

HANDOUTS: Strategic Development Scenarios for Casey Foundation's University Avenue Site

Positioning Your Neighborhood for Economic Development

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Questions to Consider

- Which scenarios best achieve the Atlanta project's goals (see slide 4)?
- Which positive factors warrant the heaviest weighting?
- Which negative factors warrant the heaviest weighting?

Each team should select its preferred scenario and choose a spokesperson to (briefly!) explain the rationale for selecting it.

Tradeoffs/Factors

Metric	Description
Market Opportunity	Level of local and regional demand associated with the use
Job Creation	Typical jobs/acre associated with the use
Job Accessibility	Degree to which education and skill levels associated with the jobs match those of neighborhood residents
Job Quality	Average wage and wage for workers with less than four-year degrees
Positive Externalities	Extent to which the use provides additional benefits beyond job creation, such as a product or service needed by the neighborhood
Negative Externalities	Whether the use creates pollution, noise, traffic and other negative outcomes in the neighborhood
Neighborhood Integration	Whether the site is physically connected to the neighborhood, and neighborhood residents are able to engage with the site
Compatibility with Site Constraints	Whether the use is compatible with site constraints, such as [what makes sense to highlight here?]
Utilization of Site Assets	Degree to which the use takes advantage of key site assets, such as its size, its location on the BeltLine, the water running beneath it, etc.
Cost of Development	Total expected costs to develop the site
Time to Development	Total expected time to develop the site
Remediation Effort	Level of site remediation required prior to/alongside development
Compatibility with Zoning/Regulations	Extent to which site use aligns with existing zoning classification and other regulations
Interim Use	Whether the primary long-term use naturally lends to coherent staging

Summary of Tradeoffs

Metric	(1) TD&L: “Last Mile”	(2) B2B: Mixed White/ Blue Collar	(3) B2B: Blue-Collar Innovation Hub	(4) Mixed-Use: Food
Market Opportunity				
Job Creation				
Job Accessibility				
Job Quality				
Positive Externalities				
Negative Externalities				
Neighborhood Integration				
Compatibility with Site Constraints				
Utilization of Site Assets				
Cost of Development				
Time to Development				
Remediation Effort				
Compatibility with Zoning/Regulations				
Interim Use				

Scenario 1 - TD&L: “Last Mile”

USES

- Just-in-time distribution hub/sorting facility
 - 24/7 operation w/3 shifts of workers
 - Product customization, labeling & packaging capabilities
- Integrated Service Center (ISC) for regional hospitals/medical centers, potentially including:
 - Blue-collar: centralized supply warehousing & distribution, laundry facilities, sterilization & instrument packaging, etc.
 - White-collar: medical records storage, purchasing, etc.

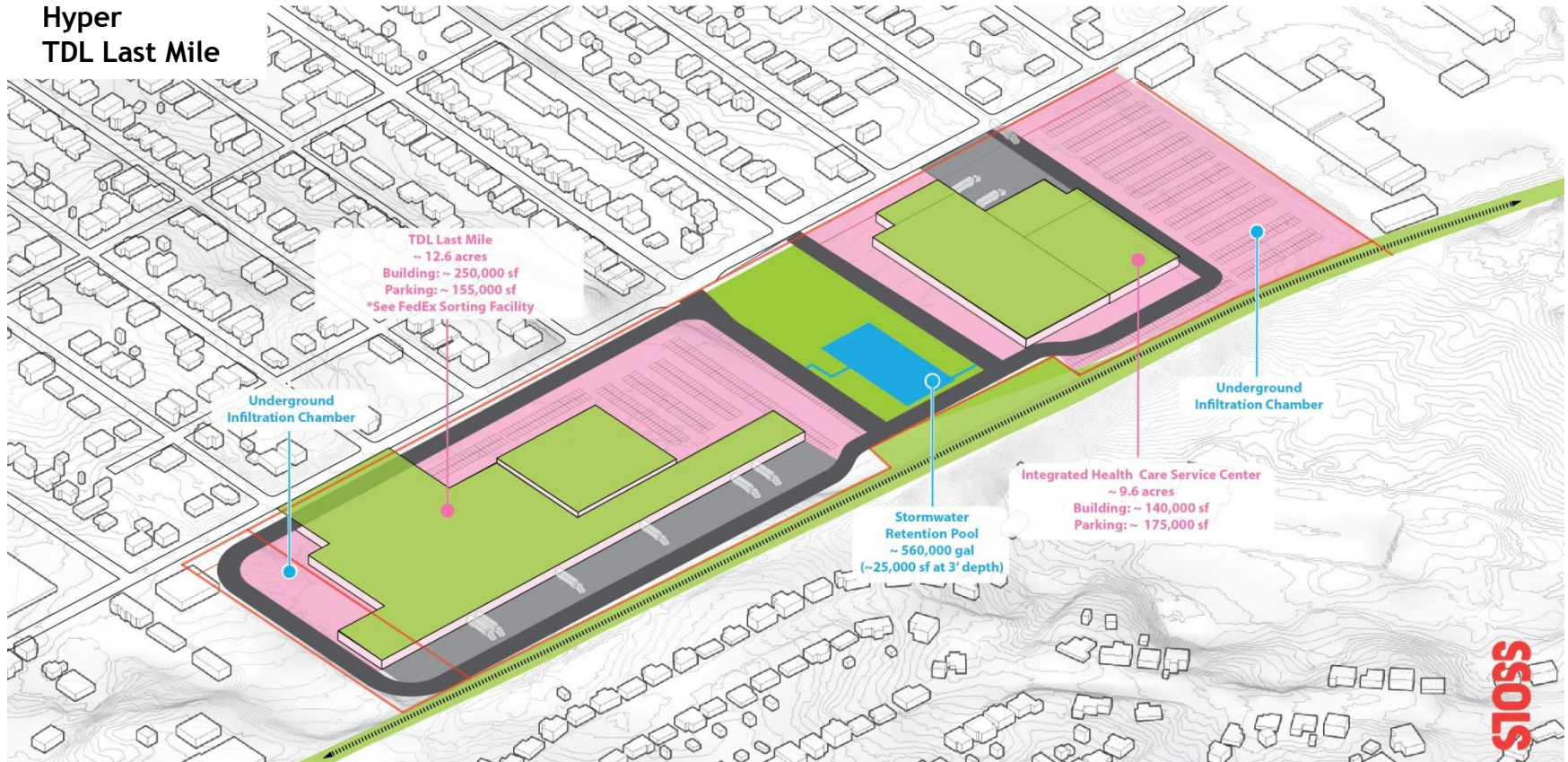
BUILDING & SITE CHARACTERISTICS

- Last-mile distribution hub: 1-story, 250,000-SF building on 12.6 acres
- Integrated Service Center: 1-story, 140,000-SF building on 9.6 acres
- Apx. 1,200 parking spaces (apx. 7.6 acres)

ESTIMATED JOBS IMPACT

- Last-mile hub: 190-470 employees per shift / 570-1,410 per day
- Integrated Service Center: 110-160 employees

TD&L: “Last Mile” - Illustrative Design



Adheres to Constraints:

- | | |
|---|--|
| ☐ Beltline Street Network | ☒ Parking Requirements |
| ☐ Beltline Zoning | ☐ University Ave Setback |
| ☐ Sewer Easements | ☐ Areas of Extreme Slope |
| ☒ Stormwater Management | |

Remediation Level: ☐ ☒ ☐

Creates Assets:

- | | |
|---|--|
| ☐ Visual Access | ☒ Open Space |
| ☒ Vehicular Access | ☐ Historic Building Reuse |
| ☒ Beltline Connection | ☒ Single Phase Development |
| ☐ Stormwater Resource | |

Development Timeline: ☐ ☒ ☐

TD&L: “Last Mile” - Observations & Tradeoffs

Economics

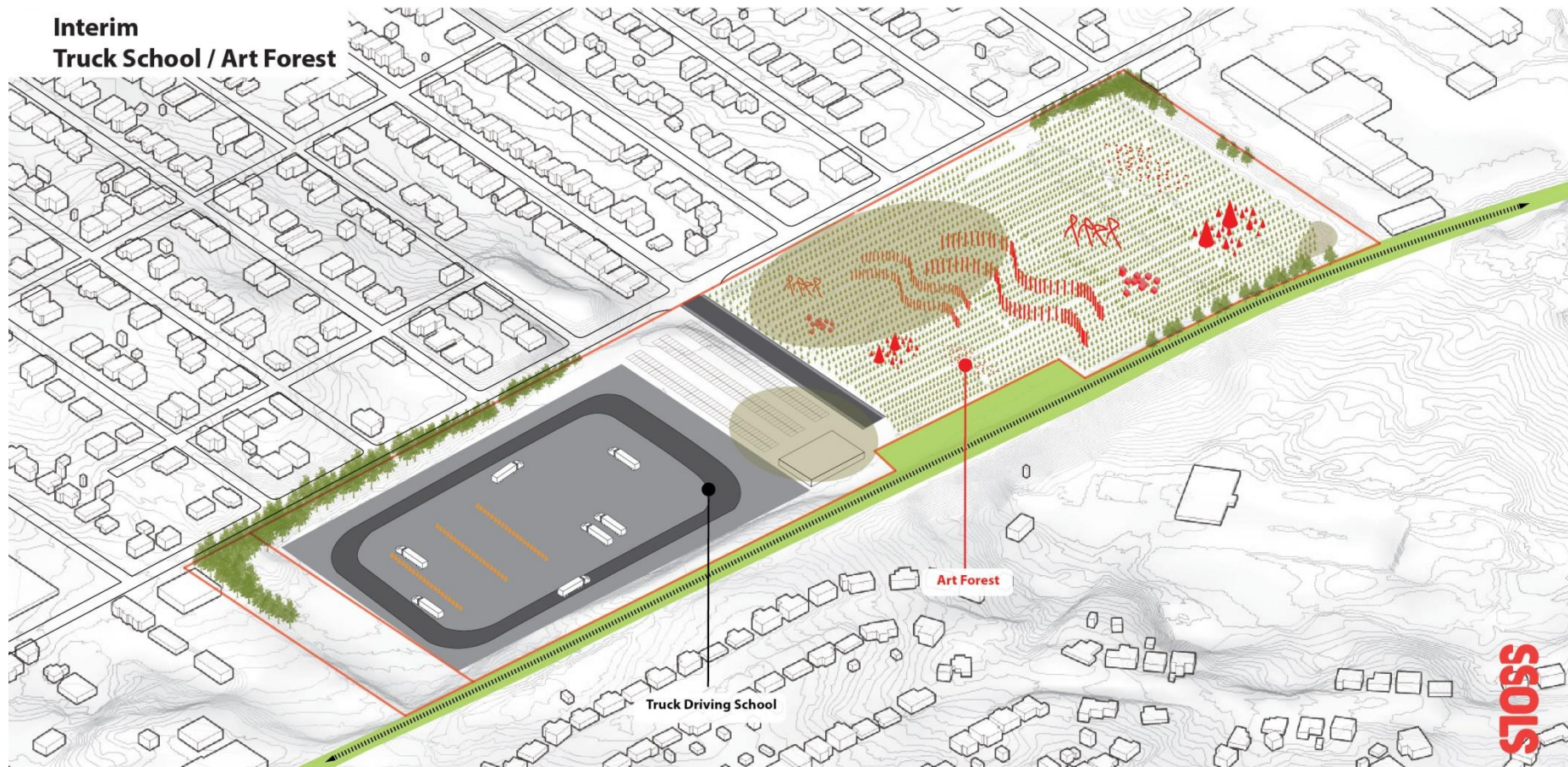
- Most jobs are accessible to Pittsburgh residents at good wages
 - Distribution uses have comparable wage/skill profile to Traditional TDL
 - Blue-collar ISC jobs are more accessible (~75% with <=Associates), but have lower wages (~\$35K)
 - White-collar ISC uses require higher skills (29% <=HS; 60% <= Assoc.), w/wages between blue-collar ISC & traditional TDL levels
- Last Mile distribution hub
 - Demand appears to exist for this use - site could likely be filled quickly
 - Aligns w/market shift to denser network of smaller nodes & 24-hour delivery window
- Integrated Service Center
 - Creates entrepreneurship & employment opportunities for neighborhood residents
 - Dependent on buy-in from local hospitals

TD&L: “Last Mile” - Observations & Tradeoffs (cont’d)

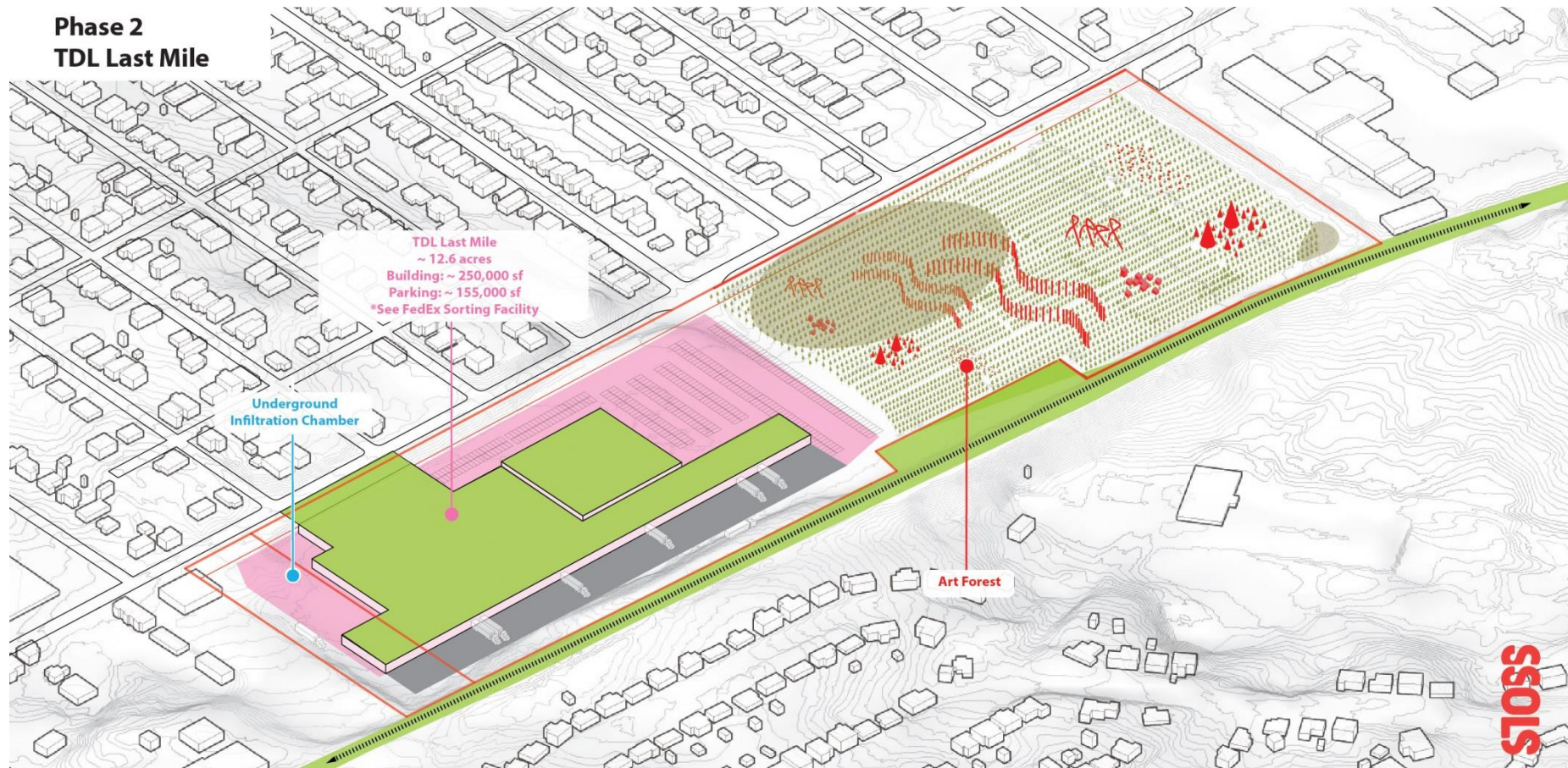
Physical/Site

- Multiple buildings facilitate phased development
- Remediation
 - Last-mile hub may not require extensive remediation
 - Healthcare-related activity (ISC) may require higher level of remediation
- Heavy truck & van activity to & from site - though fewer large trucks than traditional TDL
- Requires moving sewer infrastructure (cost & time implications)
- 24/7 activity requires extensive visual/sound buffering along University Ave
- Minimal to no integration with the BeltLine or the Pittsburgh neighborhood

TD&L “Last Mile” - Illustrative Interim Uses



TD&L “Last Mile” - Illustrative Interim Uses



Scenario 2 -

B2B: Mixed White/Blue Collar

USES

- Facilities support services
- Packaging, mailing & labeling services
- Payroll & billing services
- Document & record keeping services
- Industrial, commercial & electronic (ICE) equipment repair, maintenance & rental
- Bike Manufacturer
- Call center
- Ancillary retail

BUILDING & SITE CHARACTERISTICS

- Blue-collar uses: 266,000 SF of single-story buildings on 10.5 acres
- White-collar uses: Office space: 340,000 SF of multi-story buildings (& call center) on 10.3 acres
- Retail: 15,000 SF (included in mixed-use building w/offices)
- Apx. 1,730 parking spaces (mostly underground)

ESTIMATED JOBS IMPACT

- Blue-collar uses: 370 to 910 employees
- Office uses: 1,000 to 1,100 employees
- Retail: 100 - 200 employees

B2B: Mixed White/Blue Collar - Illustrative Design



Adheres to Constraints:

- | | |
|---|--|
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| ☐ Sewer Easements | ☐ Areas of Extreme Slope |
| ☒ Stormwater Management | |

Remediation Level:



.....> Future Use Change?

Creates Assets:

- | | |
|---|---|
| ☒ Visual Access | ☒ Open Space |
| ☒ Vehicular Access | ☐ Historic Building Reuse |
| ☒ Beltline Connection | ☐ Single Phase Development |
| ☐ Stormwater Resource | |

Development Timeline:



B2B: Mixed White/Blue Collar - Observations & Tradeoffs

Economics

- Blue-collar jobs are accessible with $\leq$ HS diploma (46%) & $\leq$ associates degree (77%)
- Between 7% (Repair and Leasing) and 18% (Other Business Services) growth projected in key “blue-collar back office” industries
- Blue-collar jobs are only of moderate quality - wages of \$32K for $\leq$ HS diploma and \$34K for $\leq$ associates degree
- Portion of site taken up by storage (docs & records, equipment), decreasing jobs/acre

Physical/Site

- Multiple buildings = not difficult/costly to comply w/sewer easements
- Allows for multiple on-grade connection to BeltLine
- Reusable building types
- Green roofs reduce need for stormwater infrastructure & provide expanded openspace
- Conforms to BeltLine street framework & is ADA accessible
- Movement of box trucks on & off site - lower frequency than TDL scenarios
- Requires crosswalk improvements on University Ave for pedestrian access

B2B: Mixed White/Blue Collar - Illustrative Interim Uses



Scenario 3 -

B2B: Blue-Collar Innovation Hub

USES

Private and shared office space of a variety of sizes, anchored by shared [industrial] workshop space and equipment. Tenant types might include: bicycle mfg/repair; computer refurbishing; ICE equipment repair/maintenance; after-hours, for-free doer/maker space; design & mfg consulting; engineering, prototyping, manufacturing, assembly, testing services; medical device manufacturing; electrical and other contractors

- Shared workshop, prototyping lab, storage space
- Private office/workshop spaces
- Co-working/Incubator office space

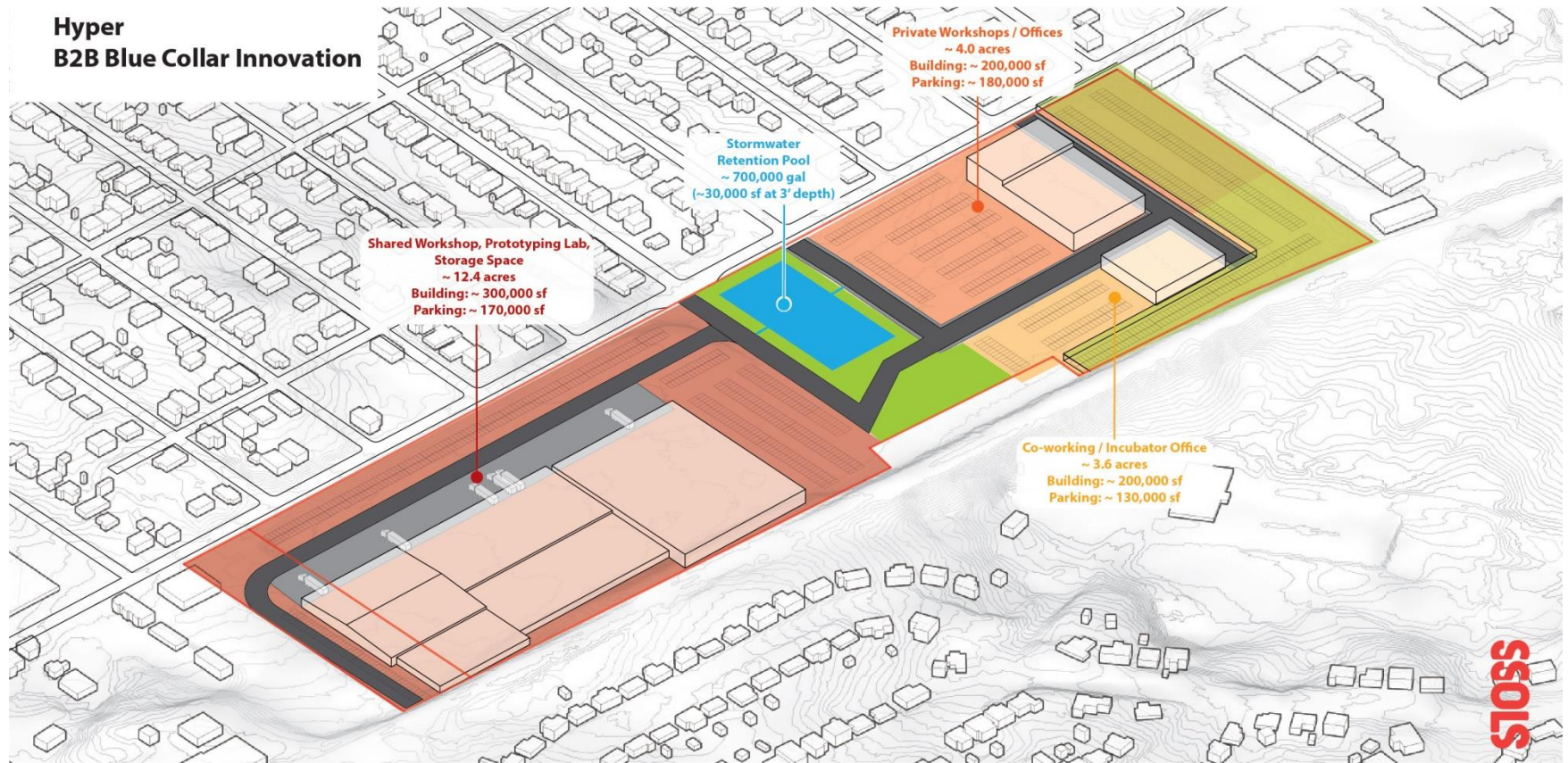
BUILDING & SITE CHARACTERISTICS

- Shared workshop, prototyping lab, storage space: 300,000-SF, 1-story building
- Private office/workshop spaces: 200,000-SF, multi-story building
- Co-working/Incubator office space: 100,000-SF, multi-story building
- Apx. 1,490 parking spaces (9.3 acres)

ESTIMATED JOBS IMPACT

- Shared workshop, prototyping lab, storage space: 900 - 1,100 employees
- Private office/workshop spaces: 600 - 1,600 employees
- Co-working/Incubator office space: 100 - 300 employees

B2B: Blue Collar Innovation Hub - Illustrative Design



Adheres to Constraints:

- | | |
|---|--|
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| ☒ Sewer Easements | ☐ Areas of Extreme Slope |
| ☒ Stormwater Management | |

Remediation Level: ☐ ☒ ☐

Creates Assets:

- | | |
|---|---|
| ☒ Visual Access | ☒ Open Space |
| ☒ Vehicular Access | ☐ Historic Building Reuse |
| ☒ Beltline Connection | ☐ Single Phase Development |
| ☒ Stormwater Resource | |

Development Timeline: ☐ ☒ ☐

B2B: Blue-Collar Innovation Hub - Observations & Tradeoffs

Economics

- Offers opportunities for entrepreneurship & small business growth
- Potential for relationship w/university/college tech partner
- Opportunity to cross-subsidize some programming/components via higher-rent tenants
- Mixed job accessibility & quality profile
 - Engineering & consulting occupations have high wages & skill requirements
 - Bicycle mfg., ICE & contractors have lower wages (roughly half) w/lower skill requirements (~75% vs ~57% <=Assoc)
- Requires ID & engagement of facility management/operating partner
- Requires further market testing to vet feasibility & ID specific mix of users

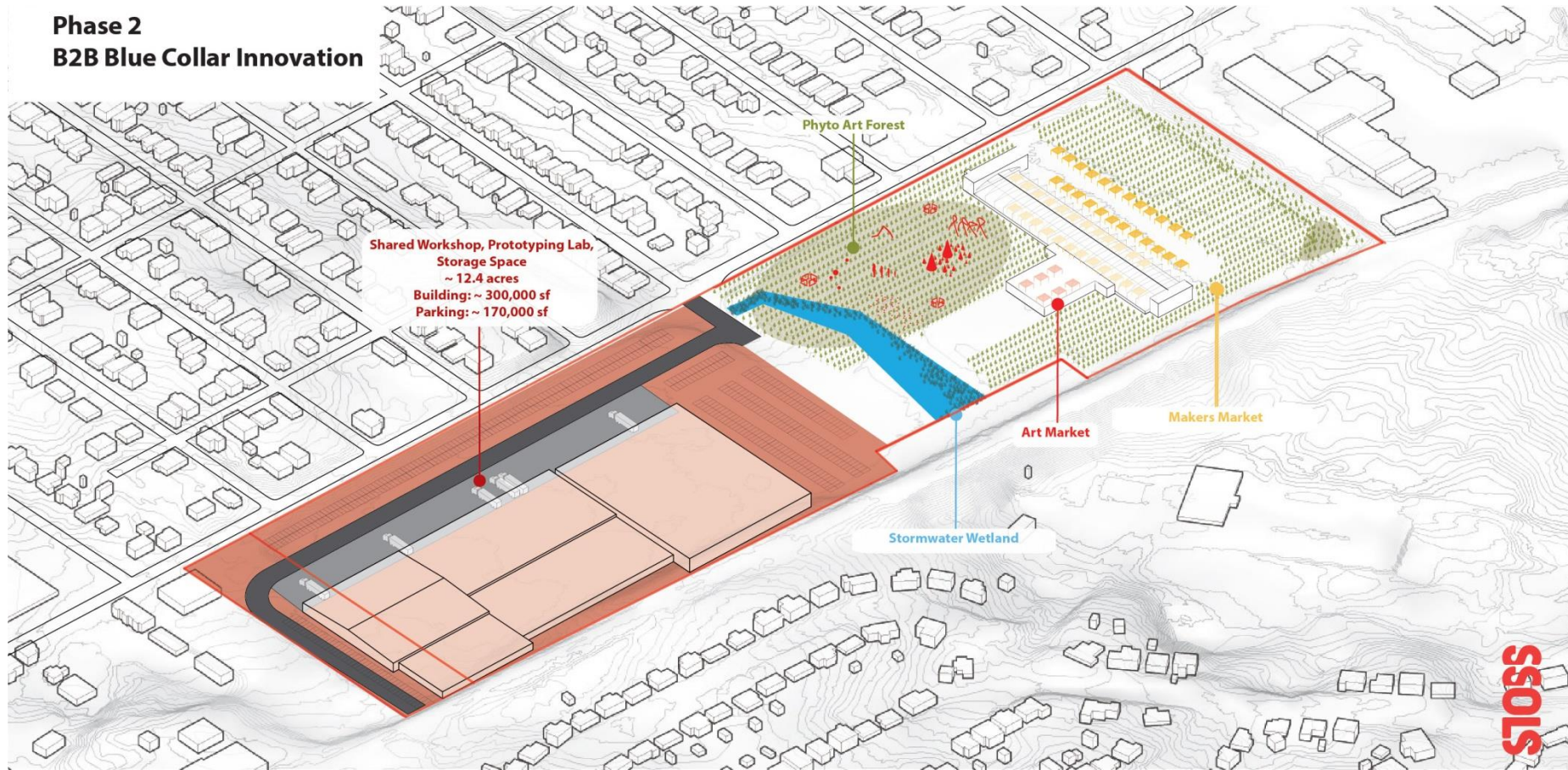
B2B: Blue-Collar Innovation Hub - Observations & Tradeoffs (cont'd)

Physical/Site

- Adheres to sewer easements
- Provides cost-effective stormwater management
- Creates a central openspace that connects to the BeltLine
- Allows for multiple phases of implementation
- Heavier uses are visually buffered by the natural slopes of the site
- Large areas of impermeable surfaces & lack of green roofs require the implementation of large scale stormwater infrastructure in early phases of development
- Does not conform the BeltLine street frameworks or create full grid connectivity

B2B: Blue Collar Innovation Hub - Illustrative Interim Uses

Phase 2 B2B Blue Collar Innovation



Scenario 4 - Mixed-Use: Food

USES

- Food processor/distributor
- Small food processing/retail facility
- Grocery store
- Restaurants/small retail
- Urban agriculture

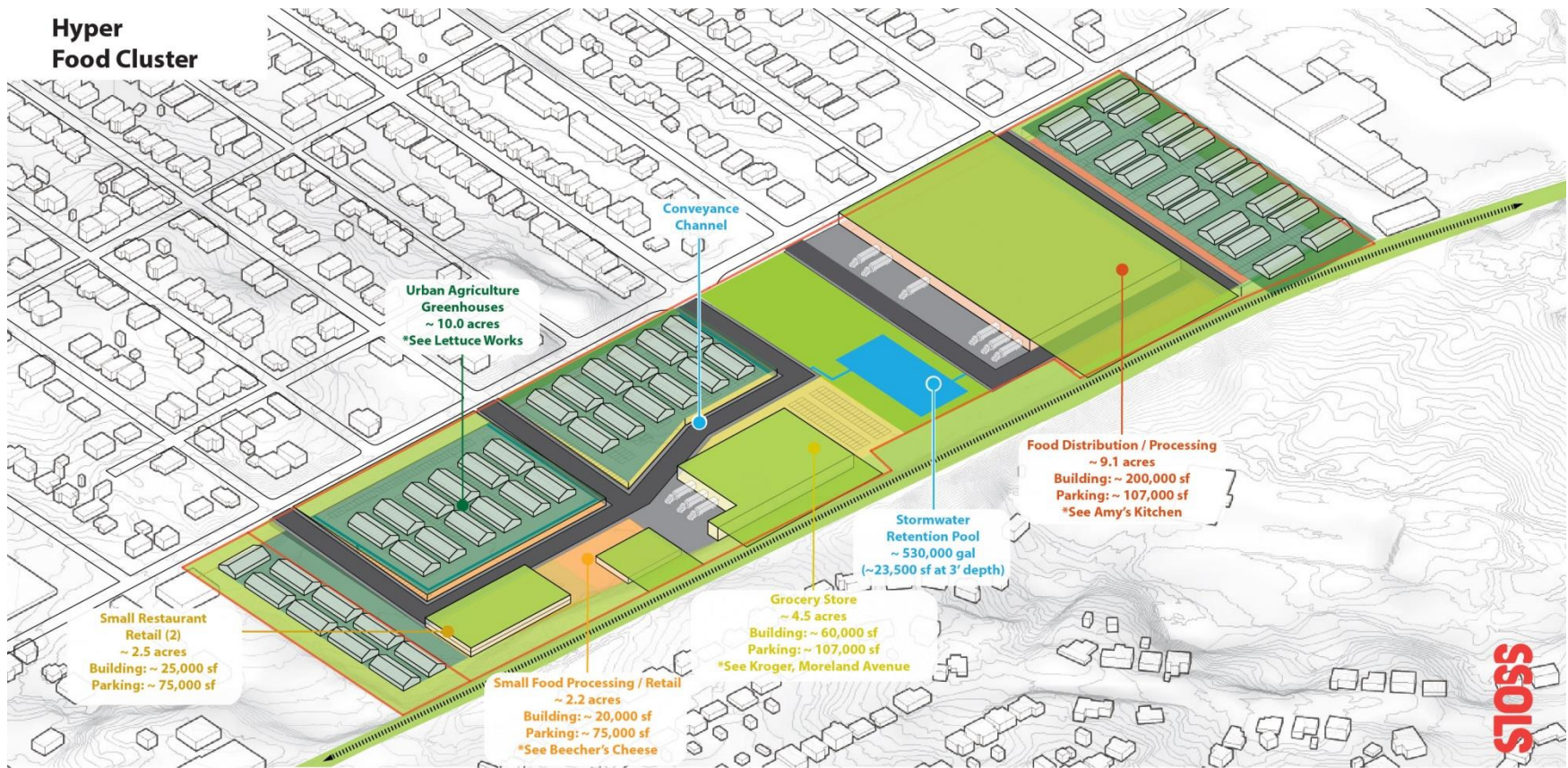
BUILDING & SITE CHARACTERISTICS

- Food processor/distributor: 200,000-SF single-story building on 9.3 acres
- Small food processing/retail facility: 20,000-SF single-story building on 2.2 acres
- Grocery store: 60,000-SF single-story building on 4.5 acres
- Restaurants/small retail: 25,000-SF single-story building on 2.5 acres
- Urban agriculture: 10 acres, on top of parking structure(s)
- Apx. 1,340 parking spaces (8.4 acres)

ESTIMATED JOBS IMPACT

- Food processor/distributor: 100 - 200
- Small food processing/retail: 20 - 35
- Grocery: 85 - 150
- Restaurants/small retail: 160 - 360
- Urban agriculture: 60 - 70

Mixed-Use: Food - Illustrative Design



Adheres to Constraints:

- | | |
|---|--|
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| ☒ Stormwater Management | |

Remediation Level: ☐ ☒ ☐

Creates Assets:

- | | |
|---|---|
| ☐ Visual Access | ☒ Open Space |
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Development Timeline: ☐ ☒ ☐

SOLOS

Mixed-Use: Food - Observations & Tradeoffs

Economics

- Tie-in to promising regional cluster
- Multiple potential options for “industrial” component - e.g., small-scale manufacturing, packaging, wholesale/distribution, organics focus, etc.
- Meets neighborhood need for food access - potential options include mainstream grocer or farmer’s market
- Jobs are accessible: 74% with $\leq$ Associate Degree
- Annual food processing & manufacturing wages average \$38K

Physical/Site

- Can be integrated with surrounding neighborhood
- Roadway connectivity & ADA access
- Rooftop ag. allows for on-grade connection to the neighborhood
- Green roof on Beltline provides openspace
- Adequate stormwater management
- Rooftop urban agriculture would require subsidy
- Truck traffic for food manufacturing inputs/outputs
- Food waste
- High level of remediation required
- Does not conform sewer easement - requires relocation or accommodation

Mixed-Use: Food - Illustrative Interim Uses

Phase 2 Food Cluster

