



CITY OF
Peachtree
CORNERS
Innovative & Remarkable

Economic Development Plan

2023 - 2028

PEACHTREE CORNERS



Economic Development Plan

2023 - 2028

“Ad hoc approaches to economic development generally fail to address community needs or long-term goals and typically have a limited positive impact. Devising a strategic plan puts each step along that plan into context. As each new project is taken on, the strategic plan is a reminder as to why those new projects are being implemented and what purpose they serve for the community.”

—International Economic Development Council, 2015



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Executive Summary

After a decade since its incorporation, Peachtree Corners has flourished and has become a hub for technology and bioscience companies, gaining recognition on a global scale. The city established a living laboratory, known as Curiosity Lab, where companies can test new technologies in a real-world environment alongside pedestrians, bicycles, and motor vehicles. Additionally, the city operates a start-up incubator and an operations center, where small and large companies can test new technologies on an active roadway in Technology Park. As a result, Peachtree Corners has formed partnerships with major companies such as Bosch, T-Mobile, UPS, and public universities like the Georgia Institute of Technology, among others. The city has successfully positioned itself on the world stage, attracting businesses, developers, foreign companies, and organizations seeking to engage in its economic activities.

Despite its youth, Peachtree Corners has made significant investments in walkability, children's play areas, and an active 2-acre Town Green, where there are festivals and free concerts. The city has also developed a vibrant night scene, with a variety of restaurant options available. Recently, the Forum shopping center was acquired and is currently undergoing extensive redevelopment, including the addition of housing, a hotel, retail stores, and restaurants. A large pedestrian walkway that connects the Town Center to the Forum shopping center proudly displays the city's name, ensuring that visitors can easily recognize the area.

While Peachtree Corners still faces some challenges, the city remains committed to achieving economic vitality through careful analysis and dedicated, decisive economic development activity.

This plan includes both qualitative and quantitative data, as well as the identification of key themes, culminating in an activity program designed to sustain the city's current initiatives and enhance its competitive advantage. The findings of this plan indicate that the city's strengths include its proximity to major arterial roadways and interstate highways, as well as its robust infrastructure, including broadband cellular networks and water and sewer systems. Additionally, the city is situated near the world's busiest airport, Hartsfield-Jackson International Airport.

Peachtree Corners boasts a high quality of life and has been recognized as a "best place to live" by various news outlets. Coupled with a zero-millage rate, the city has become a highly sought-after destination for both families and businesses.

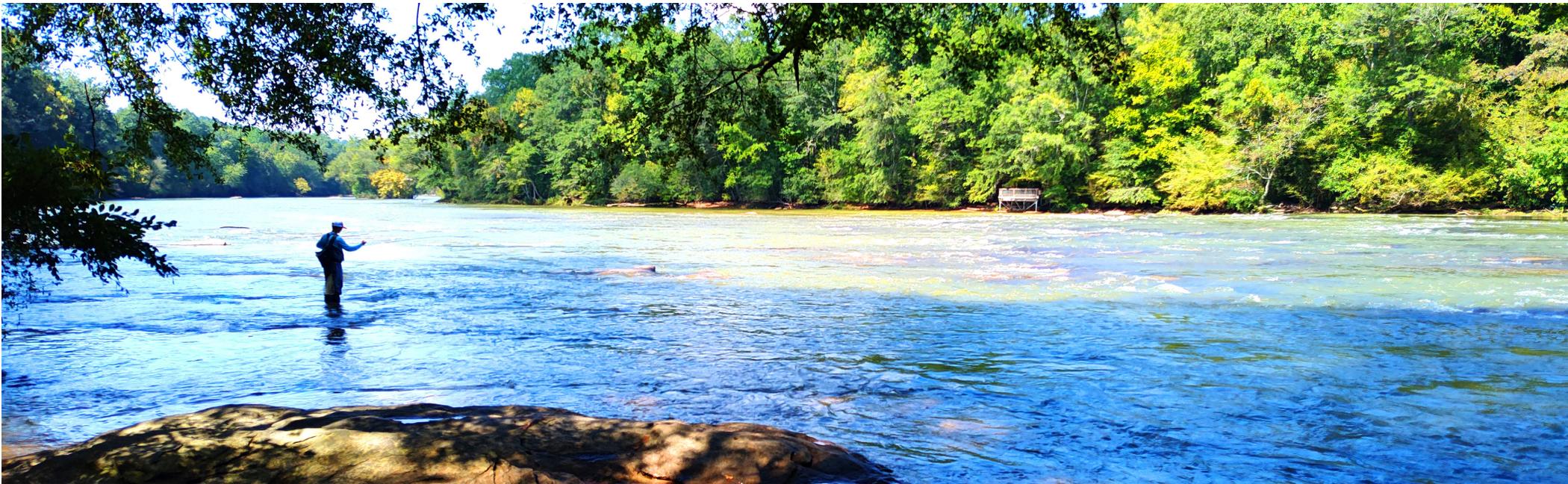
As with many areas in Metro Atlanta, traffic congestion and inadequate public transportation were identified as issues in Peachtree Corners. Although Gwinnett County voters have twice rejected a transit expansion plan, the matter is expected to be revisited in the future. Other potential areas of concern include a lack of suitable workforce housing, limited high-end hotel options, and few weekend tourism opportunities.

There are opportunities to expand upon the City's bedrock medical and biotech industries by identifying target companies and attracting additional corporate headquarters. The city's economic development study also revealed opportunities to add more amenities and organize events that facilitate business-to-business communication and connection.

Technology Park, which attracts thousands of corporate visitors annually, remains a focal point and is centrally located. Expanding 5G coverage throughout the entire park and the broader city would be advantageous. The city is expanding economic development activity in this area.

Further details regarding the rationale behind the recommendations are outlined in this plan. The findings underscore areas that require attention and culminate in a work plan, which is presented at the conclusion of this document. The activity timeline is also provided for reference. This plan serves as a blueprint for staff activity over the next five to ten years and should be periodically reviewed. It is intended to serve as a framework for economic development initiatives, as the city endeavors to establish itself as a trailblazer in the Southeastern region.





The Opportunity - Why Develop a Plan?

Background

*Peachtree Corners
is not just the
“Little City that Could”,
but it is also
“A city that thinks
like a startup.”*

In just 10 years, the city of Peachtree Corners has positioned itself as a strong, community-focused, technology hub with family values and a mission to succeed. The city has witnessed large-scale expansions of existing companies, the attraction of others, and the addition of restaurants and retail businesses at its Town Center.

The city has pulled together the key components of a city to establish a place with good quality of life and a place for business and innovation to thrive. From the Town Center that includes a 2-acre greenspace with open-air amphitheater, to a multi-use trail system throughout the city, the city has zeroed in on what matters to people - to living.

As for business, the city has opened its doors to companies needing to test and demonstrate new technologies. Whether they be autonomous vehicles, or last-mile delivery solutions, the city has extended an invitation to companies to come “play in its sandbox” at Curiosity Lab. It has built relationships with universities and drawn visitors from around the globe. Peachtree Corners is not just “the Little City that Could”, but it is also “A city that thinks like a startup.”

From its founding in 2012, the city’s leadership has created a culture of saying “yes” to opportunities, showing what is possible when cities engage in strategic planning to attract talent, business, and technology, not just from all across the United States, but from all corners of the globe. The result is a city that projects a message of welcome, a politically neutral leadership that focuses on growth, technology, opportunity for all, international outreach, and entrepreneurship. The city is fortunate to be within a 30-minute drive to Hartsfield Jackson Atlanta International Airport and some of the region’s top Fortune 500 headquarters, consulates and international organizations.

Where are we going?

Now, the city is focused on expanding economic development efforts to further improve the fiscal and economic health of the city. By taking a comprehensive and strategic approach to economic development, the city will develop a “road map” for success.



Economic development is about growing the city’s economy, the existing businesses, its image and reputation, and attracting new jobs and investments. For this to happen, there is no single strategy, policy, or program for achieving success. However, several factors can significantly affect the likelihood of success. Attracting new jobs and new investment is a strong and measurable indicator for the success. Nevertheless, economic development thinking is not finite. Its actions and vision is a constant long-term process of how to better serve the life of its citizens. This document will identify ways to support and sustain existing businesses, promote reinvestment and revitalization, and attract private investment within a highly competitive, regional market.

The Importance of Planning

There is no magic formula for every community all the time, according to Mary Jo Waits, director of the National Governors Association, Best Practices Council. What worked yesterday, may not work today. However, “failing to plan is planning to fail,” so a comprehensive and strategic approach to economic development is needed to successfully position Peachtree Corners at the economic forefront of the Southeast region.

Until not too long ago, incentives, their size and availability, were key drivers in most investment decisions. Today, amplified by the impact of the COVID-19 pandemic, the most prevalent factor for most companies and organizations, is the availability of a qualified workforce. Talent is the key word in virtually every decision to expand and relocate. This requirement adds additional relevance to factors such as housing stock, educational facilities and local culture, or as some refer to it, quality of life.

Traditional Economic Development

Traditional economic development activity—business attraction, retention and expansion, workforce development, tourism, and infrastructure development—remain critical functions of economic development. The city is addressing these functions while obtaining feedback from the business community and planning for the future.



Wesleyan School

This study seeks to analyze current businesses and industry activity, identify best practices and define a plan for action. While there are challenges, the city has an opportunity to improve its economic health and viability through careful analysis, dedicated economic development activity, and strategic decision-making

Current Economic Development Discussion

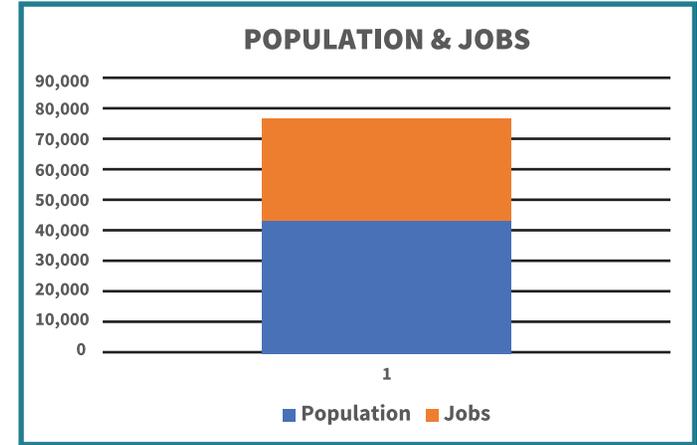
Current discussion among economic development professionals deals not only with these areas, but also accelerating the growth of local industry through cluster-based analysis and placement. Unlike a single company or industry, regional clusters are the source of jobs, income and growth, according to Harvard Business School Professor Michael Porter. These clusters— or geographic concentrations of competitive firms in related industries—do business with each other and share talent, technology and infrastructure.

Clusters in Peachtree Corners share the city’s DNA of technology and innovation. Among others, these clusters foster innovation related to life science technologies; medical devices; robotics; computer related businesses; fintech; smart city solutions; mobility; and 5-G vertical to include its applications for 5G utilization at venues for manufacturers, hospitals, supply chain sports centers. The city has identified targeted businesses and actively adopted incentives to help catalyze redevelopment by making projects more financially feasible.

In this study, the city seeks to construct a new, strategic economic development plan that includes priorities and a work plan to guide staff activity. Current conditions will be analyzed, and the results of stakeholder interviews will be used to articulate desired outcomes. At the end of this document is a timeline and a work plan that will be used to guide staff activity for the next five years.

Competition

The competition for new investment is fierce. This competition is between states, counties, cities and economic development organizations, each of them with websites, brochures, videos and articles touting themselves as the “best place to do business”. Surveying these sites suggests that even the most unusual locations are the homes to the key high technology industries, with the best healthcare, the most ideal quality of life, and the perfect sites for entrepreneurs. The reality is that we are competing with these assertions whether realistic or not.



Total Population	42, 133
Median Age	35.6
High School Education or Higher	93.7%
Bachelor’s Degree or Higher	51.8%
Households with Children	31.6%

Source: U.S. Census 2021 ACS 5-year estimates

City Resident Occupations/Industries

Management, business, financial	24.1%
Computer, engineering, science	9.9 %
Education, community services, legal, arts, media	11 %
Healthcare practitioner and technical occupations	4.2 %
Protective Services occupations	1.2 %
Construction, natural resources, maintenance	7.3%
Food preparation and serving related occupations	4.5 %
Production, transportation, moving occupations	5.5 %

U.S. Census Industry by occupation civilian employed 16 years and over



Therefore, having a real differential is crucial. A new vision for Technology Park is the center of gravity for this differentiation that will facilitate new investments, both from domestic and foreign investors. The questions we must ask ourselves in this competitive environment are: What is our competitive edge? What makes our community unique? What is it about us that is attractive? And to whom? We must step back and look at ourselves with a very critical eye. What are our strengths? Our opportunities? Our challenges? And what might be the trends that can derail our efforts? This is why we have created what is commonly known as a SWOT (Strength, Weaknesses, Opportunities, Threats) assessment to address and respond to these parameters. See the assessment later in this plan.

Partnerships on the Global Stage

A successful global trade and investment effort is a region-wide collaboration. Only by connecting the dots through a woven global framework for economic development that embraces alliances of competent strategic partnerships will we secure a successful endgame that will make our global competence unique. The Georgia Economic Development Department, the Gwinnett Chamber, the Metro Atlanta Chamber, and Georgia Power are proven reliable partners that are key to our efforts. It is imperative that these relations be sustained and nurtured.

Tied to, but often overlooked, is the simple notion of relationships. Relationships create understanding and appreciation for what challenges business owners. Relationships can make a difference in getting the attention of project managers, site selection professionals, and other consultants. As many communities may be able to offer similar reasons why a prospect should invest there, having a relationship with and understanding of the prospect's needs can make the difference in the decision.

Peachtree Corners is not just “The Little City that Could,” but it is also “A city that thinks like a startup.”

Methodology

In order to develop a collective and realistic understanding of the local economy, a study involving the collection of both quantitative and qualitative data was performed. Local businesses were surveyed through the business license renewal process, the Peachtree Corners Business Association, and the Gwinnett Chamber of Commerce.

The city received 73 responses to the survey, roughly 3 percent of total 2,343 businesses in the city. In addition, personal interviews were conducted with 20 of the city's employers, from large companies such as Intuitive Surgical to local engineering firms. There were more than 100 inputs including personal interviews and company surveys from all sizes of businesses.

Background information was obtained from the U.S. Census, Georgia Power, the North American Industry Classification System (NAICS) codes, the city's Comprehensive Plan, and the Livable Centers Initiative (LCI) study.

Selected staff and consultants met with representatives from the Carl Vinson Institute of Government Dec. 2, 2022 to engage in a brainstorming session regarding economic development in the City of Peachtree Corners. The group discussed the overall vision for Technology Park and explored ideas for public private partnerships. It brainstormed ways to improve Tech Park to make it ready for the next generation and created a list of next steps, which were incorporated into this Economic Development Plan.

A SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) was conducted using information derived from the survey and interviews. Based on stakeholder feedback, established research, and best practices from the International Economic Development Council, city staff developed a strategy for addressing the economic needs of the entire city to enhance economic health. An on-going program for work was subsequently generated and is included at the end of this document.





The City Profile

Peachtree Corners is a city located north of Atlanta and is home to more than 42,000 people over 16 square miles and 28 million square feet of commercial space (CoStar), with 455,000 square feet under construction at the time of this writing.

Peachtree Corners is fortunate to have major thoroughfares running through it, such as GA 141 and GA 140, with quick access to I-285 and I-85. Peachtree Corners is just 32 miles from the busiest airport in the world: Atlanta’s Hartsfield– Jackson International Airport.

A strong business-oriented foundation was laid in the late 1960s by businessman Paul Duke, who envisioned a “Live-Work-Play” community. In 1967, Duke initiated the planning of the office component of Peachtree Corners, Technology Park/Atlanta, a campus of low-rise buildings nestled in a wooded environment and in close proximity to major roadways. The campus subsequently became home to a variety of engineering and technology companies. Technology Park is now a regional business hub containing 6.7 million square feet of office space over roughly 500 acres. When Technology Park was first built in the 1970’s, it was a leader in attracting and showcasing technology-focused businesses. It continues to be a hub of innovation with aeronautics companies, software firms, and bio-tech laboratories, just to name a few. One of the more interesting tenants of Technology Park is Peachtree Corner’s Curiosity Lab, a publicly funded, real-world testing environment for next-generation mobility solutions. Visitors frequently pass autonomous vehicles along Technology Parkway, and bear witness to other technologies in the experimental stage of development.

Demographics and Socio-Economics

Peachtree Corners is a diverse community with a population that is 49.7 percent white, 24.4 percent black, 9.3 percent Asian and 16.2 percent Hispanic or Latino. Asian groups are primarily Indian, Chinese, Korean and Vietnamese.

The mean average household income in Peachtree Corners is \$115,814, with 12 percent of the population earning \$200,000 or more. For comparison, the mean household income in Gwinnett County is \$88,000 with 6.5 percent earning \$200,000 or more.





The median income for workers in Peachtree Corner is \$68,738. (Census, 2021 ACS). Families with two workers earn approximately \$166,583 annually (Census, 2021, ACS).

According to Esri data provided by Georgia Power, 26 percent of residents in the workforce are in the “Young and Restless” tapestry category, which includes well-educated young workers, some of whom are still completing their education, are employed in professional and technical occupations, as well as sales and office and administrative support roles. These residents are not established yet, but striving to get ahead and improve themselves. Approximately 22 percent are in the “Professional Pride” tapestry, consisting of well-educated career professionals who maintain upscale, suburban lifestyles. Families are mostly married couples and more than half of this segment have children. The median household income for this segment is \$138,000 (Esri.com/tapestry). There are about 18,000 housing units in the city, according to the Census, American Community Survey.

Peachtree Corners is among one of the best places in the country for families, according to Fortune’s 2023 ranking of the 50 Best Places to Live for Families. Peachtree Corners came in at No. 19 nationally, and No. 1 in Georgia. The publication calls it “a somewhat surprising blend of family-friendly appeal and novel tech innovation

Education

More than 51 percent of adults have a bachelor’s degree or higher, as compared to 34 percent for the state of Georgia. Approximately 20 percent of the city’s population has a graduate or professional degree.

Employed Population and Jobs

Approximately 47 percent of the employed population of Peachtree Corners is in the management, business, science and arts occupations, with about 13 percent in service occupations (Census 2021, ACS)

The mean travel time to work for residents is 28 minutes, with 65 percent of people driving to work alone.

The city’s major sectors are consistent with the region. According to the Institute for Strategy and Competitiveness at Harvard’s Business School, the Atlanta Region shows a high concentration of employment in 10 major sectors:

- **Business Services**
- **Distribution and Electronic Commerce**
- **Transportation and Logistics**
- **Education and Knowledge Creation**
- **Hospitality and Tourism**
- **Communications Equipment and Services**
- **Financial and Insurance Services**
- **Marketing, Design, and Publishing**
- **Information Technology and Analytical Instruments**

Race	
White	49.7%
Black	24.4%
Asian	9.3%
Hispanic or Latino	16.2%
Two or More Races	6.3%

U.S. Census Quick Facts 2022

Income	
Median Household Income	\$68,738
Mean Household Income	\$115,814

U.S. Census 2021 ACS 5 year estimates

Top 10 Industries in Peachtree Corners by NAICS

Source: Lightcast Q4 2022

2 DIGIT NAICS	Description	2016 Jobs	2022 Jobs	2016 - 2022 Change	2016 - 2022 % Change	Avg. Earnings Per Job
	Professional, Scientific, and Technical Services	4,973	5,801	828	17%	\$106,094
	Retail Trade	3,745	3,755	10	0%	\$48,125
	Transportation and Warehousing	3,311	3,058	(253)	(8%)	\$75,523
	Accommodation and Food Services	2,783	2,756	(27)	(1%)	\$26,501
	Manufacturing	2,279	2,433	153	7%	\$97,214
	Finance and Insurance	2,617	2,396	(220)	(8%)	\$94,775
	Other Services (except Public Administration)	2,046	2,121	75	4%	\$34,532
	Administrative and Support and Waste Management and Remediation Services	1,836	2,059	223	12%	\$58,388
	Health Care and Social Assistance	1,430	2,024	594	42%	\$52,326
Construction	1,570	1,930	360	23%	\$76,010	

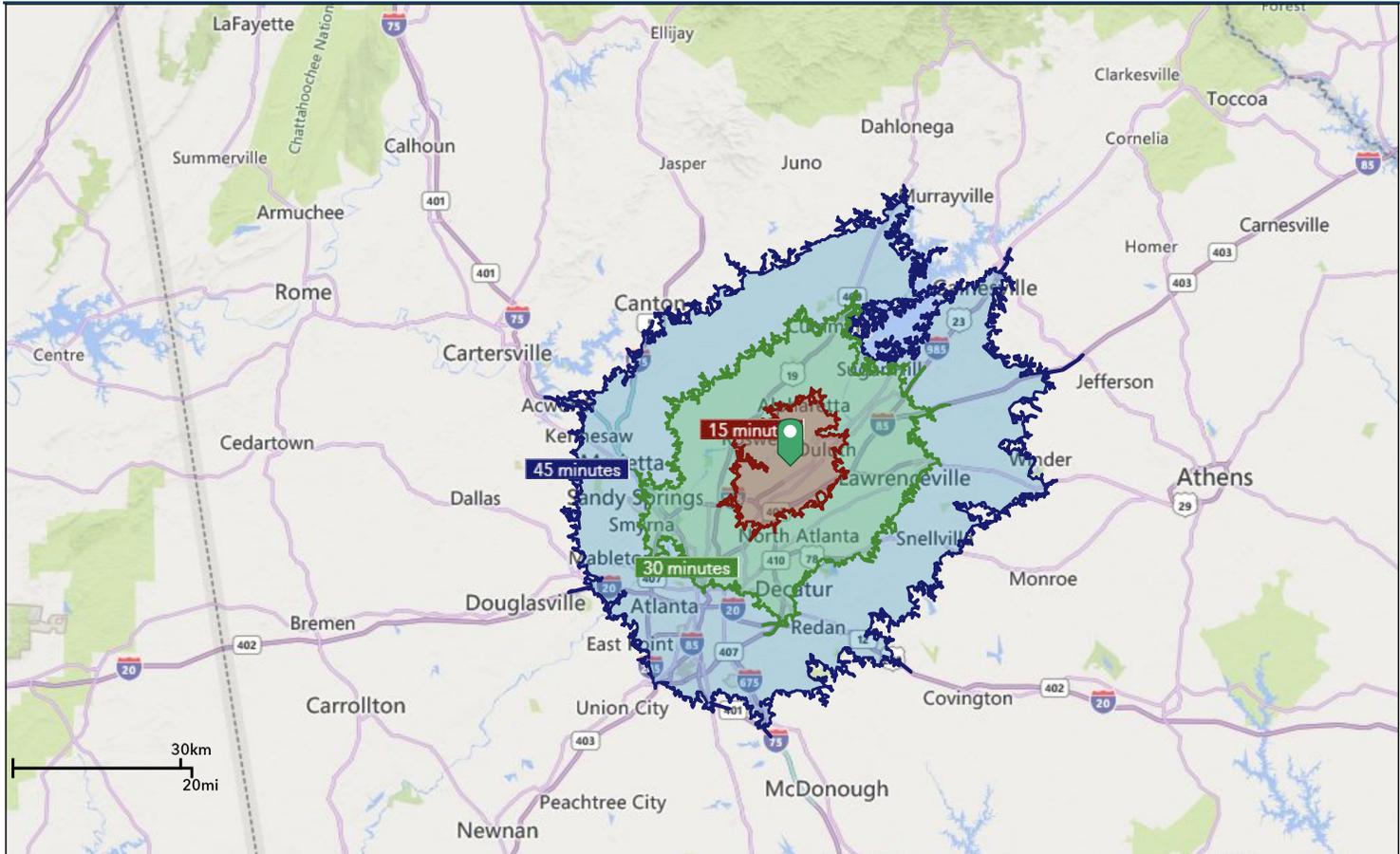
4 DIGIT NAICS	Description	2016 Jobs	2022 Jobs	2016 - 2022 Change	2016 - 2022 % Change	Avg. Earnings Per Job
	Restaurants and Other Eating Places	2,448	2,391	(56)	(2%)	\$24,689
	General Freight Trucking	2,730	2,299	(430)	(16%)	\$81,930
	Computer Systems Design and Related Services	1,778	1,972	194	11%	\$117,251
	Architectural, Engineering, and Related Services	1,174	1,518	345	29%	\$124,060
	Agencies, Brokerages, and Other Insurance Related Activities	1,463	1,390	(73)	(5%)	\$93,218
	Medical Equipment and Supplies Manufacturing	809	998	189	23%	\$110,480
	Management, Scientific, and Technical Consulting Services	884	907	23	3%	\$91,469
	Grocery Stores	840	823	(16)	(2%)	\$34,139
	Building Equipment Contractors	588	741	153	26%	\$72,453
Home Health Care Services	322	702	380	118%	\$38,886	

6 DIGIT NAICS	Description	2016 Jobs	2022 Jobs	2016 - 2022 Change	2016 - 2022 % Change	Avg. Earnings Per Job
	General Freight Trucking, Long-Distance, Truckload	2,244	1,637	(607)	(27%)	\$82,237
	Limited-Service Restaurants	1,625	1,600	(25)	(2%)	\$22,589
	Engineering Services	1,103	1,446	343	31%	\$126,077
	Custom Computer Programming Services	1,217	1,391	174	14%	\$115,343
	Insurance Agencies and Brokerages	1,079	1,225	146	14%	\$92,972
	Ophthalmic Goods Manufacturing	771	966	195	25%	\$111,970
	Supermarkets and Other Grocery (except Convenience) Stores	840	810	(30)	(4%)	\$34,144
	Full-Service Restaurants	803	778	(25)	(3%)	\$29,095
	Home Health Care Services	322	702	380	118%	\$38,886
Administrative Management and General Management Consulting Services	667	685	17	3%	\$91,048	



Peachtree Corners Drive Time Analysis

15, 30 and 45 minute drive times



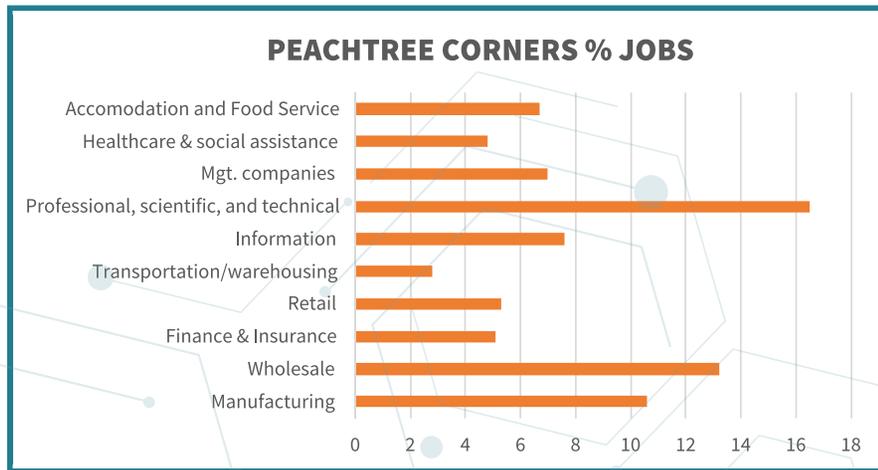
January 13, 2023

According to Georgia Power: there are approximately 199,420 people in the labor force within a 15-minute drive time of Peachtree Corners and 1.1 million people in the labor force within a 30 minute drive time.

A Look at the Surrounding Cities

Hard data alone may not accurately present an overall picture of the health and performance of a community, but benchmarking a community’s industry data against other cities helps add perspective, and may help identify clusters, regional strengths or identify potential threats.

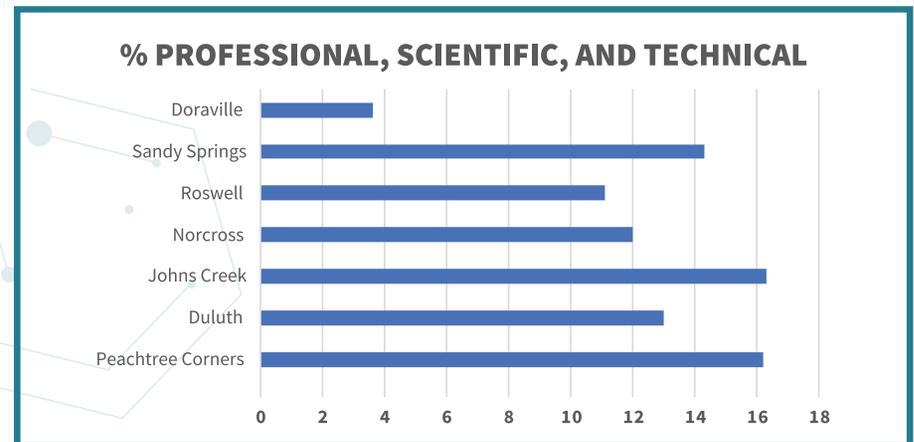
The chart below represents the percentage of jobs related to the total number of jobs. This shows the industries that are most prominent in terms of job concentration in the City of Peachtree Corners. Peachtree Corners has about 35,00 jobs.



Professional, Scientific and Technical

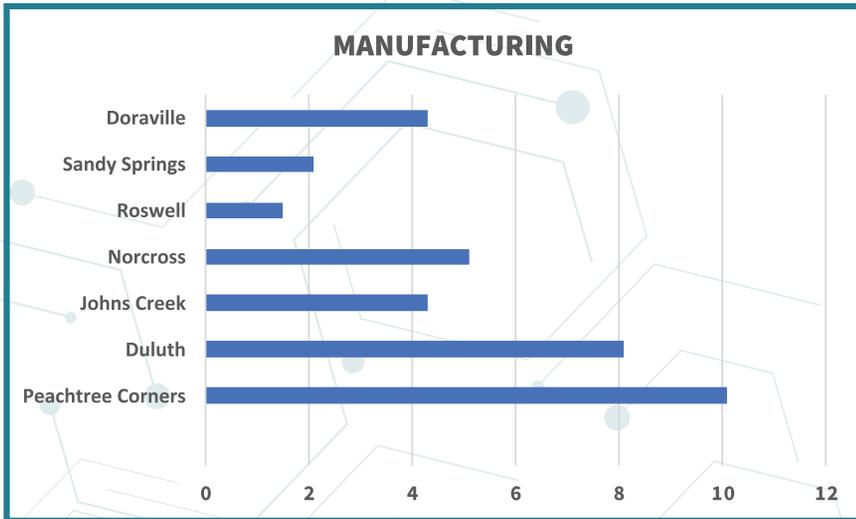
In Peachtree Corners, the largest percentage of jobs is in the professional, scientific and technical category of the North American Industry Classification System (NAICS). Given the city’s history and the well-established Technology Park, it makes sense that it is one of the city’s strongest industries. There are 411 Professional, Scientific, and Technical services companies in Peachtree Corners, along with 115 in Information, according to Esri 2022 estimates. The city has 45 companies listed as Engineering Services alone and 79 other computer-related companies (city database) and there are 14 research and development firms, including bio and life sciences.

The City of Johns Creek and Peachtree Corners share roughly the same percentage of professional, scientific and technical jobs—around 16 percent of the total jobs (Census, On the Map). In Sandy Springs, in comparison, 14 percent of jobs are in this sector. When the previous study was performed about five years ago, about 12 percent of the city’s jobs were in the professional, scientific and information category. Johns Creek has attracted more jobs in this sector over the past few years, as it was previously about 7 percent. The city of Peachtree Corners has about 5,697 jobs in this sector, while Johns Creek has about 4,500 jobs but Johns Creek has fewer jobs overall - about 27,626 total jobs.



Manufacturing

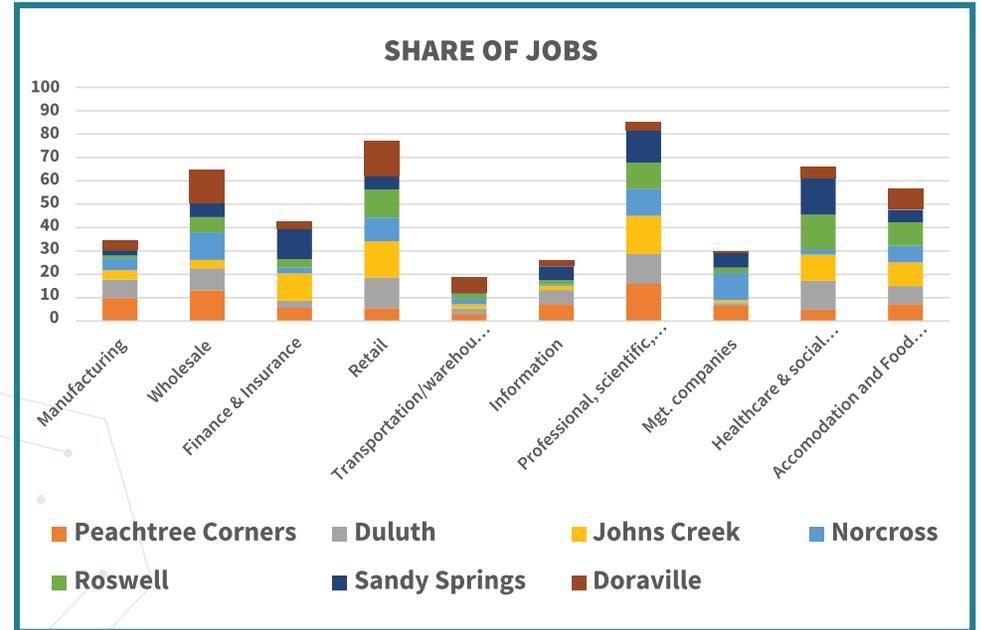
Peachtree Corners has more manufacturing jobs (as a percentage of total jobs) than Duluth, Johns Creek, Norcross, Roswell, Sandy Springs, and Doraville. There are approximately 3,535 jobs in manufacturing in Peachtree Corners or about 10 percent of total jobs in the city (Census, On The Map). By percentage, Duluth has 8 percent and Norcross 5 percent. When one thinks about Peachtree Corners, its strength in manufacturing may not initially come to mind, but the numbers show it as an important contributor to the local economy. The city has about 76 manufacturing companies, from sign manufacturing, kitchen cabinets, hardware, adhesives, machine tool manufacturing to in-vitro diagnostic substance manufacturing (test kits)



Healthcare

Given the presence of hospitals in their jurisdiction, it is not surprising that Roswell, Sandy Springs, Johns Creek and Duluth lead the healthcare sector. Each of these cities has more than 11 percent of total jobs in this field. More than 16 percent of jobs in Sandy Springs are in healthcare.

However, the city of Peachtree Corners has 32 physician's offices (not including mental health, dentistry, optometrists or chiropractors). As such, healthcare jobs constitute 4.8 percent of jobs in Peachtree Corners (Census, On the Map) at 1,687 jobs.



Wholesale and Retail

There are approximately 200 wholesale companies in the city, including industrial machinery, sporting goods, furniture, recycled materials, grocery and other goods, furniture and recycled materials (city database). According to the Census, Peachtree Corners has 13.2 percent of jobs falling into this sector—4,652 jobs. Doraville, by comparison, leads the area in wholesale jobs at 14.3 percent. Norcross is similar to Peachtree Corners in this area while the other cities are in single digits.

As far as retail, Johns Creek, Doraville and Roswell have more retail jobs than Peachtree Corners, at 14, 11 and 15 percent respectively. Retail jobs in Peachtree Corners account for 5.6 percent of jobs.

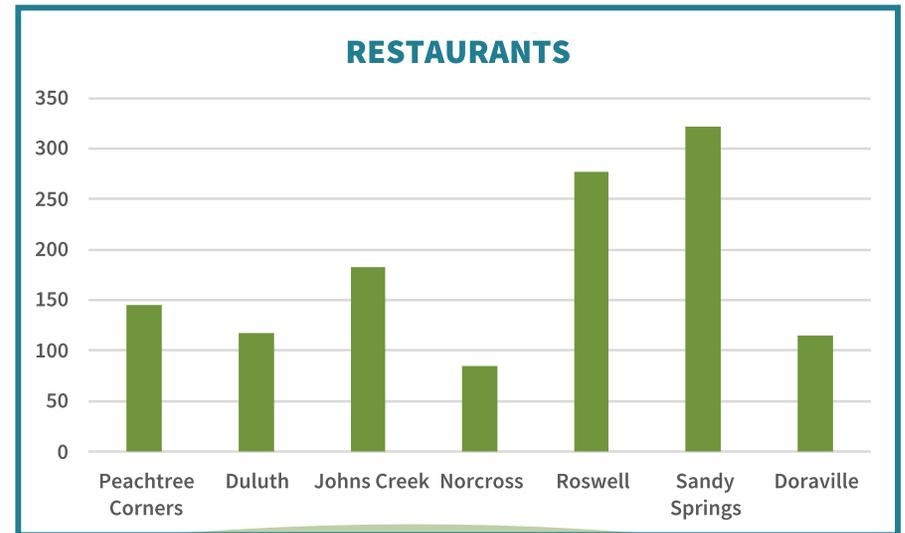
There are roughly 317 retail establishments in Peachtree Corners, as compared to 539 in Roswell and 253 in Johns Creek. (Esri, 2022). The number of establishments does not necessarily correlate with the number of jobs, as some are large retailers, while others are mom-and-pop businesses. However, Peachtree Corners has the least number of retail jobs in comparison with the surrounding cities at 5.6 percent.



Restaurants and Accommodations

Roswell and Johns Creek have the largest percentage of restaurant and hotel jobs when compared to total jobs. Peachtree Corners has 2,527 jobs in the accommodation and food services industries. Roswell has 5,353 jobs in this sector, while Johns Creek has 2,779 jobs in this sector. As a reminder, Johns Creek has fewer jobs overall, as compared to Peachtree Corners.

Although the opening of the Town Center in 2017 increased dining options, data (Esri, 2022) shows Peachtree Corners trailing Johns Creek, Roswell and Sandy Springs in the number of restaurants. Survey respondents also stated they would like to see more dining options, especially high-end restaurants (35 percent).



Targeted Industries

In 2013, the City of Peachtree Corners designated Technology and Life Sciences as “targeted” industries (City Ordinance 2013-02-07) for which incentives may be available. The city’s top employers provides some insight into the industry in Peachtree Corners. Much of it is in line with these targets.

Intuitive Surgical is both a life sciences and technology company. Since 1995, Intuitive has advanced minimally invasive care through advanced robotic systems, end-to-end learning, and value-added services. As one of the pioneers of robotic-assisted surgery, the da Vinci surgical system is used today by surgeons to deliver a less invasive approach to many types of surgery. At the time of this writing, the robotic surgery giant was investing more than \$500 million into its Peachtree Corners campus. The company is in the process of adding more than 750,000 square feet of space to its facilities in Peachtree Corners, bringing in about 1,200 new workers to join the Peachtree Corners existing workforce of about 180.

Soliant, a leading healthcare and education staffing provider, announced in 2020 that it would be relocating its national headquarters to a 58,000-square-foot space in Peachtree Corners. The move to Gwinnett County brought 400 new jobs. The company identifies and recruits highly skilled healthcare professionals across a wide range of specialties and connects them with healthcare providers in the education, nursing, pharmacy, and life sciences segments, primarily on a temporary basis.

Siemens has a strong presence in the city, with more than 700 employees at its energy and automation office, while Crawford & Company and Molnlycke Healthcare both have close to 500 employees in the city. Immucor, a worldwide in vitro diagnostics company and provider of

transfusion and transplant products, maintains its headquarters in Peachtree Corners, with about 400 employees working at the local office.

The city’s current industry mix is in line with Gwinnett County’s target industries, which are: IT Solutions, Healthcare Science, Manufacturing, Supply Chain and Regional Corporate Headquarters.

Knowing what industries are in the Peachtree Corners area enables the city to not only better understand the competitive needs of its business community, but also take steps to expand the breadth of existing clusters. According to a 2006 Brookings Institution discussion paper, the best public policy strategy for “creating” clusters is for governments to direct attention at establishing the right conditions for new clusters to emerge while nurturing the existing ones. Clusters can be found by studying the North American Industry Classification codes.



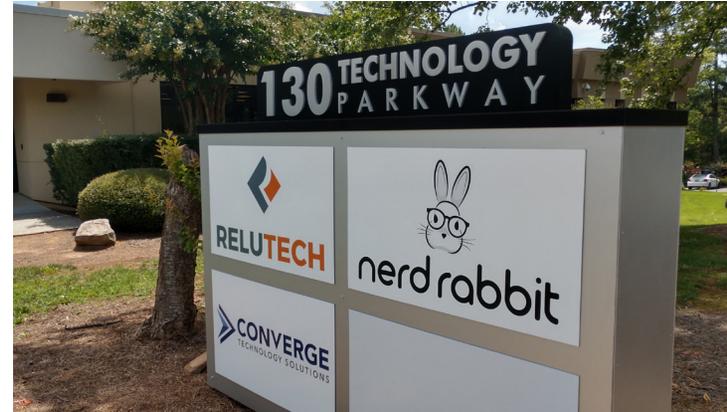
Incentives for Targeted Businesses

Peachtree Corners has been active in the adoption of policy geared toward attracting targeted industries. The city approved an ordinance in 2013 designating certain “targeted businesses” in fields such as technology and life sciences. The city manager, or his designee, is authorized to offer inducements to targeted businesses, such as a reduction in development or building permit fees and an acceleration of the plan review and permitting processes. Inducements may include:

- Reduction of development permit fees,
- Reduction of building permit fees,
- Reduction of application fees for public hearings,
- Reduction of business occupation taxes,
- Reduction of any current or future impact fees, and
- Acceleration of the plan review and permitting process.
- Inducements may be offered to targeted businesses which meet the following threshold levels:

Tier 1: Targeted Business adds at least 25 new jobs and the jobs pay an average salary of at least 1.25 times the county average for that industry.

Tier 2: Targeted Business adds at least 100 new jobs and the jobs pay an average annual salary of at least 1.25 times of the county average for that industry or \$60,000 plus health benefits, whichever is greater (City Ordinance 2013 -02 -07)





Policy Actions & Initiatives

Since incorporation in 2012, the City of Peachtree Corners has actively pursued economic development in support of both existing and future businesses. The city’s economic development policies and initiatives have taken wide-ranging forms, from written incentives to physical projects. These city initiatives include the following:

Projects

- **Curiosity Lab** – a living laboratory for testing and demonstrating innovative, technology-based products.
- **Town Center** – a mixed-use development featuring restaurants and entertainment.
- **Multi-Use Trail** – a recreational path for pedestrians and non-motorized vehicles that loops throughout the city.

Incentives

- Created a tax-exemption program for new and emerging technology companies.
- Developed a Trails and Open Space Program that allows private property owners to exchange undevelopable land for density credits.
- Created an incentive corridor along Holcomb Bridge Road that provides density, height, and other development bonuses in exchange for the redevelopment of aging apartment and commercial projects.
- Created an incentives program for targeted business based on jobs added to the community.

Regulations

- Prohibited certain uses within the central business district and Technology Park (such as autobody shops and adult businesses) that don’t align with economic development goals.
- Adopted a business-friendly sign ordinance.
- Created an Entertainment District as an amenity for residents and businesses with special hours and fewer restrictions on alcoholic beverages.
- Adopted regulations allowing mobile restaurants (food trucks) in certain commercial and office areas.

Authorities And Councils

- **Redevelopment Authority** – a board whose mission is to facilitate the redevelopment of the Holcomb Bridge Road Corridor.
- **Downtown Development Authority** – a board whose mission is to facilitate development within the city’s central business district.
- **Arts Council** – a board whose mission is to promote and enhance the city through the arts.



Plans And Studies

- **Comprehensive Plan** – a long-range vision for the city including a specific focus on economic development.
- **Innovation Hub Master Plan** – an in-depth analysis to assist in the transformation of Technology Park into an Innovation Center.
- **Livable Centers Initiative Study** – an assessment of needs and opportunities within the city’s central business district.
- **Arts and Culture Master Plan** – a guide to advance the arts and enhance quality-of-life amenities throughout the city.
- **Comprehensive Transportation Plan** – a detailed analysis of the city’s transportation network with an outline of specific projects for mobility improvements.
- **Public Art Plan** – Prepared by the City’s Arts Council, plan includes city’s vision for public art.
- **Economic Development Plan (2018-2022)** – a guide for economic development strategy and activity based on business feedback.



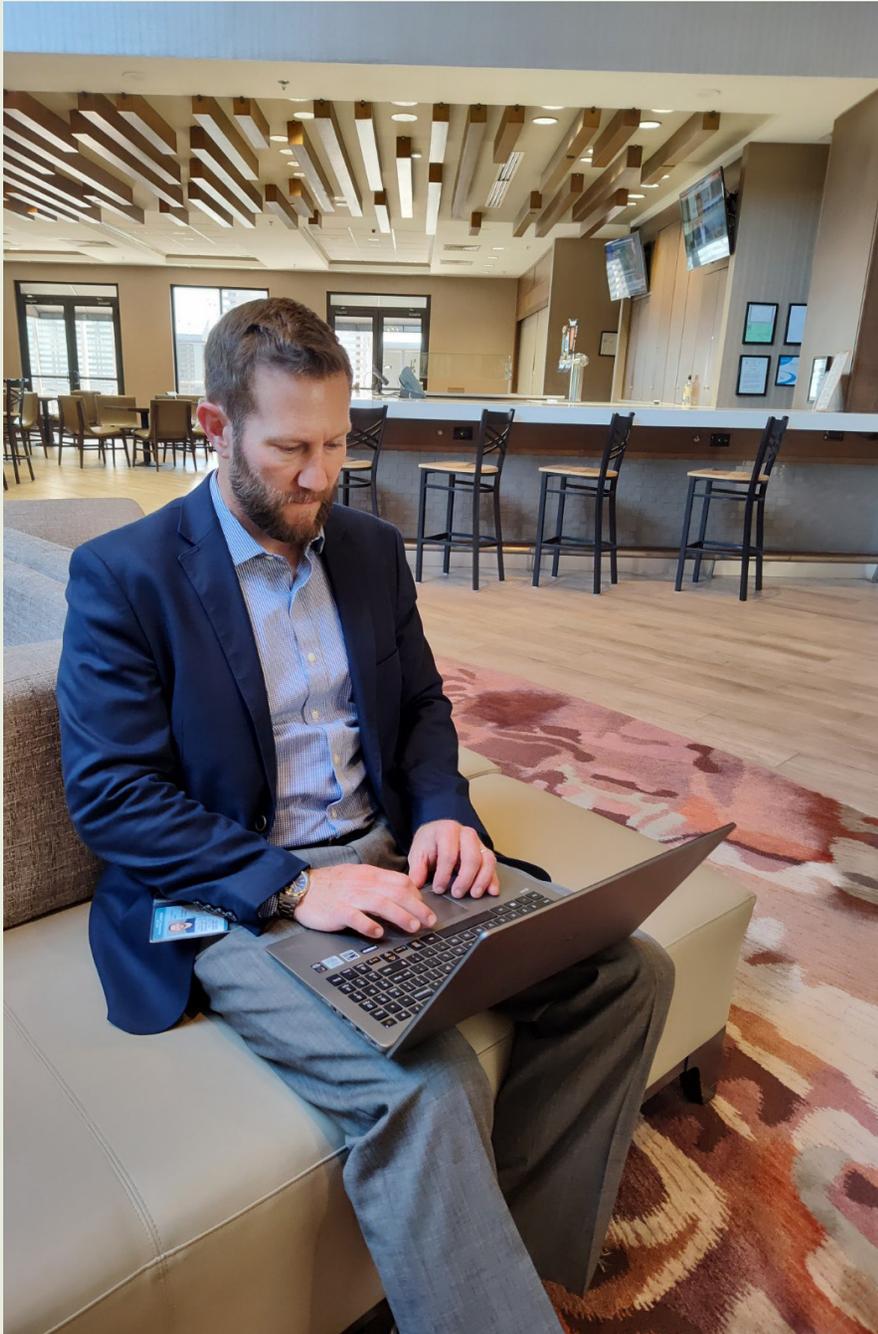
Controlling Our Own Destiny: A Story of a Vision and a Destination

The following is an executive's recount of a futuristic experience in Peachtree Corners, creating a vision of what Technology Park will become. By blending modern advancements with existing infrastructure, the city is developing a sustainable and vibrant hub for technological growth and development.

This morning, I arrived at Atlanta Hartsfield Jackson International airport. My destination is Technology Park at Peachtree Corners where we have our supply chain robotic subsidiary with 200 employees. To get there I rode MARTA directly from the airport to the Doraville Station where they have a car rental location. I insisted my team located at Technology Park not pick me up at the station. It is very convenient to have XYZ Car Rental located there. After arriving at our office we proceeded to Technology Park's AI Experience Center which enabled me to meet, not just with our team at Peachtree Corners, but also to experience visiting with our centers in Manila, São Paulo, and Prague using AI. It was like being on location. This AI Center, complete with private 5G capability, is one of the anchors of the city's booming business tourism. I received a tour of the Port of Savannah's Research Center located next door. Very impressive. From the observation deck you can see all the loaders operating at the Port. This virtual reality capability is phenomenal as research!

At day's end we had an executive team dinner at the boutique hotel conveniently located right inside the Park. This hotel certainly provides top quality service and has the capacity to host us. As I commuted along the Park I was amazed at the vibrancy of the place. Indeed, having the opportunity to move along utilizing the AV track shuttles, electric bikes or scooters made





transportation simpler and safer with the streets connectivity that allows across the board V2X capability.

The next day we visited an incubator and shared space site to celebrate a couple of promising startups that developed an application that will optimize our supply chain platform. The venue, hosting a brewery on location providing a great meeting point where technology meets other technologies, is also one of several of Peachtree Corners' Living Labs; this one focusing on supply chain. I was impressed to see the city leadership so actively engaged during the event. Media was also part of the event. In a conversation with the Mayor he insisted that celebrating technology and communicating what is going on at the Park is essential to creating a second to none engaged technology community. He also said that this was a differentiator since in most places the technology community is fragmented. Definitely in this place it is not. I was equally impressed with how the city has managed to adapt the use of proof of concept to actually service many of its companies and retail venues.

When it comes to recruiting talent - an issue top of mind for us -, Peachtree Corners offers a great quality of life with easy mobility, quality amenities and lots of things to do after work; They even have a professional soccer team. This is a great attractor to our global clients and employees. Most importantly is the ample options of affordability of homes for all levels of employees we have at subsidiary- from our operators, our supervisors and for our executives. Our partnership with the research center of the local university has really accelerated our growth at this location. Peachtree Corners economic development programs keep regularly in touch with us and facilitate our growth. In fact, because of the city's vision as a business and innovation center, we are seriously considering consolidating other US sites at our Peachtree Corners location. Well done, Peachtree Corners!

Technology Park Vision & Destination

Technology Park and Peachtree Corners are well known as the places where much of Atlanta’s and Georgia’s technology community began in the 70’s and 80’s. The first commercial modem, early set top cable boxes, along with sophisticated printers are only a few of the innovations developed by companies in Technology Park. Changes in ways companies innovate, along with a growing number of innovation zones in the region are affecting how technology parks are developed and organized globally. Peachtree Corners’ Technology Park needs to respond to this challenge to maintain its leadership position.

Until not so long ago, innovation had been a solitary process in which scientists and engineers sat in isolated environments within their company confinements, dream things up, and look for ways to execute these brilliant ideas. Technology, financial constraints, fierce global competition, and the need for quick time to market, changed that paradigm. With shorter product development and life cycles, companies must find more effective and quicker ways to innovate and market new products. These demands have led to a new phenomenon “open innovation” where companies collaborate and cooperate with other firms, inventors, and researchers to generate new ideas and to get new products marketed earlier.

Technology Park is integral to the success of Peachtree Corners and to establishing the city’s groundwork for the future. Its role in the City’s future is unquestionable. In fact, Technology Park is a “concept”, not just a location bound by borders. Businesses recognize this and benefit from the Technology Park “halo effect” even when they are not located inside its geographical boundaries. However, despite recent improvements and investments, much of Technology Park retains the 1970’s aesthetics and function. This gives outsiders and prospects a feeling of antiquated infrastructure even though this is farthest from the Park’s reality. Technology Park offers 500 acres of opportunities to improve, grow, and adapt for the businesses of the future. Its effect can enable the entire city to be a Living Lab for innovation.

In this digital age, the city has the opportunity to continue to build on the legacy of forward thinking leaders of the past and of Curiosity Lab’s present innovation to attract long-term investment to Technology Park and the City. Peachtree Corners has already established itself as a global leader in innovation and attracting talent through the success of Curiosity Lab.



Technology Park has long been part of this identity. A key part of creating this vibe is improving the infrastructure and built environment with people in mind.

Technology Park is a 1970's suburban office complex in transition to becoming the model city of the future. Ways of doing business have changed radically since the 1970s.

Businesses and innovators need more collaborative spaces. A location's ability to be a magnet for top-level talent requires thinking about workplaces differently. This "new-think" can include a variety of transit options both to the park and within it, designing desirable green spaces, having top notch amenities and quality hotels, providing housing that is within reach for a wide range of income levels workforce, creating better safe and secure infrastructure, after hours activities, and mobile connectivity inside and outside the park.

Building the Peachtree Corners Technology Park Community and vibe is essential to achieve all this appeal. Curiosity Lab has a distinct vibe that builds from Technology Park history and on its own success story. Upon walking through the Innovation Center at Curiosity Lab or driving through the autonomous vehicle test roadway at the Lab, one becomes a part of the exciting feeling of innovation, creativity, and collaboration; yet it remains a relaxed environment. Applied technology is visible with autonomous vehicles, touchless kiosks, and signage that is designed to reflect that same high-tech feel.

Beyond Curiosity Lab, however, the larger Technology Park is lacking a vibe that instills a sense of innovation and belonging. Buildings are isolated and surrounded by parking lots and pine trees, awaiting a modern update that would take us to the vision of making the most desirable and exciting place in the region for its citizens, its talent and its investors.

Founded with the purpose of being an innovation and technology hub, Peachtree Corners has benefited from a city government that is flexible and forward thinking. Unlike most cities, the city government structure, in itself, is innovative.

As a precursor to developing the Economic Development Plan the city conducted interviews and surveys with a wide array of executives of companies located both, within and outside of Technology Park. We also held strategic planning sessions with experts to help distill the thoughts and turn them into an executable plan. These interviews and deliberations gave us a glimpse into valuable insights that are top-of the mind of our business residents and clients which led to considerations that put the city on a path to validate the Technology Park vision.

The practice of conducting these business tenant interviews with the purpose of determining business needs, recognizing potential business partners, identifying business growth, and learning early about points of concern as well as soliciting self-improvement ideas, should be continued beyond the planning phase of this plan. This should be a sustained on-going initiative.

Creating a business community vibe sounds simple, but it involves many factors leading to a sense of opportunities. As we move forward to make Technology Park an exciting and desirable place to live, work and play there is a pressing need to address fundamentals of attracting talent livability. The high price of housing makes affordability a concern. City leadership must control its own destiny and smartly address maintaining a delicate balance of what it takes to sustain what Peachtree Corners is known for with the need to always make it better by implementing many of the requirements needed to achieve the opportunities of the vision for Technology Park.

Technology Park Recommendations

Key to the success of these recommendations and its ensuing strategic plan is the imperative to sustain the current mindset of a strong city leadership engagement and support to a shared vision. The following are considerations expressed by executives interviewed, responses to surveys and from a summary of the deliberations and strategic meetings with experts. From the onset, the recommendations and the results stemming from them are not designed to happen overnight. This should be faced as an on-going sustained process always with a horizon of making Peachtree Corners better.

- How urban planning and design improve the look and vibe that provide a high quality of life for people working and living in Technology Park to include facade building improvements and support Technology Park innovation, aesthetic and general design standards. For this to happen the city must consult with an qualified urban planner to approach with a comprehensive aesthetic of the plan.
- Design a true live-work-play collaborative environment and network opportunities for tenants of Technology Park.
- Address the imperative of having housing inventory that is affordable for the different levels of talent needed by businesses - from operators, supervisors to executive needs.
- Develop and sustain communications processes from City leadership and its citizens, its innovators and its businesses on a constant basis. Equally important is to address rising perceptions such as increased traffic, crime concerns or simply use it to inform of rationale for initiatives and projects that otherwise might affect the buy-in of its citizens to actions needed to seek opportunities that would transform Technology Park.

- Have accessible, safe, and secure public spaces that bring people together during day and night such as areas of food trucks, dog parks, restaurants, bars, diverse sport courts, urban farming plots, hydroponic agriculture, and similar projects.
- Continue to develop outdoor spaces and recreational opportunities within the park such as trails, walking paths, lakefront amenities, conference center, tournaments and ball parks.
- Encourage a better utilization of existing buildings' outdoor spaces to facilitate tenants to use these and contribute to a sense of community. In the summertime, utilize ideas such as misters, urban canopies, etc.
- Enhance safety and security by having more police presence and installing security devices and lighted poles on trails and parks.
- Make improvements to the built environment with a commitment to sustainable and environmentally friendly design within the park to include surveys for multi-story mixed use facilities and potential for vertical expansion of new construction and existing buildings.
- Enhance the environment that leads to business tourism such as top-notch amenities and better availability of quality hotels. Not just around the Town Center and The Forum, but inside Technology Park.
- Display visible branding, signage, and environmental graphics.
- Encourage art and creativity throughout the park.
- Invest in infrastructure that creates the desired Technology Park vibe such as offering 5G throughout the park.

- Promote in conjunction with T-Mobile private 5G applications for manufacturers, supply chain centers, hospitals and the like.
- Partner with corporations to ideate multiple Living Labs throughout Technology Park and beyond each focusing on different components of the Smart City domains; brought together by an IoT platform combining data as to have holistic solutions for cities.
- Sustain and nurture strong relationships with the Georgia Economic Development Department, Gwinnett Chamber, the Metro Atlanta Chamber, and Georgia Power as well as with other regional ecosystem organizations.
- Create a people-centered environment for technology and innovation to help companies develop new products, manufacturing processes, and management systems that have global impact.
- Celebrate openly innovation including APP development, through media and events - not just new investments announcements. Include City leadership in such celebration.
- Boost mobility and transit options within and outside the park to include scooter services, extend AV lanes and better access to MARTA Doraville transit stations.
- Improve transit options for visiting executives traveling from ATL airport by advocating for rental car options at Doraville station.
- Make applied technology visible throughout Technology Park tout its adoption and deployment.
- Increase technology adoption rate by using existing businesses as use cases for proof of concept applications.
- Set up high impact technology projects such as a virtual reality experience center and a Vertiports 3-D mobility.
- Encourage breweries or similar establishments at Curiosity Lab-like venues.
- Attract VC funding.
- Generate a sense of a technology community by fostering a climate that cultivate a sense of belonging and diversity with better communication among tenants and residents.
- Create tennant CEO forums that leads to better information on what is happening at the Technology Park to foster partnerships, collaboration, and investment opportunities.
- Consider what actions the city can take to develop new metrics for incentives unique to Technology Park to further attract and maintain long term investments. Incentivize talent to relocate to the Park what services the city can provide to make Technology Park even more business friendly.
- Seek federal funding opportunities to develop high impact projects for Technology Park such as the Mobility Hub.
- Identify targeted companies for recruitment in the field of digitalization, mobility, robotics, biotech, medical devices, blockchain, cybersecurity, creative industries, 5G applications and the such to include first and second-tier suppliers to existing industries and for technology and innovation companies.
- Target the recruitment of a technical college or higher academic center to create a campus within the Technology Park which can

provide internships and apprenticeship programs to further connect Technology Park companies with academia.

- Continue to foster further cooperation with colleges and universities, both from Georgia and other locations.
- Highlight background, gender, and community diversity in Technology Park activities and communications.
- Develop a financial investment program that can help Technology Park companies scale and grow.
- Explore the economic viability of developing a recycling center to enhance the city's "green" image and initiatives.
- Attract a professional / semi-professional sports/esports franchise.

Integral to this Plan is Technology Park branding, marketing and communications. Technology Park is a living story that continues to be about innovation and creating solutions for the future. The success stories of Curiosity Lab's many businesses and entrepreneurs provide a great marketing opportunity to attract long term investment to Technology Park.

As part of this marketing, branding and communication plan it calls for a unified brand identity inspired by the living history of Technology Park and the success of Curiosity Lab; the brand should honor the park's legacy but embrace the future with innovation, technology and collaboration. It should create a clear differentiation statement and highlight individual businesses success stories to help increase talent acquisition. It should communicate Tech Park and Curiosity Lab successes and events occurring at the park, its assets and market them to an international and domestic audience while

highlighting Peachtree Corners's high quality of life.

Businesses within Technology Park and Peachtree Corners general citizenship are an integral part of the communication targeted audience. Participation of an engaging city leadership in this Plan is equally important.

To enable the new vision for Technology Park we recommend the possibility of re-evaluating Technology Park's property owners association, known as TPA, so the city can manage the community assets. Any replacement to the current TPA mechanism should consider the intended interests, not just those from the owners of the real estate, but also those interests of the tenant businesses within Technology Park.

Encouraged is the creation of a forum for communication and connection between executives and city leadership to help with Public Private Partnerships initiatives and integrate to the greater metro region ecosystems initiatives and opportunities. Parallel, the city should seriously consider the feasibility and viability of a creation of a Technology Park Improvement District and implement if the study proves to be beneficial, An active City leadership, management and direction is essential for the success of the Technology Park vision.

It is essential to put in place a city government controlled management entity to interface with its park citizens, companies, organizations, and global markets. The purpose is to ensure Peachtree Corners can deliver on infrastructure assets, services required by a soft-landing system, and foster the essential collaboration between people prescribed by this long-termed vision.

This vision embracing the leadership, Curiosity Lab success, Technology Park tenant business, and partnerships support will firmly establish a revitalized Technology Park as a leader among innovation parks around the United States and the world. It will also be Peachtree Corners' key asset driving its economic development future.



Curiosity Lab

Curiosity Lab (CLab) is a publicly funded, purpose-built, living lab designed to provide a real-world test and demonstration environment to advance next-generation, intelligent mobility and smart city technology. The physical space and 3-mile autonomous vehicle (AV) test track are located within the City of Peachtree Corners, and specifically within the 500-acre technology park where over 10,000 people work and over 2,000 people live. CLab provides unique infrastructure and a supportive local government to facilitate innovation and deliver a real-world environment to prove out 5G, emerging Internet of Things, mobility, and connected device technologies. CLab welcomes early startups, universities, and established companies to test, demo, deploy new technologies, and partner and invest in new initiatives. The Innovation Center at CLab is located at 147 Technology Parkway in Peachtree Corners, just up the road from City Hall, and features a 25,000 square foot flex space with offices, conference rooms, event areas, a prototype lab, a startup business incubator, and other great amenities for technology focused companies.

CLab is powered by T-Mobile’s 5G network and developers can build and test new 5G use cases such as AVs, industrial drone applications, robotics, mixed reality training and entertainment, remote medical care, personal health and fitness wearables, and more. Current CLab partners include T-Mobile, Bosch, UPS, Georgia Tech, Cisco, Georgia Power, ASHRAE, and others.

CLab is one of the only 5G enabled smart city living labs in the world. Innovation leaders from Fortune 500 companies to international startups are involved in learning about the testing and demonstration infrastructure to plan future testing and deployment

of new technologies. Startup companies receive priority access to all testing infrastructure and onsite video conferencing facilities, the design and prototyping lab, and complementary use of the adjacent AV and smart city testing facilities.

CLab is an economic development initiative. Through the CLab and the programs and technology developed within the business incubator, the city is looking to drive activity to the area, not only through the primary means of providing a testing facility for companies, but also through increased use of restaurants, hotels, local shops, and office space.







Workforce Development & Housing

Workforce development has become one of the most important issues in economic development. To be competitive in a global market, the labor force must have the skills and education to meet the needs of local companies. Much of workforce development is currently handled at the state and county levels.

Companies frequently send site locators to investigate communities before committing to a location. They ask questions regarding the available workforce—questions about public transit, housing, worker inflow/outflow, drive times, and on-the-job training opportunities.

Finding and retaining workers is a key competitive challenge so housing plays a critical role. Maintaining a range of housing options affordable to various income levels is essential to sustaining communities and should be addressed at both regional and local levels (Schwartz, 2016).

The term “affordable housing” carries a stigma stemming from failed housing projects in the 1960s and 1970s. However, few argue with the fact that seniors, veterans, teachers, firefighters, nurses, police officers, machinists, and retail workers need a decent, affordable place to live. (Hudson Valley Pattern for Progress, 2013). A Trulia study found teachers can afford less than 20 percent of homes for sale in 11 of 93 U.S. major cities (Kusisto, 2017).



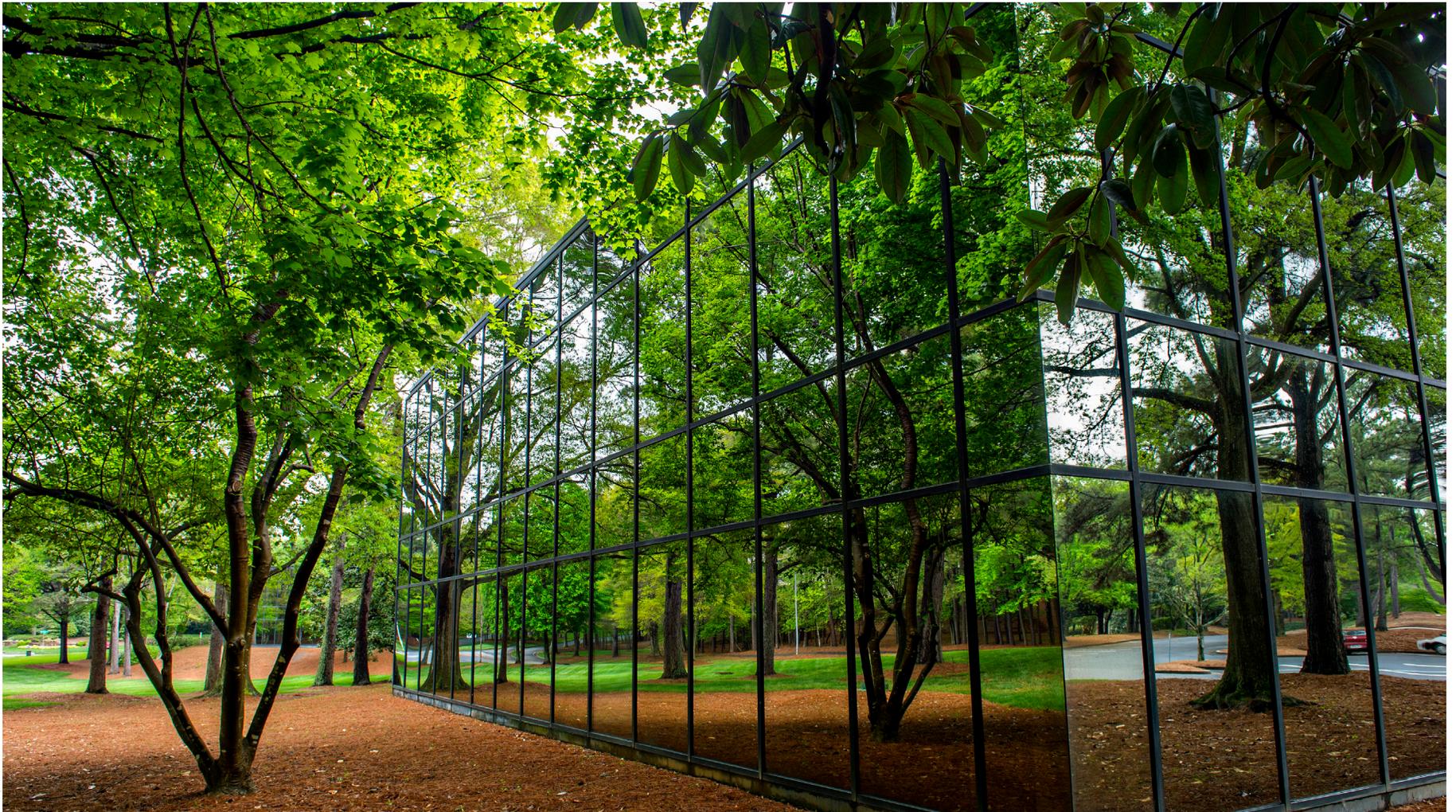
Providing a range of housing choices to accommodate households of all income levels, sizes and needs is one of the principles included in the Atlanta Regional Commission’s Plan 2040 (p. 18). One in four working renters and 16 percent of working homeowners pay more than half of their income for housing (Ault, 2016).

The City of Peachtree Corners has worked with several developers and re-developers in an attempt to help provide options for workers in the Technology Park area. Several parcels were assembled in a project that allowed for increased density near Technology Park Lake, where now stands an upscale apartment complex. Another redevelopment project was approved on



Peachtree Parkway to make way for housing, especially young, single workers. A hotel was converted to studio apartments and there are other projects in the pipeline. However, Peachtree Corners still faces a housing shortage and, by extension, workforce issues.

A lack of a comprehensive rail system in metropolitan Atlanta creates a challenge for companies needing workers, including those in manufacturing, government and service-sector jobs. Gwinnett County voters rejected the funding of a heavy rail transit line during a 2020 referendum. The measure failed by just over 1,000 votes out of a total of 398,041 votes cast, according to the county report. It is expected to be revisited in the future.



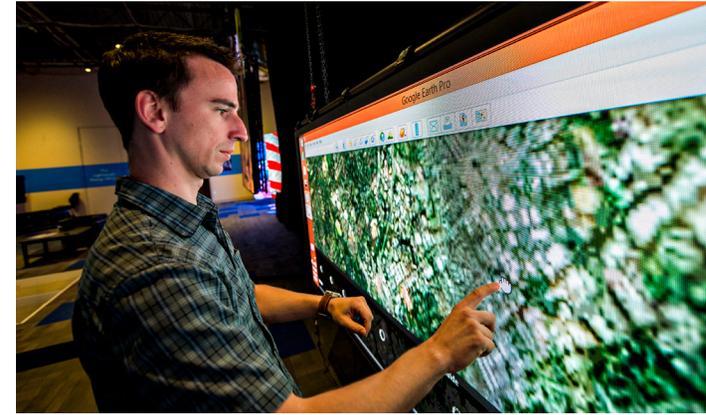
Tools and Techniques

Business Retention and Expansion (BRE)

Satisfied businesses can be a community’s best ambassadors, spreading the word about the benefits of conducting business in the city. Cities should be proactive in developing and maintaining strong relationships with the business community to sustain a “business friendly” image (Morse, 2004). Business retention and expansion (BRE) is an economic development strategy of proactively connecting with existing businesses to understand and respond to local business needs. These programs help businesses stay, grow and become more committed to the community. BRE programs establish relationships with businesses to strengthen existing companies, identify at-risk businesses needing assistance, and to serve as a link between private industry and government. Business retention and expansion programs generally have been handled by local government, private organizations, and through quasi-governmental, or public-private partnership organizations, such as Partnership Gwinnett. Partnership Gwinnett is a community and economic development initiative of the Gwinnett Chamber. It is dedicated to bringing new jobs and capital investment to Gwinnett County.

BRE is one of the cornerstones of economic development. By meeting face-to-face with local businesses and helping remove the barriers to growth, an Economic Development Organization (EDO) can directly influence the success of the local economy. The most impactful way to assist businesses is one at a time. This document serves as a detailed plan for a BRE Program. In this plan, there are best practices and a framework for a program—from establishing teams to carrying out business site visits, to referrals, and to follow-ups.

In order to build a BRE program, an organization needs to assemble human resources, preferably into teams who can carry out specific tasks. The Management Team ensures that each part can easily collaborate and has the tools needed to do the job. The Operations Team navigates businesses through the BRE process, conducts site visits, and diagnoses barriers to growth. The Action Team includes the referral sources, while the Response Team is an ad-hoc group based on the situation and what is needed. The Response Team mainly deals



with “Red Flag” situations which will be explained later. Lastly, the Media team coordinates media coverage so the business community is aware of the program.

While a basic BRE site visit process is straight-forward, a successful program follows a logical sequence of activities and can help stave off issues leading to business departures.

There are a number of organizations and BRE programs which were examined to prepare this program plan. BRE Plans from these organizations were examined and informed this document.

Mississippi State University Extension Service

Halifax Partnership Business Retention & Expansion Program Manual

The University of Minnesota Extension Service

North Dakota Extension Service

International Economic Development Council

Business Retention and Expansion International

This section serves as an introduction to the concept of BRE. It explains why the plan was created, what BRE is, and why communities undertake BRE.

a. Background: Although a comprehensive Economic Development Plan was adopted by the Peachtree Corners City Council in 2017, and the majority of desired outcomes were achieved, an updated plan is needed as the current Economic Development Plan expired in 2022. The City of Peachtree Corners aims to implement an organized BRE program and, therefore, needs a plan to guide staff activity toward certain goals.

b. Defining BRE and its Purpose: Business Retention & Expansion is the activity of engaging with local businesses to help them improve, expand, and/or manage changes to their operations. BRE is about removing the barriers to growth. It aims to strengthen a community’s ability to attract, grow, and keep businesses. International efforts and partnerships through organizations such as Business Retention & Expansion International (BREI) and the International Economic Development Council (IEDC) have created a community of BRE practitioners and helped spark innovation and research in this practice. The concept known as BRE is multi-faceted and is an essential pillar of economic development.

Business Retention & Expansion is the effort by communities to actively engage with local businesses encompassing a variety of different programs and activities. It stems from an unwillingness to leave the success of their local economies up to chance. The vast majority of cities, counties and states in North America have economic development organizations (EDO), and most of these organizations have a BRE program.

c. The Reason for BRE: Unlike other programs which require significant financial resources and overhead costs, a BRE program can be effective even in the smallest scale. Since business expansions of companies already in the community account for the vast majority of job growth, BRE is a very useful program because it focuses on existing companies. Satisfied businesses can be a community’s best ambassadors, spreading the word about the benefits of conducting business in the city. Cities should be proactive in developing and maintaining strong relationships with the business community to sustain a “business friendly” image.

BRE provides a methodology to actively engage with businesses to improve the business climate. Business attraction, while very useful

for a community, is an expensive undertaking and tends to involve incentives and other upfront costs.

Program Design and Framework

This section outlines how a BRE program should be organized. It explains how various teams and components interact with one another, why BRE targets individual companies, and the mandatory elements of a functional program.

a. Process Overview and Teams: The core activity in a BRE program is quite simple: visit businesses and connect those experiencing barriers to growth with the resources needed to overcome those barriers. This framework encompasses the general, overarching concepts that define how BRE works. Peachtree Corners plans to use several core teams within a BRE Program: the Management Team, Operations Team, Media Team, Action and Response Teams, and each of these teams has a part to play in the day-to-day activities.

1. The Management Team ensures that each part of the organization can easily collaborate. This team comprises a Program Manager, or the EDO's existing management staff, such as the City Manager or Assistant City Manager and Economic Development Director/Manager. The team ensures the other teams can move forward with cohesion.

2. The Operations Team navigates business clients through the BRE process. They diagnose the client's barriers to growth and refer them to solutions. The Operations Team is the workhorse of a BRE Program and it is comprised of city staff carrying out site visits and other business communications activity in partnership with associates at the local Chamber of Commerce and other agencies.

3. The Action Team services the referrals and provides specialized

resources to business clients. This team comprises a broad array of internal and external organizations. It could include city department heads, or associates from the Chamber of Commerce, schools, or other outside agencies.

4. A Response Team is an ad-hoc group that provides high-level intervention in a crisis scenario. Each Response Team is organized when a crisis occurs and is made up of Action Team members and influential decision makers such as the Mayor, City Manager, Assistant City Manager, and department heads in conjunction with the Economic Development Director/Manager.

5. The Media Team helps coordinate media coverage and participates with various team members to ensure media coverage accurately reflects the program.

This BRE model focuses mainly on the site visit and referral process; the core activity of BRE. It runs on the principle that this process should be as simple as possible for the business client. The Operations Team connects the business contact through every step of the process, ensuring that they are introduced to the program, and guided to specialists and/or solutions (Action Team), and that there is follow-up. The Operations Team ensures that the business client knows exactly who they should be speaking to throughout the process.

b. Outreach and Site Visits: Outreach begins with a member of the Operations Team. They are in charge of reaching out to potential business clients. They will work with the businesses to schedule a 1-2 hours meeting with the business owner or a local, senior executive within the company. In preparation for this meeting, the Operations Team member will also perform some cursory research on the business. Site Visits are where the Op Team member meets with the client and performs what is known as a 'diagnostic visit'. The team



member listens to the client and probes for information in order to help both parties diagnose the company’s barriers to growth. During this meeting, detailed data on the client is recorded using the Diagnostic Tool (sometimes a BRE Survey) to better understand what is going on with the business and help make referrals. The person interviewed should have a copy of the tool in advance. By the end of the meeting, the Ops Team member should understand the business’ issues/concerns and discuss what resources are available to assist the business. The site visit and diagnostic tools:

- **Demonstrate the community’s appreciation for its existing businesses,**
- **Identify immediate problems facing a business so that these problems can be addressed,**
- **Identify perceptions of the community as a place to do business,**
- **Identify the training and technical assistance needs of the business,**
- **Identify the future plans of a business, and**
- **Build community capacity for sustained growth and development.**



After the site visit, Operations Team members can begin inputting the data, using the Diagnostic Tool and content management system. The use of Customer Relationship Management (CRM) solutions is popular. An example is Executive Pulse. The program allows the Operations Team to monitor trends and results, report on its efficacy, and leverage the body of information to inform future work. Using CRM software would also enable the EDO to quantify activity which can be difficult in BRE. How does one show that it is retaining companies? There is software that can help.

Referrals occur within a short timeframe after the meeting is finished. The Ops Team reaches out on behalf of the client to specific resources of the Action Team. These members are chosen based on the resources or programs they provide and the barriers identified during the diagnostic visit. The Ops Team member ensures that these Action Team members quickly make contact with the client and that services are offered. It may be workforce assistance. It may be help finding additional space. After referrals are made, services are offered by the members of

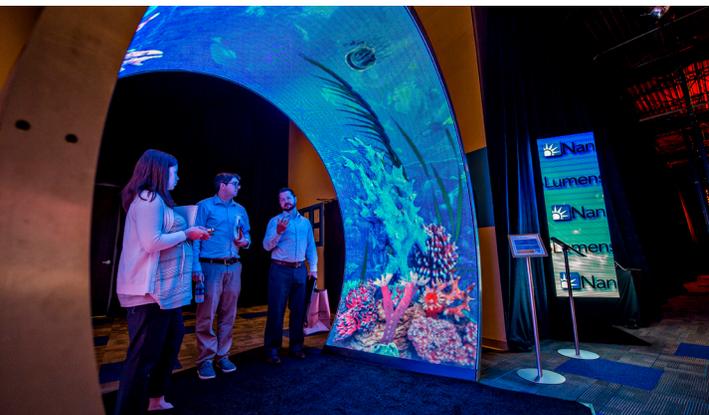


the Action Team to the business clients. These are programs or resources to which the Action Team has connections or offers directly. Once services have been provided, or it's determined that services cannot be provided, the Action Team member informs the Operations Team and it is logged into the database.



In some rare cases, a Red-Flag will occur. This means that during the site visit, an issue was raised that represents either a high-value opportunity, or a potential crisis. In such a case, the Action Team may be unsuitable to handle the issue, or higher-level intervention may be needed. Instead of making referrals, a Response Team is formed to tackle the issue. The Response Team is created ad-hoc and should include the City Manager, or his designees, who may be able to authorize specific solutions or recommend specific courses of action. Red Flags are a rare situation and may involve members of different city departments, such as Engineering and Public Works, Finance, or other organizations outside the city, such as the county or state Department of Transportation or Department of Economic Development.

Follow-Up occurs after the client has dealt with the Action Team. The Operations Team contacts the business client and ensures that the process has gone smoothly. The Operations Team member discusses the situation with business clients and determines whether more referrals are needed, whether the initial issues have been resolved, or if they should check in with the client at a later date.



These steps form the core activity for a Business Retention & Expansion Program. It is critical to note that while each business client follows these steps in order, an Ops Team Member will be dealing with multiple companies concurrently. Different companies will be at different stages of the process and will be progressing at different speeds; an Ops Team member should be careful to only manage as many clients as they can handle. From initial outreach to eventual follow-up, the Operations Team keeps up with the business client and ensures progress is being made. This process is repeated continuously, company by company.

Day-to-Day Activities

This section provides a more concrete example of what day-to-day activities look like. It walks

through how interactions occur with business clients, how the Action Team gets involved, how the system gathers valuable information, and how this information is used. Anyone who is taking part in BRE activity, especially Ops Team Members, should focus on very thoroughly understanding this section.

a. Outreach & Visitation Process: Most day-to-day activities center on the Operations Team. Specifically, this comprises individual staff members who reach out to the business sector to initiate the BRE process. This initial meeting is referred to as a Diagnostic Visit, or sometimes a Retention Visit. Prior to the meeting it is expected that the Operations Team Member will perform some very preliminary research on the company, finding basic information and gaining at least some understanding of what the business does or the industry in which it operates.

This meeting will typically last about an hour to 90 minutes and involve a conversation between the Ops Team Member and the business client. The Operations Team Member should be keeping note of what is discussed and recording information, using a Diagnostic Tool for recording. Either during, or at the conclusion of the interview, they should provide the client with a few referral options. These options should serve as suggestions to address or remove barriers to growth and the programs in the community which can be used to assist them. It is important to get the client's permission before any referrals are sent on their behalf. Once the meeting has concluded, a kind and sincere gesture will make a difference; thank the business for operating in the community. Thanking a business for their effort will go a long way in helping to build a relationship.

b. Referral Process: After the initial Diagnostic Visit is complete, the Ops Team Member should immediately input the information and make referrals. Maintaining a very strict timeline for turnaround will convey to the business client that helping them is a priority and will make sure the client spends less time unengaged with the program.

The aim is to keep all referrals under 48 hours, from the end of the site visit until the Action Team member reaches out to the business client.

c. Follow Up: Once the referral is made, the CRM software can be used to track progress. When the advice or services have been rendered by the Action Team, or they are unable to make contact/provide the services, the Action Item will allow the Ops Team Member to know if progress has been made. This serves as a signal for the Ops Team Member to re-establish contact with the business client and ensure that the business is functioning without issue. The follow up period is essential to relationship-building and as oversight for overall program success. It ensures that the clients are capable of expanding or maintaining their operations and that the BRE program has helped them along.

Sending out thank you notes or custom cards to the businesses with whom the Operations Team met, can send a strong message that the company is valued. It helps remind the business of the services and connections they received. If the client is satisfied with the service and may require help in the future, it provides an opportunity for the Operations Team to schedule another visit for a later date or the following year. This helps maintain a client base for the BRE program and helps keep businesses engaged with the community.

d. Data Management and Use: An important part of the BRE process is to gather information about the companies that are visited. During the site visit, team members are examining the client's barriers and operations. This is a very powerful source of data collection and must be properly tracked and utilized. To this end, the Operations Team should use the Diagnostic Tool and record the company's information within its software package of choice. Part of any community process is being able to track activities and ultimately show value to stakeholders. For BRE, this means being able to track and report on the program's indicators.

Once this information is in the system, it can be accessed using the CRM’s search tools. Data Support Staff and the Management Team can create reports on all of the companies input into the system. Ops Team Members can also use the CRM system to review their companies and activities in order to manage accounts. This data can be used to generate reports and provide information to stakeholders.

e. Confidentiality & Data Control: In order to properly diagnose business issues, Ops Team Members need to understand the business. A lot of the information that is gathered through conversation will deal with private and confidential subjects. It significantly improves both the quality of the responses and the accuracy of the information if the company can speak in an open manner and not be concerned about their level of privacy. Information must be kept confidential, unless approval is given to make it public. Careful consideration should be taken to gather and protect data in an ethical and above-board manner.

f. Monitoring the Program: Quantitative indicators-Metrics: There are six indicators that may be used to quantify a BRE program. Each metric also includes a technical description of how this information is gathered through CRM software:

1. Jobs Created and Retained: Showing the value of the program is partly about measuring how it improves the economy, and the labor force is generally considered a valuable indicator of economic impact. This measure is reported by the business client, either directly to the Operations Team or through an Action Team member’s referral. The total number of full and part-time jobs that are created and retained should be indicated across all business clients. Generally, this number serves as a lower bound for the economic impact of the program, as it only represents the impacts that are reported back to BRE staff. Knowing the number of jobs created is also useful for inclusion in the annual financial budget.

2. Retentions & Expansions: These two metrics measure where the program prevented an impending decline or removed a barrier to an expansion of a company’s operations, respectively.

3. Diagnostic Visits (sometimes Retention Visits): It is useful to monitor how broadly the program reaches out to the business community. Therefore, there is a metric measuring the most fundamental activity and engagement with a business. It accounts for the initial visitation process and diagnosis of the client. Only the first major visit each fiscal year, where the Diagnostic Tool is implemented, should be considered a Diagnostic Visit. Other visits would fall under Business Consultations, as they represent supplementary activities.

4. Business Consultations: It is important to measure not only the number of business clients, but the thoroughness through which the BRE staff engage with those clients. To measure this, a metric is used to indicate supplemental engagement and follow-up activity. It looks at the number of meetings and conversations between the Operations Team and a business client outside of the context of the initial Diagnostic Visit. This activity generally represents any substantive engagement which occurs either to re-engage or re-diagnose the client following the first wave of initial referrals.

5. Referrals Generated: A large part of the BRE process revolves around the implementation of the Action Team. As such, part of measuring the success of the BRE program is measuring how effectively it can bridge the Action Team and its business clients. This metrics encompasses all authorized referrals made by the Operations Team to request Action Team intervention.

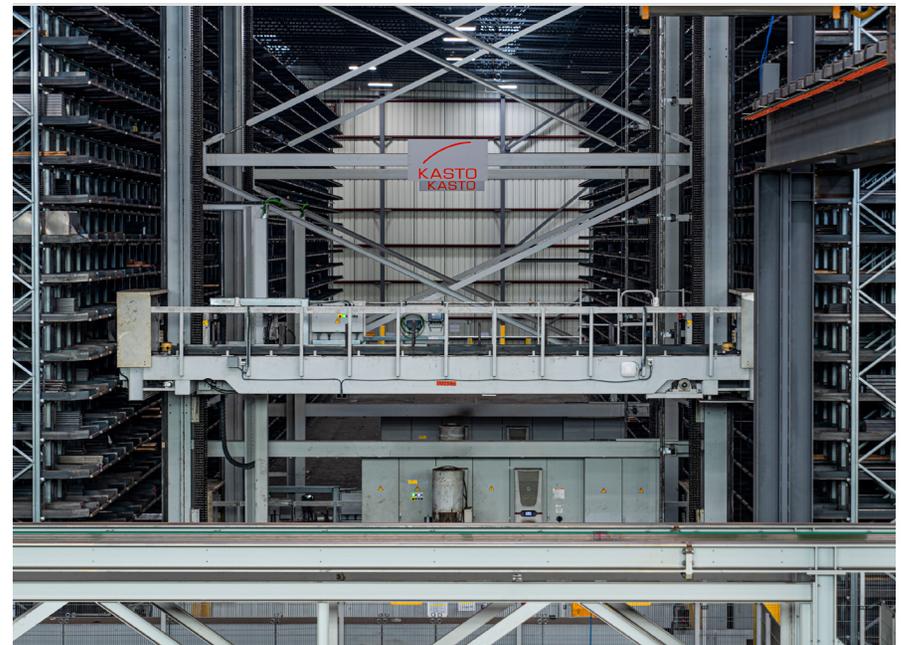
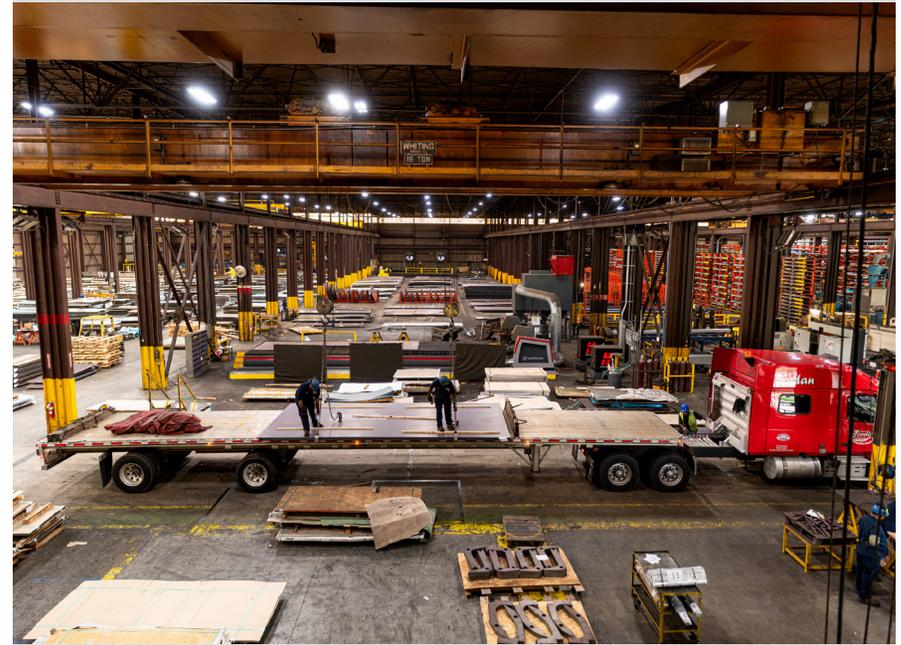
g. Marketing and Communications: Part of the Management Team’s role is to coordinate community outreach through Marketing & Communications. This involves reaching out to funding partners and stakeholders in the community to express the value, purpose,

and positioning of the BRE program. As an economic developer, communicating the value of the organization is a regular part of operations. Stakeholders are interested in what the business sector is thinking. In addition, some companies are willing to provide success stories or testimonials of their interactions with the local EDO. They can be used to drive new investment into the community. Sharing success stories is useful in the city’s marketing efforts. Success stories are already being shared through the city’s business newsletter.

Other Approaches

Clustering: There is a strategy that has been well utilized by cities over the years called Clustering. Using a cluster strategy has become a popular economic development planning tool. Generally, clusters are geographic concentrations of interconnected businesses that draw competitive advantage from their mutual proximity and connections. Cluster analysis can help identify a region’s economic strength and challenges and can be performed using the North American Industry Classification codes. Observable clusters of business in Peachtree Corners include bio-technology, engineering, computer related services, parts manufacturing and metal works, as well as financial technologies, among others. Analyzing existing clusters is critical for the local economy, as communities can build on existing industries, so asking about a company’s verticals is beneficial. Understanding these groups may also assist in organizing events such as business roundtables or networking lunches.

Recruitment versus BRE: Recruitment as an economic development activity has its limitations. Many times, community leaders and the media are caught up in the excitement of luring new companies to the area, only to realize that they are replacing companies who have been ‘lured’ someplace else.



Few people would contest the assertion that existing businesses are important to the local economy. Existing businesses make investments in facilities, create jobs, and pay taxes, so they are at the heart of strong local economies. Business owners know that it is easier and less expensive to retain existing customers. The same thing is true for communities that focus on retaining existing businesses.

Over the last two decades, studies have documented the impact of existing businesses on job growth. They have examined the impact of businesses on maintaining strong local economies through investments in the social fabric of the community. The challenge for the economic developer is to effectively communicate to stakeholders the value of these businesses to the community and its economy. A business retention program is time and labor intensive, and requires building and maintaining good relationships with existing businesses.

Many BRE programs do not exclusively involve site visits and surveying businesses. Many take on a Clearinghouse function, serving as a repository for information, linking companies to resources. They share where to get advice on creating a business plan, how to find technical or financial assistance, what properties are currently available for lease, and more.

There is no one-size, fits-all approach to Business Retention and Expansion, but guidelines provided by the International Economic Development Council and Business Recruitment and Expansion International provide best practices. Adopting a regular site visit schedule that includes a systematic method for collecting and maintaining data is important for maintaining relationships with business clients and staving off potentially devastating business losses.



2023 PEACHTREE CORNERS SWOT

This SWOT analysis is derived from approximately 100 direct inputs from companies located, both, within and outside Technology Park.

STRENGTHS

- Location
- Proximity to roadways
- Proximity to ATL assets
- Perception of a climate for being an intuitive, entrepreneur, technology-based and innovative city
- 5G deployment
- Great Quality of Life
- Good infrastructure
- Zero municipal tax rate
- Great executive housing
- Great schools
- Wesleyan Academy
- Great City government and leadership
- Perception of being a politically neutral city
- Job skills availability
- Gwinnett Tech College
- Inventory of very diverse type of businesses
- Technology Park is an asset benefitting all
- Growing global footprint

WEAKNESSES

- Lacks a sense of a business community - business fragmentation
- Dated facade and aging buildings
- Lack of transit within TP and venues
- Increased traffic
- Lack of middle income housing affecting talent recruitment
- Long commute due to lack of middle income housing and tight inventory
- Availability of space
- Limited vertical space
- Concern about safety and crime
- Lack of connectivity with Doraville Transit Station
- TPA concept and responsiveness
- TPA group focused on real estate investment and not tenants
- CL not engaged with businesses at TP
- Existing hotels availability, quality and service offer is lacking
- Lack of weekend opportunities for hotel occupancy
- Power reliability in older residential areas

OPPORTUNITIES

- Build a business and technology community through more communication on what is going on with businesses at the TP, such as communicate why the Mobility Hub
- Create venues/forums for mingling aimed at creating vibe and finding out what businesses and startups are doing being careful for companies not to use as a selling venue
- Communicate opportunities for investments
- Communicate opportunities for cooperation and the use of proof of concept between businesses and Curiosity Lab.
- Create opportunities for City leadership to participate and engage with businesses, particularly on technology development
- Celebrate openly app developments announcements similar as when new investment is announced
- Have transit (shuttles, AV, scooters, etc) within the TP and to amenities areas. Car rental at Doraville Sta
- Recruit high end amenities and hotels
- Recruit restaurants with meeting spaces
- Create a conference center and activities leading to business tourism
- Make bio-tech part of the TP ecosystem. Create an incubator.
- More arts visible
- Create more outdoor amenities such as recreational venues, trails, access to lake, greenspaces, etc
- Recruit targeted technology companies, companies that create vibe, corporate HQ, VR center
- Place breweries within CL-like venues

- More affordable housing
- Highlight diversity
- Have a systematic and sustained AfterCare program, not just the traditional BRE program aimed at job & real estate statistics
- Architectural design of TP conducive to more modern look while still allowing industrial
- Consider vertical space surveys

THREATS

- Lack of land
- Real Estate price
- Lack of quality hotels and high costs driving business guests to other locations
- Aging inventory of buildings and appearance of being obsolete
- Lack of middle income housing and commute time affecting talent acquisition
- Raising perception of potential rift between those that want to keep the status quo of PTC related to increased traffic and crime and those advocating for more density
- Perception of crime being on the rise
- Missed opportunities for growth and vibe caused by 50/50 work from home policies

CONCLUSIONS

In digesting the feedback provided in the interviews, as well as the business survey, there were some common themes that were observed. Most of the takeaways in the SWOT analysis could be considered “haves” and “needs” or assets and hindrances. There are assets the city has which enable it to stand out and be different, such as Curiosity Lab and Technology Park. And there are holes or voids, that perhaps could be addressed, such as a lack of weekend visitors to hotels and a lack of large meeting spaces.

About 38 percent of survey respondents noted the city’s good infrastructure— roadways, sidewalks, water and sewer, and also digital infrastructure, like 5G. At Curiosity Lab, the 5G broadband cellular network is important to businesses, but it is not available throughout Technology Park or the broader city.

Technology Park itself is an asset, with its history and name recognition, although aging buildings were still mentioned despite improvements in the park, namely the Parkside Partners redevelopment (Brightree Software) and ASHRAE’s net-zero building. Attracting technology companies and corporate headquarters continue to be mentioned as a place the city should position its focus.

Traffic and transportation was seen as one of the city’s largest challenges by 65 percent of survey respondents, much like the last business survey where nearly 80 percent of respondents mentioned it as a challenge. However, the city’s access to major thoroughfares was considered a plus (35 percent) in 2022 as compared to more than 50 percent listing it as a strength in 2016.

Insufficient public transit was seen as a problem. Those interviewed expressed a desire to be able to get people to and from the Doraville MARTA station, be it through rental vehicles, shuttles or buses. Visitors on company business can get to Doraville, but getting to Peachtree Corners is more difficult. The transit issue also prevents some workers from getting to the city to help support businesses who rely on low-to-moderate income workers.

Although 40 percent of survey respondents noted good executive housing in Peachtree Corners, a lack of workforce housing was noted as an issue, with one company mentioning that some of its workers were staying at extended stay hotels because they could not afford to live in the area. At this company, workers repair laptop devices for the Gwinnett County School System. The school system is highly valued and seen as a strength. It is one of the most diverse systems in the state.

About 50 percent of survey respondents and many of those interviewed agreed the city has a high quality of life. Some have attended concerts at the city’s Town Center, while others were not aware of the free shows and activity at the city’s 2-acre Town Green. High quality of life was definitely noted as a strength. The city’s wide sidewalks and trail system were considered positive. Survey respondents still mentioned increased dining, parks and shopping opportunities, despite the creation of the Town Center. The city also lacks fine dining options. The Forum’s planned redevelopment will may assist in adding to these amenities. Adding amenities, such as parks, trails, art and entertainment venues, has consistently rated highly on the priority list, according to both business surveys and in interviews.

The Chattahoochee River, which adds to quality of life, could be considered natural infrastructure, even though it is not used to transport goods, services or people. It is, however, an attraction

for visitors that could be expanded upon. Also in terms of the environment, a lack of a recycling center was noted. Some businesses have attempted to dispose of paper waste at the city’s community recycling event, which doesn’t permit business waste.

Weekend opportunities for tourism are lacking, according to the Atlanta Marriott Hotel Peachtree Corners. Close to 38 percent of survey respondents suggested more recreational venues. Adding amenities drew the largest support on the survey when asked, “What should the City of Peachtree Corners focus on to support your business,” followed by business development (BRE). During interviews, there was a desire for a meeting space or venue with a restaurant, or dining, such as a conference center or hall. However, it was not a strong desire on the survey.

Although the city has 14 hotels in the city—more than a number of surrounding cities—there is a desire among the larger companies to have a higher-end product. Several businesses reported being dissatisfied with the quality of the hotels in the city.

There seems to be some concern about security in Technology Park, with businesses noting a lack of patrol, as well as attention to the appearance of common areas. The management company, Technology Park Atlanta, has been unresponsive, according to some businesses in Tech Park.

More than 40 percent of those surveyed stated they were somewhat familiar with Curiosity Lab and nearly 20 percent had been there, while another 30-plus percent said they have heard the name but do not know what it is or have no idea what it is.

There are opportunities for more business engagement, both with Curiosity Lab, and with one another. Although the city disseminates monthly business newsletters with business profiles, companies seem to be operating in their own silos, unaware of other companies in their midst. One bio tech company suggested bringing industries together for talks or events. There is a desire for connection and social opportunities.

A lack of available land and space was mentioned as a problem, as several companies interviewed expressed a need for more space. Real estate costs are also going up, so there have been complaints about increasing rents. Others have expressed concern that the city is growing too rapidly.

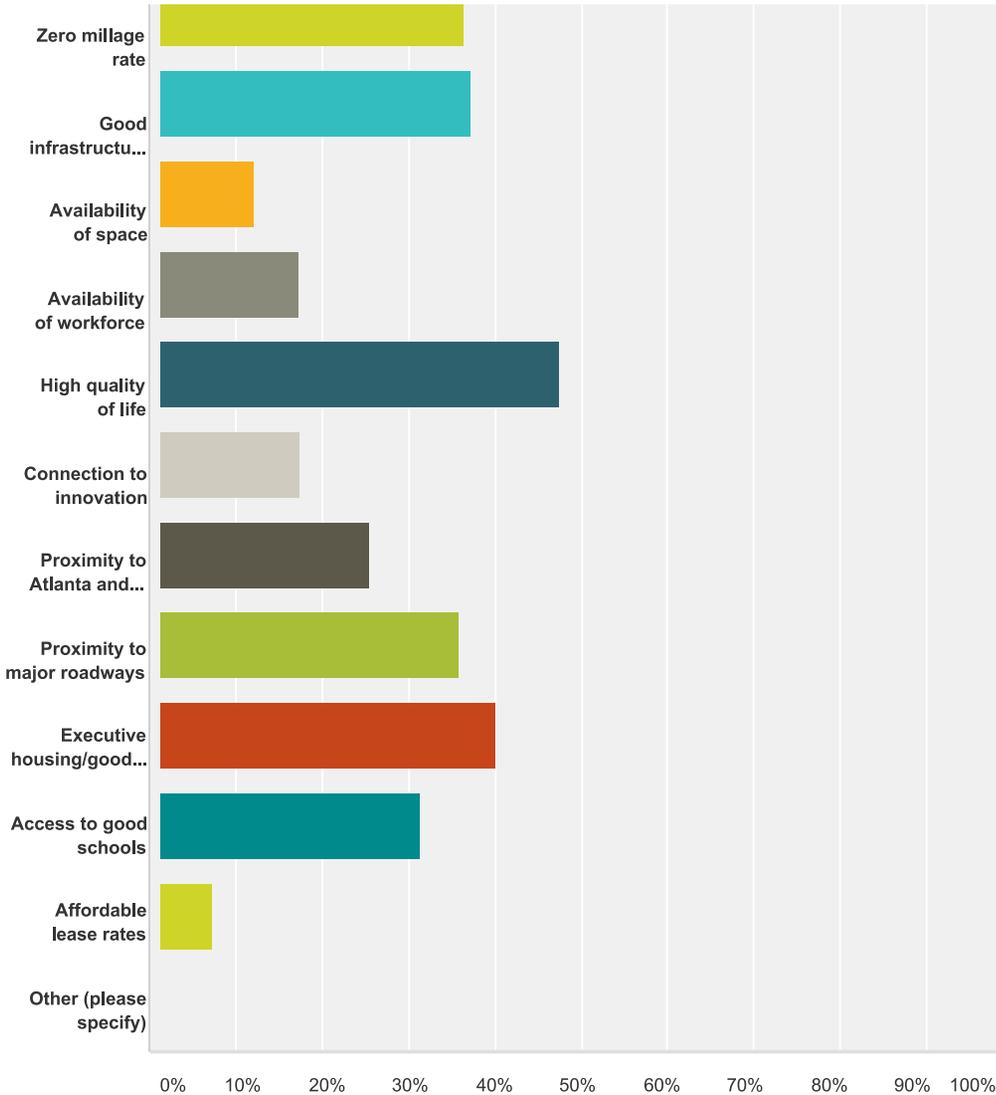


A P P E N D I X



**Q1 What are the benefits of having a business location in Peachtree Corners?
(choose up to 3)**

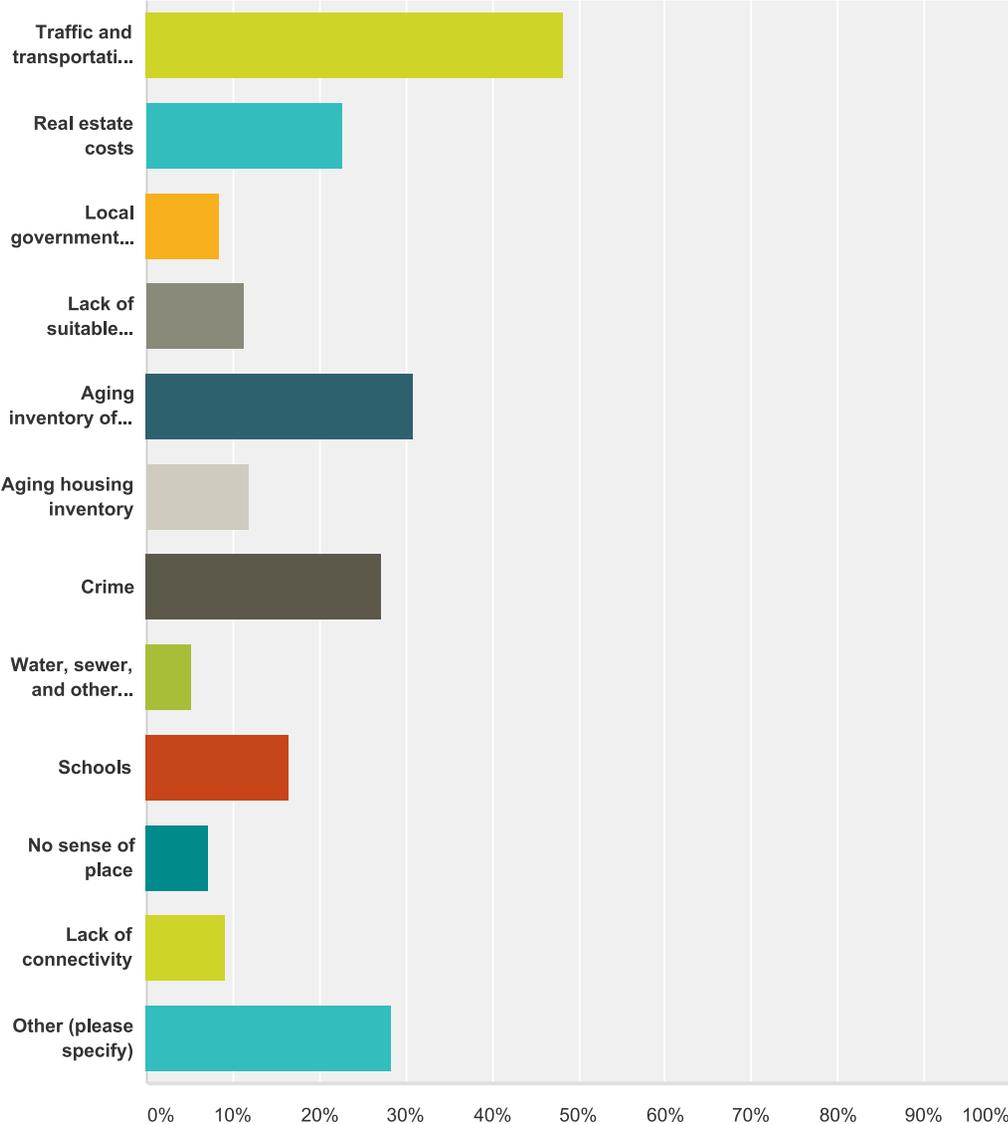
Answered: 70 Skipped: 3



Answer Choices	% Responses	No. Responses
Zero millage rate	35.71	25
Good infrastructure (roads, fiber optics, water, etc.)	37.14	26
Availability of space	11.43	12
Availability of workforce	17.14	12
High quality of life	47.14	33
Connection to innovation	18.57	13
Proximity to Atlanta and airport	25.71	18
Proximity to major roadways	35.71	25
Executive housing/ Good neighborhoods	40	28
Access to good schools	32.86	23
Affordable lease rates	7.14	5
Other (specify)	1.43	1
Total Responses		70

Q2 What are Peachtree Corners' biggest challenges? (choose up to 3)

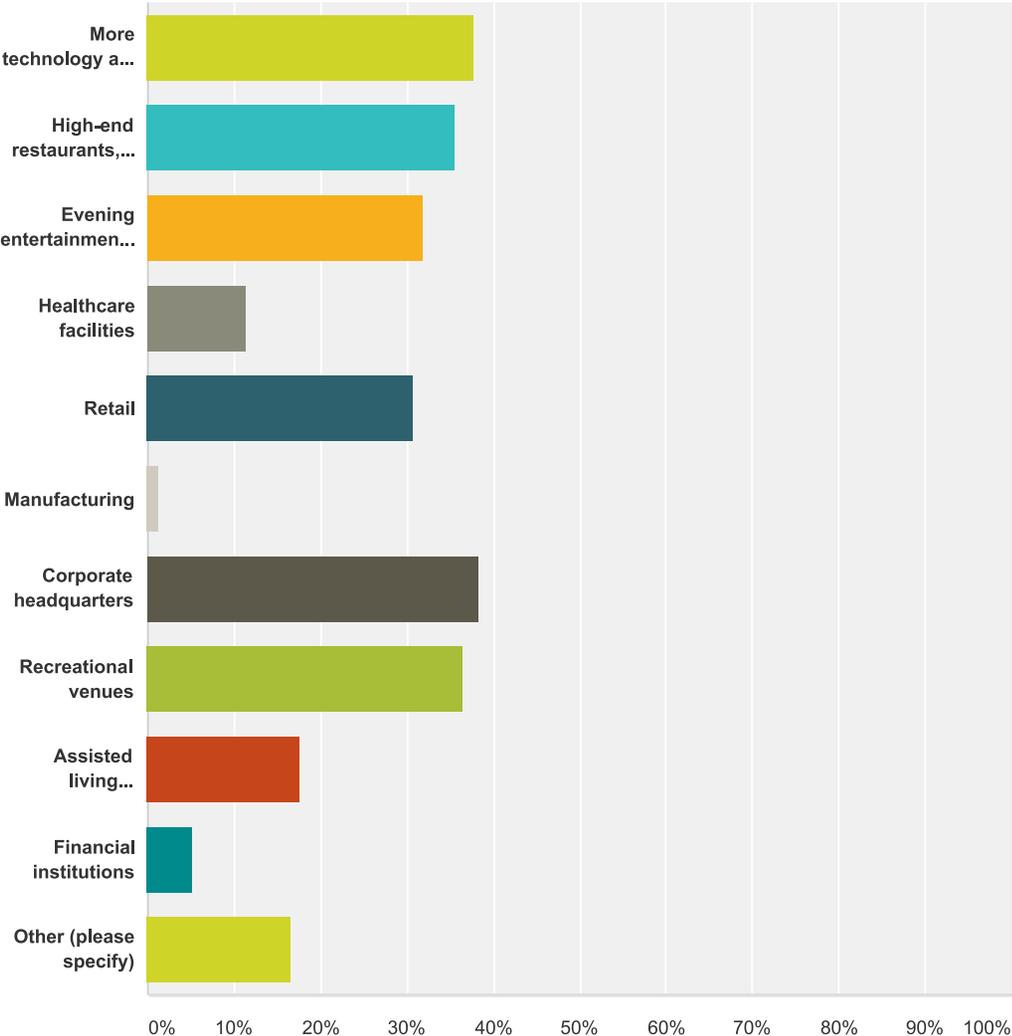
Answered: 73 Skipped: 0



Answer Choices	% Responses	No. Responses
Traffic and transportation issues	65.75	48
Real estate costs	21.92	16
Local government regulations	8.22	6
Lack of suitable workforce	10.96	8
Aging inventory of commercial properties	31.51	23
Aging housing inventories	12.33	9
Crime	28.77	21
Water, sewer, and other utilities	6.85	5
Schools	16.44	12
No sense of place	8.22	6
Lack of connectivity	9.59	7
Other (specify)	28.77	21
Total Responses		73

Q3 What types of businesses would you like to see move into Peachtree Corners? (choose up to 3)

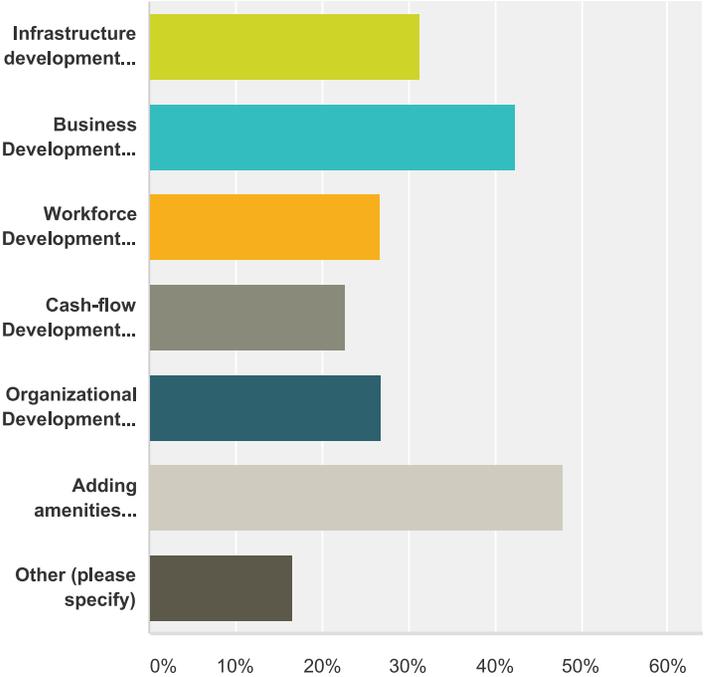
Answered: 72 Skipped: 1



Answer Choices	% Responses	No. Responses
More technology and innovation	38.89	28
High-end restaurants, hotels, hospitality services	34.72	25
Evening entertainment venues	36.11	26
Healthcare facilities	11.11	8
Retail	30.56	22
Manufacturing	2.78	2
Corporate headquarters	38.89	28
Recreational venues	37.50	27
Assisted living facilities	18.06	13
Financial institutions	6.94	5
Other (specify)	18.06	13
Total Responses		72

Q4 What should the City of Peachtree Corners focus on to support your business? (choose up to 3)

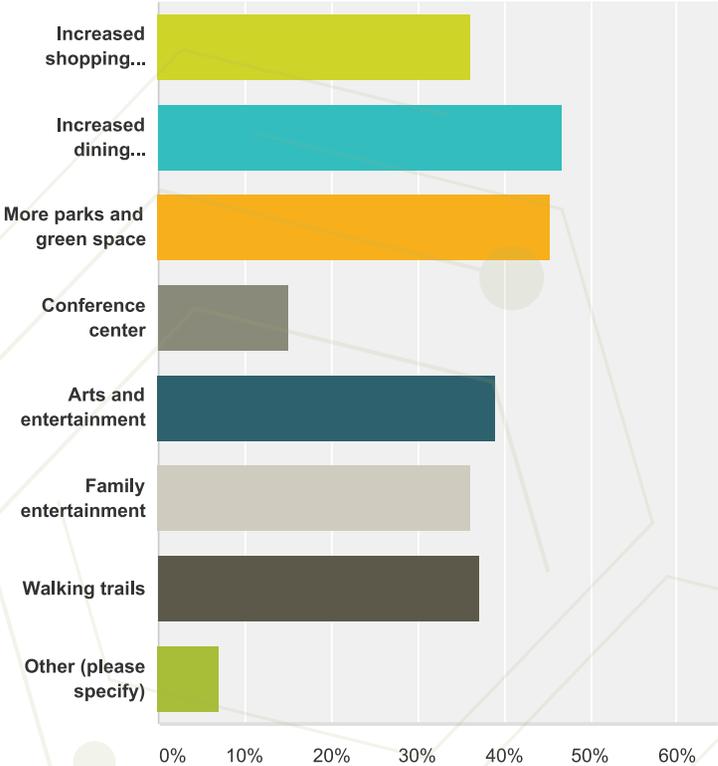
Answered: 72 Skipped: 1



Answer Choices	% Resp.	No. Resp.
Infrastructure development (water, sewer, gas, transportation)	31.94	23
Business development (retention, expansion, attraction, entrepreneurial development)	43.06	31
Workforce development (job training, skill enhancement)	26.39	19
Cash flow development (brining in new dollars, tourism, expanding markets)	23.61	17
Organizational development (conducting analysis of current conditions, strategic planning, setting goals and objectives)	26.39	19
Adding amenities (parks, trails, entertainment venues	48.61	35
Other (specify)	16.67	12
Total Responses		72

Q5 What amenities would benefit you and/or your company? (choose up to 3)

Answered: 68 Skipped: 5

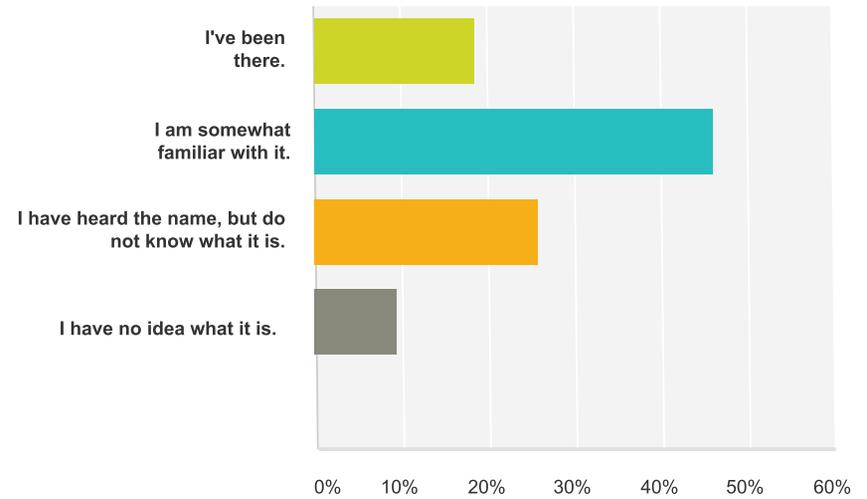


Answer Choices	% Resp.	No. Resp.
Increased shopping opportunities	36.76	25
Increased dining opportunities	45.59	31
More parks and green space	44.12	30
Conference center	14.71	10
Arts and entertainment	39.71	27
Family entertainment	35.29	24
Walking trails	36.76	25
Other (specify)	7.35	5
Total Responses		68



Q6 How familiar are you with Curiosity Lab?

Answered: 73 Skipped: 0



Answer Choices	% Resp.	No. Resp.
I've been there.	19.18	14
I am somewhat familiar with it.	45.21	33
I have heard the name, but do not know what it is.	26.03	19
I have no idea what it is.	9.59	7
Total Responses		73

RECOMMENDATIONS

• **Implement a sustainable BRE program.**

• **Continue adding amenities; trails, paths.**

• **Highlight individual business success stories.**

• **Maintain and continue the development of infrastructure.**

• **Expand visibility of Curiosity Lab, use communication tools, social media).**

• **Attract a sports team or venue, tourism.**

• **Leverage partnerships with area organizations.**

• **Engage consultant to perform housing study.**

• **Expand 5G coverage throughout Technology.**

• **Add Cafe in Technology Park.**

• **Attract high-end hotels.**

• **Explore ideas for redevelopment in Technology Park**

• **Increase police presence**

• **Consider vertical space surveys to address lack of space needs.**

• **Highlight diversity of the area.**

• **Explore connections to Doraville MARTA station, mobility options.**

• **Add community spaces (dog park, etc.) and public art.**

• **Encourage building and façade improvements.**

• **Consider purchasing property in preparation for future needs.**

• **Organize talks, forums in Tech Park.**

• **Identify companies to target in technology fields, robotics,**

• **Attract conference center or**

• **Consider a cost/fundin**

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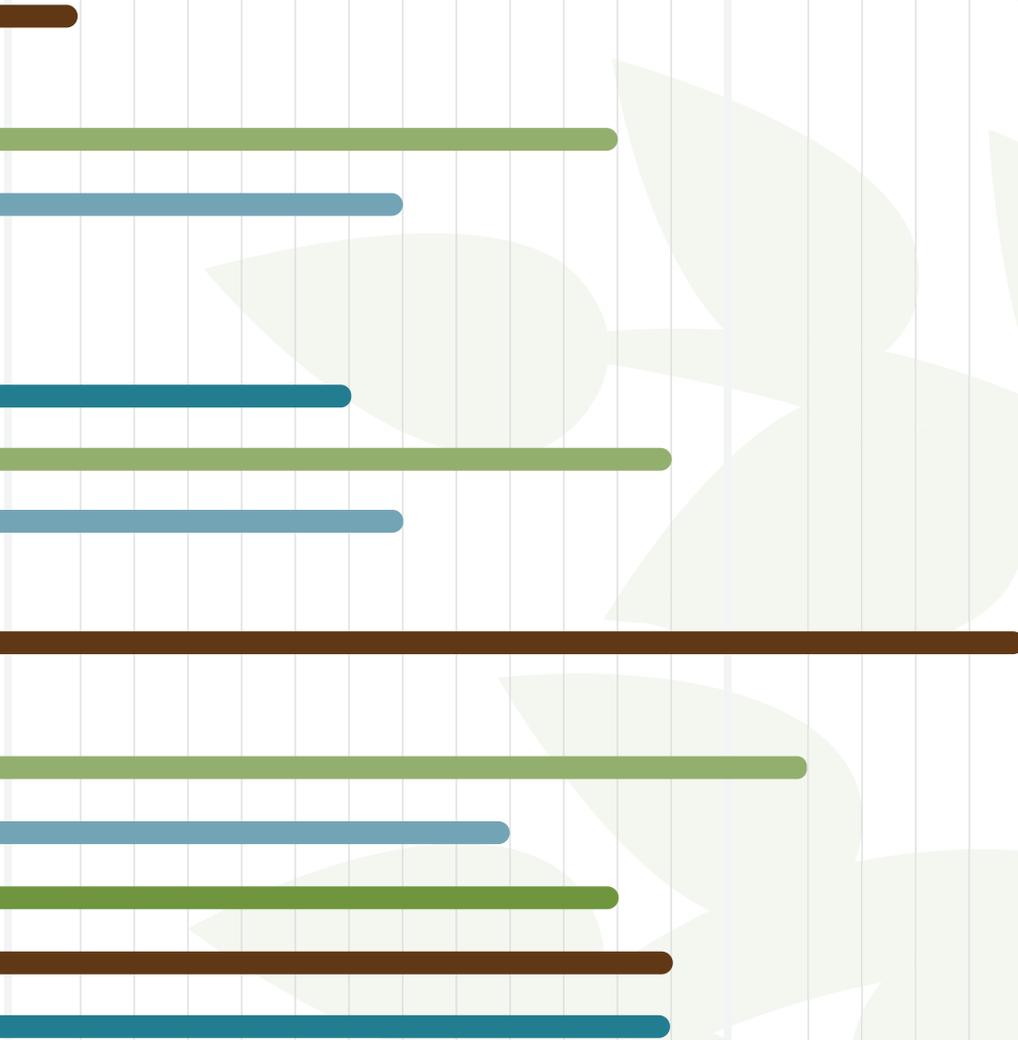
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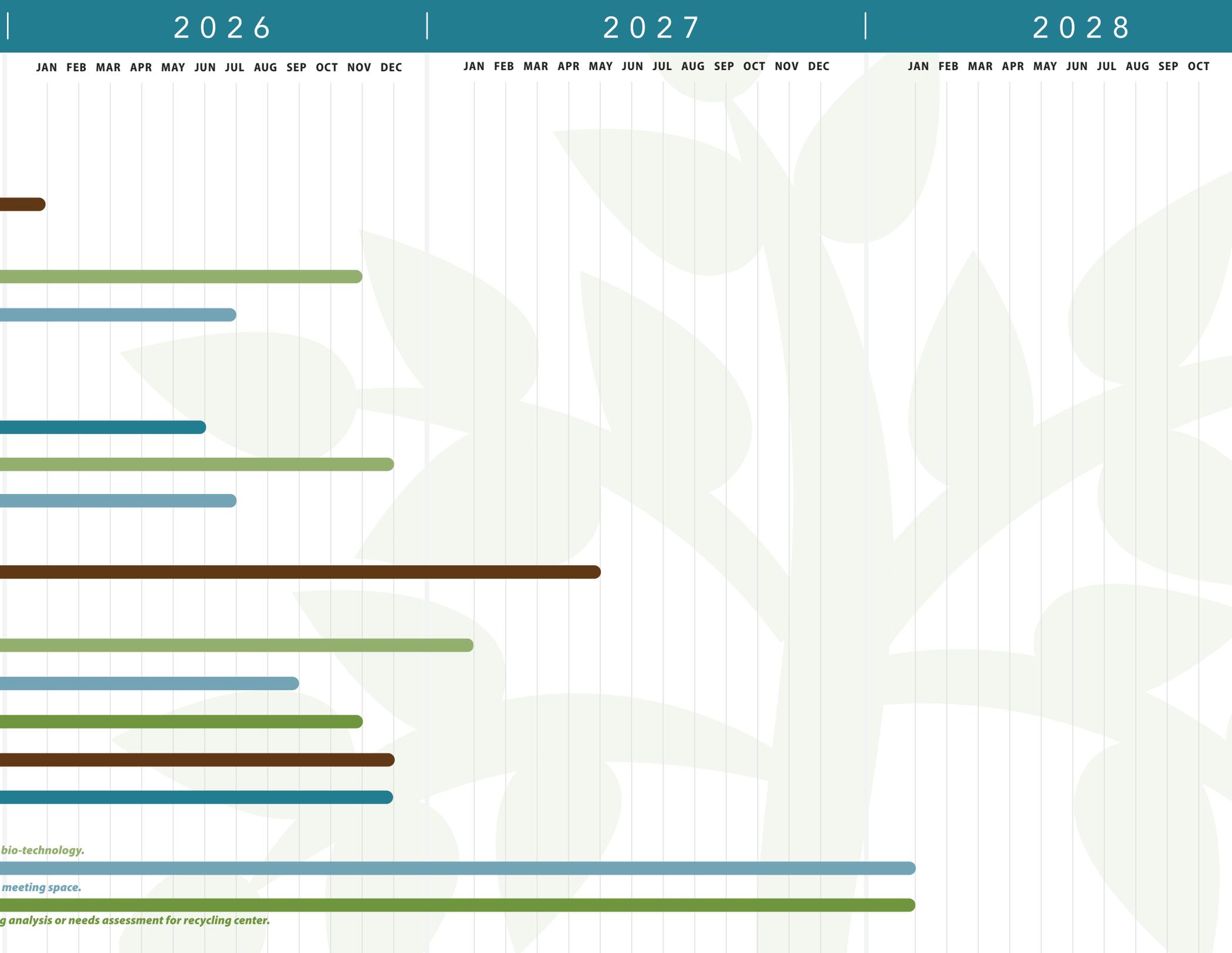
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bio-technology.

meeting space.

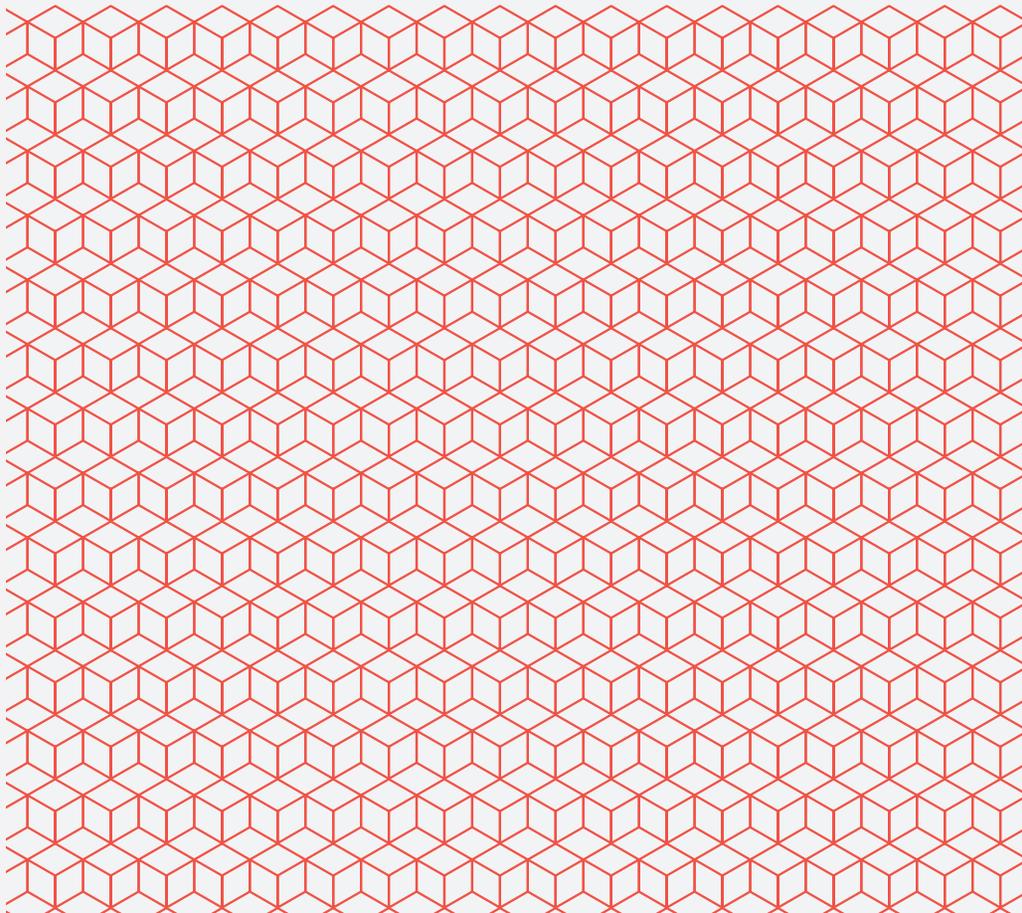
g analysis or needs assessment for recycling center.



BRAINSTORMING SESSION

TECH PARK

DECEMBER 2, 2022





PARTICIPANTS

CITY OF PEACHTREE CORNERS

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Danny Bivins, Senior Public Service Associate

Kaitlin Messich, Public Service Associate

BRAINSTORMING SESSION SUMMARY

MEETING GOALS

This brainstorming session serves as a first step for the City of Peachtree Corners and The Pendleton Group to develop a process for transforming Tech Park so it can build on Curiosity Lab's success and attract long-term investment. The group named the following as goals they would like to achieve in this meeting:

- Discuss the overall vision for Tech Park
- Explore ideas for public-private partnerships (PPPs)
- Brainstorm ways to improve Tech Park to be ready for the next generation
- Create a list of the next steps

TECH PARK: A LIVING STORY OF INNOVATION

Peachtree Corners is "The Little City That Could" when it comes to creating a hub for imagination and innovation in the Atlanta metro region. In fact, it is part of the young city's DNA. From its founding in 2012, the city's progressive leadership has created a culture of saying "yes" to the possibilities, showing what is possible when cities engage in strategic planning to attract international talent, business, and technology.

Paul Duke, in the 1960s, conceived of a technology park to attract the best and the brightest Georgia Tech graduates. Mr. Duke's forward-thinking leadership lives on today in the city's vision to revitalize this 1970s Tech Park.

In 10 short years, the city has seen remarkable success with Curiosity Lab, located within Tech Park and dreamed up by Georgia Tech Vice-President Emeritus Wayne Hodges. Hodges also founded the very first

technology incubator in the country in the 1980s and oversaw the success of downtown Atlanta's Technology Square and is now working at The Pendleton Group as part of this effort.

Created in 2017, Curiosity Lab is an "innovative ecosystem" for 15 startup companies, is home to the world's most innovative technology, and has a thriving partnership with Georgia Tech. Curiosity Lab boasts a 1.5-mile test track for autonomous vehicles, the first driverless shuttle deployment on a city street, the first 5G deployment in Metro Atlanta available for testing, the first teleoperated E-Scooters which you can call from an app and they drive autonomously to your location, and the first "living" laboratory available to entrepreneurs and startup companies from across the globe.

THE CHALLENGE

Tech Park is integral to the success of Peachtree Corners and established the groundwork for the future. Despite recent improvements and investment, most of Tech Park retains the 1970s aesthetic and function. Tech Park offers 500 acres worth of opportunities to improve, grow, and adapt for the businesses of the future, but the question is:

How do we get there?

In this digital age, the city has an opportunity to continue to build on the legacy of forward-thinking leaders of the past and Curiosity Lab's present innovation to attract long-term investment to Tech Park. Members of The Pendleton Group and City of Peachtree Corners employees raised the following questions to be investigated throughout this process:

- *How can the global success story of Curiosity Lab spill over to the larger Tech Park to attract long-term investment? How can Curiosity Lab be used to attract talent and then entice them to stay?*
- *How can Tech Park's legacy of technology and innovation be matched with its future vision to create a distinct and marketable brand identity?*
- *What would make Tech Park more competitive, so that companies would choose to move to Peachtree Corners over other Atlanta metro cities like Johns Creek, Alpharetta, or Roswell?*
- *How can urban planning and design improve the look and "vibe" of Tech Park?*
- *What services or amenities could be added to make it more desirable to compete in the 21st-century economy? How could the built environment be improved to offer better connectivity, mobility, and collaboration?*
- *Are there things that the city can do to foster better collaboration and communication between Tech Park businesses and Curiosity Lab? Can the city take steps to protect the natural environment and improve sustainability? What are some ways to incentivize top talent to relocate to Tech Park? What services can the city provide to make Tech Park even more business-friendly?*

Peachtree Corners has already established itself as an international leader in innovation and attracting talent through the success of Curiosity Lab. Technology Park has long been a part of this identity. In a discussion about the future vision of Technology Park, the group agreed that the goal is to make Tech Park the most desirable and exciting place in Atlanta.

THE TECH PARK VISION:

"To make Technology Park the most desirable and exciting place in Atlanta."

CREATING THE TECH PARK "VIBE"

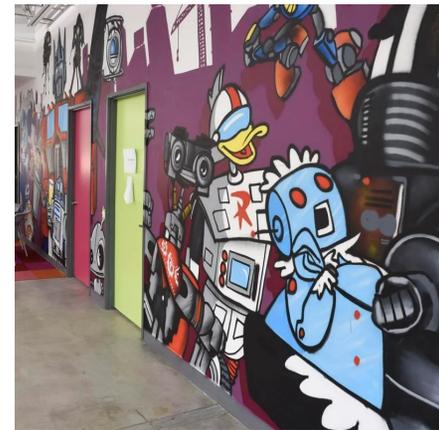
Curiosity Lab has a distinct "vibe." Upon walking into the lab, one becomes a part of the exciting feeling of innovation, creativity, and collaboration, yet it remains a relaxed environment where funky art decorates the walls and large glass openings allow a peek into someone's brilliant new idea coming to life. It is a place full of possibilities and trial and error, where new technologies are shared and invented. Who would not want to be a part of that? Applied technology is visible with autonomous vehicles and touchscreen kiosks, and signage is designed to reflect that same high-tech vibe.

Outside of Curiosity Lab, however, the larger Tech Park is lacking a "vibe" that instills a sense of innovation and belonging. 1970s buildings are isolated and surrounded by ample parking and pine trees, awaiting a modern update that would make this park "the most desirable and exciting place in Atlanta."

Creating a vibe sounds simple, but it involves many factors, including urban planning, improvements to the built environment, branding, signage, environmental graphics, amenities, things to do, a sense of belonging, relationships between companies and the city, and the intangible feeling of being in a place.

The group discussed the following as characteristics that could contribute to improving Tech Park's vibe as an innovation and technology hub:

- *Use Tech Park's history and its recent successes as inspiration and a theme throughout*
- *Make applied technology visible throughout the park*
- *Cultivate a sense of belonging and diversity*
- *Improve mobility and transit options within and outside the park*
- *Invest in infrastructure that creates the desired Tech Park Vibe, such as extending 5G throughout the park*
- *Create a people-centered environment for technology and innovation to help companies develop new products, manufacturing processes, and management systems that will have a global impact*
- *Create a true live-work-play collaborative environment and networking opportunities*
- *Provide a high quality of life for people working and living in Tech Park*
- *Instill a feeling that Tech Park is a place of opportunity*
- *Commit to sustainable and environmentally friendly design within the park*
- *Create public spaces that bring people together during the day and at night, such as areas for food trucks, dog parks, restaurants, bars, pickleball courts, frisbee golf, table tennis, collaborative meeting spaces, and more*
- *Encourage art and creativity throughout the park*
- *Continue to develop outdoor spaces and recreational opportunities within the park, such as trails, walking paths, lakefront amenities, and more*



Interior of Curiosity Lab



“TECH PARK IS A PLACE IN TRANSITION & FULL OF POTENTIAL.”

“CURIOSITY LAB IS AN INNOVATIVE ECO-SYSTEM.”

URBAN PLANNING & DESIGNING FOR PEOPLE

A key part of creating the Tech Park vibe is improving the infrastructure and built environment with people in mind. Tech Park is a 1970s suburban office complex in transition to becoming the model city of the future. Ways of doing business have changed a lot since the 1970s. Businesses need more collaborative spaces and attracting top-level talent requires thinking about workplaces differently—from providing transit to designing desirable green spaces, and providing affordable housing for the workforce, to creating versatile collaborative spaces, improving infrastructure and cybersecurity, and better connectivity within and outside the park. The following ideas were mentioned in our meeting as ways urban planning could improve Tech Park:

- Building and façade improvements
- Visible, applied technology throughout the park
- Vertical expansion of existing buildings and new construction
- Public investment to expand Infrastructure that is customized to Tech Park business’ needs
- Expand 5G coverage to the entire Tech Park footprint
- Improve transportation options, making Tech Park more walkable and transit-oriented, with multi-modal transportation options within the park and to nearby destinations like The Forum
- Improve connectivity to the MARTA Doraville Station and provide a frequent shuttle service to MARTA and other public transportation
- Improve the park’s environmental quality and outdoor areas
- Design sustainable, multi-story mixed-use buildings
- Address vacant office spaces
- Develop the lakefront with more trails around the lakes, activities, and lakefront amenities
- Add mist-cooling spots during hot weather
- Develop affordable housing options for young professionals

OTHER BIG IDEAS:

- Restaurants, bars, and nightlife venues for entertainment within the park
- A Tech Park community center
- Urban farming plots and hydroponic agriculture
- A Tech Park virtual reality experience center
- Vertiport for 3-D mobility
- Canopy walks
- Create collaboration hotspots throughout the park
- Innovative lighting improvements to trail systems and walkways



Curiosity Lab at Technology Park

POTENTIAL ACTION ITEMS

Founded with the purpose of being an innovation and technology hub, Peachtree Corners has proved to be a city government that is flexible and forward-thinking. Unlike most cities, Peachtree Corners does not have a city property tax, which is an incentive for potential businesses and employees. The city also does not have to fund a police or fire department and gets ample SPLOST funding. These factors put Peachtree Corners in a unique position to take on projects within Tech Park.

The following ideas were mentioned in our meeting as things the city can do to improve Tech Park:

Planning and Organization:

Short-term

- Dissolve the Tech Park Property Owner's Association so the city can manage the community assets such as irrigation, and gateway signs
- Create a Tech Park Chamber of Commerce
- Create a Tech Park Improvement District
- Improve safety and security within Tech Park with more police patrol, cameras, license recognition, and improved trail lighting
- Continue to support the Tech Park innovation aesthetic and general design standards
- Adopt ordinances and regulations to protect the park's natural resources, improve resiliency

Economic Development:

Short-term

- Continue to explore all economic development tools available to the city through public-private partnerships (short-term)
- Seek federal funding opportunities to improve Tech Park

- Develop new metrics for incentives unique to Tech Park to attract long-term investment
- Develop a robust incentives package to attract talent and businesses
- Aim to attract companies like ASHRAE who commit to retrofitting buildings into sustainable, net-zero facilities using the latest HVAC&R technology available
- Identify targeted companies for recruitment, such as digitalization, robotics, blockchain, cyber security, and creative industries

Long-term

- Attract first- and second-tier suppliers, businesses committed to sustainability, technology, and innovation
- Attract restaurants, bars, and nightlife options to Tech Park

Partnerships and Collaboration:

Short-term

- Continue to foster relationships with Georgia Tech, The University of Georgia, other colleges and universities, and corporate sponsors
- Host tenant CEO forums

Long-term

- Create an internship and apprenticeship program to further connect Tech Park businesses to academia
- Recruit a technical college to create a campus within Technology Park

Aftercare of Tech Park Businesses:

Short-term

- Develop a list of survey and interview questions to ask Tech Park businesses and current occupants
- Conduct interviews and surveys with current occupants to determine businesses' needs
- Communicate the city's goals and vision
- Identify business partners and potential businesses

PEACHTREE CORNERS IS A CITY THAT

"Thinks like a startup"

- Create a feedback loop and follow up with Tech Park businesses
- Host networking events
- Create a Tech Park business directory
- Create a list of benefits of working in the park
- Identify Tech Park assets and highlights
- Facilitate career development and collaboration

Tech Park Branding, Marketing, and Communications:

Tech Park is a living story that continues to be about innovation and creating solutions for the future. The success stories of Curiosity Lab's many businesses and entrepreneurs provide a great marketing opportunity to attract long-term investment to Tech Park.

Short-term

- Develop a unified brand identity inspired by the living story of Tech Park and the success of Curiosity Lab; the brand should honor the park's legacy but embrace the future with innovation, technology, and collaboration
- Create a clear differentiation statement for Tech Park; the group agreed that Curiosity Lab is currently what gives Tech Park a competitive edge
- Highlight individual business success stories Increase marketing efforts to attract talent
- Communicate Peachtree Corner's quality of life
- Communicate Curiosity Lab and Tech Park's successes and events happening at the park
- Identify and highlight current Tech Park assets and market them to the international community
- Improve communications between businesses at Tech Park

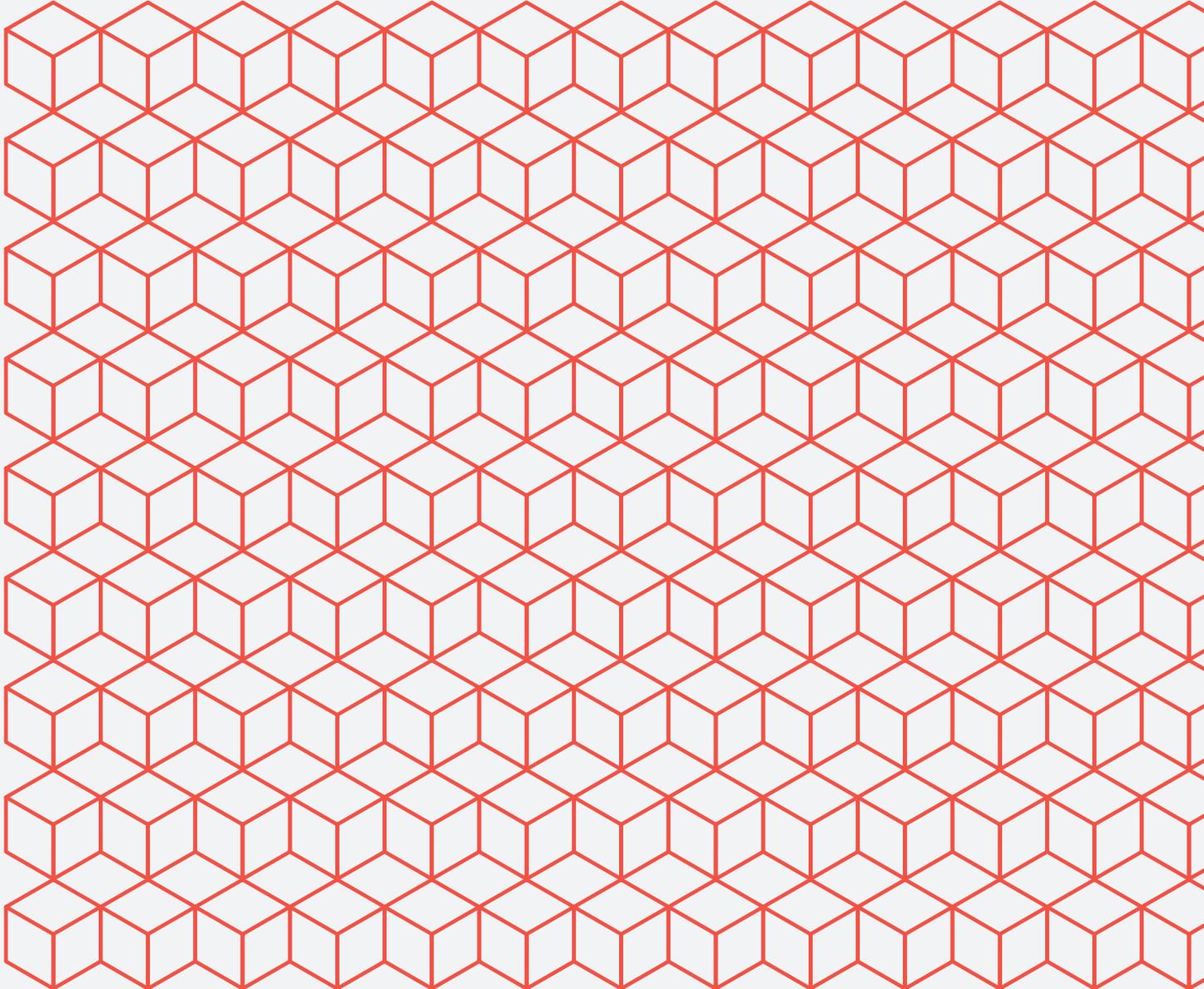
Long-term

- Apply brand "look" to the physical environment through signage and environmental graphics; make signage content available in different languages

Other "big" ideas that were discussed:

- Implementing a city property tax
- Attract a federal government agency to place its headquarters at Tech Park
- Attract a top-notch creative media studio
- Attract a drive-through coffee shop or café
- Host a global design competition
- 500k + square-foot biomedical wet/dry lab (1 million square feet)
- Create a mobility app for Tech Park
- Women and family-oriented environment; one example might include businesses that could provide on-site childcare

"WE ARE A CITY THAT SAYS YES."





CITY OF
Peachtree
CORNERS
Innovative & Remarkable