



INVESTATLANTA

Atlanta's Development Authority

THE ATLANTA DEVELOPMENT AUTHORITY  
URBAN RESIDENTIAL FINANCE AUTHORITY  
DOWNTOWN DEVELOPMENT AUTHORITY

ANNUAL REPORT

2013



**#1 Best Place to Start a Business**

*Nerd Wallet, April 22, 2013*

**#1 Top Cities for Young Entrepreneurs**

*Under 30 CEO, March 2013*

**#1 Best Cities for New College Grads in 2013**

*Forbes/Rent.com, March 19, 2013*

**#1 Top Metros by Number of 2012 Projects in the South Atlantic Region**

*Site Selection Magazine, March 2013*

**#1 Top Moving Destinations in the U.S.**

*Penske, January 13, 2013*



**Downtown Atlanta**

Cover/Inside Panorama Photo Credit: Horace C. Henry





# contents

## 04 INTRODUCTION

Letter from the Mayor,  
Letter from the CEO

## 07 ORGANIZATION

Executive Team,  
Board Members

## 15 BUSINESS DEVELOPMENT

Recruitment, Retention, International,  
Startup, Openings, Opportunity Zones,  
Small Business

## 23 REDEVELOPMENT

TAD Activity, New Markets Tax Credits,  
Parks and Greenspace, EB-5 Immigrant  
VISA Program, Property Assessed Clean  
Energy Program

## 35 HOUSING

Preservation, Project Highlights,  
Capital Attraction

## 43 FINANCIAL STATEMENTS

# MESSAGE FROM THE MAYOR & INVEST ATLANTA CHAIRMAN

Last year was a stand out year for economic development in the City of Atlanta. We let the world know that Atlanta is open for business, and the international business community responded. Through our significant and growing number of Fortune 500 companies- the third most of any city in the country- as well as our growing ranks of small businesses and startups, 2013 saw expanded economic opportunities for both our City and our State.

When we launched Invest Atlanta two years ago, we made economic development and job growth our top priority. Since then, Atlanta's reputation as a strong, business-friendly community with a vibrant entrepreneurial ecosystem has grown, and we have worked hard to make it even stronger. Few cities can boast such an impressive mix of opportunities, economic activity and innovation. In 2013 alone, the City was ranked by independent third party sources as:

- #1 for young entrepreneurs
- #1 for best cities to start a business
- #3 for growth in number of women-owned firms
- #4 for entrepreneurial activity
- #5 for best cities for female founders

We can attribute much of our business success to my administration's commitment to financial responsibility. This year, an independent audit of Invest Atlanta's financial statements by Mauldin & Jenkins, LLC revealed no deficiencies and resulted in no recommendations. The announcement came on the heels of an unqualified audit from KPMG, which found no material weaknesses in the finances of our City. Additionally, we restored fiscal stability to the City, growing our City's reserves to more than \$120 million.

The future for Atlanta is bright, but we still have work to do. We need to invest in the City's growing reputation as an international technology hub and retain more graduates from the City's universities. We will continue to reinforce the City's status as a global gateway, and strengthen our focus on growing our entrepreneurial community and increasing foreign investment. I am confident that our diverse and talented workforce will continue to draw further investment to our burgeoning economy. Together, we will succeed in building an even stronger Atlanta.



A stylized, handwritten signature in black ink, appearing to read 'Kasim Reed'.

## LETTER FROM INVEST ATLANTA PRESIDENT & CEO



This is an exciting time for Invest Atlanta and the City of Atlanta. **With a renewed focus on Invest Atlanta's mission to create, advance and promote economic growth for our businesses and our community, the City of Atlanta has witnessed significant growth.** Throughout 2013, we saw a tremendous increase in overall business activity and development as construction cranes once again adorned our skyline, new businesses created more jobs and community partners helped to revitalize our neighborhoods.

Through strategic partnerships and investment, the Invest Atlanta team was able to work together and create a world class economic development organization that fast forwards the City with forward-thinking initiatives. From Invest Atlanta's new headquarters in the Georgia Pacific Center, we are able to see these initiatives transform our City's landscape and move our region forward. Since Invest Atlanta's inception, economic development and job growth have been our top priority as we have helped to generate over 4,325 new jobs and secured more than \$480 million in direct and leveraged investment for groundbreaking projects such as the Atlanta Streetcar project, the College Football Hall of Fame, the National Center for Civil and Human Rights and Ponce City Market. What's more is from the success of these initiatives and under the leadership of Mayor Kasim Reed, we were able to recruit more businesses and further diversify Atlanta's business portfolio to include:

- PulteGroup – moving its corporate headquarters to Atlanta
- athenahealth - relocating to Ponce City Market
- Coca-Cola – relocating 2,000 jobs to Downtown
- AT&T Foundry - opening a new innovation center in Technology Square

Yes, Atlanta is truly breaking economic ground and is on the move. As we continue to move onward and upward, Invest Atlanta does not believe the sky is the limit. We keep building for our future, businesses and community. With this commitment in mind, Invest Atlanta assisted the City of Atlanta in negotiating the creation of a new \$1.2 billion multi-use, retractable roof stadium, the Housing Finance team leveraged approximately \$47 million to provide quality housing opportunities for families throughout our City, generating \$1.6 million in estimated state and local taxes and Invest Atlanta has made home ownership dreams come true for many through attractive interest rates and down payment assistance programs such as HOME Atlanta 4.0 and NeighborhoodLIFT<sup>sm</sup>.

We're excited about what we've done together as a city and look forward to building upon this momentum in 2014.





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I am confident that our diverse and talented workforce will continue to draw further investment to our burgeoning economy. Together, we will succeed in building an even stronger Atlanta.

The Honorable Kasim Reed, Mayor of Atlanta

”



# ORGANIZATION



## EXECUTIVE TEAM



**BRIAN P. MCGOWAN**  
President & CEO



**ERNESTINE W. GAREY**  
Executive Vice President & COO



**DR. ELOISA KLEMENTICH**  
Managing Director Business Development



**ROSALIND RUBENS NEWELL**  
General Counsel



**DOUGLAS T. RAY**  
Chief Financial Officer



**DAWN LUKE**  
Managing Director Housing Finance



**AMANDA RHEIN**  
Managing Director of Redevelopment

## BOARD MEMBERS



**THE HONORABLE KASIM REED**



**THE HONORABLE JOYCE M. SHEPHERD**



**MR. JOSEPH A. BROWN**



**MS. ANNA FOOTE**



**MR. JULIAN BENE**



**MS. CONSTANCE BARKLEY-LEWIS**



**MR. J.C. LOVE III, ESQ.**



**THE HONORABLE EMMA DARNELL**



**THE HONORABLE BRENDA J. MUHAMMAD**



# INVEST ATLANTA EVENTS & WORKSHOPS 1, 2, 3, 4, 5.

**1** Part of our success last year involved building stronger relationships with federal agencies to support our community revitalization work. Invest Atlanta was honored to host two U.S. Cabinet members - U.S. Commerce Secretary Penny Pritzker and U.S. Housing and Urban Development Secretary Shaun Donovan - to discuss ways to create jobs and revitalize communities.





U.S. Commerce Secretary Penny Pritzker



U.S. Housing and Urban Development Secretary Shaun Donovan





p.s. we are  
located here.



**2** In 2013, we supported the Atlanta Better Buildings Challenge by investing in two landmark projects - The Walton Building and The 100 Peachtree – each winning grants for energy efficiency upgrades.



Full Portrait Img: 100 Peachtree  
Thumbnail Img: **The Walton Building**



**3** Through strategic initiatives such as HOME Atlanta 4.0, buyers were able to receive 30-year fixed-rate mortgages with 5% down payment assistance grants. Another key housing initiative, NeighborhoodLIFT<sup>sm</sup>, worked with community stakeholders to host a tour of homes and demonstrate the benefits of renovation mortgage loans.





**4** Through a partnership with the City of Atlanta, Invest Atlanta and Startup Atlanta hosted two Govathon Hackathon events to address the needs of the City through cutting-edge and new technologies. Each event brought over 150 programmers, developers, designers and City officials together to enhance municipal services. Hosting the hackathons proved to be a great way to leverage technological innovation and local technology experts to address the City's unmet needs while supporting the entrepreneur community.





## Gold Sponsor



## City Sponsors



## Silver Sponsors



## Community Support



## Bronze Sponsors



**5** In addition to awarding loans, the Small Business Development team provided 390 business consultations and held 20 small business information sessions designed to directly interact with the City's entrepreneurs and new small businesses. These sessions provided valuable information about Invest Atlanta's small business programs, including everything from loan counseling to incentives.



# BUSINESS DEVELOPMENT

“With hundreds more future athenistas to hire, we believe Ponce City Market will help us attract the best talent metro Atlanta has to offer. We were thrilled with the enthusiasm and dedication of our partners at Invest Atlanta as we moved through the process of identifying Ponce City Market and then building the relationships with state and city officials necessary to bring our vision for athenahealth’s Atlanta expansion to life.”

Jonathan Bush, Chairman and CEO, athenahealth

## BUSINESS DEVELOPMENT DEPARTMENT WINS

4,034

direct & retained jobs

\$56 M

new state & local taxes

\$349 M

in private investment



PulteHomes

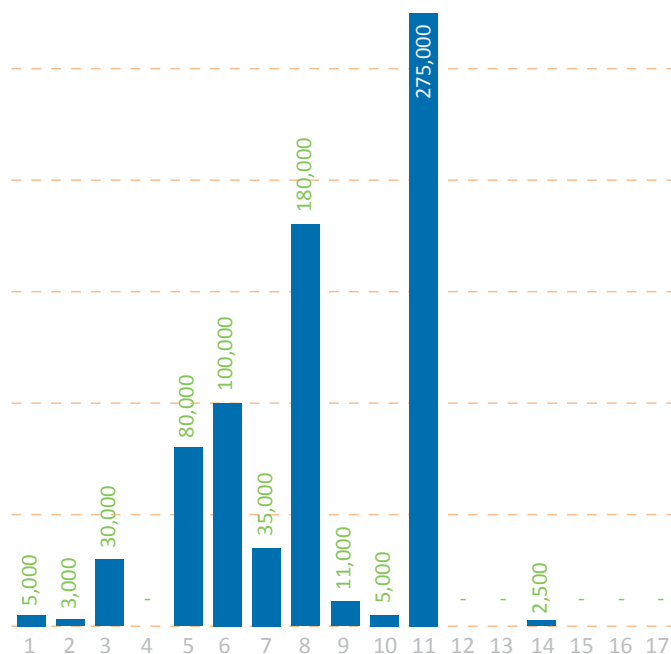
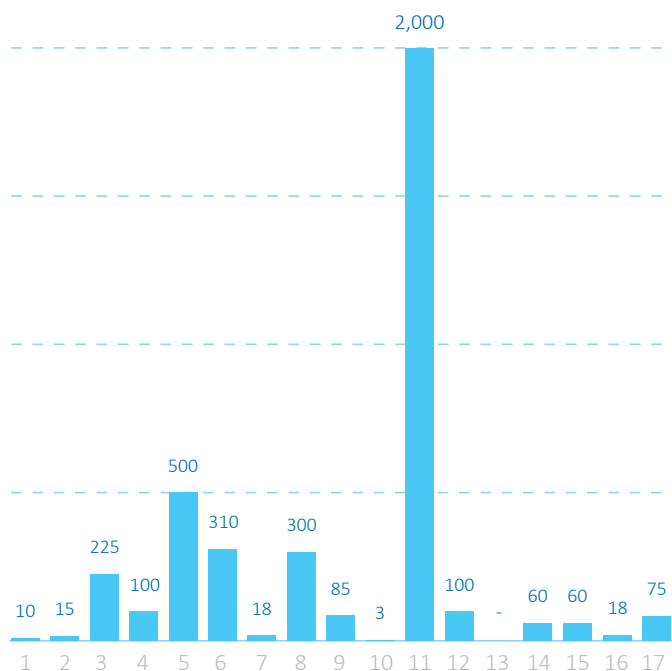
## BUSINESS DEVELOPMENT ATTRACTION WINS

New Jobs

**3,786**

93 Retained

Square Footage

**726,500**

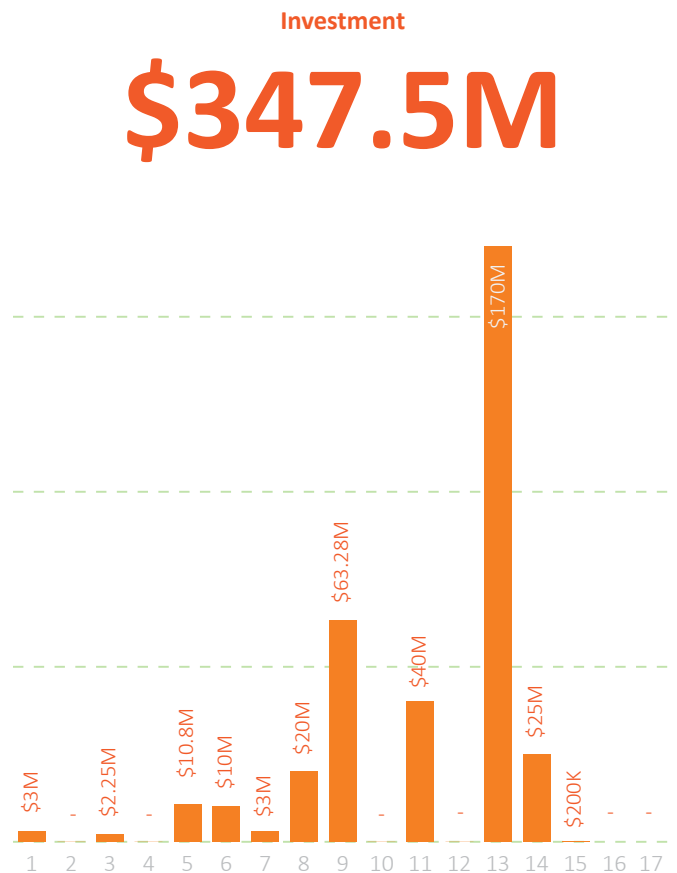
## I. BUSINESS DEVELOPMENT

2013 was an exciting year for Invest Atlanta's Business Development team. Together, the team was able to initiate new programs to support Atlanta's economic vitality. These new programs were in the areas of business recruitment, business retention, business expansion and business creation. Collectively, they represented a total of 3,941 direct jobs and nearly \$350 million in private sector capital.

In addition to direct jobs, these new business investments will generate more than 3,500 indirect jobs. The impact of these new businesses represents an estimated new economic output of nearly \$1.8 billion, generating \$56 million in new state and local taxes. We're excited about what this means for economic growth and jobs to Atlantans.

In an effort to spur trade and increase local economic activity, the Business Development team went on sales missions to six cities in the U.S., as well as to the United Kingdom and France. These international trips resulted in 10 leads and the economic potential of \$10 million in private investment.

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13 	14 	15 	16 
17 			





## BUSINESS RECRUITMENT

Invest Atlanta, through Business Development, has an aggressive economic development approach and it shows in the number and size of key company relocations to Atlanta. Below are just a few companies who now call Atlanta home.

**PulteGroup**, the nation's leading homebuilder, announced plans to relocate its corporate headquarters from Michigan to Atlanta. PulteGroup's move will create 310 high-paying new jobs in the City. This relocation is a prime example of Atlanta's continued strength as a great place for business.

**athenahealth**, a Watertown, Massachusetts-based health IT firm, will relocate to Ponce City Market and is bringing 500 new jobs to the City of Atlanta. The company, which offers cloud-based services for physician practice management and electronic medical records, will add highly skilled jobs in IT, sales and project management.

**ExactTarget**, a digital marketing firm, received incentives from the City to relocate its regional headquarters to Atlanta. The Indianapolis-based company is expanding and will bring 225 new jobs to the City.

**carter's**, the children's clothing manufacturer, announced that they will open an innovation center in the Chattahoochee Industrial area creating 18 jobs. This is in addition to their 2012 headquarters relocation announcement. On January 16, 2014, we celebrated the opening of Carter's new corporate headquarters at Phipps Tower. The move is part of a consolidation of operations to metro Atlanta, where the company currently employs more than 1,700 people. Carter's will add nearly 200 jobs to its workforce at their new headquarters location.



Carter's Ribbon Cutting

# 2013 (the BRE team)

200+

business visits conducted

27%

firms operating in Atlanta for over 29 years

44%

firms in the City for over 10 years

\$255 M

businesses annual revenue

9 out of 10

businesses would recommend Atlanta to start, locate or expand a business

## BUSINESS RETENTION AND EXPANSION

The City of Atlanta is home to many companies that have survived a multitude of challenges in uncertain economic times. Small and large companies alike have committed to stay in Atlanta over the years because the City is a part of their business model. The purpose of Invest Atlanta's Business Retention and Expansion (BRE) program is to support our corporate citizens' business models and to ensure that the City of Atlanta is continuously providing a fertile business environment. Having a resource to offer extended support is essential to any business that is experiencing change or growth.

The BRE program acts as a resource for entrepreneurs and gains information about each business' individual needs through a short, yet comprehensive survey. Of the over 200 business visits conducted by the BRE team in 2013, it was discovered that over 27% of the firms had been operating in Atlanta for over 29 years. Another 17% had been in the City for over 10 years. These businesses represented over \$255 million in annual revenue.

Among the most exciting findings of the survey was that 9 out of 10 businesses surveyed would recommend Atlanta as a place to start, locate or expand a business. These businesses have discovered that Atlanta provides excellent access to customers, a low cost of doing business and an entrepreneurial workforce that is among the world's best.

Invest Atlanta believes that the most effective way to assist a business and to get them to participate in the BRE program is to simply ask, as most business owners are excited to discuss what they do. To schedule a visit from a BRE team member, visit [investatlanta.com](http://investatlanta.com).

**LottaFrutta CNN Interview**

Photo Credit: Wilbert Communications

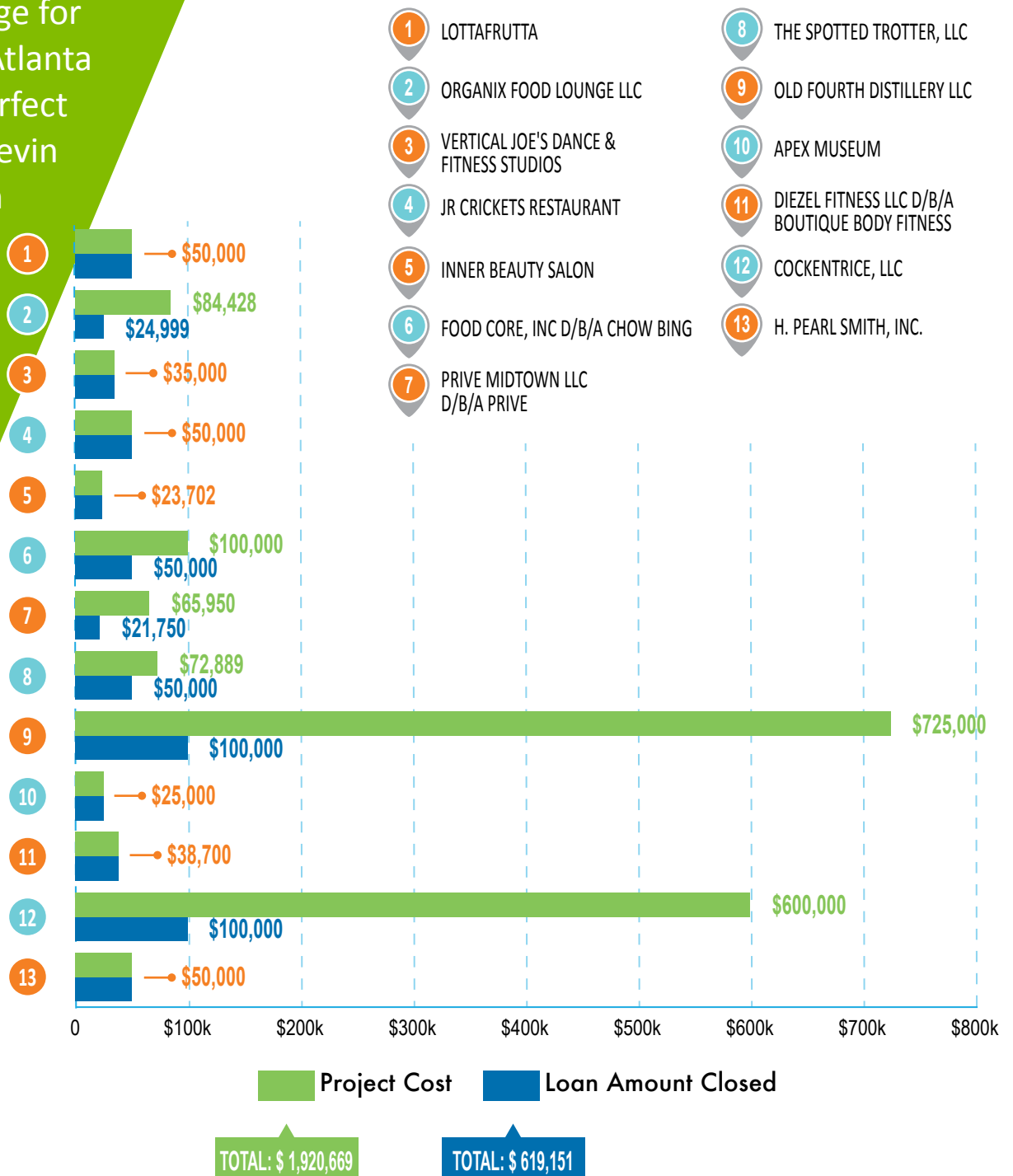
## SMALL BUSINESS AND ENTREPRENEURSHIP

In 2013, the Small Business Development team processed 34 small business loan applications, an increase of 13% compared to the prior year. From these, 13 loans were funded to Atlanta-based organizations, supporting 63 direct jobs. We awarded just over \$600,000 to these businesses which leveraged \$1.3 million in private sector investments, for a total project cost of \$1.9 million. With an emphasis on supporting entrepreneurs, five of these loans were awarded to first-time startup businesses.

LottaFrutta restaurant, a woman-owned minority business in Atlanta's Old Fourth Ward neighborhood, was the first to receive a \$50,000 small business loan from the Atlanta Catalyst Fund. The eatery, which serves Latin fresh fruit cups, smoothies and sandwiches, was featured on CNN, along with Invest Atlanta President and CEO Brian P. McGowan. The loan to LottaFrutta is an example of incentivizing and investing in the economic development of up-and-coming Atlanta neighborhoods.



"Working with Invest Atlanta was a breath of fresh air because we finally had an organization on our side that understood the needs of a small business. In what was otherwise a stressful growth stage for us, Invest Atlanta was the perfect partner." Kevin and Megan Outz, The Spotted Trotter, LLC





## STARTUP ATLANTA



### ENTREPRENEURSHIP

Startup companies and the entrepreneurs who take the risks to launch them are the real engines of job creation and economic growth. Invest Atlanta launched Startup Atlanta to connect and support the entrepreneurial ecosystem in the City. Invest Atlanta supports Startup Atlanta by collecting stories and sharing knowledge among the brightest, most innovative minds in the startup community through the Startup Blog. Startup Atlanta has grown into its own non-profit organization with strong board representation from the Atlanta Technology Angels, the Metro Atlanta Chamber, EO Atlanta and Cox Enterprises.

### OPPORTUNITY ZONES

Invest Atlanta has used the Opportunity Zone tax credit as a tool to not only recruit businesses, but also to support current businesses. Businesses within Opportunity Zones are eligible for a yearly State of Georgia tax credit of \$3,500 for each new job created, as long as they create at least two new full-time jobs in a tax year. The credit can be claimed for up to five years, meaning the total benefit of the tax credit can be up to \$17,500 per employee.

In addition, the Georgia Department of Community Affairs approved two new Opportunity Zones in Atlanta in 2013 – Cleveland Avenue/Metropolitan Parkway and Auburn Avenue.

**Nearly two-thirds of the companies that applied for Opportunity Zone certification through Invest Atlanta were small businesses, proving that this tax credit is one that benefits those companies that need it most.**



# REDEVELOPMENT

Invest Atlanta has facilitated groundbreaking agreements between state and local government, ultimately allowing Livable Buckhead to add 13 acres of much-needed greenspace to the City's inventory including PATH400 and Mountain Way Common. Our partnership leverages the unique strengths of our respective organizations and makes it possible for us to accomplish far more by working together than either of us could accomplish alone.

Denise Starling, Executive Director, Livable Buckhead





BeltLine Ribbon Cutting

## II. REDEVELOPMENT & NEIGHBORHOOD REVITALIZATION

### TAX ALLOCATION DISTRICTS

Tax Allocation Districts (TADs) are one of several funding opportunities available to developers, investors and property owners. Using tax increment financing, redevelopment costs within a TAD are financed through the pledge of future incremental increases in property tax revenues generated by the resulting new development. TAD funds can be used for construction of new buildings; public infrastructure or improvements; renovation, rehabilitation, demolition or expansion of existing buildings; acquisition of capital equipment; and remediation, clearing or grading of land.

### THE CITY OF ATLANTA HAS ESTABLISHED 10 TADs

- » Atlantic Station
- » BeltLine
- » Campbellton Road
- » Eastside
- » Hollowell/Martin Luther King, Jr.
- » Metropolitan Parkway
- » Perry Bolton
- » Princeton Lakes
- » Stadium Area
- » Westside

10  
TADs





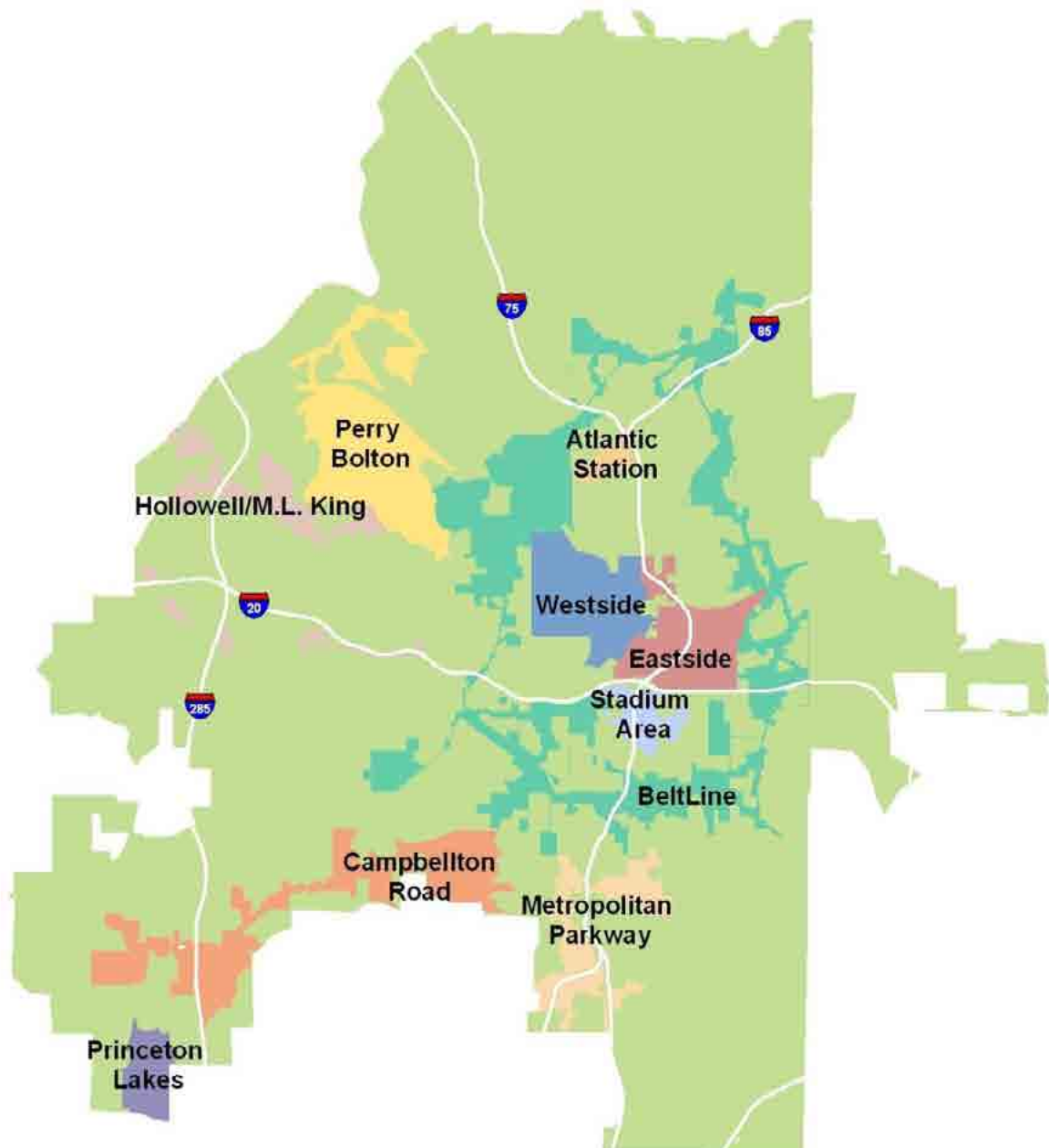
“

Working with Invest Atlanta has been a pleasure. The process has been collaborative, thoughtful and ultimately beneficial to everyone involved.

Kris Bagwell, Executive Vice President,  
EUE/Screen Gems Studios Atlanta

”

## TAX ALLOCATION DISTRICTS





## TAD ACTIVITY

- » The Walton Building and 100 Peachtree are among the Atlanta landmarks being revitalized thanks to an investment of Westside TAD funds. Both buildings are participants in the Atlanta Better Buildings Challenge launched in 2011 as a part of a national initiative by President Barack Obama to make the nation's commercial buildings 20% more energy efficient by 2020. Approximately \$4.25 million in Westside TAD funding was allocated for upgrades to these buildings in order to increase efficiency, decrease vacancy by attracting new tenants and create jobs within Downtown.
- » In an effort to stimulate new economic activity in the Westside TAD neighborhoods of English Avenue and Vine City specifically, Invest Atlanta and APD Urban Planning and Management worked with the community over the course of 2013 to establish an implementation plan for short, medium and long-term actions. The Westside TAD Neighborhood Strategic Implementation Plan seeks to create a cohesive and sustainable community vision with a focus on building local human capital and job creation. Recommended actions are categorized into three phases: Stabilization, Predevelopment and Execution. The plan also identifies five priority areas in the neighborhoods within which to focus investments and establishes a decision-making tool for the evaluation of future projects in the community.
- » Invest Atlanta approved \$15 million for the creation of the Westside TAD Community Improvement Fund, which will be used to revitalize the neighborhoods of Vine City, English Avenue and a portion of Castleberry Hill. This allocation of tax increment funding grew out of recommendations outlined in the Community Benefits Plan by the Community Benefits Plan Committee and the Westside TAD Neighborhoods Strategic Implementation Plan. Initial investments will be targeted toward neighborhood stabilization and quality of life enhancements.
- » Invest Atlanta approved \$3 million in Eastside TAD tax increment funding and \$2 million in Westside TAD tax increment funding for the Downtown Façade Improvement Pilot Program. The program will provide business and property owners along the Atlanta Streetcar route, the south central business district and the Joseph E. Boone Boulevard and Martin Luther King, Jr. Drive corridors with grants and technical assistance to improve and restore the public-facing sections of their properties. The application for the Downtown Façade Program will be released in early 2014.
- » The Lakewood Livable Centers Initiative (LCI)/Metropolitan Parkway TAD was funded by the Atlanta Regional Commission, Invest Atlanta, the City of Atlanta and local partners. The Lakewood LCI team worked together with city planners, citizens and stakeholders over a period of several months to create a vision for the future of Lakewood Fairgrounds and surrounding communities. This plan focuses on leveraging Aaron's Lakewood Amphitheater and EUE/Screen Gems Studios to attract movie and television production jobs and create a film industry cluster. In addition, the plan outlines strategies to encourage economic development, job creation, sustainable land use and transit-oriented development in major activity nodes along the corridors. One of the recommendations of the plan called for designation of major activity nodes as Opportunity Zones. This recommendation was implemented a couple of months later upon the plan's completion and approval in 2013.

# TADs

## (TAX ALLOCATION DISTRICTS)

### COMMUNITY BENEFITS PLAN PROCESS

On March 18, 2013, the Atlanta City Council approved the New Stadium Project legislation, authorizing the City to publicly finance a portion of a new stadium for the Atlanta Falcons. The legislation stipulated that Invest Atlanta would facilitate the creation of a Community Benefits Plan (CBP). The CBP would guide the use of \$15 million in Community Improvement Funds from the Westside TAD for redevelopment initiatives in the neighborhoods of Vine City, English Avenue and a portion of Castleberry Hill.

The 17 member CBP Committee (Committee), composed of community stakeholders and public officials, participated in exercises aimed at identifying needed initiatives and maximizing community input. After a five month engagement process and 10 meetings, the Committee voted to advance a final CBP to City Council that focused on creating a community resource center, job training, entrepreneurship, workforce development, youth programs and health and wellness programs. The CBP also specified assemblage and land banking, affordable housing, infrastructure improvements, safety and code enforcement, greenspace and urban agriculture and historic preservation as areas to be addressed. The Atlanta City Council unanimously approved the CBP on December 2, 2013.

#### July 2, Initial Meeting

Invest Atlanta convened the initial meeting of the 17-member Community Benefits Plan Committee. The components of the CBP, established a decision making process and informed the Committee about the parameters of the implementation resources. A number of people in the audience expressed concern about the CBP being presented as a plan instead of a binding agreement.

#### July 24: Meeting 2

Invest Atlanta discussed the governance structure and the scope of work, which was established based on the categories identified in the legislation, then further categorized into public and private components and twelve subcategories. Invest Atlanta created an exercise that allowed the Committee to suggest project concepts. Over eighty ideas emerged and additional concepts were requested from the community. Again, members of the audience expressed concern about the plan vs. agreement issue.

#### August 7: Meeting 3

Following public comment President Mitchell suggested that we postpone meetings until City Council and the Mayor's Office came to a decision regarding the plan vs. agreement issue and the need for a facilitator.

#### August 21: Meeting 4

Councilmember Michael Bond was elected chair of the Committee. Based on guidance from the Law Department, the Mayor's office clarified that the intent of the legislation was to create a plan. The Committee and the audience were given an opportunity to add additional project ideas, which were incorporated into the scope of work document.

#### September 4: Meeting 5

APD Urban Planning and Management presented the Westside TAD Neighborhoods Strategic Implementation Plan Summary Report for Vine City and English Avenue. Castleberry Hill representatives sought assurances that their community's needs would be addressed in the CBP.

#### September 18: Meeting 6

The Departments of Public Works and Planning and Community Development presented projects and plans impacting the neighborhoods adjacent to the NSP. Invest Atlanta presented a matrix outlining funding sources available for implementation of the potential projects and identified projects that were not eligible for funding through available funding sources. Invest Atlanta once again outlined the CBP process and discussed how the CBP would be informed by multiple information sources.

#### October 23: Meeting 7

Invest Atlanta presented the results of an electronic survey through which the Committee prioritized the project concepts. Penny McPhee, from the Arthur M. Blank Family Foundation, discussed the application process for the Neighborhood Prosperity Fund and engaged in a question and answer session. Castleberry Hill representatives also made a presentation about their neighborhoods priorities.

#### November 14: Meeting 8

A draft of the CBP was presented to the Committee. Representatives from all the neighborhoods involved in the CBP jointly presented their collective priorities. The Departments of Watershed Management, Public Works and Planning & Community Development all presented initiatives relating to the CBP.

#### November 20: Meeting 9

Invest Atlanta presented a draft of the CBP to the Committee. Committee members reviewed the draft and were asked to solicit feedback from their communities.

#### November 25: Meeting 10

The Committee deliberated on the CBP and amended the document based on feedback from the community. The Plan was voted on and passed 9-3 with one abstention by the Committee, then forwarded to the Atlanta City Council for final approval.







## NEW MARKETS TAX CREDITS

The New Markets Tax Credits (NMTC) program drives investment to create jobs in communities with high rates of poverty and unemployment. Atlanta Emerging Markets, Inc. (AEMI) is a community development entity wholly owned by Invest Atlanta. AEMI seeks to spur job creation, economic development and neighborhood revitalization in underserved parts of the City of Atlanta. AEMI utilizes the federal NMTC program to attract private sector investment to finance community investments. AEMI provides innovative, flexible financing products to high-impact, credit-challenged businesses and real estate development projects.

One of only two entities awarded allocation in the State of Georgia, AEMI received \$30 million in NMTC from the U.S. Department of the Treasury in May 2013. The purpose of the NMTC award is to continue the support of business growth and development in Atlanta. The award marks a total of \$110 million received by AEMI in NMTC since 2007. AEMI was one of 85 organizations selected from a nationwide pool of 282 applicants through a competitive process. A total of \$3.5 billion was awarded nationally.

In December 2013, JP Morgan Chase made a \$10 million qualified equity investment to AEMI. The investment allows AEMI to receive an investor's funding commitment upfront and then work together to identify eligible projects. The funds will be used to make a loan to build a commercial real estate development or expand a business in a low-income neighborhood.

The AEMI Board of Directors, appointed by Invest Atlanta, is responsible for making investment decisions. In 2013, AEMI appointed five new members to the Board of Directors, bringing the total to eight professionals. Current board members include:



- » Michael Syphoe, Principal, Michael Syphoe Consultants (Board Chair)
- » Michael Cassidy, President and CEO, Georgia Research Alliance
- » Grace Fricks, President and CEO, Access to Capital for Entrepreneurs
- » Ernestine Garey, Executive Vice President and COO, Invest Atlanta
- » KC George, Field Director- East Team, National Development Council
- » Tracy Hankin, Group Vice President of Consumer Markets, WebMD Health
- » Dr. Eloisa Klementich, Managing Director, Business Development, Invest Atlanta
- » Natosha Reid Rice, Associate General Counsel, Habitat for Humanity International

The AEMI Board of Directors unanimously approved a Memorandum of Understanding with Greenline Ventures, a national private investment firm, to launch the Atlanta Seed Equity Initiative. Greenline Ventures has committed \$250,000, to pair with \$150,000 of AEMI funds, to create the \$400,000 initiative. The program will provide investments of up to \$100,000 to support the formation and expansion of innovative entrepreneurial businesses in Atlanta.

A butcher shop eatery, The Cockentrice, and two restaurants, LottaFrutta and JR Crickets, received small business loans through the Atlanta Catalyst Fund, a small business revolving loan fund designed to stimulate small business lending in distressed neighborhoods. Invest Atlanta provides loan origination, underwriting, servicing and compliance activities for the fund. The program was so successful that the AEMI Board made an additional \$100,000 of funding available for future loans.

## PARKS AND GREENSPACE

As a part of Invest Atlanta's goal to promote neighborhood revitalization and achieve a higher quality of life for its residents and visitors, numerous projects toward the expansion and improvement of the City's parks and greenspace were completed in 2013.

Through new investments of more than \$1.4 million, Invest Atlanta managed the addition of 58 acres for the creation of eight new parks including locations on Campbellton Road, Lenox Road, Joseph E. Boone Boulevard and Proctor Street, Loidans Drive, Macon Drive and Mt. Zion Road, Mountain Way and North Ivy, Lena Street and West Lake Avenue, as well as the expansion of three parks and trails including Historic Fourth Ward Park, Thomasville Park and Southwest BeltLine Connector Trail.

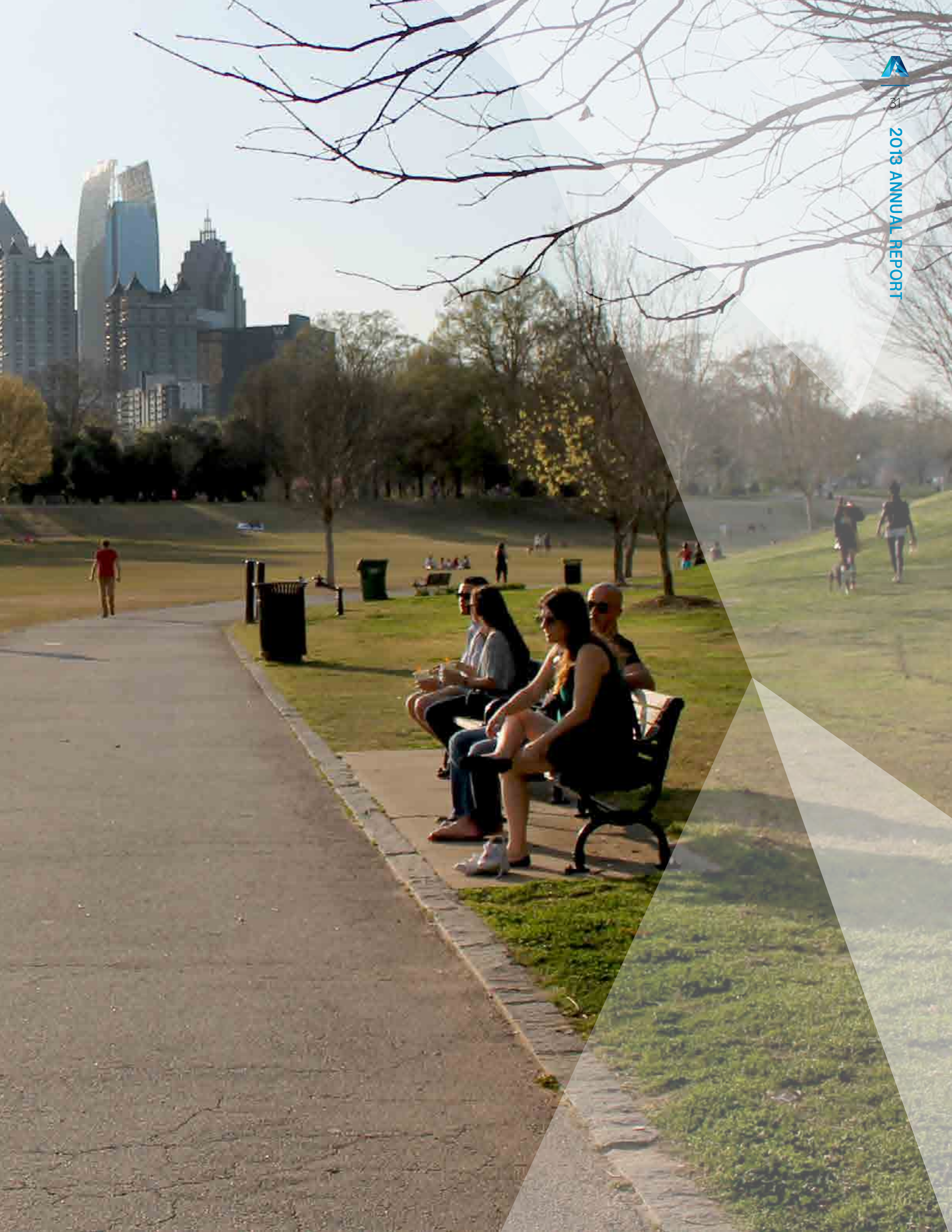
## CLEAN ENERGY ATLANTA PROGRAM

Invest Atlanta established the legal framework to create the "Property Assessed Clean Energy" financing program, which will provide upfront funding to make building improvements to enhance the energy and water efficiency of buildings in Atlanta. The privately funded program will provide commercial or multi-family building owners in the City of Atlanta with a 20-year loan, which will be repaid through voluntary individual building owner assessments billed with the annual property tax.



BeltLine Entrance  
Piedmont Park  
Photo Credit: Veopix

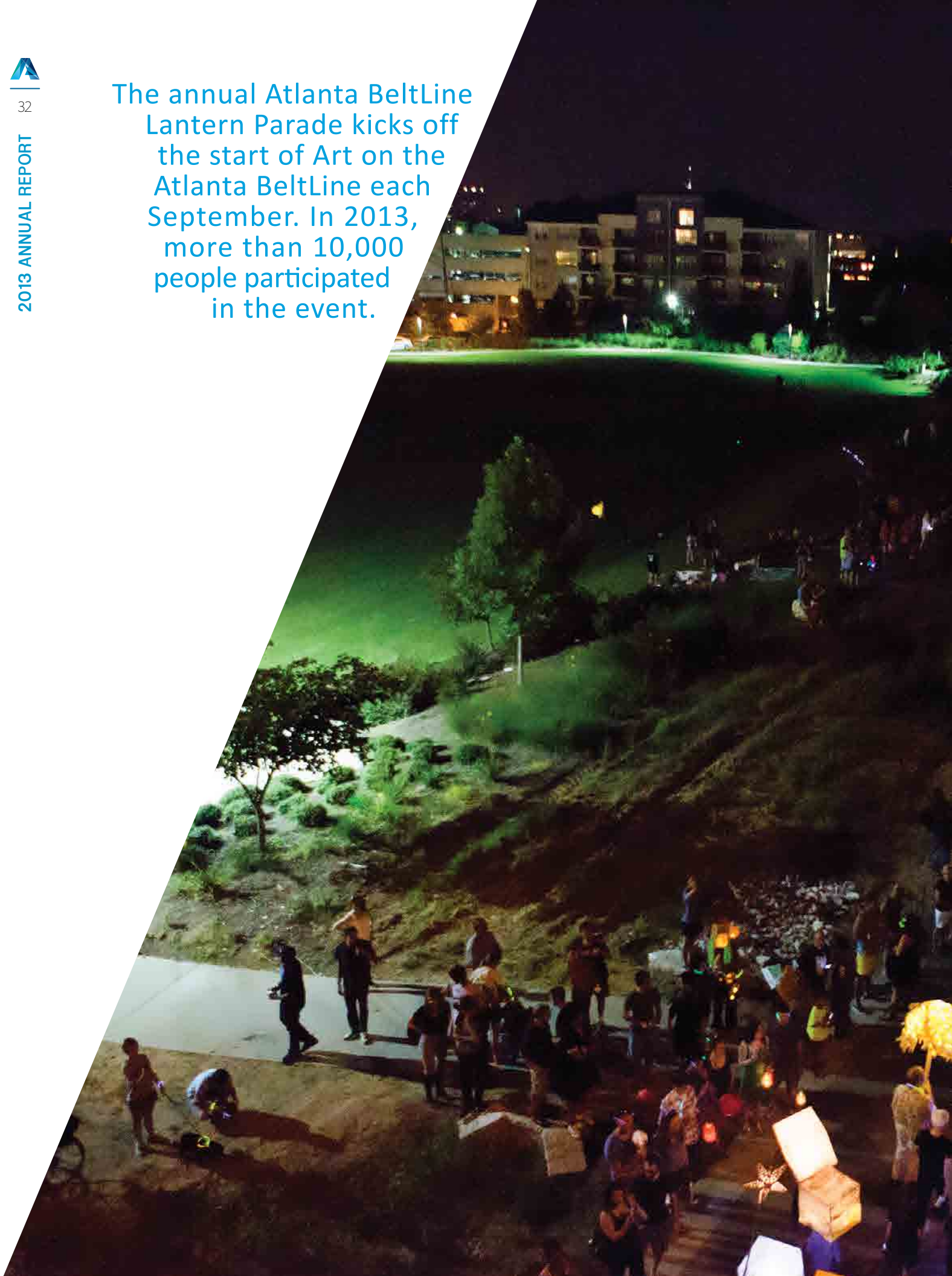








The annual Atlanta BeltLine Lantern Parade kicks off the start of Art on the Atlanta BeltLine each September. In 2013, more than 10,000 people participated in the event.



## ATLANTA BELTLINE, INC.

The Atlanta BeltLine is the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment programs currently underway in the United States. The Atlanta BeltLine is a sustainable redevelopment project that will provide a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling downtown and connecting many neighborhoods directly to each other. **Atlanta BeltLine, Inc. (ABI)** is the entity tasked with planning and executing the implementation of the Atlanta BeltLine in partnership with Invest Atlanta, which oversees the BeltLine Tax Allocation District (TAD), and other public and private organizations, including City of Atlanta departments.

ABI made progress on all fronts in 2013. The Board of Directors hired Paul Morris as the new President and CEO and adopted the 2030 Strategic Implementation Plan, which will serve as a framework to complete the entire Atlanta BeltLine program by the end of the TAD. The full report is available at [beltline.org](http://beltline.org).

To date, there has been more than \$1 billion in new private redevelopment within the Atlanta BeltLine TAD, driven by over \$360 million of investment from public and private sources, a roughly 3:1 return on investment.

By the end of 2013, 20 projects were under construction and the City of Atlanta's Office of Planning reviewed 48 permit applications for new development within the Atlanta BeltLine planning area, a slight increase from 2012. The total number of residential units completed since the start of the TAD in 2006 is 9,003 and the total non-residential square footage completed is 933,700.



The annual Atlanta BeltLine Lantern Parade  
Photo Credit: Christopher T. Martin



The Westside Trail, shown pre-construction, received an \$18 million TIGER V grant from the U.S. Department of Transportation. Construction on this three-mile trail will begin in 2014.







# HOUSING

“We have four children under the age of six, and we knew we needed a home we could grow in.....we were able to get the home that we really wanted”

Amanda Mullen, Down Payment Assistance Recipient

”



## HOUSING FINANCE AND NEIGHBORHOOD REVITALIZATION

In 2013, Invest Atlanta's Housing Finance Department, also known as the Urban Residential Finance Authority, continued its strong commitment to preserving, transforming and stabilizing Atlanta's diverse neighborhoods. By building neighborhoods and stabilizing communities, Invest Atlanta has made the City of Atlanta a desired place to live, work and grow a business. The Housing Finance Department's strong commitment to this effort was demonstrated by the department exceeding its housing unit goal in 2013 by providing financing for 1,057 units of new and rehabilitated housing. Additionally, by utilizing approximately \$26 million of its own incentives, Housing Finance was able to leverage more than \$110 million in private investment to create and preserve 721 units of workforce housing.

### TRANSACTIONS/LOANS CLOSED

Project	Invest Atlanta Funding Source	Invest Atlanta Contribution	Total Investment	Project Type	Total Units	Workforce Units
Trestletree Village	Tax Exempt Bonds	\$11,940,000	\$21,387,057	Multifamily Rental	188	188
Reynoldstown Senior Apartments	Tax Exempt Bonds & BeltLine Affordable Housing Trust Fund	\$6,839,100	\$10,985,802	Multifamily Rental-Senior	78	78
Presley Woods	Homeless Opportunity Fund	\$100,000	\$2,100,000	Supportive Homeless Housing	40	40
Boynton Village	BeltLine Affordable Housing Trust Fund	\$800,000	\$7,659,499	Supportive Grant	43	43
SkyHouse South	Lease Purchase Bonds	\$3,093,031	\$63,280,000	Multifamily Rental	320	16
GE Towers	HOME Funds	\$600,000	\$6,031,686	Multifamily Rental	201	169
Single Family Mortgage Loans	NeighborhoodLIFT <sup>sm</sup> , HOME Atlanta 4.0, AAHOP, HOAP	\$3,398,425	\$22,433,215	Down Payment Assistance	187	187
<b>Total</b>		<b>\$26,770,556</b>	<b>\$133,877,259</b>		<b>1,057</b>	<b>721</b>





SKYHOUSE<sup>®</sup>  
SOUTH



## HOUSING PRESERVATION

Given Invest Atlanta's passionate and fervent commitment to providing a better quality of life for Atlanta's residents, the Housing Finance Department made housing preservation a strategic priority.

By providing financing for the rehabilitation of existing projects and facilitating the restructuring and modification of existing financing, the Housing Finance Department provided the tools and incentives to revitalize and redevelop existing neighborhoods. Additionally, by restructuring and modifying existing financing on several major multi-family developments, Housing Finance was able to protect its investment in specific projects and provide a major stabilizing force financially in several neighborhoods. Displayed below are details of a few restructured deals:

- » The Allen Temple Village, L.P. closed on the sale of GNMA Securities to Greystone Funding Corporation, preserving the affordability of a 457-unit apartment complex known as Allen Hill Apartments. The project is 100% affordable to residents at 60% or below the area median income.
- » The Alta Pointe Apartments, L.P. completed the transfer of the General Partner interest from Wood Partners to a SunAmerica entity, preserving the affordability of a 230-unit apartment complex known as Enclave at Webster Park Apartments. The project has 75% affordability to residents at 60% or below the area median income.
- » The Hollywood/Shawnee Redevelopment Partnership closed on a modification/restructure which improved the financial position of the property, preserving the affordability of a 112-unit apartment complex known as Hollywood Shawnee. The project has 72% affordability to residents at 60% or below the area median income.





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Just needed to say “thank you.” I closed on my new home Tuesday and without your outstanding program, this purchase would not have been possible. You have made me one happy homeowner.

T. Chaney, Down Payment Assistance Recipient

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## PROJECT HIGHLIGHTS

### *Presley Woods*



URFA provided \$100,000 in Homeless Opportunity funding to help finance Presley Woods, a 40-unit property serving homeless persons. Presley Woods is unique in that 20 of the units are reserved for homeless persons with chronic mental illness. This allows the tenants to not only have much needed housing, but also supportive services to address their other health needs. The property is located in a residential setting within Atlanta’s Kirkwood neighborhood.

### *Trestletree Village*



Based on a unanimous vote by the Board of Directors of the Urban Residential Finance Authority, Invest Atlanta issued \$11.9 million in bonds to improve the Trestletree Village Apartments in Southeast Atlanta. Invest Atlanta chose to rehabilitate both phases of Trestletree Village, located at 904 Confederate Court and 794 Ormewood Avenue, because the blighted apartments have attracted crime in recent years.

### *SkyHouse South*



SkyHouse South is a 23-story, high-rise apartment tower located at the corner of 6th Street and Juniper Street. Containing 320 units with approximately 11,000 square feet of street level retail space, the \$63 million project is the second development by Novare Group under the SkyHouse brand in Atlanta. Under the Lease-Purchase Bond agreement provided by Invest Atlanta, Novare Group will set aside 5% of the units for households earning up to 60% of area median income, thus providing affordable housing in an area experiencing high market demand.



## HOMEOWNERSHIP CENTER HIGHLIGHTS

For the residents of the City of Atlanta, the programs offered by Invest Atlanta were very impactful. Specifically, HOME Atlanta 4.0 expended over \$1.5 million in only one year. NeighborhoodLIFT<sup>sm</sup> also awarded over \$2.7 million in down payment funds which resulted in financial assistance to 183 families.

- » HOME Atlanta 4.0: Invest Atlanta's Homeownership Center team administered the new HOME Atlanta 4.0 purchase program, which allows buyers to get a 30-year fixed-rate mortgage with a 5% down payment assistance grant that they never have to pay back. Purchased properties must be located within the city limits and can be newly constructed or existing single-family homes, townhouses or condominiums. Household incomes can rise as high as 140% of the area median income for properties located in the City. For a four-person household, this means a maximum income of \$90,100 per year. The maximum purchase price of a property is \$374,268.
- » NeighborhoodLIFT<sup>sm</sup>: Invest Atlanta's Homeownership Center team was chosen to administer \$6.4 million in down payment assistance on behalf of the Wells Fargo Foundation. The City of Atlanta was one of two cities initially granted funds by the Wells Fargo Foundation to help stabilize neighborhoods plagued with vacant and foreclosed properties. Qualified buyers whose incomes do not exceed 120% of area median income—up to \$77,300 for a family of four—may receive up to \$15,000 in down payment assistance. By the end of 2013, Invest Atlanta closed 256 loans under this program.
- » Marketing: The Homeownership Center team touched over 2,000 prospective homebuyers looking to move into the City of Atlanta. Throughout the year, the team held home fairs, walking tours, informational sessions and networking events. In addition, the Homeownership team appeared on WXIA Channel 11 News, WSB Channel 2 News, Atlanta's #1 radio station V-103, Talk Radio's 106.7 Real Estate Radio program and WAOK 1380 Talk Radio.



West Highlands





FROM 1258  
TO **3384**  
FOLLOWERS



REVAMPED  
COMPANY  
**NAME**

CONVERTED  
FROM ADA  
TO



ADDING MORE  
**MEDIA  
CLIPS**  
AND  
**STARTUP  
INTERVIEWERS**

RECEIVED  
**1350**  
VIEWS



GREW FROM  
654 TO **1246**  
**LIKES**



**408,904** ♥  
IMPRESSIONS





# FINANCIAL STATEMENTS

Invest Atlanta provided The Center for Civil and Human Rights with valuable leaders and expertise to successfully garner the New Markets Tax Credits in support of the project. Their strong vision for continuous growth of the Atlanta community, combined with technical expertise, played a crucial role in securing the credits necessary to open our new facility in 2014—bringing a world-class institution to Downtown Atlanta.

Doug Shipman, CEO, The National Center for Civil and Human Rights



## INVEST ATLANTA IS A COMPONENT UNIT OF THE CITY OF ATLANTA

On pages 45, 46, 47 and 48 are financial statements for the fiscal year ending June 30, 2013. These statements present the combined financial data for the Atlanta Development Authority, the Urban Residential Finance Authority and the Downtown Development Authority.

These financial statements are part of the annual audit report. The audit was performed by Mauldin and Jenkins. A complete copy of the audit report can be accessed at [www.investatlanta.com](http://www.investatlanta.com).

# STATEMENT OF NET POSITION- JUNE 30, 2013

## ASSETS

### CURRENT ASSETS

Cash and cash equivalents	\$8,419,589
Restricted cash and cash equivalents	28,392,463
Investment in direct financing leases with the City of Atlanta, current portion	673,273
Other receivables	927,902
Prepaid items	337,586
Due from other funds	146,703
Due from the City of Atlanta, current portion of long term debt	875,000
Due from component units	25,712
Due from Atlanta Housing Opportunity, Inc., current portion of long term debt	1,414,637
<b>Total current assets</b>	<b>41,212,865</b>

### NONCURRENT ASSETS

Investment in direct financing leases with the City of Atlanta	41,380,239
Due from the City of Atlanta	16,025,000
Due from Atlanta Housing Opportunity, Inc.	27,074,972
Loans receivable, net of allowance	3,304,811
Other receivables, net of allowance	3,815,670
Investment in CV Underground	1,952,148
Investment in development projects	594,843
Capital assets, nondepreciable	67,044,606
Capital assets, net of depreciation	4,051,929
Prepaid items, noncurrent	1,987,825
Advances to other funds	2,483,069
Advances to component units	264,921
Other assets	1,525
<b>Total noncurrent assets</b>	<b>169,981,558</b>
<b>Total assets</b>	<b>211,194,423</b>

## LIABILITIES

### CURRENT LIABILITIES

Accounts payable	627,352
Bonds, notes, and loans payable, current portion	11,698,589
Capital leases payable, current portion	20,900
Accrued interest payable	1,571,847
Accrued liabilities	556,181
Line of credit payable	150,000
Unearned revenue	457,879
Pollution remediation liability	60,000
Funds held in escrow	8,568
Due to other funds	146,703
<b>Total current liabilities</b>	<b>15,298,019</b>



# STATEMENT OF NET POSITION - JUNE 30, 2013 (continued)

## NONCURRENT LIABILITIES

Capital leases payable	14,277
Unearned revenue	2,936,702
Other payables	101,745
Due to others	7,037,432
Advances from other funds	2,483,069
Bonds, notes, and loans payable	107,684,388
<b>Total noncurrent liabilities</b>	<b>120,257,613</b>
<b>Total liabilities</b>	<b>135,555,632</b>

## NET POSITION (DEFICIT)

Net investment in capital assets	67,884,393
Restricted for debt services	8,190,012
Restricted for grant programs	29,558,547
Unrestricted	(29,994,161)
<b>Total net position</b>	<b>\$75,638,791</b>

# STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUND NET POSITION - JUNE 30, 2013

## OPERATING REVENUES

Service, administration, and loan fees	\$8,721,759
Developer fees	22,618
Private grants	2,500,000
Rental income	1,058,961
Income received from others for debt service payments	6,163,977
Other revenue	2,557,412
<b>Total operating revenues</b>	<b>21,024,727</b>

## OPERATING EXPENSES

Interest on bonds, notes, and loans	5,707,670
Program expenses	42,209
Economic development	7,860,247
Depreciation and amortization	352,312
General and administrative	7,320,627
<b>Total operating expenses</b>	<b>21,283,065</b>
<b>Operating income (loss)</b>	<b>(258,338)</b>

Interest income on bank accounts	4,166
Transfers in	94,535
Transfers out	(94,535)
Loss on the disposal of capital assets	(122,803)
<b>Change in net position</b>	<b>(376,975)</b>
Net position at beginning of year, as restated	76,015,766
<b>Net position at end of year</b>	<b>\$75,638,791</b>

# STATEMENT OF CASH FLOWS - JUNE 30, 2013

## CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from customers and grantors	\$13,341,205
Receipts from third parties (rental income)	1,024,764
Receipts of interest on loans	12,410
Payments to component units	70,760
Miscellaneous receipts	2,549,007
Receipts of developer fees	22,618
Payments to Tax Allocation District	(755,550)
Payments to suppliers	(2,203,726)
Payments to employees	(5,090,346)
Payments for programs	(7,677,314)
Other	7,666
<i>Net cash provided by (used in) operating activities</i>	<b>1,301,494</b>

## CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

Receipts from the City of Atlanta to cover debt service on revenue bonds issued on behalf of the City of Atlanta	8,189,998
Receipt of principal and interest on loans	13,009
Repayment of bonds, notes, and loan principal	(1,599,681)
Payments for interest	(6,289,640)
Repayment on bond principal on debt issued on behalf of the Downtown Development Authority	(69,571)
Repayment on bond principal related to revenue bonds issued on behalf of the City of Atlanta	(7,985,000)
Funds received on direct financing lease with the City of Atlanta	7,454,623
Repayment of advances to City of Atlanta	10,000
Principal reduction of Recovery Zone bonds	(1,085,000)
Transfers in	94,535
Transfers out	(94,535)
Acquisition of capital assets	(328,497)
Proceeds from the sale of capital assets	208,480
Repayment of line of credit	(100,000)
<i>Net cash used in noncapital financing activities</i>	<b>(1,581,279)</b>

## CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES

Principal payment for capital lease	(62,096)
<i>Net cash used in capital financing activities</i>	<b>(62,096)</b>

# STATEMENT OF CASH FLOWS - JUNE 30, 2013 (continued)

## CASH FLOWS FROM INVESTING ACTIVITIES

Receipts of interest on bank accounts	4,166
<i>Net cash provided by investing activities</i>	4,166
<i>Net increase (decrease) in cash and cash equivalents</i>	(337,715)
<i>Cash and cash equivalents at beginning of fiscal year</i>	37,149,767
<i>Cash and cash equivalents at end of fiscal year</i>	\$36,812,052

## RECONCILIATION TO STATEMENT OF NET POSITION

Cash and cash equivalents	\$8,419,589
Restricted cash and cash equivalents	28,392,463
	\$36,812,052

## RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES

Operating income (loss)	\$(258,338)
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## ADJUSTMENT TO RECONCILE OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES

Depreciation and amortization expenses, net	(49,167)
Interest receipts reported in operating income	(6,176,986)
Interest payments reported in operating income (loss)	6,275,291

## (INCREASE) DECREASE IN

Other receivables	1,603,896
Loans receivable	1,018,584
Investment in CV Underground	(34,197)
Prepaid items and other assets	161,387
Due from (to) component units	133,369

## INCREASE (DECREASE) IN

Accounts payable and accrued expenses	4,079
Funds held in escrow	3,430
Due to the BeltLine Tax Allocation District	(755,550)
Pollution remediation liability	(94,100)
Other payables	(413,650)
Unearned revenue	(116,554)
<i>Net cash provided by (used in) operating activities</i>	\$1,301,494

## NON-CASH CAPITAL FINANCING ACTIVITIES

<i>Tenant allowances provided on office lease</i>	\$1,119,464
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