



One Atlanta: Economic Mobility and COVID-19 Recovery Plan 2020-2023

June 23, 2020

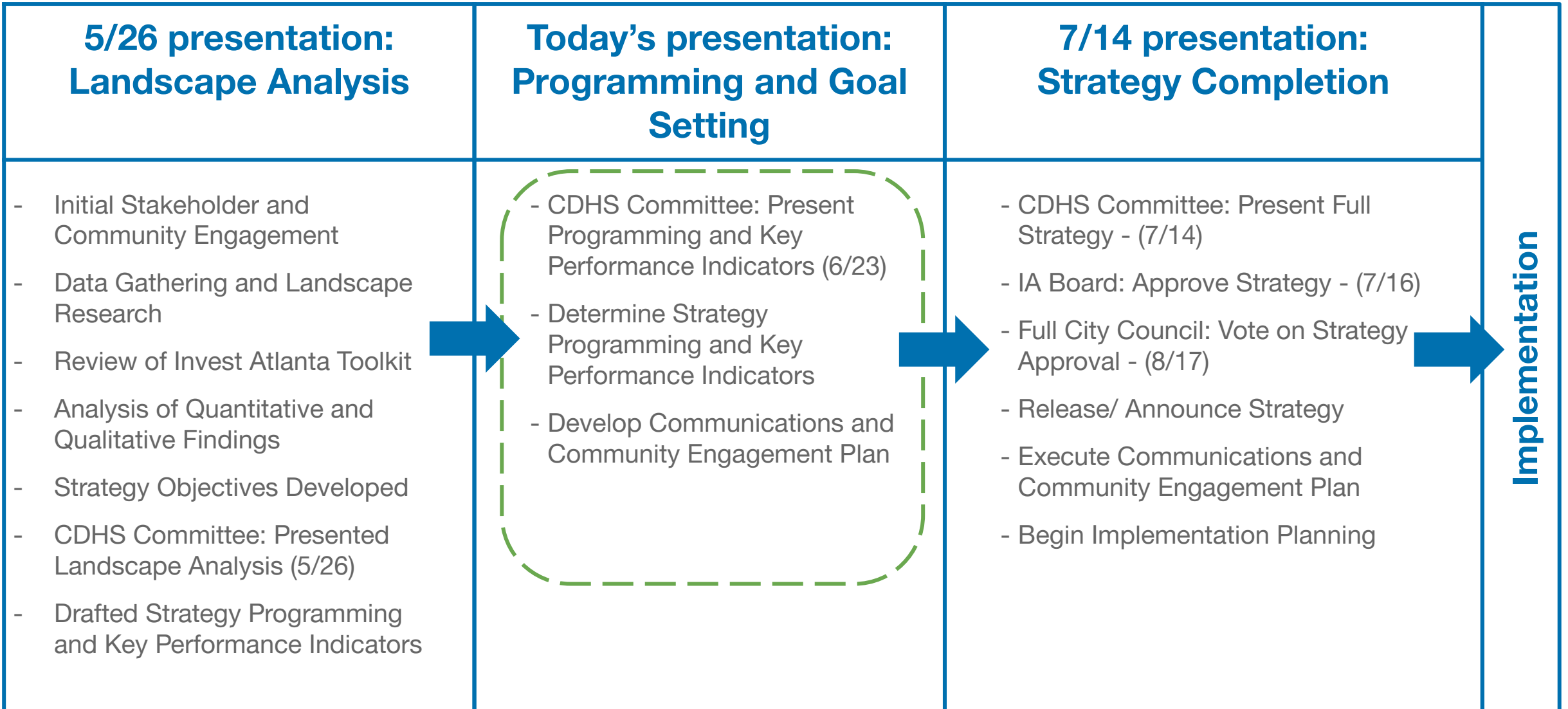


Presentation overview

1. Responding to the COVID-19 Crisis
2. Pathways to Economic Mobility
3. The Plan's Key Objectives
4. How Invest Atlanta Will Deliver the Plan
5. Key Performance Indicators (Success Metrics)
6. Communications and Community Engagement Plan



Here is a reminder of our process and timeline





The plan's overall goal is to create a more equitable and resilient Atlanta

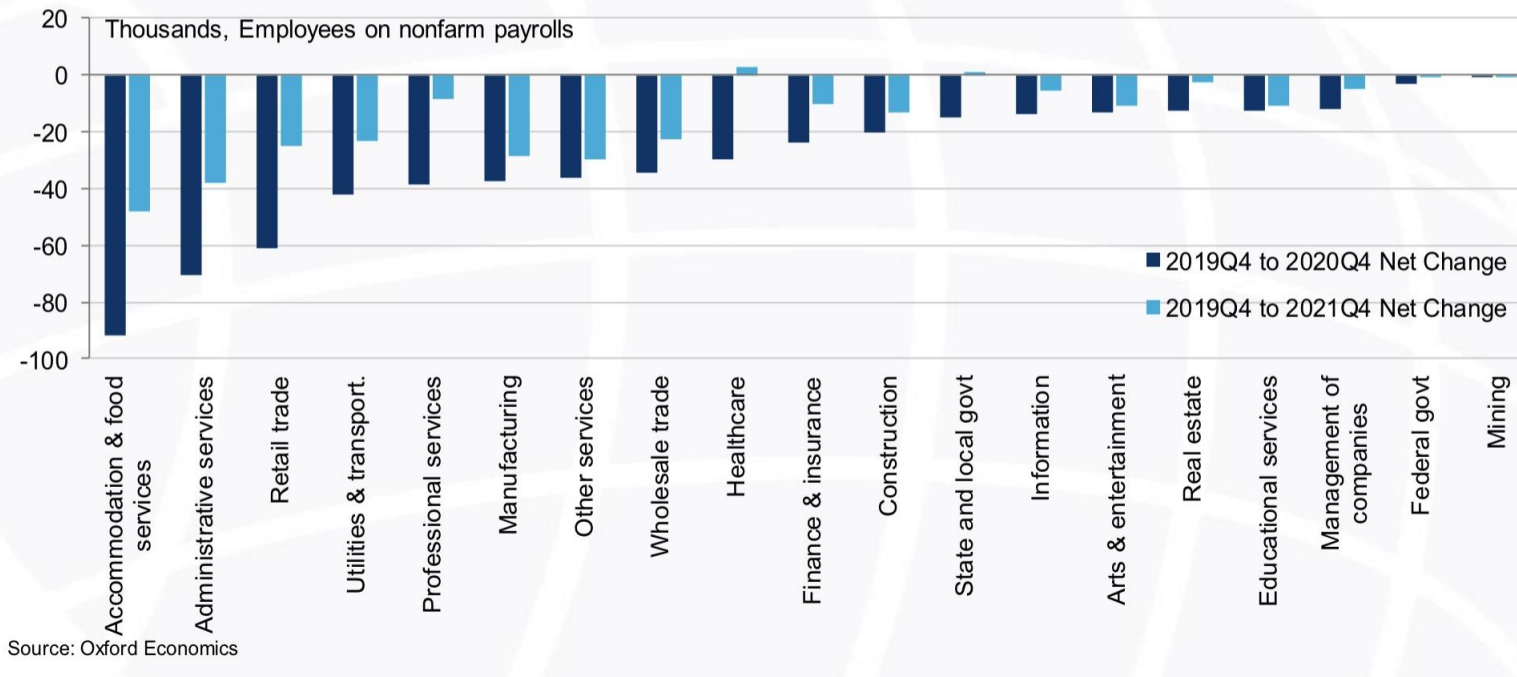
Though Atlanta has one of the fastest-growing economies of the nation's large metro areas, it also leads the nation in income inequality.

The COVID-19 crisis is impacting disadvantaged communities hard - and, in particular, black and brown communities - and exacerbating the city's existing inequality challenges. These are the same communities which face the biggest barriers to economic mobility.

We have developed this plan to address barriers to economic mobility and support economic recovery. **The plan's overall goal will be to help the city's economy emerge from the crisis more resilient and equitable.**

It also seeks to respond to the current COVID-19 crisis

CHANGE IN EMPLOYMENT BY INDUSTRY, Q4 2020 AND Q4 2021 RELATIVE TO Q4 2019

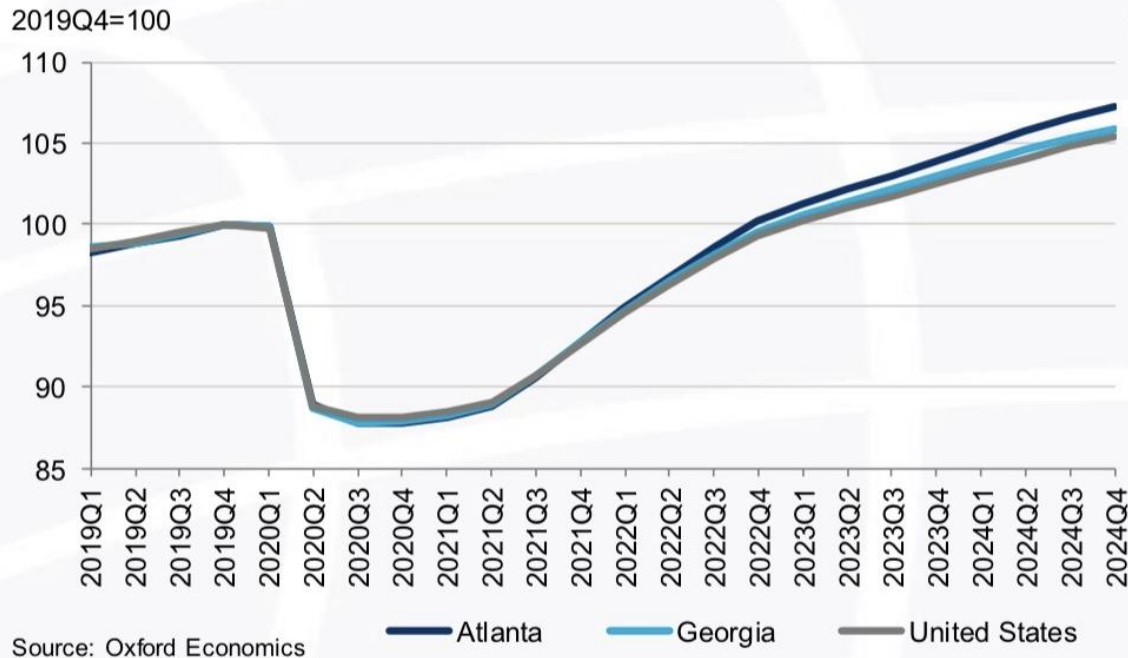


Under "muted recovery" scenario, MSA employment could shrink by 19.7% (568,000 jobs) between 2019Q4 and 2020Q4

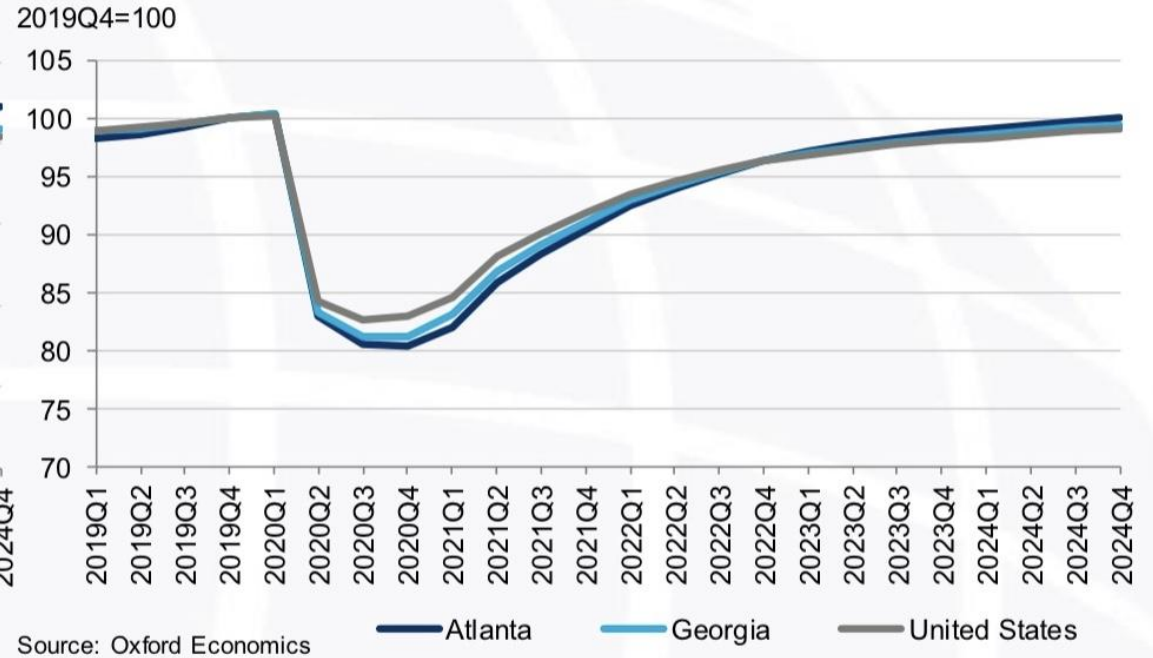
It also seeks to respond to the current COVID-19 crisis

GDP AND EMPLOYMENT PERFORMANCE – WHOLE ECONOMY

GDP



Employment



The labor market will largely recover, but not until 2024 under the “muted recovery” scenario

We have adapted the plan to respond to different stages of the crisis

Invest Atlanta will prioritize its actions to align with different stages of the crisis, as follows:

Phase 1 - Response: The phase of the crisis driven by the public health impacts of COVID-19 and a sharp economic decline.

The priorities during this phase are to:

- Respond to the immediate impacts of the crisis
- Reopen safely
- Prioritize communities disproportionately affected by the public health and economic crisis

(e.g. emergency small business grants, help businesses reopen)

Phase 2 - Adaptation: The bottom of the economic downturn, when Atlanta will turn the corner and begin the climb towards recovery.

The priorities during this phase are to:

- Facilitate adaptation to the post-COVID-19 world
- Begin economic recovery interventions
- Develop alternative sources of program funding
- Support communities hit hardest by the recession and likely to be slowest to recover

(e.g. connect unemployed to new jobs in surge industries or job training, technical assistance for businesses)

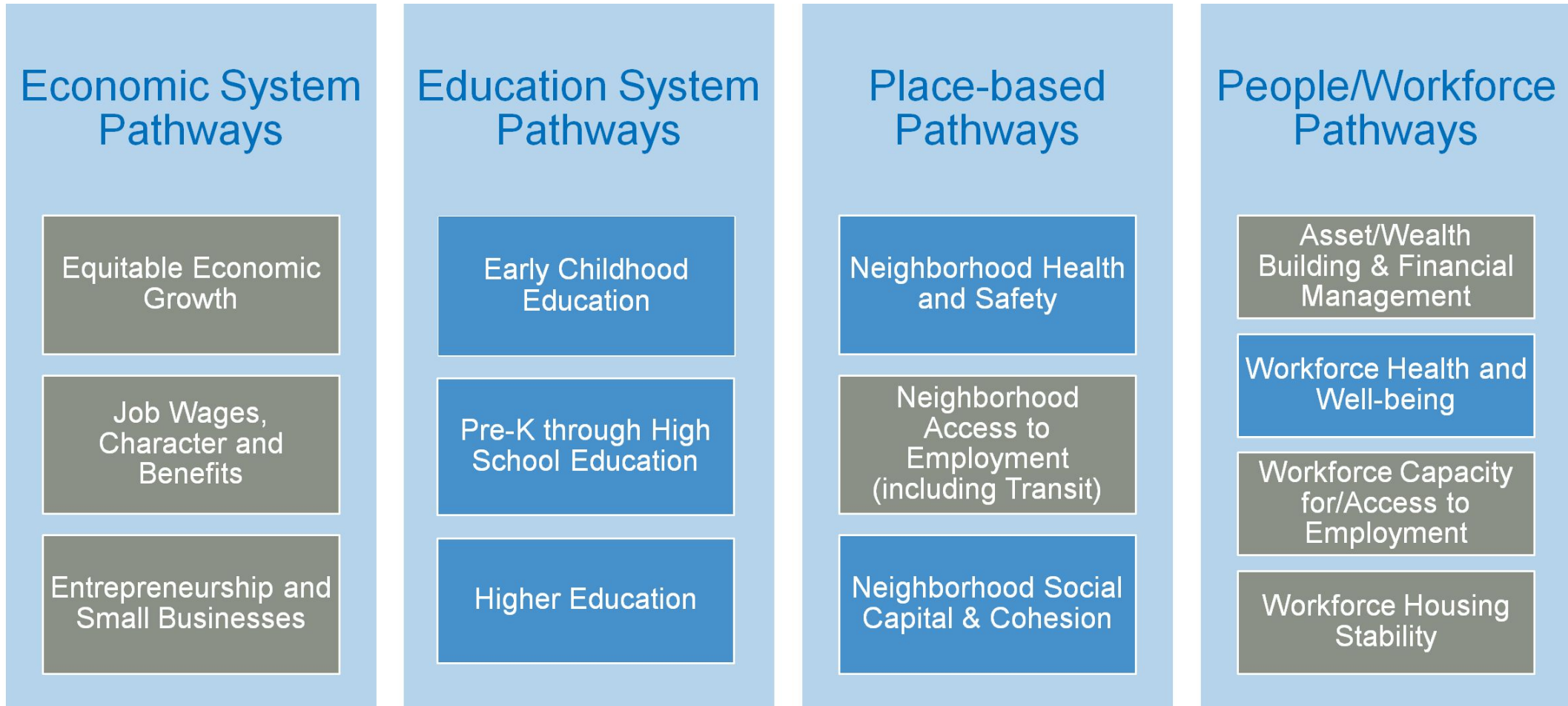
Phase 3 - Recovery: As Atlanta recovers and moves towards broader economic growth, the priority should be, not just return to where Atlanta was pre-COVID-19, but to emerge stronger.

In this phase the priorities are to:

- Drive economic expansion
- Position Atlanta to emerge stronger, more equitable, more competitive, more sustainable and more resilient to future shocks
- Prioritize communities being left behind in the recovery

(e.g. continue to attract industries with good/promising jobs and adjust workforce training programs accordingly)

But our focus remains on opening up pathways to economic mobility



Grey indicates the pathways Invest Atlanta is able to directly influence



We have identified 5 key objectives for the plan

The plan's overarching objectives were derived from data findings and stakeholder feedback. They seek to address the challenges and barriers that limit economic mobility in areas where Invest Atlanta and WorkSource Atlanta have influence.

Objective 1: Attract/create more good jobs

Objective 2: Help Atlantans to access good jobs

Objective 3: Support local small businesses

Objective 4: Invest in disinvested neighborhoods

Objective 5: Provide more affordable housing



The plan's detail is set out in the appendix

Slide 18 - The plan's objectives

Slides 19 to 20 - Invest Atlanta's toolkit

Slides 21 to 28 - The detailed actions that Invest Atlanta proposes to take to deliver the objectives

Slides 29 to 31 - The key performance indicators that Invest Atlanta proposes to report in order to demonstrate its impact for residents and businesses



Example: Here are the tools that Invest Atlanta will use to create good jobs

Objective	IA Toolkit
<p>Creation of good jobs</p>	<p>Expand business retention, expansion and attraction program, focusing on industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> ● Work closely with stakeholders to provide support to key accounts, and enhance, promote and grow key sectors ● Provide site selection support, with greater incentives focused on disinvested neighborhoods in the Southside and Westside ● Provide access to tools to help new, existing and small businesses grow (technical assistance, workforce development assistance, commercial real estate services for expansion, etc.) <p>Create/ modify/ use financial levers/ incentives to attract and retain businesses in industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> ● Retarget/use financial incentives to stimulate investment in disinvested communities (EOF, TAD, NMTC, EB5, Social Impact Fund, EOF BRE, Industrial Revenue Bonds, Middle Wage Job Fund, Southside and Westside EOF tool. ● Retarget/ use tax incentives (Lease Purchase Bonds, Federal and state Opportunity Zones, Job Tax Credit, State Quality Job Tax Credit) to stimulate investment in disinvested communities



Example: Here are the detailed actions that Invest Atlanta will take to create good jobs

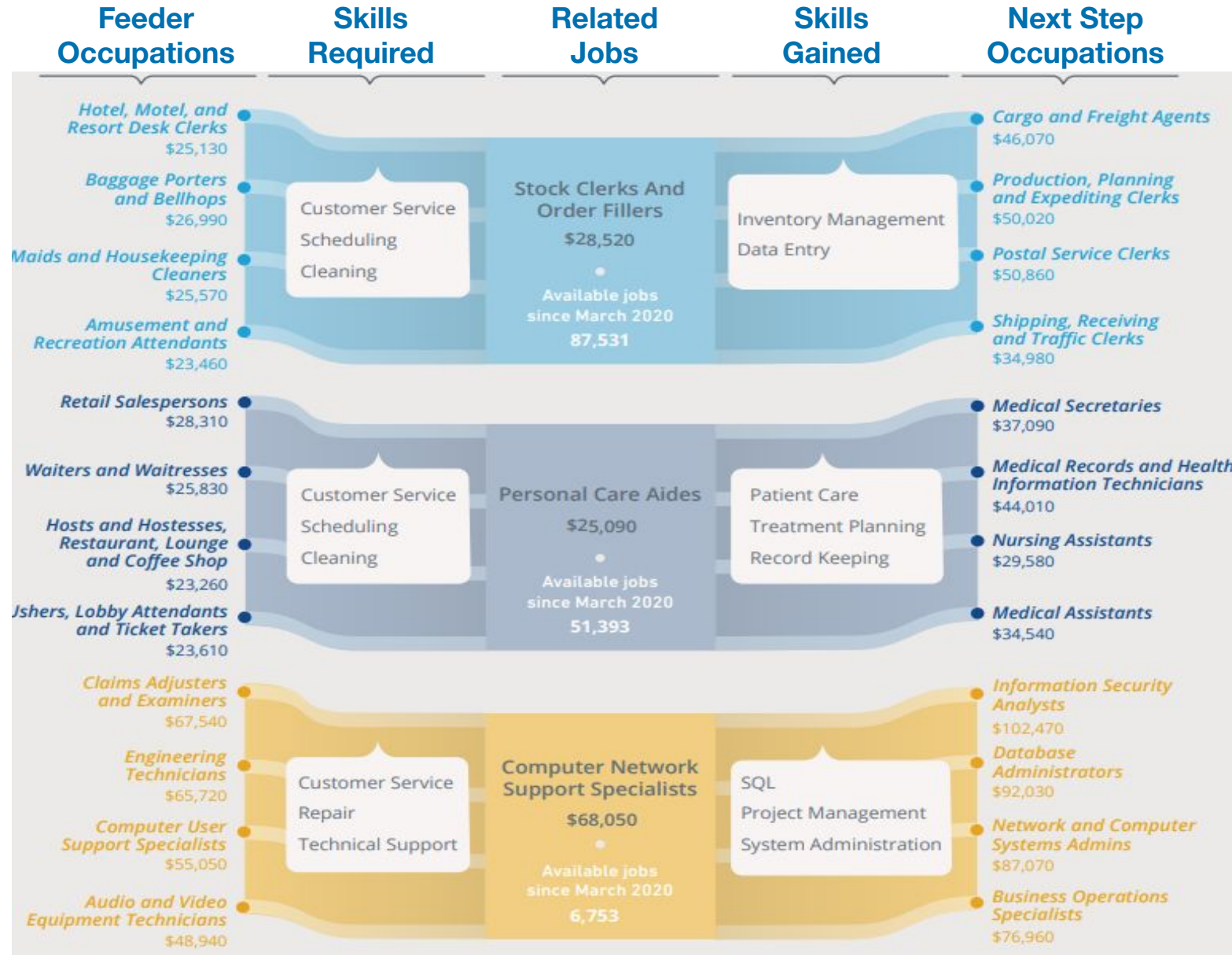
Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Expand business retention, expansion and attraction program	Sector based business attraction, retention, expansion and program - Expand business retention and expansion services to support businesses in industries which can be sustained during the downturn and which create large numbers of accessible, good jobs in sectors where Atlanta has a competitive advantage	Focus on healthcare, transportation, construction, advertising, insurance, information, wholesale, professional services, education	Metro Atlanta Chamber, GDEcD, Georgia Power	1 - High	Phase 1	2 - Medium
	Business attraction activities - Business attraction efforts should be focused on projects that bring good and promising jobs	Ongoing	Metro Atlanta Chamber, GDEcD, Georgia Power	1- High	Phase 2	2 - Medium
Create/ modify/ use financial levers/ incentives to attract and retain businesses	Create/ modify financial incentives - Modify and create new financial incentives with a new scoring matrix to support good jobs that may not require a college degree, encourage proximity to local transit, encourage hiring of residents from disinvested communities and WorkSource Atlanta, additional incentives for projects in the Southside and Westside areas of town, encourage investments in career advancement training, and/ or encourage company supported childcare	Businesses offering large number of good and promising jobs	Mayor's Office, City Council, IA Board	1 - High	Phase 2	3 - Low
	Create Middle Wage Job Fund - Allocate funding program for middle wage economic opportunity fund(s) to attract businesses that are creating/ bringing middle wage jobs. Additional incentives for creating middle wage jobs in targeted parts of the city that need investment	Businesses offering large number of good and promising jobs	Mayor's Office, City Council	1 - High	Phase 2	1 - High



Example: Here are the key performance indicators Invest Atlanta will use to measure its impact in creating good jobs

Objective	Key Performance Indicators	Lead Indicators	Inputs
<p>Creation of good jobs</p>	<p>Attract/ support businesses which create X good (\$40k-80k + employer-sponsored health insurance) or promising jobs (entry level jobs from which most workers can reach a good job within 10 years), in which Atlanta has a competitive advantage</p>	<ul style="list-style-type: none"> ● Number of site visits by business retention team ● Creation of a "Middle Wage Jobs Fund" tool which can be used to incentivize good job creation in the South and Westside of the city ● Retargeting of existing tools, and creation and funding of new ones – e.g. Middle Wage Job Fund & Southside Job Creation Fund ● Creation of pre-development loan fund ● Number of priority industry sector projects, and good/ promising jobs in IA's pipeline ● Financial Tools which allow IA to monitor and track job creation and capital investment 	<ul style="list-style-type: none"> ● Staff ● Funding for incentives ● Partnerships with multipliers ● Relationships/ networks ● CRM ● IA Board ● City Council

Example: Career pathways for unemployed/ displaced workers





Invest Atlanta is expanding its communications and community engagement

Expanded communications efforts in year-1

- Release a bi-weekly update e-newsletter to highlight IA's recent work, spotlight local businesses, list upcoming events, and direct readers to a customer satisfaction survey. These newsletters will also be available on the IA website.
- Create a customer satisfaction survey to include in all e-newsletters and email signatures.
- Move all application processes online.
- Develop a live chat function on the IA website.
- Place informational flyers and quarterly event calendars throughout the city (e.g. recreation centers, libraries, or schools). IA will consult Councilmembers for recommended locations in their districts.
- Schedule a six-month listening session with City Council members during which IA will also report on community engagement and implementation.
- A full time staff member will be dedicated to community engagement.
- IA will host one event or listening session in each council district over the next year in partnership with each Councilmember.
- Create a "living" calendar of events occurring around the city that IA will attend. IA will check-in each month with Councilmembers' offices for event recommendations.
- Continue to hold in-person and online informational sessions and webinars.
- Begin a phased roll out of satellite offices to expand access to one-on-one meetings and informational sessions.



Questions?



Appendix



The Plan has 5 Key Objectives

The plan's overarching objectives were derived from data findings and stakeholder feedback. They seek to address the challenges and barriers that limit economic mobility in areas where Invest Atlanta and WorkSource Atlanta have influence.

Objective 1: “Creation of Good Jobs” - Attract, retain, and support businesses from industry sectors that are producing high demand jobs in sectors where Atlanta is competitive, which are accessible to residents from disinvested neighborhoods, and aligned with workforce development efforts

Objective 2: “Access to Good Jobs” - Train more low-income and dislocated workers for livable wage jobs, help them progress their careers, or help them switch to a different opportunity in sectors with a large share of high demand jobs

Objective 3: “Small Businesses” - Expand small business programs through additional capital investment to support more startups and small businesses from disinvested neighborhoods to survive, adapt, grow and hire more employees

Objective 4: “Neighborhood Investment” - Attract more investment into disinvested neighborhoods through specific financial tools, which will reduce barriers and create access to economic opportunities for residents

Objective 5: “Affordable Housing” - Incentivize and support the creation of more mixed-income housing, and new models of development; and help more low-income residents to become home buyer ready, purchase a home, or remain in their homes

**Good and promising jobs - good jobs are jobs which provide stable employment, middle class wages and benefits. They pay at least a metropolitan area's median earnings for full-time, year-round sub-baccalaureate workers and provide employer-sponsored health insurance. In Atlanta, in 2020, good jobs pay between \$40,000 and \$80,000. Promising jobs are entry level positions from which most workers can reach a good job within 10 years.*



The tools that Invest Atlanta will use to deliver the plan's objectives

Objective	IA Toolkit
<p>Creation of good jobs</p>	<p>Expand business retention, expansion and attraction program, focusing on industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> • Work closely with stakeholders to provide support to key accounts, and enhance, promote and grow key sectors • Provide site selection support, with greater incentives focused on disinvested neighborhoods in the Southside and Westside • Provide access to tools to help new, existing and small businesses grow (technical assistance, workforce development assistance, commercial real estate services for expansion, etc.) <p>Create/ modify/ use financial levers/ incentives to attract and retain businesses in industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> • Retarget/use financial incentives to stimulate investment in disinvested communities (EOF, TAD, NMTC, EB5, Social Impact Fund, EOF BRE, Industrial Revenue Bonds, Middle Wage Job Fund, Southside and Westside EOF tool. • Retarget/ use tax incentives (Lease Purchase Bonds, Federal and state Opportunity Zones, Job Tax Credit, State Quality Job Tax Credit) to stimulate investment in disinvested communities
<p>Access to good jobs</p>	<p>Connect laid off workers with good and promising job opportunities</p> <ul style="list-style-type: none"> • Provide dislocated workers with access to employment and training • Georgia Quickstart <p>Encourage local hire</p> <ul style="list-style-type: none"> • Request all new bids have a pre-bid language that require a Paid Work Experience • Partner with City departments and agencies <p>Develop career pathways and training programs for entry level/ low paid workers</p> <ul style="list-style-type: none"> • Offer Paid Work Experience • Partner with APS <p>Develop additional supports for vulnerable workers</p> <ul style="list-style-type: none"> • Provide Supportive Services to remove barriers to employment



The tools that Invest Atlanta will use to deliver the plan's objectives (continued)

Objective	IA Toolkit
Small businesses	<p>Expand small business financing access</p> <ul style="list-style-type: none"> • Increase community outreach to educate small businesses on Invest Atlanta loan resources • Expand small business loans and grants, with priority given to those who do not qualify for traditional lines of credit, minority and women owned businesses • Provide access to business services (legal, finance, workforce, technical) <p>Provide information, technical assistance and mentoring to small businesses to reopen and adapt</p> <ul style="list-style-type: none"> • Partner with local nonprofits and support partners <p>Drive spend to local businesses</p> <ul style="list-style-type: none"> • Partner with City departments and agencies • Develop/ support buy local programs (driving both increased consumer spend to local businesses, and increased local business-to-business spend)
Neighborhood investment	<p>Attract neighborhood amenities to disinvested neighborhoods</p> <ul style="list-style-type: none"> • Retarget/ use financial and tax incentives to stimulate investment in disinvested communities
Affordable housing	<p>Support low income residents to remain in/ buy affordable homes</p> <ul style="list-style-type: none"> • Provide down payment assistance • Offer lease purchase financing • Offer owner-occupied rehabilitation forgivable loans • Offer homebuyer loans • Provide emergency rental assistance <p>Incentivize/accelerate affordable housing development</p> <ul style="list-style-type: none"> • Bonds (Housing opportunity, s501c3, Housing Revenue, Lease Purchase) • Developer loans, Leverage Loan Fund, Transit Focused Fund • Beltline Affordable Housing Trust Fund



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Creation of New Jobs”

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Expand business retention, expansion and attraction program	Sector based business attraction, retention, expansion and program - Expand business retention and expansion services to support businesses in industries which can be sustained during the downturn and which create large numbers of accessible, good jobs in sectors where Atlanta has a competitive advantage	Focus on healthcare, transportation, construction, advertising, insurance, information, wholesale, professional services, education	Metro Atlanta Chamber, GDEcD, Georgia Power	1 - High	Phase 1	2 - Medium
	Business attraction activities - Business attraction efforts should be focused on projects that bring good and promising jobs	Ongoing	Metro Atlanta Chamber, GDEcD, Georgia Power	1- High	Phase 2	2 - Medium
Create/ modify/ use financial levers/ incentives to attract and retain businesses	Create/ modify financial incentives - Modify and create new financial incentives with a new scoring matrix to support good jobs that may not require a college degree, encourage proximity to local transit, encourage hiring of residents from disinvested communities and WorkSource Atlanta, additional incentives for projects in the Southside and Westside areas of town, encourage investments in career advancement training, and/ or encourage company supported childcare	Businesses offering large number of good and promising jobs	Mayor’s Office, City Council, IA Board	1 - High	Phase 2	3 - Low
	Create Middle Wage Job Fund - Allocate funding program for middle wage economic opportunity fund(s) to attract businesses that are creating/ bringing middle wage jobs. Additional incentives for creating middle wage jobs in targeted parts of the city that need investment	Businesses offering large number of good and promising jobs	Mayor’s Office, City Council	1 - High	Phase 2	1 - High



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Access to Good Jobs” (1 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Connect laid off, unemployed and underemployed workers with training and access to good and promising job opportunities	Develop employer-led sector-based training, job placement and work experience programs - Focus on transitioning workers from occupations which are at high risk of displacement due to COVID, including office and admin support, food prep and serving, sales, transportation and production. Support unemployed and underemployed workers to access emerging jobs and monitor industry growth and adjust strategy as the economy continues to fluctuate.	WorkSource Atlanta graduates, recent unemployed, low-wage workers, opportunity youth. Surge industries and healthcare, transportation, construction, advertising, insurance, information, wholesale businesses	Atlanta Committee for Progress, local employers, local colleges; training providers.	1 - High	Phase 2	1- High
Encourage local hire	Create local hire program and education campaign. Particularly focus on unemployed and recently displaced office and admin support, food prep and serving, sales, transportation and production workers	WorkSource Atlanta participants and other workers laid off or unemployed because of downturn.	Office of Procurement, Atlanta businesses,	2 - Medium	Phase 2	2 - Medium
	Educate city contract bidders to take advantage of Opportunity Zone tax credits Work with City departments to offer Paid Work Experiences Pre Bid	City contractors and subcontractors, MWBEs	Office of Procurement	3 - Low	Phase 2	3 - Low



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Access to Good Jobs” (2 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Develop career pathways and training programs for entry level/ low paid workers	Establish training programs for low-wage or entry level employees to advance their careers.	Entry level job holders	City of Atlanta Human Resources	2 - Medium	Phase 2	3 - Medium
	Identify career pathways that are resilient in the current economy and develop a strategy to connect workers to those pathways with education, training, and placement approaches.	City departments	local employers, trade associations, and training providers	2 - Medium	Phase 2	2 - Medium
Develop additional supports for vulnerable workers	Provide support for basic- and financial-literacy training, combining workforce training with existing community and faith-based programming. Identify and link to supportive services for transportation, childcare and other needs to remove barriers to employment.	Low-income households	Atlanta Public Schools, Partners For Home, United Way	3 - Low	Phase 3	3 - Low



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Small Businesses” (1 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Expand small business financing access	<p>Expand loan funds to help small businesses start, grow, survive, adapt and become more resilient. (IA is actively applying for additional CDBG, EDA and other funding to allow us to serve more businesses)</p> <p>Create grant funds to help businesses open and adapt post-COVID-19. A “Resurgence” grant fund, “Strength-in-Beauty” grant fund, “CreATL” relief grant, funded by the CARES Act will help small businesses to restart</p>	SMBs with less than 250 employees, particularly in the food, retail, admin and support service, wholesale trade	City of Atlanta – Grants Management	1 - High	Phase 1	1 - High
	<p>Continue/ expand storefront rehabilitation fund to rehabilitate storefronts in commercial corridors</p>	Businesses located in commercial corridors in disinvested neighborhoods	Local business organizations	2 - Medium	Phase 3	2 - Medium
	<p>Create a coordinated capital fund to support transition of business ownership to employee owned, cooperatively owned, or community ownership models in advancement of community wealth building principles</p>	SMBs in disinvested neighborhoods or LMI census tracts	Atlanta Wealth Building Initiative, City of Atlanta	2 - Medium	Phase 2	2 - Medium
	<p>Create small business anti-displacement program, which includes more inclusionary zoning, down payment assistance, displacement, business disruption grants, and business resource fairs</p>	SMBs with less than 100 employees in disinvested neighborhoods	City of Atlanta	1 - High	Phase 2	1 - High



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Small Businesses” (2 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
<p>Provide information, technical assistance and mentoring to small businesses to reopen and adapt</p>	<p>Create a small business hub which will provide end-to-end services for every phase in the business cycle, from ideation to expansion and everything in between; expand IA’s presence; increase community engagement; aggregate providers’ small business support; and provides navigation services</p> <p>Provide access to technical assistance to help businesses reopen and adapt post-COVID-19. Invest Atlanta will partner with technical assistance providers to provide services which are funded by the CARES Act.</p>	<p>SMBs with less than 100 employees, particularly in accommodation and food, retail, admin and support service, wholesale trade. Local businesses providing essential services</p>	<p>City Department of Parks, Fort McPherson</p> <p>City of Atlanta</p>	<p>1 - High</p>	<p>Phase 1</p>	<p>2 - Medium</p>
<p>Drive spend to local businesses</p>	<p>Support local buyer programs to drive business to small businesses in disinvested neighborhoods</p>	<p>SMBs with less than 100 employees in disinvested neighborhoods</p>	<p>City of Atlanta, Metro Atlanta Chamber</p>	<p>2 - Medium</p>	<p>Phase 2</p>	<p>2 - Medium</p>



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Neighborhood Investments”

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Attract neighborhood amenities to disinvested neighborhoods:	Invest Atlanta satellite offices established in different quadrants of the city to meet residents/ small business owners where they are. Monthly events, in concert with City Council members and in market, to ensure that community engagement is top of mind and that the community is a) aware of Invest Atlanta services and b) how to engage	Residents and small business owners in disinvested communities in the Southside and Westside	Parks and Recreation Department, Fort McPherson	1 - High	Phase 1	2 - Medium
	Attract additional funding sources to disinvested neighborhoods (e.g. CDFIs)	CDFI, impact investment funds	US Department of Treasury	1 - High	Phase 3	1 - High
	Help expand access to healthy/ fresh food - Continue to attract stores and/ or food producing enterprises to neighborhoods and/ or work with locally owned stores to introduce healthier food options	Supermarkets, corner stores/bodegas	Chief Health Officer	1 - High	Phase 2	1 - High
	Create a creative district in the Southside to support fashion designers, artists and entrepreneurs	Creative/ fashion entrepreneurs and event organizers	Local landowner, district sponsors	2 - Medium	Phase 3	1 - High



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Affordable Housing” (1 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Support low income residents to remain in/ buy affordable homes	Continue to provide/ expand down-payment assistance to areas exhibiting strong market conditions, offering strong access to jobs/ transit, or in Opportunity Zones	Low-income renting households	Bank partners, philanthropic organizations	1 - High	Phase 1	1 - High
	Support Workforce Strong program - Support a third-party pilot of a rental assistance program linked to professional advancement	Low-income residents without a college degree	WorkSource Atlanta, Atlanta Housing Partners for Home	2 - Medium	Phase 1	3 - Low
	Support housing-related training for seniors - Support a third-party organization with a program that provides education on owner-occupied rehabilitation.	Low-income senior homeowners	Atlanta Housing, provider partners	2 - Medium	Phase 2	3 - Low
	Continue/ expand owner-occupied rehabilitation fund - Support low-income residents to rehabilitate their home/ end code violations	Low-income homeowners	City of Atlanta	2 - Medium	Phase 2	2 - Medium
	Support the expansion of a housing anti-displacement fund - Support city efforts to expand a fund offering tax-relief to vulnerable homeowners	Low-income homeowners	City of Atlanta, philanthropic organizations	1 - High	Phase 2	1 - High
	Identify incentives to encourage landlords to rehabilitate blighted properties (e.g. changes to the tax code)		Department of City Planning	3 - Low	Phase 3	3 - Low



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Affordable Housing” (2 of 2)

Tools	Actions	Target Businesses/ Residents	Partners	Impact	Timing	Resources (\$, staff, time)
Incentivize/ accelerate affordable housing development	Support analysis of inclusionary housing ordinance - Identify areas where inclusionary zoning could yield more affordable housing		Chief Housing Officer	3 - Low	Phase 2	3 - Low
	Deliver affordable housing incentives - Incentivize affordable development in Opportunity Zones, near large employment centers, and near rapid transit		City of Atlanta	1 - High	Phase 1	1 - High
	Increase communication to housing developers - Communicate with developers/ landlords to make them aware of available incentives and support		City of Atlanta	2 - Medium	Phase 1	2 - Medium
	Continue to provide funding for single family development	Single family developers	Atlanta Housing	2 - Medium	Phase 1	2 - Medium
	Provide technical assistance for single family developers	Single family developers	Atlanta Housing	2 - Medium	Phase 1	2 - Medium
	Support expansion of Housing Choice Vouchers - Encourage multi-family developers to accept voucher tenants in areas with access to transit, job centers, education	Multifamily developers	Atlanta Housing	2 - Medium	Phase 1	3 - Low
	Expand the Community Builders Program to the rest of the city	Community builders	Local community organizations	2 - Medium	Phase 2	2 - Medium
	Continue to support housing innovation - Champion and support the work of the Housing Innovation Lab		Department of City Planning	3 - Low	Phase 3	3 - Low
Additional actions	Develop a targeted communications plan to educate residents and business owners about IA an WSA services		Local community organizations	1 - High	Phase 1	2 - Medium

The Plan's Key Performance Indicators (1 of 3)

Objective	Key Performance Indicators	Lead Indicators	Inputs
Creation of good jobs	<ol style="list-style-type: none"> 1. Attract/ support businesses which create X good (\$40k-80k + employer-sponsored health insurance) or promising jobs (entry level jobs from which most workers can reach a good job within 10 years), in which Atlanta has a competitive advantage 	<ul style="list-style-type: none"> • Number of site visits by business retention team • Creation of a "Middle Wage Jobs Fund" tool which can be used to incentivize good job creation in the South and Westside of the city • Retargeting of existing tools, and creation and funding of new ones – e.g. Middle Wage Job Fund & Southside Job Creation Fund • Creation of pre-development loan fund • Number of priority industry sector projects, and good/ promising jobs in IA's pipeline • Financial Tools which allow IA to monitor and track job creation and capital investment 	<ul style="list-style-type: none"> • Staff • Funding for incentives • Partnerships with multipliers • Relationships/ networks • CRM • IA Board • City Council
Access to good jobs	<ol style="list-style-type: none"> 1. Train X unemployed/displaced workers with skills/ credentials needed for good/ promising jobs in high-demand industries 2. Place X unemployed/ displaced workers into paid work experiences and/ or employment and training opportunities 3. Support X in-school and out-of-school youth to receive paid summer work experience and training in high demand career fields 	<ul style="list-style-type: none"> • Mapping of career pathways to good/ promising jobs in high-demand industries • Number of residents who receive individual training vouchers through Workforce Innovation Opportunity Act (WIOA) funds • Number of residents from disinvested neighborhoods who receive financial/ literacy training • Creation/ promotion of worker/ job matching services • Number of businesses which agree to become worksites for WSA work experience participants • Creation of new programming to create a supply of credentialed workers to fill high-demand occupations • Creation of local hire program • Number of City contractors informed about OZ tax credits • Creation of new programming to train disadvantaged residents for City jobs/ a city training university 	<ul style="list-style-type: none"> • Staff • WIOA/ City funding • Marketing tools • Engagement with residents • Partnerships with businesses • Partnerships with APS/ colleges/ training providers • Access to wrap-around services

The Plan's Key Performance Indicators (2 of 3)

	Key Performance Indicators	Lead Indicators	Inputs
Small businesses	<ol style="list-style-type: none"> Support X SMBs to increase employment, or increase sales by X% within 12 months <ul style="list-style-type: none"> - X% are micro enterprises with 1-9 employees - X% are minority or women owned businesses Support X SMBs to become financially stable Create a fashion and art district in Southside which supports X good/ promising jobs within 12-months 	<ul style="list-style-type: none"> • Creation of SMB advisory hub in Southside • Creation of SMB low interest loan fund <ul style="list-style-type: none"> - 20 loans are made to micro-enterprises - 30 loans are made to MWBEs • 150 business retention and expansion visits to SMBs <ul style="list-style-type: none"> - % of visited SMBs which receive financial, technical and/or workforce assistance • Support a buy local programs • Branding and launch of fashion and art district • Creation of social enterprise to promote local fashion and art 	<ul style="list-style-type: none"> • Staff • Funding for grants/loans • Marketing tools • Engagement with business owners • CRM • Partnerships with nonprofits and city departments • Partnerships with local buyers • City Council • IA Board
Neighborhood Investment	<ol style="list-style-type: none"> Attract/enable the creation of CDFIs and X healthy food options to/in disinvested neighborhoods 	<ul style="list-style-type: none"> • Capital raised for new CDFI or from CDFI relationships • Creation of SMB anti-displacement program • Creation of buyout program, storefront rehabilitation fund • Number of storefronts rehabilitated 	<ul style="list-style-type: none"> • Staff • Funding • Partnerships with nonprofits and philanthropy • Partnerships with industry leaders

The Plan's Key Performance Indicators (3 of 3)

	Key Performance Indicators	Lead Indicators	Inputs
Affordable Housing	<ol style="list-style-type: none"> 1. Help X low-income households to purchase homes 2. Incentivize X affordable residential units to be built near transit 3. Activate blighted, vacant and underutilized properties and rehabilitate commercial corridors (through private \$) 4. Support X households so that they are no longer cost burdened i.e., less than 30% income towards housing 	<ul style="list-style-type: none"> • Number of homebuyers who receive down payment assistance and coaching/ social services • Monetization of lease-purchase bond program • Expansion of the use of low income housing tax credits • Number of homeowners who receive financial literacy training • Number of seniors who receive owner-occupier rehabilitation training and loans • Expansion of anti-displacement fund • Number of additional community land trust affordable homes • Expansion of NMTC program • Creation of scattered site bond finance program • Creation of gap financing alliance • Revision of zoning code • Expansion of community builders program citywide • Number of single family developers who receive technical assistance and funding • Redevelopment of vacant/blighted property • Housing Innovation Lab support 	<ul style="list-style-type: none"> • Staff • Funding/ bonds • Partnership with Atlanta Housing, departments and philanthropy • Relationships with developers • Support City & Stakeholders



Invest Atlanta's Communications and Community Year-1 Engagement Plan

Events/ Expanded IA Presence

- A full time staff member will be dedicated to community engagement.
- IA will host one event or listening session in each council district over the next year in partnership with each Councilmember. Councilmembers will be invited to speak and asked to provide insight on the event topic, location, or time that is best suited to their district.
 - Topics might include: Overview of IA's Programs, Homeownership, Small Business, or Workforce Development.
 - These events may be held in partnership with a local organization or added to an existing meeting (e.g. nonprofit community events or career fairs).
 - IA will also identify partners to help advertise events based on themes (e.g. Atlanta Technical College for a workforce listening session).
- Continue to execute two large scale events per year, the Homebuyer Fair and Small Business Awards Luncheon, with additional events to be considered for next year.
- Create a "living" calendar of events occurring around the city that IA will attend. IA will check-in each month with Councilmembers' offices for event recommendations.
- Continue to hold in-person and online informational sessions and webinars.
- Begin a phased roll out of satellite offices to expand access to one-on-one meetings and informational sessions.



Invest Atlanta's Communications and Community Year-1 Engagement Plan

Expanded Communications Efforts

- Release a bi-weekly update e-newsletter to highlight IA's recent work, spotlight local businesses, list upcoming events, and direct readers to a customer satisfaction survey. These newsletters will also be available on the IA website.
- Create a customer satisfaction survey to include in all e-newsletters and email signatures.
- Move all application processes online.
- Develop a live chat function on the IA website.
- Place informational flyers and quarterly event calendars throughout the city (e.g. recreation centers, libraries, or schools). IA will consult Councilmembers for recommended locations in their districts.
- Schedule a six-month listening session with City Council members during which IA will also report on community engagement and implementation.



Invest Atlanta's Communications and Community Year-1 Engagement Plan

Internal Metrics (To be reviewed every 6-months)

- Total events held/ attended
- Total and diversity of event attendees (collect demographic information when possible)
- Number of email addresses, phone numbers, and mailing addresses collected
- Partners engaged
- Map of the locations with an IA presence (e.g. listening sessions, flyers available, events attended)
- Social media reach/ engagement (e.g. new followers, engagement)
- Survey results showing improved customer satisfaction



Glossary of terms

This glossary contains an alphabetical list of terms or words found in this plan, relating to a specific subjects, as well as explanations. Where appropriate, we have tried to use the same terms which are widely used by nonprofits, foundations and other organizations delivering support and services to advance economic mobility.

- **Affordable housing** means different things to different people. Residents are generally considered to be housing-cost burdened if they are spending more than 30% of their income on housing and utility costs combined. The One Atlanta Housing Affordability Action Plan identified that the current, greatest need was for homes that are affordable to households with income below 120% of Atlanta's area median income (AMI), with an emphasis on households with income of less than 60% of AMI.
- **Community development** refers to Invest Atlanta's activities to develop complete communities, by providing decent affordable housing and suitable living environments, as well as expanding economic opportunities principally for low income residents.
- **Economic development** refers to Invest Atlanta's activities to increase the level of production in the city's economy and build the local tax base, by attracting and retaining jobs and supporting local businesses.
- **Economic mobility** is the ability of an individual or household to attain a better economic outcome. For a resident to be economically mobile, he or she has access to economic opportunities, and the freedom to choose pathways that lead to better economic and social outcomes.
- **Economic mobility pathways** are economic, educational, people and placed based mechanisms which, when operating effectively, can enable residents to attain better economic and social outcomes. This plan identifies thirteen pathways and analyzes how they are operating, and for whom, within Atlanta. It also identifies policies and programming to strengthen pathways for residents and neighborhoods which have been left behind.
- **Equity** means everyone has access to opportunities which are necessary to satisfy essential needs, advance their well being and achieve their full potential. Equity and equality are not the same thing. Equality is treating everyone the same, while equity is ensuring that everyone has what they need to be successful. While equality aims to promote fairness, it can only work if everyone starts from the same place and has the same needs and goals.



Glossary of terms

- **Good and promising jobs** - good jobs are jobs which provide stable employment, middle class wages and benefits. They pay at least a metropolitan area's median earnings for full-time, year-round sub-baccalaureate workers and provide employer-sponsored health insurance. In Atlanta, in 2020, good jobs pay between \$40,000 and \$80,000. Promising jobs are entry level positions from which most workers can reach a good job within 10 years.
- **Inclusionary zoning** refers to a policy that requires a given share of new construction to be affordable to people with low to moderate incomes.
- **Location quotient (LQ)** is a way of quantifying how concentrated an industry or occupation is in a city or region, as compared to the nation. It can also be a useful indicator of the city's likelihood of attracting businesses in that industry.
- The IRS defines **low income residents and households** for the purposes of the Earned Income Tax Credit. It uses a set of money income thresholds that vary by family size and composition. If a resident's/ household's total income is less than the threshold, then that resident/ household is considered to be low income, and is eligible for the credit. The 2019 thresholds range from \$15,570 to \$55,952.
- **Mixed income housing** refers to diverse types of housing units, such as apartments, town homes, and/ or single-family homes for people with a range of income levels.
- **Neighborhoods** - Atlanta is home to 242 distinct neighborhoods.
- **Neighborhood planning units** - Atlanta is divided into 25 neighborhood planning units (NPU), which are citizen advisory councils that make recommendations to the Mayor and City Council on zoning, land use and other planning-related matters.
- **New Markets Tax Credits** (NMTC) are federal income tax credits which can be used to encourage private investment in low-income communities. The investment must be in businesses or economic development projects located in census tracts where the individual poverty rate is at least 20%, or the median family income does not exceed 80% of the area median. The credit is set to expire on December 31 2020, but there are proposals to extend it indefinitely.



Glossary of terms

- **Opportunity Zones** are defined as economically-distressed communities where new investments, under certain conditions, may be eligible for preferential tax treatment. They were established by Congress in the Tax Cuts and Jobs Act of 2017.
- **Priority neighborhoods** are neighborhoods in the Southside and Westside of Atlanta with low median household income and high rates of poverty and unemployment. They are either experiencing lagging commercial investment, or experiencing gentrification pressures.
- **Racial equity** means fairness and justice in policy, practice and opportunity consciously designed to address the impacts of historic racial discrimination and inequity, with an eye to equitable outcomes.
- **Small businesses** are independently owned and operated businesses with fewer than 300 employees; or bringing in less than \$30 million in yearly gross receipts.
- **Southside** refers to priority neighborhoods in the following Atlanta neighborhood planning units:
 - a. NPUs: parts of P and Q, and R, S, T, V, X, Y, and Z
- **Tax allocation districts** (TAD), also known as tax increment financing (TIF), is a redevelopment and financing tool by which Invest Atlanta can provide financial assistance to redevelopment efforts within an official designated area. Ten TADs have been established in Atlanta: Westside, Atlantic Station, Perry-Bolton, Princeton Lakes, Eastside, Beltline, Campbellton Road, Hollowell - M. L. King, Metropolitan Parkway and Stadium neighborhoods. To find out more, see www.atlantaga.gov/government/departments/city-planning/office-of-zoning-development/plans-and-studies/tax-allocation-district-tad.
- **Westside** refers to priority neighborhoods in the following Atlanta neighborhood planning units:
 - a. NPUs: G, H, parts of I, J, K and L
- **Workforce development** refers to WorkSource Atlanta's activities to provide job seekers with resources to attain sustainable employment and collaborate with businesses for the recruitment and development of their labor needs.

Objective 1: Creation of good jobs

- **Pathways supported:** Overall Economic Growth; Job Wages, Benefits, and Character; Neighborhood Access to Employment; Workforce Capacity for/ Access to Employment

Relevant Data Findings

- According to Brookings Institute’s Opportunity Industries Framework, Atlanta ranks 17th out of the 100 largest MSAs in the United States in terms of providing good and promising jobs for those with a bachelor’s degree. However, Atlanta ranks 76th in terms of providing “good and promising” jobs for those without at least a bachelor’s degree
- 77% white adults and 23% of black adults have a bachelor’s degree
- By 2025, 60% of jobs in Georgia will require some form of higher education. The sectors which create good jobs for people without college degrees will not grow much in the future (except construction and, to a lesser degree, logistics and information)
- Atlanta’s northside and central neighborhoods have higher proximity to jobs than those in the west and south

Objective 2: Access to good jobs

- **Pathways supported:** Workforce Capacity for/ Access to Employment; Neighborhood Access to Employment

Relevant Data Findings

- There is a north/ south division in the city between residents earning high wages (\$3,333/month or more) residing in Northern Atlanta and those earning low wages (\$1,250/month or less) living in Southern Atlanta
- The unemployment rate for black residents is 11% higher than for white residents – this is not limited to residents with lower skills
- African American workers have a higher rate of job displacement compared to other segments of the US population. This is in part due to the higher representation of Black workers in occupations that are likely to be most affected by automation (e.g., office support, food services, production work). They are also underrepresented in occupations that are most resistant to automation. Re-skilling and new skilling workers prone to automation would help to allow workers to switch careers and transition into those less at risk for future job loss

Objective 3: Small businesses

- **Pathways supported:** Equitable Economic Growth; Job Wages, Benefits, and Character; Entrepreneurship and Small Business Growth and Retention; Neighborhood Access to Employment; Workforce Capacity for/ Access to Employment

Relevant Data Findings

- Atlanta ranks highly as a “small business friendly” city with more black-owned small businesses and more female-owned businesses per capita than its peers. However, according to the most recent Survey of Business Owners, Atlanta’s black-owned businesses account for 8% of total businesses, compared to 68% of businesses owned by white Atlantans
- According to the Prosperity Now report, Black owned businesses in Atlanta were valued at \$58,085, while white owned businesses were valued at \$658,264. Of the Black-owned businesses that have paid employees in Atlanta, the average business has 7.9 employees compared to an average of 10.3 employees across peers
- Only 56% of businesses that were open as of 2014 were still in business in 2018. Each year, 2,767 businesses closed on average in Atlanta between 2015 and 2018 and the vast majority were businesses with 0 or 1 employee. While the rates are similar for surrounding counties and the MSA, they are not consistent with the national trends
- Over half the closures of small businesses are business services, marketing design and publishing, and local real estate and construction. Local retail is also seeing substantial losses. The closures are taking place across the city and are not concentrated in particular NPUs

Objective 4: Neighborhood investment

- **Pathways supported:** Job Wages, Benefits, and Character; Neighborhood Access to Employment; Workforce Capacity for/ Access to Employment; Asset/Wealth Building and Financial Management

Relevant Data Findings

- The south and west-central parts of the city in particular lack middle and high wage jobs, both on an absolute number and percentage basis. The north/east side of the city is home to the bulk of the middle and high wage jobs
- The largest concentrations of small businesses in Atlanta are in NPUs B, E and M, although small businesses also have a presence in the other NPUs
- A 2014 report published in Atlanta Magazine noted that there were over half a million people living in Atlanta without access to a grocery store (per the USDA's definition), which can serve as an economic and workforce development tool
- South and west NPUs have higher violent crime rates than overall city rates, which are already high compared to all peer cities, except Chicago. High violent crime rates may be a barrier to both talent and business attraction in neighborhoods where it is more prevalent (especially southern neighborhoods)

Objective 5: Affordable housing

- **Pathways supported:** Workforce Housing Stability; Asset/Wealth Building and Financial Management; Neighborhood Access to Employment

Relevant Data Findings

- The homeownership rates among black households in Atlanta is 8% lower than the citywide homeownership rate, and 21% lower than the homeownership rate among white households in Atlanta
- Homes in the city's southern neighborhoods have substantially lower home values versus homes in the north of the city
- There are higher incidences of code violations and lead paint exposure risk in south Atlanta. Code issues are especially prevalent in the cluster of neighborhoods running from Bankhead and Chattahoochee to Lakewood Heights
- Home equity and home mortgages are an important source of capital to start and expand business. Given the racial disparity in homeownership rates and home values, black entrepreneurs often have less capital to leverage, resulting in disparities in the number of black owned businesses
- 39% of households and 50% of renters are cost/ rent burdened; those earning less than \$40k a year are most impacted
- 10% of newly built apartments rent for less than \$1000 per month. The maximum rent a median black household can afford is \$746 per month
- In several neighborhoods in the south, including portions of NPU P, Q, R, H, I, J, K, S, and T, the eviction rate is significantly higher than the citywide eviction rate (5.1%), which is also higher than the national average