



2021 BUSINESS PLAN

CCDA/DACC'S MISSION

To Shape Coweta County's Economic Future

2020 In Review

Forecast

- Economy continues to grow at same pace as 2019
- Election year uncertainty could slow or stop expansions and new locations
- Continued trade wars could negatively impact global growth

We will continue to attract the same amount of jobs and capital investment into the County as was realized in 2018 and 2019. Distribution and Manufacturing will be the main sectors looking in our area and locating. I believe we will continue to see more distribution in relation to project activity based on the changing economics in retail and commercial sales via the internet. Developers control 100% of the available land and will continue to build speculative distribution space. There are at least four new developers looking at large tracts of land in our community for development. All of them have conceptual plans for more distribution space. If these sites are kept as BTS sites, they could be used for manufacturing projects.

The impact of not offering tax abatements for this sector has not been fully realized or our attributes are overriding the benefit of these offers. The last quarter of 2019 has been heavily concentrated on distribution projects looking at our two 1 MM square foot speculative buildings. I expect both buildings to be leased by end of 2020.

Capital outlay in the manufacturing sector will slow but we will continue to receive project interest based on our location and the LDCT incentive zone within our community.

Actual

- Public Health State of Emergency declared on March 14, 2020.
- Two Announced Locations:
 1. HelloFresh
 2. Amazon

Development Authority did continue to attract the same amount of capital investment into the County as was realized in 2018 and 2019. Comparably the Development Authority recognized \$135 MM in capital investment compared to \$140 MM in 2019. The jobs recognized in 2020 far outpaced 2019 by over 1,100 jobs. The Development Authority assisted in the creation of over 1,300 jobs in 2020.

Development Authority added two new staff members this year. Molly Gideens was hired on June 1, 2020 and Scott Berta took a temporary position with the Development Authority while Molly was on maternity leave. Scott was hired to a full time position on December 21, 2020.

Developer activity continued to be strong. Two 1,000,000 SF distribution speculative buildings were leased. Construction on two 200,000 SF speculative buildings began and were completed in 2020.

Crow Holdings purchased four sites in Coweta Industrial Park and will begin construction on a 1,000,000 SF distribution building in the first quarter of 2021. This speculative will incorporate all four sites. Jordan Site in the northern part of the county and the Mansour Site in the south end of the county were purchased by Brent Scarbrough & Co..

The pandemic did not effect our project activity. We saw an increase in new projects in 2020 when compared to 2019. We had 49 new projects this year compared to 36 last year. The pandemic did however effect our visits. We only had 9 companies visit our community in 2020. Though we had fewer projects in 2019, we had 16 visits from the projects that we initially responded to through RFPs last year.

Business Development

- Market Coweta County while working with new and existing industries to facilitate the creation of new job opportunities and increase capital investment.
- Maximize lead generation activities to drive growth in new projects and prospect visits.
- Develop strategic plan for attracting target sectors.

Attraction

Economic Development Outcomes	2019	2020
Announcements	1	2
Capital Investment	\$140 MM	\$135 MM
Jobs	250	1,300

2021 Outlook

- 2021 is expected to see “recovery” in the first 6 months and then “growth” in the last 6 months.
- Georgia-specific outlook is positive, reflecting continuing recovery from the COVID-19 recession.
- Still there are uncertainties as we continue to face COVID-19 and the onset of a new presidential term.

Based off growth patterns, we will continue to see a strong pipeline of new projects and the same amount of jobs and capital investment into the County as was realized in 2020. Distribution and manufacturing will always be the main sectors looking and locating within the county, distribution showing a greater market share but the labor market for that segment has been negatively effected by our most recent announcements.

Developers control 100% of the available land and will continue to build speculative distribution space. The Development Authority will keep the position of not incentivizeing distribution unless wage rates meet or exceed our County average wage.

Lead Generation

Economic Development Outcomes	2019	2020	2021 YTD
New Projects	36	49	2
Prospect Visits	16	9	0

Increase in new projects and prospect visits for target segments:

1. Develop 360 video footage of available sites (virtual visits)
2. Speculative Buildings
 - a. 300,000 square foot building in Pattillo Industrial Park
 - b. 1,000,000 square foot building in Coweta Industrial park
 - c. (2) 200,000 square foot buildings in Shenandoah Industrial
 - d. 650,000 square foot building in Bridgeport
 - e. Rooker Development off Sharpsburg Exit
2. Large Tracts of available, zoned industrial sites
3. Quality of Life
4. Existing Industry relationships

Activities

Lead Generation Activities	2020	2021 Target
Local/Regional/State Networking and Outreach Opportunities	84/75	100
Consultant/Broker Outreach	35/35	50
Community	40/30	30

- Improve communication of target sectors with Partners/Allies, Consultants, Brokers, and companies.
- Continue to build strong relationships with statewide economic development project managers, site selection consultants and local, regional and national real estate brokers.
 - **100** local, regional and state networking and outreach opportunities.
 - **50** consultant and broker outreach opportunities.
 - **30** community outreach opportunities.
 - Regular meetings with County Administration
 - Regular Meetings with Municipal Administration
 - Newnan Coweta Chamber Board Meeting
 - Prosperity Council
 - Coweta County Citizens Academy

- Develop and maintain a database of relevant community information including available properties, demographics, workforce data and other information pertinent to Coweta's competitive advantages.
- Promote Coweta to targeted industries through participation in industry- specific tradeshows, conferences and events, as well as customized communications efforts.
Attend approximately 4 Events.
 - Targeted list:
 - Site Selectors Guild Annual Conference
 - GEDA Spring or GEDA Annual Conference
 - IAMC Fall Forum
 - SEDC Meet the Consultants
 - Area Development Consultants Forum
 - IPT – Credits and Incentives Annual Conference
 - Women in Economic Development – Area Development
 - Economix
 - Georgia Tech Basic Economic Development

Retention

Goal	2020	2021 Target
Existing Industry Contacts	114/80	80
Local/Regional/State Meetings	40/40	40

- Proactively engage and build meaningful relationships with existing industries for the purpose of business retention and growth.
 - **80** existing industry contacts
- Collaborate with local, regional and state organizations to provide a customized response for a solution to individual business' needs.
- Represent CCDA/DACC through participation in, or facilitation of local, regional and state working groups, boards, and/or committees. Through these efforts, CCDA/DACC will raise awareness of industry challenges and address unique solutions to workforce, permitting, supply chain, community and expansion issues.
 - **40** Local, Regional, Statewide meetings, academic, workforce development, economic development, and community partners
- Work with partners to explore solutions to industry-wide concerns such as retention of workforce, transportation, and training.
- Increase number of communications shared with industry contacts, serving as a reminder of how CCDA/DACC can support individual companies.
- Focus on creating or strengthening business partnerships between employers and our K-12 school system.

Other Business Development

- Continue promotion of the Regional Joint Development Authority with Fayette County and Meriwether County.
- Continue to attend programs and conferences that allow staff opportunities to continue their education and knowledge of economic development.

Data Center Sector

- In coordination with Coweta County, City of Newnan, Partners and Local leadership develop and execute strategy targeting the data center sector.

Regional Economic Development Outreach

- Advance presence in region through attending in-person meetings and events outside of Coweta engaging the economic development leadership.

Marketing

- Manage and execute CCDA/DACC messaging and communications with a consistent voice and clear positioning through all departments, activities and efforts.
- Develop and launch new CCDA/DACC website.
- Develop and publish dynamic video and digital content to drive traffic to websites and increase engagements.
- Provide scheduled data updates for content on the CCDA/DACC website, sales presentation and other marketing materials.
- Continue efforts with workforce development partners for the purpose of advancing opportunities for workforce development in Coweta County.
- Explore cultivating regional partnerships and approach.
- Help create and collect shareable content including testimonials, stats, etc. for social media and other marketing campaign.

Financial

- Alternative source of funding by fiscal year 2022