

April 2017

SEDP 2.0 IMPLEMENTATION STRATEGY CITY OF ROSWELL, GEORGIA

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**SEDP 2.0 Implementation Strategy
Roswell, Georgia**

March 2017

Prepared For:

**Roswell, Inc
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City of Roswell, GA**

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A. INTRODUCTION

The City of Roswell City Council made a strategic decision in 2011 to commission its first strategic economic development plan (SEDP). In 2012, the Council adopted the plan and decided to invest more resources into a proactive economic development effort through the public-private partnership of Roswell Inc. The results of that investment have been tangible. During the years 2013-2016, the City has experienced a net increase of more than 1,500 businesses, unemployment has dropped below 3.7%, and office vacancy has declined by more than 3%. The facts indicate the City's investment into economic development has benefitted local resident while enhancing City's fiscal health. This update to the initial SEDP is intended to accomplish two main tasks; [1] to refocus economic development efforts based on current market conditions; and [2] to provide a pathway for Roswell Inc and its implementation partners to continue to enhance their services to current and prospective corporate citizens of the City.

As with the previous analysis, this chapter details the proposed economic development implementation strategy for the next three to five years. The following narrative provides a "road map" of successive action steps that will assist the City refining and expanding its economic development efforts. The action items detailed below are a product of a collaborative effort among the key stakeholders that will be charged with promoting and implementing the plan. Each strategy is founded in the analysis presented throughout this report and vetted by the City Council, businesses leaders, community stakeholders, and the SEDP 2.0 Advisory Committee.

B. GUIDING PRINCIPLES

The Advisory Committee reviewed the guiding principles from the initial SEDP to determine if any changes or additions were necessary. It was the position of the Advisory Committee that the principles driving economic development should not change much. The following list reflects the refined principles.

- **Enhance the quality of life for Roswell businesses and residents** – Roswell has a reputation of a very high "quality of life" within the Atlanta metro area boasting great schools, abundant recreation opportunities, a thriving historic downtown and one of the lowest unemployment rates in the region. Part of what will attract businesses, particularly small businesses, to Roswell is the opportunity to live and work within the city. To preserve this environment, the Advisory Committee suggests actions that will improve the business climate while enhancing the quality of life, including mitigating traffic impacts, diversifying retail opportunities and preservation/development of recreation opportunities. The action items included here were developed to balance economic vitality and cultural/community preservation.
- **Improve administrative efficiencies for implementation** – The initial SEDP helped the City Council and the business community establish a public private entity to lead the City's economic development in a manner that inspired participation while building credibility in the marketplace. The Advisory Committee recognizes those accomplishments and seeks

to build upon them. To this point, the SEDP 2.0 looked at approaches to further enhance the efficiency and effectiveness of Roswell Inc and its partners at implementing the City's plan.

- **Identify and define strategic revitalization efforts** – The Advisory Committee recognizes that economic development is an incremental effort that will require a long-term commitment from the City, community stakeholders, and the business community. However, the Committee also has emphasized that strategic revitalization efforts occur in the short-term. The Advisory Committee has identified “catalyst” projects, or those efforts that can initiate a series of investments/changes within Roswell. The SEDP 2.0 has included a series of locations within Roswell that have the potential to catalyze investment around the specific property.
- **Improve local and regional awareness of Roswell and its economic development successes/impacts** – Roswell Inc and its implementation partners have had substantial success in attracting and retaining businesses and investment. However, questions within the community remain about the value, validity, and effectiveness of the City's economic development efforts. The SEDP 2.0 reiterates those recommendations that have not yet been implemented focusing on community outreach and awareness. These actions include several marketing and outreach efforts, focusing on not only marketing to businesses and consumers outside Roswell, but to educate and engage Roswell's businesses and residents.
- **Strengthen the City's fiscal health** – The City Council and Advisory Committee continue to desire to have economic development efforts enhance the fiscal well-being of Roswell. More specifically, the stakeholder participants want to see the residential and non-residential land book continue to grow and for local tax rates to remain flat. The SEDP 2.0 retains strategies that have not yet been implemented and has included a series of new potential actions designed to strengthen the City's tax base through business expansion and recruitment.
- **Promote live-work-play investment in Roswell** – The challenges of housing diversity and affordability remain. While there have been a few residential developments that have increased housing diversity, Roswell largely remains has a single-family detached bedroom community with comparatively little alternative ownership and rental options. The business survey revealed that there is a correlation between small business owners and residency within Roswell. To this point, having a diversity of housing (particularly with the well documented changing housing preferences for groups like Baby Boomers and Millennials) will benefit the City's economic development efforts. The strategic economic development plan includes actions that allow diversity of housing stock.
- **Build and diversify the City's cultural heritage and entertainment opportunities** – Like the quality of life focus, the Advisory Committee continues to recognize the City has a substantial cultural, tourism, and recreational economic base that should be preserved and celebrated as part of the economic development plan. This principle has been consistent in Roswell, manifesting itself in all previous planning and development efforts

led by the City. The recent Comprehensive Plan effort, the LCI midtown project and several other existing planning documents all place a priority on preserving the cultural and entertainment foundation in the City. Most notably, there continues to be substantial interest in preserving and expanding the business climate established on Canton Street, and portions of Georgia Route 9 around Founder’s Square.

C. STRATEGIC ECONOMIC DEVELOPMENT GOALS

The Advisory Committee reviewed the goals established in the initial SEDP, which defined the strategic underlying results that the economic development efforts would pursue. These were established to ensure the plan would be supported by the community and adoptable by the City Council. Based on the results of the SEDP 2.0 process, these goals largely have remained unchanged. The following section reiterates what was established in the first SEDP.

The goals that guide this effort can be classified into “operational goals” and “implementation goals.” The operational goals focus on having an economic development effort that maximizes the City’s ability to leverage its resources. Specifically, the Advisory Committee desires to establish a plan that rallies support from internal and external partners, and to expand implementation capacity without substantial expansion of public funds. The implementation goals reflect the expectations the Advisory Committee have established. These goals are listed below:

1. Operational Goals

- **To increase the awareness, understanding and support for economic development within Roswell** – One of the fundamental challenges Roswell continues to face is garnering buy-in to the economic development concepts and initiatives being implemented. Most notably, the lack of awareness around the mission—and effectiveness of Roswell Inc—of the City’s economic development effort continues to enable misinformation to permeate in the community. This misinformation can lead to mistrust, and ultimately opposition to economic development. The following strategy reiterates several recommendations that increase the awareness and buy-in from residents, businesses, property owners, investors, developers and strategic partners.
- **To enhance the City’s public-private partnership** – Roswell has done an exceptional job at building a relationship—and trust—between the City’s leadership and the local business community over the past four years. This is most evident in the steadily increase in investment from both the City and the local businesses. As this relationship has developed, substantial effort has been made to build working relationships with regional economic development partners. The SEDP 2.0 implementation plan provides several ‘next step’ efforts to continue to grow those valuable relationships.
- **To continue to build a healthier North Fulton County through building a healthier Roswell** –Advisory Committee remains committed to pursuing an implementation strategy

that enhances the economic environment within Roswell through actions that avoid unnecessary competition within North Fulton County. In other words, the SEDP 2.0 implementation strategy avoids efforts that would simply poach activity from the surrounding neighbors. Rather, the action items approved for the plan build upon the strengths and opportunities in Roswell while growing regional cooperation and economic activity. Simply put, the Advisory Committee has actively sought to develop a plan that benefits both Roswell and North Fulton County through local and regional opportunities that complement outside efforts.

2. Implementation Goals

- **To promote the retention and expansion of existing Roswell businesses** – The results of the business survey confirm that business retention and expansion assistance has not been fully realized. More than 15% of respondents requested more information/assistance from Roswell Inc. To this point, preserving existing companies and helping them grow remains a priority. The SEDP 2.0 retains those efforts that have not been implemented while recommending additional actions for Roswell Inc to expand existing efforts.
- **To cultivate the entrepreneurial spirit of Roswell residents** – Existing business support is only one component of the strategy defined through the SEDP 2.0 process. As noted in the original SEDP, there is ample research available detailing the economic benefits for a jurisdiction to “grow from within” and develop businesses locally. The analysis revealed there are a substantial number of small and home-based businesses in Roswell. Small businesses (under 10 employees) constituted most the respondents to the business survey. Given the existing entrepreneurial atmosphere and the relatively high employment and education attainment of Roswell residents, this implementation strategy includes recommendations to expand existing programs for entrepreneurs.
- **To foster a market climate attractive to a variety of business sizes and interests** – The third approach to job creation is business attraction. This area is has had the least investment since the initial SEDP was completed. The SEDP 2.0 implementation strategy retains and expands the initial recommendations. In short, the SEDP 2.0 envisions the City investing in a more robust proactive business recruitment effort, focusing on those industries with the greatest potential of selecting Roswell as a place to do business. The target industry analysis chapter details the industry clusters and specific market sectors that best fit Roswell’s market climate and development patterns.

The SEDP 2.0 recommendations are clustered in seven categories; [1] Small Business Development; [2] Industry Support; [3] Workforce Development; [4] Networking; [5] Marketing; [6] Community Engagement; and [7] Economic Development Toolbox. The order of categories does not denote importance. These sections are discussed in more detail throughout the remainder of the chapter. The policy direction of the plan was shaped through combining the needs of the community, the vision of the Advisory Committee, the expectations of civic and government leaders, and current market conditions and projected future market influences.

D. IMPLEMENTATION STRATEGY

The following implementation strategy provides action steps for Roswell Inc and its implementation partners (including the City Council) to build upon current efforts. The implementation strategy DOES NOT provide any detail on existing activities that are proposed to continue unchanged into the near future. Rather, this document provides recommendations on three areas:

1. Termination of existing actions;
2. Modification of existing actions; and
3. Addition of actions currently not pursued.

The RKG Team advises that Roswell Inc consider these options when developing its new business plan. Throughout this process, all stakeholders have recognized that the depth achieved in any individual task and/or the scope of Roswell Inc's efforts will be influenced by the funds available to administer this plan. To this end, the SEDP 2.0 should guide the decision makers determining the appropriate scope and scale of Roswell Inc's future economic development efforts.

1. Small Business Development

Roswell Inc has implemented several small business development efforts to assist existing corporate citizens succeed. Most notably, Roswell Inc's ombudsman program has provided substantial benefits to businesses navigating the City's regulatory process to start a new business or make a change to an existing business. The ombudsman program has substantially changed perspectives of the City as business-friendly community. Furthermore, the Roswell Business Academy is designed to help enhance the skills business owners need to manage or grow their businesses. The Roswell Business Academy brings participants together by providing opportunities to learn, grow, discuss ideas and gain insight on local business trends. These courses consist of everything from enhancing a business's online presence to starting and financing a business from scratch.

The SEDP 2.0 focuses on building upon these activities to enhance Roswell Inc's services while creating greater support and opportunity for existing small businesses and new entrepreneurs alike.

Business Mentorship Program

One of the benefits of Roswell's existing resident base is the fact that there are many mid- to high-level business leaders at or near retirements. Given the predilection of the Baby Boomer generation to not 'fully' retire, there likely is a wealth of individuals who have substantial business knowledge that can be used to build a business mentorship program. As noted above, having mentors is a critical step to expand Roswell Inc's efforts to support local small businesses and entrepreneurs.

A business development mentorship program pairs successful entrepreneurs with individuals with a business concept, but limited resources or understanding of starting, operating, and growing a business. In general, a mentorship program pairs an existing industry leader with a person

interested in opening a business in that industry. These programs provide local entrepreneur's access to someone who has "been there" within their industry, adding confidence in the advice and direction provided. Having a local mentor also provides stability, as the relationship created can carry forward after the program has served its purpose. The participant typically signs an agreement to operate for a certain period within the boundaries of the program (the City in this case) or pays a mentorship fee.

As a first choice, Roswell Inc should partner with an existing mentoring program such as SCORE, and make those resources readily available to local businesses. Should that prove ineffective or insufficient, Roswell Inc should recruit Roswell residents with the appropriate backgrounds to become mentors, and utilize a training program for its mentors to ensure consistent and successful efforts (i.e. the Mentor-Protégé Program through the Small Business Administration).

Angel Investor Database

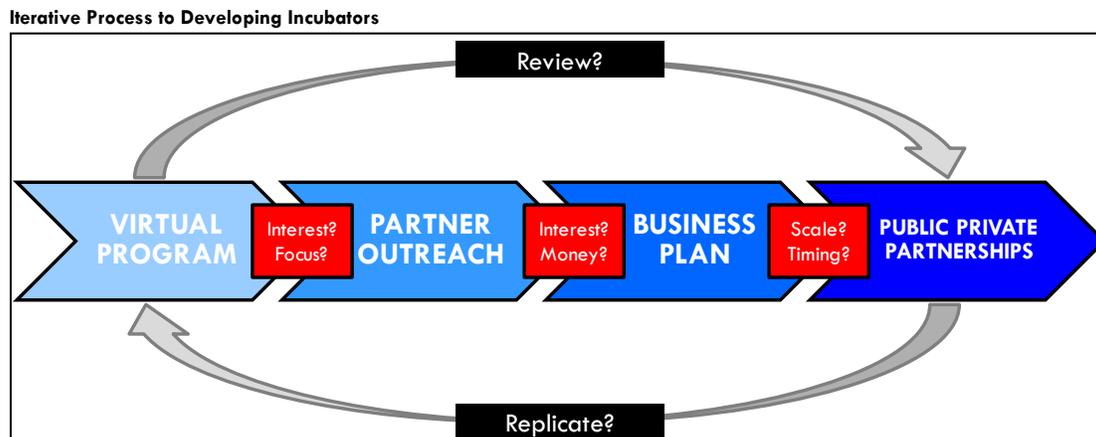
Roswell Inc has identified several independent angel investors, or individuals who seek to invest in start-up and/or growing small businesses, within Roswell and the greater North Fulton County region. Currently, there is no unifying database of these potential small business investors to enable Roswell Inc to efficiently marry entrepreneurs to potential equity capital. RKG Associates recommend Roswell Inc begin by creating a database of known investors, sorting the list by investment preferences (i.e. type of company, stage of company growth...). From this point, Roswell Inc will have two primary tasks moving forward; [1] continue to identify and inventory additional angel investors, and [2] create matches for the investors and entrepreneurs.

It is important to note that many investors want to remain anonymous to avoid unsolicited contact. To this point, Roswell Inc needs to create an internal vetting process that protects anonymity while allowing them to market the potential access to this pool of investors.

Virtual Incubator Program (Roswell Business Academy 2.0)

As identified through this update effort, Roswell Inc has potential to expand its small business offerings by adding a dynamic entrepreneurial program. The Advisory Committee envisions a process where Roswell Inc becomes a connection point for entrepreneurs (products and ideas), investors (funding), mentors (business planning), and property owners (physical space) in creating opportunities for companies to grow and prosper. While this effort is a longer-term opportunity, identifying the steps necessary to position Roswell Inc for success are important. The virtual incubator program should be modeled after the National Business Incubation Association (NBIA) best practices approach and vetted through an entrepreneurial advisory panel in coordination with the mentorship program (detailed later in this chapter). Specific steps are as follows:

- **Initiate a virtual incubator** – RKG Associates recommends Roswell begin its efforts of entrepreneurial development effort through a virtual approach. The most recent business survey revealed that there are numerous small businesses that would have interest in information and assistance from Roswell Inc. These businesses range from retail to personal services to professional services. To this point, RKG Associates recommends not limiting the program to a specific industry or service to start, and allowing initial interest and subsequent feedback from local businesses and entrepreneurs to determine an approach before any substantial investment of money.



Source: NBIA and RKG Associates, Inc.

- **Partner outreach effort** – Concurrently to the virtual program launch, Roswell Inc should initiate a comprehensive outreach effort to potential partners (i.e. Georgia Resource Center, Greater North Fulton Chamber of Commerce, investors...) to gauge interest and investment requirements. This effort is a critical component of this effort, and likely will define the potential for program expansion. Seeking investors, partners, and funding sources simultaneously with identifying potential users will aid in the business planning process.
- **Development of a business plan** – Once Roswell Inc can identify interest patterns from prospect, investors, and mentors, the staff will be better positioned to create a viable business plan. The annual business survey will help identify opportunities as well. The business planning effort should solicit input from the industry roundtable and investor groups that express interest during the outreach phase.
- **Establish public-private partnership to operate the program** – While Roswell Inc should lead the creation of an entrepreneurial program, the time and resources necessary to run the program likely will require a partnership of several entities (public and/or private). It is recommended that a joint venture/PPP be created to spread the responsibility and the risk. Integration of the Financial Institution Network (detailed later in this chapter) is advised for this phase.
- **Secure physical space** – If the process reaches this phase, Roswell Inc should identify the appropriate space. It is important to note that the cheapest space is not always the most advantageous. Amenities such as shared reception, shared cost centers (i.e. phone, internet,

publishing, marketing...) also has value. Implementing this step should be pursued cautiously, as permanent incubators carry substantial costs. Given the right access to meeting/classroom space, the virtual incubator should suffice while keeping costs low. Integrating an incubator/co-share work space as part of the Roswell Business Resource Center (detailed later in this chapter) would be a great compromise, as the Resources being used by Roswell Inc can also support fledgling business enterprises.

- **Replicate efforts as needed** – Given the size of Roswell (from both a population and physical standpoint) it is highly unlikely that there will be a need for multiple incubator concepts within the City. That said, Roswell Inc may need to ‘reinvent’ the virtual incubator concept as interest changes over time. The benefit of remaining virtual is that it allows Roswell Inc to customize business development programs based on current need without substantial capital resources

Financial Institution Network (FIN)

One of the largest obstacles to promoting small business and entrepreneurial development is securing debt financing. Many capable business owners with viable product lines/services are not sufficiently capitalized to initiate and sustain a business startup. The current economic climate and recent financial industry reforms have made lenders more averse to risk than ever. To combat this, many communities have created public/private loan consortium partnerships. These partnerships provide a “win-win” for both the community and the lenders. The community leverages its investment by requiring a matching investment from the lenders while the lenders defray risk by pooling resources and utilizing the public investment to reduce their exposure.

A long-term opportunity for Roswell Inc to further its small business development efforts is to create and operate a Financial Institution Network (FIN). The FIN would be secured by both private investors and lenders. A minimum contribution should be required for participation in the FIN. Private investors will pay a small servicing fee based on ownership percentage and will receive quarterly (or semiannual) payments based on total funding activity, ownership percentage, and earned interest. Participating lenders will own a percentage of the Network, and receive quarterly (or semiannual) payments based on total funding activity and earned interest.

The funds can be made available in many forms including primary or secondary mortgages, gap financing or equity investment. The enticement to investors is that it partially is funded by the public sector, creating a cushion in loan-to-value and debt coverage ratios. In addition, the FIN is a mechanism for lenders to meet community and CRA goals. CRA credits likely must be done in the City’s Opportunity Zone (check local laws, though).

This implementation goal would require significant additional financial support from the City of Roswell to accomplish, which would include appropriate staffing to manage the program.

2. Industry Support

As mentioned earlier, Roswell Inc has experienced substantial success in assisting existing and potentially new businesses through its ombudsman program. Other efforts that Roswell Inc has

undertaken include a series of industry roundtables (automotive dealers, healthcare, real estate, professional services, retail, and information technology). They also have been working with the restaurant industry.

While this success has been notable for Roswell, it is more reactive than proactive. Simply put, Roswell Inc has become experts on helping businesses address needs that are brought to their attention. The SEDP 2.0 encourages the City to take on a more proactive approach to industry retention, expansion, and recruitment. RKG Associates and the Advisory Committee recommend the following actions:

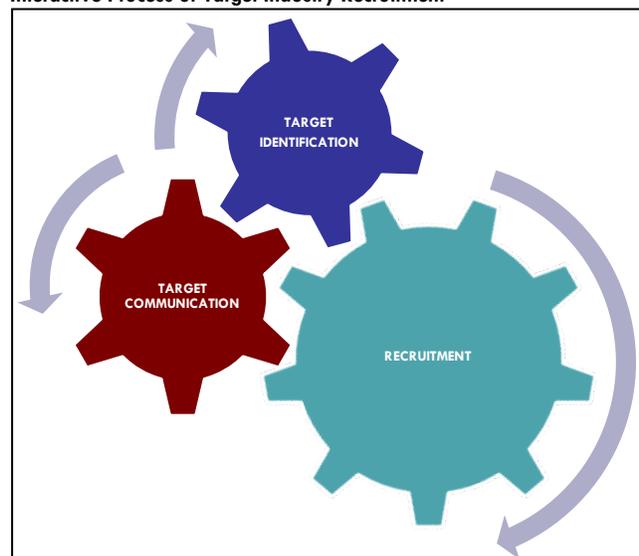
Proactive Business Recruitment

As noted in the initial SEDP, part of Roswell's economic development success will be determined by its efforts to identify potential corporate citizens (target industries) and market to those industries directly. Given the proper resources, Roswell Inc and its implementation partners should proactively recruit businesses from outside Fulton County that are consistent with the competitive advantages of the City/area.

The target industry marketing campaign involves three basic steps: [1] target identification, [2] target communication, and [3] recruitment. Each step builds on the success of the previous step. However, the steps should be repeated on a regular basis as new companies are developed, leadership within companies change and the local, regional and national markets consistently shift. Furthermore, the marketing process will vary from company to company, oftentimes requiring a long 'courtship' process.

- **Target Identification** – Target identification involves developing, maintaining and expanding a list of businesses within the identified industry clusters to actively contact and recruit. The Advisory Committee recommends Roswell Inc utilize the following methods to identify potential leads for recruitment. First, employ a business database company, such as Dun and Bradstreet, to collect contact information for all businesses within the targeted industries. These data vendors allow a client to input detailed screening criteria to ensure the resulting list best meets the client's needs. Inputs typically include industry code, location, company size, employee count and annual sales volumes, among others. These services generally are fee-based, often charging by the record. Second, work with industry leaders in the community to gather information on companies

Interactive Process of Target Industry Recruitment



Source: RKG Associates, Inc.

they do business with, whether as clients or dealers. This list is most valuable, as these businesses already have some understanding of Roswell and have completed business in the community. Third, join industry-specific professional organizations related to the target industries to gain access to their membership lists. The combined results of these efforts should result in a comprehensive list.

- **Target Communication** – Target communication includes all interaction between the City and the prospects from initial contacts and follow-ups to face-to-face meetings. The communication process should be initialized through a direct mailing campaign, using the target list developed in the last step. The mailing should include information about Roswell, the target industry specific brochures, and other pertinent documentation (see marketing recommendations for the actual materials to be created). The initial mailing should be followed up with a direct phone call within two to three weeks. The phone call should be made by either staff or an ambassador. If this is a referral, then the person making the referral should be involved early in the process.
- **Recruitment** – Communication beyond the initial phase of contact needs to be tailored based on the response of the prospect. The recruitment process may require several contacts, meetings at professional trade shows and/or multiple attempts through the initial communication process. The goal should be to get the prospect to visit the community either on a one-on-one basis or as part of a recruitment /networking visit. Regardless of the timeline, continued contact is important in developing a rapport with the prospect. It is important to note that the person/persons in charge of working with a prospect should be consistent throughout the process, when possible.

Comprehensive Retail Market Assessment

The retail market performed for SEDP 1.0 and updated for SEDP 2.0 have confirmed that the retail market within Roswell has shifted substantially since the City's heyday back in the 1980s. Simply put, retail gravity in North Fulton County has shifted from Roswell to Georgia 400 in Alpharetta. Compounding this fundamental market shift is the continually changing retail landscape as new ways to shop are impacting 'brick and mortar' retailing.

Given that the City is effectively built out and new economic development opportunities largely are going to come in the form of redevelopment, RKG Associates recommends that the City of Roswell should pursue a detailed, comprehensive retail market assessment. It is envisioned that this assessment provides a broader scope than what was performed for the SEDP process, identifying greater regional trends/needs as well as specific market needs and opportunities by localized areas of the City. The results of this effort should be able to refine potential reinvestment/redevelopment strategies for various areas of Roswell.

Annual Business Survey

Roswell Inc reinitiated the annual business survey from the initial SEDP process during this update effort. More than 340 businesses participated in the survey despite the 4-year gap between efforts. The results of this survey were detailed earlier in this report. In short, the responses were helpful in defining (and refining) the implementation recommendations for Roswell Inc. Connecting with

several new industry leaders, identifying needs from businesses, and receiving several recommendations from local business owners ensures Roswell Inc's future business plans truly will address the current and potential needs of the City's business community. While the survey results may not be statistically significant to derive a complete list of needs or opportunities, engaging an annual business survey is an effective way to dovetail feedback from the various business roundtables to ensure Roswell Inc is providing value-add to existing businesses. In addition, the annual survey is a good way to build relationships with businesses that may not be aware of the mission or tools offered through Roswell Inc.

Expanded Business Outreach

Roswell Inc is limited in its ability to proactively visit individual business owners on a consistent basis due to staffing capacity issues. That said, direct contact with existing business owners will create (or build) Roswell Inc's relationship with the very people who are creating jobs and providing tax base for Roswell. Assuming the annual business survey is maintained, it will provide the 'first level' outreach businesses. The survey administered during this effort already produced several businesses that have identified needs and requested further contact with Roswell Inc. Roswell Inc can use these outreach efforts to identify which partner entities (i.e. workforce providers) are necessary to develop and enact a solution. This coordinated outreach effort with implementation partners will leverage the increased capacity.

However, it should be the goal of Roswell Inc to directly contact every business within the City every 2-3 years, whether through an in-person visit or phone call. This level of effort is beyond their current capacity. In the short term, initial actions should be concentrated in the target industry clusters. As resources and staffing become available, the combined proactive outreach, industry roundtable feedback, and business survey results will provide a comprehensive assessment of current and projected needs/issues of Roswell businesses. This information should be the foundation for future modifications/ additions of business retention and development programs.

Expanded Industry Roundtables

As noted, Roswell Inc already hosts many industry roundtables. Based on the market and target industry analysis, RKG Associates and the advisory committee recommends that additional groups be formed. These include:

- Accommodation and hospitality
- Recreation and entertainment
- Retail
- Logistics
- Home based businesses

An industry "roundtable" is an informal group consisting of between eight and twenty representatives from the specific industry group, Roswell Inc staff and other representatives from the City and community, as necessary. The group should meet on a regular basis (typically quarterly) to discuss issues related to the ability to do business in Roswell. Roswell Inc should use this opportunity to disseminate information about current projects and programs being developed and/or revamped, including how these changes will influence the group. Simply put,

this forum allows local businesses to participate in the economic development process, to learn of current events, and to provide feedback on additional efforts that may be undertaken.

3. Workforce Development

Workforce development is one of the areas that Roswell Inc has not had the capacity to address since 2012. As with the initial SEDP process, very little data currently is available to the City or Roswell Inc in regards to establishing proactive, customized workforce training programs. Implementing anything other than the “standard” programmatic policies would be speculation. To this point, greater efforts to detail specific business needs and market opportunities need to be undertaken.

Recently, the Greater North Fulton County Chamber of Commerce has identified workforce and talent development as a substantial focus of its economic development work. While the details of the Chamber’s efforts were not available at the writing of this report, it is RKG Associates recommendation that Roswell Inc work closely with the Chamber in developing specific strategic actions that would benefit the Roswell business base.

At a fundamental level, Roswell Inc should encourage the Chamber to leverage existing competencies and capacity of programs like Quick Start and FastTrac© to develop strategies in a proactive approach and to create relationships with provider to get programs put into place. The following section details the specific approaches that Roswell Inc should encourage the Chamber to pursue. That said, Roswell Inc should continue to advertise existing workforce programs offered by local providers, such as Roswell UMC’s Job Networking program, while monitoring the Chamber’s progress on developing more strategic programs and augment its marketing as information becomes available.

Provider Networking and Outreach

The first step in determining an appropriate workforce and entrepreneurial assistance program is to develop relationships with existing providers within the local market. This includes all facets of training and support from private training entities to vocational and community colleges to traditional universities to state and federally run programs. The metropolitan Atlanta area is well served by a variety of training providers and business support entities. However, there is no unifying effort in Roswell to ensure the programs available to local businesses are consistent with the needs of existing or prospective businesses. Roswell Inc should encourage the Chamber to inventory all workforce providers that currently operate in North Fulton County and gather information for all their program offerings. This first step will provide immediate benefit to local businesses, as many are not aware of these offerings and do not know how to access them.

Workforce Needs Survey

The business survey performed as part of the SEDP effort included several questions related to the availability and quality of the regional workforce. This is a good initial step in identifying specific local needs. The results of that effort (and subsequent surveys into the future) can provide the basis for Roswell Inc and the Chamber to market the most appropriate existing programs and determine the feasibility of customized programs.

Roswell Inc should encourage the Chamber to adopt these questions (or some form of them) into a more regional workforce needs survey. Not only will this allow Roswell Inc to focus its annual business survey to retention and expansion efforts, it gives the Chamber a ‘straw man’ to build upon. If the Chamber chooses not to implement an annual workforce survey, Roswell Inc should consider to leave those questions as part of the annual business survey. Gathering direct feedback from local businesses on their workforce needs is the most effective way to ensure training providers are adapting to the marketplace.

4. Networking

Roswell Inc has been very successful at creating networking events that enable local businesses to connect and develop relationships. Efforts such as Roswell Connect, Roswell Coffee Connect, and Real Estate & Development Outlook (for real estate professionals) have created opportunities for business leaders to interact and develop professional relationships. The SEDP 2.0 effort identified the potential for Roswell Inc to tap into market-specific and unique niches and become a regional leader in business connectivity. The following recommendations reflect the most promising strategies.

Industry Roundtable Events

Another networking opportunity is to hold events in coordination with the existing industry roundtables (i.e. information technology, healthcare...). These events can be sponsored in partnership (or in whole) by the business members of the roundtable. It is envisioned that these events include some combination of the following formats:

- Guest lecturer/presentation on current market challenges/opportunities;
- Roundtable discussions about Roswell/North Fulton market conditions;
- Industry recruitment visits/events; and
- Social gatherings/idea sharing.

The industry roundtable events can be stand-alone Roswell Inc activities or done in partnership with local (i.e. other cities) or regional (i.e. Greater North Fulton Chamber of Commerce) depending on the issue, industry, and interest. Ultimately, the goal is to enhance the economic climate within Roswell while avoiding ‘poaching’ businesses from neighboring communities.

Young Professional Development Events

Data indicates that the Millennial generation has surpassed the Baby Boomers as the largest age cohort in the workforce. To this point, having networking events that focus on creating connections between this group and the City of Roswell will benefit current and future economic development efforts. In the short term, it will bring awareness to employment and entrepreneurial opportunities within Roswell while garnering valuable feedback about the desirability of Roswell as a place to work and live. Longer-term, creating a connection with these young workers will generate opportunities in the future as they become the decision-makers in their respective companies. These events should focus on the social aspects equally to the professional ones.

Having events with programmed activities could be helpful in garnering interest (i.e. tubing the Chattahoochee River).

Event Cohosting

As noted above, many of the potential events and opportunities for networking can be done as stand-alone events for Roswell or done on partnership with other regional economic development entities. Roswell Inc should be strategic in determining the best approach, cultivating partners for larger (and expensive) events as well as industry-specific events that have a regional focus.

Women In Business Events

The business survey revealed that more than 30% (or over 100 respondents) of local businesses are women-owned enterprises. Establishing a series of bi-monthly or quarterly events targeted to women-owned businesses could help foster stronger market ties for these owners. RKG Associates has learned that the Greater North Fulton County Chamber of Commerce has made promoting women-owned businesses from all North Fulton County a priority action. Thus, Roswell Inc should support and encourage this effort, as women-owned businesses could be a market niche that Roswell could capture, particularly in coordination with its existing (and proposed) small business and entrepreneurial business programs. Working with the Chamber on creating a women-owned business mentorship program would be unique to the regional marketplace.

5. Public Relations and Marketing

All the action items within this strategy have an indirect relationship with public relations and marketing. While Roswell Inc has become more well-known to the local business community and local city officials, there is still not much public awareness about who the organization is and what the organization does. There is significant opportunity in the coming years to increase the organization's brand and visibility with key audiences, including residents, business leaders, elected officials, civic leaders and partner agencies at both the local and regional level. Additionally, there is large opportunity to continue building Roswell's brand as a business destination. This can be achieved by an overall strategic public relations and marketing program. This area also works together with the section on Community Engagement, as there is significant overlap between these two categories.

These efforts will require additional investment in the coming years, in the way of both staff time and financial resources. That said, the following strategies are recommended.

Public Relations

Roswell Inc should develop an overall public relations plan that strengthens relationships with all audiences. This includes investing significant time into media relations and positioning the organization as a thought leader and resource in the industry. Efforts may also include development of an online newsroom, strategic media engagements, speaking and editorial opportunities, executive communications, community outreach and engagement, and stakeholder relations.

Digital Communications

This category includes social media, email marketing, website, video, and all other digital forms of communication. These are the primary tools through which Roswell Inc communicates with the public and the business community on a regular basis. There needs to be a concentrated effort to create a stronger, more strategic presence on social media and strengthen and refine the organization's strategy on video, email marketing and website management.

Marketing, Branding & Advertising

The organization has a solid foundation in this area, which can be grown and shaped to take Roswell Inc into the future. Areas for growth include a more strategic usage of marketing materials and advertising opportunities, including targeted materials for industry-specific recruitment and business development efforts. Additionally, Roswell Inc should consider opportunities to partner with regional organizations to position the city in larger-scaled marketing programs.

Strategic Communications

This area focuses on how the areas above can work together to position Roswell within the industry. Examples of strategic communications efforts may include a marketing campaign that leverages digital communications, marketing and advertising components or a comprehensive press kit/recruitment tool for business prospects and media.

6. Community Engagement

As mentioned, community awareness and support is a critical component of implementation. Simply put, the amount of financial and political support for economic development is influenced by the willingness of residents to endorse local action. Past actions (that occurred before initiating this effort) indicate there is not widespread understanding of what economic development means to Roswell, why it is important for future sustainability, and what needs to be done to achieve the stated vision. Increased awareness and education about economic development can only benefit the City's implementation in building sustainable and strategic relationships with all local stakeholders.

Town Hall Meetings

While Roswell Inc maintains an updated website and produces a monthly newsletter, this information is generally targeted to businesses and investors. There have not been the resources necessary to implement a more proactive outreach effort to engage Roswell's residents directly. This disconnect enables naysayers to "define the reality" of the City's economic development efforts. The Advisory Committee recommends Roswell Inc host an annual staff-led town hall presentation/discussion enabling community members to hear about the organization and ask questions/give feedback. The town hall event is intended to be a more formal interaction with Citizens, focusing on the "state of economic development" within Roswell. The civic organization outreach provides Roswell Inc a more personal forum to dialogue with residents.

Civic Organization Outreach

There are several civic and community organizations within Roswell that are engaged in land use and economic development projects. These well-meaning entities generally seek to ensure any

new development within the City do not have adverse effects on the existing quality of life. From an economic development perspective, these organizations are integral in garnering support from the local electorate. Simply put, projects with substantial opposition that cannot show overwhelmingly positive benefits to the local community oftentimes are not approved and/or supported. To this point, having Roswell Inc engage with these organizations outside of a pending land use or economic development project is critical to building a relationship and a sense of trust.

That said, the SEDP 2.0 recommends that resources be committed to having staff—and advocates—attend scheduled meetings for these organizations on an annual or semiannual basis. The intent would be to provide a brief update on the current activities of Roswell Inc, inform the community of recent successes and challenges, and provide the opportunity for local residents to ask questions and inquire about economic development devoid of the pressures of supporting or opposing a specific investment.

Advocate Program

Community advocates are residents of Roswell that support the economic development efforts being implemented and are willing to become vocal supporters of the effort. Given the sensitivity of development within a community, particularly when it occurs near established neighborhoods, having residents of the community speak out in support of economic development has proven to be a critical component of overcoming real and perceived concerns. The advocate program should be an implementation tool to increase exposure within the civic community of Roswell. Most notably, the advocate program should provide direct outreach to neighborhood and community organizations, attending meetings and speaking with these groups about the benefits and challenges of economic development. The advocate group can include professional experts as well, if they are residents of the City.

Economic Development 101 Series

A popular and easily delivered initiative is the development of an “Economic Development 101” program. Simply put, this effort can be delivered to smaller groups to educate them on the virtues and challenges of implementing an economic development plan. Topics include defining what economic development means for Roswell, how job retention and creation programs work, and the economic benefits and costs of active economic development initiatives. Implementing a series of these education sessions will allow Roswell Inc to simplify the discussion to specific components of economic development and the organization’s economic development process. The Advisory Committee recommends the following sessions as the first efforts:

- **What is economic development?** – A primer that demystifies the comprehensive term, “economic development” and focuses deliverable expectations from the City and its implementation partners. This session allows participants to understand the concerns/opportunities identified through the SEDP 2.0 data collection process.
- **What are the benefits and costs of economic development initiatives?** – An honest breakdown of what is considered a “win” for the City and the costs to implement the programs to get those wins. This presentation enables a discussion about all economic

benefits (i.e. new tax revenues, jobs...) and can educate the community on the competitive environment that the City must operate within to find those “wins.”

7. Toolbox Development

As noted in the previous SEDP process, Roswell is in a county and a state that place a high priority on business competitiveness. There are several programs available through various local and state entities that can benefit Roswell in business recruitment and retention. However, economic development is a competitive environment. There are many more communities trying to attract businesses than there are businesses seeking to relocate/grow. This imbalance in supply and demand has created competition. More aggressive communities are willing to “share” the benefits they will receive back to the business that is providing the benefits (i.e. tax base, jobs, investment, diversification...).

To this point, some economic development tools require approval and support from the City to enact. These tools generally are locally created and maintained. Given the limited amount of money available for economic development programs, the City must be judicious in the size and type of economic development incentives offered. The following tools are considered essential by the Advisory Committee due to their broad application and effective use of public resources.

Roswell Inc Headquarters/Business Resource Center

Roswell Inc’s current location is not ideal geographically or physically. An economic development entity should be in a facility that reflects the professionalism and capacity of the community and the organization charged with representing that community. Local examples of this include the Georgia Resource Center (Georgia Power Company) and the headquarter facility for Partnership Gwinnett (Gwinnett County). While Roswell does not need facilities this large (due to staffing levels), the exterior and interior aesthetics are to a standard Roswell should benchmark.

To this point, the SEDP 2.0 implementation plan encourages that a new home for Roswell Inc be secured that is better located and better appointed. RKG Associates recommends a location in a class “A” or class “B” office space located closer to Georgia 400 near either the Holcomb Bridge Road or Mansell Road interchanges. While the layout and organization of the space within the office can be flexible depending on availability, the conference room needs to be more spacious and better appointed than the existing space.

Focusing on new space may seem tangential to the mission of Roswell Inc. However, it is a sad reality that appearances do matter in industry recruitment and retention. Having a space that more accurately reflects the business environment in Roswell is important, given the recommendation to enhance Roswell Inc’s proactive recruitment and retention efforts.

This new headquarters site also could collocate the Business Resource Center identified in the incubator concept detailed earlier. Locating a 1,000 SF to 5,000 SF business support center as part of the Roswell Inc offices creates many benefits for both the organization’s small business retention, expansion, and recruitment efforts as well as the City’s investment in those actions. At

a base level, collocating the efforts will reduce costs in maintaining and operating the Resource Center. More strategically, it makes staff sharing possible and enables Roswell Inc to be more proactive in the development and growth of the prospect companies. In any case, any new Roswell Inc location should have the expansion capability to house the Resource Center as well.

Community Improvement District

A Community Improvement District (CID) is a mechanism created by the Georgia General Assembly for funding certain governmental services including street and road construction and maintenance, parks and recreation, storm water and sewage systems, water systems, public transportation systems, and other services and facilities. The administrative body of the CID may levy taxes, fees and assessments within the CID, not to exceed 2.5 percent of the assessed value of the real property. The CID is powerful tool in promoting economic development, as the administrative body can utilize revenues to enhance the physical environs of the CID area. The North Fulton CID is an excellent example of a successful CID effort. The Advisory Committee recommends that Roswell Inc continue to spearhead the creation of a CID within

Roswell Opportunity Zone Boundary



Source: City of Roswell, GA

Roswell that corresponds to the Opportunity Zone boundary already in place. Increasing the availability of tools within this area increases the potential for revitalization. This effort will require substantial communication and coordination with the businesses and property owners within the proposed boundary, indicating Roswell Inc will need to seek support from other business-based organizations as well. Based on participation from the private sector, the boundary may not exactly match the opportunity zone boundary.

Tax Allocation District

Like the CID, a Tax Allocation District (TAD) is an economic development incentive enabled by the General Assembly. A tax allocation district is a geographic boundary where incremental increases in real property tax revenues can be used to pay debt service on bonds financing infrastructure and other redevelopment costs. In other words, tax increment financing allows cities to charge the costs of constructing public facilities and infrastructure directly to the businesses that use them rather than the public at large. In return, the businesses benefit from the construction of facilities that might not otherwise be available to them. TADs offer a flexible alternative to financing economic development without the need to use general funds, LOST or SPLOST revenues or to raise taxes. The Advisory Committee recommends the City Council approve the creation of a Tax Allocation District with the same geographic boundaries as the City's

Opportunity Zone, and pursue support from the Fulton County Board of Education and the Fulton County Government to maximize the potential benefit to Roswell's economic development effort.

Downtown Development Authority

The City of Roswell and the Roswell business community have created an effective public private partnership to lead economic development. Roswell Inc is a textbook example of how a community and local businesses can partner to enhance the financial and fiscal wellbeing for both participants. Given the City was only initiating a comprehensive economic development effort three years ago, having this much success after the creation of a new economic development entity is commendable. The Advisory Committee and RKG Associates both recognize the amount of faith and trust that has been built in a short period.

That said, opportunities remain to improve the efficiency and effectiveness of the City's economic development efforts. The initial SEDP plan recommended that the Downtown Development Authority (DDA) be a subsidiary of the new economic development entity, overseen by a subcommittee of the new economic development entity's Board of Directors. It is the opinion of RKG Associates that consolidating the DDA within Roswell Inc remains a valid recommendation that will improve the City's implementation of this plan.

A Downtown Development Authority is a tool established by the Georgia General Assembly to assist in the acquisition, financing, and execution of real estate transactions within the geographic area defined as the 'downtown development area.' Effectively, the DDA is a means for communities to encourage private investment through leveraging the resources under control by the DDA. Within Roswell, the DDA is administered by a separate Board of Directors that Roswell Inc. At face value, this creates unnecessary bureaucracy in implementation. Having two separate entities having to vote on support of a project is superfluous. More strategically, an economic development entity and a DDA should be striving for the same goal. Having two separate leadership groups oversee each operation creates the potential for differing priorities.

RKG recognizes that having separate economic development and DDA entities is prudent in certain situations. Most notably, situations where the DDA entity is focused on a very small component of a larger community (i.e. downtown Roswell and Fulton County) justify having a separate group ensure all actions of the DDA are to the benefit of the defined area. However, the DDA boundary in Roswell encompasses the City's Opportunity Zone, which includes almost all the City's commercial areas. To this point, the tools available to the DDA are critical to Roswell's entire economic development efforts. Having two separate boards can create conflicts relative to prioritization, and therefore potentially inhibit new opportunities.

E. IMPLEMENTATION MATRIX

The following matrix provides more insight into the timing, approach, partnering needs, and potential costs of implementing these changes/new actions for Roswell Inc.

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost
SMALL BUSINESS DEVELOPMENT														
Objective #1: Create a formal business mentorship program in partnership with SCORE or the Mentor-Protégé Program from the SBA														
Action 1:	Establish a formal mentorship program that provides direct support to qualified small businesses seeking to improve their business operations (tied to Roswell Business Academy)	ED	I, O, D, F	[Timeline bar from Year 1 to Year 10]										D
Action 2:	Partner with local/regional SCORE efforts to build representation in Roswell, implementing a proactive marketing and outreach effort to small and home-based businesses.	ED, GA	E	[Timeline bar from Year 1 to Year 10]										B
Action 3:	Secure training and support for mentors, establishing the initial mentorship program based on a "grass roots" approach, developing more standardized programs as interest and resources increase	ED, GA	E	[Timeline bar from Year 1 to Year 10]										B
Action 4:	Target enrollment of five businesses into the mentorship program within the first year, with a goal of 20% increase each year until 2030	ED		[Timeline bar from Year 1 to Year 2]										A
Objective #2: Build, develop, and maintain a defined angel investor network for entrepreneurs seeking to open/grow businesses in Roswell														
Action 1:	Create a database of known angel investors operating in North Fulton County and Roswell tracking investment thresholds, industry preferences, and return expectations	ED	F, I	[Timeline bar from Year 1 to Year 1]										A
Action 3:	Establish an application process that is vetted by Roswell Inc to match opportunities to potential investors	ED	F, I	[Timeline bar from Year 1 to Year 10]										A
Action 2:	Network with other economic development leaders and financial industry leaders to identify additional local and regional investors/organizations	ED, PP, FE, GA	F, I	[Timeline bar from Year 1 to Year 10]										A
Action 4:	Consider implementing a 'Shark Tank' style presentation/competition event to enable interested investors to hear several opportunities in a short time frame	ED	F, I	[Timeline bar from Year 5 to Year 10]										B
Objective #3: Create a virtual incubator program to support the development and expansion of small businesses in Roswell														
Action 1:	Compile and analyze data collected through a strategic outreach effort to provide recommendations on the type of incubator to pursue	ED	I	[Timeline bar from Year 5 to Year 5]										A
Action 2:	Create databases of entrepreneur/small business development partners, focus group members, business leaders, mentors and program participants	ED, PP, GA		[Timeline bar from Year 5 to Year 5]										A
Action 3:	Work with the Board of Directors to determine a business plan for a business incubator; recommendation to focus on small business development tied into mentor program	ED	I	[Timeline bar from Year 5 to Year 5]										A
Action 4:	Perform an incubator feasibility study to determine the size and scale of the initial investment	ED	I, C	[Timeline bar from Year 5 to Year 5]										C
Action 5:	Expand/market business development programs including: [1] writing a business plan; [2] how to finance a business; [3] how to identify, hire and manage staff; and [4] how to market to clients	ED, FC, PP, GA	I	[Timeline bar from Year 5 to Year 10]										B
Action 6:	Work with GDED, Greater North Fulton Chamber of Commerce, and Fulton County Economic Development Division to explore a joint operation and marketing effort; will require involvement at the initiation of establishing an incubator	ED, CC, FC, GA	R	[Timeline bar from Year 5 to Year 6]										A
Action 7:	Establish incentives to accommodate home-based businesses; including business license fee waivers, business financing packages (tied to development program attendance), and a loan consortium dedicated program	ED, FC, PP, GA	F	[Timeline bar from Year 5 to Year 6]										D
Action 8:	Develop marketing and advertising collateral to increase awareness and attract prospects to the incubator	ED, FC		[Timeline bar from Year 5 to Year 6]										B
Action 9:	Identify and secure appropriate space to host the facility	ED	R, O	[Timeline bar from Year 6 to Year 7]										C
Action 10:	Implement a program conclusion and follow up survey of program participants to track effectiveness and success rate	ED	I, F	[Timeline bar from Year 5 to Year 10]										A
Action 11:	Expand mentorship program as an industry recruitment effort as resources become available. Consider specific entrepreneurial development initiatives for women/minority owned businesses	ED	I	[Timeline bar from Year 5 to Year 10]										C

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
SMALL BUSINESS DEVELOPMENT															
Objective #4: Develop a Financial Institution Network															
Action 1:	Establish the legal structure within Roswell Inc to administer the loan pool (potentially one of the responsibilities of the DDA)	CC, CR, ED, GA													E
Action 2:	Develop the mission of the network based on input from the financial industry focus group; recommendations include: [1] interest rate buy downs, [2] loan guarantees, and [3] low interest secondary and gap mortgages	ED													A
Action 3:	Determine the public/private investment ratio for the network (9 to 1 ratio of private to City dollars recommended)	ED													A
Action 4:	Establish the minimum return on investment requirements for each lending strategy to be implemented by the consortium	ED													A
Action 5:	Market the FIN to potential institutional and private lenders/investors; target \$1 million of private investment	ED, CR	F, D												B
Action 6:	Work with investment partners to administer and monitor the lending activity (i.e. underwriting procedures)	ED	F												B
Objective #5: Establish an Economic Development Investment Fund for Roswell															
Action 1:	Place the investment fund under Roswell Inc	ED, CR, CC													A
Action 2:	Develop the mission of the investment fund based on input from the financial industry focus group and the development industry focus group	ED, CR, CC	C												B
Action 3:	Investigate the benefits of programs such as [1] development fee mitigation, [2] low interest secondary and gap mortgages, [3] joint venture development arrangements, and [4] independent development projects	ED	C												Included with above
Action 4:	Establish standards of qualification for applicants based on development type, scale, location and consistency with the comprehensive plan and zoning code	ED	C												Included with above
Action 5:	Make initial City investment of \$250,000, seeking matching contributions from other public and private entities	CC, CR													E
Action 6:	Ensure all joint venture and stand alone development projects achieve no less than a return of investment	ED													B
INDUSTRY SUPPORT															
Objective #1: Grow and enhance the City's healthcare and social assistance industry cluster															
Action 1:	Work with Wellstar, Northside Hospital, Saint Joseph's Hospital and the healthcare focus group to identify potential medical niches for Roswell; patient care, medical research and social assistance recommended	ED	I												A
Action 2:	Facilitate discussions with focus group on identifying regional and national trends in healthcare and social assistance	ED	I												A
Action 3:	Utilize a business listing database, such as Dun and Bradstreet, to get a list of practitioners within the niche fields identified through facilitated discussions	ED													A
Action 4:	Identify potential sites suitable for development/redevelopment for healthcare and social assistance businesses; near North Fulton Regional Hospital and along GA400 recommended	ED, CD	O												A
Action 5:	Develop joint marketing and recruitment materials to attract practitioners in these niches	ED													A
Action 6:	Join state and national professional associations related to the industries identified in the industry cluster, advertising in their trade publications and attending regional and national conferences (i.e. Research! America)	ED	I												B

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
INDUSTRY SUPPORT															
Objective #1: Grow and enhance the City's healthcare and social assistance industry cluster															
Action 7:	Implement marketing and outreach campaign to targeted businesses utilizing medical/social assistance ambassadors and implementation entity staff	ED	I												B
Action 8:	Host a recruitment trip each year in collaboration with Greater North Fulton Chamber of Commerce and the Georgia Resource Center with businesses interested in locating operations in Roswell	ED, GR, PP	I												B
Objective #2: Grow and enhance the City's technical, research, and consulting operations															
Action 1:	Work with the professional services focus group to define market opportunities and identify potential target markets in context of the target industry analysis	ED	I		■										A
Action 2:	Utilize a business listing database, such as Dun and Bradstreet, to get a list of businesses within the target industries identified in the target industry section of the strategic economic development plan	ED			■										B
Action 3:	Inventory and identify businesses providing support services within North Fulton County, seeking opportunities to attract and retain back office and support service companies (i.e. building maintenance)	ED			■										B
Action 4:	Coordinate and distribute marketing materials specific to the technical, research and consulting operations industries with Greater North Fulton Chamber, the Georgia Resource Center and the GDED	ED, PP, RC, GE				■									A
Action 5:	Join professional associations related to the industries identified in the industry cluster, advertising in their trade publications and attending regional and national conferences (i.e. AFCEM)	ED				■									B
Action 6:	Host a recruitment trip each year with businesses interested in locating operations in Roswell	ED	I												B
Action 7:	Work with Greater North Fulton Chamber of Commerce on recruitment and marketing for corporate headquarters and large-scale targets	ED, PP	I												A
Objective #3: Grow and enhance the City's entertainment and recreation industry cluster															
Action 1:	Work with the retail focus group and entertainment focus group to identify potential opportunities, regional and national industry trends & projections, and opportunities to enhance these industry clusters	ED	I		■										A
Action 2:	Work with the Roswell Recreation, Parks, Tourism, and Cultural Affairs department to identify and test potential investments and developments for market and financial viability	ED, CR	C		■										C
Action 3:	Perform a market and financial feasibility study to determine the costs and benefits of expanding the City's performing arts center	ED, CR, CC	C		■										C
Action 4:	Work with the Roswell Convention and Visitor's Bureau and the Arts Council to identify joint marketing and advertisement campaigns	ED, VB			■										B
Action 5:	Work with the Convention and Visitor's Bureau to determine the potential of creating a weekend event program for Canton Street and Founder's Square	ED, VB			■										A
Action 6:	Further explore the potential to develop a nationally-recognized recreation performance research facility related to an Olympic sport with recreation crossover potential to consumer markets (i.e. cycling)	ED	C			■									C
Action 7:	Utilize a business listing database, such as Dun and Bradstreet, to get a list of businesses within the target industries identified in the target industry section of the strategic economic development plan	ED				■									A
Action 8:	Coordinate and distribute marketing materials specific to the retail, entertainment and recreation opportunities	ED				■									A
Action 9:	Join professional associations related to the industries identified in the industry cluster, advertising in their trade publications and attending regional and national conferences (i.e. Intl. Association of Amusement Parks & Attractions)	ED				■									B
Action 10:	Host a recruitment trip each year with businesses interested in locating operations in Roswell	ED, CR	I												B

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
INDUSTRY SUPPORT															
Objective #4: Grow and enhance the City's local and regional data and goods distribution industries															
Action 1:	Work with the logistics focus group to identify market opportunities, regional and national trends and projections, and issues influencing the industry cluster	ED	I	█											A
Action 2:	Explore the feasibility of expanding the North Fulton fiber optic network within Roswell	ED	C, I	█	█										C
Action 3:	Utilize a business listing database, such as Dun and Bradstreet, to get a list of businesses within the target industries identified in the target industry section of the strategic economic development plan	ED		█	█										A
Action 4:	Coordinate and distribute marketing materials specific to the data and goods distribution industry cluster	ED			█	█	█	█	█	█	█	█	█	█	A
Action 5:	Join professional associations related to the industries identified in the industry cluster, advertising in their trade publications and attending regional and national conferences (i.e. the American Society of Transportation & Logistics)	ED			█	█									B
Action 6:	Host a recruitment trip each year with businesses interested in locating operations in Roswell	ED, CC	I			█	█	█	█	█	█	█	█	█	B
Objective #5: Implement target industry recruitment and retention visit events.															
Action 1:	Develop and implement recruitment trips sponsored by the City and hosted by local business leaders, bringing target businesses into Roswell for short-term networking and recruitment events	ED, PP, CC	I			█	█	█	█	█	█	█	█	█	A
Action 2:	Create targeted business appreciation events for existing industries within Roswell, providing local businesses an opportunity to network and learn about education/financial programs in a social environment	ED, PP, CC	I			█	█	█	█	█	█	█	█	█	Included with above
Action 3:	Implement an outreach effort to include topics that appeal to a wide variety of business owners and entrepreneurs interested in gaining additional knowledge on general business practices and City processes	ED, PP, CC	I			█	█	█	█	█	█	█	█	█	Included with above
Objective #6: Cultivate effective, meaningful coordination with local, regional and statewide economic development entities.															
Action 1:	Establish quarterly meeting schedule with Alpharetta Economic Development and Greater North Fulton Chamber of Commerce to coordinate and strategize efforts	ED, PP, AE				█	█	█	█	█	█	█	█	█	A
Action 2:	Establish semiannual meeting schedule with the Georgia Resource Center and the Georgia Department of Economic Development and other public economic development entities	ED, FE, DA, RC, GE				█	█	█	█	█	█	█	█	█	A
Action 3:	Distribute a quarterly progress report to local, regional and statewide economic development entities	ED, CR				█	█	█	█	█	█	█	█	█	A
Action 4:	Coordinate with Greater North Fulton Chamber of Commerce, Alpharetta Economic Development and state allies to develop joint marketing and advertising materials/efforts	ED, AE, FE, DA, RC, GE					█	█	█	█	█	█	█	█	B
Objective #7: Pursue a comprehensive retail market assessment for the City.															
Action 1:	Establish the depth and breadth of services the City seeks to analyze through this effort. Include (at a minimum) an assessment of regional market changes and subarea analyses for the various neighborhood markets in Roswell.	ED, CC, CD			█										A
Action 2:	Solicit services from a reputable market analytics entity	ED	C		█										C
Action 3:	Revise implementation efforts in various areas of the City to reflect the results of the analysis	ED, CC, ED	C			█	█	█	█	█	█	█	█	█	A
Objective #8: Continue to implement annual business survey.															
Action 1:	Update and administer the web-based survey for all businesses, focusing on identifying needs, emerging market trends and potential obstacles to success	ED	O, I			█	█	█	█	█	█	█	█	█	A
Action 2:	Create a database of every business in the City by NAICS code by collecting more information through the business license process including primary NAICS code, year business started, number of employees and contact information	ED				█	█	█	█	█	█	█	█	█	A

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated Cost	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
WORKFORCE DEVELOPMENT															
Objective #1: Encourage the Chamber to collect all data necessary to develop and operate a comprehensive workforce program.															
Action 4:	Implement an online survey for each identified industry to determine existing and projected workforce needs, can be part of the annual business survey (if pursued)	PP	I												B
Action 5:	Analyze the data collected through the survey to identify common themes, issues, and opportunities	ED, PP	C												C
Action 6:	Conduct online research to identify best practices relevant to Roswell business needs	ED, PP													A
Action 7:	Hold workforce forum to share results of initial workforce survey results with local workforce training providers	ED, PP	E												B
Action 8:	Identify and recruit all service providers (i.e. Gwinnett Tech), donors (i.e. corporate sponsors), and volunteers (i.e. mentors) to support the workforce effort	ED, GE, RC, PP, DA	I, F, D, C												B
Action 9:	Identify existing and establish new workforce program offerings based on results of the survey and the forum	PP	C												C
Action 10:	Refine these programs annually based on changing approaches, shifts in target industries, and the results of the new surveys	PP	E												B
Action 11:	Create marketing and outreach program for all workforce and small business development programs available for Roswell businesses	ED, PP	C												B
Action 12:	Develop monitoring and reporting capability to track income/expenditure, resource usage, out-reach efforts, applications, enrollment, participant and service provider progress and feedback	PP	C												B
NETWORKING															
Objective #1: Expand existing networking program to capture existing market niches.															
Action 1:	Establish a quarterly 'women in business' networking event, targeting the women-owned business leaders within Roswell. Potentially tie entrepreneur and mentorship efforts to this event	ED	E												C
Action 2:	Create information-focused industry roundtable events, bringing in guest lecturers, having panel discussions, and creating opportunities for businesses to connect outside the work environment	ED													A
Action 3:	Organize "young professional groups" for City residents and employees of City companies to improve professional and social networking opportunities	ED, VB	I												B
Action 4:	Scale events to local resources, seeking partnerships with other municipal, regional, or statewide entities to cohost events. Attempt to have events located within Roswell, as appropriate.	ED, CR	N, I												A
COMMUNITY ENGAGEMENT															
Objective #1: Build a network of "grass roots" economic development support within the City.															
Action 1:	Identify existing residents, civic stakeholders, and local business owners supportive of economic development within Roswell to gauge their interest in actively participating in implementation	ED, CD, CC, CR	I, N												A
Action 2:	Advertise the advocate program, offering community groups access to residents more knowledgeable on local economic development efforts	ED, VB, CR	I												A
Action 3:	Attend civic organization and neighborhood association meetings outside of a rezoning or specific development project to hold question and answer sessions on economic development in the City	ED	N												B
Action 4:	Establish and implement a semiannual or annual "town hall" forum to discuss economic development and market-based issues impacting Roswell with residents	ED, CR	N, I												A
Objective #2: Educate and inform Roswell citizens about the benefits and opportunities in economic development.															
Action 1:	Implement a marketing and education campaign targeted to Roswell residents that informs them of [1] what is economic development, [2] what its benefits are, [3] how they are impacted, and [4] ways to get involved	ED, CR, CD	N												C
Action 2:	Develop and implement an "economic development 101" program and marketing materials that offers a more hands-on approach from the implementation entity including seminars and outreach meetings by entity staff	ED, CR	N, I, R												B

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
REGULATORY AND TOOLBOX DEVELOPMENT															
Objective #1: Modify the City's zoning code to make revitalization and redevelopment more conducive in specific areas.															
	Action 5:	Focus new commercial investment along Roswell's transportation corridors including GA400, Holcomb Bridge Road, Alpharetta Highway, Crossville Road and Mansell Road	ED, CD, CR	C	█	█									Included with above
	Action 6:	Create historic revitalization overlay district for Founder's Square/Canton Street area delineating specific design and parking requirements consistent with an historic area	ED, CD, CR	C	█	█									Included with above
Objective #2: Improve the City's development review process to provide greater certainty to the development community.															
	Action 1:	Establish maximum staff review periods for all development process submittals (i.e. rezoning, variance...)	CD, CC, CR		█										A
	Action 2:	Establish a concurrent review process for City Council, the Development Review Board and the Historic Preservation Council for all application types	CD, CC, CR		█										A
	Action 3:	Allow for administrative review approvals for projects consistent with the comprehensive plan and meet specific size criteria recommendations include: [1] under 1 acre; [2] less than 20,000 building SF, and [3] less than 50 housing units	CD, CC, CR		█										A
	Action 4:	Include Roswell Inc in all communications and internal strategy meetings related to development process applications and deliberations	ED, CD, CR		█										A
Objective #3: Strengthen the importance and flexibility for development within the "Primary Investment Area."															
	Action 1:	Establish a building permit/inspection waiver program for businesses occupying no less than 20,000 square feet of space, creating 100 FTE jobs, and making a minimum 10-year commitment to operating in Roswell	ED, CC		█										A
	Action 2:	Establish a waiver of business license and occupation taxes of up to \$75,000 annually for up to 3 years based on the number of FTE jobs creates and total capital investment, with a minimum threshold of 15 jobs and \$1M of investment	CC		█										A
	Action 3:	Create a Roswell Community Improvement District (CID) following the same boundaries as the Opportunity Zone	CD, CR, CC, GA	C	█										C
	Action 4:	Create a Roswell Tax Allocation District (TAD) following the same boundaries as the Opportunity Zone	CD, CR, CC, GA		█										B
	Action 5:	Market the common boundary for these tools as the "Primary Investment Area"	ED, CD, CR		█										A
ADMINISTRATIVE EFFICIENCY EFFORTS															
Objective #1: Collect more information from all development applications, permit applications and business licenses															
	Action 1:	Require inclusion of property identification number on all City forms	CD		█										A
	Action 2:	Require estimated construction costs (per unit for residential and per square foot for non-residential) on all applications	CD		█										A
	Action 3:	Transition to an on-line only application process to centralize data collection; provide terminals in the Community Development Department for walk-in applicants	CD, CC, CR		█										C
	Action 4:	Require all data fields to be filled in before accepting the application; provide internal review to ensure information is accurate before approval	CD		█										B
Objective #2: Streamline all data collection and dissemination within the City to support and enhance economic development efforts.															
	Action 1:	Establish a centralized digital data clearinghouse within the City where all information gathered by the City is maintained	ED, CD, CR		█	█									D
	Action 2:	Continue to implement and expand the ERP process	CD, CC, CR		█									A	
	Action 3:	Create a common property identifier on all forms and applications that allows for each data point collected by the City on properties, buildings and businesses to be merged within a single data record	CD		█										A

CITY OF ROSWELL, GEORGIA SEDP 2.0 Implementation Matrix		Implementation Lead		Implementation Timing (Years)										Estimated	
		Public/NP	Private	1	2	3	4	5	6	7	8	9	10	Cost	
ADMINISTRATIVE EFFICIENCY EFFORTS															
Objective #2: Streamline all data collection and dissemination within the City to support and enhance economic development efforts.															
Action 4:	Provide each City department and the economic development implementation entity access to this information over a centralized database	CD, CR, ED		■											A
Action 5:	Move to an online only application process, with terminals available within Community Development for applicants who do not have personal access to the internet	CD, CR		■	■	■	■	■	■	■	■	■	■	■	C
Action 6:	Reconfigure all development-related forms (i.e. building permits, business licenses, site plan review and development process) to mandate that all data fields have to be accurately filled in before submission	CD, CR		■	■										A
Action 7:	Negotiate an agreement with Fulton County to coordinate improvements to all Roswell GIS data files including City-funded efforts to update existing information	CD, FC, CR			■	■	■	■	■	■	■	■	■	■	C
Action 8:	Explore the potential for the City to assume responsibility for real property reassessments to ensure property values and market information is updated and accurate	CD, CR, FC			■	■	■	■	■	■	■	■	■	■	D
Objective #3: Enhance the coordination and collaboration of City functions that influence economic development.															
Action 1:	Implement a monthly inter-departmental review (IDR) meeting with representatives from each City department to discuss economic development issues and/or projects	ED, CD, CR		■	■	■	■	■	■	■	■	■	■	■	A
Action 2:	Establish "Table for Four" monthly meeting between the City administrator, the implementation entity executive director, the community development director and the City Council liaison for community and economic development	CC, ED, CD, CR		■	■	■	■	■	■	■	■	■	■	■	A
Action 3:	Create a City list serve of City council members and department representatives to streamline information and assistance requests by the implementation entity for economic development purposes	ED		■	■	■	■	■	■	■	■	■	■	■	B
Action 4:	Distribute a quarterly progress report and activity summation to the listserve	ED			■	■	■	■	■	■	■	■	■	■	A

LEGEND

Implementation Leaders

Public:

CC - Roswell City Council
CD - Roswell Community Development Department
PR - Roswell Public Relations
BE - Fulton County Board of Education
CR - Other City of Roswell Departments/Entities
FC - Fulton County
GA - State of Georgia
US - Federal Government

Partners:

ED - Roswell Inc
VB - Roswell Convention and Visitors Bureau
AE - Alpharetta Economic Development
PP - Greater North Fulton Chamber of Commerce
NF - North Fulton Community Improvement District
FE - Fulton County Economic Development Corporation
DA - Development Authority of Fulton County
RC - Georgia Resource Center
GE - Georgia Department of Economic Development

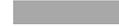
Private

C - Consultant
D - Development Community
F - Financial Institutions
I - Industry Leaders
N - Neighborhood Residents
O - Property Owners
R - Realtors/Brokers
E - Higher Education Providers (i.e. Gwinnett Tech)

Cost Estimate Legend:

A - Under \$1,000
B - \$1,000 to \$10,000
C - \$10,000 to \$50,000
D - \$50,000 to \$100,000
E - \$100,000 to \$500,000
F - Over \$500,000
Unk. - Unknown

 Action

 Implementation