

# Focus on Communities



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## Checking In with Georgia's Youth

Can today's kids cut it? Do they have what it takes to gain the skills necessary for a competitive labor force? Pundits, politicians, professors, and parents have all weighed in on this topic, but one group seems underrepresented. When considering the future of workforce development in Georgia, why not seek insights from Georgia's youth?

Earlier this year, a team of facilitators did just that for the Governor's Office of Workforce Development and Georgia Department of Labor and in support of the Southern Growth Policies Board. This 2008 effort marked the third consecutive year that a collaborative partnership, involving the University of Georgia's Fanning Institute and Georgia Tech's Enterprise Innovation Institute, was implemented to help Southern Growth investigate the region's top economic development issues.

Georgia's efforts this year specifically entailed collecting insights directly from the state's high school students on questions relating to their participation in the future workforce. Southern Growth recognized the immense value of youth development as a building block in developing a strong workforce and fostering innovation. The forums also provided an opportunity for youth to discuss how Georgia's communities and institutions can better incorporate youth into their civic infrastructure. Nearly 1,800 high school students from across Georgia took an online survey, and 152 participated in regional discussion forums. Their insights culminated in the 2008 report, *Youth – The Real Future of the South*.

Following are some of the key conclusions from the survey and common threads expressed at the forums.



- The research team found a large gap between what employers thought their workers should know and what surveyed youth thought they needed to know to succeed in the workplace.

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- Another gap existed between how high school students viewed themselves versus their peers. Surveyed students largely agreed that their peers did not see the importance of hard work and education and that they lacked a strong work ethic. During the forums, the research team dug deeper into this question. Although forum participants agreed with this assessment of their peers, they did not think it applied to them, and stated they did see the value of their education and a strong work ethic.

- Whether through volunteer or paid opportunities, young people across the state are obtaining a variety of experiences and being exposed to a broad range of activities that can help positively shape their development from youth to adulthood and consequent preparation for the workforce. For example, nearly three-fourths (72.7 percent) of the surveyed high school students indicated having some work experience. This included 36.4 percent who reported they were currently employed. Also, more than two-thirds (67.2 percent) of the surveyed youth said they volunteered for at least one charitable organization during the previous year.

- Youth are interested in more practical ways to use the knowledge they gain while in high school.

- The youth echo what adult leaders in Georgia have recognized – that more career counseling is needed to help them develop their career goals and then shape their educational paths to help best prepare them to meet those goals.



- Young people across the state had mixed opinions on how their peers viewed technical college or alternatives to the four-year college degree, but overall there was a decidedly less negative perception of technical education in young people than adults believed there to be.

- The surveyed students expressed significant interest in earning a work-readiness certificate [similar to Georgia's Work Ready Certificate that is powered by ACT's National Career Readiness Certificate] that lets employers know they have the job skills desired in the workplace.

- Volunteerism was a key source for development of job skills and life skills. And Georgia's youth are finding leadership opportunities through community service activities.

- If communities want to tap into this human capital, they should look for ways to encourage more community service, more civic engagement, and more leadership opportunities for students at an early age. Young people who engage in community service while in high school are likely to continue doing so after they graduate.

The hundreds of young people who participated in this effort represented every region of the state and all walks of life. Their differences were clear, but so were some

commonalities – they all had strong and well-articulated opinions about the policies that affected their everyday lives, and they all expressed concern about their future.

For more information on the North Carolina-based Southern Growth Policies Board, visit [www.southern.org](http://www.southern.org). To get a copy of the report, contact Jason Chernock (404.385.0829, Jason.chernock@innovate.gatech.edu). ●

## Troup County Takes Off

**T**roup County is at a critical juncture with respect to planning for the future given its unprecedented growth prospects. The county seat, centrally located **LaGrange**, is also Troup's largest city. **Hogansville** is the gateway to Troup County from the north and **West Point** is the gateway to both the county and Georgia from the south. Today, Troup County is home to nearly 65,000 residents.

To create a framework for sustainable development in the face of the economic growth anticipated not only from the arrival of Kia and its suppliers but also from the burgeoning activities in the **Columbus** and **Atlanta** metro regions, local leaders in Troup County and the cities of LaGrange, West Point, and Hogansville launched a two-year strategic planning initiative in June 2007. Their efforts have involved developing innovative strategies for promoting quality growth, fostering healthy economic development, and enhancing residents' quality of life, while protecting Troup County's natural environment, sense of place, and community.

The leadership team steering the strategic planning efforts recently completed the first year of the two-year initiative. Georgia Tech – through its Enterprise Innovation Institute and Center for Quality Growth and Regional

Development – conducted research, assessments, and strategy development to support these efforts. This work also benefitted from the insights and contributions of approximately 1,500 community stakeholders and state and regional partners. Following are a few key observations:



- Troup County and its cities will experience significant employment and residential growth in the next 25 years, unlike the population and job trends of the past. More than 20,000 jobs and over 1,400 new firms could be created in Troup's nine-county region due to the economic impact of the Kia automotive plant. The job growth is anticipated to yield a population increase of nearly 50,000 for the region by 2030. Over 7,000 of the anticipated jobs are directly related to Kia and its suppliers, but new jobs for the region are expected in virtually every industry sector, with manufacturing, transportation and warehousing, and retail topping the list. In terms of enterprise creation, wholesale and retail trade and professional,

scientific, and technical services will lead the pack. Regarding the most serious issue affecting Troup County's ability to prepare for the future, the quality of the workforce was mentioned by community stakeholders more frequently than any other.

- There is a substantial amount of undeveloped land throughout Troup County, yet community stakeholders and elected officials want to concentrate future development in and around the cities to take advantage of available infrastructure and prevent sprawling development and its associated ills.

- The strength of the community, educational assets, and governance are all areas that make Troup County a growing contender for "globility" – that is, for attracting and retaining international residents and business investment. This was evident even prior to the announcement of Kia. For example, LaGrange already housed nine foreign-based firms representing five countries before the automaker chose to locate nearby.

- Troup County has ample assets that support the further development of a "creative economy." Vibrant downtown centers are often at the heart of creative economies, and all three of Troup County's cities already have advantages in this regard. Recent efforts relating to revitalizing the downtown areas of LaGrange position the city very well. With the help of the Callaway Foundation, LaGrange's downtown has become one of the premiere downtowns for a city of its size in Georgia. West Point's depot, collection of unique shops, and potential for loft housing are key assets. Hogansville – with the potential for restoring its downtown theater, its assortment of unique shops, children's theater, the Hummingbird Festival, and downtown mural – also could be a creative center.

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- Many community stakeholders expressed a desire for environmental stewardship that balances economic and social factors through a sustainable development approach. Troup County has had an increasing interest in sustainability as evident in efforts such as LaGrange College and its partnership with the United Nations Centre International de Formation des Autorités/Acteurs Locaux (CIFAL) program to raise awareness about sustainable development approaches, planning initiatives under way by local governments, LaGrange's conversion of landfill gas to energy, and the growing countywide parks and green space conservation system, to name a few.

- Community stakeholders and state and regional partners praised Troup County and its cities for the partnership to plan for growth that they've launched. Together, these communities have the potential to become a model region for maximizing the opportunities associated with growth and doing so in a collaborative and quality manner.

To frame the strategic planning efforts, the leadership team adopted the following vision:

*To work jointly and in a coordinated way in fostering balanced and healthy economic, environmental and social development for all citizens, businesses, and institutions.*

For implementing this vision, the team adopted 10 strategic goals that serve as guiding principles for Troup County and are based on input provided by the county's leadership and state and regional partners.

#### 1. The Well-Planned Community:

Carefully, deliberately, and strategically planning for the future; determining

where growth and development should go, then allocating supportive resources and infrastructure. Inherent in this strategic goal is the allocation of future land use. All other goals support this one to enable a holistic approach for pursuing a sustainable future for Troup County.

#### 2. The Prosperous Community:

Raising the standard and quality of living for citizens through higher-performance economic development that provides a diverse mixture of opportunities.

#### 3. The Quality Governance Community:

Working progressively in a collaborative fashion with other governments; fostering greater opportunities for citizen engagement; and making forward-thinking decisions based on the collective view of the constituency.

#### 4. The Knowledge-Driven Community:

Providing the opportunity for an excellent and competitive education for all ages; fostering an excitement about lifelong learning that will motivate young people to stay in school.

#### 5. The Environmental Steward Community:

Preserving green space and the natural environs; protecting natural resources (e.g., West Point Lake); promoting clean development.

#### 6. The Good Habitat Community:

Facilitating a greater degree of housing choice; increasing the availability of safe and affordable quality housing; empha-



sizing "neighborhood" development; and fostering the availability of comfortable living. This includes ensuring the safety and security for all residents, and preserving and fostering the optimal conditions for raising children.

#### 7. The Navigable Community:

Fostering easy mobility throughout the community; gearing transportation infrastructure according to future growth plans; providing viable alternatives to the automobile.

#### 8. The Attractive Community:

Devising appealing gateways into the community; retaining the "small town" charm; encouraging aesthetically pleasing development;

promoting ongoing beautification.

#### 9. The Neighborly Community:

Meeting the individual needs of all citizens; promoting a friendly environment to existing and new community members of diverse socioeconomic backgrounds and cultures; fostering a strong, cohesive sense of community.

#### 10. The Entertaining Community:

Providing a diverse menu of recreational, cultural, dining, shopping, and other amenities for families and residents of all ages.

The second year of Troup County's efforts will focus on implementing key initiatives as determined by the leadership team. ●



Georgia, through the OneGeorgia Authority and Georgia Technology Authority (GTA), has taken a dynamic and proactive role in expanding the reach of broadband and other technological infrastructure to the state's rural communities. Other agencies, such as the U.S. Department of Agriculture (USDA), also provide significant financial assistance in this regard. However, while there is a physical infrastructure component to this investment, the matter is not as simple as laying fiber. More so than water, sewer, and roads, this investment requires supportive policies and programs that enable and encourage a community's residents to maximize their use of information and communications technologies. Without this, communities run the risk of being unable to participate – even survive – in the global economy.

Accessing reliable technological infrastructure is vital to the growth and sustenance of business enterprises, to development of a high-performance workforce, for fostering citizen connectivity, and for developing desirable places to live. The consequences of not bridging the technology divide in Georgia are daunting – especially for rural communities – and will only serve to further widen the gap between the “haves” and “have-nots.”

## Calibrating to Be TechSmart<sup>SM</sup>

Local communities and their constituencies need assistance here, and Georgia Tech can provide it through its TechSmart<sup>SM</sup> program. This effort helps businesses and institutions learn how to maximize the economic return on existing and planned investments in technology and infrastructure. As technology rapidly changes, so, too, do the needs of Georgia's companies and communities. Recently, with the help of the OneGeorgia Authority and GTA, TechSmart<sup>SM</sup> was re-engineered to address these changing needs.

The new TechSmart<sup>SM</sup> program represents a customized approach tailored to the needs of those being served. For several communities, TechSmart<sup>SM</sup> services have been made possible through support provided by the OneGeorgia Authority's Broadband Rural Initiative to Develop Georgia's Economy (BRIDGE) fund. Following are some recent impacts.

- **City of Grovetown** (southern **Columbia County**) – The local merchants association implemented a community Web portal using free Web resources they learned about through TechSmart<sup>SM</sup> ([www.grovetownmerchants.net](http://www.grovetownmerchants.net)).
- **City of Harlem** (southern **Columbia County**) – City government is taking advantage of the joint procurement contracts negotiated by Columbia County for technology hardware and software. This joint procurement was facilitated by TechSmart<sup>SM</sup> meetings in the region.
- **McDuffie County** – The county is in the final stages of deploying its own Geographic Information System department to provide real-time information to citizens, law enforcement, and local government departments. This also supports the Georgia Department

of Community Affairs' Communities of Opportunities initiative to improve substandard housing. In addition, community leaders are organizing a network of local human resources personnel from businesses and local governments to use Web technologies for local job postings and for developing local talent to fill employment opportunities.

- **Oglethorpe County** – Local leaders have incorporated information and telecommunications technology into their comprehensive and quality growth planning process. Existing infrastructure projects included the addition of fiber conduit to facilitate future connectivity. Local businesses and organizations are implementing digital media in their operations.
- **Warren County** – Community leaders have had fruitful discussions with their telecommunications provider resulting in extended DSL coverage for some additional communities.
- **Wilkes County** – Local government, education, and some businesses are pursuing a pilot program to provide mobile technology assets related to agriculture, delivery and distribution of public safety, utilities, and other services. The Young Farmers Association is organizing a “Future of Farming” event this fall to educate farmers on the role of technology in making agricultural enterprises more productive.

Through a partnership with the OneGeorgia Authority and GTA, efforts to calibrate TechSmart<sup>SM</sup> to best serve Georgia will be ongoing. For further information on TechSmart<sup>SM</sup>, contact the program's manager, Randy Green (478.274.3024, [randy.green@innovate.gatech.edu](mailto:randy.green@innovate.gatech.edu)). ●

# Partner Spotlight

## A Q&A with the Southern Growth Policies Board's Jim Clinton

**Jim Clinton served as executive director of the North Carolina-based Southern Growth Policies Board from 1989 to 2008, during which time he led efforts to transform it into the dynamic public policy think tank it is today. Southern Growth serves 13 southern states and Puerto Rico. He recently became CEO of the Cenla Advantage Partnership in Louisiana. Prior to working for Southern Growth, he was president of the Louisiana Partnership for Technology and Innovation and of the Gulf South Research Institute.**

**FOCUS: What is Southern Growth's mission and role?**

**CLINTON:** Southern Growth was created to foster research into public policies that would help create economic opportunities in the South. We facilitate dialogue across state, institutional and cultural lines to achieve more grounded, effective decision-making and civic engagement.

**FOCUS: What do you see as the most critical issues affecting community competitiveness in the South today?**

**CLINTON:** Education, health care, globalization, and energy resources and conservation are all crucial, and we could easily add others to the list. Southern Growth has shown that a commitment to the creation, accumulation, sharing, and application of knowledge is the underpinning for any sustainable, transformative progress that we will make.

**FOCUS: What must communities do to address these challenges and improve their competitiveness?**

**CLINTON:** Communities (and their regions) must make real commitments to creating a "culture of knowledge." This means having strategies and account-

ability in place for achieving goals in this arena. It means raising public awareness of the central role that knowledge plays in economic progress. It means having the civic and political courage to pursue strategies that will yield value-driven products and services more than price-driven products and services.

**FOCUS: How can Southern Growth help resolve these issues?**

**CLINTON:** Southern Growth must keep the spotlight on knowledge creation strategies. We should provide the research base, the explanations, and justifications for the commitments that must be made to achieve the results we desire. We must also continue to involve more Southerners in the conversations on these issues. We can't create a real culture of knowledge if only a few of us are involved and committed.

**FOCUS: How have efforts in Georgia contributed to Southern Growth's mission?**

**CLINTON:** Georgia has been a leader in taking Southern Growth's Conversation on the Future of the South to another level. Our partnership with the Governor's Office of Workforce Development, State Workforce Investment Board, the Georgia Centers of Innovation, Georgia Department of Labor, local Workforce Investment Boards, Georgia Tech, the University of Georgia, and many others has delivered new ideas and unforeseen benefits. Georgia has fully integrated Southern Growth's ideas on community forums and dialogue into its own strategic initiatives. As a result, both Georgia and the South are benefitting.

**FOCUS: What are Southern Growth's milestones of which you're particularly proud?**

**CLINTON:** I am particularly pleased with two things. First, a remarkable commitment

from the Southern Growth staff, board and friends allowed us to accelerate our own planning processes to deliver a targeted *Report on the Future of the South* every year. Second, with remarkable support from states like Georgia, we have involved thousands of Southerners in the deliberations on the future of the region, and we have grown with every single conversation.

**FOCUS: What do you see as the South's top advantages for competing in the global economy?**

**CLINTON:** More than anything, the South has a desire and willingness to compete. We believe that we can compete, and we're willing to work very hard to get the job done. At the same time, this is the most collaborative region in the nation at a time when collaboration is a leading indicator of success. We get more done across state lines than any other region.

**FOCUS: What advice do you have for Georgia's economic developers who are preparing their communities and regions for the future?**

**CLINTON:** I would encourage the Georgia economic development community to continue its commitment to create, grow and recruit knowledge-based businesses. It's always tempting to believe that we can return to some past success, but we must constantly be evolving and building our capacity for new challenges if we wish to succeed. ●



Jim Clinton

## Readiness Is All

In early 2008, **Terrell County** officials, seeking an appraisal of the community's readiness for sustainable economic development, contacted Georgia Tech's Enterprise Innovation Institute. The south-west Georgia county wants to start a formal economic development program, attract employers and jobs, and improve the local tax base. This evaluation, called the Sustainable Development Readiness Assessment, offers a checklist concerning the three prongs of community sustainability: economic, environmental, and social.

The project, funded by the county's chamber of commerce, will involve interviews with residents, business leaders, and partners such as the Georgia Department of Economic Devel-

opment and the Georgia Department of Community Affairs, as well as collection and analysis of relevant demographic and economic data. It also will recommend specific actions the chamber can take.

Says Gina Webb, executive director of the Terrell County Chamber of Commerce: "Economic development has been important to our chamber for many years, but over the past year we have realized that we need to have a more formal plan in place. With the results of the Readiness Assessment and other economic development research activities the chamber is funding, we hope to put Terrell County on the map regarding economic development."

Georgia Tech has offered this service since 2001, and elsewhere in the state participants have described the Readiness Assessment's most common benefits as (1) reviewing community readiness for sustainable economic development, (2) learning about opportunities for and barriers to such development, and (3) providing local economic development organizations with feasible action steps that can be implemented immediately and serve as the basis for their annual program of work.

The Terrell County Readiness Assessment is expected to be completed this fall. For more information on this effort, contact Hortense Jackson (229.430.4327, [Hortense.jackson@innovate.gatech.edu](mailto:Hortense.jackson@innovate.gatech.edu)). ●

## Understanding E-Commerce in Rural Georgia

In today's technology-intensive, global economy, the most competitive businesses are often those that have maximized the potential value of conducting communications and operations electronically. To what extent are businesses in rural Georgia maximizing their position within e-commerce?

Via a new project, the Enterprise Innovation Institute (EI<sup>2</sup>) will try to answer that question. The goal is to help Georgia's leaders better understand how the state's rural businesses are making use of e-commerce opportunities. The project will entail developing a "train the trainer" instruction manual to help foster businesses' understanding of how they can more fully participate in the global economy by expanding their e-commerce activities.

The project begins with a survey and focus-group process to hear directly from rural enterprises about how they



are currently using e-commerce, what have been the primary impediments to expanding their e-commerce activities, and what type of instruction would be most valuable to aiding their e-commerce growth. The findings of the research will inform the development of the instruction manual.

EI<sup>2</sup> is pursuing this effort as a pilot project sponsored by the Georgia Rural Economic Development Center at East Georgia College. The survey and focus-group work are expected to be completed by the end of 2008.

For further information, or to help EI<sup>2</sup> by encouraging businesses to participate in the survey or a focus group, contact Dana King (404.894.0094, [dana.king@innovate.gatech.edu](mailto:dana.king@innovate.gatech.edu)). ●



## A Study in Green

For the third consecutive year, the Enterprise Innovation Institute (EI<sup>2</sup>) is partnering with Georgia Tech City and Regional Planning Professor Nancey Green Leigh in a learning initiative for master's degree students in her Planning

Local Economic Development course. The initiative is designed to give students an opportunity to strengthen their research skills and knowledge of sustainable local economic development practices. EI<sup>2</sup> uses the students' research findings to inform its work of serving Georgia

communities – specifically, to share with communities information about best practices and emerging trends in local economic development.

Last year, students addressed green energy options, green infrastructure, waste management and recycling, and

equity tools. This year, the students will continue to focus on “green” subjects, dividing into teams to investigate one of four themes: (1) green jobs, (2) greening existing businesses, (3) emerging green industries, and (4) green finance and incentives. Each team will conduct a literature review and identify communities pursuing work related to the assigned theme. Students will identify a minimum of three communities – metropolitan and non-metropolitan – and one state or nation for a case study analysis. EI<sup>2</sup> staff will advise the students on their research efforts.

For further information, or to receive a copy of previous reports produced through this partnership, contact Nancey Green Leigh, Ph.D. (404.894.9839, [nancey.leigh@coa.gatech.edu](mailto:nancey.leigh@coa.gatech.edu)) or Joy Wilkins, CEcD (404.895.6115, [joy.wilkins@innovate.gatech.edu](mailto:joy.wilkins@innovate.gatech.edu)). ●

## Trends to Consider

- More communities will recognize that innovation is not simply a buzzword; it is fundamental to every community's ability to compete in the global economy.

- Human capital is the key asset: developing, keeping, and attracting talent will increasingly become a “must-do” component within community betterment strategies, no matter the community's size.

- The greater diffusion of information and communications technologies will increase the ability of businesses and talent to locate nearly anywhere in the world.

- Fostering a “culture of openness” will be more important than fostering a culture of “tolerance” or “acceptance.”

- Communities that focus on improving their quality of place and “community livability” will have an advantage – and will require the further intersection of “planning” and “economic development” expertise.

- The continuation of shrinking resources and increased competition underscores the urgency for greater regional collaboration among local communities, something that the innovative North Carolina realized years ago.

- Greater recognition of the “power of one” – where individuals can and do make an incredible difference, where

ordinary people accomplish extraordinary goals, and where community success is a self-fulfilling prophecy.

- “Created here” replaces “built here” as the preferred label.

- No matter the year or the decade, success boils down to leadership – an ability to partner effectively for positive change.

- Focus on quality of place requires a greater focus on sustainable development – that is, balanced focus on economic, environmental, and social development. ●

## The Measures of Invention

Recent award-winning research by the Enterprise Innovation Institute found that independent patenting activity has grown rapidly in Georgia over the past 30 years, with nearly 8,000 patents issued since 1975 to inventors not associated with corporations, universities, or similar organizations. This activity occurred across the state, and nearly half the products were in non-consumer and technology-related areas. Nearly one-third (31.4 percent) of inventors reported that they achieved some commercial success for at least one of their inventions, through independent production and sales, licensing to another entity, or the selling of the rights to their invention. Findings from the program, which was the first-ever comprehensive survey of the state's independent inventors and

one of the most in-depth profiles conducted on the independent-inventor community, suggest that these innovators represent untapped economic development and commercialization potential.

The work was conducted through the Innovator Assistance Pilot Program, an effort that has earned a Planning Performance Award from its sponsor, the U.S. Economic Development Administration. For more information on the program, contact Joy Wilkins, CEcD (404.895.6115, joy.wilkins@innovate.gatech.edu). ●



## Check Out the Lean Look

Lean principles to reduce waste and enhance productivity are moving out of Georgia factories and into community services, and Georgia Tech is leading the way.

Assistance from Tech's new lean health care performance group helped the

Meadows Regional Medical Center in **Vidalia** reduce patient time in the emergency room and enable ER physicians to see more patients per hour. At St. Francis Hospital in **Columbus**, lean applications cut certain nursing-related costs while increasing nurse satisfaction. And after the Georgia Division of Family

and Children Services implemented lean principles with Tech's assistance, the agency greatly cut customer service time – for example, application processing – from weeks to a couple of days.

For more information on lean applications in communities, contact Matt Haynes (404/385-0767, matt.haynes@innovate.gatech.edu). ●



## Bartow County Goes Big Time

**Bartow County's** environmental management system (EMS), launched in 2005 and assisted by Georgia Tech, is featured on the Web site of the Conference of Southern County Associations ([www.cscaweb.org/EMS/](http://www.cscaweb.org/EMS/)). Involving public- and private-sector partners, it has been hailed by the U.S. Environmental Protection Agency ([www.epa.gov/ems/](http://www.epa.gov/ems/)) as a national model.

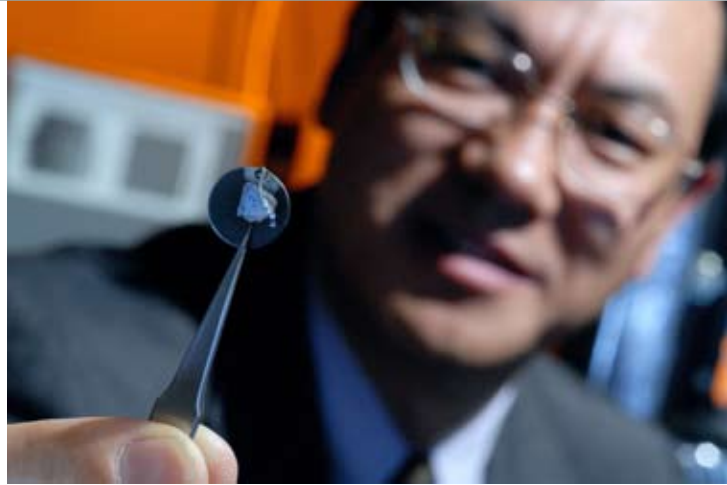
With the EMS, companies such as Anheuser-Busch and Shaw Industries have reduced water usage and solid waste and realized cost savings. County agencies have found opportunities for recycling, reducing air pollution and improving management of water resources. For details, visit the association's and EPA's Web sites or contact Georgia Tech's Deann Desai (706.542.8902, deann.desai@innovate.gatech.edu). ●

## Tech Goes Tiny

Reportedly, commercialized nanotechnology could become a \$2.6 trillion industry, and the federal government already is investing more than \$1 billion yearly via hundreds of research awards.

Georgia Tech plans to participate in these developments with a new nanotechnology research center that fosters the intersection of biotechnology and micro-processing and builds on the university's strengths in those fields. Funding involves a \$90 million match of state, private, and other sources.

More than 100 faculty will conduct research at the center, which also will house facilities, staff, and equipment for companies; explore cost-effective ways to test and prototype; and include a K-12 outreach program to acquaint Georgia students with nanotechnology. For more information, contact Joy Hymel (404.385.3629, [joy.hymel@innovate.gatech.edu](mailto:joy.hymel@innovate.gatech.edu)). ●



## Support for the Senior Class

A symposium, "Creating Multigenerational Communities for Healthy Aging," scheduled for Sept. 29-30 at the Federal Reserve Bank of Atlanta, will provide an opportunity for government officials, economic developers, planners, regulators, builders, and others to learn how to support Georgia's aging population, especially regarding senior housing, community economic impact, and innovative technology. In addition to presentations on resources, demographic trends, health care delivery and related topics, the event will feature tours of local senior living communities.

For further information, contact Rick Duke (404/894-0050, [rick.duke@innovate.gatech.edu](mailto:rick.duke@innovate.gatech.edu)).



## Entrepreneurial Enterprise

A five-year-old Georgia Tech program designed to bolster entrepreneurship in Georgia reported considerable success for the recent fiscal year. According to Don Betts, director of e2e Works, his seven-person staff worked to varying extent with some 900 entrepreneurs across the state, these efforts having a financial impact of \$25 million and creating 218 jobs. Regarding return on investment, for every dollar state government spent on this effort, e2e Works returned \$42 in terms of new sales growth, investment, and contracts, he says.

E2e Works takes a three-pronged approach: directly assisting entrepreneurs, promoting awareness of angel investing, and increasing the effectiveness of Georgia's rural business incubators.

In mid-April 2009, e2e Works will help sponsor the annual meeting of the international Angel Capital Association being held for the first time in **Atlanta**. It will, notes Betts, attract 300 to 400 of the world's top angel investors and offer

educational opportunities for economic developers, such as a workshop called "The Power of Angel Investing."

E2e Works is partly sponsored by the OneGeorgia Authority and the Georgia Rural Economic Development Center at East Georgia College.



For more information about e2e Works, contact Don Betts (912.389.4324, [betts@gatech.edu](mailto:betts@gatech.edu)). ●

## LOCI™ Turns 10

In the 10 years since its first use as a tool for conducting local fiscal analyses of new and/or expanding businesses, Georgia Tech's LOCI™ (for local impact model) has gone through several modifications. It began as a manual that few people read, then was transformed into more easily employed software. In 2006, WebLOCI™ was launched, bringing the

tool to the Web ([webloci.innovate.gatech.edu](http://webloci.innovate.gatech.edu)). Via this application, it is much easier for developers to maintain the software and assist users with questions and problems.

Over LOCI™'s 10 years, more than 300 licenses have been sold outside Georgia to the economic development community nationwide, and many of these users have been trained through two-day, hands-on courses.

In Georgia, LOCI™ is well-established as an essential tool for gauging the bottom-line impact of company locations on local governments. For example, in **Carroll County** LOCI™ has become a necessity when it comes to incentive negotiations. In the spring 2007 issue

of *Economic Development America*, an article on Carroll County's experience with fiscal impact analysis says this: "The community and local governments have come to expect the results of fiscal impact analyses to be included when projects and incentive packages are debated by elected bodies and authorities. LOCI™ results are presented in a way that companies understand, providing them with assurance that local governments can fulfill their commitments while continuing to be a high-quality place where employees want to live."

LOCI™ will continue to be refined, improved, and supported by Georgia Tech's Enterprise Innovation Institute. For more information about LOCI™, contact Robert Lann (404.894.3475, [robert.lann@innovate.gatech.edu](mailto:robert.lann@innovate.gatech.edu)). ●



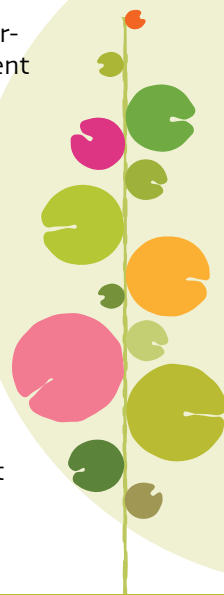
## Finding a Forum for Sustainability

This fall semester, Georgia Tech renewed its Innovations in Economic Development Forum, a series of free monthly presentations convening faculty, students, researchers, economic developers, and policy-makers to discuss leading-edge ideas and practices. The theme this term is "To Survive and Thrive—Policies and Practices for Sustainable Growth."

In early September, Marilyn Brown, Ph.D., a Georgia Tech professor of energy policy and co-recipient of the 2007 Nobel Prize, launched the series with a presentation on "Shrinking the Carbon Footprint in Metropolitan Areas." Her research has provided comparable carbon footprints for this country's 100 largest metro areas, which gets at relative energy efficiency and composes "a map of vulnerability."

She discussed factors that play a role in determining carbon emissions, such as development patterns and freight transport, and offered several recommendations related to the economy, to markets, and to policy. These ranged from putting a price on carbon and increasing energy R&D to better planning of freight shipments and passing climate legislation. Her complete presentation can be found at [www.stip.gatech.edu/forum](http://www.stip.gatech.edu/forum).

Three more forums are on the fall horizon at Atlanta's Technology Square. See the newsletter's final page for topics and dates. For more information, call Robert Lann at 404.894.3475 or Hazel Taylor at 404.894.0730.



## A Look at Lifelong Learning

In 1936, President Franklin D. Roosevelt observed that “The gains of education are never really lost,” and to that one might add that education never really stops.

Georgia Tech’s Distance Learning and Professional Education (DLPE), established some 30 years ago, represents an innovative, effective effort at accomplishing that for economic developers, engineers, architects, information technologists, health and safety workers, supply chain professionals, business executives and many others.

Over the past 10 years, DLPE has provided professional education opportunities to more than 150,000 participants, and more specifically in the last five years it has supported approximately 2,185 economic development practitioners from the Southeast, including 1,000 from Georgia and 400 from metro **Atlanta**. In part, these numbers reflect the growing importance of lifelong learning.

“In today’s economy, the forces of globalization and rapid explosion of information demand employees and employers seek new knowledge and methods,”

says DLPE Vice Provost Nelson Baker. “Continuing education and professional development are valuable employee retention tools as well as a method to make firms more valuable to their constituents.”

Lifelong education at Georgia Tech actually predates DLPE by five or so decades, but the subjects covered and the means of delivery have changed considerably. DLPE today offers eight online master’s degrees, diverse certificates, on-site instruction, distance learning, and a traditional classroom approach. The jewel in its crown, so to speak, is the Georgia Tech Global Learning Center in Midtown Atlanta, which features 32,000 square feet of meeting and learning space, a wireless environment, and built-in audiovisual technology. Adult learners can take classes anywhere, anytime, and the five-year-old center counts students on all continents except Antarctica.

Baker notes the Global Learning Center represents a good example of economic development at work because Technology Square, which includes the

center, helped revitalize Midtown by bringing more jobs to the area. Further, the facility’s videoconferencing capabilities enable small to mid-size companies to interact with customers and employees worldwide.

Advanced training helps companies and communities stay competitive, and DLPE serves as a one-stop shop for finding sources of training and professional development. But that’s not to say the field lacks challenges. According to Baker, DLPE’s two biggest challenges are (1) providing course content that is relevant and timely and supports “just-in-time learning” and (2) providing training that is cost-effective through flexible delivery formats to a multigenerational group of students.

“This is the first time in history,” explains Baker, “in which four generations – baby boomers, Generation X, Generation Y, and the millenials – work together.” Each learns in its own style, he adds, ranging from textbooks to technology to social linking. “Our classes must reach each generation on its own terms – sometimes in the same classroom.”

He notes, too, that DLPE’s tools and techniques make training cost-effective. “We can digitally capture, send, and archive information around the world with our state-of-the-art audio-video capabilities, which extends the reach of our clients without incurring travel costs,” he says. “We also can deliver courses via the Internet through our distance learning programs, which help businesses extend limited training dollars in a tight economy.”

For more information on DLPE, visit its Web site ([www.dlpe.gatech.edu](http://www.dlpe.gatech.edu)) or contact Patrice Miles, DLPE director of marketing and sales ([patrice.miles@dlpe.gatech.edu](mailto:patrice.miles@dlpe.gatech.edu)). ●





## Innovations in Economic Development Forum

**to survive and thrive**  
policies and practices for sustainable growth

Free and open to the public

[www.stip.gatech.edu/forum](http://www.stip.gatech.edu/forum)

### ● OCTOBER 1, 2008

Addressing Environmental Challenges in the Southeast through Green Building Technology  
Dennis Creech, Executive Director, Southface Energy Institute

### ● NOVEMBER 5, 2008

Sustainability in Business: Natural Capitalism through Innovation  
John Bradford, Vice President of Operations and Research and Development, InterfaceFLOR Commercial

### ● NOVEMBER 19, 2008

How Large U.S. Cities Are Amplifying Global Warming and Planning Adaptive Responses  
Brian Stone, Associate Professor, Georgia Tech's City and Regional Planning Program  
(Special session held at the Federal Reserve Bank of Atlanta)

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For more information about the newsletter, contact Joy Wilkins, CEcD, at 404.895.6115 or [joy.wilkins@innovate.gatech.edu](mailto:joy.wilkins@innovate.gatech.edu).

To subscribe, contact Hazel Taylor at [hazel.taylor@innovate.gatech.edu](mailto:hazel.taylor@innovate.gatech.edu).

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## Professional Development Planner

### COURSES:

- **IEDC Strategic Planning**  
February 5–6, 2009, [Atlanta](#)
- **42nd annual Basic Economic Development Course**  
March 24–27, 2009, [Atlanta](#)

### CONFERENCES:

- **Georgia Economic Developers Association Annual Conference**  
September 24–26, 2008, [Savannah](#)
- **Healthy Aging: Trends in Community, Housing, and Senior Living Design**  
September 29–30, 2008, [Atlanta](#)
- **Southeast Angel Network Meeting**  
October 8–10, 2008, [Savannah](#)
- **IEDC Annual Conference**  
October 19–22, [Atlanta](#)

For more information on courses, contact Jennifer Freeman at 404.894.4904 or [jennifer.freeman@innovate.gatech.edu](mailto:jennifer.freeman@innovate.gatech.edu).