

Final Report

Atlanta Neighborhood Reinvestment Commission

March 31, 2026



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Placeholder

Letter from Commission Chairs

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What is the Neighborhood Reinvestment Initiative?

The Neighborhood Reinvestment Initiative (NRI) is a shared effort by Mayor Dickens, the City of Atlanta, the Atlanta City Council and a coalition of public and private partners dedicated to making Atlanta the best place in the country to raise a child. By adopting a “whole of government” approach, the initiative actively reorients public systems to focus more inclusively on residents needs. This strategic investment will build the essential systems that every neighborhood needs to support children, families, and futures, creating programs and places where people can live with dignity, move freely, and grow successfully.

To drive this vision forward, the NRI requires a comprehensive funding strategy that maximizes investment in both people and place. The NRI will draw on a range of financing sources to support neighborhood investments in affordable housing, economic development, and human services. It is important to note that some potential funding sources will be restricted to certain uses. These sources include city bonds, MARTA funding, federal grants, philanthropic grants, private funds, and Tax Allocation District (TAD) funding. TAD funding will consist of a combination of existing TAD funds and, if taxing jurisdictions choose to extend the TADs, potential future funds.

Key Building Blocks

The NRI focuses on eight building blocks that define a high quality of life for every Atlanta resident. These building blocks serve as benchmarks for success to ensure the NRI is achieving measurable improvements, both in targeted neighborhoods and citywide. The eight building blocks are:

- Affordable housing for all
- Public safety for all
- Youth development and education for all
- Public spaces for all
- Transit for all
- Health and wellness for all
- Economic opportunity for all
- Dependable government for all

Focus Neighborhoods

Rather than spreading resources thinly, the initiative concentrates sustained investment in seven neighborhood areas where barriers to mobility are deepest, where trusted Neighborhood Partner Organizations (NPOs) already provide the relational infrastructure to coordinate action and engage residents, and where key public or public-private projects already exist to catalyze transformation. These neighborhoods are intended to become the places where systems are intentionally aligned, sequenced, tested over time, and where accelerated progress in them spreads to benefit the city as a whole.

Last year in these NRI neighborhood areas, 9,000 people faced an eviction. More than 25% of K-12 students in Atlanta Public Schools moved at least once during the school year, ending the year in a different school than where they started. 60% of residents didn't have ready access to a grocery store with fresh and healthy food. Hundreds of seniors were at risk of involuntary displacement due to falling behind on their tax and utility bills. And, perhaps most jarring, the approximately 1,200 children who were born to families in these neighborhoods are expected to live up to 20 years less than their peers growing up in other Atlanta neighborhoods just a few miles away, based purely on where they live. The need is stark, and there is no time to waste.

There are two important items to note when considering NRI geographies. First, NRI is rooted in evidence-based, nationally proven place-based community development models that require the presence of certain criteria on-the-ground for their efficacy. While many Atlanta neighborhoods need a greater concentration of resources and support, not all offered ready access to strong civic infrastructure and a local, place-based nonprofit Neighborhood Partner Organization, elements essential to the success of this change model.

Second, it is important to note that these seven are just the first focus areas. There are many

more neighborhoods, especially in the south and western parts of the city, that have suffered disinvestment for too long, and they, too, need cross-sector focus and support. At the Mayor’s direction, City departments are already applying the NRI methodology in neighborhood areas outside of these seven. Mayor Dickens also issued Administrative Orders in early 2026 aimed at reorganizing city government to better support swift action across Atlanta neighborhoods. In those areas where residents want to be part of the second slate of NRI neighborhoods, City Council representatives have partnered with City NRI staff to jumpstart civic infrastructure or other missing elements critical to the change model. This way, when NRI begins to formally expand into other Atlanta areas, they’ll be ready to take full advantage of the NRI strategy.

The Mayor selected the first seven neighborhood areas based on the following criteria important to national place-based change models:

- Consistent pattern of poor socioeconomic data outcomes
- Presence of strong civic infrastructure and place-based partner organization
- Resident willingness to participate
- Catalytic public or public-private partnership project underway
- Strategic geographic placement in relation to other NRI neighborhoods and other parts of the city
- Presence of assets and resources that could be brought to the effort across community, nonprofit, public, private, and philanthropic partners

The seven initial neighborhood are clustered around core commercial corridors, which, if properly activated and grown, could catalyze economic growth far outside their borders; this impact is often referred to as the **“halo effect.”** These corridors include the **Hollowell corridor, the Campbellton corridor, the Downtown area, and Thomasville Heights.**

The initial focus neighborhoods are:

- Thomasville Heights
- English Avenue & Vine City

- Grove Park & Bankhead
- West Hollowell
- East Campbellton
- West Campbellton
- Downtown Atlanta

Phase II NRI plans tentatively scope expansion along the **MLK Jr. corridor** and the **Metropolitan corridors**. We anticipate this formal expansion to take place by the middle of Mayor Dickens’ second term.

Concurrent Work

Anti-Displacement Framework:

The City of Atlanta has partnered with the nonprofit organization Partnership for Southern Equity (PSE) to develop anti-displacement and legacy preservation strategies to protect current residents of NRI neighborhoods. PSE and the City of Atlanta are working with Neighborhood Partner Organizations and resident working groups to develop this framework. Concurrent with this work, PSE shared information and materials with the NRI Commission for review. The Commission’s recommendations include anti-displacement recommendations informed by the information shared by PSE. Detailed information for each of the anti-displacement strategies reviewed with the NRI Commission is included in Appendix A.

NRI Long-Term Governance Strategies:

In addition, Mayor Dickens partnered with Neighborhood Partner Organizations, the Atlanta Committee for Progress, and national experts to develop strategies to ensure long-term efficacy of NRI over time. The proposed governance framework seeks to ensure accountability to residents across political administrations.

The framework also identifies the structure of what entities will oversee the NRI and in what capacity, including a managing not-for-profit, private and philanthropic partners, and government entities. The proposed governance principles and framework were shared with the NRI Commission for their review and feedback and have informed the NRI Commission’s recommendations.

NRI Proposed Project Sources

NRI is centered in resident needs and national best practices. To inform the projects that the NRI will potentially fund, the City of Atlanta and Neighborhood Partner Organizations sourced information from years of community-driven plans, hundreds of residents, and numerous stakeholder reports. The following examples are a non-exhaustive list of these sources:

- 2016 More MARTA Project List
- 2017 Westside Land Use Framework Plan
- 2019 Environment Impact Bond for Green Infrastructure in Proctor Creek Watershed
- 2020 Westside Equitable Development Taskforce Plan
- 2022 Moving Atlanta Forward Infrastructure Bond
- 2023 Atlanta Housing Redevelopment Pipeline
- 2023 Vision Plan – Falling Water Park
- AeroATL/CHGN Greenway Feasibility Study
- Alliance for the Activation of Cook Park
- Almond Park Carey Park Neighborhood Association
- Almond Park-Carey Park Neighborhood Association
- ATL Year of the Youth Strategies
- Atlanta Beltline Inc.
- Atlanta Department of Transportation
- Atlanta Housing Strategic Plan
- Atlanta Land Trust
- Atlanta Public Schools
- Atlanta Technical College
- Bowen Choice Neighborhood Plan
- Campbellton TOD Master Plan
- Central Atlanta Progress
- City of Atlanta Department of City Planning
- City of Atlanta Department of Parks and Recreation
- City of Atlanta Department of Watershed Management
- City of Atlanta Department of Watershed Management - USACE Proctor Creek Ecosystem Restoration Project
- Downtown Decides!
- Facilitated Community Dialogues
- Focused Community Strategies
- Georgia Department of Transportation
- Georgia Early Education Alliance for Ready Students
- Georgia Institute of Technology Center for Urban Studies and Research
- Georgia World Congress Center
- Groundwork
- Grove Park Foundation
- Invest Atlanta
- Kindred Futures
- MARTA
- Mayor Dickens' Transition Team Report
- Medici Road
- MoreMARTA
- Moving Atlanta Forward
- Neighborhood Planning Unit-G Community Master Plan Update
- Neighborhood Surveys
- Oakland City & Fort McPherson Livable Centers Initiative
- Office of Mayor Andre Dickens
- Partnership for Southern Equity
- Purpose Built Communities
- Renew Atlanta Bond
- South River Forest Study
- Thomasville Heights Neighborhood Plan 2023
- Transportation Special Purpose Local Options Sales Tax (TSPLOST) 2.0
- West Hollowell Foundation
- Westside Future Fund
- Westside Land Use Framework Plan

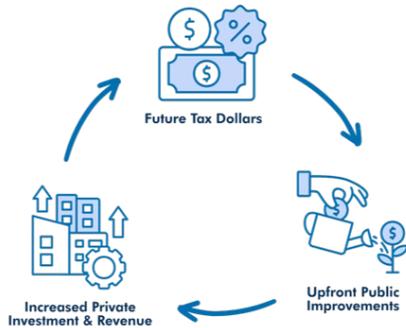
What is a Tax Allocation District?

Relevance to NRI

The NRI will require a range of financing and funding tools to maximize investments that benefit all Atlantans. One potential tool is Tax Allocation District (TAD) financing, a funding mechanism that channels investment into defined geographic areas.

Tax Allocation District Overview

A Tax Allocation District, commonly referred to as a TAD, is an economic development tool administered and overseen by Invest Atlanta, the City's legally designated redevelopment agent. This mechanism allows a city to invest future property tax of a distressed area back into that area today, paying for upfront costs of public improvements and development, accelerating the area's transformation into a thriving, revenue-generating community.

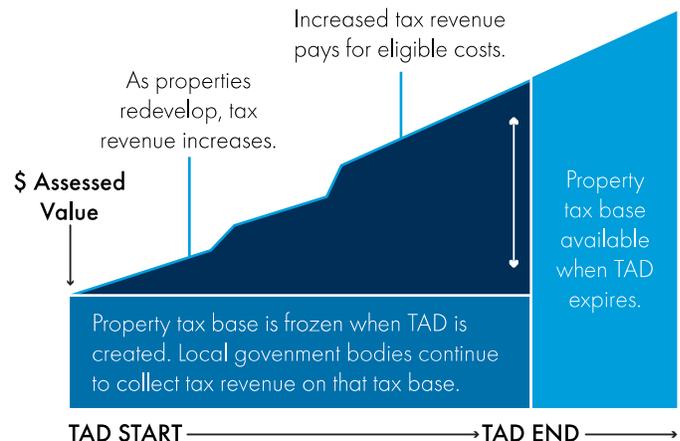


The primary purpose of a TAD is to provide additional funding for public infrastructure and neighborhood improvements to attract private investment, especially in areas that historically lack market interest. When a local government establishes a TAD, the current assessed value of all properties within that district is recorded as the "base value." For the duration of the district's existence, the City, the County, and the local school system, if they pledge to participate in the TAD, continue to receive the property tax revenue generated by that original base value to support their annual budgets and public services. This ensures that the creation of the TAD does not

result in an immediate loss of existing tax revenue for essential government functions.

As the designated area experiences increased investment in the form of new construction, the renovation of underutilized buildings, or the transformation of vacant land, the total assessed value of property within the TAD begins to rise. The difference between property taxes collected on the original base value and on the new, higher market value is known as the "tax increment." This incremental tax revenue is allocated to a special fund dedicated to projects located within that district. To accelerate these improvements, the city may issue bonds to fund projects immediately, using tax increment from TADs to pay back the debt over time.

The NRI will draw on several funding sources, including tax increment revenue from existing TADs and, should participating jurisdictions choose to extend them, potential additional future TAD funds, to fund public benefit projects and programs. These strategic investments include, but are not limited to, modernization of water and sewer infrastructure, improvements to public transportation and roads, development of community parks, and the creation of affordable housing units.



Neighborhood Reinvestment Initiative Commission Overview

Commission Purpose

The Neighborhood Reinvestment Initiative Commission (NRIC) was established as a high-level advisory body by the Atlanta City Council. It is composed of 13 civic leaders, government officials, and subject-matter experts, to oversee the strategic direction of the Atlanta Neighborhood Reinvestment Initiative (NRI). The Commission is charged with evaluating the implementation of Mayor Andre Dickens' \$10 billion-dollar "whole of government" approach, ensuring that this generational investment will successfully reorient public systems toward creating inclusive, connected, and thriving neighborhoods across multiple administrations.

A core component of the Commission's mandate is the assessment of Atlanta's existing TADs. The Commission was directed to review the Mayor's proposal to extend the terms of the eight existing TADs to support the NRI and ensure completion of ongoing projects, long-term redevelopment momentum, and sustained fiscal and community benefits for the City of Atlanta, Fulton County, and Atlanta Public Schools.

The Commission was further instructed to ensure fiscal responsibility and appropriate due diligence regarding the execution and implementation of NRI, as well as adequate consideration of the universe of possible NRI financial constructs. The NRIC was specifically required to identify ways to address remaining substantial needs in the TADs and the needs in distressed areas that fell outside existing TAD boundaries, as identified in previous neighborhood investment analyses. As part of this charge, the NRIC was authorized to foster a "group project" atmosphere, integrating the expertise of foundations and nonprofits to ensure the NRI's goals remained both definable and executable.

Finally, the Commission was mandated to provide advice and recommendations concerning the design and implementation of NRI goals, and to review and make recommendations on improving redevelopment efforts in economically distressed,

underutilized, or strategically significant areas, enhancing the City's tax base, and ensuring equitable opportunity for all. The NRIC was required to deliver recommendations on these topics to the Atlanta City Council and Administration by March 31, 2026.

Commission Activities

To achieve its enumerated responsibilities, the NRIC conducted a series of working groups and review meetings to evaluate the NRI structure, perform due diligence, and recommend improvements to redevelopments efforts. From January 5 through March 31, 2026, the Commission engaged in more than 30 listening sessions, briefings, work sessions, and conversations. Specifically, the Commission discussed structures and principles that ensure the NRI will advance the following four focus areas:

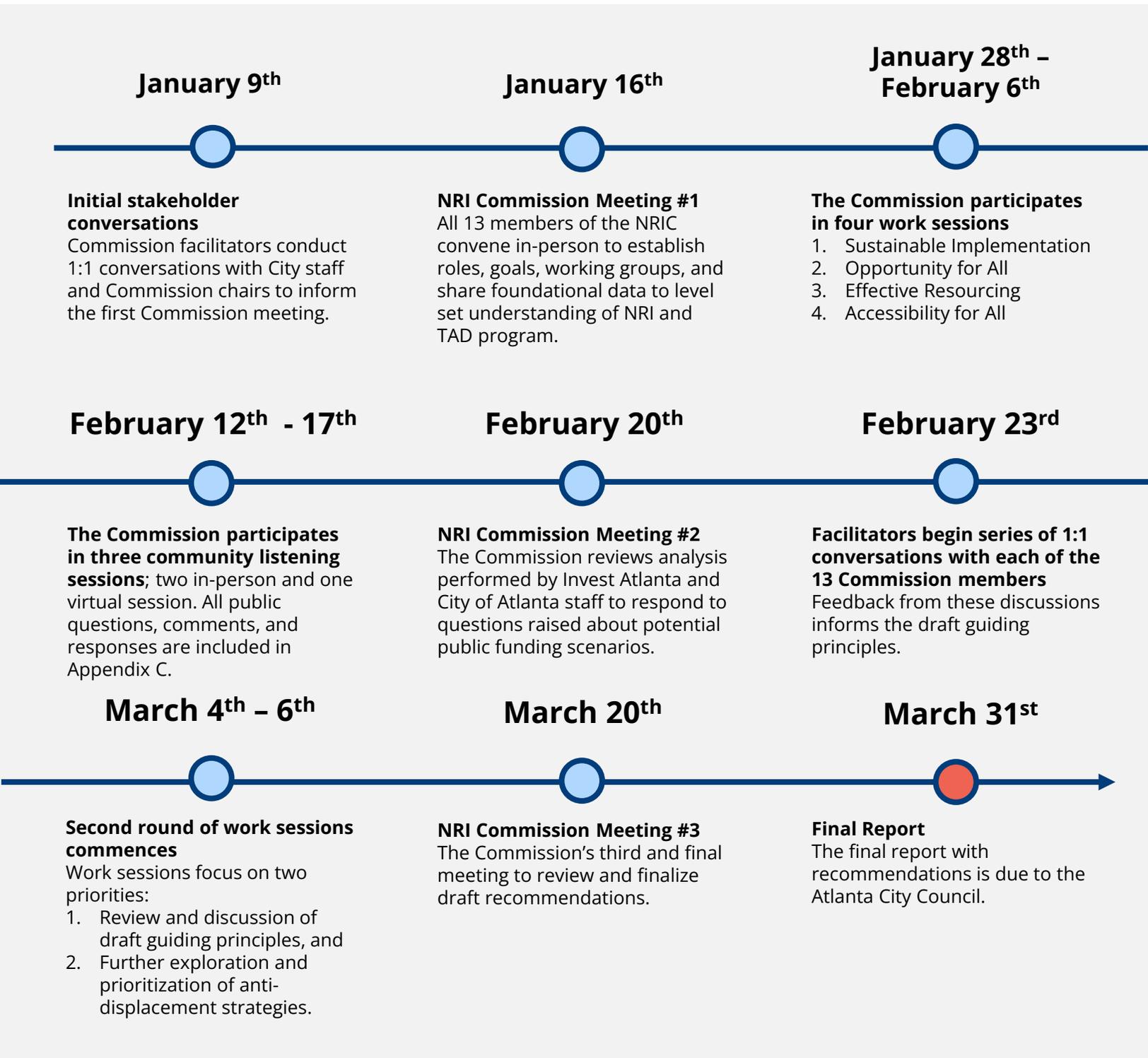
- Accessibility for All
- Effective Resourcing
- Opportunity for All
- Sustainable Implementation

The Commission's work sessions informed the development of the NRIC's final recommendations, included in this report.

All presentations, data, and information shared for the NRIC's public meetings work sessions are in Appendix B. Public comment was also accepted throughout the process; all public comment can be found in Appendix C.

Commission Activity Timeline

The following timeline illustrates the Commissions activities and processes that informed this final report and its recommendations.



NRI Commission Recommendations

Commission's Endorsement

The Commission endorses the Neighborhood Reinvestment Initiative (NRI or Initiative) and urges support by the City Council of measures that will bolster its effectiveness.

- We are convinced that the partnership of the private and nonprofit sectors, philanthropy, and government, together with seven pilot neighborhoods, each with the potential and capacity to realize NRI objectives, presents a realistic path toward realizing a vision of a city of whole, healthy, thriving, and connected neighborhoods.

The City of Atlanta's role in carrying forward the vision is to provide leadership across multiple administrations, execute publicly led initiatives, identify and deploy financial resources equitably, and ensure accountability to the public.

- We, the members of the NRI Commission, propose the following recommendations to ensure that the City of Atlanta can fulfill that role.
- These recommendations reflect our learning and deliberations from more than 30 listening sessions, briefings, work sessions, and conversations held between January 5, 2026, and March 31, 2026.

NRI Commission Recommendations

The following recommendations align with each of the four working group topic areas identified as areas of focus at the first commission meeting – Accessibility for All, Sustainable Implementation, Opportunity for All, and Effective Resourcing.

1. The Commission affirms that project priorities should be set by communities.

- It is not the role of this Commission to make project selections.
- Responsibility should rest with the residents, their organizing groups (Neighborhood Partnership Organizations or "NPOs") that work directly with the City, and any future governing bodies.

2. Achieving the NRI vision requires meaningful, continuous community input into, and guidance of, implementation.

- NRI is currently built on a foundation of local, nonprofit, place-based Neighborhood Partner Organizations ("NPO") based in each of the seven pilot neighborhoods.
- Mechanisms like these are essential to meaningfully engage the community in project identification, prioritization, decision-making, and implementation and must continue to be expanded and strengthened.
- We recommend that the City continue to utilize and strengthen the existing project review process in place with the NPOs and that additional engagement mechanisms, such as the current TAD advisory committees, should continue to be leveraged – and strengthened where needed - to ensure that project funding decisions reflect the evolving needs of the community.

3. Ensuring communities remain accessible to all requires intentional strategy and investment to mitigate displacement pressures and protect legacy residents and small businesses.

- The Commission acknowledges that catalytic investments can result in adverse impacts on surrounding communities if appropriate measures are not in place for early identification and mitigation of risks.
- Under the guidance of the Partnership for Southern Equity, the Commission reviewed examples of anti-displacement policies and equitable development frameworks that are being implemented in peer cities, which included presentation of five potentially promising, targeted anti-displacement strategies, including:

Recommendations

- Community Benefits Ordinances/Community Benefits Agreements (CBOs/CBAs), Overlay Districts, No Net Loss, Right-to-Return, and Tenant/Community Opportunity to Purchase (TOPA/COPA) policies.
- 4. The Commission acknowledges the early efforts by the City to expand its anti-displacement toolkit through its strategic partnership with the Partnership for Southern Equity (PSE), and we recommend the continued deepening and strengthening of this work (with PSE and/or partners with similar expertise).**
- Any anti-displacement or community strategies must be rooted first and foremost in the collective wisdom of the most impacted residents.
 - We encourage the continued centering of residents via the NPOs and other strengthened and meaningful community engagement mechanisms.
 - Each of the strategies reviewed by the Commission has its merits, but deserves deeper exploration to assess the political, legal, and financial feasibility of each with respect to the conditions of each NRI neighborhood area.
- 5. Based on community listening sessions and best practices experience, we believe that public capital from a range of sources is the best source of funds for public infrastructure improvements, which are essential for the long-term success of NRI and for subsequent cross-sector investment.**
- Historically, Atlanta has used its economic development funds, principally via TADs, to either support catalytic infrastructure investments that attracted private investment or directly incentivize private investment in projects in underserved neighborhoods.
- Both approaches to transformative, equitable economic development will likely remain useful, but we recommend a greater emphasis on infrastructure investment, along with a closer examination of the relationship between projects chosen and results desired.
- 6. The Commission recognizes the need for an independent governing body to partner with the public sector to orchestrate NRI implementation over time, including overseeing project delivery, ensuring public accountability, aligning public sector resources to support the effort, and ensuring community ownership and guidance.**
- While we acknowledge that the City of Atlanta also plays a role in the successful implementation of NRI, an independent governing body is essential to create durability across political administrations.
 - The Commission acknowledges and encourages the continuation of the development of governance principles and long-term framework by a cross-sector coalition led by the NPOs, the Atlanta Committee for Progress, and the City of Atlanta, and supported by national place-based community development experts.
 - Ensuring sustainability across political administrations and communities requires an independent, third-party organization to serve as “home” of the initiative over the long-term. This organization alone will not sustain NRI effectively. It must be paired with internal public leaders, systems, or teams who will partner with the community, NPOs, and this independent nonprofit organization in NRI implementation. These organizations’ work must always be grounded in neighborhood and place-based centrality.

Recommendations

- Any system designed to support sustainable implementation must prioritize transparency, consistency, clarity, and accountability to the community. How resources are shared, allocated, prioritized, and evaluated are particularly important and must be clearly shared with proper accountability mechanisms.
 - Structures and processes must be codified to ensure the aspirations of the community and key stakeholders are achieved. The system must be efficient, effective, equitable, measured, and accountable.
 - Leaders with appropriate subject matter expertise and the trust of the community and key partners must be centered in the work.
 - The system should be designed to learn and adapt over time, as needs of neighborhoods and across the city will change over time.
- 7. NRI's success requires the assembly of complex stacks of capital and operating funds that will vary by project and program. Public funds often function as catalytic capital that drives private and philanthropic investment.**
- Without this initial public investment, the private market will not implement projects and programming in NRI areas at the pace or scale required to realize NRI's intended impact.
 - Likewise, a demonstration of public commitment will encourage the philanthropic sector to join in supporting investment in NRI.
- 8. Public funds available to the NRI effort are overwhelmingly local; the State and federal governments do not currently represent viable paths to reliable funding. We recommend the focus should be on local solutions to implementation.**
- 9. New sources of public funds to complement philanthropic and private funds must be identified to ensure that NRI truly represents sustainable and equitable investment in people and not just places.**
- For example, under Georgia State law, TAD funds are available to support only capital investment.
 - The NRI vision also requires programmatic support, e.g., to fund social services, displacement mitigation efforts, and early education.
 - We recommend that new local programmatic funding sources be explored to support capital, programmatic, and operating costs, such as Special Service Districts and Economic Development millage.
- 10. Given the extreme scarcity of sources for programmatic support, funding that can be deployed to either capital or programmatic expenses should be reserved for programmatic support to the extent feasible.**
- Maximizing alternative public sources for capital uses ensures the most flexible funding sources are reserved for operational and programmatic needs, such as human services, community building, and anti-displacement programs.
 - Reserving flexible dollars for programmatic spending is also cost effective: a \$2M allocation of cash, e.g., from the general fund, might support a (very) small affordable housing development or support hundreds of families in eviction diversion.

Recommendations

11. We have a unique opportunity in the present moment.

- Atlanta’s TADs have generated significant tax increment that can support the realization of NRI’s ambition in combination with other funding sources. This is particularly true when funds are deployed in neighborhoods with the potential and capacity to attract and manage growth, where all three contributing jurisdictions participate, and when the relationship between neighborhood needs assessments and projects advanced is clear.
- Extending the timeframe of some or all TADs can be an important tool in generating sufficient revenues to achieve NRI’s goals
- As a part of any negotiations to extend some or all TADs, we recommend exploring returning a portion of each taxing jurisdiction’s increment in the form of PILOT payments.
- Negotiations regarding the extension of some or all TADs should proceed between the City, Atlanta Public Schools, and County outside of this Commission. Further, for any extensions, the Commission recommends that the Mayor, City Council, and partner taxing jurisdictions consider the following:
 - Potential extension/sunset of particular TADs and associated jurisdictional participation.
 - For any extensions, updates to Redevelopment Plans to reflect current conditions, planned projects, investments.
 - Reconsideration of PILOT structure agreements for any TADs that are extending.

12. Equity requires resources to be allocated proportionate to need and, though limited, existing methods for achieving more balanced growth should be fully leveraged on an ongoing basis to ensure regional benefit.

- Ensuring equitable growth across the city benefits all Atlantans.
- If TADs remain a key tool for local public capital investment in NRI communities, and Georgia State law continues to preclude the “porting” of increment from one TAD to another, equitable allocation of resources requires two complementary actions:
 - Diversifying the suite of public funding tools to fund citywide initiatives and utilizing more specialized sources, like TADs, to lessen the pressure on more flexible funds that could be used to support programmatic costs.
 - Regular monitoring of the capacity to return increment via Payments in Lieu of Taxes (PILOT) or other mechanisms to contributing jurisdictions and a City of Atlanta NRI Trust Fund.

Principles Sourced by Commission on 3-13-26 for Additional Review and Confirmation

- A. Any NRI projects funded with TAD sources should reflect the collective priorities of participating taxing jurisdictions**
- B. Any TAD funds returned to the City of Atlanta via a payment in lieu of taxes should be used to support community and economic development in neighborhoods in need of public support located outside of current TAD boundaries.**
- C. Public investments made under NRI should support the goal of advancing healthy communities.**
- D. Our communities share root problems that could be addressed most strongly at the neighborhood level.**

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Glossary

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Glossary

- **Anti-displacement:** Policies, programs, and investments designed to prevent the involuntary relocation of residents and businesses, particularly low-income and historically marginalized communities, due to rising rents, property taxes, or redevelopment pressures.
- **Capital Cost:** A large, non-recurring expenditure for the acquisition, construction, or improvement of physical assets such as buildings, roads, or infrastructure.
- **Community Benefit Agreements (CBA):** Legally binding contracts negotiated directly between developers and community stakeholders that detail a range of commitments meant to ensure that a development project provides tangible benefits to the impacted community.
- **Community Benefits Ordinances (CBO):** is a local law that determines when and how the CBA process will take place. An effective and equitable CBO can:
 - Provide a template for CBA negotiations
 - Offer continuity amid changes in elected leadership
 - Shorten the learning curve for participants
 - Help ensure community power in negotiation, implementation, and enforcement
- **Community Opportunity to Purchase (COPA):** A policy that grants qualified nonprofit organizations or community land trusts the right of first offer or first refusal to purchase residential rental properties when they come up for sale, with the goal of preserving long-term affordability and preventing displacement.
- **Economic Development Millage:** A dedicated property tax rate, expressed in mills (one mill equals \$1 per \$1,000 of assessed value), levied by a local government specifically to fund economic development activities such as business attraction, infrastructure improvement, or neighborhood revitalization.
- **Equitable Development:** An approach to community growth and investment that prioritizes reducing racial and economic disparities, ensuring that the benefits of development such as housing, jobs, and services are accessible to all residents, including those most vulnerable to displacement.
- **Equity:** The fair distribution of resources, opportunities, and outcomes across all groups, with particular attention to addressing historical and structural disparities based on race, income, and geography. Equity recognizes that different communities may require different levels of investment to achieve comparable results.
- **Georgia Redevelopment Powers Law:** State legislation adopted by the General Assembly in 1985 (codified at O.C.G.A. § 36-44) that grants local governments in Georgia the authority to designate redevelopment areas, establish TADs, issue bonds, and undertake other financing mechanisms
- **Horizontal Infrastructure:** The foundational physical systems that support land development and community function at ground level or below, including roads, sidewalks, water and sewer lines, stormwater systems, and utilities.
- **Neighborhood Partnership Organizations (NPO):** Place-based, nonprofit organizations that work to ensure resident voices remain central and that efforts across housing, infrastructure, economic opportunity, and community services are coordinated at the neighborhood level. Place-based nonprofit partners like this are widely recognized as a best practice in community development, helping ensure residents are not left to navigate complex systems on their own and that investments move forward in a coordinated way that supports long-term neighborhood reinvestment. Importantly, organizations serving in this role do not make decisions about how public funds are allocated or what projects are approved. Those decisions remain with the City and the appropriate public governance bodies.

Glossary

- **Neighborhood Reinvestment Initiative (NRI):** Atlanta’s citywide initiative to direct strategic public and private investment into historically underinvested neighborhoods, with the goal of building the systems and places that support children, families, and economic opportunity citywide.
- **Neighborhood Reinvestment Initiative Commission (NRIC):** A 13-member advisory body established by the Atlanta City Council to oversee the strategic direction of the NRI, evaluate its implementation, and make recommendations on funding structures, TAD extensions, and equitable redevelopment across Atlanta.
- **No Net Loss:** A policy commitment to ensure that the total supply of affordable housing units in a given area is not reduced because of redevelopment or public investment. Any units demolished or converted must be replaced at equivalent or greater affordability levels.
- **Operating or Programmatic Cost:** Ongoing, recurring expenses required to run community and social programs, provide services, or maintain facilities, such as staffing, supplies, and maintenance.
- **Overlay Districts:** Zoning designations applied on top of existing base zoning in a defined geographic area to add, modify, or restrict land use regulations. Overlay districts are commonly used to advance specific planning goals such as affordable housing preservation, historic protection, or transit-oriented development.
- **Payment in Lieu of Taxes (PILOT):** An agreement in which negotiated payments are made to a government entity in place of standard taxes or revenues that would otherwise be owed or expected.
- **Public Infrastructure:** Publicly owned or funded physical systems and facilities that serve the general community, including transportation networks, parks, utilities, schools, and community centers.
- **Right-to-Return:** A policy guarantee that residents displaced by redevelopment, demolition, or public investment have a protected opportunity to return to their original neighborhood or a comparable location nearby once construction or rehabilitation is complete, typically at affordable rates.
- **Special Services District:** Districts created by local leaders for a special purpose to provide economic support in a specific area. They may have a single focus like managing airports, or may have multiple focus, such as overseeing community development. These districts are one way for the local government to generate additional income through taxes or bonds for a defined geographic area.
- **Tax Allocation District (TAD):** A defined geographic area governed by the Georgia Redevelopment Powers Law in which the future growth in property tax revenues above a frozen "base" level is set aside and reinvested into public and economic development improvements within that district.
- **Tax Increment:** The increase in property tax revenues generated within a TAD as property values rise due to public investment and development activity. This increment is captured and reinvested in the district rather than distributed to the general tax base.
- **Tenant Opportunity to Purchase (TOPA):** A policy that grants existing tenants the right of first refusal to purchase their rental unit or building when the owner decides to sell, giving residents the opportunity to convert to homeownership or form a cooperative before the property is sold on the open market.
- **Theory of Change (Change Model):** A comprehensive, visual, and narrative framework that explains how and why a desired long-term change is expected to happen. The NRI’s theory of change begins with the premise that economic mobility is shaped by the conditions of daily life in neighborhoods, not by isolated programs or interventions.

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Appendix A

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Appendix B

**MEETING
MATERIAL
PLACEHOLDER**

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**PUBLIC
COMMENT
PLACEHOLDER**

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Appendix D

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**CONSULTANT
PROFILES
PLACEHOLDER**