

2014 ANNUAL REPORT

INVESTATLANTA





INVEST ATLANTA
Atlanta's Development Authority

THE ATLANTA DEVELOPMENT AUTHORITY
URBAN RESIDENTIAL FINANCE AUTHORITY
DOWNTOWN DEVELOPMENT AUTHORITY

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Message from the
Mayor



By almost every measure, our City is better off than when I took office five years ago. What we've seen happening over the past five years, and in 2014 especially, has made me optimistic about what kind of city we're building for our children and for future generations.

Amid the most difficult financial crisis in over 80 years, the City of Atlanta and the metropolitan region has seen a convergence of business relocation, business creation, and new development that shows our city is getting stronger and stronger every day.

We've made this progress because we ensured the strength of our fundamentals. By tackling pension reform, passing five consecutive balanced budgets and growing our cash reserves, we've put the City on solid financial footing. Rating agencies have noticed and as a result our ISO and bond ratings have been increased multiple times.

The Hartsfield-Jackson Atlanta International Airport is again the world's busiest passenger airport for the 17th year in a row. The Airport supports more than 400,000 jobs and puts Atlanta within two hours of 80% of the GDP of the United States.

Atlanta has the third-highest concentration of Fortune 500 companies in the country, and my Administration has taken advantage of every available opportunity to support our startup and entrepreneurial communities to make the City a great place for business.

We restructured the Atlanta Development Authority, launching Invest Atlanta and creating the space for innovative, exciting new approaches to attract and support business development.

We're seeing the results of this hard work such as construction cranes, the unofficial bird of the City of Atlanta, move across the skyline, building attractions like the new Atlanta Stadium, the recently-completed Buckhead Atlanta mixed-use project, or one of many new housing developments providing many attractive options for City residents.

We are investing in transportation and quality of life infrastructure like the Atlanta Streetcar and BeltLine that make our City a wonderful place to live. With median housing prices well under \$250k, the dream of homeownership is within reach of people just starting their careers or those looking for an active retirement.

Atlanta is a city on the move and a city on the rise. Whether you're a young person considering one of the Atlanta area's 66 colleges and universities, a recent graduate looking for a place to launch your career, an established executive looking for the right home for your business, or a person on the cusp of retirement looking for the right community, we have something for you in Atlanta.

I invite you to come see what a financially sound, economically vibrant, and welcoming city has to offer for you and your family. I think you'll feel the same excitement and optimism for Atlanta that I do.

Sincerely,



Kasim Reed
Mayor of Atlanta
Chairman, Board of Directors
Invest Atlanta

Message from the

President & CEO

For the past twenty years of my career in economic development, I've witnessed the passion and vision it takes for a few big ideas to transform not only communities, but the lives of the people in those communities. However, ideas alone cannot transform, people do. Through community development, strategic partnerships and implementing new and innovative ideas, Invest Atlanta has been an instrumental and vital tool to building and transforming Atlanta's communities and people. It's behind the scenes, where the staff at Invest Atlanta work tirelessly every day seeking new opportunities for growth, connecting people and businesses with invaluable resources and leading the charge for others to invest back into our great city.



Never before have I seen a city with more opportunity than Atlanta, nor have I worked with an organization better positioned to help a city maximize this opportunity than Invest Atlanta.

In 2014 alone, we touched nearly every corner of this city. Invest Atlanta leveraged a budget of \$8 million and economic incentives of \$45 million to help generate new private investments of \$626 million — an astounding 1,291% return. In 2014, we also attracted nearly 5,000 new, permanent jobs, combined with almost 5,000 indirect and induced jobs that will provide approximately \$2.5 billion of projected, total annual economic impact.

Atlanta is still the can-do city it has always been, despite the toll taken by the last recession. As a testament of Atlanta's can-do spirit, in the past four years, Invest Atlanta has worked with approximately 80 companies that selected Atlanta as their preferred relocation destination, development has steadily been on the rise, and the availability of affordable housing inventory has increased to meet the demand of a diverse population of future homeowners. In addition, Atlanta now enjoys the elite status of business capital of the southeast and one of the nation's fastest growing metro cities.

It is not a surprise that Atlanta has never been — nor will it be — a city that is content to sit on the sidelines. We have leadership willing to take chances and implement innovative ideas to create a place that businesses and the people of Atlanta are all proud to call home. Just like all great teams, we certainly have challenges before us, but with a great coach and leader as our Mayor, and a deep bench in our business, political, and non-profit leadership, nothing can keep us from our victory.

Shirley Chisholm, the first African-American congresswoman, once said, "You don't make progress by standing on the sidelines, whimpering and complaining. You make progress by implementing ideas."

That is exactly what we plan to do.

Onward and upward,



Craig J. Richard, CEcD
President and CEO



Board Members



**THE HONORABLE
KASIM REED**
Chairman



**THE HONORABLE
EMMA DARNELL**
Board Member



**THE HONORABLE
ANDRE DICKENS**
Board Member



**THE HONORABLE
NANCY MEISTER**
Board Member



**CONSTANCE
BARKLEY-LEWIS**
Board Member



JULIAN BENE
Board Member



ANNA K. FOOTE
Board Member



RANDY HAZELTON
Board Member



KIRK RICH
Board Member



Executive Team



CRAIG J. RICHARD, CEcD
President & CEO



ERNESTINE W. GAREY
Executive Vice President & COO



GWEN SMITH
Interim Chief Financial Officer



ROSALIND RUBENS NEWELL
General Counsel



DR. ELOISA KLEMENTICH, CEcD
Managing Director, Business Development



DAWN J. LUKE
Managing Director, Housing Finance




C. COURTNEY KNIGHT
Managing Director, Redevelopment



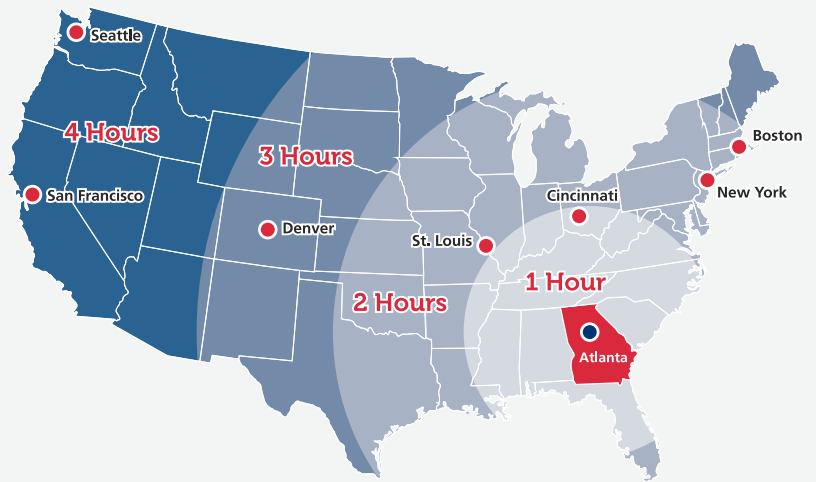
Atlanta GDP: **\$320B**

Larger than **30 states**

 With the world's busiest and most efficient passenger airport, from Atlanta you can reach more than **80%** of U.S. customers in just **2 flight hours**.

More than **40%** of U.S. manufacturing and distribution is within a 500 mile radius.

10th largest metro area economy in the country.



ATLANTA, USA

INNOVATE / INSPIRE / IMAGINE /  INVESTATLANTA
Atlanta's Development Authority



Georgia is the best state to do business for the 2nd year in a row.

SITE SELECTION MAGAZINE, 2014.

Young & Dynamic Population



The Atlanta region will grow to more than **8 million people by 2040**.

Young and diverse population of **275,000 college students**.

2nd fastest growing foreign-born population in the United States.



In university research expenditures: **(\$1.49 billion)** - after NY, Boston, LA and Baltimore.

Top Metro Atlanta Industries



Supply chain & Advanced manufacturing

Supply chain management software, hardware, services, air cargo carriers, distribution services, transportation and logistic.



Technology

Mobility – wireless applications and services, software development and engineering, financial transactions processing, internet and network security, digital media and content.



Bioscience and Health IT

Medical device, health IT, vaccine R&D, cardiovascular R&D, regenerative medicine, and pharmaceuticals.



Cleantech

Wind, solar, smartgrid, alternative fuel vehicles, water technologies, energy efficiency & storage, recycling.



Automotive industry

Center of the Southeast for the automotive industry
6th largest Automobile Processing Port in the Nation.

CHOOSE ATLANTA!



Centers of Innovation

Aerospace, Agribusiness, Energy Tech, IT, Logistics, and Manufacturing.



Quality of Life

The World of Coca-Cola Museum, Martin Luther King Jr. Memorial, Atlanta Falcons (American Football).



Airport Access

Non-stop flights to 160 U.S. locations, 70 international destinations in 45 countries, and 16 major air cargo carriers.



Cost of Living

1.6% below national average.
FORBES.COM

www.investatlanta.com

Contact us at: globalbiz@atlantaga.gov

BUCKHEAD ATLANTA



INVEST ATLANTA
Atlanta's Development Authority

CIVIC CENTER



BELTLINE DEVELOPMENTS



CENTER FOR CIVIL AND HUMAN RIGHTS



PONCE CITY MARKET



COLLEGE FOOTBALL HALL OF FAME



KROG STREET MARKET



UNDERGROUND ATLANTA



ATLANTA STREETCAR



FORT MCPHERSON



NEW FALCONS STADIUM



UNDER CONSTRUCTION



COMPLETED





LIVE

Atlanta’s high quality of life and affordable cost of living make it a desirable place for people to live. **In fact, Atlanta ranked No. 1 “Top Moving Destination” for five consecutive years by Penske Truck Rental.** Atlanta residents enjoy a higher quality of life because the low cost of living allows them to enjoy arts, culture, entertainment, sports, shopping, and other attractions that the City offers. No wonder Atlanta’s population continues to grow and expects to draw an additional 36,000 residents by 2018. In order to meet this demand, Invest Atlanta continues to fulfill its commitment to preserve, transform, and provide affordable housing options for diverse populations and income levels. Through various financial incentives like Tax Exempt Bonds, Tax Allocation District Bonds, the BeltLine Affordable Housing Trust Fund and HOME Programs, Invest Atlanta was able to spur more than \$428 million of capital investment in residential projects in 2014.

ATL
NO. **1**
TOP MOVING DESTINATION

INVEST ATLANTA:

2,132
Units

Provided financing for 2,132 units of rental and for-sale housing giving residents a broad mix of housing choices

\$37M
Invested

Invested more than \$37 million in incentives to leverage more than \$391 million in private investment to create and preserve 979 workforce housing units

100 New
Owners

Assisted nearly 100 new homeowners through mortgage assistance programs



2014 CLOSED HOUSING TRANSACTIONS

PROJECT	INVEST ATLANTA FUNDING SOURCE	INVEST ATLANTA CAPITAL INVESTMENT	LEVERAGED CAPITAL INVESTMENT	TOTAL INVESTMENT	TOTAL UNITS	WORKFORCE UNITS
WEST HIGHLANDS DEVELOPMENT	PERRY BOLTON TAD	\$24,008,764	\$272,673,994	\$296,682,758	1,486	553
CITY LIGHTS	MULTIFAMILY TAX EXEMPT & HOME	\$8,100,000	\$5,386,286	\$13,486,286	80	80
PONCE CITY MARKET	BELTLINE GRANTS	\$2,080,000	\$34,933,837	\$37,013,837	259	52
SQUARE ON FIFTH	LEASE PURCHASE BONDS	\$0	\$70,000,000	\$70,000,000	220	220
SINGLE FAMILY MORTGAGE LOANS	HOME ATLANTA, AAHOP, VCTF	\$3,292,191	\$8,110,844	\$11,403,035	87	74
TOTAL	HOME FUNDS	\$37,480,955	\$391,104,961	\$428,585,916	2,132	979



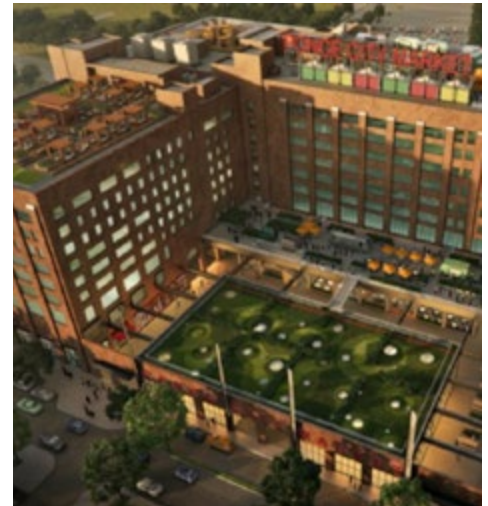
West Highlands Development

is part of a multi-phase transformation that turns the 152.8-acre Perry Homes public housing neighborhood into a 300-acre, mixed-income, master-planned community. Selected by the Atlanta Housing Authority, Brock Built and Columbia Residential are co-developing the project. When completed, the West Highlands project will feature 700 multifamily rental units, 786 for-sale single-family homes and 55 acres of new parks and green space.



City Lights

received \$7.5 million in tax-exempt bonds from Invest Atlanta to finance 80 new senior housing units in Old Fourth Ward. The project, led by Wingate Capital Partners, will be jointly developed with Columbia Residential on what is currently vacant land. Units will be rented to seniors who are 62 years old or above and qualify for Housing Choice Vouchers. The project is expected to be completed in Spring 2016.



Ponce City Market

is the largest adaptive reuse project in Atlanta's history. Invest Atlanta closed on a \$2 million BeltLine Affordable Housing Trust Fund grant to Jamestown Properties for the development of 259 rental units. As a part of the redevelopment of the 2 million square foot master-planned mixed use community, 1.1 million square feet of the historic Sears, Roebuck and Company building will be transformed into residential housing but will also include 330,000 square feet of retail and restaurants and 450,000 square feet of office space making it a vibrant centerpiece to the Old Fourth Ward neighborhood.



Square on Fifth Tower

is a mixed-use office, retail and residential tower with 220 units for full-time students and other entrepreneurs. The units will come fully furnished with amenities such as access to events, mentors and more. 10% of the beds s will receive a discounted rent. Additionally the market units are already 31% lower than the Midtown Atlanta average monthly rent. The project, co-led by Gateway Development and South City Partners , received Lease Purchases Bonds from Invest Atlanta.



HUD Secretary Castro

visits Invest Atlanta. With all the growth and momentum the city of Atlanta experienced in its real estate market over the past two years, it has become the place where many national housing practitioners look to participate in a Business Forward roundtable with local business leaders or best practices. In 2014, HUD Secretary Julian Castro visited Invest Atlanta to discuss the White House’s Place-based initiatives for integrated economic development.



- » Communities filled with healthy, happy people...
- » Children filled with energy and the expectation of a bright future...
- » A variety of housing choices for all income levels...
- » Safe neighborhoods with plentiful healthy food choices...
- » Visitors from near and far seeking to enjoy the history, culture, sports and excitement of Atlanta...
- » Ample opportunities to secure work and achieve professional growth...
- » Businesses looking to grow and new companies looking to relocate...

» All of these attributes measure a city's **“quality of life.”** Quality of life measures both a physical and a psychological state of being. Invest Atlanta administers a variety of programs and initiatives designed to improve the quality of life for the communities, visitors and businesses in Atlanta. From community revitalization efforts to providing workforce housing and tourist attractions, Invest Atlanta is focused on revitalizing communities and ensuring that the City of Atlanta remains vibrant and economically sustainable.



Operation Shield

received \$500,000 in funding from the Campbellton Road TAD. The funding will be used to purchase and install new security cameras in select public right-of-ways identified by the Atlanta Police Department as crime hot spots. The new security devices will create a safer environment and assist in attracting new development in the area.



Community Improvement Fund

allocated \$15 million to invest in capital projects that will accelerate the quality of life improvements, leverage other public and private funding sources and attract new investment, jobs and residents to the neighborhoods of Vine City, English Avenue and Castleberry Hill.



Land Assembly

is a key component of the stabilization strategy for the Westside TAD neighborhoods. The Invest Atlanta Board of Directors authorized **\$1.5 million for Land Assembly** to acquire abandoned, vacant, and blighted properties in targeted priority areas. Invest Atlanta has engaged APD Urban Planning and Management and will collaborate with the Arthur M. Blank Family Foundation and the Fulton County/City of Atlanta Land Bank Authority to administer any fund related program management services.

NEW MARKETS TAX CREDITS

2014 NMTC

Invest Atlanta had great success in 2014 utilizing the New Markets Tax Credits (NMTC) program to attract private investment that would facilitate job creation, revitalize underserved neighborhoods, create partnerships with investors, and provide funding for a health clinic, an entrepreneurs center, and a new loan fund for businesses.

\$38M NMTC

Atlanta Emerging Markets, Inc. (AEMI), a community development entity wholly owned by Invest Atlanta, received \$38 million in NMTC allocation from the U.S. Department of the Treasury to finance new projects. The award brings the total to \$148 million of NMTC allocation received by AEMI since inception in 2006.



LIVE





WORK

Home to 16 FORTUNE 500 companies, the City of Atlanta is the place where many businesses choose to do business. Atlanta is the largest economy of all metros in the region and holds the key elements for growth and opportunity – a business friendly environment and low cost of doing business.

2014 was an especially successful year for Invest Atlanta on the job front. Following the resurgence of the U.S. economy, Invest Atlanta aggressively marketed Atlanta. **This led to a total of 3,658 direct and retained jobs as well as \$184.9 million in investment.**

In addition to direct jobs, these business investments will generate more than 3,362 indirect/induced jobs. **The impact of these businesses represent an estimated new economic output of nearly \$1.9 billion, generating approximately \$93.8 million in new state and local taxes.** The organization is committed to supporting business attraction and expansion as it represents economic growth and jobs to current and prospective Atlanta residents.

INVEST ATLANTA:

3,658
Jobs

direct & retained jobs

\$93.8M
Taxes

new state & local taxes

\$184.9
Million

million in investment

“In terms of attracting new businesses to Atlanta, we are closing 2014 with some pretty significant wins,” said Mayor Kasim Reed. “Our broad appeal across a number of sectors speaks to the increasingly positive perception of our City and all that we have to offer.”



BUSINESS DEVELOPMENT WINS

32
Projects

\$184.9M
Capital Investment

1,229,450
Absorbed sq ft





2014 BUSINESS DEVELOPMENT

	BUSINESS DEVELOPMENT WINS	INVESTMENT (\$)	NEW DIRECT JOBS	TOTAL NEW ECONOMIC OUTPUT
ISOTRAK *	-	10	\$1,526,695	
PRINCE GLOBAL SPORTS *	\$1,350,000	40	\$13,414,443	
ZYTRONIC *	-	5	\$5,000,000	
STAR2STAR *	\$1,350,000	200	\$171,305,605	
HAILO *	-	5	\$1,028,484	
CRICKET WIRELESS *	\$11,700,000	800	\$685,222,419	
GOTHAM SOUND *	\$75,000	15	\$2,217,977	
MARKETO SOFTWARE *	\$657,000	200	\$30,533,905	
URGENT CARE *	-	10	\$1,935,938	
LEAD FORENSICS *	\$2,790,000	125	\$19,083,691	
TQL LOGISTICS	\$1,000,000	75	\$7,212,057	
ALS DEALER FUNDING *	-	5	\$5,000,000	
MASCHIOPACK	\$13,000,000	30	\$30,000,000	
TOPGOLF *	-	110	\$9,191,670	
SQR. ^ 5TH	\$70,000,000	15	\$101,954,860	
WORLDPAY	\$9,600,000	1,266	\$424,567,133	
TIVOLI @ 13TH ST	\$70,000,000		\$101,954,860	
SERTA SIMMONS	\$1,600,000	110	\$36,889,719	
PODPONICS	\$10,000,000	32	\$43,000,000	
NAAN STOP 2	\$300,000	20	\$1,905,342	
AIR WATCH	\$150,000	100	\$20,569,685	
MCARTHUR'S APOTHECARY	\$148,000	3	\$303,076	
PROP SOURCE	\$400,000	7	\$1,743,778	
COLLEGE FOOTBALL HALL OF FAME	\$27,500,000	25	\$40,162,898	
BANKHEAD COMPANIES	\$50,000	15	\$4,914,397	
HOW STUFF WORKS	-	40	\$11,086,950	
SHARECARE	-	150	\$13,771,579	
CHARLEY & SONS/GORDO FOODS	\$6,000,000	45	\$45,000,000	
ATLANTA TECH VILLAGE	\$25,000,000		\$31,998,100	
MAILCHIMP	\$500,000	12	\$4,851,432	
LEGGET & PLATT- MASTERACK	\$180,000		\$69,482,471	
MODERN TRIBE	\$40,000		\$197,879	
TOTAL	\$183,390,000	3,470	\$1,835,072,183	



Workforce

Development Strategy

Also this year, Mayor Kasim Reed and Invest Atlanta announced a plan to establish a new strategic direction for the Atlanta Workforce Development Agency (AWDA) talent pipeline that supports future economic growth opportunities. The plan, announced during an event with U.S. Secretary of Labor Thomas E. Perez, provides recommendations that reinforce the need for the agency to drive the creation of programs and partnerships. Under Mayor Reed's leadership, and the direction of the Atlanta City Council, Invest Atlanta commissioned organizational consultants Maher & Maher to conduct research to identify best practices and create a plan that integrates the City's economic and workforce development strategies.



CREDIT ATTRIBUTION: BLUIZ60 / SHUTTERSTOCK.COM



CREDIT ATTRIBUTION: WAYFARERLIFE / SHUTTERSTOCK.COM

Westside Works

is a long-term neighborhood development initiative focused on creating employment opportunities and job training for residents of the Westside community, including Vine City, English Avenue, Castleberry Hill and other contiguous neighborhoods. Westside Works is a partnership between Invest Atlanta, Atlanta Workforce Development Agency, Construction Education Foundation of Georgia, Integrity Community Development Corporation, New Hope Enterprises, and the Arthur M. Blank Family Foundation.

Since opening in June 2014, Westside Works has graduated and placed 100% of the 76 participants in its construction-training cohort. 40 Certified Nursing Assistants graduated in December and placement is underway. New programs for auto mechanics, culinary arts and data entry were added in December 2014. The program is poised to greatly surpass the initial goal of training and placing more than 100 people in a range of jobs within the first year of operation.




CREDIT ATTRIBUTION: BLUIZ60 / SHUTTERSTOCK.COM

BUSINESS RECRUITMENT

Invest Atlanta is strategic in its approach to economic development, and it shows in the number and size of key company relocations to Atlanta. Below are highlights of just a few companies who now call Atlanta home.

 Worldpay, one of the world's leading payments technology companies, announced its relocation to the City of Atlanta in November, bringing more than 1,200 jobs to the city. The company offers payment solutions to merchants, partners and developers across the entire payment value chain, including transaction capturing, merchant acquiring, and transaction processing.

 Cricket, a nationwide wireless network that covers more than 300 million people has relocated its headquarters to Lindbergh Center. Since the relocation, Cricket has been actively recruiting for more than 125 open positions.

  Serta Simmons Bedding Serta Simmons Bedding will relocate its corporate headquarters from Hoffman Estates, Illinois to Atlanta. The company's move will create 110 new jobs in the City. The new headquarters will be located at Two Alliance Center in Buckhead.

 Prince Global Sports moved its headquarters from Bordentown, N.J., to Atlanta, investing in up to 15,000-square feet of space in a new Buckhead office and employing up to 25 executive positions. The company is a leading manufacturer and distributor of performance racquet sports equipment, footwear, and apparel. Prince chose Atlanta because of easy

access to the world through Hartsfield-Jackson International Airport and the strong tennis community in the City.

 MaschioPack North America, LLC chose Atlanta Industrial Park for its first U.S. facility. The company will lease an existing space to house its state-of-the-art equipment, store raw material and finished goods inventory, and provide manufacturing assistance offices. MaschioPack will bring approximately 30 new jobs and \$13 million capital investment of equipment, helping revive Atlanta's manufacturing sector.



BUSINESS RETENTION & EXPANSION SURVEY

Companies that are already doing business here in Atlanta are our best prospects for future growth. To better serve these businesses, Invest Atlanta's Business Retention & Expansion team created a brief survey with key questions regarding individual businesses, the City and the overall business environment to gain an understanding of our current business climate and provide more effective customer service.

Of the 316 businesses surveyed in 2014, more than 67% said they intend to hire new employees within the next year. Of those that responded affirmatively, the total estimated new jobs could reach nearly 1,500 in 2015 alone. The estimated annual revenue of the businesses surveyed was more than \$425 million. Nearly three-quarters (73%) said that they expect their sales to increase in the next year.

Survey respondents also overwhelmingly said they believe Atlanta is a great place to do business, with 96% responding that they would recommend Atlanta as a place to start, locate, or expand a business.



CREDIT ATTRIBUTION: BLUIZ60 / SHUTTERSTOCK.COM

INVEST ATLANTA:

316
Surveyed

businesses surveyed

67%
New Hires

intend to hire new employees
within the next year

73%
Sales

sales expected to increase
in the next year

\$425M
Annual

million in business annual revenue

96%
Recommend

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

"While we considered relocating to a number of states besides Georgia, the primary drivers of our decision to stay were access to top technology talent and smart innovation taking place in town. Tony Catalfano"

President and CEO Worldpay US.

BUSINESS RETENTION

Atlanta's businesses are an essential component to growing the economy. It is for this reason that Invest Atlanta is working to understand their needs and issues. Below are some of the results the program has been able to achieve:

 PodPonics completed an expansion of its facility in Southside Industrial Park in 2014. The company uses innovative urban farming techniques to produce locally-grown lettuces and salad mixes.

a shop that sells Judaica and Jewish gifts, opened in the summer as a part of Central Atlanta Progress' Pop Up Retail program. ModernTribe decided to extend its lease and stay in the Sweet Auburn Historic District. Invest Atlanta provided permitting support.

 MailChimp, an email marketing company relocated from Means Street to Ponce City Market, where it is leasing 115,000 square feet. The company will add 12 jobs with the move. Invest Atlanta provided permitting support.

MODERN TRIBE ModernTribe,

In 2014, Invest Atlanta continued its effort to boost economic vitality and sustain long-term job creation in Downtown Atlanta by continuing the Atlanta Better Buildings Challenge and launching the new Downtown Façade Improvement Grant through its Westside TAD. These programs assisted our efforts to improve and transform businesses.



34 Peachtree

The Atlanta Better Buildings Challenge (BBC) seeks to address issues of functional and economic obsolescence by encouraging investment in efficiency improvements. The Atlanta BBC is part of the Better Buildings Initiative launched by President Barack Obama in February 2011 to make America's buildings more energy efficient. Invest Atlanta will invest in catalytic energy improvement projects that result in a transformational impact in the Westside TAD.



Downtown Façade Improvement Grant Program

The Downtown Façade Improvement Grant Program (DFIG) provides local businesses and property owners up to two-thirds of project costs to improve the exterior facades of properties in Downtown and surrounding neighborhoods. Invest Atlanta approved 21 projects, totaling approximately \$2 million, through its Westside and Eastside TADs with many of the properties located directly along the new Atlanta Streetcar route. The first project to begin its façade renovation was the Atlanta Daily World building, the former home to the largest, continuously operated African-American newspaper in the country. In addition to the façade, the building will undergo complete renovation, and when complete, will have two loft apartments above Condesa Coffee Shop and Arden's Garden.

100% Freeport Exemption Policy - Based on our survey results, we identified Freeport Exemption as an opportunity to improve the City's competitive position for attracting and retaining manufacturing in the City. Hence, Invest Atlanta worked with the City of Atlanta to eliminate the inventory tax on goods manufacturers ship out of state. Effective January 1, 2014, the City of Atlanta offers 100% Freeport Exemption, up from 20%, that is also comparable to surrounding county's and city's freeport exemptions.

SMALL BUSINESS

In 2014, the Small Business Development team processed 34 small business loan applications which is an increase of 50% over 2013. From these applicants, 15 loans were funded for Atlanta-based organizations, supporting a total of 68 new and retained jobs. Invest Atlanta awarded just over \$750,000 to these businesses, which in turn leveraged \$2.1 million in private sector investments, for a total project cost of nearly \$2.9 million.



NaanStop Buckhead, located at 3420 Piedmont Road in Buckhead, is a quick service Indian restaurant. Invest Atlanta closed a \$100,000 loan from the Phoenix Loan Fund to facilitate the launch of NaanStop's second location. Their first location opened in 2012 on Broad Street in Downtown.



Invest Atlanta provided **McArthur's Apothecary** with an Atlanta Catalyst Loan Fund loan for \$90,750. The business is located at 593 Edgewood Avenue. The Catalyst Loan Fund is a revolving loan program funded by Atlanta Emerging Markets, Inc. and provides loans to businesses in eligible low-income census

tracts. The goal of the loan fund is to spur job creation, economic development, and neighborhood revitalization in under-served parts of the City of Atlanta.



Invest Atlanta provided a \$100,000 loan from the Catalyst Loan Fund to **Switch Modern**, a modern furniture and accessories showroom in West Midtown.

INTERNATIONAL INITIATIVES

UK Trade Mission

In 2014, our Business Development team traveled to the UK to conduct meetings with companies, corporate real estate executives and site location consultants. They also partnered with the Metro Atlanta Chamber of Commerce (MAC) to market Atlanta to London-based media. Working closely with the Georgia Department of Economic Development's international team and MAC, we activated unique branding opportunities in London during appearances by both the Atlanta Hawks and Atlanta Falcons.



Brazil Trade Missions

Mayor Kasim Reed led a trade mission to Brazil from April 5-12, 2014 to encourage foreign direct investment and help 37 small-to-medium-sized local businesses identify and grow their export opportunities with the world's 7th largest economy. The mission was supported by Invest Atlanta, the Mayor's Office of International Affairs, the Metro Atlanta Chamber, the Georgia Department of Economic Development and Brazilian American Chamber of Commerce. As a follow up to this trip, in September, the Mayor's Office of International Affairs and Invest Atlanta facilitated the logistics and programming of an official trip to Rio de Janeiro and Sao Paulo. While in Rio de Janeiro, the City of Atlanta signed a cross-promotional agreement with the Rio Film Commission.

Turkey Trade Mission

In January, representatives of Invest Atlanta, along with a delegation of City officials, the Metro Atlanta Chamber and the Atlanta Convention and Visitors Bureau, traveled to Istanbul, Turkey on a marketing and sales mission. While there, the delegation met with officials from the U.S. Commercial Service and the Turkish Exporters Assembly. In addition, the group hosted an Atlanta investment forum in conjunction with the Foreign Economic Relations Board (DEIK), Turkish American Business Council (TAK) and the Istanbul Chamber of Commerce to discuss the Atlanta region’s attractive investment climate.

INNOVATION & ENTREPRENEURSHIP



SwitchPitch SwitchPitch, a role-reversal event where established companies pitch funded innovation projects to qualified startups, was held in Atlanta at Terminal West. The roughly 100 participating startups and entrepreneurs were able to meet with companies such as UPS, COX, Bank of America and Georgia Pacific.

More than 100 programmers, developers and designers (hackers) came out to this year’s event. The first place prize went to the one man-team that created an SMS (text) notification system which allowed people, whether home owners, business owners, or developers, to learn the status of their building permit. Innovations and efficiencies like these make the Govathon a special event.

to approve a resolution to accelerate business growth by creating the City of Atlanta’s Innovation Center. The Innovation Center supports Demonstration Project partnerships which provides entrepreneurs an opportunity to beta test their products/ ideas with the help of the City’s resources. The objective of the program is to support the growth of new markets, create new jobs, support existing local innovators and entrepreneurs, and to position Atlanta as a location for cutting edge innovation.

 In partnership with Atlanta Workforce Development Agency and Startup Atlanta, Invest Atlanta hosted the 4th City of Atlanta Civic Hackathon.



COA Demonstration Project. Invest Atlanta worked with the City of Atlanta



Flatiron Building

Lucror Resources received \$1.5 million in Westside TAD funding and approximately \$3 million in New Markets Tax Credit financing to renovate the nearly vacant 41,000 square foot Flatiron Building into a hub for entrepreneurship and startup businesses. When completed, the building will serve as home to a Microsoft Innovation Center and the City’s newly established Women’s Entrepreneurship Initiative, as well as a collection of innovative emerging businesses. Lucror Resources teamed with Georgia Tech’s Enterprise Innovation Institute to provide programs and services that will enhance the collaboration experience for future tenants.

PLAY



The Eastside Trail Gateway, an ADA-accessible path connecting Historic Fourth Ward Park to the Eastside Trail, officially opened on August 22, 2014 in a ribbon-cutting ceremony led by Mayor Kasim Reed. The Gateway begins across from the Angier Springs Road access point of the Eastside Trail and winds down the hill toward the park, connecting at Dallas Street and North Angier Avenue. **It gives in excess of 21,000 weekly visitors direct access to one of Atlanta's signature green spaces.** The success of the Eastside Trail and Historic Fourth Ward Park demonstrate Atlanta's desire for walkability and green space; and connecting these two projects expanded the impact they already had on transforming Atlanta's landscape and mobility.

21
Thousand
WEEKLY VISITORS



The design of the Gateway includes landscaping, retaining walls, lighting, and green storm water management infrastructure. Tree plantings surrounding the Gateway will eventually grow into a dense shade canopy. Other plantings include shrubs, ornamental grasses, and native warm-season grass plugs. In addition to the conservative yet beautiful landscape, energy efficient LED fixtures are installed and use a fraction of the energy of traditional lighting, reducing energy costs for the trail as well. Lastly but most importantly, compliant with the City's storm water ordinance, the site will retain the first inch of rainfall for infiltration.

The Atlanta BeltLine Westside Trail groundbreaking was held in November 2014. The Westside Trail, the next major milestone for the Atlanta BeltLine's network of trails, transit, parks and green space, will be a three-mile addition running from University Avenue in Adair Park to Lena Street at Washington Park.



In 2013, the U.S. Department of Transportation awarded the City of Atlanta an \$18 million TIGER V grant to help fund construction of this \$43 million phase of the Atlanta BeltLine. The grant significantly expedited the construction of the Westside Trail. The Georgia Department of Transportation enabled the purchase of the land via a \$9.5 million local match. Public and private sources fund the remaining costs.

As stated by Mayor Reed, “The Westside Trail represents an unprecedented \$43 million investment in the future of southwest Atlanta, and its construction will move us closer to our goal of fully building out the Atlanta BeltLine to connect every corner of our city. It is a game-changer, and it will bring new vitality and investment to the Westside’s historic neighborhoods.”



When completed, the Westside Trail will have a 14-foot wide concrete multi-use trail in this historic railroad corridor. The project will also include the construction of 14 access points, 11 of which are ADA-accessible, along with lighting, security cameras, signage, way-finding, mile-markers, and underground infrastructure. An expansion of the Atlanta BeltLine arboretum will blend with hundreds of large, native trees and integrate

more than 30 acres of inviting and usable new green space. The project will be constructed in preparation for future transit that is currently in the planning stages. The Westside Trail connects four schools and four parks, as well as the residents of 10 southwest Atlanta neighborhoods to public transit, existing community businesses and future economic development sites.

PLAY



2014 SMALL BUSINESS LOAN

	BUSINESS LOANS CLOSED	TOTAL PROJECT COST	LOAN TYPE	LOAN AMOUNT	NEW JOBS	RETAINED JOBS	TOTAL NEW ECONOMIC OUTPUT
1 KELLY JONES & ASSOCIATES	\$48,000	EZ	\$48,000	2		\$454,734	
2 OCEAN CATERING COMPANY LLC	\$150,000	PLF	\$22,603	10	6	\$952,671	
3 NAAN STOP BUCKHEAD, LLC	\$300,000	PLF	\$100,000	8		\$762,137	
4 KIMIS INC.	\$135,000	PLF	\$44,550	2		\$190,534	
5 1ST ACADEMY UNIFORMS AND SUPPLIES	\$42,000	BILF	\$33,600	2		\$197,879	
6 THE TROPHY ROOM BARBER SHOP LLC	\$34,623	BILF	\$27,623	3		\$315,720	
7 MCARTHUR APORTHECARY, LLC	\$275,000	CLF	\$90,750	3		\$303,076	
8 XOCOLATL LLC	\$99,292	PLF	\$32,766	3		\$256,677	
9 FRUIT, SNACKS & TREATS	\$4,000	SVLF	\$2,000			\$2,560	
10 ARPO LLC I	\$103,542	EZ	\$50,000			\$73,997	
11 ARPO LLC II	\$56,095	EZ	\$50,000			\$73,997	
12 SWITCH INC	\$1,022,200	CLF	\$100,000	9		\$1,084,533	
13 LEGACY BBQ LLC	\$500,000	OLF	\$100,000	10		\$857,404	
14 COMM CONCESSIONS	\$5,797	SVLF	\$2,898			\$3,710	
15 CONDESA COFFEE	\$119,000	BILF	\$49,200	5	5	\$476,335	
TOTAL	\$2,894,549		\$753,990	57	11	\$6,005,964	



TYPE LOAN

CLF - Atlanta Catalyst Fund

EZF - Empowerment Zone Loan Fund

BILF - Business Improvement Loan Fund

IRB - Industrial Revenue Bond

OLF - Opportunity Loan Fund

PLF - Phoenix Loan Fund

SVLF - Street Vendor Loan Fund

SBA - Small Business Administration

VISIT

Atlanta is a leading tourism destination attracting people from all over the world. Tourism is one of the top economic drivers for Atlanta. In fact, the hospitality industry brings in \$12 billion and employs 230,000 metro Atlantans. **Annually, Atlanta generates 42 million visitors and expects to attract 55 million visitors by 2020.** This year marked major milestones with the opening of some key attractions that further strengthen this position.

55
Million
VISITORS BY 2020



Center for Civil and Human Rights
The grand opening took place in downtown Atlanta in the summer of 2014. With the mission to create a safe space for visitors to explore the fundamental rights of all human beings, the museum commemorates the American Civil Rights Movement and the historic struggle for equality, and exhibits the modern Global Human Rights Movement. Invest Atlanta and PNC Financial Services Group, together provided \$24 million in NMTC financing for the \$79 million project, which generated more than 25,200 hours of construction labor and is expected to draw

visitors from across the country and around the world. The Westside TAD also provided \$40 million in financing.

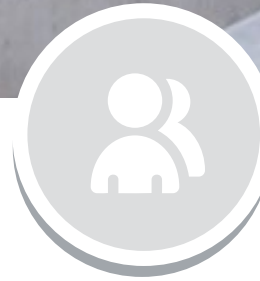


College Football Hall of Fame Grand Opening
After nearly 18 months of construction, the new home of the national College Football Hall of Fame opened its doors in August 2014. Located across the street from Centennial Olympic Park, the 94,256 square foot state-of-the-art facility provides visitors with a highly immersive, interactive and engaging experience using historic college football artifacts and interactive multimedia exhibits.

The project cost was \$68 million, which is privately funded except for a \$1 million contribution from Invest Atlanta's Economic Opportunity Fund.



The Atlanta Streetcar Opens for Service
On December 30, 2014, Mayor Reed and other city officials officially opened Atlanta Streetcar passenger service. The project was a collaborative effort among Atlanta's political, business and



transit communities to create efficient, sustainable and critical infrastructure that connects Atlanta's neighborhoods, the metro area and the greater region. Invest Atlanta contributed \$2,254,250 towards infrastructure cost.



Young African Leaders Initiative – Washington Mandela Fellowship

This summer, the City of Atlanta welcomed 32 scholars from the Sub-Saharan region as part of President Barack Obama's Young African Leaders Initiative (YALI), now called the Washington Mandela Fellowship. This initiative supported by universities such as Clark Atlanta University and the Georgia Institute of Technology launched in 2010 by the Obama Administration to invest in the next generation of African leaders. Through educational and cultural affairs programs, exchanges, small grants, and partnerships YALI created programs to foster economic growth, promote food security, bolster entrepreneurial activity, develop clean, affordable energy systems, and address health issues in Africa. Clark Atlanta University hosted the scholars on campus for a six week intensive

summer institute focused on business and entrepreneurship as a partner with the Washington Mandela Fellowship for Young African Leaders Program. Invest Atlanta hosted the delegation for an afternoon with presentations and tour by senior staff on Atlanta's history, recent growth, opportunities and future projects. Seven of the YALI scholars were placed at organizations throughout the city of Atlanta with government to gain real-world experience and make strategic connections in the United States. Participating organizations included the Mayor's Office (City of Atlanta), The Coca-Cola Company, Refugee Family Services, and the Public Health Informatics Institute.



CConsular Corps Tour

The Mayor's Office of International Affairs organized its first "Experience Atlanta" Consular Corps Tour, held at Invest Atlanta's offices downtown. The City of Atlanta hosted more than 70 consulates and foreign trade officers. The Experience Atlanta tour was an opportunity for Invest Atlanta to introduce these foreign diplomats

to Atlanta, inform them of new city initiatives, and connect them with city leaders.



LEAD Atlanta

Invest Atlanta hosted eight of Atlanta's brightest, most talented young professionals during LEAD Atlanta's Community Issues Day. Established in 2004 as an initiative of Leadership Atlanta, LEAD Atlanta is an intensive leadership development and community education program that aims to equip promising young leaders between the ages of 25 and 32 through professional and personal development and broad exposure to the community. During the half-day visit, Invest Atlanta presented an overview of our community development and business initiatives and talked about our current projects in the Westside neighborhoods. With a theme of community development in an environment of scarce resources, we ended the afternoon with a bus tour of Turner Field and its surrounding neighborhoods of Summerhill and Mechanicsville, highlighting the Invest Atlanta projects most relevant to the discussion.



FINANCIAL STATEMENTS



CENTER FOR CIVIL AND HUMAN RIGHTS

INVEST ATLANTA IS A COMPONENT UNIT OF THE CITY OF ATLANTA

On pages 38, 39, 40, and 41 are financial statements for the fiscal year ending June 30, 2014. 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 a part of the annual audit report. The Audit was performed by Maudlin and Jenkins. A complete copy of the audit report can be accessed at www.investatlanta.com.





STATEMENT OF NET POSITION - JUNE 30, 2014

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$9,645,699
Restricted cash and cash equivalents	16,436,001
Investment in direct financing leases with the City of Atlanta, current portion	697,148
Other receivables	1,691,355
Prepaid items	255,752
Due from other funds	145,103
Due from the City of Atlanta, current portion of long term debt	2,070,000
Due from component units	16,039
Due from Atlanta Housing Opportunity, Inc., current portion	1,474,950
Total current assets	32,432,047

NONCURRENT ASSETS

Investment in direct financing leases with the City of Atlanta	33,523,091
Due from the City of Atlanta	33,580,000
Due from Atlanta Housing Opportunity, Inc.	25,753,805
Loans receivable, net of allowance	3,573,906
Other receivables, net of allowance	3,612,738
Investment in development projects	800,962
Capital assets, nondepreciable	67,703,024
Capital assets, net of depreciation	3,779,620
Prepaid items, noncurrent	590,013
Advances to other funds	2,145,066
Advances to component units	264,921
Other assets	1,525
Total noncurrent assets	175,328,671
Total assets	207,760,718

LIABILITIES

CURRENT LIABILITIES

Accounts payable	990,260
Bonds, notes, and loans payable, current portion	11,803,921
Capital leases payable, current portion	28,792
Accrued interest payable	1,360,314
Accrued liabilities	922,221
Unearned revenue	326,920
Pollution remediation liability	617,332
Funds held in escrow	8,629
Due to other funds	145,103
Total current liabilities	16,203,492

STATEMENT OF NET POSITION (continued)

NONCURRENT LIABILITIES

Capital leases payable	12,911
Unearned revenue	2,743,201
Other payables	101,745
Due to others	7,332,400
Advances from other funds	2,145,066
Bonds, notes, and loans payable	95,636,376
Total noncurrent liabilities	107,971,699
Total liabilities	124,175,191

NET POSITION (DEFICIT)

Net investment in capital assets	68,782,838
Restricted for debt services	8,336,691
Restricted for grant programs	18,941,875
Unrestricted	(12,475,877)
Total net position (Deficit)	83,585,527

STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUND NET POSITION

OPERATING REVENUES

Service, administration, and loan fees	10,807,687
Developer fees	23,833
Private grants	2,132,000
Rental income	948,808
Income received from others for debt service payments	4,574,054
Intergovernmental revenue	2,652,668
Other revenue	93,061
Total operating revenues	21,232,111

OPERATING EXPENSES

Interest on bonds, notes, and loans	5,236,979
Program expenses	1,000,000
Economic development	19,673,294
Depreciation and amortization	337,319
General and administrative	7,784,137
Total operating expenses	34,031,729
Operating income (loss)	(12,799,618)

Interest income on bank accounts	1,354
Transfers in	1,527,316
Transfers out	(1,527,316)
Change in net position	(12,798,264)
Net position at beginning of year, as restated	96,383,791
Net position at end of year	83,585,527



STATEMENT OF CASH FLOWS - JUNE 30, 2014

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from customers and grantors	\$11,694,256
Receipts from third parties (rental income)	935,126
Receipts from other government	2,652,668
Receipts of interest on loans	14,649
Payments from component units	9,673
Miscellaneous receipts	57,173
Receipts of developer fees	226,765
Payments to/from other funds	-
Payments to suppliers	(1,448,724)
Payments to employees	(5,456,691)
Payments for programs	(17,431,545)
Other	3,692
<i>Net cash provided by (used in) operating activities</i>	<i>(8,742,958)</i>

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	6,707,973
Receipt of principal and interest on loans	4,237
Proceeds from issuance of notes payable	458,857
Repayment of bonds, notes, and loan principal	(2,014,659)
Payments for interest	(5,729,484)
Repayment on bond principal on debt issued on behalf of the Downtown Development Authority	(555,805)
Repayment on bond principal related to revenue bonds issued on behalf of the City of Atlanta	(8,390,000)
Funds received on direct financing lease with the City of Atlanta	8,953,273
Repayment of advances to other funds	-
Advances to other funds	-
Principal reduction of Recovery Zone bonds	(1,120,000)
Transfers in	1,527,316
Transfers out	(1,527,316)
Acquisition of capital assets	(122,098)
Repayment of line of credit	(150,000)
<i>Net cash provided by (used in) noncapital financing activities</i>	<i>(1,957,706)</i>

CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES

Principal payment for capital lease	(31,042)
<i>Net cash used in capital financing activities</i>	<i>(31,042)</i>

STATEMENT OF CASH FLOWS (continued)

CASH FLOWS FROM INVESTING ACTIVITIES

Receipts of interest on bank accounts	1,354
<i>Net cash provided by investing activities</i>	1,354
<i>Net increase (decrease) in cash and cash equivalents</i>	(10,730,352)
<i>Cash and cash equivalents at beginning of fiscal year</i>	36,812,052
<i>Cash and cash equivalents at end of fiscal year</i>	\$26,081,700

RECONCILIATION TO STATEMENT OF NET POSITION

Cash and cash equivalents	\$9,645,699
Restricted cash and cash equivalents	16,436,001
	\$26,081,700

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

Operating income (loss)	\$(12,799,618)
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ADJUSTMENT TO RECONCILE OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES

Depreciation and amortization expenses, net	16,247
Interest receipts reported in operating income	(4,578,291)
Interest payments reported in operating income (loss)	5,722,558
Program loss on sale of investment	3,386,805

(INCREASE) DECREASE IN

Other receivables	(227,766)
Loans receivable	(269,095)
Prepaid items and other assets	38,559
Investment in development projects	(206,230)
Due from (to) component units	112,019
Due from (to) other funds	

INCREASE (DECREASE) IN

Accounts payable and accrued expenses	526,276
Funds held in escrow	61
Due to the BeltLine Tax Allocation District	-
Pollution remediation liability	-
Other payables	(140,023)
Unearned revenue	(324,460)
<i>Net cash provided by (used in) operating activities</i>	<i>\$(8,742,958)</i>



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