

Buford Highway

**An ULI mini-Technical Assistance Panel
Prepared for: We Love BuHi**



ULI Atlanta

Mission:

To provide local municipalities, government agencies, and nonprofit organizations with objective, multi-disciplinary guidance and advice on land use, real estate development and urban design-related issues

Primary Task:

Assemble panels of volunteer experts to address specific issues faced by clients (We Love BuHi)



Participants

Greg Gunter (Ackerman & Co) - Investor

Thomas Kramer (Drapac Capital Partners) – Investor

Esther Lho (The Concord Group) – Real Estate Consultant

Matthew Oppenheimer (Halpern Enterprises) – Developer

Thomas Nealon (HFF) - Broker

Ackerman & Co.



THE CONCORD GROUP

HALPERN
ENTERPRISES, INC.

drapac
capital
partners

HFF®

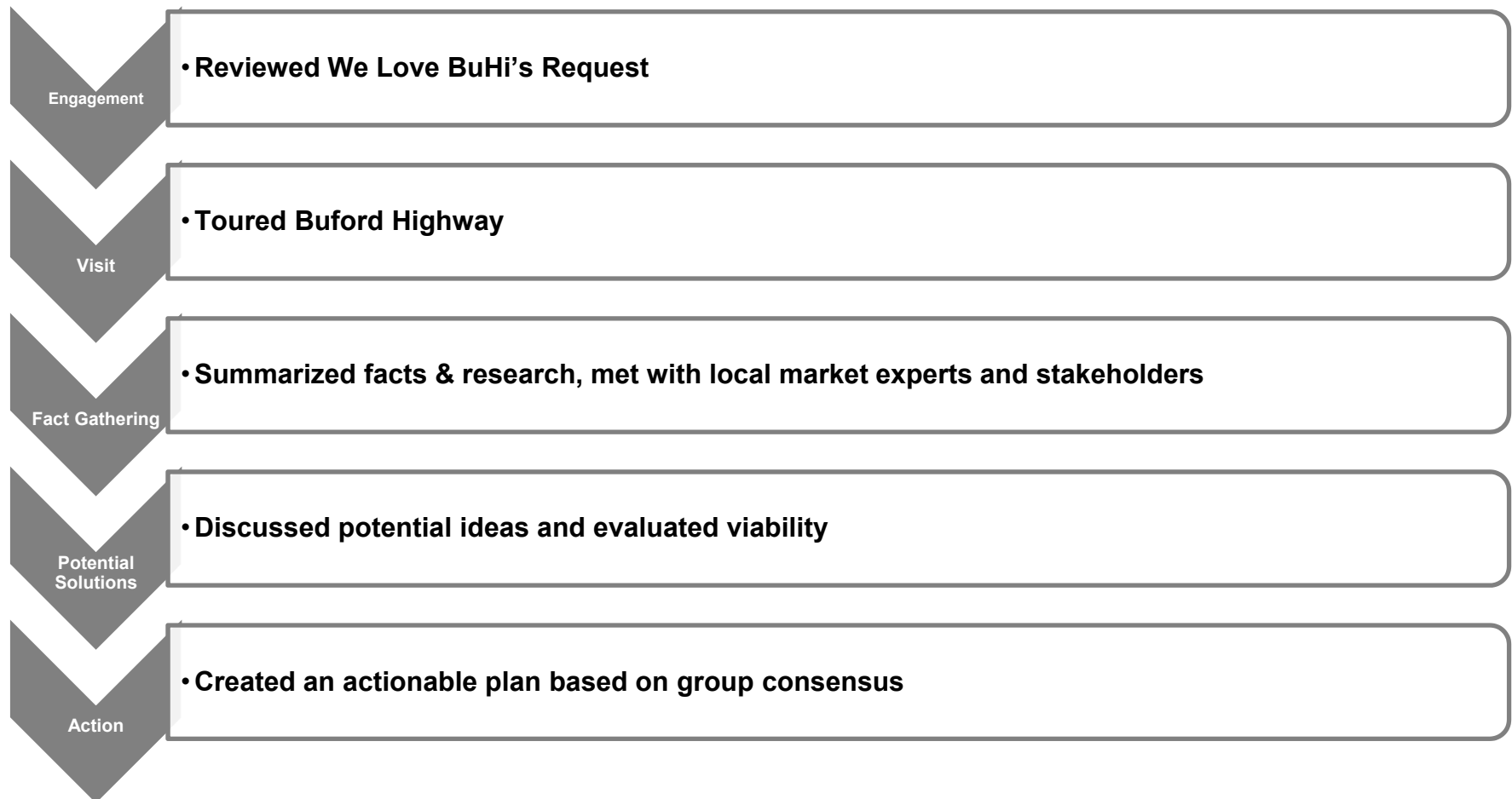


Urban Land
Institute Atlanta

Serving Georgia, Alabama, and Eastern Tennessee



Process





Research

Lay of the Land

- Land Valuation Analysis
- Investment & Interviews
- Development Issues
- Review of LCI Study

Real Estate Development

- Community Land Trust Feasibility
- Business Displacement
- Future Development

Analogs

- Other Corridor Examples
- Best in Practice Initiatives

Path Forward

- Branding Buford Highway
- Studying Other City Campaigns
- Recommending Actionable Steps



Stakeholder Meetings

Jimmy Cushman
Halpern Enterprises

Guillermo Garcia
Pan American Bakery

Christa Isaf
Manager
Northeast Plaza

Tulu Kaifee
BB&T

Julio Penaranda
Plaza Fiesta

Harold Shin
Buford Highway Farmer's Market

Alejandra Wynter
BB&T

Zed Yu
East West Bank

Carlos Zambrano
Restaurateur



Displacement – Overview

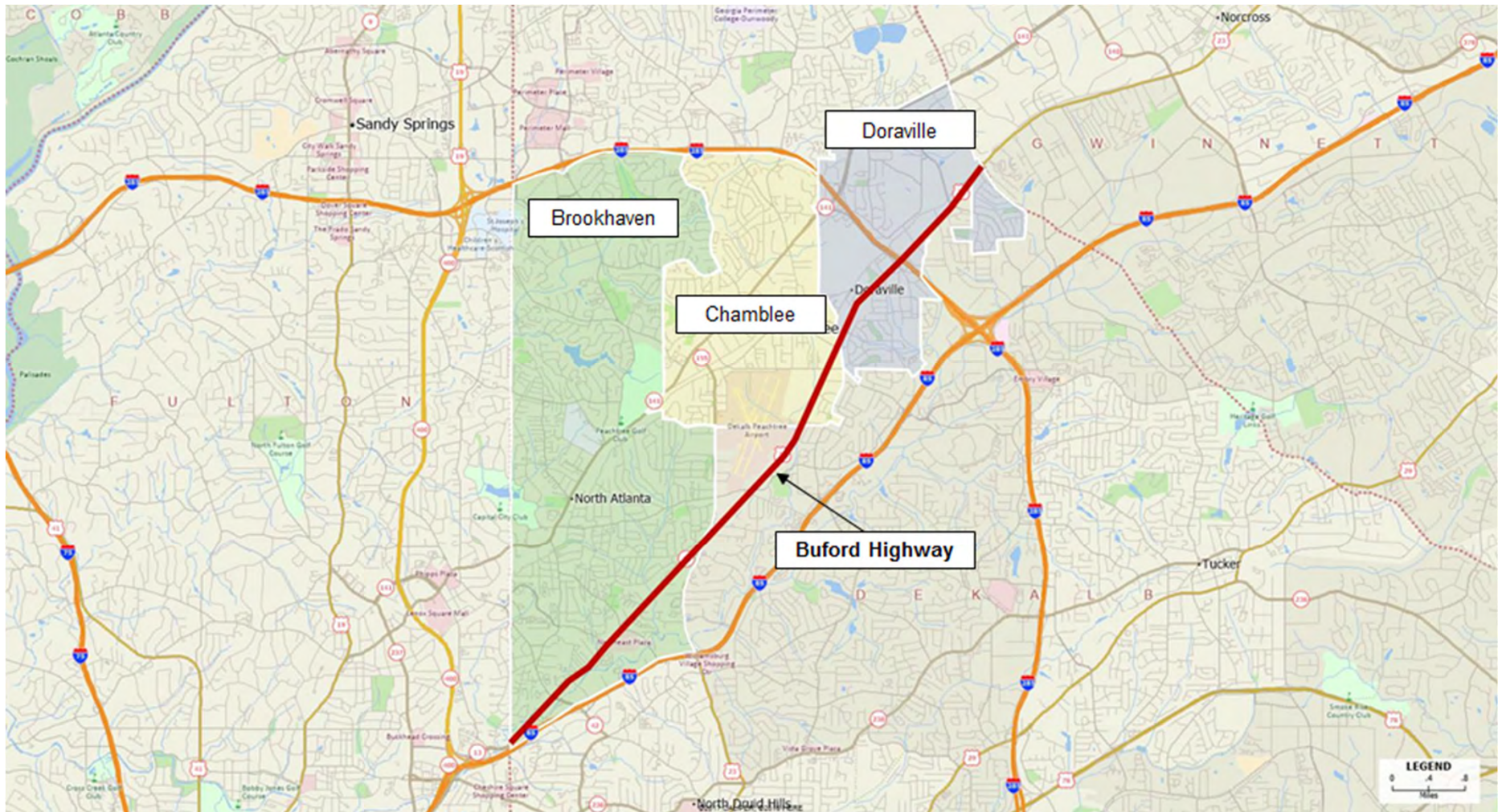
Key Question: How do you prevent displacement of the current businesses on Buford Highway?

Sources of Displacement:

1. 2nd and 3rd generation of immigrant families relocating
2. Corridors farther north provide newer buildings and infrastructure
3. New development pushing out old businesses (*e.g. Assembly & Nexus*)
4. Business no longer thriving on Buford Highway
5. Challenges in Doraville, Chamblee and DeKalb



Buford Highway in Context





Buford Highway in Context - North



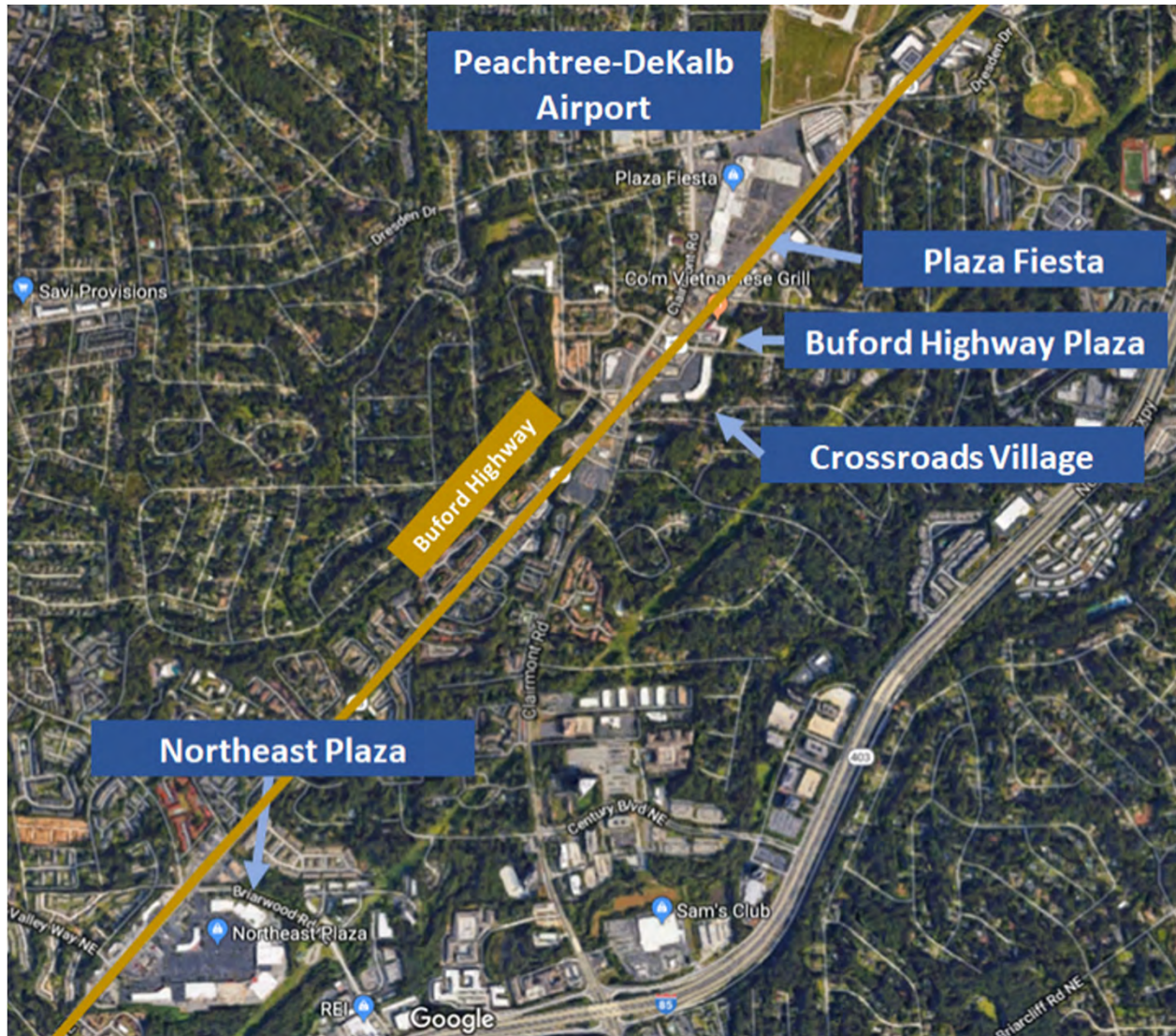


Buford Highway in Context - Central





Buford Highway in Context - South





Small Businesses in Context

Business Types

- Restaurants
- Ethnic Grocery Stores
- Banking
- Big Box Retail
- Small Shop Retail
- Wholesale
- Office
- Personal Services - nail salons, hair salons, dry cleaners
- Business Services - insurance, taxes, check cashing, title loans



International Village





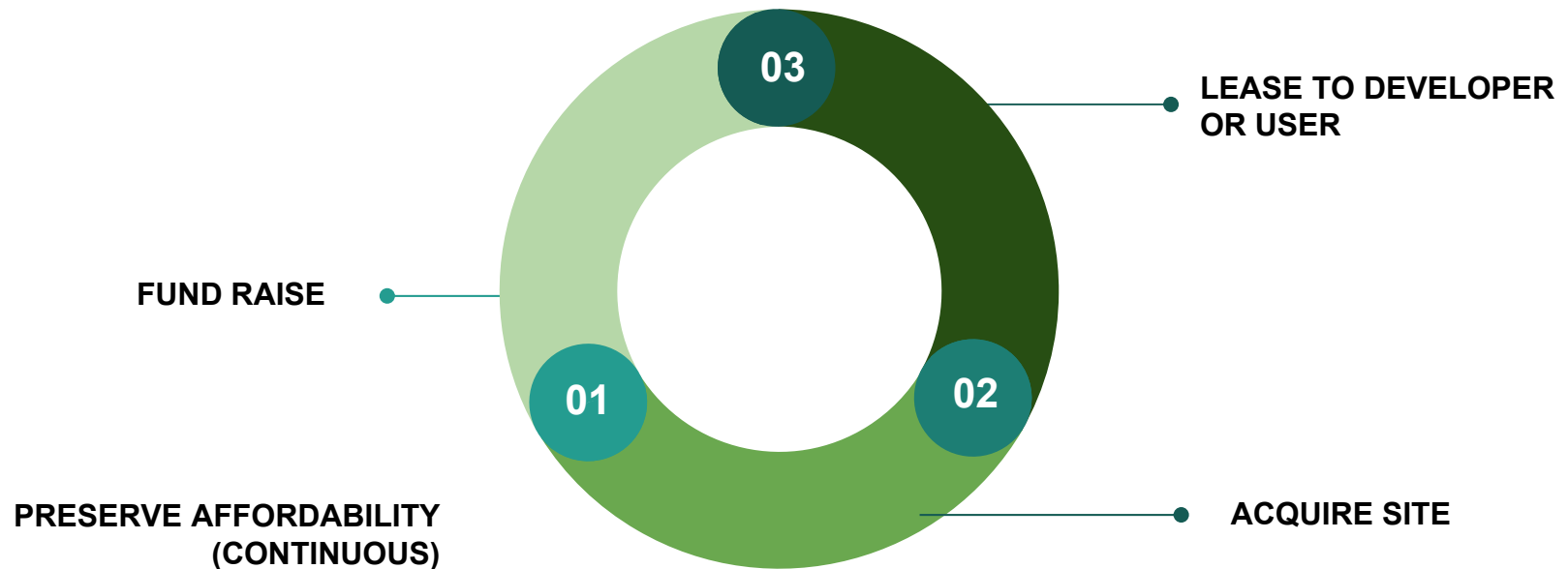
Potential Solutions

1. Community Land Trust
2. Business Association
3. Small Business Financing
4. Placemaking
5. Partnership with CID
6. Development Incentives & Partnership



1. Community Land Trust – Overview

- What is a Community Land Trust (CLT)?
 - Definition
 - Purpose
 - Action Steps





1. Community Land Trust – Land Costs





1. Community Land Trust – Challenges



CAPITAL INTENSIVE

- Land Acquisition
- Real Estate Development
- Overhead costs



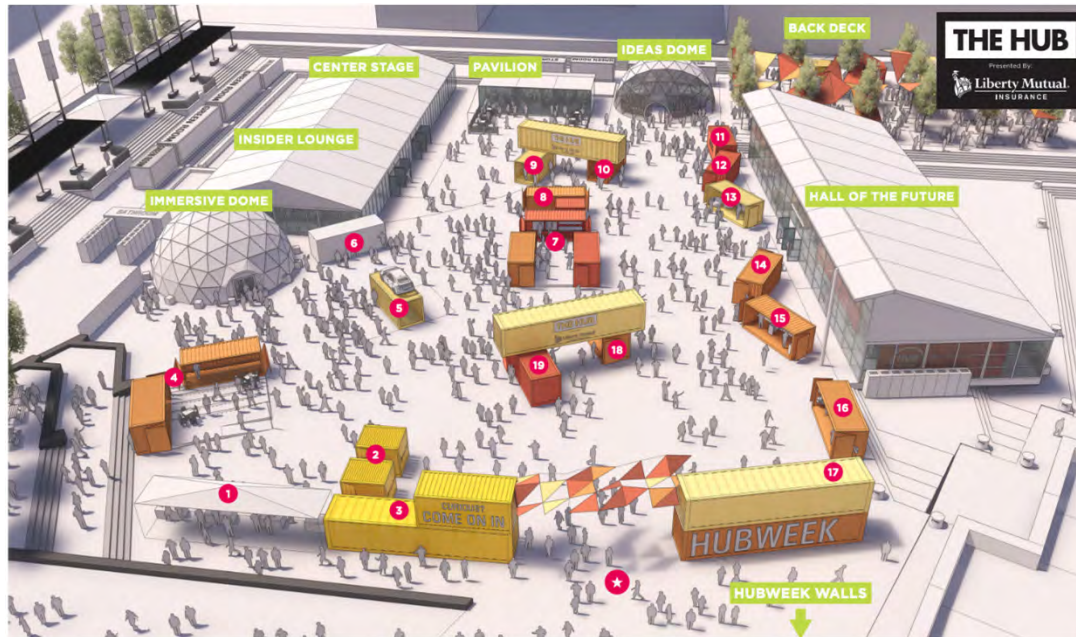
TIME INTENSIVE

- Continuous Fundraising
- Complexity of Development
- Staffing and Administering a Large Organization
 - Executives
 - Acquisitions/Development
 - Operations/Legal
 - Administrative



1. Community Land Trust – Opportunities

- Lower barriers to entry than Chamblee, Brookhaven, and Dunwoody
- Home prices still relatively affordable
- Container village or small-scale development





1. Community Land Trust – Conclusion

- Standard CLT model would have a low return on investment
- Better plan would be to partner with an established CLT and/or developers
- ULI could provide introductions to other CLTs





2. Business Association – Overview

Previous Business Associations

- **Business BuHi Coalition**
 - Doraville Comprehensive Plan
- **Chamblee Area Business and Professional Coalition**
 - Chamblee Comprehensive Plan
 - Transitioned into a Chamber (April 2014):
 - Involvement in city and national politics
 - Focus on Growth and Attracting New Business



Activities

- Monthly Breakfast Meeting
- Business After Hours - Networking Events
- Community Roundtable



2. Business Association – Challenges

- **Maintaining Educational Values**
- **True Impact on Decision Making**
- **Networking Events**
- **Single Leader**
- **Overlapping Goals with other Organizations**



2. Business Association – Opportunities

- **“Unified” voice for BuHi**
- **Sustainable Representation of Business Owners**
 - Feasible representation for minority population
 - Impact in local decision making leadership
 - Addressing future collective needs
- **Meaningful Educational Programs**
 - Resources and information for local businesses
 - Small Business Financing & Educational Programs
- **Leadership Program**
 - Sustainability of the business association
 - City Involvement
- **Common Marketing Program**
 - Marketing Buford Highway and its businesses
 - Managing and organizing events





2. Business Association – Conclusion

Corridor Business Association

Membership-based entity

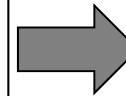
Collaborative with public sector and other stakeholders

Short-Term Objectives

- **Marketing:** Unify marketing plan
- **Leadership:** Cultivate leadership, develop programming events
- **Education:** Offer educational events for public
- **Community Needs:** Address collective needs

Long-Term Objectives

- Participating in local planning initiatives
- Social connectedness



We Love BuHi Action Items

- *Identifying Leader(s)*
- *Provide Objectives and Initial Content Guidelines*
- *We Love BuHi's active future communication and participation with the Business Association*



3. Small Business Financing

Primary reasons for Small Businesses to seek credit:

- Grow their business
- Hire new employees
- Purchase new inventory and/or equipment
- Maintain cash flow in the midst of unforeseeable event and/or slow periods

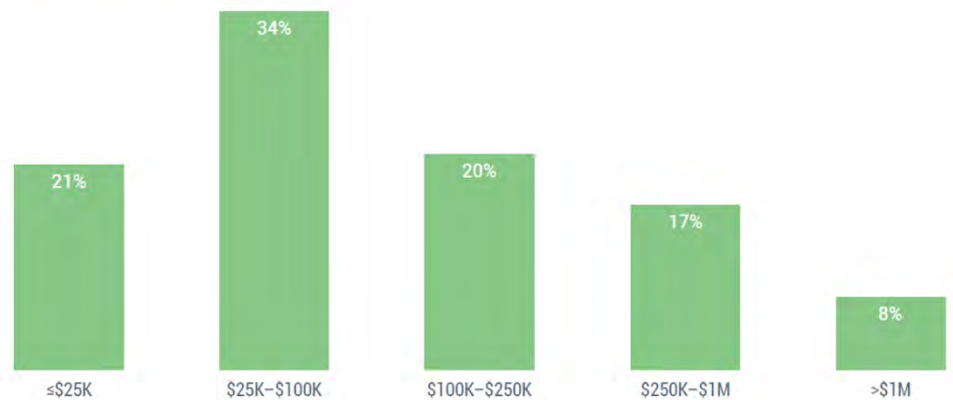
Challenges Associated with Small Business Lending:

- Small Business owners may struggle to meet lenders' lending criteria
- Decreased interest in small business lending by traditional players

According to the Federal Reserve's annual survey of Small Business owners, most are seeking less than \$100K.

TOTAL AMOUNT OF FINANCING SOUGHT (% of applicants)

N = 3,434



*Categories have been simplified for readability. Actual categories are: ≤\$25K, \$25,001K-\$100K, \$100,001K-\$250K, \$250,001K-\$1M, >\$1M.



3. Small Business Financing - Action Items

Maintaining/Increasing Access to Credit:

- Increased cohesion between lending community and small businesses
- Encouraging the Use of Alternative Lending Platforms
 - Community Lending Organizations (CDFIs, etc), online lending platforms, lending circles, sharia-compliant financing, etc



EASTWEST BANK

Helping Businesses Make the Right Credit Decisions:

- Partner with business association to organize workshops with members of the lending community, small business owners and local landlords.
 - Share insights and opportunities, network, increase financial literacy
- Support programs which lower the capital requirements for new businesses until they are “proven” - incubators, food trucks, night market, etc.



4. Placemaking

- Marketing Buford Highway to Greater Atlanta
- Buford Highway Night Market
- Buford Highway Parade
- Parks and Greenspaces
- Foodie Culture
- Public Art



4. Placemaking - Marketing Buford Highway

Marketing Buford Highway to greater Atlanta

- **Current We Love BuHi Initiatives:**

- We Love BuHi Social Media
- BuHi Shuffle
- We Love BuHi Social Club
- BuHi Soccer Fest
- Heroes of Buford Highway
- BuHi Lanterns

- **Other Ideas and Outreach:**

- BuHi Online Restaurant Database
- Outreach to Atlanta area students: GA Tech, GSU, Emory
- Atlanta Eats
- Partnerships with Prominent Local Chefs, Food Bloggers, Yelpers
- Local news - ABC, AJC, GPB, WABE, Atlanta Business Radio





4. Placemaking - Night Market





4. Placemaking - Night Market

CELEBRATE DIVERSITY!

THE INTERNATIONAL
Night Market
ATLANTA

FRI
OCT 5
5PM-12AM

SAT
OCT 6
5PM-12AM

SUN
OCT 7
12PM-9PM

**TASTE
THE WORLD!**



ARTISTS. PERFORMERS. KIDS ZONE. ACTIVITIES. BANDS. GAMES. FOOD. RETAIL & MORE!
70 COUNTRIES 50,000 ATTENDEES 150+ VENDORS

NORTH POINT MALL, ALPHARETTA
ATLNIIGHTMARKET.ORG





4. Placemaking - Parade / Festival

- Celebration of Buford Highway as Atlanta's International Corridor
- Bike Race / 5K
- Partner with local charities (ie; Welcoming America)
- Involve local schools, city governments, police, and fire stations





4. Placemaking - Foodie Culture

- Restaurant Week
- Taste of Buford Highway
- Partner with prominent local chefs and food bloggers
- Commercial Kitchen Incubator





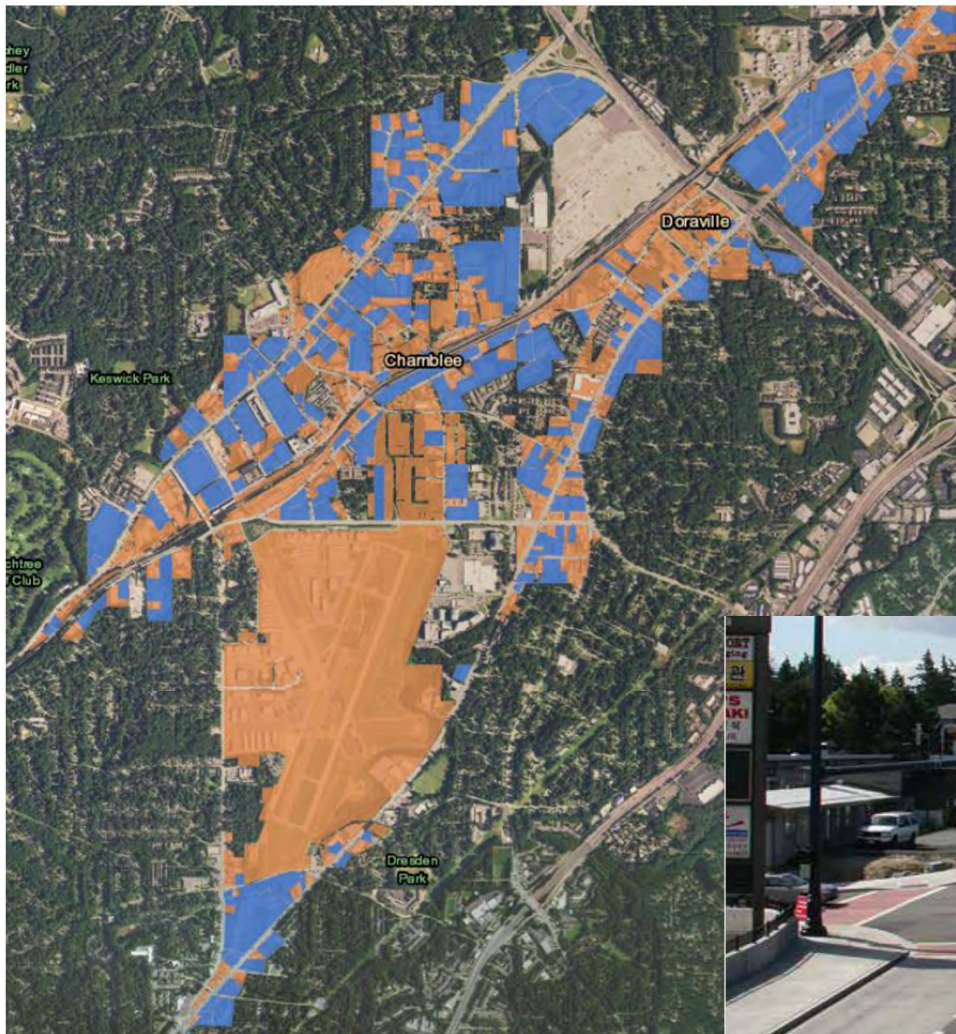
4. Placemaking - Public Art

- Living Walls
- Public Spaces
 - 285 Underpass
- BuHi Lanterns
- “Chalktoberfest”



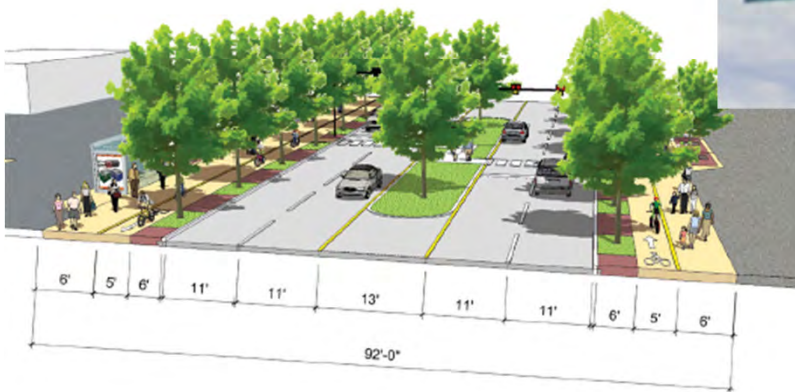


5. Partnership with Chamblee Doraville CID





5. Partnership with Chamblee Doraville CID





6. Development Incentives & Partnerships

Advocate for development incentives with local Cities

- Help create incentive programs designed around working with “ethnic minority owned” or “locally owned” businesses
- Incentives can include
 - Waived permitting and impact fees
 - Density bonuses
 - Use allowances
 - Tax credits or deductions
- Will require partnership with organizations like CID and Business Association to be able to get buy-in from Cities

Partner with landowners/developers along Buford Highway

- We Love BuHi can become a resource for developers pursuing new projects or re-developments along the corridor
- Can assist with:
 - Collaborating to create leasing plan (desired uses and users)
 - Connecting local business owners (tenants) with developers
 - Building awareness for new projects



Conclusions

1. Community Land Trust (LCI)
2. Business Association (LCI)
3. Small Business Financing
4. Placemaking
5. Partnership with CID
6. Development Incentives & Partnership



Thank You!