



2022 BUSINESS PLAN

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CCDA/DACC'S MISSION

To develop and promote for the public good and general welfare, trade, commerce, industry, and employment opportunities

CCDA/DACC'S VISION

To Shape Coweta's Economic Future

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2021 In Review

2021 Forecast

- Economy continues to grow at the same pace as 2020.
- Election year uncertainty could slow or stop expansions and new locations.
- Continued trade wars could negatively impact global growth

2021 Actual

- As seen in the tail end of 2020, 2021 was a year of strong consumer spending.
- The COVID-19 pandemic significantly disrupted typical working habits in 2020 and 2021, new variants of the pandemic continue to pose threats to normal operations.
- Travel bans hindered both domestic and international economies specifically in travel, tourism, and hospitality. Lifting international traveling bans boosted economies as there was pent up demand.
- Companies continue to "reshore" as offshore manufacturing is becoming too costly.
- The 2021 supply-chain disruptions are expected to continue into the second half of 2022.
- Faster growth and inflation are driving speculation in future interest rate increases.
- With the onset of the Great Resignation, we saw increased employee power as the labor market was tighter than ever.

Workforce Outlook

In 2021, we saw a continued decline in the fraction of people working from home. To date, 12% of workforce (nationwide) is still working from home. Organization's tech and "math" jobs are still and will continue to work from home- about ~44%. Many of the return-to-work plans have been pushed back due to the resurgence of the Delta variant in the summer. The emergence of the deadlier Omicron variant could again push back these plans. We assume companies will continue to provide hybrid working models until much of 2022.

Nationwide there are more job openings than job seekers with more representation of people out of the labor force. 4 million jobs are still to be recovered as the available labor force is much less than the number of job openings. In 4Q2020, the Coweta County labor force was 74,196. Total employment for 2020 was 70,637. The unemployment rate of Q4 2020 was averaged at 4.8%.

In 4Q2021, the Coweta County labor force was 75,977. At this same time, total employment was 74,393. The unemployment rate to date for 4Q2021 is 2.1%. From the numbers shared, it appears that our labor force indeed went back to work verses leaving the workforce altogether.

Office Market Outlook

In Atlanta, office rents are still down during Q4 on a year-over-year basis. Overall leasing activity remains below pre-pandemic norms. The Atlanta market is now beginning to feel the effects of a large exodus due to move-outs and a "glut" of sublet activity. The 12-month absorption rate is in the negative. Vacancy rate stands at 14%. With 4,774,547 SF of office space under construction 70% remains unleased. Recovery is depended on firms increasing and/or maintaining their current office footprint.

Secondary and Tertiary markets are recovering more quickly as demand in these areas are increasing. Because of this alone, Coweta has a real opportunity to gain "hub" offices, those with a cluster of employees living in Coweta, and smaller outfits needing less contiguous SF. The office market in Coweta County has a 12-month absorption rate of 185,000, which is up significantly from previous years. The vacancy rate is 6.5%. Organizations and investors alike are finding a strong office market with reasonable prices. Our only hinderance moving forward is the lack of product, specifically class A.

Industrial Outlook

In the industrial market in Coweta, demand remains strong. This specific market has the lowest vacancy rate among the other core markets, at 2.2%. The 12-month absorption rate was 2,305,762 SF.

New construction activity has and will continue to ramp up for industrial properties. With 3 million square feet under construction, this is equivalent to 15.38% of the current inventory of industrial space (19.5 MM SF). Increased construction should ease the tightening vacancy rate in the industrial property market and temper rent growth. Rent rates stayed around \$5.00/SF, but high demand may continue to drive this up. According to the National Association of Realtors, of the top 10 metro areas with the highest rent growth, two were in Florida and two were in Georgia.

Logistics space demand has remained higher than other industrial assets. Logistics sales volume growth continues to make up most of all industrial sales volume. It's no wonder developers are wanting to capitalize on such a hot market. The largest consequence in supporting distribution centers and warehouses is the low average wages, which are typically far below Coweta County's average wage.

Coweta County Clusters Outlook

The industry cluster in Coweta County, Georgia, with the highest relative concentration is Machinery Mfg. with a location quotient of 2.98. This cluster employs 2,512 workers in the region with an average wage of \$49,440 (\$23.77). Employment in the Machinery Mfg. cluster is projected to expand in the region about 0.5% per year over the next ten years. The average wage in Machinery Mfg. is 9.13% more than Coweta County's average wage.

****If a regional cluster has a location quotient of 1.25 or greater, the region is considered to possess a competitive advantage in that cluster.*

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 industry sectors and clusters.

Attraction

Economic Development Outcomes	2019	2020	2021 YTD
Locations and Expansions	3	3	7
Capital Investment	\$167 MM	\$130 MM	\$333 MM
Jobs	283	3,050	830

Distribution and Manufacturing will always be the main sectors looking and locating within the county, distribution showing a greater market share. Logistical accessibility is also a large contributor to the influx of distribution.

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.

Lead Generation

Economic Development Outcomes	2019	2020	2021 YTD
New Projects	33	50	76
Prospect Visits	12	7	11

Increase in new projects and prospect visits:

1. Marketing
2. Speculative Buildings
3. Large Tracts of available, zoned industrial sites
4. Quality of Life

Activities

Lead Generation Activities	2020 Actual	2021 Actual	2022 Target
Partners and Allies (formally separated as	48	110	175

Partners and Allies and Retention Partners and Allies)	(26)	(42)	(now combined)
Consultant/Broker Outreach	19	66	75
Community	40	53	100

- 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.
 - 175 local, regional, and state networking and outreach opportunities.
 - 75 consultant and broker outreach opportunities.
 - 100 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
 - SEDC Meet the Consultants
 - Area Development Consultants Forum
 - IPT – Credits and Incentives Annual Conference
 - Coordinate/Attend 4 Consultant Trips
 - Coordinate bi-monthly "Lunch and Learn" with Atlanta Consultants/Brokers

Retention

Goal	2021 Actual	2021 Actual	2022 Target
Existing Industry Contacts	53	82	100

- Proactively engage and build meaningful relationships with existing industries for the purpose of business retention and growth.
 - 100 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.
- 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

- Power IO Capital Campaign
- 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.

Office Sector

- In coordination with Coweta County, City of Newnan, and Local leadership develop and execute strategy targeting the office 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.
- Continue to 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.

Staff & Office

- Request administrative staff position from Coweta County or find additional funding for position
- Find permanent Office for CCDA/DACC

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