

CREATING SACRED OASIS

for All Saints' Episcopal Church



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All Saints' Episcopal Church

ON THE COVER: The historic chapel on the All
Saints campus.



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The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific region, with members in 81 countries. ULI's extraordinary impact on land use decision-making is based on its members' sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. Drawing on its members' work, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

About ULI Atlanta

With over 1,400 members throughout the Atlanta region (Georgia and Eastern Tennessee), ULI Atlanta is one of the largest and most active ULI District Councils worldwide. We bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs. We share knowledge through education, applied research, publishing, electronic media, events, and programs.

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ULI Advisory Services: National and Global Programs

Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics.

An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of view. From the streamlined two-hour session to the "deeper dive" eight-hour session, this intimate conversational format encourages creative thinking and problem solving.

Learn more at americas.uli.org/programs/advisory-services.

Technical Assistance Program (TAP)

Urban Land Institute harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. Technical Assistance Panels (TAPs) provide expert, multidisciplinary, unbiased advice to local governments, public agencies, and nonprofit organizations facing complex land use and real estate issues in the region. Drawing from its seasoned professional membership base, ULI Atlanta offers objective and responsible guidance on various land use and real estate issues ranging from site-specific projects to public policy questions. The sponsoring organization is responsible for gathering the background information necessary to understand the project and presenting it to the panel. TAP members spend two days developing an understanding of the problem, coming up with recommendations, and presenting those findings and recommendations to the sponsoring organization.

Learn more at atlanta.uli.org/get-involved/taps/.

Distinct from Advisory Services panels, TAPs leverage local expertise through a half-day to two-day process.

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TAP PANEL

The historic church campus is situated in the midst of Midtown's boom – adjacent to Norfolk Southern's new campus.

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GOOGLE EARTH

Aerial view of the study area.

EXECUTIVE SUMMARY

Purpose

Located in the southern part of Midtown Atlanta, All Saints' Episcopal Church owns an entire city block bordered by West Peachtree Street, Ponce de Leon Avenue, Spring Street, and North Avenue. Interested in a deeper understanding of their options for development of some of the parcels of land located on their campus, All Saints' partnered with ULI Atlanta's TAP program. The TAP panel members met at All Saints' for an intensive two-day workshop to learn key details about the Church, its buildings and missions, tenants, and goals for the future, in order to formulate and recommend options for potential future development on the Church campus.

Key Challenges to Address

All Saints' proposed three main challenges to the TAP panel for consideration during the two-day workshop:

1. Identify the redevelopment opportunities available to All Saints', including potential development partners they should consider. The Church also asked for help positioning the All Saints' community to evaluate and articulate their desired outcomes in this endeavor.
2. Help the All Saints' leadership understand the nuances of leveraging property holdings adjacent to the sanctuary through sale, lease, redevelopment, joint-venture partnership, or any other valid ventures that need to be considered and identify three to five frameworks for structuring a future project.
3. Determine how the All Saints' Committee might structure a decision-making and implementation process to move forward with a cohesive vision.

The Process and Outcomes

Before the workshop, TAP panel members received a written packet of information about the Church. It included a history of All Saints' and its Rectors and summarized campus growth over the past 100+ years.

The process of on-site learning began with a walking tour of the church facilities led by The Reverend Dr. Simon Mainwaring, to learn about the programs and missions housed in each building. Rev. Mainwaring also gave an overview of the Church, including its financial standing and the composition of its membership. After the tour, panel members met with the members of the All Saints' Future of Our Block Committee to learn about the Committee's progress to date. The day culminated with the panel members conducting Zoom meetings with stakeholders to understand their perspectives on selling or utilizing the property for non-Church uses, accommodating Church missions, etc.

The second day of the workshop focused on evaluating information uncovered the previous day and providing recommendations. Significant time was dedicated to performing a SWOT analysis to determine the strengths, weaknesses, opportunities, and threats that impact the future development of the All Saints' campus. Additionally, feedback from stakeholder interviews was reviewed, and the TAP members brainstormed solutions.

TAP committee members recognized throughout conversations with stakeholders, committee members, and church leadership, that the All Saints community must continue to work towards a unified vision before any



The TAP panel and sponsor gathered for a photo during the study tour.

decisive action is taken regarding the disposition of church land. One element that seems clear, however, is that the All Saints community has not articulated any need or desire to sell (or otherwise liquidate) any portion of the campus for the short term (0-5 years). The panel suggested that the church invest in a strategic planning exercise to understand the needs of its mission and other programs and how they tie into the church business plan.

The panel offered five options or themes for future development, ranging from least impactful to current church operations, up to and including the redevelopment of a significant portion of the block. Maintaining control is part of this thought process, as is how that control impacts revenue. This part of the process and suggestions for activating community engagement are outlined later in this report. The day culminated with a presentation of findings and recommendations to Rev. Mainwaring and members of the Vestry.

INTRODUCTION AND PROJECT BACKGROUND

Church Make-up

A parish in the diocese of Atlanta, All Saints' Episcopal Church is led by The Reverend Dr. Simon J. Mainwaring, Rector, and six other clergy members. Additionally, ten priests are affiliated clergy to All Saints' Episcopal Church (All Saints'). Twenty-six hundred parishioners call All Saints' home.

Lay leaders of the Church include 18 members of the Vestry. The Executive Committee of the Vestry includes Senior and Junior Wardens, the clerk, and the treasurer. Twenty-four staff members provide administrative, facilities, and program staff.

History of All Saints'

In 1903, a group of parishioners from two downtown Episcopal churches, St. Luke's and the Cathedral of St. Philip (the latter eventually relocated to Buckhead), petitioned Bishop Cleland Nelson to build a church on the corner of North Avenue and West Peachtree Street. With the approval of the Bishop, Mary Jane Peters gave the land in memory of her husband, Richard. A wooden chapel was built on the then-vacant lot, and the Bishop himself named the Church and called the first rector.

Over the next 118 years, All Saints' was led by nine different rectors, including its current rector, Rev. Mainwaring. As

the church membership grew, so did the campus, adding the Egleston in about 1916, the Parish Hall in 1955-56, and the Pritchett Children's Center in 1996. Finally, a capital campaign in 2016 exceeded expectations and allowed All Saints' to purchase the remaining parcels on the block.

From its inception, All Saints' has had an outstanding music ministry and has long emphasized social responsibility and embraced changes that arose from political realities. This was demonstrated by the signing of a "Ministers' Manifesto" in 1954 after the Supreme Court decision in 1954 declaring segregation illegal. The document urged tolerance and obedience to the law, and All Saints' continued



The Warren family photographed in front of All Saints' buildings.



The interior of the church is decorated with Easter lilies in 1927.

to welcome people of all races to attend their services. Additionally, during the late 1990s, All Saints' embraced its long-established commitment to welcoming, worshiping with, and ministering to those society ignores, marginalizes, or abuses, most notably by establishing GALAS (Gays and Lesbians of All Saints'). GALAS remained a visible ministry to the All Saints' community and was the impetus for accepting same-sex marriage policies authorized by the Bishop.

All Saints' ministries have grown over the decades. These missions are rooted in All Saints' leadership and have flourished with support from the congregation over the decades. They are also considered the core ministries of the Parish. While some were once housed on the campus, some of them still reside there today, and all of them have become an intricate part of the Midtown community, and include:

- Covenant Community, a residential program of life stabilization for recovering addicts.
- Midtown Assistance Center, with a mission to prevent homelessness.
- Threads, a store located on the All Saints' campus with the mission to "clothe children with dignity."
- Refugee Ministries, with a mission focused on creating meaningful supportive relationships between community members and former refugee families that fled to the U.S. to escape war and danger.

The **Pritchett Center Building** has housed Bright Horizons, a childcare center, at All Saints' since 1996. Bright Horizons is an integral part of the campus and an important partnership for the Church in executing its mission to serve families in the area. It also represents the most significant revenue stream outside of tithing and donations. Bright Horizons' lease expires on December 31, 2025. The building has 11 classrooms, and 124 children are enrolled in their program.

The children's choirs all rehearse in this building. The Bright Horizons classrooms serve as Sunday School rooms each week. There is also a small kitchen and a half basketball court located in the building, and there is significant potential for growth in the building.

The third floor is used during the week for middle and high school student activities and is occasionally rented to host conferences. Another group will occupy a small space on the third floor, but details are unavailable.

A \$1 million renovation of the exterior building skin and the roof was undertaken in 2014-2015 to correct leaking issues. There are still a few scattered dehumidifiers in the building for areas that experience occasional moisture problems. Overall, the building has been problematic for the Church due to these maintenance issues. When thinking of redevelopment, many church members think in terms of the entire western portion of the block, which includes this building, as there could be more significant impact developing the whole western half of the block without touching the historic buildings.

The **Parish House** was constructed in the 1955-1956 time frame. Two main components of the building are a commercial kitchen and a large multipurpose room. While there is no specific mission component to the kitchen, the Covenant Community – in non-COVID times – uses the facility to prepare Sunday morning breakfast and a large Thanksgiving meal for the individuals (and their family members) that are part of the Covenant program. Bright Horizons has also used the kitchen to prepare a Thanksgiving feast for its families. The third floor of the building was renovated during the last capital campaign. It houses meeting rooms and several classrooms which are utilized on Sunday mornings and Wednesday evenings. Additionally, some staff members and outside groups use the meeting rooms.

This building is ADA compliant and has computerized controls systems as opposed to the other buildings that have manual controls systems. The building also has technology that was integrated into the design during the renovation, including lighting shades and controls and audio-visual systems. In addition, the multipurpose room generates a small amount of revenue through rental use by outside community groups and a few wedding receptions held there annually.

Campus Buildings and Church Tenants/Leases

The All Saints' three-acre campus comprises the following buildings:

BUILDING NAME	NUMBER OF STORIES	TOTAL SQUARE FOOTAGE	
Pritchett Center	5	76,317 SF	
Parking (Floors 1 & 2 – type IB)			41,474 SF
Daycare (Floor 3 – type IIIB)			14,367 SF
Business (Floor 4 – type III)			10,238 SF
Attic Youth Storage (Floor 5)			10,238 SF
Parish House	3	17,559 SF	
Egleston Hall	3	68,164 SF	
Tate Hall	2	9,800 SF	
Chapel + Sanctuary	2	12,500 SF	
Covenant Building	2	2,137 SF	
Floor 1			1,097 SF
Floor 2 (for residents)	1,040 SF		
33 North Avenue	1	2,357 SF	
31 North Avenue	1	2,357 SF	
Midtown Assistance Center	1	4,000 SF	



Pritchett Children's Center



Parish House



Egleston Hall



Tate Hall



Historic Chapel



Covenant Community Building

ALL SAINTS' EPISCOPAL CHURCH

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The **Egleston Hall**, constructed in ca. 1917, was originally a theatre building. It currently houses some offices, a library, and the Music Suite. In addition to rehearsals on Wednesdays and Saturdays, the Music Suite is also used by community members to grow musical partnerships. For example, the Atlanta Boy Choir, an organization that seeks to promote the musicianship of people of color, both use the space for rehearsals. The space is adequate to host existing programs. Other than Wednesday nights and Sunday mornings, there is ample availability to promote music tuition opportunities to children that might not be able to afford them otherwise, which is a goal of the Church. The Music Suite was renovated in 2016.

The library area hosts meetings and staff luncheons and is used as a family gathering space during funeral services. It also serves as a quiet place to read or study and has been used in film and television productions. Unfortunately, the building is not ADA compliant.

The top floor houses staff offices, including key leadership team members. The space needs a renovation to create areas that provide a sense of collaboration. Before its current iteration, the space housed Sunday School rooms.

The outdoor green space has always been important to the Parish, but during the pandemic, the Church discovered new uses for its outdoor oasis, including worship services, concerts, and community gatherings. The membership views the space as the “heart of the campus” and they do not want it to decrease in size. Additionally, the membership is mindful of any future development that might impact sunlight permeating into the space. The area is viewed as a gateway to the church community, and they are open to new uses for the space. In its current configuration, the green space meets ADA requirements.

Tate Hall houses Threads, which is a volunteer clothing ministry of All Saints’ driven by a desire to provide children in need with clean, well-fitting clothes and footwear. Threads serves families referred by social service agencies around Atlanta.

Tate Hall also hosts numerous other outreach programs throughout the week that advance the ministry of All Saints’.

The **Chapel** is open throughout the week. However, All Saints’ would like to become more of a “downtown” church, and one potential use of the chapel space during the week could be as a venue for lunchtime concert performances.

Covenant Community also has a free lease in its space that includes offices, sleeping quarters, and meeting rooms. This stand-alone building is located mid-block on the Spring Street side.

The **Midtown Assistance Center (MAC)** leases space in another building on the Spring Street side. The MAC entered into a free lease for five years beginning in 2021. MAC will occupy about 4,000 square feet of space, doubling the size of its current space. However, this is a temporary home for MAC, and they are aware that they may not have a future on the block.

Parking

Parking on the campus has long been a point of discussion among members and church leadership. The Church’s membership resides across metro Atlanta – some as far away as Kennesaw – so transportation to and from the Church is essential and vehicular parking is needed. There are 157 total spaces in the campus parking decks. At one point, All Saints’ rented parking spaces at the site of the Norfolk Southern headquarters site prior to construction, but the building owner has cited security concerns since the completion of its construction as the reason for not continuing that relationship. All Saints’ currently has an agreement in place with Bank of America to rent up to 50 spaces in its parking deck across North Avenue. The Church also has a relatively new deal with Reef Company for vehicles to park on All Saints’ property during Georgia Tech sporting events and Fox Theatre events, creating a small revenue stream. Including the gravel lot, the Church has approximately 200 parking spaces located on the campus. How many parking spaces the Church will require post-pandemic remains a question. Pre-pandemic the Church averaged 600 attendees each week over four services.

Only a few Church members use MARTA as a form of transportation to and from church events. Most of those who use MARTA typically ride it on Wednesday evenings to avoid weekday traffic issues in the Midtown area.

Missions and Activities

It is reasonable to expect that as the pandemic ends, the Parish will once again have approximately 350 events taking place on the All Saints' campus each month. The Church has five or six worship services at a minimum, 20+ adult classes, at least ten youth classes, six choir rehearsals, and a Wednesday night supper in a single week. Additionally, outside groups, including ten weekly 12-step programs, meet regularly on the church grounds. Threads, the children's clothing ministry, has myriad clients and volunteers that shop and assist its effort weekly. All Saints' also serves as a polling place.

All Saints' staff routinely interacts with members of the Covenant Community and Bright Horizons staff, both housed on the campus. Covenant Community is a residential life stabilization program for men in early recovery from addiction. Bright Horizons is a childcare and pre-k center that serves over 140 children whose parents work in the Midtown area. The Bright Horizons staff members have mailboxes located in the church offices, and both organizations use All Saints' space for special events, including graduations, parties, and recitals.

Future of Our Block Committee

In 2016, All Saints' acquired the remaining parcels of the city block on which it sits and now owns the approximately three-acre Midtown block bordered by North Avenue, West Peachtree Street, Ponce de Leon Avenue, and Spring Street. In December 2018, Rev. Mainwaring asked eight parishioners to form the "Future of our Block" committee to explore and envision opportunities to enhance, change, and redevelop some portions of the block. The Committee set an ambitious timeline of three years to recommend a plan consisting of three broad phases: Learning, Parish and Community Engagement, and Finalizing a Vision.

The onset of the COVID-19 pandemic slowed that work, but the Committee remains steadfast in its commitment to its work and the Parish, as well as to support the mission statement drafted by the Committee:

"An inclusive discernment and deliberate alignment of All Saints' faithful ambition with a spiritually, socially, fiscally, and environmentally sustaining vision for the campus block as the beating heart of south Midtown."

The committee process has focused on the following needs and wants:

- The Church building, Chapel, and Egleston Building remain as they are currently.
- Central green space and the Kennedy courtyard remain.
- Availability of appropriate parking.
- Environmental and long-term financial stewardship.
- Consideration of outside partner(s) if plans involve significant change.
- Space for four core ministries remains on campus.
- Consider ways to enable real estate to provide sustainable revenue.
- Improvement of children/youth spaces.

The Committee's goals include:

- Maximize participation in a transparent, inclusive, and deliberate process.
- Respect and build on the Church's history.
- Consider All Saints' faithful ambition for the future.
- Embrace the changes in the neighborhood and the Church and consider new programs that expand connectedness with the neighborhood.
- Maintain and expand All Saints' engagement in the life of the neighborhood.
- Preserve the Church's "oasis" in Midtown

- Provide stewardship for current and future resources.
- Create flexibility to support unanticipated change over time.
- Increase diversity of both uses and users on campus

The Committee's first 14 months was a learning phase during which members learned from Midtown community constituents, including Georgia Tech, Norfolk Southern, MARTA, the Midtown Alliance, Emory University Hospital, and others. This time also included a trip to New York City

to visit several churches with unique real estate challenges and learning about their corresponding solutions.

The Parish and Community Engagement phase of the plan was scheduled to kick off in the spring of 2020 when the pandemic stalled the process. Since then, the Committee has continued with opportunistic learning, allowing for meetings about affordable housing, the proposed Midtown Connector Transportation Improvement Project, ULI, and other developments in and around Midtown Atlanta.



Historic photo of the chapel.



Historic photos of the All Saints' campus.

SCOPE OF WORK AND DESCRIPTION OF THE TECHNICAL ASSISTANCE PANEL

Scope of Work

In Summer 2021, All Saints' began a discussion with ULI Atlanta's Technical Assistance Program (TAP) to understand how the ULI team could assist the Church with recommendations about future development opportunities. During All Saints' exploratory learning phase, leadership had become aware of some transformative work occurring in the Cathedral District in Jacksonville Florida: that work stemmed from a 2016 TAP executed by ULI Jacksonville with St. Johns' Cathedral to help catalyze development within the "Cathedral District". The All Saints' team was intrigued that ULI helped the Church determine a set of recommendations and establish a game plan to move the Cathedral's vision forward, and they hoped that ULI Atlanta could do the same for them.

Early in the process, All Saints' identified certain highly desirable outcomes:

- The Sanctuary and Chapel will remain as they are.
- Parking is needed.
- Green space should be incorporated.
- Any project must be environmentally friendly.
- Church missions will need space.
- Financial stewardship must be an overriding consideration.

With those constraints in mind, a scope of work was developed, and three questions helped to pose challenges that the TAP panel would address:

1. Identify the redevelopment opportunities available to All Saints' Church, including types of development partners.
2. Understand the nuances of leveraging the property holdings adjacent to the sanctuary through sale, lease, redevelopment, joint venture partnership, or other venture. Identify 3-5 fundamental frameworks for structuring a future project.

3. Determine how the All Saints' Committee might structure a decision-making and implementation process to move forward with a cohesive plan.

Description of the Technical Assistance Panel

The two-day workshop convened following CDC health protocols due to the ongoing COVID-19 global pandemic and was conducted in a hybrid format (both virtual and in-person).

The first day began with a socially distanced meeting of TAP panel members and staff and leadership of All Saints'. After brief introductions, the panel members were given a walking tour of the church facilities. The tour was led by Rev. Mainwaring, to learn about the programs and missions housed in each building. He also gave an overview of the Church, including its financial standing and the composition of its membership. After the campus tour, panel members had a working lunch in the courtyard with All Saints' Future of Our Block Committee members to learn about the Committee's progress to date.

Following lunch, TAP participants returned to their respective homes or offices or remained in separate



TAP PANEL

The panel heard from Church leadership during the tour.

conference rooms within the Church and conducted multiple sets of stakeholder interviews, all via Zoom.

The panel interviewed approximately 30 stakeholders. Statements from the stakeholders varied widely regarding selling the property, renovating buildings, prioritizing church missions, and more. Themes that emerged from these interviews included:

- **Maintain the children’s center on campus**
Some felt that this alignment with the mission to serve families that work in the community also aligns with the Church’s need for classroom space and parking on Wednesday nights and Sundays.
- **Adequate parking is imperative.**
Many stakeholders echoed the need to address parking issues as part of any development plan or before any development plan as it impacts attendance. Many feel that the situation has been severely affected by the loss of parking at what was once the Norfolk Southern headquarters building site.
- **There is a lack of consensus about next steps.**
Comments regarding how the campus might be redeveloped and for what purposes as well as how any development might “devalue” the balance of the campus were varied, indicating that there is not yet a cohesive vision for the entire campus.



TAP PANEL

Certain spaces on campus serve multiple purposes.

- **“There needs to be a balance between the financial implications and the impact of development on the existing campus.**

Comments often included this need to balance how the Church could capitalize on its valuable land holdings yet not negatively impact its mission and operations. There were observations made about exploring trade-offs regarding development and having factual information to educate the membership about the process.

- **Several other uses could be considered on the campus.**
For example, senior housing and affordable housing were often mentioned as potential additional uses for development. These uses could potentially marry the Church’s missions with financial gains from development.
- **Additional thought should go into whether some of the buildings should remain on campus and what programs must remain on campus.**

There were varied comments about the Church’s various missions, where those missions should be housed, and if those missions should remain housed in facilities on the campus.



TAP PANEL

Deliberations included conversations with ULI North Florida leadership around a recent similar study in Jacksonville.

The second day of the TAP was dedicated to analyzing the project's strengths, weaknesses, opportunities, and threats (SWOT analysis, outlined on the following pages), and reviewing the feedback from stakeholder interviews. Additionally, the panel brainstormed solutions and recommendations that culminated in presenting a report to Rev. Mainwaring and members of the Vestry.

The TAP panel also attended a lunchtime Zoom presentation by Ginny Myrick, CEO of Cathedral District-Jacksonville, Inc. (CDJ), and Dean Kate Moorehead of Saint John's Cathedral, in Jacksonville, Florida. The two presented their mission to revitalize 100+ acres in downtown Jacksonville and discussed the implementation of some of the more than 30 recommendations given by the ULI North Florida TAP program in which they participated. The success of CDJ includes over \$40 million in capital investment for the area, more than 300 residential apartments that are currently under construction or in planning phases, and the creation of several community events within the neighborhood. There is a case study summarizing the success of Jacksonville's Cathedral District for review further in the report.



TAP PANEL

The tour included the entire All Saints' campus.

SWOT ANALYSIS

In addition to the stakeholder interviews, the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) is an essential tool that guided the TAP in formulating its recommendations and allowed the panel members to sift through specific items that needed additional clarification and study.

As the SWOT analysis was being compiled, it became clear that strengths and weaknesses fell into two distinct categories. One category was cultural and spiritual and included church missions, programs, governance, and membership dynamics. The second category is physical and focuses solely on the buildings and the land.

STRENGTHS

Cultural/Spiritual

- The Church has a history of solid, successful mission programs.
- There is a history of strong cultural programs, especially music.
- The Church's approach to multiculturalism, diversity, inclusion, and acceptance of members of the LGBTQIA community is significant.
- Financial strength: not limited in getting the process started.
- A significant number of members (500 out of 2,600) are younger than 18.
- The Church has engaged, highly professional congregational leadership that is very sophisticated in real estate, law, etc.
- There is a good committee structure currently in place (both financial and organizational).

Physical

- Greenspace is an urban oasis in the heart of "concrete" Midtown.
- Location is highly desirable in the heart of burgeoning south Midtown: good bones and good facilities.
- Relatively few zoning constraints.
- The daycare center houses a ready-made tenant/income generator and simultaneously provides space the church needs for Wednesday and Sunday activities/services. It also caters to attracting younger families with children to grow the membership.
- Access to MARTA, the downtown connector, and the Georgia Tech campus. There is a real estate demand, and the location is a destination for visitors because of the proximity of neighbors, including the Varsity restaurant and Georgia Tech campus.
- Gravel lot could become a gateway to the church campus; easy conversion to a park or plaza-like area to attract visitors/community from the west side.



WEAKNESSES

Cultural/Spiritual

- There is a different mentality in tithing for younger generations.
- The younger generation needs to get involved in leadership and decision-making.
- The Church needs to go through a strategic planning exercise related to missional growth, future real estate needs, long-term financial planning, and other issues.
- The current financial structure is not sustainable over the long term, as 75% of revenue comes from tithing and donations.

Physical

- Because of a lack of noticeable entry and closed gates, the church campus doesn't feel inviting or welcoming.
- The church's ministries aren't cohesive, and the public doesn't understand the full scale and impact of existing ministries.
- The church's development of the land may be subject to approval through a diocesan process.
- There is a lack of orientation/wayfinding.

OPPORTUNITIES

- Space is underutilized; need external insight (a programming effort) to determine which spaces can be better utilized.
- The Church could develop some land and look to similar Churches as examples including Trinity Church in New York.
- Additional green space along the exterior of the block is needed.
- Need to create more inviting gateways into the block.
- Opportunity for multi-phase approach; start with the Varsity corner.
- The Church needs a long-term strategic plan.
- Take the opportunity to leverage Midtown’s “innovation district” and offer complementary programming.
- Create flexible spaces for evolving ministries.
- Consider restoring the theatre to its original use.
- Activation: increase engagement with the local community rather than being a destination church by driving neighborhood traffic onto campus through innovative programming, events, music, etc.
- Opportunity to create a plaza that will be an amenity for the Midtown community.
- Leverage the strong music programming as a potential partnership with the Fox Theatre or other entities.



THREATS

- Future towers potentially located on the southwest corner of the block may restrict sunlight into the courtyard.
- New leases could threaten potential development options.
- Once other properties become activated (Varsity), other developers may offer attractive money to sell the block.
- Post-pandemic uncertainty exists (parishioners, tithing, broader church trends).
- There is a fear of acting too quickly, coupled with the need for a comprehensive plan for the site, finances, and missions. There is also a fear that the Church could miss the current real estate cycle, but the property will remain valuable.
- Lack of diversity in leadership – both age and racial. It needs to reflect the broader community and future of the neighborhood.
- Operational: taking on missions without a proper business plan could be detrimental.

TAP SUMMARY

Based on the scope of work for this TAP, the panel members initially felt that this would be a “typical” TAP effort on their part, meaning they could take a more straightforward approach in making recommendations for redevelopment of the land. This effort typically includes reviewing materials, meetings with stakeholders, and providing recommendations, with accompanying drawings, to serve as a guide for what is possible for the future of the All Saints’ campus. However, once the panel members completed their work and began discussing ideas, they quickly determined that All Saints’ was not quite ready for concrete recommendations regarding land uses. Too many questions regarding Church missions and, specifically, which missions should and must remain on campus and where, clouded the committee’s ability to provide detailed land use recommendations. Instead, the committee focused on a “road map” for the Church to utilize to answer those questions in order to position itself to craft a more comprehensive land use plan.

While “sacred oasis” was mentioned several times during conversations and interviews, that concept remains undefined. It was such a prevalent theme that the TAP members felt that it needed to be the title of the presentation and used as a guiding theme as the Church determines what that concept means and how it looks. That process will require a great deal of soul searching. Stakeholder conversations revealed that the Church could take its time and develop thoughtful options. The Church is on the right track in this endeavor through the conversations to date and should continue to explore the process in a way that protects its missions and functions.

Throughout their conversations with stakeholders, committee members, and church leadership, the TAP panel members recognized that the All Saints’ community must continue to work toward a unified vision before any decisive action is taken regarding disposition of Church land. However, one element that is clear is that All Saints’ has not articulated a need or desire to sell or liquidate any portion of the campus for the short term (within a five-year time frame).

Although the Future of Our Block Committee has made significant efforts in developing desired development goals, there are several questions concerning the Church’s current

and future missions that are unanswered. Specifically, there appears to be a lack of consensus concerning which missions currently operating in the existing facilities need to remain in those locations and for what periods of time (short, medium or long term). The Church needs to evaluate the importance of housing missions on campus versus providing financial support for missions and/or fostering missions until they are able to move off-campus. It is also important that conversations concerning the core missions move beyond Committee and into the Church membership.

Key questions need to be answered to reveal the Church’s identity with respect to its overall mission. Specifically:

- Who does All Saints’ want to be in the community?
- Who does the Church want to serve?
- Where does the Church want to carry out its specific mission(s)?

Until these fundamental questions are answered, the TAP panel members felt it was premature to suggest specific uses or development structures for the potentially available land.

Additionally, the TAP panel noted that the Church’s ownership structure may have a bearing on how the land

parcels are utilized. The Church should be aware of this requirement and understand the process for any approvals once the questions about a fundamental vision are resolved.

The recommendations that follow focus primarily on processes and helping All Saints' answer specific questions such as:

1. How should the Church further define its missions?
2. What procedures should the Church utilize to understand its space needs to fulfill those missions?
3. How can the Church monetize excess space or land that is not required to fulfill its missions but is congruent to the Church's mission and vision for the future?

This process will allow the Church to be well-prepared to capitalize on its unique and highly valued assets while continuing to serve its core functions now and for the foreseeable future.

Future Options for Consideration

Because All Saints' has the luxury of time, it offers the Church the opportunity to develop something very thoughtful and to identify and implement a process that protects both the Church's missions and assets. Based on this, the panel recommends two approaches for future consideration.

The first approach is to engage in an extensive strategic planning process that will integrate the real estate process into current thinking around programs and solidify an understanding of church missions.

The second approach requires looking at the real estate piece of the equation. This exercise begins with asking what parts of the block can be redeveloped, how can programs be plugged into redeveloped spaces, and how will they be structured? The problem arises when looking at the programs and the area they require, including whether they need to be located on or off-campus. Next, All Saints' needs to develop a plan that monetizes the parcels.

Integrating the real estate process into current thinking moving forward, the panel suggested the following: understand the program and understand the plan. A deep strategic planning exercise will aid in understanding the needs of church programming and how it ties into the business plan.

Strategic Planning

This part of the process focuses on community engagement and could have a duration of 12 – 18 months. All good plans start with a conversation and include input from both internal and external stakeholders. While the Church has begun this process, the TAP panel feels the Committee should continue this effort to drill down further to answer critical questions, specifically "who are we and what do we want to be?" Parishioners praised earlier Church-facilitated conversations and feedback, so the Church could continue this process on its own. Alternatively, the Church can consider securing an outside facilitator to assist with the effort. Regarding gathering input from external stakeholders, the TAP panel feels strongly about using an external facilitator to help in that part of the effort. Interfacing with stakeholder groups such as adjacent landowners, tenants, and community organizations on this critical issue is an important step to a clear, concise mission to guide the Church moving forward.



TAP PANEL

One word that the TAP panel heard several times from both stakeholders and church staff was “community.” It was used when speaking about both the church community and the external community, such as being a good neighbor. However, the panel does not suggest that the word be used only to describe one of those entities, only that the Church seeks to understand who they are serving and be very specific in determining the needs of each community.

When thinking about internal community engagement, Church leadership has the opportunity to use a consultant to facilitate conversations between parishioners and leadership. This engagement will require some soul searching. Some of the questions that a facilitator may ask include “who are you?” and “who do you want to be?”

Regarding the community engagement process, the panel feels strongly that the younger membership should be included in any decision-making process. Some things the panel heard that reinforce this include:

1. Missions have changed over time, and the question arises about whether incubator space is being provided for a mission to start and then move off-site versus committing to a particular mission that will always have space on-site.
2. In planning for the future, the next generation of leadership needs to be invested in the vision and goals so these individuals can execute and implement them over the long-term.

Real Estate Analysis and Master Planning

The TAP panel also recommends that All Saints’ conduct due diligence on the facilities it currently owns. This exercise should focus on how spaces in those facilities are currently used:

- Is the current space the “right” space?
- Does the Church need more space now or in the future for each program?

- Should the Church look for additional space for future programs and missions?

It is critical that the Church understand precisely how much space it needs in order to understand how the campus land and buildings might be shared with future uses. In particular, if the Church has space needs in future any buildings, those needs must be known before any development deal is broached.

Additionally, the Church should analyze its leases to determine facility requirements and costs and if revenue and expenses make sense from a mission standpoint. Often some expenses like roof replacements, for example, can get lost in the shuffle, so drill down to consider deferred and future maintenance needs.

The Church should also have a property condition report prepared by an outside company to note milestones at one, five, and ten years. This report can include the money required for deferred maintenance issues such as roof or HVAC equipment replacements that are a significant part of the business plan. The TAP panel suggests partnering with a provider such as Georgia Tech’s Flourishing Communities Collaborative (FC2) for this exercise. FC2 is a multidisciplinary laboratory comprising master-level architecture students that evaluate building square footage, review programs, and propose space utilization. The ideas generated at the end of the effort aren’t necessarily prescriptive but can offer a starting point to understand the Church’s assets. These efforts are a precedent to programming development and understanding what a solid program can provide, thus driving real estate decisions.

The Church has fantastic existing programs, and there is significant potential for future opportunities to bring in the neighborhood community and other partners as well as an additional revenue stream. One thing to be conscious of is that there may be overlap in church missions. Numerous things are happening in the neighborhood that could create ways to activate the space. Coordinating this activation could or could not be a full-time job, but regardless, it will hopefully create new experiences that will bring new people

into the Church while simultaneously allowing the Church to explore new programs.

This phase of activation serves to inform the Church's investment. Take time to explore the engagement process and select the best options to help inform your business plan. Talk to people, but then test it. Listen to what people are saying: will they pay for it? Will they come: how will it work/function? All of this is crucial before making a final decision. Answers to these questions will help inform future space needs. For example, when determining future space and land plans, what type of space do you need to carve out for the future that you don't already have in play?

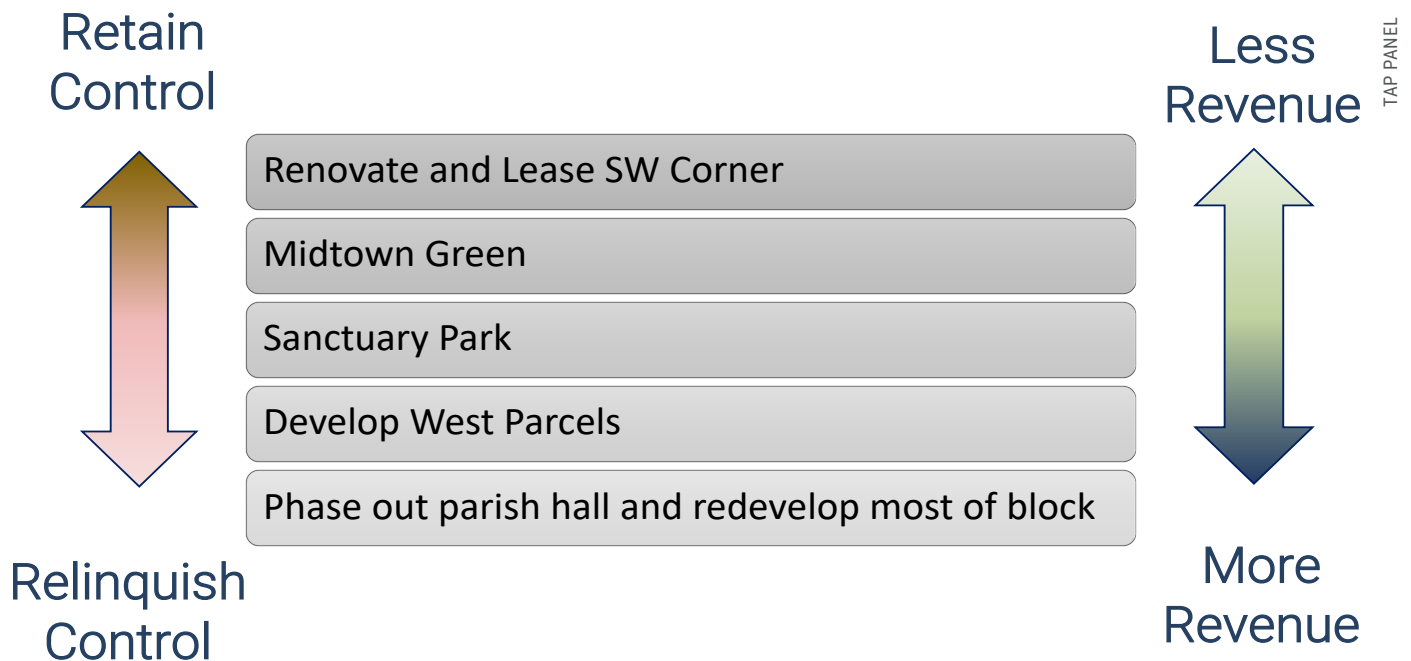
These options feed into the business plan, in turn, feeding into the real estate plan, ultimately leading to the execution of that plan. The desired programs and accompanying detail will allow the Church to craft an RFP that leads to real

estate analysis and understanding of how the space needs to look. Development options then follow that.

Church leaders also need to understand and plan for how it will operate during any development. Will certain functions have to be temporarily suspended or move off-site? Will missions or tenants have to move off-site until renovation is complete? Can any of these functions and services be housed within remaining Church property? Having the space analysis described above will better inform leaders in evaluating this phase of the project.

The five options, or themes, recommend by the TAP panel range from being least impactful to current operations, up to and including the redevelopment of a significant portion of the block. Maintaining control is part of this thought process, as is how that control impacts revenue.

Development Options

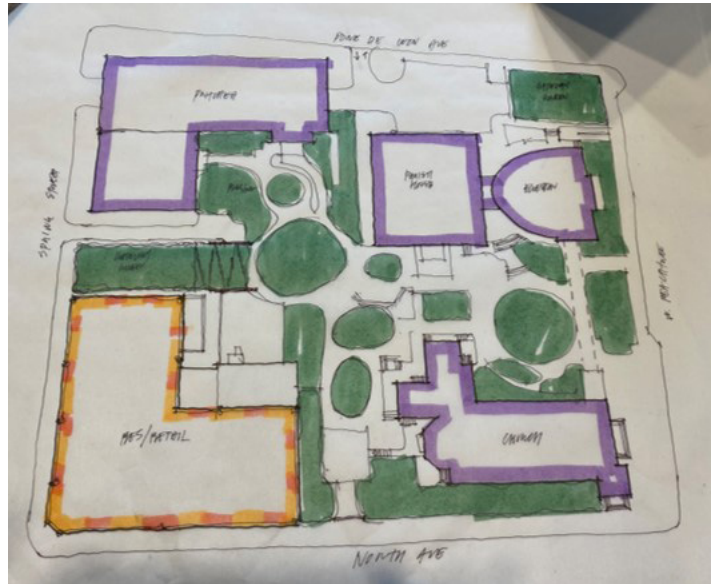


Development Options

The following options are illustrative only and are meant to drive further engagement. The steps above will be key in determining how the campus is developed or redeveloped, based on that planning exercise. Furthermore, while options 1, 2, and 3 are progressively more developed, options 4 and 5 are more “pie in the sky” or green/sustainable ideas.

Option 1: Leveraging the low-hanging fruit.

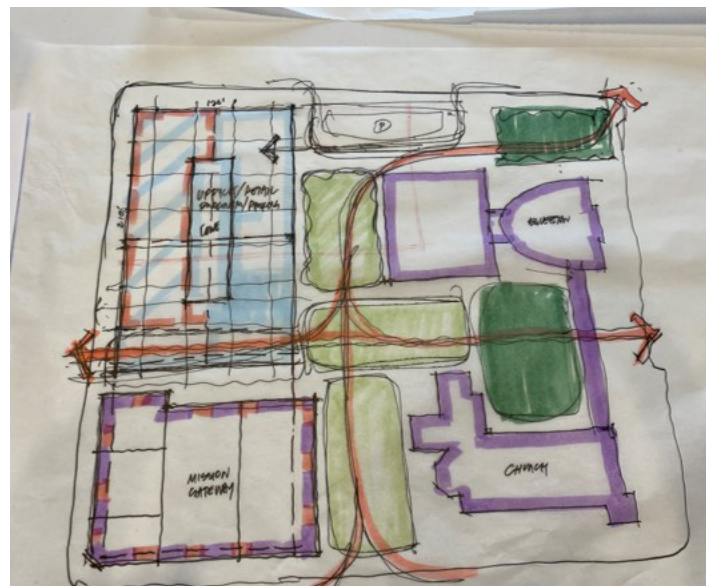
Located on the corner of North Avenue and Spring Street, this parcel runs from the edge of the Tate Building up to the parcel line at the corner. Renovating this southwest corner of the campus to give a facelift to the existing buildings will bring in tenants and allow the property to generate revenue. There is also an opportunity to utilize the existing buildings and structurally enhance the facilities for other uses, including affordable housing or a partnership with Emory University Hospital Midtown so family members of patients might have short-term housing near the hospital. This development option is limited to the existing building footprint. There is also an opportunity to add some green space as part of this option that will draw people from MARTA through the site.



TAP PANEL

Option 2: Develop the west parcels.

An office building can fit within the western parcels by razing the Pritchett Building, allowing for activation of the Spring Street side with retail. Additionally, there is the option to spruce up some existing buildings for mission functions and to add parking into the office footprint. The indicated plan includes a typical office building footprint of about 25,000 square feet. An office building allows for increased shared parking opportunities with the Church than a housing project would allow, particularly on evenings and weekends when the Church needs additional parking.



TAP PANEL

Option 3 Phase out Parish Hall and Develop the Block

If the Egleston Building remains but the Parish Hall is demolished, an office building can be oriented along Ponce de Leon Avenue, freeing up opportunities to develop the corner for missions, including affordable housing, a partnership with Emory University Hospital Midtown, etc. In addition, the courtyard would be reconfigured entirely and can include a community amphitheater that picks up on the Church's musical heritage with programming throughout the year. This scenario creates a strong connection mid-block and has additional entrances along the block.



TAP PANEL

Option 4: Sanctuary Park

This option asks, "what if all the green space became the sanctuary?" Sanctuary Park would be aspirational, allowing for All Saints' to host a larger congregation, have music concerts, plays, and other church related programming in the outdoors. With a seating capacity of about 2,000, this option opens up north/south access as the buildings create an enclosure for the space.



TAP PANEL

Option 5: Midtown Green

Midtown Green creates more of a campus feel that invites the public into a planned greenspace. With housing above and retail below it includes a rooftop playground with connectivity to the indoors. There is also underground parking, and other corridors can be programmed as needed with little nooks for music, outdoor education, and other activities. This option allows for more community-oriented uses, with the church activating the space for neighborhood events or a community farmers market.



TAP PANEL

WHERE DO YOU GO FROM HERE?

The TAP panel suggests the following steps to allow All Saints' to establish an action plan.

Short Term

In the Short Term (likely six to ten months), the Church should (1) perform critical due diligence, (2) engage the internal and external community, and (3) activate existing spaces for church programs or other opportunities.

Due Diligence: Actionable items to evaluate include analyzing existing spaces and conditions, as well as existing uses. Some questions to ask include: is there surplus space in a building(s), and is there a lack of space for any needed program use? This is also the time to analyze leased space and determine facility requirements and costs. For this effort consider using a community partner such as Georgia Tech's Flourishing Communities Collaborative.

Community Engagement: This includes both internal and external community engagement. Internal community engagement includes a facilitated conversation among and between parishioners and Church leadership, and input from the Church's various missions. This is where the questions "who are you?" and "who do you want to be?" are answered. The external community engagement portion of this step involves a facilitated conversation with the larger community that are the Church neighborhoods. The TAP panel suggests that an independent facilitator lead this part of the effort.

Activate Existing Spaces: In this part of the process, it's essential to take time to determine what can and cannot work, including implementing some partnerships on a trial basis, engaging the edges of the campus, and refurbishing some existing spaces. Even if the Church begins work on

a master plan immediately, it could take years to build something significant, so refurbishing space in the interim is expected. Those spaces can be used for community or pop-up retail and spending a lot of money on that part of the work is unnecessary. As part of the process, the goal is to determine what the Church wants to be in place for the long term. Consider engaging a third party to assist with this effort. This can help to inform mid-term steps.

Mid Term

The creation of the Strategic Plan is the fundamental step after the initial Short-Term steps are taken. The answers to the questions obtained in the Short-Term process and the results of the due diligence studies are then utilized along with the Strategic Planning exercise to inform the real estate Master Plan. As previously indicated, the Strategic Planning process will answer the fundamental questions surrounding the Church's "identity" and allow for a better understanding of where the Church wishes to go in terms of meeting its missions. It can then align that desired path with the Real Estate Analysis to ultimately craft a Master Plan.

Depending upon the Church's speed during the Strategic Planning process, this Mid Term period could range from two to five years. However, this step is crucial so that long term decisions are made in a smart, strategic manner. Answering the fundamental questions previously outlined and merging the answers to those questions with the Church's real estate will put it in the best light to best capitalize on its assets and position itself for the next

century. Rushing this process to try to fit into real estate cycles or economic realities is ill-advised. Instead, focus on specifics and future plans. The Church's real estate will likely remain valuable for the foreseeable future. The committee recommends against taking near term gains at the potential expense of the long-term utilization of the campus.

Long Term

Once the short- and long-term steps are complete and a real estate Master Plan is crafted, the Church should engage a consultant to help it develop Requests for Proposals (RFP) from developers for any real estate it

desires to be developed on the campus. This process will allow the Church to create conditions and restrictions that impact control over future development, being prescriptive on what the Church wants and needs in terms of any future structures. Of course, as part of this RFP, any missions that the Church desires to be included in future buildings must be specifically outlined, being clear what is expected in proposals from developers. Moreover, the Church should indicate its desired real estate structure, meaning a sale, ground lease or joint venture, in the RFP. This should be determined during the Real Estate Analysis and Master Plan process at which time the pros and cons of various structures are considered.



The Pritchett Children's Center.

TAP PANEL

CASE STUDY

St. John's Cathedral District Jacksonville, Florida

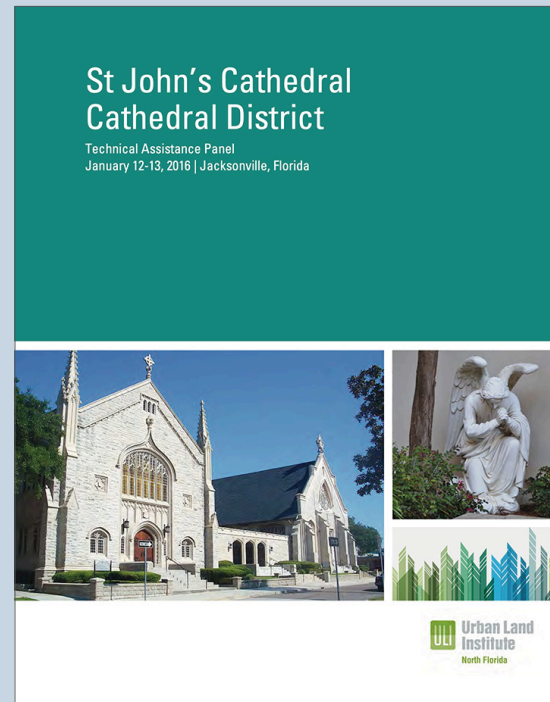
Anchored by five historic churches in the heart of Downtown Jacksonville, the Cathedral District comprises 36 blocks of businesses, residential housing, neighborhood schools, public art, and more. This growing, vibrant neighborhood has a singular goal: to "create a community with love at its core. An enclave where residents of all ages, backgrounds, interests, and abilities can live, work, and play together."

In 2016, St. John's Cathedral and the ULI North Florida District Council convened a Technical Assistance Panel intending to identify strategies to redevelop a 118-acre neighborhood around the Cathedral. The area is home to about 1,500 residents, including approximately 650 senior citizens and 51 townhomes. Publicly, the district has a negative reputation. It includes several vacant properties, more than 50% of the area was surface parking lots, there was a high rate of homelessness and generally was perceived as unsafe. The area also lacked synergy with other churches, businesses, and organizations.

St. John's owned some property and wanted to determine the best uses for the land to revitalize the neighborhood. St. John's Cathedral District Dean Kate Moorehead told the TAP panel, "we have a long-term vision but don't know how to get there."

The TAP panel assembled a stellar group of real estate professionals, including seven experts in urban renewal, to participate in the TAP workshop. The TAP Panel provided short-term, mid-term, and long-term solutions in three categories: housing and real estate development; mobility, including walking, biking, pedestrian-focused infrastructure; and branding and community building.

To bring together the various diverse neighborhood stakeholders, the TAP panel recommended that the district



create an organization to speak with one voice regarding the categories mentioned above. The panel also felt it should be led by a full-time employee with the knowledge necessary to guide the revitalization process. From this recommendation came Cathedral District-Jax, Inc. (CDJ), and they hired Ginny Myrick as CEO.

After receiving a generous grant from the Plummer Foundation, Ginny Myrick led the RFP process and subsequent selection of a master planning firm, Toti Gallas + Partners, to develop the plan that would serve as a roadmap to transform the district.

The planning process identified the need for mixed-income apartments to house 2,500 residents in 4-5 story buildings. The architecture will be compatible with the history of the district. Important in this process is that CDJ understood their vision and knew who they were: they were facilitators and partners, not builders, managers, or negotiators. Once their project closes, they will opt for one of two scenarios: they will either be (1) out of the deal, retire the debt, and release guarantees, or (2) partner with a developer to build the project.

The other important part of the revitalization process focuses on "neighborhood building," or community outreach partnerships. They hired a Director of Community Development to oversee these crucial activities. As a result, many community projects were developed, including Christmas in the Cathedral District and regular meetings with all church pastors.

To date, CDJ has recognized several accomplishments:

- 303 apartments are either under construction or being financed.
- Have \$42 million in capital investment.
- Developed a signature Christmas event.
- They have enjoyed favorable media coverage.
- Formation of both business and residential champions.

There are several other initiatives in the pipeline including:

- Creation of a Charter K-8 school.
- Purchase of a surface parking lot for residential development
- Grant writing/applications.
- Representation of a buyer for relocating a design/build engineering firm in the district.
- Currently negotiating a lease with the University of Florida for a graduate architecture school.
- There is a continuing effort to manage financial gains for sustainability.

The success of the redevelopment lies in the strengths of CDJ. The CDJ Board members bring specific targeted experience to the table. Those members include an LIHTC banker, an architect, an attorney, religious leaders, a branding specialist, an investment banker, and various senior executives. They know government processes, land use, finance, and commercial and residential development. Lastly, they clearly understand their mission and do not succumb to mission creep. Most importantly, says Ginny Myrick, they are fact-based, strategic, and patient.

Click here to read the complete [ULI North Florida TAP Report](#).



TAP PANEL

The TAP Panel toured the historic church building.

ABOUT THE PANEL



Scott Cullen
Panel Chair
Managing Director
JLL

Scott is Managing Director of JLL's Southeast Land Investment Advisory Team in Atlanta and is responsible for growing the practice in the southeastern United States. The Land Investment Advisory practice advises corporate and investor clients on land and development transactions, conducts market research, performs financial and development analyses, evaluates land and underutilized assets and conducts site searches. He has experience with acquisition, disposition, and advisory projects for clients like Georgia Power, AT&T, the Metropolitan Atlanta Rapid Transit Authority, General Motors, Bank of American, Comcast, Georgia-Pacific, and Whirlpool Corporation.

Scott received an MBA from the Kellogg School of Management at Northwestern University with real estate and finance concentrations. In addition, he earned a Juris Doctorate and a Bachelor of Science in Accounting degree from Louisiana State University.

Scott served as ULI Atlanta's Sponsorship Chair for 2020-2021 and is a member of the Advisory Board. In addition, he has previous TAP experience and volunteers as a facilitator for ULI Atlanta's UrbanPlan program.



Janet Bozeman
Attorney
Hyatt & Stubblefield

Jan is a principal of Hyatt & Stubblefield, P.C. She is a 1989 graduate of Auburn University and received her law degree from Georgia State University in 2000. She assists developers throughout the country in creating the governance structure for the planned

communities, condominiums, and destination resorts and establishing club membership programs for project amenities. Her experience includes small and large-scale residential, commercial, and mixed-use projects, as well as age-qualified communities. She also counsels clients on community association governance and operations.

Jan has been a member of the Urban Land Institute since 2005 and a member of ULI Atlanta's local Technical Assistance Programs (TAPs) Committee since 2008 and has served as a former Vice-Chair and Chair of the Committee from 2012-2015. She has extensive experience with TAP projects and has served on approximately 13 panels touching projects across the state of Georgia.



Mario Cambardella
Founder & CEO
ServeScape

Mario is both a landscape architect and an urban planner. He was the first person to hold the title of Urban Agriculture Director of a major city in the United States when he served in that capacity for the City of Atlanta. In addition, he is the founder and CEO of a first-of-its-kind landscape service with the mission of changing the way we look at our lawns, gardens, and green spaces.

Under Mario's initiative, the City of Atlanta created Georgia's first urban food forest – a 7.1-acre tract near Lakewood Fairgrounds and Browns Mill Golf Course – into one of the largest food forests in the nation.



Shirlynn Fortson
Director, Economic Development
City of Brookhaven

As Director of Economic Development for Brookhaven, Shirlynn works to increase the city's visibility in the

corporate, small business, retail, development, and real estate worlds as an ideal location to do business. Her responsibilities include marketing, site location assistance to new and expanding companies, and business retention. She also serves as a liaison between the State, County, and utility partners and manages the city's Incentives Program.

Before joining the City of Brookhaven, Shirlynn served as a statewide Project Manager on the Corporate Solutions Team at the Georgia Department of Economic Development. In that capacity, she recruited new industry on behalf of the state, generating hundreds of jobs and mission in investment for Georgia. On behalf of the state, her work included managing the relocation and expansion of several high-profile companies, specifically H.D. Supply, Equifax, Stanley Black & Decker, and Courion.

Shirlynn received her Master's degree in Strategic Communications from Troy University and her Bachelor of Arts degree in International Affairs from the University of Georgia. She also holds a real estate license and is a member of the Leadership DeKalb Class of 2018. She is very active in the Atlanta community serving several organizations, including the Atlanta Chapter of the Urban Land Institute, the Atlanta BeltLine Young Leadership Council, the Liberian Consulate of Georgia, and several other organizations.



Geoff Koski
President
KB Advisory

At KB Advisory Group, Geoff enjoys being part of the growth and development of our city, region, and state. As President, he also

enjoys creating and leading the team and helping the staff find professional growth and satisfaction.

Geoff's career achievements include being part of the early planning efforts for many successful development and

redevelopment projects in the southeastern United States. Some of his favorite projects include the Turner Field (now GSU Stadium) area revisioning, the creation of the new portion of Alpharetta's new downtown area, and the creation and evolution of Sugar Hill's downtown area in Gwinnett County. However, his biggest highlight was playing a leading role in creating the Westside Atlanta Land Use Action Plan in 2016.

Geoff is a member of the Urban Land Institute and serves on ULI Atlanta's Livable Communities Council. When he's not working, Geoff enjoys spending time with his family – including the family dogs – in the North Georgia mountains and Lake Burton. He is also a proud supporter of the 2018 MLS Cup Champions Atlanta United. So, the next time you see him, be sure to ask him about his college basketball days, too!



Cherie Ong
Co-Founder & Principal
Good Places

Cherie co-founded Good Places, the first affiliated member of the International Ethical Property Family in the United States because she

loves creating value-driven mission-aligned places for local communities. With over 21 years in strategy and management consulting experience in the private and nonprofit sector, Cherie thrives at the intersection of corporate, not-for-profit, faith-based, and government organizations finding practical solutions to create innovative, sustainable, and transformational outcomes.

Before co-founding Good Places, Cherie was a Director and the U.S. representative of The Creations Group, a Hong Kong-based real estate investment, and development company. During her tenure with The Creations Group, Cherie led the strategic direction and management team for the company's \$40 million portfolio, including over 400,000 square feet of commercial and mixed-use properties in Atlanta. Most notably, she led the creation of Atlanta's first impact hub, the M Rich Center, now the Center for Civic Innovation's home. She helped form the South Downtown initiative, activating multiple programs and catalyzing new private investment.

Cherie is a Board Member of the Atlanta Chapter of the Urban Land Institute and regularly speaks at ULI, Atlanta Symposium Studies, and Bisnow on foreign investment, social impact, and equity.



Stacy Patton
Director of Real Estate
MCP Foundation

Stacy's 25+ year career in real estate and development includes extensive experience in design, planning, development, acquisition and

disposition, entitlement and asset management, and now serving as MCP's Director of Real Estate. In her role with MCP, Stacy is responsible for overseeing the "air rights control" strategy, leading all deal-making efforts as the project unfolds, and managing relationships with all affected property owners on behalf of the Foundation. Stacy was most recently Vice President of the Atlanta BeltLine, responsible for overseeing all real estate-related activities for the Atlanta BeltLine, Inc. pertaining to parks, trails, transit right-of-way, affordable workforce housing, and economic development.

Before working at the Atlanta BeltLine, Stacy served as Managing Director of Development at Minerva USA. She oversaw the land acquisition, planning, design, entitlement, and project management for ventures ranging from ten to 2,000 residential units in suburban areas and urban infill markets.

Stacy has a strong affinity for navigating the relationship between conservation, green space, and real estate development, having previously founded and later served as President of the Chattahoochee Hill Country Conservancy. This nonprofit organization represents the interests of a diverse group of property owners and partners in the 65,000-acre trust known at the Chattahoochee Hill Country. Stacy earned her Master of Environmental Design in Landscape Architecture degree from the University of Georgia.



Kyle Reis
President and CEO
Cooper Carry

Kyle joined Cooper Carry in 2006, was named a Principal of the firm in 2019, and became the firm's President and CEO in 2021. He leads more than 300

employees in Cooper Carry's three offices in Atlanta, Georgia, Washington, DC, and New York.

Kyle led Cooper Carry's Urban Design and Planning Studio from 2017 to 2021. His architecture background and 15 years

of planning experience have led to his passion for quality urban design and placemaking. He strives for inclusive design processes where the best ideas rise to the top, public spaces are made meaningful, and people have diverse options in their community.

Kyle earned his Bachelor of Architecture degree from the University of Notre Dame in 2006 and his Master in Business Administration degree from Georgia State University in 2013. He is a Certified Professional by the Association of Certified Planners (AICP), is a member of the American Planning Association (APA) and the Georgia Planning Association (GPA), as well as a LEED Accredited Professional (LEED AP) by the U.S. Green Building Council. Kyle is also a registered architect and a member of NCARB and the American Institute of Architects (AIA).

Kyle's involvement in ULI is extensive. He currently serves on the ULI Atlanta Advisory Board and is a ULI Travel Experience and Trends Council member. He is a graduate of the ULI Atlanta Center for Leadership Class of 2016 and served as Chair of that program from 2018-2019. Kyle also served as Chair of the ULI Atlanta Mentor Program in 2014 and 2015.



Harvey Rudy
Partner
Greenstone Properties

As a Partner with Greenstone Properties, Harvey is responsible for overseeing all aspects of the development process.

His responsibilities include overall tenant coordination, communication, lease, and other project document negotiation, interface with municipal authorities, and site selection. Harvey is also responsible for contracting and supervising project design and construction team members, financing arrangements, equity partner communication, and overall budget accounting and reporting. Before joining Greenstone, Harvey was with Barry Real Estate Companies.

Harvey earned his Bachelor of Science in Business Administration with an Architectural concentration from the University of Kansas.



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