

2022



WHITE COUNTY
ECONOMIC DEVELOPMENT PLAN

CONNECTING WHITE COUNTY

DECEMBER 2022

DEVELOPED FOR:
WHITE COUNTY DEVELOPMENT AUTHORITY

PREPARED BY:



White County Economic Development Plan Connecting White County

December 2022

Developed for
White County Development Authority

Prepared by
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- Chairman Michael Yarbrough
- Vice Chairman Michael Meuse
- Secretary John Ziemer
- Board Member Donald Allison
- Board Member Ridley Kinsey
- Board Member Dustin Hulsey
- Board Member Joseph Whelchel

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- Commissioner Edwin Nix (District 3)
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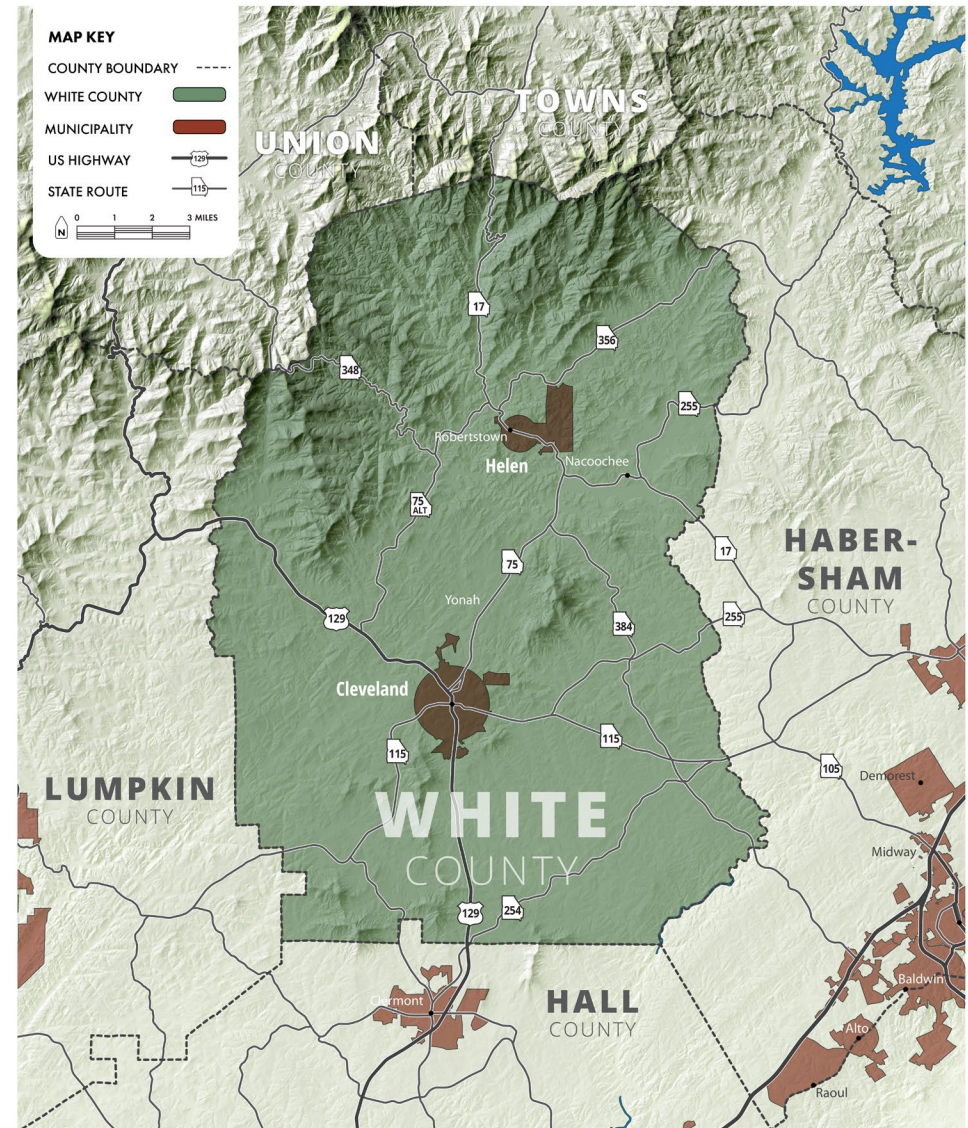
White County is at a critical juncture in its economic development journey. Recognizing the need for thoughtful and deliberate economic development planning to move the County forward, the community wishes to celebrate and honor its natural and rural heritage. This Economic Development Plan seeks to manage inevitable growth pressures, inviting and guiding desired and targeted development to preserve, improve and enhance the local charm of the region. The following document outlines existing County and regional characteristics, future economic trends, and specific opportunities for the County, the Development Authority, and other stakeholder organizations to bring the common vision to fruition.

Introduction

White County is nestled between the Appalachian Mountains of Northeast Georgia and the upper Chattahoochee River. Known for its scenic vistas and outdoor adventures, White County welcomes 2 million annual visitors to enjoy unique adventures such as hiking to see waterfalls in the Chattahoochee National Forest; strolling through Alpine Helen; visiting the Cabbage Patch in Cleveland's Babyland General Hospital; tubing down the Chattahoochee; wine tasting in one of its many vineyards, or exploring the region's historic Indian Burial Mounds.

More than just a tourist destination, White County (240.7 square miles) is home to approximately 30,000 full time residents who enjoy the peaceful, rural, and natural environment. The community is close knit with long-term residents welcoming newcomers to enjoy the quality schools and local amenities.

While the economy is noticeably characterized by tourism, a large portion of the local economy is agricultural with limited industrial development. Helen is a focal point for tourism and Cleveland serves as a destination for local residents for business and government matters and for students and their families affiliated with Truett McConnell University.



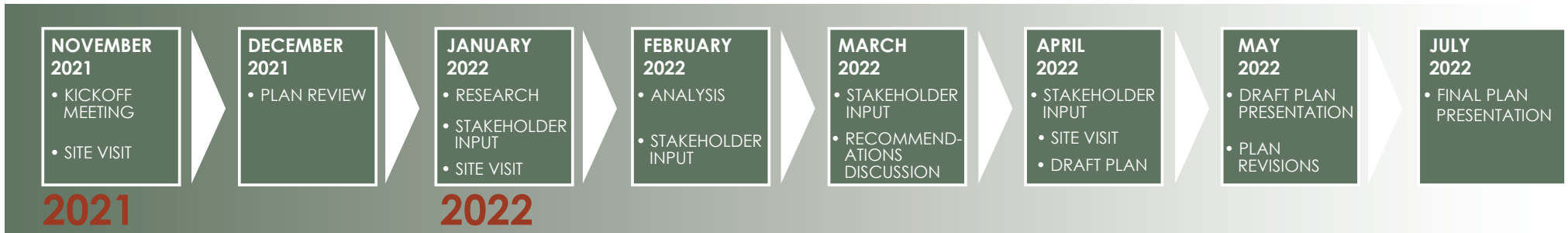
Purpose and Process of the Economic Development Plan

To address impending growth pressures, the Development Authority of White County (Development Authority) commissioned an Economic Development Plan to serve as a guide for smart growth, development, and provide implementation strategies for the Development Authority and White County as a whole. The Plan includes a community driven vision for economic development and recommendations for industrial, commercial, and residential development, necessary infrastructure to support growth, workforce development, incentives, public and private partnership opportunities, and community engagement.

To initiate the research and development of recommendations, the Thomas & Hutton Economic Development Team (Team) held an in-person kick-off meeting with the Development Authority in November 2021. With direction provided from the meeting input, the Team moved into the research phase of the Plan which included site visits, stakeholder input, review of previous plans, infrastructure mapping, evaluating labor force and retail market data, and identification of current economic activity in the region.

The Team reviewed data including, but not limited to, the White County Comprehensive Plan (2021), the Greater Mountain Regional Commission Comprehensive Strategy (2021), the White County Comprehensive Plan Survey (2021), White County Chamber of Commerce Vision 2020, US Census, Georgia Department of Labor, U.S. Department of Labor Profiles, White County Code of Ordinances, ESRI data, and Placer AI data. Using local infrastructure maps, the Team evaluated local infrastructure availability to determine feasibility for potential development. The Team also researched regional economic activity to establish existing and emerging industry trends.

A variety of stakeholders provided valuable input from visioning to current conditions to potential policies and programs. These stakeholders included representatives from the Development Authority, White County Board of Commissioners, White County, Water Authority, Georgia Mountain Regional Commission, City of Cleveland, City of Helen, White County Chamber, Convention and Visitors Bureau, North Georgia Technical College, White County School District, local businesses, and local property owners. The Team met regularly with members from the Development Authority and White County to solicit feedback on the progress of the Plan.



White County Characteristics Summary and Economic Development Takeaways

One of the most notable characteristics of White County, and the focus of this Plan, is White County's existing and potential connectivity. **Connectivity** in this context includes physical connectivity as well as cultural and community connectivity. In this section, the Plan details key County characteristics that illuminate opportunities to leverage existing resources and opportunities to strengthen others.

Infrastructure

Located approximately 80 miles north of Atlanta, White County is connected to the Metro Atlanta region by State Highway 129 to State Highway 19/GA 400 or I-985 and State Route 384 (Duncan Bridge Road) via State Highway 23/985. Hwy 129 is a two lane road heading north from the southern County line to Appalachian Parkway where it becomes a four lane divided highway bypassing the City of Cleveland to the west. State Route 75 (Helen Highway) connects the City of Cleveland and the City of Helen passing in the shadow of Mount Yonah. To the north, SR 384 links to SR 75 providing access to Helen along the Unicoi Turnpike (State Route 17). In the southeastern portion of the County, SR 384 becomes a four lane road just north of Hwy 255.

The state highways that cross White County serve as a gateway to parts of the Chattahoochee National Forrest and Nantahala National Forrest. This orientation results in a large amount of tourism commute crossing through White county.

The County is served by local and regional utility infrastructure, including electric, gas, water and sewer. Utility services are provided by a mix of public and private providers. The utilities have different levels of available service and expansion capabilities.

Water & Sewer

One of the largest challenges facing future development is access to public water and sewer systems. The majority of the County is served by White County Water & Sewage Authority, City of Helen Water & Sewer, and City of Cleveland Water and Sewer. These systems have availability and expansion limitations. Large portions of the County rely on private wells and septic tank systems for water and sewer.

Commercial and industrial developments are limited by the need for public water and sewer. Public water and sewer also limit the ability to develop new medium and high density development as well as mixed use developments.

Sewer Limitations

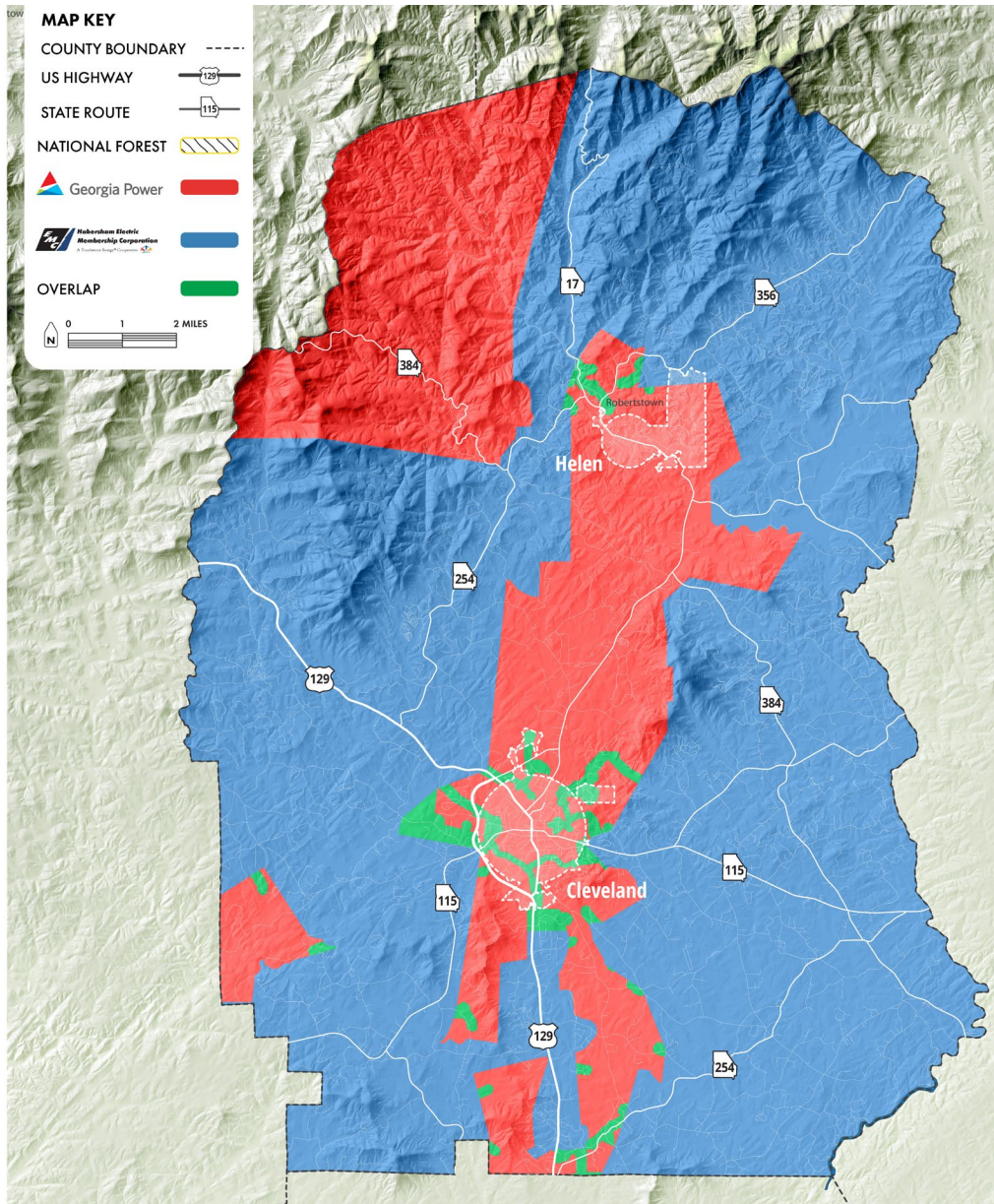
Topography of the region create challenges to expanding public sewer systems and limit the locations for expanding public sewer service. The City of Cleveland is the only sewer provider for the County outside of the City of Helen. Sewer extensions to planned developments will require pump stations due to topography. Historically, Cleveland sewer system required annexation for connecting to public sewer. A sewer development plan will need to be created due to cost and time needed to improve sewer systems. The limited sewer needs to be used effectively for high value development. New large sewer usage developments will reduce the proposed developments recommended within this study.

Water Limitations

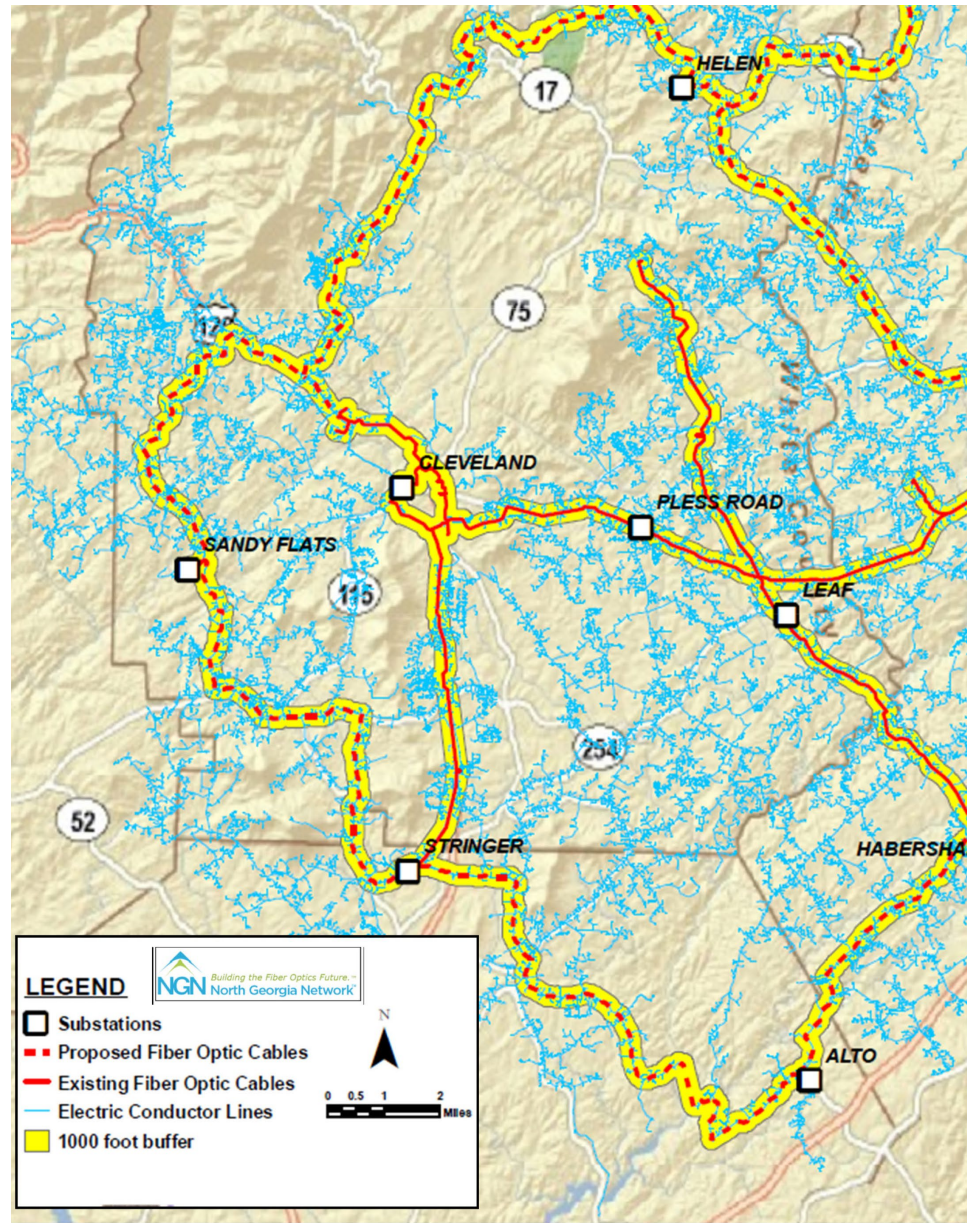
Public water service for the region is dependent upon surface and groundwater sources. The Chattahoochee River serves as the main surface water source and has reached its withdrawal

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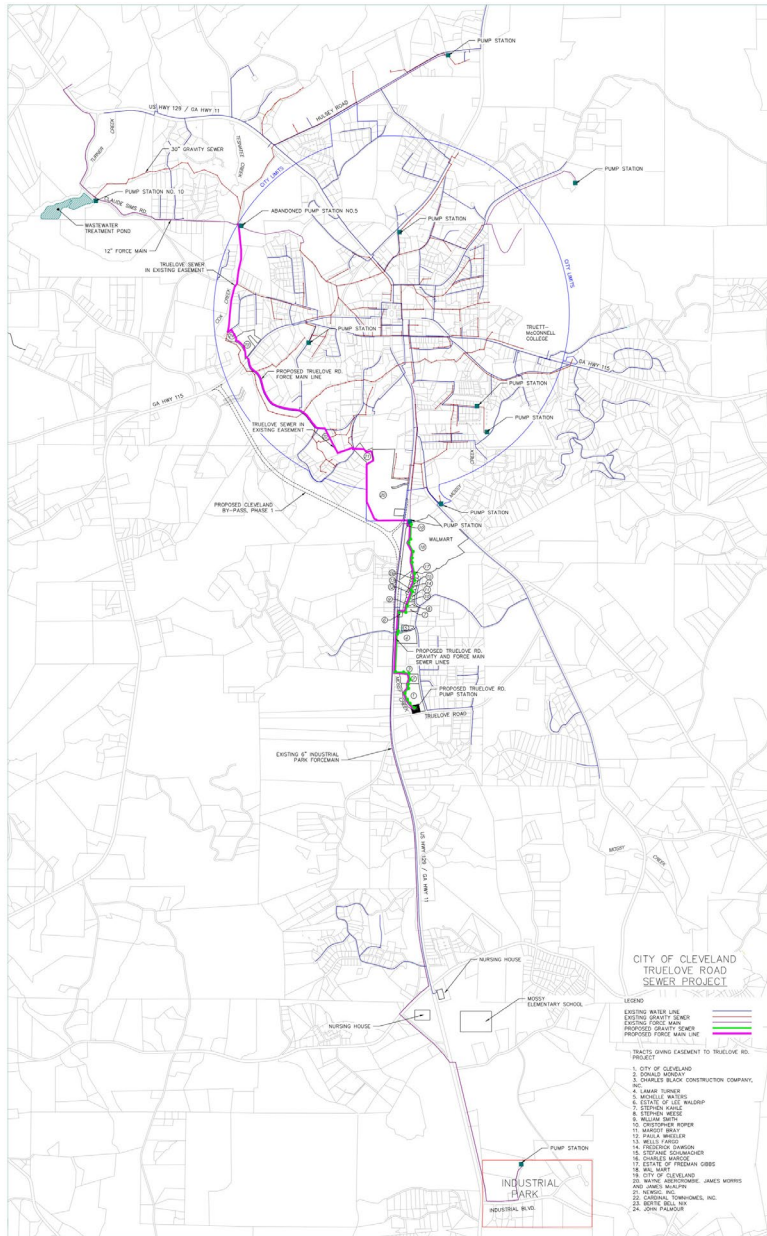


Electrical Provider Map

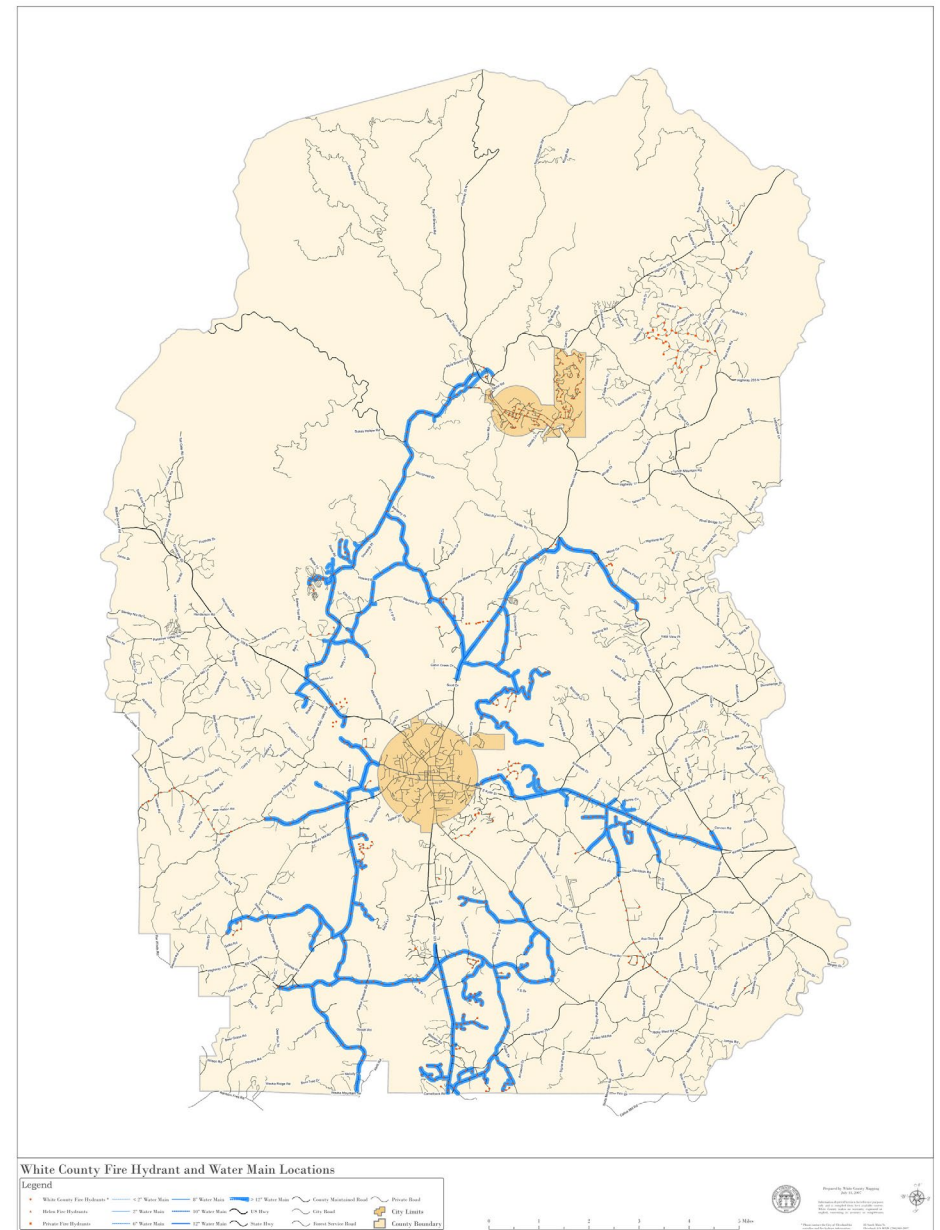


Fiber Optics Map





Sewer Distribution Map



Water Main & Hydrant Map



Continued from page 6

capacity in the County. Additional water system expansion is available and in progress through the installation of additional wells. Well system expansions do have inherent limitations due to withdrawal capacities. Future projects that have high water demand will rapidly deplete availability of existing and future water capacity.

Expansion

Cleveland and White County are actively working to expand capacities through upgrades to the sewer treatment plant and addition of new public water wells.

Sewer system expansions will be limited by allowed discharges through permitting. Expansions of sewer treatments plants are costly and take time to go through design and permitting processes. Usage of existing available capacity should be guided to prevent development restrictions.

Private Utilities

Habersham EMC and Georgia Power provide electric service to various parts of the County. Both utility companies are able to support future development and are willing to work with the County and prospects. North Georgia Network Cooperative, Inc. is a regional fiber optic cooperative that has existing fiber optic cables inside White County. Kinetic by Windstream provides premium broadband, entertainment, and security services through an enhanced fiber network. Georgia Natural Gas is the natural gas services provider. These private utilities have select availability and expansion capabilities. The existing private utility providers have availability to expand services. The development authority, City of Cleveland and White County need to prepare

and communicate a development plan to these private utility partners. This will help the private utilities prepare and plan to expand services to select high impact areas within White County.

TAKEAWAY

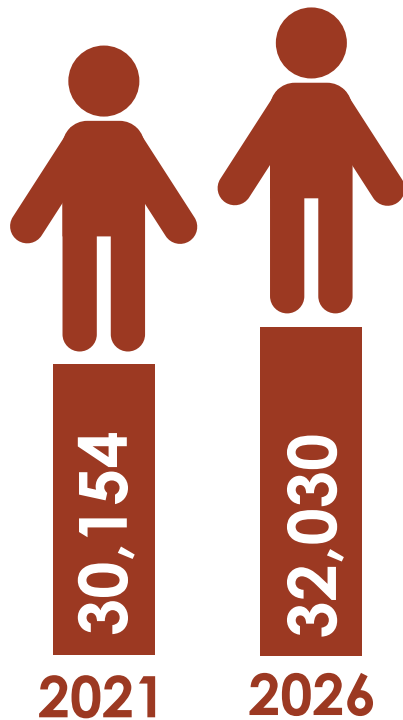
The distribution of the existing utilities impacts the County's ability to expand industrial, commercial, and residential development. For a community like White County, this is both a blessing and a curse. The County desires to maintain its rural, natural landscape but simultaneously desires economic development. Water and sewer capacities will impact the types and locations of desired developments.

All future development plans and zoning need to include communication with utility providers. A strategic utility plan needs to be prepared with a combination of public and private utility providers. This Plan recommends extension of infrastructure to limited locations to serve future development. All development plans within White County need to have limitations and requirements for water usage and need to encourage water conservation. High water and sewer usage developments need to be limited. This will require intergovernmental and inter-agency cooperation between the County, the White County Water Authority, the City of Cleveland, the City of Helen, and possibly Habersham County.



Population

In addition to its location, the County's economy is driven by its residents, commuter labor force, and visitors. White County's population of just over 30,000 persons is expected to grow by 1.21 percent annually for the next five years. The current population's average age is 46 years with a median age of 44.5 years. Eighty percent of the population is aged 18 to 64 with 22.1 percent reporting as 65 or older (13.9 percent statewide). The older population (65 years+) is broken down as 13.1 percent (65 to 74 years), 6.9 percent 75 to 84 years, and 2.1 percent (85 years +). The 2021 household make up of White County is estimated at 2.51 persons per household with an approximate 11,708 households.



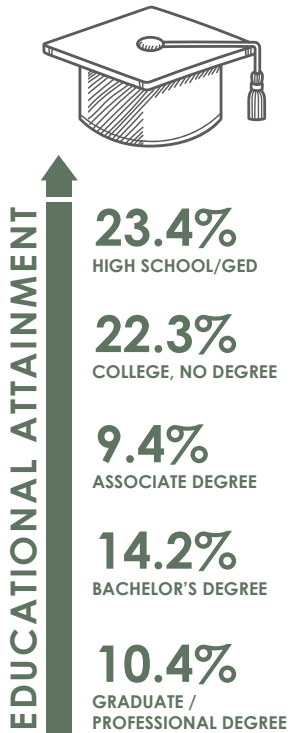
TAKEAWAY

While White County is not expected to significantly increase its population base, it is experiencing an aging of its population. The County should focus on (1) providing quality of life amenities for its senior population while attracting a younger population to meet the workforce needs of the developing County. Its economic development activities should improve quality of life for all, including health care, recreation, and housing for seniors and housing that is affordable for younger professionals and families. When seniors are integrated more into the community, they contribute culturally and economically, creating a vibrancy across generations. ¹Likewise younger professionals and families increase workforce availability and support the local school district.

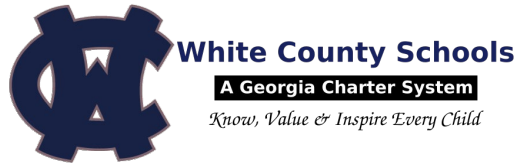
¹ In Georgia, residents over age 65 do not pay school taxes as part of their property tax bills. An older population may have more disposable income and benefit the County with sales tax revenue, but they do not contribute financially to the school district.



Educational Attainment and Institutions



The County's educational attainment profile varies from the State of Georgia's with a less educated populace. Only 22.7 percent of the County's adult (25 years and older) population holds a Bachelor's Degree or Higher whereas 32.5 percent of State of Georgia adults do. Just over 30 percent of the adult population have a high school degree or equivalent. Almost 23 percent have some college but have not earned a degree; nine percent have earned an associate's degree; 13.2 percent have earned a bachelor's degree; and, 9.5 percent have earned a graduate or professional degree. Details on the labor force are provided below in the Labor Profile section.



The County's K-12 population is served by the White County School District. With a 91.4% graduation rate, and its high school students' academic growth higher than 97% of the districts in the State, White County Schools are highly regarded. The School District is part of the Georgia Charter System and offers Career Technical and Agricultural Education Programs (CTAE) training high school students in agriculture, audio-visual technology, business management and administration, cosmetology, health science, industrial

maintenance, JROTC, welding, and work-based learning to support students in their careers. The School District also works to connect students with local businesses, including a mock interview day and apprenticeship type programs.



Located in Habersham County, North Georgia Technical College serves White County students as the nearest local technical college. Offering adult education, academic programs, continuing education, dual enrollment and

tuition free programs, NGTC also works closely with the community to create apprenticeships and customized training to support local businesses.



**Truett
McConnell**
UNIVERSITY

Truett McConnell University, a private Baptist university, located in downtown Cleveland, offers courses of study in biology, business administration, Christian studies, criminal justice, education, English, exercise science, global studies, history, humanities, music, nursing, and psychology. The school has graduate programs and caters to out of town students and married students as well as traditional students.



WorkSource Georgia Mountains assists youth, adult, and displaced workers. WorkSource Georgia Mountains administers the Workforce Innovation and Opportunity Act (WIOA) Program and is funded by the federal government.



TAKEAWAY

Whereas about one-third of the population has a bachelor's degree or higher and the County is at full employment, it is difficult to attract new higher skilled jobs. Creating more robust partnerships with the WorkSource Georgia, White County School District, North Georgia Technical College, and Truett McConnell University may help to encourage new businesses by creating a strong pipeline for their workforce needs. Likewise, an emphasis on attracting and relocating professionals to the County will assist in increasing the overall educational attainment rate in the County.

Truett McConnell also serves as a catalyst for development in downtown Cleveland. In depth discussions revealed they have a need for married student housing and that their students often return home on the weekends. The University could serve as a partner for downtown housing and supporting retail and events by creating affinity and physical connections between the downtown Core and the campus.



Income

White County residents earn, on average, less than their State of Georgia counterparts (\$53,591 median household income versus \$61,980 statewide). With current economic conditions, median household income is expected to increase by less than five percent in the next five years.

This differential may be attributed to several factors. First, the population, as previously mentioned, is older. These residents may be on fixed incomes. Second, the industry profile shows a heavy dependence on agriculture and tourism industries, the hourly mean wage for agriculture is estimated around \$14.69 and for tourism related industries, the number hovers around \$12 per hour. Compared to other industries, including manufacturing, healthcare, and professional services, these wages are typically lower. Second, with an older population, incomes do not change significantly and therefore we expect a stagnation and little to no increase in income.



| Inflow Job Characteristics (All Jobs) | 2019 | |
|--|-------|-------|
| | Count | Share |
| Workers earning \$1,251 to \$3,333 per month | 2,151 | 38.1% |
| Workers earning more than \$3,333 per month | 1,592 | 28.2% |
| Workers in the "Goods Producing" Industry Class | 1,163 | 20.6% |
| Workers in the "Trade, Transportation, and Utilities" Industry Class | 966 | 17.1% |
| Workers in the "All Other Services" Industry Class | 3,518 | 62.3% |

Workforce

Significant changes in the area unemployment rate for the region occurred during 2021 as a result of COVID-19. The region had an unemployment rate of 2.2% (July 2021) which is lower than the state of 3.7%, and the U.S. rate of 5.4%. It is also the lowest rate for regions across the state. However, there is a noticeable trend of young adults leaving the area. Economic developers in the region have expressed some concerns with the migration of the youth, as well as State educational standards not matching up with industry needs, and these trends causing a shortage of skilled labor. Current efforts are now being implemented to educate, train and encourage the region's youth to remain in the area and contribute to the much-needed workforce.

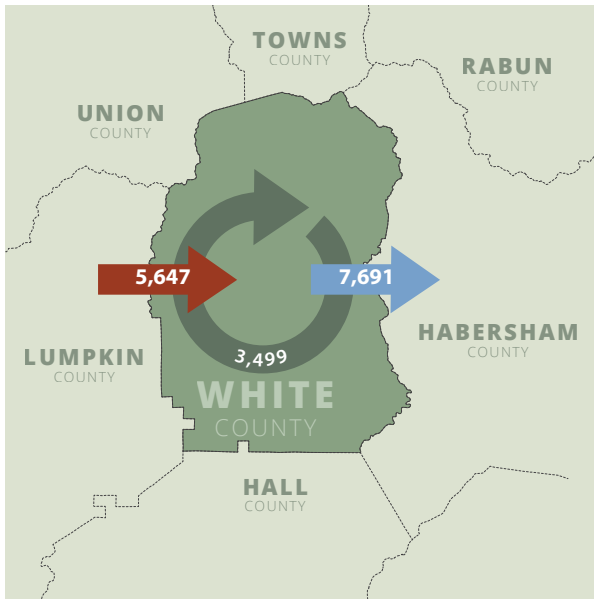
Commuting Patterns

White County's residents typically commute outside of the County for work. Out of the 11,000 residents who are in the workforce, only 3,499 or 31 percent work within the County. Almost 69 percent or 7,691 residents commute outside of the County for work. Meanwhile, over 5,600 workers enter the County to work.

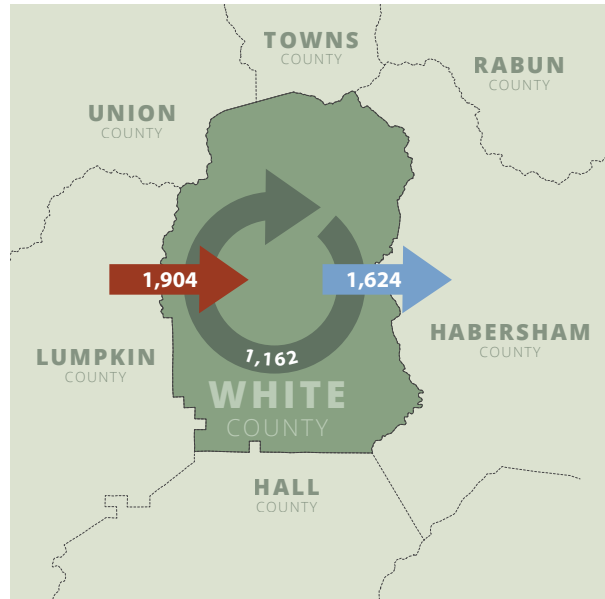
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| Outflow Job Characteristics (All Jobs) | 2019 | |
|--|-------|--------|
| | Count | Share |
| External Jobs Filled by Residents | 7,691 | 100.0% |
| Workers Aged 29 or Younger | 1,815 | 23.6% |
| Workers Aged 30 to 54 | 4,006 | 52.1% |
| Workers Aged 55 and older | 1,870 | 24.3% |
| Workers earning \$1,250 per month or less | 1,624 | 21.1% |
| Workers earning \$1,251 to \$3,333 per month | 2,813 | 36.6% |
| Workers earning more than \$3,333 per month | 3,254 | 42.3% |
| Workers in the "Goods Producing" Industry Class | 1,706 | 22.2% |
| Workers in the "Trade, Transportation, and Utilities" Industry Class | 1,680 | 21.8% |
| Workers in the "All Other Services" Industry Class | 4,305 | 56.0% |

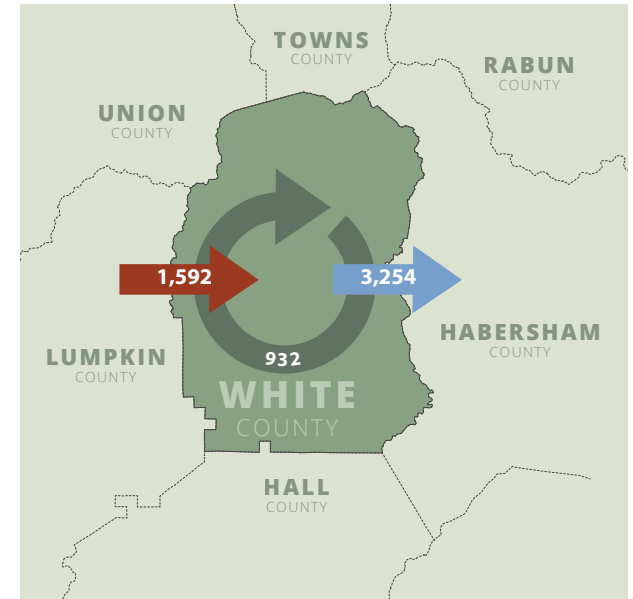




White County Commuter Inflow/Outflow

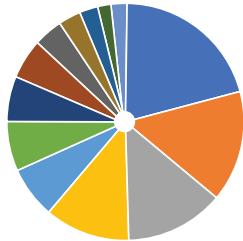


Workers Earning Less than \$1,250 per month



Workers Earning More than \$3,333 per month

Percent of Workforce by Industry
White County, 2019



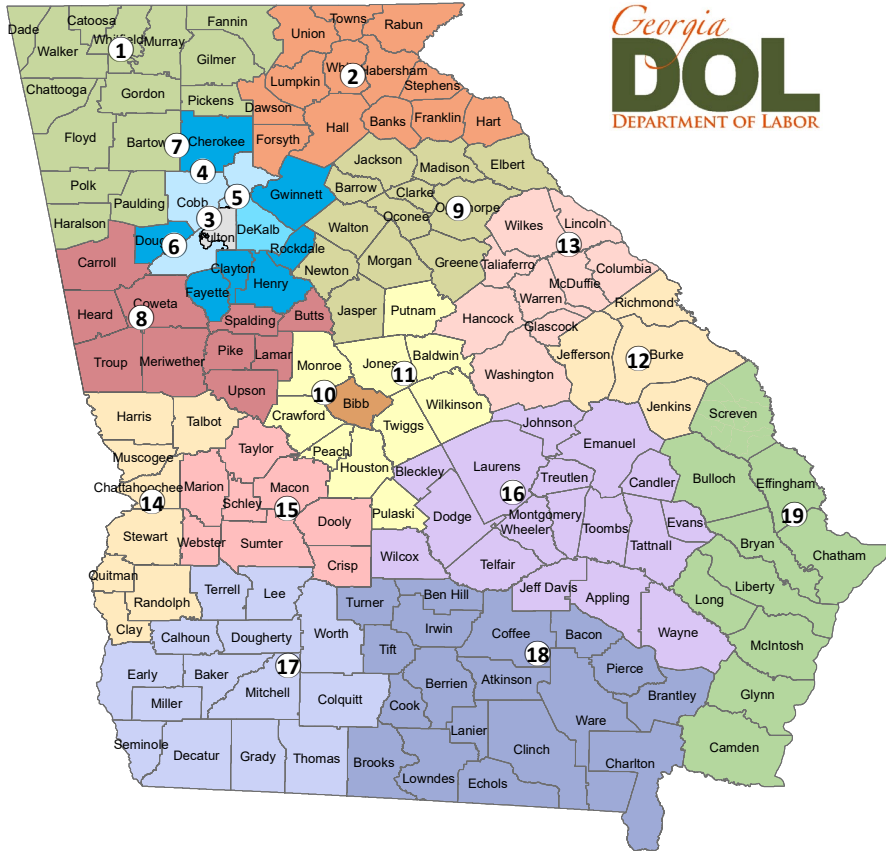
- Education
- Manufacturing
- Construction
- Public Administration
- Other
- Information
- Wholesale Trade
- Arts & Entertainment
- Retail Trade
- Professional Services
- Transportation
- Fire
- Agriculture

| Industry | Percent of Employed Population |
|-------------------------------|--------------------------------|
| Agriculture/Mining | 2.5% |
| Construction | 7.6% |
| Manufacturing | 14.9% |
| Wholesale Trade | 1.1% |
| Retail Trade | 13.6% |
| Transportation/Utilities | 6.3% |
| Information | 1.9% |
| Finance/Insurance/Real Estate | 3.2% |
| Services | 43.5% |
| Public Administration | 5.4% |

| Sector | Percent of Employed Population |
|---------------------------------|--------------------------------|
| White Collar | 57.3% |
| Management/Business/Financial | 14.3% |
| Professional | 21.0% |
| Sales | 9.6% |
| Administrative Support | 12.3% |
| Services | 17.7% |
| Blue Collar | 25.0% |
| Farming/Forestry/Fishing | 0.7% |
| Construction/Extraction | 5.7% |
| Installation/Maintenance/Repair | 2.9% |
| Production | 6.7% |
| Transportation/Material Moving | 9.0% |



Georgia Local Workforce Development Areas (LWDA)



- | | | |
|-----------------------------|---------------------------------------|-------------------------------|
| LWDA 01 - Northwest GA | LWDA 08 - Three Rivers | LWDA 14 - Lower Chattahoochee |
| LWDA 02 - Georgia Mountains | LWDA 09 - Northeast GA | LWDA 15 - Middle Flint |
| LWDA 03 - City of Atlanta | LWDA 10 - Macon-Bibb | LWDA 16 - Heart of GA |
| LWDA 04 - Cobb County | LWDA 11 - Middle GA | LWDA 17 - Southwest GA |
| LWDA 05 - DeKalb County | LWDA 12 - Central Savannah River Area | LWDA 18 - Southern GA |
| LWDA 06 - Fulton County | LWDA 13 - East Central GA | LWDA 19 - Coastal GA |
| LWDA 07 - Atlanta Regional | | |

Continued from page 13

The types of jobs seem comparable when reviewing the data, however, the wages are typically higher for those commuters who travel outside of the County (2019 On the Map, Census Bureau). Workers travel similar distances as those across the state for an average travel time of almost 29 minutes. Most commuters (83.6 percent) travel alone and as of 2019, approximately 6 percent work from home. We suspect these numbers may have changed since the pandemic with more residents working from home and therefore shorter commute times out of the County. As the majority of workers entering the County enter for tourism and service sector jobs, those commute times likely have remained the same.

The 2019 American Community Survey estimates that over half of the jobs in White County are in education, arts & entertainment, manufacturing, and retail trade. For workers earning less than \$1,250 per month, the inflow is essentially equivalent to the outflow. Whereas for workers earning more than \$3,333 per month, more residents are leaving the County for these better paying jobs than staying or entering the County.

TAKEAWAY

One of the central goals for an economic development plan is to attract quality jobs with higher wages and career opportunities. A focus on attracting well-matched professional and entrepreneurial positions that support higher wages will impact the median household income.

Given the spatial mismatch for higher paying jobs (outside the County) and the desire to increase incomes, the County should focus on attracting professional services industries.



Local Economy

The local economy for White County is primarily characterized by agriculture and tourism. Agriculture accounts for over \$139 million of economic output in the County. The main agricultural activities are poultry and egg production, broilers and growers, and livestock and aquaculture. Tourism, including nature tourism, cultural tourism, and agritourism, provides \$67.5 million of economic impact with over \$2 million of tax receipts.

MAJOR EMPLOYERS

- *Freudenberg - NOK*
- *Walmart Supercenter*
- *White County School District*
- *Friendship Health & Rehab Center*
- *Camp Barney Medintz*
- *Camp Coleman*
- *Unicoi State Park*
- *Helen Tubing & Waterpark*

There are approximately 649 business establishments in White County. The major employers in White County represent manufacturing, retail, education, medical, and tourism sectors.

Looking at regional economic activity, the Georgia Regional Mountains Commission² Comprehensive Economic Development Strategy projections for industry growth anticipate

that transportation equipment manufacturing and ambulatory medical services will increase the most rapidly from their current base between now and 2028 (see table below). General merchandise store and educational services are expected to increase in the region.

² The Georgia Mountain Regional Commission's area covers 3,500 square miles and includes Banks, Dawson, Franklin, Habersham, Hall, Hart, Lumpkin, Rabun, Stephens, Towns, Union, and White Counties.

| Rank | Industry | Employment | | Total Annual % Change | Total 2018-2028 Employment Change |
|------|--|----------------|----------------|-----------------------|-----------------------------------|
| | | 2018 Estimated | 2028 Projected | | |
| 1 | Educational Services | 23,762 | 29,336 | 2.13% | 5,574 |
| 2 | Food Services and Drinking Places | 22,343 | 27,487 | 2.09% | 5,144 |
| 3 | Ambulatory Health Care Services | 11,665 | 16,405 | 3.47% | 4,740 |
| 4 | Food Manufacturing | 15,503 | 17,560 | 1.25% | 2,057 |
| 5 | General Merchandise Stores | 7,087 | 9,109 | 2.54% | 2,022 |
| 6 | Professional, Scientific, and Technical Services | 10,149 | 12,032 | 1.72% | 1,883 |
| 7 | Food and Beverage Stores | 7,011 | 8,541 | 1.99% | 1,530 |
| 8 | Transportation Equipment Manufacturing | 3,676 | 5,194 | 3.52% | 1,518 |
| 9 | Administrative and Support Services | 14,129 | 15,361 | 0.84% | 1,232 |
| 10 | Merchant Wholesalers, Durable Goods | 6,306 | 7,438 | 1.66% | 1,132 |

Source: Georgia Dept. of Labor, Workforce Statistics & Economic Research Projections Unit



When word reached Freudenberg-NOK Sealing Technologies' Cleveland plant that an elementary school in White County did not have a robot for each of the students enrolled in its Science, Technology, Engineering and Math (STEM) club, plant leadership and employees jumped into action by not only donating robots and support to the club, but by also providing sponsorship of robotic initiatives throughout the local school system.

That's one example of why Freudenberg-NOK Sealing Technologies – a global leader in the production of seals and alternate powertrain technologies and a committed corporate citizen – was selected by Georgia's automotive community as recipient of the 2020 Georgia Emerging Automotive Recognition (GEAR) Award for Citizenship, sponsored by the Georgia Department of Economic Development (GDEcD). Previously known as the Georgia Automotive Awards, the GEAR Awards recognize advances in the state's automotive and mobility industries through innovation and emerging technologies. The Citizenship Award recognizes Freudenberg's high level of corporate participation in the community, including their contributions to civic and educational organizations.

During the presentation of the GEAR Awards in October 2020, GDEcD Deputy Commissioner of Global Commerce Scott McMurray expressed appreciation from the state for Freudenberg's commitment to excellence in manufacturing and community leadership.

"It's businesses like Freudenberg-NOK Sealing Technologies that contribute more than jobs and opportunities, they also make a difference and impact our communities through ongoing commitment and involvement," McMurray explained.

The manufacturer, the largest employer in Cleveland, is part of Freudenberg-NOK Sealing Technologies, which runs business operations for Freudenberg Sealing Technologies (FST) in the Americas. The company is a leading producer of advanced sealing technologies. A Tier 1 supplier to original equipment manufacturers (OEM), the Cleveland plant makes custom seals for existing and new powertrain and drivelines, including e-Mobility applications. The plant is one of the highest-volume users of rubber in the Americas, producing 14 million seals a month.

"The Cleveland location is strategic for us because of the abundance of automotive suppliers in the South," says Gary VanWambeke, senior vice president of Freudenberg-NOK's Powertrain and Driveline Division.

"We're close to I-85, so we truck products to our North American customers and ship overseas from the Georgia ports. We have a high-quality workforce because Georgia grows its own talent. The company recruits from institutions like Georgia Tech, North Georgia Technical College and Lanier

Technical College, where we actively supported the creation of an apprenticeship program. We also offer work-study co-ops in partnership with the school system and local colleges."

Freudenberg collaborates with the Georgia Mountains Regional Commission, Worksource Georgia Mountains, the Georgia Mountain Workforce Development program, and the White County Chamber of Commerce to craft regional workforce development initiatives, many focusing on manufacturing.

"We're a hidden gem," says VanWambeke. "It's important to get the word out about the range of well-paying, rewarding careers in manufacturing."



Education, especially around STEM, is a core function of the company's "Culture Team," a multi-level group of employees who champion community opportunities for which employees can contribute time or financial support. The team carries out Freudenberg's guiding principles: value for customers, responsibility, innovation, people, leadership, and long-term orientation. These principles are implemented through partnerships as well as a commitment to employees, customers, and communities in areas including education, health and safety, the environment, and more.

For instance, in addition to supporting a STEM Club and freshman orientation at the White County High School, the company supports "Rocket Day" at the county's middle school. Freudenberg engineers help students build, launch, and understand the physics of rockets. The company also provided \$57,000 for White County High School's engineering program.

"Hearing parents express unsolicited appreciation for what we do is one of the most rewarding aspects of our outreach," says VanWambeke.

Through the Culture Team, Freudenberg employees participate in the annual White County RiverSweep clean-up with several regional organizations. Other employee-driven initiatives include giving to an animal shelter, supporting Thanksgiving and Christmas philanthropies, and planting a wide variety of trees with the White County Extension office to support tree identification for the local 4-H club. The company also created opportunities for

employees to donate to the American Cancer Society, United Way, and Relay for Life. VanWambeke estimates that up to 90% of the 400-strong workforce participates in community service.

Freudenberg also promotes career development for employees by allotting funds for tuition reimbursement as well as online progressive training, leadership training, and lean certification training.



"Freudenberg is a shining example of what corporate citizenship is all about, and we couldn't be more thrilled that they've won statewide recognition for that," says Beth Truelove, president of the White County Chamber. "They are always ready to lend their expertise to the community, and their passion for creative problem-solving means they're able to innovate solutions."

Truelove notes that during the early stages of the pandemic, Freudenberg put their 3-D printers to work to create ear guards that make masks more comfortable for health-care workers to wear for long periods. They also donated N-95 masks to the White County Sheriff's Department for the safety of first responders and jailers.

"The GEAR award is a wonderful statement of how seriously we take our role in the community," says VanWambeke. "When we're recognized outside the plant, and especially by a group of our peers, it reinforces that our work is meaningful and that we're doing what we've said we'd do."

<https://www.georgia.org/blog/freudenberg-nok-sealing-technologies-recognized-community-leadership-georgias-gear-citizenship>

TAKEAWAY

As the regional data include all 12 counties in the region, such as Lumpkin (site of the new Northeast Georgia Medical Center) and Hall (site of the new Northeast Georgia Inland Port), it is not surprising those industries are expected to grow. White County, on the other hand may experience some residual growth from these development catalysts but will need to be more proactive in determining its industries given its varying local characteristics from the other counties in the region. Supportive industries to the new inland port and medical offices would be suitable in addition to professional services. A discussion of potential retail, to meet demand and to provide employment, follow this section.

The County has only one large manufacturing employer, Freudenberg-NOK. It is unlikely, given White County's limited transportation infrastructure and limited workforce availability that the County would attract another large employer. Rather, given the County's strong focus on quality of life, it should seek to attract and develop smaller companies (15-50 employees) with strong community driven ethics and corporate citizenship.



White County Retail

As noted earlier, White County is a destination for outdoor recreation in North Georgia. Along with the tourism draw of White County, the city of Cleveland serves as the location of county government, health services and home to Truett McConnell University with nearly 300 resident college students. The US 129 and GA 75 corridor is a gateway to the North Georgia Mountains, bringing many visitors through the area annually. The primary daily visits to retailers are dispersed between large box retailers, like Walmart and Ingles, plus restaurants and gas stations. There are several unique shopping opportunities in the cities of Helen and Cleveland; however, some opportunities for growth exists in these markets.

Regional Trade Area

After mapping several trip generators and destinations using Placer AI Mapping Software solutions a trade area is determined based on the plot of those mapped mobile devices, proximity of devices and competitor markets in the region. There are three separate primary trade areas of importance:

- Greater White County Trade Area
(centered in Cleveland – 15-mile Trade Area)
- Downtown Cleveland
- Downtown Helen

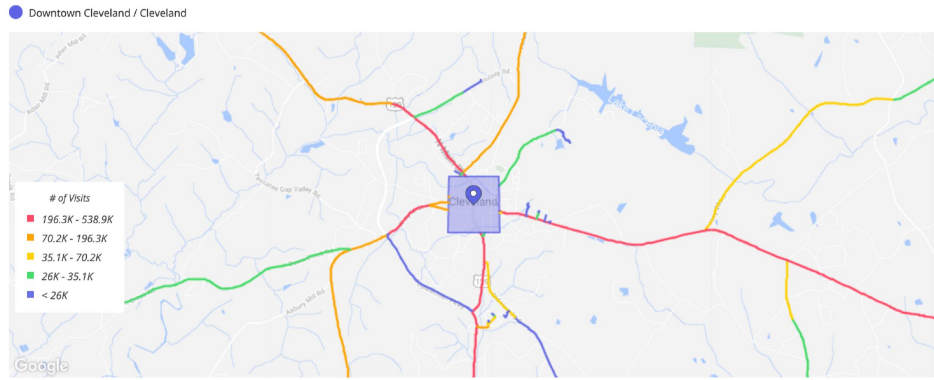
A Regional Trade Area (RTA), centered on Downtown Cleveland was utilized for retail and several other economic development and housing opportunities. That area is the basis for identifying what the true market is for Cleveland and White County because it is built off data that shows the consumer habits and travel routes

| Destination | Overview - Foot Traffic | Visitation Annually | Notables |
|--------------------|---|---------------------|--|
| Walmart | Ranks in the 50th percentile state and nationally | 1.84 MM | Village Shopping Center most commonly frequented in tandem with Walmart |
| Ingles | Ranks in the 60th percentile state and nationally | 475 K | Walmart most commonly frequented in tandem with Ingles |
| Downtown Cleveland | N/A | 1.75 MM | Other local businesses are most commonly frequented in tandem with Cleveland |
| Downtown Helen | N/A | 4.54 MM | State Parks are most commonly frequented in tandem with Helen |

to convenience and daily shopping needs, along with services that are often tackled in the same trip. While there are many travelers through the area, the strongest opportunities to grow customer facing businesses lie in the holes of that trade area market. That map is included below, and several corresponding reports are attached in the appendix. Note the extension of the trade area beyond the county boundary. This is due to recurring trips to local businesses for daily needs. In the table above the cross-shopping between Ingles and Walmart is evidenced by the frequency of visit immediately prior to or after a visit to the other; however, Walmart is most commonly visited in tandem with Ingles. So the RTA is extending beyond the county boundary based on the customer travel patterns and we gain more insight into the opportunities in the market. **Based on the RTA boundary, there is a \$399 million retail demand and only a \$349 million retail supply – nearly a \$50 million opportunity in retail sales to gain with businesses that are not currently in the market or could support additional competition.**



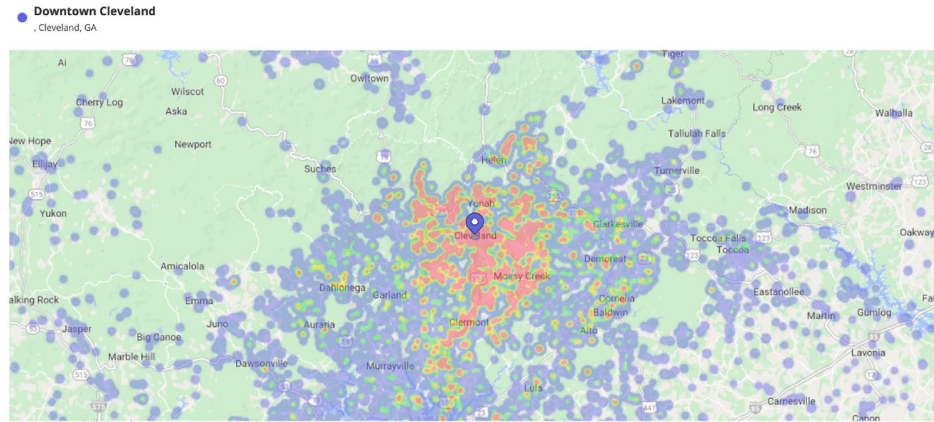
Visitor Journey: Routes - Prior Location



Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

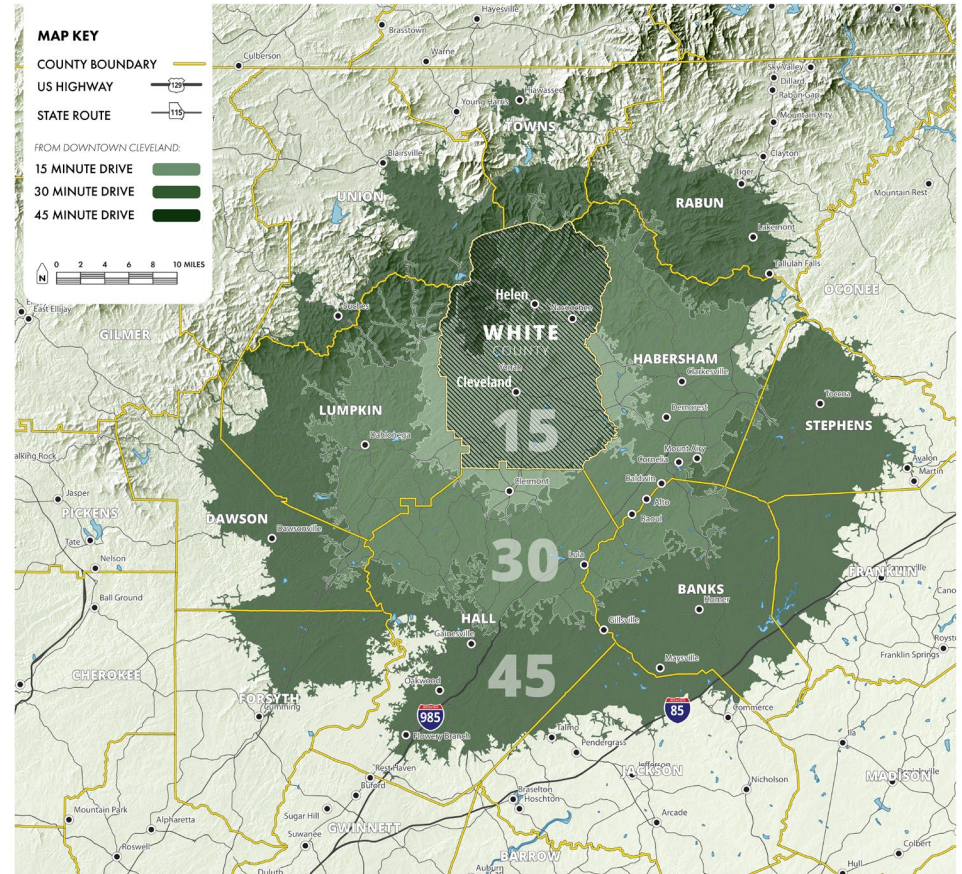


Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



While Gainesville GA is the primary regional shopping hub, there are several opportunities in the White County market. The following NAICS codes have the greatest opportunity based on GAP (leakage) outside the White County Regional Trade Area (RTA). This leakage represents the difference between demand and supply.

See Appendices for complete Journey Analytics Report



Of special concern during the development of this Plan is the impact the COVID-19 pandemic had on retail sales and demand. The following questions will shape the future of retail in White County. Has a lack of liquidity in small businesses ended many small market retailers/restaurants? Have inflation pressures impacted hospitality and food service from a full return? To what degree have consumer trends toward on-line spending negatively impacted local retail establishments?



White County Regional Trade Area Top Retail Trade GAPS (excluding auto sales and electronics)

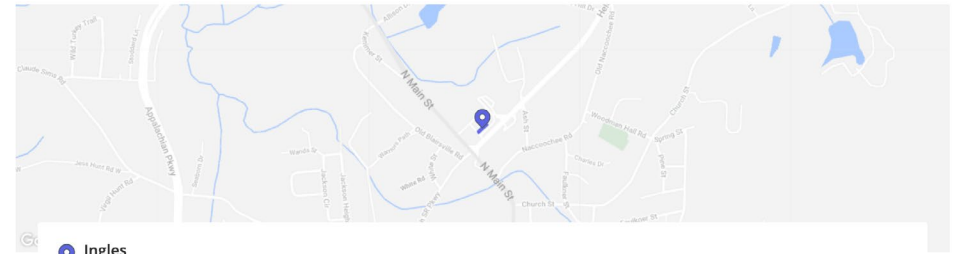
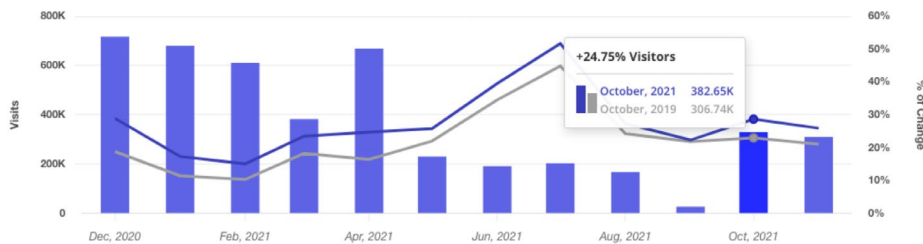
Category (NAICS)

| Category (NAICS) | Opportunity in \$\$ |
|--|---------------------|
| Grocery Store | \$21,161,080 |
| Bldg Material & Supplies Dealers (4441) | \$12,068,868 |
| General Merchandise Stores (452) | \$10,016,836 |
| Furniture & Home Furnishings Store (442) | \$9,103,608 |
| Clothing Stores (4481) | \$7,481,284 |
| Health & Personal Care Stores (446,4461) | \$4,231,560 |
| Beer, Wine & Liquor Stores (4453) | \$2,181,685 |
| Shoe Stores (4482) | \$2,038,757 |
| Sporting Goods/Hobby/Musical Instr Stores (4511) | \$1,816,196 |
| Book, Periodical & Music Stores (4512) | \$1,191,206 |
| Jewelry, Luggage & Leather Goods Store (4483) | \$1,072,241 |

Opportunity in \$\$

The data suggest White County day trips and short overnight stays have made a comeback in White County, particularly in Helen. A 2-year comparison shows these trips up approximately 25% year to year (see below). Consequently, White County is seeing job gains in hospitality and food service as the regional economy continues to climb out of the deep hole created during the pandemic. This is a sector that must remain strong for White County, especially to support the tourism industry.

Monthly Visits Compared to 2 Years Prior



Ingles
55 Helen Hwy, Cleveland, 30528, GA

Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

Metrics

| | | | |
|----------------|--------|-----------------|--------|
| Visits | 474.3K | Visit frequency | 3.46 |
| Visits / sq ft | 24.83 | Avg. Dwell Time | 31 min |
| Visitors | 137.2K | Panel Visits | 19.1K |

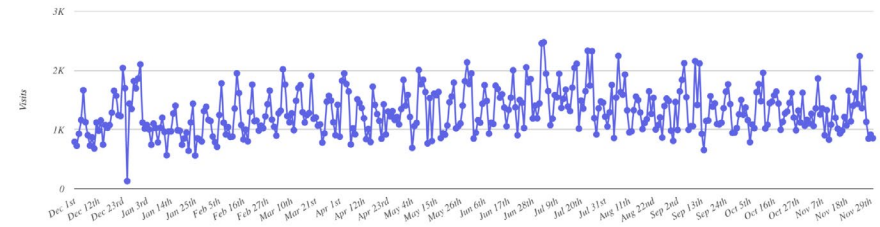
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai

Visits Trend

● Ingles / Helen Hwy



Data provided by Placer Labs Inc. (www.placer.ai)

Placer.ai



TAKEAWAY

The benefits for retail development include attracting outside revenue, reducing spending leakage outside the County (keeping the dollars spent within County), and generating revenue through sales tax, property tax and other revenue opportunities. With unmet retail demand of \$50 million, there are significant retail opportunities for White County to focus upon.

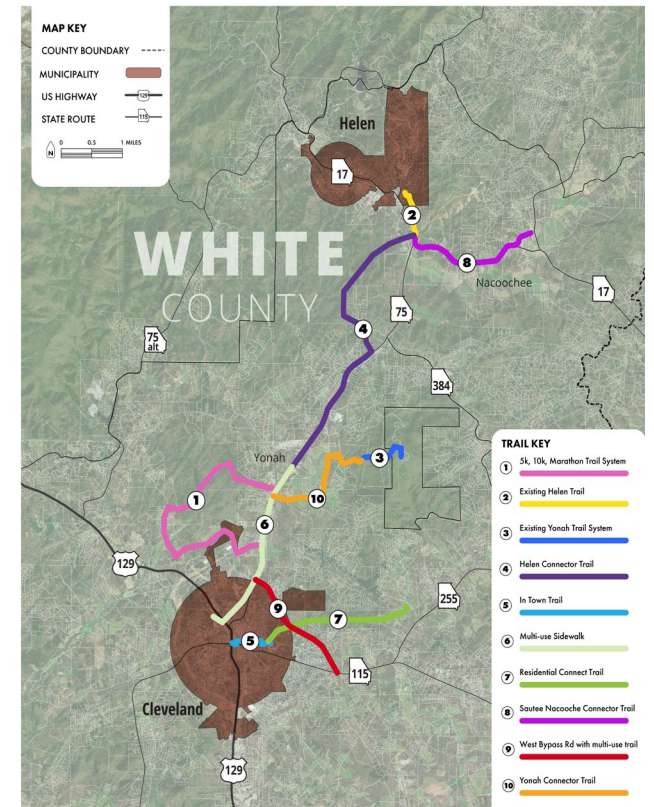
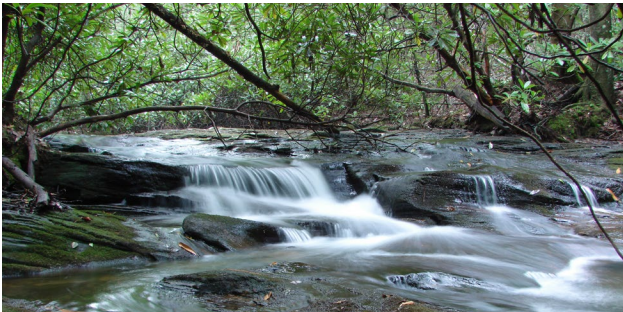


White County Tourism

White County boasts three major types of tourism. Nature tourism, cultural tourism, and agricultural tourism. Nature tourism is well established in White County with its bountiful hiking and biking trails and abundant water falls in the Chattahoochee Oconee National Forest, Smithgall Wood State Park, Yonah Mountain, Chattahoochee River tubing, zip lines and challenge courses, fishing, and a myriad of resorts and retreats. Cultural tourism, including the Sautee Nacoochee Indian Mound, Sautee Nacoochee Cultural Center, Hardman Farm State Historic Site, Helen Arts & Heritage

Center, and Alpine Village of Helen, among others. Agricultural tourism, the least developed of the three, includes farm wineries, breweries, and mead tasting rooms.

These tourism-based opportunities are thriving and continued support, marketing, investment, and increased connectivity should be a fundamental activity. The proposed multi use paths and bicycle/hiking trails proposed in this Plan should be a central focus for the County.



Housing

Housing, including availability and affordability, are an important component of economic development. Workers who live and work in the communities where they are employed have higher retention rates, lower absentee rates, fewer expenses for transportation, and their incomes circulate back through the community as they purchase goods and services. As of 2021, there were 18,592 housing units in the County. Forty-eight (48) percent of those units were owner occupied while 15 percent were renter occupied and 37 percent were "vacant" units. In this case, vacant most often refers to second homes used for vacationing or short term rental.

With median incomes hovering around \$54,000 and the recommended housing costs for a household not to exceed 30% of gross income, the average County worker requires a rent or mortgage payment not to exceed \$1,350 per month or a sale price of approximately \$186,300. Data suggest the median home value is \$194,325 however, anecdotal evidence suggests sales prices to be much higher and those in that price range are typically showing as mobile homes. As of January 2022, White County's multi-family vacancy rate dropped to 0.5%³. These two factors suggest that rentals and for sale products that are affordable for most workers are extremely limited.

TAKEAWAY

The data, supported by multiple conversations with stakeholders and the general public, clearly identify a need for workforce housing. While this Plan did not include a full Housing Study, it does uncover a clear and immediate need for workforce housing to support the existing and future development desired in the County.

³ All data in the document was based on available 2022 data and subject to change based on various market conditions



Previous Plans and Stakeholder Summary

The County's Comprehensive Plan included economic development. The 2010 WorkPlan, for example, included emphasis on infrastructure, educational and skills training, industrial recruitment, focusing on entrepreneurship, and developing an industry database.

Similar to White County, the larger region enjoys the unspoiled nature of the southern Appalachian Mountain region. Responsible land use will help to guide future development – limiting sprawl and concentrating activities into smaller nodes. The Plan covered a variety of topics ranging from housing to facilities and services to land use to economic development, business and industry to workforce development.

The Comprehensive Economic Development Strategy developed for the 12 county region of the Georgia Mountains Regional Commission, envisioned the region economically as one that embraces global trends resulting in job creation and retention, capital investment, all while enhancing the tax base and improving quality of life.

| County Department | Item Description | Project Accomplished | Currently Undertaken | Project Postponed | No Longer County Project |
|----------------------|--|----------------------|----------------------|-------------------|--------------------------|
| Economic Development | Participate in tourism promotion & advertising | Ongoing | | | |
| Economic Development | Identify infrastructure development opportunities | Ongoing | | | |
| Economic Development | Work with educational institutions to improve skill levels in labor force | Ongoing | | | |
| Economic Development | Assist in the recruiting of industry including Telford Hulseley Park | Ongoing | | | |
| Economic Development | Establish a turn key program for the development and recruitment of vineyards and wineries | x | | | |
| Economic Development | Becoming an Entrepreneur Friendly Community | x | | | |
| Economic Development | Develop an existing industry database | x | | | |
| Economic Development | Develop a property profile | Ongoing | | | |

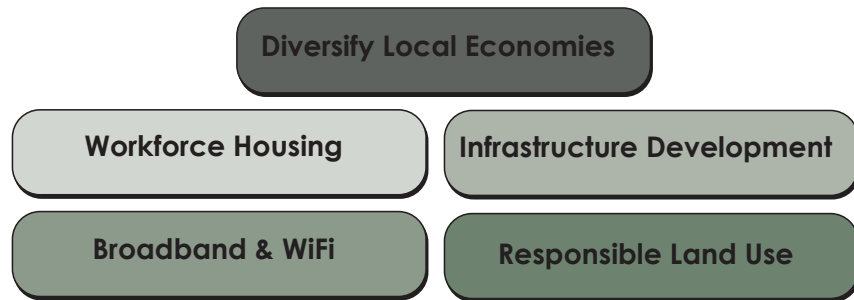
DRAFT: White County 2010 STWP Update



With a region mostly characterized by agriculture and tourism, the plan recognized the need to diversify local economies – expanding agriculture to include value added businesses, nurture small business and entrepreneurship, and expand health service industries. All of these efforts must be backed by workforce and development, including training and local housing opportunities.

Not unlike the state and country, the region experiences a lack of quality, affordable housing plagues the region limiting an already stretched and sparse workforce. The Plan recommends communities seek out workforce housing to support their residents and businesses.

For the rural communities in the Georgia Mountains Regional Commission district, infrastructure will both limit and guide growth. Where water and sewer are not available, there will be little to no development. While these may be limiting factors to some industries, the changing landscape of commerce suggests that access to broadband and WiFi is integral to the success of any community.



TAKEAWAY

The County's Comprehensive Plan and Georgia Mountain Regional Commission's 12 County Comprehensive Economic Development Strategy both called for attention to infrastructure, educational and skills training, industrial recruitment, focusing on entrepreneurship, and developing an industry database.



Stakeholder Input

Stakeholders provided essential insight into local economic visions and conditions. The Plan included input from a variety of stakeholders, including representatives from the Development Authority, County Board of Commissioners, local and regional government representatives, property owners, and local business owners and professionals, education Representatives, and citizens at-large.

These group and individual conversations with stakeholders assisted in establishing assets and liabilities for the County and desires for the

future of its Economic Development. The key assets underscored the importance of the natural environment and the people's connection to it through environmental based economy (agriculture and nature- and agri-tourism). What connectivity infrastructure exists (Appalachian Parkway, the future 400 extension, and broadband through much of the County) was identified. The local government's ability to keep taxes low and the excellent K-12 school system were highlighted as significant assets.

ASSETS

Natural Beauty / Environment Mountains, waterfalls, Chattahoochee, scenic vistas

Sense of Community

Good (limited) infrastructure
Appalachian Parkway, future 400 extension, and broadband

Agriculture Base

Tourism, including tubing and hiking, wineries, wedding venues, Babyland

Helen is established
Downtown redevelopment in Cleveland

White County K-12 School District

Tax Rates and Income

LIABILITIES

40% of County is State or Federal Land and does not generate tax revenue

Young people leave

Incomplete infrastructure limited sewer, water capacity, no rail and no interstate

RV used as permanent housing

Short term rentals

Lack of Housing (Quantity and Price Points)

Workforce Availability

Lack of Staffing and funding for economic development.
Development Authority does not control any property



The liabilities referenced unguided growth and a lack of economic development initiatives focused on attracting and retaining workforce through available and affordable housing, job opportunities, and overall quality of life, and the lack of infrastructure with regard to sewer. Water capacity, lack of rail and interstate connectivity weighed heavily on the minds of the stakeholders.

Beyond the assets and liabilities, previous planning efforts and stakeholders provided valuable feedback on the future direction of White County and the vision for economic development. The 2021 Comprehensive Plan established the general community vision as:

“The preservation of its environment, beauty, and history are important priorities for White County that are weighed when planning for the county’s growth and needs of the future. White County will provide an efficient government, quality education, and protective services so that all citizens and visitors can enjoy a high quality of life.”

Comments provided during stakeholder meetings and interviews included priorities to consider in developing the vision and the programs and policies.

Incorporating this vision with the desires for the County the economic development vision that should guide economic development decisions was articulated as:

Leverage the assets of White County to create a strong, diverse, and welcoming economic environment that respects the natural environs, augments its existing industry, enhances the community’s social and physical connectivity, and provides opportunity for all current and future residents, visitors, employees, and businesses in the County.

Priorities for Economic Development Plan

- *Smart Growth (do not become small Atlanta)*
- *Protect Beauty and leverage nature*
- *Blend the old with the new (culturally and aesthetically)*
- *Promote Entrepreneurship*
- *Improve Aesthetics*
- *Create small business and developer friendly environment*
- *Bring higher paying jobs to the County*
- *Bring “kids” home*



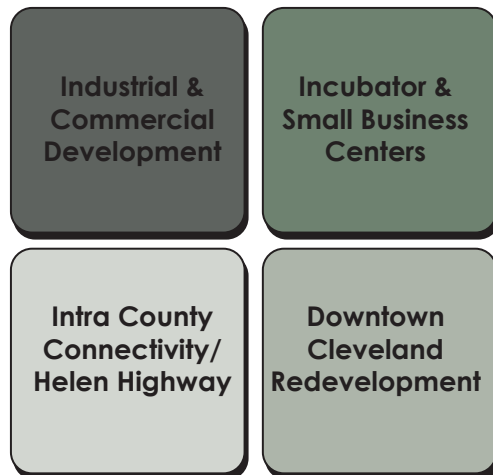
Strategy

While keeping in mind the community's economic vision, the Economic Development Plan for White County revolves around four primary location-based activities supported with programmatic and policy recommendations.

These activities include **Industrial and Commercial Development** opportunities, **Intra County Connectivity**, **Small Business and Entrepreneurship** opportunities, and **Downtown Cleveland Redevelopment**.

The Industrial and Commercial Development recommendations take advantage of existing or nearby utilities and road infrastructure, larger tracts of land, and complementary neighboring land uses.

The Intra County Connectivity/Helen Highway connects Cleveland and Helen by selectively developing a mixed use village along Helen Highway (Hwy 75) with a multi-use trail, diverse clustered smaller footprint housing and retail/commercial highlighting professional industries and small businesses all while taking advantage of the scenic vistas.



Furthering small business development, the Incubator and Small Business Centers spaces leverage existing County properties. These spaces are located mostly in Cleveland but other locations may become available over time.

Finally Downtown Cleveland Redevelopment focuses on the development of mixed uses highlighting desirable retail, housing, and professional office spaces connecting several different activity centers such as Truett McConnell University and the County Freedom Park with the proposed greenway on Hwy 75.

The Plan is supported by a series of **Policy and Program** recommendations. These policies and programs stand on their own, but also are required to facilitate the above location-based projects. Below the Plan outlines key industries for the Development Authority to



target, necessary infrastructure, workforce development opportunities and support (workforce housing), marketing materials and activities, possibilities for public private partnerships, potential incentives and guidelines for choosing when to offer incentives, and the necessary staffing and funding for implementation.

The theme of this Plan is **Connecting White County**. These connections go beyond physical connections and are also reflected in organizational connections. **Partnerships are an essential element to any economic development.** These partnerships may be intergovernmental, public private partnerships, or private sector collaborations.

The following strategies include formal and informal partnerships that are necessary to accomplish the economic development goals for the County.

Targeted Sectors

The Targeted Industry Strategy proposed in the Plan is one that utilizes the existing assets in the County with regional trends and foci. As discussed in the above analysis, the County has a strong existing industry base in agriculture and tourism. The Plan supports these industries and recommends leveraging the industries by continued promotion and attracting other **ag-based businesses or businesses that support agricultural supply chains.**

Agribusiness

Agribusiness is one of the foundational industries in White County. Continuing to support farmers and agricultural businesses is essential to maintaining the local culture, landscape, and economy. Ensuring compatible adjacent land uses is perhaps the most critical. Future zoning changes should be mindful to minimize sprawl and instead create clusters of development that are well-defined.

Targeted Sectors

- *Agribusiness*
- *Tourism-related Businesses*
- *Light Industrial focused on Northeast Inland Port Activity*
- *Professional, Scientific, and Technical Services*
- *Health Care Businesses*
- *Small Business highlighting local producers*

The importance of telecommunications infrastructure also cannot be overstated. Per the 2017 Report from the Task Force on Agriculture and Rural Prosperity:

Connectivity is especially vital for the original “Made in America” industry – agriculture – to increase farm productivity to feed the world. The U.S. Census Bureau estimates that the U.S. population is expected to rise to almost 400 million by 2050. To supply this number of people with food, American farms need reliable, real-time internet connectivity to oversee operations in the fields, manage finances, and respond to international market conditions. To match world food demand, innovative technologies such as precision agriculture can ensure American farms reach the necessary levels of productivity. Such methods require every part of the farm to be connected to the worldwide web, not just the farmhouse.

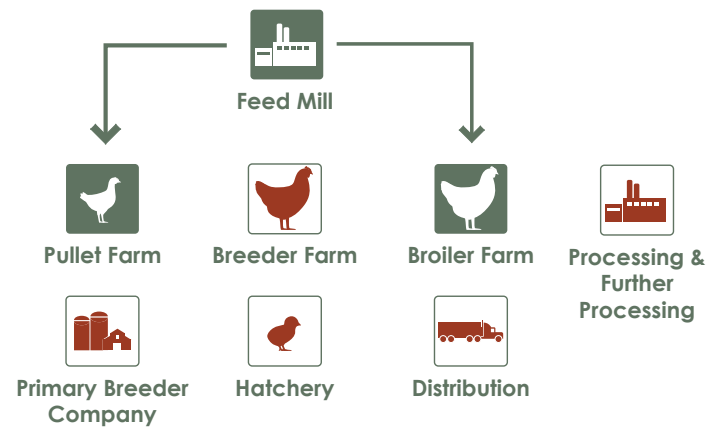


Therefore, coordinated efforts to improve broadband access throughout the County is imperative to creating and maintaining an efficient and resilient agricultural economy.

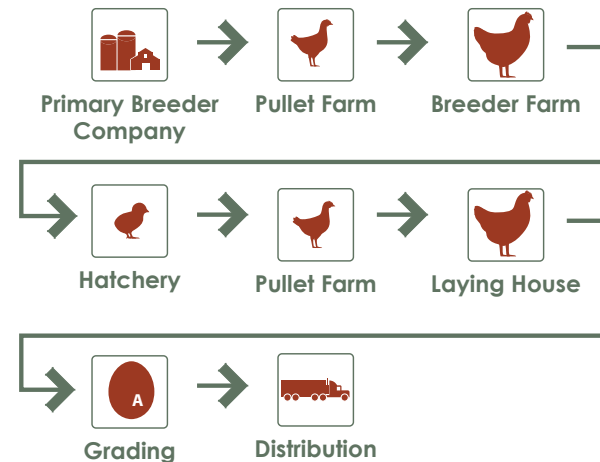
Related to other strategies, policies and programs, the Report encourages access to affordable housing, workforce training including apprenticeships, efficient transportation, and innovations in agriculture and processing. These will be addressed below in their respective sections noting potential partnerships and incentives to support the efforts.

As poultry, livestock and aquaculture supply chains are fairly straightforward, there may be limited opportunities for White County to attract related supply chain industries. The Plan recommends conducting in-depth individual interviews with agricultural businesses, including Cobb-Vantress and local poultry and livestock producers which may reveal potential business expansion or attraction opportunities from their supply chains as shown in the following general supply chain graphic.

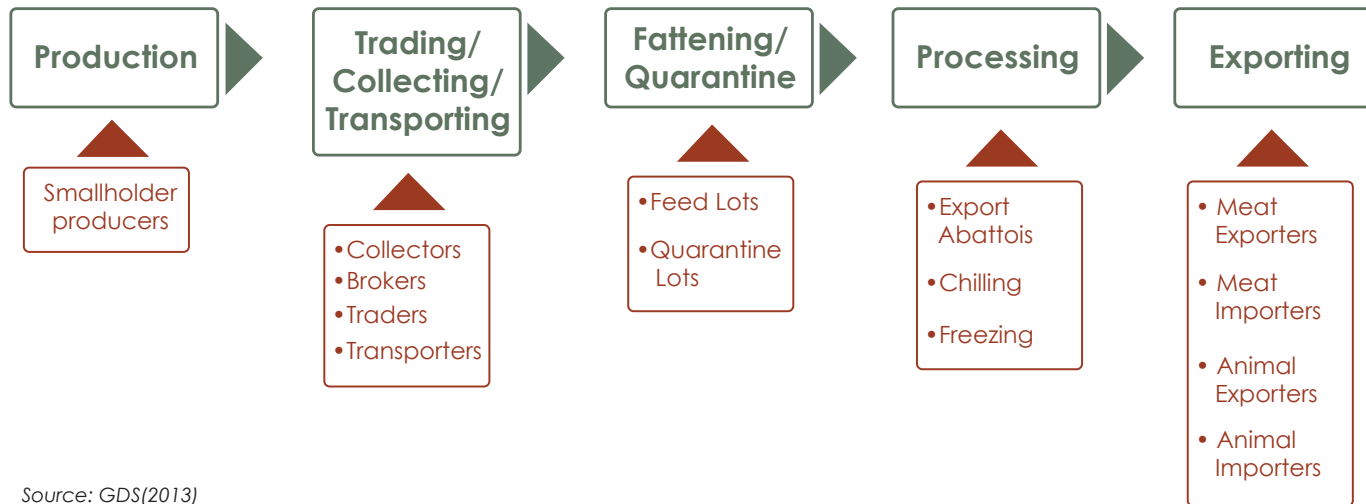
Broiler Chain Supply Example



Egg Chain Supply Example



Other agricultural activities in White County include live-stock and aquaculture.



Source: GDS(2013)

Aquaculture Supply Chain Example

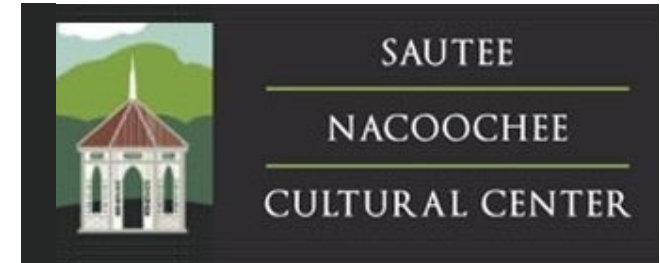
Agriculture will continue to be a strong economic base for the County as the County supports efforts for continued modernization and innovation.



Tourism

Targeted tourism-based businesses should focus on agricultural tourism, cultural and nature tourism. Agricultural Tourism or Agritourism can be broken down into 6 categories: (1) agri-accommodation, (2) agri-food and beverages, (3) direct sales, (4) agri-recreation, agri-sport, agri-tainment, (5) agri-therapy and, (6) cultural tourism. Agri-accommodations may involve farm stays or bed and breakfasts associated with farms, vineyards. Agri-food and beverages might include additional wineries, breweries, or farm to table restaurants. Direct sales farmers markets, farmer stands, pick your own experiences, and other enterprises that utilize locally grown or produced foods. Agri-recreation include educational tours, horseback riding, corn mazes, sunflower fields, event centers. Agri-therapy examples are animal-assisted therapies, health resorts, aromatherapy, apitherapy. Finally, cultural tourism allows White County to share its history and heritage by sharing its cultural resources through historical trails and sites, antiques, arts, folk poverty, and festivals.

agri fest
White County, GA
Saturday, September 25
9AM - 3PM



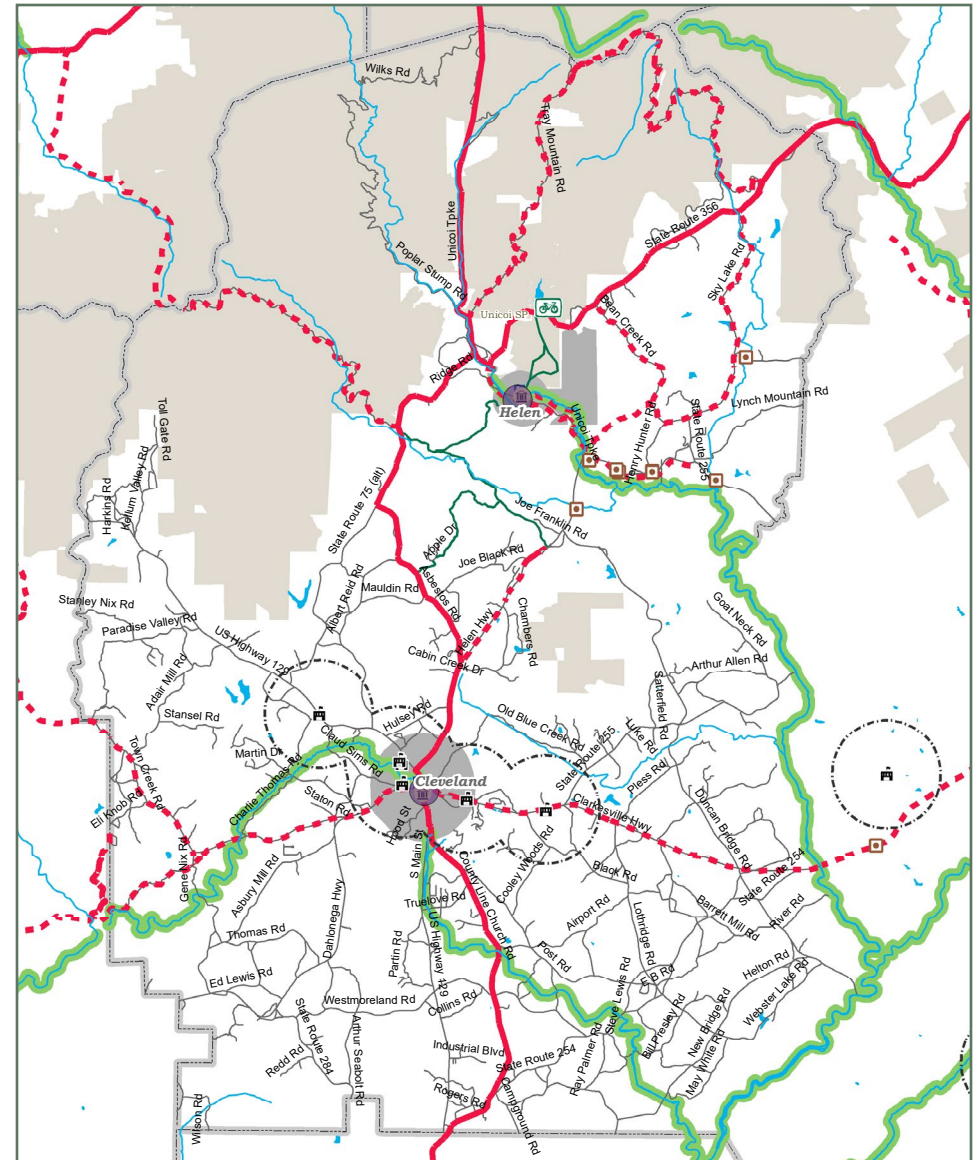
Smithgall Woods
State Park



These tourism-based opportunities are thriving and continued support, marketing, investment, and increased connectivity should be a fundamental activity. The proposed **multi use paths** and **bicycle/hiking trails** proposed in this Plan should be a central focus for the County.

The desire for unique experiences is on the rise for out of state and regional tourists. The Chamber of Commerce has been proactive in supporting many of the agricultural and nature tourism industries. Additional strategies include:

- Investing in bike/ped infrastructure connecting key tourism sites and development nodes in the County
- Developing agricultural tourism, cultural tourism, and, nature tourism "trails" with maps, signage, and promotions to encourage visitors to explore all that White County has to offer.
- Forming an agri-businesses / agri-tourism roundtable to regularly discuss opportunities for needs, production, and partnerships
- Utilizing the Yonah Village and Downtown Redevelopment areas to highlight local products and experiences.
- Creating a made or produced in White County branding effort.
- Ensure zoning allows for agri-tourism, including farmstays; mixed retail, agricultural, and residential uses while maintaining agricultural primacy.
- Encouraging culinary tourism through highlighted local products in existing restaurants and encouraging farm-to-table restaurants.
- Create an agritourism ambassador program



Existing & Proposed Bicycle Routes - see Maps at back of report for full map



Light Industrial

Targets for business attraction and expansion include industrial, commercial, and retail firms. For the industrial sector, the Plan recommends **small to medium size (approximately 15 to 50 employees) light industrial companies that do not require heavy water or sewer capacity**. These firms may be industries **complementing existing manufacturing and agribusiness companies** such as Freudenberg NOK and Cobb-Vantress, the new Northeast Georgia Inland Port (Hall County), or some of the other large industries located in nearby counties (Lumpkin, Hall, Habersham, Banks, Jackson).

These small manufacturing firms can benefit from the White County Schools curriculum and apprenticeship programs as well as the North Georgia Technical College programs, such as **welding and precision manufacturing** (see Workforce Training). **The County should further partnership opportunities between new and existing businesses to highlight the workforce pipeline.**

Professional and Healthcare Services

From a commercial perspective, professional services and healthcare are targeted sectors for the County to pursue. As detailed above, there is a spatial mismatch between local jobs opportunities and residents – many of the residents travel outside of White County for professional positions. Given the shifting corporate climates to accepting decentralization of offices and a remote workforce, the County can market quality of life, low tax rates, and potential incentives for headquarters and/or professional services. The County can combine the location-based strategies (see below) with incentives and marketing and demographic information directed to professional services and healthcare industries.

The Plan recommends the following steps for targeting appropriate industrial and commercial businesses in concert with the development of Industrial and Commercial properties as outlined.

- Identify available properties and buildings and suitability for various industries (zoning, transportation access, nearby uses).
- Create and maintain a searchable database of available properties,

Note: While the County or Development Authority may not currently control property, they may serve as a repository for information on available or soon to be available property. A dynamic property inventory should be developed with the assistance of local brokers and property owners. This inventory should be standardized in format (use IEDC standards) which will also make it easier for the County to respond to RFPs from the state and site selectors. The inventory should be available, preferably integrated with the County's GIS on the County's Economic Development website.

- Create industry specific marketing material.
- Prepare site information for RFP responses.
- Meet with utilities to map out infrastructure availability, cost and timing for potential expansions (see Infrastructure).
- Conduct a series of meetings or a survey of large regional employers to better understand supply chain and business retention and expansion needs.
- Meet with Georgia Ports Authority and State of Georgia Economic Development to share vision and available land.
- Reach out to existing supply chain that meet criteria for potential sites.
- Support small manufacturers with targeted incentives.



Retail

The retail sector has a strong presence and continued growth potential within White County. Between Yonah Village, downtown Cleveland and Appalachian Parkway, there are significant sites that would draw consumers. The targeted retail types are based on the analysis presented earlier in the Plan. These include:

- Grocery Stores*
- Expansion of offering in local hardware/home and garden stores or addition of new to market store
- Home Furnishings
- Clothing and accessories – boutique in nature
- Hobby, books and music – boutique in nature
- Shoes – boutique in nature

**Aldi's forthcoming store was not included in the analysis.*

Recommended national store brands and concepts that are consistent with the retail market study include, but are not limited to:

- Jimmy John's/Jersey Mike's
- Marco's Pizza
- RaceTrac/QT/Circle K
- Planet Fitness
- Aspen Dental
- Roses
- Famous Footwear

Note: Several Junior Boxes that collocate together could be attracted to the area with the right synergy and common development. These include some discount clothing operators, pet stores, and fashion/shoes stores.

At the time of this report, there does not appear to be a national grocery brand expanding that meets the demographics of the White County Regional Trade Area.

Overall feasibility of attracting these retail types is highly dependent upon market, sites, location, political/legal climate, and financial analysis. The market demand will determine interest of the retailers in the area. If the demand isn't strong enough at this point, efforts should be refocused. As the community grows, the data may be revisited. Retailers have a shorter lead time than industrial or commercial developers and therefore, potential sites should be clearly identified and readied for development. The location of parcels must also match the proposed retail requirements. Conversations with developers and tenant representatives can reveal necessary site characteristics. Similarly, readying the community for development politically will assist in recruitment efforts. Retailers, as with most developers, also carefully study communities and are cognizant of political and community attitudes toward development and change. Finally, working closely with retailers to understand financial impacts for the community may help facilitate negotiations.

To recruit these retail types and brands, the Plan recommends the following steps:

- Share the retail data with local stakeholder groups and entrepreneurs.
- Discuss with property owners the potential of their property and anticipated value/sales price.
- Identify barriers to entry for existing/downtown buildings
- Prepare plan to serve most desirable greenfield tracts with water and sewer, if currently unavailable.
- Determine a list of developers to share sites and desired brands or concepts.



- Contact developers/tenant reps and recommend concepts
- Identify incentives to minimize capital outlay, while closing financial gaps and growing local sales tax and ad valorem tax base over time. Often the best incentives equate to cash or minimize operating cost. Find a resource to determine the fiscal and economic impact of project.
- Keep data current on marketing materials.
- Attend or send representative to meet with developers at conferences, their offices or in the community during a site visit.
- Work with the local and regional brokers and developer networks. Proximity to Atlanta is a strength since many have offices in that area.
- Continue to leverage the proximity of the community to outdoor adventures.
- Educate local leadership on the fiscal impacts and benefits to the community.
- Gather fiscal impacts of retail and other commercial developments and be prepared when a project is attempting to locate.
- Share the positive impacts and know what is available in assistance should the project face solvable financial constraints.

Infrastructure

This place-based recommendations in this Plan guide development into specific corridors. To fully realize development and growth as a live, work, play community, the County will need to develop a unified and comprehensive infrastructure strategy. This Plan will require defining existing available capacities and define future capacities for all infrastructure.

The mountainous terrain and limited surface water present challenges for expansion of water and sewer services. The utility plan should include future expansions and growth while reserving capacities for desired high value areas and uses. A comprehensive approach will require coordination of all providers in the region.

Water & Sewer Coordination

Usage of available water and sewer resources needs to be coordinated, planned, and guided through restrictions and usage limits. Predefining and/or defining water and sewer allocation zones to use in permitting will help maximize the development opportunities with the available resources. A committee or team comprised of representatives from Cleveland, White County and Helen coordinate a long term service delivery strategy for the White County community. An agreed upon and defined sewer service area should be prepared for areas outside of City of Cleveland jurisdictional boundaries with predefined requirements.

The County and City should also develop a formal process regarding annexation requirements or cooperative agreements to fund and service the sewer infrastructure. Strategic coordination at



this stage will help to expedite the process of approval for designated development areas within the plan. A pre-defined water and sewer plan and expedited approval process will encourage development partners to work in the area.

Furthermore, the water and sewer plan should be reflective of, and informative to, the types of industrial development recruited. These recruitment efforts should be coordinated with the utility providers to avoid intense water usage industries thereby ensuring available resources are conserved for all desired developments.

Water Conservation

To realize the developments within this plan, water conservation must be emphasized. Water conservation can include changes to codes, ordinances to encourage high value low water use developments. Additional changes can provide benefits for developers who use additional water conservation designs in the developments.

Coordination with Private Utilities

This Plan and implementation activities associated with it should be regularly communicated & coordinated with private utility partners to help achieve the Plan goals and desired outcomes. While gas, electric, telecommunication exist within the region, expanding and improving these services will promote desired development in the region.

Georgia Power and Habersham EMC are excellent economic development partners. Depending on the service area, in addition to the required electric service, they can provide data and support for recruitment and expansion. Maintaining close relationships with the utility is highly recommended.

As discussed above, for all industries, businesses, institutions, and residents, access to fast, reliable telecommunications infrastructure is a necessity. The County should continue its efforts to expand broadband access throughout with priority on the development corridors in this Plan. An emphasis will need to be put on expanding access to fiber and high speed internet in select areas for development.

The County has also been in discussions with GDOT to expand 400 to 4 lanes entering White County. These discussions should continue as a long term project.

The importance of collaboration and partnering for infrastructure cannot be understated. Utilities can be proactive partners in implementation rather than reactive service providers. The Plan recommends regular meetings between economic development and utility providers. These meetings should occur throughout the recruitment and development process, including proposal and design stages to communicate service needs.



Workforce Development

White County is not unique in that limited workforce availability plague opportunities for directed economic development. Whether stemming from the 'Great Resignation', full employment, lack of nearby housing, or a host of other reasons, businesses are faced with not enough workers, workers without soft skills, wages incongruous with skills and/or cost of living, skill sets that don't match business needs, long commutes for workers leading to increased tardiness and absenteeism, etc.

The targeted strategies for White County include professional services and health care services in addition to the existing agricultural, tourism, and manufacturing industries that are currently present. To draw these industries to White County, White County should present a strong local workforce – which benefits not only businesses but standard of living for its residents no matter the location of their employment. As the data show, a lower percentage of White County residents have a college degree (bachelor's degree and graduate degree) when compared to residents across the State of Georgia attainment. Coupled with the fear of emigrating younger populations who don't return to White County, an emphasis should be put on developing White County into a desirable place to live with employment opportunities offering advancement.

To support workforce development, there are three main areas the County should focus upon:

- Attracting Workforce to White County
- Training Existing Workforce
- Creating Workforce Pipeline

Attracting workers to White County may be accomplished through attracting a commuter-based workforce or increasing the quantity and quality of the local workforce. White County is located in a tight labor market with significant development occurring in surrounding counties, particularly to the south closer to Atlanta. While increasing a commuting workforce may be possible, the current industries and their associated wages in White County may not be competitive enough to attract workers and the unreliability of a commuting workforce may pose hiring and retention challenges. Below are training initiatives for improving the current and future local workforce. Additionally, White County should market its quality of life, schools, local amenities to recruit residents who are in the workforce. Along with this recruitment, however, there must be local housing options that are affordable to the working residents. Housing is discussed in the next section.

Training the existing workforce involves partnering with local institutions, businesses, and residents. By meeting with existing employers to understand how their existing workforce can be improved, White County can partner with local workforce development and educational institutions to devise tailored training. Concurrently, reaching out to existing residents with a survey on desired skills may both create an opportunity for educational/training advancement as well as identifying job-seekers for local businesses. Once the data are accumulated for employer and employee needs, White County may serve as the facilitator convening the workforce development stakeholders to avail employers and employees of training opportunities. These training and development opportunities may include:

- Continued partnerships with the local school systems.
- On the job training focused on current skill requirements



- Continuing education opportunities for skills advancement and industry certifications
- Accelerated skills training
- Entrepreneurial courses
- Skills fairs and job fairs to promote community awareness of employment opportunities

When **developing the workforce pipeline**, White County benefits from the presence of respected educational institutions such as White County School System, North Georgia Technical College, and Truett McConnell University and workforce development partners such as Georgia Mountain WorkSource and the Georgia Department of Labor aligning education and training programs with business/industry, workforce, and economic development to create a resilient local economy. White County should engage in the following strategies to ensure a strong future workforce:

- Meet with businesses to learn about their operations, current and future skills needs.
- Work closely with educational partners to offer credit and non-credit curriculum.
- Identify and create opportunities for underemployed, under-represented, and unemployed populations to participate in specialized skill-training.
- Offer entrepreneurial classes to support small business development.
- Encourage businesses to adopt internship and apprenticeship programs.

Housing

The data show that housing needs are critical in White County in terms of availability and affordability. To promote the establishment of additional housing without losing the character of White County, the Plan recommends the County focus on attracting housing development with a variety of housing types in designated corridors and areas (see Yonah Village and Downtown Cleveland Redevelopment as examples). These housing units would vary in terms of density and type with an emphasis on housing that meets the needs of the current and desired workforce. These higher density housing types may range from multi-family to attached single family on smaller lots. The Plan recommends the County engage in a public-private partnership to facilitate these housing projects.



Marketing

The County is marketing primarily through the Chamber of Commerce and Visitors Bureau. While they do an outstanding job for visitors, the Plan recommends additional marketing initiatives focused on generating quality, intentional growth, with a emphasis on growing existing businesses, new businesses and the County's workforce. The marketing recommendations seek to reach:

- Business owners in-state and in the region
- In-state elected and appointed officials, economic development professionals, news media, and industry associations.
- Site selectors and developers
- Young professionals and advanced professionals with an affinity for a quiet lifestyle
- Members of the workforce looking to improve their skill sets

The Plan recommends focuses on four marketing initiatives: Website, Social Media, Business and Community Interactions, and Development Tours.

Website

The County's website should be expanded to make it more user friendly for prospects, developers, and business owners. Recommendations for website elements include:

- Links to County requirements for business licenses and permitting, zoning, GIS
- Link to Chamber of Commerce
- Available Property Inventory

- Competitive Advantages
- Area Industries
- Top Employers
- Labor Profile
- Infrastructure and Utilities (maps and contacts)
- Demographics
- Small Business Resources
- Economic Development Plan
- Links to Educational Institutions and Workforce Development
- Cost of Doing Business in White County
- Incentives
- White County Economic Development news
- Testimonials

Part of what makes White County so appealing is the quality of life, natural environment, and community connectivity. The Plan recommends creating periodic videos to post on the webpage and social media sites to share visual stories of the community, its assets, and its vision.

Social media

Social media has become more important for marketing. Ensuring White County has a presence in social media, particularly for economic development, creates interest and demonstrates White County is in tune with the population and projects it seeks to attract.



Business and Community Interactions

The strategies discussed in this plan include a variety of interaction opportunities. Marketing White County as a responsive and engaged community is critical to attracting and expanding commercial and industrial opportunities as well as attracting workforce and visitors. Business Expansion and Retention interviews to discuss company operational and workforce needs serve as a form of marketing for the economic development vision. Likewise, hosting business forum to discuss current issues and future trends in the region can highlight the County's interest in pursuing quality development. As discussed below, reaching out to retailers and developers with conceptual plans and relevant data seek to generate interest in the community. Co-sponsoring tourist-based events, including but not limited to the downtown Cleveland events (see Downtown Cleveland Redevelopment) also contributes to increased recognition and showcases the direction in which White County seeks to move.

Tours

State and regional economic development officials, developers, and potential businesses may not have visited White County. Offering familiarity tours (fam tours), special events targeted to these groups, and tours of existing industries play an important role with messaging the community is geared toward attracting quality development.

Members of the community are the County's greatest marketing source. By fostering interest in the future of the County based upon the Economic Development Plan, the community members become ambassadors sharing their knowledge of the positive direction and vision for the County.

Public Private Partnerships

Plans are only as effective as their implementation and partners are needed for implementation. To this end, the County may seek to engage in public – private partnerships to develop the retail and location-based strategies outlined below. The County should identify potential developers to partner with on these sites. These partnerships may involve County control (initially or perpetually) of the land, visioning sessions with the community and the developer on site planning and site requirements using Planned Unit Development zoning tools and Overlay District. Other incentives may be warranted, depending on fiscal impact analysis, to improve these sites for development.

Potential partnerships may include:

- The Development Authority options or purchases key properties for future industrial, commercial or mixed use development projects and partners with developers to bring projects to fruition.
- The Development Authority partners with developers for mixed use or workforce housing projects and issues development bonds for the project.
- The Development Authority establishes partnerships with Truett McConnell for married student housing in Downtown Cleveland as part of a mixed-use, multi-family project.



Incentives

Incentives make their way into most economic development discussions. Perhaps the most important sentiment regarding incentives is that they should be reflective of a partnership between the community and the project. Key characteristics of effective incentives are those that are flexible and tailored to the project and reflect the true benefit of the project to the community. Many communities ask to what extent incentives should be offered. The Plan recommendations are that (1) incentives should be used to attract desired development that but for the incentive would not locate in the County and, (2) incentives will vary dependent upon the project with an emphasis on not only leveling the playing field but creating a competitive advantage.

The most impactful incentives are usually the ones that lower up-front capital – these are treated like cash or move costs off the proforma or are part of the capital stack. Second to those are the ones that lower long-term operating costs.

Potential incentives include:

- **Reduced land costs**

The Development Authority may acquire or option land to help reduce cost.

- **Tax Increment Financing (TIF), Tax Allocation Districts (TAD) or Community/Business Improvement Districts (CID/BID)**

These operate where the increase in tax collection in these geographically defined areas are recirculated in the area through public improvements.

- **Review assistance and expedited permitting**

The County would designate staff to assist projects through review processes.

- **Reduced permitting fees**

The County would reduce or waive review and permitting fees for designated projects.

- **Revenue Bond Financing**

- **Reduced Utility Costs**

- **Job Tax Credits**

The state offers the Job Tax Credits program to any business or headquarters of any such business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism, research and development industries or services for the elderly and persons with disabilities but does not include retail businesses. White County is Tier 3 (139 out of 159 counties) and not eligible for the retail tax credits.

| Average Age of Qualifying Jobs as % of County Average Wage | | Quality Jobs Tax Credit \$ (per job for 5 years) |
|--|-----------|--|
| To | From | |
| 110% | 120% | \$2,500 |
| 120% | 150% | \$3,000 |
| 150% | 175% | \$4,000 |
| 175% | 200% | \$4,500 |
| 200% | and above | \$5,000 |



The state also offers companies who create at least 50 high-paying jobs in a 24 month period a 7 year window where each new high-paying job can earn a credit ranging from \$2,500 to \$5,000 per new job, per year, for 5 years. The value of the credit depends on the average wages of your company's qualifying jobs (see table). If the corporate tax liability is zero, the company may apply additional credits to payroll withholding tax liability.

- **PPE Manufacturing Tax Credit**

When eligible, PPE manufacturers can claim an additional \$1,250 in Job Tax Credits per job per year for five years. Claimed but unused PPE credits have a 10-year carry forward.

Only those jobs dedicated to manufacturing PPE or hand sanitizer may qualify.

- **R&D Tax Credits**

R&D tax credits are available to any company that increases its qualified research spending including new companies, existing companies embarking on R&D for the first time, and established companies expanding their R&D budget. The tax credit earned is a portion of the increase in R&D spending. The credit can be used to offset up to 50 percent of net Georgia income tax liability, after all other credits have been applied. Any unused R&D tax credits can be carried forward for up to 10 years. In addition, excess R&D tax credits can be used against state payroll withholding.

- **Other Tax Credits**

- Manufacturers and telecommunication companies that have been in the state for at least 3 years may qualify for an investment tax credit.
- Companies seeking to realize the full value of new

technology investments may get a credit to offset the cost of re-training employees.

- Investors in a state-licensed child care facility or providing or sponsoring child care for employees may be eligible for tax credits for their expenses.
- Creating jobs by insurance companies liable for the premium tax; and
- Creating more than 1,800 jobs over a 6- to 8-year period (depending on the amount of the investment).

- **Workforce Training Incentives**

- Georgia Quick Start
Through the Technical College System of Georgia, Georgia Quick Start provides customized training solutions to qualifying new and expanding companies at no cost as a discretionary incentive of the Georgia Department of Economic Development.
- Georgia Retraining Tax Credit
Direct investment in training existing full-time employees on new technology or equipment may be claimed as a tax credit. Training programs must be approved by the Technical College System of Georgia (TCSG), and train in quality and productivity enhancements, certain software technologies, or new equipment.

The tax credit value is calculated at 50% of the employer's direct costs, or by multiplying the number of employees trained by \$500, whichever is the lesser of the two.



The total amount of credit for one employee cannot exceed \$1,250 per year who has successfully completed more than one approved retraining program. RTC can be used to offset up to 50% of the company's state corporate income tax liability and can be carried forward for 10 years if they are not used during a tax year.

▫ Incumbent Worker Training Program (IWT)

Funded through the Workforce Innovation and Opportunity Act (WIOA), IWT provides funding assistance to qualifying Georgia for-profit businesses to provide skills training to full-time, permanent company workers. The training must be a business necessity that will enhance the company's abilities to compete in global economies, expand present markets, or help ensure the permanency (layoff aversion) of business in Georgia.

For the worker, the training will upgrade present work skills, heighten job security, provide marketable skills, and increase the possibilities for higher wages and promotional opportunities. Funding is based on availability.

▫ On the Job Training Program (OJT)

The OJT program gives individuals an opportunity to learn job skills on-the-job while allowing employers to train new qualifying employees for specific job duties required by that employer. The training allows employers to teach new qualified employees the skills necessary to perform a job adequately while reimbursing them for the loss of productivity during the training period.

OJT can support large scale hiring while ensuring that a company is able to train its employees correctly. During the training period, an employer can potentially be reimbursed up to 50% of the wages of the participant for up to the first six months of employment.

OJT contracts may also be applied to employers who participate in Registered Apprenticeships. In limited circumstances, the reimbursement may be up to 75% of the wage rate of the participant.

• **Sales and Use Tax and Exemptions**

The state exempts sales and use taxes on a wide range of expenditures made by manufacturers, distribution centers, data centers, and high tech companies.

• **Low Income Housing Tax Credit**

The Housing Tax Credit Program allocates federal and state tax credits (4% and 9% depending upon type of project) to owners of qualified rental properties who reserve all or a portion of their units for occupancy for low-income tenants.



Staffing and Financial Support

The Plan and its recommendations is robust and will require sufficient resources for implementation. These resources take two forms: (1) staffing and (2) financial. Currently the Development Authority utilizes the Economic & Community Development Director (ECDD) as its staff liaison. In addition to overseeing economic development initiatives and serving as the Development Authority liaison, the ECDD also oversees all development that is proposed to the County, including building inspections and permitting, code enforcement, mapping & GIS, planning, and solid waste & recycling.

Staffing

The Plan recommends the following staffing resources:

Dedicated Executive Director for Development Authority

The Executive Director would be responsible for providing support/ recruitment and expansion efforts for new and existing industries, identifying target companies and developers, coordinating Board and Committee meetings as needed, leading land acquisitions, establishing public-private partnerships, providing oversight to the overall financial operations of the organization, overseeing the marketing efforts of the organization; facilitating the submission of grant proposals.

Project Manager for Economic Development

The Project Manager would support the Executive Director taking on projects such as the incubator, property research, RFI responses, coordinating special events including tours and marketing, maintaining the currency of the website and social media, supporting workforce development efforts.



Funding

Beyond staffing, the Plan will require funding. Funding resources may be generated from:

- % or annual allocation from the County Budget to achieve Plan goals and staffing
- SPLOST funds
- Tourism Hotel/Motel Tax
- Revenue Bonds fees
- Grants

The Plan emphasizes that economic development is a community – wide effort. No one staff member, department head, body or elected official can undertake all that is required. Therefore, the Plan recommends that the Development Authority appoint one member of its board to participate in the activities below. This member would serve as both a volunteer and a liaison to keep the Development Authority and the Board of Commissioners abreast of how the plan is advancing with implementation.

- Targeted Industries
- Land Acquisition
- Workforce Development
- Housing
- Marketing

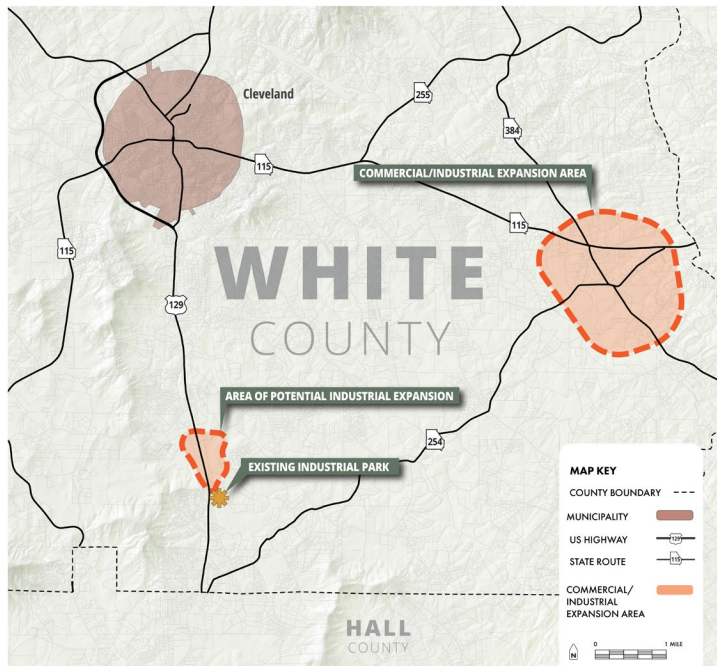
The following section outlines the location based recommendations where these policies and programs may be implemented geographically.



Industrial & Commercial Development Locations

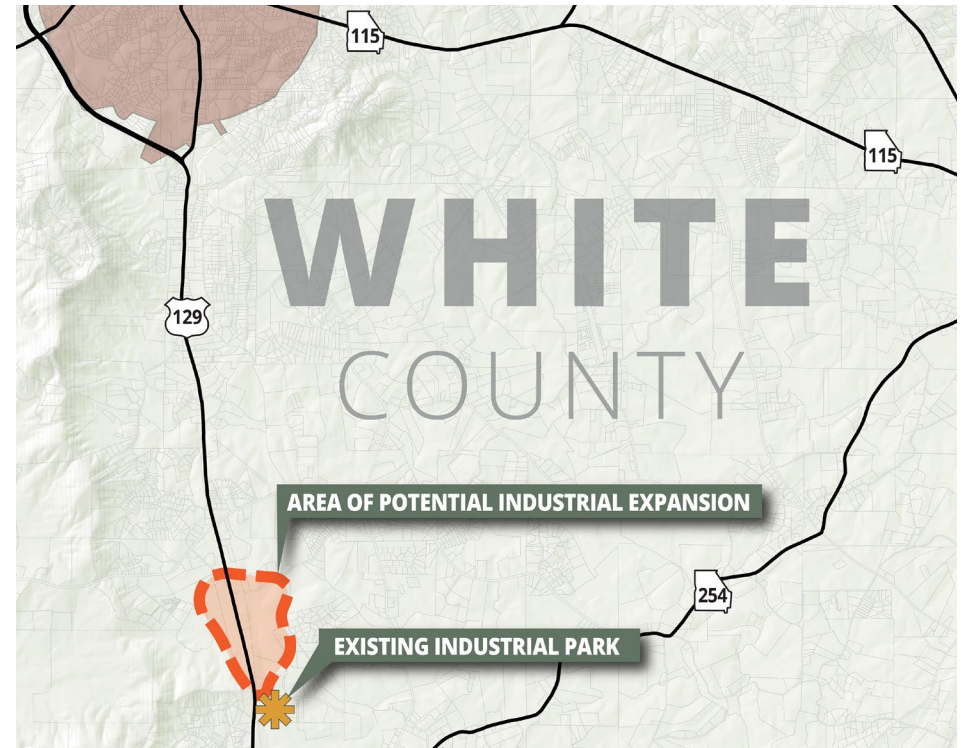
The growth in the communities to south in Hall County and the East in Habersham County create areas of potential commercial/industrial expansion (see map below). The areas identified are not related to specific parcels, rather they are general areas associated with existing development, transportation/infrastructure opportunities, and proximity to growth in areas outside the county. The areas are described in further detail on the following pages.

These Industrial and Commercial locations provide the Development Authority with an inventory of sites that can either be pursued for purchase to allow for marketable properties under controlled ownership, controlled with purchase options, and simply marketed as available areas for community support of development.



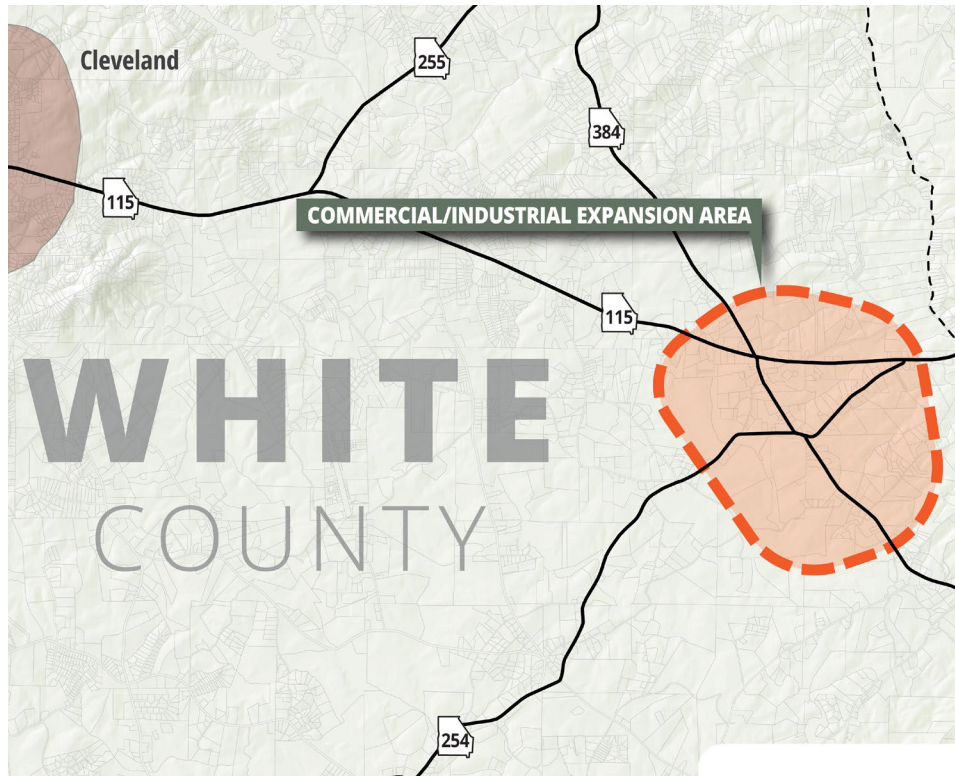
New Industrial Park North of Existing Park on Highway 129

This area is specifically focused adjacent to the existing industrial park located on Highway 129 in southern White County. With relatively manageable topography, existing sewer (capacity expansion likely needed) and access to Highway 129, this area can provide for expansions and new location opportunities for hi-tech agribusiness similar to the success of Cobb-Vantress.



New Industrial & Commercial Growth at Highway 115 and Highway 384

With a relatively easy access route to the new Georgia Ports Authority (GPA) inland port, which is being built approximately 25 miles away in Hall County, the area around the intersection of Highway 115 and Highway 384 will likely see industrial and commercial growth as the region expands.

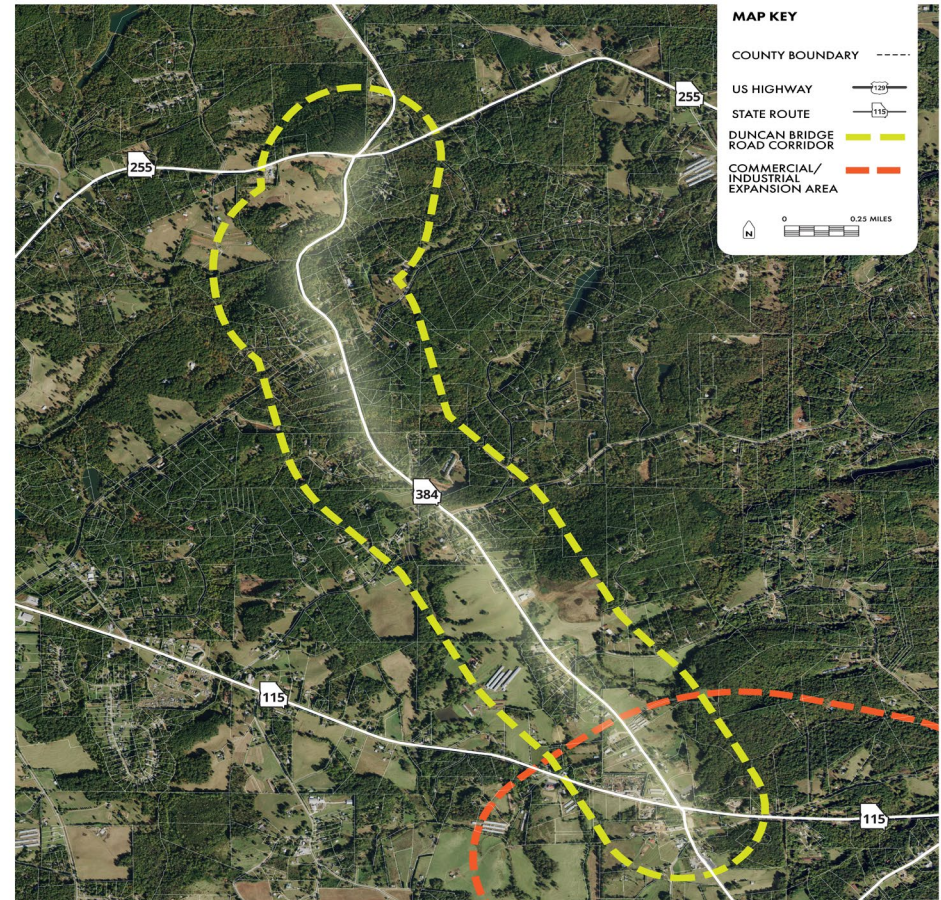


Due to the current lack of existing infrastructure, development within the area will have to be low water/sewer demand where onsite solutions are viable or more significant infrastructure planning, design and construction will be needed to serve the area.

Protective planning measures such as zoning overlays should be implemented to protect the character of the area.

Duncan Bridge Road Corridor

With growth likely on both ends, this corridor will see growth pressures. Being a very scenic agricultural area that is a major route to Helen, the County will need to create a plan for development controls.



The first step in such a plan is to answer the question: Is this an area in the County where growth should be promoted?

If yes, what needs to be provided?

- Infrastructure (Water, sewer, etc.)
- Access and transportation improvement planning
- Protections (Corridor Overlays, Viewsheds, etc.)

If no, what plans need to be developed to guide growth to other parts of the County?

- Incentives for open space preservation/conservation?
- Identification of key characteristics of the corridor and what needs to be done to preserve them?

While the intent of this document is not to answer this question on the County's behalf, the most likely answer is likely yes, but only in specific locations in a very limited manner. Close attention should be given to this area in future planning.

Intra County Connectivity – Helen Highway

The area between Helen and Cleveland has seen development along the highway frontage of Highway 75. However, this growth has been sporadic and generally unconnected.

Through the development of a series of trails connecting Helen, Yonah Mountain, the Yonah Preserve and the City of Cleveland, this portion of the County can become multimodal for transportation options. These trails will create recreational, agritourism and other entrepreneurial opportunities.

The map on the following page shows the proposed trail segments and the points of interest that are connected. At the center of the trail connections, a new development opportunity area, Yonah Village, can be created.

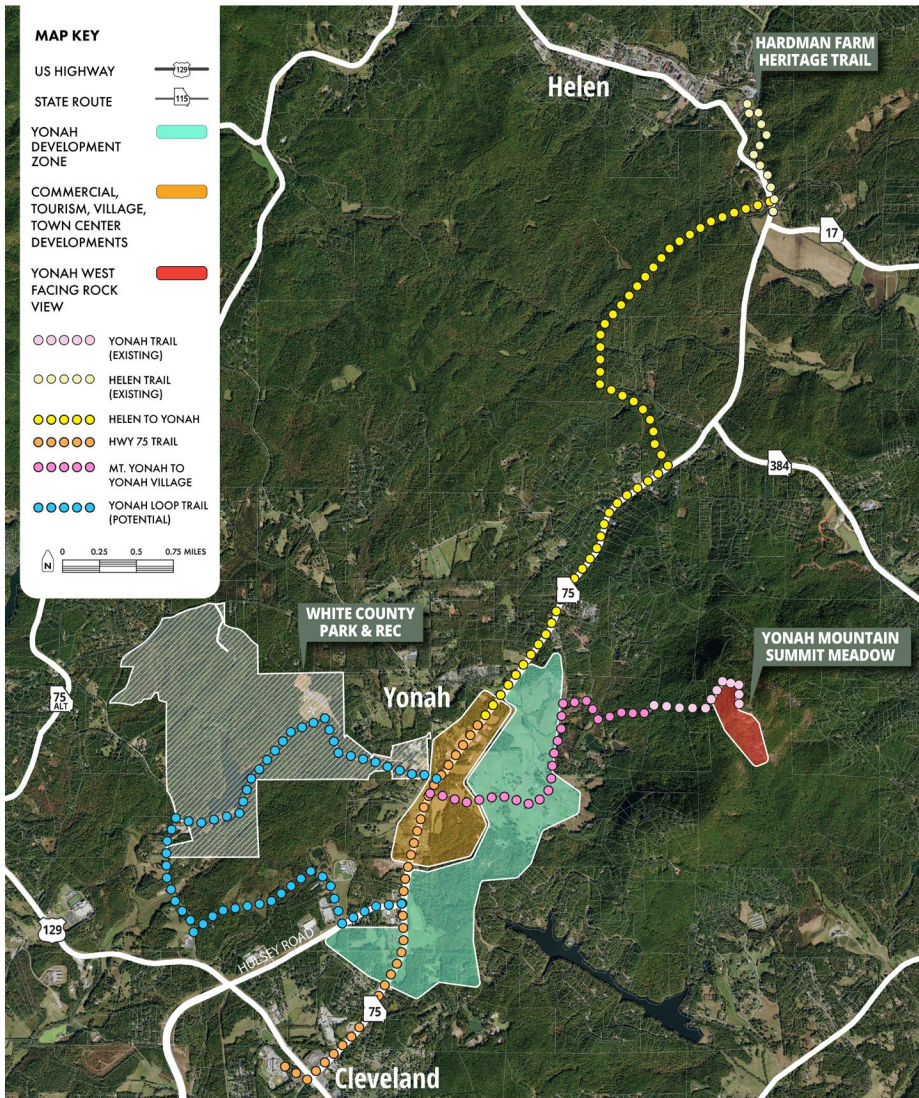
Yonah Village

The iconic rockface of Mount Yonah is likely the most recognizable and beautiful natural feature that exists in the County. Yonah Village will be a growth “node” or “hamlet” with a mixture of uses that focuses on high design aesthetics within a defined development footprint, all set with Mount Yonah as a backdrop. This area is an opportunity to allow for a variety of residential densities, ownership as well as for rent and building types that may not be appropriate within much of White County.

Being just to the south, the City of Cleveland can become a key part of the success of Yonah Village by assisting in solutions for services and infrastructure expansion needs.

See map on next page





Downtown Cleveland

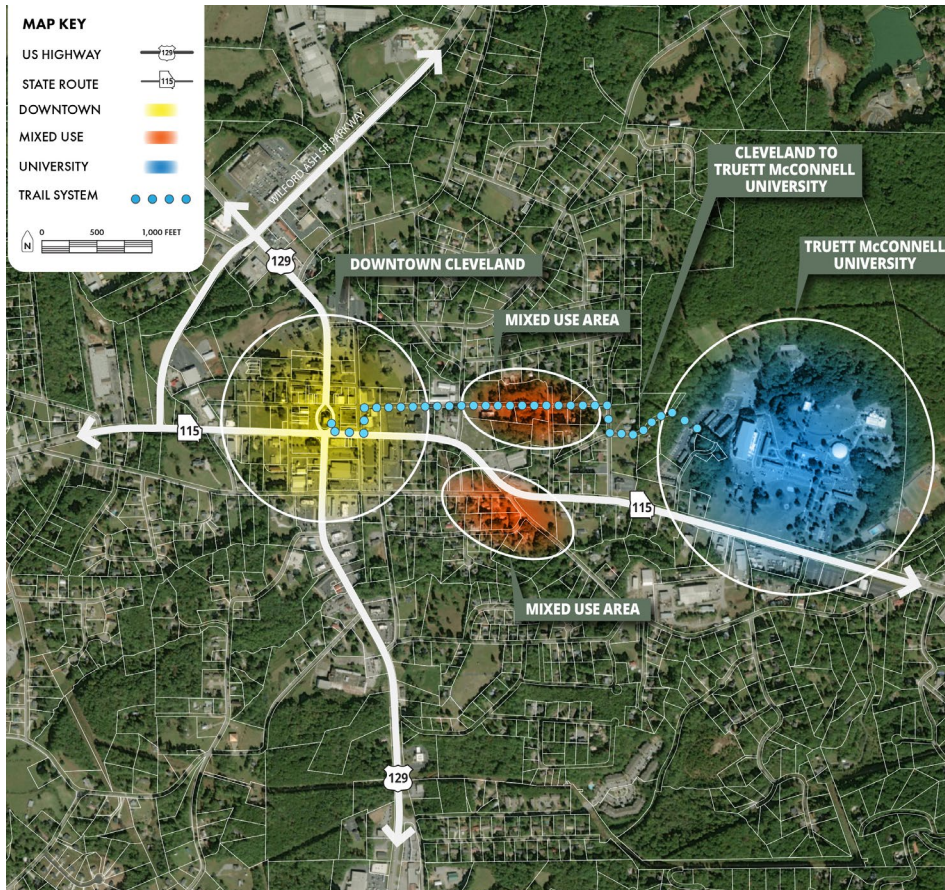
In addition to serving as the County Seat, Cleveland serves the local population more than visitors from outside the County. Cleveland has a number of key assets and attributes, including a downtown ripe for redevelopment, Truett McConnell University, Freedom Park, the old Courthouse and Square, easy access to Appalachian Parkway, and major employers. The Plan recommends an emphasis on improving and redeveloping downtown Cleveland.



The City of Cleveland, in particular “downtown” Cleveland, has great potential to provide some of the business and residential needs that have been identified within this plan. The downtown core is developed around a gridded plan which provides many opportunities for re-purposing of structures and redevelopment of lots in manner that creates a vibrant small town.

See map on next page





During the stakeholder discussions, it became clear that closer collaboration with Truett McConnell University could create further connections to strengthen ties between the two through physical elements such as paths, trails and walkways, as well as emotional connections between students, staff and City businesses and residents.

Truett McConnell University's proximity to downtown Cleveland and desire to integrate more with the community creates opportunities for connectivity. Students and faculty do not interact much with downtown Cleveland and the students typically return home on the weekends. With redevelopment and an emphasis on housing, retail, and activities that encourage integration (e.g., food truck Fridays in the Park), a much closer symbiotic relationship can be created.

Truett McConnell has also indicated an interest in developing married student housing. While they could develop it on the University property, a possibility to explore is a partnership with the Development Authority, Truett McConnell, and a developer to build a mixed-use multi-family and retail project where a portion of the residential units is leased to Truett McConnell and the remainder are leased at market or below market rate to support the workforce housing needs. Placing this project in downtown Cleveland would also help support local restaurants and merchants by placing more households in close proximity.

Downtown Cleveland Opportunity

Downtown Cleveland offers an interesting redevelopment opportunity. Positioned close to Truett McConnell University (TMU), Downtown Cleveland already possesses strong features that can be used for amenities to support a mixed-use development containing the following programming:

- Residential
- Restaurants
- Healthcare and Medical Services
- Housing Partnerships with TMU
- Public spaces that bring additional trips to downtown such as trailheads and passive entertainment venues, complimenting the existing public spaces
- Incubation spaces for small business development.



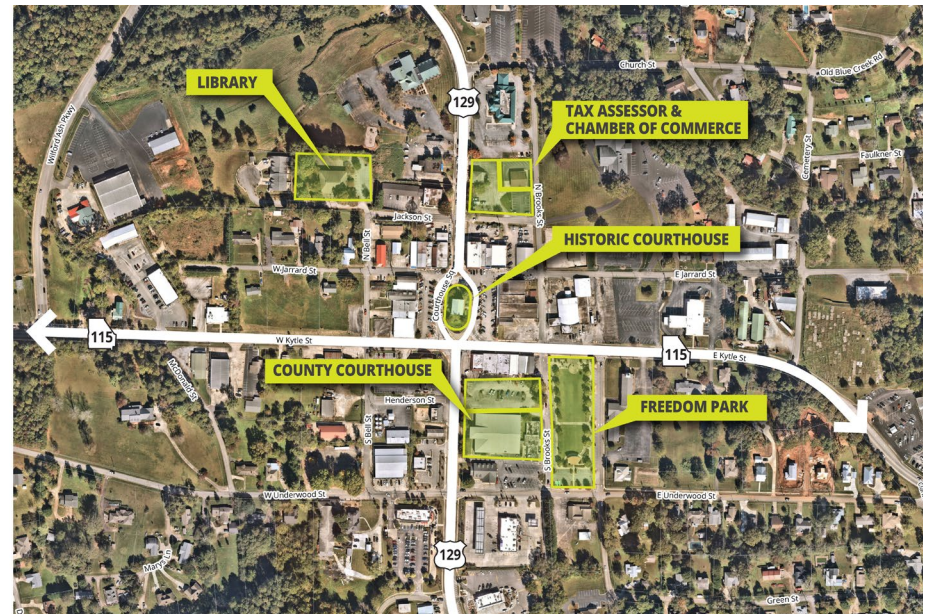
A similar example may be found in LaGrange, GA with the re-development of the former Loy's Office Supply building and half block surrounding it. The project includes multistory residential lofts, ground floor shops and structured parking. The project is adjacent

Small Business & Entrepreneurship

During the study of downtown Cleveland, it became obvious that there are many opportunities for small business & entrepreneurship within facilities of which the County already has ownership. These businesses would likely very small at first, needing only a very small amount of space and would benefit from the environment created by incubator spaces. Such businesses would become feeders to the other development areas within the County as they outgrow the incubator space. These locations also serve as temporary to support of the recruitment of professional services as discussed in the following pages.



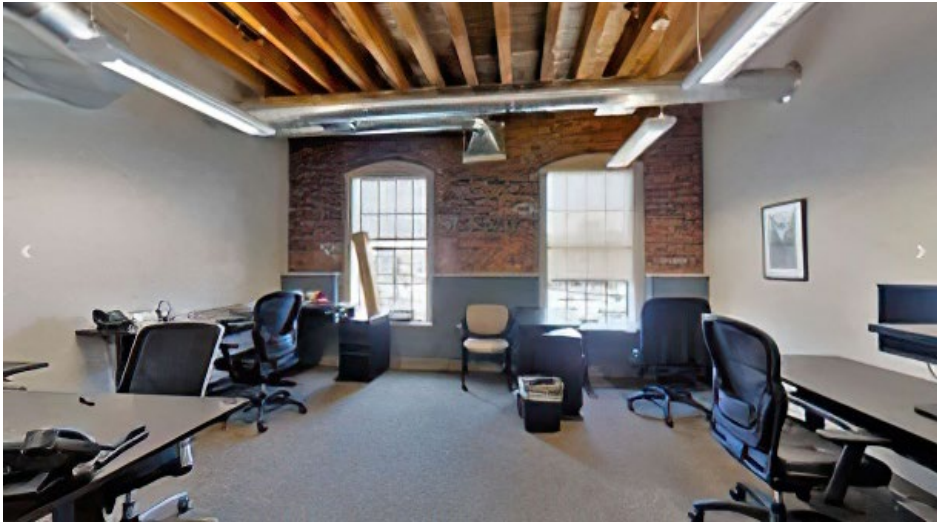
to a movie theater, brewery and performing arts spaces as well as nearby to downtown restaurants and shops and a partnership between the city, Callaway Foundation and private development.



Incubators and Small Business Centers

The Plan emphasizes professional services and entrepreneurship. To support these start-ups and small businesses that may benefit from sharing resources, a small business incubator or business center offers adaptable space and support services to the tenants at a discounted rate. The incubator space should be designed for flexibility.

In addition to the office space and shared equipment, incubators may also offer access to capital to tenant businesses. The incubator may seek partnerships with venture capitalists or local financial institutions.



As discussed above, the County owns properties, such as the former tax commissioner's office, the library, historic courthouse, current courthouse that may be able to accommodate the incubator space. The spaces that are not as highly visible, such as the library, may be best suited for professional services office sharing while the more highly visible former tax commissioner's office or

historic courthouse may serve as a retail space. The Yonah Village concept may also be a location additional retail – highlighting products made by local entrepreneurs, especially those involved with agriculture or agritourism.



Recommendations for further study

The Economic Development Plan outlined here provides a guide for future development through policy and programmatic recommendations. There are issues identified within this plan, however, that require further study and planning.

Downtown Cleveland plan

The opportunities for redevelopment in Cleveland are perhaps the most promising and immediate. The County should consider partnering with the Cleveland Downtown Development Authority to refine a downtown master plan. This master plan would identify parcels for future development, schematics and illustrations, required infrastructure. The plan would then be marketed to developers to implement the vision.

Greenway Plan

The trail routes suggested herein are not intended to be or a replacement of a countywide Greenway Plan. The County should work to develop such a plan that includes ideas developed herein and from other studies. Key priorities for such plan being to identify points of interest, routes and types of connections, and a estimate of construction cost.

Housing Assessment

While this Plan identified key housing issues in general terms of availability and affordability, the County may consider commissioning an in-depth housing assessment to share with potential developers, particularly for those projects suggested in Yonah Village and Downtown Cleveland.



Implementation Plan



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------|--------------|---|---|--|
| Targeted Sectors | AgriBusiness | <ul style="list-style-type: none"> • Meet (ongoing) with agricultural business owners. • Identify key issues regarding operations and expansion. • Ensure compatible adjacent land uses (e.g., buffers when appropriate, zoning that clusters development rather than promoting sprawl). • Expand broadband access throughout the County. • Encourage workforce training opportunities (e.g., internships and apprenticeships). • Support innovations and R&D activities. | <ul style="list-style-type: none"> • Funding for stakeholder meetings. | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------|----------|---|--|---|
| Targeted Sectors | Tourism | <ul style="list-style-type: none"> • Form an agri-businesses / agri-tourism roundtable to regularly discuss opportunities for needs, production, and partnerships • Develop incentives for agritourism start-ups. • Expand marketing to highlight agritourism, cultural tourism in addition to nature tourism. • Developing agricultural tourism, cultural tourism, and, nature tourism "trails" with maps, signage, and promotions to encourage visitors to explore all that White County has to offer. • Invest in bike/ped infrastructure connecting key tourism sites and development nodes in the County. • Utilize the Yonah Village and Downtown Redevelopment areas to highlight local products and experiences. • Create a "made in" or "produced in" White County branding effort. • Ensure zoning allows for agri-tourism, including farmstays; mixed retail, agricultural, and residential uses while maintaining agricultural primacy. • Encourage culinary tourism through highlighted local products in existing restaurants and farm-to-table restaurants. | <ul style="list-style-type: none"> • Funding for stakeholder meetings, incentives, signage and marketing, bike/ped infrastructure | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce • White County Development Authority • Alpine Helen/ White County Convention and Visitors Bureau |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|--------------------------------|--------------------------|--|---|---|
| <p>Targeted Sectors</p> | <p>Industrial</p> | <ul style="list-style-type: none"> • Identify available properties and buildings and suitability for various industries (zoning, transportation access, nearby uses). • Create and maintain a searchable database of available properties. • Prepare site information for RFP responses. • Seek industries complementing existing manufacturing and agribusiness companies. • Focus recruitment efforts on small to medium size (approximately 15 to 50 employees) light industrial companies that do not require heavy water or sewer capacity. • Develop target specific data and profiles. • Meet with Georgia Ports Authority to discuss new Inland Port, timing and strategy. • Meet with regional and local businesses to understand needs with regard to business retention, expansion, supply chain, workforce. • Encourage workforce training opportunities (e.g., internships and apprenticeships). • Support small manufacturers expansions with targeted incentives. | <ul style="list-style-type: none"> • Funding for searchable inventory, stakeholder meetings, economic impact analysis, property acquisition for public private partnership incentives. | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-------------------------|------------------------------|--|---|---|
| Targeted Sectors | Commercial and Retail | <ul style="list-style-type: none"> • Identify available properties and buildings. • Create and maintain a searchable database of available properties. • Focus retail on grocery stores, local hardware/ home and garden stores, home furnishings, clothing and accessories, hobby, books and music, and shoes. • Share the retail data with local stakeholder groups and entrepreneurs. • Discuss with property owners the potential of their property and anticipated value/sales price. • Identify barriers to entry for existing/ downtown buildings. • Determine a list of developers to share sites and desired brands or concepts. • Identify incentives to minimize capital outlay, while closing financial gaps and growing local sales tax and ad valorem tax base over time. Often the best incentives equate to cash or minimize operating cost. Find a resource to determine the fiscal and economic impact of project. | <ul style="list-style-type: none"> • Funding for searchable inventory, stakeholder meetings, economic impact analysis, property acquisition for public private partnership incentives. | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|--------------------------------|--|---|---|---|
| <p>Targeted Sectors</p> | <p>Commercial and Retail (Con't.)</p> | <ul style="list-style-type: none"> • Contact developers/tenant reps and recommend concepts. • Keep data current on marketing materials. • Attend or send representative to meet with developers at conferences, their offices or in the community during a site visit. • Work with the local and regional brokers and developer networks. • Continue to leverage the proximity of the community to outdoor adventures. • Educate local leadership on the fiscal impacts and benefits to the community. • Gather fiscal impacts of retail and other commercial developments and be prepared when a project is attempting to locate. • Share the positive impacts and know what is available in assistance should the project face solvable financial constraints. • Coordinate marketing efforts with the State of Georgia DEcD and Georgia Mountains Commission. | <ul style="list-style-type: none"> • See Above | <ul style="list-style-type: none"> • See Above |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-----------------------|------------------|---|---|--|
| Infrastructure | Utilities | <ul style="list-style-type: none"> • Prepare plan to serve most desirable greenfield tracts with water and sewer and other utilities, if currently unavailable. • Create infrastructure readiness team to discuss how to bring sewer and water infrastructure to strategic locations. • Formulate an agreement to expand sewer service from City of Cleveland. • Develop a formal process regarding annexation requirements or cooperative agreements to fund and service the sewer infrastructure. • Implement water conservation policies; add regulations to require and mandate zoning, overlay districts, and tax incentives. Reward low water use developments. • Regularly communicate with private utility partners regarding goals, recruitment efforts, and development projects. • Work cooperatively to expand broadband. • Continue discussions with GDOT to expand GA 400 to 4 lanes entering White County. | <ul style="list-style-type: none"> • Funding for water and sewer infrastructure. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority • White County Board of Commissioners • White County Water & Sewer Authority • City of Cleveland • City of Helen |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------------------|-------------------------------|---|---|---|
| Workforce Development | Workforce Availability | <ul style="list-style-type: none"> • Meet with businesses to learn about their operations, current and future skills needs. • Continue partnerships with the local school • System and workforce training organizations to offer accelerated skills training, entrepreneurial courses, and to offer credit and non-credit curriculum. • Set up a quarterly meeting with the White County K-12 & Career Academy and North Georgia Technical College and Economic Development Staff. • Conduct annual employer surveys to identify employment needs. • Host semi-annual roundtables/forums for business and education to come together and discuss challenges. • Conduct employee and resident surveys for desired skills trainings. • Focus on the job training on current and business identified future skill requirements. • Promote continuing education opportunities for skills advancement and industry certifications | <ul style="list-style-type: none"> • Funding for stakeholder meetings, surveys, fairs. | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce • Development Authority Representative • White County School System • North Georgia Technical College • Truett McConnell University • Georgia Regional Mountains Commission • Local Businesses |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------------------|--|---|---|---|
| Workforce Development | Workforce Availability (Con't.) | <ul style="list-style-type: none"> • Host skills and job fairs to promote community awareness of employment opportunities. • Identify and create opportunities for underemployed, under-represented, and unemployed populations to participate in specialized skill-training. • Offer entrepreneurial classes to support small business development. • Encourage businesses to adopt internship and apprenticeship programs. • Create a job board on the County website with Employers providing job openings. • Ensure available and affordable housing for workforce. | <ul style="list-style-type: none"> • See above | <ul style="list-style-type: none"> • See above |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|----------------|--------------------------|---|--|---|
| Housing | Workforce Housing | <ul style="list-style-type: none"> • Commission full housing assessment. • Encourage developers to build workforce housing to serve agricultural workforce, retail workforce, entry level professional and healthcare providers. • Create public private partnerships to support workforce housing and offer incentives where appropriate. • Ensure zoning can accommodate smaller units and increased density for affordability in strategic location. | <ul style="list-style-type: none"> • Funding for housing assessment/ market study, property acquisition for public private partnership. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------|----------------|---|--|---|
| Marketing | Website | <ul style="list-style-type: none"> • Links to County requirements for business licenses and permitting, zoning, GIS • Link to Chamber of Commerce • Available Property Inventory (see below) • Competitive Advantages • Area Industries • Top Employers • Labor Profile • Infrastructure and Utilities (maps and contacts) • Demographics • Small Business Resources • Economic Development Plan • Links to Educational Institutions and Workforce Development • Cost of Doing Business in White County • Incentives • White County Economic Development news • Testimonials • Plan Highlights • Videos highlighting quality of life, natural environment and community connectivity. | <ul style="list-style-type: none"> • Funding for website updates, data acquisition, videos. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-----------|--------------|---|--|--|
| Marketing | Social Media | <ul style="list-style-type: none"> Maintain an active social media presence on platforms such as LinkedIn, Twitter, Instagram, Facebook. | <ul style="list-style-type: none"> None | <ul style="list-style-type: none"> Economic Development Staff |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|------------------|---|--|--|---|
| Marketing | Business and Community Interaction | <ul style="list-style-type: none"> • Conduct Business Expansion and Retention interviews to discuss company operational and workforce needs serve as a form of marketing for the economic development vision • Host business forum to discuss current issues and future trends in the region can highlight the County's interest in pursuing quality development. • Reach out to retailers and developers with conceptual plans and relevant data seek to generate interest in the community. • Co-sponsoring tourist-based events, including but not limited to the downtown Cleveland events (see Downtown Cleveland Redevelopment). | <ul style="list-style-type: none"> • Funding for meetings, surveys, and special events. | <ul style="list-style-type: none"> • Economic Development Staff • White County Chamber of Commerce • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-----------|-----------|--|--|---|
| Marketing | Inventory | <ul style="list-style-type: none"> • Contact property owners of large tracts. • Create database with description of property, sale/lease, property details, location, contact, utility availability size and provider, etc. • Offer inventory on Development Authority website linked with GIS. | <ul style="list-style-type: none"> • Funding for property inventory | <ul style="list-style-type: none"> • Economic Development Staff • Brokers • Land Owners • Inventory Software Consultant |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|--|-------------------------|---|--|---|
| Public Private Partnerships | Land Development | <ul style="list-style-type: none"> • Development Authority option or purchase key properties for future industrial, commercial or mixed use development projects. • Development Authority partners with developers for mixed use or workforce housing projects • Development Authority issues development bonds for the project. • Development Authority establishes partnerships with Truett McConnell for married student housing in Downtown Cleveland as part of a mixed-use, multi-family project. | <ul style="list-style-type: none"> • Funding for property acquisition, bonds, incentives. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-------------------------------|-----------------|---|--|--|
| Staffing & Funding | Staffing | <ul style="list-style-type: none"> • Hire Project Manager to begin implementation (inventory, property identification, marketing materials) • Hire Development Authority Executive Director | <ul style="list-style-type: none"> • Funding for staffing | <ul style="list-style-type: none"> • White County Board of Commissioners • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-----------------------------|------------------------|--|---|--|
| Staffing and Funding | Ongoing Funding | <ul style="list-style-type: none"> • Allocate SPLOST or percent of annual budget for economic development activities. • Utilize bond revenues for purchase / option of land. | <ul style="list-style-type: none"> • See Tasks | <ul style="list-style-type: none"> • White County Board of Commissioners • Development Authority |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|-------------------------------|------------------------------------|--|--|--|
| Staffing & Funding | Approval and Permit Process | <ul style="list-style-type: none"> • Conduct surveys/interview (see Business and Community Interaction) to highlight opportunities for improved development process. • Rework development processes. | <ul style="list-style-type: none"> • None | <ul style="list-style-type: none"> • Economic Development Staff • Business Community |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|---------------------------------------|--|--|--|
| Strategic Location | Hwy 129 Industrial Development | <ul style="list-style-type: none"> • Development Authority identify available parcels and consider acquisition or optioning of land. • Development Authority engage engineering consultant to ensure viability of property for industrial use. • Development Authority market property (see below). • Work with land owners interested in development to inventory their properties and take steps to make those sites shovel-ready. • Complete site assessment for each identified property. | <ul style="list-style-type: none"> • Funding for feasibility study and acquisition. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority • White County Board of Commissioners |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|--|---|--|--|
| Strategic Location | Duncan Bridge Road/384 Industrial Development | <ul style="list-style-type: none"> • Development Authority identify available parcels. • Development Authority engage engineering consultant to ensure viability of property for industrial use. • Development Authority acquire or option land. • Development Authority market property. | <ul style="list-style-type: none"> • Funding from Board of Commissioners for feasibility study and acquisition. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority • White County Board of Commissioners |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|--|--|---|--|
| Strategic Location | Mixed Use/ Connectivity Development “Yonah Village” | <ul style="list-style-type: none"> • Identify potential sites and meet with property owners. • Engage site planner / engineer to draw up conceptual plan. • Market conceptual plans to developer. • Market Yonah Village as creative mixed use space. • Rezone to Article XVI – Planned Development District, PD. • Develop public private partnership / incentive package to encourage mixed use development and starter/ workforce housing as part of project. | <ul style="list-style-type: none"> • Funding for conceptual plan, property acquisition. • Revenue Bond financing to encourage affordable housing component. | <ul style="list-style-type: none"> • Economic Development Staff • Development Authority • White County Board of Commissioners |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|-----------------------------------|---|---|--|
| Strategic Location | Helen Highway Connectivity | <ul style="list-style-type: none"> • Work with the Georgia Mountain Regional Commissions and their Bike Ped Plan (still in planning stages). • Commission design for the Greenway Plan to connect points of interest. • Implement Greenway Plan. | <ul style="list-style-type: none"> • Funding for design of greenway plan, property acquisition and construction. | <ul style="list-style-type: none"> • Economic Development Staff |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|-------------------------|---|---|--|
| Strategic Location | Overlay District | <ul style="list-style-type: none"> • Create Overlay District for 75 Corridor. • Include Design Guidelines. Allow for bonus density with affordability requirements. | <ul style="list-style-type: none"> • Funding for overlay district. | <ul style="list-style-type: none"> • White County Development Staff |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|---|--|--|---|
| Strategic Location | Downtown Cleveland Redevelopment | <ul style="list-style-type: none"> • Meet with City of Cleveland officials and Cleveland Downtown Development Authority to identify specific redevelopment sites. • Work with property owners to identify available properties. • Develop conceptual plans and market to mixed use developers. • Develop public private partnership with developers and possibly Truett McConnell University) to create downtown housing and retail. • Plan special events for Downtown such as music and food truck Fridays. Market across City including Truett McConnell University. • Create opportunities for Truett McConnell University to become more connected with Downtown Cleveland. | <ul style="list-style-type: none"> • Funding for conceptual plan, property acquisition, incentives, special events. | <ul style="list-style-type: none"> • White County Commissioners • Development Authority • Economic Development Staff • Chamber of Commerce • City of Cleveland • Cleveland Downtown Development Authority • Truett McConnell |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|--|--|---|---|
| Strategic Location | Downtown Cleveland Connectivity | <ul style="list-style-type: none"> • Further identify pedestrian and bicycle routes for improved connections within the city as well as out to other points of interest. • Design Downtown Cleveland Connectivity Plan. • Implement Plan. | <ul style="list-style-type: none"> • Funding for conceptual plan, property acquisition, design and construction. | <ul style="list-style-type: none"> • City of Cleveland • Cleveland Downtown Development Authority • Truett McConnell |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---------------------------|-------------------------------------|--|--|---|
| Strategic Location | Incubator and Small Business | <ul style="list-style-type: none"> Engage a consulting firm to do a feasibility study for development of a business incubator evaluating existing County properties and Yonah Village. Develop business plan, policies and procedures for tenants. Design and upgrade incubator space. Market incubator through external network (referrals, presentations, media, advertising). | <ul style="list-style-type: none"> Funding for feasibility study, tenant improvements, and marketing. | <ul style="list-style-type: none"> Development Staff Development Authority White County Board of Commissioners White County Chamber of Commerce |



| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---|--|--|--|--|
| <p>Small Business and Entrepreneurship</p> | <p>Business Retention and Expansion</p> | <ul style="list-style-type: none"> • Create survey for small businesses to identify needs. • Conduct site visits for large employers to identify needs | <ul style="list-style-type: none"> • None | <ul style="list-style-type: none"> • Development Authority • Economic Development Staff • Chamber of Commerce |



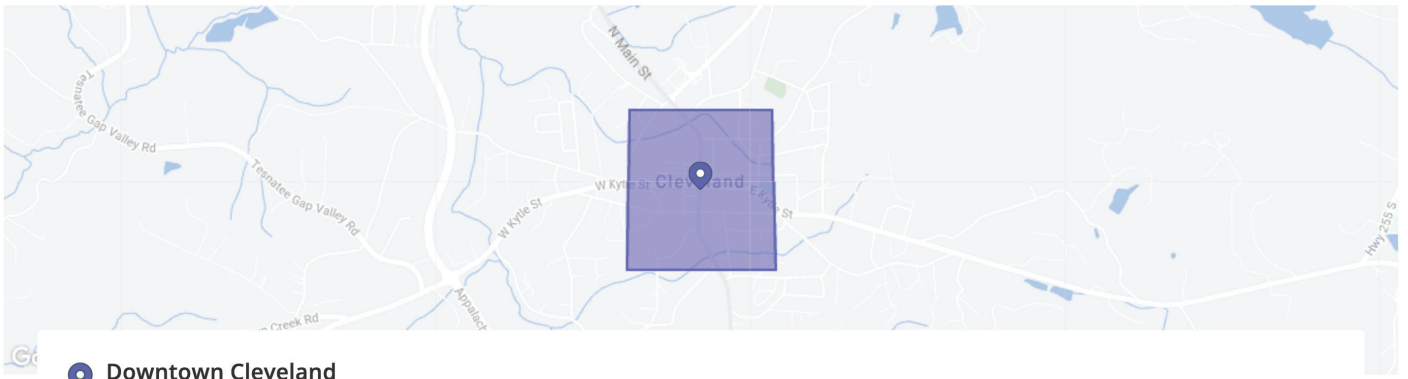
| STRATEGY | ACTIVITY | TASKS | RESOURCES | ORGANIZATION |
|---|---|---|--|--|
| <p>Small Business and Entrepreneurship</p> | <p>Development / Business Process Review</p> | <ul style="list-style-type: none"> • Review process for development approvals / business licenses. • Interview sample of businesses and developers to obtain their feedback. • Modify processes where appropriate. | <ul style="list-style-type: none"> • None | <ul style="list-style-type: none"> • Economic Development Staff • White County Staff |



1 Appendices

Consumer Journey Analytics Reports





Downtown Cleveland
Cleveland, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

| | | | |
|----------------|--------|-----------------|--------|
| Visits | 1.75M | Visit frequency | 4.63 |
| Visits / sq ft | N/A | Avg. Dwell Time | 57 min |
| Visitors | 377.1K | Panel Visits | 72K |

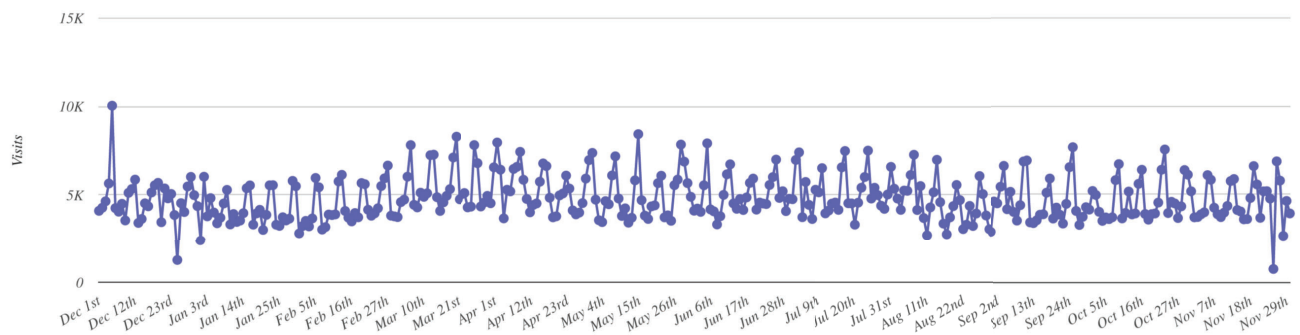
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Downtown Cleveland / Cleveland

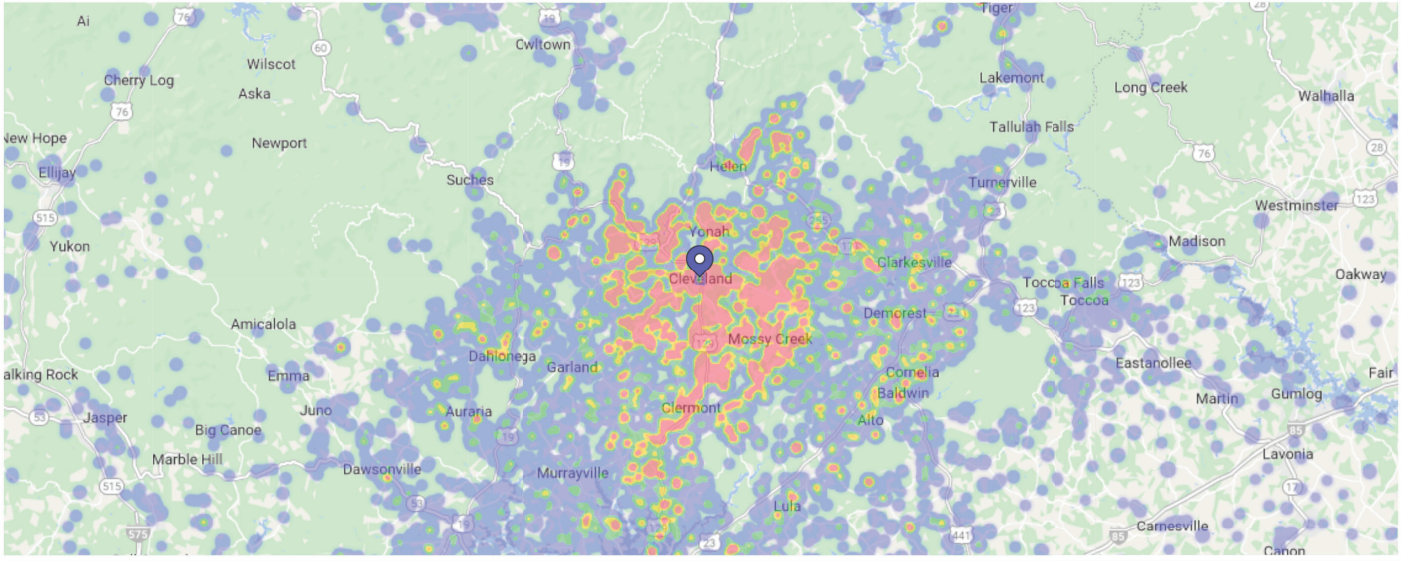


Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Downtown Cleveland
Cleveland, GA



Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Downtown Cleveland



Ethnicity **White**

Income **\$75K - \$100K**

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

Downtown Cleveland / Cleveland

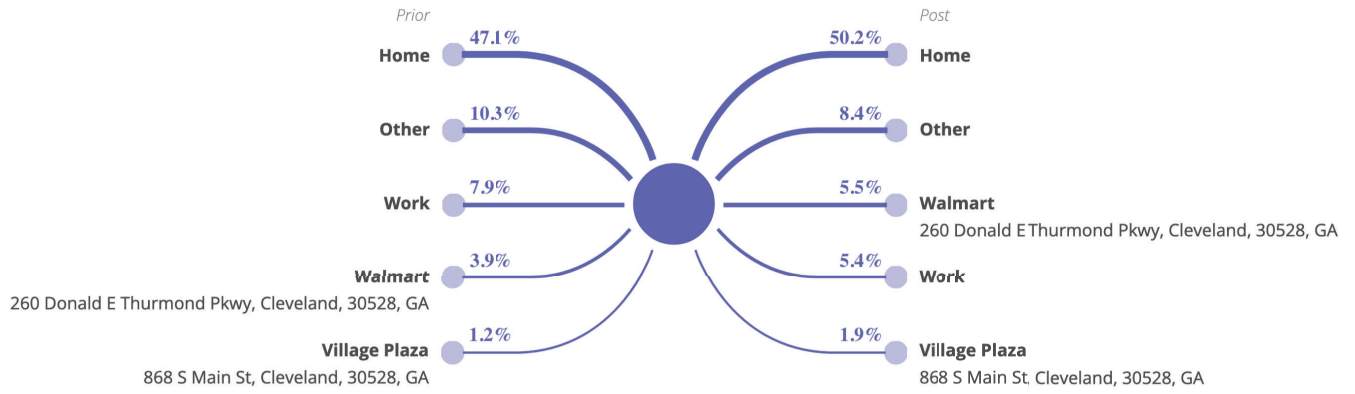
| | Place | Distance | Visitors |
|---|--|----------|----------------|
| 1 | Walmart Donald E Thurmond Pkwy | 1.23 mi | 119.9K (31.8%) |
| 2 | Chick-fil-A W Underwood St | 0.11 mi | 85.9K (22.8%) |
| 3 | Hartsfield-Jackson Atlanta International Airport N Terminal Pkwy | 76.25 mi | 83.4K (22.1%) |
| 4 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 21.42 mi | 75.1K (19.9%) |
| 5 | Chattahoochee-Oconee National Forest (Chatooga District) Clayton | 18.19 mi | 75K (19.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Downtown Cleveland / Cleveland

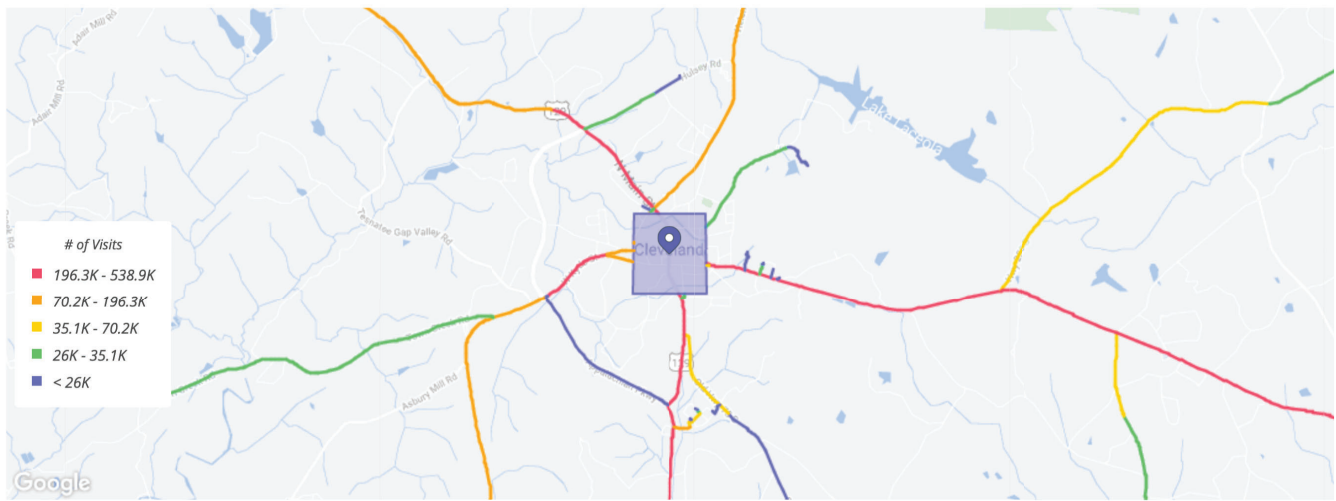


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Downtown Cleveland / Cleveland

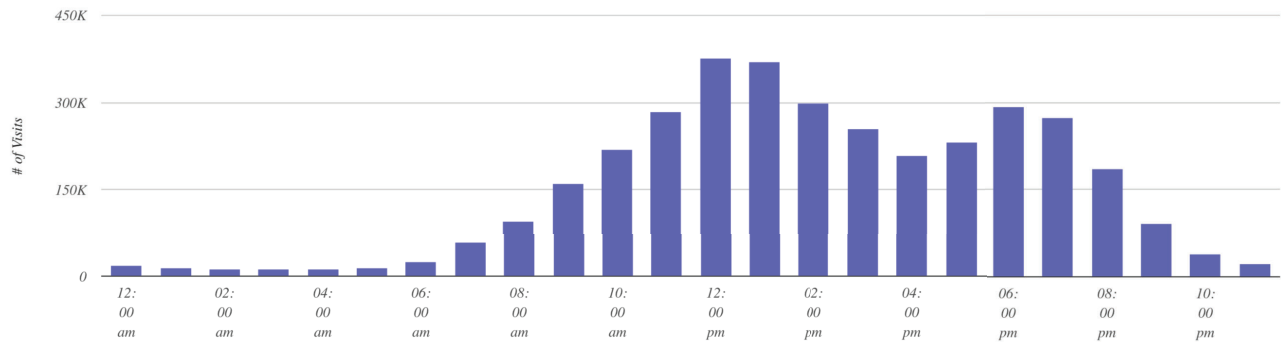


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Downtown Cleveland / Cleveland

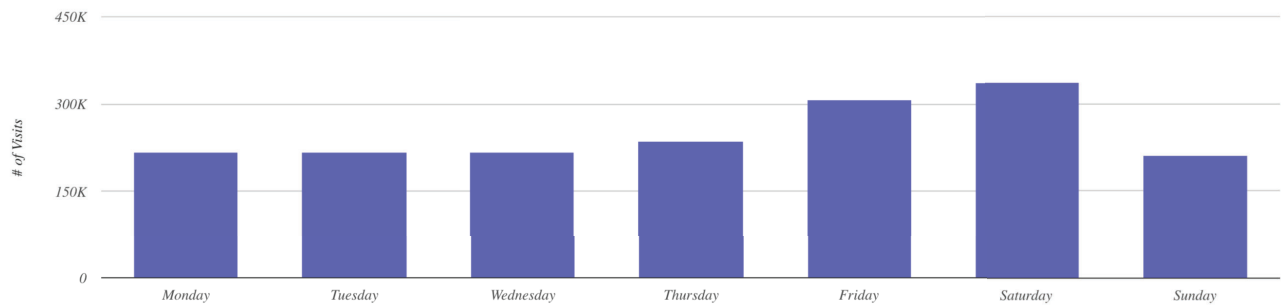


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Downtown Cleveland / Cleveland



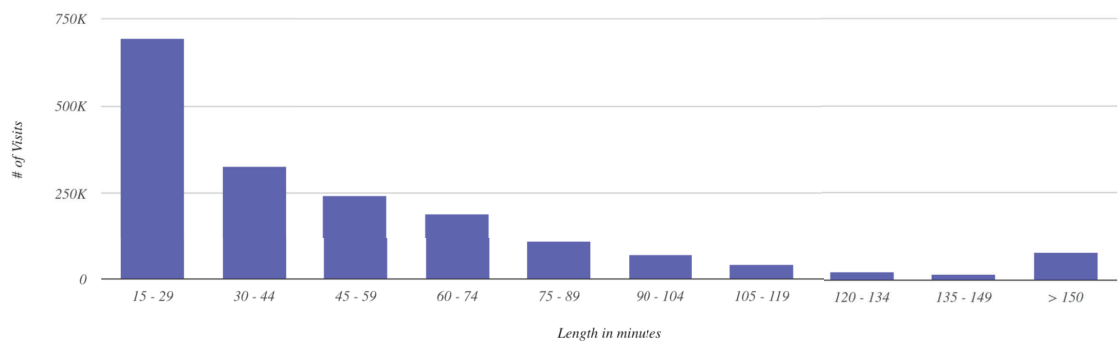
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Downtown Cleveland / Cleveland

Average Stay

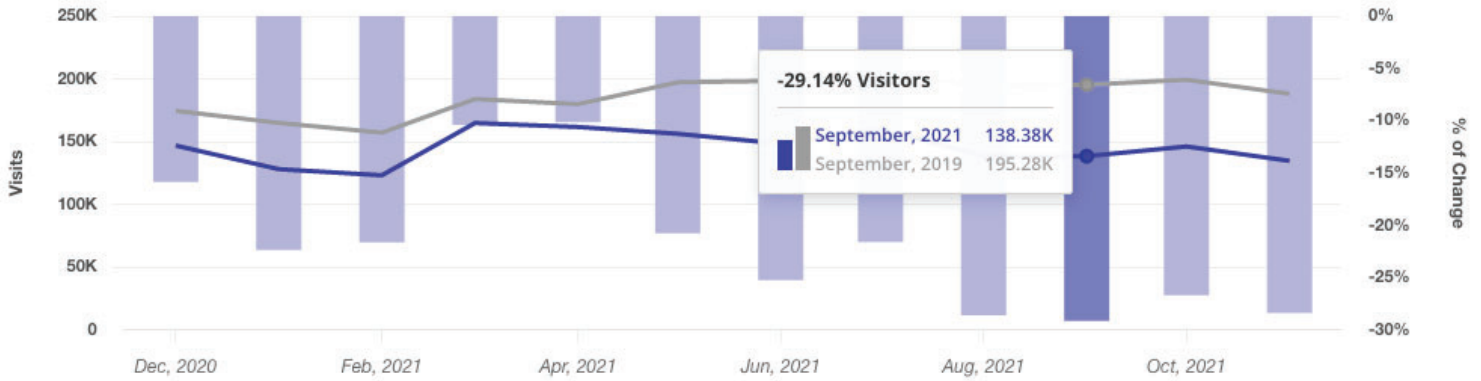


Data provided by Placer Labs Inc. (www.placer.ai)

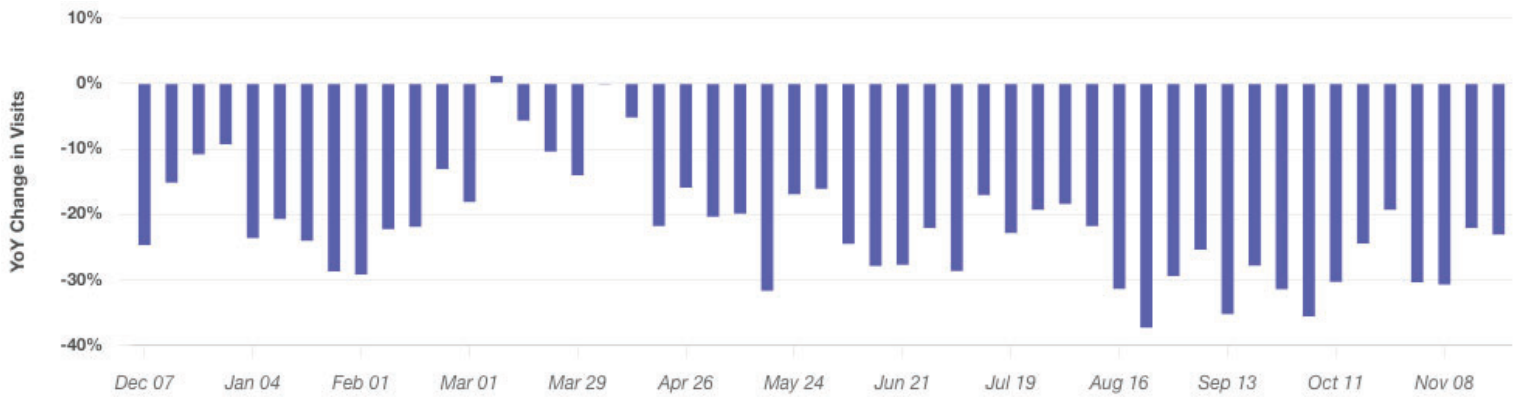


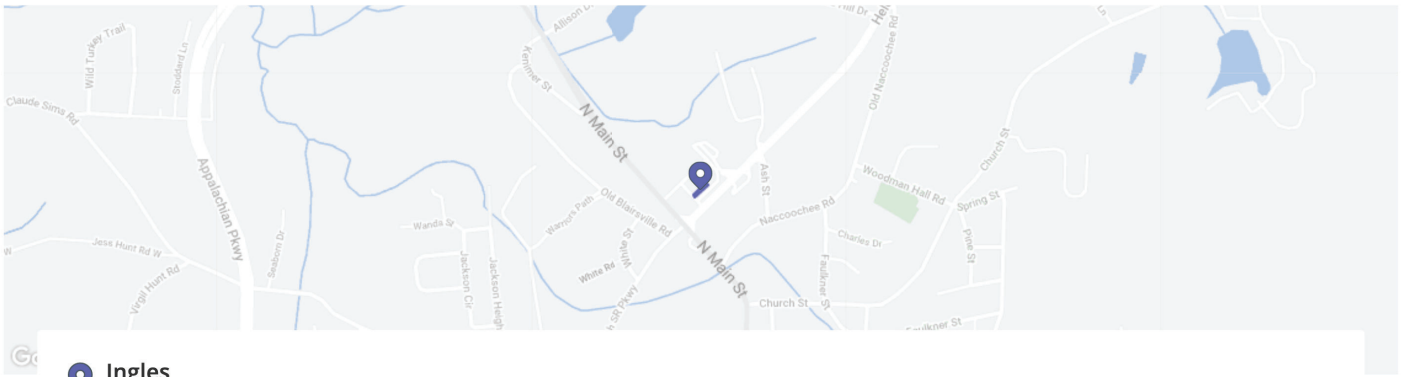
Visits Variance

Monthly Visits Compared to 2 Years Prior



Weekly Visits Compared to 2 Years Prior





Ingles
55 Helen Hwy, Cleveland, 30528, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

| | | | |
|----------------|--------|-----------------|--------|
| Visits | 474.3K | Visit frequency | 3.46 |
| Visits / sq ft | 24.83 | Avg. Dwell Time | 31 min |
| Visitors | 137.2K | Panel Visits | 19.1K |

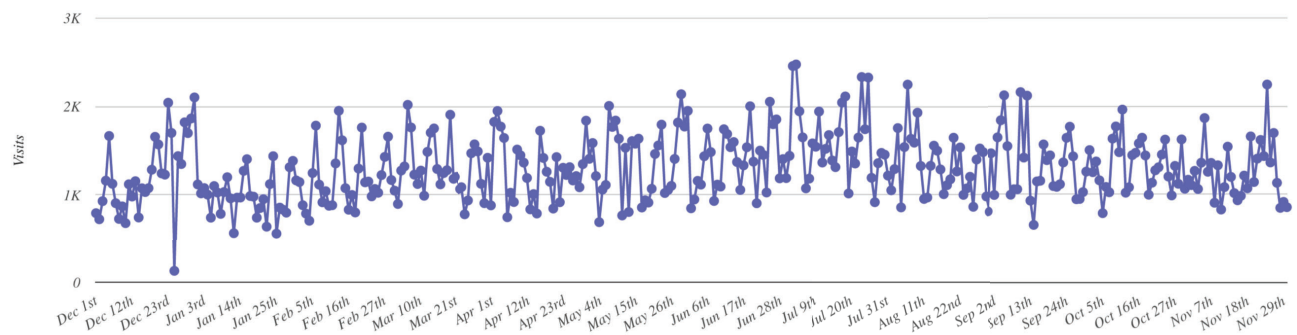
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Ingles / Helen Hwy



Data provided by Placer Labs Inc. (www.placer.ai)



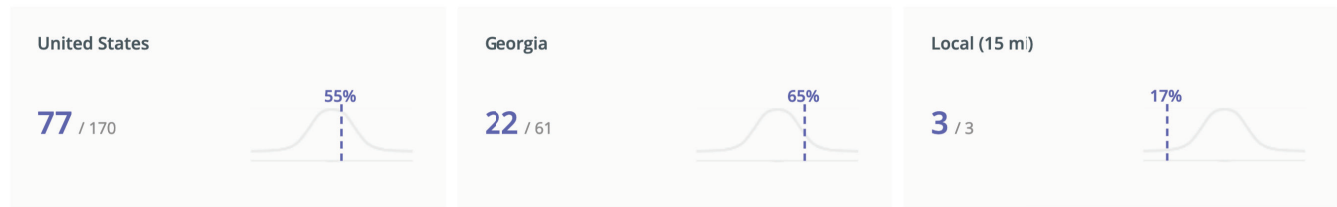
Trade Area

Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Ranking Overview - Chain

● Ingles / Helen Hwy



Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Ingles



Ethnicity White
Income \$75K - \$100K

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

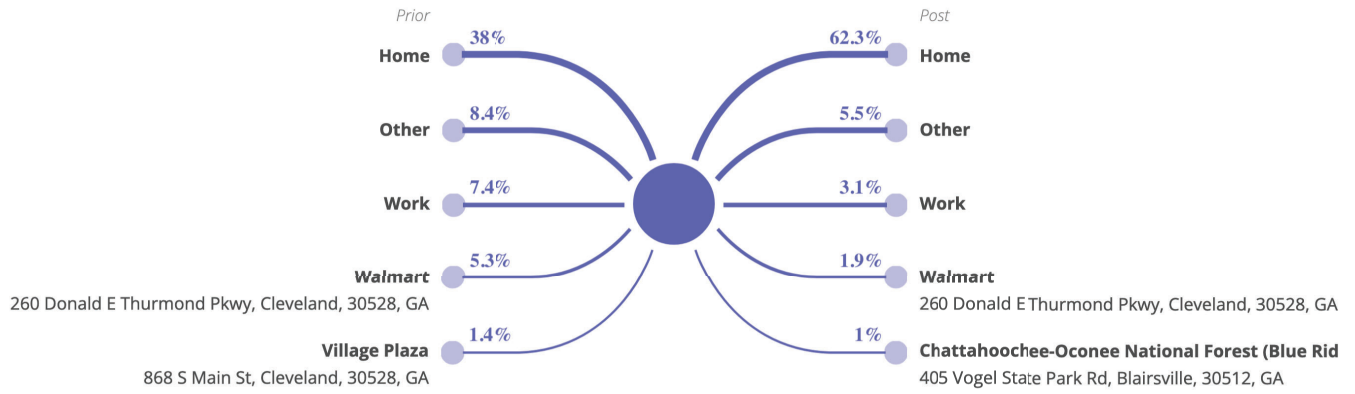
| Ingles / Helen Hwy | | | |
|--------------------|--|----------|---------------|
| | Place | Distance | Visitors |
| 1 | Walmart Donald E Thurmond Pkwy | 1.67 mi | 64K (46.6%) |
| 2 | Village Plaza S Main St | 1.25 mi | 40.6K (29.6%) |
| 3 | North Lake Square Lake Shore Cir | 21.23 mi | 33.2K (24.2%) |
| 4 | North Georgia Premium Outlets Highway 400 S | 23.36 mi | 31.9K (23.3%) |
| 5 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 21.81 mi | 31.4K (22.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Ingles / Helen Hwy

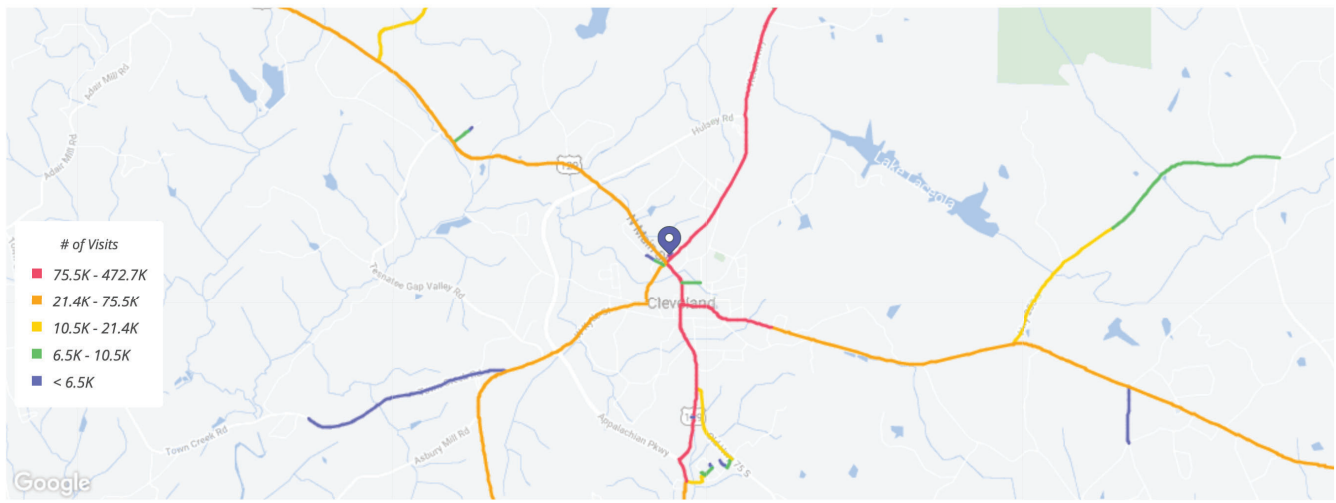


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Ingles / Helen Hwy

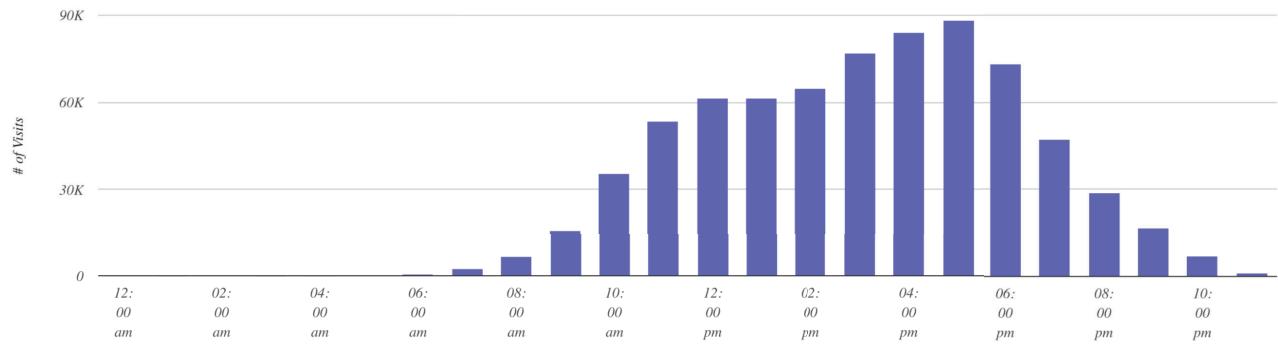


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Ingles / Helen Hwy

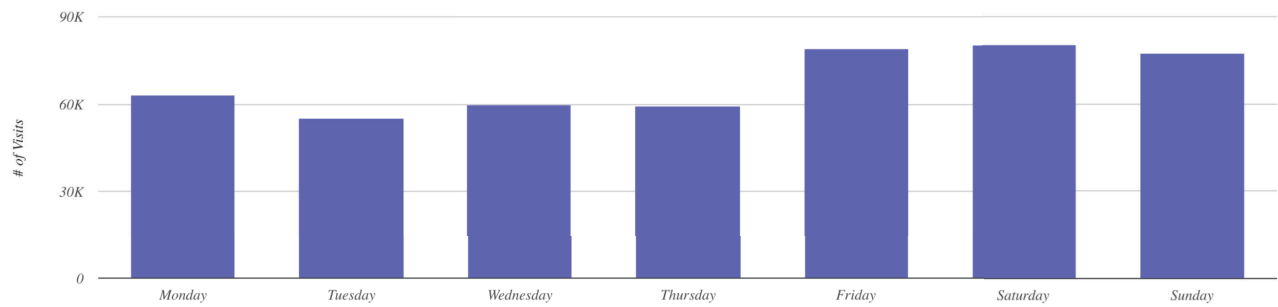


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Ingles / Helen Hwy



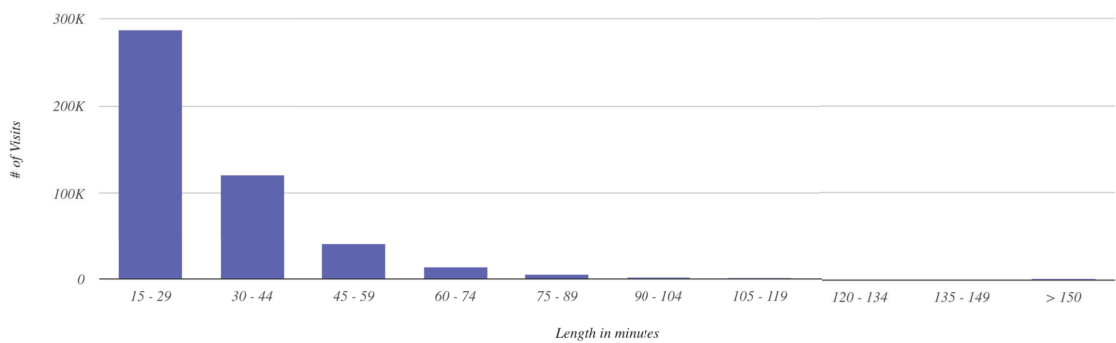
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Ingles / Helen Hwy

Average Stay
▼
31 Min



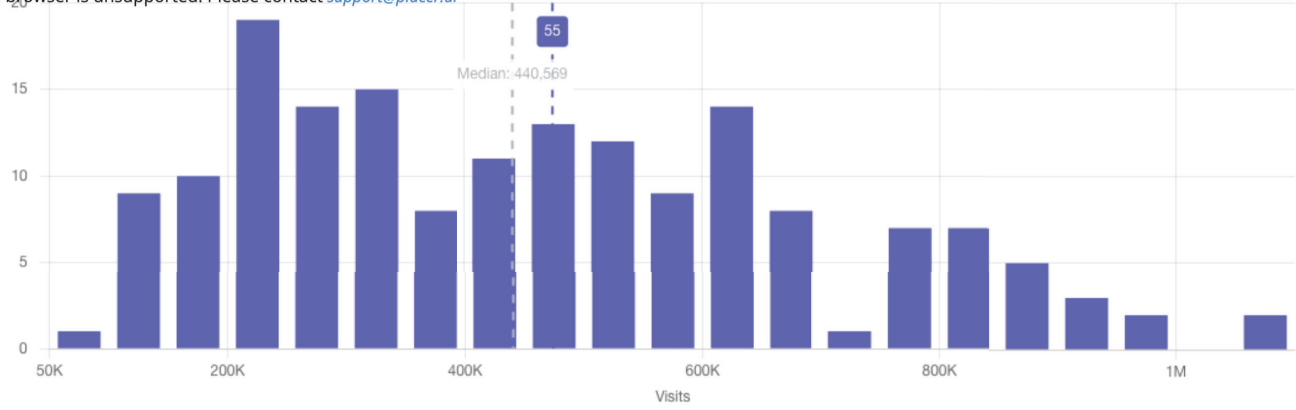
Data provided by Placer Labs Inc. (www.placer.ai)



Percentile Rank - Chain: Ingles

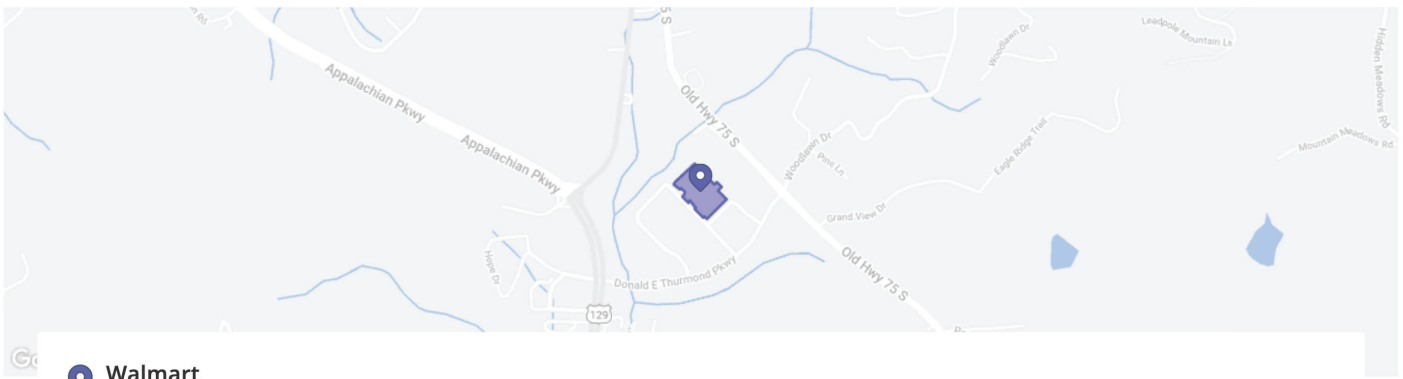
● Ingles / Helen Hwy

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Data provided by Placer Labs Inc. (www.placer.ai)





Walmart
260 Donald E. Thurmond Pkwy, Cleveland, 30528, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

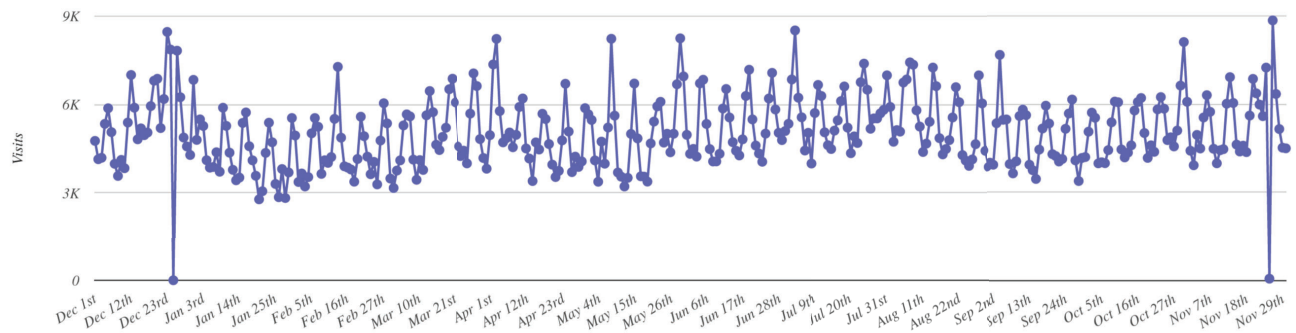
| | | | |
|----------------|-------|-----------------|--------|
| Visits | 1.84M | Visit frequency | 7.39 |
| Visits / sq ft | 11.52 | Avg. Dwell Time | 47 min |
| Visitors | 249K | Panel Visits | 80.3K |

Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Walmart / Donald E Thurmond Pkwy



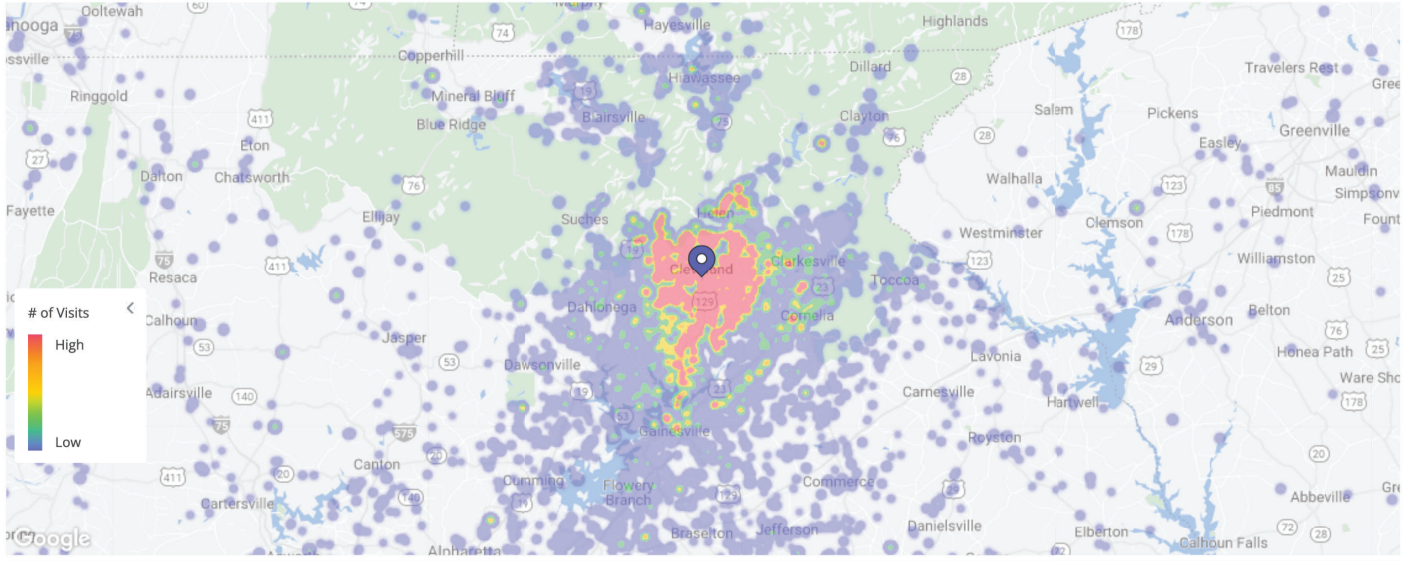
Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Walmart

260 Donald E Thurmond Pkwy, Cleveland, 30528



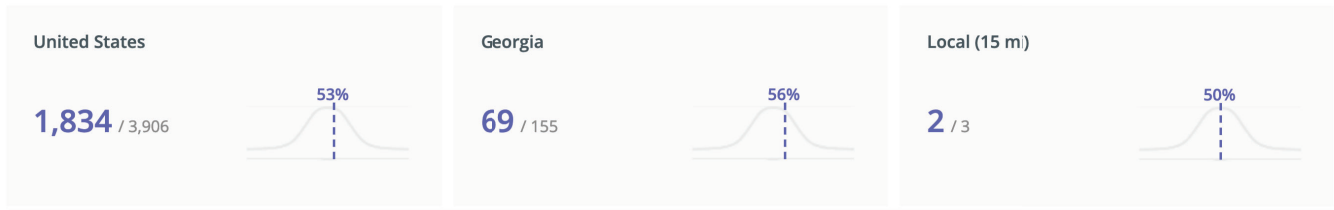
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Ranking Overview - Chain

Walmart / Donald E Thurmond Pkwy



Data provided by Placer Labs Inc. (www.placer.ai)



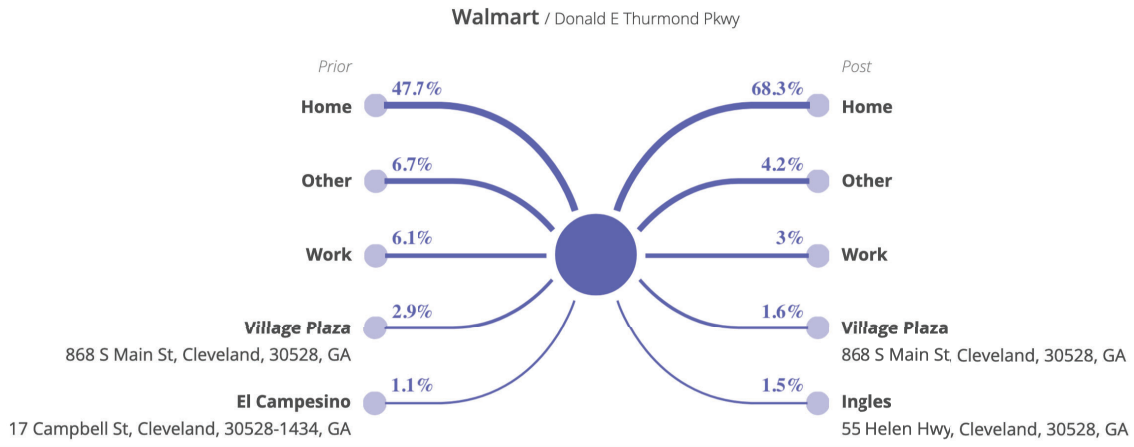
Favorite Places

| Walmart / Donald E Thurmond Pkwy | | | |
|----------------------------------|--|----------|---------------|
| | Place | Distance | Visitors |
| 1 | Village Plaza S Main St | 0.44 mi | 72.3K (29%) |
| 2 | North Lake Square Lake Shore Cir | 19.75 mi | 62.7K (25.2%) |
| 3 | North Georgia Premium Outlets Highway 400 S | 22.45 mi | 60.8K (24.4%) |
| 4 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 20.32 mi | 57.6K (23.2%) |
| 5 | Ingles Helen Hwy | 1.67 mi | 54.5K (21.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

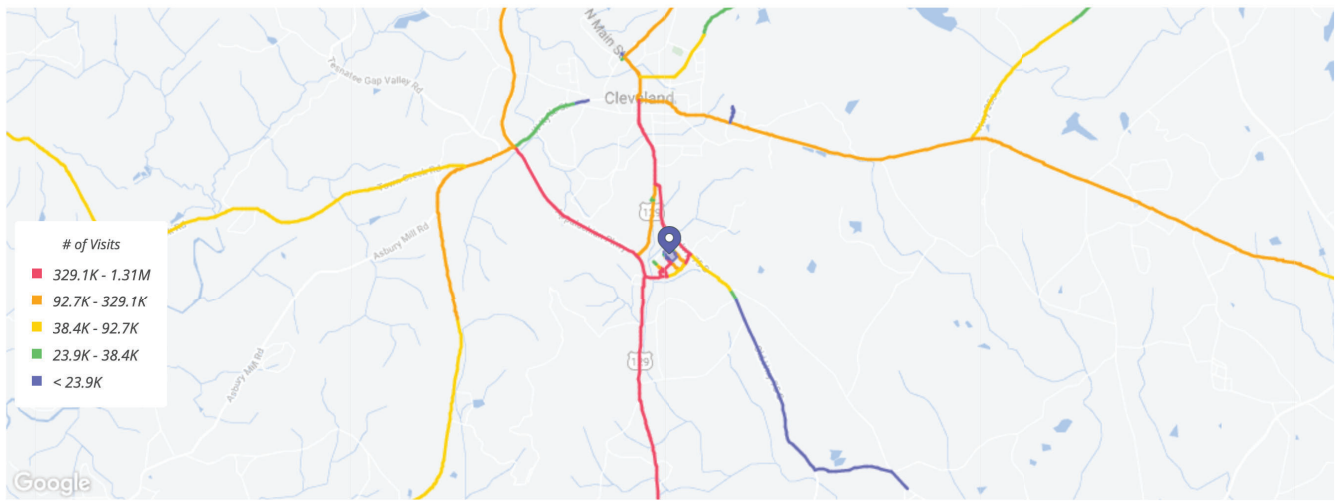


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Walmart / Donald E Thurmond Pkwy

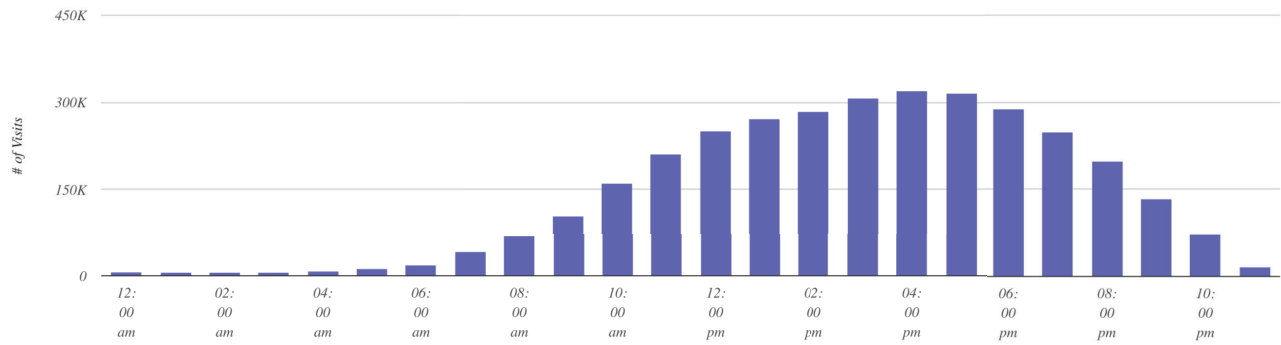


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

Walmart / Donald E Thurmond Pkwy

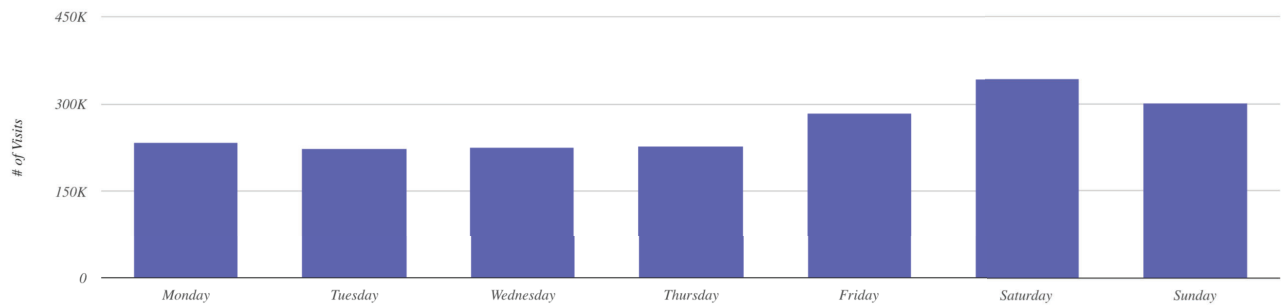


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

Walmart / Donald E Thurmond Pkwy



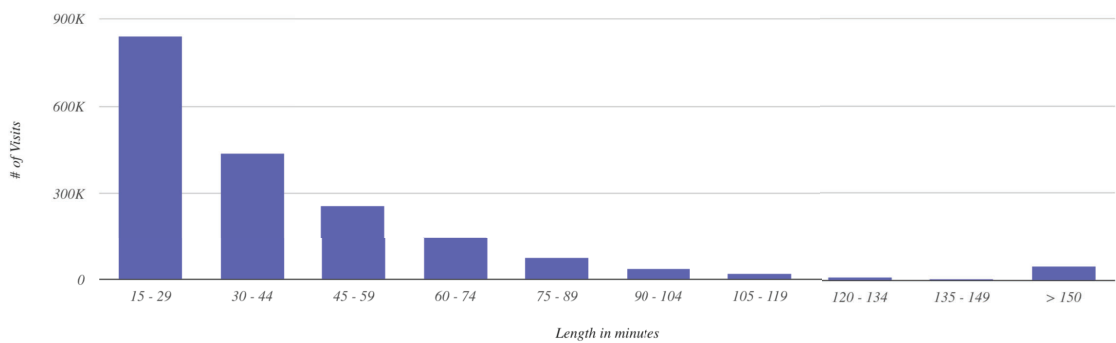
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

Walmart / Donald E Thurmond Pkwy

Average Stay
▼
47 Min



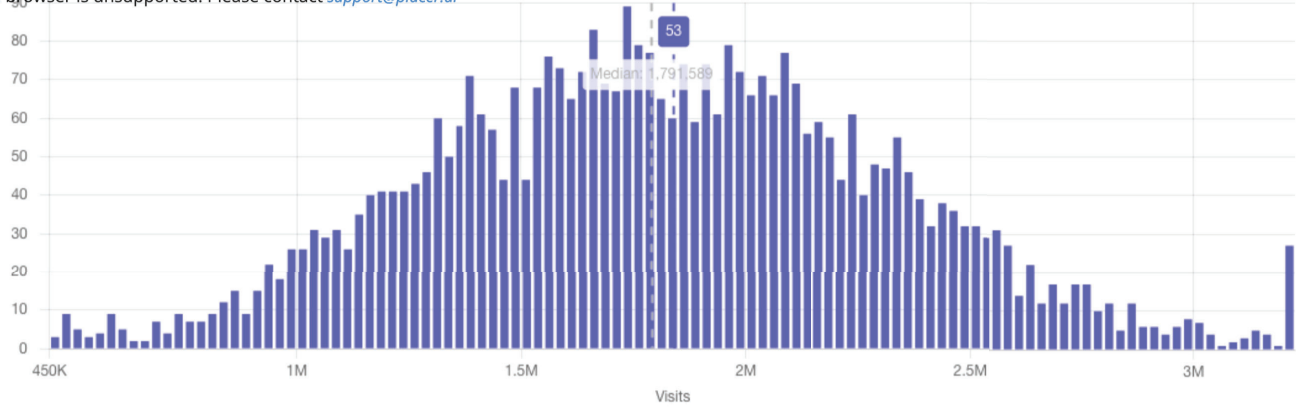
Data provided by Placer Labs Inc. (www.placer.ai)



Percentile Rank - Chain: Walmart

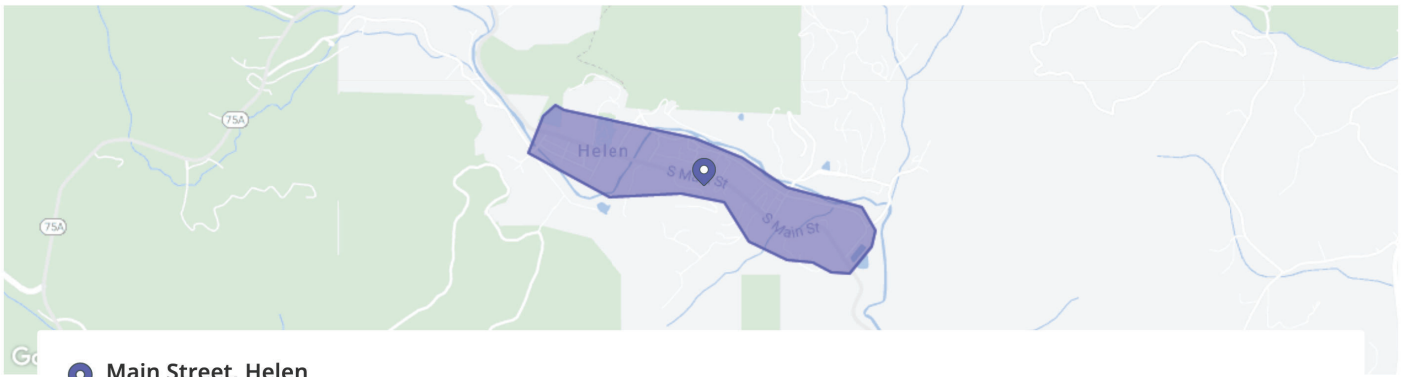
● Walmart / Donald E Thurmond Pkwy

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Data provided by Placer Labs Inc. (www.placer.ai)





Main Street, Helen
Helen, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

| | | | |
|----------------|-------|-----------------|---------|
| Visits | 2.61M | Visit frequency | 1.85 |
| Visits / sq ft | N/A | Avg. Dwell Time | 246 min |
| Visitors | 1.41M | Panel Visits | 92K |

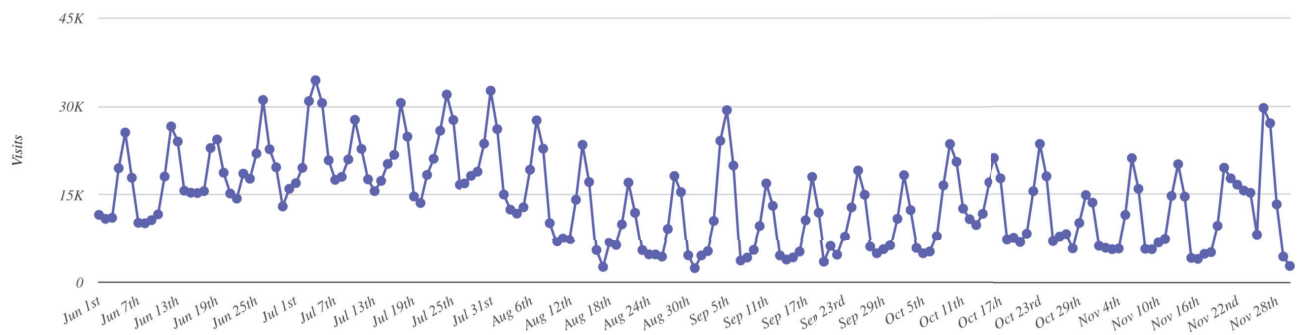
Jun 1st, 2021 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Main Street, Helen / Helen



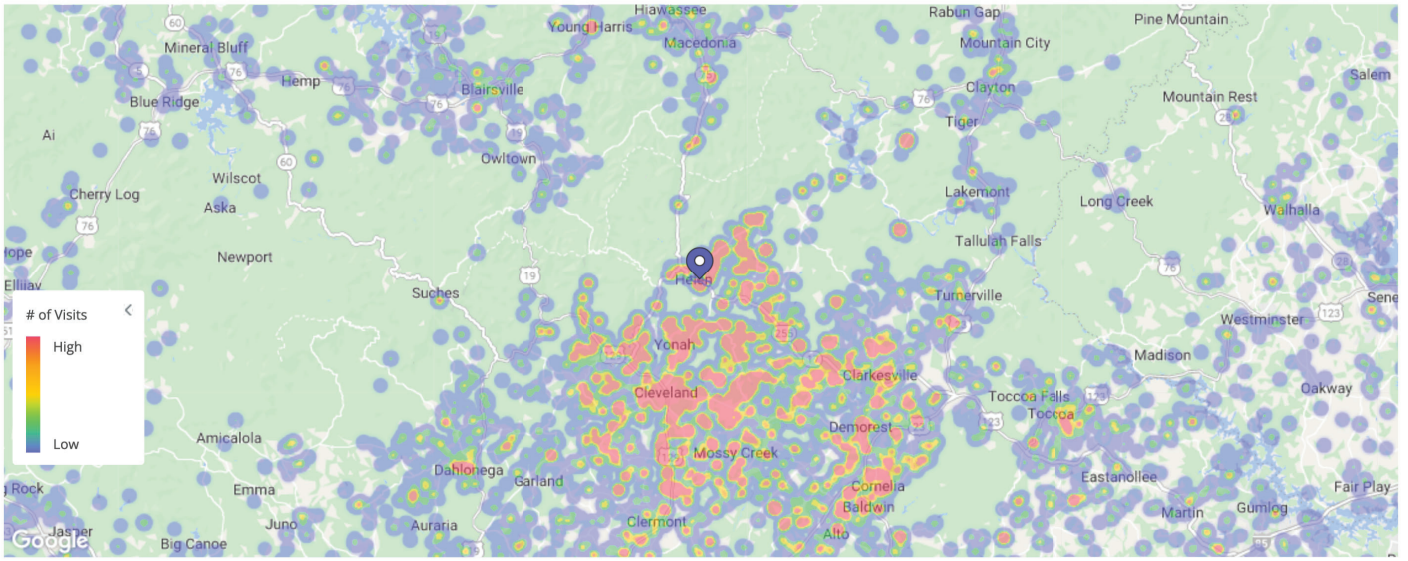
Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Main Street, Helen

, Helen, GA



Jun 1st, 2021 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Main Street, Helen



Ethnicity **White**

Income **\$75K - \$100K**

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

Main Street, Helen / Helen

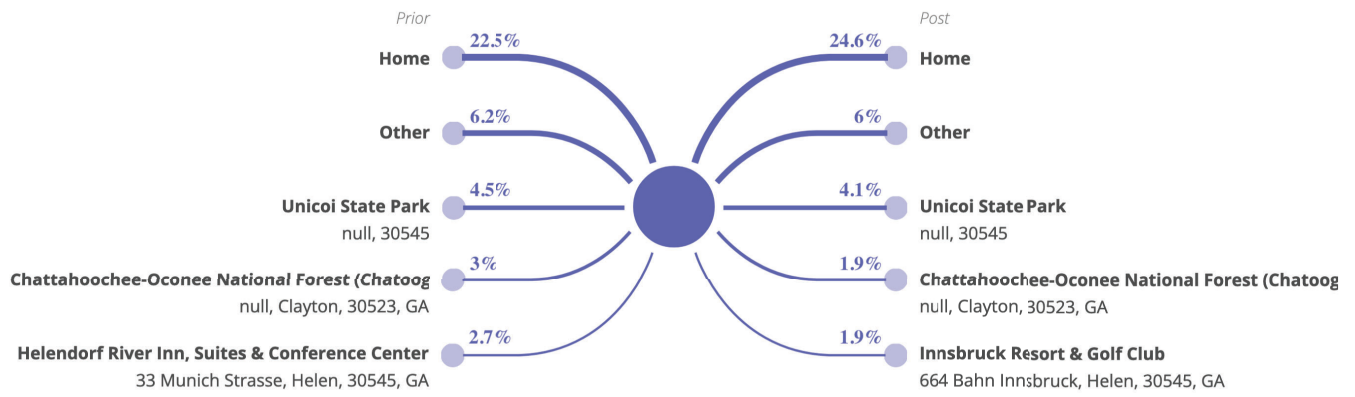
| | Place | Distance | Visitors |
|---|--|----------|----------------|
| 1 | The Heidelberg German Restaurant, Bar & Music Hall - Helen, GA N Main St | 0.4 mi | 304.4K (21.6%) |
| 2 | Hartsfield-Jackson Atlanta International Airport N Terminal Pkwy | 83.53 mi | 292.6K (20.8%) |
| 3 | Helendorf River Inn, Suites & Conference Center Munich Strasse | 0.27 mi | 266.3K (18.9%) |
| 4 | Cowboys & Angels Restaurant & Bar Chattahoochee St Ste 303 | 0.34 mi | 221.9K (15.8%) |
| 5 | The Castle Inn N Main St | 0.32 mi | 208.2K (14.8%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Main Street, Helen / Helen

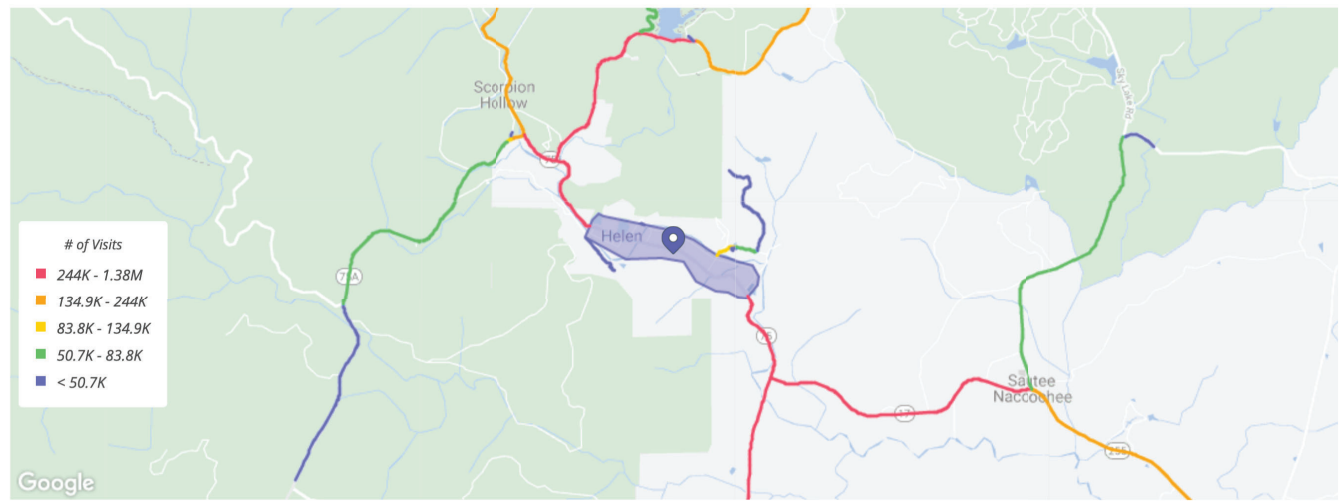


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Main Street, Helen / Helen

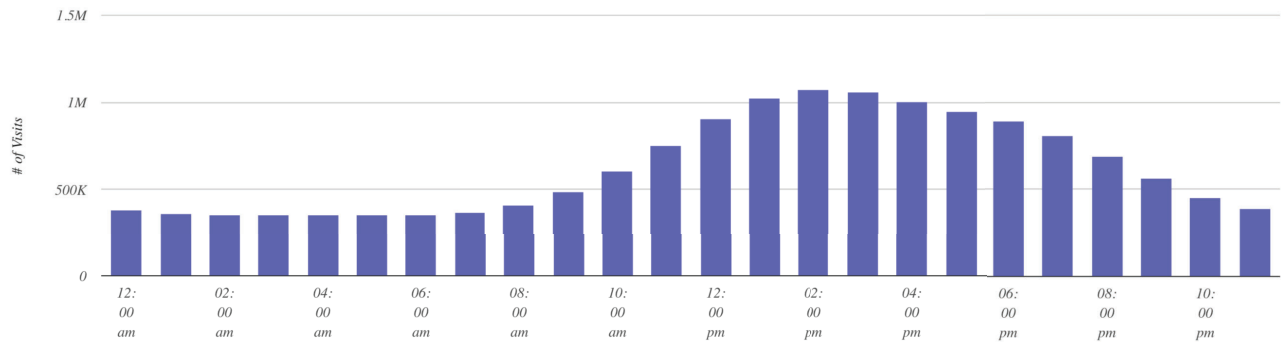


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Main Street, Helen / Helen

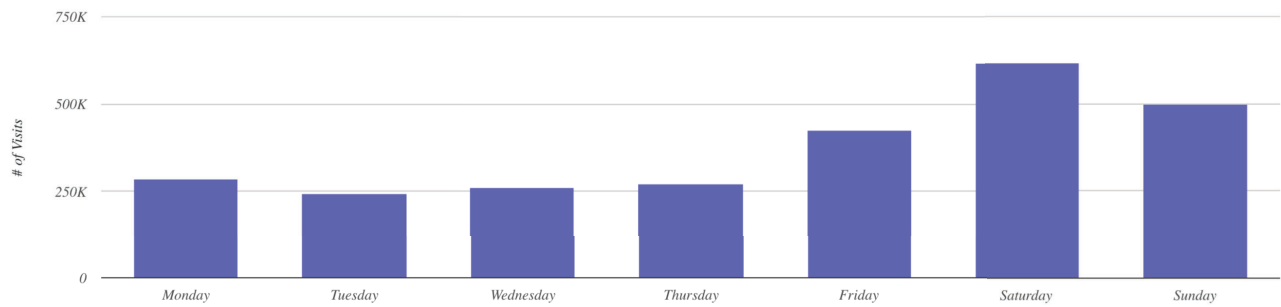


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Main Street, Helen / Helen



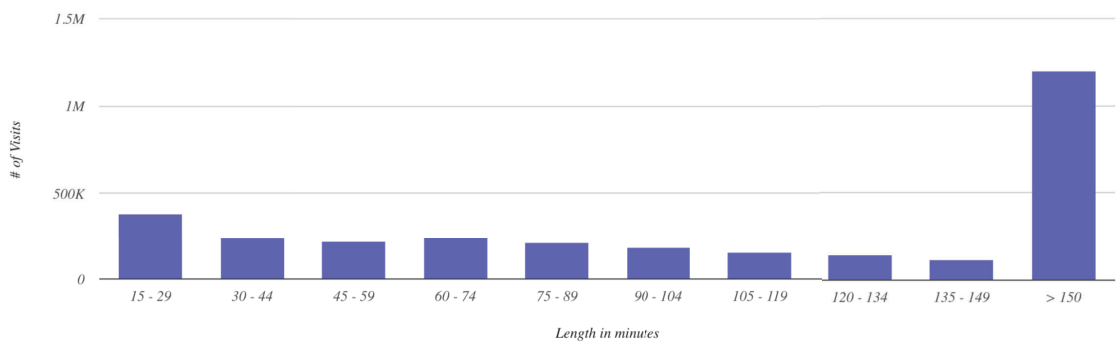
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Main Street, Helen / Helen

Average Stay
▼
246 Min

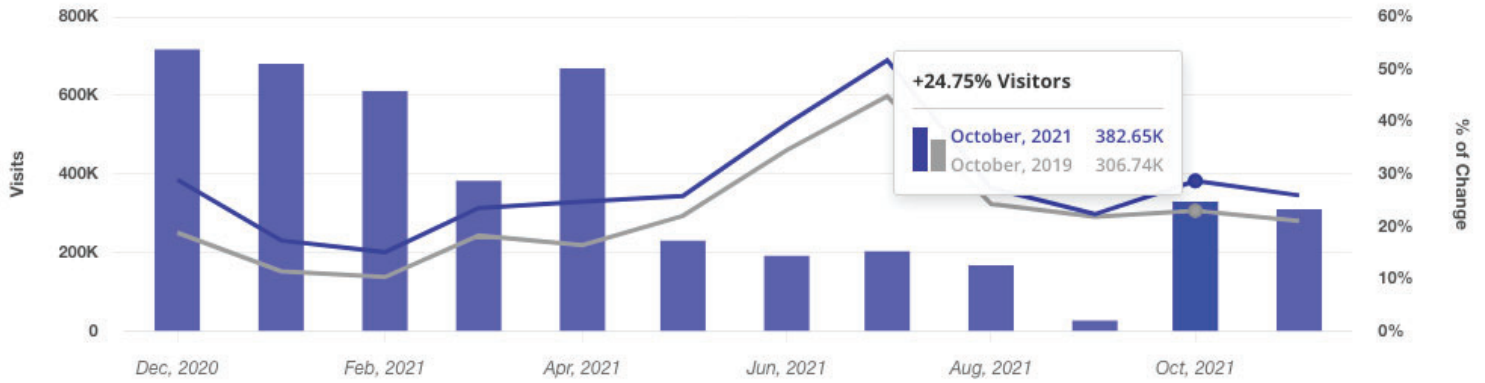


Data provided by Placer Labs Inc. (www.placer.ai)

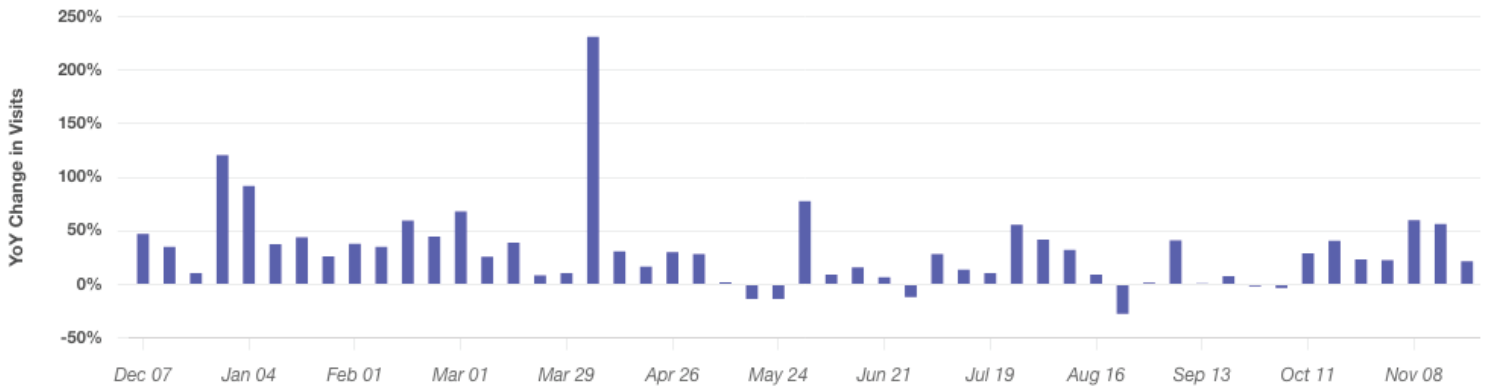


Visits Variance

Monthly Visits Compared to 2 Years Prior



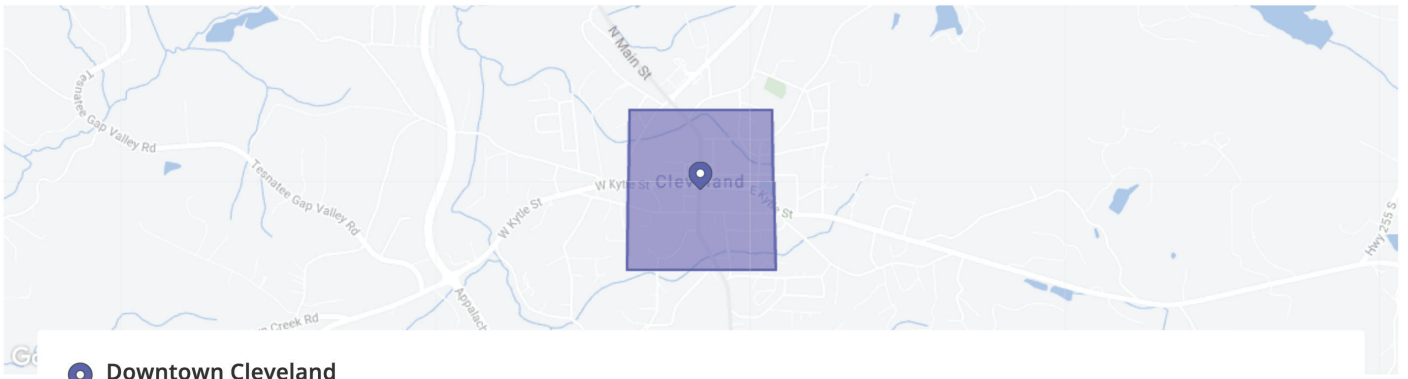
Weekly Visits Compared to 2 Years Prior



2 Appendices

CAP/leakage report





Downtown Cleveland
Cleveland, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

| | | | |
|----------------|--------|-----------------|--------|
| Visits | 1.75M | Visit frequency | 4.63 |
| Visits / sq ft | N/A | Avg. Dwell Time | 57 min |
| Visitors | 377.1K | Panel Visits | 72K |

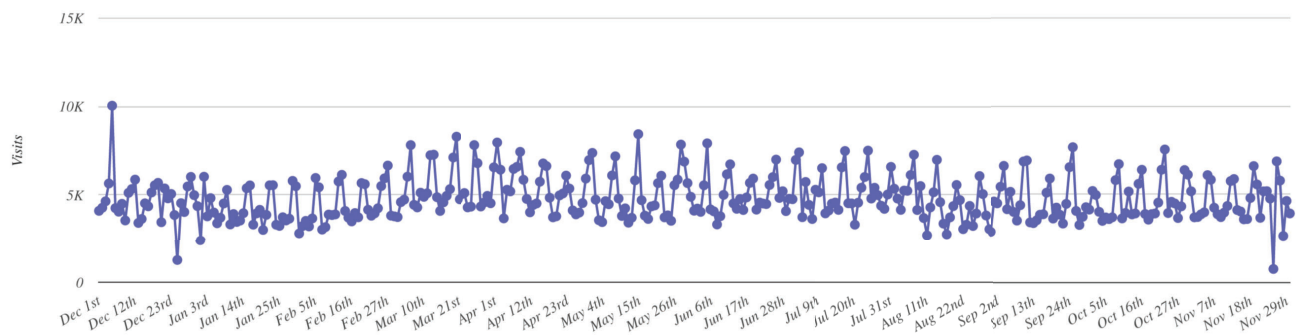
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Downtown Cleveland / Cleveland

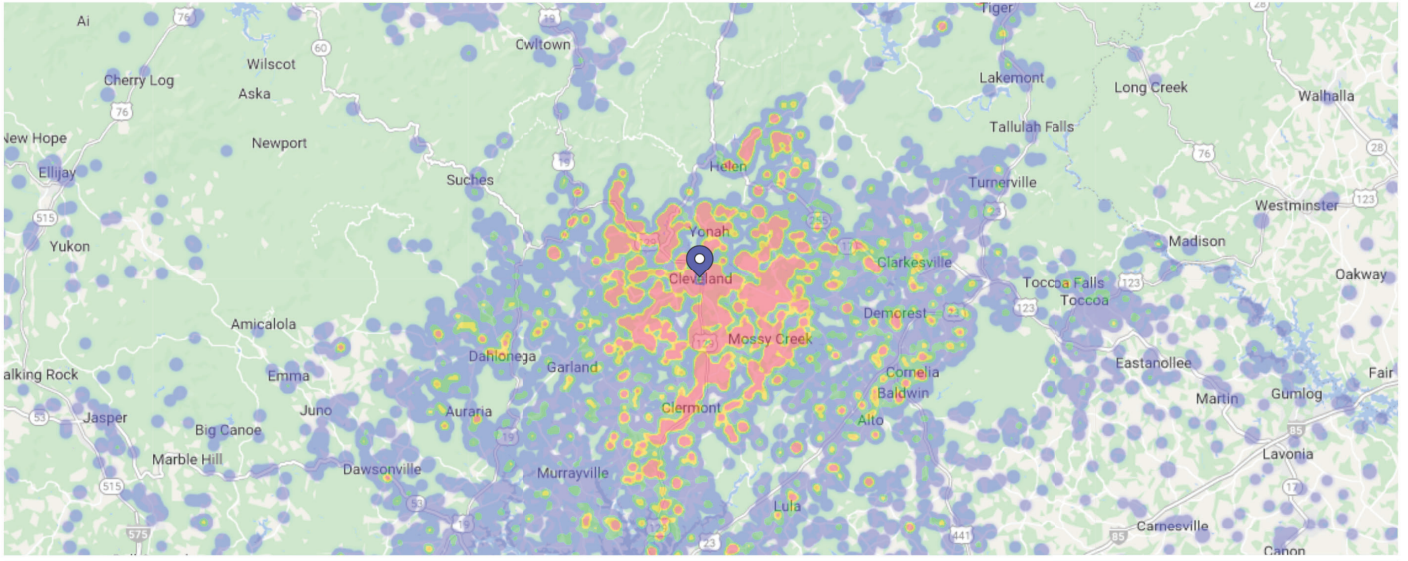


Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Downtown Cleveland
Cleveland, GA



Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Downtown Cleveland



Ethnicity **White**

Income **\$75K - \$100K**

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

Downtown Cleveland / Cleveland

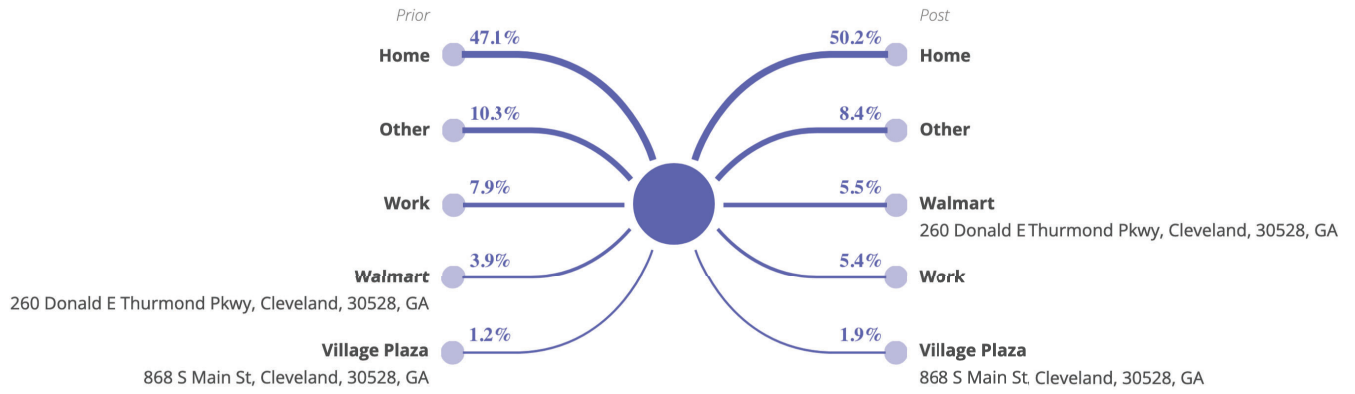
| | Place | Distance | Visitors |
|---|--|----------|----------------|
| 1 | Walmart Donald E Thurmond Pkwy | 1.23 mi | 119.9K (31.8%) |
| 2 | Chick-fil-A W Underwood St | 0.11 mi | 85.9K (22.8%) |
| 3 | Hartsfield-Jackson Atlanta International Airport N Terminal Pkwy | 76.25 mi | 83.4K (22.1%) |
| 4 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 21.42 mi | 75.1K (19.9%) |
| 5 | Chattahoochee-Oconee National Forest (Chatooga District) Clayton | 18.19 mi | 75K (19.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Downtown Cleveland / Cleveland

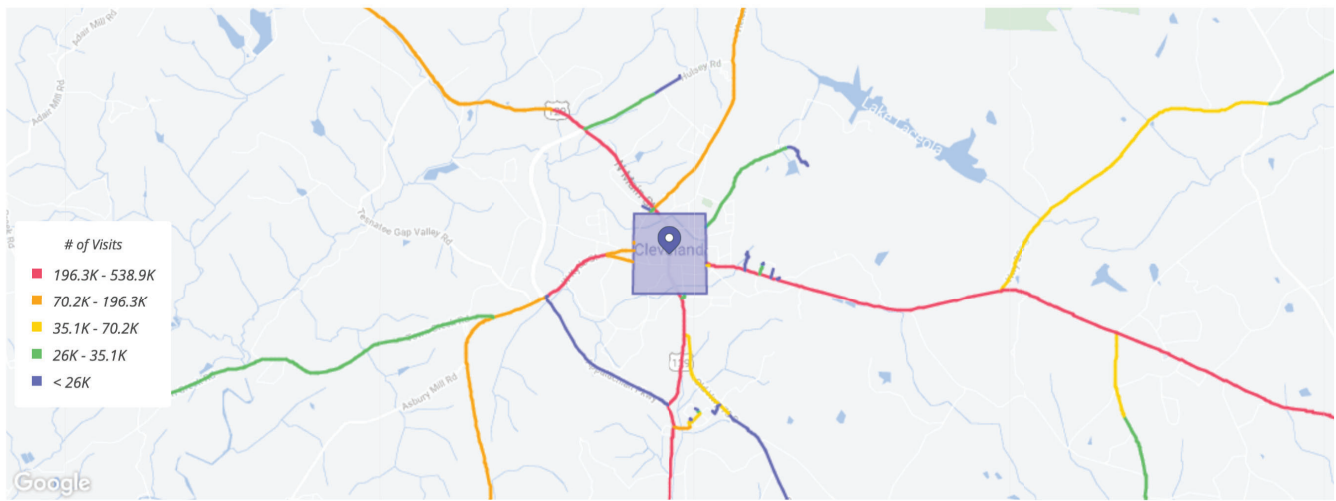


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Downtown Cleveland / Cleveland

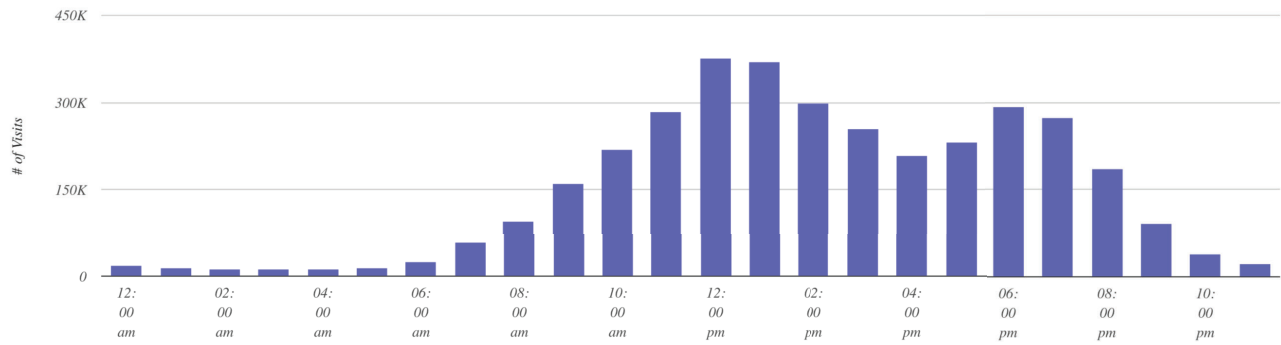


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Downtown Cleveland / Cleveland

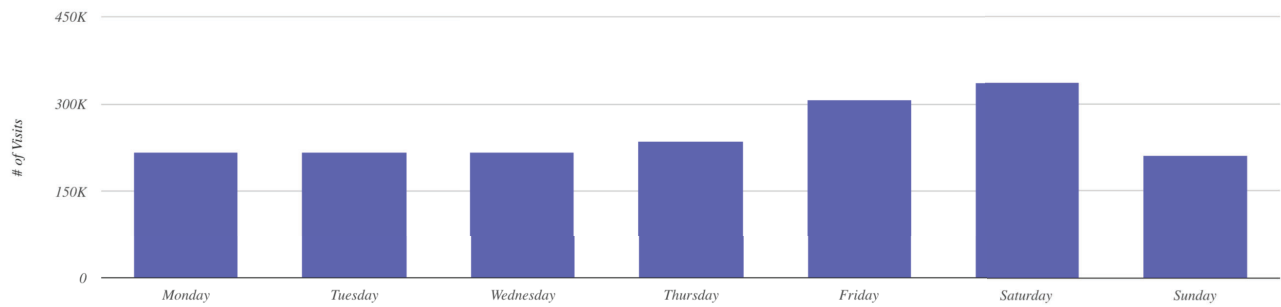


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Downtown Cleveland / Cleveland



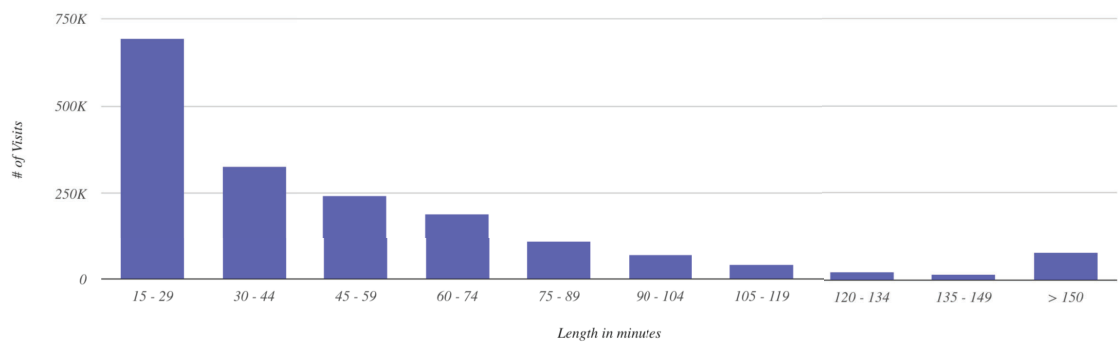
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Downtown Cleveland / Cleveland

Average Stay

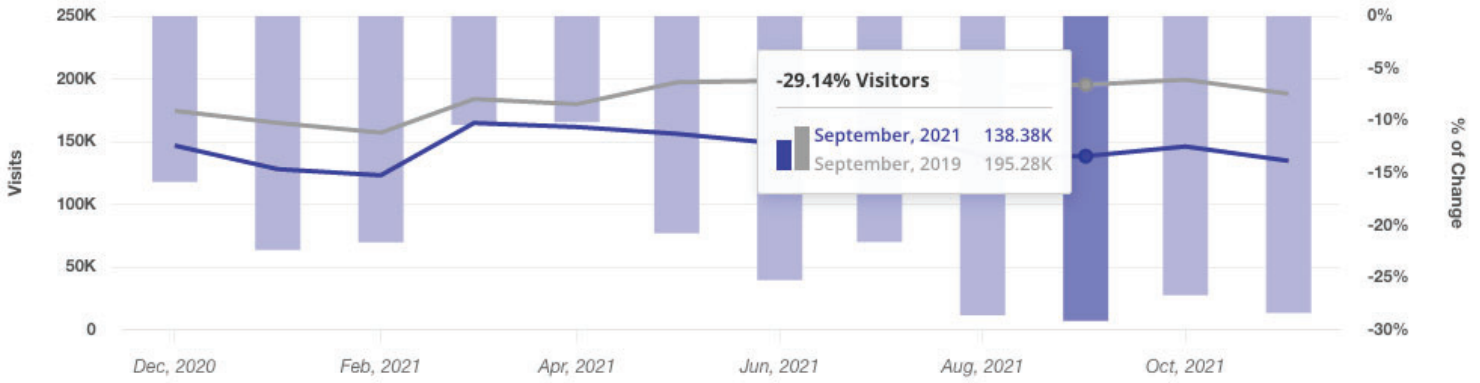


Data provided by Placer Labs Inc. (www.placer.ai)

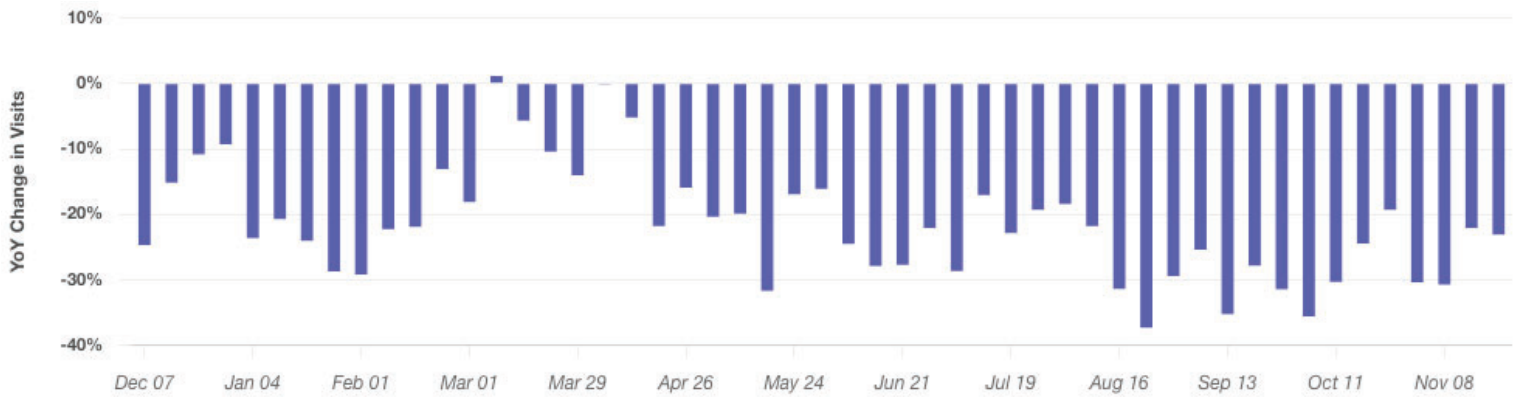


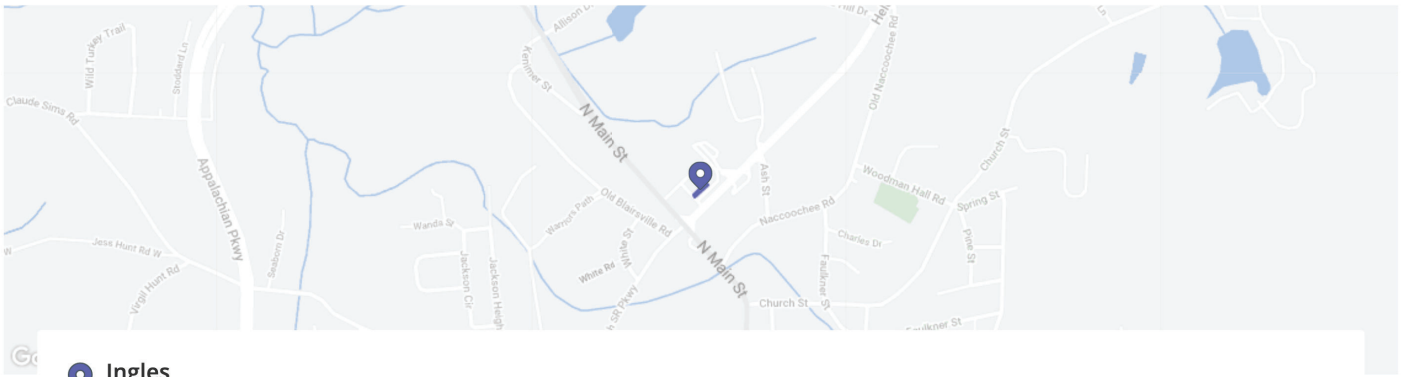
Visits Variance

Monthly Visits Compared to 2 Years Prior



Weekly Visits Compared to 2 Years Prior





Ingles
55 Helen Hwy, Cleveland, 30528, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

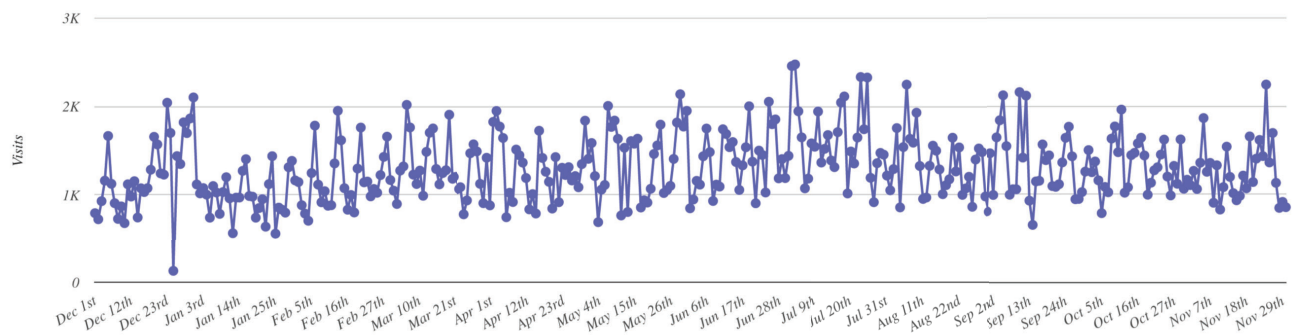
| | | | |
|----------------|--------|-----------------|--------|
| Visits | 474.3K | Visit frequency | 3.46 |
| Visits / sq ft | 24.83 | Avg. Dwell Time | 31 min |
| Visitors | 137.2K | Panel Visits | 19.1K |

Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Ingles / Helen Hwy



Data provided by Placer Labs Inc. (www.placer.ai)



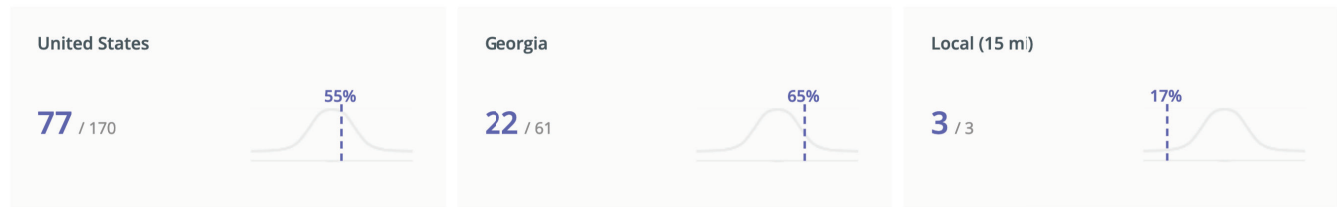
Trade Area

Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Ranking Overview - Chain

● Ingles / Helen Hwy



Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Ingles



Ethnicity White
Income \$75K - \$100K

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

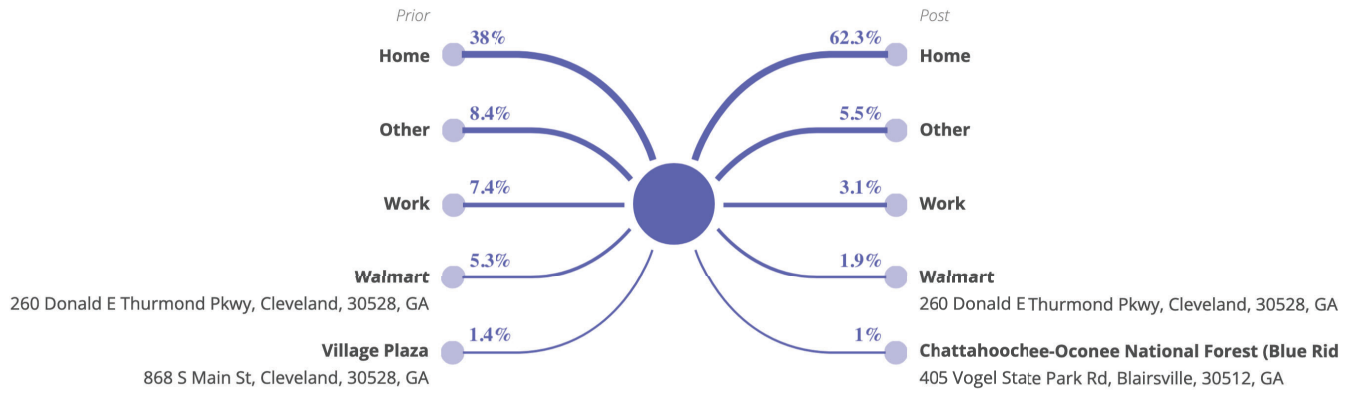
| Ingles / Helen Hwy | | | |
|--------------------|--|----------|---------------|
| | Place | Distance | Visitors |
| 1 | Walmart Donald E Thurmond Pkwy | 1.67 mi | 64K (46.6%) |
| 2 | Village Plaza S Main St | 1.25 mi | 40.6K (29.6%) |
| 3 | North Lake Square Lake Shore Cir | 21.23 mi | 33.2K (24.2%) |
| 4 | North Georgia Premium Outlets Highway 400 S | 23.36 mi | 31.9K (23.3%) |
| 5 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 21.81 mi | 31.4K (22.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

Ingles / Helen Hwy

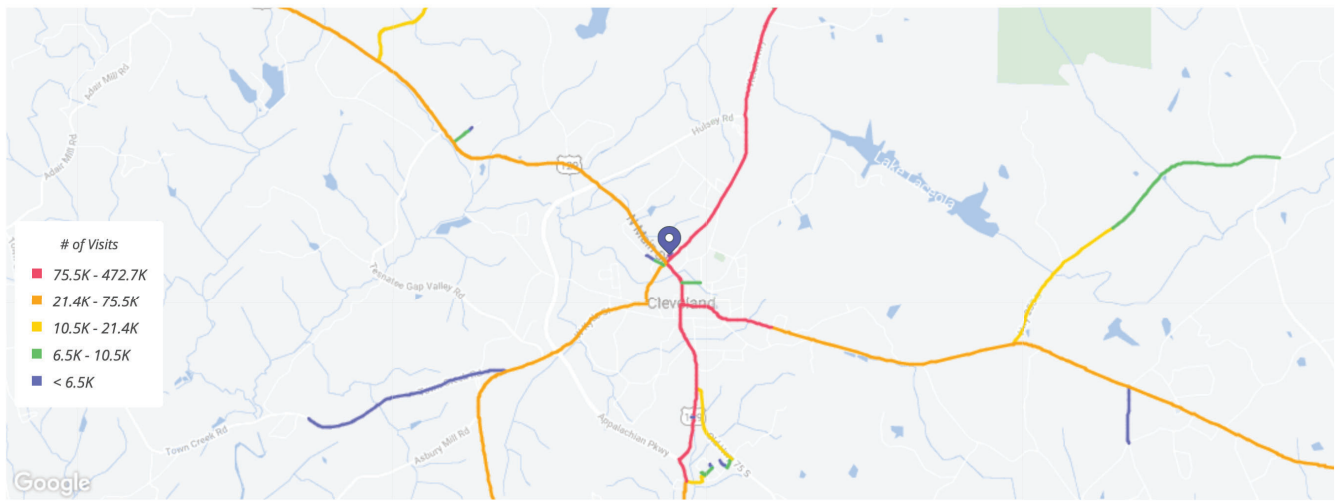


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Ingles / Helen Hwy

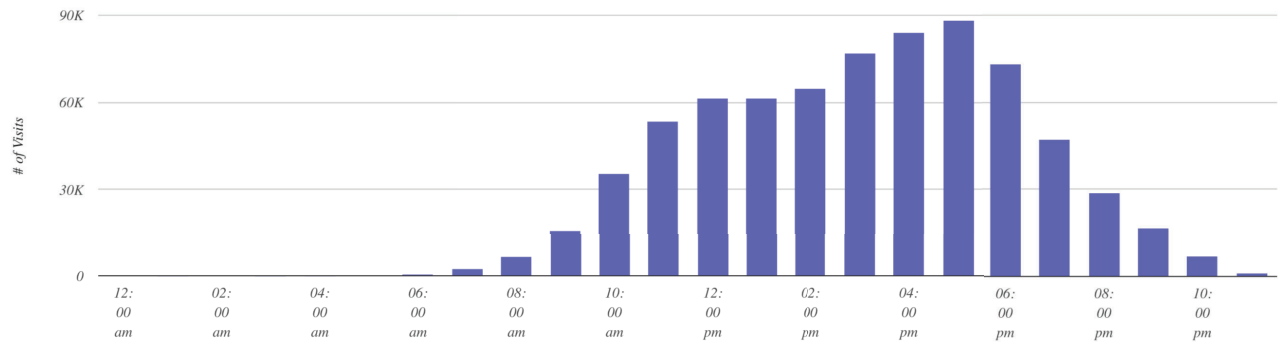


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Ingles / Helen Hwy

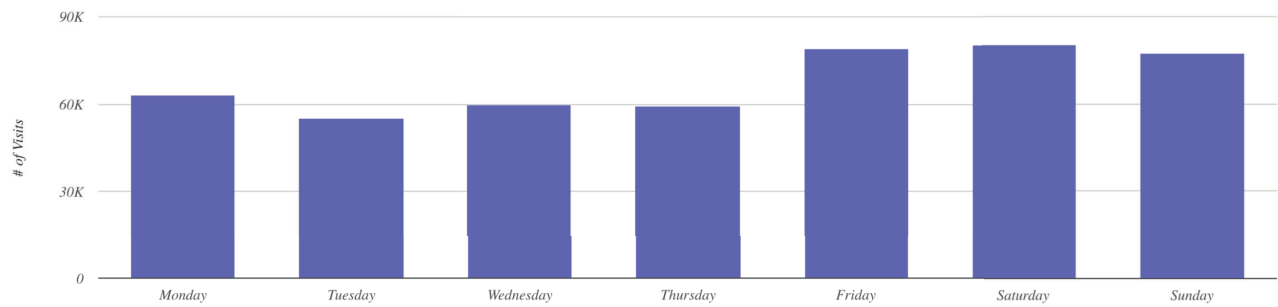


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Ingles / Helen Hwy



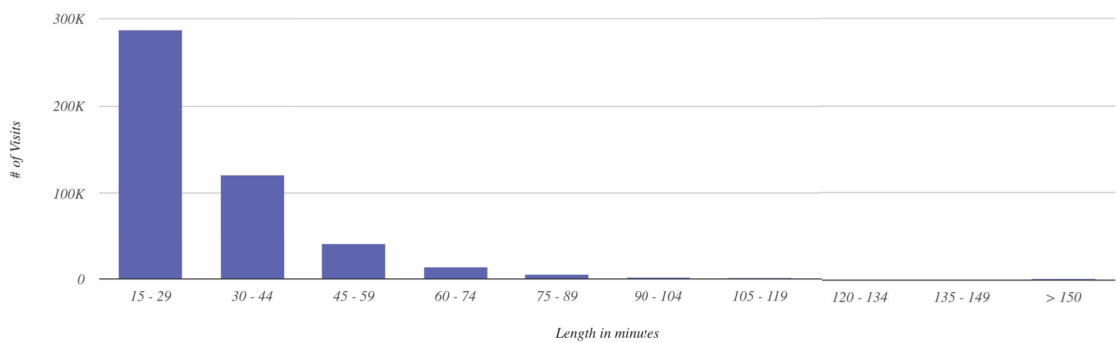
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Ingles / Helen Hwy

Average Stay



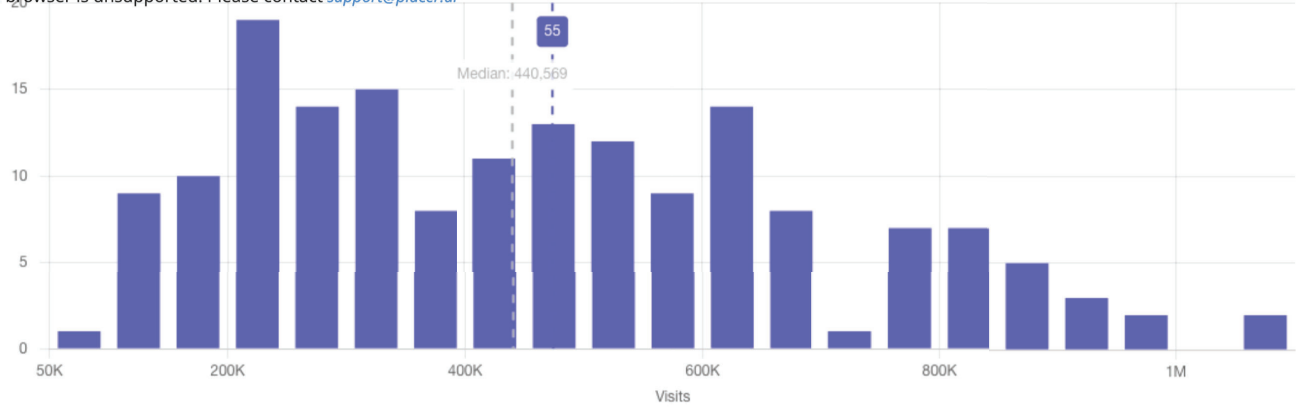
Data provided by Placer Labs Inc. (www.placer.ai)



Percentile Rank - Chain: Ingles

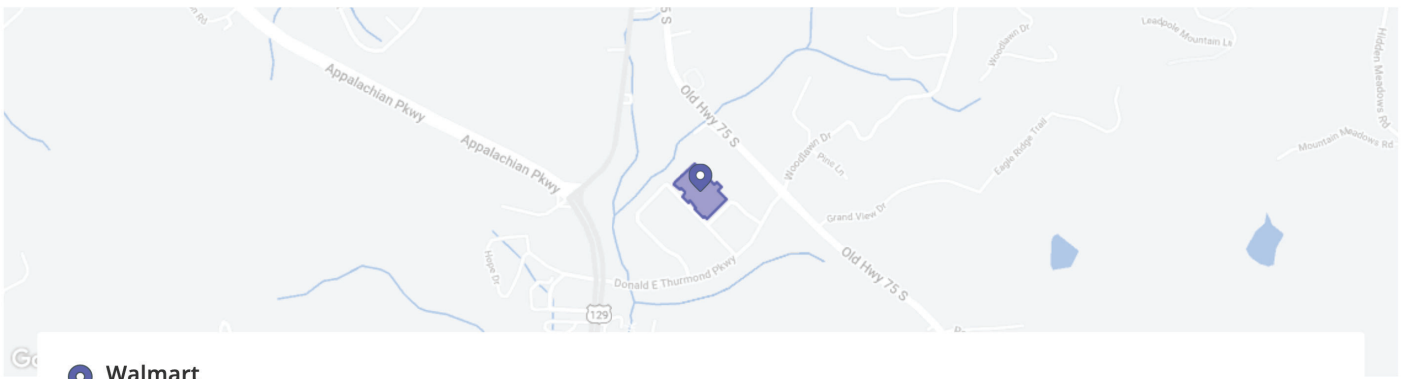
● Ingles / Helen Hwy

The browser is unsupported. Please contact support@placer.ai



Data provided by Placer Labs Inc. (www.placer.ai)





Walmart
260 Donald E. Thurmond Pkwy, Cleveland, 30528, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

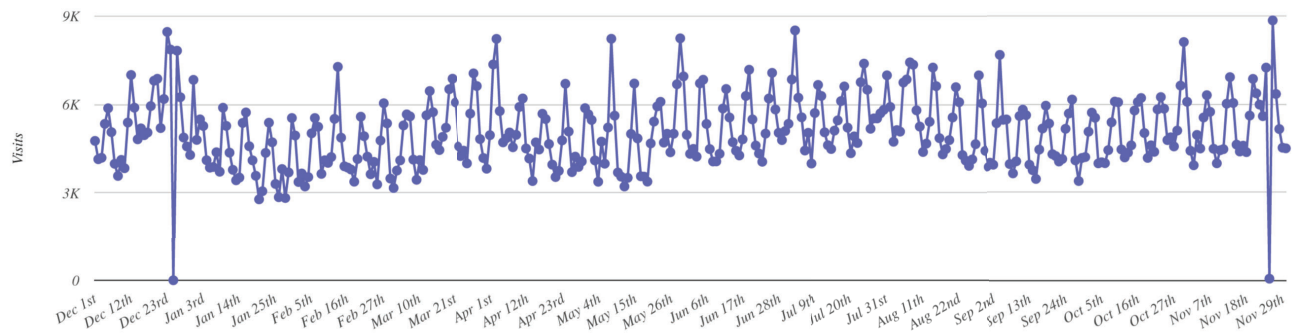
| | | | |
|----------------|-------|-----------------|--------|
| Visits | 1.84M | Visit frequency | 7.39 |
| Visits / sq ft | 11.52 | Avg. Dwell Time | 47 min |
| Visitors | 249K | Panel Visits | 80.3K |

Dec 1st, 2020 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Walmart / Donald E Thurmond Pkwy



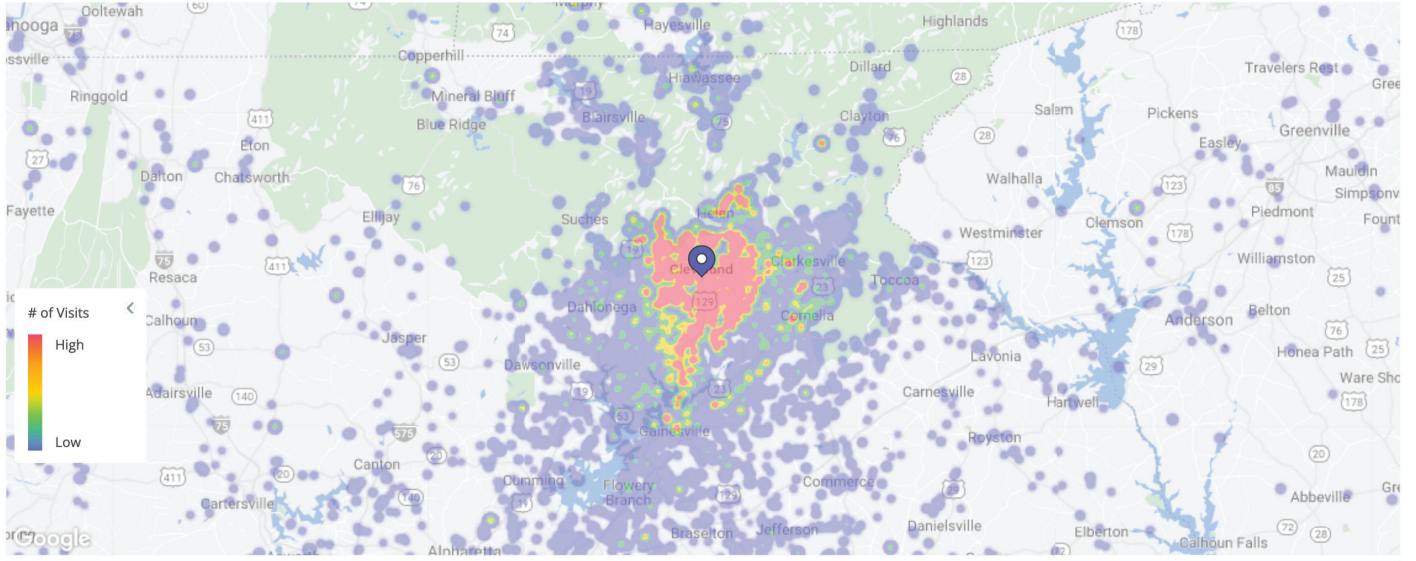
Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Walmart

260 Donald E Thurmond Pkwy, Cleveland, 30528



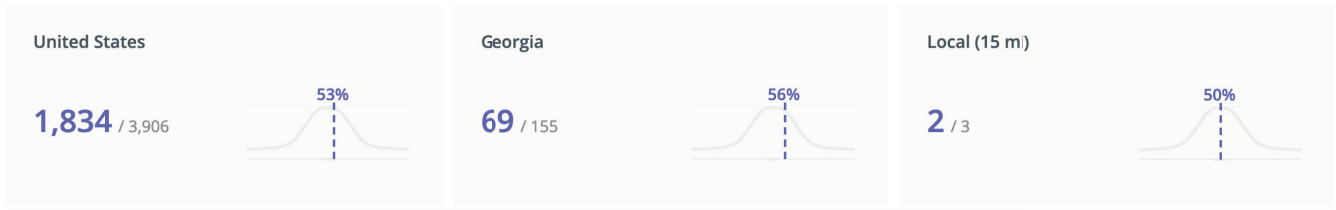
Dec 1st, 2020 - Nov 30th, 2021

Data provided by Placer Labs Inc. (www.placer.ai)



Ranking Overview - Chain

Walmart / Donald E Thurmond Pkwy



Data provided by Placer Labs Inc. (www.placer.ai)



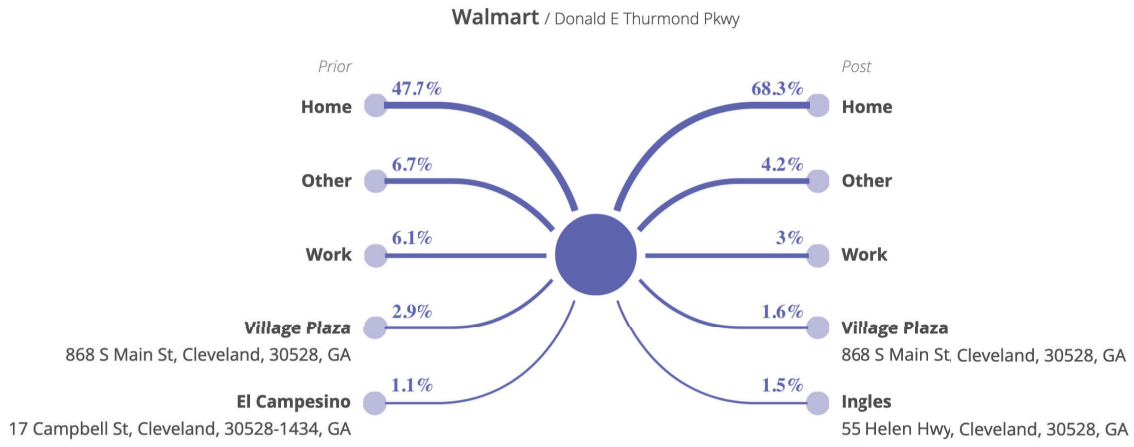
Favorite Places

| Walmart / Donald E Thurmond Pkwy | | | |
|----------------------------------|--|----------|---------------|
| | Place | Distance | Visitors |
| 1 | Village Plaza S Main St | 0.44 mi | 72.3K (29%) |
| 2 | North Lake Square Lake Shore Cir | 19.75 mi | 62.7K (25.2%) |
| 3 | North Georgia Premium Outlets Highway 400 S | 22.45 mi | 60.8K (24.4%) |
| 4 | Village Shoppes at Gainesville 821-891 Dawsonville Hwy | 20.32 mi | 57.6K (23.2%) |
| 5 | Ingles Helen Hwy | 1.67 mi | 54.5K (21.9%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

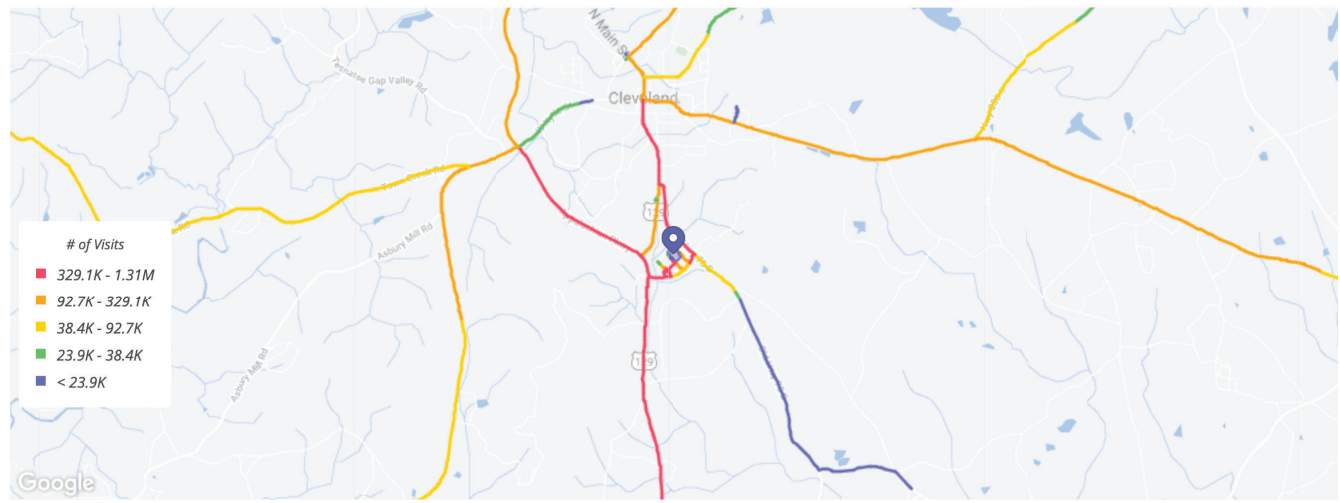


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Walmart / Donald E Thurmond Pkwy

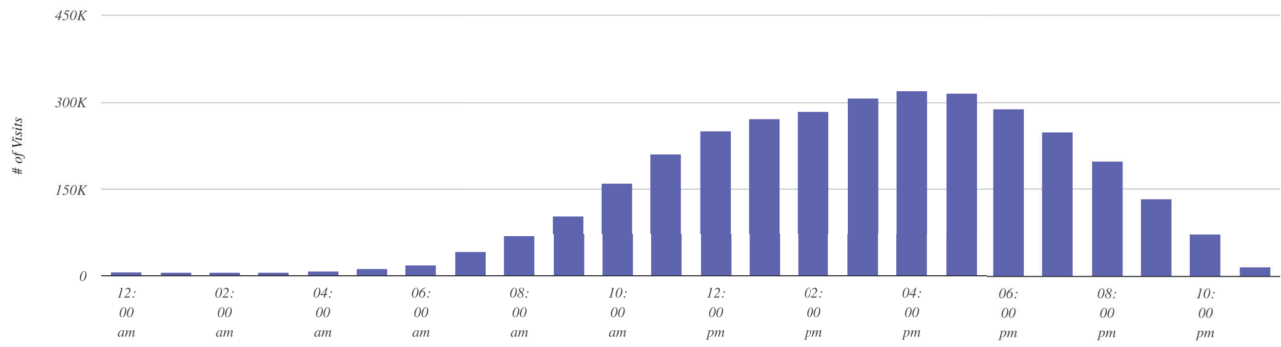


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

Walmart / Donald E Thurmond Pkwy

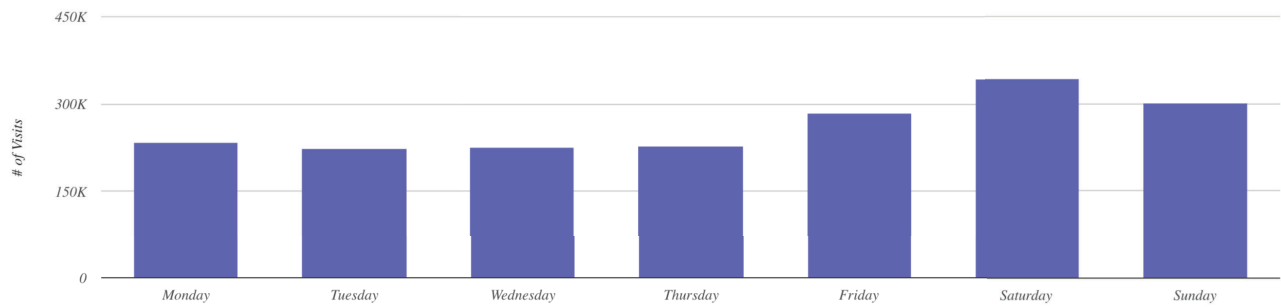


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

Walmart / Donald E Thurmond Pkwy



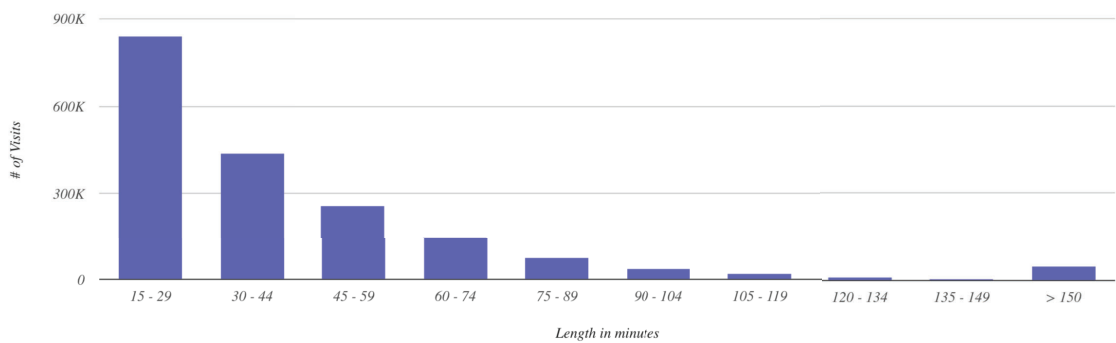
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

Walmart / Donald E Thurmond Pkwy

Average Stay
47 Min



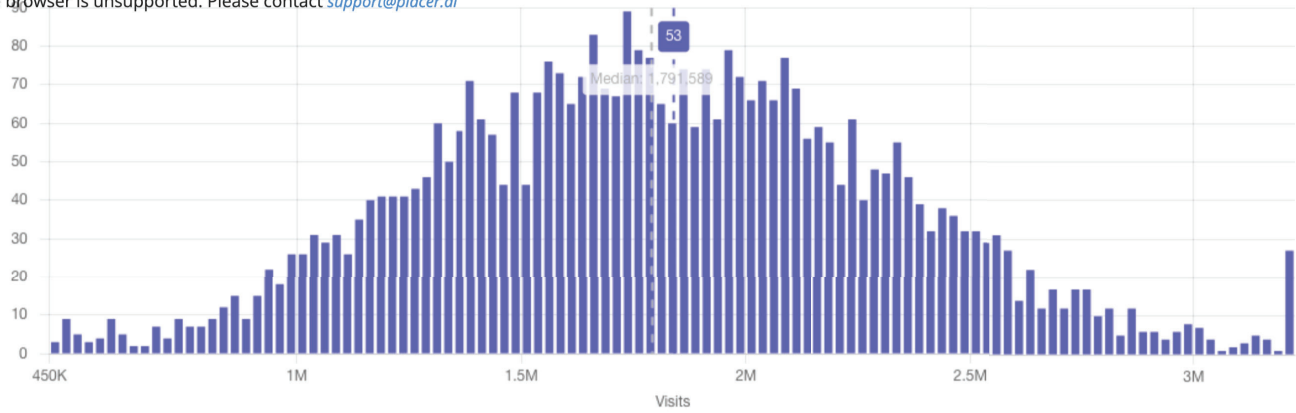
Data provided by Placer Labs Inc. (www.placer.ai)



Percentile Rank - Chain: Walmart

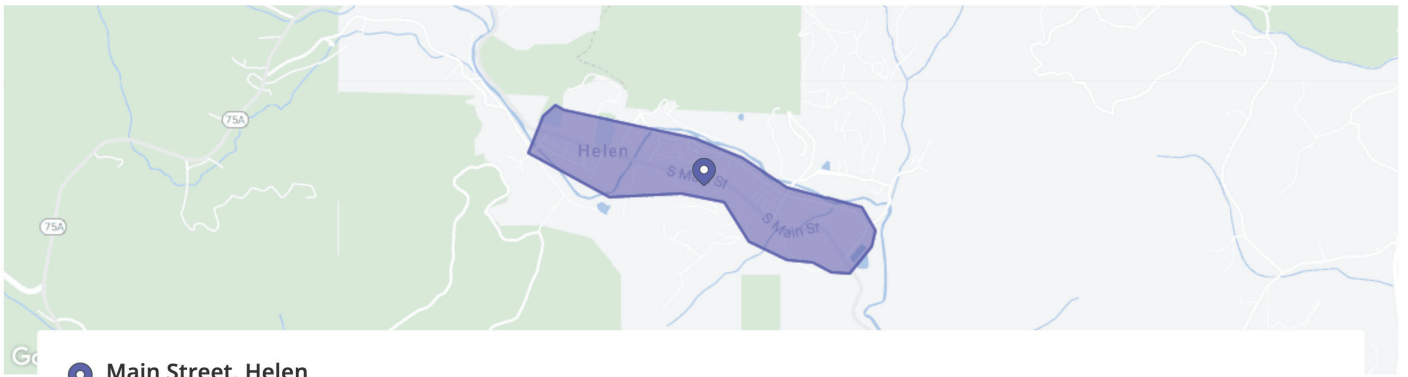
● Walmart / Donald E Thurmond Pkwy

The browser is unsupported. Please contact support@placer.ai



Data provided by Placer Labs Inc. (www.placer.ai)





Main Street, Helen
Helen, GA

Data provided by Placer Labs Inc. (www.placer.ai)



Metrics

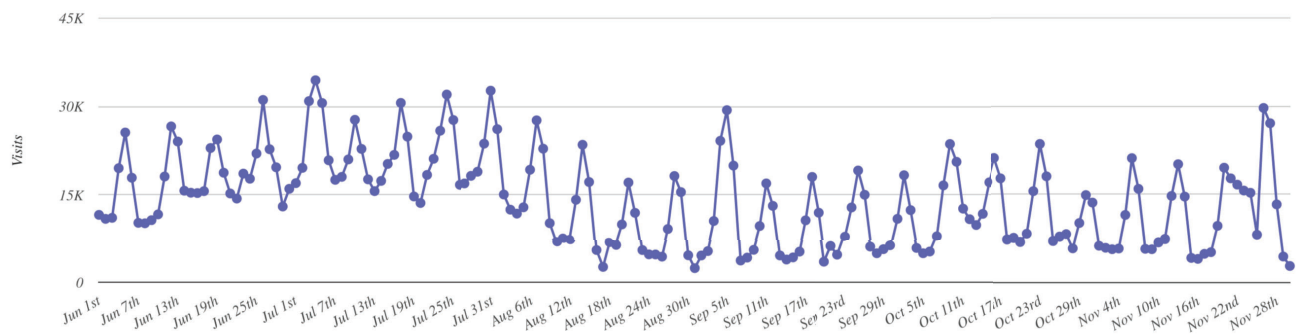
| | | | |
|----------------|-------|-----------------|---------|
| Visits | 2.61M | Visit frequency | 1.85 |
| Visits / sq ft | N/A | Avg. Dwell Time | 246 min |
| Visitors | 1.41M | Panel Visits | 92K |

Jun 1st, 2021 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

● Main Street, Helen / Helen

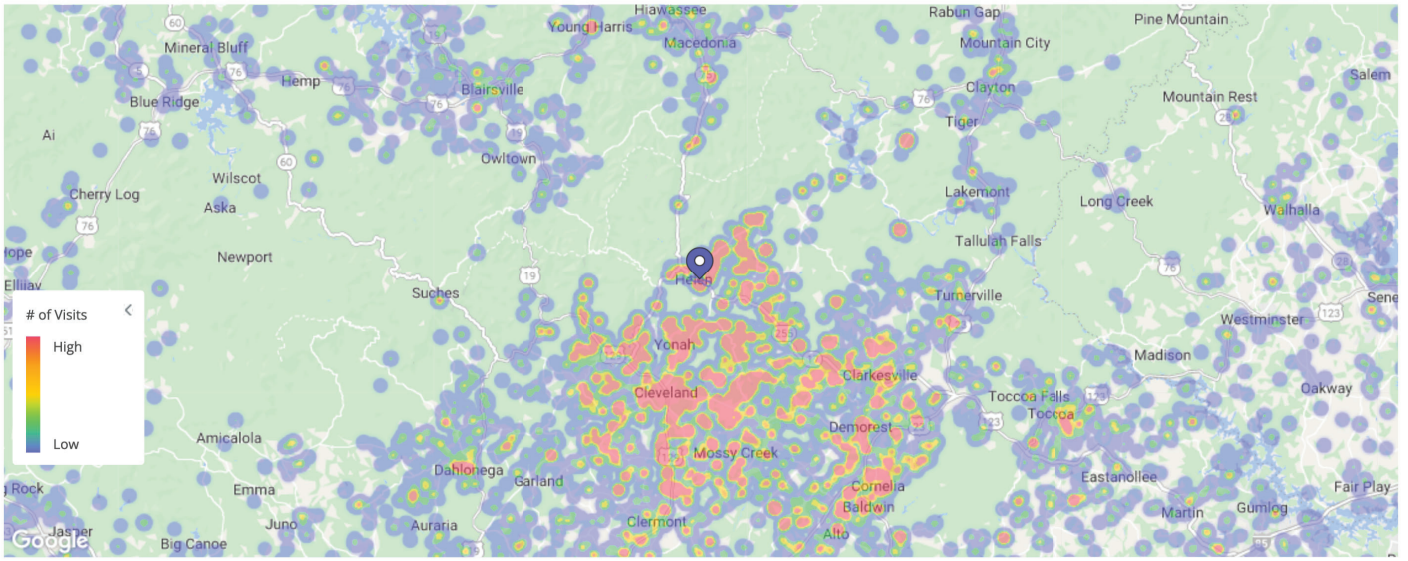


Data provided by Placer Labs Inc. (www.placer.ai)



Trade Area

Main Street, Helen
Helen, GA



Jun 1st, 2021 - Nov 30th, 2021
Data provided by Placer Labs Inc. (www.placer.ai)



Typical Visitor Persona

Main Street, Helen



Ethnicity **White**

Income **\$75K - \$100K**

Data provided by Placer Labs Inc. (www.placer.ai)



Favorite Places

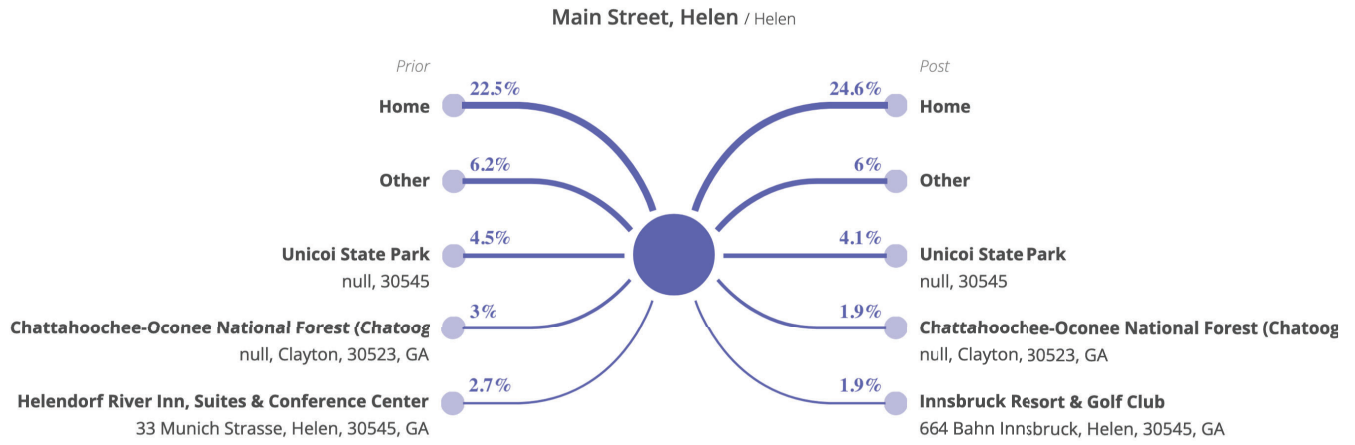
Main Street, Helen / Helen

| | Place | Distance | Visitors |
|---|--|----------|----------------|
| 1 | The Heidelberg German Restaurant, Bar & Music Hall - Helen, GA N Main St | 0.4 mi | 304.4K (21.6%) |
| 2 | Hartsfield-Jackson Atlanta International Airport N Terminal Pkwy | 83.53 mi | 292.6K (20.8%) |
| 3 | Helendorf River Inn, Suites & Conference Center Munich Strasse | 0.27 mi | 266.3K (18.9%) |
| 4 | Cowboys & Angels Restaurant & Bar Chattahoochee St Ste 303 | 0.34 mi | 221.9K (15.8%) |
| 5 | The Castle Inn N Main St | 0.32 mi | 208.2K (14.8%) |

Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey

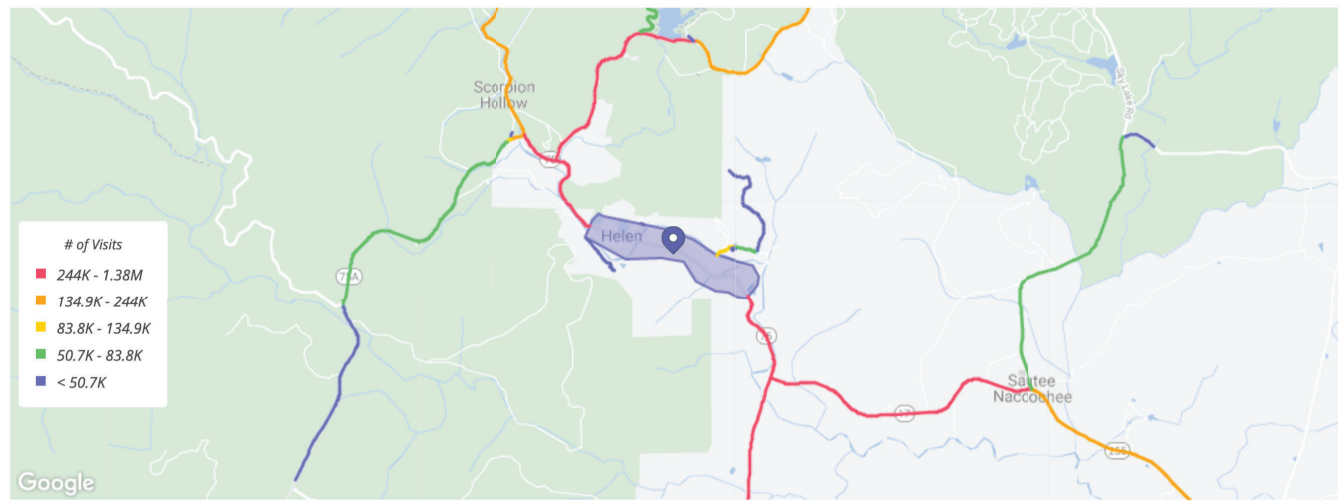


Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey: Routes - Prior Location

● Main Street, Helen / Helen

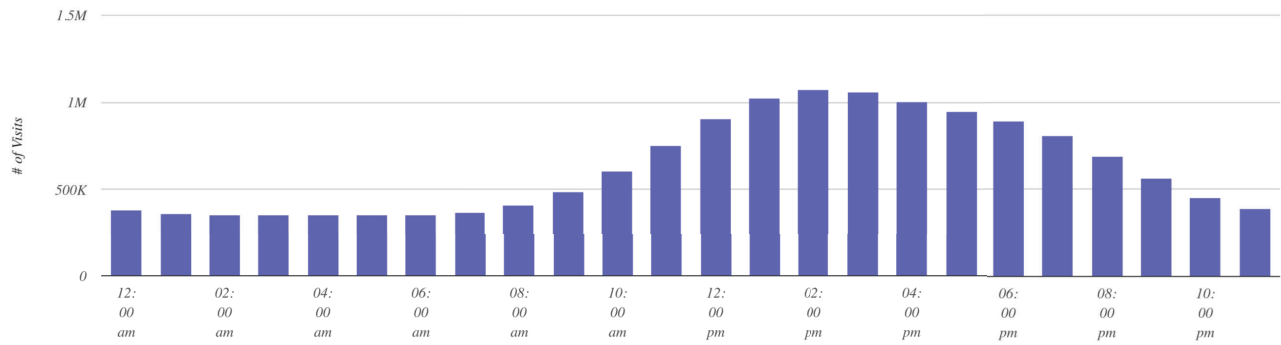


Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits

● Main Street, Helen / Helen

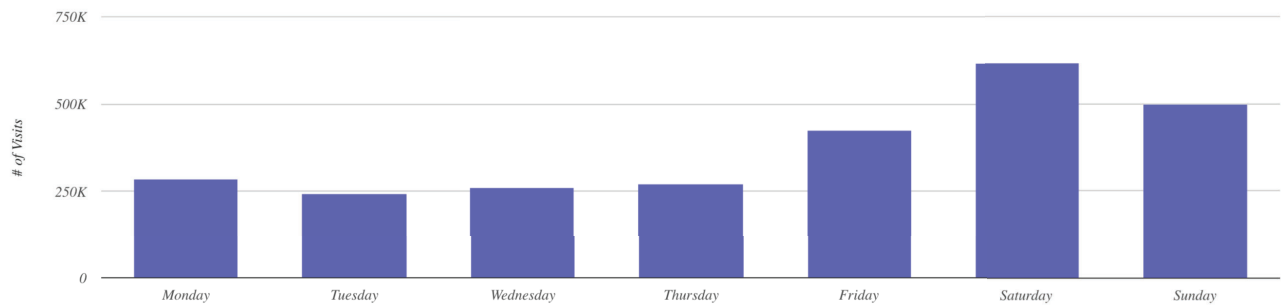


Data provided by Placer Labs Inc. (www.placer.ai)



Daily Visits

● Main Street, Helen / Helen



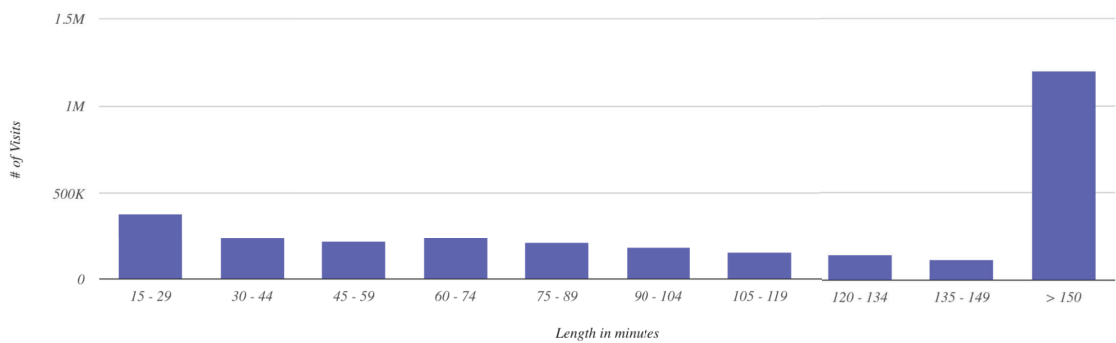
Data provided by Placer Labs Inc. (www.placer.ai)



Length-Of-Stay

● Main Street, Helen / Helen

Average Stay
▼
246 Min

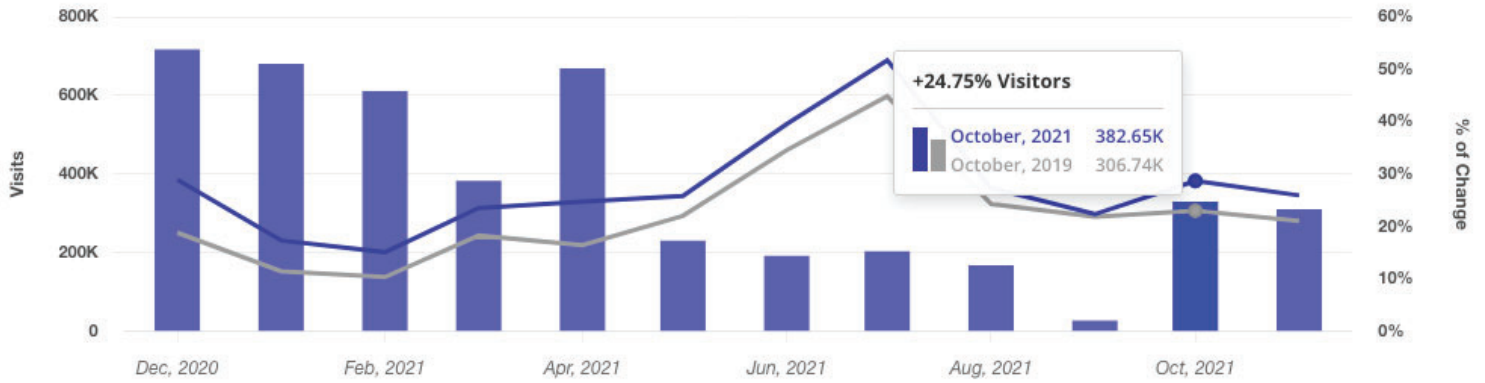


Data provided by Placer Labs Inc. (www.placer.ai)

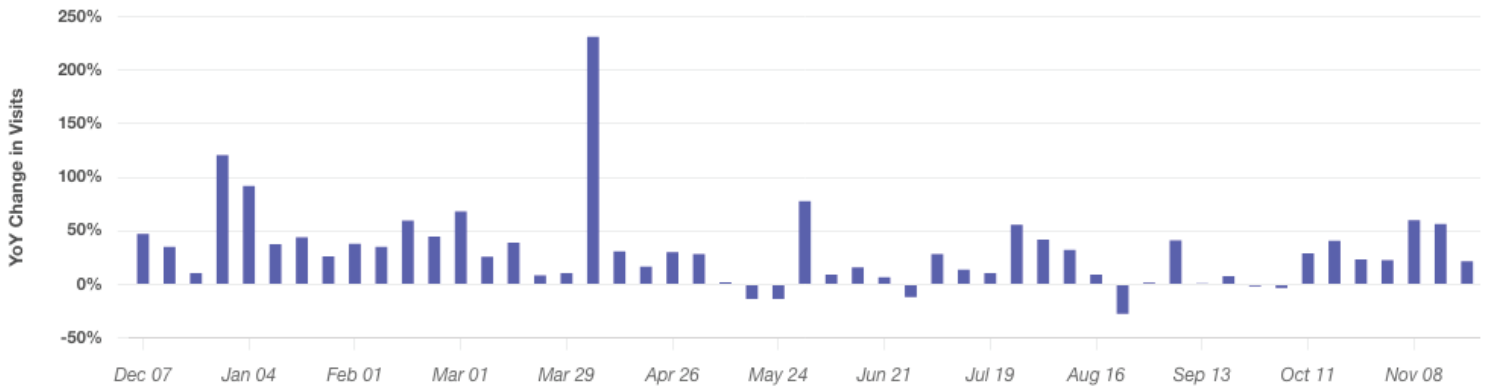


Visits Variance

Monthly Visits Compared to 2 Years Prior

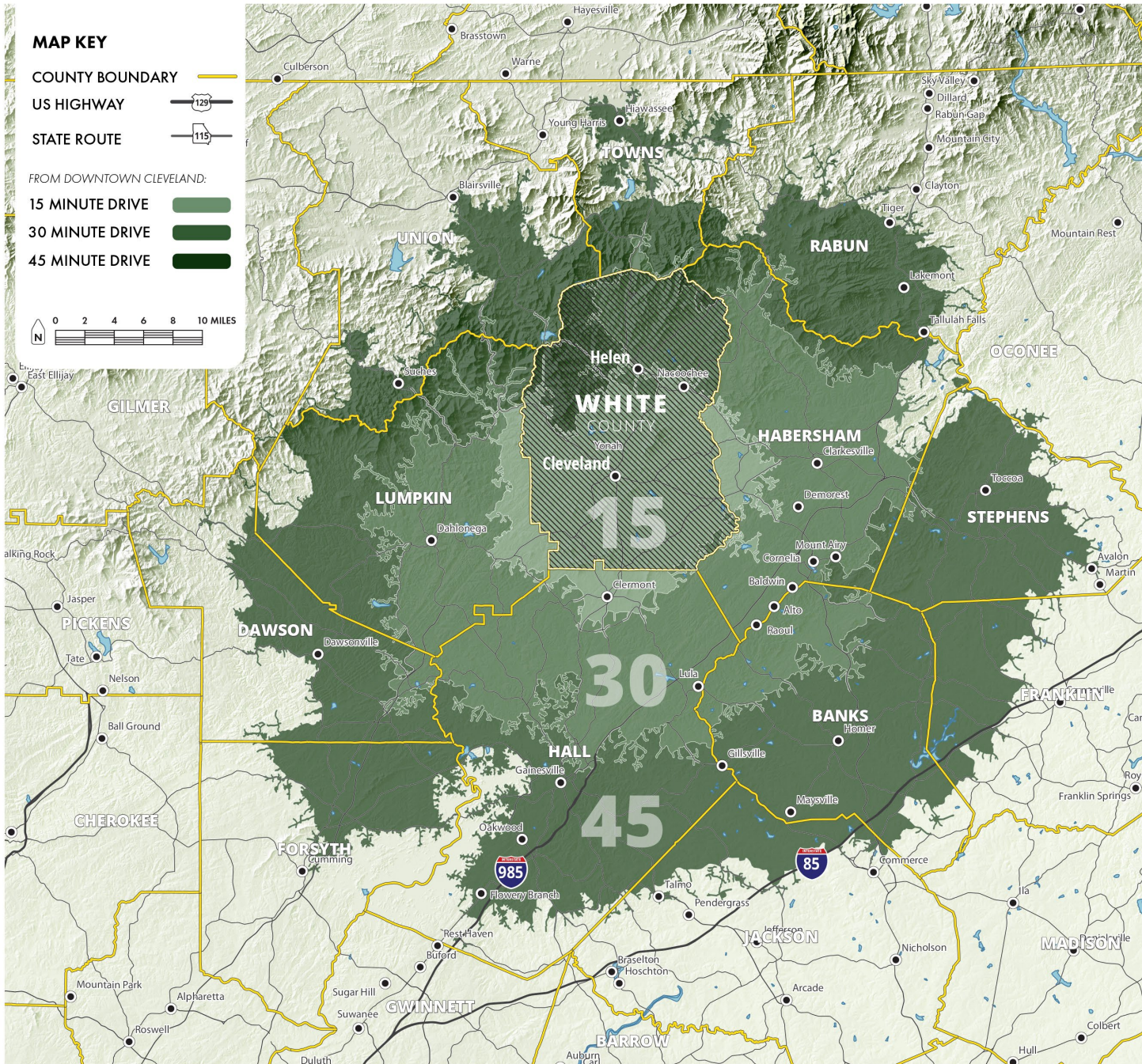


Weekly Visits Compared to 2 Years Prior



3 Maps





DEVELOPMENT AUTHORITY
OF WHITE COUNTY
CLEVELAND • HELEN • SAUTEE NACOOCHEE

DRIVE TIME MAP





WHITE COUNTY
GEORGIA

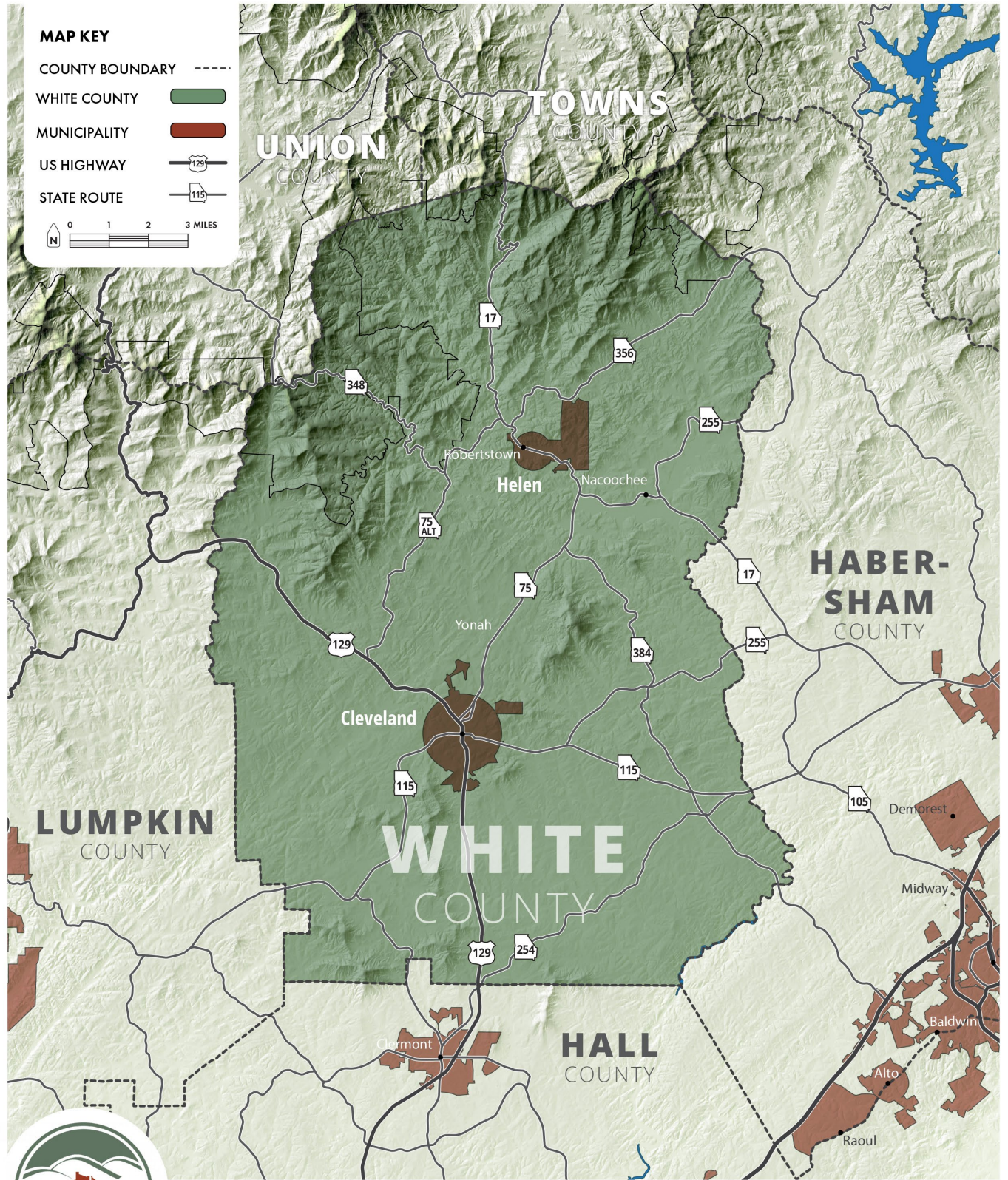
MAY 10, 2022



Regional Trade Area Map

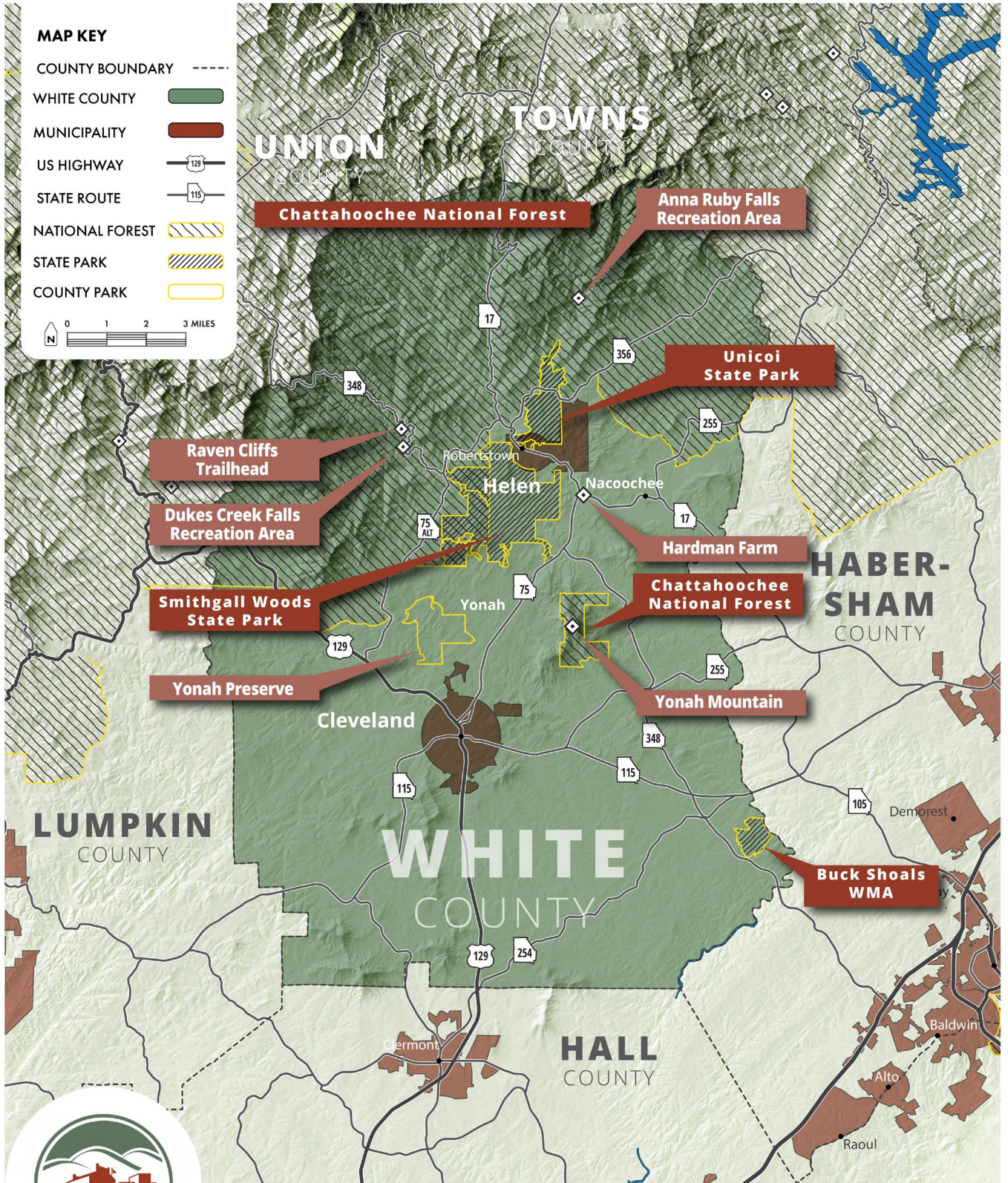
MAP KEY

- COUNTY BOUNDARY - - - -
- WHITE COUNTY 
- MUNICIPALITY 
- US HIGHWAY 
- STATE ROUTE 



MAP KEY

- COUNTY BOUNDARY
- WHITE COUNTY
- MUNICIPALITY
- US HIGHWAY
- STATE ROUTE
- NATIONAL FOREST
- STATE PARK
- COUNTY PARK



DEVELOPMENT AUTHORITY
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NATURAL FEATURES & RECREATION MAP

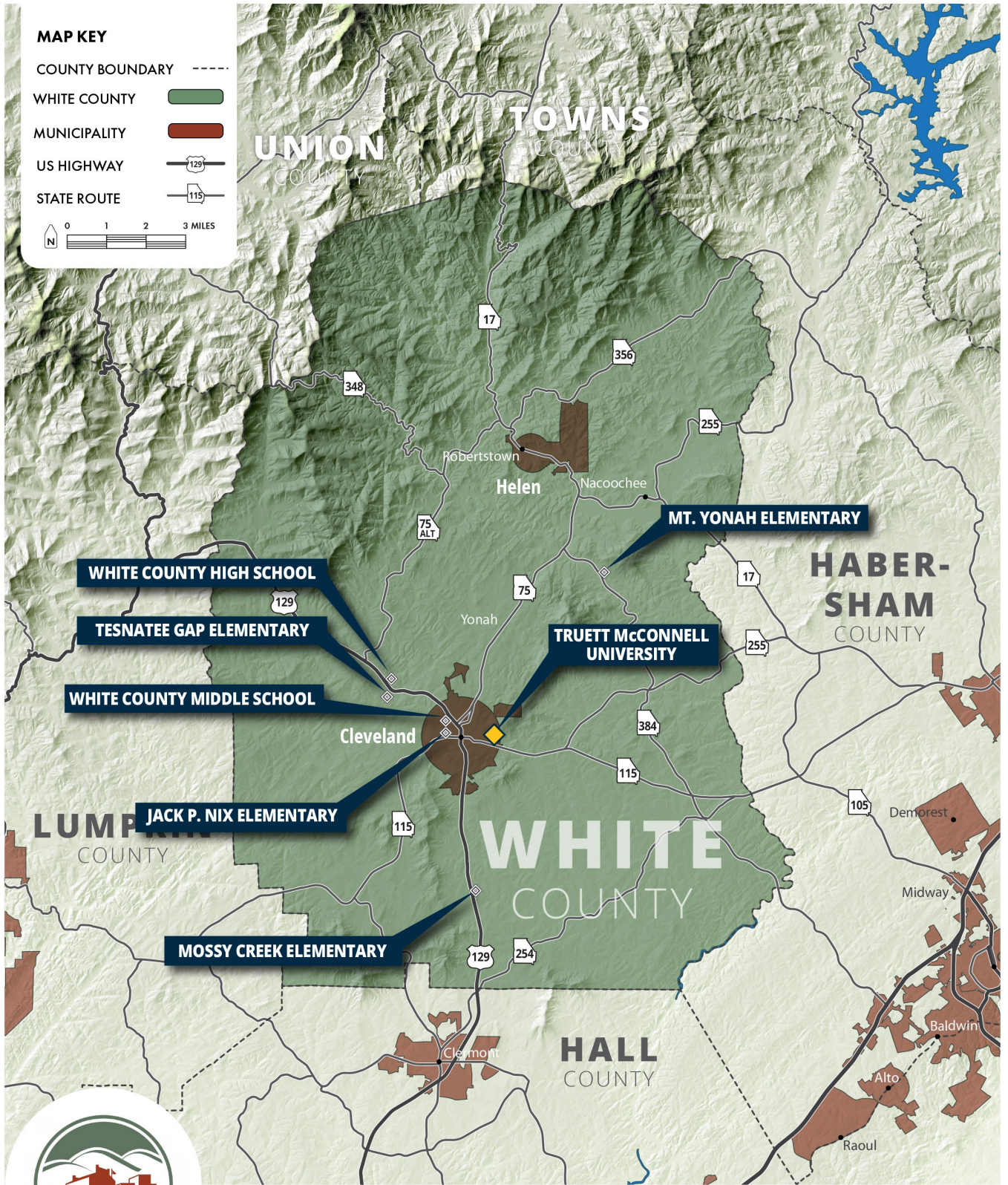
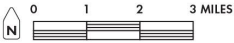
WHITE COUNTY | GEORGIA

MAY 10, 2022



MAP KEY

- COUNTY BOUNDARY
- WHITE COUNTY
- MUNICIPALITY
- US HIGHWAY 129
- STATE ROUTE 115



DEVELOPMENT AUTHORITY
OF WHITE COUNTY
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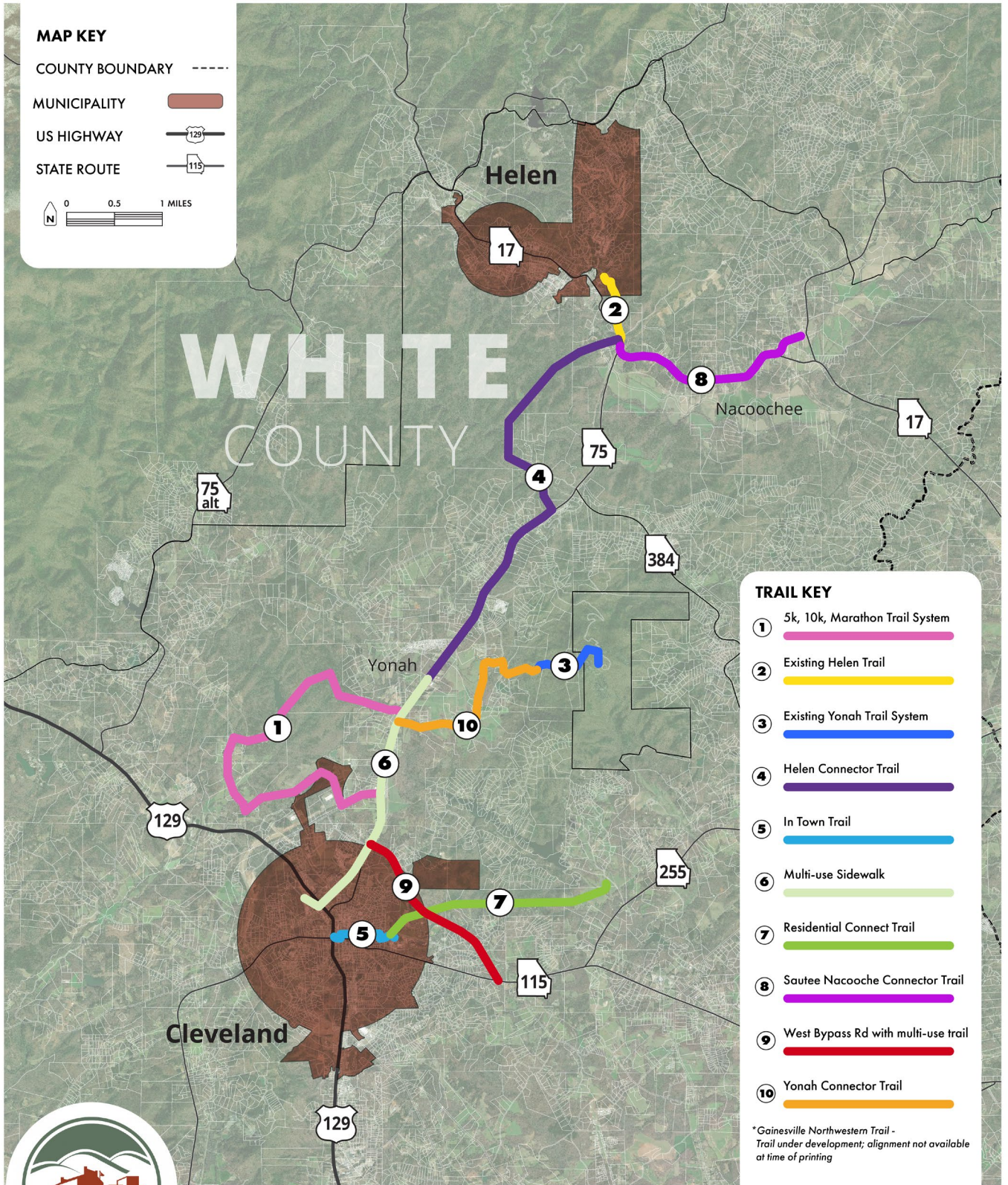
EDUCATION MAP
WHITE COUNTY | GEORGIA

MAY 10, 2022



MAP KEY

- COUNTY BOUNDARY
- MUNICIPALITY
- US HIGHWAY 129
- STATE ROUTE 115

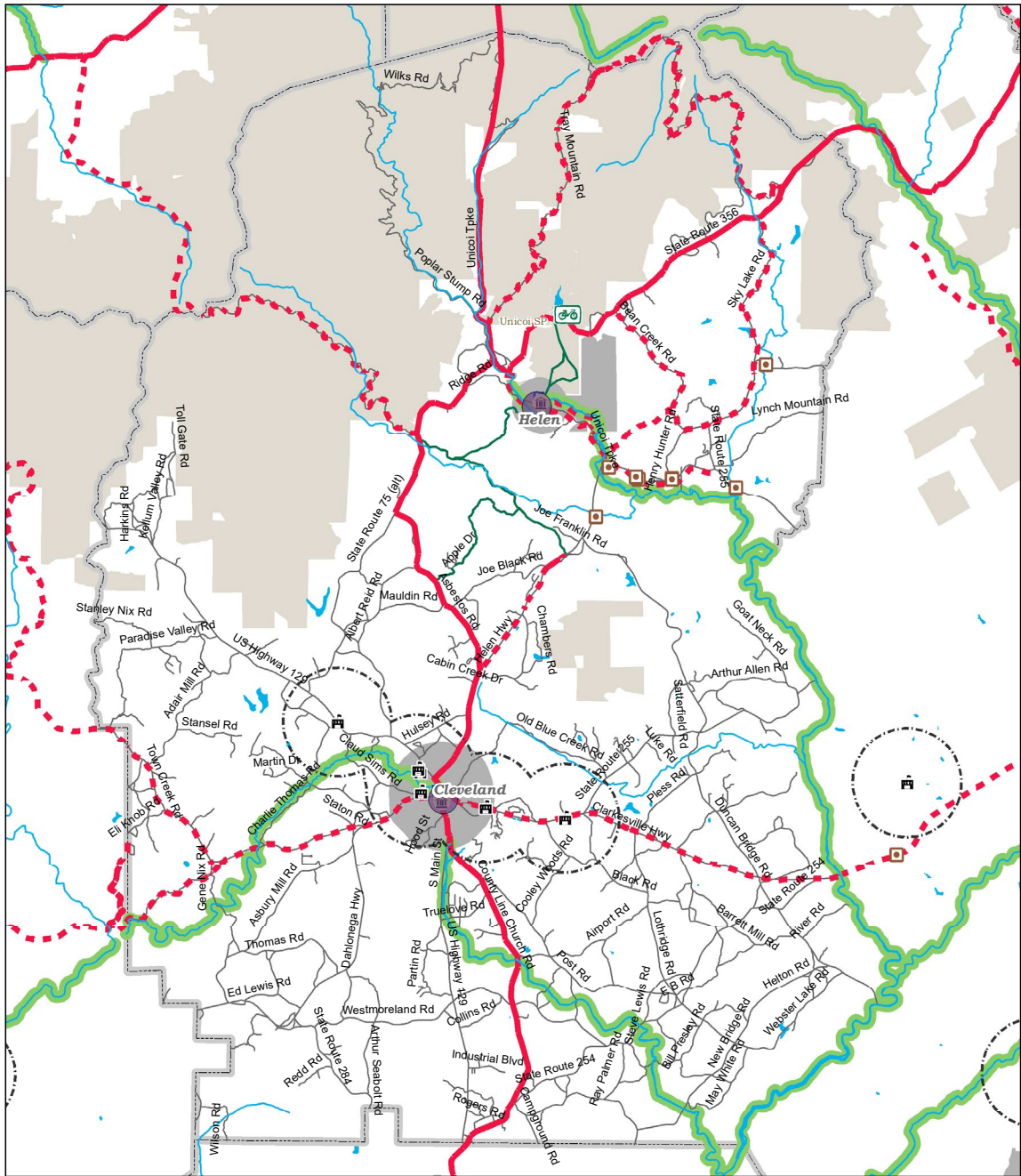


TRAIL KEY

- ① 5k, 10k, Marathon Trail System
- ② Existing Helen Trail
- ③ Existing Yonah Trail System
- ④ Helen Connector Trail
- ⑤ In Town Trail
- ⑥ Multi-use Sidewalk
- ⑦ Residential Connect Trail
- ⑧ Sautee Nacooche Connector Trail
- ⑨ West Bypass Rd with multi-use trail
- ⑩ Yonah Connector Trail

* Gainesville Northwestern Trail - Trail under development; alignment not available at time of printing

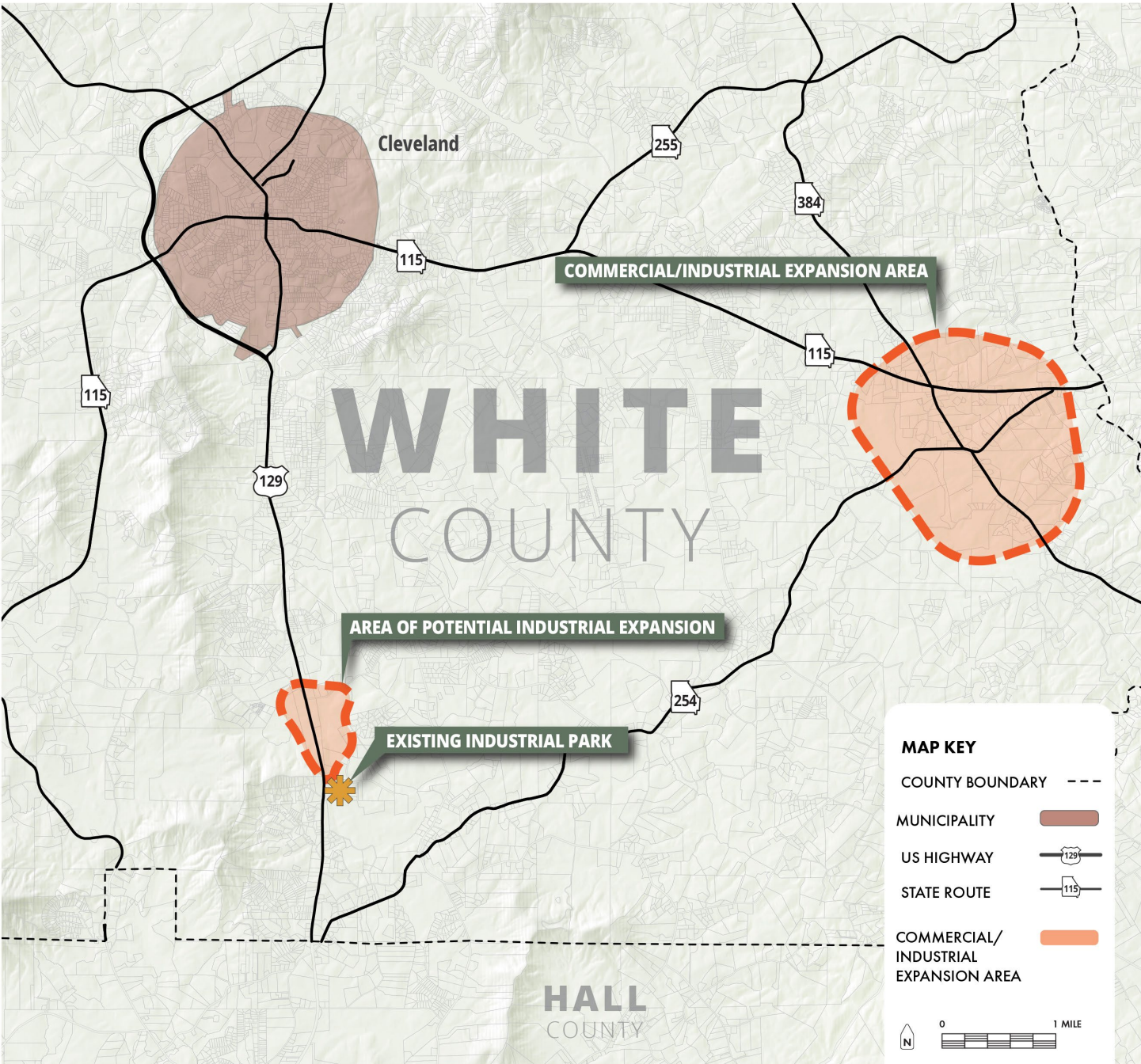




0 2.5 5 7.5 Miles

LEGEND

| | | |
|----------------------------------|---------------------------------|---|
| PROPOSED SIDEWALK PROJECTS | PROPOSED GREENWAY TRAILS | RAILROAD LINES |
| AREAS WITHIN ONE MILE OF SCHOOLS | STATE PARKS WITH BICYCLE TRAILS | STATE AND COUNTY ROADS |
| EXISTING ON ROAD ROUTES | HISTORIC MARKERS | CITIES |
| PROPOSED ON ROAD ROUTES | GOVERNMENT FACILITIES | COUNTY BOUNDARIES |
| EXISTING BICYCLE TRAILS | LIBRARY | CHATTAHOOCHEE NATIONAL FOREST AND STATE PARKS |
| | SCHOOLS | MAJOR STREAMS/WATERBODIES |



DEVELOPMENT AUTHORITY
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COMMERCIAL/ INDUSTRIAL EXPANSION AREA

WHITE COUNTY
GEORGIA

MAY 10, 2022

MAP KEY

COUNTY BOUNDARY ---

MUNICIPALITY 

US HIGHWAY 

STATE ROUTE 

COMMERCIAL/
INDUSTRIAL
EXPANSION AREA 

 0 1 MILE 

 THOMAS
&
HUTTON

Commercial / Industrial Expansion Area Map

Yonah Village

137

MAP KEY

US HIGHWAY 

STATE ROUTE 


YONAH DEVELOPMENT ZONE 


COMMERCIAL, TOURISM, VILLAGE, TOWN CENTER DEVELOPMENTS 


YONAH WEST FACING ROCK VIEW 

 YONAH TRAIL (EXISTING)

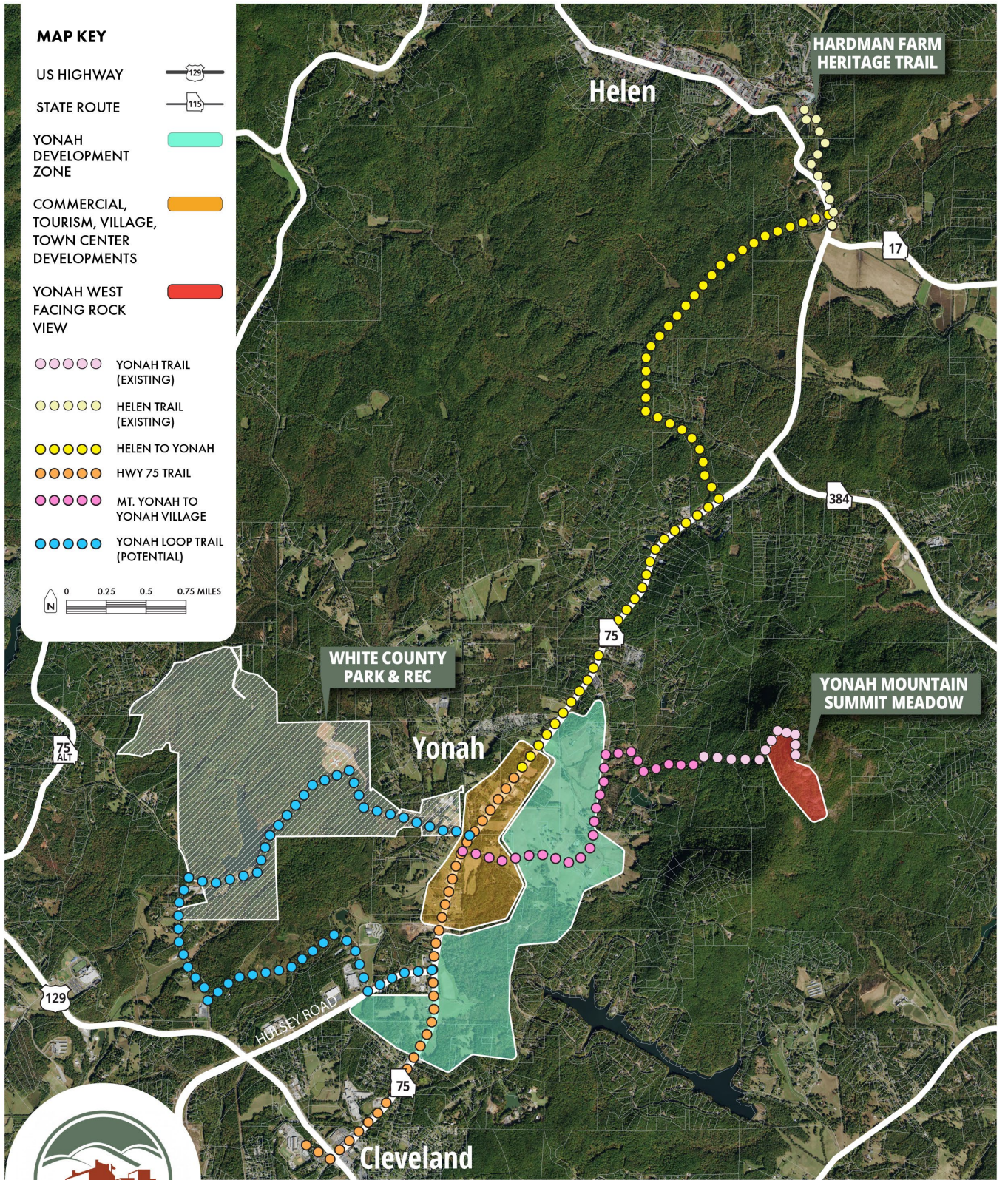
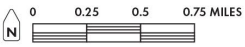
 HELEN TRAIL (EXISTING)

 HELEN TO YONAH

 HWY 75 TRAIL

 MT. YONAH TO YONAH VILLAGE

 YONAH LOOP TRAIL (POTENTIAL)



DEVELOPMENT AUTHORITY
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YONAH VILLAGE
WHITE COUNTY | GEORGIA

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DEVELOPMENT AUTHORITY
OF WHITE COUNTY
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DOWNTOWN CLEVELAND
WHITE COUNTY | GEORGIA

MAY 10, 2022



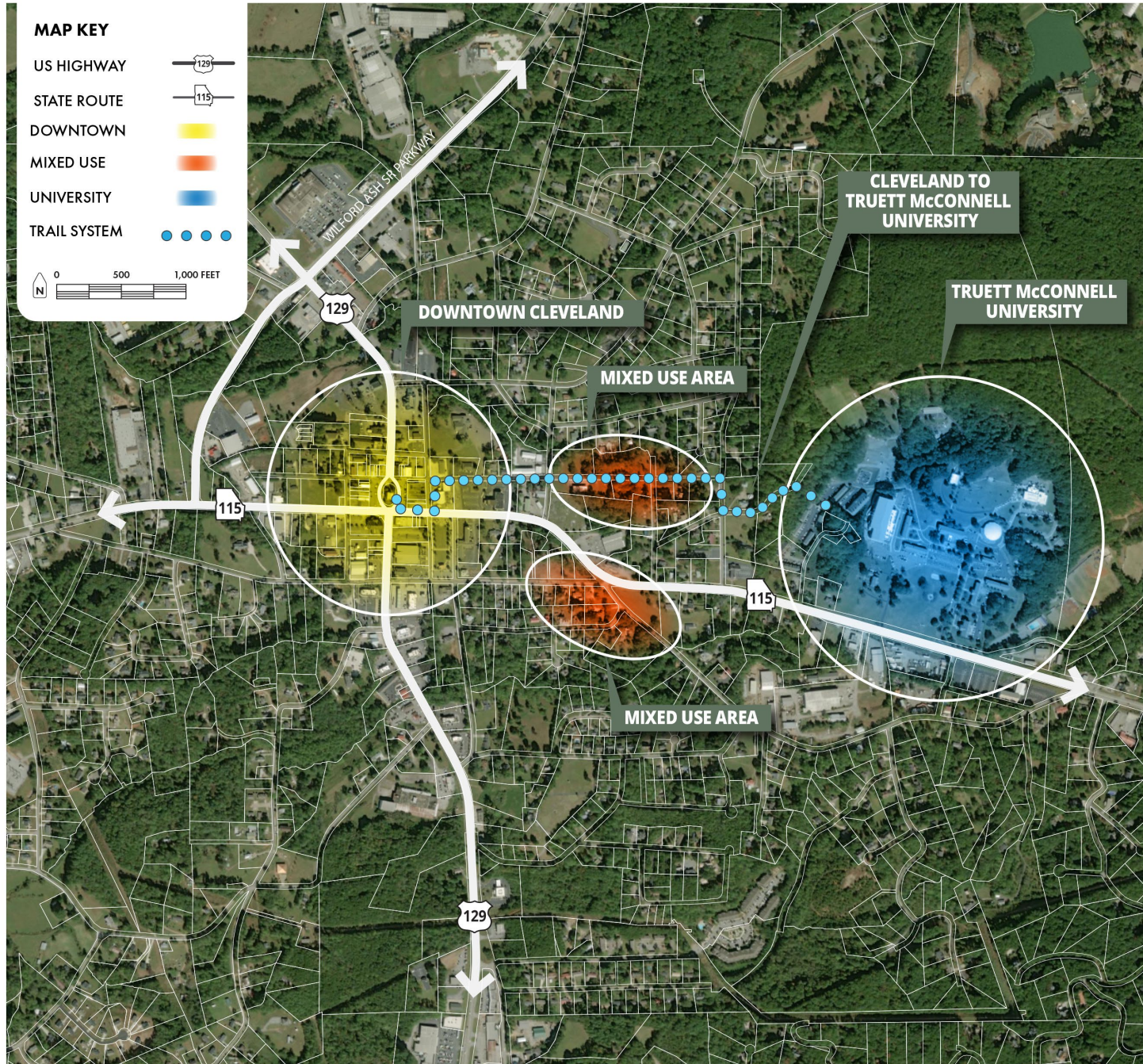


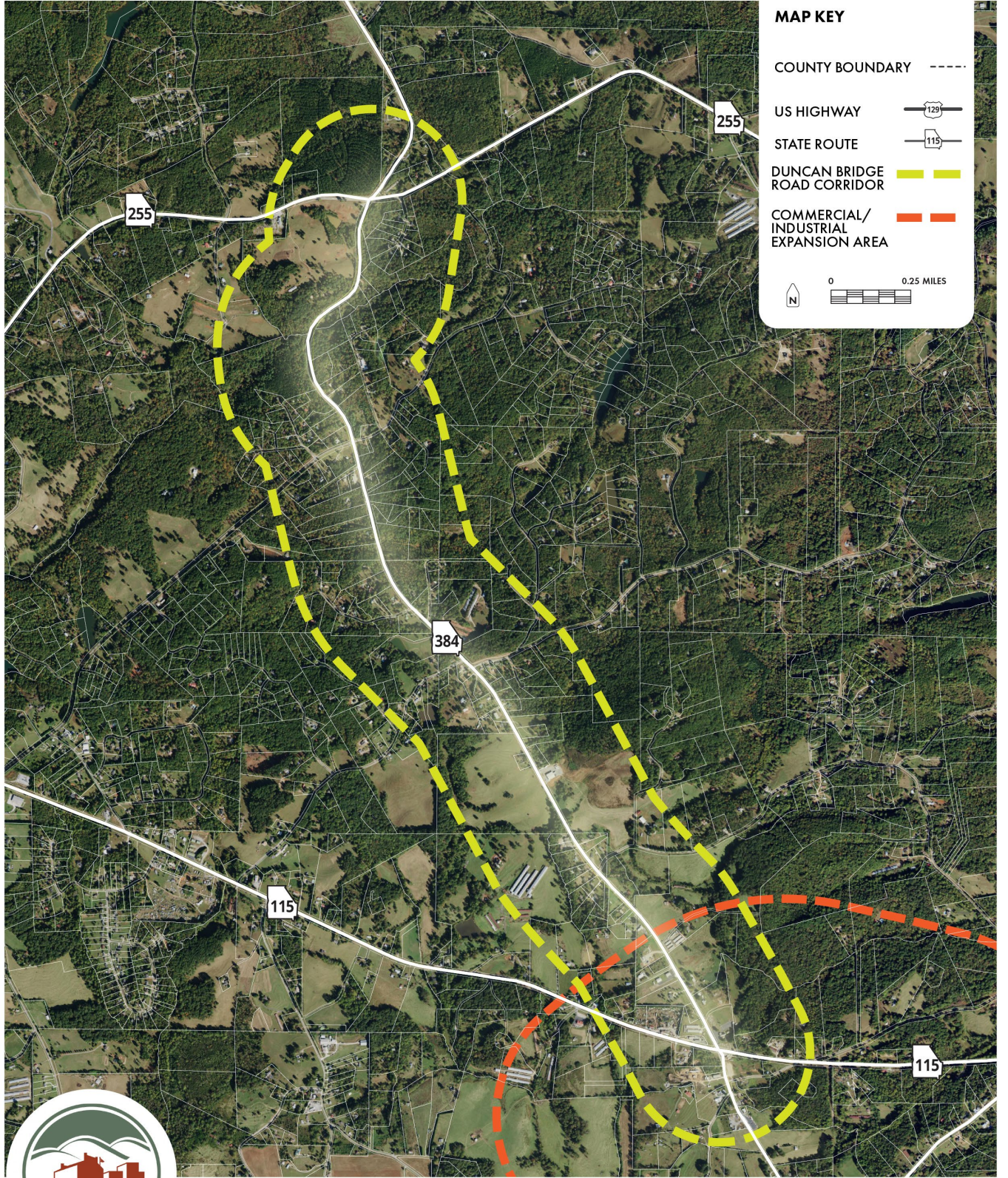
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CLEVELAND INFILL

WHITE COUNTY
GEORGIA

MAY 10, 2022



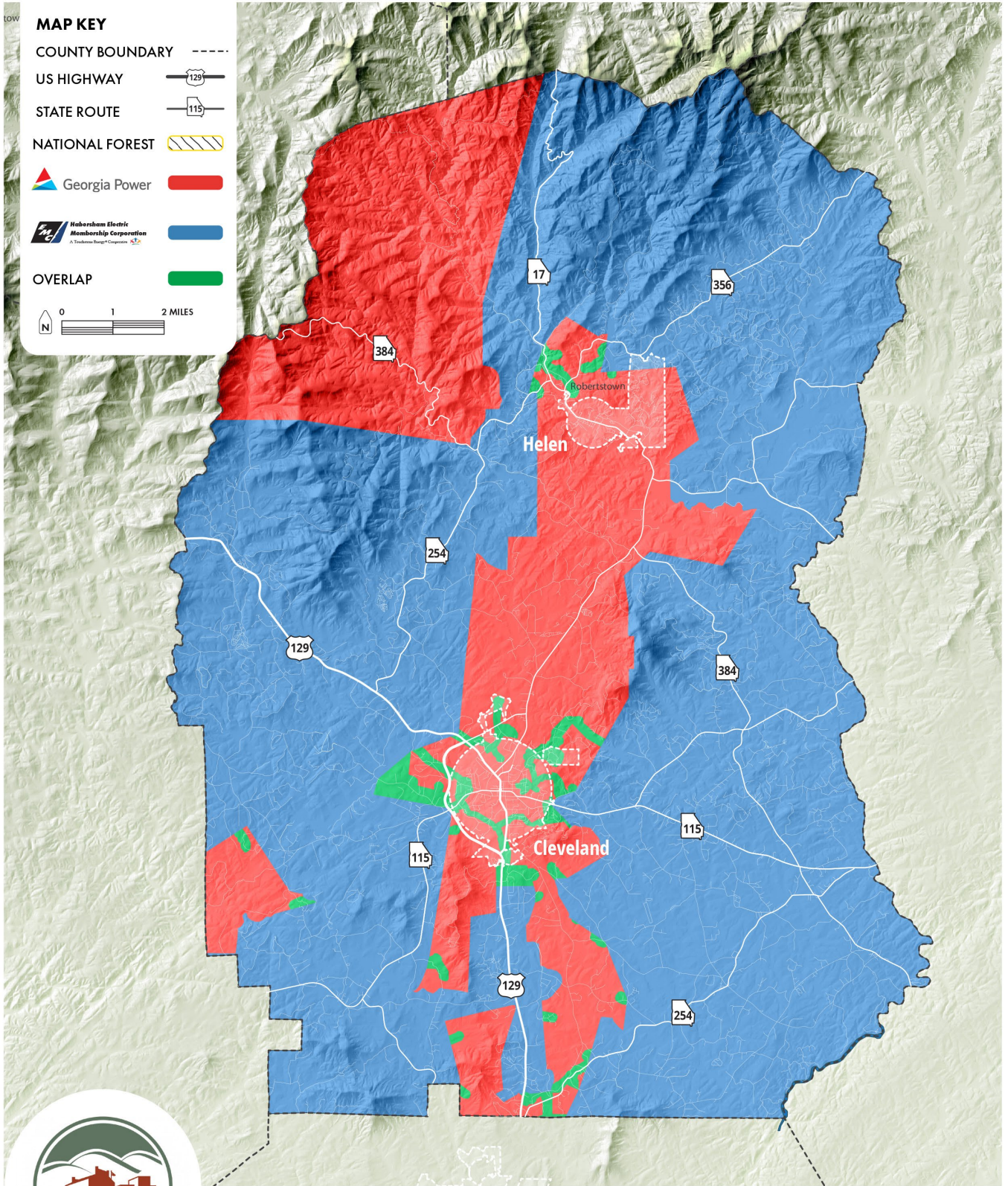


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DUNCAN BRIDGE ROAD CORRIDOR WHITE COUNTY | GEORGIA

MAY 10, 2022





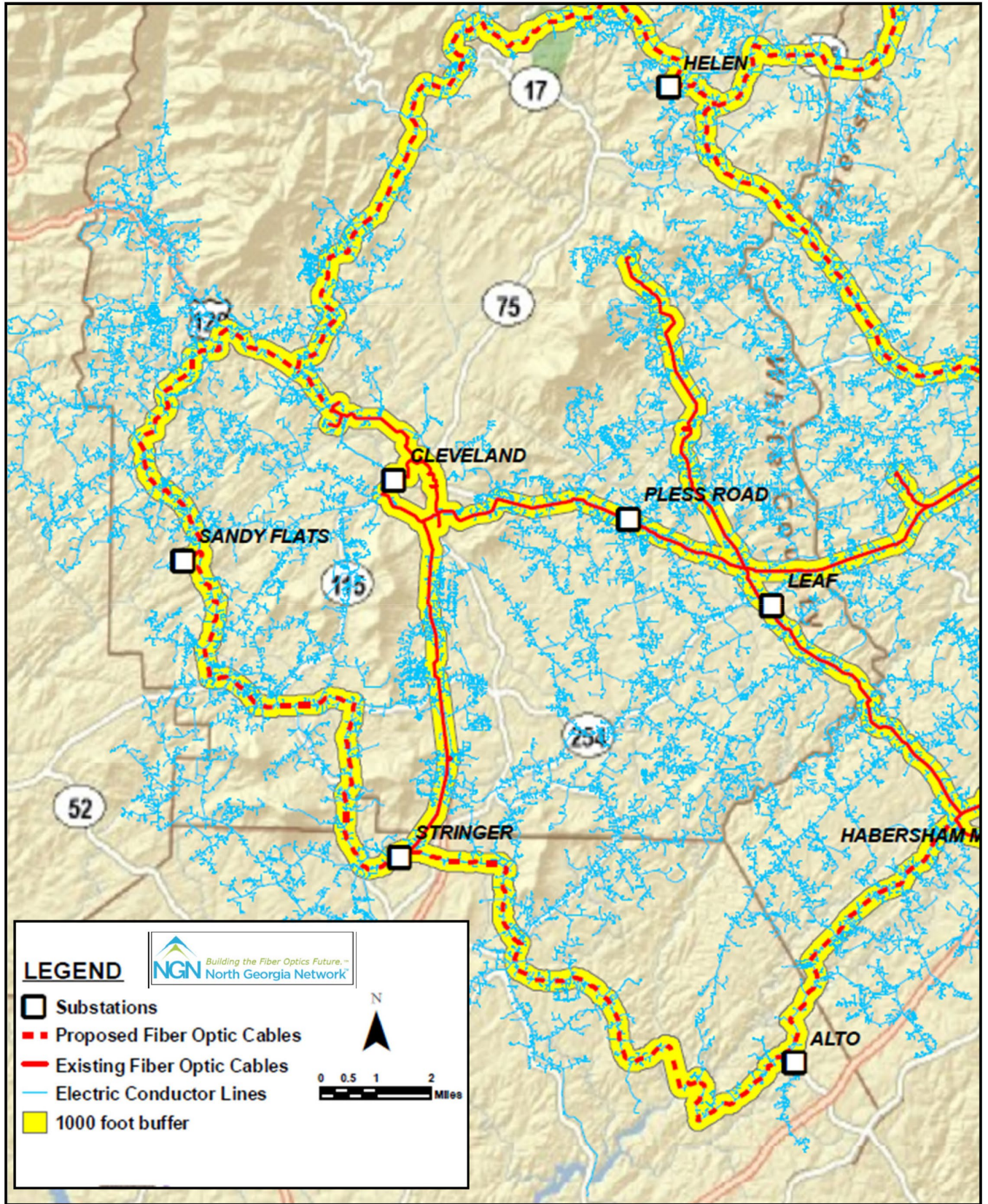
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OF WHITE COUNTY
CLEVELAND • HELEN • SAUTEE NACOOCHEE

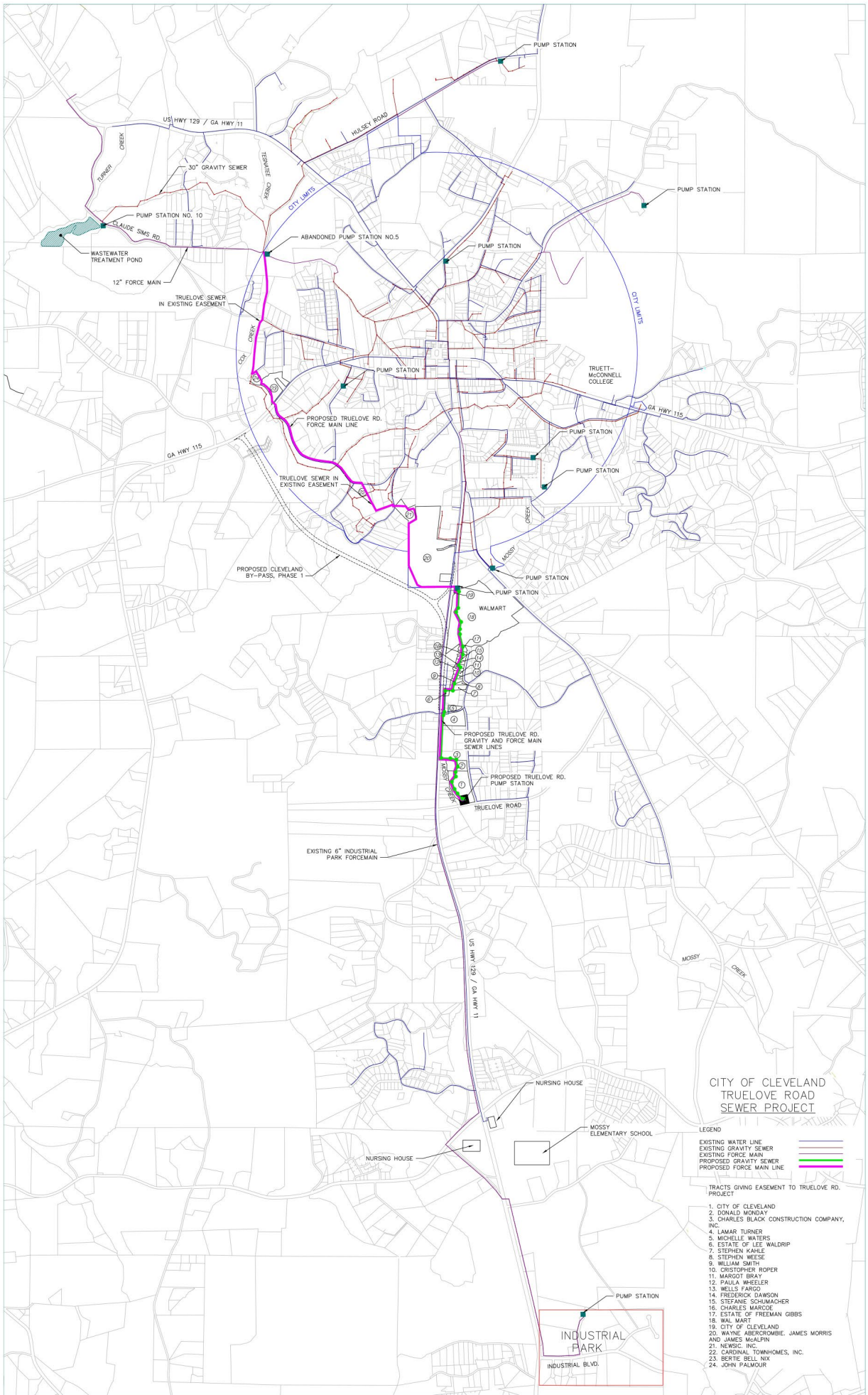
ELECTRIC PROVIDER COVERAGE

WHITE COUNTY | GEORGIA

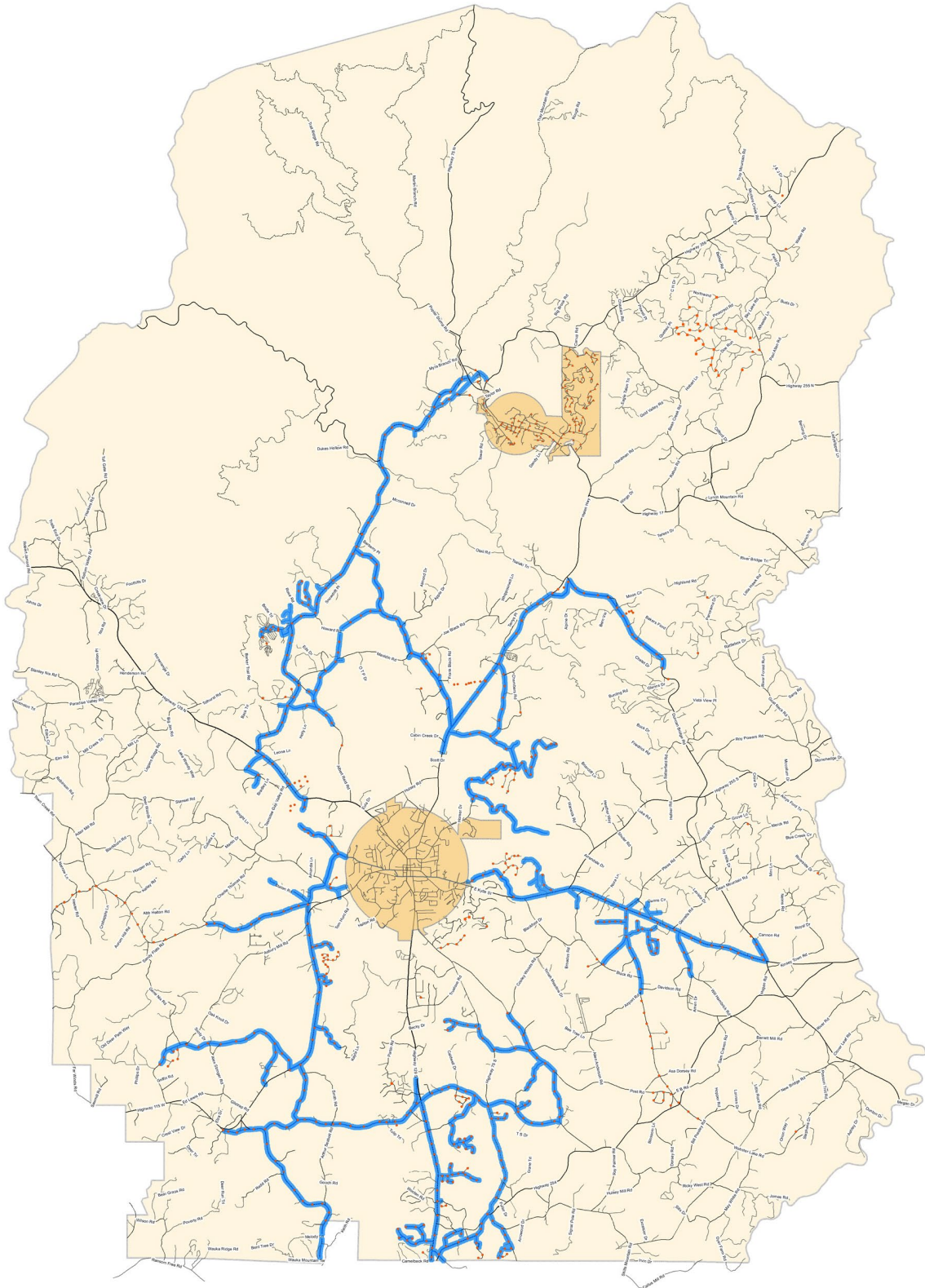
MAY 10, 2022







- CITY OF CLEVELAND
TRUELOVE ROAD
SEWER PROJECT**
- LEGEND**
- EXISTING WATER LINE
 - EXISTING GRAVITY SEWER
 - EXISTING FORCE MAIN
 - PROPOSED GRAVITY SEWER
 - PROPOSED FORCE MAIN LINE
- TRACTS GIVING EASEMENT TO TRUELOVE RD. PROJECT**
1. CITY OF CLEVELAND
 2. DONALD MONDAY
 3. CHARLES BLACK CONSTRUCTION COMPANY, INC.
 4. LAMAR TURNER
 5. MICHELLE WATERS
 6. ESTATE OF LEE WALDRIP
 7. STEPHEN KAHLE
 8. STEPHEN WEESE
 9. WILLIAM SMITH
 10. CRISTOPHER ROPER
 11. MARGOT BRAY
 12. PAULA WHEELER
 13. WELLS FARGO
 14. FREDERICK DAWSON
 15. STEFANIE SCHUMACHER
 16. CHARLES MARCOE
 17. ESTATE OF FREEMAN GIBBS
 18. WAL MART
 19. CITY OF CLEVELAND
 20. WAYNE ABERGROMBE, JAMES MORRIS AND JAMES MALPIN
 21. NEWKIC, INC.
 22. CARDINAL TOWNHOMES, INC.
 23. BERTIE BELL, NIK
 24. JOHN PALMOUR



White County Fire Hydrant and Water Main Locations

| Legend | | | | | | |
|------------------------------|-------------------|------------------|-----------------|-----------------------|--------------------------|----------------|
| • White County Fire Hydrants | — < 2" Water Main | — 4" Water Main | — 8" Water Main | — ≥ 12" Water Main | — County Maintained Road | — Private Road |
| • Helen Fire Hydrants | — 2" Water Main | — 4" Water Main | — 8" Water Main | — 12" Water Main | — City Road | — City Limits |
| • Private Fire Hydrants | — 6" Water Main | — 12" Water Main | — State Hwy | — Forest Service Road | — County Boundary | |



Prepared by: White County Mapping
 July 11, 2007

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 Atlanta, GA 30334 (770) 480-2867



Three Points Planning

