



CAMDEN, SOUTH CAROLINA

GENERAL RECOMMENDATIONS

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Seize a New Planning Vision	» 1 Month: Adopt the Vision Camden and Downtown Report	» 6 Months:	» 1 Year: Further study the recommendations discussed in the report and make implementable decisions for action items.	» 5 Years: Track and assess levels of achievements. Commission further area plans to build on the original success of the Vision Camden Report.	» 10 Years: Assess final implementation of all recommendations.
Showcase Horses and Equine Industry downtown	» 1 Month: Encourage businesses to sponsor activities within the equine community and invite them to participate in downtown activities, i.e. offer special exhibit space.	» 6 Months:	» 1 Year: Support downtown businesses related to the equine industry by promoting Camden as a place geared for the industry. This includes marketing to those outside of the Camden market and those already owning and operating shops in the Camden/Columbia area. » Begin acquiring the necessary right of way and land to make a cohesive Greenway complete with horse trails to connect to horse farms in the northern part of Camden.	» 5 Years: Convert warehouse to stables for downtown horses. Complete trails immediate to downtown Camden. Encourage tours of downtown Camden by horseback.	» 10 Years: Complete regional greenway to connect with horse trails.
Instigate Traffic Calming	» 1 Month: Begin documentation of transportation network in Camden. Analyze existing right of ways, vehicle traffic patterns, and locations showing the highest pedestrian traffic.	» 6 Months:	» 1 Year: Adopt design standards for new streets and street renovations to be built within the city limits of Camden. » Adopt a plan that comprehensively approaches all modes of transportation and road improvements. Identify locations in the network most critical to and used by residents.	» 5 Years: Complete improvements to major thoroughfares to make them more pedestrian friendly including street trees, on-street parking, and landscaped medians as needed.	» 10 Years: Reevaluate progress on traffic calming and land use, ensuring that both are working together to accomplish the goals of the Vision Camden Plan.
Promote Mixed Income Housing	» 1 Month: Examine the current building code and zoning ordinances in Camden to determine what changes are required to make mixed use, mixed income housing neighborhoods legal.	» 6 Months:	» 1 Year: Have City Council adopt necessary changes to the building code and zoning ordinances to allow mixed use, mixed income housing neighborhoods. » Form a coalition of local agencies building affordable and mixed income housing to finance and construct housing compatible to Camden neighborhoods in locations deemed the most beneficial to all involved in the process.	» 5 Years: Have construction underway for at least two housing projects that exemplify the characteristics of mixed income, mixed use, mixed building type housing.	» 10 Years: Analyze completed projects. Begin search for additional sites to accommodate growth of Camden.



CAMDEN, SOUTH CAROLINA

ECONOMIC DEVELOPMENT

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Foster Retail Growth on Camden's Primary Streets	<ul style="list-style-type: none"> » 1 Month: Use illustrations of proposed revitalization of Broad Street to encourage current owners and potential buyers to upfit properties to new Broad Street standards. » Appoint a volunteer to work on the public relations campaign for downtown Camden. This does not include publicizing the city to visitors. The volunteer would be trying to attract more retailers. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Volunteer for Broad Street retail has completed a study assessing the retail needs of Camden in conjunction with a consultant. The study details businesses that could potentially fill the existing gaps on Broad and Rutledge Streets. » Coordinate Broad Street retail efforts with other changes in the physical environment of downtown. This includes using new and existing images to encourage retailers to relocate. » Start a PR Campaign at the height of the race season to encourage visitors to stop and stay downtown. 	<ul style="list-style-type: none"> » 5 Years: Incorporate traffic calming and new housing to help increase the Broad Street Retail rents and sales. 	<ul style="list-style-type: none"> » 10 Years: Continue efforts to expand Broad Street standards to include additional blocks of downtown as retail needs increase.
Appeal to Pioneering Markets	<ul style="list-style-type: none"> » 1 Month: Assemble a list of local artists. Invite them to a meeting to assemble ideas of how to further the artists' community 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Have an organized arts organization steadily and constantly working towards furthering the goals of the arts community. » Use local artists work as streetscape components. » Hold a local meeting on diversity that is billed as an open conversation about the community and how it can become an open place for all types of people. 	<ul style="list-style-type: none"> » 5 Years: Have an artist's grant program in place to encourage new artists to move to Camden. » Look towards other communities for ideas as to merchants. 	<ul style="list-style-type: none"> » 10 Years: Have a strong recruiting process for artists in place that incentivizes moving to Camden.
Replace and Repair Building Facades	<ul style="list-style-type: none"> » 1 Month: Reexamine "A Building Facade Study..." making it a working document available to current and potential owners of downtown buildings. » Publicize the existing facade grant program to foster restoration of buildings through access to funds and possible local tax breaks. » Begin search for other grant programs that provide assistance to property owners for bricks and mortar downtown revitalization efforts. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Adopt design guidelines for the downtown district based on those already written by Henry Boykin. Use his study to develop guidelines for new construction. 	<ul style="list-style-type: none"> » 5 Years: Facilitate the renovation of several buildings, including some new construction. 	<ul style="list-style-type: none"> » 10 Years: Reexamine the progress on Broad Street. Review the guidelines to make adjustments depending on the success of the programs.



CAMDEN, SOUTH CAROLINA

ECONOMIC DEVELOPMENT

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
<p>Activate a Management Organization</p>	<ul style="list-style-type: none"> » 1 Month: Appoint a volunteer to coordinate the establishment of a management organization formed of downtown business and property owners. » Hold meeting with downtown retail establishments to discuss pros and cons of using combined marketing and services. 	<p>» 6 Months:</p>	<p>» 1 Year: Commission report on first year of volunteer operation of the Business Improvement District. Highlight and publicize the benefits and successes.</p>	<p>» 5 Years: Have Business Improvement District in place and approved by City Council with at least one full-time employee managing the district.</p>	<p>» 10 Years: Reevaluate success of Business Improvement District. Change goals based on needs discovered during the reevaluation.</p>
<p>Persue Equity Funds and Legacy Factor</p>	<p>» 1 Month: Pull together a concise list of projects outlined in Vision Camden that have the potential to be sponsored through the legacy factor or equity funds investment.</p>	<ul style="list-style-type: none"> » 2 Months: Schedule a workshop with stakeholders to receive input and prioritize projects through a thoughtful and open communitywide process. » 3 Months: Adopt a community development agenda framed at workshop. Publicize agenda to increase visibility to private sector when recruiting patrons and community associations. 	<ul style="list-style-type: none"> » 1 Year: Work with Chamber of Commerce, as well as the proposed Management Organization for downtown, to identify and approach patrons within the community. » Work with Chamber of Commerce, as well as the proposed Management Organization for downtown, to identify and approach state and national equity funds sources for giving, partnering, and investing in Camden, for project selection by potential patrons and funding sources. Use the community development agenda to provide a timeline for the key projects. This promotes consistency in the vision. 	<ul style="list-style-type: none"> » 5 Years: Systematically continue to focus funding and promote adoption of projects not yet completed to patrons. » Hold followup workshop to assess results and attain new projects for community focus. 	<p>» 10 Years:</p>



CAMDEN, SOUTH CAROLINA

OPEN SPACE

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Connect Regional Blueways & Greenways	» 1 Month: As part of the Vision Camden Plan, adopt as a goal the incorporation of greenways into the Parks plan for Camden. 3 months: Empower a Parks and Greenway Commission of citizens to work to address any conflicts of interest.	» 6 Months: Create a Parks and Recreation Department for Camden. Start search for director and staff.	» 9 Months: Commission a feasibility study analyzing the approximate route of the greenway, as well as the economic benefits of a blueway/greenway system. Study should identify potential grants and government aid available for planning and construction. 1 Year: Identify key segments of the greenway that will need to be acquired first to create the most opportunities for connectivity. » 1 Year: Begin acquisition of Right of Way, in accordance with the equine goals for the first stages of the Greenway.	» 5 Years:	» 10 Years: Continue acquiring Right of Way and building trails with longterm goal of completing the inner and outer loops.
Publicize Historical Parks and Village	» 1 Month: Discuss the idea of incorporating heritage agricultural exhibits into the existing programs at the Historic Camden Revolutionary War Site.	» 6 Months: Work with Historic Camden to analyze the feasibility of creating a new Visitor and Tourism Center.	» 1 Year: Enlist patrons identified from those interested in leaving a legacy to Camden (see page E10). » Encourage redevelopment of properties adjacent to the Historic Camden Revolutionary War Site. » Erect historically appropriate fence, till ground, and plant first heritage garden plot exhibits. » Begin preparation of applications for grants and other financial support for a new historic village and Tourism and Visitor's Center. Incorporate any new programming such as agriculture and gardening in the master plan.	» 5 Years: Secure funding for new center. » Begin construction of the new center.	» 10 Years:
Promote Legacy Factor and Planned Placement	» 1 Month: Adopt the Monument Square Plan as a template to be used by the proposed Parks Department.	» 6 Months:	» 1 Year: Create plans for all parks that follow a uniform approach to locating monuments and memorials.	» 5 Years:	» 10 Years:



CAMDEN, SOUTH CAROLINA

OPEN SPACE

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Assemble a New Management Framework	<ul style="list-style-type: none"> » 1 Month: Hold a meeting with the current Parks and Streets Commission to obtain input about the creation of a new parks and recreation department. 	<ul style="list-style-type: none"> » 3 months: Empower a Parks and Greenway Commission of citizens to work to address any conflicts of interest. » 6 Months: Create a Parks and Recreation Department for Camden. Start search for director and staff. 	<ul style="list-style-type: none"> » 9 Months: Commission a study analyzing the need for park land acquisition based on projected population growth. Study should identify potential grants and government aid available for planning and construction. » 1 Year: Have new director hired. 	<ul style="list-style-type: none"> » 2 Years: Complete a study of advantages and disadvantages of consolidation with Kershaw County Recreation Department. » 5 Years: Kershaw County and Camden have a consolidated Parks and Recreation Department. 	<ul style="list-style-type: none"> » 10 Years: Continue acquiring desirable park land with longterm goal of connecting park system to the inner and outer loops of the blueway and greenway system.



CAMDEN, SOUTH CAROLINA

DOWNTOWN RETAIL

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Strive for Mixed Use Development	<ul style="list-style-type: none"> » 1 Month: Compile a list of vacant buildings and land in the downtown core, especially on Broad and Rutledge Streets. Identify owners of the properties. » Local planning officials, staff from Kershaw County Economic Development Office, and business leaders should meet to examine the list of available parcels in the downtown core. They prepare a plan to market properties on list to national and local developers who build high-quality, mixed-use developments. » Evaluate building code and zoning ordinances to determine changes necessary to allow mixed-use development in the downtown district. 	<ul style="list-style-type: none"> » 6 Months: Local planning officials and business leaders should meet with volunteer that is establishing the management organization of downtown businesses discussed on page E9 of this report. Explore the option of combining marketing efforts with the new management organization. » Present necessary changes to building code and zoning ordinances to allow mixed-use development and secure adoption by City Council. Commission study of a new Form-Based Code to allow for multiple uses and building types. 	<ul style="list-style-type: none"> » 1 Year: Offer incentives to those moving into downtown mixed-use buildings. Examples could be free parking, free access to special events, or free water and sewer service for one year. » Work closely with the Chamber of Commerce and Business Improvement District to keep local leaders actively involved in encouraging downtown development. These efforts must include lenders. » Adopt new Form-based Code for the city of Camden. 	<ul style="list-style-type: none"> » 5 Years: 	<ul style="list-style-type: none"> » 10 Years:
Develop Retention Strategies & Business Incentives	<ul style="list-style-type: none"> » 1 Month: Gather a database of all contact information of building owners, tenants, types of business, time in location, etc. and make available. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Utilize downtown Business Management Organization to create a support network for downtown business owners. » Produce an Merchandising Plan that will attract the retail industry to downtown Camden. 	<ul style="list-style-type: none"> » 5 Years: Establish a grant program for artist space in vacant or abandoned buildings. The grant can be limited in length of term. » Implement advanced funding strategies » Use the results from a retail assessment to target future business owners in downtown Camden. 	<ul style="list-style-type: none"> » 10 Years: Evaluate programs and success of local businesses, defining new strategies if necessary.



CAMDEN, SOUTH CAROLINA

DOWNTOWN RETAIL

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Focus on Strengths: History, Horses, Hospitality & Arts	» 1 Month: Use downtown retail meeting to locate artists, antique dealers, and vacant space.	» 6 Months:	» 1 Year: Downtown Management Organization raises support from downtown retailers for a recruitment strategy for equine businesses. » Organize festival focusing on art and horses. » Add marketing campaign at National Steeplechase Museum to draw visitors downtown during racing season.	» 5 Years: Work with the Visitors Center to build new facility and village linking downtown with the Revolutionary War Site. » Check progress of festival and add more festivities relating to Camden strength.	» 10 Years: Evaluate Progress.
Promote Public/Private Partnerships	» 1 Month: Begin discussions with local business leaders to determine what private-public opportunities work best for Vision Camden. » Initiate trips for Camden city leaders, planning staff, and business leaders to Covington and Madison, Georgia, to study their private-public revitalization funding.	» 6 Months:	» 1 Year: Include community leaders in establishment of a nonprofit organization to supplement funds from private investment. » Evaluate current resources with the city and volunteers to determine if reallocating funds will increase private investment.	» 5 Years: Have nonprofit established. Encourage other community development groups to form and reinvest in Camden.	» 10 Years:
Consolidate Retail Strategies	» 1 Month: Identify downtown vacant spaces and property owners. » Formulate a strategy to fill vacant space in partnership with business and property owners.	» 6 Months:	» 1 Year: Focus on key projects proposed for downtown Camden. » Publicize available vacant real estate regionally. » Actively recruit suburban retailers to move downtown.	» 5 Years: Evaluate vacancy rates to refocus use of resources. » Expand downtown walking retail loop to include adjacent blocks.	» 10 Years:



CAMDEN, SOUTH CAROLINA

TRANSPORTATION

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Put Broad Street on a Road Diet	<ul style="list-style-type: none"> » 1 Month: Meet with SCDOT officials to present plans for Broad Street and truck routes (see pages E21 and E22). Propose elimination of two traffic lanes on Broad Street and establishment of several alternates for truck routes. » Commission report on truck routes and Broad Street narrowing. It will include traffic counts, travel speeds, property value increases, and costs of construction and improvements such as street trees and painting stripes on pavement for angle parking and turn lanes. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Request action from SCDOT. » Plant new Broad Street trees and paint new traffic patterns. 	<ul style="list-style-type: none"> » 5 Years: Evaluate traffic calming effects of Broad Street road diet and reverse angle parking. 	<ul style="list-style-type: none"> » 10 Years:
Refine the Truck Route	<ul style="list-style-type: none"> » 1 Month: Meet with SCDOT officials to present plans for Broad Street and truck routes (see page E20). Propose elimination of two traffic lanes on Broad Street and establishment of several alternates for truck routes. » Evaluate proposals from the Santee-Lynches Council of Governments and the DPZ design team. » Report proposed on page E20 will include study of new construction for truck routes and how use of truck routes will be enforced (a critical step in success). » Erect new signage for existing truck routes. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Implement first steps of the Broad Street road diet. 	<ul style="list-style-type: none"> » 5 Years: Continue enforcement of truck routes. Only commercial trucks entering downtown Camden will be delivery trucks. 	<ul style="list-style-type: none"> » 10 Years:



CAMDEN, SOUTH CAROLINA

TRANSPORTATION

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Phase in Reverse Angle Parking	<ul style="list-style-type: none"> » 1 Month: Meet with SCDOT officials to present plans for Broad Street and truck routes (see pages E21 and E22). Include discussion of reverse angle parking providing examples from Seattle, Vancouver, and Washington DC. » Include reverse angle parking information in report on Broad Street road diet (see page E21). Install reverse angle parking for Farmers' Market on section of Rutledge Street. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Plant new Broad Street trees and paint new traffic patterns. 	<ul style="list-style-type: none"> » 5 Years: Implement reverse angle parking throughout downtown. 	<ul style="list-style-type: none"> » 10 Years:
Encourage County Collector Roads	<ul style="list-style-type: none"> » 1 Month: Coordinate a meeting with the Fifth District Commissioner of the SC Transportation Commission, the Kershaw County Public Works Department, and the Camden Public Works and Utilities Department to discuss collector roads for Camden and Kershaw County. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Enact a collector road policy to replace plans for arterial roads. » Use the eastern truck route as a case study. » Begin to acquire rights of way for new collector roads. 	<ul style="list-style-type: none"> » 5 Years: Stengthen network connection patterns in Camden and Kershaw County. 	<ul style="list-style-type: none"> » 10 Years:
Provide Transit Services	<ul style="list-style-type: none"> » 1 Month: Meet with officials of SWRTA about future plans for Camden routes including service within the city and additional service between Camden and Columbia. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Launch limited city-wide transit service in conjunction with SWRTA. Include routes between downtown, the Kershaw County Medical Center, and the National Steeplechase Museum. Ask local rail companies that hold right of way to give the city of Camden the first option to purchase these properties should they be offered for sale. » Commission study examining the future growth of bus and rail transit needs for Camden. 	<ul style="list-style-type: none"> » 5 Years: Expand local service to include Lugoff and Elgin. Increase number of locations for park/walk and ride lots into the center of downtown. » Update study completed in 2000 to assess the future of light rail service between Columbia and Camden. 	<ul style="list-style-type: none"> » 10 Years: Plan for Commuter Rail between Camden and Columbia. » Begin acquiring Right of way for commuter rail.
Enact Green Policies	<ul style="list-style-type: none"> » 1 Month: Make available the Light Imprint Handbook to City Council for review. » Speak with local school leaders about hosting "Walk to School" and bicycling events. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Review existing ordinances to see if they incorporate complete streets. » Adopt Light Imprint as a tool for new development and new transportation requirements. 	<ul style="list-style-type: none"> » 5 Years: Adopt and build new streets to a complete streets standard. » Reevaluate the success of programs to increase pedestrian activity and bicycling. 	<ul style="list-style-type: none"> » 10 Years:



CAMDEN, SOUTH CAROLINA

SPECIAL PROJECTS

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Develop the Mather Academy Site	<ul style="list-style-type: none"> » 1 Month: Publicize all three recommendations, obtaining and recording feedback for consideration in the site development. » Work with local business community to attract the best developer. » Examine the current building code and zoning ordinances in Camden to determine what changes are required to make neighborhoods that combine retail development with mixed-income housing legal. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Have City Council adopt necessary changes to the building code and zoning ordinances to allow neighborhoods that combine retail development with mixed income housing. » Continue advocating for quality development on this important site. » Compile a list of potential developers for the site. This could be done through a Request for Proposals once interest in the site has been established. 	<ul style="list-style-type: none"> » 5 Years: Construction on the site has begun. 	<ul style="list-style-type: none"> » 10 Years: Construction is complete. » Evaluate the success of the Mather Academy site redevelopment.
Promote Habitat for Humanity Housing	<ul style="list-style-type: none"> » 1 Month: Schedule meeting between Kershaw County Habitat for Humanity and city officials to review plans for infill sites. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Adopt special area plan for the downtown to ensure development in a neighborly way. » Enter development agreement that agrees to terms of construction and ensures that a diversity of unit types will be developed. » Require local affiliate of Habitat for Humanity to use A Pattern Book for Neighborly Houses for design guidelines. 	<ul style="list-style-type: none"> » 5 Years: Construction of Habitat Houses is underway, with some units complete. The new housing should fit seamlessly into Camden. » City will encourage use of equity funds (see page E10) to provide more mixed-income housing. 	<ul style="list-style-type: none"> » 10 Years: in the city is inclusionary with a mix of income and uses; if this is not the case the goals should be reevaluated.
Return Retail to Broad Street and Rutlage Street	<ul style="list-style-type: none"> » 1 Month: City Council will approve a special district for these blocks that requires special approval for any new development. Included in this is a commitment to provide incentives for quality development. 	<ul style="list-style-type: none"> » 6 Months: 	<ul style="list-style-type: none"> » 1 Year: Use a retail feasibility report to target retailers. » Integrate transportation, retail development, and design strategies to chart progress in target areas. » Update City Council on development of retail district. » Complete negotiations with SCDOT for road improvements. 	<ul style="list-style-type: none"> » 5 Years: Reevaluate progress. » Work closely with downtown management organization to develop new incentive programs as necessary. 	<ul style="list-style-type: none"> » 10 Years: Reevaluate plan and update according to changing needs.



CAMDEN, SOUTH CAROLINA

SPECIAL PROJECTS

ITEM	FIRST MONTH	FIRST 6 MONTHS	FIRST YEAR	FIRST 5 YEARS	FIRST 10 YEARS
Expand Farmer's Market	» 1 Month: The city of Camden will recommend the Farmer's Market move to the diagonal parking spaces at the edge of Rutledge Street to encourage activity in downtown.	» 6 Months: Reverse diagonal parking is tested on Rutledge Street and is included in the Farmers' Market. » 6 Months: Encourage local farmers participation in Farmers' Market by increasing publicity of market.	» 1 Year:	» 5 Years: First buildings will be complete. Move Farmers' Market permanently to location. Encourage cooking demonstration and adjacent shop participation.	» 10 Years: Reevaluate success and plan for next 10 years.
Locate Festival Venue	» 1 Month: Meet with businesses on the block of the proposed site. Address positive and negative feedback from property owners and business owners.	» 6 Months:	» 1 Year: Develop strategy to fund construction of the stage and parking lot. This could be through a community fundraising drive or a local business fundraising effort sponsored by the Downtown Management Organization. It could also be partially or fully funded through a legacy (see page E10). » Encourage local organizations to sponsor events in the space by offering the use of the space for free.	» 5 Years: Complete construction of the stage and parking area. » Sponsor regular event series in the plaza. Maintain the permeable paving material to provide a safe, clean parking lot.	» 10 Years:
Enrich the Programs at the Kershaw County Fine Arts Center	» 1 Month: Board members of the Center will meet with the City to discuss plans. » Board members will select projects that would be suitable for development by equity funds and the legacy factor.	» 6 Months:	» 1 Year: Have streetscape on Lytleton Street completed.	» 5 Years: Have first quadrangle of Learning Cottages constructed.	» 10 Years: Continue expansion of campus as professional classes are added