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</table>
Executive Summary  Map of Atlanta and Murphy Crossing
Executive Summary

Map of Murphy Crossing Study Area

The Murphy Crossing Study Area ("Study Area") is the area being considered in the Market and Economic Analysis. It consists of a one mile radius extending from the center of the site.
Executive Summary

Murphy Crossing Opportunities

The construction of the Atlanta BeltLine Westside Trail combined with the region’s strong economic fundamentals, the site’s proximity to Downtown Atlanta, and a demonstrated demand for livable, “market” environments bode well for the success of a mixed-use development at ABI’s Murphy Crossing site. Murphy Crossing has the potential to create a destination in Southwest Atlanta. Transportation improvements will increase auto, bicycle, and pedestrian access to the site, expanding the market of potential developments at Murphy Crossing. The site’s diverse building portfolio allows for a variety of events and uses. Building 1, in particular, offers a uniquely large floorplate in a mixed-use environment. The number of industrial buildings creates potential for the creation of robust light industrial or flex space. The phasing strategy of Murphy Crossing will allow for activation of the site as more buildings come online. Through this, Murphy Crossing has the potential to become an economically successful, job-creating hub in Southwest Atlanta.

Murphy Crossing Challenges

The core challenge for the Murphy Crossing site is attracting interest, activity, and demand from beyond the borders of the neighborhood. Murphy Crossing and the surrounding area have a more challenging economic profile than other areas in Atlanta that have seen positive economic growth in recent years. The Study Area is growing slower in population, incomes, and rents. Thus, to ensure long-term success of a development at Murphy Crossing, the site must be a “market creator” and drive significant demand into the region.
Executive Summary

Demographic and Economic Conditions

While the demographic and economic conditions in the Murphy Crossing area are more challenging relative to the Atlanta Metro Area, the redevelopment of Murphy Crossing can help accelerate economic opportunity for the surrounding community.

Demographic

• Net population growth at Murphy Crossing has been flat over the past 15 years. Other parts of the Atlanta Metro Area are seeing more robust population increases.
• Incomes in the Study Area are low when compared to the surrounding Atlanta Metro Area.
• Murphy Crossing has a fewer number of working-age residents than other areas studied.

Economic

• Murphy Crossing saw no growth in the number of working residents from 2002 to 2014.
• The share of residents making over $40,000 annually has grown slowly in the Study Area.
• The Atlanta Metro Area has seen steady job growth post-recession.
Executive Summary

Real Estate Market Conditions

Traditional market analysis indicators do not reveal a natural demand for most product types, so redevelopment of Murphy Crossing must focus on placemaking and creation of a curated destination to attract economic activity from beyond the immediate Study Area.

**Office**
- There has been little new office development, and there are no high quality spaces for businesses to occupy.
- Despite low vacancy rates, Murphy Crossing is not a traditional office submarket.
- Careful curation of unique industrial buildings could make Murphy Crossing an alternative office destination.

**Retail**
- The majority of retail within the Study Area is small-scale and of relatively poor quality, with a Kroger supermarket on the edge of the 1-mile radius Study Area.
- Low retail vacancy rates imply potential retail demand within the Study Area. Higher quality options could capitalize on the quality gap and reach new consumers.

**Residential**
- Home values in the Murphy Crossing area are lower than in other areas of Atlanta but are beginning to increase.
- Atlanta-area destination developments like Ponce City Market and Krog Street Market typically command a premium on multifamily residential rents.

**Industrial**
- There are numerous industrial properties around Murphy Crossing.
- Regional developers state there is demand for light industrial or flex space.
Executive Summary

Building and Transportation Evaluations

Toward achieving this new place-making objective at Murphy Crossing, Atlanta BeltLine, Inc. will need to make tactical investments to address the condition of existing buildings, improve access to the property from the surrounding community, and improve circulation within the property.

**Building Evaluation**

- Most buildings require at least moderate repairs.
- The site’s 233,473 square foot building portfolio provides flexibility and space for significant amounts of job creation.
- Buildings located on the northern portion of the site and a new, Atlanta BeltLine-adjacent Event Lawn have the potential to activate the site due to their visibility and locational advantages.

**Transportation Evaluation**

- The site benefits from MARTA access (existing and proposed) and a forthcoming Atlanta BeltLine connection should be incorporated into transportation planning for the site.
- A new internal street grid should be implemented in order to increase flow throughout the site.
- Several projects should be undertaken to connect roadways surrounding the site, thus improving vehicular, bicycle, and pedestrian access.
Executive Summary

Job Creation Potential

The Murphy Crossing site has the potential to become a job-creating force in southwest Atlanta. With 233,473 total building square footage, there is ample space for redevelopment and adaptation into job-creating uses. Using an estimate of square feet per employee type, it is possible to estimate the number of jobs that may be created through various development scenarios at the Murphy Crossing site. Below is a table estimating the total number of permanent, non-construction jobs that could be housed at the redeveloped Murphy Crossing site depending upon the dominant use.

<table>
<thead>
<tr>
<th>Job Creating Use</th>
<th>Potential Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>397</td>
</tr>
<tr>
<td>Light Industrial</td>
<td>504</td>
</tr>
<tr>
<td>Office</td>
<td>768</td>
</tr>
<tr>
<td>Restaurant</td>
<td>2,335</td>
</tr>
</tbody>
</table>

Estimates from the Institute of Transportation Engineers, the U.S. Department of Energy, and the San Diego Association of Governments.
Executive Summary

Case Study Assessment, Phasing Strategy, and Development Concepts

Redevelopment of Murphy Crossing can leverage regional and national case studies of mixed-use and adaptive reuse projects to identify best practices and strategies for phasing, activation, and long-term uses.

Case Study Assessment

• Successful redevelopments of similarly challenged industrial sites had robust phasing strategies, capitalized on location and transportation advantages, and had clear master planning. Deliberate redevelopment and activation works.
• Unsuccessful redevelopments were poorly phased or too intricately linked to the economic success of private developers.

Phasing Strategy

• The creation of a Murphy Crossing identity is paramount – interim uses and activation strategies are vital to achieving this goal.
• As the site gains activity and visibility, a more diverse set of uses can be incorporated.
• In the long-term, the Murphy Crossing site has the potential to increase in density.

Development Concepts

• Murphy Crossing’s diverse building portfolio provides flexibility for activation and initial development.
• Each concept has distinct advantages – depending on Atlanta BeltLine’s priorities, certain concepts can be incorporated during different development phases.
Executive Summary

Implications for the Future of the Murphy Crossing Site

Short Term (1-5 years)

- Economically, the Murphy Crossing Study Area is economically challenged, though recent home sale prices in the area imply economic growth and change. The development of the Murphy Crossing site may expedite this economic progress.

- The Murphy Crossing Study Area may experience significant access and transportation improvements in the short term. With the completion of the Westside trail, ease of access to the site will increase. There are additional opportunities to improve connectivity to the Study Area and site through further road improvements and the addition of a MARTA infill station.

- Development at Murphy Crossing should prioritize activation of the site in the short-term. Best practices and other lessons can be learned from similar, nearby developments as how to best activate a site in this area of Atlanta.

- National and international case studies of similar industrial redevelopments can help shape a vision for what Murphy Crossing can become.

- Early infrastructure improvements will be necessary to prepare the site for public use. Zoning and replatting adjustments may be necessary to prepare the site for activation.

- Interim uses can be utilized to bring activity to the site and create an identity for Murphy Crossing. These uses can be incorporated into existing buildings with little investment in building adaptation.

- By emulating strategies seen in the case studies and concepts, Murphy Crossing could initially create the foundation for supporting a new market for a mixed-use destination for jobs, housing and recreation. At the same time, development must be tailored to the site and respond to the heritage of Murphy Crossing and the needs of the surrounding community.
Medium to Long Term (5+ years)

• Continued strength of the Atlanta economy could spur growth and development within the Study Area, reversing the trend of stagnant incomes and sluggish population growth. The Murphy Crossing site would benefit as **disposable incomes grow and traffic increases** in the Study Area. In the long run, the Murphy Crossing site can act as a draw for regional jobs.

• Once established as a destination, **Murphy Crossing could diversify and incorporate a greater mix of uses**, including office space, additional retail, condominiums, apartments and single family townhomes.

• Specifically, Murphy Crossing has the potential to utilize its industrial building portfolio to attract light industrial, unique retail and restaurants, and a variety of other tenants. If successful, **the site could become an economic and job-creating engine for Southwest Atlanta**.

• Activation and the **ongoing creation of a unique identity of the Murphy Crossing site** will open up development opportunities for other amenities including retail and residential space.

• Development should capitalize on the **site’s potential for increased density through the development of high quality retail and multifamily residential while simultaneously creating a destination for Atlanta BeltLine users and Downtown Atlanta residents**. At the same time, the Murphy Crossing development should strive to be **responsive to the needs of the surrounding community**.
<table>
<thead>
<tr>
<th>Phase</th>
<th>Site Preparation</th>
<th>Site Activation</th>
<th>Long-Term Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Timing</strong></td>
<td>Months 0-12</td>
<td>Beginning in month 3 to allow initial site preparation activities to occur, ongoing thereafter</td>
<td>Beginning in month 12 to allow for critical site preparation activities to occur, ongoing thereafter</td>
</tr>
<tr>
<td><strong>Key Initiatives</strong></td>
<td>• Branding and place-making to establish Murphy Crossing vision&lt;br&gt;• Safety and security&lt;br&gt;• Building stabilization and/or redevelopment&lt;br&gt;• Site access and connections&lt;br&gt;• Site improvements and amenities&lt;br&gt;• Pre-development planning and zoning</td>
<td>• Farmers markets or flea markets&lt;br&gt;• Food trucks&lt;br&gt;• Movie nights&lt;br&gt;• Concerts&lt;br&gt;• Light Industry/Job Creation&lt;br&gt;• Athletic Uses&lt;br&gt;• Housing development</td>
<td>• Job-focused uses (manufacturing, creative space, tech, etc.)&lt;br&gt;• Housing development&lt;br&gt;• Retail development</td>
</tr>
<tr>
<td><strong>Supporting Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>• Identification of capital funding for initial site, building, and access initiatives</td>
<td>• Identification of funding to support programming activities (BeltLine funding, city funding, private sponsors, etc.)</td>
<td>• Identification of funding to support major infrastructure upgrades, parking, or gap-financing for vertical development</td>
</tr>
<tr>
<td><strong>Strategic Partnerships</strong></td>
<td>• Some activation initiatives can be accomplished by Atlanta BeltLine staff&lt;br&gt;• Long term development relationships should be established&lt;br&gt;• City support required for access improvements and for adoption of new zoning</td>
<td>• Arts and music organizations&lt;br&gt;• Neighborhood organizations&lt;br&gt;• Foundations&lt;br&gt;• Philanthropic Organizations&lt;br&gt;• Programmatic partners</td>
<td>• Developers&lt;br&gt;• Employers&lt;br&gt;• Retailers</td>
</tr>
<tr>
<td><strong>Deal Structures</strong></td>
<td>• Not applicable at this stage, though Atlanta BeltLine may want to begin developing form agreements to support activation and development to the extent agreements don’t already exist</td>
<td>• Development of form agreements to support site activation (use licenses, building leases, etc.) and long-term development (term sheets, ground leases, disposition agreements)</td>
<td>• Negotiation and execution of agreements for long-term development</td>
</tr>
</tbody>
</table>

Some activities may occur sooner or later in the timeline because of opportunistic circumstances (ex. availability of funds of compatible partners)
MARKET STUDY

INTRODUCTION

DEMOGRAPHIC AND ECONOMIC ANALYSIS

REAL ESTATE MARKET CONDITIONS

NEIGHBORING DEVELOPMENTS

OTHER PROJECTS ON THE ATLANTA BELTLINE
Introduction

In 2015, Atlanta BeltLine, Inc. (“ABI”) sought partners in analyzing development potential at their recently acquired Murphy Crossing site in Southwest Atlanta primarily for the identification of job creating strategies. ABI selected HR&A Advisors, Inc. (“HR&A”), Center Forward Inc., and Smith Dalia Architects, LCC (“Smith Dalia”) to analyze the development and investment potential of the site in both the near- and long-term. To further this goal, HR&A has undertaken an economic market analysis of the Murphy Crossing Study Area.

Study Objectives

HR&A’s analysis provides a baseline assessment of current and projected market conditions around the Murphy Crossing site (“the Study Area”). In addition, other nodes along the Atlanta BeltLine were used as points of comparison. The goal of this work is to inform potential development scenarios and implementation plans, considering:

1. How do market conditions, both surrounding Murphy Crossing and in the broader region, impact prospects for investment and development at Murphy Crossing?

2. What are the Study Area’s economic strengths and weaknesses? How does it compare to other areas in Atlanta?

3. What is the mix of uses in the Study Area and which uses are market supportable both in the near-term and in the foreseeable future? What might the future mix or balance of land uses look like?

HR&A’s analysis, included herein, contains a summary of the market conditions in the Murphy Crossing Study Area, how these conditions have changed over time, and how regional demographic, economic, and market dynamics may affect development in the future.
Introduction

Study Area Overview

The Murphy Crossing Study Area ("Study Area") is the area being considered in the Market and Economic Analysis. It consists of a one mile radius extending from the center of the site. The Study Area encompasses the neighborhoods of Adair Park, Oakland City, West End, Bush Mountain, and Pittsburgh.
Introduction

Other Atlanta BeltLine Projects Overview

In order to provide a vision for future development at the Murphy Crossing site, additional projects on the Atlanta BeltLine were chosen as successful examples of similar redevelopment projects. The two sites chosen are adjacent to the Atlanta BeltLine and were completed in the past several years. Both developments took an industrial site and created a mixed-use, market-style destination that retrofitted existing, historic buildings to meet a modern need. The two chosen developments are Ponce City Market and Krog Street Market. These developments are analyzed throughout this report in order to give context to the development potential of the Murphy Crossing site. Similar to the Murphy Crossing Study Area, the study areas surrounding these markets are 1 mile radii catchment zones.
Introduction

Ponce City Market Area Overview

The Ponce City Market Study Area consists of a one mile ring radius surrounding Ponce City Market. Located in the Old Fourth Ward or Poncey Highlands neighborhood, Ponce City Market is a recently redeveloped mixed-use site located adjacent to the Atlanta BeltLine. Opened on August 25th, 2014, Ponce City Market has become a local destination featuring restaurants, retail, residential, and office uses.
Introduction

Krog Street Market Area Overview

The Krog Street Market Study Area consists of a one mile ring radius surrounding Krog Street area. Directly off the Atlanta BeltLine, Krog Street area is located in Inman Park on the east side of Atlanta. Krog Street Market is housed in the former Atlanta Stove Works building and was opened in the summer of 2014. The complex combines local merchants and restaurants with over 250 apartments and flex office space in the Krog St, Irwin St and Edgewood Rd area.

Krog Street Market Study Area
INTRODUCTION

Demographic and Economic Analysis

Real Estate Market Conditions

Neighboring Developments

Other Projects on the Atlanta BeltLine
The population of the Murphy Crossing Study Area decreased during the first decade of the millennium, but stabilized in the last five years.

- Unlike most of Atlanta and the surrounding metro area, Murphy Crossing saw population loss from 2000-2010.
- After 2010, Murphy Crossing’s population stabilized.
- Most other areas exceed Murphy Crossing in projected growth.

<table>
<thead>
<tr>
<th>Year</th>
<th>Murphy Crossing Study Area</th>
<th>Atlanta, GA</th>
<th>Atlanta Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>14,229</td>
<td>417,610</td>
<td>4,263,438</td>
</tr>
<tr>
<td>2010</td>
<td>11,940</td>
<td>420,003</td>
<td>5,286,728</td>
</tr>
<tr>
<td>2015</td>
<td>11,946</td>
<td>439,696</td>
<td>5,527,230</td>
</tr>
<tr>
<td>2020</td>
<td>12,279</td>
<td>463,318</td>
<td>5,852,718</td>
</tr>
</tbody>
</table>

Source: ESRI Business Analyst, Data Pulled from a 1-Mile Radius for Murphy, Krog, and Ponce.
Study Area residents are less wealthy than residents of Atlanta or the surrounding metro area.

- Median household income in Atlanta is 100% greater than median incomes in the Murphy Crossing Study Area. The Atlanta metro area is even more pronounced – it is 174% greater than the Murphy Crossing median income.
- Median incomes in the Murphy Crossing Study Area are less than half of all other areas studied.

**Median Household Income, 2015**

- Murphy Crossing: $20,734
- Krog Street Market: $41,956
- Ponce City Market: $55,692
- Atlanta: $41,532
- Atlanta Metro Area: $56,889

*Source: ESRI Business Analyst, Data Pulled from a 1-Mile Radius for Murphy, Krog, and Ponce*
Study Area residents have less disposable income than residents in Atlanta or the metro area.

- Murphy Crossing Residents are likely to have just above $15,000 in disposable income as compared to Atlanta and metro area residents.
- Median disposable incomes in the Murphy Crossing Study Area are much lower than in Atlanta or the metro area.

Percentage of Residents by Level of Disposable Income

Source: ESRI Business Analyst, Data Pulled from a 1-Mile Radius for Murphy, Krog, and Ponce
Demographics

The Murphy Crossing Study Area has a greater number of residents falling outside of the working age distribution (0 – 14, 55+) compared to all other areas.

- The Murphy Crossing Study Area has a weaker distribution of working age individuals (15 – 54).
- Krog City Market and Ponce City Market have significantly higher populations of working age individuals when compared to Murphy Crossing.

Age Breakdown, 2015

Source: ESRI Business Analyst, Data Pulled from a 1-Mile Radius for Murphy, Krog, and Ponce
Murphy Crossing has fewer working residents and has experienced less growth in working residents in the past decade when compared to other areas.

- The Murphy Crossing Study Area has seen no growth in the number of working residents between 2002 and 2014.
- Krog Street Market and Ponce City Market Study Areas began with higher levels of working residents and also saw sustained growth from 2010 to 2014.

Source: LED on the Map, Data Pulled from a 1-Mile Radius for Murphy, Krog, and Ponce
Economics

There are fewer working residents making over $40,000 a year in the Murphy Crossing Study Area.

- Krog Street Market and Ponce City Market Study Areas have seen rapid growth in the share of working residents making over $40,000 annually.
- Murphy Crossing has a lower share of working residents making over $40,000 and the gap is widening.
- Still, the Study Area saw moderate growth in the share of workers making over $40,000.
Economics

Murphy Crossing’s unemployment rate is more than double most other areas in Atlanta.

- High unemployment in the Murphy Crossing Study Area implies economic distress. Compared to the other studied areas in Atlanta, Murphy Crossing’s unemployment rate is almost 10 percentage points higher.
- A high unemployment rate may imply low spending potential in the immediate area.
- High unemployment should be treated as an opportunity – successful activation of the Murphy Crossing site will bring job opportunities to the immediate area, potentially lowering the unemployment rate.

Unemployment Rate, 2015

- Murphy Crossing: 13.6%
- Krog Street Market: 4.2%
- Ponce City Market: 3.5%
- Atlanta: 6.9%
- Atlanta Metro Area: 6.0%

Source: LED on the Map
Economics

Murphy Crossing residents are more likely to work in lower-income professions.

- Murphy Crossing residents are most likely to work within the Hospitality and Food Services industry, commanding an average hourly wage of $13.80.
- Ponce City Market and Krog Street Market residents are most likely to work in the Professional, Scientific, and Technical Services industry, earning an average hourly wage of $39.12.

<table>
<thead>
<tr>
<th>Hourly Wage by Industry, January 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Industry</td>
</tr>
<tr>
<td>Hospitality and Food Services</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Top Employers for Study Area Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Hospitality and Food Services</td>
</tr>
<tr>
<td>Murphy Crossing</td>
<td>2. Administration and Support, Waste Management and Remediation</td>
</tr>
<tr>
<td></td>
<td>3. Health Care and Social Assistance</td>
</tr>
<tr>
<td>Krog Street Market</td>
<td>1. Professional, Scientific, and Technical Services</td>
</tr>
<tr>
<td></td>
<td>2. Hospitality and Food Services</td>
</tr>
<tr>
<td></td>
<td>3. Health Care and Social Assistance</td>
</tr>
<tr>
<td>Ponce City Market</td>
<td>1. Professional, Scientific, and Technical Services</td>
</tr>
<tr>
<td></td>
<td>2. Hospitality and Food Services</td>
</tr>
<tr>
<td></td>
<td>3. Health Care and Social Assistance</td>
</tr>
</tbody>
</table>

Source: LED on the Map
Economics

Annual job numbers in Atlanta and the metro area predictably dipped during the recession but has been increasing steadily after 2010.

- Jobs in the metro area have rebounded since the recession and surpassed the previous 2007 peak.
- Job numbers in the City of Atlanta have been more modest, not yet surpassing the peak seen in 2008, but experiencing a steady increase after 2010.

Number of Jobs in the Atlanta Metro Area, 2005-2014

Number of Jobs in the City of Atlanta, 2005-2014

Source: U.S. Bureau of Labor Statistics
Economics

Atlanta City’s job growth was only a fraction of growth in the surrounding metro area.

- The metro area has seen steady and robust growth in job numbers after 2010.
- While growth has been positive in the City of Atlanta since 2010, annual increases in numbers are sporadic.
- The city is adding a very small fraction of overall jobs; Murphy Crossing could bring more jobs into the region.

**Number of Jobs Added Annually in both Atlanta City and the Metro Area**

<table>
<thead>
<tr>
<th>Year</th>
<th>Atlanta City</th>
<th>Atlanta Metro Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>66</td>
<td>16</td>
</tr>
<tr>
<td>2007</td>
<td>49</td>
<td>16</td>
</tr>
<tr>
<td>2008</td>
<td>3</td>
<td>-27</td>
</tr>
<tr>
<td>2009</td>
<td>-17</td>
<td>-137</td>
</tr>
<tr>
<td>2010</td>
<td>-14</td>
<td>-21</td>
</tr>
<tr>
<td>2011</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>2012</td>
<td>36</td>
<td>42</td>
</tr>
<tr>
<td>2013</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>2014</td>
<td>88</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of Labor Statistics
Recent job growth in the metro area is being driven by the professional & business services and trade, transportation, and utilities. Professional and business services tend to be higher wage professions.

- The professional and business services sector grew by more than 25,000 jobs in the Atlanta region in the 12 months ending November 2015. Jobs in this sector are primarily office-using jobs.
- The only sectors to lose jobs in the region over the past year were information and other services that commonly include dating services, machinery repair, pet services, and death care services.

**Job Growth in the Atlanta Metro Area, November 2014 - November 2015**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Jobs (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>18</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>25.1</td>
</tr>
<tr>
<td>Other Services</td>
<td>-2.5</td>
</tr>
<tr>
<td>Mining and Logging</td>
<td>0.1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5.8</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>13.1</td>
</tr>
<tr>
<td>Information</td>
<td>-0.4</td>
</tr>
<tr>
<td>Government</td>
<td>9.1</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>9.2</td>
</tr>
<tr>
<td>Construction</td>
<td>4.5</td>
</tr>
</tbody>
</table>

Source: U.S. Bureau of Labor Statistics
Demographics and Economics

Murphy Crossing population growth is currently slower than comparable areas, Atlanta, and the Atlanta Metro Area.

Median household income is lower than comparable areas, Atlanta, and the Atlanta Metro Area. In addition, households within the Study Area have comparatively little disposable income.

The Murphy Crossing Study Area is comparatively lacking in working age individuals. Unemployment is high in the Murphy Crossing Study Area.

Murphy Crossing has seen a slower rate of income growth when compared to Ponce and Krog.

Conclusions and Implications

Development should either create a retail market through attracting residents from beyond the study area to bolster demand in the area. This necessitates a destination or job center and the inclusion of residential development.

Support for retail must come from beyond the study area. Additionally, development should attempt to attract higher income individuals or higher paying jobs for the local workforce in order to aid in the creation of a market.

Attracting this demographic is important in order to drive demand and catalyze spending in the area. The site could cater to dynamic industries (film, IT, maker, light manufacturing) in order to attract high paying jobs and create an effective place to live and work.

Current growth rates should not be seen as an indication of future success or failure of development at the site. Rather, development may alter the growth trajectory of the region.
INTRODUCTION

DEMOGRAPHIC AND ECONOMIC ANALYSIS

REAL ESTATE MARKET CONDITIONS

NEIGHBORING DEVELOPMENTS

OTHER PROJECTS ON THE ATLANTA BELTLINE
There are 152,773 square feet of office space within the Murphy Crossing Study Area, none of which is Class A.

- Murphy Crossing’s office space inventory has shrunk slightly over the past decade.
- The office vacancy rate within the study area has remained at around 6%.
- Office in the study area commands average rents of $15.13 per square foot per year, lower than both Atlanta and the surrounding metro area.
- Murphy Crossing is not a traditional submarket for office development.

Source: CoStar
The Murphy Crossing study area has 942,725 square feet of retail space, mainly consisting of lower quality or budget retail offerings.

- Murphy Crossing’s retail space inventory has grown slightly over the past decade.
- Retail Vacancy in the Murphy Crossing Study Area fell below both Atlanta and the metro area in 2009 and has remained consistently lower.
- Triple Net (NNN) Rents are slightly lower in Murphy Crossing when compared to the metro area. The City of Atlanta commands significantly higher retail rents than both areas.

**Murphy Crossing Retail Inventory Square Feet, 2007-2016**

**Retail NNN Rent per Square Foot, 2016**

Murphy Crossing | Atlanta City | Atlanta Metro Area
---|---|---
$12.00 | $17.34 | $12.44

**Retail Vacancy Rates, 2007-2016**

Source: CoStar
Murphy Crossing retail offerings tend to be one story, strip malls. The nearby Kroger shopping center fits this description.
## Retail

### Population Threshold and Range for Food Retail

Grocery stores, first and foremost, look for a minimum population within their catchment area. Population thresholds ensure that grocery stores will be supported by an adequate number of customers. Population density is not the only factor, however, and many chains have other requirements for locating in certain areas.

<table>
<thead>
<tr>
<th>Type of Store</th>
<th>Size</th>
<th>Threshold Population</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience Store</td>
<td>1,200 to 5,000 square feet</td>
<td>1,800 to 2,500</td>
<td>0 to 0.5 mile walk or a less than 5 minute drive</td>
</tr>
<tr>
<td>Market</td>
<td>20,000 to 30,000 square feet</td>
<td>3,000 to 7,000</td>
<td>5 to 15 minute drive</td>
</tr>
<tr>
<td>Supermarket</td>
<td>40,000 to 60,000 square feet</td>
<td>8,000 to 9,500</td>
<td>15 to 25 minute drive</td>
</tr>
</tbody>
</table>

### Murphy Crossing One Mile Study Area Population: 11,946

Source: Locational Criteria for Grocery Stores, David Bergman
Retail

Food Retail Requirements

Trader Joe’s

- Must have more than 36,000 residents with a college degree in total market area

Whole Foods

- Seeks more family than non-family households
- Seeks a majority of households with incomes over $50,000

Source: Locational Criteria for Grocery Stores, David Bergman
Retail

Food Retail Requirements

**Kroger**
- Seeks a minimum median income of $40,000
- At least 20,000 potential customers within trade area*

**Publix**
- Seeks a minimum median income of $50,000
- Also looks for 20,000 customers in the trade area*

Source: Location Georgia
*Trade Area is defined on a case-by-case basis by the retailer.
Retail Requirements

**Starbucks**
- Seeks a minimum median income of $50,000
- Some college education or higher
- Minimum 40,000 vehicles per day with access to store

**Pet Supermarket**
- Seeks a minimum median income of $50,000
- Minimum 60% owner occupied homes
- 7,000 to 10,000 square foot property

Source: Location Georgia
Retail

Other Considerations or Requirements

• Retailers will look for a certain median income within the market range.

• Some specific chains look for educational levels or other social factors when making an investment in an area.

• Pedestrian counts and vehicular traffic counts will impact the decision making process of most retailers.

• Finally, the daytime population surrounding the site may bolster retail sales and impact location decisions.
The retail gap analysis for the Murphy Crossing Study Area shows a surplus of goods and services. In other words, the projected spending potential of the region does not meet the actual spending in the Study Area, indicating that individuals outside of the Study Area are entering the area and purchasing goods and services. While this gap analysis does not show significant opportunities for retail development, the data does not take into account the quality gap. Thus, the Murphy Crossing site could still meet an unmet need by incorporating higher quality, local food establishments, among other retail amenities.

<table>
<thead>
<tr>
<th>Total Murphy Crossing Study Area Spending Potential</th>
<th>$84 Million Spending Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Murphy Crossing Study Area Spending</td>
<td>$131 Million Existing Sales</td>
</tr>
<tr>
<td>Total Retail Gap</td>
<td>-$47 Million</td>
</tr>
</tbody>
</table>

Source: ESRI Business Analyst
Retail

Gap Analysis

The retail trade gap shows a more concentrated picture of non-food goods and services in the Study Area. The retail trade gap does not differ significantly from the overall retail gap. There is no leakage outside of the Study Area. Rather, individuals are coming into the community from outside of the area to purchase goods and services. These outside residents are spending approximately $40 million in the area.

<table>
<thead>
<tr>
<th>Retail Trade Murphy Crossing Study Area Spending Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>$76 Million Spending Potential</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retail Trade Murphy Crossing Study Area Spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>$116 Million Existing Sales</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retail Trade Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>-$40 Million</td>
</tr>
</tbody>
</table>

Source: ESRI Business Analyst
Retail  

Gap Analysis

The food and drink gap shows similar results to the retail trade gap. There is no leakage outside of the Study Area. Rather, individuals are coming into the community from outside of the area to purchase food and drink items. These outside residents are spending approximately $7 million in the area.

Source: ESRI Business Analyst
Residential

There are 31 multifamily residences within the Murphy Crossing Study Area, consisting of a total of 1,571 units.

- Multifamily vacancy rates in Murphy Crossing are exceptionally low at less than 2%. They are also lower than Atlanta and the metro area.
- Multifamily rental rates are equal to the metro area and slightly lower than Atlanta.
- Asking rent growth in Murphy Crossing was sporadic in the past decade; Atlanta and the metro area saw steadier growth post-recession.
Residential Rent Threshold for Multifamily Development

New multifamily development (past 2 years) in Atlanta, at the lowest end of the market, is commanding around $1.50 for asking rent per square foot. This implies that, at minimum, new development must be able to command these rents in order to incentivize developers to develop. The average asking rent per square foot for new multifamily development is $1.94.

<table>
<thead>
<tr>
<th>Multifamily Development</th>
<th>Size in Units</th>
<th>Average Asking Rent per Square Foot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encore at Clairmont Apartments</td>
<td>359</td>
<td>$1.49</td>
</tr>
<tr>
<td>Elysian at Collier</td>
<td>184</td>
<td>$1.52</td>
</tr>
<tr>
<td>Overton Rise Apartments</td>
<td>294</td>
<td>$1.51</td>
</tr>
<tr>
<td>University House Midtown</td>
<td>268</td>
<td>$1.64</td>
</tr>
</tbody>
</table>

Source: Costar
Median single-family home values in Murphy Crossing are comparably low.

- Median single-family home values in the Atlanta Metro Area are twice as high as home values in the Murphy Crossing Study Area. Home values surrounding Ponce City Market are four times as high than home values around Murphy Crossing.
- Home values are a combination of move-in-ready homes which typically command greater value and homes which require moderate to significant refurbishing.

**Median Home Value, 2015**

- **Murphy Crossing**: $96,640
- **Krog Street Market**: $290,202
- **Ponce City Market**: $396,413
- **Atlanta**: $278,906
- **Atlanta Metro Area**: $195,231

*Source: ESRI Business Analyst*

***The figures above are area estimates and don’t necessarily reflect move-in ready values***
Industrial

Large-scale industrial space has seen increasing vacancy rates and decreasing inventory, but regional developers indicate demand for light industrial or flex space.

- Flex space has seen a resurgence in the nearby Metropolitan project, where tenants use the space for a variety of uses, from woodworking to gym space.

- The Murphy Crossing Study Area is well positioned near institutional and film developments that add to the viability of flex industrial space.

- Numerous vacant industrial sites south of Murphy Crossing could synergistically contribute to the growth of a job-attracting, multi-family district with Murphy Crossing as the central driver.

- Substantial, existing industrial space exists in the White Street corridor, otherwise known as Warehouse Row, 1 mile away from Fort McPherson. Some of this industrial space is being repositioned over time for other uses.

Murphy Crossing Industrial Vacancy Rate, 2007-2016

Murphy Crossing Industrial Inventory
Murphy Crossing is not a traditional office submarket.

Retail inventory growth is minimal in Murphy Crossing.

Retail offerings within the Murphy Crossing Study Area are low in quality.

Multifamily vacancy rates are exceptionally low in the Murphy Crossing Study Area.

Industrial vacancy rates have been increasing while inventory has declined.

Office development at Murphy Crossing must appeal to an office tenant that would prefer to locate in an unorthodox or unique office setting.

Development at the Murphy Crossing site should attempt to create a market in order to attract both residents and shoppers that can bolster demand in the region.

Retail offerings at the Murphy Crossing site should be affordable, high-quality, and local in order to capitalize on this market gap.

Development at Murphy Crossing should incorporate multifamily housing in order to meet demand in the Study Area. In the short term, rents do not support market rate development.

Large-scale industrial space demand is decreasing. Regional developers indicate demand for smaller industrial sites or flex space. Significant supply at Warehouse Row exists for absorption.
INTRODUCTION

DEMOGRAPHIC AND ECONOMIC ANALYSIS

REAL ESTATE MARKET CONDITIONS

NEIGHBORING DEVELOPMENTS

OTHER PROJECTS ON THE ATLANTA BELTLINE
Neighboring Developments  Map of Nearby Projects under Development

Objectives

HR&A has profiled neighboring developments in order to understand how the immediate area surrounding Murphy Crossing is changing. Nearby developments may reveal development trends or realities that are not available or reflected in the economic and demographic data.

In addition, neighboring site development can have synergistic effects on the development of Murphy Crossing. Clustered development and complementary uses may spur the growth and success of all developments in Southwest Atlanta.
Neighboring Developments

Map of Nearby Projects under Development

- Atlanta BeltLine
- Warehouse Row
- Murphy Crossing
- Fort McPherson Redevelopment
- Turner Field Redevelopment
- 352 University Ave. Mixed-Use Project
With the Atlanta Braves’ lease ending on the stadium 2016, the team will be leaving the site for a new stadium outside of Atlanta. A consortium led by George State University/Oakwood/Carter is in negotiations to redevelop the 67-acre site, the vast majority of which is surface parking near the junction of Interstate Highways 20 and 85, presenting a major opportunity to reshape the neighborhood. A $300 million dollar plan is in the works, including extension of the GSU campus, and much needed neighborhood retail and office space.

**Size:** 67 acres  
**Current Use:** Stadium and surface parking  
**Planned Redevelopment:** Institutional, residential, retail, and office  
**Current Major Tenants:** Atlanta Braves  
**Proximity to Public Transit:** MARTA bus service, future Atlanta Streetcar
Neighboring Developments

Fort McPherson Film Studio Campus

The Fort Mac Local Redevelopment Authority is working with the Atlanta Regional Commission’s Livable Centers Initiative to draft a 145 acre master plan for this decommissioned military base. The major anchor of the site will be Tyler Perry Studios, which controls 330 acres of the base and will create a film studio. Additional development is planned to include mixed use development, including flex office, retail, and housing. The site is projected to house over 500 full-time employees in the near future.

Size: 500 acres
Current Use: Decommissioned military base
Planned Redevelopment: Film studio space, office, retail and residential
Current Major Tenants: Tyler Perry Studios
Proximity to Public Transit: MARTA stations, future Atlanta Streetcar
Neighboring Developments

352 University Avenue Mixed-Use Project

The Annie E. Casey Foundation, which focuses its philanthropic efforts on the well-being of children and families in Atlanta, has owned the site since 2006. With the economy in recovery, the Foundation is now exploring options for a master developer to transform the site into an economic hub for a mix of employment types – light industrial or manufacturing mixed with creative or back office operations. The Foundation’s goal is to utilize this redevelopment to catalyze growth and redevelopment of the surrounding neighborhoods.

Size: 31 acres

Current Use: Former industrial site, surface parking

Planned Redevelopment: Office, light industrial, retail

Current Major Tenants: None

Proximity to Public Transit: MARTA bus service, Atlanta BeltLine
Neighboring activity is focused on bringing investment and tenants to the area.

Future developments are in planning or preliminary stages of development.

Multiple parties, including the Atlanta BeltLine, have the ability to make southwest Atlanta a new development hub.

Care should be taken to observe how these developments proceed to make sure that Murphy Crossing takes advantage of complementary uses. Murphy Crossing and the Atlanta BeltLine should assist other projects when and where appropriate.
Introduction

Demographic and Economic Analysis

Real Estate Market Conditions

Neighboring Developments

Other Projects on the Atlanta BeltLine
Other Projects on the Atlanta BeltLine

Introduction

Objectives

In order to understand the potential impact of the Atlanta BeltLine on adjacent developments, HR&A selected and analyzed additional projects that are located on or near the Atlanta BeltLine. Both Ponce City Market and Krog Street Market were selected for their shared characteristics with Murphy Crossing, including:

- Industrial and underutilized nature
- Proximity to the Atlanta BeltLine
- Mixed-use scope and execution

Through this analysis, HR&A sought to understand how these sites compare and contrast with Murphy Crossing in order to glean best practices and other elements to consider that will result in successful redevelopment.
Other Projects on the Atlanta BeltLine

- Murphy Crossing
- Krog Street Market
- Ponce City Market
Located in Atlanta’s Old Fourth Ward or Poncey Highland neighborhood, Ponce City Market is a renovated building with deep historical significance for Atlanta. Utilized by Sears, Roebuck & Company for most of the 20th century as a regional office, the building fell vacant in 2010. Redeveloped by Jamestown Properties, the building is now a fully renovated office and retail space, with residences on the top floors. At the heart of the space is a Central Food Hall full of vendors and shops. Easily accessible from the Atlanta BeltLine, it is catalyzing growth in the area.

**Size:** 2.1 million square feet  
**Current Use:** Public food hall, retail, office, residential  
**Previous Use:** Office building and retail store  
**Major Tenants:** H&F Burger, Dancing Goats Coffee Bar, Ponce City Flats, Google, Twitter, Athena Health, Cardlytics, General Assembly  
**Proximity to Public Transit:** Atlanta BeltLine, MARTA bus station
Other Projects on the Atlanta BeltLine

- Gross office rents in the Ponce City Market Study Area are higher than in the Murphy Crossing Study Area.
- Office vacancy rates are highly sporadic in the Ponce Study Area, but have fallen to near parity with Murphy Crossing vacancy rates.

![Gross Office Rents, 2016](image1)

- Retail rents are substantially higher in the Ponce City Market Study Area compared to the Murphy Crossing Study Area.
- Retail vacancy rates around Ponce City Market are more than double the vacancy rates in Murphy Crossing, though Ponce City Market opened in 2014, resulting in additional, vacant retail space.

![Retail NNN Rents, 2016](image2)
Other Projects on the Atlanta BeltLine

- The Ponce City Market Area commands 66 cents more in rent per square foot than Murphy Crossing
- Ponce City Market itself commands a premium 47% higher than the surrounding area

**Multifamily Rent per Square Foot per Month, 2016**

- **Average Ponce City Market Rent per Square Foot:** $2.44
- **Premium Commanded over Ponce City Market Study Area:** 47%

When this premium is extrapolated, a similar development in Murphy Crossing could see rents of $1.47 per square foot per month.
Krog Street Area

The former home of Tyler Perry Studios, Krog Street Market is a vendor-based food hall located just outside of downtown Atlanta. The main market is made up of small merchants and restaurants, totaling 12,000 square feet. The redevelopment area also includes 300 residential units, and some office space developed by Trammel Crow and Paces Properties. Located just off the Atlanta BeltLine, the market has been enormously popular since its opening in 2014.

Size: 9 acres
Amenities: Retail, Restaurants
Current Use: Institutional, residential, retail, and office.
Previous Use: Industrial and studio
Major Tenants: The Luminary, Fred’s Meat and Bread, Urban Pl8, Rathbuns, Krog Bar, Alexan on Krog Apartments
Proximity to Public Transit: Atlanta BeltLine, MARTA bus station
Other Projects on the Atlanta BeltLine

- The Krog Street Market Study Area has higher gross office rents than the Murphy Crossing Study Area.
- Office vacancy rates in the Krog Street Market area have substantially fallen, reaching near parity with Murphy Crossing rates.

Krog Street Market Study Area

- Retail rent rates are more than double in the Krog Street Market Study Area when compared to Murphy Crossing.
- The Murphy Crossing Study Area has slightly lower retail vacancy rates, though Krog Street Market delivered retail space in 2014, resulting in higher vacancy rates.
Other Projects on the Atlanta BeltLine

- The Krog Street Market Area commands 58 cents more in rent per square foot than Murphy Crossing
- Krog Street Market itself commands a premium 32% higher than the surrounding area

**Krog Street Market Study Area**

- Average Krog Street Market Rent per Square Foot: $2.08
- Premium Commanded over Krog Street Market Study Area: 32%

When this premium is extrapolated, a similar development in Murphy Crossing could see rents of $1.32 per square foot per month.
The Atlanta BeltLine has potential to add value to adjacent developments.

This could apply to Murphy Crossing as well – development should capitalize on Atlanta BeltLine adjacency.

Development at Murphy Crossing will not be inherently successful due to Atlanta BeltLine adjacency. Therefore, site activation and catalytic development is necessary to spur successful redevelopment.

Murphy Crossing development will rely on a stable partnership with a long-term investor, likely the Atlanta BeltLine, in order for the site to stabilize and become self-sustaining.

Some redevelopment sites along the Atlanta BeltLine developed in areas with more favorable economic conditions. Murphy Crossing does not currently exhibit favorable economic conditions for development.

Conclusions
CASE STUDIES
Case Study Assessment

Assessment Objectives

HR&A conducted an assessment of case studies in order to obtain a set of best practices that will inform future redevelopment of the Murphy Crossing site. HR&A analyzed successful and unsuccessful national and international projects. The chosen case studies share a number of factors with Murphy Crossing. Most of these sites were economically distressed, consisted of primarily industrial assets, are large in size, and are mixed-use in their ultimate scope. While no case study can exactly replicate the current conditions surrounding Murphy Crossing, each study provides valuable insight into redevelopment tactics and opportunities. HR&A’s assessment features the following case studies.

1. Pearl Brewery, San Antonio
2. Navy Yard, Philadelphia
3. Union Market, Washington DC
4. The Grove at Farmers Market, Los Angeles
5. American Tobacco Historic District, Durham
6. Downtown Savannah Extension, Savannah
7. Canary Wharf, London

This assessment is meant to inform potential concept plans and activation strategies for the site. Additionally, this assessment provides long-term growth and development strategies for Murphy Crossing.
Pearl Brewery, San Antonio

Once the site of a major brewery on the banks of the San Antonio River, the Pearl Brewery development has reinvigorated a historic site. Silver Ventures, a local developer, purchased the site in 2002 after it was abandoned the year before. Today, the site contains a combination of both historic and contemporary structures that support a multitude of uses and events.

**Land ownership**
Private – Silver Ventures, Inc.

**Size**
22 acres

**Funding Strategy**
Private Investment

**Development Elements**
- Close to San Antonio’s River Walk
- Refurbished brewery buildings
- Mixed-Use with Residential, Dining, Retail, Fitness
- American Culinary Institute and the Aveda Institute


[http://tinyurl.com/zn3ryha](http://tinyurl.com/zn3ryha)
Pearl Brewery, San Antonio

Approach

Silver Ventures wanted to give people a reason to visit the site on a daily basis. The Aveda Institute, a school that provides training in beauty and grooming skills, and the Culinary Institute of America successfully activated the site. Restaurants turned the site into a food destination and created a “driving reason” to go to the site, which was originally in “no-man’s land.”

Strengths

**Locational Advantages**
- The site is next to San Antonio’s River Walk, a successful pedestrian walkway located on the banks of the river
- Development leveraged regional food culture in order to turn the development into a Latin American food hub

**Unique Buildings**
- Industrial buildings have unique characteristics from their brewing history, including the focal point of the development, the Brewhouse

Challenges

**Economic Conditions Surrounding Site**
- When abandoned in 2001, the site was located in a crime-ridden area of San Antonio
- The nearby waterfront was originally an encampment for the homeless
- No existing market in the area necessitated the creation of a market in order to attract customers and tenants
Pearl Brewery, San Antonio

BEST PRACTICES

• Activated with a focus on education – Both the Aveda Institute and the Culinary Institute of America help drive traffic to the site and ensure that there are visitors on a daily basis. As traffic to the site increased, retailers and restaurants were attracted to the site as well.

• Utilized local culture in order to give the site a unique identity – By creating a focal point of Latin American food and culture, Pearl Brewery was able to successfully “placemake” and create a local destination for San Antonio residents and tourists alike.

• Combined restaurants, retail, and open space to create a lively, active environment – Pearl Brewery has successfully created activity at all hours of the day through an innovative combination of uses, contributing to an environment that welcomes visitors day or night.

http://tinyurl.com/jqqjtue

http://tinyurl.com/jlk2b8z
Navy Yard, Philadelphia

On the site of a decommission naval shipyard, the Philadelphia Industrial Development Corporation acquired the property in 2000. Following a master planning process, the site has been developed as Philadelphia’s new office hub, home to 150 companies and 12,000 employees.

<table>
<thead>
<tr>
<th>Land ownership</th>
<th>Public – Philadelphia Industrial Development Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>1,200+ acres</td>
</tr>
<tr>
<td>Funding Strategy</td>
<td>Private Investment</td>
</tr>
<tr>
<td>Development Elements</td>
<td>• New construction of Class A office</td>
</tr>
<tr>
<td></td>
<td>• Mixed-Use with Office, Hotel, Retail, Open space</td>
</tr>
<tr>
<td></td>
<td>• Center for Foods of the Americas Culinary School</td>
</tr>
<tr>
<td></td>
<td>• Planned extension of SEPTA subway</td>
</tr>
</tbody>
</table>

The Navy Yard campus as envisioned in the master plan.
Navy Yard, Philadelphia

**Approach**

The Philadelphia Industrial Development Corporation (PIDC) recognized the unique real estate opportunity presented by the site and acted to obtain it for $150 million. By working with a strong planning team, the Navy Yard (managed by PIDC) leveraged $750 million in private funding.

**Strengths**

**SITE CONDITIONS**

- The **size of the parcel** allowed for flexibility in site design
- **Historic physical assets** such as the warehouses, ships, and other structures, presented a unique opportunity to integrate historic preservation

**INDUSTRY PARTNERSHIPS**

- **145 companies are located here** including GlaxoSmithKline, Urban Outfitters, TastyBake, BAE, Northrop Grumman, and Aker Shipyard
- **Navy Yard incubators** employ students from Drexel, Penn State, and others

**Challenges**

**PREVIOUS USE**

- PIDC and the development team had to contend with **redevelopment on brownfield sites**
- The decision to invest in the **historical preservation** of the space was financially risky but resulted in an invaluable sense of place

**ACCESSIBILITY**

- The site is **distanced from other major city hubs** of Center and University City
- The site is also **difficult to access** for pedestrians, and transit connections are limited and non-direct
Navy Yard, Philadelphia

BEST PRACTICES

• **Partnership with a strong master planning team** – The Navy Yard commissioned Robert A.M. Stern Architects and a supporting team of experts to produce a master plan that focused on site preservation as well as smart growth concepts.

• **Cultivation of a sense of place** – The Navy Yard was able to set itself apart from other office parks by generating a sense of place through thoughtful urban design and a commitment to historic preservation of warehouse buildings and converting them to office.

• **Developed phased and paced with market conditions** – While the redevelopment has been ongoing for 16 years, there is over a decade more to come. Additions will include multifamily housing, 10,000 jobs, and 1.3 million square feet of office.

The offices of GlaxoSmithKlein and Urban Outfitters represent the spectrum of architecture seen at the Navy Yards.
## Union Market, Washington DC

Today's Union Market occupies the same historic building where Washington DC's oldest and largest central, open-air market was located. Since its opening in 2012, the market has catalyzed development in the neighborhood and transformed a once derelict structure into one of DC's most popular destinations for residents and visitors alike.

<table>
<thead>
<tr>
<th>Land ownership</th>
<th>EDENS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>85,800 square feet</td>
</tr>
<tr>
<td>Funding Strategy</td>
<td>Private Investment</td>
</tr>
<tr>
<td>Development Elements</td>
<td>• Food and beverage hall</td>
</tr>
<tr>
<td></td>
<td>• Light industrial and warehousing use</td>
</tr>
<tr>
<td></td>
<td>• Entertainment and community event programming.</td>
</tr>
</tbody>
</table>

http://tinyurl.com/z6xwg5m

http://tinyurl.com/h7qfass

http://tinyurl.com/76xwg5m
### Union Market, Washington DC

#### Approach
After falling into disrepair in the late 20th century, Union Market required significant upfront investment by the owner and developer, EDENS. Thoughtful action was taken to include the surrounding community in the project – vendors accept SNAP benefits and are able to use American Sign Language to accommodate nearby Gallaudet University.

#### Strengths

**Site History**
- The site’s **historic role** as DC’s central market provides invaluable character and legacy

**Proximity to the City Center**
- Proximity to DC’s central **Union Station** increases accessibility by local and regional visitors
- **Near to the heart of DC’s downtown** and federal buildings, the market is poised to attract tourists

#### Challenges

**Site Condition**
- The **building was in severe disrepair** when purchased by EDENS and required a complete renovation (preservation of the exterior wall only)
Union Market, Washington DC

BEST PRACTICES

- **Leadership and vision of a central developer** – EDENS identified the site as an opportunity, and completely self-financed the renovation and redevelopment of the site. Their commitment from project start to ongoing operations ensured consistent leadership over the life of the project.

- **Coordination and cooperation with neighborhood stakeholders** – Support from DC Congresswoman Eleanor Holmes Norton and close coordination with nearby Gallaudet University created a coalition to help the market succeed while remaining grounded in local connections.

- **Engagement of local business-owners** – EDENS worked with the network of local farmers, producers, and business-owners to attract the best vendors for the site. In turn, the high quality of the goods offered at the market attract crowds of interested customers.
The Grove at Farmers Market, Los Angeles

Originally the historic site of Los Angeles’ farmers market and an orchard, the Grove serves as one of the City’s premier retail and entertainment destinations. Conceived as a shopping mall, emphasis on urban design and consideration for site history have transformed it into one of the most popular tourist destination in Los Angeles.

**Land ownership**
A.F. Gilmore Co.

**Size**
13.7 acres

**Funding Strategy**
Private Investment

**Development Elements**
- Mix of retail offerings
- Food and beverage
- Entertainment (movie theater, bars and lounges)
- Office
- Public space
- Grove Street Trolley

The grove is a popular shopping destination and gathering space.
The Grove at Farmers Market, Los Angeles

**Approach**

After nearly two decades of back and forth with the City of Los Angeles, landowner A.F. Gilmore Co., partnered with Caruso Affiliated to create a pedestrian mall with a focus on scale and community. The winning proposal decreased total square footage from 2 million to 700K of space.

**Strengths**

**SITE HISTORY**

- The site’s **historic importance** to the City as a farmers market provided invaluable ties of authenticity
- **A historic trolley** acted as a central corridor for the design and orientation of the retail

**STRONG DESIGN VISION**

- The intense **consideration given to urban design** contributed to the initial, and long-term, success of the project in creating a desirable destination

**Challenges**

**ACCESSIBILITY**

- Since the project’s inception there continue to be concerns about the project’s **negative impact on area traffic** (more visitors equals more cars)

**SCALE AND APPROVALS**

- Originally proposed as a 2 million square foot complex, the project was **caught in the approvals process for a decade**
The Grove at Farmers Market, Los Angeles

BEST PRACTICES

- **Partnership with a thoughtful design and development team** – The partnership between a historic landowner and thoughtful design team led to a project that integrated existing site elements (the Farmers Market and Trolley) with the new shopping.

- **Cultivation of a sense of place** – The urban design team undertook a careful examination of the world’s most popular shopping streets and replicated the architectural, atmospheric, and scalar details that contribute to place-making.

- **Market responsive retail tenancy and programming** – A mix of major brands and smaller shops has continued to ensure the shopping center’s relevance and popularity with locals and tourists alike. Additionally, as the Grove has become a popular city gathering spot and tourist destination, the programming has adapted to include more entertainment and children’s options.

http://tinyurl.com/hgz9zz3

http://tinyurl.com/zn3ryha

http://uscitytourblog.com/?attachment_id=479
American Tobacco Historic District, Durham

Once the site of an extensive campus for the American Tobacco Company, today the American Tobacco Historic District brings together a mix of uses and has helped to revitalize downtown Durham. The integration of the Durham Performing Arts Center and Athletic Park have aided the success of the district and made it a destination.

<table>
<thead>
<tr>
<th>Land ownership</th>
<th>Capitol Broadcasting Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>16 acres</td>
</tr>
<tr>
<td>Funding Strategy</td>
<td>Private Investment</td>
</tr>
<tr>
<td>Development Elements</td>
<td>• Multifamily residential</td>
</tr>
<tr>
<td></td>
<td>• Office</td>
</tr>
<tr>
<td></td>
<td>• Retail and dining</td>
</tr>
<tr>
<td></td>
<td>• Durham Performing Arts</td>
</tr>
<tr>
<td></td>
<td>Center</td>
</tr>
<tr>
<td></td>
<td>• Durham Bulls Athletic Park</td>
</tr>
<tr>
<td></td>
<td>• YMCA</td>
</tr>
<tr>
<td></td>
<td>• Open space</td>
</tr>
</tbody>
</table>

The American Tobacco Historic District offers open space amid historically preserved structures.

http://tinyurl.com/h99zsl
http://tinyurl.com/hdk9kkw
American Tobacco Historic District, Durham

**Approach**

In 2001, the Capital Broadcasting Company purchased the abandoned campus and developed a plan to build on the anchor uses already surrounding it. After the campus re-opened in 2004, it spurred other development, including repopulating Main Street with bustling businesses and a new Performing Arts Center.

**Site History**

- The site’s **historic importance** to the City and its industrial past provides a valuable link to Durham’s past
- The **unique and beautiful architecture** of the site was preserved

**Proximity to Downtown Destinations**

- The Tobacco District’s location was **easily accessible from downtown Durham**, and from major existing assets such as the Durham Bulls Athletic Center

**Site Conditions**

- The campus was filled with **historic structures** which required careful preservation and redevelopment
American Tobacco Historic District, Durham

BEST PRACTICES

- **Leadership and vision of a central developer** – Central Broadcasting Company embraced the idea of a true mixed use district, with residential, office, retail, and entertainment elements. The District operates like a small neighborhood, with features such as a barber shop, a small theater, and a YMCA.

- **Integration of existing urban assets** – The development team considered how best to orient the district to support Durham’s downtown. This resulted in benefits for both areas, and ultimately a stronger downtown.

- **Coordination with larger city goals** – The district’s goals of attracting residents, businesses and visitors directly correlated with the City’s. Therefore, there was a collaborative and cooperative relationship between the development team and the City.

The American Tobacco Historic District holds events and welcomes visitors year round.
Downtown Savannah Extension, Savannah

Beginning in 2006, the city of Savannah set out to extend the historic city center. The site was meant to include new city blocks, parks, and open space among residential and commercial development. Due to the economic downturn, negotiations among developers deteriorated and the site now still remains a vacant reminder of the failed Civic Master Plan.

<table>
<thead>
<tr>
<th>Land ownership</th>
<th>Public – City of Savannah sold to Private – ALR Oglethorpe LLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>54 acres</td>
</tr>
<tr>
<td>Funding Strategy</td>
<td>Public-Private Partnership</td>
</tr>
</tbody>
</table>
| Intended Development Elements | • A natural urban extension close to the Savannah waterfront and downtown  
                               • A new Riverwalk extension  
                               • Ample space for open space and parks  
                               • Mixed-Use with Residential, Office, and Retail |
Downtown Savannah Extension, Savannah

Approach

The City of Savannah wanted to create a natural urban center extension to the direct east of the historic Downtown Savannah. Activated by an extended Riverwalk, Savannah hoped to attract visitors and residents alike down towards the site in order to increase traffic and interest in further development.

Strengths

**Locational Advantages**

- The site lies directly east of Savannah’s historic Downtown, which already had a healthy tourism industry
- The site also includes waterfront access

**Community Buy-in**

- In order to craft the Civic Master Plan, Savannah involved citizens, property owners, and development interests in order to align the plan among all interested parties

Challenges

**Economic Downturn**

- ALR Oglethorpe LLC, the original owners of the site after its purchase from the City could not complete development due to the economic downturn
- MMA Capital, the site’s new owners, are not planning to develop the site as originally intended
LESSONS LEARNED

• *Economic turbulence may stall development* – The economic downtown in 2010 effectively halted ALR Oglethorpe’s plans to develop the site according to the City’s Civic Master Plan. The City, having sold the property, could not hold onto the property until the economy rebounded. Rather, the site changed hands to a developer with no intention of following the current Civic Master Plan.

• *Master planning does not ensure success* – The City expended years attempting to meet the needs of all interested parties. The strength of the master plan, however, was rendered moot when the site owner was financially unable to complete development.
Canary Wharf, London

Once one of the busiest docks in the world, Canary Wharf is now a bustling financial center. Redevelopment of the docks began in the 1980s with a focus on light industrial and manufacturing. Over several decades, redevelopment has suffered a number of setbacks stemming from the economic recession, poor phasing, and a lack of transportation to the site. Still, a number of factors have finally led to the success of the development, creating a hub for financial activity paired with increasing amounts of residential and retail.

<table>
<thead>
<tr>
<th>Land ownership</th>
<th>Private – Canary Wharf Group PLC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size</td>
<td>97 acres</td>
</tr>
<tr>
<td>Funding Strategy</td>
<td>Private Investment</td>
</tr>
<tr>
<td>Development Elements</td>
<td>• High rise office buildings</td>
</tr>
<tr>
<td></td>
<td>• Jubilee Place Shopping Center</td>
</tr>
<tr>
<td></td>
<td>• Park and open space</td>
</tr>
<tr>
<td></td>
<td>• Mixed-Use with Residential, Office, and Retail</td>
</tr>
</tbody>
</table>

http://tinyurl.com/jerra51
http://tinyurl.com/hsfmxzq5
Canary Wharf, London

<table>
<thead>
<tr>
<th>Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canary Wharf began development with the construction of One Canada Square which, at the time, was London’s tallest building. Soon after, London’s property market collapsed and Canary Wharf was unable to attract tenants. The Jubilee Tube line was also unfinished, making access difficult. After several developers went bankrupt trying to reinvigorate development, the area began seeing success after the completion of the Jubilee Line extension in 2000.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Locational Advantages</strong></td>
</tr>
<tr>
<td>• London’s strict building code prevented large floor plate high rises from dominating the historic city center; Canary Wharf was a natural alternative</td>
</tr>
<tr>
<td><strong>Visibility of Early Development</strong></td>
</tr>
<tr>
<td>• One Canada Square acted as an important symbol of redevelopment at Canary Wharf</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Downturn</strong></td>
</tr>
<tr>
<td>• London’s property market collapse in the early 1990s forced several developers into bankruptcy</td>
</tr>
<tr>
<td><strong>Phasing Challenges</strong></td>
</tr>
<tr>
<td>• One Canada Square was left half vacant as office tenants were reluctant to move to an area with only a few completed office buildings</td>
</tr>
<tr>
<td>• Transit access was very limited until the completion of the Jubilee Line, further limiting absorption</td>
</tr>
</tbody>
</table>
Canary Wharf, London

LESSONS LEARNED

• **Phasing must coincide with transit access** — Canary Wharf’s strategy to lead with high-rise office without adequate transit access made it difficult to attract and keep tenants. Paired with London’s property market collapse, the site failed to achieve enough absorption to remain economically viable. Canary Wharf may have fared better by activating the site with development that was not as reliant on tube access.

• **Leading with high-rise office may dampen absorption** — Office tenants typically want to move into areas that seem like a central market or have close proximity to similar companies. By leading with One Canada Square, Canary Wharf had difficulty creating a destination for large financial institutions who only saw one office building with few tenants.
Case Studies

Strong partnerships between public and private entities have been critical to the success of developments.

Redevelopment at this scale spans multiple market cycles.

Transportation, particularly multimodal, has significant impacts on redevelopment success.

Marketing and rebranding is critical to early activation of a site.

Conclusions

ABI should act as a driving force for the activation and redevelopment of Murphy Crossing.

Redevelopment should be planned to withstand economic downturns – public financing and other support can assist.

ABI must incorporate transportation considerations into the phasing and development strategies of Murphy Crossing.

Early activation strategies at Murphy Crossing should focus on placemaking and creating an identity for the site.
TRANSPORTATION EVALUATION
Transportation Evaluation

**Executive Summary**

This assessment by Center Forward, Inc. is intended to document transportation challenges and opportunities both in and around the Murphy Crossing site. In order to provide greater access and flow throughout the site, Center Forward conducted an assessment of the transportation issues impacting the site, including conducting a detailed review of existing conditions, reviewing current and past studies of transportation issues affecting the site, discussing potential issues with key transit stakeholders, such as MARTA, and providing insight based on experience in making urban sites activated through a combination of pedestrian, vehicle, and alternative transportation upgrades.

The outcome of this analysis has provided recommendations for both the internal street grid of the site as well as the additional entry points into the site. The recommendations were provided in order to provide a natural flow within the site as well as an means for allowing the external public to access the site in a way that would provide the fewest obstacles to entry, in order to ensure the greatest potential access. These changes will aid in the activation of the site and will allow greater access for the surrounding community and the Atlanta area.

In addition to an internal grid, we provided analysis and recommendations pertaining to the streets and intersections surrounding Murphy Crossing. The team conducted traffic counts and analyzed traffic flows to understand how the site could best be connected to the existing grid. Our analysis focused on ensuring both road and pedestrian access would be maximized. We look both at how site activation can be impacted by sidewalks (pedestrian), road connectivity (automobiles), and transit (MARTA and Atlanta BeltLine connections) can combine to benefit the site. Overall, these recommendations should increase pedestrian and bicyclist safety while also allowing for the efficient travel of vehicular traffic around and into the site.
Transportation Evaluation

Parking Considerations

The redevelopment of the Murphy Crossing site will bring jobs, people, and activity to the site. Long-term development, like in the diagram above, will necessitate additional parking capacity in order to accommodate potential users. Depending on uses and zoning, parking need range from 388 for all light industrial use to 3,480 for denser commercial, event, and residential use. To accommodate large parking needs, the Atlanta Beltline will need to have a long-term vision in place. The concept plan shows potential locations for structured parking or parking lots in order to accommodate long-term development and potential residential growth. A feasible strategy for site activation is targeting development on the northern, BeltLine adjacent portion of the site. This leaves the southern end of the site as an area to absorb parking needs as site density increases.
By emphasizing the Sylvan entrance and providing a re-opening of the street on the southern edge, potential special event traffic is greatly reduced. Also, even in non-event conditions, the potential railroad track queuing could be avoided by distributing it further away from the Sylvan Road Crossing and into multiple entry points.

The renewed and enhanced internal street grid creates developable, leasable size blocks, thereby creating more value. ABI could market three “main streets” to developers.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
This entrance enhances a sense of “destination” to the seemingly “dead end” site. Reconnecting to the southern side of the property invites people through the site southwards and to the site from the south and east. Visibility and flow from all directions will expedite the number of people seeing and traveling to the site thereby energizing the area even prior to development.

Internal site circulation improvements help reduce and mitigate congestion, while generating more value for buildings that currently seem like dead ends.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
The University Avenue street extension to Avon Avenue, will create a much more direct and logical east-west route to the area. With the extension, the traveling public will have an easier east-west route. That will help alleviate traffic north of the site, but also would generate activity toward the southern portion of the property that would greatly influence the value of the buildings as more people can logically access the site from the east, south and north.
Transportation Evaluation

External Issues: Connectivity

Due to the Highway 29 corridor, Lee Street, Murphy Avenue, and the rail lines, the site is not well connected to the surrounding areas. This pushes all traffic into a few major intersections which creates vehicular traffic issues. Additionally, it makes it difficult and unsafe for bicyclists and pedestrians to use the street network and creates spatial voids between the site and surrounding neighborhoods, which often affect an area’s value negatively. The following projects may improve the area’s connectivity and make it easier for vehicles, bicycles, and pedestrians to access the site. In addition, a new MARTA infill station across from the site will increase connectivity to mass transit.

**Project:** Extend University Avenue to Avon Avenue to improve grid network on the southern portion of the site.

![Current Termination of University Avenue](image1)

![Proposed Extension](image2)
Transportation Evaluation

External Issues: Connectivity

**Project:** Extend Warner Street to Lawton Avenue for connectivity.

![Current Termination of Warner Street](image1)

**Project:** Extend Biglin Street through site and connect to Brookline and Elbert.

![Intersection of Elbert and Brookline looking towards Biglin](image2)
Transportation Evaluation

External Issues: Connectivity

**Project:** Connect Sylvan Road to Joseph P. Lowery Boulevard via Donnelly Street

The present crossing of Murphy Avenue, Lee Street and the East Point Railroad tracks should be maintained to be perpendicular to Lee (1), and then should continue to curve northward (3), crossing Donnelly Avenue, the Atlanta BeltLine and White Street parallel to Lee (4). This would involve a realignment of Dimmock Street to intersect with the Sylvan extension at a right angle (2).

Realignment projects such as this are useful because they extend development beyond the barriers that are caused by railroads and MARTA infrastructure. They also enhance safety for bicycle, pedestrian, and vehicular crossings.

The MARTA infill station at this site may preclude this proposed connection.
Transportation Evaluation

**Project:** Extend Atlanta BeltLine spurs to West End and/or Oakland City MARTA stations.

If a direct spur isn’t possible then install a connection with sidewalks and bike paths on Lee or Murphy with very clear wayfinding and branding to the station. These spurs were referenced in Area Analysis and Future Recommendations: Southwest Atlanta 2013 report, Connect Atlanta Plan and Cycle Atlanta Phase 1.0.

Connect Atlanta suggested "Primary Bicycle Routes planned for White Hall St/Murphy Ave" and Cycle Atlanta Phase 1.0 recommended a "Multi-use path on Peters Street, Ralph David Abernathy, and Lee Street near the West End MARTA Station".

Multi-use path (purple) west of the railroad tracks and bike lanes (red) east of the railroad tracks.
Transportation Evaluation

External Issues: Pedestrian Access

Area-wide issues include incomplete and dilapidated sidewalks and street design or conditions that are unsafe for pedestrians. Currently, sidewalks are incomplete or located only on one side of the road. Additionally, current street design or conditions are also unsafe or discouraging to bicyclists and pedestrians. The following intersections and roads suffer from none or incomplete sidewalks or unsafe pedestrian walkways.

- Allene Avenue
- Warner Street
- Murphy Avenue
- Avon Avenue
- Sylvan Road
External Issues: Street Safety

Current Street Design and conditions show unsafe vehicle, bicycle, and pedestrian design. Due to its industrial history and current state, many of the roads and intersections are dangerous and not pedestrian friendly. Large turning radii, no crosswalks, incomplete or faded striping, and large access points are just some of the issues that reduce transportation safety around the site. The following intersections and roads display several of these issues.

- Murphy Avenue and Avon Avenue
- Faded crosswalk and wide turn radii at Murphy Avenue and Sylvan Road
- Wide access points along Murphy Avenue

Murphy Avenue and Avon Avenue
PROJECT PHASING
**Project Phasing**

**Objectives**

As reflected in the market assessment, the *market potential of the Murphy Crossing site is neither clear nor immediately evident*. However, and as indicated by the case studies reviewed, *deliberate creation of a destination* can be successful and *attraction of job opportunities can raise economic achievement levels*.

While developments in other parts of Atlanta have utilized proximity to the Atlanta BeltLine to create successful mixed-use developments that transformed underutilized space, areas near Murphy Crossing does not possess the same degree of existing investment interest.

To overcome this challenge, Atlanta BeltLine should focus on a *multi-step approach for Murphy Crossing* to stabilize and activate the site, working toward the creation of a market-making destination that builds momentum for long-term reuse.

- Site stabilization
- Interim site activation uses
- Mid-term site uses
- Long-term site uses

---

[Diagram showing the project phasing with stages: Site Stabilization, Interim Site Activation Uses, Mid-Term Site Uses, Long-Term Site Uses]
Project Phasing  Rezoning and Re-platting

Before site stabilization, the Murphy Crossing site must adopt a specific site plan to prepare for future redevelopment. This will include:

- **Rezoning** of the site in order to ensure that a mix of uses can be accommodated, and can meet the long-term goals of allowing for both job creating opportunities, public space, and a dense residential community.

- **Replatting** of the site as necessary according to the site plan. It will be critical to consider the replatting in light of general circulation needs, the evolving parking needs of each building, and the adjacencies that will be created through the zoning overlay and development needs of the site.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
Project Phasing  Site Stabilization

To prepare the Murphy Crossing site for new uses, there are a number of steps that must be taken to ensure that it is a safe, attractive, and welcoming environment for new activation and development. Basic site needs that must be addressed include:

- **Targeted removal** of buildings that are encumbrances or non-salvageable
- Installation of **restrooms** in public areas
- Installation of **utilities** to support new uses
- Construction of temporary **roadways and parking spaces** to access the interior of the site
- Installation of **fencing** to close off areas not currently open to the public or that present safety challenges
- Development of **green space** for site activation
**Project Phasing**  Site Stabilization

**Location:** The focus of site stabilization will be on areas that will be used in the short-term and areas directly adjacent to the Atlanta BeltLine will be important. However, site stabilization will likely be necessary to some degree across all parts of the site.

**Costs:** A large portion of site stabilization costs will be the responsibility of Atlanta BeltLine Inc. Other costs may be deferred to individual developers.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
Project Phasing  Interim Site Activation Uses

Once the Murphy Crossing site has been stabilized, attention will shift to the creation of interim uses that activate the site. The focus of interim site uses will be on uses that don’t require extensive build out of space and can begin to establish an identity for Murphy Crossing. Examples interim site activation include:

- Events / Festivals
- Outdoor movies on the Lawn
- Food truck events
- Live music
- Flea markets / Pop-up markets
- Farmers Market
- Public art / Art installations
- Sporting events

***Use examples do not reflect committed uses for the site but are intended for informational purposes only.
**Project Phasing Interim Site Activation Uses**

**Location:** Interim site uses should leverage the adjacency of the site to the Atlanta BeltLine and traffic that it generates. The creation of an Event Lawn along the Atlanta BeltLine will be critical in the success of interim uses that require open space. Buildings 3 and 4 have particular relevance for potentially holding light industrial, job-creating tenants.

**Costs:** Emphasis for initial site activation will be on uses and activities that can be provided at a very low cost. Uses requiring significant investment will be difficult to attract to the site before market potential is demonstrated in some way.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
Project Phasing  Mid-Term Site Uses

Building on interim uses that generate interest and build momentum for Murphy Crossing, Atlanta BeltLine, Inc. should target more permanent uses that continue to develop the brand of Murphy Crossing in the mid-term. In addition, the site must address increased parking needs. Examples mid-term site uses include:

- Light industrial / Maker space
- Food hall
- Food Incubator / Shared kitchen
- Artist studios / showcase space
- Temporary Athletic Installations
- Educational / Vocational space

*** Use examples do not reflect committed uses for the site but are intended for informational purposes only.
**Project Phasing**  
**Mid-Term Site Uses**

**Location:** In addition to areas adjacent to the Atlanta BeltLine that are the focus of short-term site uses, mid-term uses will likely be supportable throughout the central and northwest portions of the site as demand for space grows and new uses are added. Flex office space or light industrial space could be incorporated into Buildings 3 and 4.

**Costs:** Unlike most interim uses, mid-term uses will require a fair degree of investment from tenants in order to build out spaces. However, costs will still be lower than the ground up development of Class A space.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
Project Phasing  Long-Term Site Uses

Once Murphy Crossing has established successful uses on the site that build identity and demonstrate its appeal as a location for development, the site will likely be able to attract larger scale and higher density development to realize its full potential. Long-term development may include:

- Office Space
- Retail Space
- Multifamily Space
- Light Industrial/Flex Space

Any or all of the above uses could be incorporated earlier depending on a variety of factors.

*** Use examples do not reflect committed uses for the site but are intended for informational purposes only.
**Project Phasing**  
**Long-Term Site Uses**

**Location:** Atlanta BeltLine, Inc. should focus long-term site uses on the southern portion of the Murphy Crossing property. With additional and higher density development increasing the need for parking spaces, this area would be able to house a structured parking garage if needed. Building 7 could act as a dense job-creating center and should be reserved for this purpose.

**Costs:** Long-term site uses will be the most expensive uses on the site. Market demand proven through the success of earlier short- and mid-term uses will make the case for this type of investment in the Murphy Crossing site.

***This diagram is a concept and does not constitute an approved site plan or other use commitment***
SITE ACTIVATION CONCEPTS
Site Activation Concepts

Objectives

Site activation employs the use of non-traditional concepts in order to build an identity for the Murphy Crossing and generate momentum on the site. By creating interest in Murphy Crossing, Atlanta BeltLine can begin to overcome the development challenge that the site currently faces.

HR&A has compiled a series of concepts that will inform the activation and initial phases of development of the site. In addition, HR&A has identified potential buildings that, based off size and structure, could successfully be adapted to each concept. This is not, however, a recommendation for the highest and best use of each building.

These activation strategies are grounded in the Case Study Assessment, analysis of the broader Atlanta and national markets, and conversations with developers and regional organizations. The following individuals were contacted in order to provide evidentiary support for the incorporated concepts:

- TSW
- Grady Hospital
- Chick-fil-a
- The Annie E. Casey Foundation
- The Goat Farm Arts Center
- Columbia Ventures
- Fort Mac LRA
- Urban Realty Partners
- City Craft
- Stream Realty

Successful implementation of site activation concepts will establish Murphy Crossing as a destination and make the case for further development of the site in the long-term.
Site Activation Concepts

Preparation for Activation and Longer-Term Development

The Atlanta Beltline will need to develop materials that will allow it to manage the initial activation activities as well as the near- and long-term opportunities that will arise through investment in the site. Therefore the organization will need to prepare initial procurement and marketing materials, and begin the process of preparing for more formal procurement transactions.

For the initial procurement documents, the Atlanta Beltline should develop promotional materials to begin promoting the site for use and providing a format for solicitation. This could take the form of a “request for expressions of interest”, for example. Less formally, but perhaps more effective, the Atlanta Beltline could develop a simple website where users can provide organizational detail, ideas, and contact information. The Atlanta Beltline should begin developing form agreements to support activation, which would include short-term leases, event and/or use permits, and liability and release forms to accommodate these users.

Looking ahead toward long-term development, the organization should begin to craft document templates in order to respond to opportunistic options and more formal outreach. Solicitation documents should be developed that protect the vision for the site and provide strong incentives for investment and development. They can qualify end users on the basis of their development vision, expertise, experience, financial strength, and ability to meet community-based goals. This document should relate the Atlanta Beltline’s vision for the site, provide relevant zoning and site information, and provide a scoring matrix. Additionally the solicitation document should contain as an appendix a draft ground lease or purchase and sale agreement that provides the terms that govern the execution of the transaction. These documents will also assist the Atlanta Beltline if they look to bring in an operational partner as well.
Site Activation Concepts

HR&A spoke with the following organizations, developers, and stakeholders to understand the potential of the Murphy Crossing site and the Atlanta market. These conversations helped inform the recommended concepts.

...among others.
Site Activation Concepts

Considerations of Site Activation Concepts

A number of factors impact the viability of site activation concepts and their ability to contribute toward Atlanta BeltLine’s long-term goals for the Murphy Crossing site.

To better understand overall concept potential, HR&A evaluated each concept on the following criteria:

- **Revenue Potential**: Can the concept generate revenue for Atlanta BeltLine?
  - High
  - Medium
  - Low

- **Activation Potential**: Will the concept add vibrancy and activity to Murphy Crossing?
  - High
  - Medium
  - Low

- **Capital Cost**: What are the costs associated implementing the concept?
  - Low
  - Medium
  - High

- **Job Creation Potential**: Will the concept contribute to job creation on-site?
  - High
  - Medium
  - Low

- **Phasing**: What is the timeline to implement the concept on-site?
  - Near-Term
  - Mid-Term
  - Long-Term
Concept  Food Market

Description
There are few quality food options in the general vicinity of Murphy Crossing. A food market would simultaneously provide fresh produce and market-style food options to surrounding workers and residents. The proximity of Murphy Crossing to Fort McPherson’s approximately 500 permanent employees (and several thousand temporary employees) would bolster the market’s business.

Potential buildings

Building 3: This building’s high visibility paired with its ample square footage makes it a good candidate for an open food market with multiple stalls and restaurants.

Other Potential Locations: Building 4

Proof of Concept: Krog Street Market

Location: Atlanta

Size: 30,000 Square Feet

Summary: Originally an industrial factory and most recently a media production facility, the Krog building was converted to a food hall in 2014. The Market, which houses more than 30 market stalls and restaurants, draws regional residents beyond a standard trade area through its experiential retail environment.

***Use examples do not constitute a commitment for future use.
## Concept Food Market

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Assessment</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>High</td>
<td>Food markets have the potential to generate a substantial amount of revenue through leases of stalls or small storefronts to retailers</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>High</td>
<td>Food markets are generally experience based destinations. As a result, they help add vibrancy to a place.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Medium</td>
<td>While capital cost is highly subjective dependent on the final design, developers or tenants will likely cover most construction and fit out costs.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>High</td>
<td>With a number of restaurants and vendors, the employment potential of a food market is high.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Mid-term</td>
<td>Because a food market requires a fair amount of investment, initial success in other activation strategies is likely necessary to attract investment.</td>
</tr>
</tbody>
</table>
Concept

Festival / Music / Entertainment Space

Description

One of Murphy Crossing’s greatest advantages is its direct access and visibility from the Atlanta BeltLine. Festivals, concerts, or other events would draw people off of the Atlanta BeltLine and into the site. Events may specifically cater to Atlanta BeltLine users who could easily walk or bike to the events.

Potential buildings

Event Lawn and Buildings 1 and 2: The event lawn, with its direct proximity to the Atlanta BeltLine, is an ideal place to hold large, visible events that will pique interest in the site. Building 2 may provide a covered site to host concerts or provide seating. Building 1 could hold weddings or other large, indoor events. This building is unique in the area given its size and accessibility.

Proof of Concept: The Mosaic District

Location: Merrifield, Virginia

Size: 500,000 Square Feet of retail space

Summary: The Mosaic District is a mixed-use development constructed by EDENS Development in 2014. Programming in the form of entertainment, live music, and festivals complements and strengthens surrounding retail activity and reinforces the location as a destination.
<table>
<thead>
<tr>
<th>Consideration</th>
<th>Assessment</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Events have the potential to provide revenue to Atlanta BeltLine. However, the irregularity of event schedules could prevent dependable revenue.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>High</td>
<td>When they occur, festivals and events bring large crowds. These crowds also help to support other uses on-site.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Medium</td>
<td>Accommodation of events on the Murphy Crossing site will require site stabilization by Atlanta BeltLine, including creation of an Event Lawn.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Low</td>
<td>Because events only take place once, the potential to create full-time, permanent jobs is low.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Near-term</td>
<td>Events are likely the site use that can occur soonest at Murphy Crossing, given their temporary nature.</td>
</tr>
</tbody>
</table>
Concept  Athletic Uses

Description
Temporary athletic uses like indoor skate parks, climbing walls, or temporary soccer fields would activate the site and require little adaptation investment. Nearby residents have indicated that they are looking for family-friendly spaces and activities — athletic activities at Murphy Crossing may fulfill this need.

Potential buildings

- **Building 1:** The expansive square footage of this building provides ample flexibility for temporary athletic uses that would require open space like gymnastics studios, skate parks, or climbing centers.
- **Other Potential Locations:** Event Lawn, any outdoor space

---

**Proof of Concept: Brooklyn Boulders**

**Location:** Brooklyn, New York  
**Size:** 18,000 Square Feet  
**Summary:** Opened in 2009 in the Gowanus neighborhood of Brooklyn, Brooklyn Boulders is an indoor climbing gym. The facility, which occupies an industrial garage space built in 1900 that was formerly used by the New York Daily News newspaper, features 30-foot climbing walls.

***Use examples do not constitute a commitment for future use.***
### Concept: Athletic Uses

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Assessment</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Revenue potential will vary by use. Public uses such as a basketball court will likely be free while a climbing gym would provide revenue.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>Although unlikely to draw large crowds, athletic uses provide an opportunity for consistent and regular use of the site.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Low</td>
<td>Creation of athletic uses require little investment and are a cost-effective way to bring visitors to the Murphy Crossing site.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Low</td>
<td>Development of a climbing gym or skate park may include some jobs, overall job potential for athletic uses is low.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Near-term</td>
<td>The small adaptation investment required of an athletic use would allow it to occupy the Murphy Crossing site in the near-term.</td>
</tr>
</tbody>
</table>
Concept: Artist Studios / Art Showcases

Description
Regional developers state that there is significant demand for artist workspace, galleries, and studios within the region. In addition, nearby galleries and Tyler Perry Studios may have a synergistic impact on artist space at Murphy Crossing. Live/work space would activate the site for permanent residents, improving safety and liveliness.

Potential buildings
- **Building 13:** As one of the most visible and iconic buildings at Murphy Crossing, this building could function as two-story artist live/work spaces that could eventually be converted into townhomes.
- **Other Potential Locations:** Building 3, Building 4, Building 12

Proof of Concept: The Metropolitan

**Location:** Atlanta

**Size:** 1,100,000 Square Feet

**Summary:** The Metropolitan is an industrial space that offers a large number of artist workspaces. In addition to the artist workspaces and live/work studios, the Metropolitan also includes flex office space, light industrial uses, and loft apartments.

***Use examples do not constitute a commitment for future use.***
## Concept

### Artist Studios / Art Showcases

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>While some revenue potential exists through the rental of space to artists, artists generally seek inexpensive space.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>If inclusive of gallery space or shows that draw people the site, artist studios have potential to activate the site.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Medium</td>
<td>The development of artist studios will require adaptive investment in existing space. However, fit out costs are low relative to standard development.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Low</td>
<td>Artist studios will support the work of artists, but provide little overall job creation.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Near-term</td>
<td>The adaptive investment required to create artist studios would make the concept a mid-term site use strategy.</td>
</tr>
</tbody>
</table>
Concept

Food Incubator / Shared Kitchen

Description
Murphy Crossing’s close proximity to downtown Atlanta makes the site a convenient staging area for food trucks and food distributors. In addition, the nearby Fort McPherson and Atlanta University Center are prime locations for food vendors to set up temporary stands or trucks for employees and students alike.

Potential buildings

• **Building 3 or 4:** All of these buildings offer ample square footage for a shared kitchen space as well as convenient loading and unloading locations.

• **Other Potential Locations:** None

Proof of Concept: Union Kitchen

Location: Washington, DC

Size: 7,300 Square Feet

Summary: Opened in 2012, Union Kitchen offers a shared cooking space for members in the NoMa neighborhood of Washington, DC. In addition to providing space to prepare food, Union Kitchen also offers distribution and financing services. More than 60 food startups are currently operating out of the Kitchen.

***Use examples do not constitute a commitment for future use.
## Concept

### Food Incubator / Shared Kitchen

<table>
<thead>
<tr>
<th>Consideration</th>
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</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Revenue potential depends upon the quality and size of shared kitchen space. The more food vendors renting space, the more revenue.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Low</td>
<td>Vendors will utilize the site, but a shared kitchen will not draw additional people to Murphy Crossing.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Medium</td>
<td>A shared kitchen could be installed without investing in major renovations. Providing necessary kitchen amenities could be costly.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Medium</td>
<td>Food trucks and other food vendors could utilize the space in order to grow, potentially increasing regional employment.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Mid-term</td>
<td>Retrofitting of the chosen building and installing necessary appliances could be accomplished in the mid-term.</td>
</tr>
</tbody>
</table>
Concept

Food Truck Destination

Description

Murphy Crossing could host food truck events each month that cater to nearby residents and Atlanta BeltLine users by providing local, inexpensive food options. Food truck events could increase in frequency as the site gains activity and could eventually become a staple addition to the area.

Potential buildings

• Building 2: Customers could walk from nearby food trucks to the shade of Building 2 in order to sit and enjoy their food. The space between Buildings 10 and 2 provides ample space for food truck parking.

• Other Potential Locations: Event Lawn

Proof of Concept: Durham Food Truck Rodeo

Location: Durham, North Carolina
Size: N/A
Summary: Durham Central Park hosts five food truck rodeos each year that draw thousands of attendees from throughout the region. Rodeo events are held on Sunday afternoons and generally include local craft beer and live music in addition to more than 50 food trucks.

***Use examples do not constitute a commitment for future use.***
## Concept

### Food Truck Destination

<table>
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</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Food trucks could benefit from increased traffic brought to the site, increasing revenues and providing rents.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>High</td>
<td>Weekend crowds or weekday employees will be drawn by a large selection of food trucks. Dependent on frequency of events.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Low</td>
<td>Food trucks need minimal investment in building adaptation and the outdoor shed could be stabilized at a low cost.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Low</td>
<td>Locating food trucks on the site would create little additional employment.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Near-term</td>
<td>This concept could be implemented quickly and with minimal construction.</td>
</tr>
</tbody>
</table>
Concept: Light Industrial Uses / Maker Spaces

Description
Light industrial uses are in high demand according to regional developers. Murphy Crossing’s industrial past lends itself to redevelopment for light industrial or maker spaces. The site’s diverse building portfolio could work for a variety of tenants. Light industrial or maker spaces would require little investment in building adaptation.

Potential buildings
• Building 3 and 7: Depending on tenant need, all of these buildings could function as light industrial space. This provides a level of flexibility as to where this concept could be implemented.

Proof of Concept: Columbus Idea Foundry
Location: Columbus, Ohio
Size: 65,000 Square Feet
Summary: The Foundry is a makerspace located in a former shoe factory in the Franklinton neighborhood, one of the most economically depressed areas of Columbus. There are 170 members in the Foundry, a mix of artists and entrepreneurs, and a waiting list for studio spaces.

***Use examples do not constitute a commitment for future use.***
## Concept

**Light Industrial Uses / Maker Spaces**

<table>
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<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Industrial tenants provide moderate rents. Maker spaces could be rented as needed to a variety of vendors and manufacturers.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>Consistent use by employees creates activity on the site. Maker spaces may bring a diverse set of users to the site.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>Medium</td>
<td>There must be investment to adapt the size and number of buildings necessary to hold industrial clients</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>High</td>
<td>Manufacturing and maker space could provide light industrial tenants with room to grow and expand their businesses.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Mid-term</td>
<td>The current buildings would need stabilization, but would not need extensive renovations.</td>
</tr>
</tbody>
</table>
Concept

Description
Murphy Crossing’s building portfolio and proximity to the Atlanta University Center makes the site a prime location for the extension of educational uses within Southwest Atlanta. The inclusion of an early education daycare or preschool could meet the needs of residents who desire a safe and fun place to bring children and families.

Potential buildings
- **Building 3 or 4:** Educational or community uses could work in several locations on the site, though Buildings 3 and 4 provide ample space without intruding into more commercially viable space.
- **Other Potential Locations:** Building 10, Building 12

Proof of Concept: Baltimore Design School

**Location:** Baltimore, Maryland

**Size:** 110,000 Square Feet

**Summary:** BDS is a public middle-high school in Baltimore that focuses on design related subjects such as fashion design, architecture, and graphic design. The school building, constructed in 1915, originally functioned as a bottle cap factory. It was converted to a school in 2011 at a cost of $25 million.
<table>
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<tbody>
<tr>
<td>Revenue Potential</td>
<td>Low</td>
<td>Schools, especially public schools, would provide little revenue for the site.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>Daily student use may not effectively activate other commercial uses on the site. However it could be effective in placemaking.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>High</td>
<td>The costs of creating a safe and modern school environment would be high. Depending on the size, multiple buildings will need to be adapted.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>Medium</td>
<td>Schools need a large amount of employees, but further activation of the site is unlikely through this use.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Long-term</td>
<td>The length of time to adapt buildings to school use could be accomplished in the long-term.</td>
</tr>
</tbody>
</table>
Concept  Vocational Training

Description

Adult education centers bring individuals to the site on a daily basis while also providing valuable skills to the surrounding community. Educational services fit into a variety of building styles and multiple types of educational uses could occupy one building concurrently.

Potential buildings

• **Building 3 or 4:** The size of the buildings provide flexibility and the ability to separate the space into multiple classrooms or workshops.

• **Other Potential Locations:** Building 10, Building 12

Proof of Concept: Aveda Institute at Pearl Brewery

Location: San Antonio, Texas

Size: 25,000 Square Feet

Summary: Aveda opened a cosmetology and esthiology school in the garage of the former Pearl Brewery factory building, serving as the first major tenant in the redevelopment of the site. Pearl Brewery now includes retail space, restaurants and more than 300 apartments.

***Use examples do not constitute a commitment for future use.***
## Concept: Vocational Training

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>Medium</td>
<td>Adult education programs would provide consistent rents. Adult students may spend additional time and money on the site.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>Daily use would bring activity to the site and increase awareness.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>High</td>
<td>Like other educational uses, costs would be high to adapt buildings into a modern school environment.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>High</td>
<td>Vocational schools could train local residents for employment in a variety of sectors.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Mid-term</td>
<td>Adult education space could begin immediately holding classes once buildings are successfully retrofitted for educational purposes.</td>
</tr>
</tbody>
</table>
Concept  

Flex Office Space  

Description  
The industrial nature of Murphy Crossing provides an office destination that may appeal to office users who desire a quirky or less corporate space. The industrial character of the buildings could be emphasized in order to provide a unique office space. The openness of the buildings is typically desired by startups or technology companies.  

Potential buildings  
- **Building 1, 3, 4 or 7** All of these buildings provide a large, open footprint for one company. Partitioning could allow for multiple tenants.  
- **Other Potential Locations:** Building 12  

Proof of Concept: Puritan Mill  
**Location:** Atlanta  
**Size:** 205,000 Square Feet  
**Summary:** Puritan Mill is a loft office redevelopment of a former soap factory, located in the King Plow Arts District of Atlanta. The lead tenant in the space is furniture company Herman Miller. The building also includes a 12,000 SF event space.  

***Use examples do not constitute a commitment for future use.***
## Concept

<table>
<thead>
<tr>
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<th>Assessment</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Potential</td>
<td>High</td>
<td>Office tenants typically pay higher rents. Even if not Class A, unique flex office space may command competitive rents.</td>
</tr>
<tr>
<td>Activation Potential</td>
<td>Medium</td>
<td>Office tenants would utilize the space on a daily basis and potentially bring additional business to the site.</td>
</tr>
<tr>
<td>Capital Cost</td>
<td>High</td>
<td>Adapting buildings to attract office tenants may be a costly investment.</td>
</tr>
<tr>
<td>Job Creation Potential</td>
<td>High</td>
<td>Flex office space may provide non-traditional businesses opportunities to bring employment to the region.</td>
</tr>
<tr>
<td>Phasing</td>
<td>Long-term</td>
<td>Convincing office tenants to rent space may require activation of other buildings on the site.</td>
</tr>
</tbody>
</table>
While HR&A recognizes that the long-term goals of the Atlanta BeltLine are to generate jobs and housing, these goals may not be the most feasible in the short- or medium-term. Therefore, the Atlanta BeltLine will need to consider a number of these concepts and allow for the potential for these concepts to change over time. For instance, something that has a high activation potential but low job output might be considered initially. This concept can then be redeveloped at a later time once market conditions are more favorable or opportunities with specific tenants arise.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Food Market</th>
<th>Festivals / Events</th>
<th>Athletic Uses</th>
<th>Artist Studios</th>
<th>Food Incubator</th>
<th>Food Truck Destination</th>
<th>Light Industrial</th>
<th>Education</th>
<th>Adult Education</th>
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</tr>
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<tbody>
<tr>
<td>Revenue Potential</td>
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<td>Activation Potential</td>
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