



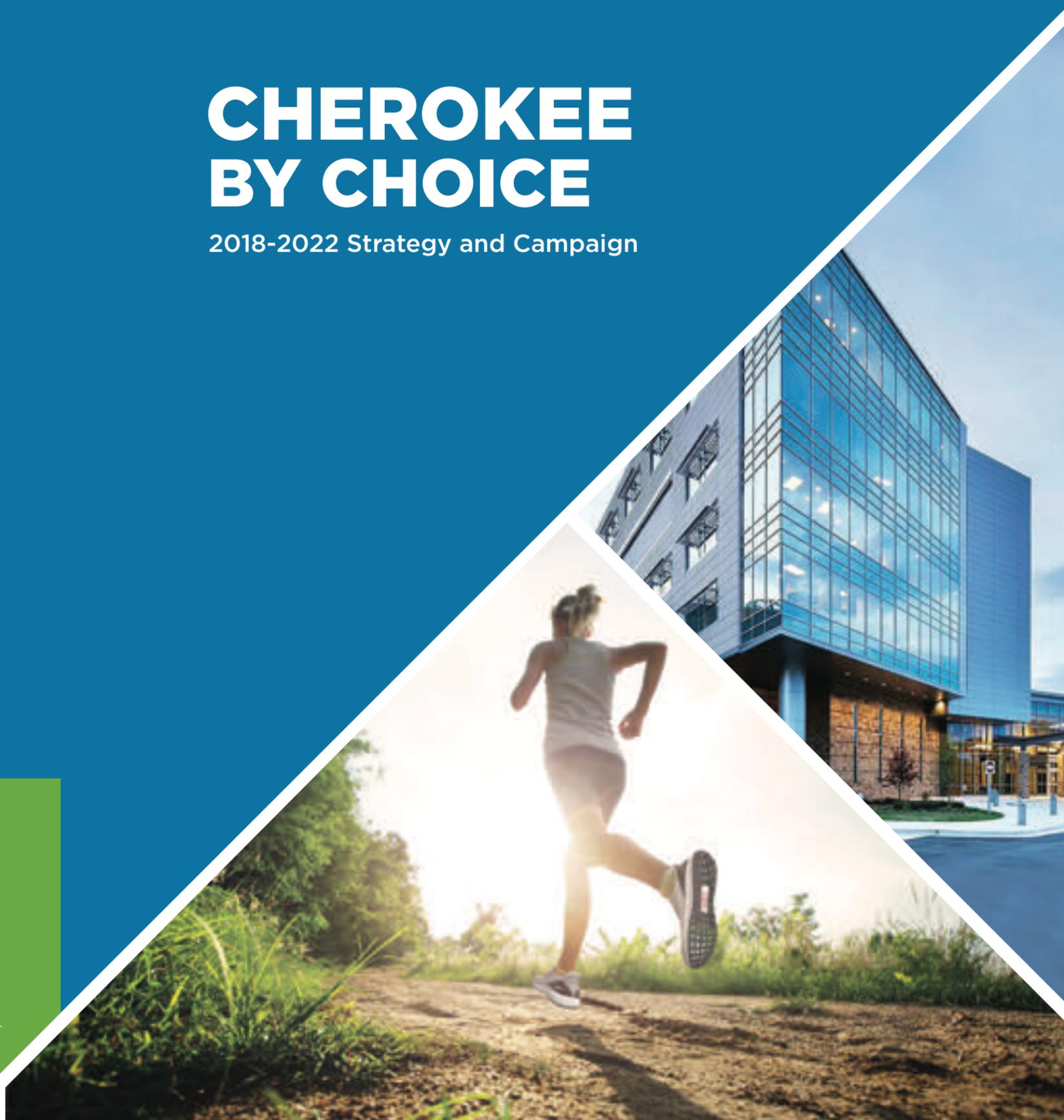
CHEROKEE BY CHOICE

2018-2022 Strategy and Campaign



CHEROKEE | ECONOMIC
OFFICE OF | DEVELOPMENT

Cherokee By Choice.





Cherokee By Choice Leadership



Mark Goddard, Campaign Chair Cobb EMC



Marshall L. Day COED Chairman



Steven L. Holcomb COED Vice Chairman

For more than 35 years the Cherokee Office of Economic Development (“COED”) has been instrumental in the county’s growth and success, promoting its business, education, and lifestyle assets to continually attract dynamic companies and professionals. While much has been accomplished, significant challenges and opportunities remain. It is critical that we not merely continue, but accelerate COED’s work if we are to compete effectively on a global stage and sustain the trajectory we have established through hard work and smart investment in the past.

We are pleased to announce the official launch of the Cherokee By Choice initiative. From 2018-2022, this exciting new economic development initiative will build upon previous successes to make Cherokee County an even greater place to work and live. COED will focus its work in three goal areas:

- Goal One:** Implement a Comprehensive Economic Development Program
- Goal Two:** Talent Development
- Goal Three:** Infrastructure and Product Development

Under goal one, COED will execute core economic development strategies in order to sustain and strengthen the county’s economy by focusing on business recruitment, retention and expansion, branding “Cherokee By Choice,” and fostering entrepreneurship.

Under goal two, COED will showcase Cherokee’s highly skilled and educated population and work to improve workforce quality and availability.

Under goal three, COED will serve as a convener and catalyst to ensure Cherokee has the infrastructure, land, and buildings needed to attract investment and support overall economic growth.

We will only be successful if the businesses and other organizations that have a stake in Cherokee County’s strength and prosperity, engage and exercise financial leadership by investing in the Cherokee By Choice initiative. It is our hope that you will join us in making this campaign a great success, and that you will join with COED as a business partner and utilize it as a resource to help you achieve your goals.

Mark Goddard Campaign Chair Cobb EMC

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COED’S STRONG RECORD OF SUCCESS

COED has been instrumental in business and film recruitment and industry retention and expansion.

RECRUITMENT, RETENTION AND EXPANSION OF BUSINESS

As the community’s sales and marketing lead, COED:



ATTRACTS NEW BUSINESS



SUPPORTS THE EXPANSION OF EXISTING INDUSTRY, MICRO-BUSINESS, AND STARTUPS



ALIGNS WORKFORCE EDUCATION AND TRAINING WITH IN-DEMAND JOBS



PROMOTES THE COUNTY FOR FILM PROJECTS



PLANS AND MOBILIZES COUNTY RESOURCES FOR ECONOMIC DEVELOPMENT

RECENT “BIG WINS”



COED HAS BEEN RECOGNIZED FOR EXCELLENT WORK SEVERAL TIMES IN RECENT YEARS:



TWO-TIME Georgia Small Business **ROCK STARS** FOR REFORMATION BREWERY AND FACTORYMATION



NOTABLE ACCOMPLISHMENTS

In the past five years, in Cherokee County, COED has recruited **MORE THAN 4,500 NEW JOBS**

ALMOST \$900 Million
in capital investment has been announced or committed

52% Increase
(83 to 126) in business prospects from 2016-2017



IN THE LAST TWO YEARS, OVER

\$350 M

IN CAPITAL INVESTMENT ANNOUNCED OR COMMITTED

\$77 Million

22% FROM NEW PROJECT LOCATIONS



2,512+

NEW CAREER OPPORTUNITIES

3,986

"RETAINED" JOBS

\$2.3 MILLION

annually in property tax revenue from COED-developed corporate parks alone



*"I have seen firsthand the ability of entrepreneurship to transform the landscape of a local workforce and fuel the innovation of an economy. **The COED team has been instrumental in creating a culture of entrepreneurship in Cherokee County** by providing workspace for our new Woodstock HQ at The Circuit as well as valuable programming and community through Fresh Start Cherokee to help us grow into the future."*

- Michael Caldwell, Black Airplane (a member of The Circuit)

NOTABLE ACCOMPLISHMENTS



FOCUS ON ENTREPRENEURSHIP

- COED supports entrepreneurs through the Fresh Start Cherokee initiative, which provides entrepreneurial education opportunities to help entrepreneurs launch or grow their startup close to home.
- COED, in partnership with Chattahoochee Technical College and the Woodstock Office of Economic Development, operates The Circuit, a coworking space for innovators, with 22 members from 15 companies.
- Nearly 1,000 attendees at entrepreneurship programs and events in 2017 alone.
- More than 500 engagements and meetings with startups, small businesses and entrepreneurs.



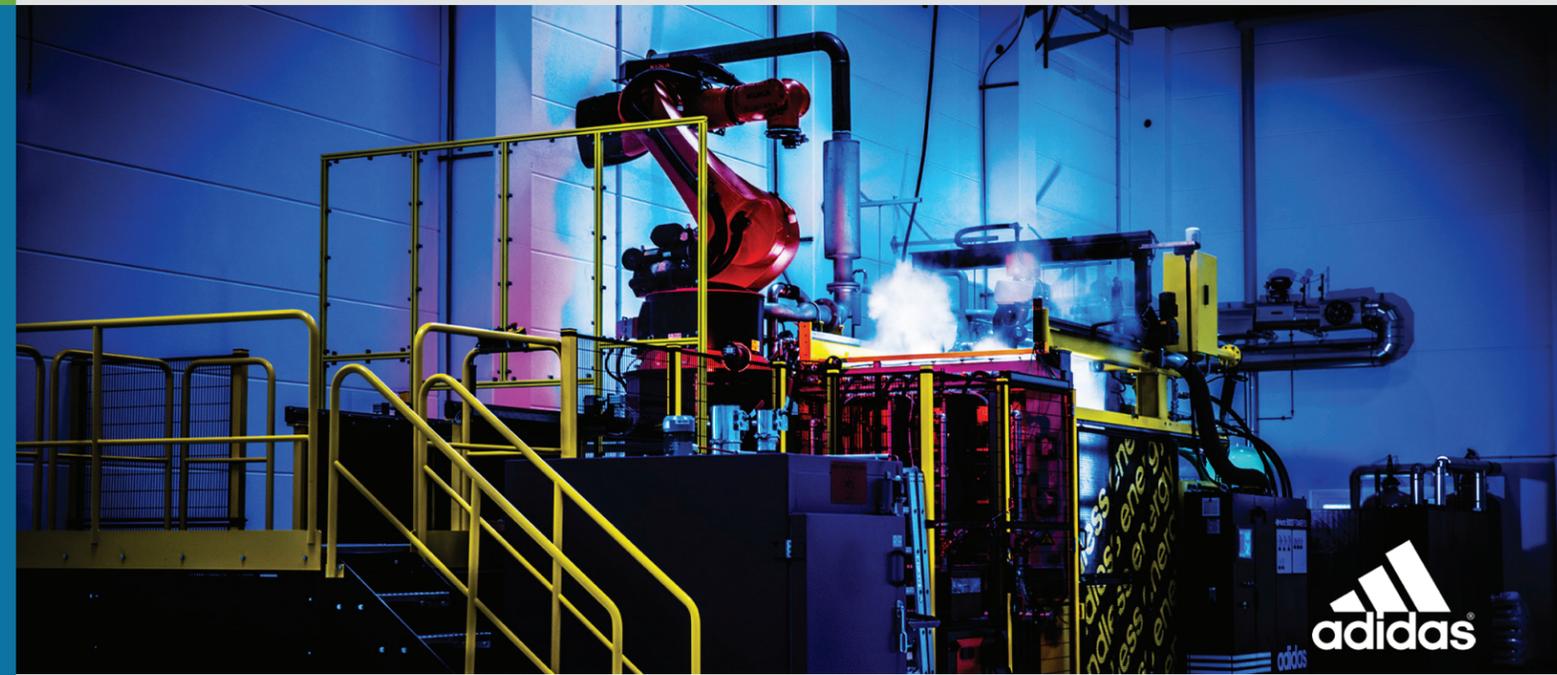
FILM PRODUCTIONS

- COED has assisted in locating more than 70 film and television productions over the last five years, including more than 15 feature films and dozens of television programs.
- COED has engaged with more than 360 film prospects over 5 years, a 464% increase since 2011.
- More than 150 local properties are listed on Georgia's Reel-Scout database thanks to COED's efforts.



WORKFORCE COLLABORATIVE

- Through the Cherokee Workforce Collaborative, COED convened business, education, and workforce stakeholders to evaluate labor market and education data, analyze workforce needs and develop strategic goals and action items to address the identified talent gaps.
- COED hosted the annual Cherokee Career Expo, which attracted more than 1,800 job seekers and 40 local businesses over the last two years.



RECRUITED/EXPANDED COMPANIES

adidas/Oechsler Motion

Belnick, Inc.

Cabela's

Chart, Inc.

FactoryMation

The Furniture Guild

Inalfa Roof Systems

Jaipur Living

Kirk-Rudy

LAT Apparel

MSK Covertech, Inc.

NeoMed, Inc.

Nor-Ral

Northside Hospital Cherokee

The Outlet Shoppes at Atlanta

Papa Johns Regional Hub

Piolax Corporation

PlayNation

Prologic ITS

Raydeo

Reeves Floral Products

Roytec Industries

Schoen Insulation Services

Stag Enterprise

thyssenkrupp

Universal Alloy Corporation

Vanderlande

Vision Stairways and Millwork

Woodstock Furniture Outlet

YANMAR

International companies in bold.

SOLVING CHALLENGES AND SEEKING OPPORTUNITIES

COED has a compelling history of success, but by increasing staff and enhanced resources, it can tackle the challenges and opportunities Cherokee County faces.

OUT-COMMUTE

The county has a highly educated and skilled workforce, but nearly 80 percent of working-age residents leave the county for work — one of the highest out-commute rates in metro Atlanta.

- Residents spend significant time in traffic, affecting quality of life and businesses' productivity.
- Cherokee businesses draw workers from other counties, causing even more road congestion.
- Residents working in other areas spend money there, instead of Cherokee County, reducing local retail revenues and sales tax dollars that could otherwise go to infrastructure and education.

COED will work to connect local businesses with local workers and to reduce the overall out-commute of talent and resources that leave the County.

DEMAND FOR SKILLED TALENT

Local businesses often compete for top talent and struggle to stay fully-staffed.

- Cherokee County's unemployment rate is lower than the national and state average.
- Local schools and institutions of higher learning can better align education goals with the needs of Cherokee County's businesses.

COED will work with local schools to prepare people for the jobs that Cherokee's businesses need filled now and in the future. COED will also market Cherokee County as a destination for great careers so local high school graduates stay here and college graduates want to move here.

SHORTAGE OF BUSINESS / INDUSTRIAL PROPERTY AND WORKFORCE TO ATTRACT COMPANIES AND JOBS

Businesses looking to locate or expand need move-in ready space that can serve various needs.

- The county needs to increase the inventory of land and commercial space that can be used for offices, warehouses, manufacturing, and other purposes.
- Diverse land uses, rather than primarily residential, can improve tax revenues and the burden on services.
- COED will work with developers, owners, local governments and others to make Cherokee "shovel-ready" for new businesses.

STRATEGY

Recently, COED and Boyette Strategic Advisors ("Boyette") conducted a thorough strategic planning process which involved:

- (a) reviewing current economic development activities and programs in the county
- (b) receiving input from 2,400 participants through individual interviews, group discussions and online surveys of residents and businesses
- (c) developing strategies to ensure that Cherokee County remains competitive in the future

COED and Boyette then drafted the "Opportunity Cherokee" strategic initiative, which guides the efforts of COED in continuing to recruit, retain and expand businesses to create jobs, develop a stronger workforce and create the infrastructure and land / buildings for new and expanding businesses. After discussing the "Opportunity Cherokee" initiative with dozens of leaders, COED established the following three goals for its work in 2018-2022.



GOAL 1: COMPREHENSIVE ECONOMIC DEVELOPMENT

COED will execute core economic development strategies in order to sustain and strengthen the county's economy focusing on:

RECRUITMENT, RETENTION AND EXPANSION

COED will continue to expand its efforts to attract and recruit new businesses to Cherokee County with a focus on target markets:

- Advanced manufacturing
- Commercial developers
- Information technology
- Corporate operations
- Film and Media

COED will also help Cherokee's existing businesses stay and thrive here by serving as an advocate for businesses and helping them utilize incentives.

BRANDING CHEROKEE AS A PLACE FOR BUSINESS

COED recently rolled out a new branding campaign, "Cherokee by Choice" to promote Cherokee County as an ideal place for business and an exceptional place to live. A new marketing and communications staffer will capitalize on the brand when recruiting businesses to the county, and will also help local businesses celebrate their growth and successes through more visible recognition.

FILM AND MEDIA

COED will continue to serve as an ambassador to the film and television industry, assisting production companies find locations and use Cherokee County's beauty, workforce and businesses in this growing sector.

ENTREPRENEURSHIP

COED will continue to foster a culture of entrepreneurship and assist small businesses and startups through innovative programs and resources, such as The Circuit locations and the Fresh Start Cherokee initiative.



GOAL 2: TALENT DEVELOPMENT

Cherokee County's highly skilled and educated residential population is a tremendous asset that COED showcases to potential recruits. COED will work to improve workforce quality and availability and to better connect with local businesses that need enthusiastic employees with qualified, exceptional talent. A new, full-time staff position will work every day on showcasing Cherokee's great workforce and making it easier for existing businesses to attract and retain these ideal employees.

WORKFORCE TRAINING AND DEVELOPMENT

COED serves as the lead on the Cherokee Workforce Collaborative to ensure a pipeline of future workers through internships, innovative career preparation, and business education alliances. COED also hosts the Cherokee Career Expo to promote local opportunities.



HELP LOCAL BUSINESSES WITH THEIR NEEDS

COED will work to create a new, interactive aggregator for job opportunities and internships. COED has close engagements with local educational institutions and can leverage its role as an advocate for business to align educators' efforts with Cherokee's jobs of today and tomorrow.



"The right job can change your life, cutting down your commute and allowing you to play a larger role in your family and community. COED is working to help companies in Cherokee change people's lives."

- Matt Ringer,
Universal Alloy Corporation

"COED helped us choose Cherokee County because of its natural beauty and its leaders' promotion of sustainability, all in an ideal location." - Tim Fernandez, YANMAR America



GOAL 3: INFRASTRUCTURE AND PRODUCT DEVELOPMENT (LAND AND BUILDINGS)

COED will serve as a convener and catalyst to ensure Cherokee has the infrastructure, land and buildings needed to attract investment and support overall economic growth. Today, there is not enough inventory of move-in ready space for businesses that want to locate and expand.

COED works with all parties involved in land development and can serve as the community's leader in linking land use to a long-term economic development strategy and implementing a comprehensive plan for future development in the county.

SINCE THE FIRST PHASE WAS COMPLETED FOUR YEARS AGO

1,450+
NEW JOBS
- AND -
\$160 MILLION
CAPITAL INVESTMENT

CASE STUDY - CHEROKEE 75 CORPORATE PARK

In order to influence corporate development, COED has developed three business parks throughout the community. Cherokee 75 is the most recent success story.





CHEROKEE COUNTY Economic Impact Report

Georgia Tech's Enterprise Innovation Institute, the nation's largest and most comprehensive university-based program of business and industry assistance, technology commercialization, and economic development, analyzed the Cherokee by Choice initiative and quantified the overall impact (both directly and indirectly) of COED's efforts.



For every direct job created by COED's recruitment, workforce and industry expansion efforts, another 0.7 job will be created in the region's economy.

Every dollar earned from the new jobs, is expected to generate an **additional \$0.46 in earnings.**

BY 2022, the Cherokee By Choice Strategy will produce the following Economic Outcomes:

INCREASE OF
CHEROKEE COUNTY
EMPLOYMENT BY
3,445 JOBS

2,000 DIRECT JOBS

**1,445 INDIRECT
(SUPPLIER/VENDOR TYPE)
OR INDUCED (SERVICE
SECTOR) JOBS**



MORE THAN
\$1 MILLION
IN NEW SALES
TAX REVENUES



\$178.9 MILLION
IN NEW INCOME THAT WOULD GENERATE:

\$112,058,825
in new personal
disposable income

\$100,205,243
in income used for
personal consumption
expenditures

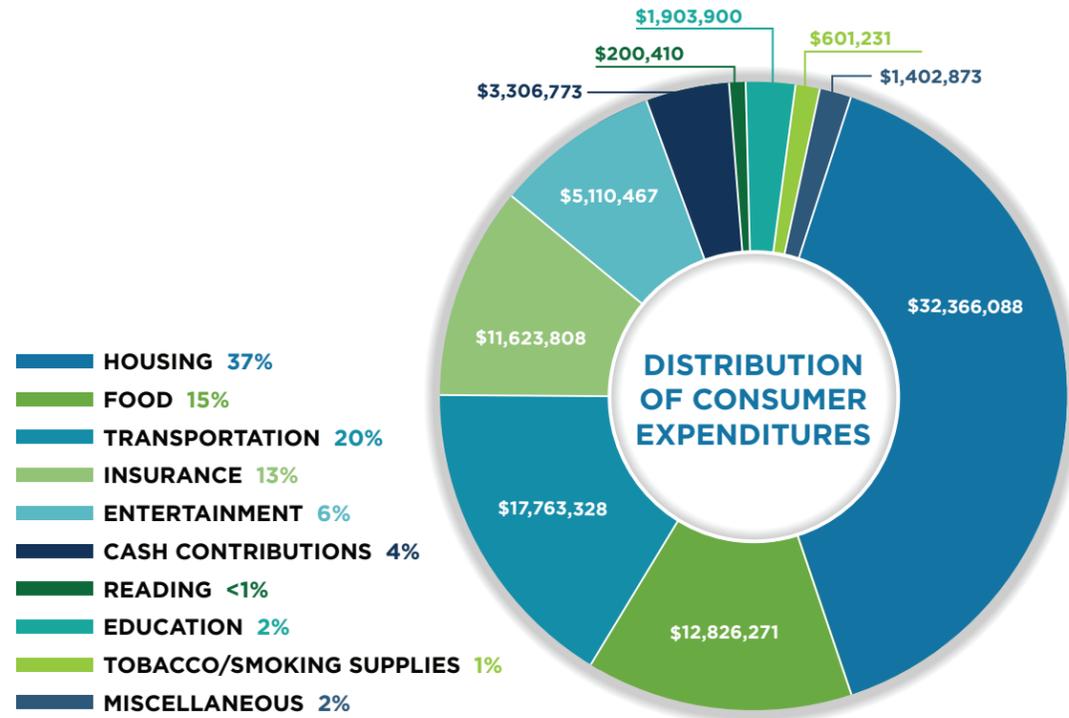
\$50,426,471
in income used in
new deposits for local
financial institutions



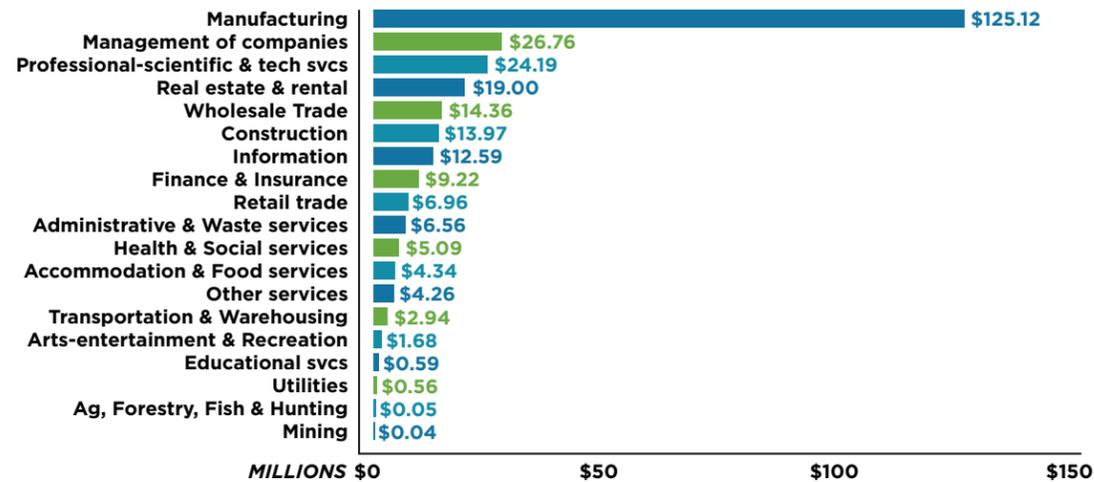
NEARLY
\$3.2 MILLION
IN NET PROPERTY
TAX REVENUES



CHEROKEE COUNTY DISTRIBUTION OF CONSUMER EXPENDITURES



DISTRIBUTION OF VALUE ADDED BY INDUSTRY \$278,274,376 - CHEROKEE COUNTY, GA



CONNECT WITH COED / INVESTOR BENEFITS

- 1. QUARTERLY IMPLEMENTATION MEETINGS:** Reserved for investors, this quarterly forum includes business driven conversations and the latest in economic development news.
- 2. NEW COMPANY RECEPTION:** An exclusive yearly convocation to recognize companies that have moved into Cherokee or have expanded within the last twelve months.
- 3. EXECUTIVE ROUNDTABLES:** Stay ahead of the curve by attending COED's investor-only gatherings and engage with distinguished executives of the business community.
- 4. CAREER EXPO:** Cherokee's largest job fair spotlights opportunities in our quickly growing industries.
- 5. WORKFORCE COLLABORATIVE:** A partnership comprised of business, education, and community leaders to create and implement goals to fuel the pipeline of skilled professionals.
- 6. THE LUNCH CIRCUIT:** An exclusive monthly lunch gathering where a local, successful entrepreneur shares their story of wins, losses, and lessons learned in an exciting live interview followed by an audience Q&A.
- 7. ONE MILLION CUPS (1MC CHK):** A bi-weekly coffee gathering and local chapter of the Kauffman Foundation's National Program designed to educate, engage, and connect entrepreneurs with their communities.
- 8. CHEROKEE FILM SUMMIT:** A premier exhibition to celebrate Cherokee's success in the film industry. The summit offers panel discussions and networking opportunities with subject matter experts.
- 9. DEVELOPERS' DAY:** This invitational event provides an opportunity for investors to engage with project managers, developers, brokers, and consultants from across the state.



GOING FORWARD

COED has been funded almost exclusively by local government at approximately \$700,000/year and does not have sufficient staff / resources to accomplish the three strategic goals. To fully deliver on the ambitious initiative, COED seeks private investment in the amount of an additional \$500,000/year (\$2,500,000 over five years). Specifically, this private sector investment will fund:

GOAL 1: COMPREHENSIVE ECONOMIC DEVELOPMENT

- Full-time staff member to manage marketing / communications
- Creation of a Site Selection Consultants and Corporate Headquarters Visitation Program
- Involvement in national and/or regional organizations where COED can market Cherokee to prospects and consultants
- Engagement of branding consultant to re-brand Cherokee as an excellent place for business (and beyond)
- New interactive COED website
- Entrepreneur mentorship partnership with MIT
- Enhanced promotion and support of The Circuit and Fresh Start Cherokee program

GOAL 2: TALENT DEVELOPMENT

- Full-time staff member to implement workforce strategies
- Engagement of consultant to create online workforce clearing house to market and match Cherokee jobs and internship opportunities with residents and students
- New branding campaign centered around promotion of skilled professions
- Creation of mobile workforce workshop and learning lab

GOAL 3: INFRASTRUCTURE AND PRODUCT (LAND & BUILDINGS)

- Engagement (or partnership with) a planning firm to create a master plan for areas of development
- Performance of due diligence on identified properties to make them construction ready
- Experienced consultant to assist COED in pitching overall vision to developers
- Certifications for GRAD-ready (Georgia Ready for Accelerated Development) sites



Pictured (L to R): Film Project Manager Molly Mercer, Intern Ella Greer, Community Manager of Entrepreneurship Jonathan Chambers, President and CEO Misti Martin, Senior Project Manager Heath Tippens, Operations Manager Kristyne Davis

CHEROKEE OFFICE OF ECONOMIC DEVELOPMENT LEADERSHIP

- | | |
|-------------------|---------------------|
| Edna Cook | Robert F. Logan |
| Marshall L. Day | Ben Looper |
| Phil Eberly | Steven Miller |
| Mark Goddard | Jeff Moon |
| Billy Hayes | Rick Roberts |
| Gene Hobgood | James (Skip) Spears |
| Ashley Holcomb | Harold Swindell |
| Steven L. Holcomb | |