

City of Roswell, Georgia

EAST ROSWELL DISCUSSION

STRATEGIC ECONOMIC DEVELOPMENT PLAN

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Presented By:

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RKG Associates, Inc.

RKG
ASSOCIATES INC

AGENDA

- **History of Economic Development in Roswell**
 - Before the plan
 - SEDP 1.0
 - SEDP 2.0
- **Assessment of East Roswell**
 - Overview
 - Retail Market Analysis
 - Challenges
 - Opportunities

ROSWELL'S RECENT ECONOMIC DEVELOPMENT

'BEFORE THE PLANS'

Roswell had 1.5 professional staff dedicated to economic development

- Within the Department of Community Development
- Little guidance (and funding) on proactive efforts
- Limited by zoning ordinance/master plan

Very little employment and business growth

- Almost no new non-residential development
- Retail/service space vacancies well above other North Fulton communities
- Growth in Alpharetta robust

Roswell had an anti-business reputation

- Difficult to work with
- Regulatory decisions ad hoc
- No support from City for new/existing businesses

SEDP 1.0

City funded first ever economic development plan in 2010

- Process went from January 2011 to July 2012
- Focus was three-fold
 - Inform City on the who, what, and why of economic development
 - Move City from reactive to proactive
 - Define goals and priorities

City Council actively engaged in creation of plan

- Provided direct work sessions
- Gave feedback on findings/recommendations
- Authorized implementation approach

SEDP 1.0

Community-Defined Guiding Principles

- Enhance quality of life
- Establish organizational capacity to implement
- Identify strategic revitalization efforts
- Develop an outreach strategy to 'tell the story'
- Strengthen the City's fiscal health
- Promote live-work-play investment
- Diversify the City's cultural and entertainment assets

SEDP 1.0

Operational Goals

- Increase awareness and support for economic development
- Establish the City as a partner
- Enhance Roswell's economic and fiscal health

Implementation Goals

- Promote the retention and expansion of existing businesses
- Cultivate the entrepreneurial spirit of residents
- Foster market climate attractive to businesses

SEDP 1.0

- **Recommendations presented in five categories**
 - Organization and Coordination
 - Regulatory and Toolbox Development
 - Workforce and Entrepreneurial
 - Market & Asset Cultivation
 - Marketing and Outreach

- **Each category had a series of objectives with discreet action items to assist Roswellin implementation**

SEDP 1.0

Organization and Coordination

- Create a public-private partnership implementation entity
 - 5 full-time staff members
 - Executive director – face of the organization; recruitment
 - Economic development director – retention/expansion, operations
 - Business Specialist – ombudsman role
 - Marketing director – outreach and community liaison
 - Administrator – day-to-day oversight
- Develop volunteer support
 - Advocates
 - Ambassadors
 - Industry roundtables
 - On-call professionals
 - Mentors
- Integrate city data collection for economic development support

SEDP 1.0

Workforce

- Use industry roundtables to identify workforce needs
 - Augment with business survey results

Entrepreneurial Development

- Develop a small business retention strategy
 - Identify targets through annual business survey
 - Assess potential for business incubation concept
- Create home-based business outreach effort
- Develop resident business mentors (SBA model)
- Create small business investor network

SEDP 1.0

Regulation and Toolbox Development

- Revamp the zoning code
- Provide expedited rezoning/variance processes
 - Minimum review periods
 - Concurrent review from decision makers
- Expand financial tools in Opportunity Zone
 - Tax allocation district
 - Community Improvement District

Asset Development

- Build strategic relationships
 - Regional partners
 - Real estate professionals
 - Investors/developers

SEDP 1.0

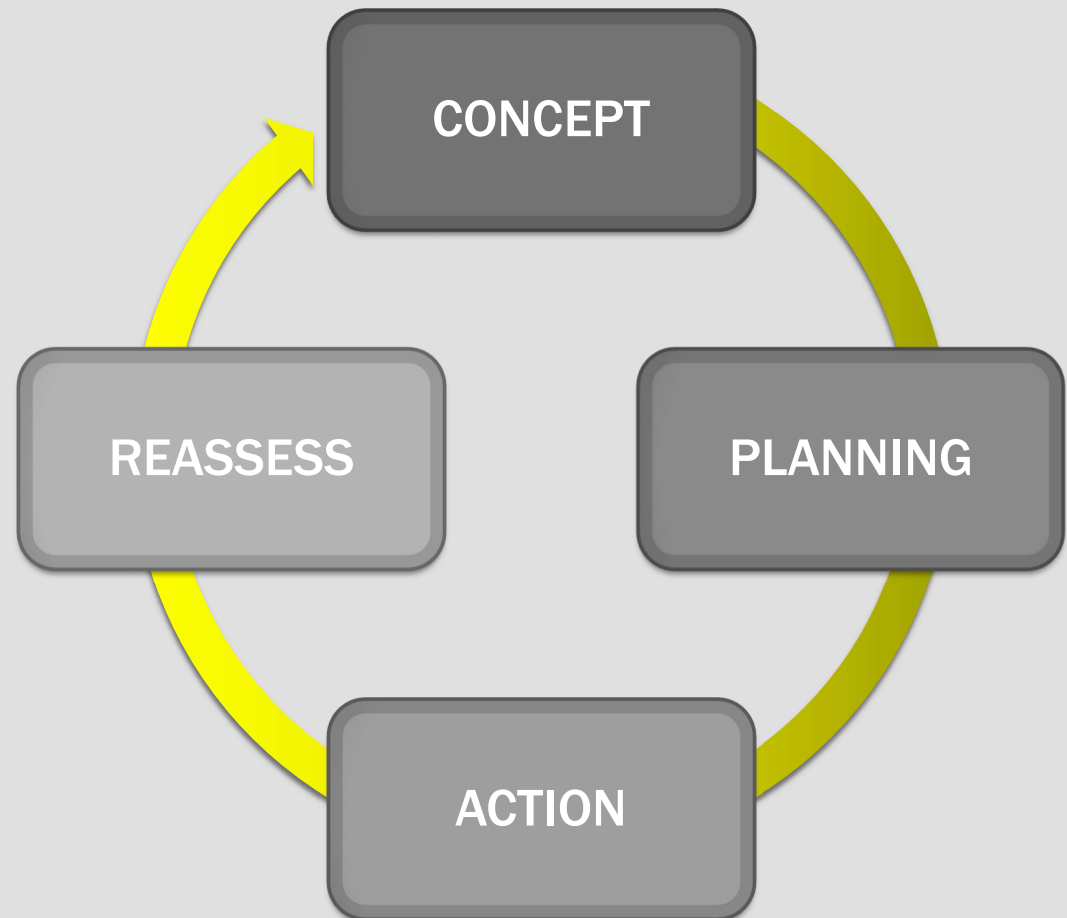
■ **Marketing and Outreach**

- Business outreach
 - Annual business survey
 - Networking events
 - Social media outreach and engagement
- Community outreach
 - Town halls
 - Economic development 101 meetings
- Consumer outreach
 - Build Find it All Roswell
 - Consumer survey

SEDP 2.0

In 2016, Roswell Inc decided it needed to update the SEDP to advance its efforts

- Assess the marketplace to note potential focus shifts
- Refine existing actions based on results
- Solidify 'next steps' for the organization



SEDP 2.0

Operational Goals

- Increase awareness and support for economic development
- Enhance the city's public private partnership
- Continue to build a healthier North Fulton County through Roswell

Implementation Goals

- Promote the retention and expansion of existing businesses
- Cultivate the entrepreneurial spirit of residents
- Foster market climate attractive to businesses

SEDP 2.0

Community-Refined Guiding Principles

- Enhance quality of life
- Improve administrative efficiencies for implementation
- Identify strategic revitalization efforts
- Improve local and regional awareness of economic development successes/impacts
- Strengthen the City's fiscal health
- Promote live-work-play investment
- Diversify the City's cultural and entertainment assets

SEDP 2.0

Recommendations approach refined given the successes of SEDP 1.0

OLD FORMAT

- Organization and Coordination
- Regulatory and Toolbox
- Workforce and Entrepreneurial
- Market & Asset Cultivation
- Marketing and Outreach

NEW FORMAT

- Small Business Development
- Industry Support
- Workforce Development
- Networking
- Marketing
- Community Engagement
- Economic Development Toolbox

SEDP 2.0

Areas that the SEDP 2.0 recommended further action

- Small business development
 - Dedicate more resources to helping existing/new businesses grow
 - Greater focus on mentorship program
 - Incubator/co-work space (expansion of Business Academy)
 - Investor networks
 - Start-up investors (bank driven)
 - Angel investor network (accelerator)
- Proactive business recruitment
 - Commit more time to proactive efforts
 - Implement the annual business survey to harvest leads
 - Expanded business outreach
 - Expanded roundtable topic areas
 - Support Greater North Fulton Chamber of Commerce in workforce development efforts
 - Provider networking
 - Workforce needs survey

SEDP 2.0

Areas that the SEDP 2.0 recommended further action

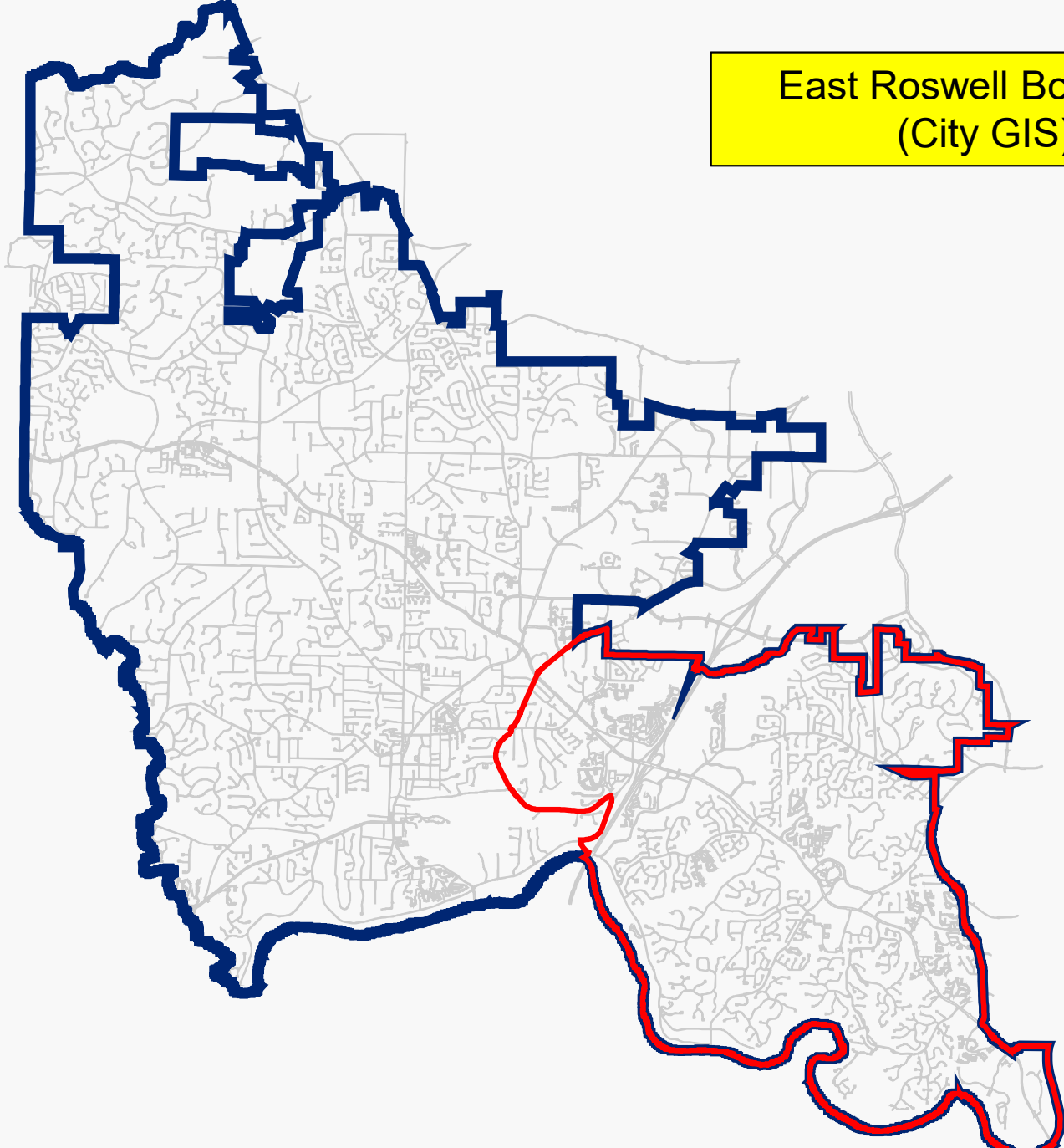
- Networking
 - Incorporate roundtable-sponsored events
 - Event and program cohosting with regional partners (i.e. GNFC)
 - Young professionals development
 - Women in Business events
- Public Relations and Marketing
 - Expand speaking and editorial opportunities
 - Greater consistency and frequency on social media
- Community Engagement
 - Implement recommendations from SEDP 1.0
 - Town halls
 - Civic organization outreach
 - Develop advocates
 - Economic development 101

SEDP 2.0

- **Areas that the SEDP 2.0 recommended further action**
 - Toolbox
 - Relocate Roswell Inc to more prolific space/location
 - CID
 - TAD
 - Merge DDA under Roswell Inc

ASSESSMENT OF EAST ROSWELL

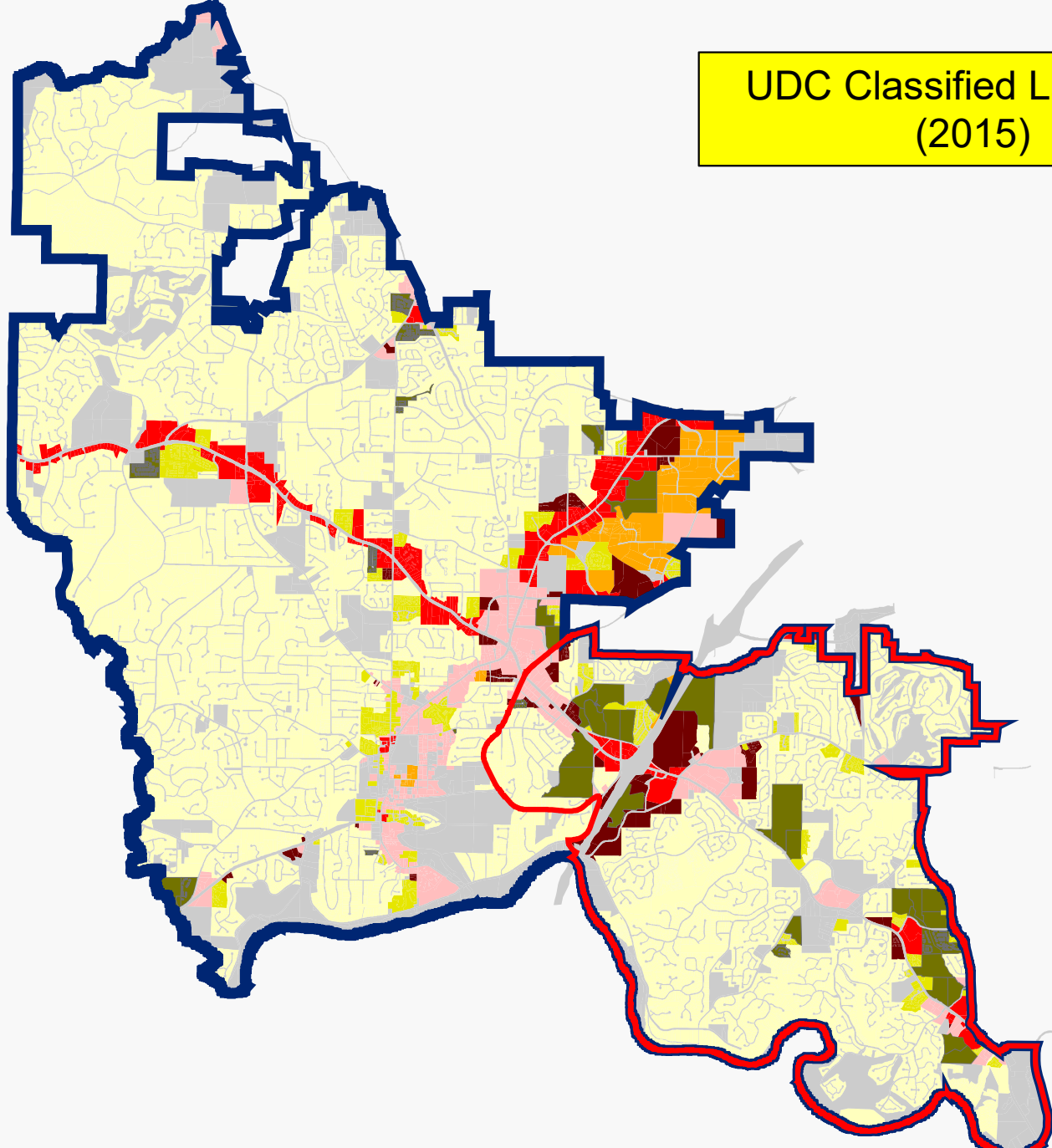
East Roswell Boundary
(City GIS)



LAND USE DATA (2015)

Land Use	Parcels	Acreage	Parcels	Acreage	Parcels	Acreage
RESIDENTIAL	27,337	17,150.1	10,231	5,479.1	37.4%	31.9%
Single Family	22,633	15,007.5	8,636	4,191.2	38.2%	27.9%
Townhouse	2,873	542.9	1,164	182.9	40.5%	33.7%
Other Residential	761	274.1	19	34.7	2.5%	12.7%
Multifamily	1,070	1,325.5	412	1,070.3	38.5%	80.7%
MIXED USE	1,286	1,167.2	138	306.1	10.7%	26.2%
NON-RESIDENTIAL	1,323	2,498.8	301	506.7	22.8%	20.3%
Commercial	707	1,410.4	52	164.7	7.4%	11.7%
Office	442	587.6	247	327.4	55.9%	55.7%
Industrial	174	500.8	2	14.7	1.1%	2.9%
TAXABLE SUBTOTAL	29,946	20,816.1	10,670	6,291.9	35.6%	30.2%

UDC Classified Land Use
(2015)



ROSWELL ESTABLISHMENTS (ACS)

Industry Sector	Roswell	East Roswell	% of City
Construction	292	85	29.5%
Manufacturing	118	29	24.6%
Wholesale Trade	141	30	21.3%
Retail Trade	592	151	25.5%
Trans. / Warehouse	66	16	24.2%
Information	149	46	30.9%
Finance / Insurance	327	90	27.5%
Real Estate	238	90	37.8%
Prof. / Tech. Services	605	177	29.3%
Headquarters	7	3	42.9%
Health Care	510	97	19.0%
Lodging / Food Service	309	100	32.4%
All Other Services	1,008	267	26.5%
TOTAL	4,833	1,328	27.5%

ROSWELL EMPLOYMENT (ACS)

Industry Sector	Roswell	East Roswell	% of City
Construction	1,834	553	30.2%
Manufacturing	1,287	450	35.0%
Wholesale Trade	1,976	465	23.5%
Retail Trade	7,103	1,849	26.0%
Trans. / Warehouse	1,019	143	14.0%
Information	1,756	642	36.6%
Finance / Insurance	1,796	843	46.9%
Real Estate	4,794	691	14.4%
Prof. / Tech. Services	4,864	1,466	30.1%
Headquarters	45	15	33.3%
Health Care	6,909	883	12.8%
Lodging / Food Service	4,940	1,754	35.5%
All Other Services	9,980	3,191	32.0%
TOTAL	49,869	13,100	26.3%

SUPPORTABLE SQUARE FOOTAGE

West Roswell: 45,564 SF

Notable Categories:
Electronics/Appliances, Clothing,
Limited-Service Eating Places

Central Roswell: 21,409 SF

Notable Categories: Clothing Stores

East Roswell: 39,132 SF

Notable Categories: Clothing,
Health/Personal Care, Limited-Service
Eating Places, Full-Service Restaurants

— Highways

▭ Roswell

▭ Counties

▭ Fulton County

0 0.5 1 2 3 4 Miles

2018 EAST ROSWELL SELECT RETAIL ASSESSMENT

Industry	Gap (Surplus)	Low Capture (10%)	High Capture (25%)	Low Support SF	High Support SF
Home Furnishings	\$4.5M	\$450,000	\$1.1M	1,700	4,300
Building Materials	\$12.3M	\$1.2M	\$3.1M	3,100	7,700
Grocery	\$37.2M	\$3.7M	\$9.3M	5,700	14,300
Health / Personal Care	\$30.4M	\$3.0M	\$7.6M	7,600	19,000
Clothing	\$16.4M	\$1.6M	\$4.3M	4,900	12,200
Department / General	\$61.2M	\$6.1M	\$15.3M	15,300	38,300
Dining	-\$1.3M	\$0	\$0	0	0

STRENGTHS AND WEAKNESSES

Strengths

- Local/regional desirability
- Holcomb Bridge and 400 interchange
- High income, high education attainment
- Potential MARTA operations along 400
- Large-sized commercial parcels

Weaknesses

- Proximity to regional economic activity centers
- Little undeveloped land
- Tight rental housing market
- Land use regulations do not match marketplace
- Community opposition to development

OPPORTUNITY SITES

- **River Walk**
 - Was identified in SEDP 1.0 as catalytic site
 - Several iterations of concepts to maximize potential
 - Never garnered community support
- **Northwest Quadrant**
 - Desire to study potential for area
 - Existing development will be very expensive to acquire
 - Current land use strategy will not promote redevelopment
- **Underutilized Shopping Centers**
 - Plaza at Roswell
 - Former Super Target site
 - Potential to strengthen existing retail and diversify housing/commercial building supply

DISCUSSION

Thank you!



- Kyle S. Talente, VP & Principal
- RKG Associates, Inc.

ROSWELL STATISTICS (COMDEV)

Category	Roswell	East Roswell	% of City
Land Ares (Miles ²)	42.01	13.05	31.1%
Employees	40,819	10,432	25.6%
Housing			
SF/Townhouses	21,489	8,255	38.4%
Multifamily	15,680	8,791	56.1%