both the public and private sectors.
- Both cities have evolved their economy from an initial set of airport related businesses to a more diversified economic profile.

Target Industries Analysis

The purpose of this section is to define a set of target industries that have strong potential to locate or expand their operations in the City and which can be the focus of the City's business recruitment efforts. Every community has defining characteristics—its labor force, quality of life, proximity to markets, proximity to transportation networks, infrastructure—that appeal more strongly to certain industries and not to others. For example, industries looking for access to a deep water harbor wouldn't choose East Point but rather Savannah or Jacksonville. The goal is to match the characteristics particular industries are looking for with the key characteristics of East Point and focus on attracting those businesses that might have a reason to locate in East Point.

Basic verses Non-Basic Businesses

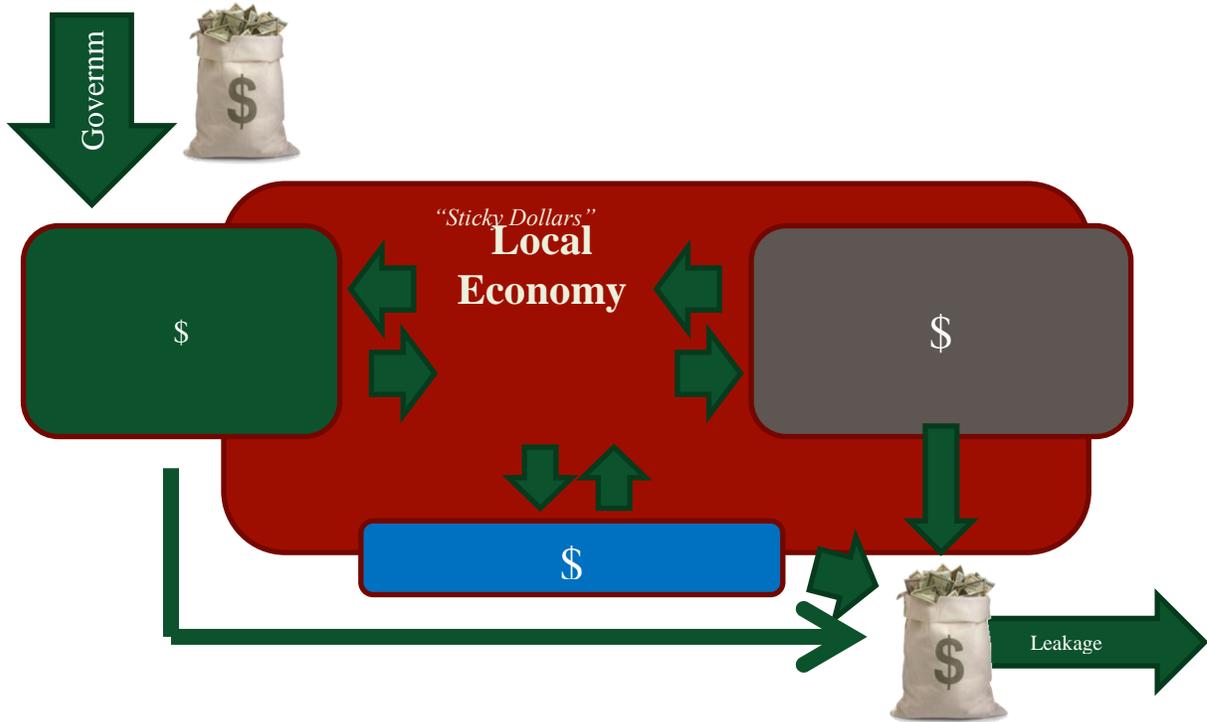
The goal for East Point in defining its target industries is to attract a combination of basic and non-basic businesses. Basic industries are those that export goods or services outside the City and import dollars into the local economy. This would typically include manufacturing companies, logistics companies but could also include regional hospitals and destination retail or hospitality where the majority of visitors or guests are coming from outside the community to spend in East Point. Importing dollars into the local economy grows East Point's economy—a key objective of the economic strategy.

Non-basic businesses recirculate the dollars into the economy and keep dollars in the local economy from leaking out into other communities. Typically these are local service businesses, restaurants, retail shops which create a way for local residents to spend their money in East Point rather than spending it outside the City. East Point needs to attract and retain its share of non-basic businesses to keep money recirculating in its economy.

A successful local economic system imports dollars through its basic businesses, those that sell locally-produced goods and services to customers outside the market area. Some of those dollars remain in the local market as wages and local business-to-business spending. The more those dollars recirculate within the community's non-basic businesses, the more the local community benefits from those dollars through additional jobs, wages, taxes, profits, and quality of life. With each successive spending of a "sticky" dollar, a portion "leaks" out of the community as local employees spend their wages elsewhere, companies buy products from suppliers outside the market area, and franchise and chain stores ship a percentage of their sales to corporate headquarters. Thus, a healthy local economy needs two things:

- Enough basic businesses to constantly refresh the supply of new income into the local community
- Enough local non-basic businesses to provide opportunities for local wage-earners, local business-to-business transactions and local retail spending so that each dollar brought in to the community recirculates several times before it leaks out of the community.

Figure 22: The Local Economic Cycle



Defining East Point's Target Industries

What target industries make sense for East Point? Starting from a broad base of industrial sectors, we iteratively refined the possibilities to define the target industries best suited as growth opportunities for East Point.

Figure 23: Defining Target Industries: Methodology



What industry sectors have the greatest growth potential?

To determine which industrial and employment sectors have the strongest potential for growth over the next two decades, we look to national, regional, and local employment forecasts. These forecasts identify the economic trends that will largely define the economy that East Point will be working in over the coming decade.

National Employment Trends

The U.S. Bureau of Labor Statistics projections for the nation indicate that the major industrial sectors expected to see the highest growth nationwide over the next 10 years include:

- Construction
- Educational services
- Financial activities
- Health care and social assistance
- Information
- Leisure and hospitality
- Manufacturing
- Other services
- Professional and business services

Table 33: Top 20 Growth Industries, United States, 2010-2020

Sector	Industry description	Annual Chg 2010-2020
Construction	Construction	2.9%
Educational services	Other educational services	2.7%
Financial activities	Commercial and industrial machinery	2.9%
	Lessors of nonfinancial intangible assets	2.9%
Health care and social assistance	Home health care services	6.1%
	Individual and family services	5.5%
	Outpatient, laboratory, and ambulatory care	3.2%
	Offices of health practitioners	3.2%
	Community and vocational rehabilitation services	2.9%
	Child day care services	2.6%
Information	Software publishers	3.1%
Leisure and hospitality	Automotive repair and maintenance	2.6%
Manufacturing	Veneer, plywood, and engineered wood	3.9%
	Cement and concrete product manufacturing	3.2%
	Sawmills and wood preservation	2.6%
Other services	Grant making and giving services and social advocacy	2.6%
Prof. and business services	Management, scientific, and technical consulting services	4.7%
	Computer systems design	3.9%
	Professional, scientific, and technical services	2.9%
	Facilities support services	2.9%

Source: US Bureau of Labor Statistics

Regional Employment Trends

Longer range employment forecasts by the Atlanta Regional Commission for the Atlanta metropolitan region suggest that the strongest employment sectors over the next 20 years will be:

- Health care and social assistance.
- Administrative and waste services.
- Retail trade.
- Professional and technical services.
- Other services, except public administration.
- Accommodation and food services.
- State and local government.

Table 34: Atlanta Metro Region Employment Growth Forecasts

35: Atlanta-Sandy Springs-Marietta, Sorted by Net Gain	Employment			Net Change		# Change		Annual Growth Rate	
	2012	2022	2032	2012 to 2022	2012 to 2032	2012 to 2022	2012 to 2032	2012 to 2022	2012 to 2032
Health care and social assistance	275,119	376,683	510,097	101,564	234,978	37%	85%	3.2%	3.1%
Administrative and waste services	261,076	329,857	412,928	68,781	151,852	26%	58%	2.4%	2.3%
Retail trade	289,225	355,706	431,690	66,481	142,465	23%	49%	2.1%	2.0%
Professional and technical services	265,589	318,326	377,776	52,737	112,187	20%	42%	1.8%	1.8%
Other services, except pub. Admin	195,860	248,214	311,494	52,354	115,634	27%	59%	2.4%	2.3%
Accommodation and food services	219,816	260,078	305,543	40,262	85,727	18%	39%	1.7%	1.7%
State and local government	259,825	286,803	313,947	26,978	54,122	10%	21%	1.0%	1.0%
Real estate and rental and lease	158,642	185,352	215,332	26,710	56,690	17%	36%	1.6%	1.5%
Transportation and warehousing	145,869	172,564	202,066	26,695	56,197	18%	39%	1.7%	1.6%
Educational services	71,914	96,356	127,788	24,442	55,874	34%	78%	3.0%	2.9%
Finance and insurance	158,577	180,624	203,984	22,047	45,407	14%	29%	1.3%	1.3%
Construction	152,629	174,146	196,598	21,517	43,969	14%	29%	1.3%	1.3%
Wholesale trade	157,497	178,615	200,449	21,118	42,952	13%	27%	1.3%	1.2%
Arts, entertainment, and recreation	60,217	70,633	82,354	10,416	22,137	17%	37%	1.6%	1.6%
Management of companies and ent.	45,049	51,694	58,713	6,645	13,664	15%	30%	1.4%	1.3%
Information	95,896	101,736	106,933	5,840	11,037	6%	12%	0.6%	0.5%
Federal civilian government	44,657	47,311	49,803	2,654	5,146	6%	12%	0.6%	0.5%
Forestry, fishing, etc...	3,700	4,243	4,855	543	1,155	15%	31%	1.4%	1.4%
Mining	4,176	4,421	4,577	245	401	6%	10%	0.6%	0.5%
Federal military	19,374	19,598	19,722	224	348	1%	2%	0.1%	0.1%
Utilities	11,812	11,932	11,940	120	128	1%	1%	0.1%	0.1%
Farm	8,755	8,846	8,855	91	100	1%	1%	0.1%	0.1%
Manufacturing	148,277	137,975	126,901	(10,302)	(21,376)	-7%	-14%	-0.7%	-0.8%
Total	3,053,551	3,621,713	4,284,345	568,162	1,230,794	19%	40%	1.7%	1.7%

Source: US Bureau of Labor Statistics

Table 36: Strongest Growth Sectors Atlanta MSA 2012-2022

Employment Sector	Jobs in 2012	10-Yr Growth	Annual Growth
Health care and social assistance	275,119	37%	3.2%
Educational services	71,914	34%	3.0%
Other services, except pub. Admin	195,860	27%	2.4%
Administrative and waste services	261,076	26%	2.4%
Retail trade	289,225	23%	2.1%
Professional and technical services	265,589	20%	1.8%
Accommodation and food services	219,816	18%	1.7%
Transportation and warehousing	145,869	18%	1.7%

Source: US Bureau of Labor Statistics

Table 37: Weakest Growth Sectors, Atlanta MSA 2012-2022

Employment Sector	Jobs in 2012	10-Yr Growth	Annual Growth
Information	95,896	6%	0.6%
Federal civilian government	44,657	6%	0.6%
Mining	4,176	6%	0.6%
Federal military	19,374	1%	0.1%
Farm	8,755	1%	0.1%
Utilities	11,812	1%	0.1%
Manufacturing	148,277	-7%	-0.7%

Source: US Bureau of Labor Statistics

Local Employment Trends

The Atlanta Regional Commission (ARC) provides 30-year employment forecasts, broken out by employment sector for “Super-Districts” in the Atlanta region. East Point is in the *Tri-Cities* Super-District, which also includes Hapeville and College Park. Based on the ARC forecasts, East Point can expect the strongest growth in the service, finance and government sectors. The construction, manufacturing, and wholesale distribution sectors are forecasted to show little or no growth in East Point. *(This portion of the forecast is in contrast with the City’s recent success in the continuing expansion of the Camp Creek Business Center with these types of companies.)* What should be concerning to East Point is that given current economic conditions in the region, ARC is not projecting strong employment growth in the City over the coming decades, this should be a wake-up call and call to action to those concerned about the City’s economic future.

Table 38: ARC Employment Forecasts, Tri-Cities Super-District, 2011-2025

Employment by Sector	ARC Tri-Cities Emp. Forecast				Tri-Cities Net New Jobs 2016-2025		East Point Share New Jobs 2016-2025	
	2011	2016	2021	2025	Total	Annual	Total	Annual
Construction	624	665	702	724	59	7	15	2
Manufacturing	1,268	1,352	1,352	1,362	10	1	3	0
Transp, comm. & utilities	15,442	16,469	16,699	16,905	436	48	109	12
Wholesale	1,189	1,268	1,248	1,195	-73	-8	-18	-2
Retail	8,374	8,931	9,435	9,899	968	108	242	27
Finance, ins., & Real Estate	4,520	4,821	5,656	6,451	1,630	181	408	45
Service	14,755	15,736	17,075	18,489	2,753	306	688	76
Government	4,305	4,591	5,245	5,913	1322	147	331	37
Total	50,477	53,833	57,412	60,938	7,105	789	1,776	197

Source: Atlanta Regional Commission

Where is East Point's economy strong right now?

An analysis of data from business licenses in the City of East Point for companies employing 10 or more people provides insights into the characteristics of East Point's business sector:

Based on the business license data, the largest employment sector was hospitality (hotels & restaurants) with 46 firms employing over 1,500 workers. Thirty-four restaurants employ 937 workers, and 11 hotels employ 496 workers.

Business services and health care are the second and third largest employment sectors.

Recycling, manufacturing, and distribution firms collectively employ over 2,000 people.

Twenty-four large retail establishments employ nearly 700 workers.

The hospitality, business services, recycling and distribution sectors all saw considerable gains from 2010 to 2011.

Table 39: East Point Employers with Business Licenses (10+ Employees) by Category

Category	Employees 2010	Employees 2011	&% of all Jobs 2011	Firms 2011
Hospitality	1,413	1,514	18%	46
Business service	923	1,407	17%	19
Healthcare	1,005	970	12%	11
Recycling	400	691	8%	3
Retail	706	690	8%	24
Manufacturing	704	688	8%	14
Distribution	611	686	8%	13
Corporate	334	324	4%	8
Finance & real estate	156	221	3%	7
Parking	127	195	2%	4
Transportation	181	158	2%	7
Personal service	95	146	2%	10
Utilities	119	121	1%	1
Professional services	82	100	1%	7
Food manufacturing	89	98	1%	2
Construction	193	95	1%	6
Education	53	90	1%	2
Grand total	7,191	8,194	100%	184

Source: City East Point Business Licenses, BAG

Fulton County & Atlanta MSA Location Quotients

Dr. Michael Porter of the Harvard Business School has done extensive research on the competitive advantage of nations and regions in the global economy. One of his key findings is the importance of having a strong presence in one or more industries gives those industries a competitive advantage when competing globally because they have the full range of services, suppliers, trained labor, and targeted capital to deal quickly and efficiently with changes in global markets. Thus the idea having a strong presence in one or more industries gives a local economy a distinct economic advantage. Location quotients provide an indicator that gauges the relative presence or strength of various employment sectors in a particular market area, as compared to national averages. The location quotient is a metric that can be used to identify which industrial sectors have a strong existing presence in a given market, and thus have the potential to form a foundation for continued growth.

- A Location Quotient of 1 indicates that Atlanta and Georgia are equally strong in regards to a specific employment sector.
- A Location Quotient of **less** than 1 indicates that a specific employment sector is less prevalent in Atlanta than Georgia.
- A Location Quotient of **more** than 1 indicates that a specific employment sector is more prevalent in Atlanta than Georgia.

The following table shows detailed employment sectors with a strong presence in the Atlanta metropolitan region, as compared to the State of Georgia. The top five sectors in the region are:

- Information
- Real Estate and Leasing
- Finance and Insurance
- Transportation and warehousing
- Professional and technical services

East Point enjoys a strong presence of several of the region's strongest sectors, including transportation and warehousing, wholesale trade, and utilizes. Other sectors that currently dominate East Point's economy— manufacturing and healthcare— score relatively low in the regional location quotient analysis.

This indicates that East Point's local economy is significantly distinct from the broader regional economy. This suggests that:

- East Point might gain a niche competitive advantage in targeting industrial sectors that are currently strong in East Point, but less prevalent elsewhere in the region.
- East Point can benefit from targeting those industries which have a strong regional presence but may be looking for additional facility locations in the future.

Table 40: Location Quotient, 2012 Georgia, Atlanta MSA

Industry	% Employment by Sector			Location Quotient
	Georgia	Fulton County	Atlanta MSA	Atlanta MSA
Base Industry: Total, all industries	100%	100%	100%	1
Natural resources and mining	1%	0%	0%	0.16
Construction	5%	2%	5%	0.99
Manufacturing	11%	4%	8%	0.7
Trade, transportation, and utilities	26%	21%	27%	1.03
Information	3%	7%	4%	1.27
Financial activities	7%	11%	7%	1.13
Professional and business services	17%	24%	20%	1.15
Education and health services	15%	13%	14%	0.95
Leisure and hospitality	12%	13%	ND	ND
Other services	3%	3%	3%	1.01
Unclassified	0%	0%	ND	ND
NAICS 11 Agriculture, forestry, fishing and hunting	1%	0%	0%	0.12
NAICS 21 Mining, quarrying, and oil and gas extraction	0%	0%	0%	0.35
NAICS 22 Utilities	1%	1%	1%	0.91
NAICS 23 Construction	5%	2%	5%	0.99
NAICS 31-33 Manufacturing	11%	4%	8%	0.7
NAICS 42 Wholesale trade	6%	6%	7%	1.1
NAICS 44-45 Retail trade	14%	9%	13%	0.95
NAICS 54 Professional and technical services	7%	12%	8%	1.21
NAICS 55 Management of companies and enterprises	2%	3%	ND	ND
NAICS 56 Administrative and waste services	8%	9%	ND	ND
NAICS 61 Educational services	2%	2%	2%	1.17
NAICS 62 Health care and social assistance	13%	11%	12%	0.91
NAICS 48-49 Transportation and warehousing	5%	6%	6%	1.18
NAICS 51 Information	3%	7%	4%	1.27
NAICS 52 Finance and insurance	5%	8%	5%	1.11
NAICS 53 Real estate and rental and leasing	2%	3%	2%	1.17
NAICS 71 Arts, entertainment, and recreation	1%	2%	ND	ND
NAICS 72 Accommodation and food services	11%	11%	ND	ND
NAICS 81 Other services, except public administration	3%	3%	3%	1.01
NAICS 99 Unclassified	0%	0%	ND	ND

ND= NO Data, Source: BLS

Target Industries Defined by Regional Economic Development Agencies

Within the Atlanta region and the State of Georgia there are numerous economic development agencies: The State of Georgia's Department of Economic Development, Georgia Power and the Metro Atlanta Chamber of Commerce, South Fulton Chamber of Commerce and other organizations, are all actively involved in recruiting businesses to the region that includes the City of East Point. East Point shares common interests with several different local, regional and statewide economic development partners.

- **Georgia Department of Economic Development**— the state's lead economic development agency.
- **Georgia Power Economic Development**—Georgia Power, like many other utilities, is actively involved in the recruitment and expansion of industries in Georgia and is a major cooperative player with state and local governments as well as area chambers of commerce in the economic development process in our state.
- **The Metro Atlanta Chamber of Commerce**—the Metro Atlanta Chamber markets the Atlanta region to a wide set of prospects nationally and globally.
- **Electric Cities of Georgia/MEAG**—Electric Cities of Georgia represents the interests of the municipal-based utilities in the state and plays an important role helping both its constituent members and the broader mission of economic development statewide. It can be both a technical and collaborative resource for the City given its statewide economic development experience.

Each of these agencies has defined target industries for recruitment and economic development. These target industries form a strong starting point for establishing similar targets for recruitment at the local level for East Point's economic development efforts. Typically, these industries have been selected based on three key factors:

- They provide a good fit with the economic characteristics of the state or region;
- They represent key, growing industries that generally have stronger prospects for relocation to Georgia and metro Atlanta;
- They would provide the ability to bring higher skill and higher wage jobs to the state or region.

Among the target industries defined by these three organizations there is significant overlap as shown in the chart below. More importantly, these economic development agencies are marketing to these target industries, many of which either have a strong existing presence or potential to locate in East Point or are shown in bold below.

Figure 24: State and Regional Economic Development Agency Target Industry Recommendations

Georgia State Dept of Economic Development	Georgia Power	Metro Atlanta Chamber
<ul style="list-style-type: none"> • Aerospace • Agriculture • Arts • Automotive • Contact Centers and Data Centers • Defense • Energy and Environment • Film, Music and Digital Entertainment • Financial Services • Food Processing • Headquarters • Information Technology (IT) • International Trade • Life Sciences • Logistics and Transportation • Manufacturing • Tourism 	<ul style="list-style-type: none"> • Aerospace • Automotive manufacture • Food processing and agribusiness • Manufacturing • E-commerce • Corporate headquarters • Business service centers 	<ul style="list-style-type: none"> • Corporate Operations • Business Services: • Global commerce: • Supply Chain and Advanced Manufacturing: • Technology • Bioscience and Health • Information Technology

East Point’s economic development footprint is relatively small compared to the reach and resources of these economic development agencies. The city can leverage its target industry efforts by working collaboratively with these agencies to make them aware of East Point’s advantages as a location for these industries. The city should establish a pattern of periodic communication with these agencies to let them know how East Point’s targets and specific development opportunities dovetail with the larger regional and state goals.

Other local chambers of commerce and other agencies have an important, but more limited, role in promoting economic development in East Point. While these organizations have a local interest and a direct stake in East Point’s future, they generally, lack the resources of the regional and statewide agencies.

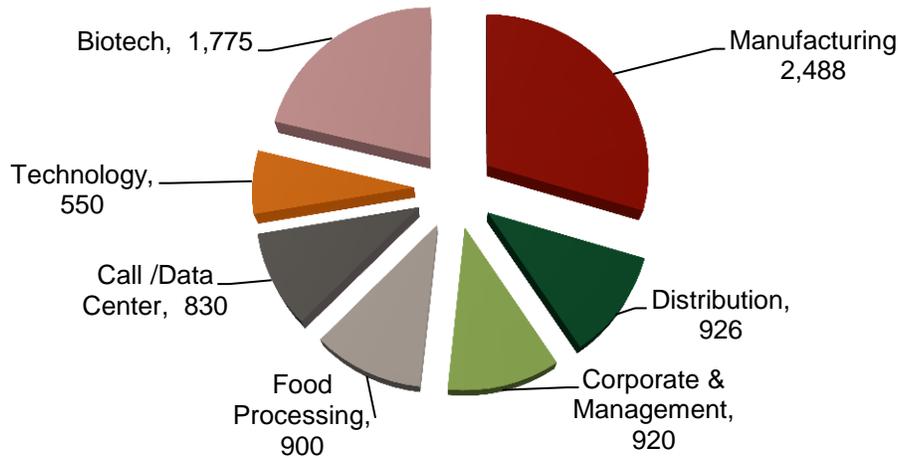
- Airport Area Chambers of Commerce
- South Fulton Chamber of Commerce
- Atlanta Convention and Visitors Bureau
- Southern Crescent Initiative
- Invest Atlanta (formerly the Atlanta Development Authority)

East Point can greatly benefit from finding synergies and common interests with these larger economic development partners, and communicating regularly to ensure that key individuals and groups are aware of East Point’s opportunities.

Recent Industry Locations/Expansions in Georgia

East Point can also benefit from looking at what industries have recently been successfully recruited into the state and region. Georgia Power’s economic development team compiles data on major corporate relocations and expansions in Georgia which provides a valuable snapshot of the types of businesses that are growing in our state. From 2010 to 2012, there were 120 firms who announced plans to relocate to Georgia from out-of-state. These relocations, when completed, will account for 18,424 new jobs. Most of these new jobs were in the manufacturing, bio-tech, distribution and corporate sectors.

Figure 25: Corporate Relocations in Georgia, Companies



Source: Georgia Power

Georgia Power Relocations 2010-2012

Atlanta Metro			State-wide		
Industry	Jobs	Firms	Industry	Jobs	Firms
Manufacturing	1,088	7	Manufacturing	8,393	65
Distribution	926	3	Distribution	3,957	16
Corporate & Mgmt	920	7	Food Processing	1,478	8
Food Processing	900	1	Technology	1,200	4
Call Data Center	830	5	Call Data Center	1,125	9
Technology	550	2	Corporate & Mgmt	920	7
Biotech	275	2	Transportation	310	2
			Hospitality	301	1
			Biotech	265	3
			Construction	130	1
			Healthcare/Biotech	125	1
			Law Enf. & Corrections	110	1
			Mining	35	1
Grand Total	5,489	27	Grand Total	18,424	120

Source: Georgia Power

Hartsfield Jackson International Airport— Competitive Advantage for East Point

Proximity to Hartsfield-Jackson Atlanta International Airport HJAIA is one of East Point's major competitive strengths. HJAIA is the nation's busiest airport with 90 million international and domestic passengers per year flying on 28 carriers. It is one of North America's major gateways for long-haul international passenger and freight movements. HJAIA provides East Point with a competitive advantage in several ways:

- **Economic Impact**— Hartsfield-Jackson Atlanta International Airport (HJAIA) is the second largest economic engine in Georgia (exceeded only by the ports). It is directly or indirectly responsible for (according to a recently completed HJAIA impact study):
 - 434,400 jobs statewide
 - 58,000 jobs at the airport
 - 69,800 off-airport jobs for suppliers
 - Total statewide economic impact of \$58.2 billion of which \$25.9 billion is directly generated at the Airport. A total of \$24.8 billion in visitor spending is stimulated by the airport.
 - A total of 58,000 employees work at airport, another 33,204 for related industries, with a combined employment impact of 91,000 jobs, with an average wage of \$51,655.
 - Recent airline mergers by Delta/Northwest and Southwest/Air Tran are likely to increase the need for maintenance, operations and related activities at HJAIA.
- **Freight & Cargo Operations**— Freight operations at HJAIA generate an estimated \$7.5 billion of statewide economic impact:

- HJAIA is a substantial air cargo hub with 655,277 metric tons (freight & express) shipped in 2008, this is down 9% from volumes in 2007 and slightly ahead of 2000 totals 649,376.
 - Of the 2008 total 364,797 metric tons were international or 56% of all air cargo and 57% of the international tonnage was in-bound to the U.S. In 2000 only 42% was international, and 55% in-bound.
 - There are three main cargo facilities (North, Midfield and South) at the airport, with 2 million SF and 1.5 million SF of cargo handling space.
 - The 250-acre Georgia Foreign Trade Zone #26 is adjacent to the east side of the airport in Forest Park.
 - Delta (36%) and FedEx (21%) dominate the air cargo volume at Hartsfield-Atlanta, followed by UPS (7%) Korean Air (7%) Cathay Pacific (4%) Lufthansa (4%) British Airways (4%).
 - Mayor Reed has identified the expansion of air freight at HJAIA as a major goal of his administration.
- **Visitor Spending–**
 - There is \$13.9 billion in off-airport visitor spending annually in metro Atlanta.
 - There is \$24.8 billion in visitor spending statewide.
 - Hotels, restaurants, retail, recreation, local travel support 170,000 jobs and \$3.4 billion in payroll annually statewide.

Thus, HJAIA provides a wide range of economic opportunities which, given its location, East Point is ideally positioned to capture more than its fair share. While the City is not positioned to directly benefit from on-airport operations, it is well positioned to participate in the airport's economic environment by identifying areas of overlap between East Point's economic sectors and airport-related economic activity. East Point should identify ways to enhance and market opportunities to capture airport related activity. East Point must also strive to communicate its strengths within those areas of overlap delivering this message to both economic development partners, and to firms that might benefit from those areas of overlap.

HJAIA, given its scale and economic complexity, provides East Point with four key areas to capitalize on its competitive advantages:

1. Airport-related business and services
2. Off-airport visitor expenditures
3. Businesses that rely on air cargo for shipping their products
4. Attracting airport employees to live and spend in East Point

The opportunities in each of these four areas are outlined below:

Competitive Advantage 1: Attract airport-related businesses

One of the greatest opportunities for East Point is to seek to attract a segment of the many businesses that provide goods and services to the operation of the HJAIA. They include business in four key areas:

Businesses that benefit from airport proximity

- Logistics & Warehousing
- Cargo & Shipping
- E-Commerce
- Fulfillment Center
- Advance Manufacturing



Businesses that directly serve the airport and aviation industry

- Aircraft service & maintenance
- Catering & food service
- Airline suppliers
- Travel services



Airline Operations and Training

- Training & Certification
- Logistics & planning
- Flight dispatch & operations
- Corporate services
- Travel services



Airport Related Government & Regulatory Agencies

- Operations & Facilities
- Warehousing
- Training
- Fleet Support
- Atlanta Airport supports an estimated 7,300 federal jobs, many of them with off-airport offices and operations

HJAIA-Based Jobs by Agency	Est. Jobs 2012
Homeland Security	4,299
Transportation & FAA	1,379
Customs & Treasury	627
USPS	498
USDA	237
Other	<u>224</u>
Total	7,264

Source: US GAO



Competitive Advantage 2: Visitor Expenditures

The second major types of airport related economic activity is driven by visitor expenditures—the hospitality industry

- Hotels and restaurants are a cornerstone of East Point’s local economy. East Point remains in a strong position in an increasingly competitive lodging market;
- Currently the hospitality industry is East Point’s largest employer: 1,500 jobs.



Competitive Advantage 3: Air Cargo & Shipping

Another key business opportunity for East Point is to tap into the burgeoning economic sector of air cargo and shipping services.

- Key export industries:
 - Industrial/electrical machinery;
 - Photo/optic equipment;
 - Pharmaceuticals;
 - Aircraft parts;
 - Plastics;
 - Motor vehicle parts;
 - Pearls, stones and coins.



Competitive Advantage 4: Attract More HJAIA Employees to Live in East Point

- 58,000 employees work at the airport, another 33,204 work for off-airport related industries, totaling 91,000 employees;
- Their average wage \$51,655;
- East Point can appeal to these employees as a place to live for a variety of reasons:
 - Lessen their commuting time;
 - Proximity to HJAIS without the noise;
 - Many affordable housing options, MARTA access.
- Attracting 2,000 HJAIA employee households to East Point could:
 - Absorb half the current vacant housing inventory in the City;
 - Generate \$40-\$50 million in potential retail sales from the new households.



East Point Target Industry Recommendations:

The preceding analyses were used to define the most appropriate target industries for East Point. Each potential target industry was ranked based a number of criteria. Determining which of the potential target industries represented a good “fit” with East Point is based on four factors:

- Whether the industry already has a presence in East Point;
- Whether East Point has a competitive advantage for attracting that industry;
- Whether there appears to be potential to attract that industry based on local characteristics even if not present in East Point today; and
- The ability of the City of East Point to take actions to make it more attractive to that industry.

Each factor was scored from 1 to 5 with 1 being “low” or “unlikely” and 5 being “high” or “likely.” Target industries ranking 15 or higher are considered prime competitive sectors for East Point. The results of this prioritization of target industries are shown on the following tables.

Table 41: Target Industry Scoring Scheme

Criteria	Description	Scoring
Strong Regional Track Record	Does this sector have a strong presence and growth potential regionally?	1 to 5
Existing Presence	Does the industry already have a strong presence in East Point?	1 to 5
Competitive Edge	Does East Point have any Competitive advantage to attract this sector (S.W.O.T)	1 to 5
Local Investment Potential	Is there any way that the City of East Point could act to increase the City’s advantage to this sector?	1 to 5
Target Industry Score		4 to 20

Table 42: East Point Target Industry Ranking

Sector	Strong GA Track Record	Existing Presence	Competitive Edge	Local Investment	Score
Accommodations Food Services	5	5	5	4	19
Commercial Aviation & Services	5	4	5	3	17
Logistics & Distribution	5	4	5	3	17
Retail Trade	5	3	4	3	15
Food Processing	5	3	3	3	14
Healthcare Social Services	5	4	2	2	13
Manufacturing & Heavy Industry	3	3	4	3	13
Business Services & Supply Chain	4	3	3	2	12
Educational Services	5	2	2	3	12
Film, Music and Digital Entertainment	5	2	2	3	12
Arts	4	2	2	3	11
E -Commerce	3	2	4	2	11
International Trade	4	2	2	3	11
IT Management	4	1	1	4	10
Bioscience	4	1	1	2	8
Components	1	1	3	3	8
Financial Services	5	1	1	1	8
Professional, Scientific, Technical	4	2	1	1	8
Aerospace & Defense	3	1	2	1	7
Automotive Manufacture	4	1	1	1	7
Telecom	2	1	1	3	7
Technology	2	1	1	2	6
Electronics	1	1	2	1	5
Energy and Environment	1	1	1	1	4

Source: Bleakly Advisory, SEDP

Recommended East Point Target Industries:

The following target industry sectors show the most promise for East Point based on its current economic climate, future employment trends, and the City's unique competitive environment:

- **Accommodations & Food Services**
 - Already a strong sector in East Point.
 - Additional potential due to proximity to HJAIA.
- **Commercial Aviation & Services**
 - Competitive advantage from proximity to HJAIA.
 - Strong growth potential.
- **Logistics & Distribution**
 - Already a strong presence in East Point.
 - Benefits from East Point's proximity to air freight, rail service, and strong regional access to interstate network.
- **Food Processing**
 - Already a strong sector in East Point's economy.
 - Benefits from East Point's proximity to air freight, rail, and interstates.

- **Healthcare Social Services**
 - Already a strong sector with South Fulton Medical Center and Camp Creek medical offices.
 - Favorable demographics.
 - A total of \$27 million spent on health care by East Point residents in 2011—strong demand in surrounding 5-mile market area.
 - Opportunity to capture large share of south metro medical services market.
- **Manufacturing & Heavy Industry**
 - Existing strong presence of heavy industry in city—one of few communities that allows these uses.
 - Access to the rail network which is of increasing importance.
 - Industrial areas largely buffered from conflicting uses.
 - While manufacturing has undergone a period of long decline nationwide; however, still demand within certain manufacturing industries such as auto related, metal fabrication, food processing, and specialized products.
- **Retail Trade**
 - Already a strong sector in East Point with a major region-serving concentration at Camp Creek Market Place.
 - Opportunities to increase retention of retail expenditures by citizens of East Point by expanding retail choices in the City.

The graphic which follows illustrates the unique aspect of target industry development in East Point—there is both an opportunity to increase the presence of the seven target industries in general, and there is also a special opportunity within the parts of these industries which can benefit from the City's proximity to HJAIA. This provides a unique mix of opportunities that does not typically occur in most communities for East Point to pursue.

Figure 26: Overlap of East Point Target Industries



Strategies

This section of the plan focuses on defining a set of economic strategies for the City of East Point to implement to achieve its economic vision. It is based on the analysis presented in the preceding sections and discussions with city leaders, business community members and other members of the East Point community.

We believe East Point can achieve greater economic prosperity as a community by focusing on four key strategies, as described below:



Achieving these four key strategies will result from the implementation of a set of related action steps which are described below and summarized in the Action Plan which follows:

1. Expand the Business Sector – The goal of this strategy is to help existing East Point businesses expand in the City and attract new businesses to locate in the City. This will create new jobs for East Point residents, increase local spending by businesses, diversify East Point's employment base and increase the City's tax base. The specific action steps to achieve this strategy are as follows:

1.1 Conduct regular outreach to existing businesses– East Point has an established base of major businesses already located in the City. For example, city business license data indicates there are 184 firms with ten or more employees in the City which employ 8,146 workers in 2011. The first task is to establish a policy of making periodic contact with these companies to learn how they are doing and see if there is anything the City can do to help them grow and expand their business, or move another facility into the City. Think of this as the City's early

warning system on the health of its employment base. Specific strategies would include:

1.1.1. Conduct courtesy calls to 25 businesses annually – Reach out to a rotating list of 25 businesses annual to be aware of any issues the companies are having with their operations in East Point and demonstrate the City’s interest in working with them to support an expansion of their business in the City. This outreach will also help maintain personal contact with a cross section of the business leaders in the community.

1.1.2. Maintain a database of businesses & employment trends in the City– Maintain, a database of businesses & employees in the City based on information collected annually for business licenses and the business outreach process.

1.1.3. Provide a timely response to key issues raised through business outreach– If issues are identified from the business outreach process get back to the business owners with a timely response to their concerns or issues. For example, if a malfunctioning traffic light is impacting deliveries to a facility reach out to the appropriate city department to get the light repaired and notify the business that a repair is scheduled.

1.2. Targeted program for improvement and maintenance infrastructure in key areas– Many of East Point’s industrial parks are located within the fabric of the urbanized parts of the City and are subject to additional wear and tear form the high volume of commercial traffic. Identify ways to enhance the public infrastructure in and around these areas to create a more functional and attractive business environment and improve the overall appeal of these areas of the City.

1.2.1. Identify and prioritize repairs and upgrades of sub-standard infrastructure in priority economic development areas– Develop a multi-year plan to improve the basic infrastructure around the identified industrial redevelopment sites to make them more appealing to an investor. Start with upgrading asphalt, curb & gutter in areas that are lacking, followed by the inclusion of sidewalks, lighting & landscaping, and enhanced signalization, turn lanes. Include signage and branding.

1.2.2. Identify funding sources and implement infrastructure repairs and upgrades– Seek funding in the City budget on an annual basis to invest in the upgrades in and around the priority



industrial redevelopment areas.

1.3. Create a distinct East Point hotel district to improve competitiveness of East Point's hospitality sector – East Point already has a major concentration of twelve hotels located at the intersection of I-85, Virginia Avenue and Bobby Brown Parkway. However, with I-85 bisecting the area it lacks any cohesive sense of place, and rather appears as a cluster of hotels all standing apart isolated by parking lots and commercial structures. There is significant economic potential to improve this area by creating a unified development plan, adding pedestrian friendly infrastructure and attracting restaurants and other uses which would give visitors more of a reason to come and spend in the area. We would recommend creating East Point's hotel district by implementing the following action steps:

1.3.1. Develop Hotel District Master Plan– The existing concentrations of hotels in East Point emerged over time without a clear plan in place for the area. To create a true hotel district that augments the existing hotels with a mix of commercial uses in a pedestrian friendly environment will require the development of an overall master plan for the future development/redevelopment of the area. This would seem to be an excellent candidate for a Livable Centers Initiative study partially funded by the Atlanta Regional Commission.

1.3.2. Improve infrastructure, pedestrian space and public space in the Hotel District– The current hotel district environment is totally auto dependent. Given its compact size and proximity of the existing hotels to each other it could greatly benefit from a development of additional public spaces, pedestrian linkages and other enhance infrastructure that would make the entire area more pedestrian friendly thereby encouraging guests to walk and enjoy the mix of offerings being created in the district.

1.3.3. Encourage dining and entertainment options in Hotel District– With a substantial inventory of existing hotels in place what is missing is other services which would appeal to their guests. Infill sites are available for restaurants, nightlife and entertainment venues which could appeal to the hotel guests staying in the district. The city should work with property owners to

Figure 28: East Point's Hotel District, adjacent to College Park and Hapeville



promote these infill opportunities to potential operators/investors.

1.3.4. Clean-up vacant sites – There is a significant number of vacant and underutilized commercial sites within the proposed district boundaries. Many of these sites have deteriorated structures, weed filled parking lots and evidence a lack of maintenance and care. As an interim step the City should work with the surrounding hotels and property owners to clean up and spruce up the appearance of these parcels to provide a better atmosphere for the existing hotel guests to the district.

1.4. Expand presence of the regional health care sector in East Point– East Point is strategically located in a portion of the metro Atlanta which is underserved in terms of major medical facilities. East Point should undertake an effort to make it the center of the regional medical industry by implementing the following action items:

1.4.1. Work with South Fulton Medical Center and other health care providers to increase presence of their facilities in East Point–

East Point has a major health care facility located in the heart of the City—the South Fulton Medical Center which is part of the Tenet Healthcare System. With its major campus in East Point the City should explore with the management the option of a long term expansion of its facilities in the City and what role the City could plan in expediting this process. In addition the City should encourage the creation of more senior housing and other healthcare facilities such as the presence of Morehouse Medical clinic and the major medical office concentration at Camp Creek which collectively will help position as a major medical center for the south metro Atlanta.

Recommended Target Industries

- Accommodations and food services,
- Commercial Aviation and aviation services,
- Logistics and distribution,
- Food processing,
- Healthcare, social services,
- Manufacturing and heavy industry, and
- Retail trade.

1.5. Implement a target industry strategy to attract new businesses to East Point– Implement a program to attract business in the identified seven target industries to East Point based on the following action steps:

1.5.1. Communicate East Point Target Industry Opportunities with Economic Development Partners– City economic development staff needs to engage in regular communication with its key partnering economic development agencies to make them aware of specific opportunities to locate their common target industries in East Point. Drawing on data from the City’s industrial developers, commercial brokers and the City’s redevelopment sites, indicate how mutual target industries could find a home in East Point.

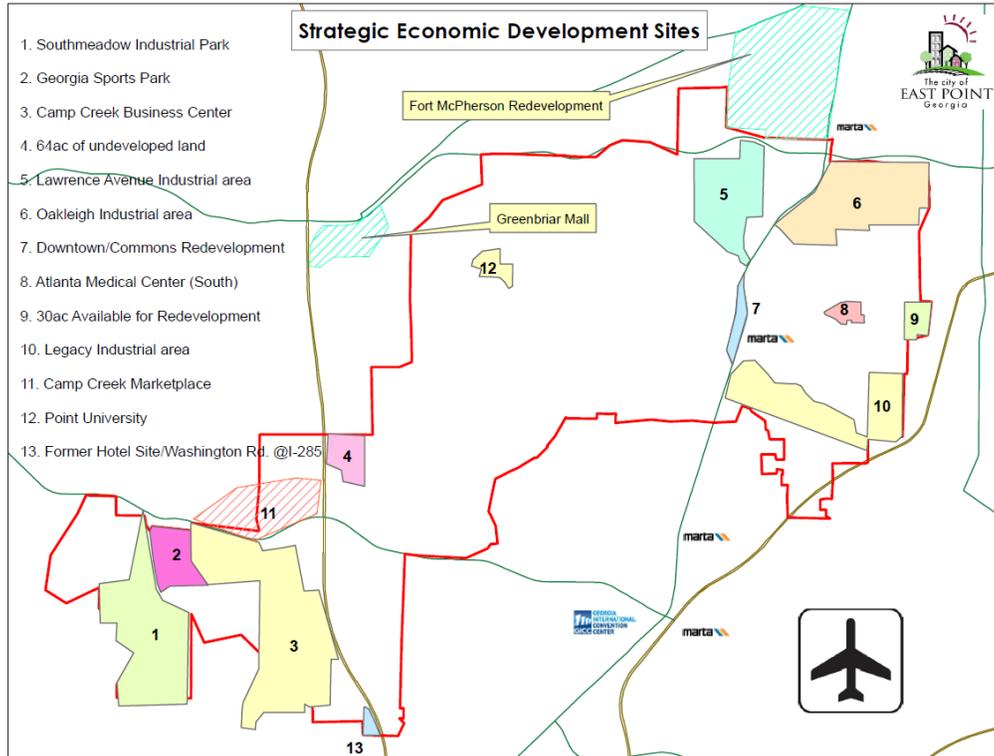
Periodic coordination meetings should be held with the East Point's Business and Industry Development Authority (BIDA) South Fulton Chamber, Airport Chamber, Metro Atlanta Chamber, Georgia Department of Economic Development, Electric Cities/MEAG, and Georgia Power. Coordinate with local brokers and property managers.

1.5.2. Develop strategy to market opportunities to airport and aviation related employers– HJAIA's economic impact is estimated to be \$58 billion, with 58,000 airport employees and 70,000 local suppliers. Market East Point and its economic opportunities, office space and industrial space directly to these companies.

1.5.3. Position identified economic development sites for action– The economic development staff has done an excellent job identifying 13 key economic development/redevelopment sites in the City where additional development should occur. The City now needs to position these sites for action by getting them as close to development ready as possible. Potential investors are looking for easy projects where the site is under one ownership and much of the due diligence is in place. Working with the property owners and/or brokers for each of the identified economic development sites the City should prepare a development package which contains:

A site plan, status of title, liens, an environmental assessment, current zoning requirements, zoning, a utilities access plan and description of other available infrastructure. Getting each site as development ready as possible will speed its redevelopment and enhance the likelihood of it being acquired.

Figure 29: East Point’s Strategic Economic Development Sites



1.5.4. Prepare for rapid response to economic development opportunities– We have heard on several occasions that the City’s economic development staff have a history of being responsive to emerging economic development opportunities. Augmenting the staff’s capabilities with commitments from the new City Manager and key department heads as well as elected officials to participate as a team in working with business prospects is a key signal to prospects that a community is open and receptive to new business. In addition, members of the business council, and BIDA discussed subsequently should participate as part of the rapid response team.

1.6. Foster new local small businesses and startups– One of the greatest opportunities for economic growth in East Point will come from the growth of small entrepreneurial businesses across a broad spectrum of industries and services. The city can implement a range of action steps to encourage small business development.

1.6.1. Facilitate small business lending– The city can facilitate a series of workshops where local lenders can meet with interested small businesses to explore how they can obtain business loans to support their businesses.

- 1.6.2. Streamline permitting and approvals for new business**– The city should explore ways to facilitate permitting and approvals for small businesses. This could be as simple as having a special time each week established as “small business support day” where companies can come in and get any issues they are having resolved. Designate a member of the City staff to act as a liaison with small businesses to help them navigate the permitting and approvals process.
- 1.6.3. Waive fees for targeted small business sectors** – Another approach would be to waive city permitting and business license fees for all new start-ups in the City as a way to minimize the cost of operating a new business in the City.
- 1.6.4. Create set-aside for small businesses in city procurement**– Establishing a special set aside or additional points in the evaluation of procurement proposals for small business would support existing small business in the City.
- 1.6.5. Produce a local business-to-business directory**– To foster greater purchases of local merchandise and services by residents and companies many communities have created business directories of goods and services available in their community. Initially these directories were produced physically; increasingly they are going on-line for ease of production and access. East Point and its citizens could benefit from the creation of a local business directory to encourage more East Point businesses and residents to buy local.
- 1.6.6. Conduct annual small business information fairs with SBA**– Small businesses lack the staff capacity to manage many business processes in-house. Organizing a small business information fair where local businesses can learn about available financing options, accounting and legal issues and ways to deal with the many challenges facing a new or small business would be a good strategy to support East Point’s burgeoning small business sector.
- 2. Target Downtown Development and Retail Expansion**– A long range goal for the City of East Point is to retain within the City more of the retail spending being done by its citizens and businesses. The ability to recirculate more of the spending by businesses and residents would add significantly to the City’s economic well-being. The approach is to both reinforce retail opportunities at key locations while reducing the marginal retail outlets spread along many commercial corridors in the City that have a weak prospect of long term success.
- 2.1. Target incentives for redevelopment of two retail centers**– East Point has a significant inventory of deteriorated retail centers with significant vacancies. In an effort to stabilize and improve the current retail inventory, particularly in the older established areas of the City, the City should offer to provide TAD and

other incentives to two retail centers that can present a detailed plan for their revitalization and which can demonstrate the commitment of new tenants and other improvements at the centers. The city could issue a competitive request for proposals from interest property owners and allow the owners to compete for city incentives based on the quality of their plan and its ability to leverage other private funding. The city could then evaluate the proposal and select one or two centers for the incentive support. This approach would allow the private sector to use its creativity and market knowledge to put together the best plans for a successful retail center renovation

2.1.1. Issue RFP for public-private redevelopment of shopping centers– Using the Corridors TAD revenue as the incentive, seek redevelopment proposals for two centers in the TAD area interested in obtaining city incentive funding to support the redevelopment and re-tenanting of one shopping centers in the area. Allow the shopping center owners to compete for available TAD funds by providing the best plans to reposition their retail centers.

2.1.2. Implement Redevelopment– Select the best shopping center redevelopment proposal and work with the center owners and developers to get the plan implemented.

2.2. Actively work to move forward on downtown redevelopment initiatives– Over the past decade the City has been engaged in a detailed planning and implementation process to revitalize East Point’s downtown district. Just prior to the advent of the Great Recession a major mixed use development was proposed for the area near the MARTA station in downtown known as the Commons. As a result of the emergence of the Great Recession that project failed to move forward. As the recession appears to be waning in impact the City is very interested in moving its plans for the downtown area forward. A recent LCI plan update redefined the development opportunities around the MARTA station and the City is in the process of engaging a development manager to help implement its plans for the area.

2.2.1. Hire project manager– The City is in the process of hiring a project manager for the downtown area to implement the vision for the area in the LCI plan, we strongly endorse this approach as the best way to get momentum back into the this vital project.

2.2.2. Implement recommendations of East Point Main Street Corridor TOD LCI Study– The city recently completed a LCI study of the Main Street Corridor. It is now time to implement the recommendations of the study, with a key step being the hiring of a Commons Redevelopment project manager to lead the site control process from the City’s perspective.

2.3. Reinvigorate East Point Downtown Core– Downtown East Point is the logical place to create a vibrant mixed use town center for the City. It has many of the building blocks in place, but will require the implementation of series of projects to bring the level of vitality and energy that could become a major catalyst to bringing new residents and business into the City. We would suggest the following action items to achieve this objective.

2.3.1. Encourage development of new downtown housing – Downtown offers an ideal environment to support a significant housing component to its mixed use development. Bring more residents downtown will create support for existing and new retail businesses and will bring new life and activity into downtown. As a result the City should support and encourage the creation of new housing units in the downtown area through the use of its TAD mechanism and other approaches.

2.3.2. Encourage the purchase & revitalization of existing homes in historic or core neighborhoods– East Point has a substantial inventory of vacant and available homes as a result of the negative effects of the foreclosure crisis. Bringing these units back into the occupied inventory will not only have positive fiscal consequences for the City but will help the condition of the surrounding neighborhoods. The city should support private development efforts to expedite the rapid acquisition and renovation of this critical resource.

2.3.3. Promote development of office space downtown– East Point has a very limited office inventory. The greatest opportunity to add to the office inventory would be to target small businesses, airport related-business and government agencies as potential office tenants who would consider a downtown location in a mixed use project with direct MARTA access to HJAI. The development of office as a key component of the new space downtown would seem to have niche appeal in the regional office market.

2.3.4. Locate city offices in downtown area and promote development of office space downtown– The city has considered a number of plans to relocate city offices in the downtown area. These could include a renovation of the old city hall complex, renovation of a portion of the complex with some new construction or constructing an all new complex. Whatever approach is chosen, relocating city offices into the heart of downtown would provide additional activity in the downtown area and could be an anchor for the revitalized mixed use district as has occurred in other cities like Suwanee, Duluth and Smyrna.

2.4. Undertake retail potential market study– In an effort to attract a growing range of retailers to East Point the City may want to commission a retail market study for the City. The purpose of the study would be to demonstrate the retail buying power in the City and where there are unmet gaps in the mix of local

retailers that could provide future opportunities for new stores. Making the effort to prepare this study is a sign to retailers that the City is committed to improving its retail environment.

2.4.1. Commission and complete market potential study– The study should be commissioned to highlight current and future retail opportunities and potentials in the City of East Point and the surrounding market area.

3. Improve East Point’s Business Environment– An important element in an effective economic development strategy is creating an environment in a community which is perceived as receptive to economic growth and is business friendly. This does not mean a community that is focused solely on the needs of business at the expense of the other legitimate needs of its citizens; rather it is a place that a company or prospect feels it can get answers to its questions and issues in a timely and professional manner regardless of outcome. In today’s fast paced global Market Place the old axiom that time is money has never been truer. Businesses are looking to locate in communities that can help them work through land use and regulatory issues in a direct and timely manner and provide them a fair hearing of their position. East Point would benefit greatly by considering ways to project an image as a business friendly community in all of its actions and activities. Rather than one big thing, creating this perception comes from implementing a series of modest but related actions.

3.1. Establish Business Council– East Point should establish a Business Council to provide a sounding board for local leadership on issues of importance to the business community and help in the implementation of the SEDP. The city does not have its own chamber of commerce or merchant associations that fill this role in other communities. The key action steps towards this objective would be:

3.1.1. Organize the Business Council– The city council should work with existing business leaders to form a Business Council. The purpose of the Business Council is to be a “sounding board” and advise city leadership on key business-related issues in the city. It will also work directly with the economic development staff on the implementation of the SEDP and monitor the progress in implementing the plan on a quarterly basis. The Business Council should have 7 to 9 members and would act as a link between City leaders and East Point’s business community. It would meet quarterly to focus on “big-picture” economic strategy and issues rather than day-to-day economic activities. Business leaders who participated in the SEDP leadership team could provide an initial core of members to the Business Council that would already be familiar with the SEDP.

3.2. Fill key city staff vacancies to establish strong chain of command to achieve economic development goals

3.2.1. Hire a City Manager with strong economic development orientation– The city is in the process of hiring its next City Manager. From the perspective of the SEDP, it would make great sense to make sure the next City Manager has a strong track record in economic development and has experience and orientation to provide needed administrative leadership to get the SEDP implemented. A critical role for the City Manager in the economic development process is to oversee vision and adherence with the strategic plan among department heads on a continuous, day-to-day basis. The City Manager is tasked with establishing clear goals, responsibilities and expectations throughout the economic development chain of command, supporting the day to day actions of the economic development staff, and committing city resources to the achieving the goals of the SEDP

3.3. Position and promote East Point as “Open for Business”- In economic development as in many other areas, perception is often reality. Creating a brand in the Market Place that the City of East Point is “Open for Business” can be achieved by executing a number of related action items that combined will create a business friendly impression of the City to potential business prospects and to the existing business community.

3.3.1. Adopt and promote the Strategic Economic Development Plan– East Point like many communities it size, has never had a strategic economic development plan to guide its future economic activities. Adopting the final version of this plan would be an important milestone in the City’s development, indicating a new level of commitment to the future economic prosperity of the City. It can also serve then as the road map to the economic future the City wants to achieve. We would urge the City council to formally adopt this plan.

3.3.2. Establish review procedures to track progress and accountability– The city should establish policies to have the Business Council monitor progress on implementation of the Action Plan at its quarterly meetings and have an annual briefing to city council by the Economic Development Director on progress in implementing the main strategies of the plan. In any plan of this kind, conditions change over time and periodic adjustments to specific strategies and programs are needed as conditions in the Market Place change. The Business Council could be a good forum to discuss potential changes in approach and tactics and give support to the Economic Development Staff in carrying the plan forward towards the four key objectives

3.3.3. Implement training on SEDP with City Leadership– Successful economic development programs have strong support across city elected leadership and key department heads whose decisions greatly impact development in the City. Having a training session for City leadership, the BIDA board,

and key department heads to familiarize them with the key strategies of the SEDP and discuss how they play a critical role in its implementation would be very beneficial both in conveying the specific objectives but also in creating a sense that this will have to be a coordinate team effort to succeed.

3.3.4. Emphasize the importance of finding ways to get to “Yes”– The key challenge facing the City in the implementation of this SEDP policy will be creating an environment that emphasizes the importance of finding ways to “Yes” instead of “No”, particularly in regards to the day-to-day operations of East Point City staff. From our experience, leadership from the elected officials and the City Manager will be critical in creating an atmosphere of rewarding creativity and innovation rather than the rote implementation of rules and procedures.

3.3.5. Promote the “Open for Business” branding– Another critical element in creating a receptive environment for economic development is consistently celebrating your victories. Press releases, newsletters, speeches to civic groups, newspaper interviews continually reinforcing the many positive actions the City is taking to improve its economy and implement the SEDP has a cumulative effect of creating positive momentum about a city and its future. Making every effort to acknowledge and celebrate small victories in terms of new jobs, new businesses and signs of investment in the community will have a cumulative positive impact on the perception of the City as a place for business.

3.4. Create Camp Creek- area C.I.D– Camp Creek Market Place has been one of the most successful economic development projects undertaken by the City in the last decade. However, the continued development of this vital area of the City is leading to increasing levels of traffic on Camp Creek Parkway and surrounding roadways. One of the greatest areas of congestion is at the interchange of I-285 and Camp Creek Parkway. As a means of providing needed future funding to deal with improvements to this interchange and elsewhere in the area we would suggest exploring the creation of a CID.

3.4.1. Investigate the feasibility of forming the CID – The CID would be designed to provide seed and matching funding for major, local transportation improvements such as at the Camp Creek/I-285 interchange. Evaluate the feasibility of creating the CID by analyzing the current property values in the potential CID area to determine the level of funding that could be generated from the area. Interview key area businesses to gauge their support for the formation of the CID. Determine when would be the best time to seek legislative approval for the formation of the CID via local ordinance and approval of the commercial property owners.

3.4.2. Implement CID– If the results of the feasibility study are positive, begin the process to implement the CID through a vote of the affected commercial property owners and approval by the East Point City Council.

4. Enhance East Point’s Quality of Life – The fourth strategy is important for several reasons. First, the key benefit of an effective economic development strategy is its ability to enhance the quality of life for the citizens of the community. Second, increasingly corporations are focusing on quality of life issues in the decision to locate new facilities; since they know their ability to recruit a highly skilled workforce will depend in large measure on the quality of life they can offer their workers. Thus, in this strategy we are focusing on both of the benefits from enhancing the quality of life in East Point.

4.1. Market neighborhoods regionally– One of key differentiators about East Point is the quality and character of its older neighborhoods. These areas have been greatly battered by the Great Recession but they offer a special framework for the resurgence of the City’s residential areas and can be a key catalyst in improving the quality of life in the City.

4.1.1. Promote character, availability, and affordability of neighborhoods– East Point should focus on promoting the character and affordability of its neighborhoods to young regional households, especially those who work in or near HJAIA. Historically, East Point was home to many airport related employees and it needs to enhance its appeal to a newer generation of airport employees, many of whom are single or in childless households, and more likely to renovate affordable homes in the City. A targeted marketing program to airport related employees inviting them to live in East Point could be an important strategy to stabilize the housing market and reinvigorate the retail market.

4.1.2. Promote neighborhood success stories– During the public meetings many people mentioned individual success stories of home renovations and new residents moving into the area. These stories need to be more widely covered and discussed on the City’s web site or through other electronic media to create greater awareness of what is occurring in East Point’s neighborhoods.

4.2. Improve East Point’s historic neighborhoods– Neighborhood revitalization should be a priority of the City. In addition to improving the environment in the City’s historic neighborhoods the strategy would link them back to the many improvements that will be occurring in downtown.

4.2.1. Create Neighborhood Revitalization Task Force– East Point’s neighborhoods are among its greatest strength, but they are threatened by vacancy and abandonment. It is crucial to maintain neighborhood character. These strategies concentrate on ways to stem deterioration and

promote investment, home ownership, and increased demand for East Point's homes.

4.2.2. Create “Welcome Home Team” – The Welcome Home team would be comprised of volunteers who work to encourage home ownership and help facilitate permitting and zoning for new residents & investors.

4.2.3. Work with Fulton County /Atlanta Land Bank Authority – The Fulton County Land Bank Authority could assist the City in gaining control of key residential parcels for redevelopment and assembling those parcels into sites which are suitable for redevelopment either by for-profit or non-profit developers.

4.3. Establish Incentive Strategies for Economic Development

4.3.1. Implementation of Opportunity Zone – The city has just received approval of its first Opportunity Zone from the Georgia Department of Community Affairs. Putting this incentive in place provides a very effective tool for attracting new businesses and helping existing businesses expand in the City. The economic development staff should hold an informational session for local businesses on how to benefit from the Opportunity Zone.

4.3.2. Implementation of BIDA - The city has established a Business and Industrial Development Authority (BIDA) which is a powerful financial tool to support economic development initiatives through the issuance of special financing for projects. While early in its operation, BIDA can be the vital financing arm to support the implementation of the city's economic strategy.

4.3.3. Finish Implementation of Corridors TAD– The city implemented the Corridors TAD in 2008 when it received city approval and concurrence from Fulton County. It would greatly enhance the value of the TAD if the City could complete the process and receive the concurrence of from the Fulton County Board of Education to participate in the TAD going forward. It may be advisable to reset the base increment year and adjust the boundaries to a more targeted area as a way of securing School Board concurrence to include their increment in the TAD.

4.4. Continue programs to improve the physical and aesthetic quality of East Point Gateways– East Point suffers from a lack of identity on many of the major interstates which ring the City. In addition, access to the City is typically via a series of older deteriorated commercial corridors that do not create the best first impression for visitors and residents of the City. The city should continue its efforts to create a more appealing character at key gateways entering the City.

4.4.1. Continue programs to demolish blighted and hazardous buildings– Continue efforts to upgrade infrastructure, improve and beautify public spaces,

gateways and corridors, and remove hazards and blight to improve overall quality of life for existing and potential residents and businesses.

4.4.2.Improve visual character of primary corridors– Evaluate corridors and select one f or a pilot upgrade project of improved signage, landscaping and streetscape improvements into the heart of the City. The Cleveland Avenue corridor or Main Street would be two excellent candidates for consideration.

4.5. Establish career academy for jobs in airport-related industries– Within the state there has been a movement in secondary education to create career academies designed to provide technical education to high school aged students though a special curriculum designed around one or more industries. The career academy combines involvement by the local school board, one or more community colleges and a major corporate sponsor to create a unique program combining a rigorous high school education with technical training in an applied field associated with the corporate sponsor. Given East Point's proximity to HJAIA a career academy in the City that focused on airport related careers and was sponsored by a major employer in the airport area would seem to provide a unique learning environment and path to a career for East Point students.

4.5.1. Form an exploratory committee of potential partners and sponsors– Partner with HJAIA, airlines, major contractors and suppliers, government agencies, Fulton County Schools, Atlanta Tech or Metropolitan College to explore the feasibility of creating a career academy in East Point. Programs could be supported by Airport-area corporate sponsors, and sponsors could link training programs to future employment.

4.5.2. Explore curriculum and focus — The exploratory committee can research the focus for the career academy in terms of what industries and careers offer the greatest potential in the greater airport area. There are many possible industries to consider including aircraft maintenance and repair, food service and hospitality, logistics, and just in time processing and production to name a few. The committee can determine a tentative curriculum, the roles of the educational partners in implementing the curriculum and look at models where the facility would be self-contained campus, or a satellite with special programs and services tied to other secondary schools in the Fulton County network of high schools.

4.5.3. Establish program and campus — Once the curriculum and focus are established, it selecting a campus and beginning the initial program would be the next key tasks for the exploratory committee. Ideally, East Point would be considered as a preferred location for the facility, either adjacent to other facilities of Fulton County Schools or in an location that would provide easy, direct access to employer locations for work/study and apprentice opportunities. Camp Creek Business Center could be a compelling location for the committee to consider.

Appendix A: The Public Engagement Process

The East Point Strategic Economic Development Plan (SEDP) is designed to provide a road map toward future economic stability and advancement for the City. The SEDP process was informed by a variety of sources including:

- The professional analysis and expertise of the consulting team;
- The opinions and insights of the business community;
- Candid conversations and interviews with community stakeholders; and
- Quality community input throughout the process.

Like other planning initiatives, this process welcomed participation from the general public with a goal to engage the business community to vet market and business realities to ensure that recommendations can be implemented. These public input streams included:

Leadership Team: This group was comprised of a core of approximately 25 individuals who represented a wide array of interests within the broader community including:

- Hospitality;
- Industry and manufacturing;
- Retail and small business;
- Development and real estate;
- Community leaders and residents;
- Educational institutions
- Service providers; and
- Various city departments.

They met once a month for five months to allow for open and interactive discussion of key issues in the City and to review the planning team's assessment, findings, plan recommendations and implementation strategies within the SEDP study area. Also while serving as a sounding board to guide the development of the presentation materials prior to public viewing, the Leadership Team served as advocates and recruited constituents to participate throughout the planning process and worked collectively to achieve the following results:

- Develop an understanding of the existing economic conditions, opportunities and challenges facing the City of East Point;
- Utilize the data to help make strategic decisions about the growth, future development, marketing strategies and opportunities impacting their organizations;
- Identify opportunities to assist the City of East Point Department of Economic Development with business retention and recruitment;
- Develop working relationships with peer businesses and leaders; and
- Commit to advocating for the business community and seek buy-in from City leaders to implement the recommendations for the benefit of the greater community.

SEDP Leadership Team —The members included:

- Erica Bracey, Resident
- Chris Brown, Duke Realty
- Michael Davis, Cartridge World
- Kenneth Deleon, Fort McPherson LRA
- Geneasa Elias, City of East Point Planning and Zoning
- Karl Phillip, Alliance Laundry & Textile Service
- Jennifer Fine, City of East Point Economic Development
- Brian Frey, East Point Main Street Association
- Glenn Glass, Alliance Laundry & Textile Service
- Kenwin Hayes, City of East Point Economic Development
- Sima Hill, Little Linguists International Preschool
- Mark Hollums, Cawthon-Hollums Properties
- Keyetta Holmes, City of East Point Planning and Zoning
- Charles Jeffers, Atlanta Convention and Business Bureau
- Gene Kansas, Real Estate broker
- Shelley Lamar, Hartsfield-Jackson Airport Investment Area
- Natalie Tyler-Martin, Duke Realty
- Perry McGuire, Smith, Gambrell & Russell
- Linda Montgomery, Crowne Plaza Atlanta Airport
- Tami Moore, Duckett Design Group
- Eric Morrow, Resident and business owner
- Raquel Paulino, Little Linguists International Preschool
- Tony Poole, McDonald Development Company
- Erin Rodgers, City of East Point Economic Development
- Jason Ward, MARTA
- Tonda Williams, Holiday Inn & Suites Atlanta Airport North
- Jack Williams, Kairos Development Corporation

Business Forum: A small subset of the business community in the City of East Point met with the consulting team on March 22, 2012. After a presentation that provided an overview of SEDP process and the City's demographic situation, the participants engaged in a lively discussion. Prompted by the consultant's generated questions, a wide range of information was captured - from general opinions about doing business in the City to specific challenges and obstacles for starting, expanding and maintaining a business in the City.

For each of the strategic questions, there were a number of general consensus points that helped form a basis for the plan recommendations and implementation strategies:

- **What do you like about doing business in East Point, what makes it a good place for your business?** Overall the business interests were very satisfied with the City's proximity to the City of Atlanta and the airport. The MARTA station and accessibility to the interstates are also assets that attracted them to the City.
- **What things would you like to see changed to make East Point a better place for your business?** The consensus points were: Increase the rooftops and residents with buying power; provide transportation options for tourists such as shuttle service to downtown, retail attractors at Camp Creek Market Place, and the hotel district, better collaboration between the Tri-City communities to aide in

stabilizing the economic base and leverage resources, and a public relations strategy to combat the City's negative image.

- **Are you considering expanding your business in the next two years?** Only one participant had considered expansion, but the group expressed that plans for expansion would be contingent on the change in the economy, but more importantly, the willingness of the City departments to work collectively to make the regulatory process easier for business to navigate.
- **How can you help grow East Point's economy in the years ahead?** The group agreed that the plan should provide a set of guidelines for implementing projects and for making future decisions and modifications to the strategy as economic conditions change. For example, guidelines should be provided which can be used by the City to track progress on implementing the SEDP and to create budget and funding priorities.

Stakeholder Interviews: A cross-section of over 15 local citizens, business owners and organization representatives who, in one-on-one interviews with the consulting team, offered detailed information regarding the varying perceptions of the area and economic conditions within the City relative to their organizations . In addition, they offered insight on future plans, needs and issues impacting their business' stability, potential growth and contribution on the City's economy.

Community Forums: The SEDP process sought to hear as many voices and opinions as possible by engaging community resident, leaders and business owners and other stakeholders through scheduled public meetings.

Public Meeting #1: Among all the portals used to gather community input, the most influential information was captured during the ‘Where do you shop?’ and the S.W.O.T. Analysis exercises (both conducted during the first public meeting on March 22, 2012). In the end, the exercises showed that stakeholders view the City’s proximity to the airport, MARTA, interstates and rail as the number one asset that is highly underutilized and/or marketed to potential businesses looking for facilities and new residents. In addition, they agreed that the business environment has been negatively impacted by the perception that the City is not business friendly in its operations and regulatory policies. There is also the sense that retail opportunities and development have not met the demand of the citizen’s desire for access to local goods, services and activities. The single family neighborhoods and housing stock were cited as offering opportunities to attract new residents due to their historic character and price points, but the short supply of retail, quality schools and abandoned properties in need of rehabilitation are a deterrent. Finally, developing the downtown is the greatest opportunity to improve the quality of life of existing and future residents.

Public Meeting # 2: On May 29, 2012, the second public meeting focused on regional and national peer cities with similar size, character, demographics and opportunities as East Point and key industries most appropriate for the City. The participants expressed great interest in lessons learned, sustainability practices, and funding sources used to implement priority projects in the peer

Figure 30: Many of East Point's priority economic sites lack basic infrastructure



cities. With this comparative analysis, the City would have successful strategies and projects to emulate and incorporate into its short and long-term economic development strategy.

Public Meeting #3: Building on the detailed analysis and key findings, the final public meeting convened on August 7, 2012 identified key strategies and the action steps required for implementation including a schedule, responsible parties and costs were applicable. Throughout the process, the City's political environment was identified as the major hurdle local businesses found difficult to tackle. Respondents noted that there needs to be an educational component to the SEDP geared towards the City officials and management as well as the citizens to understand the issues about economic development in the City. The participants also recognized the downtown as the premier location for business development in the City. Therefore utilizing regulations, policies and overlays to ensure business diversity, maintaining the character and improving the quality of life of the citizens is essential. Finally, marketing successful graduation rates, preparing and training students for employment with industries moving into the area, and developing partnerships with technical schools and leading employers are investments in the public school system the City cannot afford to ignore.

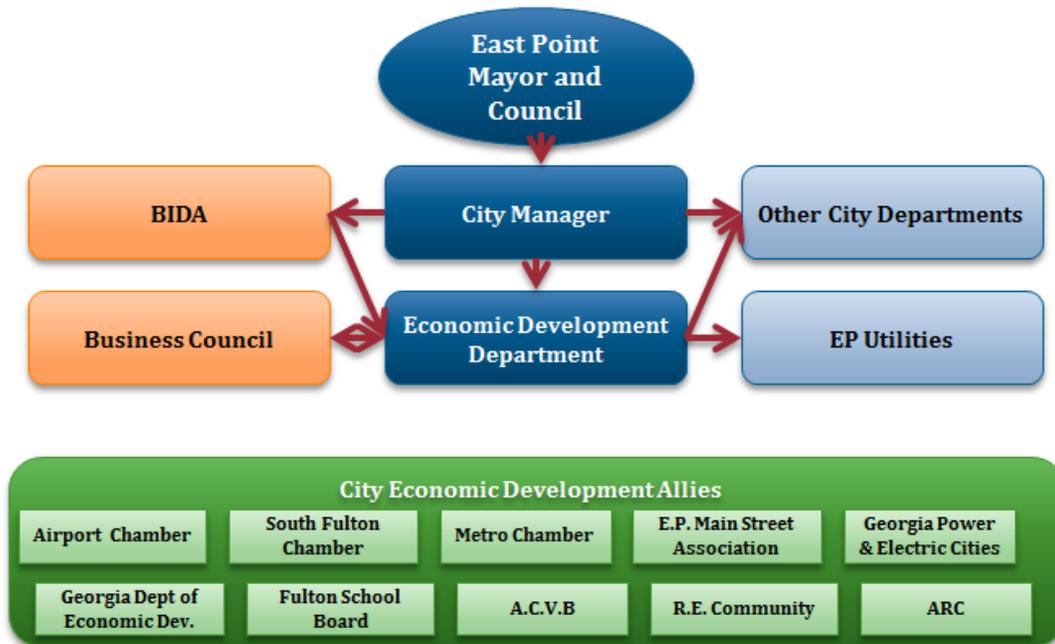
Combining the results from these various public input streams helped to identify a shared economic vision for the future of East Point. At the same time, they also informed the creation of the other key aspects of the SEDP and made sure it was grounded in the concerns of local businesses and citizens of East Point.

Appendix B: Action Plan

The most important element of the Strategic Economic Development Plan process is the Action Plan. The Action Plan is the tool that transforms the SEDP from idea to action. It identifies both the individual tasks that must occur in order to move the plan forward, and the party responsible for each task.

Economic development is complicated and requires the participation and coordination of a diverse collection of institutions and organizations. Many of these organizations will be within a single institution organized for common leadership, while others will not. Some will be governmental organizations, while some will be private-sector. Some will see East Point as their primary responsibility, while others may not. All of these partners and allies need to be coordinated to work together for the benefit of East Point, and that is where the real challenge of economic development occurs.

Figure 31: East Point’s Economic Development Allies



The Action Plan helps identify who has the responsibility for enacting each individual element of the overall plan. This will enable East Point’s leadership to clearly understand what must occur for the plan to move forward. The Action Plan is also a useful tool for monitoring the progress of the SEDP, periodically updating it and assigning day-to-day accountability.

The Action Plan is broken down into individual strategies, each with a series of tasks. For each task, the Action Plan identifies:

- **Lead Responsibility**– Who has the primary role of implementing this task?

- **Supporting Role**– What other agencies and organizations need to provide support and resources for this task to be implemented?
- **Estimated Cost**– What resources are likely to be necessary to implement the task?
- **Target Time**– When should this task be complete?
- **Priority**– How important is this task in relation to other tasks in the plan? If resources become limited, which tasks should be prioritized?

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
1	Expand the Business Sector								
Goal: Create new jobs for East Point residents, increase local spending by businesses, diversify East Point's employment base, increase the City's tax base, and reverse population decline.									
1.1	Conduct regular outreach to existing businesses								
1.1.1		1.1.1. Conduct courtesy calls to 25 businesses annually	Ensure that East Point is aware of business activities and concerns within the City, and develop and maintain personal relationships with key individuals.	E.P. Ec. Dev			Staff Time	Immediate & Continuing	★★★
1.1.2		Maintain a database of businesses & employment trends in the City	Maintain, track, and update database of businesses & employees based on business license records and business outreach.	E.P. Ec. Dev	Planning & Zoning			Immediate & Continuing	★★★
1.1.3		Provide a timely response to key issues raised through business outreach	Identify opportunities for expansion and impediments to growth, and address them as soon as possible	E.P. Ec. Dev, City Manager	Council, City Departments			Immediate & Continuing	★★★
1.2	Targeted Program for improvement and maintenance infrastructure in key areas								
1.2.1		Identify and prioritize repairs and upgrades of sub-standard infrastructure in priority Economic Development Areas	Start with asphalt, curb & gutter, followed by Sidewalks, lighting & landscaping, signalization, turn lanes & signage/branding.	City Manager, E.P. Public Works	Council, Planning & Zoning,		Staff Time	Immediate & Continuing	★★★
1.2.2		Identify funding sources and implement infrastructure repairs and upgrades.		E.P. Public Works	E.P. Ec. Dev, Council, Planning & Zoning		TBD \$500K+	Prioritize areas of extreme distress	★★
1.3	Create a distinct East Point hospitality district to improve competitiveness of East Point's hospitality sector								
1.3.1		Develop Hotel District Master Plan		E.P. Ec. Dev or Planning & Zoning	ACVB		\$20K-\$100K	24 Months	★★
1.3.2		Improve infrastructure, pedestrian space and public space in Hotel District		E.P. Public Works	Council, Planning & Zoning, ACVB		TBD \$100K+	Prioritize areas of extreme distress,	
1.3.3		Encourage dining and entertainment options in Hotel District		E.P. Ec. Dev	Council, Planning & Zoning, ACVB		TBD	Immediate & Continuing	
1.3.4		Clean-up vacant sites - Fill in the gaps		E.P. Planning & Zoning	Council, E.P. Ec. Dev, ACVB				

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
1.4		Expand presence of the regional health care sector in East Point							
1.4.1		Work with South Fulton Medical Center and other health care providers to increase presence of facilities in East Point.		Encourage more Senior housing & healthcare facilities, Seek other ways to support Medical Center's operations & growth.	E.P. Ec .Dev.	Council, Tenet, Other Partners	TBD	12 Months	★★
1.5		Implement Target Industry Strategy to attract new businesses to East Point			Top Target Industries: Accommodations & Food Services, Commercial Aviation & Services, Logistics & Distribution, Food Processing , Healthcare Social Services, Manufacturing & Heavy Industry, Retail Trade				
1.5.1		Communicate East Point Opportunities with ED partners		Regular communication to ensure that key personnel at partner agencies are aware of East Point's strengths, opportunities, and goals. Emphasize East Point's target industries. Coordinate regularly with S. Fulton Chamber, Airport Chamber, Metro Chamber, Ga Dept of Ec. Dev, Electric Cities/MEAG, & Georgia Power. Coordinate with local brokers and property managers.	E.P. Ec .Dev.	City Manager, BIDA. Council, E.P. Communications Office	Staff Time	Immediate & Continuing	★★★
1.5.2		Develop strategy to market opportunities to airport and aviation related employers		HJIA's economic impact is estimated to be \$58 billion, with 58,000 airport employees and 70,000 local suppliers. Market East Point and its economic opportunities, office space and industrial space directly to these companies.	E.P. Ec .Dev.	E.P. Communications Office	Staff Time	Immediate & Continuing	★★★
1.5.3		Position identified economic development sites for action		Prepare site assessment- Establish stutus of Title, Liens, Environmental, Zoning, Lead or Asbestos, Demolition Costs, Taxes, Utilities, Infrastructure. Develop strategy for each site and prepare marketing materials, Mitigate shortcomings where and when possible.	E.P. Ec .Dev.	Property Owners	Staff time + testing & mitigation where required, \$3K design and printing of marketing materials.	12 Months & continuing	★★
1.5.4		Be prepared for rapid response to Economic Development Opportunities		Maintain knowledge & prepare materials. Pre-approve potential incentives. Set up new business "Strike Force" and Adopt quick-review schedule (30 Days?)	E.P. Ec .Dev. & City Manager	City Departments	Staff Time	Immediate & Continuing	★★★

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
1.6		Foster new local small businesses and startups							
1.6.1			Facilitate small business lending		E.P. Ec. Dev.		TBD	24 Months	★
1.6.2			Streamline permitting and approvals for new business	Develop & implement special procedures to facilitate permitting and approvals for small businesses	E.P. Ec. Dev. & City Manager, Planning & Zoning	City Departments	No Cost	12 Months	★★
1.6.3			Waive fees for targeted small business sectors		E.P. Ec. Dev. & City Manager, Planning & Zoning	City Departments	Reduced Revenue	12 Months	★★
1.6.4			Create set-aside for small businesses in City procurement		Council, Procurement		No Cost	12 Months	★
1.6.5			Produce a local business-to business directory		Main St. Assoc., Chambers		\$7,500	24 Months	★
1.6.6			Conduct annual small business information fairs with SBA		E.P. Ec. Dev.		\$5,000	24 Months	★

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
2	Target Downtown Development and Retail Expansion - Retain a larger share of retail spending								
	Goal: Retain a larger share of local retail spending and encourage more local spending of outside retail dollars.								
2.1	Target incentives for redevelopment of two retail centers, determined by competitive proposal.								
2.1.1			Issue RFP for public-private redevelopment of shopping center	Funded by Corridors TAD revenue	E.P. Ec .Dev., Planning & Zoning, Prop. Owners	City Manager		24 Months	★★
2.2.2			Implement Redevelopment		R.E. Sector	E.P. Ec .Dev., Planning & Zoning		24 Months	★★
2.2	Actively work to move forward on Downtown redevelopment initiatives								
2.2.1			Hire project manager to manage commons redevelopment project		B.I.D.A., Council	E.P. Ec .Dev.	\$150 K	24 Months	★★★
2.2.3			Implement recommendations of East Point Main Street Corridor TOD LCI Study		City Manager			24 Months	
2.3	Reinvigorate East Point Downtown Core								
2.3.1			Encourage development of new Downtown area housing units with Commons and MARTA redevelopments through zoning, planning efforts & subsidies.	Increase local demand for goods and services and reverse population loss by supporting increased housing and office space in Downtown East Point	E.P. Planning & Zoning	Council, E.P. Ec .Dev.	Staff Time	Immediate & Continuing	★★★
2.3.2			Encourage the purchase & revitalization of existing homes in historic or core neighborhoods	See action items in section 4.1 & 4.2	E.P. Planning & Zoning	Council, E.P. Ec .Dev.	Staff Time	Immediate & Continuing	★★★
2.3.3			Adopt policies and incentives to promote development of office space downtown	Target small businesses, airport related-business and government agencies as potential office tenants	E.P. Planning & Zoning	Council, E.P. Ec .Dev.	Staff Time	Immediate & Continuing	★★★
2.4.3			Locate City offices in downtown area	Using existing public buildings, new public buildings or leased space.	Council, City Manager				★
2.4	Undertake retail potential market study								
2.4.1			Commission and complete market potential study	Study will provide useful tool for recruitment and negotiations with potential retailers	E.P. Ec .Dev.	BIDA	\$20K - \$50K	24 Months	★

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
3	Improve East Point's Business Environment								
Goal: Create a business climate that is supportive to existing businesses and attractive for business recruitment.									
3.1	Establish Business Council to facilitate regular communication								
3.1.1		Organize the Business Council–		This 7 to 9 member council would act as a link between City leaders and East Point's business community. It would meet quarterly to focus on "big-picture" strategy and issues rather than day-to-day economic activities. Use the from SEDP leadership team as a starting point for business council representatives.	E.P. Ec. Dev, City Council	Business Community	Staff time	12 Months	★★★
3.2	Fill key City staff vacancies to establish strong chain of command to achieve economic development goals								
3.2.1		Hire City Manager with Strong Economic Development Focus		Hire a City manager with Economic Development background & experience and empower her/him with executive day-to-day leadership. The City manager's key role in economic development is to oversee vision & adherence with strategic plan among department heads on a continuous, day-to-day basis. The City manager is tasked with establish clear goals, responsibilities and expectations throughout the economic development chain of command	Council		Staff time	6 Months	★★★

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
3.3		Position and promote East Point as “Open for Business”							
3.3.1			Adopt and promote Strategic Economic Development Plan		E.P. Ec. Dev, City Manager	Council, All City Depts.			★
3.3.2			Establish review procedures to track progress and accountability regarding		Business Council, City Council	E.P. Ec. Dev			★
3.3.3			Implement training to familiarize City leaders, employees and representatives with economic development goals strategies		City Manager	E.P. Ec. Dev			★★
3.3.4			Emphasize the importance of finding ways to get to “Yes”		City Manager	Council, All City Depts.			★★
3.3.5			Promote “Open for business” branding through media & public relations		City Manager, Communications	E.P. Ec. Dev, Council, App City Depts.			★★
3.4		Create Camp Creek- area C.I.D. to monitor and address traffic & transportation issues and represent business interests							
3.4.1			3.4.1. Investigate the feasibility of forming the CID	The CID would Provide seed & matching funding for major local improvements such as Camp Creek/I-285 interchange	E.P. Ec. Dev., City Manager	Business Community		Immediate & Continuing	★★
3.4.2			Implement CID		E.P. Ec. Dev., City Manager	City Manager, Attorney, Tax Commissioner		24 Months	★★

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
4	Enhance East Point's Quality of Life								
Goal: Increase East Point's attractiveness to retain existing businesses and residents and to attract new residents and businesses. Increase property values and tax base.									
4.1	Market neighborhoods regionally as key East Point identity								
4.1.1			Promote character, availability, & affordability of neighborhoods		E.P. Ec. Dev	Brokers & RE Community, Main Street	Staff Time	Immediate & Continuing	★★★
4.1.2			Promote neighborhood success stories		E.P. Ec. Dev, Communications, Planning & Zoning	Brokers & RE Community	Staff Time	Immediate & Continuing	★★
4.2	Improve East Point's historic neighborhoods								
4.2.1			Create Neighborhood Revitalization Task Force	East Point's neighborhoods are among its greatest strength, but they are threatened by vacancy and abandonment. It is crucial to maintain neighborhood character. These strategies concentrate on ways to stem deterioration and promote investment, home ownership, and increased demand for East Point's homes.	City Manager		Staff Time	12 Months	★★
4.2.2			Create "Welcome Home Team" to encourage home ownership facilitate permitting and zoning new residents & investors		City Manager		Staff Time	12 Months	★★
4.2.3			Work with Fulton/Atlanta Land Bank to control vacant/tax delinquent		City Manager				★★
4.3	Establish Incentive Strategies for Economic Development								
4.3.1			Implementation of Opportunity Zone	Completed	E.P. Ec. Dev	DCA		Completed	★★★
4.3.2			Implementation Business and Industrial Development Authority (BIDA)	While early in its operation, BIDA can be the vital financing arm to support the implementation of the city's economic strategy.	E.P. Ec. Dev, BIDA	Council, City Manage		Ongoing	★★★
4.3.2			Finish Implementation of Corridors TAD	Secure School Board Approval	E.P. Ec. Dev, Legal	City Council, Fulton Schools		6 Months	

East Point Strategic Economic Development Strategies									
Index	Category	Strategy	Task	Description	Lead Responsibility	Supporting Role	Estimated Cost	Target Time	Priority
4.4		Continue programs improve physical & aesthetic quality of East Point							★★★
4.4.1		Continue programs to demolish blighted & hazardous buildings		Continue efforts to upgrade infrastructure, improve & beautify public spaces, gateways and corridors, and remove hazards and blight to	E.P. Planning & Zoning	E.P. Ec. Dev, Public Works, Police	\$150 K	Immediate & Continuing	★★
4.4.2		Improve visual character of primary corridors		Evaluate corridors and select a pilot upgrade project.	E.P. Planning & Zoning, Ec Dev., Public Works	E.P. Police & Fire	TBD \$500K+		
4.5		Establish career academy to prepare for jobs in airport-related industries							★★
4.5.1		Form Committee of potential partners and sponsors		Partner with HJAIA, airlines, major contractors and suppliers, government agencies, Fulton County Schools, University System of Georgia. Programs could be supported by Airport-area corporate sponsors, and sponsors could link training programs to future employment.		Fulton Schools, Univ of GA, Business Community, Atlanta Tech, Airport Chamber		36 Months	★★
4.5.2		Explore Curriculum & Focus						36 Months	
4.5.3		Establish program & campus							TBD

Appendix C: Economic Development Dashboard

As part of the East Point Strategic Economic Development Plan, we have developed a “Dashboard” to facilitate the tracking of key demographic and financial indicators and economic development benchmarks.

In creating the dashboard we were guided by several key objectives:

- The dashboard should be focused on providing a set of easy to understand metrics that describe the economic development environment in East Point.
- It should start from the baseline data generated as part of the SEDP project and be based on information sources which can readily be updated on an annual basis.
- It should be designed so it can be updated with a minimal commitment of time on the part of East Point staff at the beginning of each year as data becomes available.
- It should focus a combination of direct metrics of the performance of the SEDP, and indirect measures of changes in demographics, real estate market conditions and more general indicators of economic conditions.
- The Dashboard is dynamic and interactive tool based on a Microsoft Excel Spreadsheet, provided directly to East Point staff along with this SEDP.

Economic Development Dashboard

Employment	Source	2010	2011	2012
Total Firms		181	184	
<i>Net Change from prev. yr.</i>			3	
<i>% Change from prev. yr.</i>	East Point City Business Licenses		1.7%	
Total Employees		7,191	8,194	
<i>Net Change from prev. yr.</i>			1,003	
<i>% Change from prev. yr.</i>			13.9%	
East Point Employment (BLS)	BLS Local Area Unemployment Statistics (LAUS),	13,058	13,275	
<i>Net Change from prev. yr.</i>	Annual, Not Seasonally Adjusted		217	
<i>% Change from prev. yr.</i>			1.7%	
East Point Unemployment (Jan)		15.3%	14.9%	
Atlanta MSA Unemployment		10.3%	9.6%	
<i>Unemployment Differential</i>		5.0%	5.3%	
East Point ED Accomplishments	Source	2010	2011	2012
Existing Business Courtesy Calls		N/A	20	
New Prospects Managed	East Point ED	N/A	10	
Demographics	Source	2010	2011	2012
Population		33,712	100,000	
<i>Net Change from prev. yr.</i>			66,288	
<i>% Change from prev. yr.</i>	US Census		196.6%	
Households	Amer. Community Survey 5-YR DP-1	13,333	100,000	
<i>Net Change from prev. yr.</i>			86,667	
<i>% Change from prev. yr.</i>			650.0%	
Median HH Income		\$ 42,050	\$ 100,000	
<i>% Change from prev. yr.</i>			137.8%	
Housing	Source	2010	2011	2012
Total Housing Units		17,225	100,000	
Occupied Housing Units	US Census	13,333	80,000	
Vacant Housing Units	Amer. Community Survey 5-YR DP-04	3,892	20,000	
<i>% of Units Vacant</i>		22.6%	20.0%	
% Units Owner-Occupied		48%	48%	
East Point Home Sales	AJC Home Sales Report, East Point (ZIP 303044) & Fulton County			
Median New Price		\$ 196,900	\$ 149,900	
Median Existing Price		\$ 32,000	\$ 30,250	
Median Total Price		\$ 32,000	\$ 31,500	
Fulton County Home Sales				
Median New Price		\$ 230,000	\$ 252,590	
Median Existing Price		\$ 130,000	\$ 120,000	



The city of
EAST POINT
Georgia

Economic Development Department
www.ThinkEastPoint.com