JLL

Global Tourism & Destination Advisory

Stone Mountain Hotel Analysis

August 2026

Executive Summary

Project Overview & Recommendation

Project Overview

- **Proposed Boutique Hotel.** A proposed 50–75 room lifestyle/boutique hotel in Stone Mountain, adjacent to Stone Mountain Park
- **Client objective.** Establish whether market conditions support a differentiated, experience-led hotel before advancing to design or developer solicitation
- **Phase I scope.** Competitive supply assessment, 36-month CoStar/STR performance review across three hotel market sets, seasonality analysis and preliminary positioning
- **Data foundation**
  - 13 reporting hotels in the City of Stone Mountain
  - 16 upscale, upper upscale, and luxury hotel properties in the Atlanta East submarket
  - 10 boutique, lifestyle hotels within 70 miles of Stone Mountain

Market-Supported Recommendation

- **Advance to formal feasibility.** The concept is potentially feasible and worthy of full underwriting — not yet demonstrated feasible
- **Test 60–70 rooms first.** A 65-room scenario requires only 44 occupied rooms per night at 67% occupancy
- **Underwrite against the boutique set, not the local set.** At $185 ADR (Average Daily Rate), the proposed hotel prices 92% above the City of Stone Mountain hotel market but 27% below the Georgia boutique hotel market's benchmark
- **Do not compete with Evergreen.** The 336-room in-park resort holds group and conference demand the proposed boutique hotel cannot serve
- **Make F&B independently viable.** With only 65 keys, the restaurant and event operation must be supported by residents and outside patrons

Source: CoStar / STR, trailing 12 months ended July 2026

JLL

Executive Summary

Hotel Market at a Glance

The three analyzed hotel geographies represent separate price tiers. The Georgia Boutique / Lifestyle Hotel Set achieves **2.6x the Average Daily Rate and 2.9x the Revenue per Available Room** of the City of Stone Mountain Hotel Market on only modestly higher occupancy.

City of Stone Mountain Hotels	
13 hotels | 1,236 rooms	
Occupancy	**55.8%**
ADR (Average Daily Rate)	**$96.19**
RevPAR (Revenue per Available Room)	**$53.63**

Atlanta East Hotel Submarket (Upscale, Upper Upscale, and Luxury Only)	
16 hotels | 1,572 rooms	
Occupancy	**58.6%**
ADR (Average Daily Rate)	**$145.07**
RevPAR (Revenue per Available Room)	**$84.98**

Georgia Boutique / Lifestyle Hotels	
10 hotels | 2,125 rooms	
Occupancy	**60.8%**
ADR (Average Daily Rate)	**$254.34**
RevPAR (Revenue per Available Room)	**$154.65**

Stone Mountain currently has **zero upscale-class hotels**. Outside the Evergreen Resort, 48% of the City's hotel inventory is within the economy hotel class. The proposed boutique hotel would not add to an existing tier, it would create a new category.

Source: CoStar / STR, trailing 12 months ended July 2026. The Boutique Georgia Hotel set is defined as Luxury and Upper Upscale independent and soft-branded assets within approximately 70 miles of Stone Mountain.

JLL

Executive Summary

Key Takeaways & Recommended Next Steps

Key Takeaways

- **A hotel product gap exists.** The lodging within the City of Stone Mountain offers only economy and upper-midscale inventory or a 336-room resort. There are no upscale-class rooms and only eight boutique rooms in the market.
- **The local hotel market is softening, not growing.** The City of Stone Mountain hotel RevPAR has fallen 10.0% since 2023 to $53.63, on flat supply. Adding additional inventory of the same hotel class would not be supportable.
- **The experiential segment is moving the other way.** The Georgia boutique set absorbed a 25% supply increase in 2024 and still grew ADR 11.3% since 2023, reaching $254.34 ADR with occupancy recovering to 60.8%.
- **Absorption requirements are modest.** A 65-room hotel at 67% occupancy needs only 44 occupied rooms per night or a 5.7% share of the city's current hotel room night demand against a 5.0% supply share.
- **Pricing risk is concentrated in ADR, not occupancy.** The proposed boutique hotel's occupancy assumption implies only a 110–120 index; the ADR assumption implies a 192 index against the local City of Stone Mountain hotel market.

Next Steps

- Build a 10-year underwriting model for 50-, 65- and 75-room scenarios with departmental expenses, GOP and NOI
- Commission a custom STR competitive-set trend and pipeline report for investor outreach
- Test F&B and event revenue independently of hotel rooms demand
- Establish supportable development cost and any public participation requirement

Source: CoStar / STR data

JLL

Location & Demand Generators

Stone Mountain Park and the Greater Atlanta Effect

Stone Mountain Park is simultaneously the proposed hotel's largest demand generator and its strongest competitive threat. The strategic question is not whether demand exists, but **whether the Village can convert park visitation into overnight stays** that currently leak to suburban Atlanta.

Annual Visitors

~4M

Georgia's most-visited attraction, operated under long-term lease by Herschend Family Entertainment

Acres of Park

3,200

Hiking, two 18-hole golf courses, lake recreation, camping, rail and skyride attractions

Distance to Downtown Atlanta

16 mi

Places the site inside one of the Southeast's largest and most diverse lodging markets

Demand Segments the proposed boutique hotel Can Capture

- Park leisure visitors and Atlanta weekend/getaway travelers
- Weddings, reunions and social events; visiting friends and relatives
- Small corporate meetings, retreats and east-metro corporate demand
- Sports and youth groups; travelers seeking Atlanta access outside the urban core

The Competitive Constraint

- **Atlanta Evergreen Lakeside Resort** operates 336 rooms, 37 meeting rooms and roughly 64,000 SF of event space inside the park.
- **The Inn at Stone Mountain Park (92 rooms)** has reported intermittently to STR since 2024, consistent with limited-schedule operation — currently the inventory is off the market.

Source: JLL analysis; Stone Mountain Memorial Association and Explore Georgia; CoStar / STR property-level reporting history

JLL

Hotel Market Analysis

Three Geographic Hotel Competitive Sets

The City of Stone Mountain hotel set establishes **the floor and current local inventory**, the Atlanta East hotel submarket set establishes **the branded-upscale midpoint**, and the Boutique/lifestyle hotel set establishes **the ADR ceiling** for an experience-led boutique hotel product in suburban Georgia.

Competitive Set	Definition	# of Hotels	Hotel Rooms	T12 Occ	T12 ADR	T12 RevPAR	Notes
City of Stone Mountain	All reporting hotels within the city limits, all classes	13	1,236	55.8%	$96.19	$53.63	Demand floor and the rate the proposed boutique hotel must beat
Atlanta East Submarket	Luxury, Upper Upscale and Upscale class properties only	16	1,572	58.6%	$145.07	$84.98	Branded upscale midpoint; the realistic alternative for leaked demand
Georgia Boutique / Lifestyle	Luxury and Upper Upscale experiential assets within ~70 miles	10	2,125	60.8%	$254.34	$154.65	ADR ceiling for a differentiated, design-led product

Methodology Notes

- **Overlap in sets.** Atlanta Evergreen Lakeside Resort (336 rooms) and Stone Mountain Manor (8 rooms) appear in both the city and Atlanta East sets; the submarket set is not additive to the city set.
- **Reporting period.** Trailing 12 months ended July 2026, with 36 months of monthly detail used for seasonality. CoStar masks certain small properties within a composite; composite rooms are included in market supply but not itemised.

Source: CoStar / STR custom extracts prepared for JLL, August 2026

JLL

City of Stone Mountain

Existing Lodging Supply by Hotel Class

The City of Stone Mountain's 1,236 reporting hotel rooms are limited between economy inventory and a single large resort. **There are no upscale hotels in the market and only one 8-room boutique property. There is a strong structural gap the proposed boutique hotel can fill.**

CoStar Class	Rooms	Share	Representative Properties (Rooms)
Economy	434	34.9%	Live In Lodge (140), Budgetel (132), Days Inn (81), Americas Best Value (43), Scottish Inns (32), Stillwell House (6)
Midscale	59	4.8%	Quality Inn Stone Mountain (59)
Upper Midscale	405	32.6%	Inn at Stone Mountain Park (92), Hampton Inn (112), Holiday Inn Express (73), Country Inn & Suites (71), Comfort Inn & Suites (57)
Upscale	0	0.0%	None
Upper Upscale	344	27.7%	Atlanta Evergreen Lakeside Resort (336), Stone Mountain Manor (8)
Luxury	0	0.0%	None
Total Reporting Inventory	**1,242**	**100%**	**13 reporting buildings; CoStar market inventory of 1,236 rooms after room-count adjustments**

Concentration risk: Atlanta Evergreen Lakeside Resort alone accounts for 27% of the city's hotel inventory. Excluding the resort, **48% of the remaining 906 hotel rooms are Economy class**. Market-wide averages are pulled down by a product set the proposed hotel would not compete against.

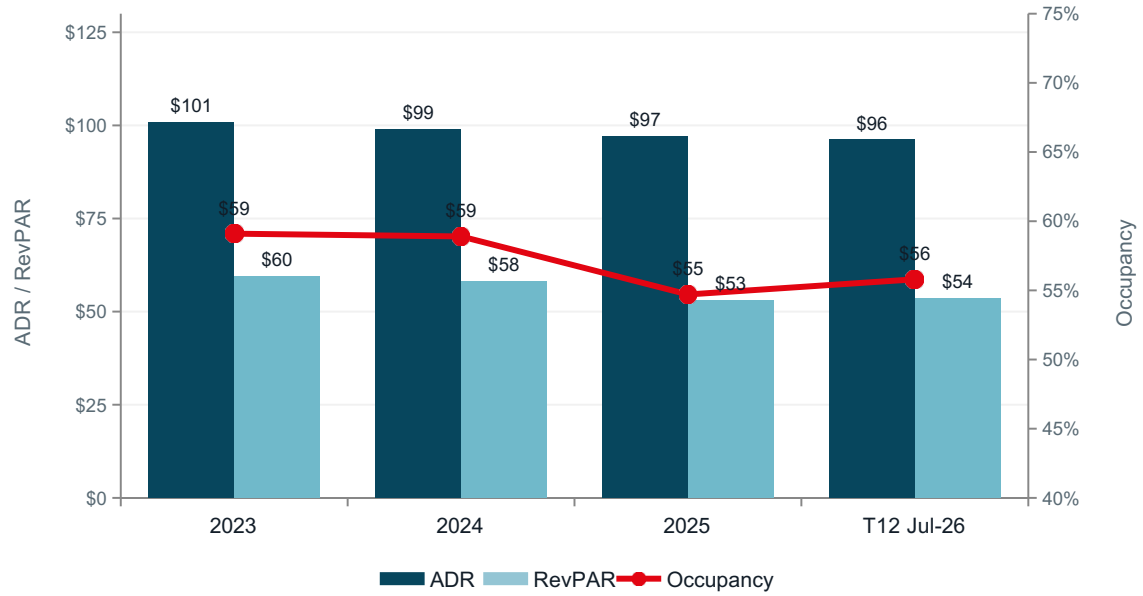
Source: CoStar / STR property list, City of Stone Mountain, August 2026. Excludes the 89-room Fairfield by Marriott under construction.

JLL

City of Stone Mountain

Hotel Market Performance, 2023 to July 2026

With no hotel supply change over the past 3 years, the City of Stone Mountain's hotel performance has decreased. Occupancy has decreased 3.3 points and ADR has decreased 4.6% since 2023, producing a 10.0% decline in RevPAR to $53.63. This market does not signal the need for additional limited-service hotel product.



What the Trend Shows

Supply has been flat. The City's hotel inventory has held at 1,236 rooms with no new hotel deliveries in the trailing three years.

Demand has contracted. Hotel room nights sold fell from 279,900 in 2023 to 259,200 in 2025.

Rate has no momentum. ADR has declined in each of the last three years despite national rate growth.

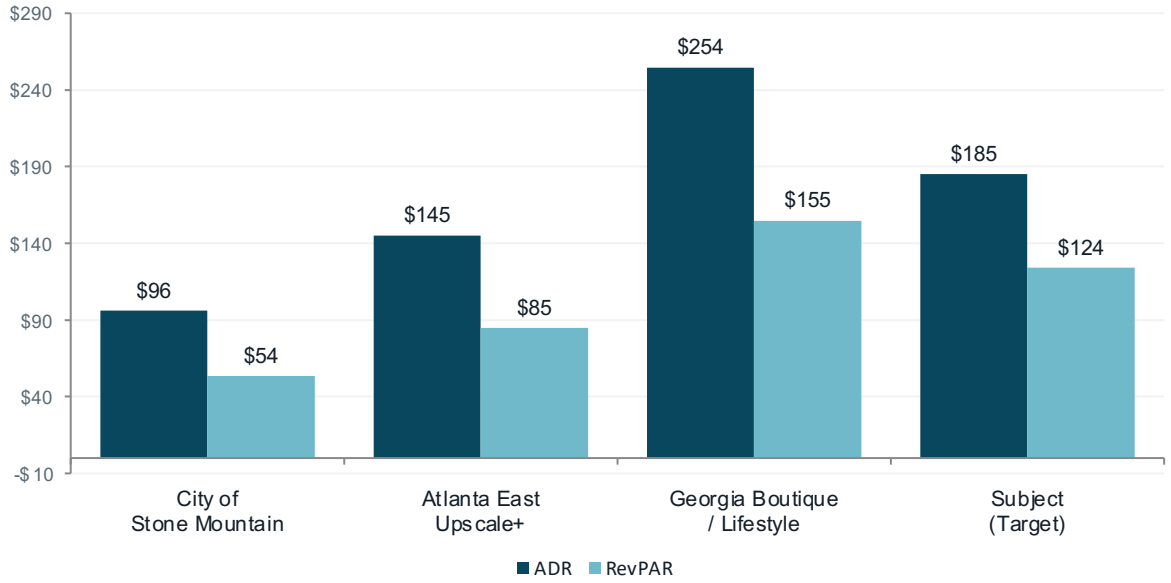
The decline is product-driven. A market this weighted to economy inventory cannot price up without a quality shift.

Source: CoStar / STR. 2023–2025 are calendar years; T12 is the trailing 12 months ended July 2026.

JLL

Comparable Market Benchmarking

Plotting all three geographic hotel competitive sets against the proposed positioning shows the proposed boutique hotel would sit **between the branded-upscale midpoint and the boutique ceiling**, aggressive against the local market, but conservative against the segment it is designed to compete in.



Occupancy Is Not the Differentiator

- **Occupancy is compressed.** All three geographic competitive sets show 55.8%–60.8% occupancy. The entire performance spread is based on average daily rate.
- **Rate opportunity.** The Boutique Georgia hotel set earns $158 more per occupied room than the City of Stone Mountain hotels.
- **The proposed boutique hotel's performance is defensible.** At $185, the proposed boutique hotel prices 27% below the Georgia boutique set's benchmark.
- **Consideration.** Even at $165 annual ADR and 64% annual occupancy, proposed hotel's annual RevPAR of $106 would still be nearly double the City's hotel average.

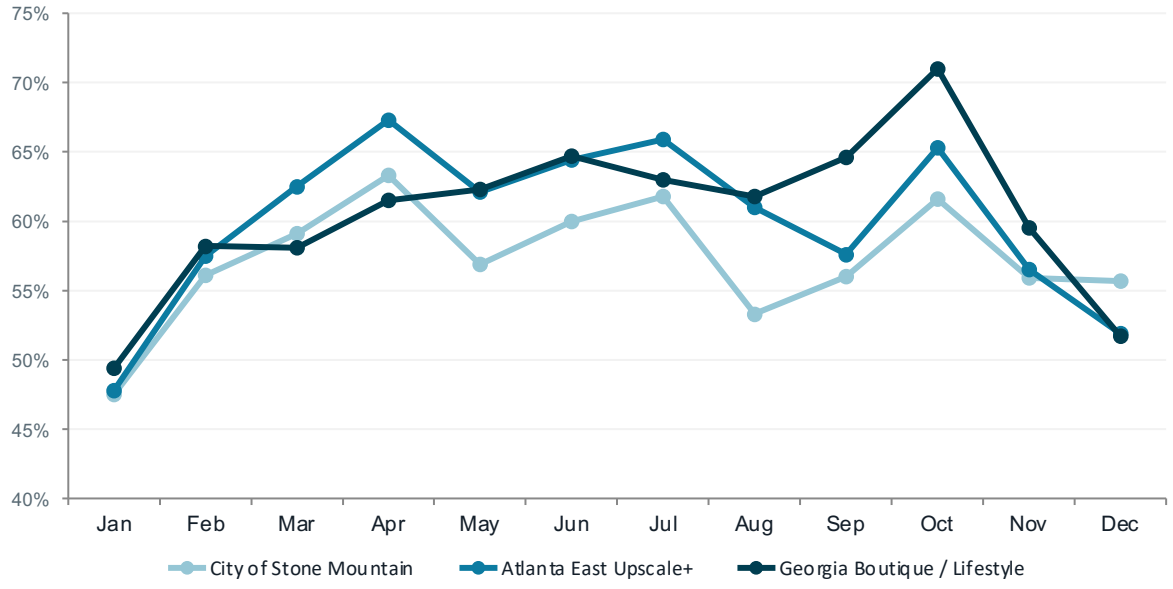
Source: CoStar / STR, trailing 12 months ended July 2026. The proposed boutique hotel target per Initial Market Demand & Feasibility Assessment (67% stabilized occupancy, $185 ADR).

JLL

Seasonality

Monthly Occupancy Patterns, Three-Year Average

All three sets share a January trough and a spring/autumn peak, but the Boutique Georgia Hotel set is both **more seasonal and materially stronger in the shoulder months**. The Boutique Georgia Hotel set's October occupancy of 71.0% is much higher than 61.6% occupancy in the City of Stone Mountain.



Implications for Underwriting

- **Peak-to-trough spread is wide.** Stone Mountain ranges 47.5% (January) to 63.3% (April) — a 15.8-point swing.
- **The Boutique Georgia set's occupancy swings the most.** A 21.6-point range, but from a higher base occupancy and at 2.6x the average daily rate.
- **Q1 is the underwriting risk.** F&B and event revenue must offset the decreased rooms performance in Q1.
- **Autumn is the opportunity.** Yellow Daisy and Pumpkin Festival demand aligns with the strongest pricing month for the Boutique Georgia Hotel set.

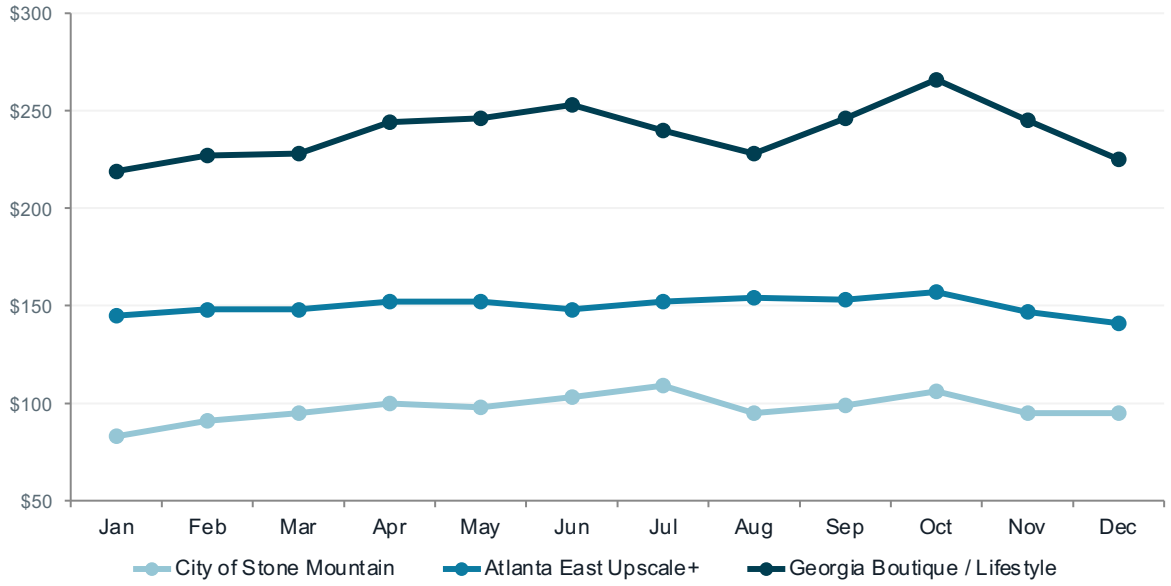
Source: CoStar / STR. Average of monthly results, August 2023 – July 2026.

JLL

Seasonality

Monthly ADR Patterns, Three-Year Average

The average daily rate gap is consistent throughout the year. The Boutique Georgia Hotel set's weakest pricing month ($219 in January) still exceeds **2x the City of Stone Mountain Hotel set's strongest month ($109 in July)**, confirming that the spread is structural rather than seasonal.



Reading the Rate Curves

- **Three parallel bands.** The sets move together seasonally but never converge, evidence of distinct products, not distinct demand cycles.
- **October is the pricing peak** for both the Boutique Georgia Hotel set ($266) and City of Stone Mountain hotel set ($106).
- **Stone Mountain Hotel set's ceiling is $109.** The city's hotels have never averaged above that in any month of the last three years.
- **Proposed boutique hotel's $185 ADR** would sit above the Boutique Georgia Hotel set's monthly trough and below its annual average.

Source: CoStar / STR. Average of monthly results, August 2023 – July 2026.

JLL

Comparable Property Sets

Atlanta East Submarket — Upscale and Above

The Atlanta East Upscale Hotel set is overwhelmingly branded: **11 of 16 properties are Marriott or Hilton franchise products**, and only four independents exceed 20 rooms. This set defines where leaked Stone Mountain demand currently goes.

Property	City	Rooms	Class	Operation
Atlanta Evergreen Lakeside Resort	Stone Mountain	336	Upper Upscale	Independent
Courtyard Atlanta Decatur Downtown	Decatur	179	Upscale	Franchise
Courtyard Atlanta Northlake	Atlanta	128	Upscale	Franchise
Residence Inn Decatur Emory Area	Decatur	124	Upscale	Franchise
Residence Inn Atlanta Covington	Covington	123	Upscale	Franchise
Courtyard Atlanta Covington	Covington	113	Upscale	Franchise
Hilton Garden Inn East/Stonecrest	Lithonia	110	Upscale	Franchise
Homewood Suites Covington	Covington	110	Upscale	Franchise
SpringHill Suites Atlanta Covington	Covington	104	Upscale	Franchise
SpringHill Suites Conyers	Conyers	99	Upscale	Franchise
Courtyard Atlanta Conyers	Conyers	78	Upscale	Franchise
University Inn at Emory	Atlanta	32	Upscale	Independent
James Madison Inn	Madison	19	Upper Upscale	Independent
The Farmhouse Inn	Madison	9	Upper Upscale	Independent
Stone Mountain Manor	Stone Mountain	8	Upper Upscale	Independent
The Twelve Oaks Bed and Breakfast	Covington	8	Luxury	Independent

Set Performance (T12)

Occupancy	**58.6%**
ADR	**$145.07**
RevPAR	**$84.98**

Why This Set Matters

- **Branded, not experiential.** The set proves demand exists at $145 ADR for quality branded hotels.
- **The set is also softening.** RevPAR down 10.6% since 2023 while inventory grew from 1,245 to 1,572 rooms.
- **Supply has outpaced demand** in this submarket, reinforcing that undifferentiated rooms are not the opportunity.

Source: CoStar / STR property list, Atlanta East Hospitality Submarket. Shaded rows denote properties also included in the City of Stone Mountain set.

JLL

Comparable Property Sets

Georgia Boutique / Lifestyle Set

Ten Georgia Boutique Hotel properties (Autograph and Curio soft brands, and Kimpton and Indigo lifestyle assets) sustain **$254.34 T12 ADR** at **60.8% T12 occupancy** and also grew average daily rate through a recent supply increase of 25%.

Property	City	Rooms	Opened	Class
The Hotel at Avalon, Autograph	Alpharetta	330	**2018**	Upper Upscale
Chateau Elan	Braselton	300	1993	Luxury
Lanier Islands Legacy Lodge	Buford	282	1988	Upper Upscale
Cloudland at McLemore, Curio	Rising Fawn	245	**2024**	Upper Upscale
Kimpton Overland Atlanta Airport	Atlanta	214	2017	Upper Upscale
Trilith Guesthouse, Autograph	Fayetteville	193	**2024**	Upper Upscale
Hotel Indigo Vinings Galleria	Atlanta	160	1986	Upper Upscale
Hotel Indigo Atlanta Airport	College Park	142	2012	Upper Upscale
Barnsley Resort	Adairsville	140	1999	Luxury
The Hamilton Alpharetta, Curio	Alpharetta	119	**2021**	Upper Upscale

Set Performance (T12)

Occupancy	**60.8%**
ADR	**$254.34**
RevPAR	**$154.65**

The Absorption Evidence

- **Two 2024 openings added 438 rooms** Trilith Guesthouse (193) and Cloudland at McLemore (245) expanded the set's supply 25%.
- **Occupancy dipped, then recovered** from 58.8% in 2024 to 60.8% today, while ADR rose from $230.51 to $254.34.
- **Rate grew 11.3% since 2023** against declines of 4.6% and 4.9% in the two local sets.

Source: CoStar / STR property list, Luxury and Upper Upscale experiential assets within approximately 70 miles of Stone Mountain. Highlighted opening years denote properties delivered since 2018.

JLL

Hotel Supply Pipeline

After three years of entirely flat hotel inventory, an **89-room Fairfield Inn by Marriott is under construction** in the City of Stone Mountain will represent a 7.2% supply increase to the City.

Today	Under construction	On delivery of the Fairfield Inn	With the proposed boutique hotel (65 rooms)
1,236	**+89**	**1,325**	**1,390**
13 reporting hotels, flat since 2023 with no deliveries	Fairfield by Marriott Inn & Suites, Upper Midscale class	+7.2% inventory into a market where demand fell 7.4% since 2023	+12.5% versus today, but in a class with no existing supply

Risk

- **Direct overlap in the midscale tier.** The Fairfield Inn competes head-on with the Hampton Inn, Holiday Inn Express and Country Inn & Suites, the existing 405-room Upper Midscale block.
- **Near-term pressure on averages.** Absorbing 89 rooms into a market losing demand will likely push reported occupancy lower before it recovers.

Mitigant

- **Different tier, different guest.** The Fairfield Inn reinforces the commodity segment; it does not address the Upscale and boutique void.
- **Confirms developer appetite.** The first construction start in years signals that capital views Stone Mountain as investable, a useful data point for the proposed boutique hotel's own financing narrative.

Source: CoStar / STR, City of Stone Mountain, July 2026. Demand change measured against calendar year 2023.

JLL

Hotel Market Analysis
Takeaways

Strengths & Opportunities

- **No competing product exists.** Zero Upscale-class rooms and eight boutique rooms in the entire city.
- **The rate ceiling is proven.** Georgia boutique assets sustain $254.34 ADR at 60.8% occupancy, 2.6x the city's hotel market.
- **The segment absorbs supply.** The boutique Georgia hotel set took a 25% inventory increase in 2024 and still grew ADR 11.3% since 2023.
- **Absorption is modest.** The proposed hotel would only need 44 occupied rooms per night at 65 keys representing 67% occupancy.
- **Demand generation is durable.** Roughly 4 million annual park visitors and 14 festivals, 16 miles from downtown Atlanta.

Weaknesses and Threats

- **The city's hotel market performance has declined.** RevPAR has decreased 10.0% since 2023 to $53.63 on flat supply and falling demand.
- **The submarket is softening too.** The Atlanta East upscale submarket's RevPAR fell 10.6% since 2023 as inventory grew 26%.
- **Evergreen holds the group business.** 336 rooms, 37 meeting rooms and 64,000 SF of event space inside the park.
- **New supply is arriving.** An 89-room Fairfield adds 7.2% to inventory before the proposed boutique hotel opens.
- **Scale limits the operating model.** At 50–75 rooms, a conventional full-service cost structure is not supportable without independently successful F&B.

Source: JLL analysis of CoStar / STR data, trailing 12 months ended July 2026

JLL

Recommended Concept

Boutique Full-Experience, Not Traditional Full-Service

The data supports an upscale to upper upscale lifestyle hotel, potentially soft-branded, positioned as **the hotel of Stone Mountain Village and the gateway to Stone Mountain Park**, not a competitor to the park's resort inventory.

Preliminary Program

- **60–75 guestrooms,** including several larger family-oriented rooms and suites
- **Destination restaurant and bar** of approximately 70–100 seats
- **Outdoor patio or courtyard** strongly connected to the Village streetscape
- **2,500 to 4,000 SF** of flexible meeting and social event space, the demand for unique and outdoor event space is growing
- **Small fitness facility** and bicycle, hiking and outdoor recreation storage
- **Locally influenced design** tied to the granite landscape and Village identity
- **Wedding and upscale social-event capability** without attempting to become a conference hotel

Positioning Guardrails

- **F&B must serve the Village, not the hotel.** At 65 keys the restaurant cannot be supported only by hotel guests; local and outside restaurant diners will be necessary.
- **Soft hotel branding.** An Autograph, Curio or Tapestry hotel brand affiliation would deliver distribution and loyalty without diluting the local character the rate premium depends on.
- **Walkability is an advantage.** Evergreen's location cannot offer hotel guests is a Village experience on foot.
- **Design must justify the premium.** The 92% rate gap to the city's current rate performance would be earned through product and experience, not just location.

Source: JLL analysis; program parameters per Initial Market Demand & Feasibility Assessment

JLL

Preliminary Stabilized Scenario

Room-Count Sensitivity Analysis at 67% Occupancy and $185 ADR

Three proposed hotel room counts were tested at a common stabilized assumption. The 65-hotel room scenario requires only **44 occupied rooms per night to reach 67% occupancy**, a modest absorption for the city's current hotel inventory.

Scenario	Annual Available Room Nights	Annual Occupied Room Nights	Occupied Rooms per Night	Annual RevPAR	Annual Hotel Room Revenue
50 rooms	18,250	12,228	**34**	$123.95	**$2.26M**
65 rooms	23,725	15,896	**44**	$123.95	**$2.94M**
75 rooms	27,375	18,341	**50**	$123.95	**$3.39M**

Assumptions

- **Stabilized occupancy of 67%,** the midpoint of the 64%–69% target range
- **$185 ADR,** the midpoint of the $175–$200 target range
- **Total revenue at 1.36x–1.60x rooms revenue,** reflecting a destination F&B outlet plus meetings, weddings and ancillary income

Where the Model Is Most Sensitive

- **ADR.** Each $10 of ADR movement shifts 65-room rooms revenue by roughly $159,000 annually.
- **Fixed-cost absorption.** Below roughly 60 rooms, meeting space and F&B overhead become difficult to carry.

Source: JLL analysis. Preliminary planning scenario for testing only; not a projection of operating results.

JLL

Stone Mountain

The Lawn on Main Project Update

Summary of project scope, site plan and next steps

Prepared by

JLL

Scope Update| Project Process

Phase 1:

Vision & Strategy Alignment

August 2026

Phase 2:

Market & Financial Feasibility

September 2026

Phase 3:

Site Plan and Proforma

October 2026

Phase 4:

Proforma and Zoning Recommendations

November 2026

Phase 5:

RPF Development & Engagement

December 2026

Asset Class Review

Multifamily faces a fundamental feasibility challenge driven by both zoning and market economics.

Multifamily: math problem, not a market problem

- Zoning caps unit count (600 SF minimum) and height, limiting doors per site
- Smallest allowed unit type is also the cheapest: studios $1,122/mo, 1-BR $1,151, 2-BR $1,338
- Low unit count × low rent = returns too thin for institutional capital without subsidy

Office does not clear the cost bar, and the gap is significant.

Office: doesn't clear the cost bar

- Stone Mountain office rents: $17.73–$19/SF average, ~$30/SF ceiling
- Well below what new construction or adaptive reuse needs to cover costs
- Revenue-versus-cost gap; needs a rent jump or subsidy neither realistic

Retail struggles on the fundamentals.

Retail struggles on fundamentals

- Rent math doesn't work: Stone Mountain retail averages ~$16/SF, range $4–$34/SF
- Not enough to support new ground-up construction; a lower-cost build still bets on the top of a market that mostly leases at the bottom
- A new strip retail or a big box would compete directly with existing Main Street businesses, cannibalizing demand instead of growing it

JLL

Hotel as Economic Catalyst

Hotel: matches what the City wants, and the site's feasibility work supports it

- No competition with Main Street retailers (no strip center, no big box)
- Matches City's tourism and downtown-activation goals
- Companion green space study: 35–50 event days/yr, 25,000–45,000 annual visits *(preliminary estimate)*, names incremental hotel demand as a direct benefit
- Green space and hotel work as one system: demand engine + product that captures it
- Delivers 3 tax streams office/MF don't: property tax, F&B tax, hotel-motel excise tax (up to 8% + $5/night state fee)
- ***Hotel only uses that generates its own demand and diversified revenue while alternatives lose money or fight City goals – the best and highest use for the site.***

JLL

Preliminary Stabilized Scenario

Room-Count Sensitivity Analysis at 67% Occupancy and $185 ADR

Three proposed hotel room counts were tested at a common stabilized assumption. The 65-hotel room scenario requires only **44 occupied rooms per night to reach 67% occupancy**, a modest absorption for the city's current hotel inventory.

Scenario	Annual Available Room Nights	Annual Occupied Room Nights	Occupied Rooms per Night	Annual RevPAR	Annual Hotel Room Revenue
50 rooms	18,250	12,228	**34**	$123.95	**$2.26M**
65 rooms	23,725	15,896	**44**	$123.95	**$2.94M**
75 rooms	27,375	18,341	**50**	$123.95	**$3.39M**

Assumptions

- **Stabilized occupancy of 67%,** the midpoint of the 64%–69% target range
- **$185 ADR,** the midpoint of the $175–$200 target range
- **Total revenue at 1.36x–1.60x rooms revenue,** reflecting a destination F&B outlet plus meetings, weddings and ancillary income

Where the Model Is Most Sensitive

- **ADR.** Each $10 of ADR movement shifts 65-room rooms revenue by roughly $159,000 annually.
- **Fixed-cost absorption.** Below roughly 60 rooms, meeting space and F&B overhead become difficult to carry.

Source: JLL analysis. Preliminary planning scenario for testing only; not a projection of operating results.

JLL

Recommended Hotel Concept

The preferred concept would be an upper-midscale to upscale lifestyle/boutique hotel, potentially **soft-branded,** with approximately:

- 60–70 guestrooms, including several larger family-oriented rooms/suites;
- destination-oriented restaurant/bar of approximately 70–100 seats;
- outdoor patio/courtyard strongly connected to the Village;
- approximately 2,500–4,000 square feet of flexible meeting/social space;
- small fitness facility;
- locally influenced design tied to Stone Mountain's natural environment and Village identity;
- bicycle/hiking/outdoor recreation storage and amenities;
- strong wedding/reunion/social-event capability without attempting to become a conference hotel.

AUTOGRAPH COLLECTION® HOTELS

THE UNBOUND COLLECTION™ BY HYATT

TAPESTRY COLLECTION by Hilton™

A **soft brand** is a hotel that maintains its own unique name, design, character, and local identity while affiliating with a major hotel company to gain access to its **reservation system, loyalty program, marketing reach, and operating resources**.

JLL

 © 2026 Jones Lang LaSalle IP, Inc. All rights reserved.

Site Plan Presentation

Finalize Site Massing of proposed hotel

We will move to further demonstrate the scale and location of the proposed hotel, and corresponding amenities.

Preliminary Recommendation for The Lawn

We would advance the concept of a Stone Mountain Community & Festival Lawn to a formal feasibility phase.

 © 2026 Jones Lang LaSalle IP, Inc. All rights reserved.

The Lawn on Main · Conceptual Design

Architectural Perspectives

Flexible Cultural Lawn

Lawn – Approx. 43,000 SF

Enhanced Entrance



A: View to Main Lawn from Entry

B: View to Playground and Splash Pad

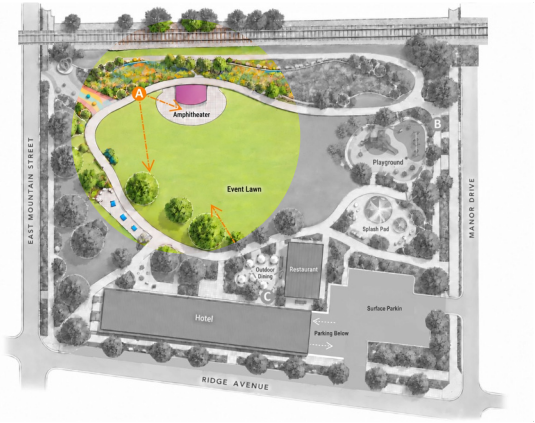
C: View to Amphitheater from Food and Beverage Space



JLL

Perspective View A

View to Main Lawn from Entry





Perspective View B

View to Playground and Splash Pad





Perspective View C

View to Amphitheater from Food and Beverage Space





JLL

Thank you!

 © 2026 Jones Lang LaSalle IP, Inc. All rights reserved.

Executive Summary

Stone Mountain Village Outdoor Performance Venue

Preliminary Market Demand & Feasibility Assessment

Market Opportunity

The preliminary assessment identifies a moderate-to-strong opportunity for Stone Mountain to develop a flexible outdoor cultural and performance venue that enhances the visitor experience, strengthens community identity, and supports downtown economic development.

While the City's population of approximately 6,562 cannot independently support a large performance venue, proximity to metropolitan Atlanta, Stone Mountain Park's established tourism draw, and the Village's existing arts community create opportunities to attract regional audiences and generate incremental downtown activity.

The recommendation is to develop a flexible community and cultural venue rather than a traditional commercial amphitheater, complementing Stone Mountain Park's entertainment offerings with authentic cultural experiences, intimate performances, and community events.

Recommended Development Concept

The proposed Stone Mountain Community & Festival Lawn would feature:

- Site: Approximately 2.5–4 acres, preferably around 3 acres.
- Capacity: 1,200–1,500 attendees, expandable to 2,000 for selected events.
- Infrastructure: A 2,500–4,000-square-foot covered stage, permanent utilities, backstage facilities, restrooms, and event support.
- Flexible design: Landscaped lawn seating accommodating smaller theatrical performances, concerts, festivals, and community gatherings.

The emphasis is on creating an attractive public space that serves residents year-round while supporting diverse cultural and tourism programming.

Market Demand and Economic Benefits

Once established, the venue could support approximately 35–50 programmed event days annually, generating an estimated 25,000–45,000 attendee visits. These preliminary estimates require further validation.

Programming opportunities include community concerts, Shakespeare in the Park, cultural festivals, theatrical performances, outdoor movies, and private events. A signature Stone

Mountain Summer Arts Festival, potentially developed with ART Station, could establish a distinctive cultural identity.

Financial feasibility should recognize that the venue may not generate an attractive standalone operating return. Its broader value lies in increased downtown visitation, restaurant and retail spending, longer visitor stays, incremental hotel demand, and opportunities for adjacent private investment.

Development Alternatives and Next Steps

Three concepts warrant further evaluation:

- Cultural Lawn + Pavilion: Flexible 1,500-person venue, expandable to 2,000, with permanent stage infrastructure.
- Arts + Food + Performance Commons: Smaller 750–1,200-person venue emphasizing dining, markets, and downtown activation.
- Festival Grounds: Larger flexible event space accommodating occasional events exceeding 2,000 attendees.

The next phase should validate market demand, programming partnerships, capital costs, operating requirements, and economic impacts to identify the most financially sustainable development concept.

Overall Recommendation

The assessment supports advancing the project into detailed feasibility and development planning.

The opportunity extends beyond constructing a performance venue. It is to create a distinctive cultural destination that complements Stone Mountain Park, strengthens the Village's identity, and generates sustained economic activity for downtown businesses and the broader community.

Executive Summary

Initial Market Demand & Feasibility Assessment — Stone Mountain, Georgia

The initial market assessment indicates a credible opportunity to advance a 50–75 room hotel in the Town of Stone Mountain to formal feasibility analysis. The strongest opportunity is not simply to add hotel inventory, but to introduce a differentiated, upper-midscale/upscale property capable of capturing demand currently staying either within Stone Mountain Park or elsewhere in the Greater Atlanta market.

Market Opportunity

Stone Mountain benefits from an unusual combination of a major leisure attraction and access to the broader Atlanta metropolitan demand base. Stone Mountain Park represents both the project's largest demand generator and its strongest competitor. Atlanta Evergreen Lakeside Resort provides 336 rooms and significant meeting/event capacity within the park, making direct competition as a resort or conference hotel inadvisable. Instead, the opportunity is to provide something distinctly different: a walkable Stone Mountain Village hotel combining contemporary accommodations, local food and beverage, community character and convenient access to the park.

Greater Atlanta further expands the potential demand base beyond park visitation. Potential segments include leisure and weekend visitors, visiting friends and relatives, weddings and social events, small corporate meetings and retreats, sports and youth groups, reunions, and travelers seeking metropolitan Atlanta access without an urban-core stay. This diversification is important to reducing dependence on the seasonality and price sensitivity of park-related leisure demand.

Preliminary Market & Operating Potential

Initial planning assumptions indicate a local market occupancy range of approximately 58–65%, ADR of $140–$165 and RevPAR of $81–$107. A differentiated new property could potentially stabilize at 64–69% occupancy, $175–$200 ADR and $112–$138 RevPAR. These figures are preliminary underwriting assumptions rather than reported STR results and should be validated through a formal competitive-set analysis.

The initial concept recommends testing 60–70 rooms, rather than automatically maximizing the development at 75 rooms. A 65-room scenario operating at 67% occupancy and $185 ADR would generate approximately 15,900 occupied room nights, $2.94 million in annual rooms revenue and $124 RevPAR. With successful food and beverage, meetings, weddings and ancillary activity, total stabilized hotel revenue could potentially reach approximately $4.0–$4.7 million annually.

Recommended Positioning

The preferred concept is an upscale lifestyle/boutique hotel, a potentially soft-branded project, positioned as a “boutique full experience” rather than a traditional full-service hotel. The concept would benefit from a destination-oriented restaurant/bar, outdoor patio or courtyard, approximately 2,500–4,000 square feet of flexible meeting/social space, locally influenced design, recreation-oriented amenities and capacity to accommodate weddings, reunions and smaller social/corporate events.

This positioning addresses what appears to be the most compelling market opportunity: lodging leakage and a gap between conventional limited-service hotels and the full resort experience available within Stone Mountain Park.

Initial Feasibility Conclusion

The project should currently be characterized as potentially feasible and worthy of advancing to formal feasibility, not yet demonstrated feasible. Key strengths include Stone Mountain Park's substantial visitor draw, proximity to metropolitan Atlanta, relatively modest room-night absorption requirements and limited contemporary experiential lodging within the Village. Principal risks include Evergreen's competitive position, local rate sensitivity, the operating economics of a small full-service property, and the need to achieve a meaningful ADR premium through superior product and experience.

The recommended next step is a formal feasibility analysis incorporating 36–60 months of STR/CoStar performance data across;

- Stone Mountain/Park,
- Tucker–Northlake/east Atlanta
- and selected Atlanta boutique/experiential competitive sets

The analysis should test 50-, 65- and 75-room scenarios and determine supportable occupancy, ADR, RevPAR, F&B revenue, GOP/NOI and development cost.

The initial investment thesis is strongest for a 60–70 room upscale boutique/full-experience hotel positioned as the “hotel of Stone Mountain Village and gateway to Stone Mountain Park”, complementing rather than competing directly with the Park's resort inventory.

Preliminary Market Demand & Feasibility Assessment

Stone Mountain Village Outdoor Performance Venue

Executive conclusion

Preliminary finding: Market support appears MODERATE-TO-STRONG, provided the project is developed as a flexible community/cultural venue rather than primarily as a commercial concert amphitheater.

Stone Mountain itself is a small community—approximately 6,562 residents in 2025—so the facility cannot be justified by resident demand alone. The opportunity instead comes from Stone Mountain's unusual combination of proximity to metropolitan Atlanta, an established tourism draw, an existing arts ecosystem, and the opportunity to create stronger connections between Stone Mountain Park visitation and Stone Mountain Village.

Stone Mountain Park is a 3,200-acre attraction with extensive year-round recreation and seasonal entertainment programming. This creates a visitor base that is disproportionate to the city's resident population. Importantly, however, the Park already provides large-scale entertainment and spectacular programming, including festivals and its signature drone/light shows.

That suggests Stone Mountain Village should not attempt to compete with the Park on scale or spectacle. The opportunity is to provide something fundamentally different: intimate, authentic, culturally oriented programming that encourages residents and visitors to spend additional time in the Town.

Recommended concept: Stone Mountain Cultural Lawn + Pavilion

Rather than a traditional fixed-seat amphitheater, we are recommending for consideration a 2.5–3.5-acre flexible performance park organized around a permanent covered stage/pavilion and landscaped audience lawn.

The sweet spot would be approximately 1,200–1,500 comfortable attendees, expandable to approximately 2,000 for selected events. The estimated size of the stage should be roughly 2,500–3,500 square feet, supported by permanent power, lighting infrastructure, basic backstage facilities, restrooms, possible concessions/food-truck connections, modest storage and with good event-production access.

The defining feature should be flexibility. A 150-person theatrical performance should feel just as appropriate as a 1,500-person concert. This consideration argues strongly against extensive fixed seating.

The venue could support a programming calendar built around Shakespeare/theatre in the park type of events, weekly or biweekly summer concerts, jazz/blues/gospel programming, cultural festivals, movies on the lawn, children's performances, dance, storytelling, holiday events, community celebrations, food-and-music events and occasional ticketed regional performers.

Why the concept fits Stone Mountain

Stone Mountain already has an established cultural foundation through ART Station, which has operated in the Village since 1986 as a multidisciplinary arts organization encompassing theatre, music, dance, visual arts, literary arts, education and community outreach. That is particularly important: a new outdoor venue would not have to create an arts identity from scratch.

There is also precedent specifically for programming like outdoor Shakespeare events. A regional arts and culture planning study for Peachtree Corners identified Shakespeare in the Park as appropriate for an outdoor amphitheater or park setting and specifically identified Atlanta Shakespeare as a potential programming resource.

Tourism opportunities are equally important. The Town is currently pursuing regional tourism collaboration specifically to expand its marketing reach, highlight local attractions and events, and attract visitors into downtown Stone Mountain and surrounding areas. A performance venue could therefore function as tourism infrastructure and downtown economic-development infrastructure, rather than simply a parks amenity.

Competitive environment

There are several relevant precedents around metropolitan Atlanta, but we do not see them as eliminating the opportunity. They actually help define Stone Mountain's market niche.

> **Rainbow Park Amphitheater** in DeKalb County is probably the most relevant capacity comparable. The County currently describes it as a 2,000-person outdoor venue operating approximately April through September and hosting both touring performers and its summer concert series. This demonstrates that a 2,000-person outdoor venue can support meaningful cultural programming within the broader DeKalb market.
>
> **City of Lithonia Amphitheater** provides an even more locally oriented example of a park-based outdoor venue used for community entertainment.

Mable House Barnes Amphitheatre demonstrates another model: a publicly owned cultural venue combining concerts and performing arts with a relaxed, picnic-oriented outdoor experience.

At the larger end, **Chastain Park Amphitheater** illustrates the enduring appeal of an outdoor, park-based concert experience, but at approximately 6,900 seats it operates in a substantially different market position. Similarly, **Stockbridge Amphitheater** is oriented toward larger concert and community-event programming.

The competitive gap therefore appears to be below the major regional amphitheaters and above small community stages—especially for a venue intentionally connected to a walkable historic downtown.

Preliminary demand segmentation

We would anticipate demand coming from four primary markets. Local/community demand could support recurring free concerts, movies, festivals and civic programming. Regional demand from DeKalb County and eastern Metro Atlanta could support stronger concerts, cultural festivals and theatrical productions. Tourism demand represents the differentiator, particularly if events can be packaged with dining, overnight accommodations and Stone Mountain Park visitation. Finally, rental/event demand could include corporate gatherings, nonprofit events, weddings, graduations, private celebrations, and smaller festivals.

A reasonable stabilized programming objective would be approximately 35–50 programmed event days annually, rather than trying to pursue and then having to operate as a high-volume commercial concert venue.

Program	Annual Events	Typical Attendance
Community concert series	8–12	500–1,200
Shakespeare/theatre	6–10	200–600
Regional concerts	4–6	800–2,000
Cultural/food festivals	4–6	750–2,000+
Movies/family programming	6–10	200–750
Holiday/special events	3–5	500–1,500
Private/rental events	8–12	100–750

This could produce roughly 25,000–45,000 annual attendee visits once established. We would treat that as a preliminary planning range rather than a forecast until ticketing, event attendance, tourism visitation and competitive venue data are further analyzed.

Financial feasibility

This is where we would be relatively conservative.

We do not recommend developing the project around the expectation that venue operations alone will generate an attractive financial return. Facilities of this scale frequently have a public-purpose component, particularly when free community programming is part of the mission.

The financial case should instead evaluate a combination of ticket revenue, rentals, sponsorship/naming rights, concessions, food-and-beverage participation, festivals, grants and public support.

More importantly, feasibility should incorporate the venue's district-level economic impact: increased downtown visitation, restaurant spending, longer visitor dwell time, incremental hotel demand, event-related spending and its ability to stimulate adjacent private investment.

That changes the fundamental feasibility question from:

> "Can an amphitheater make money?"
>
> to:
>
> "Can a relatively modest investment in cultural infrastructure generate sufficient community, tourism and downtown economic activity to justify its capital and operating requirements?"

For Stone Mountain, we believe the second question has considerably more potential.

Three concepts worth testing

We would test three alternatives before committing to an amphitheater design.

> Concept A — Flexible Cultural Lawn + Pavilion. Approximately 1,500-person planned capacity expandable to 2,000. Permanent covered stage but predominantly lawn seating. Maximum programming flexibility and relatively low capital intensity.
>
> Concept B — Arts + Food + Performance Commons. A smaller 750–1,200-person venue integrated with food trucks, restaurant patios, public art, markets and festival space. This could have greater year-round downtown economic-development value than a standalone amphitheater.
>
> Concept C — Stone Mountain Festival Grounds. Approximately 3–5 acres with a modest permanent stage but infrastructure capable of supporting 2,000+ people for occasional events. Rather than investing heavily in seats and structures, capital goes into power, drainage, lighting, restrooms, landscaping, Wi-Fi, production access and event infrastructure.

A particularly strong programming opportunity

There is an opportunity to build a signature identity around something more distinctive than "concerts in the park."

We would explore a Stone Mountain Summer Arts Festival/Series, potentially anchored by Shakespeare and theatre, but expanded to incorporate music, storytelling, food and multicultural programming.

That aligns especially well with ART Station's existing mission and programming. It also creates a deliberate counterpoint to the large-scale entertainment inside Stone Mountain Park: **Park = spectacle and attractions; Village = culture, food, arts and authentic community experience.**

That distinction could be powerful.

Factor	Assessment
Local resident demand	**Moderate**
Regional market	**Strong**
Tourism market	**Strong**
Existing arts ecosystem	**Strong**
Competitive environment	**Moderate / manageable**
Programming flexibility	**Strong**
Standalone operating profitability	**Moderate–Low**
Downtown economic impact potential	**Strong**
Placemaking value	**Strong**
Overall preliminary feasibility	**MODERATE–STRONG**

Preliminary Recommendation

We would advance the concept to a more formal feasibility phase, but we would change the working description from an amphitheater to something like a "Stone Mountain Cultural Performance & Festival Lawn."

That distinction matters. It keeps the project from becoming an overbuilt 2,000-seat concert facility and instead creates a public space that happens to have excellent performance infrastructure, and the ability to be both a local and a tourism amenity

The next phase should quantify the 15-, 30- and 45-minute drive-time population; competitive venue calendars and utilization; Stone Mountain Park visitor capture potential; ART Station and local programming demand; capital cost; annual operating pro forma; hotel/F&B spending impacts; and three development scenarios at roughly

750, 1,500 and 2,000 capacity. That would allow us to move from this preliminary market assessment to an investment-ready recommendation.

Site Recommendation

For a flexible outdoor performance venue intended to accommodate roughly 100 to 2,000 attendees;

- 2.5- to 4-acre site
- with approximately 1.5 to 2.5 acres devoted to the core performance and audience area.

That scale provides enough room for an intimate Shakespeare-in-the-park setting while also supporting larger concerts and community events without making smaller programs feel lost.

A practical configuration would include;

- a 2,500–4,000 sq. ft. covered or partially covered stage/pavilion,
- approximately 60–80 feet wide and 35–50 feet deep,
- with back-of-house support for performers, storage, loading, and basic production functions.

The audience area should be designed as a flexible lawn or terraced green accommodating approximately 15–20 sq. ft. per person, which translates to roughly 30,000–40,000 sq. ft. for a 2,000-person audience. For Shakespeare, acoustic performances, or smaller community events, the front portion of the lawn could comfortably accommodate 100–500 people while maintaining an intimate relationship with the stage.

We would size the overall site approximately as follows:

Stage + backstage/support: 8,000–15,000 sq. ft.

Audience lawn / seating: 30,000–45,000 sq. ft.

Circulation, concessions, restrooms, gathering areas: 25,000–40,000 sq. ft.

Landscape buffers, service access, flexibility: 30,000–60,000 sq. ft.

Total venue footprint: approximately 2.5–4 acres, excluding dedicated parking

For the programming you describe, I would lean toward a 3-acre venue planned around a 1,500–2,000-person maximum capacity rather than designing a traditional amphitheater exclusively for 2,000 people. A flexible lawn, modest permanent stage, good power and production infrastructure, and movable seating would allow the venue to comfortably “scale down” for a 150-person theatrical performance and “scale up” for a 2,000-person concert.

The most important design consideration is therefore less the maximum capacity than creating multiple audience zones so that a 200-person event still feels intentional and active rather than occurring in an oversized field.

Architectural Perspectives

Flexible Cultural Lawn

Lawn – Approx. 43,000 SF

A:
View to Main Lawn from Entry

B:
View to Playground and Splash Pad

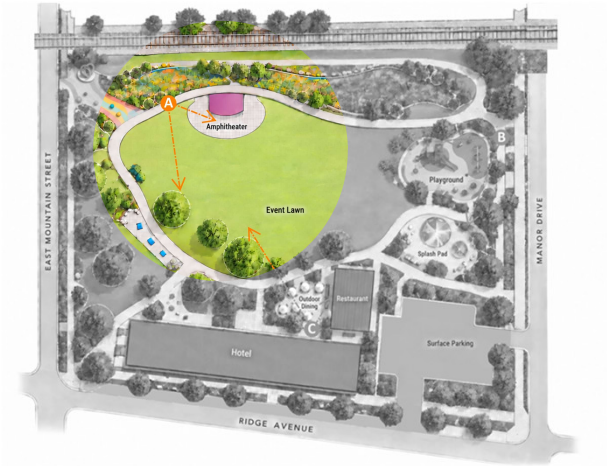
C:
View to Amphitheater from Food and Beverage Space



JLL

Perspective View A

View to Main Lawn from Entry





Perspective View B

View to Playground and Splash Pad





Perspective View C

View to Amphitheater from Food and Beverage Space



