

GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT



Gwinnett Place Community Improvement District

September 2020



INTRODUCTION

Project Overview

- The Gwinnett Place Community Improvement District (GPCID) engaged Bleakly Advisory Group to undertake a series of analyses to help better understand the CID's underlying economic, demographic and real estate. These analyses will form the basis of initiatives, strategies, and implementation actions to further the CID's goal of supporting and enhancing economic activity, business, and quality of life in the CID.
- This analysis included in this document focuses on the current baseline conditions within the CID itself, its immediate economic "Area of Influence" (AOI), and a three-mile market area designed to capture the economic and demographic characteristics of those who live around the Gwinnett Place area and provide a majority of the demand for the goods and services offered in the area.
- Furthermore, the analysis examines key real-estate and tax value characteristics relevant to the operation of the Gwinnett Place CID and the Gwinnett Place Tax Allocation District.
- This presentation is the first of a multi-part analysis that will examine the current economic conditions of the GPCID and the surrounding area, forecast future conditions, and make recommendations as to how the district can be take advantage of the current and coming realities.

Table of Contents

Introduction	1
Baseline Assessment	2
Gwinnett Activity Area Analysis	44
Revenues and Economic Impacts	65
Gwinnett Place Mall Opportunity Analysis	84
Strategy and Implementation	111

COVID Disclaimer: Conclusions developed in this assignment reflect the research and analysis conducted Q1 2020. Generally, this data reflects the local and national economic conditions prior to the widespread external economic shock caused by the COVID-19 pandemic. The assumptions reported herein do not account for a drawn-out economic downturn.

These assumptions should be considered valid under a reasonably-likely scenario in which the general economy and real estate markets will stabilize and largely return to a normalized state within the 2020 calendar year. The data and the corresponding conclusions and recommendations herein should be reviewed and adjusted should any major changes in the above occur.

GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT BASELINE ASSESSMENT



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Workforce and Employment

- The Gwinnett Place AOI had an estimated 27,904 jobs in 2019
 - This represents the addition of 7,065 primary jobs in the past 10 years, an increase of 31%.
- The Area's 27,904 jobs represent 8% of Gwinnett's 396,000 jobs on less than 1% of Gwinnett's land
 - Retail is the top sector, representing 19% of the area's primary jobs.
 - Management of Companies and Enterprises represents 13% of the area's primary jobs. This represents 27% of all the Management jobs in Gwinnett County.
 - The Gwinnett Place Area is home to 17% of all Finance and Insurance jobs in Gwinnett County.

Economic Geography

- Within the Gwinnett Place AOI, commercial real estate is dominated by retail and office space built in the 1980s and 1990s.
 - 55% of the area's commercial space was built in the 1980s.
 - 32% was built in the 1990s.
 - 82% of the area's total commercial real estate inventory consists of retail buildings built between 1980 and 1999.

Real Estate

- The Gwinnett Place AOI has 3,596 housing units, 63% of which are in large multi-family buildings.
- 57% of housing units in the market area are renter-occupied compared to 29% in Gwinnett County.
- Almost two-thirds of the area's housing stock was built between 1980 and 2000.
- The Gwinnett Place area has over eight million SF of retail space, 14% of Gwinnett County's retail space.
- The area has 3.4 million SF of office space, nearly 10% of the County's office space.
- The area's office rental rates tend to be \$1.50 per square foot higher than Gwinnett County.
- Through two decades of economics ups and downs, office rental rates in the Gwinnett Place area have remained remarkably consistent from year to year.

EXECUTIVE SUMMARY

Property Values and Tax Revenues

- Both the Gwinnett Place area and Gwinnett County have seen strong property value growth since the economy began to recover after the 2008 recession (around 2013).
- However, at the core of the Gwinnett Place area, the Gwinnett Place Mall and its constituent anchor properties) have demonstrated a consistent 20-year trend of value decline and disinvestment.
- The continuing decline of property values in the Mall and its anchor stores, and the resulting limitations on growth and investment in nearby properties has had the effect of limiting broad value growth in the Gwinnett Place area and TA.
 - The Gwinnett Place Mall, along with its five constituent anchor stores, lost 82% of its collective appraised tax value over the same 20-year period, falling from \$167 million appraised value in 1999 to just \$29.7 million in 2019.
 - The Gwinnett Place Mall property itself shed 94% of its value over the 20-year period, falling from \$113 million to \$6.5 million.
 - The five Gwinnett Place Mall anchor store properties all lost significant value, ranging from a 37% decline to a 77% decline.

Demographic Assessment

- Since 2000, the Market Area has grown slower than Gwinnett County, but on pace with the Atlanta MSA in terms of population and households.
- Market Area median household incomes are below that of the county and the Atlanta MSA overall.
- The Gwinnett Place Area tends to have more young households (millennials) and fewer older households than Gwinnett County.
- Far more households are “non-family” in the Market Area compared to Gwinnett County.
- Nearly 100,000 people live within 3 miles of the Gwinnett Place area.

Retail Sales

- Retailers in the Gwinnett Place area sold an estimated \$1.5 billion in retail products in 2019.
- Top sales categories include motor vehicles and parts (54%) restaurants and bars (12%) food and beverage stores (11%) and general merchandise (6%).

PROJECT CONTEXT

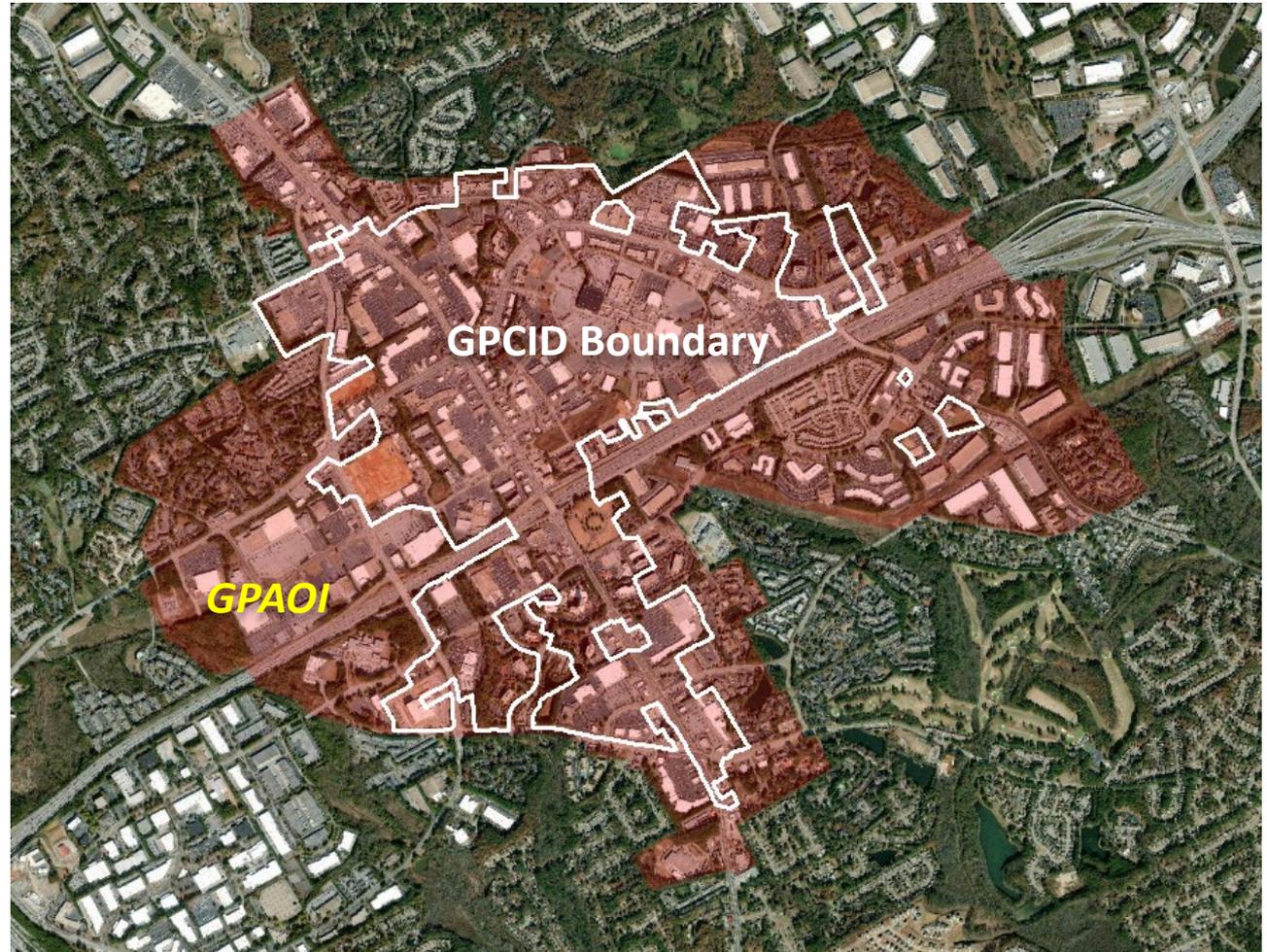
GEOGRAPHIC CONTEXT

The Gwinnett Place CID boundary is defined as non-residential, commercial real estate properties that participate in the CID. Economic activity that occurs in and around the CID goes well beyond those confines and includes nearby residential properties and non-member commercial properties.

For this reason, the primary analysis area for this exercise is the Gwinnett Place Area of Influence (AOI), which includes parcels within the CID boundary as well as parcels that are adjacent or proximate to the CID boundary that directly contribute to economic activity within the Gwinnett Place area.

Both areas are shown on this map:

- The Gwinnett Place Community Improvement District, outlined in white, and;
- The Gwinnett Place Area of Influence (AOI) shaded in red.



GEOGRAPHIC CONTEXT

This study also looks at a 3-mile Market Area, which represents the households and businesses who would be likely to shop, eat, work, or otherwise conduct business in the Gwinnett Place AOI. This 3-mile radius is centered on the interchange of Pleasant Hill Rd and Interstate 85.

Major thoroughfares

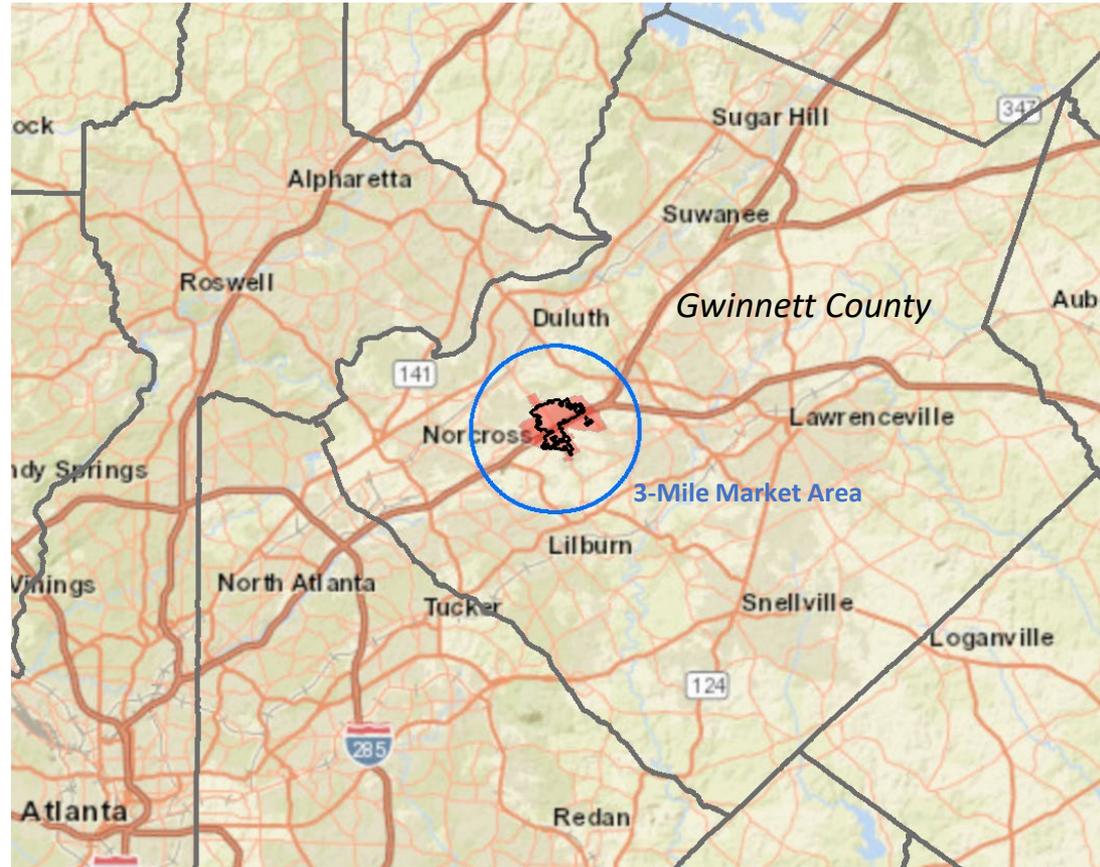
- Interstate 85: 259,000 vehicles daily;
- Pleasant Hill Road: 65,500 vehicles daily;
- Club Drive: 24,400 vehicles daily;
- Satellite Blvd: 21,700 vehicles daily.

The Gwinnett Place CID is located entirely within unincorporated Gwinnett County, GA.

For context, many local demographic and economic characteristics are compared against Gwinnett County and the Atlanta MSA.

Distance from Key locations:

- Infinite Energy Center 3 Miles
- Downtown Lawrenceville 8 Miles
- Mall of Georgia 11 Miles
- Downtown Atlanta 20 miles
- Hartsfield-Jackson ATL INTL Airport 27 Miles



EMPLOYMENT AND WORKFORCE

EMPLOYMENT AND WORKFORCE

Key Takeaways

The Gwinnett Place Area had an estimated 27,904 jobs in 2019

- Approximately 28,000 of these are primary jobs, with an additional 1,600 non-primary jobs
- This represents the addition of 7,065 primary jobs in the past 10 years, an increase of 31%.

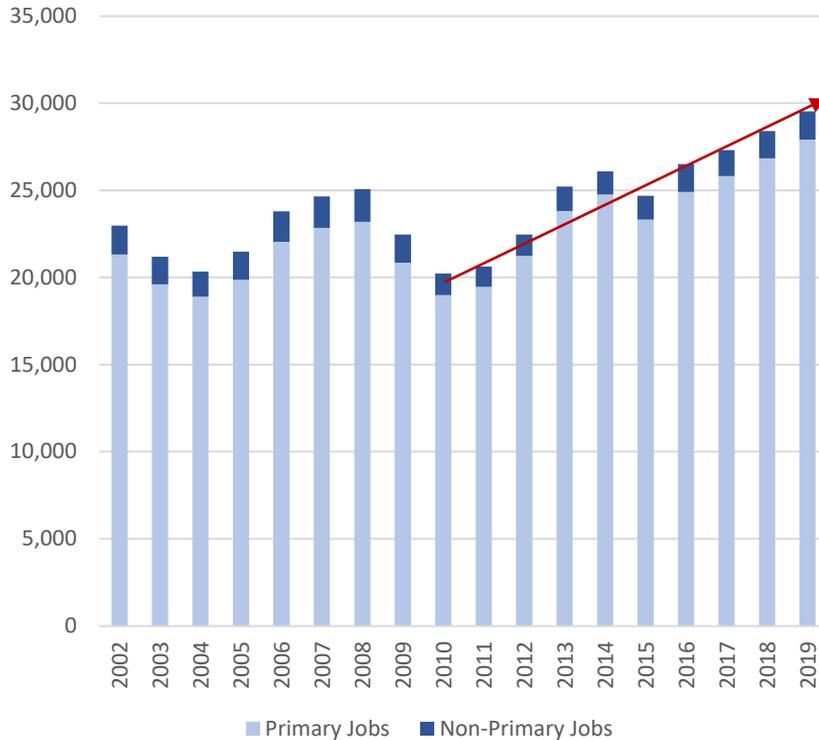
The Gwinnett Place AOI's 27,904 jobs represent 8% of Gwinnett's 396,000 jobs on less than 1% of Gwinnett's land

- Retail is the top sector, representing 19% of the area's primary jobs.
- Management of Companies and Enterprises represents 13% of the area's primary jobs. This represents 27% of all the Management jobs in Gwinnett County.
- The Gwinnett Place AOI is home to 17% of all Finance and Insurance jobs in Gwinnett County.

24,674 people commute into the CID each day for work.

EMPLOYMENT AND WORKFORCE

Jobs Located in the Gwinnett Place AOI, 2002-2019 (est.)



Employment Growth History

The Gwinnett Place CID AOI had an estimated **27,904 primary jobs in 2019.**

- This represents the addition of 7,065 primary jobs in the past 10 years, an increase of 31%.
- “Primary Jobs” is roughly equivalent to “workers.” If a person works primarily in one job and then takes a weekend shift at another job, that person has one primary job, but two total jobs.
- Additionally, the Gwinnett Place area was home to an estimated 1,630 non-primary jobs (part-time, secondary, or seasonal jobs).

Data Notes: *US Census Longitudinal Employer-Household Dynamics data infrastructure tracks jobs as its primary unit instead of people. As such, the system naturally captures more than one job per person when available in the data. The dominant (or primary) job for an individual is defined as the job that earned the individual the most money. Constructed this way, the number of primary jobs should be equal to the number of workers. [The data includes] “Primary” jobs and “All” jobs so that “Non-primary” jobs can be calculated through subtraction. –US Census, Data Overview LODES Version 7*

Gwinnett Place AOI Employment	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Primary Jobs	21,325	19,613	18,892	19,851	22,047	22,838	23,201	20,850	18,977	19,451	21,239	23,804	24,759	23,326	24,902	25,811	26,837	27,904
Non-Primary Jobs	1,656	1,581	1,442	1,635	1,743	1,802	1,872	1,620	1,245	1,170	1,232	1,404	1,323	1,364	1,598	1,505	1,566	1,630
Total All Jobs	22,981	21,194	20,334	21,486	23,790	24,640	25,073	22,470	20,222	20,621	22,471	25,208	26,082	24,690	26,500	27,316	28,404	29,535

Source: US Census, BLS, ARC, Bleakly



EMPLOYMENT AND WORKFORCE

Employment Estimate by Sector

- The Gwinnett Place AOI's 27,904 jobs represent 8% of Gwinnett's 396,000 jobs on less than 1% of Gwinnett's land.
- Retail is the top sector, representing over 9,400 jobs or 34% of the area's primary jobs.
- Accommodations and food services is the second largest sector, with 4,980 jobs or 18% of the area's primary jobs.
- Finance and Insurance is also significantly represented in the PCID AOI, with nearly 2,500 jobs which represent 17% of all Finance and Insurance jobs in Gwinnett County.

Jobs by NAICS Industry Sector	Sales from			Gwinnett	Gwinnett
	Gwinnett Place AOI Primary Jobs	Gwinnett Place AOI (\$ Mil)	Share of AOI Jobs	County Primary Jobs	Place % of County Jobs
11: Ag. , Forestry, Fishing	-	\$ -	0%	127	0%
21: Mining, Quarrying, Oil and Gas	-	\$ -	0%	91	0%
22: Utilities	-	\$ -	0%	0	0%
23: Construction	181	\$ 67.3	1%	23,936	1%
31-33: Manufacturing	1,956	\$ 321.6	7%	27,303	7%
42: Wholesale Trade	503	\$ 642.2	2%	36,550	1%
44-45: Retail Trade	9,452	\$ 3,421.2	34%	50,527	19%
48-49: Transp. and Warehousing	197	\$ 69.3	1%	8,328	2%
51: Information	689	\$ 250.3	2%	9,865	7%
52: Finance and Insurance	1,170	\$ 336.0	4%	14,047	8%
53: Real Estate and Rental and Leasing	1,182	\$ 144.6	4%	6,140	19%
54: Prof, Sci, and Tech Svcs	2,265	\$ 223.4	8%	29,126	8%
55: Mgmt.. of Cos and Enterprises	40	\$ 24.3	0%	14,051	0%
56: Admin and Support and Waste Mgmt.	745	\$ 75.4	3%	30,203	2%
61: Educational Services	468	\$ 12.9	2%	27,915	2%
62: Health Care and Social Assistance	2,141	\$ 306.2	8%	30,628	7%
71: Arts, Entertainment, and Recreation	161	\$ 10.7	1%	3,135	5%
72: Accommodation and Food Services	4,980	\$ 270.2	18%	31,956	16%
81: Other Services (except Public Admin)	1,437	\$ 123.0	5%	9,879	15%
92: Public Administration	221	\$ 4.8	1%	5,878	4%
99: Unassigned	116	\$ 12.2			
TOTAL	27,904	\$ 6,315.6	100%	359,685	8%

Source: US Census , BLS & ARC, Environics Analytics, Bleakly



EMPLOYMENT AND WORKFORCE

Employment Estimate by Sector

- The Gwinnett Place AOI's 27,904 workers are as diverse as the area's residents
 - 52% of workers in the Gwinnett Place area white alone, compared to 91% for Gwinnett County.
 - 46% of Gwinnett Place area workers earn wages of \$40,000/Yr or higher.

	Gwinnett Place AOI	Gwinnett County
Workers by race		
White Alone	52%	61%
Black or African American Alone	33%	29%
American Indian or Alaska Native Alone	0%	0%
Asian Alone	13%	8%
Native Hawaiian or Other Pacific Islander Alone	0%	0%
Two or More Race Groups	2%	1%
Workers by Age		
Age 29 or younger	25%	23%
Age 30 to 54	56%	57%
Age 55 or older	19%	20%
Workers by earnings		
\$15,000/Yr or less	24%	23%
\$15,000 to \$40,000/Yr	30%	33%
More than 40,000/Yr	46%	44%
Workers by education		
Less than high school	10%	10%
High school or equivalent, no college	19%	20%
Some college or Associate degree	22%	24%
Bachelor's degree or advanced degree	24%	23%
N/A (workers aged 29 or younger)	25%	23%

Source: US Census , BLS & ARC, Environics Analytics, Bleakly

EMPLOYMENT AND WORKFORCE

Commuting Patterns

Study Area Jobs and Residents

- There are 27,904 primary jobs located in the Gwinnett Place Area.
- There are an additional 1,630 non-primary jobs located in the area.

Commute In

- 24,674 people commute into the Gwinnett Place area each day for work.
- This represents 88% of those who work in the area.

Commute Out

- There are just over 8,000 residents that live in the Gwinnett Place AOI, of which 3,222 counted as employed.
- It is estimated that fewer than 10 work outside the Gwinnett Place AOI, meaning that over 3,200 working residents commute to jobs elsewhere.



Source: US census longitudinal employer-household dynamics

ECONOMIC GEOGRAPHY

Visualizing Development Patterns

Economic Geography is a method of using mapping and charts to visualize real estate data.

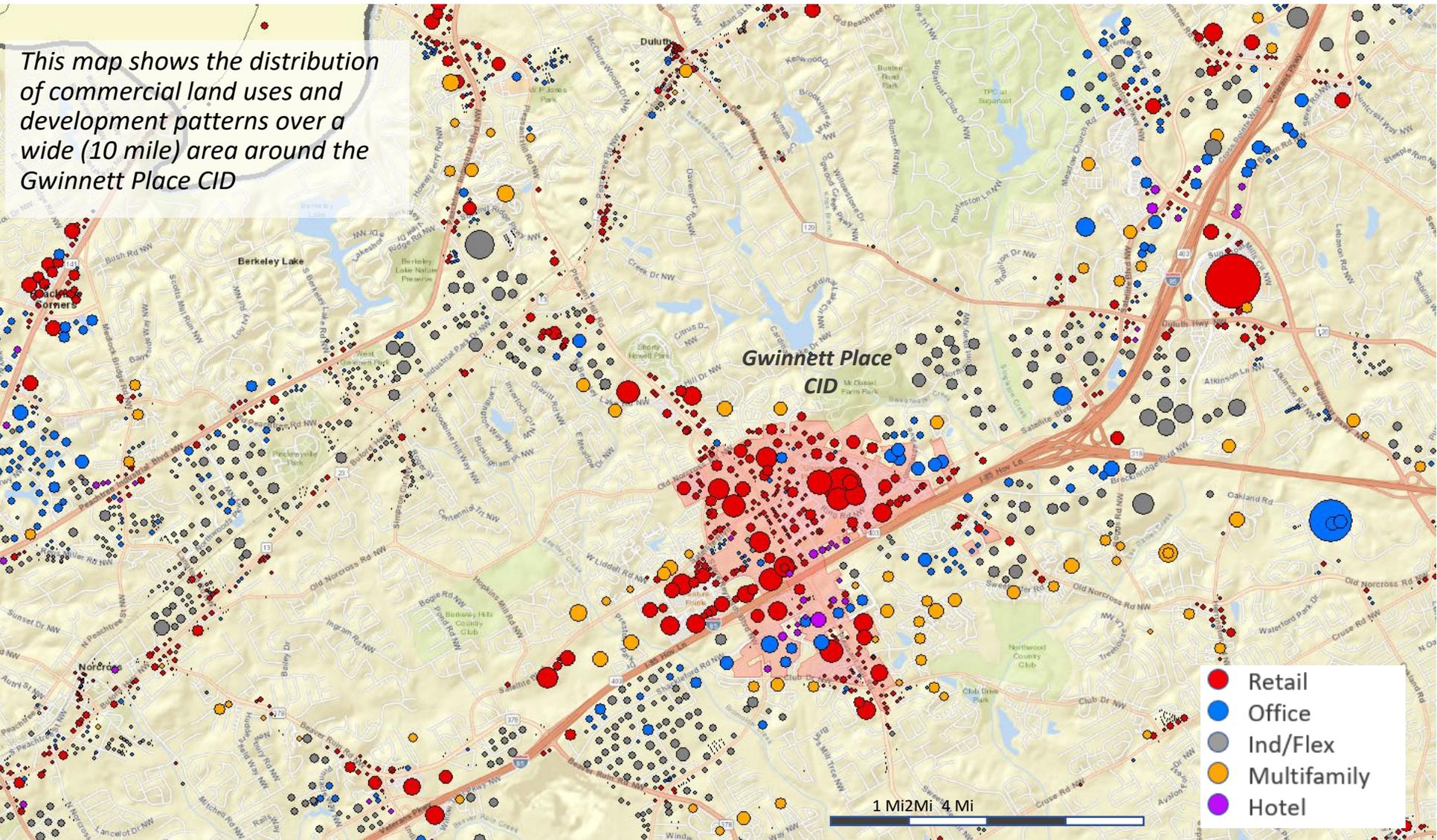
- Detailed building-by-building data has been collected from Co-Star, and then processed and analyzed using GIS and statistical analysis.
- This data is then presented visually to present a clear and simple overview of long-term trends in commercial real estate, that help the viewer understand how land use and development activity shape a place's economic character over time.



ECONOMIC GEOGRAPHY

Distribution of Commercial Land Uses
Around Gwinnett Place CID
(By building, dots sized relative to building Square Feet)

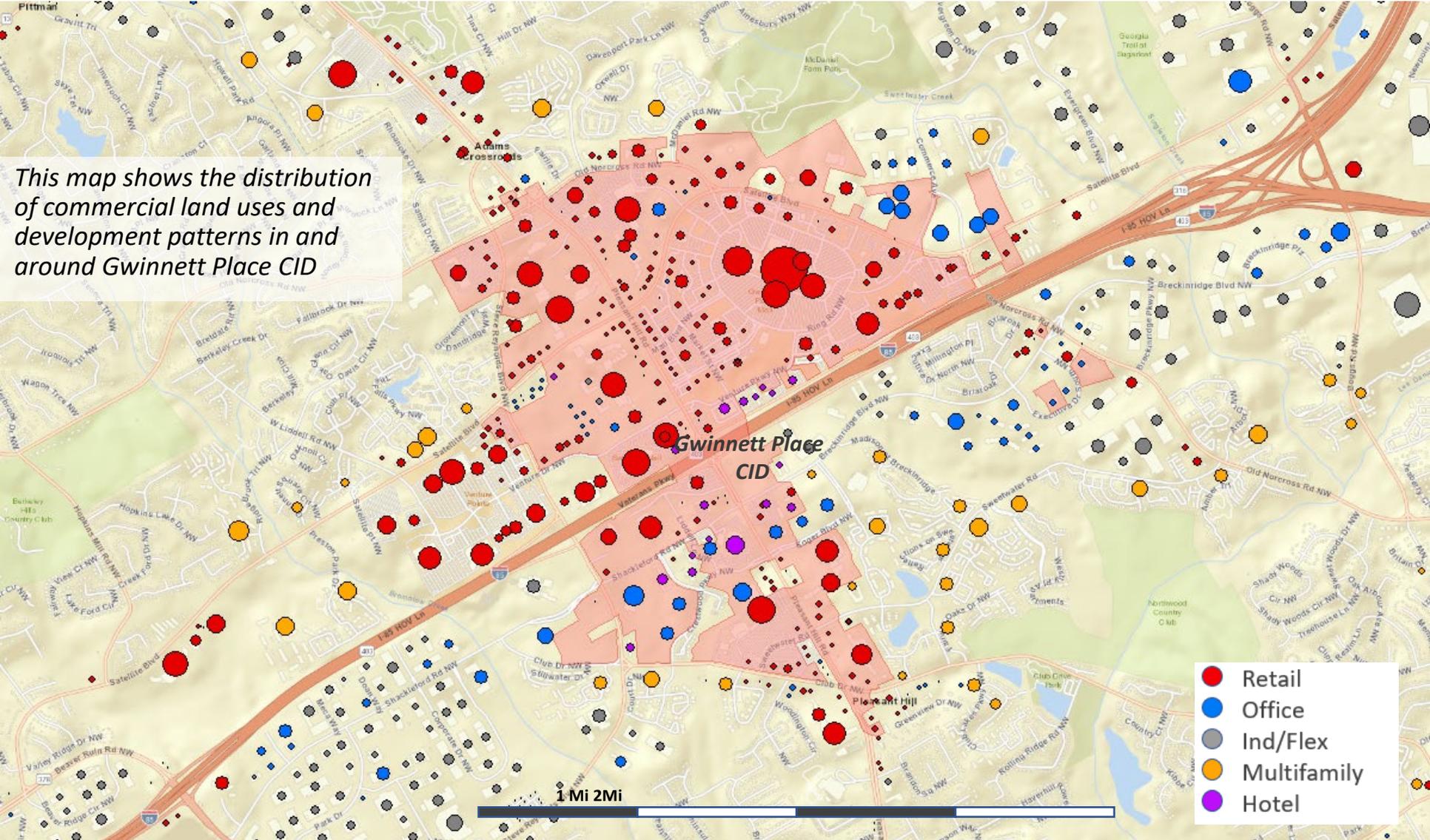
This map shows the distribution of commercial land uses and development patterns over a wide (10 mile) area around the Gwinnett Place CID



Source: CoStar, Inc., Bleakly

ECONOMIC GEOGRAPHY

Distribution of Commercial Land Uses
Around Gwinnett Place CID
(By building, dots sized relative to building Square Feet)



- Retail
- Office
- Ind/Flex
- Multifamily
- Hotel

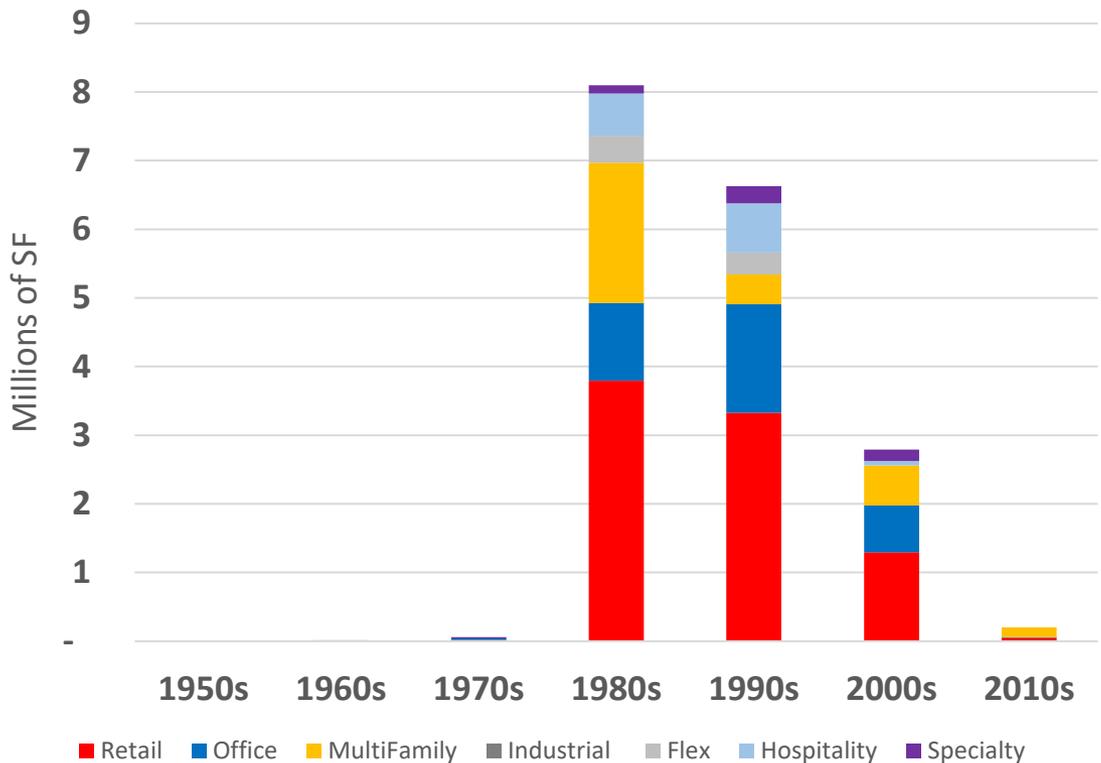
Source: CoStar, Inc., Bleakly

ECONOMIC GEOGRAPHY

Development Patterns over Time

- The charts to the right show how the Gwinnett Place area developed over time.
- Within the Gwinnett Place AOI, commercial real estate is dominated by retail and office space built in the 1980s and 1990s.
 - 46% of the CID’s commercial space was built in the 1980s.
 - 37% was built in the 1990s.
 - 82% of the AOI’s total commercial real estate inventory was built between 1980 and 1999.
- **Of particular note is the lack of significant development in both the CID and the Market Area since 2010.** Much of the region saw particularly strong development activity post – recession (from 2014-2020), however this trend did not make its way to Gwinnett Place.
 - In the AOI, just 551,000 SF, or 1% of the area’s commercial space was built since 2010.

Gwinnett Place AOI: Commercial Development By Decade



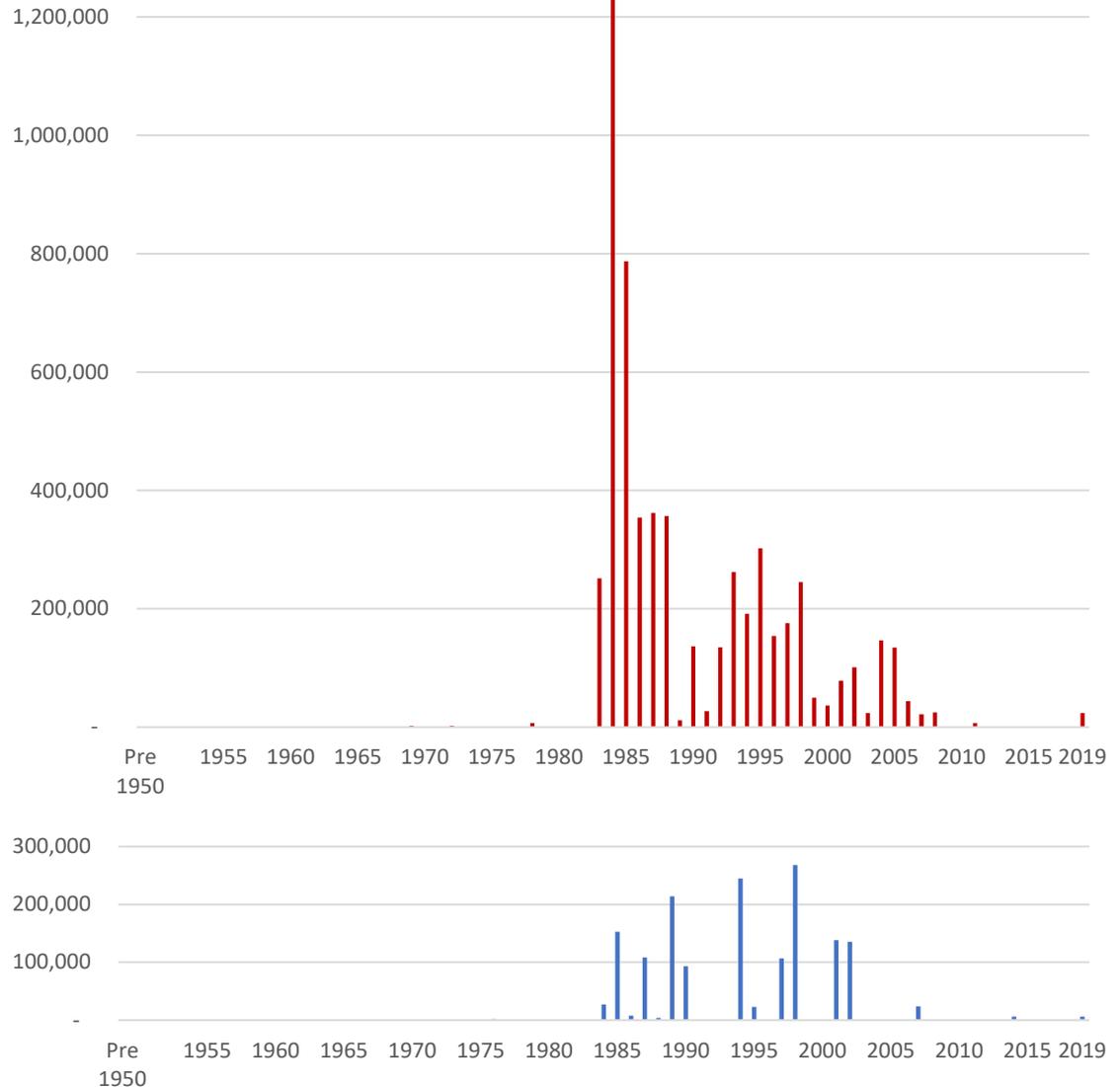
Source: CoStar, Inc., Bleakly

ECONOMIC GEOGRAPHY

Development Patterns Over Time

The charts to the right present a detailed look about development trends over time of the Gwinnett Place area's two dominant land uses: retail and office space.

- The Gwinnett Place Area's 8.4 million SF of retail space represents 70% of its commercial space inventory.
- The Gwinnett Place Area's 3.5 million SF of office space represents 17% of its commercial space inventory.
- **This concentration of real estate in such a narrow band of land use, building type, and age of building makes the Gwinnett Place area more vulnerable to changing market trends and obsolescence (both physical and economic) than areas with more diverse commercial building inventories.**



Source: CoStar, Inc., Bleakly

REAL ESTATE ASSESSMENT

REAL ESTATE ASSESSMENT

Key Takeaways

Housing

- The Gwinnett Place AOI has 3,596 housing units, 63% of which are in large multi-family buildings.
- 57% of housing units in the market area are renter-occupied compared to 29% in Gwinnett County.
- Almost two-thirds of the Market Area housing stock was built between 1980 and 2000.
- Since the post-recession recovery began, residential permit issuances in unincorporated Gwinnett have averaged less than half of the amount in the previous economic expansion period.
- The overall average Market Area apartment rents for \$1.12/SF comparable with Gwinnett County.
- The three-mile radius area encompassing Gwinnett Place has added 12 apartment communities since 2000, one-fifth of the current inventory.
- Average multifamily rent per square foot is at a 20-year high within the Gwinnett Place area as well as Gwinnett County as a whole, growing to over 50% higher than immediate pre-recession level.

Commercial: Retail

- The Gwinnett Place area contains over eight million SF of retail space, 14% of Gwinnett County's retail space
- Retail is the only property type in Gwinnett Place that underperforms compared to Gwinnett County overall in terms of rent per square foot.

- The area's retail rates have declined over the past 10 years. Prior to the Great Recession in 2006, retail rental rates in the area were \$2.00 per square foot above those of Gwinnett County, but are tend to be \$2.00 lower.

Commercial: Office

- The Gwinnett Place area has 3.5 million SF of office space.
- The area's office rental rates tend to be \$1.50 per square foot higher than Gwinnett County.
- Despite the higher rental rates, office vacancies in the Gwinnett place area are higher than those in the county.
- Through two decades of economics ups and downs, office rental rates in the area have remained remarkably consistent from year to year.

Commercial: Industrial

- While the area has 1.5 million SF inventory of Industrial space, the surrounding area (3-mile) contains 20 million SF of flex and industrial space.
- Rental rates for industrial real estate suffered heavily during the Great Recession (dropping by over 20%), but they have since recovered to a level beyond the pre-recession years.

REAL ESTATE ASSESSMENT

Housing Type

The Gwinnett Place AOI has 3,596 housing units, 63% of which are in large multifamily buildings.

- The percentage of multifamily households in the Market Area (42%) far exceeds that of Gwinnett County (16%).
- The area also has a smaller percentage of single-unit detached housing than the Market Area or Gwinnett County.
- A vast majority of Gwinnett Place area households are either single-family detached or large multifamily, with fewer than 10 percent being either townhomes or small multifamily units.

Type of Housing		Gwinnett Place AOI		Market Area		Gwinnett County	
	1 Unit Detached (SF)	956	27%	16,903	46%	246,891	74%
	1 Unit Attached (TH)	227	6%	2,590	7%	17,991	5%
	Multifamily Units	2,360		16,721		64,489	19%
	Small Multi-Family (2-4 Units/Bldg.)	104	3%	1,316	4%	10,223	3%
	Large Multi-Family (5+ Units/Bldg.)	2,256	63%	15,405	42%	54,266	16%
	Trailer, RV & Boat	26	1%	583	2%	5,304	2%
Total Housing Units		3,569		36,797		336,675	

Source: Environics Analytics 2020

REAL ESTATE ASSESSMENT

Residential Real Estate

- 17 % of housing units in the Gwinnett Place AOI are renter-occupied, compared to 29% in Gwinnett County.
- The percentage of owner-occupied homes in the Market Area valued higher than \$500k is far greater than in the Atlanta MSA as a whole.
- The percentage of owner-occupied homes in the Market Area valued lower than \$100k is roughly on par with the Atlanta MSA as a whole.
- Almost two-thirds of the AOI and Market Area's housing stock was built between 1980 and 2000.
 - 33% of the AOI's housing units have been build in the last 20 years.

Housing Characteristics	GP AOI		3-Mi Mkt Area		Gwinnett County	
Total Occupied Housing Units	3,193		33,899		311,134	
Renter-Occupied Units	2,379	75%	19,207	57%	90,462	29%
Owner-Occupied Units	814	25%	14,692	43%	220,672	71%
Owner-Reported Home Values	GP AOI		3-Mi Mkt Area		Gwinnett County	
Owner Units Valued < \$100K	29	4%	1,184	8%	8,324	4%
Owner Units Val \$100K-\$200K	434	53%	6,896	47%	57,451	26%
Owner Units Val \$200K-\$500K	335	41%	5,836	40%	133,857	61%
Owner Units Val > \$500K	14	2%	774	5%	21,040	10%
Owner Median Value	\$190,473		\$191,486		\$256,419	
Age of Housing	GP AOI		3-Mi Mkt Area		Gwinnett County	
Units Built since 2010	393	11%	3,591	10%	43,779	13%
Units Built 2000-2009	792	22%	6,706	18%	87,676	26%
Units Built 1980-1999	2,131	60%	22,310	61%	156,279	47%
Units built pre-1980	254	7%	4,190	11%	46,941	14%
Median age of housing unit (Years)	21		23		21	
Type of Housing	GP AOI		3-Mi Mkt Area		Gwinnett County	
1 Unit Detached (SF)	956	27%	16,903	46%	246,891	74%
1 Unit Attached (TH)	227	6%	2,590	7%	17,991	5%
Small Multi-Family (2-4 Units/Bldg.)	104	3%	1,316	4%	10,223	3%
Lg Multi-Family (5+ Units/Bldg.)	2,256	63%	15,405	42%	54,266	16%
Trailer, RV & Boat	26	1%	583	2%	5,304	2%

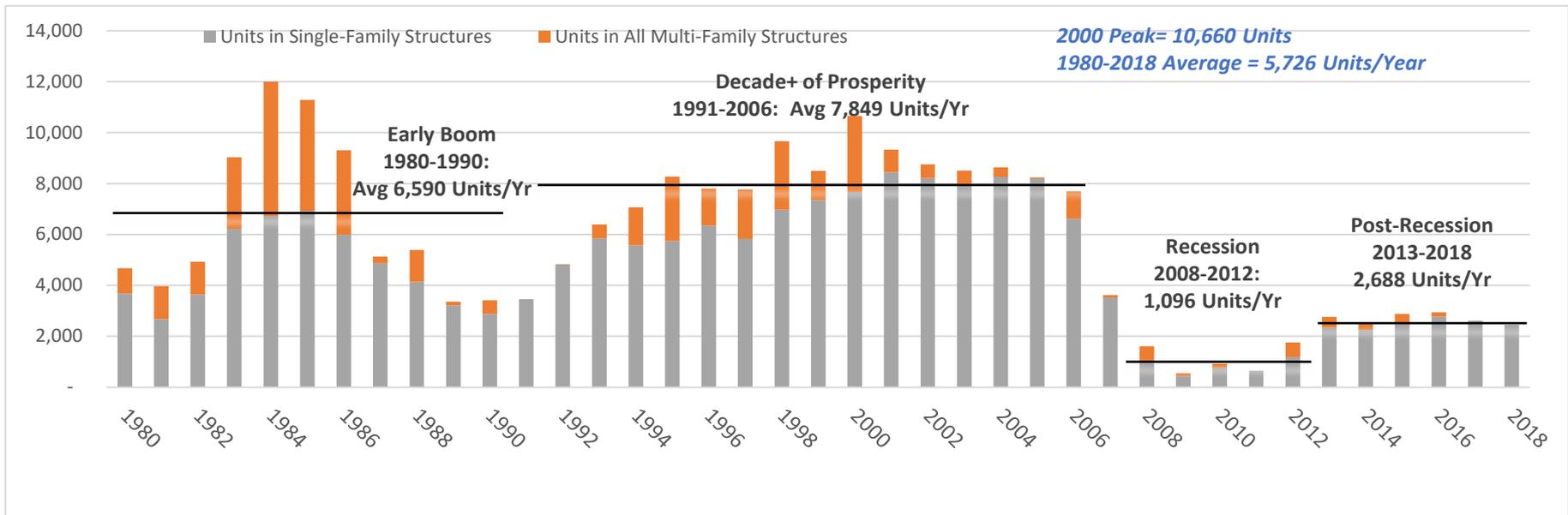
Source: Environics Analytics 2020

REAL ESTATE ASSESSMENT: RESIDENTIAL

Building Permits

- Unincorporated Gwinnett's first large residential growth spurt began around 1981 and lasted for about five years; permitted units built during this time averaged over 10,000 annually, with multi-family constructing accounting for slightly more than a third of that amount.
- Beginning in the mid-90's after a lull period, and lasting until the beginning of the Great Recession, unincorporated Gwinnett added over 8,000 residential units each year; multi-family construction accounted for a smaller fraction of this activity compared to the period in the mid-80's.
- Since the post-recession recovery began in 2013, residential permit issuances in unincorporated Gwinnett have averaged 2,688 units/year, less than half of the 1980-2018 average of 5,726 units.

Unincorporated Gwinnett Residential Building Permits 1980-2018



Source: U.S. Census, SOCDs Building Permit Database

REAL ESTATE ASSESSMENT: RESIDENTIAL

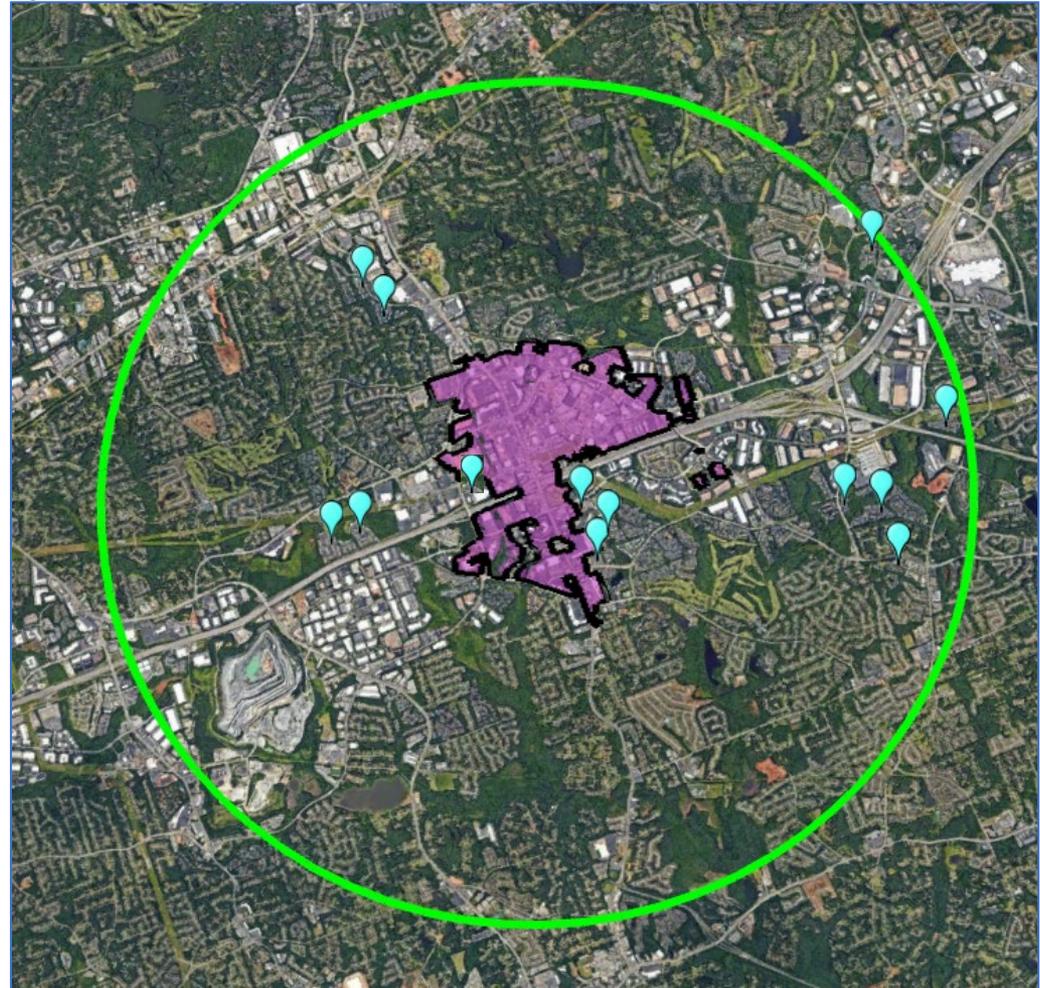
Apartment Inventory

- The average Market Area apartment rents of \$1.12/SF are comparable with Gwinnett County overall.
- The three-mile radius area encompassing Gwinnett Place has added 12 apartment communities since 2000, one-fifth of the current inventory.
- Occupancy rates of the broader market area's apartment communities are slightly lower than the county overall, and yet average unit square footage is slightly lower.

Existing Apartment Inventory in 2020

	Market Area	Gwinnett County
Apartment Communities	58	339
Small Multi-Family Units	1,316	10,233
<u>Lg Multi-Family Units</u>	<u>15,405</u>	<u>54,266</u>
TOTAL Multi-Family Units	16,721	64,489
Occupancy	92.6%	93.9%
Avg. SF/Unit	1,128	1,027
Avg. Rent/SF	\$1.12	\$1.16

Apartment communities built since 2000 (blue markers)

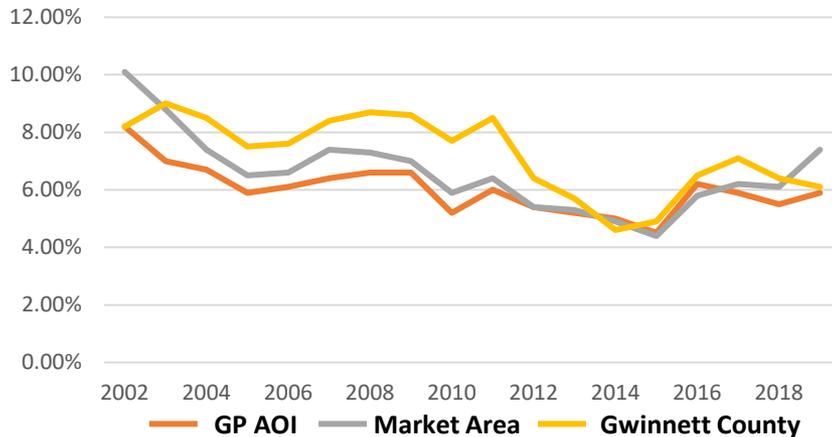


REAL ESTATE ASSESSMENT: RESIDENTIAL

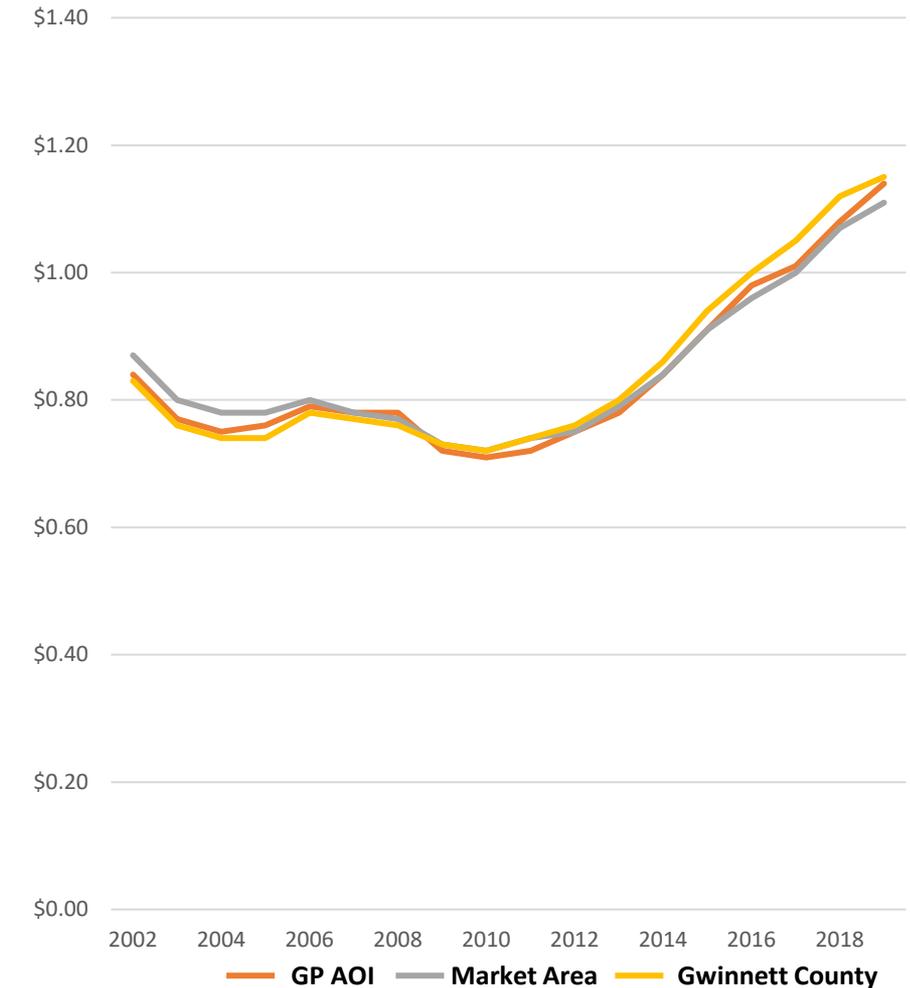
Apartment Market Pricing and Vacancy Trends

- Average multifamily rent per square foot is at a 20-year high within the Gwinnett Place area, as well as in Gwinnett County as a whole, growing to over 50% higher than immediate pre-recession levels.
- Apartment vacancy has been relatively constant in the Gwinnett Place area over the past 20 years at around 6%. Gwinnett County's apartment vacancy dropped following the 2008 recession, but it has begun to trend upwards again as new product is brought online.

Average Apartment Vacancy



Apartment Average Rent per Square Foot



Source: CoStar, Inc.

COMMERCIAL REAL ESTATE

2020 YTD	GP AOI	3-Mi.Market Area	Gwinnett County
Retail			
Properties	275	447	3,738
Existing SF	8,411,121	11,242,141	59,729,014
Vacancy %	11.90%	5.60%	5.10%
Avg. Overall Rent	\$12.56	\$14.15	\$16.12
Office			
Properties	77	253	2,559
Existing SF	3,463,547	6,200,952	35,202,234
Vacancy %	17.40%	21.60%	13.30%
Avg. Overall Rent	\$19.38	\$18.15	\$18.61
Industrial			
Properties	13	279	1,995
Existing SF	1,479,079	20,202,159	119,927,912
Vacancy %	2.00%	2.80%	4.10%
Avg. Overall Rent	\$5.25	\$5.41	\$5.35
Flex			
Properties	13	69	851
Existing SF	695,366	2,108,078	16,628,832
Vacancy %	23.3%	13.90%	6.80%
Avg. Overall Rent	\$13.11	\$11.71	\$10.03

Based on data from CoStar

Real Estate Inventory Comparative Overview

- **The Gwinnett Place area and the broader Market Area contain a substantial portion of the overall retail real estate in Gwinnett County:**
 - Gwinnett Place: 10.2% of retail in Gwinnett County by square footage.
 - Market Area: 18.8% of retail in Gwinnett County by square footage.
 - Rents in the area lag those of retail spaces elsewhere in the county despite only slightly higher vacancy rates.
- Office real estate vacancy in the Gwinnett Place Area is higher than in Gwinnett County, though average rent per square foot is \$1.50 higher.
- Vacancy rates for flex real estate in the area are currently triple that of the county overall, yet average overall rent remains over \$3.00 higher per square foot than in Gwinnett.

COMMERCIAL REAL ESTATE: RETAIL

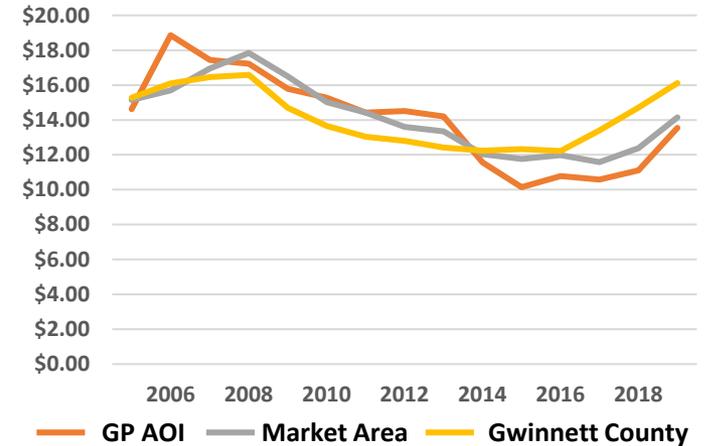
Retail Inventory

The Gwinnett Place Area of Influence has 8.4 million SF or retail.

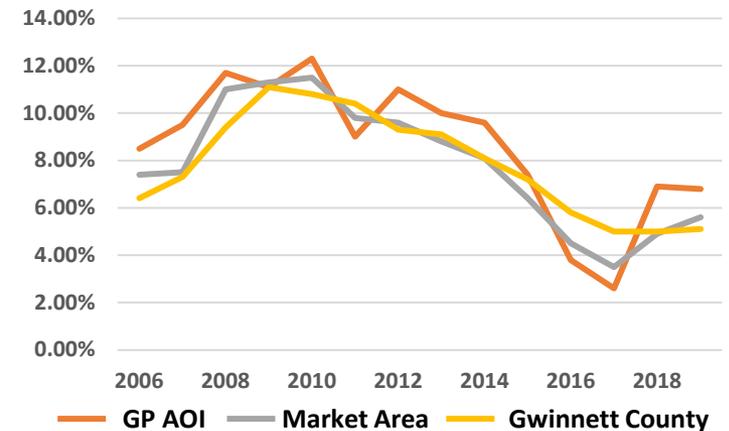
- The Gwinnett Place Area’s retail rates have declined over the past 10 years. Prior to the Great Recession in 2006, retail rental rates in the area were \$2.00 per square foot above those of Gwinnett County, but now tend to be \$2.00 below.
- Retail vacancy rates in the area tend to be more volatile than that of Gwinnett County overall, despite the large amount of existing square footage.
- Retail currently under construction in the area accounts for 8.3% of the total under construction square footage in Gwinnett County.

2020 YTD	GP AOI	Market Area	Gwinnett County
Retail			
Properties	275	447	3,738
Existing SF	8,411,121	11,242,141	59,729,014
Vacancy %	11.9%	5.6%	5.1%
Avg. Overall Rent	\$12.56	\$14.15	\$16.12
Construction/ Proposed Bldgs	3	4	29
Construction/ Proposed SF	24,045	36,680	386311

Average Retail Rent per Square Foot



Retail Vacancy Rate



Source: CoStar Inc.

COMMERCIAL REAL ESTATE: OFFICE

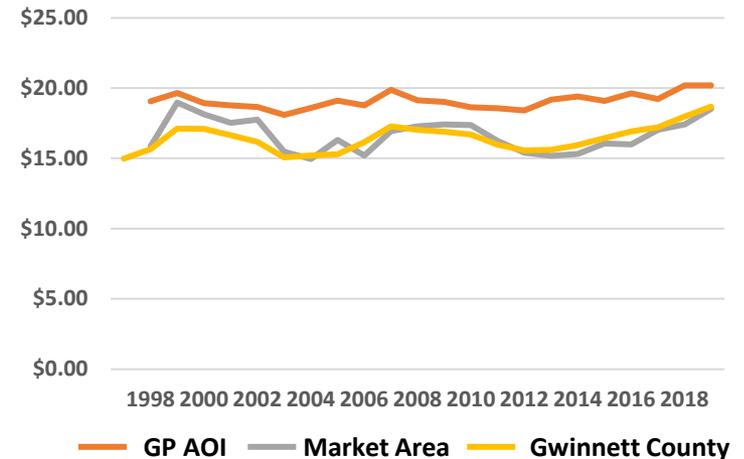
Office Inventory

Office inventory performance remains relatively strong in the Gwinnett Place area, with rental rates exceeding those of Gwinnett County by over \$1.50 per square foot.

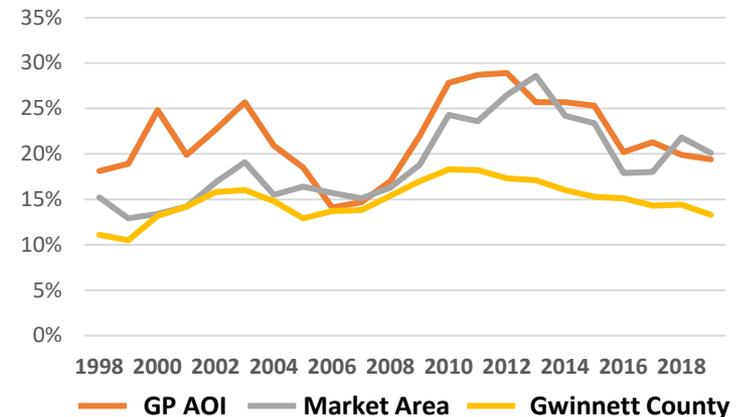
- Despite the higher rental rates, Gwinnett Place area office vacancies are higher than those in the county.
- Through two decades of economic ups and downs, office rental rates in the area have remained remarkably consistent from year to year.

2020 YTD	GP AOI	Market Area	Gwinnett County
Office			
Properties	77	253	2,559
Existing SF	3,463,547	6,200,952	35,202,234
Vacancy %	17.40%	21.6%	13.3%
Avg. Overall Rent	\$19.38	\$18.15	\$18.61
Construction/ Proposed Bldgs			26
Construction/ Proposed SF			670,000

Average Office Rent per Square Foot



Office Vacancy Rate



Source: CoStar Inc.

COMMERCIAL REAL ESTATE: INDUSTRIAL

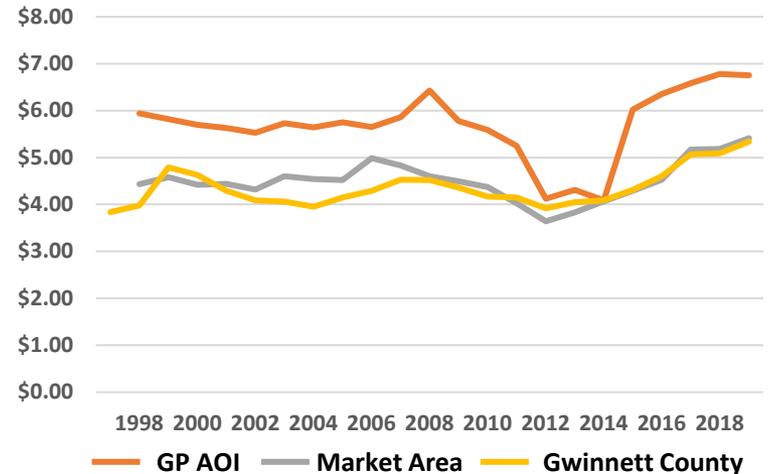
Industrial Inventory

Rental rates for industrial real estate within the 3-mile radius of the Gwinnett Place area suffered heavily during the Great Recession (dropping by over 20%), but they have since recovered to a level beyond the pre-recession years.

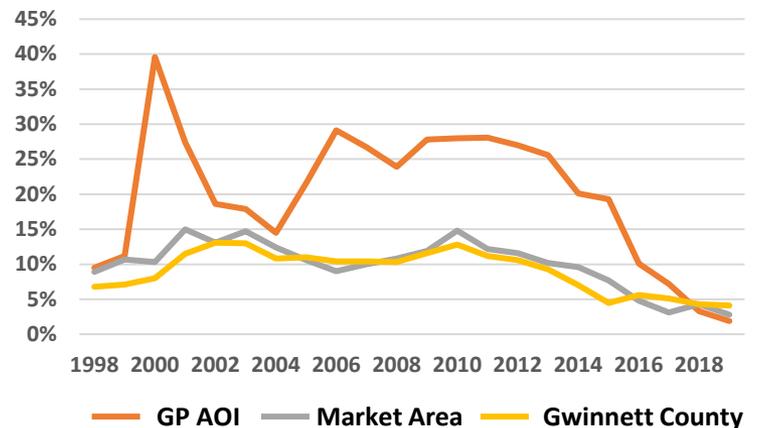
- Correspondingly, vacancy rates in the area have dropped substantially, from 27% in 2008 to 2% in 2020.
- Despite the low vacancy and higher rents than in the county, no industrial real estate is currently under construction in the Gwinnett Place area.

2020 YTD	GP AOI	Market Area	Gwinnett County
Industrial			
Properties	13	279	1,995
Existing SF	1,479,079	20,202,15	9 119,927,912
Vacancy %	2.00%	2.8%	4.1%
Avg. Overall Rent	\$5.25	\$5.41	\$5.35
Construction/ Proposed Bldgs	0	1	7
Construction/ Proposed SF	0	97,600	1,053,890

Average Industrial Rent per Square Foot



Industrial Vacancy Rate



Source: CoStar Inc.

COMMERCIAL REAL ESTATE: FLEX

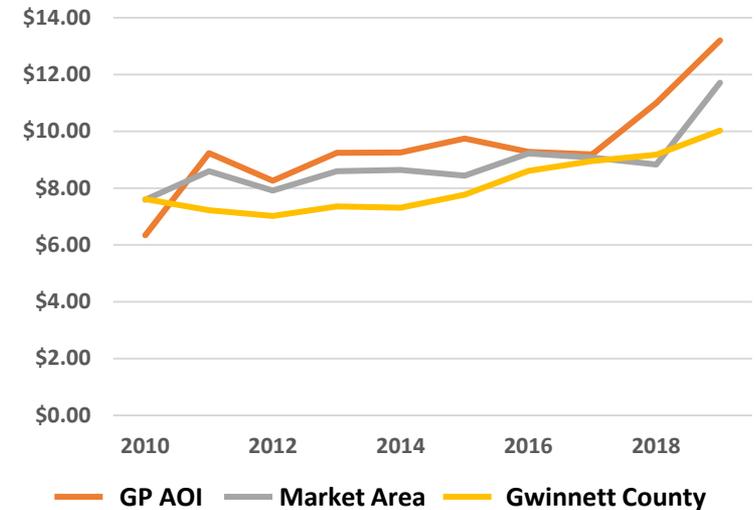
Flex Inventory

The Gwinnett Place Area has a relatively small portion of the total flex real estate in Gwinnett County (3.5%), but in terms of rent per square foot, it performs better than the county overall.

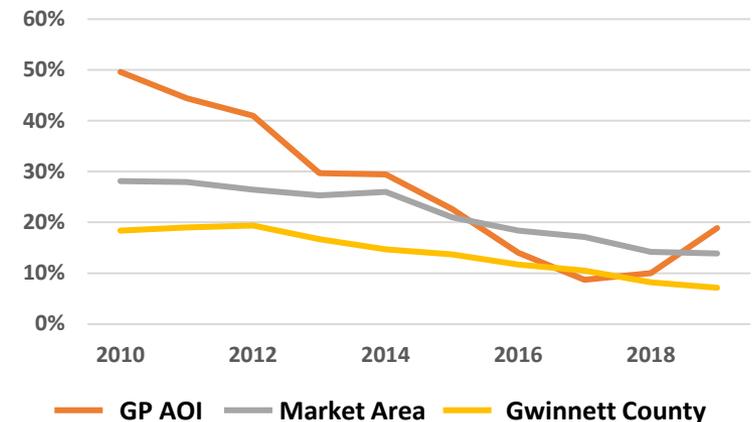
- Similarly to office real estate, flex real estate in the area has higher rental rates even though vacancies are higher than those in Gwinnett County:
 - Gwinnett Place area: \$13.11 per sf and 23% vacancy;
 - Gwinnett County: \$10.03 per sf and 7% vacancy.
- The only flex real estate in the entire county currently under construction is located in Gwinnett Place area.

2020 YTD	GP AOI	Market Area	Gwinnett County
Flex			
Properties	13	2	851
Existing SF	695,366	86,000	16,628,832
Vacancy %	23.3%	0.00%	6.8%
Avg. Overall Rent	\$13.11	\$14.10	\$10.03
Construction/ Proposed Bldgs	0	0	1
Construction/ Proposed SF	0	0	46,115

Average Flex Rent per Square Foot



Flex Vacancy Rate



Source: CoStar Inc.

DEMOGRAPHIC ASSESSMENT

DEMOGRAPHIC ASSESSMENT

Key Takeaways

Population and Households

- The Gwinnett Place area has an estimated 8,106 residents in 2020, while the Market Area has over 96,000 residents.
- Since 2000, the Gwinnett Place Area has grown slower than Gwinnett County, but on pace with the Atlanta MSA in terms of population and households.

Household Income and Spending

- Gwinnett Place Area median household incomes are below that of the county and the Atlanta MSA overall.
- The Area has a substantial portion of middle income (\$50k to \$100k) households .

Age & Generations

- The Gwinnett Place area has a significant presence of Millennials and Generation Xers compared to its surroundings.
- Baby Boomers in the area is also less than in the Atlanta MSA.

Race and Ethnicity

- No single-classification racial group in the area makes up more than one third of the population.

Household Characteristics and Tenure

- Far more households are “non-family” in the Market Area compared to Gwinnett County.
- The majority of Market Area households have 1 or 2 occupants compared to a minority in Gwinnett County.

Educational Attainment

- The percentages of Market Area residents with 2-year degrees and high school diplomas are roughly the same as in the county overall.
- 9% of Market Area residents have an advanced degree, compared to 12% in Gwinnett County overall.

DEMOGRAPHIC ASSESSMENT

Population and Households

This demographic analysis relies primarily on the larger 3-mile market area to develop an understanding of the broader population who lives around the Gwinnett Place area.

Market Area Residential Population

- The Gwinnett Place AOI has an estimated 8,106 residents in 2020, while the Market Area has over 96,000 residents.
- The Market Area has gained over 28,052 residents since 2000 (29% growth).
- Since 2000, the AOI's population has been growing at a rate of just under 1%, slightly below the County-wide rate.

Market Area Households

- The AOI has an estimated 3,192 households while the Market Area has an estimated 33,898 households (est.).
- The number of households in the Market Area has increased by almost 8,000 since the year 2000.

Relative Population Growth

- The AOI's population has grown by 20% over 20 years while Gwinnett County has grown by 61%.
- The slower population growth rate is to be expected as the AOI is dominated by retail and office land uses.

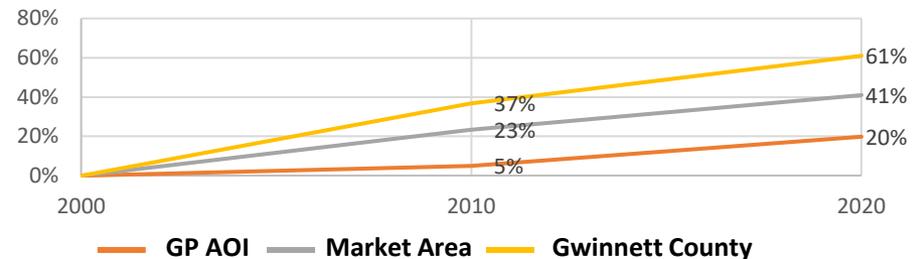
Source: Environics Analytics 2020
CAGR: Compound Annual Growth Rate

Population and Households

Population	GP AOI	3-Mi Mkt Area	Gwinnett County
2000 Census	6,769	68,461	588,456
2010 Census	7,108	84,452	805,321
2020 Estimate	8,106	96,513	947,754
2025 Projection	8,573	102,266	1,009,701
New Population 2000-2020	1,337	28,052	359,298
CAGR Growth 2000-2020	0.9%	1.7%	2.4%
CAGR Growth 2010-2020	1.3%	1.3%	1.6%
CAGR Growth (Fcst) 2020-2025	1.1%	1.2%	1.3%

Households	GP AOI	3-Mi Mkt Area	Gwinnett County
2000 Census	2,829	26,106	202,319
2010 Census	2,788	30,128	268,519
2020 Estimate	3,192	33,898	311,134
2025 Projection	3,380	35,757	330,086
CAGR Growth 2000-2020	0.6%	1.3%	2.2%
CAGR (Fcst) 2020-2024	1.2%	1.1%	1.2%
New Households (Fcst) 2020-2025	188	1,859	18,952
2020 Est. Average Household Size	2.55	2.85	3.03

Relative Population Growth, 2000-2020



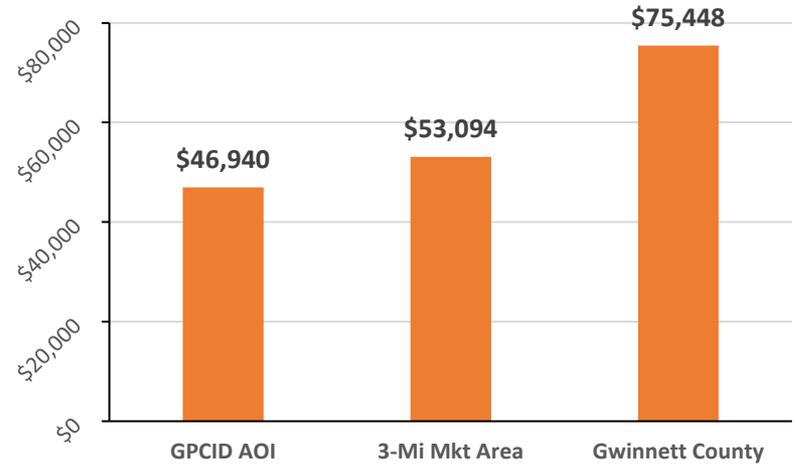
DEMOGRAPHIC ASSESSMENT

Household Income

Market Area households tend to have lower median household incomes than Gwinnett County and the Atlanta MSA overall.

- The Market Area’s median household income is \$53,174, compared to the county median of \$75,448.
- A greater portion of Market Area households have incomes in the \$50k to \$100k range (34%) than in Gwinnett County or the Atlanta MSA.
- Over half of all Market Area households earn at least \$50k annually.

Median Household Income



Household Income

Households	GP AOI		3-Mi Mkt Area		Gwinnett County	
2020 Est. Median Household Income						
		\$46,940		\$53,094		\$75,448
% of 3-Mi Mkt Area Median Income		88%		100%		142%
Households	GP AOI		3-Mi Mkt Area		Gwinnett County	
<35K	1,110	35%	10,093	30%	60,099	19%
\$35K - \$50K	595	19%	5,816	17%	37,719	12%
\$50K - \$100K	971	30%	11,560	34%	102,524	33%
\$100K - \$250K	467	15%	5,703	17%	94,841	30%
\$250K - \$500K	36	1%	496	1%	11,303	4%
\$500K+	14	0%	231	1%	4,648	1%

Source: Environics Analytics 2020

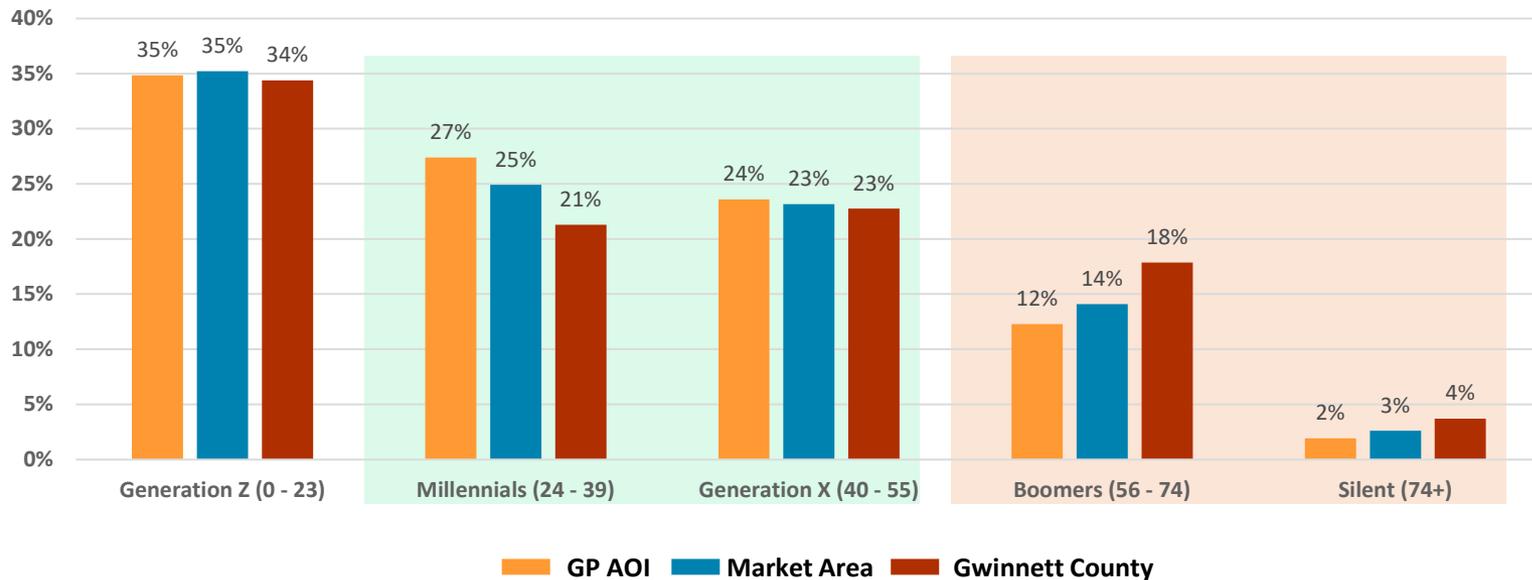
DEMOGRAPHIC ASSESSMENT

Residents by Generation

The Market Area has significantly higher presence of Millennials (23-38) and Generation Xers (39-54) than Gwinnett County and the Atlanta MSA.

- 52% of Market Area residents are in these two generation cohorts, compared to 46% in Gwinnett County.
- Less than 20% of Market Area residents are considered Baby Boomers, compared to almost a quarter of Atlanta MSA residents.

Residents by Generation



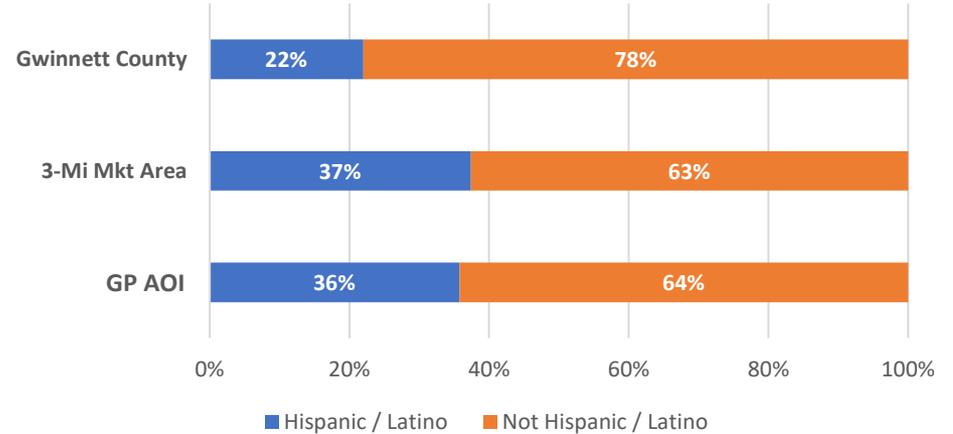
Source: Envirionics Analytics 2020, Bleakly. Generations based on Pew Research Center Standards

DEMOGRAPHIC ASSESSMENT

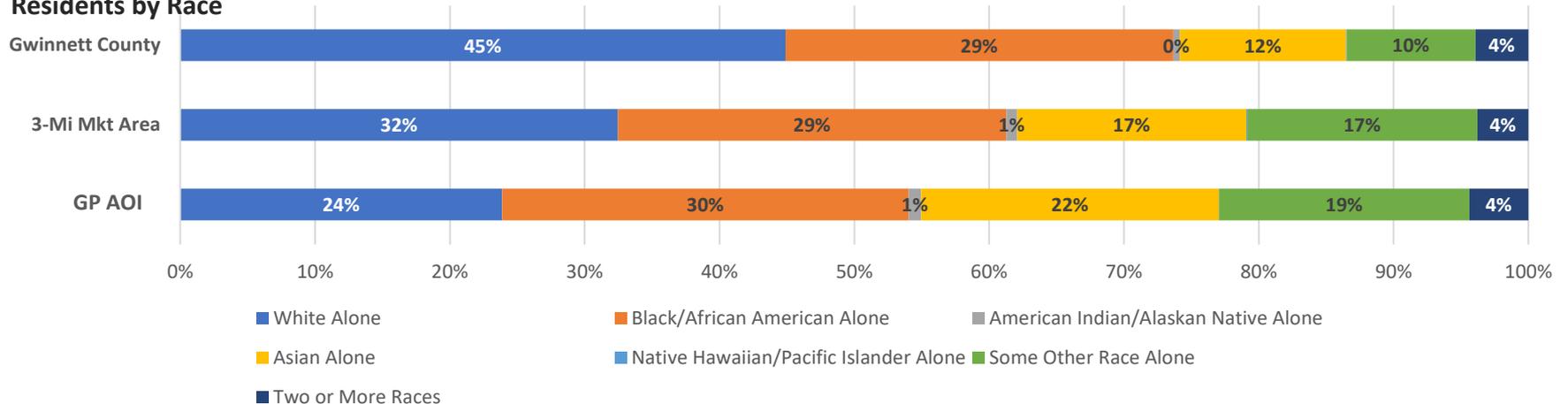
Population by Race and Ethnicity

- **The Gwinnett Place area is racially diverse**, with no single racial group representing more than 30% of the population.
- 32% of the Market Area is white, compared to 45% of the Gwinnett County population and half of the Atlanta MSA population.
- Over a third of Market Area residents identify as Hispanic/Latino compared to less than a quarter of Gwinnett residents.

Residents by Hispanic/Latino Identification



Residents by Race



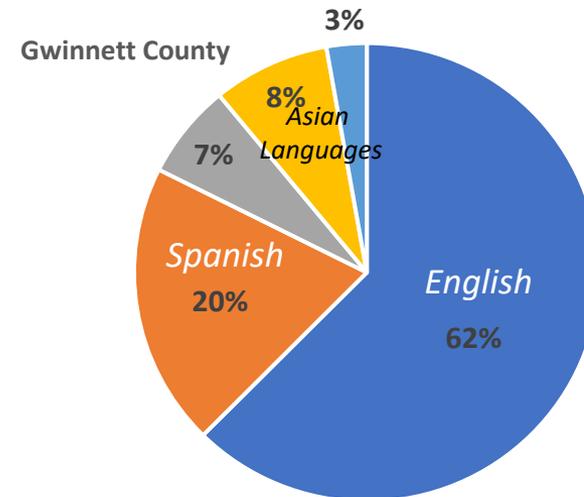
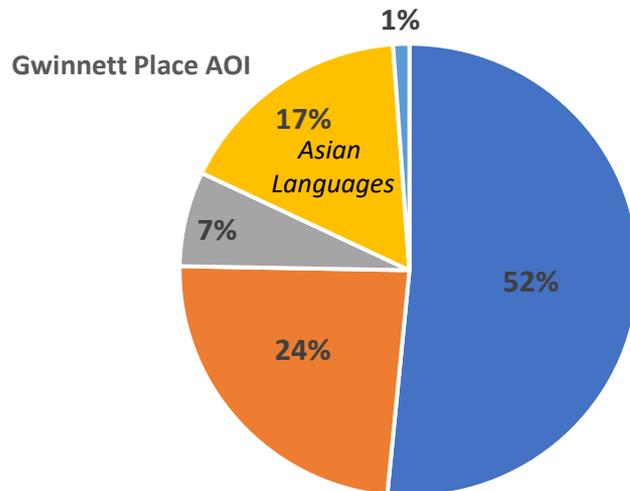
Source: Environics Analytics 2020

DEMOGRAPHIC ASSESSMENT

Population by Race and Ethnicity

- Nearly half of Gwinnett Place area households speak a language other than English at home.
 - 24% speak Spanish at home.
 - 17% speak Asian and Pacific Island languages, twice the Gwinnett County rate.

Language Spoken at Home



- English
- Spanish
- Other Indo-European languages
- Asian and Pacific Island languages
- Other languages

Source: Clairtas/Environics Analytics 2020

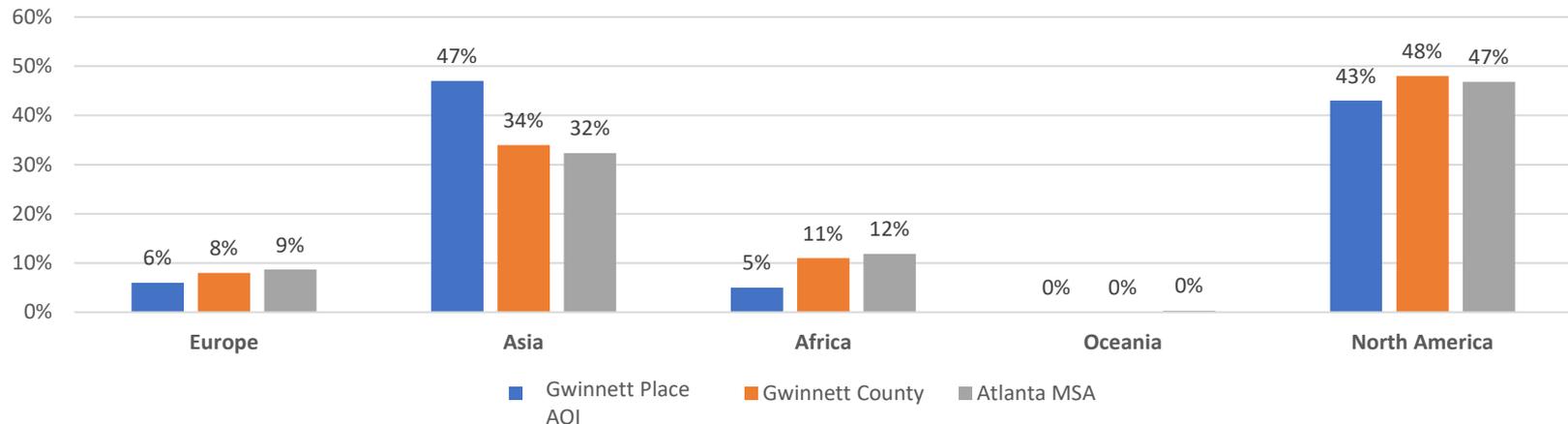
DEMOGRAPHIC ASSESSMENT

Population by Race and Ethnicity

In the Gwinnett Place area 39% of residents are foreign-born, far more than Gwinnett County's 27% or the Atlanta region's 13%.

- 47% of the Gwinnett Place area's foreign-born population comes from Asia, compared to 34% for Gwinnett County and 32% for the Atlanta MSA.
- 43% of the Gwinnett Place area's foreign-born population comes from Latin America (which includes Caribbean countries).

Foreign-born population By place of origin



Source: US Census American Community Survey 2018.

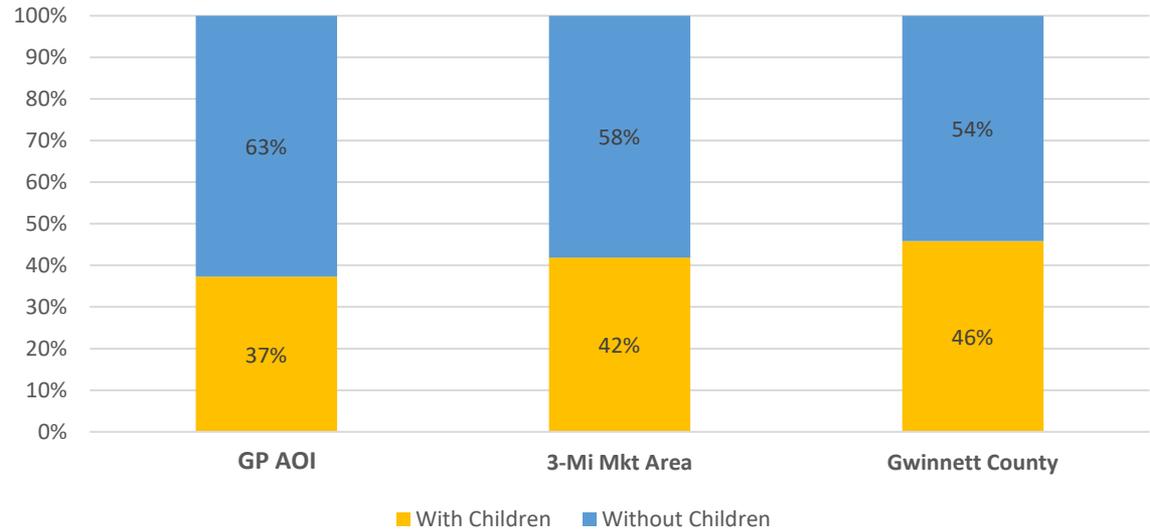
*Foreign-born population analysis is based on Census tracts, based on the three tracts that most closely reflect the Gwinnett Place CID boundary: 502.11, 502.15, and 505.42.

DEMOGRAPHIC ASSESSMENT

Household Characteristics

- The Gwinnett Place AOI is unique in Gwinnett County as a location for smaller households who typically demand different housing types compared to larger households.
- 37% of Gwinnett Place AOI households are “non-family” in the Market Area compared to 24% in Gwinnett County.
- The majority of Market Area households have 1 or 2 occupants compared to a minority in Gwinnett County.
- Market Area households are slightly less likely to have children present:
 - 42% of households have children under 18, compared to 45% in the county.

Households by Presence of Children



Households by Characteristics

Household Characteristics	GP AOI	3-Mi Mkt Area	Gwinnett County
Est. Households	3,192	33,898	311,134
Small Households (1 or 2 people)	1,887	17,646	142,625
Medium Households (3-4 people)	939	10,705	113,659
Large Households (5+ people)	367	5,547	54,850
Households with Children	1,191	14,189	142,538
Households without Children	2,001	19,709	168,596
Non-Family Households	1,301	11,514	75,038
2020 Est. Average Household Size	2.6	2.9	3.0

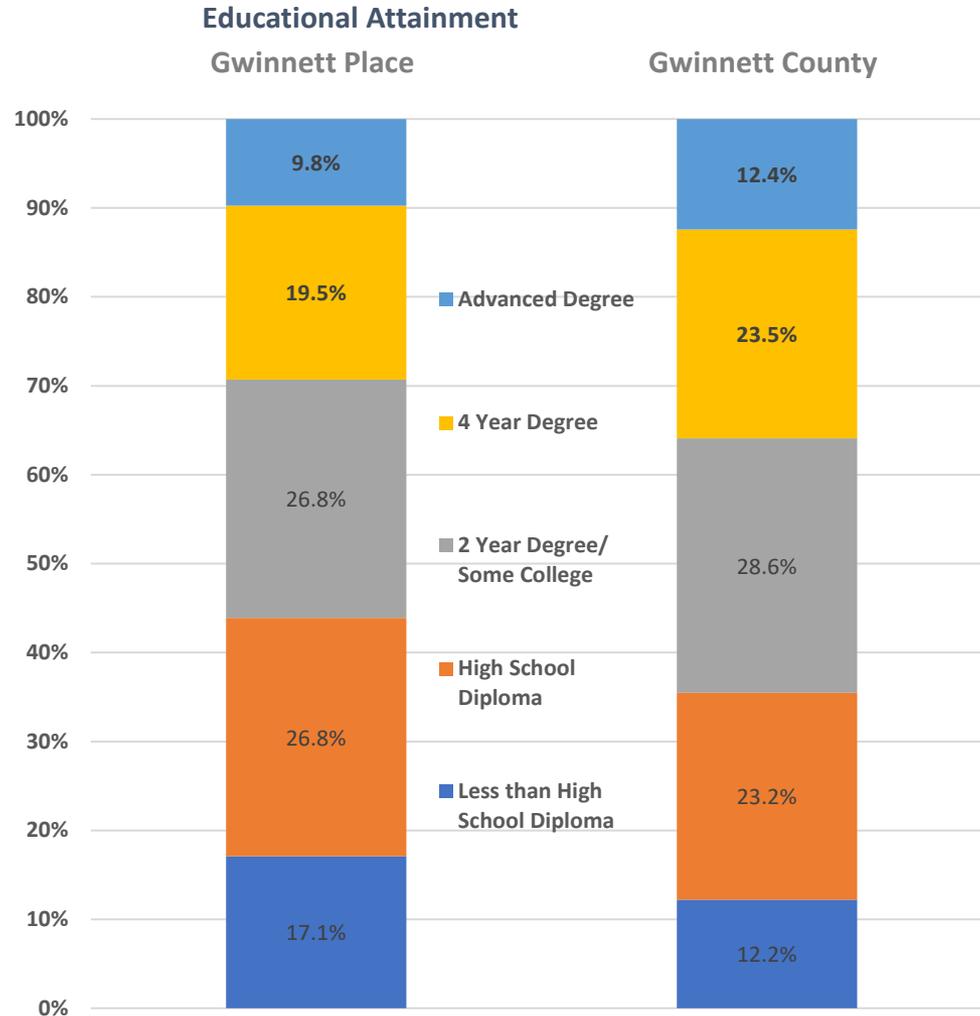
Source: Environics Analytics 2020

DEMOGRAPHIC ASSESSMENT

Educational Attainment

Market Area residents tend to have slightly lower levels of education.

- 10% of Market Area residents have an advanced degree, compared to 12% in Gwinnett County.
- The percentages of Market Area residents with 2-year degrees and high school diplomas are roughly the same as in the county.
- Market Area residents are less likely to have a high-school diploma than in Gwinnett County as a whole.



Source: US Census ACS5-Year 2017, Envirionics Analytics 2020

RETAIL SUPPLY AND DEMAND

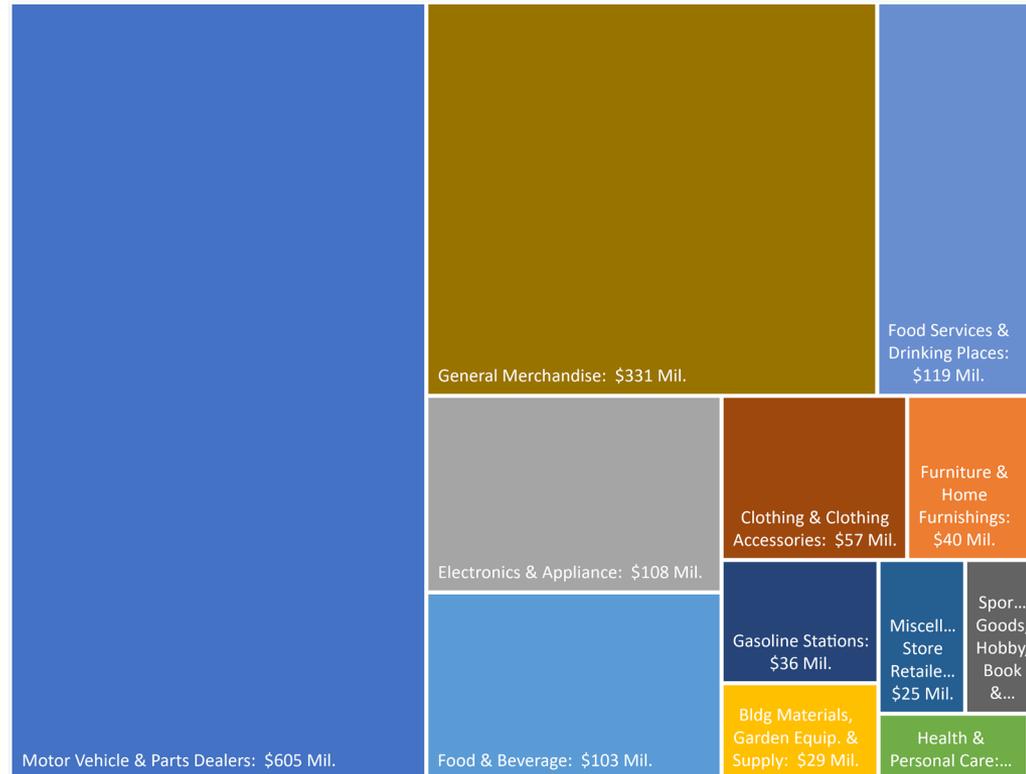
RETAIL SUPPLY AND DEMAND

Retail Supply and Demand Balance and Growth

- Retailers in the Gwinnett Place area sold an estimated \$1.5 billion in retail products in 2019.
- Top sales categories include motor vehicles and parts (54%) restaurants and bars (12%) food and beverage stores (11%) and general merchandise (6%).
- As a retail destination, the Gwinnett Place AOI has much higher retail sales than generated by local AOI residents. Stores in the Gwinnett Place AOI sell nearly \$14 dollars in goods for every dollar generated in demand by residents.

Gwinnett Place AOI Est. Retail Sales 2019

Retail Category	Demand from GP Area Residents	Sales from GP Area Retailers
Motor Vehicle & Parts Dealers	\$ 20.8	\$ 604.8
Furniture & Home Furnishings	\$ 3.7	\$ 40.4
Electronics & Appliance	\$ 3.4	\$ 108.2
Bldg Materials, Garden Supply	\$ 4.6	\$ 28.5
Food & Beverage	\$ 17.7	\$ 103.5
Health & Personal Care	\$ 5.6	\$ 18.6
Gasoline Stations	\$ 12.1	\$ 36.2
Clothing & Clothing Accessories	\$ 5.0	\$ 56.8
Sporting Goods, Hobby, Book & Music	\$ 2.7	\$ 21.2
General Merchandise	\$ 17.5	\$ 331.0
Miscellaneous Store Retailers	\$ 3.3	\$ 24.9
Non-store Retailers	\$ 1.2	\$ 1.4
Food Services & Drinking Places	\$ 11.0	\$ 118.8
Total	\$ 108.5	\$ 1,494.3



Source: Environics Analytics/Claritas 2020

GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT

GWINNETT ACTIVITY AREA ANALYSIS



GWINNETT ACTIVITY AREA ANALYSIS

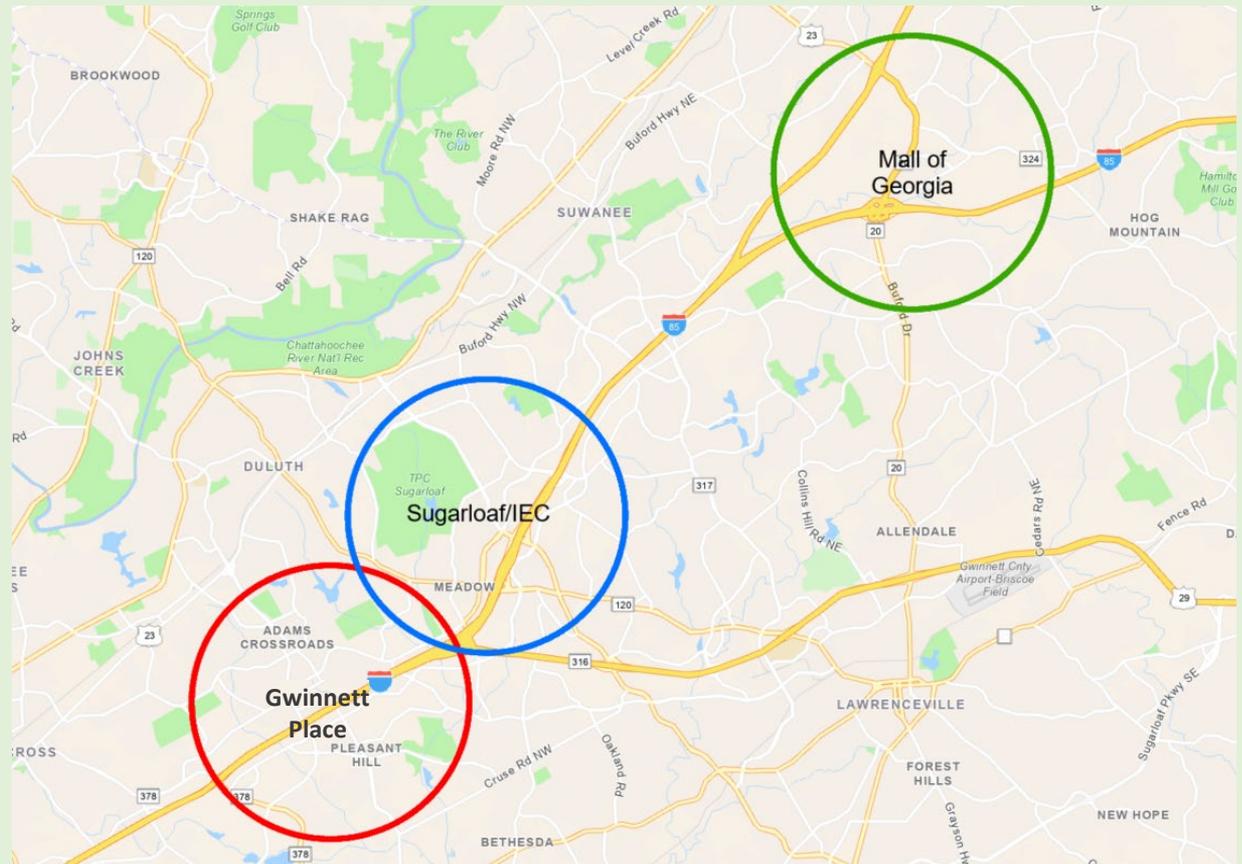
Task Overview

Gwinnett Activity Area Analysis

This task looks at three commercial activity areas in Gwinnett County that have similar Characteristics to the Gwinnett Place Area. By comparing statistics across a similar geographic context, it is possible to compare and contrast the areas.

- The comparison is based on a 2-mile radius from each of the three areas. Using consistent analysis methodology, this assessment quantifies:
 - Demographics;
 - Employment;
 - Real estate trends and inventory;
 - Points of interest and activity.

Gwinnett Activity Area Map



INTRODUCTION

Geographic Context

This analysis compares three activity areas of the same size, based on a 2-mile radius from the center of the activity area:

- The Gwinnett Place area;
- Sugarloaf & Infinite Energy Center;
- Mall of Georgia.



Gwinnett Place



**Sugarloaf & Infinite
Energy Center**



Mall of Georgia

GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

Population and Household Growth

Residential Population

- The Gwinnett Place activity area has an estimated 52,822 residents in 2020, whereas Sugarloaf has around 32,873 residents and the Mall of Georgia has 27,037.
 - Gwinnett Place has 75% greater population than Sugarloaf, and double that of the Mall of Georgia area.
- Since 2000, each of the three districts have gained substantial numbers of residents, with Gwinnett Place showing a slower but more stabilized growth pattern.
 - Gwinnett Place has gained 15,030 residents (40% growth).
 - Sugarloaf has gained 19,345 residents (142% growth).
 - Mall of Georgia area has gained 17,711 residents (189% growth).

Population Growth, 2000-2020

Population	Gwinnett Place	Sugarloaf	Mall of Georgia
2000 Census	37,792	13,528	9,326
2010 Census	46,085	24,836	20,287
2020 Estimate	52,822	32,873	27,037
2025 Projection	56,011	35,653	29,365
New Population 2000-2020	15,030	19,345	17,711
CAGR Growth 2000-2020	1.7%	4.5%	5.5%

Source: Environics Analytics 2019, Bleakly

GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

Population and Household Growth

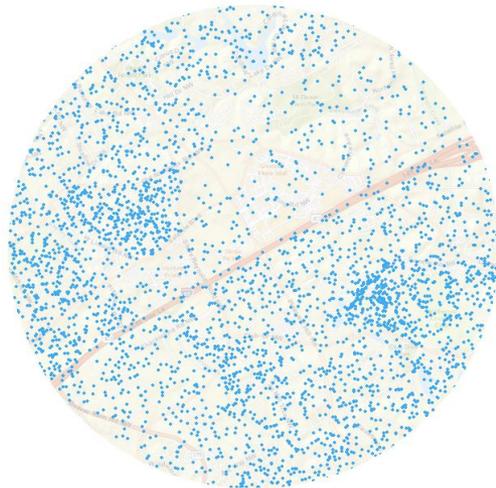
- Gwinnett Place has 19,607 households, Sugarloaf has 11,086 households, and the Mall of Georgia has 9,157 households.
- The number of households has increased by 1,064 since 2000 in Gwinnett Place, whereas Sugarloaf has increased by 888 households and the Mall of Georgia by 717.
 - The percentage growth rate of households in the Gwinnett Place area has not been as large as in the other two districts, though the absolute number is still larger.

Household Growth, 2000-2020

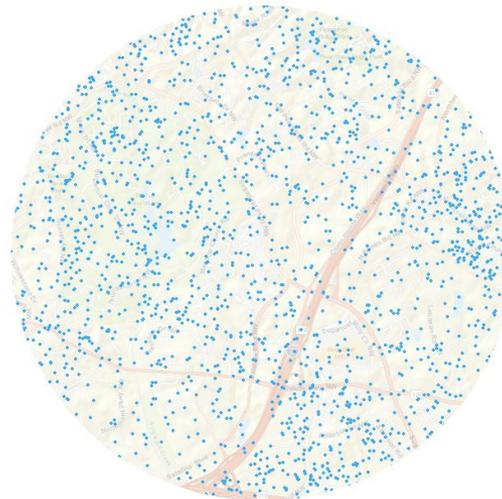
Households	Gwinnett Place	Sugarloaf	Mall of Georgia
2000 Census	15,149	4,493	3,109
2010 Census	17,458	8,524	7,038
2020 Estimate	19,607	11,086	9,157
2025 Projection	20,671	11,974	9,874
New Households 2020-2025	1,064	888	717
CAGR Growth 2000-2020	1.3%	4.6%	5.5%
2020 Est. Average Household Size	2.69	2.98	2.93

Source: Environics Analytics 2019, Bleakly

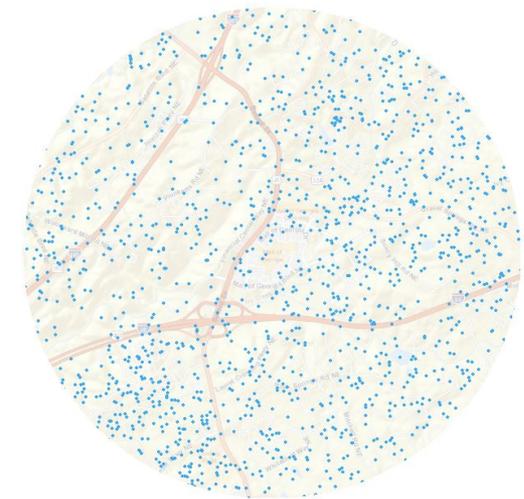
Population Density (1 Dot = 50 Residents)



Gwinnett Place



Sugarloaf



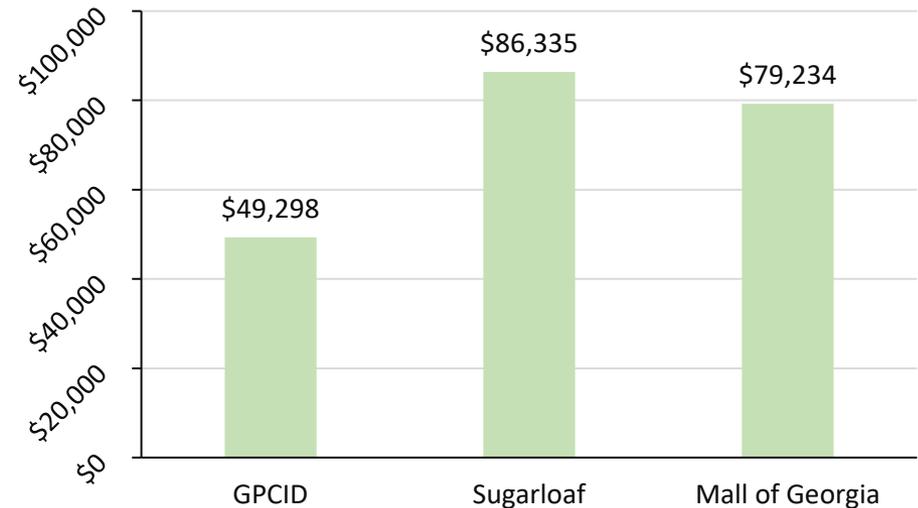
Mall of Georgia

GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

Household Income

- The median household income in the Gwinnett Place is \$49,298, whereas Sugarloaf's median income is \$86,335 and the Mall of Georgia's is \$79,234.
- 50% of Gwinnett Place households have incomes of \$50,000 or less compared to 26% in Sugarloaf and Mall of Georgia.
- 16% of Gwinnett Place households have incomes of \$100,000 or more compared to 43% in Sugarloaf and 37% in the Mall of Georgia.

2020 Estimated Median Household Income



Household Income, 2019

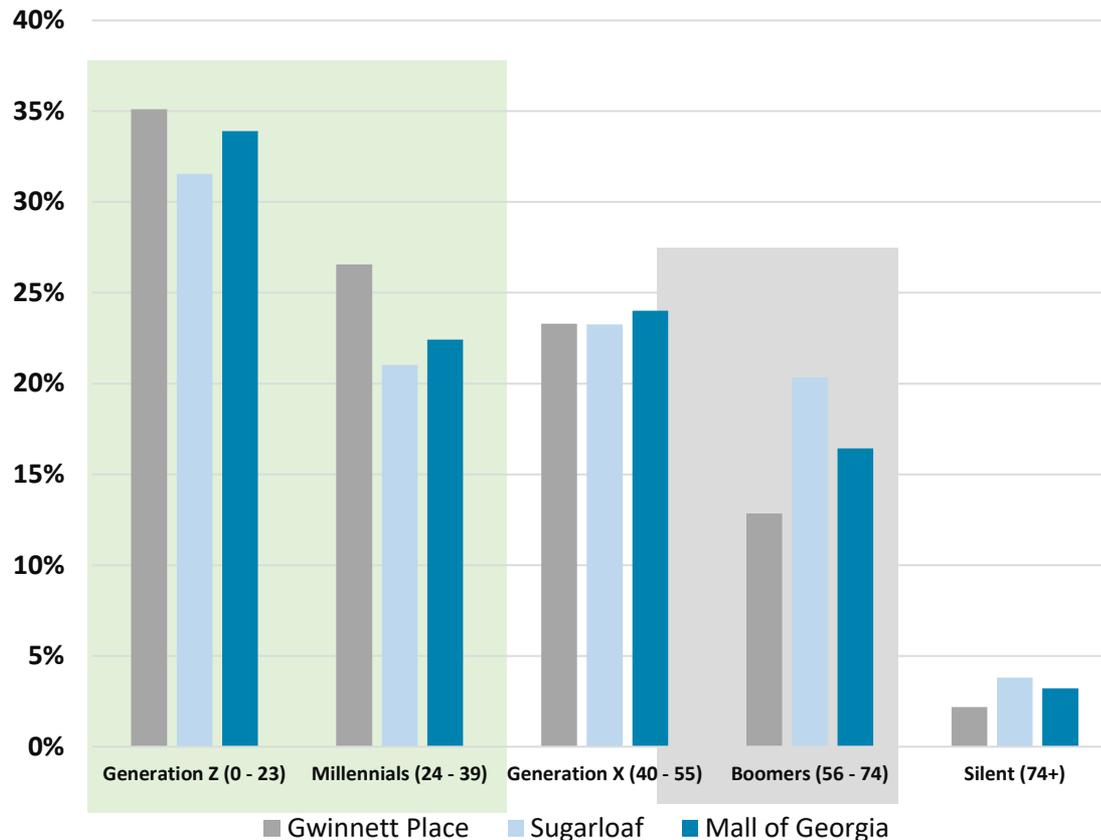
Households	Gwinnett Place	Sugarloaf	Mall of Georgia	
2019 Est. Median Household Income	\$49,298	\$86,335	\$79,234	
% of Regional Median Income	62%	109%	100%	
Households by Income				
HH with income <\$15K	1,756	9% 644	6% 239	3%
HH with income \$15K - \$35K	4,616	24% 1,118	10% 1,029	11%
HH with income \$35K - \$50K	3,581	18% 1,141	10% 1,128	12%
HH with income \$50K - \$100K	6,569	34% 3,395	31% 3,347	37%
HH with income >\$100K	3,085	16% 4,789	43% 3,414	37%

Source: Environics Analytics 2019, Bleakly

GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

Residents by Generation

2020 Residents by Generation



- Gwinnett Place has significantly higher presence of Millennials (23-38) and Generation Z (23 and under) than Sugarloaf and the Mall of Georgia.
- 62% of Gwinnett Place residents are in these two generation cohorts, compared to 53% in Sugarloaf and 56% in the Mall of Georgia respectively.
- Sugarloaf and the Mall of Georgia area both have a substantially higher proportion of Baby Boomers and Silent Generation residents than Gwinnett Place.
 - Sugarloaf has a combined 25% of residents from these two generations, compared to 15% in Gwinnett Place

Source: Environics Analytics 2019, Bleakly. Generations based on Pew Research Center Standards

GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

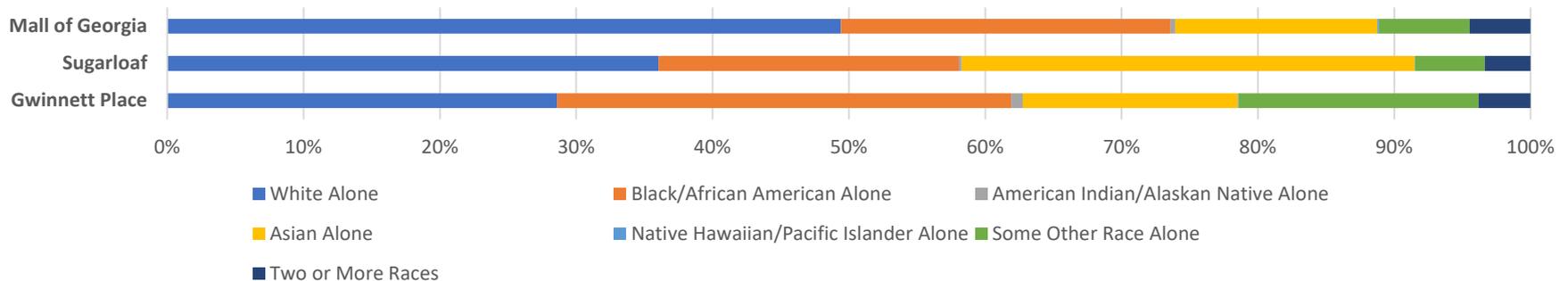
Population by Race and Ethnicity

- Gwinnett Place has a highly diverse population, with highest presence of Black/African American (33%) and Hispanic/Latino population (37%).
- All three districts feature a demographic profile in which no single race makes up the majority.

2020 Est. Population by Single-Class. Race	Gwinnett		
	Place	Sugarloaf	Mall of Georgia
White Alone	29%	36%	49%
Black/African American Alone	33%	22%	24%
American Indian/Alaskan Native Alone	1%	0%	0%
Asian Alone	16%	33%	15%
Native Hawaiian/Pacific Islander Alone	0%	0%	0%
Some Other Race Alone	18%	5%	7%
Two or More Races	4%	3%	4%

2020 Est. Population by Ethnicity (Hispanic or Latino)	Gwinnett		
	Place	Sugarloaf	Mall of Georgia
Hispanic / Latino	37%	15%	18%
Not Hispanic / Latino	63%	85%	82%

2019 Est. Population by Single-Classification Race



Source: Environics Analytics 2019

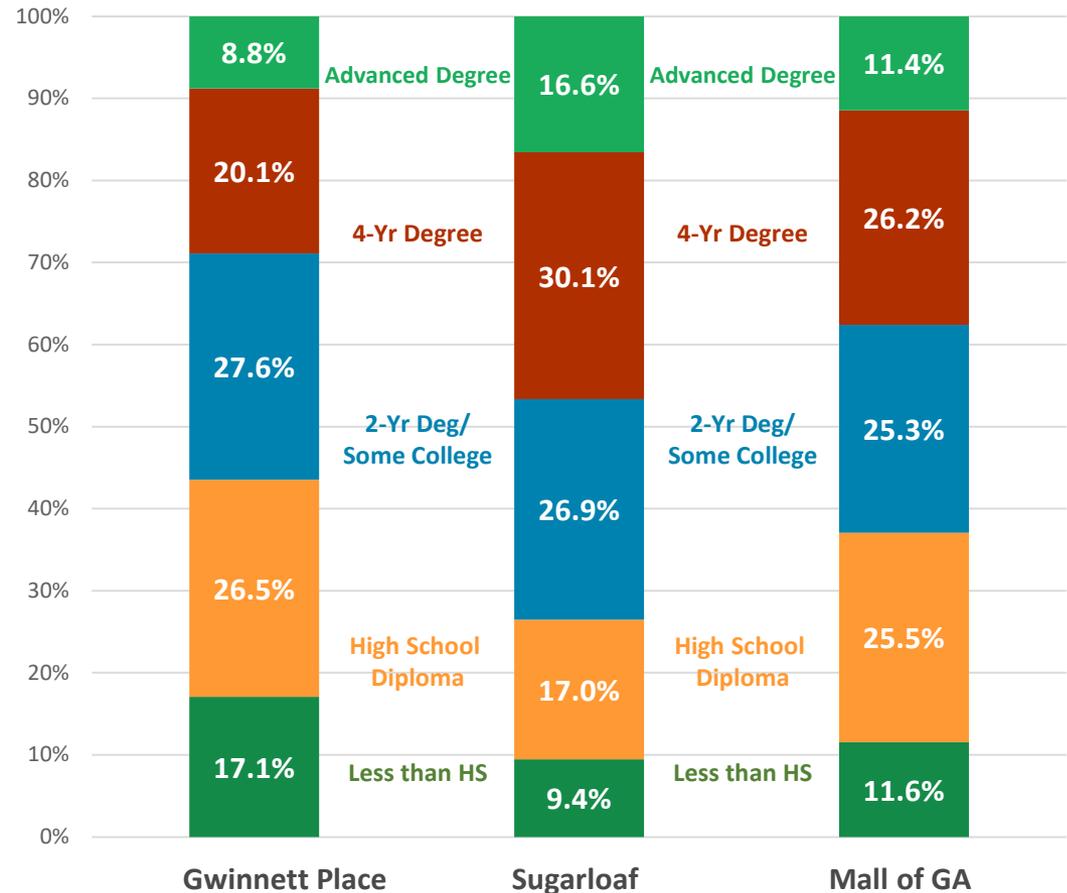
GWINNETT ACTIVITY AREA ANALYSIS DEMOGRAPHICS

Educational Attainment

Gwinnett Place residents tend to have slightly lower levels of education than in the Mall of Georgia area, and significantly lower levels than Sugarloaf.

- Over 15% of Gwinnett Place residents have less than a high school diploma, compared to less than 10% in Sugarloaf.
- High school diploma holders and below make up almost half of all residents in the Gwinnett Place area, at roughly 45%, compared to about 25% in Sugarloaf.
- Slightly over a quarter of Gwinnett Place residents have a 4-year or advanced degree, compared to nearly half of Sugarloaf and more than a third of the Mall of Georgia area.

Educational Attainment by Geography



Source: US Census ACS5-Year 2017, Environics Analytics 2019

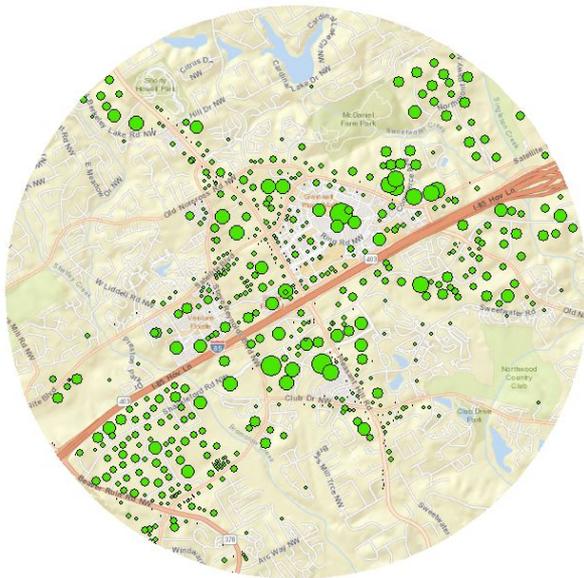
GWINNETT ACTIVITY AREA ANALYSIS EMPLOYMENT

Employment Comparisons

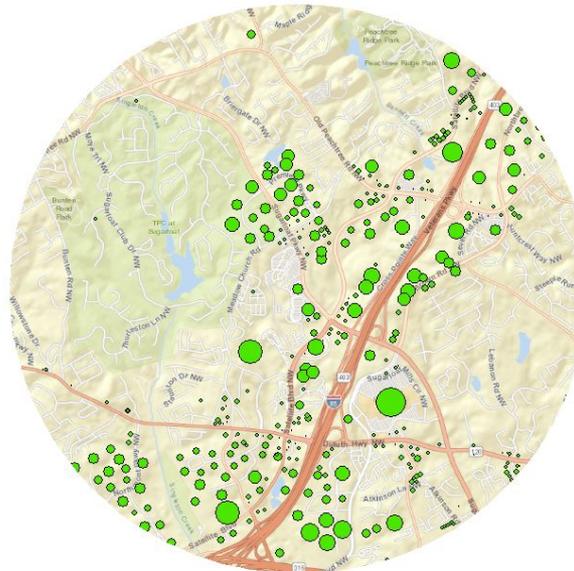
- There are 36,648 primary jobs located in Gwinnett Place.
 - Sugarloaf has 31,042 jobs (84.7% of the Gwinnett Place total).
 - The Mall of Georgia area has 10,117 jobs (27.6% of the number found in Gwinnett Place).
- Gwinnett Place has many large and small employers spread across a broad area, while jobs in Sugarloaf and especially the Mall of Georgia area are concentrated along two or three key corridors.

Employment Density (Est. Jobs by Building SF)

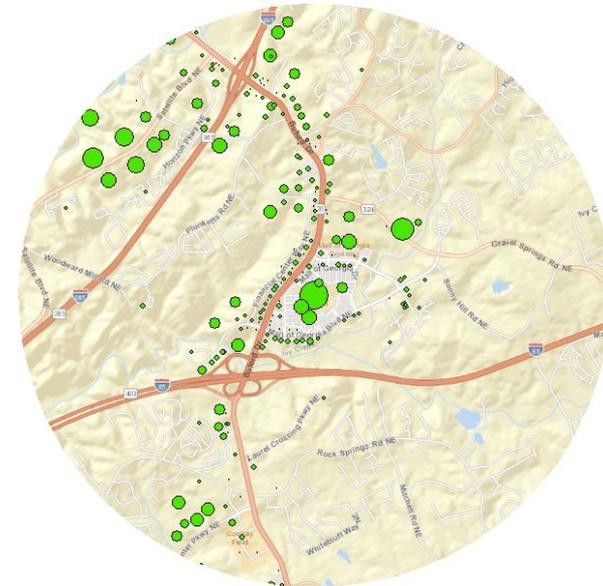
• 100 • 250 • 500 • 1,000



Gwinnett Place



Sugarloaf



Mall of Georgia

Source: US census longitudinal employer-household dynamics; Bleakly, CoStar, ITE

GWINNETT ACTIVITY AREA ANALYSIS EMPLOYMENT

Employment Estimate by Sector

- The top three employment sectors in Gwinnett Place are:
 - Retail Trade (27%)
 - Accom & Food. (13%)
 - Manufacturing (10%)
- Compared to the other two districts, Gwinnett Place has a greater share of retail employment than Sugarloaf, but much less than the Mall of Georgia area, and is balanced overall.
- In addition to retail trade, the other two top employments types in Sugarloaf are professional services and health care.
- The Mall of Georgia has a similar top-three employment breakdown to Gwinnett Place, though jobs are incredibly concentrated in just those three sectors.
 - Over 80% of jobs are in wholesale, retail, and accommodation plus food service.

Sector	Gwinnett Place		Sugarloaf		Mall of Georgia	
	Est Jobs	% by sector	Est Jobs	% by sector	Est Jobs	% by sector
11: Ag. , Forestry, Fishing	0	0%	0	0%	0	0%
21: Mining, Quarrying, Oil and Gas	0	0%	0	0%	0	0%
22: Utilities	0	0%	0	0%	0	0%
23: Construction	1099.44	3%	1552.1	5%	101.17	1%
31-33: Manufacturing	3,665	10%	2,794	9%	202.34	2%
42: Wholesale Trade	1,832	5%	1,552	5%	303.51	3%
44-45: Retail Trade	9,895	27%	3,104	10%	4,957	49%
48-49: Transp. and Warehousing	366.48	1%	310.42	1%	0	0%
51: Information	1099.44	3%	931.26	3%	101.17	1%
52: Finance and Insurance	1,466	4%	4,035	13%	101.17	1%
53: Real Estate and Rental and Leasing	1,832	5%	1,242	4%	202.34	2%
54: Prof, Sci, and Tech Svcs	2,932	8%	2,173	7%	101.17	1%
55: Mgmt. of Cos and Enterprises	0	0%	0	0%	0	0%
56: Admin and Support and Waste Mgmt.	1,466	4%	5,898	19%	101.17	1%
61: Educational Services	732.96	2%	1,242	4%	303.51	3%
62: Health Care and Social Assistance	2,565	7%	1,552	5%	303.51	3%
71: Arts, Entertainment, and Recreation	366.48	1%	620.84	2%	101.17	1%
72: Accommodation and Food Services	4,764	13%	1,863	6%	2,529	25%
81: Other Services (except Public Admin)	1,832	5%	1,242	4%	404.68	4%
92: Public Administration	366.48	1%	0	0%	0	0%
99: Unassigned	366.48	1%	310.42	1%	101.17	1%
Grand Total	36,648	100%	31,042	100%	10,117	100%

Source: US Census , BLS & ARC, Environics Analytics, Bleakly

REAL ESTATE COMPARISON

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

RESIDENTIAL: Housing Overview

- Gwinnett Place has 19,607 housing units.
 - Of these, about two-thirds are renter-occupied.
 - In Sugarloaf and the Mall of Georgia area, about two-thirds of all residences are owner-occupied.
- The median owner-occupied home value in Sugarloaf is \$345,409, which is higher than that of the Mall of Georgia at \$259,184, and almost double that of Gwinnett Place .
- Almost two-thirds of the housing stock in Gwinnett Place was built between 1980 and 1999, while the age of the housing stock in Sugarloaf and the Mall of Georgia area is more evenly distributed, with a tendency towards newer residences.
- Over half of the housing stock in Gwinnett Place exists in large multifamily buildings, compared to only 20% in Sugarloaf and 26% in the Mall of Georgia area.

Housing Characteristics	Gwinnett Place		Sugarloaf		Mall of Georgia	
Total Occupied Housing Units	19,607		11,086		9,157	
Renter-Occupied Units	13,517	69%	3,493	32%	3,008	33%
Owner-Occupied Units	6,090	31%	7,593	68%	6,149	67%
Owner Median Value	\$181,348		\$345,409		\$259,184	
Age of Housing	Gwinnett Place		Sugarloaf		Mall of Georgia	
Units Built since 2010	2,020	9%	2,292	20%	2,700	27%
Units Built 2000-2009	4,163	19%	3,941	34%	3,767	38%
Units Built 1980-1999	13,113	61%	4,938	42%	2,846	29%
Units built pre-1980	2,092	10%	505	4%	526	5%
Median age of housing unit (Years)	23		16		13	
Type of Housing	Gwinnett Place		Sugarloaf		Mall of Georgia	
1 Unit Detached (SF)	7,068	33%	7,497	64%	5,597	57%
1 Unit Attached (TH)	1,556	7%	1,137	10%	1,164	12%
Small Multi-Family (2-4 Units/Bldg.)	839	4%	166	1%	101	1%
Lg Multi-Family (5+ Units/Bldg.)	11,743	55%	2,315	20%	2,520	26%
Trailer, RV & Boat	183	1%	559	5%	458	5%

Source: Environics Analytics 2020



GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

RESIDENTIAL: Household Composition

The average household size in Gwinnett Place is 2.7 persons, similar to the 3.0 persons in Sugarloaf and 2.9 in the Mall of Georgia area.

- The majority of the housing stock in the Gwinnett Place contains only one or two occupants, whereas the majority of Sugarloaf and Mall of Georgia homes have three or more residents.
- Gwinnett Place households are slightly less likely to have children present than Sugarloaf or the Mall of Georgia area (39% compared to 54% and 55%), and co-occupants in Gwinnett Place are also much more likely to be unrelated (roommates) than in the other two districts, with over a third of households being non-family.

Household Characteristics	Gwinnett Place		Sugarloaf		Mall of Georgia	
Small Households (1 or 2 people)	10,949	56%	5,033	45%	4,327	47%
Medium Households (3-4 people)	5,890	30%	4,277	39%	3,391	37%
Large Households (5+ people)	2,767	14%	1,776	16%	1,439	16%
Households with Children	7,707	39%	5,120	46%	4,135	45%
Households without Children	11,900	61%	5,967	54%	5,022	55%
Non-Family Households	7,633	39%	2,503	23%	2,474	27%
2020 Est. Average Household Size	2.7		3.0		2.9	

Source: Environics Analytics 2020

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Real Estate Inventory Overview

Average commercial rental rates

- **Multifamily:** Sugarloaf leads the three districts in terms of average rent prices per SF (\$1.37 compared to \$1.12/\$1.13).
- **Retail:** Gwinnett Place rents average **40% lower** than that of Sugarloaf or Mall of Georgia.
- **Office:** Gwinnett Place features rents **38% higher** than that of the Mall of Georgia area, but only three quarters of those in Sugarloaf.
- Vacancy rates for multifamily and industrial space in Gwinnett Place tend to be low, with per SF rents that are competitive with the other two districts in those real estate types, while vacancies in retail and office are higher than those of Sugarloaf and the Mall of Georgia.

	Gwinnett Place	Sugarloaf	Mall of Georgia
Multifamily			
Existing Buildings	43	15	11
Existing Units	12,345	4,375	3,524
Vacancy %	6.4%	13.6%	5.4%
Avg. Rent/ SF	\$1.12	\$1.37	\$1.13
Retail			
Existing Buildings	300	110	139
Existing SF	9,176,086	3,012,345	5,129,632
Vacancy %	10.8%	1.5%	2.9%
Avg. NNN Rent	\$12.82	\$22.63	\$22.13
Office			
Existing Buildings	137	126	13
Existing SF	4,347,200	4,789,637	149,211
Vacancy %	20.7%	14.6%	8.6%
Avg. Base Rent	\$17.28	\$22.42	\$12.41
Industrial/ Flex			
Existing Buildings	144	102	24
Existing SF	10,730,770	11,512,026	4,567,822
Vacancy %	7.2%	5.0%	5.7%
Avg. NNN Rent	\$7.56	\$5.37	\$4.68

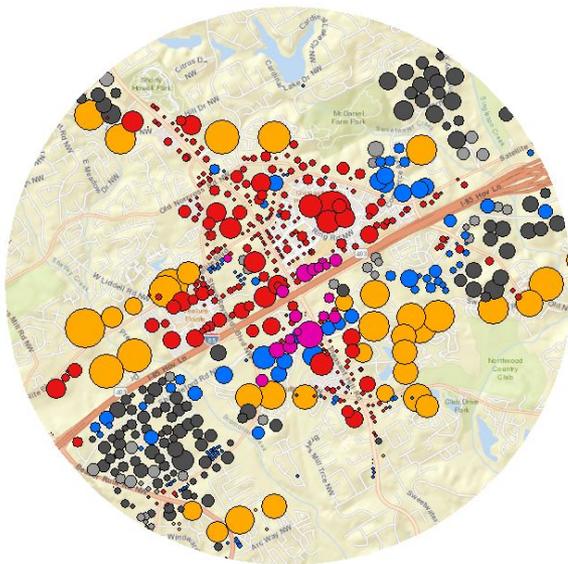
GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Real Estate Inventory Overview

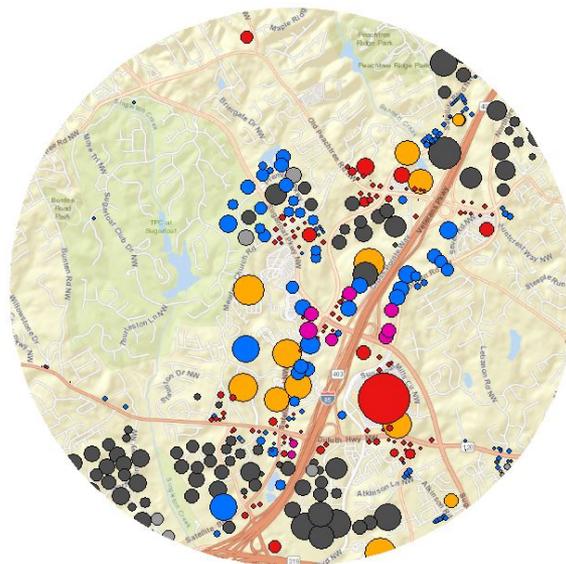
- Despite having lower rents and higher vacancy in some real estate types, Gwinnett Place remains an important real estate node with a large and diversified inventory of all types of buildings.
- Gwinnett Place features a large retail cluster centering around the mall north of I-85, with a substantial office presence east and south of the mall; apartments form a ring around those uses, and three prominent industrial clusters exist outside of that.
 - The other two districts feature a less coherent pattern of uses, with retail, apartment, industrial, and office space focused along main thoroughfares.



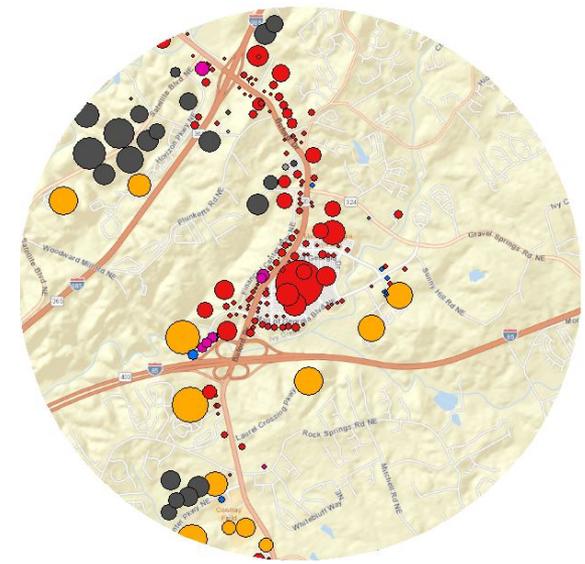
Commercial Buildings by Type and Size



Gwinnett Place



Sugarloaf



Mall of Georgia

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Multifamily Rent and Vacancy Trends

Gwinnett Place has more multifamily units than Sugarloaf and Mall of Georgia combined

- In addition to the current large inventory of multifamily units, more units by square footage are currently under construction in Gwinnett Place than the other two districts combined.
- Gwinnett Place currently has a low vacancy rate, and has absorbed correspondingly fewer units in the past year.
- Despite the lower vacancy rates than in Sugarloaf, multifamily inventory in Gwinnett Place has an average per SF rent that is only roughly 80% of that district.

Apartment Characteristic Summary

Multifamily Summary	Gwinnett Place	Sugarloaf	Mall of Georgia
Buildings	43	15	11
Units	12,345	4,375	3,524
SF Under Construction	921,204	465,204	385,000
12 Month Net Absorption	20	87	77
Vacancy Rate	6.4%	13.6%	5.4%
Average Rent (\$/SF)	\$1.12	\$1.37	\$1.13

Based on data from CoStar

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Retail Rent and Vacancy Trends

Gwinnett Place has more retail SF than the other two districts combined

- Rents in Gwinnett Place are about 60% of those in the other two districts, but a much larger number of square feet absorbed suggests continued demand for the retail product found in the Gwinnett Place area.
- Some new retail construction is currently taking place in all of the three districts, with the Mall of Georgia currently building almost four times what is in the pipeline in Gwinnett Place.
- The Mall of Georgia and Sugarloaf both tend to have a stronger retail market right now, owing to very low vacancy. Based on retail sales, Gwinnett Place remains the dominate of all three areas.

Retail Characteristics Summary

Retail Summary	Gwinnett Place	Sugarloaf	Mall of Georgia
Buildings	300	110	139
SF	9,176,086	3,012,345	5,129,632
SF Under Construction	30,000	85,000	118,595
12 Month Net Absorption	120,323	33,621	182,421
Vacancy Rate	10.8%	1.5%	2.9%
Average NNN Rent (\$/SF)	\$12.82	\$22.63	\$22.13
Est Retail Sales 2019	\$1.69 billion*	\$784 million	\$682 million

*Gwinnett Place Activity Area (2-mile circle)

Based on data from CoStar

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Office Rent and Vacancy Trends

Gwinnett Place has more office buildings than Sugarloaf, yet the total office square footage is less, suggesting that individual offices in Gwinnett Place are smaller; the Mall of Georgia has very little office inventory.

- Although the vacancy rate in Gwinnett Place is almost 50% greater than that of Sugarloaf, absorption within the past year has been greater than in that district, meaning that Gwinnett Place is closing the gap in vacancy.
- Office rents in Gwinnett Place are about 75% of those in Sugarloaf, but are greater than those in the Mall of Georgia area, which is potentially a reflection of Gwinnett Place as a more mature office market.
- Very little office inventory is currently under construction in any of the three districts.

Office Characteristics Summary

Office Summary	Gwinnett Place	Sugarloaf	Mall of Georgia
Buildings	137	126	13
SF	4,347,200	4,789,637	149,211
SF Under Construction	0	0	5,680
12 Month Net Absorption	364,398	283,415	60,864
Vacancy Rate	20.7%	14.6%	8.6%
Average NNN Rent (\$/SF)	\$17.28	\$22.42	\$12.41

Based on data from CoStar

Source: CoStar Inc.

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: Industrial & Flex Rent and Vacancy Trends

Gwinnett Place has slightly less industrial inventory overall than Sugarloaf (93%) by square footage, but a greater number of buildings.

- Gwinnett Place rents tend to be about a third higher than Sugarloaf, and 40% greater than in the Mall of Georgia area.
- Despite the advantage in industrial rents held by Gwinnett Place, vacancy rates are between about 25% to 30% lower in Sugarloaf and the Mall of Georgia.
- The only industrial inventory currently under construction in any of the three districts is in the Mall of Georgia area.

Industrial/Flex Characteristics Summary

Industrial/Flex Summary	Gwinnett Place	Sugarloaf	Mall of Georgia
Buildings	144	102	24
SF	10,730,770	11,512,026	4,567,822
SF Under Construction	0	0	150,767
12 Month Net Absorption	632,553	463,985	152,991
Vacancy Rate	7.2%	5.0%	5.7%
Average NNN Rent (\$/SF)	\$7.56	\$5.37	\$4.68

Based on data from CoStar

Source: CoStar Inc.

GWINNETT ACTIVITY AREA ANALYSIS REAL ESTATE

COMMERCIAL: New Development Since 2014 & Pipeline

Multifamily:

- Sugarloaf has built far more multifamily than either of the other two districts, however Gwinnett Place currently has more inventory under construction.

Retail:

- The Mall of Georgia has built more retail recently than the other two districts, adding almost 40% more inventory than Sugarloaf, and over five times the amount in Gwinnett Place, and the district also leads in SF currently under construction.

Office:

- Very little office space has been added in any of the three districts in the past six years, and currently only the Mall of Georgia has any space at all under construction.

Industrial/Flex:

- The Mall of Georgia area has added over ten times as much industrial inventory as Gwinnett Place recently, and has the only actively under construction project.

Hospitality:

- Sugarloaf is the only district that has added hotel space recently, though the Mall of Georgia currently has one project under construction.

Summary of Development Square Footage by Type and District

Existing	Gwinnett Place	Sugarloaf	Mall of Georgia
Multifamily	142,960	1,791,672	269,163
Retail	59,388	212,522	337,555
Office	21,000	14,111	11,360
Industrial/Flex	213,127	59,200	2,182,679
Hospitality	0	269,476	0

Under Construction	Gwinnett Place	Sugarloaf	Mall of Georgia
Multifamily	921,204	465,204	385,000
Retail	30,000	85,000	118,595
Office	0	0	5,680
Industrial/Flex	0	0	150,767
Hospitality	0	0	134,460

Source: CoStar

GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT

REVENUES AND ECONOMIC IMPACTS



REVENUES AND ECONOMIC IMPACTS

Executive Summary

EXECUTIVE SUMMARY

This analysis quantifies the fiscal impacts, public revenues and economic impacts of economic activity that occurs in the Gwinnett Place area.

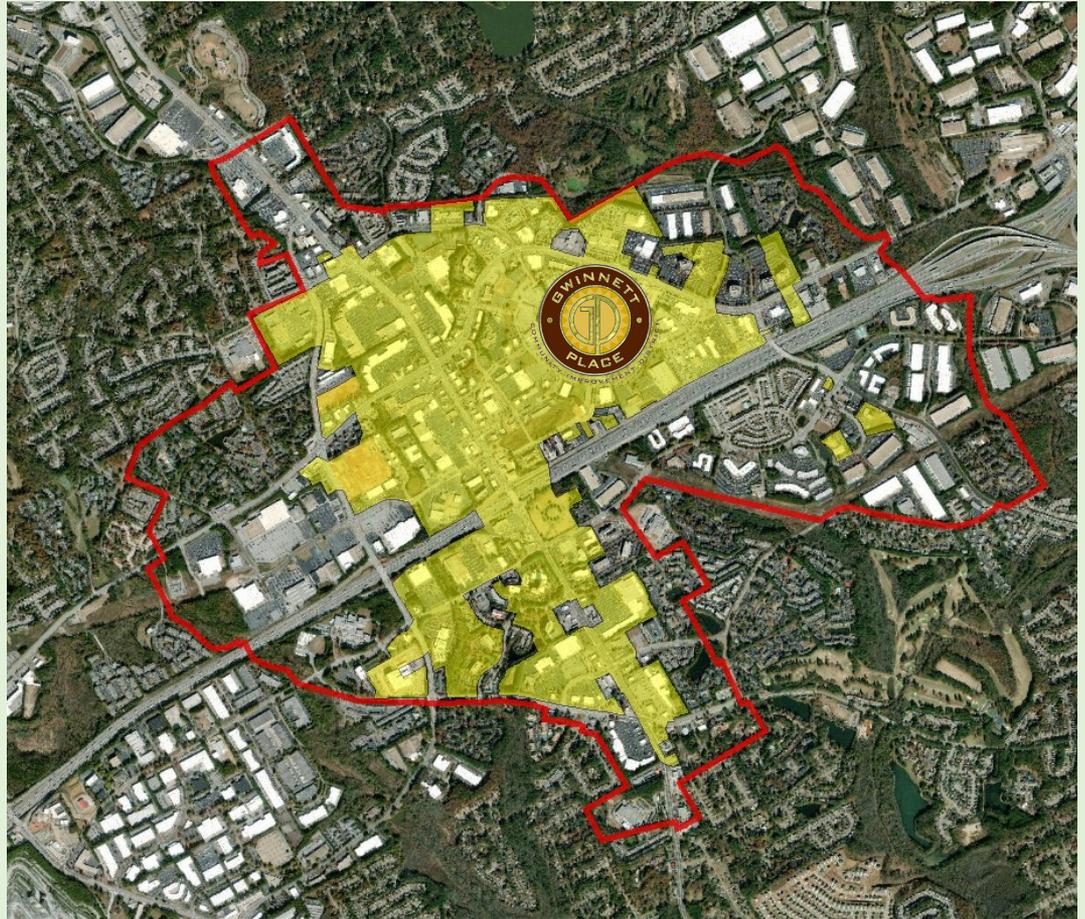
The Gwinnett Place CID boundary is defined as non-residential, commercial real estate properties that contribute to CID. Economic activity that occurs in and around the CID goes well beyond those confines and includes nearby residential properties and non-member commercial properties.

For this reason, the primary analysis area for this exercise is the Gwinnett Place Area of Influence (AOI), which includes parcels within the CID boundary as well as parcels that are adjacent or proximate to the CID boundary that directly contribute to economic activity within the Gwinnett Place area.

Both areas are shown on this map:

- **The Gwinnett Place Community Improvement District (CID), Yellow**
- **The Gwinnett Place Area of Influence (AOI) Red Outline**

Gwinnett Place Area of Influence Map



EXECUTIVE SUMMARY

Revenues and Fiscal Impacts

Economic activity in the Gwinnett Place Area generates the following in annual recurring revenues:

- **Gwinnett County**
 - \$50.3 million
- **Gwinnett County Cities**
 - \$2.2 million
- **Gwinnett County Schools**
 - \$25.6 million
- **State of Georgia**
 - \$128+ million

Combined Public Benefit:

- \$208 million

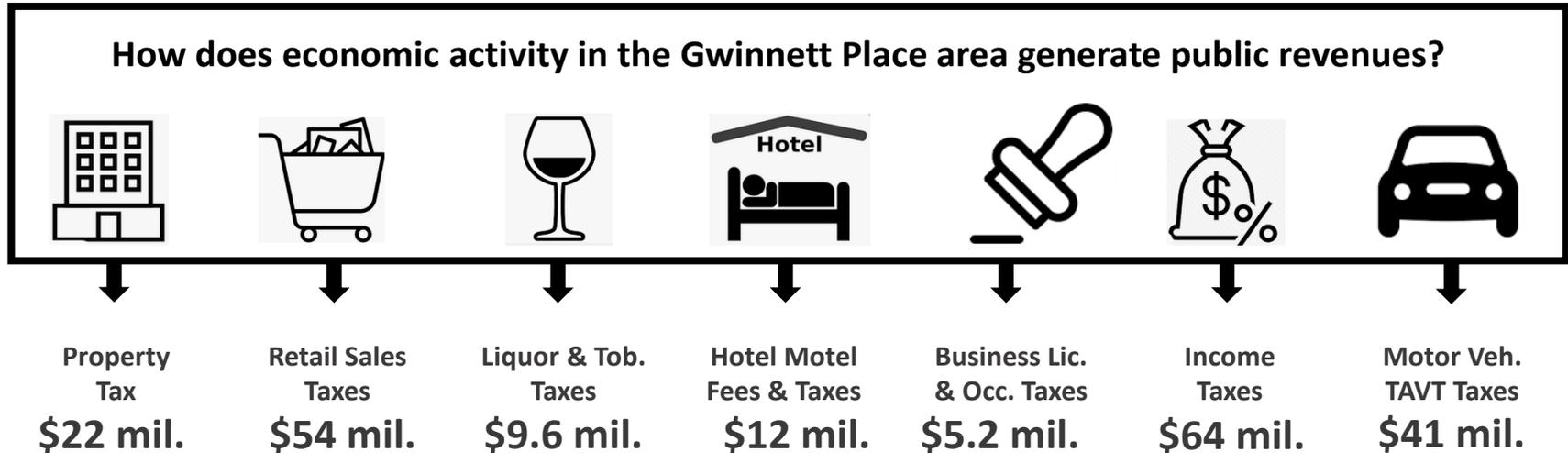
Economic Impacts

Economic Impact Analysis examines how investment and economic activity impacts the larger economy of a designated area.

The Gwinnett Place area has an annual economic impact of \$10.1 billion on Gwinnett County and \$13.4 billion on the State of Georgia

	Output <small>What is the value of goods and service being produced/sold? (in \$ billions)</small>	Earnings <small>What is the value of the salary and benefits used to produce that output? (in \$ billions)</small>	Jobs <small>How many full-time equivalent jobs are supported by the production of that output?</small>
CCID Direct Effects	\$6.4	\$1.8	27,904
Impacts on Gwinnett County			
Indirect	\$3.7	\$1.0	15,539
Total	\$10.1	\$2.9	45,443
Impacts on Atlanta MSA			
Indirect	\$6.6	\$2.0	30,418
Total	\$13.1	\$3.8	58,322
Impact on State of Georgia			
Indirect	\$6.9	\$2.2	32,109
Total	\$13.4	\$4.0	60,013

REVENUE & FISCAL IMPACTS: OVERVIEW



Once those revenues are collected, where do they go?



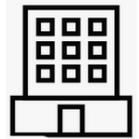
Combined Public Benefit: \$208 mil. in annual recurring public revenues

REVENUES AND FISCAL IMPACTS

For the Gwinnett Place Area of Influence



REVENUE & FISCAL IMPACTS: PROPERTY TAX



Property Tax Revenues

Collectively, the properties in the Gwinnett Place area paid an estimated **\$21.8 million** in property taxes in 2019.

Based on an assessed tax digest of \$740 million, properties in the Gwinnett Place Area of Influence paid a total of :

- **\$16.1 million** to Gwinnett County Schools;
- **\$4.5 million** in Gwinnett County Taxes, including General, Bond and Fire taxes;
- **\$1.2 million** to the Gwinnett Place CID.

With a land area representing 1.0% of Gwinnett County's land, the Gwinnett Place AOI represents 3.3% of Unincorporated Gwinnett County's property tax digest and property tax revenue.

Estimated 2019 Property Tax Revenue from the Gwinnett Place AOI:

Gwinnett County Taxes		Gwinnett Place CID
Gwinnett Schools	\$ 4.5 million	
Gwinnett County	\$16.1 million	
Total	\$20.6 million	
		\$ 1.2 million

Source: Gwinnett County Tax Assessor, Gwinnett County GIS, , Bleakly

REVENUE & FISCAL IMPACTS: SALES TAX



Retail Sales & Sales Taxes

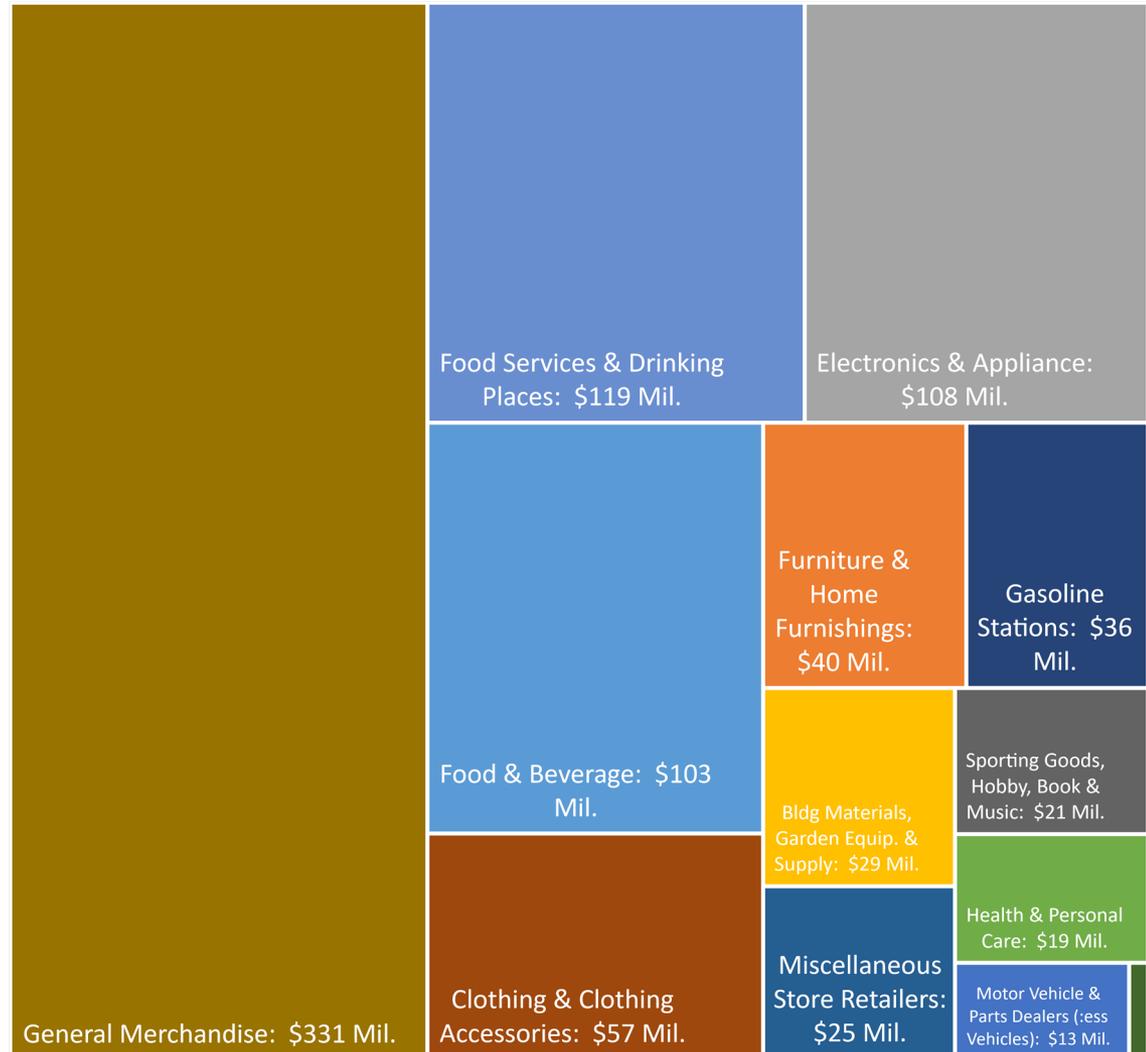
Retailers in the Gwinnett Place CID sold an estimated \$902 million of taxable retail goods (excluding motor vehicles) in 2019.

- Top categories include General Merchandise (37%), Restaurants and Bars (13%) Electronics and appliances (12%) and Food and Beverage Stores (11%).

Gwinnett Place AOI Est Retail Sales 2019

<u>Retail Category</u>	<u>Sales</u>
Motor Vehicle Parts (excl. Vehicles)	\$ 12.7
Furniture & Home Furnishings	\$ 40.4
Electronics & Appliance	\$ 108.2
Bldg Materials, Garden Supply	\$ 28.5
Food & Beverage	\$ 103.5
Health & Personal Care	\$ 18.6
Gasoline Stations	\$ 36.2
Clothing & Clothing Accessories	\$ 56.8
Sporting Goods, Hobby, Book & Music	\$ 21.2
General Merchandise	\$ 331.0
Miscellaneous Store Retailers	\$ 24.9
Non-store Retailers	\$ 1.4
Food Services & Drinking Places	\$ 118.8
Total	\$ 902.1

Gwinnett Place AOI Est Retail Sales by Category 2019 (excluding motor vehicles)



REVENUE & FISCAL IMPACTS: SALES TAX

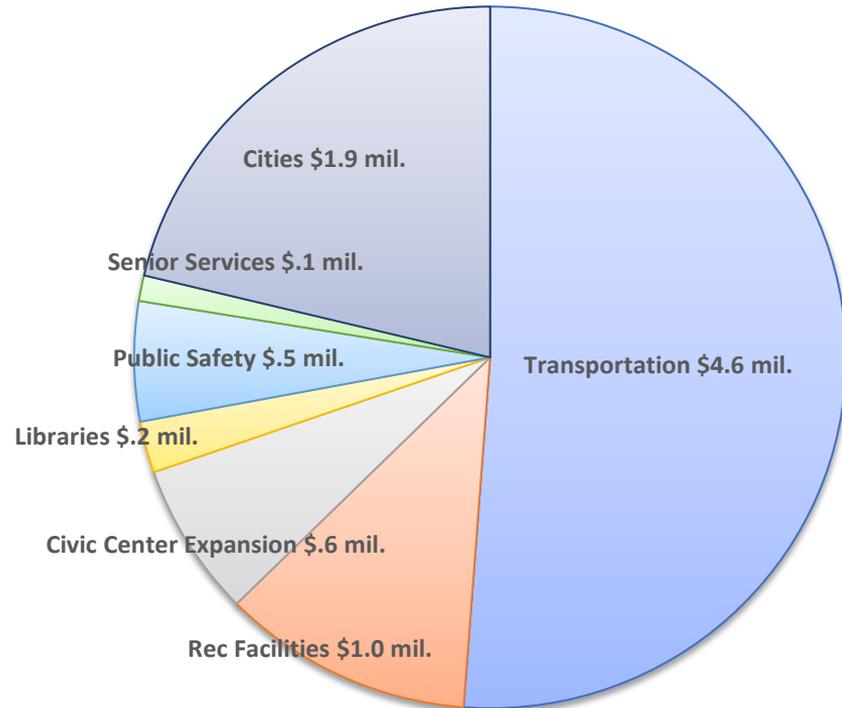


Sales Taxes

The \$902 million in taxable (non-auto) retail sales in the Gwinnett Place AOI will generate significant sales taxes for Gwinnett and Georgia.

- **2019 Non-auto retail sales in the Gwinnett Place AOI of \$902 million generated \$54 million in sales taxes to Gwinnett County, Gwinnett Schools, Georgia, and other public entities:**
 - \$9.0 million to Gwinnett’s Special Local Option Sales Tax (SPLOST)
 - \$7.1 million annually to Gwinnett County
 - \$1.9 million to Gwinnett’s Municipalities
 - \$9.0 million to the Gwinnett County Education Special Local Option Sales Tax (E-SPLOST)
 - \$ 36.1 million to the State of Georgia
 - **\$ 54.1 million in total sales taxes**

SPLOST Allocation from Gwinnett Place AOI Sales Taxes



Source: Georgia DOR, Gwinnett County, Bleakly

REVENUE & FISCAL IMPACTS: SALES TAX



Hotel & Motel Taxes

Hotel/Motel taxes and fees are an important source of revenue to Gwinnett County and Georgia. These revenues are especially important as they largely represent revenue imported from outside the local area.

- The Gwinnett Place AOI currently has **19 hotels** and motels with a total of **4,025 rooms** and an average nightly rate of \$89.
- In 2019, area hotels brought in **\$ 11.7 million** in total hotel-motel taxes, sales taxes and fees, of which:
 - **\$ 5.2 million** went to **Gwinnett County**;
 - **\$ 132,000** went to **Gwinnett Municipalities**;
 - **\$620,000** went to **Gwinnett Schools**; and
 - **\$ 5.8 million** went to the **State of Georgia**.



Gwinnett Place AOI Hotel-Motel Taxes and Fees 2019 (est.)

Total Room Nights	\$ 657,938
Total Room Revenue	\$ 58,687,551
Retail Spending	\$ 3,289,690
Gwinnett Room Tax	\$ 4,695,004
Gwinnett Sales Tax	\$ 619,772
Gwinnett Schools Sales Tax	\$ 619,772
Georgia Sales Tax	\$ 2,479,090
State Room Fee	\$ 3,289,690
Total Tax & Fee	\$ 11,703,329
Gwinnett County Taxes	\$ 5,183,124
Gwinnett Municipalities	\$ 131,653
Gwinnett Schools Taxes	\$ 619,772
Georgia Taxes & Fees	\$ 5,768,780

Source: Georgia DOR, Gwinnett County, CoStar Inc., STR

AUTOMOTIVE SALES AND REVENUES



Motor Vehicle Sales Taxes

In 2019, the auto dealers in the Gwinnett Place Area of Influence sold an estimated \$592 million worth of motor vehicles, representing 16% of Gwinnett County's total vehicle sales of \$3.8 billion.

- These Gwinnett Place-area motor vehicle sales were responsible for auto sales generating TAVT (Title Ad Valorem Tax) revenue of \$41.4 million.

Estimated 2019 TAVT Revenues from Gwinnett Place Area Motor Vehicle Sales

- **\$27.4 million to Gwinnett County**
- **\$14.1 million to the state of Georgia**



REVENUE & FISCAL IMPACTS: OTHER SOURCES

Other Taxes and Revenue Sources

The largest single flow of public revenues derived from economic activity in the Gwinnett Place CID is income tax.



Income Taxes

- The Gwinnett Place CID currently has an estimated 2,841 businesses with an estimated **27,904 employees**.
- Collectively, the annual payroll generated by these employees is estimated to be **\$1.4 billion**.
- At a conservative estimate of state income tax rate of 3.1%- 5.2% (based on average income by NAICS class), these employees would collectively pay **\$64 million in income taxes** to the State of Georgia.



Liquor & Tobacco Excise Taxes

Beer, wine and liquor sales at the Gwinnett Place CID's many restaurants bars and entertainment venues generate significant excise taxes Gwinnett County and the State of Georgia

- Restaurants and Bars in the CCID sold an estimated **\$118 million in retail food and beverage** sales in 2019.
- That represents \$32 million in alcohol sales generating an estimated **\$949,000 in Gwinnett County liquor taxes**.
- The Gwinnett Place AOI's alcohol sales (restaurant, bar & store) contributed an estimated \$8.6 million in Georgia State Alcohol Excise Taxes.



Business Licenses and Occupational Taxes

Businesses in Gwinnett County pay occupational taxes based on a combination of business size and gross receipts.

- The Gwinnett Place AOI's 2,841 businesses and \$5.2 billions in sales in 2019 represent an estimated \$5.2 million in business license fees and occupational taxes to Gwinnett County

Source: Gwinnett County Georgia DOR, CoStar, Environics Analytics,

REVENUE & FISCAL IMPACTS: OVERVIEW

Economic activity in the Gwinnett Place Area generates the following in annual recurring revenues:

- **Gwinnett County**
 - \$50.3 million
 - **Gwinnett County Municipalities**
 - \$2.2 million
 - **Gwinnett County Schools**
 - \$25.6 million
 - **State of Georgia**
 - \$128+ million
-
- **Combined Public Benefit**
 - \$208 million

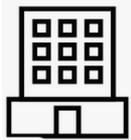
Summary of 2019 Est. Revenues from the Gwinnett Place AOI in \$ Millions

Revenue Source	Total Revenues from Gwinnett Place	To Gwinnett County	To Gwinnett Cities	To Gwinnett County Schools	To State of Georgia	To GPCID
Property Taxes	\$ 21.8	\$ 4.5	\$.0	\$ 16.1	\$.0	\$ 1.2
Sales taxes	\$ 54.1	\$ 7.1	\$ 2.1	\$ 8.8	\$ 36.1	\$.0
Income taxes	\$ 63.9	\$.0	\$.0	\$.0	\$ 63.9	\$.0
Liquor Taxes	\$ 9.6	\$.9	\$.0	\$.0	\$ 8.6	\$.0
Hotel-Motel Taxes	\$ 11.7	\$ 5.2	\$.1	\$.6	\$ 5.8	\$.0
Business Licenses	\$ 5.2	\$ 5.2	\$.0	\$.0	\$.0	\$.0
TAVT (Auto Sales) Taxes	\$ 41.5	\$ 27.4	\$.0	\$.0	\$ 14.1	\$.0
Total	\$ 207.7	\$ 50.3	\$ 2.2	\$ 25.6	\$ 128.5	\$ 1.2

Source: Bleakly

REVENUE & FISCAL IMPACTS: OVERVIEW

Combined Public Benefit: \$208 mil. in annual recurring public revenues



Property Tax
\$22 mil.

Retail Sales Taxes
\$54 mil.

Liquor & Tob. Taxes
\$9.6 mil.

Hotel Motel Fees & Taxes
\$12 mil.

Business Lic. & Occ. Taxes
\$5.2 mil.

Income Taxes
\$64 mil.

Motor Veh. TAVT Taxes
\$41 mil.

Gwinnett Place CID
\$1.2million

Gwinnett County
\$ 50.3 million

Gwinnett Municipalities
\$ 2.2 million

Gwinnett County Schools
\$ 25.6 million

State of Georgia
\$ 128 million

ECONOMIC IMPACTS

For the Gwinnett Place Area of Influence

ECONOMIC IMPACTS EMPLOYMENT

Employment Estimate by Sector

The Gwinnett Place Area has an estimated 2,842 companies that employ an estimated 27,904 workers.

- Collectively, these companies and jobs produced an estimated \$6.3 billion in sales in 2019.
- Collectively, these companies paid out \$1.8 billion in earnings (wages plus benefits) in 2019.
- These jobs, wages and earnings are the basis of the direct and indirect impacts to come.



Source: US Census , BLS & ARC, Environics Analytics, Bleakly

NAICS Sector	Companies	Jobs	Estimated Sales 2019 (\$ Millions)	Estimated Earnings 2019 (\$ Millions)
11: Agriculture, Forestry, Fishing and Hunting	0	0	\$0	\$0
21: Mining, Quarrying, and Oil and Gas Extraction	0	0	\$0	\$0
22: Utilities	0	0	\$0	\$0
23: Construction	57	181	\$67	\$19
31: Manufacturing	30	261	\$41	\$25
32: Manufacturing	19	1,289	\$224	\$155
33: Manufacturing	28	406	\$56	\$49
42: Wholesale Trade	40	503	\$642	\$60
44: Retail Trade	343	7,189	\$2,913	\$335
45: Retail Trade	97	2,263	\$508	\$106
48: Transportation and Warehousing	33	158	\$35	\$10
49: Transportation and Warehousing	4	39	\$35	\$2
51: Information	81	689	\$250	\$78
52: Finance and Insurance	233	1,170	\$336	\$131
53: Real Estate and Rental and Leasing	112	1,182	\$145	\$136
54: Professional, Scientific, and Technical Services	255	2,265	\$223	\$256
55: Management of Companies and Enterprises	4	40	\$24	\$5
56: Administrative and Support and Waste Mgmt.	97	745	\$75	\$40
61: Educational Services	48	468	\$13	\$23
62: Health Care and Social Assistance	461	2,141	\$306	\$166
71: Arts, Entertainment, and Recreation	31	161	\$11	\$5
72: Accommodation and Food Services	316	4,980	\$270	\$129
81: Other Services (except Public Administration)	215	1,437	\$123	\$73
92: Public Administration	12	221	\$5	\$14
99: Unassigned	325	116	\$12	\$11
Grand Total	2,842	27,904	\$6,288	\$1,827

ECONOMIC IMPACTS

Summary of Economic Impacts

- Economic Impact Analysis examines how specific investment and economic activity impacts the larger economy of a designated area.
- For every dollar spent or generated within the Gwinnett Place area (direct impacts) AOI, how many additional dollars are spent in the larger economic ecosystem of Gwinnett County, the Atlanta Metro Area, or the State of Georgia (indirect impacts)?
- For every job in the Gwinnett place area, how many additional jobs are created outside the Gwinnett Place area?



ECONOMIC IMPACTS

How does economic activity create larger economic impacts?

Example: A restaurant in the Gwinnett Place CID

Direct Impacts + Indirect Impacts = Total Impacts



Direct Impacts

Output: How much food and drink gets sold in a year?

Earnings: How much was paid out in salary and benefits to restaurant owners, management and employees?

Jobs: How many people were employed (full-time equivalent) by this business?

Indirect Output: Suppliers

- Produce
- Meat
- Supplies
- Bread
- Cheese
- Uniforms

Indirect Output: Services

- Accounting
- Insurance
- Human resources
- Maintenance & Repair
- Trucking & Storage
- Design & Construction

Indirect Earnings

- In addition to the earnings paid to the restaurant employees, people who provide the supplies and services to the restaurant get paid too.

Indirect Jobs

- In addition to the jobs directly employed at the restaurant, the restaurant supports additional jobs at the suppliers and services.

- Business and employees will take much of the revenue and earnings from working with this restaurant and spend some of it on additional goods and services.

All of the direct impacts of this activity occur in **GWINNETT COUNTY**.

Who benefits from this Indirect Output, Earnings and Jobs?

Some of this activity stays within **GWINNETT COUNTY**

More happens in the **ATLANTA MSA**

Most of it happens within **GEORGIA**

Some of it happens outside Georgia

ECONOMIC IMPACTS

Of the Gwinnett Place Area on Gwinnett County, the Atlanta MSA, and the State of Georgia

The Gwinnett Place area has an annual economic impact of \$10.1 billion on Gwinnett County and \$13.4 billion on the State of Georgia.

Summary of Economic Impacts (in \$ Billions)

	Output What is the value of goods and service being produced/sold? (in \$ billions)	Earnings What is the value of the salary and benefits used to produce that output? (in \$ billions)	Jobs How many full-time equivalent jobs are supported by the production of that output?
CID Direct Effects	\$6.4	\$1.8	27,904
Impacts on Gwinnett County			
Indirect	\$3.7	\$1.0	15,539
Total	\$10.1	\$2.9	45,443
Impacts on Atlanta MSA			
Indirect	\$6.6	\$2.0	30,418
Total	\$13.1	\$3.8	58,322
Impact on State of Georgia			
Indirect	\$6.9	\$2.2	32,109
Total	\$13.4	\$4.0	60,013

Source: Bureau of Economic Analysis RIMS II 2015 Multipliers, US Census Longitudinal Employer Dynamics 2017, Environics Analytics Business Profiles 2019, Bleakly



GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT

GWINNETT PLACE MALL OPPORTUNITY ASSESSMENT



MALL OPPORTUNITY ANALYSIS

Introduction

- The Gwinnett Place Mall is the centerpiece and namesake of the Gwinnett Place area.
- Since its opening in 1984, through the beginning of its decline around 2001, to its moribund state today in 2020, the Gwinnett Place Mall has been the subject of strong feelings and opinions from residents, workers, businesses and the development community.
- The past 20 years have seen many instances of false starts and false hopes as proposals for reuse or revitalization have been introduced and discussed and trailed off to inaction.
- The mall has declined significantly, in terms of:
 - Declining property and tax value;
 - Closure of stores;
 - Loss of jobs and economic activity;
 - Lack of new investment;
 - Visual blight.
- Furthermore, the failure of the mall has negatively impacted the surrounding community, causing a drag on investment, economic activity, real estate value growth, and public perception of the area that shares its name.

What are the opportunity costs of inaction?

- There is no question that the land beneath the Gwinnett Place Mall and its anchor stores could and should be a valuable asset for Gwinnett as one of the prime business districts at the center of one of the southeast's largest and fastest growing counties.
- The mall occupies 90 prime acres, against one of the nation's busiest stretches of interstate, which saw daily traffic of 305,000 vehicles in 2019.
- As the mall continues to decline, there is a distinct public cost of inaction, both in terms of opportunity costs, lost revenue, and the mall's impact on the viability of nearby properties as well as the district as a whole.
- This analysis quantifies the opportunity costs of nearly 20 years of the decline of the Gwinnett Place Mall in terms of:
 - Property value that vanished;
 - Economic activity that did not occur;
 - Retail sales that never happened;
 - Jobs that were lost or never created;
 - Business that were lost or never created;
 - Negative impact on neighboring businesses and properties;
 - Public revenues that were never generated.

MALL OPPORTUNITY ANALYSIS

A Brief History of the Gwinnett Place Mall

Gwinnett Place Mall opened in 1984 and for 15 years was one of the Atlanta metro region's top performing shopping destinations.

- Simon Property Group, owned and operated Gwinnett Place Mall through 2013.
- Simon also controlled two other nearby malls, the Mall of Georgia (opened 1999) and Sugarloaf Mills (2001), which siphoned customers away from Gwinnett Place.
- As shopping malls nationwide began to decline, exacerbated by the economic recession of 2008, Simon focused its efforts on maintaining its two newer properties at the expense of Gwinnett Place Mall, ultimately leading Simon to let the mall slide into foreclosure in 2013.
- The mall was purchased out of foreclosure in 2013 by Moonbeam Capital Management, a company that focuses on purchasing distressed real properties and non-performing loans.
- In 2018, Northwood Ravin, an apartment developer, bought the former Sears building and land; however, they have not yet announced plans.
- In 2019, Moonbeam announced their intention to sell the mall, however no deal has been announced.



Gwinnett Place Mall consists of six parcels with a total area of 90 acres.

- The central part of the mall has been owned by Moonbeam Capital Investments since 2013.
- **The mall has five “anchor stores”:**
 - **Belk** (closed and vacant since 2013) also owned by Moonbeam;
 - **Macy's** owned by Macy's Inc.;
 - **MegaMart** (1 of 3 levels operational) owned by Megamart;
 - **Former Sears** (closed and vacant since 2018) owned since 2018 by Northwood Ravin- a real estate company that specializes in development and management of apartments;
 - **Beauty Master** (Formerly JC Penny and Mervyns) owned and operated by Beauty Master since 2016.

MALL OPPORTUNITY ANALYSIS

20-Year Value History of Core

Gwinnett Place Mall Properties

Appraised Tax Value of Core Gwinnett Place Mall Properties

The Gwinnett Place Mall began its decline around 2001. One of the clearest ways to quantify its decline is to look at its property values as appraised by the Gwinnett County Tax Assessor's Office.

- Gwinnett Place Mall, along with its five constituent anchor stores, lost 82% of its collective appraised tax value over a 20-year period, falling from \$167 million appraised value in 1999 to just \$29.7 million in 2019.
- The mall property, without the anchor properties, shed 94% of its value over the 20-year period, falling from \$113 million to \$6.5 million.
- The five Gwinnett Place Mall anchor store properties all lost significant value, ranging from a 37% decline to a 77% decline.

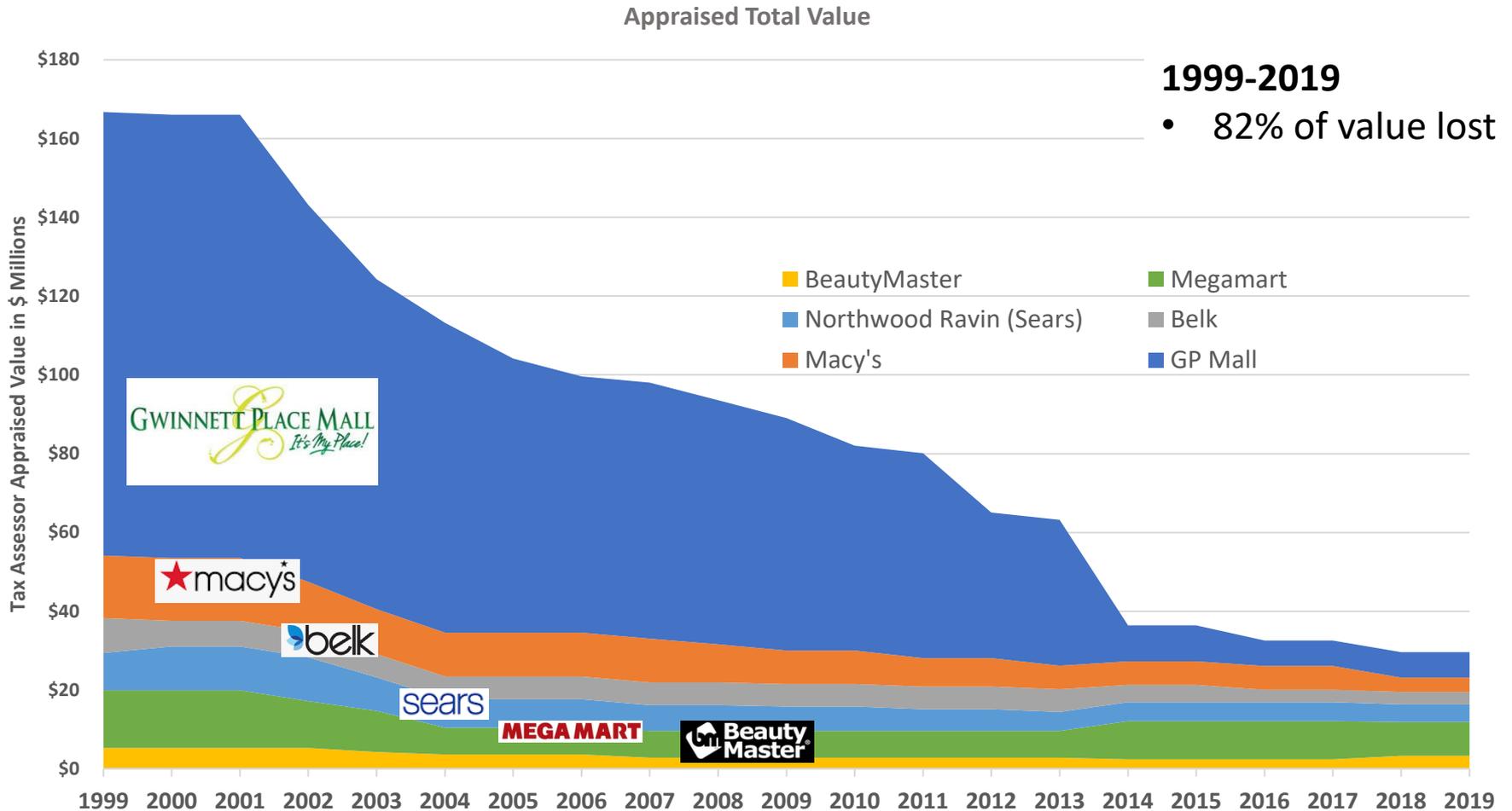
Tax Year	Gwinnett Place Mall	Anchors					Total Appr. Value
		Macy's	Belk	Beauty Master (JC Penny)	Northwood Ravin (Sears)	Mega-mart	
1999	\$112.6	\$15.9	\$8.8	\$5.3	\$9.5	\$14.6	\$166.7
2000	\$112.6	\$15.9	\$6.6	\$5.3	\$11.1	\$14.6	\$166.1
2001	\$112.6	\$15.9	\$6.6	\$5.3	\$11.1	\$14.6	\$166.1
2002	\$95.7	\$12.6	\$6.6	\$5.3	\$11.1	\$11.9	\$143.2
2003	\$83.7	\$11.4	\$5.9	\$4.3	\$8.5	\$10.4	\$124.3
2004	\$78.6	\$11.2	\$5.7	\$3.7	\$7.2	\$6.8	\$113.2
2005	\$69.5	\$11.2	\$5.7	\$3.7	\$7.2	\$6.8	\$104.1
2006	\$65.0	\$11.2	\$5.7	\$3.7	\$7.2	\$6.8	\$99.6
2007	\$65.0	\$11.2	\$5.7	\$2.8	\$6.5	\$6.8	\$98.1
2008	\$62.0	\$9.7	\$5.7	\$2.8	\$6.5	\$6.8	\$93.6
2009	\$59.0	\$8.5	\$5.7	\$2.8	\$6.2	\$6.8	\$89.1
2010	\$52.0	\$8.5	\$5.7	\$2.8	\$6.2	\$6.8	\$82.1
2011	\$52.0	\$7.2	\$5.7	\$2.8	\$5.5	\$6.8	\$80.1
2012	\$37.0	\$7.2	\$5.7	\$2.8	\$5.5	\$6.8	\$65.1
2013	\$37.0	\$6.0	\$5.7	\$2.8	\$4.8	\$6.8	\$63.2
2014	\$9.1	\$6.0	\$4.4	\$2.4	\$4.8	\$9.7	\$36.4
2015	\$9.1	\$6.0	\$4.4	\$2.4	\$4.8	\$9.7	\$36.4
2016	\$6.5	\$6.0	\$3.2	\$2.4	\$4.8	\$9.7	\$32.6
2017	\$6.5	\$6.0	\$3.2	\$2.4	\$4.8	\$9.7	\$32.6
2018	\$6.5	\$3.6	\$3.2	\$3.3	\$4.4	\$8.6	\$29.7
2019	\$6.5	\$3.6	\$3.2	\$3.3	\$4.4	\$8.6	\$29.7

Source: Gwinnett County Tax Assessor

MALL OPPORTUNITY ANALYSIS

20-Year Value History of Core Gwinnett Place Mall Properties

- This chart illustrates the relative value decline of Gwinnett Place Mall's core properties over 20 years.

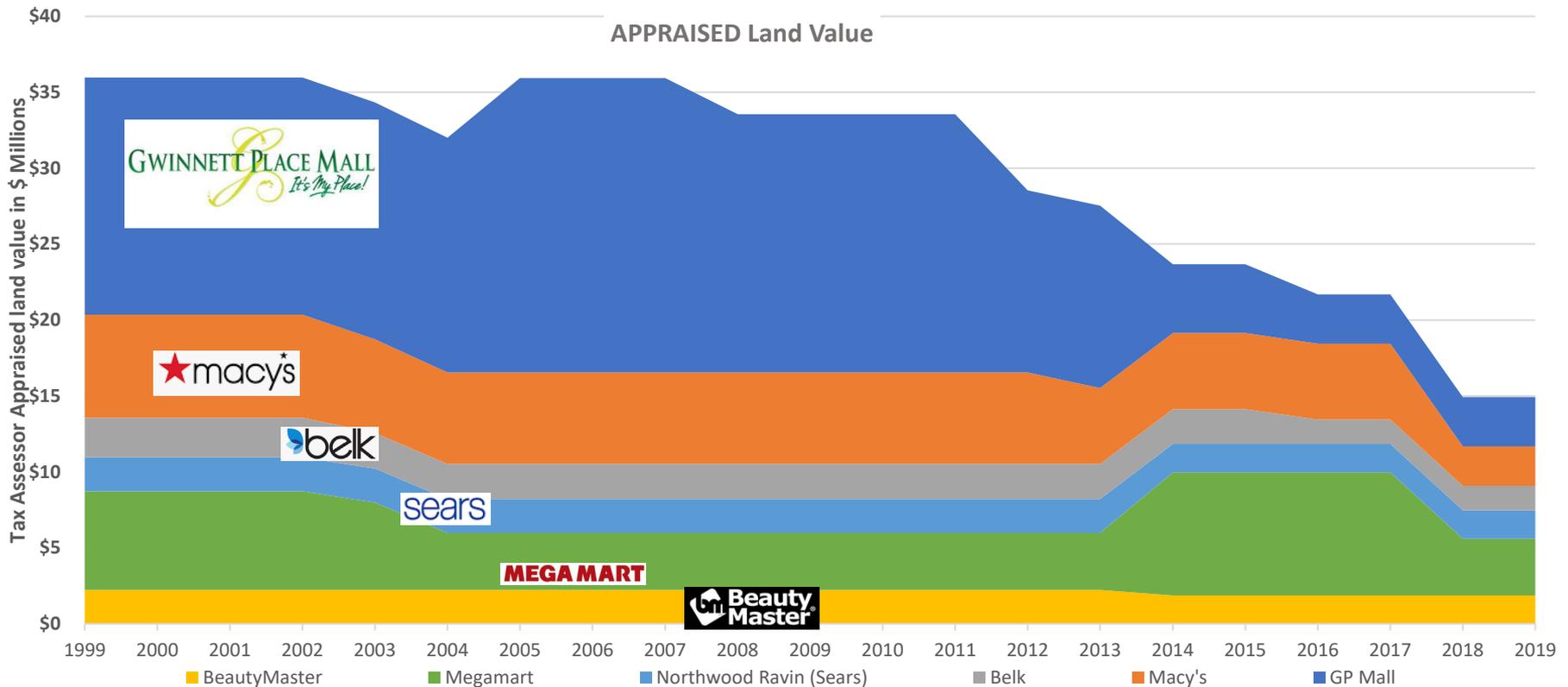


Source: Gwinnett County Tax Assessor

MALL OPPORTUNITY ANALYSIS

20-Year Value History of Core Gwinnett Place Mall Properties

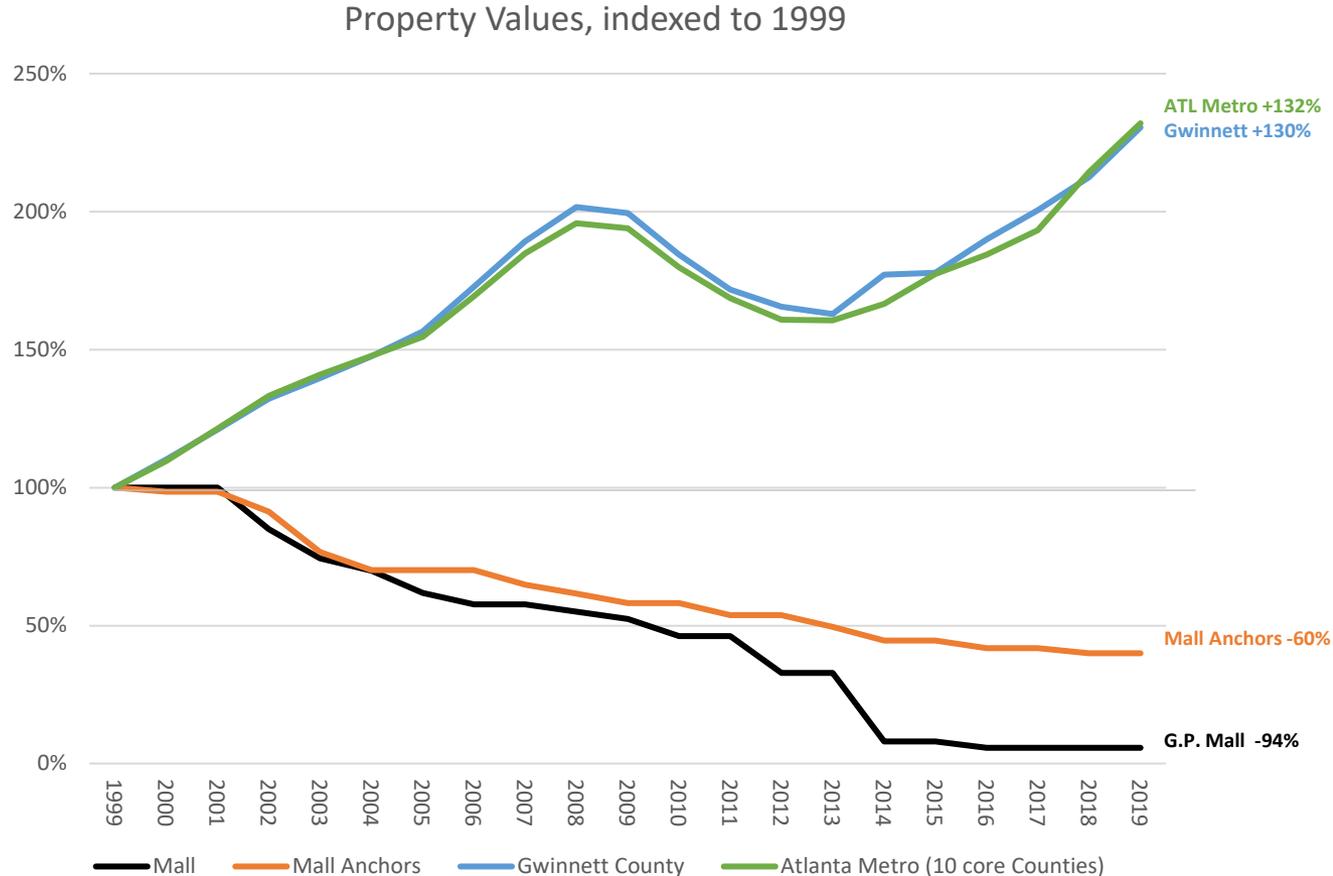
- Surprisingly, it is not just the value of Gwinnett Place Mall's buildings that has declined as the mall has struggled over the 20-year period.
- The appraised value of the land beneath the mall and its core anchor parcels shed 58% of its appraised value since 1999.
- The value of the land beneath the Gwinnett Place Mall has lost 79% of its value, declining from \$16 million to \$3 million.
- The five anchor stores have each lost land value, ranging in decline from 17% to 62%.



MALL OPPORTUNITY ANALYSIS

20-Year land value History of Core Gwinnett Place Mall Properties

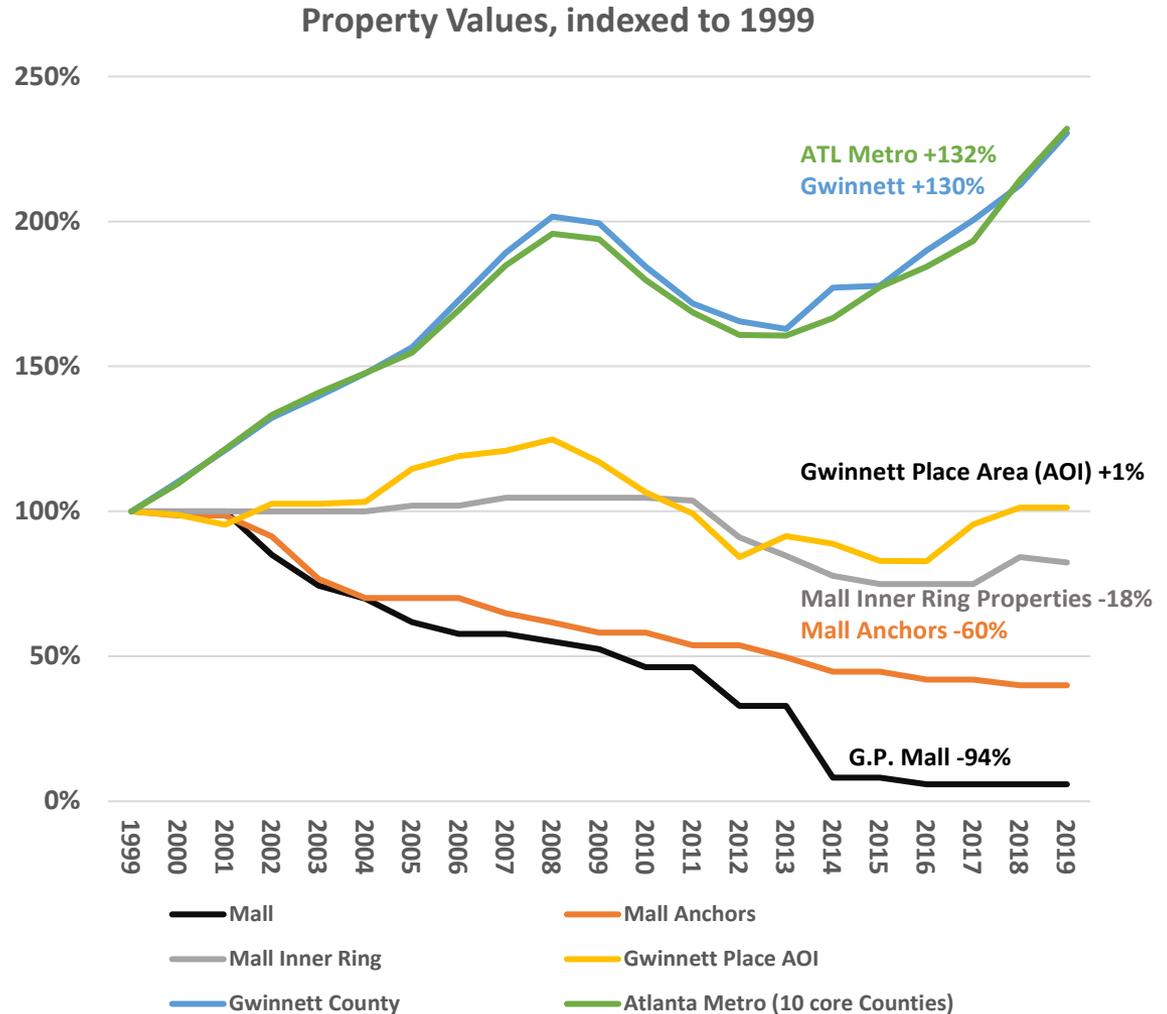
- It is helpful to place the decline of the Gwinnett Place Mall's decline against the larger context of Gwinnett County overall and the Atlanta region.
- This helps us account for location factors, and the significant impact of the 2006-08 recession.
- Over the 20-year period from 1999 to 2019:
 - **Gwinnett County's** tax digest **increased** by 130%
 - The **Atlanta 10-county region** combined tax digest **increased** by 132%
 - **Gwinnett Place Mall's** tax value **decreased** by 94%
 - The **five anchor stores** tax value **decreased** by 60%



MALL OPPORTUNITY ANALYSIS

The “Anchor Effect”.

- Often in real-estate and economic development, we talk about the “Halo Effect” in which the successful development, redevelopment, or renovation of one building or property will increase value and activity at other nearby properties.
- The converse of that is the “**anchor effect**” in which a declining or blighted property inhibits or depresses values and economic activity at adjacent buildings.
- An analysis of real estate values over the past 20 years shows that the properties closest to the Gwinnett Place Mall have shown a long-term pattern of decline proportional to their proximity to the mall.
- The decline and lack of investment in the Gwinnett Place Mall has adversely impacted a much larger area.



MALL OPPORTUNITY ANALYSIS

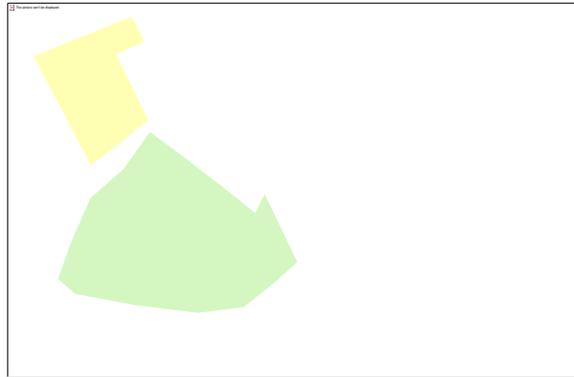
“Halo Effect” Case Study

The “Halo Effect” is what happens when positive conditions at a key “catalyst” redevelopment site drives additional growth and redevelopment at adjacent sites.

- Raleigh, NC’s **North Hills Mall** is a case study of a similarly situated mall that shows what might have happened at Gwinnett Place under different circumstances.



2002- Failing mall purchased for redevelopment. Plan calls for partial demo with redevelopment.



2005- Redeveloped mixed-use center opens, some buildings remain, new activity to north.



2013- Success inspires further redevelopment to east, including high-rise office.



2020- 18 years later, 102 acres redeveloped. Average land value \$21m/acre.



2020- Mall owner announces 2nd redevelopment phase. Five mixed-use buildings of up to 12 stories over old JCPenney.

MALL OPPORTUNITY ANALYSIS

How Other Malls Adapted

- The past 20 years have been brutal for enclosed malls, a retail form that peaked in the 1980s and early 1990s.
 - Real estate analysts predict that 30%-40% of the estimated 1,200 malls that exist nationwide will cease to exist by the end of the decade.
- While only the strongest malls will survive what some call a “retail apocalypse,” all mall properties must adapt to the changing economics and consumer preferences.
 - Many malls have simply closed, to be demolished and redeveloped into other uses.
 - Many malls have adapted by in-filling underutilized parking areas with new buildings.
 - Some malls have adapted by repurposing vacant anchor boxes to other uses, such as government services, schools, offices, or health centers.
 - Some malls have undergone major renovations, including partial redevelopment, “de-roofing” or refacing.
 - Some malls have adapted by undergoing partial or complete transformation into mixed-use activity centers.
 - Many malls, however, simply continue to exist as “dead malls.”

ATLANTA
BUSINESS CHRONICLE

Brookfield to remake Cumberland Mall into modern, 17-acre town center



The Cumberland Mall redevelopment project would focus on the area once anchored by the Sears department store.

BUCKHEAD ATLANTA DEVELOPMENT NEWS ATLANTA CONSTRUCTION NEWS

Phipps Plaza to go vertical with offices, residences, sleek hotel

Development will overtake the current Belk store, which will be closed.
By Michael Kahn | Nov 15, 2017, 8:01am EST

f t e SHARE



A rendering offering a glimpse of the proposed development surrounding Phipps Plaza, including an office tower and athletic club.

WHAT
NOW

REAL ESTATE, RETAIL

Lenox Square Mall slated for \$10 Million ‘facelift’

Buckhead mall to update its look in anticipation of new retailers in 2013.

CURBED
ATLANTA

AJC

Atlanta, News, Now.

News Georgia Politics County By County Coronavirus Things To Do Life Sports ePaper

Support Local Journalism. Subscribe today for 99¢.

Film studio to be built at former Shannon Mall



RETAILING

ATLANTA
BUSINESS CHRONICLE

Decade of Growth: Big redevelopment plans submitted for North Point Mall

Another aging suburban mall is attempting to stay relevant. This time it's Alpharetta's North Point Mall.

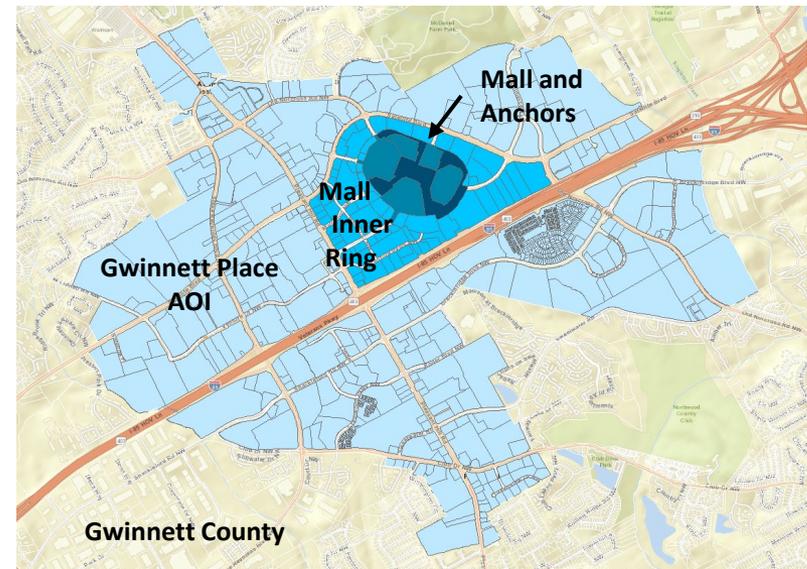
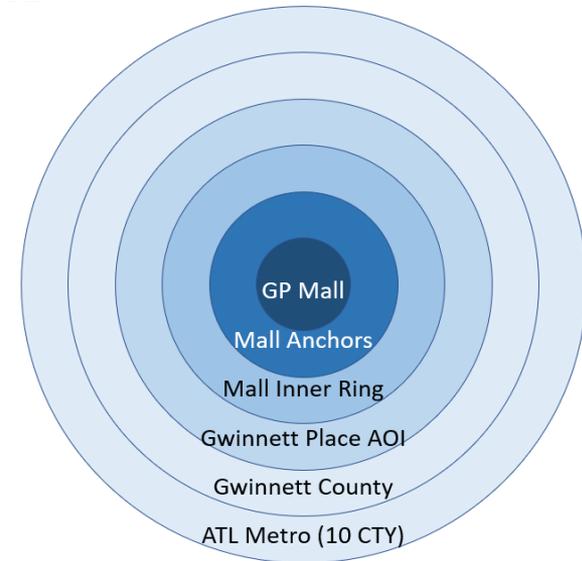
Mall owner General Growth Properties just submitted a big redevelopment plan for the mall that opened in 1993. The Sears department store that closed in July will be removed, according to plans. A new project will rise in its place on about 14 acres, including 328 apartments and almost 30,000 square feet of retail and restaurant space. It will create a new entrance to the mall with a community gathering space.

MALL OPPORTUNITY ANALYSIS

Opportunity Analysis Methodology

How can we quantify the true cost of the decline of Gwinnett Place Mall, including actual costs and revenues, lost opportunity costs, and the impacts of “anchor” and “halo” effects?

- We start by considering Gwinnett Place Mall as the center of a bullseye, surrounded by concentric rings of properties.
- As a starting point, we use the relative growth or decline in property values in each ring of the bulls-eye from 1999 to 2019.
- We then model different scenarios based on assumptions of how the values within each ring might have been different, and how that might impact values in adjacent rings as examples of a “halo” or “anchor” effect.
- We compare the modeled property values in each scenario with the actual values from 1999-2019.
- Using the *Revenue and Economic Impact Analysis* for the Gwinnett Place Area of Influence (AOI) we can estimate public revenues using property value as an indicator of economic activity.
- Based on the difference between the modeled property values in each scenario and the actual values, we can estimate the amount of public revenues that would have occurred under each scenario but did not. This is our *Opportunity Cost*.



MALL OPPORTUNITY ANALYSIS

Opportunity Costs

Appraised property values are the most direct way to track the economic performance of the Gwinnett Place Mall and nearby properties.

Furthermore, property values directly correlate with property tax revenues, which are important sources of revenue for both Gwinnett County and Gwinnett County Schools.

- **Every \$1 million in lost property value represents the loss of annual property tax revenue of \$5,300 to Gwinnett County and \$10,800 to Gwinnett County Schools.**

As demonstrated in the *Revenues and Economic Impacts* section of this study, property taxes are just a portion of the overall flow of public revenues resulting from economic activity in Gwinnett County. This activity also generates:

- Sales taxes;
- Income taxes;
- Liquor & tobacco taxes;
- Hotel taxes and fees;
- Business licenses;
- Impacts from spending related to construction;
- Indirect economic impacts as businesses and employees recirculate money earned within the county.

We have already looked at the revenues and economic impacts of the Gwinnett Place area of influence as it stands today.

Comparing those revenues and impacts to “what if” scenarios allow for a true value on the lost opportunities created by the decline of Gwinnett Place Mall.

Net Revenue and Impact Multipliers

(Public revenues from all sources)

Recurring benefits per \$1 million of market value

Revenues to Gwinnett County	\$12,384
Revenues to Gwinnett Schools	\$13,811
Revenues to the State of GA	\$61,790
Economic Impacts* to Gwinnett	\$5,459,503
Economic Impacts* to GA	\$7,221,789

New Jobs per \$1 million of market value

Jobs in Area (Assuming 50% commercial redevelopment)	9.8
Jobs in GA (Assuming 50% commercial redevelopment)	14.8

One-time benefits per construction impacts per \$1 million of development spending

Revenues to Gwinnett County	\$8,558
Revenues to Gwinnett Schools	\$4,221
Revenues to the State of GA	\$17,640
Economic Impacts* to Gwinnett	\$1,707,500
Economic Impacts* to GA	\$2,273,400
1-Year Construction Jobs	5.31

* Economic Impacts in this case refers to *annual output* based on RIMSII Economic Analysis, including direct and indirect impacts. Output quantifies the value of goods and services being produced/sold in an area.

Source: *Revenue and Economic Impact Analysis*, earlier in this document

MALL OPPORTUNITY ANALYSIS

The Power of Public Investment

As we imagine alternate scenarios for the recent past of the Gwinnett Place Area, we also must imagine a catalyst that drives the alternate scenarios and makes them possible.

- *What is different in these alternate timelines that drives a different outcome?*
- The answer is public investment. Two of these scenarios assume a deliberate program of public investment designed to catalyze redevelopment or investment in the mall property, its anchors, or the inner ring surrounding the mall.
- The intention of this scenario exercise is to demonstrate how the costs of investment into economic development can drive significant returns to the public sector, especially when considered as a long-term investment.

- **Who?** Public investment could come from Gwinnett County, the development authority of Gwinnett County, an urban redevelopment agency, or any similar entity created for this purpose.
- **What?** The investment could take on multiple overlapping forms:
 - Direct subsidy such as bonds, loans or grants, or TAD funding;
 - Tax abatements;
 - Public investment in key infrastructure such as signature parks or plazas, stormwater, roads, parking decks, or other elements of redevelopment such as demolition;
 - Land acquisition, assembly and sale;
 - Commitments to occupy space as anchor tenant.
- **When?** The redevelopment scenarios contemplate that a significant pledge to public investment catalyzed development activity in 2004.
 - This is the point when the pattern of the decline of the mall would have become clear;
 - This is prior to the disruption of the 2008 recession;
 - This is the time when many other of local and national mall redevelopment success stories began to occur;
 - This time frame reveals the long-term economic benefits of public investment.
- **How much?** While this is obviously a key question, it all depends on the specifics of the case.
 - Typically, the amount of a redevelopment-driven economic development investment of this scale is between \$5 million and \$50 million.
 - Depending on the structure of the subsidy, it may be spread over many years, or partially or fully recouped through land disposition or value capture through a TAD or similar program.



MALL OPPORTUNITY ANALYSIS

The Power of Public Investment

Most successful large redevelopment projects are often the result of a public-private partnership that involves extensive participation, support, and investment from public sector entities over an extended period. When well-conceived and well-executed, these partnerships result in significant net economic gains to the sponsoring jurisdictions.

Downtown Duluth: City acquired, assembled, and disposed land, built a signature town green, subsidized development with TAD funding.
Estimated land value today=\$1.9 m/Ac



Duluth

Suwannee Town Center: City acquired, assembled and disposed land, built signature town green.
*Estimated land value today=\$1.9 m/Ac Commercial (Including park)
6.0 m/Ac for townhome residential*



Suwannee

Avalon Alpharetta: Fulton County Development Authority pledged \$50M in tax abatements.
Estimated land value today= \$18 m/Ac



Avalon

Atlanta BeltLine: Public authority acquired land, funded construction of park and path using TAD and other funding Sources, County tax abatements for new development.
Estimated land value= as high as \$28 m/Ac



Atlanta BeltLine

Atlantic Station: Public Authority acquired, assembled and disposed land, funded remediation, site prep, road network, shared parking decks, parks and stormwater using TAD.
Estimated land value= as high as \$225m/Ac



Atlantic Station

Downtown Kennesaw: City, DDA & URA collaborated with planning, regulatory changes, land assembly acquisition, funding of parks and infrastructure and municipal parking deck, City Hall expansion.
Estimated land value= as high as \$3.1 m/Ac



Kennesaw

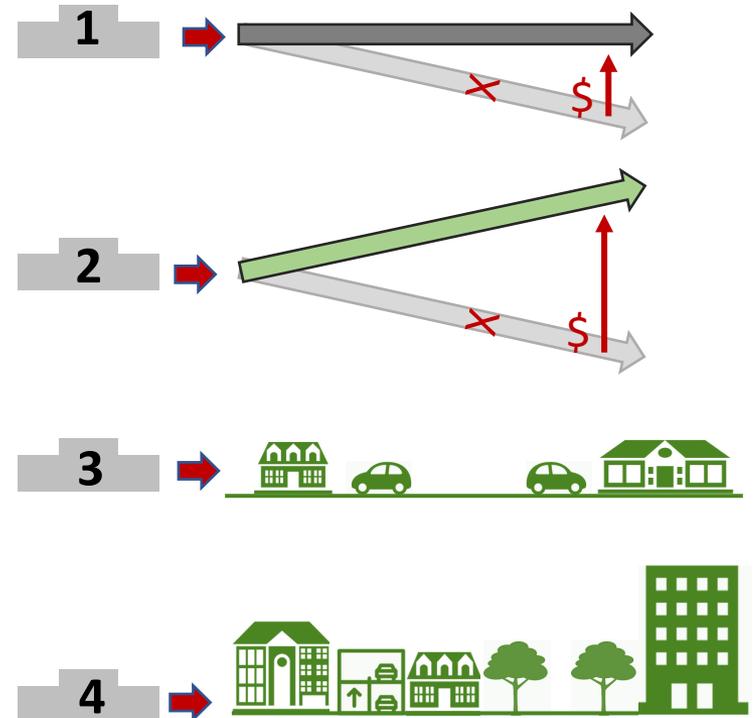
MALL OPPORTUNITY ANALYSIS

Overview of Scenarios

Gwinnett Place Mall and nearby properties may have taken various divergent paths over the past 20 years

We can consider the following scenarios:

- 1. No Growth:** What if the mall and the anchor properties did not lose value over the 20 years? What if their values remained flat, with no growth and no redevelopment?
- 2. Average Growth:** What if the Mall and anchor properties grew modestly over the 20-year period, perhaps the same pace as Gwinnett County as a whole?
- 3. Modest Redevelopment:** What if the Mall and anchor properties had experienced partial redevelopment at the modest scale seen in other nearby Gwinnett communities such as Downtown Duluth, Suwanee, or Peachtree Corners?
- 4. Major Redevelopment:** What if the Mall and anchor properties had experienced substantial redevelopment and re-emerged as a major regional mixed-use activity center, similar to Atlantic Station?



MALL OPPORTUNITY ANALYSIS

Scenario 1: What if the mall maintained its value?

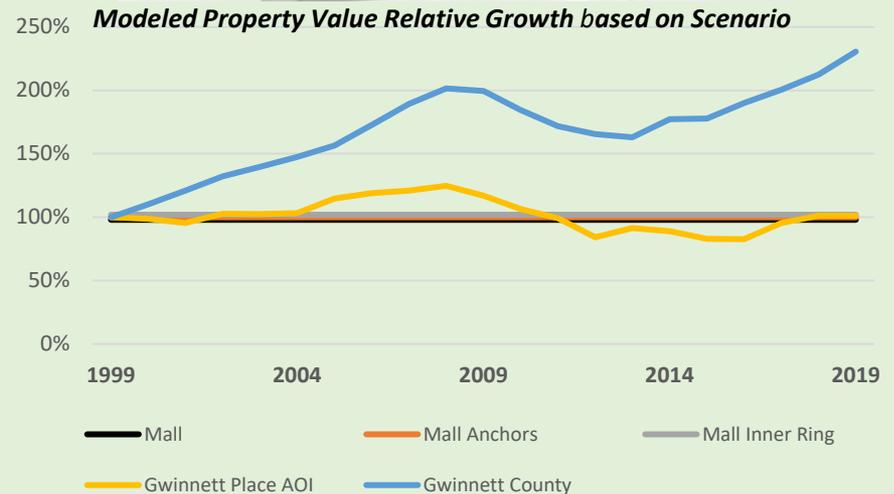
This scenario is a conservative approach that serves as a baseline to determine the total loss of value and opportunity costs from Gwinnett Place Mall since it began to decline around 1999.

What would the difference be if the mall, its anchors, and the inner ring of properties did not decline in value, but instead maintained their 1999 values, with no value growth and no redevelopment?

Assumptions:

- Mall: 0% growth, maintain 1999 Values
- Mall Anchors: 0% growth, maintain 1999 Values
- Mall Inner Ring: 0% growth, maintain 1999 Values
- Gwinnett Place AOI: Use actual values
- Gwinnett County: Use actual values
- Redevelopment activity: None
- TAD: Established 2009, collects county & school tax
- Public Investment: NA

Scenario 1: No Growth, No Decline, No Redevelopment



MALL OPPORTUNITY ANALYSIS

Scenario 1: Impact of the mall maintaining its value

Under this scenario, the following additional revenues and benefits would have accrued from 1999-2019:

- *\$170 million in additional 2019 property value;*
- *\$19 million in revenue to Gwinnett County;*
- *\$21 million in revenue to Gwinnett Schools;*
- *\$114 million in revenue to the State of GA;*
- *\$16 million collected in the Gwinnett Place TAD account since 2009;*
- *\$10 billion economic impact in Gwinnett;*
- *\$13 billion economic impact state-wide;*
- *1,669 additional jobs in the Gwinnett Place area;*
- *2,516 additional jobs in the state of Georgia.*

What does this mean? This is a baseline exercise to quantify the overall opportunity cost represented by the decline of the mall.

- It demonstrates that as the mall declined in value, it cost the community more than just lost revenue from property tax.
- **The decline of the mall also represents lost opportunities for business, jobs, growth, and economic activity that would have resulted in a broad stream of revenue and economic impacts, to Gwinnett County, Gwinnett County Schools, the metro Atlanta region and the state of Georgia.**
- Thus, as the mall declined in value by \$106 million over 20 years, its anchor stores and adjacent properties declined by an additional \$64 million (an example of the “anchor effect”) for a total loss of \$170 million in property value.
- This lost property value could have generated \$19 million in new revenues to the County over that 20-year period, while generating \$135 million in additional schools and state revenues, while also supporting over 1,600 additional local jobs and over 2,500 jobs statewide.
- **This is the most conservative scenario, assuming zero value growth, and zero redevelopment.**

MALL OPPORTUNITY ANALYSIS

Scenario 2: What if the mall's value grew at an average rate?

The previous scenario applied a very conservative zero-growth/zero-decline assumption for the mall. Scenario 2, also hypothetical, looks more closely at the anchor effect.

It asks: *What would the difference be if the mall, its anchors, the inner ring of properties, and the Gwinnett Place Area experienced "average" growth over the period, with value appreciation matching the Gwinnett County?*

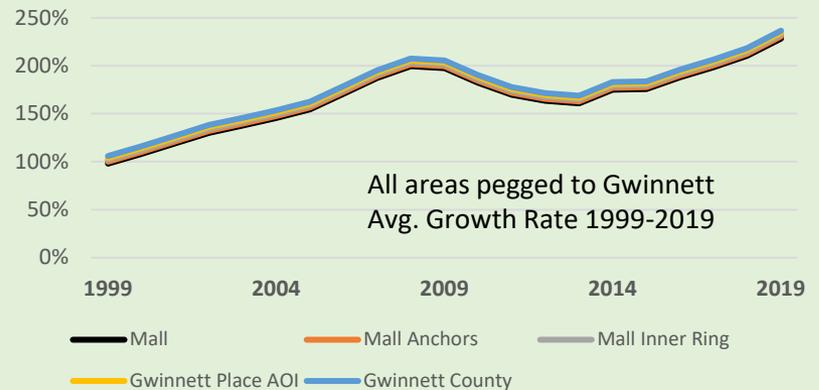
Assumptions:

- Mall: +132% growth to match Gwinnett avg.
- Mall Anchors: +132% growth to match Gwinnett avg.
- Mall Inner Ring: +132% growth to match Gwinnett avg.
- Gwinnett Place AOI: +132% growth to match Gwinnett avg.
- Gwinnett County: Use actual values
- Redevelopment activity: None
- TAD: Established 2009, collects county & school tax
- Public Investment: NA

Scenario 2: Average Growth, No Decline, No Redevelopment



Modeled Property Value Relative Growth based on Scenario



MALL OPPORTUNITY ANALYSIS

Scenario 2: Impact of the mall value growing at an average rate

Under this scenario, the following additional revenues and benefits would have been accrued from 1999-2019:

- *\$2.8 billion in additional 2019 property value;*
- *\$360 million to Gwinnett County;*
- *\$395 million to Gwinnett Schools;*
- *\$1.9 billion to the State of GA;*
- *\$50 million collected in the Gwinnett Place TAD account since 2009;*
- *\$165 billion economic impact in Gwinnett;*
- *\$218 billion economic impact state-wide;*
- *27,163 additional jobs in the Gwinnett Place area;*
- *40,993 additional jobs in the state of Georgia.*

What does this mean? This is another baseline exercise to quantify the overall opportunity cost represented by the decline of the mall.

- If the land and buildings that existed at Gwinnett Place Mall and the surrounding Gwinnett Place CID had simply grown or declined at the same average rate of all properties in Gwinnett County, without any major redevelopment or construction, that growth would have generated \$2.8 billion in additional property value by 2019.
- This additional growth would have generated \$360 million in new revenues to the County over that 20-year period, while generating \$2.3 billion in additional schools and state revenues, while also supporting over 54,000 additional local jobs and over 80,000 jobs statewide.
- Again, this is a conservative scenario that does not envision any significant redevelopment or change of land use or density at the mall or anywhere within the Gwinnett Place area.
- This average growth scenario exceeds the performance of both redevelopment scenarios, showing that:
 - It is very difficult to reverse the impacts of even a few years of decline.
 - What we now consider “major redevelopment” is likely where the area would have ended up naturally under reasonably healthy economic and growth conditions, even accounting for the 2008 recession.

MALL OPPORTUNITY ANALYSIS

Scenario 3: What if the mall had been redeveloped at a modest scale?

In this scenario we imagine that Gwinnett County, or another public agency, chose to make a \$25 million public investment in the Gwinnett Place mall area in 2004 that catalyzed modest redevelopment, similar to that seen in other nearby redevelopment projects in Gwinnett County.

It asks: *What would the difference be if the mall and its anchors were partially or fully redeveloped starting in 2004, at a modest scale (1-2 stories, surface parking) similar to that of Downtown Duluth, Suwannee Town Center or the Forum at Peachtree Corners?*

Assumptions:

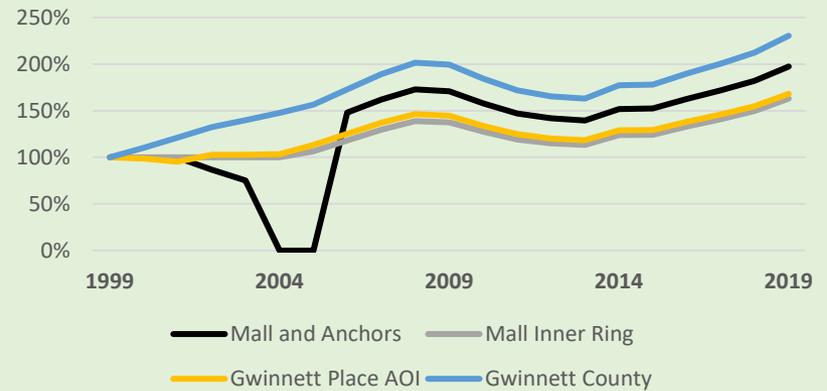
- Mall: Zero value in 2004, & 2005, \$2.5M/Acre starting in 2006, increase at avg. County rate 2007+
- Mall Anchors: Zero value in 2004, & 2005, \$2.5M/Acre starting in 2006, increase at avg. County rate 2007+
- Mall Inner Ring: Actual Values to 2004, County avg.+ 5% subsequent years (halo effect)
- Gwinnett Place AOI: Actual Values to 2004, County avg.+ 2% subsequent years (halo effect)
- Gwinnett County: Use actual values
- Redevelopment activity: 100% of mall & anchors, 5% of Inner Ring, 2% of AOI redeveloped
- TAD: Established 2009, collects county & school tax
- Public Investment: \$25 million

Scenario 3: Modest Scale Redevelopment

*Example of modest-scale redevelopment
Suwannee Town Center, 2004-2006.*



Modeled Property Value Relative Growth based on Scenario



MALL OPPORTUNITY ANALYSIS

Scenario 3: Impact of the mall redeveloped at a modest scale

Under this scenario, the following additional revenues and benefits would have been accrued from 1999-2019:

- *\$1.6 billion in additional 2019 property value;*
- *\$140 million to Gwinnett County;*
- *\$148 million to Gwinnett Schools;*
- *\$744 million to the State of GA;*
- *\$71 million collected in the Gwinnett Place TAD account since 2009;*
- *\$66 billion economic impact in Gwinnett;*
- *\$87 million economic impact state-wide;*
- *15,447 additional jobs in the Gwinnett Place area;*
- *23,283 additional jobs in the state of Georgia.*

What does this mean? This scenario shows the relationship between public investment and public benefits from redevelopment and economic development.

- In this case, a public agency committed \$25 million to incentivize redevelopment. This could have gone to land acquisition, the construction of a park or plaza, infrastructure, tax abatements or any other combination of incentives; i.e., enough to catalyze change.
- The development of the mall and its anchors, and the promise of positive investment, would invigorate modest additional growth in the surrounding area, an example of the “halo effect.”
- Overall, the redevelopment at the mall would drive the additional property value growth of \$1.6 billion in additional property value by 2019 compared to today’s actual values.
- The incremental development would have accrued \$71 million into the Gwinnett Place TAD account, which could pay off the initial investment and fund other initiatives and infrastructure in the area.
- This additional growth would have generated \$140 million in new revenues to the County over that 20-year period. This represents a dollar for dollar return of over \$5.6 in revenue over 15 years for every \$1 invested in 2004, or a return on investment of 12% annually.
- The redevelopment would also generate \$892 billion in additional school and state revenues, while also supporting over 15,000 additional local jobs and over 23,000 jobs statewide.



MALL OPPORTUNITY ANALYSIS

Scenario 3: Impact of the mall redeveloped at a modest scale

Revenues from Construction

Construction activity, both at the redevelopment site, and in the larger Gwinnett Place Area, would bring significant one-time public benefits to the County.

This scenario assumes that:

- 100% of the Mall and anchors site is redeveloped over the 20-year period. (Construction value = 100% of estimated 2006 value)
- 10% of the properties in the inner Mall ring is redeveloped over the 20-year period.
- 2% of the properties in the inner Mall ring is redeveloped over the 20-year period.

Construction activity generates public revenues in several different ways:

- Sales tax revenue local spending on construction materials and retail goods
- Revenues from taxes, permits and fees.
- Creation of local construction, design, and engineering jobs.
- Payroll, benefits and taxes for local construction, design and engineering jobs.

This redevelopment scenario would generate the following one-time benefits from construction and development activity:

- **\$274** million in total construction spending.
- **\$2.3** million in revenues to Gwinnett County from taxes, permits and fees.
- **\$1.2** million in sales tax revenues to Gwinnett County Schools
- **\$4.8** million in revenues to the State of Georgia from sales and income taxes.
- **1,455** one-year equivalent local construction, design and engineering jobs.
- **\$468** million in direct and indirect economic impacts to Gwinnett County.
- **\$622** million in direct and indirect economic impacts to Gwinnett.

MALL OPPORTUNITY ANALYSIS

Scenario 4: What if the Mall's had been redeveloped at a regionally-significant scale?

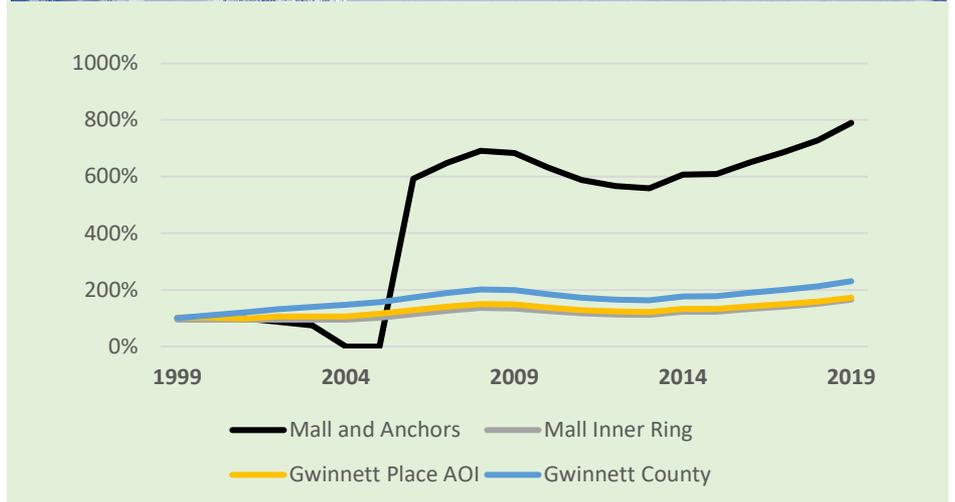
In this scenario we imagine that Gwinnett County, or another public agency, chose to make a \$100 million public investment in the Gwinnett Place Mall area in 2004, that catalyzed a major mixed-use redevelopment, similar in scale to Avalon in Alpharetta or Raleigh's North Hills Mall.

What would the difference be if the mall and its anchors were partially or fully redeveloped starting in 2004, at a higher-density scale (5-6 story mixed-use, some signature office towers, structured parking)?

Assumptions:

- Mall: Zero value in 2004, & 2005, \$10 M/Acre starting in 2006, increase at avg. County rate after 2006
- Mall Anchors: Zero value in 2004, & 2005, \$10 M/Acre starting in 2006, increase at avg. County rate after 2006
- Mall Inner Ring: Actual values to 2004, increase at Gwinnett avg. +10% subsequent years (halo effect).
- Gwinnett Place AOI: Actual Values to 2004, Gwinnett avg.+ 4% subsequent years (halo effect).
- Gwinnett County: Use actual values
- Redevelopment activity: 100% of mall & anchors, 10% of Inner Ring, 4% of AOI
- TAD: Established 2009, collects county & school tax
- Public Investment: \$100 million

Scenario 4: Regional Scale Redevelopment



MALL OPPORTUNITY ANALYSIS

Scenario 4: Impact of the mall redeveloped at a regionally-significant scale

Under this scenario, the following additional revenues and benefits would have been accrued from 1999-2019:

- *\$2.6 billion in additional 2019 property value;*
- *\$256 million to Gwinnett County;*
- *\$264 million to Gwinnett Schools;*
- *\$1,429 million to the State of GA;*
- *\$155 million collected in the Gwinnett Place TAD account since 2009;*
- *\$126 billion economic impact in Gwinnett;*
- *\$167 million economic impact state-wide;*
- *25,200 additional jobs in the Gwinnett Place area;*
- *38,000 additional jobs in the state of Georgia.*

What does this mean? This scenario shows the relationship between public investment and public benefits from redevelopment and economic development.

- In this case, a public agency committed \$100 million to incentivize redevelopment. This could have gone to land acquisition, the construction of a park or plaza, infrastructure, tax abatements or any other combination of incentives; i.e., enough to catalyze significant change.
- The redevelopment of the mall and its anchors as a regional activity and business center, and the promise of positive investment, would invigorate modest additional growth in the surrounding area, an example of the “halo effect.”
- Overall, the redevelopment at the mall would drive the additional property value growth of \$2.6 billion in additional property value by 2019 compared to today’s actual values.
- The incremental development would accrue \$155 million into the Gwinnett Place TAD account, which could pay off the initial investment and fund other initiatives and infrastructure in the area.
- **This additional growth would have generated \$256 million in new revenues to the County over that 20-year period. This represents a dollar for dollar return of \$2.56 in revenue over 15 years for every \$1 invested in 2004, or a return on investment of 6% annually.**
- The redevelopment would also generate \$1.7 billion in additional schools and state revenues, while also supporting over 25,000 additional local jobs and 38,000 jobs statewide.

MALL OPPORTUNITY ANALYSIS

Scenario 4: Impact of the mall redeveloped at a regionally-significant scale

Revenues from Construction

Construction activity, both at the redevelopment site, and in the larger Gwinnett Place Area, would bring significant one-time public benefits to the County.

This scenario assumes that:

- 100% of the Mall and anchors site is redeveloped over the 20-year period. (Construction value = 100% of estimated 2006 value)
- 20% of the properties in the inner Mall ring is redeveloped over the 20-year period.
- 2% of the properties in the inner Mall ring is redeveloped over the 20-year period.

Construction activity generates public revenues in several different ways:

- Sales tax revenue local spending on construction materials and retail goods
- Revenues from taxes, permits and fees.
- Creation of local construction, design, and engineering jobs.
- Payroll, benefits and taxes for local construction, design and engineering jobs.

This redevelopment scenario would generate the following one-time benefits from construction and development activity:

- **\$1.1 billion** in total construction spending.
- **\$9.0 million in revenues to Gwinnett County** from taxes, permits and fees.
- **\$4.5 million in sales tax revenues to Gwinnett County Schools**
- **\$18.8 million in revenues to the State of Georgia** from sales and income taxes.
- **5,645 one-year equivalent local construction, design and engineering jobs.**
- **\$1.8 billion** in direct and indirect economic impacts to Gwinnett County.
- **\$2.4 billion** in direct and indirect economic impacts to Gwinnett.



MALL OPPORTUNITY ANALYSIS

Comparative Opportunity Analysis Summary for Four Redevelopment Scenarios 1999-2019

How much more revenue, impacts, value, and jobs would exist under the four scenarios, compared to the actual history of the Gwinnett Place area from 1999-2000?

Scenario	Actual	1. No Growth	2. Average Growth	3. Modest Redevelopment	4. Major Redevelopment
2019 Value of Mall & Anchors	\$29.7 million	\$157 million	\$363 million	\$311 million	\$1.2 billion
2019 Value of Overall Gwinnett Place Area (AOI)	\$1.8 billion	\$2.0 billion	\$4.6 billion	\$3.4 billion	\$4.3 billion
AOI Net New Property Value=Scenario vs. Actual		\$170 million	\$2.8 billion	\$1.6 billion	\$2.5 billion
Net Revenues to Gwinnett- Scenario Vs. Actual		\$19 million	\$360 million	\$143 million	\$265 million
Net Revenues to Gwinnett Schools- Scenario Vs. Actual		\$21 million	\$395 million	\$149 million	\$264 million
Revenues to Georgia		\$13 million	\$1.9 billion	\$743 million	\$1.4 billion
Total Public Revenues		\$53 million	\$2.7 billion	\$1.0 billion	\$1.9 billion
TAD Revenue since 2009		\$16 million	\$50 million	\$71 million	\$154 million
Net New Local Jobs		1,669	27,000	15,447	25,246
Estimated Investment (2004)				\$25 million	\$100 million
Public Revenues from Construction (Gwinnett, Gwinnett County Schools, State)				\$8.3 million	\$32 million
1-Yr Construction Jobs				1,455	5,645

MALL OPPORTUNITY ANALYSIS

Conclusions

This analysis shows that the decline of the Gwinnett Place Mall over the past twenty years goes far beyond the value of the mall itself.

- This decline, during which a large and vital piece of land in the Center of Gwinnett County was allowed to lay fallow, represents a generation of growth and economic activity that did not happen.
- Economic development is more than the recruitment of jobs and companies. Economic development is also the care and tending of existing economic assets that drive Gwinnett's economy.
- Often, economic development and public private partnerships is framed as "picking winners and losers". In fact, it is only winners that are picked. Losers become losers by default, from not becoming winners. Thus by failing to act proactively and affirmatively to protect and support an asset, it becomes a loser by default.
- In this scenario analysis, even the most aggressive investment and redevelopment scenario pales in comparison to maintaining a steady and average healthy economy and growth, year-after-year. This demonstrates how difficult it can be to catch up after just a few years of inaction or decline.

- The decline of the Gwinnett Place Mall over 20 years comes at a massive cost to Gwinnett County, Gwinnett County Schools, the State of Georgia and nearby businesses and property owners.
 - This cost represents both the decline in property values as well as the opportunity costs- the loss of revenues from economic activity that never happened.
- Long term decline is very difficult to reverse. Every year during which the Gwinnett Place area stagnates or declines pushes the starting line for recovery further back.
- The price tag of public investment can be daunting. However, the long-term benefits of this investment can be made-up in a relatively short period given careful planning, implementation, and administration.
 - In both redevelopment scenarios, as well as all of the redevelopment examples mentioned, the initial public investment is always recouped through larger revenue and economic benefits over a period of 10 or more years.
- Conversely, the price tag of a lack of public investment can be even more significant over the long term, as the area becomes less competitive and growth and success are kept at bay year after year.
- The business of redevelopment itself is an economic engine, creating local jobs, local revenues and economic impacts statewide.



GWINNETT PLACE CID ECONOMIC ANALYSIS AND STRATEGY DEVELOPMENT ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION



Bleakly Advisory Group



ECONOMIC DEVELOPMENT STRATEGY

Introduction

- The final task of this multi-part Economic Analysis and Strategy is the development of an economic development strategy and a set of actionable tactics to help support growth and redevelopment in the Gwinnett Place area.
- Thus far, this report has included:
 - A baseline assessment of demographic and real estate conditions and trends;
 - An analysis of activity in the Gwinnett Place Area compared against other nearby activity Centers;
 - A presentation of the public revenues and economic impacts benefits produced by economic activity in the Gwinnett Place area;
 - An examination of the opportunity costs presented by the long-term decline of the Gwinnett Place Mall, its impact on the larger Gwinnett Place Area and Gwinnett County.
- A successful strategy will fuse the findings of these analyses with lessons learned from previous efforts to propose tactics that can foster revitalization, redevelopment, and economic development in the Gwinnett Place area.
- The strategy will help define tactics designed to work towards the CID's economic vision and help to attract interest, buy-in and participation from key partners in the private and public sector.
- A CID is not a redevelopment or an economic agency. The CID's primary role in this strategy will be to continue to perform its primary task of supporting and enhancing the CID, while taking a lead role in communicating the importance of the Gwinnett Place area to potential partners, and continuing to make the case for support of, and investment in, the Gwinnett Place area.

ECONOMIC DEVELOPMENT STRATEGY

Overview of the 2014 Implementation Strategy/Work Plan

The Gwinnett Place CID produced an Implementation Strategy/Work Plan in 2014 as a follow-up to the Gwinnett Livable Centers Initiative Study (LCI) that examined physical, transportation, planning and economic strategies for enhancing and improving the Gwinnett Place area.

The stated goal of the plan was “to present an implementation work plan for achieving the redevelopment vision for the Gwinnett Place area” as envisioned in the LCI plan.

- Gwinnett Place CID initiated a special committee to help develop the work plan for implementation known as the **Gwinnett Place Redevelopment Catalyst Site Working Group**.
- The Working Group met four times to review research, previous plans, and consider recommendations by the consultants who produced the work plan.
- The final work plan was the result of research, interviews with major property owners, reviews of other successful redevelopment around the Atlanta metro area, and the input of the Working Group.
- The work plan’s strategy was summarized in seven key tasks, shown to the right.

From the 2014 Implementation Strategy/Work Plan:

Implementation Work Plan

Key Implementation Tasks for Gwinnett Place Redevelopment

1. Designate an Implementation Coordinator (IC)
2. Create an Implementation Leadership Working Group (ILWG)
3. Create the Key Public Amenity or Amenities
4. Identify, Negotiate & Implement Phase 1 Catalyst Development Projects
5. Create Benchmarks for Work Plan Progress
6. Create Re-branding and Marketing Strategy for Redeveloped Gwinnett Place Area
7. Conduct Ongoing Development & Promotion Activities

ECONOMIC DEVELOPMENT STRATEGY

Overview of the 2014 Implementation Strategy/Work Plan

Six years later, we can see that the 2014 strategy did not result in significant growth, redevelopment, interest, or increased activity in the Gwinnett Place area.

- Perhaps the most important contributor to the lack of meaningful results from this strategy was the failure of one of the fundamental foundations of that strategy: buy-in and participation from the CID's public and private partners in redevelopment.
- The strategy stated that "GPCID and partners have a shared interest and stake in fostering redevelopment in GPCID area."
- While Gwinnett Place CID staff and some partners pursued the tasks outlined in the plan, their efforts were met with limited interest or support from key public and private development partners.
- No redevelopment task force was ever convened and no major redevelopment projects were initiated in the months and years that followed.



ECONOMIC DEVELOPMENT STRATEGY

Overview of the 2014 Implementation Strategy/Work Plan

Another contribution factor to the lack of traction of the 2014 Strategy was a decision to not designate the Gwinnett Place Mall as a specific target for redevelopment, but instead focus on the larger area.

The justification of this approach made sense at the time:

- It was likely that that identifying a single, preferred redevelopment site would drive up acquisition costs of that site and limit opportunities to foster competition between sites.
- Many voiced concerns that singling out the mall for public investment would essentially reward the mall owners after they had demonstrated unwillingness to participate in redevelopment efforts or invest in the property.
- Others voiced concern that it was simply unfair to target a single a site above many potentially eligible sites, and that the County had no place “picking winners or losers.”
- It was believed that if public investment or other incentives were offered to the first party to present a valid redevelopment proposal, then property owners, particularly the owners of the mall, would be stirred to action by the promise of economic support.

In the ensuing years, we have learned three things:

- Successive owners of the Gwinnett Place Mall have not been responsive to this argument.
- The decline of the mall is negatively impacting the entire Gwinnett Place district.
- Numerous redevelopment initiatives in the district have failed or stalled, and uncertainty about the future of the mall is often cited as a core reason.

As a result of the lack of buy-in and support from key partners, and the choice to not focus on a particular site, the Redevelopment Strategy/Work Plan failed to advance past its first step.

- The CID continued to follow through on its own tasks, including commissioning redevelopment concept designs for catalyst sites, preparation of research and marketing materials, infrastructure, investments in public safety, and outreach to local and national developers, however none of these actions produced viable results.

ECONOMIC DEVELOPMENT STRATEGY

What has changed since 2014?

The world has become a dramatically different place since the 2014 strategy was developed. Many key demographic, economic, development, and social trends in Gwinnett County, and across the region, present a completely different context for redevelopment in 2020 and beyond:

- Gwinnett's continuing demographic and political evolution: Gwinnett has become much more racially and economically diverse, politically diverse, and urbanized.
- Numerous recent county-wide planning and visioning exercises have clearly and repeatedly identified the Gwinnett Place area as a place where change is desired and urban densities will be tolerated.
- Other areas in Gwinnett have demonstrated that a combination of vision and public-private partnership can lead to successful walkable mixed-use development that is market-feasible, beloved by the community, and a “home run” for public revenues.
- Other projects in the Atlanta region, such as Ponce City Market, Avalon, the Atlanta BeltLine, the Battery, and Woodstock have demonstrated that major mixed-use regional activity centers focused around public space can be major generators of economic benefits, as well as immensely popular with the public and visitors.

- Nearly every mall in the region has faced a reckoning similar to the Gwinnett Place Mall, and nearly all have taken some sort of action to reverse the trend of decline, most often with support and assistance from their local governments or development authorities.
- The Gwinnett Place CID has continued to accomplish modest but important incremental improvements to the area, including park paths, transportation improvements, sidewalks, and improvements to public safety, often with the support of Gwinnett County.
- Gwinnett County has begun to make investments in areas such as the Gwinnett Place CID, the Gateway 85 CID, Infinite Energy Center, and the Mall of Georgia. Investments include land purchases for future transit centers, partnership in proposed major mixed-use redevelopment, and a new TAD supported with a bond issuance.
- The Gwinnett Place Mall and its anchors have continued to decline with additional store closures and deferred maintenance, however revenue from filming and auto storage temporarily mitigate financial distress.



ECONOMIC DEVELOPMENT STRATEGY

The Roles and Limits of a CID

What role can a CID have in economic development?

- The Gwinnett Place CID’s mission is “To develop Gwinnett’s central business district as a hub for economic and employment activity.”
- The CID is most focused on the activities listed below, which enhance the environment for its stakeholders and members while working to make it more economically competitive. While CID is not well-positioned for business recruitment, development, or redevelopment, its activities can support those partners and agencies who are better positioned for those activities.

CID Activity	Comments / Recommendations
Landscaping & Maintenance	This has been GPCIDs most successful and visible activity.
Enhanced Security	In partnership with the Gwinnett Police Department, the CID has helped to fund safety and prevention measures such as license plate cameras and security patrols that have helped to significantly reduce crime through the Gwinnett Place CID
Placemaking	Identifying and soliciting public art projects and other placemaking initiatives is a relatively affordable way to enhance the area’s aesthetics and create a sense of vibrancy.
Branding and Marketing	In today’s competitive environment, updated branding is essential for districts to remain relevant.
Leadership, Advocacy	Staff & Board Members must consistently make the case for public investment in the GP area through a coordinated outreach effort
Paths & Sidewalks	Multi-use trails are the most emergent initiative for CIDs throughout the region. Trail-adjacent real estate is known to garner property value premiums. Through partnerships, consider using CID resources to enhance the planned local trail network.
Large Infrastructure	The GPCID can continue to partner with County and State agencies to support major infrastructure investment in the CID which in turn enhances the economic competitiveness of the area.
Wayfinding / Signage	The GPCID’s wayfinding and signage program is an essential part of the areas character and economic competitiveness.
Event Programming	Consider regular event programming and pop-up activities executed in partnership with CID business, property owners, local arts groups, and Gwinnett County. These events create activity and awareness, and are the first step towards placemaking.
Communications	Coordinate communications and messaging to members, community, and potential partners. Reinforce news of events in CID and coordinated messaging strategy.
Planning / Studies	The CID should continue to fund studies and analysis to support initiatives for planning and development, transportation, placemaking, economic development, design, and public art. These studies and the research and intelligence developed through them are an important part of the CID’s leadership, advocacy, and communications strategies.

ECONOMIC DEVELOPMENT STRATEGY

Partners in Redevelopment

Who are the public and private partners who have a role in economic development and revitalization in Gwinnett County, not just in the Gwinnett Place area, but throughout the county?

Directly responsible to Gwinnett Elected officials and County Administration:

- Gwinnett County Commission
- Gwinnett County Planning and Development
- Gwinnett County Economic Development
- Gwinnett County Transportation
- Gwinnett County Parks
- Gwinnett County of Water Resources
- Gwinnett County Tax Assessor

Independent, but responsive to Gwinnett County Elected Officials and Administration:

- Development Authority of Gwinnett County
- Partnership Gwinnett
- Gwinnett County Redevelopment Agency (Oversees TADs)
- GDOT

Independent /Private Sector:

- Gwinnett Place CID
- Gwinnett Place-area property owners
- Gwinnett Place-area businesses
- Private sector developers

ECONOMIC DEVELOPMENT STRATEGY

Summary of Economic Strategy

- 1. Win-Win:** Gwinnett County residents, businesses, and government benefits from success in the Gwinnett Place area as much as the Gwinnett Place CID benefits from County support.
- 2. The Mall is the thing:** The primary goal of any effort to incentivize growth, redevelopment or economic activity must focus on neutralizing the threat of continuing decline or inactivity at the Gwinnett Place Mall.
- 3. The CID can navigate, but Gwinnett County leadership must drive:** The Gwinnett Place CID is not a redevelopment or economic development agency. Gwinnett County, as the jurisdiction with authority over the Gwinnett Place area is the only organization with the legal, economic, and regulatory power to incentivize significant redevelopment in the Gwinnett Place area or anywhere in the County.
- 4. The lack of a decision to change paths means tacit endorsement of the current path:** The decision of whether Gwinnett leadership should take an active role in incentivizing growth and redevelopment in underdeveloped and declining area of the County such as the Gwinnett Place area must be framed against the current status quo

Summary of Economic Tactics

1. Big Investment
2. Create the Key Public Amenity
3. Take advantage of redevelopment authority powers
4. Take a more active approach to physical development as economic development
5. Create a Shared Stormwater Management facility
6. Renew or Expand Opportunity Zones
7. Public-Private Partnership
8. Uniformity of Tax Digest
9. Gwinnet County as an Anchor Tenant
10. Zoning and regulatory reform
11. Programs to support the development of workforce and affordable housing
12. Support transit expansion
13. Utilize the TADs
14. Increased Code Enforcement
15. Continue CID Activities

ECONOMIC DEVELOPMENT STRATEGY

Revised 2020 Gwinnett Place CID Economic Development Strategy

Based upon the current reevaluation detailed throughout this process, the following pages define a strategy and offer tactics to enhance economic development/real estate redevelopment in the Gwinnett Place CID over the next 10 years.

This strategy is built on a framework of four key pillars:

1. Win-Win
2. The Mall is the thing
3. The CID can navigate, but Gwinnett County leadership must drive.
4. The lack of a decision to change paths means tacit endorsement of the current path.

ECONOMIC DEVELOPMENT STRATEGY

Strategy 1: Win-Win

Gwinnett County residents, businesses, and government benefit from success in the Gwinnett Place area as much as the Gwinnett Place area and CID benefits from County support.

In fact, the Gwinnett Place area has important resources that Gwinnett will need over the coming decades to meet the challenges brought on by continued population growth in the county:

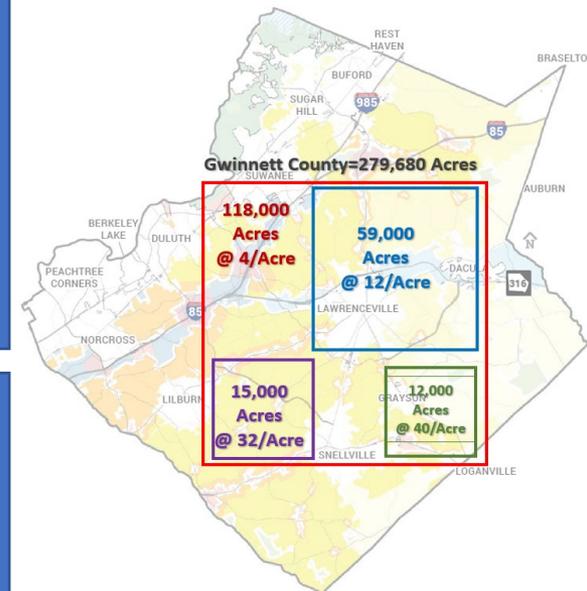
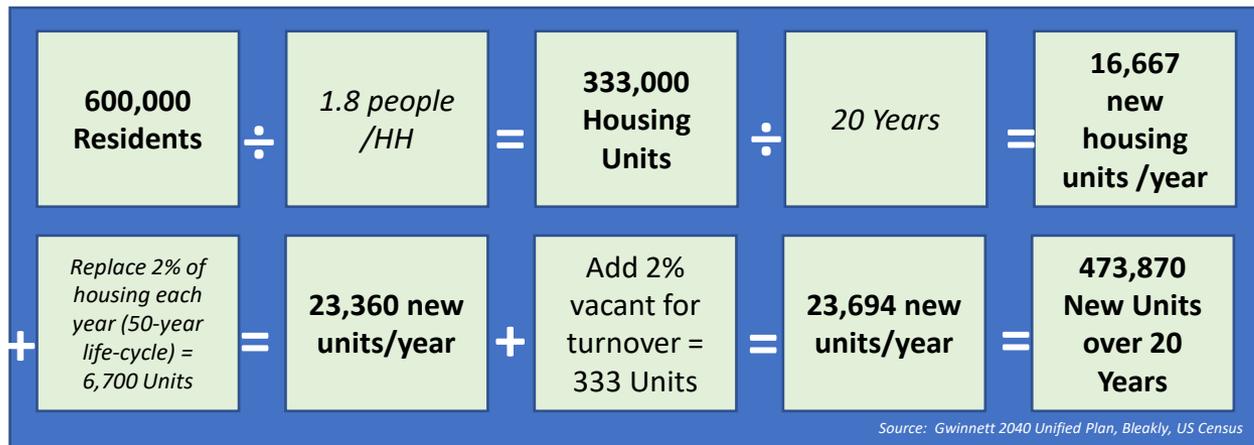
- Underdeveloped and vacant land with existing strong infrastructure;
- Numerous cleared development sites;
- Wide-spread community support for major change;
- Widespread community tolerance for urban-scale development;
- Potential to produce significant public revenues and benefits to the community;
- An effective value-capture mechanism (TAD) already in place.

- **The Gwinnett Place CID, area land-owners, business, consumers, and Gwinnett County government will all benefit from shared success in the Gwinnett Place area.**
- If growth and urban scale development is not incentivized and supported here and in other similar underdeveloped areas, the growth will infringe on other areas where there is much less tolerance for density or change and higher community preference for preservation.
- The previous section, the Mall Opportunity Analysis, demonstrated that the opportunity cost of the lack of growth in the Gwinnett Place Area represents \$142 million to \$360 million in lost public revenue over the last 20 years, along with as many as 27,000 jobs lost or never created. This decline will continue into coming decades at significantly higher costs unless it is definitively and affirmatively reversed through action.

ECONOMIC DEVELOPMENT STRATEGY

Strategy 1: Win-Win

- **Room for Expansion:** Gwinnett County's 2040 Unified Plan growth anticipates the addition of 600,000 new residents over the next 20 years. By conservative estimates, this represents the demand for 473,830 new housing units in Gwinnett County.
- Even if built at a relatively high density, that new housing will require an immense amount of land, tens of thousands of acres. Where in Gwinnett County can that amount of new housing and development be accommodated without disrupting existing neighborhoods and business districts?



ECONOMIC DEVELOPMENT STRATEGY

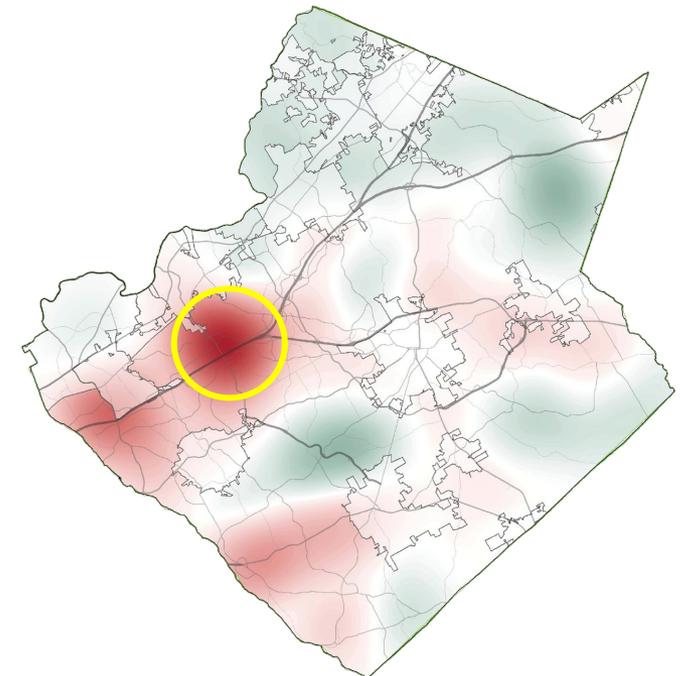
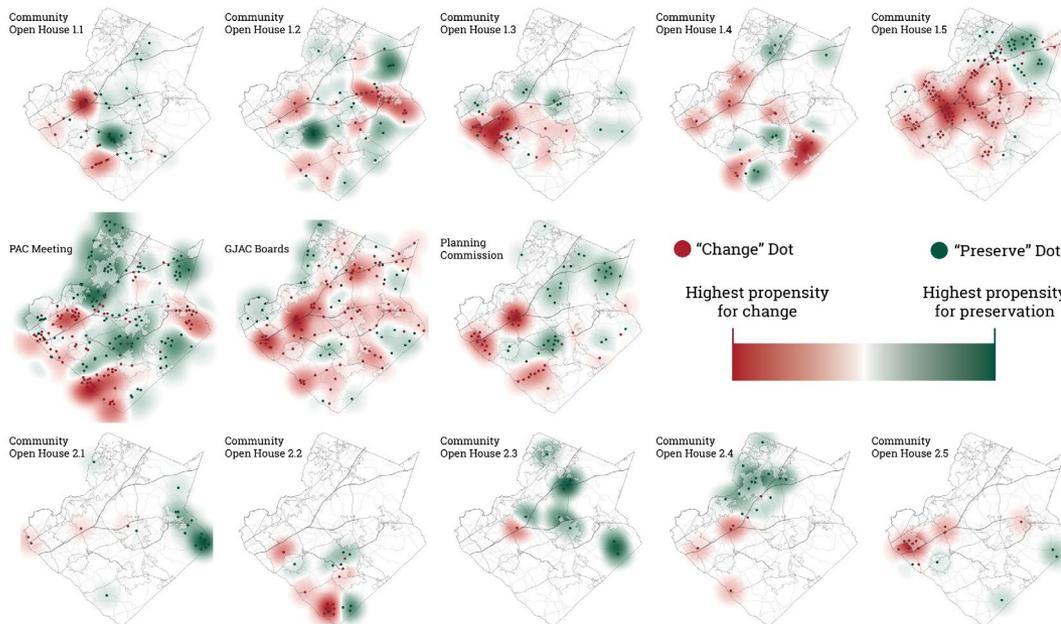
Strategy 1: Win-Win

- **Desire for change:** As part of 2019's Gwinnett County 2040 Unified Plan, many groups of residents, businesses, elected officials, and other stakeholders were asked to rank, using sticker-dots, where they preferred to see change and where they preferred to preserve existing land uses and conditions.
- **All of these groups showed a clear consensus of a desire for change centered upon the Gwinnett Place area.**

Urban Scale Preferences Composite



Change and Preserve Preferences



Source: Gwinnett 2040 Unified Plan

ECONOMIC DEVELOPMENT STRATEGY

Strategy 1: Win-Win

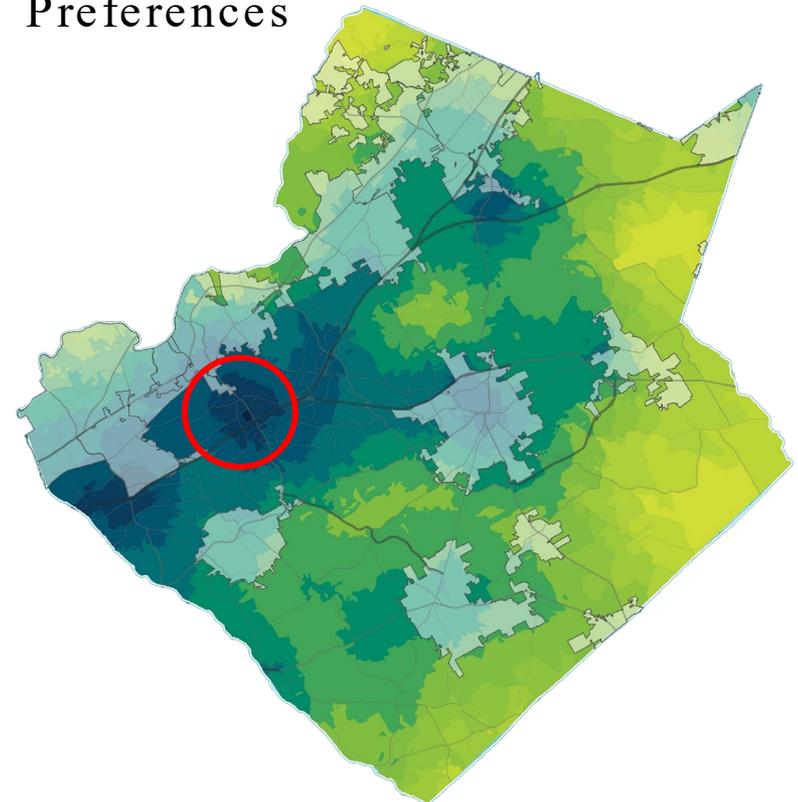
- **Tolerance for density:** Similarly, the Unified Plan asked residents, elected officials, businesses, and other stakeholders to show their preferred urban scale for Gwinnett County, on a scale ranging from rural to dense city center.
- Once again, throughout the county, there was unanimous and unambiguous desire to see the densest urban scale precisely at the center of the Gwinnett Place area.

Thus, it is clearly demonstrated that:

- **Gwinnett County needs land for redevelopment to absorb growth over the next 20 years.**
- **The Gwinnett Place area is clearly and unambiguously preferred a site for significant change and relatively dense development.**
- **Gwinnett County would benefit from reversing the trend of decline, stagnation and disinvestment in the Gwinnett Place area through increased public revenues, jobs, and increased economic activity.**
- **A mechanism is already in place at Gwinnett Place to capture the benefits of revitalization and reinvest them back onto the community.**
- **Gwinnett County, its residents, its businesses and its government all benefit from incentivized redevelopment in the Gwinnett Place area.**



Urban
Scale
Preferences



ECONOMIC DEVELOPMENT STRATEGY

Strategy 2: The Mall is the Thing

The primary goal of any effort to incentivize growth, redevelopment, or economic activity must focus on neutralizing the threat of continuing decline and inactivity at Gwinnett Place Mall.

- The Gwinnett Place Mall is clearly the most important and recognized feature of the Gwinnett Place area. In fact, the Gwinnett Place Mall, through its exposure in television, has earned international renown as a “dead mall”.
- Whether this can be accomplished through “carrots” or “sticks” (i.e. incentives vs. regulatory, punitive, or legal means), some breakthrough or reversal of the Gwinnett Place Mall’s 20-year decline must be achieved before the district can begin to turn around economically.
- As long as Gwinnett Place Mall and its current trajectory continues to dominate the Gwinnett Place story, it will inhibit growth, business, and economic activity. Furthermore, it will continue to create a pall of uncertainty that will disincentive investment in other Gwinnett Place area properties.



ECONOMIC DEVELOPMENT STRATEGY

Strategy 3: The CID can navigate, but Gwinnett County leadership must drive

The Gwinnett Place CID, as a representative of the property owners and business of the Gwinnett Place area, has a strong vested interest in the ongoing growth and success of the district.

The CID, however, is not a redevelopment agency.

- CIDs lack the authority to act as redevelopment agents
- CIDs lack the revenue or funds to make significant investments in development or redevelopment
- CIDs lack the regulatory power to influence land use and zoning decisions.

Gwinnett County, as the jurisdiction with authority over the Gwinnett Place area, is the only organization with the legal, economic, and regulatory power to incentivize significant redevelopment in the Gwinnett Place area or anywhere in the County.

- Whether that authority is exercised through the County and its departments, or through affiliated agencies such as the Development Authority or an Urban Redevelopment Agency is a matter to be determined.
- Without the direct and affirmative leadership of Gwinnett County and its elected officials, the Gwinnett Place area will continue to stagnate.

ECONOMIC DEVELOPMENT STRATEGY

Strategy 4: The lack of a decision to change paths means tacit endorsement of the current path

The decision of whether Gwinnett County leadership should take an active role in incentivizing growth and redevelopment in underdeveloped and declining areas of the county, such as the Gwinnett Place area, must be framed against the current status quo:

- **Do we wish to change the current approach to redevelopment in declining areas?**

OR

- **Do we wish to continue the current approach which has resulted in 20 years of stagnation in the center of the county and the loss of hundreds millions of dollars in potential public revenue as well as tens of thousands of jobs, while other areas of the region have experienced strong growth and economic development?**

ECONOMIC DEVELOPMENT STRATEGY

Tactics

This defining framework puts much of the responsibility for the economic success of the Gwinnett Place area into the hands of all those partners in progress, all of whom have a vested stake in the success of this area.

It raises a key question:

What specific actions can individuals in Gwinnett County Government, the Gwinnett Place CID, or other partners do to change course?

The following pages list 15 specific tactics.

- Some of these require bold action to produce major catalytic change.
- Some of these involve small decisions or investments that produce small-scale, incremental, positive change.
- Some require rethinking the County's processes regarding development and economic development.
- Some require rearranging or adjusting the County's priorities.
- Some require significant investment in infrastructure or other similar things, investment that will be recouped slowly and indirectly through gradual economic growth.
- Some require significant investment that could be potentially be recouped relatively quickly.

Collectively, all of these tactics can help reverse the 20-year trend of stagnant growth or decline in the Gwinnett Place area as well as other underdeveloped parts of the County.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 1: Big Investment

The County could pledge to take decisive action by purchasing the mall, either directly, as part of a public-private partnership, or through other means, with the understanding that investment now, even at a relatively high price point, would be returned over time through increased values, tax revenues, and economic activity.

- If the County, or a private development partner with the support of the County, were to acquire the mall property, that action would incentivize the anchor properties to participate in the redevelopment process.
- The 90 acres of land beneath the mall and its anchors, could be consolidated, cleared, rezoned, subdivided and marketed as part of a master-planned redevelopment.
- It is likely that the sale of the re-platted lots in the master-planned redevelopment would partially or fully recoup the initial investment to acquire the land within a period of just a few years.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 2: Create the key public amenity

One of the strategies from the 2014 plan is still valid today:

The creation of a major public amenity around which to anchor the Gwinnett Place redevelopment is another key task implementation task that needs to be accomplished early in the implementation process.

The creation of the key public amenity will literally put a stake in the ground that the implementation process is moving forward and that the character of the Gwinnett Place area is beginning to change. We would see the process as defining, locating and creating the key public amenity. Assuming for now that amenity will be special green space that can become the central public gathering place in Gwinnett Place, designed to serve as a park and location for special events, concerts, festivals and the like.

It should become the place that people in Gwinnett County think of as a place of celebration and community. Much like Piedmont Park works in Midtown Atlanta or Centennial Park in downtown Atlanta or the town center park in Suwanee or the Square in Marietta.

In many cases of master-planned redevelopment, a major public amenity at the center drives value and demand in surrounding parcels:

- “Build the beach, and then sell the beach-front property.”



ECONOMIC DEVELOPMENT STRATEGY

Tactic 3: Take advantage of redevelopment authority powers

Redevelopment is best undertaken by an organization that is created for that purpose.

Gwinnett County Government and the Gwinnett Place CID are not optimized to be redevelopers.

Gwinnett Already has:

- Development Authority
- Gwinnett Redevelopment Agency
- Urban Redevelopment Agency

Staff these organizations and empower them to take decisive action to incentivize redevelopment within designated redevelopment areas.

If deemed advantageous, created a new dedicated Urban Redevelopment Agency to target redevelopment in the Gwinnett Place Area.

- Each of these organizations have specific strengths that make them ideal for incentivizing redevelopment in designated redevelopment areas.
- Urban Redevelopment Agency could be staffed with experienced real estate, development and public finance professionals whose full-time focus is on redevelopment and economic development.
- Redevelopment agencies are empowered to issue bonds, buy, sell and hold property, and enter into contracts, among other legal powers.
- Redevelopment agencies are can operate with fewer constraints and more responsive speed than County government.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 4: Take a more active approach to physical development as economic development

Gwinnett has traditionally had a very strong focus on economic development through business recruitment and retention through effective, well-organized, well-staffed, and well-funded organizations such as Partnership Gwinnett.

Investment in land, buildings, and infrastructure also creates jobs, value, and public revenues.

In designated redevelopment areas such as Gwinnett Place, Gwinnett County should target public investment in:

- **Infrastructure:** roads, bridges, water and sewer, stormwater detention.
- **Streetscaping and pedestrian facilities:** Street trees, sidewalks, and paths
- **Parks and Plazas**
- **Incentives and subsidies** to support development and redevelopment projects.

- Fulton, Cobb, and Douglas Counties, for example, have taken a much more active role in supporting development and redevelopment through grants, bonds, TADs and abatements.
- While these efforts are often controversial, they have proven in most cases to be strong, successful investments in terms of their economic impacts in terms of job creation, corporate recruitment, catalytic impacts, and public revenues.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 5: Create a Shared Stormwater Management Facility

Gwinnett County could fund a shared regional watershed facility in the Gwinnett Place area.

Coordinated efforts reduce the financial burden on individual property owners and encourages solutions that provide original amenities rather than a patchwork of small ponds.

Stormwater mitigation is a development cost, in terms of both the cost of the infrastructure itself, as well as the loss of developable land.

- In many recent cases, regional stormwater detention ponds have been designed as important public amenities, where the pond is fashioned as a lake that is the centerpiece of a park, increasing quality of life as well as property values

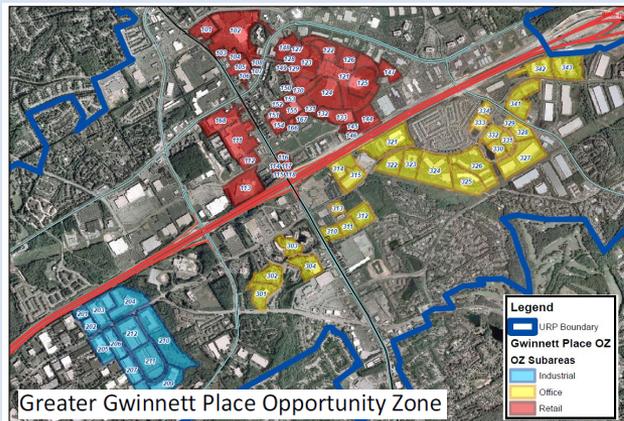
ECONOMIC DEVELOPMENT STRATEGY

Tactic 6: Renew or Expand Opportunity Zones

The Gwinnett Place CID helped to establish a Georgia State Opportunity Zone in the Gwinnett Place area. The Opportunity Zone program provides job tax credits to companies that establish net jobs within designated Opportunity Zones.

The Opportunity Zone has been an important incentive to support jobs in the Gwinnett Place area.

The Gwinnett Place Opportunity Zone is set to expire in 2022. This Opportunity Zone should be renewed or reestablished.



In 2018, the federal government established a new Qualified Opportunity Zone program, where the state may designate economically distressed communities where new investments, under certain conditions, may be eligible for preferential tax treatment.

QOZs are designed to spur economic development by providing tax incentives for investors who invest new capital in businesses operating in one or more QOZs.

Gwinnett County should work with state government to establish a QOZ for the Gwinnett Place area.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 7: Public-private partnership

Gwinnett County, through its Development Authority or another agency such as an Urban Redevelopment Agency, could partner with private professional developers to undertake transformative, catalytic redevelopment projects. The County, or its designated redevelopment agency, could pledge to offer favorable treatment towards any private entity who purchased and redeveloped the mall properties or any catalyst project in a designated redevelopment area, no matter how small.

The County could pledge:

- Favorable financing through County-backed bonds;
- Regulatory support;
- Full or partial abatement of property, corporate, sales, or other taxes;
- Recirculate incremental property tax revenues in TAD areas to public investments that offset development costs, such as infrastructure, stormwater mitigation, public space, sidewalks, streetlighting, and municipal parking.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 8: Uniformity of tax digest

The Gwinnett Assessors Office could be asked to audit property tax appraisals in designated redevelopment areas.

A below-market tax assessment allows the owners of declining or underdeveloped properties to continue to carry these properties year after year without investing in them as the carrying costs are so low, largely due to low property tax bills.

- The apparent undervaluation of mall-properties results in a discrete loss of property tax revenues to Gwinnett County and Gwinnett County Schools.
- The undervaluation of declining properties places an unfair higher tax burden on other properties valued at their fair market value.

In the case of the Gwinnett Place Mall and its anchors:

- The appraised tax value has consistently and significantly declined over 20 years as well.
- Gwinnett Place Mall is currently assessed at \$6.5 million while the owners have reportedly rejected purchase offers well above that value.
- Current and previous mall owners have repeatedly and successfully appealed for lower property tax appraisal.
- The appraised land value beneath the Mall and its anchors has also declined significantly, while generally land values have increased county-wide.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 9: Gwinnet County as an anchor tenant

In an underdeveloped market, it is important that early catalytic projects demonstrate that they can successfully fill commercial space, creating activity and establishing stability in the market. Once the first one or two catalytic projects are established and stabilized, other redevelopment typically finds it much easier to enter the market.

- To help incentivize redevelopment, Gwinnett County could pledge to occupy office and retail space in new or redeveloped buildings in designated redevelopment areas.
- County departments, satellite offices, or public-facing service operations such as driver services or public health services could pledged as phase-one anchor tenants in qualifying redevelopment projects.

- In previous discussions about this topic, many in County government received this idea as a challenge or threat to the Gwinnett Justice and Administration Center (GJAC) in Lawrenceville.
- As Gwinnett County prepares to surpass one million people, it makes sense that County government no longer needs to be totally consolidated in a single location.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 10: Zoning and regulatory reform

County leadership and the Planning and Development Department should ensure that zoning and land use regulations are consistent with and supportive of higher-density development and mixed uses in designated redevelopment areas.

- The County is currently engaged in a UDO Overlay Study to reevaluate residential zoning.
- In order to accommodate the change envisioned in the Comprehensive Plan, and to absorb the jobs and housing that will result from growth over the next 20 years and beyond, zoning and land use regulation must be established and codified that not only permits higher-density and mixed land uses, but actively incentivizes them.
- If this growth is not focused into areas such as Gwinnett Place, where full-scale change and urban-density patterns are desired by a broad county consensus, there will continue to be pressure for development in areas where such growth is less desired.

The Venture Drive redevelopment overlay, established in 2016 is a good step in the right direction, but its effectiveness has been limited in its implementation.

- Its geographic scope is extremely limited, and it excludes the mall properties and adjacent parcels where redevelopment desire is strongest.
- Increased building height limits, as offered in the overlay district, are only effective when market pricing creates demand for taller buildings. The modest residential and commercial pricing of the Gwinnett Place area is currently too low to justify buildings greater than six stories, or buildings that require structured parking.
- The overlay district's benefits are limited to projects with large lot sizes. They are not available to smaller projects that can help to transform the area incrementally.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 11: Programs to support the development of workforce and affordable housing

The County could commit to funding affordable or workforce housing as part of a larger mixed-use redevelopment of the mall properties, through direct subsidies, density bonuses, or agreements for the public assumption of certain development costs such as parking.

- The County is currently in the midst of a study of its housing needs over the next 20 years.
- One of the findings likely to emerge from that study is a growing need for housing that is available to individuals and families earning wages below the county's median.
- Construction of new housing over the last 20 years has been concentrated in the upper price ranges.
- Those seeking affordable or workforce housing are increasingly limited to aging apartment communities dating to the 1970s and 1980s.
- Gwinnett County currently has few programs to actively support the construction of new housing available to affordable or workforce level families.

ECONOMIC DEVELOPMENT STRATEGY

Tactic 12: Support transit expansion

In recent years, Gwinnett has taken strong steps towards adopting a strong countywide transit program. Transit and comprehensive planning efforts have shown that high-capacity transit, coupled with transit supportive development patterns, are an important key towards sustainable growth in the county.

Furthermore, the Gwinnett Place area has been identified as part of the first high-capacity transit corridor to be implemented, and land has already been secured for the construction of a transit center.

The County should continue to take steps towards expanding transit service in Gwinnett County and use the opportunity to drive redevelopment in areas such as Gwinnett Place

- Fast-track track-approval and funding for a high-capacity transit line through Gwinnett Place and other key commercial districts to catalyze redevelopment.
- Continue to support other transit initiatives

ECONOMIC DEVELOPMENT STRATEGY

Tactic 13: Utilize the TADs

Gwinnett County should aggressively utilize its TADs to incentivize redevelopment and revitalization in designated redevelopment areas such as Gwinnett Place.

In 2009, Gwinnett established five allocation districts (TADs). The districts were reorganized and updated in 2014.

- Each of these districts was in an area considered blighted and underdeveloped, with strong widespread community support for change.
- Each of these TADs is a mechanism to capture the value of redevelopment and recirculate within the area to catalyze further redevelopment.
- Since first established in 2009, no TAD funding has been approved in any of the five original TADS.
- No projects have even been formally considered for approval within any of the five original TADs.

- In 2018 and 2019, a modest increase in the Gwinnett Place TAD's collective tax digest has contributed to over \$1.7 million collected in the Gwinnett Place TAD fund.
- The 2020 Tax digest is likely to contribute an additional \$770,000+.
 - **How can this funding best be utilized to support growth and redevelopment in the Gwinnett Place TAD area?**
- The barrier to TAD approval, both formal and unspoken is significant, discouraging most applicants.
 - County staff has not been aggressive in seeking out or responding to potential TAD projects.
 - County policy discourages all but the largest projects from seeking TAD funding.
 - The Gwinnett County Redevelopment Agency, the authorizing board that oversees TADs in Gwinnett has been partially disengaged.
- Communities with effective TAD programs have one key thing in common: many of their TAD funding awards are for frequent small, incremental improvements, the equivalent of "hitting singles" rather than holding out for the next "home run."



ECONOMIC DEVELOPMENT STRATEGY

Tactic 14: Increased Code Enforcement

As Gwinnett Place Mall and other properties decline, code enforcement becomes more and more important.

Visual blight at one location leads to decline at neighboring properties.

County Code Enforcement officers should target vacant and declining parcels in the Gwinnett place area to target:

- Structural issues
- Overgrown foliage
- Trash
- Graffiti
- Other visual blight

More rigorous code enforcement will require negligent property owners to either maintain their properties or else face increased fines and maintenance fees, thus increasing property carrying costs and thus incentivizing redevelopment of underdeveloped or vacant properties.



ECONOMIC DEVELOPMENT STRATEGY

Tactic 15: Continue CID activities

The Gwinnett Place CID's should continue to execute and implement its core mission *"to develop Gwinnett's central business district as a hub for economic and employment activity."*

This importance of these activities is two-fold:

- To enhance the character of the area to create an inviting and competitive environment for businesses, residents and visitors, and to protect the investment of property owners and CID members.
- To provide guidance, leadership, direction, focus information, and advocacy to rally the support of partners in growth of the Gwinnett Place Area.

Core CID Activities

- Landscaping & Maintenance
- Enhanced Security
- Placemaking / Public Art
- Branding and Marketing
- Leadership, Advocacy
- Paths & Sidewalks
- Large Infrastructure
- Wayfinding / Signage
- Event Programming
- Communications
- Planning / Studies

ECONOMIC DEVELOPMENT STRATEGY

Summary of Economic Framework

- 1. Win-Win:** Gwinnett County residents, businesses, and government benefits from success in the Gwinnett Place area as much as the Gwinnett Place CID benefits from County support.
- 2. The Mall is the thing:** The primary goal of any effort to incentivize growth, redevelopment or economic activity must focus on neutralizing the threat of continuing decline or inactivity at the Gwinnett Place Mall.
- 3. The CID can navigate, but Gwinnett County leadership must drive:** The Gwinnett Place CID is not a redevelopment or economic development agency. Gwinnett County, as the jurisdiction with authority over the Gwinnett Place area is the only organization with the legal, economic, and regulatory power to incentivize significant redevelopment in the Gwinnett Place area or anywhere in the County.
- 4. The lack of a decision to change paths means tacit endorsement of the current path:** The decision of whether Gwinnett Leadership should take an active role in incentivizing growth and redevelopment in underdeveloped and declining areas of the County such as the Gwinnett Place area must be framed against the current status quo.

Summary of Economic Strategies

1. Big Investment
2. Create the Key Public Amenity
3. Take advantage of redevelopment authority powers
4. Take a more active approach to physical development as economic development
5. Create a Shared Stormwater Management facility
6. Renew or Expand Opportunity Zones
7. Public-Private Partnership
8. Uniformity of Tax Digest
9. Gwinnet County as an Anchor Tenant
10. Zoning and regulatory reform
11. Programs to support the development of workforce and affordable housing
12. Support transit expansion
13. Utilize the TADs
14. Increased Code Enforcement
15. Continue CID Activities



Bleakly Advisory Group

TERMS AND LIMITING CONDITIONS

- **Accuracy of Report:** *Every reasonable effort has been made to ensure that the data developed in this assignment reflect the most accurate and timely information possible and is believed to be reliable. This consulting assignment was based on estimates, assumptions and other information developed by Bleakly Advisory Group (“BAG”) from its independent research efforts, general industry knowledge and consultations with the client for this assignment and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agents or representatives or any other data source used in preparing or presenting this study. The research and reports are based on information that is current as of the date of the report. BAG assumes no responsibility to update the information after the date of the report. The research may contain prospective financial information, estimates or opinions that represent our view of reasonable expectations at a particular point in time, but such information, estimates or opinions are not offered as predictions or as assurances that a particular outcome will occur. Actual results achieved during the period covered by our prospective analysis may vary from those described on our research and report and variations may be material. Therefore, nor warranty or representation is made by BAG that any of the projected values or results contained in the work product from this assignment will actually be achieved.*
- **Usage of Report:** *The research product may not be used, in whole or in part, in any public or private offering of securities or other similar purpose by the client without first obtaining the prior written consent of BAG.*

404.845.3550

www.bleaklyadvisory.com