

**WOODLAND
DISTRICT**



MALL REVITALIZATION CASE STUDIES

DECEMBER 9, 2012

MALL REVITALIZATION OVERVIEW

Introduction

- Sample Case Studies prepared for Lacey Woodland District Steering Committee as it considers strategies to revitalize the Woodland District, especially the South Sound Center area
- Illustrates mall redevelopment projects with similarities to Woodland District
- Focus on intensification, mix of uses, improved circulation, more efficient use & visibility of parking
- Illustrates mall integration into the surrounding community.

MALL REVITALIZATION TYPES

- “Adaptive Reuse” retains the mall & adapts it (South Sound Center today)
- “Reinvested Mall” with changed tenants & design improvements
- “Mall Plus”, with addition of entertainment, offices, residential etc

WOODLAND DISTRICT VISION & GOALS

Vision Goal A: Encourage density and a diverse mix of uses in the center.

Vision Goal B: Create a core area that is strongly pedestrian-oriented and transit friendly.

Vision Goal C: Create strong identity for the core area.

Vision Goal D: Create places that provide for the needs of a diverse population of different ages.

VISION STATEMENT

“By the year 2020, Downtown Lacey will be a vibrant, alive, whole, prosperous place for all residents and visitors. Lacey’s new downtown will invite a rich mix of all people of all ages and ethnicities, especially children, teenagers, and seniors.”

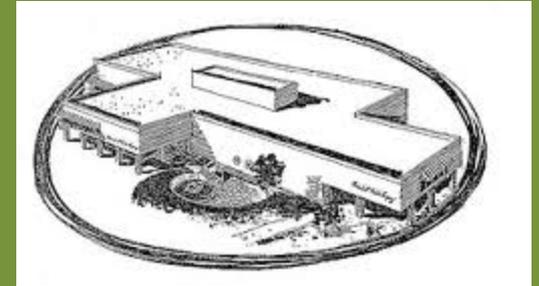
U.S. MALLS in the year 2000

Common Factors

- 2000 Malls in US in the year 2000
- 20% were failing or dead
- Trend to revitalize, redevelop , repurpose or demolish malls began in the late 1990's



MALLS THEN & NOW



SOUTH SOUND CENTER TODAY

Current Conditions

- Approximately 45 acres
- Good freeway access & visibility
- National tenants
- More than adequate parking
- Able to control visibility & access
- Multiple land parcels, ownerships & covenants
- Adequate financial performance
- Intensification might require structured parking, which is not feasible today
- Little near-term incentive to change
Lower risk to continue current operations

MANY MALLS AROUND THE US SHARE SIMILARITIES WITH SOUTH SOUND CENTER



SOUTH SOUND CENTER TODAY

Current Conditions

- South Sound Center made a successful transition from an indoor mall to a power center with multiple large format retail stores
- Financially successful
- Isolated urban form and relationship to the surrounding area is largely unchanged though community goals have changed
- Underused land and parking areas

WHAT STIMULATES MALL REDEVELOPMENT?

- Changes in markets
- Financial failure
- Evidence that intensification will work
- Satisfying concerns: control, building, signage, parking visibility
- A clear shared vision

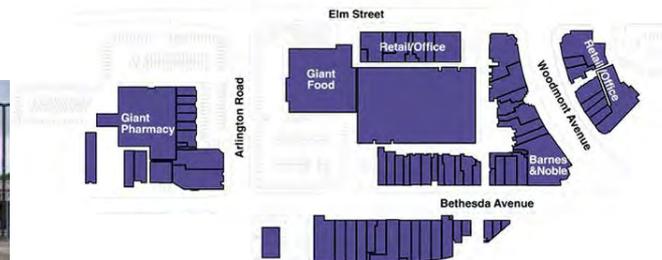
PHASED MALL REVITALIZATION

Discrete Elements & Financing

- Many communities have seen their old malls become centerpieces in their communities as they intensify and diversity uses and integrate the urban form into the broader community.
- Some redevelopment projects are funded solely by private development and others through public-private partnerships.
- Most are redeveloped in phases which occur over many years.

BETHESDA ROW

- Redeveloped in discrete phases over time



REASONS TO REVITALIZE

Mall & Community Benefits

- Improve access & circulation
- Create a complete system of connected streets
- Increase economic activity with complementary destination uses
- Integrate isolated areas into the surrounding urban fabric
- Intensify mix of uses near transit
- Make areas walkable
- Build new “downtowns” & public gathering places
- Reduce vehicle miles traveled with mix of uses



RELEVANT CASE STUDIES

Revitalization Related to South Sound Center

This section provides an overview of differing approaches to mall revitalizations. Some or parts of some would meet City goals better than others.

- Demolition & Replacement with an outdoor “Power Center” of multiple “big box” stores
- Partial demolition & renovation into a lifestyle center with pedestrian oriented streets & places
- Partial demolition & addition of public space, streets, restaurants, retail, residential & employment uses



TWO OUTDOOR MALLS: LAKEWOOD MALL & UNIVERSITY VILLAGE



- Lakewood demolished an indoor mall & U Village demolished individual buildings
- Both redeveloped in phases
- Both have clusters of buildings, walkways & parking
- Different markets, tenants, densities, & aesthetics
- Differing emphases on parking, the pedestrian realm & public space

LAKWOOD MALL



- A Power Center (unenclosed shopping center with 3 or more big box tenants & various smaller tenants usually located in strip plazas)
- Larger parking areas
- Less emphasis on the walking environment
- Does not include public gathering space
- City Hall complex on the periphery

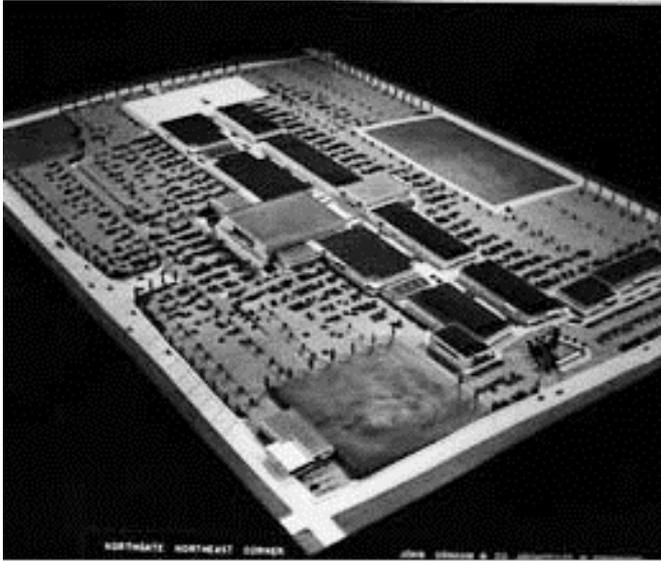
UNIVERSITY VILLAGE, Seattle

“Lifestyle Center”



- A lifestyle center (shopping center that combines the traditional shopping mall functions with upscale leisure amenities)
- Local & national retailers; some 2-story retail with parking garage above & behind
- Emphasis on walking realm, public places & smaller surface lots
- High densities of UW area near U Village provide market for this center

NORTHGATE MALL, Seattle



- Regional Mall Built in 1950
- First Regional “Shopping Mall” in the US
- Standard Mall near I-5 interchange
- Few major changes for decades
- Larger trade area than South Sound Center
- Future site of High Capacity Transit

NORTHGATE MALL

Private Development on Adjacent Properties



- Multi-story multiple big box development with structured parking to north of Mall with Best Buy, Sports Authority, Ross & others
- Thornton Place to south with cinema, public/private parking structure, restoration of Thornton Creek, townhouses, apartments & senior housing
- Mixed use development, & public library on perimeter of Mall

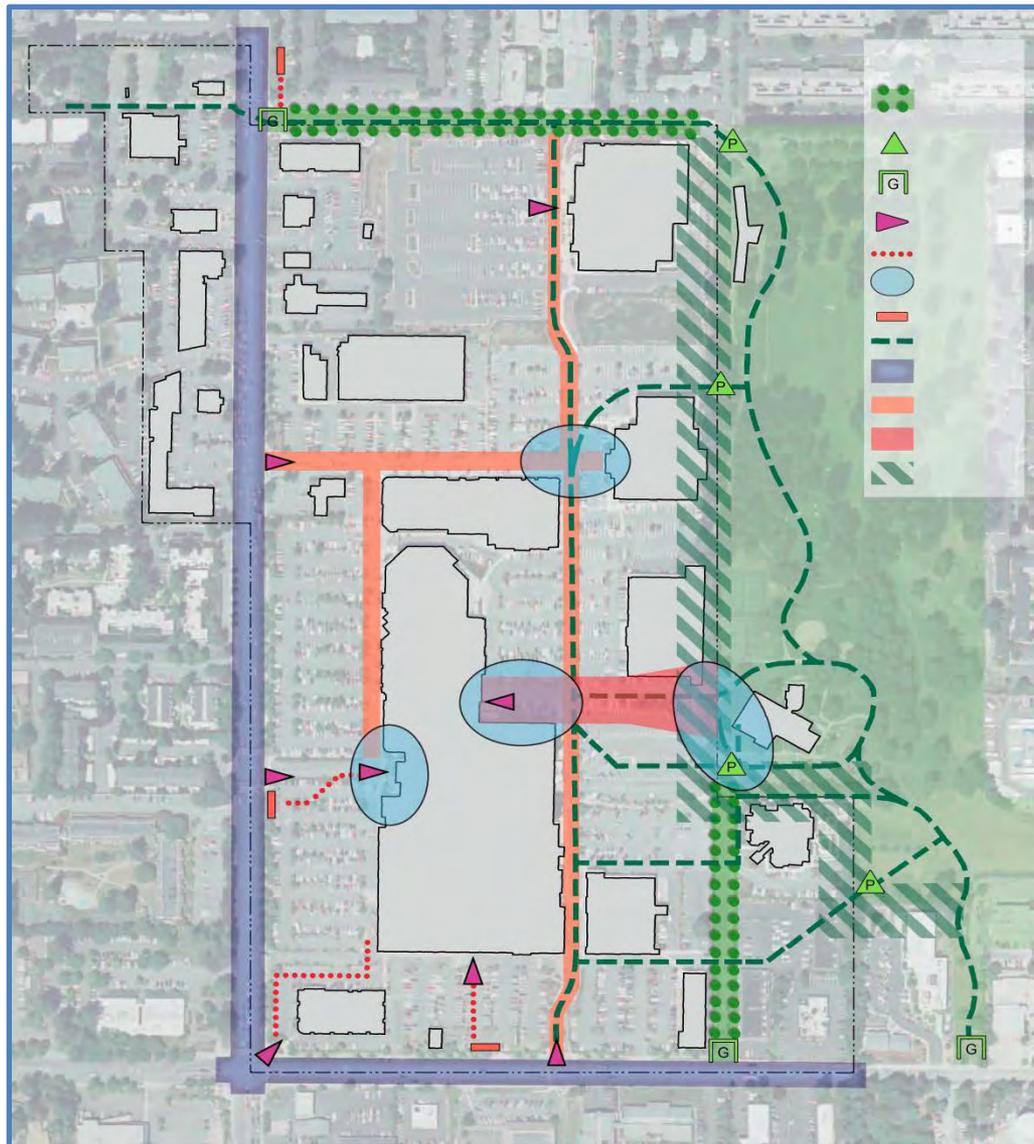
NORTHGATE MALL, Seattle



RECENT MALL IMPROVEMENTS

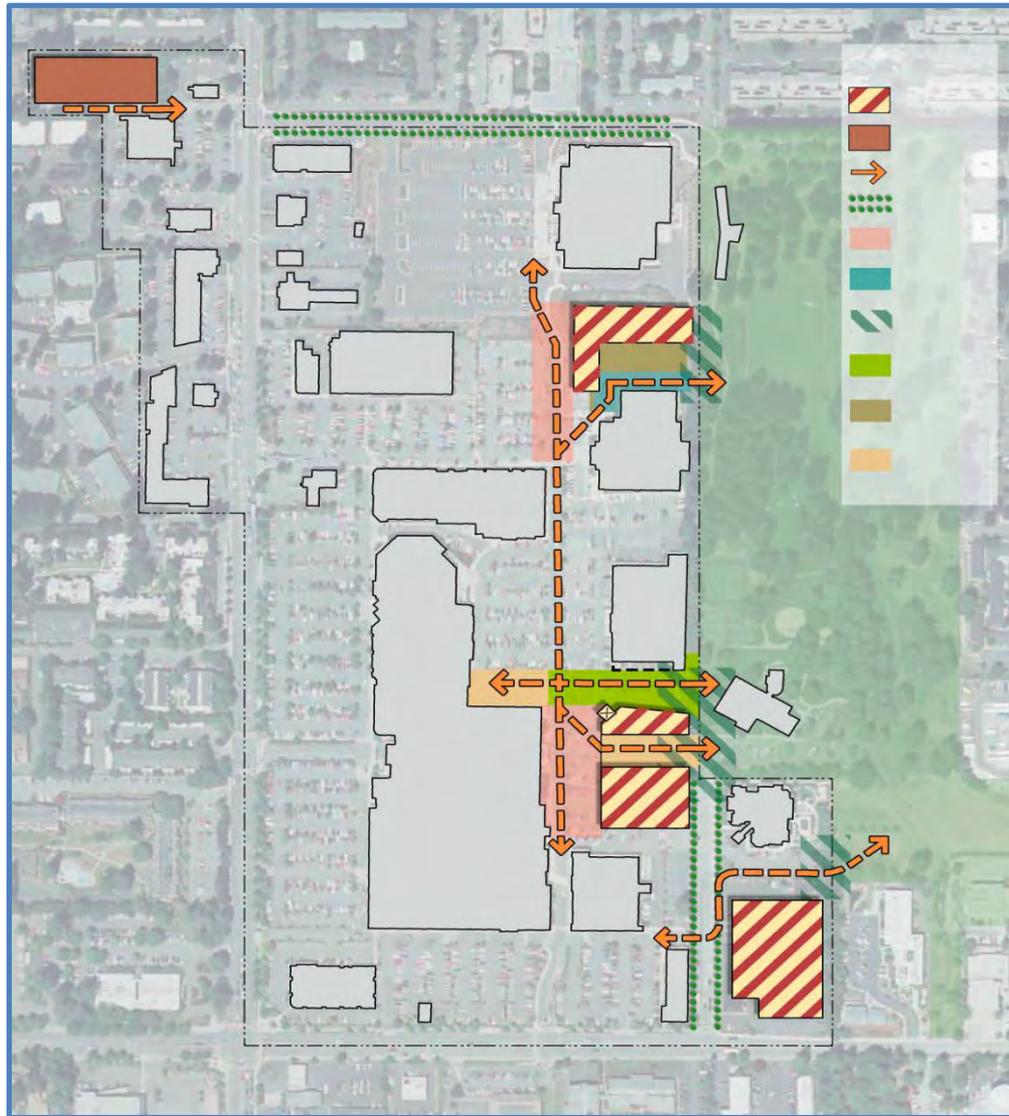
- Demolition of clinic & cinema on north edge
- Addition of individual storefronts & restaurants
- Extensive planning for Regional Center, Light Rail, implementation of Thornton Creek Restoration & Thornton Place to south
- Mall circulation, walking conditions & perimeter connections mostly unchanged

CROSSROADS MALL, Bellevue



- Early improvements included site improvements, performance space, internal food court & mini-City Hall
- Public process established internal circulation & perimeter relationships
- Planning process tailored to include most diverse population in Bellevue & including ethnic food & activities

CROSSROADS MALL, Bellevue

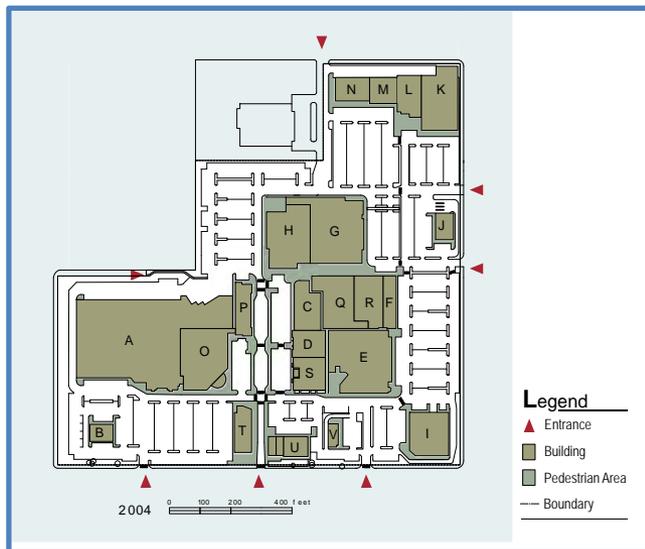


- Longer term plans include addition of mixed use development along east side of mall
- Planning process established height analysis and design concepts



WESTWOOD VILLAGE, Seattle

Site Plans 1965 & 2004



- Outdoor Shopping Center established in 1965, not on major arterial
- Site improvements & expansions in 7 phases between 1965 and 2004
- Initial tenants Ernst, Pay N Save & Shops
- National retailers changed with trends
- Infill, circulation landscaping & amenities added in phases as markets changed

WESTWOOD VILLAGE, SEATTLE

Site Plans 1988 & 1993

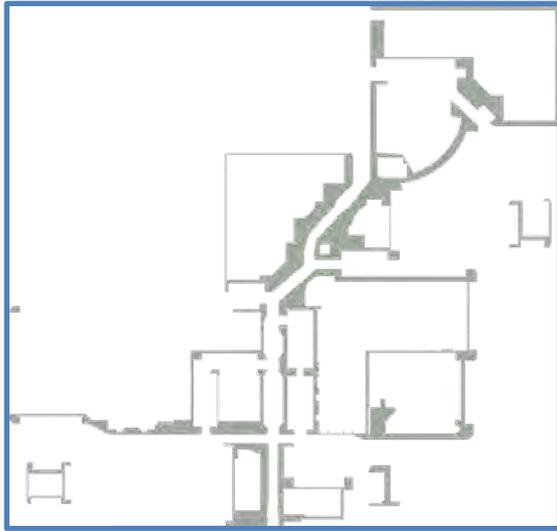


- Target & QFC added in 1988
- Pay N Save, Lamont's, the Keg, Payless added 1990-1993



Westwood Village, Seattle

Circulation Regularized to Enable More Development
2000 & 2004



- Harborview Medical Center & More Shops added 2000-2004
- Areas between buildings developed into pedestrian walkways & spaces
- Bed Bath & Beyond, Barnes & Noble, Pier 1, Big 5, Staples & Chico's added 2004 & later



WINTER PARK VILLAGE, Florida



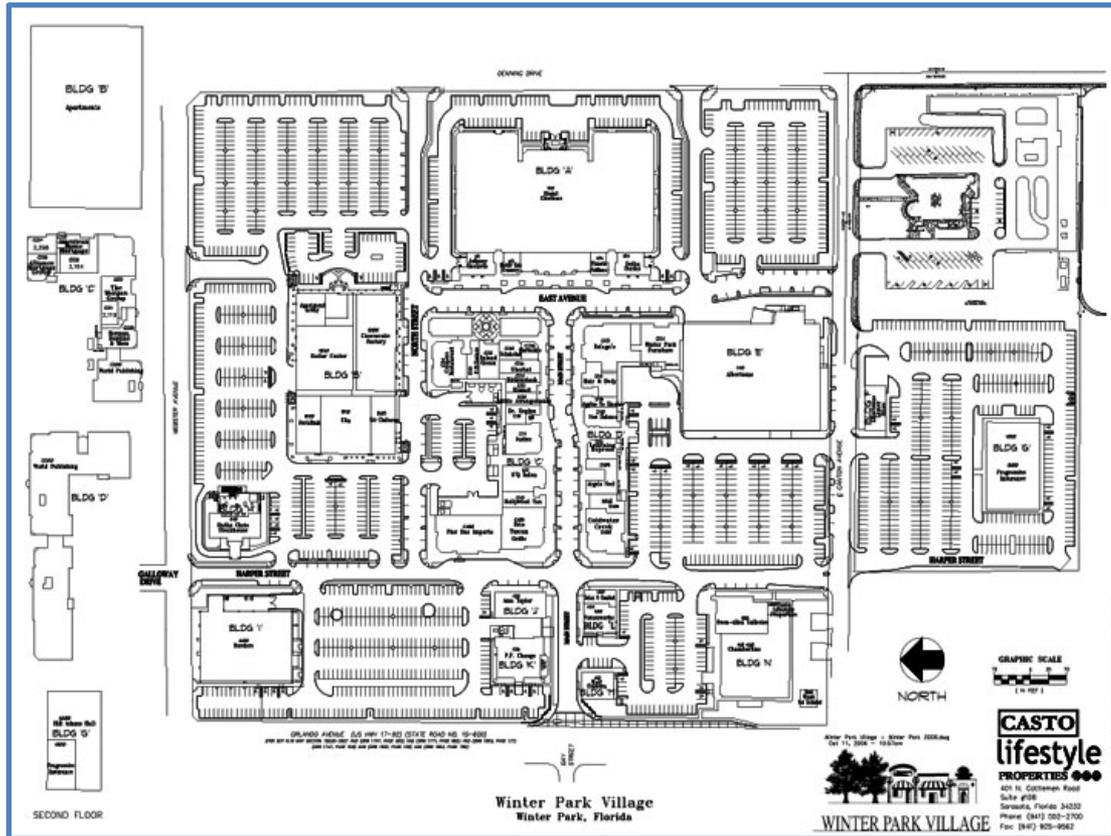
- 40 acre dead mall with one building in center of lot in 1997
- Built in similar era to South Sound Center with one primary building surrounded by parking
- Little landscaping
- Not integrated with surrounding area
- One anchor building was retained with lofts added above

WINTER PARK VILLAGE 1999

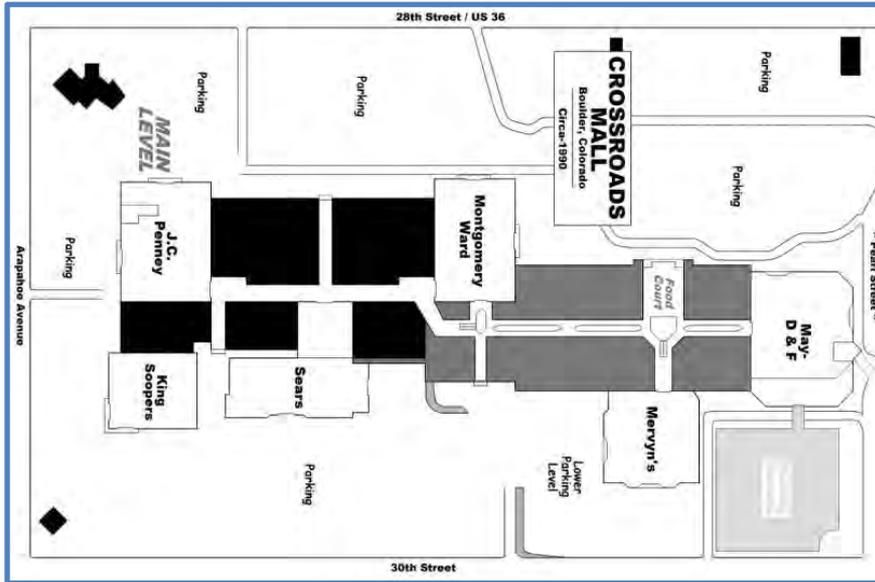


- Redeveloped out from center in phases
- Developed with private funds
- Site plan revised to support office demand
- Parking structure built ahead of schedule 2007
- Urban design plan a success, “building details less so”

WINTER PARK VILLAGE, 2007



29th STREET, BOULDER



- The Former Crossroads was a classic mall structure surrounded by parking on highway arterial
- Mall demolished after anchor tenants gone; parking structure retained
- Site redeveloped with new big box & Macy's anchors, internal "streets" created, buildings line perimeter

OPPORTUNITIES FOR PLACEMAKING



- Examples of opportunities for placemaking abound in other projects
- Though markets & demographics differ, the same urban design principles apply

DETERMINE POTENTIAL OF WOODLAND DISTRICT

- Commitment of local business & civic leaders to revitalization efforts
- Explore public private partnerships for projects that provide public benefit
- Share market & district potential (SPSCC, trails, redevelopment potential) with owners
- Conduct joint planning process for Center revitalization which leverage District assets
- Define detailed phasing & roles

- Successful relevant examples
- Common principles apply to different circumstances
- Streets, mix of uses, pedestrian-oriented shops, public places
- Test catalyst project with feasibility analysis



ASSETS - SOUTH SOUND CENTER

- Visibility from I-5
- Ample parking
- Underused land
- A destination retail area
- Three regional trails
- Close to transit center
- Additional market demand for retail in Woodland District

WOODLAND DISTRICT MARKET ANALYSIS CONCLUSIONS:

“In order to capture demand at the higher level, the perception of the District must be addressed. But a significant increase in the projected capture rate will depend upon:

- Improvements to attractiveness
- Improvement to walkability
- Additional public amenities like parks and community facilities”

CHALLENGES – SOUTH SOUND CENTER

- Area lacks identity or amenities to keep shoppers in district longer
- Lack of longer term planning
- Sears may be least viable use; if Sears were to leave that could trigger need for change
- Multiple ownerships with different covenants on properties
- Ambiguous circulation pattern
- Trade area & market demand more limited than in some areas

OVERCOME CHALLENGES USING LESSONS FROM OTHER AREAS

- Find specific uses that when combined will have greatest benefit & performance
- Opportunities for placemaking at South Sound Center

SOUTH SOUND OPPORTUNITIES

South Sound Center & Northgate Comparison

- Plan for longer term intensification with owners & community
- Use Strategic Plan process to test feasibility of different scenarios
- Integrate South Sound Center into surrounding area through using an area-wide urban design framework
- Leverage proximity to transit center, future residential & commercial markets to ensure long-term viability & increased financial performance

- Improve visibility
- Integrate edges with District
- Create public space
- Explore broader range of uses such as food court, residential & others

