Development Potential of the SR 365 Corridor: Recommendations for an Economic Development Strategic Plan

Prepared for Hall County Board of Commissioners and Special Guests
October 13, 2004
Background

- At the request of the Hall County Board of Commissioners, Georgia Tech’s Economic Development Institute (EDI) investigated development opportunities for SR 365 and economic development issues affecting the development potential of the corridor.

- Quality growth considerations relating to the corridor’s development were also examined by Georgia Tech’s Center for Quality Growth and Regional Development (CQGRD).

- Investigation took place from March 2004 to August 2004.
Project Scope

- Evaluate Hall County’s assets for economic development.
- Identify the highest and best uses for the corridor.
  - Strategically target industries based on a cluster analysis
  - Options for tourism-related development that may have the strongest potential based on the corridor’s assets
- Foster an actionable strategic plan for moving forward with development of SR 365 and Hall County as a whole.
- Generate consensus among key local interests to determine Hall County’s marketing objectives.
Project Mission

To recommend priority actions for Hall County and SR 365 that are:

- **Compatible** with Hall County’s vision and quality of life.
- **Feasible** given Hall County’s strengths and weaknesses.
- **Implementable** given Hall County’s resources and leadership.
- **Strategic** for enabling Hall County to move forward on the most promising opportunities.
Process

- Confidential, one-on-one interviews with 62 community stakeholders.
- Confidential, one-on-one interviews with 14 statewide and regional economic developers and private developers.
- Field visits.
- Economic development report card based on assessment of more than 65 community indicators.
- Asset inventory and industry cluster analysis.
- Evaluation of tourism assets.
- Analysis of potential to foster quality growth.
- Development of recommendations for a strategic plan for economic development – for the county as a whole and SR 365 in particular.
What Hall County Says

50-Year Build-Out Vision for SR 365

- Industrial / Commercial Growth: 27%
- Live-Work-Play Corridor: 12%
- High-End, Quality Development: 16%
- Preservation of Green Space / Rural Attributes: 21%
- Space / Rural Attributes: 24%
- Other: 12%
What Hall County Says

Attributes of SR 365 Today

- Natural Beauty / Undeveloped Land: 49%
- Potential for Quality Development / Tourism: 15%
- Growth Potential for Business: 8%
- Accessibility / Ease of Transportation: 15%
- Convenience to Metro Atlanta: 13%
What Hall County Says

Concerns With SR 365 Today

- Traffic / Safety Issues: 47
- Lack of Limited Access: 16
- Lack of Planning: 11
- Nothing: 8
- Lack of Infrastructure: 6
- Terrain / Topography: 6
- Appearance: 5
- No Market: 4
- Other: 2
What Hall County Says

Economic Development Strengths of SR 365

<table>
<thead>
<tr>
<th></th>
<th>Mentions</th>
<th>% of Responses</th>
<th>% of Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility / Location</td>
<td>22</td>
<td>16.3%</td>
<td>35.5%</td>
</tr>
<tr>
<td>Planning for Water / Sewer</td>
<td>14</td>
<td>10.4%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>12</td>
<td>8.9%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Scenic Attributes</td>
<td>12</td>
<td>8.9%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Work Force</td>
<td>8</td>
<td>5.9%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Rail</td>
<td>8</td>
<td>5.9%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Education / Training Facilities</td>
<td>7</td>
<td>5.2%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>
What Hall County Says

Economic Development Weaknesses of SR 365

<table>
<thead>
<tr>
<th>Issue</th>
<th>Mentions</th>
<th>% of Responses</th>
<th>% of Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>24</td>
<td>21.6%</td>
<td>38.7%</td>
</tr>
<tr>
<td>Planning-Related</td>
<td>11</td>
<td>9.9%</td>
<td>17.7%</td>
</tr>
<tr>
<td>County Leadership Issues</td>
<td>8</td>
<td>7.2%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Difficult To Do Business</td>
<td>7</td>
<td>6.3%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Accessibility / Location</td>
<td>7</td>
<td>6.3%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Topography</td>
<td>7</td>
<td>6.3%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Wrong Direction for Investment</td>
<td>7</td>
<td>6.3%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>
What Hall County Says

Economic Development Opportunities for SR 365

1. Commercial / Retail Development
2. Tourism-Related Development
3. Office Park or Campus-Like Development
4. Light Industrial or Industrial Development
5. Growth From Atlanta or Nearby Areas
6. Residential Development
7. Help From Outside Partners
8. Build on Existing Industry
9. Other
What Hall County Says

Economic Development Threats for SR 365

- Land Use Planning
- Infrastructure
- Competition From Others
- County Leadership
- Intergovernmental Relations
- Environmental / Topographical Challenges
- Transportation Planning
- Getting the Wrong Development
- Pressure to Put in Low Cost Housing
- Resistance to Development
- Lack of Residential Permitted
- Lack of Business-Friendliness
- Economic Trends
- Other

Other
0 2 4 6 8 10 12 14 16 18 20

14 12 9 8 8 7 6 6 5 5 3 3 3 10
<table>
<thead>
<tr>
<th>Industry</th>
<th>Mentions</th>
<th>% of Responses</th>
<th>% of Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Industrial / Assembly</td>
<td>27</td>
<td>15.4%</td>
<td>43.5%</td>
</tr>
<tr>
<td>High Tech (includes Computer)</td>
<td>25</td>
<td>14.3%</td>
<td>40.3%</td>
</tr>
<tr>
<td>Environmentally Friendly / Low Impact</td>
<td>21</td>
<td>12.0%</td>
<td>33.9%</td>
</tr>
<tr>
<td>Industrial / Manufacturing</td>
<td>14</td>
<td>8.0%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Office / Service / Professional</td>
<td>14</td>
<td>8.0%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Commercial / Retail</td>
<td>13</td>
<td>7.4%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Biotech or Pharmaceutical</td>
<td>12</td>
<td>6.9%</td>
<td>19.4%</td>
</tr>
<tr>
<td>Medical-Related</td>
<td>9</td>
<td>5.1%</td>
<td>14.5%</td>
</tr>
<tr>
<td>Research and Development</td>
<td>7</td>
<td>4.0%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Higher Wage</td>
<td>7</td>
<td>4.0%</td>
<td>11.3%</td>
</tr>
</tbody>
</table>
External Viewpoints on Marketability of SR 365

- Hall County’s economic development program – Greater Hall Chamber of Commerce – received high marks.

- **Advantages:** Proximity to Atlanta; Quality of Life; Work Force

- **Disadvantages:** Proximity to Atlanta; Leadership Not Working Together; Tight Labor Pool

- **Barriers:** Lack of water / sewer infrastructure, lack of community unity

- **Three Most Highly Rated Development Types:** General Mixed-Use, Residential, Light Industrial Operations

- **Quote:** “Developing the corridor is a no-brainer.”
Economic Development Report Card

Select Findings: Population in Hall County, Georgia

![Population Graph]

Source: U.S. Census Bureau
Economic Development Report Card

Select Findings: Hispanic Population Shares, 2002

- Hall County: 21.8%
- Georgia: 6.4%

Source: U.S. Census Bureau
## Economic Development Report Card

### Select Findings: Net New Businesses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hall</td>
<td>861</td>
<td>39.4%</td>
<td>416</td>
<td>13.6%</td>
</tr>
<tr>
<td>Cherokee</td>
<td>1,442</td>
<td>99.0%</td>
<td>760</td>
<td>26.2%</td>
</tr>
<tr>
<td>Henry</td>
<td>1,155</td>
<td>136.2%</td>
<td>479</td>
<td>23.9%</td>
</tr>
<tr>
<td>Region</td>
<td>3,895</td>
<td>61.7%</td>
<td>1,634</td>
<td>16.0%</td>
</tr>
<tr>
<td>Georgia</td>
<td>63,452</td>
<td>41.3%</td>
<td>7,637</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

Source: Based on data from Georgia Department of Labor
## Economic Development Report Card

### Select Findings: Net New Jobs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hall</td>
<td>19,677</td>
<td>52.6%</td>
<td>(1,685)</td>
<td>(1.5%)</td>
</tr>
<tr>
<td>Cherokee</td>
<td>15,134</td>
<td>119.9%</td>
<td>2,936</td>
<td>5.0%</td>
</tr>
<tr>
<td>Henry</td>
<td>16,412</td>
<td>168.5%</td>
<td>3,794</td>
<td>6.8%</td>
</tr>
<tr>
<td>Region</td>
<td>55,087</td>
<td>60.1%</td>
<td>8</td>
<td>0.003%</td>
</tr>
<tr>
<td>Georgia</td>
<td>841,781</td>
<td>34.8%</td>
<td>(79,198)</td>
<td>(1.2%)</td>
</tr>
</tbody>
</table>

Source: Based on data from Georgia Department of Labor
Economic Development Report Card

Select Findings: Commuting Patterns, 2000

Source: U.S. Census Bureau
Economic Development Report Card

Select Findings: Patents Per 100,000 Population
Economic Development Report Card

- Community Growth ✓
- Fiscal Capacity ✓
- Level of Self-Sufficiency ✓
- Economic Base ✓
- Youth Development -
Economic Development Report Card

- Existing Workforce ✔
- Workforce Development ✔
- Civic and Social Capital +
- Community Health ✔
- Innovation +
10 Most Serious Issues by Stakeholders

- Infrastructure (mainly water and sewer)
- Planning and zoning
- County leadership
- Traffic management / road improvement
- Lack of prepared workforce
- Preservation of environmental / historic assets
- Topographical issues / development costs
- Distance from major markets
- Marketing the corridor
- Need for public land development
Issues and Strategic Goals

- **7 County Wide** – applicable to Hall County as a whole.

- **7 Corridor Specific** – applicable to SR 365 in particular.

- Incorporates the 10 most serious issues identified by stakeholders and those identified by the Georgia Tech team.
County Wide Issues

- Hall County is highly dependent on a relatively low-wage industry cluster.

- Hall County’s ability to develop higher wage industries depends on the availability of a high quality workforce and the ‘lifestyle’ amenities for this workforce.

- Youth development greatly affects Hall County’s future economic development potential.

- Hall County’s lack of consistency in county leadership affects its abilities to provide a long-term committed vision and to engage its citizens in implementation.

- Hall County needs to transition to a more targeted, proactive county-wide marketing effort.

- Hall County has a growing, but unengaged Hispanic community.
County Wide Issues

Issue 1: Low-Wage to High-Wage

- Large, relatively low-wage industry cluster dominates manufacturing in Hall County.
- Stakeholders desire not to expand it further.
- Gaining high-wage industries and diversifying the industry base is needed.
Study Region for Cluster Analysis
## County Wide Issues

### Issue 1: Low-Wage to High-Wage

**Average Weekly Wage in Manufacturing**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hall</td>
<td>$411</td>
<td>$620</td>
<td>50.9%</td>
<td>$648</td>
<td>4.5%</td>
</tr>
<tr>
<td>Cherokee</td>
<td>$321</td>
<td>$568</td>
<td>76.9%</td>
<td>$593</td>
<td>4.4%</td>
</tr>
<tr>
<td>Henry</td>
<td>$407</td>
<td>$657</td>
<td>61.4%</td>
<td>$711</td>
<td>8.2%</td>
</tr>
<tr>
<td>Region</td>
<td>$371</td>
<td>$609</td>
<td>64.2%</td>
<td>$597</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Georgia</td>
<td>$449</td>
<td>$721</td>
<td>60.6%</td>
<td>$728</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Source: Georgia Department of Labor
## County Wide Issues

### Issue 1: Low-Wage to High-Wage

#### Average Weekly Wage in Select Service Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Hall</th>
<th>Cherokee</th>
<th>Henry</th>
<th>Region</th>
<th>Georgia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>$815</td>
<td>$853</td>
<td>$762</td>
<td>$706</td>
<td>$1,098</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>$766</td>
<td>$877</td>
<td>$849</td>
<td>$685</td>
<td>$1,082</td>
</tr>
<tr>
<td>Professional - Scientific / Technical</td>
<td>$720</td>
<td>$833</td>
<td>$669</td>
<td>$600</td>
<td>$1,089</td>
</tr>
<tr>
<td>Management - Companies / Enterprises</td>
<td>$1,048</td>
<td>$1,219</td>
<td>NA</td>
<td>$936</td>
<td>$1,154</td>
</tr>
<tr>
<td>Health Care and Social Services</td>
<td>$712</td>
<td>$595</td>
<td>$576</td>
<td>$523</td>
<td>$678</td>
</tr>
</tbody>
</table>

Source: Georgia Department of Labor
## County Wide Issues

### Issue 1: Low-Wage to High-Wage

- Selected high-wage existing industries

<table>
<thead>
<tr>
<th></th>
<th>Hall County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 2002</strong></td>
<td></td>
</tr>
<tr>
<td>Establishments</td>
<td>3,573</td>
</tr>
<tr>
<td>Jobs</td>
<td>64,018</td>
</tr>
<tr>
<td>Average Weekly Wages</td>
<td>$596</td>
</tr>
<tr>
<td>Cutoff for High-Wage</td>
<td>$715</td>
</tr>
<tr>
<td><strong>Year 2001</strong></td>
<td></td>
</tr>
<tr>
<td>Establishments</td>
<td>3,269</td>
</tr>
<tr>
<td>Jobs</td>
<td>64,106</td>
</tr>
<tr>
<td>Average Weekly Wages</td>
<td>$576</td>
</tr>
<tr>
<td>Cutoff for High-Wage</td>
<td>$691</td>
</tr>
</tbody>
</table>
County Wide Issues

Issue 1: Low-Wage to High-Wage

- Narrowed the list by:
  - Importance to county’s economy
  - Industry concentration
  - Employment size
  - Number of firms
  - National growth rates
County Wide Issues

Issue 1: Low-Wage to High-Wage

- Resulted in 15 high-wage manufacturing industries:
  - 60 firms represent these 15 industries, out of 250 manufacturing firms in the county
  - Some of the 15 have ties to the poultry industry but may offer new opportunities, e.g., pharmaceutical and medicine manufacturing.
County Wide Issues

Issue 1: Low-Wage to High-Wage

- Resulted in 10 high-wage information and professional services industries

- Four of these are singled out:
  - NAICS 51821 – Data Processing, Hosting, & Related Services
  - NAICS 54151 – Computer Systems Design & Related Services
  - NAICS 54161 – Management Consulting Services
  - NAICS 54169 – Other Scientific & Technical Consulting Services
County Wide Issues

Issue 1: Low-Wage to High-Wage

Average Weekly Wages - 2002

Data Processing | Comp Sys Design | Mgmt Consulting | Other S&T Consulting

County Average Weekly Wage
1995-2002 Firm Locational Analysis

- Professional Services Industries
  - Accounting
  - Architectural and Engineering
  - Computer Facilities Management
  - Management, Scientific, and Technical Consulting
  - Graphic Design
  - Advertising
County Wide Strategic Goals

Strategic Goal 1: Low-Wage to High-Wage

Focus business development efforts on growing high wage industries that build upon Hall County’s existing industry, leverage its key assets, and take advantage of trends in the growth of information age firms along key corridors.
County Wide Strategic Goals

Strategic Goal 1: Low-Wage to High-Wage

- Investigate industry targets at a micro level by contacting member firms to gather more intelligence on each industry.
- Pursue business development opportunities through entrepreneur development channels.
- Explore the potential for organizing business cluster groups within the targeted industries.
- Investigate and promote opportunities to ensure that government services are “friendly” to business development.
- Explore opportunities to facilitate the transfer of technology from Georgia’s research universities to innovative firms already in Hall County.
County Wide Issues

Issue 2: A Higher Quality Workforce

- Ability to develop high wage industries depends on high quality workforce and availability of ‘lifestyle’ amenities for the workforce.

- Large workforce (10th largest in Georgia) in Hall County, but...
  - Lags behind state, region, and peers for level of educated workforce (high school / bachelors degrees).
  - Tight labor pool.
County Wide Issues

Issue 2: A Higher Quality Workforce

Unemployment Rate

Source: Georgia Department of Labor
County Wide Issues

Issue 2: A Higher Quality Workforce

Percent of Adults (25 Years +) with H.S. Degree +

- Georgia: 78.6%
- Region: 74.7%
- Henry: 84.2%
- Cherokee: 84.4%
- Hall: 70.5%

Source: U.S. Census Bureau
County Wide Issues

Issue 2: A Higher Quality Workforce

Percent of Adults (25 Years +) with Bach. Degree +

- Georgia: 24.3%
- Region: 20.2%
- Henry: 19.5%
- Cherokee: 27.0%
- Hall: 18.7%

Source: U.S. Census Bureau
County Wide Issues

Issue 2: A Higher Quality Workforce

- Depends upon Hall County’s abilities to:
  - Upgrade the skill set of its current workforce
  - Attract highly skilled employees from outside Hall County, and, over the long-term,
  - Utilize its educational system for preparing the workforce desired by these industries
County Wide Issues

Strategic Goal 2: A Higher Quality Workforce

Expand efforts for developing the quality of the community’s current and future workforce to meet the needs of higher wage industries and for enhancing community livability to attract and retain a quality work force.
County Wide Issues and Strategic Goals

Strategic Goal 2: A Higher Quality Workforce

- Create a “one-stop consortium” of workforce service providers.
- Review/adjust school curriculum/programs as needed.
- Expand adult training and retraining options to meet the needs of high-wage industry targets.
- Commit to enhancing community livability.
- Market the county as “a place to live, work, play, and be entrepreneurial.”
- Foster entrepreneurial skills in area high schools through a high school enterprise program.
- Expand outreach and support to Hispanic students and their families.
County Wide Issues

Issue 3: Youth Development

- Youth development issues in Hall County greatly affect economic development potential.
  - Some evidence that demand for childcare is higher than supply. None of the county’s facilities have earned a distinction award for quality care from the state.
  - Hall County’s reported rate of child abuse exceeded the rate for the state and region in 2001.
  - Juvenile arrest rate increased from 1990 to 2000 (lower than state).
  - Hall County’s teen pregnancy rate decreased but still higher than its peers, region, and state. Coincides with above average poverty rate.
  - Hall County high school dropout rate remains relatively high. High school graduation rate dropped in recent time period.
County Wide Issues

Issue 3: Youth Development

Teen Pregnancy Rate, 2002

Source: Georgia Department of Human Resources
County Wide Strategic Goals

Strategic Goal 3: Youth Development

Focus on improving the lifelong potential of community youth.
County Wide Strategic Goals

Strategic Goal 3: Youth Development

- Expand efforts to raise greater awareness among parents and young people about the hazards that risk their futures.
- Expand efforts to identify and assist students at-risk as early in their educational path as possible.
- Seek to expand the availability of quality child care programs.
- Examine the effectiveness of any existing mentoring, tutoring, and training programs, and adjust programs appropriately.
- Examine the effectiveness of youth-oriented extracurricular, recreational, after school, and other programs, and adjust programs appropriately.
County Wide Issues

Issue 4: County Leadership

- Ranked 3rd among most serious issues identified by stakeholders.
- Lack of consistency in county leadership (electoral turnover).
- County government is perceived as relatively inactive in economic development – commended by internal and external stakeholders for current effort to plan for corridor development.
- Need to commit to long-term, consistent vision based on citizen input and unfettered by political changes.
- Stakeholders identified need for greater outreach and education by county government of key issues.
- Great voter turnout – great interest in governance issues – translates into potential for greater engagement in implementing community vision and plans.
County Wide Strategic Goals

Strategic Goal 4: County Leadership

Commit to a long-term vision and engage all citizens in efforts to uphold and implement the vision.
County Wide Strategic Goals

Strategic Goal 4: County Leadership

- Launch a massive public relations campaign to disseminate Hall County’s vision and plans.
- Recruit members from every sector of the community to join Hall County’s unified team for community betterment efforts.
- Educate citizens about the importance of quality economic development and all the factors affecting it.
- Publicize the results of all community betterment efforts on no less than a quarterly basis.
- Establish mechanism to regularly collect input from stakeholders.
County Wide Issues

Issue 5: Intergovernmental Relations

- Concerns over intergovernmental relations – mainly between county and cities – was the fourth most frequently identified threat to economic development.

- Lack of community unity was one of two most frequently mentioned barriers cited by statewide and regional economic development partners.

- Private developers discussed the “unorganized and confusing efforts” of the many governmental units involved in Hall County’s development landscape.

- The need for improved intergovernmental relations does not stop at the county border.
County Wide Strategic Goals

Strategic Goal 5: Intergovernmental Relations

Foster greater intergovernmental coordination and partnership within Hall County and amongst neighboring counties.
County Wide Strategic Goals

Strategic Goal 5: Intergovernmental Relations

- Develop a memorandum of understanding with all intra-county jurisdictions for moving forward.
- Host a County-Wide retreat for economic development.
- Host a Multi-County retreat for economic development.
- Explore opportunities for joint development projects that leverage and build upon Hall County’s assets.
- Explore the potential for an intergovernmental council for staff within all jurisdictions within Hall County.
County Wide Issues

Issue 6: County-Wide Marketing Effort

- Time for transition to targeted, more proactive County-Wide marketing effort.
- Statewide developers who have brought prospects to the county had positive comments about Hall County’s economic development program. Community stakeholders also had positive comments.
- Perceived weaknesses identified by community stakeholders echoes what was expressed by statewide developers - “no marketing plan,” “rifle-shot marketing,” and that the community is “waiting on prospects to come.”
- Stakeholders also identified marketing for tourism as a weakness.
- Partners advocated the need for the county, cities, and chamber to work in a more cohesive manner in their approach to economic development.
County Wide Strategic Goals

Strategic Goal 6: County-Wide Marketing Effort

Develop a focused, team marketing approach for economic development.
County Wide Strategic Goals

Strategic Goal 6: County-Wide Marketing Effort

- Create a Hall County economic development marketing team.
- Create a Hall County existing industry support team, comprised of county, city, and chamber officials.
- Invest in a professional marketing campaign and consider hiring an agency to develop and administer the campaign.
- Develop a marketing vision which targets a select group of higher wage industry types.
- Develop industry sites with appropriate infrastructure and suitability for “typical” prospects within the targeted clusters, and to suit the expansion needs of existing industry.
- Define the tourism assets of the corridor; identify a means of systematically marketing these assets as well as other attributes of the North Hall area and Gainesville.
County Wide Issues

Issue 7: Hispanic Community

- Hall County ranks 3rd in Georgia for its share of Hispanic population.
- Hispanic population base appears to be growing by at least 2,000 people per year.
- Impact on demand for child care, education, health care, and other public services.
- Relatively low self-sufficiency among Hispanic residents.
- Critical support base for existing industry; growth opportunities for future industry.
- Hispanic entrepreneurship is evident.
- Language and cultural barriers affect educational attainment and engagement into larger community.
- 92 percent of foreign-born residents entering Hall County between 1990 and 2000 are not U.S. citizens.
County Wide Strategic Goals

Strategic Goal 7: Hispanic Community

Expand efforts to help Hispanic residents become vested members of the community.
County Wide Issues and Strategic Goals

Strategic Goal 7: Hispanic Community

- Actively recruit Hispanic residents and potential leaders to participate in community betterment efforts.
- Support and utilize the chamber of commerce’s Hispanic business committee to expand outreach and assistance to Hispanic-owned businesses.
- Expand outreach efforts to Hispanic families in order to better understand their needs.
- Increase efforts to address and reduce language and cultural barriers.
- Consider the creation of a festival or other special event to celebrate the Hispanic culture and further cultural understanding among non-Hispanics.
Corridor Specific Issues

- Current economic and market trends may provide little immediate financial incentive to invest in the SR 365 Corridor.
- Development plans for SR 365 depend upon a political will which changes frequently.
- Hall County’s ability to develop a quality growth corridor rests upon its abilities to develop and enforce appropriate development standards.
- Desired development along SR 365 depends upon sewer installation.
- The tourism potential of SR 365 is largely unrealized.
- Hall County lack of public land ownership along SR 365 reduces its ability to shape the corridor’s development.
- Road infrastructure for SR 365 yields traffic flow and safety-related concerns.
Corridor Specific Issues and Strategic Goals

Issue 1: Need for Long-Term Vision

- The corridor’s distance from major markets was named by stakeholders as one of the top 10 most serious issues affecting its development.
- As growth continues to spread from metro Atlanta into Hall County, South Hall will likely be the receiver of such growth before it comes to North Hall... but growth will come to North Hall.
- Not fully tested due to lack of infrastructure, but market exists north of Gainesville.
- Fair amount of support among stakeholders for developing the corridor.
- Publicly investing in North Hall requires a long-term vision in terms of ROI expectations.
- Investment potential depends upon county policies and efforts to create a unique, attractive environment that fills a void in the marketplace that is under demand.
- Investing in North Hall does not preclude further support to South Hall.
- Hall County has the opportunity to do something relatively unprecedented in GA...
County Wide Issues and Strategic Goals

Strategic Goal 1: Need for Long-Term Vision

Commit to a 50-year vision for the corridor, and continue to plan for quality growth throughout the county.
County Wide Issues and Strategic Goals

Strategic Goal 1: Need for Long-Term Vision

- Officially adopt the vision articulated by stakeholders as the vision for the SR 365 Corridor.
- Partner with local property owners and all other key stakeholders on all efforts to implement the vision.
- Launch a massive public relations campaign to disseminate Hall County’s vision for the corridor.
- Continue to inform the public and seek input along the way to help them know what to expect.
- Continue to plan and implement quality growth principles throughout Hall County.
Corridor Specific Issues and Strategic Goals

Issue 2: Political Will

- Frequent electoral turnover – great political fluctuation.
- Changing political tides have translated into changing work programs.
- Varied expectations and perceptions concerning timing and type of development...underscores need for consistent development plans.
Corridor Specific Issues and Strategic Goals

Strategic Goal 2: Political Will

Form a SR 365 Stakeholders Task Force to steer and implement development plans for the corridor and provide consistency in the midst of political changes.
Corridor Specific Issues and Strategic Goals

Strategic Goal 2: Political Will

- Recruit community wide stakeholder participation in the effort to formalize plans for the corridor’s development.

- Consider options to ensure long-term sustainability of effort.
  - Letters of Commitment,
  - Memorandums of Agreement,
  - Task force “job” descriptions, and
  - Joint adoption of organizational mission and by-laws.
Corridor Specific Issues and Strategic Goals

**Issue 3: Development Standards**

- Need for standards and unwavering enforcement of standards.

- Stakeholders identified issues related to land use planning as the most frequently mentioned threat, 2\(^{nd}\) most frequently mentioned weakness, and 2\(^{nd}\) most serious issue.

- Call for planning echoed by statewide and regional developers.

- Debate about residential component in mixed-use land use category. Need true mixture to reduce dependence on automobile.

- County’s efforts to put in development standards are commendable.

- Planning needs to be carefully coordinated with Lula and Habersham County.
Corridor Specific Issues and Strategic Goals

Issue 3: Development Standards

Before: Lula
Corridor Specific Issues and Strategic Goals

Issue 3: Development Standards

After (conceptual proposal): Lula
What To Avoid
Corridor Specific Issues and Strategic Goals

Strategic Goal 3: Development Standards

Commit to appropriate development standards for the SR 365 Corridor.
Corridor Specific Issues and Strategic Goals

Strategic Goal 3: Development Standards

- Continue with the effort to adopt and implement development standards for the quality growth of the corridor.
- Implement programs and policies to preserve and enhance the character of the SR 365 Corridor.
- Provide a residential component in the mixed-use land use designation along the corridor.
- Consider providing economic incentives for development projects that adhere to the stakeholders’ preferences for environmentally friendly and low-impact industries.
- Pursue a coordinated development plan with City of Lula and Habersham County for SR 365.
Corridor Specific Issues and Strategic Goals

Issue 4: Sewer

- Significant level of support among community stakeholders for the sewer installation, but some debate about exact location of the line.

- Infrastructure topped the list as the most serious issue affecting corridor development.

- County’s water and sewer plans were the 2nd most identified strength by stakeholders.

- Statewide and regional economic development partners echoed the stakeholders’ views regarding the county’s sewer plans.
Corridor Specific Issues and Strategic Goals

Strategic Goal 4: Sewer

Engage citizen support for sewer plans for corridor, and make a long-term commitment to such plans.
Corridor Specific Issues and Strategic Goals

Strategic Goal 4: Sewer

- Stand by commitment to install sewer along SR 365, if Hall County elects to proceed with the development vision of the corridor.

- Consider engaging in mutual gains negotiations with key stakeholders opposing sewer plans.

- Ensure sewer installation supports quality growth principles.
Corridor Specific Issues and Strategic Goals

Issue 5: Tourism Potential

- Tourism potential largely unrealized.
- Statewide economic development partners recognized the importance of Hall County’s tourism attractions.
- Stakeholders saw lack of targeted marketing and promotion efforts as the leading challenge in developing the corridor as a tourism destination.
- Historic/cultural tourism and outdoor recreation are two strong tourism themes for the corridor.
- Head’s Mill is an important historic and tourism asset.
- The Olympic venue can be an even more significant asset if it can attract additional rowing and paddling events.
- Hall County’s lack of liquor by the drink may also affect the tourism development potential of SR 365.
Corridor Specific Issues and Strategic Goals

Issue 5: Tourism Potential

Before: Olympic Rowing Venue
Corridor Specific Issues and Strategic Goals

Issue 5: Tourism Potential

After (conceptual proposal): Olympic Rowing Venue
Corridor Specific Issues and Strategic Goals

**Strategic Goal 5: Tourism Potential**

Leverage and protect all tourism assets – cultural, environmental, outdoor recreational, and historic – along SR 365 as each are critical to the quality growth potential of the corridor.
Corridor Specific Issues and Strategic Goals

Strategic Goal 5: Tourism Potential

- Develop strategies for protecting the attractive viewshed.
- Identify any tourism resources at risk, such as Head’s Mill and the North Oconee River.
- Encourage the Convention & Visitors Bureau (CVB) to (1) consider featuring the study corridor assets more prominently in its marketing efforts, or (2) develop a specific strategy or campaign to promote the Northeast Georgia mountain cultural heritage exemplified by the potteries, local foods, and traditions.
- Investigate opportunities to foster more nature-based tourism on the east side of Lake Lanier and the Chattahoochee River.
Corridor Specific Issues and Strategic Goals

Strategic Goal 5: Tourism Potential

- Meet with the Georgia Department of Natural Resources (DNR) regarding plans for Don Carter State Park.
- Assemble stakeholders and revive discussions on developing and marketing the Chattahoochee canoe trail.
- Conduct a comprehensive evaluation of the potential for additional revenue generation and economic impact from the Olympic Center.
- To increase local support for tourism development, formulate a strategy for ongoing education of citizens and city and county leaders on the value of tourism.
Corridor Specific Issues and Strategic Goals

Issue 6: Public Land Management

- Statewide developers and private developers advocate guarding against low quality development, but cite the challenges in doing so without public ownership.

- Local governments typically take an active role in property development when market forces are not naturally yielding development, when there are barriers to private investment, and/or when they desire to affect the type of development to occur. All of these elements apply to Hall County’s SR 365 corridor.

- Efforts to develop North Hall will depend upon engagement of, among others, the local property owners and real estate developers.

- Public land management mechanisms need to be in place before the sewer installation is complete.
Corridor Specific Issues and Strategic Goals

Strategic Goal 6: Public Land Management

Establish mechanisms to provide for public land management capabilities along the corridor.
Corridor Specific Issues and Strategic Goals

Strategic Goal 6: Public Land Management

- Pursue agreements with major land owners and developers on property restrictions and development standards.
- Explore options for public land management prior to the sewer installation.
- Explore options for preserving important land or properties.
- Investigate fiscally sound tax options and incentives for guiding development, particularly creative development that reinforces the quality growth vision for the corridor.
Corridor Specific Issues and Strategic Goals

Issue 7: Transportation

- When asked what they liked least about the corridor as it is today, stakeholders cited traffic and related safety concerns foremost above all other concerns.

- The second most frequently mentioned concern by stakeholders was the lack of limited access, specifically, which also relates to traffic and related safety concerns.

- Georgia Department of Transportation (DOT) officials confirm the sentiments shared by stakeholders that SR 365 has relatively high accident rates.

- The lack of East-West connectivity along the corridor was also mentioned by statewide and regional economic development partners and private developers.

- At risk for becoming a “typical sprawl arterial.”
Corridor Specific Issues and Strategic Goals

Strategic Goal 7: Transportation

Engage in proactive transportation planning for the corridor.
Corridor Specific Issues and Strategic Goals

Strategic Goal 7: Transportation

- Explore options to increase commute alternatives.
  - Increase transit options.
  - Expand Park and Ride facilities.
  - Promote flex time or telecommuting among area employers.
  - Start a Transportation Management Association (TMA) to incorporate private sector businesses into transportation solutions.
- Develop an access management and corridor management plan to address congestion, safety, and access issues.
Recap of Strategic Goals for Hall County

- Focus business development efforts on growing high wage industries.
- Develop a high quality workforce and the lifestyle amenities desired by this workforce.
- Focus on improving the lifelong potential of community youth.
- Commit to a long-term vision and engage all citizens in upholding and implementing the vision.
- Foster greater intergovernmental coordination and partnership.
- Develop a focused, team marketing approach for economic development.
- Expand efforts to help Hispanic residents become vested members of the community.
Recap of Strategic Goals for SR 365

- Commit to a 50-year vision for the corridor, and continue to plan for quality growth throughout Hall County.
- Form a SR 365 Stakeholders Task Force to steer and implement development plans.
- Commit to appropriate development standards for the SR 365 Corridor.
- Engage citizen support for sewer plans for the corridor, and make a long-term commitment to such plans.
- Leverage and protect all tourism assets – cultural, environmental, outdoor / recreational, and historic.
- Establish mechanisms to provide for public land management capabilities along the corridor.
- Engage in proactive transportation planning for the corridor.
Remember...

Change is inevitable...

...Progress is optional!