

LYNN M. PATTERSON, PHD
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Lynn Patterson is an Economic Development and Municipal Planning Consultant and Principal with Three Points Planning. With over 30 years in the planning and economic development field, Dr. Patterson has broad experience in the areas of urban planning, zoning, sustainability, land development, location and site selection, community and demographic analysis, and business attraction, expansion and retention program development.

Dr. Patterson's state and local planning expertise and experiences include projects with municipal planning and economic development organizations in Georgia, Florida, Washington, Montana, California, Colorado, Texas, Kentucky, and Maryland. She has worked within the private, public, and academic sectors with experience ranging from planning and zoning administration to land development of an 800+ acre mixed-use environmentally sensitive site to site selection for Fortune 100 and 500 companies to local government economic development strategy creation. Dr. Patterson has successfully secured grants for municipalities for infrastructure funding, capacity studies, and affordable housing.

EMPLOYMENT

Principal, Three Points Planning, Atlanta, GA	2016 to present
Instructor, City & Regional Planning, Georgia Tech, Atlanta, GA	2016 to present
Manager, State and Local Tax, Altus Group / SC&H, Sparks, MD	2013 to 2016
Associate Professor (tenured), Kennesaw State University, Atlanta, GA	2006 to 2013
Economic Development Director, City of Kennesaw, Kennesaw, GA	1998 to 2000
Assistant Director of Community Design, Community of Civano, Tucson, AZ	1996 to 1998

EDUCATION

PhD, City & Regional Planning, Georgia Institute of Technology, 2007
MA, Geography & Regional Development, University of Arizona, 1996
BA, Geography, Johns Hopkins University, 1993

PROJECT EXPERIENCE HIGHLIGHTS

Economic Development Planning And Policies

Site Planning and Implementation, Pike County, Georgia. Planning Consultant partnering with Thomas & Hutton to develop a master plan for a 240 acre site. The property is owned by the Pike County Development Authority. Materials prepared included Highest and Best Use Analysis, Economic and Marketing Analysis, Public Partnership Recommendations, Incentives Recommendations, and Stakeholder Summary. Responsible for client interaction, stakeholder interviews, and co-lead project. Performing implementation for the Development Authority to facilitate development.

Economic Development Analysis - Livable Centers Initiative (LCI), Northlake Community Improvement District. Planning Consultant partnering with Kimley-Horn to develop a plan revitalizing a commercial corridor in an interjurisdictional setting (DeKalb County/City of Tucker).

Responsible for Economic and Market Assessment, Plan Development, Economic Recommendations.

Economic Development Plans for Jones County NC, Stonecrest GA, White County GA, Dawson County, GA., and Banks County, GA.

Economic Development Consultant partnering with Thomas and Hutton for the development of county-wide economic development strategies. Included in the Plans were socio-economic, economic conditions, and housing data, visioning, stakeholder input, optimization of sites, workforce training programs and policies, targeted industry mix, incentive review, implementation strategies, and evaluation matrices.

Economic Development Strategy and Implementation, Comprehensive Plan, City of Williston, FL.

Economic Development Consultant for the development of an economic development strategy and new economic development for the City's Comprehensive Plan. Utilizing asset-based development as the foundation, the strategy included a detailed implementation strategy for the community. The American Planning Association Small Town and Rural Planning Division awarded this plan the Vernon Deines Award for an Outstanding Small Town or Rural Plan (2019).

Highest and Best Use Study, Albany-Dougherty County Economic Development Commission. Albany, GA.

Economic Development Consultant performing a highest and best use analysis for 5 publicly owned properties.

Murray County Site Development Master Plan, Murray County, GA.

Economic Development Consultant for creation of an industrial development prioritization plan in Northwest Georgia. This plan informs economic development activities and investment to support the region and leverage the newly opened Appalachian Regional Port. The plan includes stakeholder engagement, review of economic development activities, and general infrastructure and site analysis.

Incentives Review and Policy Development, DeKalb County, GA,

Economic Development Planning Consultant to examine policy, criteria and implementation for incentives granted by DeKalb County and the DeKalb Development Authority (Decide DeKalb). The study evaluated the County's goals, criteria, and projects to determine consistency of purpose. The study also recommended best practices for incentives. The project scope was expanded to develop an incentives policy for the County.

Economic Development Potential for Shared Use Paths, DeKalb County, GA.

Lead researcher and co-author for white paper reviewing the economic development impacts of shared use paths and their potential as catalysts for economic development.

Site Selection, Altus Group, Atlanta, GA.

Consultant for confidential projects locating across the US. Sample projects included \$110m manufacturing facility, \$35M headquarters expansion, and \$30M manufacturing expansion. The site selection process included identification of sites, coordinating with state and local entities, and incentives negotiation.

Municipal Planning

Planning & Zoning Services, City of Hapeville, GA,

Planning & Zoning Consultant for the City of Hapeville. The services include working with developers to facilitate projects, site plan review, rezoning, subdivisions, zoning compliance for permitted uses, design review for projects, and other related activities.

Sustainability Planning Studio for City of Sandy Springs, Georgia Institute of Technology, Atlanta, GA. Studio Instructor for Masters' Degree Planning Studio for pre-planning activities in advance of a full sustainability plan. The studio developed an inventory of existing City initiatives, created a limited public engagement activity including a survey and stakeholder interviews, identified benchmark cities, and created a resource inventory. The final report includes recommendations for consideration during the full sustainability plan process.

Hidden Homeless Planning Studio for Henry County, Georgia Institute of Technology, Atlanta, GA. Underway.

Studio Instructor for Masters' Degree Planning Studio for identifying resources and policies pertinent to Henry County to address the sheltered homeless in the Community. The studio is researching existing County, regional, and local organization initiatives, selecting benchmark communities and evaluating their policies and programs, and providing an assessment of existing and potential programs to assist the County in serving the homeless population.

Mechanicsville Economic Development & Housing Pathway to Implementation Strategy, Georgia Institute for Technology, Atlanta, GA, Studio Instructor for creation of an implementation strategy for developers and the community. As the distressed community has already been the focus of multiple redevelopment plans, the strategy outlines specific needs, activities, and resources for developers to navigate the development process and for the community to attract desired development.

Education And Training

Community Development Assistance Program (CDAP), Atlanta Regional Commission (ARC), Atlanta, GA. Economic Development Planning Consultant partnered with Sizemore Group to provide expertise for small business retention facing commercial gentrification pressures. Developed Economic Development 101 Curriculum with Atlanta Regional Commission Community Planning Academy.

Workforce Housing

Workforce Housing Strategy, City of Pembroke, GA. Planning Consultant with Georgia Tech's Center for Economic Development Research for the review and strategy recommendations for workforce housing and general housing strategy for a small city facing heavy regional development pressures.

Workforce Housing Strategy, Savannah I-16 Corridor and Southern Crescent Regional Commission. Planning Consultant with Georgia Tech's Center for Economic Development Research for the review and strategy recommendations for workforce housing for the region (10 counties) facing heavy regional development pressures from the Hyundai Metaplant location.

Bio for Lynn M. Patterson, Ph.D.



Education

PhD, Georgia
Institute of
Technology, 2007
MA, University of
Arizona, 1996
BA, Johns Hopkins
University, 1993

Professional Affiliations

American Planning
Association (APA)
Georgia Planning
Association (GPA)
Georgia Economic
Developers
Association (GEDA)

Dr. Lynn Patterson is an economic development and planning strategist whose work sits at the intersection of community planning, economic development, real estate, public policy, and implementation. With more than 30 years of experience spanning the public, private, and academic sectors, she brings a uniquely interdisciplinary perspective to helping communities understand where they are today, envision where they want to go, and guide the development and investment necessary to get there.

Dr. Patterson's expertise encompasses urban and regional planning, economic development strategy, zoning and development regulations, land development, sustainability, real estate and site selection, community and demographic analysis, housing, and business attraction, expansion, and retention. Her experience ranges from administering planning and zoning for local governments and facilitating development projects, to creating community and countywide economic development strategies, evaluating development opportunities and publicly owned property, negotiating incentives for Fortune 100 and 500 companies, and planning an 800+ acre environmentally sensitive mixed-use community. This breadth allows her to see the connections between land use decisions, market forces,

public investment, private investment, workforce needs, and quality of life—and to translate those connections into actionable strategies.

A defining aspect of Dr. Patterson's work is her understanding of the nexus between economic development and planning. She recognizes that economic development is not simply about recruiting businesses or creating jobs; it is fundamentally connected to how communities plan for growth, invest in infrastructure, develop their housing and real estate markets, create attractive places, and position their assets for future investment. Conversely, planning is most effective when it is grounded in an understanding of market realities, investment decisions, workforce dynamics, and the economic forces shaping a community. Her work brings these disciplines together to help communities move beyond plans and toward intentional, market-informed implementation.

Dr. Patterson has worked extensively with public-sector clients, including cities, counties, development authorities, community improvement districts, and regional organizations. She has developed comprehensive and economic development plans, master redevelopment strategies, highest and best use analyses, incentive policies, site development strategies, workforce and housing strategies, and implementation programs. She currently provides planning and zoning consulting services to the City of Hapeville, Georgia, helping the community navigate development projects, rezoning, site plan and design review, and other development-related issues. Her economic development planning work has included communities throughout Georgia, Florida, and North Carolina, as well as projects in Washington, Montana, California, Colorado, Texas, Kentucky, Maryland, and internationally in Canada, Colombia, Argentina, and Malawi.

Her private-sector experience provides an equally important perspective. Dr. Patterson has worked directly with developers and development teams on entitlements, master planning, mixed-use development, infill development, historic rehabilitation, environmentally responsible development, and workforce housing. As a site selection consultant, she has worked nationally with Fortune 100 and 500 companies evaluating locations, real estate, community conditions, and state and local incentives. This experience gives her a practical understanding of how developers and companies make investment and location decisions—and how communities can position themselves to capture and shape that investment.

Dr. Patterson has also emerged as a strong advocate for viewing housing as an economic development strategy. Her workforce housing work with the Georgia Institute of Technology's Center for Economic Development Research has examined housing strategies for communities experiencing significant development pressure, including communities affected by major industrial investment and rapidly changing regional economies. She views housing not only as a quality-of-life or social issue, but as essential economic infrastructure: communities must be able to provide housing that supports their workforce, accommodates growth, attracts investment, and allows existing residents and businesses to participate in the benefits of economic development.

Her commitment to guiding future development is central to her practice. Rather than viewing growth as something that simply happens to communities, Dr. Patterson helps communities identify the types of development and investment they want, understand the market conditions necessary to achieve them, and establish the policies, partnerships, infrastructure, and implementation tools needed to guide that growth. Her work emphasizes the importance of making deliberate decisions today that

shape the character, competitiveness, and economic resilience of communities for decades to come.

As education is central to a community's understanding, Dr. Patterson's interdisciplinary perspective is further strengthened by her academic career. She has served as a tenured associate professor at Kennesaw State University and teaches City and Regional Planning at the Georgia Institute of Technology, where she has taught and led graduate planning studios addressing sustainability, housing, homelessness, economic development, and community implementation. She has also developed training and educational programs for practitioners and the public, including an Economic Development 101 curriculum for planners, planning commissioners, and community members through the Atlanta Regional Commission.

Her work has received professional recognition, including the American Planning Association Small Town and Rural Planning Division's Vernon Deines Award for an Outstanding Small Town or Rural Plan for the City of Williston, Florida's Economic Development Strategy and Comprehensive Plan work. She has also served as a speaker, trainer, workshop facilitator, and thought leader on economic development, planning, housing, sustainability, and community development.

Across all of her work, Dr. Patterson brings together perspectives that are too often considered separately: the planner's understanding of place, the economist's understanding of markets, the developer's understanding of investment, the public sector's responsibility to the community, and the educator's commitment to building shared understanding. It is this ability to work across disciplines and sectors—and to connect vision with implementation—that distinguishes her approach to planning and economic development.

Firm Profile for Three Points Planning



After 20+ years in economic development research and practice, Lynn Patterson launched Three Points Planning in 2016 with the guiding principle that **planning efforts should facilitate the creation of great communities**, not just plan them. Three Points combines its national and international expertise and a history of research and implementation with experience in public and private sectors to offer creative and feasible solutions for housing, economic development, and sustainability planning and projects. Three Points' clients include local governments and organizations for economic development planning and municipal planning services and research; private developers on master and site plan development with advisory services, entitlements, design review, and implementation; and industry with site selection and incentives negotiation services for new facilities, facility and workforce expansions and facility relocations. Three Points Planning is a certified DBE in the state of Georgia.