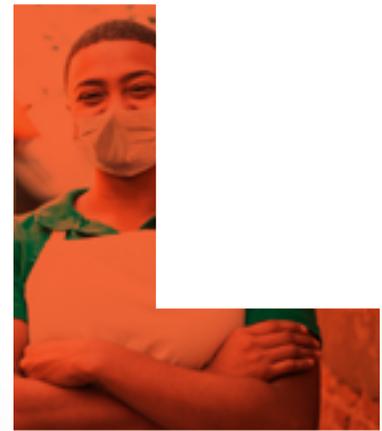
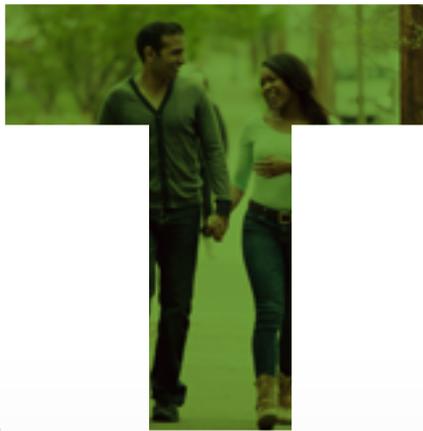
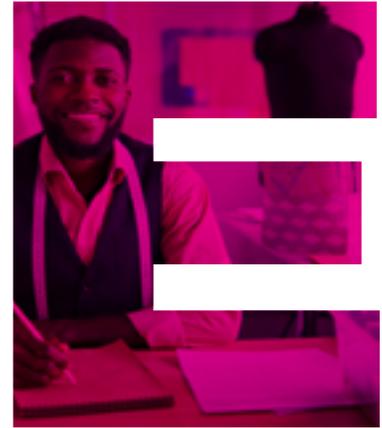
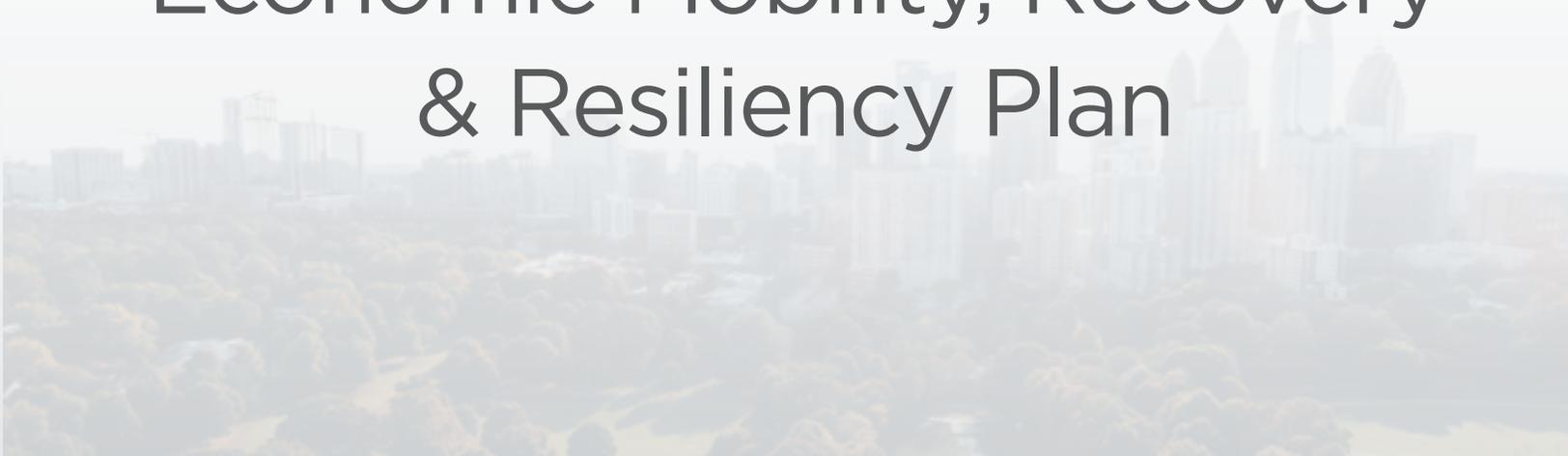


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Economic Mobility, Recovery & Resiliency Plan



LETTER FROM THE MAYOR

The year 2020 has been one unlike any other.

The global pandemic, economic recession and social unrest have humbled our nation and our city, exposing the many frailties that exist just below the surface of our society and economy.

However, these events have also opened the eyes of many to the true meaning of racial equity and the need to increase equal pathways to opportunity.

This challenge has existed for decades, but 2020 has brought it into sharp focus and added a much-needed sense of urgency to the work that lies ahead.

This work is at the core of my One Atlanta vision and the driving force behind the One Atlanta: Economic Mobility, Recovery and Resiliency Plan.

In fact, many of the report's fundamental goals and objectives were already being shaped over the past few years, including most recently, how merging WorkSource Atlanta with Invest Atlanta can better align efforts to help Atlantans build intergenerational wealth through good jobs.

The events of 2020 have provided a new perspective and broadened our thinking on how we can collaborate to increase economic mobility and help Atlanta residents and businesses become more resilient to economic downturns.

This report serves as a framework to what we intend to achieve over the coming years. We may reprioritize, accelerate and scale our strategies along the way, but always with a grounded focus on increasing opportunities and improving outcomes.

Most importantly, this report represents our collective commitment to the city of Atlanta, especially our black and brown communities, to do the right thing for all Atlantans.

A rising tide lifts all boats, and working with city leaders, Invest Atlanta, WorkSource Atlanta and our many public and private partners, we intend to do just that.

Mayor Keisha Lance Bottoms
60th Mayor of Atlanta

LETTER FROM INVEST ATLANTA

As the economic development authority for the City of Atlanta, Invest Atlanta has a mission to grow a strong economy, build vibrant communities and increase economic prosperity for all Atlantans.

Our work is about creating good and promising jobs, offering the tools and training to access those jobs and providing affordable housing near centers of employment.

It's about helping small businesses get on their feet... and stay on their feet. And, it's about assisting first-time homebuyers as they pursue their dream of homeownership while keeping legacy residents in their homes.

All our programs, strategies and investments are interconnected with a common vision to make Atlanta one of the most economically dynamic and competitive cities in the world. To achieve this, equity - equitable access to opportunity and pathways to wealth creation - must be front and center of everything we do.

Increasing economic mobility is foundational to this work - so foundational that we shifted our economic growth strategy in 2019.

It now prioritizes economic mobility and all the ways we can narrow the divide that so often falls along racial and geographic lines.

The One Atlanta: Economic Mobility, Recovery & Resiliency Plan formalizes this effort and addresses other hidden inequities stirred by the global pandemic, economic recession, institutional racism and social unrest that have come to define 2020.

I consider this plan an essential blueprint to address Atlanta's income inequality at its very core. It will guide our future investments, policies, programs and partnerships and will require collaboration among all our partners at every level.

Indeed, this is urgent, moral and necessary work that will not only ensure the economic sustainability and resiliency of our city, but also provide all our citizens with equitable access to opportunity and prosperity.

Dr. Eloisa Klementich
President and CEO, Invest Atlanta





BEGIN WITHIN



The COVID-19 pandemic has taken a toll on communities around the world, causing overwhelming human suffering and devastating local economies. The city of Atlanta is no exception. As the virus continues to spread, it's also having a disproportionately negative effect on racial and ethnic minority groups, particularly black and brown communities.

These are the very same communities that faced barriers to economic mobility before the pandemic - an issue at the heart of Mayor Keisha Lance Bottoms' One Atlanta initiative. In fact, Invest Atlanta, the economic development authority for the City of Atlanta, created the city's first economic development strategy in 2020 to help secure its long-term economic prosperity and competitiveness by first addressing equity for all Atlantans. This strategy serves to guide investments and development priorities so that every Atlantan has equal access to opportunity and pathways to wealth creation.

PURPOSE & SCOPE

The One Atlanta: Economic Mobility, Recovery & Resiliency Plan is an extension of Mayor Bottoms' One Atlanta vision and the city's economic development strategy. It unites the pursuits of Atlanta's two primary development agencies - Invest Atlanta and WorkSource Atlanta - into one intentional force that lifts up historically disinvested communities.

The plan establishes clear objectives to achieve better outcomes for black and brown communities located to the south and west of the city - areas often characterized by low household income and high rates of poverty and unemployment.

Without this bold action, there is a profound risk that the current pandemic will exacerbate Atlanta's income inequality challenges even more and further limit economic mobility.

This effort isn't just vital to the city's long-term economic success, it's the right and moral thing to do for communities so often held back by systemic racial barriers. In fact, research clearly shows that everyone will gain - including the city's GDP - as racial inequality in Atlanta narrows. ¹





The One Atlanta: Economic Mobility, Recovery & Resiliency Plan was created for the city's economic and workforce development agencies, Invest Atlanta and WorkSource Atlanta, which are in the process of merging. The plan also details how the rest of the city is contributing to equity and economic mobility goals and the connectivity among initiatives.

Work on the plan commenced before the COVID-19 pandemic with the goal to help Invest Atlanta and WorkSource Atlanta put equity and economic mobility at the forefront of their strategies and make well-informed decisions about their programs, incentives and policies.

Since February 2020, the plan has been adjusted to ensure it will also support the city's economy through the current recession and assist the community in economic recovery. Invest Atlanta and WorkSource Atlanta have also adjusted

their resources and programs to provide emergency support for small business owners and displaced and unemployed workers.

A complete understanding of the pandemic's impact in terms of bankruptcies, job losses and wealth destruction is not yet known, but as new information emerges, some of the plan's proposals and strategies may need to be reprioritized, accelerated and/or scaled. Additional strategies may also be necessary. In the meantime, it will be important for Invest Atlanta and WorkSource Atlanta to remain agile.

Regardless of the pandemic's long-term impact, there will undoubtedly be fewer customers for businesses and higher unemployment for workers. Already, COVID-19 is shining a bright light on the many weaknesses that exist within our society and economy, as well as the urgent need to take steps to increase opportunities and improve outcomes for all residents and businesses so they can be more resilient to economic downturns.

ATLANTA'S CHALLENGES

Atlanta currently faces three major challenges, which this plan seeks to tackle: competitiveness, economic disparity/income inequality and the current economic recession.

COMPETITIVENESS

The Brookings Institution classifies Metro Atlanta as a “knowledge capital region,” with a significant stock of human capital, innovative universities and entrepreneurs and sound infrastructure connectivity.²

Over the past decade, Metro Atlanta has seen tremendous economic growth, adding 638,800 jobs,³ reducing unemployment to below 3% and attracting investment from a series of large companies. Before the COVID-19 pandemic, jobs were forecast to grow at a similar rate in the next decade.

Despite these recent achievements, Metro Atlanta has trailed many of its knowledge capital peers, such as Boston, San Jose and Seattle, on competitiveness and productivity measures (apart from foreign direct investment per capita). For example, its GDP per capita/worker is lower, its overall higher education attainment is lower and its patents and venture capital investment per capita are lower.⁴

INCOME INEQUALITY

Discussion about inequity in Atlanta often leads with race. The city’s economy was built on a racist past, and because of Atlanta’s extreme segregation patterns, race and geography are consistent indicators of glaring disparity.

In 2018, Atlanta took the top income inequality spot among U.S. cities⁵. It previously ranked last in upward mobility⁶ and saw substantial growth in suburban poverty between 2000 and 2010.⁷

Atlanta also has large and persistent disparities in outcomes between black and white residents, including household income, wealth and savings, access to stable housing, educational attainment, labor market engagement, homeownership rates and business ownership and revenue.⁸

ECONOMIC RECESSION

In the wake of the COVID-19 pandemic, the city of Atlanta is now facing a significant recession, which risks exacerbating the existing, underlying weaknesses within the economy. Economic modeling by Oxford Economics, based on McKinsey’s “A1” (most likely) COVID-19 economic scenario, expects a shrinking economy and labor market. This includes:

- The economy of the Atlanta–Sandy Springs–Alpharetta Metropolitan Statistical Area (MSA) (comprising 6 million residents) is expected to shrink by 12.2% between 2019Q4 and 2020Q4.
- GDP will likely not recover to 2019Q4 levels until 2022Q4.
- The MSA’s labor market is expected to shrink by 19.7% (568,000 jobs) between 2019Q4 and 2020Q4.
- Employment will probably not recover to 2019Q4 levels until after 2024.
- Low-income workers have the greatest risk of losing their jobs. Low-skill jobs are expected to account for 72% of total job losses in 2020.
- Nearly 167,000 households are at risk of falling below the living wage threshold, due to job losses.

The average revenue for a black-owned small business is \$58,000, compared to \$80,000 for a white-owned small business.

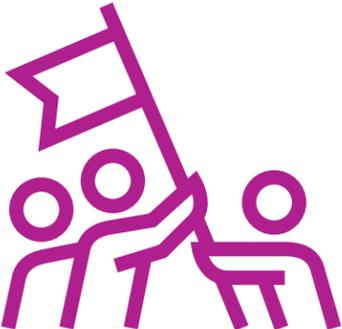
ECONOMIC DISPARITY

Disparity in Atlanta is evident across every pathway that enables economic mobility.

- The median, black household income was \$29,900 in 2017, while the median, white household income was \$89,000.⁹
- 70% of black families are liquid asset poor, lacking enough savings to sustain themselves for three months at the poverty level if their income is disrupted.¹⁰
- All five Atlanta high schools with graduation rates below the citywide average serve high numbers of students in families receiving SNAP or TANF benefits or are designated as homeless, unaccompanied youth, foster or migrant.¹¹
- 78.2% of black students and 73% of Hispanic students graduated on time in 2018, compared to 95.4% of white students.¹²
- 23% of Atlanta’s black residents have a bachelor’s degree, compared to 77% for white residents, and black graduates are highly underrepresented in top-earning fields of study like engineering and computer science.¹³
- Only 8% of Atlanta’s small businesses are owned by black residents, which tend to be far less successful than white-owned businesses.¹⁴ The average black-owned business is valued at \$58,085, whereas the average white-owned business is valued at \$658,264.¹⁵
- Homeownership rates among black residents is 36%, compared to 59% for white residents.¹⁶ Housing conditions are worse, and houses have lower values in Southside and Westside neighborhoods compared to the rest of the city.¹⁷
- Residents in Southside and Westside neighborhoods (e.g., neighborhood planning units H, I and Q, and parts of R, S and Z) have long commutes to work, and transit often fails to connect workers to regional employment centers outside city boundaries.¹⁸

A 3-PRONGED RESPONSE

The City of Atlanta, Invest Atlanta and WorkSource Atlanta are responding to the pandemic and recession in a three-phased approach that extends into 2024.



INITIAL RESPONSE (2020Q1-2)

This time period was characterized by significant disruption in individual, community and societal norms and a sharp economic decline. During this time, the Mayor outlined several directives to safeguard both Atlanta businesses and citizens, including:

- Published a five-phased plan containing reopening guidelines based on recommendations from the Advisory Council for Reopening Atlanta
- Directed the Chief Financial Officer to temporarily refrain from imposing penalties against any individual or business entity for delinquency on any unpaid tax
- Directed the Atlanta Police Department to temporarily refrain from taking any action to enforce any prohibitions against the sale of unopened wine and/or malt beverages for off-premise consumption by restaurants and other eating and drinking establishments
- Directed the Department of Watershed

Management to temporarily refrain from taking any action that would result in the termination of water services due to non-payment

- Directed parking enforcement officers to temporarily refrain from taking any action to enforce parking regulations that would result in the towing or immobilization of vehicles
- Issued a moratorium on residential evictions for properties subsidized by government and quasi-governmental agencies
- Created emergency grants for workers engaged in creative industries and entertainment, cosmetology workers (such as cosmetologists, barbers, manicurists, skincare specialists and makeup artists) and contract employees
- Instituted a hazard pay policy for frontline city employees
- Announced that the Centers of Hope Afterschool Program would continue to provide free meals to all Atlanta students throughout school closures

- Launched a program to support seniors with food insecurity during the pandemic and allocated funding for expenses related to food delivery to residents
- Created a fund to provide emergency rental assistance for city residents
- Announced rent relief programs for residents living in Atlanta Housing-owned subsidized units
- Allocated funding from the CARES Act to prevent evictions and assist in preventing homelessness

Invest Atlanta and WorkSource Atlanta also took action during this initial response by creating a \$22 million loan fund for small businesses disrupted by the COVID-19 pandemic, offering grants to small businesses affected by demonstrations in the city to cover insurance deductible payments or repair costs to restore properties and business operations and deferring loan payments for all businesses in its existing loan portfolio. They also created guidebooks for job seekers and employers to navigate workforce development services.¹⁹

ADAPTATION (2020Q3-4)

This phase represents the bottom of the economic trough and the start of the long road to recovery. The Mayor’s plan identifies the priorities for this time period, which include the development of alternative sources of program funding, economic recovery interventions, adaptation to a post-pandemic economy and support for the hardest hit communities.

RECOVERY (2021Q1-2024)

This phase represents economic recovery and broader growth initiatives. During this time, the plan identifies priorities to drive economic expansion, prioritize communities at risk of being left behind in the recovery and position the city to emerge stronger, more equitable, more competitive and more resilient.

ATLANTA'S DEVELOPMENT AUTHORITIES



INVEST ATLANTA

As the official economic development arm for the City of Atlanta, Invest Atlanta has a mission to grow a strong economy, build vibrant communities and increase economic prosperity for all Atlantans.

Invest Atlanta is one of the few city development authorities in the nation that invests in both economic and community development. Its work includes creating programs focused on developing and fostering public-private partnerships to accelerate job creation, economic growth, neighborhood revitalization and investment and innovation and entrepreneurship.

Invest Atlanta attracts and retains businesses from traded sectors, which produce goods and services for the United States or international markets, and it supports businesses, particularly small businesses, from local sectors that

produce goods and services for the local market. It also catalyzes diverse housing, development and revitalization opportunities that contribute to more vibrant communities.

Invest Atlanta's economic tools include bond financing, revolving loan funds, housing financing, tax increment financing, grants and tax credits.

Between 2010 and 2018, Invest Atlanta estimates that it contributed \$21.1 billion to the city's economy – 33% of its funds were invested and 14% of the jobs that it supported were located in poorer neighborhoods to the south and west of the city. (Note: Invest Atlanta's ability to do more in these neighborhoods was often constrained by state and federal rules governing funding streams like tax allocation districts and Opportunity Zones funds and the New Markets Tax Credits program.)

WORKSOURCE ATLANTA

WorkSource Atlanta was created through the Workforce Innovation and Opportunity Act of 2014 (WIOA) and serves as the workforce system for the City of Atlanta. It is responsible for training and workforce development programs and services within Atlanta funded under the WIOA Act.

WorkSource Atlanta's priorities include providing job seekers with resources to attain sustainable employment and collaborating

with businesses for the recruitment and development of their labor needs. It offers a number of career, education and training services to help residents prepare for and obtain work.

In 2018, WorkSource Atlanta deployed \$14,386,335 to provide youth training and education, paid work experience and supportive services.

ONE INTEGRATED AGENCY

In June 2019, Mayor Keisha Lance Bottoms proposed that WorkSource Atlanta and Invest Atlanta become one integrated agency to unify economic and workforce development strategies. Working together the agencies can better serve the workforce needs of the city's business community and help more Atlantans build wealth through good, middle-income jobs.

Both agencies have been on a deep learning journey about equity of opportunity and the best ways to effect change across Atlanta. They are committed to developing policies and programs that produce measurable changes in economic mobility within the city.

The current pandemic and economic crisis provide an opportunity for both agencies to rethink how they work. The newly merged agency will coordinate business and workforce development programming, focus more on people and place, rather than just business, prioritize systems and partnerships and support the creation of green economy jobs.

The need for alignment was also highlighted in a 2019 Federal Reserve System publication, which noted: "Better alignment between economic development and workforce development systems is critical to the future of the areas they serve." In order to make the fundamental, systematic change needed in the city, there needs to be structural change that will support the objective. Although this is not an end-all solution, alignment between workforce and economic development will make the agencies accountable to each other. Not until this happens, can real change begin.

The Federal Reserve went on to note, "Although better alignment between economic development and workforce development will likely involve a major systemic change, both research and outreach demonstrate that bringing together these systems will be beneficial to individuals, businesses, and the local economy."²⁰



THE MAYOR'S VISION

INVEST ATLANTA

In 2018, the Mayor of Atlanta laid out an agenda to make Atlanta a more equitable city, so that all residents have the same access to opportunity.

This is centered around five citywide goals:

- A safe and welcoming city
- World-class employees, infrastructure and services
- An ethical, transparent and fiscally responsible government
- Thriving neighborhoods, communities and businesses
- Residents who are equipped for success

The One Atlanta: Economic Mobility, Recovery & Resiliency Plan contributes to that agenda by addressing barriers to economic mobility, as well as supporting the city's economic recovery from the current recession. The plan is an extension of Mayor Bottoms' One Atlanta vision and the City's economic development strategy. The goal is to help the city emerge from the recession more resilient and equitable so that every Atlantian, no matter what their background or neighborhood, can access economic and wealth creation opportunities.

A STRATEGIC FRAMEWORK

A PATHWAY TO SUCCESS

An evidence-based strategy framework was created to guide the development of this plan and ensure it focuses on actions that yield the greatest impact. In particular, 13 specific pathways were identified that contribute to economic mobility, namely:

Economic Pathways

- Economic growth: The growth of Atlanta's economy, industry sectors and businesses
- Job character, wages and benefits: The ability of employers to offer good jobs with livable wages, benefits and other characteristics that enable employees to thrive
- Entrepreneurship and small business: The ability of entrepreneurs and small business owners to create and maintain thriving businesses

Education Pathways

- Early childhood education: The preparation of young children to enter and succeed in a school environment
- Pre-K through high school education: The preparation of youth for higher education and employment
- Higher education: The preparation of youth for quality jobs

People-Based Pathways

- Wealth building and financial management: The ability of residents to generate long-term income from assets, such as a home, business or higher education degree
- Workforce health and well-being: The ability of employees to be fit and healthy in the workplace
- Workforce capacity for and access to employment: The ability of residents to qualify for, secure and maintain good jobs
- Workforce housing stability: The ability of households to choose when and under what circumstances they want to move

Place-Based Pathways

- Neighborhood health and safety: The characteristics of a neighborhood that affect residents' health and safety, such as poor air quality, substandard housing, lack of access to nutritious foods and safe places to exercise
- Neighborhood access to employment: The physical proximity of neighborhoods to jobs, as well as the accessibility of jobs via transit
- Neighborhood social capital and cohesion: The trusted network of relationships and resources that residents can access within a neighborhood

The plan focuses on these pathways and ways Invest Atlanta and WorkSource Atlanta can uniquely drive impact. These are reflected in the plan's strategic objectives,



SUPPORTING PARTNERS

Invest Atlanta and WorkSource Atlanta can affect some of the pathways through their own policies and programming. They can address other pathways by galvanizing and supporting other partner organizations in the city. This can include working with employers to create career-connected activities for K-12 students and with education partners to promote courses that lead to good or promising jobs that are in high demand.

They can also partner with the Department of Transportation to understand where transit is falling short for workers (e.g., outside rush hours), to connect workers with major employment centers outside the city and to work with MARTA officials to incentivize affordable housing development near rapid transit.

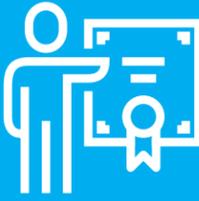


PATHWAY TO SUCCESS



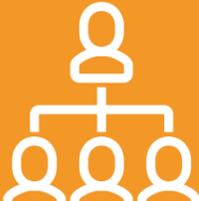
ECONOMIC SYSTEMS

- Economic growth
-
- Job character, wages and benefits
-
- Entrepreneurship and small business



EDUCATION SYSTEMS

- Early childhood education
-
- Pre-K through high school education
-
- Higher education



PEOPLE-BASED PATHWAYS

- Wealth building and financial management
-
- Workforce health and well-being
-
- Workforce capacity for and access to employment
-
- Workforce housing stability



PLACE-BASED PATHWAYS

- Neighborhood health and safety
-
- Neighborhood access to employment
-
- Neighborhood social capital and cohesion

THE PLAN

The One Atlanta: Economic Mobility, Recovery & Resiliency Plan was created using extensive quantitative and qualitative data analysis and by engaging with more than 200 residents and stakeholders. It sets clear objectives, outputs and measures of success, which will drive the agencies' programming and ways of working and enable stakeholders to hold them accountable for their impact.

The plan also highlights the tools, programming, funding sources and partnerships that Invest Atlanta and WorkSource Atlanta can use to achieve its goals. It identifies plans and programs being delivered by other agencies and departments that support the overarching economic mobility goals and tracks each agency's impact through quantifiable performance measurements to help improve the operation of each pathway.

INTERDEPENDENT PLANS AND PROGRAMS

Invest Atlanta and WorkSource Atlanta cannot do this work alone. While they each have specific roles to play, they also have limited resources. But because the pathways to economic mobility are all interconnected, Invest Atlanta and WorkSource Atlanta can work closely with its partners to achieve the best outcomes for residents.

There will be times when Invest Atlanta and WorkSource Atlanta will lead and times when they will galvanize and support others or seek to affect wider change within institutions and systems. Other government plans and programs supported by the One Atlanta: Economic Mobility, Recovery & Resiliency Plan include:

- The **One Atlanta Housing Affordability Action Plan**, which creates pathways to affordable and equitable housing opportunities for all Atlantans.
- **One Atlanta Strategic Transportation Plan**, which ensures all Atlantans have equitable access to world-class streets, reliable transit and efficient, affordable transportation options.

- **Department of Parks and Recreation's** job fairs, which help place WorkSource Atlanta graduates and residents from disinvested neighborhoods into good jobs. The department is also looking to partner with Invest Atlanta and WorkSource Atlanta to engage more residents and create satellite service offices in departmental buildings.
- **Department of Public Works'** job opportunities and training programs, which train and recruit WorkSource Atlanta graduates and residents from disinvested neighborhoods into good jobs. Programs include a commercial license training program, partnership with Welcoming Atlanta to hire Hispanic workers, and "Let's Do Lunch" leadership development series.
- **Department of City Planning's** public vending program, which creates opportunities for residents to start new micro-businesses, as well as "Main Street," which supports local retail businesses.
- **Department of Grants and Community Development**, which prepares and implements the city's federal entitlement programs and competitively awarded grant programs for housing financing, housing stability, rental subsidy and blight removal.



- **Office of the Mayor Executive Offices:**
 - **Office of Innovation Delivery and Performance**, which runs programs to increase access to financial services and encourage residents to take advantage of the earned income tax credit.
 - **Office of Contract Compliance**, which helps small-, disadvantaged-, female- and minority-owned businesses do business with the City.
 - **Office of Film and Entertainment**, which supports the provision of education and training opportunities in entertainment production.
 - **One Atlanta - Office of Equity, Diversity and Inclusion**, which runs job fairs for unemployed and underemployed LGBTQ residents.
 - **One Atlanta - Office of Immigrant Affairs**, which supports limited English speaking and foreign-born Atlantans by supporting City departments with Language Access support. They have partnered with Atlanta Volunteer Lawyers Foundation on an eviction protection program for Spanish speaking residents.
 - **One Atlanta - Chief Health Officer**, who works to improve neighborhood conditions that promote health and well-being, as well as the health of the city's workforce.
 - **One Atlanta - Office of Sustainability**, which works to increase residents' access to fresh food and runs an energy efficiency pilot program.
- **Atlanta Public Schools**, which will partner with Invest Atlanta and WorkSource Atlanta to align career planning and summer youth support with high-demand credentials and well-paid occupations.

PUBLIC-PRIVATE PARTNERSHIPS

Some City of Atlanta partners include:

- Pittsburgh Yards City Accelerator
- Atlanta Wealth Building Initiative
- National League of Cities' Shared Equity in Economic Development Fellowship Program
- National League of Cities' Cities of Opportunity Initiative
- My Brother's Keeper Alliance
- My Journey Matters
- Human Trafficking Survivors' Career Apprenticeship Program

Invest Atlanta and WorkSource Atlanta will also align their efforts with key private sector, philanthropic, community and faith-based organizations.

This process is already underway and numerous relationships were strengthened during the creation of the plan. The agencies will develop new ways to leverage partners' strengths, as well as create new, meaningful partnerships to design, execute and finance solutions. They will also align key performance indicators with those of strategic nonprofit partners.

CAPITALIZING ON ATLANTA'S STRENGTHS

Atlanta has considerable economic strengths from which an inclusive growth future can be built. The city has unique competitive advantages and high location quotients in information technology and analytical instruments, financial and business services, video production and distribution, food processing and manufacturing, transportation and logistics, and marketing design and publishing.

In addition, technologies of the future, such as automation, advanced robotics, autonomous vehicles, 3D printing and genomics, are important for the city's future competitiveness. These industries also make substantial contributions to the cost of government programs and services.

Invest Atlanta will continue to work with regional economic development agencies and chambers of commerce to attract, retain and support the creation and growth of businesses in high-growth industry sectors during the recession and subsequent recovery.



PRIORITIES AND SEQUENCING OF ACTIONS

During the next 3 years, Invest Atlanta and WorkSource Atlanta will not only work to boost Atlanta's economic recovery and strengthen its competitiveness, they also will support impacted workers, business owners and communities during the recession, recovery and expansion.

This will involve listening to residents and communities, particularly from disinvested neighborhoods, and working with partners to align and scale efforts and build systems that increase residents' access to economic opportunities.



STRATEGIC OBJECTIVES

Invest Atlanta and WorkSource Atlanta will work together and with partners to help more Atlantans access jobs in competitive industries so they can participate in the economy’s recovery and future expansion. In particular, they will work to deliver five objectives:



Objective 1: Creation of Good Jobs

Retain, support and attract businesses from industry sectors producing good and promising jobs that are accessible to residents from disinvested neighborhoods and align with workforce development efforts



Objective 2: Access to Good Jobs

Train more low-income residents for good and promising jobs, help them advance their careers or support them as they switch to a different opportunity in sectors with a large share of good and promising jobs



Objective 3: Small Business

Help more startups and small businesses from disinvested neighborhoods to survive, adapt, grow and hire more employees



Objective 4: Neighborhood Investment

Attract more investment into disinvested neighborhoods, which will reduce barriers and create access to economic opportunities for residents



Objective 5: Affordable Housing

Incentivize the creation/preservation of affordable housing, encourage innovative development models, help more low- and moderate-income residents generate wealth through homeownership, and assist low- and moderate-income homeowners to safely remain in their existing homes

The plan provides additional information on each of the objectives and describes the actions that Invest Atlanta and WorkSource Atlanta will take during the adaptation and recovery phases of the recession.



OBJECTIVE 1:

CREATION OF GOOD JOBS

Good jobs are defined as jobs that provide stable employment, middle-class wages and benefits, while promising jobs are defined as entry-level positions from which most workers can reach a good job within 10 years.²¹

In Atlanta, a single-earner family without children needs an annual income after tax of around \$40,000 to cover basic needs. A single-earner family with children, on the other hand, requires around \$50,000-\$60,000 a year to make ends meet.²²

In addition to wages, employment benefits can also support a worker's ability to contribute to the well-being of a household. These benefits can include health and disability insurance, paid leave, childcare provisions and retirement. A significant share of workers place the most value on health insurance, paid leave, retirement plans and flexibility in schedule and work location.

Invest Atlanta will not prioritize attraction, retention or support for industry sectors that do not have a large share of good and promising jobs. These include hospitality, tourism, performing arts, distribution and e-commerce.

EMPLOYMENT OPPORTUNITIES RELATIVE TO SKILLS

In order for individuals to be upwardly economically mobile, there must be good employment opportunities relative to their skills and experience levels. In recent years, Atlanta has seen a hollowing out of middle-wage jobs and its economic recovery since the global financial crisis has been characterized by the creation of large numbers of low-wage jobs and high-wage jobs.

As a result, Atlanta ranks 76th of the 100 largest metropolitan statistical areas in the United States in providing good and promising jobs for those without a bachelor's degree, but 17th in providing good and promising jobs for those with a bachelor's degree.²³



Because less than half of Atlanta's adults ages 25 and older have a bachelor's degree, Invest Atlanta plays an important role in improving opportunities for these residents. Specifically, it can attract, retain and support businesses that have a large share of good and promising jobs that do not require a bachelor's degree. These businesses are likely to be in industry sectors ranging from IT, utilities and construction to transportation and logistics, manufacturing and food processing and marketing and design.

Of these industry sectors, the transportation and warehousing and construction sectors are growing the fastest. New green jobs will also be created in the coming years as the city transitions to 100% clean energy in accordance with the plan "Clean Energy Atlanta: A Vision for a 100% Clean Future."

INCREASING SKILLS AND CREDENTIALS ATTAINMENT

In the future, most good jobs in Atlanta will require a bachelor's degree, and educational attainment will be one of the strongest predictors for positive career outcomes and increased salary levels. It is, therefore, a key City priority to give more opportunities to current and future workers to pursue a college education.

WorkSource Atlanta has a role to play here by helping to communicate programs, such as introductory courses, micro grants and scholarships.

Invest Atlanta can also support these residents by continuing to attract, retain and support businesses that offer good and promising jobs to college graduates. These businesses are likely to be in NAICS sector 54 (professional, scientific and technical industries, e.g., legal, accounting, architecture, design, computer programming, consulting, research and advertising), NAICS sector 92 (public administration, e.g., urban planning, environmental quality programs, public health and HR administration), finance and insurance and company headquarter functions.

PROXIMITY TO JOBS

Proximity to jobs is an important factor impacting employment outcomes as it determines the number of employment opportunities, the types of jobs and the associated transportation costs as it relates to time and money.

On the whole, Atlanta is well served by public transit, and a high proportion of workers live within half a mile of transit stops. However, 56% of Atlantans work outside the city in regional employment centers (such as Sandy Springs, College Park, Fulton Industrial, Cumberland, Town Center, Northpoint and Lawrenceville), many of which are not served by public transit.

In addition, the city's northside and central neighborhoods are home to many of Atlanta's jobs, resulting in long commute times for many transit-dependent residents in the Southside and Westside. Residents in neighborhood planning units H, I and Q, and parts of R, S and Z, in particular, often have long commutes to work.

To address this, Invest Atlanta should seek to attract businesses that can create employment opportunities for residents living in these neighborhoods and look to invest in affordable housing located close to large job centers.



INVEST ATLANTA'S TOOLKIT

Invest Atlanta will attract and support good and promising jobs by:

1. Expanding its business retention, expansion and attraction program, focusing on industries where Atlanta has a competitive advantage and that create good and promising jobs

- Working closely with stakeholders to provide support to key accounts and enhance, promote and grow key sectors
- Providing site selection support, with greater incentives focused on disinvested neighborhoods in the Southside and Westside
- Offering access to tools to help new, existing and small businesses grow (technical assistance, workforce development assistance, commercial real estate services for expansion, etc.)

2. Creating, modifying and using financial levers and incentives to attract and retain businesses in industries where Atlanta has a competitive advantage and that create good and promising jobs. This includes retargeting and using both financial and tax incentives to stimulate investment in divested communities. (e.g., Equitable Growth Grant, Tax Allocation Districts, New Markets Tax Credits, EB-5 visas, Social Impact Fund, Industrial Revenue Bonds, Lease Purchase Bonds, Federal and State Opportunity Zones, Job Tax Credits, State Quality Job Tax Credits)

CREATION OF GOOD JOBS PRIORITY ACTIONS

The following table summarizes the actions that Invest Atlanta will take during the different phases of the recession to deliver this objective.

Invest Atlanta's Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Expand business retention, expansion and attraction program	Expand business retention and expansion services to support businesses in industries that can be sustained during the downturn and create large numbers of accessible, good jobs in sectors where Atlanta has a competitive advantage	Prioritize healthcare, transportation, construction, advertising, insurance, information, wholesale, professional services, education	Metro Atlanta Chamber, Georgia Department of Economic Development, Georgia Power	Year 1
	Business attraction efforts should focus on projects that bring good and promising jobs	As above, and opportunistic	Metro Atlanta Chamber, Georgia Department of Economic Development, Georgia Power	Ongoing
Create/modify/use financial levers/incentives to attract and retain businesses	Modify and create new financial incentives with a new scoring matrix to support good jobs that may not require a college degree, encourage proximity to local transit, encourage hiring of residents from disinvested communities and WorkSource Atlanta, offer additional incentives for projects in the Southside and Westside areas of town, encourage investments in career advancement training and/or company-supported childcare	Businesses offering large number of good and promising jobs	Mayor's Office, City Council, Invest Atlanta Board	Year 1
	Launch Equitable Growth Grant program focused on the creation and attraction of high-quality, middle-wage jobs	Businesses offering large number of good and promising jobs	Mayor's Office, City Council	Year 1

OBJECTIVE 2:

ACCESS TO GOOD JOBS

The merger of WorkSource Atlanta and Invest Atlanta is an opportunity to unify economic and workforce development strategies. In particular, WorkSource Atlanta’s efforts to help the city’s workforce access good and promising jobs and become qualified for higher skilled jobs can be integrated into Invest Atlanta’s initiatives to attract, retain and support good jobs.

The merger of the agencies is also an opportunity to shine a light on WorkSource Atlanta’s resources and initiatives to promote employment mobility following challenges in recent years.

For some time, Atlanta businesses have expressed concern over a mismatch between their employment requirements and workers’ degrees and skills. This is particularly true for businesses in finance and insurance and healthcare and social services, which have the greatest difficulties finding residents with credentials and/or soft skills.

The most in-demand certifications in Atlanta are business, technology and nursing/health-care, while the most in-demand specialized skills are customer services, scheduling, project management and sales. The most in-demand soft skills are communication, teamwork/collaboration and problem-solving.²⁴

Workforce Atlanta plays a key role in preparing residents for occupations in industry sectors that are less affected by the recession and will lead the recovery. Many of these industries offer a large share of good and promising jobs that do not require a bachelor’s degree, including maintenance, protective services, management and jobs in the construction, logistics and information sectors.

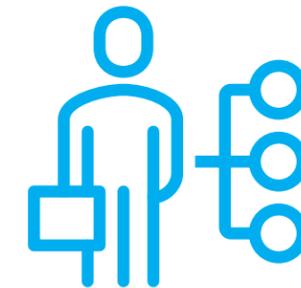
ALIGNING TRAINING AND EDUCATION WITH EMPLOYER NEEDS

WorkSource Atlanta and Invest Atlanta will partner with the Atlanta Committee for Progress, Atlanta CareerRise, large employers and higher education providers to align training and education offerings with employer needs and equip residents with the specialized, soft skills that employers value. WorkSource Atlanta will also work to inspire, equip and connect residents with good and promising jobs with leading Atlanta businesses.

In addition, both agencies will seek to develop a better understanding of career pathways for occupations that are in demand, growing and typically provide middle- or high-wage jobs, including:*

1. Safety, security and emergency services
2. Mechanics and repair technicians
3. Transportation equipment operators
4. Managers and first-line supervisors
5. Healthcare nurses and specialized care delivery
6. Healthcare therapists, technicians and aides
7. Primary, secondary and vocational education
8. Financial, legal and inspection services
9. Managerial, sales, marketing and human resources
10. Finance, legal and real estate
11. Information management and consulting
12. Media, web development and programming

WorkSource Atlanta will investigate the financial disincentives to career advancement caused by benefits cliffs – which occur when earnings gains are offset by the loss of means-tested public benefits – and will work with state and federal leaders on ways to mitigate them (e.g., using the Federal Reserve of Atlanta Career Ladder Identifier and Financial Forecaster (CLIFF) tool).



* 1 to 3 do not require a college education; 4 to 9 do require a college education.

Atlanta has some specialization in media, web development and programming occupations, which, while not growing rapidly, also typically provide high wages.

PROMOTING “LATTICE” CAREER ADVANCEMENT

According to the Brookings Institution, the most promising career pathways to good jobs are “lattices” that run across occupations, rather than “ladders” that exist within them. This means the vast majority of Atlantans who do not currently have decent pay, benefits or pathways to good jobs may need to switch to an entirely different occupational category to obtain a good job.²⁵

WorkSource Atlanta will support these Atlantans – many of whom work in the retail, food service, hospitality and personal non-medical services – as they seek to transition to better jobs with higher pay and benefits.

WorkSource Atlanta will also support residents working in occupations likely to be affected by automation to re-skill, such as office support, food services and production work. And, it will assist city departments and agencies in their efforts to help entry-level employees gain new skills and encourage their contractors to hire from city Opportunity Zones.

OPPORTUNITY YOUTH

Atlanta has a relatively high number of youth who are not in school or working, particularly in neighborhood planning units J, K, M, P and R. WorkSource Atlanta will prioritize programming for opportunity youth in these areas by collaborating with City of Atlanta Neighborhood Planning Units (NPU) and faith-based organizations to recruit and engage out-of-school youth in employment and training programs.

Invest Atlanta and WorkSource Atlanta will also engage industry and philanthropic organizations that can support access to higher education for residents from disinvested neighborhoods. This includes working with community, nonprofit and faith-based organizations that offer adult basic education, financial literacy training, job readiness training and alternative savings programs for residents in disinvested neighborhoods.

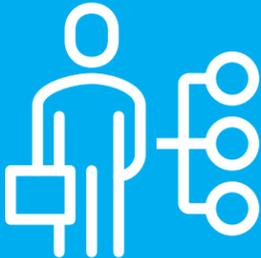
The ongoing public health and safety threats require social distancing and will continue posing challenges to our customer base. WorkSource Atlanta is committed to reassessing our current service strategy to support the increased demand for virtual platforms. Because information changes quickly, we are focused on easing the anxiety and burden of youth learning and earning. Our priority is to maintain coordinated efforts between state-approved training providers, as well as public and private sector employers to ensure youth are prepared to gain and retain meaningful employment.



ACCESS TO GOOD JOBS PRIORITY ACTIONS

The following table summarizes the actions that WorkSource Atlanta will take during the different phases of the recession to deliver this objective.

WorkSource Atlanta's Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Connect laid-off, unemployed and underemployed workers with training and access to good and promising job opportunities	Develop employer-led, sector-based training, job placement and work experience programs – focus on transitioning workers from occupations considered high risk of displacement due to COVID-19, including office and admin support, food prep and serving, sales, transportation and production	WorkSource Atlanta graduates, recent unemployed, low-wage workers, opportunity youth	Atlanta Committee for Progress, local employers, local colleges, training providers	Years 1-3
	Help unemployed and underemployed workers access emerging jobs and monitor industry growth and adjust plans as economy fluctuates	Surge industries and healthcare, transportation, construction, advertising, insurance, information, wholesale businesses		
Encourage local hire	Create a local hire program and education campaign focused on unemployed and recently displaced office and admin support, food prep and serving, sales, transportation and production workers	WorkSource Atlanta participants and other workers laid-off or unemployed because of downturn	Office of Procurement, Atlanta businesses	Year 1
	Educate City contract bidders to take advantage of Opportunity Zone tax credits, work with City departments to offer paid work experiences pre-bid	City contractors and subcontractors, Minority- and Women-Owned Business Enterprises	Office of Procurement	Years 1-3
Develop career pathways and training programs for entry-level/low-paid workers	Establish training programs for low-wage or entry-level employees to advance their careers	Entry-level job holders	City of Atlanta Human Resources	Years 1-3
	Identify career pathways that are resilient in the current economy and develop a plan to connect workers to those pathways with education, training and placement approaches	City departments	Atlanta Committee for Progress, Atlanta CareerRise, Local employers, trade associations and training providers	Year 1
Develop additional supports for vulnerable workers	Provide support for basic and financial literacy training, combining workforce training with existing community and faith-based programming	Low-income households	City of Atlanta, Atlanta Public Schools, Federal Reserve of Atlanta, Partners For Home, United Way	Ongoing
	Identify and link to supportive services for transportation, childcare and other needs to remove barriers to employment			



WORKSOURCE ATLANTA'S TOOLKIT

WorkSource Atlanta will help Atlantans get ready for, and placed into, good and promising jobs by connecting laid-off workers with job opportunities, encouraging local hiring and developing career pathways and training. It also will develop additional support services for vulnerable workers to remove barriers to employment. This includes:

- Provide dislocated workers with access to employment and training
- Help businesses access the Georgia Quick Start program to train their workforces
- Request all new bids have pre-bid language that requires a paid work experience
- Partner with city departments and agencies
- Offer paid work experience
- Partner with Atlanta Public Schools

OBJECTIVE 3:

**SMALL
BUSINESS**

Small businesses can build wealth for business owners, spur additional business growth in neighborhoods, create employment opportunities for local residents and contribute neighborhood services and social capital.

Atlanta has a strong small business ecosystem and ranks as a good place to start a business, which makes the entrepreneurship and small business pathway a strong opportunity to improve economic mobility.

However, the conditions for small businesses have deteriorated in recent years. In particular, increasing numbers of small businesses in the business services, marketing and design, local real estate and construction sectors are closing, while many local retail businesses are losing money.²⁶

What’s more, the fallout from the COVID-19 pandemic will hit small businesses especially hard. Economic modeling forecasts a 12.2% decline in GDP between 2019Q4 and 2020Q4, with more than half the establishments in the 10 hardest hit industry sectors employing less than 100 staff.²⁷

Residents from disinvested neighborhoods often have limited capital that they can leverage to create a small business, and black residents can face discriminatory lending practices. The result is fewer small businesses being created in the

Southside and Westside, and fewer expansions. Only 4% of black-owned businesses in Atlanta have more than one employee, compared to 28% of white-owned businesses.²⁸

For these reasons, Invest Atlanta needs to focus on businesses as a tool to wealth creation in the Southside and Westside communities.

Invest Atlanta has several tools to support small businesses, including loans, workspace down-payment assistance and facade improvement grants. It also uses federal income tax credits to encourage private investment in below market rate office and commercial spaces.

Research found that around 36% of Invest Atlanta’s small business loans and 28% of its loan dollars have been made in disinvested neighborhoods. However, it is important to note that some loan programs were created to service particular parts of the city, and Invest Atlanta cannot provide loans outside designated areas, which should be considered when looking at the numbers.

**PRIORITIZING
DISADVANTAGED
SMALL BUSINESSES**



Under this plan, Invest Atlanta will increase its support for small businesses and focus on:

- Small businesses in disinvested neighborhoods, which create large shares of good and promising jobs³³
- Small businesses in sectors where black-owned businesses have critical mass, such as arts, entertainment and recreation, educational services and construction
- Small businesses with 25 or fewer employees, which have difficulty scaling or capturing market share (e.g., businesses in the transportation and warehousing, IT, healthcare and social assistance sectors)
- Small businesses that can supply more goods and services to developers and/or priority industry clusters, such as transportation and logistics

Invest Atlanta will also link minority-, female- and disadvantaged-small businesses with opportunities to contract with the aviation, watershed and general fund departments in the city, which are facilitated by the Office of Contract Compliance.

Because the small business base in Atlanta is large, Invest Atlanta will work to combine its support with that of other providers, such as the Russell Center for Innovation and

Entrepreneurship, the Atlanta Wealth Building Initiative, Small Business Development Center and The Guild. In this way, it will extend reach, reduce confusion, simplify navigation and create a support system that offers better account management and referrals. In other words, it will provide a one-stop for business development.

Collectively, providers will offer support across the full cycle of business growth, including access to capital, community, mentorship, business planning, and safe and affordable workspaces. They will also help small businesses improve the quality of jobs offered, as well as encourage the growth of businesses that typically provide good jobs, such as real estate, construction and development, local media and local health services.

Finally, Invest Atlanta will work to attract more organizations into disinvested neighborhoods that can provide patient capital to small businesses. It is important to note that this effort will likely require additional funding; hence, Invest Atlanta will look for philanthropic support.

Industry sectors, which do not typically provide good and promising jobs, include retail, food service, hospitality and personal non-medical services businesses.

SMALL BUSINESS PRIORITY ACTIONS

The following table summarizes the actions that Invest Atlanta will take during the different phases of the recession to deliver this objective.

Invest Atlanta's Tools	Priority Actions	Target Workers & Businesses	Partners	Timing
Expand small business financing access 	Expand loan funds to help small businesses start, grow, survive, adapt and become more resilient (Invest Atlanta will apply for additional Community Development Block Grants, Economic Development Administration and other funding to serve more businesses) Apply CARES Act funds to create grant funds to help businesses open and adapt post-COVID-19	SMBs with less than 250 employees, particularly in the food, retail, admin and support service, wholesale trade	City of Atlanta – Grants Management	Year 1
	Continue/expand Storefront Rehabilitation Fund to revitalize storefronts in commercial corridors	Businesses located in commercial corridors in disinvested neighborhoods	Local business organizations	Ongoing
	Create a coordinated capital fund to support transition of business ownership to employee-owned, cooperatively owned or community ownership models in advancement of community wealth-building principles	SMBs in disinvested neighborhoods or LMI census tracts	Atlanta Wealth Building Initiative, City of Atlanta	Years 1- 2
	Create Small Business Anti-Displacement Program with more inclusionary zoning, down-payment assistance, displacement, business disruption grants and business resource fairs	SMBs with less than 100 employees in disinvested neighborhoods	City of Atlanta	Years 1-2
Provide information, technical assistance and mentoring to small businesses to reopen and adapt	Create a Small Business Hub to provide end-to-end services for every phase in the business cycle, from ideation to expansion and everything in between – expand Invest Atlanta’s presence, increase community engagement, aggregate providers’ small business support and provide navigation services Provide access to technical assistance to help businesses reopen and adapt post-COVID-19 Invest Atlanta will partner with technical assistance providers to provide services funded by the CARES Act	SMBs with less than 100 employees, particularly in accommodation and food, retail, admin and support service, wholesale trade and local businesses providing essential services	City Department of Parks and Recreation, Fort McPherson, Russell Center for Innovation and Entrepreneurship, Atlanta Wealth Building Initiative, The Guild, City of Atlanta	Year 1
	Drive spend to local businesses	Support local buyer programs to drive business to small businesses in disinvested neighborhoods	SMBs with less than 100 employees in disinvested neighborhoods	City of Atlanta, Office of Contract Compliance, Metro Atlanta Chamber

INVEST ATLANTA'S TOOLKIT

Invest Atlanta will help small businesses, particularly those in disinvested neighborhoods, survive the downturn, adapt and thrive by providing financing options to include:

1. Expanding small business financing access

- Increase community outreach to educate small businesses on Invest Atlanta loan resources
- Expand small business loans and grants, with priority given to those who do not qualify for traditional lines of credit, minority- and women-owned businesses
- Through partners, provide access to business services (legal, finance, workforce, technical)

2. Providing information, technical assistance and mentoring to small businesses to reopen and adapt

- Partner with local nonprofits and support agencies

3. Driving spend to local businesses

- Partner with city departments and agencies
- With partners, develop/support buy local programs (driving both increased consumer spend to local businesses and increased local business-to-business spend)



OBJECTIVE 4:

NEIGHBORHOOD INVESTMENT

In Atlanta, a ZIP Code is one of the largest predictors of economic outcomes. The One Atlanta: Economic Mobility, Recovery & Resiliency Plan identifies disinvested neighborhoods, which have low median household income and high rates of poverty and unemployment.

A neighborhood's physical conditions and social capital directly impact its residents' quality of life. Invest Atlanta has a role to play in making and incentivizing investments in disinvested neighborhoods to deliver greater safety, better services, healthier food options and social capital.

LIVABLE NEIGHBORHOODS

A high crime rate makes it harder for Invest Atlanta to attract both businesses and talent to a neighborhood. Therefore, it will encourage supported property developers and landlords to adopt "Crime Prevention Through Environmental Design" principles that can make neighborhoods safer. It will also work with the city on initiatives to rehabilitate and/or remove blighted properties.

Commercial corridors in many Southside and Westside neighborhood planning units (e.g., H, I, J, K, P, R, S, Q and Z) are experiencing high retail vacancy rates, which are likely to worsen with the current economic instability caused by the COVID-19 pandemic.

Invest Atlanta will support main street businesses by offering grants to rehabilitate storefronts. It will also seek ways to create a leveraged buyout fund to support family-owned businesses that are exiting due to, for example, retirement or death.

ACCESSING HEALTHY FOOD

In 2014, half a million residents from mainly disinvested neighborhoods did not have close access to a grocery store within one mile.

Invest Atlanta will continue to work to attract and support more healthy food options in the Southside and Westside, including initiatives to support corner store owners to increase the healthy food inventory in their stores. Invest Atlanta and WorkSource Atlanta will also support the Chief Health Officer's work to improve neighborhood conditions that promote health and well-being, as well as the health of the city's workforce.

BUILDING SOCIAL CAPITAL

Social capital is generally defined as the effective functioning of social groups through interpersonal relationships and a shared sense of identity, trust, cooperation and reciprocity. Residents living in neighborhoods with strong social capital tend to have stronger family, friendship and collegial networks, which can be used to support business ventures or further career prospects.

Invest Atlanta and WorkSource Atlanta will support neighborhoods' social networks and strengths by improving communications with local residents, building deeper partnerships with local organizations and embedding themselves more in local communities.

NEIGHBORHOOD INVESTMENT PRIORITY ACTIONS

The following table summarizes the actions that Invest Atlanta will take during the different phases of the recession to deliver this objective.

Invest Atlanta's Tools	Priority Actions	Target Workers & Businesses	Partners	Timing
	<p>Invest Atlanta satellite offices established in different quadrants of the city will meet residents/small business owners where they are</p> <p>Monthly events, in concert with City Council members and in market will ensure community engagement is top-of-mind and the community is a) aware of Invest Atlanta services b) knows how to engage</p>	Residents and small business owners in disinvested communities in the Southside and Westside	Parks and Recreation Department, Fort McPherson	Year 1
	Attract additional funding sources to disinvested neighborhoods (e.g., Community Development Financial Institutions/CDFIs)	CDFI, impact investment funds	U.S. Department of Treasury	Years 2-3
	Help expand access to healthy/fresh food – continue to attract stores and/or food producing enterprises to neighborhoods and/or work with locally owned stores to introduce healthier food options	Supermarkets, corner stores/bodegas	Chief Health Officer	Years 1-2
	Create a creative district in the Southside to support fashion designers, artists and entrepreneurs	Creative/fashion entrepreneurs and event organizers	Local landowner, district sponsors	Year 2

INVEST ATLANTA'S TOOLKIT

Invest Atlanta will help to bring a sense of pride and place to disinvested neighborhoods, making them more livable with services that residents need nearby. This can be accomplished by retargeting and using financial and tax incentives to stimulate investment that will attract more neighborhood amenities.



OBJECTIVE 5:

AFFORDABLE HOUSING

Housing affordability is one of Atlanta’s most difficult challenges and currently a barrier for many of the city’s least economically mobile residents.

Homeownership can be a critical pathway to economic mobility provided it is stable, good quality, affordable and located in areas that provide access to opportunity. However, the homeownership rate for black households (36%) is significantly lower than for white households (59%) and is in decline. There is also evidence that black households can face discriminatory lending practices and are more likely to have a mortgage application declined, regardless of their income.²⁹

Low-income households are generally excluded from living in neighborhoods that offer the greatest proximity to jobs and can be the most beneficial to economic mobility. Meanwhile, homes in the Southside and Westside are often poor quality and have substantially lower home values.

Moreover, rents across the city, including Southside and Westside neighborhoods, are higher than what many residents can afford. The maximum rent that the median black household can afford without being cost-burdened is \$746 a month.

However, in Atlanta, only 10% of newly built apartments are currently renting for less than \$1,000 a month.³⁰ As a result, 45% of Atlanta renters are cost-burdened.³¹

Many Southside and Westside neighborhoods also have far higher eviction rates than citywide or national averages.³²

Cost-burdened is defined as paying more than 30% of income for housing (or rent).

Eviction rates are significantly higher in neighborhood planning units P, Q, R, H, I, J, K, S and T.

AFFORDABILITY ACTIONS

The One Atlanta Housing Affordability Action Plan identified 13 initiatives and 45 actions that will uplift the vision of providing a pathway to affordable and equitable housing opportunities for all who desire to call Atlanta home. The four goals of the plan are:

1. Create or preserve 20,000 affordable homes by 2026 and increase overall supply
2. Invest \$1 billion from public, private and philanthropic sources in the production and preservation of affordable housing
3. Ensure equitable growth for all Atlantans and minimize displacement
4. Support innovation and streamline processes

Invest Atlanta is a key delivery partner for the plan and has access to a number of tools for developers and home assistance programs for homeowners.

The actions identified in the One Atlanta: Economic Mobility, Recovery & Resiliency Plan provide further details about Invest Atlanta’s delivery of the Housing Affordability Action Plan, including:

- Continue to support the development of multifamily housing near large employment centers and rapid transit, as well as in Opportunity Zones, which includes rental units priced below 80% of the area median income (AMI) and the provision of social or coaching services

- Support single-family developers, nonprofit developers and community-led developments
- Communicate programs and support innovations that reduce the cost of housing
- Continue to provide down-payment assistance to help low-income households purchase homes in areas of the city exhibiting strong market conditions, offering strong access to jobs, transit and services and/or attracting investment (e.g., Opportunity Zones)
- Continue to provide owner-occupied rehabilitation programs, particularly in neighborhoods with high incidences of code violations (e.g., from Bankhead and Chattahoochee to Lakewood Heights)

Invest Atlanta will also build new, meaningful partnerships with organizations that provide rental assistance linked to professional advancement, repair and rehabilitation training programs for seniors, as well as financial literacy training to groups that are underrepresented in the homeownership market.

Further, it will support city initiatives to reduce housing displacement, rehabilitate and/or remove blighted properties and extend inclusionary zoning to additional areas of the city.

AFFORDABLE HOUSING PRIORITY ACTIONS

The following table summarizes the actions that Invest Atlanta will take during the different phases of the recession to deliver this objective.

Invest Atlanta's Tools	Affordable Housing Priority Actions	Target Workers & Businesses	Partners	Timing
<p>Support low-income residents to remain in/ buy affordable homes</p> 	Continue to provide/expand down-payment assistance to areas exhibiting strong market conditions, offering strong access to jobs/transit or in Opportunity Zones	Low-income renting households	Bank partners, philanthropic organizations	Ongoing
	Support Workforce Strong program - support a third-party pilot of a rental assistance program linked to professional advancement	Low-income residents without a college degree	WorkSource Atlanta, Atlanta Housing, Partners for Home	Year 1
	Support housing-related training for seniors - support a third-party organization with a program that provides education on owner-occupied rehabilitation	Low-income senior homeowners	Provider partners	Year 1
	Continue/expand owner-occupied rehabilitation fund - help low-income residents rehabilitate their home/end code violations	Low-income homeowners	Department of Grants and Community Development, One Atlanta	Ongoing
	Support the expansion of a housing anti-displacement fund - assist City efforts to expand a fund offering tax-relief to vulnerable homeowners	Low-income homeowners	City of Atlanta, Atlanta Beltline Inc, philanthropic organizations	Years 2-3
	Explore the creation of a vacant or underutilized property tax or fee		Department of City Planning	Years 2-3

INVEST ATLANTA'S TOOLKIT

Invest Atlanta will help more Atlantans access housing they can afford by helping low-income residents remain in their home or buy affordable homes, as well as accelerating the development of affordable housing.

- Supporting low-income residents to remain in or buy affordable homes
 - Provide down-payment assistance
 - Offer lease-purchase financing
 - Offer owner-occupied rehabilitation forgivable loans
 - Offer homebuyer loans
- Incentivize/accelerate affordable rental and for-sale housing development
 - Bonds (Housing Opportunity, 501c3, Housing Revenue, Lease Purchase)
 - Developer loans, Leverage Loan Fund and Transit Focused Fund
 - Beltline Affordable Housing Trust Fund

AFFORDABLE HOUSING PRIORITY ACTIONS

Continued

Invest Atlanta's Tools	Priority Actions	Target Workers & Businesses	Partners	Timing
	Support analysis of inclusionary housing ordinance - identify areas where inclusionary zoning could yield more affordable housing		Department of City Planning	Year 2
	Deliver affordable housing incentives in Opportunity Zones and near large employment centers and/or rapid transit		Department of City Planning, Department of Grants and Community Development	Years 1-3
	Increase communication with housing developers and landlords to make them aware of available incentives and support		City of Atlanta, Atlanta Beltline Inc, Atlanta Housing, Land Bank Authority	Year 1
	Continue to provide funding for single-family development	Single-family developers	Department of Grants and Community Development	Years 1-3
	Provide technical assistance for single-family developers	Single-family developers	Local community organizations	Year 1
	Support expansion of Housing Choice Vouchers - encourage multifamily developers to accept voucher tenants in areas with access to transit, job centers, education	Multifamily developers	Atlanta Housing	Year 1
	Expand the Community Builders program to the rest of the city	Community builders	Local community organizations	Year 2
	Continue to support housing innovation - champion and support the work of the Housing Innovation Lab		Department of City Planning	Ongoing

AGENCIES' OPERATIONS

Invest Atlanta and WorkSource Atlanta will revisit their internal operations and ways of working to improve communications with local residents, build deeper partnerships with local organizations and embed themselves in local communities.

Wherever possible, they will revisit eligibility rules and application processes to broaden access and reduce barriers. They will also seek new funding partners to help extend the reach and breadth of their support.

Moving forward, Invest Atlanta and WorkSource Atlanta will add skills and staff as they reorganize their teams to properly integrate and better reflect the plan's priorities. And, they will establish and publish output and outcome-focused key performance indicators to incentivize staff and enable stakeholders and hold them accountable for their impact.

MEASURES OF SUCCESS & KEY PERFORMANCE INDICATORS

Implementing the One Atlanta: Economic Mobility, Recovery & Resiliency Plan and delivering its objectives will require patience, time and resources from Invest Atlanta and WorkSource Atlanta. The work is hard and will not necessarily produce immediate results.

The following output and outcome-focused key performance indicators (KPIs) were designed to monitor the operations of Invest Atlanta. These KPIs are aligned with indicators used by several of Atlanta's leading nonprofits and foundations (for a list of regional partners' KPIs, see Appendix), so all agencies will be working towards the same goals.

Objective	Key Performance Indicators (3-Year Totals)
Creation of Good Jobs	1. Attract/support businesses that create/retain 6,000 direct, good (\$40k-\$80k + employer-sponsored health insurance) or promising jobs (entry-level jobs from which most workers can reach a good job within 10 years)
Access to Good Jobs	1. Provide services to 700 through the one-stop resource center exclusive of WIOA eligibility 2. Train 450 unemployed residents with skills/credentials needed for good/promising jobs in high-demand industries 3. Place 150 unemployed/recently displaced workers into paid work experiences and/or employment and training opportunities 4. Support in-school and out-of-school youth through paid summer work experience and training in high-demand career fields - 75% of the youth are from disinvested neighborhoods
Small Businesses	1. Support 900 SMBs to increase employment - 50% are businesses with 1-9 employees - 70% are minority- or women-owned businesses 2. Support 225 SMBs to become financially stable* 3. Create a fashion and art district in Southside to support 50 good/promising jobs * Defined as showing signs of financial health (revenue is growing, profit margins are growing, expenses are staying flat, business has enough cash in the bank to meet an unexpected expense, business has both new and repeat customers)
Neighborhood Investment	1. Attract/enable the creation of at least one national CDFI investment and 15 healthy food options to/in disinvested neighborhoods
Affordable Housing	1. Help 450 low-income households purchase homes 2. Incentivize 1,250 affordable residential units to be built near transit 3. Activate blighted, vacant and underutilized properties and rehabilitate commercial corridors (through private investment) 4. Support 2,475 households so they are no longer cost-burdened** ** Defined as paying more than 30% of income for housing (or rent)

MAPPING ECONOMIC MOBILITY

In addition to the plan’s KPIs, a set of indicators were developed to illustrate economic mobility in different neighborhoods. Using these indicators, this neighborhood map visualizes whether economic mobility pathways are operating effectively in different parts of the city and enabling residents to attain better economic and social outcomes. The neighborhood map is dynamic and searchable and will be updated regularly. It can be found at www.neighborhoodnexus.org/atl-econ-mobility.



IMPLEMENTATION OF THIS PLAN

In the past, Invest Atlanta and WorkSource Atlanta each have had their own mission, clients and stakeholders working for the good of all Atlantans. As part of their recent integration and the implementation of this plan, they will begin to work more closely to expand and tailor their outreach to different audiences and raise awareness of their services among those who need them most. They will also find new ways to engage residents and embed more staff in satellite offices within target neighborhoods.

Following the publication of this plan, Invest Atlanta and WorkSource Atlanta will develop FY2021 delivery plans. Invest Atlanta has also recently recruited a community outreach officer and plans to recruit a chief equity officer, who will oversee the plan’s implementation and report progress against the key performance indicators to the Invest Atlanta Board. Progress reports will be published regularly.

Invest Atlanta and WorkSource Atlanta are not solely responsible for shifting the map’s indicators. This map, however, should serve as a guide for city departments and agencies, as well as private and nonprofit organizations, to better understand the barriers to opportunity and where they should target their policies, resources and programming.

INVEST ATLANTA & WORKSOURCE ATLANTA PARTNERS

Invest Atlanta and WorkSource Atlanta work with diverse and capable partner organizations. In delivering this plan, they will collectively seek to develop new ways to leverage each other’s strengths, as well as create new, meaningful alliances to design, execute and finance solutions.



APPENDIX

GLOSSARY

This glossary contains an alphabetical list of terms or words found in this plan that relate to specific subjects, as well as explanations. Many of these terms are widely used by nonprofits, foundations and other organizations that deliver support and services to advance economic mobility.

- 1. Affordable housing** means different things to different people. Residents are generally considered to be housing cost-burdened if they are spending more than 30% of their income on housing and utility costs combined. The One Atlanta Housing Affordability Action Plan identified that the current, greatest need is for homes that are affordable to households with income below 120% of Atlanta's area median income (AMI), with an emphasis on households with income of less than 60% of AMI.
- 2. Community development** refers to Invest Atlanta's activities to develop complete communities by providing decent, affordable housing and suitable living environments, as well as expanding economic opportunities for low-income residents.
- 3. Disinvested neighborhoods** are neighborhoods in Atlanta's Southside and Westside with low median household income and high rates of poverty and unemployment. These areas are experiencing lagging commercial investment or gentrification pressures.
- 4. EB-5 visas** provide a method for eligible immigrant investors to become green card holders by investing at least \$900,000 to finance a business in the United States that will employ at least 10 American workers.
- 5. Economic development** refers to Invest Atlanta's activities to increase the level of production in the city's economy and build the local tax base by attracting and retaining jobs and supporting local businesses.

6. Economic mobility is the ability of an individual or household to attain a better economic outcome. For a resident to be economically mobile, he or she has access to economic opportunities and the freedom to choose pathways that lead to better economic and social outcomes.

7. Economic mobility pathways are economic-, educational-, people- and place-based mechanisms that, when operating effectively, can enable residents to attain better economic and social outcomes. This plan identifies 13 pathways and analyzes how they are operating, and for whom, within Atlanta. It also identifies policies and programming to strengthen pathways for residents and neighborhoods that have been left behind.

8. Equitable Growth Grant is a \$1.6 million program focused on the creation and attraction of high-quality, middle-wage jobs, which was included in the Atlanta budget for fiscal year 2021.

9. Equity means everyone has access to opportunities that are necessary to satisfy essential needs, advance their well-being and achieve their full potential. Equity and equality are not the same. Equality is treating everyone the same and providing them with equal rights, while equity is ensuring that everyone has what they need to be successful. While equality aims to promote fairness, it can only work if everyone starts from the same place and has the same needs and goals.

10. Food deserts are defined by the USDA as having at least 33% or 500 people of a census tract's population in an urban area living one mile (10 miles for rural area) from a large grocery store or supermarket.

11. Good and promising jobs are jobs that provide stable employment, middle-class wages and benefits. They pay at least a metropolitan area's median earnings for full-time, year-round sub-baccalaureate workers and provide employer-sponsored health insurance.³³ In Atlanta, in 2020, good jobs pay between \$40,000 and \$80,000. Promising jobs are entry-level positions from which most workers can reach a good job within 10 years.

12. Housing cost-burdened means a household pays more than 30% of its income for housing/rent

13. Inclusionary zoning refers to a policy that requires a given share of new construction to be affordable to people with low to moderate incomes.

14. Industrial revenue bonds are municipal debt securities issued by a government agency on behalf of a private sector company intending to build or acquire factories or other heavy equipment and tools.

15. Job tax credits are available to employers for hiring individuals from certain targeted groups who have consistently faced significant barriers to employment.

16. Lease purchase bonds are a means by which a government agency can acquire real or personal property.

17. Location quotient (LQ) is a way of quantifying how concentrated an industry or occupation is in a city or region as compared to the nation. It can also be a useful indicator of the city's likelihood of attracting businesses in that industry.

18. Low income residents and households are defined by the IRS for the purposes of the Earned Income Tax Credit. It uses a set of money income thresholds that vary by family size and composition. If a resident's/household's total income is less than the threshold, then that resident/household is considered to be low income and eligible for the credit. The 2019 thresholds range from \$15,570 to \$55,952.³⁴

19. Mixed-income housing refers to diverse types of housing units, such as apartments, townhomes and/or single-family homes for people with a range of income levels.

20. Neighborhoods – Atlanta is home to 242 distinct neighborhoods.

21. Neighborhood planning units – Atlanta is divided into 25 neighborhood planning units (NPU's), which are citizen advisory councils that make recommendations to the Mayor and City Council on zoning, land use and other planning-related matters.³⁵

22. New Markets Tax Credits (NMTC) are federal income tax credits that can be used to encourage private investment in low-income communities. The investment must be in businesses or economic development projects located in census tracts where the individual poverty rate is at least 20% or the median family income does not exceed 80% of the area median. The credit is set to expire on Dec. 31, 2020, but there are proposals to extend it indefinitely.

23. Opportunity Youth are young people between the ages of 16 and 24 who are neither enrolled in school nor participating in the labor market.



APPENDIX

GLOSSARY

24. Opportunity Zones are defined as economically-distressed communities where new investments, under certain conditions, may be eligible for preferential tax treatment. They were established by Congress in the Tax Cuts and Jobs Act of 2017.

25. Racial equity means fairness and justice in policy, practice and opportunity consciously designed to address the impacts of historic racial discrimination and inequity with an eye on equitable outcomes.³⁵

26. Small businesses are independently owned and operated businesses with fewer than 300 employees or bringing in less than \$30 million in yearly gross receipts.

27. Social Impact Fund uses pools of capital (sourced in different ways) to make impact investments in change-making organizations. Atlanta's leading social impact fund is the GoATL Fund, an impact investment fund launched by the Community Foundation for Greater Atlanta.

28. Southside refers to disinvested neighborhoods in the following Atlanta neighborhood planning units: R, S, X, Y and Z, and the following parts of P (NSA P06), T (T01), and V (V02, V03 V04). These neighborhoods were selected because their residents have very low economic mobility. See www.neighborhoodnexus.org/atl-econ-mobility.

29. Tax allocation districts (TAD), also known as tax increment financing (TIF), is a redevelopment and financing tool by which Invest Atlanta can provide financial assistance to redevelopment efforts within an officially designated area. Ten TADs have been established in Atlanta: Westside, Atlantic Station, Perry-Bolton, Princeton Lakes, Eastside, Beltline, Campbellton Road, Hollowell - M. L. King, Metropolitan Parkway and Stadium Neighborhoods.

30. Westside refers to disinvested neighborhoods in the following Atlanta neighborhood planning units: G, H, J, and L and the following parts of I (NSA I01, I04, I05) and K (K01, K02). These neighborhoods were selected because their residents have very low economic mobility. See www.neighborhoodnexus.org/atl-econ-mobility.

31. Workforce development refers to WorkSource Atlanta's activities to provide job seekers with resources to attain sustainable employment and collaborate with businesses for the recruitment and development of their labor needs.

PLAN DEVELOPMENT PROCESS

The One Atlanta: Economic Mobility, Recovery & Resiliency Plan was developed by Invest Atlanta and WorkSource Atlanta in partnership with the Mayor of Atlanta and city officials.

Invest Atlanta's consultants were Enterprise Community Partners, Urban League, APD Urban and Bloomberg Associates.

The process was overseen by a steering group, which met five times. The group comprised:

- Alicia Philipp, Community Foundation for Greater Atlanta
- A.J. Robinson, Central Atlanta Progress
- Doug Hooker, Atlanta Regional Commission
- Egbert Perry, Integral Group
- Grace Peart, Community of Destiny
- Jacob Vallo, MARTA
- Jay Bailey, Russell Center for Innovation and Entrepreneurship
- Jim Durrett, Buckhead CID
- John Helton, CareerRise
- Jon Keen, Mayor's Office
- Karl Barnes, Community Representative
- Katerina Taylor, WorkSource Atlanta
- Kevin Green, Midtown Alliance
- Kristy Rachal, Georgia Power
- Kwaku Forstall, Annie E Casey Foundation
- Luisa Cardona, Mayor's Office of International Trade
- Mariangela Corales, Goodwill of Georgia
- Matt Westmoreland, Atlanta City Council
- Nathaniel Smith, Partnership for Southern Equity
- Nicole Hall, West End CID
- Scott Shelar, CEFGA
- Tom Cunningham, Ph.D., Metro Atlanta Chamber
- Victoria Seals, Ph.D. Atlanta Technical College

Invest Atlanta consulted extensively during the development of the plan to include a diversity of thought, experience and expertise. Its efforts included:

- More than 20,000 residents, community leaders and business owners were invited to provide input on the plan, both online and in person
- Invest Atlanta shared information through its website, social media and e-blasts, including:
 - Two online surveys (English and Spanish)
 - Requests for public comments form on Invest Atlanta's website (since Fall 2019), social media and Invest Atlanta e-newsletters
- Nearly 200 residents, community leaders and business owners participated in one-on-one or group meetings to provide input and feedback. These included:
 - Three focus groups led by Urban League and APD Urban
 - Two for small businesses and one for residents
- Invitations sent by Urban League to over 70 community leaders
 - Four town halls (one virtual) attended by over 120 residents
- Invitations sent to all NPUs and City Council members by Urban League and Invest Atlanta
- Invest Atlanta met one-on-one with key stakeholders, including:
 - Natalyn Archibong, Atlanta City Council Member
 - Jay Bailey, Russell Center for Innovation and Entrepreneurship
 - Raphael Bostic, Federal Reserve
 - Bill Bozarth, Invest Atlanta Board
 - John Hope Bryant, Operation Hope
 - Shelby Buso, Director of Sustainability, City of Atlanta
 - Shan Cooper, Atlanta Committee for Progress
 - John Dargle, Commissioner, Parks and Recreation



PLAN DEVELOPMENT PROCESS

Continued

- Katie Delp, Focused Community Strategies
 - Angelica Ferguson, Chief Health Officer, City of Atlanta
 - Kevin Green, Midtown Alliance
 - Clyde Higgs, Atlanta BeltLine
 - Samir Idnani, Founder, NaanStop
 - James Jackson, Commissioner, Department of Public Works, City of Atlanta
 - Anne Kaiser, Community and Economic Development, Georgia Power
 - Stacey Key, Georgia Minority Supplier Development Council
 - Terri Lee, Chief Housing Officer, City of Atlanta
 - Milton Little, United Way
 - Reese McCranie, Deputy Chief Equity Officer, City of Atlanta
 - Michelle Olympiadis, Atlanta Public Schools, Board of Education
 - Egbert Perry, Integral Group
 - Alicia Philips, Community Foundation of Greater Atlanta
 - Josh Rowan, Commissioner, Department of Transportation, City of Atlanta
 - Victoria Seals, Atlanta Technical College
 - Joyce Sheperd, Atlanta City Council Member
 - Nathaniel Smith, Partnership for Southern Equity
 - Matt Westmoreland, Atlanta City Council Member
 - Janelle Williams, Federal Reserve (formerly Annie E. Casey Foundation)
 - Invest Atlanta and WorkSource Atlanta staff
 - Invest Atlanta provided updates on the plan to the City Council's Community Development/Human Resources Committee throughout 2019 and 2020. It presented the plan to the full Council on August 17, 2020.
- Enterprise Community Partners was responsible for developing the economic analysis that underpins the plan. Its research focused on the different pathways to economic mobility, and its data sources included:
- Federal Government
 - American Community Survey and Decennial Census
 - BLS County/ZIP Code Business Patterns
 - BLS Quarterly Census of Employment and Wages Longitudinal Employer Household Dynamics
 - Census Survey of Business Owners/Entrepreneurs
 - Department of Labor Occupational Information Network (O*NET)
 - National Center for Education Statistics - IPEDS
 - U.S. Department of Housing & Urban Development
 - Other National Public Agencies
 - Brookings Institution Opportunity Industries
 - Center for American Entrepreneurship
 - Indiana University Kelley School of Business Innovation 2.0
 - Opportunity Atlas
 - State of Georgia
 - State School and District Performance
 - Proprietary
 - Burning Glass
 - ESRI
 - JobsEQ
 - PolicyMap
 - Atlanta Regional Commission
 - NPU demographic/economic tabulations
 - Population/economic forecasts
 - Regional Centers of Employment
 - Regional Economic Cluster and Competitive Analysis
 - City of Atlanta
 - Office of Revenue Business Registrations
 - Spatial boundary files (e.g., NPUs, TADs)
 - Invest Atlanta
 - Grant/investment program data



FOOTNOTES

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- ³⁴ Income Limits and Range of EITC, IRS, 2019."
- ³⁵ Community Foundation for Greater Atlanta Glossary.



Economic Mobility, Recovery & Resiliency Plan

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