



City of **Tucker**

Economic Development Strategic Plan





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ACKNOWLEDGEMENTS

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City of Tucker Mayor and City Council

Frank Auman, *Mayor*
Roger W. Orlando, *District 1 - Post 1*
Virginia Rece, *District 1 - Post 2*
Cara Schroeder, *District 2 - Post 1*
Noelle Monferdini, *District 2 - Post 2*
Alexis Weaver, *District 3 - Post 1*
Anne Lerner, *District 3 - Post 2*

Others

Tucker Downtown Development Authority (DDA)
Tucker-Northlake Community Improvement District (CID)
Tucker Summit Community Improvement District (CID)

Internal City Staff

Tami Hanlin, *City Manager*
John McHenry, *Deputy City Manager*
Jackie Moffo, *Economic Development Manager*

EDSP Consulting Team

KB Advisory Group (Lead)

Geoff Koski, *Project Executive*
Tate Davis, *Project Manager*
Gabrielle Oliverio, *Analyst*

Urban Pulse (Public Engagement)

Christopher Pike, *Public Engagement Director*

Willdan (Data Analysis)

Molly McKay, *Technical Director*

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Section 1

OVERVIEW

The Economic Development Strategic Plan (EDSP) for the City of Tucker represents the first plan of its kind for the City. The EDSP is a foundational document for the City of Tucker's Economic Development. It identifies Tucker's existing assets, considers a five-year economic outlook, establishes the economic vision, and provides strategies and implementation steps to achieve the outlined goals. The creation of this plan was inclusive of input from Tucker's:

- **CITIZENS,**
- **BUSINESSES,**
- **LOCAL AND REGIONAL PARTNERS,**
- **CITY STAFF AND LEADERSHIP, AND**
- **MAYOR AND CITY COUNCIL.**



THIS PAGE: Photo of Main Street shared with permission from City of Tucker.

S1: EXECUTIVE SUMMARY

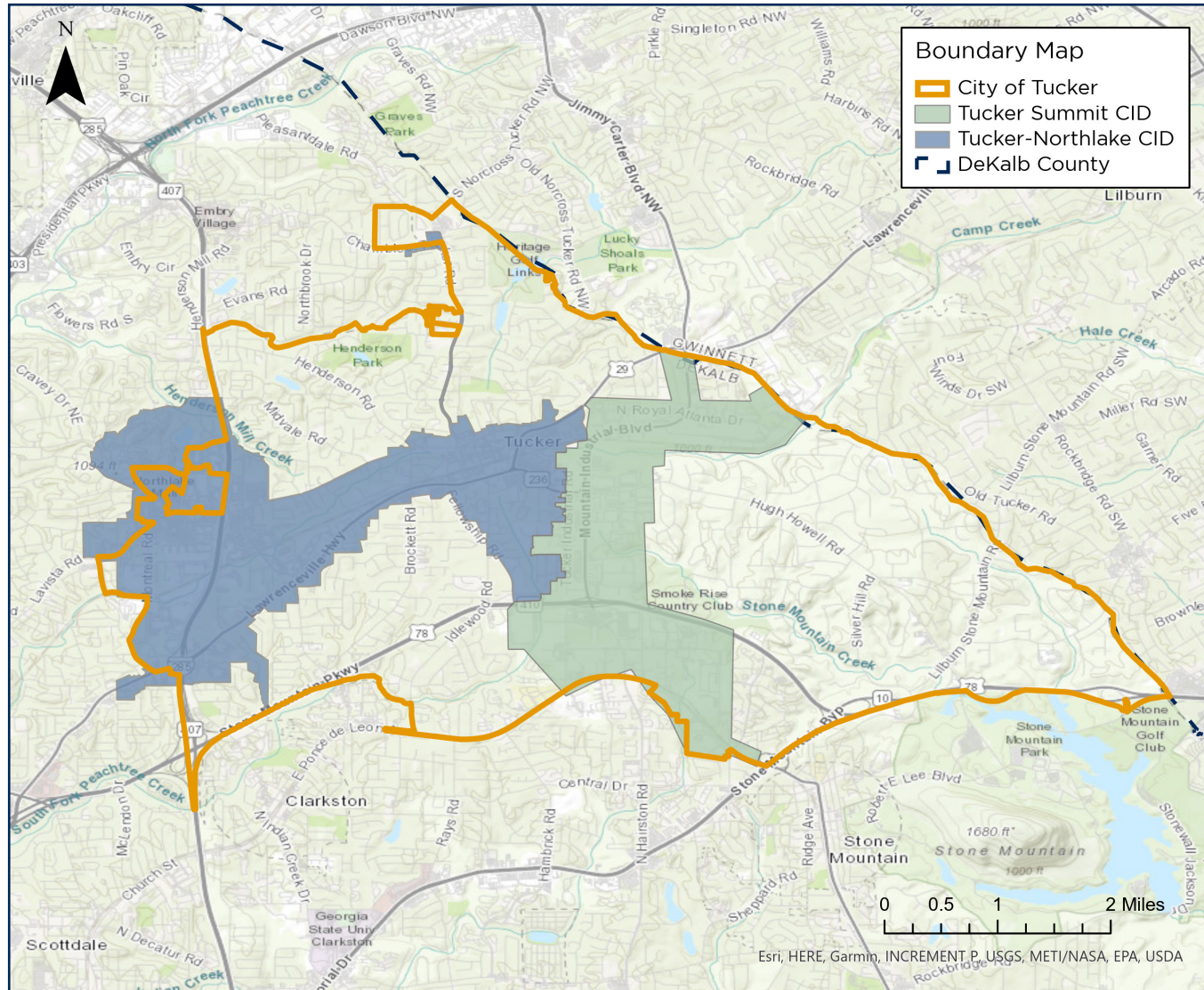
The City of Tucker benefits from its geographic position within the growing Atlanta metro - the location enables Tucker to bolster its economic base, in keeping with the goals identified the *Tucker Tomorrow Comprehensive Plan*. **Demographic trends reveal the City's many strengths, including a well-educated workforce, high-earning households, and racial and ethnic diversity.** Additionally, Tucker citizens identified **Tucker's strengths in access to greenspace, a relatively low cost of living, a strong sense of community, and authentic old-town charm within Tucker's Downtown core.** Increasingly, employers are seeking locations with a high quality of life, such as rich lifestyle amenities and conveniences, to attract and retain a stable workforce.

Existing industries within Tucker are diverse and serve as critical assets to a resilient local economy grounded by the existing employment cores: Mountain Industrial Corridor, Lawrenceville Highway, Northlake Area, and Tucker's Downtown. These cores are uniquely categorized by industry mix and type and contribute to forming beneficial industry clusters. Mountain Industrial boasts a long-standing industrial manufacturing cluster, while the Northlake Area represents Tucker's office and medical core. Lawrenceville Highway is a significant corridor through the City, bridging the industrial, suburban, and downtown retail character areas. Downtown Tucker exhibits vital aspects of the Main Street atmosphere, mixing retailers and small businesses.

Notably, 95% of Tucker businesses are small to medium-sized, suggesting the tailoring of economic development services to the variety of industry and business size needs. However, **over 90% of Tucker working residents commute regionally. Conversely, 96% of jobs within Tucker are filled by those living outside of the City.** Understanding this mismatch, opportunities appear for focused economic development efforts on business expansion, attraction, and internal talent pipelines.

Target Industries

At the culmination of the demographic and economic analysis, review of the City of Tucker plans and guiding documents, and extensive community input, target industries were identified and represent areas of opportunity for attention and action, in order to sustainably propel Tucker's local economy through the next five years. Those industries are discussed on page 10.



EDSP Boundary Map by KB Advisory Group

S1: EXECUTIVE SUMMARY

TARGET INDUSTRIES



PROFESSIONAL SERVICES

The Professional Services industry grew almost 60% countywide from 2018 to 2022 and currently makes up close to 9% of the job mix in Tucker. Nearly 20% of all establishments with less than five employees are in this industry, and many businesses of this size are sole proprietorships. The City would benefit from both economic development efforts that aim to both attract new employers in this industry and those that help promote the entrepreneurial environment of the Tucker area.



MANUFACTURING

The Manufacturing industry grew over 50% countywide from 2018 to 2022 and currently makes up over 10% of the job mix in Tucker. Manufacturing has been a staple in Tucker but currently employs the least number of working residents. Tucker would benefit from economic development efforts focusing on the talent pipeline and working with manufacturing employers to address talent needs.



HEALTHCARE

Similar to Manufacturing, there are more Healthcare jobs within the City than working residents in that industry. The Healthcare industry grew over 20% countywide from 2018 to 2022 and currently makes up almost 10% of the job mix in Tucker. Economic development efforts that expand partnerships with local institutions would benefit Tucker.

Linking the City of Tucker's economic development goals and target industries to specific initiatives, identifying and allocating resources, and assessing performance based on detailed, agreed-upon outcomes are critical to meeting the vision and objectives established by the Tucker Economic Development Strategic Plan.



The Tucker **EDSP** Initiatives

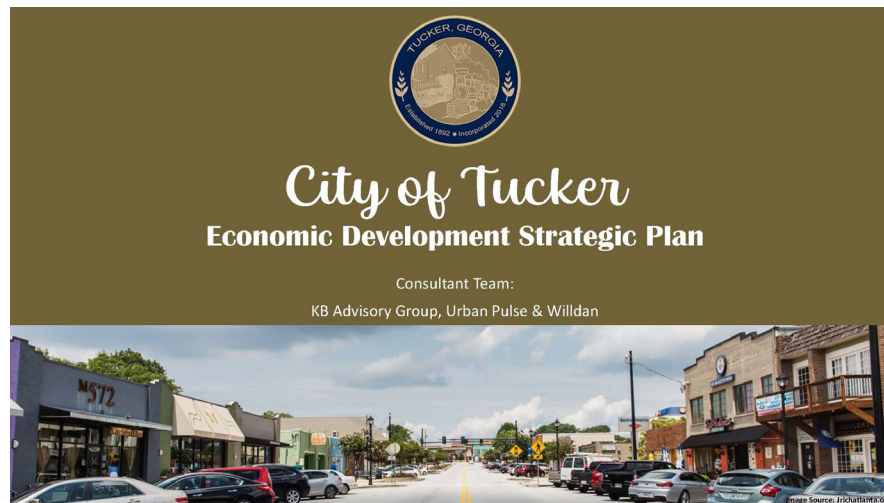
- 1 Economic Development Capacity Building**
As a recently formed city, efforts by Tucker focused on **establishing the role and function of the Economic Development Department are vital to success**. Current staff responsibilities vary across multiple functions and departments. That creates a reactive workflow with limited ability to concentrate efforts on strategic initiatives, such as a Business Retention and Attraction Program.
- 2 Business Retention and Attraction (BRA) Program**
Instituting a Business Retention and Attraction (BRA) Program can help manage business needs and attract new businesses by establishing sustainable contact with the Tucker businesses, monitoring business performance, addressing obstacles, and proactively recruiting target industries.
- 3 Major Projects Accelerator**
Although multiple planning efforts have outlined goals for economic development, Tucker needs a guiding document or a priority list for how and when the Economic Development Team should tackle these goals. A Major Projects Accelerator Program would complement the foundational aspect of Economic Development Capacity Building Initiative No 1 **to advance progress against goals for all adopted plans**.
- 4 Visibility, Marketing, and Branding**
An organized Economic Development Department with proven and successful programs can **strategically promote Tucker as a great place to live and do business**. These efforts should prioritize marketing, advertising, and publicizing Tucker to build a positive relationship between the public and private sectors.
- 5 Business and Developer Programming**
Finally, **Tucker should expand and formalize business and developer services** centered on talent and workforce development, networking and promotion, economic development and infrastructure investment alignment, and business research services.

Section 2

OVERVIEW: WHY NARRATIVE

WHAT IS THE ECONOMIC DEVELOPMENT STRATEGIC PLAN?

In 2022, the City of Tucker undertook an Economic Development Strategic Plan (EDSP) to guide the City's near-term economic development policies, programs, and investments over the next five years and make the *Tucker Tomorrow Comprehensive Plan* vision a reality.



ABOVE: Image from the Tucker Economic Development Strategic Plan Kick-Off.



WHY NARRATIVE

THIS PAGE: Photo of "Movie on Main" shared with permission from City of Tucker.

S2: WHY NARRATIVE



In April 2018, the City of Tucker adopted the [Tucker Tomorrow Comprehensive Plan](#), which included five primary community goals for the City's future.

The fifth goal—(to) **Bolster** (the) **Economic Base** - called for various initiatives that would leverage Tucker's current assets and promote growth in the primary job centers of in and around Mountain Industrial Boulevard, Northlake, Lawrenceville Highway, and Downtown Tucker.

The City of Tucker retained local and national consulting support led by **KB Advisory Group**—joined by Urban Pulse and Willdan Group. The EDSP brings *Tucker Tomorrow's* economic vision to life with action steps, assigned accountabilities, monitoring, and reporting.

What are the Goals of the Economic Strategic Plan?



Empower the City to guide planning, zoning, and economic development priorities.



Attract high-quality investment and redevelopment activity.



Help strategically shape the character of redevelopment according to a shared community vision of the future, established through a transparent process of consensus building and leadership.



Provide the specific implementation steps needed to guide Tucker's economic development policies, programs, and investments over the next five years.

Why is the Tucker Economic Strategic Plan Important?

The EDSP's community outreach, research, and analysis aimed to help the City understand Tucker's competitive positioning by exploring:



What is the City of Tucker's "it" factor? How can Tucker leverage the positive aspects of this community brand or identity to attract higher tax-value business investment and operations?



What industries should the City of Tucker target to diversify the economy and improve fiscal resiliency?



How can the City connect critical infrastructure investments with the EDSP's economic development strategies to bolster Tucker's Economic Base?



What best practices for new policies and programs should Tucker explore for adoption?



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S2: WHY NARRATIVE

Similar to *Tucker Tomorrow*, the EDSP is both ambitious and practical. With the visions outlined in *Tucker Tomorrow*, the EDSP outlines how the City can realize its economic potential and leverage its existing successes.

For example, one of the primary goals of the EDSP is to define the action steps needed to accelerate the City's evolution towards a more proactive and intentional delivery of economic development services.



The EDSP also includes an economic profile report and recommended target industries to identify the City's highest-value growth sectors and associated near- to mid-term opportunities.



The EDSP guides the City's investment in new policies and programs, and how to tackle the gaps with economic development tools. It builds on the community's assets when coupled with an economic development-focused community engagement process.



With strong strategic partnerships in the community, the EDSP positions the City of Tucker to build on existing partnerships and identify new resources to support the City of Tucker's future.



THIS PAGE CLOCKWISE from the top left, photos No 1 and 2 in the City of Tucker taken by KB Advisory Group. Photos No 3 through 7 shared with permission from City of Tucker.

Section 3

OVERVIEW: PUBLIC INPUT

Input from residents and the business community was crucial in crafting the Tucker Economic Development Strategic Plan (EDSP).

Public Meetings	2 Community Meetings 2 Community SWOT Analysis Meetings 2 Consensus Building Workshops
Strategic Focus Groups	5 Focus Groups, 50+ Business/Partners Engaged Business Community Lunch and Learns Tucker-Northlake CID Leadership Tucker Summit CID Leadership Local & Regional Community Partners
One-on-One Interviews	9 Mayor, Councilmembers, City Staff 7 Major Employers & Community Partners
Online Engagement	216 Community Survey Respondents 9 faith-based institutions engaged 81 Business Survey Respondents 2,200+ shares with businesses



PUBLIC INPUT

THIS PAGE: Photo of a Tucker Economic Development Strategic Plan Public Input Session by KB Advisory Group.

S3: PUBLIC INPUT

Led by Christopher Pike of Urban Pulse, the consultant team gathered public input in the following ways:

COMMUNITY SURVEY

During the five-month public input process, the consultants were able to engage with over 200 members of the Tucker community.

The Community Survey ran from September 28, 2022, to December 2, 2022. The survey was open to the public and shared across all the City of Tucker social media platforms.

Community attributes viewed as most important to respondents were:

- Community appearance
- Amenities for recreation and parks
- Quality of schools
- Ability to walk or conveniently travel to shops and restaurants
- Affordable housing
- Parking availability


Half the respondents viewed the lack of retail, entertainment, and restaurant options as a significant community obstacle.

Aspects of Tucker that respondents were most satisfied with were:

- Cost of living
- Ability to take an active role in the community
- Population diversity

Aspects of Tucker that respondents were most dissatisfied with were:

- Community appearance
- Public school quality



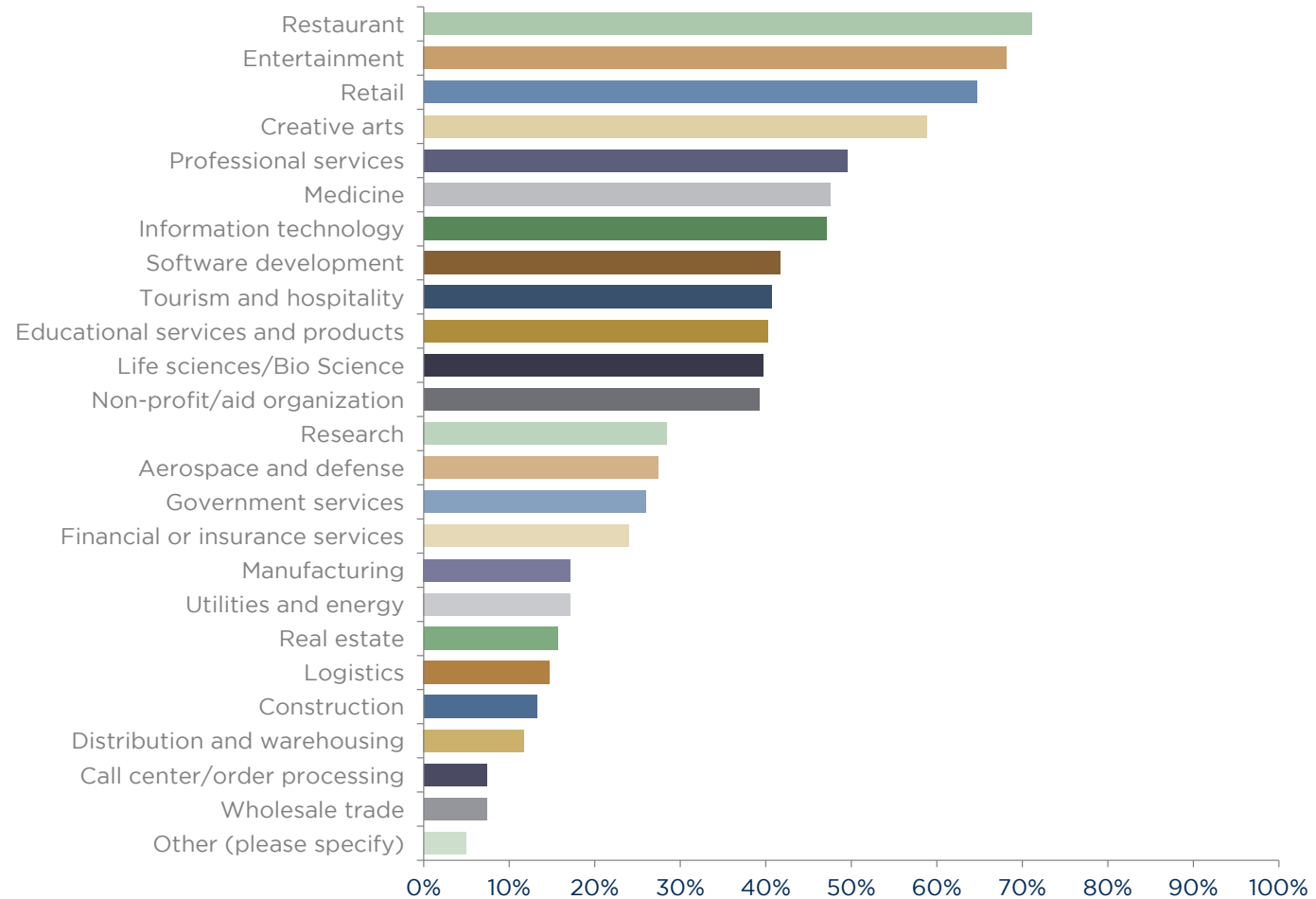
“It’s a convenient, growing, multicultural community with a rich history.”

- EDSP
Community Survey Respondent



COMMUNITY SURVEY FEEDBACK

What do you want to see expanded in Tucker?



S3: PUBLIC INPUT

BUSINESS SURVEY

The Business Survey ran from October 18, 2022, to December 2, 2022. The survey was shared across all City of Tucker social media platforms and directly with over 2,000 businesses.

Of those that responded:

- Over 80% indicated they were self-employed or within a small business
- Over 85% reported being business owners
- Nearly half of the respondents indicated their business occurs statewide or nationally
- Over 40% of respondents indicated efforts for future expansion

Nearly 90% of respondents believed Tucker is a good place to do business, would recommend Tucker to other

companies, and are likely to remain in the City. Additionally, many further identified Science, Technology, Engineering, and Mathematics (STEM), professional services, and medical uses as strategic industries to attract others to Tucker.

The top reasons companies located in Tucker originally were:

- Low cost of doing business
- Founded in Tucker or had community ties
- Access to particular networks and markets
- Quality of life

Three overarching factors viewed as having high importance for business success in Tucker were:

- Labor and operating cost
- Logistics and transportation

- Costs associated with permits and fees, utilities, and the development and permitting process

Highly ranked obstacles were:

- Resources for business support
- Access to capital
- Available talent pool
- A more robust business network within Tucker

Respondents also desire more lifestyle amenities, entertainment options, and retail and restaurant offerings within the City.

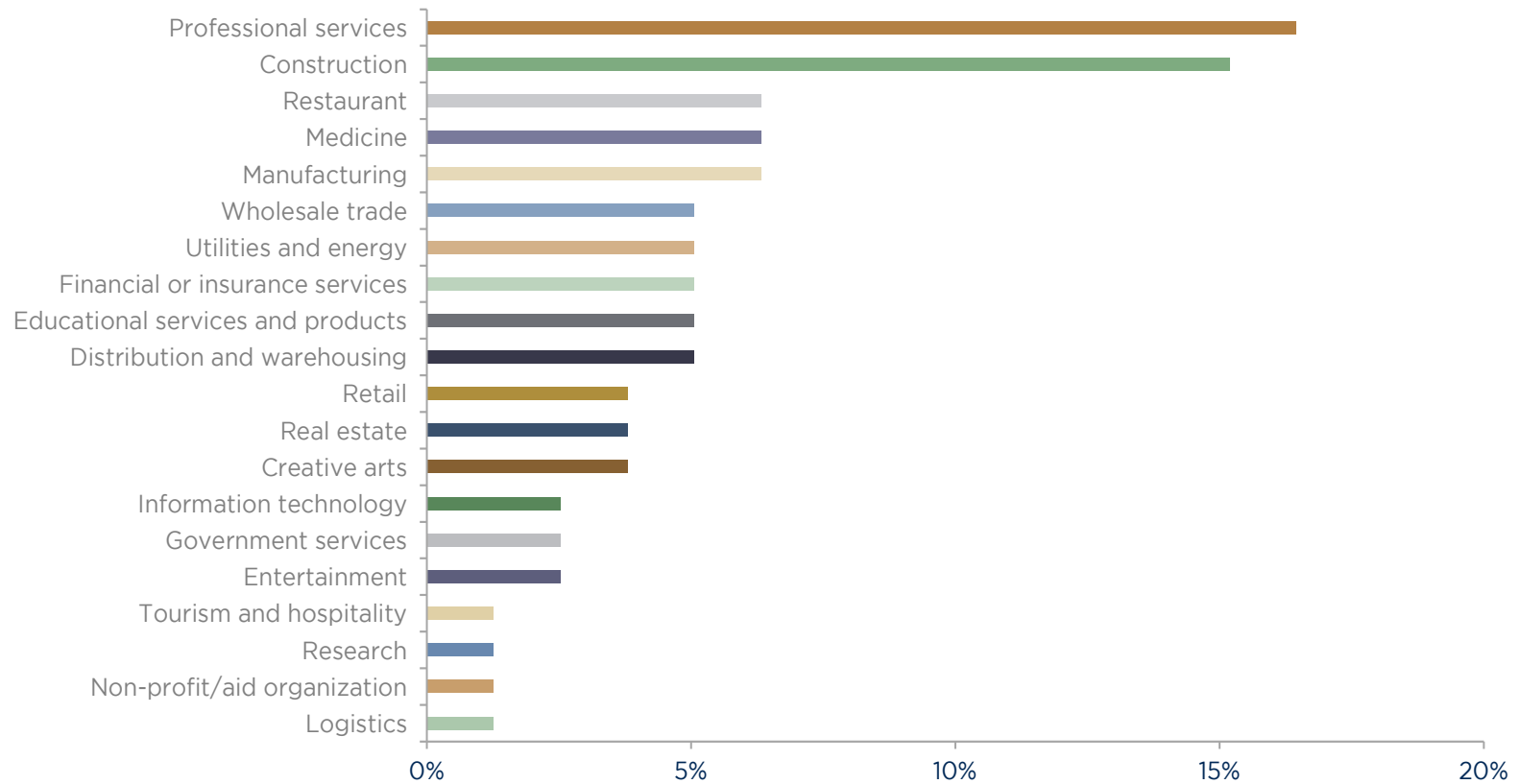
“Small town with big city advantages.”

- EDSP Business Survey Respondent



BUSINESS SURVEY FEEDBACK

Which best describes the primary industry focus of your business?



S3: PUBLIC INPUT

SWOT

Two public input sessions took place in October 2022, and the discussion centered around questions from the survey. After these two sessions, there were two more to develop a community-wide consensus around Tucker's Strengths, Weaknesses, Opportunities, and Threats (SWOT). Below are the top five items by vote for each category.

STRENGTHS

1. Convenient location in the metro area with good access to highways and other cities
2. Parks and Nature Trails and Greenspace
3. Strong Industrial Corridors - Diverse business mix with established industries
4. Small Town Feel - Community retains an authentic old town charm, downtown district
5. Great community with good people and a strong sense of community

WEAKNESSES

1. Community Appearance, Beautification, Gateways
2. Housing Density in Downtown (Lack of Housing)
3. Parking in Downtown - need for more parking options
4. Underutilized Land (Highest and Best Use in Downtown)
5. Diversity of Restaurants and Retail

OPPORTUNITIES

1. Housing Downtown to increase the customer base for businesses in the Downtown area
2. Diverse Housing Options - to include senior housing and affordable (Workforce Housing)
3. Walking Trails - Create community connectivity and mobility
4. Potential for new restaurants and retail; the local economy could support more
5. Directional Signage for Downtown (Businesses)

THREATS

1. Service Delivery (DeKalb County)
2. Irresponsible Growth and Development (Overdevelopment)
3. Destruction of Greenspace - potential for overdevelopment of specific areas
4. Rising Housing Prices
5. Maintaining a Healthy Industry Mix



Economic Development Strategic Plan City of Tucker


Presented by KB Advisory



Community & SWOT Analysis Meetings

The Purpose?

The City of Tucker is creating the community's first Economic Development Strategic Plan (EDSP), focused on developing tactical implementation strategies and a funding road map. **WE NEED YOUR INPUT!** The EDSP will:

-  Empower the City to define its vision, mission, and values to guide planning, zoning, and economic development priorities
-  Attract high-quality investment and redevelopment activity
-  Help strategically shape the character of redevelopment according to a shared community vision of the future, established through a transparent process of consensus-building and leadership
-  Provide the specific implementation steps needed to guide Tucker's economic development policies, programs, and investments over the next five years

Provide Your Input at Our Community Sessions!

Community Meetings

Tell us what you think and take our survey!

Date: Tuesday October 11, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall

Date: Tuesday October 17, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall Annex

SWOT Analysis Meetings

What do you think our strategic plan should focus on?

Date: Tuesday October 25, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall

Date: Tuesday November 1, 2022
Time: 6:00 pm - 8:00 pm
Location: City of Tucker - City Hall Annex

VISIT:

TUCKERGA.GOV



TAKE OUR BRIEF SURVEY!

[CLICK HERE](#)

FOLLOW US!



ABOVE: Christopher Pike of Urban Pulse speaking during an EDSP Public Input Session and BELOW Right: Public Input Session attendees by KB Advisory Group. LEFT and BELOW Left: EDSP Announcements by Urban Pulse.

Economic Development Strategic Plan

WE WANT TO HEAR FROM YOU

Take Our Survey!

SCAN THE QR CODE: 

Help the City of Tucker define its vision, mission, and values to guide planning, zoning, and economic development priorities.

Provide your input and take our Economic Development Strategic Plan (EDSP) Survey!



Section 4

OVERVIEW: DEMOGRAPHIC PROFILE

Before a strategy can be designed and implemented, it is essential to assess the state of Tucker today. Key demographic takeaways that are important for economic development include:

- **POPULATION:** The City of Tucker has maintained steady population growth over the past two decades, meeting and exceeding DeKalb County trends.
- **POPULATION DIVERSITY:** Racial and ethnic diversity within Tucker city limits is similar to the composition of the larger region, with a slightly more extensive representation of Asian, Hispanic, and other races.
- **EDUCATION and AGE:** Tucker has a large, well-educated resident base.
- **HOUSEHOLD INCOMES:** Tucker has a higher median household income and a smaller share of lower- to middle-income households than the larger Atlanta region.

Businesses often serve a broad population, but the local community surrounding them is an important group of patrons. These demographic trends help pinpoint the local customer base's size, potential preferences, and spending capabilities. With this information, the City's Economic Development Team can help better market Tucker to prospective businesses.



THIS PAGE: Photo of Peters Park Community Cleanup Day shared with permission from City of Tucker.

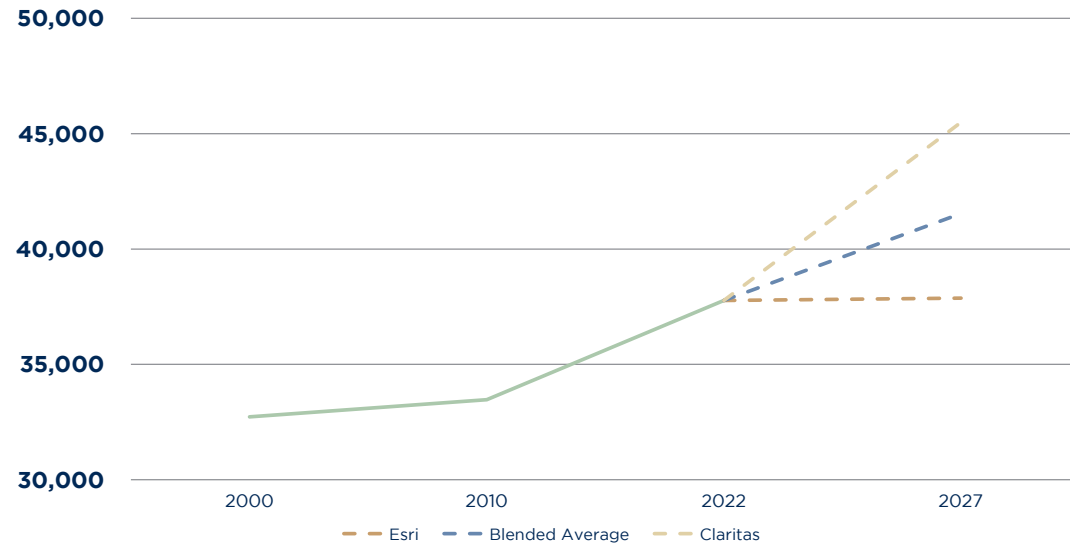
S4: DEMOGRAPHIC PROFILE

POPULATION

The City of Tucker has maintained steady population growth over the past two decades, meeting and exceeding DeKalb County trends.

Since 2000, Tucker has experienced an average annual growth of 0.7%. Population growth accelerated after 2010, with an average annual addition of 74 residents from 2000 to 2010. Considering the Decennial Census-estimated population for 2020 at 37,005, Tucker added roughly 160 residents annually from 2010 to 2020. Based on industry-standard population forecasts, the City's population is projected to grow, on average, by 2% by 2027. However, this projection depends on housing and job supply, infrastructure capacity, regional growth, and other factors.

Estimated Population Projections



Historical Population

Population	2000	2010	2022 Est.	2000-2022 Estimated Growth Rate
Tucker	32,728	33,465	37,767	15%
DeKalb County	665,977	691,893	780,214	17%
Atlanta MSA	4,263,438	5,286,722	6,268,860	47%

SOURCE: ESRI Business Analyst; Willdan, 2022. Claritas; KB Advisory Group, 2022.

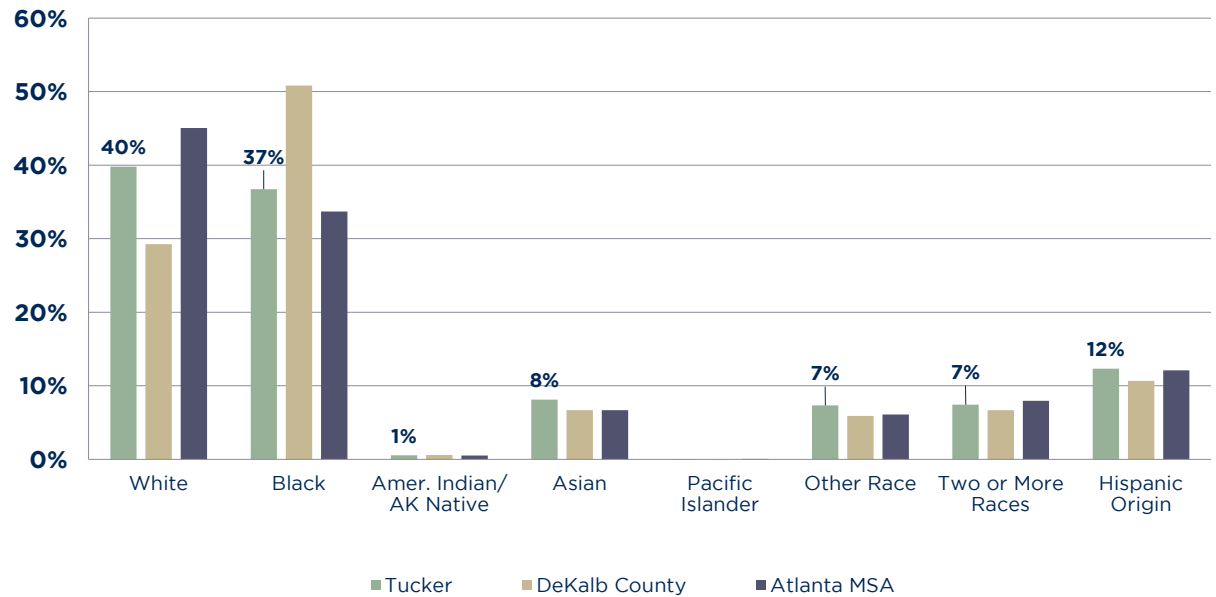


RACE

Racial and ethnic diversity within the Tucker city limits is similar to the composition of the larger region, with a slightly more extensive representation of Asian, Hispanic, and other races.

Proportionally there is a larger share of Asian and Hispanic residents within the City, and other mixed-race residents comprise 14% of Tucker’s population. This diversity is felt and seen by many community members, as diversity was a positive attribute identified during public outreach.

Population by Race and Ethnicity



SOURCE: ESRI Business Analyst; Willdan, 2022.

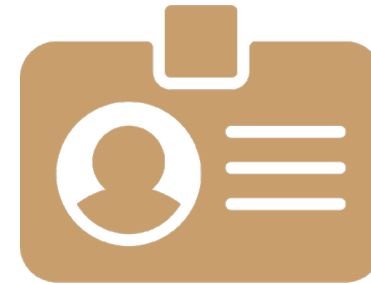
Note: Persons of Hispanic origin are a subset of other race categories; therefore, totals do not add. The category labeled “Other Race” includes the Census Categories “Indian American,” “Pacific Islander,” “Some Other Race Alone,” and “Two or More Races,” which individually represent a small percentage of the City’s and County’s population.

S4: DEMOGRAPHIC PROFILE

EDUCATION AND AGE

38.8%

The percent of Tucker's Population
that is of Prime Working Age
(25-54)



Tucker is home to a large, well-educated resident base.

Over half of Tucker's residents have earned a Bachelor's degree or higher—about 1.4 times the rate of Georgia. Notably, 23% of Tucker's residents have a Graduate or Professional Degree, representing a significant concentration of highly educated residents in DeKalb County. Almost 40% of Tucker's population is of prime working age (25-54).

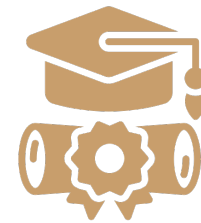


+50%

TUCKER residents with a
Bachelor's degree or higher

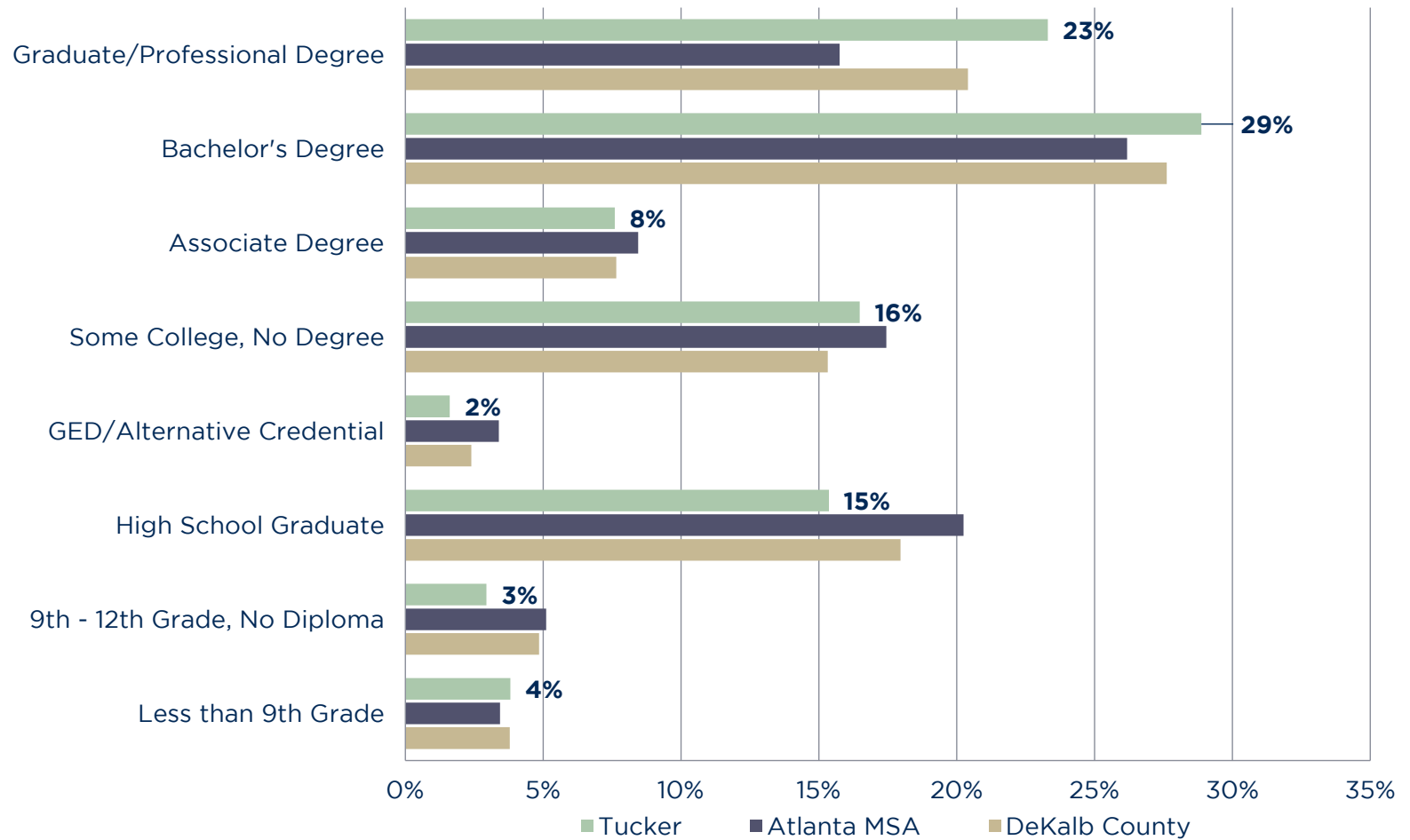
23%

TUCKER residents with a
Graduate or Professional degree





Population over age 25 by Educational Attainment



SOURCE: ESRI Business Analyst; Willdan, 2022.

S4: DEMOGRAPHIC PROFILE

HOUSEHOLD INCOME

Tucker has a higher median household income and a smaller share of lower- to middle-income households than the larger Atlanta region.

With a median household income of over \$80,000, half of Tucker households have incomes below this, and half have over. Observing Area Median Income (AMI) as defined by the U.S. Department of Housing and Urban Development (HUD), the Atlanta region has an AMI of \$96,400. Using these classifications, approximately 55% of households within Tucker are lower- to middle-income households (or making less 120% AMI). That is lower than the County (65%) and metro (62%).

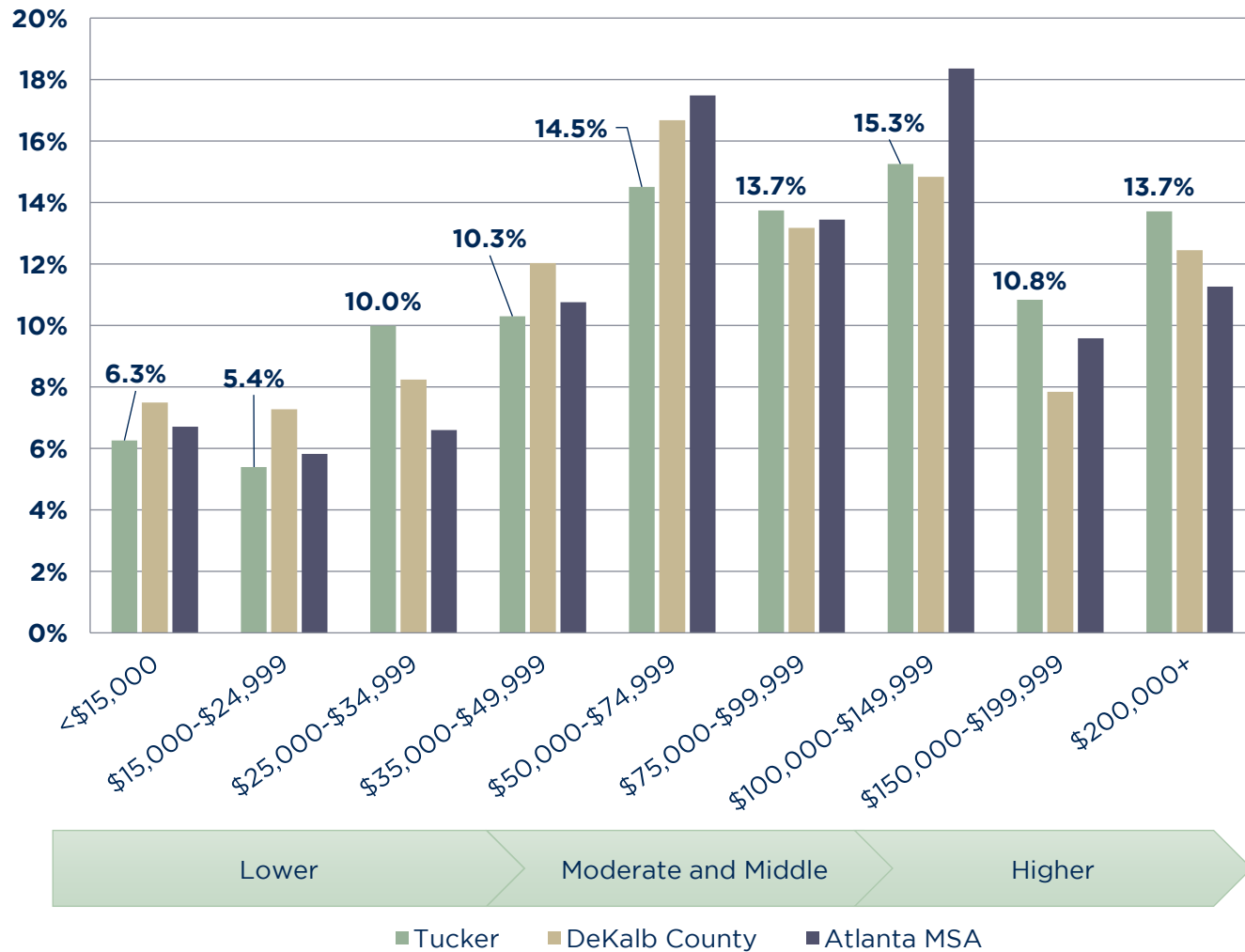
Median Household Income

Tucker	\$80,150
DeKalb County	\$71,536
Atlanta MSA	\$78,869

A local area’s median household income can be a helpful guide for the Economic Development Team. Household incomes determine spending habits and general affordability. Because local incomes are a factor for where a business locates, this number provides insight into which companies the City has the best chances of recruiting. It can be necessary if the City wants to attract a particular amenity, product, or service to the community. Additionally, more resident spending captured within the City’s limits supports more local jobs and sales tax revenues for the City.



Household Income by Income Group



SOURCE: ESRI Business Analyst; Willdan, 2022. U.S. Department of Housing and Urban Development; KB Advisory Group, 2022.

Section 5

OVERVIEW: ECONOMIC PROFILE

Multiple layers within economic development affect its ability to be successful. Municipal rules, regulations, and trends are not the only factors that influence the efficacy of local economic development initiatives. At the same time, there are many unique qualities the City can leverage for economic development.

Tucker is a valuable employment and tax-generating jurisdiction, representing 8% of DeKalb County's Gross Regional Product (GDP). By understanding the existing economic infrastructure, the Economic Development Team can better ascertain the economic drivers of Tucker and how they can leverage those drivers to meet the City's goals.



THIS PAGE: Photos shared with permission from City of Tucker.



THIS PAGE: Photo of Main Street shared with permission from City of Tucker.

S5: ECONOMIC PROFILE

Key Economic Takeaways:

- **COMMUTING TRENDS:** Those living outside the city limits fill most jobs in Tucker.
- **INDUSTRY MIX:** Regarding businesses by industry, Tucker is a diversified local economy. While Tucker’s existing industry mix focuses on retail and services, no specific industry dominates.
- **JOB MIX:** Professional Services, Health Care, and Manufacturing industries employ the most workers in Tucker (excluding Retail Trade).
- **EARNINGS by INDUSTRY:** On average, wages within Tucker are similar to those in the County.
- **LOCAL RESIDENT EMPLOYMENT by INDUSTRY:** Based on local employment trends, there are opportunities for economic development efforts focused on both business expansion and attraction and internal talent pipelines.
- **ESTABLISHMENT SIZE:** Tucker is home to predominately small- to medium-sized businesses.





Understanding the existing economic base and workforce provides the Economic Development team with guidance on how City resources can fill gaps and spur opportunities.

“Tucker has a good diversity of businesses but could increase in the “things to do” category so folks don’t have to leave Tucker when they want to do something fun.”

- EDSP
Business Survey
Respondent



ABOVE: Photo by KB Advisory Group.

S5: ECONOMIC PROFILE

COMMUTING PATTERNS

Most jobs in Tucker are filled by those living outside the city limits.



Of the 96% of jobs in Tucker filled by non-residents, 27% of those non-residents reside in other parts of DeKalb County, 22% from Gwinnett County, and 11% from Fulton County. The data indicates that a small portion of people who work in Tucker are residents of Atlanta. Roughly 93% of residents commute outside the City for work. One-quarter of residents commute daily to Atlanta.

INDUSTRY MIX

Regarding businesses by industry, Tucker has a diversified local economy. While Tucker's existing industry mix focuses on retail and services, no specific industry dominates.



Retail Trade and Professional Services represent more than a third of the industry mix citywide and within the area of the Tucker-Northlake CID.

Given the difference in location and land use patterns, almost 40% of the industry mix within the Tucker Summit CID area is Retail Trade, Manufacturing, and Wholesale Trade.

Note: Zip codes 30084 and 30085 were used as a reference for the Tucker EDSP analysis. Maps of commuting and migration patterns and NAICS Industry definitions can be found in the Appendix.



Share of Each Area's Total Industry

Industry	Tucker	Tucker-Northlake CID	Tucker Summit CID
Retail Trade	13.2%	11.7%	14.0%
Professional, Scientific & Tech Services	11.9%	14.3%	9.4%
Other Services (excl. Public. Admin.)	11.1%	11.0%	8.8%
Health Care & Social Assistance	8.0%	10.6%	1.9%
Unclassified Establishments	7.4%	7.8%	8.8%
Accommodation & Food Services	6.2%	6.9%	3.5%
Manufacturing	5.9%	3.6%	13.3%
Construction	5.9%	4.8%	6.9%
Wholesale Trade	5.0%	2.9%	11.4%
Real Estate, Rental & Leasing	4.7%	5.1%	3.5%
Finance & Insurance	4.2%	5.3%	1.9%
Admin. & Waste Management	3.2%	2.6%	3.7%
Automotive Repair & Main.	2.5%	2.5%	2.2%
Legal Services	2.4%	3.9%	0.8%
Information	2.1%	1.9%	1.9%
Educational Services	1.9%	1.6%	2.3%
Transportation & Warehousing	1.8%	0.8%	3.7%
Arts, Entertainment & Recreation	1.4%	1.3%	1.1%
Public Administration	0.8%	1.2%	0.5%
Management of Companies	0.2%	0.2%	0.5%

SOURCE: ESRI Business Analyst; Willdan, 2022.

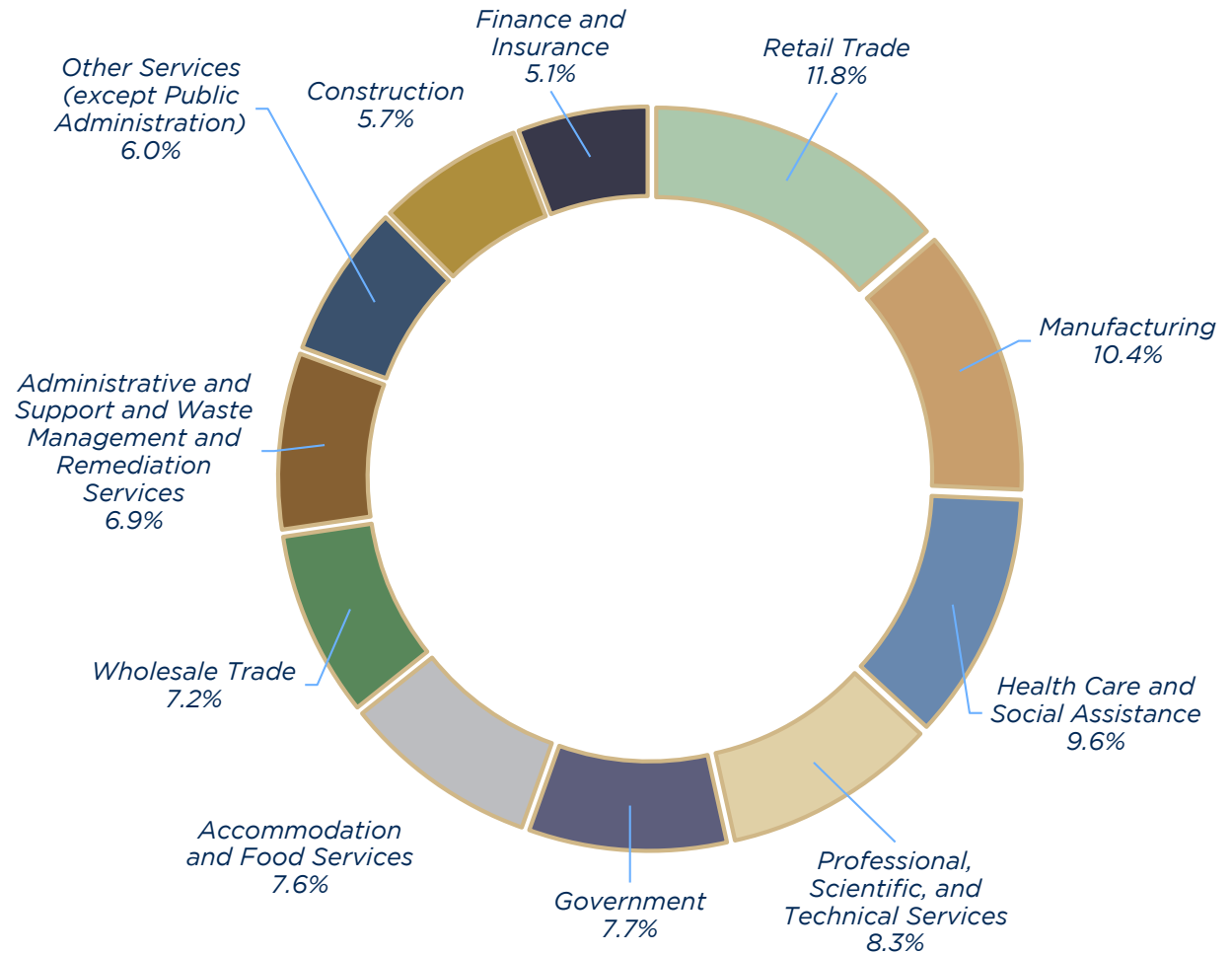
S5: ECONOMIC PROFILE

JOB MIX

Outside of Retail Trade (which typically represents a large share of jobs in suburban areas), Professional Services, Health Care, and Manufacturing industries employ the most workers in Tucker.

One way that Tucker is unique is that its industry share does not concentrate on only one or two industries. That means that economic development initiatives that are broader in scope can impact a larger share of the local economic base.

Share of Total Jobs - City of Tucker, 2022



SOURCE: ESRI Business Analyst; Willdan, 2022.



EARNINGS BY INDUSTRY

On average, wages within Tucker are similar to DeKalb County.

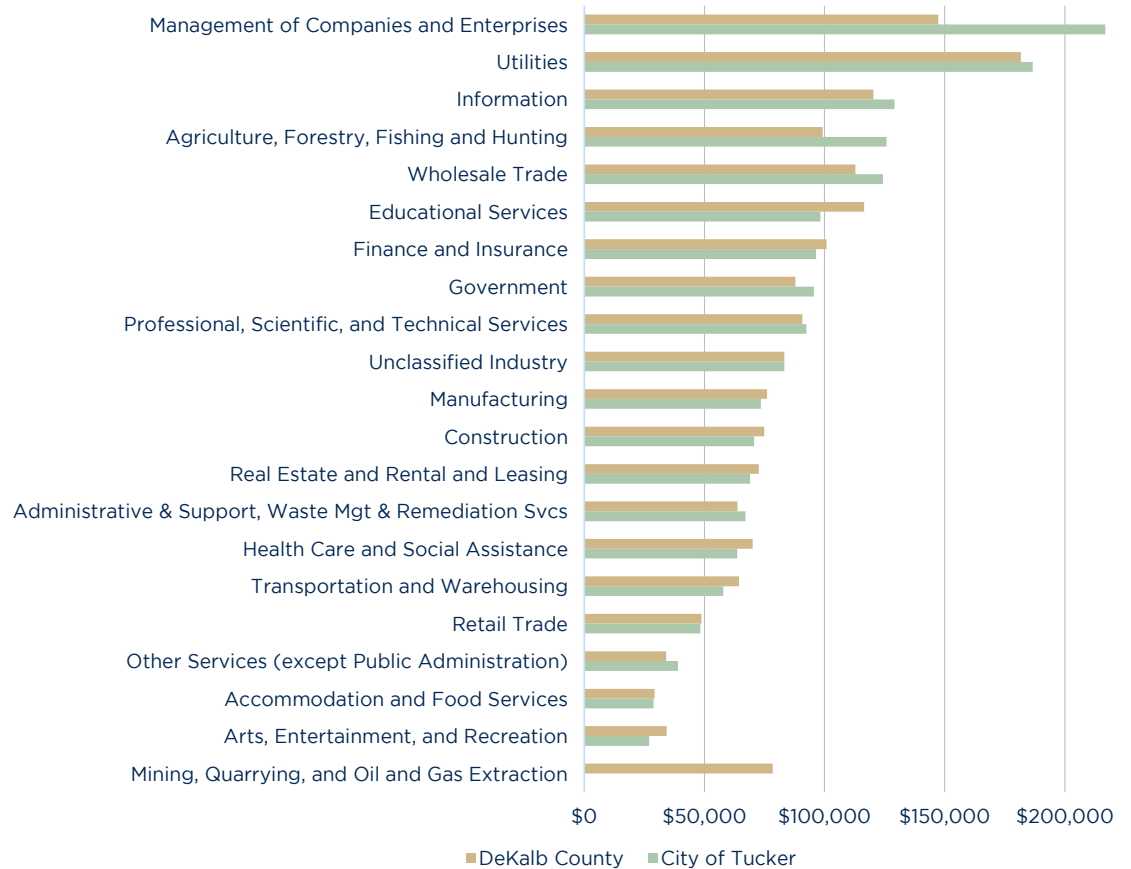
The average hourly earnings for a worker in Tucker is \$27.23 per hour, compared to \$28.83 (6% lower) in DeKalb County and \$26.24 (nearly 4% higher) statewide.



Industries where workers in Tucker, on average, earn more than the industry average in DeKalb County include:

- Management
- Utilities
- Information
- Agriculture
- Wholesale Trade

Top Industry Earnings* per Worker (2022)



*Average earnings is the sum of wages and salaries and supplements as defined by the BLS QCEW

SOURCE: ESRI Business Analyst; Willdan, 2022.

S5: ECONOMIC PROFILE

LOCAL RESIDENT EMPLOYMENT BY INDUSTRY

Based on local employment trends, there are opportunities for economic development efforts focused on both business expansion and attraction and internal talent pipelines.

When there are more working residents employed in an industry than there are jobs in that industry within the City, working residents have to commute out of the City for work. For Tucker, those industries are Educational Services, Public Administration, Professional Services, Information, and Finance. These industries may serve as potential targets for business expansion and attraction efforts.

Alternatively, there are also industries where the number of working residents is less than the number of existing jobs in that industry within the City. For Tucker, those industries are Manufacturing, Construction, Wholesale Trade, and Healthcare. These industries create internal talent pipeline opportunities, such as connecting industry exposure and skills training to K-12 schools.



THIS PAGE: Photos of 2022 - 2023 business-related activities shared with permission from City of Tucker.



INDUSTRY	Percent Mismatch of Tucker Residents by Industry vs. Tucker Workers by Industry
Total for All Sectors	
Educational Services	-5.17%
Public Administration	-4.12%
Professional, Scientific, and Technical Services	-2.70%
Information	-2.54%
Finance and Insurance	-2.38%
Accommodation and Food Services	-2.22%
Management of Companies and Enterprises	-1.65%
Real Estate and Rental and Leasing	-1.33%
Transportation and Warehousing	-0.88%
Arts, Entertainment, and Recreation	-0.84%
Other Services (excluding Public Administration)	-0.26%
Agriculture, Forestry, Fishing and Hunting	-0.09%
Mining, Quarrying, and Oil and Gas Extraction	-0.02%
Administration and Support	1.17%
Retail Trade	2.10%
Utilities	2.44%
Health Care and Social Assistance	2.96%
Wholesale Trade	3.67%
Construction	4.59%
Manufacturing	7.26%



More working residents than jobs by industry

More jobs than working residents by industry

SOURCE: Census OntheMap, KB Advisory Group, 2019.

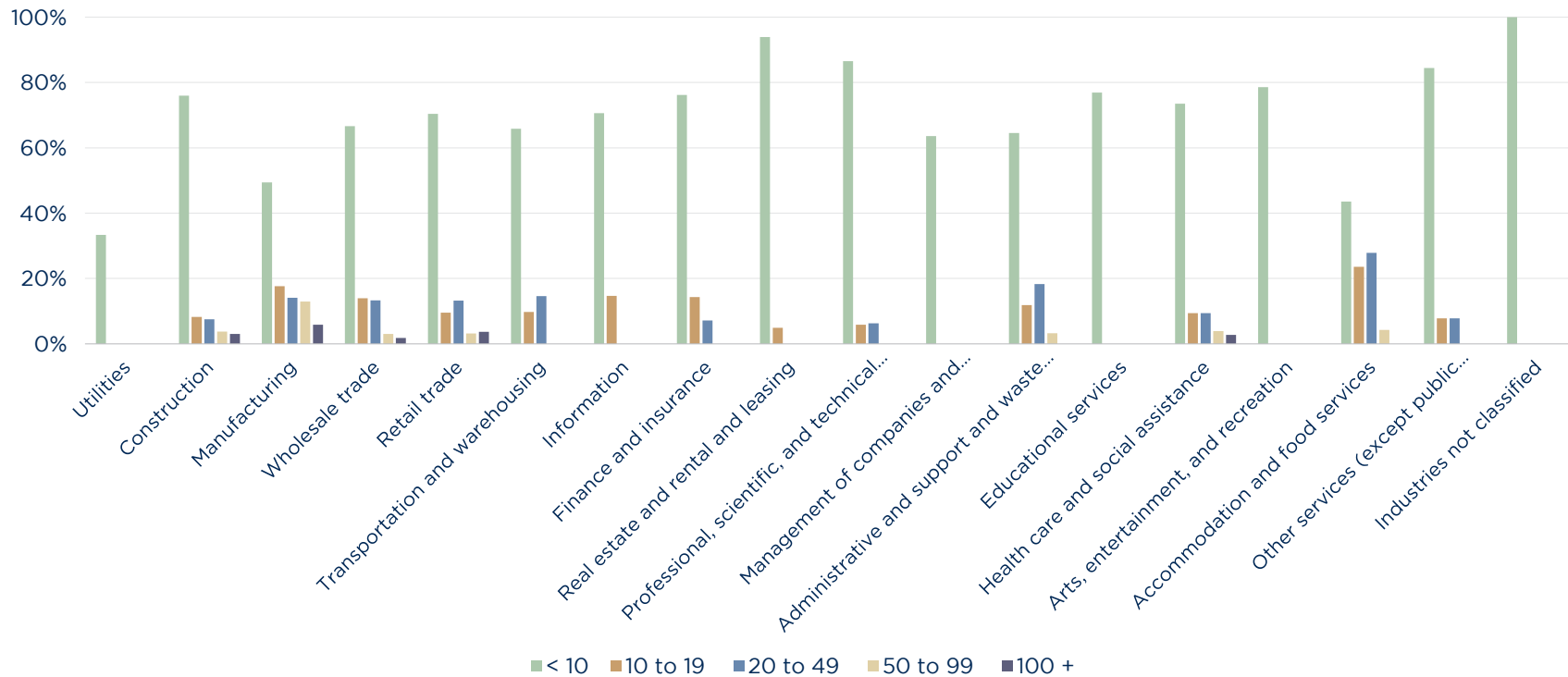
S5: ECONOMIC PROFILE

ESTABLISHMENT SIZE

Tucker is home to predominately small to medium-sized businesses.

Approximately 95% of the establishments within Tucker have less than 100 employees, and over half have less than five employees. The concentration of smaller establishments within the City could benefit from economic development initiatives tailored to entrepreneurship and small businesses.

Share of Establishments within Industry by Employment Size



SOURCE: U.S. Census Annual Business Survey (the reference year is 2019), The Metts Group; Willdan, 2022.



THIS PAGE: Photos of Downtown Tucker by KB Advisory Group.

“Tucker is a small business community. We need to support existing businesses who made Tucker what Tucker is today.”

- EDSP Business Survey Respondent



Section 6

OVERVIEW: TARGET INDUSTRIES

Industry clusters often form on a regional or county basis, and their identification is vital for municipal economic development efforts. “Target” industries indicate the groups driving sustained economic momentum and their identification can provide guidance to the City’s Economic Development Team on where to focus time and resources and how to set actionable goals.

Based on employment concentration, regional job growth, and contributions to Gross Regional Product (GRP), Tucker’s target industries are identified as:

- Professional Services
- Manufacturing
- Healthcare

Beyond identifying subsectors to focus on, determining targeted industries helps shape how to tailor workforce training. This mutually beneficial activity supports businesses and allows entry-level workers to earn a higher wage. It communicates that Tucker’s business culture is one of continued career growth and self-sufficiency. The most common entry-level jobs in some top-employing industries create transferable skills. Individuals with transferable skills are candidates for “Next-Step Occupations,” which typically offer a higher wage.



THIS PAGE: Photo taken by KB Advisory Group.

S6: TARGET INDUSTRIES

PROFESSIONAL SERVICES

Professional Services comprise establishments specializing in performing activities that typically require a high degree of expertise and training.

The Professional Services industry grew almost 60% countywide from 2018 to 2022 and currently makes up close to 9% of the job mix in Tucker. Excluding Retail Trade, it is the third-largest industry in Tucker in terms of employment.

Professional Services has a unique role in Tucker. While it is a top industry in Tucker, many residents leave the City to work in Professional Services elsewhere. At the same time, almost 20% of all establishments with less than five employees are in this industry, and many businesses of this size are sole proprietorships. The City would benefit from both economic development efforts that aim to attract new employers in this industry and those that help promote the entrepreneurial environment of the Tucker area.

Subsectors of the Professional Services industry to target in Tucker can relate to:

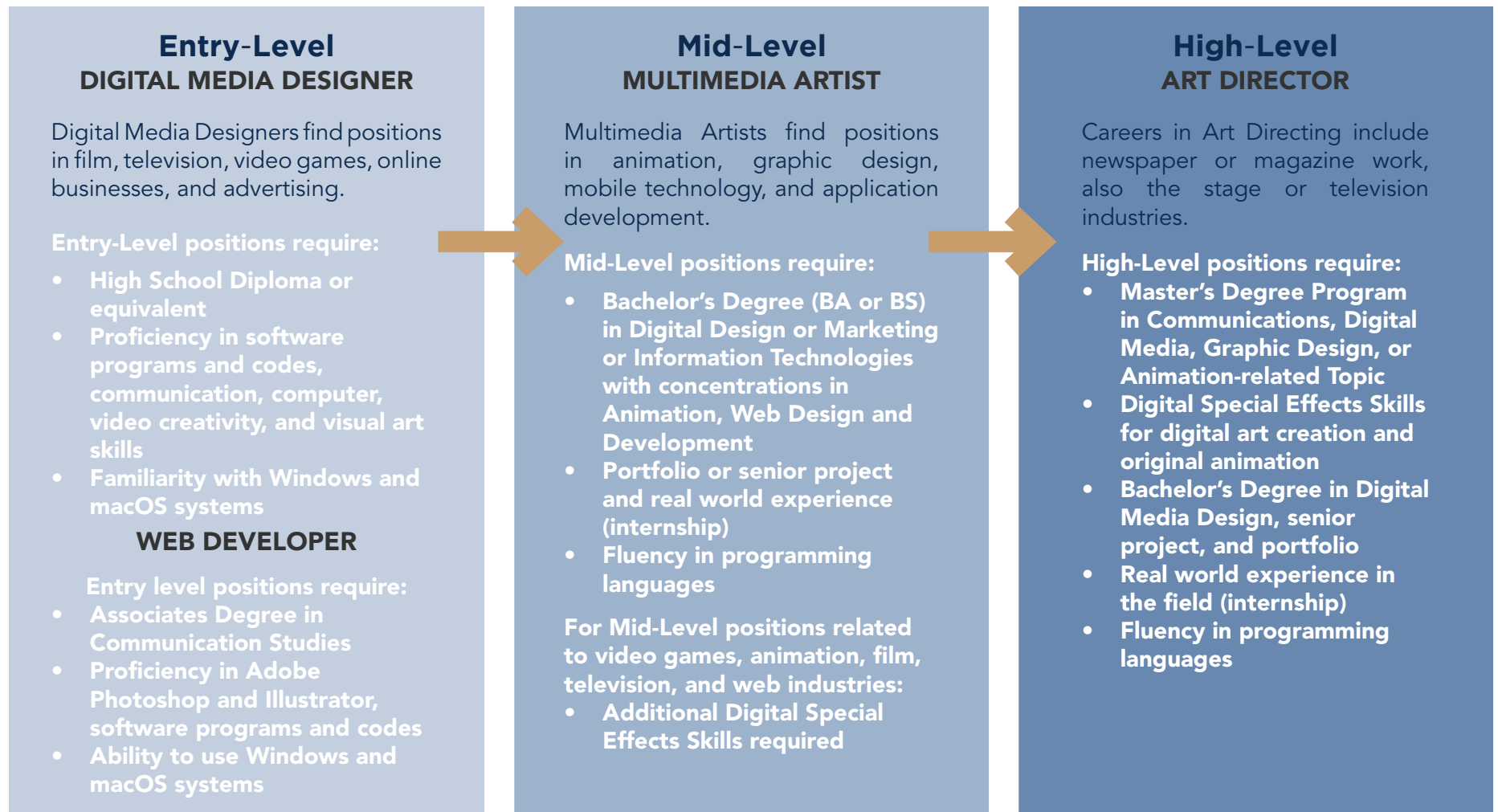
- Digital Media, Arts
- Film, Post-Production
- Graphic Design
- Business Support



* [Learn.org](https://www.learn.org) consulted for Digital Media Designer to Art Director career FAQs.



Professional Services Upskilling Pathway: Digital Media*



S6: TARGET INDUSTRIES

MANUFACTURING

Manufacturing comprises establishments specializing in transforming materials or components into new products.

The Manufacturing industry grew over 50% countywide from 2018 to 2022 and currently makes up over 10% of the job mix in Tucker. Excluding Retail Trade, it is the largest industry in the City in terms of employment.

Manufacturing is one of the industries that has been a staple in Tucker but currently employs the least number of working residents. Tucker would benefit from economic development efforts focusing on the talent pipeline and working with manufacturing employers to address talent needs. By partnering with other departments, the Economic Development Team can also work on efforts to attract those workers to move to Tucker.

Subsectors of the Manufacturing industry to target in Tucker can relate to:

- Commercial Bakeries
- Perishable Prepared Foods
- Plastics and Plumbing Fixtures
- Industrial Refrigeration Equipment
- Sustainable Manufacturing
- Agricultural Technology



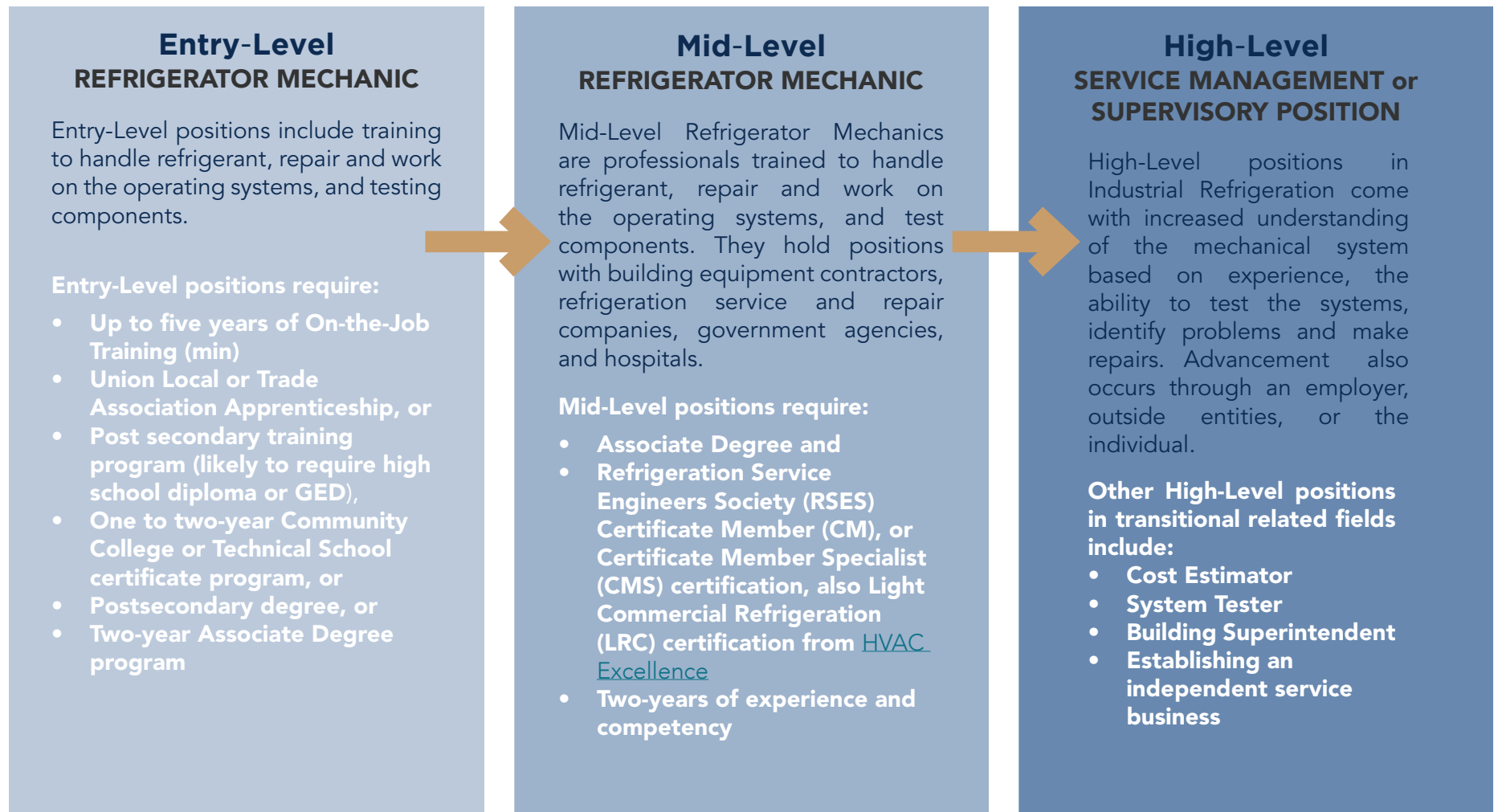
* [Learn.org](https://www.learn.org) consulted for Professional Refrigeration (Installation and Repair) career FAQs.



ABOVE: Photo of Mountain Industrial Boulevard area of Tucker, by KB Advisory Group.



Professional Services Upskilling Pathway: Industrial Refrigeration*



S6: TARGET INDUSTRIES

HEALTHCARE

Healthcare comprises establishments that provide trained medical and related services.

The Healthcare industry grew over 20% countywide from 2018 to 2022 and currently makes up almost 10% of the job mix in Tucker. Excluding Retail Trade, it is the second-largest industry in Tucker in terms of employment.

Similar to Manufacturing, there are more Healthcare jobs within the City than working residents in that industry. Economic development efforts that expand partnerships with local institutions, such as the Emory Healthcare Network, can help train current residents in this field.

Subsectors of the Healthcare industry which Tucker can target relate to:



- Medical Labs
- Imaging
- Medical Offices

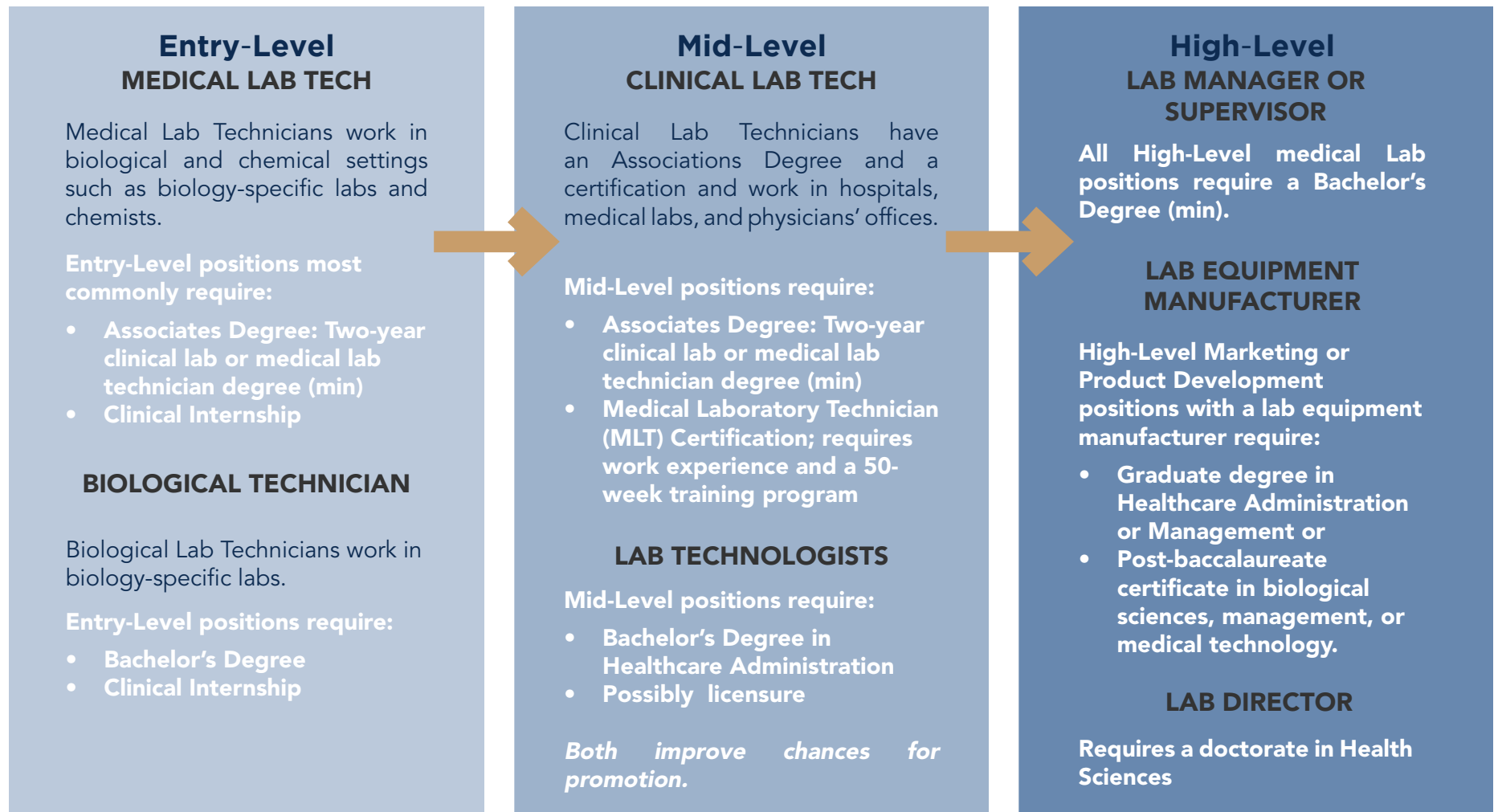
* [Learn.org](https://www.learn.org) consulted for Clinical Lab Technician career FAQs.



ABOVE: Photo of Emory Medical Office Building shared with permission from City of Tucker.



Professional Services Upskilling Pathway: Medical Lab Technician*



S6: TARGET INDUSTRIES

OCCUPATIONAL VIEW

Beyond identifying subsectors to focus on, determining targeted industries helps shape how to tailor workforce training to match related occupations.

This mutually beneficial activity supports businesses and allows entry-level workers to earn a higher wage. It communicates that Tucker’s business culture is one of continued career growth and self-sufficiency. The most common entry-level jobs in some top-employing industries create transferable skills. Individuals with transferable skills are candidates for “Next-Step Occupations,” which typically offer a higher wage.

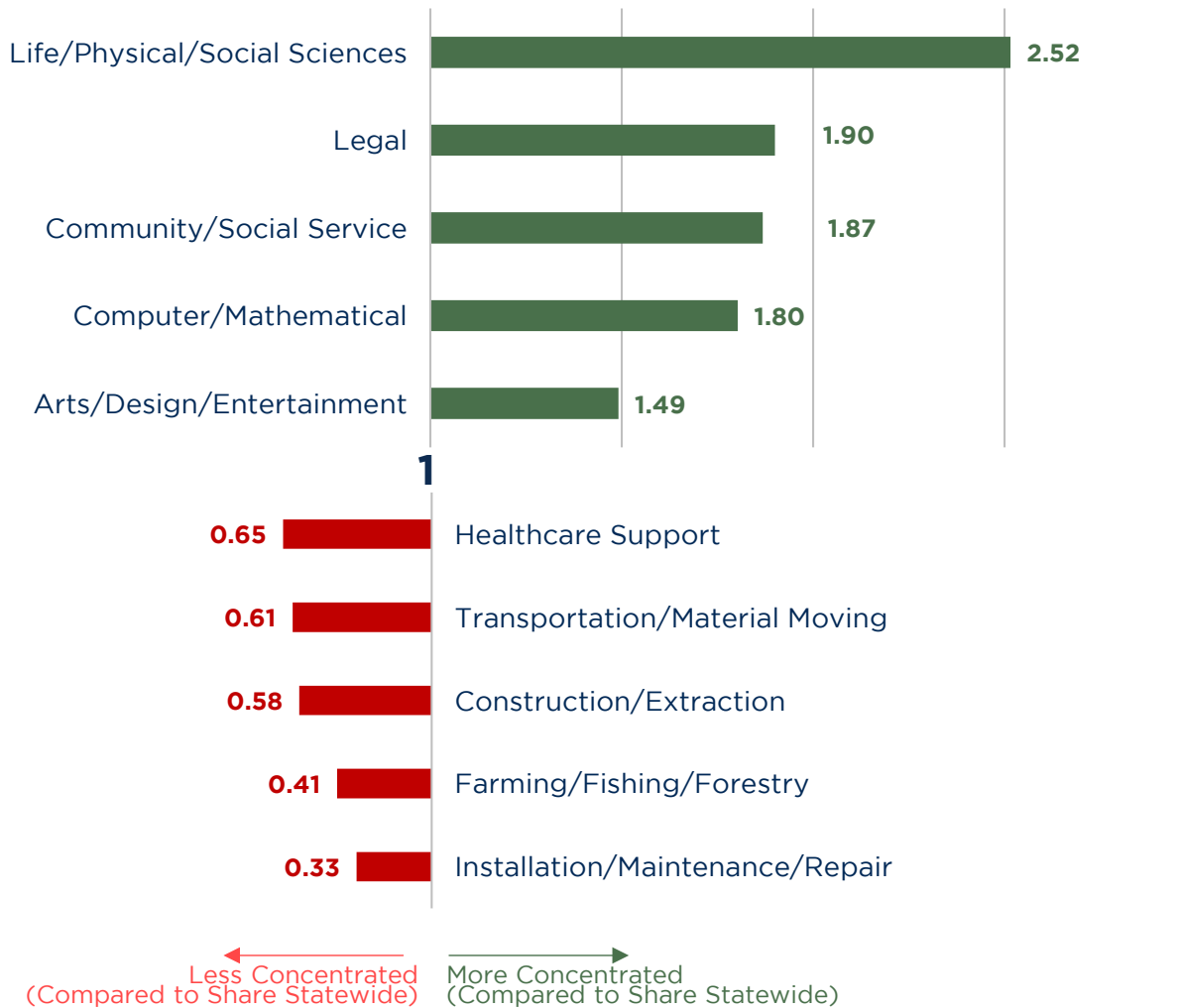
To begin, the Economic Development Team can look at its current occupational strengths, i.e., where the City of Tucker has occupational clusters that set it apart from other areas of the state. For example, Tucker has the greatest concentration in Life/Physical/Social Sciences. Additional occupational clusters in Tucker include Legal, Computer/Mathematical, and Arts/Design/Entertainment.

These clusters create a knowledge framework in Tucker that the Economic Development Team can tap into for workforce training efforts. Many of these occupations align with roles in all three target industries. With its strategic partnerships, the City can create a workforce training infrastructure that connects residents to entry-level positions in these occupations.





Tucker Occupational Concentration by Location Quotient*



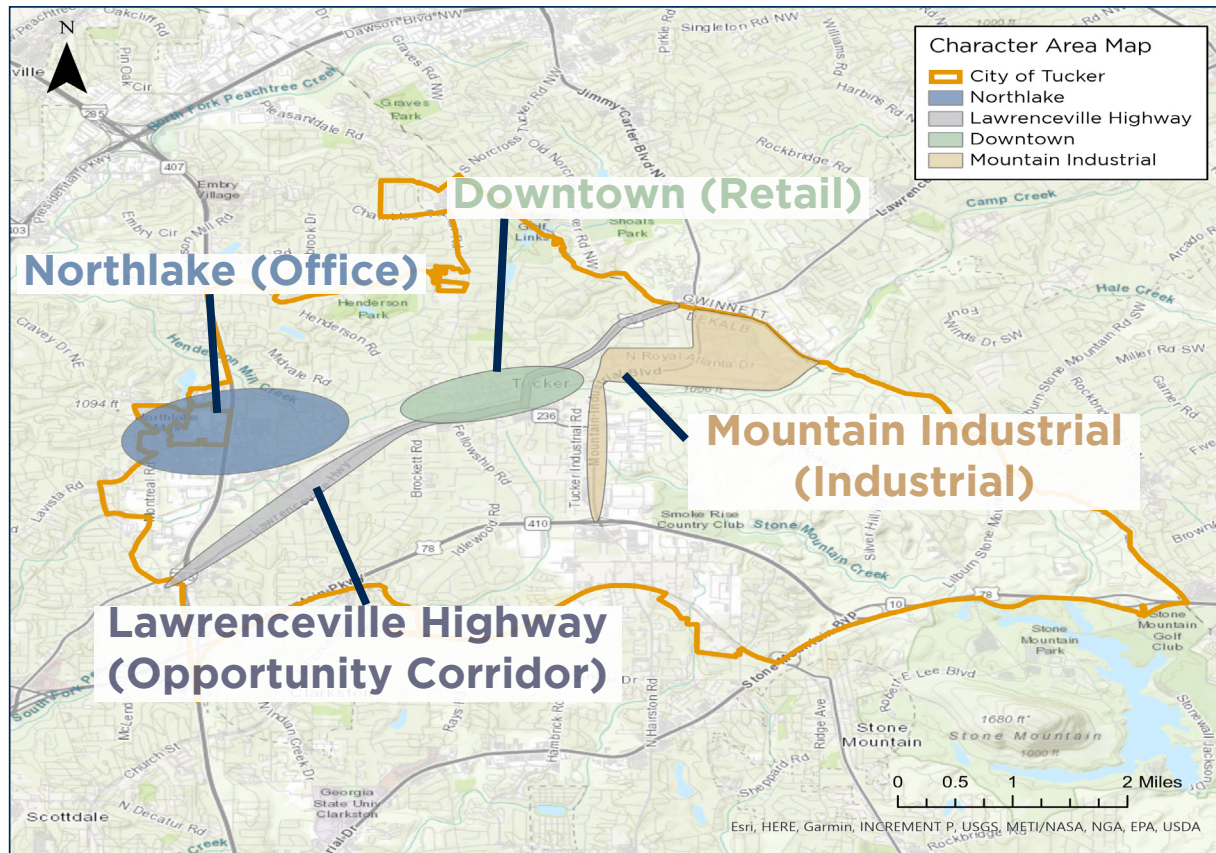
*Location Quotient (LQ) in this context compares the occupation share of Tucker’s employment relative to the share of that occupation statewide. An LQ greater than 1.0 will highlight a higher concentration of employment specialization than the state. Conversely, an LQ below 1.0 will reveal an occupation that is less concentrated in Tucker compared to the share of employment statewide.

SOURCE: KB Advisory Group with data from ESRI Business Analyst.

Section 7

OVERVIEW: CHARACTER AREAS

In an Economic Development Strategic Plan (EDSP), understanding the various character areas and corresponding real estate trends is essential for setting development objectives. The primary real estate categories in Tucker overlap with four broad character areas in the City:





THIS PAGE: Photo shared with permission from City of Tucker.

S7: CHARACTER AREAS

TRADITIONAL AND MEDICAL OFFICE - NORTHLAKE

The Northlake area is a significant gateway into Tucker, providing regional access via I-285 and LaVista Road. The Northlake Mall, office parks, medical, auto-oriented retail, and multifamily development characterize the area. The *Tucker Tomorrow Comprehensive Plan* identifies the Northlake area as a “Regional Activity Center,” calling for a higher density mix of retail, office, housing, services, and entertainment.

While Tucker is not home to large Class A offices like other areas in DeKalb County, there are still opportunities for traditional and repositioned office space. Outdated office space is not competitive in the market, and much of the existing office space could perform and be better utilized to improve performance. The area represents a critical employment and economic node with the propensity to attract new office users and improve lifestyle appeal.

Based on interviews with area real estate brokers, there is interest in office renovations and repurposing, such as repositioning Northlake Mall into an office center. The Emory Healthcare Network has agreed to lease more than 200,000 SF in the former Sears space. It will serve as administrative offices, a conference center, and potentially a new medical lab space. The Emory Healthcare Network plans to add more than 1,600 new jobs. Recently, roughly 300,000 SF of additional mall space has transitioned to office space, which will boost local employment once that portion of the project attracts tenants.



ABOVE: Photos of City of Tucker City Hall by KB Advisory Group.





INDUSTRIAL - MOUNTAIN INDUSTRIAL BOULEVARD

Mountain Industrial Boulevard is an important corridor and gateway in Tucker, characterized primarily by light industrial, industrial, and commercial uses.

Mountain Industrial Boulevard is also vital employment node within Tucker, with substantial real estate performance along the corridor. It provides regional connections via Highway 78 and is a southern gateway to Tucker. Industrial demand originates with last-mile oriented, small 5,000 to 200,000 sq ft users, and the premium spaces experience minimal vacancies.

However, more land must be available to support substantial expansion in the industrial sector without economic development strategies focused on connecting the City's resources to developers, owners, and operators. Although it is a valuable tax revenue generator, several areas also need help with obsolescence. For example, a 5,000 sq ft facility typically requires a 24 to 28 ft frontage; a 100,000 sq ft facility requires a 48 ft frontage. Based on broker and real estate professional feedback, renovation or retrofitting existing space is not the most financially feasible approach.



THIS PAGE: Photos (top and middle): Mountain Industrial Blvd development by KB Advisory Group. Bottom photo of Ribbon Cutting for Sonnen Inc.(on Weems Rd) shared with permission from City of Tucker.

S7: CHARACTER AREAS

RETAIL - DOWNTOWN TUCKER

Downtown Tucker (Downtown) is centrally located within the City and features Main Street-oriented retail and small offices. As the civic heart of Tucker, Downtown centers around retail, food and beverage, and small offices catering to the Professional Services industry. Retail performance within Downtown is driven primarily by local market factors as opposed to a regional draw like Northlake. Portions of Downtown impact the ability of the area to foster a vibrant, live-work-play environment often sought after by visitors and could be developed and better performing.

Core foot traffic is between 7 AM and 9 PM (14 hours of activation) virtually every day of the week. However, Downtown Tucker's average length of stay could be improved, with most visits lasting less than one hour (61.4% of the total). **Retention of engaging retailers and attraction of new businesses has the potential to increase visitation and fuel ongoing revitalization efforts.**

RIGHT: Photo of restaurant in Downtown Tucker by KB Advisory Group.





OPPORTUNITY CORRIDOR - LAWRENCEVILLE HIGHWAY

Lawrenceville Highway is the northeastern and southwestern gateway to the City. The vital thoroughfare acts as a spine between the traditional retail of Downtown Tucker and the industrial-heavy area around Mountain Industrial Boulevard. Unlike these two areas, it lacks a cohesive character. Its usage as a transit corridor is reflected in its primarily auto-oriented, strip-style commercial developments. Many of the standalone buildings and strip developments are older, reflecting less real estate development demand. However, many community residents and businesses expressed potential for the corridor. Visions ranged from improved maintenance and landmark design to redevelopment opportunities. Existing plans envision more suburban and commercial future land uses along Lawrenceville Highway.



PHOTOS: Lawrenceville Highway from KB Advisory Group

Section 8

OVERVIEW: RECOMMENDATIONS AND INITIATIVES

Based on the comprehensive research and analysis conducted over the study period, the Tucker Economic Development Strategic Plan (EDSP) identifies five key themes for implementation, recommendations, and initiatives to help focus City resources. The EDSP Initiatives aim to achieve citywide economic growth, expand the *Tucker Tomorrow* vision by expanding the Economic Development Staff's capacity to attract and retain a broad spectrum of business types in Tucker, focus on outward messaging, and better prepare for revitalizing the City's strategic project areas.

The following discussion provides the rationale for each Tucker Economic Development Strategic Plan Implementation Initiative, including existing conditions and recommended action steps (see Matrices 1.0 through 5.0 in this section).



RECOMMENDATIONS and INITIATIVES

THIS PAGE: Photo of the Corner Cup Grand Opening in Downtown shared with permission from City of Tucker.

S8: RECOMMENDATIONS and INITIATIVES

The **five** Tucker EDSP **Initiatives** are:



1 Economic Development Capacity Building



2 Business Retention and Attraction (BRA) Program



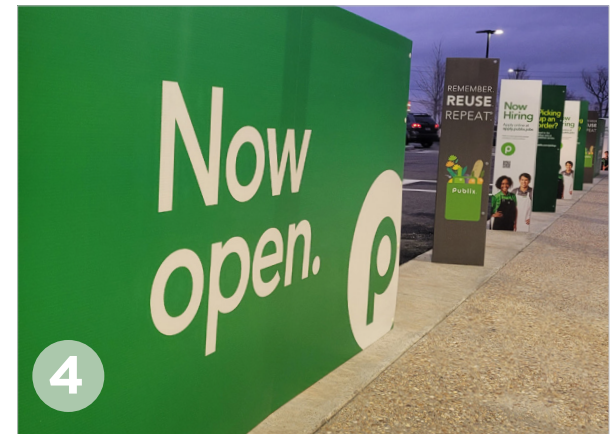
3 Major Projects Accelerator



4 Visibility, Marketing, and Branding



5 Business and Developer Programming



THIS PAGE Clockwise from upper left: Photos of 2022 - 2023 business-related activities in Tucker shared with permission from City of Tucker. 1- Sign for the Tucker Trail, 2 - City of Tucker branded caps, 3 - Prudential Cleaning Services Grand Opening, 4 - Ribbon Cutting at Cakes Castle in Downtown Tucker, 5 - Panel at Tucker Manufacturing Day, Tucker High School, and 6 - Sunrise at the Grand Opening of Publix Super Market at Hugh Howell Village.

S8: RECOMMENDATIONS and INITIATIVES

8A ECONOMIC DEVELOPMENT CAPACITY BUILDING

Existing Conditions

The Economic Development Department's current responsibilities vary across multiple functions and departments. Many assignments are due to unforeseen or unscheduled needs. The Economic Development Capacity Building Initiative examines the foundational structure of the Economic Development Department. Its goal is to create a framework that allows the department to work more efficiently and effectively for the community. The City of Tucker Economic Development Department's existing Staff resources will lead the recommended new programs and initiatives in collaboration with strategic partners.

The Staff activities include:

- **Economic Development Program Management and Other Services:**
 - Economic Development Program Management
 - Business Development Services
 - New Economic Development Program Expansion
 - Business Attraction and Retention Activities
 - Business and Project Recruitment
 - Tucker Manufacturing Day and Economic Development Event Planning
 - Networking Events (such as local business Lunch and Learns and ribbon cuttings)
 - Broker Relations (meetings, fielding calls, and get updates)
- **Planning and Zoning Coordination and Support**
- **Tucker DDA Coordination and Support** (meetings, projects, research, and other activities)
- **Other miscellaneous projects as assigned** (i.e., grant writing support, CID support, and more)

Currently, the Economic Development Department has one (1) full-time equivalent (Economic Development Manager) and one (1) full-time contract resource (Business Outreach Coordinator). They manage the City's Community Redevelopment Area (CRA) functions. This team also helps facilitate citywide land development, significant investments in infrastructure, and street projects.



ABOVE: Photo shared with permission from City of Tucker.



The Economic Development Strategic Plan strongly recommends that the role and function of the Economic Development Department expand to have enhanced roles and responsibilities. That includes reclassifying the Manager position to Economic Development Director level, a position held by the lead in the Economic Development Departments of Tucker's neighbor cities of Chamblee and Norcross. The elevation of the current Manager position would also create the opportunity for a joint Economic Development Director and Downtown Development Authority (DDA) role. A Joint Role would provide a stable and consistent connection between the City and the DDA for Economic Development efforts. Examples of cities in Georgia where an Economic Development Director has a permanent role within the DDA include Decatur and Woodstock.

Best Practices

According to the [International Economic Development Council](#) (IEDC), the role of a local government-based economic developer in the community is to serve as an:

Analyst: Understand the strengths and weaknesses and the comparative advantages of the local economy. The Analyst also provides quantitative and qualitative information to the decision and policymakers.

Catalyst: Provide inducements to leverage the investment or involvement of different public and private sector actors. The Catalyst invokes enthusiasm and excitement within the community to support initiatives.

Gap Filler: Provide facilitated support where the markets and institutions cannot or will not meet the community's needs. Public sector efforts should not supplant the private sector, where the private sector is willing and able to make needed investments.

Advocate: Speak for the community's well-being and protect existing businesses' interests.

Educator: Educate the general public and provide adequate information about economic development regarding the costs and benefits of such initiatives.

S8: RECOMMENDATIONS and INITIATIVES

8A ECONOMIC DEVELOPMENT CAPACITY BUILDING

The standard industry programs managed by a local Economic Development Organization include:

- Business and Development Research
- Business Retention and Expansion
- Business Finance
- Downtown Development and Revitalization
- Entrepreneurial and Small Business Development
- Minority Business Assistance Infrastructure Improvements
- Policy and Planning
- Real Estate Development and Reuse
- Workforce Development



Based on a focused analysis of the City of Tucker’s existing Economic Development Department Staff resources and formalized programs, there is an opportunity to build incremental capacity within the department. The capacity-building initiative will require building ongoing consensus around the City’s top economic development priorities, programs, and significant projects.

NOTE 1.1* and 1.6* in Initiativ Matrix 1.0:

1.1: *Examples of cities in Georgia whose Economic Development Teams are led by an Economic Development Directors are the City of Chamblee and the City of Norcross.*

1.6: *An Economic Development Incentive Ordinance gives the Economic Development Team a list of pre-approved incentives it can commit a city to without approval from the Council and Mayor. Some incentives include waiving specific fees, access to additional funding, or expedited application reviews. The City can determine that such an Ordinance applies only in instances where the applicant or project meets certain thresholds. For example, the number of jobs an operation would bring to Tucker or if the work aligns with a Targeted Industry. Examples of Georgia cities that have utilized an Economic Development Incentive Ordinance include the City of South Fulton, the City of Powder Springs, and the City of Suwanee.*

THIS PAGE: Photo of the Bo Phillips Expansion Ribbon Cutting shared with permission from City of Tucker.



MATRIX FOR INITIATIVE 1.0: Economic Development Capacity Building

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
1.1*	Reclassify Position from Economic Development Manager to Economic Development Director		City of Tucker		2023	2028
1.2	Establish Yearly Performance Benchmarks and Related Priority Goals			Tucker DDA		
1.3	Acquire and Launch Project Management Software Tool (<i>Asana</i> or other)	\$300			2023	2028
1.4	Formalize DDA-Tucker Economic Development Collaboration		City of Tucker		2023	2028
1.4.1	Formalize Joint Economic Development Director-DDA Role		City of Tucker		2023	2028
1.4.2	Facilitate quarterly or monthly internal City-DDA collaboration work sessions to expand strategic partnerships		City of Tucker	Tucker DDA	2023	2028
1.4.3	Establish and Monitor DDA Performance Metrics					
1.5	Adopt and Incorporate DEI Best Practices in Economic Development				2023	2028
1.6*	Explore Economic Development Incentive Ordinance	\$10,000	City of Tucker		2024	2025
1.7	Monitor, Reassess and Report Priorities via City Management Team (Quarterly)		City of Tucker		2023	2028

S8: RECOMMENDATIONS and INITIATIVES

8B BUSINESS RETENTION and ATTRACTION (BRA) PROGRAM

Existing Conditions

One of the primary goals of the EDSP is to define the steps needed to accelerate the City's evolution towards a more proactive and intentional approach to delivering economic development services. Accordingly, the findings from Section 5 of the EDSP identify the City's highest-potential growth sectors and associated near to mid-term opportunities to protect and leverage economic assets. Key findings of the EDSP process include validating the perceived strength of Tucker's industrial sector along Mountain Industrial Boulevard and the importance of enhancing key commercial gateways, including the Lawrenceville Highway and the Northlake areas.

During the study process, feedback from the current businesses was highly positive and valuable. For example, the input provided evidence that the local food processing sector is generally satisfied with their Tucker location. Also, the food processing sector is assessing expansion opportunities and is interested in attracting new skilled labor. **Major weaknesses and challenges to the proposed economic expansion are the availability of land, talent attraction, and training with sufficient retention to meet the business growth needs in that particular example. These challenges are consistent across multiple sectors, from manufacturing to medical office, retail/dining/entertainment, and construction.**

The City of Tucker has developed productive strategic partnerships through events like Manufacturing Day and Restaurant Week. There is an opportunity to further strengthen the City's value proposition to investors, developers, and operators by formalizing those partnerships with custom training programs on demand. This one example indicates other "informal" aspects of the City's economic development functions.

The Business Retention and Attraction Program will provide critical industry-standard programming. It will allow the Economic Development Department to serve Tucker businesses and gain vital data to discover opportunities for programming and connections to essential services. Organizing the City of Tucker's departmental functions and resources to conform to IEDC's best practices for business retention and attraction is also recommended and detailed in the following discussion.



Best Practices

According to best practices established by the IEDC, an Economic Development Department should engage in a formal Attraction (BRA) Program. A BRA program can help the City to identify business needs and economic development tools such as the following can address:

- Business and Construction Permitting and Licensing
- Export Assistance
- Infrastructure
- Financing and Non-financial Incentives
- Land and Buildings
- Marketing and Branding
- Power and Water Connections
- Retail Inventory and Technical Assistance
- Talent Attraction
- Workforce Training and Retraining



Successful BRA programs require solid strategic partnerships in the community. Tucker has existing business engagement groups and initiatives. Careful consideration of all the business interests—in combination with targeted expansion potential—would address the diversity of the existing local business community.

This plan recommends that the City establish a BRA Working Group of crucial business community members identified after the EDSP is adopted. As requested, this group would provide insight and recommendations to the Economic Development Team. Ideally, this will occur after the Economic Development team has expanded its engagement efforts and met new businesses. The City can ensure a diverse range of members by including representatives from different companies based on business size or ownership background.

THIS PAGE: Photo of the Downtown Tucker Trail Ribbon Cutting shared with permission from City of Tucker.

S8: RECOMMENDATIONS and INITIATIVES

8B BUSINESS RETENTION and ATTRACTION (BRA) PROGRAM

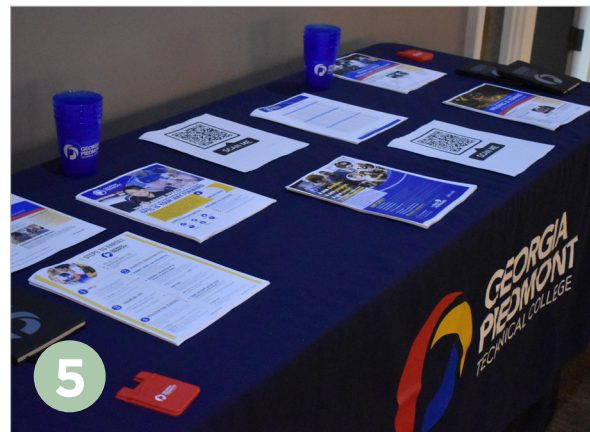
The EDSP Implementation Initiatives offer an overview of the annual calendar of tasks and events of a formal BRA Program. A sense of urgency and accountability should accompany staff activity assignments. The City may consider hiring an intern or part-time labor resource to expand existing staff resources dedicated to building an active contact list.

The Economic Development Manager should prioritize establishing direct contact with the City's highest tax base generators and following up on the annual Business Climate Survey results. For coordinated follow-up, it is also recommended that any reported obstacles and challenges be entered into a shared project management system (i.e., www.asana.com or other).

Furthermore, the Economic Development Manager or Director should organize City-hosted annual real estate redevelopment and industrial developer or operator consortiums. Those activities will enhance Tucker's visibility to an influential group. This can profoundly impact regional recognition of the market opportunities in the City's priority redevelopment areas and the positive experience of doing business with the City.



THIS PAGE: Photos taken at 2022 - 2023 business-related activities shared with permission from City of Tucker.



THIS PAGE Clockwise from upper left: Photos of 2022 - 2023 business-related activities in Tucker shared with permission from City of Tucker. 1- Meeting of the Tucker Business Association, 2 - Micellaneous types of City of Tucker collateral, 3 - Presentation of awards at Tucker Manufacturing Day, 4 - Company display at Tucker Manufacturing Day, 5 - Georgia Piedmont Technical College table at Tucker Manufacturing Day, and 6 - City of Tucker Mayor Frank Auman, former Agricultural Commissioner Gary Black, and employees of the Hormel Foods Atlanta Plant in Tucker, GA.

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 2.0: Business Retention and Attraction (BRA) Program

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
2.1	Adopt and Announce Program		City of Tucker	Tucker-Northlake CID, Tucker Summit CID, and Tucker DDA	2023	2023
2.2	Form Tucker Business Working Group with a Diverse Array of Strategic Partners and Set Quarterly Communications Strategy Assignments		City of Tucker		2026	2028
2.3	Create BRA Target and Opportunity List Annually		City of Tucker		2023	2028
2.4	Track business, developer and broker outreach targets; monitor results with a portal-based software tool (i.e., asana.com , monday.com , etc.)				2023	2028
2.5	Update and Conduct Business Climate Survey	\$1,500	City of Tucker		2024	2025
2.6	Conduct Dedicated Business Outreach to Small, Women-owned, Minority and Disadvantaged Business Entities, with support from State and Local Black Chamber of Commerce and Hispanic Chamber of Commerce		City of Tucker		2023	2028



MATRIX FOR INITIATIVE 2.0: Business Retention and Attraction (BRA) Program

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
2.7	Publish Annual Business Climate Survey Results in an Annual Report	\$500	City of Tucker		2023	2028
2.8	Triage Critical Business Needs and Schedule Follow Up Visits		City of Tucker		2023	2028
2.9	Deliver Targeted Assistance (Check Status in 30 Days)		City of Tucker		2023	2028

S8: RECOMMENDATIONS and INITIATIVES

8C MAJOR PROJECTS ACCELERATOR

Existing Conditions

The City of Tucker has already adopted multiple plans with economic development-related goals. A few of these include the following:

- *Tucker Tomorrow Comprehensive Plan*
- Downtown Master Plan
- Tucker DDA Visioning Study

Although multiple planning efforts outline goals for economic development, there are no guiding documents or a priority list for how and when the Economic Development Team should tackle these goals.

Best Practices

A Major Projects Accelerator Program would complement the foundational aspect of Initiative No 1 Economic Development Capacity Building to advance progress against goals for all adopted plans. The EDSP recommends that the Economic Development Team and other city staff determine which action items are catalytic projects to prioritize first. As projects near completion, the prioritization list can be revisited and updated.

Putting focused intention into these action items can help promote inter-departmental collaboration and foster communication. Working together, multiple departments within the City can leverage their resources and human capital to meet adopted goals. It will help the Economic Development Department shift from reactive to proactive implementation of primary tactics across the City of Tucker's plans. This focus allows the Department to ensure that necessary bandwidth is available to accomplish plan implementation items, which would help the City break down departmental silos.



MATRIX FOR INITIATIVE 3.0: Major Projects Accelerator

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
3.1	Facilitate Implementation of Economic Development Aspects of All City Plans		City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Summit CID, Tucker Mainstreet Alliance		
3.2	Facilitate Implementation of Economic Development Elements of Downtown Master Plan Project		City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Mainstreet Alliance	2024	2028
3.3	Facilitate Implementation of Economic Development Elements of Comprehensive Plan		City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Summit CID, Tucker Mainstreet Alliance	2023	2028
3.4	Facilitate Implementation of Economic Development Elements of Tucker DDA Visioning Study		City of Tucker	Tucker DDA	2023	2028
3.5	Investigate Low-interest Rehabilitation Financing Program and Lease-purchase Programs		City of Tucker	Tucker Summit CID	2027	2028

S8: RECOMMENDATIONS and INITIATIVES

8D VISIBILITY, MARKETING, and BRANDING

Existing Conditions

The City of Tucker Staff and stakeholders communicated the desire to focus on a limited number of significant projects to advance redevelopment efforts. Also, to support implementing Economic Development efforts aligned with goals and priorities from existing and future economic development plans.

The initial focus of EDSP resources should include these projects:

- Downtown Master Plan Execution and Update
- Lawrenceville Highway Revitalization
- Mountain Industrial Boulevard Improvements
- The Northlake Mall Redevelopment

Best Practices

According to the IEDC, the role of a local government economic developer in marketing and attraction is to serve as the primary marketer of the community—a point of contact and go-to resource for prospects interested in investing, locating, or expanding in the area.

Visibility, Marketing, and Branding activities should include:

- Market the community as a great place to live and do business
- Establish a positive image and attitude amongst business, political, and community leaders and unite them to collectively contribute to the required investments in the community to make it attractive to clients
- Build a positive relationship between the public and private sectors



Tucker can accomplish those activities through the following marketing techniques:

- Advertising - Print and electronic media, mailings, promotional videos
- Publicity - “Pitch Kits,” public speeches
- Promotional Materials - Trade exhibits, newsletters, web content
- Direct Mail - Brochures, letters, postcards
- Personal Selling - Trade fairs and shows, events
- Email - Electronic newsletters, event invitations, announcements
- Social Media - Instagram, Twitter, Facebook

With the EDSP complete, the City of Tucker can approach the market with a strategy and a solid and unified message. It will position Tucker as a community that is top of mind for projects and redevelopment opportunities. Examples of Georgia cities with recognizable Economic Development Departments and successful branding and visibility include Alpharetta and Peachtree Corners.

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 4.0: Visibility, Marketing, and Branding

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
4.1	Secure budget for and retain economic development branding consultant	\$20,000	City of Tucker		2023	2023
4.2	Implement the Tucker Economic Development Marketing and Branding Strategy		City of Tucker		2026	2028
4.3	Publicize a “Tucker Pitch Kit” for industry and residential targeting		City of Tucker		2023	2028
4.4	Attend 2-3 sector-focused trade shows annually (Regional and State NAOP, ULI, ICSC)	\$2,000	City of Tucker		2023	2028
4.5	Market Quality of Life Investments (Events, Tucker Trail naming rights, sponsorship program, and greenspace)	\$2,000	City of Tucker	Tucker-Northlake CID, Friends of Tucker Path, Friends of Tucker Parks	2024	2025
4.6	Market Economic Development success stories	\$5,000	City of Tucker		2023	2028



MATRIX FOR INITIATIVE 4.0: Visibility, Marketing, and Branding

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
4.7	Create marketing materials for Tucker’s Priority Redevelopment Areas (i.e., Northlake Mall Area, Mountain Industrial, Lawrenceville Highway, and Downtown)	\$10,000	City of Tucker	Tucker-Northlake CID and Tucker Summit CID	2023	2028
4.8	Facilitate Economic Development promotional events	\$3,000	City of Tucker		2023	2028
4.9	Deliver Targeted Assistance (Check Status in 30 Days)		City of Tucker		2023	2028
4.10	Program events in Downtown Tucker during shoulder and off seasons		City of Tucker	Tucker DDA, Tucker-Northlake CID, Tucker Mainstreet Alliance		
4.11	Implement Tucker Downtown Master Plan Branding and Wayfinding Recommendations	\$30,000	City of Tucker	Tucker-Northlake CID and Tucker DDA		
4.12	Advance Nodes Marketing with physical branding and wayfinding recommendations	\$30,000	City of Tucker	Tucker-Northlake CID, Tucker DDA, and Tucker Summit CID		

S8: RECOMMENDATIONS and INITIATIVES

8E BUSINESS and DEVELOPER PROGRAMMING

Existing Conditions

Based on the inventory of Tucker’s existing Economic Development Department functions, the City lacks a formalized approach to the following key business and developer resources:

- Talent and Workforce
- Property Repositioning
- Networking and Promotion
- Linking Economic Development Objectives to Infrastructure Investments
- Business and Research Services

As stated in Initiative 1.0: Economic Development Capacity Building (refer to page 69), Staff resources are pulled in multiple directions without consistent prioritization, tracking, monitoring, and reporting. The City of Tucker can administer these services with a focused approach to program management according to IEDC’s best practices.

Best Practices

Incentives are a “local” game—with a relative value determined by market conditions, personal relationships, and economic opportunity. While the City of Tucker lacks formalized business and developer programming, the City’s economic development function is poised to build upon its successes to date.

The IEDC Report, “[More than Money: Alternative Incentives that Benefit Companies and Communities](#),” indicates that local governments should adopt different nonmonetary alternative incentives. They should also use those with financial incentives to achieve the most significant competitive value. Most commonly used incentives—like workforce training



credits and expedited permitting, are considered “typical economic development practice” and not a differentiator in site selection decisions. Alternative incentives can be effectively used, especially with other financial incentives based on individual situations, likely in concert with the Downtown Development Authority. These incentives can relate to the following:

Talent and Workforce Development

Access to skilled and talented workers is considered the number one criterion for site selection decisions today, irrespective of the industry. Businesses also need to ensure they have access to training programs so that their workers can keep up with the pace of innovation and technological change. Some alternative incentives communities can offer that meet essential business needs are labor market analysis, the ability to provide customized job training, and connections to local training programs.

Networking and Promotion

Customer service is about helping incoming businesses make connections in the community. It is also about developing and strengthening existing business clusters and local supply chains through business-to-business relationships. That could include targeted networking events to reach distinct audiences (industrial, retail, residential, minority, entrepreneurial and start-ups, small businesses, and others). Business incubators, accelerator events, and training could include expanding low-cost and high-impact programs like the [Kauffman Foundation's 1,000,000 Cups](#) or launching a new *Economic Gardening® Pilot Project in partnership with the [National Center for Economic Gardening®](#). (*Economic Gardening® is an entrepreneur-centered alternative to traditional economic development. For information, see the National Center for Economic Gardening®).

Linking Economic Development Objectives to Infrastructure Investments

Locational strategies focusing limited infrastructure resources on large projects, like the Northlake Mall Redevelopment, the Mountain Industrial Boulevard and Lawrenceville Highway Corridors, and Downtown, will produce the highest return on public investment by advancing three primary anchor or attractors within the near term. The category also includes less expensive infrastructure improvements such as signage and streetscape upgrades. However, Tucker should market those locational strategies as the City's investment in advancing the implementation of its Major Projects.

S8: RECOMMENDATIONS and INITIATIVES

8E BUSINESS and DEVELOPER PROGRAMMING

Additionally, with the ongoing investment in the Tucker Trail, the City can foster trail-oriented development by adjusting permitting and variances to support destination retail and increase foot traffic.

Business and Research Services

Built on [Economic Gardening® Principles](#), communities can offer specialized data analysis services to businesses. Such services are of great value to those that lack the in-house capacity to conduct sophisticated analysis or otherwise cannot access specialized datasets. The category includes access to community-level information through an economic development agency website and connections to current employers who can offer insights into the quality of the business environment.

Based on the evaluation of existing conditions, another recommendation is for the City of Tucker to create a formal Business and Developer Outreach Program, including financial and nonmonetary incentives and other resources.

NOTE regarding 5.9*, 5.10*, and 5.11* in Strategy Matrix 5.0:

5.9: *The Kauffman Foundation 1 Million Cups program aims to foster connections between local entrepreneurs and their communities. Examples of communities in Georgia that have created a local network of the Kauffman Foundation 1 Million Cups include South Atlanta and Cherokee County.*

5.10: *Economic Gardening® focuses on internal economic growth by supporting local entrepreneurs. The National Center for Economic Gardening (NCEG) works with communities to set up pilot programs to train localities and entrepreneurs about Economic Gardening® and assist participating entrepreneurs in growing. While there has not been a network created in Georgia, there are examples nationwide: GrowFL was the country's first statewide network; Louisiana, Michigan, and Kansas have a network that stretches across each state; five counties in Minnesota created a regional network; Rochester, New York's program had almost 200 participating companies.*

5.11: *The Economic Development Team would work with landowners interested in repositioning their property and assist in connecting them with brokers and consultants to market these efforts.*



MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
5.1	Business and Developer Research Services					
5.1.1	Research and Information Services for Businesses		City of Tucker		2023	2028
5.2	Create Business Roadmap to provide clear pathway for permitting and licenses	\$2,000	City of Tucker		2024	2025
5.3	Create Retail Tenant Support Program	\$5,000		Tucker-Northlake CID, Tucker Summit CID, Tucker Business Association	2025	2026
5.4	Identify existing local, regional, and statewide incentives		City of Tucker		2023	2028
5.5	Real Estate Site Selection Assistance		City of Tucker	Tucker-Northlake CID, Friends of Tucker Path, Friends of Tucker Parks	2024	2025

S8: RECOMMENDATIONS and INITIATIVES

MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

<i>ACTION</i>		Est. Cost	Lead	Strategic Partners	Implementation Target (Yrs. 1-5)	
					Start Year	End Year
5.6	Investigate a Dedicated Planning and Building Case Worker		City of Tucker		2027	2028
5.7	Dedicate Efforts to Expand Talent and Workforce Development Offerings		City of Tucker	WorkSource DeKalb	2023	2024
5.7.1	Partnership pathways with educational institutions and WorkSource DeKalb		City of Tucker	WorkSource DeKalb and DeKalb County Schools	2023	2028
5.7.2	Life (Soft) Skills Training Program		City of Tucker	WorkSource DeKalb and DeKalb County Schools	2026	2027
5.7.3	Occupation Certification and Apprenticeship Partnership Opportunities with Local Universities and Community Colleges		City of Tucker	WorkSource DeKalb, DeKalb County Schools, Georgia Piedmont Technical College	2026	2027
5.8	Create Business-Focused Networking Events	\$1,000	City of Tucker		2023	2024



MATRIX FOR INITIATIVE 5.0: Business and Developer Programming

Implementation Target (Yrs. 1-5)

ACTION		Est. Cost	Lead	Strategic Partners	Start Year	End Year
5.8.1	Partner with DeKalb County or Tucker Chamber to have a permanent, Go-to DeKalb liaison		City of Tucker		2023	2028
5.8.2	Launch a Networking and Mentoring Program Sponsored by the City of Tucker	\$10,000	City of Tucker		2027	2028
5.8.3	Quarterly Developer and Broker Consortium Events	\$6,000	City of Tucker		2027	2028
5.9*	Business Accelerator opportunities: Entrepreneurial Business Incubator and Accelerator Events and Training (Kauffman Foundation's 1 Million Cups and FastTrac® Programs)	\$50,000	City of Tucker	Tucker Business Association and Decide DeKalb	2027	2028
5.10*	Economic Gardening® Pilot Program	\$10,000	City of Tucker	Tucker Business Association, Decide DeKalb, Georgia Department of Economic Development	2026	2027
5.11*	Explore Formation of Property Repositioning Program	\$20,000	City of Tucker	Tucker-Northlake CID and Tucker Summit CID	2027	2028

Section 9

APPENDIX

THE APPENDIX INCLUDES EXHIBITS ABOUT THE FOLLOWING ITEMS:

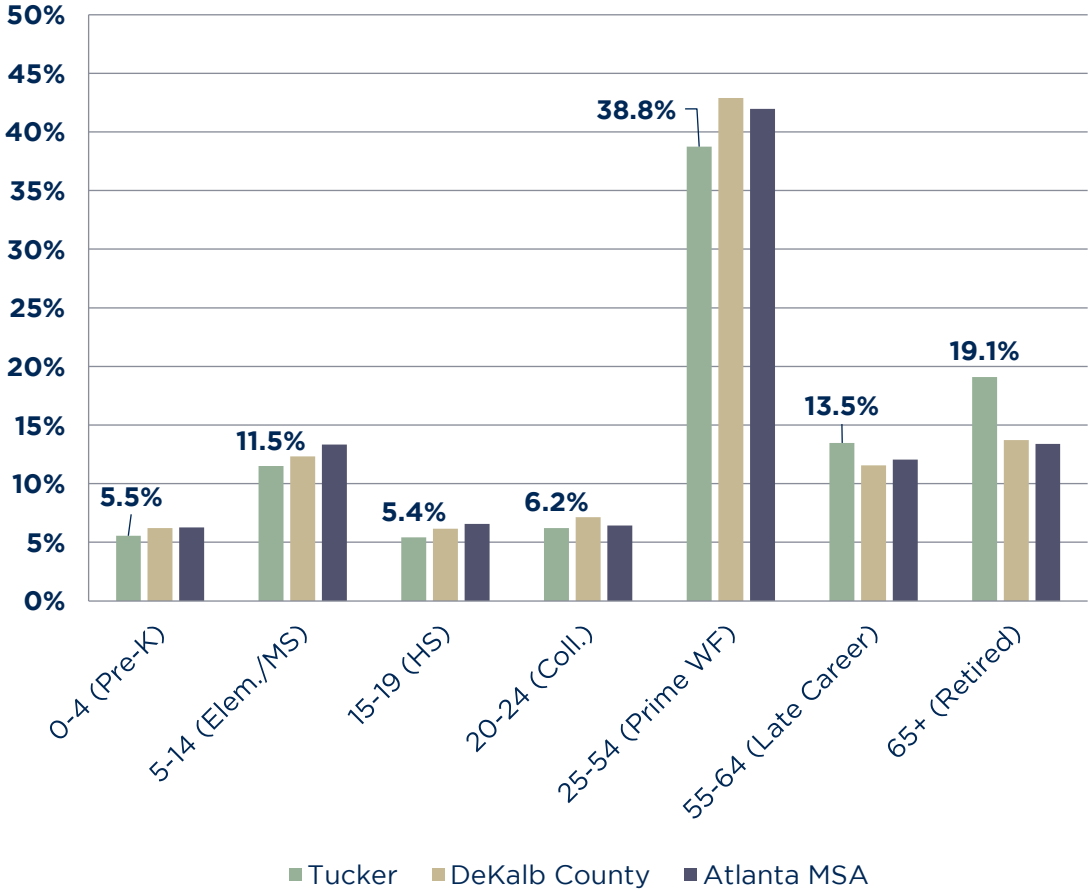
- Age Characteristics
- Household Characteristics
- Commuting & Migration
- NAICS Industry Definitions
- Top 20 Employers
- Employment Concentration
- Establishments by Industry and Size
- WIO Eligible Training Providers



ABOVE: Photo of a sunrise on Main Street shared with permission from City of Tucker.

S9: APPENDIX

Age Characteristics Demographic and Economic Profile Age Distribution by Cohort



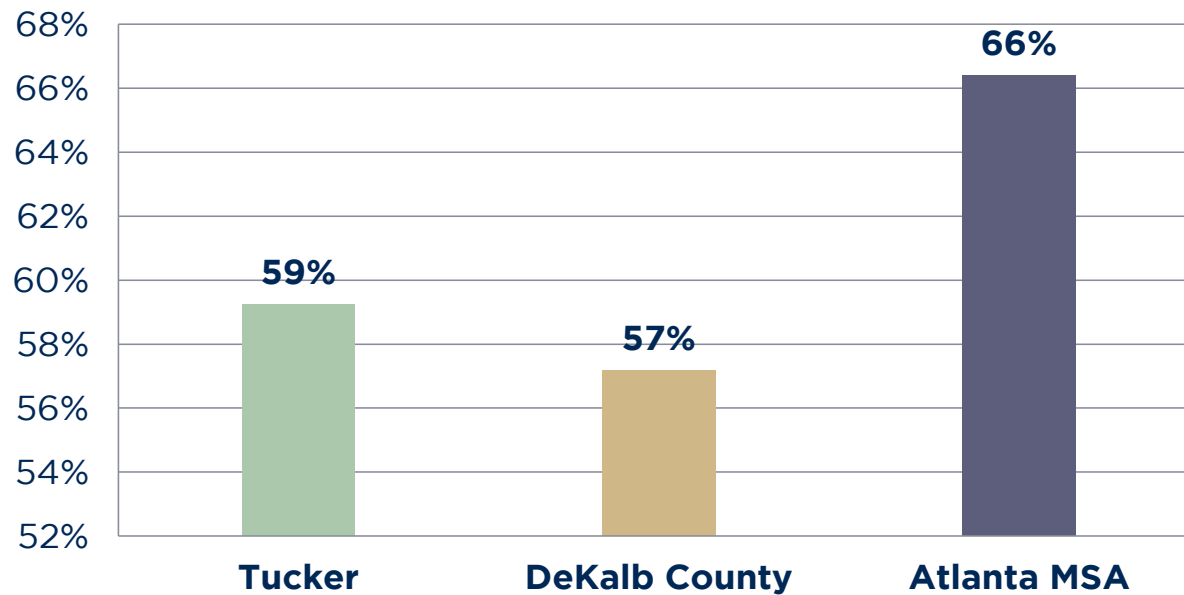
Source: ESRI Business Analyst; Willdan, 2022.



Household Characteristics

Demographic and Economic Profile

% of Family Households



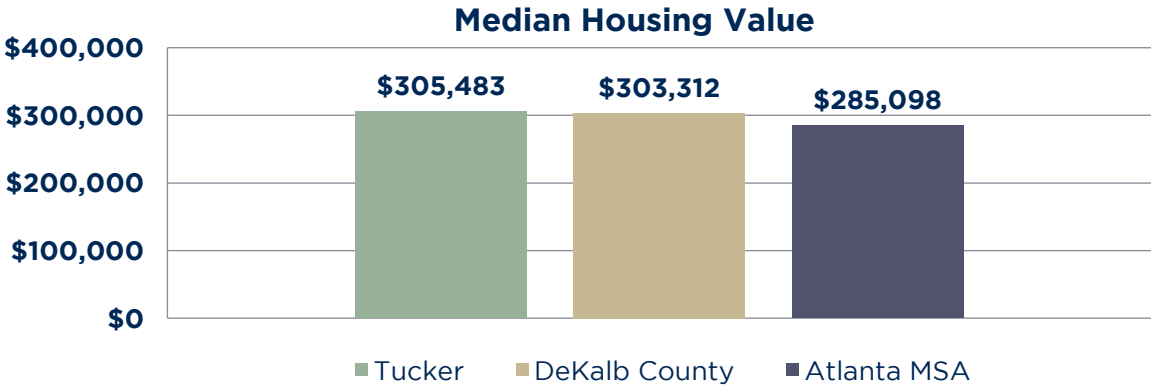
Source: ESRI Business Analyst; Willdan, 2022.

S9: APPENDIX

Housing Value and Tenure Characteristics

Demographic and Economic Profile

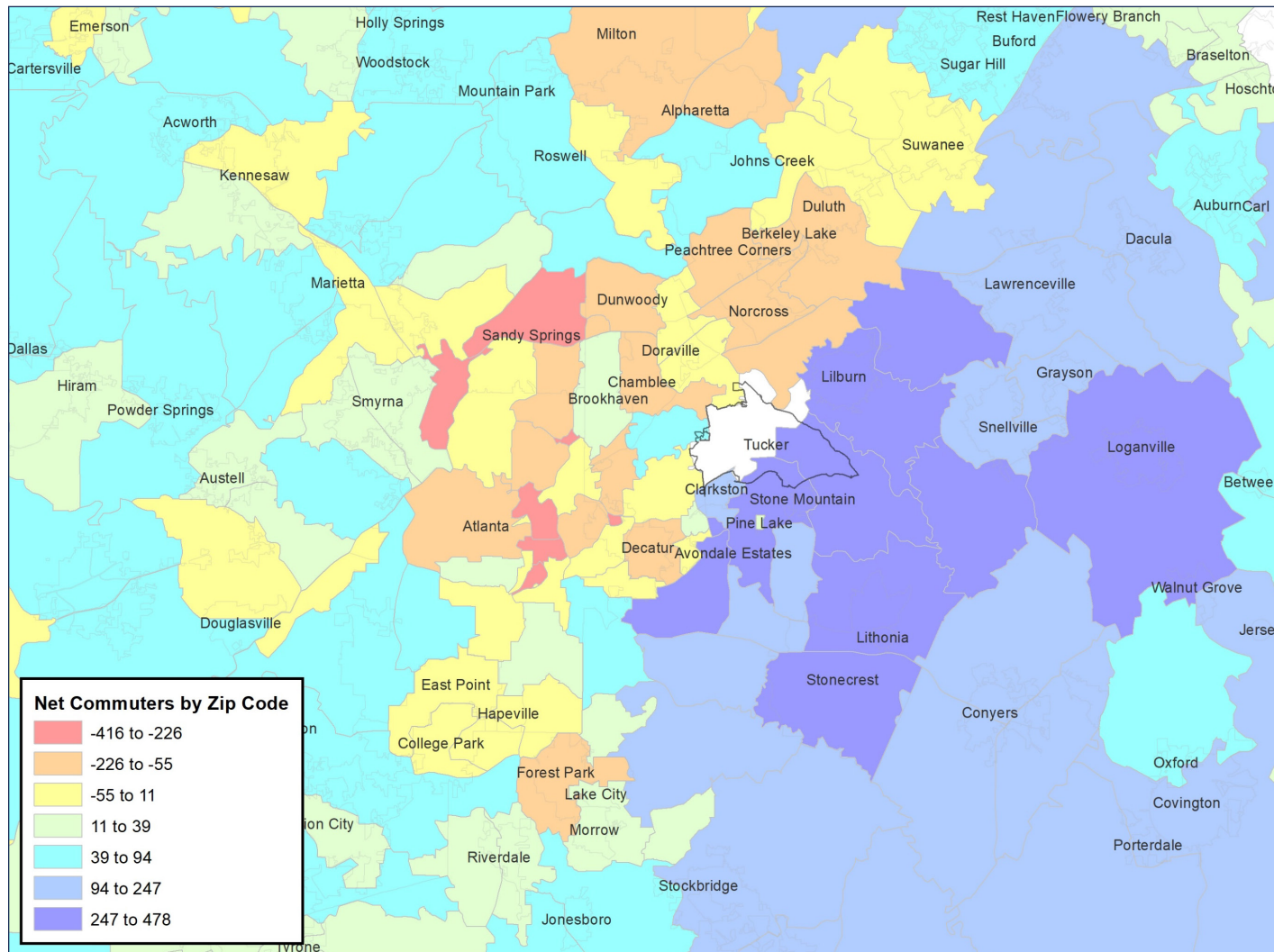
Housing Tenure Trends & Projections		
Housing Tenure	2010	2022
Owner-occupied	9,149	10,290
% of Total	59.9%	61.5%
Renter-occupied	4,853	5,048
% of Total	31.8%	30.2%
Vacant	1,262	1,385
% of Total	8.3%	8.3%
Total Units:	15,264	16,723
Housing Values		
Median Value Per Unit		\$305,483
Average Value Per Unit		\$339,498



Source: ESRI Business Analyst; Willdan, 2022; Claritas.



COMMUTING PATTERNS

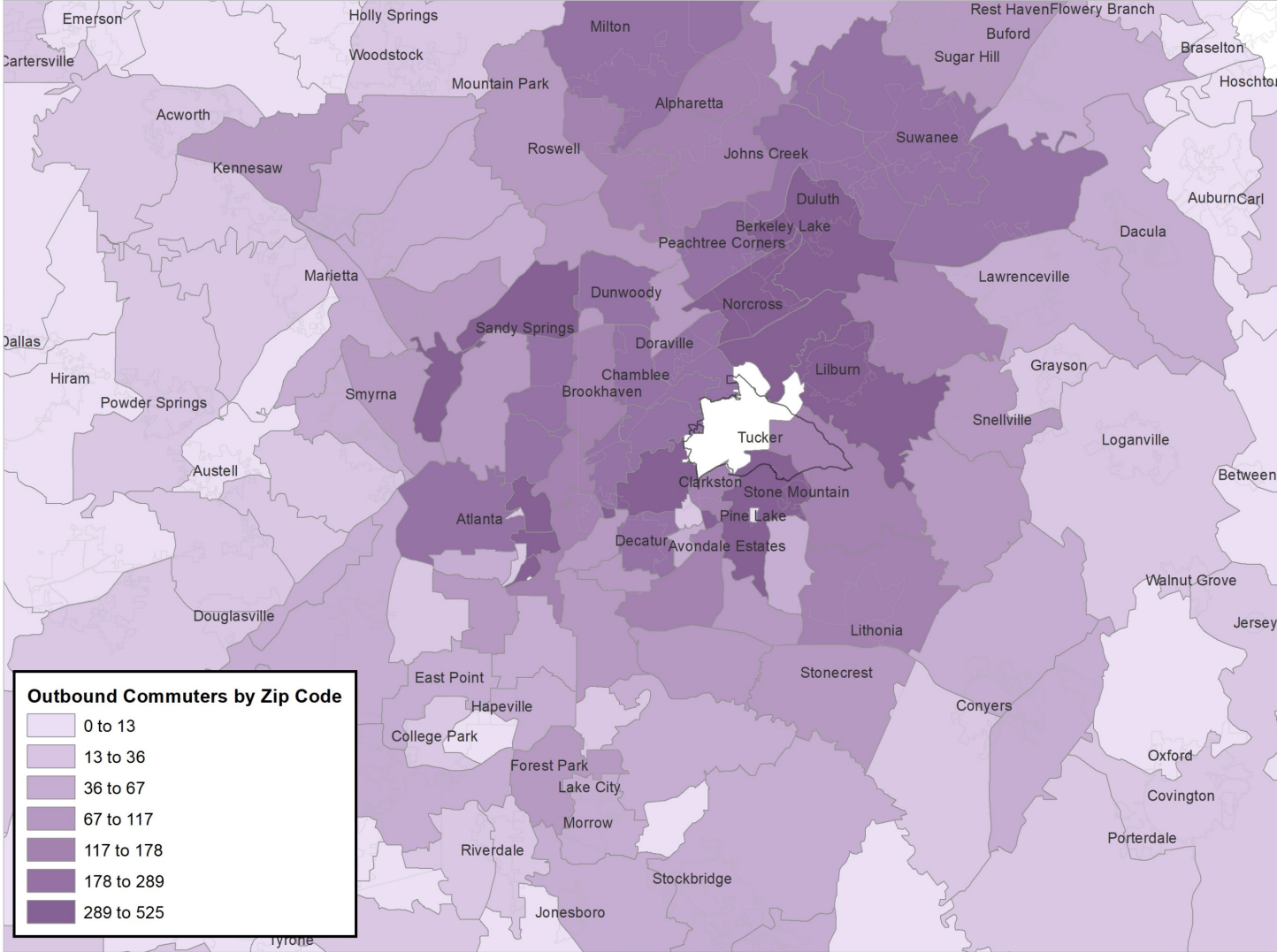


Note: On the map, red indicates more workers are living there than there are jobs, and net commuting is negative (i.e., the net result is that workers commute out of the region for work). For a region with more jobs than resident workers, net commuting is positive (i.e., the net result is that workers commute into the region for work).

SOURCE: Lightcast Q4 2022; The Metts Group; Willdan, 2022.

S9: APPENDIX

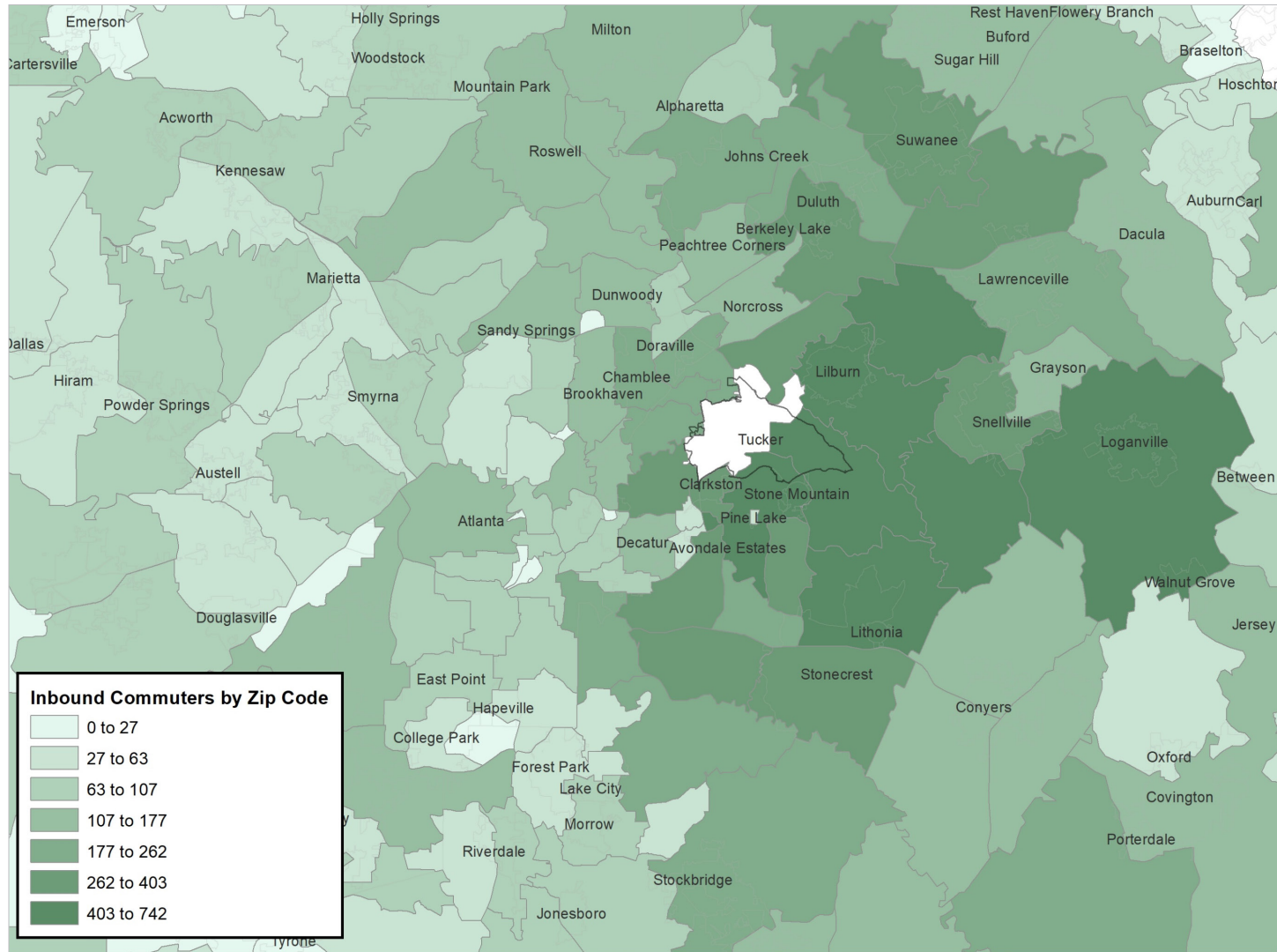
OUTBOUND COMMUTERS



Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022



INBOUND COMMUTERS



Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022

S9: APPENDIX

NATIONAL MIGRATION

Economic Base and Workforce

Top Counties: Residents Migrating to and from DeKalb County, GA, 2022

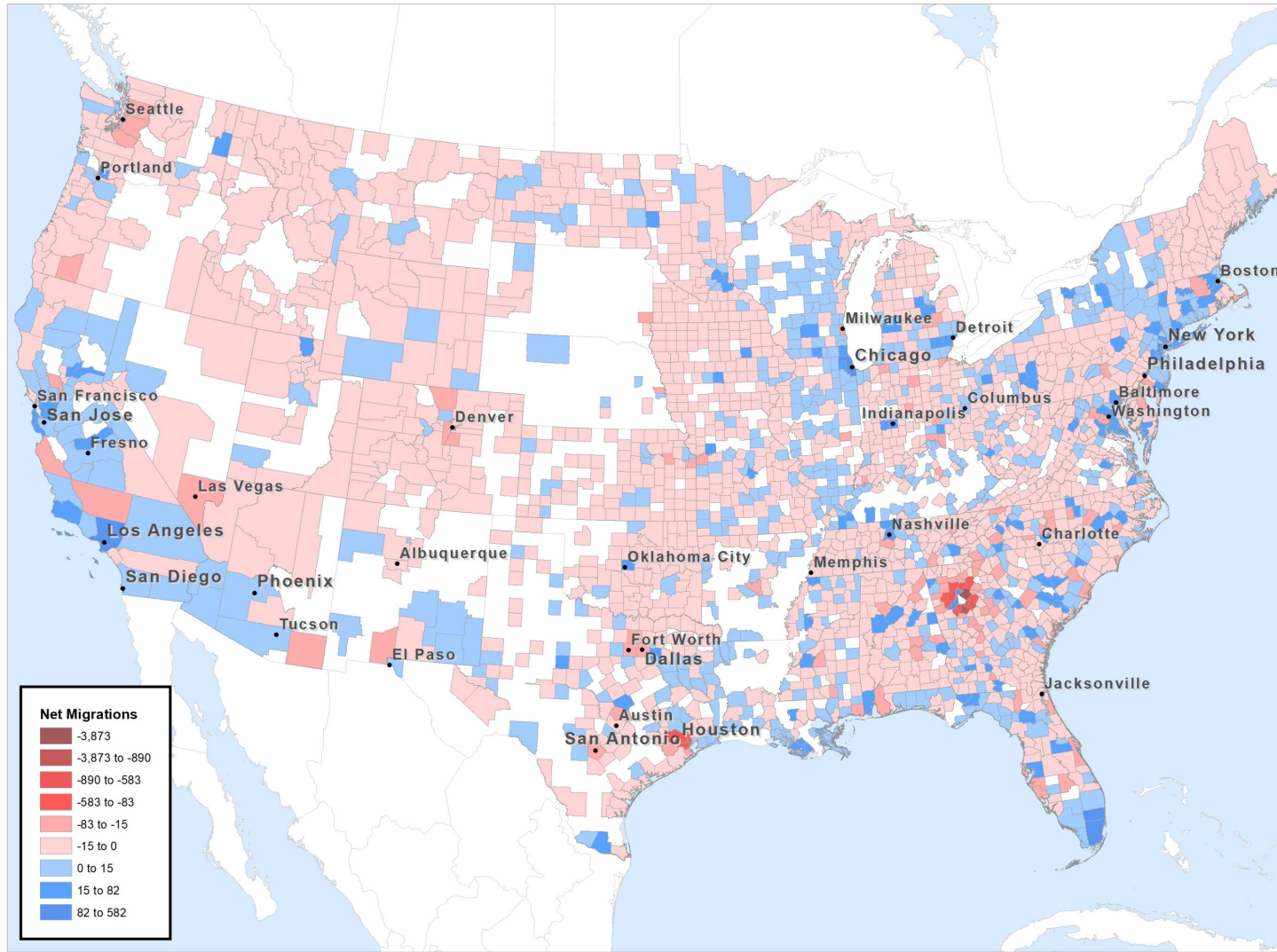
County	Inbound Migrations	Outbound Migrations	Net Migrations
Fulton County, GA	13,126	12,840	286
Kings County, NY	341	166	176
Queens County, NY	235	83	153
Los Angeles County, CA	408	280	127
Cook County, IL	372	250	123
Broward County, FL	348	229	119
Miami-Dade County, FL	311	203	108
Essex County, NJ	142	42	99
Bronx County, NY	135	42	93
New York County, NY	207	143	64
Orange County, FL	243	180	62
Ramsey County, MN	58	0	58
Middlesex County, NJ	68	14	53
Nassau County, NY	94	41	53
Bergen County, NJ	50	4	46
Dougherty County, GA	96	50	46
Suffolk County, NY	52	8	44
Leon County, FL	97	54	43
Prince George's County, MD	118	76	42
Philadelphia County, PA	146	105	42
Lowndes County, GA	77	36	41
Hillsborough County, FL	228	189	39
Clarke County, GA	169	231	(62)
Dallas County, TX	143	225	(83)
Hall County, GA	177	262	(86)
Harris County, TX	216	315	(99)
Douglas County, GA	393	496	(103)
Paulding County, GA	123	234	(111)
Fayette County, GA	163	287	(124)
Walton County, GA	180	358	(178)
Cherokee County, GA	222	402	(180)
Newton County, GA	731	1,314	(583)
Forsyth County, GA	346	967	(621)
Clayton County, GA	2,589	3,210	(621)
Rockdale County, GA	1,181	1,936	(755)
Cobb County, GA	2,439	3,328	(890)
Henry County, GA	921	1,919	(998)
Gwinnett County, GA	7,149	11,022	(3,873)
Total	49,710	58,159	(8,449)

Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022

Note: This dataset shows the amount of domestic taxpayer migration among all states, MSAs, and counties in the United States (source: IRS). The source and design of this taxpayer-based dataset excludes certain groups of people and thus does not represent the entire population but rather is a good indicator of migrating workers within the labor force. See the Migration map elsewhere in Appendix.



NATIONAL MIGRATION



Source: Lightcast Q4 2022; The Metts Group; Willdan, 2022

S9: APPENDIX

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)

Sector	Industry Group	Description
11	Agriculture, Forestry, Fishing and Hunting	Establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.
21	Mining, Quarrying, and Oil and Gas Extraction	Establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term “mining” is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity.
22	Utilities	Establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage treatment and disposal.
23	Construction	Establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems), in the preparation of sites for new construction, or in subdividing land for sale as building sites.
31-33	Manufacturing	Establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is also considered manufacturing.
42	Wholesale Trade	Establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.
44-45	Retail Trade	Establishments primarily engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.
48-49	Transportation and Warehousing	Includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation.
51	Information	Establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.
52	Finance and Insurance	Establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.



NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)

Sector	Industry Group	Description
53	Real Estate and Rental and Leasing	Establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services.
54	Professional, Scientific, and Technical Services	Establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training.
55	Management of Companies and Enterprises	Comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making role of the company or enterprise.
56	Administrative and Support and Waste Management and Remediation Services	Establishments performing routine support activities for the day-to-day operations of other organizations.
61	Educational Services	Establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers.
62	Health Care and Social Assistance	Establishments providing health care and social assistance for individuals.
71	Arts, Entertainment, and Recreation	Includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons.
72	Accommodation and Food Services	Establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.
81	Other Services (except Public Administration)	Establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing personal care services.
92	Public Administration	Establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area.

S9: APPENDIX

TOP TWENTY EMPLOYERS Economic Base and Workforce

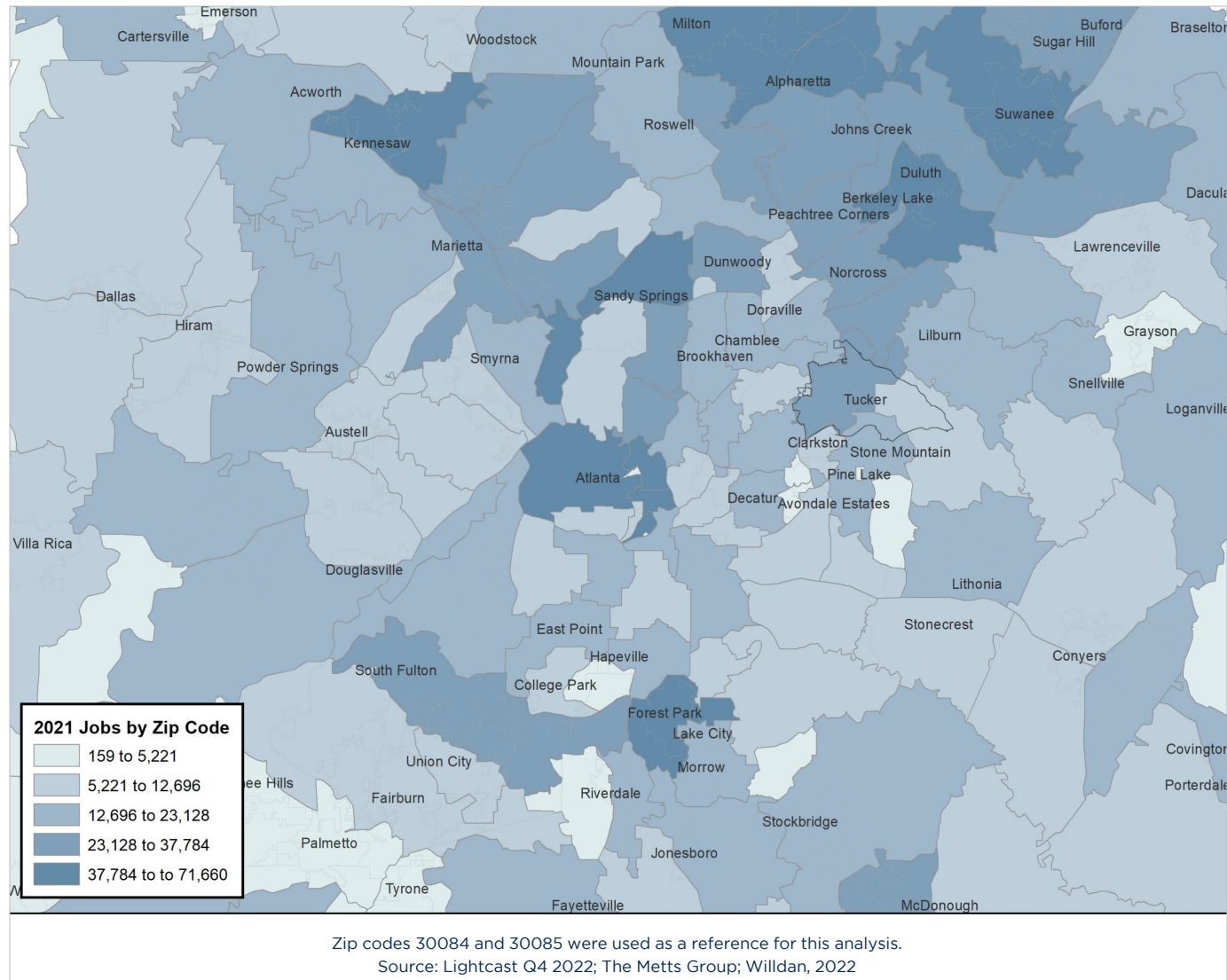
Company	Street Address	SIC Description	Employees
Quest Diagnostics Inc.	1777 Montreal Cir	Medical Laboratories	1,000
Inland Seafood Inc.	1651 Montreal Cir	Fish & Seafoods	436
CSM Bakery Solutions	1912 Montreal Rd	Food Preparations, Other	400
Hormel Foods Corp.	3367 Montreal Industrial Way	Meats & Meat Products	375
Ricoh USA Inc.	4667 N Royal Atlanta Dr	Office Equipment	350
Emory Univ Orthopedics & Spine Hospital	1455 Montreal Rd	Hospitals, General Medical & Surgical	300
Flowers Baking Co. of Tucker LLC	5087 S Royal Atlanta Dr	Bread & Other Bakery Products	300
Walmart	4375 Lawrenceville Hwy	Department Stores	300
Wood	1979 Lakeside Pkwy	Construction & Mining Machinery & Equipment	275
Georgia System Operations Corp.	2100 E Exchange Pl	Electric Services	260
Georgia Transmission Corp.	2100 E Exchange Pl	Electric Services	200
Oglethorpe Power Corp.	2100 E Exchange Pl	Electric Services	170
Tucker Wellness & Rehab Center	2165 Idlewood Rd	Nursing Care Facilities	155
Flexible Metal Inc.	2467 Mountain Industrial Blvd	Indust & Comm Machinery & Equipment, Other	150
Sam's Club	1940 Mountain Industrial Blvd	Miscellaneous General Merchandise Stores	150
Kroger	4357 Lawrenceville Hwy	Grocery Stores	125
Chick-fil-A	3967 Lavista Rd	Restaurant	120
SteelMart Inc.	3476 Lawrenceville Hwy	Metals Service Centers & Offices	120
Meadowbrook Healthcare	4608 Lawrenceville Hwy	Nursing Care Facilities	110
Publix	4650 Hugh Howell Rd	Grocery Stores	110

Source: Georgia Power, 2022, The Metts Group; Willdan, 2022



EMPLOYMENT CONCENTRATION

Economic Base and Workforce



INDUSTRIES AND JOBS

Economic Base and Workforce

Industry	Number of Employees								
	All Establishments	< 5	5 - 9	10 - 19	20 - 49	50 - 99	100 - 249	250 - 499	500 - 999
Total for all sectors	1,669	912	289	180	194	48	33	10	3
Utilities	9	3							
Construction	133	82	19	11	10	5	4		
Manufacturing	85	32	10	15	12	11	5		
Wholesale trade	165	79	31	23	22	5	3		
Retail trade	189	97	36	18	25	6	7		
Transportation and warehousing	41	19	8	4	6				
Information	34	18	6	5					
Finance and insurance	84	46	18	12	6				
Real estate and rental and leasing	82	64	13	4					
Professional, scientific, and technical services	223	167	26	13	14				
Management of companies and enterprises	11	4	3						
Administrative and support and waste management and remediation services	93	47	13	11	17	3			
Educational services	13	10							
Health care and social assistance	181	89	44	17	17	7	5		
Arts, entertainment, and recreation	14	11							
Accommodation and food services	140	33	28	33	39	6			
Other services (except public administration)	167	106	35	13	13				
Industries not classified	5	5							

Source: U.S. Census Annual Business Survey (the reference year is 2019), The Metts Group; Willdan, 2022



S9: APPENDIX

WIOA ELIGIBLE TRAINING PROVIDER LIST

Provider	City
Clayton State University	Atlanta
Community of Destiny	Atlanta
Datum Tech Academy	Stone Mountain
Datum Tech Academy	Stone Mountain
Emory	Atlanta
Georgia Piedmont Technical College	Clarkston
Goodwill of North Georgia	Decatur
Goodwill of North Georgia	Decatur
Handyman Training School	Stone Mountain
Holistic Information Security Practitioner Institute	Lithonia
Independent Electrical Contractors	Atlanta
Interactive College of Technology	Chamblee
International Union of Operating Engineers	Ellenwood
Life Solutions for Health	Decatur
MedCerts	Tucker
New Apprenticeship	Atlanta
Pharaoh’s Conclave, LLC	Lithonia
Roadmaster’s Drivers School of Georgia	Conley
The Young Entrepreneurs of Atlanta Foundation	Lithonia
Universal Dental Assisting	Decatur

Source: WorkSource Georgia; The Metts Group; Willdan, 2022

Note: Above is the Workforce Innovation and Opportunity Act (WIOA) Eligible Training Provider List for DeKalb County—a partnership that will be critical for building a sustainable workforce. The WIOA focuses on the critical role of strong basic skills in adults’ ability to attain a secondary school diploma, transition to postsecondary education and training, and secure employment. As indicated above, many upskilling opportunities exist to train the existing workforce into in-demand occupations.

KB Advisory Group (KB), EDSP Lead

Since its founding in 2001, **KB Advisory Group** has focused on helping private and public sector clients understand how the market and economic forces impact their real estate development aspirations. **KB** advises nonprofits, public authorities, local governments, developers, landowners, and investors dealing with real estate-related issues. The firm provides real estate and economic development consulting services to cities, counties, developers, community districts, nonprofits, and design firms across the Atlanta region, Georgia, and the Southeast in all commercial real estate sectors, economic development, market analysis for urban planning, and public-private partnership creation. **KB's** experience analyzing real estate development for a vast spectrum of clients gives it a unique perspective on the trends and a well-earned acumen in determining how to act successfully in the context of those trends.

Contact Information

KB Advisory Group

1447 Peachtree Street NE

Suite 610

Atlanta, GA 30309

P: 404.845.3550

W: www.kbagroup.com

Back Cover