



The Role of Elected Officials in Economic and Community Development

Economic Development

“The process of retaining, expanding, creating and attracting jobs, income and wealth in a manner that improves economic opportunities for individuals and families, and positively influences the quality of human life.”

Community Development

- “Community development, informally called community building, is a broad term applied to the practices and academic disciplines of civic leaders, activists, involved citizens and professionals to improve various aspects of local communities.”
- The “sale” to create jobs is made at the local level. A state organization or ECG can bring prospects to your area and help deliver state resources, but it’s up to the locality to “close the deal”. The business lives in the locality and forms relationships with the local leadership. Active and persuasive selling is required.

Economic Development: Whose Job Is It?

- An Economic Development Organization's (EDO) role is to influence the economic development process for the benefit of the community through expanding job opportunities, income, wealth, and the tax base.
- Does your community have an EDO? More than One? Which One?
- What does an effective EDO look like?

Your Role as Elected Officials

- The “Board of Directors” for your community’s Economic and Community Development Program.
- Make Informed decisions. Ask for information. Study and discuss the data and the process.
- Understand that the EDO should have a professional director to present your assets in a professional manner.
- Be a regional partner.
- Your leadership position impacts attitudes in your community.
- You play a key role in deciding where to focus your ED efforts, to help the community grow.
- Has an ED/CD Plan been prepared and presented for your approval?

Just to Summarize

- Create an environment where the ED program can flourish
- Develop a vision for Community Development
- Plan for the future
- Identify strengths & weaknesses
- Live by **Guiding Principles**

Guiding Principles

- **ED & CD Timeframe**
- **Relationship with the Private Sector**
- **Relationship with Staff**
- **Responsiveness**
- **Public Benefit vs. Individual Benefit**

The Intersection of Community Development & Economic Development

- People & American companies are mobile.
- There are 7,000 EDOs in the U.S.
- Companies are constantly examining their best chance for success.
- People are looking for good jobs & better jobs.
- Competition for high paying jobs is fierce.
- **Build communities where people want to stay.**
- Remember, economic opportunities are only PART of the equation....Community Development comes first.
- Take time to assess your strengths and weaknesses, and evaluate your ED situation before settling on an ED strategy.

Three Major Fundamental Strategies

- Business Attraction
- Business Retention & Expansion
- Entrepreneurs

....any opportunity to bring new dollars into your community, where you see a positive return on investments you've made to attract/capture the new dollars....

“New” Strategies/“New” Definitions

- Main Street Program
- Retail Development
- Tourism/Hospitality/Community Celebrations/
Heritage Travelers, etc.
- Retirees

(remember the new dollars idea)

Community Attitude Challenges

- Parochialism
- Keep it the Same (KITS)
- Can't Afford to Spend (CATS)
- Not in My Back Yard (NIMBY)
- BANANA

Parochialism

- What's best for my community, should be followed by....
- What's best for my region

“Revenues can be increased and costs reduced if political boundaries are not a barrier to collaboration and cooperation.”

Keep it the Same (KITS)

- Comfortable with the Status Quo?
- Is Today's SQ the same as Yesterday's SQ?
- Staying the Same is Falling Behind.
- The World is Changing Around You.
- Competition for Jobs Never Ends.
- Fear of Change is Fear of the Unknown.
- Leadership Shows How Change Will Occur.

Can't Afford to Spend (CATS)

- Everything is an expense; nothing is an investment.
- Are decisions made solely on expenditures, OR is there a return on investment.

Analogies to help Explain...

- Is Insurance an expense or an investment?
- Is Retirement Savings an expense or investment?
- Good ED programs have the same expectation.

Not in My Back Yard (NIMBY)

- It's not necessarily the project, but the location of the project, that's the issue.
- Don't counter with emotion, but with facts.
- Explain the criteria, the process, the benefit, the return, and the location choices based on that criteria.

BANANA

**Build Absolutely Nothing Anywhere Near
Anything**

Leadership Works

- “Nothing Good Happens Without Good Leadership”
- Leadership is Vision, Intestinal Fortitude and Energy. Look in the Mirror.....It’s Up To YOU.
- Dissent, Disagreement, Distraction
- Consensus, Collaboration, Cooperation

Marketing Your Community

- How is your community organized to market and sell your assets?
- Are the roles of your Development Authority(s), Chamber of Commerce, Utility, City Government, County Government, clearly defined?
- Does the EDO have a marketing plan?
- Can your “Sales Team” respond to a sales opportunity at a moment’s notice?

Recruiting New Jobs - The Customer's Viewpoint



Do you use the Internet for site and facility planning?



figure 37

What information are you seeking online?

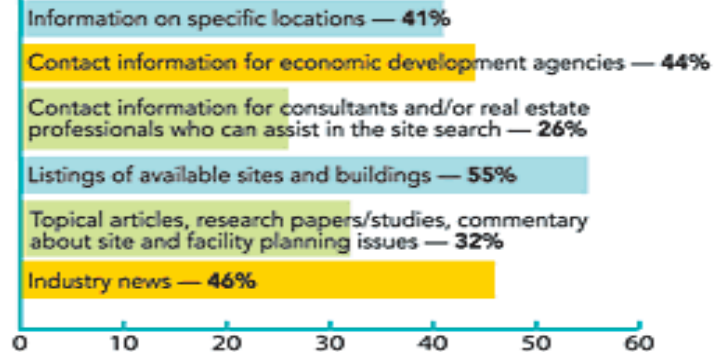


figure 38

How often do you use the Internet to obtain such information?



figure 39

Your Tools

Leadership
Team

Development
Authorities

City & County
Government –
Elected Officials

Utility Systems
& Infrastructure

Partners

Who serves and why? Who determines?

**Powers; OCGA 36-62-2 +
Joint Development Authority**

The Board of Directors

**Roads; electricity, water & sewer coverage;
human capital**

**State Agencies; Utilities; Railroads; Other
Statewide Developers**

Your Tools

Sites &
Buildings

Who has control? Do you have a product to show?

Incentives
Are they important?

Job Tax Credits; Payroll Withholding

How Do I Develop a
Package?

OZs; Enterprise Zones

Redevelopment Powers

One Georgia Authority Funds

Pilot Agreements

Regulatory
Tools

**Protective Covenants; Zoning; Land Use
Plans; Ordinances**



State
Agencies

GDEcD, DCA, GDOT, DTAE, One GA

Utilities

ECG, GPC, GEMC, AGL

Railroads

NS, CSX, Short Lines

Other
“Statewide
Developers”

Brokers

The Site Elimination Process

Site Selection Factors

Site/Community Elimination & Selection

Negotiations

Cost and Non-Cost

First it's an Elimination Process. If you survive, then it's a Selection.

Giveaway or Investment?

ROI – Return on Investment

Statutory and Discretionary Incentives

Sales Language – Deal Making Language

Reversion Clauses

Site Selection Factors - 2009

1.	Labor Costs	96.7%
2.	Highway Accessibility *	92.9
3.	Tax Exemptions *	88.4
4.	Energy Availability and Costs	88.0
5.	Corporate Tax Rate	87.0
6.	Availability of Skilled Labor	86.9
7.	Occupancy Costs	86.7
8.	State & Local Incentives*	84.9
9.	Advanced Info Technology Services	83.2
10.	Shipping Costs	81.7
11.	Low Union Profile	75.8
12.	Available Land*	75.7
13.	Available Buildings*	75.7
14.	Right-to-Work State	74.0
15.	Proximity to Major Markets	73.3
16.	Expedited permitting*	72.2
17.	Environmental Regulations	71.2
18.	Financing Availability	65.4
19.	Proximity to Suppliers	63.9
20.	Training Programs	61.7

Quality of Life Factors

1. Low Crime Rate	79.0%
2. Healthcare Facilities	68.4
3. Housing Availability	62.4
4. Housing Costs	61.5
5. Public School Ratings	61.4
6. Climate	55.0
7. Recreational Opportunities	52.7
8. Colleges/Universities	50.7
9. Cultural Opportunities	46.0

Are You Prepared?

Economic & Fiscal
Impacts

Confidentiality

Policies & Procedures

Economic Impact Models (LOCI)

**Proprietary Information, Trade Secrets
and the Open Records Act**

Consensus on Issues in advance?

Has the “Board” set parameters?

Is the Team working as a Team?

**Product + Relationships + Trust +
Credibility + Communications +
Preparation = Success**

The Community & Economic Preparedness Index: A Program for Your Community?

- Organizational Capacity for E.D.
- Strategies for E.D.
- Information for E.D.
- Labor Force
- Infrastructure Capacity
- Financial Resources
- Leadership and Community Attitudes
- Quality of Life

Visioning

- “A process by which a community envisions the future it wants, and plans how to achieve it.”
- The process forces you to think long-term and big-picture.
- Comprehensive Planning – Ugh.
- **Community Development Visioning – YES**

“You’ve got to be very careful if you don’t know where you’re going, because you may not get there.” – Yogi Berra

ECG's New Community Solutions Group

Objective: *Community Solutions Group*

Maximize community and intellectual assets for economic and revenue growth

Community
Development
Tools

Business
Development
Tools

Professional Development

Retreat
Facilitation

Strategic
Planning

Leadership
Development

Skills
Development

Your Community's Culture

ROI Strategies

Innovative
Growth
Strategies



Thank You for Your Participation!

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