

Georgetown South Carolina

September 18–23, 2016



Georgetown South Carolina

Transforming Georgetown Economically, Physically,
and Socially

September 18–23, 2016

About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 39,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photo: Wayne Armstrong.

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and

to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Special thanks goes to Mayor Joe Riley for his message on Monday night that "the hardest part is working on the vision and making sure you get it right" and that "it will take time." His advice both to the panel and the Georgetown community was and is indispensable. The panel would also like to thank ULI South Carolina for its commitment of member and staff time to this project. Thanks also to Bob Hughes for his leadership and persistence in bringing the



CITY OF GEORGETOWN

A view of the ArcelorMittal site, inner harbor, and downtown Georgetown.

panel assignment to the Urban Land Institute as well as for his hospitality.

Finally, the panel would like to extend its thanks and gratitude to the community of Georgetown for its tremendous engagement and passion during the panel week. More than 150 people attended a public town hall, over 140 community stakeholders were interviewed, and more than 500 members of the public responded to a survey asking for their vision for the study area and project site. This report would not be as informed without this enthusiasm, which the panel hopes carries over into implementing this report's recommendations and guiding principles.

Views of the ArcelorMittal steel mill.

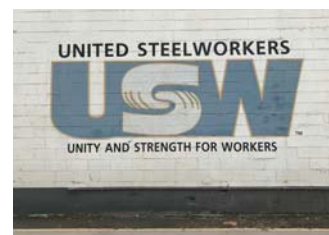


KER KAVILLI

A view of historic downtown Georgetown.



CITY OF GEORGETOWN



PAUL ANGELONE/ULI

A mural at ArcelorMittal site.

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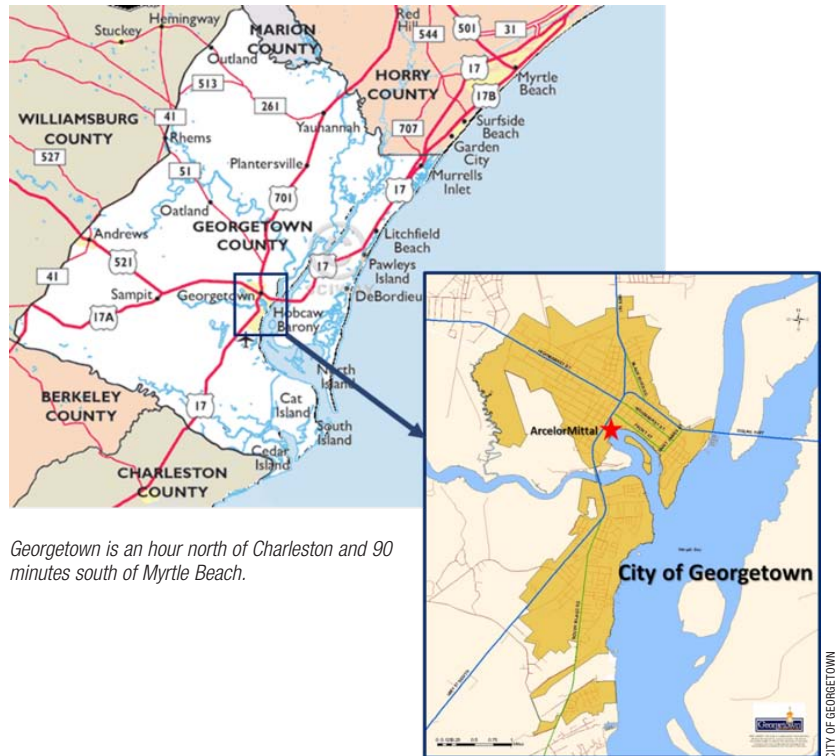
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Background and the Panel's Assignment

FOUNDED IN 1729, the city of Georgetown is the third-oldest city in South Carolina, following Charleston and Beaufort. A city of 9,000 residents, Georgetown is located an hour north of Charleston and 90 minutes south of Myrtle Beach. From the years of early settlement until the Civil War, Georgetown grew with a plantation economy. By 1840, Georgetown County produced nearly a third of the United States' rice, and the Port of Georgetown was the busiest rice port in the world. Following the Civil War, the economy transitioned from a slave-based economy to one based on its abundant maritime, lumber, and hunting and fishing natural resources. The lumber industry led to the establishment of a paper mill, and in 1969, the steel mill was built. At their peak in 1985, the paper and steel mills employed more than 77 percent of the city's workforce.

In May 2015, the city of Georgetown endured the third and perhaps final shutdown of the steel mill, eliminating the remaining 226 jobs. At the height of the steel mill's operations in the 1970s, more than 1,500 people were employed there. Similarly, with a dwindling level of activity and increasing capital requirements to regain and maintain its peak viability and the use of larger container ships, the Port of Georgetown is a mere shell of its previous status as

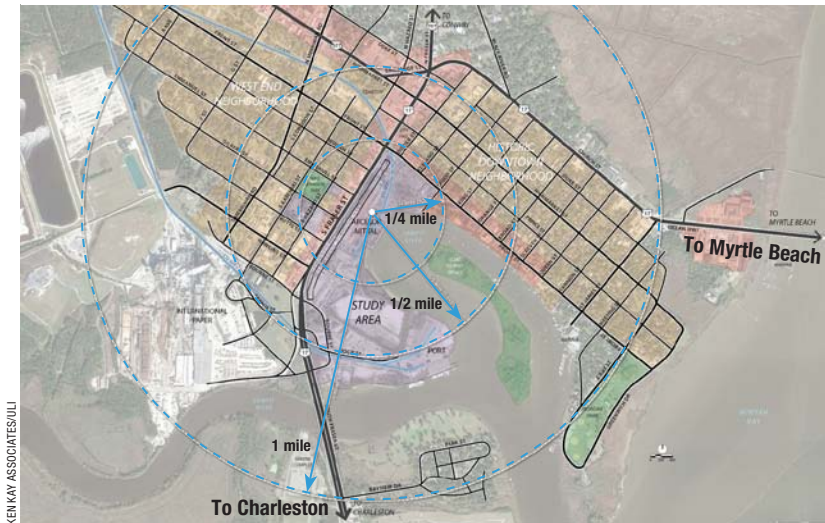
Aerial view of the study area, including ArcelorMittal and the Port of Georgetown.



an important source of jobs and economic vitality in the city and county of Georgetown. Although the paper mill continues to provide an industrial jobs base for Georgetown, the steel mill and port no longer do, despite their unparalleled physical location on the waterfront. Thus, Georgetown has the rare opportunity to reimagine and revitalize a key and highly visible 150-acre waterfront site.

Study Area

The primary focus of the ULI Advisory Services panel is the industrial waterfront parcels (inner harbor), which consist of the ArcelorMittal steel mill, South Carolina State Ports Authority Port of Georgetown, and a few smaller tracts. The combined study area is approximately 150 acres.



The location of the study area, with scale indicating distances from the center of the ArcelorMittal steel mill.

The part of the area that includes the steel mill facility is located in the city of Georgetown, while the area that includes the Port of Georgetown terminal is located in the unincorporated area of Georgetown County.

The study area is adjacent to Georgetown's West End neighborhood and City of Georgetown Historic District, registered with the National Register of Historic Places. It is separated by U.S. Highway 17 (Fraser Street) from the West End, an area of Georgetown with high rates of poverty.

The Panel's Assignment

The panel was asked to respond to the following issues and questions:

1. Market conditions, economic development, economic sustainability, and diversity

Goal: Conceptualize and define the redevelopment of the study area as a multifaceted place that leverages Georgetown's unique assets, builds on its geographic attraction, and recognizes its potential to draw a wide variety of users that includes tourists, residents, and businesses. Recommend solutions that enhance and expand the greater Georgetown community's economic development efforts,

to include recruiting skilled manufacturing to the county as well as fostering new economic opportunities.

- Based on demographics, land economics, regional position, natural context, and market projections and trends, which type of "best place" fits for the future of Georgetown and what needs to be done to achieve it?
- Examine and identify strategies and mix that provide the best near- and long-term development opportunities with maximum economic impact to the community, such as number of jobs, payroll dollars, induced economic impacts, and property, hospitality, and accommodations taxes to local government.
- Develop recommendations that consider the waterfront area and how it and its natural features can be assets that positively enhance periphery development opportunities and avoid risks from coastal flooding. Does an opportunity exist to integrate Goat Island?
- Does demand currently exist for new opportunities through the creative and technology economy or other knowledge-based workers? If no current demand exists, what are some strategies to create a more diverse economy?
- What policies, planning, or steps need to be implemented to ensure that shortsighted growth does not occur and affect Georgetown's ability to achieve higher-quality and more resilient development over the long term?

2. Placemaking, neighborhood cohesion, community engagement

Goal: Recommend strategies for developing creative and vibrant places that benefit surrounding neighborhoods and attract new audiences to Georgetown. Provide strategies that leverage the proposed study area concept and complement Georgetown's quality of life.

- What are the recommended opportunities for public space, community use, waterfront activities, green areas, connectivity to nearby neighborhoods, and the like that should be considered?

- Are case studies or examples available of successful community engagement strategies that enhance community support for redevelopment efforts? What steps will ensure the community is engaged in the future vision and planning efforts?
- What are some recommended steps to further build social cohesion that will help Georgetown overcome future adverse events, such as a large employer closing or a natural disaster?

3. Infrastructure, incentives, and next steps to redevelopment

Goal: Recommend the near- and longer-term steps local government needs to take to attract and encourage qualified development firms to get engaged. Recommend strategies to gain site control of the properties to direct the development in the best interest of the community. Recommend leadership structures that expand the local capacity with pertinent expertise to effectively, efficiently, and expeditiously marshal the redevelopment process in the community's best interest.

- What incentives will work best to facilitate and encourage the desired development? Are any special financing tools available through the local or state government as well as the private sector?
- What public infrastructure needs should Georgetown consider in the short and long terms to encourage and accommodate the potential redevelopment? What are key, implementable steps to address development and connectivity issues in the short and long terms?
- What are some recommended strategies and approaches for acquiring or assembling the larger ArcelorMittal property as well as Praxair's and Geo Specialty Chemical's smaller parcels for redevelopment?
- What case studies or examples are available of redevelopment efforts of similar sites that used private sector, public sector, or public/private partnerships to shepherd sites through redevelopment?

- What strategies and approaches are available to address brownfield properties? How can the concept be subdivided or phased but still keep the synergy of a master plan?
- What additional concerns may have a direct or indirect impact on inner harbor redevelopment that need to be addressed (e.g., corridor transportation and mobility, community development, education, workforce development, resilience and coastal environment/flood management)? What strategies can be recommended to address some of these concerns?

4. Future visioning and planning

Goal: Recommend additional visioning and planning that should be explored to augment the redevelopment of the study area and to guide Georgetown to realize its full potential. Direct the community on policies, strategies, and planning steps to protect the equity of a more valued Georgetown community.

ways to public ownership and control of this portion of the site may exist, if that is what the community desires and decides to do. However, the vision, the plan, the objectives, and the tasks the panel recommends throughout this report do not depend on actual ownership. The pathways to achieve these objectives may vary depending on ultimate ownership and means of control, but the objectives themselves do not. Whether by public acquisition and ownership, by exercise of its land use powers relative to privately owned land, or, more likely, by some combination of both, the Georgetown community has the responsibility and the power to determine its future through the lens of this site and the community-wide dialogue and decision-making processes in which the community must engage.

In starting this long and involved process of shaping its future through land use control, the Georgetown community has noted and the panel concurs that a set of guiding principles, a vision, is essential. That vision, an expression of what Georgetown wants to be, must be not only the guidepost that leads the community engagement and decision-making processes that must start today, but also the guidepost that the community constantly returns to as it makes decisions over the next 20 or so years that the site's transformation is likely to require.

To accomplish the complex and difficult task of redevelopment and reuse of the site, the panel established the following ten guiding principles for redevelopment.

- **The planning and execution for reuse of the site must recognize the historic context of the Georgetown community—its heritage, culture, neighborhoods, natural settings, and community assets.** Any future plan must not only celebrate the richness of the community's past but must also proactively acknowledge and reconcile the difficulties and challenges of the past, particularly social and economic. The plan must account for and lay the foundation for providing a means to mitigate and erase historic and significant differences within the community in terms of employment, educational opportunities and attainment, condition of infrastructure, and housing. When looking through the lens of the site,



The panel believes Georgetown is at a crossroads. If the city follows the panel's recommended principles, it has the rare opportunity to reimagine and revitalize a key and highly visible 150-acre waterfront site.

the proper vision and consequent plan must look to, address, and benefit Georgetown holistically.

- **The site is and must continue to be a catalyst for transformative change.** The site is an incubator, metaphorically, physically, and economically. It is the starting place for the new Georgetown: a new economic and jobs-driven revitalization that does not threaten but rather enhances the existing postindustrial Georgetown economic base. The site is the bridge to creating a community that will retain and attract the community's youth and future generations. This process could not begin or evolve anywhere else in the city.
- **The Georgetown community's control of the site is indispensable—whether by ownership, regulation and administration, or a combination of both.**
- **Future plans for the site must simultaneously be aspirational and challenge the status quo.**
- **The site represents a historic opportunity for community planning in the broadest sense of that term—physically, economically, and socially.** This is where Georgetown should place its bet on the future.

- **Future plans for the site must facilitate and encourage entrepreneurial risk taking that will, in turn and over time, seed more established and diverse jobs and consequent investment in the community.** Community and economic growth start with established assets: Georgetown has them. Craftsmen, established and emerging players in recreation and lifestyle, pioneers in art, culture, and food all seize upon these assets, thrive, and grow. Even the site itself will produce jobs as vestiges of its industrial past are removed, environmental conditions are addressed, and new uses find their homes.
- **The future vision for the site must capture, protect, enhance, and leverage the unique recreational and cultural assets that have always defined the city of Georgetown.** Jobs tied to these Georgetown assets can be immediate and are a critical economic base upon which to grow and achieve the longer-term, diverse economic objectives of the vision.
- **The public sector must place the first stake in the ground for the private sector to undertake the major portion of invested time and at-risk capital needed to effect the desired transformational change.** Any plan for the site must evolve from the full engagement of the Georgetown communities; everyone must be at the table and engaged. Plans for the site must be responsible in the use of public resources, be they land or capital.

- **Future plans for the site must accommodate and facilitate changes created by the ripple effect.** Executing change on the site will spark change in the surrounding Georgetown neighborhoods and Georgetown's regional assets. This ripple effect will be multidirectional.

Change emanating from the site offers the opportunity to preserve and enhance the preexisting positive assets of the surrounding areas—physical, cultural, and socioeconomic.

Historical physical and social barriers are lowered, blending into a more holistic Georgetown while still retaining the distinct characteristics that make each block and neighborhood uniquely Georgetown.

- **A future vision for the site must recognize that the site is not homogenous and that lack of homogeneity, combined with its pivotal location and size, represents its greatest opportunity.** Ownership and control vary. Timing of availability for reuse varies. The site is appropriate for and can be broken into many pieces, each exerting its own impact on economic growth but tied together by a common vision. The time frame for reuse begins immediately but likely will extend over 20 years or more.

Existing Market and Economic Development Opportunities

GEORGETOWN'S LOCAL MARKET AREA currently lacks adequate demand drivers to accommodate re-development of the entire site in the near term. However, the site's size and location on the waterfront near the West End and historic downtown neighborhoods provide a longer-term opportunity for a mixed-use water-oriented development.

Within recent history, Georgetown has not enjoyed the level of growth and prosperity of its neighboring jurisdictions. Georgetown County, the city of Georgetown, and the site are located between two of the fastest-growing counties in the state of South Carolina—Charleston and Horry (Myrtle Beach). These nearby counties are easily accessible and attract visitors, residents, and businesses with beautiful beaches, rich histories, and dynamic economies. However, despite Georgetown's many similar physical and locational assets, the city's growth, in particular, has lagged that of its coastal neighbors.

Population Changes in Selected Counties, 2000–2015

Rank	County	Growth	Increase
1	Dorchester	58.2%	56,065
2	Horry	57.2%	112,570
3	York	52.6%	86,581
4	Beaufort	48.5%	58,652
5	Berkeley	42.2%	60,135
7	Jasper	34.6%	7,146
9	Greenville	29.6%	112,247
11	Charleston	25.6%	79,293
19	Georgetown	9.9%	5,501
	City of Georgetown	1.3%	112

Source: U.S. Census Bureau.

Until recent growth documented in the 2010 census, the city's population had declined steadily since 1960. The city's population grew 1.8 percent from 2000 to 2010, to 9,110, after declining from a peak of 12,261 in 1960. However, Georgetown County has experienced population growth similar to statewide growth levels, although still below levels in Horry and Charleston counties. Whereas Georgetown County grew 10 percent from 2000 to 2015

Addressing the Root Causes of Market Fundamentals

Because of low household incomes and poverty, the city of Georgetown finds itself in a dire predicament whose origins can be partially attributed to the area's early economic dependence on a plantation economy that was completely reliant on human bondage. Although the slave economy built Georgetown into the largest rice-exporting port in the world by 1840, it created a permanent economic underclass that has persisted into the current era. Slavery, followed by Jim Crow segregation, has severely limited the African American community's economic mobility. Georgetown's African American population currently constitutes over 58 percent of the city's overall population, with 40 percent of this population living below the poverty line. Redevelopment of the site has the potential to help deconstruct the economic vestiges of slavery by ensuring equity and access for all Georgetonians.

Median Household Income by Race/Ethnicity

	City of Georgetown	Georgetown County
Total population	\$26,364	\$41,578
White	\$49,130	\$53,174
African American	\$20,543	\$23,377
Hispanic/Latino	\$25,478	\$26,174

Source: U.S. Census Bureau.

to 61,298, according to the census, Horry and Charleston counties grew 57 percent and 26 percent, respectively.

Thus, the city of Georgetown, whose economy over the last century has been largely tied to economic activities at the site, has not garnered its fair share of population growth compared to Georgetown County overall, its regional counterparts, and the state of South Carolina. This history has left Georgetown in great need of economic development and job opportunities. In a state with a median income (\$43,939) below that of the nation (\$51,914), the city of Georgetown's median income (\$29,711) stands at 67 percent below that of South Carolina overall. Both Georgetown County and Horry County have median incomes similar to the state's, whereas Charleston County's median income (\$48,433) exceeds the state's.

The city of Georgetown's population can further be characterized as older and aging. Although the area serves as a retiree destination, which can be positive in terms of economic development, low average household incomes as well as the the pace of aging caused by stagnant population growth are a threat to the economic well-being of the city. Both Horry and Charleston counties attract large numbers of retirees, but with dynamic growth economies these neighboring counties also attract younger professional households, creating well-rounded economic opportunities and bright futures. The redevelopment of the site must serve as a catalyst to reestablish multigenerational opportunities in the city of Georgetown.

Real Estate Markets

This section examines the residential and commercial submarkets within Georgetown.

Residential

The median price of 113 home sales from August 2015 to July 2016 in the city of Georgetown was \$189,000, according to the Coastal Carolina Association of Realtors. This represented an 18 percent year-over-year increase. Although the volume and price increases signify a healthy residential sales market, the city lags other beach-oriented residential submarkets in the county, such as the Pawleys

Island area. Rental properties are very scarce in the city of Georgetown. Local real estate sources report difficulties in securing rental units for households seeking permanent, rather than vacation, uses. As of September 2016, Zillow lists two properties in the city of Georgetown for rent, both single-family detached homes less than 2,000 square feet priced at approximately \$0.85 per square foot monthly rent each.

Commercial

The commercial real estate market in downtown Georgetown, centered on Front Street, is relatively healthy. Although vacancies exist in some retail shops and the burned property has not been replaced, overall, the historic waterfront district appears vibrant with a diverse mix of tenants that includes options geared toward tourists as well as locals. A variety of restaurants, mixed with higher-end clothing stores, general merchandise stores, hair salons and barber shops, and local-serving office tenants combine with museums and other draws to help Front Street attract a bustling mix of consumers. Typically, retail shop spaces along Front Street lease for approximately \$12 to \$16 per square foot annually, according to local real estate sources. Given current development costs of \$250 per square foot or more, these rent levels do not justify new construction on a speculative basis.

Educational Attainment

The working population by educational attainment provides some insight into the skills of the local labor force. In Georgetown, 17 percent of the city's population 25 years and older holds a bachelor's degree or higher, and in Georgetown County, it is 23.80 percent, according to the American Community Survey 2014 Census estimates.

The correlations between educational attainment, employment, and income are well documented. Economic mobility and the ability for an individual or family to be economically self-sustaining are intrinsically tied to education and opportunity.

Much discussion nationally centers around the creative class—those who earn a living through imaginative and

Educational Attainment (Highest Level)

	City of Georgetown			Georgetown County		
	Total	Male	Female	Total	Male	Female
Population 18 to 24 years	745	359	425	4,322	2,224	2,098
Less than high school graduate	14.4%	20.1%	9.6%	18.7%	17.9%	19.5%
High school graduate (incl. equivalency)	47.8%	66.3%	32.2%	4.2%	46.0%	37.3%
Some college or associate degree	37.8%	13.6%	58.1%	35.7%	32.9%	38.8%
Bachelor's degree or higher	0.0%	0.0%	0.0%	3.8%	3.1%	4.5%
Population 25 years and older	6,266	2,628	3,638	43,598	20,124	23,474
Less than ninth grade	5.9%	7.0%	5.0%	5.0%	5.3%	4.8%
Ninth to 12th grade, no diploma	9.1%	8.6%	9.4%	9.3%	9.3%	9.3%
High school graduate (incl. equivalency)	34.9%	40.0%	31.2%	32.1%	32.4%	31.9%
Some college credit, less than 1 year	20.4%	23.0%	18.5%	21.0%	22.3%	19.9%
Associate degree	12.6%	8.8%	15.4%	8.8%	6.4%	10.8%
Bachelor's degree	10.8%	9.2%	11.9%	14.3%	15.0%	13.8%
Graduate or professional degree	6.4%	3.4%	8.6%	9.5%	9.4%	9.5%

Source: U.S. Census Bureau.

Unemployment Rate, 2014

	City	County	South Carolina	United States
Population 16 and older	13.6%	12.1%	10.6%	9.2%
White	4.1%	9.1%	8.3%	7.9%
African American	20.5%	17.6%	6.7%	16.1%
Hispanic or Latino origin (of any race)	0.0%	17.3%	9.1%	11.0%
Population 20 to 64 years	14.5%	12.0%	10.0%	8.5%
Male	22.1%	13.8%	0.1%	8.8%
Female	9.3%	10.2%	98.0%	8.2%
With children under age 6	8.0%	12.5%	13.8%	10.6%
Below poverty level	42.0%	34.0%	33.3%	29.8%

Source: U.S. Census Bureau.

creative activities—and the economic impacts of business and activity regardless of educational attainment. This discussion balances cultural and lifestyle amenities often described in placemaking with business and entrepreneurial activities that create a direct economic impact. This is important because it links physical redevelopment

opportunity with the types of jobs that could be attracted and the types of job that would not be attracted.

In Georgetown, the influx of retirees and second-home buyers provides a resource for intellectual capital. Such residents can provide mentoring, advisory services, and

Educational Attainment by Age

	City of Georgetown			Georgetown County		
	Total	Male	Female	Total	Male	Female
High school graduate or higher						
25 years or older	69.2%	67.2%	70.8%	75.2%	73.8%	76.5%
25 to 34 years	80.3%	76.4%	83.9%	82.1%	76.7%	87.5%
35 to 44 years	72.7%	65.0%	79.3%	77.8%	72.8%	82.3%
45 to 64 years	71.3%	69.4%	73.0%	78.2%	77.6%	78.6%
65 years and older	55.8%	57.0%	55.1%	62.8%	65.8%	60.5%
Bachelor's degree or higher						
25 years or older	15.0%	15.5%	4.7%	20.0%	21.3%	18.9%
25 to 34 years	11.3%	7.2%	15.1%	16.9%	12.2%	21.5%
35 to 44 years	13.9%	16.5%	11.8%	19.9%	17.5%	22.0%
45 to 64 years	16.0%	15.9%	6.1%	21.8%	24.0%	19.8%
65 years and older	17.4%	21.9%	14.0%	19.5%	28.2%	12.8%

Source: U.S. Census Bureau.

other contributions to the local business environment, particularly with startups and small businesses.

Thus, education remains a critical factor in the new economy. Educational assets within the region are valuable partners in the repositioning of the site and local economy. They include the public and private kindergarten through 12 schools and postgraduate secondary education, such as the Horry-Georgetown Technical College, Carolina Coastal University, the College of Charleston, the University of South Carolina, and Clemson University, all of which have programs and conduct research in Georgetown and Horry counties. Educational assets in the community are an important ingredient in building job opportunities and supporting the entrepreneurial ecosystem, which result in attracting students, faculty, grants, research, and startup spinoffs.

Economic Development Opportunities

Definitions of economic development vary; however, it generally refers to the sustained, concerted actions of

policy makers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Such actions can involve multiple areas, including development of human capital, critical infrastructure, regional competitiveness, education, environmental sustainability, social inclusion, health, safety, literacy, and other initiatives. Economic development differs from economic growth: whereas economic development is a policy intervention endeavor with aims of economic and social well-being of people,

Georgetown grew with a plantation economy. By 1840, Georgetown County produced nearly a third of the United States' rice, and the Port of Georgetown was the busiest rice port in the world.



economic growth is a phenomenon of market productivity and rise in gross domestic product.

The primary focus of such efforts is the creation and growth of jobs, through the following four primary efforts:

- Attraction of new large employers (defined by the U.S. Small Business Administration as 50 or more full-time equivalents);
- Business retention and expansion, supporting existing business growth;
- Small business and entrepreneurship, nurturing startups and small business; and
- Tourism, bringing visitors and revenue into the local economy.

Industry sectors that drive local economies have evolved over the centuries, and Georgetown is no exception. Its

Conserving America's Lands and Waters

Preservation of undeveloped lands, such as those natural areas surrounding Georgetown, South Carolina, generates billions of dollars in economic activity through the purchase of gear, watercraft and vehicles, trips, and other related expenses necessary to enjoy these places. The Outdoor Industry Association estimates in its 2012 *Outdoor Recreation Economy* report that, nationally, the outdoor economy generates more than \$646 billion in direct consumer spending each year. This sum includes spending on gear, vehicles, trips, and travel-related expenses. Within South Carolina, this economic impact generated more than \$18 billion in consumer spending, \$4.7 billion in wages and salaries, \$1 billion in state and local tax revenues, and more than 200,000 jobs. Georgetown is able to benefit from and be a gateway to the outdoors.

Top-Ranked Industries

Location quotients, top-ranked industries			
Primary industry annual average (2015)	South Carolina	Georgetown County	Horry County
NAICS 71 – Arts, entertainment, and recreation	0.98	3.11	2.56
NAICS 11 – Agriculture, forestry, fishing and hunting	0.64	2.92	0.19
NAICS 72 – Accommodation and food services	1.19	1.75	2.63
NAICS 23 – Construction	1.00	1.35	1.05
NAICS 53 – Real estate rental and leasing	0.99	1.28	2.5
NAICS 44–45 – Retail trade	1.14	1.21	1.63
Primary industry subsector (2015)			
NAICS 712 – Museums, historical sites, zoos and parks	0.83	7.19	2.27
NAICS 713 – Amusements, gambling, and recreation	1.08	3.60	2.63
NAICS 487 – Scenic and sightseeing transportation	1.28	2.66	3.58
NAICS 722 – Food service and drinking places	1.21	1.77	2.15
NAICS 332 – Fabrication/product manufacturing	1.43	1.76	0.66
NAICS 721 – Accommodation	1.12	1.66	5.38
NAICS 448 – Clothing and clothing accessories stores	1.07	0.64	3.24
NAICS 531 – Real estate	0.97	1.56	3.04

Source: Rose & Associates SE Inc./ULL.

Note: NAICS=North American Industry Classification System.

export-oriented economic history began in the 1700s during the agricultural age, with the growth of rice plantations and other cash crops such as cotton and indigo. Georgetown's proximity to the water and the confluence of five rivers created an active port with successful fishing and shipping industries. With the expansion of the railroad in the 19th century, forestry and timber evolved with the industrial age into pulp and lumber production.

The history of commerce from the land to the sea continued to evolve through each century and continues to affect the local economy today. The top three sectors with the most percentage of employment in Georgetown County include accommodation and food services (NAICS 72), retail trade (NAICS 44–45), and manufacturing (NAICS 31–33). Of these, the first two are considered local or service employment, totaling 35 percent of total county employment based on 2015 census data. Manufacturing continues to dominate with the continued operations at International Paper, which provides approximately 650 direct jobs at its Georgetown location.

However, the leading sectors providing the highest percentage of employment may differ from those that contribute to the county's economic base. Economic base analysis is used to understand what industry sectors drive a regional or local economy. The underlying theme suggests that jobs drive demand for real estate: in other words, for every job that is created, a multiplier effect increases overall employment, thus increasing both population and income within an area benefiting from such job growth. The corresponding growth (or decline) in jobs, population, and income corresponds to demand, and stability, for various commercial and residential uses of real estate. Two types of jobs exist: those that export their goods and services outside the community (basic employment), and those that service the local community (service or nonbasic employment). Therefore, companies with basic jobs seeking to locate in an area are the goal of most economic development officials. These companies occupy both office and industrial space and are the catalysts for subsequent growth in housing, retail, and other commercial uses. Factors such as infrastructure, education, and

Ruckus: An Indianapolis Maker Space

In 2015, a portion of the Circle City Industrial Complex in Indianapolis, Indiana, was transformed into a maker space called Ruckus, which is an industrial space with a coworking component for the creation, prototyping, fabrication, and production of new products. The project was created as a partnership between the complex's owner, Teagen Development Inc., and three local nonprofit organizations: Riley Area Development Corporation, People for Urban Progress, and Pattern. This maker space builds on Indianapolis's workforce, which has knowledge of skilled trades such as woodworking, textiles, and metal working. Shared equipment, such as laser cutters, photo print systems, lathes, and bandsaws, as well as microloans and conference centers allow small entrepreneurs to start and grow their businesses. Other sections of the complex house larger tenants, such as a recycling center, a workforce training center, an art and community installations company, and a cider and mead production facility. The city of Indianapolis provided a \$1.5 million grant to help kick-start the project. More information can be found at www.indyruckus.com/.

income also influence workforce development, commuting patterns, and consumer expenditures.

The region's employment location quotient, or percentage of U.S. employment ratios that exceed base industry standards, identifies which sectors contribute the greatest local job and economic growth, which drives demand for real estate and creates tax base for Georgetown. Those with quotients greater than 1.00 demonstrate higher than U.S. averages and thus contribute to the local economic base. Industry sector and subsector employment is reported at state and county levels, with the top-ranked sectors shown in the figure on the previous page.

Target Markets

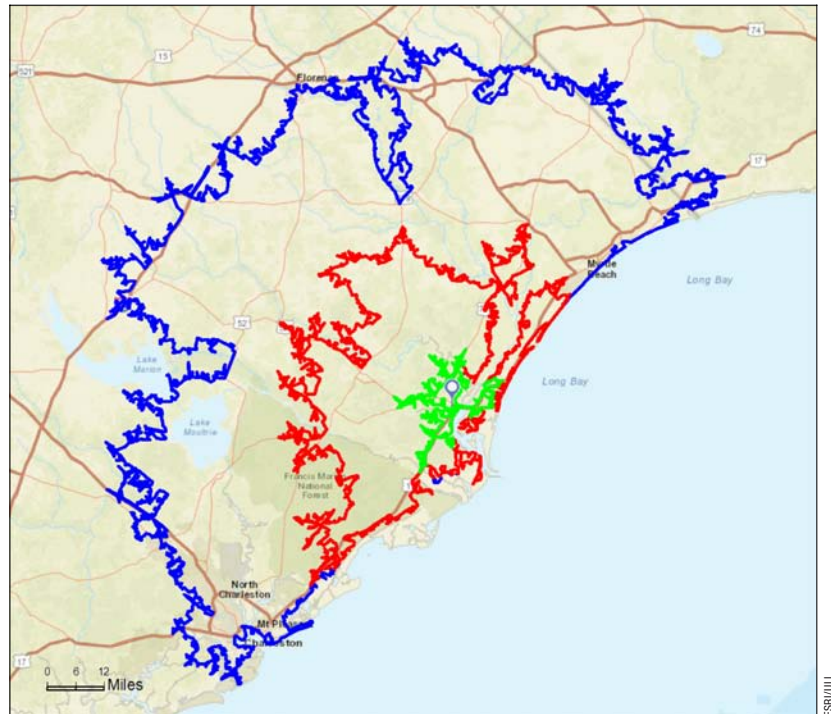
Globalization has affected the market opportunities for the production of steel and other heavy industrial products, making the site no longer viable as a location for these

uses. Although market conditions do not currently exist to drive demand, the site's size and location create potential demand to be generated as the vision and development framework is implemented. This will create synergies among the various land uses to provide support for successful redevelopment, including business enterprises, institutional and educational functions, and tourist draws.

The vision for the site should attract both local users and consumers as well as destination-oriented tourists seeking waterfront experiences. This combination of target markets can be characterized using the local vernacular of “from yunh” (from here) and “come yunh” (come here).

The “from here” entities include institutions and drivers of the local economy that are currently the leading employers in Georgetown (see figure of top-ranked industries). The site can also serve as an opportunity for the public sector (e.g., city hall, library), educational and research entities, and leading local enterprises to grow and locate in a modern attractive environment. By providing a location for “from here” institutions and businesses to grow and thrive, the site can allow the city of Georgetown to project a reputation for stability and, importantly, forward-looking growth.

In addition, the site provides an opportunity to attract growth in “come here” enterprises and consumers. The vision for redevelopment of the site can help recast Georgetown as a location for younger professionals and new businesses seeking quality of life in a unique waterfront setting. This plan, if executed properly, can provide elements that attract millennials and the creative class. Urban theorist Richard Florida posits that members of the creative class seek authentic locations that offer “high-quality experiences.” These locations are often in walkable, mixed-use historical downtowns. Studies such as the U.S. PIRG Education Fund and Frontier Group's *Millennials in Motion: Changing Travel Habits of Young Americans and Implications for Public Policy* prove this trend. Attracting “come here” professional and creative enterprises would be a departure from traditional economic development



efforts that seek to attract large users to auto-centric locations in outlying areas.

This map represents the distance that can be driven from the study area in 15 (green), 45 (red), and 90 (blue) minutes.

By the same token, visitors and tourists are increasingly seeking destinations that offer historical urban experiences. By enhancing these types of attributes that already exist in Georgetown, the site can help grow the tourist economy. Georgetown has the opportunity to further tap into the market for visitors within a short drive to the site. More than 1 million people live within a 90-minute drive of downtown Georgetown. This market audience spends \$14 billion annually on retail goods and food and drink, according to Esri market research.

A redevelopment at the site that focuses on the desirable water frontage, history, and culture of the area and offers additional opportunities for locals and tourists to spend disposable income could reasonably capture a fair share of the growth in overall spending that will occur as the area continues to add population over the next decades.

90-Minute Drive Time and Potential Site Square Footage

Current retail sales	\$17,981,009,177
Estimated total retail square footage (\$250/sq ft)	64,731,633
Future annual growth rates ^a	1.7%
Potential retail sales, 2036	\$24,130,514,316
Estimated total retail square footage, 2036	86,869,852
Potential additional retail sales, 2036	\$6,149,505,139
Potential additional square footage	22,138,218
Georgetown capture rate ^b	1.9%
Potential additional Georgetown square footage	417,631
Potential site square footage	83,526

a. Based on population growth forecast, Esri.

b. Current spending capture.

Sources: Bleakly Advisory/ULI.

Esri estimates that the 90-minute-drive area from Georgetown will grow at 1.7 percent annually, potentially adding nearly 290,000 new people to the area by 2036 who could spend an additional \$6 billion on retail goods, food, and drink. Assuming sales at \$250 per square foot, this additional spending could support an additional 22 million square feet of retail space in the 90-minute-drive retail trade area. Currently, the Georgetown area captures 1.9 percent of the retail spending in the larger trade area. Should Georgetown capture 1.9 percent of the additional

spending that may result from population growth in the larger market area, it has the potential to add more than 400,000 square feet of retail by 2036. Moreover, it is reasonable to assume that a development that executes the vision at the site could capture up to 20 percent of this new retail demand. Thus, the potential exists for the development of 80,000 to 85,000 square feet of retail at the site that would attract visitors as well as locals.

The New Economy: Creating a Vibrant Georgetown

THE EXISTING ECONOMIC BASE (and related industries) as well as the demographic and economic trends influencing Georgetown indicated within the previous section set the stage to strengthen and expand the existing sectors and diversify the local economy to create jobs and economic health for Georgetown and the region. Workforce labor and occupational skills are important in this transition. The most direct path would include leveraging existing skills and contributing industry sectors: for example, machinists, electricians, and craftsmen can translate skills into new or different industries with educational assets and infrastructure already existing in the region. This path includes specific strategies to grow existing companies and provide catalysts for small business and entrepreneurship based upon two key themes:

- Innovation, with the underlying foundation of science, technology, engineering, and math (STEM) education; and
- Arts and culture, adding education in arts, culture, and history to the STEM areas (STEAM).

Innovation (STEM)

Innovation includes not only new technologies but also diversification of these new applications in new or existing industry sectors, including health care, agriculture, aquaculture and marine biology, ecology, energy, and other emerging sectors that would focus on the land and sea. To best prepare students for the new STEM economy, initiatives are already underway at the K–12 level. This education can be further developed with apprenticeship and internship programs. Both undergraduate and graduate programs are being offered or planned by area colleges and universities already operating in the region at the Hobcaw Barony plantation run by the Belle W. Baruch Foundation and Coastal Carolina University's Burroughs

and Chapin Center for Marine and Wetland Studies at the Harborwalk. The resulting activities can fuel commercial uses such as research centers, classrooms, incubators, coworking spaces, and the related housing and retail/entertainment options to support them.

Three representative projects help illustrate the vision for a diverse economy that modernizes, expands, and strengthens existing industries and introduces new ones while diversifying the local economy. These projects include a market that connects residents and tourists to products from the land and sea in Seattle, Washington; a revitalization of a lumber and fishing community in Newport, Oregon into a research hub; and a former whaling seaport transformed into a center for history and research surrounding tall ships in Mystic, Connecticut.

Seattle's Neighborhood Market

Created more than a century ago to connect the city's citizens and farmers, Pike Place Market is a beloved Seattle landmark, welcoming more than 10 million visitors a year. Encompassing a nine-acre Market Historic District overlooking Elliott Bay, the market remains the bustling center of farm-fresh, locally sourced artisanal and specialty foods. It's a place where you can "meet the producer"—the farmers, butchers, fishmongers, cheesemongers, bakers, winemakers, and purveyors who bring their bounty to your table. The market features one of the largest craft markets in the country with all locally made handcrafted goods. And with more than 225 small independent businesses and a diverse array of restaurants, the market offers endless opportunities for delight and discovery.

Newport, Oregon, Oceanographic Research Facilities

Newport, Oregon, with an estimated population of 10,117 in 2013, was founded in the 1860s and grew rapidly

A fishmonger stand at Seattle, Washington's Pike Place Market.



MARK GOEBEL/FLOCKR

because of its fisheries, tourism, logging, and woodworking industries. During the 1980s, business and government leaders developed a revitalization plan to lessen the city's dependence on natural resources and tourism. Newport's vision has been successfully implemented and it is now home to the Hatfield Marine Science Center, the Oregon Coast Aquarium, and NOAA's West Coast fleet. In addition to research activities, Newport is home to more than 300 commercial fishing vessels that service numerous processing plants within the community. To accomplish this goal, Newport and the port work closely with the state of Oregon and community groups to ensure that development meets the original vision of a working



CHRIS BROOKS/FLOCKR

A mix of fishing, working, and recreational boats sitting in harbor in Newport, Oregon.

waterfront as outlined within the city's comprehensive plan. This effort focused on enacting longer-term goals enabling Newport to become one of the most economically diverse ports on the West Coast, supporting activities such as research, tourism, commercial and recreational fishing, aquaculture, and shipping.

Mystic Seaport

Mystic Seaport is the nation's leading maritime museum. Founded in 1929 to gather and preserve the rapidly disappearing artifacts of America's seafaring past, the museum has grown to become a national center for research and education with the mission to "inspire an enduring connection to the American maritime experience."

The museum's grounds cover 19 acres on the Mystic River in Mystic, Connecticut, and include a recreated 19th-century coastal village, a working shipyard, formal exhibit halls, and state-of-the-art artifact storage facilities. The museum is home to more than 500 historic watercraft, including four National Historic Landmark vessels, most notably the 1841 whaleship *Charles W. Morgan*, America's oldest commercial ship still in existence.

Art and Culture (STEAM)

STEAM education incorporates the "A" for the arts. It is recognized that to be successful in technical fields, individuals must also be creative, "think out of the box," and apply critical thinking skills to real situations. Critical thinking skills, many educators argue, can best be developed through exposure to the arts. The idea is

Cherry Capital Food Hub

Food hubs and farmers markets do not have to be just in large cities to work. Smaller locations, such as Traverse City, Michigan, with an estimated population of 15,018 in 2013, benefit from active food hubs. Cherry Capital Foods was founded in 2007 to serve as a distribution and marketing center for farmers, growers, and producers locally and regionally from the state of Michigan. The food hub helps customers find Michigan-specific products and helps producers find unique consumers. The hub hosts several events open to the public throughout the year and provides education about specific products. More information can be found at <http://cherrycapitalfoods.com/>.





The historic Charles W. Morgan whaling tall ship in Mystic, Connecticut.

gaining momentum and is proving to be an entry point to STEM, especially for underserved or poor-performing students as well as students with a genuine interest or ability in the arts. Further, STEAM ensures that any child has a well-rounded education that includes the arts. The training and research initiative described previously should include a curriculum in the creative arts to best prepare Georgetown students for the future. This includes courses in graphic design, fashion, film and video, music production, publishing, television and radio, video and computer games, among others.

Shifting to the economics of art, it is an economic driver in the United States. The art and culture industry delivers \$135.2 billion of economic activity and 4.13 million jobs, according to the *Art and Economic Prosperity IV* report created by Americans for the Artists, a national nonprofit dedicated to supporting the arts and creative disciplines. The report was created in 2010, in the midst of one of our country's most devastating economic recessions, making these results even more impressive. Another interesting finding from the report is that 32 percent of the visitors to art and cultural sites are coming from outside the local county, and they spend twice as much as locals do. Tourism industry research has repeatedly demonstrated that art and cultural tourists stay longer and spend more than the average traveler (nonlocal: \$39.96 versus local: \$17.42). This fact is particularly relevant to Georgetown County, because art and culture ranks first among its eco-

Impact of Tourism on Top 10 South Carolina Counties, 2014

Rank	County	Expenditures	
		% of state	\$ millions
1	Horry	31.3%	\$3,804.00
2	Charleston	17.7%	\$2,147.31
3	Beaufort	9.9%	\$1,205.88
4	Greenville	9.1%	\$1,110.16
5	Richland	5.1%	\$621.07
6	Lexington	4.3%	\$517.76
7	Spartanburg	3.2%	\$385.37
8	Georgetown	2.6%	\$313.36
9	Florence	2.4%	\$293.41
10	York	1.7%	\$206.93
State total			\$12,155.01

Source: U.S. Travel Association for the South Carolina Department of Parks, Recreation & Tourism.

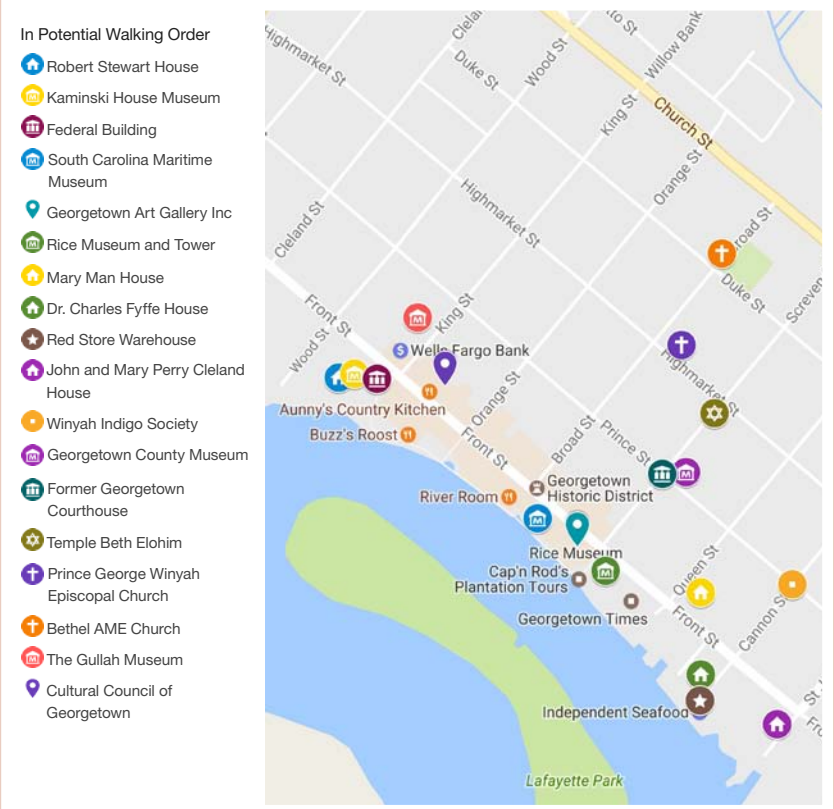
nomic drivers, delivering three times the economic value compared to the state, more than its neighboring Horry County, and twice that of Charleston County, home of Myrtle Beach and Charleston, South Carolina, respectively. Georgetown's art and cultural assets are a jewel that can be uplifted and leveraged to deliver even more value for its residents, businesses, and government.

Georgetown's thriving downtown is owed in large part to its tourists and second-home owners. One business owner on Front Street remarked, "Most of our business comes from visitors. We could not survive without them." Georgetown visitors are likely to spend the day: visit several sites, shop, have lunch, perhaps stay overnight. This translates into revenue for its museums and cultural sites as well as local businesses, and sales tax for its local government. An average arts attendee, according to the *Art and Economic Prosperity* report, spends \$24.60 per event in addition to the cost of admission. This represents \$313 million in economic output within Georgetown and employs 5.68 percent of its workforce as of 2015. Georgetown's cultural tourism is an industry that can be grown and expanded,

Georgetown's Many Cultural Assets

In a stroll along Front Street of downtown Georgetown, many of its cultural assets are apparent: the Kaminski House Museum (1003 Front Street), the Stewart-Parker House (1019 Front Street), the South Carolina Maritime Museum (729 Front Street), the Rice Museum, and the Town Clock (Front and Screven Streets) are just a few examples. The street is also populated with galleries, clothing boutiques, specialty shops, and restaurants. At a street crossing one might see the Swamp Fox Tours minibus awaiting passengers to be scooped off to an exciting swamp and nature tour. Just west of Front Street is its marina, with views of its serene and scenic waterways and natural wetlands. It is a charming street, luring one to tarry, and tarrying could translate into spending money.

Map of cultural institutions on or near Front Street in Georgetown.



Average per Person Audience Expenditures for a Cultural Event

Expenditure	Amount
Clothing and accessories	\$1.31
Child care	\$0.36
Other	\$0.89
Gifts/souvenirs	\$2.74
Local ground transportation	\$2.65
Overnight lodging	\$3.51
Meals, snacks, refreshments	\$13.14
Total	\$24.60

Sources: Americans for the Arts and ULI.

attracting more visitors, creating new jobs, and promoting Georgetown's unique brand and character.

One growth strategy that can be used—timed with Georgetown's vision to redevelop the site—is creative placemaking. Placemaking—combining elements of the built environment in a compelling way that attracts people—is the essence of real estate development. Creative placemaking takes that concept further, with the placemaking effort led by arts and cultural considerations that help shape not only the physical character of a place, but also its social character. As Anne Markusen and Ann Gadwa Nicodemus wrote in *Creative Placemaking*, a 2010 paper for the National Endowment for the Arts, “Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired.” This

strategy can not only contribute to Georgetown's economic vitality but can also foster community connectedness among its diverse and unique communities.

To demonstrate the possibilities of creative placemaking and the economics of the arts, the following examples describe redevelopment initiatives that each share various components, characteristics, and opportunities present in Georgetown. These examples are of a blighted building in socially challenged community in San Francisco, California; a revitalization effort in a disconnected neighborhood in Macon, Georgia; and the redevelopment of a former steel manufacturing site in Bethlehem, Pennsylvania.

The Hall, San Francisco

The Hall is the temporary activation of a warehouse building that had been blighted and vacant for seven years before developers and partners Tidewater Capital, a San Francisco–based investment and development firm, and War Horse, a Baltimore-based development firm, purchased the property in 2013. The building is located in the Tenderloin, a San Francisco neighborhood that has long faced many social challenges such as drugs, unemployment, crime, and poverty.

The Hall, an experiment being conducted in 4,000 square feet of temporary retail space, is focused on community engagement and urban revitalization while the development team seeks entitlements to redevelop the site to

The Hall, an experiment being conducted in 4,000 square feet of temporary retail space in San Francisco, focuses on community engagement and urban revitalization while the development team seeks entitlements to redevelop the site to provide 186 units of rental housing above 10,000 square feet of retail space.



UJI GLOBAL AWARDS

provide 186 units of rental housing above 10,000 square feet of retail space. The future development is planned to include a mix of market-rate and affordable housing.

The interim use consists of six restaurants run by local food entrepreneurs—all former food-truck vendors—a bar, and the developer's office, plus events programming aimed at promoting positive change in the community.

The Hall is more than a culinary arts initiative. The space serves as a gathering place—a clubhouse of sorts. It was built with the intention of fostering connection among members of the community by creating a space to convene, break bread, and share experiences. Since opening in October 2014, the Hall has served more than 4,000 meals a week, been the site of more than 90 community events, and donated more than \$35,000 to local nonprofit groups.

In 2015, it began serving monthly community breakfasts, open to all, during which the development team provides updates on the broader project, seeking input from stakeholders while also discussing such community topics as public safety, small business development, housing affordability, and arts in the community. Further, in an effort to address neighborhood unemployment, the Hall organized and sponsored two job fairs to help match employers with neighborhood job seekers.

Mill Hill: East Macon Arts Village, Macon, Georgia

Mill Hill is located in the Fort Hawkins neighborhood, known as the birthplace of Macon. Once a village for people working at a local cotton mill, 46 percent of the neighborhood's properties are vacant and blighted according to a study by the Macon-Bibb County Urban Development Authority (UDA).

Although the area is now disconnected from the economic drivers around it—residents are not employed at the local hospital or nearby tourist attractions—the strategic plan for Macon's urban core lays out hope that the new community arts center and artist housing being developed there will help transform the area into an economically and culturally thriving community.



The East Macon Arts Village is helping a blighted neighborhood transform into affordable artist live/work housing and become a hub for economic activity.

The new Gateway Park, being developed by the Macon Arts Alliance, Macon-Bibb County UDA, and other partners, will connect the community to nearby tourism assets, such as the Macon Centreplex, the Marriott Macon City Center, and the Ocmulgee National Monument, which honors 17,000 years of documented human habitation in the area. The Ocmulgee mounds were built 1,000 years ago by Native Americans during the Mississippian Period and are the former land of the Muscogee Nation.

Vacant mill houses will be transformed into affordable artist live/work housing—seven units in the first phase, each providing 900 square feet of space for one occupant—helping reduce blight and becoming a hub for economic activity.

The Bibb Mill Auditorium, built in 1920 and now being renovated, will be reborn as the Mill Hill Community Arts Center. The future arts center received a new roof this year, paid for with an anonymous \$211,000 gift. With the building stabilized, restoration continues through an \$813,000 investment by the Macon-Bibb County government.

During planning, the project was supported by the White House's Strong Cities, Strong Communities Initiative and an Our Town grant from the National Endowment for the Arts. The steering committee includes prominent organizations, such as the Regency Hospital Company, the Macon Coliseum Hospital System, the Macon Arts Alliance, and the Knight Foundation, as well as the mayor of Macon-Bibb County.

The project team worked with the community to identify its unique assets. The team discovered that many residents like to cook, so a culinary school is part of the redevelopment plan. The goal is to attract new residents and businesses to the area, helping the local economy grow while affordable homes are retained for those who have long resided there and helped create this distinctive place.

SteelStacks, Bethlehem, Pennsylvania

The SteelStacks Arts and Cultural Campus in Bethlehem, Pennsylvania, is a former steel mill site that has been restored, adapted, and transformed into an arts and cultural campus that features preserved blast furnaces and other



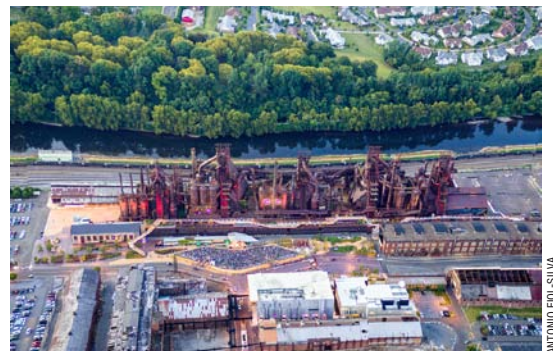
ANTONIO FIOU-SILVA

Lighting of the former steel stacks and the creation of new public facilities have helped reuse of a former steel mill in Bethlehem, Pennsylvania.

historic steel mill buildings, an elevated walkway/trestle that offers up-close views of the blast furnaces, a visitor/exhibit center in a historic building, parks and outdoor plazas, an outdoor performing arts pavilion, an office building and production studios for the local public broadcasting station, and a new ArtsQuest Center building devoted to performing arts of all types.

The redevelopment was funded through a variety of sources, including tax increment financing revenues, donations from businesses and philanthropic organizations, and funds and tax credits from federal and state governments. Tax revenue from a gaming business approved as part of the site plan helped fund the arts and cultural center. The 9.5-acre development has become a major tourist attraction and a source of pride for the city of Bethlehem, and the steel stacks themselves are iconic structures unlike any others in the United States.

Aerial view of the former steel mill and revitalized Bethlehem SteelStacks project.



ANTONIO FIOU-SILVA

When Bethlehem Steel closed its mill in Bethlehem in 1997, the company owned 1,800 acres in the city—roughly 20 percent of the city's land area—located along almost six miles of the Lehigh River. The plant had been the source of steel used to create such iconic structures as the Chrysler Building in New York City and the Golden Gate Bridge in San Francisco, and during World War II the company made steel used to build ships (at another facility) at an astonishing pace of about one per day.

Bethlehem Steel brought in master planners, engineers, site remediation teams, and consultants and worked collaboratively with the city to lay out a plan for redevelopment of the site. Bethlehem Steel spent nearly \$40 million to help prepare the site, which was a brownfield.

The iconic steel stacks are five separate stacks, each built at a different time, ranging from the early part of the 20th century to the 1960s. The preservation of the steel stacks serves as a positive reminder of Bethlehem's past, present, and future.

Much of the Bethlehem Steel property to the east of Bethlehem Works has been redeveloped as warehouse and distribution space because it is served by rail and located near Interstate 78, which provides connections to New York City and Philadelphia, located 60 to 85 miles away.

Incremental Placemaking

Georgetown can leverage creative placemaking to boost its rebranding efforts. It can identify opportunities for creative placemaking initiatives, both on and off the site, which address a particular community-driven opportunity or challenge. Some examples of creative placemaking initiatives are reclaiming vacant spaces or blighted properties for use as artist live/work studios, addressing a need for affordable housing and workspace; attracting visitors and engaging local artists through pop-up art exhibitions, drawing new energy to the community and fostering community connectedness; and raising awareness of healthy living through walk-a-thons or bike-a-thons to address issues of obesity and poor eating habits. Funding for creative placemaking initiatives could be achieved through local,



PAUL ANGELO/ULI

Creative placemaking initiatives do not need to be expensive or time consuming. Pictured is an annual party showcasing artists that is thrown in an alley of the Trinidad neighborhood of Washington, D.C.

national, and federal programs, such as the local South Carolina Arts Commission and the National Endowment for the Arts Our Town grant program and ArtPlace America Creative Placemaking Fund grant program.

The impetus exists to act now, and the timing could not be better, especially in light of the anticipated longer-term and incremental transformation of the site.

For an early next step, Georgetown should consider a visitor outpost or center along Fraser Street (U.S. 17), inviting passersby to stop and learn about the area. It has been said that visitors who have accidentally come to Georgetown are pleasantly surprised and often stay. A strategic placement of an outpost would contribute to Georgetown's rebranding.

In summary, Georgetown has many assets, such as arts, culture, waterfront, natural resources, workforce, and a historic downtown, that make it a unique and special place—different from its neighbors to the north and south. These attributes should be applauded, promoted, and expanded upon. An early next step is to develop and launch a branding campaign that promotes and celebrates Georgetown's art, cultural, and natural assets. Georgetown's status today results from a logic that has been in place since its founding. That logic can continue to direct the city's evolution with what the panel suspects will be unsatisfying results or could use the site to launch a new logic of a "new 21st-century" Georgetown.

Development Framework

THE ARCELORMITTAL PLANT, the South Carolina Ports Authority property, and related industrial uses occupy a strategic location in the heart of Georgetown. Historically and today, the site dominates the waterfront and has been the region's industrial heart; it abuts Front Street—Georgetown's prime commercial street—and runs parallel to Georgetown's second-busiest vehicular thoroughfare, Fraser Street (U.S. 17). Perhaps most critically, the site constitutes an extensive border with the underserved West End district, separating it functionally and visually from the waterfront.

Economics of port trade, the cost of dredging, and the U.S. Army Corps of Engineers' allocation of federal dollars for dredging activities, along with the concentration of regional port resources elsewhere, seem to indicate that the Georgetown port will not be dredged to depths required to ensure full access by modern cargo shipping. Consequently, future uses of the site will likely not be heavy industrial in nature, other than the adjacent International Paper site, which uses a rail spur and port facility south of the site.

Specifically, the panel's land use recommendations address the following aspirations:

- Enhancing the visual impressions for drivers entering Georgetown from the south via S. Fraser Street;
- Connecting the site to the West End neighborhood via streets, sidewalks, and bicycle paths;



Aerial view of the study area from the West End neighborhood looking toward Georgetown's inner harbor.

CITY OF GEORGETOWN



Initial development framework plan created by the panelists. The proposed framework plan includes defining access and circulation—where cars, pedestrians, and cyclists can go.

- Providing views to the waterfront from the West End;
- Improving access for all people to the waterfront;
- Providing opportunities for waterfront activities, recreational and commercial, such as fishing and seafood sales;
- Providing high-quality green spaces and room for public art; and
- Providing opportunities for job-creating activities, including commercial, technical, educational, and recreational.

The recommended development framework reflects the vision for a place that facilitates incubation, education, entrepreneurship, and recreation and weaves the community and its various neighborhoods into the waterfront as Georgetown's community foundation and heart. It embodies public access and commercial and noncommercial

- Georgetown's block pattern, which should be extended, as far as possible, across the site and toward the water-front to establish a scale of development consistent with Georgetown's history and urban fabric. This approach creates multiple ownership opportunities and results in new development opportunities that complement existing and to-be-built neighborhoods. Extending the blocks and streets across the site also creates, preserves, and enhances views to the water.

Off-site elements include the following:

- Taming South Fraser Street (U.S. 17) to become a welcoming entry with a new look, feel, and level of safety as a gateway corridor and neighborhood connector. It currently poses a barrier to walking because of its width, traffic volume, number of trucks, noise, and traffic speed. Opportunities to create a street more compatible

with the West End and future mixed-use development on the site include the following:

- Landscape the street to create a sense of arrival: You're in Georgetown! Combined, landscaping and site development can create appealing views from the road to the water.
- Identify and signalize key intersections and provide marked crosswalks connecting the West End to the site.
- Reduce the speed limit from 35 to 30 miles per hour. Lower speeds greatly reduce the risk of pedestrian fatalities and introduce drivers to Georgetown's unique sense of place.
- Examine opportunities to shorten pedestrian crossing distances using curb-bulbs, refuge islands, and other proven traffic-calming techniques as appropriate.
- Create small mixed-use buildings on both sides of the street (i.e., double-loaded corridor). Such uses should cater to local businesses and services, not drive-through franchises.
- Investigate an Alternate U.S. Route 17 to take truck traffic and a portion of through traffic off South Fraser Street.

- Converting the rail line entering the site from Front/South Fraser streets to a multiuse path for pedestrians and bikes. This path opens up numerous opportunities for residents to walk or bike to the site, the water, and downtown. The panel recognizes that some citizens see opportunities for passenger-rail improvements and have advocated for preservation of existing rails, but the panel does not recommend retaining this rail spur because it could better serve the community and this site as a walking and biking path.

Reimagining the Illinois Central Railroad Corridor

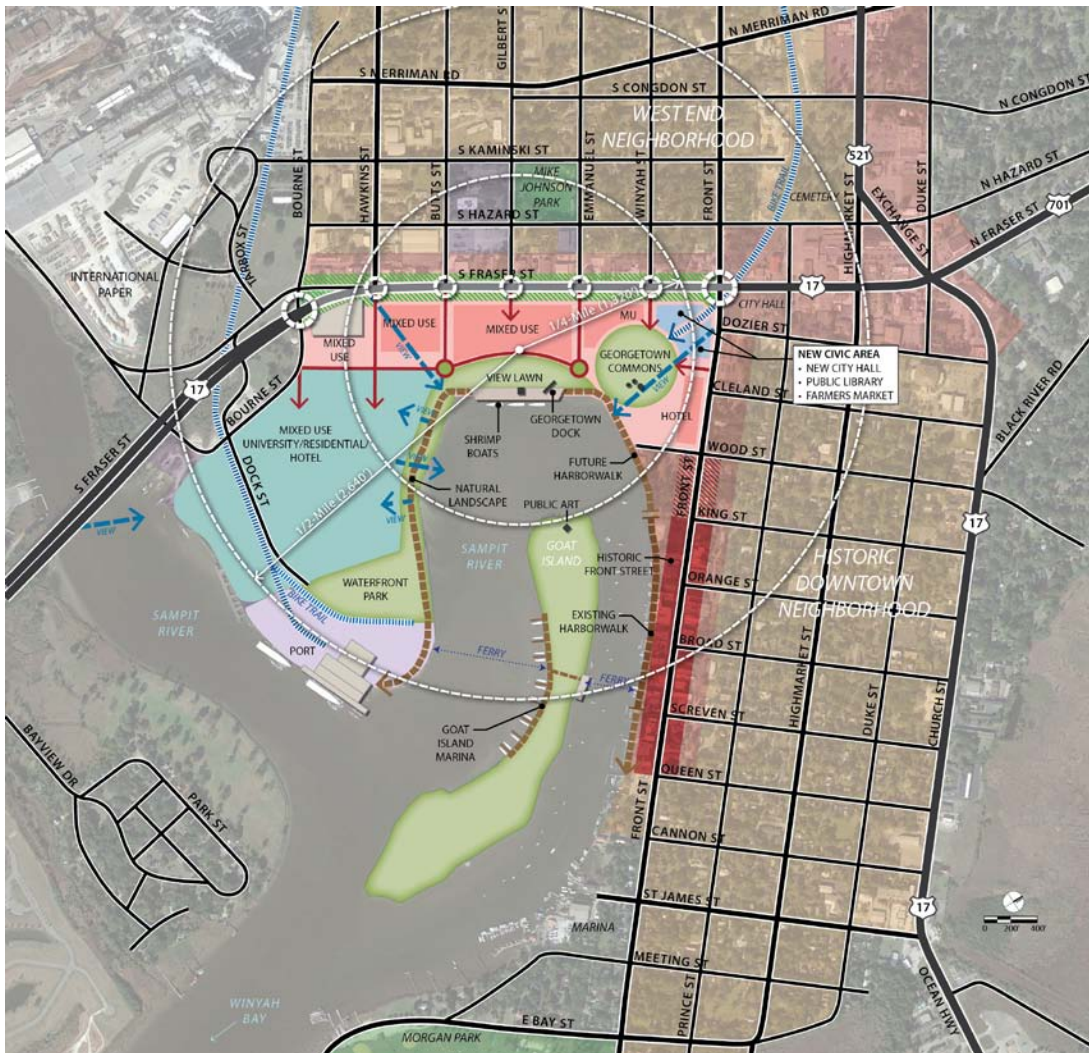
St. Tammany Parish, on the north shore of Lake Pontchartrain, established Louisiana's first rails-to-trails conversion by creating a 31-mile connection between five communities and the natural environment. The Tammany Trace attracts visitors from around the world and promotes active lifestyles. A parallel equestrian path exists for parts of the Tammany Trace. More information about how communities both large and small are investing in bicycle and pedestrian infrastructure can be found in ULI's *Active Transportation and Real Estate: The Next Frontier* report, which explores the interconnections among walking, bicycling, and real estate development.



The St. Tammany Trace Trail crossing the Bogue Falaya in Covington, Louisiana.

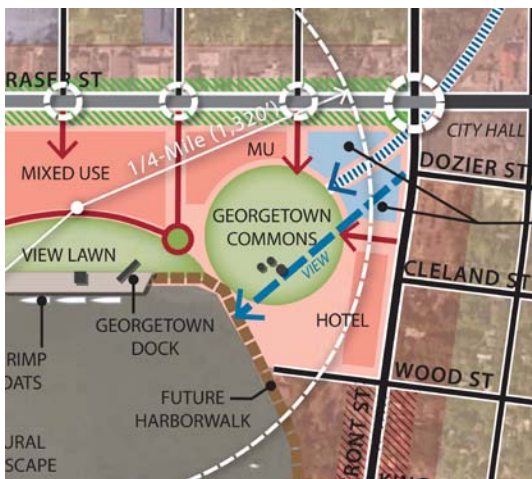
Land Use

The vision must include an articulated land use plan that facilitates incubation, education, entrepreneurship, and

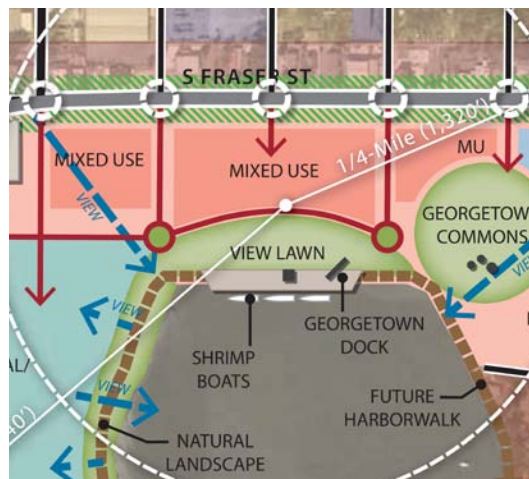


KEN KAY ASSOCIATES/ULI

The proposed vision plan identifying locations for the various development areas.



KEN KAY ASSOCIATES/ULI



KEN KAY ASSOCIATES/ULI

Far left: An enhanced view of the proposed "agora" or Georgetown Commons.

Left: An enhanced view of the proposed lawn that could be used for concerts, community events, and other purposes.

Over the last 20 years, the Old Mill District in Bend, Oregon, has been restored and revitalized to serve as the epicenter of the region's new economy.



recreation. The site ought to include at least the following development areas:

- *Georgetown Commons*, anchored by public facilities such as a new city hall, farmers market, city library, hotel and public “agora” (square);
- *West End Center*, ArcelorMittal headquarters, parking, and warehouse;
- *Waterfront gardens*, a world-class landscape facing the harbor that incorporates public art and seating;
- *Georgetown Docks*, private and commercial fishing docks at the site of the existing Georgetown port’s steel mill site;
- *Fraser Street mixed use*, shops, small-scale and entrepreneurial activity, arts, entertainment, leisure (over several phases, dependent upon market demand);
- *University Village*, academic, research, multifamily and student residential, hotel/exhibition;
- *Sampit Park*, green areas with a skate and water park;
- *Tall Ships*, dock and marina services that include research vessels;
- *Harbor Point Park*, activity-oriented open space;
- *Goat Island Marina*, a moorage for recreational boats of varying sizes; and
- *Harborwalk extensions* over several phases.

Because current market conditions do not facilitate the immediate redevelopment of the site, the near-term creation of a “there there” needs to occur. That is a vital challenge in the early years when the site is less developed and active than it will be at completion in 20 or more years. The framework plan can facilitate immediate, highly visible, and active place creating while concurrently laying the foundation to add appropriate, market-driven development over time. Critical near-term steps include the following:

- Establish public access and open spaces throughout the large site to open up views of the Sampit River. Currently, South Fraser Street and the existing wall of the steel mill block views from the street and the West End to the waterfront.
- Extend the existing Harborwalk completely around the “inner harbor” to connect a variety of public open spaces. This action builds on the strengths of Georgetown’s historic fabric and its well-known working waterfront on the Sampit River.
- Retain the existing port facility docks.
- Consolidate several public functions—now threatened by a growing sinkhole and existing riverbed—in a strategic location to better link the West End and historic downtown district (e.g., city hall, public library, farmers market).
- Create a symbolic and unifying common space in the heart of Georgetown.

Those key actions would allow interim activities such as arts and culture, festivals, markets, and other special events to be held on the site, as well as general public access for relaxation and recreation anchored in the northwest corner of the site by “Georgetown Commons.” Such activities are key to reestablishing downtown Georgetown and the waterfront as the recognized center of town and community activity.

Another prime objective of the panel’s land use strategy is to create a second anchor, at the Port of Georgetown, consisting of private and institutional uses. The panel

named this phase “University Village” in reference to potential development opportunities for various mixed-use functions centered around an academic anchor such as Clemson University, Coastal Carolina University, and other educational institutions already established within the region at Hobcaw Barony plantation and elsewhere. The University Village can serve as an incubator for marine research and other innovation-driven functions. The panel recommends that student housing be included within this area. This part of the development framework is intended to be complemented by an activity-oriented park (“Harbor Point Park”), marina, and boat service center, which would allow a portion of the existing port to remain in operation and service research vessels and tall ships.

Parking

As both a visitor destination and a place for locals’ daily needs, the site will largely be accessed by vehicles. Thus,

appropriate and convenient parking facilities are essential. The panel’s recommended development framework establishes blocks similar in size to existing city blocks, which will enable parking to be provided on each block as it develops to serve uses on that and adjacent blocks. The panel believes that parking lots should be modest in size for daily use—not designed for peak use (e.g., the wooden boat festival or a music show)—thereby encouraging more walking and creating less of a longer-term need for excessive parking requirements. Ample opportunities to landscape and shade the parking will connect with the site’s larger planted landscape.

Proposed project phasing is included in the “Implementation Strategies and Tools” section of this report.



PAUL ANGELONE/ULI



PAUL ANGELONE/ULI

In Charleston, parking lots are provided within courtyard areas at the center of developments. This strategy enables adequate parking supply while ensuring a continuous, walkable community in downtown.



CHRISTOPHER GRINER/FICKR

The Woods Hole Oceanographic Institution, Woods Hole, Massachusetts, is dedicated to ocean research, exploration, and education to advance understanding of the ocean and its interaction with the Earth’s system and to communicate this understanding for the benefit of society.

Implementation Strategies and Tools

THE CERTAINTY OF TIMING OF DEVELOPMENT and the development process is critical to providing the private sector with the reduction in risk necessary to spur private investment. Therefore, the public sector will need to intervene early to provide certainty of process and assurances of longer-term participation that provide redevelopment and economic development momentum and potentially near- and longer-term development incentives (fiscal and policy). This will enable public sector investment to leverage private and institutional dollars.

Plan implementation will take place over the near, medium, and longer terms. The panel believes that implementation should extend 20 or more years. This implementation includes three major issue areas or steps:

- **Predevelopment steps:** These include the proposed steps required following the panel's public presentation on September 23, 2016, and the next six to 12 months.
- **Development steps:** The development process during which the planning, tools, and community and leader-

ship capacity developed during the predevelopment phase are applied to move the project forward.

- **Managing the site's environmental legacy:** Addressing likely environmental contamination will be required to move forward with the development framework.

The Implementation and Milestones chart at the bottom of the page provides examples of phased milestones the panel believes could be completed moving forward, with accompanying timelines.

Predevelopment Steps

This initial period before beginning to implement the plan should occur over the six to 12 months starting in October 2016. In every step of implementing the vision and development framework, progress must derive from *iterative*—meaning community engagement to solicit ideas, formulate plans, test viability and acceptance with community adjustments as dictated by market, fiscal,

Implementation and Milestones

Date	Milestone
Spring 2017	Establish communication lines with the site owner, engage in other preliminary preparation, such as planning for and instituting a community education program
Fall 2017	Establish a redevelopment corporation (RDC), as well as expectations and norms for the RDC's communication with the community
Fall 2018	Secure access to the site, hire RDC staff (e.g., a project manager and key support staff), secure site access, engage in planning around specific issues (waterfront access/use, circulation, and other key priorities), develop a technical understanding of the sinkhole and drainage issue, grow an understanding of the transactional component necessary to convey the sites, and develop plans for environmental assessment and remediation
2021	Complete environmental remediation and initiate anchor public investment
2036	The site is primed for private investment

Source: ULI.

or community dictates—rather than *linear* processes. This will enable full engagement and participation of the Georgetown communities and ensure that the guiding principles of this report are implemented. Predevelopment steps must include the following:

- Establishing a local multistakeholder planning and development constituency;
- Creating a shared vision; and
- Establishing a multistakeholder waterfront development entity.

Local Multistakeholder Planning and Development Constituency

The condition of the ArcelorMittal steel mill site is a mystery to most of Georgetown's residents and stakeholders, as is the condition of the entire waterfront in which it is one of a number of prominent parcels. To confirm purpose, build capacity, and engage diverse stakeholders, a free education program should be developed to inform, educate, and communicate with Georgetown's residents about planning and development using the steel mill site, the waterfront, and the city and county of Georgetown as contexts.

Such a program should incorporate site tours, "classrooms" taught by local governmental and nongovernmental staff. These tours should be practical, literacy-level appropriate, culturally competent, and packaged for subsequent self-study. The program should provide the opportunity for diverse views and interpretations of history as well as future choices to be expressed and discussed. It should be designed and managed to move participants from being an audience to becoming a purpose-driven, engaged, and nonpartisan constituency.

Shared Vision

Georgetown's collective goals and priorities must shape development of the vision for the site. This vision, in turn, will drive planning and implementation efforts moving forward, informed by guiding principles elucidated earlier in this report. The vision serves as a description of goals and aspirations, and a beacon on the horizon toward which

Georgetown will continue to move. The vision is not fixed but can and should be flexible to accommodate changes in local priorities and other national and regional trends. What is most important about the vision is that it is collective, informed, and comprehensive and that community stakeholders not only have a say in its development, but that they also embrace the outcome of the visioning process.

Prioritizing as part of the visioning process involves identifying specific priorities, or what the community believes are the most important outcomes. The panel repeatedly heard, for example, about the community's desire for waterfront access at the steel mill, removing the barriers to water views that the steel mill currently creates, the importance of Georgetown's waterfront, and the need for green space more evenly distributed throughout the city.

The vision also offers an opportunity to consider other elements that need to be resolved alongside larger, community-wide priorities. The need for a new library, a new city hall, and the reconnection of the West End to the waterfront are selected examples.

As these elements coalesce, Georgetown can take its prioritization to the next level, by identifying projects that can yield near-term activation and economic development results and help begin the implementation process. Examples are referenced later in this report, but critical first steps include gaining control of or access to the ArcelorMittal steel mill site, engaging the port leadership in discussions regarding the future of its facilities and land, creating interim uses such as environmental assessment (and related community-wide communication), creative placemaking, and waterfront activation.

Multistakeholder Waterfront Redevelopment Entity

To seize the opportunity on the study area, its contiguous parcels, and the entire waterfront, responsible city, county, and state agencies should establish a stand-alone agency charged with planning and developing the entire waterfront. This redevelopment entity should hire a director and professional staff that have community and waterfront revitalization experience. To ensure an equitable

The Anacostia Waterfront Initiative: Forming a Redevelopment Entity to Re-Envision the River

In March 2000, 19 federal and District of Columbia agencies signed a memorandum of understanding to enact the Anacostia Waterfront Initiative. This initiative is a collaborative effort to restore one of the most polluted rivers in the nation, improve transportation access and break down physical barriers, build an interconnected waterfront open space, establish and protect cultural destinations along the waterfront, provide for economic development, and build mixed-use neighborhoods. Early on it was understood that implementing the vision would take more than 30 years and investment of public dollars. Successful efforts have occurred when transparency and community engagement existed. Because of the size and complexity of the initiative, several redevelopment corporations and business improvement districts have been created to manage the process. This effort has led to billions of dollars in private and public investment

in offices, open space, retail, and residential units. This initiative is still a work in progress and will be for the foreseeable future despite its many successes.



Canal Park and Yards Park are privately developed parks in southeast Washington, D.C.

DAVID GALEN

development plan and vision, a multistakeholder steering group should be convened that is composed of committed representatives of diverse interests, including every level of governmental, sectoral, geographic, and interest-based groups.

Working groups or task forces should be set up to create a broad base for participation and engagement as well as to increase intellectual capital at many levels and in many Georgetown neighborhoods. Participants should serve for specified terms, and service criteria should be defined to recruit committed and consistent participant leaders as well as constantly attracting participation of those with new and fresh ideas.

Examples of interests that could be represented on the steering committee include the following:

- Georgetown County;
- City of Georgetown;
- Georgetown residents representing all of the city's neighborhoods;

- State of South Carolina;
- South Carolina Ports Authority;
- Marine industry;
- Front Street businesses;
- Universities and local foundations;
- Business leaders and major employers; and
- Faith leaders.

Waterfront development in Georgetown should reflect data-driven and consensus-based decision making. To that end, impartial process design, facilitation, documentation, and evaluation should be a prominent feature of the redevelopment entity's external relations.

Development Steps

Following the initial predevelopment steps, the next phase is to leverage the tools and the community and leadership capacity developed and apply them to advance the project. The steps that need to be taken are to achieve site control

and structure projects. However, many of the steps begun earlier, such as educational outreach and engagement, community visioning, and establishment of a redevelopment entity, will need to continue over the long term.

Achieve Site Control

Site development begins with a plan, driven by the community's vision. Execution of the plan, in turn, is informed by who controls the site. ArcelorMittal's 62-acre steel mill property and the Port property are the largest pieces of this equation, and how those sites are controlled will significantly impact how planning and environmental assessment and remediation proceed.

The panel believes that a number of pathways may be available to public ownership or control of the public and private portions of the site. The city's inherent responsibility and authority to control land uses within its borders, subject to constitutional and other legal constraints, are not only a given, but must be an integral component of the vision, plan, and framework action plan.

In addition, the panel recognizes that the various public and private sector owners and stakeholders in the site have, to a varying degree, a vested financial interest in seeing the status quo change. Although clearly the

Georgetown community currently lacks sufficient financial resources for an outright acquisition of the public and private portions of the site, those are not the only available alternatives to secure necessary site control. Alternative approaches may include parts or all of the following:

- Sale to private entities that use approved guidelines consistent with the Georgetown community's vision and plan, along with financial contributions to the execution of the ultimate redevelopment of the site;
- Sale or contribution to a special-purpose public agency or redevelopment entity charged with the responsibility for planning and executing the redevelopment of the site and empowered with bonding and other capital tools authority;
- Holding the land, effectively in trust, for the sake of redevelopment as market conditions consistent with the Georgetown community's vision and plan evolve;
- Public/private partnering where the public stakeholder contributes the land and potentially additional capital in exchange for a stake in the future benefits that redevelopment will bring;

Ten Principles for Successful Public/Private Partnerships

Public/private partnerships are a way to most effectively combine the strengths and resources of both the public and private sectors. These partnerships are used in economic development, infrastructure development, social services delivery, and other applications. In 2005, the Urban Land Institute published *Ten Principles for Successful Public/Private Partnerships*. In 2014, these principles were updated to better reflect how these partnerships can help weather severe economic recessions in a publication titled *Successful Public/Private Partnerships: From Principles to Practices*.

- 1 **Prepare Properly for Public/Private Partnerships**
- 2 **Create a Shared Vision**
- 3 **Understand Your Partners and Key Players**
- 4 **Be Clear on the Risks and Rewards for All Parties**
- 5 **Establish a Clear and Rational Decision-Making Process**
- 6 **Make Sure All Parties Do Their Homework**
- 7 **Secure Consistent and Coordinated Leadership**
- 8 **Communicate Early and Often**
- 9 **Negotiate a Fair Deal Structure**
- 10 **Build Trust as a Core Value**

- Use and leveraging of public, institutional, and philanthropic capital that has already been earmarked for or likely to be made available for the community for the enhancement and redevelopment of its waterfront assets; and
- Additional public acquisition of privately held lands to further seed the redevelopment, with the acquired land being added to one or more of the alternative vehicles noted above.

To be clear, none of these alternatives, and numerous other iterations of them, is achieved without difficulty, patience, and persistence. However, the panel senses that the public and private stakeholders alike are poised to actively engage with the Georgetown community in the go-forward control/ownership discussions at such time as the Georgetown community has developed and articulated its vision and plan for the site.

Structure Projects

Following a set vision, based on this report's guiding principles, and achieving site control—regardless of approach—a clear definition of the goal, scope, and performance specifications for the intended use of the land must be established at the onset by key stakeholder

groups led by the redevelopment entity. This project definition will form the basis of an ongoing site redevelopment process that continues to evolve and be further refined as the initiative's planning, financial structure, and partnerships are developed and as dictated by evolving and changing market conditions.

The project definition should address the key goals and objectives that drive the need for greater public input over the site's land uses as illustrated within the Structure Projects: Concept of End Uses chart at the bottom of the page.

Initial public sector investments should include access-driven horizontal infrastructure, such as those intended to support connectivity and circulation. Later public investments should include the Georgetown Commons, waterfront park, and marine uses such as public docks. Other public investments can support activation of these spaces through interim uses that highlight arts and culture and support small business development.

Potential phasing includes the following:

- West End Center, Georgetown Commons, Georgetown Docks, Harborwalk (multiple subphases): This civic area offers early benefit by linking the West End with the

Structure Projects: Concept of End Uses

Goal	Scope	Performance specifications
Generating high-quality jobs in a resilient and diverse ecology of businesses that are rooted in the community and that benefit from the region's unique assets.	Recast the large tracts of obsolescent heavy industrial properties directly facing the historic Georgetown waterfront into an integrated waterfront district of the new economy.	The district serves as an incubator for new, emerging, and reinvigorated businesses. It will provide opportunity and a supportive environment.
Ensuring access to Georgetown's waterfront as it faces a transition of uses and transforms into a publicly accessible common asset that supports the new economy as it complements and enhances the beauty and character of historic Georgetown.	The edge of the Georgetown waterfront from Wood Street to the bend of the river up to the U.S. Route 17 bridge.	The waterfront becomes a publicly accessible asset that provides waterfront public spaces and activities, enhances the experience and attractiveness of the business incubator district, and still remains a working waterfront that supports the maritime businesses and activities that are an essential part of Georgetown's history and natural beauty.
Creating a landscape of opportunity and a place of community for all residents of Georgetown and the region.	The site's potential transcends its boundaries. The site must be an instrument of prosperity for the broader community.	The site becomes a fully integrated district of the city that is woven together by a finely scaled network of widely accessible streets and uses. Places of education, recreation, and community set the tone for this new waterfront-oriented economy.

waterfront, effectively extending downtown to South Fraser Street and creating high visibility for the redevelopment project.

- University Village (several subphases): This project addresses demand for education and research opportunities and creates an anchor opposite the West End Center.
- Fraser Street shops (several subphases), Harbor Point Park, Tall Ships Marina: As use of the site increases, more people will be present to visit shops, enjoy green spaces, and attend special events.

Manage the Site's Environmental Legacy

The community expressed concerns about the environmental condition of the site, responsibility for the cost of cleanup, and feasibility of cleanup. The U.S. Environmental Protection Agency (EPA) defines a brownfield as “a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” The United States has an estimated more than 450,000 brownfields, an area approximately the size of Connecticut. Georgetown and local property owners such as the Port and ArcelorMittal are not alone in the need to manage contamination at a former industrial site, and thousands of similar sites across the country and around the world have been remediated and redeveloped over the past several decades. The Georgetown ArcelorMittal steel mill can follow this pattern of land recycling, leaving behind a site that no longer poses a threat to human health, soil, and groundwater and setting the stage for redevelopment that can yield multiple economic, social, and environmental benefits.

The brownfield redevelopment process can require several years and significant financial investment. Until the site's environmental condition has been assessed, Georgetown will not have the data necessary to know how long and at what cost the site can be remediated. Throughout this long land recycling process, communication with the



broader Georgetown community will be key to addressing concerns, building trust regarding the future safety of the site, and aligning local interests with the remediation and redevelopment process. Leadership at the local and community levels is a precondition for any successful land recycling project.

Land recycling requires four steps:

- Identification;
- Performing an environmental assessment to characterize the contamination;
- Planning and implementing a remediation strategy to remove or immobilize contaminants and to prevent contact with humans, wildlife, or other parts of the natural environment; and
- Redeveloping the site for beneficial uses.

Responsibility for assessment and cleanup, also referred to as environmental liability, depends upon a site's ownership. State and federal laws place responsibility for cleanup with polluting parties, although environmental liability may be transferred as part of the purchasing process. Regardless of the identity of the site's eventual purchaser, a dialogue with ArcelorMittal will be required to facilitate a smooth transition of ownership.

Environmental Assessment

Characterizing contamination starts with an examination of a property's past uses. This initial historical study of the site is what is called a Phase I Environmental Site Assessment and gives clues as to what contaminants one might expect to find in the soil and groundwater.

During a Phase II assessment, subsurface samples are analyzed to confirm the type, level, and location of contamination on site. Contamination may not be equally spread across a property: one area might have a pollution "hot spot," for instance, and another might be affected by an entirely different contaminant. Phase II assessments help chart the situation and create a plan for cleanup.

Following a Phase II assessment, additional studies may be required to establish site-specific cleanup goals or develop cleanup plans. A Phase I assessment will *not* result in regulation by a state or federal regulatory agency. If, under a Phase II assessment, the presence of contamination is

confirmed, reporting the results to a regulatory agency may become necessary.

Environmental Remediation

The goal of remediation is to ensure that land is cleaned up consistent with zoning and risk of exposure based on the intended reuse of the property. For this reason, visions and plans are central to environmental cleanup efforts. For example, because future residential sites must be cleaned to more conservative standards than commercial sites, future residential sites are therefore more expensive to clean up. Restoring a site to pristine conditions is extremely difficult and expensive.

Desired land use will dictate the type and extent of cleanup required, and this must be weighed against economic feasibility of cleanup to varying standards. Various remediation alternatives exist to achieve desired objects, and some may be used in conjunction with other remediation measures to enhance protection and reduce cost without compromising health or risking harm to the environment.

A variety of remediation techniques exist for groundwater or soil. They range from the removal of polluting tanks, pipes, and other objects to excavation of contaminated soil and disposal off site. Another common approach involves containing contaminated soil under an impermeable cap. When remediation leaves contamination in place, regulatory authorities require developers to continue to monitor the site to prevent any release of contamination into the environment.

Remediation can also help address the increased risk of local flooding that the site is likely to continue to experience from changes in local weather patterns and sea-level rise. By incorporating green stormwater infrastructure into remediation and redevelopment design, brownfield redevelopment can become a tool for helping manage these hazards.

Cost and Time Involved in Land Recycling

Time is money, and both play a big part in remediation and redevelopment decisions. Environmental assessment and cleanup costs are additional development costs that will

Defining Remediation Controls

Engineering controls are physical solutions, such as capping contaminated soil with barriers such as an impermeable plastic and clean fill, or paving, as in a parking lot. Project design can be used to accommodate engineering controls. *Institutional controls* are legal and land use tools, such as deed restrictions, that are attached to a property and continue to minimize the risk of exposure into the future.



Because of their deep root structure, sunflowers can be used as a remediation control in some cases to remove heavy metals such as lead.

Addressing Coastal Flooding

Two reports from the Urban Land Institute can help identify issues then recommend strategies to mitigate against hazard events. *A Guide for Assessing Climate Change Risk* provides an overview of the risk assessment process. *Resilience Strategies along the Rural–Urban Transect* provides strategies to build community resilience in differing urban, rural, or natural typologies.



The transect was developed to explain the transition between urban areas and natural environments.

inform decision-making plans for redevelopment. So does the technical reliability of the remediation method, which will require remaining pollutants to be managed over time. The U.S. EPA and South Carolina Department of Health and Environmental Control offer assessment, cleanup,

job training, and revolving loan fund grants to lessen the financial burden for both public and private parties. Free technical assistance is also available through a number of nonprofit entities and universities.

Land Recycling Enables Other Potential Benefits

Although assessment and remediation are longer-term and potentially expensive processes, they create a number of opportunities at every stage. They can, for instance, help address community concerns about the environmental health of the site and surrounding area, provide important details that will inform planning and build trust and capacity as results are communicated and decisions made, and train and employ local community members in the cleanup process through brownfield job-training programs.

Land recycling increases property values, conserves land by using existing infrastructure, creates jobs and increases tax revenue, and yields new housing, commercial spaces, recreational areas, and parks. Help and resources are available for Georgetown to approach this process with confidence and obtain positive results.

Brownfield Resources for South Carolina

Program	Description	Contact
Brownfields Cleanup Revolving Loan Fund	The Brownfields Cleanup Revolving Loan Fund is available to finance environmental cleanup and removal activities at brownfield sites across South Carolina. For nonprofit and governmental borrowers, up to 25 percent of a loan may be forgiven. For-profit borrowers may be eligible to receive these loans at below-market interest rates.	Robert Moody at 803-327-9041
Brownfields Tax Incentives	Four different tax credits are available for nonresponsible parties who have entered into the voluntary cleanup program.	Lynda May at 803-898-5786
U.S. EPA Targeted Brownfields Assessments (TBAs), Region 4	EPA Region 4 provides TBAs that are designed to inventory, characterize, and assess brownfield sites using EPA contractors. The TBA program is open for requests year round and features a noncompetitive application process for the award of assessment services.	Bob Rosen at rosen.bob@epa.gov or 404-562-8761
U.S. EPA Technical Assistance to Brownfields (TAB) Communities Program	Under the EPA's TAB Communities program, the Center for Creative Land Recycling provides in-kind technical assistance and training to communities and other stakeholders on brownfield issues with the goal of increasing the community's understanding and involvement in brownfield cleanup and revitalization. The TAB grants serve as an independent source of information assisting communities with community involvement; better understanding the health impacts of brownfield sites; science and technology relating to brownfield site assessment, remediation, and site preparation activities; brownfield finance questions; and information on integrated approaches to brownfield cleanup and redevelopment.	Evan Reeves at 415-398-1080 x102 or evan.reeves@cclr.org
U.S. EPA Brownfields Area-Wide Planning Grants	This grant program provides funding to recipients to conduct research, technical assistance, and training that will result in an area-wide plan and implementation strategy for key brownfield sites, which will help inform the assessment, cleanup, and reuse of brownfield properties and promote area-wide revitalization. Funding is directed to specific areas, such as a neighborhood, downtown district, local commercial corridor, or city block, affected by a single large or multiple brownfield sites. State, local, and tribal governments; quasi-governmental entities; and nonprofits are eligible to apply for up to \$200,000. Funding is usually available every one to two years, with a deadline in the late summer/fall.	Regional EPA staff
U.S. EPA Brownfields Assessment Grants	Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. These grants are available to state, local, and tribal governments and quasi-governmental entities. Up to \$200,000 is available per site, with larger amounts with a waiver or for a coalition of applicants. The RFP is released annually, generally during the fall.	Regional EPA staff
U.S. EPA Brownfields Cleanup Grants	Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. These grants are available annually and are available to state, local, and tribal governments; quasi-governmental entities; and nonprofits. The applicant must own the site. Up to \$200,000 is available per site, and the grant requires a 20 percent cost share. The RFP is released annually, generally during the fall.	Regional EPA staff

Brownfield Resources (cont.)

Program	Description	Contact
U.S. Brownfields Revolving Loan Fund (RLF) Grants	RLF grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. When loans are repaid, the loan amount is returned to the fund and loaned again to other borrowers, providing an ongoing source of capital within a community. Eligible applicants include state, local, and tribal governments and quasi-governmental entities. Up to \$1 million is available with a 20 percent cost-sharing requirement, and at least 60 percent of the total amount must be used for the RLF. The RFP is released annually, generally during the fall.	Regional EPA staff
U.S. HUD Community Development Block Grants (CDBGs)	The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs and can be used for a range of brownfield-related purposes. Larger cities and urban counties receive annual grants from HUD, while smaller communities must apply through their state.	Varies by community
U.S. EPA Environmental Workforce Development & Job Training Grants	Annual Environmental Workforce Development and Job Training grants provide funding to recruit, train, and place predominantly low-income and minority, unemployed, and underemployed people living in areas affected by solid and hazardous waste. Nonprofits; local, state, and tribal governments; colleges and universities; and quasi-governmental entities are eligible to apply for up to \$200,000. The RFP is generally released at the beginning of every year.	Regional EPA staff
U.S. EPA Greening America's Capitals	Greening America's Capitals is a program to help state capitals develop an implementable vision of environmentally friendly neighborhoods that incorporate innovative green infrastructure strategies. Through the EPA-HUD-DOT Partnership for Sustainable Communities, EPA funds a team of designers to visit each city to produce schematic designs and exciting illustrations intended to catalyze or complement a larger planning process for the pilot neighborhood. Additionally, these pilots are often the testing ground for citywide actions, such as changes to local codes and ordinances to better support sustainable growth and green infrastructure. The design team and EPA, HUD, and DOT staff also help city staff develop specific implementation strategies.	Abby Hall at 415-972-3384 or hall.abby@epa.gov .
Funders' Network—Partners for Places	Partners for Places is a matching grant program that creates opportunities for cities and counties to improve communities by building partnerships between local government sustainability offices and place-based foundations. The grant program will provide partnership investments between \$25,000 and \$75,000 for one-year projects, or \$50,000 and \$150,000 for two-year projects, with a 1:1 match required by one or more local foundations. Applications are usually due in late summer.	Ann Wallace at 617-524-9239 or ann@fundersnetwork.org

Source: Center for Creative Land Recycling.

Conclusion

THIS EFFORT WILL BE COMPLEX, difficult, and, require a long-term commitment. But a path forward exists, and the rewards are definitely worth the journey. This is a once-in-a-lifetime opportunity to shape the identity and future of Georgetown for generations to come. The chosen identity of Georgetown is not something borrowed or adapted from somewhere else.

Georgetown has the power, the authority, and, most important, the responsibility to control the shaping of its identity. The drive and passion that exist both for Georgetown and the site must be translated into will, decisiveness, and action.

The site is the vehicle and platform upon which the shape of Georgetown's identity will effect far-reaching economic, physical, and social change throughout the Georgetown community and the region. The site is also the vehicle and platform through which the Georgetown community can be more fully knit together with its second-greatest assets—the waterfront and the natural environment with which it has been blessed. The most important assets are the Georgetownians who are going to make this happen.

Although this process will take a long time—years, perhaps even decades—there are many tasks that can be undertaken now and in the months to come, as well as many, many choices to make and milestones to achieve. The achievement of those milestones will yield highly visible changes to the site and the broader Georgetown community, as well as to its economic, physical, and social fabric—changes that the community will create, see come to fruition, and benefit from starting now and continuing throughout the years of hard and collaborative work ahead because they will be driven by a vision.

This vision is based on jobs and economic activity that benefit the entire community. This report provides a comprehensive starting place for that vision through the guiding principles. However, Georgetown needs to come together to debate and adopt a vision embraced by the entire Georgetown community. As Mayor Riley said during the panel, working on the vision and getting it right is the hardest but most important part.

Georgetown has a broad and deep canvas to paint on, with many near-term, medium-term, and longer-term physical and economic options to consider and capture on the site. Executing those options will signal to the Georgetown and broader investment community that it is gaining momentum, that the fundamentals are improving, and that Georgetown is a place in which to invest and a place of desirable social, economic, and lifestyle options for multiple generations and for all Georgetownians.

Despite a difficult market and challenging economic fundamentals from the past and today, the redevelopment plan, which is derived from Georgetown's vision and efforts, will yield the certainty and prerequisites for significant public and private investment in the Georgetown community. Capital, investors, and developers crave certainty regarding the future: the community's work will provide a significant measure of that certainty. It is that investment that will lift all Georgetownians.

The report highlights the importance of transformational change, the courage to embrace it, and the benefits it brings. At the same time, the community's vision and plan will ensure that transformational changes enhance existing unique elements of the Georgetown community—its culture, history, arts, and economic and physical assets. This vision is about enhancing the community holistically, not about destroying the old to create the new.

Georgetown has many resources at its disposal as it undertakes transformation of the site. The vision the community adopts, the redevelopment plans the community embraces, and the action plan the community executes come with many tools and precedents used and being used by other communities nationally and internationally.

This report paints an economic, physical, and social picture of a Georgetown 20 or more years from now. That picture is something to strive for, to accomplish piece by piece in order to paint the final masterpiece. Transformational change takes vision, persistence, and

patience—and then *more* persistence. It is easy to state, hard to execute, and indispensable for the achievement of Georgetown's goals.

The vision and the plan are in the community's hands, but the panel looks forward to returning to Georgetown often to share in the community's ongoing achievements and successes.

About the Panel

Alex J. Rose

Panel Chair

El Segundo, California

Rose serves as senior vice president for Continental Development Corporation in El Segundo, California. He is responsible for leading all development, acquisition, disposition, and redevelopment activities for the suburban office, medical, research and development (R&D) park developer, whose holdings cover nearly 5 million square feet in southern California's Los Angeles County South Bay and city of San Francisco markets.

Rose has overseen the development and acquisition of over 1 million square feet of Class A office, medical, and retail space, and the redevelopment of nearly 2 million square feet of single-tenant R&D facilities into multitenant office space, restaurants, retail, entertainment, and education uses. His previous responsibilities have included planning and execution of all tenant improvement, core and shell renovation, and new construction work; major facilities maintenance and upgrades; project budgeting and cost controls; internal project management; architect, engineer, and contractor management; and asset and property management. Rose also has extensive experience in title insurance and is a licensed California attorney with experience in general civil and bankruptcy litigation practices.

He is an Urban Land Institute Foundation governor and has served as a ULI trustee, chair of the ULI Los Angeles Executive Committee, chair of its Commercial and Retail Development Council, and in numerous other national and local leadership positions. Rose has chaired and served on nearly 30 national ULI Advisory Services assignments focusing on downtown and transit corridor redevelopment,

revitalization, and strategies as well as office and mixed-use development issues.

Rose received his MBA from the University of Southern California (USC), his JD from Southwestern University School of Law, and a BA in political science from the University of California, Los Angeles (UCLA).

Rose serves on the board of directors of Cross-Campus, a Los Angeles-based coworking/shared office space provider, on the board of trustees of the California Science Center Foundation, on the board of business advisors of Tideline Partners, a San Diego-based small-scale, infill development firm, and in various leadership positions in numerous other nonprofit, civic, community, and academic organizations. He regularly mentors numerous students and young professionals through formal mentoring programs organized through ULI as well as UCLA and USC undergraduate and graduate programs in business and real estate.

John Banka

Warsaw, Poland

Banka has an extensive background in urban economic development, planning, investment sales, and development, gained in over 35 years of experience in the public and private sectors in the United States and Europe.

At the city of Chicago and the New York City Public Development Corporation, he coordinated several important public/private initiatives and projects, including a development grant program in Chicago and the Columbia University research park on Manhattan's upper west side.

He managed the North American office of renowned Catalan architect Ricardo Bofill, where he administered contract responsibilities for the landmark Chicago office tower at

77 West Wacker Drive. As the 1992 summer Olympic Games approached, he moved to Bofill's Barcelona office to coordinate planning efforts for the 85-hectare Diagonal Mar project on the city's revitalized waterfront.

Banka came to Poland in 1996 as the investment manager for the Warsaw Financial Center project and later joined Arthur Andersen as a senior manager with the Corporate Finance & Real Estate Group, advising international investors on several significant development projects throughout the country.

In 2002 he established the Investment Services department at Colliers International Poland and in 2012 set up a development advisory practice. As an investment adviser, he led or participated in several significant property transactions in Poland with a combined capital value of over €500 million.

Banka and his team are currently providing development advisory services for projects throughout Poland and central Europe with an aggregate capital value of more €1 billion, including several office, residential, retail, and mixed-use projects.

He is an honors graduate of Furman University in South Carolina, where he earned a BA in urban studies, and holds a master's degree in urban planning from the University of Illinois at Chicago. He earned an MBA from the Kellogg School at Northwestern University in 1995 and has completed the Harvard University Graduate School of Design course Urban Retail—Essential Planning, Design and Management Practices.

Banka is the founder and current chairman of the Urban Land Institute Poland council and a member of its European Urban Regeneration Council.

Don Edwards

Washington, D.C.

Edwards is considered one of the most deft mediators and civic engagement designers working today in the field of land use and development by international, federal,

regional, state and local planning, transportation, parks and economic development agencies, corporations, universities, foundations, and community-based organizations.

A 25-year resident of Washington, D.C., Edwards designed and facilitated some of its most complex development projects, including the Strategic Neighborhood Planning Initiative, the Anacostia Waterfront Transportation studies, D.C.'s Transit Alternatives Analysis, the citywide site evaluation and eventual master planning of the Nationals baseball park site and neighborhood, the four-year-long assessment and revision of the District of Columbia's Comprehensive Plan, and the assessment of the D.C. Zoning Code's technical and legal infrastructure as well as its revision. In 2012, Edwards mediated Georgetown University's 2012 Campus Plan agreement, ending three decades of town/gown conflict.

Civic engagement projects of national significance that Edwards has designed and managed include the District's Anacostia Waterfront Initiative, the African Burial Ground National Monument in Lower Manhattan, the National Museum of African American History and Culture on the National Mall, and the Detroit Works Project. Edwards currently manages the civic engagement programs of Washington's \$360 million replacement of the 11th Street bridges and the H Street/Benning Road line of D.C. StreetCar.

As the executive director of the Panos Institute—Americas, Edwards developed programs promoting environmental justice and sustainable development to nongovernmental organizations and environmental media throughout the United States, the Caribbean, and Latin America. That year, he also cofounded the U.S. Citizens Network for the U.N. Conference on Environment and Development. He subsequently represented the CitNet as a member of the U.S. delegation to the Earth Summit in Rio de Janeiro.

Edwards led U.S. civil society organizing for the U.N. International Conference on Population and Development and the Second U.N. Conference on Human Settlements. At the same time, he served as chair of the Environmental Justice Working Group of the Sustainable Communities

Task Force of the President's Council on Sustainable Development.

He served as a member of the Sustainability External Advisory Council of the Dow Chemical Company for ten years. He helped grow the practice of deliberative democracy as a senior associate of AmericaSpeaks. He also serves on the boards of Casey Trees, Casey Trees Farm, and Eco-Districts. He is a member of the African Atlantic Research Team at Michigan State University. Edwards holds masters of public health and science in nursing from Yale University. His bachelor of arts is from Duke University.

Antonio Fiol-Silva

Philadelphia, Pennsylvania

A nationally recognized leader in sustainable planning and design, Fiol-Silva is the founding principal of SITIO. His work has garnered numerous design awards and recognition, including a ULI Global Award of Excellence for the SteelStacks Art and Cultural Campus in Bethlehem, Pennsylvania; an AIA National Urban Design Award for the U.S. House of Representatives Office Buildings and South Capitol Area Plan in Washington, D.C.; a cover feature in *GreenSource*—the U.S. Green Building Council's magazine—for the Downtown Transit and Visitor Center in Charlottesville, Virginia; and a USGBC Project of the Year Award for Paseo Verde, the nation's first LEED ND Platinum-certified project.

Fiol-Silva is the current chair of ULI Philadelphia and was president of both AIA Philadelphia and the Center for Architecture + Design. He serves on the boards of the Central Philadelphia Development Corporation and the Center for Architecture + Design, and he is a commissioner of the Delaware River Port Authority, the Philadelphia Historical Commission, and the Governor's Advisory Commission on Latino Affairs. He is a faculty and National Advisory Board member of the joint ULI/NLC Rose Center for Public Leadership and lectures widely on urban development.

Fiol-Silva has a bachelor of architecture from Cornell University, has a master of architecture in urban design from Harvard University, and was a Fulbright Fellow in Barcelona, Spain.

Juanita Hardy

Washington, D.C.

Hardy is the ULI senior visiting fellow for creative placemaking. Her work will support the Institute's Building Healthy Places Initiative by deepening and broadening ULI's focus on creative placemaking through content, the ULI district council network, and the Healthy Corridors grant program. Her fellowship runs from June 2016 to February 2017.

She founded Tiger Management Consulting Group LLC, a global training and business consulting services firm, after retiring from IBM in 2005. She has over 41 years of business experience, including 31 years with IBM, and over 35 years in the arts as a nonprofit leader, trustee, collector, and patron of the arts.

Hardy is the former executive director of CulturalDC, a nonprofit committed to making space for artists and art organizations and fostering cultural and economic vibrancy in communities through its creative placemaking services. While at CulturalDC, she worked closely with area developers to integrate arts and culture into development projects across the Washington, D.C., area. She has also served as an awards program juror for ULI Washington's Real Estate Trends Conference for two years.

She has served since 2006 as an executive coach with Right Management, a global human capital development firm, and has served on many nonprofit art boards dating to the 1980s. She cofounded Millennium Arts Salon, an art education initiative, in 2000.

Kenneth J. Kay

San Francisco, California

A Fellow of the American Society of Landscape Architects, Kay is a landscape architect and urban designer with more than 30 years of experience running his own office in San Francisco. Throughout his career, Kay has focused on creating significant visionary concepts and detail drawings for a large range and scale of complex planning and design projects, both locally and abroad. Before founding Ken Kay Associates in San Francisco in 1983, he worked as a partner with two eminent landscape architects and planners: Charles Currier, from 1969 to 1975 in the firm of CR3 Inc. in Avon, Connecticut; and Garrett Eckbo, at EckboKay Associates in San Francisco, from 1975 to 1983.

Whether working on urban centers, city neighborhoods, waterfronts, workplaces, or recreating suburbs, Kay lays the groundwork for compact, vital sustainable communities that respect the natural environment and link it into the urbanism of the place on a regional and local scale. He has also been an early advocate for reclaiming urban waterfronts, recycling leftover land, including brownfield and grayfield sites, and conserving water within our cities and towns. His commissions are gained through successful outcomes from community participation and governing bodies of both the public and private sectors that understand and promote smart growth and Urban Land Institute principles. Relevant project examples directly related to Georgetown include Marina Village in Alameda, California, which won a ULI Award for Excellence in 1991; the Milwaukee RiverWalk in Milwaukee, Wisconsin, which was awarded the Excellence on the Waterfront award from the Waterfront Center in 1998; and the Old Mill District in Bend, Oregon, which received the Phoenix Award from the U.S. EPA in 2002.

Kay has served for three decades as an urban design adviser to many cities, foundations, agencies, developers, and corporate clients on major projects in the United States and internationally. He is one of the original members of the Congress for the New Urbanism formed in 1993; he also cochaired the Congress for New Urban-

ism's first Environmental Task Force from 1994 to 1998. In 2006, the American Society of Landscape Architects honored him with a fellowship. Kay has also addressed and made presentations throughout the United States and China, including at the International Summit of China in 2005, where he addressed a major conference in Guangzhou as the U.S. expert on urban, transit-oriented sustainable planning concepts. In 2009, Kay presented to the international US/CHINA Green Tech Summit in Beijing about successfully using the leading-edge sustainable community model for the NASA Research Park located at Moffett Field, California.

Geoff Koski

Atlanta, Georgia

Over the course of a decade, Koski has researched, analyzed, and reported on leading-edge real estate and community development trends. He has sized up markets, large and small, across the United States, helping identify market opportunities for mixed-use projects and making redevelopment recommendations for urban centers ranging from the city of Atlanta to historic small towns. He has also helped numerous landowners determine the future of their large undeveloped landholdings. In his time with Bleakly Advisory Group, he has worked extensively on analyzing market and demographic trends for redevelopment projects, identifying transit-oriented development opportunities, and assessing the economic impacts of new real estate projects.

Before joining Bleakly in 2012, Koski served as director of consulting at RCLCO (Robert Charles Lesser & Co.). He also founded his own community development consultancy, Market Transects.

He is currently vice chair of the Atlanta chapter of the Congress for the New Urbanism and a member of the Urban Land Institute. He has a graduate degree from Western Carolina University and undergraduate degrees from Webster University in St. Louis, Missouri. He spent many years teaching history, government, and economics at the secondary and collegiate levels.

Kathleen Rose

Davidson, North Carolina

Rose is president of Rose & Associates Southeast Inc., where she has combined decades of experience as a development expert and real estate analyst to build a unique consulting practice, serving public, private, and institutional clients and managing the analysis, planning, and development of a wide range of real estate and economic development projects throughout the eastern United States.

Rose holds the Certified Commercial Investment Member designation of the Commercial Investment Real Estate Institute of the National Association of Realtors. After receiving the designation in 1989, she went on to serve on the institute's faculty and as chair on a number of regional and national executive committees. She also holds the designation of Counselor of Real Estate (CRE). The CRE credential is awarded only to those individuals who are invited by their peers as established consultants into the membership of the Counselors of Real Estate. She is also a member of the International Economic Development Council, which confers the CeCD designation (Certified Economic Developer) and is pending certification.

She serves on Advisory Services panels for the Urban Land Institute, including the Daniel Rose Center for Public Policy, and has been published in a wide variety of institute project documents. She is also a member of the International City/Council Management Association and its affiliate the Alliance for Innovation.

A widely quoted expert, Rose is the author of numerous articles that have appeared in a wide variety of industry trade publications covering topics including retail, development, urban planning, economic development, and related subjects. She is often asked to speak to a wide variety of audiences on these topics. Her work in real estate, community, and economic development has resulted in being recognized by *Business Today* as a top businesswoman in the Lake Norman region in 2010 and

by the *Charlotte Business Journal* as among the top 25 businesswomen in 2011.

To provide living models and case studies for the firm's work, Rose is also managing partner of the property company that developed South Main Square in downtown Davidson, North Carolina, a mixed-use revitalization project that was the catalyst for forming the arts district in the South Main Street corridor. Her most recent endeavor is the creation of PiES—the Project for Innovation, Energy and Sustainability—a green industries incubator to serve as a public/private partnership model for community entrepreneurial development. PiES was awarded the Region of Excellence Award in 2014 for Growing the Economy by the Centralina Council of Governments.

Sarah Sieloff

Oakland, California

As executive director of the Center for Creative Land Recycling (CCLR), Sieloff leads the development and implementation of the organization's mission and goals in collaboration with CCLR's board of directors. CCLR helps those who have the biggest stake in revitalizing their neighborhoods—including nonprofit housing developers, community-based organizations, and municipalities with limited resources—with their brownfield redevelopment efforts. Although the obstacles to creating livable and vibrant communities involve complex economic and social issues that cannot be quickly or easily remedied, CCLR's approach to revitalizing communities is unique in that it includes both project-specific and policy-level programs, each informing the other for change.

Before joining CCLR, Sieloff served as the Memphis team lead for the White House Council on Strong Cities, Strong Communities, working with 25 federal agencies to connect Memphis mayor A.C. Wharton Jr.'s administration with federal resources and technical assistance.

She has a background in international development and has worked in Latin America, Asia, Africa, and the South

Pacific. She is a Truman Scholar and earned her master in public affairs from Princeton University and her BA from Eckerd College.

Ross Tilghman

Seattle, Washington

Tilghman is a transportation planning consultant with his own practice, the Tilghman Group. Working nationally and internationally, he tailors transportation plans for a wide variety of land uses to fit their environmental, historical, and cultural settings. He brings 30 years of experience, including serving as executive director of a downtown business improvement district.

Tilghman offers extensive experience in creating circulation and parking solutions for downtowns, historic districts, recreation areas, special event facilities, and other settings. His approach emphasizes careful observation of how people use transportation, abiding respect for the setting, and clear understanding of the client's objectives. The services he provides include master plans, market studies, transportation-related revenue projections, and development strategies for government, not-for-profit, and private sector clients facing land use challenges.

Examples of significant projects include master plans for Albuquerque's BioPark; Al Ain Wildlife Park and Resort in the United Arab Emirates; Iowa's State Capitol Complex; Evergreen State College; Gallisteo Basin Preserve, New Mexico; and downtown St. Louis. Tilghman has also completed numerous special event and recreation area transportation plans, including those for Northlands in Edmonton, Alberta; San Diego's Balboa Park; Joe Robbie Stadium in Miami, Florida; the Iowa Events Center in Des Moines, Iowa; and Stones River National Battlefield, Murfreesboro, Tennessee.

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