City of Fairburn Work Session
Agenda

February 26, 2024
6:00 PM

The Honorable Mayor Mario Avery

The Honorable Mayor Pro-Tem James Whitmore	The Honorable Linda J. Davis
The Honorable Alex Heath	The Honorable Samantha Hudson
The Honorable Hattie Portis-Jones	The Honorable Ulysses J. Smallwood
Mr. Tony Phillips	City Administrator
Mr. Rory Starkey	City Attorney
Ms. Brenda B. James	City Clerk

I. Meeting Called to Order: The Honorable Mayor Avery

II. Roll Call: City Clerk

III. Agenda Items:

1. Economic Development Strategic Plan Update Kick-Off **(Economic Development)**

IV. Adjournment:

When an Executive Session is required, one will be called for for the following Issues:
(1) Personnel (2) Real Estate or **(3) Litigation**

CITY OF FAIRBURN
WORK SESSION AGENDA ITEM

SUBJECT: Economic Development Strategic Plan Update Kick-Off

ITEM TYPE: Presentation

SUBMITTED: 02/19/2024 **WORK SESSION:** 02/26/2024 **COUNCIL MEETING:** N/A

DEPARTMENT: Economic Development

BUDGET IMPACT: N/A

PUBLIC HEARING: No

PURPOSE:

KB Advisory Group will present to the Mayor and City Council an update on the City of Fairburn's Economic Development Strategic Plan, providing a project timeline, stakeholder events, community engagement activities, and scheduled deliverables.

HISTORY:

RFP# 23-016 Economic Development Strategic Plan was released on June 30, 2023, and closed out on July 13, 2023. KB Advisory Group was the highest-scoring respondent, following a team of evaluators on September 8, 2023. The Economic Development Strategic Plan Update was approved in the FY2024 Budget by Mayor and City Council.

FACTS AND ISSUES:

The City of Fairburn's Economic Strategic Development Plan was created in 2016 as a blueprint for enhancing the overall local economy, looking at goals, objectives, and strategies to implement specific initiatives for job creation, business recruitment and retention, and marketing the city's assets. Updating the plan is essential to remain in sync with changing economic conditions and realities to ensure preparedness for future growth opportunities and sustainable growth and development.

FUNDING SOURCE:

Economic Development - Other Contract Services 100-7500-52-3900

RECOMMENDED ACTION:

N/A

ATTACHMENTS:

1. Fairburn EDSP Council Presentation 02.26.24_V2
2. Fairburn EDSP Interim Report 2.2.2024

3. Fairburn Community Stakeholder Survey- Shaping Economic Development Together 2.2.2024

Fairburn

Situated to Succeed

Economic Development Strategic Plan Update

KB | ADVISORY GROUP

Consultant Team

The City of Fairburn has retained local consulting support led by KB Advisory Group joined by Urban Pulse and Kimley Horn to update the city's Economic Development Strategic Plan (EDSP).

Project Lead: KB | ADVISORY GROUP

Geoff Koski | Project Executive

Tate Davis | Project Manager

Gabrielle Oliverio | Analyst

Public Engagement: URBAN PULSE COMMUNITY SOLUTIONS

Strategic Advisor: Kimley»Horn

Christopher Pike, EDFP, CPM | Public Engagement Director

Daa'iyah Salaam | Public Engagement Manager

Jon Tuley | Strategic Advisor

Purpose

The purpose of an Economic Development Strategic Plan (EDSP) is to provide agreed upon **economic development goals** for the next 5+ years and concrete action items on how to achieve them.

Economic development goes beyond business retention and recruitment to also include a community's reputation, the physical look and feel of the area, and local amenities. Economic development relates to many facets of a community:

People

- Attraction and retention of residents
- Education and training opportunities
- Entrepreneurship support
- Social connectivity

Industry

- Attraction and retention of businesses
- Industry diversity
- Well-paying jobs
- Quality mix of shopping and dining

Built Environment

- Housing diversity
- Parks and civic spaces
- Recreational amenities
- Multi-modal connectivity
- Adequate infrastructure capacity

Fairburn Snapshot

People

25+%
Population growth since 2010

65%
Of residents are under 45

45%
Of residents have some form of post-secondary education

Industry

18%
Of residents work in logistics

20%
Of jobs are in manufacturing

7,109
Estimated total jobs

Built Environment

19 million
SF of industrial/flex space

40%
Of industrial space was delivered in the 2010s

$1,495
Average effective multifamily rent/unit

EDSP Components: Public Input

A thriving community is a team effort so this update will reflect conversations and input from the community at large and key stakeholders that will assist the Economic Development Department in achieving the goals outlined in the plan. This input will feed into a **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** for the city to use as a benchmark for current and future initiatives.

Understanding Stakeholder Perspectives

We want to hear from property owners, workforce, teachers, residents, and others who make up the community.

Identify Priorities

What do the stakeholders believe are the key drivers of economic development in Fairburn?

Strengthen Collaboration

The aim is to create a stronger partnership between the community and the government to realize a shared vision for Fairburn.

EDSP Components: Data Deep Dive

Uncovering what influences the types of businesses, amenities, or jobs that are in Fairburn.

Profile Report

It is important to establish a current profile of the city to help determine pathways for the city's future. This encompasses analyzing both historical and current demographic and economic trends to assess where Fairburn stands in the southern metro region today.

Real Estate Market Analysis

Observing the current real estate landscape and historical trends can help reveal Fairburn's commercial real estate assets and which types of real estate are fueling the city's economic activity. Understanding this allows for the city to compare itself to peers in the southern metro region and identify where synergies and opportunities lie.

EDSP Components: Planning Priorities

Determining where the city and its stakeholders can best focus economic development efforts over the next five years+.

Target Industries Analysis

Identification of industries that either are or have the potential to generate economic momentum in Fairburn. These industries serve as guides for economic development recruitment and retention efforts and are meant to serve as focus areas for business development efforts over the next five years.

Implementation Action Plan

An outline of 5-6 overarching economic development goals over the next five years will guide concrete action steps to achieve them, prioritization of action items, benchmarks and metrics for the city to use to track progress, and identified stakeholders for the city to partner with in order to achieve the goals.

Full Project Timeline

City of Fairburn Economic Development Strategic Plan Project Schedule

Project Month – 2023-2024	Dec	Jan	Feb	Mar	Apr	May
TASK 1: Project Kick-off and Management						
TASK 2: Data Collection Interviews and Initial Site Visits						
TASK 3: Demographic and Economic Profile Report						
TASK 4: Public Input						
TASK 5: Real Estate Market Analysis						
TASK 6: Economic Development SWOT and Consensus Building Workshop						
TASK 7: Final Economic Development Strategic Plan and Public Presentations						
TASK 8: Project Closeout						

Next Step: Community Meetings and Stakeholder 1-1s

Fairburn

Situated to Succeed

Economic Development Strategic Plan Update

KB | ADVISORY GROUP

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Introduction

In October 2023, the City of Fairburn retained local consulting support led by KB Advisory Group joined by Urban Pulse and Kimley Horn to update the city's Economic Development Strategic Plan (EDSP). The aim of this updated plan is to provide overarching goals and implementable strategies to foster economic growth and enhance the overall quality of life in the city.

The following pages provide a demographic and real estate market baseline to inform the City of Fairburn's economic development goals, objectives, and strategies over the next five years.

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01 Demographics

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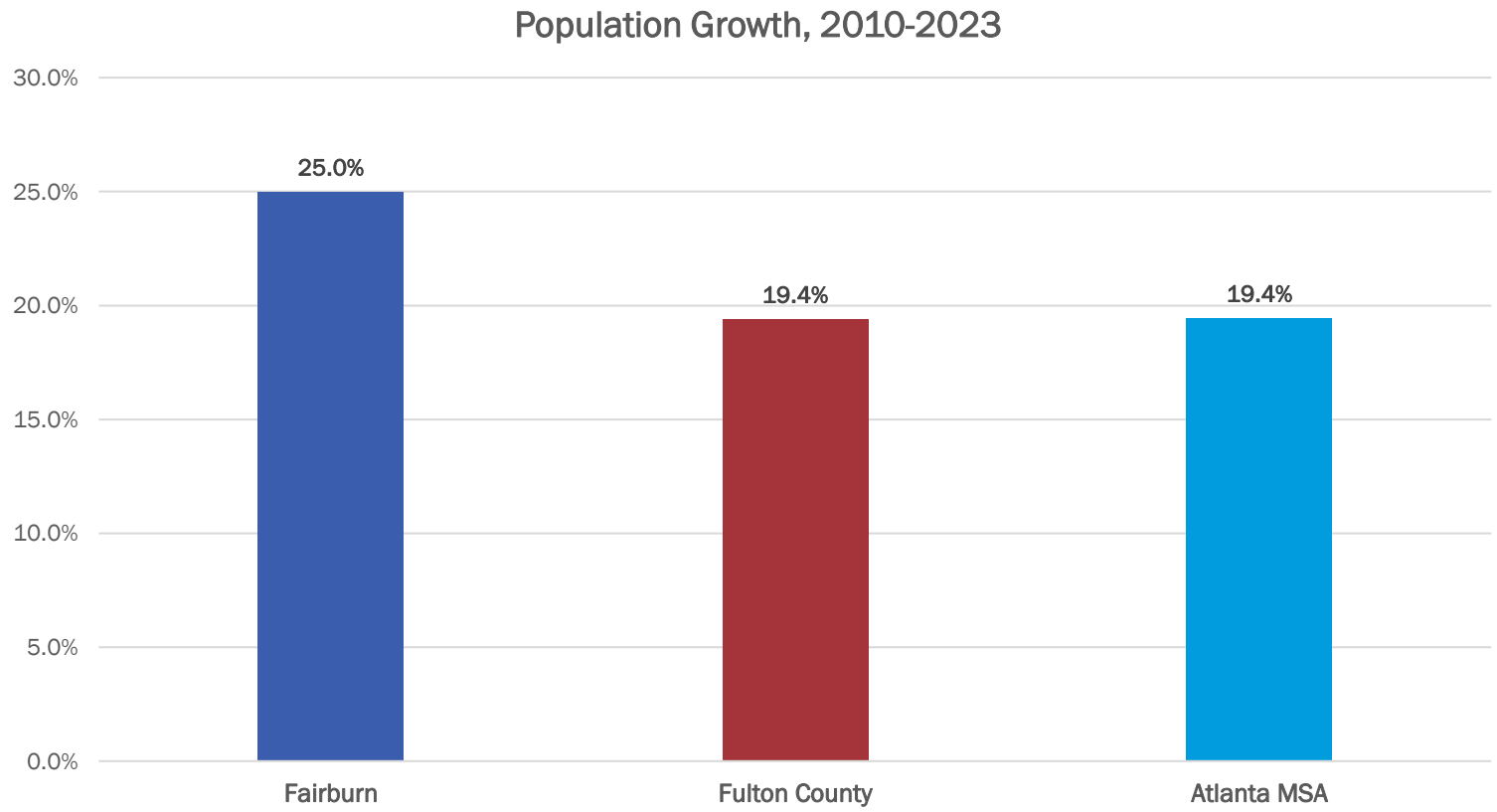
Population

Since 2010, Fairburn has grown faster than the county and the region.

Fairburn is estimated to have almost 17,000 residents, a 25% increase since 2010. Both Fulton County and the Atlanta MSA have grown by under 20% over this same time period.



Population	Fairburn	Fulton County	Atlanta MSA
2010 Total Population	13,592	920,581	5,286,722
2020 Total Population	16,483	1,066,710	6,089,815
2023 Total Population	16,986	1,099,007	6,313,755

Source: KB Advisory with data from Esri

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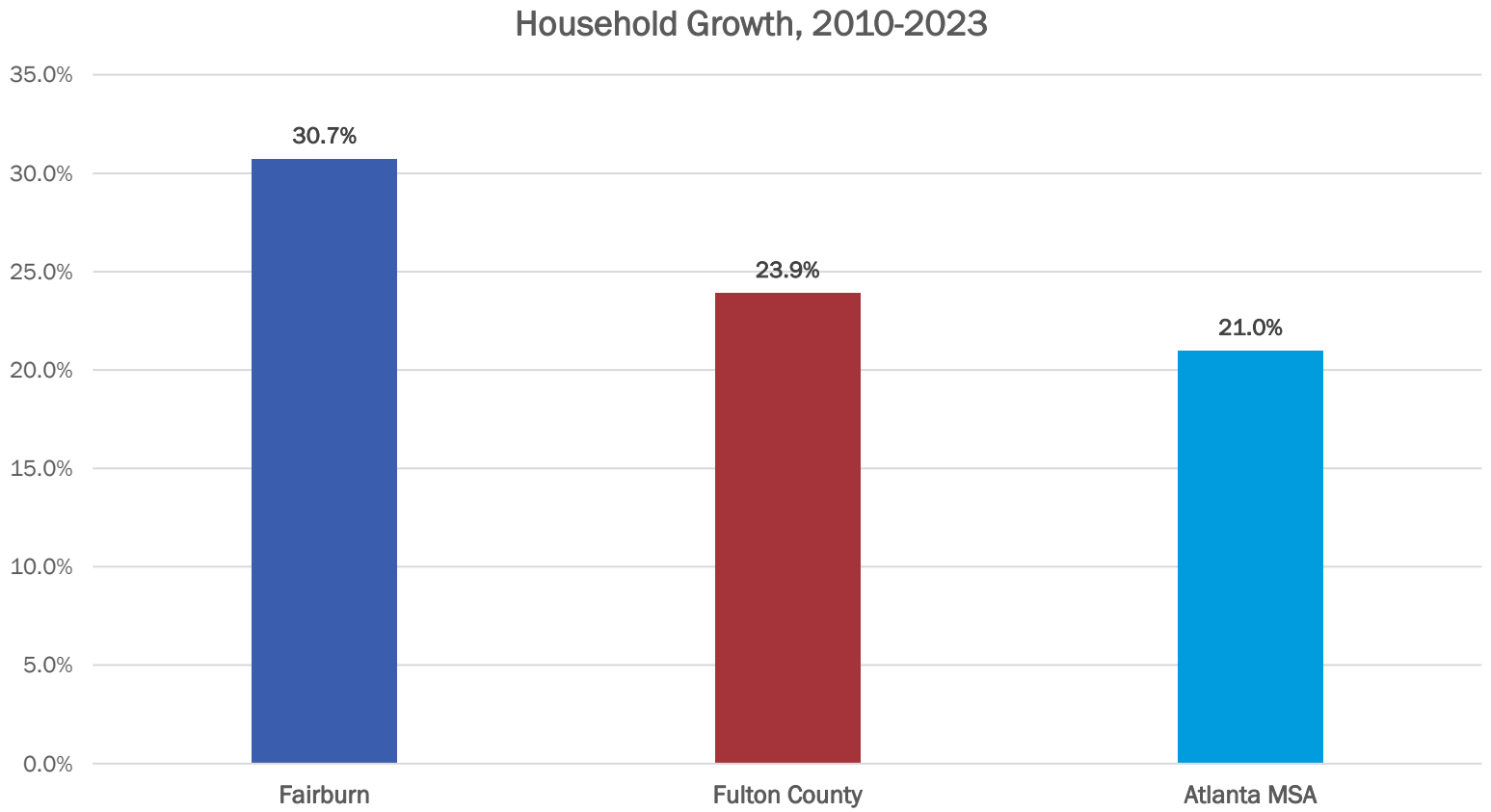
Households

Similar to county and regional trends, household growth within Fairburn exceeded population growth, indicating a decrease in household size.

The average household size in Fairburn declined from 2.73 in 2010 to an estimated 2.61 in 2023. The average family size declined from 3.32 to 3.27. This translates to more households being created from existing households than from new residents.

In line with population growth trends, Fairburn's rate of household growth was faster than Fulton County and the Atlanta MSA.



Households	Fairburn	Fulton County	Atlanta MSA
2010 Total Households	4,948	376,377	1,943,881
2020 Total Households	6,192	448,577	2,258,264
2023 Total Households	6,467	466,246	2,351,252

Source: KB Advisory with data from Esri

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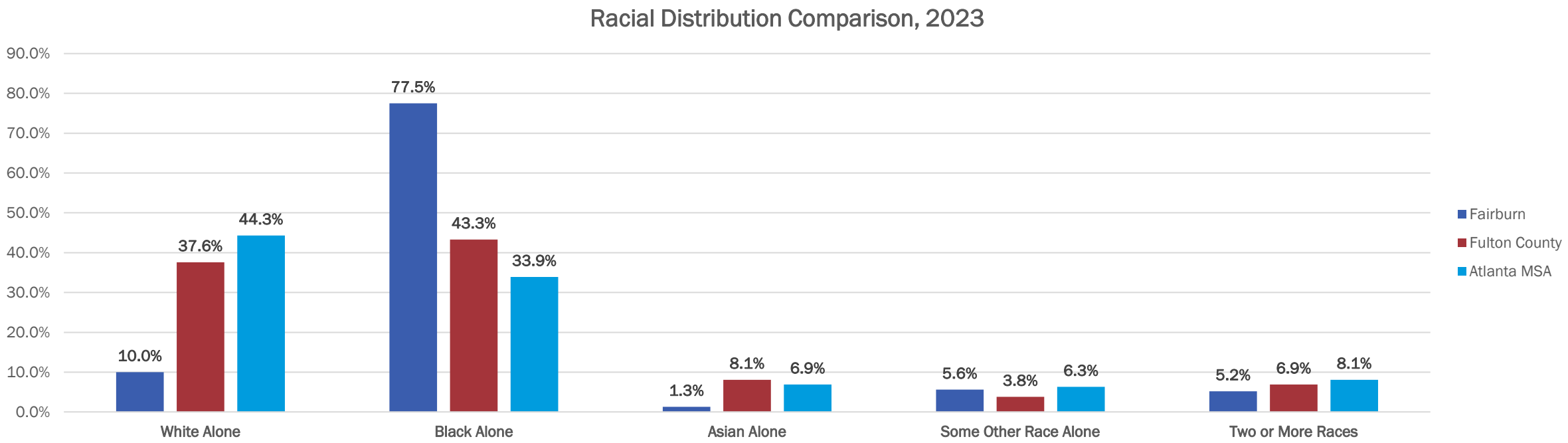
Race & Ethnicity

Fairburn has a larger share of its population that identify as Black or Some Other Race Alone compared to the county overall.

Fairburn also has a higher share of residents that identify as being of Hispanic Origin (11.9%) than Fulton County overall (7.97%) and the Atlanta region (10.4%).



Source: KB Advisory with data from Esri

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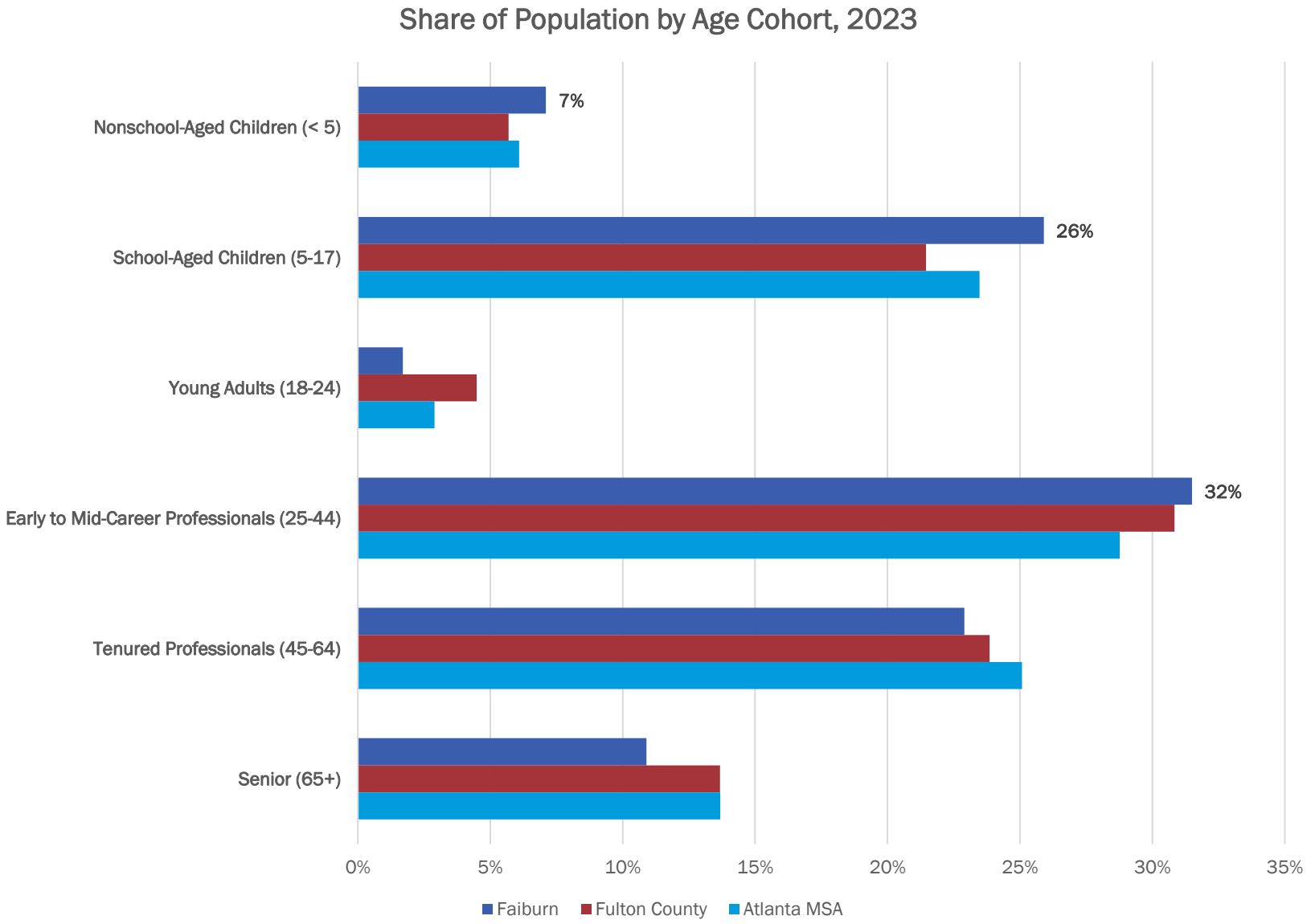
Age Cohorts

Fairburn's population is younger than the county and region.

Compared to Fulton County and the Atlanta MSA, Fairburn has a higher share of Early to Mid-Career Professionals (25-44), School-Aged Children (5-17), and Nonschool-Aged Children (< 5).

Since 2020, Fairburn's number of Early to Mid-Career Professionals has grown by 10%, whereas the county overall saw no growth in this age cohort and the region only grew by 7%.



Source: KB Advisory with data from Esri

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02 Economic Profile

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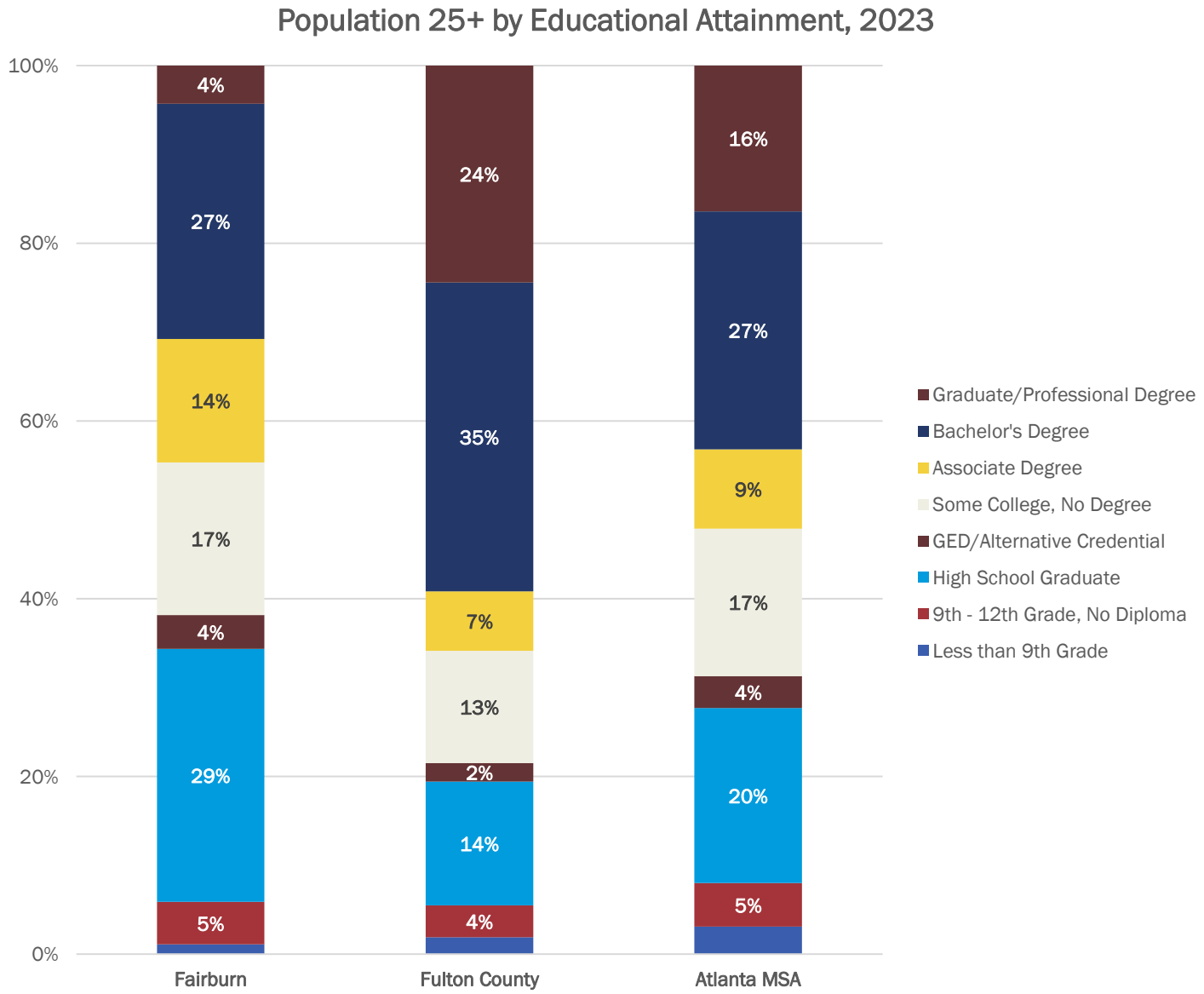
Educational Attainment

Fairburn has a well-educated population, with 45% of the population 25+ obtaining some form of a post-secondary degree.

With almost 30% of the population having only a High School diploma and another 17% having attended some college, opportunities exist within the city for further local workforce opportunities.



Source: KB Advisory with data from Esri

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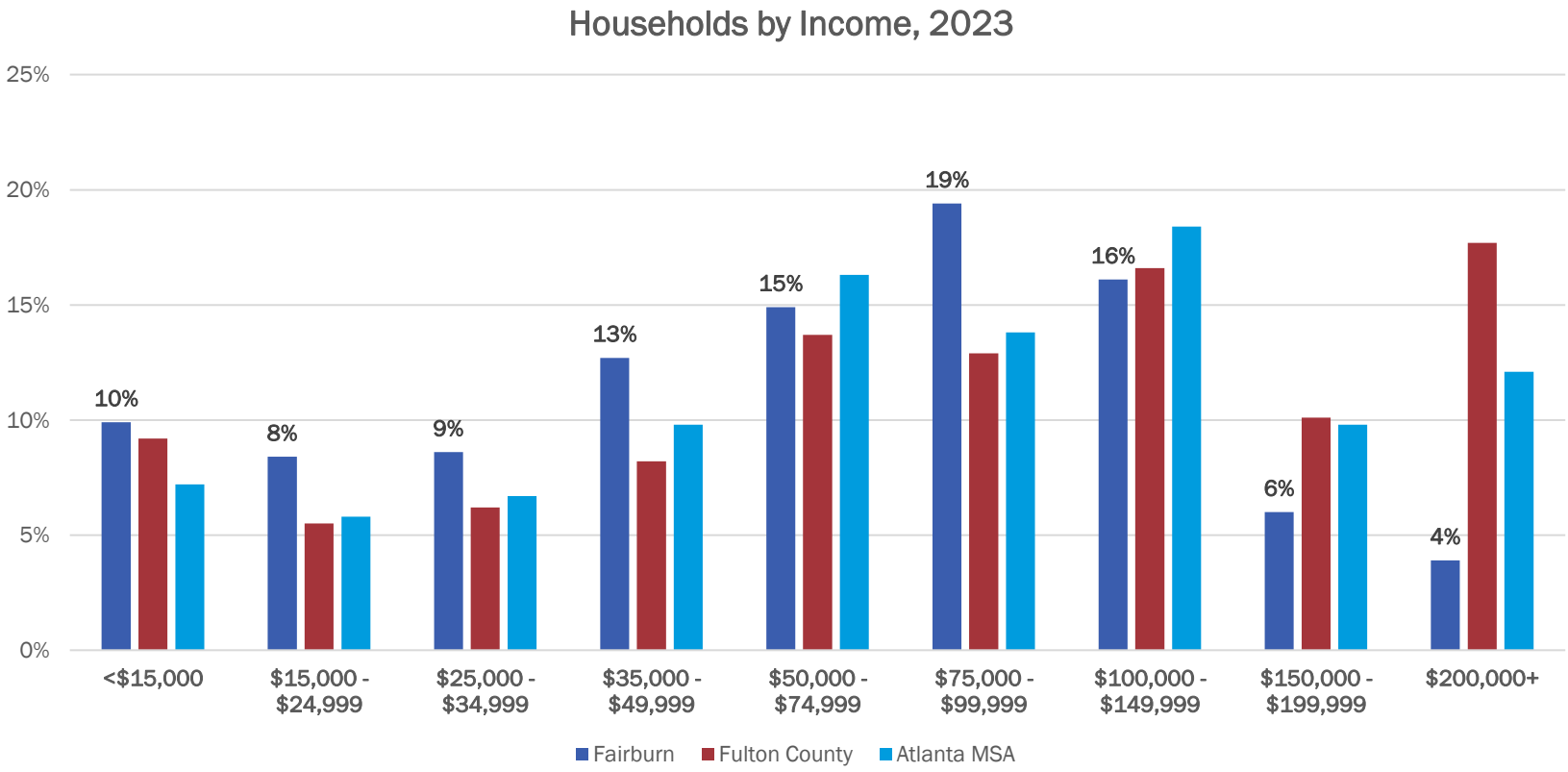
Median Household Income

Fairburn has a median household income of $65,590.

The largest income bracket within the city are household earnings $75,000-$99,999 annually.

Almost 35% of households within the city earn between $50,000-$99,999 annually.



Median Household Income, 2023

$65,590	$87,330	$81,148
Fairburn	Fulton County	Atlanta MSA

Source: KB Advisory with data from Esri

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Labor Force

Fairburn is home to an estimated labor force of 8,541.

The local labor force in Fairburn, or working residents, are concentrated in the Transportation & Warehousing and Retail Trade industries.

Fairburn has a similar labor force participation rate as the county overall but has a higher participation rate among its 25-54 population and women over 16.

Share of Labor Force by Industry, 2023

Labor Force	Fairburn	Fulton County	Share of County
Construction	3.4%	3.8%	1.3%
Manufacturing	7.4%	5.8%	1.9%
Wholesale Trade	1.6%	2.2%	1.1%
Retail Trade	**11.0%**	**8.6%**	**1.9%**
Transportation & Warehousing	**18.1%**	**7.8%**	**3.4%**
Information	3.4%	3.7%	1.4%
Finance & Insurance	6.1%	6.1%	1.5%
Real Estate & Leasing	0.6%	2.5%	0.4%
Professional Services	6.8%	18.2%	0.6%
Administrative & Support Services	7.1%	5.6%	1.9%
Educational Services	**7.8%**	**9.1%**	**1.3%**
Health Care	6.4%	9.3%	1.0%
Arts, Entertainment & Recreation	2.9%	2.6%	1.7%
Accommodation & Food Services	6.7%	6.6%	1.5%
Public Administration	**7.8%**	**3.9%**	**3.0%**
Other	2.7%	4.0%	1.0%

Labor Force Participation Rate, 2023

66.8%
Fairburn

67.6%
Fulton County

Source: KB Advisory with data from Esri

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Job Mix

Fairburn hosts an estimated 7,109 jobs.

The largest industries in Fairburn are Manufacturing, Wholesale Trade, and Construction. Almost 5% of countywide jobs within the Wholesale Trade industry are in Fairburn.

Other notable shares of the city's job mix include Accommodation & Food Services, Retail Trade, and Educational Services.

Share of Jobs by Industry, 2023

Job Mix	Fairburn	Fulton County	Share of County
Construction	**10.3%**	**2.5%**	**3.3%**
Manufacturing	**19.9%**	**5.2%**	**3.0%**
Wholesale Trade	**14.9%**	**2.5%**	**4.7%**
Retail Trade	9.6%	7.7%	1.0%
Transportation & Warehousing	6.6%	12.0%	0.4%
Information	1.7%	4.6%	0.3%
Finance & Insurance	1.5%	5.9%	0.2%
Real Estate & Leasing	2.3%	4.5%	0.4%
Professional Services	1.9%	11.6%	0.1%
Administrative & Support Services	1.2%	5.3%	0.2%
Educational Services	8.2%	6.4%	1.0%
Health Care	2.9%	10.0%	0.2%
Arts, Entertainment & Recreation	0.5%	2.0%	0.2%
Accommodation & Food Services	12.1%	8.7%	1.1%
Public Administration	3.1%	5.4%	0.4%
Other	3.5%	5.8%	0.5%

Source: KB Advisory with data from Esri

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Local Jobs v. Labor Force

The local labor force in Fairburn exceeds the number of jobs, positioning the city as a "bedroom community".

Many working residents within Fairburn have to commute outside of the city for work. The largest mismatch between local jobs and labor force is in the Transportation & Warehousing industry, likely due to the city's proximity to Hartsfield International Airport.

For some of the city's largest industries, the number of jobs exceed the number of working residents employed in that same industry so workers from other areas are being employed to fill these jobs.

Source: KB Advisory with data from Esri

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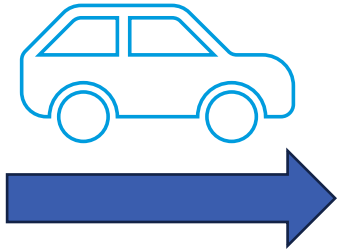
Worker Inflow-Outflow

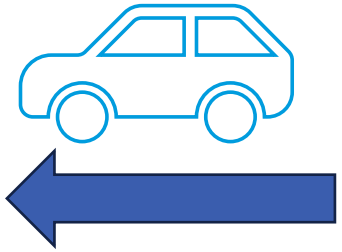
Given Fairburn's location in the metropolitan region, workers commute to and from the immediate surrounding area.

Based on 2021 commuting patterns, the top county that resident workers commute to is Fulton County. Of those commuting into Fairburn for work, over 80% are coming from somewhere else in Fulton County or nearby Clayton County.



The top cities where working residents are employed:

- Atlanta (20.2%)
- College Park (5.0%)
- Remain in Fairburn (4.5%)
- Union City (4.3%)



The top cities that workers commute into Fairburn from:

- South Fulton (6.7%)
- Atlanta (5.9%)
- From Fairburn (3.8%)
- Union City (3.0%)

Source: KB Advisory with data from U.S. Census Longitudinal Survey (2021)

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03 Commercial Real Estate Market Overview

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Real Estate Overview

Industrial/flex space dominates Fairburn's commercial real estate inventory.

Over 10% of the county's industrial/flex space is concentrated in Fairburn.

Influenced, in part, by the lower average rents/rates, the average occupancy for all the major commercial real estate types is higher in Fairburn compared to Fulton County overall.

	Fairburn	Fulton County
Retail		
Existing Square Feet (SF)	571,071	75,903,691
Average Rent/SF	$17.32	$26.22
Average Occupancy	95.1%	96.4%
Office		
Existing Square Feet (SF)	140,472	173,094,007
Average Rent/SF	$20.70	$33.17
Average Occupancy	100%	80.9%
Industrial/Flex		
Existing Square Feet (SF)	19,056,394	184,340,635
Average Rent/SF	$7.47	$10.69
Average Occupancy	97.2%	94%
Multifamily		
Existing Units	1,353	200,867
Average Effective Rent/Unit	$1,495	$1,648
Average Occupancy	92.4%	88.1%
Hospitality		
Existing Rooms	437	44,733
Average Daily Room Rate*	$108	$158
Average Occupancy*	72.2%	65.5%

*Metrics are submarket averages and are inclusive of all hospitality types
Source: KB Advisory with data from CoStar

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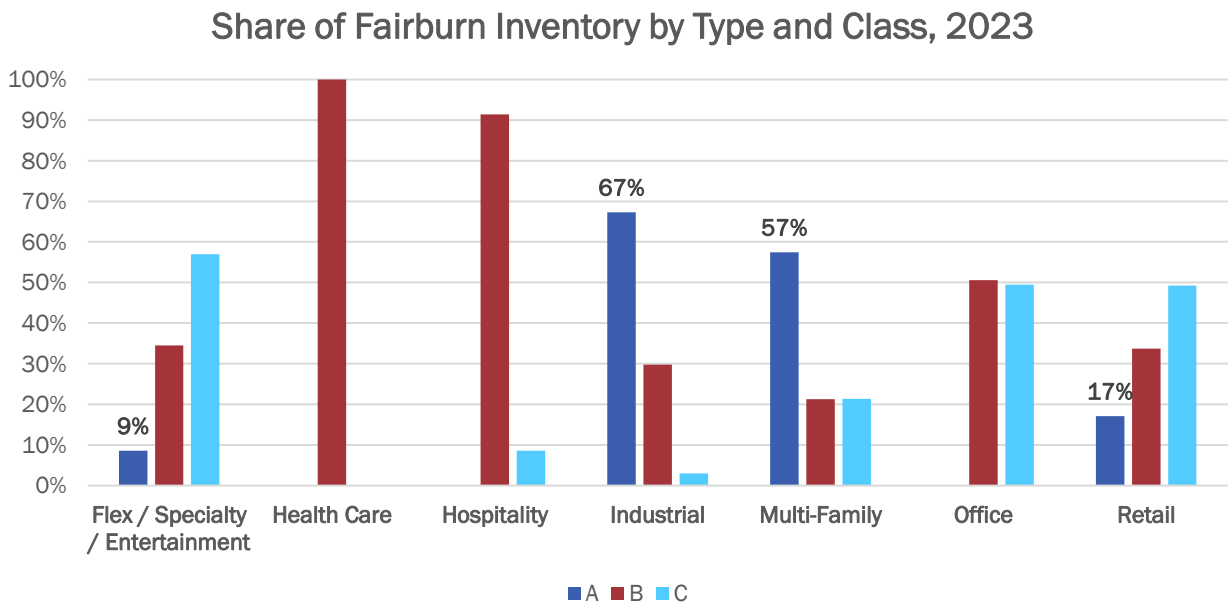
Inventory by Class

Over half of Fairburn's inventory in industrial and multi-family are Class A product.

These properties typically are the most updated, have multiple amenities, and are positioned in the most desirable locations. The city's office and retail inventory is primarily Class B and C, which is typical of older stock.



Class A Property Examples

Smuckers Distribution Center
Image Source: CoStar

The Dylan at Fairburn
Image Source: CoStar

Source: KB Advisory with data from CoStar

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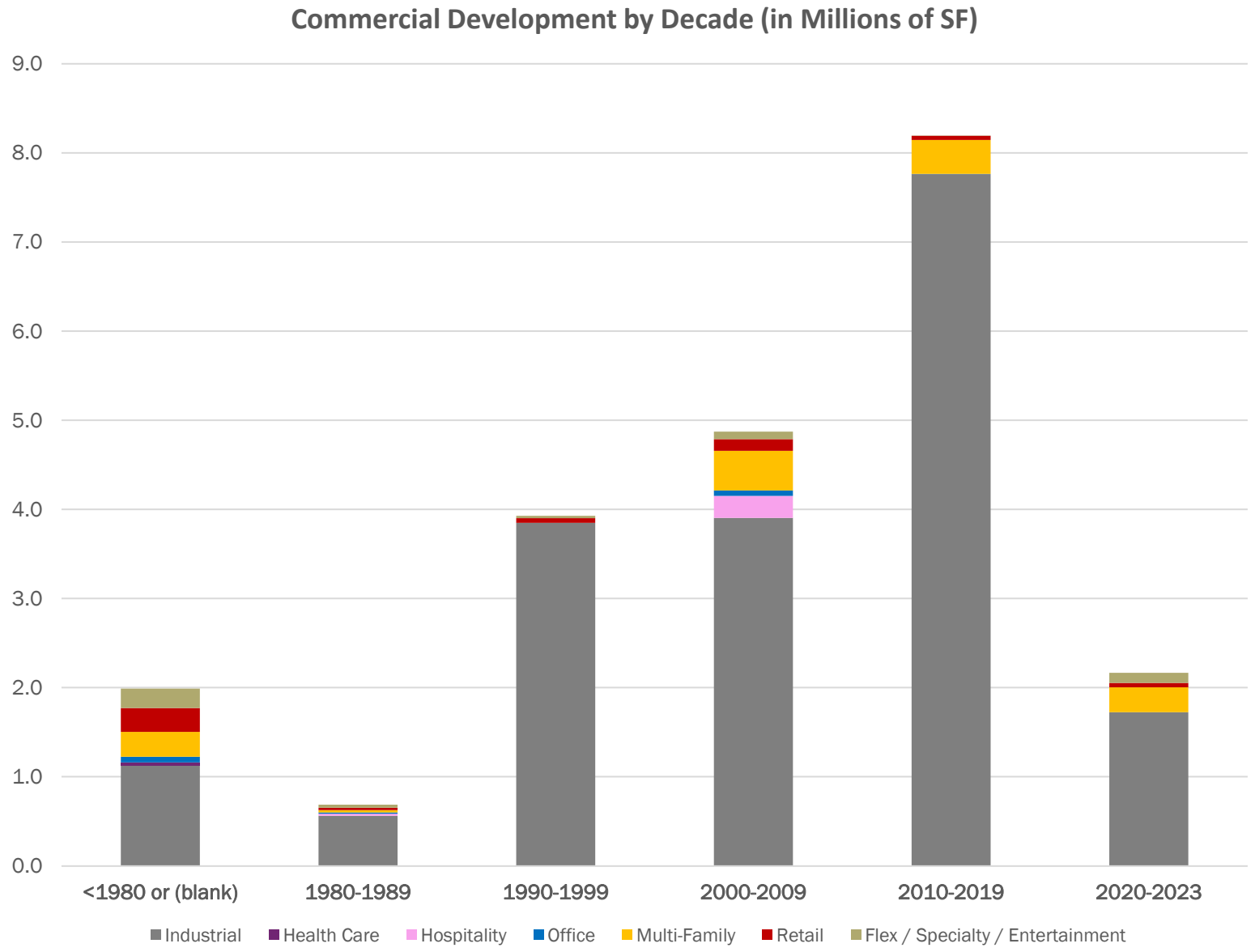
Development Pattern

Fairburn has had continued development since 1990, especially in industrial space.

Approximately 40% of the existing industrial space within Fairburn was developed between 2010 and 2019.

Despite the pandemic and the resulting shift in market conditions, the amount of multifamily square footage delivered has been similar to what was delivered between 2010 and 2019.

The majority of retail and office was delivered before 2010.



Source: KB Advisory with data from CoStar

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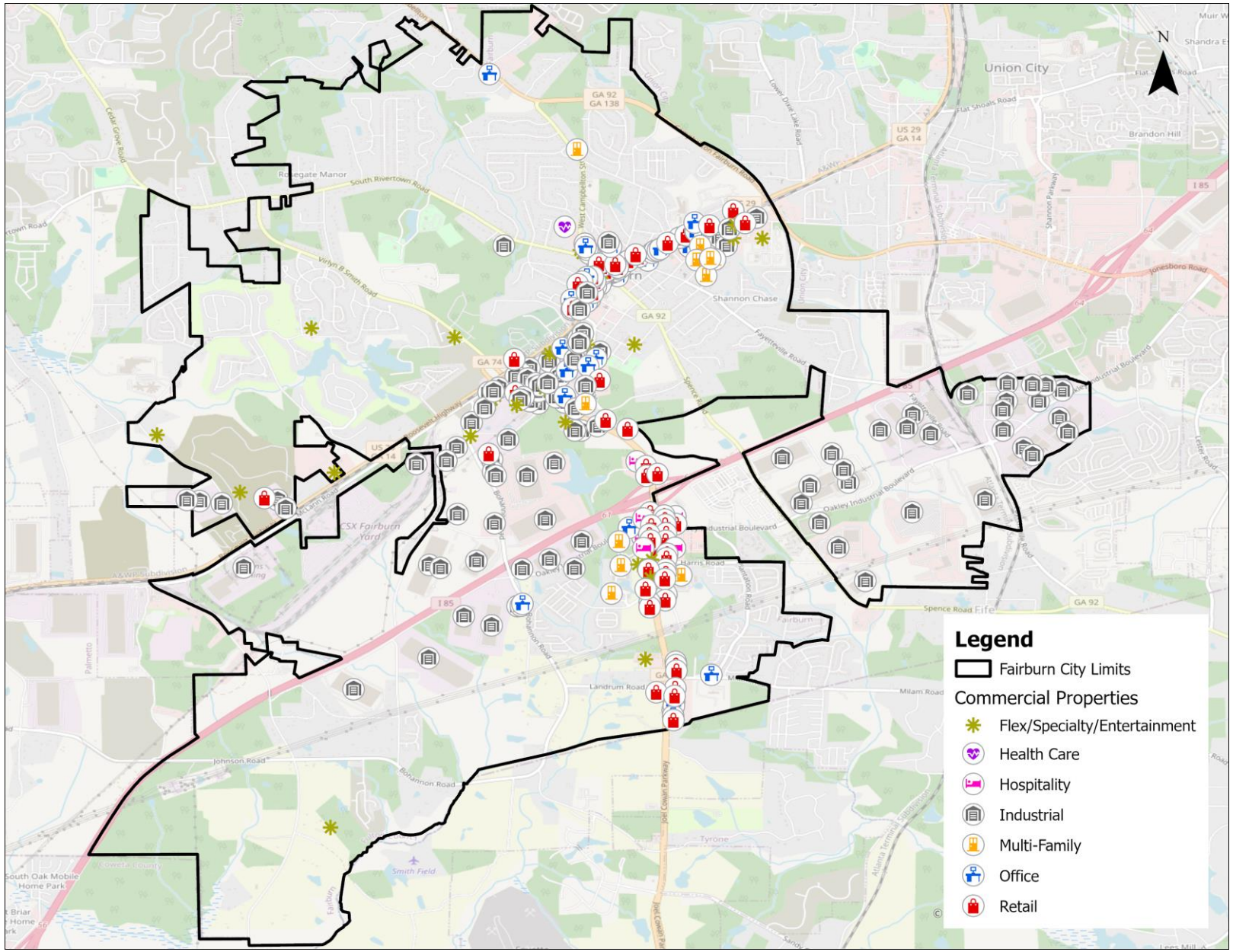
Inventory

Given Fairburn's connection to multiple transportation routes, the majority of the existing commercial inventory is clustered in the center of the city along US 29-GA 14 (Roosevelt Highway).

Retail and hospitality is also clustered south of I-85 along Senoia Road.

Warehouse is the most dispersed throughout Fairburn, with properties near the CSX Fairburn Yard and south of I-85.



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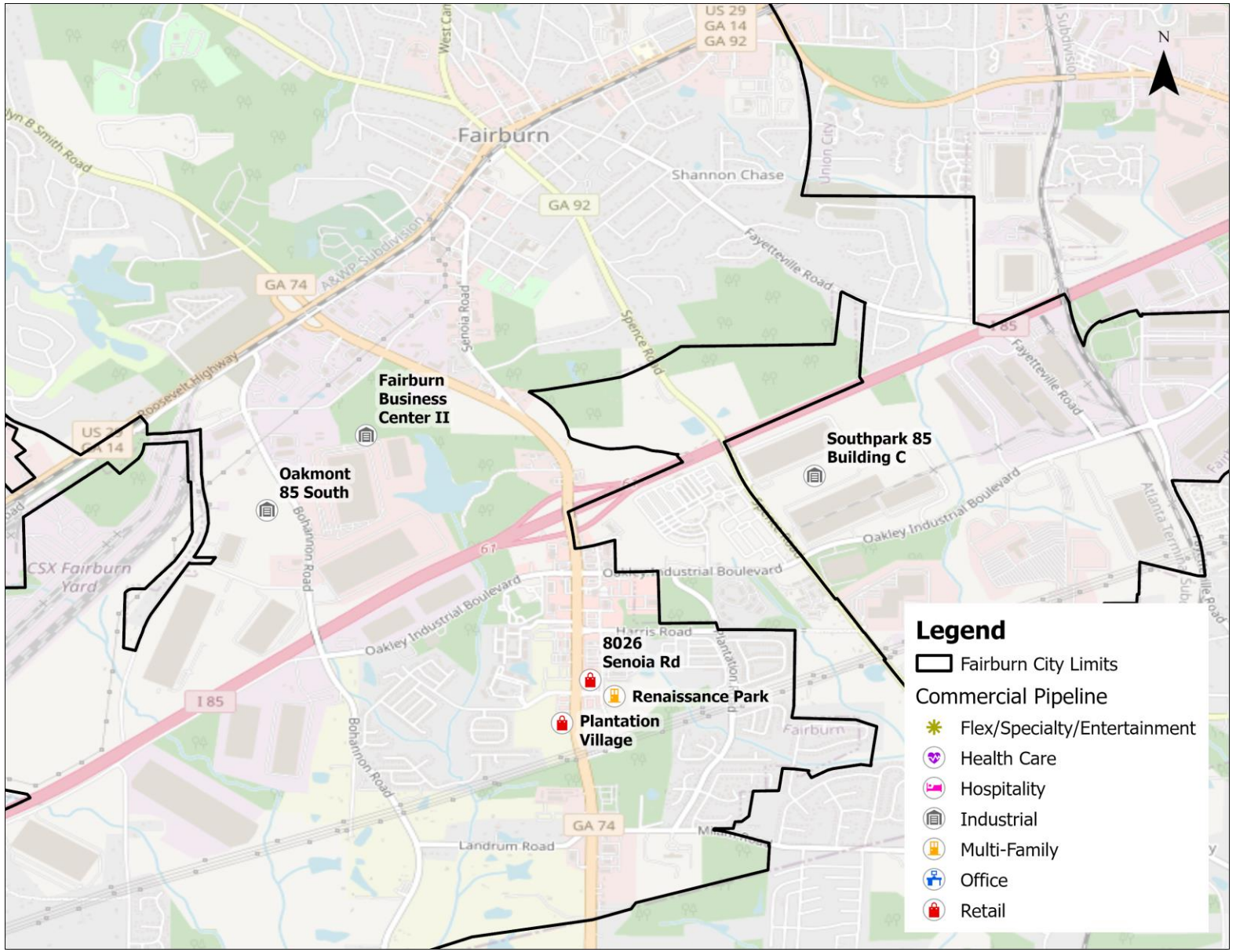
Pipeline

As of February 2024, there are only six properties either proposed or under construction.

Of the almost 948,000 square feet in the development pipeline, almost 70% will be new industrial space. Two of the properties will function as distribution while the other will serve as warehouse space.



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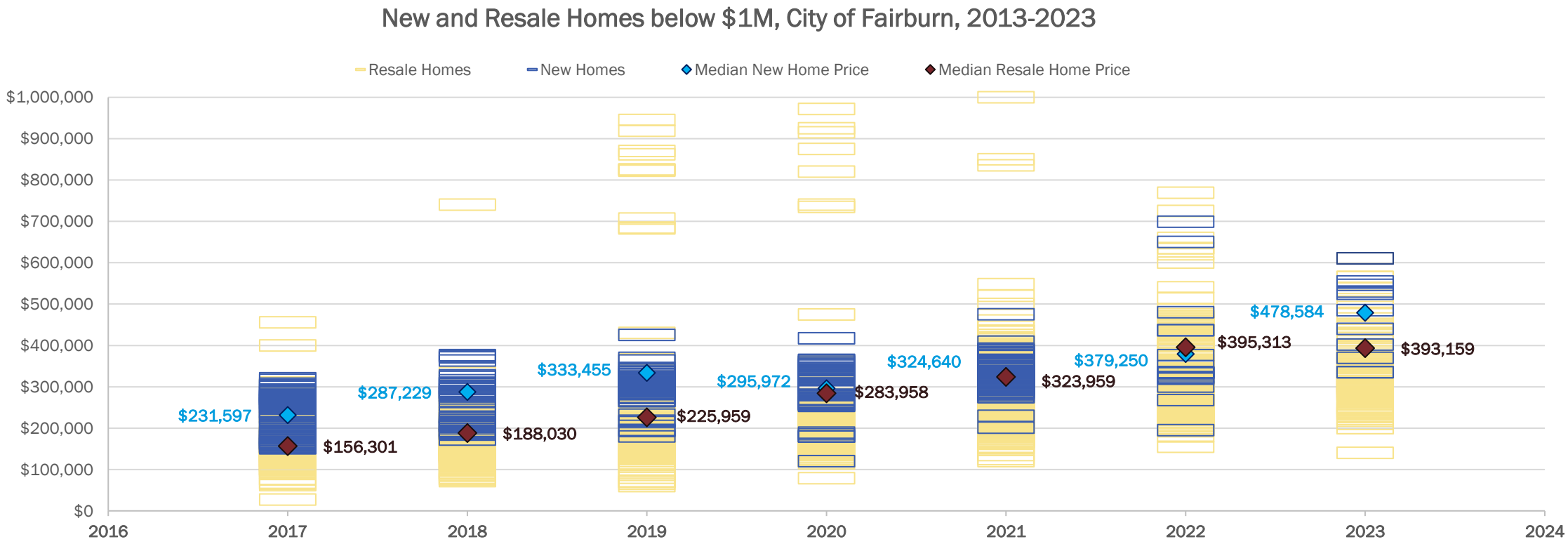
Home Sales

The housing market in Fairburn followed similar pandemic trends as other parts of the region.

Median home prices, for both new and resale, more than doubled between 2017 and 2023. Although the median sale prices for each converged 2020-2022, new home prices jumped back above resale in 2023.



Source: KB Advisory with data from smartRE

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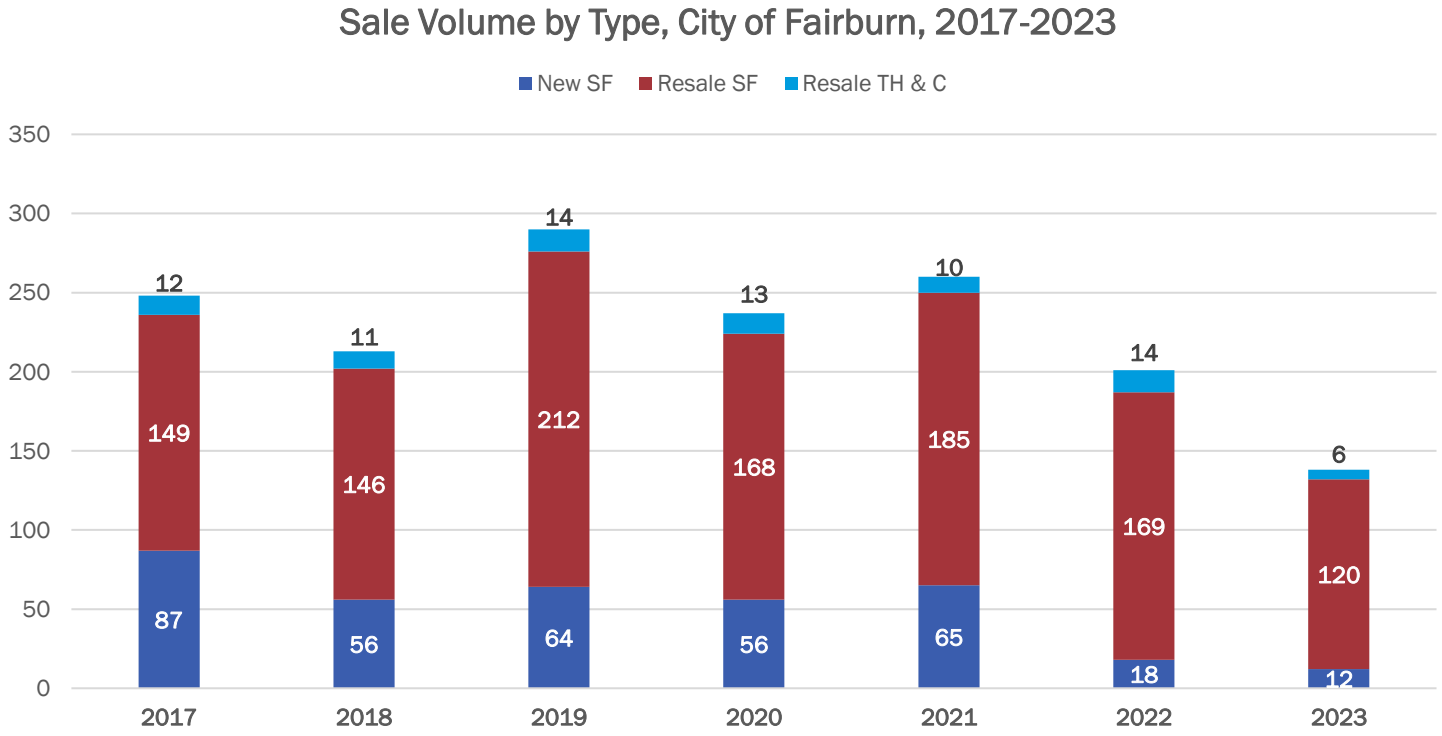
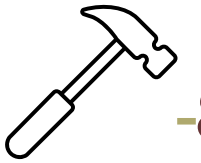
Home Sales

Overall home sales have declined since 2017.

Despite peaks in 2019 and 2021, overall home sales in Fairburn declined by 45% from 2017 and 2023. The continued decline in total sales started after 2021, likely influenced by the tightened capital markets resulting from higher interest rates.





-86%

Annual New For-Sale Supply 2017-2023

+119%

New For-Sale Home Price 2017-2023

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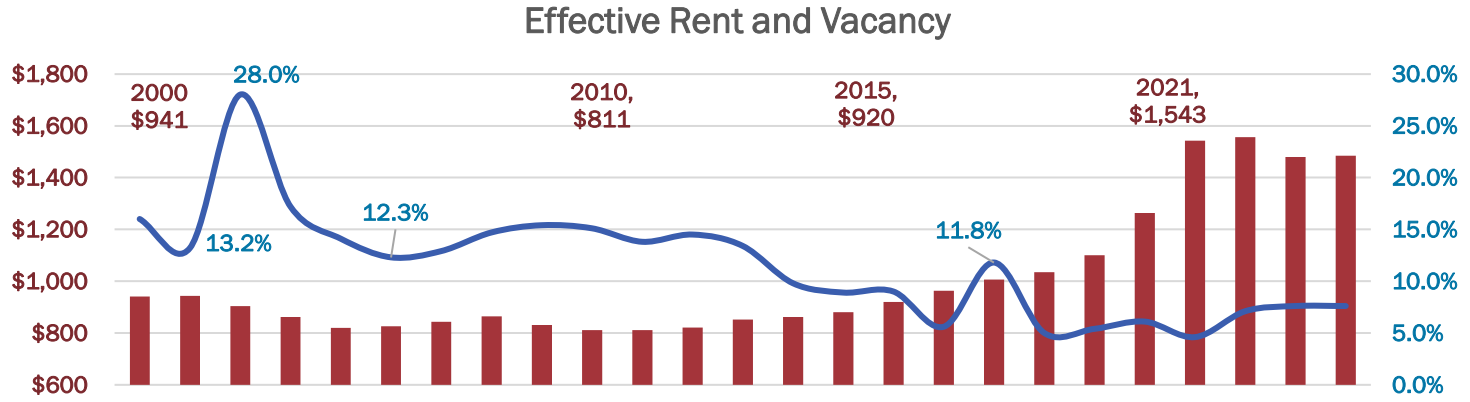
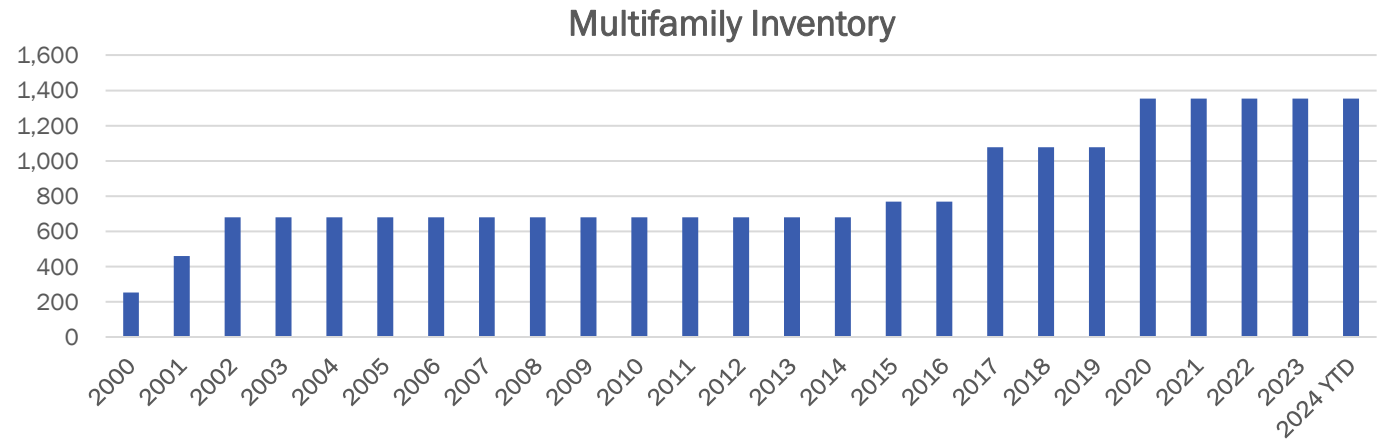
Rental Multi-Family

The multifamily housing inventory has remained the same during the pandemic.

The last delivery of new multifamily housing units took place in 2020. Since 2017, both the inventory and average effective rents have risen over 40% each. The vacancy rate has also remained below 10%, helping indicate the continued demand for rental housing options.





+43%

Rental Inventory 2017-2023

+48%

Effective Rental Rate 2017-2023

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Title of Survey

Fairburn Community Stakeholder Survey: Shaping Economic Development Together

Survey Objectives (Internal Will Not Be Shared)

- Understand Stakeholder Perspectives- We want to hear from property owners, workforce, teachers, residents, and others who make up the community.
- Identify Priorities- What do the stakeholders believe are the key drivers of economic development in Fairburn?
- Strengthen Collaboration- By aligning stakeholders views with current and future government initiatives, the aim is to create a stronger partnership between the community and the government to realize our shared vision for Fairburn.

Description

The City of Fairburn has experienced significant growth and transformation over the years. We've seen population growth, new businesses, and investments that have reshaped our community. To continue this positive momentum and ensure economic development benefits all residents, we need your insights.

We invite you to participate in the Fairburn Community Stakeholder Survey, a crucial step in shaping the economic future of our vibrant city. Your valuable input will help us understand how you view economic development, what aspects are important to you, and how we can align these perspectives with current and future government initiatives. Your participation in this survey is crucial for us to create an inclusive and well-informed economic development plan. We value your opinions, ideas, and concerns, as they will help us make informed decisions that benefit the entire community.

Completing the survey is easy and will take just a few minutes of your time. Simply follow the link provided to access the survey and share your thoughts. Please don’t forget to hit Done at the end of the survey.

Demographic Information

Age

- Under 18
- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 and over

Gender

- Male
- Female

- Non-binary
- Prefer not to say
- Other (please specify)

What is your current connection to Fairburn?

- I live and work in Fairburn.
- I live in Fairburn.
- I work in Fairburn.
- Other Please Specify

(Conditional Logic Question) If you live in Fairburn, please specify your residential area within the city.

- Downtown
- East Fairburn
- North Fairburn
- South Fairburn
- West Fairburn

(Conditional Logic Question)- How long have you lived in Fairburn?

- Less than one year
- 1-5 years
- 5-10 years
- 10-20 years
- More than 20 years but not lifelong resident
- Lifelong resident

(Conditional Logic Question) What are the primary reasons you have chosen to move to or stay in Fairburn? Open Ended

Question: Which of the following best describes your stakeholder category in Fairburn?

Please select one option that best represents your role or affiliation: This will be a drop-down list

- Business Owner/Manager
- Cultural Association
- Faith-Based Institution
- Government Employee
- Local Community Organization Member
- Neighborhood Association
- Property Owner
- Resident
- Teacher/Educator K-12
- Teacher/Education Post-Secondary
- Student

- Other (please specify): [Open-ended]

Economic Development Perceptions

Question: What does economic development mean to you?

Please select one or more of the following options that best represent your view: Check all that apply

- Attracting new businesses and investments to the area.
- Creating job opportunities for residents.
- Enhancing the local business environment and supporting small businesses.
- Fostering a vibrant and diverse community.
- Improving the overall quality of life for residents.
- Increasing the tax base to support public services and infrastructure.
- Promoting sustainable and environmentally-friendly practices.
- Other (please specify):

On a scale of 1 to 5, with 1 being "Not Important" and 5 being "Very Important," please rate the importance of economic development in Fairburn.

1-5

What do you believe are the key drivers of economic development in Fairburn? Check all that apply

- Proximity to major transportation hubs like Interstate 85 and Hartsfield-Jackson Atlanta International Airport.
- Availability of a skilled workforce.
- Supportive business-friendly policies and incentives.
- Access to educational institutions and workforce training programs.
- Quality of local infrastructure and utilities.
- Diverse and thriving business sectors.
- Collaborative partnerships between local government and businesses.
- Natural resources or unique features that attract tourists and investors.
- Strong local leadership and community engagement.
- Other ____

What industries or types of businesses do you think should be prioritized for development in Fairburn? Check all that apply

- Advanced manufacturing and logistics.
- Arts and culture.
- Education and training institutions.
- Healthcare and biotechnology.
- Local and artisanal businesses.

- Retail and dining establishments.
- Sustainable and green industries.
- Technology and innovation sectors.
- Tourism and hospitality.
- None of these
- Other_____

How would you define a successful and thriving local economy for Fairburn? Check all that apply.

- Access to Healthcare
- Community Investment
- Cultural and Arts Vibrancy
- Diverse Job Market
- Environmental Sustainability
- Income Growth and Economic Mobility
- Innovation and Entrepreneurship
- Low Unemployment
- Quality Education
- Quality Workforce
- Social Inclusivity
- Strong Local Businesses
- None of these
- Other_____

Vision for Fairburn

In your opinion, what is the ideal vision for Fairburn's economic future? (Open-ended)

Strengths and Opportunities

What do you believe are Fairburn's greatest strengths or assets that can contribute to economic growth and development?

- Availability of open green spaces and parks.
- Collaborative spirit among community members.
- Growing and diverse population.
- Historic and unique architecture and landmarks.
- Investment in education and workforce development.
- Rich cultural heritage and community spirit.
- Strategic location and accessibility.
- Strong local businesses and entrepreneurs.
- Supportive local government and leadership.
- None of these
- Other_____

Please identify any specific places within Fairburn you believe currently or have the opportunity to contribute to its economic well-being and sense of place. (Open Ended)

What opportunities or untapped potential do you see for Fairburn's economic development?

What challenges or obstacles do you think Fairburn faces in achieving its economic development goals? Check all that apply

- Affordable housing concerns.
- Availability of jobs
- Competition from neighboring cities.
- Crime
- Economic disparities among different neighborhoods.
- Employee Compensation
- Environmental sustainability and conservation issues.
- Infrastructure limitations and traffic congestion.
- Limited access to venture capital and funding for startups.
- Local Property Taxes
- Maintaining a balance between growth and preserving community character.
- Regulatory and bureaucratic hurdles.
- Workforce skill gaps and educational disparities.
- None of these
- Other_____

Are there any concerns related to economic development that you would like to share?

How important are the following factors to you?

- Branding and image
- City infrastructure
- Community appearance
- Cost of living
- Creative and cultural arts scene

How important are the following factors to you?

- Ability to take an active role in the community
- Ability to walk or conveniently travel to shops and restaurants
- Affordable healthcare
- Affordable housing
- Available jobs
- Employee compensation
- Local property taxes
- Parking availability
- Parks and resources for recreation

- Population diversity
- Quality of public schools

Please rate Fairburn on the following factors.

- Ability to take an active role in the community
- Ability to walk or conveniently travel to shops and restaurants
- Affordable healthcare
- Affordable housing
- Available jobs
- Employee compensation
- Local property taxes
- Parking availability
- Parks and resources for recreation
- Population diversity
- Quality of public schools

What investments would you like to see in Fairburn (Select all that apply)

- Amenities for recreation
- Community activities
- Economic development programs
- Higher education
- Parks
- Public infrastructure (roadways, utilities, etc.)
- Public safety
- Public schools (K-12)
- Tourism and promotion
- Vocational schools and training resources (including maker space)
- Other (please specify**)**

Are you aware of any ongoing or recent economic development initiatives or projects in Fairburn? If so, please describe them.

Do you believe these initiatives align with the community's economic development needs and aspirations? Why or why not?

Additional Comments

Do you have any additional comments, suggestions, or ideas related to economic development in Fairburn?

What is your annual household income?

- Less than $15,000
- $15,000 to $34,900

- $35,000 to $49,999
- $50,000 to $74,999
- $75,000 to $99,999
- $100,000 to $149,999
- $150,000 and over

Contact Information (Optional)

Name:

Email:

Phone: