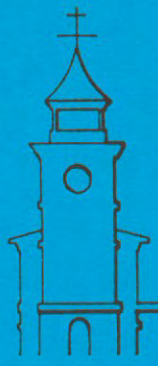
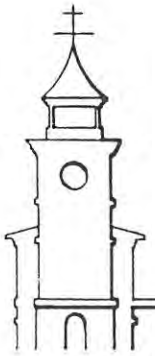


Georgetown Wharf

A DOWNTOWN REVITALIZATION STUDY

COLLEGE OF ARCHITECTURE, CLEMSON UNIVERSITY



Georgetown Wharf

A DOWNTOWN REVITALIZATION STUDY

A planning, architectural, and procedural study conducted by the Clemson Architectural Foundation for the Georgetown County Chamber of Commerce and the City of Georgetown, South Carolina.

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Fall Semester 1983

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For tug boat services to photograph the waterfront.

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This document was written by the CAF Team and edited, designed, and composed by F. G. Roth, FAIA.

"In every great city by the sea there comes a moment at which land meets with moving water. If the city is doing a good job, whether accidentally or by grand design, we feel at that moment that great cities and the sea are predestined partners. Their interaction can turn whole cities into works of art."

John Russell, New York Times, December 11, 1983

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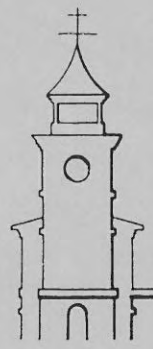


PREFACE

This study for the revitalization of Downtown Georgetown, South Carolina was made possible by grants from the Georgetown County Chamber of Commerce, from the City of Georgetown, and from the Office of the Governor and the Economic Development Administration. Grants, such as these covering out-of-pocket expenses and made to the Clemson Architectural Foundation, provide the means by which the College of Architecture of Clemson University is able to perform acts of public service to communities all over the State of South Carolina. This service is conducted primarily as a teaching/learning experience for graduate students in architectural studies in which they are confronted with real life problems of architectural design and urban planning and is not to be construed as a substitute for full professional services. Rather, the ideas presented here are suggestions intended to stimulate public interest and to reveal direction for possible community action achieving the goals of the community as identified and set forth in the study.

It is hoped that Georgetown will put to good use the findings and designs that are presented. These designs are not intended to be final, but they should, at the very least, serve as a valuable reference and as a useful set of debating points for future decision making.

FOREWORD

Georgetown has long held a fascination to us because of its unique site, embracing a fine natural harbor and an urban environment rich with fine, old buildings. Port cities seem always to abound in possibilities, and it is regrettable that these are so often overlooked.

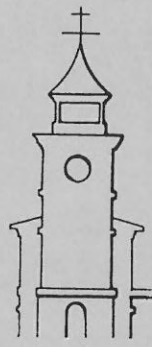
The Clemson College of Architecture has been deeply involved in urban design and planning studies of South Carolina communities for the past twenty-five years. These play an important part in our educational process, and they have also served as a major public service function.

The body of experience gained in these successive and continuing studies has enabled the College to make refinements in their approach and methodology. Just twelve years ago, the College of Architecture and the Clemson Architectural Foundation were approached by Mayor Chambers of Beaufort, South Carolina and asked to study that city's urban design and planning problems. The recommended emphasis and the design resulting from that project included the rehabilitation of the waterfront. The final scheme produced was enthusiastically endorsed by the town and its leadership, and funds were quickly found. The town rapidly moved into a professional design development phase and the plan was implemented. Those who remember Beaufort "before" and have seen it since will agree that the result provides its own reward. The key to success lay in good and complete design studies, buttressed by vigorous and cooperative leadership. Thus, in accepting the invitation of the Georgetown Chamber of Commerce and the Georgetown City Government to make a thorough planning and urban design study of the city's waterfront, we were faced with an exciting challenge.

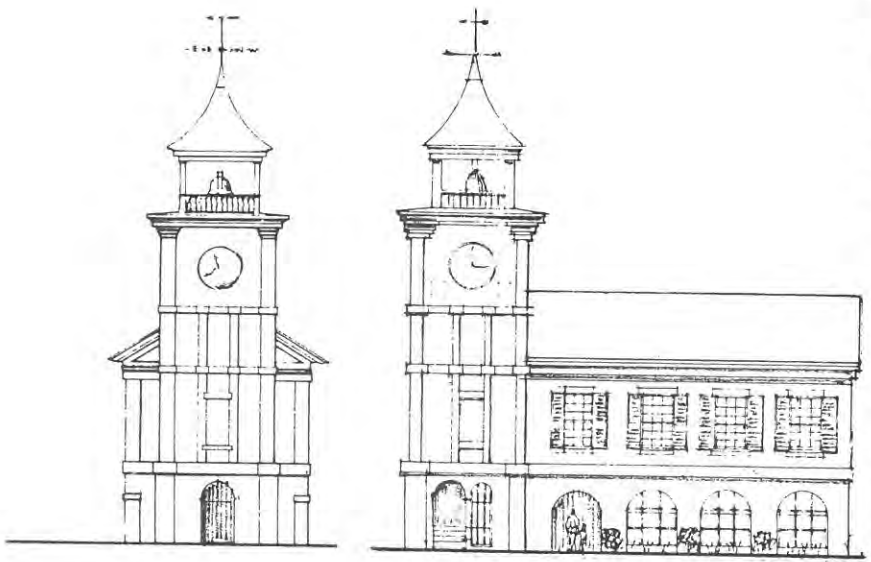
We had thought for a long time that Georgetown, with its historical heritage and port-of-entry status, deserved economically supportive enhancement. Georgetown can be transformed logically and beautifully into an

active recreational and fisheries port, while complementing its existing offerings. The graduate student teams assigned to this mission have shown imagination and vigor in the waterfront solutions published herewith. They have received notable and emphathetic support from the urban leaders and Chamber of Commerce members. All of those who have worked with Professor Roth and his students are enthusiastic in the desire to see the city "follow through" and capture the potential!

Harlan E. McClure, FAIA, Dean



Introduction



PURPOSE OF STUDY

In numerous maritime communities around the country, the "waterfront" has historically been a nucleus for urban growth whether it be a large seaport, an ocean harbor, a river port, or merely a river landing. Part of the reason has been due to the material need for water transportation, but of equal importance has been the mystical attraction of the water. By the mid 1800's, the significances of such waterfronts lessened with the appearance of the railroad. By the turn of the century, with the advent of the internal combustion engine, the smaller ports were well on their way to abandonment and decay, buildings deteriorated, harbors filled with sediment; waterfront bulkheads, warehouses, and piers were neglected; communities turned their backs on the waterfront. Georgetown has been no exception!

Downtown retail centers of cities everywhere are suffering from the proliferation of suburban shopping. Malls and convenience centers are springing up along major arteries to serve the modern vehicle-oriented consumer. These change the scale and organization of retailing operations and create competition between older downtowns and new commercial strips. "Downtown" is no longer the only choice, and Georgetown will be no exception!

Recently, there has been an extraordinary revival of cities underway. Many small port-towns utilized their historical assets as a catalyst for the revival of commercial and retail activity. Georgetown must rediscover and strengthen its special heritage resources: the commercial core with its historical buildings and the waterfront with its "irreplaceable salty patina" and the boating, shrimp, and fishing industries.

Although many of the historical buildings still remain and are capable of restoration, the waterfront, the "Old Harbor", has been allowed to deteriorate to such a degree that it must be totally rebuilt - but rebuilt to a new plan for a new purpose. In most port cities, the

difficulty is in linking the waterfront and the commercial core; however, Georgetown is extremely fortunate -- the two are adjacent! The problem for Georgetown is how to capitalize on these assets, for it is the restoration of this edge, the definition between water and land, the connection between river and street, upon which hinges the success of the civic and economic revitalization of the downtown. Georgetown can be an exception!

Confronting the situation as described, a team of graduate students at Clemson University's College of Architecture has sought a solution that is both environmentally pleasing and economically promising. In fact, it is by means of the strategic development of the physical environment that the project plans to inject a substantial charge into the Central Business District's economy. Economically based physical alterations are suggested such as a general "facelift" of the existing Front Street retail establishments, the creation of new people magnets in the form of activity nodes (i.e., a Town Square and Market Place, a marina) a comprehensive place for the useful re-establishment of the totally ignored and neglected waterfront, and a well considered parking and traffic circulation plan to optimize business exposure and satisfy business needs.

The report details this strategy for rejuvenating the Central Business District of Georgetown. It is divided by subject into chapters and a complete set of project drawings have been woven into the text. The subject matter includes the suggested, physical alterations which comprise the bulk of the text, section on implementation techniques and tax incentives, and an appendix with a useful bibliography and relevant case studies.

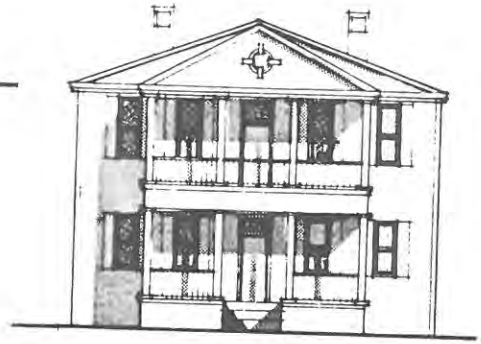
Throughout the new wave of current revitalization eforts, it has been found that successful downtown redevelopment programs often begin with a well conceived, eye opening first step. This step takes the form of a prototypical project which sets the tone of the improvements to come. It should be highly visible, physically attractive, and economically well planned. Successful projects of this nature have been found to give a boost to the town's morale, it can also serve as a rallying point from which the Central Business District merchants can derive many business improvement ideas and incentives. This report suggests several very feasible starting projects; it remains for the town to take that first significant step.

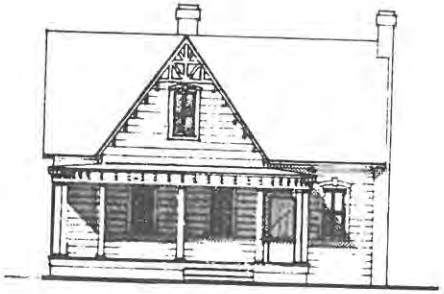
It is essential from the start that Georgetown appoint a full-time project manager (architect or planner) and create a redevelopment corporation. Both must have mandatory budget support from the town and the merchants. Many voluntary programs of this nature found not to survive over time, however, even a small budget can get the effort underway.

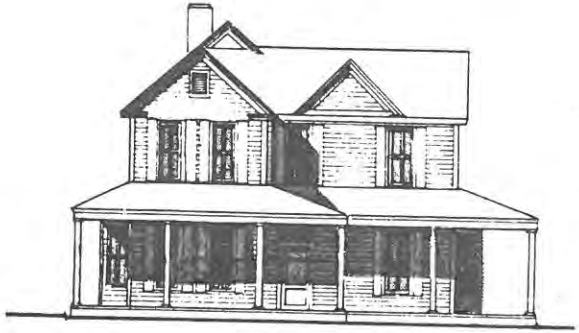
Once the initial foothold project is set in motion, it is wise for the revitalization to proceed in a steady but step by step fashion. Sweeping reforms that may alienate or discourage potential businesses should be carefully avoided. Monetary benefits should keep pace with costs. Projects should be evaluated for their successes and failures after they have been put to use. The revitalization Master Plan can be modified when necessary according to changing needs and the response to the valuated results of previous projects. Most important, however, is a continued wholehearted commitment on the part of the town government and the downtown businessmen to the creation and maintenance of an environment that is economically viable and physically beautiful.

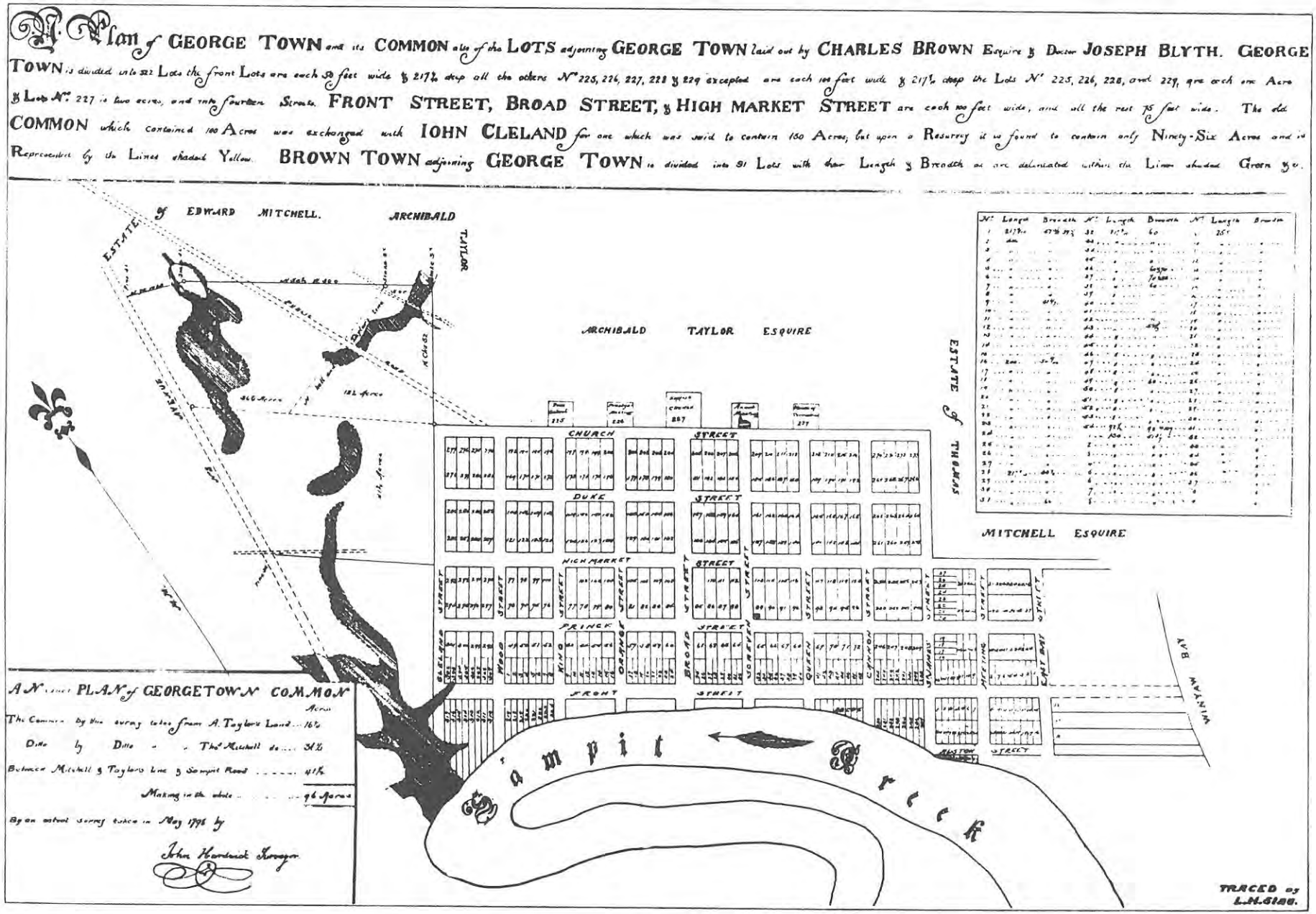
The purpose of this study, then, has been to formulate a plan of action for revitalizing Georgetown's declining business community. This is the project's foremost goal and all of the material presented herein is designed for the accomplishment of that aim. Research has been directed toward determining what physical features of the town may be to improve the business condition. A rich variety of ideas is presented, all of which is geared towards strengthening the downtown economic base.

Background for the finding comes from a comparative study of towns in similar condition to Georgetown which have undergone recent redevelopment programs. The revitalization of both small and large downtown business districts across America has become a very popular trend. Well-conceived and well-executed downtown revitalizations have been found to compete very successfully with the once threatening nearby shopping malls and commercial strips. Local success stories such as those of Beaufort, Charleston, and Abbeville in South Carolina and Wilmington, North Carolina and Boston, Baltimore, Philadelphia, and Norfolk are prime examples of such efforts.

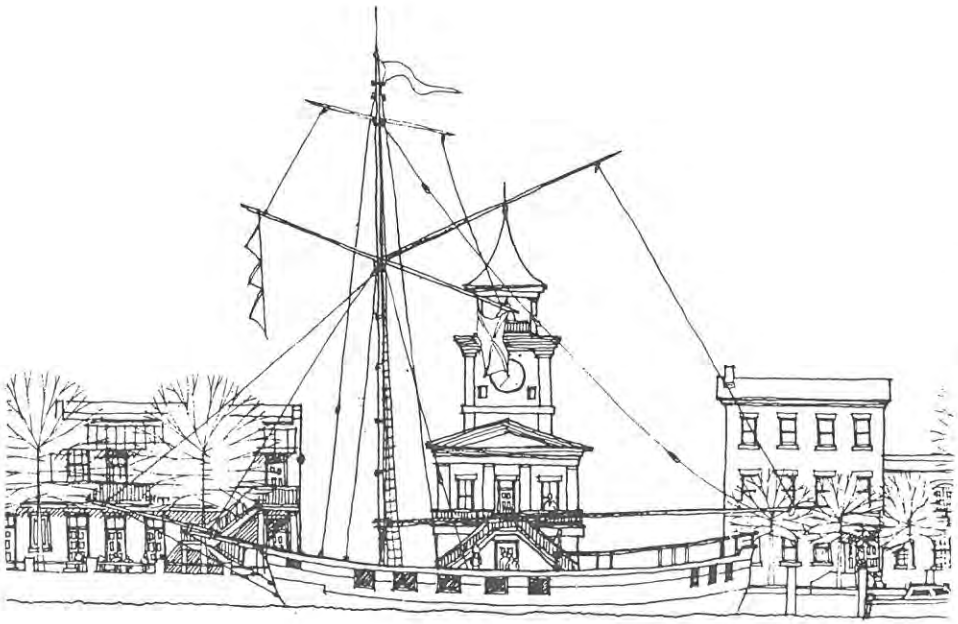








Plan Of Georgetown Laid Out By Brown And Blyth Showing 332 Lots As Surveyed By John Hardwick In May 1798. Note Explanation Above.



HISTORY

Georgetown, South Carolina, was first established as a town in 1729, its location mandating its role as a sea-port. Unlike most coastal towns built within sight of the sea, Georgetown was laid out on a tongue of land formed by the juncture of the Sampit and Pee Dee Rivers at a point twelve miles from the outer entrance to Winyah Bay at the Atlantic Ocean. The Waccamaw, Pee Dee, Black, and Sampit Rivers empty into Winyah Bay and the Santee enters the ocean ten miles to the south. These waterways were the avenues of colonial trade serving eastern South Carolina and south-central North Carolina, making Georgetown an active port to this day. In the early 1700's, the settlement at Winyah developed as an active trading port, but it was not until 1732 that George Town, Winyah, was granted official port-of-entry status by the Crown. In 1735 Elisha Sereven executed a deed, with a plan of lots attached, which estalished the strong geometry of the "street grid" system that exists today. This oldest portion of the city was listed in 1971 as an Historic District on the National Register of Historic Places.

Georgetown prospered under the port-of-entry status while under British rule. Subsidized by a large British bounty, area residents grew rich on the export of indigo, as well as rice, until the Revolutionary War. With the stationing of American naval forces at Georgetown with the purpose of raiding British shipping and to prevent its use by them, the port became actively involved in the conflict. In 1778, the ten-gun American sloop "Providence" put out of Georgetown harbor to sucessfully attack and raid the British port of Nassau in the Bahamas.

The city remained virtually untouched by the War until 1780 when it was taken by the British. The American, Francis Marion, called the "Swamp Fox", raiding from the swamps of the Pee Dee and Santee Rivers, became a serious threat to the British hold on Georgetown and the military supplies stored there. Marion managed to force the British to abandon Georgetown in 1781 and retreat to Charleston. Returned to American control,

Georgetown became a valuable supply depot for American forces in the South, and, again, the port prospered.

When the war ended in 1783, the planters returned to their crops, but without British support, indigo gave way to rice from the coastal area and cotton from the back country as principal export crops. Forest products such as pitch, tar, lumber, and barrel staves followed and contributed the bulk of the export trade in the 1840's and 1850's.

Georgetown experienced only minor involvement in The Civil War. Local vessels continued to call at the port until December 1861 when a Federal blockade closed the port until the end of the war. Except for a few successful ventures by blockade runners, Georgetown ceased to function as a port during this time.

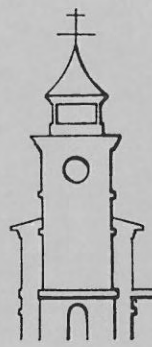
The end of the Civil War marked a change in the economy of the South. Lumber replaced rice as the major export commodity of the port and remained strong until the Great Depression. Lumber was followed by paper in 1930 when the International Paper Company established major plants here, again reviving the port. The importance of this port remains today with the more recent construction of the Georgetown Steel Corporation one block west of the Historic District and the establishment of shrimp and fish unloading and processing operations occurring, albeit haphazardly, along the waterfront.

In conclusion, this examination of the historical development of Georgetown reveals its importance as a port and a city, with dominant features being:

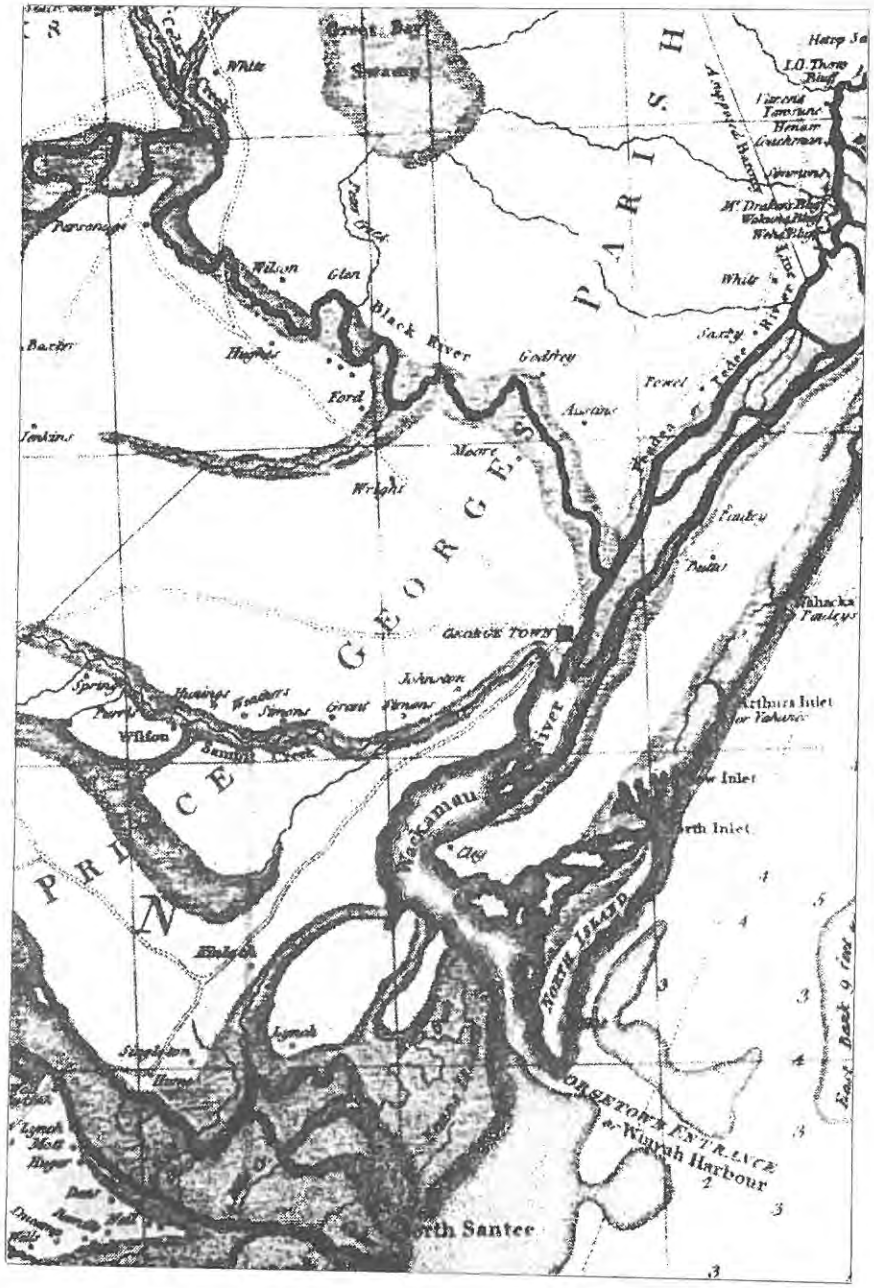
1. the vistas to the river and its activity,
2. the street grid pattern of the city plan, and
3. the waterfront as an economically and socially vital base having an attractive historical background.

These features constitute unique opportunities which should be capitalized upon and enhanced by future development.

Francis Marion On Horseback: 'Swamp Fox' Bedeviled The British In Georgetown County.



Study Process



Stuart-Faden Edition Of DeBrahm, 1780, Showing The Prince George Parish

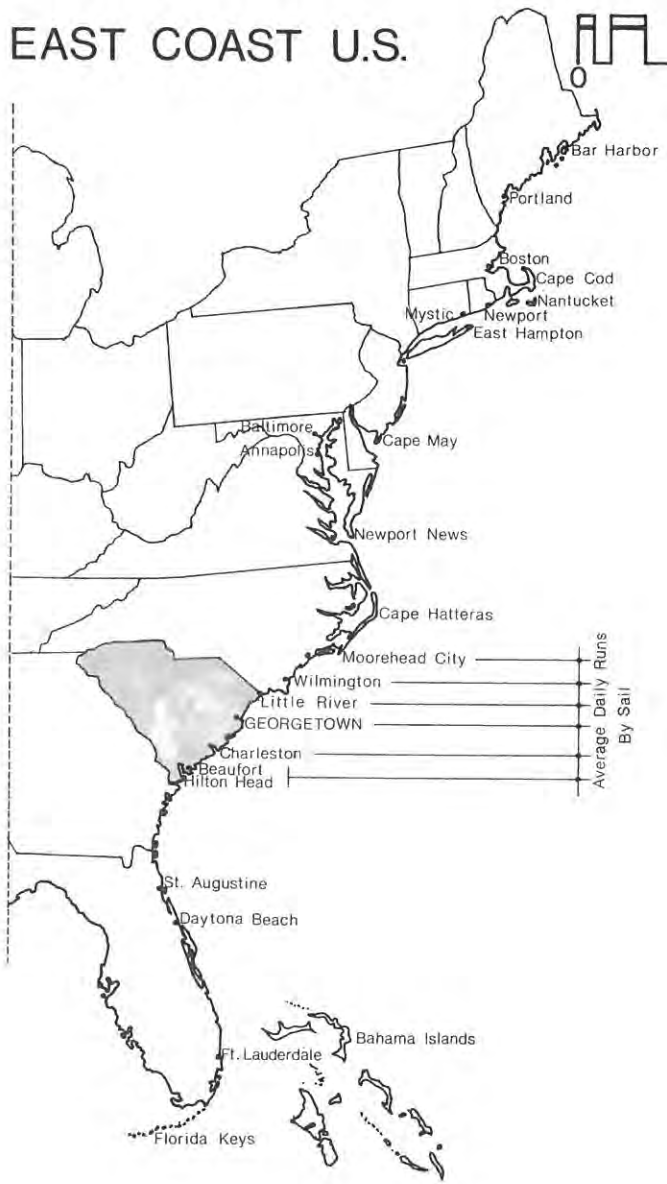
STUDY PROCESS

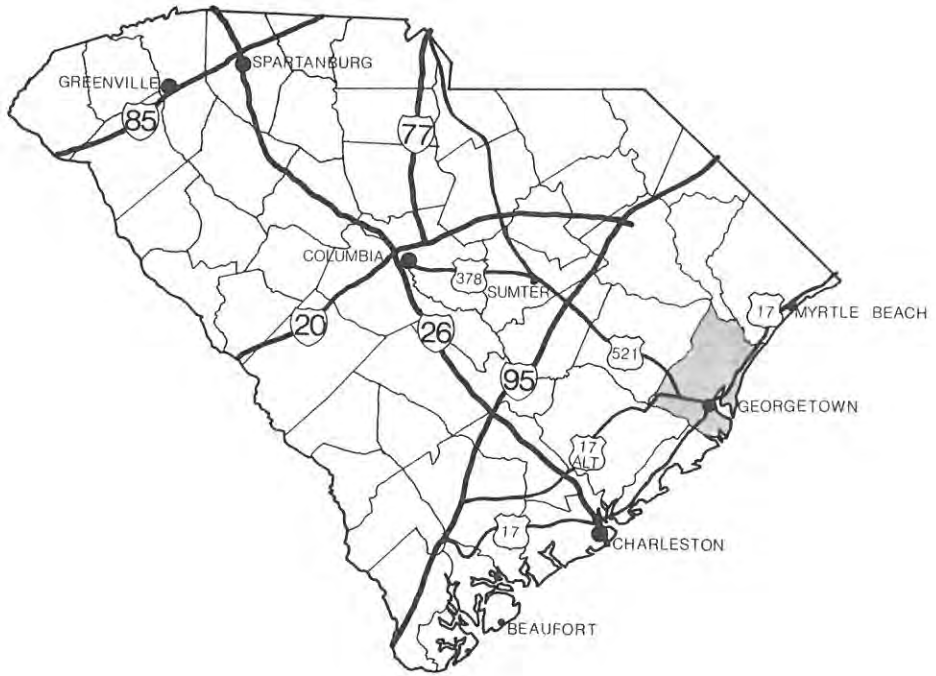
Location

Georgetown, the County Seat of Georgetown County, is located on Winyah Bay in the South Carolina Low Country approximately twelve miles from the Atlantic Ocean and sixty miles south of the South Carolina/North Carolina state line at longitude 79° 17' and latitude 33° 23'. Situated one day's sail along the protective intra-coastal waterway from Wilmington, North Carolina to the north and Charleston, South Carolina to the south, Georgetown has an excellent opportunity to provide a number of services to boaters as they travel to and from New England and Florida. These services could range from fuel, supplies, and boat repairs to meals, casual shopping, and overnight accommodations.

Georgetown becomes a major crossroads for visitors as they travel Highway 17 between Myrtle Beach and Charleston and Highway 521 from the mid-state. Major attractions to the area are Georgetown's historical homes and churches and seasonal celebrations such as the "Lowland Fling" and "Harborfest".

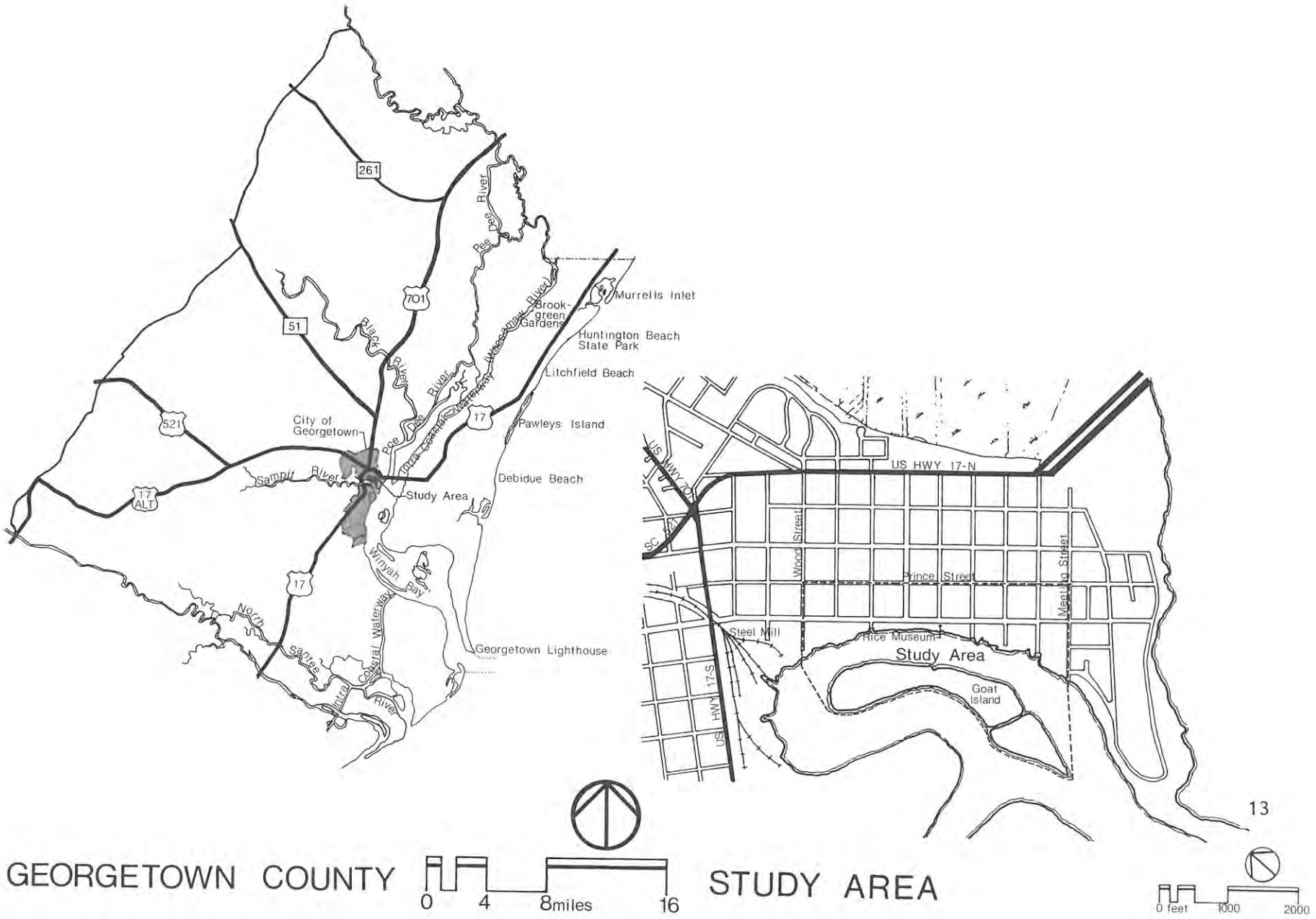
The "Georgetown Wharf" study area is located in the oldest section of the city. It is bound by the Sampit River and Goat Island to the south, Wood Street to the west, Prince Street to the north, and Meeting Street to the east. Although physical limitations were given to the "study area", the downtown was analyzed in a much larger context in its interrelationship with the community, country, State of South Carolina, and its role as a port along the eastern seaboard.





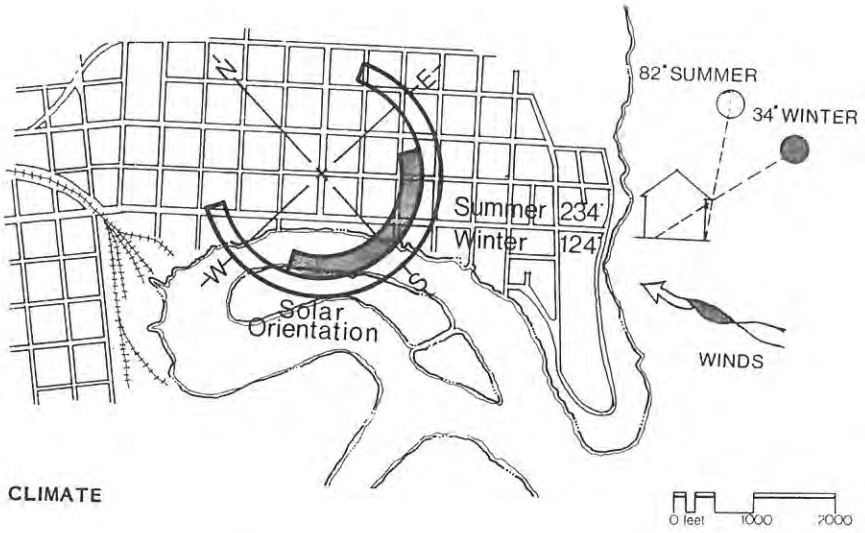
SOUTH CAROLINA

0 30 60miles 120


261
701
51
521
17
17 ALT
Pee Dee River
Black River
Waccamaw River
Intra Coastal Waterway
Sampit River
City of Georgetown
Murrells Inlet
Brook-green Gardens
Huntington Beach State Park
Litchfield Beach
Pawleys Island
Debidue Beach
Study Area
Winyah Bay
North Santee River
Georgetown Lighthouse
US HWY 17-N
US HWY 17-S
SC 51
Wood Street
Prince Street
Meeting Street
Steel Mill
Rice Museum
Study Area
Goat Island
13
GEORGETOWN COUNTY
0 4 8miles 16
STUDY AREA
0 feet 1000 2000

Climatic Information

Georgetown enjoys a mild climate with averge temperatures ranging from 47°F averge in January to 81°F average in July. Most of the yearly average 50" of rainfall occurs during the summer months which, coupled with the higher heat, makes this the most humid period of the year. Spring and summer winds are from the southwest at 10 mph, while in the fall and winter, they shift to blow out of the north-northeast at an averge of 8 mph. Major storm systems, including hurricanes, generally approach from the southwest along the coast.

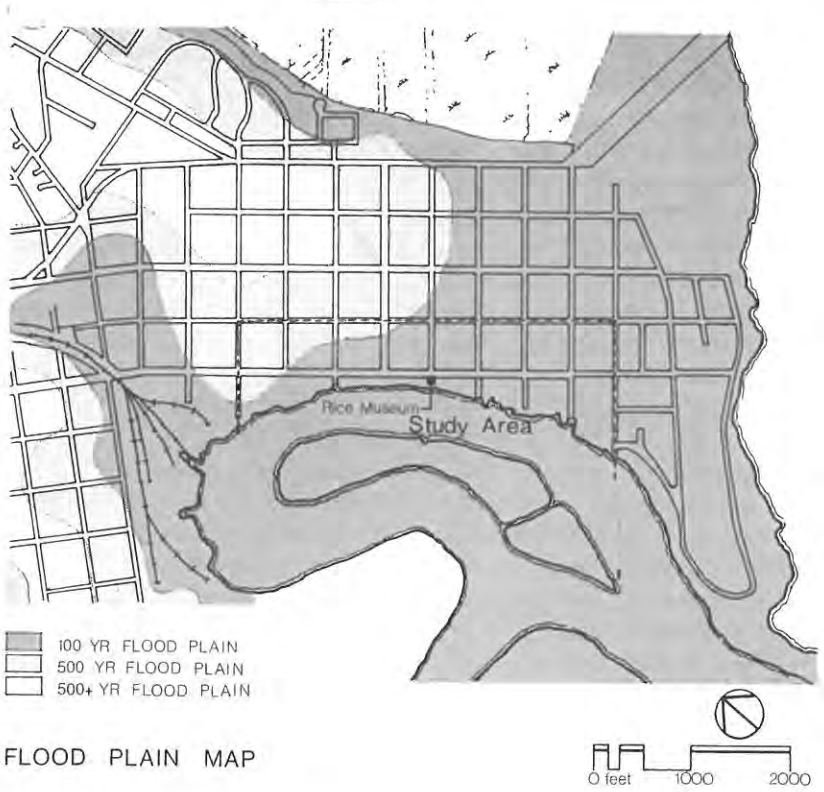


CLIMATE

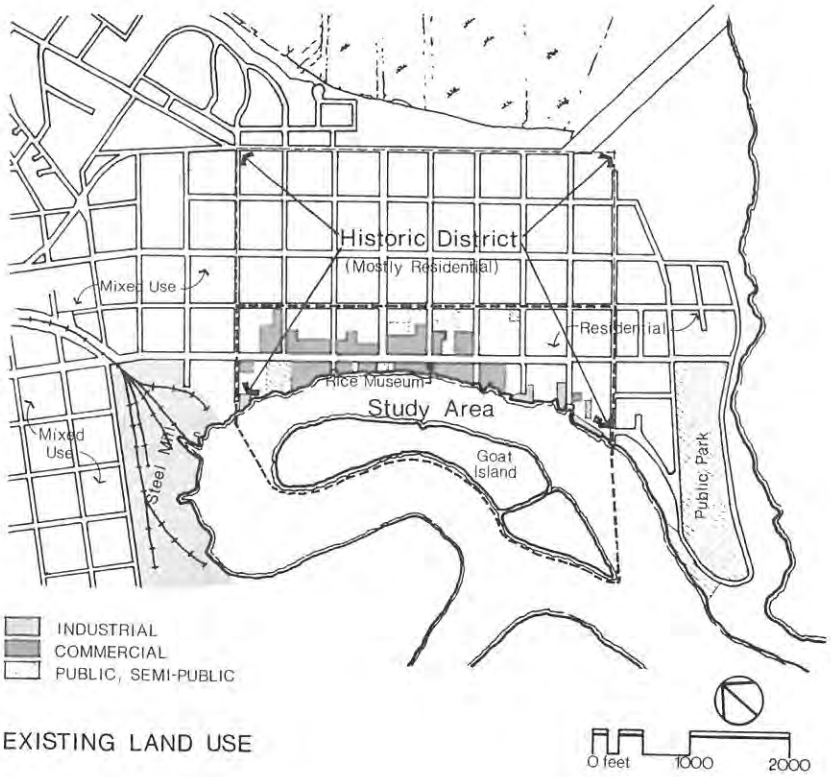
Flood Conditions

Much of the Central Business District of Georgetown is within the 100 year flood plain. It is estimated that land less than 16.23 feet above mean low water (MLW) would be covered by water in a major storm. Present grade elevations in this study area vary from approximately 5.00 feet to 15.00 feet with normal high tides cresting just below flood level at many existing structures along the river. High tides coupled with heavy rains often backup the city storm drainage system resulting in the flooding of portions of Front Street.

For insurance purposes, any new construction in the flood plain area must comply with guidelines set by the Federal Insurance Administration. These state that all new residential development must be built with the finished floor elevation of any occupied area not lower than 11'-0/" above the MLW mark. Non-residential structures may be built below this elevation but must be constructed using flood-proof design and water resistant materials and methods.



FLOOD PLAIN MAP



EXISTING LAND USE

Land Use

Current land use in Georgetown was thoroughly documented in 1978 in the City of Georgetown Land Use Plan, prepared by the Waccamaw Regional Planning and Development Council. This study and our observation shows major commercial development (the Central Business District) along Front Street which grew to take advantage of access to the river with light industrial seafood processing establishments scattered along the river behind it. The remainder of the historical district consists mostly of single family residences. Another residential area and large public recreational park lies east of the CBD. Strip commercial development lines Highway 17 and 521 and is backed by residential and mixed use zones. The large industrial zone of the city is located to the west of the CBD and is occuppied in large part by the Georgetown Steel Company, American Cyananid, and International Paper Company. Goat Island is presently undeveloped.

Thus, with the exception of the fish and shrimp processing industries, the residential areas to the east and north of the CBD are buffered in good and generally accepted land-use planning terms from the industrial areas to the west along the Sampit River by the commercial zone on Front Street between Wood and Meeting Streets.

As projected in the 1978 Land Use Study, Georgetown will have additional need for twelve acres of multi-family residential land use, 27.7 additional acres of commercial land use, 24.1 acres of public or semi-public land use, and 16.6 acres for industrial land use.

With one of the objectives of the study being the revitalization of the downtown area and waterfront, the "Georgetown Wharf" study includes some of the additional land use construction projected in the 1978 study. Much potential for increased commercial activity lies in use of street level space in existing

and new construction while upper levels may lend themselves to be used as office, residential, or hotel accommodations. The success of the waterfront is also dependent on public and semi-public spaces such as boardwalks, parks, and other community activity areas. For this study, it is assumed that construction may occur in the Sampit River a distance of 100 feet from the existing low water line at the shore.

Existing Traffic and Parking Conditions

Like many other cities in the United States, Georgetown is dealing with making its transportation system meet three basic functions:

1. convenience for users,
2. efficient traffic flow, and
3. safety for both pedestrians and drivers.

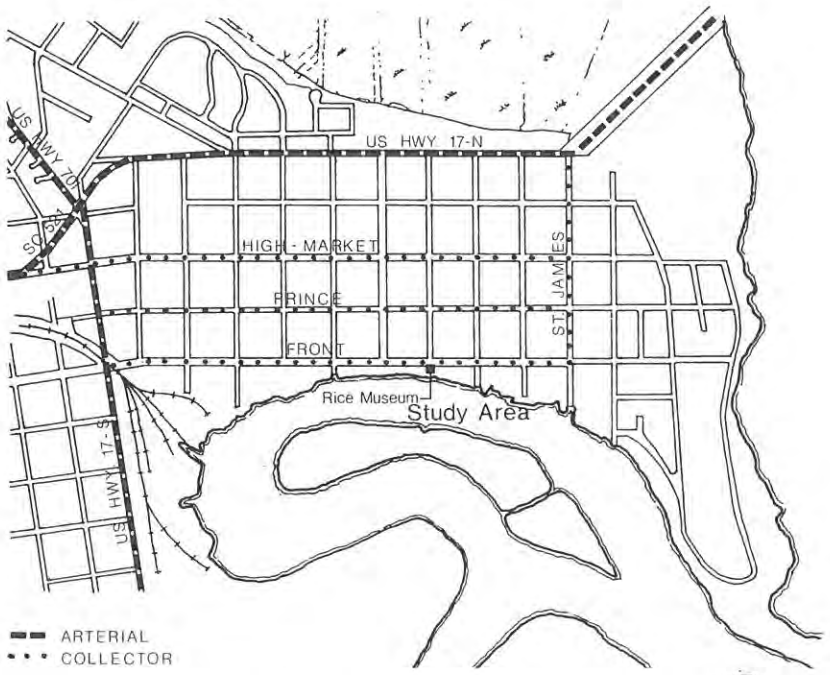
Major arterials into the city are U.S. Highway 17, U.S. Highway 701, and S.C. Highway 521. Four major collector roads lead into and out of the study area, following the original grid roadway system. The collectors are:

1. Front Street - carrying most of the downtown shopping and service vehicles.
2. Prince Street - carrying mostly residential traffic
3. Highmarket Street - also residential traffic, and
4. St. James Street - carrying both residential and heavy trucks serving the seafood processing industries along the river. This truck traffic is objectionable to residents of that area.

Currently, the main highways carry many prospective visitors past the commercial and historic districts. These travelers could be drawn to the waterfront by promotional and directional signage along these highways.

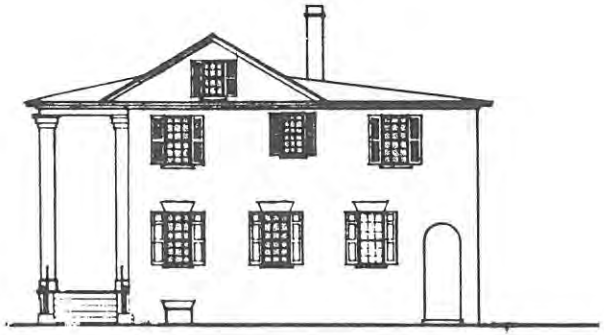
Parking in the downtown area is provided by public and private lots and angular on-street spaces. In 1980, 529 spaces were available in the area with an additional 1,400 expected to be needed. No significant changes have been made since that time due to the difficulty of acquiring suitable locations. Any new development will cause a need for additional parking which is incorporated in the Georgetown Wharf Proposals.

Existing on-street parking causes traffic blocks. Service vehicles often unload in the center of Front Street, aggravating and further constricting traffic movement. Pedestrian crossing is presently uncontrolled and might be better organized by establishing "safety zones" at traffic intersections.



ROAD CLASSIFICATION MAP

Pawley House, ca. 1760



Kaminski House, ca 1760

Tarbox House, ca. 1740

OBJECTIVES OF THE STUDY

From the foregoing, it may be concluded that Georgetown is a community with a wealth of historical and maritime "experience". Because of shifting social and economic trends, however, Georgetown, as is the case with many other communities of similar obscured identities, has lost its interest in visualizing these issues. However, given a coherent planning and a clear architectural statement to work with, it is hoped that its realization will stimulate new direction, focus, and life for the city.

The design challenge is then to address certain pertinent and appropriate objectives pertaining to:

A. General Objectives
B. Front Street
C. The Waterfront
D. Goat Island, and
E. Circulation and Parking.

A. General Objectives

1. The project should reveal to Georgetown what can happen; become a catalyst for development.
2. The design should utilize "phasing" to enhance the feasibility of its realization.
3. Provide a well defined accommodation for existing and proposed activities.
4. Reflect the "spirit" of Georgetown (through types of activities and architectural imaging).
5. Provide for the accommodation of special events (boat races, "Harborfest", "Tall Ships", "Lowland Fling", etc.).
6. Provide accommodation and an atmosphere attractive to both transient and permanent residents.
7. Provide adequate parking, circulation, and access for the downtown business community.
8. Create a "focus" for Georgetown (i.e.; going downtown and to the waterfront becomes an "event").

9. Provide the movement system to encourage and ensure interaction between Front Street retail interests and a re-established, re-oriented "waterfront".

B. Front Street

1. Reveal, restore, and reinforce its historical architectural heritage.
2. Create a festive atmosphere and become a celebration of this heritge.
3. Establish more emphasis on pedestrian activity - achieve a better balance between pedestrian and vehicular traffic.

C. The Waterfront

1. Re-establish the maritime heritage on a people scaled (tourist) basis to contrast to the original commercial ocean port scale.
2. Provide pivotal activity-nodes to create centers for interaction (i.e.; people in general, Front Street merchants/waterfront action).
3. Provide opportunities for promoting cooperation between public and private sectors.
4. Establish the physical environment to encourge a festive pedestrian atmosphere (i.e.; nautical theme).

D. Goat Island

1. Establish a reason for its involvement with the waterfront.
2. Involve by design as an integral part of the waterfront.
3. Be something of an "event" (i.e.; getting there).

E. Circulation and Parking

1. Evaluate and improve Front Street pedestrian and vehicular movement (qualitative as well as quantitative.
2. Clarify Front Street parking and service activity.
3. Identify areas for additional off-street parking and develop a system for expansion as demand materializes.

ACTIVITIES

Responding to the needs implied by the objectives formulated, consideration was given to a great diversity of activities which might be attracted, promoted, encouraged or even supported in order that the physical design impact and programmatic requirements for their accommodation might be determined. Activities and programmatic items deemed appropriate to the historical and maritime spirit that Georgetown would hope to recapture are suggested to be:

A. General

Lodging downtown
- "Bed and Breakfast" in historic houses
- Hotel/Boatel

Quality seafood restaurants
Ethnic cuisine restaurants
Townhouses in waterfront residential zone
Apartments/offices - upper floors of existing retail
Museum - Rice/Maritime
- Old Town Hall/Kaminski Hardware

Market Place/Pavilion - Public Square
Park(s), Tot-lots, outdoor amphitheater for public gatherings and performances.

B. Front Street/Waterfront

Wharf or boardwalk
- Promenade
- Water festival viewing

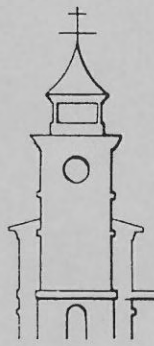
Short term boat docking
Vending - flower carts, nuts/candies, pretzels, Oysters-clams-shrimp snacks
Tall Ships/character boats mooring

Specialty Retail
- Arts/crafts gallery
- Hobby - ship models
- Flowers
- Bakery

Cards/stationery
Marine Brass/prints
"Gulla" Baskets, wicker
Ice Cream/Candy Parlor (salt water taffy)
Camera Shop
Jewelry
Book Store
Boutiques
Gift Shop
Antiques
Outdoor Dining - decks and umbrellas
Oases - sitting, refreshments
Arcade
Tourboat landing/Goat Island Ferry
Raw Bar
Marina for Transient Boaters
Slips, fuel, and boat service
Amenities - laundromat, bathing facilities
Ship's Chandler and Stores
Convenience/Sundries Store
Lounge
Telephone Service
Over-night Lodging and Food Service
Shopping
Boat Building
Sail Maker
Sailing School
Seafood Industry
Shrimp boat docking and service
Icing, net repair, maintenance
Unloading
Seafood Processing
Shipping

C. Goat Island

Indigenous Wild Life Refuge
Passive Picnic Shelters and Accommodations
Fitness/Nature Trails
Observation Tower
Access Ferry Landing



Design Process

DESIGN PROCESS

In a joint collaborative effort, the Clemson Architectural Foundation Team researched case studies of similar revitalization efforts of cities around the country, particularly port cities and conducted a thorough photographic survey of the Georgetown Study Area. Every building on Front Street, including the waterfront exposure of those on the south side of the street, was examined and recorded by drawing on its existing condition, then studied for its potential and the need for its possible renovation. Where renovation was indicated, whether simply by painting or by the removal of offensive false fronts or by the addition and/or restoration of architectural detail such as shutters, fenestration changes, or signage, it was designed and recorded as "suggested facade changes or treatment".

The team also studied the vehicular movement systems of the city, particularly on Front Street, and parking patterns throughout the CBD and developed ideas and programs for their improvement and expected future requirements.

With the completion of the survey, its analysis, and the defining of objectives and activities - in effect for formulatin of a mission statement - the team then, as individuals, set about to conceptually satisfy the planning and architectural design requirements. These proposals, 14 different solutions with expected overlapping of ideas, were then presented to the Clemson architectural faculty and to a delegation of Georgetown officials and concerned citizens. The proposals were candidly evaluated and criticized for propriety, feasibility, and for strengths and weaknesses.

Out of this procedure, there emerged two dominant concepts and a host of particular design ideas; concepts which were complimentary and in no way contradictory. Both concepts responded to the historic street grid, but in slightly different ways, one elaborating upon its variation by suggesting the addition of a pedestrian loop or street.

The group then divided into three teams for design development, refinement, and presentation:

Team A - Front Street Rehabilitation, Research, and Mission Statement

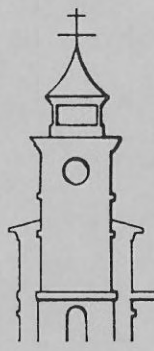
Personnel: Jeff Bulla
Steve Sommer
Kathy Thomas
Tricia Kuna

Team B - Scheme 1: Street Grid Response

Personnel: Phil Allen
Thomas Burr
Susan Cole
Joel Van Dyke
Becky Wiegman

Team C - Street Grid Variation and Pedestrian Loop Evolution

Personnel: Carlton Collins
Jim Dunn
Curt Howerton
Scott Kilgore
Joeb Moore



Design Proposals

FRONT STREET

EXISTING CONDITION OF FRONT STREET

Since the birth of the automobile, Georgetown's Front Street has taken on an entirely new look. What used to be an expanse of dirt roads from storefront to storefront with a few scattered horse-drawn carriages has now become an expanse of asphalt and concrete with hundreds of chrome automobile bumpers. A few decades ago, Georgetonians were more sensitive to the hot, humid Georgetown weather and retailers provided awnings to shade their customers. From old photographs, we see that vegetation once adorned the main streets of downtown, providing shade and pleasant emotions to pedestrian shoppers. For whatever reasons, most of the vegetation has been removed and replaced with concrete.

Sidewalks along Front Street range in width from ten to fifteen feet. This is much more than wide enough for even the largest of crowds. A sidewalk width of six to eight feet should be adequate and would allow for vegetation and shaded benches for shoppers to relax and enjoy their downtown.

Street lamps on Front Street could serve several purposes besides that of providing illumination at night. Lamps at a lower height than those currently in Georgetown relate more to pedestrian scale and evoke a cozier feeling. Street lamps may also add to the historic character of the downtown. Old photographs of Georgetown reveal that some interesting street lamps adorned Front Street. Perhaps replicas of these old lamps could replace those existing, or perhaps the city could sponsor a "street lamp contest" to help get input from local citizens.

Ideally, telephone and electrical wires should be located out of sight. One way of eliminating these eyesores is to isolate wires to the backs of buildings. Since it is recommended, many of these buildings can be utilized from the back as well as from the front, a better way to eliminate hanging wires would be to place them in conduit below ground. Assuming that Front Street would be landscaped anyway, perhaps these two problems could be solved at once.

Both of the design schemes in this study recommend that a median area be provided on Front Street between the two lanes of traffic. Parts of this median could contain planting while most of it would remain level with the traffic lanes and could be used as a passing lane or service lane. Whatever is done to the street itself, traffic lanes should be clearly designated so that traffic can flow in an orderly fashion.

Signage along Front Street is approaching the point of becoming a three dimensional collage. Many documented studies of historic areas that have undergone revitalization have shown that signage on buildings can become much more orderly and effective for retailers. Some of the proposed facades on the next few pages offer suggestions for new signage. See appendix C for letter style recommendations.

These recommended facade changes deal in a general manner with how Front Street buildings could be revitalized. Many facades have been altered since the buildings were erected with false front "modern" cover-ups of the most wonderful aspect of Georgetown's buildings, the authentic and intricate detail of the facades. The vibrant colors originally used on these buildings have been replaced with muted colors that in many cases tend to hide the historic detail. Appendix B includes suggestions for appropriate color combinations that might be used to enhance historic detail through color contrast.

The recommendations on the next few pages refer to the Secretary of Interior's standards for Historic Preservation Projects (see Appendix D). The most important point to bear in mind is that Georgetown's history should be emphasized, not covered up or restored with half an effort. These buildings are Georgetown's major asset. The owners of Georgetown's historic buildings can make or break the success of Georgetown Wharf by either recreating Georgetown's history or mocking it.

FRONT STREET REVITALIZATION

A program of design recommendations for the restoration and rejuvenation of the buildings on Front Street with the objective of recapturing the historic image of the commercial core of the City of Georgetown.

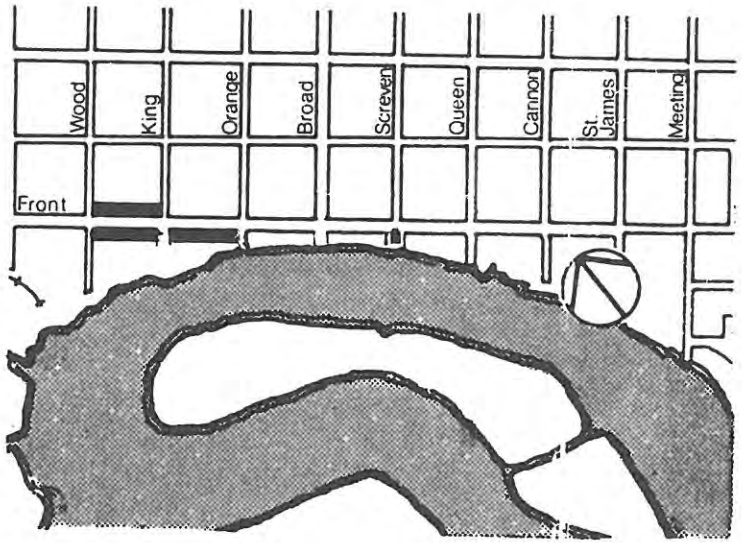
SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	1000 Block, North Side (Wood to King) 1000 Block, South Side (King to Wood)										900 Block, South Side (Orange to King)			
Building Number →	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Existing to remain	●	●	●	●	●	●	●	●	●					
Provide flat signs using suggested colors and lettering											●	●	●	●
Replace existing canopy as shown													●	
Add new canopy as shown											●	●		
Maintain/Repair facade and paint										●		●		
Revise treatment of facade														
Revise treatment of entry and/or storefront														●
Revise treatment and restore glazing in upper windows											●			
Restore to original architectural detailing											●			
Provide new cornice														

NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.

Bldg. 11 - Paint cornice

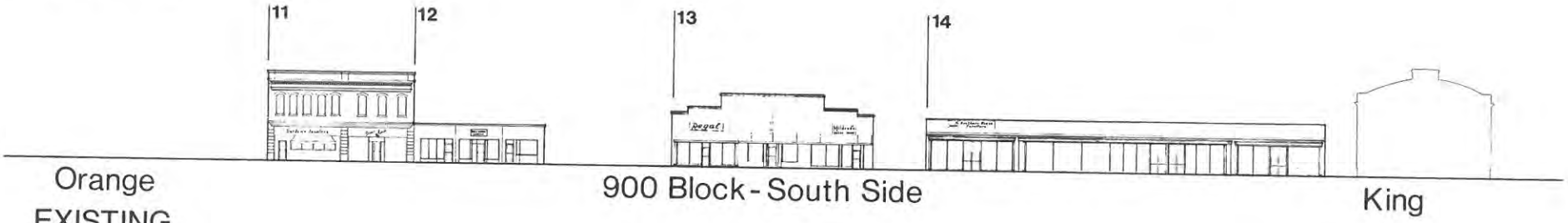
Bldg. 12 - Paint with subtle tone changes at each shop.

Bldg. 14 - Paint wood trim with subtle changes at each shop.



EXISTING

EXISTING



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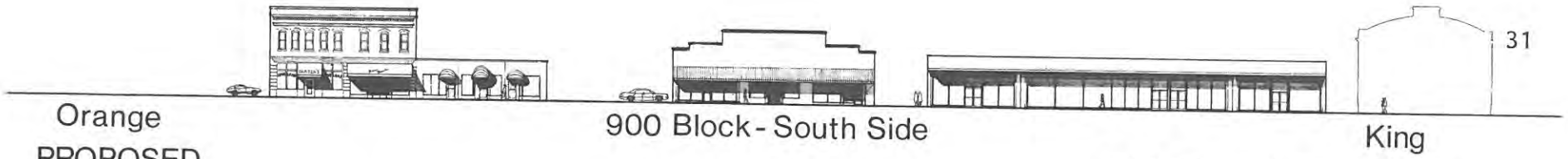

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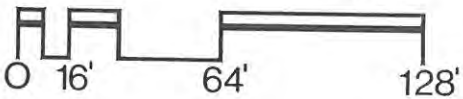
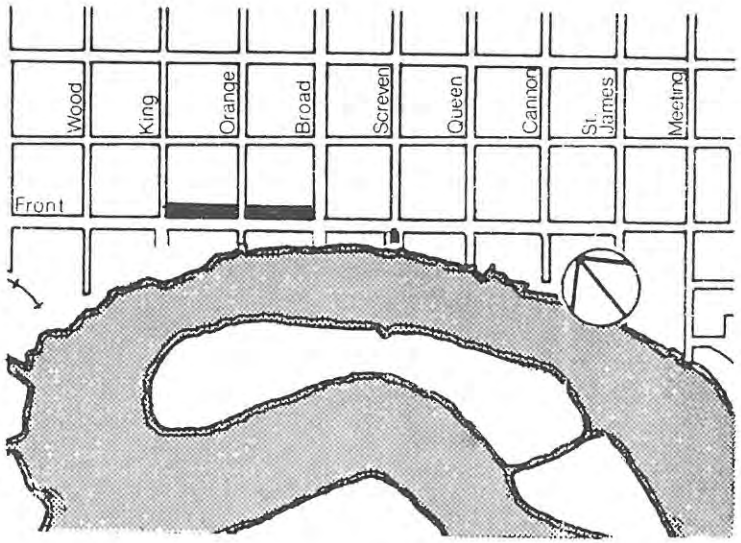
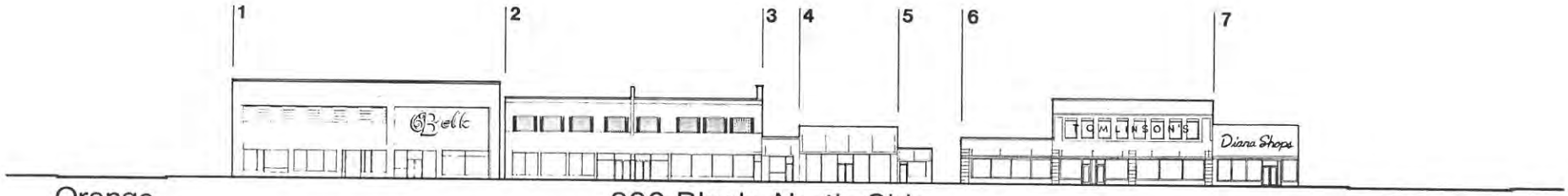


SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	800 Block, North Side (Orange to Broad)											900 Block, North Side (King to Orange)														
Building Number →	1	2	3	4	5	6	7					8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Existing to remain																							●		●	
Provide flat signs using suggested colors and lettering	●	●	●	●	●		●					●	●	●	●	●	●	●	●	●	●			●		
Replace existing canopy as shown			●	●		●							●		●			●			●			●		
Add new canopy as shown							●							●			●									
Maintain/Repair facade and paint					●									●					●			●		●		
Revise treatment of facade	●													●							●					
Revise treatment of entry and/or storefront																				●						
Revise treatment and restore glazing in upper windows	●	●				●																				
Restore to original architectural detailing																										
Provide new cornice																										

NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.

Bldg. 7 - Paint alley wall to watch Front Street wall.

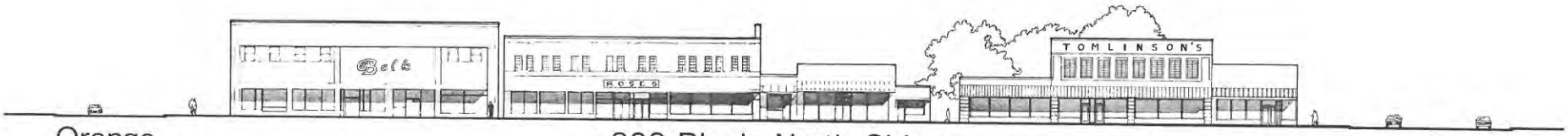




Orange
EXISTING

800 Block - North Side

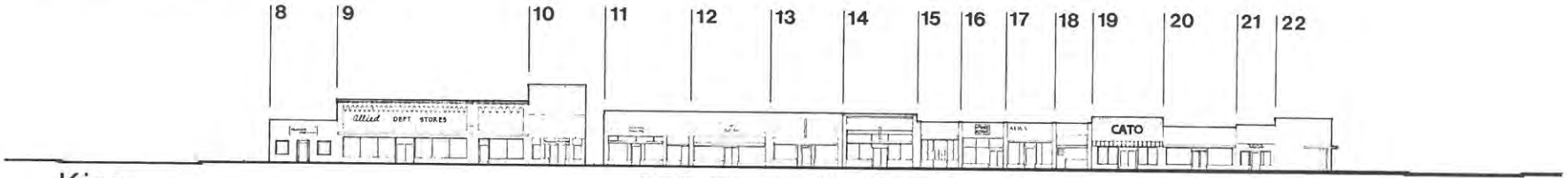
Broad



Orange
PROPOSED

800 Block - North Side

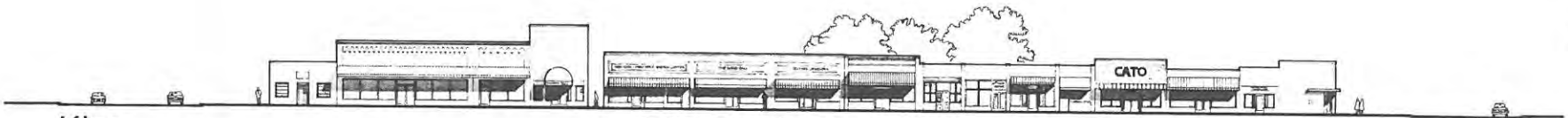
Broad



King
EXISTING

900 Block - North Side

Orange



King
PROPOSED

900 Block - North Side

Orange

0 16' 64' 128'

SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	800 Block, South Side (Broad to Orange)											700 Block, South Side (Screven to Broad)														
Building Number →	1	2	3	4	5	6	7	8	9			10	11	12	13	14	15	16	17	18	19	20	21	22		
Existing to remain												●														
Provide flat signs using suggested colors and lettering	●	●	●	●	●	●	●	●	●				●	●	●	●	●	●	●	●	●	●	●	●		
Replace existing canopy as shown																●										
Add new canopy as shown		●	●				●													●	●	●		●		
Maintain/Repair facade and paint						●							●			●		●				●				
Revise treatment of facade							●																	●		
Revise treatment of entry and/or storefront					●				●																	
Revise treatment and restore glazing in upper windows				●									●		●			●	●							
Restore to original architectural detailing		●	●	●	●										●	●	●			●						
Provide new cornice						●													●							

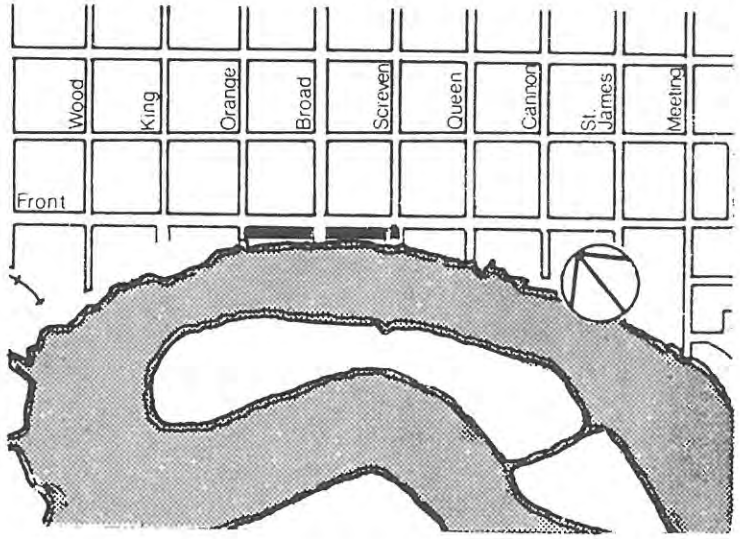
NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.

Bldg. 2 - Paint

Bldg. 5 - Remove plywood on lower facade.

Bldg. 9 - Paint to bring out architectural details

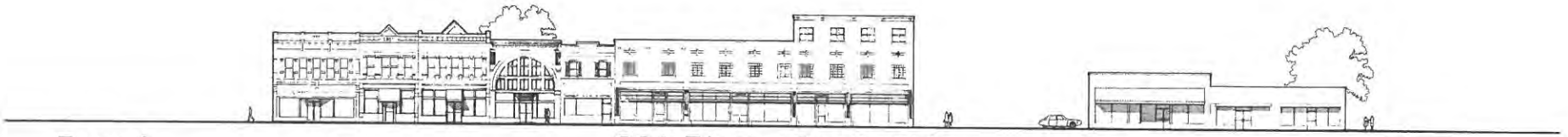
Bldg. 19 - Paint facade of stair tower to watch building.



Broad
EXISTING

800 Block - South Side

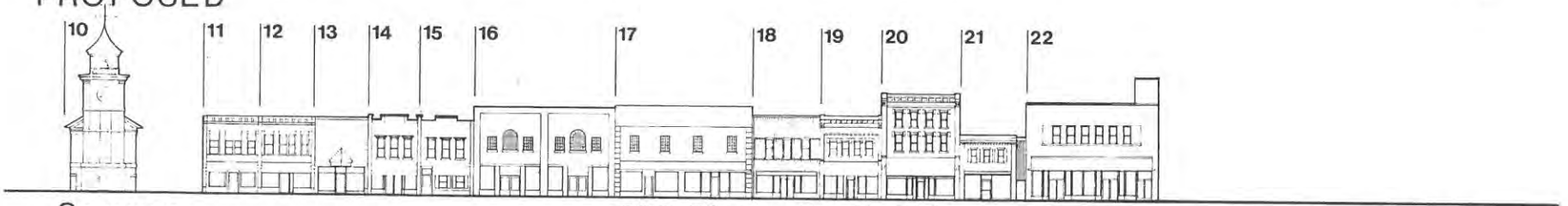
Orange



Broad
PROPOSED

800 Block - South Side

Orange



Screven
EXISTING

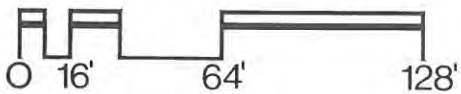
700 Block - South Side

Broad

Screven
PROPOSED

700 Block - South Side

Broad



SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	600 Block, North Side (Screven to Queen)											700 Block, North Side (Broad to Screven)															
Building Number →	1	2	3	4	5	6	7					8	9	10	11	12	13	14	15	16							
Existing to remain		●	●	●	●															●							
Provide flat signs using suggested colors and lettering						●	●					●	●	●	●	●	●	●	●								
Replace existing canopy as shown	●																	●									
Add new canopy as shown															●	●											
Maintain/Repair facade and paint												●			●	●	●		●								
Revise treatment of facade							●												●								
Revise treatment of entry and/or storefront															●												
Revise treatment and restore glazing in upper windows																											
Restore to original architectural detailing																											
Provide new cornice													●														

NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.

Bldg. 3 - Revise color scheme at future painting.

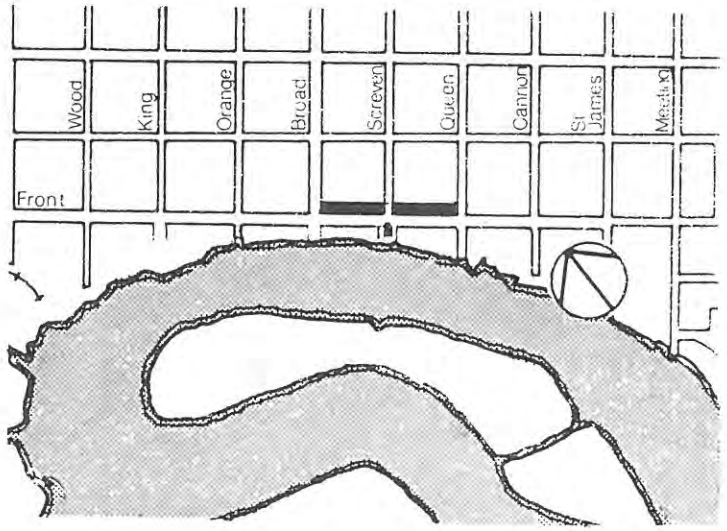
Bldg. 7 - Change roof line as shown, add shingles and shutters, landscape front area.

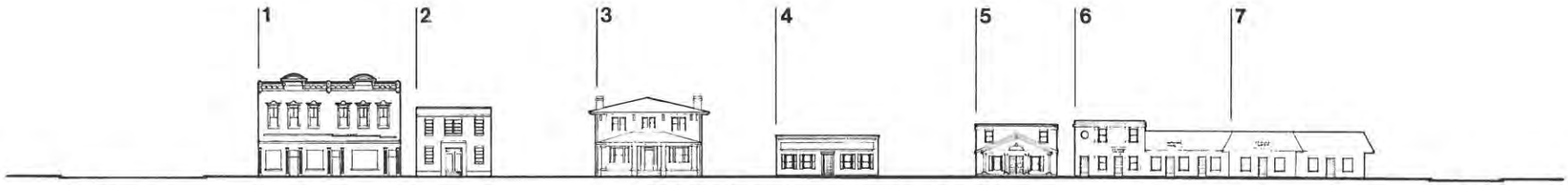
Bldg. 8 - Change roof line as shown and paint facade under arches a muted terra cotta.

Bldg. 9 - Add standing seam metal roof over drive-thru area as shown.

Bldg. 15- Restore front in Art Deco colors, paint mural on side wall.

Bldg. 16- Landscape for SCE&G parking and theater use.





Screven 600 Block - North Side Queen

EXISTING

Screven 600 Block - North Side Queen

PROPOSED

Broad 700 Block - North Side Screven

EXISTING

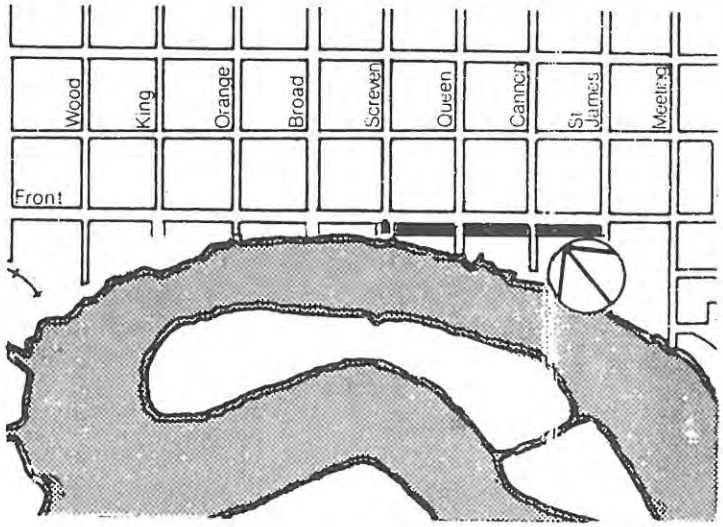
Broad 700 Block - North Side Screven

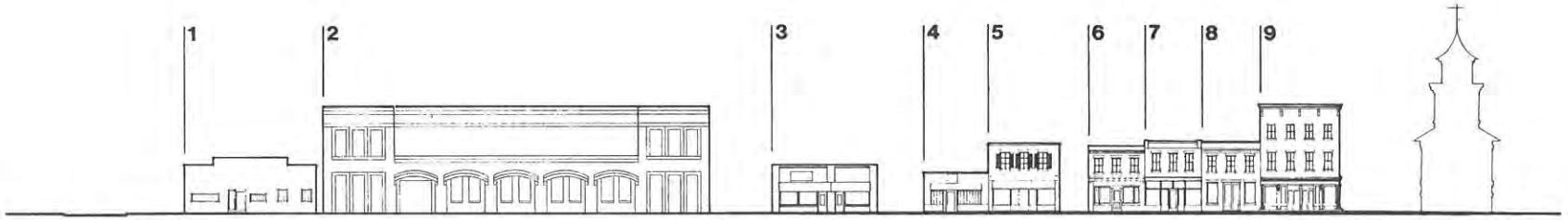
PROPOSED

SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	600 Block, South Side (Queen to Screven)											500 Block, South Side (Cannon to Queen) 400 Block, South Side (St. James to Cannon)														
Building Number →	1	2	3	4	5	6	7	8	9			10	11	12	13	14	15	16	17	18	19					
Existing to remain	●	●							●			●	●	●	●	●	●	●	●	●	●					
Provide flat signs using suggested colors and lettering			●	●	●																					
Replace existing canopy as shown			●																							
Add new canopy as shown																										
Maintain/Repair facade and paint					●	●	●	●																		
Revise treatment of facade																										
Revise treatment of entry and/or storefront																										
Revise treatment and restore glazing in upper windows					●																					
Restore to original architectural detailing							●																			
Provide new cornice																										

NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.

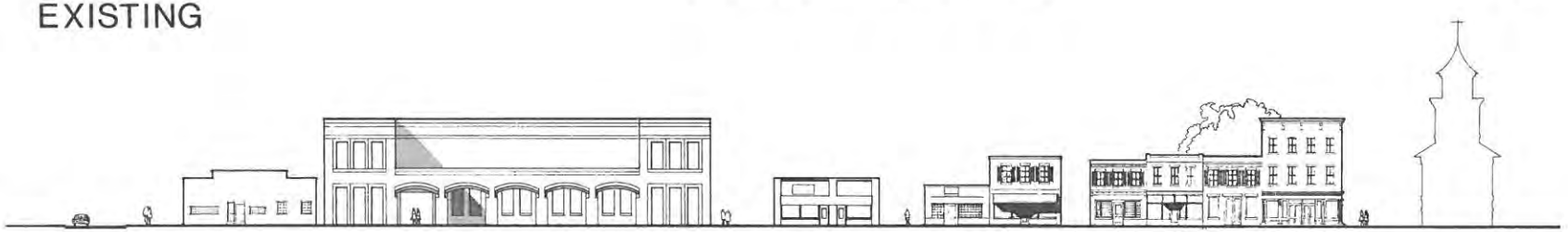
Building 10: Remove trailer/mobile home from site of Tarbox House.





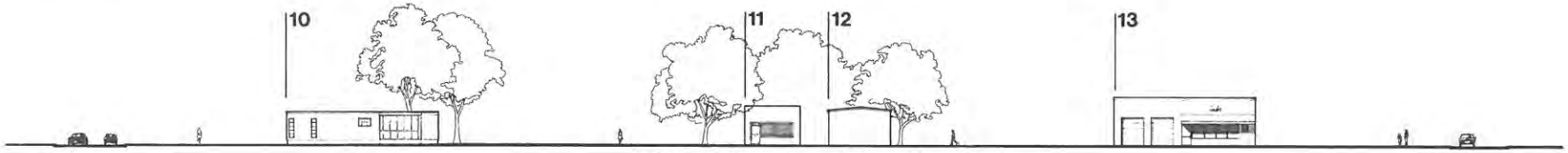
Queen — 600 Block - South Side — Screven

EXISTING



Queen — 600 Block - South Side — Screven

PROPOSED

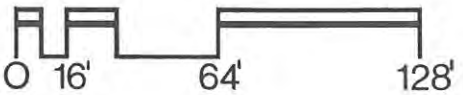


Cannon — 500 Block - South Side — Queen

EXISTING

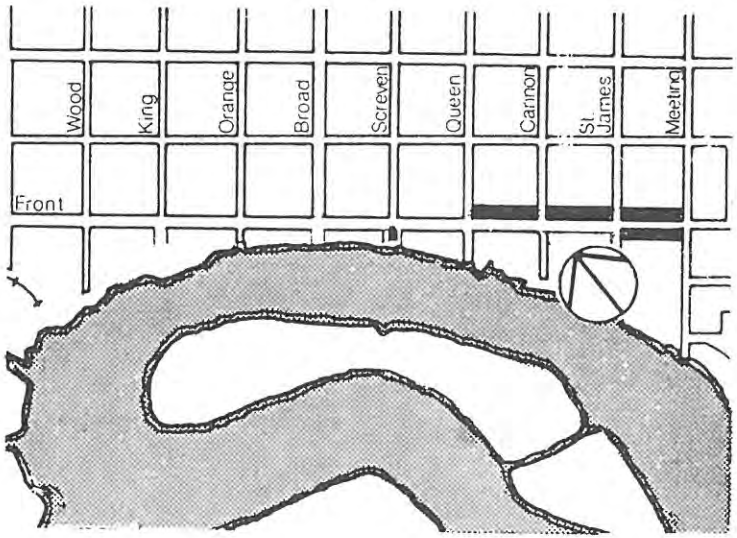
St. James — 400 Block - South Side — Cannon

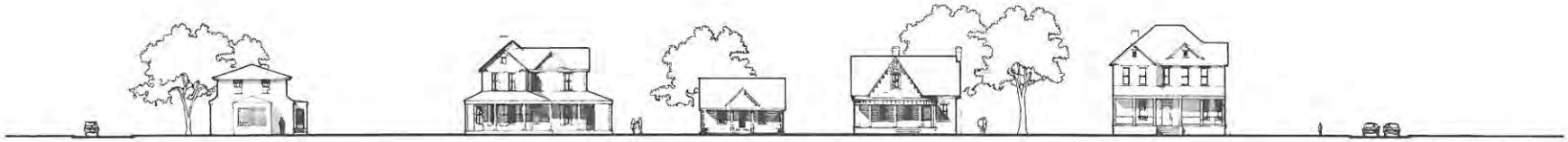
EXISTING



SUGGESTED FRONT STREET FACADE CHANGES or TREATMENT	300 Block, South Side (Meeting to St. James) 300 Block, North Side (St. James to Meeting)											400 Block, North Side (Cannon to St. James) 500 Block, North Side (Queen to Cannon)														
Building Number →	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22				
Existing to remain	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•				
Provide flat signs using suggested colors and lettering																										
Replace existing canopy as shown																										
Add new canopy as shown																										
Maintain/Repair facade and paint																										
Revise treatment of facade																										
Revise treatment of entry and/or storefront																										
Revise treatment and restore glazing in upper windows																										
Restore to original architectural detailing																										
Provide new cornice																										

NOTES: Where painting is suggested, refer to Appendix B for colors and color scheme recommendations.





Meeting
EXISTING

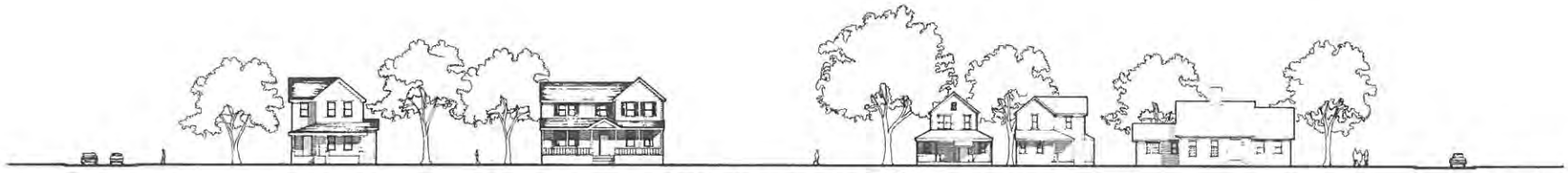
300 Block - South Side

St. James

St. James
EXISTING

300 Block - North Side

Meeting



Cannon
EXISTING

400 Block - North Side

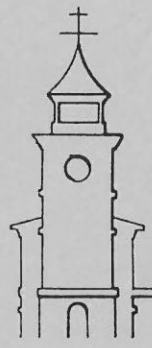
St. James

Queen
EXISTING

500 Block - North Side

Cannon

Note: Above Existing Residences shown for documentation only



Design Proposals

WATERFRONT

EXISTING CONDITION OF THE WATERFRONT SIDE OF FRONT STREET BUILDINGS

A cruise on the tugboat, "Charleston", under Captain Morgan Futch and Captain Norman Assey at the helm along the Sampit River shore revealed an astonishing state of disregard, deterioration, and neglect of a once proud and bustling wharf. The waterfront side of Front Street buildings is literally a collection of collapsed building walls, broken windows, rusty sheet metal roofs and patches, boarded-up windows and doors, peeling paint, broken cornices, gutters and down spots, scrub growth and weeds, trash, rotting wharf piles, untidy boat landings and service facilities, a scattered and disorganized presence of shrimp boats with their attendant "Carolina Condors" feasting on the garbage of uncontrolled shrimp processing methods - in essence a deplorable state of affairs, but a fantastic opportunity!

With a little imagination, one can readily picture enterprising and refurbishing stores that presently face only onto Front Street also opening onto a timber boardwalk, decks that bridge from boardwalk to buildings, providing spaces for outdoor waterfront cafes with tables and colorful umbrellas, snack and refreshment stands, a boardwalk with pushcart vendors selling a variety of things, from flowers and souveniers to pretzels and roasted pecans, of banners and people, of refurbished rear building facades, of elegant cruises and yawls from distant places, of people, places, and focal points -- a scene of color, life, and vibrant activity. This could be the new Georgetown.

SCHEME 1: STREET GRID RESPONSE

This scheme suggests that Georgetown's redevelopment might involve the creation of areas of activity which, occurring at the intersection of each street and the waterfront, will respond to and emphasize the existing historical grid plan of the city. These activity areas or nodes include a relocation and concentration of the shrimp industry, an open-air market, restaurants, a marina, a ferry to Goat Island, and a park area. A timber constructed boardwalk links these activity centers by paralleling the renovated rear facades of the existing Front Street buildings. This new boardwalk will provide the opportunity to stroll along the waterfront from Wood Street to Queen Street with frequent access to Front Street.

Shrimp Industry

One activity which is important to Georgetown and intimately a part of the waterfront is the shrimp and seafood industry. It is proposed that this industry be consolidated and located in the industrial zone of the city at the foot of Wood Street and adjacent to the steel mill, away from the residential areas to the east. This relocation would benefit both area residents and shrimpers. The new, modern, and efficient facility would include processing, fueling, icing, and docking. The structure would be constructed partially over the water and equipped with an automated suction system for removing shrimp from the boats. At this point, the shrimp would be processed and taken by conveyor belt to either fresh or frozen packaging. On the Wood Street side of the structure, raised loading docks would facilitate loading and shipping the shrimp. Trucks from this facility will be routed up Wood Street to Front Street and directly on to Highway 17, avoiding major residential areas.

Using clapboard siding and a standing-seam pitched roof with a wide overhand, the structure is designed to sympathetically respond in character to the historic Pawley House adjacent to the site and immediately to the east.

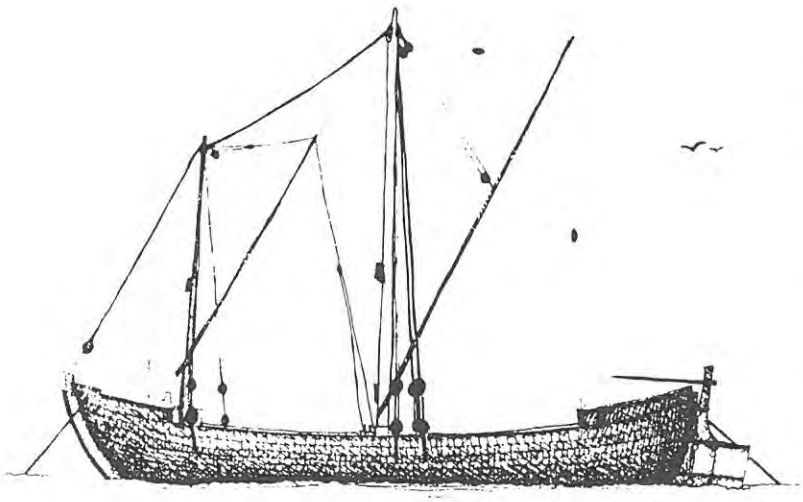
Seafood Market, Community Center, and Park

The improved seafood industry presents a new opportunity for Georgetown: the promotion of fresh seafood on a retail sales basis. To encourge and capitalize on this market, it is suggested that at the foot of King Street behind the former Naval Reserve Building a retail seafood market be established on the waterfront in visual contact with the color and activity of the shrimp boats and the processing operation. It would consist of an open pavilion with space for individual vendors to set up counters and ice boxes and sell shrimp and other fresh seafood on a small scale. The structure would also include a snack bar with indoor and outdoor dining facilities. Alternative dining would be provided by a "raw bar" located on a refurbished shrimp boat in permanent dockage. The Naval Reserve Building, which adds to the character of this area, would be converted to a community center providing recreational and assembly spaces with an adjoining terrace at the rear. The lawns of the Kaminski and Pawley Houses would be developed as a public park with an amphitheater located below on the river.

Restaurant and Ferry Landing

The placement of another casual restaurant on the Sampit River will bring people into the commercial core. This restaurant and adjacent retail space, surrounding a landscaped courtyard, combines with the Goat Island ferry landing to terminate Orange Street.

The restaurant projects into the river like a boat to keep the dining areas close to the water. Most of the structure is brick, with segmental arched openings which reflect those of adjacent buildings. Standing seam metal roofing and the limited use of clapboard siding helps relate the structure to the residential buildings in the downtown area. An upper level bar with a balcony overlooks a waterside dining area and the river below.



The Goat Island ferry would transport visitors to the island in two replicas of the historic Brown's Ferry boat (an original relic of which is to be displayed and preserved in water in the Maritime Museum next to the Rice Museum). Goat Island would be acquired by the city and designated a wildlife refuge for indigeous birds, reptiles, and other animals. Boardwalks and paths would be laid out, picnic areas designated, and a ferry landing constructed. At the landing, an observation tower, located on axis with the new Francis Marion Square and Market would afford visitors an elevated panoramic view of the new waterfront and the historic core of Georgetown. It would also serve to mark Goat Island activity.

In addition to the ferry, this slip at the foot of Orange Street, which reaches in to touch Front Street, would also serve for the docking and origin of rice plantation tour boat trips up the Sampit River.

Town Square and Market - Francis Marion Square

To provide Georgetown with a major focus and public gathering place, it is suggested that the present Francis Marion Park at Broad Street be expanded in its scale and scope of activity to establish it as the Town Square. On bulkheaded new land projecting into the river and augmenting the park, a municipal open air farmers market and pavilion would be built. It would provide a place for people to meet, for public gatherings, and a center for annual festivals. The U-shaped market shelter and pavilion, completely open to views from the square to the water, would be the focus for activities such as arts and crafts fairs, concerts and dances, charity carnivals, fresh produce sales, picnics, and just escaping the summer heat. Flanking the park and against the building walls would be sales stall space sheltered by colorful awnings.

For reasons of architectural balance and good urban design, it is recommended that the commercial lot on the east side of the Park (next to the "New Store" property) be returned to retail use by the construction

of a 2-story building of brick and of design in general conformity with the Front Street vernacular. Ground level space would be for retail commercial shops facing on Front Street as well as onto Francis Marion Square. Second floor space would accommodate apartments or office space. Although this structure will decrease the size of the open space of the park, it will center the whole on Broad Street and dramatize the expanse of the new Market Building.

Rice Museum and Garden

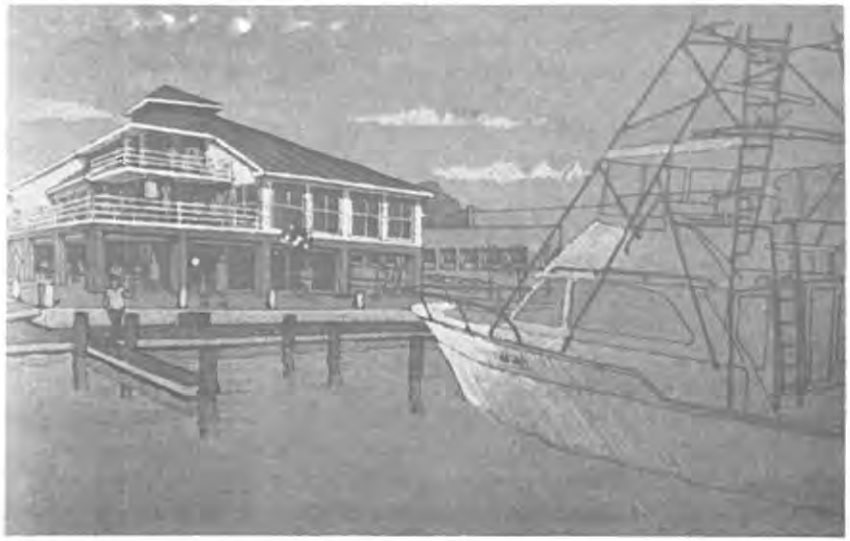
At the intersection of Screven Street and the water is perhaps Georgetown's most venerated architectural monument - the Rice Museum. Because of its role as a landmark, the Rice Museum would be an appropriate location for a tourist information center and chamber of commerce. The exhibits presently located in the Rice Museum could be consolidated with the Brown's Ferry Boat in the old Kaminski Hardware Building, adjacent to the Rice Museum. The existing garden located behind the Rice Museum would be enlarged by bulkheading and new land much the same as with the Market at Broad Street.

The bulkhead frontage would serve as the wharf for mooring the "Providence" replica and other visiting "tall ships" and character boats.

Restaurant/Inn/Marina

As noted previously, Georgetown with its established harbor is located on the intracoastal waterway just a day's sail from Myrtle Beach to the north and Charleston to the south. As such and with the proper accommodations, Georgetown Wharf could become a most natural and important "port-of-call" for the transient boater cruising the Eastern seaboard from Maine to Florida. Such a new transient marina with associated inn and restaurant could be one of Georgetown's most important additions.

These new facilities, located to the east of the newspaper building at the base of Queen and Cannon Streets,



would include all the necessities for the transient boater. The major structure housing both the inn and the marina offices is located parallel to Front Street with views across the marina and river to Goat Island. The ground level would house the Inn lobby and office with adjacent covered vehicular drop-off, retail space, the marina office and lounge, convenience store, laundry facilities and restrooms and showers. The upper two levels contain guest rooms of three diffeent types and sizes, each having a balcony which overlooks the marina.

This structure is designed to have a brick base with clapboard on the upper levels and a standing seam metal roof with dormered balconies. This hierarchy of materials echoes their use in adjacent residential structures. An arcaded ground level provides continuously shaded circulation along the marina side of the building.

A similar use of materials is found in the new restaurant at the west side of the marina behind the newspaper building. At the ground level the building houses a sandwich shop with covered dining. The third level which contains the lounge has natural lighting from the lantern as well as a balcony. The form of the building is influenced by southern coastal structures. Smaller structures on the east side of the marina house a ship's chandler and boat service and repair. Piers and slips are shown to accommodate 38 boats of varying types and sizes; however, docking facilities could be expanded as traffic warrants it.

The construction of this development will require the acquisition of seveal parcels of land and could be implemented by one developer or by the cooperation of several initiatives.

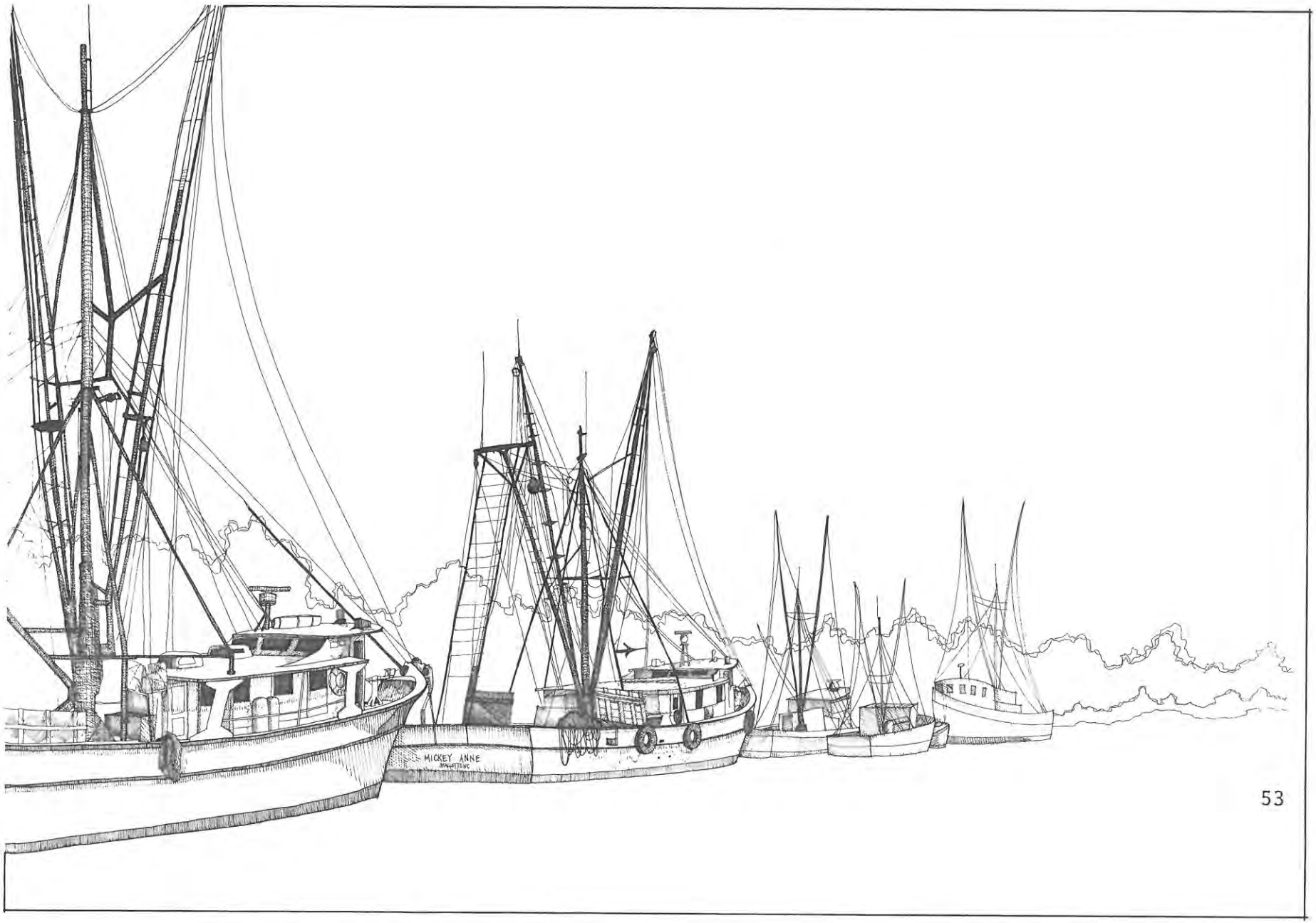
Town Houses

To the east of the Marina at St. James and Meeting Streets is the area presently occupied by shrimping concerns. With the consolidation of the shrimping industry at Wood Street, this land becomes prime waterfront residential property located in the existing

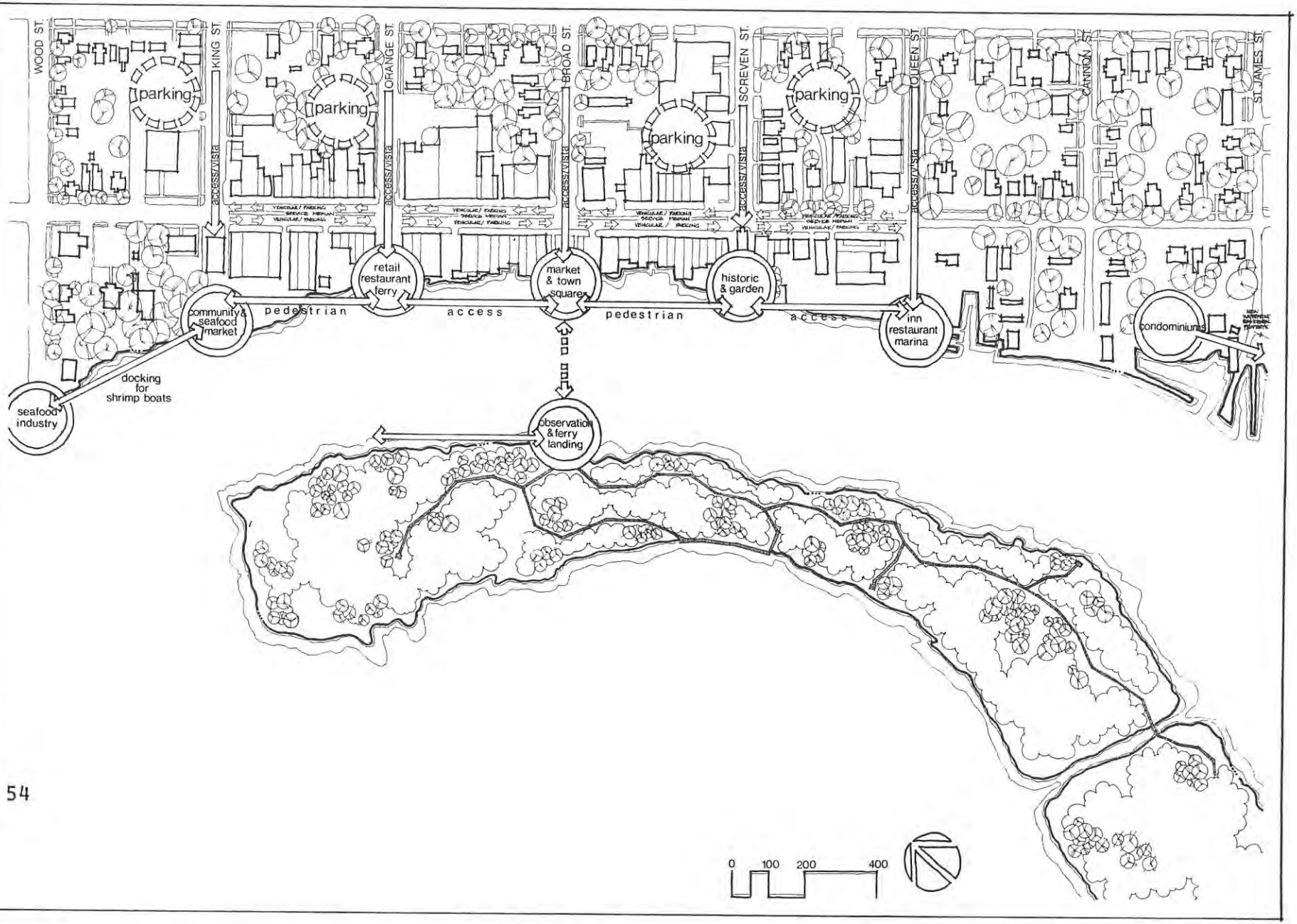
residential zone. In order to get maximum use of this land, this scheme proposes the development of a low-scale townhouse community which would be sensitively woven into the existing fabric of historic residences. The use of this valuable property would also maximize returns on the property, preserve the continuity of the residential area, and bring more permanent residents into the downtown area. Each unit is designed to have an individual carport and be situated to take advantage of the best view. Material used would be consistent with area residences: brick foundation, clapboard siding, and standing seam metal roof. Boat docking facilities are provided for all residences. The adjacent pre-revolutionary war warehouse could be tastefully renovatd to serve as a clubhouse for this townhouse community.

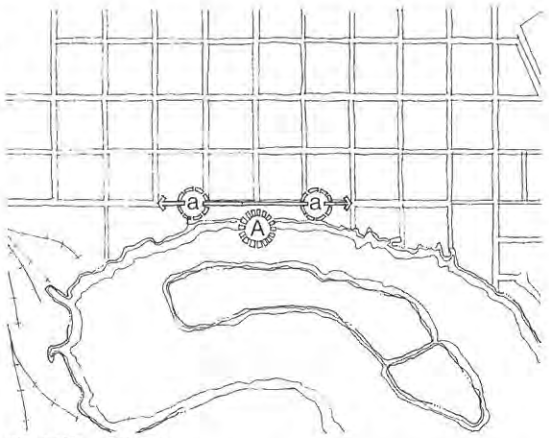
Boardwalk

A continuous boardwalk along the waterfront provides the vital link between each of the identified areas or nodes of activity. The successful implementation of this plan would require cooperation between the city and the owners of stores which front on the river. The city would construct a continuous boardwalk approximately 10 to 15 feet from the rear of existing buildings. Each owner would be encouraged to provide a boardwalk link or infill between his buiding and the new boardwalk giving access to his building. The renovation of rear facades to provide small waterfront shops or simply display windows and the introduction of street vendors with their pushcarts selling flowers or snacks would add color and life, making the boardwalk an actively used attraction. The use of the existing space above the stores as office space or apartments would be encouraged. Short term boat dockgae would be permitted all along the municipal boardwalk to enhance the nautical character of the waterfront and attract customers for the retail market.



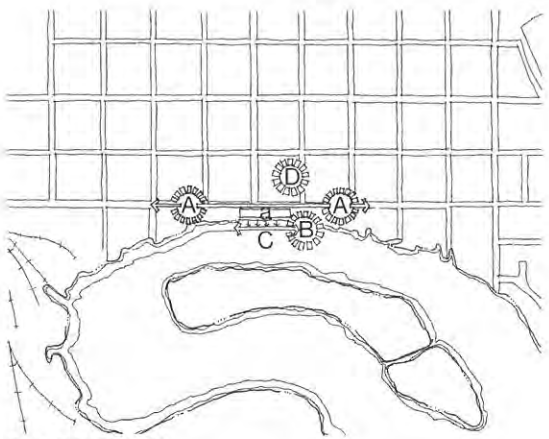
Georgetown Wharf


WOOD ST.
KING ST.
ORANGE ST.
BROAD ST.
SCREVEN ST.
QUEEN ST.
ANN ST.
ST. JAMES ST.
parking
parking
parking
parking
access/vista
access/vista
access/vista
access/vista
access/vista
retail restaurant ferry
market & town square
historic & garden
community & seafood market
pedestrian
access
pedestrian
access
inn restaurant marina
condominiums
docking for shrimp boats
seafood industry
observation & ferry landing
0
100
200
400



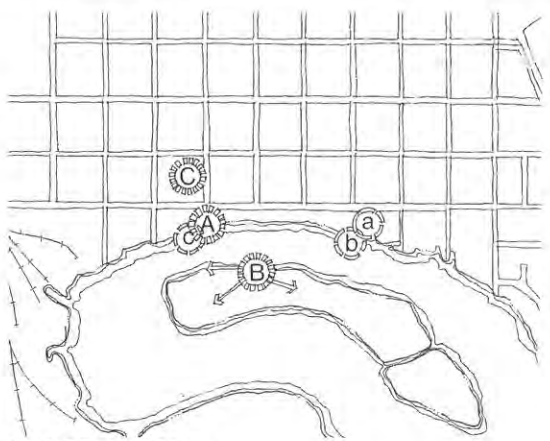
PHASE ONE:

public	private
A- Market & Town Square	a- Facade improvements on Front Street, mini park-parking beside theater



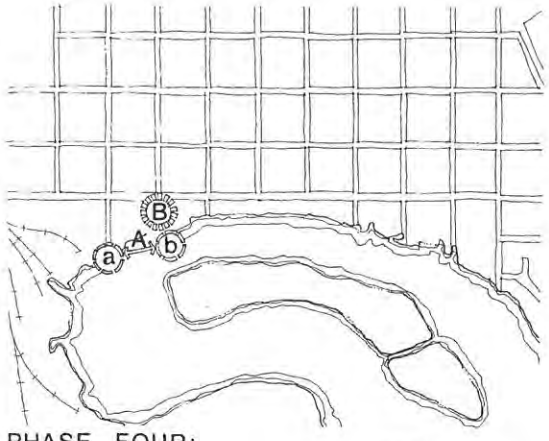
PHASE TWO:

public	private
A- Front Street traffic improvements & plantings B- Visitor's Center in Rice Museum, docking for historic ships C- Boardwalk linking Rice Museum & River Room D- Parking adjacent to Courthouse	a- Existing retail link-up w/ boardwalk & infill retail building at market



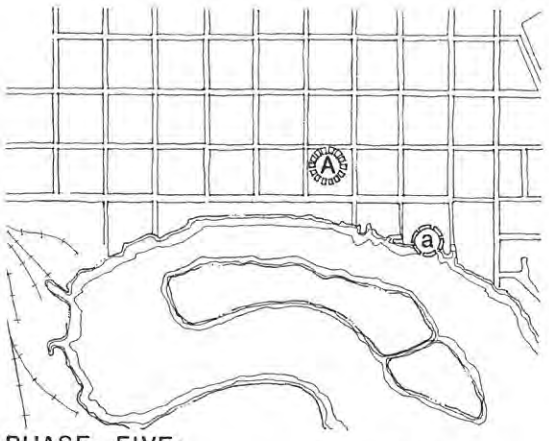
PHASE THREE:

public	private
A- Front Street ferry landing & bulkheading for adjacent restaurant/retail B- Island landing & tower paths C- Orange Street parking	a- Marina & Inn development b- Restaurant/Bar c- Restaurant/Bar/Retail



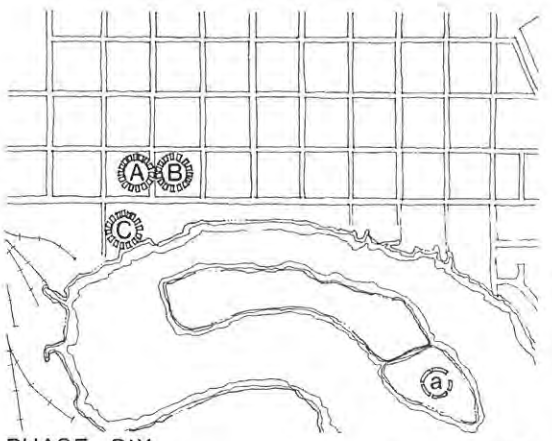
PHASE FOUR:

public	private
A- Shrimp boat dockage & amphitheater B- Community Rec Center & parking	a- Consolidation & relocation of seafood/shrimp industry (public involvement) b- Seafood Market, Raw Bar, Snackbar



PHASE FIVE:

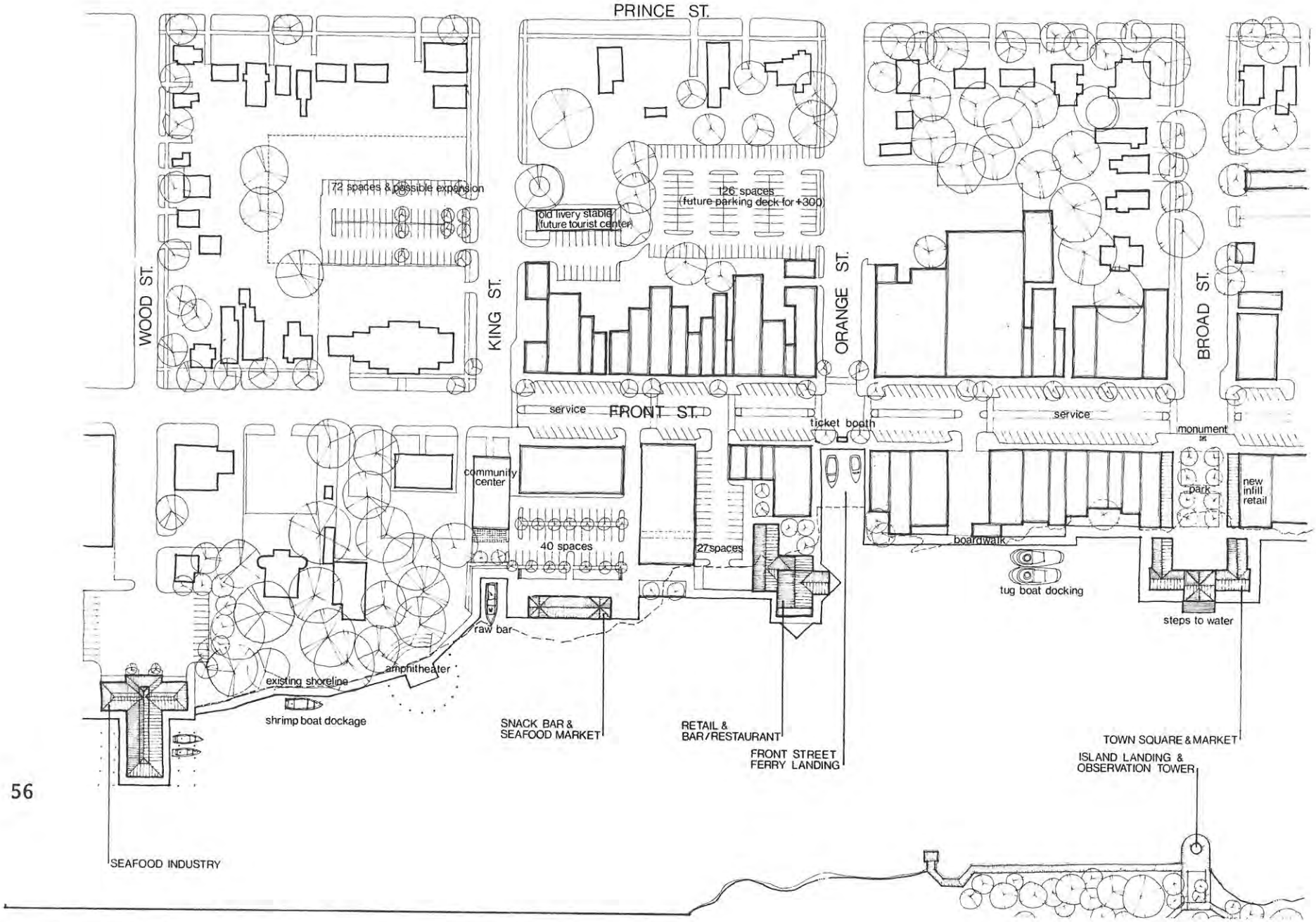
public	private
A- Parking facility near Courthouse	a- Condiminium development Residential waterfront property to immediate right



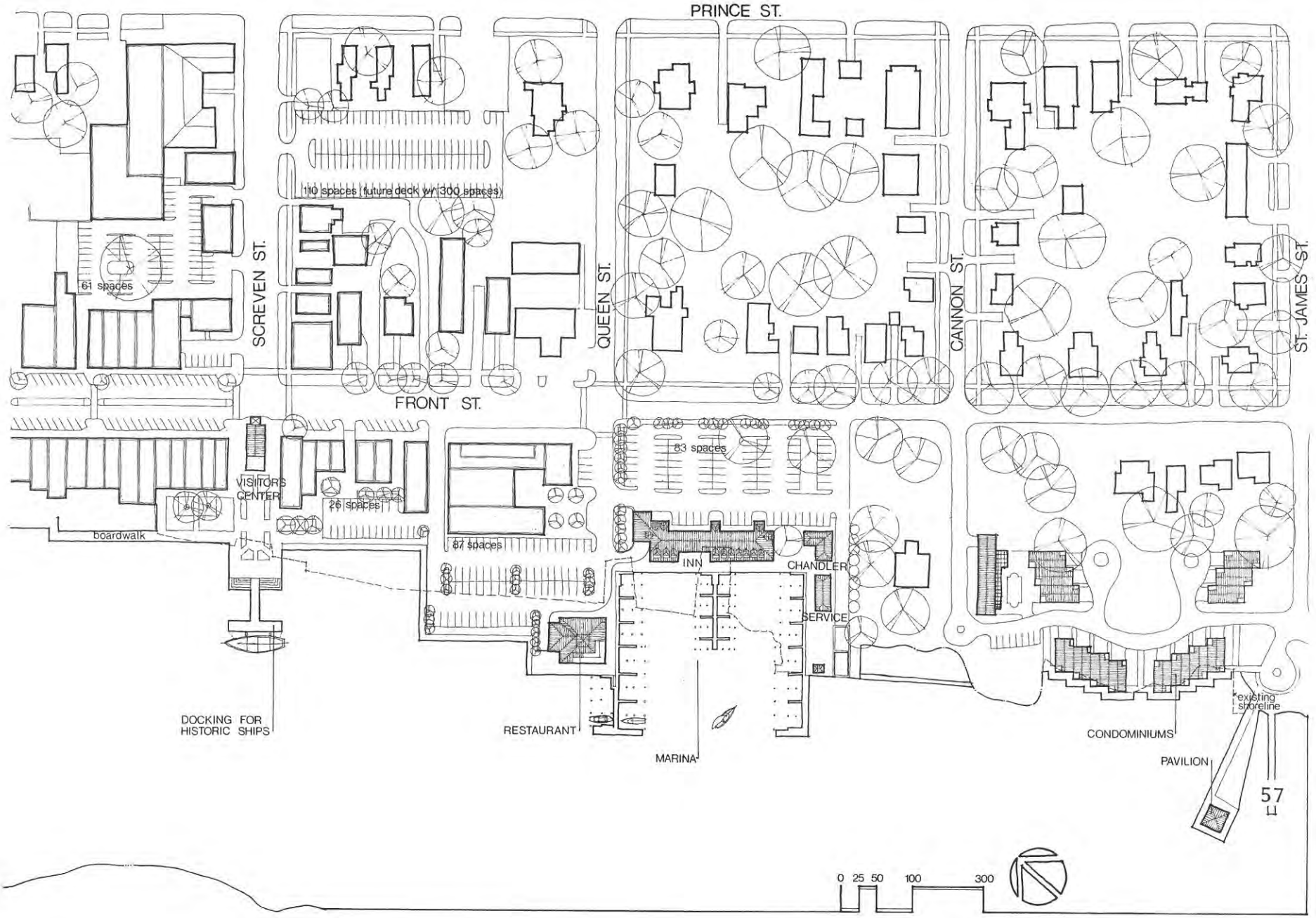
PHASE SIX:

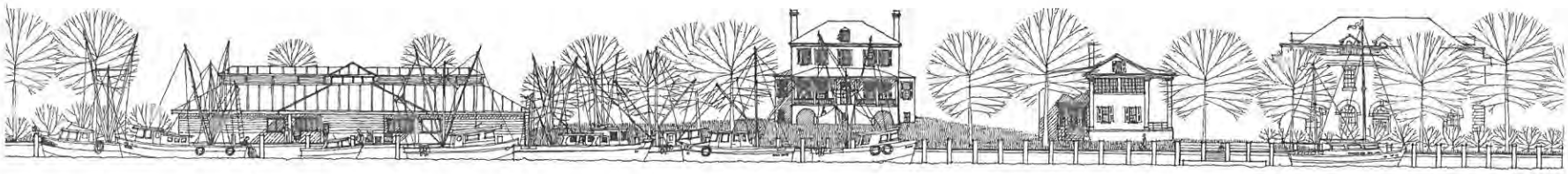
public	private
A- Parking off King Street B- Move Visitor Center to Livery Stable C- Move Chamber of Commerce into Pawley House (or possible use as a restaurant)	a- Sailing School on island

PHASING


PRINCE ST.
WOOD ST.
KING ST.
ORANGE ST.
BROAD ST.
FRONT ST.
72 spaces & possible expansion
old livery stable (future tourist center)
126 spaces (future parking deck for +300)
service
service
ticket booth
monument
community center
40 spaces
27 spaces
park
new infill retail
boardwalk
tug boat docking
steps to water
raw bar
amphitheater
existing shoreline
shrimp boat dockage
SNACK BAR & SEAFOOD MARKET
RETAIL & BAR/RESTAURANT
FRONT STREET FERRY LANDING
TOWN SQUARE & MARKET
ISLAND LANDING & OBSERVATION TOWER
SEAFOOD INDUSTRY

SITE PLAN


PRINCE ST.
SCREVEN ST.
QUEEN ST.
CANNON ST.
ST. JAMES ST.
FRONT ST.
110 spaces (future deck w/ 300 spaces)
61 spaces
83 spaces
VISITOR'S CENTER
26 spaces
87 spaces
boardwalk
INN
CHANDLER
SERVICE
DOCKING FOR HISTORIC SHIPS
RESTAURANT
MARINA
CONDOMINIUMS
existing shoreline
PAVILION
57
0 25 50 100 300

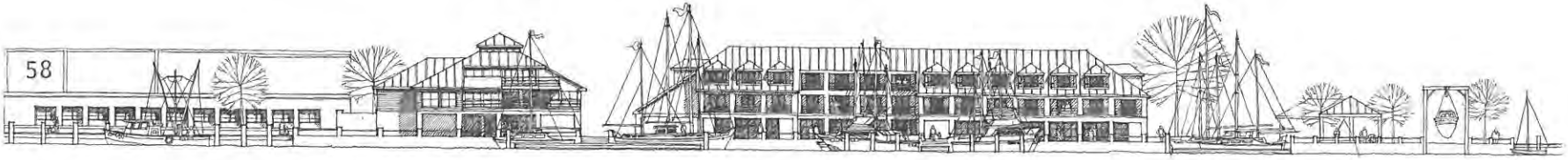


SEAFOOD INDUSTRY

SHRIMP BOAT DOCKAGE

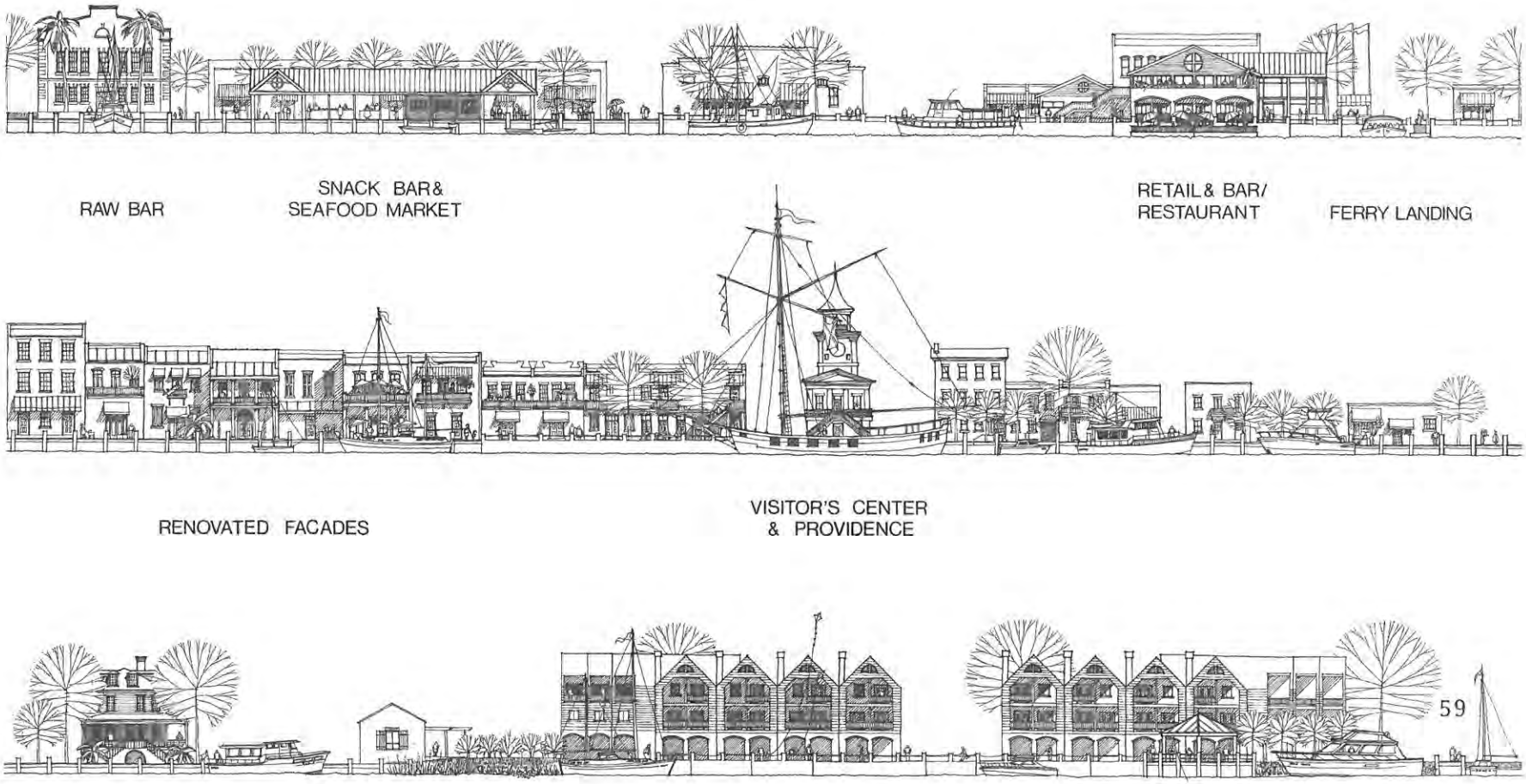
AMPHITHEATER

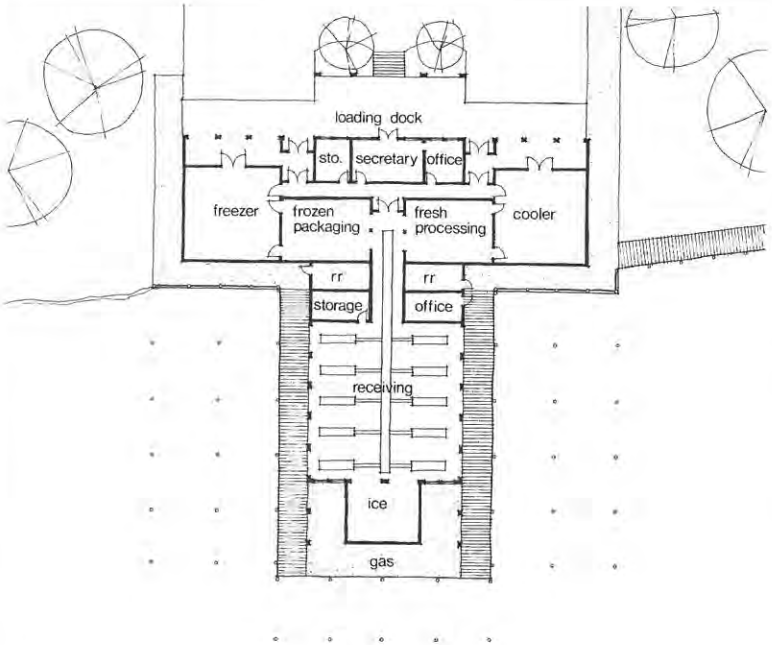
TOWN SQUARE & MARKET



RESTAURANT

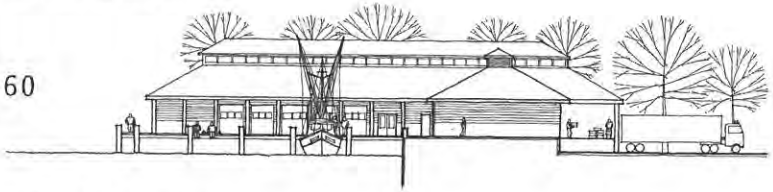
MARINA & INN


RAW BAR
SNACK BAR&
SEAFOOD MARKET
RETAIL& BAR/
RESTAURANT
FERRY LANDING
RENOVATED FACADES
VISITOR'S CENTER
& PROVIDENCE
CONDOMINIUMS
0 8 16 32

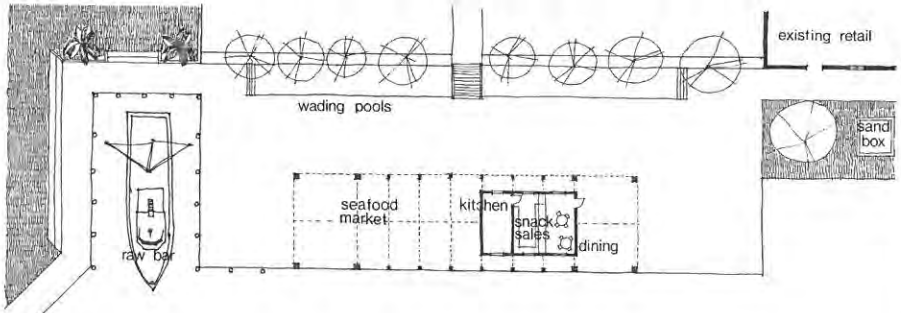


SEAFOOD INDUSTRY PLAN 0 8 16 32

NORTH ELEVATION



SECTION / ELEVATION

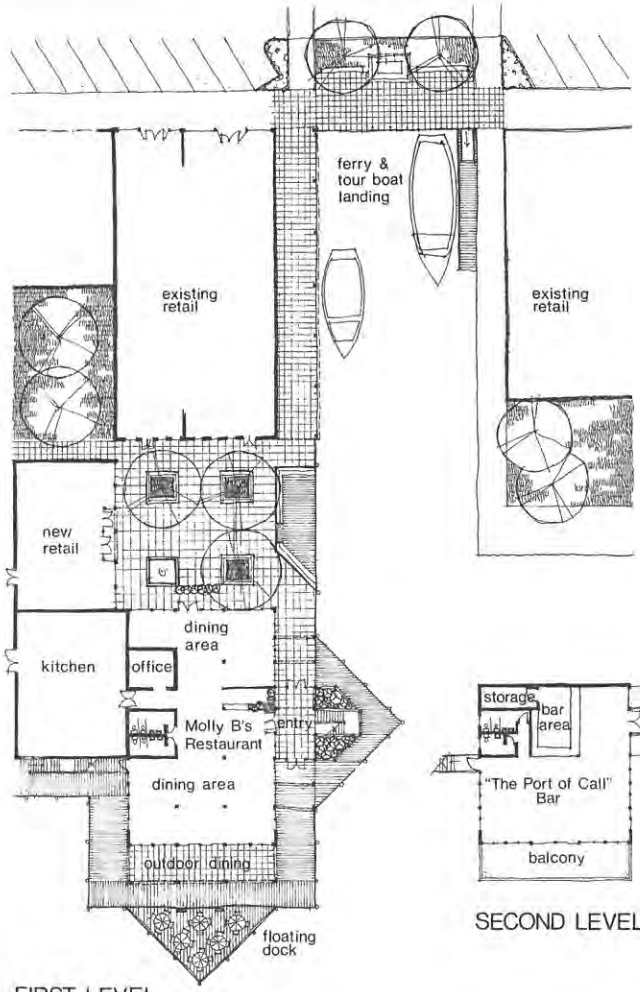


SEAFOOD MARKET & SNACK BAR PLAN

SECTION

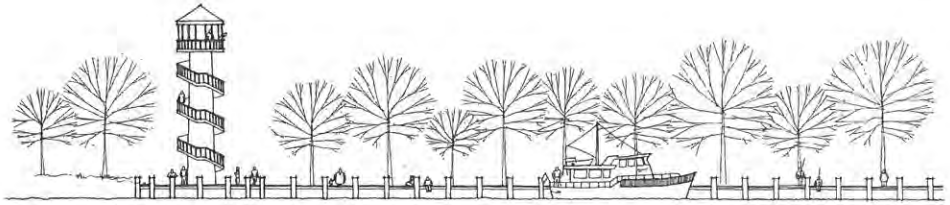
CHARACTER SKETCH

SEAFOOD INDUSTRY & SEAFOOD MARKET



FIRST LEVEL

SECOND LEVEL

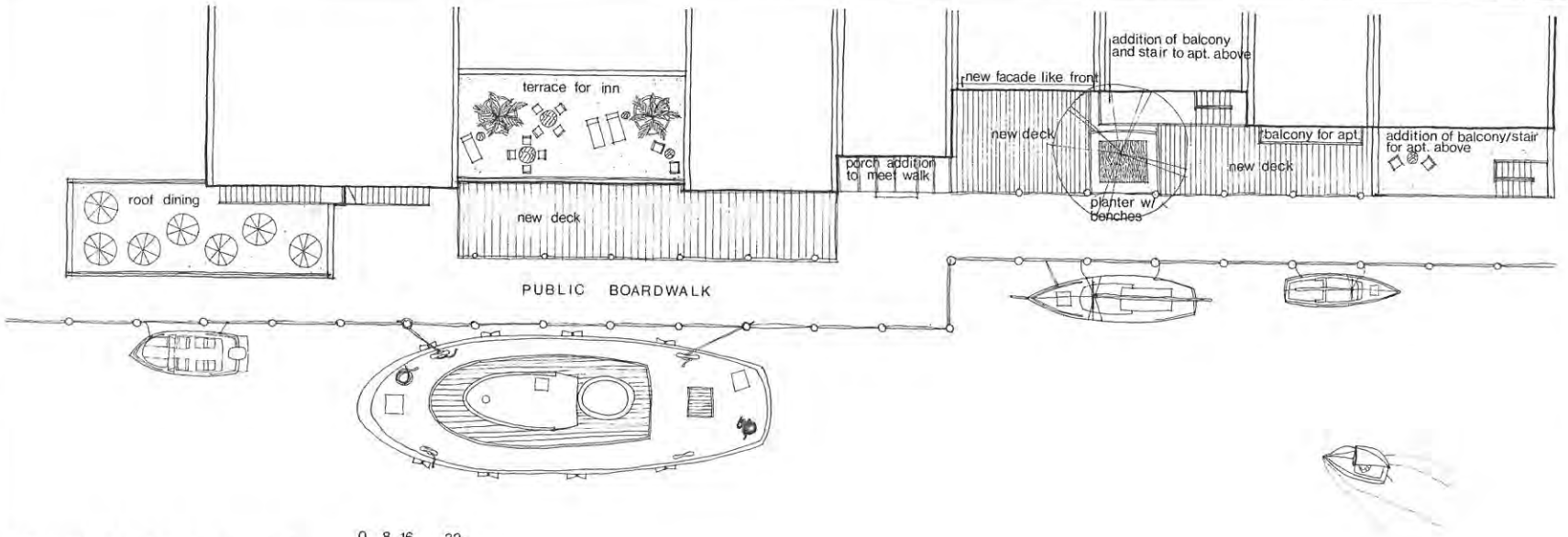


ISLAND LANDING & OBSERVATION TOWER

CHARACTER SKETCH

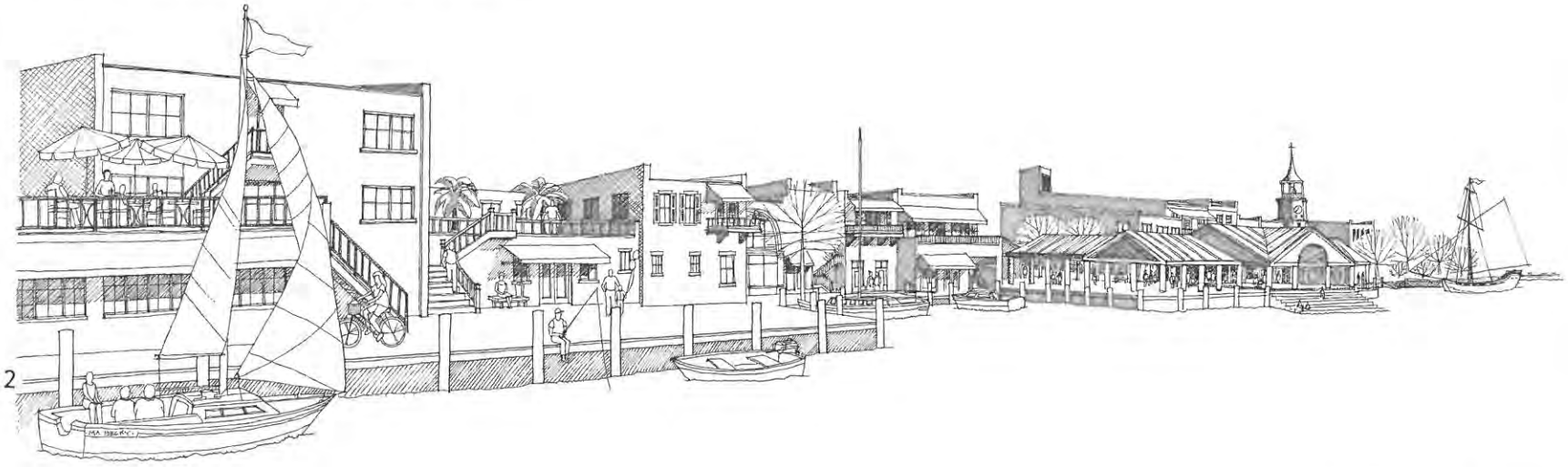
SECTION/EAST ELEVATION

FERRY LANDING

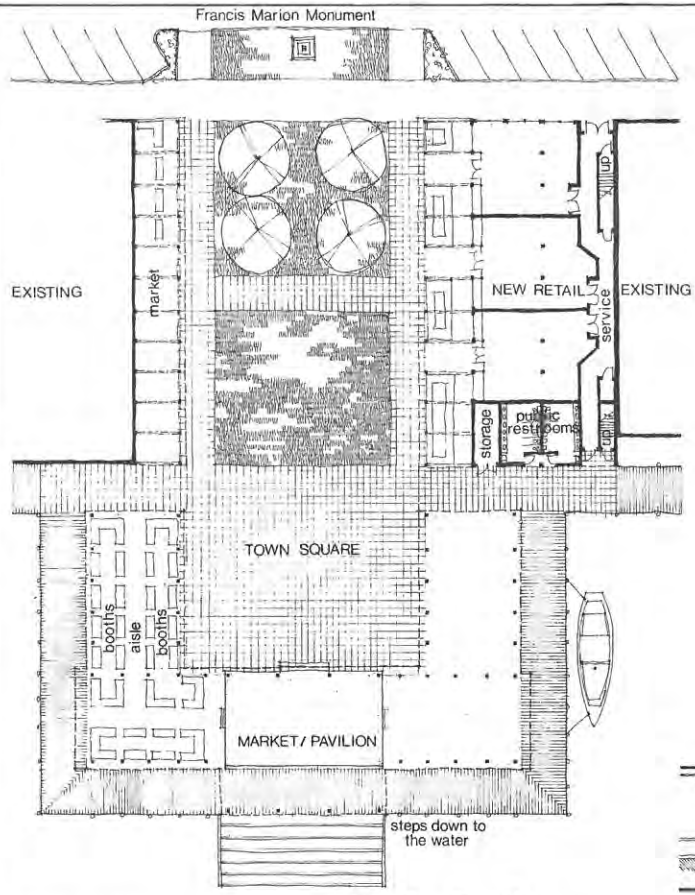


BOARDWALK DEVELOPMENT

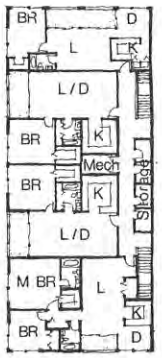
0 8 16 32



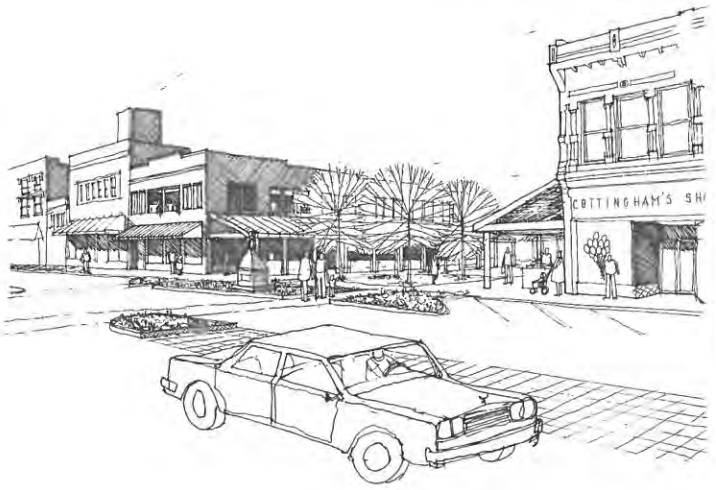
CHARACTER SKETCH



TOWN SQUARE AREA PLAN



SECOND LEVEL

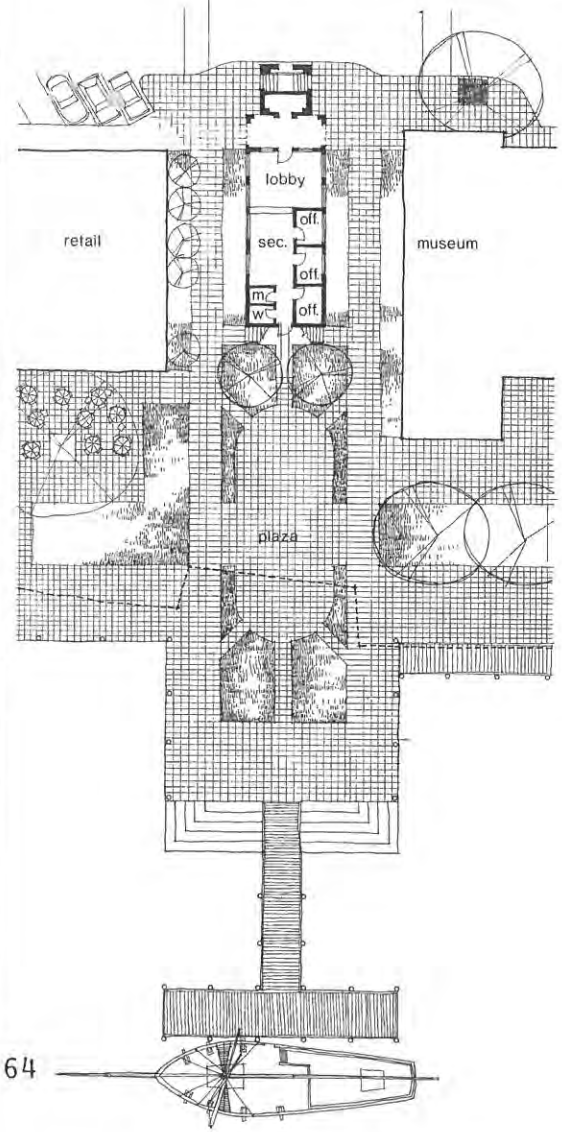


CHARACTER SKETCH

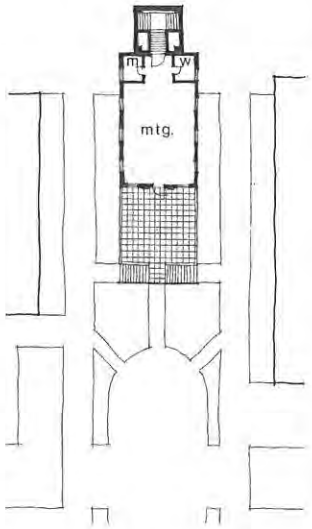
FRONT STREET ELEVATION

SECTION

TOWN SQUARE & MARKET

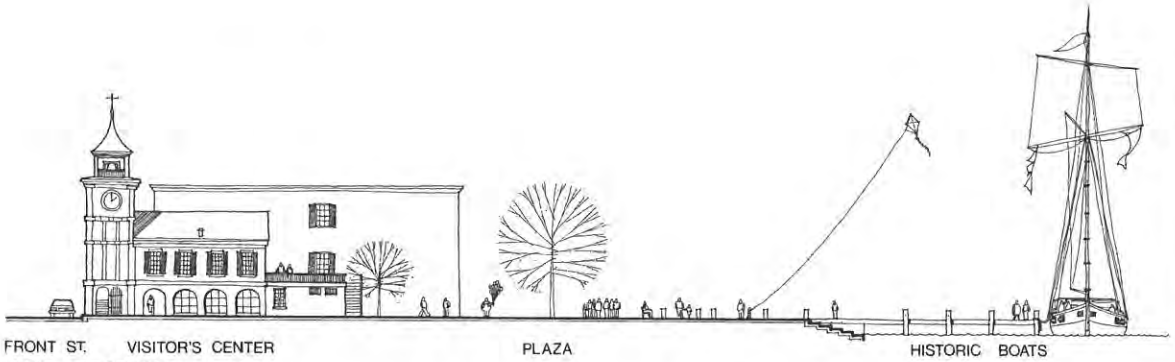


MAIN LEVEL PLAN



UPPER LEVEL PLAN

FRONT STREET CHARACTER SKETCH



SITE SECTION

C 8 16 32

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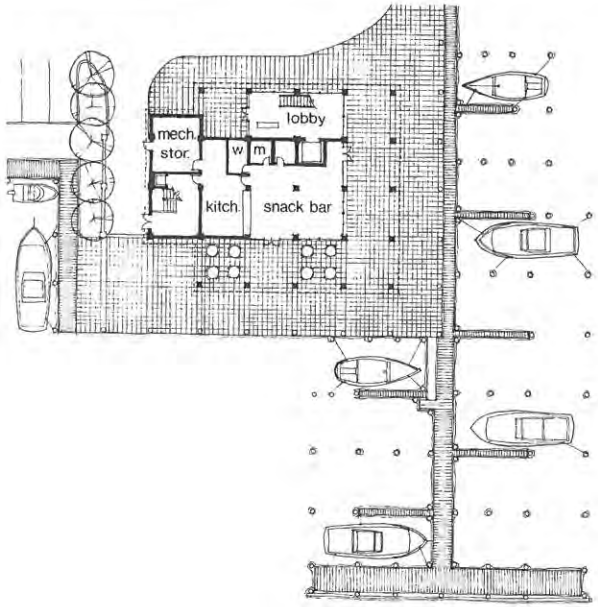
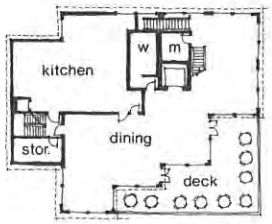
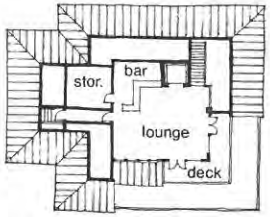
VISITOR'S CENTER



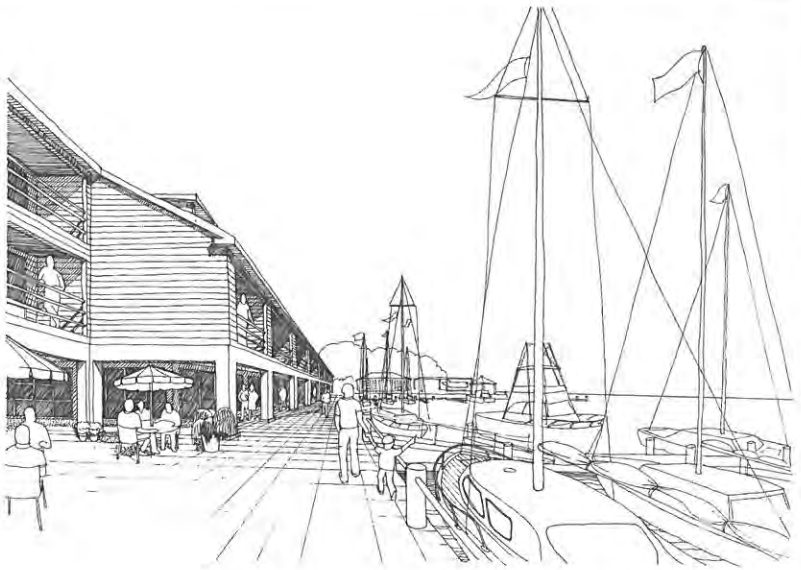
MAIN LEVEL PLAN



SECOND LEVEL PLAN

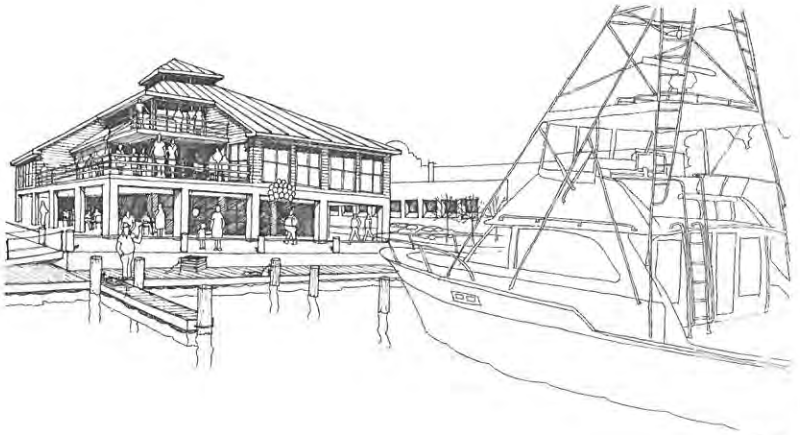


THIRD LEVEL PLAN



SECTION

ELEVATIONS



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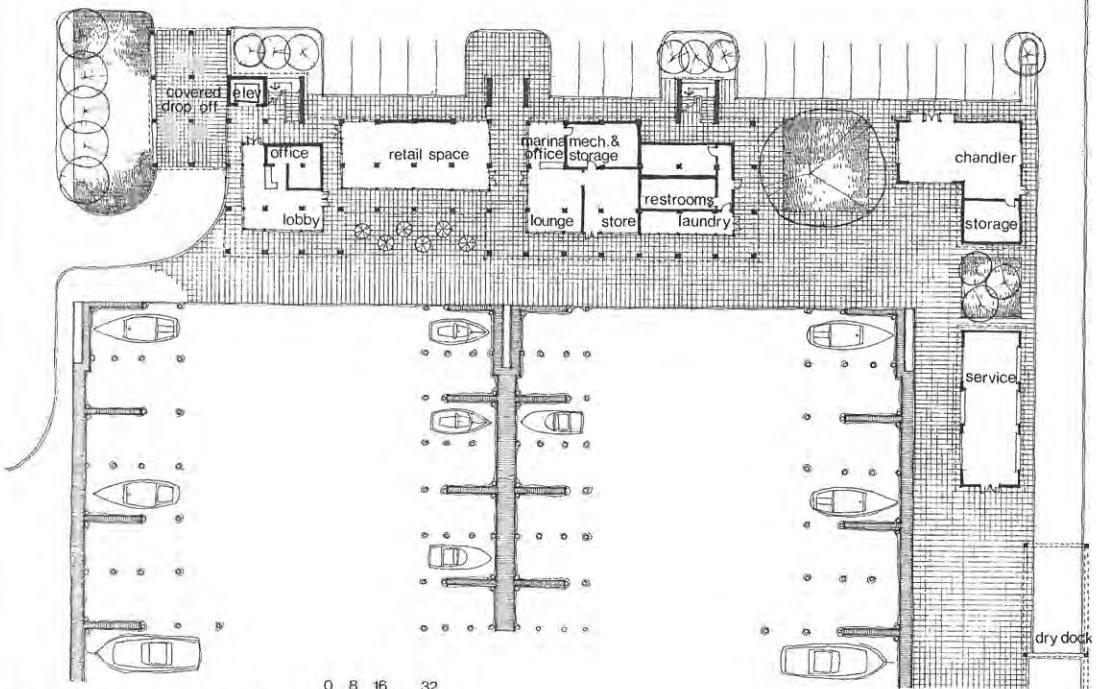
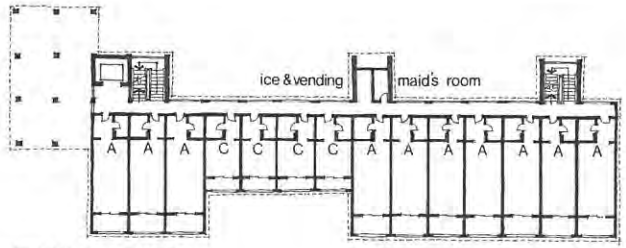
CHARACTER SKETCHES

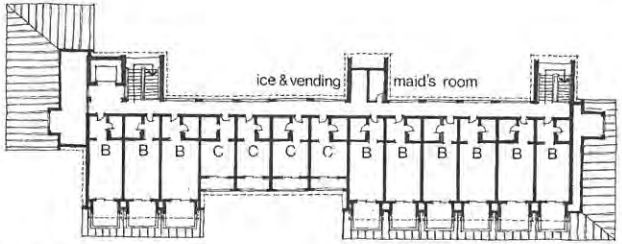
RESTAURANT



MARINA & INN MAIN LEVEL



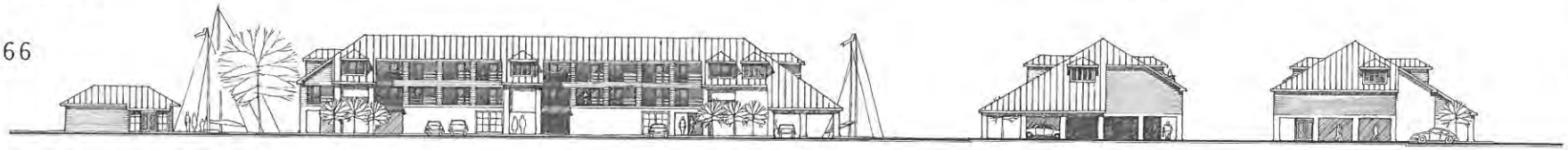
SECOND LEVEL



THIRD LEVEL

SECTION

ROOM TYPES

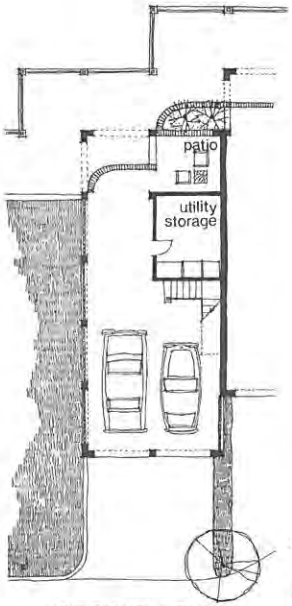


FRONT STREET ELEVATION

WEST ELEVATION

EAST ELEVATION

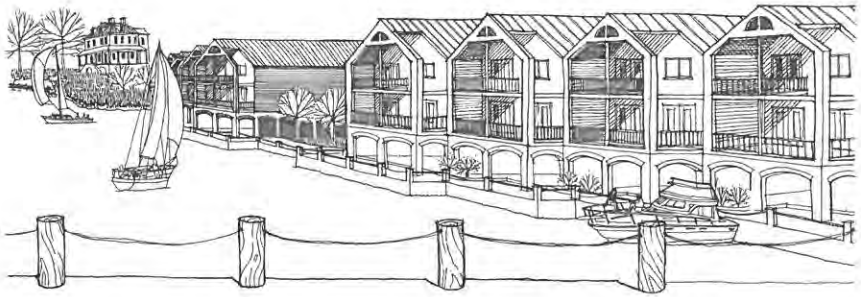
INN & MARINA



GROUND LEVEL

SECOND LEVEL

THIRD LEVEL



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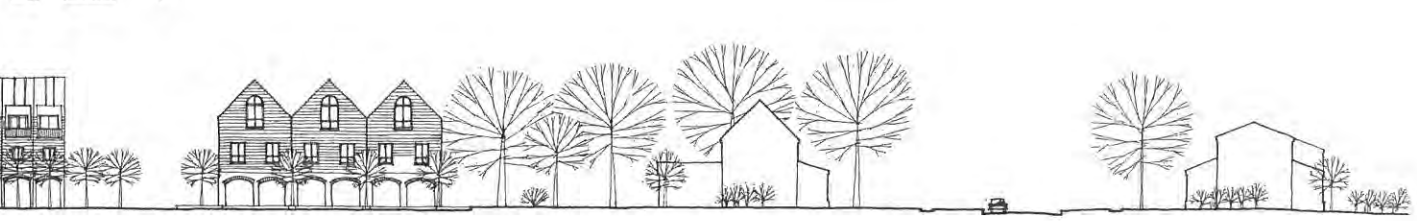
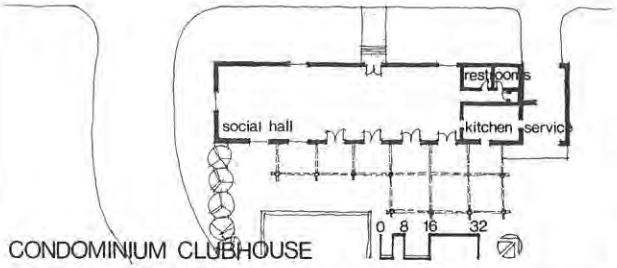
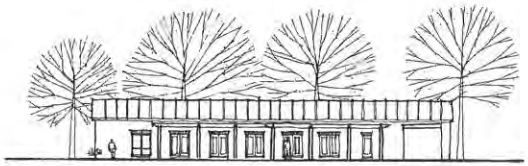


SECTION



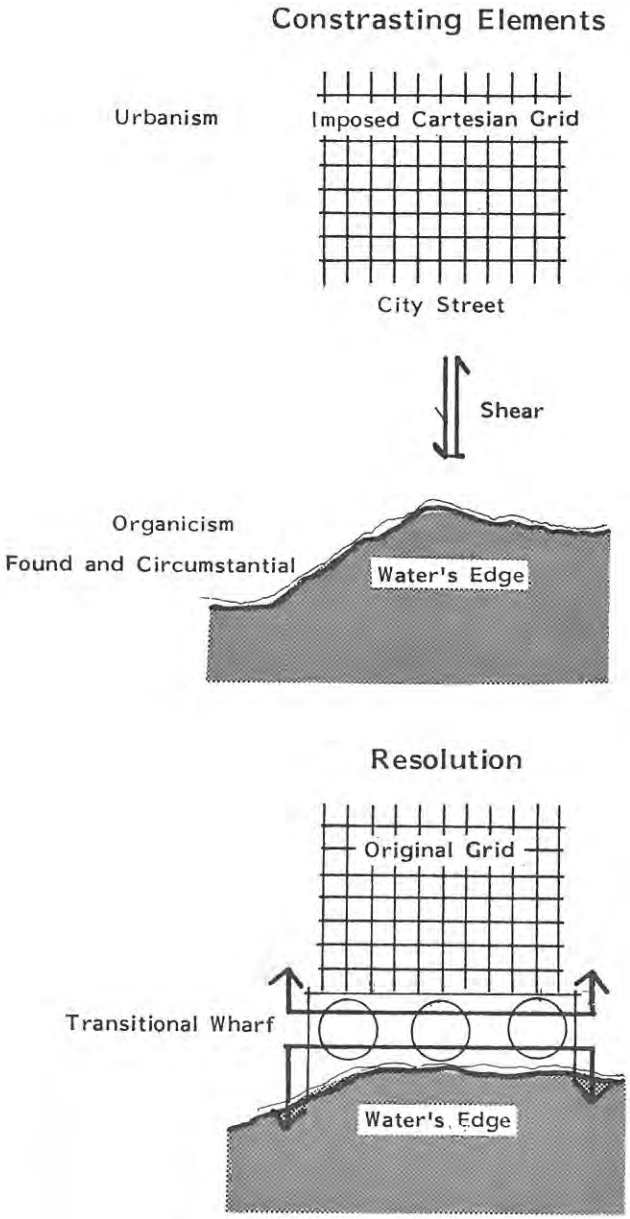
CONDOMINIUM CLUBHOUSE



EAST ELEVATION

CHARACTER SKETCH

CONDOMINIUMS



SCHEME 2: STREET GRID VARIATION AND PEDESITRIAN LOOP EVOLUTION

This scheme suggests that Georgetown consider the creation of a new pedestrian street along the waterfront. The intention here is to use the new waterfront activities as a catalyst for the re-awakening of the downtown business community and the city as a whole.

Conceptual Development

Topologically, Georgetown is a place where land meets water; where the imposed cartesian grid of the city meets the found, circumstantial boundary of the river's edge. Yet, for all the potential of a responsive dialogue between these two, there is virtually none. The proposed pedestrian wharf development lies at this very interface between city and river and thus seeks to offer a terminus, a logical conclusion, to the city's traditional grid system and, at the same time, recognize the need for a constructive dialogue between the city, the proposed pedestrian wharf, and the existing context - the river.

These ends were sought by creating a new and purposely contrasting environment to the existing downtown area. By placing particular emphasis on the termination of existing streets at the waterfront as places for the assimulation and concentration on new and old Georgetown, the design proposes to respond to the need to weave the new waterfront environment back into the existing downtown fabric and yet maintain its distinction as a place that binds together the man-made city and its geometrically-imposed grid with the natural landscape of river and its edge.

The three main activity nodes (Historic Square, Market Square, and Park Square) are meant to offer a kind of consolidation of potential activities within the downtown. Each "square" offers ease of access to the water, the pedestrian street, the Boardwalk, and Front

Street as well as provide places where people can congregate as a group or reflect as individuals. Equally important, however, is the idea that each square also offers clues to its particular situation with respect to the city and the river and how each adjusts to reinforce the total imagability of Georgetown. Two pedestrian movement paths provide the major links between these three squares, one being the active, retail-oriented, pedestrian street and the other being the passive, more reserved, Boardwalk along the water. The Boardwalk extends itself further than the pedestrian street, which is confined to the three main blocks of downtown and embraces the two anchors (community center, waterfront park, and the Marina complex) at either end of the waterfront development.

The architectural design adopts the southern coastal vernacular forms because they offer both the needed contrast with respect to the architecture of the downtown, and at the same time seem to manifest a respect between the building and the coastal environment that is imperative to a successful waterfront development.

Historic Square

"Historic Square", which is directly behind the Rice Museum at the foot of Screven Street, offers a large open-space, urban in character, which is enclosed by both new and old architecture. The space is visually terminated at the water's edge by the mooring of the historic ship, "Providence", a revolutionary warship replica, that would be open to the public to climb aboard for adventure into the yesteryears when Georgetown was a major "port of call". The square is named as such because of its proximity to the historic Rice

Museum, which is the dominant landmark in the downtown, and the maritime museum in the old Kaminski Hardware Store next door. In plan, the Square steps out further into the water on the east side to provide more land for the hotel which in turn acts as a visual terminus to the pedestrian street and frames out the thrust of what is downtown Georgetown. The Rice Museum tower is complimented directly across the river on Goat Island

by an observation tower. Together they represent a "visual gateway" for transient boaters entering and leaving Georgetown. Historic Square is conceived not only as a place where the past can be seen but also a place where the potential for a meaningful future can be felt.

The Market Square

"The Market Square", or perhaps "Francis Marion Market", at the foot of Broad Street, on the other hand, is designed as the hub of retail activity in the downtown. Rather than a large, open-space like Historic Square, the Market Square is an open-air arcade, similar to the one found in Charleston. This new open-air market literally reaches all the way to Front Street and becomes an architectural link between both the existing downtown and the proposed pedestrian wharf. Visitors naturally use the market for orientation because of several reasons:

1. It is at the geographical "center" of town.
2. It is a natural people attactor.
3. It offers an architectural reference point along each of the three pedestrian paths (Front Street, the Pedestrian Street, and the Boardwalk).

Park Square

"Park Square", at the foot of King and Orange Streets and as in Historic Square, returns to the theme of open-space. However, in this case, the open space is primrily water. The river is brought all the way forward to Front Street in an attempt to make people aware of it as a natural barrier - a condition of the city's development. At the same time, Park Square attempts to recognize the dicotomy between classical ideals of order and romantic notions of nature by dividing and contrasting the hard, linear lines of the imposed grid along the downtown and its waterfront with the soft, green, rural waterfront of the park which adheres to the found, circumstantial edge of the river.

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Boardwalk

The Boardwalk is conceived as the regularizing element for the development along and from the water. It is meant to reach across the entire waterfront development and unify it. The path, which is a wood pile construction that extends out from the proposed bulkhead, offers docking and peaceful walks along its edge.

Hotel/Marina Complex

Georgetown Wharf, with its established harbor and its location along the intra-coastal waterway, just a day's sail from Myrtle Beach to the north and Charleston to the south, could easily become an important "port of call" for the transient boater cruising along the eastern seaboard. The proposed Hotel/Marina Complex would attempt to take full advantage of the transient boater and as such is a centerpiece to attracting visitors to Georgetown Wharf.

The new facilities, located between Historic Square and Queen Street, offer all the necessities of the transient boater: dockage with fresh water and electrical hook-up, Chandler, General Store, Showers, Restaurant, Lounge, and Information Desk. The Hotel attempts to link visitors (boaters, etc.) directly to the activity of the Pedestrian Wharf. As such it borders along Historic Square, and in its second phase, actually becomes a part of the Pedestrian Street architecture. The central idea behind the Hotel is to offer privacy while introducing the visitor into the activities of Georgetown Wharf. To accomplish this, hotel rooms are found all along the Wharf, some at the Market Square, others at Historic Square. Each room offers a different experience. Large guest porches are offered rather than private ones to reintroduce the idea of the southern porch as a social gatherer. Guests would meet and discuss the day's events while sitting in their rocking-chairs as the sun sets over the river. The main Hotel building at Historic Square is an "L" configuration which offers both a public side (Pedestrian Street; Historic Square) and a private side (Boardwalk; Marina). The public side is where the vehicular drop-off

and main entrance are. Once inside, the bottom level offers a lounge along Historic Square, reception area, a formal dining room overlooking the river, and conference facilities. An arcade at ground level provides continuous circulation and shading around the entire building. On the second level is a bar, again overlooking the river with outdoor porch, and the remainder of the building is given over to guest rooms with arcade hallways providing circulation to the rooms and guest porches. On the private side of the "L" is a private guest pool and sunning deck with direct access to the resturant and bar as well as the marina and Boardwalk.

Open Market

Located at the foot of Broad Street, the open-air market would offer fresh produce and seafood along with many craft oriented items. The sales stalls would be leased by the town on a daily basis to vendors interested in selling goods downtown. Designed in two phases, the market can expand as the new waterfront develops. Circulation occurs along a linear axis that extends from Front Street to the waterfront and facilitates free movement in and out of the market to the three movement paths.

Shrimping Industry

The design proposal here removes the shrimping industry to Wood Street next to the steel mill for a variety of reasons:

1. The problem of existing proximity of many companies to the residential district.
2. The transport problem of shrimping produce through the residential district.
3. The lack of consolidation of operations within the industry.
4. Inefficiency and antiquated and unsanitary processing methods.

The new shrimping facility would offer a linear process by which the shrimp would move from unloading to

preparation to fresh package or to frozen packaging then holding areas and eventually into loading where it would be transported up and down the eastern seaboard.

Community Center and Waterfront Park

The existing Naval Reserve Building is recommended for renovation into a Community Center with an indoor gym, conference rooms, teen center, and administration and waterfront access. The center would be directly connected with the waterfront park. The park extends from the Naval Reserve Building to Park Square and offers the natural waterfront edge, fronted by large green spaces. An outdoor theater provides open-space for concerts, plays, gatherings, or just lunch along the water. Harbor Square, which is within the park, primarily offers a center for nightlife and outdoor dancing and in conjunction, the adjacent ferrys offer tours over to Goat Island.

Goat Island

Two ferrys offer transportation to the proposed island wildlife sanctuary with its nature paths and observation towers. It is recommended that Georgetown maintain its present condition as a natural habitat and its rural character as a back-drop to the urban activities along the downtown waterfront. The ferry-landing on the island occurs opposite the Rice Museum and would offer bath facilities and covered picnic areas at the base of the observation tower.

PHASING

Probably the single most important thing to keep in mind when viewing the over-all model or the presentation drawings for this scheme is that it proposes, in idea, some twenty years of town-effort to build a "total" waterfront environment. The reasons behind the long-range, retail-oriented proposal is that it offers financial guarantees. What, on the surface, seems financially extravagent and socially unacceptable is, under closer scrutiny, a broad-ranged proposal which offers Georgetown an unusual amount of freedom with respect to various directions it may take in the future. To elaborate, financial success could be almost guaranteed because in the long-term, regardless of the status of other employment bases in the city, the waterfront development would be a viable self-sufficient commercial base offering jobs and income to the community. In the early phasing (1 and 2), Georgetown would principally be free to maintain its locally-oriented, necessity-minded downtown retail market while developing a pleasant public waterfront. At any time here, the city and the community would be free to stop the development, possibly because they found other means to pay for the development or simply because the economic ends do not justify the social means. However, if they decide to push on, regardless of reason, into phase 3, the commitment becomes more broad. At this stage, the local market is free to remain, but many stores will become more sophisticated with specialty shops oriented more toward the transient boaters and travelers staying at the Inn. The open market at Broad Street would offer opportunities similar to those in the Charleston Market, and downtown could once again be viewed as an "event". What is present at this stage is a hybrid between the local and regionally oriented market. Georgetown would still be relatively unknown but growing - one of those well kept secret hide-aways.

If the city, for some reason, found it necessary to extend the Waterfront Development into phase 4, say because the multi-million dollar bulkhead has not paid off or one of the plants closes, Georgetown would be capable of becoming one of the most exclusive waterfront developments on the eastern seaboard. The downtown would no longer be dependent on the local market but rather on the national market. By this time, the Pedestrian Wharf development would be self-reliant and an economic asset to the City. An obvious new dynamic lifestyle would be prevalent in the downtown, and the community as a whole would be the only ones who would be free to say "yes" or "no" to these opportunities. The intent behind this phasing has been to make just such self-determinism possible.

Phase I

Included in Phase One are three major sub-phases. First, the Front Street buildings and building facades would be revitalized and renovated as per recommendations made previously. Secondly, and concurrently, the Front Street parking plan would be implemented to reduce traffic conflicts and to provide a more pleasant retail atmosphere. The recommendations of this plan include:

1. Division of Front Street by a central service lane
2. Reduction of sidewalk width to eight feet, plus two feet of planters, allowed for four lanes of traffic, two lanes on either side of the central service lane.
3. Unification of the sidewalk paving along Front Street
4. Development of crosswalks at strategic parts on Front Street
5. Addition of beautification elements; designed street lamps, trash receptables, kiosks and traffic lights as well as the planting of trees and flowers in allotted areas.

The third sub-phase proposed is basically an extension of the Front Street parking plan in that it provides side-street and off-street parking. Recommendations for off-street parking include sites at mid-block in the areas of Front Street and Orange and Broad Streets. Side street parking is designed for both Orange and

Broad Streets and is illustrated on the site plan. The concentration of parking at these sites should provide for easier access to the retail areas of Front Street as well as take the pressure off Front Street parking.

Phase Two

Phase Two, as a catalyst for the development of a waterfront promenade, extends Phase One from Front Street to the waterfront, concentrating on the development of public nodes (at the juncture of the grid points at Orange, Broad, and Screven Streets). Included in this phase is the construction of a waterfront bulkhead intended to set the stage for future expansion by the private sector along the Sampit River as Georgetown realizes its new tourist industry. Existing buildings would also find new purpose as the promenade becomes better established as a gathering place. Attractions would be: the new public park, theater, and community center in the 900 Block of Front Street; the island/-tour ferry at the junction of Front and Orange Streets; the new open market at the junction of Front and Broad Street; and the new historical square behind the Rice Museum at the intersection of Front and Screven Streets.

Phase Three

Phase Three begins with a joint public/private effort to complete construction and development of Historic Square. The public sector would be responsible for extending Historic Square out from the Rice Museum to allow for the construction of Hotel Georgetown to the east and for refining the Square into an urban place. The construction of the Hotel/Marina Complex would be by private interests. Its completion would mark the transition towards a regionally-oriented tourist industry of Georgetown from locally-oriented retail. Parallel to this commercial development discussions should begin on a joint effort to consolidate and relocate the shrimping industry to the west end of Georgetown, closer to the industrial zone. The benefits of this move are two-fold; the release of land at the eastern and primarily residential end of Georgetown for new residential construction; the removal of the industrial/-shrimp traffic, noise, and odor to the industrial zone of the city where it belongs.

Phase Four

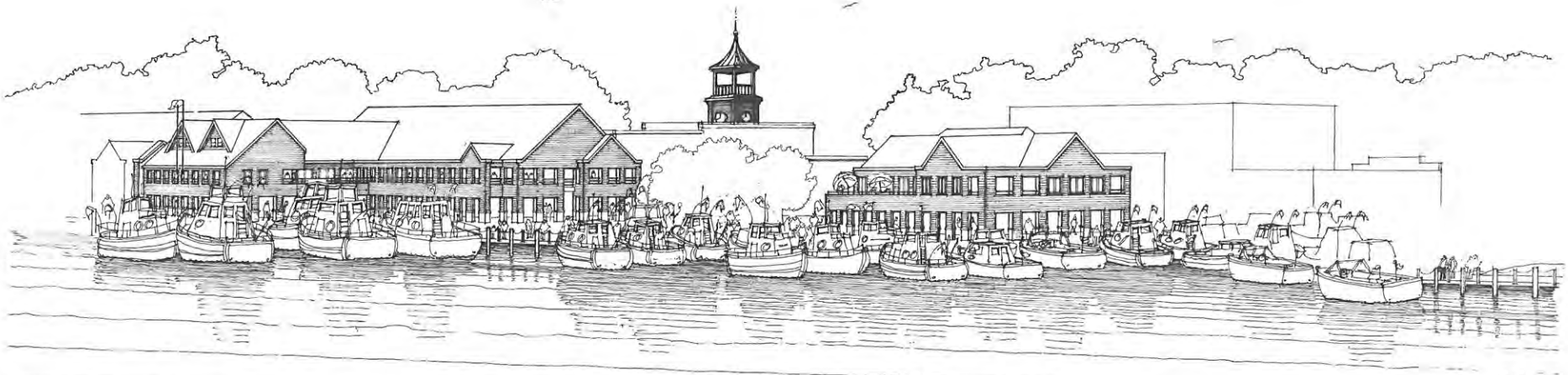
The Fourth and final Phase hinges on the development of a strong tourist industry. Upon the recognition of a unique opportunity, the private sector would be encouraged to construct new retail/housing/professional structures along the waterfront within the 100' zone of ownership in the Sampit River accorded the City of Georgetown. As a magnet for pedestrian activities, these new buildings form a pedestrian avenue between themselves and the former waterfront side of the Front Street buildings and concentrates on retail activity in a "Pedestrian Loop" between Front Street, the pedestrian street and the waterfront promenade. Also included in this phase is the construction of the second building of the open public market as well as the extension of the historical square at the Rice Museum to the waterfront, forming a square between the new Georgetown Hotel and the rest of the waterfront buildings.

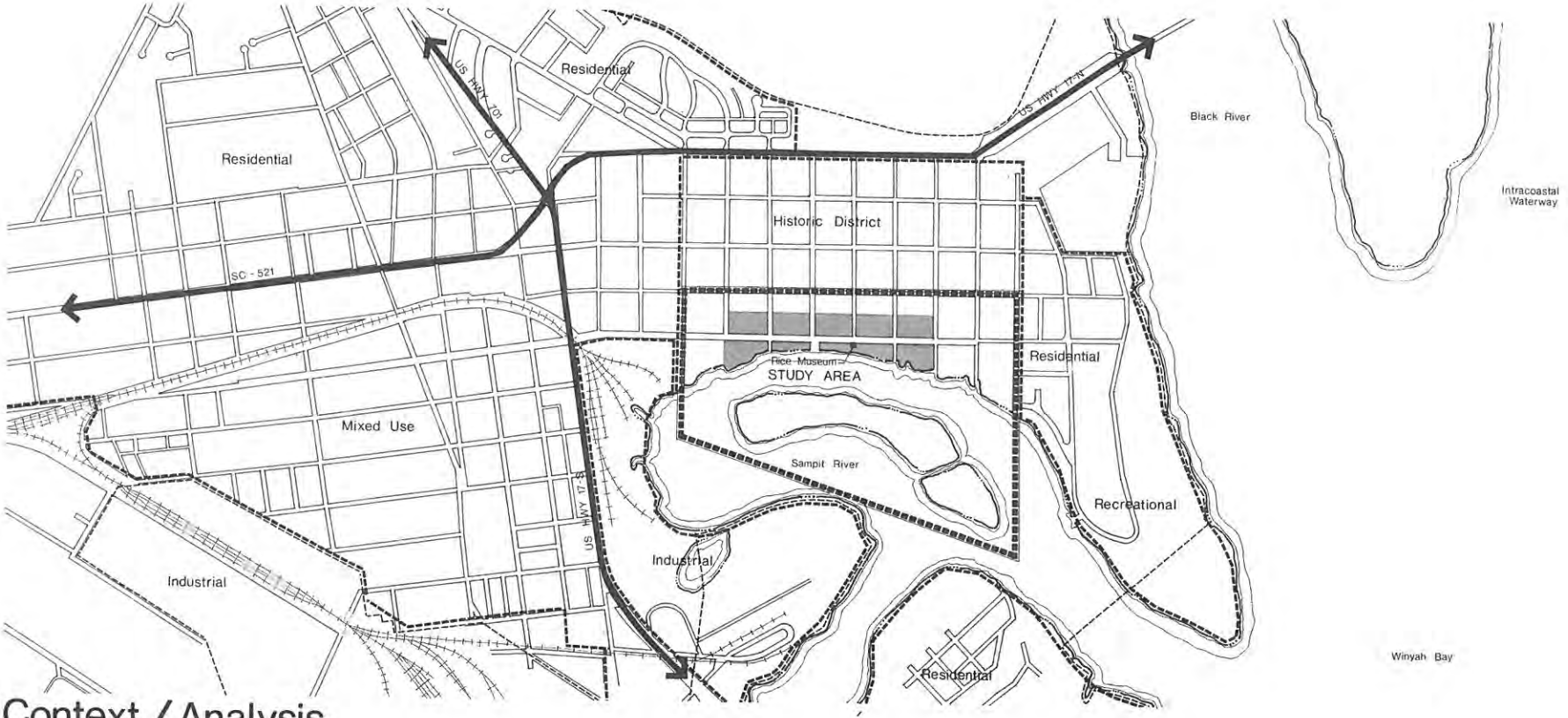
Pedestrian Street

The key spatial concept behind the Pedestrian Street is that it is conceived as an architectural whole. In this way, it remains indentifiable and memorable to the pedestrian. The Pedestrian Street offers a continual expansion and contraction along its path creating almost a medieval, irregular path which is then reinforced and regularized into an architectural whole by the continuous arcade and controlled vistas. In other words, the street arcades along the new buildings, and also attached to the rears of existing buildings, provides the street with a regularizing element that attempts to make the street a cohesive environment. The arcades also provide shading from hot summer sun and transitional zones between the store and street.

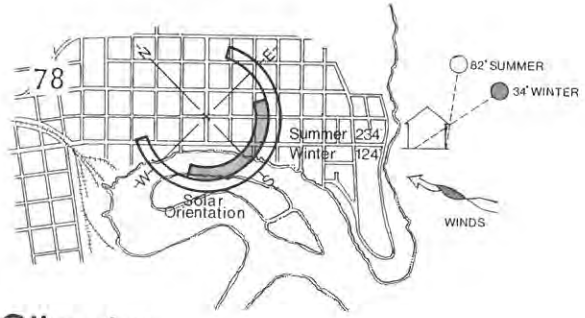
Welcome to

Georgetown Wharf

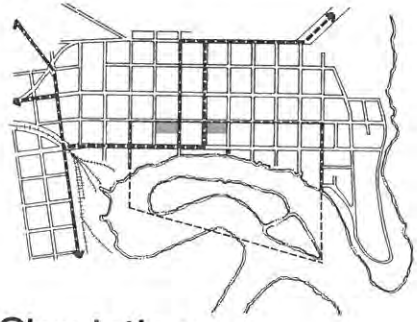




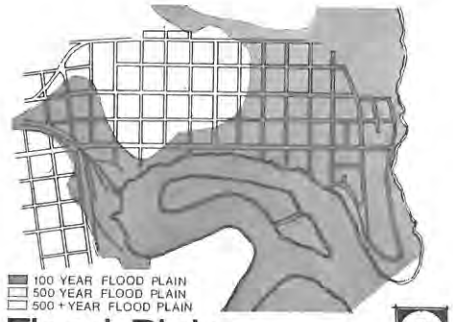
Context / Analysis ·



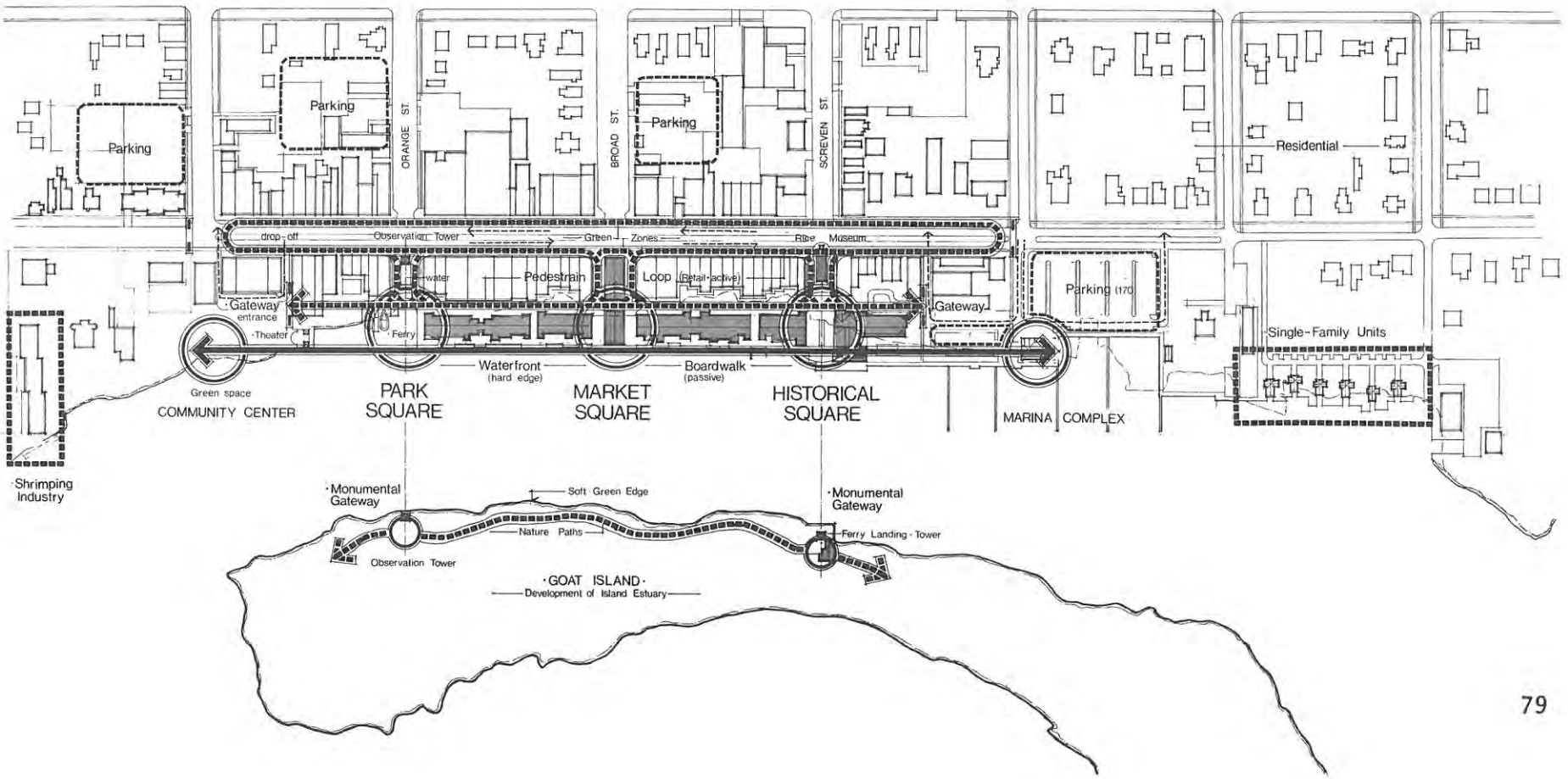
Climate ·



Circulation ·



Flood Plain ·



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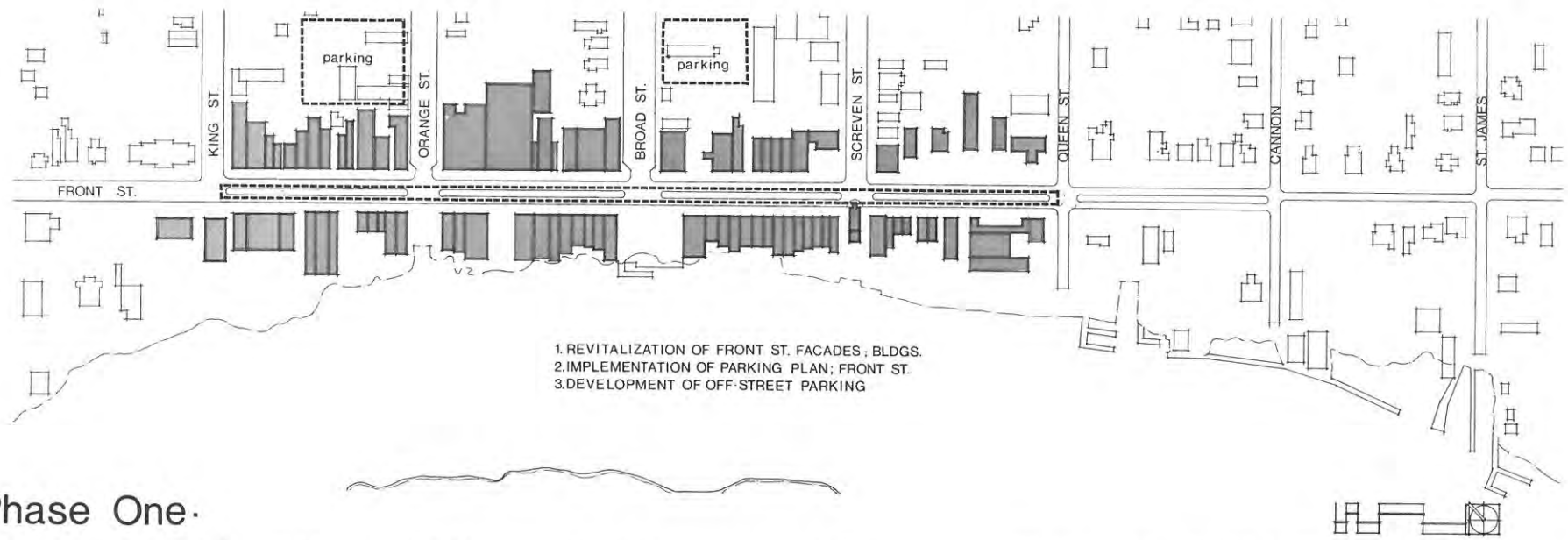
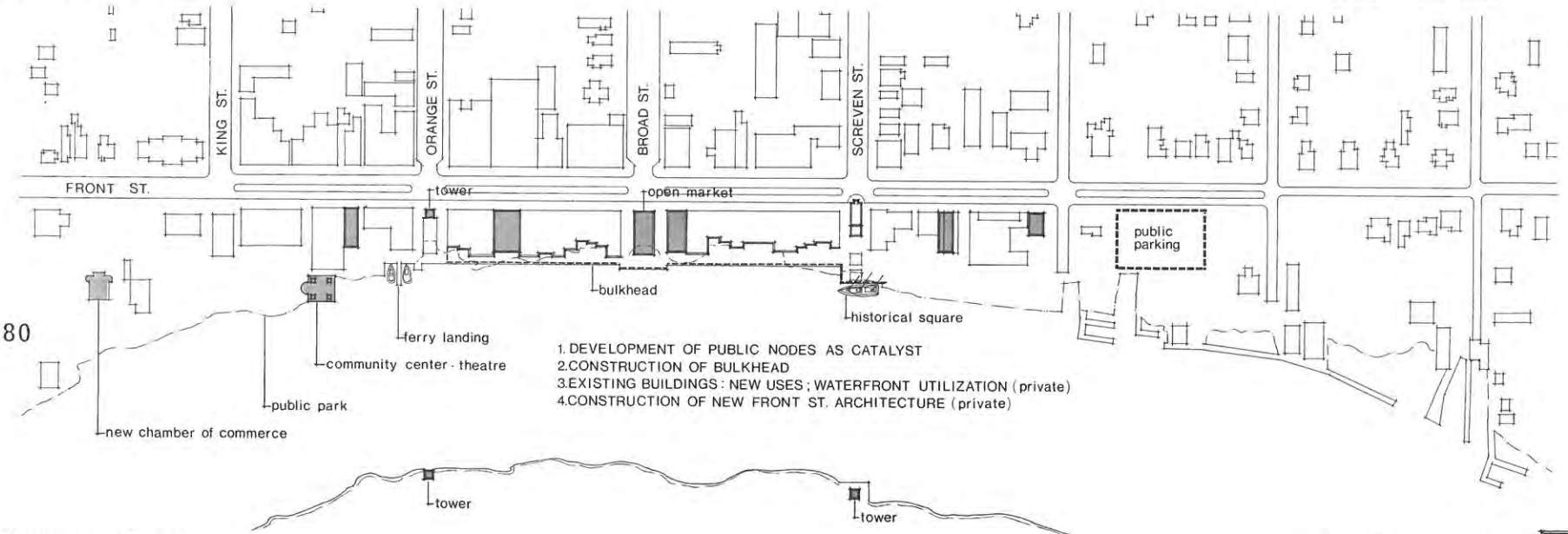
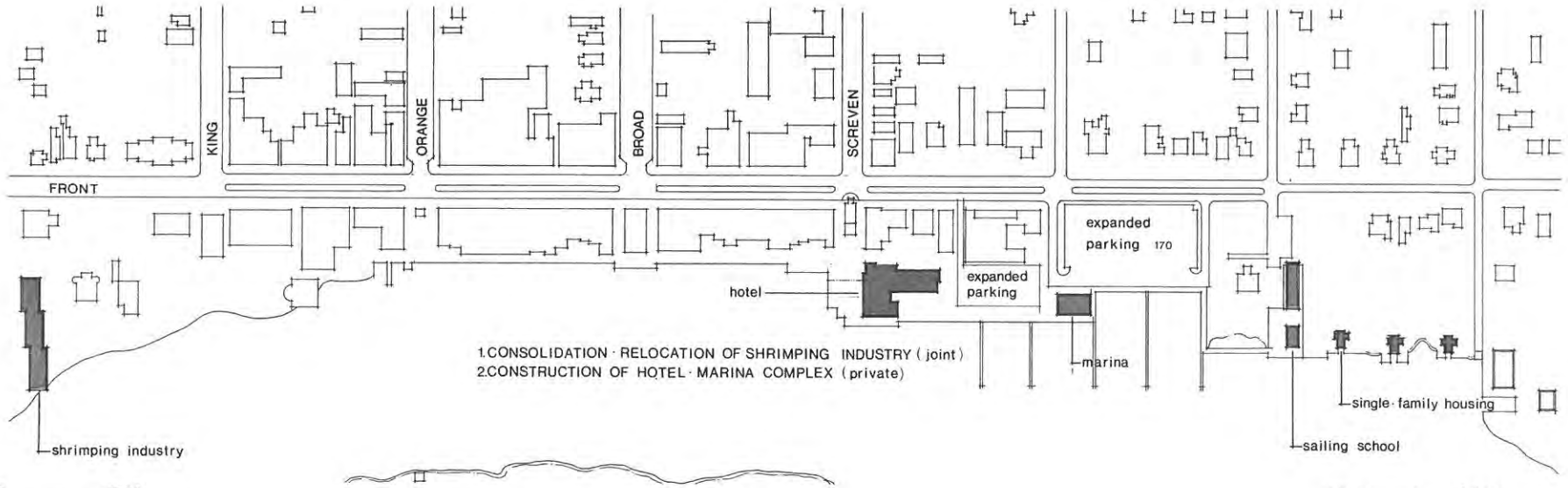
Concept / Analysis



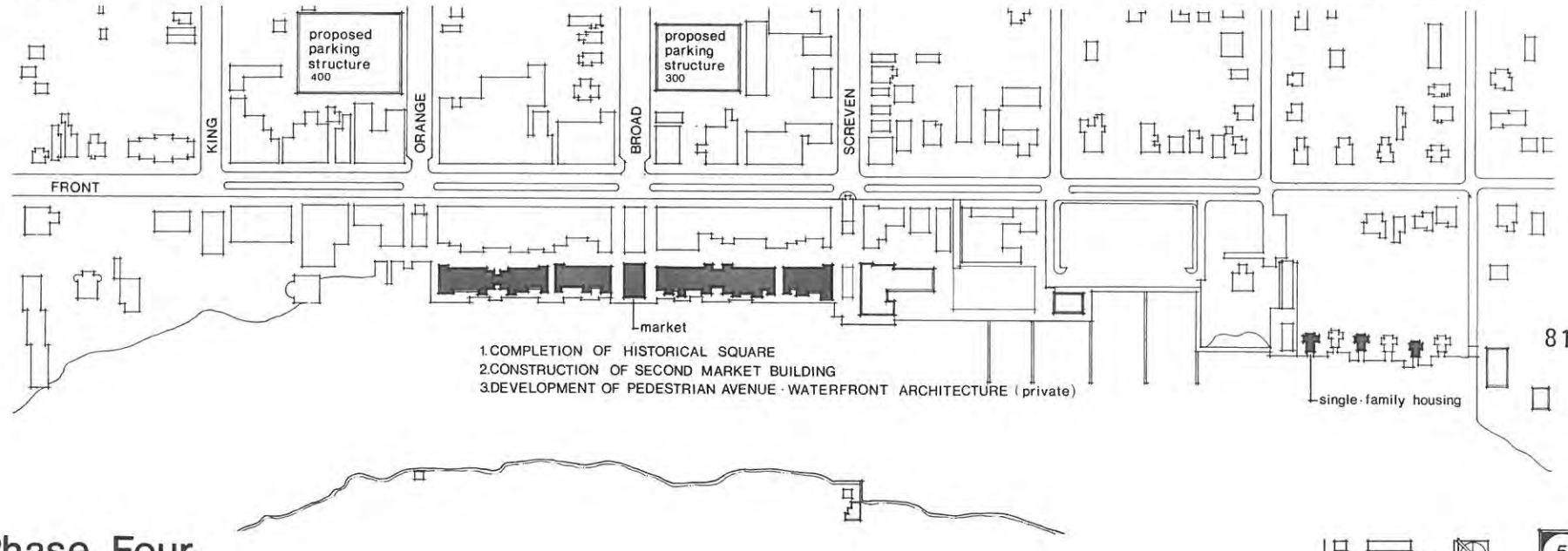
Phase One·



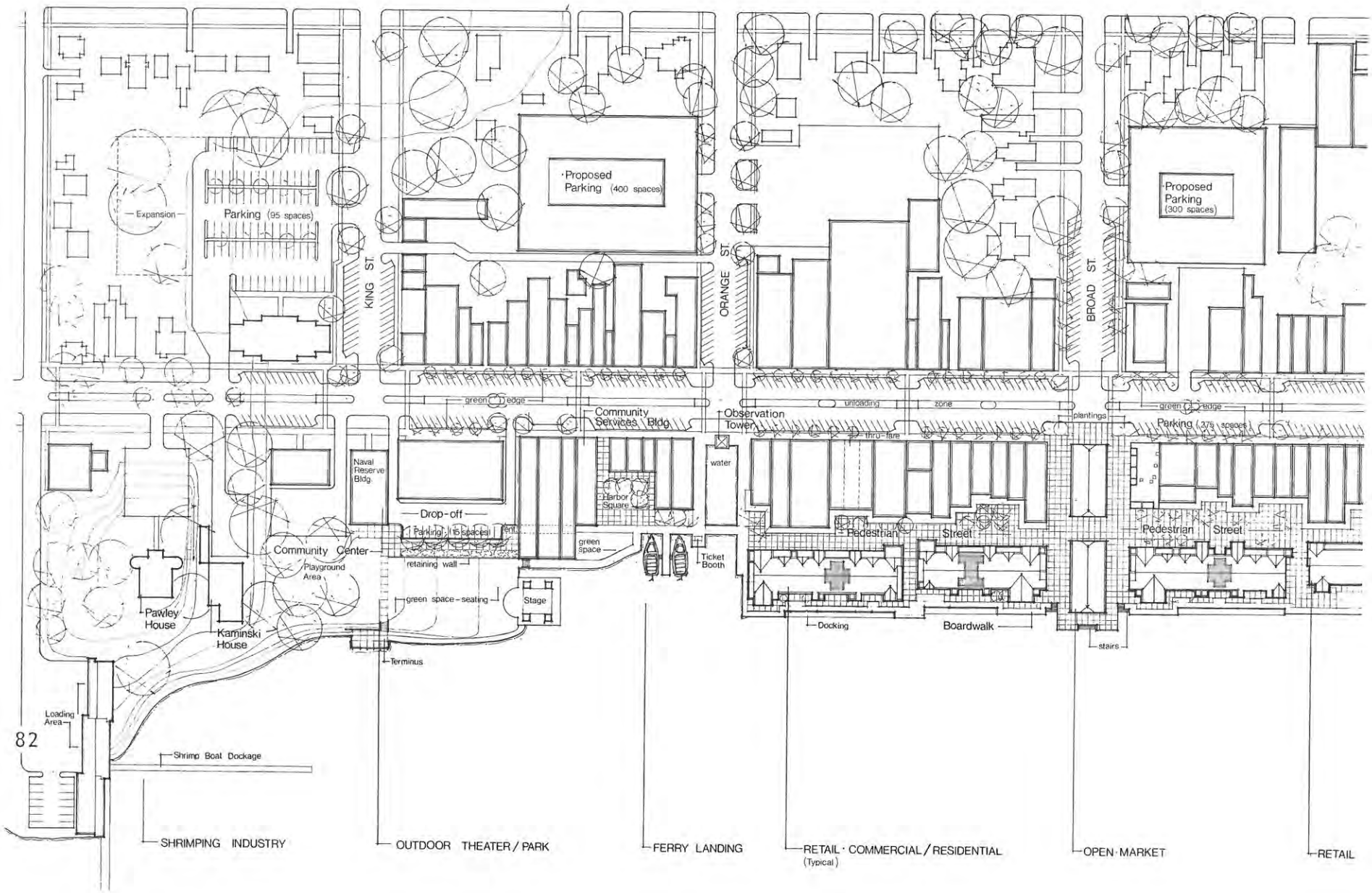
Phase Two·

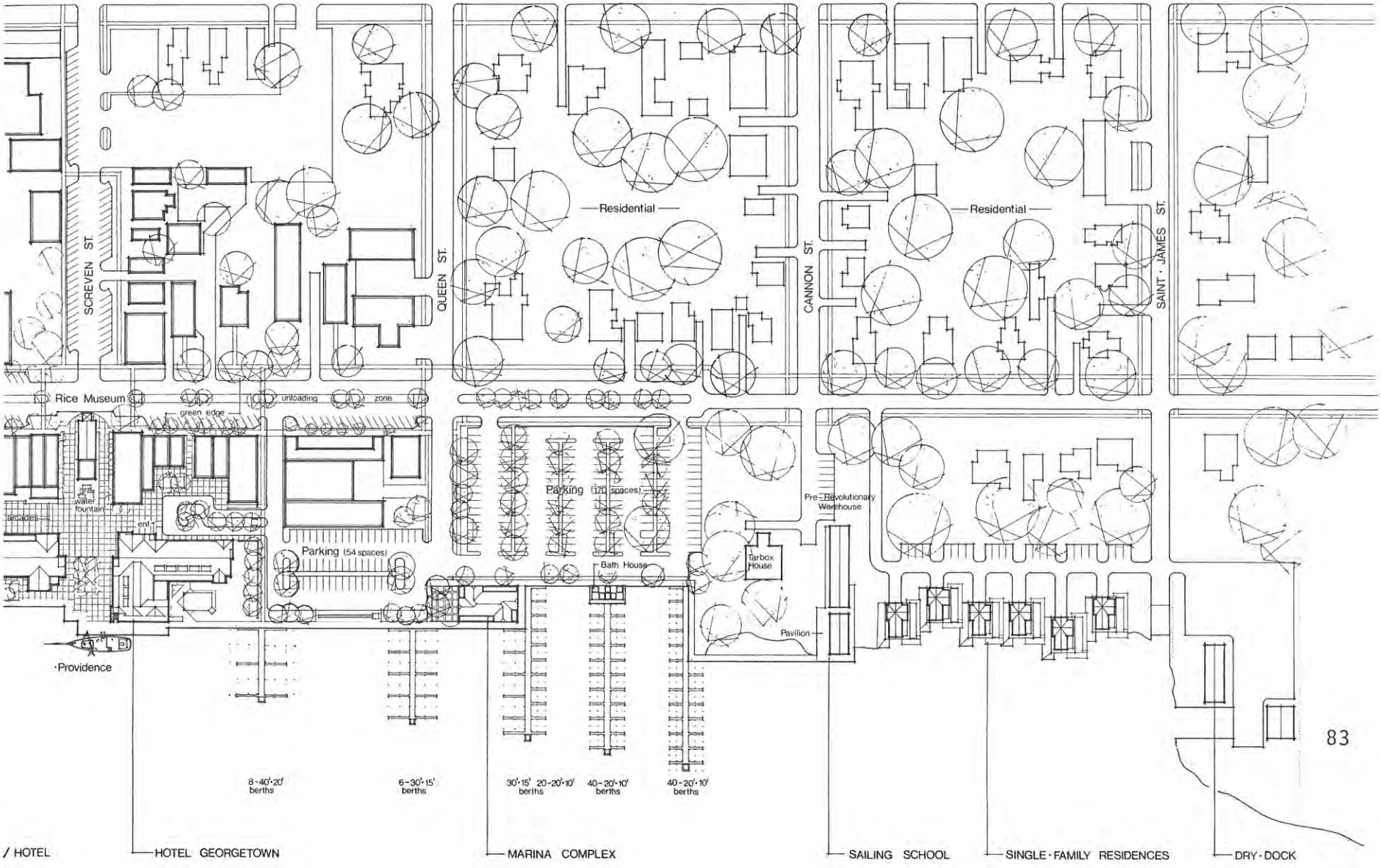


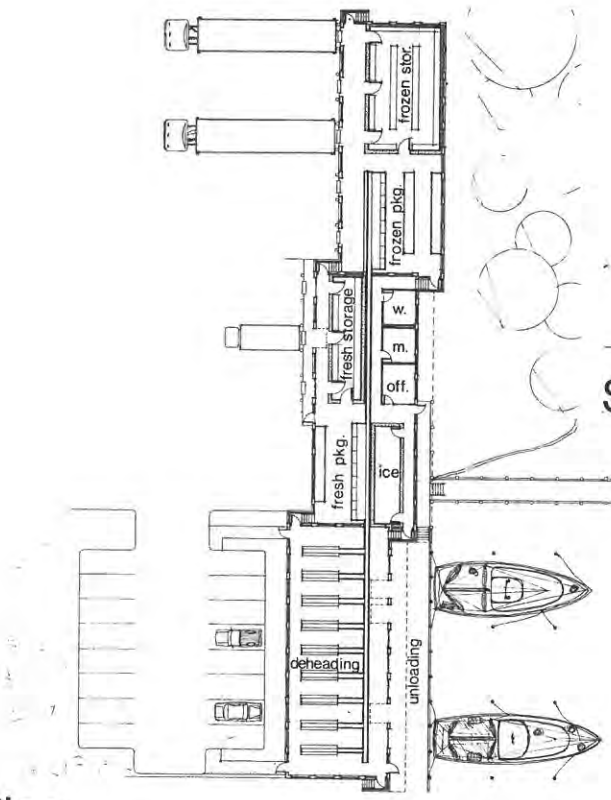
Phase Three·



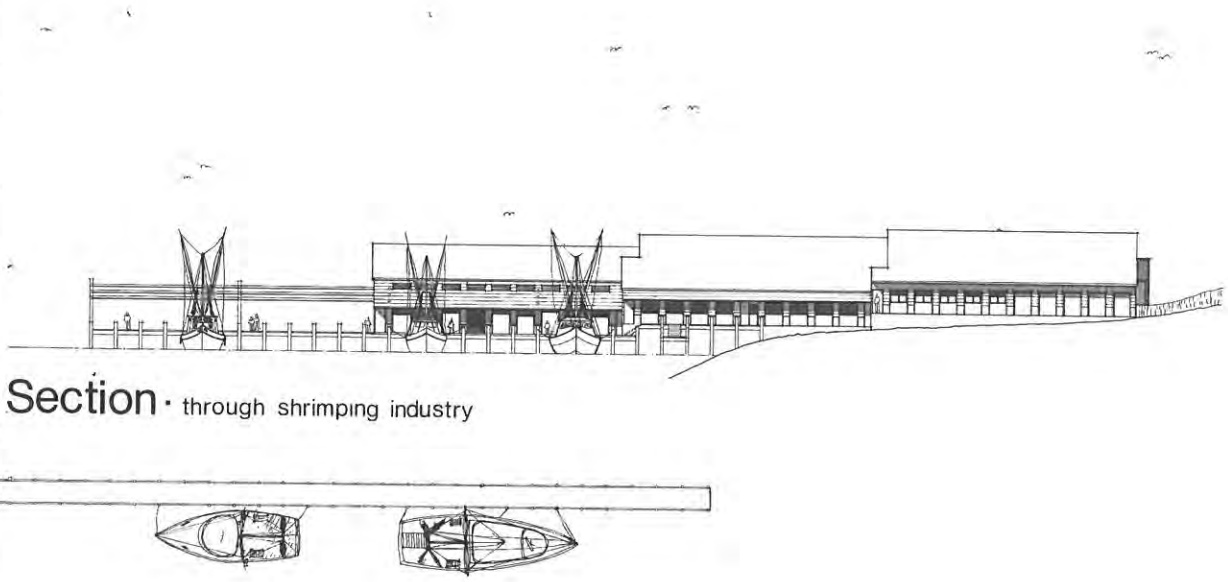
Phase Four·


Expansion
Parking (95 spaces)
KING ST.
Proposed Parking (400 spaces)
ORANGE ST.
BROAD ST.
Proposed Parking (300 spaces)
green edge
Community Services Bldg.
Observation Tower
unloading zone
plantings
green edge
Parking (375 spaces)
thru-fare
Naval Reserve Bldg.
water
Harbor Square
Drop-off
Parking (15 spaces)
ent.
green space
Ticket Booth
Pedestrian Street
Pedestrian Street
Community Center
Playground Area
retaining wall
green space-seating
Stage
Pawley House
Kaminski House
Terminus
Docking
Boardwalk
stairs
Loading Area
Shrimp Boat Dockage
SHRIMPING INDUSTRY
OUTDOOR THEATER / PARK
FERRY LANDING
RETAIL · COMMERCIAL / RESIDENTIAL
(Typical)
OPEN · MARKET
RETAIL

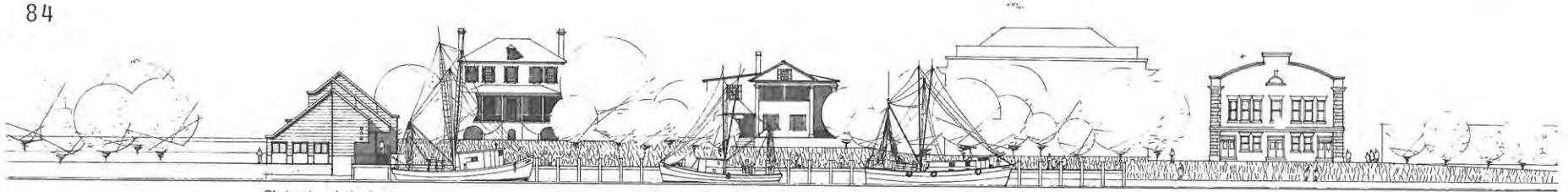

SCREVEN ST.
QUEEN ST.
CANNON ST.
SAINT · JAMES ST.
Residential
Residential
Rice Museum
green edge
unloading zone
water fountain
arcades
ent
Parking (54 spaces)
Parking (120 spaces)
Bath House
Tarbox House
Pre-Revolutionary Warehouse
Pavilion
·Providence
8-40'·20' berths
6-30'·15' berths
30'·15' 20-20'·10'
40-20'·10' berths
40-20'·10' berths
/ HOTEL
HOTEL GEORGETOWN
MARINA COMPLEX
SAILING SCHOOL
SINGLE·FAMILY RESIDENCES
DRY·DOCK



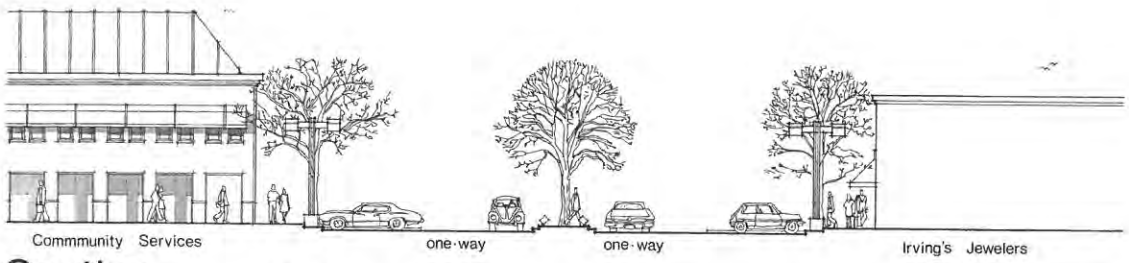
Plan·



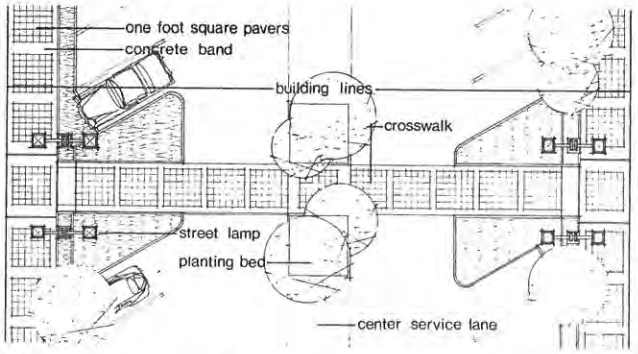
Section · through shrimping industry



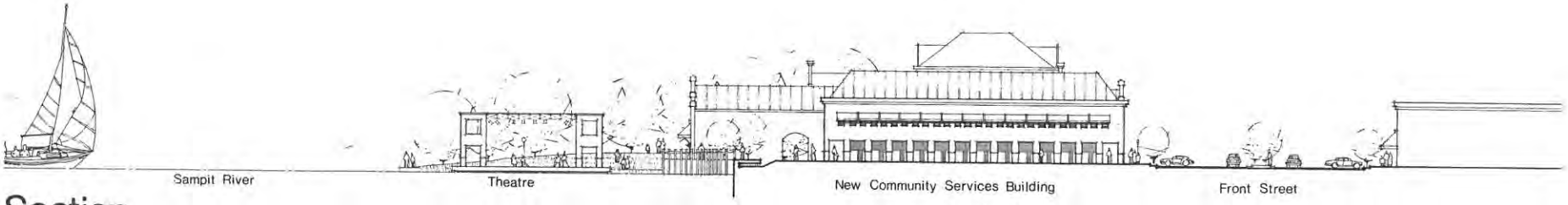
Waterfront·



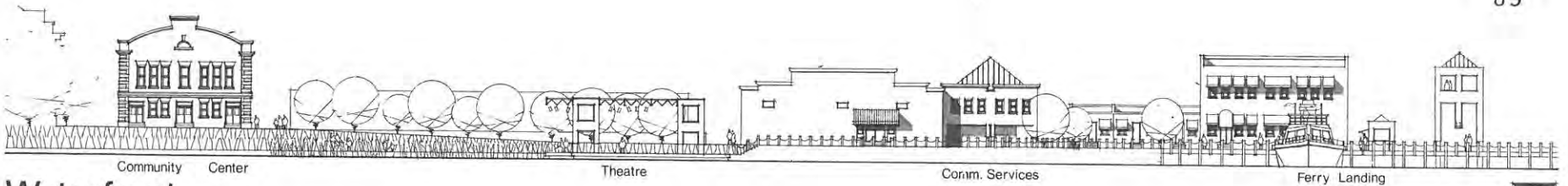
Section 1:8:1 at front street



Plan 1:8:1 typical front street parking-crosswalk



Section 1:16:1 at community services building

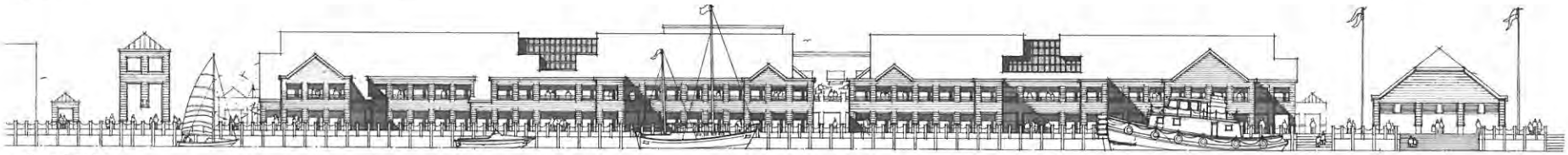


Waterfront 1:16:1

Renovation · with proposed arcade · pedestrian street

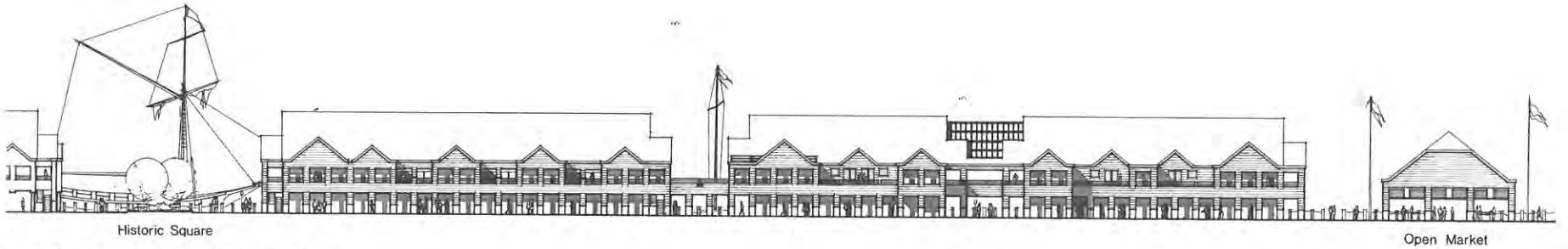
Pedestrian Street ·

86



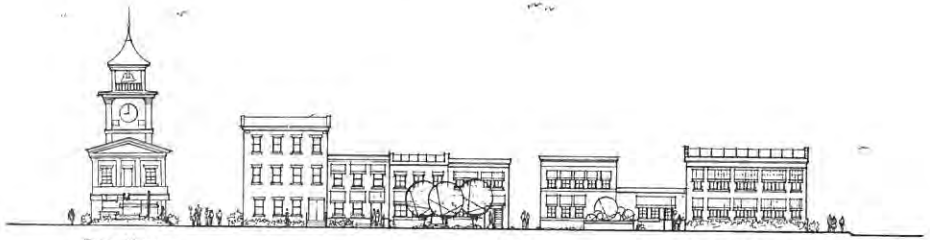
Waterfront ·

Renovation· with proposed arcade·pedestrian street

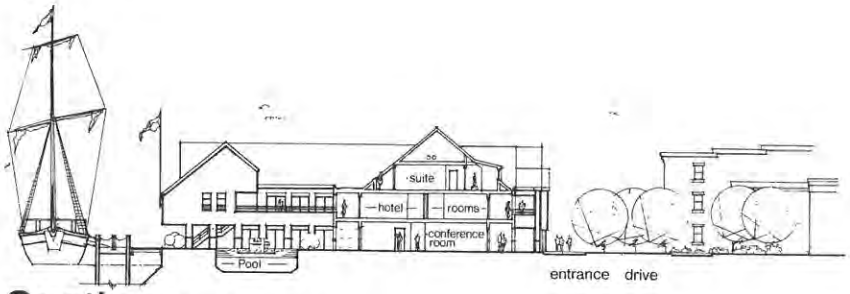


Pedestrian Street·

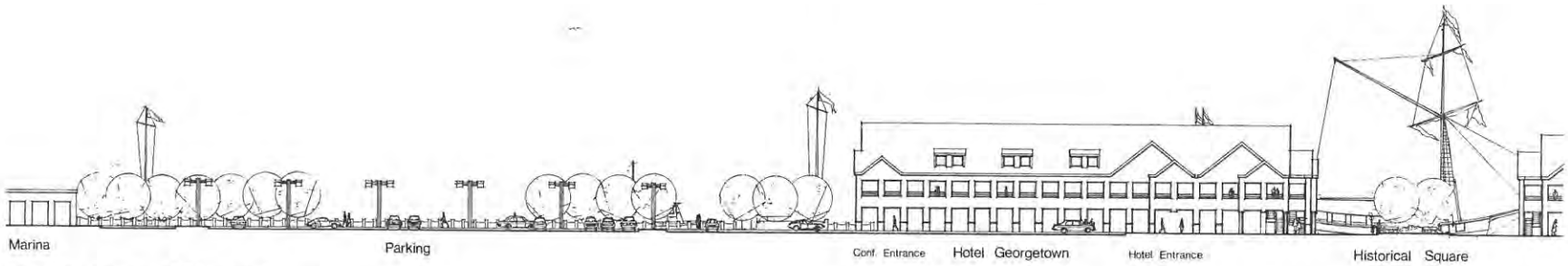
Waterfront·



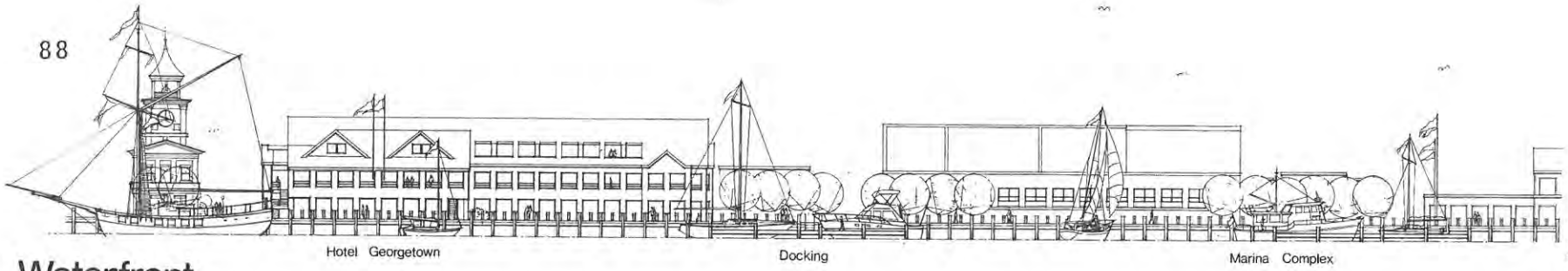
Renovation·



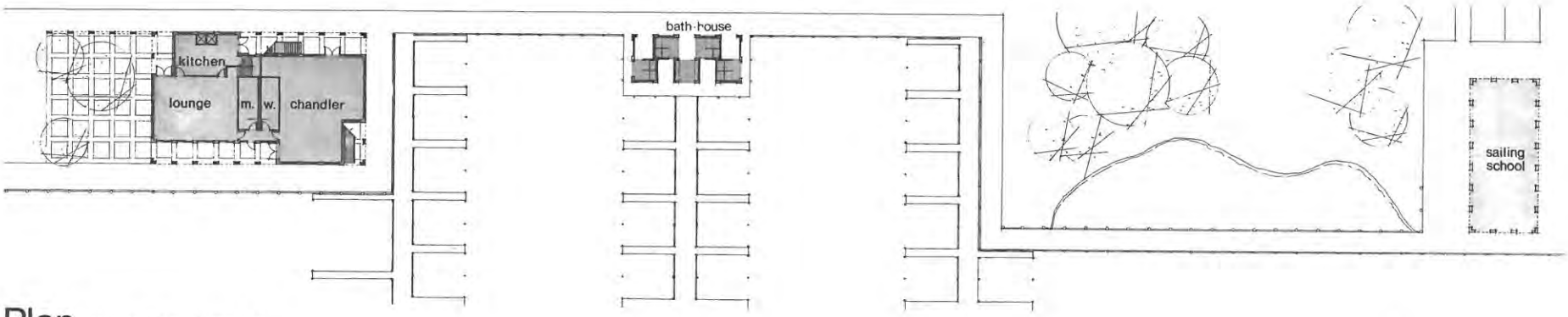
Section· Hotel Georgetown



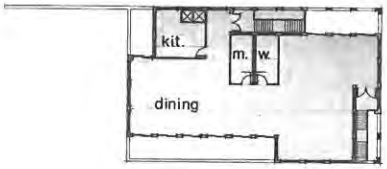
Pedestrian Street·



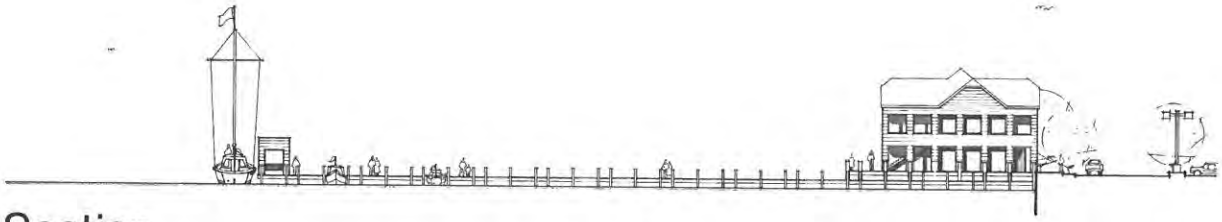
Waterfront·



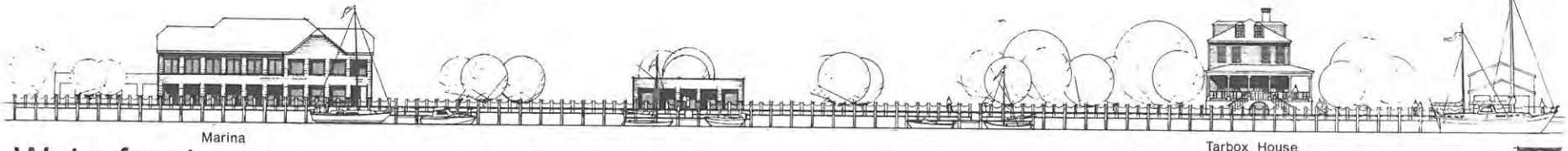
Plan·ground level·marina



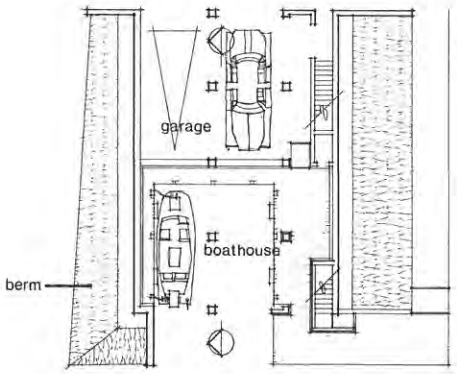
Plan·second level; restaurant

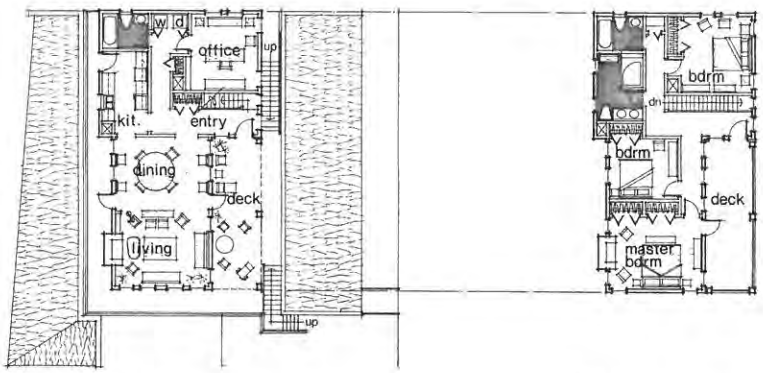


Section·through marina



Waterfront·



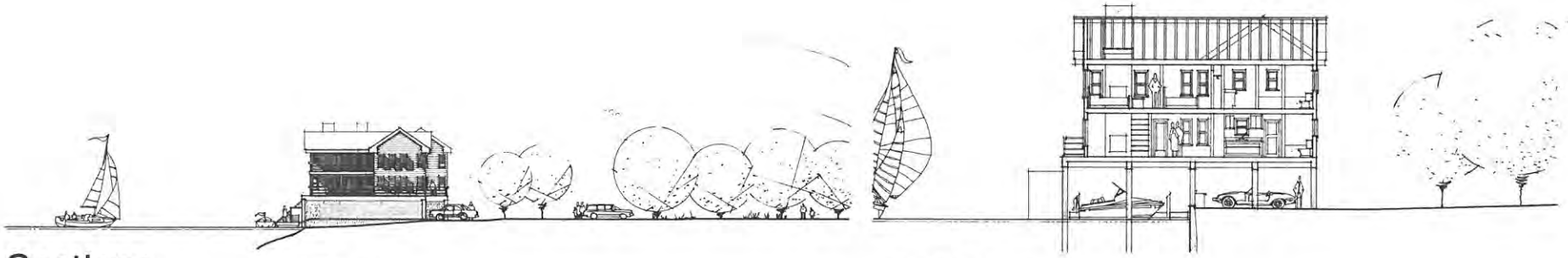


Plans · 1·8 : 1

GARAGE · BOATHOUSE

FIRST FLOOR

SECOND FLOOR



Sections ·

SITE 1·16 : 1

BUILDING 1·8 : 1

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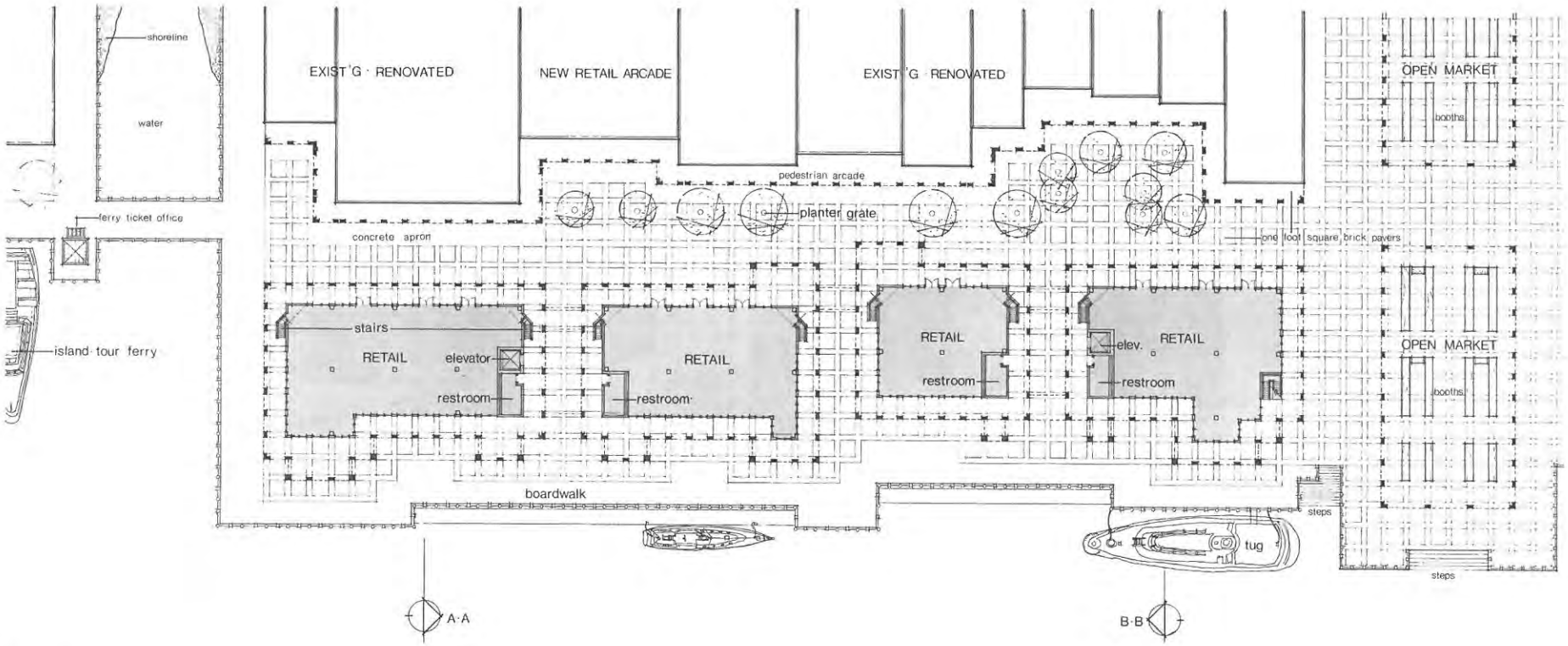
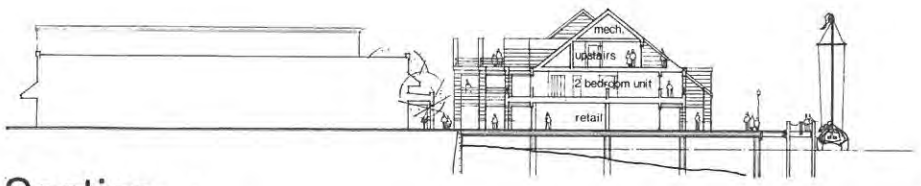
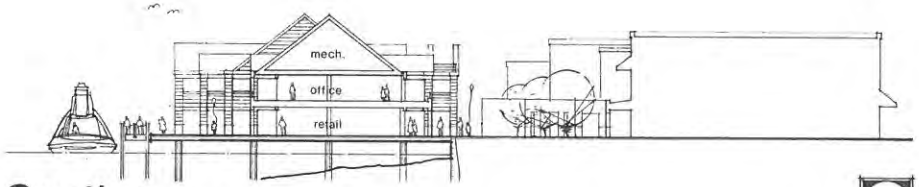
Waterfront · 1·16 : 1



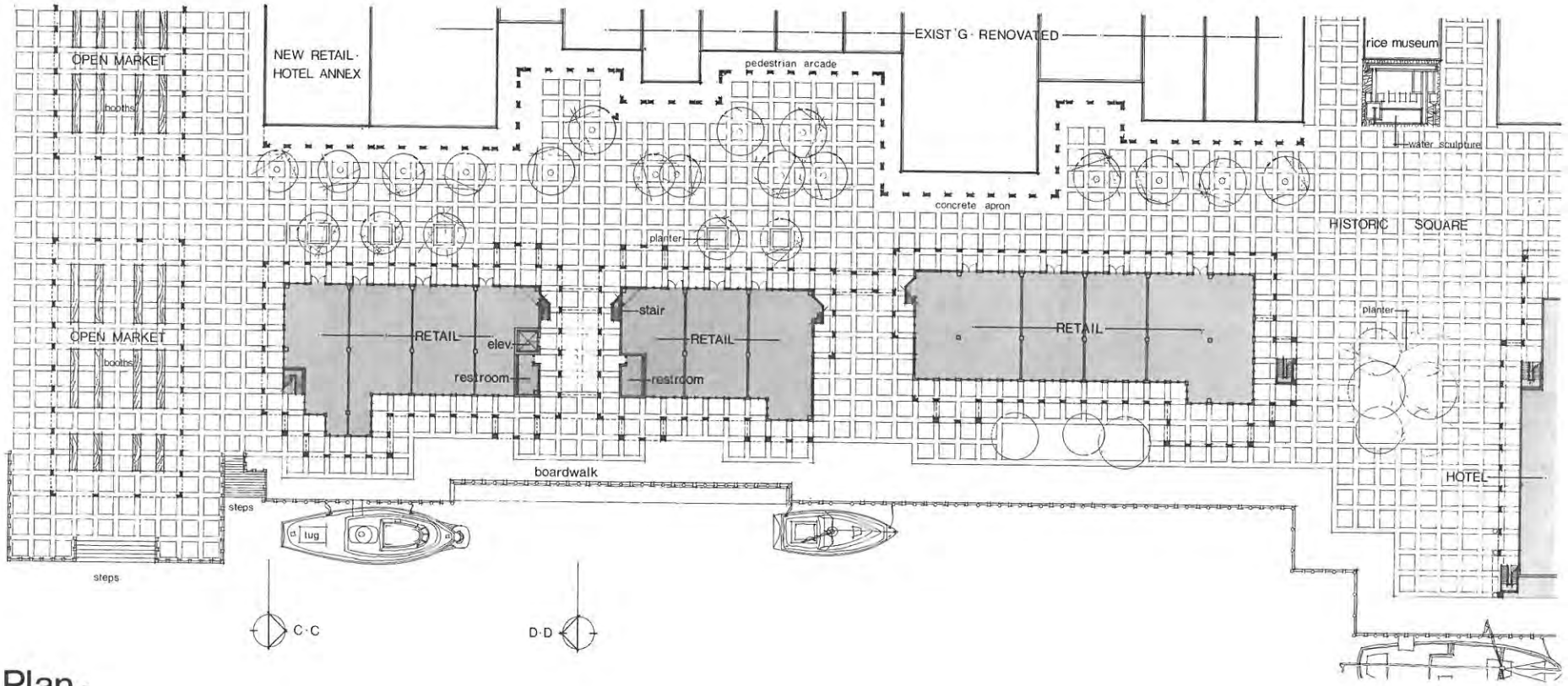
Plan·



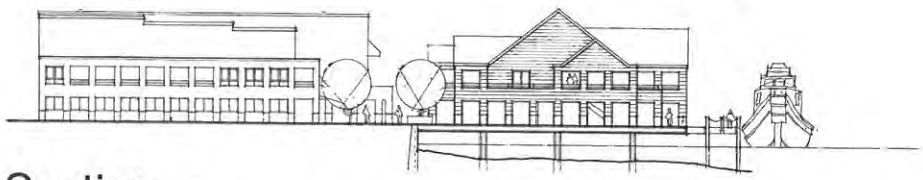
Section· A·A



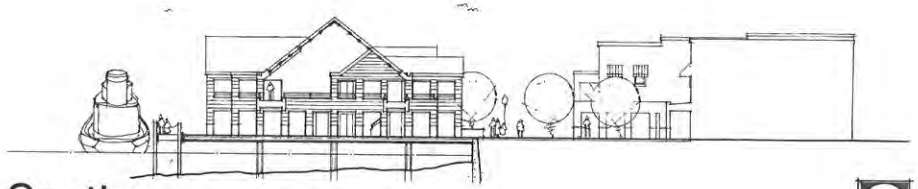
Section· B·B



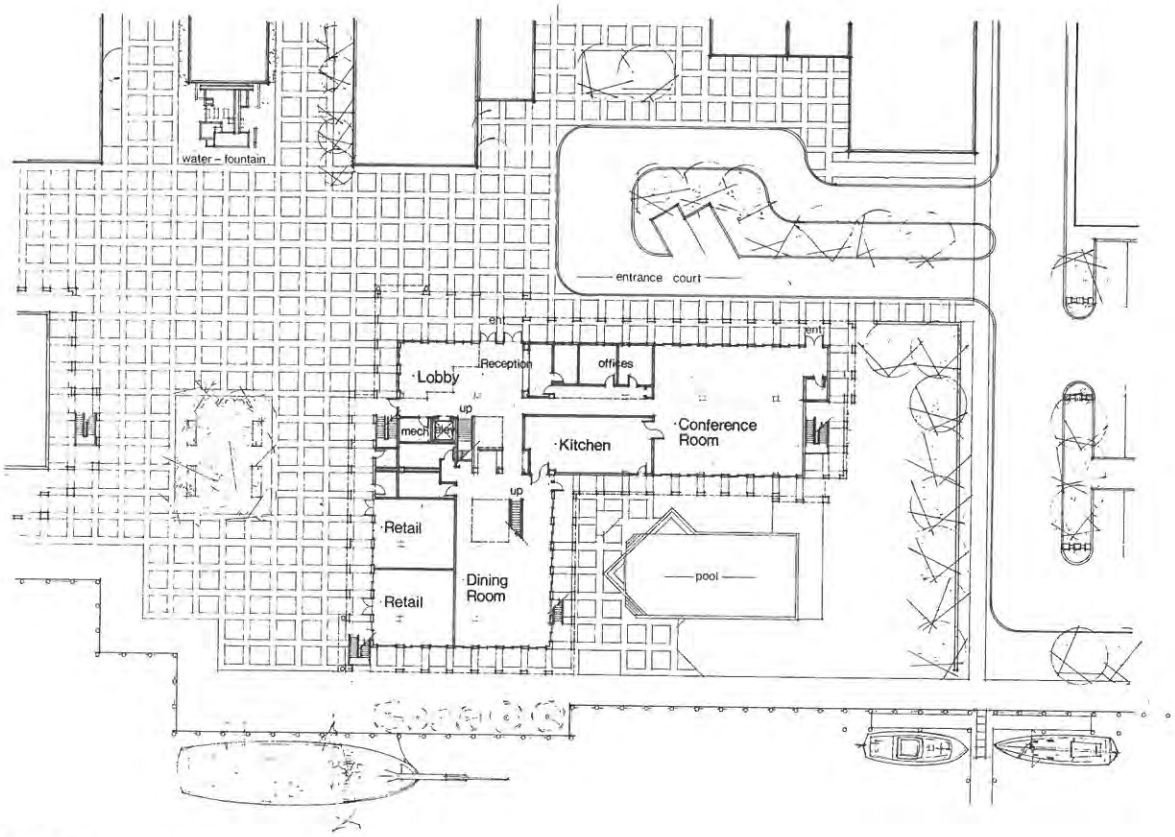
Plan·



Section· C·C site

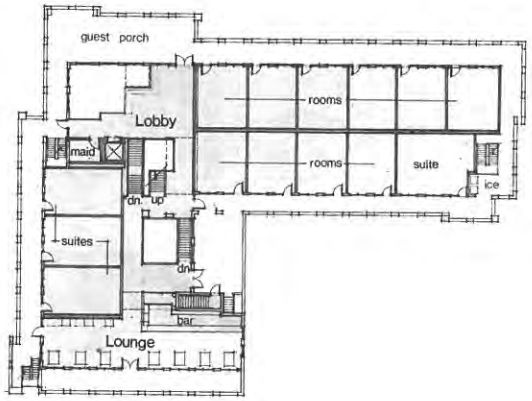


Section· D·D atrium

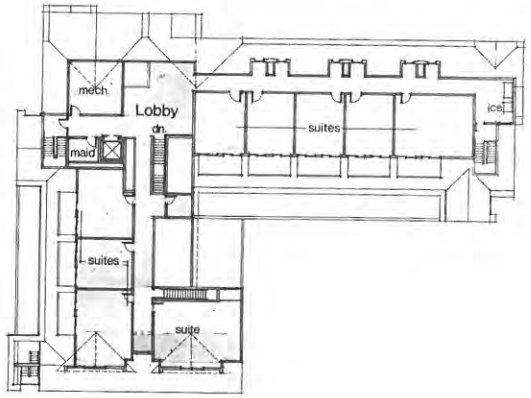


Plan · ground level

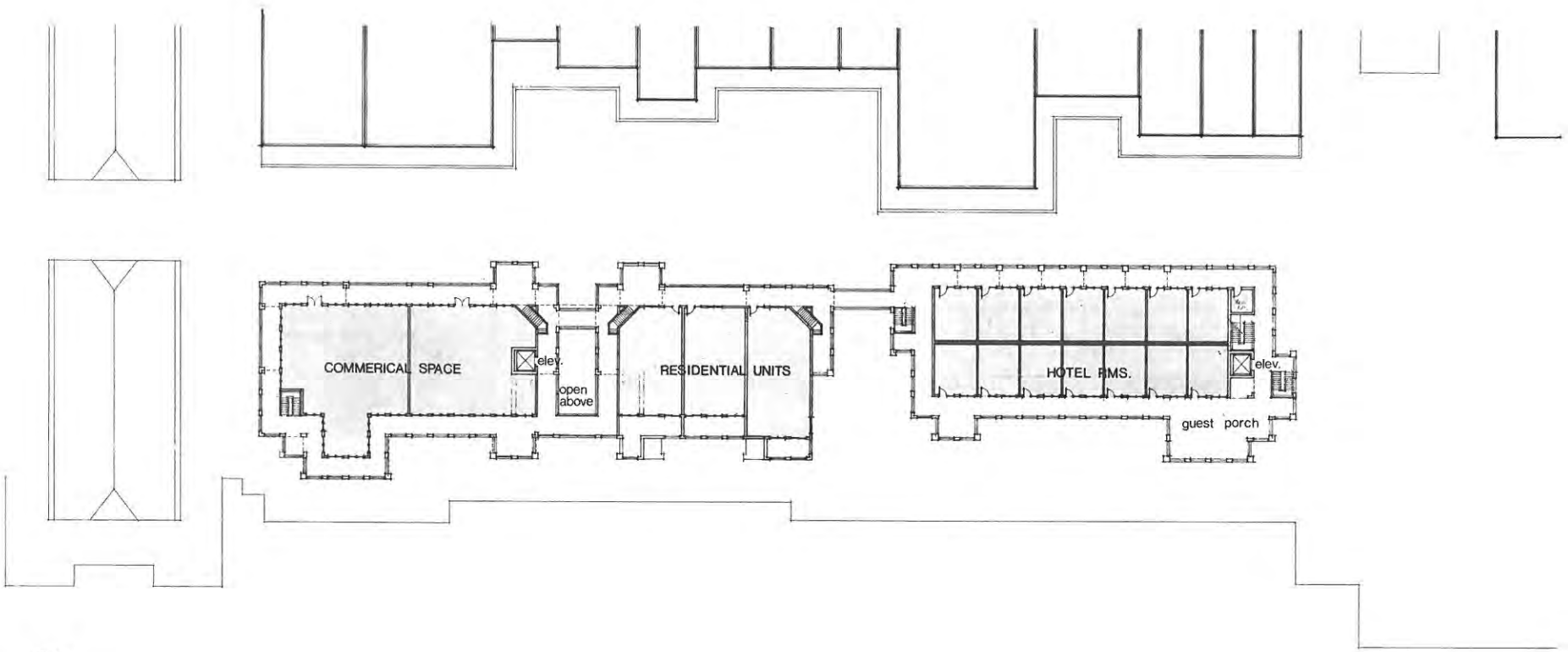
Section · historic square



Plan · second level

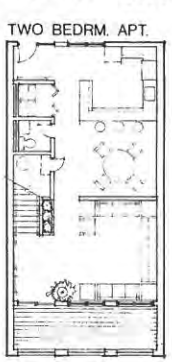


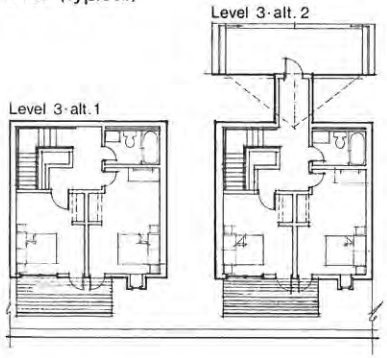
Plan · third level



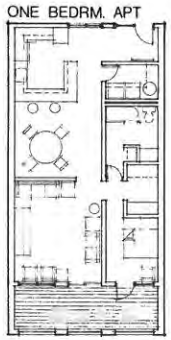
94

Plans· second level (typical)

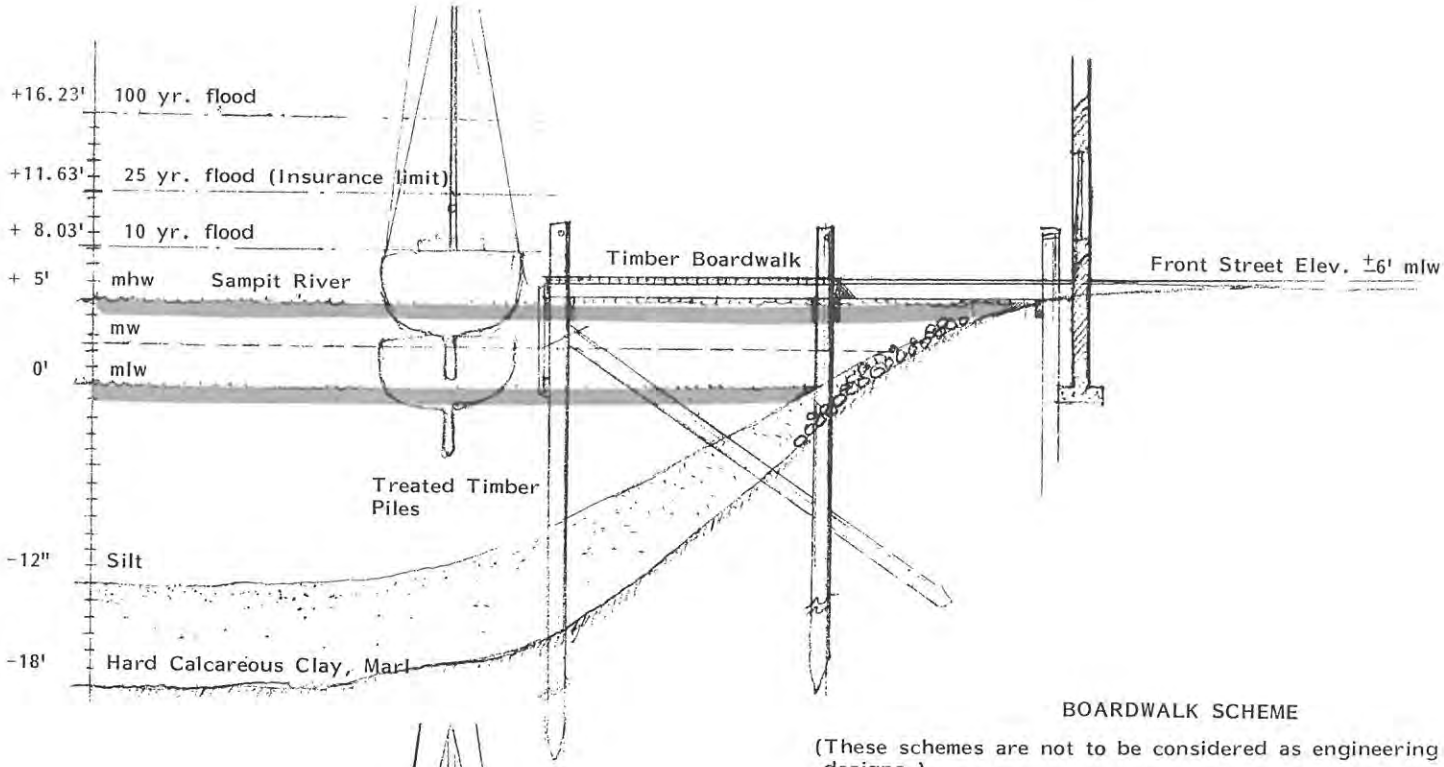




Apartment Layouts·

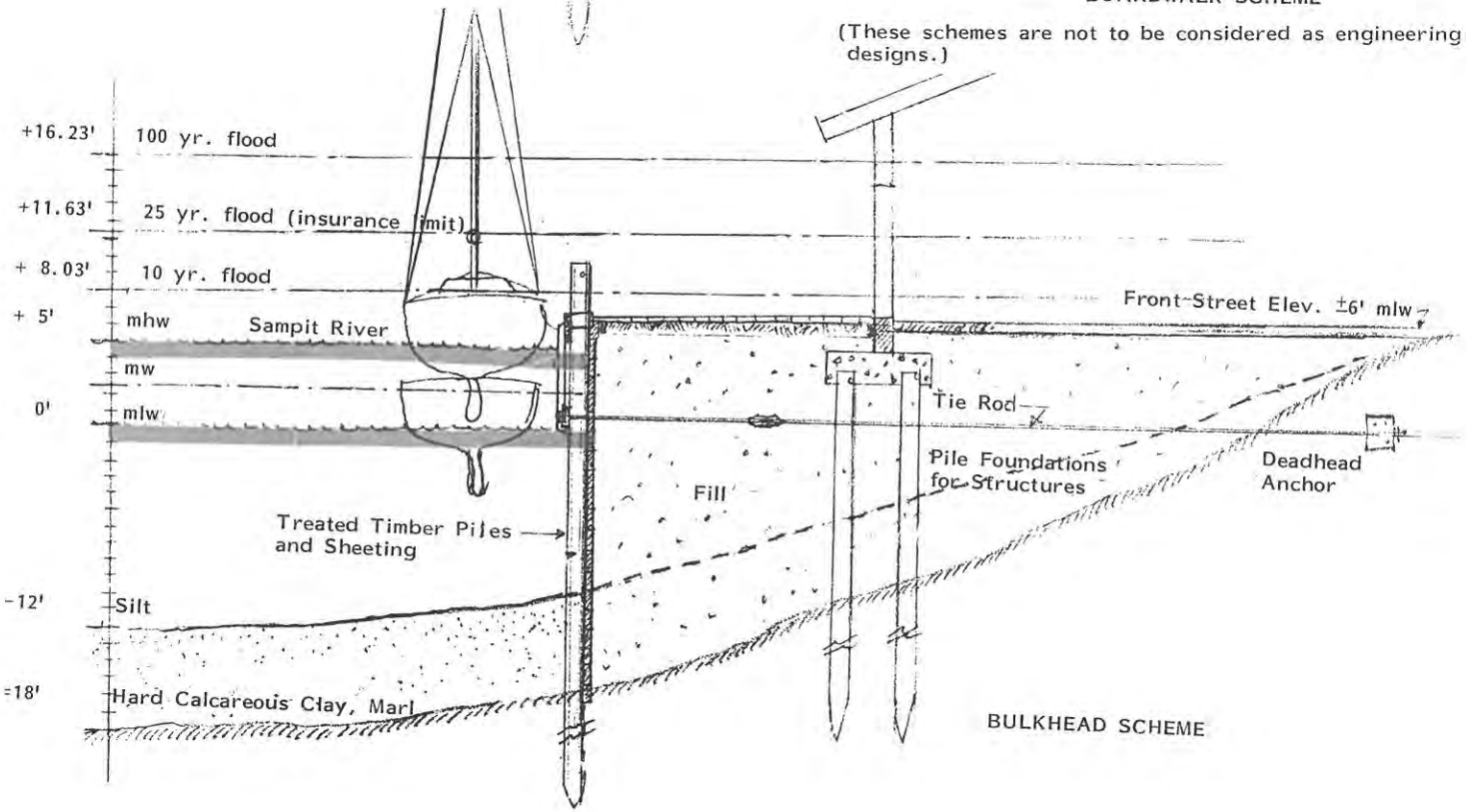


Hotel Layouts·

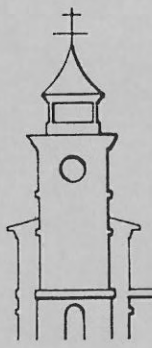


BOARDWALK SCHEME

(These schemes are not to be considered as engineering designs.)



BULKHEAD SCHEME



Implementation

IMPLEMENTATION

A successful revitalization depends upon a coordination of efforts by the citizens of Georgetown; everyone must consider objectively the inevitable long-range benefits of such an undertaking. It is essential that the merchants band together as a cohesive unit which addresses the phenomenon of "shopping" in order to compete with nearby commercial strips and neighboring cities. Only through such communal units can the economic success of the downtown be assured.

It is of primary importance that a Downtown Revitalization Corporation be established. It would be necessary to engage a competent professional to serve as director of this Corporation. The Downtown Revitalization Corporation would work independently from, though coordinating with, the City and County Planning Commissions.

Once established, the responsibilities of the parties concerned should be specifically defined. This is accomplished with a written contract between the revitalization corporation, the City Government, and the Downtown Merchants. In the contract, a schedule can be included which specifies the amount and timing of city funded improvements versus the amount and timing of compensatory mechant funded improvements. The particular duties of the redevelopment corporation and its director should also be specified. A well constructed document of this sort helps to insure an even sided and mutually responsible revitalization effort.

The beginning, "foothold", project should be planned and completed as soon as possible. This project has the potential to add an immediate economic boost to Downtown Georgetown. As a focus establisher, it will serve as a beacon for the downtown businesses, to inspire and direct them in their future improvements.

An architect should be chosen for the project who displays, through his work and ideas, an understanding of

the particular qualities that are sought. If the project consists of civic oriented improvement, such as the open-air market, it should be city funded. Other types of first projects, however, may justify a combination of private and municipal funding.

After the foothold project is completed, it is best for further efforts, to proceed in an incremental fashion. The redevelopment corporation should make itself sensitive to the needs of local merchants and care should be taken not to make improvements so high priced as to drive out any existing businesses, or discourage potential ones. Another common mistake is the sudden injunction of complex ordinances or codes - compliance with which may prove to be unduly expensive for local businesses. Well planned improvements, however, taken step by step consistently over time, are bound to produce fruitful results. Early measures should always be directed towards improving conditions which everyone agrees need improving. Expenditures for such efforts, because of the situation's popularly recognized need, will get the approval of all concerned.

Included in the appendix are reproductions of the 1981 tax incentives plan, a revitalization advisory from the National Trust for Historic Preservation and the Secretary of the Interior's guidelines for rehabilitation of downtown areas. These pages provide specific financial strategies and many tried and proven tactics for implementing successful revitalizations. Particular attention is called to Appendix F, Case Studies, and Bibliography for ideas, techniques, and successful effort by many port cities like Georgetown in their revitalization programs.

Crucial to both schemes and of top priority to the City of Georgetown and its downtown revitalization effort is the consolidation of the fish and shrimping industry. On first consideration, this would seem an impossible task. How, you might ask, do you get these independent, free-thinking competitors to combine forces and work together toward this goal which, under presnt circumstances, is of no apparent interest to them? Well, you don't. You make it attractive and profitable for them to get into the act. Here is one of several possible scenarios.

The location for this enterprise is suggested to be at the foot of Wood Street, in the industrial fringe of Georgetown. The city, of course, owns or has control of the street as it dies at the river. The city, with its authority, could acquire land on either side of the street as needed and add to it its rights to the 100' encroachment out into the Sampit River for piers and docking. Thus, the land required for a shrimp-fish processing, shipping, docking, and servicing facility could be assembled by the city at minimum expense, which it, in turn therefore, could offer at minimum dollar or long-term lease (for a dollar a year, say) to attract a private investor/entrepreneur to build and operate such a facility.

It is suggested that the city use its influence to encourage and persuade the shrimpers to participate in a consolidated enterprise of this nature located in an area where it can be respectful of and responsive to designated land-use zoning.

Now, with the encouragement on the part of the city to developer investment and a restraint on the free use of the waterfront to shrimpers, a return on the investment risk would be virtually assured. The developer/investor, on the other hand, could encourage the use of his facility by offering its new modern (health department approved) services to minimum rates but under some form of city control. The operator would also relieve the shrimpers of the concern of marketing and shipping the products-fresh seafood and utilized waste by-products. The city, of course, would benefit from a new tax base.

Another scenario would be for the city itself to acquire the land, build the facility, and then sell or lease it to an entrepreneur to operate, passing tax benefits on as incentive, but taking a return, in lieu of taxes, on the income produced - a public/private partnership.

Promotion

Beyond planning, the chief responsibility of the redevelopment corporation is promotion. Without adequate promotion, no revitalization effort will be made profitable. Effective promotion serves to attract people from the surrounding communities and people from the community concerned with incentives to shop downtown. Today, there is not even an alluring sign on Route 17 to steer passing motorists into the Central Business District. It will be a major job of the revitalization corporation to develop and implement viable promotion strategies. There are many good options available.

The following list suggests a variety of effective promotion tactics, many of which are inexpensive and easy to employ.

Festivals - Annual festivals are great for drawing people to a town. They can provide fun for families, couples, singles, childen, and students. They give local merchants an excellent opportunity to display their wares. Seasonal events, such as the Lowland Fling and Harborfest provide good themes for these festivals. Activities may be organized which are geared to the particular occasion. The Christmas season, Fourth of July and dates of local historic significance are also good times of the year for festival celebrations.

Concerts, Pageants - Concerts and pageants can either be connected with festivals, developed as part of a season-long program or scheduled individually. Anything from a high school band, to a local classical quartet, to a small theatrical production will draw people. These events not only serve to boost the economy, but they can also give the community a sense of identity and togetherness.

New Businesses - Businesses which are not commonly found on commercial strips and shopping malls are ideal for downtowns. These businesses are apt to be smaller and more specialized, and they can provide amenities which are not found elsewhere. Such businesses can be lured into a downtown situation by good tax incentives and by visible, on-going revitalization efforts. Again, the promotional campaign of the revitalization corporation can be instrumental in attracting new businesses of this nature.

A few possible types are listed below:

Antiques
Arts and Crafts Exhibits/Sales
Deli/Bakery
Gift Shops
Hardware - classic
Ice Cream Parlors
Model Ship and Hobby Shop
Restaurants
Professional Offices
Teller Machines - ready cash has become a mandatory public amenity.

A. Design Considerations

B. Color Scheme Suggestions

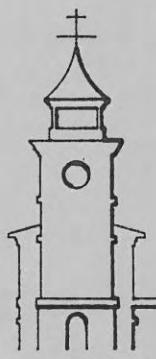
C. Signage Letter Styles

D. The Secretary of the Interior's Standards for Historic Preservation

E. Information from the National Trust for Historic Preservation, Charleston, S.C.

1. Essential Elements of Revitalization
2. Obstacles to Know Before Beginning
3. Downtown: Let's Get Organized
4. Summary of Preservation Tax Incentives
5. Common Questions About Tax Increment Financing

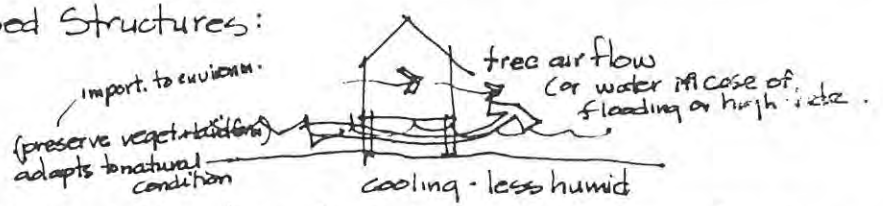
F. Case Studies and Bibliography



Appendices

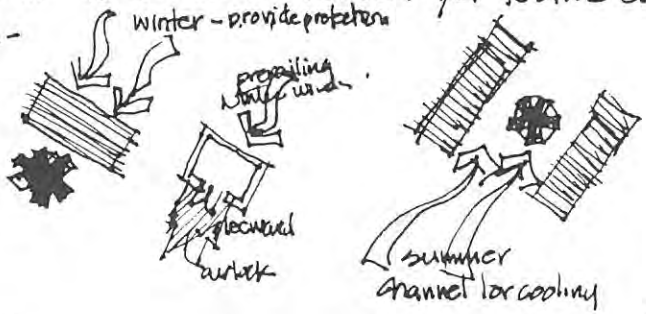
Some Design Considerations for such an area as Georgetown.

Raised Structures:

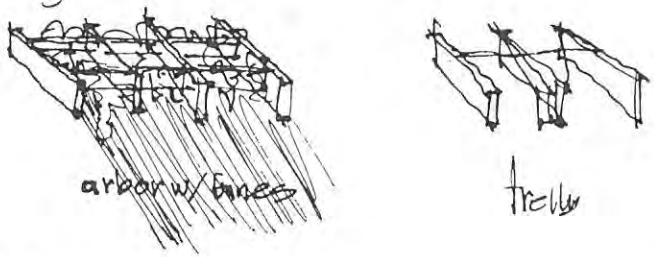


Might want to strive for relaxed yet festive atmosphere - casualness of vacation

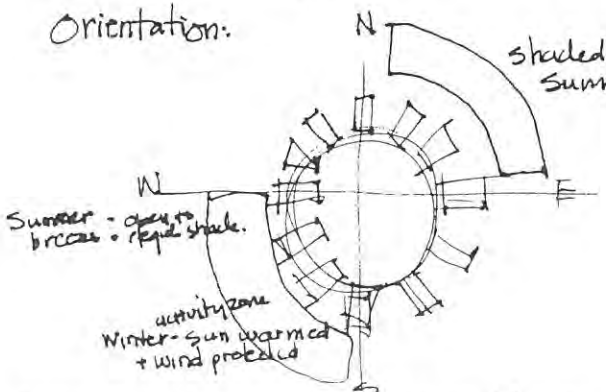
Protection -



Shading:

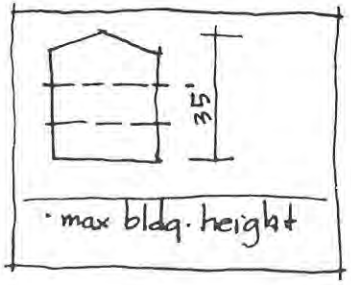


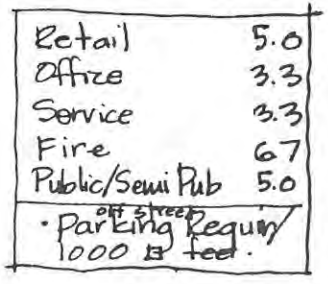
Orientation:

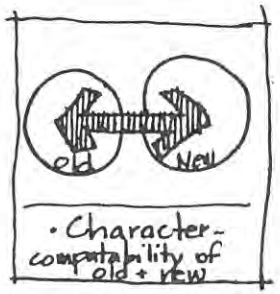


Design Manual Cape Hatteras National Seashore

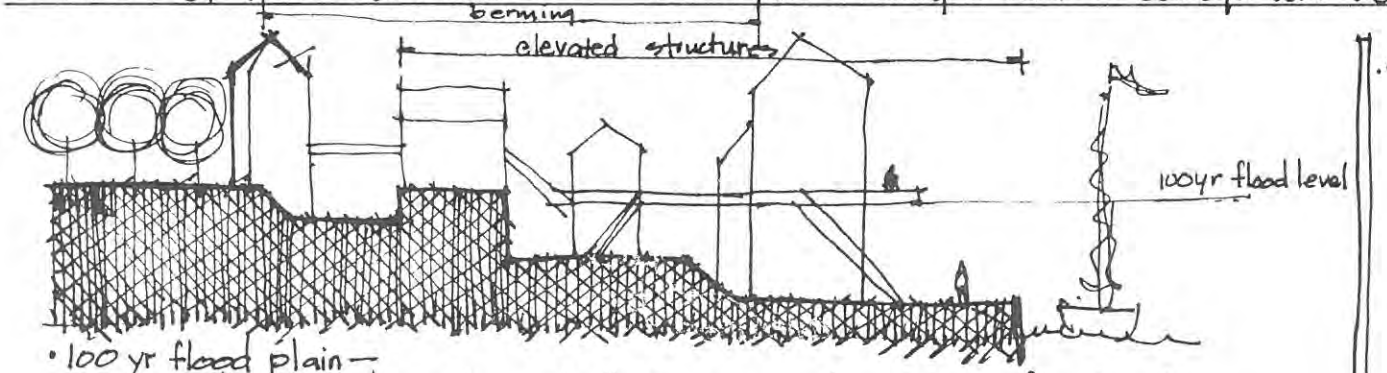
Ordinances







CONTROL OF FLOOD DAMAGE → must allow flooding to occur or damage will be greater upstream!



- 100 yr flood plain — coastal high hazard or velocity area ↓
  - construction only if structure is elevated on adequately anchored piles to 100 yr flood level + if space below 100yr flood level is left free of obstruction to minimize the impact from wave + wind driven water.
  - special care of underside of floor deck - may be inundated by flood waters - should be resistant to water damage + allow water which comes in to drain out, spaces must be able to dry out.
  - keep clear of obstruction.
  - provide bracing.

and general flood plains ↓ take precautions!

- Storm Drainage + Flooding:
  - elev. 6' above sea level
  - flooded streets not uncommon during hightides, storms, or heavy rains in Georgetown.
  - shouldn't pave too much - it increases run-off in the floodplain. Minimize grading, compaction, + filling. Minimize the removal of natural vegetation, Design parking areas for run off retention - utilize porous paving materials.

- Construction Materials + Practices - Water resistant materials + constr. practices to protect against flooding: basements, floors, ceilings, walls, utility, + heating/cooling, anchoring + bracing.
- Elevated structures - protect against wave action + storm surge but are exposed to higher winds in storms. Bracing foundations will help reduce impact of high winds.
- Construction Standards within the Flood Plain:

1) Elevation:
   Residential - lowest floor including basement is to be located no lower than base flood elevation
   Non-Residential - may be below base flood elevation provided that they are designed to preclude the inundation of flood waters + withstand hydrostatic loads w/ base flood.
2) Fill - if used to raise elev. to above base flood elev. compact soil or small rock material. Extend Fill 15' laterally beyond all the building line from all points. Fill slopes no steeper than 1 : 2 unless substanciated.
3) Anchoring - firmly anchor all structures, ducts, pipes, storage, septic tanks, etc. to prevent flotation, collapse or lateral movement.

I Fishing Industry

- Fish/shrimp caught by trawling (drag) or channel net (huge bag shaped nets). Stored on ship in ice until the boat gets to the docks of fish.
- Processing procedure for canning similar for different species. involves grading, cleaning, + cutting for filling machines or hand packing.
- Freezing - keeps fish fresh longer + in better condition. quick freezing at extremely low temps ensures fresh flavor + texture.

- Process:
  1) store fresh fish from ship.
  2) process - clean, de-bone, pack } prep.
  3)
  4) store for shipping
  5) ship out.

- Facilities Necessary:
  1) storage for fresh fish - freezer
  2) product prep area
  3) refuse area - by products must be processed in separate buildings.
  4) packaging room/processing
  5) storage for finished goods.
  6) shipping
  7) ice room
  8) restrooms (1-9 employ - 1 toilet, 10-24 employ - 2 toilets)
  9) staff amenities ie. lunchroom, changing rooms, showers.
  10) office

- It is very important to keep the fish/shrimp in separate areas for each phase of the process to avoid contamination
- Hygiene facilities (sinks etc) must be provided wherever fish is handled.
- Facilities must be clean + well ventilated to prevent contamination + deterioration.

- Equipment varies depending upon how fish is processed/packaged.

Dock and Marina Development – must have safe, convenient slips + storage facilities. can provide moorage berths + anchorage areas (good for larger boats. provide shuttle service to + from anchored boats)

- Marinas can function in various capacities
  1) storm or emergency haven providing storm protection, navigation aids, moorage facilities, fuel service, restaurant, food, lodging, telephone, medical facilities.
  2) convenience harbor w/ basics of food, fuel, + amusement
  3) Commercial Fishing Boat Moorage (w/ functional aspects taking over aesthetics) fueling, processing, loading/unloading of daily catch, shipping out to retail areas.
  4) Commercial venture
  5) Recreational Center w/ social/rec center, place for fishing, dancing, dinner (for non boating visitors too.)
  6) Yacht Club

- Some other possible services to provide to boaters:

  With Slip Rental –
  - telephone connection
  - check cashing
  - garbage collection
  - 24 hr. watchman
  - tide + weather information
  - restrooms, showers + dressing facilities (provide 1/25 slips or for 3 men + 2 women for each 100 slips)
  - water
  - power
  - storage/gear boxes at berth.
  - parking – min. of 1 space/2 boats
    - suggested → 1½/berth in commercial venture
    - 2½/berth in recreational/commercial fishing

  Others – (can be provided by community near by!)
  - place for recreat. such as outdoor movies
  - mail service
  - centrally located onshore storage (to prevent heavy loss incase of storm!)
  - messenger services
  - auto rental
  - food store/vending area
  - ice
  - boat servicing
  - laundry

- Site Selection – needs safe + easy access to waterway + to land; generally on relatively straight shoreline. General land requirements = 1 to 1¼ x gross water area of marina (includes driveways, parking of autos + trailers, boat storage, service area, buildings, + extras such as lawns, pools, + displays) – the size of a marina may be dictated by the amount of funds available, space limitations, nearness of cruising waters, points of interest, attractions of nearby urban district, good fishing areas + through waterways for transients. Master Plans should reflect the possibility of future growth. Proximity to fire fighting station, shopping areas, repair yards, banks, amusements or public waterfront desireable. Need at least 2 all weather access roads for use of autos, delivery, + buses – provide for parking + maneuvering.

One type swamp recommended is swamp or salt marsh which can be partially dredged + partially filled at a moderately low cost.

see table

- Slips, Channels, Maneuvering Areas — need to permit tugs + fireboats in case of emergency.
  - Channel leading to marina - min. width of 100' or 8 x beam of widest boat to be berthed
  - under ordinary conditions the width of harbor entrance should not be less than 60' or 4 x the beam of the widest boat berthed within.
  - arrangement of harbor + location of entrance relative to prevailing storms in community. a breakwater or island (such as Coal Island!) creates protection.
  - turning areas — under average conditions the width for turning, entering + leaving a slip is about 2¼ x the length of the longest boat. If a large # of single screw boats (older design + new small boats) is anticipated increase this width requirement to 2½ x boat length.
  - Accomodations for sail boats are usually as near to basin entrance as can be arranged. Sailboats generally have a greater drafts so accomodations must be made.
  - Summary of min. widths for entrance areas into various sections of marinas:
    min. width of 50' - small boats
    60' - med. length boats
    75' - large boats.
  - Dredging - see table for Drafts of Boats. - Must consider anticipated subnormal tides + add at least 1' of water as precaution to prevent grounding + 1' to accomodate future deposits by currents + tides.
    → carry out below normal low water level.
  - Dock height above water is determined by average dock levels + probable water level. Maintain a 12" min. dimension between water + deck. Floating docks may be required in tidal waters.

- Finances - Shoreline Developments are viewed from a broad benefit/cost ratio. Their primary source of income is from slip rentals (by length of slip or boat), followed by repairs, sales, + services which all come will good profit ratios. The initial costs may seem large but the benefit of these river/harbor developments does not only to the marina but to the community as well in the creation of jobs + the need for support facilites. Tourists + Boaters will use the community's stores, service stations etc.
  Depreciation: 5 yrs for wooden floats - longer for concrete. up to 10 yrs for well built wooden structures - longer for conc.
- Image - the development should attract visitors + customers - look appealing + show a "sense of harbor"

Marina Construction- Materials

1. Timbers + Wood Piles

method of prevention- use of preservative to poison as food source ↓

- deca, from fungus (which need moisture, warmth, air + food) + termites, marine borers — creosote prevents serious attacks
  - [preservative will protect
- uses - open timber piers + walks, bulkheads + walls, hoists & floats. must be pressure treated w/a preserv. - creosote or waterborne. Waterborne recommended because creosote stains shoes + bare feet
- often selected for piles over other materials - less expensive
  - use longer piles for soft bottom
    shorter for firm bottom.

2. Concrete

- very adaptable + durable w/ proper ingredients, proport. of mix, + method of handling in field its immunity to attacks of destructive agencies will be great..
- pleasing appearance,

moderate cost.

3. Structural Steel

- subject to rusting + chemical attack. but can be reduced by surface protection provided by suitable organic or metallic coatings or through control of environment by means of inhibitors or cathodic protection.

4. Miscellaneous Materials

includes wrought iron, aluminum, ferrous metal castings, rubber + plastics. styrofoam

Marinas - Construction

may omit bulkhead & "revet" the slope to reduce the initial cost of the marina

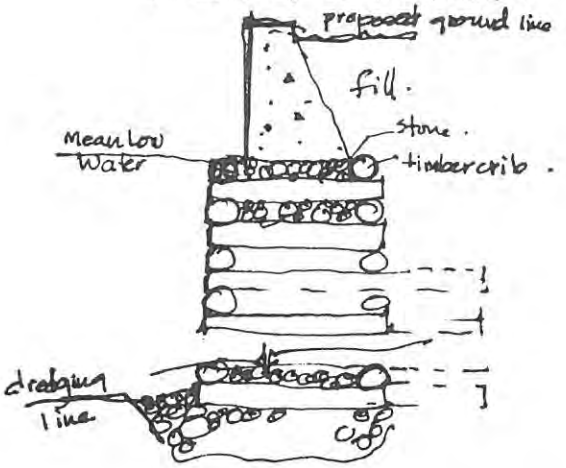
Revet - stone rip-rap shore protection

Bulkheads -

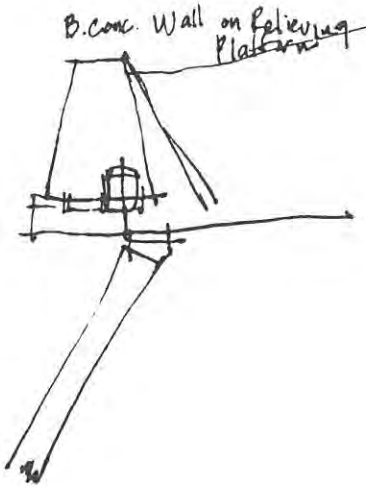
- land area behind may be regraded
- enlarge water area w/in the marina, provide sufficient depths of water, retention + protection of land area
- usually represents 20-30% of marina cost

Types of Bulkheads:

A. Concrete wall on crib.



B. Conc. Wall on Relieving Platform



C. Conc. wall on Rip Rap Base

D. Wood sheet Piling

E. Steel Sheet Piling

F. STEEL SHEET PILING - CONC. COPING.

Pier + Walk Structures

in moderate tidal ranged location - fixed piers + walks are common. The surface of the deck is held as near to the water level as practicable - ie elev. as high as 6' above mean low provides for a 5' tide - not too extreme for a fixed system.

- generally open timber piers good for forming berths + providing access to boats.
- For more heavy duty piers — Greater costs - + mostly underwater — you don't "see" where your #'s go piling.
- Combinations of fixed + floating pier structures can be very effective in areas where the water levels change greatly.

Floating Structures

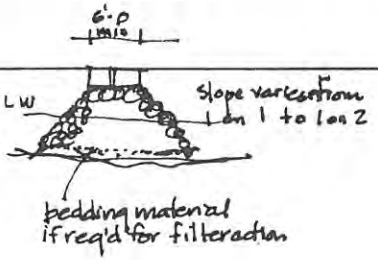
good where extremely high tides occur. also essential on inland rivers where water levels vary between the seasons; is desirable for very small boats.

1) Wrought Iron drums — on structural steel framework + wooden deck. requires scaling + coating + annual 1/4 turning of barrels — 15-20 yr. life expectancy.
2) Steel Drums - suitable in fresh water only.
3) Steel Pipe Floats. long life even in salt water.
4) Rectangular Steel Pontoons - Expensive for life span
5) Concrete floats + Pontoons -
6) Plastics -

Marina Construction:

Breakwaters

1) Rip Rap Mounds
most common.



2) Filled Sheet Piles.
very stable / used in deep water to reduce costs involved in rip rap mounds where base would be very wide.

3) Single Row Piles - Braced
not required in our case.
more for smaller marinas w/in big busy harbor.

4) Timber Crib w/ Conc. cap.
can be built on shore + floated out + sunk.
will resist action of heavy storms.

5) Pier w/ Sheet Piles

6) Log Boom. - for short choppy waves

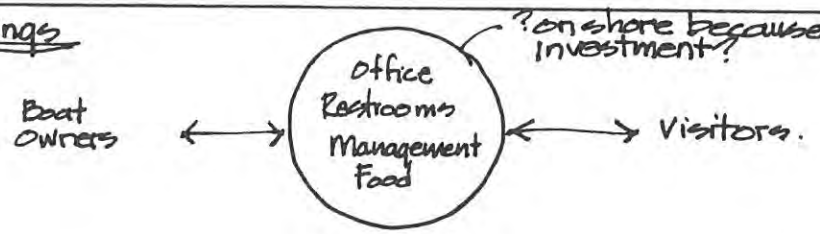
7) timber breakwater - inexpensive.

* Adequate facilities for collection + disposal of domestic sewage, waste oils + fuels, solid wastes (gunbage trash.) + storm drainage must be included in the planning + design of a marina.

Fuel Supply Station - may be provided by (for fire hazards must be carefully placed.)
1) May be separate from marina / w/ tanks + pumps onshore meters + dispens. at head of pier.
2) Barge containing tanks, pumps, meters etc. anchored in water outside limits of marina.
3) Can be installed as on of marinas features. - convenience to boat owner + marina operator increase to marinas revenues.

↳ Fueling operations usually leave pier unsightly.
When at all possible use area exclusively for fueling — leaving all main structures free of grease + oils.

- **Buildings**

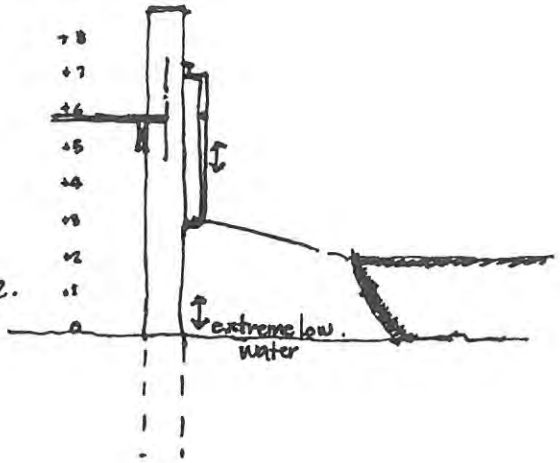


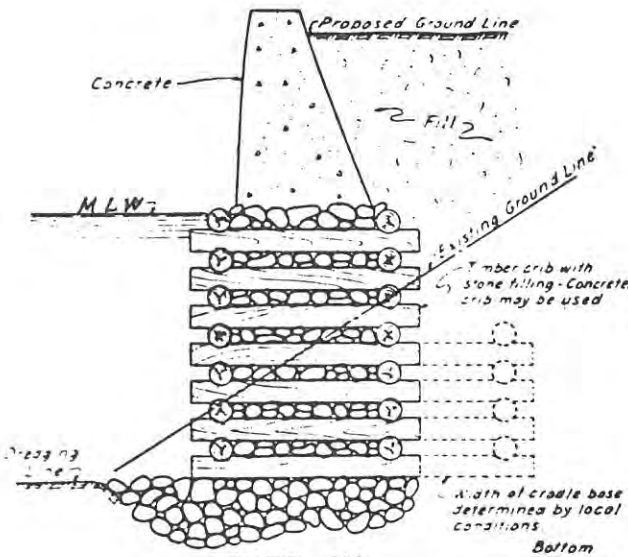
Social Activities - Administration Bldg - office toilets, mechanical, watchmans lobby or lounge (place of assembly).

Sales + Service - provide for 1 large + 1 small boat at one time - hauling! shop space for tools.

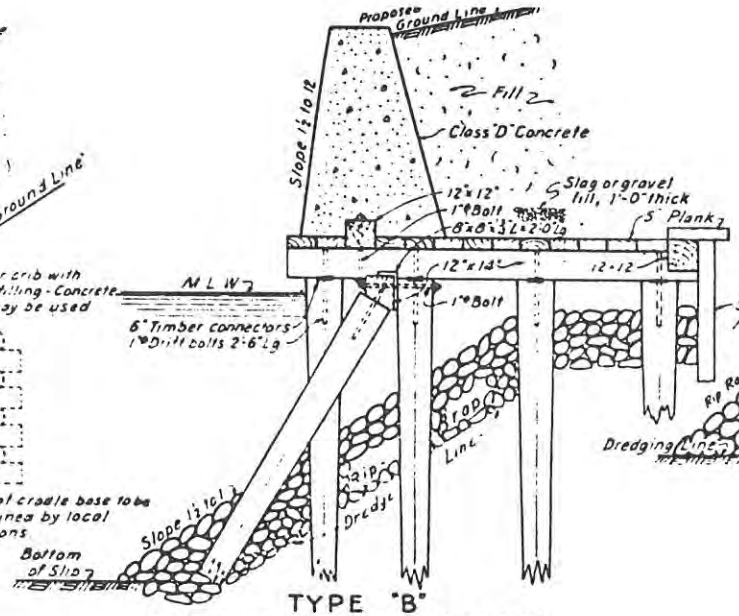
- **Planning / Layout** — see diagrams for some typical arrangements.

- **Marine Hardware**
  - i.e. Traveler Iron for Fixed piers
    1) saves space in slip width
    2) provides for extreme high water = length of traveler iron + 2'-0
    3) eliminates need for constant attention to line as cleats require.

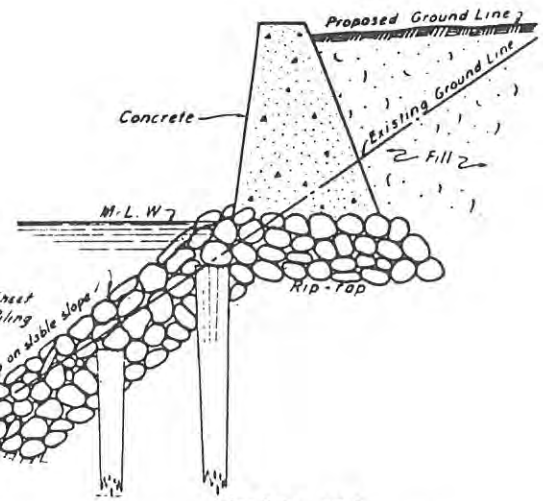




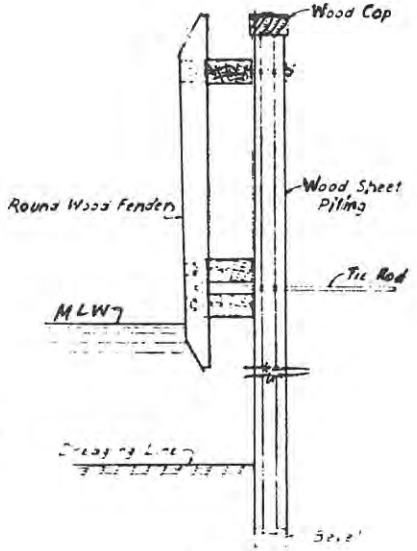
TYPE "A"
CONCRETE WALL ON CRIB



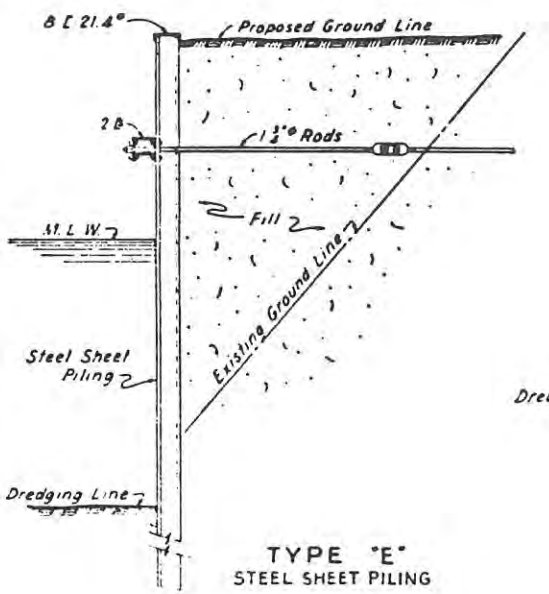
TYPE "B"
CONC. WALL ON RELIEVING PLATFORM



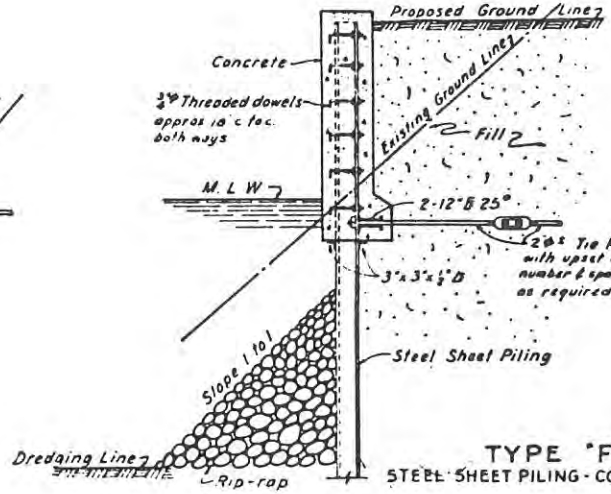
TYPE "C"
CONC. WALL ON RIP-RAP BASE



TYPE "D"
WOOD SHEET PILING

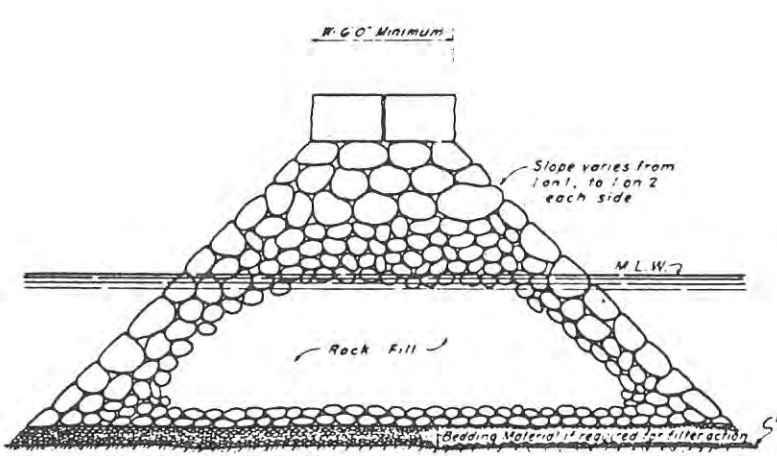


TYPE "E"
STEEL SHEET PILING

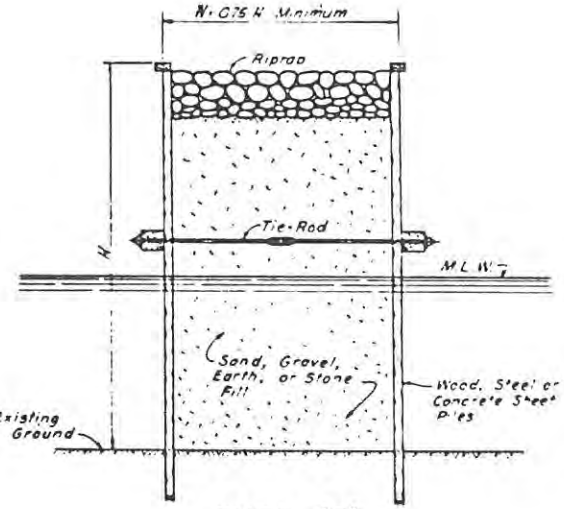


TYPE "F"
STEEL SHEET PILING - CONC. COPING

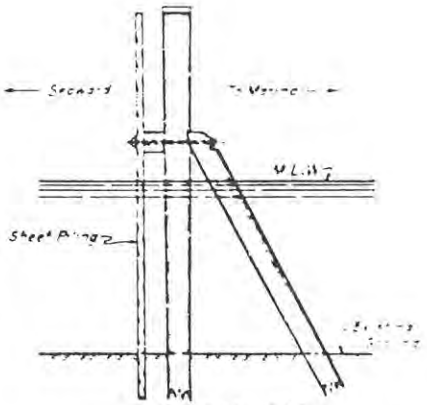
TYPICAL PLEASURE BOAT BASIN
BULKHEAD WALL TYPES
SCALE IN FEET



TYPE "A"
RIPRAP MOUND

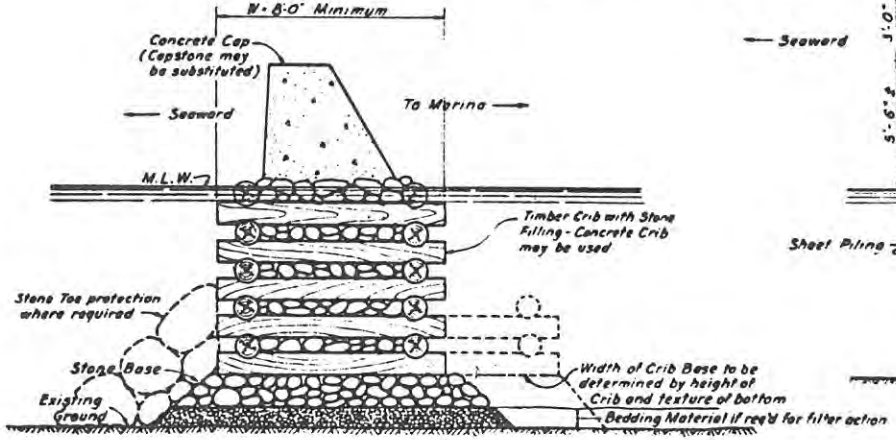


TYPE "B"
FILLED SHEET PILES

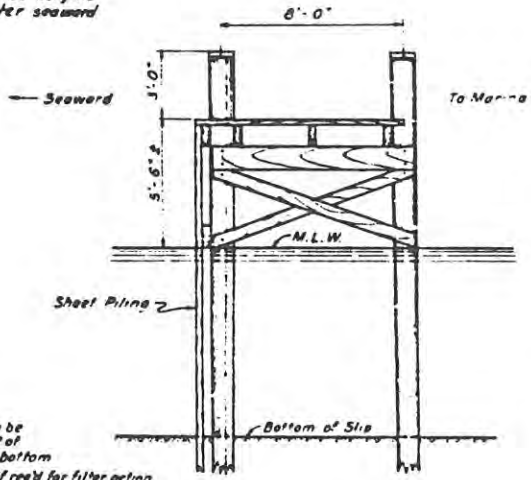


TYPE "C"
SINGLE ROW PILES - BRACED

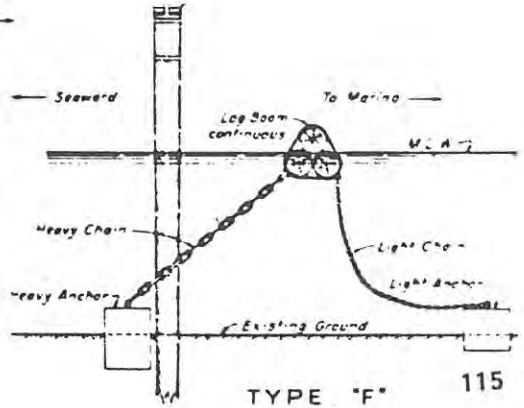
NOTE
Widths "W" for types A, B, and D, to be contingent upon gross heights "H" and the width of water seaward of wall



TYPE "D"
TIMBER CRIB WITH CONC. CAP

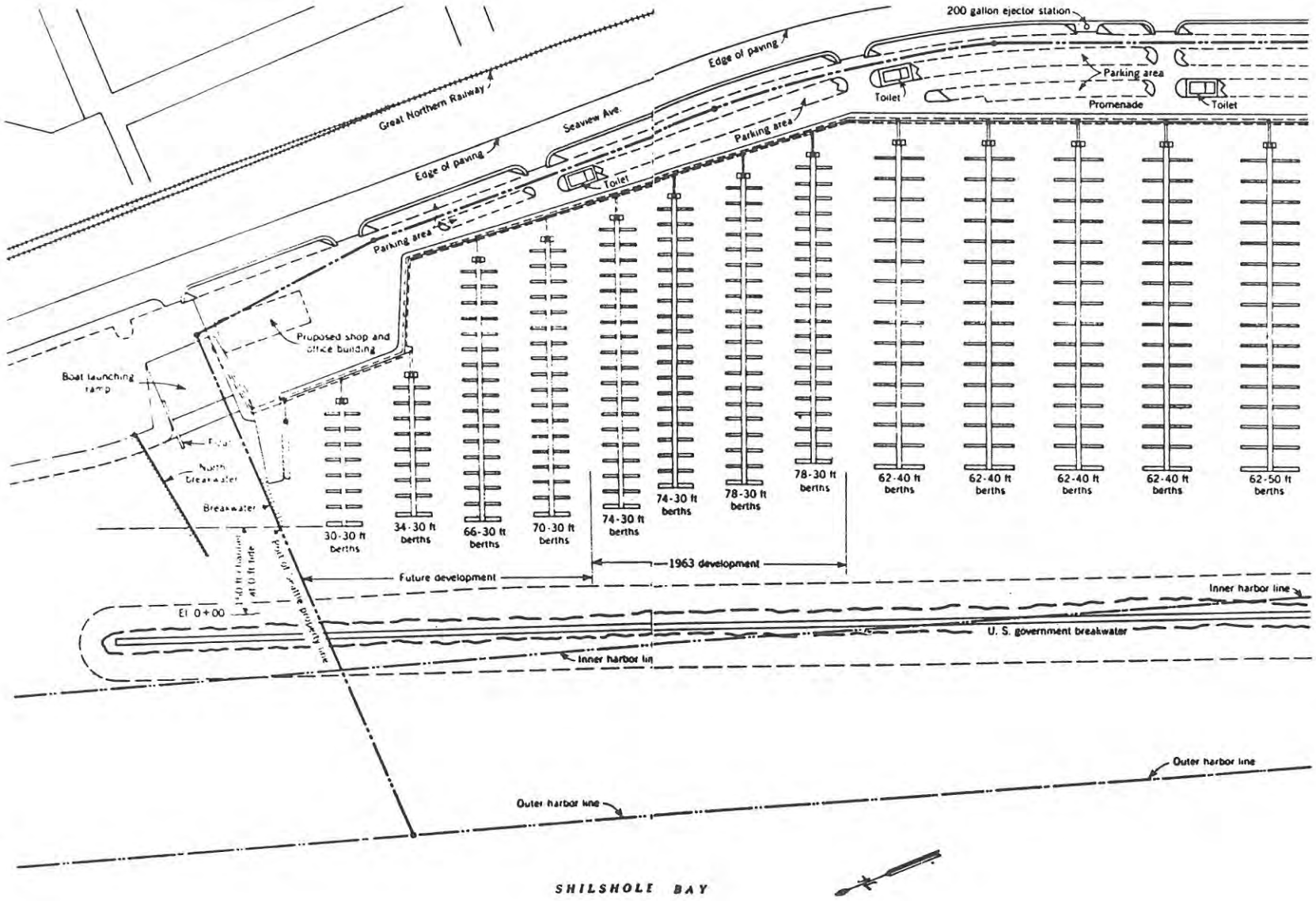


TYPE "E"
PIER WITH SHEET PILES

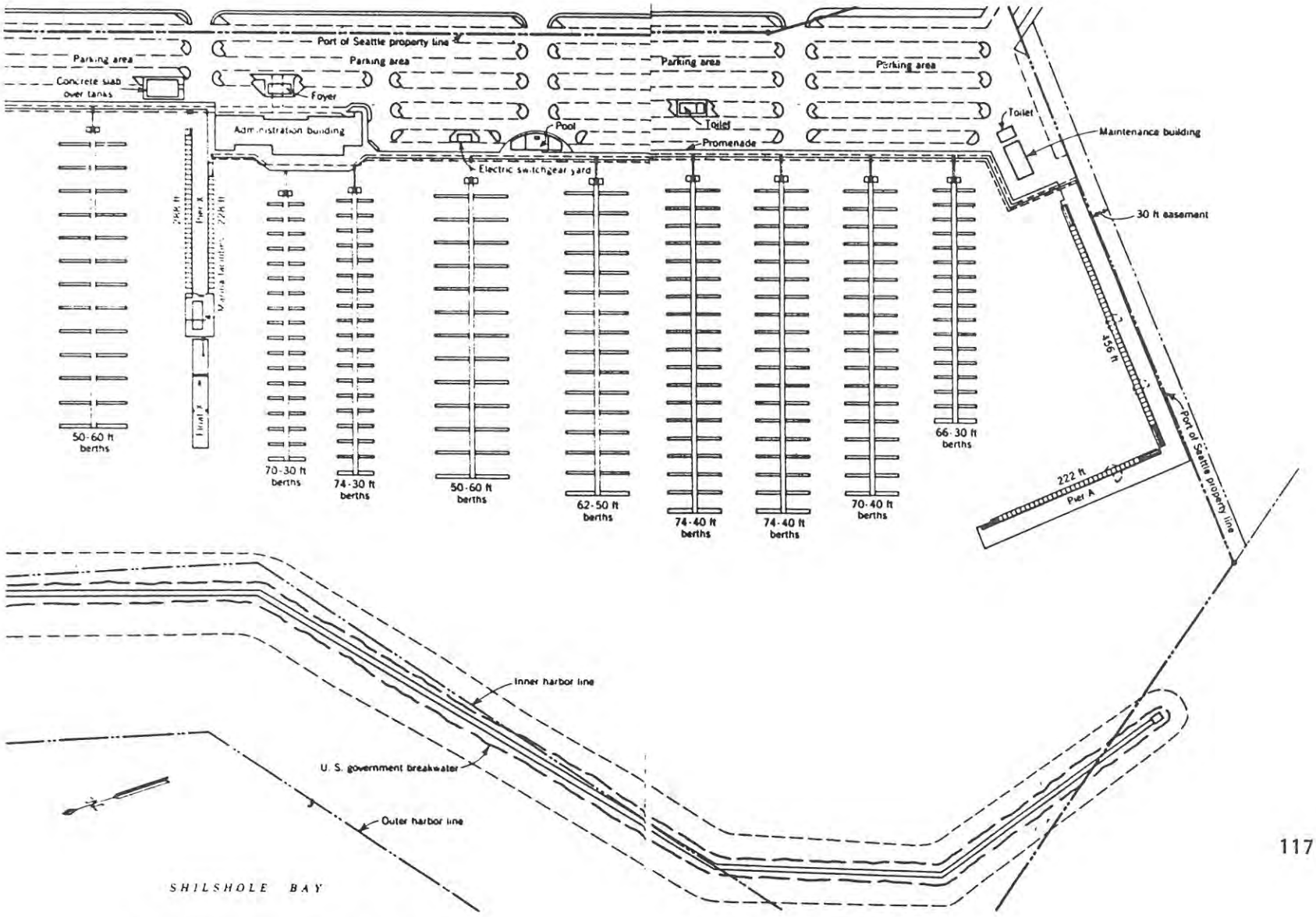


TYPE "F"
LOG BOOM

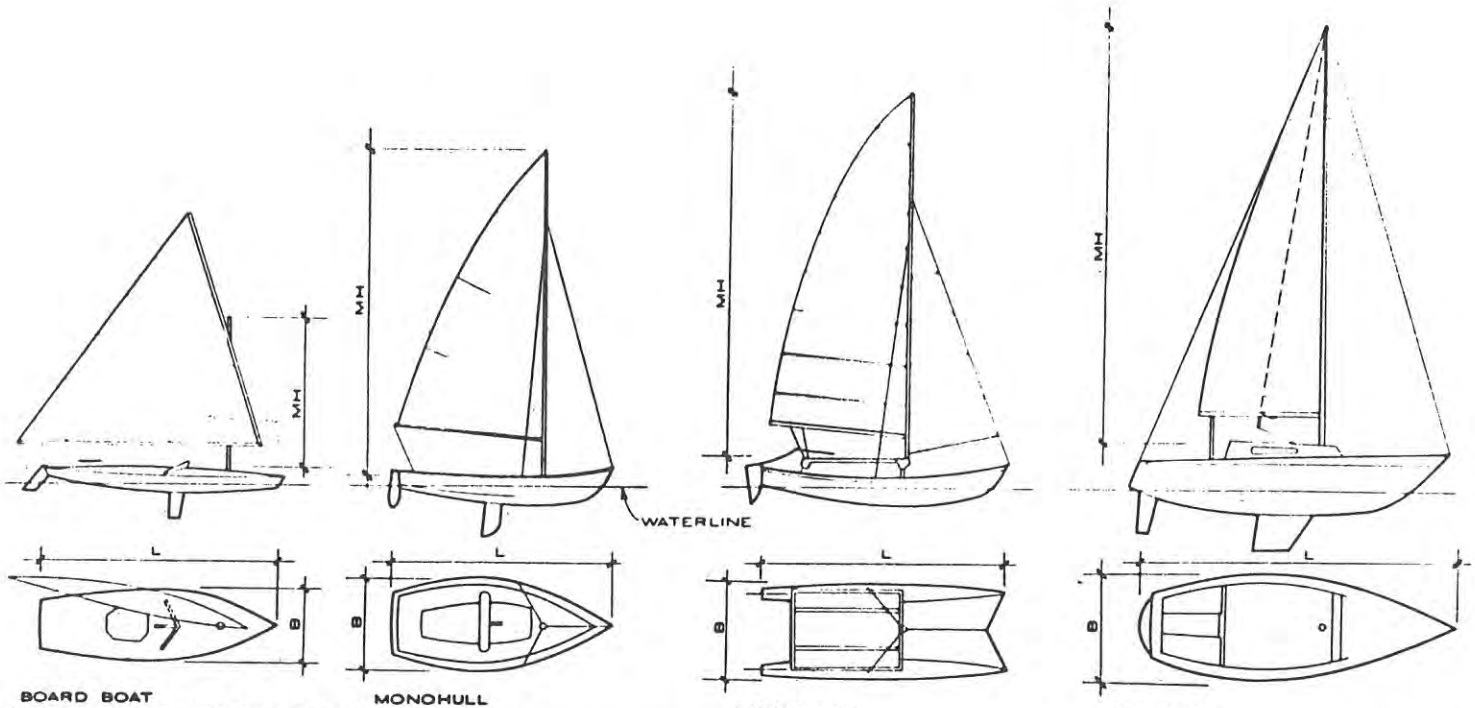
TYPICAL PLEASURE BOAT BASIN
BREAKWATER TYPES
SCALE: NOT TO SCALE



-SHILSHOLE BAY MARINA, SEATTLE, WASH.



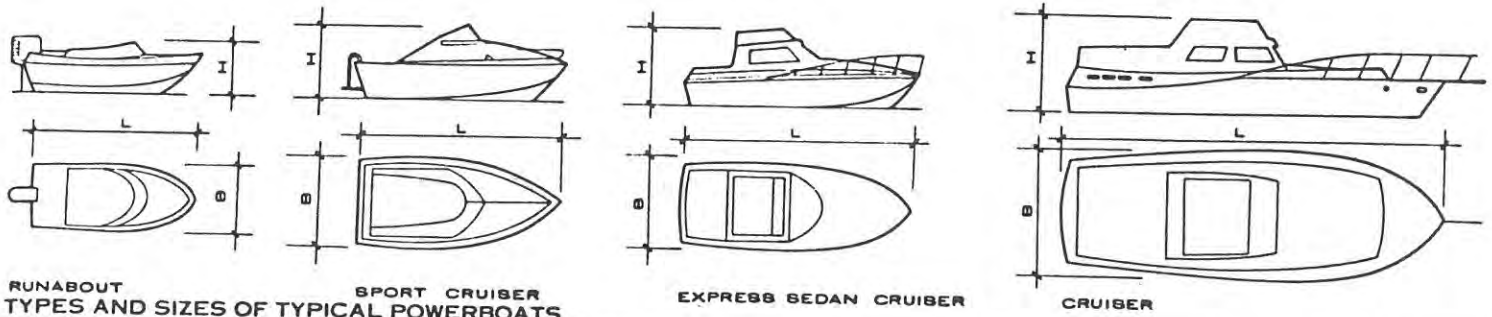
SHILSHOLE BAY MARINA, SEATTLE, WASH.



TYPES AND SIZES OF TYPICAL SAILBOATS

L - LENGTH OVERALL, B - BEAM, MH - MAST HEIGHT, NT - NOT TRAILERABLE

CLASSIFICATION AND NAME		LENGTH OVERALL	BEAM	MAST HEIGHT	DRAFT	WEIGHT (LB)	LENGTH/TRAILER
BOARD BOAT	Minifish	11'-9"	3'-10"	9'-0"	2'-4"	83	14'
	Sunfish	13'-9"	4'-0"	10'-0"	2'-8"	139	15'
	Laser	13'-10"	4'-6"	19'-0"	3'-0"	130	16'
MONO-HULL	Puffer	12'-6"	4'-10"	17'-11"	3'-0"	160	15'
	Challenger 15	15'-0"	5'-6"	20'-6"	2'-7"	380	18'
	Flying scot	19'-0"	6'-10"	26'-0"	4'-0"	800	21'
CATA-MARAN	Sol cat 15	15'-0"	7'-10"	25'-4"	8"	290	18'
	Hobie 16	16'-7"	7'-11"	26'-0"	10"	340	19'
	Prindle 18	18'-0"	8'-0"	28'-9"	9½"	335	21'
CRUISING	O'Day 27	27'-0"	9'-0"	38'-6"	4'-0"	6700	NT
	Pearson 32	31'-8½"	10'-7"	44'-7"	5'-6"	9400	NT
	CS 36	36'-6"	11'-6"	48'-6"	6'-3"	15,500	NT



RUNABOUT SPORT CRUISER EXPRESS SEDAN CRUISER CRUISER

TYPES AND SIZES OF TYPICAL POWERBOATS

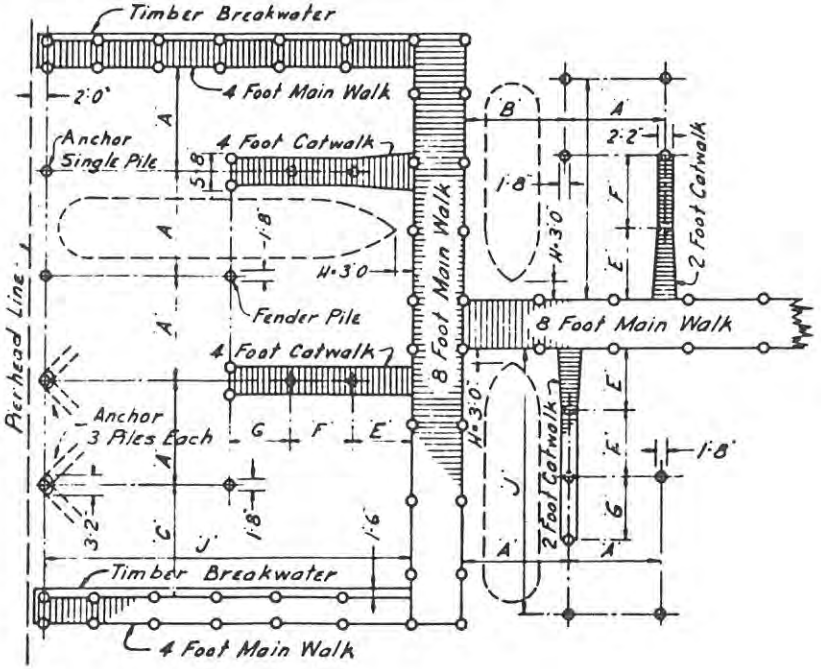
CLASSIFICATION AND NAME		LENGTH OVERALL	BEAM	HEIGHT	DRAFT	WEIGHT (LB)	LENGTH WITH TRAILER
RUN-ABOUT	Crusader 550	15'-8"	6'-5"	3'-5"	1'-0'	865	19'
	Formula 18	18'-2"	7'-8"	3'-9½"	2'-4"	2618	21'
	Nordic 22	21'-8"	7'-10"	5'-2"	2'-3"	2800	25'
SPORT CRUISER	V-214	20'-6½"	8'-0"	6'-0"	2'-8"	6095	25'
	Crusader II	23'-6"	8'-0"	6'-3"	2'-6"	4375	28'
	Formula 255	25'-5"	8'-0"	7'-4"	2'-6"	6095	28'
SEDAN EXPRESS	F-25 Express	25'-0"	9'-4"	8'-4"	2'-2"	4800	NT
	Formula 26 sedan	26'-2"	9'-6"	9'-6"	2'-10"	7200	NT
	F-36 sedan	36'-0"	13'-0"	9'-6"	2'-11"	16,000	NT
CRUISER	F-36	36'-0"	13'-0"	12'-3"	2'-11"	17,000	NT
	F-40	40'-8"	14'-2½"	13'-1"	3'-7"	26,500	NT
	Viking 43	42'-8"	14'-9"	12'-0"	3'-9"	34,000	NT

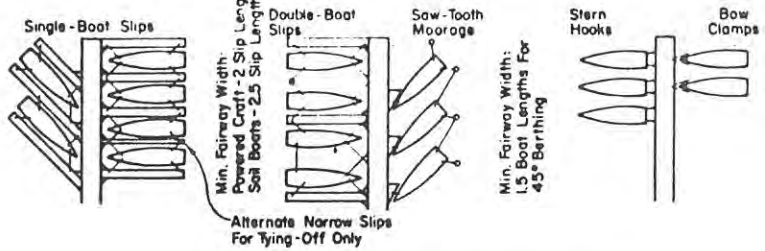
DIMENSIONS FOR SLIPS AND CATWALKS

LENGTH GROUP FOR BOATS	BEAM TO BE PROVIDED FOR	MIN. CLEARANCE FOR BEAM-TOTAL	MIN. CLEAR WIDTH OF SLIP	ALLOWANCE FOR HALF FENDER PILE	ALLOWANCE FOR HALF OF CATWALK	GROSS SLIP WIDTH TYPE "A"	GROSS SLIP WIDTH TYPE "B"	GROSS SLIP WIDTH USING 4 FT FLOATS	GROSS SLIP WIDTH TYPE "C"	USABLE WIDTH OF CATWALK	1ST CATWALK SPAN LENGTH "E"	2ND CATWALK SPAN LENGTH "F"	3RD CATWALK SPAN LENGTH "G"	TOTAL LENGTH OF CATWALK	DISTANCE "J" TO ANCHOR PILE
Up to 14'	6'-7"	2'-3"	8'-10"	10"	1'-1"	10'-9"	10'-6"	11'-8"	11'-2"	2'-0"	12'-0"	—	—	12'-0"	17'-0"
Over 14' to 16'	7'-4"	2'-4"	9'-8"	10"	1'-1"	11'-7"	11'-4"	12'-6"	12'-0"	2'-0"	12'-0"	—	—	12'-0"	19'-0"
Over 16' to 18'	8'-0"	2'-5"	10'-5"	10"	1'-1"	12'-4"	12'-1"	13'-3"	12'-9"	2'-0"	14'-0"	—	—	14'-0"	21'-0"
Over 18' to 20'	8'-7"	2'-6"	11'-1"	10"	1'-1"	13'-0"	12'-9"	13'-11"	13'-5"	2'-0"	8'-0"	8'-0"	—	16'-0"	23'-0"
Over 20' to 22'	9'-3"	2'-6"	11'-9"	10"	1'-1"	13'-8"	13'-5"	14'-7"	14'-1"	2'-0"	10'-0"	8'-0"	—	18'-0"	25'-0"
Over 22' to 25'	10'-3"	2'-10"	13'-1"	10"	1'-1"	15'-0"	14'-9"	15'-11"	15'-5"	2'-0"	10'-0"	8'-0"	—	18'-0"	28'-0"
Over 25' to 30'	11'-3"	3'-0"	14'-3"	10"	1'-1"	16'-2"	15'-11"	17'-1"	16'-7"	2'-0"	10'-0"	10'-0"	—	20'-0"	33'-0"
Over 30' to 35'	12'-3"	3'-5"	15'-8"	10"	1'-1"	17'-7"	17'-4"	18'-6"	18'-0"	2'-0"	12'-0"	10'-0"	—	22'-0"	38'-0"
Over 35' to 40'	13'-3"	3'-8"	16'-11"	10"	1'-1"	18'-10"	18'-7"	19'-9"	19'-3"	2'-0"	12'-0"	12'-0"	—	24'-0"	43'-0"
Over 40' to 45'	14'-1"	3'-10"	17'-11"	10"	1'-1"	19'-10"	19'-7"	20'-9"	20'-3"	2'-0"	14'-0"	12'-0"	—	26'-0"	48'-0"
Over 45' to 50'	14'-11"	4'-1"	19'-0"	10"	1'-1"	20'-11"	20'-8"	21'-10"	21'-4"	2'-0"	9'-0"	9'-0"	10'-0"	28'-0"	53'-0"
Over 50' to 60'	16'-6"	4'-6"	21'-0"	10"	1'-1"	22'-11"	22'-8"	23'-10"	23'-4"	2'-0"	11'-0"	11'-0"	12'-0"	34'-0"	63'-0"
Over 60' to 70'	18'-1"	4'-11"	23'-0"	10"	2'-10"	26'-8"	24'-8"	25'-10"	25'-4"	4'-0"	11'-0"	11'-0"	12'-0"	34'-0"	73'-0"
Over 70' to 80'	19'-9"	5'-2"	24'-11"	10"	2'-10"	28'-7"	26'-7"	27'-9"	26'-3"	4'-0"	11'-0"	11'-0"	12'-0"	34'-0"	83'-0"

Notes: This tabulation is based upon use of traveler irons.
Slip widths are to be adjusted when 3 pile anchors are used.
Catwalks to be planned for full length as needed.
Refer to Diagram E for typical arrangements.

FWS





SMALL-CRAFT BERTHING SYSTEMS

References -

Time Saver Standards for Building Types NA 2760 .D42

Small Craft Harbors . TC209 .A45

Graphic Standards

Planning + Developing Waterfront Property W. Rick NA 9000 .U72L no.49.

Marinas, Chaney . TC373 .N3 1961

Marinas: Design, Construction + Maintainance TC373 . .N3 1939 ed.

Recommended International Code of Practice for Frozen Fish SH336 .F7J65

From City Building Inspector

Flooding + Building Heights — Flooding occurs frequently in the Core Commercial zone when hightides + heavy winds concur. The flooding is basically a backing up of the storm sewer system. It's being worked on by the City of Geo.

- Residential structures must be constructed (in the area of our study) with first floor elevations at 11'-0 above sea level. This is to prevent flood damage.
- Commercial structures must be "floodproofed" to this 11'-0 elevation. Allow for water influx + drainage.
- In building additions if the value is less than 50% of the total value of the building the 1st floor elevation need not be at 11'-0.
- Maximum building height of 35'-0 is measured from the street elevation to the peak of the roof. This ordinance may be waived if (you provide your own fire protection (ie. standpipe connection)

- 10 yr flood level — +8.03' mlw
  25 yr flood level — +11.63' mlw
  100 yr flood level — +16.23 mlw

From Planning Office

Climatic Information —
Georgetown's mild climate is tempered with its average January temperature of 47 degrees + average July temperature of 80.7. The highest humidity occcurs in the summer months with the heat, + greatest rainfall. A yearly average of 49.8 inches is collected. Winds from the winter thru the summer are from the south west at about 10 mph. In the fall + early winter the winds shift + come at about 8 mph from the north-northeast. Storms (hurricanes etc) generally approach from the South West along the coast. Georgetown is at 33°-50 latitude and 79° Longitude.

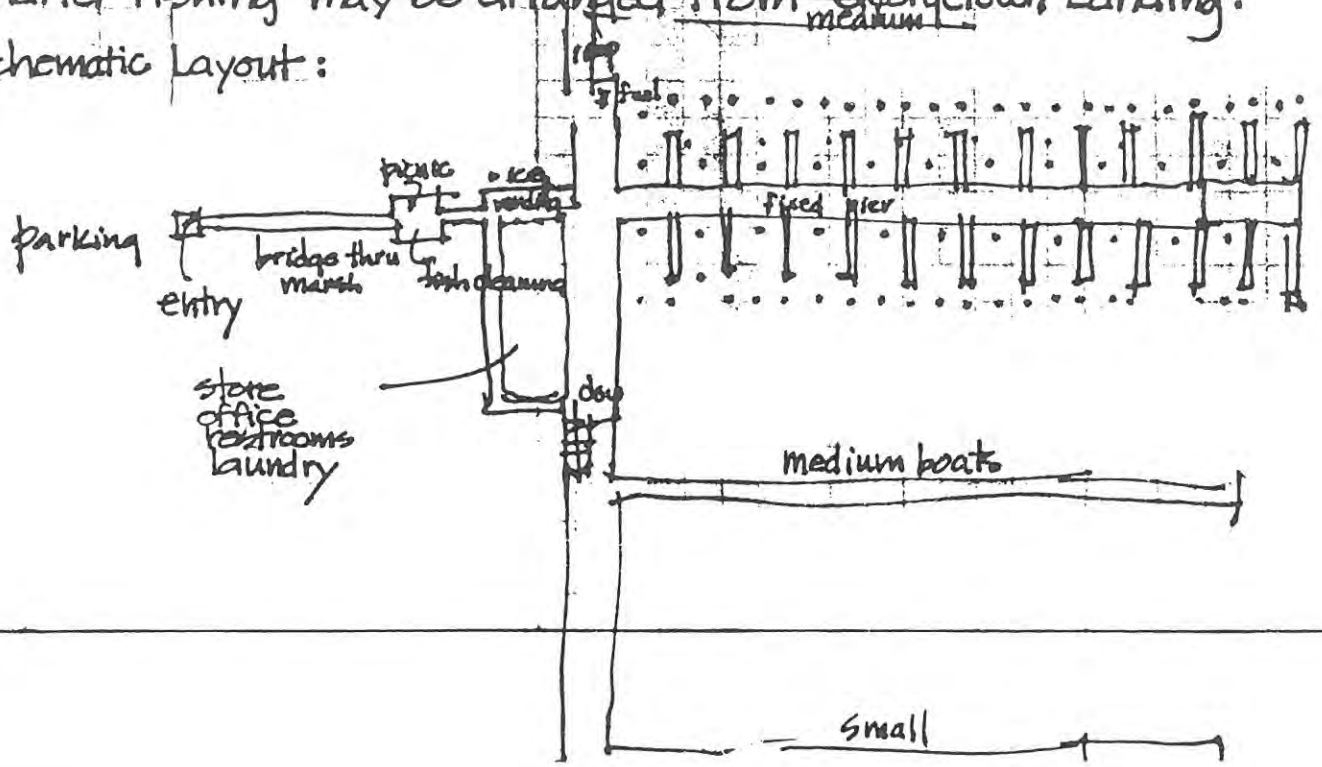
Georgetown Landing. Existing Facilities off of Highway 17. East of site along Pee Dee River

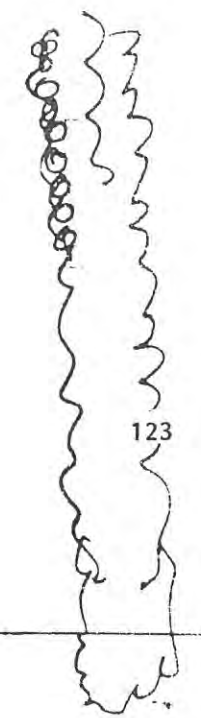
The marina has a 100 boat capacity at the present serving both permanent and transient boats along the Intracoastal Water Way. It has 3 floating piers which are attached to one fixed main pier. The fixed pier has 24 berths for large boats (~~[illegible]~~ & the floating docks provide space for small ~~[illegible]~~ + medium sized boats. Finger piers are 32' long + 4' wide with the major docks being 8' wide. Breakwaters are created w/ floating tires attached to piles (like a log boom.)

The facility provides access to: power, water, telephone, restrooms, showers, laundromat, store (ice, groceries, beverages, fishing + boating supplies) picnic area, + fish cleaning facilities. 2 areas for diesel + gasoline fueling are provided - one fuel dock ~~on the fixed pier~~ + one smaller floating fuel dock inside the marina. A ~~pumping-out~~ small station is adjacent to the floating fuel dock.

Charter Fishing may be arranged from Georgetown Landing.

Schematic Layout:





• Would like to get "vintage ships" boats to stay in the harbor. Provide "shoot outs" cannonading duel for interest. City provides water + electricity hookups at dock for these boats. Would like to have 3-4 docked up at all times — at least one! Interest to tourists + locals — tugboats of interest too.

* Rich Local Color in Georgetown — "Cathoe's Caviar" - Need for a marketing program. Could be played up — Something unique. Activities. People in Georgetown need to sell Georgetown as a neat place. Need to attract a new market. Theme needed: use festivals scheduled w/ Impact seafood? Historic District? Rice + Indigo are art. police, dentist. ← stopping place for boat travelers. "Tall ships"

Goat Island
- Guy from Florida
- Doyle (Georgetown)
- J.C. Long - developer from Charleston
- and others

impression that city doesn't want involvement w/ island but perhaps we can show them other ways to approac it.

Condo's? but what about access

↓

difficulty is access

possibility of use as "spoil area" for Corps of Engineers —
to build up the land - dike around it - create a land area. build it up.

Housing - Fogel's → has apts - upstairs for construction workers — Good idea. apt. like set would work. Bed + Breakfast perhaps in old homes/upper floors. expand to normal apts instead of efficiencies.

Market
- pier
- craft sales

Financial Packaging must be appealing to private businesses. Possibility of

incremental
should be planned in phases. Think of expense. - Need to create interest

Bulkheading - City will own any land that's created - would give shop owners 1st options to improve + build out there. suggest to start w/ street end which are publicly owned - no conflict - don't cut off water rights.

Wharf -

restaurants - no good restaurants in Georgetown = so many good ones in Murrell's Inlet / Pawley's Island. Enjoy the ride now. BUT to attract tourists to stay in Georgetown to eat. Tourist trade necessary. Good restaurant won't survive on local people - too many blue collar people. Land's End • River Room struggling to keep above water.

ferry to island

Tugboats - perhaps need other place to dock - if you had a municipal center this would be good - compatable use for area.

tourboats - could stage trips up the river / plantations / bay. could use vintage ships !? sailing school? camp.

Francis Marion Park - has city water + electricity - docking for tall ships. possibility of murals on walls.

Need to have balance of tourists + locals. Tourists will loosen $ to spend - multiplier effect. Need to keep Front Street area involved w/ local retail - haven't lost business thus far to malls or highway shopping centers. Retail mix to attract both.

Playgrounds

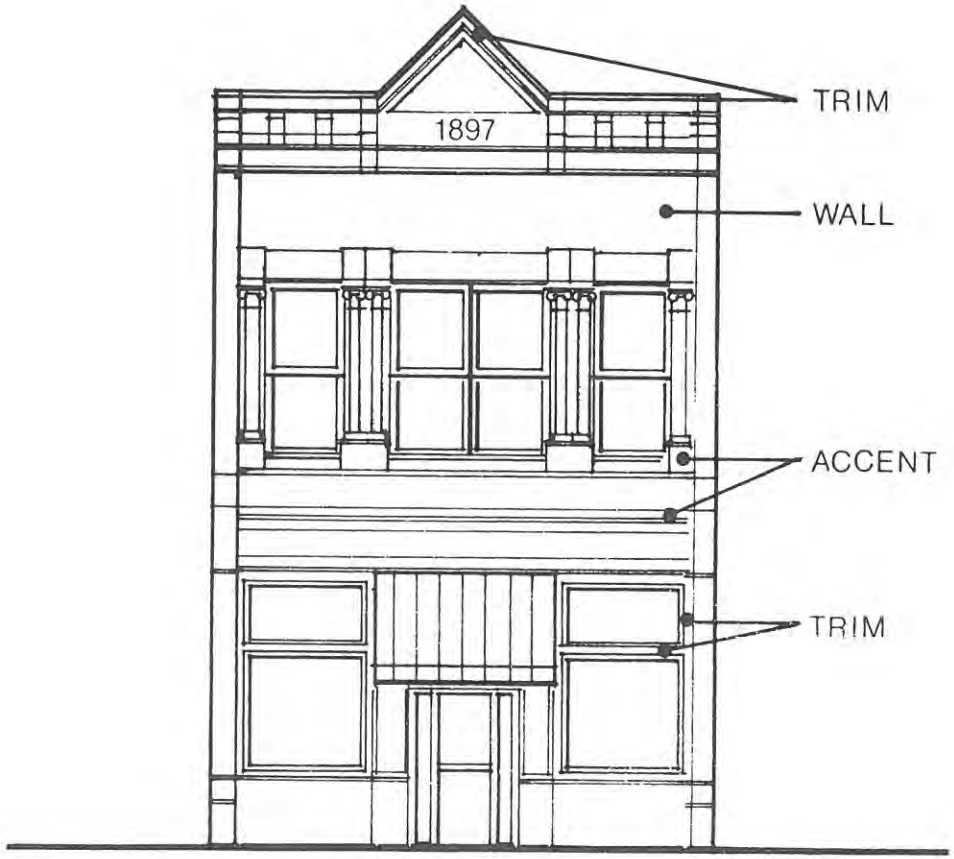
have areas which need supervision - possibility of area that needs no supervision, Low maintainance + low liability - Open areas.

Parking

could go behind stores but residents may not like this. ← but could be screened?

some possible sites for parking shown on map.

- John Brown Ferry (±50'x14') to be displayed (preserved) in old Kaminsky hardware store next to Rice Museum – in water.
- Sidewalk Cafe is developing now just west of Rice Museum.
- Utility Bldg (Next to bldg w/ Waccamaw Reg. Plan.) leased by state to Georgetown (minimal amount) — Possibility of incorporation in design – Open "gym" area on 2nd floor – group gatherings etc



APPENDIX B

Suggested Paint Color Schedule for Buildings in the Commercial District.

Twelve regionally appropriate 19th century color schemes are given below in order to give property owners a reasonably wide choice in rehabilitating their facades when the original colors cannot be determined or when other conditions exist that necessitate painting. These colors are based on "Exterior Decoration, Victorian Colors for Victorian Houses", published by Athenaeum of Philadelphia, Pennsylvania, 1976. The paints are available from the Devoe Paint Company, Louisville, Kentucky. The schemes consist of a color for each building component, as illustrated. A paint color schedule, below, lists the twelve possible combinations using Devoe Paint Company's numbers (these colors may also be matched by other paint manufacturers).

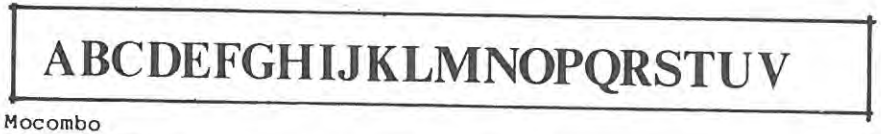
Scheme	Wall	Trim	Accent
1.	Salmon brick	526 TX16 Avocado	607 TX60 Deep Warm Grey
2.	Dark Red/Brown	595 TX47 Light Yellow	589 White
3.	Buff brick	654 TY66 Deep Brown	595 TX47 Light Yellow
4.	591 TX61 Cool Grey	534 TX31 Deep Cool Grey	544 TX94
5.	582 TY25 Deep Rust Red	532 TX79 Brown	582 TY25 Deep Rust Red
6.	652 TX27 Deep Slate	595 TX47 Light Yellow	658 TY53 Brown Mustard
7.	585	542 TY30 Brown/Yellow	610 TY56 Red Brown
8.	611 TY37 Magenta	654 TY66 Deep Brown	609 TX86 Sienna
9.	532 TX79 Brown	597 TX26 Beige	654 TY66 Deep Brown
10.	527 TX57 Tan	609 TX86 Sienna	597 TX26 Beige
11.	530 TX74 Mustard	532 TX79 Brown	582 TY25 Deep Rust Red
12.	597 TX26 Beige	532 TX79 Brown	582 TY25 Deep Rust Red

APPENDIX C

Selected letter styles for signage and appropriate to the architectural character of the city are shown below. Signs should be carefully and discreetly designed and affixed to face of building, not projecting over sidewalk.

Times Roman Regular

Times Roman Bold



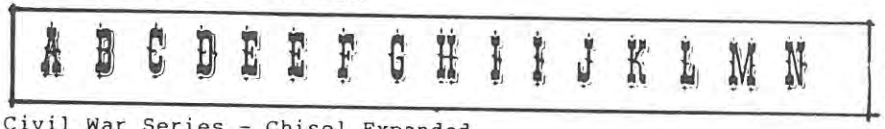
Mocombo

Giorgio

Civil War Series - Extended Shadow

Civil War Series - Playbill

Civil War Series - Phidian



Civil War Series - Chisel Expanded

APPENDIX D

The Secretary of the Interior's Standards for Historic Preservation Projects

The Secretary of the Interior's Standards for Historic Preservation Projects are the required basis for State Historic Preservation Officers and the Heritage Conservation and Recreation Service to evaluate Historic Preservation Fund grant-assisted acquisition and development project work proposals for properties listed in the National Register of Historic Places. The types of treatments that may be undertaken on registered properties are defined. Both the general standards that apply to all treatments and the specific standards that apply to each treatment are listed.

The Heritage Conservation and Recreation Service and Technical Preservation Services are pleased to include the standards as an appendix to reports in this series not only because they constitute the main program management requirement but because the reports illustrate successful use of the standards by project personnel in the States for planning and executing grant-assisted work. We have highlighted those portions of the standards that apply to this and to all projects involving the "rehabilitation" of registered properties.

Copies of The Secretary of the Interior's Standards for Historic Preservation Projects with Guidelines for Applying the Standards may be purchased from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402 (stock number: 024-016-00105-2; price $2.30).

Definitions for Historic Preservation Project Treatment

The following definitions are provided for treatments that may be undertaken on historic properties listed in the National Register of Historic Places:

Acquisition

Is defined as the act or process of acquiring fee title or interest other than fee title of real property (including the acquisition of development rights or remainder interest).

Protection

Is defined as the act or process of applying measures designed to affect the physical condition of a property by defending or guarding it from deterioration, loss or attack, or to cover or shield the property from danger or injury. In the case of buildings and structures, such treatment is generally of a temporary nature and anticipates future historic preservation treatment. In the case of archeological sites, the protective measure may be temporary or permanent.

Stabilization

Is defined as the act or process of applying measures designed to reestablish a weather resistant enclosure and the structural stability of an unsafe or deteriorated property while maintaining the essential form as it exists at present.

Preservation

Is defined as the act or process of applying measures to sustain the existing form, integrity, and material of a building or structure, and the existing form and vegetative cover of a site. It may include initial stabilization work, where necessary, as well as ongoing maintenance of the historic building materials.

Rehabilitation

Is defined as the act or process of returning a property to a state of utility through repair or alteration which makes possible an efficient contemporary use while preserving those portions or features of the property which are significant to its historical, architectural, and cultural values.

Restoration

Is defined as the act or process of accurately recovering the form and details of a property and its setting as it appeared at a particular period of time by means of the removal of later work or by the replacement of missing earlier work.

Reconstruction

Is defined as the act or process of reproducing by new construction of the exact form and detail of a vanished building, structure, or object, or part thereof, as it appeared at a specific period of time.

General Standards for Historic Preservation Projects

The following general standards to all treatment undertaken on historic properties listed in the National Register:

1. Every reasonable effort shall be made to provide a compatible use for a property that requires a minimal alteration of the building, structure, or site and its environment, or to use a property for its originally intended purpose.

2. The distinguishing original qualities or character of a building, structure, or site and its environment shall not be destroyed. The removal or alteration of any historic material or distinctive architectural features should be avoided when possible.

3. All buildings, structures, and sites shall be recognized as products of their time. Alternations which have no histrorical basis and which seek to create an earlier appearance shall be discouraged.

4. Changes which may have taken place in the course of time are evidence of the history and development of a building, structure, or site and its environment. These changes may have acquired significance in their own right, and this significance shall be recognized and respected.

5. Distinctive stylistic features or examples of skilled craftsmanship which characterize a building, structure, or site, shall be treated with sensitivity.

6. Deteriorated architectural features shall be repaired rather than replaced, wherever possible. In the event replacement is necessary, the new material should match the material being replaced in composition, design, color, texture, and other visual qualities. Repair or replacement of missing architectural features should be based on accurate duplications of features, substantiated by historical, physical, or pictorial evidence rather than on conjectural designs or the availability of different architectural elements from other buildings or structures.

7. The surface cleaning of structures shall be undertaken with the gentlest means possible. Sandblasting and other cleaning methods that will damage the historic building materials shall not be undertaken.

8. Every reasonable effort shall be made to protect and preserve archeological resources affected by, or adjacent to, any acquisition, protection, stabilization, preservation, rehabilitation, restoration, or reconstruction projects.

Specific Standards for Historic Preservation Projects

The following specific standards for each treatment are to be used in conjunction with the eight general standards and, in each case, begin with number 9. For example, in evaluating acquisition projects, include the eight general standards plus the four specific standards listed under Standards for Acquisition.

Standards for Acquisition

9. Careful consideration shall be given to the type and extent of property rights which are required to assure the preservation of the historic resource. The preservation ob-

jectives shall determine the exact property rights to be acquired.

10. Properties shall be acquired for fee simple when absolute ownership is required to insure their preservation.

11. The purchase of less-than-fee-simple interests, such as open space or facade easements, shall be undertaken when a limited interest achieves the preservation objective.

12. Every reasonable effort shall be made to acquire sufficient property with the historic resource to protect its historical, archeological, architectural, or cultural significance.

Standards for Protection

9. Before applying protective measures which are generally of a temporary nature and imply future historic preservation work, an analysis of the actual or anticipated threats to the property shall be made.

10. Protection shall safeguard the physical condition or environment or a property or archeological site from further deterioration or damage caused by weather or other natural, animal, or human intrusions.
11. If any historic material or architectural features are removed, they shall be properly recorded and, if possible, stored for future study or reuse.

Standards for Stabilization

9. Stabilization shall reestablish the structural stability of a property through the reinforcement of loadbearing members or by arresting material deterioration leading to structural failure. Stabilization shall also reestablish weather resistant conditions for a property.

10. Stabilization shall be accomplished in such a manner that it detracts as little as possible from the property's appearance. When reinforcement is required to reestablish structural stability, such work shall be concealed wherever possible so as not to intrude upon or detract from the aesthetic and historical quality of the property, except where concealment would result in the alteration or destruction of historically significant material or spaces.

Standards for Preservation

9. Preservation shall maintain the existing form, integrity, and materials of a building, structure, or site. Substantial reconstruction or restoration of lost features generally are not included in a preservation undertaking.

10. Preservation shall include techniques of arresting or retarding the deterioration of a property through a program of ongoing maintainance.

Standards for Rehabilitation

9. Contemporary design for alterations and additions to existing properties shall not be discouraged when such alterations and additions do not destroy significant historic, architectural, or cultural material and such design is compatible with the size, scale, color, material, and character of the property, neighborhood, or environment.

10. Wherever possible, new additions or alterations to structures shall be done in such a manner that if such additions or alterations were to be removed in the future, the essential form and integrity of the structure would be unimpaired.

Standards for Restoration

9. Every reasonable effort shall be made to use a property for its originally intended purpose or to provide a compatible use that will require minimum alteration to the property and its environment.

10. Reinforcement required for structural stability or the installation of protective or code required mechanical systems shall be concealed whenever possible so as not to intrude or detract from the property's aesthetic and historical qualities, except where concealment would result in the alteration or destruction of historically significant materials or spaces.

11. When archeological resources must be disturbed by restoration work, recovery of archeological material shall be undertaken in conformance with current professional practices.

Standards for Reconstruction

9. Reconstruction of a part or all of a property shall be undertaken only when such work is essential to reproduce a significant missing feature in a historic district or scene, and when a contemporary design solution is not acceptable.

10. Reconstruction of all or a part of a historic property shall be appropriate when the reconstruction is essential for understanding and interpreting the value of a historic district, or when no other building, structure, object, or landscape feature with the same associative value has survived and sufficient historical documentation exists to insure an accurate reproduction of the original.

11. The reproduction of missing elements accomplished with new materials shall duplicate the composition, design, color,

texture, and other visual qualities of the missing element. Reconstruction of missing architectural features shall be based upon accurate duplication of original features substantiated by historical, physical, or pictorial evidence rather than upon conjectural designs or the availability of different architectural features from other buildings.

12. Reconstruction of a building or structure on an original site shall be preceded by a thorough archeological investigation to locate and identify all subsurface features and artifacts.

13. Reconstruction shall include measures to preserve any remaining original fabric, including foundations, subsurface, and ancillary elements. The reconstruction of missing elements and features shall be done in such a manner that the essential form and integrity of the original surviving features are unimpaired.

APPENDIX E

ESSENTIAL ELEMENTS OF REVITALIZATION

The New England Neighborhood Revitalization Center

Today competitive pressure is felt not so much within the Main Street business community as between the older community area and the new commercial strips, convenience centers and malls that have sprung up along the major roads and nearby towns to serve the contemporary consumer in his private car. This has resulted in a change in the scale and organization of retailing operations. Downtown building owners and merchants are now faced with the need to join together in order to compete as a cohesive unit with the newer, centrally organized shopping areas. People do not come downtown to shop as automatically as they used to. Downtown is no longer the only choice, and the members of the Main Street business community now find that they must make a greater effort to attract the buying public.

How can the Downtown compete with shopping centers? There are three key words that will serve to summarize and help people remember what downtown needs to do to improve its economic position and how it can go about accomplishing this: ORGANIZATION, IMAGE, and PEOPLE.

ORGANIZATION is the key element of the success formula of the contemporary shopping center. The older downtown area can never be and should not try to be a shopping center. It was built for a singular purpose, and only radical changes can alter its given physical structure to conform to the pattern of the shopping center. Nervertheless, downtown can learn a great deal about modern retailing methods and shopper behavior from this major merchandising phenomenon.

Downtown's identifiability and quality must be greatly improved and communicated to consumers throughout the trade area and beyond.

Following the all-important principle of consistency in achieving product identity, the physical restoration and preservation of Downtown's structures must be emphasized in both individual and joint advertising in the trade area. It must be presented in a similarly consistent manner in special promotions to more distant area residents and potential visitors through major magazine feature stories, state tourism literature and periodic advertising in out-of-town newspapers.

But attracting potential customers to the downtown area is only half the battle. What gets them into the stores and spending money? Individual business operations also need to establish their own identities in order to get the customer to the place of business once they have been drawn downtown. Consistency in identity and quality must be visible in every aspect of operations: having what the customer wants, treating the potential customer as a friend, making the scale, continuing with follow-up service to the customer, etc.

PEOPLE and the way they react to Main Street as customers are one of the few constants in the downtown economy. For the merchant, looking out for Number One means making the customer think that he or she is the most important person in the new Downtown. Business people downtown need to be constantly aware that all of their visible actions are messages to this attentive customer.

Essential among the shopping center's distinctive features is unified management and the resulting high level of organization and integration of its retailing operations. In the shopping center, each tenant's lease contains binding agreements requiring the merchant to follow explicit design standards in the finish of interior space and signage, to conform to the established hours of operation for the center (including extended weekday and weekend hours), to participate in the center's joint advertising campaigns and major promotions, to join and pay dues to the shopping center's merchants association and to pay for regular maintenance of the shopping center's public spaces. Failure to live up to these requirements can be grounds for evicting a tenant from the shopping center.

Imposed regulations such as these run against the grain of the traditionally independent downtown business operator. But downtown merchants can improve their ability to compete with this newer shopping alternative by emulating the highly integrated organizational style of the shopping center. This is a formidable task on Main Street because it must be accomplished on a voluntary basis, but the incentives are substantial. Pooling resources for better and more widely distributed advertising is a necessary element in revitalizing the downtown economy. Organizing to extend store hours should be less difficult once merchants examine some of the area shopping centers more closely and realize that the periods of greatest shopper activity are weekday evening hours and weekends.

Many downtown business people still think that the large volume of free parking at a shopping center is its most important asset. This is largely a matter of the grass being greener on the other side of the fence. Recent studies indicate that most shopping centers have in fact over-built for their parking needs, and it has long been common knowledge in the trade that it is how well a shopping center operates internally and not the size of its parking lot that is a major determinant of success.

 Main Street must learn to compete as an organized whole.

What is meant by "image" and how does it relate to Main Street? IMAGE refers to the driving aim of modern product marketing: consumer recognition. Hundreds of millions of dollars are pumped into the daily barrage of advertising that attempts to implant the identity of various products in the consumer's mind. Additional hundreds of millions of dollars are poured into the design and manufacture of packaging that does more than simply sit on the shelf: today's boxes, cans and bottles actively compete for the shopper's reach. There is virtually no limit to what people will do to make a product identifiable and to get the consumer to recognize the product at the potential point of purchase.

The marketing of an older downtown area can take the same approach in a lower key and capitalize on a host of built-in advantages. Every downtown is different, and each one's distinctive package is its older commercial structures and their surrounding environment. The key to the successful marketing is presenting downtown as a identifiable place to potential shoppers.

How can the image of Main Street be developed and communicated? If Main Street cannot recapture its former position as a town's main or sole shopping district, it can at least recapture its position as a clearly identifiable and attractive place by uncovering, improving, restoring and maintaining its older commercial structures. Various shoppers know and recognize individual appearance, good or bad. But in order to reach and attract the trade area shopping public upon which Main Street once had almost exclusive claim, action must be undertaken by the group of property owners.

Every action is a gesture to the buying public. Inactivity or inattentiveness is interpreted as neglect and will be reciprocated by the public. Everything the merchant does, from building maintenance (or lack of it) to clearing the sidewalk of snow (or failing to do so), from window displays to customer service, is registered and interpreted by the shopper. Downtown economic revitalization therefore depends in large measure on each merchant's taking every opportunity to make positive symbolic gestures to each and every potential customer.

Today's successful shopping mall shares at least this characteristic with the Main Street of yesteryear: its function is not simply to meet the basic material needs of the consumer, but to serve as a social and recreational amenity for the community as well. (This was and continues to be particularly true of the open shopping mall.) Today's consumer frequently expects to be able to do more than meet basic needs on a shopping trip; shoppers have the time and opportunity to do much more browsing and comparing before making a purchase, and they expect to be able to do more than simply make the purschase.
This recommendation is an outgrowth of the recognition of a new phenomenon: shopping itself has become a significant recreational activity for the American family. The image of the destination, whether it be a shopping mall or an older Main Street, therefore becomes of crucial importance: it is the total experience that the customer is seeking, not just specific merchandise.

Outward apppearance of Downtown's buildings is one of the most significant early contacts between merchant and potential customer. Each merchant and building owner should exam

ine his or her structure both from a distance and at close range, remembering that the potential customer's first impression is based upon all the visible signals that a building offers. One of the first things to be noticed is that there is usually excessive competition among storefronts for the shopper's attention. This distraction makes it difficult both to comprehend Main Street as a whole and to locate individual destinations within the whole. The general appearance of the downtown area will be enhanced to the extent that variety generates interest; excessive competition for the consumer's eye produces confusion.

Maintenance of buildings

Each building has at least four sides, and often more that most the building's main facade is visible. The quality of maintenance of any exposed walls, even if they are only common brick, is a subtle signal telling a customer something about how much a particular operator cares about his or her business and about the customer. Every visible exterior aspect of a building should be examined for opportunities to make active and useful life and not merely waiting to fade into the past. To the prospective customer, every minor, routine housekeeping effort indicates that someone cares about the clientele.

Recognizing that not every merchant or building owner will realize the importance of careful upkeep, it seems important that a downtown business organization be appointed with the leadership role of persuading the majority of businesses to do so.

Encouraging pedestrian traffic

In addition to making sure that there is nothing that actively detracts from the public's shopping experience, downtown business people must also work toward creating further inducements to shopper traffic. Often merchants complain about the futility of trying to compete with the climate-controlled conditions of the enclosed malls, but our experience has been that pedestrians do not demand that they be enclosed, artifically lit, heated and air-conditioned as a rule. What they do want is simply some marginal protection from the elements.

One of the chief problems along the streets downtown is the exposure of sidewalk areas and the absence of protection from heat and direct sunlight in the hotter summer months. This exposure cannot be alleviated completely, but there are a number of approaches which can be taken toward providing some relief.

Awnings (and in some cases canopies) have long been the conventional means of protecting the pedestrian from the sun and rain. Although their usefulness has tended to be forgotten, awnings are still one of the most economical ways to providing pedestrian protection. An additional factor of particular importance today is the role of the awning in shading interior space, thereby increasing the efficiency of air conditioning systems. Selective use of canvas awnings of appropriate design and color along Main Street can also provide attractive elements of variety and visual relief from continuous rows of building facades.

Tree cover provides protection and variety in residential areas that cannot really be duplicated along Main Street. However, efforts should be made to provide some landscape amenities to link parking lots to the shopping areas. Landscaping and sidewalk improvements are more than superficial cosmetics if they are used correctly. They should make sound economic sense in their ability to increase the attractiveness and drawing power of the downtown commercial area by encouraging pedestrian circulation.

Merchants can take an additional direct role in increasing the everyday level of street activity, without having to cut prices, by promoting street and sidewalk vendor operations. Although such operations have in fact been actively discouraged by officials in many cities and by merchant associations throughout the country in recent decades, the fact is that pushcarts are on the comeback and can enhance the retailing trade of the permanent operators. To cite only the most dramatic example, the Quincy Market redevelopment project in Boston has shown that pushcarts make a substantial contribution to the market's ability to generate annual sales of more than $300 per square foot of leasable area. The developer has discovered that these are more than a mere novelty and is moving toward including pushcart operations in a large number of his other shopping mall operations.

It is clear that pushcarts make the vitality of commercial area highly visible and attract additional activity as a result.

Operating under the sanction of municipal authorities and with appropriate regulation, this type of activity can be promoted by downtown business people both individually and as a group. The flower cart is probably the most obvious example, but a variety of specialty goods or special types of smaller items are similarly appropriate for a mobile operation. Of particular importance is the potential for outdoor food sales.

A shortage of restaurants in the downtown area can be substantially overcome by taking food items already produced or sold in downtown shops (such as bakery items) and additional items (hot dogs, sandwiches, ice cream, etc.) directly to the consumer on the street. Such operations are a logical extension of some of the more popular public events downtown that include fund-raising food sales such as corn roasts, fish frys, bake sales and the like. Merchants associations can play a vital role in ensuring cleanup, paid for by the license to vend.

ORGANIZATION

The primary responsibility for realizing the goals of the Downtown revitalization program rests upon the downtown business community. The implementation phase depends largely on local initiative and what the business community does for itself, not primarily upon what any number of other parties can do for it. Therefore, the existing downtown business association or Chamber of Commerce has a major role in promoting the program and fostering recommended business improvements among downtown's individual owners and operators. The merchants group has a number of special roles to perform in promoting extended hours of operation, better building maintenance and storefront rehabilitation, better promotional activities and improved advertising and merchandising.

As incentives for undertaking such activities, the merchants group can offer selective joint advertising to promote business for those who participate in extending store hours and undertaking preservation work on their businesses. The group could provide incentives for the upgrading of vacant buildings by making its own searches for prospective tenants. Another incentive could be direct merchants group participation with local financial institutions in creating an interest-subsidized loan pool for owners and tenants to upgrade their buildings and operations in ways consistent with the revitalization program.

The merchants association can play a strong role in organizing joint promotional activities for downtown, particularly for major seasonal events like Christmas. Marketing and promotion consultants to the Main Street Project have recommended a number of activities focused on preservation and traditional promotions for the Christmas season. These include street events such as an evening of caroling, popcorn wagons, puppet shows and costumed characters, extended evening hours and a special Main Street shopping bag.

Early planning (six months at least) is required, with special emphasis given to lining up suppliers of traditional decorating maerials for downtown businesses, getting school and church musical groups and service clubs involved and developing a special advertising campaign that targets major metropolitan areas in the region.

Joint promotional campaigns are generally held too frequently and rely too much on price cutting and sale merchandise. There is no rule demanding that there be a special sale promotion every month of the year. Excessive reliance on price reduction will create an image in the public mind of downtown as the bargain basement of the trade area. Consumers are then likely to use the downtown area on a correspondingly selective basis, watching for special sale announcements like vultures rather than getting to know the broader offerings in the downtown area.

Downtown promotions should be infrequent enough to be special and should take a very different approach, emphasizing the quality and special features of downtown that have greater continuity. Advertising and special promotions should serve to increase the public awareness of these features, which can serve as a more continuous draw for downtown businesses.

Joint adverising should be undertaken by the merchants association and should emphasize the uniqueness of Downtown. In general, most newspaper advertisements are based on stock copy available free from the local paper's advertising department. Consequently, downtown merchants' advertising (individual as well as group) is often indistinguishable at first glance from ads for businesses in the sprawling commercial strips.

Downtown does have distinctive offerings to make to the buying public and must emphasize these offerings through whatever graphic means the association can muster. These can include anything from old photographs of Main Street commercial buildings to contemporary sketches or line drawings. Joint ads should periodically include maps of major routes to downtown and maps of the downtown area identifying the commercial buildings, major historic sites in the downtown area and parking lot locations.

In the initial stages of the project, it may be desirable to target certain businesses and their structures for experimental promotional treatment of this sort. For example, an individual merchant or two could sponsor a competition for renderings of their facades to be used in future advertising and promotion.

In order to promote greater awareness of the character of some of the unmodernized commercial structures downtown, the newspaper could probably be persuaded to sponsor an ongoing contest challenging readers to identify photographs of particular architectural details found on Main Street buildings.

Apart from restaurants, specialty shopping centers do not possess typical "anchors"; all the tenants serve as anchor tenants, working together to draw on their market. Main Street should operate similarly. Vacant space on Main Street should be filled carefully, with new or expanding businesses selected as much as possible on the basis of what they will contribute to the distinctive character of the downtown area which constitutes much of its appeal. A way to build upon a given character of the downtown area is to attract business operations that offer goods and services in keeping with this character. Main Street is often a natural area for offering distinctive high-quality merchandise and good services. It can be a particularly strong setting in which to offer goods that are not entirely the product of the production line and that evidence some trace of the human hand in their production.

It is not necessarily the exclusive responsibility of building owners to fill their available vacancies. The downtown business community has a substantial interest in seeing that currently vacant storefronts are occupied and that they are occupied by users whose operations will be productive for the downtown area as a whole. The local downtown merchants association in particular can and should take considerable initiative in finding desireable occupants for available commercial space in the downtown area. A search committee composed of downtown members of the merchants association should be formed to assist building owners and managers in the tasks of tenant selection and placement.

The formation of such a committee formally or informally presents an excellent opportunity to recruit new talent and to involve new people in the organization's active committee work. Bank officials are particularly good prospects and have opportunities to see other markets; they also have direct stakes in downtown as a result of their main office facilities and downtown mortgages.

PEOPLE

The first order of business for any merchant is not tending the store, but attending to the customer. The business person who keeps the customer's needs and wants at the top of the list of priorities has found a way of making most of the business take care of itself. This customer-oriented attitude does not mean simply trying to have what the shopper wants in terms of goods and services, but extends to offering goods in a clean and attractive setting, creating an attractive shopping environment, building good customer relations through sales personnel and special customer services, advertising in an attractive and distinctive way, making goods and services available at hours convenient to the customer, etc.

Many downtown business people have recognized the need for putting the customer first. They also recognize that this is a complex assignment and for the most part respond accordingly. Nevertheless there are few businesses in any downtown that would not benefit from a full review of their current practices, asking themselves in each case if it is the business or the customer that is more important. Perhaps some stores seem to have all the business that they can handle at present, but this does not mean that the sales could not be further increased by better and more widespread advertising, by giving the business a more attractive shop front to present to the public, by making it easier for more customers to find the particular place of business, by creating a better shopping environment all along the street or by any number of other means.

Attracting the customer to the store involves the cultivation of a clear and consistent image for the business operation. Advertising should place greater emphasis on graphic identification of the place of business and less explicit reliance on printed advertising text and stock motifs. The character of the place of business should be cultivated directly through the storefront and facade improvements and should be advertised accordingly.

Having created both a clear general image for the downtown area and an identifiable location for the particular business, the next challenge is to get the customer through the door. In large measure, this means reducing the barriers between the attractions of the shopping environment and building facade and the attractions of the store interior. Some stores in contemporary enclosed shopping malls have gone so far as to remove doors and display windows entirely, opening the store interior completely to the mall's pedestrian traffic. Business people in downtown cannot take such dramatic steps to draw customers into their places of business, but they can take a good look at their display windows, asking themselves exactly what it is they are tying to accomplish by their goals and making necessary changes accordingly.

Although there is no single right way to dress a store window, there are two dominant approaches evident in contemporary retailing, each of which is intended to achieve maximum visual impact as economically as possible. One of these approaches is to screen the store interior completely and to use the display window area as a showcase for one or a very limited number of items. The other approach involves minimizing the role of the window as a barrier between the sidewalk and the store interior. This is accomplished by removing display platforms from the shop window area and treating all space up to the window as active retailing space. Display cases, racks or similar fixtures are moved closer to the front of the store, and window space is kept free for maximum visibility into the main retailing space.

Both approaches have ample precedent in retailing tradition, but stand out today as a departure from the tendency to try to display as much merchandise as possible in the store's window area. It is well-recognized that this last tactic usually leads to clutter and confusion. Each of the two dominant appproaches today is designed to make the most of the shop window as a visual element in successful retailing operations, the one serving as a dramatic showcase treatment and the other serving to minimize the distance between street or sidewalk and the retailing operation inside.

Once the customer is inside, successful store operation depends not simply on making the sale, but on cultivating a relationship with the customer. Having the goods is important but making the sale often depends upon a host of additional factors, including helpful sales personnel and the ability to offer additional customer services. Even if the particular item requested by the customer is not available, helpful sales personnel can advise the customer where else to try. Such help can lead to a degree of customer satisfaction sufficient to create goodwill and return traffic and ultimately to the cultivation of a good business reputation based upon the shopper's direct reports to family and friends.

Thus the business person is the ultimate expert in knowing what the customer wants and what still need to be supplied by businesses on Main Street. Individual merchants should, therefore, keep good records of customer needs that they cannot meet individually. Customers should be referred to other

merchants in the downtown area as appropriate, and reports of unmet customer demand should be taken as indications of changes to be made by individual merchants or the entire downtown business community.

PARKING

For a host of reasons, many downtown areas have become marginal attractions for shoppers. People will come for visits to specific shops or to obtain services or to transact other types of business, but in general they do not come to shop the downtown area as a whole. Because downtown is no longer a coherent attraction, potential inconveniences (in such areas as access, variety of goods offered, available parking, and so on) become exaggerated in their role as liabilities and barriers to potential shoppers. Parking, for example, can become an excuse for not shopping downtown.

In general, however, the amount of parking is not the real issue in most downtowns. The location of that parking is the problem. The chief complainers are almost always merchants and to a much lesser extent customers, who experience a shortage of parking in the immediate vicinity of particular stores. Unfortunately, there is no inexpensive and practical way to give every merchant parking spaces directly in front of his or her store. However, there are a number of ways to make the most of available parking elsewhere.

Downtown business people must make the central retailing area more attractive as a general destination and more appealing for the pedestrian. This can only be accomplished by a coordinated program involving the improvement of shopping opportunities downtown, widespread improvements to downtown commercial properties and public improvements to pedestrian circulation routes both along and between to Main Street and public parking lots.

Often access to nearby parking lots is not clear to drivers. In order to increase usage of lots, better directional signs to the lots should be provided. Such signs should be minimal but strategically located. Merchants can also increase the effectiveness of directional signs by cutting back on the overabundance of commercial and highway signs which are usually present in the downtown area. Merchant identification can be established through signs that are considerably smaller and fewer in number than most currently in use
downtown. Smaller commercial signs minimize competition with public informational and directional signs and permit the latter to do their job effectively.

UPPER STORIES

The amount of vacant space in many downtowns expands considerably when one looks beyond the ground-floor commercial areas to available space in the upper stories of downtown commercial buildings.

Efforts should be made to relocate ground-floor office space users along Main Street into upper-story space. There is a double payoff in promoting this type of relocation if commercial (retail) tenants can be lined up for the ground-floor office space opened up by such transfers. A transfer of this sort will expand the amount of retailing area available downtown. Many professionals (legal, medical) occupants or personal service (i.e. beauty shops) occupants of ground-floor storefront space require a certain degree of prominence but do not depend upon walk-in traffic to the same extent as retail merchants. They could be accommodated just as well if not better in renovated quarters in upper floors along Main Street.

In addition to returning interior space in upper stories to active use, renovation would also promote upper-story facade improvements and thereby add interest to the streetscape. There should be no objection to directing attention to upper-story facades through a modest number of well-designed signs displayed on occupied upper-story spaces.

Active commercial use appears to be the least likely alternative for upper-story space in most downtowns. As is generally the case and as examples in the Main Street Project towns demonstrate the use of second and third-floor space to extend regular ground-floor retailing area is restricted mostly to businesses dealing in large household goods, such as furniture and appliances. Other retailing operations that expand beyond the ground-floor area are more likely to use basement space as an initial preference, based upon a fairly well-founded assumption that customers will take the path of least resistance rather than battling gravity in exploring retail areas beyond the ground floor.

The remaining alternative uses for upper-story space in most downtowns include apartments and offices. An aggressive search on the part of the merchants association the promotion of negotiations between prospective tenants and building owners should be pursued. It may simply be the case that few people have given any thought to encouraging the use of upper-floor space by office occupants, with even fewer having made direct efforts toward accomplishing this end. Office occupants of ground-floor space are one of the most logical initial targets for use of upper-story space along Main Street.

Rehabilitation of upper-story space for adaptive reuse as rental apartments holds considerable promise of economic feasibility in some downtowns. One project of this type in Madison, Wisconsin demonstrated that upper-story conversion can be accomplished at costs comparable to new construction of less. Although this example may not be competely applicable to other locations, similar downtown housing opportunities could have broad general market appeal.

There is also an appeal of "living above the store" for many novice entrepreneurs.

There are a number of factors which can mitigate this general appeal of living downtown. Most of these factors are related to the street environment. Main Street generally does not have many qualities which would characterize it as intimate. Main Street is a thoroughly commercial environment--a fact announced not only by its breadth, exposure and numerous storefronts, but also by the predominance of oversized and excessive sign treatments that expand the scale of the facades with siding or screening.

Even though they may now be hidden, upper-story facades often are unaltered; many represent excellent facade materials for residental uses. However, in most downtowns, spaces currently in active residential use appear to be somewhat marginal and not contribute to a desirable residential atmosphere in the downtown area. Making the area attractive to new residential occupants would therefore entail building and sidewalk improvements on much the same order as will be required for direct commercial revitalization of the downtown.

Downtown housing opportunities are usually seen as appealing chiefly to the older resident population. This age group is considered a logical target for such housing because of the shopping convenience and frequently lower rents that downtown housing offers. However, it must be emphasized that other segments of the population, particularly new households and young singles, should also be given consideration when trying to envision the potential market for such housing units. In spite of the convenience that these apartments might represent for older citizens, access by typically steep and narrow stairways is a decided disadvantage. Creating additional points of access to upper-story apartments as required by modern building codes may be feasible, but will not necessarily be more convenient for use by older citizens. Additional access is still likely to be provided by additional interior or rear exterior stairways rather than elevators, which may constitute a barrier for some senior citizens.

SOURCES AND METHODS OF FINANCING

Most landscape and parking lot improvements are public responsibilities and should be financed through some combination of tax revenue, bonds and state or federal assistance. Other improvements along Main Street may be similarly financed if state enabling legislation permits. Supplementary funding can come from a special tax levy on property owners in the project area because they will be some of the chief beneficiaries of public improvements in the commercial district.

It may be possible to reduce the cost of individual building rehabilitation and facade improvements through loans at reduced rates of interest or special preservation grants.

Not every local financial institution will be willing to participate in a special loan pool for improvements to private commercial property in the downtown area. However, most institutions recognize the stake they have in the Main Street economy, and efforts should be made to organize the banks to form a jointly funded special loan program for those building owners who are participating in a formal revitalization program.

Most initial downtown commercial improvement projects will probably have to be financed by relatively conventional methods. The experience of the Market Street preservation program in Corning, N.Y., indicates that many and probably most facade improvements, including storefront rehabilitation, are less costly than might first be suspected. In many cases substantial accomplishments and public impact can be achieved with relatively modest expenditures for new signs, awnings, advertising copy or improved maintenance. The first projects a community undertakes are therefore likely to be financed through some combination of conventional capital improvement loans, slightly increased expenditures for major maintenance and repairs and private business reserve funds.

TIMING AND SELECTION OF PROJECTS

Perhaps the most important resource for attracting additional funds for downtown investment will be examples of demonstrable success in each town. The role of the merchants association in monitoring the cost-benefit record of each project will therefore be extremely important. General publicity concerning projects should always be accompanied by available items of hard data concerning the economics of each commercial preservation effort. Additional information should be available in the files on request. Of course, the monitoring effort must be maintained for many years, perhaps by the merchants association. This is also one of the most important reasons for a well-calculated selection of the first projects to be undertaken. It will be much easier to speculate on the basis of modest successes than it will be to explain what went wrong with a larger and more complicated experiment involving greater risk.

The most important principles to follow in the course of implementing these recommendations are the following: (1) select modest projects with a high probalibity of completion and success, and (2) maintain continuity by overlapping projects. With regard to the latter, it would be better to have a number of projects in various stages of completion than it would to have the same number occurring simultaneously with virtually identical starting and finishing dates.

ESSENTIAL ELEMENTS OF REVITALIZATION

These ten points are a compilation of what seem to be the essential ingredients for a revitalization project to get off the ground, and be an economic success.

1. VISION The community must have either a strong identity of its own or a vision of what it would like to become. The better this vision can be described in terms of realistic, concrete goals, the more likely the community is to be successful.

2. DISSATISFACTION Without strong sense of concern or dissatisfaction with problems of the community, any effort to revitalize will be met by apathy, resistance and complacency.

3. CULTURAL ACTIVITY Cultural events such as festivals and architectural sites play a significant role in building the image of the community and creating an exciting and inspiring environment that attracts customers, investors, and new residents.

4. MARKET POTENTIAL Retail businesses along a commercial corridor are critical to sustain most urban communities. However, these businesses are doomed unless there is significant market potential in the area. Both a well executed market analysis and a properly aimed advertising campanign are the underpinnings of any economic revitalization effort.

5. ENTREPRENEURS Risk-taking businessmen must be available and prepared to make investments in both retail stores as well residential development. This amy require a program to seek out or train new businessmen and provide business packaging assistance.

6. LEADERSHIP Local residents and businessmen must provide the direction, organization, and commitment for any effort. When the leadership comes from the government, the project is likely to fail. Projects that overlook working with the the surrounding residents are prone to conflict and stalemate.

7. SUPPORT Broad-based political support is necessary in order to bring both funding resources and government agency staffing assistance to bear on thorny technical and" bricks-and-mortar" problems. Full-time professional support is likely to be necessary especially to assist and coordinate the large number of community volunteers who eventually become involved in these programs.

8. MONEY Venture capital and public money must be available for housing, small business developments, storefront improvements, roads, parks, and other physical improvements.

9.TIME Revitalization is not an overnight process. It involves changing people's attitudes and their decision-making patterns.. It means constructing and rehabilating buildings. It requires many meetings and social events. Generally 3-5 years is a conservative estimate of the time necessary before enough momentum can be generated for the revitalization to be self-sustaining. Most people grossly underestimate the time necessary for this type of undertaking.

10. PLAN Without agreeing on a strategic and systematic plan, efforts are likely to haphazard and superficial. The plan should have specific short-term goals, be time-oriented with milestones, but these should be flexible in order to adapt to new needs and changing energies over the long haul. The plan must insure that visual improvements are occuring every 3-6 months to serve as observable reminders of progresses. The plan must deal very carefully and explicitly with human dynamics of the neighborhood, because revitalization brings change, and change brings conflict, which is probably the most frequent cause of failure in downtown economic revitalization.

OBSTACLES TO KNOW BEFORE BEGINNING REVITALIZATION

The New England Neighborhood Revitalization Center

Neighborhood revitalization is an exciting and challenging task. But it also requires hard work and is loaded with difficulties and problems. Before beginning a revitalization project, you should mentally prepare yourself for the job. These are a few of the obstacles you can count on finding:

FRUSTRATION

Revitalization typically requires overcoming some very formidable political, economic, physical, and psychological obstacles, many of which cannot be surmounted easily. Businessmen often become frustrated, and even angry, with the apathy and lack of cooperation. And even when these problems are solved, new ones will undoubtedly arise. If you don't have a high tolerance for frustration, you should probably not get too involved in revitalization.

RESENTMENT

For a number of reasons, many of which will be unknown to you, some people will resent what you are doing, no matter how lofty the goal. Some may doubt your motivations, others will think they might lose power, and still others will fear the disruption that change will bring to their stable lives.

APATHY

Many people will be apathetic to your call for action, usually becasue they fear that they might fail. Older merchants may simply not have the energy to rekindle the dreams of their youth. Other merchants may simply be operating on a tight budget and need to devote all their time to their own businesses. And there is always one group of merchants whose businesses don't depend on the success of the shopping district, and who consquently don't care about the success or failure of the revitalization.

CONFLICT

Even if you conduct the revitalization in the most organized and participatory way, there is bound to be conflict among both residents and businessmen. Often it is due to different sets of values, the lack of trust, long-time animosities, or very different goals. But conflict is not bad. It is simply a sign that there is human energy to harness and channel into constructive activities.

IMPOSSIBLE OBJECTIVES

All too often revitalization schemes are overly optimistic and when the objectives are not met, people become disappointed and drop out. The solution is to start small, insure success, and enlarge the scope of the project when you have gained momentum.

POLICTICAL INTERFERENCE

Revitalization usually relies on some amount of federal or city money. All money comes with strings attached and political money often brings all sorts of political interference. Be prepared to stand your ground and fight for the good of the neighborhood, if necessary.

AMBIGUITY

Revitalization cannot be accomplished using a step-by-step, "cookbook" formula. It requires certain amount of trial and error. You will often have to "fly by the seat of your pants". Frequently the whole program will hinge on some crucial issue, such as funding, and no one may be able to tell you if your grant proposal is going to be funded.

NEGATIVE ATTITUDES

The worst obstacle of a revitalization project are people who will not believe in your goal, who say it cannot be done, and who continually look for every fault in the plan. You cannot argue with some to change their attitude, but listening to them often helps.

DOWNTOWN: LETS GET ORGANIZED

Downtown Research and Development Center, 270 Madison Avenue New York

There are three sides to downtown development says John Sower of the National Development Council and a method of connecting them into a triangle is required. These are the merchant/-property owners group, the city and the developer. Sower points out that a Joint Venture can be structured which will melt them into a vigorous, highly motivated downtown revitalization team.

Essentially , the three roles are:

(1) The developer is a professional at improving and running shopping and commercial areas. He is charged with improving and running downtown, and for this earns a percentage on sales above a baseline. This gives him an incentive contract to improve and to operate aspects of downtowns as he might in a new suburban center.

(2) The city makes its powers available including powers to bring in local and Federal funds, to use the city's legal development powers, and to provide a key tool that makes participation in the joint venture mandatory.

(3) The merchants/property owners run their busisnesses, participate in improvements and promotions and pay to the developer a percentage of sales, above their base, in lieu of a percentage rent.

Sower outlines in broad terms the 10 key points that must be written into a joint venture agreement among the three parties. These are:

1. A "payment in lieu of a percentage rent" must be included with a provision that monthly sales for each merchant are reported and that regular merchant audits will be performed. This is both to analyze the impact of promotions and advertising and to fairly compensate the developer.

2. Merchant operations. The exact physical space, hours of operation and produce areas of the merchants need to be pre-agreed.

3. Contribution to promotion. A base charge for promotion, is necessary -- usually with involvement by a promotion committee of the merchants association.

4. Contribution to common area maintenance. A C.A.M. charge is also necessary -- just as in a shopping center, although a city's involvement can include much of the maintenance and security.

5. Physical renovation. Design standards for all visible area of all physical structures should be required.

6. Mandatory participation. Any viable program will require mandatory participation of all merchants and property owners. This can be achieved by voluntary agreement (with sufficient incentives, persuasion and cooperation) or by legal enforcement of specific legal ordinances specially passed for the project.

7. Arbitration of disputes. It is also necessary to have a pre-agreed procedure on arbitration of disputes --particularly of those about valuation of property owners, compliance with reporting of monthly sales, participation in fees, etc.

8. Time. The agreement needs to define the time of the agreement -- enough to encourage a responsible developer.

9. Control of space. The developer needs control of space such as empty upper floors, basements, empty buildings, back lot areas, infill space, etc., in order to develop new uses. Also, the developer needs access to public spaces for kiosks, sidewalk cafes, closed-in alleys, pushcarts, flower/newsstands. "Grandfather clauses" may be necessary to protect existing tenants.

10. Evaluation. A formula for evaluation of the joint venture agreement including increased retail sales, property taxes, etc., needs to be pre-negotiated and included as part of the agreement.

In this concept, a joint venture management contract is negotiated among the city, the merchants/property owners and a developer as a part of a comprehensive program including physical improvements like parking, street improvements, renovations, etc., plus work of "operating" the new downtown in the shopping center mode.

The joint venture can be organized by the local business people who form a development company and staff it with qualified people. Or, an experienced developer can be placed under contract to handle the work. In either case, the role of the developer is unique vis-a-vis downtowns. Here's Sower's outline of the duties of the developer:

1. Development -- develop existing space such as empty buildings, upper floors, basements, rear buildings, etc., or new space such as infill buildings, common areas such as pushcarts, kiosks, back alleys, etc.

2. Marketing -- coordinate with the merchants association, with input from market research -- toward identifying profitable markets and missing stores in the retail mix. Also include events such as seasonal sales, parades or festivals and public relations with civic and cultural organizations or problem areas such as traffic or crime control.

3. Administration -- record keeping of monthly sales -- also central maintenance of facilities-security, weather control, etc. Might also coordinate design control with agencies.

SUMMARY OF PRESERVATION TAX IN[illegible]TIVES IN THE ECONOMIC RECOVERY ACT OF 1981

by Anubray Anthony, Jr.

The National Trust for Historic Preservation

The Econonic Recovery Tax Act of 1981, approved by President Reagan on August 13, 1981, make dramatic and sweeping changes in the federal tax treatment of investment in real estate. The Internal Revenue Code was revised to add a new accelerated cost recovery system, to repeal existing incentives for rehabilitation of older buildings and for certified rehabilitation of certified historic buildings and to substitute a new three-tiered investment tax credit (ITC) for rehabilitation. The bias in favor of new construction was effectively eliminated. The tax incentives for rehabilitating older buildings were simplified and substantially improved especially in the case of historic buildings.

The investment tax credit now allowed for certified historic rehabilitation should be significant stimulus to the identification and designation of individual historic buildings, as well as historic commercial districts and residential neighborhoods.

Purpose of the Reform

The reasons underlying this major reform of the tax incentives for rehabilitation of older and historic buildings, orginally authorized in the Tax Reform Act of 1976, are described in the Senate Committee on Finance's report accompanying the bill:

"The tax incentive for capital formation provided in other sections of this bill might have the unintended and undesirable effect of reducing the relative attractiveness of the existing structures. Investments in new structures and new locations, however, do not necessarily promote economic recovery if they are at the expense of older structures, neighborhoods, and regions. A new structure with new equipment may add little to capital formation or productivity if it simply replaces an existing plant in an older structure in which the new equipment could have been installed. Furthermore, the relocation of business can result in substantial hardship for indivduals and communities. Since this hardship does not affect the profitability of the business, it may not have been fully taken into account in the decision to relocate, even though it is an econimic detriment to the society as a whole.

The increased credit for rehabilitation expenditures is intended to help revitalize the economic prosopects of older locations and prevent the decay and deterioration characteristic of distressed economic areas".

Revised Investment Tax Credit for Qualified Rehabilitation

The ITC for qualified rehabilitation, effective January 1, 1982 is as follows: 15 percent for structures at least 30 years old, 20 percent for structures at least 40 years old and 25 percent for certified historic structures. No ITC is allowed for rehabilitation of a building, other than a certified historic structure, less than 30 years old. A qualified rehabilitation means any building that has been substantially rehabilitated, that was in use prior to beginning the rehabilitation and that retains at least 75 percent of the existing external walls.

An ITC may be deducted from the amount of taxes owed, in contrast to a deduction, which merely reduces a taxpayer's income subject to taxation.

Eligible Categories of Rehabilitation

The 25 percent credit for certified historic rehabilitation is available to both depreciable nonresidential and residential buildings. However, the 15 and 20 percent credits are limited, as under present law, to nonresidential industrail and commercial buildings used for income-producing purposes. This, Congress has included a significant incentive fore the creation of rental housing in historic buildings.

A certified historic building owned and occupied in part by a taxpayer will qualify for the credit, on a pro-rate basis, for that portion of the building that is income-producing.

Substantial Rehabilitation Test

The Economic Recovery Tax Act of 1981 allows the ITC only if there has been a substantial rehabilitation of a building. This means that the rehabilitation expenditures must exceed the greater of either the taxpayer's adjusted basis in the property (cost of the building plus capital improvements, less depreciation) or $5,000 within a 24-month period.

The act provides a alternative 60-month period to meet the substantial rehabilitation test in the case of any rehabilitation that may reasonably be expected to be completed in phases set forth in architectural plans completed before the rehabilitation begins. This restrictive substantial rehabilitation test will disqualify a substantial number of the projects now being certified under the preservation tax incentives, according to the U.S. Department of the Interior.

Adjustment to Basis Rule

Only a certified rehabilitation of a historic structure qualifies to depreciate the full amount of rehabilitation expenditures because certified historic structures are exempt from the adjustment to basis rule. This rule requires that the tax

credit be substracted from the total rehabilitation costs in computing the amount to be depreciated. For example, in the case of a $100,000 rehabilitation of a 40 year old building, the 20 percent ITC of $20,000 can be deducted from taxes owed, but only the remainder, $80,000 can be depreciated.

In the case of a $100,000 certified rehabilitation of a certified historic structure, the 25 percent ITC of $25,000 can be deducted from taxes owed, and the entire $100,000 can be depreciated.

This adjustment to basis rule is designed to favor certified historic rehabilitations. When coupled with the additional 5 percent credit, the margin of tax savings for certified rehabilitation of historic properties is substantial.

Who May Take the ITC

The ITC may be taken by the owner or owners of an eligible building when expenditures are incurred on a qualified rehabilitation. The act further amends current investment credit limitations so that the owner of a rehabilitated building leased and used by a tax exempt organization or governmental unit is allowed the ITC. This provision was made effective retroactive to July 30, 1980. In addition, a lessee is eligible for the ITC for qualified rehabilitation expenditures incurred by the lessee if, on the date the rehabilitation is completed, the remaining term of the lessee is at least 15 years.

Which Buildings Qualify as Historic

An under existing law, a building may be certified by the Secretary of the Interior as historic if (1) it is listed in the National Register of Historic Places or (2) it is located in a registered historic district and the secretary certified that the building is of historic significance to the district. A registered historic district is one listed in the National Register of Historic Places or one designated by a state or local government under a statute certified by the secretary, in which case the secretary must also certify the district itself.

To qualify for the 25 percent ITC and to assure consistent standards of quality of rehabilitation of certified historic structures, the rehabilitation must be certified by the secretary as being consistent with the historic character of the building or the district in which the building is located. Thus, the act creates a presumption that a building within a district is historic, and any rehabilation must be certified to qualify for the ITC. On the other hand, if a building is not of historic significance to a district, it can be certified as

such by the secretary to avoid these limitations and qualify for the lesser tax credits.

Changes to Existing Preservation Tax Incentives

In an effort to simplify the tax law and to improve the incentives for rehabilitation, the act repeals the current preservation tax incentives and replaces them, effective January 1, 1982, with the new 25 percent ITC. In addition to repealing the 10 percent ITC, the act repealed the following provisions:

60-month amortization of certified historic rehabilitation expenditures (Internal Revenue Code 191)

accelerated depreciation of substantially rehabilation certified historic structures (Code 167 (o)); and

denial of accelerated depreciation for a building constructed or reconstructed on the site of a demolished or substantially altered certified historic structure (Code 167 (n)).

The rule in 280B of the Internal Revenue Code, requiring demolition costs to be capitalized as part of the cost of the land rather than deducted, is retained.

Impact on Projects in Process

Generally, the act applies to all expenditures incurred after December 31, 1981. A transition rule, however, permits projects on which the physical work begun before January 1, 1982, to use a combination of the old and new law. Consequently, if qualified historic rehabilitation expenditures are incurred before and after January 1, 1982, prior expenditures can qualify for the present 10 percent ITC (plus acclerated depreciation) or 60-month amortization. Expenditures incurred on or after January 1, 1982, will continue to be treated under the old law unless the rehabilitation meets the new law's substantial rehabilitation test. If the test is met, the new law applies, and the 25 percent ITC is the only tax incentive option. Rehabilitation work on 20 to 30 year old buildings begun before January 1, 1982, may continue to qualify under the provisions of the old law until completion if the rehabilitation would have qualified under the old law.

Depreciation under the Accelerated Cost Recovery System

Under the new accelerated cost (effective retroactive January 1, 1981), the present system of depreciation over a building's useful life is replaced by a system permitting recovery of capital costs, using straight-line or accelerated methods over predetermined recovery periods. Eligible real property is assigned a 15 year recovery period, but taxpayers may elect a 35 or 45 year extended recovery period.

The methods of cost recovery and recovery periods are the same for both new and used property. Therefore, Congress has eliminated from the Internal Revenue Code, the long-standing basis in favor of new construction. In recognition of the economic and social advantages of rehabilitation, there is now clear incentive for qualified rehabilitations.

The ITC is allowable only if a taxpayer elects to use the straight-line method of depreciation with respect to qualified rehabilitation expenditures. If a taxpayer elects to use an accelerated form of depreciation (175 percent declining balance method for all but low-income housing, which qualifies for 200 percent declining balance method), the taxpayer cannot qualify for an otherwise allowable ITC for qualified rehabilitation expenditures. Composite depreciation is required if an accelerated method of depreciation is elected.

Comparative Advantage of Certified Historic Rehabilitation

The act reflects a definite intent of Congress and the Reagan administration to encourage reinvestment in America's historic buildings, and commercial districts. The 25 percent ITC for certified historic structures is the most beneficial tax treatment available for real estate investment under the amended Internal Revenue Code. The margin of incentive for certified historic structures over other rehabilitations is substantial because of the additional 5 percent credit and the exemption of historic structures from the adjustment to basis rule.

Generally, the ITC allowance for rehabilitations is more beneficial in terms of immediate tax savings that any form of accederated or straight-line depreciation. Further, because only straight-line depreciation may be taken with the ITC for qualified rehabilitation expenditures, disposition of a qualified rehabilitated building for which the ITC has been the recapture rules related to accelerated depreciation. Because there is no accelerated depreciation, there is no tax preference income subject to the Code's minuimum tax rules.

COMMON QUESTIONS ABOUT TAX INCREMENT FINANCING AS A COMMUNITY IMPROVEMENT TOOL

E. F. Hutton Company, Inc.
315 East Madison Street
Tampa, Florida

What Is Tax Increment Financing?

It is a method of financing the public costs associated with redevelopment of blighted or underdeveloped areas. Tax revenues generated by new development are allocated for specific use in meeting the public expenditure.

What Are the Public Costs?

New streets, sewers, curbs, sidewalks, drainage systems and other public utilities can be provided by the public entity. Acquisition and demolition of buildings and pruchase of property for reassembly and sale to a developer are common public costs.

How Are The Public Costs Afforded?

Property taxes paid by developers on the value of developments exceeding the previous value are used to pay for costs or to repay funds borrowed to meet the costs. The increment of taxes paid on the new or higher property values describes the use of the term Tax Increment Financing.

Does Tax Increment Financing Involve The Sale Of Municipal Bonds?

Most commonly funds are obtained to initiate new development through the sale of municipal bonds. The sale of bonds allows the locality to construct the public utility systems or meet other expenses which will encourage further private development.

How Can Repayment of the Bonds Be Assured?

Development agreements with developers can, in advance of the sale of bonds, define the value of new private construction and thereby determine the amount of new taxes which will be available in future years to repay the bonds.

How Much New Development is Needed to Pay Off the Bonds?

As a rule of thumb, the new value should be about four times that of the old.

What is the Term of the Bond Issue?

Most bonds are usually issued for twenty or thirty years, while tax increment bonds are often paid off in six or twelve years.

What Happens Once the Bonds Are Paid Off?

The total taxes would then go to the City, County, and other governments collecting from the local property tax. Often property tax rates can be reduced after bond retirement.

How Would the Homeowner be Affected?

Over the longer term homeowners would be paying relatively lower total tax bills to local government because of the growth in the tax base. Cost of public services would be lower through more efficient improvements (streets, sewers, parks, fire, police, library, etc.).

Does the Person That Has Already Made Improvements in a Substandard Area Benefit?

Yes. His property becomes more valuable because of new improvements around him.

What Types of Projects Can It Be Used For?

All types of projects would be allowed. While business and industry in the cities have had the greatest declines in value, with the greatest potential for rebuilding, housing projects for the elderly have also been completed.

What Assurances are There That the Land Will Not be Left Vacant for Several Years?

Before there is any public money spent, a developer is selected and enters into a contract to build according to an approved plan and construction schedule.

How Long Will the Land Be Off the Tax Rolls?

Even though the City or County may own the land for a brief period, it is generally conveyed to the developer quickly.

Where Else is Tax Increment Financing Being Used?

California and Minnesota have had it the longest and used it the most. Fourteen states now have it.

Isn't This Just Another Name for Urban Renewal?

No. The purpose of the Federal Urban Renewal was the elimination of blighted and substandard areas. The result was that local taxes went up because land remained vacant for years. Tax Increment Financing is workable with small cities and towns because no costly red tape, no increase in property taxes and timely redevelopment can be assured.

Why Not Depend on Federal Funds?

The Federal Urban Renewal Program was eliminated in 1973. Other federal programs usually require local matching money which could be paid by tax increment. Federal programs are usually too complicated for most small towns.

Why Not Use Tax Exemptions to Encourage New Development?

Tax exemptions create unveven taxation for various users of the same public services and, in effect raise the taxes of those paying for the exempt users.

Is the Developer Tax Exempt?

No. He pays taxes on the full value of his property like all other taxpayers.

Why Not Let Development Go Where It Will Without Public Spending and Involvement?

If development continues according to lowest land values, public services will continue to become more expensive and existing property and public facilities will be under utilized.

APPENDIX F

CASE STUDIES and BIBLIOGRAPHY

Clark, John, Caludia Wilson, and Gordon L. Binder, Small Seaports (Washington: The Conservation Foundation, 1979).

Forward:

A remarkable revival underway.

"What is it about small ports that have given them a new lease on life years after manufacturing and coastal shipping, once their mainstays, moved to larger cities?"

Impetus has been the rediscovery and strengthening of their special heritage resources - historic buildings, natural amenities, fishing, and boating.

Water quality is improving near coastal cities true to national campaign to clean up H_2O.

1976 Coastal Fisheries Management Act has offered a new opportunity to some local fishing fleets.

Book's Intent: Investigation of the special needs and opportunities of small seaports along the northeast and mid-Atlantic coasts.

Early part of 20th Century marked the death of coastal shipping as an industry.

Small towns have retained - often, ironically, precisely because of neglect - distinctive structures and townscapes.

Seaport towns present a welcome change of scenery and pace from urban and suburban life and surroundings.

Their heritage is a natural resource for these small ports. Their vitality depends on conserving and strengthening these assets.

"Successful civic and economic revival depends upon restoration of the harbour and waterfront."

Historically, human settlements have concentrated along the coast: reasons range from economic (transportation and siting requirements of activities) to the aesthetic (mysterious lure of the sand, surf, bogs, marshes, etc.).

By the early 1900's, waterfronts were well on their way to abandonment and decay.

Buildings deteriorated; harbors filled with sediment; waterfront bulkheads, piers, and warehouses collapsed or stood in neglect.

Communities turned their backs on the waterfronts. Rail and highway transportation had undermined the small ports.

The impact of tourism on coastal counties is substantial and significant. It clearly means prosperity to small port communities - at least in the summer.

Parking is among the most serious problems facing seaport planning.

Selective discouragement of businesses (which attract the wrong type of trade) is needed.

Control auto traffic through the use of pedestrian walkways, parking bans and restrictions, parking lots on the periphery of the waterfront or town, one way street systems, bicycle liveries, passenger ferry service.

Local businesses schedule deliveries in the mornings or evenings.

For tourists, have the parking outside of town, screened with trees, maybe a watchman for protection. A shuttle can take tourists into town.

Well maintained heritage resources attract tourists and ancillary businesses which add to the economic welfare of a seaport and enhance its special ambience and the civic pride of residents.

Harbour views of the water are important.

Often, rehabilitation and conservation projects generate more economic benefits than those derived from new construction, and at a fraction of the cost: employment gains attributed to rehabilitation's labor-intensive nature; savings in resources and in building and demolition costs; shorter completion time; strengthened property tax base; an improved climate for businesses.

Historic districts help to maintain the aura of the heritage.

Bath, Maine: brick sidewalks, heritage conservation.

"Access appears to be a key design issue in waterfront planning for small ports .... Where there was commercial fishing or boat building, public access often meant success for dependent enterprises - restaurants, fish markets, and local towns - the economic "multipliers of waterfront activities."

Emphasize pedestrian activities: bike racks, benches, guard rails, viewing points, promenades.

Second story platform on town docks (in Edgartown and Chatham, Mass.) enables residents and tourists to have visual/physical access to the harbor, even while recreational and commercial fishing boats still use the dock.

Requirements for revitalization:

"Successful revitilization depends upon three elements:

1. community concensus on what initiatives should be taken
2. coordination
3. investment capital.

1. Must build a concensus of community interests:

Rockland, Maine, held a series of meetings to inform people, property owners, and merchants about the economic benefits of historic preservation and downtown revitalization.

Lubec, Maine and Port Jefferson, Long Island have benefitted from published town histories.

Maxmilian L. Ferro's How to Love and Care for Your Old Building in New Bedford encouraged local owners to apprciate and restore their historic structures.

2. Coordination of Efforts

Coordination of development initiatives is essential

3. Investment capital

"Urban Waterfronts", Progressive Architecture, 56: 41-65, June 1975.

Techniques/Goals

Introduction by S. Stephens

Create new land through filling or decking.

Special district zoning to guide this "new land".

Be careful of over-planning -- economic pressures can result from mixed-use developments in smaller towns.

It should sensitively reflect the small scale quality of the town.

Need for open waterfront space and parks (in highly populated areas especially).

Importance of visual and physical access for public certainty.

Should serve community as a whole (middle/moderate income).

Should relate to scale of buildings nearby -- low-rise terrace structures allow view from high-rise behind -- however, a continuous row of even low rises will seal off pedestrian traffic.

A seldom used, important technique ... retention of the fishy, briny waterfront character -- that "irreplaceable salty patina" is a significant part of the charm and draw of the waterfront.

Cleaning up may turn into overkill.

Landscaped parks, bulkheads, rip rap, bank realignments can affect the natural, healthy state of the river.

W. Rick, Planning and Developing Waterfront Property, Urban and Land Institute, Washington, D.C., 1967. This was a reprint by University Microfilms International, Ann Arbor, Michigan, 1979.

Investment/Financial

See water as a backdrop to living.

The greatest use of boats is in those which can be trailored, not in the glamerous, over $10,000 market.

Most recreational waterfront development is assisted or underwritten by government (mainly, federal government).

Very few ideas can be fully developed - a small section at a time, most have a common feature of high initial cost.

Joint use of federal, state, local; private dollars

... Corps of Engineers -- control of navigable waterways, can recommend federal funds for flood and river control, breakwaters and commercial waterways.

... State and Local -- through bond issues and capital outlays, can provide funds for recreational harbor and storeline development.

... Private enterprise can then proceed to develop the waterfront facilities - from leasing and operating on prepared public - owned waterfront to dredging and developing water and land communities.

In general, marine needs seem to be outpacing the population.

Waterfront property, especially if on water suitable for boating is premium real estate.

Bulkhead in 1964, $30 in Ft. Lauderdale/$60 per foot on the West Coast.

Rather than limit private boating facilties to only those lots fronting the waterway, some developments have created convenient community play facilities close to groups of homes -- creates a great total value in more homesites than a high value in only a few sites.

One group of homes in Newport, California faces a private street into a private pier -- each homeowner enjoys pier and boats.

152 Difference in value of apartments on and off water is very great.

S. Stephens, "Boston: Maintaining the Historic Patina," Progressive Architecture, 56: 41-65, June 1975.

Gradual reclamation for recreational, residential, and commercial use.

Strong emphasis on retaining everything possible.

Conversion and rehabilitation of wharf buildings rather than large landfill and development.

Recycle.

Restaurants
Offices
Housing
Market
(Marina Clubhouse)

S. Stephens, "Baltimore's Inner Harbor: Design and Conquer," Progressive Architecture, 56: 41-65, June 1975.

D. Canty, "Baltimore's Lively Downtown Lagoon, AIA Journal, 32, June 1981.

Shops
Shopping Plaza
Plaza
Flags
Greenery
Concrete Paving
Retractable Awings from Shop

A. J. Lee and J. Walters, "Sandusky, Ohio: A City Searches for its Future," Historic Preservation Magazine, 34: 32-7, January/February 1982.

Housing
Office Space
Specialty Shops
Restaurants
Paddlewheel Boat as Ferry

Character

Cedar Point is a nearby resort and amusement park key to the revitalization of the waterfront in Sandusky, Ohio.

Cedar Point resort and amusement park.

Tourism	Shipping
Trade	Heavy Industry
Recreation	Strong Retail Activity.

Problem of securing public and private funding:

> What takes time is achieving those successes that give the movement credibility -- starting a house museum and making it self-sufficient, attracting investors to an old building and having it pay off.

To generate interest ...

> Surveyed town's buildings - put 95 on National Register.
> Organized walking tours of homes.
> Set up slide shows and lectures of architecture.

Financial

> Revolving Fund.
> Historic District Ordinance.

Used historic preservation as key to redevelopment.

They do not want central business district as strong retail center.

125 boat slips for visiting boaters.

Turn CBD into offices/shops.
"Best thing about the plan is that it's practical, it's not some pie in the sky proposal."

Set up a Community Improvement Corporation to secure industrial revenue bonds.

Writing prospectives on development opportunities downtown.

Spent $4 million building sea wall/docks - refurbishing parks and buying vacant waterfront property.

Examples

New Bedford, Massachusetts

> Use of a revolving fund and community development block grants made it work financially.

Portland, Maine

> Strong building codes governing restoration of old piers and wharves.
>
> Well-orchestrated activity of disparate groups.

For further reference:

What Makes Cities Livable? (series)

R. Brambilla and G. Longo, Learning from Baltimore, Institute for Environmental Action, 1979.

R. Brambilla and G. Longo, Learning from Seattle, Institute for Environmental Action, 1980.

M. & J. Seelig, "Recycling Vancouver's Granville Island," Architectural Record, Vol. 168, September 1980, pp. 76-81.

Vancouver, B.C. - Granville, Island: Norman Hotson Architects. 1973 - 1980

Mixed use: key, ask to define a "public" space in industrial area with nearby housing.

1. Assist government and economic consultants in arriving at feasible plan for public space.

2. Define the public infrastructure, including opening new streets and using existing buildings as key public spaces.

3. Establish architectural guidelines for further development.

Three concepts:

1. Achieve an urban recreational spot by juxtaposition of wide variety of small scale activities. Variety and diversity - shops and restaurants created around focal point of public market (also new).

2. Opportunity Place: spaces not found elsewhere, but viable -- public produce market, workshops, studios.

3. Active rather than passive recreation: market, learning activities (seeing industrial processes).

Key: recycling while retaining industry.

Five key urban design elements unify the whole:

1. Circulation areas covered by concrete brick.

2. Entire perifery of island covered by walkway.

3. System of brightly painted pipes supported by timber poles rounds between buildings and through open spaces (carry lighting, canvas canopies).

4. Continued use of two traditional cladding materials: (1) stucco, (2) sheet metal.

5. Different colors for every building - strong, industrial colors.

Government involved at first stage.

G. Backman and R. Knecht, "Waterfronts: Rediscovering a Neglected Asset", AIA Journal, Vols. 68-54-8, February 1979.

Wilmington, N.C.

Two private developments at opposite ends of waterfront stimulate growth:

1. One block comprises a museum converted from a warehouse, a restaurant from a house, nautical library, and other historic buildings - also a reconstructed wharf.

2. Shops and restaurants adapted from cotton warehouses.

Greatest potential - development between coast Georgetown Wharf, tugboat, pier, storage building and parking.

Restoration of Front Street - facelift.

New organization promotes investment - staff of three:

1. Provides incentive to renovate.

2. Persuades owners to relocate on waterfront.

3. Arrange financing.

Conversion of buildings to condos and offices.

Provides an urban alternative to suburban sprawl.

Jean Bellas, Thomas A Levi, and Phillip A Szyjewski. "A Multi-Use Urban Design Scheme," Progressive Architecture, Vol. 59, January 1978, p. 105.

Cambridge Urban Study

Three focal points:

1. Lagoon (civic space and recreation)
2. Commercial area
3. Marina and amphitheater.

Landfill of small island for recreation.

Robert Welcon Baird, "Little River Park Renews Town; Miller, Wihry and Lee," Landscape Architecture, January 1978, pp. 60-64.

Hopkinsville, Kentucky - Riverfront cir 1978

Small scale - no central theme, so provided one by placing a large fountain beside new library built from abandoned warehouse. Public plaza where marriages take place and theater groups perform.

Riverfront Park - Lansing, Michigan: Gordon Rogers, AIA, Hammarskyold/Surlock, Norman Kellogg - 1980.

Master plan of 1.5 linear miles - transformed warehouse, factory blight to 'soft green spaces' for spontaneous recreation: Diversity.

1. Viewing deck
2. Picnic grove
3. Games field
4. Amphitheather.

"Pickering Wharf Mixes Condominiums, Offices, Shops," Architectural Record, Vol. 167, March 1980, pp. 120-123.

Pickering Wharf: Salem, Massachusetts - ADD, Inc., circa 1980.

Mix: condos, offices, shops.
Development group of individual investors.

Pedestrian nature emphasized by cobblestone pavement and shops opening onto sidewalks.

Parking provided by two lots - one along water and other concealed by buildings (visitors to museum have adjacent park, tourists, and workers park outside area).

Ground floors retail - shops and crafts - nothing needing service.

Second and third floors - offices on street side, condos on water side.

Three restaurants view harbor.

Architecturally suggest historical quality of New England with steep roofs and dormer windows.

Bridwell, Ronald E. "... That We Should Have a Port ....", A History of the Port of Georgetown, South Carolina, 1732-1865, The Georgetown Times, 1982.

Bryan, John M. and The Triad Architectural Associates. Abbeville, South Carolina, Preservation Case Studies - Using Grant-in-Aid Funds for Rehabilitation Planning and Project Work in The Commercial Town Square. Heritage Conservation and Recreation Service, Technical Preservation Services Division, U.S. Departmnt of the Interior, Washington, D.C., 1979. (Here is a town, close in size to Georgetown, with a successful on-going downtown revitalization program. It would be a good idea for both planners and merchants from Georgetown to visit Abbeville, and to gather first-hand information on their revitalization process.)

Downtown Seneca Revitalization Plan, Seneca, South Carolina, Department of Architectural Studies, College of Architecture, Clemson University, Clemson, South Carolina 29631.

"Tax Incentives Have Spurred Interest in Historic Preservation." AIA Journal, December 1982.

Walters, Jonathan. "Main Street Turns the Corner," Historic Preservation, Guided by the National Trust Main Street Center, small cities around the country are using the latest financial techniques to revitalize their downtowns, pp. 37045. (The National Trust for Historic Preservation, Southern Regional Office, William Aiken House, 456 King Street, Charleston, South Carolina 29403. This is the most helpful organization to contact. Of particular use will be the National Main Street Center's Training Program which may be reached through the Charleston office.)

"Improving Your Waterfront: A Practical Guide," Department of Commerce, Office of Coastal Zone Management, U.S. Government Printing Office. (One of the principal purposes of this guide is to suggest a wide range of developments for waterfronts renewal projects and to note the various sources of governmental aid that may be used. The focus is on implementation rather than on the design of waterfront renewal. Using the case study approach, the guide describes alternative management structures that have been used successfully around the country.)

St. Matthews Redevelopment Plan, Department of Architectural Studies, College of Architecture, Clemson University, Clemson, South Carolina 29631.

Georgetown Waterfront Study, Henningson, Durham & Richardson, Inc. of North Carolina, 1976.