

**DEVELOPMENT AUTHORITY OF FULTON COUNTY
STRATEGIC INITIATIVE COMMITTEE MEETING HELD ON
MONDAY, JANUARY 24, 2022 AT 10:00 A.M.
HELD VIA VIDEOCONFERENCE**

MINUTES

Present were the following Members of the Committee:

Mr. Michel M. Turpeau – Chairman
Mayor Mike Bodker – Treasurer
Mr. Tom Tidwell – Board Member

Committee Members Absent: Mr. Kyle Lamont and Vice Chairman Brandon Beach

Also present were Ms. Sarah-Elizabeth Langford, Interim Executive Director of the Authority, Ms. Sabrina Kirkland, staff of the Authority, and Ms. Sandra Z. Zayac, Ms. Lauren W. Daniels and Ms. Eunice Lim, attorneys for the Authority.

Mr. Turpeau gave the invocation and called the meeting to order at 10:07 a.m.

RECOGNITION OF VISITORS: Also present were Ms. Jenn Thomas of Commissioner Morris' office and Mr. Scott Trubey of The Atlanta Journal-Constitution.

MINUTES: The minutes from the Committee meeting held on October 15, 2021 were presented to the Committee for approval. Upon a motion made by Mayor Bodker, which was seconded by Mr. Tidwell, the Committee unanimously approved the minutes as presented.

ITEMS FOR DISCUSSION:

Discussion of Strategic Initiative Opportunities. The Committee began discussion by considering the \$50,000 investment request from Aerotropolis Atlanta Alliance (“Aerotropolis Atlanta”) for Blueprint 2.0. The Committee considered how the Authority’s participation would result in concrete deliverables that would benefit Fulton County and surrounding communities. The Committee discussed whether affected communities would invest, certain practical implications to consider, and how the Authority’s participation could further the mission of the Authority to stimulate quality economic development in Fulton County. The Committee agreed to continue to review the Optional Scope Tasks submitted by Aerotropolis Atlanta, attached hereto as Exhibit A, and discuss at the next Committee meeting which three specific tasks each Member of the Committee would consider for potential investment. Ms. Langford said she would be meeting Mr. Shannon James of Aerotropolis and would ask Mr. James to provide a critical path for these deliverables.

Next, the Committee discussed the investment request from the Atlanta Land Trust. While the Committee acknowledged the organization serves an important purpose in the community and

commended what the organization is doing for affordable housing, the Committee was unsure as to how the funding request tied into the Authority's ultimate mission. The Committee agreed to discuss this investment request at the next Committee meeting.

Lastly, Ms. Langford made an announcement on behalf of Mr. Lamont, who had received a quote for strategic planning development and wanted to gauge the Committee's feedback on how to move forward. The Committee agreed that it needed to discuss with the Board at large to understand the Board's values, goals and mission to find the right community partners. Overall, the Committee acknowledged the need to establish a vision and strategic process to inform which investments the Authority should consider in the future. Ms. Langford informed the Committee that she would be scheduling another Board Retreat soon to discuss these items.

NEXT MEETING:

Chairman Turpeau announced that the Committee's next meeting would be scheduled at a later time and reminded the public to visit the Authority website at <http://www.developfultoncounty.com> for updates on upcoming meetings.

A motion to adjourn the meeting was made by Mayor Bodker, seconded by Mr. Tidwell, and approved by all Members present.

There being no further business to discuss, the meeting was adjourned at approximately 10:36 a.m.

Michel M. Turpeau
Michel M. Turpeau, Chairman

Exhibit A
(Attached)

Optional Scope Tasks

Our Team recommends the following additional optional tasks below. The costs for each optional task is identified in Exhibit B-2.

1. ZONING LANGUAGE

- Draft zoning language for Communities to adopt as development regulations for the catalytic sites.
- The development regulations will implement both the design guidelines and zoning recommendations for each community.

2. GATEWAY AND WAYFINDING PLAN FOR THE AEROTROPOLIS AREA

The wayfinding design fee is recommended to be broken into a two-part process, which will help control costs and provide a better product.

- Develop an initial wayfinding program that will help identify understand the needs of the Aerotropolis communities and organizations.
- Create a wayfinding and design package that is tailored to the established program. The package could be used to implement wayfinding strategies in a phased approach over a period of years and accessible to multiple communities and organizations.
- Collaborate with key stakeholders identified by Aerotropolis Alliance and ARC throughout both phases of the project.

3. TARGET INDUSTRIES EMPLOYMENT AND BUSINESS GROWTH

- Analyze the changes in targeted industries' employment and business growth both in terms of changes at the Aerotropolis area scale, and spatially. Determine what, if any, factors led to that change.
- Prepare prototype profiles for the shifting labor requirements of the Target Sectors and Catalyst Projects.
- Consider the implications of automation, artificial intelligence, machine learning, autonomous vehicles, and robotic technology for advanced manufacturing, logistics, e-commerce fulfillment and retail for labor needs.
- Identify needs for workforce development skills training and education initiatives to respond the changing nature of target sectors to facilitate investor, developer and end-user business recruitment of the Catalyst Projects on the Catalyst Spark Sites.
- Identify funding sources and candidate organizations for Workforce Development Skills Training and labor re-positioning.

4. ATLANTA AEROTROPOLIS AREA WORKFORCE PROFILE

- Document the skills of the existing workforce.
- Understand the degree attainment, demographic

composition, employment dynamics, and occupational skill categories of the region's working-age adults.

- Develop a detailed profile of the working-age residents of the Aerotropolis Communities.
- When applied to the confirmed Blueprint 2.0 Target Industries, the workforce profile would enable education and training practitioners and their partners to understand the challenges and potential opportunities for linking local residents to existing and future Aerotropolis area employment.

5. AEROTROPOLIS ATLANTA COMMERCIAL REAL ESTATE PROSPECTUS

- Prepare a highly-visual Implementation and Real Estate Action Plan with focus towards the first five (5) years of enabling actions that will spur development, using renderings, concept diagrams, info-graphics and a Summary Action Plan Matrix.
- Prepare strategic urban design and architectural renderings for the five catalytic priority sites as well as high-level rendering of the overall study area.
- Prepare inputs on branding that would be used by ARC and the Alliance.
- Prepare Aerotropolis Atlanta Catalyst Spark Site Development Opportunity Summary document.

6. AREA-WIDE LOGISTIC FACILITY DEVELOPMENT GUIDELINES

We will draft a set of Aerotropolis Atlanta area-wide logistic facility development guidelines to be adopted by each jurisdiction's Design Guidelines that most effectively achieves the desired outcomes and shapes development that advances the communities goals and aspirations.

- A set of design and character guidelines for future development/redevelopment.
- Set the parameters for defining the potential changes to development regulations and the Development Guidelines.
- These guidelines will convey parameters for architectural character, public realm improvements, building orientation, form and scale, setbacks, parking standards, landscaping standards, pedestrian and vehicular accessibility, land uses and sustainable design.
- These guidelines will be expressed with precedent images, diagrams, and text.
- The Team will share these guidelines with ARC, the Alliance, City staff, key stakeholders, and the general public for feedback and refinement.

7. DASHBOARDING IMPLEMENTATION MONITORING TOOL

To help facilitate implementation of Aerotropolis Blueprint 2.0, our Team recommends development of an implementation dashboard with a mapping feature that would help track different initiatives and facilitate



collaboration among Aerotropolis partners. Potential dashboard metrics include planned transportation projects, wayfinding/landscaping projects, development projects, and economic development investments that will impact future business attraction and workforce development initiatives. The dashboard alternatively could provide Aerotropolis program tracking, monitoring level of effort, schedule, and initiatives. The dashboarding tool would involve two phases to complete: 1) scoping and strategy, and 2) development of the dashboard.

8. FINANCIAL ANALYSIS FOR STRUCTURING DEAL OFFERINGS

Prepare a Financial Analysis Model and run order-of-magnitude Development Costs and Revenues to establish parameters for potential Development Deal Offerings, and to understand any potential funding gaps that would require incentives/inducements or subsidies, as a platform for the ask in Catalyst Site Development RFPs and to establish a basis for negotiations.

9. PREPARE ECONOMIC IMPACT ANALYSIS AND FISCAL IMPACT ANALYSIS TO FRAME INCENTIVE/INDUCEMENT STIMULUS PACKAGES

Prepare detailed Economic Impact and Fiscal Impact Analysis to frame Incentive/Inducement Stimulus Packages to attract investors, developers and end-user businesses.

10. PREPARE DEVELOPMENT AGREEMENTS FOR CATALYST SITES

Preparing all encompassing Development Agreements addressing land use, transportation, servicing agreements, design guidelines, community benefits, incentives & inducements/subsidies and financial obligations.

11. PREPARE DEVELOPER RFPs FOR CATALYST SITES

Use the Development Agreements and Financial Analysis for Deal Structure Offerings as the basis for preparing Requests for Proposals for Development.

12. PREPARE MARKETING COLLATERAL MATERIALS (WEB SITE CONTENT, VIDEOS, PRINTED, ETC.)

Assist in preparing marketing and collateral materials.

13. ASSIST IN IDENTIFICATION OF INVESTOR/DEVELOPER/END-USER BUSINESS PROSPECTS TO INVITE FOR RFPs

Identify a target list of investors, developers and end-user business prospects that are regional, national and international.

14. ASSIST IN EVALUATION OF DEVELOPMENT RFP SUBMISSIONS

- Identify criteria for evaluating development proposals and negotiating with prospective developers, investors and end-user businesses.
- Establish a Matrix Evaluation Tool for tracking and evaluating Development RFP submissions.
- Assist in the evaluation of RFP submissions using the above evaluation criteria and tool.

15. ASSIST IN DEAL NEGOTIATIONS WITH RFP SHORTLISTED CANDIDATES

Reflect on the Financial Analysis for structuring Deal Offerings and Development RFP Submissions to act on ARC's/the Alliance's behalf to provide strategic evaluation and input on Deal Negotiations, including subsequent refinement and runs of the Financial Analysis and Economic Impacts & Fiscal Impact Analysis.

Project Schedule



The Pond-MXD team is available to lead this project, begin work immediately, and complete the work on time. We will ensure a balanced workload for the staff shown in this proposal. As our references can attest, we have a proven track record of delivering projects within prescribed schedules.