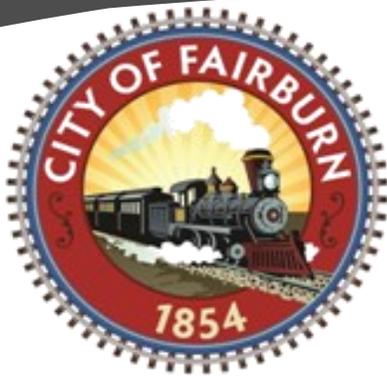




City of Fairburn
Economic Development Strategic Plan: Phase I
August 2016



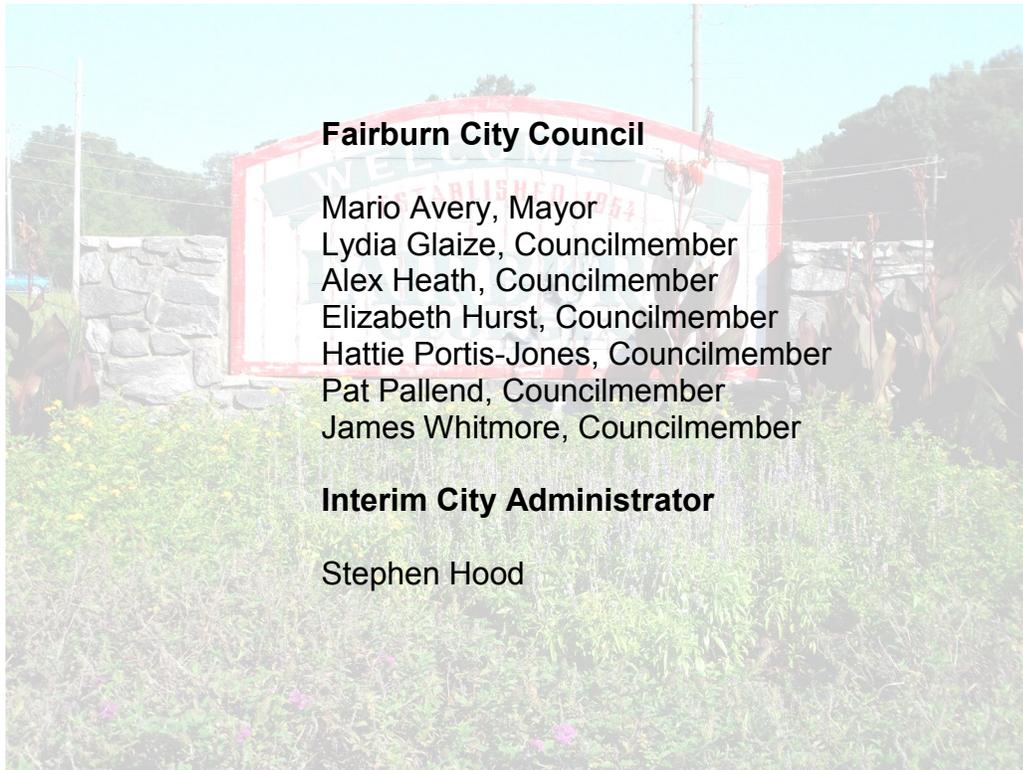
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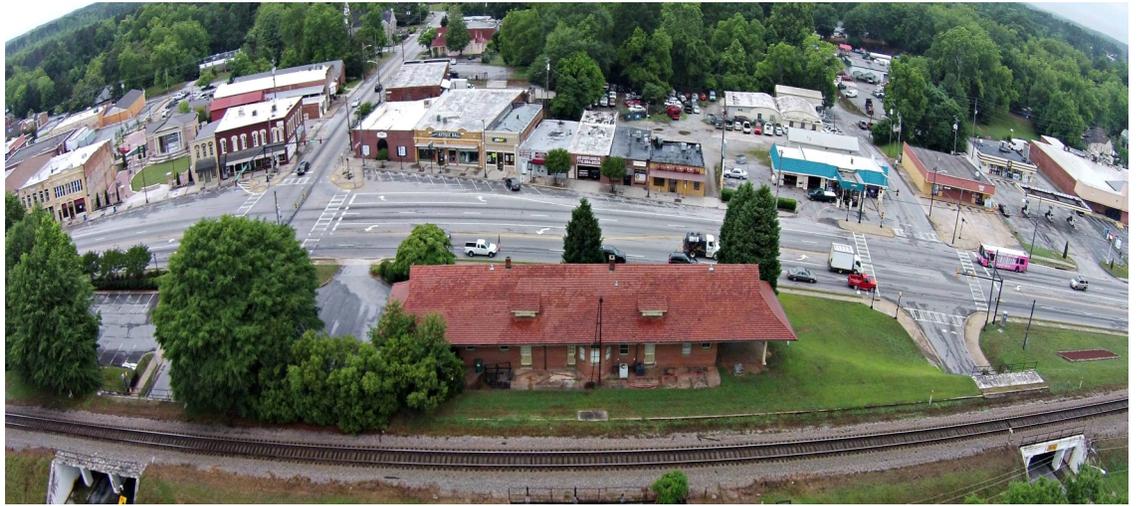
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I: Introduction

City of Fairburn

Economic Development Strategic Plan

History

Purpose

Methodology

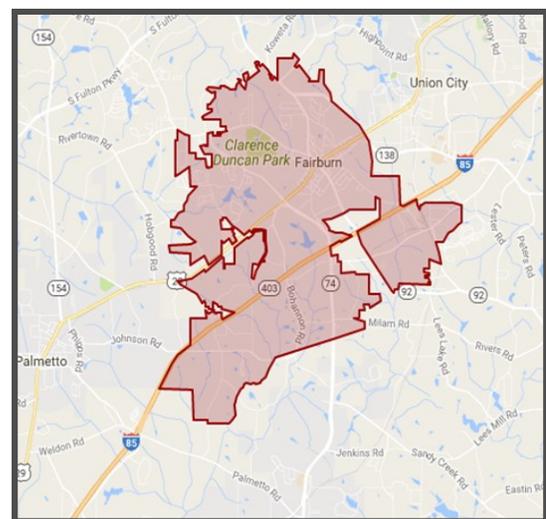
I: Introduction

History

The City of Fairburn, Georgia is located in South Fulton County and is part of the Atlanta metropolitan statistical area (MSA), which is the 9th largest in the country. Incorporated in 1854, Fairburn adopted its City Charter in August 1925. Fairburn was the county seat for Campbell County from 1870 until the County was dissolved in 1931. Located along Interstate 85, the City is situated 20 miles south of Atlanta and 142 miles north of Montgomery, Alabama. Fairburn's growth as a city coincided with the construction of the Atlanta & West Point Railroad in 1854. The City's first phone lines were installed in 1905, followed by electric lights in 1911. In 1921, Fairburn received worldwide distinction by erecting the first monument to those who died in World War I.



Fairburn, GA: Location in Fulton County



Fairburn, GA: Boundary Map

Purpose

The primary purpose of this document is to establish a guide and blueprint for improving the City of Fairburn's economic well being by creating goals, objectives and strategies that will support the implementation of specific economic development actions and programs aimed at attracting and recruiting new businesses; retaining existing businesses; creating new job opportunities for City residents; and marketing the City's assets and amenities to local, regional, national, and international markets.

Over the past fifteen years, the City of Fairburn has realized strong population growth, new residential development, and the most significant increase in industrial warehouse space of any city its size. Fairburn's location in the southernmost portion of Fulton County, along with proximity to Interstate 85, Hartsfield-Jackson Atlanta International Airport, and access to the CSX rail line has given the City an advantage in attracting many of the national brand companies that have located to the metro Atlanta area.

The City's growth in population and the attraction of new businesses has created the need for more services, particularly retail and dining options, and for more leisure and recreation opportunities. Like other communities that have begun to recover from the economic recession, Fairburn has started to respond to the needs and subsequent challenges that come with economic growth and expansion. Through responsible fiscal management, Fairburn's government leaders have placed the City in a strong financial position. The City has invested heavily in public infrastructure in order to accommodate the influx of new development and future opportunities. In an effort to determine the needs, desires and future direction of the City, Fairburn has engaged local residents, business owners and other stakeholders in several plans and studies that validate and support the creation of strategies that promote economic development. The following documents provided valuable background information, data and insights useful in formulating the goals, objectives and recommendations contained herein:

- Fairburn BrandPrint Report (2015)
- Update to the Fairburn 2015-2035 Comprehensive Plan (2015)
- Urban Redevelopment Plan (2013)
- Update to the Downtown Master Plan (2011)
- Historic Downtown Livable Centers Initiative Study (2009)
- Community Assessment Plan (2005)

Fairburn's strategic location in metro Atlanta has the City positioned to continue to attract industrial warehouse uses and with that, new job opportunities for local residents. In order to attract new residents and to serve the needs of the existing population and the growing employment base, the City wants to attract and recruit more retail services and dining establishments to its downtown area and along State Route. 74. These areas, as well as other sites and neighborhoods within the City, present opportunities for new development and redevelopment.

The vision of Fairburn as a live, work, and play community is the impetus for the recent and current activities initiated by the City. The recommendations provided in this plan will serve to reinforce and support this vision.

Methodology

The information, analysis, and data that comprise this plan emanate from Fairburn's desire to expand economic development opportunities in the City. The development of the plan involved outreach to the City's business community in order to understand and gain insight into their concerns, the factors that influenced their decision to locate in Fairburn, and the challenges - from a business perspective - the City should address in its efforts to attract and recruit new businesses and development opportunities. A business roundtable discussion generated additional input from business leaders, along with a survey questionnaire designed to augment the roundtable session.

A focus group session was also conducted in which participants discussed and provided perspectives on issues related to business attraction and recruitment; land/real estate acquisition; development and redevelopment opportunities; public infrastructure; and workforce development. Participants were also provided with a survey as a supplement to their focus group input.

Information provided in the City's previous plans and studies (see Introduction) included broader stakeholder input taken from focus group exercises as part of the Comprehensive Plan, which also included a SWOT (strengths, weaknesses, opportunities & threats) analysis and identification of the City's economic development needs and opportunities.

The *Downtown Livable Centers Initiative Study*, the Urban Redevelopment Plan and the Downtown Master Plan Update provided information on the City's development and redevelopment objectives, giving validation and support to the strategies recommended in this plan. Many of the recommendations provided in these previous plans have become part of the City's implementation priorities.

The City has determined the need to market its assets and amenities, and has invested in a marketing and branding study [Fairburn BrandPrint Report] that provides strategies and tactics to assist in establishing the City's brand in the local, regional, and national marketplace. The document provided valuable information and insights from those within the City and others from outside the community, and their perceptions and impressions of Fairburn as a place to live, work, enjoy leisure, or visit. The extensive research conducted for this report proved immensely helpful in understanding the City's market profile, self perception and desired assets, and amenities.



II: Existing Conditions

City of Fairburn

Economic Development Strategic Plan

Demographic Characteristics

Business & Employment

Market Conditions

Entrepreneurship & Small Business Profile

II: Existing Conditions

Demographic Characteristics

Since 2000, the City of Fairburn has experienced significant population growth. According to the 2000 Census, the City’s population count stood at 5,664. By 2010, Fairburn’s population had grown to 12,983, a 137% increase. The latest Census estimate [2016] shows the population at 14,003. It is projected that by 2020 the City’s population will reach 15,402. This projected

YEAR	POPULATION	HOUSEHOLDS
1980	3,466	1,223
1990	4,013	1,486
2000	5,464	1,879
2010	12,950	4,700
2016	14,003	5,007

Source: U.S. Census Bureau

increase is consistent with the overall population prognosis for South Fulton County. The U.S. Census projects that those cities in the Atlanta region expected to grow the most from now through 2040 are located in South Fulton, and suggest that several cities could experience an increase between 2,000 and 7,000 people.

The median age of the population is 33.1 (Table 2) years, compared to Fulton County’s median age of 34.2 and the State of Georgia’s median of 35.9 years. Fairburn’s racial demographics shows that approximately 70% of the City is African American, with about 20% Caucasian and the remaining 10% consisting of residents of Asian, Hispanic, or other backgrounds. This profile reflects a dramatic shift in the

SUBJECT	2000	2010	2016	2021
Total Population	5,664	12,983	14,003	15,402
Median Age of Population	33.0	32.1	33.1	32.8
Total Households	2,024	4,700	5,007	5,470
Average Household Size	2.76	2.74	2.78	2.80
Total Families	1,416	3,226	3,337	3,629
Average Family Size	2.85	3.33	3.44	3.48
Total Housing Units	2,119	5,439	5,516	5,860
Owner Occupied Housing Units	60.7%	54.3%	51.2%	52.6%
Renter Occupied Housing Units	34.8%	32.2%	39.6%	40.8%
Vacant Housing Units	4.5%	13.6%	9.2%	6.7%

Source: U.S. Census Bureau

City’s racial makeup since 2000, when nearly 47% of the population was African American and 43% was Caucasian. Residents who identified as Hispanic or Latino made up 13% of the City’s population. The average household size has changed slightly, from 2.76 people in 2000 to 2.78 people in 2016. Also, the average size of Fairburn families is 3.44 persons, a slight change from an average of 3.26 in 2000.

Median household income rose 26.8% since 2000, from \$39,679 to \$50,334. By contrast, the number of Fairburn residents living below the poverty line since 2000 has doubled, from 7.7% to 15%, according to latest estimates. The City’s current unemployment rate of 4.8% is comparable to both the State (4.7%) and national (4.9%) average. Fulton County’s current rate is also 4.8%. Between March 2007 and January 2010, Fairburn’s unemployment rate has ranged from 4.4% to 11.3%.

Table 3: City of Fairburn Income Statistics				
SUBJECT	2000	2010	2016	2021
Median Household Income	\$39,679	\$43,830	\$50,334	\$56,887
Per Capita Income	\$18,898	\$19,784	\$22,179	\$24,415
% of Population Living Below Poverty	7.7%	9.3%	15.0%	-
Source: U.S. Census Bureau/American Community Survey				

Table 4: City of Fairburn Unemployment Rate			
SUBJECT	2000	2010	2016
City of Fairburn	31.0%	10.9%	4.8%
Fulton County	8.9%	10.9%	4.8%
State of Georgia	5.4%	10.2%	4.7%
United States	4.0%	9.8%	4.9%
Source: U.S. Census Bureau, Homefacts.com			

Business & Employment Characteristics

Fairburn’s business community is largely concentrated in five industry sectors: transportation & warehousing, manufacturing, health care, educational services and retail. A majority of the businesses in the City are small firms with less than 50 employees, and according to information provided through Dunn & Bradstreet, 97% of Fairburn’s businesses have revenues under \$1 million.

Fairburn’s 12 largest employers (companies with 100 or more employees) account for over 3,000 jobs in the City. In interviews with several of the City’s businesses, it was discovered that most of the firms have been in Fairburn 10 years or more. The total number of businesses located in the City is 510 (does not include home-based businesses or independent entrepreneurs). And while small businesses comprise a majority of the City’s business inventory, over the past two years Fairburn added 5 million square feet of industrial warehouse space in the Bohannon Road Industrial area. This represented 1.3% of all new industrial warehouse square footage in the country during that period.

Table 5: City of Fairburn 12 Largest Employers - 2015

NAME	PRODUCT	NO. of EMPLOYEES
U.S. Foods	Food Distribution	664
Porex Corporation	Porous Plastic Components	340
Nestle Purina Pet Care Co.	Pet Food	339
Exel Logistics	Logistics Provider	328
Owens Corning	Thermal & Acoustical Insulation	286
New Breed Logistics	Integrated Logistics Services	233
DSC Logistics	Bulk Human & Pet Food	183
LTI Flexible Products	Rubber Extrusion Manufacturing	160
Estex Manufacturing	Manufacturer of Products for Power Utility, Gas Utility, Telecommunications & Cable Industries	140
Adesa Atlanta, LLC	Vehicle Remarketing Services	147
Toto USA, Inc.	Toilet Manufacturing	113
Strack, Inc.	Building Supplies	105
Source: City of Fairburn Finance Department		

Fairburn’s most recent unemployment rate is comparable to the State of Georgia and the U.S. average. This suggests that Fairburn’s recovery from the economic recession is moving in step with the state and nation. The workforce population is just over 7,600 (7,615), according to 2016 estimates. Over 50% of the workforce is employed in white collar jobs (retail, management, business, financial, professional, sales, services, and administrative support). Nearly 48% are engaged in blue collar employment (construction, installation, maintenance and repair, production, transportation, and material moving). In Fulton County, almost 81% of workers are in white collar/service related industries and about 19% are in blue collar professions. This workforce profile reflects the fact that the Atlanta area economy, like the national economy, is driven by information and service-based employment.

Table 6: Employed Population by Industry

INDUSTRY	FAIRBURN	FULTON COUNTY	GEOR-GIA	U.S.
Agriculture, Forestry, Fishing, Hunting, Mining	0.0%	0.37%	1.18%	1.96%
Construction	10.8%	3.61%	6.38%	6.17%
Manufacturing	20.4%	6.16%	10.63%	10.43%
Wholesale Trade	7.4%	3.05%	2.90%	2.75%
Retail Trade	15.6%	10.22%	11.95%	11.57%
Transportation, Warehousing	8.9%	5.83%	5.98%	4.93%
Service Industries (information, finance, insurance, management, arts, entertainment, health care, accommodation & food services, automotive repair, public administration)	36.9%	70.76%	60.98%	62.21%
Source: Esri, U.S. Bureau of Labor Statistics				

The U.S. Bureau of Labor Statistics, projects that service-providing sectors of the economy will have the fastest employment growth from now through 2024 and will add nearly 9.3 million jobs. This will represent almost 95% of all jobs added between 2014 and 2024. The Bureau includes wholesale trade, retail, and transportation and warehousing in the service-providing sector. The largest growth among industries that are service providers will be in the health care and social assistance sectors. These areas are expected to see an increase of 3.9 million jobs and reach nearly 22 million jobs by 2024. The annual growth rate of these sectors is projected at 1.9%, which is more than 3 times faster than the overall growth rate of jobs in the entire economy.

U.S. EMPLOYMENT BY INDUSTRY SECTOR

Industry Sector	Thousands of Jobs			Change		Percent Distribution			Compound Annual Rate of Change	
	2004	2014	2024	2004–14	2014–24	2004	2014	2024	2004–14	2014–24
Total(1)	144,047.0	150,539.9	160,328.8	6,492.9	9,788.9	100.0	100.0	100.0	0.4	0.6
Nonagriculture wage and salary(2)	132,462.2	139,811.5	149,131.6	7,349.3	9,320.1	92.0	92.9	93.0	0.5	0.6
Goods-producing, excluding agriculture	21,815.3	19,170.5	19,227.0	-2,644.8	56.5	15.1	12.7	12.0	-1.3	0.0
Mining	523.2	843.8	924.0	320.6	80.2	0.4	0.6	0.6	4.9	0.9
Construction	6,976.2	6,138.4	6,928.8	-837.8	790.4	4.8	4.1	4.3	-1.3	1.2
Manufacturing	14,315.9	12,188.3	11,374.2	-2,127.6	-814.1	9.9	8.1	7.1	-1.6	-0.7
Services-providing	110,646.9	120,641.0	129,904.6	9,994.1	9,263.6	76.8	80.1	81.0	0.9	0.7
Utilities	563.8	553.0	505.1	-10.8	-47.9	0.4	0.4	0.3	-0.2	-0.9
Wholesale trade	5,663.0	5,826.0	6,151.4	163.0	325.4	3.9	3.9	3.8	0.3	0.5
Retail trade	15,058.2	15,364.5	16,129.1	306.3	764.6	10.5	10.2	10.1	0.2	0.5
Transportation and warehousing	4,248.6	4,640.3	4,776.9	391.7	136.6	2.9	3.1	3.0	0.9	0.3
Information	3,118.3	2,739.7	2,712.6	-378.6	-27.1	2.2	1.8	1.7	-1.3	-0.1
Financial activities	8,105.1	7,979.5	8,486.7	-125.6	507.2	5.6	5.3	5.3	-0.2	0.6
Professional and business services	16,394.9	19,096.2	20,985.5	2,701.3	1,889.3	11.4	12.7	13.1	1.5	0.9
Educational services; private	2,762.5	3,417.4	3,756.1	654.9	338.7	1.9	2.3	2.3	2.2	0.9
Health care and social assistance	14,429.8	18,057.4	21,852.2	3,627.6	3,794.8	10.0	12.0	13.6	2.3	1.9
Leisure and hospitality	12,493.1	14,710.0	15,651.2	2,216.9	941.2	8.7	9.8	9.8	1.6	0.6
Other services	6,188.3	6,394.0	6,662.0	205.7	268.0	4.3	4.2	4.2	0.3	0.4
Federal government	2,730.0	2,729.0	2,345.6	-1.0	-383.4	1.9	1.8	1.5	0.0	-1.5
State and local government	18,891.3	19,134.0	19,890.1	242.7	756.1	13.1	12.7	12.4	0.1	0.4
Agriculture, forestry, fishing, and hunting(3)	2,111.3	2,138.3	2,027.7	26.9	-110.5	1.5	1.4	1.3	0.1	-0.5
Agricultural wage and salary	1,149.0	1,384.0	1,307.3	235.0	-76.7	0.8	0.9	0.8	1.9	-0.6
Agricultural self-employed workers	962.3	754.3	720.4	-208.1	-33.8	0.7	0.5	0.4	-2.4	-0.5
Nonagricultural self-employed workers	9,473.6	8,590.2	9,169.5	-883.4	579.3	6.6	5.7	5.7	-1.0	0.7

Footnotes:
1 Employment data for wage and salary workers are from the BLS Current Employment Statistics survey, which counts jobs, whereas self-employed workers, and agriculture, forestry, fishing, and hunting workers are from the Current Population Survey (household survey), which counts workers.
2 Includes wage and salary data from the Current Employment Statistics survey, except private households, which is from the Current Population Survey. Logging workers are excluded.
3 Includes agriculture, forestry, fishing, and hunting data from the Current Population Survey, except logging, which is from Current Employment Statistics survey. Government wage and salary workers are excluded.

Source: Employment Projections program, U.S. Bureau of Labor Statistics

The Georgia Department of Labor shows a similar trend for the State of Georgia. Of the 20 fastest growing industries in the state over the next 10 years, the top ten are in service-providing sectors that include health care, retail trade, education, and professional and business services. By contrast, industries in Georgia that are expected to see a sharp decline in job growth include agriculture; mills manufacturing fabric, fiber, yarn, and thread; apparel manufacturing; pulp and paper mills; rail transportation; wired telecommunications; and direct selling establishments. These industries, with the exception of agriculture, are goods-producing sectors. The Bureau of Labor Statistics estimates that the goods-producing sector will increase by only 56,000 jobs between 2014 and 2024.

Over the last 10 years, goods-producing industries lost 2.6 million jobs with the manufacturing sector projected to post the largest decrease in jobs. Jobs in agriculture, forestry, fishing, and hunting will see a decline of 110,000 jobs from 2014 to 2024, primarily due to a loss of wage and salary employment. Despite the loss in jobs for the agriculture industry, real output is projected to increase from \$356.8 billion in 2014 to \$431.0 billion by 2024. This will be due to the increased demand for food and agricultural products in both foreign and domestic markets.

GEORGIA'S INDUSTRY GROWTH

According to the Georgia Department of Labor, the following are expected to be the top 20 fastest growing industries in the state in the next ten years. (Industries are ranked in the order of growth, beginning with the industry expected to experience the most growth.)

Employment Services	Colleges, Universities, and Professional Schools
Elementary and Secondary Schools	Religious Organizations
Limited-Service Eating Places	Building Equipment Contractors
Full-Service Restaurants	Self-employed and Unpaid Family Workers
General Medical and Surgical Hospitals	State Government, except Education and Hospitals
Offices of Physicians	Building Material and Supplies Dealers
Department Stores	Management, Scientific, and Technical Consulting Services
Computer Systems Design and Related Services	Services to Buildings and Dwellings
Local Government, except Education and Hospitals	Scheduled Air Transportation
Child Day Care Services	Offices of Dentists

While the above industries are expected to increase, the industries below are expected to experience the sharpest decline in job growth. (Industries are ranked according to decline in employment numbers, beginning with the industry that will experience the most decline.)

Agriculture, Crop and Animal Production	Pulp, Paper, and Paperboard Mills
Fabric Mills	Other Textile Product Mills
Cut and Sew Apparel Manufacturing	Rail Transportation
Fiber, Yarn, and Thread Mills	Direct Selling Establishments
Private Households	Other General Merchandise Stores
Textile and Fabric Finishing and Fabric Coating Mills	Electric Power Generation, Transmission , and distribution
Federal Government, except Postal Service	Apparel Knitting Mills
Converted Paper Product Manufacturing	Petroleum and Petroleum Products Merchandise Wholesalers
Tobacco Manufacturing	Farm Product Raw Material Merchandise Wholesalers
Special Food Services	Wired Telecommunications Carriers

In Fulton County, the top industry sectors include retail trade, transportation and utilities; professional and business services; government; and education and health services. Nearly 20 percent of the County’s population is employed in industries that provide educational services, health care and social assistance. Over 10 percent of Fulton County’s workers are employed in the retail trade sector, and as previously illustrated the City of Fairburn’s population comprises well over 15 percent of the retail trade workforce.



Market Conditions

Retail Trade

Nationally, the retail sector is the country’s largest employer. The Bureau of Labor Statistics projected that the retail industry would grow to over 16.1 million jobs in 2014, continuing to be the primary source of employment and the largest sector for employment growth. The real output growth rate for retail is 0.5% annually with revenues approaching \$1.8 trillion as of 2014. Population trends also favor strong growth in the retail sector. According to the U. S. Census Bureau, the U.S. population will expand by an average of 2.3 million people per year over the next 37 years. Longer life expectancy means that the baby boom generation will represent an opportunity for the retail industry to appeal to and provide for the shopping, dining, entertainment, and service needs of this population segment. The Millennial population (generally described as the first generation to grow up after the Internet, smart phone and social media) is also a major demographic for the retail sector. This group is estimated to make up 15% of U.S. consumers and is expected to account for nearly one-third of total spending by 2020. Competition from online, Internet sales along with the use of digital, social, and mobile technologies by consumers is causing brick and mortar retailers to utilize a variety of marketing strategies to attract shoppers and offer a more diverse in-store experience.

Based on information provided by Electric Cities of Georgia, the City of Fairburn has just over 500 businesses within the city limits. Approximately 18 percent of the firms are in the retail trade classification and have 1,167 employees which represents just

Total sales from the more than 3.6 million retail establishments in the United States reached about \$2.6 trillion in 2015, and retailers supported more than 42 million jobs in the U.S. According to the National Retail Federation, retail industry sales for 2016 are expected to increase 3.1 percent from 2015.

Numerous opportunities for growth exist in the U.S. retail market for retail providers of all sizes, including individual direct marketers or direct sellers, small to medium sized franchise unit owners, and large “big box” store operators. New distribution companies are opening stores and units to serve a large, affluent consumer base—*SelectUSA, U.S. International Trade Association*

Transportation & Warehousing

The U.S. Bureau of Labor Statistics projects that the transportation and warehousing sector will have an employment increase of 136,000 (4.8 million jobs) by 2024. The annual growth rate for this sector is 0.3 percent which is slower than the 0.9 percent rate of the last ten years. Employment in the transportation and warehousing industry is expected to grow slower than the rest of the economy, although real output is expected to grow by 2.3 percent annually and reach \$1.1 trillion by 2024. The City of Fairburn's strategic location in South Fulton County, near Hartsfield-Jackson Atlanta International Airport, Interstate 85, and the CSX rail line and Intermodal Terminal has allowed the City to attract major trucking operations and industrial warehouse users. In 2015, construction began on three industrial warehouse structures totaling 5 million square feet. This represented 1.3 percent of all new industrial space in the country, a significant distinction for a community the size of Fairburn. The State of Georgia, with its ports in Savannah and Brunswick, excellent interstate highway access, its extensive railway network and home to the world's most traveled airport, continues to be ranked as a top location for distribution and supply chain hubs. Georgia has over 80 major warehouse and distribution facilities ranging from 550,000 to 5 million square feet. These facilities, combined with the fact that Hartsfield-Jackson Airport handles more than 625,000 metric tons of cargo on 32 air carriers annually, makes Georgia and the Atlanta region a major location for transportation and warehouse operations.

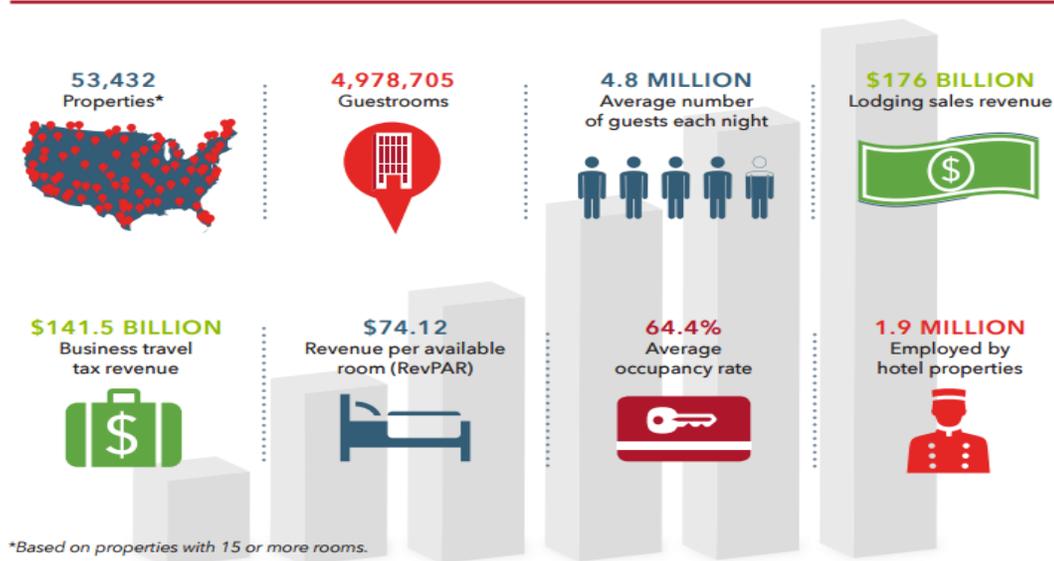


Lodging

The lodging industry has rebounded from the recession and has had five consecutive years of job growth. In 2014, this sector added more than 30,000 new hotel jobs and more than 100,000 new travel-related positions. The number of hotel properties increased to over 53,000 while the number of rooms increased to nearly 5 million. The contribution of tax revenue from the hotel industry totaled more \$141 billion in 2014, an increase of \$6.5 billion from the previous year. Business travel and leisure travel is up and so is the amount travelers are spending. The typical business traveler spends about 3 percent more per night and the typical leisure traveler spends about 6 percent more per night.



U.S. LODGING TRENDS AT-A-GLANCE



All figures are for year-end 2014. Figures for 2015 will be available in mid-2016.
Sources: U.S. Department of Commerce, International Trade Administration, National Travel & Tourism Office; Bureau of Economic Analysis; Statistics Canada; Banco de Mexico.

Both domestic and international travel have increased, with the U.S. being by far the top destination for international travel. It is estimated that by 2020, 96.4 million visitors will travel to the U.S., an increase of 29 percent from 2014. Total revenue from lodging sales was \$176 billion in 2014 while the amount spent by business travelers was \$280.2 billion and leisure travelers spent just over \$660 billion.

The lodging industry is a major player in Georgia's economy. According to the American Hotel & Lodging Association, 9.7 percent of all jobs in the state are directly or indirectly related to the lodging industry, generating \$3.7 billion in direct sales. It should also be noted that the lodging and food service industries comprise the largest sector of small businesses in Georgia. Nearly 57,000 people are employed by Georgia's lodging industry and earn a total of \$2.5 billion in wages. The state has over 1800 lodging properties comprising almost 170,000 rooms.

The metro Atlanta market has about 92,000 lodging rooms and according to data provided by PKF Hospitality Research and Smith Travel Report, the Atlanta hotel market continues to show steady growth on all of the industry's key metrics. Atlanta's room occupancy rate increased from 59% in 2011 to 63% in 2013 with continued increases that were projected for 2014 (66.5%) and 2015 (67.2%). The average daily room rate (ADR) rose from \$82.72 in 2011 to \$87.77 in 2013 and a projected increase to \$97.46 in 2015. Revenue per available room (RevPAR) went from \$48.80 in 2011 to \$55.40 in 2013. The RevPAR projection for 2015 was \$65.52. These indicators suggest that the lodging industry in the Atlanta area is poised for continued growth and expansion. Some 77 new hotel projects totaling nearly 11,000 rooms are in the planning stage with 13 of those under construction.

The City of Fairburn currently has six lodging facilities within its city limits. All of the properties are located along S.R. 74 and have a total of 431 rooms. The location of the City’s hotels along the S.R. 74 corridor provides easy access to and from interstate 85 and makes this area a potential destination for retail and hospitality services (restaurants, gas stations, entertainment services, etc.) that support lodging facilities.

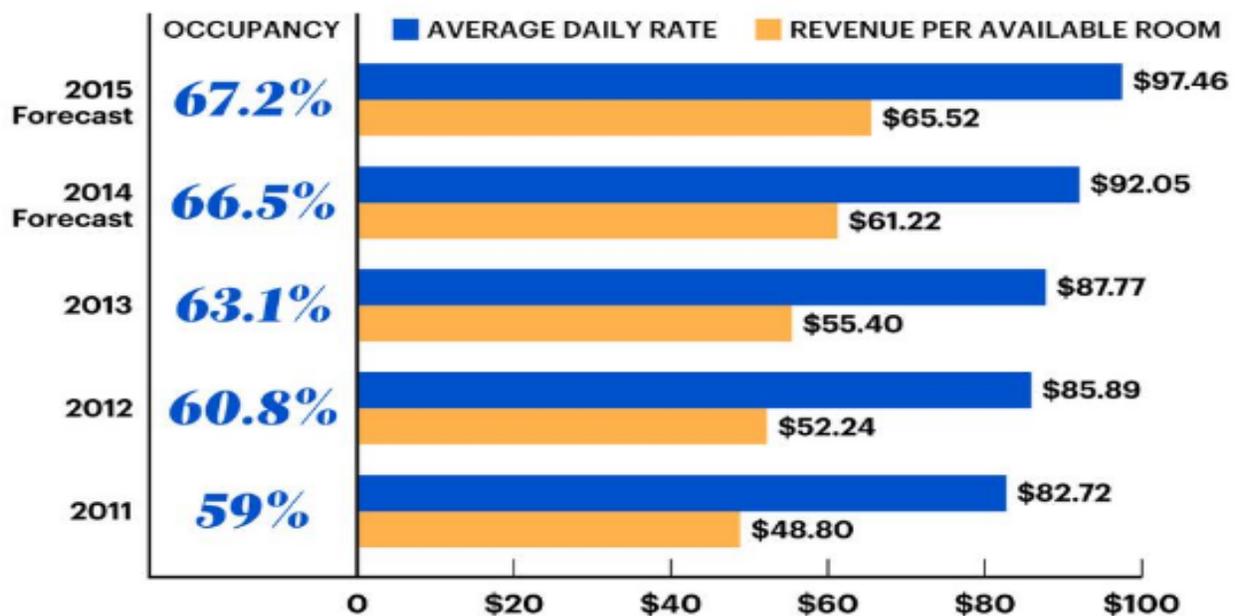
TABLE 7: FAIRBURN HOTELS		
Hotel	Address	# Rooms
Efficiency Lodge	601 Senoia Rd.	38
Wingate Inn	7882 Senoia Rd.	64
Hampton Inn-Fairburn	7790 Ella Ln.	99
Country Inn & Suites	7815 Senoia Rd.	74
Holiday Inn Express	7905 Senoia Rd.	82
Best Western Plus	1005 Oakley Ind. Blvd.	74

Source: Fairburn City Clerk’s Department – Occupational Tax License

Metro Atlanta continues to be a strong tourism destination, and with the booming entertainment industry (film, television and music) the lodging industry will see steady growth.

2015 FORECAST FOR METRO ATLANTA LODGING INDUSTRY

2015 FORECAST FOR ATLANTA LODGING INDUSTRY



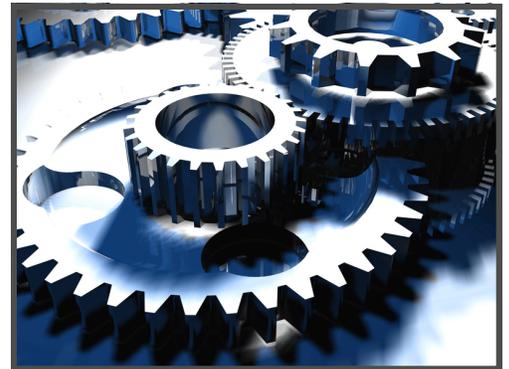
SOURCE: PKF HOSPITALITY RESEARCH, STR INC.

Manufacturing

U.S. manufacturing is projected to lose the largest number of jobs of all industry sectors. The Bureau of Labor Statistics estimates that over 800,000 manufacturing jobs will be lost from 2014 to 2024, reducing manufacturing employment to 11.4 million. This represents a 0.7 percent decline during this period compared to 1.6 percent annual decline between 2004 to 2014. While some manufacturing jobs are coming back to the U.S. (a process known as “reshoring”), many jobs in this sector are still being created out of the country. This accounts for the slow recovery of the manufacturing sector. The Bureau also attributes the change in the skills required for manufacturing jobs as a reason for the sector’s sluggish recovery, citing the fact that in the past, jobs in this sector were considered low skilled and required less education. Due to automation and changes in technology, computer skills and other technical knowledge are needed to operate the equipment and machines in manufacturing plants. The shift from assembly-line based jobs to computer based employment requires a higher level of education.

Another factor affecting jobs in this sector has to do with manufacturing firms using “contract manufacturing,” the process of outsourcing specialized skills that allow for faster and more efficient production of goods. Through outsourcing, manufacturers do not have to retrain workers on new equipment and processes or teach them new skills, decreasing production time and increasing quality. Many of the specialized jobs in the manufacturing sector have been reduced because of the use of both computers and robotics.

The upside of the manufacturing sector is that while jobs are projected to decline, real output is anticipated to grow by 1.9 percent annually to nearly \$6.6 billion in 2024 (compared to \$5.4 billion in 2014). This projected output will be the highest it has ever been in this sector. Ironically, the factors that are affecting job losses in manufacturing will lead to increased productivity and greater real output for this industry.



Health Care

The Bureau of Labor Statistics projects that the health care and social assistance sector will grow faster and add more jobs than any other sector, adding 3.8 million jobs between 2014 and 2024. This will account for over a third of all the country's job growth for this period. This sector will grow at 1.9 per cent annually, a rate that is faster than the entire U.S. economy, but slower than its rate of 2.3 percent from 2004 -2014.

The number of insured people will also increase and will lead to greater demand for all types of health care services. In addition, as the U.S. population continues to age, demand for all types of health care services from hospitals, short-term and long-term care facilities, home health care, physicians, pharmacies and clinical services will increase.

By 2020 the State of Georgia's employment is projected to grow to over 4.6 million, an increase of 11.7 percent from 2010 employment levels. This amounts to over 483,000 new jobs. The healthcare and social assistance sectors will lead all industry sectors in new job growth and rate of growth, accounting for one-fourth of all new jobs created in the state through 2020. The Georgia Department of Labor projects that the health care and social assistance sector will add over 120,000 jobs by 2020 and have the highest rate of growth (28.6 percent) of all industry sectors.



In terms of specific occupations within the health care industry, almost all jobs in this sector are expected to grow. Leading the list of occupations in rate of growth will be home health aides while registered nurses, home health aides, nursing aides and licensed practical nurses will have the greatest number of new jobs. Even in the category of white collar jobs, healthcare occupations will have the fastest rate of growth through 2020. Further analysis shows that one in three of every jobs in the healthcare sector will be in technical or support occupations. These include, but are not limited to registered nurses, nursing aides, orderlies, attendants licensed practical and licensed vocational nurses, and medical assistants. Of these technical and support positions, registered nurses will lead the list with a projected 21,000 new jobs added by 2020.

Just as the healthcare sector has a major impact on the state and national economy, it is also a major economic driver within Atlanta and Fulton County. Three of the top ten largest employers in Fulton County are represented in the healthcare sector. Emory Healthcare, Inc., Grady Health System, and Northside Hospital account for over 35,000 employees. According to the Georgia Department of Labor, occupations in the healthcare industry have a similar outlook as that of the state.

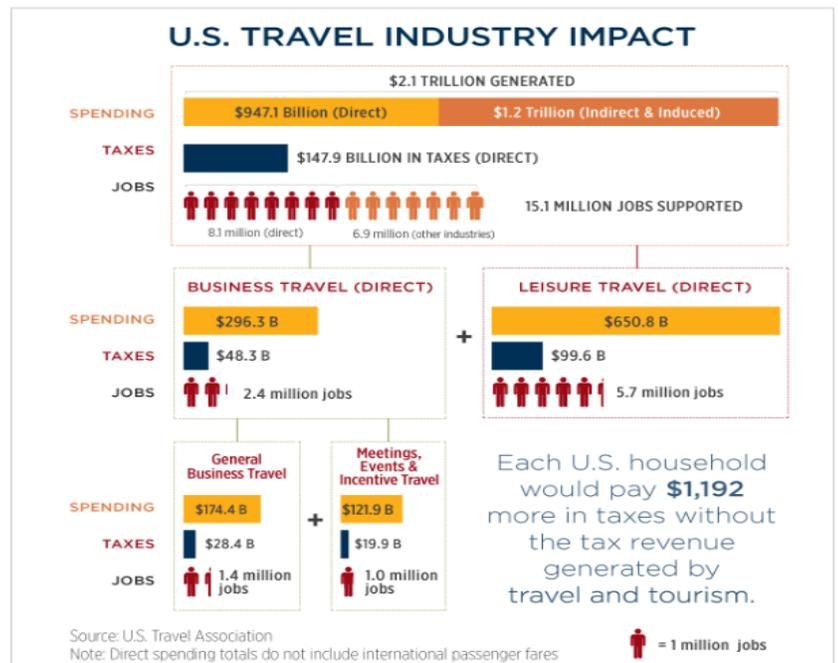
Ten of the top fifteen fastest growing careers in the City of Atlanta/Fulton County Workforce Investment Areas are in the healthcare sector. Atlanta and Fulton County are home to two medical schools, Emory University and Morehouse College. Since 1994, Grady Hospital has operated a state-of-the art facility for HIV and AIDS patients. Other institutions located in Atlanta/Fulton County include Children’s Health Care of Atlanta, Georgia Baptist Healthcare System, Piedmont Hospital and the 460-bed Atlanta Medical Center. The area is also home to the Centers for Disease Control and Prevention and the U.S. Public Health Service for the Southeast.

Information provided by *County Health Rankings & Roadmaps* indicates that the City of Fairburn does not have a hospital or public health facility within its limits. However, there are currently six medical doctors practicing in Fairburn. Like its neighboring cities, Fairburn’s medical and healthcare needs are served by hospitals and public and private health centers that make up the metro Atlanta healthcare network.

Tourism

Travel and tourism has a \$2.1 trillion impact on the U.S. economy. According to research by the U.S. Travel Association, this is the economic output generated by domestic and international travelers annually. In 2015 direct spending on leisure travel by domestic and international travelers totaled \$650.8 billion and generated \$996 billion in tax revenue. Almost 80 percent of domestic trips are taken for leisure and U.S. residents logged 1.7 billion person trips for leisure purposes last year.

Direct spending on business travel by domestic and international travelers, including expenditures on meetings, events and incentive programs totaled \$296.3 billion in 2015 with U.S. residents logging 459 million person trips for business purposes. International travelers spent \$133 billion in 2015 and U.S. residents traveling abroad spent \$110 billion. It is estimated that 15.1 million jobs are supported by travel expenditures which includes 8.1 million direct jobs in the travel industry and 7 million in other industries. One out of nine U.S. jobs depend on travel and tourism and ranks 7th with regards to employment compared to other private industry sectors. Travel and tourism represent 2.7 percent of the country’s gross domestic product (GDP) and contributes \$147.9 billion in tax revenue for local, state and federal governments. It should also be noted that 84 percent of travel companies are considered small businesses.



The impact of tourism on metro Atlanta and the State of Georgia is also significant. The tourism industry in Georgia is the 5th largest employer with an economic impact of \$58.9 billion. More than 400,000 jobs are supported by this sector and in 2014 taxes of \$3 billion were directly or indirectly generated through tourism. Last year (2015) Georgia welcomed more than 100 million visitors to the state, an increase of 3.7 per cent from the previous year. In addition, Georgia’s hotel occupancy and revenue has seen continued growth, both set all-time highs in 2015. According to STR, hotel occupancy for the year reached 64.38 percent, surpassing the previous 2014 high of 62.43 percent. Georgia’s hotels sold a record 41.7 million rooms and a record \$3.9 billion in revenue. According to the Atlanta Convention and Visitor’s Bureau, tourism in Atlanta is a \$12 billion industry that supports 230,000 jobs and attracts 42 million visitors annually.

While the City of Fairburn has not historically promoted its community as a tourist destination, there are opportunities that could expand the metro Atlanta tourism market into Fairburn and surrounding cities. The continued expansion and development of Hartsfield-Jackson Airport and the adjacent communities; the growth and promotion of Georgia’s film and entertainment industry; and the potential for a marketing partnership with the Georgia Renaissance Festival represent major opportunities for Fairburn to benefit from Georgia’s multi-billion tourism industry.

Fulton County-Atlanta Metro Region

In 2014, Fulton County’s tourism industry:

- Supported 60,450 jobs
- **Generated \$ 8.3 billion in direct travel spending**
- Created \$ 362.0 million in state tax revenues
- Generated \$ 230.5 million in local tax revenues



Each Fulton County household received \$1,320 in tax relief per-household as a result of the taxes generated by direct travel spending.

Entrepreneurship & Small Business Profile

Small businesses comprise the majority of all businesses in the United States. The Small Business Administration (SBA) Office of Advocacy defines a small business as a firm with fewer than 500 employees. As of 2011, there were over 28 million small businesses in the U.S. and just over 17,000 with 500 or more employees. The small business sector creates 63 percent of all net new private-sector jobs and 48.5 percent of private-sector employment. Small businesses also represent 98 percent of companies that export goods and 42 percent of private-sector payrolls. In terms of job creation, since the end of the recession (mid-2009 to mid-2013) small businesses accounted for 60 percent of all net new jobs with firms in the 20-499 employee category leading job creation.

Over the past two decades, 60 percent of net new private-sector jobs have been created by existing businesses and about 40 percent from startup firms. The SBA estimates that between 10 to 12 percent of companies with employees open each year while a similar percent of firms go out of business. The rate of survival for new businesses is about 50 percent. About half of all new firms survive five years or more and about one third survive 10 years or more. This suggests that the probability of business survival increases with a company's age.

The demographics of business ownership shows that in 2012, 36 percent of U.S. business owners were women. The actual number of women-owned businesses [from 2007 data] was just under 8 million firms, with average receipts of \$130,000. Almost 15 percent of U.S. business owners were nonwhite in 2012, with 10 percent being Hispanic. Asian-owned businesses totaled 1.6 million and had average receipts of \$290,000; there were 1.9 million African-American owned firms with average receipts of \$50,000; Hispanic-owned companies totaled 2.3 million and had average receipts of \$120,000; and there were 0.3 million Native-American/Pacific Islander-owned firms with average receipts of \$120,000. About 9 percent of U.S. business owners (3.7 million firms) were veterans, with average receipts of \$450,000.

Number of Firms and Receipts, 2007

Business Owner Demographic	Firms (millions)	Receipts per firm (\$1,000)
All businesses	27.1	1,070
Male	13.9	570
Female	7.8	130
Equally male/female	4.6	240
African-American	1.9	50
Asian	1.6	290
Hispanic	2.3	120
Native American/Pacific Islander	0.3	120
Veteran	3.7	450
Publicly held	0.8	23,860

Source: U.S. Census Bureau, SBO.

Demographics of Business Owners, 2012

		Share of Owners
Age	Under 35	15.9
	35 to 49 ¹	33.2
	50 to 88 ¹	50.9
Gender	Male	64.0
	Female	36.0
Race	White	85.4
	Non-White	14.6
Ethnicity	Hispanic	10.3
	Non-Hispanic	89.7
Veteran ¹	Veteran ¹	9.1
	Non-Veteran ¹	90.9

Source: U.S. SBA, Office of Advocacy

In terms of how they operate, the legal/organizational status of U.S. small businesses varies, with the definitions of their status overlapping. Nonemployer businesses [shown as 79.9 percent share of small businesses] are firms that have no paid employees, have annual business receipts of \$1,000 or more and are subject to federal income taxes. These firms could also be home-based, a corporation or be operating as a sole proprietor. It should be noted that employer-based businesses represent more than 75 percent of all firms currently operating in the U.S.



The loss of jobs during the recession, stagnant wages and salaries, advances in technology and the affects of a global economy on changes in the workplace and the workforce are all contributing factors in the growth of entrepreneurship in the U.S. It is estimated that more than 540,000 new businesses are started each month, highlighted by the growth of nonemployer firms. Forbes Magazine cited several trends that are driving the new wave of business owners: the number of people working from home and the rise in nonemployer businesses; outsourcing; crowdfunding; and the emergence of micro-businesses. Since 2011, the number of nonemployer businesses has been growing by 2 percent. It is suggested that within the small business sector, mom & pop firms, start-ups and home-based businesses account for a significant portion of the commerce that takes place in the U.S. It is also estimated that more than 16 million people currently work from home in the U.S. Over the next four years, the number of people working from home will increase by 64 percent. The trend toward working from home and the emergence of nonemployer businesses means that online outsourcing is becoming more common. It was anticipated that 1.3 billion people will work virtually by the year 2015. Businesses looking to avoid health care costs and large salaries will have a large pool of home-based laborers from which to hire. Contract and pay-as-you-go arrangements are viable options for small businesses.



Entrepreneurs looking for financing for their business ventures have and will resort to crowdfunding services for start-up capital. In 2013, more than \$5.1 billion was raised through crowdfunding campaigns in the U.S. and the amount of funding from this source is expected to rise.

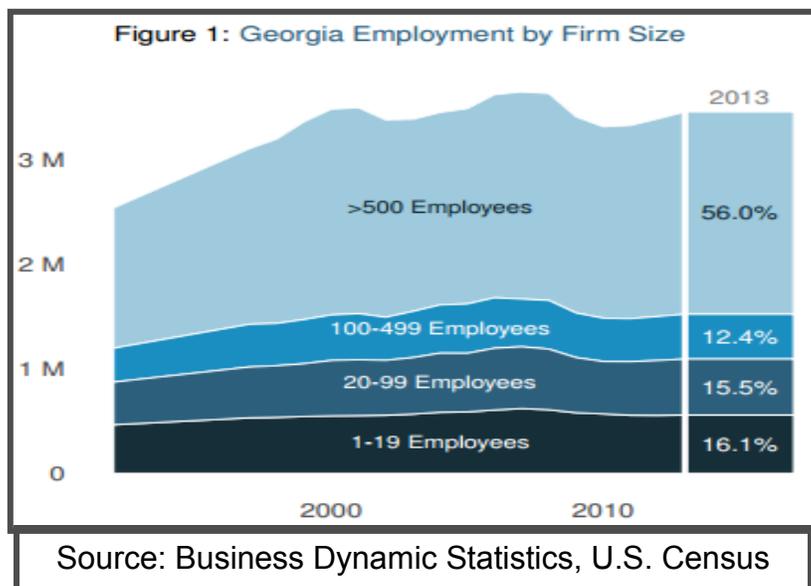


Both the state and Fulton County offer an array of services and programs to assist new and existing businesses. From permitting assistance to bond financing, entrepreneurs looking to start, grow or expand their business can access business training programs, technical assistance or business capital tailored to their specific needs and entrepreneurial experience. The Development Authority of Fulton County (DAFC) is the primary agency for business assistance in Fulton County while the Georgia Department of Economic Development serves as the state resource for small business development and entrepreneurship programs. Cities in Fulton County, like Fairburn, can receive direct assistance for their local businesses and for guidance in establishing programs and activities designed to specifically support entrepreneurship and business development through these entities.

In an effort to grow their business environment, communities throughout the country are pursuing different strategies and approaches that together will result in the addition of new businesses; expansion and growth of existing businesses; creation of new jobs; and an increased tax base. These results can be achieved through traditional business attraction and recruitment activities, promotion and nurturing of entrepreneurship through training and technical assistance programs or financing the expansion of existing businesses. Each of these approaches serve to complement one another and contribute equally to the overall expansion and diversification of the local economy.

Expanding the Business Environment





Information provided by the *California Association for Micro Enterprise Opportunity* (cameo), a California-based advocacy organization, shows that micro-businesses are another category of businesses that are on the rise. These are firms with 1-4 employees, and from 2004-2010 they created a net of 5.5 million jobs. Large businesses (those with greater than 500 employees) lost 1.8 million employees during the same period. Micro-businesses generate \$2.4 trillion in receipts, account for 17 percent of GDP and employ more than 31 million people.

The state of Georgia has over 980,000 small businesses which represents nearly 98 percent of the state’s business sector. These firms combined have 1.5 million employees or 44 percent of Georgia’s private-sector employment base. In 2013, the state’s small businesses created 38,868 net jobs, with firms employing 250 to 499 having the largest gains, 10,223 jobs. Businesses with fewer than 100 employees have the largest share of small business employment. Firms employing 5 to 9 employees had the smallest employment gains, 1,796 net jobs.

Georgia consistently ranks high among states that promote and nurture entrepreneurship and small business development. Many of the state’s colleges and universities offer programs and majors in entrepreneurship or small business. They also provide services to the broader community through small business development centers that are supported and funded by the U.S. Small Business Administration. Publications such as Inc. Magazine, Site Selection Magazine, Entrepreneur Magazine and organizations that track and rank small business activity in the U.S. such as the Kauffman Foundation, The Small Business and Entrepreneurial Council, the U.S. Chamber of Commerce and the Missouri Economic Research and Information Center all give high marks to Georgia’s business climate and the various programs and resources that support business start-up, growth and expansion.

Communities throughout Georgia have created a variety of business resources to assist aspiring entrepreneurs and existing business owners. The Georgia Department of Economic Development promotes business growth and entrepreneurship statewide through its *Entrepreneur Friendly* initiative that encourages communities to establish non-traditional, entrepreneurial and creative resources that start-ups and established businesses can access. This effort has also been recognized as an important feature of Georgia’s entrepreneurial eco-system, adding to the state’s reputation as a business-friendly location.



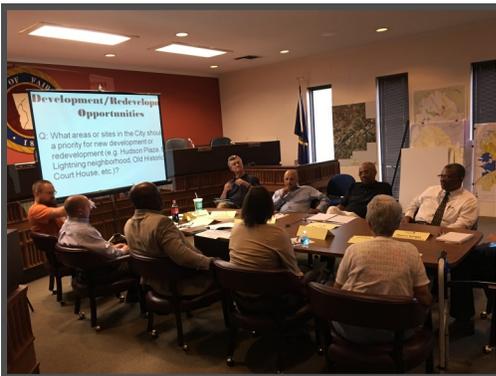
III: Strengths, Weaknesses, Opportunities, and Threats

City of Fairburn

Economic Development Strategic Plan

III: Strengths, Weaknesses, Opportunities, and Threats

During the community input phase of the EDSP process, community stakeholders were invited to express their thoughts and insights on the issues and challenges impacting economic development in the City. On June 16th of this year, a business roundtable session was convened consisting of representatives of some of Fairburn's largest companies. They were asked to share their perspectives on Fairburn as a business location as well as some challenges that might prohibit new firms from coming to the City. The business roundtable was followed up with a focus group session on June 21st that included a more diverse group of stakeholders. In addition to business owners, the focus group participants also included local residents and community leaders. The discussion for this session centered around five economic development activities: business attraction & recruitment; workforce development; available land & buildings; development & redevelopment opportunities; and public infrastructure investment. The input generated from these sessions helped inform the overall direction of the EDSP and the key strategies being developed.



Over the past two years, the City of Fairburn has engaged in several planning, visioning and community assessment exercises that provided opportunities for community stakeholders to articulate their needs, desires and concerns regarding the City's future growth and development. In 2014, the City completed its *2015-2035 Comprehensive Plan*, in conformance with the standards and procedures established by the Georgia Department of Community Affairs. The Comprehensive Plan sets forth the City's vision, needs, opportunities and community goals. Addressing essential components such as land use, housing, economic development and transportation. The Plan culminates with a community work program that identifies short and long term actions and activities based on the vision, goals and strategies resulting from stakeholder input. The Comprehensive Plan planning process involved participation from a variety of community stakeholders including elected officials, local residents, community leaders and business owners. Their input was solicited and documented over a series of community meetings and focus group sessions, and represents the most extensive community input process for the City in recent times. Much of the information provided through the Comprehensive Plan process has served to support and validate subsequent planning efforts by the City.



In September 2015, the City prepared its *BrandPrint Report*, a document that identifies the assets, amenities and unique characteristics that comprise Fairburn’s brand and provides a guide for the City in its efforts to promote the City in the local, regional and national marketplace. The *BrandPrint Report* is the result of extensive research, analysis and community input. As the Report’s executive summary explains, the process was divided into four stages: Understanding, Insights/Strategy, Creativity and Brand Integration.

The planning process for this effort also involved stakeholder focus group sessions and also key stakeholder interviews, a vision survey and community survey. And while the focus of the BrandPrint Report was on creating a brand identity for the City, much of the insights gained from the community input forums reflected responses similar to those identified during the Comprehensive Plan process. This consistency of stakeholder input and recurrence of certain themes from one process to another suggests that the overall vision and goals for the City remain constant. This allows the City and its stakeholders to move forward with strategies and objectives to consummate the vision and complete the goals.

In 2008, Fairburn was one of five communities awarded a Livable Cities Initiative (LCI) Study Grant by the Atlanta Regional Commission. The Study focused on development and redevelopment opportunities in the City’s historic downtown area and immediate vicinity including, the Fairburn Education Campus, the City’s civic facilities, Holy Hill Memorial Park, the historic neighborhoods on the south side of the railroad tracks and the Lightning district. During this process, a strong emphasis was placed on community input with several opportunities created to ensure local residents and other stakeholders could voice their views and ideas regarding the Study’s strategies, recommendations and outcomes. To guide the community input process, a stakeholder committee was formed. Study participants were also provided with a survey questionnaire and a community preference survey. They also participated in a visioning session, a design workshop and open-house meetings. These activities gave participants several opportunities to articulate and clarify their views and thoughts about the strengths, challenges and opportunities the City must embrace as it moves forward with its planning and economic development efforts.



The following table synthesizes the strengths, weaknesses, opportunities and threats gleaned from the input provided in the aforementioned planning exercises. This assessment is an important component in the development of the goals, objectives and strategies presented in this plan.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> •Fairburn’s overall size (not too big) •Several options for business location •Availability of public transit •Proximity to Hartsfield-Jackson Airport •Fairburn’s people •Proximity to Atlanta •Available Land •Downtown •Landmark Christian School •Churches •Historic County Courthouse •Duncan Park •Available workforce •Fairburn Fall Festival & Parade •Georgia Renaissance Festival •Durham Lakes neighborhood & golf course •Walkable areas •Diversity •International grocery stores •Fairburn Education Campus 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> •South Fulton County Schools •Lack of a full-time economic development professional •Lack of media coverage or designated media •City employees who live outside the City •Limited high-end housing stock •Limited downtown parking •Water & electric access •Low emphasis on green space downtown •Landlords not part of the community •Islands created because of annexation •Limited casual dining restaurants •Lack of a high quality grocery store •No chamber or business association •No tax incentives for businesses •Citizens in unincorporated Fulton County have Fairburn zip code
<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> •Georgia’s film & entertainment industry •Partnering more with educational institutions •Improvements to Duncan Park •Improvements on West Broad St. (medians, parallel parking, improved aesthetics) •Connecting Landmark to downtown (tunnel) •Downtown Plaza •Vacant buildings in downtown •Improve entryway signs •Vacant classroom space (Education Campus) •Recruit events to use Renaissance Festival grounds •Rentals @ Duncan Park •Jehovah’s Witness Convention Center •Increase lodging tax/start a convention & visitors bureau •Build sports fields •Bike trails –Duncan Park •Senior Living facility 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> •Traffic congestion •Lack of incentives may limit business recruitment •Truck traffic around the industrial warehouse corridors •Underperforming public schools



IV: Target Industry Analysis

City of Fairburn

Economic Development Strategic Plan

IV: Target Industry Analysis

Background

The 2014 census of industry employees counted 5,876 working persons over age 16 in Fairburn. They were employed in a fairly typical array of industry sectors, but the top five with the most employees in Fairburn were:

- Transportation & Warehousing
- Manufacturing
- Health Care
- Educational Services
- Retail

Purpose and Methods

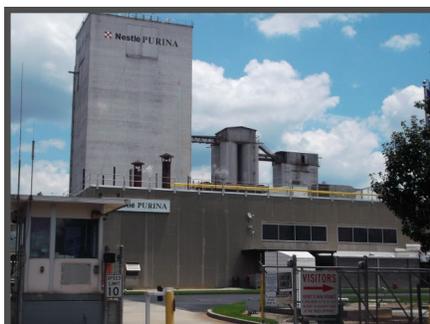
This analysis is intended to provide a plan to structure a strategy that supports the growth and prosperity of current industry, but increases the city's competitiveness in attracting industries on the rise.

Current Industry Assessment

Transportation & Warehousing

Both the Transportation and Warehousing sectors place high in the Fairburn industrial market due to their proximity to I-85, Hartsfield-Jackson International Airport (HJIA) and rail, all of which optimize access to markets. This access leveraged with available land and supportive infrastructure, has created a favorable environment for these industries. In addition to these site factors, these industries are finding a suitable workforce.

Logistics is big business in the southeast and Fairburn. The combined assets of air, rail, highway & seaport places more than 80% of the U.S. market within two-day trips. Hartsfield-Jackson Atlanta International Airport is ranked the tenth cargo hub in the country, serving six continents and able to reach 80% of the U.S. Market within two hours. Metro Atlanta's big box construction has 10.7 million square feet in progress, which drives construction trucking, but the subsequent delivery and distribution operations.



Manufacturing

Fairburn's manufacturing sector is well established in the City. The Georgia Department of Economic Development lists twenty one firms in Fairburn that have some type of manufacturing function. And as previously cited, about 20 percent of the City's workforce is in the manufacturing sector. Also, four of the City's top 12 employers in 2015 were manufacturing businesses. This sector of the City's business environment should be encouraged to grow and expand because of its strong impact on Fairburn's tax base and workforce. Companies that supply raw materials, products and services to these manufacturers also represent new business opportunities for the City.



Health Care

Health Care employment reflects the impact of the aging boomer generation over the entire spectrum of care services for seniors. This age group makes up 15% of Fairburn's population, but the peak of the boomer retirement is projected in 2029, so concentration in this industry is consistent with national trends triggered by this generation's entry into hospitals, clinics, assistance facilities and nursing homes. Colliers' analysis projects the soaring healthcare sector to continue its upward growth for several reasons. The Affordable Care Act enrolled millions of new recipients that has seen a trend towards medical office placement in locales designed to attract the attention of patients who arrived at that destination for another purpose. Clinics in CVS, WalMart & Target are gaining traction. Also, vacant commercial strips have beneficial highway exposure and suitable space for a market that has become more competitive in capturing the healthcare dollar.



Educational Services

Although Fairburn has just one public school and two private schools in its city limits, these institutions have a combined workforce of 537 according to the 2014 census, which is close to 10% of the employed population. The Fairburn Education Campus represents a major investment for the City as well as its tenant institutions. Currently, Brenau University and Georgia Military College (GMC) have classroom and office space at the campus. The City has been in discussions with Atlanta Technical College and will soon add their career and technical programs to the educational offerings provided by Brenau and GMC.



Workforce readiness is a growing challenge as older workers leave the workplace in increasing numbers. Younger workers with the least amount of educational achievement have been documented as largely unprepared with skills in reading comprehension, problem solving, mathematic computation and professionalism. And many employees with higher levels of education and training have not developed these skills sufficiently. More local colleges and technical schools are offering hands-on training in a host of transferrable skills, but the schools must be relevant with the necessary skills the market is seeking. This functional learning is finding its place again at the high school level where the former auto and carpentry shops have been replaced with training in culinary skills, high tech auto diagnostics, aircraft maintenance, computer programming, etc.



Collaboration with the Fulton County Schools in support of the programs they are implementing to improve the academic success of South Fulton students such as the proposed STEM (Science, Technology, Engineering & Math) academy to be constructed adjacent to the Fairburn Education Campus and the new academy of film and aviation sciences facility located at Banneker High School in Union City will be an important part of Fairburn's economic development implementation strategy. These educational assets will help enhance the educational offerings of the Fairburn Education Campus and provide area students with academic and career training for employment opportunities in a variety of growth industries.



Retail

New retail was added to Fairburn's retail sector in 2015 and 2016. According to the City's Department of Building and Property Management, about 35,000 square feet of new retail was added in 2015-16, with a construction value of over \$2.6 million. Most of this occurred along S.R. 74 and included national brands such as Bojangles, Starbucks, Shanes Rib Shack, Firehouse Subs, Verizon Mobile and Dairy Queen. There were two remodeling projects in the downtown area during this period: the Hudson Plaza Domino's and Personal Touch Medical Center on East Broad Street.

Residents and visitors to the City have indicated a desire for additional retail and shopping venues, particularly in the downtown area. S.R. 74 will continue to attract national chain retail and restaurant users because of the proximity to Interstate 85, the continued location of hotel facilities to the area and available development parcels. Opportunities for new retail in the downtown area are currently limited. However, acquisition of land or properties in and around the downtown would create additional options for attracting new retail and restaurant development.

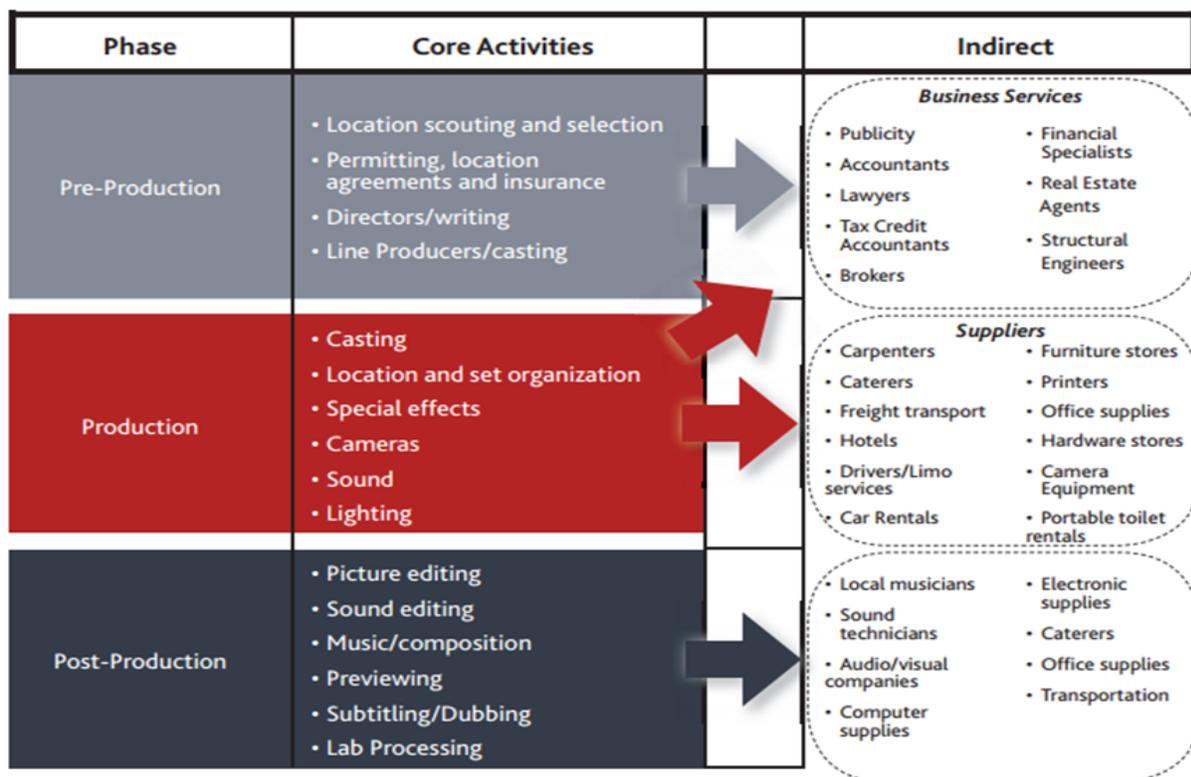
Emerging Target Industries

Film & Entertainment

The foregoing data identified the top five employers in the City, but new emerging industries in arts, recreation and entertainment provide a ground floor of opportunity for the City of Fairburn to position itself to capture a significant position in the region. Georgia has become an attractive setting for film and entertainment with south metro cast in a leading role by its proximity to Hartsfield-Jackson Airport and available land. Last year, the film industry generated \$6 billion dollars in economic impact for the state. This financial asset is further reinforced by Governor Nathan Deal’s commitment to ensure a workforce to sustain this industry. New studios are going up all around Fairburn; Pinewood Atlanta Studios in Fayetteville, 404 Studio Partners are redeveloping Shannon Mall in Union City and Tyler Perry Studios is preparing to build on 300 acres at the closed Ft. McPherson property. Ancillary businesses involved with the myriad tasks in movie and TV production offer a rich field of new enterprises for Fairburn to pursue.



Film & Television Value Chain



Source: Meyers Norris Penny, LLC/W2 Entertainment Finance

Health & Wellness

The dearth of health care services and medical professionals within the City of Fairburn, given its continuing population growth, suggests that the health care sector should be included in the City’s business attraction and recruitment strategy. Also, as previously stated, the health care industry is projected to grow faster and add more jobs than any other sector. Fairburn has the opportunity to attract and recruit more health care professionals and health care providers, but should also look at creating and attracting public and private resources that provide a diverse range of health and wellness programs and services. The proposed Fairburn Medical Center, to be located on S.R. 74 at Renaissance Boulevard, represents the type of facilities the City has the potential to attract. Pursuing health care as a target industry not only ties into the City’s current needs but supports the institutions housed at its education campus that offer courses and programs in the health care field.



Sports Tourism

It is estimated that 21 million children between the ages of 5 and 18 participate in organized, non-school sponsored sports. Participation in youth sports now constitutes a \$7 billion industry in travel alone. Multi-field sport complexes like the Al Bishop Complex built in 1979 are being overshadowed by more contemporary “mega-facilities”, which enhance multi-field availability with amenities typically found at resorts. Their impressive \$200 million economic impact to date makes them a sought out investment. The Barton County town of Emerson (pop. 1,488) is the home of one of the newest destinations in this category, Lake Point Sporting Community. In the first phase, there are multiple fields for baseball, softball, soccer, lacrosse and football. There is a Hampton Inn on site, plus a baseball mini mall, fast food restaurant and open air pavilion. A future indoor facility will add more lodging, bowling, restaurants and themed retail. Sport travelers are also discriminating consumers, whose presence is reflected in lodging, retail and restaurants within 45 minutes of the venue. Because these expenditures are a significant component of their lifestyle, the goal is to join the sports outing with a mini-vacation for a memorable experience rather than a rock-bottom excursion.



SCORE Indoor Sports is the Atlanta area’s newest indoor turf sports complex. Located on Oakley Industrial Blvd. within the City of Fairburn, this facility has two large state-of-the-art infill turf fields and a small field for younger children. The complex is climate controlled and hosts turf sports such as soccer, lacrosse, flag football, skills camps, etc. It also has a concession area, an arcade and a party room. *SCORE Indoor Sports* is promoted to schools, churches and businesses, and is an example of a privately owned indoor sports facility that is looking to tap into the sports tourism market.



Fairburn’s investment in the Clarence L. Duncan Park (\$7 million since 2011) suggests that recreation and leisure activities are a major priority for the City. The opportunity exists for the City to expand the park to include baseball fields, soccer fields and a multi-purpose indoor facility. This would allow Fairburn to compete for tourists and tourism dollars in the growing and lucrative sports tourism industry. According to Sports Facilities Advisory (SFA), 27% of all trips taken last year were for the sole purpose of attending an organized sporting event. Nationwide, 53 million traveling athletes participate in youth sporting events generating an estimated \$7 billion in economic impact. Organized youth, high school and college sports activities offer the potential to host local, regional and national tournaments, creating economic impact for area hotels, restaurants and retailers, and enhancing the City’s image and brand identity.



Another significant opportunity for Fairburn to market and promote the City for tourism is in conjunction with the Georgia Renaissance Festival. This event attracts a quarter million people annually and is in its 32 season this year as the largest Renaissance festival in the southeast. The festival presents a prime opportunity for the City to market its assets and amenities during this longstanding event and to capitalize on the economic impact it has on the south Fulton area. The *Southeast Tourism Society* recognizes the Georgia Renaissance Festival as one of the top 20 events in the South-eastern United States.





V: Strategic Plan Framework

City of Fairburn

Economic Development Strategic Plan

V: Strategic Plan Framework

Goals, Objectives & Strategies

The foundation for implementing this economic development strategic plan is grounded in the recommended goals, objectives and strategies. The goals set forth the desired ends, supported by specific and measurable milestones (objectives) that are achieved/implemented via specific strategies and action items. Each of the broad goals and objectives must be expressed clearly in order that specific programs and actions can be defined and implemented within a stated timeframe.



The strategies or strategic actions reflect a project or course of action that should be undertaken to accomplish a specific objective. And while goals may be expressed in broad terms, the strategies and objectives are generally stated in a brief but specific format because they are tied to actions or tasks that relate to implementation and achievement of the goals.

Over time and as the EDSP is being implemented, changes in the local, national and global economy will occur. There will also be unforeseen challenges and opportunities that may warrant changes and revisions to some of the strategies or how they are carried out. This should be expected which is why the plan must be viewed as a living document, allowing for adjustments to accommodate the unexpected. And since the stated goals guide the objectives and strategies, they remain constant because they reflect unmet needs, desires and opportunities. Altering the goals would suggest that conditions have changed so drastically in the City that an update to the plan is in order.

Implementation

Once the EDSP is approved, an implementation process representing Phase II of the EDSP must be established, defining organizational responsibilities for each of the strategies recommended in the plan and a suggested schedule for when the actions are to be undertaken or completed. It will be up to the individual agencies, departments and organizations to reach agreement on assuming the proposed responsibilities.

Individuals, departments and organizations currently assuming responsibility for economic development in Fairburn must promote a commitment to the strategic economic development process. Entities must accept responsibility for the actions and be committed to achieving the desired results. Potential conflicts must be resolved and a consensus among those involved in economic development must be achieved for successful plan implementation.

It is necessary to translate responsibilities for the strategic actions that have been accepted by participants into a work plan. And while the EDSP focuses on overall goals and strategies for developing the economy of Fairburn, the work plan must focus on the specific tasks to be accomplished. An annual work program is the means by which the strategic plan implementation results are achieved and evaluated.

It is recommended that each entity with economic development responsibilities define their involvement in the form of a detailed work plan on an annual basis and stipulate tasks to be accomplished, consistent with the EDSP. This should include the specific tasks, time frames, staff requirements, resource requirements, estimated budget and sources of funding.

The importance of creating an effective organizational structure to implement the plan cannot be overemphasized. Also, there must be a link between strategy and budget. Although some strategies will be oriented to policy changes and removal of administrative barriers and not involve monetary resources, successful strategic planning will require allocation of scarce financial resources to implement project-oriented strategies.

Strategic Action Plan

The elements recommended in the EDSP address issues and assessments identified in the preceding sections. The framework is designed as a decision making guide, providing goals, objectives and strategies which form the basis for the recommended actions. Implementation of this plan will require an ongoing and collaborative relationship between the City and the public and private sector. It will be incumbent upon all parties involved in promoting economic development in Fairburn to commit to a sustained effort of planning and resource-sharing in order to achieve maximum success in the implementation of this plan.



Overview of Goals

The City of Fairburn's population growth over the past fifteen years has brought about significant changes and also new challenges, needs and opportunities. The attraction of new businesses and new residential development to the City has created demand for more retail services, more City amenities and leisure and employment opportunities. Based on the assessment of existing conditions, target industry analysis, examination of community strengths, weaknesses, opportunities and threats along with public input, the following economic development goals were established.

Goal 1: FOSTER THE ATTRACTION AND RECRUITMENT OF NEW BUSINESSES

Through marketing and business-friendly public policies and regulations, attract and recruit desired industry sectors

Goal 2: PROMOTE THE GROWTH & EXPANSION OF EXISTING BUSINESSES

Create a nurturing business environment supporting existing businesses that seek to improve, expand and grow.

Goal 3: ACQUIRE REAL ESTATE FOR BUSINESS ATTRACTION AND DEVELOPMENT OPPORTUNITIES

Identify strategic real estate properties in order to expedite development opportunities in desired locations of the City.

Goal 4: DEVELOP PUBLIC INFRASTRUCTURE

Invest in public infrastructure as a means to induce private development and to improve the City's physical environment

Goal 5: DEVELOP A TALENTED & QUALIFIED WORKFORCE

Collaborate with education institutions and workforce development providers to prepare local residents for new jobs and career opportunities

Goal 6: IMPROVE CITY LIVING – COMMUNITY DEVELOPMENT

Promote the City's brand and identity. Develop activities, programs and spaces that will highlight Fairburn's quality of life.

PROPOSED PHASE II IMPLEMENTATION: ACTIONS—Goal 1

GOAL 1: FOSTER THE ATTRACTION AND RECRUITMENT OF NEW BUSINESSES

OBJECTIVE 1.1 Market the City's business assets

Strategy 1.1.1: Develop a plan to market the City to target industry sectors

Strategy 1.1.2: Collaborate with real estate interests & current business leaders to promote the City's business locations

Strategy 1.1.3: Develop an updated inventory of available sites & buildings

Strategy 1.1.4: Establish relationships with current developers and property owners to assist with business recruitment

Strategy 1.1.5: Establish a City Ambassador program to allow local residents & business owners to promote & market the City

OBJECTIVE 1.2 Promote the City as business-friendly

Strategy 1.2.1: Review current policies and regulations affecting the business environment

Strategy 1.2.2: Establish incentives to enhance business attraction & recruitment efforts

Strategy 1.2.3: Identify business climate issues & collaborative solutions

Strategy 1.2.4: Establish a business organization to support business issues & concerns

Strategy 1.2.5: Establish a program to recognize business success & involvement in the community.

OBJECTIVE 1.3: Develop a business & community outreach strategy

Strategy 1.3.1: Attend meetings of business & community organizations on a regular basis

Strategy 1.3.2: Develop a business oriented presentation for delivery to business, real estate, community & investor organizations

Strategy 1.3.3: Develop a forum for ongoing public/private collaboration

Strategy 1.3.4: Schedule focus group sessions annually with residents to update them on economic development activities & capture business & community development desires

OBJECTIVE 1.4: Promote quality business & economic development activity

Strategy 1.4.1: Collaborate with Fulton County & the Georgia Dept. of Economic Development for assistance with business recruitment

Strategy 1.4.2: Attend national retail & business trade shows to promote Fairburn business & development opportunities

Strategy 1.4.3: Contact specialty retailers, franchisors, specialty restaurants & unique businesses to gauge their interest in Fairburn

Strategy 1.4.5: Convene a landowner-developer-government task force to identify & market available sites in Fairburn

PROPOSED PHASE II Implementation: ACTIONS—Goal 2

GOAL 2: PROMOTE THE GROWTH & EXPANSION OF EXISTING BUSINESSES

OBJECTIVE 2.1: Create resources to enhance the business environment

Strategy 2.1.1: Collaborate with state & local resources to assist businesses seeking to expand

Strategy 2.1.2: Explore with Fulton County & local lenders development of a program to provide loans to small businesses

Strategy 2.1.3: Develop business seminars & workshops to help business owners hone their business skills

Strategy 2.1.4: Establish business associations for downtown & state route 74

Strategy 2.1.5: Establish a façade improvement program to encourage property improvements in the downtown area

Strategy 2.1.6: Establish a Main Street Program for downtown

OBJECTIVE 2.2: Establish outreach activities with local businesses

Strategy 2.2.1: Conduct monthly or quarterly site visits with local businesses to discuss their needs, challenges & opportunities

Strategy 2.2.2: Create a “business spot light moment” at each Council meeting to highlight a Fairburn business

Strategy 2.2.3: Conduct an annual survey of businesses to assess the City’s business climate

Strategy 2.2.4: Provide opportunities for business owners to serve on City boards & committees

Strategy 2.2.5: Establish an annual business awards luncheon

OBJECTIVE 2.3: Promote local business products & services

Strategy 2.3.1: Establish a “Shop Fairburn” marketing program

Strategy 2.3.2: Collaborate with the state and County to assist businesses looking for new markets

Strategy 2.3.3: Encourage local businesses to bid on City contracts

Strategy 2.3.4: Identify businesses with products or services the City can purchase through its procurement process

OBJECTIVE 2.4: Support business to business networking

Strategy 2.4.1: Establish a program for existing business owners to mentor start-up entrepreneurs

Strategy 2.4.2: Encourage cross promotion of businesses that complement each other

Strategy 2.4.3: Facilitate collaboration of businesses in similar industries

Strategy 2.4.4: Organize business to business [company] tours

PROPOSED PHASE II Implementation: ACTIONS—Goal 3 and 4

GOAL 3: ACQUIRE REAL ESTATE FOR BUSINESS ATTRACTION & DEVELOPMENT OPPORTUNITIES

OBJECTIVE 3.1: Create sites for development & redevelopment activity

Strategy 3.1.1: Identify & prioritize properties to be acquired

Strategy 3.1.2: Identify types of development/redevelopment as recommended in adopted City plans & studies

Strategy 3.1.3: Identify & contact potential developers

Strategy 3.1.4: Create sites for development & redevelopment activity

Strategy 3.1.5: Pursue public/private partnerships as a means to achieve desired development & redevelopment activity

GOAL 4: DEVELOP PUBLIC INFRASTRUCTURE

OBJECTIVE 4.1: Ensure adequate infrastructure to support new business & development opportunities

Strategy 4.1.1: Conduct inventory of water, sewer and electric utility capacity as relates to potential development areas

Strategy 4.1.2: Inventory & assess condition of local bridges & road network to determine repair or improvement priority

Strategy 4.1.3: Review & update capital improvements plan to ensure it aligns with or supports desired development areas.

Strategy 4.1.4: Assess street lighting system to determine what & where improvements are needed

OBJECTIVE 4.2: Expand fiber optic broadband

Strategy 4.2.1: Explore future needs and cost to expand fiber broadband

Strategy 4.2.2: Consider fiber broadband as an infrastructure amenity

OBJECTIVE 4.3: Update natural gas Infrastructure

Strategy 4.3.1: Develop a natural gas assessment as it relates to future needs

Strategy 4.3.2: Develop a plan for addressing natural gas deficiencies that may deter business expansion

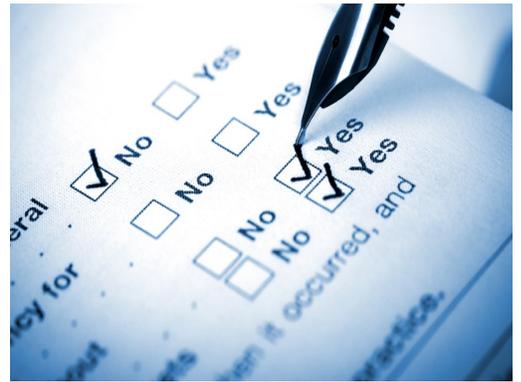
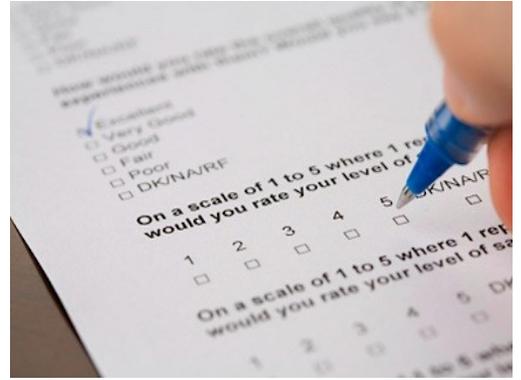
PROPOSED PHASE II IMPLEMENTATION: ACTIONS—Goal 5 and 6
GOAL 5: DEVELOP A TALENTED & QUALIFIED WORKFORCE
<u>OBJECTIVE 5.1: Provide job skills & employment training for Fairburn’s workforce</u>
Strategy 5.1.1: Collaborate with County & state workforce development resources to provide relevant training & job skills for local residents
Strategy 5.1.2: Contact major employers to determine their employment needs and required job skills
Strategy 5.1.3: Collaborate with area educational institutions to develop job training programs
<u>OBJECTIVE 5.2: Support education and workforce efforts throughout the community</u>
Strategy 5.2.1: Assist local businesses looking to hire
Strategy 5.2.2: Assist large employers with organizing job fairs
Strategy 5.2.3: Encourage local businesses to create internships & apprenticeships for high school & college students
Strategy 5.2.4: Support the new STEM academy operated by the Fulton County Schools.
GOAL 6: IMPROVE CITY LIVING – COMMUNITY DEVELOPMENT
<u>OBJECTIVE 6.1: Create opportunities to promote tourism</u>
Strategy 6.1.1: Expand Duncan Park to include baseball & soccer facilities
Strategy 6.1.2: Explore adaptive reuse of the historic Campbell County Courthouse into a museum, welcome or events center.
Strategy 6.1.3: Collaborate with the Georgia Renaissance Festival to plan City events around this annual affair
Strategy 6.1.4: Develop an annual event that will brand the City in the region
<u>OBJECTIVE 6.2: Enhance the City’s Aesthetics</u>
Strategy 6.2.1: Develop a plan and program to install public art in the City
Strategy 6.2.2: Collaborate with the business community to install & maintain banners along major thoroughfares
Strategy 6.2.3: Develop a plan to install trees, sidewalks and street lights where needed
Strategy 6.2.4: Develop a City-wide ‘Keep Fairburn Clean’ program



VI: Appendices

City of Fairburn

Economic Development Strategic Plan



Appendix A: Survey Materials

City of Fairburn

Economic Development Strategic Plan



Dear Mr./Ms. [Name]:

The City of Fairburn is creating an Economic Development Strategic Plan and is looking to learn more about the businesses that are located in Fairburn. The population rate for the City of Fairburn has grown from 5,464 in 2000 to 13,696 in 2010. This rise has caused the city to look for strategic methods to implement new development plans that cater not only to the residents, but the businesses who call Fairburn home. Your input on why you chose Fairburn, the city's assets, areas for improvement, and concepts for further development will be valuable in creating the plan to further increase the economic development of the City of Fairburn.

I invite you to take a brief survey on the economic development of the City of Fairburn. It should take approximately 15 minutes to complete. Your responses will be used solely for composing the Economic Development Strategic Plan.

To participate in this survey, please use the following link:

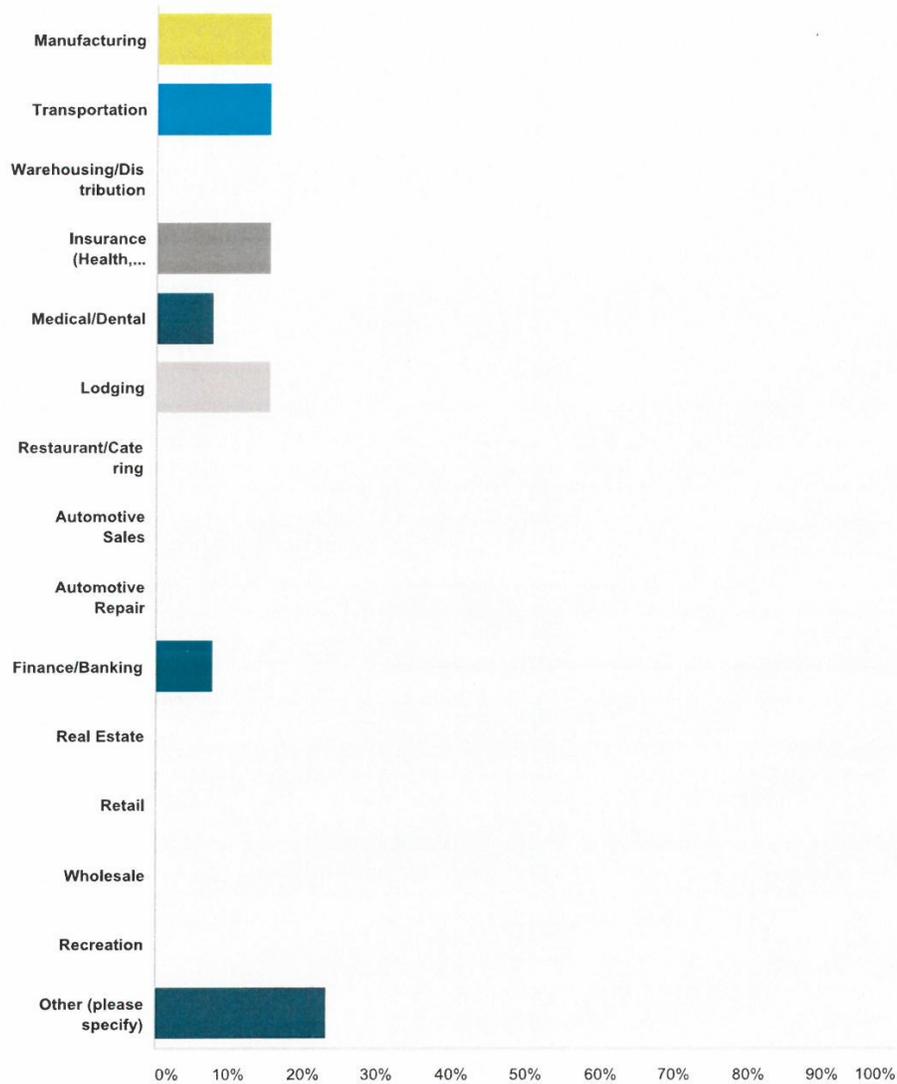
<https://www.surveymonkey.com/r/FairburnEDSP>

Thank you for your participation!

Sincerely,

Q1 What is your primary business sector?

Answered: 13 Skipped: 1



Answer Choices	Responses
Manufacturing	15.38% 2
Transportation	15.38% 2
Warehousing/Distribution	0.00% 0
Insurance (Health, Homeowners, Life, etc.)	15.38% 2
Medical/Dental	7.69% 1

City of Fairburn Economic Development Strategic Plan Survey

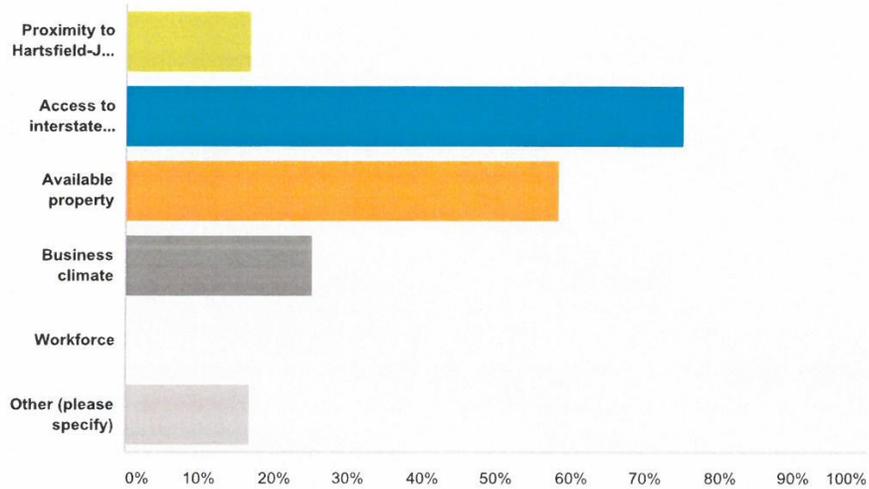
SurveyMonkey

Lodging	15.38%	2
Restaurant/Catering	0.00%	0
Automotive Sales	0.00%	0
Automotive Repair	0.00%	0
Finance/Banking	7.69%	1
Real Estate	0.00%	0
Retail	0.00%	0
Wholesale	0.00%	0
Recreation	0.00%	0
Other (please specify)	23.08%	3
Total		13

#	Other (please specify)	Date
1	Government	7/6/2016 9:56 AM
2	Retired Educator	7/5/2016 10:11 AM
3	Resident	6/30/2016 2:07 PM

Q2 Which two (2) factors were instrumental in you locating your business to Fairburn?

Answered: 12 Skipped: 2

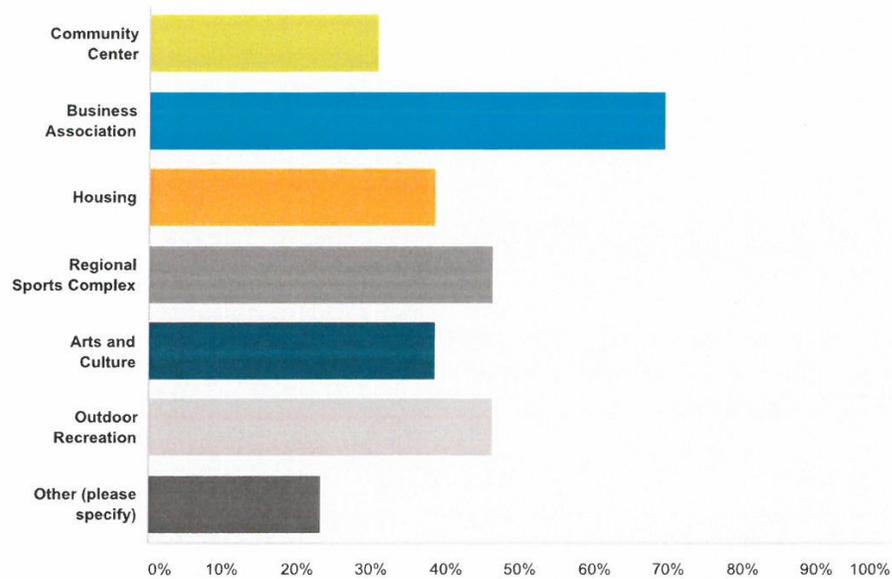


Answer Choices	Responses
Proximity to Hartsfield-Jackson Atlanta International Airport	16.67% 2
Access to interstate highway	75.00% 9
Available property	58.33% 7
Business climate	25.00% 3
Workforce	0.00% 0
Other (please specify)	16.67% 2
Total Respondents: 12	

#	Other (please specify)	Date
1	My assignment as an educator was at the local high school.	7/5/2016 10:13 AM
2	Population	6/17/2016 11:44 AM

Q3 With your business in mind, what three (3) community assets would you like to see developed?

Answered: 13 Skipped: 1



Answer Choices	Responses
Community Center	30.77% 4
Business Association	69.23% 9
Housing	38.46% 5
Regional Sports Complex	46.15% 6
Arts and Culture	38.46% 5
Outdoor Recreation	46.15% 6
Other (please specify)	23.08% 3
Total Respondents: 13	

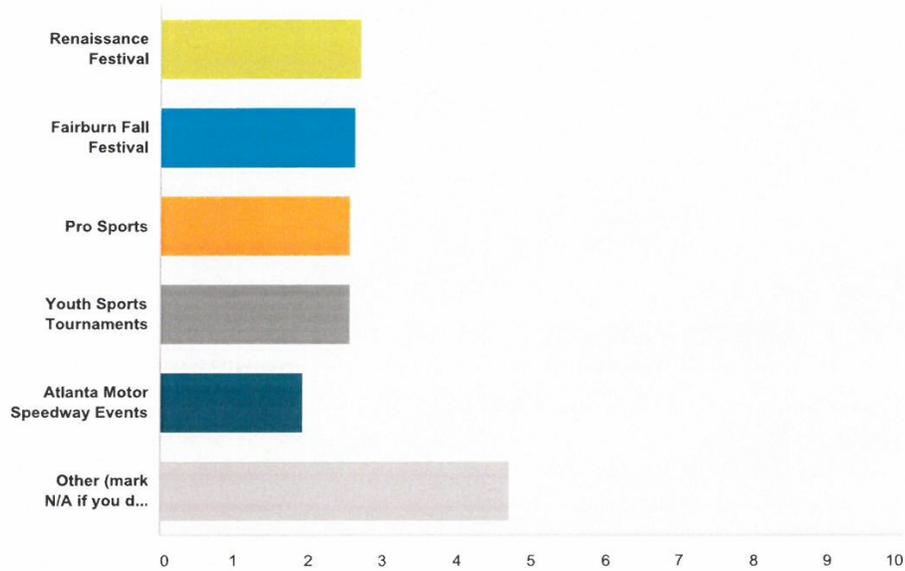
#	Other (please specify)	Date
1	better road infrastructure, sit down restaurants	6/27/2016 8:25 AM
2	None of these will help the Lodging Business	6/22/2016 9:12 AM
3	Bus line; restaurants	6/17/2016 12:05 PM

City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey

Q4 How do the following events increase the foot traffic or sales volume for your business?

Answered: 13 Skipped: 1

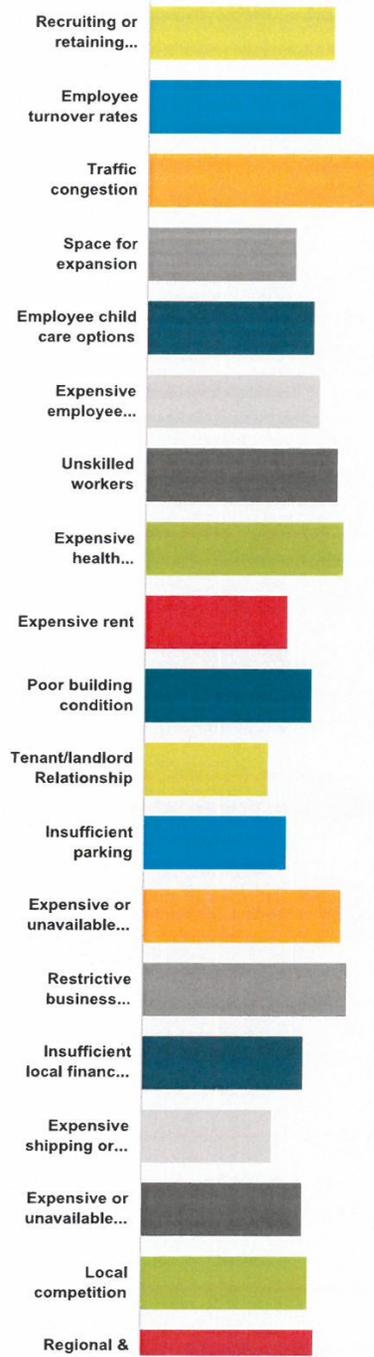


	No Increase	Slight Increase	Moderate Increase	High Increase	N/A	Total	Weighted Average
Renaissance Festival	30.77% 4	23.08% 3	15.38% 2	7.69% 1	23.08% 3	13	2.69
Fairburn Fall Festival	38.46% 5	15.38% 2	15.38% 2	7.69% 1	23.08% 3	13	2.62
Pro Sports	38.46% 5	23.08% 3	7.69% 1	7.69% 1	23.08% 3	13	2.54
Youth Sports Tournaments	30.77% 4	30.77% 4	15.38% 2	0.00% 0	23.08% 3	13	2.54
Atlanta Motor Speedway Events	53.85% 7	30.77% 4	0.00% 0	0.00% 0	15.38% 2	13	1.92
Other (mark N/A if you do not recognize other events that increase your business)	7.69% 1	0.00% 0	0.00% 0	0.00% 0	92.31% 12	13	4.69

#	Please specify	Date
	There are no responses.	

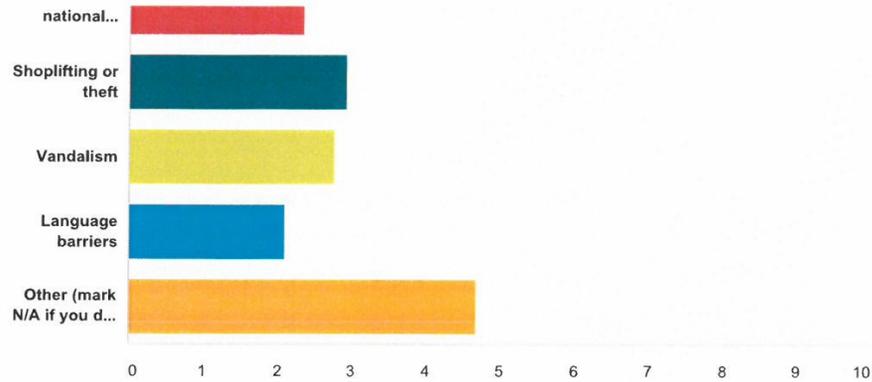
Q5 How would you rate the level of the below challenges for your business?

Answered: 12 Skipped: 2



City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey



	No Challenge	Somewhat Challenging	Serious Challenge	Extreme Challenge	N/A	Total	Weighted Average
Recruiting or retaining employees	16.67% 2	50.00% 6	16.67% 2	0.00% 0	16.67% 2	12	2.50
Employee turnover rates	25.00% 3	33.33% 4	16.67% 2	8.33% 1	16.67% 2	12	2.58
Traffic congestion	16.67% 2	16.67% 2	25.00% 3	25.00% 3	16.67% 2	12	3.08
Space for expansion	58.33% 7	16.67% 2	8.33% 1	0.00% 0	16.67% 2	12	2.00
Employee child care options	50.00% 6	16.67% 2	8.33% 1	8.33% 1	16.67% 2	12	2.25
Expensive employee wages/benefits	33.33% 4	33.33% 4	16.67% 2	0.00% 0	16.67% 2	12	2.33
Unskilled workers	33.33% 4	16.67% 2	25.00% 3	8.33% 1	16.67% 2	12	2.58
Expensive health insurance	25.00% 3	33.33% 4	8.33% 1	16.67% 2	16.67% 2	12	2.67
Expensive rent	58.33% 7	16.67% 2	8.33% 1	8.33% 1	8.33% 1	12	1.92
Poor building condition	41.67% 5	33.33% 4	0.00% 0	8.33% 1	16.67% 2	12	2.25
Tenant/landlord Relationship	83.33% 10	0.00% 0	0.00% 0	0.00% 0	16.67% 2	12	1.67
Insufficient parking	58.33% 7	25.00% 3	0.00% 0	0.00% 0	16.67% 2	12	1.92
Expensive or unavailable utilities	25.00% 3	25.00% 3	25.00% 3	8.33% 1	16.67% 2	12	2.67
Restrictive business regulations	16.67% 2	41.67% 5	8.33% 1	16.67% 2	16.67% 2	12	2.75
Insufficient local financing availability	58.33% 7	8.33% 1	8.33% 1	8.33% 1	16.67% 2	12	2.17
Expensive shipping or transportation	75.00% 9	8.33% 1	0.00% 0	0.00% 0	16.67% 2	12	1.75

City of Fairburn Economic Development Strategic Plan Survey

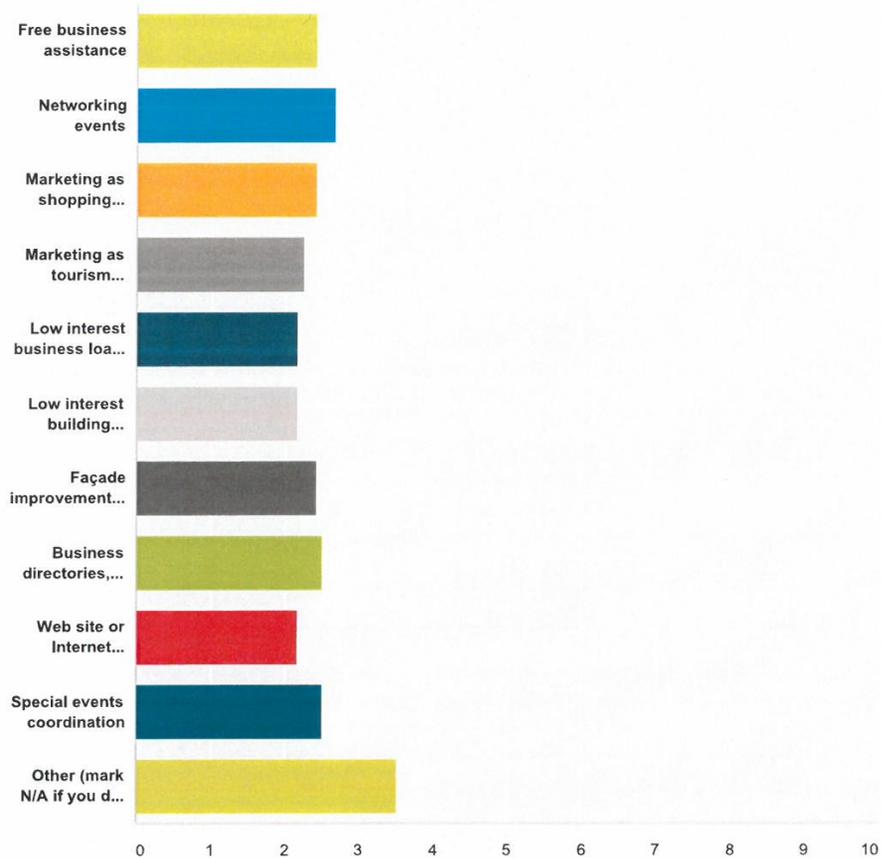
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Expensive or unavailable products	58.33% 7	8.33% 1	8.33% 1	8.33% 1	16.67% 2	12	2.17
Local competition	50.00% 6	8.33% 1	25.00% 3	0.00% 0	16.67% 2	12	2.25
Regional & national competition	33.33% 4	33.33% 4	16.67% 2	0.00% 0	16.67% 2	12	2.33
Shoplifting or theft	25.00% 3	16.67% 2	16.67% 2	25.00% 3	16.67% 2	12	2.92
Vandalism	16.67% 2	33.33% 4	16.67% 2	25.00% 3	8.33% 1	12	2.75
Language barriers	50.00% 6	25.00% 3	8.33% 1	0.00% 0	16.67% 2	12	2.08
Other (mark N/A if you do not recognize other challenges that affect your business)	8.33% 1	0.00% 0	0.00% 0	0.00% 0	91.67% 11	12	4.67

#	Please specify	Date
	There are no responses.	

Q6 Please indicate the degree in which the following services would benefit your business.

Answered: 12 Skipped: 2



	Not Useful	Somewhat Useful	Very Useful	N/A	Total	Weighted Average
Free business assistance	16.67% 2	41.67% 5	25.00% 3	16.67% 2	12	2.42
Networking events	8.33% 1	33.33% 4	41.67% 5	16.67% 2	12	2.67
Marketing as shopping destination	25.00% 3	25.00% 3	33.33% 4	16.67% 2	12	2.42
Marketing as tourism destination	41.67% 5	8.33% 1	33.33% 4	16.67% 2	12	2.25
Low interest business loan program	41.67% 5	16.67% 2	25.00% 3	16.67% 2	12	2.17

City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey

Low interest building improvement loans	33.33% 4	33.33% 4	16.67% 2	16.67% 2	12	2.17
Façade improvement grant program (incentive program created to encourage businesses to improve the exterior appearance of their buildings and storefronts)	33.33% 4	8.33% 1	41.67% 5	16.67% 2	12	2.42
Business directories, brochures, maps	25.00% 3	16.67% 2	41.67% 5	16.67% 2	12	2.50
Web site or Internet resources	41.67% 5	16.67% 2	25.00% 3	16.67% 2	12	2.17
Special events coordination	25.00% 3	16.67% 2	41.67% 5	16.67% 2	12	2.50
Other (mark N/A if you do not recognize any additional services that would benefit your business)	16.67% 2	0.00% 0	0.00% 0	83.33% 10	12	3.50

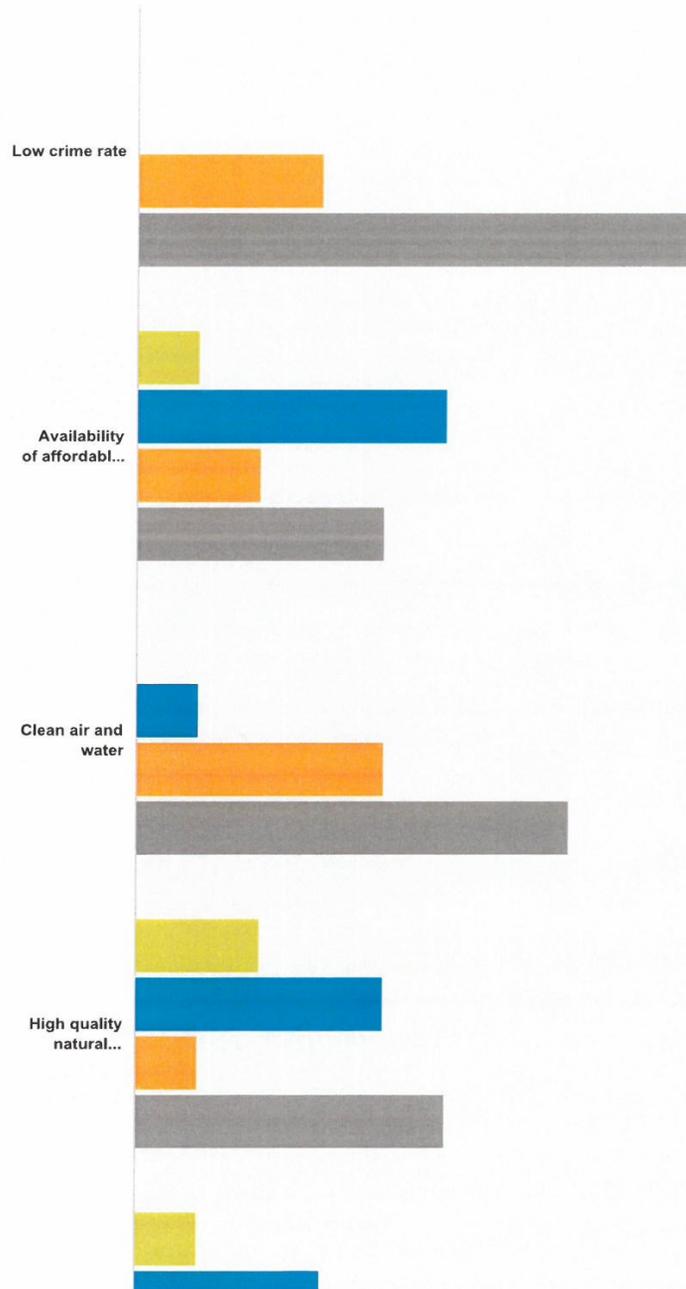
#	Please specify	Date
	There are no responses.	

City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey

Q7 Please rank the level of importance for each of the following factors in your decision to locate your business to the City of Fairburn.

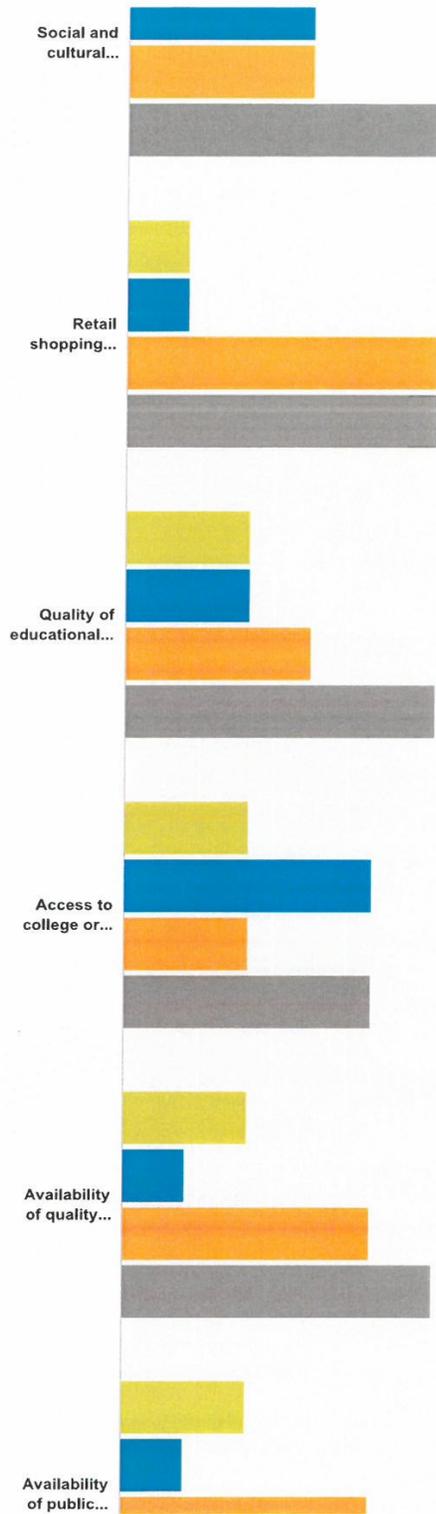
Answered: 12 Skipped: 2



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City of Fairburn Economic Development Strategic Plan Survey

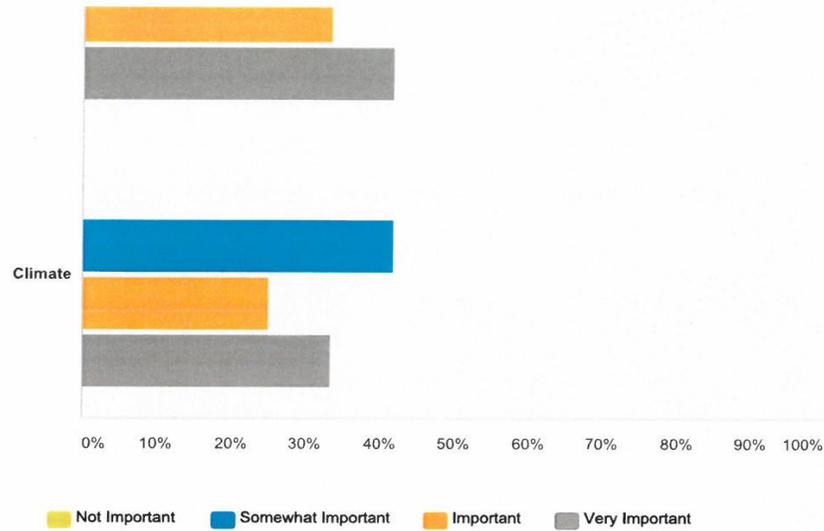
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City of Fairburn Economic Development Strategic Plan Survey

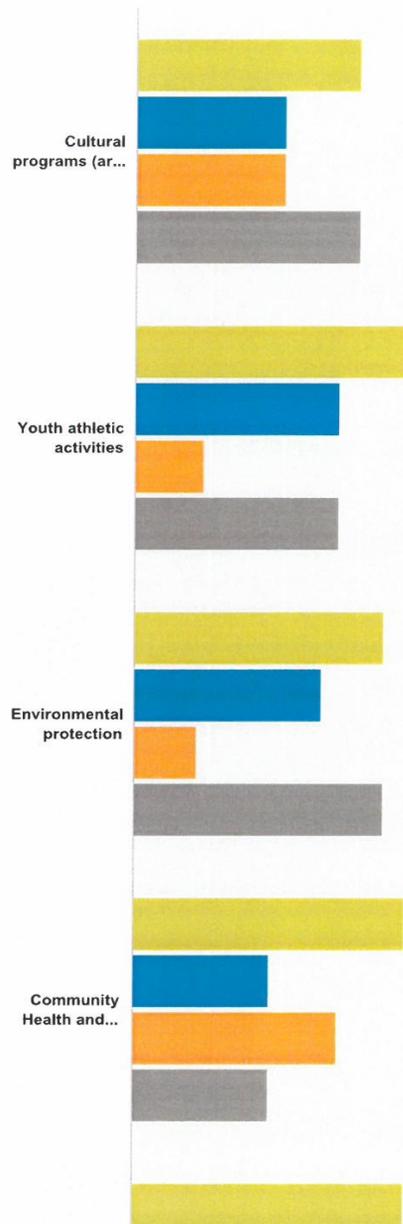
SurveyMonkey



	Not Important	Somewhat Important	Important	Very Important	Total
Low crime rate	0.00% 0	0.00% 0	25.00% 3	75.00% 9	12
Availability of affordable housing	8.33% 1	41.67% 5	16.67% 2	33.33% 4	12
Clean air and water	0.00% 0	8.33% 1	33.33% 4	58.33% 7	12
High quality natural ecosystem	16.67% 2	33.33% 4	8.33% 1	41.67% 5	12
Social and cultural opportunities	8.33% 1	25.00% 3	25.00% 3	41.67% 5	12
Retail shopping opportunities	8.33% 1	8.33% 1	41.67% 5	41.67% 5	12
Quality of educational system	16.67% 2	16.67% 2	25.00% 3	41.67% 5	12
Access to college or university	16.67% 2	33.33% 4	16.67% 2	33.33% 4	12
Availability of quality health care	16.67% 2	8.33% 1	33.33% 4	41.67% 5	12
Availability of public safety services	16.67% 2	8.33% 1	33.33% 4	41.67% 5	12
Climate	0.00% 0	41.67% 5	25.00% 3	33.33% 4	12

Q8 Please indicate whether your company has supported (i.e. attended events/meetings, sponsored events, etc.), is currently supporting, or will support the following activities.

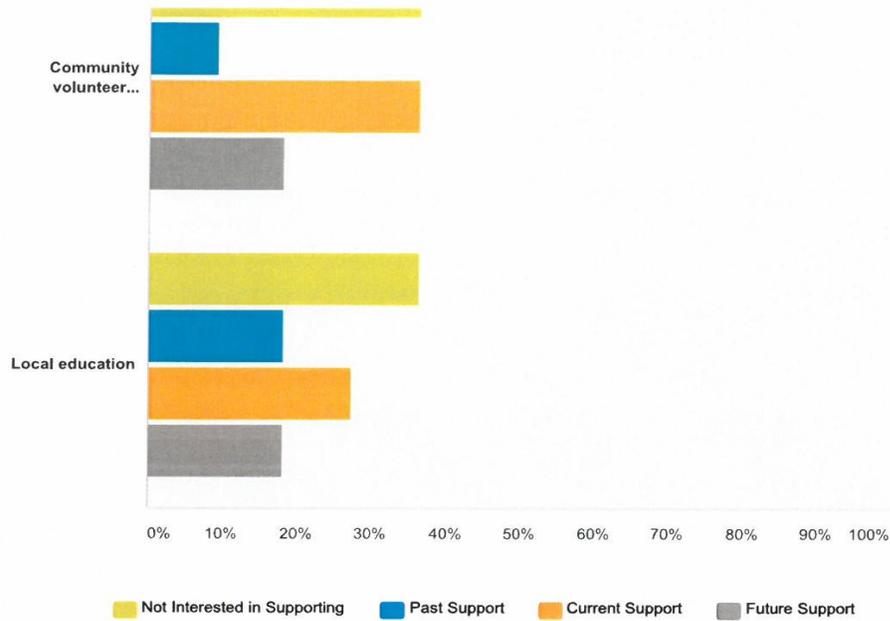
Answered: 12 Skipped: 2



14 / 18

City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey



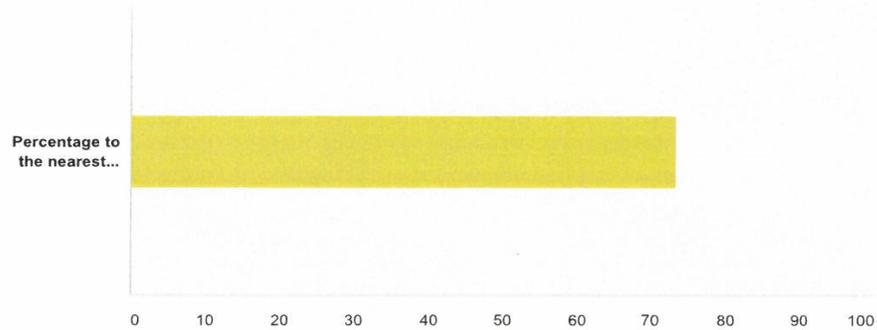
	Not Interested in Supporting	Past Support	Current Support	Future Support	Total
Cultural programs (arts, music, etc.)	30.00% 3	20.00% 2	20.00% 2	30.00% 3	10
Youth athletic activities	36.36% 4	27.27% 3	9.09% 1	27.27% 3	11
Environmental protection	33.33% 4	25.00% 3	8.33% 1	33.33% 4	12
Community Health and Wellness	36.36% 4	18.18% 2	27.27% 3	18.18% 2	11
Community volunteer projects	36.36% 4	9.09% 1	36.36% 4	18.18% 2	11
Local education	36.36% 4	18.18% 2	27.27% 3	18.18% 2	11

City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey

Q9 What is the estimated percentage of your workforce hired locally? (Within a 30 minute drive or less)

Answered: 12 Skipped: 2



Answer Choices	Average Number	Total Number	Responses
Percentage to the nearest whole number (do not include %; i.e 10, 25, 32, etc.)	73	881	12
Total Respondents: 12			

#	Percentage to the nearest whole number (do not include %; i.e 10, 25, 32, etc.)	Date
1	1	7/6/2016 10:03 AM
2	0	7/5/2016 10:26 AM
3	80	6/27/2016 1:30 PM
4	90	6/27/2016 8:32 AM
5	90	6/24/2016 2:58 PM
6	75	6/22/2016 1:20 PM
7	100	6/22/2016 9:17 AM
8	50	6/17/2016 12:08 PM
9	100	6/17/2016 11:49 AM
10	95	6/17/2016 11:35 AM
11	100	6/17/2016 11:16 AM
12	100	6/17/2016 11:08 AM

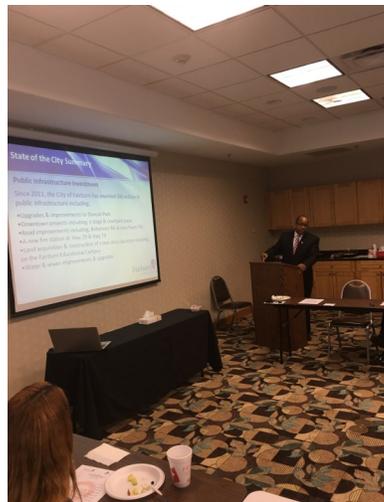
City of Fairburn Economic Development Strategic Plan Survey

SurveyMonkey

Q10 Please include any comments or suggestions related to the economic development of the City of Fairburn below.

Answered: 7 Skipped: 7

#	Responses	Date
1	Fairburn has an abundance of opportunities to develop in the commercial, housing, downtown & industrial nodes but has yet to adequately seek those opportunities	7/6/2016 10:07 AM
2	The survey did not apply to me since I do not have a business. I'm a retired educator living in Fairburn for more than 50 years.	7/5/2016 10:28 AM
3	transportation infrastructure needs improvement	6/27/2016 9:08 AM
4	Sit down restaurants, retail establishments	6/22/2016 1:20 PM
5	Just do your job. What are the current plans for business and tourism development?	6/22/2016 9:19 AM
6	More support for small businesses	6/17/2016 11:54 AM
7	Roads Lighting on 29... Safety issue Restaurants with bar	6/17/2016 11:36 AM



Appendix B: Business Roundtable Materials

City of Fairburn

Economic Development Strategic Plan



Mayor
Mario Avery

June 6, 2016

Mayor Pro Tem
Lydia Glaze

City Council
Alex Heath
Elizabeth Carr-Hurst
Pat Palero
Hattie Portis-Jones
James Whitmore

[First Name] [Last Name]
[Company]
[Address]
[City, State Zip]

SUBJECT: Special Invitation – Please Do Not Forward

Dear [Mr./Ms.] [Last Name]:

You are among a select group of Fairburn executives invited to attend a special **Economic Development Business Roundtable on Thursday, June 16, 2016 at 8:00 a.m. at the Holiday Inn Express & Suites, 7905 Senoia Road in Fairburn.**

The meeting will be facilitated by The Collaborative Firm, a company specializing in land use planning, economic development, and public outreach that has been engaged by the City of Fairburn to develop an Economic Development Strategic Plan based on recommendations from previous studies conducted in Fairburn.

Your input during this one-hour session will be invaluable. The information received will be utilized to help us shape the economic growth of the City of Fairburn.

I hope that you will accept this personal invitation to participate and network with other area business leaders, and let your voice be heard. If you have any questions, please contact Brittney Lindsay, Manager of Marketing and Communications for The Collaborative Firm, at (404) 684-7031.

Please submit your mandatory RSVP no later than June 13th at info@tcfatl.com. I look forward to seeing you on Thursday, June 16th!

Thank you for choosing the City of Fairburn to do business!

Sincerely,

Mayor Mario Avery
City of Fairburn

CITY OF FAIRBURN

56 SW Malone Street, Fairburn, GA 30213-3411 | (770)964-2244 | Tax (770)969-3404 | www.fairburn.com



Mayor
Mario Avery

Mayor Pro Tem
Lydia Gloize

City Council
Alex Heath
Elizabeth Carr Hurst
Pat Palenc
Hattie Portis-Jones
James Willmore

**City of Fairburn
Economic Development Strategic Plan
Business Roundtable Agenda
June 16, 2016
8:00 a.m. – 9:00 a.m.**

- | | |
|---|--|
| I. Welcome | <i>Allan Lane, Senior Economic Development Specialist
The Collaborative Firm</i> |
| II. Introduction of Mayor Avery | <i>Michael Hightower, Managing Partner
The Collaborative Firm</i> |
| III. State of the City Summary | <i>Mario Avery, Mayor
City of Fairburn</i> |
| IV. Current Economic Development Efforts | <i>Allan Lane, Senior Economic Development Specialist
The Collaborative Firm</i> |
| V. Discussion | <i>Allan Lane, Senior Economic Development Specialist
The Collaborative Firm</i> |
| VI. Survey | <i>Brittney Lindsay, Manager of Mktg and Communications
The Collaborative Firm</i> |
| VII. Q&A | <i>Allan Lane, Senior Economic Development Specialist
The Collaborative Firm</i> |
| VIII. Closing Remarks | <i>Michael Hightower, Managing Partner
The Collaborative Firm</i> |
| IX. Adjourn | |

CITY OF FAIRBURN

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City of Fairburn Economic Development Strategic Plan
Business Roundtable

June 16, 2016

SIGN IN SHEET

Name	Business	E-Mail Address	Telephone #
Debra Wilkes	Estex		
Amanda Knight Pam Hauper	A-KNIGHTS - School OF9		
Robert White	Fairburn Family Subst		
Tom Power	Authys CORP INC	Tom Power @ authys CORP INC . COM	
Faj Patel	Apsilon Hotels		
Marianne Rose	Schneider	rose.m@schneider.com	
Catherine Chervin	Medical	dr.cathy.m.d@ymail.com	678-508-1116
Latasha Burgen MD	Personal Touch Med Center	test info@ptmedcenter.com	770-892-7802



The Collaborative Firm, LLC

1514 East Cleveland Ave, Suite 82
East Point, Georgia 30344

T: 404.684.7031

F: 404.684.7033

www.tcfatl.com

**Fairburn Economic Development Strategic Plan
Business Roundtable – Meeting Notes**

Date: June 16, 2016 **Time:** 8:00 a.m. **Location:** Holiday Inn Express & Suites

Attendees: Brent Wilkes, Homer Knight, Pam Harper, Robert White, John Power, Raj Patel, Marianne Rose, Catherine Emeuea, Latasha Burgess

Project Team Attendees: Michael Hightower, Allan Lane, Maurice Ungaro, Brittney Lindsay, and Brittany Hinkle

Assets that make Fairburn a good location for business:

- Size (not huge)
- Provides a lot of options
- Has a bus route
- Close to the airport
- The people

Deter a business from locating to Fairburn

- Congestion
- Nowhere to eat but fast food
- The roads are a disaster
- Utilities are costly
- Railroad crossing (blocking)
- Not geared towards small businesses
- No supermarkets
- Pedestrian traffic/lack of sidewalks

Next challenge: Communicating the growth in Fairburn



**Economic Development
Strategic Plan
City of Fairburn Business Roundtable**

Thursday, June 16, 2016
8:00 a.m.

 **The Collaborative Firm, LLC**

 **Fairburn**
Situating to Succeed



Welcome

Allan Lane
Senior Economic Development Specialist
The Collaborative Firm

 **The Collaborative Firm, LLC**

 **Fairburn**
Situating to Succeed

Introduction of Mayor Avery

**Michael Hightower
Managing Partner
The Collaborative Firm**



State of the City Summary

**Mayor Mario Avery
City of Fairburn**



State of the City Summary

City Council Members

Lydia Glaize – Mayor Pro Tem

Alex Heath

Elizabeth Carr Hurst

Pat Pallend

Hattie Portis-Jones

James Whitmore



State of the City Summary

Population

Population in 2000	Population in 2010	% Change	Current Population	% Change since 2010
5,464	12,950	137%	13,696	6%

*Source: U.S. Decennial Census



State of the City Summary

2015 Citywide Progress - Unprecedented Growth: Industrial Development

- 5 million square feet of industrial space planned or under construction
 - Three buildings totaling 2.4 million square feet under construction
 - Includes two nearly identical one million square foot buildings on Bohannon Road
 - All three buildings represent 1.3% of new industrial space in the country, with Fairburn’s population equating to 1.6% of the population of Fulton County
 - Anticipating over 1,000 new jobs coming to Fairburn



State of the City Summary

Residential Development: 2016*

Number of Permits Issued	Units Built or Under Construction	Total Value of Residential Construction
120	120	\$41M

- Over 100 new homes citywide
- Construction underway on 308 class-A apartment units on Oakley Industrial & Hwy 74

Commercial Development: 2015-2016*

Number of Permits Issued	Total Square Footage Built or Under Construction	Total Value of Commercial Construction
12	35,000	\$2.7M

- Added new businesses: Firehouse Subs; Shane’s Rib Shack; Verizon; Starbucks; Bojangles; Subway

*Source: Fairburn Dept. of Building & Property Management



State of the City Summary

Public Infrastructure Investment

Opened the New Duncan Park Pool and Splash Pad on Memorial Day Weekend

Total Investment in Duncan Park = \$7 million

Park Master Plan

New Football Field

Swimming Pool

Splash Pad & Bath House

Paved Parking Areas

Lighting & Landscape Enhancements



State of the City Summary

Public Infrastructure Investment

Since 2011, the City of Fairburn has invested \$48 million in public infrastructure including:

- Upgrades & improvements to Duncan Park
- Downtown projects including, a stage & courtyard plaza
- Road improvements including, Bohannon Rd. & John Rivers Rd.
- A new fire station at Hwy 29 & Hwy 74
- Land acquisition & construction of a two-story classroom building on the Fairburn Educational Campus
- Water & sewer improvements & upgrades



State of the City Summary

Strong Financial Position

- Since 2010, the City's bond rating has grown from triple B+ to double A-
- City's personal credit score equivalent to an 800 rating
- The general fund has grown from a negative \$400,000 to a positive \$3.4M



Current Economic Development Efforts

Allan Lane
Senior Economic Development Specialist
The Collaborative Firm



Discussion

- What are some assets that make Fairburn a good location for business?
- What factors would deter a business from locating to Fairburn?



Discussion

- How important is it for you to hire employees who live in Fairburn?
- What experience have you had in navigating city codes and regulations (i.e. plan reviews, permits, signage, storage requirements, parking regulations, etc.)?



Discussion

- What is your biggest challenge operating your business in Fairburn?
- What types of new development would you like to see in Fairburn?



Discussion

- How do you view public/private partnerships?
- How should Fairburn market itself to attract new business?



Discussion

- What is the most significant benefit your business receives from being located in Fairburn?
- How would you rate the City of Fairburn's municipal services and utilities (police, fire, sewer, water, electric, etc.)?



Survey

Brittney Lindsay
Manager of Marketing and Communications
The Collaborative Firm



Q&A

Allan Lane
Senior Economic Development Specialist
The Collaborative Firm



Closing Remarks

Michael Hightower
Managing Partner
The Collaborative Firm





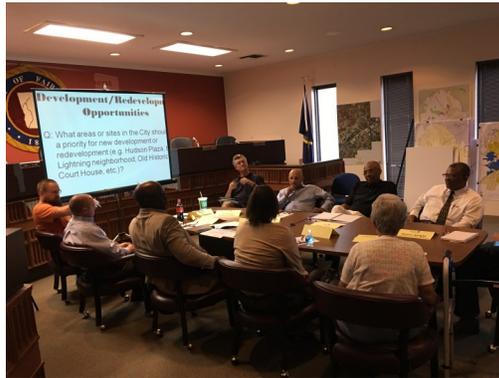
Dear Mr./Ms. [First Name]:

Thank you for attending the Economic Development Business Roundtable for the City of Fairburn. Your input will be vital in creating the Economic Development Strategic Plan (EDSP). If you have any questions, concerns, or are interested in learning more please contact Al Lane at alane@tcfatl.com or (404) 684-7031.

Follow the link below, if you did not get the chance to fill out the Fairburn EDSP survey. This survey will provide us with the framework needed to complete the economic development plan for the City of Fairburn.

Complete the survey [here](#) or copy and paste the link to your browser's address bar (<https://www.surveymonkey.com/r/FairburnEDSP>).

Best regards,



Appendix C: Focus Group Materials

City of Fairburn

Economic Development Strategic Plan



Mayor
Mario Avery

June 13, 2016

Mayor Pro Tem
Lydia Glaze

[First Name] [Last Name]

City Council
Alex Heath

[Address]

Elizabeth Carr Hurst
Pat Palenc
Hattie Portis-Jones
James Whitmore

[City, State Zip]

SUBJECT: Special Focus Group Invitation

Dear [Mr./Ms.]. [Last Name]:

It is my pleasure to inform you that you have been selected as a participant for the Fairburn Economic Development Strategic Plan Focus Group by a City of Fairburn council member. There will be two meetings of the Focus Group. The first will be held on **Tuesday, June 21, 2016**, and the second will be held on **Thursday, July 7, 2016**. Both meetings will take place at 6:30 p.m. at City Hall located at 56 SW Malone Street in Fairburn.

The meetings will ask for your input on how to implement the various, existing plans that address economic development (Urban Redevelopment Plan, 2010 and 2015 Comprehensive Plans, etc.) for the City of Fairburn. Your input during these two sessions will be valuable in creating the strategic implementation plan.

I hope that you will accept this personal invitation to serve as a participant in the Economic Development Focus Group and help shape the Fairburn Strategic Economic Development Implementation Plan. **If you are unable to attend one or both sessions, it is highly recommended that you send a representative who can provide input on your behalf.** I want to ensure that each selected participant's voice is heard, and feedback is incorporated into the final document. If you have any questions, please contact Brittney Lindsay, Manager of Marketing and Communications for The Collaborative Firm, at (404) 684-7031.

Please submit your mandatory RSVP no later than 12:00 pm on Monday, June 20th at info@tcfatl.com. I look forward to hearing your input on Tuesday, June 21st and Thursday, July 7th at 6:30 pm!

Sincerely,

Mario Avery
Mayor, City of Fairburn

CITY OF FAIRBURN

56 SW Malone Street, Fairburn, GA 30213-3411 | (770)964-2244 | Fax (770)969-3404 | www.fairburn.com



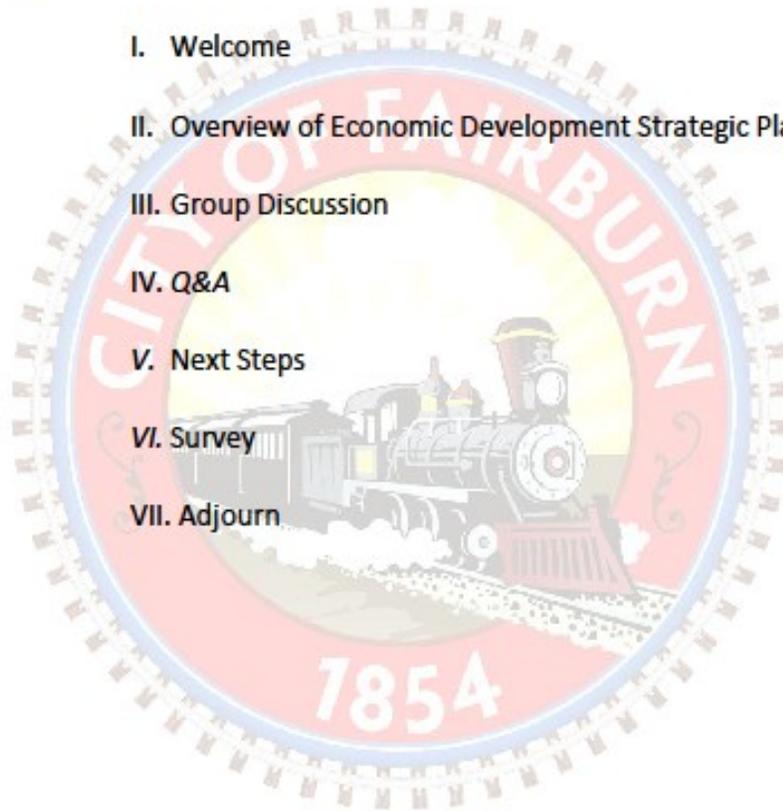
Mayor
Mario Avery

Mayor Pro Tem
Lydia Gloize

City Council
Alex Heath
Elizabeth Carr-Hurst
Pat Palenc
Hattie Portis-Jones
James Willmore

**City of Fairburn
Economic Development Strategic Plan
Focus Group Agenda
June 21, 2016
6:30 p.m. – 8:00 p.m.**

- I. Welcome
- II. Overview of Economic Development Strategic Plan (EDSP)
- III. Group Discussion
- IV. Q&A
- V. Next Steps
- VI. Survey
- VII. Adjourn



CITY OF FAIRBURN

36 SW Malone Street, Fairburn, GA 30213-3411 | (770)964-2244 | Fax (770)969-3404 | www.fairburn.com

City of Fairburn Economic Development Strategic Plan
Focus Group

June 21, 2016

SIGN IN SHEET

Name	Business	E-Mail Address	Telephone #
Homer Knight	H Knight	Homer.knight1954@gmail.com	770 342-8628
Rufus Wells	RWC	rwells@rwellsgroup.com	860-250-8079
Raj Patel	Apsilon Hotels	raj.patel@alphahotels.com	404-456-8483
Margan Johnson			
Jeff Cevalt		jeffcevalt@bellsouth.net	678-481-0300
James Sumners		james.sumners@gmail.com	704 939 3576
Archie Bowie II	GMC - Fairburn	abowie@gmc.edu	678-833-5122
Ed Wyatt	Green Oil Co	edwyatt@greenoilco.com	770 964625
DAVID MILLICAN	-	dmmillican@gmail.com	770.480.5573
Rhonda Appley	City of Fairburn Development Authority Board	ms_appleya@fairburn.com	4.317-0502



The Collaborative Firm, LLC

1514 East Cleveland Ave, Suite 82
East Point, Georgia 30344

T: 404.684.7031

F: 404.684.7033

www.tcfatl.com

**Fairburn Economic Development Strategic Plan
Focus Group – Meeting Notes**

Date: June 21, 2016

Time: 6:30 p.m.

Location: Fairburn City Hall

Attendees: Homer Knight, Rufus Wells, Raj Patel, Marian Johnson, James Sumners, Archie Bouie, Jeff Couch, Ed Wyatt, David Millican, and Rhonda Appleby

Project Team Attendees: Allan Lane, Brittney Lindsay, and Brittany Hinkle

Question 1: If you were going to recruit such businesses to Fairburn, how would you position the City as a retail and restaurant destination?

- Demographics (assisted living downtown and new apartments) draw people in, but Fairburn doesn't have the head count; declining residents before 2010
- Businesses look at the annual income
- Need more people, businesses, hotels
- Don't take advantage of what they have now
 - Residential areas, schooling, etc.

Question 2: What are your thoughts about the City buying land and real estate as an approach to these types of development?

- Loves it, sees it as an incentive
- Rewarding in the long-term
- Sees both sides because the taxes increase for the citizens after the city buys the land but the city wants development
- The city should do it
- Very strategic, but there's a fine line the city should try not to cross
- Have to be careful to not waste the money
- Should be defining Fairburn and then working developments ideas around that

Question 3: What areas or sites in the City should be a priority for new development or redevelopment (e.g. Hudson Plaza, the Lightning neighborhood, Old Historic Court House, etc.)?

- Areas that are concentrated and/or appears to be landlocked
- Rivertown Road
- Boarded up areas
- Original areas → renovate; Hudson Plaza
- 74, 29, all of the above

Question 4: What are your thoughts about Fairburn's continued investment in infrastructure as an incentive to attract private investment?

- Would like to see more technology (ex. Google Fiber)
- "Share the road" signs, which means adding roads for bikers and sidewalks for walkers
- Can't attract millennials with the current infrastructure; internet is horrible
- Keep in mind that 29 is here
- It's lit at night→a lot of good things about the infrastructure
- Should see some expansion (LCI should take care of this)
- Should continue to invest

Question 5: In order to prepare local residents for these opportunities, is there a need for programs that offer education and training for those seeking new careers?

- Use the resources you have
- Expect more of the kids

- Starts with the schools system
- Openness to help
- The community needs access



**City of Fairburn
Economic Development
Strategic Plan (EDSP)**

Focus Group

**Tuesday, June 21, 2016
6:30 p.m. – 8:00 p.m.**

 The Collaborative Firm, LLC

Fairburn
Situating to Succeed



Welcome and Overview

Allan Lane

**Senior Economic Development Specialist
The Collaborative Firm**

Fairburn
Situating to Succeed

 The Collaborative Firm, LLC

Group Discussion

Group Discussion

Business Attraction and Recruitment

Q: If you were going to recruit such businesses to Fairburn, how would you position the City as a retail and restaurant destination?

Group Discussion

Available Land and Buildings

Q: What are your thoughts about the City buying land and real estate as an approach to these types of development?

Group Discussion

Development/Redevelopment Opportunities

Q: What areas or sites in the City should be a priority for new development or redevelopment (e.g. Hudson Plaza, the Lightning neighborhood, Old Historic Court House, etc.)?

Group Discussion

Public Infrastructure

Q: What are your thoughts about Fairburn's continued investment in infrastructure as an incentive to attract private investment?

Group Discussion

Workforce Development

Q: In order to prepare local residents for these opportunities, is there a need for programs that offer education and training for those seeking new careers?

Q&A

Next Steps

Survey

Brittney Lindsay
Manager of Marketing and Communications
The Collaborative Firm



**Thank you for
your
participation!**





Dear Mr./Ms. [First Name]:

Thank you for attending the Economic Development Focus Group for the City of Fairburn on Tuesday, June 21st. Your input is instrumental in creating the Economic Development Strategic Plan (EDSP). If you have any questions, concerns, or are interested in learning more please contact Al Lane at alane@tcfatl.com or (404) 684-7031.

Follow the link below, if you did not get the chance to fill out the Fairburn EDSP survey. This survey will provide us with the framework needed to complete the economic development plan for the City of Fairburn.

Complete the survey [here](https://www.surveymonkey.com/r/FairburnEDSP) or copy and paste the link to your browser's address bar (<https://www.surveymonkey.com/r/FairburnEDSP>).

Best regards,