



About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 38,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conducts Advisory Services Panels



ULI's Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



Thanks to the Panel Sponsors:



***And the 850+ members of the community
who contributed to the panel process!***

The Panel

Alex J. Rose, Chair
Senior Vice President,
Development
Continental Development
Corporation
El Segundo, CA

John Banka
Partners & Director
Colliers International
Warsaw, Poland

Don Edwards
CEO & Principal
Justice & Sustainability Associates
Washington, DC

Antonio Fiol-Silva
Founding Principal
SITIO architecture + urbanism
Philadelphia, PA

Juanita Hardy
Senior Visiting Fellow for Creative
Placemaking
ULI – the Urban Land Institute
Washington, DC

Ken Kay
Founder & President
Ken Kay Associates
San Francisco, CA

Geoff Koski
Senior Consultant
Bleakly Advisory Group
Atlanta, GA

Kathleen Rose
President & CEO
Rose & Associates, Southeast,
Inc.
Davidson, NC

Sarah Sieloff
Executive Director
The Center for Creative Land
Recycling
Oakland, CA

Ross Tilghman
President
Tilghman Group
Seattle, WA



The Panel Assignment



Georgetown, South Carolina
September 18 - 23, 2016



**Urban Land
Institute**

Advisory Services Program

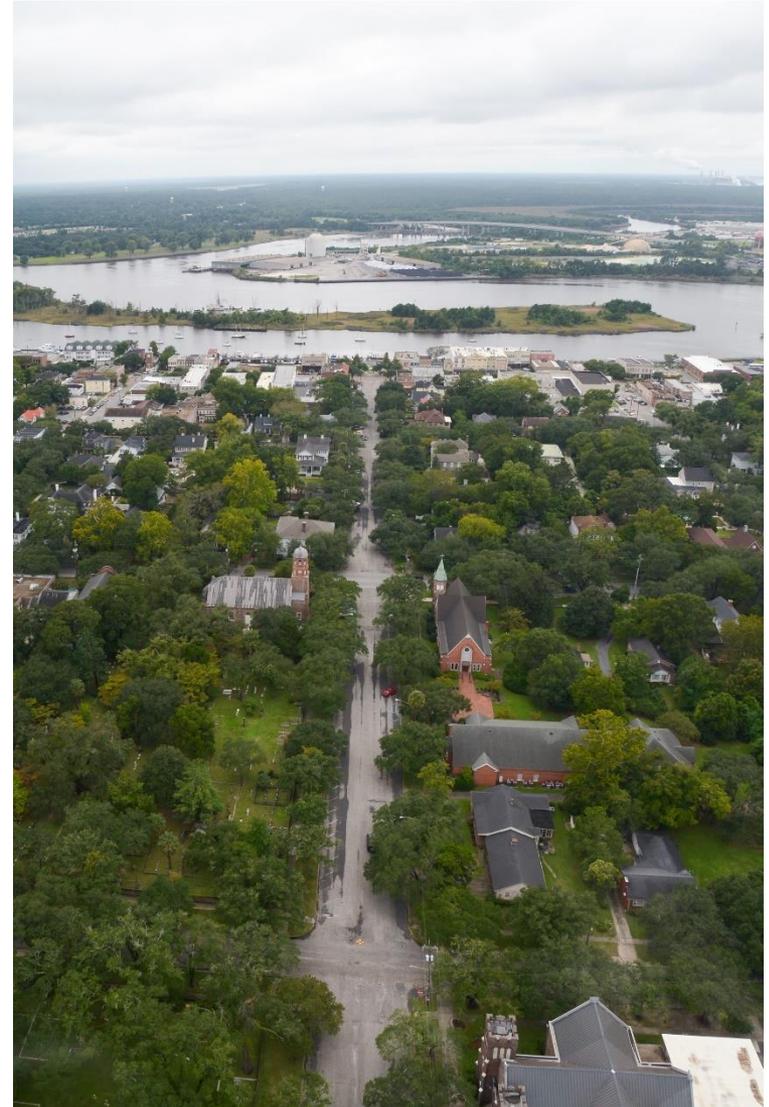
Panel Assignment

- Economic and Jobs Crisis
- Deepening Social Imbalance
- Incomparable Waterfront Site
- Exceptionally Complex Task



The Best Way Forward

- Georgetown Assets
- Local Land Use Control
- Establishing and Shaping Identity



The Site

Georgetown, South Carolina
September 18 - 23, 2016



Urban Land
Institute

Advisory Services Program

Vision

Georgetown, South Carolina
September 18 - 23, 2016



- First and Most Important Part of Process
- 10 Essential Guiding Principles



**Urban Land
Institute**

Advisory Services Program

Vision

- Historic Context
- Catalyst for Transformation
- Public Control
- Aspirational and Challenging the status Quo
- Historic Opportunity



Vision

- Entrepreneurial Risk-taking Leading to More Jobs
- Recreational and Cultural Assets
- First Stake in the Ground is the Public Sector
- Ripple Effect
- Site's Lack of Homogeneity

Aerial View of Georgetown, S. C.

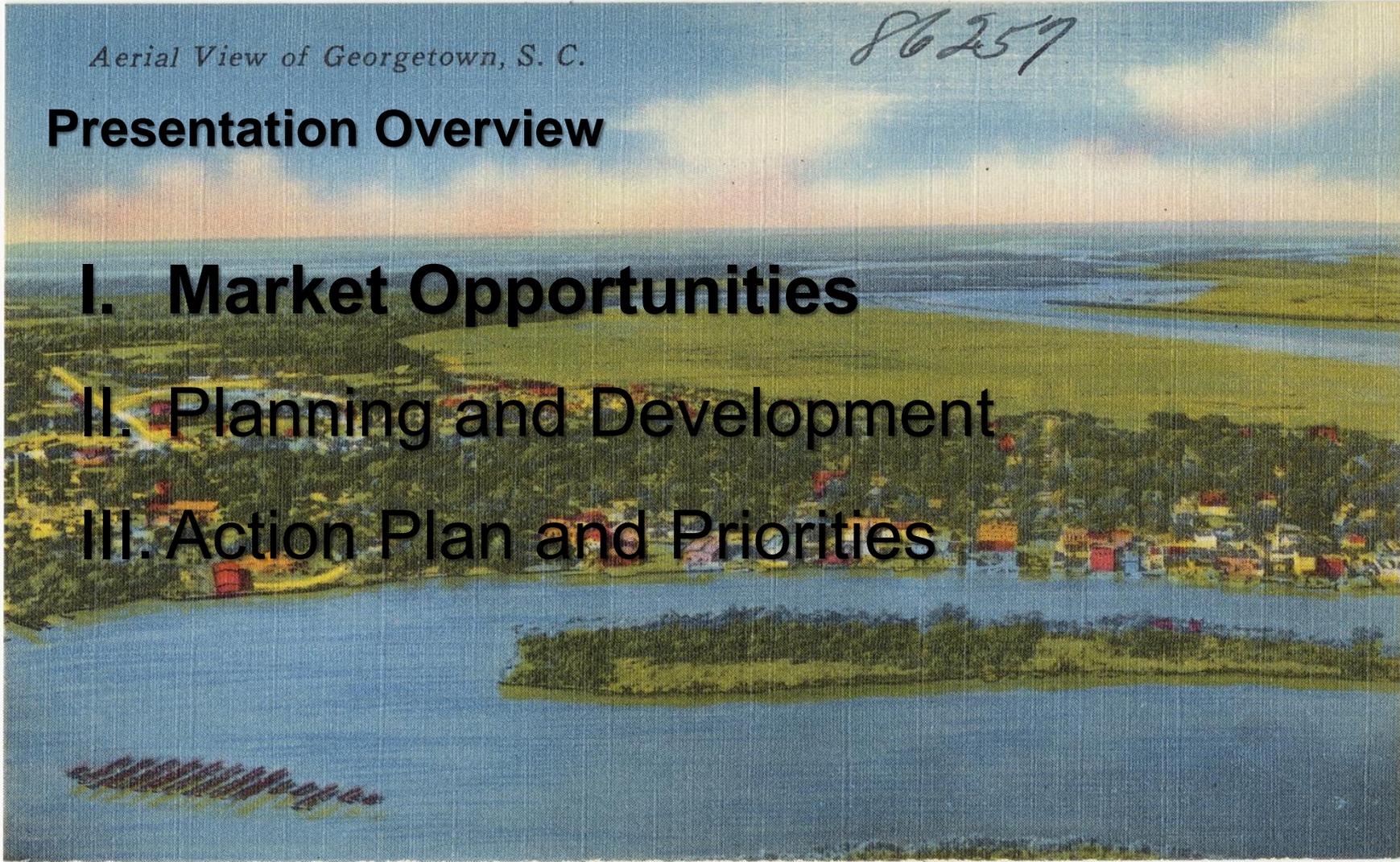
86257

Presentation Overview

I. Market Opportunities

II. Planning and Development

III. Action Plan and Priorities



Population Growth Rate, 2010-2015

City of Georgetown

1.10%

Georgetown County

1.90%

Horry County

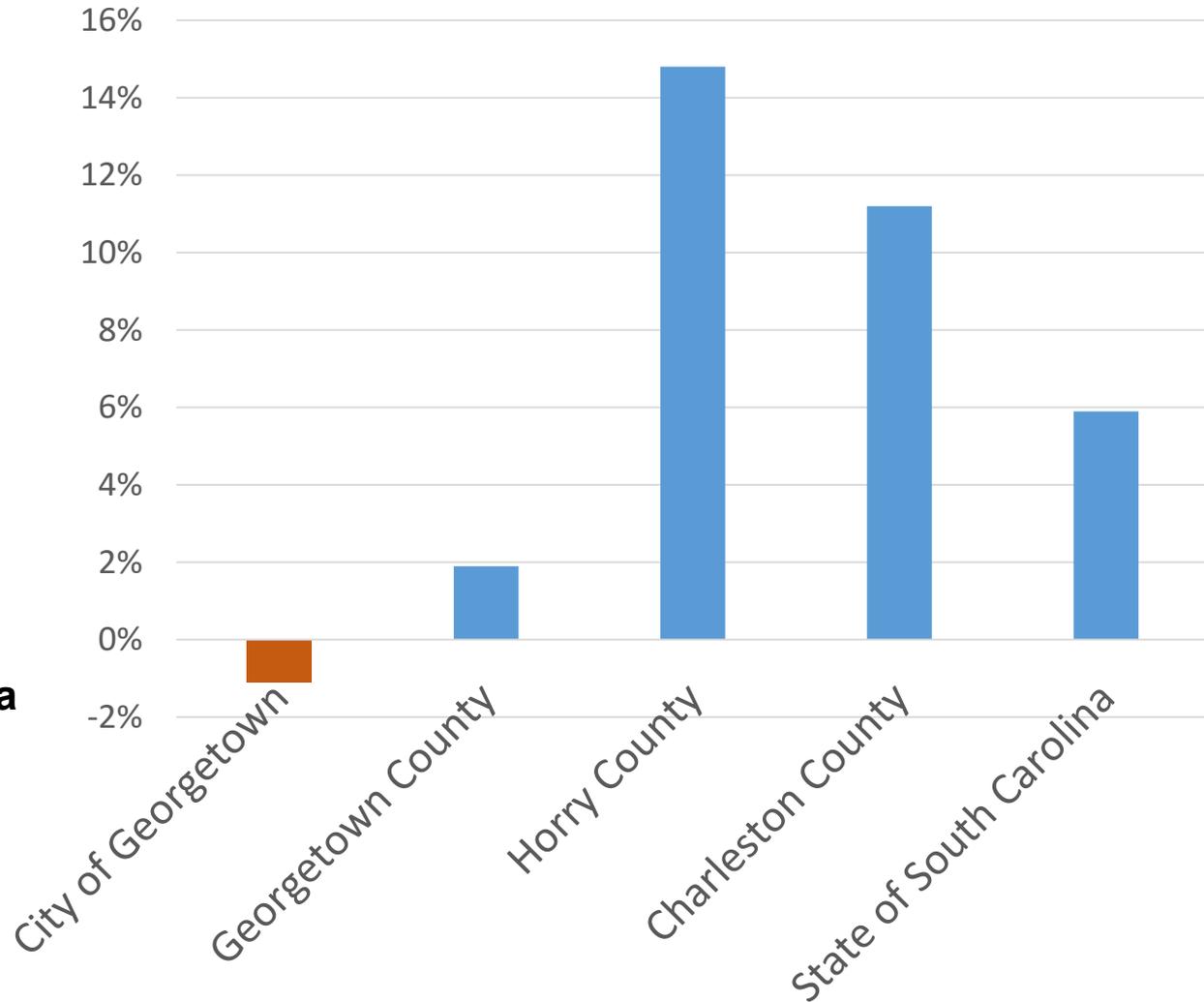
14.80%

Charleston County

11.20%

State of South Carolina

5.90%



Median Household Income

City of Georgetown

\$29,711

Georgetown County

\$42,666

Horry County

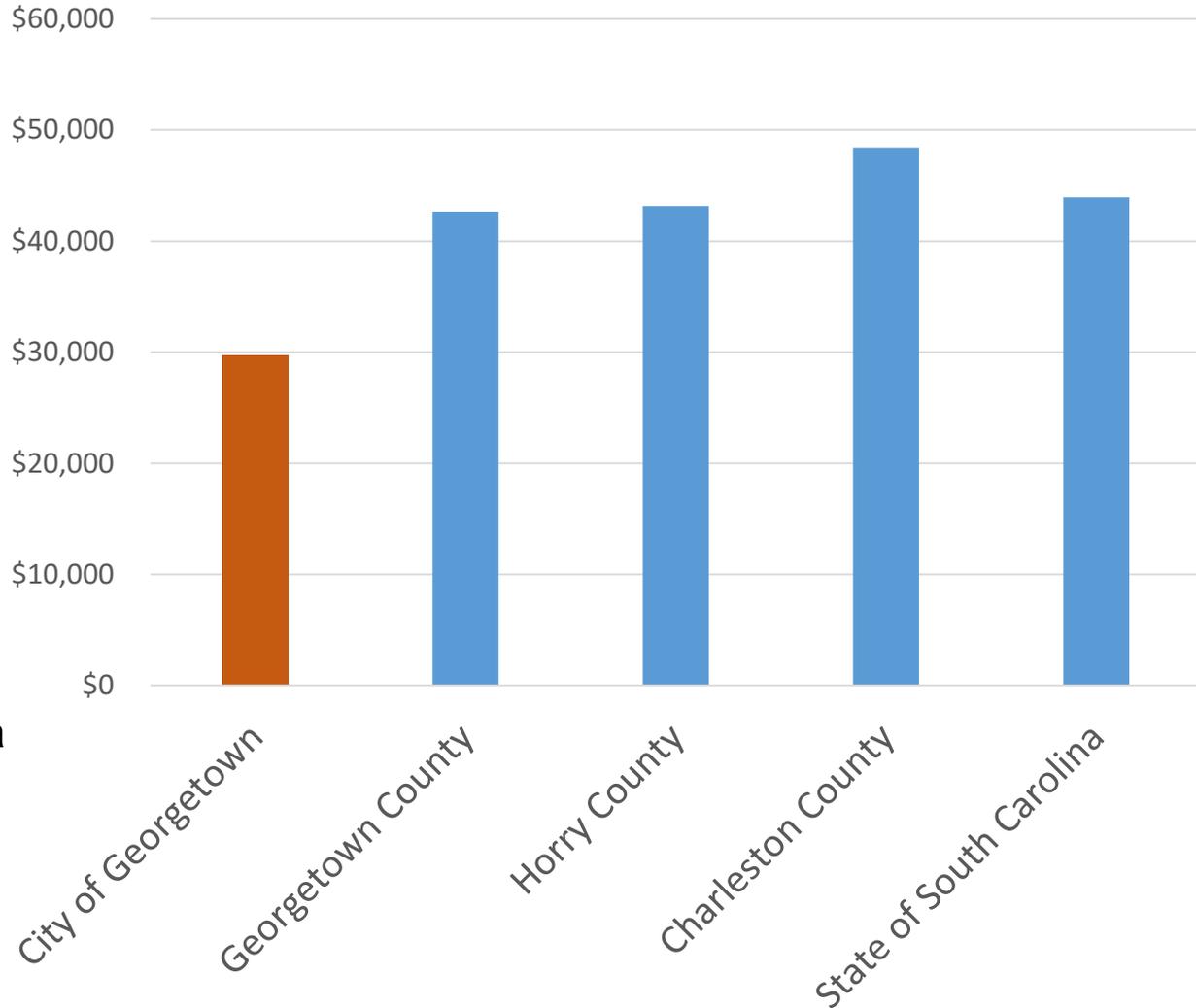
\$43,142

Charleston County

\$48,433

State of South Carolina

\$43,939



Real Estate Land Use Opportunities

- **Attract:**
 - local users
 - local consumers
 - new businesses
 - tourists
- This combination of **target markets** can be characterized as:
 - “from yunh” (from here)
 - “come yunh” (come here)



Institutional/
Educational/
Research

Public
Sector

Business
Enterprises

Market Capture

- 1 million people live within a 90-minute drive of downtown Georgetown.
 - Spends \$14 billion annually on retail goods and food and drink
- South Carolina is one of the fastest growing states
 - 5.9% population growth from 2010-2015
- ***Successful redevelopment hinges upon growing the currently limited real estate demand.***



90 minute drive time

Educational Attainment

Workforce Labor, Economic Mobility & Intellectual Capital

Table 7-34: **Unemployment Rate (2014)**

	City	County	SC	US
Population 16 & over	13.6%	12.1%	10.6%	9.2%
White	4.1%	9.1%	8.3%	7.9%
Black or African American	20.5%	17.6%	16.7%	16.1%
Hispanic or Latino origin (of any race)	0.0%	17.3%	9.1%	11.0%
Population 20 to 64 years	14.5%	12.0%	10.0%	8.5%
Male	22.1%	13.8%	10.1%	8.8%
Female	9.3%	10.2%	9.8%	8.2%
w/ children under 6 years	8.0%	12.5%	13.8%	10.6%
Below poverty level	42.0%	34.0%	33.3%	29.8%

US Census. American Community Survey

- **Bachelor's Degree and Higher:**
 - 17% City of Georgetown
 - 24% Georgetown County

Educational Attainment

Workforce Labor, Economic Mobility & Intellectual Capital

Table 7-38: **Educational Attainment**

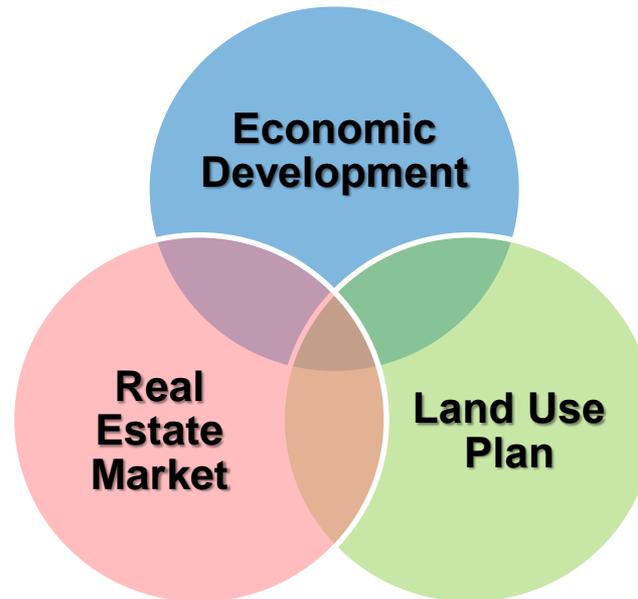
	City of Georgetown			Georgetown County		
	Total	Male	Female	Total	Male	Female
High school graduate or higher						
25 years or older	69.2%	67.2%	70.8%	75.2%	73.8%	76.5%
25 to 34 years	80.3%	76.4%	83.9%	82.1%	76.7%	87.5%
35 to 44 years	72.7%	65.0%	79.3%	77.8%	72.8%	82.3%
45 to 64 years	71.3%	69.4%	73.0%	78.2%	77.6%	78.6%
65 years and over	55.8%	57.0%	55.1%	62.8%	65.8%	60.5%
Bachelor's degree or higher						
25 years or older	15.0%	15.5%	14.7%	20.0%	21.3%	18.9%
25 to 34 years	11.3%	7.2%	15.1%	16.9%	12.2%	21.5%
35 to 44 years	13.9%	16.5%	11.8%	19.9%	17.5%	22.0%
45 to 64 years	16.0%	15.9%	16.1%	21.8%	24.0%	19.8%
65 years and over	17.4%	21.9%	14.9%	19.5%	28.2%	12.8%

2010-2014 ACS

- **Retirees**
- **Second Home Buyers**

Economic Development

Regional Competitiveness, Community Well-Being, Quality of Life

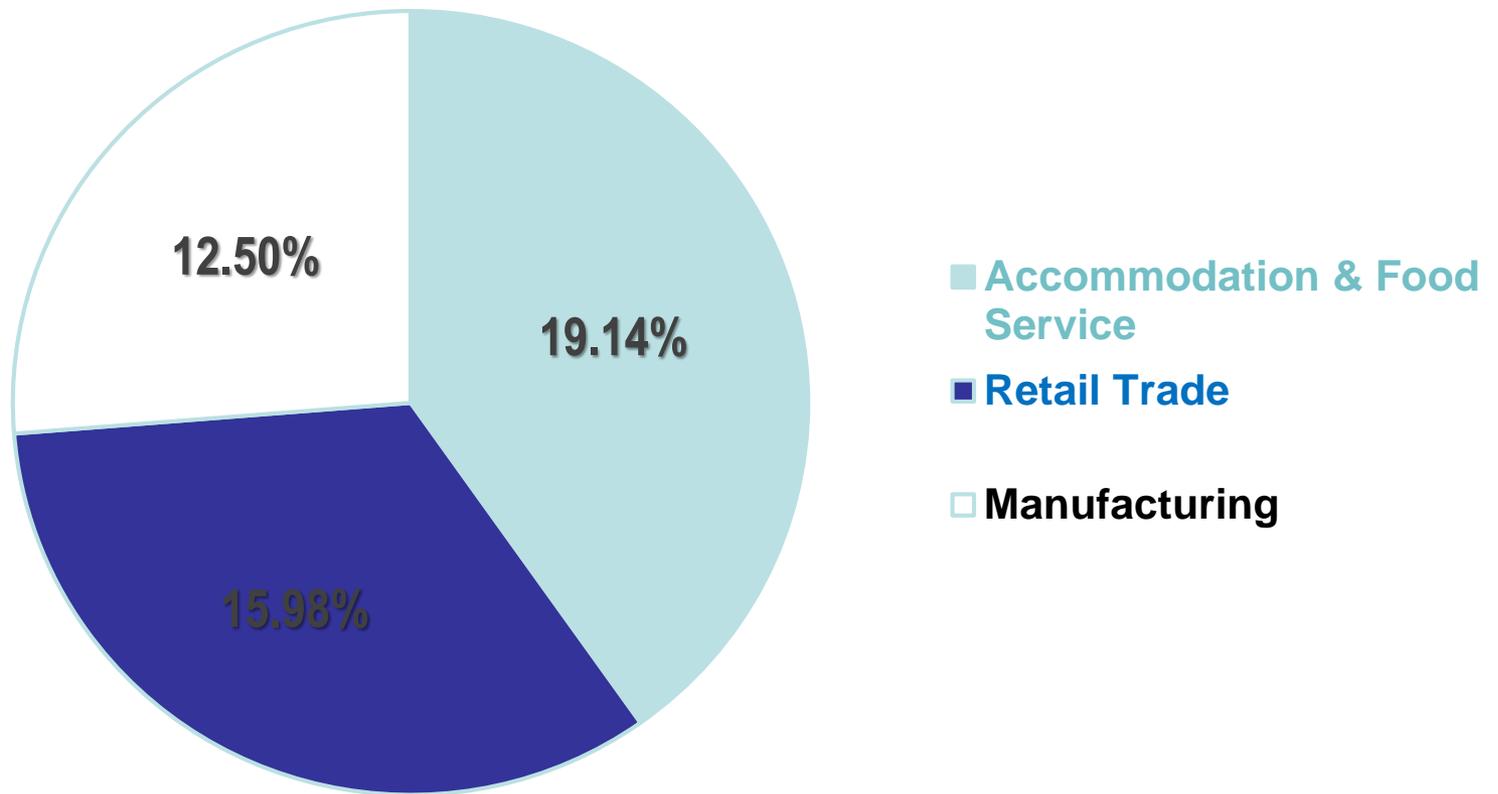


- Attraction – of new large employers
- Business Retention & Expansion (BRE) – supporting existing business growth
- Small Business & Entrepreneurship (SBE) – nurturing start-ups & small business
- Tourism – bringing visitors & revenue into the local economy

Economic Base

The Land and Sea

% of Employment – Georgetown County



Economic Base

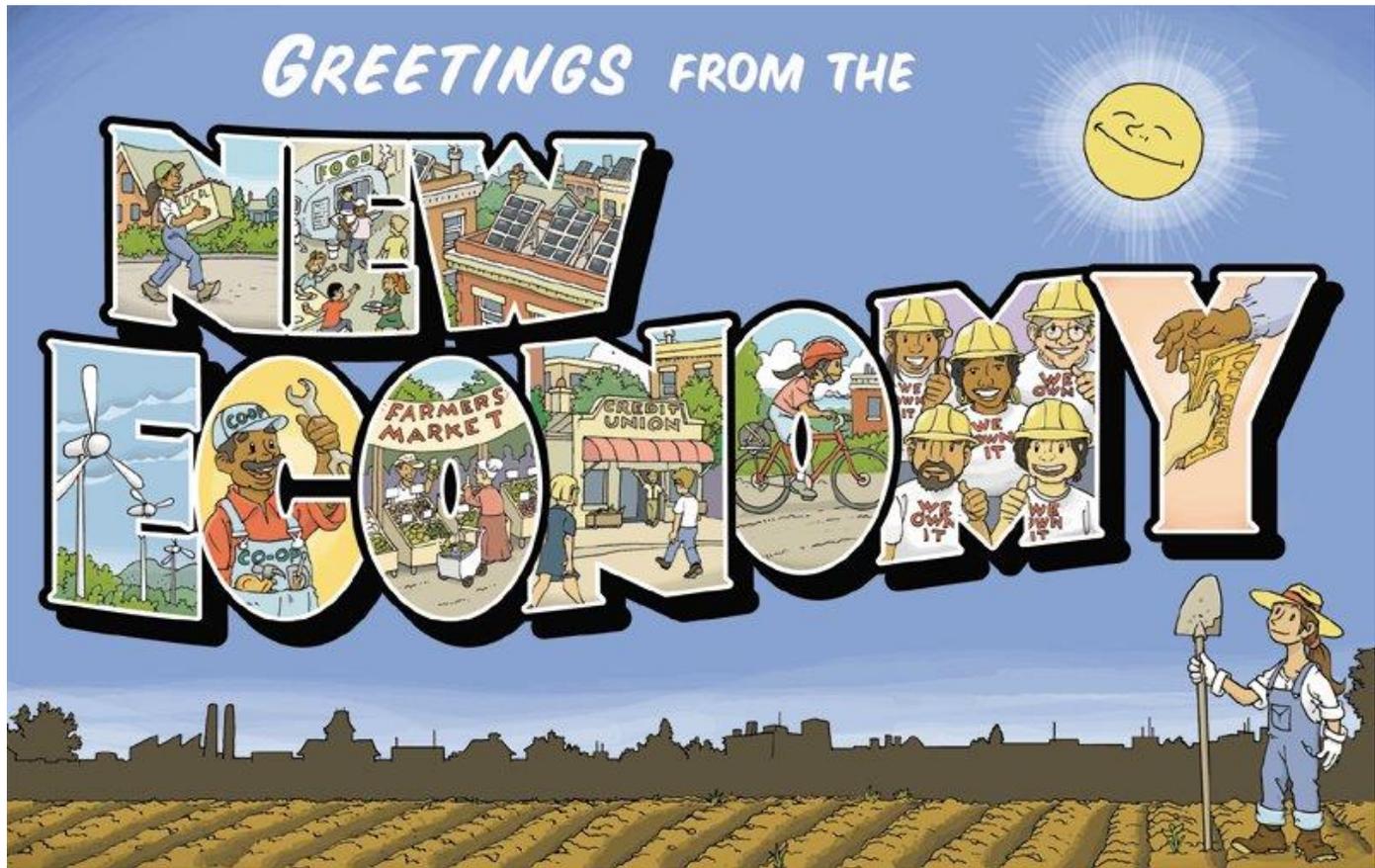
The Land and Sea

Location Quotients – Top Ranked Industries	State	County	County
Primary Industry Annual Average (2015)	SC	Georgetown	Horry
NAICS 71 - Arts, entertainment, & recreation	0.98	3.11	2.56
NAICS 11 – Agriculture, forestry, fishing and hunting	0.64	2.92	0.19
NAICS 72 - Accommodation and food services	1.19	1.75	2.63
NAICS 23 - Construction	1.00	1.35	1.05
NAICS 53 - Real estate rental & leasing	0.99	1.28	2.50
NAICS 44-45 – Retail Trade	1.14	1.21	1.63
Primary Industry Sub-Sector (2015)	SC	Georgetown	Horry
NAICS 712 – Museums, historical sites, zoos & parks	0.83	7.19	2.27
NAICS 713 – Amusements, gambling, & recreation	1.08	3.60	2.63
NAICS 487 – Scenic and sightseeing transportation	1.28	2.66	3.58
NAICS 722 - Food services and drinking places	1.21	1.77	2.15
NAICS 332 – Fabrication/product manufacturing	1.43	1.76	0.66
NAICS 721 – Accommodation	1.12	1.66	5.38
NAICS 448 – Clothing and clothing accessories stores	1.07	0.64	3.24
NAICS 531 – Real Estate	0.97	1.56	3.04

Source: Bureau of Labor Statistics; Rose & Associates SE, Inc.

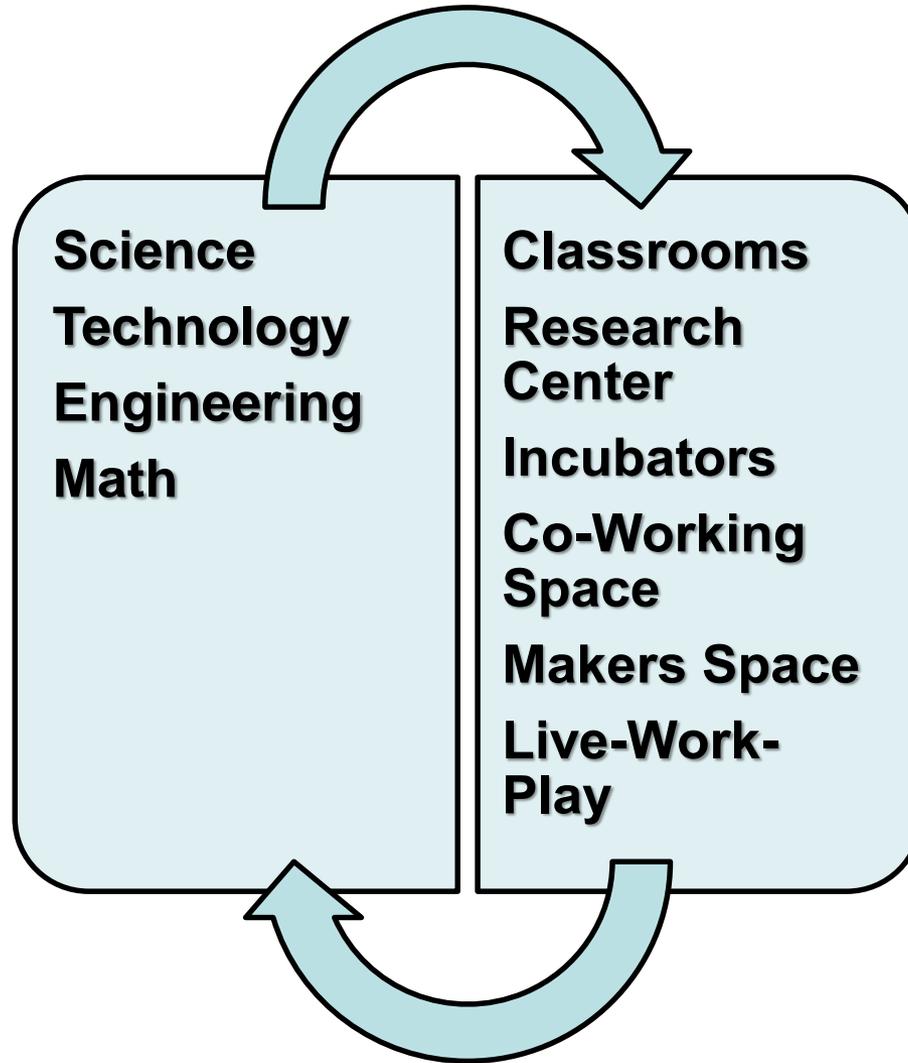
The New Economy – Creating a Vibrant Georgetown

Innovation and Arts & Culture



Georgetown, South Carolina
September 18 - 23, 2016

The New Economy – Creating a Vibrant Georgetown Innovation



Relevant Projects

Woods Hole Oceanographic Institution, Massachusetts



www.whoi.edu

Georgetown, South Carolina
September 18 - 23, 2016

Relevant Projects

Mystic Seaport, Connecticut



www.mysticseaport.org

Georgetown, South Carolina
September 18 - 23, 2016

Relevant Projects

Pike Place Public Market, Seattle



<http://pikeplacemarket.org>

Georgetown, South Carolina
September 18 - 23, 2016

STEAM, Art and the Economy

- STEAM incorporates “A” for the Artists
- Art and Culture is an economic driver*
- The contribution of art & culture to the local economy in Georgetown County is 3 times greater than its neighbor, Charleston County

Area of Impact	Organizations	Audiences	Total
Total Direct Expenditures (in Billions)	\$61.12	\$74.08	\$135.20
Full-Time Equivalent Jobs (in Millions)	2.24	1.89	4.13

Source: Art and Economic Prosperity IV Study, Americans for the Arts, 2010

Georgetown's Rich Art and Cultural Assets

Impact of Tourism on South Carolina Counties (2014)			
Rank	County	Expenditures	
		% of State	\$ millions
1	Horry	31.30%	\$3,894
2	Charleston	17.70%	\$2,147.31
3	Beaufort	9.90%	\$1,205.88
4	Greenville	9.10%	\$1,110.16
5	Richland	5.10%	\$621.07
6	Lexington	4.30%	\$517.76
7	Spartanburg	3.20%	\$385.37
8	Georgetown	2.60%	\$313.36
9	Florence	2.40%	\$293.41
10	York	1.70%	\$206.93
38	Williamsburg	0.10%	\$9.22
	State Totals		\$12,155.01

- Georgetown County 2014 Art & Cultural Expenditures
 - 313.6 Million
 - Employs 5.42%

Creative Placemaking is a Growth Strategy

“In Creative Placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities.

Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired”

-- Creative Placemaking, by Anne Markusen and Ann Gadwa, NEA 2010

Examples of Creative Placemaking: The Hall, San Francisco, CA



- The Hall is a **temporary activation** of a building that had been blighted and vacant for 7 years prior to being purchased
- Creates 4,000 square feet of temporary retail space while developers are seeking entitlement for redevelopment
- Serves as a gathering place for the community
- Serves as an incubator to teach former food truck vendors how to manager a restaurant business and develop their customer base

3
1

American Sign Language Meetup

Examples of Creative Placemaking: Mill Hill East Macon Arts Village – Macon, GA



- The neighborhood is disconnected from economic drivers around it resulting in a 46 percent vacancy rate
- Through a community based approach, a discovery was made that residents like to cook so a culinary arts school was started.
- Through this process, the goal is to reduce the chance of displacement and redevelopment efforts reflect the culture of the place.

Examples of Creative Placemaking: Bethlehem Steelstacks - Bethlehem, PA



- Former steel mill has been restored, adapted, and transformed into an arts and cultural campus that features preserved blast furnaces and other historic steel mill buildings
- This is a massive project that involved many partners to pull off including needing to remediate the land since it was a brownfield

Do This Now

- Design and launch an advertising and re-branding campaign
- Identify and implement creative placemaking initiatives
- Leverage visitor center to promote branding

Aerial View of Georgetown, S. C.

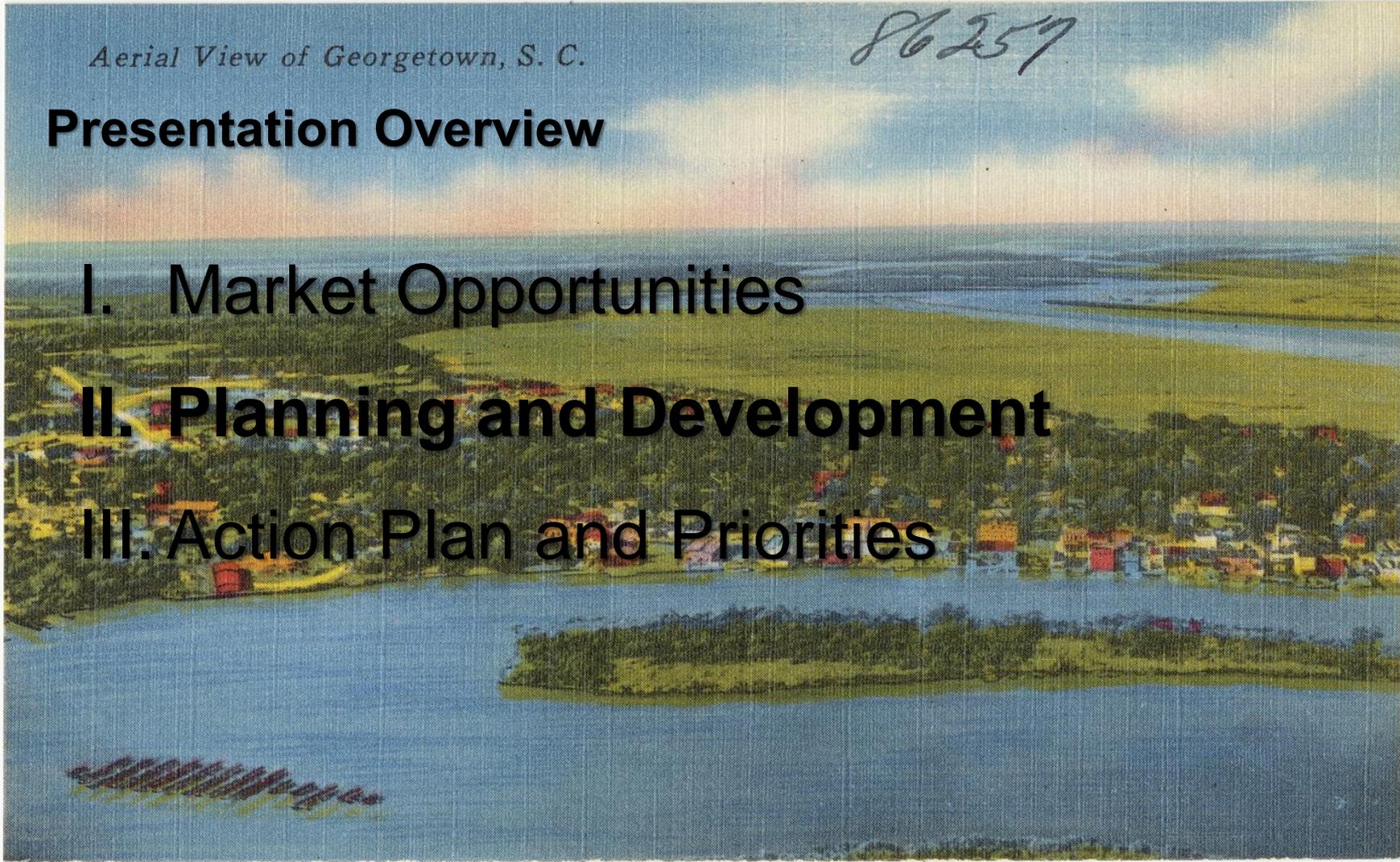
86257

Presentation Overview

I. Market Opportunities

II. Planning and Development

III. Action Plan and Priorities



Development Challenges

- 1) Replacing a dominant feature of the Georgetown landscape

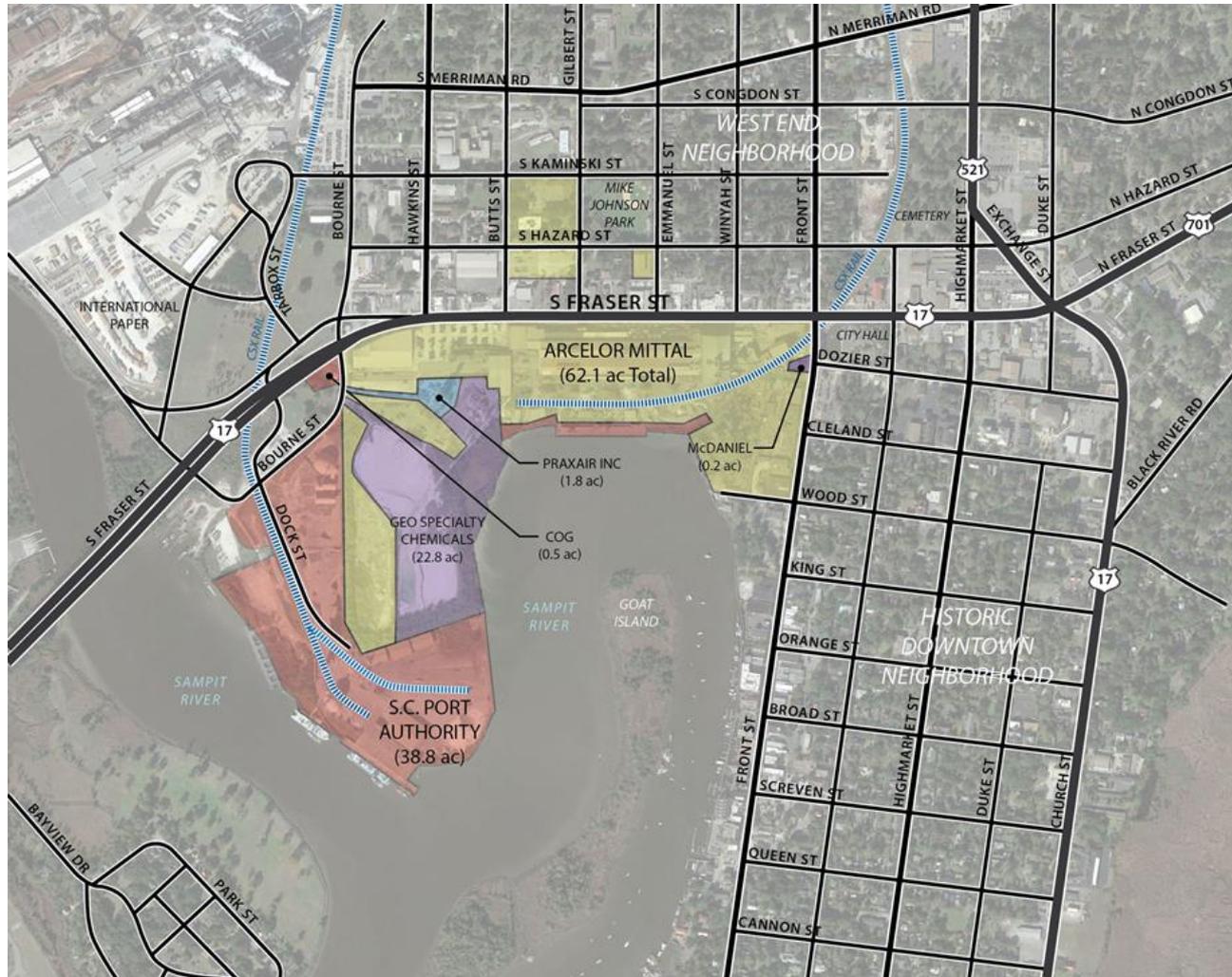
PHYSICAL dimension

- 2) Creating a catalyst for community growth & development

SOCIAL dimension

The Site

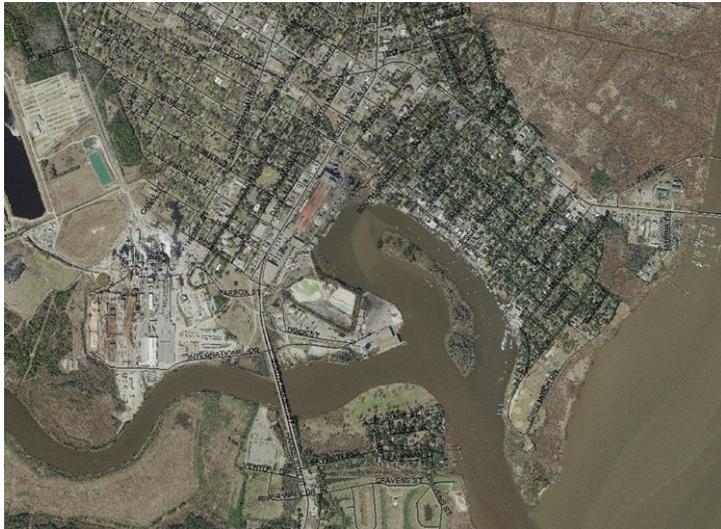
- Comprised of several public and private property owners



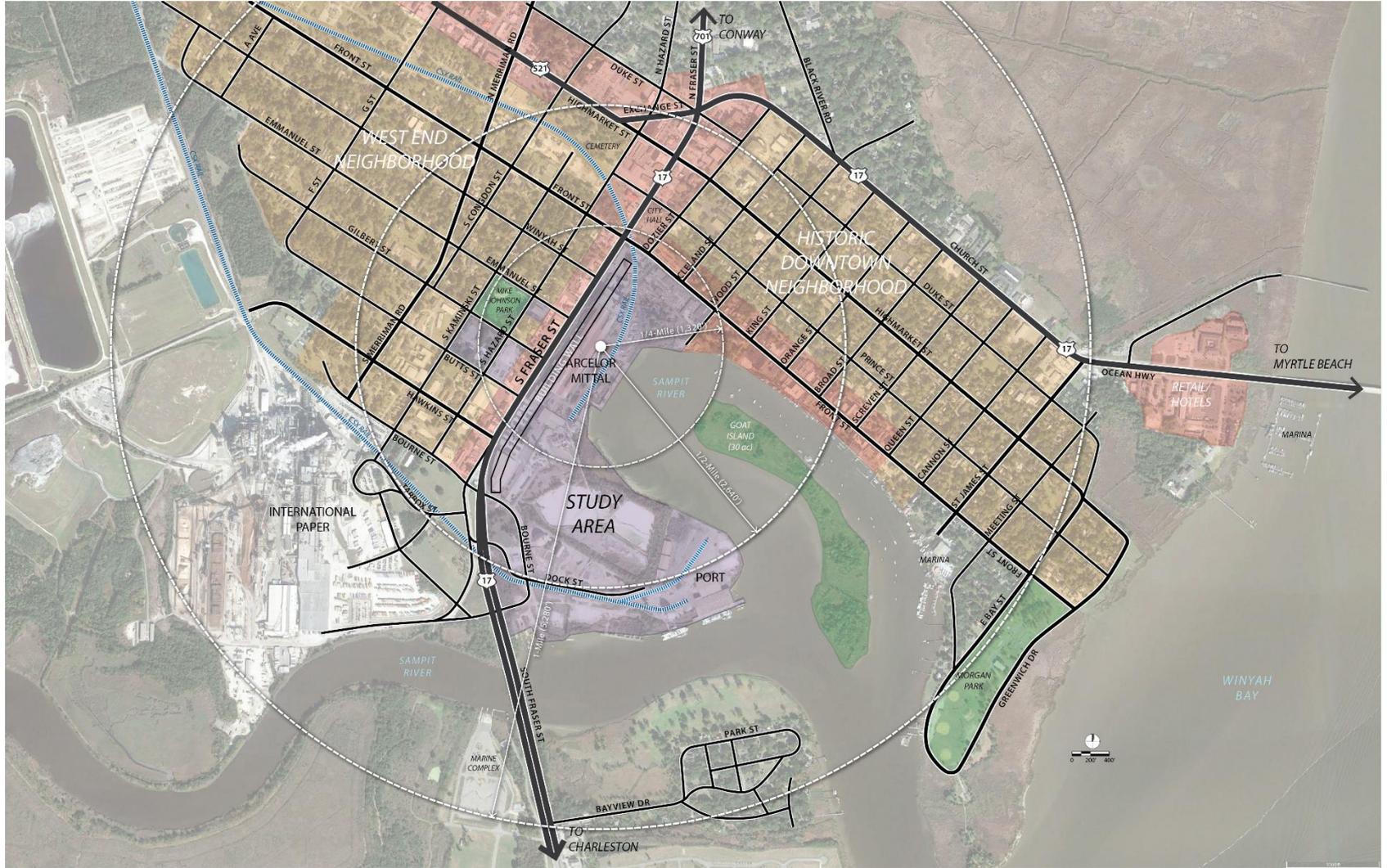
The Site

Occupies a strategic location within the City of Georgetown:

- Dominates the waterfront
- Abuts Front Street, the city's prime commercial street
- Runs parallel to S. Fraser Street/US 17
- Perhaps most critically, it constitutes an extensive border with the West End district, separating it from the waterfront



The Site



Georgetown, South Carolina
September 18 - 23, 2016

S. Fraser Street



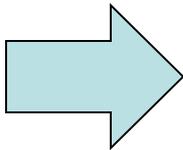
Georgetown, South Carolina
September 18 - 23, 2016

Future Function(s)

Does the site want to be:

- Industrial ?
- Commercial ?
- Residential ?
- Recreational ?

What should be accomplished by the new site functions ?



These questions can be answered by examining the physical and market context & by considering your aspirations

Physical Context

What we know:

- To serve as a commercial port, the harbor needs dredging
- Funds required to dredge the harbor are not on hand
- The ultimate viability of the port—even if dredged— is not so apparent.

Possible Functions

What we've learned & observed:

- Improve the visual impression of Georgetown, for drivers approaching from the south on US 17
- Provide opportunities for waterfront activities—recreational and commercial
- Provide high quality green spaces & room for public art
- Provide access & views to the water for all Georgetownians, especially for West End residents

AND...

Possible Functions

Provide opportunities for establishing high-value job creating activities from the following sectors:

- Commercial
- Technical
- Artistic
- Educational
- Recreational

Our Methodology

Our panel has based its recommendations on the following:

- Site visits & city tours
- Review of publically available Site information, provided by city and state officials
- Discussions with over 100 individuals and written survey responses—together we reached over 800 community stakeholders
- Review of market data, including commercial and demographic info

Vision and Timing

- It is important to note that we are not presenting design blueprints, but a VISION and STRATEGY.
- The time frame for full realization of the Vision is undoubtedly 20+ years, although the initial phase may be possible much sooner.
- We will discuss phasing shortly.



The Vision

- Access & Circulation
- Development Zones and Functions
and
- Possible phasing

Development Framework

Building on the Vision

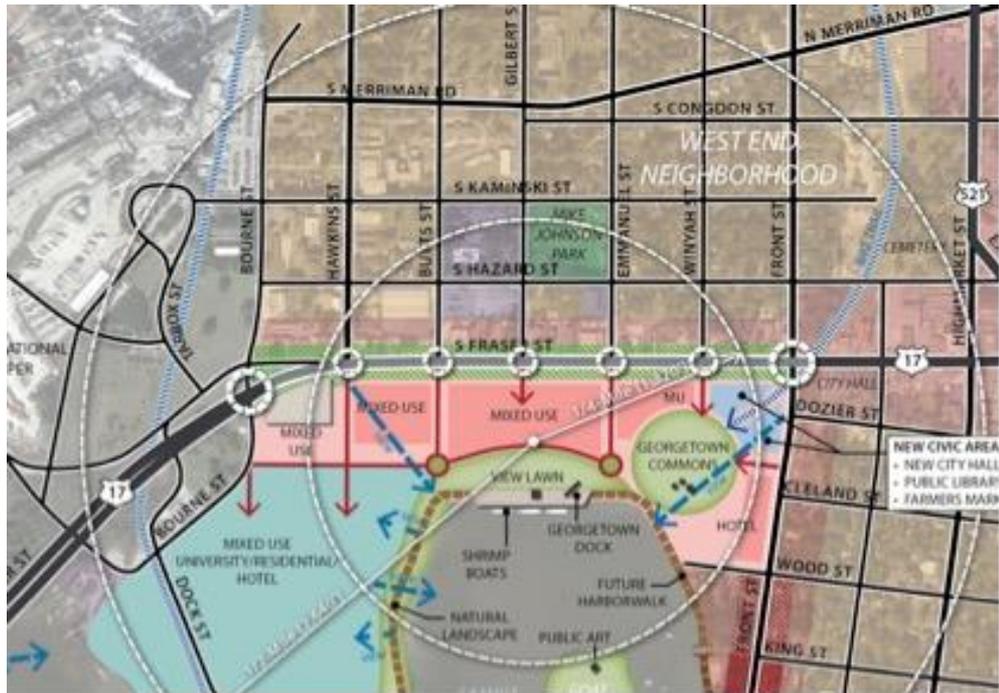
- Vision: Incubation, Education, Entrepreneurship, Recreation
- Public Access
- Appeal to all people



Development Framework

Access & Circulation

- The **starting point** of the Development Framework
- An essential tool to achieve the vision
- Includes both on-site and off-site actions



Development Framework

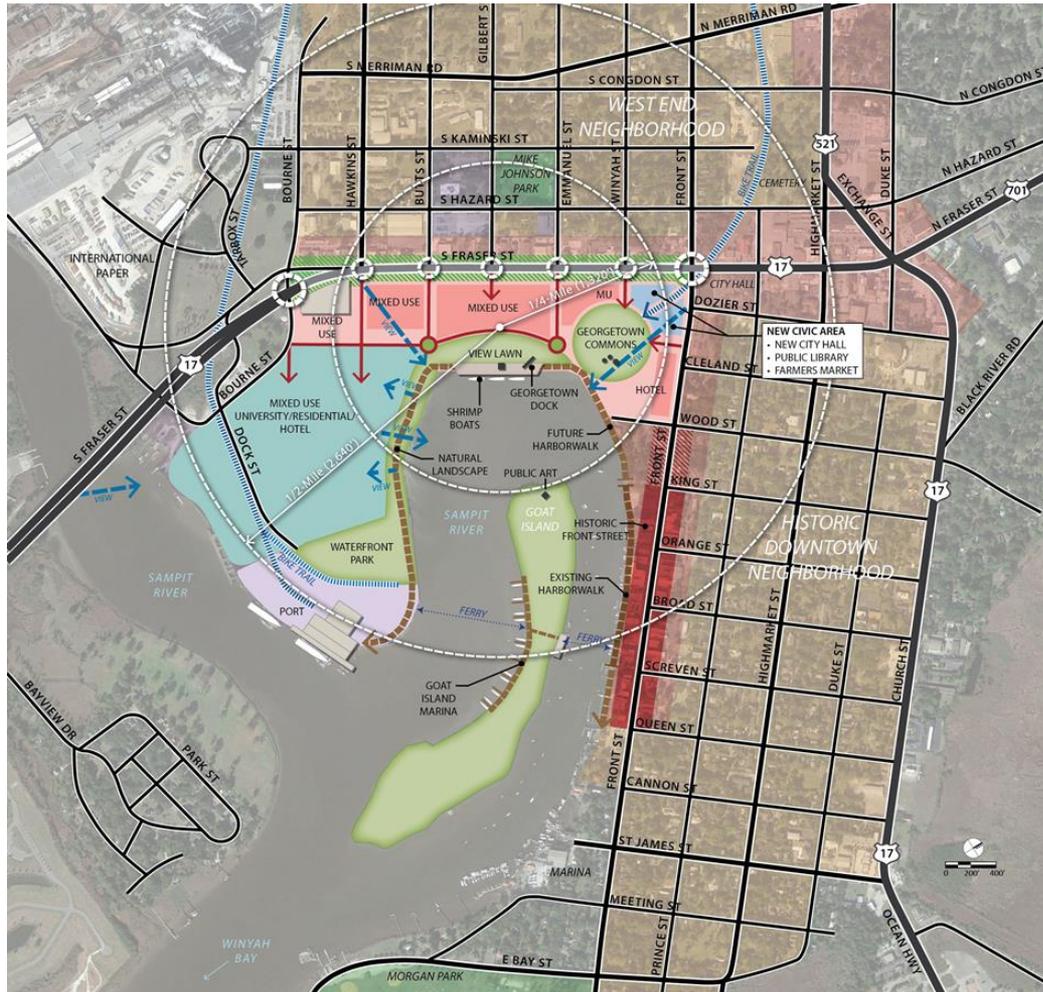
Access & Circulation

Off-Site

- Tame S. Fraser Street – new look & feel:
 - Landscape, develop both sides
 - Signalize intersections and mark crosswalks
 - Reduce speed limit to 30 mph
 - Shorten crossing distances, as possible
 - Investigate an Alternate 17
- Convert rail line to multi-use path



Development Framework – Vision Plan



- Create a “There, There”
- This diagram is at final build-out
- Development pieces over time and geographic
- Interim and temporary uses
- Create a great place!

Project Vision Examples

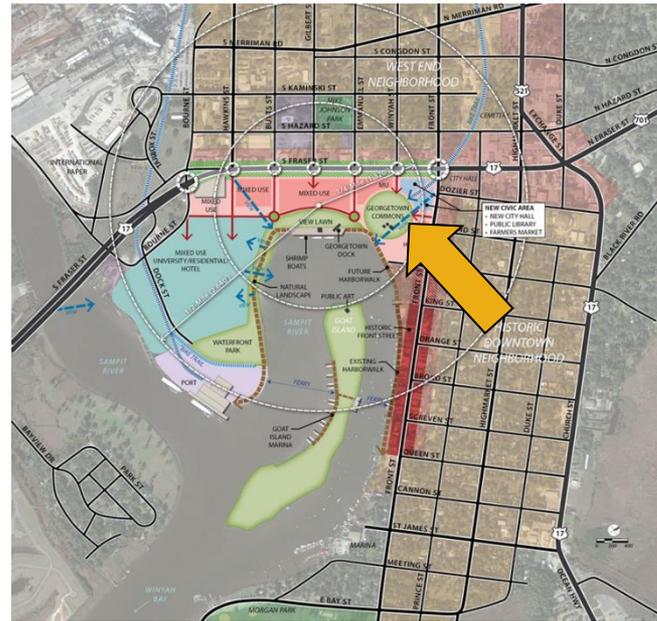
Georgetown, South Carolina
September 18 - 23, 2016



Urban Land
Institute

Advisory Services Program

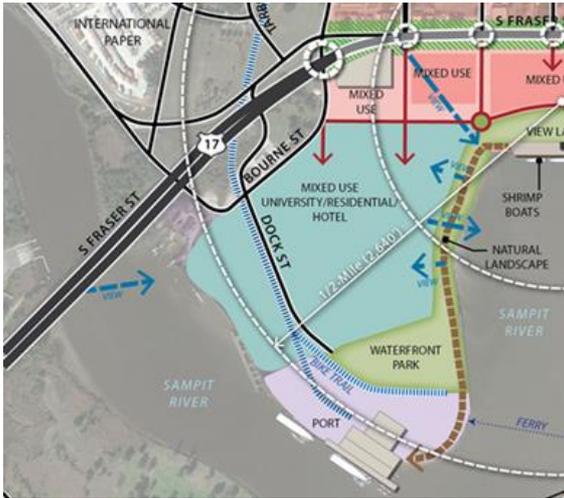
Vision: Examples



Possible Phasing:

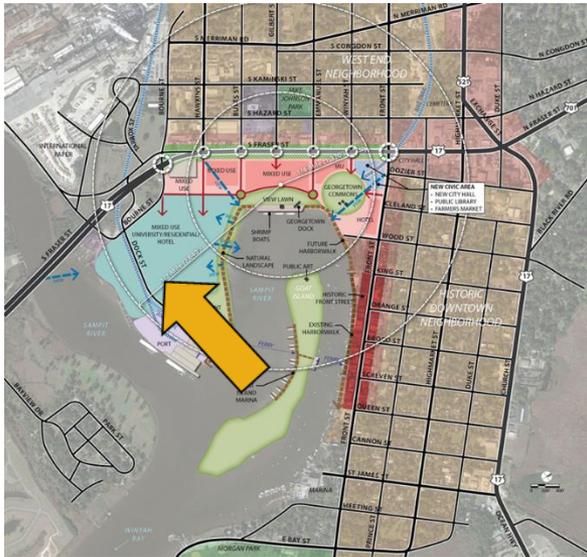
1. **Georgetown Commons**
2. University Village
3. S. Fraser Street Mixed-Use

Vision: Examples



Possible Phasing:

1. Georgetown Commons
2. **University Village**
3. S. Fraser Street Mixed-Use

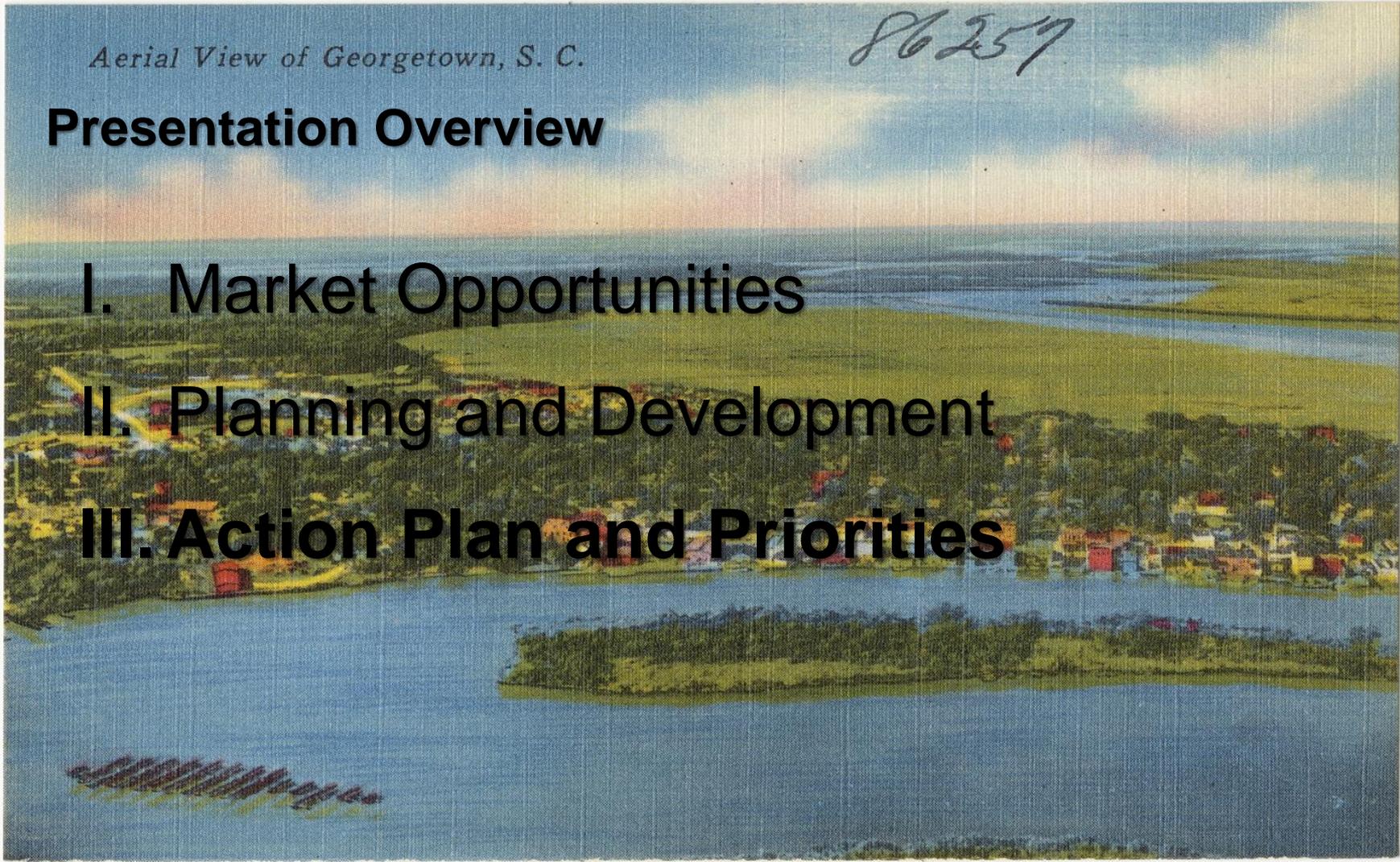


Aerial View of Georgetown, S. C.

86257

Presentation Overview

- I. Market Opportunities**
- II. Planning and Development**
- III. Action Plan and Priorities**



Visioning Engagement Consensus

Georgetown is at a Crossroads



Visioning Engagement Consensus

Inform, educate and communicate with Georgetown's residents about planning and development



Georgetown, South Carolina
September 18 - 23, 2016

Visioning Engagement Consensus

A collective vision should shape goals and priorities for revitalization



Community
Visioning

Georgetown, South Carolina
September 18 - 23, 2016



Urban Land
Institute

Advisory Services Program

Visioning Engagement Consensus

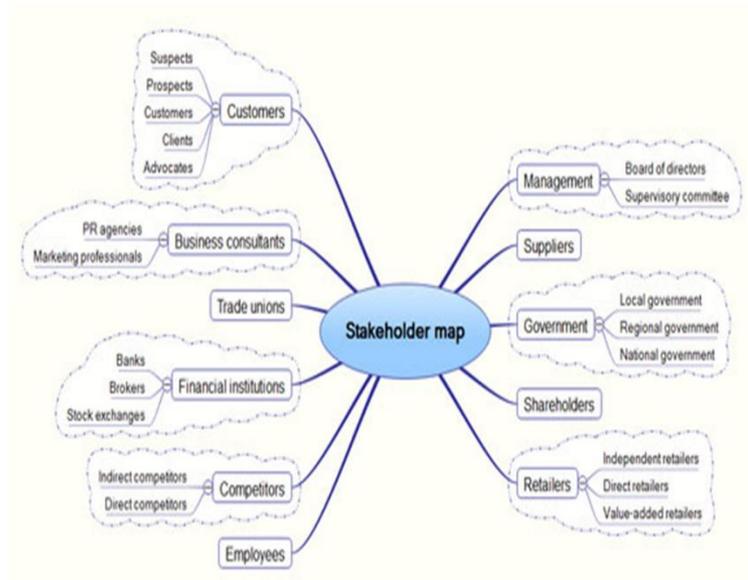
Convene a steering group comprised of representatives of diverse interests



Georgetown, South Carolina
September 18 - 23, 2016

Visioning Engagement Consensus

Launch task forces to create a broad base for participation and engagement



Visioning Engagement Consensus

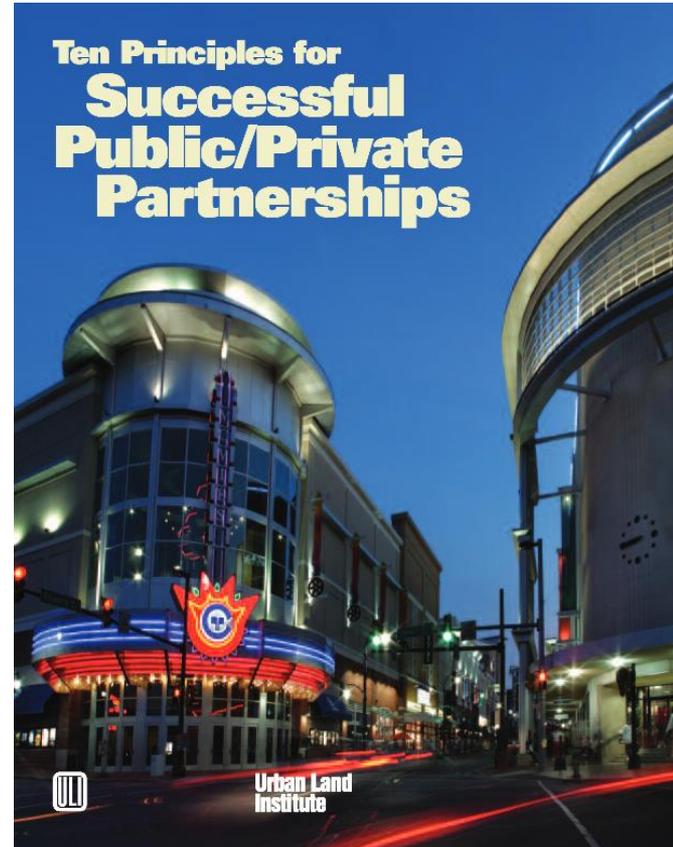
Building consensus will make everyone a winner.



Implementation Strategies and Tools

Phase 2

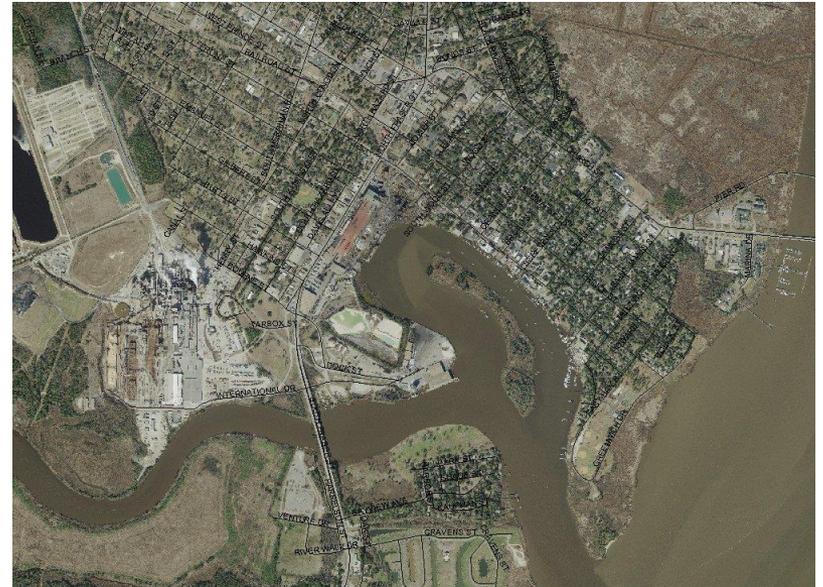
- Provide Vision & Alternative Approaches to Site Control
 - Sale to private entities
 - Special purpose public agency
 - Holding the land in trust
 - Public-Private Partnership
 - Public Acquisition



Implementation Strategies and Tools

Project Goals

- Generate high quality jobs
- Insure access to the waterfront
- Create a place of opportunity & community



Managing the Site's Environmental Legacy

Defining a brownfield

“Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”

U.S. Environmental Protection Agency





Benefits of Brownfields Redevelopment



Providing housing, public parks, and space for new businesses.



Conserving land by reusing existing infrastructure and developing sustainably.



Cleaning up contamination that could impact our health and well being.



Creating jobs and tax revenues.

Georgetown, South Carolina
September 18 - 23, 2016

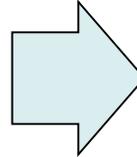


Urban Land Institute

Advisory Services Program

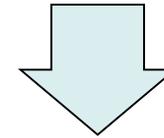
Brownfields Redevelopment Process: Four Steps

**Identify
brownfields**

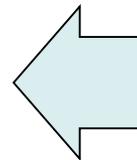


**Environmental
assessment**

- Phase I (desk study)
- Phase II (sampling)



Redevelopment



Cleanup

Points about Environmental Clean-Up

- Sites are rarely restored to pristine conditions
 - Engineering Controls
 - Capping, containment



- Institutional Controls
 - Deed restrictions, restrictions on groundwater use

Key points to remember

Redevelopment requires time, funding, and persistence.



Help is available

Collaboration, not regulation

Leadership and community engagement are essential to project success



Implementing the Plan

Spring
2017 (6
mos.)

- Establish communication with the Site owner, engage in other preliminary preparation, such as planning for an instituting a community educational program.

Fall 2017
(1 yr.)

- Establish a Redevelopment Corporation, as well as expectations and norms for the Corporation's communication with the community.

Fall 2018
(2 yrs.)

- Secure access to the Site, hire Corporation staff (e.g. a project manager and key support staff), secure site access, engage in planning around specific issues (waterfront access/use, circulation, and other key priorities), develop a technical understanding of the sinkhole and drainage issue, grow an understanding of the transactional component necessary to convey the sites, and develop plans for environmental assessment and remediation. Develop plans for initial public development and investment, e.g. parks, etc.

2021
(5 yrs.)

- Complete environmental remediation and initiate anchor public and private investment.

2036
(20 yrs.)

- Development substantially complete.

Timing and Phasing

- Public funding leverages private
- Phase 1 public investments
 - Circulation
- Phase 2 public investments
 - Parks
 - Waterfront
 - Marine uses
 - Interim uses



Photos: East Macon Arts Village, The Hall

Aerial View of Georgetown, S. C.

86257

Closing & Thank You



Georgetown, South Carolina
September 18 - 23, 2016



**Urban Land
Institute**

Advisory Services Program

Thank you!

