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A PROSPEROUS CITY IS ONE THAT IS ECONOMICALLY VIBRANT. When I look around the City of Atlanta today, I see a city bustling with that activity, excitement and unlimited opportunities. I see a city with the best business climate since the Great Recession. I see a city where anyone can enjoy and build their dreams.

Atlanta’s fiscal strength, high quality of life at an affordable cost and dynamic and highly-educated workforce make our city attractive to new businesses and explain why so many Fortune 500 companies, industry leaders and entrepreneurs choose to make Atlanta their home and ensure that our businesses have the resources to thrive. For our city, the pathway to prosperity includes a robust and diverse set of programs, policies and activities which support increased private investment and job growth, improve the quality of life for those who choose to make Atlanta their home and ensure that our businesses have the resources to thrive.

Last year, Invest Atlanta generated more than $1 billion in capital investment to enable enhanced infrastructure, parks and more. And we created more jobs in the metropolitan Atlanta region as a result of attracting more companies to relocate here than at any time in the past 30 years. Invest Atlanta set a goal to create 6,100 new jobs last year, but exceeded that by far, ultimately creating more than 10,000 new jobs.

In the midst of our success in cultivating business and job growth, we have not lost sight of our commitment to our number one priority—the people who call Atlanta home. From supporting the Westside Works resource center in Vine City to facilitating the development of the Reynoldstown community for seniors, we have leveraged resources and strategic partnerships to bring new investment and vitality to our inbound communities.

The excitement of the future is understanding that it took different from the past, and knowing that we have the power to shape it. It is a competitive world and the cities that have set a clear direction for their growth will be best prepared to win. The City of Atlanta is up to the challenge and we are not slowing down. By any measure, the City of Atlanta is ascendant, thriving and ready to be first to the future. It’s a great time to be in the City of Atlanta!

Sincerely,

Mayor Kasim Reed
BOARD MEMBERS

The Honorable Kasim Reed
Chairman, Board of Directors

Constance Barkley-Lewis
Vice Chair, Board of Directors
Chair, TAD Committee

Honorable Andre Dickens
Secretary, Board of Directors
City Council Member

Randy Hazelton
Treasurer, Board of Directors
Chair, Finance Committee

Honorable Andre Dickens
Chair, TAD Committee

Randy Hazelton
Treasurer, Board of Directors
Chair, Finance Committee

Dr. Eloisa Klementich, CEcD,
President & Chief Executive Officer

Ernestine W. Garey
Executive Vice President & Chief Operating Officer

Rosalind Rubens Newell
General Counsel & Senior Vice President of Legal and Compliance

Kevin Johnson, CEcD,
Senior Vice President of Economic Development

Dawn Luke, HDFP, EDIP,
Senior Vice President of Community Development

OFFICERS

The Honorable Emma Danell
Fulton County Commissioner

Julian Bene
Chair, Business Development Committee

Anna Foote
Community Representative

Honorable Nancey Moster
Atlanta Public Schools Board Member

Kirk Rich
Chair, Housing Committee

Ernestine W. Garey
Executive Vice President & Chief Operating Officer

Rosalind Rubens Newell
General Counsel & Senior Vice President of Legal and Compliance

Kevin Johnson, CEcD,
Senior Vice President of Economic Development

Dawn Luke, HDFP, EDIP,
Senior Vice President of Community Development
Invest Atlanta Wins for 2015

**Economic Development**

- **New or Expansion Projects**: 49
- **Total New Direct Jobs**: 13,302
- **Total New Jobs (Direct + Indirect)**: 19,370

**Company Wins**

- NCR: 3600 New Jobs
- Sage: 450 New Jobs

**Total Capital Investment by Types of Projects**

- **Total Capital Investment**: $761,200,726
- **Total Economic Impact**: $2,970,507,601

**New Jobs by Industry**

- **Advanced Logistics**: 2
- **Computational Processing**: 17
- **Digital Arts & Media**: 3
- **Conventions & Tourism**: 3
- **HQ**: 1
- **Life Sciences**: 21
- **Other**: 1

**Community Development**

- **Community Projects**: 33
- **Housing Units**: 592
- **Total Jobs**: 5,237

**Total Capital Investment**

- **Total Capital Investment**: $316,230,452
- **Total Economic Impact**: $431,030,628

*Total New Jobs include both direct and indirect jobs calculated by IMPLAN analysis.*
NEW MARKETS TAX CREDITS (NMTC), facilitated by Atlanta Emerging Markets Inc. (AEMI), are used to help leverage private money to finance high impact, credit-challenged businesses and real estate development projects in Atlanta communities.

TAX ALLOCATION DISTRICTS (TADs) are areas, typically depressed or blighted, where real estate property tax monies gathered above a certain threshold for a certain period of time are used to enable specified redevelopment.

TAX EXEMPT BONDS are issued by Invest Atlanta and often used as a source of financing by affordable housing developers, and typically have low interest rates.

SMALL BUSINESS LOANS provide gap financing to help small, minority-owned and female-owned businesses launch, expand and/or relocate in Atlanta.

Invest Atlanta and its partners offer a variety of incentive tools available to businesses and homebuyers.
BUSINESSES THRIVE IN ATLANTA

From entrepreneurs bootstrapping startups to globally recognized Fortune 500 corporations, Atlanta provides fertile ground for growth and development with its unique mix of a recognized pro-business climate and a diverse and qualified workforce. In 2015, Invest Atlanta played a pivotal role in helping spur a remarkable convergence of business relocations, business creations and new development.

ECONOMIC DEVELOPMENT BY THE NUMBERS

- **49** Projects Closed
- **37** Opportunity Zone Certifications Facilitated
- **7,070** New Full-time Jobs
- **13,302** Total Jobs
- **$4.5 MILLION** Invest Atlanta Financial Support
- **$3 BILLION** Total New Economic Output

Economic Development totals include attraction & recruitment, expansion & retention, small business loans, and opportunity zone certifications.
“Our new world headquarters campus is truly a watershed moment for the future of NCR and the City of Atlanta. It’s going to be one of the most dynamic tech communities in the world.”

Bill Nuti, NCR Chairman and CEO

“Kaiser Permanente, a leading not-for-profit health plan provider, will plant a $20 million IT campus in Midtown Atlanta—a project that will create 900 jobs. The Invest Atlanta board approved an Economic Opportunity Fund Grant for the project that is expected to have an estimated total economic impact of more than $360 million.”

Julie Miller Phipps, President of Kaiser Permanente Georgia

Financial technology company NCR Corp. is relocating its corporate headquarters to Midtown Atlanta, bringing with it 3,600 jobs. When completed, the new 22-story tower will be located at 8th and Spring Streets in the heart of Technology Square—one of the nation’s fastest-growing innovation districts and a dominant catalyst for investment and development.

Kaiser Permanente, a leading not-for-profit health plan provider, will plant a $20 million IT campus in Midtown Atlanta—a project that will create 900 jobs. The Invest Atlanta board approved an Economic Opportunity Fund Grant for the project that is expected to have an estimated total economic impact of more than $360 million.

“Our new world headquarters campus is truly a watershed moment for the future of NCR and the City of Atlanta. It’s going to be one of the most dynamic tech communities in the world.”

Bill Nuti, NCR Chairman and CEO

“The Atlanta area is a strong health technology hub with a high availability of tech talent, making it the ideal location for Kaiser Permanente’s new IT campus.”

Julie Miller Phipps, President of Kaiser Permanente Georgia
Sage North America, a business management software and services company, relocated its North American headquarters to Atlantic Station near the expanding Midtown Atlanta technology corridor. The move is expected to bring 450 high-tech jobs. The headquarters also serves as a Customer Business Center designed to enhance collaboration and foster innovation.

"Sage has called Georgia home for many years, and we are delighted to expand our operations here with the addition of a new facility in Midtown Atlanta. Our new Atlantic Station location puts us in the center of the emerging Midtown Atlanta technology corridor and positions our newly established North American headquarters to attract top talent in the years to come."

Marc Schoeps, President and CFO for Sage North America

InComm, a financial technology company, will invest $3 million in an expansion that will create 125 jobs in Downtown Atlanta. The company’s expansion underscores Atlanta’s reputation as a financial technology hub. More than 60 percent of payment processing companies are based in metro Atlanta, supporting more than 40,000 jobs in the State of Georgia and generating $30 billion in revenue.

"The State of Georgia and several local governments have demonstrated their commitment to keeping us here by creating a favorable economic environment for us to develop talent through our innovative internship program and university partnerships."

Scott Meyershoff, Chief Financial Officer and COO

Parkmobile, the leading provider of on-demand and prepaid mobile payments for on and off-street parking, relocated its corporate headquarters to Midtown Atlanta in October. Parkmobile’s technology provides payment options for 11,000 privately managed on-street parking spaces, offering consumers a convenient way to pay for parking that alerts them prior to the expiration of a parking session.

"Atlanta is now our ‘flagship’ location and the goal is to make it a model for mobility technology around the world."

Cherie Fuzzell, Parkmobile CEO

MailChimp, a well-known name in online email marketing since 2001, recently moved into a new 126,000-square-foot office space in Atlanta’s Ponce City Market. This small business started as a simple project, but has grown to where a staggering 10 million people around the world are using their online marketing services.

"We love Atlanta and want to make sure it’s a place where creativity is rewarded and where great ideas come to life. MailChimp has invested more than $2.5 million in our community since 2013, and we’re just getting started."

Lain Shakespeare, Corporate Citizenship Manager at MailChimp
In 2015, Invest Atlanta’s business retention and expansion team led a concerted effort to provide resources and support tailored to meet the individual needs of Atlanta’s businesses to ensure they remained confident in their decision to call Atlanta home.

BUSINESS RETENTION & EXPANSION

First Step Staffing Expansion

- A local non-profit staffing agency that specializes in connecting homeless residents with employment opportunities
- AEMI funded a $2.8-million Atlanta Advantage Loan that was used to acquire the Atlanta operations of Labor Guys, LLC
- Project will provide approximately 1,000 jobs per day to Atlanta area homeless men and women

>“Invest Atlanta was a pleasure to work with because they truly share our mission and passion for connecting people to job opportunities. Through one of their unique loan programs, First Step Staffing was able to get flexible, low-cost financing to grow and deepen our Atlanta impact, which has the potential to cut the Atlanta homeless population by 30 percent and provide millions of dollars of savings to the community by helping break the cycle of homeless recidivism.”

David Shaffer, CEO, First Step Staffing

770 English Avenue Expansion

- New media production complex will house Rolling Out Magazine’s headquarters
- Awarded $250,000 for the conversion of a 14,000 square-foot warehouse space
- $400,000 in total project costs
- Additional space will be used for offices and TV production

>“In an area that once was seen as undesirable, Invest Atlanta has allowed us to transform our building into an attractive destination for film and entertainment production projects.”

Randy Fling, President of TBC Industries
Business attraction is important to growing Atlanta’s economy. But staying abreast of how businesses currently located in our city are faring is key to maintaining it. Our Business Retention and Expansion survey helps us accurately gauge satisfaction levels and identify challenges, allowing us to better serve our city’s businesses and meet their needs.

Survey responses are approximations as reported to Invest Atlanta by local business owners and are not actual audited totals.

**2015 BUSINESS RETENTION SURVEY RESULTS**

<table>
<thead>
<tr>
<th>Stat</th>
<th>Number</th>
</tr>
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<tbody>
<tr>
<td>Business visits conducted in 2015</td>
<td>300+</td>
</tr>
<tr>
<td>Of businesses surveyed have been operating in Atlanta for over 29 years</td>
<td>29</td>
</tr>
<tr>
<td>Of business owners would recommend Atlanta to start, locate or expand a business</td>
<td>95%</td>
</tr>
<tr>
<td>Of businesses surveyed have been in the city for over 10 years</td>
<td>10</td>
</tr>
<tr>
<td>Million in estimated annual revenue generated</td>
<td>$740</td>
</tr>
<tr>
<td>19% of businesses surveyed have been in the city for over 29 years</td>
<td></td>
</tr>
<tr>
<td>26% of business owners would recommend Atlanta to start, locate or expand a business</td>
<td></td>
</tr>
<tr>
<td>19% of businesses surveyed have been operating in Atlanta for over 29 years</td>
<td></td>
</tr>
</tbody>
</table>

To exemplify leadership in energy innovation, Invest Atlanta provided $8 million in grant funding to help building owners located in the Westside TAD create energy savings. The grants cover 40 percent of the building’s upgrade costs for applicants approved for the program.

In 2015, Atlanta’s Better Buildings Challenge passed several key sustainability and energy efficient milestones, which include building owners achieving a 22 percent reduction in water consumption, exceeding their year 2020 goal of 20 percent, and enlisting more than 100 million square feet in building space in the program.

**BETTER BUILDINGS CHALLENGE**

- In TAD funding leveraged into $4,049,800 in project costs
- Leveraged into $645,000 in project costs
- $1.62M in TAD funding leveraged into $258,000 in project costs
- 262 direct jobs
- 61* direct jobs

*Job numbers are based on BIPLAN analysis
NEW MARKETS TAX CREDITS (NMTC) is used to help leverage private money to support key projects in metro Atlanta communities. ATLANTA EMERGING MARKETS INC (AEMI) provides financing to high impact, credit-challenged businesses and real estate development projects.

HOME FIELD ADVANTAGE

New stadium. Same city. Atlanta Falcons team owner Arthur M. Blank committed to investing over $1.4 billion in the construction of a new state-of-the-art facility. Invest Atlanta was proud to facilitate the issuance of $200 million in bonds as the public investment backed by the city’s hotel-motel tax. The new Mercedes-Benz Stadium is projected to be in operation by the 2017 NFL season.

“We appreciate the Mayor and his staff’s diligence in moving the agreements for a new stadium toward completion.”

Arthur M. Blank, Atlanta Falcons Owner & Chairman

INNOVATION & ENTREPRENEURSHIP

Atlanta is where new ideas come alive. Our 66 world-class colleges and universities with 275,000 students across the region create a strong local pool of talent. The growing support for startups and entrepreneurs has catapulted Atlanta into one of the fastest growing innovation hubs in the world.

With innovation centers for Fortune 500 companies like Coca-Cola and AT&T, and co-working spaces such as Atlanta Tech Village, Flatiron City and Switchyards, Atlanta has become an epicenter for global brands to capitalize on our top talent and solid technology cluster.
ATLANTA’S INNOVATION CENTERS

These maps show where Atlanta’s innovation centers and co-working spaces are located.

Co-working spaces
1. Atlanta Tech Village
2. Industrious Office
3. Strongbox West
4. Tech Square Labs
5. ATDC
6. Collider
7. Opportunity Hub
8. Flatiron
9. Switchyards
10. CollabTech
11. NEX Atlanta

Innovation Centers
12. Workplay HQ, Innovation & Design Program
13. Carter’s Innovation Center
14. Stanley Black & Decker Accelerator
15. NCR Mobile Development Team
16. Microsoft Innovation Center

INNOVATION CENTER

Innovation Centers are what research and development call home. Driven by the community, these centers are labs for corporations across the country. Many centers host in-house incubators, so that entrepreneurs with amazing ideas have a place to develop future innovations. Several centers around Atlanta hold workshops and public forums so that as a community entrepreneurs can work together and continue making incredible products.

CO-WORKING SPACE

Co-working space is more than just a physical location; it’s a style of working. In this shared office space, you can find contractors, work-from-home professionals and people who frequently travel. As co-working spaces have evolved, they also have become social gathering spots for like-minded people to share ideas and build a community.
Built in 1897, this Flatiron building is the first of only two in the nation and is home to the Microsoft Innovation Center. The entrepreneur center offers support and services to startup businesses. Entrepreneurs can rent an office, desk or cubicle space, depending on their need.

Historic building nicknamed "Flatiron City"  
- Top floor is home to Women’s Entrepreneurship Initiative (WEI)—a technology-advanced environment designed to foster business growth and provide mentoring to female entrepreneurs  
- The Microsoft Innovation Center offers a comprehensive set of technology, tools and resources to startups, government, students and faculty

HIT THE GROUND RUNNING

FLATIRON BUILDING

- $11.2M Allocation of New Markets Tax Credits
- $1.5M Invest Atlanta Westside TAD Investment
- Expected to open in 2018
- $813M estimated economic impact
- $350M Total project costs

HIGH PERFORMANCE COMPUTING CENTER TECHNOLOGY ENTERPRISE PARK FEASIBILITY STUDY

Located in the Georgia Tech-anchored innovation district in Midtown Atlanta and developed by Portman and Associates, this amazing new facility will encompass education, research, hospitality, office and retail.

- Invest Atlanta approved a $15 million lease-purchase for the second phase.
- Support the South’s first innovation neighborhood
- 25-story project estimated to house 2,400 workers
- Approximately 2,100 construction jobs created

- Invest Atlanta committed $100,000 from the Westside TAD to advance the feasibility study
- Georgia Tech was awarded a $460,707 federal grant to examine the feasibility of expanding Technology Enterprise Park.
- The project will continue to develop the 11-acre Technology Enterprise Park into a $500 million mixed-use, industry focused hub.

EXPECTED ECONOMIC IMPACT

- Invest Atlanta Westside TAD Investment
- $1.5M
- Invest Atlanta committed $100,000 from the Westside TAD to advance feasibility study
- Georgia Tech awarded $460,707 federal grant to examine the feasibility of expanding Technology Enterprise Park.
- 11-acre Technology Enterprise Park developed by Portman and Associates.

ESTIMATED ECONOMIC IMPACT

- Invest Atlanta Westside TAD Investment
- $1.5M
- Invest Atlanta committed $100,000 from the Westside TAD to advance feasibility study
- Georgia Tech awarded $460,707 federal grant to examine the feasibility of expanding Technology Enterprise Park.
- 11-acre Technology Enterprise Park developed by Portman and Associates.
“It’s been amazing to be a part of Atlanta’s rapidly growing ecosystem of startups. The city has been so instrumental in helping companies like mine keep our headquarters here. We are fortunate to have that kind of support.”

Emily Morris, Founder of Emrgy Hydro, LLC

The Progress

The odds were stacked against Emily Morris from the beginning. As a female entrepreneur launching a first-of-its-kind technology in Atlanta, Morris remembers having more doubters than supporters. But she did not let that stop her. After receiving a $30,000 investment from AEMI in 2015, Morris had all she needed to successfully launch Emrgy Hydro, LLC – a unique technology that generates power from small turbines placed in slow moving water currents.

Can You Feel the Emrgy?

SMALL BUSINESS

Through a series of informational workshops and consultations, Invest Atlanta provides access to capital, educates entrepreneurs about the nuances of the loan application process and provides practical advice to help new businesses reach the venerable ribbon-cutting ceremony.

21 loans
440 informational workshop attendees
$900,000 leveraged into $2.5 million in total project costs
1,170 businesses benefited from business consultation in total project costs
Mary Watson started LEAP Academy Inc. in her garage. While leasing space in a church, she saved up enough to start the build-out for a new home for her school. But unforeseen expenses brought construction to a halt.

“We had reached a point where our money had run out and we were in need of additional funding. Invest Atlanta had a tremendous impact on helping us open our doors.”

A $50,000 loan from Invest Atlanta and AEMI helped Watson finish what she had started. In August, she moved LEAP Academy Inc., with nearly 50 students, to 2365 County Line Road in southwest Atlanta – a long way from the garage where she started.

Paul Williams dreamed of opening a restaurant with a vibrant, upscale atmosphere in Downtown Atlanta’s historic Auburn Avenue district, but sources of capital were unavailable. Invest Atlanta provided a $100,000 loan that helped him cover his construction costs. The rest is history.

“I am proud to be a part of the resurgence of Auburn Avenue. Thank God Invest Atlanta had the foresight to see the possibilities of this historic area.”

Paul Williams, Sweet Auburn Seafood owner

When Ronald Barnes set out to open a new special events rental facility near Greenbriar Mall, he secured a $50,000 loan from Invest Atlanta. This capital allowed for the purchase of new equipment and furniture for the front and back of the house. In addition, Barnes says the knowledge he gained during Invest Atlanta’s consultations proved to be even more valuable than the loan itself.

“They helped me tighten up my business plan, calculate monetary projections, place good bids on equipment, and become a smarter businessman all around. I wouldn’t even be in the game if it wasn’t for Invest Atlanta.”

Ronald Barnes, The Experience Owner
Sometimes the most important roles are played by people behind the scenes. If that saying holds true, Invest Atlanta deserves an Oscar for its supporting role in Atlanta’s meteoric rise to becoming the “Hollywood of the South,” creating more job opportunities for Atlantans on projects being filmed in the city. The economic impact has been significant and surreal.

*Provided by the Mayor’s Office for Film & Entertainment

## BY THE NUMBERS

$4.5 BILLION

Economic impact in the City of Atlanta

<table>
<thead>
<tr>
<th>More than</th>
<th>180</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productions filmed in Atlanta region</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>More than</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>New businesses have relocated to or expanded in Georgia as a result of the film industry</td>
<td></td>
</tr>
</tbody>
</table>

### TYLER PERRY STUDIOS AT FORT MCPHERSON

Tyler Perry acquired 331 acres of Fort McPherson land, where he is developing Tyler Perry Studios. AEMI, an Invest Atlanta subsidiary, allocated $7 million in New Markets Tax Credits to help fund site restoration and infrastructure improvements for the new studio.

- This $100-million project is creating 16 new soundstages.
- Invest Atlanta established alliances with workforce development agencies to help Atlantans secure jobs in construction, property management, operations, and creative industries.

### LIONSTAR FILMS

This Castleberry Hill independent film and video production house utilized Invest Atlanta’s Façade Improvement Program to leverage resources to make improvements to its building exterior.

- $52,735 leveraged into $79,102 in total project costs
- This Invest Atlanta Facade Improvement created 21 new direct jobs.

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*Provided by the Mayor’s Office for Film & Entertainment*
OUR PURPOSE BEGINS AND ENDS WITH OUR COMMITMENT TO THE COMMUNITY.

In 2015, Invest Atlanta created significant partnerships with private, public, and philanthropic organizations and investors to help revitalize our city’s neighborhoods. From building resource centers for quality job training to financing hospital emergency room expansions to creating developments that offer affordable housing options, Invest Atlanta focuses on enhancing the quality of life for Atlantans.

COMMUNITY DEVELOPMENT BY THE NUMBERS

33 Community Development Projects Closed

592 Housing Units Created

2,875 New Full-time Jobs

5,237 Total Jobs

$61.9 MILLION Invest Atlanta Investment

$259.3 MILLION Million leveraged from other sources (4:1 Leverage Ratio)

$451 MILLION Total New Economic Output
HOUSING

Housing Outreach Program

Each month, more than 80 prospective homebuyers complete the first step to in-town home ownership by attending the Invest Atlanta Home Buyer Q&A Session. During this required 90-minute session, attendees experience the unique opportunity to learn the details of Invest Atlanta homebuyer incentives from our homeownership staff and mortgage lending partners.

HOUSING

MAKING A DIFFERENCE

3,021
Prospective home owners educated

51
Homeownership Center Events

17
Q&A sessions

Purchasing a home for the first time is a step in life that Devona Downer had always dreamed of taking. But before she made the move, Downer turned to Invest Atlanta. Her persistence paid off in more ways than one.

“The loan helped lower my payments, so that’s a great thing,” said Downer, who moved into her Vine City home in May. “But Invest Atlanta also provided information, helped me learn more about the neighborhood I was moving into, and gave me access to people who helped me every step of the way.”

Our Homeownership Team participated in several external events hosted by homebuyer education facilitators, community advocacy groups, parent-teacher organizations, public safety agencies and real estate partners to help educate prospective homeowners on Invest Atlanta’s programs.

HOME SWEET HOME

58 new homeowners

534 affordable rental units

58
534

Purchasing a home for the first time is a step in life that Devona Downer had always dreamed of taking. But before she made the move, Downer turned to Invest Atlanta. Her persistence paid off in more ways than one.

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Our Homeownership Team participated in several external events hosted by homebuyer education facilitators, community advocacy groups, parent-teacher organizations, public safety agencies and real estate partners to help educate prospective homeowners on Invest Atlanta’s programs.
Over the years, there has been a lot of discussion about public policy as it pertains to housing, but very few initiatives to move from discussion into action. In 2015, Invest Atlanta took a significant next step, leading efforts to advocate for mandatory inclusionary housing for all residential development in Atlanta.
Post Centennial Park will be the first apartment property for families and young professionals built in Downtown Atlanta in the past 20 years. This project will add approximately 800 residents to Downtown, which will ultimately help add vitality and attract more retail.

$95.1 Million
Rental development that includes $8.6 million in Invest Atlanta incentives.

438
New homes for Atlanta residents.

“We take pride in helping to make neighborhoods better places to be and believe this project will add momentum to the downtown renaissance.”

Dave Stockert, CEO of Post Properties
This 10-unit multi-family rehabilitation project will offer housing for special needs residents, veterans, disabled Atlantans and senior citizens. The project was awarded $500,000 from the Westside TAD Community Improvement Fund.

This 70-unit rental property in Reynoldstown near the Atlanta BeltLine will provide affordable housing to residents ages 55 and up. Invest Atlanta issued $8 million in housing revenue bonds, which is leveraging $9.2 million in Low Income Housing Tax Credits and other funding to create one- and two-bedroom units.

Atlanta’s Vine City neighborhood will soon house a new $6-million job training center for neighborhood residents. This state-of-the-art facility will be the home of Westside Works, a job training center that offers certification programs in the construction, medical, auto mechanic and technology fields. Invest Atlanta allocated $3.5 million in Westside TAD funding through the Community Improvement Fund to enable the development of this community amenity. The Arthur M. Blank Family Foundation is a key stakeholder and a primary contributor to the training at Westside Works.
Invest Atlanta provided an allocation of New Markets Tax Credits in the amount of $12 million to help fund the expansion of Grady Hospital’s nationally acclaimed emergency department. The renewed 90,000-square foot expansion will feature updated equipment, reduce wait times and improve access to quality healthcare for all Atlantans.

“Thanks to Invest Atlanta and other generous supporters, Grady’s newly expanded emergency department will help us meet the city’s ever-growing need for lifesaving care.”

Dr. Hany Atallah, Chief of Emergency Medicine, Grady Health System

Atlanta’s English Avenue neighborhood celebrated the opening of its first public park. In partnership with The Conservation Fund, Park Pride, the Arthur M. Blank Family Foundation and other entities, Invest Atlanta provided a grant for $222,000 towards the total project costs of $700,000.

“Lindsay Street Park is a perfect example of public private partnerships working together for the better good of the public. We plan to cultivate more of these collaborations with the business and nonprofit communities in an effort to continue enhancing greenspace and recreational programming for the citizens of Atlanta.”

Amy Phuong, Commissioner of Parks and Recreation for the City of Atlanta

In an effort to improve the aesthetics and enhance public safety in Atlanta’s English Avenue and Vine City neighborhoods, Invest Atlanta allocated $500,000 from the Westside TADs to help fund a pilot project for the City of Atlanta that empowers the city to address blight by removing abandoned and substandard properties through code enforcement.

“This investment represents a collaboration between numerous organizations to strategically attack blight at its core. The potential benefit per public dollar invested is incredible, and I’m thankful for the opportunity to work with Invest Atlanta in this effort to enhance the quality of life for Atlanta’s residents.”

Terri Lee, Deputy Commissioner, Dept. of Planning and Community Development

To help deter and solve crime in the Vine City and English Avenue neighborhoods, Invest Atlanta allocated $1.2 million from the Westside TADs to support the Atlanta Police Foundation with the installation of 80 state-of-the-art video surveillance cameras and 20 license plate recognition readers.

“Partnerships with organizations like Invest Atlanta are critical as we continue our efforts to make Atlanta the safest large city in the nation. By installing this advance technology around the community, the Atlanta Police Department is better equipped to protect our visitors, businesses and residents.”

Dave Wilkinson, President & CEO, Atlanta Police Foundation
Choice Neighborhood Grant

The City of Atlanta and the Atlanta Housing Authority were awarded $30 million in Choice Implementation funding from the U.S. Department of Housing and Urban Development that will be used for supportive services, neighborhood initiatives and replacement housing in the areas of Vine City, Ashview Heights and the Atlanta University Center.

The $30M Choice Neighborhood grant is expected to leverage $395M in other public and private sector funds to support the Housing, Neighborhood and People components of the grant, including a $42M commitment from Invest Atlanta.

THE RIGHT CHOICE WAS MADE

SHAPING THE FUTURE

Turner Field Master Planning

Invest Atlanta committed to assist the City of Atlanta with funding a Livable Centers Initiative plan to address land use, transportation and market feasibility in the Turner Field area. This community-driven plan will focus on the redevelopment of the surrounding neighborhoods and the repositioning of the stadium.

Invest Atlanta investment

$25,000

Total project funding

$287,000

Oakland City / Fort McPherson Area Master Planning

Invest Atlanta provided funding assistance to the McPherson Implementing Local Redevelopment Authority (MLRA) for a Livable Centers Initiative plan to address redevelopment of approximately 1,500 acres anchored by the Lakewood/Ft. McPherson MARTA Station to the south and the Murphy Triangle/old State Farmers Market to the north. This plan will focus on potential development of the 144-acre Ft. McPherson property and around the Westside BeltLine corridor.

Invest Atlanta investment

$50,000

Total project funding

$140,000

Invest Atlanta will administer the neighborhood component of Choice and that will focus on developing new community resource centers, stabilizing the neighborhood through acquisition and demolition of blighted properties, creating mixed income housing and homeownership opportunities, and facilitating neighborhood connectivity.
We have demonstrated our commitment to the City of Atlanta through strategic partnerships, measurable progress and positively impacting quality of life for Atlanta residents. 2015 was truly a groundbreaking year for Invest Atlanta. We have kept our promise to this city. And our financial reports are a reflection of our success.
## The Promise

### Business-type Activities

<table>
<thead>
<tr>
<th>Assets</th>
<th>Current Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
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</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,019,038</td>
</tr>
<tr>
<td>Restricted cash and cash</td>
<td>$7,595,295</td>
</tr>
<tr>
<td>equivalents</td>
<td></td>
</tr>
<tr>
<td>Investment in direct financing</td>
<td>12,300,150</td>
</tr>
<tr>
<td>lease with the City of Atlanta,</td>
<td></td>
</tr>
<tr>
<td>current portion</td>
<td>3,121,419</td>
</tr>
<tr>
<td>Other receivables</td>
<td>5,417</td>
</tr>
<tr>
<td>Prepaid items</td>
<td>3,907,135</td>
</tr>
<tr>
<td>Due from the BeltLine Tax</td>
<td>1,064,009</td>
</tr>
<tr>
<td>Allocation District</td>
<td></td>
</tr>
<tr>
<td>Due from the Eastside Tax</td>
<td>553,429</td>
</tr>
<tr>
<td>Allocation District</td>
<td></td>
</tr>
<tr>
<td>Due from the Westside Tax</td>
<td>202,310</td>
</tr>
<tr>
<td>Allocation District</td>
<td>778,418</td>
</tr>
<tr>
<td>Due from the Atlanta BeltLine</td>
<td>56,548</td>
</tr>
<tr>
<td>Partnership</td>
<td></td>
</tr>
<tr>
<td>Due from the City of Atlanta,</td>
<td>200,000</td>
</tr>
<tr>
<td>current portion of long term</td>
<td></td>
</tr>
<tr>
<td>debt</td>
<td>1,025,671</td>
</tr>
<tr>
<td>Due from Atlanta Housing</td>
<td>1,897,979</td>
</tr>
<tr>
<td>Opportunity, Inc., current</td>
<td></td>
</tr>
<tr>
<td>portion of long term debt</td>
<td></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>29,309</td>
</tr>
<tr>
<td>Accounts payable and accrued</td>
<td>1,581,410</td>
</tr>
<tr>
<td>liabilities</td>
<td></td>
</tr>
<tr>
<td>Bonds, notes, and loans</td>
<td>2,380,900</td>
</tr>
<tr>
<td>payable, current portion</td>
<td></td>
</tr>
<tr>
<td>Capital leases payable, current</td>
<td>250,491,732</td>
</tr>
<tr>
<td>portion of long term debt</td>
<td>12,303,618</td>
</tr>
<tr>
<td>Other receivables</td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>120,000,000</td>
</tr>
<tr>
<td>Restricted for programs</td>
<td>69,940,003</td>
</tr>
<tr>
<td>Restricted for stadium project</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>300,000,000</td>
</tr>
<tr>
<td>Net Position (Deficit)</td>
<td>100,075,322</td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>374,730,180</td>
</tr>
<tr>
<td>Restricted for debt services</td>
<td>114,415,096</td>
</tr>
<tr>
<td>Restricted for programs</td>
<td></td>
</tr>
<tr>
<td>Restricted for stadium project</td>
<td>272,484,047</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>12,238,523</td>
</tr>
</tbody>
</table>

### Component Units

<table>
<thead>
<tr>
<th>Activity</th>
<th>Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,850,791</td>
</tr>
<tr>
<td>Restricted cash and cash</td>
<td>3,913,170</td>
</tr>
<tr>
<td>equivalents</td>
<td></td>
</tr>
<tr>
<td>Investment in direct financing</td>
<td>728,573</td>
</tr>
<tr>
<td>lease with the City of Atlanta,</td>
<td></td>
</tr>
<tr>
<td>current portion</td>
<td></td>
</tr>
<tr>
<td>Other receivables</td>
<td>1,403,349</td>
</tr>
<tr>
<td>Prepaid items</td>
<td>176,567</td>
</tr>
<tr>
<td>Due from the BeltLine Tax Allocation District</td>
<td></td>
</tr>
<tr>
<td>Due from the Eastside Tax</td>
<td>1,025,671</td>
</tr>
<tr>
<td>Allocation District</td>
<td></td>
</tr>
<tr>
<td>Due from the Westside Tax</td>
<td>70,979</td>
</tr>
<tr>
<td>Allocation District</td>
<td></td>
</tr>
<tr>
<td>Due from the Atlanta BeltLine</td>
<td>125,777</td>
</tr>
<tr>
<td>Partnership</td>
<td></td>
</tr>
<tr>
<td>Due from the City of Atlanta</td>
<td>634,510</td>
</tr>
<tr>
<td>Due from the City of Atlanta,</td>
<td></td>
</tr>
<tr>
<td>current portion of long term debt</td>
<td>1,041,410</td>
</tr>
<tr>
<td>Due from Atlanta Housing</td>
<td></td>
</tr>
<tr>
<td>Opportunity, Inc., current</td>
<td></td>
</tr>
<tr>
<td>portion of long term debt</td>
<td>1,525,078</td>
</tr>
<tr>
<td>Investment in direct financing</td>
<td></td>
</tr>
<tr>
<td>lease with the City of Atlanta</td>
<td></td>
</tr>
<tr>
<td>Due from the City of Atlanta</td>
<td>256,095,000</td>
</tr>
<tr>
<td>Due from Atlanta Housing</td>
<td></td>
</tr>
<tr>
<td>Opportunity, Inc.</td>
<td>24,363,947</td>
</tr>
<tr>
<td>Loans receivable, net of allowance</td>
<td></td>
</tr>
<tr>
<td>3,793,997</td>
<td></td>
</tr>
<tr>
<td>Other receivable, net of allowance</td>
<td>2,272,257</td>
</tr>
<tr>
<td>Investment in real estate</td>
<td>200,869</td>
</tr>
<tr>
<td>Investment in development projects</td>
<td>28,526</td>
</tr>
<tr>
<td>Capital assets, nondepreciable</td>
<td>76,498,518</td>
</tr>
<tr>
<td>Capital assets, net of depreciation</td>
<td>3,400,134</td>
</tr>
<tr>
<td>Prepaid items, noncurrent</td>
<td>525,103</td>
</tr>
<tr>
<td>Bond issuance costs, net of</td>
<td>4,227,906</td>
</tr>
<tr>
<td>amortization</td>
<td></td>
</tr>
<tr>
<td>Advances to component units</td>
<td>4,472,603</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,015,684</td>
</tr>
<tr>
<td>Total Assets</td>
<td>128,053,821</td>
</tr>
</tbody>
</table>
### The Promise

**Statement of Revenues, Expenses, and Changes in Fund Net Position**

Fiscal Year Ended June 30, 2015

<table>
<thead>
<tr>
<th>Administrative Fund</th>
<th>Grants and Restricted Program Fund</th>
<th>Urban Residential Finance Authority</th>
<th>Downtown Development Authority</th>
<th>TOTAL</th>
</tr>
</thead>
</table>

#### Operating Revenues

- **Service, administration, and loan fees**
  - $4,903,442
  - $4,172,635.05
  - $3,442,694
  - $317,288.62

- **Developer fees**
  - $25,140
  - 912,204
  - 925,344

- **Rental income**
  - 16,085
  - $1,188,387
  - 1,194,472
  - 4,046,077

- **Income received from others for debt service payments**
  - 718,078
  - 1,194,472
  - 1,995,467

- **Intergovernmental revenue**
  - 2,371,215
  - 82,937
  - -
  - 2,373,052

- **Other revenue**
  - 50,630
  - 1,937
  - 9,050
  - 101,582

- **Total operating revenues**
  - 2,722,345
  - 6,489,372
  - 1,501,782
  - 2,507,196
  - 244,741,873

#### Operating Expenses

- **Interest on bonds, notes, and loans**
  - 1,868,071
  - -
  - 1,518,307
  - 2,506,558
  - 5,892,936

- **Program expenses**
  - -
  - 2,505,322
  - -
  - 2,505,322

- **Economic development**
  - 277,654
  - -
  - 1,557,385
  - 4,420,243
  - 6,255,282

- **Stadium project**
  - 24,259,440
  - -
  - -
  - 24,259,440

- **Debt issuance costs**
  - 4,064,510
  - -
  - -
  - 4,064,510

- **Subsidy to component unit**
  - 4,261,152
  - -
  - -
  - 4,261,152

- **Depreciation and amortization**
  - 218,062
  - -
  - 25,303
  - 243,365

- **General and administrative**
  - 5,653,932
  - 63,955
  - 2,374,822
  - 121,480
  - 6,255,479

- **Total operating expenses**
  - 4,063,775
  - 23,543
  - 1,501,782
  - 2,507,196
  - 55,847,554

#### Operating Income (Loss)

- **Operating income (loss)**
  - 1,912,569
  - 6,264,829
  - 1,501,782
  - 2,507,196
  - 188,894,319

- **Interest income on bank accounts**
  - 3,702
  - -
  - 499
  - 4,201

- **Transfers in**
  - -
  - -
  - 164,185
  - 164,185

- **Transfers out**
  - 164,185
  - -
  - -
  - 164,185

- **Change in net position**
  - 195,344,439
  - 2,713,855
  - (676,025)
  - (4,236,588)
  - 190,898,850

- **Net position at beginning of year**
  - 64,651,883
  - 8,439,882
  - 2,981,377
  - 6,305,079
  - 83,585,527

- **Net position at end of year**
  - 257,749,828
  - 10,509,577
  - 2,216,152
  - 2,008,490
  - 272,484,047
### Cash Flows from Operating Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Administrative Fund</th>
<th>Grants and Restricted Program Fund</th>
<th>Urban Residential Finance Authority</th>
<th>Downtown Development Authority</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from customers and grantors</td>
<td>$4,520,013</td>
<td>$4,620,532</td>
<td>$4,423,830</td>
<td></td>
<td>$13,564,475</td>
</tr>
<tr>
<td>Receipts from third parties (rental income)</td>
<td>2,626,215</td>
<td>82,737</td>
<td>-</td>
<td></td>
<td>2,708,952</td>
</tr>
<tr>
<td>Receipts of interest on loans</td>
<td>-</td>
<td>-</td>
<td>67,590</td>
<td></td>
<td>67,590</td>
</tr>
<tr>
<td>Payments to component units</td>
<td>279,774</td>
<td>-</td>
<td>-</td>
<td></td>
<td>279,774</td>
</tr>
<tr>
<td>Miscellaneous receipts</td>
<td>50,293</td>
<td>-</td>
<td>-</td>
<td></td>
<td>50,293</td>
</tr>
<tr>
<td>Receipts of developer fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Payments to/from other funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Payments to suppliers</td>
<td>-1,911,486</td>
<td>-</td>
<td>-1,188,570</td>
<td>-</td>
<td>-3,277,112</td>
</tr>
<tr>
<td>Payments for programs</td>
<td>-35,656,149</td>
<td>-</td>
<td>-1,472,193</td>
<td>-</td>
<td>-37,128,342</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>-(34,295,649)</td>
<td>2,132,001</td>
<td>835,491</td>
<td>-</td>
<td>-(34,933,525)</td>
</tr>
</tbody>
</table>

### Cash Flows from Noncapital Financing Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Administrative Fund</th>
<th>Grants and Restricted Program Fund</th>
<th>Urban Residential Finance Authority</th>
<th>Downtown Development Authority</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from the City of Atlanta to cover debt service on revenue bonds issued on behalf of the City of Atlanta</td>
<td>1,845,878</td>
<td>4,620,532</td>
<td>4,423,830</td>
<td></td>
<td>13,564,475</td>
</tr>
<tr>
<td>Proceeds from issuance of bonds payable</td>
<td>226,975,000</td>
<td>-</td>
<td>-</td>
<td></td>
<td>226,975,000</td>
</tr>
<tr>
<td>Payment of bond issuance costs</td>
<td>-6,064,310</td>
<td>-</td>
<td>67,590</td>
<td></td>
<td>-6,064,310</td>
</tr>
<tr>
<td>Repayment of bonds, notes, and loan principal</td>
<td>-</td>
<td>-</td>
<td>279,774</td>
<td></td>
<td>-279,774</td>
</tr>
<tr>
<td>Payments for interest</td>
<td>-1,025,295</td>
<td>-</td>
<td>-</td>
<td></td>
<td>-1,025,295</td>
</tr>
<tr>
<td>Repayment on bond principal related to revenue bonds issued on behalf of the City of Atlanta</td>
<td>-</td>
<td>-</td>
<td>25,141</td>
<td></td>
<td>-25,141</td>
</tr>
<tr>
<td>Advances to other funds</td>
<td>-915,000</td>
<td>-</td>
<td>70,327</td>
<td></td>
<td>-915,327</td>
</tr>
<tr>
<td>Advances received from City of Atlanta Tax Allocation Districts</td>
<td>-</td>
<td>-915,000</td>
<td>-1,188,570</td>
<td></td>
<td>-2,103,570</td>
</tr>
<tr>
<td>Principal reduction of Recovery Zone bonds</td>
<td>-218,837</td>
<td>-</td>
<td>5,590,320</td>
<td></td>
<td>-5,809,157</td>
</tr>
</tbody>
</table>

**Statement of Cash Flows**

**Proprietary Funds**

**Fiscal Year Ended June 30, 2015**
<table>
<thead>
<tr>
<th>Administrative Fund</th>
<th>Grants and Restricted Program Fund</th>
<th>Urban Residential Finance Authority</th>
<th>Downtown Development Authority</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers in</td>
<td>-</td>
<td>-</td>
<td>164,185</td>
<td>164,185</td>
</tr>
<tr>
<td>Transfers out</td>
<td>(164,185)</td>
<td></td>
<td>(164,185)</td>
<td></td>
</tr>
<tr>
<td>Proceeds from line of credit</td>
<td>200,000</td>
<td>-</td>
<td>200,000</td>
<td></td>
</tr>
<tr>
<td>Net cash provided by (used in) noncapital financing activities</td>
<td>254,912,864</td>
<td>32,619</td>
<td>(3,581,423)</td>
<td>(664,481)</td>
</tr>
</tbody>
</table>

### Cash flows from investing activities

| Receipts of interest on bank accounts | 3,702 | - | - | 499 | 4,201 |
| Net cash provided by investing activities | 3,702 | - | - | 499 | 4,201 |
| Net increase (decrease) in cash and cash equivalents | 221,027,753 | 6,823,028 | 5,863,090 | 10,524,993 | 244,238,864 |

### Reconciliation to statement of net position:

<table>
<thead>
<tr>
<th>Cash and cash equivalents</th>
<th>$524,308</th>
<th>$6,823,028</th>
<th>$4,523,595</th>
<th>$4,504</th>
<th>$11,875,435</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted cash and cash equivalents</td>
<td>220,503,445</td>
<td>-</td>
<td>1,339,495</td>
<td>10,520,489</td>
<td>232,363,429</td>
</tr>
</tbody>
</table>

| Operating income (loss) | 181,509,972 | 2,310,095 | 476,625 | 4,461,273 | 188,394,319 |
| Adjustment to reconcile operating income (loss) to net cash provided by (used in) operating activities: | - | - | - | - | - |
| Depreciation and amortization expenses | 239,062 | - | - | 96,542 | 335,604 |
| Net cash provided by (used in) operating activities | (34,295,649) | 2,132,001 | 839,491 | (3,605,168) | (34,933,525) |

### Interest payments reported in operating income (loss)

| Interest payments reported in operating income (loss) | 1,808,071 | - | 1,578,307 | 2,877,024 | 6,263,402 |

### Subsidy reported in operating income (loss)

| Subsidy reported in operating income (loss) | 4,127,630 | - | - | - | 4,127,630 |

### Intergovernmental agreement with the City reported in operating income (loss)

| Intergovernmental agreement with the City reported in operating income (loss) | (224,055,001) | - | - | - | (224,055,001) |

| Proceeds from line of credit | 200,000 | - | - | - | 200,000 |
| Net cash provided by (used in) noncapital financing activities | 254,912,864 | 32,619 | (3,581,423) | (664,481) | 253,119,581 |
There are 865,649 registered businesses in Georgia (SOS: 3/1/16)

• GA has the fourth-best environment in the U.S. for small business and entrepreneurs and earned an A- grade for overall friendliness to small business. (Thumbtack.com 7/15)
• GA is the fifth-best state for business and second best in workforce. (CNBC 7/15)
• GA is the ninth-most entrepreneurial state in the U.S., with the biggest average of SBA loans and the fifth-highest growth in the number of SBA loans. (NerdWallet 10/15)
• GA ranks #11 (up from #16) among the best states for business for costs relating to labor, energy and taxes, labor supply, regulatory environment, economic climate, growth prospects and quality of life. (Forbes 10/15)
• Atlanta is the second-best city in the U.S. for millennials. (Money.com 10/15)
• Metro Atlanta ranks #2 for job growth and #4 for jobs added. Fastest growing employment sectors: leisure & hospitality, construction, professional & business services. (ARC 8/15) Atlanta is the seventh-best city in the U.S. to launch a startup. (DataFox 1/16)
• Metro Atlanta has the second-most self-employed minorities, and is the second-best entrepreneurial region. (Minority Business Entrepreneur May/June 2015)
• Atlanta has the fifth-strongest market in the U.S. for tenant demand for office space. (DTZ 8/15)
• Atlanta is ranked #25 among the most educated places in the U.S. (DegreeQuery.com 2/16)

According to the GA Dept. of Labor, GA business establishments employed 289,239 workers in the second quarter of 2015, of those:

- 99.8% employed fewer than 500 employees
- 97.6% employed fewer than 100
- 94.6% employed fewer than 50
- 77.7% employed fewer than 10

Every Business Matters

Best state for business in the U.S. (third consecutive year). (Site Selection 11/15)

For the third consecutive year, GA had the fastest growth in number of women-owned firms in the U.S. (American Express OPEN 5/15)

According to the GA Dept. of Labor, GA business establishments employed 289,239 workers in the second quarter of 2015, of those:

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