

ECONOMIC DEVELOPMENT STRATEGY



City of Roswell

7/29/2024

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THE ROSWELL CITY CHARTER



Economic development.

To levy taxes and to make appropriations for the purpose of advertising said city and its advantages and resources so as to bring new capital, commercial, manufacturing and other enterprises into the city.

Municipal property ownership.

To acquire, dispose of, and hold in trust or otherwise any real, personal, or mixed property, in fee simple or lesser interest, inside or outside the corporate limits of the city.

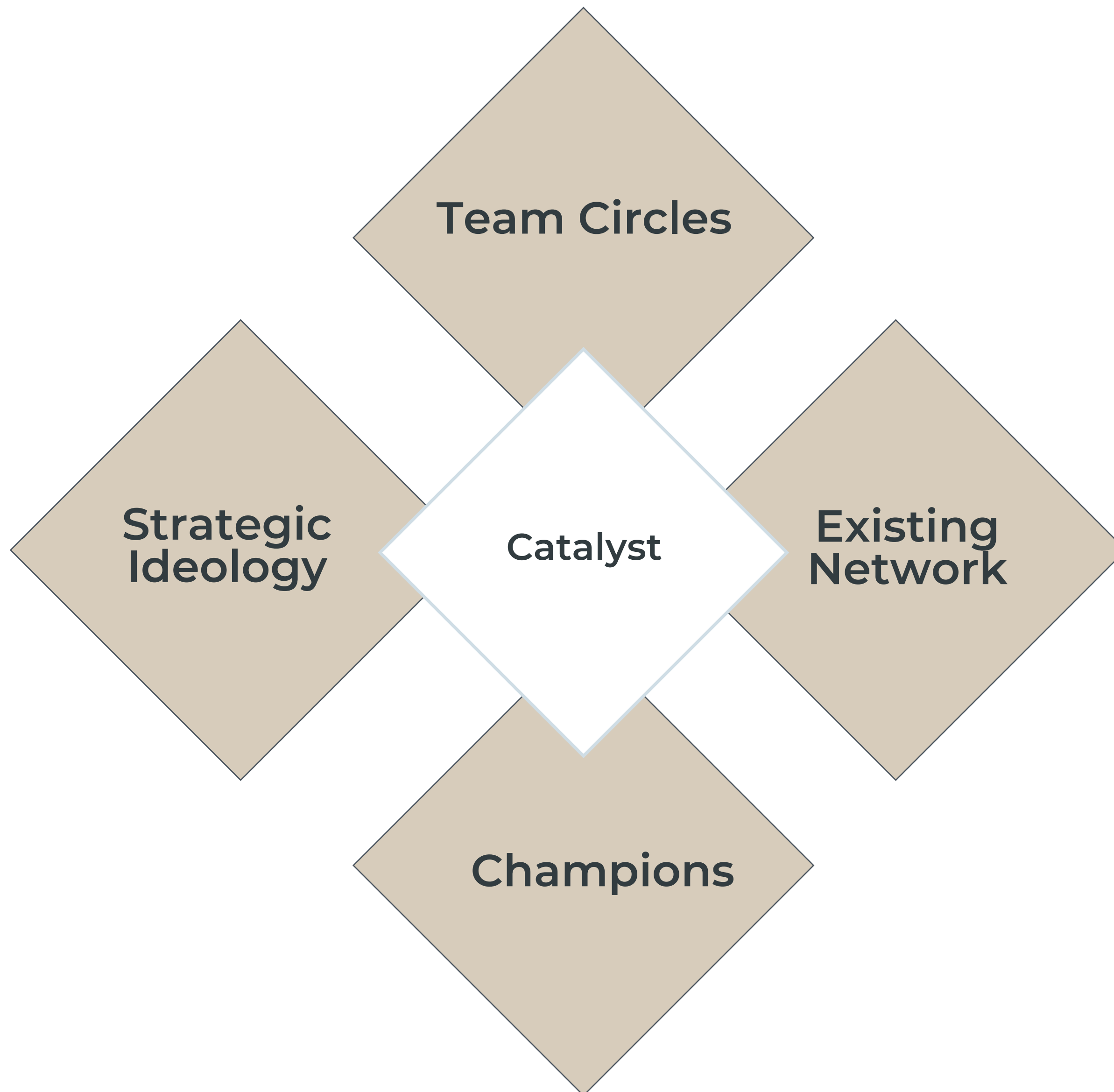
Redevelopment powers.

To undertake and carry out community redevelopment. To create tax allocation districts. To issue tax allocation bonds. To exercise redevelopment powers as fully as the "Redevelopment Powers Law" may now or hereafter permit



THE PROCESS

BUILT FOR THE LONG GAME



Catalyst

Identify key players. Build trust. Establish norms for operating & self regulation.

Team Circles

Concentric circles of cross functional players representing all necessary constituent groups & competencies.

Strategic Ideology

Facilitated by the catalyst but developed by Circle One. Goals, priorities & principles that guide strategic development. The WHAT & the WHY?

Existing Network

Integration of existing networks in the community as add on circles who adopt the strategic ideology (DDA, RDA).

Champions

Relentless promoters of the strategy & its new ideas.



ELECTED LEADERSHIP



WILL MORTHLAND

Roswell City Council

2024 Economic
Development
Liaison



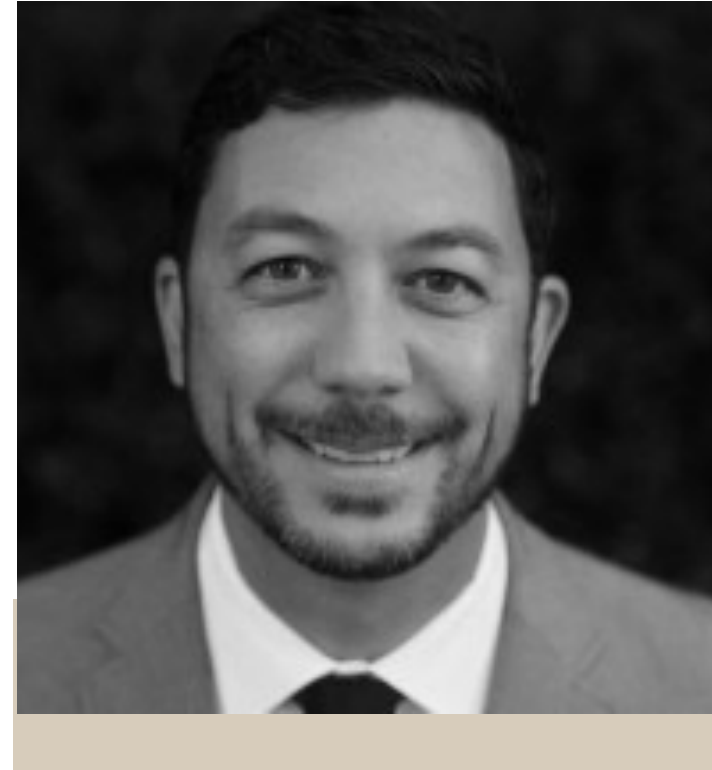
CHRISTINE HALL

Roswell City Council

2023 Economic
Development
Liaison



CIRCLE ONE PERSONNEL



Peter Sorckoff
Seer



Darryl Connelly
Roswell Economic Development



Steve Stroud
Roswell Inc



Andy Williams
Roswell CVB



Jon Asbell
REDT Inc



Jamie Guzzetti
Roswell Mayors Office



CIRCLE TWO KEY PERSONNEL



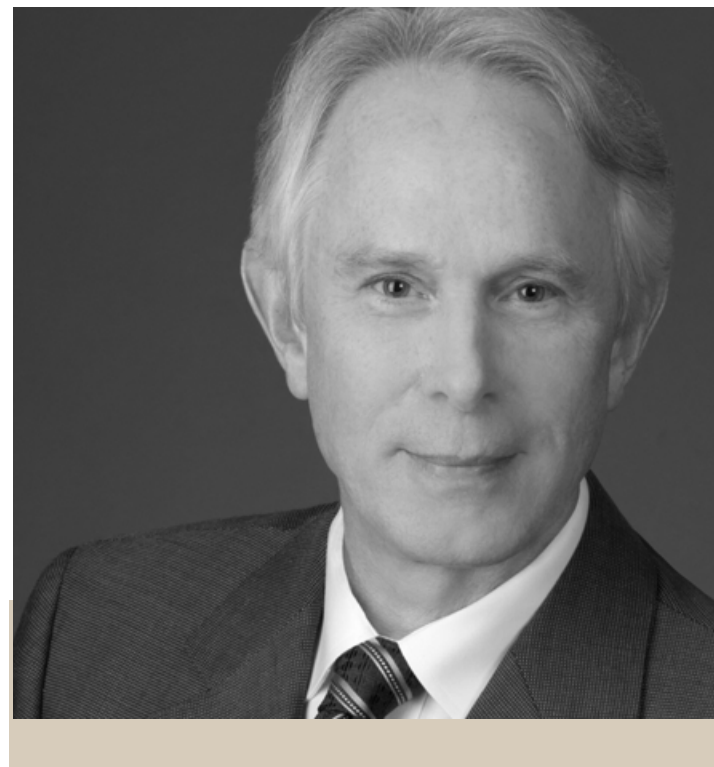
David Davidson
Roswell City Attorney



Jeff Leatherman
Roswell Deputy City Manager



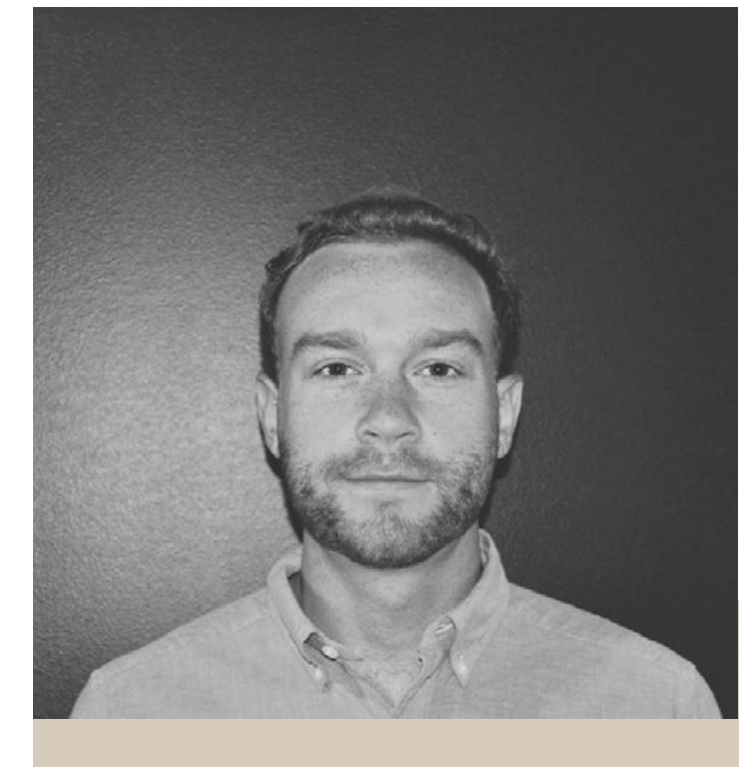
Sharon Izzo
Roswell Deputy City Manager



Tom Smith
Roswell DDA Chairman



Andy McGarry
Roswell DA Chairman



Wes Smith
Seer



CIRCLE THREE KEY PERSONNEL



Michelle Alexander
Roswell Community Development



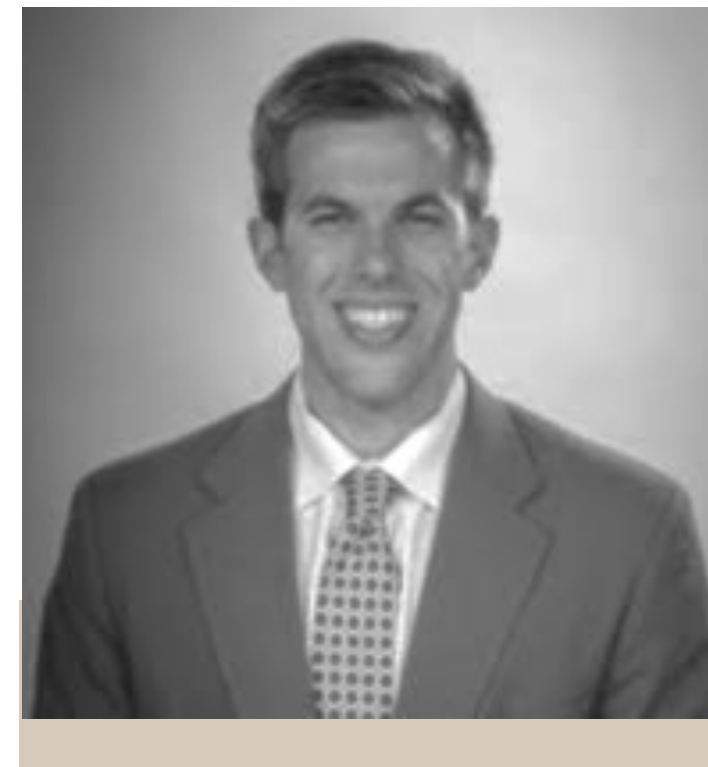
Jackie Deibel
Roswell Community Development



Jeff Littlefield
Roswell Transportation



Katrina Singletary
Roswell Government Affairs



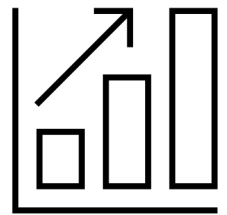
Joe Cusack
Roswell Deputy City Attorney



Julie Brechbill
Roswell Communications

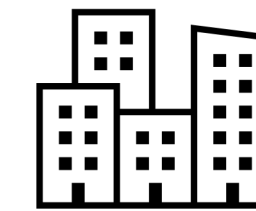


GOALS AND OBJECTIVES



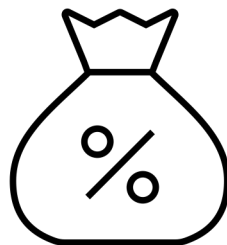
Grow

Grow the economy without growing the population beyond 120,000. Prioritize target locations for growth engines.



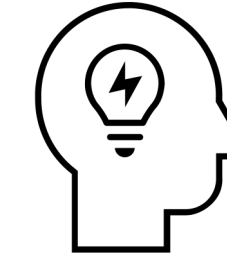
Integrate

Build and execute strategy that unifies East and West Roswell. Centralize services and control land for deliberate development.



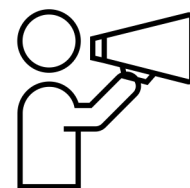
Balance

Diversify the tax base. Shift the tax digest proportions away from personal property tax to corporate taxes.



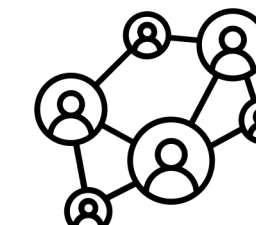
Optimize

Enhance infrastructure capacity for projected growth. Connect existing asset classes and CIP projects to drive progress.



Brand

Reposition Roswell as an attractive, effective and safe bet for outside capital and industry. Re-establish Roswell as the pre-eminent municipality of North Fulton.

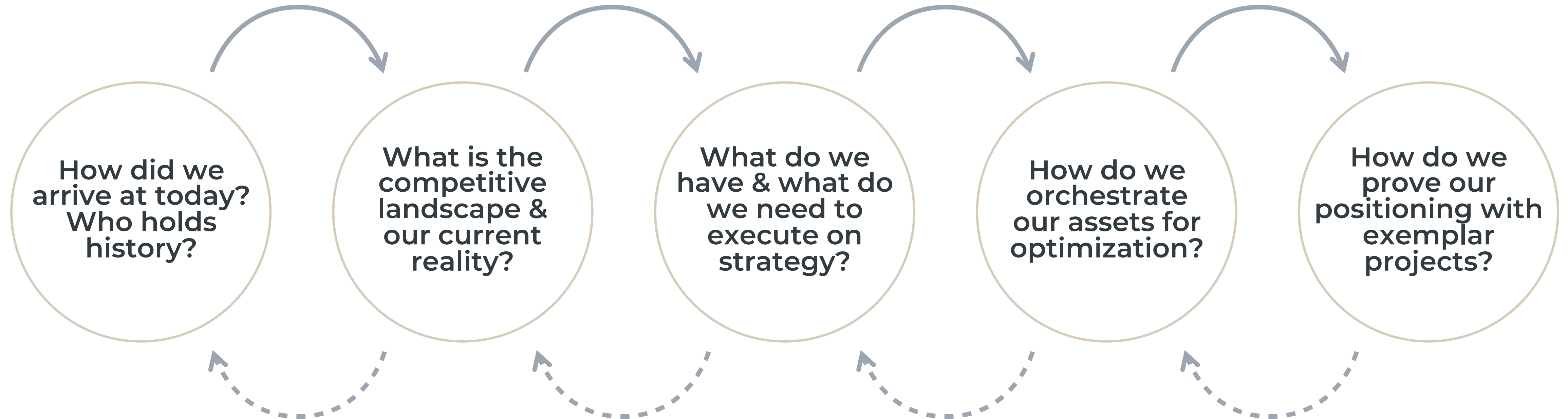


Innovate & Align

Establish Roswell as an Applied Lab for R&D and innovation. Align with County and State ED industry priorities. Add a future facing, scaling industry.



FIVE BIG QUESTIONS



1. Historic Review

What factors have driven the city in the past?
Review and curate institutional knowledge to uncover patterns.

2. Perceptions

Assess the mood and perceptions of the market past and present.
Gap analysis for ownable positions.

3. Assets & Tools

Inventory of assets, regulatory and financial tools. State of all classes of infrastructure?

4. Delivery & Scaling

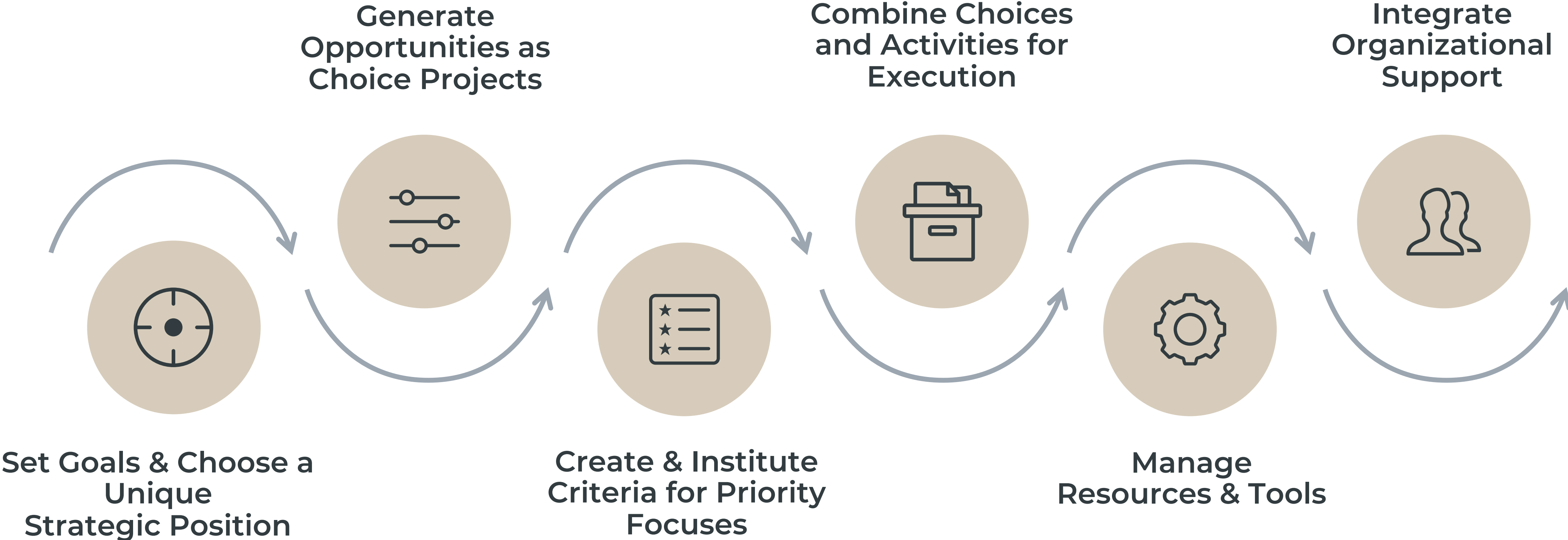
Assess state of internal capabilities & systems for processing inbound opportunity. Organize assets for expedited facilitation.

5. Go to Market

Execute strategy that integrates geography, industry sectors, financial tools and pre-existing assets with unique history.



PRINCIPLES FOR ACTIVATION



SWOT ANALYSIS

Strengths



Park System & River Frontage

Roswell has a large, well programed municipal park system and boasts abundant river access and frontage. Both lifestyle-centric assets that can be further leveraged.

History Preserved

Roswell has unique historic assets that anchor its brand. The City has invested deeply in owning and maintaining these properties and now presenting them as a unified master planned collection capable of supporting hospitality sector growth.

Affluent & Educated

The City is set in an ideal geographical location with thriving sister cities to the north and south. The population is affluent and well educated, critical economic factors for development.



SWOT ANALYSIS

Weaknesses



Aging Housing Stock & Ripe Rental Conditions

68% of Roswell is covered in single family detached homes.

79% built prior to **2000** and **55%** built before **1990**.

Presents danger of becoming a residential rental community.

High Land Cost & Restrictive Unified Development Code

High land costs don't yet outstrip vertical infrastructure value at most sites creating 'greyfield purgatory' and stifling development. A problematic UDC and parking have become development project pro-forma killers.

Land Scarcity But Abundance of Greyfield

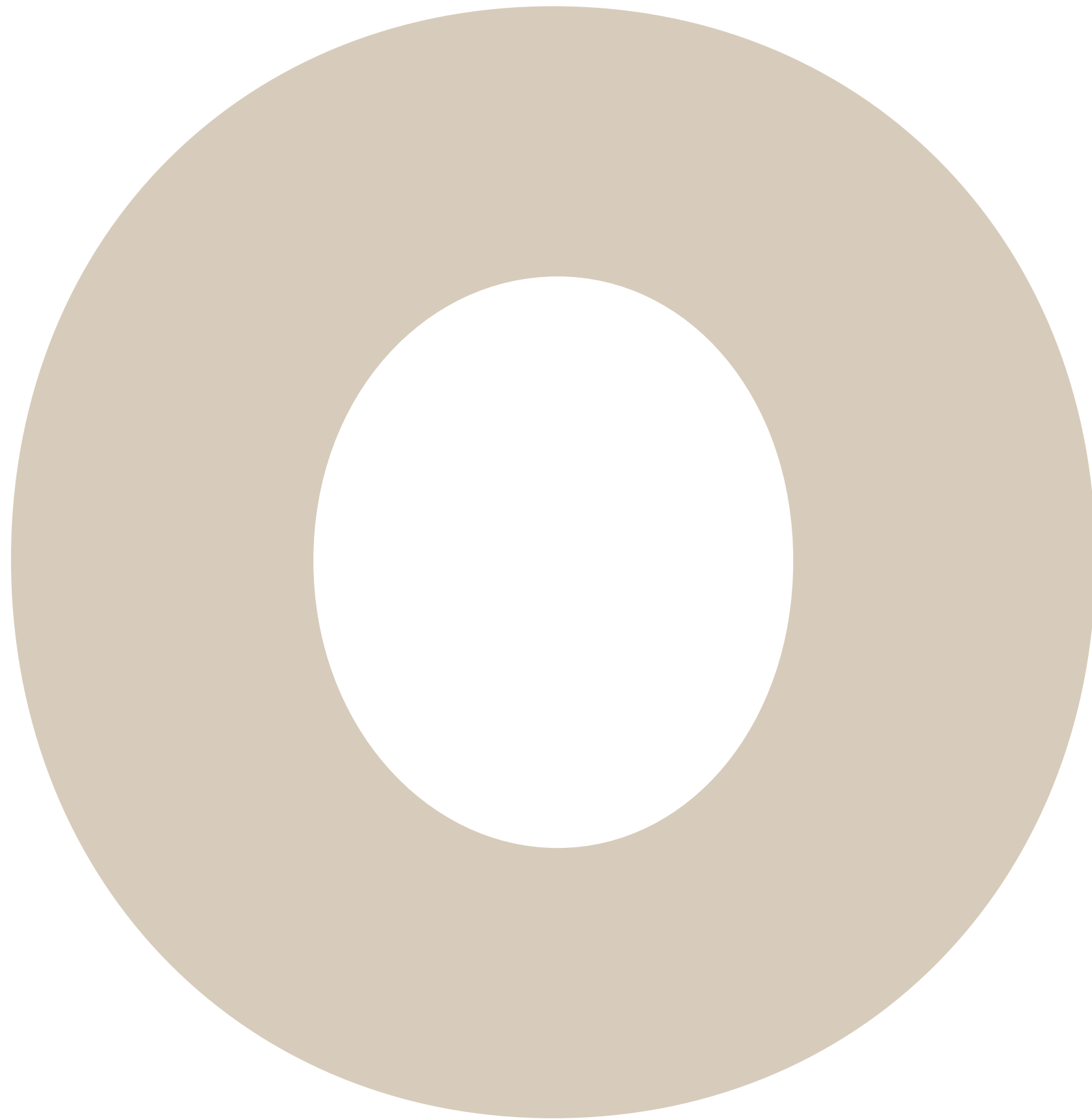
After 170 years Roswell lacks shovel ready greenfield sites. Greyfield is abundant because most commercial developments have or are reaching the end of their useful lifespan.

Unfocused Brand & A Reputation That Proceeds

Brand Roswell is one dimensional (historic). Reputation in the development community is very poor. This self-perpetuating narrative is entrenched with agencies at the county and state level, limiting recommendations and inbound opportunities.



SWOT ANALYSIS



Opportunities



Established Sectors & Industry

Roswell has well known, entrenched, stable enterprise level employers across three primary sectors - Healthcare, Consumer Packaged Goods and Automotive/Mobility/Technology.

A Quiet History of Innovation

Roswell has a rich and authentic history of innovation in the private sector. The Kimberly Clark Company's global innovation center has been operating in Roswell since 1980. General Motors houses over 1100 digital programmers and developers at their Mansell campus. Wellstar operates 1 of only 9 Trauma 2 hospitals in the state which includes a bi-plane stroke lab.

Financial Strength

The City has a AAA credit rating with nearly \$1,000,000,000 in available bond capacity.
A 170 year old small business with a billion dollar line of credit it doesn't access!



SWOT ANALYSIS

Threats



Generational Land Ownership

Roswell has an abundance of generational landowners, with no debt service, grandfathered zoning and little incentive to redevelop.

Out of State REIT's

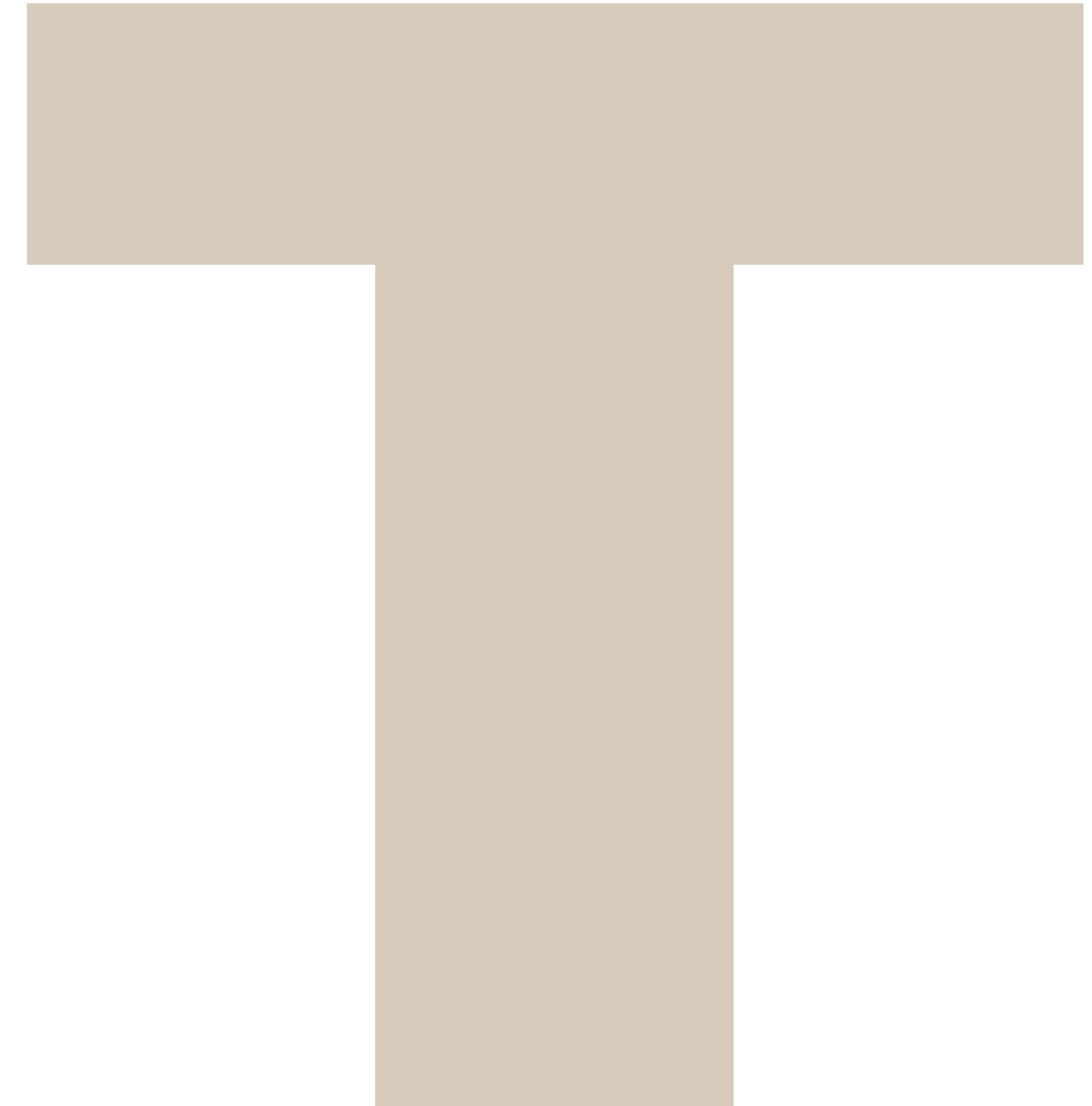
Roswell has 9,700 apartment units. A substantial number of the existing multi-family complexes are owned by Real Estate Investment Trusts from outside the state.

Missing Economic Development Infrastructure

Roswell has no post secondary academic institutions inside its boundaries. Local Industry must rely solely on recruitment. One exit off of GA400 creates ingress/egress bottlenecks and a 'drive by bedroom community'.

A Tale of Two Cities

Primary services, historic assets and positive reputation reside in West Roswell. East Roswell was not fully integrated after annexation and suffers from unplanned patchwork development.



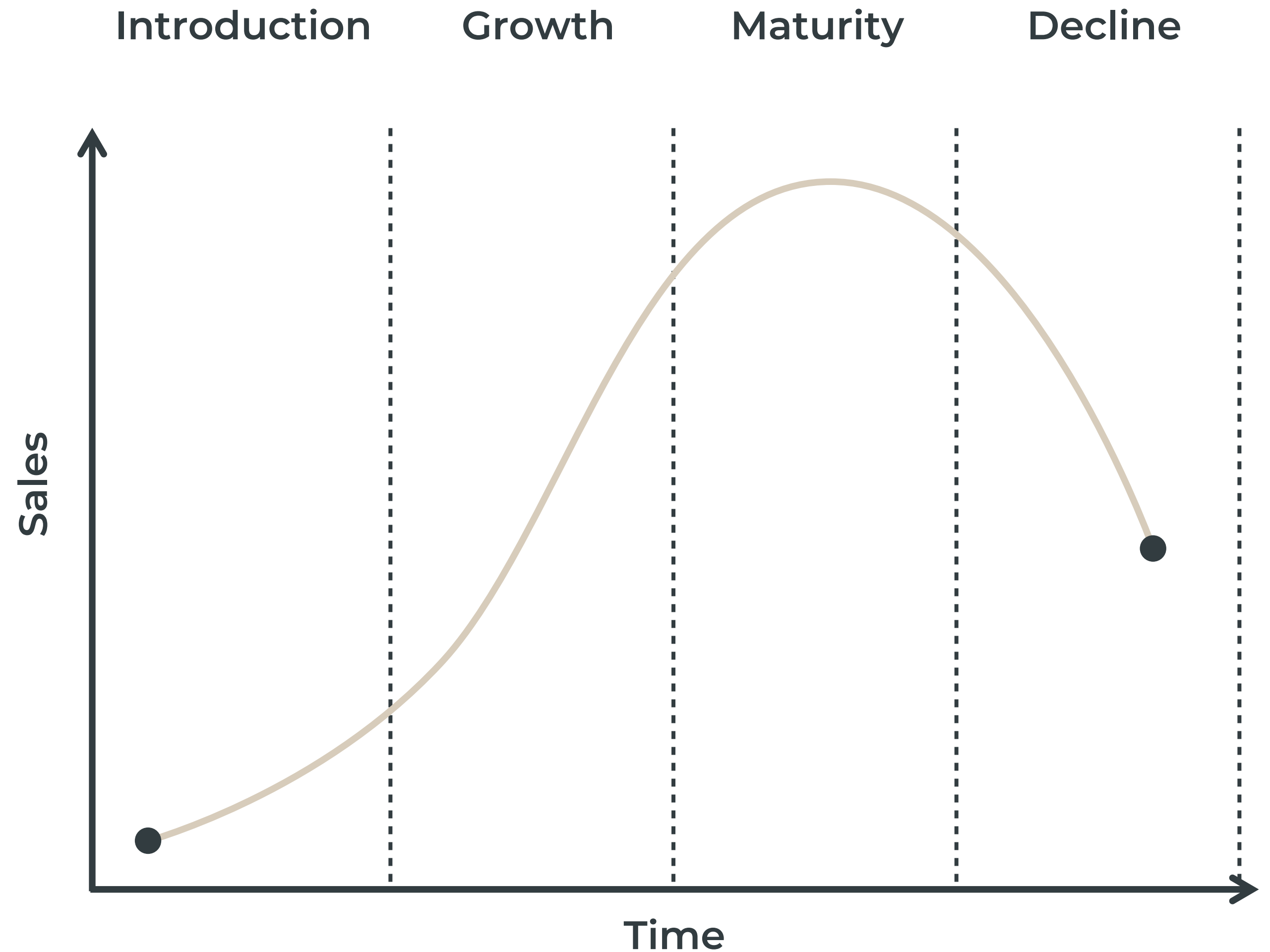
THE INDUSTRY LIFE CYCLE

MATURED INDUSTRIES



Three of the longtime primary industries driving the local economy are all in the mature phase. Scaling through early and late majority has occurred, making forecasted growth incremental and not exponential.

Roswell needs to support current sectors for sustainable growth but reposition to attract new nascent or scaling industries that do not require large amounts of land.



KPI'S & COMPARABLES

Demographics (2023)	Roswell	Alpharetta	Sandy Springs	Johns Creek
Population	93,817	66,419	109,864	82,939
Median Age	40.1	38.0	38.1	40.3
Median Household Income	\$118,167	\$138,137	\$98,724	\$149,880
Median Home Value	\$446,900	\$521,819	\$571,357	\$484,654
Per Capita Income	\$64,693	\$70,280	\$72,574	\$64,165



COMPETITION LANDSCAPE

Population 25+ by Educational Attainment (2023)	Roswell	Alpharetta	Sandy Springs	Johns Creek
Less than 9 th Grade	2.3%	1.5%	1.7%	1.7%
9 th – 12 th Grade, No Diploma	2.5%	1.3%	1.4%	1.5%
High School Graduate	10.9%	7.3%	9.5%	6.7%
GED/Alternative Credential	1.2%	1.0%	1.3%	1.0%
Some College, No Degree	11.2%	10.6%	11.8%	11.0%
Associate Degree	6.6%	5.4%	4.3%	5.9%
Bachelor’s Degree	40.7%	43.9%	42.7%	40.6%
Graduate/Professional Degree	24.6%	29.0%	27.4%	31.6%



THE ECONOMIC FLYWHEEL

BUILDING MOMENTUM



Sector Strategy for Industry Recruitment

Enhance existing sector partners to recruit additional supporting industries. Pursue one new sector (Aerospace).

Target Geographically Catalytic Projects

Multi-purpose developments that catalyze adjacent parcels.

Boundary Breaking Infrastructure

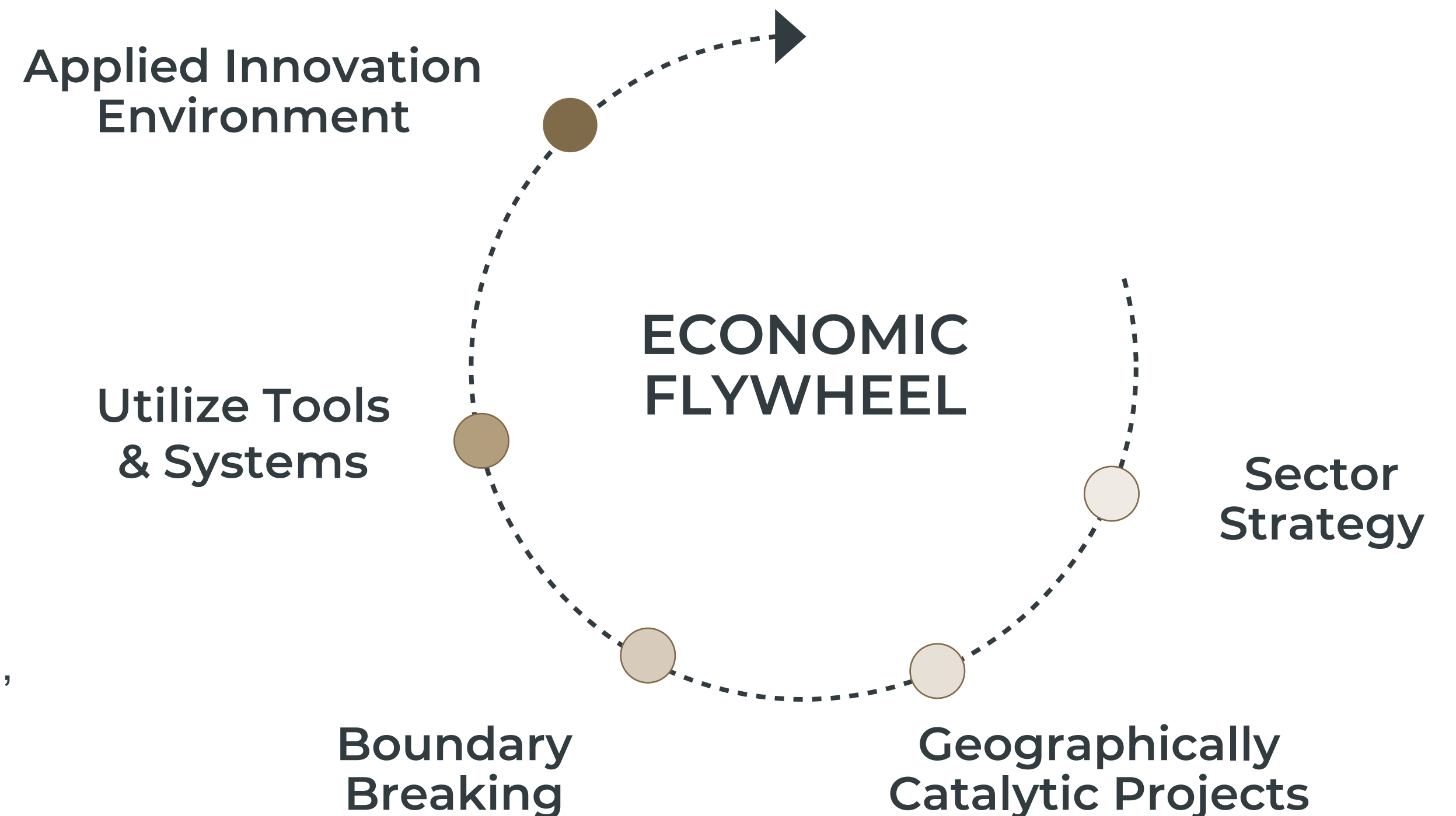
Development that attracts visitor for short term stays.

Economic Development Rules of Engagement

Integrate all ED partners, consolidate tools (regulatory & financial), define systems for evaluation, implement GO NO GO. Build a parking business line and apply it to ease development

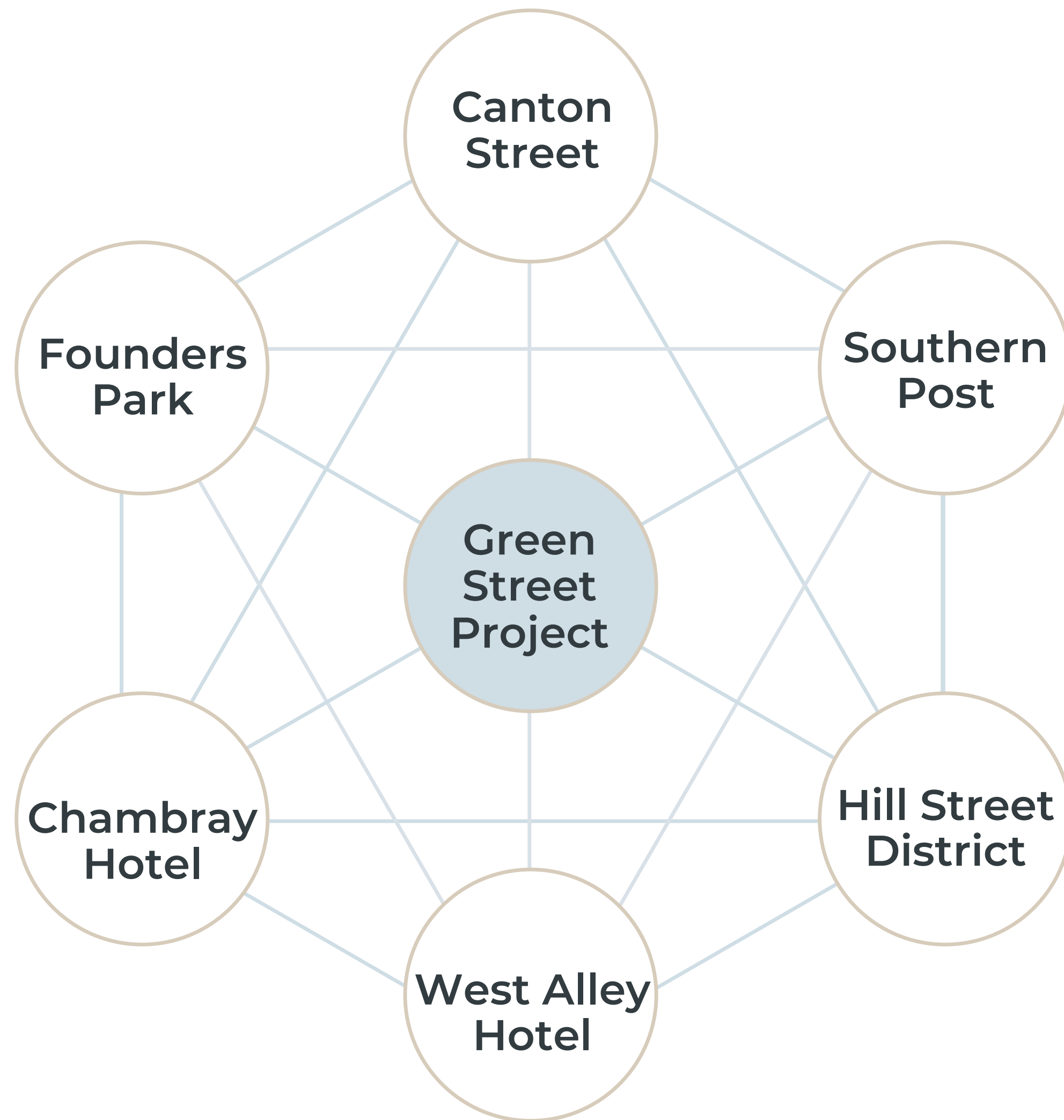
Applied Innovation Environment

Reclaim the city's position as an innovation leader. Build an applied research lab environment city wide for needs based innovation.



PAUSE FOR QUESTIONS

ORCHESTRATED DEVELOPMENT



AN EVOLVED DOWNTOWN

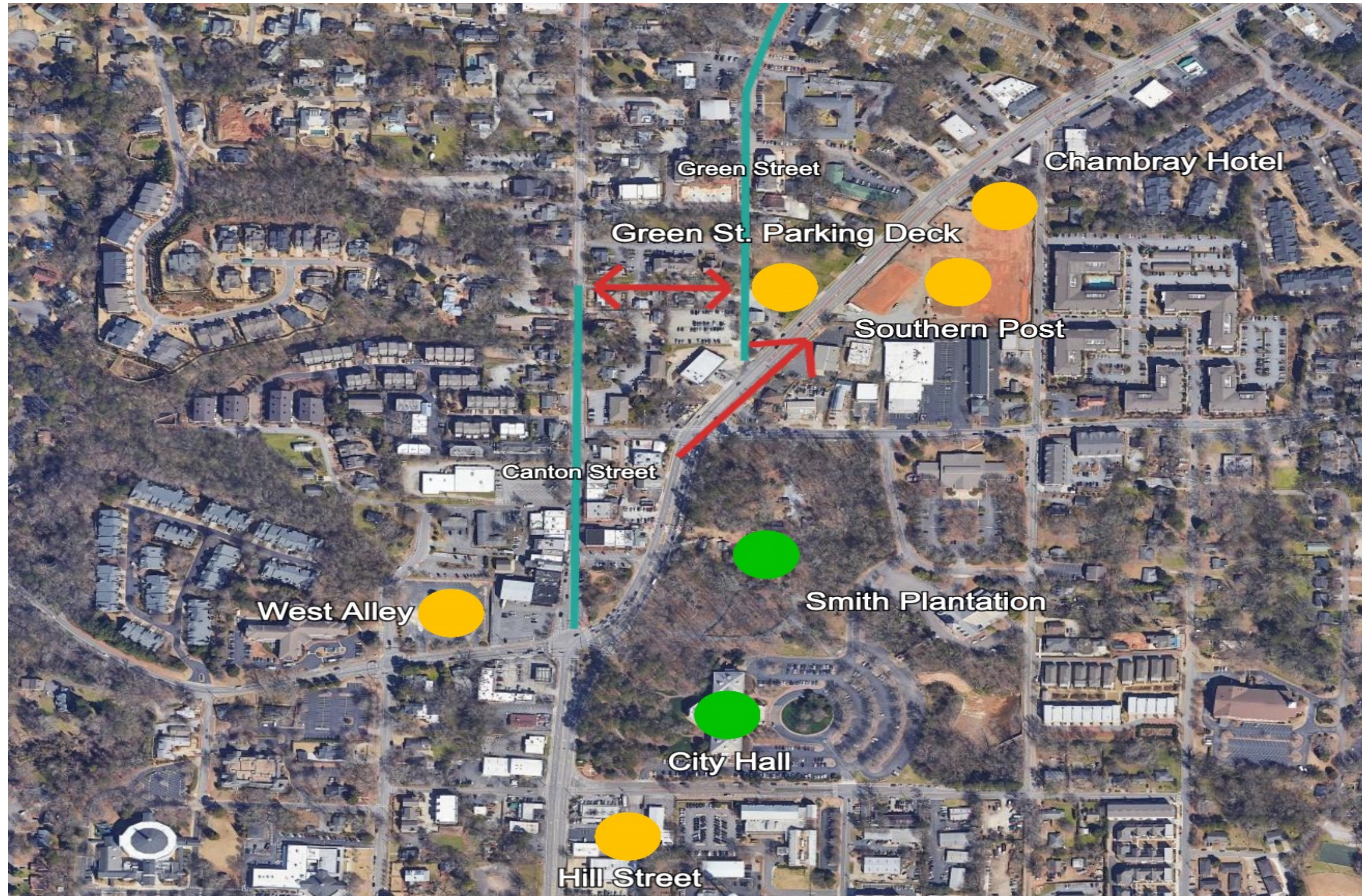


Historic downtown Roswell is a unique tapestry of eclectic homes, businesses and buildings that have evolved organically. Growth has been unplanned which has led to stranded historic assets, inefficient parceling, difficult land assemblies, traffic and a lack of parking to support businesses.

Canton Street as an icon lacks the ability to add density, verticality or scale but Green Street can be used as a hub to connect a broader downtown.



NODE ONE DOWNTOWN



DOWNTOWN PROJECTS

PROJECT	SIZE	PROJECTED VALUE	TIME FRAME FOR ORIGATION	DESCRIPTION
Green Street Activation Plan	5+ Acres	\$35,000,000	2025	Public parking deck, assembly area, multi-use trail system
Hill Street District	7 Acres	\$102,000,000	2025	Mixed-Use District
West Alley Hotel	3.72 Acres	\$127,500,000	2025	Boutique Hotel (Kimpton Flag)
Chambray Hotel	0.68 Acres	\$50,000,000	2025	Boutique Hotel (Hyatt JDV)



DOWNTOWN PROJECTS

PROJECT	SIZE	PROJECTED VALUE	TIME FRAME FOR ORIGATION	DESCRIPTION
Southern Post	4+ Acres	\$126,000,000	2024	Mixed-Use
Roswell Junction	2 Acres	TBD	2024	Food Hall
Founders Park	30+ Acres	TBD	2020	Historic Assets



GREEN STREET ACTIVATION PLAN



For Presentation Only

The Green Street Activation Plan provides structured parking, an assembly area, a multi-use trail system for Downtown and the opportunity to reimagine Green Street at large. The project also contemplates pedestrian foot traffic moving east/west from the Southern Post project and on to Canton Street via Plumtree Street.



HILL STREET DISTRICT



Reimagined as a seven acre multi-use development that reconstitutes the original plan of ninety-six apartments on 1.13 acres which projected as the densest development in North Fulton. The newly expanded project will act as a catalyst to the redevelopment of the Hill Street District which includes the RHA affordable housing program.



FOUNDERS PARK



LEGEND

PHASE I PRIORITY IMPROVEMENTS

- 1 BULLOCH HALL POND
- 2 EVENT PAVILION & EVENT SPACE
- 3 MIMOSA FLAGSTONE DRIVEWAY RESTORATION
- 4 MIMOSA HALL PARKING WITH DROP-OFF AREA (22)
- 5 MIMOSA HALL VENDOR PARKING (18)

BUILDOUT IMPROVEMENTS

- 6 FOUNDERS WALK
- 7 INTERSECTION IMPROVEMENTS
- 8 BULLOCH AVENUE IMPROVEMENTS
- 9 SOFT SURFACE TRAILS
- 10 OUTDOOR CLASSROOM / AMPHITHEATER
- 11 HISTORIC LANDSCAPE RESTORATION
- 12 GARDEN FOLLY / SMALL CHAPEL
- 13 ACCESSIBLE PATHS FROM PARKING AND MIMOSA HALL TO EVENT SPACE
- 14 PUBLIC ART OPPORTUNITIES
- 15 STABILIZED DRIVE TO VENDOR PARKING
- 16 PARKING ALONG BULLOCH AVE (10)
- 17 NATURE-BASED PLAY SPACE
- 18 GREENHOUSE RESTORATION
- 19 GREEN BARN IMPROVEMENTS
- 20 RESTROOM BUILDING
- 21 PARKING ALONG MIMOSA BLVD (10)
- 22 CROSSWALKS ON MIMOSA BLVD
- 23 SPEED TABLE WITH PAVER TREATMENT
- 24 ROAD TREATMENT
- 25 INTERSECTION IMPROVEMENTS
- 26 PEDESTRIAN BRIDGE
- 27 STORAGE BUILDING
- 28 PARKING EXPANSION AT BARRINGTON HALL (54 TOTAL, APPROX. 30 NEW)

*APPROX. 90 ADDITIONAL PARKING SPACES THROUGHOUT THE PARK.

The Recreation and Parks Department is undertaking the Founders Park project to upgrade and revitalize the city's historic assets along the gateway corridor. This initiative includes Bulloch Hall, Holly Hill, Mimosa Hall, Barrington Hall, and Town Square, which together draw visitors to over 30 acres Downtown. The phased project will address both short and long-term needs, such as expanding event-hosting capabilities, enhancing trail and green space connectivity, and improving public programming.



WEST ALLEY HOTEL



The West Alley boutique hotel is projected to include 125 rooms, meetings and event space, fitness center, and a ground-floor and rooftop restaurant. The development will accentuate the corridor with modern visitor accommodations and provide increased foot traffic for Canton Street businesses while preserving the area's charm.



CHAMBRAY HOTEL



The 125-room Chambray Hotel is positioned for walkability to restaurants and breweries. Planned hotel amenities include a restaurant at street level, a rooftop eatery, a 24-hour market, valet, a fitness center, and 1,300 square feet of flex and meeting space. A \$50-million boutique lodge at a site where Alpharetta Highway meets Fraser Street in Roswell, two blocks east of the food and beverage destination Canton Street.



ROSWELL JUNCTION



Roswell Junction is located on the site of the former Atlanta Street Baptist Church, which sold the property and moved to Woodstock as part of the Historic Gateway Project. Offering a variety of concepts under one roof, will house eight unique food concepts, three separate bars, a large patio and music bandstand and even a fenced in dog park.



SOUTHERN POST

For Presentation Only

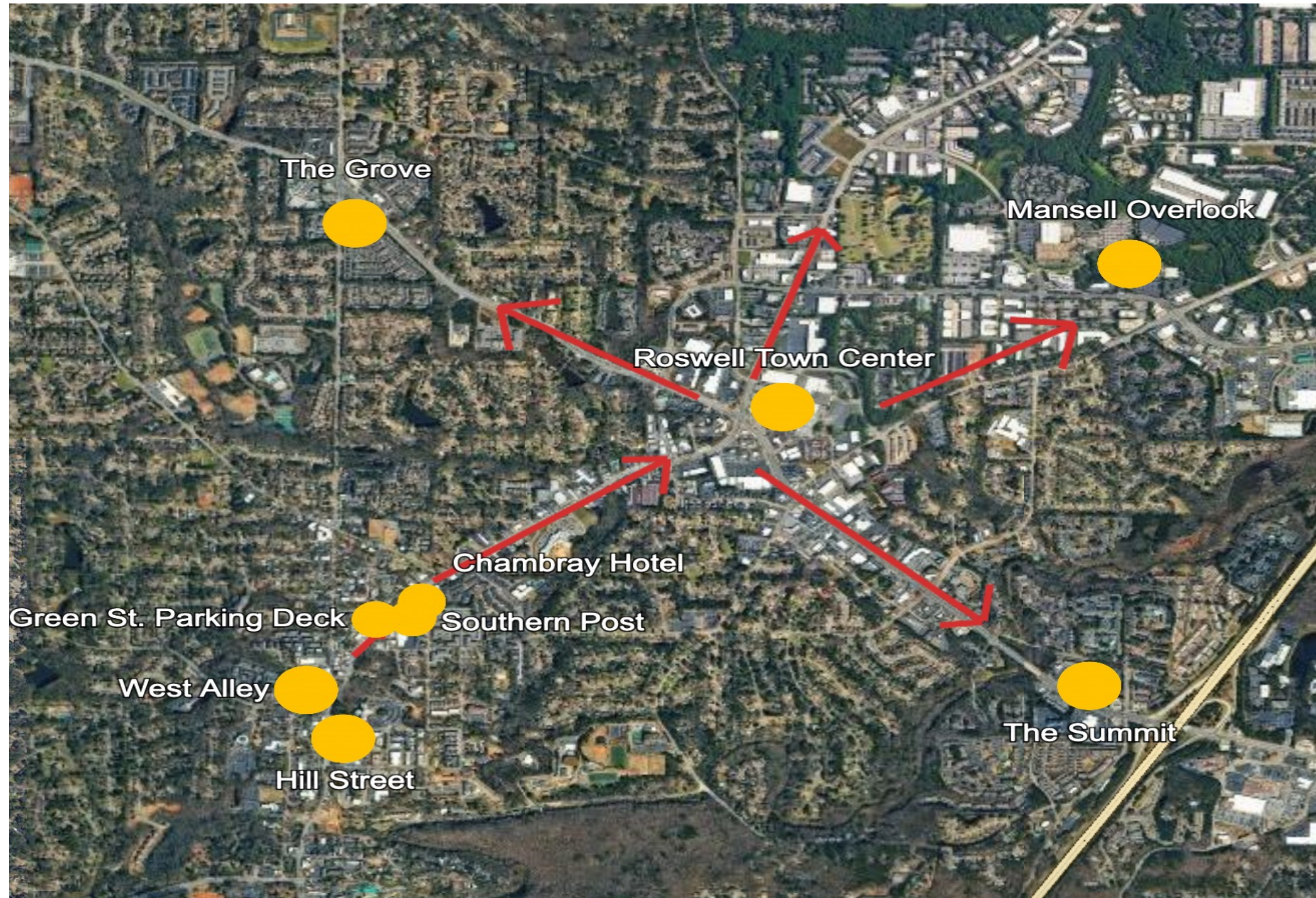


Southern Post is a 4+ acre mixed-use destination with curated selection of retail, office, and residential space. It brings 95,000 square feet of loft style, open-concept office space, 40,000 square feet of retail space, and 137 homes to the heart of Roswell. The high-end apartments and luxury townhomes, known as Chandler Residences, are perfect for those who seek a walkable and vibrant community.

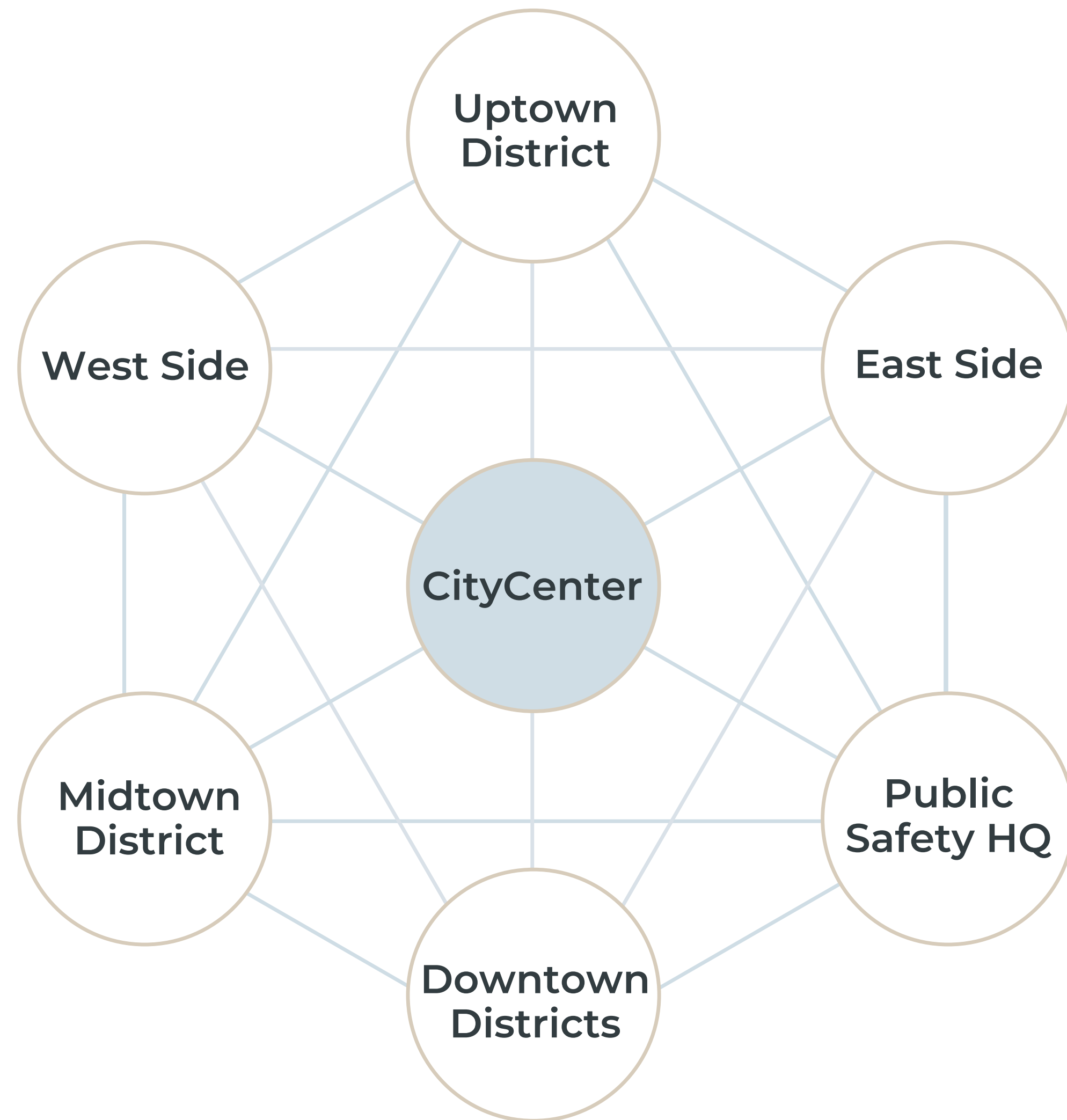


PAUSE FOR QUESTIONS

NODE TWO MIDTOWN & UPTOWN



ORCHESTRATED DEVELOPMENT



CITY CENTER AT THE CRUX



City Center is 42 acres of existing retail/commercial property located at the crossroads of Holcomb Bridge and Highway 9.

A prime candidate for redevelopment as this significant parcel sits at the intersection of midtown and uptown, the east/west corridor to the new centrally located Public Safety Center and on the east side development hub.



MIDTOWN & UPTOWN PROJECTS

PROJECT	SIZE	DESCRIPTION
Town Center	42 Acres	Large, centrally-located commercial property assembly
WellStar North Fulton Medical Center	15 Acres	Level II Trauma and Emergency Cardiac Care Center
Mansell Overlook	46.2 Acres	320,000 SF Office complex with new development opportunities
The Grove	2.7 Acres	Restaurant-District (Office and Retail)



TOWN CENTER



Town Center presents a unique opportunity to reimagine and advance the vision of Roswell by transforming the geographic center-piece located at the intersection of Holcomb Bridge Road and Highway 9.



MANSELL OVERLOOK

Development Land – Potential Site Plan for Mansell Overlook



Located adjacent to the General Motors Campus, Mansell Overlook currently houses over 320,000 SF of office but has the potential to become a mixed-use development providing an all encompassing live-work-play environment.



WELLSTAR NORTH FULTON MEDICAL CENTER



Part of the WellStar Health System, North Fulton Medical Center is a Level II Emergency Cardiac Care Center, Level II Trauma Center, and Joint Commission Comprehensive Stroke Center. The site also features the potential for expansion and increased services capacity.



THE GROVE AT ROSWELL

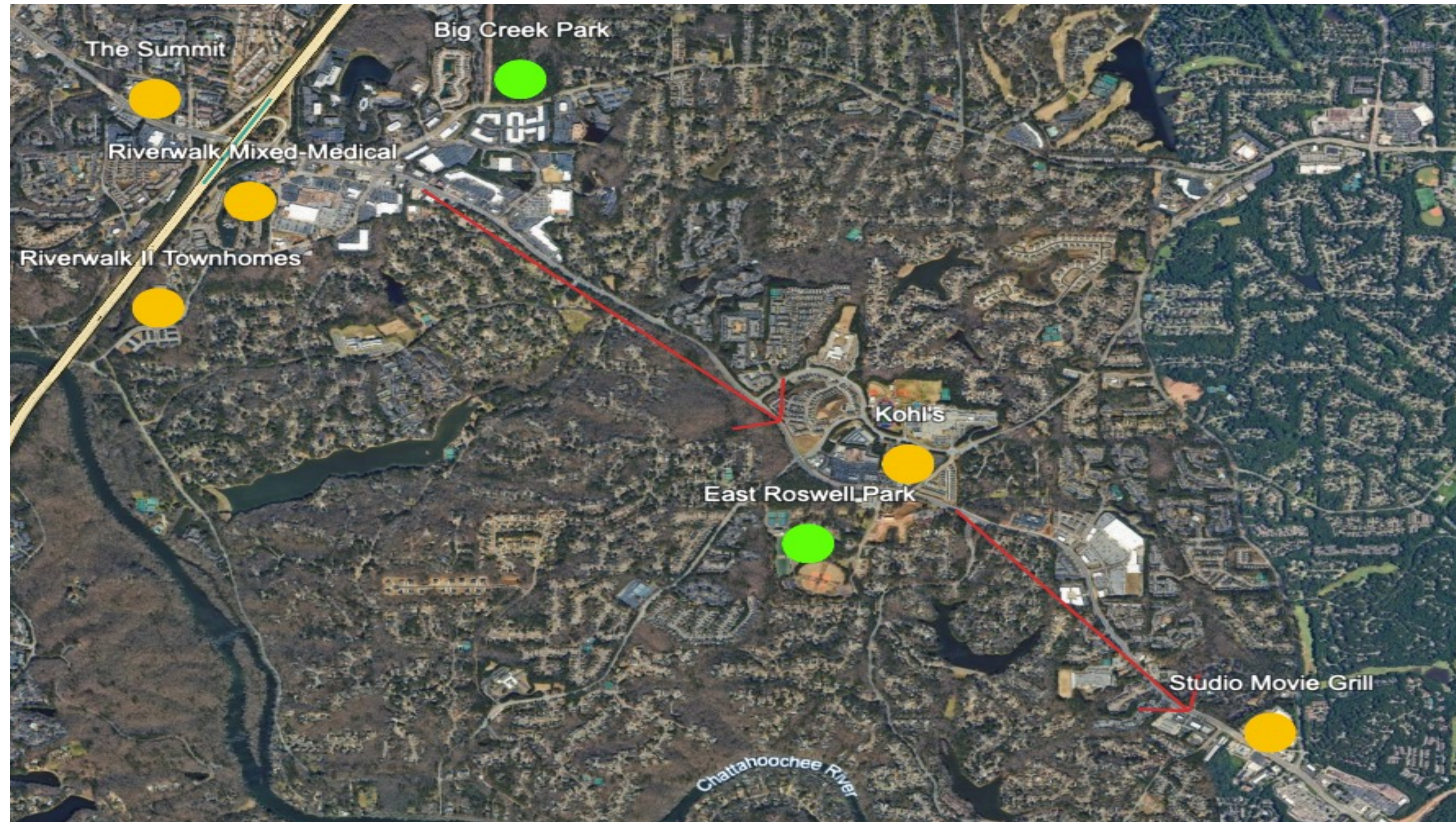


The Grove at Roswell will offer a unique atmosphere in its blend of retail and office with the addition of a restaurant district recently passed by Mayor and Council. This redevelopment located at Crabapple Road and Highway 92 seeks to create an open, green atmosphere for its dining patrons and office-goers alike.



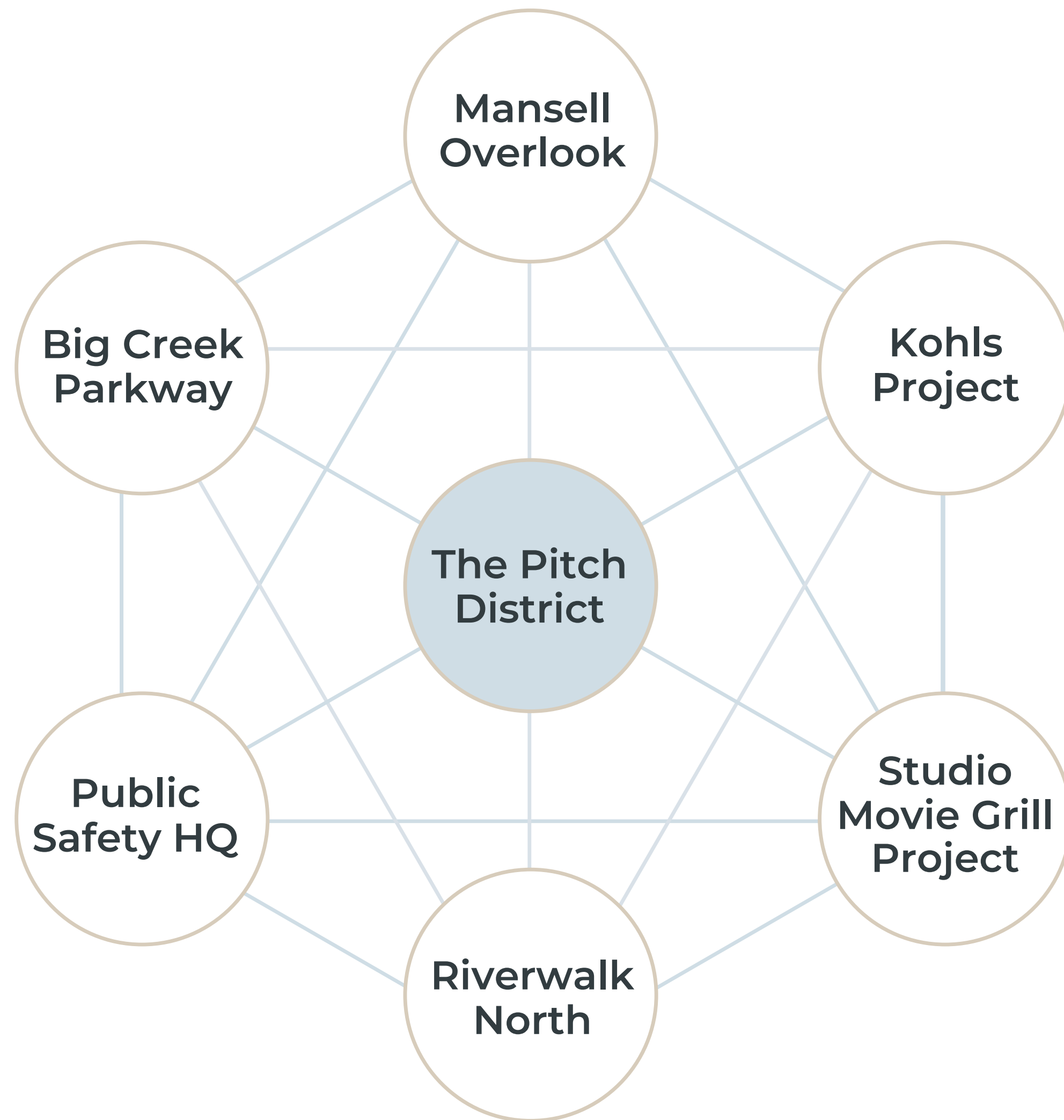
PAUSE FOR QUESTIONS

NODE THREE THE EAST SIDE



ORCHESTRATED DEVELOPMENT

A SPORTS & ENTERTAINMENT DISTRICT



The Pitch is contemplated as a large scale multi-purpose master planned development. Anchored by a USL soccer stadium but also programmed for live music, special events and local youth sports.

With a variety of locations under consideration, the priority will be to focus on east and east central sites where the concept may also act as a primary catalyst to additional adjacent development opportunities while providing a core asset and new identity for the east side of the city.



EAST SIDE PROJECTS

PROJECT	SIZE	PROJECTED VALUE	DESCRIPTION
USL Site 1A	TBD	\$350,000,000	Future Sports & Entertainment District
Riverwalk North	10 Acres	\$215,000,000	Mixed-Medical
Kohls Project	15 Acres	TBD	Former Kohls Shopping Center Site
Studio Movie Grill	12.5 Acres	TBD	Former Movie Theater Shopping Center



EAST SIDE PROJECTS

PROJECT	SIZE	DESCRIPTION
Edible Arrangements	20 Acres	Potential development of Office Headquarters
Riverwalk II	20.2 Acres	Townhomes
Big Creek Parkway	TBD	Transportation Project
Public Safety HQ	9.7 Acres	120,000 SF Office Complex



USL SPORTS & ENTERTAINMENT DISTRICT

For Presentation Only



The future home to the City of Roswell's recently awarded Division I Women's and Champions League Men's United Soccer League teams. The Sports & Entertainment District will be a mixed-use development anchored by a 15,000-seat stadium. The attached photo is for representation purposes only.



RIVERWALK LIFE SCIENCES CAMPUS



The Riverwalk North Mixed-Medical project seeks to add an estimated 200,000 SF of medical office, 60,000 SF Life Science, 30,000 SF Wellness, a 55,000 SF Plaza, and 1,400 - 1,800 Parking Spaces.



BIG CREEK PARKWAY



The Big Creek Parkway project will build a new two-lane roadway across GA-400 from Warsaw Road to Old Alabama Road. It will include a new bridge over GA-400 and a new bridge over Big Creek (waterway) with the goal to alleviate the congested Holcomb Bridge interchange between East and West Roswell.



EAST SIDE PROJECTS



Kohls Project

Description:

With adjacency to East Roswell Park and Library the Kohl's site has promising redevelopment potential..



Studio Movie Grill

Description:

Potential redevelopment of existing shopping center.

Edible Arrangements

Description:

Potential corporate headquarters.



Riverwalk II

Description:

New townhome project on Old Alabama Road.



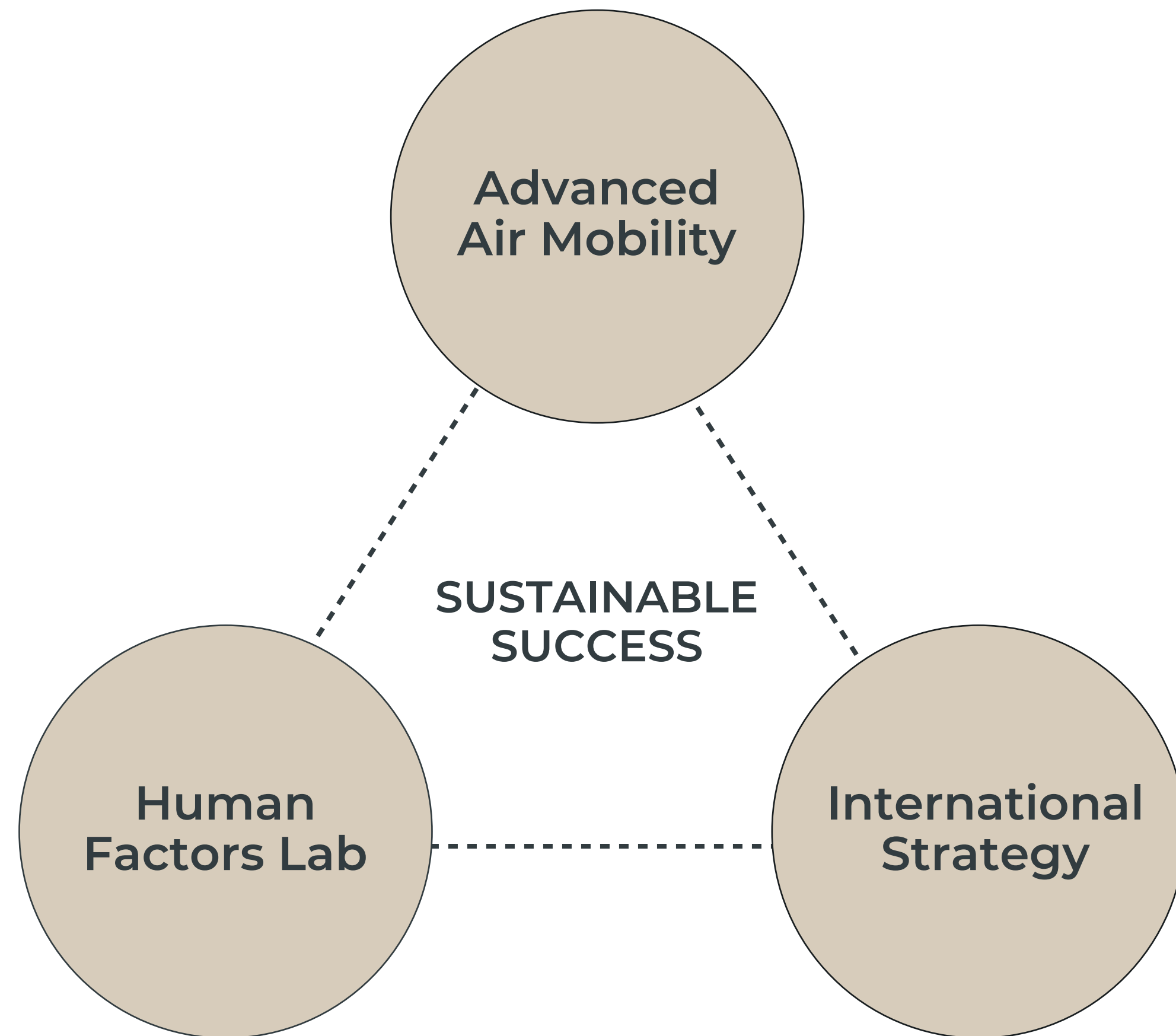
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PAUSE FOR QUESTIONS

FUTURE PLATFORMS

LOOKING BEYOND LOCAL & REGIONAL



Aerospace & Advanced Air Mobility

The Georgia aerospace sector was the States number one export at \$11.1 billion. Aerospace is second in manufacturing across the state with 800 companies producing \$57.5 billion in economic impact.

Human Factors Center of Excellence

The center of excellence blends an incubator, accelerator and human factors lab capable of reinstituting Roswell as the preeminent center for IP development. Focuses on human machine teaming, artificial intelligence and quantum computing act as ubiquitous overlays to existing and new sectors



THANK YOU



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