Stonecrest Economic Development

A year in review...

Three Tenants of a Strong Economic Development Program



Economic Development

Economic Development is a TEAM Sport!

Attracting Businesses

Entrepreneurs

Planning and Zoning

Grants

Brokers

Engineering

Existing Businesses

Architects

Fire/Life Safety

Regional

K-12 Education

Higher Education

Traffic

State

Chamber of Commerce

Construction

Land Owners

Media/PR

Developers

Parks and Recreation

Parks and Recreation

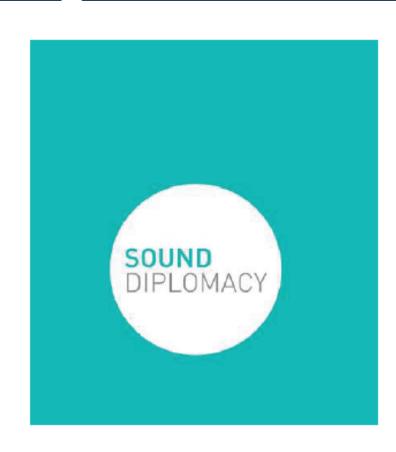
Economic Development

BEING A GOOD PARTNER

To be a success in life... be a CONDUIT

to someone else's success...

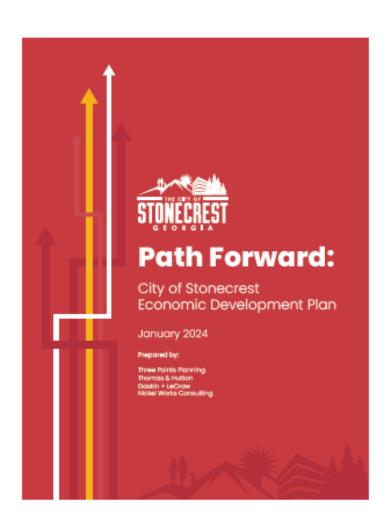
Together we will EXCEED....



Stonecrest Film, Music, & Digital Entertainment Strategic Plan (2023)

Leveraging Georgia's increasing prominence in film production and entertainment, the City of Stonecrest took a proactive step in establishing the Film and Entertainment Commission in 2018, with the aim of positioning Stonecrest as a regional destination of creative expression and cultural enrichment. The commission's strategic plan inventoried and evaluated the existing entertainment industry landscape, identifying areas where the city could provide enhancement and support. Proposed efforts included additional licensing and permitting, expansion of educational and marketing resources, and increasing community awareness and engagement. The plan outlined a series of recommendations and implementable actions, all supporting the overall conclusion that the film, music, and digital entertainment industries were viable and well worth strategic and financial investments in the city.

Together we will EXCEED....



Path Forward: City of Stonecrest Economic Development Plan (2024)

Path Forward is the city's concerted effort to foster economic opportunities in alignment with its aspirations, existing assets, and development objectives. The vision of the plan sets to establish a robust organizational framework which would support and enhance residents' well-being, increase the tax base, generate high-quality employment opportunities, and attract high-value businesses and services to the city. The plan outlines five key priority areas: organizational infrastructure, marketing, land development, targeted economic sectors, and workforce infrastructure. In conjunction with these focuses, the plan highlights the need for improved government processes, including optimization, increased transparency, and greater communication and collaboration between departments, local and regional bodies, and with business and residential communities. The plan integrates actionable recommendations alongside a timeline delineating prioritized projects and partnerships with key organizations in order to realize these objectives.

Together we will EXCEED...

Economic Development Work Plan

Last Updated: Wednesday, September 4, 2024

Business Retention and Expansion Plan

BUSINESS ASSISTANCE SERVICES GUIDE

A SERVICE BASED APPROACH: RESOURCES AND PROGRAMS FOR EXISTING AND NEW BUSINESS

The City of Stonecrest economic development department is focused on your business' success in the community, whether you are new to the area or have been operating here for decades. We know that when companies have the opportunity for community engagement, they become stronger local citizens and supporters, and we want to be sure that there is an easy path forward. In addition, companies with a presence already in the community are responsible for up to 80% of future new jobs which creates a healthy local economy and provides a strong quality of life for our residents.

To creatively support the business community in Stonecrest, we offer a robust business retention and expansion program that includes a business outreach program, focused workforce and talent attraction tools, public relations and marketing support to help companies gain exposure, local incentive services, and facilitating connections to regional and state level tax incentive and grant programs.

In addition, our team focuses on addressing local issues and challenges that affect your business operations, whether that means helping to find solutions to employee parking and transportation needs or finding a great local nonprofit for corporate volunteer opportunities.

Business Attraction Goals...

Business Attraction Overview and Metrics

Business attraction is critical to the City of Stonecrest as it seeks to create and sustain revenue streams essential to a community's quality of life. Through the creation of new wealth, the community receives the benefit of 1) jobs, 2) revenue in the form of sales tax (which support city services such as public safety, parks, transportation), and 3) capital investment.

BUSINESS ATTRACTION

Typical Program Offering	Department Activities
Lead Generation	Develop specific business attraction initiatives
	for targeted industries, utilizing a variety of data
	resources in house to generate leads more than
	those received from partner groups
Site Selection Data	Provide detailed site information
Competitive Advantage Analysis	Provide comparative analysis for site potential
	locates
Develop and maintain collaborative partnerships	Consistent and ongoing outreach to core partners including site selectors, brokers, local stakeholders
City FAM Visits	Ongoing partner outreach with minimum of annual FAM visits from key partners and their new staff
Responding to RFPs and PIF's	Process established, with continued enhancement of data in response packets to better target to audience
Economic Impact Analysis	Conducted for each project closed as WON via departmental involvement, as well as ASSISTS to track overall influence
Development Agreement Preparation and Oversight	As needed; monitoring of related legislation and agreements in neighboring communities
Location Advantage Material Development and Distribution Efforts to Prospects, Brokers, Site Selectors	Ongoing, enhanced and updated regularly based on input and feedback

Business Attraction Goals...

Metrics Summary

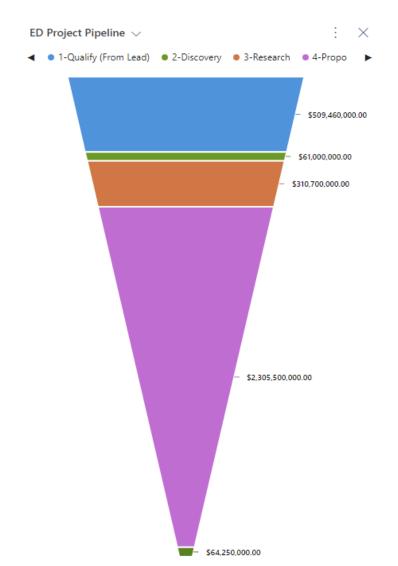
In addition to reporting on and measuring the action items listed above, the following general metrics will be calculated and reported upon in comparison to goals each year. Goals will be set utilizing a combination of benchmark analysis, year over year trends which will include general goals as well as stretch goals.

Possibly separate areas.

Metric	FY24	FY24	FY25	FY25
	Goal	Actual	Goal	Actuals
Number of new businesses	10	11		
attracted or retained in our				
targeted industries				
Number of net new jobs as a	200	300		
result of business attraction,				
per target industry				
Average wage of new jobs	\$44,000	\$50,000		
created				
Capital investment	\$100 m	\$64,000,000		
Meet with an average of two	24	18		
commercial brokers per				
month				

Identify Branding Corridor Opportunities in City

- Corridors of Industry clusters
 - Healthcare
 - Film & Entertainment
 - Hi-Tech
 - Advanced Business Services
 - Entrepreneurial
 - Entertainment/Experience/Retail



Current Stages of Projects

- \$500M in Qualified Projects
- \$61M in Discovery Stage
- \$311M in Research Stage
- \$2.3B in Proposal Stage
- \$64M in Closed Projects
 - Pepsi Distribution Center
 - Hilton Garden Inn Renovations
 - Dominique's
 - Emory Hillandale Hospital Expansion and Renovations

Existing Land Opportunities

- Match Recruitment Efforts with existing zoning
 - Think use and match efforts to maximize time
- Develop Strong relationships with internal development staff
 - The Speed of Trust
- Create Red (or Blue)Team to Address immediate needs of development community
 - Time is money

MARKETING

- Branded Stonecrest Advantage Brochure
- Targeted Site Selector Communication Strategies
- Market Visits
- Fam Tours
- Presentations/Meetings with Brokers
- Hosted Attraction Initiatives out of Market
- Press Releases

Hosted Event for Site Selection
Professionals at Bio-International



Business Attraction vs. BRE

Retention

80% of new jobs come from existing business

- Its Key that we grow and retain existing business by
 - Listening and Finding Solutions
 - Providing resources
 - Workforce Development
 - Talent Attraction Tools
 - Fostering business engagement with the community
 - Industry Think Tanks
 - Events and Programs

BRE Goals...

Performance Metrics	FY 24/25 Goal	FY24/25 Actual	FY25/26 Goal
Number of Small Business ED	Min-6		Min-8
Programming Events	Stretch-8		Stretch-10
Small Businesses/Entrepreneurs	Min-35		Min-70
Attending ED Programming Events	Stretch-45		Stretch-90
New leads generated by in-house	Min-5		Min-10
BRE efforts	Stretch-10		Stretch-20
Number of BRE visits completed	Min-100		Min-120
	Stretch-120		Stretch-140
Cross Collaboration Presentations	Min-5		Min-6
(Internal)	Stretch-7		Stretch-8
Cross Collaboration Meetings	Min-10		Min-20
(External Partners)	Stretch-15		Stretch-30
Business Event survey results-	Min- 80%		Min- 90%
What percentage of participants in	Stretch- 90%		Stretch- 100%
the event were "very satisfied" with			
the program?			
Create and Maintain BRE Materials	Goal:	•	-
	1.Relocation Guide (Resource information guide for existing business share with new hires)		

Entrepreneur Programs

- Mentorship Programs with established industry leaders
- Connect the Tech Events
- Training Series for Start Ups
- Investment Forums
- Reverse Pitch Events
- Shark Tank Events
- Corporate Investment Forums
- K-12 and Higher Education E-Sports and Tech Events
- Converting Library space into Incubator Space
- Venture Capital Programs through State and Partners
- Portal creation for Resources (ED Website and Social)
- Create Co-Working Space

BRE Strategic Plan

Retain and grow existing economic drivers and employers

- Provide opportunities for Mayor and Council involvement in continued regular outreach to Stonecrest's existing employers
- Engage citizens, business executives, founders and owners in City deliberations about policies and programs that impact them
- Continue to assist existing and new businesses large and small to address and satisfactorily resolve challenges that may impede the retention and expansion of their business operations.

BRE Strategic Plan

Support efforts that will enable Stonecrest's present and future employers to cultivate, retain and attract the talent they need. (Cont.)

- Ensure that the interests of Stonecrest's citizens and businesses are addressed in regional and state-level talent and workforce development programs
- Develop a "Stonecrest Welcomes You" outreach program to engage new professional recruits.
- Connect with young professionals' organizations in the City.



Global Strategic Plan

Elevate Stonecrest's engagement in the national and international economic development arena

- Become the "go to" and central point of contact for Stonecrest's existing employers. Engage with other City departments to ensure how they play a role in economic development.
- Intensify business appreciation, retention and expansion and internal lead generation activities.
- Develop a marketing and communications strategy targeted to key decision-making audiences that impact/influence business expansion, location and startup decisions.
- Actively communicate Stonecrest's business investment opportunities to targeted firms, decision makers and influencers.

Invest Stonecrest Event

Event focused on two tracks

- 1) First time home buyers
 - a) Tell first time home buyers why Stonecrest is a good investment...
 - b) Educate on the power of knowing existing and future planned use
 - c) Provide tools for financing options...
 - d) Create connections to drive investment and ... **WELCOME THEM TO THE STONECREST FAMILY**

2) Commercial Real Estate Investment

- a) Share the vision and scope of Stonecrest Entertainment District, City and Civic Center
- b) Present and share future land use changes adopted in 2038 Comprehensive Plan and discuss how the City is prepared to move forward as a business friendly city.
- c) Tours of future or existing areas of investment

Tourism Strategic Plan

Visitor/Hospitality Commerce and Trade: Hotels, Retail, Attractions

Work in collaboration with Stonecrest Tourism Task Force, Stonecrest Film and Entertainment Commission and Discover Dekalb to identify key properties and work with companies to draw patrons to Stonecrest for business and recreation.

- Work with Discover Dekalb to **coordinate messaging and brand** Stonecrest as a destination for business and recreation.
- Identify core markets and benchmark activities other successful destination brands use to create a strategy to efficiently advertise Stonecrest.
- As Stonecrest continues to grow its tourism/destination brand its crucial to work in
 partnership with local hotels to provide information about the City to visitors staying
 in these assets. 30 second information videos show casing the City's many
 opportunities will be key to communicating with visitors and creating a national brand of
 excellence.

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Tourism Taskforce



Townhall Meetings



Together we will EXCEED...

What Do Economic Developers Do?

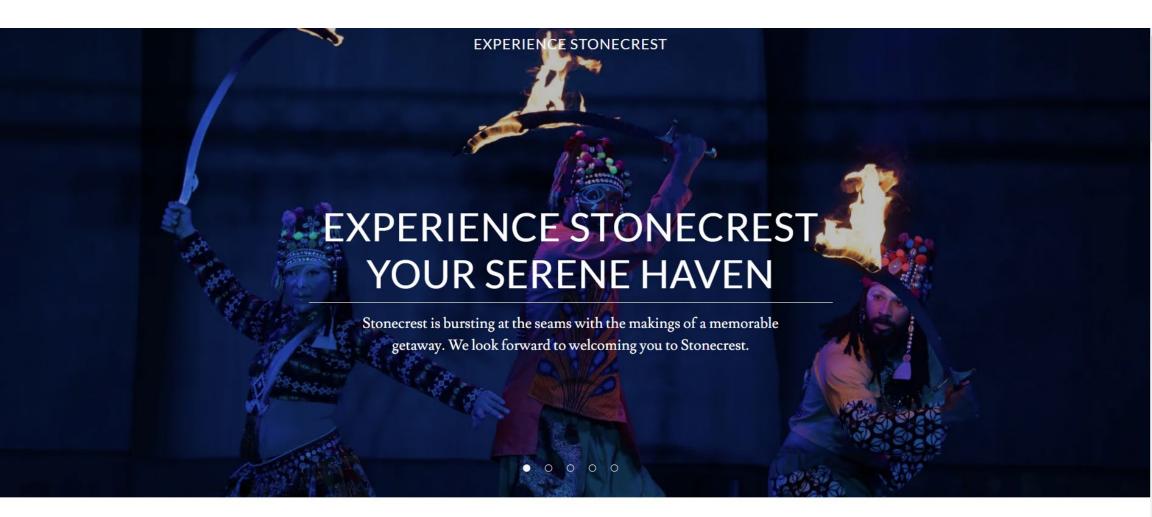






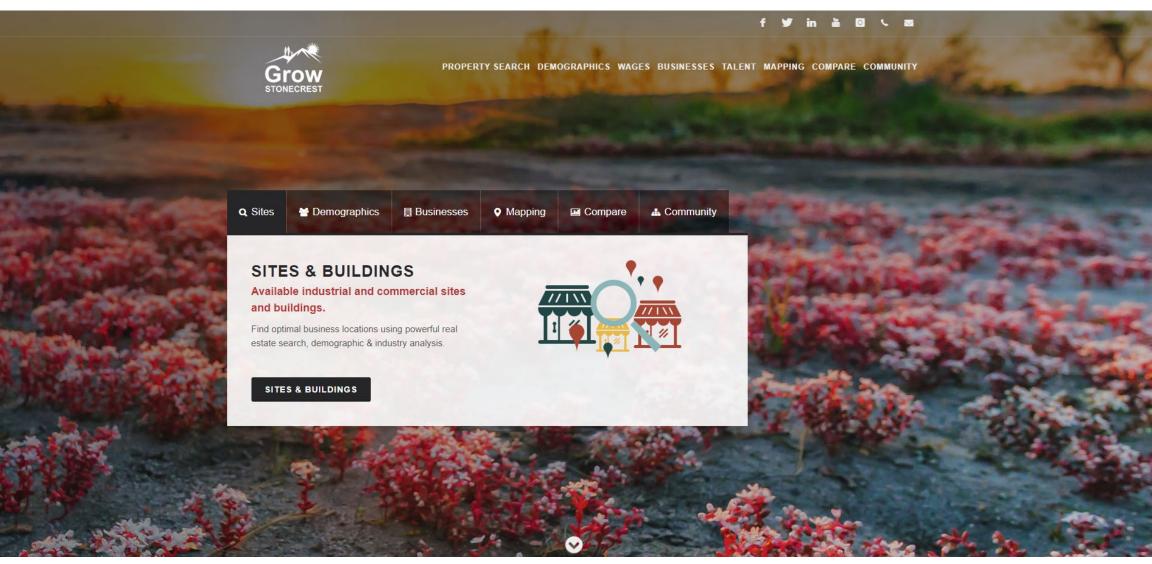
What we do...

ExperienceStonecrest.com

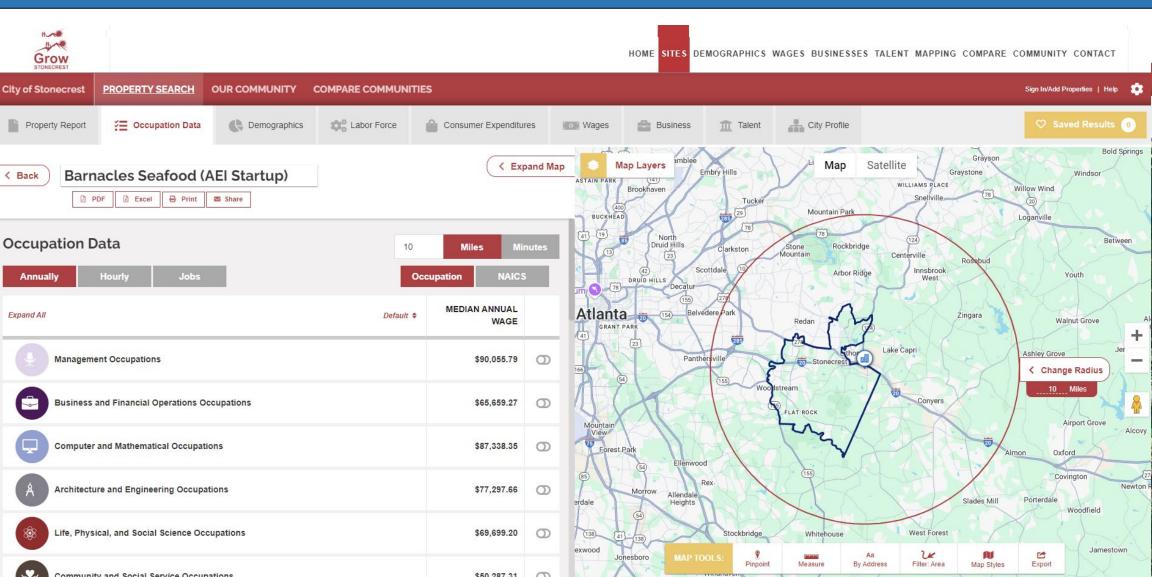




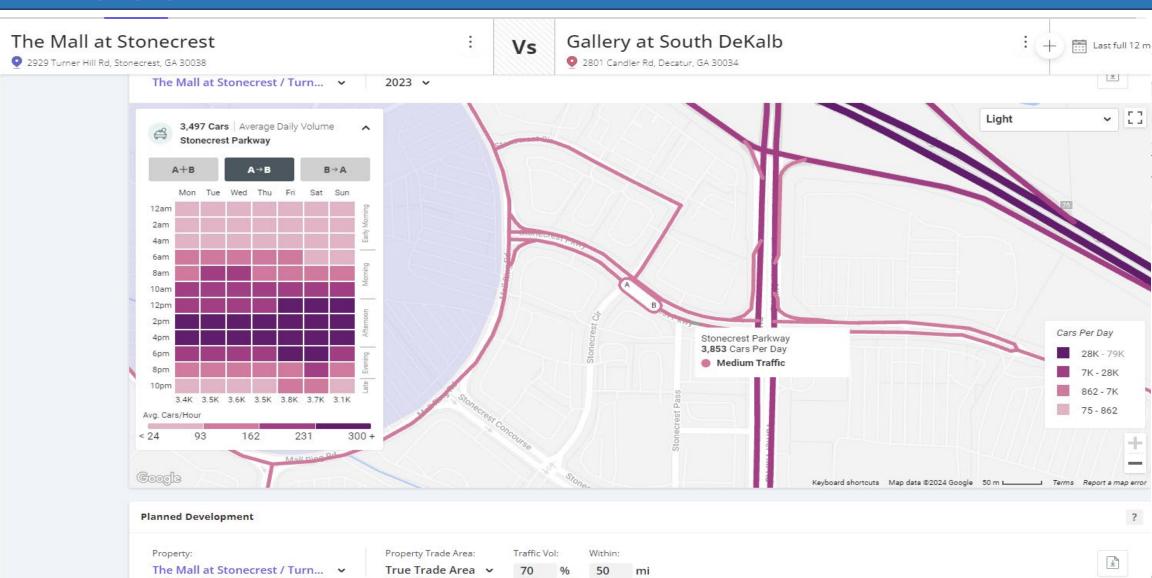
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GrowStonecrest.com



Placer.Al



Development Process



LONG-TERM PLANNING

The City Creates and adopts a long-term vision plan with input from citizens. Comprehensive Plan & Zoning Plan



The City adopts regulations to require private developers to adhere to certain standards that accomplish the City's vision. **Codes and Ordinances**



ECONOMIC DEVELOPMENT

Economic Development Professional serves to connect the private sector and the City.

City Staff person or Private and/or Non-Profit Organization Development Authority and/or DownCity Development Authority.



MARKET ANALYSIS

A Private developer or company determines if their business will be successful in a prospect City.

Due Diligence Period *Incentives*



SITE SELECTION

A private developer or company will find a site or existing structure for their business needs. Zoning or ability to get rezoned



ECONOMIC DEVELOPMENT GOALS

The City creates strategies through economic development partners to accomplish desired goals and objectives. **Economic Development Strategic Plan Economic Development Ordinance**



PLANNING & ZONING

Project from a private developer and company will need to determine if their project or business is appropriate for the current and/or future land use.

Review Plans. Possible Rezoning.



LAND ACQUISITION

A private developer or company will either purchase the land/structure or become a contract purchaser depending on their plan for development.

Property Under Contract



LAND USE

The original land use policies of the 2019 Comprehensive Plan were primarily inherited from when the area was part of unincorporated Dekalb County. During the city's establishment, it largely adopted the future land use and zoning categories set forth by the former government.

Interstate 20 serves as a dividing line within the city, separating it into northern and southern regions. Historically, the northern area was heavily industrialized, with a concentration of quarries and stone shipping operations. Today, this region remains vital for quarrying, warehousing, and logistics.

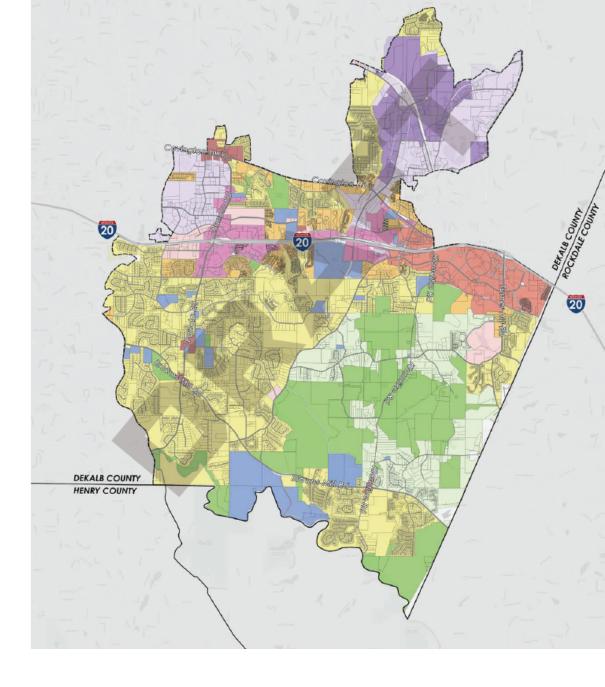
In contrast, the southern part of Stonecrest is predominantly residential, with many former farmlands now developed into suburban neighborhoods. The commercial and dense development focus lies along Interstate 20, where Stonecrest Mall, hotels, big-box retailers, and apartment communities are located.

Arabia Mountain, along with the Davidson-Arabia Mountain Nature Preserve and the protective conservation areas, constitute a significant portion of the land use in southern Stonecrest. These areas are renowned for their ecological significance, featuring unique geological formations known as monadnocks, as well as distinctive flora such as yellow daisies and red diamorphas.

Designated as part of the larger National Heritage Area, these protected areas impose limitations on development opportunities within southern Stonecrest. This conservation status underscores the importance of preserving the natural beauty and ecological diversity of the region for future generations.

CURRENT FUTURE LAND USE MAP

Proposed FLU Category	Area (acres)	% of Area
City Center	745	3%
Conservation/Openspace	3,915	18%
Heavy Industrial	1,137	5%
Institutional	1,268	6%
Light Industrial	1,925	9%
Neighborhood Center	151	1%
Office Professional	467	2%
Regional Center	994	5%
Rural Residential	2,296	10%
Suburban	8,017	36%
Urban Neighborhood	1,076	5%
Grand Total	21,992	100%



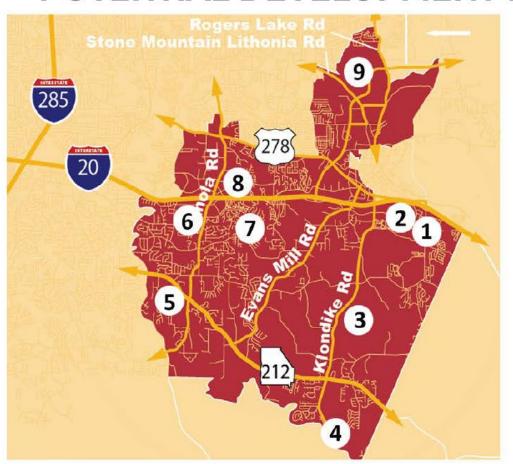


Place Making



POTENTIAL DEVELOPMENT NODES & CORRIDORS





Nodes

- 1. Stonecrest City Hall
- 2. Stonecrest Mall Area
- 3. Arabia Mountain National Heritage Area
- 4. Everette Park

Browns Mill Road (Corridor)

- 5. Browns Mill Recreation Center
- 6. Publix Shopping Center
- 7. Botanical Garden Site
- 8. Snapfinger Woods Drive

(Emory Hillandale Hospital)

Covington Highway (Corridor)

- 9. Lithonia Industrial Blvd.
- Lithonia High School
- The Home Depot
- New Pepsi Facility
- Swift Creek Logistics



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STONECREST 2038
COMPREHENSIVE PLAN UPDATE



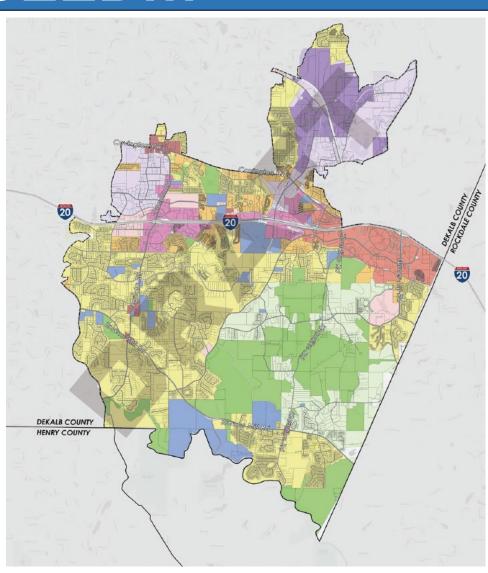












Goal: Economic Development

#	Description	Status	Notes
ED-1	Create an Economic Development Plan and Market Strategy to execute The City of Innovation and Excellence	Completed	Completed in 2024
ED-2	Adopt & implement a Tax Allocation District (TAD)	Ongoing	
ED-3	Implement a marketing plan	Completed	
ED-4	Adopt and implement an Opportunity Zone	Ongoing	
ED-5	Develop a business retention and expansion program along major corridors, and commercial and industrial areas	Ongoing	
ED-6	Develop a relationship with Stonecrest's business community	Ongoing	
ED-7	Maintain a database of the city's available real estate portfolio	Completed	
ED-8	Partner with local business leaders and economic development partners to identify funding for economic development initiatives	Completed	Recurring task
ED-9	Create an Incentive Plan to attract businesses. Incentives may include TADs and Public/Private Partnerships	Completed	The Stonecrest Development Authority has been established that has an incentive program
ED-10	Promote the growth of small businesses by providing information to help businesses have access to capital, identify public and private resources, opportunities for networking, so businesses can aid one another	Ongoing	
ED-11	Develop an Economic Development website with GIS capabilities. Also, develop printed materials (e.g. maps, brochures) for commercial and industrial inquires about the City of Stonecrest	Ongoing	
ED-12	Create a Community Improvement District to brand and assist in the development of infrastructure improvements	Completed	A committee was formed to evaluate the need to activate a Stonecrest CID. The ED Plan recommends that the city wait to establish a CID, but should be more involved with the existing East Metro CID Department update City Council, Econ Dev, Community

Goal: Economic Development (continued)

,					
#	Description	Status	Notes		
ED-13	Conduct a residential market study on Transit Oriented Development to understand the market impact of the mall area development	Ongoing	Will start in 2024 Department update: Econ Dev, Community Development		
ED-14	Develop a Master Plan for a Town Center to include Stonecrest's long-term City Hall and civic needs	Ongoing			
ED-15	Inventory available sites for Town Center	Ongoing			
ED-16	Secure sites for Town Center	Ongoing			
ED-17	Establish customer service training program with assistance from Stonecrest Business Alliance (SBA)	Ongoing	Will start in 2024, but not solely partnered with the SBA		
ED-18	Promote a strategy to identify and address vacancies at the Mall at Stonecrest and along the city's main commercial corridors.	Ongoing			

Goal: Quality of Life					
#	Description	Status	Notes		
Q-1	Promote opportunities for community involvement on boards and commission by creating an application process	Completed and ongoing	Department update: City Council, Community Engagement, Community Development		
Q-2	Enhance the city's communication with the public by holding public forums to learn about government services	Ongoing	Recurring task Department update: City Council, Community Engagement		
Q-3	Establish an annual City Magazine	Ongoing	Will begin in 2024; the city has not yet created a City Magazine, but uses the CVB Magazine and the Mayor sends out a weekly e-blast		
Q-4	Create and implement a public art program	Ongoing	The city has incorporated art programming within our parks & recs programs. Department update: Parks & Recs, Community Engagement		
Q-5	Create an information dashboard	Ongoing	The city is currently using the city website to serve in this role		
Q-6	Host community health fair and Farmers Market	Completed and ongoing	Department update: Community Engagement		

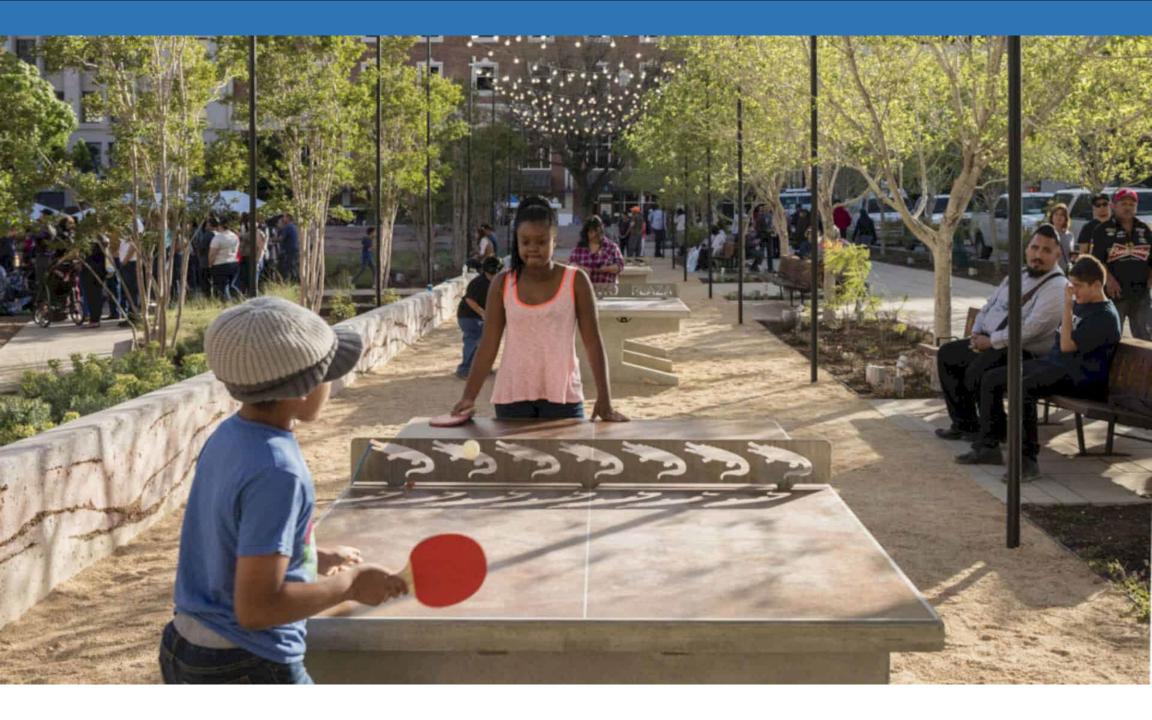


Future Development Map

















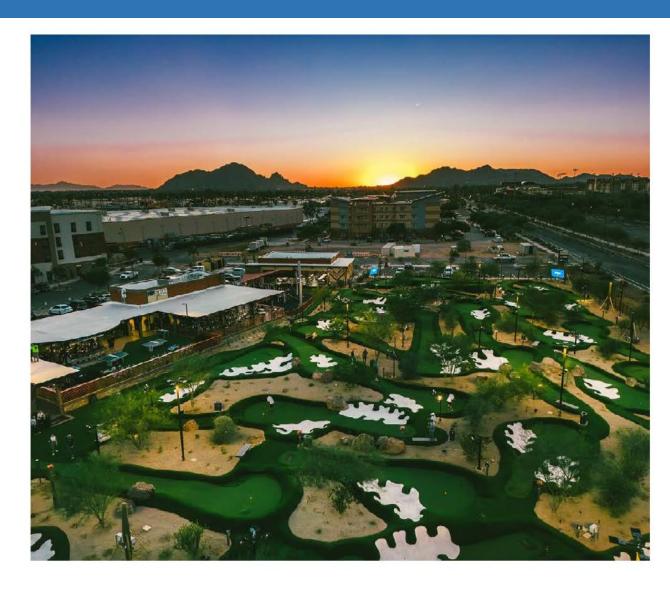










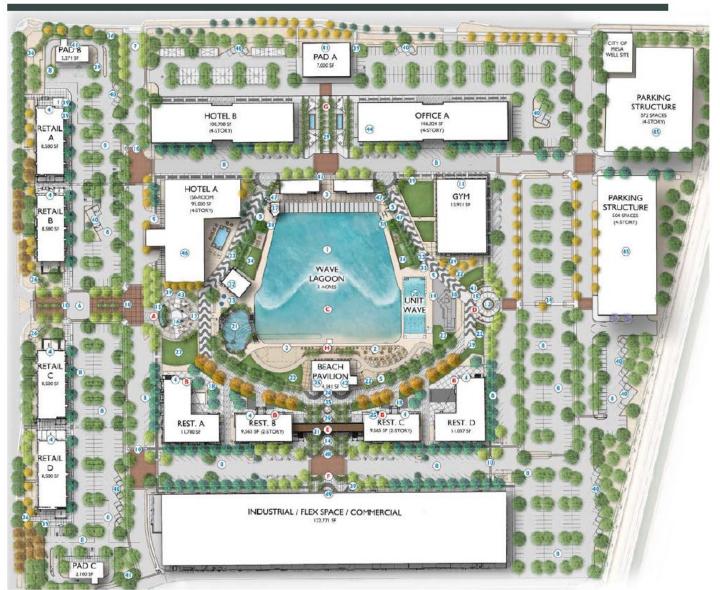


















TALKING POINTS

April 2024

Economic Development Talking Points

Stonecrest Economic Development hosts first ever industry focused Think Tank Event — Working hand-in-hand with Stonecrest industry leaders to create opportunity.

On March 7th Stonecrest Economic Development hosted the first industry focused Think Tank focused Tourism. Professionals from Stonecrest hotels, Arabia Mountain Heritage Area, Flat Rock Archive, Privi, New Black Wall Street and many more came to learn what the City is doing to start to promote and create a more defined tourism brand in partnership with Discover Dekalb and Experience Georgia who were also in attendance. Discover Dekalb provided current market trends and information on how they market the area while Stonecrest Economic Development unveiled the new branding initiative focused on tourism called Experience Stonecrest. Director Green shared the new website at ExperienceStoencrtest.com and shared how the City intends to work with industry leaders to drive the future of Stonecrest's tourism brand.

Stonecrest Economic Development shares future vision at Stonecrest Townhall Meeting March 23rd.

On Saturday March 23rd Stonecrest Economic Development presented to a packed house of citizens the future plans and focus for economic development in Stonecrest. Target Market Sectors and strategic focus on experiential retail and recruitment efforts were shared with positive

Economic Development Strategic Plan

Film Music and Digital Entertainment
Strategic plan

Stonecrest Development Authority

Film Commission

Target Industries

Tourism

Community Snapshot







TALKING POINTS

2nd Quarter 2024

Economic Development Talking Points

Council approves motion presented by Stonecrest Economic Development to incorporate Film and Entertainment Commission under SDA.

Economic development presented a plan to incorporate the commission into the Stonecrest Development Authority to streamline services and drive economic development in the film and entertainment industries. This resulted from the recently adopted Film, Music, and Digital Entertainment Strategic Plan, which heavily focused on creating an entertainment district

Economic Development Strategic Plan

<u>Film Music and Digital Entertainment</u> Strategic plan

Stonecrest Development Authority

Film Commission

Target Industries

Tourism

Community Snapshot

and the need to program the future district for events. The commission will lead the creation and management of the future Stonecrest Entertainment District events. Under the SDA the commission will gain a broader ability to increase and host events while driving economic impact to the area and industry partners.

New Economic Development Web Site is successfully launched.

To drive a higher level of service to businesses and citizens in Stonecrest economic development launched the GrowStonecrest.com website. The new website hosts a robust data tool set that highlights specific community information to assist site selection professionals and brokers. The site also provides GIS-based tools and property search options featuring available properties and buildings in the city that are available for lease or sale. The site will soon share valuable information regarding the city's film locations and showcase film and entertainment-based businesses to assist location scouts and film production companies connect with local talent and resources.



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Stonecrest Film & Entertainment Commission

Approved and moved under the SDA

Planned Events with the Commission

- Lightup Stonecrest Holiday event
- Film Screening Event for Entrepreneurs
- Screen on the Green
- Juneteenth
- OctoberFest
- StonecrestFest





Local Incentives for Development

- Expedited Plan Review, Permitting and Inspections
- Potential Reduced Permitting and Inspection Fees
- Local Job Creation Credit
- Tax Abatement
- Revenue Bonds

Small Business Assistance Programs...

Create and Maintain the Stonecrest Small Business Resource Guide

Small Business Resource Guide (Updated Annually) The first edition of the Stonecrest Small Business Resource Guide will be published in November of 2024. The guide will be a collaborative effort across City Departments who interact with small businesses and is a free online resource. To ensure the guide stays current, staff conduct Annual updates.

Shop Local Initiative

Shop Local Campaigns (October – November) Small Business Saturday, the Saturday following Thanksgiving (November 25th) is a day to celebrate and support small businesses and all they do for their communities. Founded by American Express in 2010 and officially cosponsored by the U.S. Small Business Administration (U.S. SBA) since 2011, Small Business Saturday has become an important part of small businesses' busiest shopping season.

In the future the city will provide the following amplifications:

 Hire a videographer to film four local businesses and a message from the City Economic Development Department Director to encourage residents to shop local. The video will be posted on the City's YouTube page and social media channels. Continue to work with Decide DeKalb to drive "Launch Stonecrest" Training Series Quarterly. Creating Metrics of accountability and goals.

Work with the Partners and existing large businesses to create sponsorship or private grant opportunities. (Reverse Pitch event)

Shop Local Campaigns are crucial to the success of our entrepreneurial and small business community. Cross Collaborate with the Chamber and City staff to promote and tell the story. Recently won an IEDC Award on this very initiative during Super Bowl Week.

BEING A GOOD PARTNER

To be a success in life... be a CONDUIT

to someone else's success...

Economic Development



Christian GreenEconomic Development Director

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