

A Redevelopment Strategy for

Regency Mall and Surrounding Area



Prepared for:
Greater Augusta Progress, Inc.

Prepared By:
Winward Properties, LLC.
in association with
Glatting Jackson Kercher Anglin Lopez Rinehart, Inc.
Robert Charles Lesser & Company

January 2000

Acknowledgements..... 3

Executive Summary..... 5

1.0 The Process..... 12

- The Public Charrette..... 13
- Context Analysis..... 14
- Urban Design Principles..... 16

2.0 Market Analysis..... 18

3.0 Town Making Principles..... 22

4.0 Redevelopment Strategy..... 29

- Redevelopment Strategy..... 30
- The 5-Year Plan..... 31
- The 10-Year Plan..... 38
- The Long-Term Plan..... 40

5.0 Implementation..... 45

Greater Augusta Progress

Augusta-Richmond County Commissioners

Mayor Bob Young

Augusta Housing & Neighborhood Development

Augusta Richmond County Planning Commission

Augusta Tomorrow

We especially want to thank the many People that came to the public events to offer ideas, suggestions and visions.

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Executive Summary

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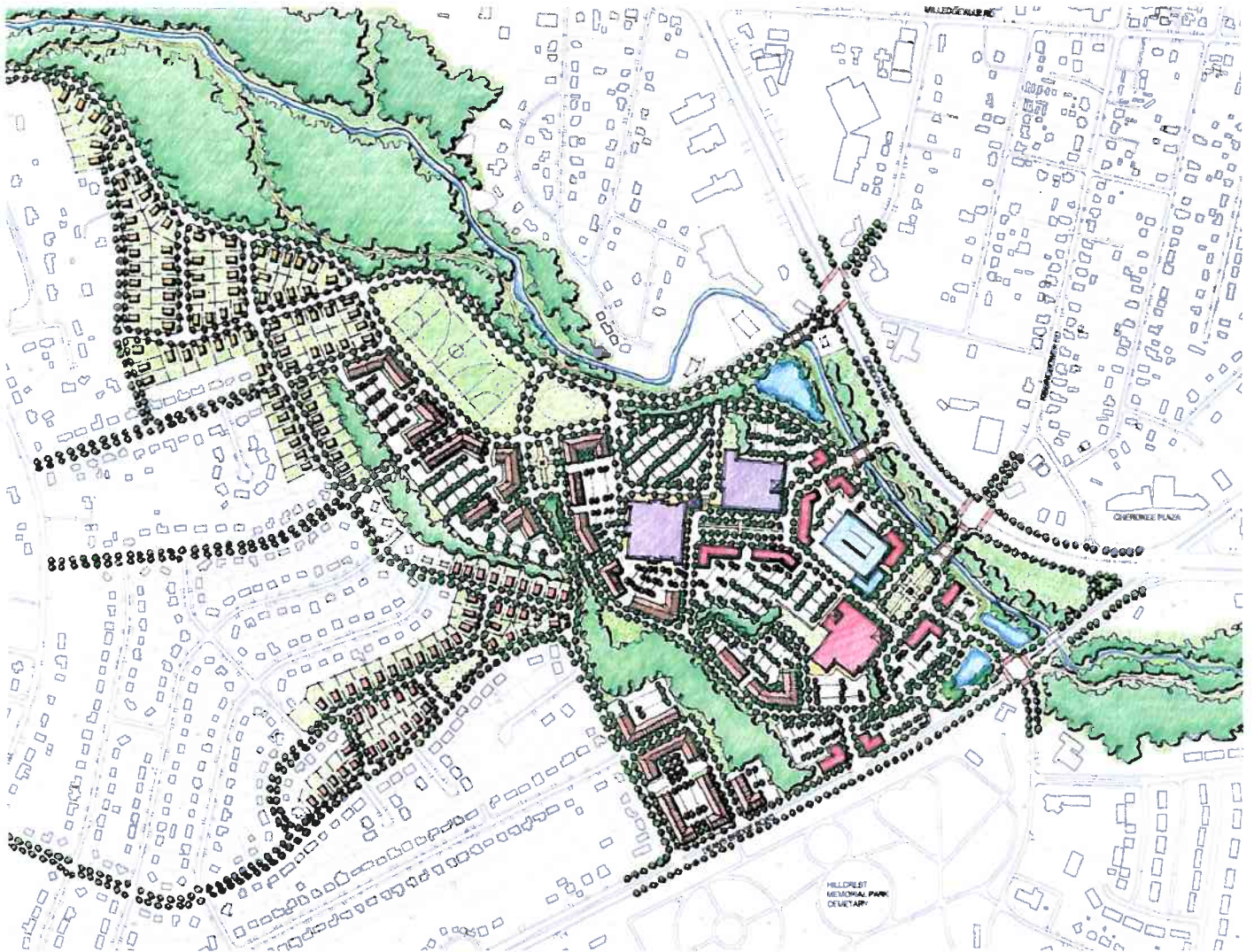
Windward Properties, LLC along with Glatting Jackson et al, and Robert Charles Lesser & Co. were retained to create a redevelopment plan for the Regency Mall and surrounding properties in Augusta, Georgia by Greater Augusta Progress, Inc. The study area includes Regency Mall property and surrounding nearby properties. The project includes real estate market context, supply and demand, community participation, retail assessment, real estate market overview, alternative use assessment, alternative re-use concepts, a redevelopment strategy and an implementation strategy.

Regency Mall, built in 1979, was Augusta's first enclosed shopping center. Regency has more than 800,000 square feet

and was once referred to as Georgia's largest mall. It is located at the intersection of Deans Bridge Road and Gordon Highway, and generally in a geographic center of the Augusta Richmond County area. The same year Regency Mall was built Augusta Mall was constructed only 3 miles away. In the late 1980's household growth trends shifted towards the northwest and closer to the Augusta Mall. As these trends continued, population and traffic dropped in the Regency Mall area. Currently, the mall is largely vacant and as described in detail in the Market Analysis, for this piece of real estate to be revitalized and to become a catalyst for other revitalization, it has to be something different than a retail mall.



Town Square



The Long Term Plan

The opportunity is strongest for the redevelopment of Regency Mall as a mixed-use development with office, entertainment retail, sports-oriented retail and value-oriented outlet retail. In the future, some housing and local serving retail may be feasible at the site once the project has established itself in the market.

Within a mixed-use development the various users supply each other with patrons so it is very important that the design of the development be friendly to automobile, transit and the pedestrian and that a defined core of mixed use buildings be organized around grand civic streets and public spaces. Also, making the natural element, Rocky Creek, a part of this redevelopment will help make this development unique. The creek is a recognizable natural element that is significant to this study area and provides a great opportunity for a community greenway.

It is important to our team and to our client that we develop a plan that is not only visionary but well grounded in market

reality. We were able to accomplish this by having a team of professionals with different specialties work together. Robert Charles Lesser & Co. led the market analysis, Glattig Jackson led the urban design and transportation and Windward led the public process and managed the project.

We also had a significant public involvement process that included approximately 200 people. Through this we were not only able to confirm the market research but we were able to hear the public's concerns, ideas and visions.

There are three (3) different sections to this final report. The first is the Executive Summary; the second is the Redevelopment Strategy, which gives a brief overview of the market analysis and development program but primarily concentrates on how to redevelop this mall including the phasing and who to involve. The third and last section of this report is the full Market Analysis, which is a separate document.



Aerial Before



Aerial After

Next Steps: What an Owner Should Do

- 1. Meet with the Mayor and Commissioners** to ensure that the City is committed to this project and this plan.
- 2. Hire a Public Relations Firm** to assist in removing the “bad” perceptions and feelings people have regarding Regency Mall. This would also include a confirmation of any potential name change to the new development.
- 3. Get on the Speaking Circuit to Realtors and Chamber organizations** to announce and describe the vision and commitment you have as a new developer to this city, and this plan. Be prepared to offer Realtors good commissions for tenants they bring to your door. It is important that you get them on your side.
- 4. You may have to Make A Sacrifice** on the first building and tenant improvement. The first has to be done correctly and set the tone for the remainder of the project. On this first improvement you may have to cut a very good deal for the tenant to get them to commit.
- 5. Make Improvements That *WILL* Be Seen.** The entire community will be watching and you are basically putting your money where your mouth is at this point and will be showing the entire community that this redevelopment is for real and that it is going to be successful. The major improvements should be made in a very visible location from the every day drivers along Gordon Highway and Deans Bridge Road. The general public will see improvements being made on a daily basis.
- 6. Build the park and greenspace infrastructure** towards the beginning of the redevelopment while the land is still relatively inexpensive and not in demand. As the development grows and demand increases it will be more difficult to make the decision to carve out an acre of parking lot for green space. Work with the City officials to layout, design and commit to building the greenspace areas, as indicated on the plan.
- 7. Start With an Area and Stick to It,** instead of making small minor repairs throughout the entire property. This will signal to the community that major changes are in store for this development and the public will be able to gain an understanding of the changes that are happening.
- 8. Currently the majority of the leases in the mall have expired.** Montgomery Ward is paying a fixed fee for security and GNC is paying a common area maintenance (CAM) fee. A new owner has the opportunity to work with new tenants on special CAM rates or special fees.

Next Steps: What Augusta - Richmond County Could Do

- 1. Take Ownership of the Plan** – The City should proudly take responsibility of this plan. Greater Augusta Progress the Development Authority of Augusta Richmond County and other economic development oriented organizations should be well versed and supportive of this redevelopment project.
- 2. Adopt the Plan in Concept** – The City should officially adopt this plan in concept at a Council Meeting. This would also lead to incorporating the needed transportation improvements into the Regional Planning Process, Submitting the Livable Communities Grant Application and Embracing the Regional Greenway System.
- 3. Assist in Development of Civic Space** – There are many opportunities for local government to become involved in this development. All of these possibilities become incentives to the developer and begin partnerships with the developer. To become a mixed-use town center, civic space plays a strong role and enhances the overall development. The Square off of Gordon Highway is critical as a first step to this redevelopment. Other park space includes a park along Rocky Creek which can tie into the regional greenway system. We have estimated that the planned park space will cost close to \$1.5 million. Average annual maintenance cost on one (1) acre of high profile urban park space is estimated between \$19,000 and \$32,000. Estimated costs for greenways vary according to the amenities provided. Some greenways can be very minimal in maintenance cost where it includes walkway maintenance and litter control. Although this is a significant investment the value of this plan would be lessened without the park space. It adds economic value to the project. It becomes yet another reason for people to come to this area. The timing of building this park space is very important because as the development grows the demand for land will increase. It is important to layout, design and construct the civic green space early in the redevelopment stage. This park space will become part of the significant public infrastructure, just as water and sewer, that helps breathe life back into this center.

Other Civic space: Opportunities exist for a community center, meeting space and some outdoor activities such as an amphitheater.

4. Other opportunities for Augusta-Richmond County that are not as cost driven:

- **Assist in Public Relations** - Speak positively about the opportunities for Regency.

- **Make Drawings Readily Available** - Something as simple as researching, finding and delivering some of the building / construction drawings of the Regency Mall can help a developer understand the construction of the building. Make available any structural and environmental reports that have been completed on the property.

- **Inventory Existing Infrastructure in the Area** - Giving a developer a basic drawing that shows existing infrastructure including right-of-way widths, all utilities and their respective sizes, and any plans for improvements will assist the developer in gaining a quick understanding of the property and the utilities available and potential upgrades that may be necessary. This can potentially be done with the assistance of the City-County GIS Department.

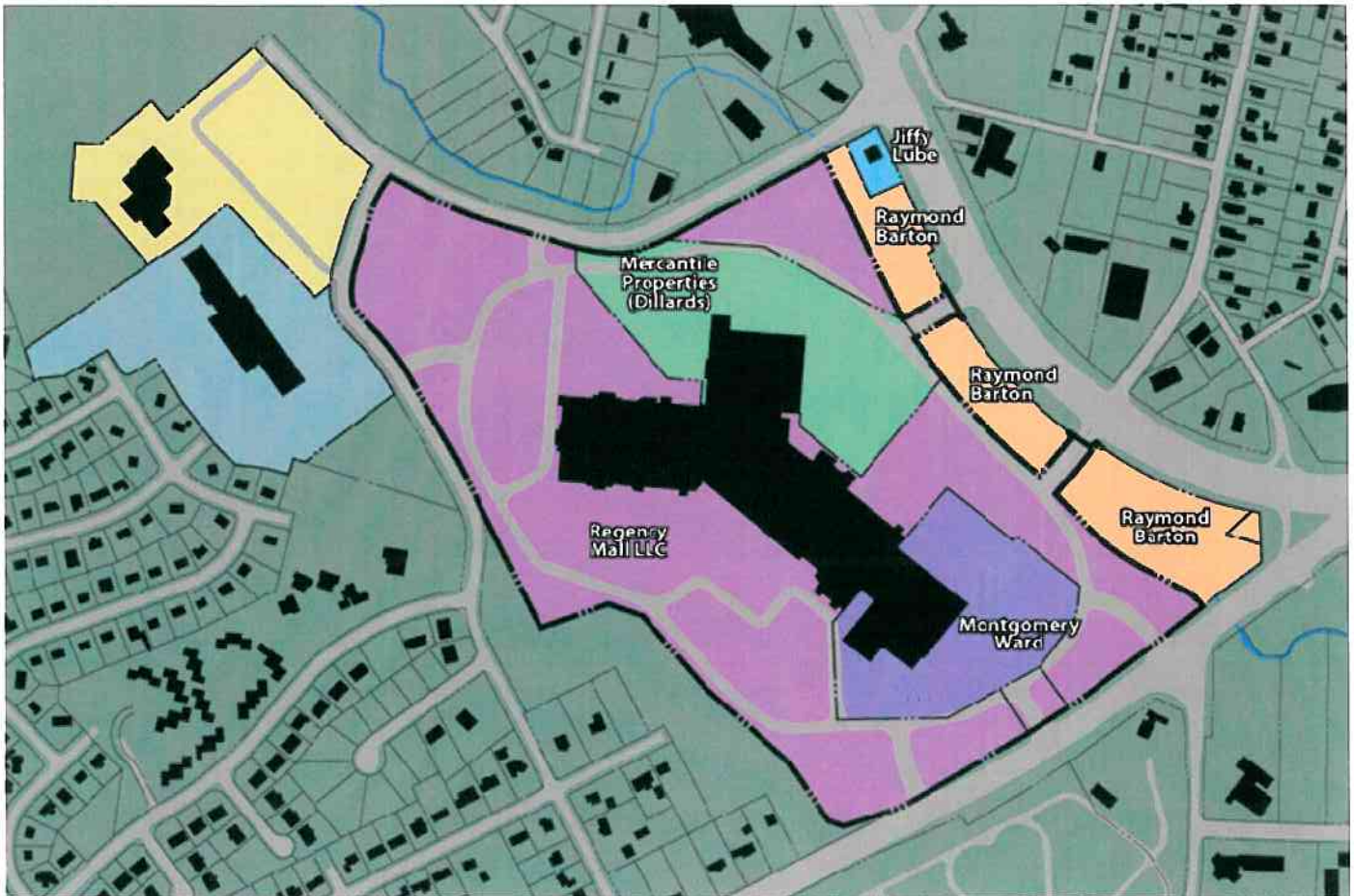
- **Neighborhood Reinvestment** - To enhance the entire community, one potential opportunity is to begin developing a special taxing district, where the existing taxes or any tax increase in the area would go directly back into the neighborhood.

- **Distribute Development Package** - All of the organizations and individuals involved in the Redevelopment project should have copies readily available and should assist in distributing these plans around the community to maintain a certain level of public awareness about the strategy.

- **Special Zoning / Development District** - In order to compete a mixed use town center redevelopment, some special zoning district guidelines may have to be developed. This can be done in a variety of ways including an overlay district, a rezoning with particular guidelines attached, or a design review system. This should happen relatively quickly after the local jurisdiction adopts the plan in concept. The purpose of a new zoning district is to make sure that the developer can build what is designed in the master plan which would require more of an urban code versus a suburban zoning code. Working with the developer and the neighborhood to develop this code should be a priority to give flexibility and guidelines to the development.

- **Advertise property** in Urban Land magazine and Shopping Center world magazine. Both of these publications focus on real estate developers. Very similar to a Request for Proposals for consultants, this advertisement would be a request for developers to submit a proposal to you that would include completing a mixed-use development which maintains this plan.

- **Understand and explain** to the new owner/developer about the EDA Grant opportunities. Augusta is designated as a EDA status and if the property owner is willing to sign the Civil Rights Form (Form 612) then the property may be available for up to \$1.5 million depending on the types and the amount of jobs created by this new development. The money would go towards the public portion of the redevelopment i.e. the parks and open space, infrastructure improvements, community spaces. The development of these spaces will enhance and encourage the successful redevelopment of this piece of real estate.



Property Ownership

Understanding the different ownerships of the property plays a critical role in the redevelopment effort. The actual mall building is owned by 3 different owners while the property surrounding the mall has 3 additional owners. To have a successful redevelopment these various owners have to all be committed to the same plan and vision. Because it is often difficult to get everyone in agreement, one recommendation is to try to get the mall building under one single ownership and

then begin working with the property owner along the creek. This will give the new owner flexibility in the nature of the design and implementation of the strategy. Also, even if the different ownership parties can come to an agreement verbally, legally, there are sometimes details in the lease and ownership structures that will not allow anchor stores such as a Dillards store to be a part of a mixed use center or to allow certain tenants to share parking.

Regency Mall, LLC	501,120 sqft GLA	52.68 acres
Mercantile Properties	162,391 sqft GLA	12.15 acres (Dillards/JBWhite)
Montgomery Ward	138,489 sqft GLA	10.18 acres
Regency Mall	802,000 sqft GLA	75.01 acres

Surrounding Property

Raymond Barton	0 GLA	8.96 acres (Flood Plain)
Hull McKnight	? GLA	9.55 acres (General Cinema)
Hull McKnight	? GLA	12.03 acres (Sears Call Center)
Total		105.55 acres

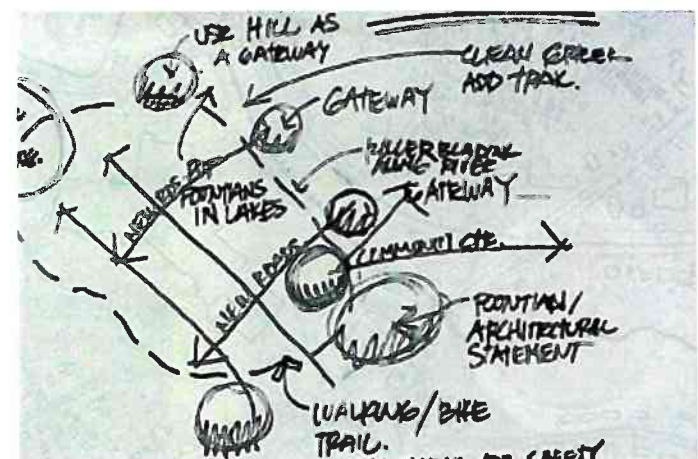


The Process

Upon completing initial site visits, interviews with individuals, case studies, and traffic studies the consultant team led over 200 community participants in a 4-day process called Rethinking Regency. This process was held in an empty storefront inside the mall. The community participants included local business owners, neighbors, the Mayor, City-County Commissioners, government staff and more.

The public meetings began with a brief overview of the initial findings of the market analysis by Robert Charles Lesser & Company, Glatting Jackson gave a presentation on the context of Regency Mall and how it fits in within its surroundings. This led into asking the audience to separate into 8 different groups each led by a facilitator. These groups were not only asked about the types of things they wanted in the area but what type of atmosphere they preferred, where the buildings should be placed, what to do with the mall structure, and what about the surrounding neighborhoods and the creek. The participants began drawing, writing and talking. Later that evening, a spokesperson from each table presented their plan for Regency Mall and the surrounding area.

The remainder of the week the general public was invited to come back and offer ideas to the team. The team held more interviews, had a review session with the client then began to integrate the market analysis, the initial site analysis, the design principles and the public input into an overall master plan. Additional work and refinements were made to the plan by the consultants after the 4-day public process.



Summary of October 11 Community Workshop and October 12, 13 Drop-Ins

Some of the Major Issues and Concerns expressed by the Community:

- **Safety and Security:** The negative perception of Regency Mall being an unsafe place has a significant impact on the community feeling uncomfortable coming to Regency.
- **Media Involvement:** The negative media attention that Regency Mall and South Augusta has received over the past several years has helped to confirm the perception of this area of town as being an unsafe place to be.
- **The Neighborhood:** Regency Mall is cut off from the surrounding neighborhood. Although the community has strong emotion and thoughts about the Mall they feel physically disconnected from it.



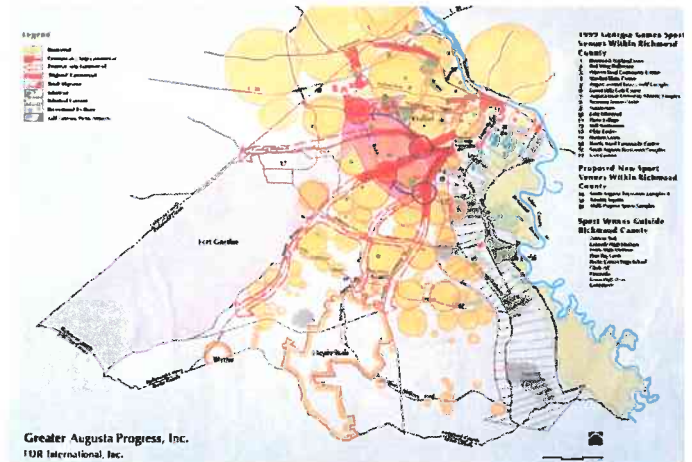
Some of the Major Ideas and Visions expressed by the Community:

- **Neighborhood Services** (grocery, drug store, doctors office, post office, day care)
- **Retail** (Outlet Shopping, more stores)
- **Recreation / Park Space** (rocky creek, trails)
- **Entertainment** (family oriented, restaurants “Dave & Busters”)
- **Office Space** (selected government offices, small local business offices, Call Center)
- **Civic Space** (auditorium, place for meetings)
- **Senior Needs** (senior housing, senior community center)
- **Sports Oriented Entertainment** (bowling, miniature golf, skating, basketball)
- **Design Issues** (connect to creek, walkable neighborhoods, civic space)
- **Medical Component** (doctors office, medical clinic, senior care)
- **Housing** (apartments for students, efficiencies for seniors)

An analysis of the context in which Regency Mall sits helps us understand how this piece of real estate can be redeveloped as a part of the community.

Development Patterns

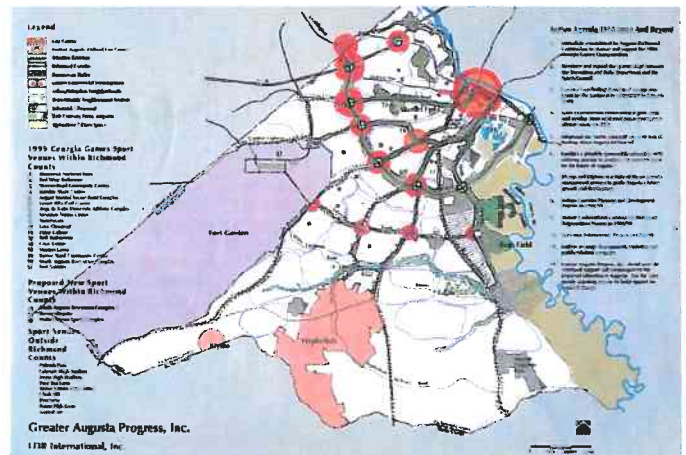
As identified in the “Augusta 2001 – A Strategic Assessment”, the direction of future growth is moving north away from Regency Mall. Commercial strip continues to expand along major corridors such as Gordon Highway and Deans Bridge Road.



Development Patterns

Strategic Growth and Development

The Strategic Growth and Development plan envisions a series of cluster commercial developments at the intersections of major corridors, radiating from a strong downtown commercial core. The intersection of Gordon Highway and Deans Bridge Road, where Regency Mall is located, is planned as the Central Augusta Mixed Use Center setting the stage for the redevelopment of Regency Mall.



Strategic Growth and Development

Street Network

The mall is located at the intersection of two regional corridors, Gordon Highway and Deans Bridge Road. The surrounding neighborhoods are separated from the mall by both these regional roads and the mall’s interior loop road circulation.



Street Network

Building Patterns

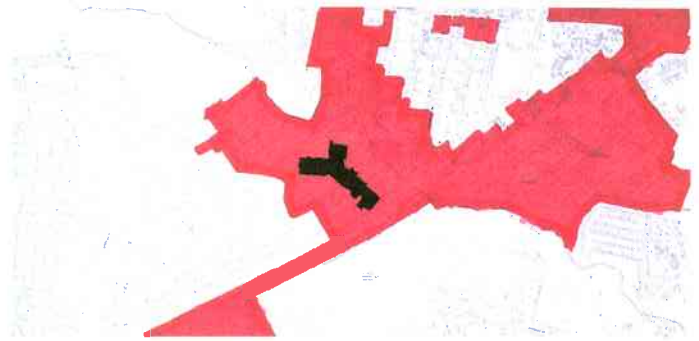
The large mass of the mall is in sharp contrast with the finer grain pattern of surrounding residential neighborhoods. Both the scale of commercial buildings and their required parking serve to totally separate residential and commercial uses.



Building Patterns

Commercial Land Use

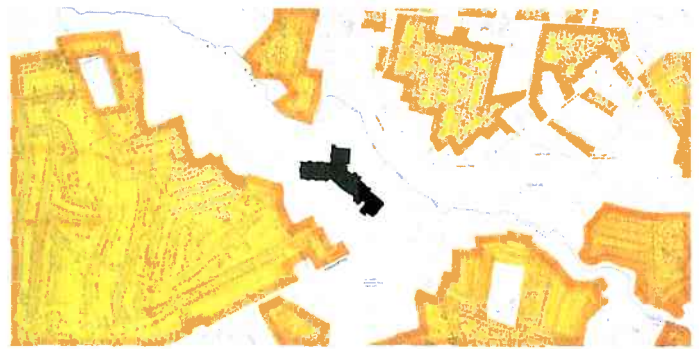
The pattern of commercial land use stretches along both Gordon Highway and Deans Bridge Road. The result is single use strip commercial separated from the surrounding neighborhoods.



Commercial Land Use

Residential Land Use

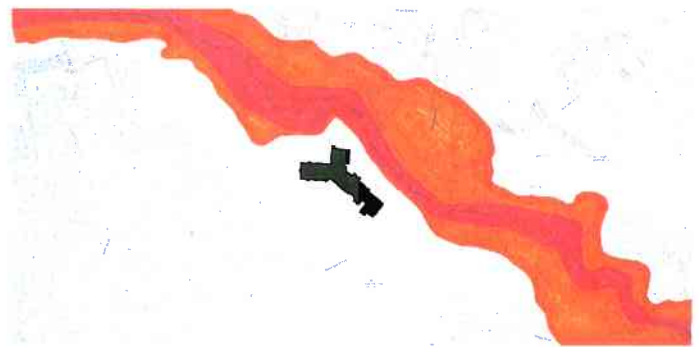
The pattern of residential land use represents the inverse of the commercial pattern, illustrating the complete separation of commercial and residential uses. The result is an urban form that requires the use of the car for all routine daily needs.



Residential Land Use

Floodplain

The floodplain along Rocky Creek is an important constraint to future development. Responsible development should avoid impacting the floodplain with new construction except for passive park and open space uses.



Floodplain

Rocky Creek

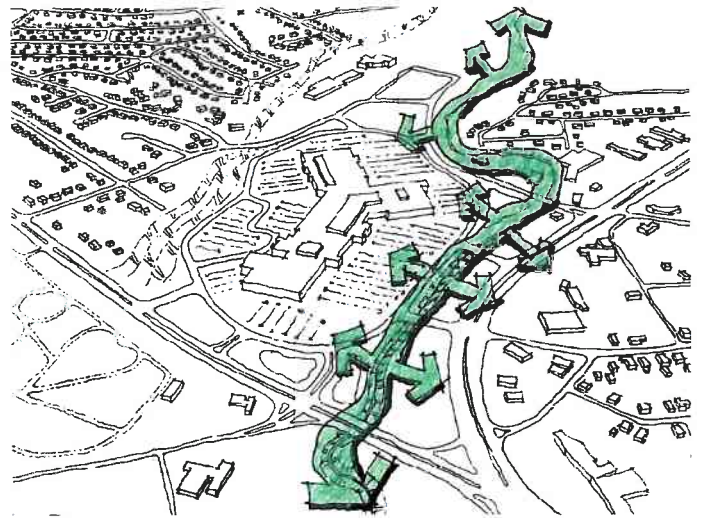
Rocky Creek is an important regional asset and is a dominant feature of the Regency Mall site. The creek also serves as an important drainage way for surrounding development.



Rocky Creek

Reconnect to Rocky Creek

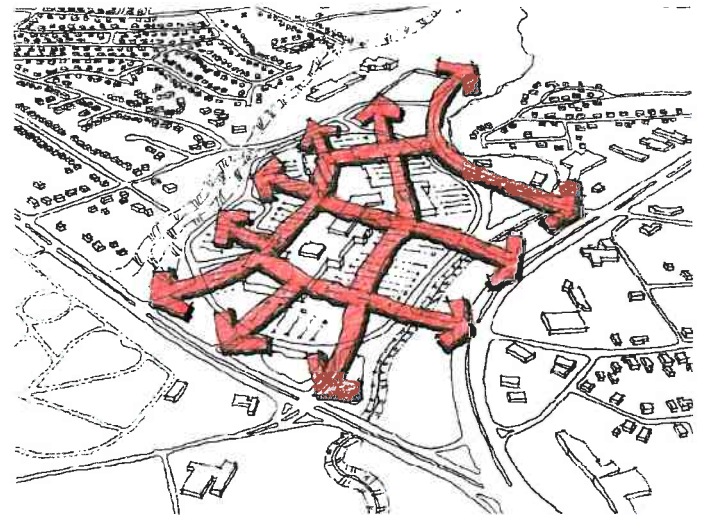
Rocky Creek represents an invaluable natural regional resource. The redevelopment of Regency Mall should take advantage of this resource establishing it as a regional greenway and a valued public amenity.



Reconnect to Rocky Creek

Extend the Street Network

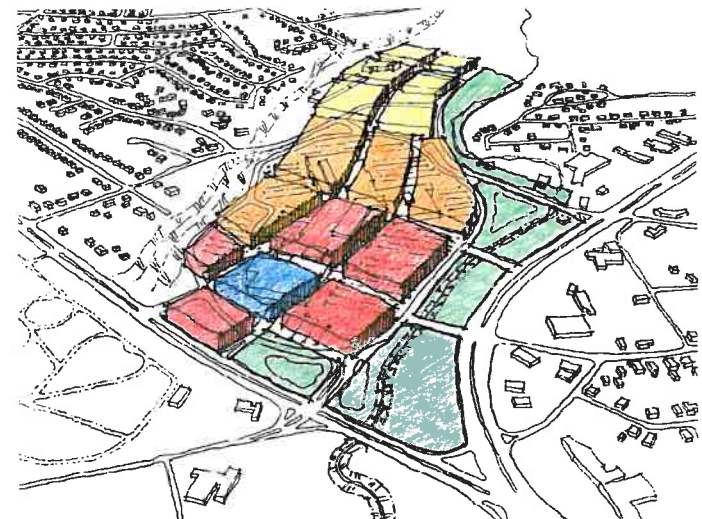
New development should be organized around a network of streets that provide multiple access points through the site, while establishing rational blocks and parcels for new development.



Extend the Street Network

Create a Mix of Uses

Consistent with the regional vision, the redevelopment of the mall should incorporate a mix of uses including residential, commercial, office, parks, and civic uses creating a self-contained town center.



Create a Mix of Uses



The Market analysis establishes an economic basis for the redevelopment of this property. This section is a brief overview of the results of the analysis. The full market analysis is provided as a separate document.

Market Review

Analysis Description

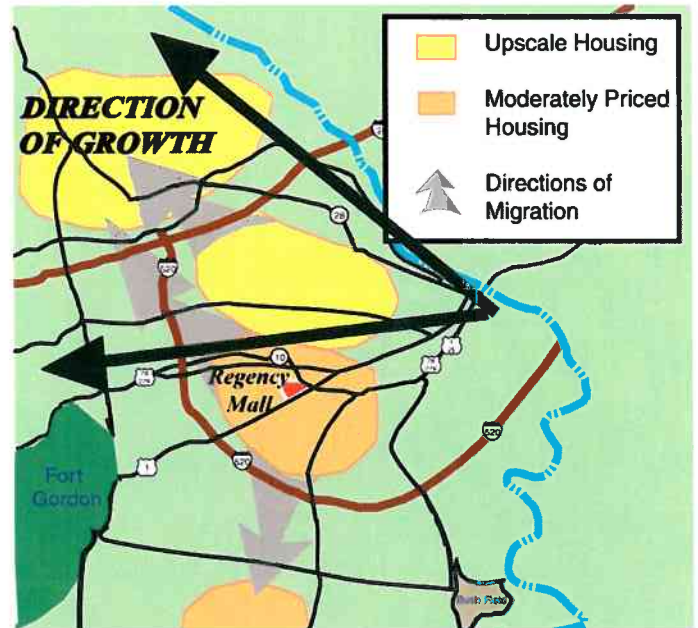
- Preparing economic and market supply and demand analysis
- Conducting case studies
- Identifying and analyzing potential land uses
- Determining levels of risk and market opportunities

Strengths:

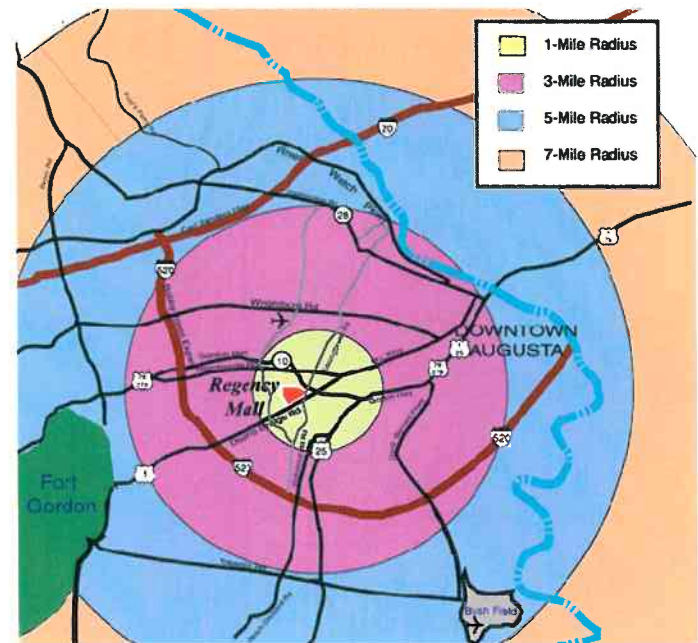
- Local gov't support for project
- Large site
- Bounded by two main roads
- Regency Mall is a quality structure

Challenges:

- Not in favored quarter
- No household growth in area
- No direct interstate access or visibility
- Located in an older residential area



Development Trends



Trade Area Analysis

Development Program

Office Call Center-200,000 SF - Phase 1

Redevelop 200,000 sf of Mall or anchors with large office spaces to attract call centers.



General Office- 300,000 SF - Phase 1

Redevelop 300,000 sf of Mall as office space for small and medium sized companies.



Sports Oriented Entertainment Retail- 50,000 SF - Phase 2

Develop 50,000 sf as bowling center, bike store, skate shop, arcade and 3 acres for mini golf.



Entertainment Retail - 60,000 SF - Phase 2

Develop 60,000 sf of entertainment retail including bookstore, outdoor cafes, restaurants, dinner theater, and music venues (such as jazz clubs and blues clubs).



Outlet Retail- 100,000 SF - Phase 3

Redevelop 100,000 sf of Mall as value-oriented retail, accessed from outside with façade on building for each shop.



Civic Space - Phase 1

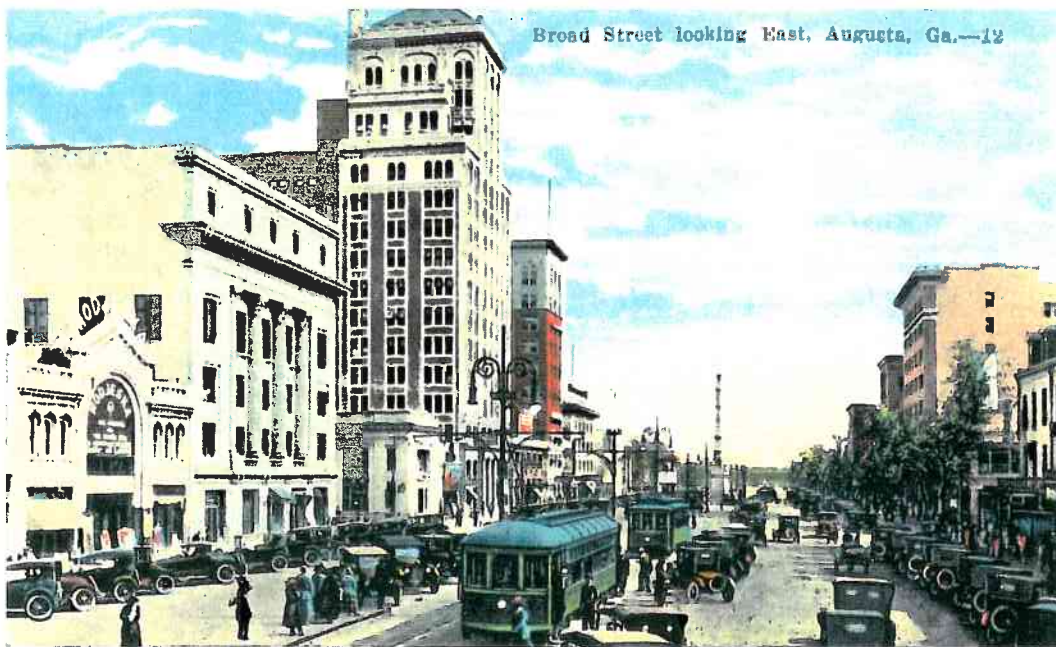
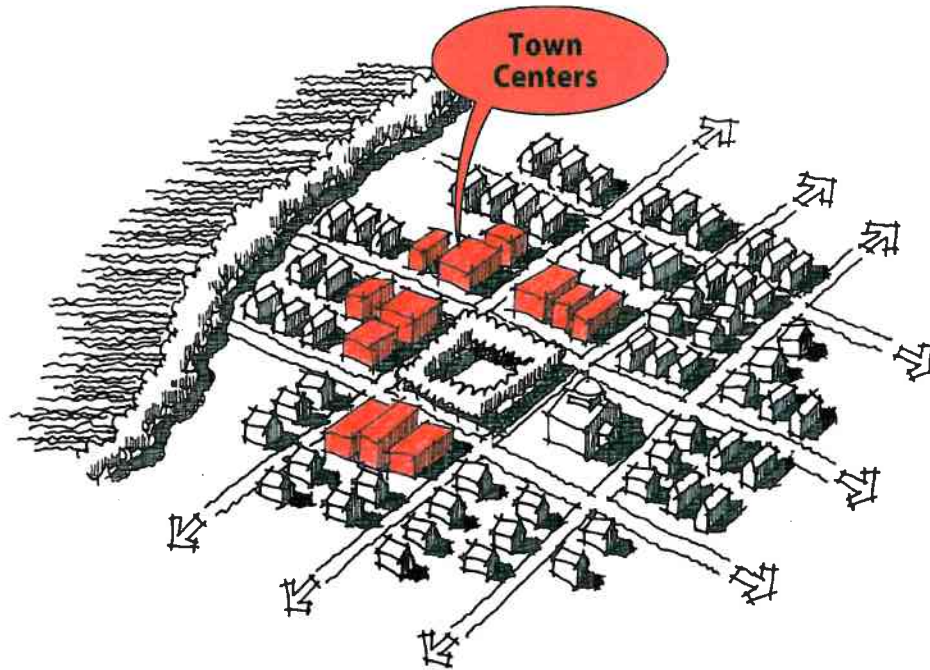
Construct parks and open space, walking trails, landscaped areas possibly an amphitheater for concerts and events.





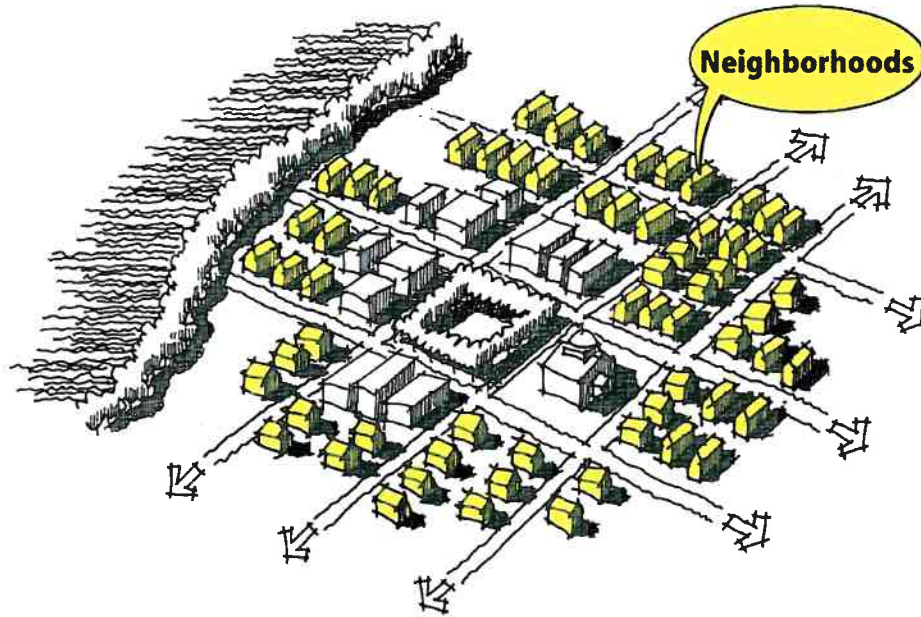
A general understanding of the major principles that make great towns last through time give direction to items necessary to include in the redevelopment of this property.

Town Making Principles



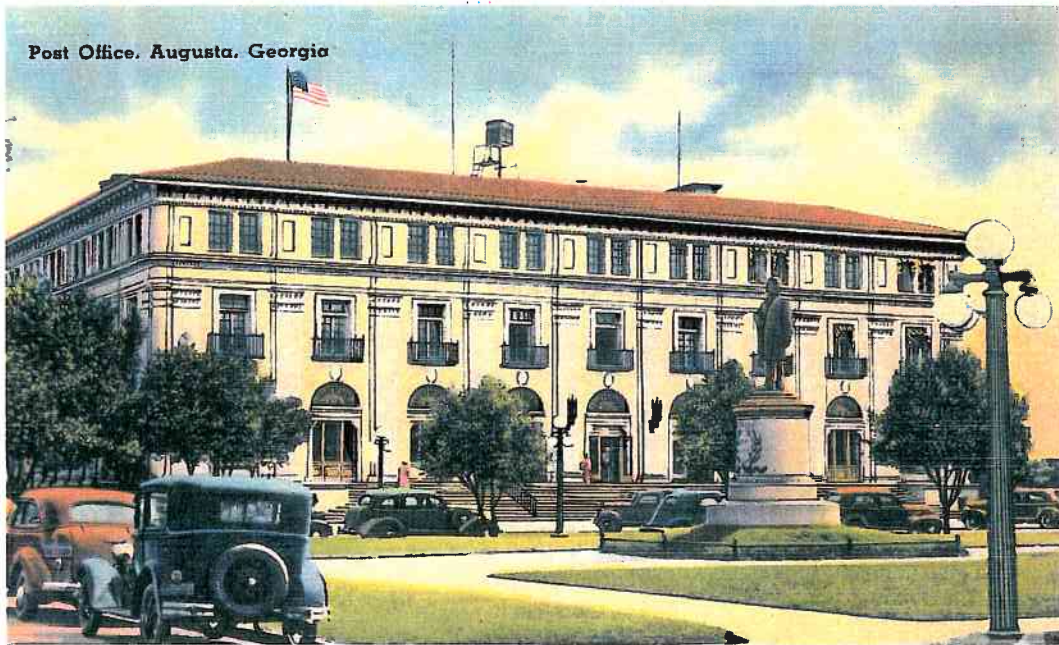
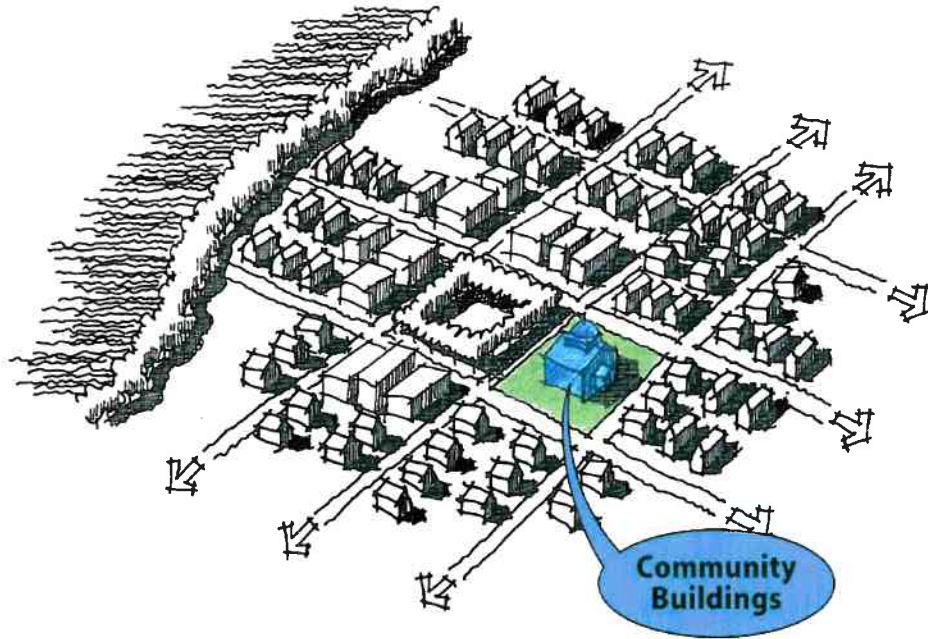
Town Centers

Town centers provide the places to work and shop that are essential to community life. Downtown Broad Street is Augusta's most identifiable town center, historically the center of business and commerce in the region. As Augusta and Richmond County have grown new centers emerge like Regency Mall. The patterns should however remain the same, a defined core of mixed-use buildings accessible by foot, car, and transit, organized around grand civic streets and public spaces.



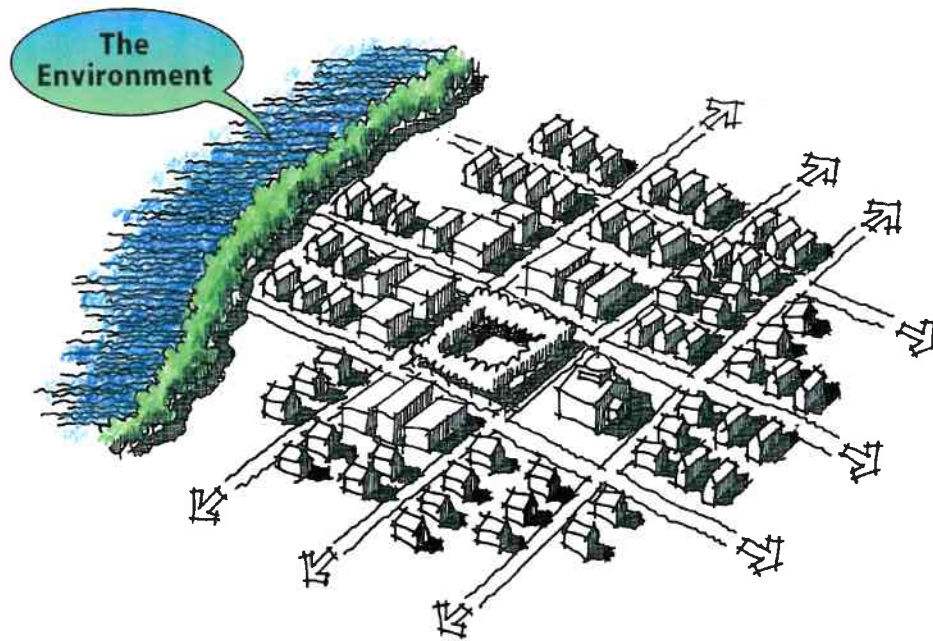
Neighborhoods

Neighborhoods form the foundation of communities providing places to live and socialize. Augusta has a rich history of beautiful neighborhoods. The redevelopment of Regency Mall should incorporate new residential neighborhoods located within walking distance of retail and office uses. These new neighborhoods will support the redevelopment and help link the mall to the community.



Community Buildings

Community buildings such as town halls, schools, and places of worship, define the civic architecture and space of a community. Civic uses should be incorporated into the redevelopment of Regency Mall. These uses establish the civic quality of the community and should be designed and located as part of the town center core. Again, Augusta's rich history of public buildings should be carried forward in new development such as Regency Mall.

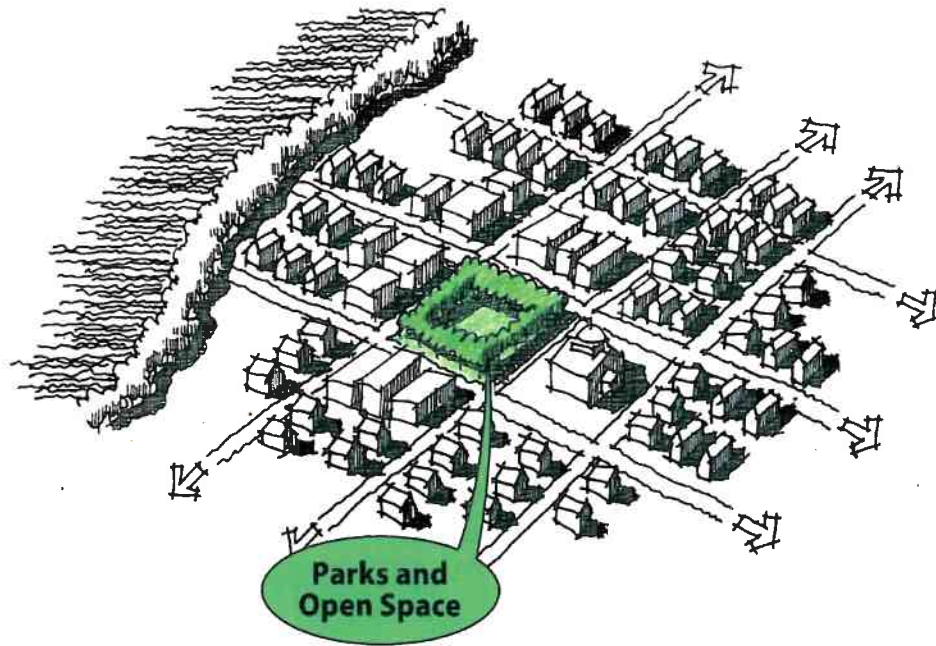


AEROPLANE VIEW, AUGUSTA, GA., 1910



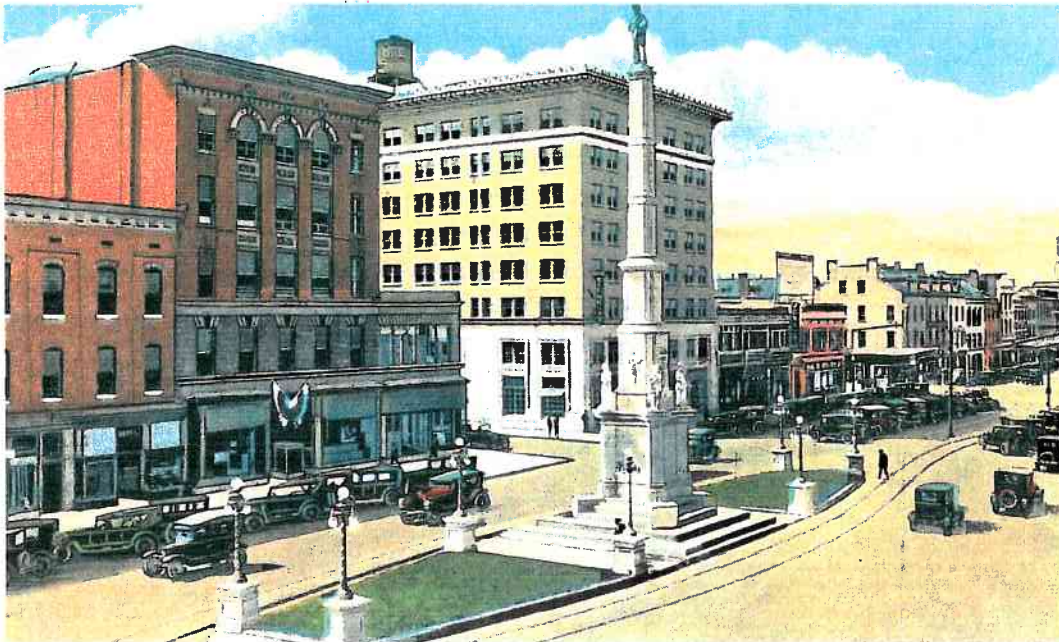
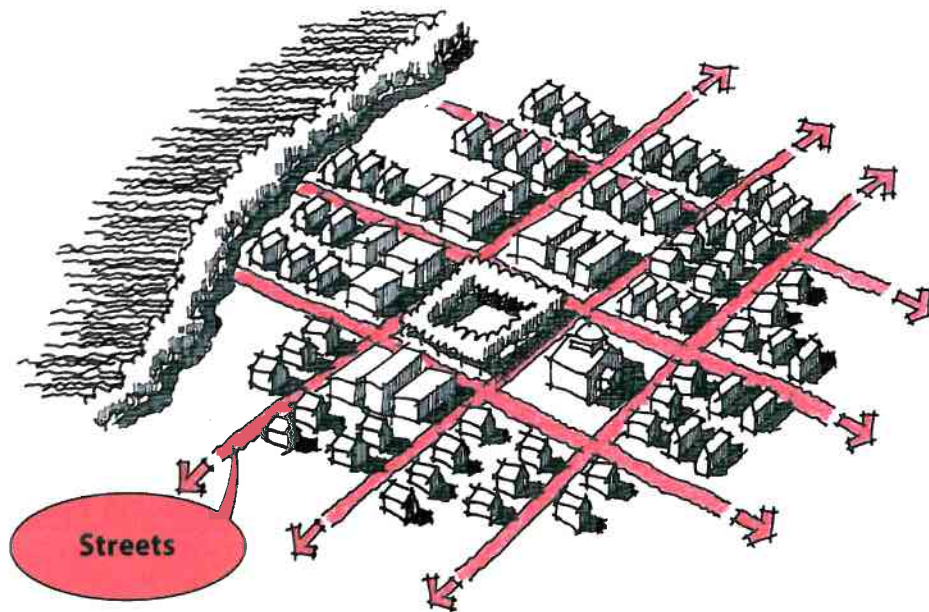
The Environment

The natural environment, lakes, rivers, wetlands, and wildlife are the ecological features that make communities unique. The Augusta region is dominated by the Savannah River and the associated streams, creeks, and canals that feed it. One of these, Rocky Creek, runs along Regency Mall. Like the important civic value the community has placed on the Savannah River downtown, Rocky Creek should be integrated as a significant feature of the redevelopment of Regency Mall.



Parks and Open Space

Parks and open spaces provide the public spaces and recreational facilities where communities come together for play and celebration. New public parks and open spaces should be incorporated into the redevelopment of Regency Mall providing for both recreational passive enjoyment. The grand civic design of Augusta's historic parks should be extended to these new public spaces creating a citywide system of valued parks and open spaces.



Streets

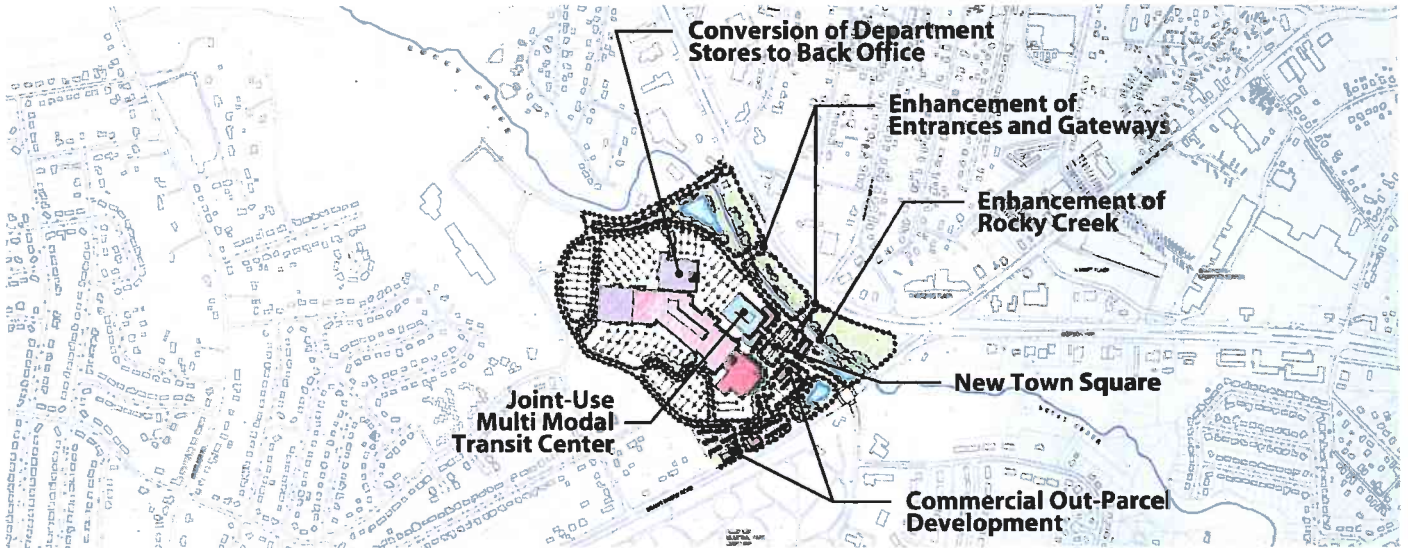
Streets and roads connect the community together for all modes of travel including pedestrians, bicyclists, transit, and automobiles. Here again Augusta has a strong tradition of well-designed public streets that serve both a transportation and civic function. Regency Mall should be redeveloped to include a network of streets and blocks that reconnect the mall back to the surrounding neighborhoods and provide a rational framework for future development.



The redevelopment strategy consists of three (3) different stages of development in time: the 5 year horizon, the 10 year horizon and the long term horizon. These time periods indicate development that could take place given the current trends, data, and analysis. All owners and developers are different and have different tenant demands, and different investors but this strategy is meant to give the owner a strategy and a vision to follow to make this real estate successful.

Redevelopment Strategy

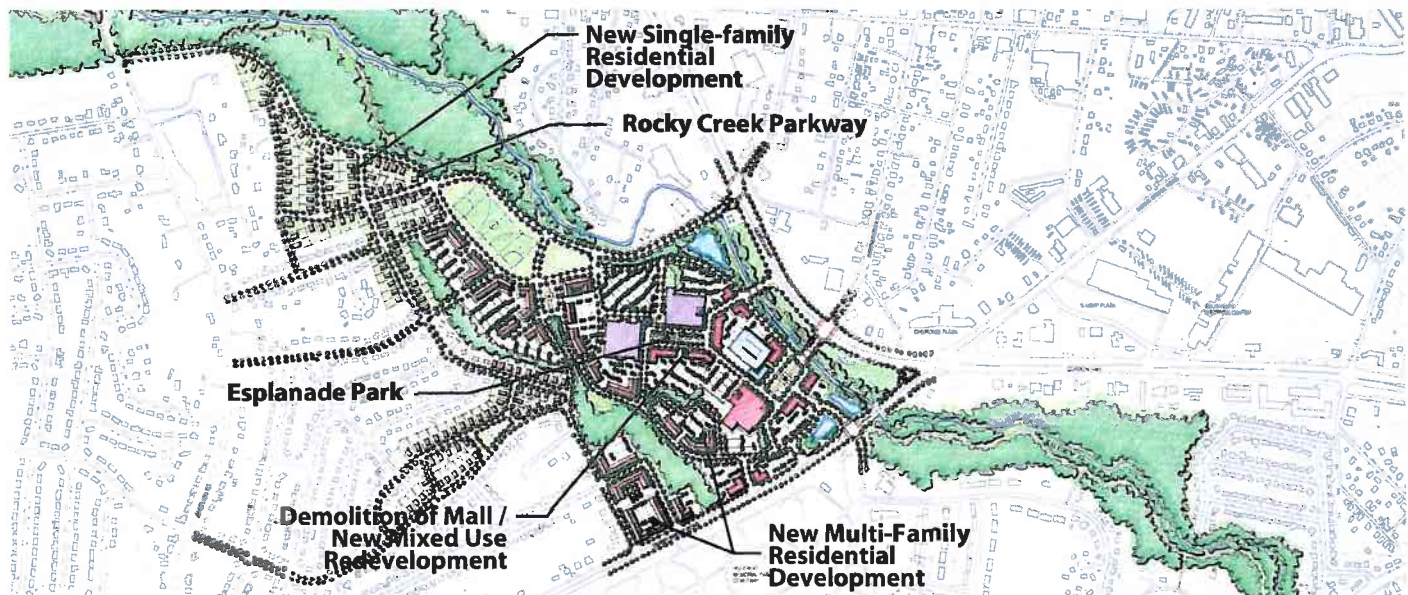
Redevelopment Strategy



5 Year Plan



10 Year Plan



Long Term Plan

The 5-Year Plan

1. Conversion of Department Stores to Back Office Use
2. Enhancement of Entrances and Gateways
3. Completion of a New Town Square
4. Development of Commercial Out-Parcels
5. Completion of a Joint-Use Multimodal Transit Center
6. Enhancement of Rocky Creek



5 Year Plan

The 10-Year Plan

1. Development of a Rocky Creek Greenway and Community Park
2. Neighborhood Redevelopment
3. New Multi-family Residential Development



10 Year Plan

The Long Term Plan

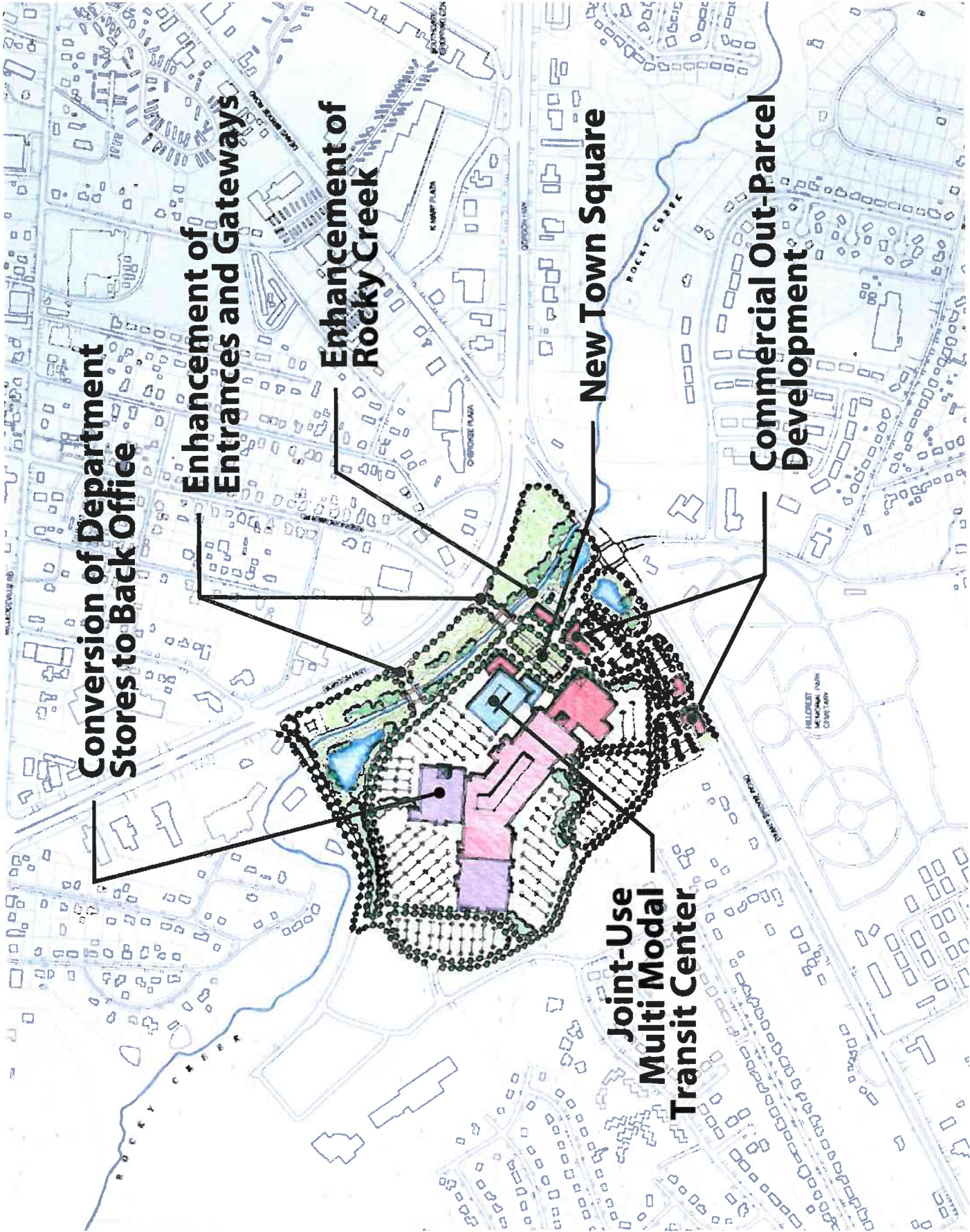
1. Demolition of the Existing Mall/ New Mixed-use Redevelopment
2. Completion of Esplanade Park
3. Completion of Rocky Creek Parkway
4. New Multi-family Development
5. New Single-family Development



Long Term Plan

Key:

-  New Roads
-  Greenway
-  Parks / Open Space
-  Office (Mixed Use)
-  Commercial (Mixed Use)
-  Civic
-  Multi-Family Residential
-  Single-Family Residential



Conversion of Department Stores to Back Office

Enhancement of Entrances and Gateways

Enhancement of Rocky Creek

New Town Square

Commercial Out-Parcel Development

Joint-Use Multi Modal Transit Center

Conversion of Department Stores to Back Office:

The local market analysis has identified a strong demand for “back” office space, most typically used as call centers for telemarketing, customer service, and/or catalog sales. Potential office tenants have already identified Regency Mall as a possible location, this translates to an immediate opportunity to convert the department store anchors at Regency Mall to back office use, and. The vacant department stores are ideal for this type of conversion for several reasons. First, the large open floor plans of typical department stores are flexible and easily converted to office cubicles, the resulting cost of renovation is generally 50%-75% that of new office construction. Secondly, back office uses do not attract outside public visitors and therefore do not require highly visible suburban locations or premier downtown sites. Finally, back office uses house more employees per square foot than traditional office uses, through efficiently spaced cubicles, requiring a large supply of parking that conventional malls are ready to provide.

The exterior redesign of these department stores is critical to establishing a new image for Regency Mall. Regency Mall’s negative perception, mentioned repeatedly during the design charrette, is an obstacle to redevelopment. The exterior redesign of these department stores will have an immediate and a dramatic impact public perception of the mall. A potential redesign of the J.B. White department store shown here illustrates the impact of a traditional approach to the façade with windows on the first and second stories, an articulated main entrance, and brick and cornice details reminiscent of historic Augusta architecture.



Existing JB White Department Store



JB White Department Store After Office Conversion

Gateways/Entrances:

Concurrent with the office conversions, design enhancements should be made at the important entrances on Gordon Highway and Deans Bridge Road. These improvements are a quick way to change the negative perception of the mall and signify that change is occurring. The proposed improvements include gateway signs along Gordon Highway and Deans Bridge Road, and design enhancements to the bridges crossing Rocky Creek.



Rocky Creek Before



Town Square Entry Before



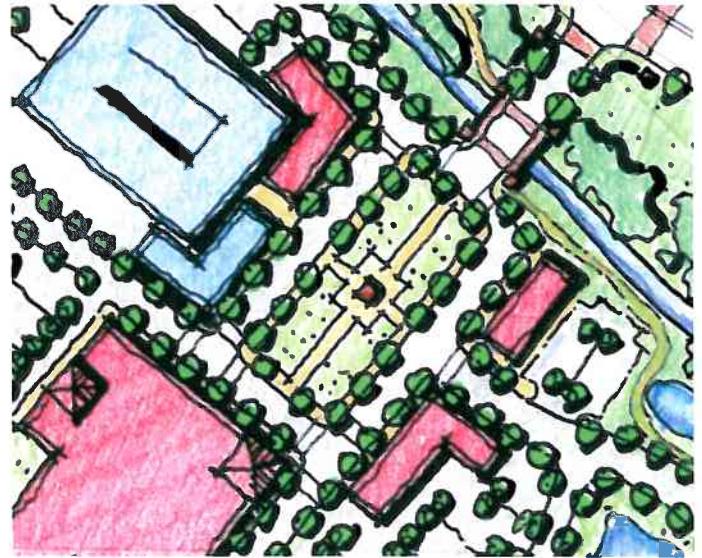
Rocky Creek After



Town Square Entry After

Town Square:

A new neighborhood square designed on axis with the Kissingbower Road entrance to the mall property creates an identifiable image for new development and a central focus for the redevelopment. The square provides needed public space and creates a marketable amenity for surrounding new commercial development. The design of the square reflects the character of public spaces in downtown Augusta, extending a long local tradition of valued public placemaking. A renovated Montgomery Wards department store would serve as the anchor for the square prominently framing this new public space.



Plan Detail of Town Square

Commercial Out-parcel Development:

With excellent exposure along both Deans Bridge Road and Gordon Highway, new out-parcel development can occur around the square, activating the space. The over supply of parking resulting from the underutilization of the mall makes this new development possible as excess parking is reconfigured into parcels for redevelopment. Additional commercial out-parcel development is proposed framing one of the entrances off of Deans Bridge Road.



Aerial View of Town Square



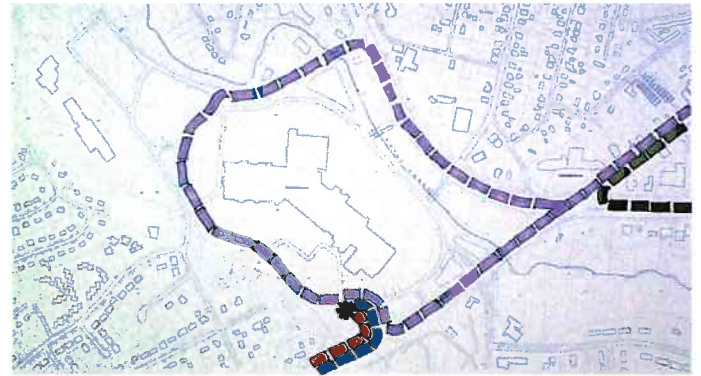
Town Square Before



Town Square After

Joint Use Multimodal Transit Center:

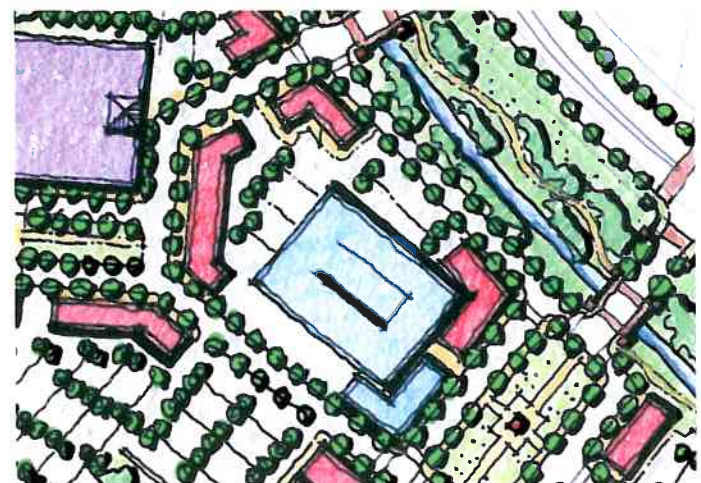
Through the Federal Transit Administration's (FTA) Livable Communities Initiative grant program the Augusta Public Transit Authority has plans to expand their Regency Mall bus transfer stop into a joint-use transfer facility to accommodate additional bus routes, bus storage, park and ride, and joint-use commercial space. This joint-use transit facility is integrated into the design of the town square, placing the bus transfer bays and park and ride behind joint-use commercial/civic buildings that front on the square. The joint-use commercial/civic buildings could house such uses as a daycare, branch library, retail shops, and/or community service facilities.



Existing Transit Routes



Proposed Transit Routes



Multi Modal Transit Center

Rocky Creek Enhancement:

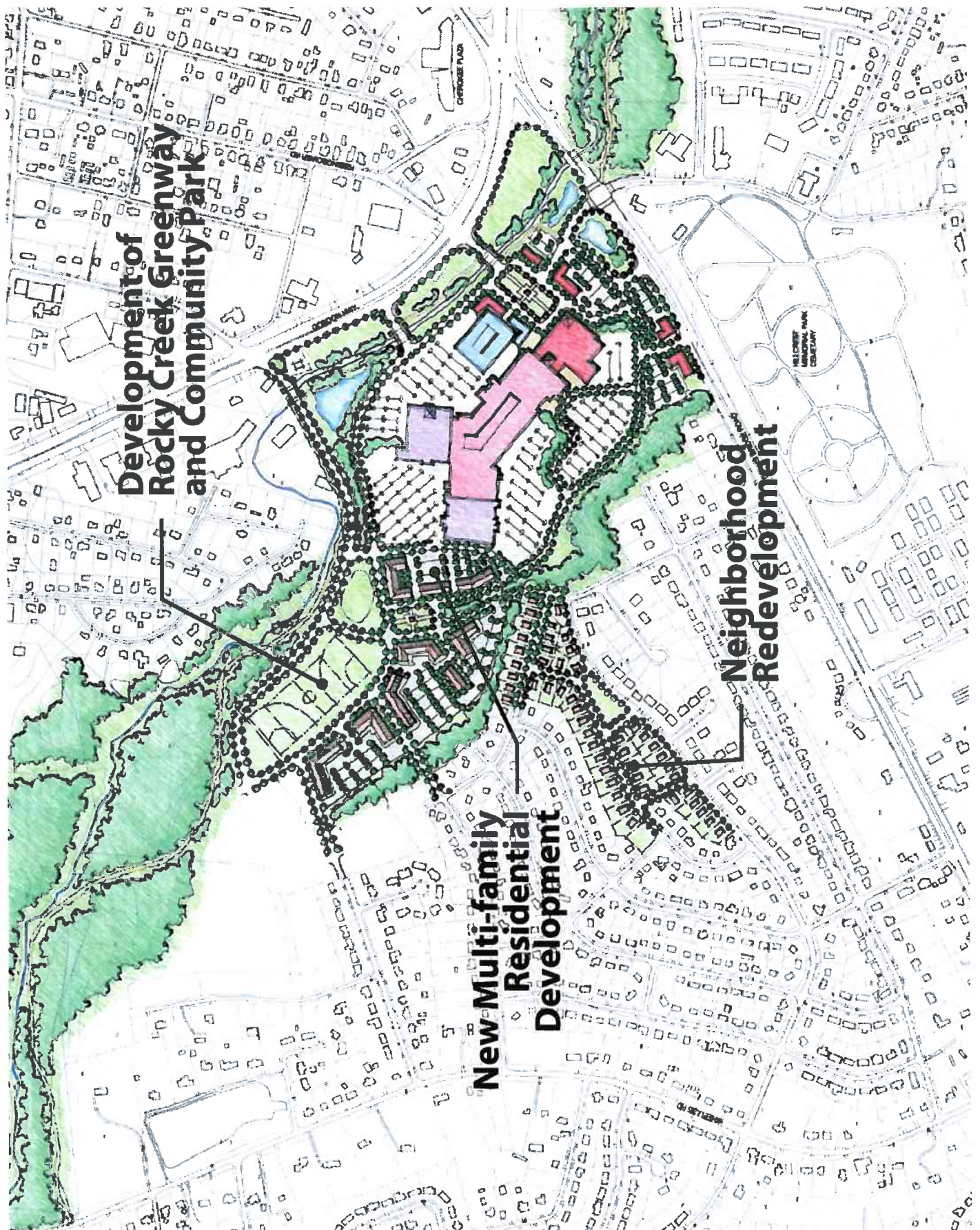
Another key component of the long-term redevelopment of the mall is establishing a strong and enhanced connection to Rocky Creek. The creek represents a valuable feature of the local environment serving both as a functional drainage way and a natural environmental corridor. The Five Year plan calls for the enhancement of Rocky Creek between the mall and Gordon Highway. This enhancement would include clearing and landscaping the creek embankment and adding a multi-use trail for public access.



Rocky Creek Before



Rocky Creek After



Rocky Creek Greenway and Community Park:

With the first phase of the Rocky Creek enhancement completed, the 10-Year Plan proposes implementing a regional greenway system along the creek. This greenway system could include multi-use trails and passive park spaces utilizing the redeveloped mall as a key trailhead. In addition, a larger active community park is proposed within the floodplain of the creek that will become the focal point of potential future residential development.



Rocky Creek Greenway and Community Park

Adjacent Neighborhood Residential Redevelopment:

Along with the redevelopment of the mall steps should be taken to strengthen the surrounding neighborhoods. The 10-Year Plan illustrates the potential redevelopment of an adjacent residential area prime for redevelopment. This redevelopment reconfigures an outmoded multifamily site into a series of streets and blocks that could accommodate new multifamily (duplex) development surrounding a small neighborhood park.



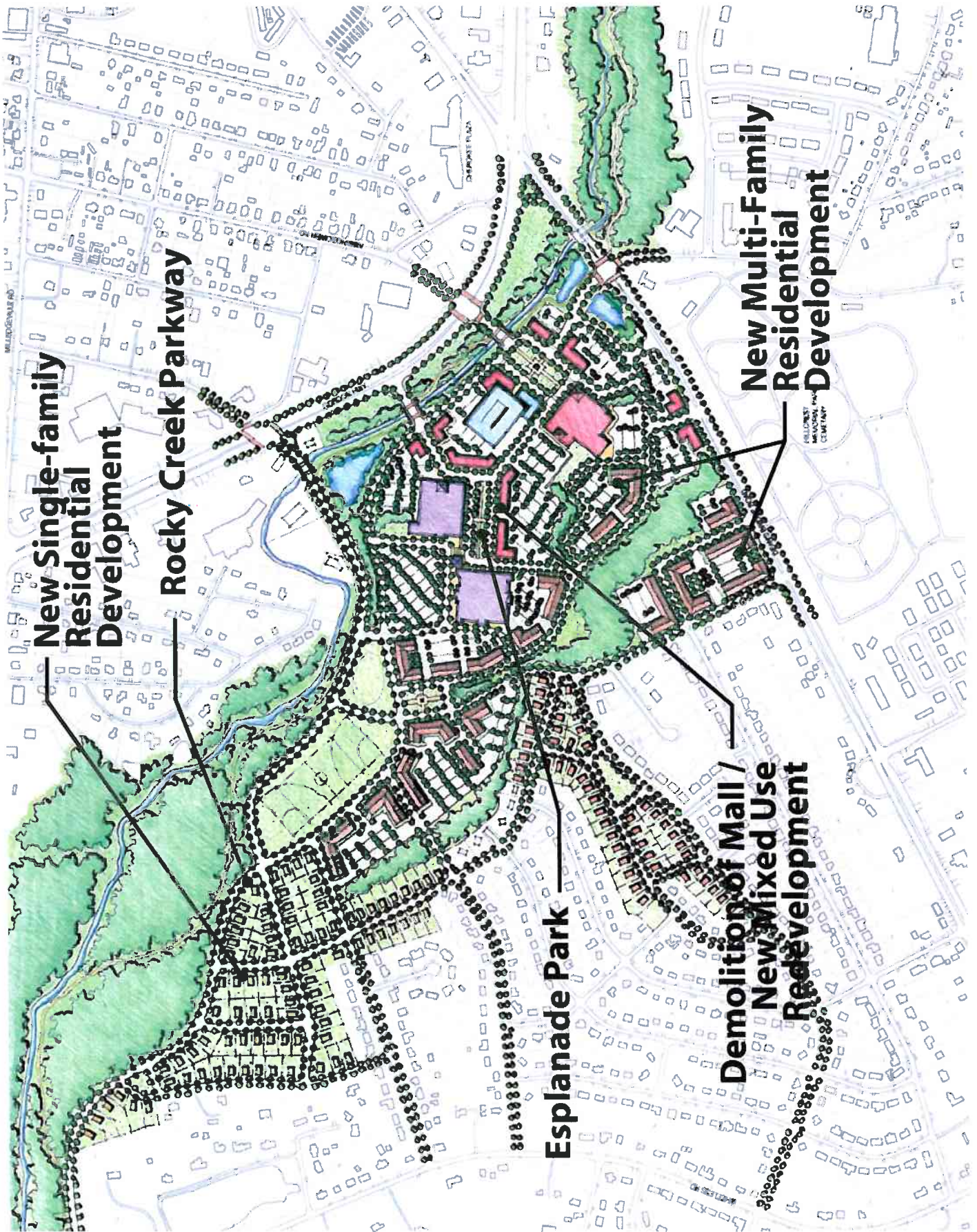
Neighborhood Redevelopment

New Multi-family Residential Development:

The Rocky Creek Greenway and Community Park serve as amenities for new multifamily development which will link the creek to the existing neighborhood. This new residential development fronts on the new Community Park and provides street connections back to the neighborhood. Future residential development on and surrounding the redeveloped mall will be critical to the future success of the site. New residents and office employees as part of a mixed-use redevelopment will support new commercial development.



Multi-Family Development



Demolished/Redeveloped Mall:

The long-term vision for the redevelopment of the mall includes the complete demolition of the main mall structure. The market analysis does not support the possibility of leasing the amount of commercial space the mall now holds. The Long Term Plan illustrates the impact of demolishing the mall with new smaller scaled mixed-use commercial/office development. In replace of the mall is a new network of streets that connect through the site and organize new parcels for development. This mixed-use development faces these new streets with parking located behind the buildings. The proposed mixed-used development also includes new multi-family residential filling unused portions of the mall parking lot, which have been converted into streets and blocks establishing ideal parcels for redevelopment.



Esplanade

Esplanade Park:

An esplanade park is created where the mall used to be, siting between the converted office buildings (former J.B. White and Belk department stores). This esplanade gives a new front door to these converted office buildings and provides a clear connection back to the Neighborhood Square, the new commercial core of the mall redevelopment. Due to the existing mall site grading this new esplanade sits 17 feet below the parking lot to the north between the two office buildings. This grade difference is resolved in a design treatment that anchors the esplanade with a tower, potentially housing an elevator, and a formal stairway that connects the esplanade to the parking lot above.



Esplanade

Rocky Creek Parkway/New Residential Development:

With the implementation of the Rocky Creek Greenway a parkway connection is proposed that connects Gordon Highway to Wheelless Road. This new parkway simply extends Regency Boulevard to Wheelless Road, following the outer edge of Rocky Creek's floodplain. This new parkway will open up access to Rocky Creek and the Community Park, while facilitating new residential infill development. This new residential development will extend from the parkway connecting back to the surrounding neighborhoods. Residential redevelopment continues, converting underutilized property to new residential development.



Single-Family Development



Esplanade Before



Esplanade After



Existing Regency Mall



Long Term Redevelopment



To help make this plan successful we have included an implementation section that recognizes potential incentives available, the key contact people, property ownership issues, and the next critical actions that we think should take place. This will attract the attention of investors, developers, as well as tenants and it will serve as a guide to the community leaders.

Implementation

The Master Plan was completed by Windward, Glatting Jackson and Robert Charles Lesser & Company. This document includes the Executive Summary, a brief review of the Market Analysis and Recommendations, the basic Town Making Design Principles, the Redevelopment Strategy and the Implementation Strategy. The document will guide the local jurisdiction on official actions to take, and will guide the developer on the basic design principles necessary to make this center a successful redevelopment.

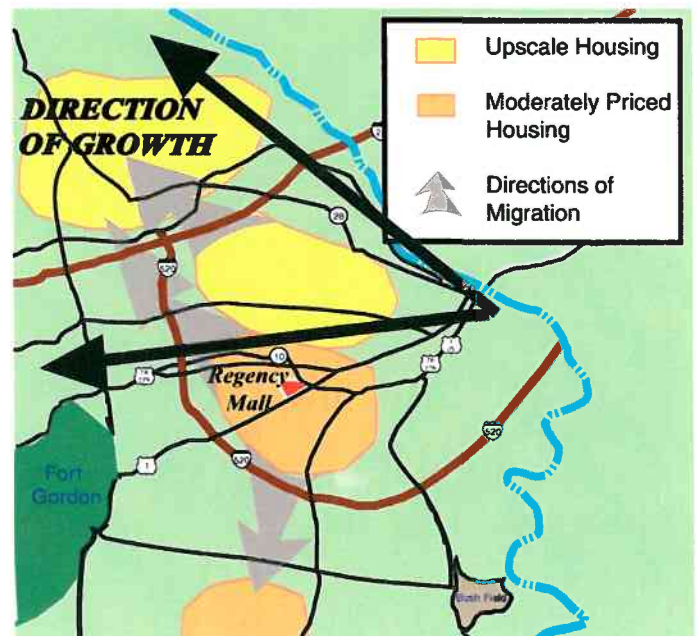
Redevelopment Strategy for Regency Mall and the Surrounding Area



Prepared for:
Greater Augusta Progress, Inc.

Prepared By:
Winward Properties, LLC.
in association with
Glatting Jackson Kercher Anglin Lopez Rinehart, Inc.
Robert Charles Lesser & Company

The Market Analysis was completed by Robert Charles Lesser & Company. This report can be a stand alone document that provides full market and real estate information about Regency Mall. This full report provides the basis for a viable redevelopment plan. This report recommends a development program and a phasing schedule.



Potential Incentives

There are many potential incentives and partnerships that can be offered as a part of getting this development started with the right developer.

- * Flexible Zoning
- * Parking Assistance
- * Identifying Available Land
- * Tax Credit / Exemptions
- * Impact Fee Credits / Exemptions
- * Tax Incentives directed and reinvested in the district
- * Infrastructure Improvements including civic space
- * Financing Programs (Public / Private)
- * Fast Tracking Development Review Process

Contacts

These are key people and organizations involved in the planning of the repositioning of Regency Mall. Please feel free to make contact with any and all of these individuals and their respective organizations regarding their supporting of the role of the redevelopment of Regency Mall.

Regency Mall

Diane Faircloth, Property Manager
706-790-6535

Regency Mall, LLC

Haywood Whitchard - Owner

Greater Augusta Progress

Monty Osteen
706-733-4422

Augusta Richmond County Chamber of Commerce

706-821-1300

Mayor Bob Young Office

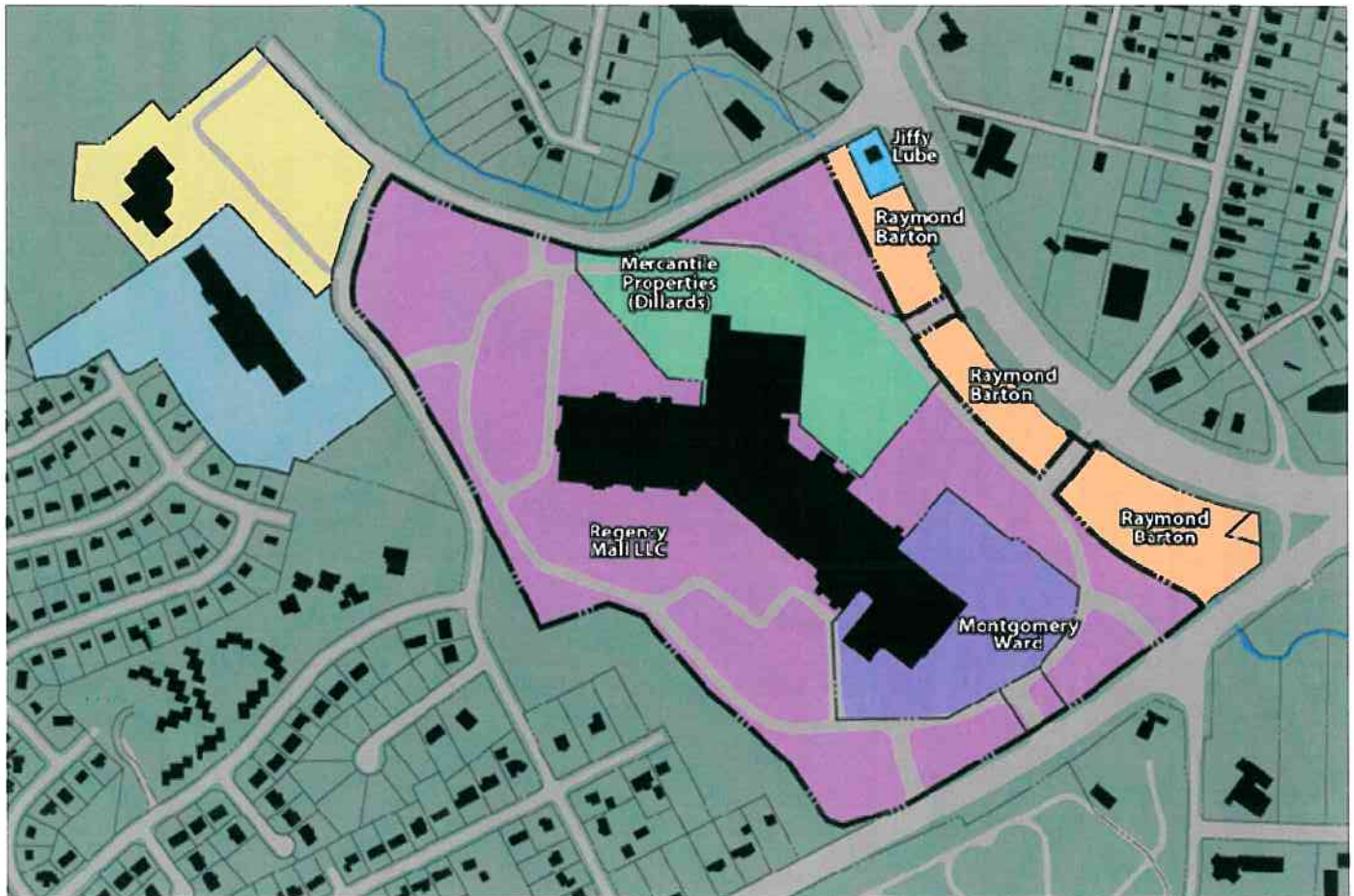
706-821-1831

Windward Property (Consultant)

423-855-5570

Be a Business Partner

**Community + Government + Developer
= Project Success**



Property Ownership

Understanding the different ownerships of the property plays a critical role in the redevelopment effort. The actual mall building is owned by 3 different owners while the property surrounding the mall has 3 additional owners. To have a successful redevelopment these various owners have to all be committed to the same plan and vision. Because it is often difficult to get everyone in agreement, one recommendation is to try to get the mall building under one single ownership and

then begin working with the property owner along the creek. This will give the new owner flexibility in the nature of the design and implementation of the strategy. Also, even if the different ownership parties can come to an agreement verbally, legally, there are sometimes details in the lease and ownership structures that will not allow anchor stores such as a Dillards store to be a part of a mixed use center or to allow certain tenants to share parking.

Regency Mall, LLC	501,120 sqft GLA	52.68 acres
Mercantile Properties	162,391 sqft GLA	12.15 acres (Dillards/JBWhite)
Montgomery Ward	138,489 sqft GLA	10.18 acres
Regency Mall	802,000 sqft GLA	75.01 acres

Surrounding Property

Raymond Barton	0 GLA	8.96 acres (Flood Plain)
Hull McKnight	? GLA	9.55 acres (General Cinema)
Hull McKnight	? GLA	12.03 acres (Sears Call Center)
Total		105.55 acres

Next Steps: What an Owner Should Do

1. Meet with the Mayor and Commissioners to ensure that the City is committed to this project and this plan.

2. Hire a Public Relations Firm to assist in removing the “bad” perceptions and feelings people have regarding Regency Mall. This would also include a confirmation of any potential name change to the new development.

3. Get on the Speaking Circuit to Realtors and Chamber organizations to announce and describe the vision and commitment you have as a new developer to this city, and this plan. Be prepared to offer Realtors good commissions for tenants they bring to your door. It is important that you get them on your side.

4. You may have to Make A Sacrifice on the first building and tenant improvement. The first has to be done correctly and set the tone for the remainder of the project. On this first improvement you may have to cut a very good deal for the tenant to get them to commit.

5. Make Improvements That *WILL* Be Seen. The entire community will be watching and you are basically putting your money where your mouth is at this point and will be showing the entire community that this redevelopment is for real and that it is going to be successful. The major improvements should be made in a very visible location from the every day drivers along Gordon Highway and Deans Bridge Road. The general public will see improvements being made on a daily basis.

6. Build the park and greenspace infrastructure towards the beginning of the redevelopment while the land is still relatively inexpensive and not in demand. As the development grows and demand increases it will be more difficult to make the decision to carve out an acre of parking lot for green space. Work with the City officials to layout, design and commit to building the greenspace areas, as indicated on the plan.

7. Start With an Area and Stick to It, instead of making small minor repairs throughout the entire property. This will signal to the community that major changes are in store for this development and the public will be able to gain an understanding of the changes that are happening.

8. Currently the majority of the leases in the mall have expired. Montgomery Ward is paying a fixed fee for security and GNC is paying a common area maintenance (CAM) fee. A new owner has the opportunity to work with new tenants on special CAM rates or special fees.

Next Steps: What Augusta - Richmond County Could Do

1. Take Ownership of the Plan – The City should proudly take responsibility of this plan. Greater Augusta Progress the Development Authority of Augusta Richmond County and other economic development oriented organizations should be well versed and supportive of this redevelopment project.

2. Adopt the Plan in Concept – The City should officially adopt this plan in concept at a Council Meeting. This would also lead to incorporating the needed transportation improvements into the Regional Planning Process, Submitting the Livable Communities Grant Application and Embracing the Regional Greenway System.

3. Assist in Development of Civic Space – There are many opportunities for local government to become involved in this development. All of these possibilities become incentives to the developer and begin partnerships with the developer. To become a mixed-use town center, civic space plays a strong role and enhances the overall development. The Square off of Gordon Highway is critical as a first step to this redevelopment. Other park space includes a park along Rocky Creek which can tie into the regional greenway system. We have estimated that the planned park space will cost close to \$1.5 million. Average annual maintenance cost on one (1) acre of high profile urban park space is estimated between \$19,000 and \$32,000. Estimated costs for greenways vary according to the amenities provided. Some greenways can be very minimal in maintenance cost where it includes walkway maintenance and litter control. Although this is a significant investment the value of this plan would be lessened without the park space. It adds economic value to the project. It becomes yet another reason for people to come to this area. The timing of building this park space is very important because as the development grows the demand for land will increase. It is important to layout, design and construct the civic green space early in the redevelopment stage. This park space will become part of the significant public infrastructure, just as water and sewer, that helps breathe life back into this center.

Other Civic space: Opportunities exist for a community center, meeting space and some outdoor activities such as an amphitheater.

4. Other opportunities for Augusta-Richmond County that are not as cost driven:

- **Assist in Public Relations** - Speak positively about the opportunities for Regency.
- **Make Drawings Readily Available** - Something as simple as researching, finding and delivering some of the building / construction drawings of the Regency Mall can help a developer understand the construction of the building. Make available any structural and environmental reports that have been completed on the property.
- **Inventory Existing Infrastructure in the Area** - Giving a developer a basic drawing that shows existing infrastructure including right-of-way widths, all utilities and their respective sizes, and any plans for improvements will assist the developer in gaining a quick understanding of the property and the utilities available and potential upgrades that may be necessary. This can potentially be done with the assistance of the City-County GIS Department.
- **Neighborhood Reinvestment** - To enhance the entire community, one potential opportunity is to begin developing a special taxing district, where the existing taxes or any tax increase in the area would go directly back into the neighborhood.
- **Distribute Development Package** - All of the organizations and individuals involved in the Redevelopment project should have copies readily available and should assist in distributing these plans around the community to maintain a certain level of public awareness about the strategy.
- **Special Zoning / Development District** - In order to compete a mixed use town center redevelopment, some special zoning district guidelines may have to be developed. This can be done in a variety of ways including an overlay district, a rezoning with particular guidelines attached, or a design review system. This should happen relatively quickly after the local jurisdiction adopts the plan in concept. The purpose of a new zoning district is to make sure that the developer can build what is designed in the master plan which would require more of an urban code versus a suburban zoning code. Working with the developer and the neighborhood to develop this code should be a priority to give flexibility and guidelines to the development.
- **Advertise property** in *Urban Land* magazine and *Shopping Center world* magazine. Both of these publications focus on real estate developers. Very similar to a Request for Proposals for consultants, this advertisement would be a request for developers to submit a proposal to you that would include completing a mixed-use development which maintains this plan.

• **Understand and explain** to the new owner/developer about the EDA Grant opportunities. Augusta is designated as a EDA status and if the property owner is willing to sign the Civil Rights Form (Form 612) then the property may be available for up to \$1.5 million depending on the types and the amount of jobs created by this new development. The money would go towards the public portion of the redevelopment i.e. the parks and open space, infrastructure improvements, community spaces. The development of these spaces will enhance and encourage the successful redevelopment of this piece of real estate.

• **Speak to the following companies** that may serve as leads for other companies involved with these types of projects and redevelopments:

Development Companies:

1) Divaris Real Estate, Inc.
(a Real Estate development company)
One Columbus Center, Suite 700
Virginia Beach, VA 23462-2113
(757)497-2113
2nd office in Charlotte, North Carolina

2) George D. Zamias, Developer
Jana K. Reeves
The Galleria at Centerville
2922 Watson Blvd
Centerville, Georgia 31028-1211
(912)953-4462

Real Estate Brokers and Consultants:

1) Robert Charles Lesser & Company
(Chris Leinberger or Belinda Sward)
Lenox Plaza, 3384 Peachtree Road NE Suite 500
Atlanta, GA 30326

2) Higgins Realty Group
(Jeff Higgins)
261 East Maple Street
Birmingham, MI 48009
(248)258-0500

3) Gibbs Planning Group
(Jim Eppink or Bob Gibbs)
240 Martin Street
Birmingham, MI 48009
(248)642-4800

4) Continuum Partners, LLC
(Will Fleissig)
1610 Fifteenth Street
Denver, Colorado 80202
(303)573-0050