Mall Retrofits and the Experiential Economy

sizemoregroup

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UGA: Professional Development Program
Essential Planning, Design and Management Practices – Urban Retail

Speaker Introduction

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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

Civic Architecture

City Hall Amphitheater and auditorium, East Point GA

Brown Field to Movie Town

Fort McPherson to Tyler Perry Studios

Higher Education

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

Learning Objectives

- 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

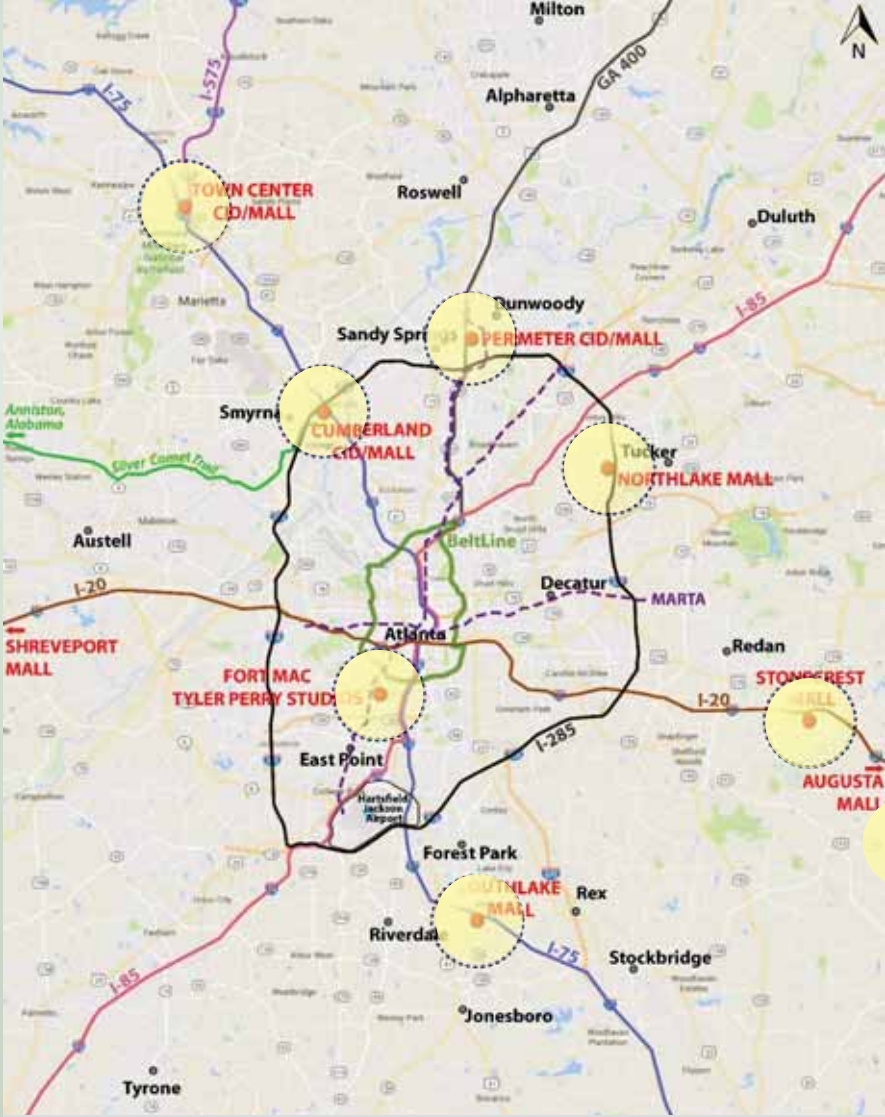
Cities are Mega regions in 2010 they ranked as follows:

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

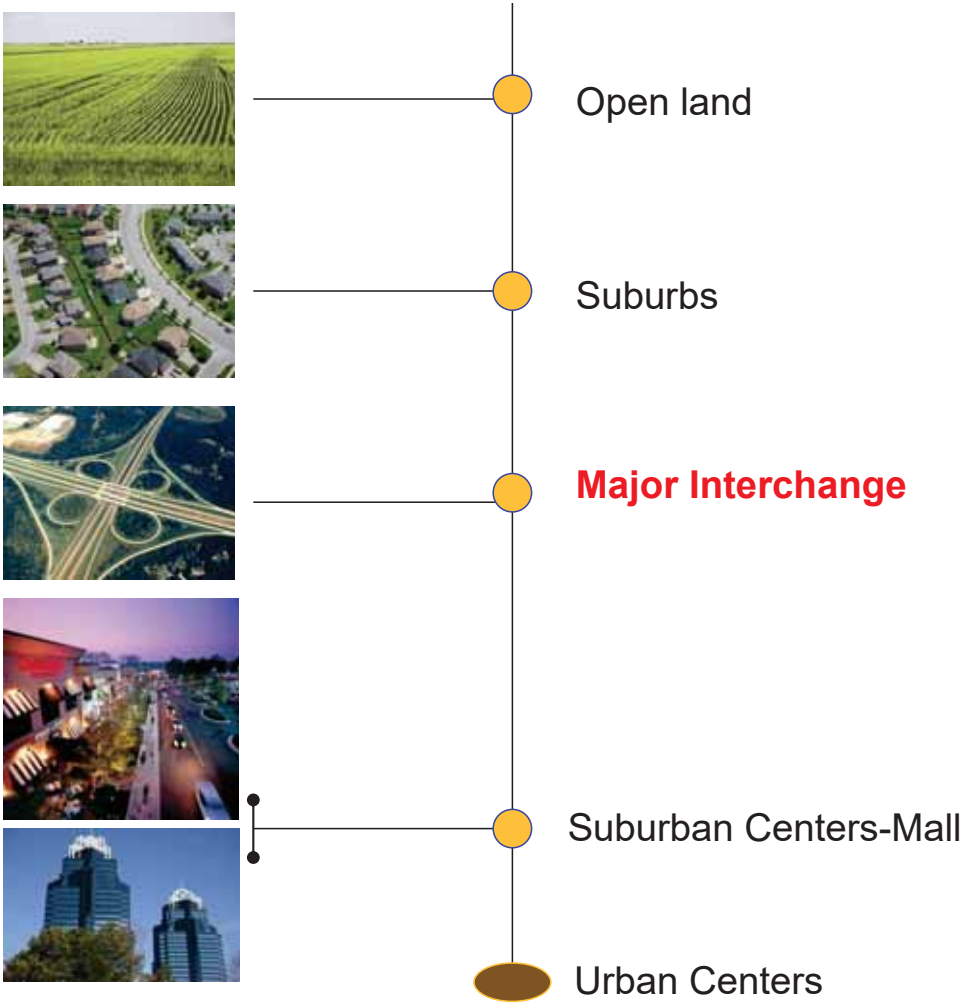
- *Atlanta 2012 6M*
- *Atlanta 1980 2M*



Atlanta region in 2017

5.8 M

MALL-EVOLUTION



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

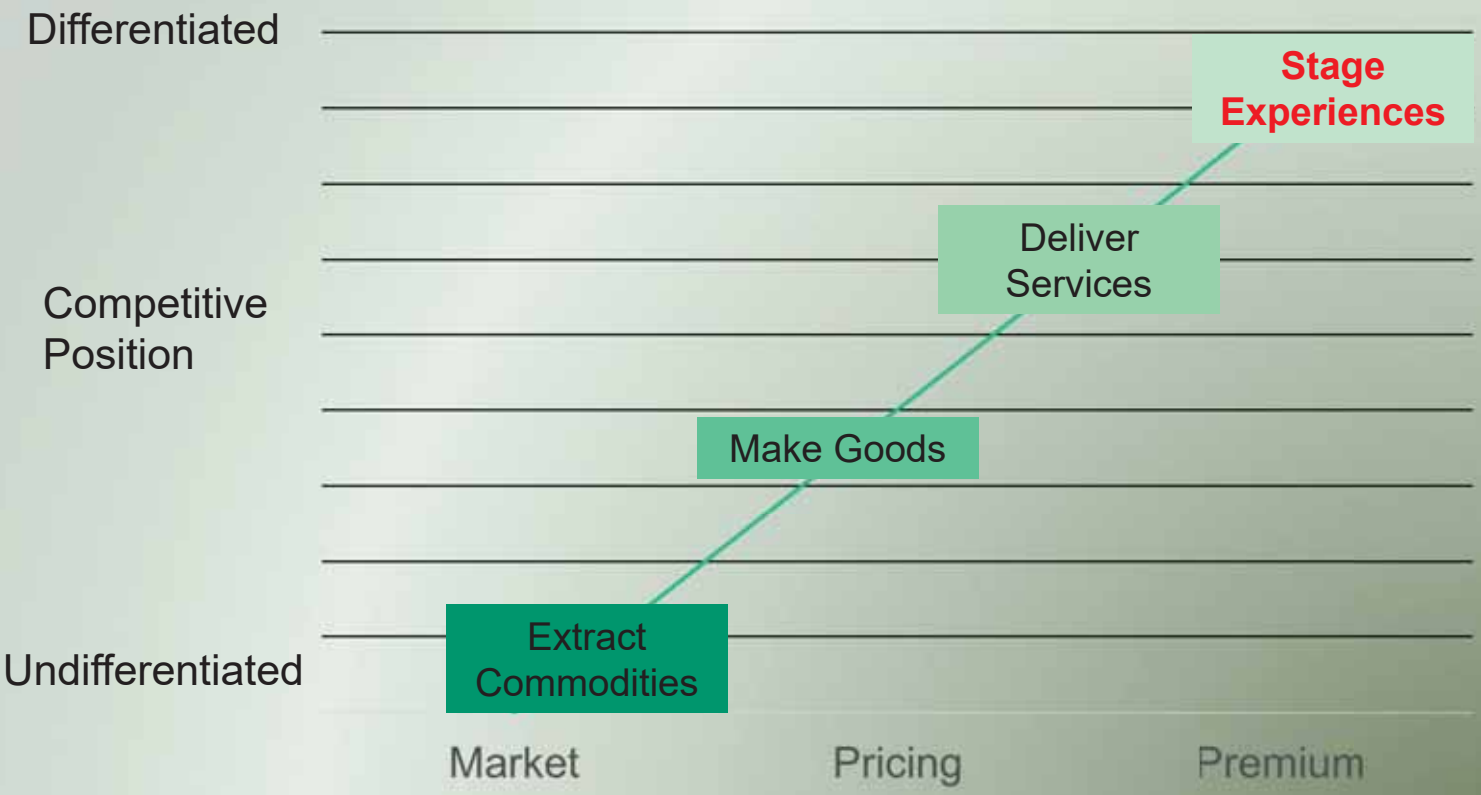
Before

After

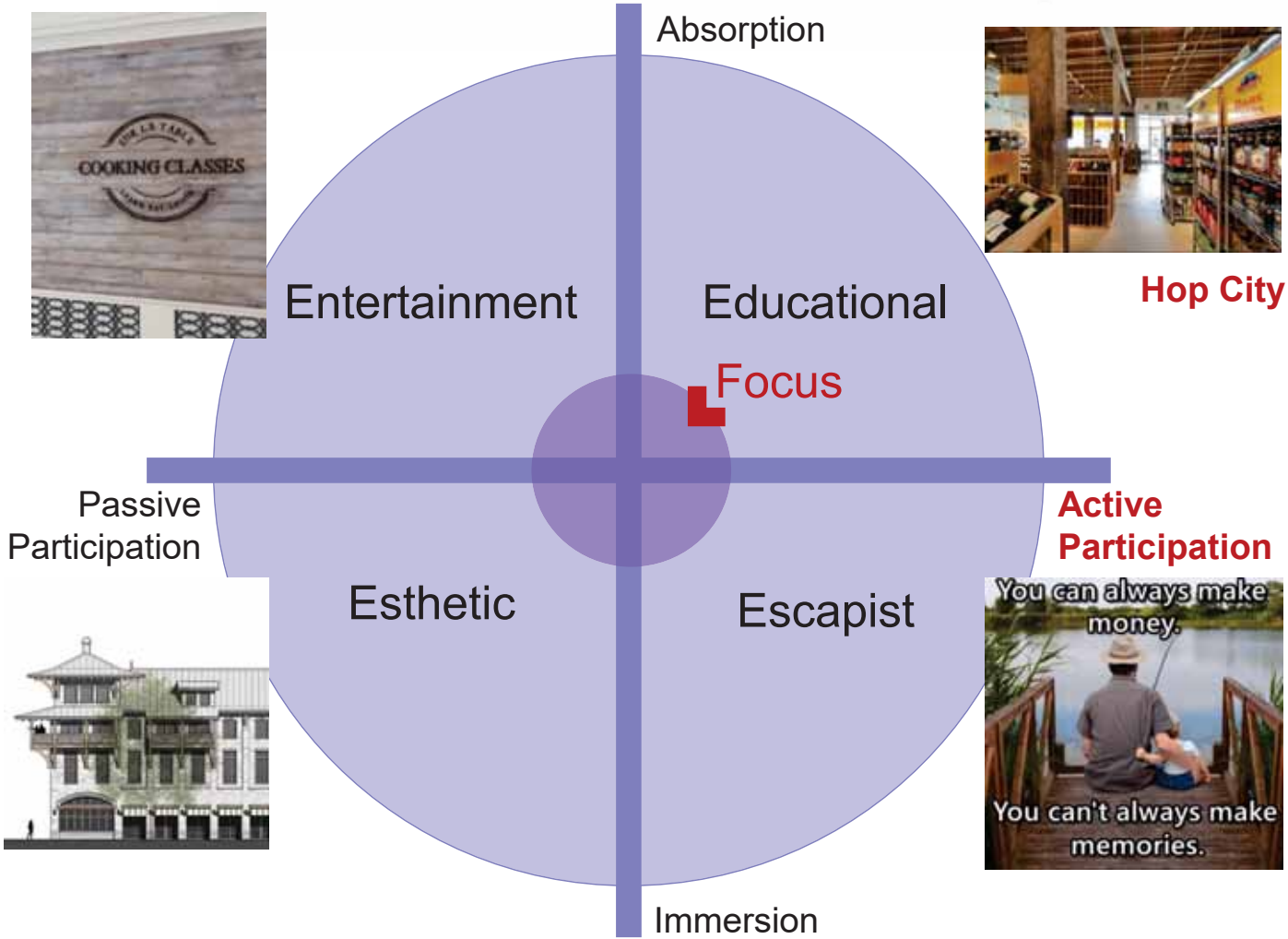
Cities need old buildings so badly….. a good lot of plain, ordinary, low-value old buildings, including some rundown old buildings…. Old ideas can sometimes use new buildings. New ideas must use old buildings.

- Jane Jacobs

The Progression of Economic Value



The Four Realms of Experience



Hop City

Creating a Fully Connected Experience

Surrey Central City Mall

Connected to

Transit next door

&

University + R&D,

& Corporate Office

above

Be the Experience

- Experiential process for experiential results
- Community immersion & buy in

Stonecrest Mall Design Charrette in The Mall

Be a part of Their Experience

- Happier clients
- Better Design

Food Truck Monday

Pigs and Peaches Festival
60,000 attend festival……

- Kennesaw / Town Center mall

Create an Experience

- Generates Customers
- Builds Community

Created **Planners Crawl**

Created Artist Inspiration

Hapeville Master Plan

The Retrofit Planning Process

Goals

- Mobilization
- Vision Session
- Community work shop/interviews

Facts

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

Planning

- Master Plan Session
- Master Plan Selection
- Constant refinement

Implementation

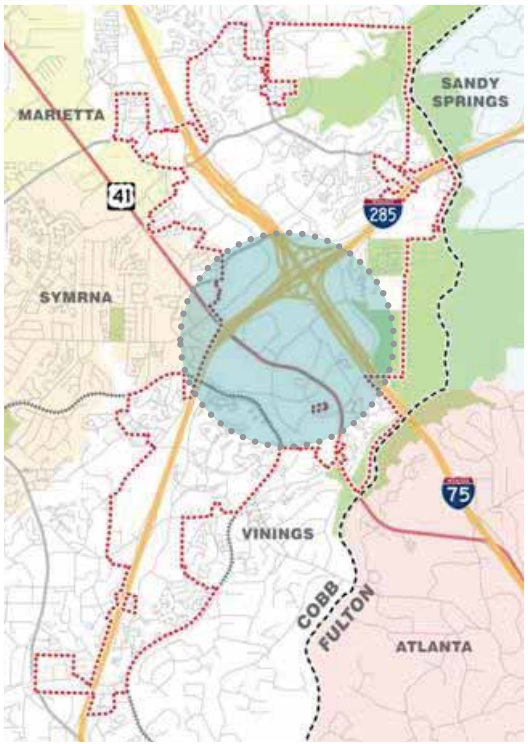
- Review P3 funding sources
- Schedule of Actions,
- Final Presentation/Tactical Urbanism

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 mi^2 (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


To Chattanooga, TN
285
Cumberland Blvd
41
75
To Atlanta
To Atlanta


US-41 Transit to
Town Center
attanooga, TN
REVIVE 285
To Doraville
MARTA
285
Cumberland Blvd
41
INTERSTATE
75
to MARTA
Arts Center
To Atl
To Atlanta

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,

Zoning made the vision illegal

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

Then Came SunTrust Ball Park to implement the vision

Creating a Connected Experience

Smyrna Braves Spring Street Plan

Expanding the vision

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SMYRNA GEORGIA

2016 Market Analysis Summary

Land Use	Local Market Indicators	Short Term Outlook	Stadium District Positioning, 2016	Notes/Comments
For-Sale Attached Townhomes	Improving regional market and strong capture rates in Cobb and Smyrna	↑	High-intensity area that should support townhome product well. Local schools may affect which buyers are drawn to the area	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.
For Sale Detached Single Family	Recovering metro market, and both Cobb and Smyrna returning to a more equalized relationship to the broader market	↔	Land availability may be challenging, and local school districts are also not ideal for many SFD buyers.	Seeing new products with smaller yards/setbacks do well, but most SFD buyers are still traditional families who will likely be turned off by the traffic and density of the Stadium District.
Rental Apartments	Major metro markets reaching saturation over next two years, including SE Cobb.	↔	Well positioned for local workers, historically undersupplied, and potential for a differentiated product	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.
Retail	Cumberland improving, with some major merchandise segments undersupplied.	↑	Local competition is challenging - combination of Cumberland Mall, Akers Mill, and Battery will capture lots of traffic. Unmet demand but need to differentiate	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.
Office	Metro trends very strong, Cumberland rebounding well but short term supply generally met	↔	Broad strengths but may be tough to compete with established cores and Braves/Battery access	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.
Lodging	Strong metro market and local trends, with upward occupancy and rates	↑	Very well - good access to Braves and highway	Good target for early phases of redevelopment.

Retail Opportunity

- 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

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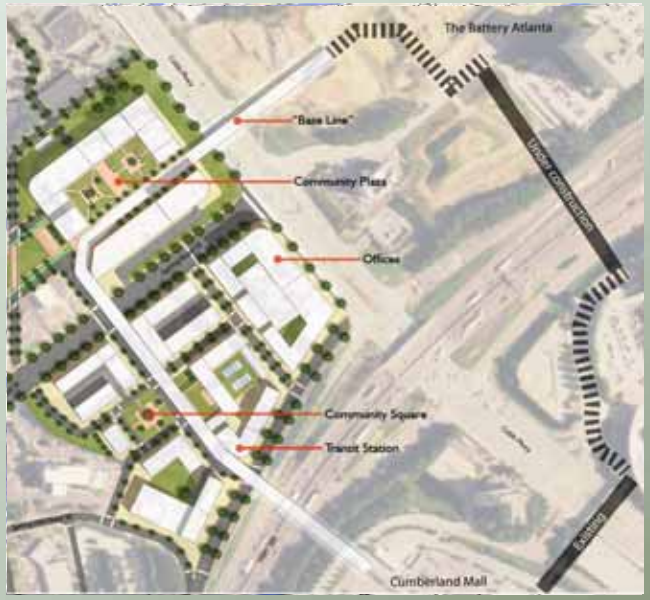
SMYRNA
GEORGIA

It became all about The Base

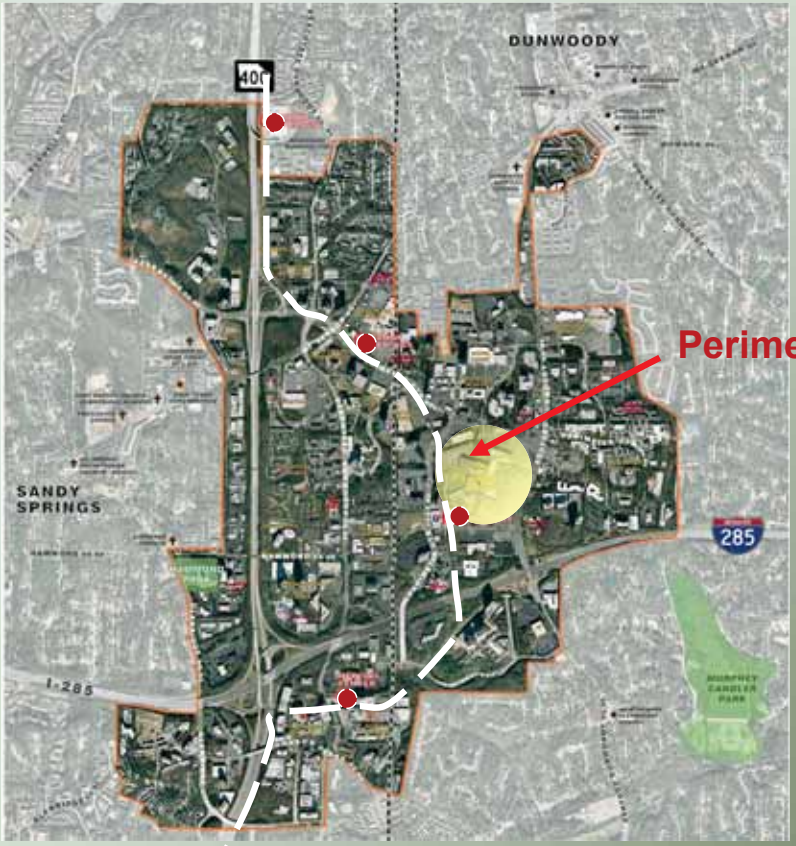


Braves Stadium and Base Line Trail

Emerging **Connected Experiential Urban Retail**

SunTrust Park

PERIMETER Mall & CIDs UPDATE - 2011



STUDY AREA

MARKET STUDY FINDINGS

Market Area Profiles 2011

	Study Area 4.2 sq mi	Primary Market (0-3 miles)	Secondary Market (3-6 miles)
Population	**10,205**	**98,899**	**249,369**
Households	5,568	45,045	98,082
Owned Housing	20.7%	39.4%	43.3%
Rented Housing	55.6%	46.8%	45.9%
Vacant Housing	23.7%	13.8%	10.8%
Employees	**67,500**	113,950	153,780

MARKET STUDY FINDINGS

Projected Demand

	10 Yrs	25 Yrs
Corp Office	8,567,400 SF	29,118,300 SF
Local Office	317,300 SF	734,500 SF
Retail	5,842,100 SF	11,906,800 SF
Residential: SFD	2,850 DU	10,025 DU
Residential: Condo	740 DU	2,600 DU
Residential: Rental	5,150 DU	18,145 DU

MARKET STUDY FINDINGS - 2011

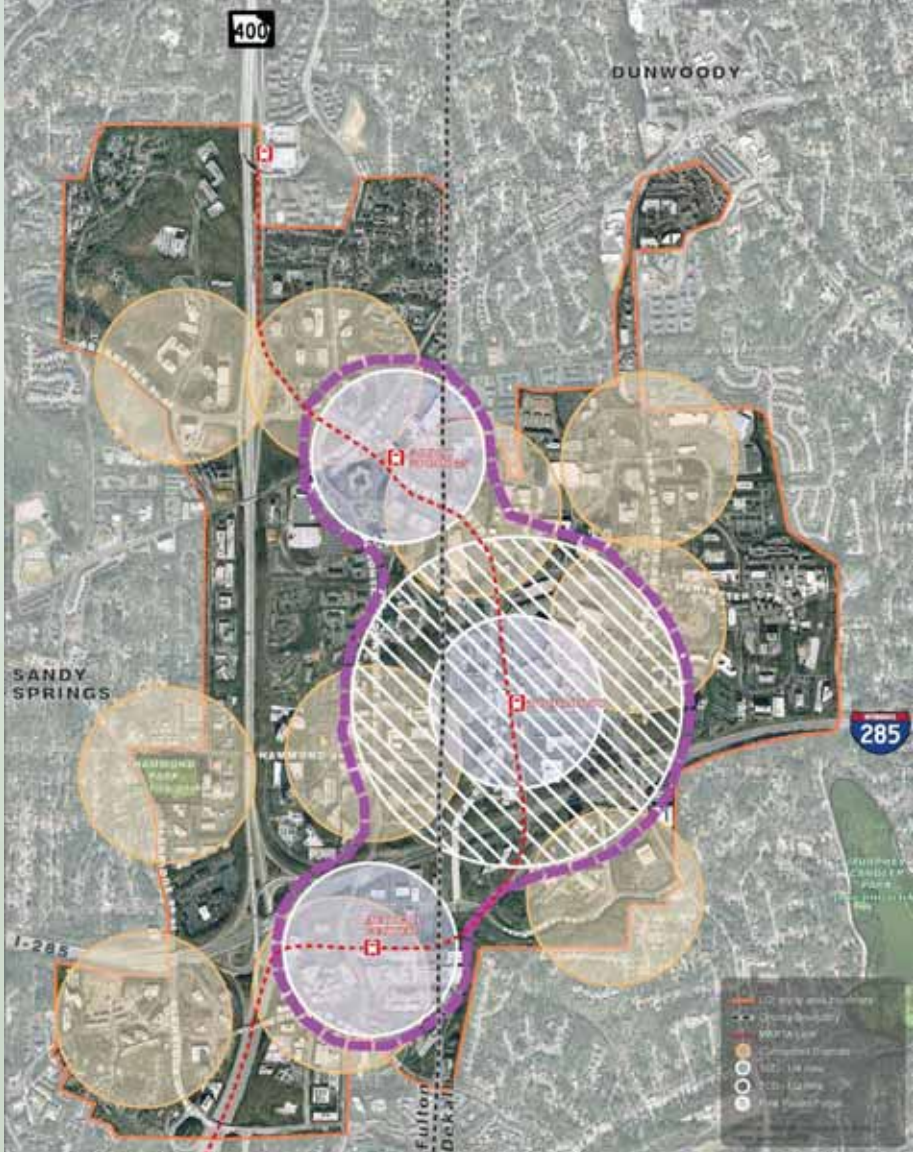
Projected Demand

	10 Yrs	25 Yrs
Corp Office	8,567,400 SF	29,118,300 SF
Net New =	***5,800,000 SF***	
Local Office	317,300 SF	734,500 SF
Net New =	***285,300 SF***	
Retail	5,842,100 SF	11,906,800 SF
Net New =	***5,100,000 SF***	
Residential: SFD	2,850 DU	10,025 DU
Net New =	***2,500 DU***	
Residential: TH, Condo *Net New=*	740 DU	2,600 DU
	700 DU	
Residential: Rental *Net New=*	5,150 DU	18,145 DU
	4,500 DU	

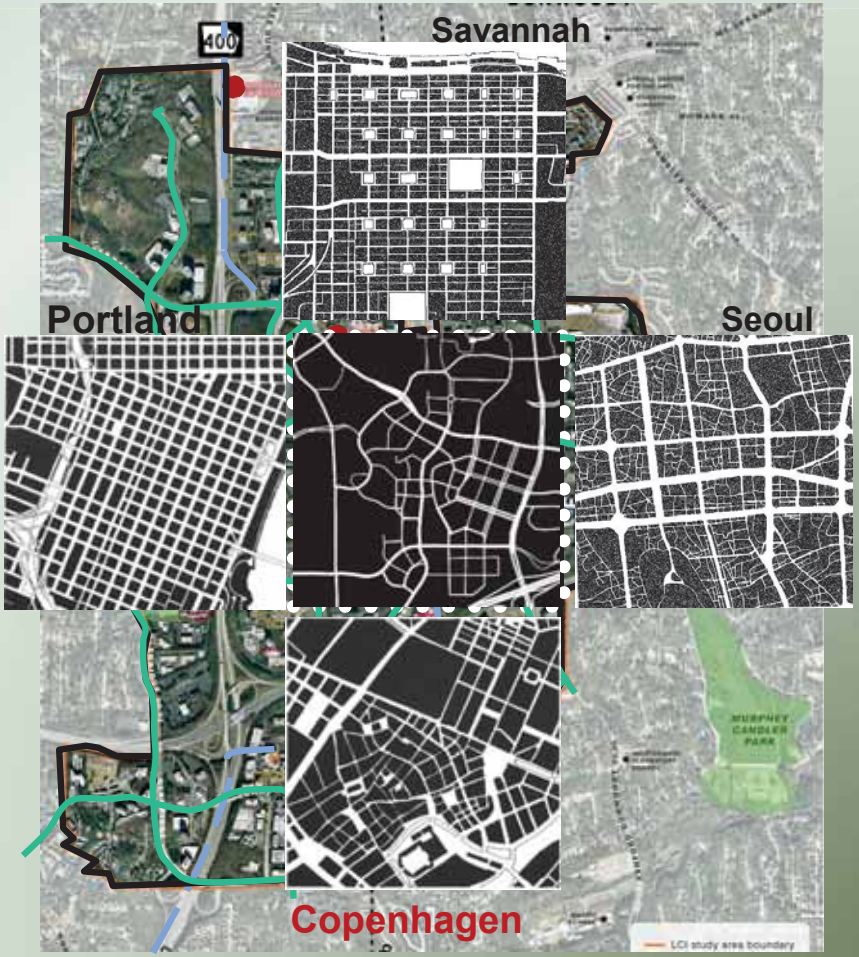
Net New = Projected Demand – Excess Vacancy Absorption

FOCUS NEW DEMAND IN TRANSIT VILLAGES –

CONSISTENT WITH COMPREHENSIVE PLANS



Transit access issue: Big Mall Block



Mall Block to Connected Urban Center

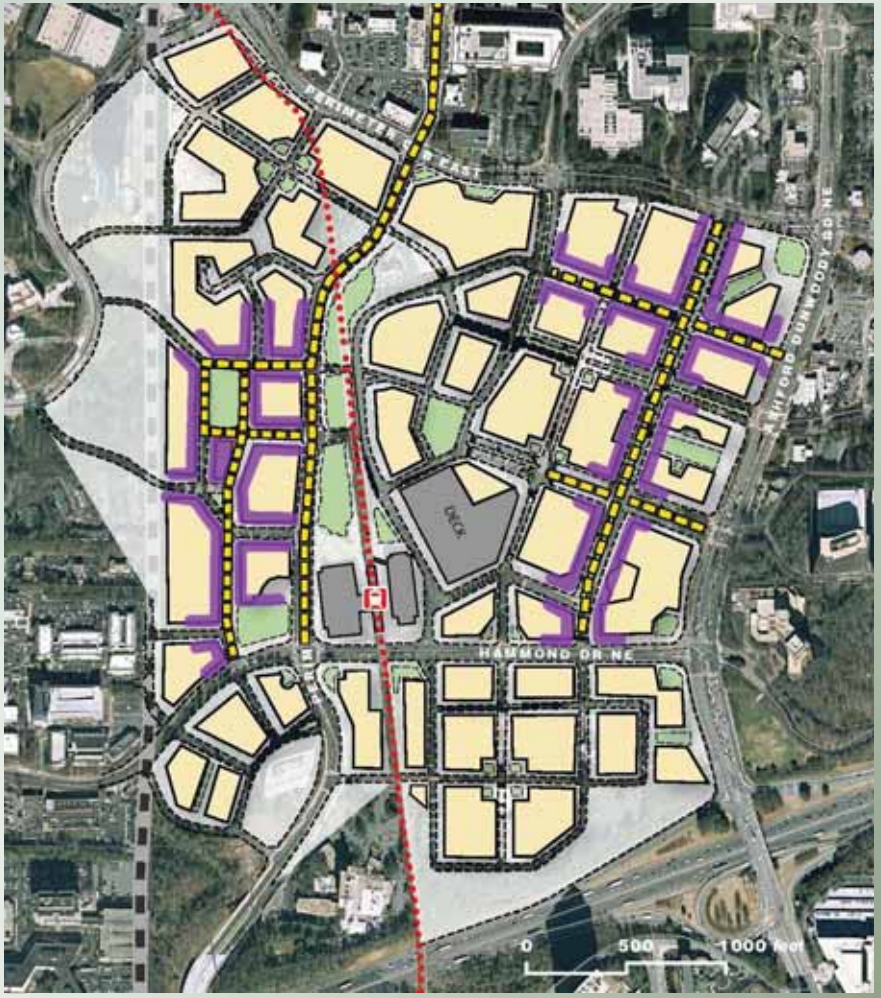
Perimeter Center

Keep Current Plan

Infill Around Mall

Public / Private Investment (TOD)

Enclosed Mall to new Regional Center



PROPOSED- **AMENITY-RICH BOULEVARDS**

PERIMETER CIDs LCI UPDATE - 2011

Community Vision

Amenity-Rich Boulevard

PERIMETER CIDs LCI UPDATE - 2011

Community Vision

Add missing **Public** Green/Civic Spaces

PERIMETER CIDs - 2017

Corporate Vision meets Community Vision

Added Corp. Office

Connected To Transit

Connected To Mall

Creating Public Realm

State Farm added **2.2 million Sf** Head quarters @ Perimeter CID with 8,000 jobs in Atlanta

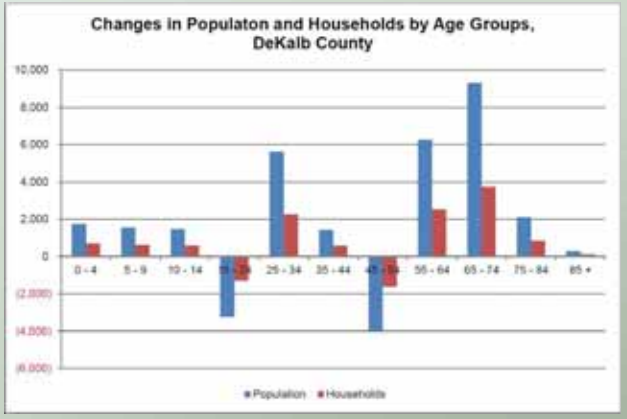
Stonecrest LCI Plan

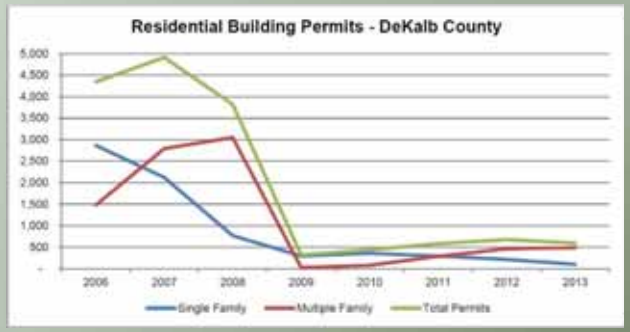
Study Area 2,485 Acres

2013

Housing Market Findings

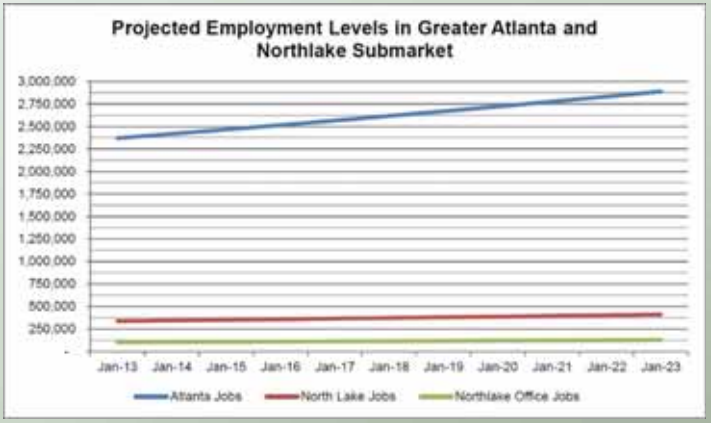
- Housing Analysis:
  - 5-year: **60 to 80 Housing Units**
    - Active Adult 4-6 plex condos
    - Ranch-style, 1-2 car garage, 1,100-1,500 sf.
    - Walkable to Mall amenities
    - Connected to Transit
    - $80/sf
  - Area Vacancy:
    - 11.7%
  - Single-family residential Growth to follow school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

Retail Category	2012 Supportable Retail (SF)	2017 Supportable Retail (SF)	2012 Captured Annual Sales	2012 Sales Per S/F	2017 Captured Annual Sales	2017 Sales Per S/F
Women's Apparel	1,700	1,800	$413,000	$243	$500,000	$278
Men's Apparel	1,600	1,700	$353,000	$221	$431,000	$254
Children's Apparel	2,100	2,200	$464,000	$221	$550,000	$250
Unisex Apparel	1,300	1,400	$240,000	$185	$289,000	$206
Shoe Store	1,600	1,700	$283,000	$177	$338,000	$199
Total Apparel, Shoes & Accessories	*8,300 sf*	*8,800 sf*	*$1,753,000*	*$209*	*$2,108,000*	*$237*
Computers and Software	1,000	2,200	$560,000	$560	$1,510,000	$685
General Electronics	3,000	8,500	$824,000	$308	$2,188,000	$344
Appliances	5,200	8,600	$742,000	$143	$1,367,000	$162
Total Electronics, Appliances, Computers	*9,200 sf*	*19,300 sf*	*$2,226,000*	*$327*	*$5,063,000*	*$367*
Full Service Restaurant	1,200	2,000	$422,000	$352	$827,000	$414
Limited Service Restaurant	8,900	14,900	$2,518,000	$283	$4,737,000	$318
Drinking Places						
Total Food & Restaurant	*10,100 sf*	*16,900 sf*	*$2,940,000*	*$318*	*$5,564,000*	*$366*
Grocery Store	60,600	77,200	$18,799,000	$310	$26,093,000	$338
Specialty Food Store	1,200	1,600	$432,000	$360	$651,000	$407
Beer, Wine & Liquor Store	2,500	3,100	$859,000	$344	$1,227,000	$396
Total Food & Beverage Stores	*64,300 sf*	*81,900 sf*	*$20,077,000*	*$338*	*$27,971,000*	*$380*
Department Store	800	3,400	$182,000	$228	$846,000	$249
Discount Department Store	1,200	4,700	$248,000	$207	$1,062,000	$226
Warehouse Club	3,800	3,200	$1,064,000	$279	$872,000	$304
Used Merchandise	9,300	8,300	$1,339,000	$144	$1,288,000	$153
Total General Merchandise	*14,900 sf*	*19,600 sf*	*$2,773,000*	*$215*	*$4,148,000*	*$233*
Building Materials & Supplies	20,400	29,800	$4,752,000	$233	$6,963,000	$286
Lawn, Garden Equipment and Supplies	6,800	7,600	$1,501,000	$221	$1,914,000	$252
Total Hardware, Lawn & Garden	*27,200 sf*	*33,400 sf*	*$6,253,000*	*$231*	*$8,876,000*	*$266*
Drug Store/Pharmaceutical	25,800	30,200	$12,599,000	$488	$16,881,000	$559
Health &Beauty Store	8,800	8,100	$1,828,000	$247	$2,178,000	$269
Optical/Vision Care	8,300	10,000	$2,346,000	$276	$3,278,000	$328
Personal Services	13,800	16,000	$3,821,000	$281	$4,962,000	$314
Total Health Care & Personal Services	*54,500 sf*	*64,200 sf*	*$20,594,000*	*$323*	*$27,330,000*	*$368*
Furniture Store	5,300	6,000	$1,515,000	$286	$2,152,000	$312
Home Furnishings	3,900	4,200	$741,000	$190	$890,000	$212
Total Home Furnishings Store	*9,200 sf*	*11,100 sf*	*$2,256,000*	*$238*	*$3,042,000*	*$262*
Jewelry Store	800	1,700	$213,000	$255	$574,000	$306
Luggage & Leather Store						
Total Jewelry, Luggage, & Leather Goods	*800 sf*	*1,700 sf*	*$213,000*	*$255*	*$574,000*	*$306*
Art, Craft & Sewing Stores	1,000	1,100	$205,000	$200	$239,000	$217
Musical Instrument	700	1,000	$154,000	$220	$289,000	$246
Book & Music	10,500	13,100	$1,523,000	$145	$2,121,000	$162
Sporting Goods	2,300	4,700	$508,000	$221	$1,160,000	$247
Toy &Hobby	700	1,400	$117,000	$167	$284,000	$199
Sporting Goods, Hobby, Books, & Music	*15,200 sf*	*21,800 sf*	*$2,507,000*	*$191*	*$4,133,000*	*$212*
Card/Gift Shop						
Florists						
Office Supplies, Stationery	2,200	1,900	$488,000	$221	$475,000	$250
Pet Supply Store	1,300	1,200	$247,000	$190	$278,000	$215
Tobacco Shop	800	900	$260,000	$325	$338,000	$377
Video/Entertainment	0	600			$90,000	$150
Total Miscellaneous Retailers	*4,300 sf*	*4,700 sf*	*$993,000*	*$240*	*$1,183,000*	*$248*
Total Identified Retail Expenditure	*217,800 sf*	*282,400 sf*	*$62,369,000*	*$273*	*$80,013,000*	*$303*

Community Goals

- The Place to Be
- Economic Development – **JOBS**
- Live-Work-Play-Shop
- Transportation Alternatives
- Green Strategies

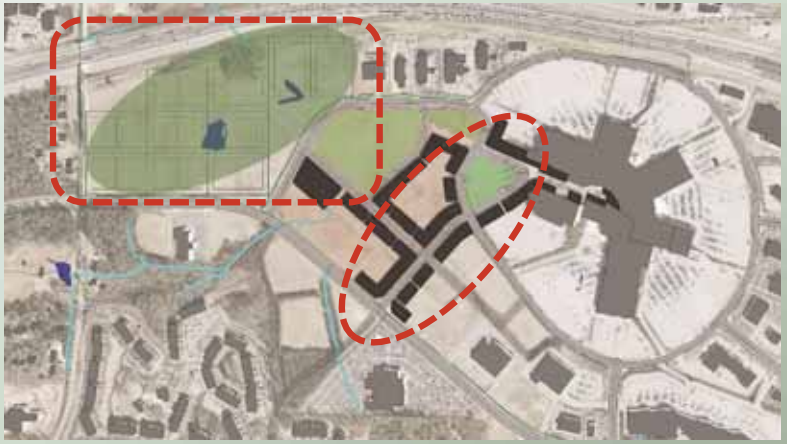
Mall Charrette

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

I-20

10 years : 2022

Mixed use adjacent to Town Center

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

25 years : 2037

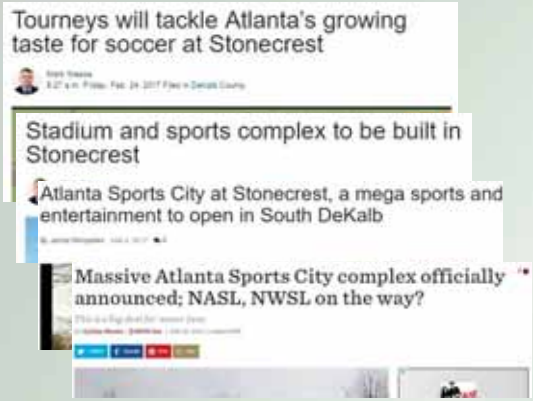
Expand Corporate Office and plan **Marta Plaza** with mixed use & Shared Parking Deck

30 years : 2042

Magnet Preforming Arts High school and residential development

I-20

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

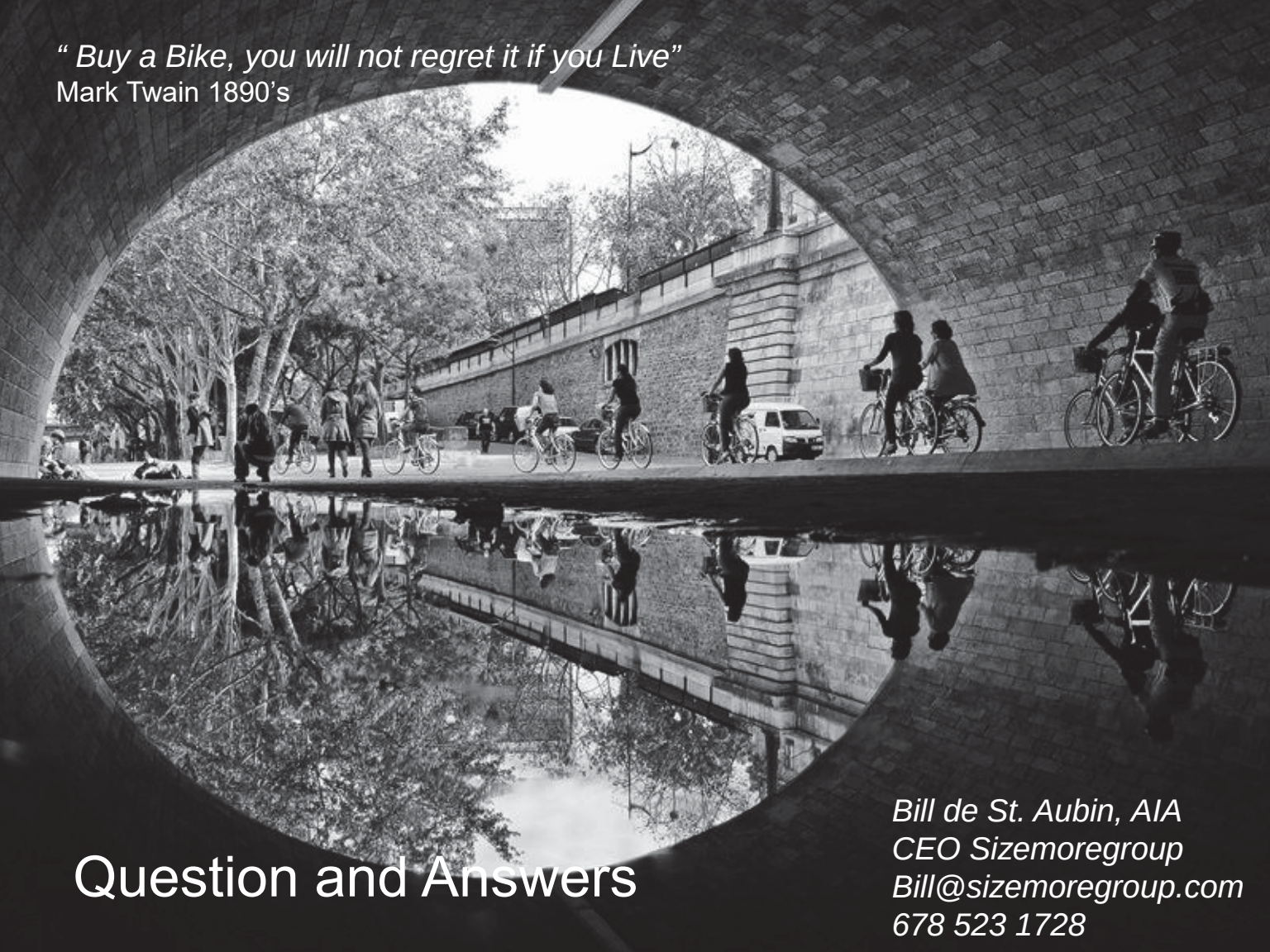
*"We didn't want visitors coming here from around the world and having to cross the street…… We are making it the best it can **be**"*

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

Question and Answers

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Questions?