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Chairman of the Walton County Board of Commissioners

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# Presentation Overview

- ▶ Start
- ▶ Survive
- ▶ Win
  
- ▶ Goal: provide a realistic view of the challenges and examples of how the 4-county JDA overcame them

## Challenge

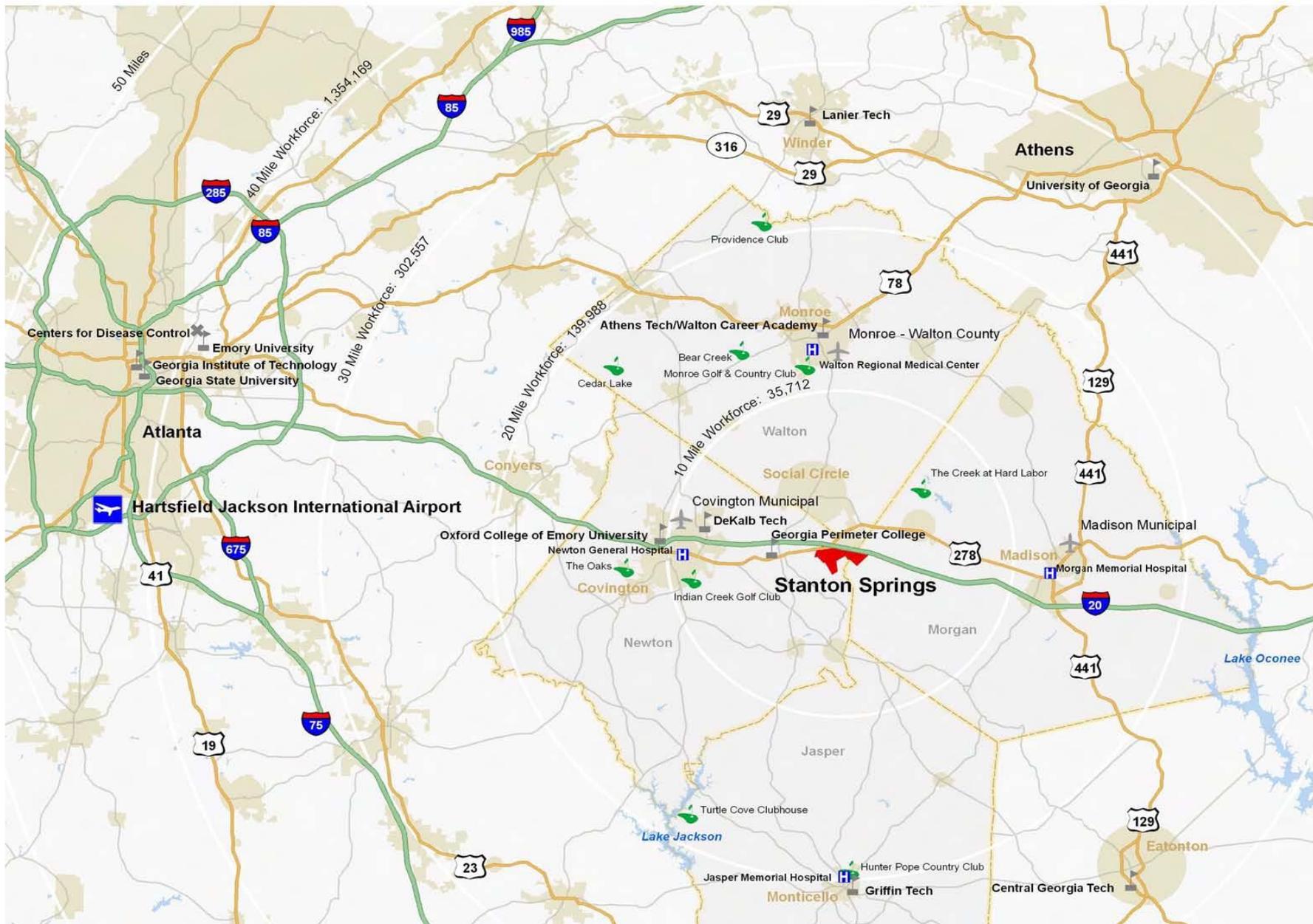
Creating an Authority that can withstand political change

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## Solution

Till death do us part...  
Financial investment + bond obligations

- ▶ 1999 - JDA formed by resolutions passed by four counties: Jasper, Morgan, Newton and Walton
  - ▶ 8 Member Board
  - ▶ One member of the board of commissioners from each county
  - ▶ One non-elected citizen from each county
  
- ▶ 2000
  - ▶ JDA purchased 1,531 acres with a \$9 mill bond
    - ▶ Land within 3 counties
      - ▶ 3/5 of land in Newton County
      - ▶ 1/5 of land in Walton County
      - ▶ 1/5 of land in Morgan County
    - ▶ Each County Invested
      - ▶ 37.5% by Newton and Walton each
      - ▶ 15% by Morgan
      - ▶ 10% by Jasper



## Challenge

Lack of experience developing an industrial park and lack of initial funding to get started

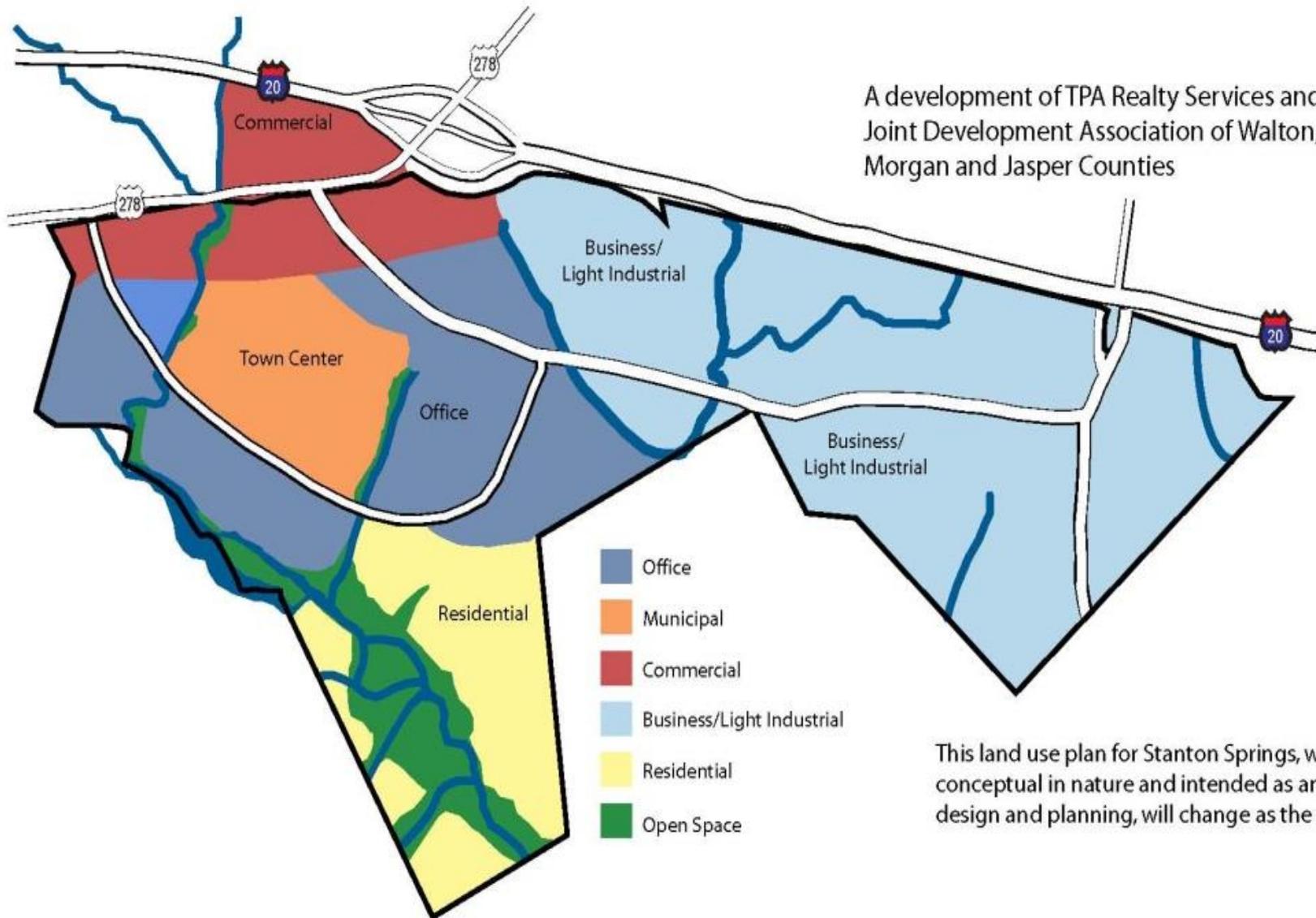
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## Solution

Public/Private Partnership

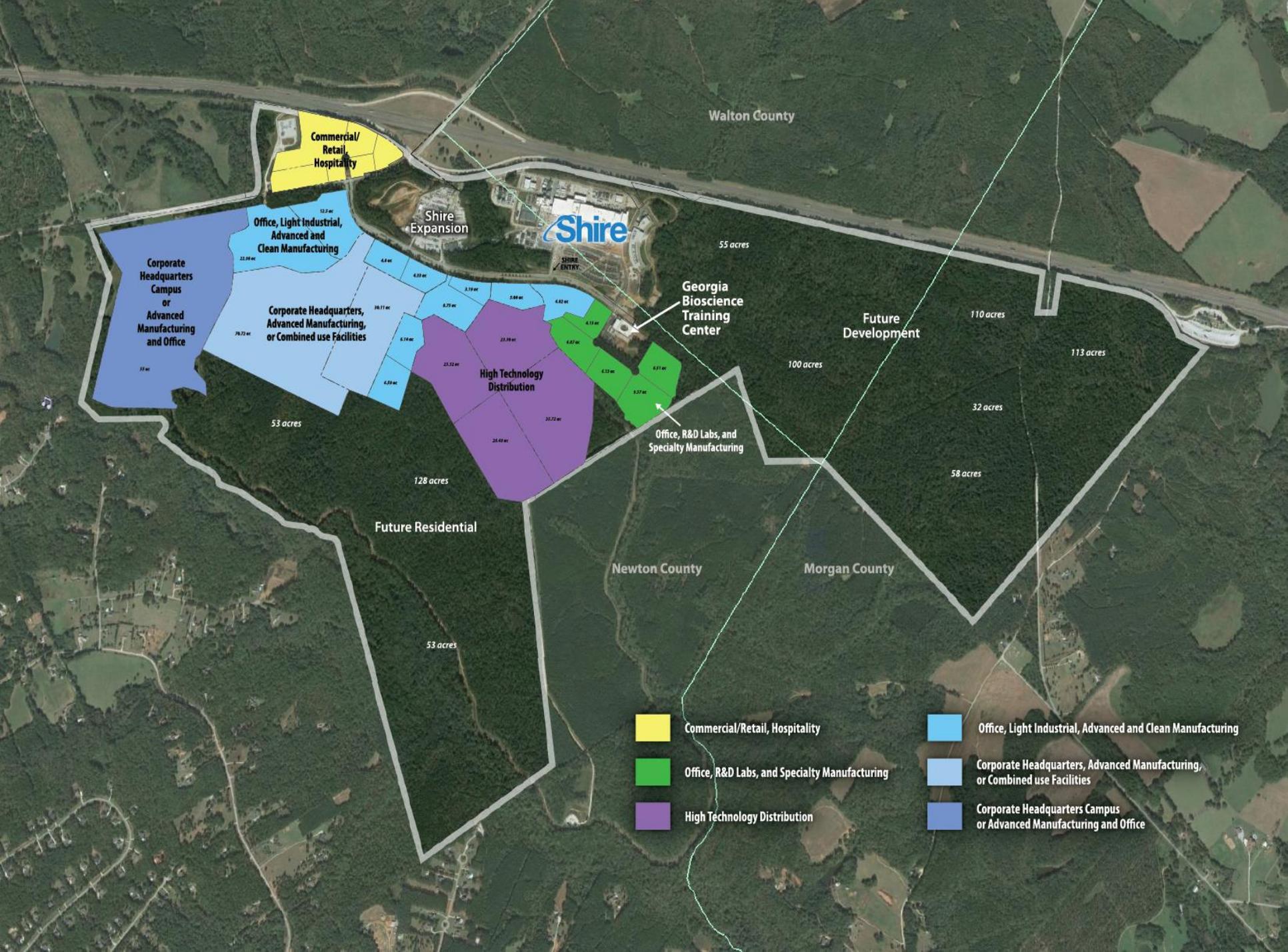
- ▶ 2000 - JDA entered into a Purchase and Option Agreement with Technology Park Atlanta (“TPA”)
  - ▶ Option for TPA to purchase all property in Stanton Springs over 20-years
    - ▶ TPA purchased approx. 340 acres through 2015
  - ▶ Services TPA provided
    - ▶ Marketing
    - ▶ Master planning
    - ▶ Consistent zoning
    - ▶ Site studies and coordination of site certifications
    - ▶ Maintenance of common areas

# STANTON SPRINGS



A development of TPA Realty Services and the Joint Development Association of Walton, Newton, Morgan and Jasper Counties

This land use plan for Stanton Springs, which is conceptual in nature and intended as an aid for design and planning, will change as the project matures.



Walton County

Commercial/  
Retail  
Hospitality

Shire  
Expansion

Shire

55 acres

Georgia  
Bioscience  
Training  
Center

Future  
Development

110 acres

113 acres

Corporate  
Headquarters  
Campus  
or  
Advanced  
Manufacturing  
and Office

Office, Light Industrial,  
Advanced and  
Clean Manufacturing

Corporate Headquarters,  
Advanced Manufacturing,  
or Combined use Facilities

High Technology  
Distribution

Office, R&D Labs, and  
Specialty Manufacturing

100 acres

32 acres

58 acres

53 acres

128 acres

Future Residential

Newton County

Morgan County

53 acres

Commercial/Retail, Hospitality

Office, R&D Labs, and Specialty Manufacturing

High Technology Distribution

Office, Light Industrial, Advanced and Clean Manufacturing

Corporate Headquarters, Advanced Manufacturing, or Combined use Facilities

Corporate Headquarters Campus or Advanced Manufacturing and Office

## Challenge

Funding and installing initial utilities

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## Solution

Share the burden  
Grants, GEFA Loan, Partner with other government entities

## ▶ 2002 - 2003

- ▶ Water and sewer infrastructure extended to Stanton Springs via an Intergovernmental Agreement with:
  - ▶ Jasper, Morgan, Newton and Walton Counties
  - ▶ Newton County Water & Sewer Authority
  - ▶ City of Social Circle
- ▶ Funded by a \$500,000 grant and a \$435,450 GEFA Loan

## Challenge

Sharing the profits between four counties when the park has land in three counties

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## Solution

Revenue Sharing Agreement

## ▶ 2004

- ▶ Four counties and JDA enter into an Intergovernmental Agreement regarding Revenue Sharing
  - ▶ All taxes collected on property in Stanton Springs will be distributed to the counties based on their initial investments in the property:
    - ▶ Walton & Newton 37.5% each, Morgan 15%, Jasper 10%

## ▶ 2016

- ▶ Revenue Sharing Agreement re-written to clarify collection/payment methods
- ▶ Added signatories: 4 counties, 4 school districts and the JDA

## Challenge

Infrastructure - Roads

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## Solution

Grants, Loans and  
Faith that if you build it, they will come

## ▶ 2006 - 2008

### ▶ Stanton Springs parkway constructed

▶ 4-lane divided road

▶ Beautifully landscaped

▶ Funded by:

▶ \$1 mill One Georgia Grant

▶ \$400K GDOT Grant

▶ \$1 mill in land sale profits from TPA

▶ \$2.6 mill Bank of Madison Loan



## Challenge

Gaining credibility as a  
development-ready site

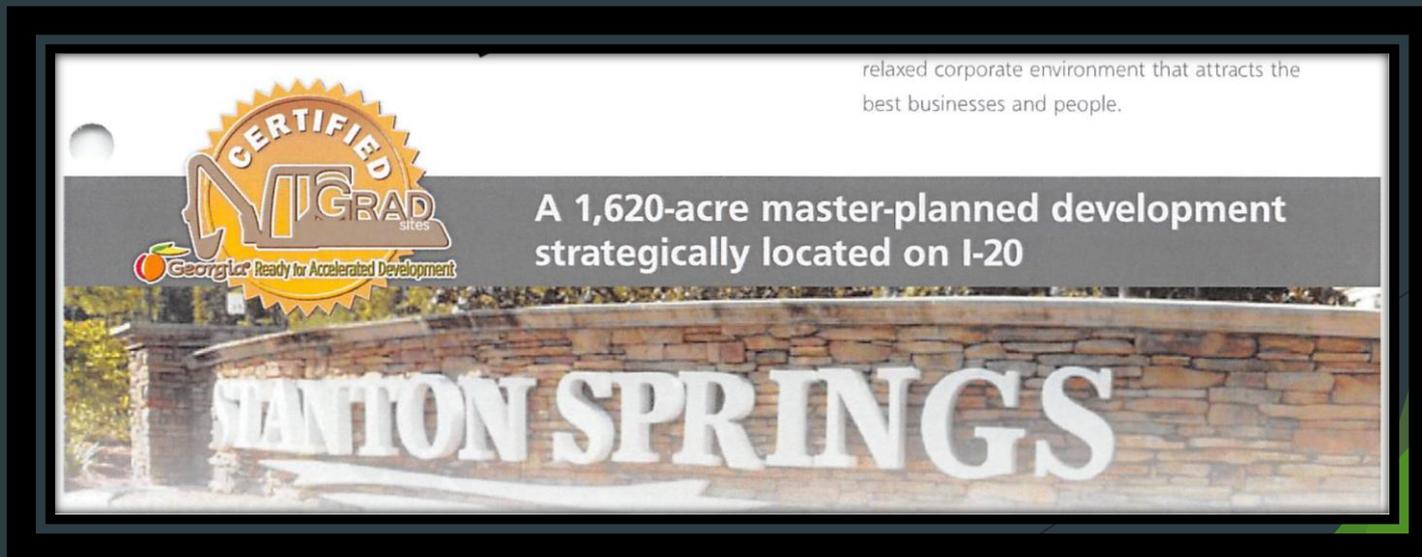
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## Solution

Get certified

## ▶ 2009 - 2011

- ▶ JDA invested in significant site studies
  - ▶ Stream and wetland delineation
  - ▶ Limited Geotechnical
  - ▶ Phase I ESA
  - ▶ Cultural Resource Evaluation
- ▶ Stanton Springs received the Georgia Ready for Accelerated Development “GRAD” Certification



## Challenge

Successfully navigating Requests for Proposals and the ups and downs of dealing with prospects

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## Solution

Rely on the experts  
“Every deal is not a good deal”

- ▶ Excellent local economic development professionals are critical for your success
- ▶ Excellent relationships with the State and Georgia Power economic development professionals are critical for your success
- ▶ Throughout its 20-year existence, the JDA has submitted dozens of responses to RFPs
- ▶ Heartbreakers:
  - ▶ Merck Pharmaceuticals

## Challenge

Negative press, misunderstanding,  
lack of support

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## Solution

Strong Leadership  
Transparency

## ▶ Strong Leadership

- ▶ The Chairman of the Board of Commissioners from each of the four counties sits on the JDA Board
- ▶ Two of the citizen members have sat on the board since the Authority was created

## ▶ Transparency

- ▶ Detailed financial records
- ▶ Meeting Minutes
- ▶ Budgets
- ▶ Periodic reports to BOCs
- ▶ Proactive press releases and talking points

## Challenge

Landing the Big Fish

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## Solution

State Support  
Patience

# “Project Marathon”

- ▶ Courting Baxter was a team effort:
  - ▶ State Department of Economic Development
  - ▶ TPA and JDA
  - ▶ Local Economic Development representatives
- ▶ Discussions with Baxter started in 2009
- ▶ Baxter committed in early 2012
- ▶ Governor’s and State’s support was a key factor



# Baxter's Commitments

- ▶ Construct a Biologics Manufacturing, Support and Distribution Facility
- ▶ Minimum of 1,463 Jobs
- ▶ Minimum Investment of \$1.2 billion



# Incentives

- ▶ State incentives total over \$150 mill and include:
  - ▶ Training center and Quick Start training program
  - ▶ Site acquisition and development grants
  - ▶ Tax credits



# Incentives

- ▶ Local incentives
  - ▶ JDA used as conduit for receipt of state grants
  - ▶ Tax abatements
  - ▶ Waiver of Building Permitting and Connection fees
  - ▶ Parkway naming rights “Baxter Parkway”
  - ▶ Expedited permitting through Walton County
  - ▶ \$7.9 mill toward an onsite sewer pretreatment facility
    - ▶ \$2 mill funded with a State grant
    - ▶ \$5.9 mill funded with a GEFA loan
  - ▶ \$14 mill in water & sewer infrastructure
  - ▶ Natural gas - redundant line installed by Tri-Cities

# Net County Tax Revenues

- ▶ The Baxter tax abatement period is projected to start in 2018
  - ▶ 10-year phase in abatement on real and personal property
- ▶ During the first 10-years of the abatement period (2018 - 2028) the tax revenues projected to be received are \$60 million
  - ▶ \$21.2 Million to the Counties
  - ▶ \$31.6 million to the School Districts
  - ▶ \$7.2 million to payoff JDA debt and operating expenses

## Challenge

Substantial Upfront Expense  
Long-term Investment

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## Solution

Land the Big One!

- ▶ Total Expenses of JDA to date:
  - ▶ \$57 million
    - ▶ \$9.5 million paid out of counties' pockets
    - ▶ \$47.5 paid from:
      - ▶ Grants, loans, land sales, timber sales, line of credit, tax revenues
  - ▶ \$7.37 in outstanding debts
- ▶ By 2028 the JDA could be debt-free and the counties and schools will receive \$52.8 million in net revenues based on tax revenues from ONE project
- ▶ 30-year return on investment is 425%
  - ▶ \$12.5 mill total out of pocket investment anticipated
  - ▶ \$52.8 mill return

END