INVESTING IN THE NEXT MIDDLE CLASS
The Atlanta Micro Fund (AMF), is a nonprofit, revolving loan fund certified as a Community Development Financial Institution (CDFI) providing entrepreneurs and small businesses access to capital, technical assistance and financial education. We also prepare the workforce needed to propel the businesses we serve forward.

We consider economic revitalization through the lens of an ecosystem. We believe, it’s not the cost of capital as much as the ease of access to it that matters most. As an organization we seek to positively influence the lives of others and the communities within which they live.

AMF has partnered with teelaspillerinc. (tsi), a Community Development Corporation (CDC) that designs replicable programming, identifies sources of funding and builds strategic partnerships capable of economically revitalizing low-income communities surrounding Historically Black College and University (HBCU) campuses.

The AMFtsi partnership intends to:
• produce the study, “Addressing Economic Inequities Creating Disparities in Public Education”
• encourage banks to implement CRA compliant activities to, “Invest in the Next Middle Class”
• facilitate partnership development to create, “Capacity through Collaboration,” and, to:
• concentrate capital in low-income communities to create commercial corridors

Who We Are
What We Do

Purveyor of Opportunity
Provocateur of Change

Entrepreneurial access to capital and technical assistance catalyze opportunity, inclusion and self-sufficiency.
A recent FDIC study suggests current use of community reinvestment is a missed opportunity. Community Outreach Collaborations were the most effective marketing tool; 51% of respondents funded such relationships. Given their ability to more readily use the financial education provided, colleges are missed opportunities. Banks can further their interest in financial education and economic revitalization by regularizing and expanding relationships with HBCUs. As a multiplier, we believe, investment in human potential has a transformative effect upon the individual, their family and community.

The proposed collaboration will determine whether the belief has merit and...
- how to develop blight while addressing gentrification;
- what living wages should be when differentiating sunrise versus sunset employment from careers;
- what skills are necessary for the job to be created that satisfies 3:1 debt-to-income ratios when housing expense is $800.00 per month and wages are $2400.00 (or $15.00 per hour) per month;
- what housing stock/retail mix should be developed that would be deemed affordable yet appealing to a mix of household incomes.

HBCUs & CRA COMPLIANCE

A Missed Opportunity

How do banks reach underserved consumers?

Source: 2011 FDIC Survey of Banks’ Efforts to Serve the Unbanked and Underserved

- Community Outreach Collaboration: 39%
- Print: 29%
- TV/Radio: 6%
- Direct Mail: 6%
- Email/Social Media: 1%
- Billboards: 1%
- Other: 10%

Where do banks offer financial education and outreach?

Source: 2011 FDIC Survey of Banks’ Efforts to Serve the Unbanked and Underserved

- Nonprofit/Community Organizations: 41%
- Government: 15%
- Military Institutions: 11%
- Vocational Schools/Colleges: 25%
- K-12 Schools: 75%
- Workplace: 30%
- Public Fairs/Gatherings: 33%
- Billboards: 11%
- Direct Mail: 6%
- Email/Social Media: 1%
- Print: 6%
- TV/Radio: 1%

A MISSED OPPORTUNITY

Cultivating a Qualified Constituency

Colleges and Universities are becoming nationally recognized for successfully redeveloping communities surrounding their campuses. Students participating in the redevelopment strategies gain experience while enhancing learning outcomes through practical application of classroom theory.

Georgia Tech, Oberlin College and Ohio State are implementing such strategies which confront blight and economic shrink, while also generating significant unrestricted and perpetual revenue. Recognized as multi-year, complex engagements the redevelopment strategies are executed in partnerships that include the institution, the community, local, state and federal government as well as other philanthropic groups and corporations.

Although HBCU students may enter as low-income freshmen, these upwardly mobile students graduate and accept employment transitioning them into middle and upper income levels. This workforce and small business development hybrid incubates entrepreneurs and small businesses as it makes competent accounting, marketing, management and human resource support accessible.

PRODUCING THE NEXT MIDDLE CLASS

Graduates of Historically Black Colleges & Universities Make Up...

- 70% of African American Dentists & Physicians
- 50% of African American Engineers
- 50% of African American Public School Teachers
- 35% of African American Attorneys

Education has proven to be the most effective pathway out of poverty. The United Negro College Fund published a study indicating HBCUs (private and public) represent only 3% of all American colleges and universities, and enroll only 14% of all African American college students yet they are...
Successful Town & Gown Revitalization Partnerships

Town and Gown community development is a popularized trend catalyzing ecosystems throughout the nation. As a social enterprise, the trend is incoming measurements of success spanning beyond the usual profits typically derived from community redevelopment. Communities are reinvigorated and qualities of life are significantly enhanced when Colleges and Universities develop the neighborhoods surrounding their own campuses.

GEORGIA INSTITUTE OF TECHNOLOGY

Completed in 2003 and heralded in 2004 when Colleges and Universities develop partnerships with local corporations, and regional development agencies. It will be funded in the decade ahead by a combination of private investment, state funding, new market tax credits, federal support, philanthropy, and savings from increased efficiency in the use of energy, materials, and water.

THE OPPORTUNITY REALIZED

In 2009, Oberlin College, in affiliation with the city of Oberlin, launched The Oberlin Project, a 13-acre campus expansion that showcases sustainability strategies. The goals of the project include revitalizing the local economy, eliminating carbon emissions, restoring local agriculture and forestry, and framing the entire effort as an educational laboratory relevant to virtually every discipline of study. The responsibilities of the college include providing leadership, rebuilding the Green Arts District as one of the primary economic engines for the downtown economy, and eliminating its own carbon emissions.

The larger effort will be driven by partnerships between the city, college, private investors, local corporations, and regional development agencies. It will be funded in the decade ahead by a combination of private investment, state funding, new market tax credits, federal support, philanthropy, and savings from increased efficiency in the use of energy, materials, and water.

TECHNOLOGY SQUARE

GEORGIA INSTITUTE OF TECHNOLOGY

Completed in 2003 and heralded in 2004 with international recognition as a recipient of the Urban Land Institute (ULI) Award for Excellence, Georgia Tech’s Technology Square is a masterful redesign of the low-income community bordering its campus. Words used to describe Tech Square have evolved from “high-tech business center” to “innovation ecosystem.” Technology Square Research Building houses five of Georgia Tech’s cutting edge research centers. Additionally, the Panasonic Innovation Center, the ThysenKrupp Elevator Innovation Center, the AT&T Foundry, and other product development teams are also located in Technology Square in Centergy One. Ralph de la Vega, President and CEO of AT&T Mobility, says his No. 1 criterion was to be part of an ecosystem that fosters innovation – to him that means “the intersection of premier education, high technology, and an entrepreneurial mindset.”

It took a year and a half to reach full retail occupancy and within a decade Tech Square earned Georgia Tech $169 million in unrestricted retail and restaurant receipts. The Barnes and Noble campus bookstore gave $1.5 million back to Tech also. Technology Square is 1.1 million square feet (3 blocks/13 acres). It includes a hotel and convention center as well as 1,500 new parking spaces. Principally located at the intersection of 5th and Spring in Midtown Atlanta, Technology Square spurred economic revitalization in the Spring Street corridor. Using (and including) Atlantic Station and Technology Square as bookends there are no less than 130 new developments within a two mile radius. On Spring Street alone there are four mixed-use structures blending hotels, grocery stores, retail, restaurants, fitness, residential, academic, professional and government interest within a two mile radius. On Spring Street alone there are four mixed-use structures blending hotels, grocery stores, retail, restaurants, fitness, residential, academic, professional and government interest within a two mile radius. On Spring Street alone there are four mixed-use structures blending hotels, grocery stores, retail, restaurants, fitness, residential, academic, professional and government interest within a two mile radius.

The $154 million in public and private dollars invested in the development of South Campus Gateway created 500-700 new jobs in the neighborhood and spurred more than $300 million dollars of investment throughout the University District. Partners such as Annie E. Casey Foundation, Columbus Foundation and JP Morgan Chase, supported efforts to positively impact the University District. The confluence of relationships improve housing, public safety, education, employment, health, and civic engagement.

SOUTH CAMPUS GATEWAY

THE OHIO STATE UNIVERSITY

Ohio State University (OSU), in cooperation with the City of Columbus, created Campus Partners (CP) for community urban redevelopment in 1995 to spearhead the revitalization of the University District. In 1998 the Faculty and Staff Neighborhood Homeownership Incentive Program which offers down-payment assistance to employees to purchase homes within the neighborhoods of the University District was created.

South Campus Gateway, University District was internationally recognized as a 2010 Finalist for the Urban Land Institute (ULI) Award for Excellence. It was also the 2010 recipient of the National Planning Excellence Award for Implementation presented by the American Planning Association. The High Street Commercial Corridor within the South Campus Gateway, University District arguably is their most visible project. The 7.5 acre site houses 4 buildings with more than 225,000 square feet of retail, 88,000 square feet of office, 184 apartments and 1200 parking spaces. It includes a Barnes and Noble campus bookstore, an eight screen film center, and an array of restaurants and retail.

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THE OBERLIN PROJECT

OBERLIN COLLEGE

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Is Redlining a thing of the past?

The stark contrast in expansion, redevelopment, and economic revitalization between communities in close proximity encourages the presupposition of redlining. Our goal is to obliterate the notion of redlining by designing communities that enhance quality of life and foster inclusion through the creation of commercial corridors.
The Pilot includes providing access to capital and technical assistance for small business development, implementing workforce development strategies, repurposing and/or redeveloping blighted real estate, as well as developing new residential and commercial structures.

AMF has a two tier lending system. Tier one is character-based with relaxed underwriting guidelines. The borrower is required to participate in business development courses and to receive technical support. Tier two’s underwriting guidelines are more relaxed than a traditional bank, requires job creation/maintenance, and loan participation. For every $1MM capitalization, 21 loans can be accessed by the community to promote small business and workforce development in the commercial corridor. The expense for real estate development is underwritten by tax credit and bond financing as well as leveraged capital. AMF also has debt with royalty financing options.

Concentrated investments are able to create commercial corridors and build communities through the establishment of ecosystems. Combining commercial and residential real estate development with civic initiatives can economically invigorate blight. Routinizing financial education, localizing small business development and expanding access to capital will promote the cyclic flow of currency needed to mitigate economic shrink.

Ecosystems are formed when the concerns of the person and the community are simultaneously addressed to determine how they can support one another. In the broadest of contexts these activities are intended to produce outcomes for people and the places they occupy. These people/place-based initiatives, when executed by colleges and universities deliver outcomes not normally considered during real estate development.

The Commercial Corridor

We are focused on the commercial corridor that begins at the intersection of James P. Brawley Drive and Martin Luther King Jr. (MLK) Blvd traveling west on MLK just beyond Joseph Lowery Street. The corridor extends as far north as Hollowell and Northside Drive traveling west down Hollowell to HE Holmes and as far south as HWY166 and US 85. Other key streets include Campbellton Road near Fort McPherson, and Metropolitan Avenue. Key communities include Castleberry, English Avenue, Vine City, the West End and the Atlanta University Center.
Elements of a Viable Commercial Corridor

People in low-income communities need opportunities to transform themselves and their neighborhoods. The opportunity to learn what they do not know, to develop new habits of mind regarding capabilities, and to participate in shaping their destiny. These accomplishments will put them on the road to self-sufficiency, financial independence and financial solvency.

This opportunity enables HBCU students to financially and academically persist to graduate so that they can become gainfully employed. The gains anticipated for businesses include access to back office support, which positively impacts their profitability as it increases their capacity to serve clients and improve market share.

The community gains through the concentration of capital, the redevelopment of commercial and residential property, the creation of small businesses, the implementation of workforce development strategies and the improved tax base.

People win when goods and services for which they previously traveled beyond their community are now close to home, when jobs are localized, and when the resulting growth in the tax base allows for greater support of public education.

1 PLACES FOR COMMUNITY SPECIFIC EMPLOYMENT
Retail
Restaurants
Renovated Commercial Space
Repurposed Residential Real Estate
Localized Professional/Medical Services

2 PLACES FOR INDUSTRY SPECIFIC EMPLOYMENT
Grade A Commercial Offices
Business and Technology Incubators
Shared Workspaces/Conference Centers
New Mixed-Use, Multi-Purpose Construction

3 PLACES FOR PUBLIC ENGAGEMENT
Pocket Parks & Playgrounds
Streetscapes and Courtyards
Recreation Facilities & Athletic Fields
Community Learning/Meeting Environments

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OUTCOMES

1. Viable Employment
Live • Work • Learn • Entertainment

2. Places for Industry Specific Employment
New Venues for Workforce and Small Business Development
Skilled Workforce, Higher Wages, Productive and Profitable Businesses

3. Places for Public Engagement
Encouraged Sense of Community and Security
Increased Community Festivals, Gardens, and Other Events

CAPITALIZING ON THE MISSED OPPORTUNITY

Elements of a Viable Commercial Corridor

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Catalyzing Community Chain Reactions

Future Clark Atlanta University Cancer Research Center

A quick bike ride to the BeltLine Community garden in partnership with corporate sponsors

Civil Rights Student Movement Museum

Beckwith Hall

Russell Shopping Center & Retail

AUCenter Corridor Catalyst

Rehabilitated 780 MLK Dr

232 Spaces

9,300 SF -- 8

126,000 SF -- 468

63,000 SF  53 1BR Units 158

63,000 SF  117 Keys 158

42,000 SF -- 105

303,300 SF -- 896

COST ESTIMATE $60 million - $68 million

5200 SF

1514

Use

Gross Floor Area

Numbers

Jobs Created**

CATALYST BUILDING FAR: 12.13

Parking

74,400 SF

232 Spaces

67

Hotel

9,300 SF

--

6

Office

100,000 SF

--

468

Residential

60,000 SF

53 1BR Units

158

Hotel

63,000 SF

117 Keys

158

Conference

42,000 SF

--

105

TOTAL

303,300 SF

896

DRY CLEANERS

Bookstore / Cafe

Conference Center / Hotel / Office
Creating a catalyst for community chain reactions