

**Atlanta Beltline
Tax
Allocation
District
Advisory
Committee
(TADAC)**

**2014
Annual
Report**

CONTENTS

Welcome Message	2
Organization	3
Performance	6
Reference	7



Message from TADAC Chair

I've said it before – this is a critical time of transition for Atlanta BeltLine TADAC. From 2006 through 2013, we were closely focused on delivering the responsibilities assigned to us when City Council created TADAC as part of the BeltLine community engagement framework – overseeing the development of the Decision Support Tool and the Independent Review of the five year Work Plan, and contributing to the community benefits principles, as well as guiding preparation of the equitable development framework and environmental justice principles. As of 2014, our purpose remains simply to monitor the effective and equitable implementation of the redevelopment plan and make recommendations on bond issuances.



In order to address our changing role, we made a major reorganization of our governance structure and format. We started 2014 with five standing committees and four task force committees that were constituted as needed. This structure was primarily based around TADAC's legislated responsibilities. However, with the fulfillment of those responsibilities, a number of committees no longer had a purpose for existence. Thus, we consolidated into three standing subcommittees: Projects, Economic Development, and Communications, each with newly defined obligations. Each subcommittee has taken initiative over 2014, developing its own action plan, tasks, and format, as described later in the report.



We also elevated the subcommittees to a more substantial part of our work structure. Rather than meeting monthly, the full committee has met every other month, with interceding months designated for subcommittee meetings. This has allowed us to hold members more closely accountable for participation in committee and subcommittee activities and improved attendance. Our new communications plan has increased engagement, and we are better

informed than ever about BeltLine planning, projects, and implementation, in particular the quality and equitable distribution of TAD investments.

One activity we have not undertaken is bond issuance review. TAD funding has continued to face legal challenges of one sort or another, not to mention the uneven economic recovery of the real estate market making TAD revenue less than originally projected. However, ABI has continued implementation of the Redevelopment Plan and Strategic Implementation Plan, using the limited amount of funding that is available, paired with a considerable amount of grants and donations from public and private sources. TADAC reviews the proposed budget each year and provides questions and comments.

It is also rewarding to note that areas along the Eastside Trail are among the strongest growth in property assessments in the region, possibly in the US, and Ponce City Market is starting to raise tax revenue from that site from zero. In anticipation of the possibility that bonds could be issued soon – given growth of the tax base and ongoing efforts to resolve the payment dispute with Atlanta Public Schools – TADAC is planning another ‘mock bond’ exercise for our members.

We also find that our relationship with ABI is evolving over time. We are pleased to report that the collaboration between ABI and TADAC reach a new level of partnership in 2014. At the same time, subcommittee and committee meetings are more productive than ever. We look forward in 2015 to filling an invaluable role for ABI, the City of Atlanta, the TADAC appointing bodies, and the community.



Thanks for your interest and reading,

Michelle Rushing
Chair, Atlanta BeltLine TADAC
mjmarcus@bellsouth.net

THE KEY ELEMENTS THAT WILL BE DEVELOPED OVER THE LIFE OF THE ATLANTA BELTLINE PROJECT:

22 Miles of Modern Streetcar Rail Transit

33 Miles of Multi-Use Trails

1,300 Acres of Parks

5,600 Units of Affordable Workforce Housing

1,100 Acres of Brownfield Remediated

\$10 Billion in Economic Development

30,000 Permanent Jobs // 48,000 Construction Jobs

Public Art // Historic Preservation

Sustainability

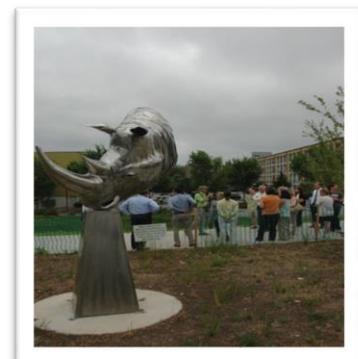


Organization

The Atlanta BeltLine Tax Allocation District Advisory Committee (TADAC) was created by the Atlanta City Council through the Atlanta BeltLine legislation as part of its Community Participation framework. As defined by the initiating legislation by the Atlanta City Council, the principal function of TADAC is to ensure ongoing and meaningful citizen input into the planning, design, and implementation of the Atlanta BeltLine. Simply put, our overarching purpose is to monitor the effective and equitable implementation of the Atlanta BeltLine redevelopment plan and make recommendations on bond issuances. Links to the TADAC authorization legislation and other documents supportive of these monitoring and advisory activities are included in the reference section of this report. TADAC has five principal activities:

Activity	Status
Regularly meet with ABI to ensure meaningful citizen input into the planning, design, and implementation of the Atlanta BeltLine	
Developing and implemented a comprehensive decision support measurement tool	
Conduct an independent review of the Atlanta BeltLine's Five-Year Work Plan	
Work jointly with ABI to draft an equitable development plan for the Atlanta BeltLine	
Provide regular input and recommendations as it relates to the execution of the Atlanta BeltLine TAD bonds (no bond opportunities since 2006 – This activity is on Hold)	

TADAC is comprised of a range of stakeholders representing various communities, governing bodies, and neighborhood groups. The six bodies with TADAC appointment responsibility along with their corresponding number of appointees are: Atlanta Public Schools (2), Mayor and President of City Council (1 each), Atlanta BeltLine Network (10), Fulton County Commission (10), Atlanta City Council (6), Atlanta Planning Advisory Board (12). The Atlanta City Council legislation states at least forty two members, but no more than forty five members. TADAC has twenty eight members. A full 2014 TADAC member list is contained in the reference section of the report. TADAC has fifteen vacancies. If you are interested in joining TADAC, follow-up with the contacts in the reference section of this report.





Committees

TADAC is comprised of an executive committee with the following officers: Michelle Marcus-Rushing {Chair: July-December} Micah Rowland (Chair: January-July), Alleane Brown {Vice President}; Jennette Gayer {Secretary}. TADAC has three subcommittee (Projects, Economic Development, and Communications). The subcommittee chairs are the following: Jennette Gayer and Danielle Carney Co-Chairs {Projects}. Alleane Brown and Mokie Macias Co-Chairs {Economic Development}, Dwight Elliston and Matthew Jones Co-Chairs {Communications}.

Projects Subcommittee

The goal is to focus on a range of issues related to Atlanta BeltLine project implementation, including but not limited to environmental issues/sustainability, project design, project sequencing, community engagement around project implementation, and project assessment/quality control. The sub-committee also will take the lead on engaging with the Decision Support Tool analysis and findings.



Economic Development Subcommittee

The goal is to focus on issues related to economic development, including but not limited to the Community Benefits Agreement (CBA), economic development incentives, job development, and equitable development.



Communications Subcommittee

The goal is to improve and facilitate TADAC related communication both internally and externally to support a more efficient and productive TADAC. This includes increasing leverage of existing communication channels, creating new communication opportunities and channels to broaden BeltLine community engagement, and the equitability of community engagement.



Performance

The past year has been a positive year of change to synchronize TADAC with our changing role. The 2014 TADAC work plan defined the blue print and action needed for the transformation. TADAC was successful in changing the governance structure, format, and intra/inter communication model. The TADAC subcommittee structure was adapted to align with each tier of the ABI System Improvement Plan (SIP) (2014-2018, 2019-2023, 2023-2030) which mirrors ABI's organizational focus on implementation and execution of both project components (physical infrastructure) and programmatic components (arts, jobs, and housing). The subcommittee shift allows for more efficient and effective internal and external communication and engagement. The governance structure, format, and communication structures established the foundation which has yielded a more proactive and engaged advisory committee with the primary and secondary stakeholders. The most salient outcome of the aforementioned changes has been increased collaboration and a higher level of partnership with ABI.

Though the goals for the governance transformation were achieved over the past year, unfortunately TADAC did not achieve satisfactory progress on four items in our 2014 work plan. These four areas will be focus areas in our 2015 work plan.

Since TADAC's inception in 2006, the challenge for a fully seated advisory committee per the initiating Atlanta City Council legislation has existed. Along with the programmatic and community engagement priorities for 2015, TADAC will be actively working with the respective appointing bodies to influence the appointment of more advisory committee members to provide the Atlanta additional BeltLine community representation.

TADAC 2014 Performance Dashboard

Item	Status
Move organization mode and culture from reactive to proactive	
Expand TADAC role for more community and stakeholder engagement	
Adapt TADAC structure to align with ABI implementation and execution	
Increase TADAC collaboration and partnership with ABI	
Engage as "proof of concept" for project design prior to community engagement effort	
Define a role in tracking and enforcement of Community Benefits Agreement	
Leverage Decision Support Tool for analysis and findings	
Engage on Environmental Justice Policy, and any future environmental impact studies	
Recruit new TADAC members to fill vacancies	

Reference

This section contains a complete listing of the 2014 TADAC members and a repository for all things Atlanta BeltLine and TADAC related.

Appointing Body	# of Appointees Allowed	Current Appointees	Name
Atlanta Planning Advisory Board (APAB)	12	12	Danielle Carney
APAB			Michael Davis
APAB			Jennifer Freeman
APAB			Ayana Gabriel
APAB			Matthew Jones
APAB			Robb Jones
APAB			Travie Leslie
APAB			Moki Macias
APAB			James Martin
APAB	1		Melissa Costley
APAB			Amelia Myers
Atlanta Public Schools	2	1	Michael Maze
BeltLine Network	10	8	Allean Brown
BeltLine Network			Jennette Gayer
BeltLine Network			Garry Harris
BeltLine Network			Richard Laub
BeltLine Network			Harriet Macklin
BeltLine Network			Michelle Marcus-Rushing
BeltLine Network			Johanna McCrehan
BeltLine Network			Priscilla Smith
Fulton County Board of Commissioners (BOC)	10	6	Paris Brown
Fulton County BOC			Dwight Elliston
Fulton County BOC			Rafer Johnson
Fulton County BOC			DeMarcus Peters
Fulton County BOC			Bernie Tokarz
Fulton County BOC			Charles T. Wingo
President of Council	1		Joel Alvarado
Atlanta City Council	6	1	Arthur Lee
Mayor of Atlanta	1		
	43	28	

Points of Contact

Name	Title/Organization	Phone	Email
Beth M. McMillan	Director, Community Engagement ABI	404.588.5463	bmcmillan@atlbeltline.org
Michelle Marcus-Rushing	Chair, TADAC	404.512.3542	mjmarcus@bellsout.net

Ordinance 05-O-1733 establishes the BeltLine Redevelopment Area and Tax Allocation District Number Six BeltLine

<http://citycouncil.atlantaga.gov/2005/images/adopted/1107/05O1733.pdf>

Resolution 06-R-1576 creates an appropriate framework for citizen participation related to the BeltLine TAD as outlined in 05-O-1733

<http://citycouncil.atlantaga.gov/2006/images/adopted/0717/06R1576.pdf>

Resolution 06-R-1577 establishes the BeltLine Tax Allocation District Advisory Committee

<http://citycouncil.atlantaga.gov/2006/images/adopted/0905/06R1577.pdf>

Atlanta BeltLine Funding Page

<http://BeltLine.org/about/the-atlanta-BeltLine-project/funding/>

Invest Atlanta TAD Page

<https://www.investatlanta.com/development/commercial-incentives/tax-allocation-districts/atlanta-BeltLine/>

Invest Atlanta's Quarterly Reports

<http://www.investatlanta.com/development/commercial-incentives/tax-allocation-districts/quarterly-reports/>

Introduction to the Atlanta BeltLine

<http://BeltLine.org/wpengine.netdna-cdn.com/wp-content/uploads/2012/07/101-Presentation-for-Download.pdf>

Atlanta BeltLine Project Overview

<http://BeltLine.org/wpengine.netdna-cdn.com/wp-content/uploads/2012/05/Overview-Map-Brochure-res.pdf>

Atlanta BeltLine Construction Progress

<http://BeltLine.org/progress/progress/construction-progress/>

Atlanta BeltLine 2014 Annual Report

<http://BeltLine.org/resources/annual-report-2014/>

Atlanta BeltLine Advisory Boards

<http://BeltLine.org/get-involved/engage/participate-with-advisory-boards/bahab-and-tadac-members/>

Fulton County TADAC Webpage

<http://www.fultoncountygga.gov/appointed-boards-a-athorities/3191-beltline-tax-allocation-district-tad-advisory-committee>

Beltline Redevelopment Plan

http://www.fultoncountygga.gov/images/stories/Clerk%20to%20The%20Commission/BELTLINE_REDEVELOPMENT_PLAN_NOVEMBER_2005.pdf

*All photographs and images utilized in this report (Fig. 1. – Fig. 12. - 2014) are property of Atlanta Beltline Inc. and utilized with Atlanta Beltline, Inc. permission.