Speaker Introduction

William de St. Aubin, AIA, LEED AP
CEO, SIZEMORE GROUP LLC.
A Planning, Architecture and Interior Design Firm
The classic “T” main street

Town Center, City of Smyrna GA
The Town Green

Duluth Town Center, Duluth GA
Town Center Mxd–Use Architecture

The Mayfield, Milton GA
Brown Field to Movie Town

Fort McPherson to Tyler Perry Studios
Emory Business School Expansion, Atlanta GA
Religious Architecture

Interior Design St. Michael, Woodstock GA
Agenda

• Learning Objectives
• Mall retrofit Process
• 3 Case Studies
• Question and Answer
• **Malls: The Evolution**
• The Experiential Economy
• Creating a Connected Experience
• Being the Experience
• The Retrofit Process
• Others?
Malls the Evolution

A By Product of Population & Transportation Trends.

8,000 BC = 5M :: 1 AD = 300M :: 1000 AD = 400M :: 1800 AD = 1B :: 2012 AD = 7B :: 2050 AD = 9.6B ?

In 1960 34 % of the worlds Population lived in cities
Today 54 % of the worlds Population lived in cities
By 2030 75 % of the worlds Population will live in cities

Cities are Mega regions in 2010 they ranked as follows:
1. Tokyo, Japan 36 M
5 & 6 Mexico & New York City 19 M
21 Paris France 10 M
Malls: The Evolution

- Malls grew at the intersection of major Highways
- Atlanta 2012 6M
- Atlanta 1980 2M
MALL-EVOLUTION

- Open land
- Suburbs
- Major Interchange
- Suburban Centers-Mall
- Urban Centers
Is Our Retail is Shifting?

- More than 3,500 stores scheduled to close in near future in the US
- One third of malls at risk of dying
- Dining out sales out paced grocery sales in 2016 for first time ever in the US
Innovation can spring from dead Malls

Cities need old buildings so badly..... a good lot of plain, ordinary, low-value old buildings, including some rundown old buildings.... Old ideas can sometimes use new buildings. New ideas must use old buildings.

- Jane Jacobs
The Progression of Economic Value

Differentiated

Competitive Position

Undifferentiated

Stage Experiences

Make Goods

Deliver Services

Extract Commodities

Market

Pricing

Premium
The Four Realms of Experience

- Entertainment
- Educational
- Esthetic
- Escapist

Absorption
Focus
Immersion
Active Participation
Passive Participation

COOKING CLASSES
Hop City

You can always make money.
You can't always make memories.
Creating a Fully Connected Experience

Surrey Central City Mall

Connected to

Transit next door

&

University + R&D,

& Corporate Office

above
• Experiential process for experiential results
• Community immersion & buy in

Be the Experience

Stonewest Mall Design Charrette in The Mall
Be a part of Their Experience

• Happier clients
• Better Design

• Kennesaw / Town Center mall

Food Truck Monday

Pigs and Peaches Festival
60,000 attend festival
Create an Experience

- Generates Customers
- Builds Community

Hapeville Master Plan

Created Planners Crawl

Created Artist Inspiration
The Retrofit Planning Process

**Goals**
- Mobilization
- Vision Session
- Community workshop/interviews

**Facts**
- Fact Sessions (2)
- Market/site/facilities analysis

**Planning**
- Master Plan Session
- Master Plan Selection
- Constant refinement

**Implementation**
- Review P3 funding sources
- Schedule of Actions,
- Final Presentation/Tactical Urbanism

Community Vision

Market Conditions

Funding Sources
Review Learning Objectives

- Malls: The Evolution
- The Experiential Economy
- Creating a **Connected Experience**
- Being the Experience
- The Retrofit Process
- Others?
Case Studies
Cumberland Mall & the CID: Key Facts

**Founded:** 1988. Currently in fourth term (2006-2012) with fifth term approved (until 2018)

**Funding:** Additional 5 mils property tax.

**Administration:** Cobb Chamber of Commerce.

**CID Land Area:** 5.5 mi² (3,520 acres); 1.6 % of Cobb County

**Real Estate:**
- 17.4m SF office (70% Class A)
- 3.5m SF retail (Macy's and Costco)
- 4,200 Hotel rooms
- 60,000 Free parking spaces

**Jobs:**
- 65,600 jobs; 21% of Cobb County jobs

**Econ. Impact:**
- $21.2b, 5.1% of GA economic output

**Headquarters:**
- The Home Depot; GE Energy; Coca-Cola Enterprises; Travelport; BlueLinx; Russell Athletic; The Weather Channel; Genuine Parts Company (NAPA)

**Housing:**
- 20,300 residents, 10,436 multi-family units

**Jobs-to-Housing Ratio:** 6 jobs per unit (64:1 in the core area)
Cumberland CID: Key Facts

Key Successes:

- $300m Cumberland Blvd. loop road
- $85m Kennedy Interchange on I-75
- Reconstruction of the Paces Ferry Interchange and a portion of the East-West connector
- Commuter Club, an EPA award-winning commuter services program
- $25m in streetscape and landscape beautification projects at Cumberland
- Ten miles of multi-use trails connecting to the regional networks
- Silver Comet Trail Extension to Cumberland
- Blueprint Cumberland I and II, master plans for community growth
- Transit Implementation Study that launched the state’s current initiatives to bring transit and HOV lanes to the I-75 and I-285 corridors
Cumberland Green–TOD Model

**Strengths and Opportunities:**
- Abundance of jobs and services
- Regional transit hub
- “Under-utilized” asphalt
- “Campus tissue” and wide streets
- High density and mixed-income housing
- CNRA and Silver Comet Trail
- Leadership

**Challenges and Threats:**
- Parking-Lease controlled
- Zoning and Street Standards
- Schools
- Private sector buy-in
Cumberland Green-TOD Vision
Cobb County Perspective

**Integrated Initiatives:**

- US 41 High Capacity Transit
  - Next Step for New Start Funding - FTA Alternatives Analysis
- LCI Supplemental Study
  - **Determine site** for regional transit systems linkage with local transit connections
  - Consider TOD potential as part of decision making process
- Transit Green
  - Primary Catalyst site/project to create a human scale “green” TOD
Transit Oriented Design

Cumberland CID Green TOD
The **Vision** was set

A **P-3 Leadership vision:**

- For High Capacity Transit
- Multi-modal hub station, parking & transit green
- Green-TOD walkable mixed use Overlay District,
Barriers were identified:

- Funding for transit and green space
- Adjust County regulations and rules (Zoning & Development Standards), which were created for greenfield development
- Zoning from retail only to Mixed-Use
- Local TAD policies
- Existing Leases
- Land Acquisition Strategy

Zoning made the vision illegal
Then Came SunTrust Ball Park to implement the vision

Creating a Connected Experience
Expanding the vision

Smyrna Braves Spring Street Plan

The Battery Atlanta
# 2016 Market Analysis Summary

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Local Market Indicators</th>
<th>Short Term Outlook</th>
<th>Stadium District Positioning, 2016</th>
<th>Notes/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>For-Sale Attached Townhomes</td>
<td>Improving regional market and strong capture rates in Cobb and Smyrna</td>
<td></td>
<td>High-intensity area that should support townhome product well. Local schools may affect which</td>
<td>Capture may depend on meeting multiple buyers markets - singles, couples, and empty nesters, who want/need different product types. Stadium traffic may also be a deterrent, so creating a residential feel and self-serving retail core will be key.</td>
</tr>
<tr>
<td>For Sale Detached Single Family</td>
<td>Recovering metro market, and both Cobb and Smyrna returning to a more equalized relationship to the broader market</td>
<td></td>
<td>Land availability may be challenging, and local school districts are also not ideal for many SFD buyers.</td>
<td></td>
</tr>
<tr>
<td>Rental Apartments</td>
<td>Major metro markets reaching saturation over next two years, including SE Cobb.</td>
<td></td>
<td>Well positioned for local workers, historically undersupplied, and potential for a differentiated product</td>
<td>Potential for some niche products (targeting empty nesters, for example) but short term supply will be a challenge. Long term trends could be good if Stadium District can feel different than the rest of the multifamily core.</td>
</tr>
<tr>
<td>Retail</td>
<td>Cumberland improving, with some major merchandise segments undersupplied.</td>
<td></td>
<td>Local competition is challenging - combination of Cumberland Mall, Akers Mill, and Battery will capture lots of traffic. Unmet demand but need to differentiate</td>
<td>Large-scale projects under construction at Jonquil and the Battery will meet some of this demand. Stadium core is more regional in context than Jonquil but could also serve an evolving neighborhood market.</td>
</tr>
<tr>
<td>Office</td>
<td>Metro trends very strong, Cumberland rebounding well but short term supply generally met</td>
<td></td>
<td>Broad strengths but may be tough to compete with established cores and Braves/Battery access</td>
<td>Longer term trends are more positive, especially with an opportunity to create a sense of place. Will likely perform best by focusing on local demographic audiences and workforce - long term competition from transit-rich cores is a looming challenge.</td>
</tr>
<tr>
<td>Lodging</td>
<td>Strong metro market and local trends, with upward occupancy and rates</td>
<td></td>
<td>Very well - good access to Braves and highway</td>
<td>Good target for early phases of redevelopment.</td>
</tr>
</tbody>
</table>
Opportunity for more **dense, mixed-use retail** at Cobb Parkway, perhaps in more dense big box format.

- The Battery is more focused on dining/ entertainment/ unique retail;
- This should compliment well.
Community Concepts

Spring Road Beautification/Gateway

- Landscaped median
- Landscaped sidewalks/trails
- **Public Art**
- Signage
- Trail Enhancements/Lighting
It became all about The Base

Braves Stadium and Base Line Trail
Emerging **Connected Experiential Urban Retail**

SunTrust Park
## MARKET STUDY FINDINGS

### Market Area Profiles 2011

<table>
<thead>
<tr>
<th></th>
<th>Study Area 4.2 sq mi</th>
<th>Primary Market (0-3 miles)</th>
<th>Secondary Market (3-6 miles)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>10,205</td>
<td>98,899</td>
<td>249,369</td>
</tr>
<tr>
<td>Households</td>
<td>5,568</td>
<td>45,045</td>
<td>98,082</td>
</tr>
<tr>
<td>Owned Housing</td>
<td>20.7%</td>
<td>39.4%</td>
<td>43.3%</td>
</tr>
<tr>
<td>Rented Housing</td>
<td>55.6%</td>
<td>46.8%</td>
<td>45.9%</td>
</tr>
<tr>
<td>Vacant Housing</td>
<td>23.7%</td>
<td>13.8%</td>
<td>10.8%</td>
</tr>
<tr>
<td>Employees</td>
<td>67,500</td>
<td>113,950</td>
<td>153,780</td>
</tr>
</tbody>
</table>
## MARKET STUDY FINDINGS

*Projected Demand*

<table>
<thead>
<tr>
<th>Category</th>
<th>10 Yrs</th>
<th>25 Yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corp Office</td>
<td>8,567,400 SF</td>
<td>29,118,300 SF</td>
</tr>
<tr>
<td>Local Office</td>
<td>317,300 SF</td>
<td>734,500 SF</td>
</tr>
<tr>
<td>Retail</td>
<td>5,842,100 SF</td>
<td>11,906,800 SF</td>
</tr>
<tr>
<td>Residential: SFD</td>
<td>2,850 DU</td>
<td>10,025 DU</td>
</tr>
<tr>
<td>Residential: Condo</td>
<td>740 DU</td>
<td>2,600 DU</td>
</tr>
<tr>
<td>Residential: Rental</td>
<td>5,150 DU</td>
<td>18,145 DU</td>
</tr>
</tbody>
</table>
MARKET STUDY FINDINGS - 2011

**Projected Demand**

<table>
<thead>
<tr>
<th>Category</th>
<th>10 Yrs</th>
<th>25 Yrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corp Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 8,567,400 SF</td>
<td>5,800,000 SF</td>
<td>29,118,300 SF</td>
</tr>
<tr>
<td>Local Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 317,300 SF</td>
<td>285,300 SF</td>
<td>734,500 SF</td>
</tr>
<tr>
<td>Retail</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 5,842,100 SF</td>
<td>5,100,000 SF</td>
<td>11,906,800 SF</td>
</tr>
<tr>
<td>Residential: SFD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 2,850 DU</td>
<td>10,025 DU</td>
<td></td>
</tr>
<tr>
<td>Residential: TH, Condo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 740 DU</td>
<td>2,600 DU</td>
<td></td>
</tr>
<tr>
<td>Residential: Rental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net New = 5,150 DU</td>
<td>18,145 DU</td>
<td></td>
</tr>
</tbody>
</table>

*Net New = Projected Demand – Excess Vacancy Absorption*
FOCUS NEW DEMAND IN TRANSIT VILLAGES - CONSISTENT WITH COMPREHENSIVE PLANS
Transit access issue: Big Mall Block

Portland

Savannah

Seoul

Copenhagen
Mall Block to Connected Urban Center

Keep Current Plan
Infill Around Mall
Public / Private Investment (TOD)
Enclosed Mall to new Regional Center
PROPOSED - AMENITY-RICH BOULEVARDS
Amenity-Rich Boulevard
Add missing **Public** Green/Civic Spaces
State Farm added **2.2 million Sf**
Head quarters @ Perimeter CID
with 8,000 jobs in Atlanta
Stonecrest LCI Plan
Study Area 2,485 Acres
Housing Market Findings

- Housing Analysis:
  - 5-year: **60 to 80 Housing Units**
    - Active Adult 4-6 plex condos
    - Ranch-style, 1-2 car garage, 1,100-1,500 sf.
    - Walkable to Mall amenities
    - Connected to Transit
    - $80/sf
  - Area Vacancy:
    - 11.7%
  - **Single-family** residential Growth to follow school performance
Office Market Study

- **Office Analysis:**
  - 5-year: + 48,000 sf
  - 10-year: + 69,500 sf

- **Jobs:**
  - Current: 338,000
    Includes Office: 105,500
  - 5-year: 373,000
    Includes Office: 116,500
  - 10-year: 412,500
    Includes Office: 128,500
  - 1.8-2.1% annual job growth
Retail Market Findings

- Retail Analysis:
  - Current Demand: +217,000 sf
  - 5 year: +65,000 sf
    - +$90 million annual revenue
- Includes:
  - Expansion of existing businesses
  - Grocery-anchored neighborhood development with 25-30 new businesses
- Largest Retail Categories
  - Food and Beverage Stores
  - Health Care and Personal Services
Community Goals

• The Place to Be
• Economic Development – **JOBS**
• Live-Work-Play-Shop
• Transportation Alternatives
• Green Strategies
Mall Charrette
Community Goals “The Place to Be”

- The Heart of the study area is Stonecrest Mall.
- Mixed-use Destination:
  - Family entertainment
  - Conference center
  - Offices
  - High-density housing
  - Athletic fields
  - Multi-use park/amphitheater
  - Grocery store
  - Retail
  - Restaurants
- Extend new lifestyle center from Mall courtyard
- Gateway Improvements
Market Study – Catalytic Projects

- **Sports Complex**
  - Creates demand:
    - Hotels, Restaurants, Retail, Entertainment.
- **Life-style Center**
  - Market Ready
- **Amphitheater**
  - Low Economic Impact
- **Conference Center**
  - Low Economic Impact
- **Bicycle Commerce Report**
- Low Housing Demand
- Low Office Demand
Breaking Down the Mall Block

To Mixed-Use Pedestrian friendly Street Pattern—Savanah Model
5 years : 2017

Town Center and Park & Ride Trail Head
10 years: 2022

Mixed use adjacent to Town Center

- TRAIL HEAD
- POLICE PRECINCT
- CORPORATE OFFICE
- AMPHITHEATER
- SPORTS FIELDS
- MIXED USE
- RETAIL & RESIDENTIAL
- GROCERY STORE
- MALL AT STONECREST
15 years: 2027

Conference Center (6000 Graduation capacity) & Corporate Office
Plus Multi cultural community center, theater and market place
20 years : 2032

Relocate Sports Field and expand Mixed use add Corporate Office

TRAIL HEAD  POLICE PRECINCT  CORPORATE OFFICE  MIXED USE  CONFERENCE CENTER

AMPHITHEATER  FARMERS MARKET

CORPORATE OFFICE  PARK  MIXED USE  RETAIL & RESIDENTIAL  GROCERY STORE  MALL AT STONECREST
25 years: 2037

Expand Corporate Office and plan **Marta Plaza** with mixed use & Shared Parking Deck
30 years : 2042

Magnet Preforming Arts High school and residential development
Malls to National Sports City

• 190 Acre Site:
  • $200 M investment
    • 15,000 seat stadium
    • 204 k indoor Facility
    • 338 K Retail
    • 22 multi-purpose fields
• Emory Health Care
  • Sports Medicine Pavilion
  • Medical Office Park

Stonecrest Mall 2017 to Regional Sports Facility
Malls to National Sports City

- 3 million visitors annually:
  - 1,937 Jobs

- Economic Impact
  - 105 M County
  - 197 M State
  - 80 M Lodging & Food

Developer Vaugh Irons

“We didn’t want visitors coming here from around the world and having to cross the street…… We are making it the best it can be”

New Mayor of the New City of Stone Crest
Jason Larry

“..it is our road to salvation”

Stonecrest Mall 2017 to Regional Sports Facility
“Buy a Bike, you will not regret it if you Live”
Mark Twain 1890’s

Bill de St. Aubin, AIA
CEO Sizemoregroup
Bill@sizemoregroup.com
678 523 1728

Question and Answers
Questions?