



Atlanta Housing Authority

VISION 2022

LIVE. WORK. THRIVE.

A 5 YEAR PLAN

INTRODUCTION

DEFINING OUR VISION

VISION 2022: LIVE. WORK. THRIVE

Vision 2022: Live. Work. Thrive. (Vision 2022) is a comprehensive and strategic plan that renews the organization's focus of being the frontrunner of affordable housing in the City of Atlanta.



OUR MOTTO

OPENING DOORS TO QUALITY LIVING

True to the vision of founders Charles Palmer and John Hope, AHA is:

- Opening doors to quality living for ALL
- Focusing on innovative ways to increase affordable housing options in Atlanta
- Developing quality and innovative communities
- Helping to create opportunities for advancement



THE CHALLENGE

PRESERVING AFFORDABLE HOUSING IN A GROWING MARKET

The City of Atlanta is growing!

According to the U.S. Census Bureau:

- **39th largest city in the U.S.**
- **Estimated population of 463,878**
- **Growth of 10.4 % between 2010 and 2015**

However, as the city rebounds from the recession, growth remains imbalanced across the city; new real estate development largely focuses on luxury housing, and the income gap is widening.

THE CHALLENGE

PRESERVING AFFORDABLE HOUSING IN A GROWING MARKET

The City of Atlanta's 2016 Comprehensive Development Plan acknowledges that the number and type of housing units constructed is a major factor affecting population growth. Affordable housing and equity are top priorities.

Other high-ranking needs as identified in the plan are:

- Work to attract a diverse population at all income levels
- Promote growth in areas with slow growth/declining population
- Meet the needs of a growing senior population by providing affordable housing options and opportunities to age in place

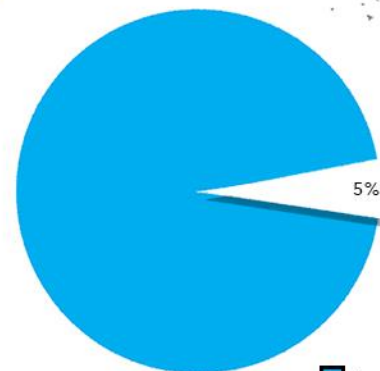
OUR BENEFICIARIES

THE PEOPLE OUR PLAN IMPACTS

AHA provides housing opportunities to five general groups.

95%

OF AHA'S PARTICIPATING FAMILIES ARE VERY LOW-INCOME OR EXTREMELY LOW-INCOME.



low-income

other

TOTAL HOUSEHOLDS SERVED

22,533



SUPPORTIVE HOUSING UNITS



SENIOR HOUSEHOLDS



DISABLED HOUSEHOLDS



FAMILIES WITH CHILDREN



WORKING FAMILIES

OUR BENEFICIARIES

THE PEOPLE OUR PLAN IMPACTS

ATLANTA HOUSING AUTHORITY FAMILIES

5%

Earn \$33,750 - \$54,000 per year

19%

Earn \$24,300 - \$33,750 per year

76%

Earn less than \$24,300 per year



THE STRATEGY

LIVE. WORK. THRIVE.

AHA believes in the potential of the individual. Vision 2022 takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe and healthy communities.



LIVE |
WORK |
THRIVE |

Quality Affordable Housing

Family Independence + Student Achievement
Digital Literacy + Health + Volunteerism

Long-Term Economic
Viability + Trust + Integrity

STRATEGY 1.

LIVE.

BETTER LIVING
IS THE GATEWAY TO A
BETTER LIFE.



CREATING MODERN, DISTINCTIVE, QUALITY COMMUNITIES

LIVE.

AHA will redefine its approach to affordable housing development to emphasize community development alongside the creation of innovative live-work-thrive spaces that feature:

- Amenities (grocery stores, doctors' offices)
- Public Infrastructure (public transportation, storm water management systems, etc.)
- Environmental Sustainability
- Proximity to Commercial Centers and Jobs
- Public Safety
- Quality Schools/Education
- Parks/Greenspace

DIVERSIFYING OUR PORTFOLIO

AHA has an opportunity to develop
400+ acres of AHA-owned land
in the City of Atlanta:



Vacant Land
w/No Developer

60 % of Portfolio



Vacant Land
w/ Development
Partner Selected

40% of Portfolio

LIVE.

AHA has a range of development opportunities (estimated breakdown):

Market-Driven Opportunity

11% of AHA portfolio

Example: Herndon Homes

Catalytic Opportunity

33% of AHA portfolio

Example: Englewood

Revitalization Opportunity

56% of AHA portfolio

Example: Choice Atlanta

OFFERINGS | MIXED COMMUNITIES—AMENITY-RICH ENVIRONMENTS

MIXED COMMUNITIES are rich in amenities with access to good schools, quality shopping and more. Each of the sites listed below has been developed as mixed-income projects, incorporating over 4,000 affordable housing units into quality communities.

LIVE.

Ashley Auburn Pointe I
Ashley Auburn Pointe II
Ashley CollegeTown I
Ashley CollegeTown II
Ashley Courts at Cascade I
Ashley Courts at Cascade II
Ashley Courts at Cascade III
Ashley Terrace at West End
Atrium at CollegeTown
Capitol Gateway I
Capitol Gateway II
Centennial Place I
Centennial Place II
Centennial Place III
Centennial Place IV
Columbia Commons
Columbia Creste

Columbia Estates
Columbia Grove
Columbia Park Citi
Columbia Heritage
Columbia High Point (Senior)
Columbia Mechanicsville
Apartments
Columbia Senior Residences at
Mechanicsville
Columbia Senior Residences at
MLK
Columbia Tower at MLK Village
Columbia Village
Gardens at CollegeTown
Magnolia Park I
Magnolia Park II
Mechanicsville Crossing

Mechanicsville Station
Parkside at Mechanicsville
Veranda at Auburn Pointe
Veranda at Auburn Pointe II
Veranda at Auburn Pointe III
Veranda at Carver
Villages at Castleberry Hill I
Villages at Castleberry Hill II
Villages of East Lake I
Villages of East Lake II
Veranda at CollegeTown
Veranda at Scholars Landing
Villages at Carver I
Villages at Carver II
Villages at Carver III
Villages at Carver V
Juniper & Tenth Highrise

OFFERINGS | HOMEFLEX—CONSERVING AFFORDABLE HOUSING IN ATLANTA

LIVE.

Through HomeFlex (formerly Project Based Rental Assistance), partnerships between AHA and private developers increase quality rental options for those we serve. Under HomeFlex, AHA encourages private-sector owners of multi-family developments to reserve a portion of their units for eligible residents.

HomeFlex currently supports over **5,135** affordable housing units (on privately-owned land or in privately-owned buildings, and MIXED Communities) and is leveraged to create another **1,746** tax credit units.

There are three types of programs:

- **HomeFlex**
 - **HomeFlex for Seniors**
 - **HomeFlex for Supportive Housing**

OFFERINGS | HOUSING CHOICE VOUCHER PROGRAM— EXTENDING THE POWER OF CHOICE

LIVE.

The Housing Choice Voucher Program (HCVP) provides over 10,000 families with the means to obtain affordable housing by putting the power of choice in their hands.

AHA will continue to enhance HCVP to ensure that privately-owned housing options are available in the City of Atlanta. Initiatives include:

- **Technology Enhancements for Landlords**
- **Clearer Rent Determination Process**
- **Landlord Referral Program**
- **White-Glove Account Management Services**
- **Landlord Protections**
- **5-Star Tenant Program**
- **Energy Efficiency Incentives**

OFFERINGS | HAVEN—HELPING PEOPLE GET ON THEIR FEET

LIVE.

AHA supports over 1,500 Haven families in the following programs:

- Family Unification Program
- Veterans Affairs Supportive Housing
- FLOW Pilot
- Home Again Pilot
- Georgia Housing Voucher Program Conversion

This includes supportive housing and/or HomeFlex units in the following properties:

- Pavilion Place
- Columbia at Sylvan Hills
- Commons at Imperial Hotel
- Columbia Tower at MLK Village
- Gardens at CollegeTown
- GE Towers
- First Step/Donnelly Courts
- Oasis at Scholars Landings
- Odyssey Villas
- O'Hern House
- Quest Village III
- Seven Courts
- Summit Trail
- Villas of H.O.P.E.
- Welcome House

OFFERINGS | AHA-OWNED COMMUNITIES

LIVE.

AHA is preserving over 1,793 rental units in its AHA-owned Communities, which house seniors and disabled adults in high-rise living and small family communities.

**Barge Road Highrise
Cheshire Bridge Road Highrise
Cosby Spear Highrise
East Lake Highrise
Georgia Avenue Highrise
Hightower Manor Highrise**

**Marian Road Highrise
Marietta Road Highrise
Martin Street Plaza
Peachtree Road Highrise
Piedmont Road Highrise
Westminster**



**OFFERINGS | DOWN PAYMENT ASSISTANCE—
MAKING THE AMERICAN DREAM A REALITY**

LIVE.

**AHA's Down Payment Assistance (DPA) Homeownership Program
has provided over 500 eligible first-time homebuyers with financial
assistance to purchase homes within the City of Atlanta.**

OFFERINGS | CHOICE ATLANTA—A RETURN TO COMMUNITY

CHOICE NEIGHBORHOODS is an initiative funded by a grant from the U.S. Department of Housing and Urban Development (HUD) focused on:

People. Neighborhood. Housing.

Using the \$30 million Choice Grant, the former University Homes site is being redeveloped to house: 433 mixed-income rental units, 229 of which will be affordable; and 33 homes, 7 of which will be affordable. In partnership with the City of Atlanta, AHA is focused on also revitalizing the three surrounding neighborhoods in the city's Westside: Vine City, Ashview Heights and the Atlanta University Center neighborhood, collectively known as the University Choice Neighborhood (UCN).



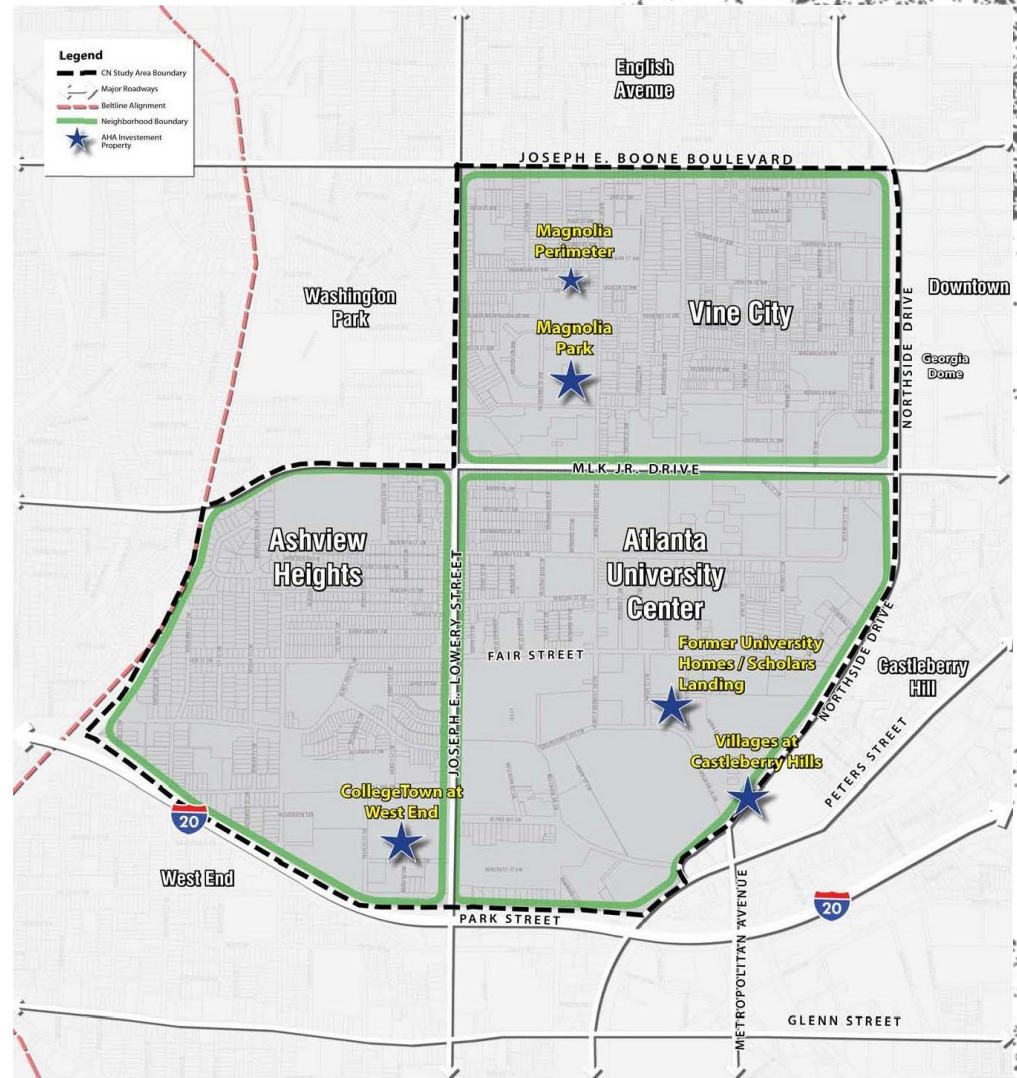
LIVE.

CHOICE NEIGHBORHOOD

AHA initiative that utilizes \$30M in funding from HUD and leverages \$395M in commitments from AHA, City of Atlanta, Invest Atlanta and other public, private and philanthropic organizations.

Partners include:

- Communities in School
- Morehouse School of Medicine
- United Way of Greater Atlanta
- National CARES Mentoring Movement
- Work Source Atlanta
- Urban League of Greater Atlanta
- Families First
- Literacy Action



CHOICE NEIGHBORHOOD SCHOLARSHIP PROGRAM

\$40,000 in scholarships
awarded to-date

21 students from the
University Choice
Neighborhood

Special awards ceremony
held at office of Mayor
Kasim Reed



“RETURN TO COMMUNITY” FARMERS MARKET

Third Saturday of every
month!

Location:

Scholars Landing (former
University Homes)

Featuring:

Local growers

Market fresh vegetables, fruits
and baked goods

Cooking demonstrations

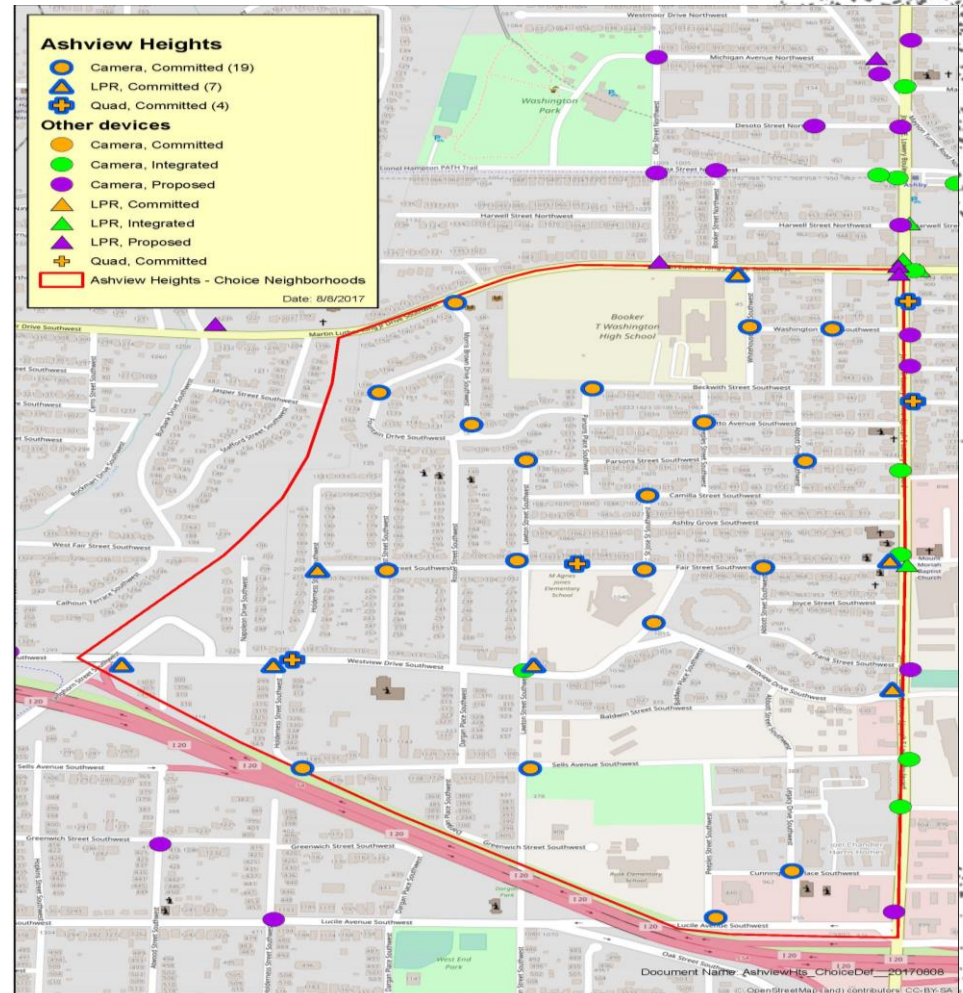
Workforce, health and
education services



VIDEO SURVEILLANCE CAMERAS AND LICENSE TAG READERS

Video surveillance cameras already installed in Vine City and the Atlanta University Center have resulted in a 36% reduction in crime.

With Choice funding, 25 cameras and 10 license tag readers will now be installed in the Ashview Heights neighborhood.



COPS ON THE BLOCK

AHA disposed of six lots on James P. Brawley Drive to the Atlanta Police Foundation.

Pulte Homes built five single family homes on the site.

The homes were sold at cost to Atlanta Police Department officers to increase safety in the Vine City neighborhood.



CHOICE NEIGHBORHOOD MICROGRANT PROGRAM



The CN Microgrant Program supports organizational capacity building, public safety, health, history/culture and food ecosystem/urban farming. Grants totaling **\$50,000** were provided for projects benefitting residents of the Choice neighborhoods.

NEW DEVELOPMENT

HERNDON HOMES

HERNDON HOMES

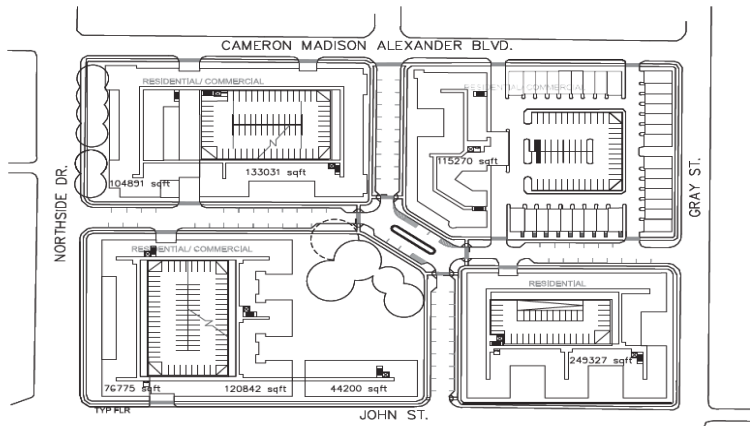
ATLANTA, GA

DEVELOPER	Hunt Companies Inc. and Oakwood Development Group
OWNER	Atlanta Housing Authority
USES	<p>Residential (approximately 700 units)</p> <ul style="list-style-type: none">• 563 rental/home-ownership units (with affordable housing)• 105 senior housing units <p>Institutional/Community</p> <ul style="list-style-type: none">• A new fitness center <p>Commercial</p> <ul style="list-style-type: none">• Retail
DATE	Proposed in 2015, Phase 1 completed summer 2019 (est.)
TRANSACTION TYPE	Mixed-use, mixed-income urban redevelopment
COST	\$150 M total development cost

Redevelopment of Herndon Homes as a walkable and vibrant mixed-use District to support a broader neighborhood transformation



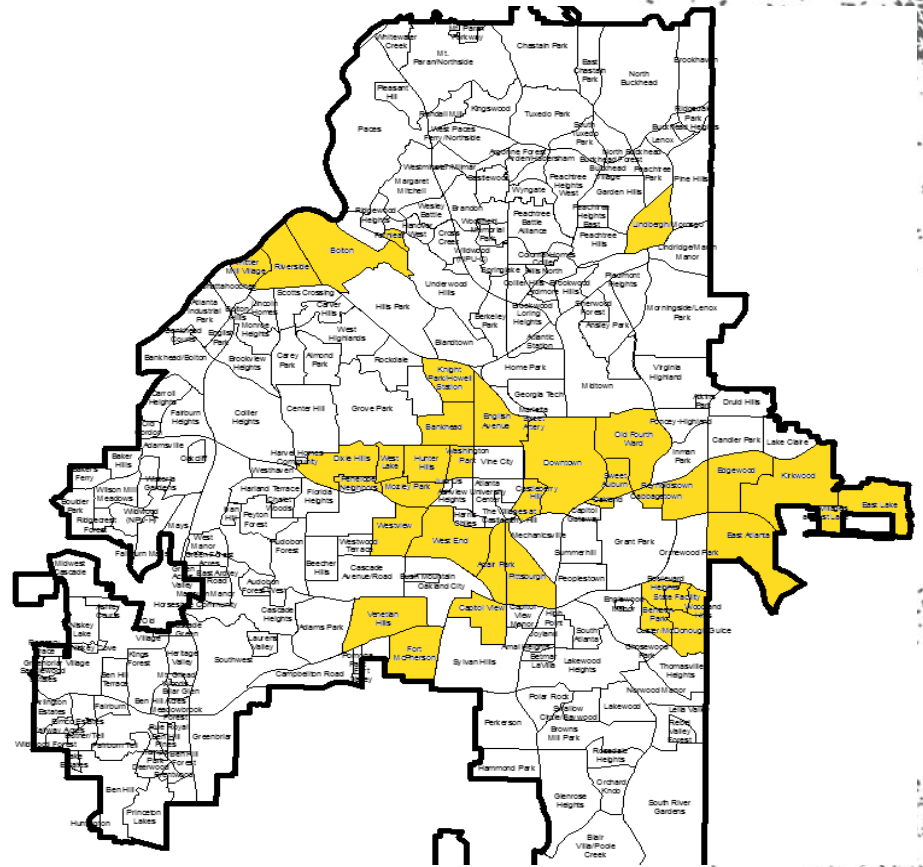
HERNDON HOMES



ANTI-DISPLACEMENT PILOT

Assists persons residing in census tracts undergoing or at high risk of gentrification as identified in a 2016 study conducted by The Mayor's Office of Housing.

- AHA is working to pilot a policy that gives a preference on site-based waiting lists for persons residing in **census tracts undergoing extreme displacement pressure throughout the City of Atlanta**
- The preference will be a second-level preference if the property is part of the redevelopment of a former public housing community.
- The policy will be piloted at the Herndon Homes redevelopment project.



STRATEGY II.

WORK.



**ECONOMIC, EDUCATIONAL AND WELLNESS OPPORTUNITIES
CREATE AN ENTRYWAY TO INDEPENDENCE.**

FOCUS AREA 1

FAMILY INDEPENDENCE

WORK.

AHA will continue to support our working families with innovative programs that focus on economic advancement.

Working Families By The Numbers - Unique to the AHA, this program sets a work requirement for non-elderly and nondisabled adults.

- **98%** compliance HomeFlex Communities
- **96%** percent compliance in MIXED and AHA-Owned Communities
- **62%** compliance in Housing Choice – an increase from FY 2013 (37% compliance)

FOCUS AREA 2

STUDENT ACHIEVEMENT

Since 2003, AHA has awarded over **\$500,000** **WORK.** in scholarships to **137** deserving students through the Atlanta Community Scholars Award (**ACSA**) and the University Choice Neighborhoods Scholarship (**UCNS**).

AHA will increase its investments in student achievement through:

- Additional scholarship investments
- Internship program development
- Targeted partnerships with Atlanta Public Schools
- Innovative after-school, tutoring and summer transitional programs



FOCUS AREA 3.

DIGITAL LITERACY/CONNECTIVITY

WORK.

AHA is a proud participant of HUD's ConnectHome program, a public-private collaboration to narrow the digital divide for families with school-age children who live in HUD-assisted housing.

In our continued efforts to prepare and equip AHA-assisted families for the technology age, AHA will enter into strategic partnerships to provide:

- Basic digital literacy training programs for youth, adults and our seniors
- No- and low-cost Internet connectivity programs
- Free S.T.E.M. programs for school-age children



FOCUS AREA 4.

HEALTH AND WELLNESS

WORK.

AHA's signature health and wellness program, Aging Well encourages and empowers older adults to actively age in place and control decisions that affect their lives and the aging process.



FOCUS AREA 5.

SERVICE THROUGH VOLUNTEERISM

WORK.



AHA CARES is a volunteer program organized to allow AHA staff, family and friends an opportunity to participate in corporate-sponsored volunteer projects to impact the community and support entities such as schools, nonprofits and community development organizations.

A top-down view of a wooden desk with various business tools. In the top left is a magnifying glass. Below it is a white calculator with a black display and buttons labeled 'MRC', 'M-', 'M+', '7', '8', and 'CE'. To the right of the calculator is a spiral-bound notebook with a black pen resting on it. In the bottom right corner are a pair of black-rimmed glasses. The background is a light-colored wooden surface with some papers and a key visible in the upper half.

STRATEGY III.

THRIVE.

**KEEPING OUR FINANCES IN CHECK
IS JUST GOOD BUSINESS.**

TOOL: CO-INVESTMENT FRAMEWORK

THRIVE.

AHA's Moving To Work (MTW) program allows AHA the opportunity to design and test innovative, locally-designed strategies that use federal dollars more efficiently, help residents find employment and become self-sufficient and increase housing choices for low-income families. AHA's co-investment framework provides a:

- Framework in which AHA will partner on major redevelopment initiatives in the City of Atlanta.
- Mechanism to provide gap financing and leverage third party funding sources, as well as provide funding available for opportunities to increase AHA-controlled sites.
- A tool to leverage both public, private and philanthropic funding during the development process.

TOOL: THE NEW PARADIGM

THRIVE.

AHA's investment focus will be to identify development opportunities that require a limited AHA subsidy and higher financial returns to AHA, particularly in market-driven opportunities, and to ensure that:

- AHA Investments are aligned with city growth and investments
- Real estate development projects have a clear development schedule and timeline
- AHA leverages the value of publicly-owned land as part of each real estate transaction, with exceptions made for certain revitalization efforts and/or to leverage/secure funding sources
- A strong "Return on Investment" – based on the Real Estate Scorecard

The development of innovative features and quality amenities for each project

TOOL: SELF-DEVELOPMENT ENTITY

THRIVE.

AHA will examine ways to sponsor the creation of a development affiliate to increase Atlanta's affordable, moderate and mixed-use development and preservation efforts.

A self-sponsored development affiliate would allow AHA to maximize the financial, socio-economic and environmental return to the agency and its stakeholders.

TOOL: SMALL BUSINESS PROGRAMS AND SECTION 3

THRIVE.

AHA is dedicated to creating opportunities for small businesses and our participants to thrive. AHA will seek to validate this effort through a series of programs and outreach efforts, including the development of a robust:

- **Small Business Enterprise (SBE) Program**
- **Section 3 Enterprise Program**



TOOL: AHA MEASUREMENTS OF SUCCESS

We have established key performance indicators to measure the success of our flagship programs (2016 calculations):

Number of Families Served = **22,533**

Number of New Affordable Units
Brought Onto an AHA Program = **1,257**

Dollars Invested and Leveraged in
New Real Estate Developments in Modern,
Quality, Mixed-Income Communities = **\$6 mil.**

Number of Senior Adults
Housed/Served = **6,641**

Dollars Invested in Education
and Education Initiatives = **\$358,997**

Number of Families
Successfully Transitioned
From an AHA Program Paying 100 %
of Their Own Housing Costs = **47**

Number of New Homeownership
DPA Opportunities Created = **70**

Number of Veterans
Housed/Served = **226**

Number of Homeless/At-Risk
Families Housed/Served Through
Supportive Housing = **1,383**

Number of Families Compliant
With AHA's Work Requirement = **5,680**

THRIVE.