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on Communities

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Can You Compete with Low-Cost Countries?

To better understand the nature of low-cost competition in the global arena and its impact on U.S. manufacturing and our economy, the National Institute of Standards and Technology (NIST) researched factors behind China's economic surge and publicly presented its results in mid-May at Georgia Tech. Bottom line? Several domestic manufacturers that have not been vulnerable to import competition in the past will be vulnerable to China-based manufacturers. It's no longer a problem confined to apparel, consumer electronics, and furniture. Durable goods, some of which have already lost market share to Japan, Korea, and Europe will face even greater risk. Local governments, economic developers, and existing industry leaders need to be aware of, and constantly pursue, strategies that can help protect them.

The one-day symposium, sponsored by Georgia Tech's Economic Development Institute (EDI) and 360vu Network Services, was attended by some 100 manufacturers and economic developers from companies and communities across Georgia. Ben Vickery of NIST's Manufacturing Futures Group discussed trends relating to competition with low-cost countries, and specifically, factors driving China's phenomenal growth. He was followed by Kristin Stehouwer, director of the Michigan Manufacturing Technology Center Northwest, who talked about how companies can effectively compete in a global environment.

Globally, technology adoption has boosted productivity and lowered costs; trade agreements such as NAFTA have reduced barriers; and Russia, China and other countries have entered the scene—all meaning stronger competition but also more opportunities. The days when Georgia communities can compete on cost are long over. For example, in China

the standard wage is 70 cents per hour, or 1/36th of the U.S. rate and less than half of Mexico's, and its population far exceeds 1 billion people. Also, China's undervalued currency contributes to its cost advantage. Government incentives are many, and regulations comparatively few.

In addition, the Chinese domestic market, with its booming middle class, lures U.S. manufacturers which, in turn, draw their suppliers after them. American firms once went to China mainly to serve its domestic market, but many now locate there to use China as a platform for their own world market. The country has shifted to attracting companies with higher-tech manufactured products and processes,

and its educational attainment or capacity (for example, science and engineering degrees) approach that of Japan. Also, China has seen a big increase in jointly owned enterprises, from 9 percent in 1990 to 40 percent today.

All this is not just grist for federal econometric mills nor busy work for NIST, an arm of the U.S. Commerce Department that administers the national Manufacturing Extension Partnership (MEP). Low-cost competition cuts to the core of many U.S. communities' economic condition;

consider the number of textile and apparel firms that have closed shop in Georgia due to cheaper production in Mexico, China, or Bangladesh. And improving the local economy is at the forefront of every economic developer's efforts.

The NIST presentation--which included a briefing on world markets and competition, an examination of strategies, and a roundtable discussion on the future of manufacturing—not only listed the problems



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or issues, it pointed to solutions. Among advantages U.S. manufacturers may have over their competitors:

- reliability
- quick turnaround
- complexity
- high tolerances
- innovation
- specialization & customization
- service
- proximity.

Successful companies, noted NIST, employ a combination of strategies sheltered from low-cost competitors.

For Georgia firms, says EDI's Bob Springfield, that might mean that competing head-to-head based on price could be a fatal mistake. "Firms might consider product-based, innovation/R&D, process-based, or design-intensive strategies. Of course, these strategies won't work for everyone, and, if they do work now, their advantages may erode over time." As for economic developers, he says, "They can respond to the threat by making an inventory of local manufacturers that are vulnerable and helping these companies identify and implement appropriate strategies."

This is what Georgia is striving to do statewide through the Business InSight program, an initiative of EDI and the state departments of Economic Development and of Technical and Adult Education. Essentially, it's designed to increase understanding of the issues important to Georgia companies and the competitive environment they face. This better understanding will enable more effective allocation of resources to address growth opportunities and problem areas.

Keynote speaker Gus Whalen, CEO of Warren Featherbone Company in Gainesville and an authority on industrial partnerships, observed that businesses facing obsolescence or foreign competition must continually reinvent themselves and come up with a product or process that provides competitive advantage. Also addressing the symposium were Jim Jones, acting president of the Georgia Industry Association; Brad Fitzgerald, global strategy manager of UPS Supply Chain Solutions; and Dr. David Rosen, director of Georgia Tech's Rapid Prototyping and Manufacturing Institute.

Notes EDI's Deborah White: "EDI was proud to partner with NIST on such an important event. Georgia manufacturers, and economic developers, must understand the nature of this competition and how to cope with it. We will continue to offer high-level events to help these two groups—our primary customers—sustain their companies and communities."

"We have many companies in our community with a global presence, and this topic was very timely," says Brian Cardoza, president and CEO of the Fayette County Development Authority. "We try to provide valuable resources to our existing industry base so we invited representatives to attend this course, and several accepted our offer." ❖

—Lincoln Bates and Joy Wilkins, CECd

Diversify to Succeed

Economic developers at the "Emerging Trends In Location Analysis" course at Georgia Tech in June heard a common refrain from the speakers: In today's global economy, economic diversity must be the goal of every community.

"Industry retention may be out of our hands no matter what we do," said Dennis Donovan, director of global site selection for the Wadley-Donovan Group. "Communities can remain competitive by positioning themselves culturally and demographically to attract businesses. The three major drivers behind choosing locations are market penetration, cost minimization, and gaining the local knowledge base."

Prentice Knight, vice president of discovery for CoreNet Global, Inc., agreed with Donovan's assessment. "Most wealth creation today is concentrated around knowledge work, and developers should focus on what their communities can do in terms of quality of life," he said. "Diversify your activities, learn to position yourself against communities worldwide, and look for those knowledge workers."

Attendees also heard presentations on business relocation decisions, logistics, accounting functions, location strategies, emerging workforce needs, and more. The two-day seminar was sponsored by EDI and CoreNet Global, Inc., the world's premier organization for corporate real estate and related professionals. For conference presentations, visit www.ceds.gatech.edu.

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CQGRD's Catherine Ross

Former executive director of the Georgia Regional Transportation Authority (GRTA) and long-time champion of quality growth, Dr. Catherine Ross directs the Center for Quality Growth and Regional Development (CQGRD), a consortium of six metro Atlanta universities headquartered at Technology Square in Midtown. She also holds the Harry West

Chair of City and Regional Planning at Georgia Tech. Here she discusses the activities and achievements of CQGRD and offers her perspective on issues related to quality growth and what it means for Georgia's economic developers.



Dr. Ross.

Focus: How long have you been at Georgia Tech, and what is your background?

Ross: I started at Georgia Tech as an assistant professor in the graduate City Planning program in 1976 and have been at the university and in that department since then, except four years as executive director of GRTA. I also was co-director of Tech's Transportation Research and Education Center from 1991 to 1996. I did my undergraduate work at Kent State University and earned my Ph.D. in City and Regional Planning from Cornell. I'm a native of Cleveland, Ohio, but have lived here a long time and think of myself as a Georgian.

Focus: What was the impetus to the establishment of CQGRD?

Ross: The idea for the center emerged in 1993 from the Atlanta Regional Commission's Vision 20/20 process where local leaders identified the need for an interdisciplinary think tank to address challenges and opportunities posed by development. Post Properties' John Williams endowed the Harry West Chair of Quality Growth at Georgia Tech with a donation of \$1.5 million. The center itself was created in 2003 to

address quality growth issues, not only for Atlanta, but for national and international levels, as well. The center is a consortium of Georgia Tech, Clark Atlanta University, Emory University, Georgia State University, University of Georgia, and Mercer University.

Focus: What is the center's mission or purpose?

Ross: Our mission is to improve the theory and practice of quality growth through technology. We seek to develop concepts *and* implement them.

Focus: Who are CQGRD's key partners?

Ross: Our efforts involve the community and state levels. We partner with Tech's College of Architecture, EDI, the state departments of Community Affairs and Transportation, the design community, chambers of commerce, and economic developers, among others.

Focus: What services does CQGRD provide, and where?

Ross: We can draw resources from across Georgia Tech and assemble teams for any community. For example, we're currently working with EDI in Hall County addressing economic development opportunities and quality-of-life issues. We can evaluate the relative health of areas, ranging from impact of air quality to the safety and effectiveness of transportation. We can be involved in redevelopment of brownfields and more productive use of vacant land in rural areas. We also help deliver training courses, such as our Smart Growth Toolkit Course, held this fall in conjunction with the Department of Community Affairs, Georgia Municipal Association, and Association County Commissioners of Georgia, and our Context Sensitive Design Symposiums conducted with the Georgia Department of Transportation.

Focus: What are some of CQGRD's milestones or achievements to date?

Ross: One, we've developed a strategic vision plan, an exercise that sometimes gets short shrift—but not at CQGRD. Two, last year we had 40 outreach activities, such as a symposium held with the state De-

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partment of Transportation. Three, our Buford Highway project, which involved rethinking strip malls, won a design/planning award and will be featured in *Harvard Magazine*. Four, we've been designated a national repository for publications of the Urban Land Institute, which means that developers and others can come here and tap into that resource. And five, we completed a study of metro areas involving computer simulations that, depending on land use decisions, enable us to facilitate economic development, ease congestion, address housing diversity, and explore quality-of-life issues.

Focus: What are some issues affecting quality growth in Georgia?

Ross: Quality of life is teetering here. For example, the ability to move around efficiently, comfortably, and safely is questionable. We need better mobility for people and vehicles. And the next generation of successful places will attract knowledge workers, which means offering great amenities, clean air, green space, social interaction, connectivity—we need to create this. Also, we must continue to be attractive to retirees, both those living inside and outside Georgia—how can our region welcome them? Perhaps the biggest issue is investment in infrastructure, for example, education and transportation. These are costly, but it's time for Georgia to reinvest in Georgia. And we've got to tell our story, talk up the state and region. We want our activities to reverberate so that others know about our progress and civic leadership-- we all need to be advocates.

Focus: Are there any quality growth initiatives in Georgia that you're particularly interested in or excited about?

Ross: Certainly Midtown Atlanta has created a model for redevelopment. Also, the Atlanta Regional Commission's Livable Communities Initiative, which gives planning grants to communities to think through their design, is a successful program. And there's good synergy in academia and economic de-

velopment here, for example, the Georgia Research Alliance. Schools such as Georgia State and Georgia Tech give Atlanta a huge intellectual capacity, which helps attract knowledge workers.

Focus: What are some tools that Georgia communities can use or apply to achieve quality growth through their economic development efforts?

Ross: Tools that guide development include tax policies, land use policies, districts, zoning ordinances, conservation districts, and tax allocation districts, among others. Also, innovations such as animation and simulation enable communities to actually visualize where they're going. It's important to preserve "green" infrastructure and opportunities for quality of life. Don't let development consume it all.

Focus: What advice do you have for Georgia's economic developers and their communities?

Ross: Talk to the experts and take advantage of existing resources. We can help with sustainability, design, resource management, and other factors. When you think economic

development, think quality of life—the two are inextricably linked. Make the natural environment part of economic development. And think regionally, collectively. So many of the biggest opportunities arise when an effort is undertaken jointly. Form coalitions—all can profit from joint ventures. Also, we need to move beyond labels, divisive tactics, narrow worldviews. Sacrificing for the greater good sustains communities, and building communities is one of the most important things we do.

Focus: Would you share a little-known or personal fact about yourself?

Ross: I love art in all its forms, and I'm without artistic ability myself. But I believe it sustains all of us and makes a tremendous contribution to quality of life. It's the soul of civilization. So, I collect art—if I can't be an artist, I can support them. ❖

(Contact catherine.ross@coa.gatech.edu)

Mission: CQGRD is dedicated to the study, dissemination, and implementation of ideas and technology that improve the theory and practice of quality growth.

CQGRD achieves its mission through research, building partnerships, and outreach and education.

Location: 760 Spring St., Atlanta, GA
30308-1028

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Economic Development Group Gets New Manager

EDI's head of information technology services for communities and companies has been named senior manager of Center for Innovation in Economic Development.

Todd Greene, CEcD, will have responsibility for EDI's activities in economic development planning, readiness, and strategic assessments; fiscal and economic analysis; tourism development and research; and professional development. He also will oversee EDI's PEER Center (see page 7) that helps city, county, and state governments interested in implementing environmental management systems access the knowledge and experience of other public entities.

"Modern economic development takes a much more comprehensive approach than it did in the past. We have to look beyond traditional economic development and strive for innovative, technology-based applications to economic development challenges," explains EDI Director Rick Duke, CEcD. "In

this new role, Todd Greene will build existing capabilities with our community economic development services group, including community technology components, to apply to the needs of the government sector."

Greene, a graduate of the Buckhead Leadership Program and member of the Board of Directors for the Georgia Economic Developers Association, earned his undergraduate degree at Harvard University and master's degrees in organizational development and public administration from Washington University and Georgia State University, respectively. ❖



Todd Greene, CEcD.

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Stronger Support for Entrepreneurship

Don Betts, CEcD, who has worked for three years building EDI's ENet program to help communities enhance their environment for entrepreneurship, was recently named EDI's senior manager of Enterprise Development. This group combines three programs—ENet, the Georgia Tech Procurement Assistance Center (GTPAC), and the Georgia Minority Business Development Center (MBDC)—that can create synergy for helping business growth.

ENet is partnering with the Georgia Department of Economic Development to build a state process for helping communities develop entrepreneur strategies. The latter's regional managers will facilitate the effort, according to Betts, and ENet resources will be available to implement specific programs.

Also, ENet will be working with the Innovation Centers planned for five locales around the state, mainly replicating its successful program with the Georgia Rural Economic Development Center at East Georgia College, where Patrick Wilbanks serves as the entrepreneur outreach specialist. The effort will start with the **Tifton** center, and plans are to roll out another every six months, says Betts. OneGeorgia Authority is funding the replication and specific programs at the individual centers.

GTPAC—with staff now located in **Atlanta, Albany, Augusta, Columbus, Rockmart, Savannah** and **Warner Robins**—has helped Georgia companies obtain contracts with local, state and federal government agencies since 1985. According to Zack Osborne, who heads the program, GTPAC's best previous year in terms of client contract awards was \$287 million, but assistance in the first six months of this year alone has helped firms win more than \$336 million.

The recently established MBDC, managed by Donna Ennis, is headquartered in Atlanta but it is a statewide effort, says Betts. It works mainly with established minority-owned businesses to foster their further growth.

"Our new group was put together to help Georgia businesses grow," says Betts. "ENet brings community talent to the table, and GTPAC and the MBDC help local entrepreneurs and small businesses." He adds that he wants to make sure economic developers, local officials, and business owners know that these services are available across the state. And he wants to create more synergy with resources at EDI, Georgia Tech, and various state agencies. ❖

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Toward a Better Quality of Life

In June 2002, the U.S. Environmental Protection Agency (EPA) established the PEER Center to help public-sector organizations—from city halls to water treatment plants to correctional facilities—with information, technical assistance, and training related to better environmental management. EDI was selected as one of seven local resource centers (LRCs) around the country to help such entities adopt best practices, and one early project involves Bartow County.

On the rim of ever-expanding metro Atlanta, Bartow plans to develop and implement a county-wide environmental management system (EMS) that involves Cartersville, the county, and local industry. The comprehensive, first-of-its kind program will be a blueprint for environmental progress. According to County Commissioner Clarence Brown, the aim of the EMS is protection of natural resources for the best quality of life for Bartow County residents.



Georgia Department of Economic Development

School buses may offer an opportunity to cut air emissions.

The Bartow County EMS will provide a framework for community decision makers,

industry, and agriculture jointly setting objectives and goals to collectively work on cutting air emissions, improving water quality, and reducing solid waste. The effort will see the county working as a whole to target priorities, collect data, and monitor progress to achieve the desired results.

According to Deann Desai, LRC project director, the Bartow project will involve the school system, public works, and industrial partners. Teams will be involved in training, implementation, and audit activities over the next two years to accomplish their goal of better environmental performance through management systems. ❖

(Contact: deann.desai@edi.gatech.edu)

The Tools They Are A-Changing

Changing times mean changes in the pace and nature of economic development, and EDI has updated one of its principal tools—the Community Economic Development Readiness Assessment (CEDRA).

Originally developed by EDI's Jan Youtie, Larry Edens, and others for the U.S. Economic Development Administration, CEDRA was put to use by EDI in 2002 to assist Georgia communities that have recently launched an economic development program, hired a professional economic developer for the first time, and are beginning to revitalize an existing program or preparing for their next stage of growth. Through CEDRA, EDI provides recommendations for immediate action, efforts the community can undertake based on information gleaned through the assessment. CEDRA's value has been validated by its employment in some 20 communities throughout the state, from **Decatur** and **Johnson** counties to **Madison** and **Pike** counties.

To promote further innovation in the local economic development process, EDI has revised and enhanced CEDRA based on lessons learned from the practical application of the tool and according to current economic development needs. Further modification includes transformation to a Web-based application. ❖

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Shedding Light on White

In June, a group of visitors to **White County** stood apart from other others traveling to that north Georgia turf. A Department of Community Affairs (DCA) Quality Growth Resource Team comprising 42 architects, planners, public administrators, University System staff, and others toured the county to assess the area and recommend improvements based on innovative planning practices and quality growth (see *FoC*, spring 2004).

The tour took in mountain scenery and greenery, campgrounds, downtown Cleveland, and planned communities, but also an industrial park, commercial strips, dirt roads, junkyards, and used-car lots—the good, the bad, and the ugly. According to EDI's Karen Fite, who was part of the team, "Much of

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the area is very rural and characterized by haphazard development.”

Following the tour, the team met with local officials and citizens to gather views and perspectives and discuss the project. Subsequently, the team issued recommendations on topics ranging from housing to zoning. Economic development-related suggestions included: (1) a Workforce Development Committee to identify labor needs of existing industry, (2) extension of sewer infrastructure to areas where development could occur, and (3) expansion of efforts to support entrepreneurial growth. ❖

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Georgia Department of Economic Development

A waterfall helps make White County sparkle.

Technology Takes the Lead in Cordele

In January, EDI’s Hortense Jackson conducted a technology opportunity assessment for the Cordele Industrial Development Council with the idea of developing a plan for technology-led economic development. The community consequently formed a technology committee to promote the innovative use of information technologies (IT) that can empower **Crisp County** residents, institutions, and the region as a whole.

The technology opportunity assessment is an appraisal tool that provides a baseline inventory of digital development factors critical to community success, such as IT resources, IT-related activities, and available technologists to spearhead efforts. Such evaluations benefit community planning, industrial recruitment, and support for start-ups and existing programs.

The committee’s first project was to develop a community Web portal, which was one of EDI’s recommendations. Others included: (1) developing an IT component of the local economic development plan, (2) determining current and future demands for IT, (3) educating the public on IT’s value, (4)

evaluating requirements for public access, (5) developing a community resource guide, (6) promoting training of IT leaders, and (7) fostering development of e-government applications to improve citizen services.

According to Bruce Drennan, head of the industrial development council, “The Technology Opportunity Assessment has been a real learning experience. It has allowed the community to identify its technology assets and brought together a diverse group of people to solve community problems and identify IT projects that can make the community more competitive.” ❖

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Get Ready

EDI staff recently have undertaken Community Economic Development Readiness Assessments (CEDRAs) in two rural Tier 1 counties.

In **Telfair County**,

which has only one full-time economic developer, EDI was referred by the Heart of Georgia Altamaha RDC. A principal need is formulation of one-to-three-year economic development objectives. According to Danny Duggar, the CEDRA interview has been completed, but recommendations have not yet been composed. The county’s development authority can build upon those recommendations, when available, to devise its multi-year goals.

In mid-May, Joy Wilkins and Jill Winkelman interviewed local economic developers in **Glascok County**. From the evaluation, recommendations for that east Georgia community related to, among other things:

- Economic Development knowledge-building, such as through the Georgia Economic Developers Association and the Georgia Academy for Economic Development
- Youth development
- Dissemination of community information



Georgia Department of Economic Development

The Altamaha River.

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- Entrepreneur development, downtown development, and eco-tourism development
- Zoning/land use regulations. ❖

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Time for a Tune-Up

The **Thomaston-Upson** County Chamber of Commerce went in for a Tech Tune-up in May, and EDI staff identified several ways in which the chamber could benefit more from information technology (IT) and possibly save some money.

The effort focused on improvements for the chamber that indirectly assist with its strategic priorities, such as conducting comprehensive planning and promoting the county for capital investment, but also enhance chamber operations. Recommendations included (1) using its Microsoft Office Suite to enhance coordination and communication; (2) improving its internal local area network, particularly cabling, printer/fax/copier, and network services; and (3) reviewing use of its Web site as a strategic asset to add value to membership and create economic activity.

The Tech Tune-up, essentially an IT audit (see *FoC*, spring 2004), assessed the chamber's equipment, capabilities, and resources—ranging from computers and phone service to software and geographic information systems. It included costs for some types of gear and offered several Web-based information sources. Addressing all, or even some, of the issues covered would enable the chamber to build in more capability and efficiency and streamline functions and operations. Potential cost savings could come in the form of administrative overhead. More important are process and product/service improvements that result in increased revenue. ❖

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Betsy Hueber President of the Thomaston-Upson Chamber of Commerce.

Resources

Center for Community Change

www.communitychange.org

Committee For Economic Development

www.ced.org

Community Development Society

www.comm-dev.org

Drucker Non-Profit Innovation Site

www.pfdf.org/innovation/index.html

Knowledgeplex

www.knowledgeplex.org

National Congress for Community
Economic Development

www.ncced.org

Pew Partnership for Civic Change

www.pew-partnership.org/home/home.html

Smart Communities Network

www.sustainable.doe.gov/

Tech Soup: The Technology Place for
Nonprofits

www.techsoup.org/

The Innovation Center for Community
and Youth Development

www.theinnovationcenter.org/

The Kellogg Collection

www.unl.edu/kellogg

Central Georgia

Much of southeast Georgia depends heavily on agriculture for economic sustenance, but in terms of assistance to companies and communities it's in the vanguard of pursuing growth.

Alan Barfoot, EDPF, who has managed the Dublin office since 1989, notes that Region 9 doesn't have an MSA to serve as an economic engine, so the need for economic development is perhaps greater in this area than elsewhere.

In Wilkinson County (Region 6), Barfoot and George Lee from EDI's Macon office conducted a local impact (LOCI) analysis to help local officials craft an incentives package to successfully retain CARBO Ceramics, which will add 50 jobs. And in Peach County, Danny Duggar is a resource for the Blue Bird Supplier Task Force that is identifying assets, incentives, and strategies to attract suppliers for the automotive manufacturer. Specifically, he's evaluating a vacant facility for a multi-tenant manufacturing and warehousing set-up.

Barfoot has worked on 11 SITE (Site Identification and Technical Evaluation) projects over the past several years, and in almost every case the communities have followed through. "But the purpose of SITE isn't to pick the best piece of dirt," he says. "We can work with communities to help them understand what they're doing and why, what the best options or matches are, what they're fishing for." In **Candler County**, he says, officials wanted to build a large site for a second-tier automotive plant, but the area lacks the necessary water and sewage. In the near term, he says, it looked like they had a better chance of appealing to small manufacturers and entrepreneurs. Now they're dividing a 50-acre parcel and renting or selling sections to small businesses.

Rural Georgia, he suggests, can continue to attract traditional enterprises—and his office has helped with successful prospect recruitment, ranging from Best Buy and New Holland to Botkin Lumber and Eldorado Stone—but they need to put more effort into entrepreneur development. He adds that entrepreneurs have different site needs from those of larger established firms.

A non-traditional assist with recruitment occurred recently in **Milan**. At the request of Georgia House

Speaker Terry Coleman, the Dublin office evaluated a tire recycling firm possibly locating there with help from a \$2 million grant from the Solid Waste Trust Fund. Research determined it wasn't a technologically viable prospect. Danny Duggar then identified three suitable prospects, and one of them, a St. Louis-based company, decided to locate in the area where it will manufacture pads from scrap rubber. The ribbon-cutting occurred in July.

Duggar has been leading teams to conduct Community Economic Development Readiness Assessments (CEDRAs) for several communities, such as **Appling, Johnson, Candler, and Montgomery**.

The overall effect has been to develop a greater understanding of the communities' current positioning for economic development, provide the basis for an annual program of work, and raise public awareness of economic development.

In 2003, Duggar led the pilot for EDI's Accelerator Program in **Tattall County**, which helped the community implement at least 23 initiatives to move it that much closer to reaching goals it set for 2010.

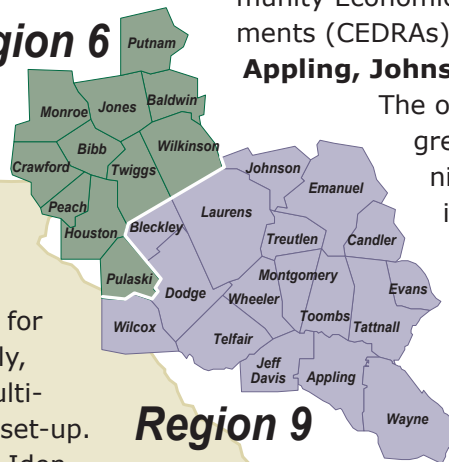
Barfoot and his colleagues also have engaged in several innovative projects. For example, from analyzing 16 sites for possible industrial development in **Laurens County**, EDI staff determined it would be advantageous for the county to apply for a wetlands bank, a pioneering effort by a governmental agency in Georgia. In addition to site selection, Barfoot helped with the permitting process. With the bank, wetlands "credits" can be banked and exchanged for other properties, and the bank enables the community to more quickly resolve wetlands issues that may arise in recruiting prospects.

Greg Laudeman currently is leading an initiative, in partnership with the Georgia Rural Economic Development Center, to assist Region 9 communities in their efforts to use technology to advance tourism objectives, an endeavor he calls "e-tourism."

Barfoot has long recognized that the job is more than doing plant layouts or making recommendations about automation. "If you can do economic development and manufacturing assistance, you can help companies and communities," he notes. ♦

(Contact: Alan.Barfoot@edi.gatech.edu)

Region 6



Region 9

Professional Development Planner

September

- GEDA Annual Conference, **Savannah**, Sept. 22-24, 2004

October

- Georgia Economic Development Short Course, **Atlanta**, Oct. 5-6, 2004
www.geda.org
- Georgia Planning Association Fall Conference, **Brasstown Valley**, Oct. 13-15, 2004
- LOCI, **Atlanta**, Oct. 14-15, 2004

For information on professional development offerings from EDI, contact Martha Schoonmaker, CEcD (404.894.0332, martha.schoonmaker@edi.gatech.edu).

November

- GEDA Transportation Forum, **Atlanta**, Nov. 15-16, 2004

December

- IEDC Economic Development Credit Analysis, **Atlanta**, Dec. 7-9, 2004

February

- Technology for the Economic Development Office, **Atlanta**, Feb. 9, 2005
- IEDC Tech-Led Economic Development, **Atlanta**, Feb. 10-11, 2005
- CEcD exam sponsored by GEDA, **Atlanta**, Feb. 12-13, 2005

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