

Chapter 3: Economic Development

Introduction

Economic development, defined by the International Economic Development Council, is:

“The process of creating wealth through the mobilization of human, capital, physical and natural resources to generate marketable goods and services. The economic developer’s role is to influence the process for the benefit of the community through expanding job opportunities and the tax base.”

Or simply put, it is the process of creating and maintaining a stable local economy. A key element of economic development, not mentioned within the definition, is the long-term requirement of maintaining the stability of the economy. It is not an overnight, nor a static process. The local economy must be diverse and capable of adapting to changes in regional, national and international markets.

Purpose

This element provides local government with an inventory and assessment of the town’s economic base, labor force characteristics, local economic development resources, and a framework to promote change within the local economy. The inventory identifies trends and characteristics of the local labor force, the economic base of the community, and local economic development programs, tools and resources. The assessment determines the adequacy of the local economy and identifies areas of strength and weakness for the local government to address in implementing its strategy.

There is a deficiency of data at the municipal level, and many datasets are derived from county level information.

Many forces affecting Braselton’s economy are beyond the control of the local government. However, there are factors that the local government can affect and manage to direct the town towards its economic goals. This element examines the evolution of the local economy over the past decade and addresses the town’s strategy to develop a sustainable economic environment that achieves the following overall goals:

- Business Retention
- Downtown Revitalization
- Increase in Tax Revenue
- Minimize the Outward Flow of Commuting Patterns

Organization

The outline of this element follows the minimum planning standards set forth by the Georgia Department of Community Affairs. The first section examines the economic base of the county and discusses employment and earnings by sector, average weekly wages, derivation of personal income, and major and unique economic activities that have occurred in the county since the previous plan update. Data is derived from census records, State Department of Labor, the Town of Braselton, and Woods and Poole Economics, Inc. forecasts.

The second section provides an inventory of the local labor force identifying occupational statistics, employment status, unemployment rates, and commuting patterns. Data sources include census records and State Department of Labor reports.

The third section inventories all local economic development resources including agencies, programs and tools that help facilitate economic development throughout the county. This information has been obtained from the Northeast Georgia Regional Development Center (NEGRDC) and the Town of Braselton.

The fourth section discusses potential constraints within the county that may affect the implementation of the county's economic development strategies. Each of these issues are discussed in terms of the impediments they pose on the town's ability to implement the plan.

The final section is a description of the needs and goals identified by the town and the policy measures required to achieve those goals. It also presents an assessment of the existing economy analyzing the economic base, labor force and economic development programs. The analysis captures the town's strengths and weaknesses and presents a strategy for achieving and maintaining economic stability.

Economic Base

A community's economic base refers to two main economic sectors of a community and their ability to serve non-local (referred to as the basic sector) and local (referred to as the non-basic sector) markets. The sectors are linked in two ways. First, the basic sector purchases goods and services directly from the non-basic sector. Second, basic sector employees purchase goods and services from the non-basic sector.

Conventional economic base theory discusses the notion of a multiplier effect. It theorizes that an increase in basic industry income generates an increase in total income for the community because of the extensive linkages between the basic and non-basic sectors. Using this theory, the industries most crucial to economic growth and stability are those that produce goods and services sold outside the community.

This section inventories both the basic and non-basic sectors of the Braselton economy. The inventory includes information on employment and earnings, wages, personal income, and major and unique economic activities. Further analysis is provided in the last section, Needs, Goals, and Local Assessment.

Notes:

- All census data referring to employment represents the employment status of Braselton residents.
- Information contained in the Economic Analysis section represents all employment located in Braselton.
- Forecasts were done on five-year intervals beginning with 2000 census data and extending outwards to 2023.

Employment and Earnings

Sector Employment

Much of the following analysis refers to the term "sector". The federal government classifies local industries and businesses into nine major industrial sectors as follows:

- Farm/Forestry/Fishing/Hunting/Mining
- Construction
- Manufacturing
- Transportation, Communication, Public Utilities
- Wholesale Trade
- Retail Trade
- Finance, Insurance, Real Estate
- Services
- Government

Each sector is a compilation of the full range of economic activities relating to that sector, as defined by the North American Industrial Classification System (NAICS formerly the Standard Industrial Classification System, or SIC).

The nature of Braselton's economy has changed drastically over the past century. The first store was established in Braselton in 1887 by the youngest of the Braselton brothers. Much of the early commercial activity in the town was associated with the completion of the Gainesville/Jefferson/Social Circle railroad, which ran through Braselton, in 1882.

The town's main economic role in the late 1800's and into the beginning of the twentieth century was as a market and shipping point for agricultural products, primarily cotton. There were agricultural fields both within, and surrounding the town, as well as one of the earliest operating roller mills in northeast Georgia, and a Cotton Gin constructed in the early 1920's. As Braselton's regional prominence grew, due mainly to its location along the railroad as well as the marketing and salesmanship of the Braselton brothers, it served as an economic center for parts of Jackson, Barrow, and Hall counties.

As cotton production began to decrease in importance during the late 1930's Braselton's economy shifted from an agricultural business center to a regional shopping center. As a mid-point between Gainesville and Winder, the town experienced an increase in commercial traffic traveling through town. Braselton became a convenient shipping and mercantile center for produce and goods.

The advent of the large regional shopping malls initiated the decline of the town's commercial significance. The concentration of historic commercial and industrial structures in the downtown core, illustrate the once prominent economic role that the town served.

Refer to Table and Figure 1 for numerical data on Braselton's employment totals and to Table and Figure 2 for state employment totals.

Farm/Forestry/Fishing/Hunting/Mining

The farming sector can be defined as: *"all establishments such as farms, orchards, greenhouses, and nurseries primarily engaged in the production of crops, plants, vines, trees (excluding forestry operations), and specialties such as sod, bulbs, and flower seed. It also includes all establishments such as ranches, dairies, feedlots, egg production facilities, and poultry hatcheries primarily engaged in the keeping, grazing or feeding of cattle, hogs, sheep, goats, poultry of all kinds, and special animals such as horses, bees, pets and fish in captivity."* Woods and Poole Economics, Inc.

The Forestry/Fishing/Hunting sectors can be defined as: *"establishments primarily engaged in performing soil preparation, crop services, veterinary services, farm labor and management, and horticultural services. Forestry includes establishments engaged in the operation of timber tracts, tree farms, forest nurseries, and related activities such as reforestation. Fisheries include commercial fishing (including shellfish) and commercial hunting and trapping."* Woods and Poole Economics, Inc.

The Mining sector can be defined as: *"establishments primarily engaged in the extraction, exploration, and development of coal, oil, natural gas, metallic minerals (such as iron and copper), and nonmetallic minerals (such as stone and sand). Mining does not include refining, crushing, or otherwise preparing mining products; this activity is classified as manufacturing."* Woods and Poole Economics, Inc.

As previously mentioned, Braselton's agricultural prominence began to wane in the mid-1900's. Residential development, associated with the 1990's, has all but eliminated agricultural land within the town's boundary. By 1990 local employment in these industries represented only 8.8% of total employment. This figure decreased further in 2000, representing only 1.1% of the local labor force.

Construction

The construction sector is defined as: *"establishments engaged in building new structures and roads, alterations, additions, reconstruction, installation, and repairs. It includes general contractors engaged in building residential and non-residential structures; contractors engaged in heavy construction, such as bridges, roads, tunnels, and pipelines; and special trade construction, such as plumbing, electrical work, masonry, and carpentry. Employment is counted at the fixed place of business where establishment-type records are maintained and not at the job site."*

Establishments engaged in managing construction projects are classified under services. Establishments engaged in selling and installations of construction material are generally classified under trade, except for materials such as installed elevators and sprinkler system. The installation of pre-fabricated building materials is included in construction.” Woods and Poole Economics, Inc.

Construction activity is generally cyclical and dependent on a variety of external variables such as, interest rates and housing demand. Also a factor is the increased mobility and specialization of construction companies, enabling them to compete in an expanded market. While the town saw an overall increase in construction employment from 14 in 1990 to 26 in 2000, the overall employment percentage decreased from 8.8% to 4.8%.

Manufacturing

The manufacturing sector can be defined as: *“establishments engaged in the mechanical or chemical transformation of materials or substances into new products. Included in manufacturing are establishments engaged in assembling component parts in or associated with structures, and those engaged in blending materials such as lubricating oils or liquor. Broadly defined, manufacturing industries include: food processing,; tobacco products; textile mill products; apparel; wood products; furniture; paper; printing and publishing; chemicals; petroleum refining; rubber and plastics; leather, aluminum; machinery, including computers, office equipment, and engines; electronics and electrical equipment; transportation equipment; instruments; and miscellaneous industries, such as jewelry, musical instruments, and toys.” Woods and Poole Economics, Inc.*

The manufacturing sector was the largest employer in Braselton in 1990. Over the past 10 years employment levels have consistently declined as the economy has shifted away from the traditional manufacturing industries. The 1990 employment figures reported that 55 employees were engaged in manufacturing activity, or 34.6%. The 2000 numbers report a greater number employed in the sector, 92, but this number now represents only 17.1% of the total

Transportation, Communication, Public Utilities

The transportation, communication, public utilities sector can be defined as: *“establishments providing, to the general public or to other business enterprises, passenger and freight transportation, communications services, or electricity, gas, steam, water, or sanitary services, and all establishments of the Postal Service.” Woods and Poole Economics, Inc.*

This sector has increased slightly since 1990 and currently employs 34 persons, or 6.3% of all employees. As public utilities expand to serve the increased population and Braselton continues to increase its available warehousing space this sector should continue to grow.

Wholesale Trade

The wholesale trade sector can be defined as: *“establishments primarily engaged in selling merchandise to retailers, industry, other wholesalers or brokers. The merchandise sold by wholesalers includes all goods used by institutions such as schools and hospitals, as well as virtually all goods sold at the retail level. The three main types of wholesalers are merchant wholesalers; sales branches of manufacturing, mining, or farm companies; and agents, merchandise or commodity brokers, and commission merchants.” Woods and Poole Economics, Inc.*

Wholesale trade employment figures represented the second largest increase of all industrial sectors. The location along the Interstate 85 corridor, and the proximity to the metro Atlanta market has made Braselton an attractive destination. Employment totals increased from 3, representing 1.9%, in 1990 to 56, representing 10.4% in 2000.

Retail Trade

The retail trade sector can be defined as: *“establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of goods. Buying goods for resale to the consumer is a characteristic of retail trade establishments that distinguishes them from agricultural and extractive industries. Retail*

establishments include hardware stores, garden supply stores, and mobile home dealers; department stores; food stores, including supermarkets, convenience stores, butchers, bakeries, and fruit stands; automobile dealers; gasoline service stations; apparel and accessory stores; furniture and home furnishing stores, including electronics and home appliances; eating and drinking places.” Woods and Poole Economics, Inc.

The level of retail activity has increased significantly over the past ten years, keeping pace with the rapid population growth. However, this has not translated to an equal increase in retail employment in the town. In 2000 retail trade represented the third largest employment sector in the town, employing 79 persons. While this represents over double the number of employed residents in 1990, 29, the overall percentage decreased from 18.2% in 1990 to 14.7% in 2000.

Much of this will be discussed later in this chapter, as well as subsequent chapters, but can be generally explained by the fact that lower wage retail employees have a tendency to occupy multi-family housing units, or moderately priced single-family homes, which are not in abundance within the town limits.

Finance, Insurance, Real Estate (FIRE)

The FIRE sector can be defined as: *“establishments, depository institutions, such as commercial banks, savings and loans, and foreign banks; credit institutions; holding companies not engaged in operation; investment companies; brokers and dealers in securities and commodity contracts; security and commodity exchanges; carriers of all types of insurance; insurance agents and insurance brokers; real estate operators including operators of nonresidential facilities, apartments, other residential properties, mobile home parks and railroad properties; real estate agents and managers; title offices; and developers not engaged in construction.” Woods and Poole Economics, Inc.*

The FIRE sector has increased from 11 employees in 1990, representing 6.9%, to 55 employees reported in 2000, representing 10.2%.

Services

The service sector can be defined as: *“establishments primarily engaged in providing services for individuals, businesses, governments, and other organizations. Service industries include: hotel and other lodging places; personal services; business services; automobile repair and automobile services; entertainment services; health services; legal services; education services; social services provided in privately owned establishments; private museums and zoos; membership organizations; professional services, and public relations; and private household employment.” Woods and Poole Economics, Inc.*

Braselton’s economy has reacted as many others around the nation with employment patterns shifting from the manufacturing to the services sector. In 2000 services represented the largest employment sector with 168, representing 31.1%, compared with 20, representing 12.6%, in 1990.

Public Administration

The public administration sector can be defined as: *“all government workers regardless of their establishment classification includes executive offices and legislative bodies; courts; public order and safety; correctional institutions; taxation; administration and delivery of human resource programs such as health, education and public assistance services; housing and urban development programs; environmental programs; regulators, including air traffic controllers and public service commissions; and other government agencies.” Woods and Poole Economics, Inc.*

The population increase in Braselton has resulted in a corresponding increase in government employees needed to adequately serve the local constituents. Employment increased from 4, representing 2.5%, in 1990 to 23, representing 4.3%, in 2000.

**Table 1
Town of Braselton Employment by Sector 1990-2023**

Category	1990	1995	2000	2005	2010	2015	2023
Total	159	222	539	1,007	1,967	3,298	4,627
Farm/Forestry/Fishing/Hunting/Mining	14	20	6	9	10	10	14
Construction	14	20	26	48	98	165	231
Manufacturing	55	77	92	172	256	429	602
TCU	9	13	34	64	118	198	278
Wholesale Trade	3	4	56	105	275	478	671
Retail Trade	29	40	79	148	295	495	694
FIRE	11	15	55	103	157	264	370
Services	20	28	168	314	649	1,088	1,527
Government	4	6	23	43	98	165	231

Source: U.S. Bureau of the Census; NEGRDC Calculations

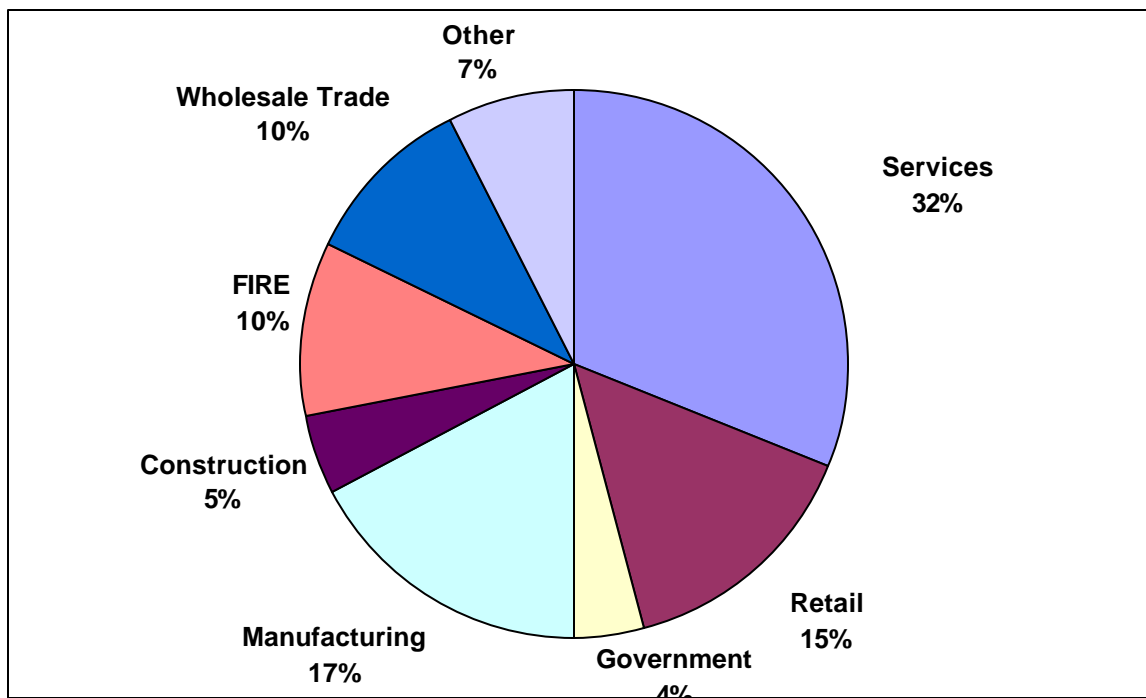
*TCU refers to the Transportation/Warehousing, Communication/Information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

*Forecast numbers are based on existing employment percentage shares for each of the sectors and computed multiplying average employees per household by number of households illustrated in Chapter 5.

**Figure1
Town of Braselton 2000 Employment by Sector (%)**



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining, and Transportation, Communication, and Public Utilities Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

Table 2
Georgia Employment by Sector 1990-2025 (X 100)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	36,906	42,293	48,405	52,391	56,257	60,121	63,898	67,512
Farm/Forestry/Fishing/ Hunting/Mining	1,164	1,129	1,361	1,397	1,432	1,468	1,505	1,540
Construction	2,123	2,361	2,835	3,020	3,181	3,329	3,472	3,613
Manufacturing	5,725	6,034	6,156	6,299	6,429	6,537	6,614	6,659
TCU	2,163	2,419	2,893	3,162	3,405	3,626	3,815	3,965
Wholesale Trade	2,282	2,425	2,835	3,100	3,347	3,594	3,835	4,064
Retail Trade	6,066	7,249	8,147	8,797	9,430	10,047	10,631	11,165
FIRE	2,449	2,692	3,208	3,457	3,694	3,921	4,131	4,316
Services	8,766	11,254	13,979	15,706	17,441	19,260	21,129	23,010
Federal Civilian Government	1,030	983	927	924	925	928	931	936
Federal Military Government	907	947	948	947	946	945	945	944
State and Local Government	4,230	4,699	5,116	5,581	6,027	6,464	6,890	7,300

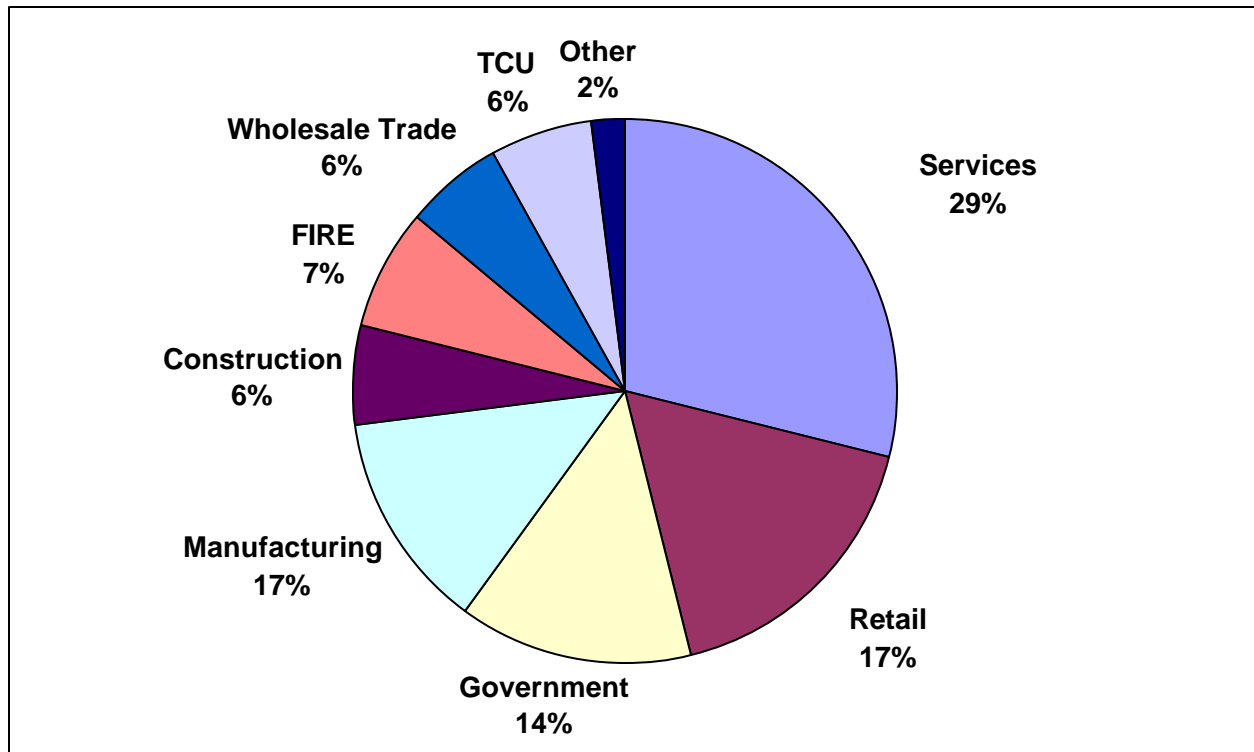
Source: Woods & Poole Economics, Inc.

*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and other services.

Figure 2
Georgia 2000 Employment by Sector (%)



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

The most striking differences between state and local employment percentages relate to the government, services, and wholesale trade. Because Braselton is a relatively small town it does not have the same level of government services illustrated within the state figures. Also the lack of federal and state government offices within the town contribute to the low percentage.

The difference in the service sector illustrates its importance in Braselton’s labor force. The highly educated and mobile labor force is increasingly employed in professional service occupations, generally paying above average wages.

The contrast in percentages for the wholesale trade sector is better defined by Braselton’s location along the Interstate 85 corridor in proximity to Gwinnett County, the state’s largest wholesale trade distribution center.

Sector Earnings

Earnings represent the total of wages, salaries and other earned income paid to employees of businesses and industries in a given geographic area. This section examines trends in sector earnings for both the town and state, and forecasts earnings for each sector through the year 2025. Refer to Table and Figure 3 for town earnings and Table and Figure 4 for state data.

Since 1990 the total earnings reported by local industries and businesses in Braselton has grown by 338% from \$3.55 million in 1990 to \$15.6 million in 2000 (dollar figures are reported in 2000 constant dollars). This figure is greater than the 238% increase in total employment over the same time period. On average, Braselton employees are earning higher wages today than they were in 1990.

The two leading sectors in earnings percentage for the county are the manufacturing (\$2.8 million) and services (\$4.5 million). The two combined represent 47% of the total earnings. Both sectors are expected to continue providing the majority of earnings, however the reliance on manufacturing earnings should decrease slightly as the services sector continues to expand within the town.

Overall, the town reflects similar percentages as the state based in large part because of the high percentage of educated workers residing in Braselton. The higher percentage of earnings reflected in the government sector for the state is a result of the lack of state and federal government offices in Braselton.

There was no readily available municipal data to determine overall earnings. To determine these figures, employment was derived in each of the four counties (Barrow, Gwinnett, Hall, and Jackson) and multiplied by the average weekly wage for each sector within each of the counties to aggregate the municipal earnings.

Table 3
Town of Braselton Earnings by Sector 1990-2023 (X 1,000)

Category	1990	1995	2000	2005	2010	2015	2023
Total	3,555	5,662	15,589	29,120	56,083	94,517	132,590
Farm/Forestry/Fishing/Hunting/Mining	230	213	116	174	193	193	271
Construction	325	528	780	1,440	2,940	4,950	6,930
Manufacturing	1,694	2,759	2,788	5,212	7,758	13,001	18,243
TCU	208	339	1,260	2,372	4,373	7,338	10,302
Wholesale Trade	60	98	1,796	3,368	8,820	15,330	21,520
Retail Trade	411	670	1,391	2,606	5,194	8,716	12,220
FIRE	243	395	2,256	4,225	6,440	10,829	15,177
Services	329	535	4,526	8,459	17,484	29,311	41,138
Government	55	125	676	1,264	2,880	4,850	6,789

Source: Calculations by NEGRDC

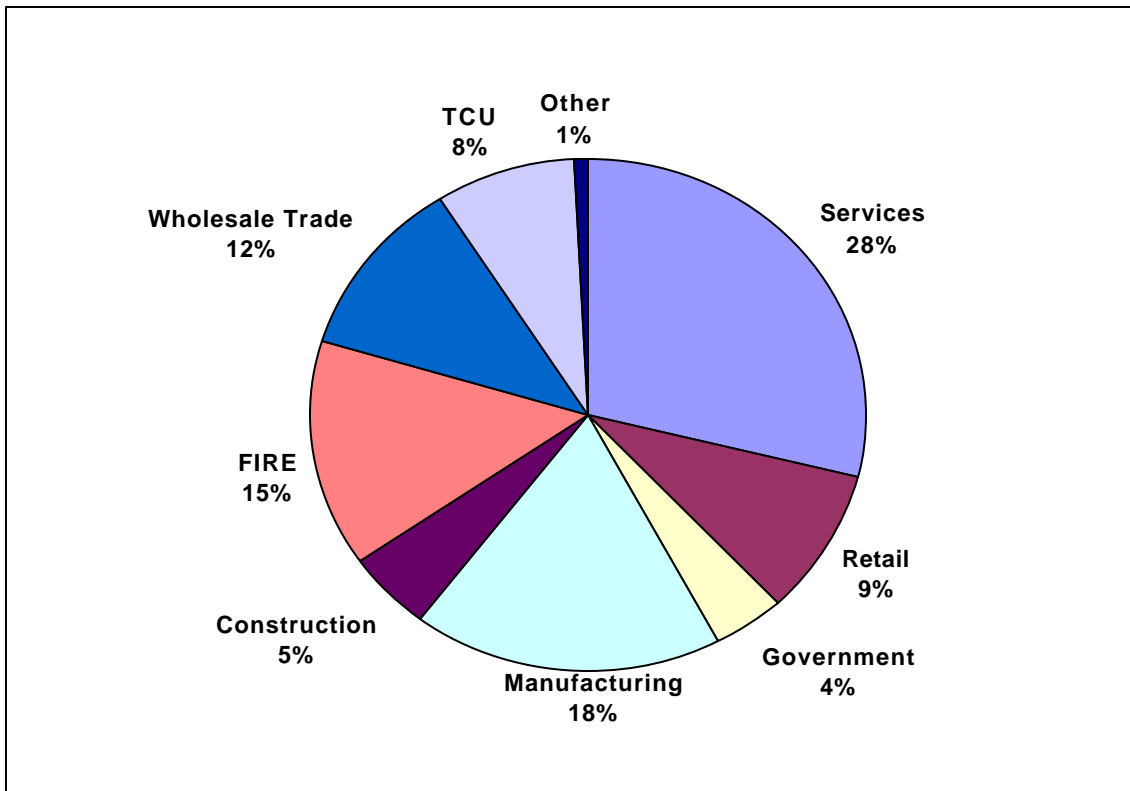
*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

*Totals are derived by multiplying average earnings per employee by the forecasted number of employees per sector.

**Figure 3
Town of Braselton 2000 Earnings by Sector (%)**



*Other refers to earnings from the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

**Table 4
Georgia Earnings by Sector 1990-2025 (X 100,000)**

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total	102,642	123,514	157,037	178,093	199,848	222,606	245,945	269,434
Farm/Forestry/Fishing Hunting/Mining	2,240	2,754	2,846	3,123	3,413	3,719	4,039	4,369
Construction	5,975	6,661	8,829	9,693	10,490	11,253	11,997	12,728
Manufacturing	17,974	20,801	23,821	25,923	28,002	29,978	31,782	33,368
TCU	8,981	11,644	15,095	17,259	19,388	21,490	23,473	25,358
Wholesale Trade	9,091	10,085	13,433	15,109	16,737	18,399	20,049	21,651
Retail Trade	9,414	11,217	13,631	15,087	16,557	18,031	19,472	20,843
FIRE	6,601	8,476	13,360	14,277	16,258	18,271	20,247	22,117
Services	22,532	30,045	42,216	50,430	59,371	69,323	80,183	91,809
Federal Civilian Government	4,781	5,147	5,322	5,498	5,670	5,915	6,139	6,372
Federal Military Government	2,765	3,080	3,305	3,452	3,602	3,755	3,912	4,071
State and Local Government	12,287	13,603	16,179	18,243	20,332	22,473	34,651	26,846

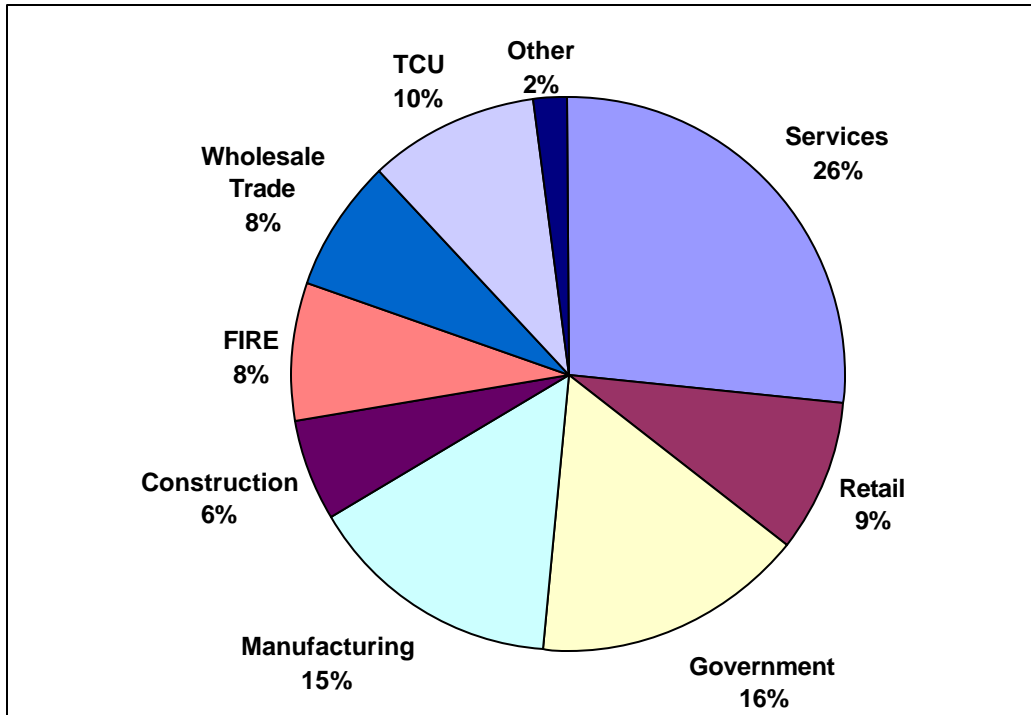
Source: Woods & Poole Economics, Inc.

*TCU refers to the Transportation/warehousing, Communication/information, and Public Utilities sectors.

*FIRE refers to the Finance, Insurance, and Real Estate sector.

*Services aggregates the Professional, scientific, management, administrative, and waste management services; Educational, health and social services; Arts, entertainment, recreation, accommodation, and food services; and Other services.

**Figure 4
Georgia 2000 Earnings by Sector (%)**



*Other combines employment figures of the Farm/Forestry/Fishing/Hunting and Mining Sectors.

*Government includes Federal Civilian, Federal Military, and State and Local levels of government.

Average Weekly Wages

Another variable to consider when analyzing the local economy is the average weekly wage paid by industrial sector. Since 1990 the average weekly wage for all industries in Braselton increased by 43.6%, or an average of \$18.30 per year, to \$602.00. During the same time frame the state average weekly wage increased by 55%, or \$23.40 per year, to \$658.00. See Table 5 for a detailed state and town comparison.

The overall percentage increase in the town compares favorably with the state increase. However on average local wages are below state averages. The largest discrepancies in actual wages are in the wholesale trade, FIRE, and TCU sectors. Braselton is comparable in actual wages in the construction, manufacturing, and retail trade sectors.

Of note is that the largest employment sector, services, represents a relatively stable average weekly wage paid to their employees. Although the town has a high number of employees in lower paying service occupations, such as hotel and accommodations, the high education levels of the local workforce have led to higher average weekly wages than Jackson and Barrow county averages.

**Table 5
State and Town Comparison
Of Average Weekly Wages by Sector**

Category	Town			State		
	1990	1995	2000	1990	1995	2000
All Industries	419	489	602	424	509	658
Agricultural Services	316	369	410	276	322	403
Mining			-	589	734	879
Construction	446	520	620	434	508	655
Manufacturing	592	691	751	450	555	721
TCU	445	519	747	603	737	949
Wholesale Trade	384	448	707	603	729	988
Retail Trade	273	318	355	236	275	350
FIRE	424	494	735	544	693	967
Services	316	369	523	414	501	657
Government	266	431	567	460	533	661
Federal	-	-	-	543	666	847
State	-	-	-	451	493	588
Local	-	-	-	387	440	549

Source: U.S. Bureau of Labor Statistics

There were no readily available datasets at the municipal level and average weekly wages were determined from Braselton’s aggregate earnings and employment figures for each of the major industrial sectors.

Sources of Personal Income

Sources of personal income are indicators of how a community obtains its wealth. Table 6 and Figure 5 illustrate actual and percentage income figures respectively. Table 7 and Figure 6 chart the same information for the state.

There are five categories used to analyze the sources of personal income. These categories are defined as followed:

1. **Wage and Salary:** Total income earned as compensation for working or rendering services;
2. **Other Labor Income:** Total employer contributions to private pension or worker’s compensation funds;
3. **Proprietor’s Income:** Measures total profits earned from partnerships and proprietorships;
4. **Dividends, Investment, Rent and Interest Income (DIRI):** Total income derived from investments and rental property; and
5. **Transfer Payments:** Total income from payments by the government under a variety of different programs including, Social Security, Unemployment Insurance, Food Stamps, Veterans Benefits, to name a few.

Associated with these categories is a category termed **Residence Adjustment Income (RAI)** that relates to the total income within the community. It is a measure of the personal income of local residents earned outside of the community. A positive number indicates that the amount of income earned outside the county by residents is greater than the amount of income earned inside the county by non-residents. Simply put, there are more people commuting out of the community to work than there are commuting in.

This number is reflected in Table 7 and represents a very small percentage of the total state income due to the fact that the majority of state residents work within the state borders. As urbanized areas continue to expand RAI should

expand because of proximities to urban markets outside the state that are not currently within feasible commuting distances.

There is not an RAI figure that relates to Braselton because of insufficient data at the municipal level. However, because of the number of highly educated residents that are commuting outside of the community to work on a daily basis this number can be reasonably expected to represent the greatest portion of the total earnings. Because of the lack of available data all earnings are reported without an RAI factor.

Table 6
Braselton Total Personal Income by Type (X 1,000)

Category	1990	1995	2000	2005	2010	2015	2023
Total Income	5,966	7,357	43,151	85,185	166,410	279,009	391,506
Wage and Salary	3,809	4,698	30,640	60,487	118,162	198,114	277,994
Other	738	544	1,970	3,889	7,597	12,737	17,873
Proprietor's	99	1,220	3,625	7,156	13,980	23,439	32,889
DIRI	298	367	5,549	10,954	21,398	35,877	50,343
Transfer Payments	564	528	1,367	2,699	5,273	8,841	12,406

Source: U.S. Bureau of the Census; NEGRDC Calculations

*DIRI: Dividends, Investment, Rent, and Interest

*Categories do not add to the total because of the contributions paid to social insurance programs.

Figure 5
Braselton Percentage Personal Income by Type

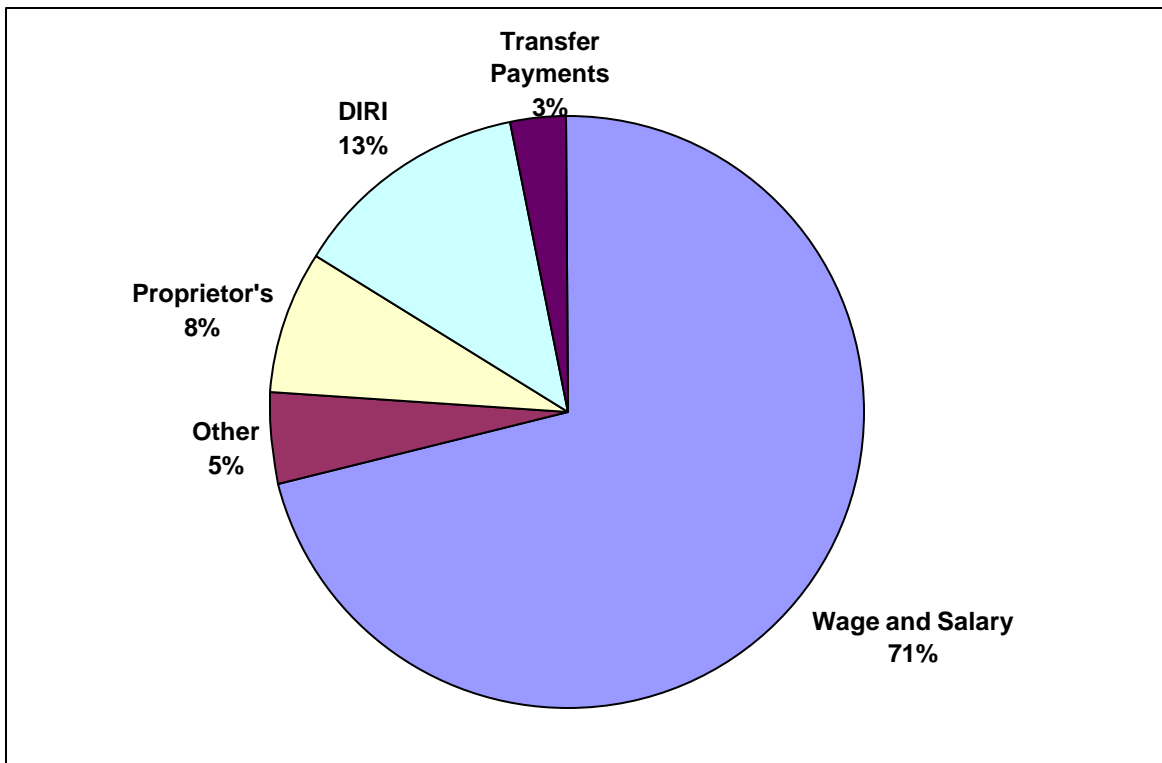


Table 7
Georgia Total Personal Income by Type (X 100,000)

Category	1990	1995	2000	2005	2010	2015	2020	2025
Total Income	134,782	163,230	203,905	231,841	261,193	292,236	324,550	357,693
Wage and Salary	81,356	96,423	124,507	141,630	159,337	177,925	197,065	216,414
Other	11,702	14,092	15,789	17,663	19,551	21,489	23,433	25,344
Proprietor's	9,584	12,999	16,741	18,800	20,960	23,193	25,447	27,675
DIRI	23,367	26,625	32,898	37,038	41,450	46,123	51,043	56,189
Transfer Payments	14,750	20,607	23,416	26,777	30,675	35,210	40,504	46,704
RAI	(136,775)	(245,276)	(331,309)	720,692	1,964,981	3,317,010	4,704,668	6,028,798

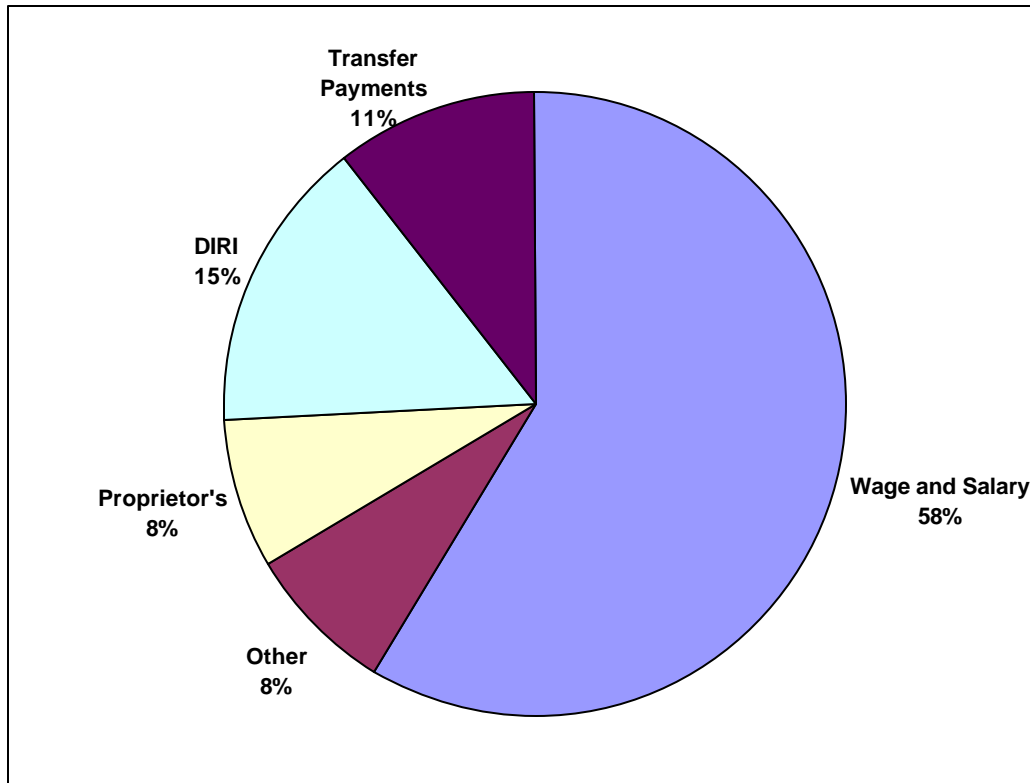
Source: Woods & Poole Economics, Inc.

*DIRI: Dividends, Investment, Rent, and Interest

*RAI: Residence Adjusted Income - *() reflects a negative number

*Categories do not add to the total because of the contributions paid to social insurance programs

Figure 6
Georgia Percentage Personal Income By Type



Major Economic Activities

Over 1,100 new jobs have been created in Braselton since 2000, and the town currently houses over 2,000 employment opportunities indicating its regional importance as an employment center.

Since the 1996 comprehensive plan there have been four major plant openings in Braselton producing a total of 863 new jobs. Year One, Inc. employs 160 people and produces restoration auto parts. King's Delight employs 238 people and is a poultry processing plant. Mayfield Dairy Farms, Inc. employs 195 people and is a dairy processing plant. Finally, Haverty Furniture Company, Inc. opened its North Georgia Distribution Center in Braselton and employs 270 people.

There have been several other business startups that have located in Braselton, including a Publix Supermarket, and a soon to open Kroger Supermarket.

Braselton currently has an abundance of developable industrially zoned land that will continue to attract businesses looking to establish themselves within a vibrant local economy.

Unique Activities

The tourism sector is often overlooked in economic development strategies; however, it can serve as a major stimulant to a local economy. The main purpose of promoting a local tourism industry is to generate revenue in the community through increased expenditures on goods and services by people outside of the community. In essence, it is an effort to attract consumers from outside the local economy to spend their money inside the local economy.

The emergence of Chateau Elan as a major tourist destination has provided Braselton with a steady stream of income generated by the tourism industry. It's geographic location, situated along Interstate 85 and within the Atlanta Metropolitan area, has made it accessible not only to north Georgia residents, but also to out of state tourists as well. The hotel estimates that a total of 550,000 people visit all of the amenities (hotel, winery, spa, convention center) annually, illustrating the local importance of the resort.

Braselton is home to the Panoz Auto Development Company, America's premier manufacturer of limited production, high performance automobiles. The company began in 1989, producing a small number of custom-built cars made to order to a select few clientele. By 1996 the factory went into full production of the hand-built automobiles. That same year the company created Panoz Motor Sports, and began work on cars built for auto racing.

Labor Force

Employment by Occupation

Table 8 depicts the percentage of total employment by occupational classification for the Census years 1990 and 2000 (1990 data is aggregated in select categories to account for the 2000 classification system). The table offers a comparison between Braselton, Georgia, and national figures related to occupational characteristics.

The trend in Braselton since 1990 has been a shift in employment from the manufacturing sector, and other "blue collar" jobs, to the service sector. This trend is mirrored on the state, as well as the national level. The high percentage of *Management, Professional and Related Occupations* in Braselton illustrate the high education levels of the workforce. As illustrated in the following table, the Braselton rates are nearly equal to both state and national averages.

Despite the large decrease in percentage share of the *Production, Transportation, and Material Moving Occupations* between 1990 and 2000, Braselton continues to maintain rates at or exceeding the state and national averages.

Braselton continues to house a healthy manufacturing economy and the location to the metro Atlanta labor market ensures Braselton residents access to a wide variety of occupations.

**Table 8
Employment by Occupation**

Occupation	Percentage of Total Employment					
	1990			2000		
	Braselton	Georgia	U.S.A.	Braselton	Georgia	U.S.A.
Management, professional, and related occupations	11.3	28.3	30.1	32.8	32.7	33.6
Service occupations	6.9	12.0	13.2	8.5	13.4	14.9
Sales and office occupations	36.5	28.3	28.1	35.3	26.8	26.7
Farming, fishing, and forestry occupations	4.4	2.2	2.5	0.2	0.6	0.7
Construction, extraction, and maintenance occupations	9.4	12.8	10.7	8.0	10.8	9.4
Production, transportation, and material moving occupations	31.4	16.5	15.4	15.2	15.7	14.6

Employment Status

Table 9 identifies the labor force participation rates for Braselton and compares them with state and national averages. The labor force identifies persons 16 years of age and older that are working or seeking work. The 2000 Census population of persons 16 years of age and older was 867 in Braselton, of which 544 were considered in the labor force. This figure represents a 220% increase over the 1990 labor force total.

Braselton is relatively equal to state and national averages for participation rates, although slightly lower in all categories. Nearly one-quarter of Braselton’s population is over the age of 55, accounting for the slight differences in labor force participation rates. Only the armed forces category is significantly lower than state and national rates due to the fact that there are no significant military installations in the town at the present time.

**Table 9
Labor Force Participation Rates**

	1990			2000		
	Braselton	Georgia	U.S.A.	Braselton	Georgia	U.S.A.
Total in labor force	56.3%	67.9%	65.3%	62.7%	66.1%	63.9%
Civilian labor force	56.3%	66.4%	64.4%	62.7%	65.0%	63.4%
Armed forces	-	1.5%	0.9%	-	1.1%	0.5%
Males in labor force	64.0%	76.6%	74.4%	69.3%	73.1%	70.7%
Females in labor force	50.0%	59.9%	56.8%	56.3%	59.4%	57.5%

Source: U.S. Bureau of the Census

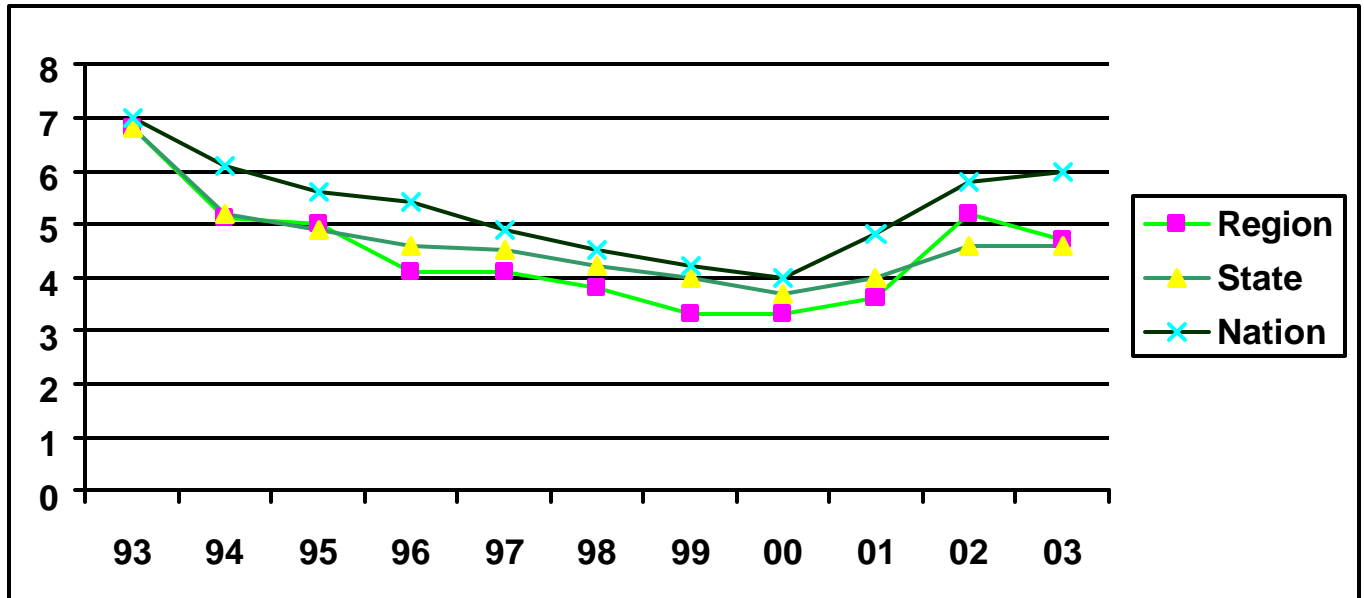
Unemployment Rates

According to the U.S. Bureau of the Census, Braselton had a 2000 unemployment rate of 0.6. Census data are the only available unemployment figures for municipalities under 25,000 population. Therefore, there are no relevant data for town unemployment rates and the table illustrates state, national, and northeast Georgia rates (comprising

Barrow, Clarke, Elbert, Greene, Jackson, Jasper, Madison, Morgan, Newton, Oconee, Oglethorpe, and Walton counties) for comparison.

Figure 7 illustrates the unemployment rates over the past ten years for the Northeast Georgia Region, Georgia and the nation.

Figure 7
Unemployment Rates



Source: U.S. Bureau of Labor Statistics

Over the past decade the region's unemployment level has remained below both state and national averages. A spike in 2002 illustrates the high unemployment rates experienced in a small number of counties that inflated the overall rate. Historically economists have considered an unemployment rate under five as meaning that virtually everyone in the area that is actively looking for work is able to find it. The abundance of employment opportunity within reasonable proximity to the Metro Atlanta and Athens areas combined with the region's aggressive recruitment of new employers provides Braselton residents with ample employment opportunity and choice. Such a low rate minimizes the community impacts associated with high unemployment rates including crime, poverty, stress, substance abuse, and domestic violence.

Commuting Patterns

Examining Braselton's commuting patterns illustrates the challenges that the town faces not only in economic development planning but also dealing with overall land use issues. The town is working to reverse the trend of outward commuters through the recruitment of industry that can take advantage of the local labor force's characteristics. Braselton not only deals with residents commuting out of the local economy for employment, but also experiences a mass inflow of daily commuters that fill the majority of the 2,071 jobs currently filled within the town.

**Table 10
Commuting Patterns to Work**

Commuting Category	1990	2000
Number of workers	149	535
Percent working in Braselton	26.8%	9.9%
Percent working outside Braselton	73.2%	90.1%
Mean travel time to work (minutes)	26.6	35.3
% of commuters traveling longer than 30 minutes to work	40.2	54.0
% of workers who worked at home	0.0	4.6
Total number of jobs in town	NA	2,071
Total number of residents employed in Braselton	NA	53
No vehicles available in household (as % of total households)	16.3	2.9
1 vehicle available in household	41.5	17.7
2 vehicles available in household	33.3	51.6
3+ vehicles available in household	8.8	27.9

Source: U.S. Bureau of the Census; Town of Braselton

During the period between census years the percentage of the local labor force commuting elsewhere has actually increased by 16.9%. During the same time period mean travel time to work increased by nearly nine minutes, further illustrated by the fact that 13.8% more daily commuters are traveling greater than thirty minutes to work.

Another indicator of commuting patterns is the jobs-housing balance. A healthy local economy that retains the majority of its workforce within its jurisdiction maintains a jobs-housing ratio of approximately 1.5 jobs per household. The overall ratio for Braselton is 4.94 jobs per household, well above the average, indicating Braselton is a regional employment center. If we solely examine the resident workforce increases between 1990 and 2000 in correlation with the housing data in Chapter 5, the data illustrates that the town is slightly below the 1.5 average ratio. However, the number of jobs generated by the town filled by the non-resident workforce, have led to the jobs-housing imbalance creating unfavorable traffic conditions as the majority of local jobs are filled by outside commuters.

The link between housing affordability and employment opportunities illustrates that lower-wage retail employees are unable to find adequate, affordable housing within the town. This contributes to the jobs-housing imbalance as lower level service and retail jobs must be filled by outside workers.

Another contributing factor is the accessibility of Braselton, located along a major interstate highway and connected to three state routes. This transportation network facilitates automobile access, allowing a mobile workforce to reside or commute elsewhere. The increased mobility of the workforce can be attributed to the increased female role in the workforce as well as the increase in vehicles available per household.

Local Economic Development Resources

Economic Development Agencies

The Jackson County Chamber of Commerce is a nonprofit organization that promotes the entire county, including each of the municipalities. It serves existing businesses through various volunteer committees, including community and economic development. Business membership dues and investment fund the Chamber’s activities, which include the promotion of various school education seminars and expanding business opportunities for members. The mission of the Chamber is to serve the needs of its membership and to advance the interest of economic development while enhancing the quality of life in Jackson County.

Several agencies are capable of providing economic assistance to Braselton. Georgia Power Company's Community Development Department offers Georgia communities development assistance in six program areas: research and information, business retention and expansion, leadership development, downtown revitalization, board governance, industrial location, and demographic and labor market analysis.

The Georgia Department of Industry, Trade and Tourism is another resource for industrial recruitment and tourism development. The University of Georgia Small Business Development Center (SBDC) in Athens provides management consulting for entrepreneurs and conducts marketing analyses and surveys designed to evaluate a community's economic development potential. The Institute of Community and Area Development (ICAD) offers technical assistance, training, and research services for local government community organizations.

Finally, the Northeast Georgia Regional Development Center (RDC) provides assistance in many community development areas. The RDC prepares local comprehensive plans, which includes economic development information for communities, and provides assistance through the administration of various financial grants. Additional services include the preparation of special economic development surveys and evaluations on how to improve, promote or reorganize a segment of the community. The RDC is actively involved in youth job training programs that are designed to employ residents and enhance job skills. The center also has a comprehensive network of elderly-related programs that address social, health and employment needs.

Economic Development Programs and Tools

Georgia Power Resource Center, located in downtown Atlanta, introduces prospective industries from other states and countries to the state's economic development resources. Georgia Power's database includes industrial parks and sites located throughout Georgia. The database can display photographs of a site or park and a list of its utility and infrastructure features. The Georgia 100 software is a computer program designed to meet the business needs of companies through geographic analysis. Georgia's SBDC's are equipped with the Georgia 100 program.

The town has initiated a Business Retention and Expansion Process to help determine the local business climate and how the local government can ensure the future vitality of the local economy.

Braselton has also initiated an application to the Georgia Department of Community Affairs for a Better Hometown designation to promote, preserve and revitalize the downtown core. Once approved, this will lead to the creation of a downtown development authority whose purpose is to conduct long range planning focused on revitalizing Braselton's historic central business district.

Braselton's existing, and future, transportation network (as discussed in Chapter 4) represents a locational advantage in terms of economic development opportunities. Access to interstate and state routes, combined with proximity to major urban markets, provides Braselton with a competitive advantage over other potential locations. Braselton also has a large portion of the town designated for economic development, minimizing any regulatory hurdles for economic expansion.

Educational and Training Opportunities

Braselton is located within four county public school systems offering a comprehensive education program from Pre-Kindergarten to Grade 12.

The Lanier Technical College is accredited by the Commission of the Council on Occupational Education. Lanier Tech offers a variety of programs of study tailored to meet the training needs of business and industry in Lanier Tech's eight county service area, which includes Barrow, Hall and Jackson. Lanier Tech has its main campus in Oakwood, in Hall County with satellite offices in Winder (Barrow County) and Cumming (Forsyth County).

Gwinnett Technical College is located in Lawrenceville and offers a wide range of educational opportunities. There are programs providing certificates, diplomas, associate degrees, as well as online courses in a variety of programs

of study. In addition to this the college offers continuing education programs, six adult education programs available free to Gwinnett County residents, and a variety of credit programs aimed at workforce development.

Georgia also has a unique manpower-training concept known as "Quick Start." The state designed this program to train workers for specific, clearly designed jobs in a new or expanding company. Employees learn new skills and receive the opportunity to earn higher pay. Additionally, the company realizes one of its primary goals: increase production with minimum expenditures of time and money.

When a company selects a plant site, the Director of Quick Start from Athens Area Technical Institute and the State Training Coordinator from the Department of Technical and Adult Education, consult with company officials. Together, they discuss the company's manpower needs, job requirements, and start-up schedule. Training coordinators develop a training plan and submit it to the company for approval. Training facilities are set up at Athens Tech or, if more suitable, on the plant site.

The local State Employment Agency in Athens will recruit, test, and screen applicants in accordance with company specifications. Costly recruitment hours are saved and only qualified applicants are referred to the company for final selection and enrollment. Once the company accepts an employee, the trainee begins an on-the-job training program. The trainee is able to contribute to the company but also sharpens his or her skills under the guidance of state-paid instructors.

There are a variety of higher education institutions operating in the vicinity of Braselton. Included are the University of Georgia, Georgia Institute of Technology, Georgia State University and a variety of Junior and Community Colleges located throughout the region.

The Northeast Georgia Regional Development Center (RDC) provides staff support for the regional Workforce Investment Board (WIB). The WIB is a group of appointed local business, industry and education representatives that focus on meeting the local business needs for skilled workers and the training, education and employment of local individuals.

Economic Development Issues Analysis

Prior to the initiation of the economic development planning process a survey was distributed to each member of the citizens advisory committee, as well as all elected officials and staff. They were directed to identify, from a list of twenty, those issues that most affected the town's ability to generate successful economic development. The following is a summary of those issues that represented the greatest number of responses.

Timing and Location of Infrastructure

Timing and location of infrastructure expansion are a major issue in economic development. The main issues of concern, for economic development purposes, are infrastructure capacities for water and sewer. To fully promote the town for economic development purposes, infrastructure expansion is necessary to attract new, and facilitate the expansion of existing, business. The town must continue to direct development, including population and employment growth, to those areas that can be served most efficiently, maximizing on existing capacities and infrastructure.

Historic Preservation

Residents believe strongly in preserving the heritage and historic character of the town. The town is not only rich in its local history, but also in historic structures. In order to accomplish many of the town's economic development goals, historic preservation must be a key component. Ensuring the preservation and revitalization of historic areas of the town will facilitate the process of invigorating the local economy than destroying them will.

Downtown Development

This issue is directly tied to historic preservation, as the town's historic district is located in the traditional downtown core. Revitalizing the downtown is important to residents and can help to foster a greater sense of community. Restoring the central business district to its more traditional role, as a regional employment and shopping center, helps to balance the growth of the town and build additional economic development resources for the local economy.

Transportation

The town has experienced a period of unprecedented growth, which should continue throughout the planning horizon of this document. As development continues along major roadways, congestion mitigation needs to be addressed at the earliest possible stages to minimize the overall impacts on the transportation network. As a component of this, alternative transportation issues need also be addressed to increase the level of bicycle and pedestrian activity throughout the town.

Education

The local workforce has evolved tremendously between the 1990 and 2000 Census years, with the percentage of the population twenty-five or over with a bachelor's degree or higher increasing from 5.8% in 1990 to 26.3% in 2000. Concurrently, the percentage of the population that were high school graduates or higher increased from 48.2% in 1990 to 84.4% in 2000. The overall education levels of the local workforce has increased dramatically and it is imperative that the local school systems are capable of providing similar results to an increasing population that will place greater demands on the public education system.

Natural Resource Limitations

In order to maintain and expand infrastructure capacities it is imperative that natural resource limitations be examined and closely monitored. Of particular importance are the source and supply of potable water and the pollution levels created from wastewater discharge. Economic development must not be allowed to occur at the expense of the natural environment.

Other Issues

These issues appeared on a number of surveys, though not as prominently as the aforementioned.

- 1. Economic Role:** The town should be selective in attracting economic development; focusing on the town's strengths and promoting those industries that benefit the community and improve the quality of life.
- 2. Redevelopment:** Because of the age and deterioration of certain areas of the historic district, historically sensitive redevelopment efforts must occur to fully revitalize historic downtown.
- 3. Local Jobs:** In order to improve commuting patterns the town must direct its economic development efforts towards attracting employment opportunities that best match the skills of the local labor force, and attracting new residents that match the requirements of the local jobs.

Needs, Goals, and Local Assessment

Economic Base Assessment

The economic base inventory, presented previously, provides an overview of the town's economic makeup. The assessment attempts to look at some of the underlying factors that have led to the existing conditions of the local economy and identify strategies for improving them. Table 11 presents the location quotient analysis for each of the major industry sectors of the local economy. In order to get a closer look at the existing specialization of the economy it is important to refine the search beyond major industrial sectors and look at sub-categories within each

of those sectors. It is also important to note that this analysis looks at the local economy as a whole and deals with all local jobs as opposed to looking solely at employment characteristics of the local workforce.

As mentioned previously, economic base theory's guiding principle is that all economic activity can be classified as either basic (export oriented) or non-basic (local serving). Based on this principle, the theory further states that an area's economic stability is dependent on outside demand for locally produced goods and services. The location quotient analysis attempts to identify the basic sectors of the town and in which of those sectors the county enjoys a competitive advantage over other local economies.

Industries with location quotients greater than 1.25 indicate relatively high production of a good or service and are categorized as basic industries that help to support the economy as a whole. Conversely, those industries with location quotients less than 0.75 indicate sectors that are not meeting local needs. A location quotient between 0.75 and 1.25 are generally considered self-sufficient.

The analysis reveals eleven sub-sectors with location quotients significantly above 1.25, indicating that these areas are relative strengths of the local economy. Of the major industrial sectors, the largest location quotients are found in the wholesale trade (Haverty's Distribution Center) and manufacturing sectors (Mayfield, King's Delight Poultry Processing, Panoz Auto Development). Within the services major industrial sector the accommodation services sub-sector had the second largest location quotient of all sub-sectors, illustrating the importance of the Chateau Elan resort within the local economy.

The analysis also revealed sixteen sectors with location quotients under 0.75, indicating that these sectors may not be meeting local needs. It is difficult to gauge the relevance of these statistics because of the relatively small economy that Braselton represents. The larger numbers indicate that certain sectors are succeeding at greater rates in Braselton than in other areas of the state. Whereas, the smaller numbers may simply mean that there is not a large enough population yet to fully support those sectors. Areas that may provide some insight are the retail and service sector, as these should have location quotients that, at a minimum, are approaching 0.75-1.25. The low figures associated with the sub-sectors may reveal potential gaps in the local economy.

Table 11
Braselton Location Quotient Analysis
Source: U.S. Census Bureau 1999 County Business Patterns

Major Industrial Sector	NAICS Code	Sector	Town Employment	State Employment	Town L.Q.
Agricultural Services	11	Totals	0	9273	-
Mining	21	Totals	0	6598	-
Construction	23	Totals	35	202322	0.29
	233	Building, developing, general contracting	11	50542	0.37
	235	Special trade contractors	24	120805	0.33
Manufacturing	31-33	Totals	607	518063	1.97
	311	Food manufacturing	457	61050	12.59
	332	Fabricated metal product manufacturing	32	33163	1.62
	336	Transportation equipment manufacturing	117	48548	4.05
	337	Furniture and related product manufacturing	1	14496	0.12
TCU	22, 48-49, 51	Totals	75	296793	0.43
	22	Utilities	0	23373	-
	48-49	Transportation and warehousing	67	134055	0.84
	51	Information	8	139365	0.10
Wholesale Trade	42	Totals	320	198709	2.71
	421	Durable goods	320	126897	4.24
Retail Trade	44-45	Totals	380	464368	1.38
	441	Motor vehicle and parts dealers	161	58129	4.66
	443	Electronics and appliance stores	3	13859	0.36
	444	Building material, garden equipment dealers	55	43422	2.13
	445	Food and beverage stores	88	98455	1.50
	447	Gasoline stations	51	30929	2.77
	448	Clothing and clothing accessory stores	3	43403	0.12
	451	Sporting goods, hobby, book, and music stores	2	14995	0.22
	453	Miscellaneous retail stores	17	23700	1.21
FIRE	52, 53	Totals	37	222659	0.28
	52	Finance and insurance	10	163910	0.10
	522	Credit intermediation and related activities	10	79856	0.21
	53	Real estate, rental and leasing	27	58749	0.77
	531	Real estate	27	35363	1.28
Services	54-56, 61-62, 71-72, 81, 95	Totals	617	1511865	0.69
	54	Professional, scientific and technical	19	202537	0.16
	55	Management of companies and enterprises	8	97083	0.14
	56	Administrative, support, waste management and remediation	4	330441	0.02
	61	Educational services	0	63775	-
	62	Health care and social assistance	18	341987	0.09
	621	Ambulatory health care services	18	115485	0.26
	71	Arts, entertainment and recreation	53	35602	2.50
	72	Accommodation and food services	415	295906	2.36
	721	Accommodation services	324	45065	12.09
	722	Food services and drinking places	91	250841	0.61
	81	Other services excluding public administration	100	144534	1.16
	811	Repair and maintenance services	10	37463	0.45
	812	Personal and laundry services	90	34867	4.34
Total Employment			2071	3483500	-

Calculations by NEGRDC

- Shaded areas represent totals for the major industrial sector.
- NAICS is the North American Industrial Classification System code.
- Total employment differs from the total stated in "Sector Employment" because this information represents data collected on the total number of jobs in the municipality rather than the employment information on the local workforce.
- County LQ refers to the location quotient value. The location quotient is a ratio comparing the percentage of employment in a specific industry in the local economy with the employment percentage in the same industry in the state economy.

Note:

The location quotient is meant to serve as a guideline to help identify potential strengths and weaknesses in the local economy that could be further pursued. Its general assumptions are that demand is constant throughout the state,

labor productivity does not vary, and that each firm within an industry produces an identical product. Every community does not need to be self-sufficient in every sector and a location quotient less than one may not be cause for alarm according to economic base theory's general principles, basic (export) employment is the engine that drives local economic activity and linkages it creates lead to increased non-basic (local serving) employment. For example, an economic base ratio of 1:2 indicates that for every new basic job two new non-basic jobs are created. This is referred to as an employment multiplier. The use and reliance on multipliers is not a recommended strategy because they are inaccurate, and generally inflated. However, they do serve as a general guideline to illustrate the significance of new export industries locating within a community and the linkages that they create within the local economy.

Based on the information in Table 11, Braselton houses a total of 2,071 jobs. Of these jobs, 1,390 can be considered basic and 681 non-basic sector jobs. This creates a basic to non-basic ratio of 1:0.49. What this illustrates is that for every new basic sector job in Braselton a total of 1.49 jobs are created.

Despite the fact that Braselton has an abundance of basic sector employment opportunities, there have not yet been sufficient linkages developed to have a major impact on the non-basic sector. This explains the relatively low multiplier value of 1.49. This may also help to explain the reasoning behind the low location quotient values for many of the retail and service sub-sectors, as well as other non-basic sectors, such as finance and insurance.

As we have seen throughout this chapter there is a large discrepancy between the number of locally employed residents and locally available jobs. This has created a negative balance in terms of economic leakages. What this means simply, is that the number of employees earning income in Braselton and taking it outside of the community is greater than the number of employees earning income outside of Braselton and bringing it into the community. This can help to explain why the location quotient values are below local self-efficiency values (generally regarded to be 0.75) for sectors that are considered to be locally serving.

In order to generate a greater balance between the basic and non-basic sectors and to ensure that locally serving industries are self-sufficient a greater proportion of new basic sector employees must reside in Braselton. As the local population rises more proportionately with employment the demand for locally serving businesses will increase accordingly.

Labor Force Assessment

The labor force assessment attempts to determine whether or not the jobs available in the community are appropriate to the residents in terms of skill and education levels required, and wages paid. The inventory and economic base analyses sections have identified strengths and weaknesses of the local economy, which are directly related to the characteristics of the local labor force.

As the population continues to increase, with the majority due to in-migration, the levels of educational attainment have risen dramatically between the 1990 and 2000 Census years. The difference between the county and state level with a minimum, high school diploma has decreased from 22.7% below state levels in 1990 to 5.8% above state levels in 2000. The town has also experienced a substantial increase in residents possessing a bachelor's degree or better rising from 13.5% below state levels in 1990 to 2.0% above state levels in 2000. This is further illustrated by examining the change in percentage in the Managerial, Professional and Related Occupation category that increased from 11.3% to 32.8% over the same time period.

Despite the increased education levels and large presence of a professional service workforce, the economic base analysis illustrated the deficiency in locally available jobs matching the skills of the local labor force. In order to strengthen the local economy, new employment opportunities need to be matched with the skills of the available workforce to decrease leakages. This is also related to the availability of adequate, affordable housing required to accommodate the various income levels of the workforce. This will be explored in Chapter 5, in the discussion on housing.

While the labor force will continue to grow in relation to the population, the number of employment opportunities expected throughout the planning horizon is greater than the population available to fill them. Based on the estimate of employees per acre for both commercial and industrial sectors as well as available, appropriately zoned,

land for these uses the town can expect in excess of 4,800 additional jobs over the next twenty years. When combined with the existing employment opportunities in the town this figure rises to over 6,900 jobs. The demographic information forecasts an additional 4,627 resident employees (as reported in the section on Sector Employment) illustrating the continued need for in-migration of workers to fill local jobs. Of course, this assumes that existing trends will continue and that the average number of employees per household remains constant.

Economic Development Agencies, Programs and Tools Assessment

Braselton works closely with the Jackson County Chamber of Commerce in promoting the town for economic development purposes. The completion of the Business Retention and Expansion Process could yield invaluable information to help the town determine its strengths and weaknesses relating to its existing economy and can help foster an open dialogue between the town and existing industries as the local government works on strengthening the local economic climate.

The certification of Braselton as a Better Hometown Community facilitates the revitalization process of the downtown core. Dedicating staff and resources to the project helps speed up the process as more location specific information can be generated and strengths and weaknesses more easily assessed.

The current availability of well-sited, fully serviced, industrially zoned land is one of the town's strongest assets and facilitates the expansion of the local economy without creating negative impacts on the surrounding community.

Needs, Goals, and Policies

Goal: Increase employment opportunities through the promotion of orderly economic growth fostering both the attraction of new and retention of existing businesses and industries that matches population growth with economic development.

Need: Attract new business and industry to the town focusing on maximizing the compatibility with the local labor force and minimizing the net loss of commuters to non-local markets.

Policy: Improve the small business environment through encouraging local entrepreneurs to relocate their business to Braselton.

Policy: Improve and expand local infrastructure to meet future economic development needs.

Need: Determine key factors associated with retaining existing business and industry and facilitating their expansion where appropriate.

Policy: Initiate a business retention and expansion process to identify the needs of local businesses.

Policy: Promote and facilitate public participation in economic development matters.

Need: Develop a central business district that attracts both local and non-local populations to the downtown core.

Policy: Promote existing downtown areas as viable business locations.

Policy: Encourage the creation of traditional downtown businesses within the downtown district to capitalize on its historic character.

Policy: Implement the findings from the downtown revitalization study.

Policy: Utilize the Better Hometown designation to promote and preserve the downtown central business district

Need: Increase the percentage of revenue obtained through alcohol, hotel/motel, and sales tax to offset the lack of ad valorem tax revenue.

Policy: Promote and locate locally appropriate businesses that generate alternative forms of revenue from ad valorem taxes.

Need: Capitalize on potential tourism opportunities generated by Chateau Elan and Interstate 85 traffic.

Policy: Upgrade the aesthetic quality of all major interchanges to encourage non-local residents to visit Downtown Braselton.

Policy: Promote Braselton as a viable tourist destination through electronic technology.

Need: Coordinate economic growth with the Future Land Use map and all other sections of the Comprehensive Plan to ensure that quality development occurs in suitable locations.

Policy: Recruit and locate business and industry that are compatible with adjacent land uses.

Policy: Ensure that adequate land is zoned to accommodate future commercial and industrial expansion.

Policy: Coordinate all economic development initiatives with environmental protection policies and regulations ensuring the preservation of existing natural and cultural resources.

Policy: Promote commercial and industrial development standards.