



One Atlanta: Economic Mobility, Recovery, and Resiliency Plan

July 14, 2020



3-Year Key Performance Indicators “Creation of Good Jobs”

Objective	Key Performance Indicators (3-Year Totals)
Creation of Good Jobs	1. Attract/ support businesses which 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)

3-Year Key Performance Indicators “Access to Good Jobs”

Objective	Key Performance Indicators (3-Year Totals)
<p>Access to Good Jobs</p>	<ol style="list-style-type: none"> 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. Support in-school and out-of-school youth to receive paid summer work experience and training in high demand career fields <ul style="list-style-type: none"> - 75% of the youth are from disinvested neighborhoods 4. Place 150 unemployed/ recently displaced workers into paid work experiences and/ or employment and training opportunities

3-Year Key Performance Indicators “Small Businesses”

Objective	Key Performance Indicators (3-Year Totals)
Small Businesses	<ol style="list-style-type: none"><li data-bbox="606 568 2471 806">1. Support 900 SMBs to increase employment<ul style="list-style-type: none"><li data-bbox="721 654 2471 714">- 50% are businesses with 1-9 employees<li data-bbox="721 739 2471 799">- 70% are minority or women owned businesses<li data-bbox="606 825 2471 885">2. Support 225 SMBs to become financially stable*<li data-bbox="606 911 2471 1063">3. Create a fashion and art district in Southside which supports 50 good/ promising jobs

** Defined as: the business is 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)*

3-Year Key Performance Indicators “Neighborhood Investment”

Objective	Key Performance Indicators (3-Year Totals)
Neighborhood Investment	<ol style="list-style-type: none"><li data-bbox="606 676 2469 911">1. Attract/enable the creation of at least 1 national CDFI investment, and 15 healthy food options to/in disinvested neighborhoods



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* Defined as: spending less than 30% of income on housing/rent

3-Year Key Performance Indicators “Affordable Housing”

Objective	Key Performance Indicators (3-Year Totals)
Affordable Housing	<ol style="list-style-type: none"> 1. Help 450 low income households to 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 that they are no longer cost burdened*

* Defined as: spending more than 30% of income for housing/rent

Project Timeline and Process

5/26 Presentation: Landscape Analysis	6/23 Presentation: Plan Actions and Goal Setting	Today's Presentation: Strategy Completion	Implementation
<ul style="list-style-type: none"> - Initial Stakeholder and Community Engagement - Data Gathering and Landscape Research - Review of Invest Atlanta Toolkit - Analysis of Quantitative and Qualitative Findings - Strategy Objectives Developed - CDHS Committee: Presented Landscape Analysis (5/26) - Drafted Strategy Programming and Key Performance Indicators 	<ul style="list-style-type: none"> - CDHS Committee: Present Programming and Key Performance Indicators (6/23) - Determine Strategy Programming and Key Performance Indicators - Develop Communications and Community Engagement Plan 	<div style="border: 2px dashed green; border-radius: 20px; padding: 10px;"> <ul style="list-style-type: none"> - CDHS Committee: Present Full Strategy, final KPIs, report draft - (7/14) - Full City Council: Vote on Strategy Approval - (8/17) - IA Board: Approve Strategy - (8/20) - Release/ Announce Strategy - Execute Communications and Community Engagement Plan - Begin Implementation Planning </div>	

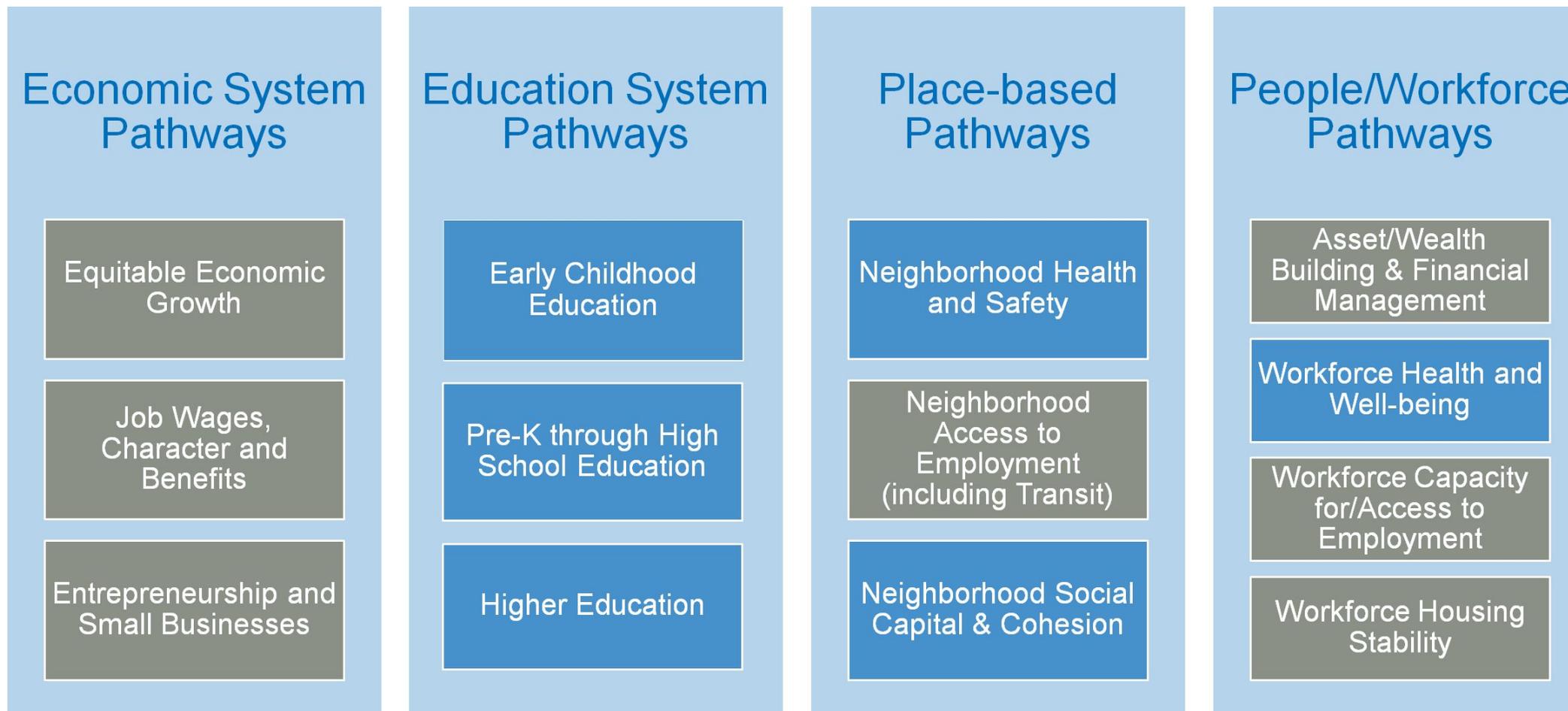


Questions?



Appendix

Pathways to Economic Mobility



Grey indicates the pathways Invest Atlanta is able to directly influence



5 Key Objectives

The plan's overarching objectives were derived from data findings and stakeholder feedback. They seek to address the challenges and barriers that limit economic mobility in areas where Invest Atlanta and WorkSource Atlanta have influence.

Objective 1: “Creation of Good Jobs” - Attract, retain, and support businesses from industry sectors that are producing high demand jobs in sectors where Atlanta is competitive, which are accessible to residents from disinvested neighborhoods, and aligned with workforce development efforts

Objective 2: “Access to Good Jobs” - Train more low-income and dislocated workers for livable wage jobs, help them progress their careers, or help them switch to a different opportunity in sectors with a large share of high demand jobs

Objective 3: “Small Businesses” - Expand small business programs through additional capital investment to support 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 through specific financial tools, which will reduce barriers and create access to economic opportunities for residents

Objective 5: “Affordable Housing” - Incentivize and support the creation of more mixed-income housing, and new models of development; and help more low-income residents to become home buyer ready, purchase a home, or remain in their homes

****Good and promising jobs** - good jobs are jobs which 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. 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.*



The tools that Invest Atlanta will use to deliver the plan's objectives

Objective	IA Toolkit
<p>Creation of good jobs</p>	<p>Expand business retention, expansion and attraction program, focusing on industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> • Work closely with stakeholders to provide support to key accounts, and enhance, promote and grow key sectors • Provide site selection support, with greater incentives focused on disinvested neighborhoods in the Southside and Westside • Provide access to tools to help new, existing and small businesses grow (technical assistance, workforce development assistance, commercial real estate services for expansion, etc.) <p>Create/ modify/ use financial levers/ incentives to attract and retain businesses in industries where Atlanta has a competitive advantage, and which create good and promising jobs</p> <ul style="list-style-type: none"> • Retarget/use financial incentives to stimulate investment in disinvested communities (EOF, TAD, NMTC, EB5, Social Impact Fund, EOF BRE, Industrial Revenue Bonds, Middle Wage Job Fund, Southside and Westside EOF tool. • Retarget/ use tax incentives (Lease Purchase Bonds, Federal and state Opportunity Zones, Job Tax Credit, State Quality Job Tax Credit) to stimulate investment in disinvested communities
<p>Access to good jobs</p>	<p>Connect laid off workers with good and promising job opportunities</p> <ul style="list-style-type: none"> • Provide dislocated workers with access to employment and training • Georgia Quickstart <p>Encourage local hire</p> <ul style="list-style-type: none"> • Request all new bids have a pre-bid language that require a Paid Work Experience • Partner with City departments and agencies <p>Develop career pathways and training programs for entry level/ low paid workers</p> <ul style="list-style-type: none"> • Offer Paid Work Experience • Partner with APS <p>Develop additional supports for vulnerable workers</p> <ul style="list-style-type: none"> • Provide Supportive Services to remove barriers to employment



The tools that Invest Atlanta will use to deliver the plan's objectives (continued)

Objective	IA Toolkit
Small businesses	<p>Expand small business financing access</p> <ul style="list-style-type: none"> • 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 • Provide access to business services (legal, finance, workforce, technical) <p>Provide information, technical assistance and mentoring to small businesses to reopen and adapt</p> <ul style="list-style-type: none"> • Partner with local nonprofits and support partners <p>Drive spend to local businesses</p> <ul style="list-style-type: none"> • Partner with City departments and agencies • Develop/ support buy local programs (driving both increased consumer spend to local businesses, and increased local business-to-business spend)
Neighborhood investment	<p>Attract neighborhood amenities to disinvested neighborhoods</p> <ul style="list-style-type: none"> • Retarget/ use financial and tax incentives to stimulate investment in disinvested communities
Affordable housing	<p>Support low income residents to remain in/ buy affordable homes</p> <ul style="list-style-type: none"> • Provide down payment assistance • Offer lease purchase financing • Offer owner-occupied rehabilitation forgivable loans • Offer homebuyer loans <p>Incentivize/accelerate affordable housing development</p> <ul style="list-style-type: none"> • Bonds (Housing opportunity, s501c3, Housing Revenue, Lease Purchase) • Developer loans, Leverage Loan Fund, Transit Focused Fund • Beltline Affordable Housing Trust Fund



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Creation of Good Jobs”

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
<p>Expand business retention, expansion and attraction program</p>	<p>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</p>	<p>Prioritize healthcare, transportation, construction, advertising, insurance, information, wholesale, professional services, education</p>	<p>Metro Atlanta Chamber, GDEcD, Georgia Power</p>	<p>Year 1</p>
	<p>Business attraction efforts should be focused on projects that bring good and promising jobs</p>	<p>As above, and opportunistic</p>	<p>Metro Atlanta Chamber, GDEcD, Georgia Power</p>	<p>Ongoing</p>
<p>Create/ modify/use financial levers/incentives to attract and retain businesses</p>	<p>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</p>	<p>Businesses offering large number of good and promising jobs</p>	<p>Mayor’s Office, City Council, IA Board</p>	<p>Year 1</p>
	<p>Launch Equitable Growth Grant program focused on the creation and attraction of high-quality, middle-wage jobs</p>	<p>Businesses offering large number of good and promising jobs</p>	<p>Mayor’s Office, City Council</p>	<p>Year 1</p>



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Access to Good Jobs” (1 of 2)

WorkSource Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
<p>Connect laid-off, unemployed and underemployed workers with training and access to good and promising job opportunities</p>	<p>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</p> <p>Support unemployed and underemployed workers to access emerging jobs and monitor industry growth and adjust plans as economy fluctuates</p>	<p>WorkSource Atlanta graduates, recent unemployed, low-wage workers, opportunity youth</p> <p>Surge industries and healthcare, transportation, construction, advertising, insurance, information, wholesale businesses</p>	<p>Atlanta Committee for Progress, local employers, local colleges, training providers</p>	<p>Years 1-3</p>
<p>Encourage local hire</p>	<p>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</p> <p>Educate city contract bidders to take advantage of Opportunity Zone tax credits, work with city departments to offer paid work experiences pre-bid</p>	<p>WorkSource Atlanta participants and other workers laid-off or unemployed because of downturn</p> <p>City contractors and subcontractors, MWBEs</p>	<p>Office of Procurement, Atlanta businesses</p> <p>Office of Procurement</p>	<p>Year 1</p> <p>Years 1-3</p>



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Access to Good Jobs” (2 of 2)

WorkSource Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
<p>Develop career pathways and training programs for entry-level/low-paid workers</p>	<p>Establish training programs for low-wage or entry-level employees to advance their careers</p>	<p>Entry-level job holders</p>	<p>City of Atlanta Human Resources</p>	<p>Years 1-3</p>
	<p>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</p>	<p>City departments</p>	<p>Atlanta Committee for Progress, Atlanta CareerRise, Local employers, trade associations and training providers</p>	<p>Year 1</p>
<p>Develop additional supports for vulnerable workers</p>	<p>Provide support for basic and financial literacy training, combining workforce training with existing community and faith-based programming</p> <p>Identify and link to supportive services for transportation, childcare and other needs to remove barriers to employment</p>	<p>Low-income households</p>	<p>City of Atlanta, Atlanta Public Schools, Federal Reserve of Atlanta, Partners For Home, United Way</p>	<p>Ongoing</p>



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Small Businesses” (1 of 2)

Invest Atlanta’s Tools	Priority Actions	Target Workers and 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



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Small Businesses” (2 of 2)

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
<p>Expand small business financing access (continued)</p>	<p>Create Small Business Anti-Displacement Program with more inclusionary zoning, down-payment assistance, displacement, business disruption grants and business resource fairs</p>	<p>SMBs with less than 100 employees in disinvested neighborhoods</p>	<p>City of Atlanta</p>	<p>Years 1-2</p>
<p>Provide information, technical assistance and mentoring to small businesses to reopen and adapt</p>	<p>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</p> <p>Provide access to technical assistance to help businesses reopen and adapt post-COVID-19</p> <p>Invest Atlanta will partner with technical assistance providers to provide services funded by the CARES Act</p>	<p>SMBs with less than 100 employees, particularly in accommodation and food, retail, admin and support service, wholesale trade and local businesses providing essential services</p>	<p>City Department of Parks, Fort McPherson, Russell Center for Innovation and Entrepreneurship, Atlanta Wealth Building Initiative, the Guild</p> <p>City of Atlanta</p>	<p>Year 1</p>
<p>Drive spend to local businesses</p>	<p>Support local buyer programs to drive business to small businesses in disinvested neighborhoods</p>	<p>SMBs with less than 100 employees in disinvested neighborhoods</p>	<p>City of Atlanta, Office of Contract Compliance, Metro Atlanta Chamber</p>	<p>Year 1</p>



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Neighborhood Investments”

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Attract neighborhood amenities to disinvested neighborhoods	Invest Atlanta satellite offices established in different quadrants of the city will meet residents/small business owners where they are. Monthly events, in concert with City Council members and in market will ensure that community engagement is top-of-mind and that the community is a) aware of Invest Atlanta services b) knows how to engage	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., 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 detailed actions to deliver the plan’s objectives: “Affordable Housing” (1 of 3)

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Support low-income residents to remain in/buy affordable homes	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	Atlanta Housing, 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	Year 2



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Affordable Housing” (2 of 3)

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Support low-income residents to remain in/buy affordable homes	Explore the creation of a vacant or underutilized property tax or fee		Department of City Planning	Years 2-3
Incentivize/accelerate affordable housing development	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	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



Invest Atlanta’s detailed actions to deliver the plan’s objectives: “Affordable Housing” (3 of 3)

Invest Atlanta’s Tools	Priority Actions	Target Workers and Businesses	Partners	Timing
Incentivize/accelerate affordable housing development	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



Glossary of Terms

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.

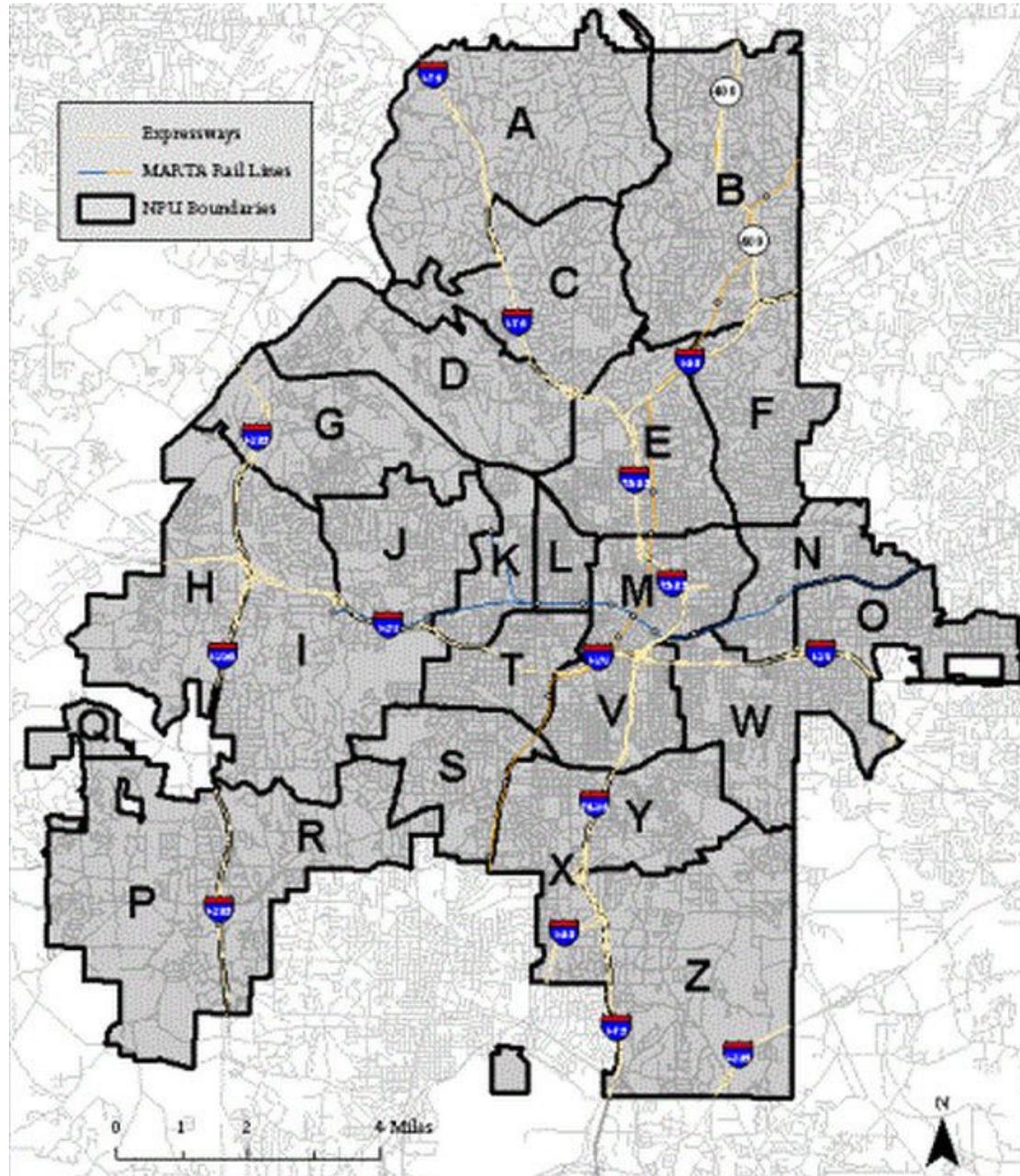
- **Affordable housing** means different things to different people. Residents are generally considered to be housing-cost burdened if they are spending more than 30% of their income on housing and utility costs combined. The *One Atlanta Housing Affordability Action Plan* identified that the current, 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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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.

- **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.
- **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.
- **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. 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.
- **Inclusionary zoning** refers to a policy that requires a given share of new construction to be affordable to people with low to moderate incomes.
- **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.
- **Job tax credits** are available to employers for hiring individuals from certain targeted groups who have consistently faced significant barriers to employment.
- **Lease purchase bonds** are a means by which a government agency can acquire real or personal property.
- **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.
- **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.
- **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.
- **Neighborhoods** – Atlanta is home to 242 distinct neighborhoods.



Glossary of Terms

- **Neighborhood planning units** – Atlanta is divided into 25 neighborhood planning units (NPU), which are citizen advisory councils that make recommendations to the Mayor and City Council on zoning, land use and other planning-related matters.
- **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.
- **Opportunity Youth** are young people between the ages of 16 and 24 who are neither enrolled in school nor participating in the labor market.
- **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.
- **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.
- **Small businesses** are independently owned and operated businesses with fewer than 300 employees or bringing in less than \$30 million in yearly gross receipts.
- **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.
- **Southside** refers to disinvested neighborhoods in the following Atlanta neighborhood planning units: parts of P and Q, and R, S, T, V, X, Y and Z.
- **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. To find out more, see www.atlantaga.gov/government/departments/city-planning/office-of-zoning-development/plans-and-studies/tax-allocation-district-tad.
- **Westside** refers to disinvested neighborhoods in the following Atlanta neighborhood planning units: G, H, parts of I, J, K and L.
- **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.



NPU Map