PUBLIC SPACE DESIGN AS CATALYST FOR ECONOMIC DEVELOPMENT

by

HAZEL NADIA LEWIS

(Under the Direction of Katherine Melcher)

ABSTRACT

Small towns across the US face similar problems; tight budgets and pressing needs keep rising faster than revenues, resulting in many communities struggling to maintain a viable economic base. In response to this dilemma, local leaders in Georgia have been investing in public space development (often with the assistance of Public Service units at the University of Georgia) as a means of encouraging economic activity. However, one missing component in the outreach process is an overarching framework that guides resources towards those projects that can generate the greatest economic benefit to the community. This thesis explores the typologies of communities and their associated public space projects that are being implemented in an attempt to stimulate economic development. These project types are then evaluated to determine which endeavors tend to be most successful as catalysts for economic development, as a mechanism for determining where communities should focus their efforts.

INDEX WORDS: Catalyst, Public space design, Small towns, Economic development, Community development, Archway Partnership

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DEDICATION

This thesis is dedicated to my husband and family, for their unwavering love and support during my pursuit of higher education. Though my time away from home has been filled with many seemingly insurmountable challenges, their words of encouragement have been my greatest inspiration to complete this incredible journey.

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CHAPTER 1

INTRODUCTION

"In the history of human settlement, streets and squares have been the basic elements around which all cities were organized." – Jan Gehl (Gehl 91)

The public domain can be defined as any place that is open and accessible to all persons. It can also be viewed as any place where people are free to interact with each other or with government entities. Historically, commons were the first example of a public space; intended for both the intentional and spontaneous gathering of citizens as part of their daily routine. Today, the types of public spaces are much more varied and complex; ranging from the traditional town square to the establishment of dedicated recreational facilities. Even some privately owned establishments are considered to be part of the public realm due to the fact that their walls visually enclose sidewalks and public thoroughfares. Hence there are two dimensions of public space, (i) the built environment –those elements that can be touched, and (ii) the visual environment –those elements that can be seen; both must be considered when attempting to define what constitutes the public realm (Childs 22-25). For the purposes of this project, public spaces are examined in terms of their ability to act as catalysts for economic development in small communities.

According to Webster's Dictionary, a catalyst is defined as "an agent that provokes or speeds significant change or action." In the context of landscape architecture, public spaces are

used as the agent that can prompt or encourage economic activity. The definition further states that in order for any process to occur, activation energy is required. In the absence of a catalyst the amount of energy needed to stimulate a particular reaction is high; in some cases, without the assistance of a catalyst, reactions may never occur. This principle is particularly visible in communities that lack adequate or well designed public spaces. In the absence of such amenities, local leaders must expend far greater energy and resources to stimulate economic activity; unfortunately, despite their best efforts, the goal of economic development is never realized in some communities. A text-book example of this principle at work can be seen in Berlin, GA. Located in Colquitt County, the town supports a population of approximately 600 people, but the community lacks any real 'public- space' aside from the lone, church-owned youth center. Berlin's leaders have been trying, with little success, to stimulate economic activity within the community. While there are a plethora of reasons for the non-development of downtown Berlin, one reason identified as a major contributing factor is the absence of adequate public-spaces. In combination with other factors (such as population size, per capita income, unemployment rates and the number of residents living below the poverty line) there has been little incentive to attract new investment to the area; thus the goal of economic development has remained an elusive target.

However, it would be a mistake to assume that all catalysts have a positive impact. In some cases catalysts can have the opposite effect; slowing a reaction that would normally occur at an increased rate (these are negative catalysts). This principle can also be applied to public-space design. The City of Doerun, also located in Colquitt County, has several examples of such spaces in the core of its downtown. One such space is the pocket park situated adjacent to City

Hall that was intended to enhance Main Street, but instead has become an eyesore in the downtown environment. Although the intent of this catalyst was to attract pedestrians, it's degraded condition and poor design is actually deterring potential visitors. The framework established in this thesis focuses primarily on positive catalysts, and attempts to rank their contribution to local economic activity. Where possible, this study also seeks to identify those factors (other than the physical layout of the space) that tend to contribute to particular public places achieving greater success.

WHY SMALL COMMUNITIES?

According to the US Census, a small town is defined as any municipality with fewer than 10,000 people. However, within this category there are several areas with populations fewer than 1000 persons; 548 within the state of Georgia alone. These areas are generally unincorporated areas that depend on proximity to a larger neighboring town for access to many basic services and amenities. Many of these smaller communities are struggling to (a) maintain a viable economic base, (b) offer an acceptable quality of life to young professionals, and (c) maintain a unique 'small town' identity to attract visitors. According to Clayton Denman, from the Small Towns Institute at Ellensburg, Central Washington University, "…small towns are facing problems that are much the same as the larger cities' problems… except for scale" (Trippett 1980).

A 1980 article written by Frank Trippett, reported that census figures at that time were beginning to show that small towns had been America growing at a faster rate than the country as a whole. According to Trippett, this trend first became apparent in the mid 1970's where

towns with populations between 2,500 to 25,000 rose by 7.5 percent; the smallest towns (populations under 2,500) increased by 8.7 percent. These statistics reveal the value that is placed on small towns. Studies show that almost four out of ten big city dwellers are partial to a life outside the metropolis (Trippett 1980). Some of the reasons cited for this attraction to small-town living include the perceived sense of community, more affordable cost of living and the lure of a 'better' quality of life. Others are influenced by the quaint qualities and nostalgic feelings associated with small communities; a chance to experience small town America from times past. Author David Sucher argues that most people seek both familiarity and anonymity. They want the diversity, choice and independence offered in urban areas, and at the same time they desire the intimacy and comprehensiveness of a village –small towns are in a position to offer the best of both worlds –the urban village (Sucher 8).

An increasing interest in historic preservation has also contributed to the renewed wave of interest in small towns. Cultural and heritage tourism is on the rise according to a study conducted by Mandala Research, for the U.S. Cultural & Heritage Tourism Marketing Council in conjunction with the U.S. Department of Commerce. The study revealed that 78 percent of all U.S. leisure travelers (118.3 million people) participate in cultural or heritage activities during their travels; 65 percent of these travelers indicated that they intentionally sought travel experiences where the "destination, its buildings and surroundings have retained their historic character" (Mandala Research 3).

According to Helen Marano, Director for the Office of Travel and Tourism Industries at the U.S. Department of Commerce, "their expenditures confirm that this is a strong market, and

they are contributing significantly to our communities during these challenging economic times" (Mandala Research 1). Of equal significance is the finding that cultural and heritage travelers were reported to have made more frequent leisure trips (an average of 5 in the 2009) and demonstrated a willingness to travel farther (500 miles or more for an overnight trip and 100 to 300 miles for a day trip). These figures indicate that cultural and heritage tourism is not only lucrative but could possibly be a reliable and ongoing source of income for small towns that are positioned in the right niche.

Thus the small town is an invaluable asset; its significance is three-pronged - social, historic and economic. In spite of their potential value many small communities in Georgia often display signs of decay and poverty. Main streets are either declining or abandoned, and communities are unsure of how to reinvent themselves as centers of value, service, and specialization. This is where the professions of landscape architecture and city planning have begun to assist in solving the problems of small towns.

VALUE OF PUBLIC SPACE DESIGN TO SMALL COMMUNITIES

Despite their differences, small towns across Georgia face similar issues. Not surprisingly, many of the redevelopment projects identified by these communities require some level of design intervention. Projects such as streetscape improvements, infill development, and rehabilitation of historic buildings have been attempted in numerous towns throughout the state. These types of projects can be broadly categorized as public space design. The design of such spaces is particularly crucial to smaller or more rural communities because people tend to judge the vitality of a small town primarily by the appearance of its Main Street. Empty public

spaces coupled with abandoned buildings and sidewalks in disrepair are indications of a struggling downtown – visitors are given no incentive to leave the comfort of their automobiles as they pass through town en-route to another destination. This phenomenon is most evident by the cut-through traffic patterns experienced in small towns, located in close proximity to more urbanized centers.

Although public spaces are often viewed by the general public as amenities, landscape architects and planners have always recognized them as necessary components of a vibrant community. Unique places give identity to communities – public spaces provide settings for cultural activities, celebrations, and community events. They offer an open forum for both residents and visitors to interact with art, music and other culturally diverse groups. When cities and neighborhoods have thriving public spaces, residents experience a stronger sense of pride and stewardship in their community.

However, public spaces in smaller communities serve an additional purpose. It is not enough that they simply meet the social needs of the local population – they are often the 'unique' destinations that bear the burden of enticing visitors and their expenditures to the local community. According to Pratt W. Cassity, Director of UGA's Center for Community Design and Preservation, "when Georgia's smaller communities invest in increasing local quality of life through better designed civic spaces and community infrastructure, they see a commensurate growth in cultural tourism and visitor-based economic development opportunities" (Cassity 2010). This suggests that the quality of a public space directly influences its success in

contributing to local economic development; this relationship will be explored further in the following section of this chapter.

Quality of life is especially important to what John. L. Compton terms as 'foot loose companies' whose financial performance is not necessarily tied to location since its principal resource is the employees e.g. high-technology firms. These types of companies are drawn to places that offer "high quality services" because it becomes an important part of the compensation package for attracting potential employees. While there are many factors involved in defining quality of life, Compton argues that parks and recreational opportunities are likely to be a major component. If the public spaces in a community lack appeal, companies then need to be enticed with other monetary or tax incentives which a small town is not likely to be in a position to offer. In his article, Internal Monitoring of Quality of Life for Economic Development, Dowell Myers states that there is substantial economic literature on the need for "disamenity compensation," i.e. companies in jurisdictions with a less favorable quality of life have to pay higher salaries in order to attract the same quality worker (1987). Hence public space improvements can be alternatively viewed as a non-traditional method for improving the business climate.

However, public space design is not always a primary focus in small towns. Local leaders are under pressure to divide tight budgets among a long list of pressing needs and many times it is difficult to justify the expenditure that accompanies design projects without substantial evidence of direct economic benefits. While it is often difficult to quantify the exact monetary

value that a public space derives for the local community, there is support for the existence of the relationship between design and fiscal development.

LINKING PUBLIC-SPACE DESIGN TO ECONOMIC DEVELOPMENT

Public spaces provide many real and measurable benefits to their immediate communities. First, parks and green space in urban areas enhance real estate values. For example, in New York, the presence of Central Park, Bryant Park and Riverside Park have resulted in soaring real estate prices for adjacent properties (Madden and Schwartz 14). In suburban neighborhoods, properties located in close proximity to greenways and walking trails are often marketed as prime or desirable locations (people are prepared to pay higher prices to live near natural areas). In the small town context, public spaces are often found on Main Street; their role in economic development is to create an atmosphere in which retail and other types of businesses can thrive.

Second, the quality of public spaces is important for attracting firms. Viable businesses on Main Street help to strengthen the local economy by increasing the city's tax base. Traditional brick and mortar stores in downtown contribute more to local tax revenues than larger, chain stores which tend to be positioned on the outskirts of city limits due their space requirements. Research by Civic Economics, practitioners of economic impact analyses, found that locally-owned businesses generate more than three times the local economic activity of their competitor chain stores on equal revenue (2002). Thus, it would be a strategic move for small communities to focus their efforts on creating an environment that stimulates and supports local businesses. This includes, but is not limited to, investment in the appearance of

public spaces on Main Street. The Project for Public Spaces publication, How to Turn a Place Around, outlines the fact that “revitalizing streets for walking, gathering, and shopping is perhaps the most direct example of how place- making can benefit a city or town economically” (Madden and Schwartz 14).

Third, economic stimulation from heritage tourism depends primarily on the preservation of historic properties. For example, archaeological and historic properties play an important role in the tourism economies of Augusta, Macon, as well as coastal and mountain communities in Georgia (Talley-McRae 2006). Additionally, many smaller Georgia communities have begun to incorporate their historic places as part of local economic and community development strategic plans. As Georgia's second largest industry, tourism employs approximately 241,000 Georgians and contributes $20.8 billion in direct expenditures (Georgia Tourism Industry 2010). According to the Georgia Department of Economic Development, 2008 Economic Impact Report, each Georgia household pays $518 less in local and state taxes due to direct tourism expenditures. Without significant investment in local, historic sites, small towns stand to lose the opportunity to capitalize on this profitable market.

Another group of potential contributors to local economic development is retirees. Often, their decision as to where to relocate with their substantial retirement incomes is influenced by the availability of recreational opportunities; hence the importance of public spaces that can be marketed as providing such opportunities for leisure. In his writings on parks and economic development, John L. Crompton noted that if 100 retired households come to a community in a year, each with a retirement income of $40,000; their impact is similar to that

of a new business spending $4 million annually in the community (Crompton 65). Based on the significance and stability of the average retiree income, many communities are finding that it may be more advantageous to attract retirees than new businesses. Since retirees tend to generate their income outside of the community but spend it locally, it stimulates the local economy and generates jobs. In order for small communities to have a chance at attracting and retaining this population, there has to be significant investment in the community's public spaces.

Additionally, small town economies cumulatively impact regional economic health; where communities are distressed, they will hinder regional prosperity. It is therefore imperative that local chambers of commerce and economic development entities work together in order for the region to stay competitive and to maximize opportunities for all. In Georgia, organizations such as the Georgia Rural Development Council (GRDC), recognize this need and are working to help smaller, less economically independent towns to develop public and private initiatives to strengthen development opportunities.

This research seeks to increase the effectiveness of the efforts of agencies such as the GRDC by examining the typologies of public space projects in which small towns have engaged to stimulate economic development. Based on this analysis, a framework will be developed that can be used to better guide communities as to which projects are more likely to result in local economic benefit. One benefit of such a framework is that university partnerships and resources can be better channeled in the process of achieving the local community's vision. Though there have been numerous programs aimed at helping small communities, there is still

opportunity for improvement in the public service delivery model. The importance of the proposed framework is two-fold; it can help to maximize the effect of partnerships between small communities and higher education institutions, in addition to providing support for local leadership decisions with regards to project priority.

During my research, the novelty of this type of study has become increasingly apparent. Much of the data necessary to support such a framework is either undocumented or difficult to piece together into useful information. Few of the organizations or entities that have worked with small towns in Georgia have maintained consistent records concerning the various projects that have been done over the years. For example, there is no comprehensive list of projects completed by students or faculty at the UGA College of Environment and Design – many of these projects are undocumented and stored solely in their hardcopy forms in the basement of Denmark Hall (home of the Landscape Architecture program).

METHODOLOGY

As a first step in approaching this project it was important to limit the geographical study area from which sample communities and examples can be drawn. Though small towns across America often share common issues there are always unique regional influences which affect the approach that a specific community utilizes to encourage economic growth. This thesis focuses primarily on communities across the state of Georgia with populations of fewer than 10,000 people, specifically those under the umbrella of the Archway Partnership; one of UGA's Public Service & Outreach units. Archway's main goal is to connect counties facing significant issues related to economic development with the knowledge, expertise and other resources available at the University of Georgia. A majority of the communities under the

purview of this organization are defined as small towns according to US Census categorization; hence their suitability as case studies for this project.

One goal of this thesis was to identify the common types of public-space projects that have been initiated in Archway communities, and to examine which ones have been more successful in serving as catalysts for economic activity. Projects were first categorized according to four typologies proposed by Mark C. Childs (Childs 22-25), and then subsequently prioritized based on the amount of economic activity that could be attributed either directly or indirectly to its development. Additionally, this study sought to identify some of the non-design related factors that could potentially influence the success of these public spaces.

The results were then applied to a framework that could serve as a guide for new Archway portal communities trying to stimulate their local economies through design-related efforts. The framework outlines where efforts should be focused based on community typology, and expected time frame for subsequent economic impact. It also makes recommendations as to which of the university's diverse outreach platforms should be consulted in order to yield the most benefit to the community.

Data Collection Methods

In terms of information gathering, a combination of strategies was necessary, due to the relatively scattered nature of literature concerning small town development in Georgia. These included a review of community histories, interviews with staff at the Center for Community Design and Preservation (CCDP) at UGA, and reports generated by entities such as the Georgia Department of Community Affairs and the Archway Partnership. Additionally, a literature

review comprised a survey of the foremost writings on public space design, helped to formulate a better understanding of the role and potential of such spaces. Readings included Jane Jacob's writings connecting healthy cities with economic resilience, works by William H. Whyte and a compilation of literature from the Project for Public Spaces. In terms of interviews, the Archway head office served as the primary hub for information; in particular, interviews with Matt Bishop and Dennis Epps, who were charged with the responsibility of overseeing community projects in the eight Archway portal sites at the time of this report. Information was also gathered through email and telephone correspondence with Archway Professionals in cases where the organization's quarterly project reports were insufficient to evaluate public space endeavors, and their potential for subsequent economic effects in the local community.

SUMMARY

While the end product of this thesis is a public-space design framework for Archway portal communities, it is by no means a definitive 'how to' list to which communities should strictly adhere. One of Archway's strengths as a public service and outreach unit is its willingness to allow local leadership to dictate the types and priority of projects that are undertaken in the various communities. In order for this framework to be applicable to the current model, it must be viewed as a tool that can be used to provide better advice concerning design-related projects as opposed to a formula that is blindly applied across communities.

It is also important to note that although the framework was created specifically for Archway portal sites, it can still be a very useful instrument for other small communities in Georgia and the US. The principles and lessons learned can be extracted and appropriately

adapted for use by other public service and outreach units at both not only at UGA but other university platforms as well.

CHAPTER 2

DEFFINING AND RANKING SUCCESSESFUL CATALYSTS

"It is difficult to design a space that will not attract people. What is remarkable is how often it has been accomplished." – William H. Whyte

While chapter one explored the importance of public spaces, the focus of this chapter is to begin looking at these spaces in a more focused manner –public spaces as catalysts for economic development. As defined in the introduction, a catalyst is any agent that provokes significant change. But what makes a public space a successful catalyst? How is that success defined? Conversely, how is a negative catalyst defined? These questions are explored in the following sections.

In her report on community morphology, Darlene Roth noted that "there is an implicit sense in the structure of Georgia communities" (180) but it is often the case that amenities and recreation sites appear to be missing from this structure. Roth noted that there seemed to be few public play spaces with the exception of the courthouse square and the occasional parade ground. This comment merely reflects what is glaringly visible in many smaller communities in the state –public spaces and their contribution to economic development have not traditionally been acknowledged. It seems that the potential effect of revitalizing public spaces was not fully embraced until 1980, with the introduction of the Main Street pilot program by the Department

of Community Affairs. Once communities began to realize that successful public spaces could be instrumental in achieving economic growth, a greater variety of project types began to appear in the Georgia landscape –revitalized downtowns was only the beginning.

While many programs and institutions grew into the newly formed niche of aiding the development of public spaces, none seem to address the issue of where communities should begin i.e. which projects should be attempted first? Thus many communities have been left to their own devices as far as deciding how to invest their monies. From my experience working with communities in both South Carolina and Georgia, it seems that many mayors and city officials have been implementing projects by imitating other towns without having any real basis for their choice of prioritization.

Additionally, few studies have been done to document the subsequent economic impact that can be attributed to specific projects. Through the Classic Main Street and Better Home Town programs, the Georgia Department of Community Affairs has somewhat been able to keep track of the economic impact of successful downtown revitalizations (2009), however, the impact of other types of projects have not been documented to the same degree. Answering crucial questions about public-space project prioritization is the main objective of creating a public-space design framework. To begin this process, it is important to first define what is meant by a successful catalyst. What are the traits or qualities of a public-space that can be used as indicators of its potential to stimulate further economic activity in the community?

DEFINING A SUCCESSFUL CATALYST

The public realm has traditionally functioned as the core around which communities have developed over time –the genesis of the city as we know it today. Considered from this perspective, public spaces in a community equate opportunity for growth and economic development. However, in order for a public space to provoke or speed change in the community it cannot simply exist as an aesthetically pleasing amenity, it must attract people and generate subsequent or resultant activities. For the purposes of this framework, a successful catalyst is defined as one that possesses five key qualities; these are:

i. Good physical design
ii. Stimulates/ generates activity
iii. Draws visitors from outside the community (a destination)
iv. Encourage new business/ investment
v. Increase surrounding property values

Based on the abundant literature concerning successful public spaces and my personal experience working in small communities (through Archway), this particular combination of characteristics would create the ideal catalyst for subsequent economic development in the community at large. Since this study is also concerned with the ranking of catalysts' potential, it can further be concluded that those public spaces that posses only some of qualities are likely to result in a lower potential for subsequent economic development. Each of the five qualities is explored in greater detail in the following sections.

Good Physical Design

Success as a catalyst is very much intertwined with the physical quality of a space; therefore the aesthetics and layout of a place is as equally important as its function. It comes as no surprise that the look and feel of public spaces usually influences peoples' perceptions – particularly those groups that include women and children (Huber 2009). In fact it has been noted that public spaces with a higher than average proportion of female users are usually described as being successful since women have a tendency to be more discriminating of the types of public spaces they choose to frequent. Additionally, David Sucher likens the presence of children in the public realm to that of canaries in a coal mine –"where parents won't raise children; we might all hesitate to live" (Sucher 65). Spaces that attract groups and a variety of age groups are also said to be successful (Madden and Schwartz 82). But what elements of physical design contribute to that success?

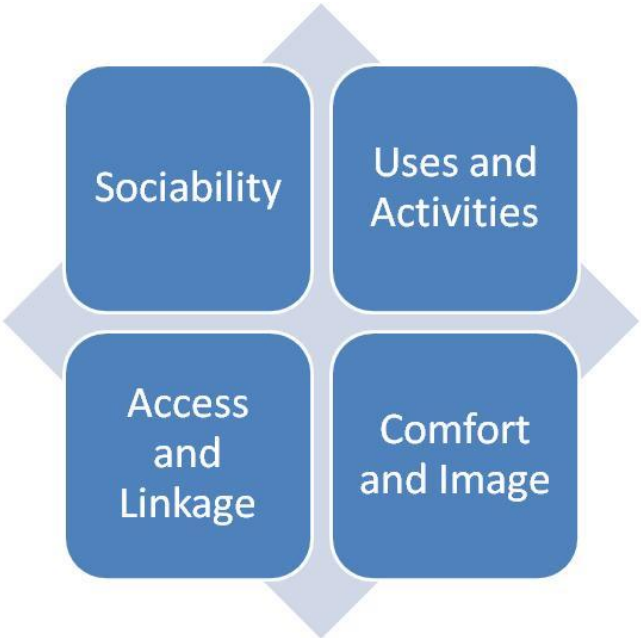


Figure 4a: Four Components of a Successful Public Space (Madden and Schwartz 17)

While a substantial amount of literature available for those interested in 'good' design principles for public spaces, there are four predominant themes which have been identified by the Project for Public Spaces (PPS) based on their research involving more than 1,000 public spaces (Madden and Schwartz 2000). Figure 4a above shows the four basic components of what constitutes a successful space. In terms of physical design, this section briefly expands on the concepts of accessibility and comfort/image.

Accessibility of public spaces addresses more than just the issue of wheelchair access to the site. It also concerns factors such ease of entry or exit into and out of the site, as well as those physical elements that affect circulation within the space. For the purposes of this study, a successful catalyst should (as a minimum standard) accommodate easy entry/exit, allow a maximum number of "eyes on the street" (also increases perception of safety), utilize child-friendly infrastructure, and accommodate wheelchair and stroller friendly access. By designing for universal access, a public space is less likely to exclude certain populations; thereby increasing the chances that a greater number of visitors will be inclined to use the space. This is particularly true of parents with special-needs children. Research by officers at the Whitfield County Department of Parks and Recreation, revealed that this particular group has demonstrated a willingness to drive as far as 150 miles to sites that are built to accommodate their children's' needs. Presently, the City of Dalton is attempting to capture some of this market by constructing a new Miracle Field at Westside Park (Jones 2010).

Visibility of and into a site can also impact its potential to be used by visitors. One local example of this phenomenon is the Founders Memorial Garden at UGA. Also known as "Athens' best kept secret" this public space is literally hidden from the street and thus remains virtually

unknown to those who are not intentionally made aware of its presence on campus. As a historic garden this site has the potential to attract a greater number of heritage tourists to the area, but its secluded nature has largely limited its users to College of Environment and Design students, alumni, and the random student who might accidentally 'stumble' upon the find. In cases where a public-space is sunken or hidden, there is need for a more intense advertising effort to make visitors aware of its presence. One such example is Falls Park, located in downtown Greenville. Aside from the capital investment required to develop the park, city managers have invested heavily in various forms of advertising (e.g. street banners, brochures, logos on city literature, et cetera) to ensure that visitors are made aware of its existence.

In terms of comfort, a successful catalyst should consider the needs of users and make them feel at ease when utilizing the space. Examples include the provision of seating, availability of food and drink, exposure to natural sunlight, availability of public restrooms, buffers between pedestrians and vehicles, et cetera. According to PPS, a comfortable space seeks to address the many of the human needs identified in Maslow's Hierarchy of Needs (shown in Figure 4b below). When users experience a sense of comfort in a space, they are more likely to linger or spend time in that space. Consequently, more time spent is a public space increases the likelihood that users will become involved in a wider range of activities; hence human comfort is considered a measure of success for public spaces (Sucher 14).

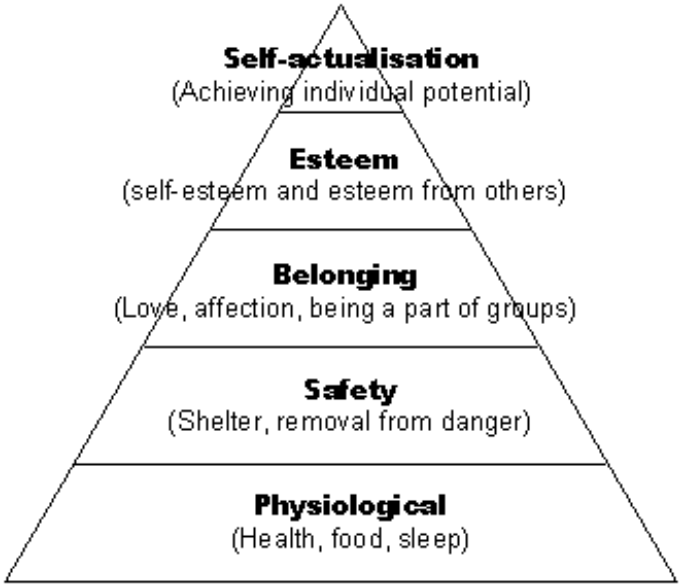


Figure 4b: Maslow Hierarchy of Needs (Cherry 2009)

It is important to remember that successful design on its own, does not guarantee that a public space will be a successful catalyst. Often there are other situational factors that contribute to the overall success of public spaces; hence the reasons that there are numerous examples of well-planned (and expensive) spaces that remain empty and virtually unused. Therefore it is important for communities to understand their own environment before attempting to adopt designs or examples from other communities. Situational factors that can affect the success of a catalyst will be discussed later in the chapter.

Stimulates/ Generates Activity

It is important to note that the qualities of a successful catalyst do not exist in isolation; often they are co-dependent on another or several other qualities. In this case the ability of a public space to generate activity is linked to the quality of the physical environment (refer to Figure 4c on the following page). Author Jan Gehl explores this theory in his book, Life Between

Buildings, and concludes that when the quality of an outdoor space is poor, only necessary or basic activities tend to occur in that space. Essentially Gehl theorizes that a good environment facilitates a broader spectrum of human activity (13). This theory directly influences the second characteristic of a successful catalyst; the ability to stimulate activities that radiate beyond its physical borders. For example, the Georgia National Fairgrounds & Agricenter, located in Perry, offers RV and camping facilities for visitors. This on-site activity encourages users to remain overnight in the town which in turn results in sales for local restaurants, visits to other local attractions and sales in nearby retail establishments to cater to the needs of visitors.

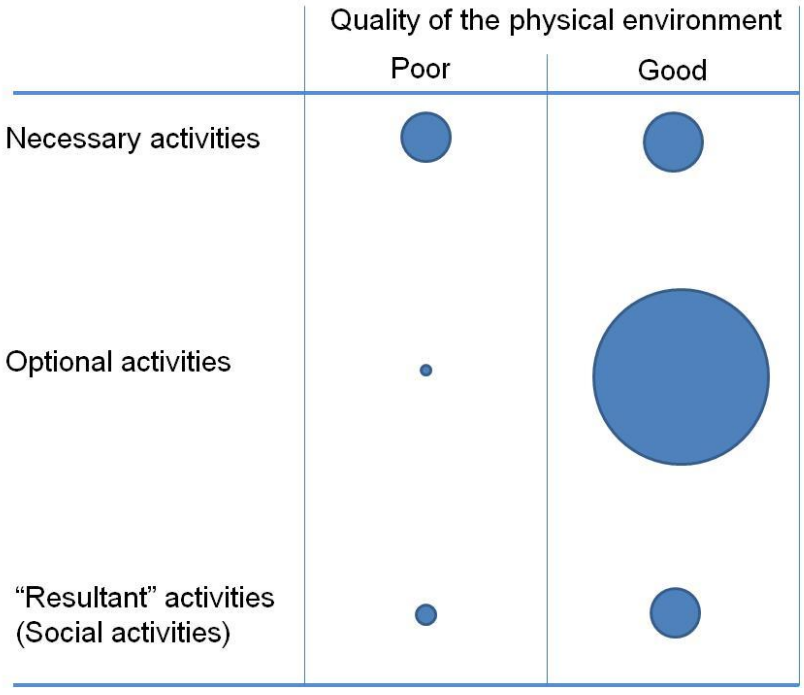


Figure 4c: Relationship between the quality of outdoor spaces and the rate of occurrence of outdoor activities (Gehl 13)

The extent of this radiating or resultant activity varies according to the type and scale of public space, as well as the level of access. For instance, farmer's markets tend to be open for

business mainly on weekends and during the warmer months; hence they can only stimulate activity during those times. Moreover, these markets tend to be smaller in scale and therefore attract fewer people (as opposed to larger public spaces such as the fairgrounds). In essence the expected level of resultant activity is an area for consideration by local communities. If a community is dependent on a single catalyst to stimulate activity in the area, then a public space that draws only seasonal crowds is perhaps not the best project to pursue. The Baptist Convention Center in Norman Park is a good case study for this type of planning. A brief interview with the town's mayor, Sandy Hurst, revealed that the convention center had historically been the town's biggest attraction in terms of tourism. However, visitation is typically seasonal (based on the church's calendar of activities). This pattern has resulted in unpredictable fluctuations for the local economy where there are periods of high activity followed by 'down time' in which only residents are using the services downtown (Hurst 2010).

Of the three types of activities that occur in public spaces, social or resultant activities are the most desirable because their presence is an indication of the success of a space. According to Mark C. Childs, "generating social activities from necessary and optional activities lies at the heart of creating strong civic places" (23). However, these are not only dependant on the physical design of a space, but the presence of other people as well –essentially people are encouraged by seeing and hearing other people. If visitors perceive that a public space is empty, they are likely to limit their own activities within a space. For example, a visitor on Main Street is more inclined to window-shop and take a leisurely stroll if they observe other people involved in the same activity. The same can be said of parents at a recreation facility; they will be more inclined to allow their own kids to roam unsupervised if other families are present. In

some cases a lack of activity may be equated with a sense of danger. For instance, the lone female jogger in a park environment may consider the environment unsafe if no one else is present or lingering in the space, regardless of the time of day. High levels of activity are a definite indicator of potential as a catalyst.

However, it is important to understand that a potential limitation to high levels of activity in a public space is the possibility of conflicts developing among different user groups. While some level of activity is desired there is a tipping point at which too much activity can begin to negatively impact users. For example, parks and naturalized areas are often desired for their peaceful surroundings, but large numbers of people using the space simultaneously could detract from the 'nature' experience –even if the crowds are engaged in largely passive activities. Alternately, a small number of users engaged in conflicting activities could also create tension in a public space. For example, teenagers with skateboards and adults seeking 'quiet time' in the same public space is likely to cause conflict; it is inevitable that over time one group's uses will become predominant and eventually force the other group to move elsewhere.

Destination

The third quality of a successful catalyst has to do with its ability to draw visitors to the surrounding locality from beyond the community's physical boundaries. This is especially important in terms of economic development because exports (i.e. the set of economic activities that provides for the needs of non-residents) plus re-spent dollars (monies generated and spent locally) make up total community income; therefore the best way for a community to

increase its economic base is to increase its exports. Figure 4d below demonstrates how money is circulated within a local community.

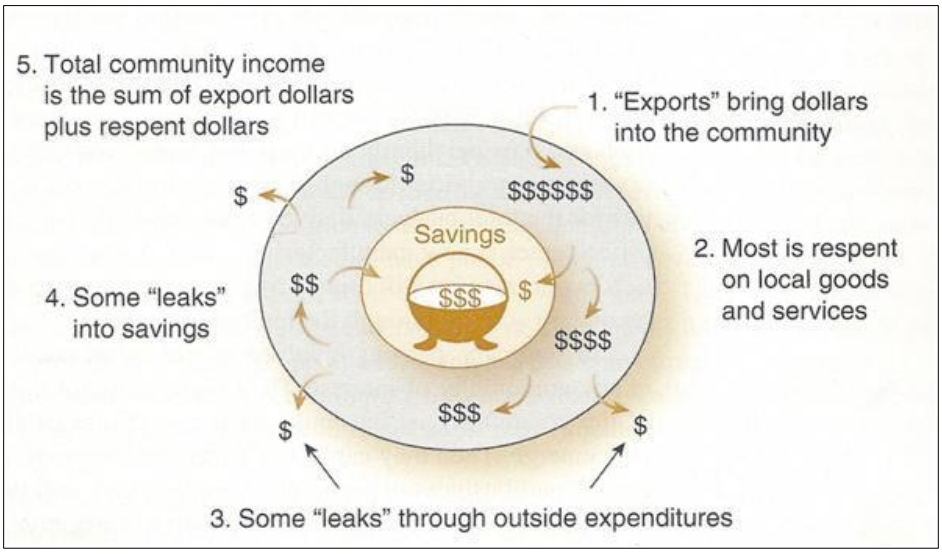


Figure 4d: The Economic Base Multiplier (Ling and Archer 105)

This multiplier effect can be increased through the presence of public space destinations. The term destination is best described by the Miriam-Webster dictionary as "a place worthy of travel or an extended visit." These are the types of places that users intentionally make plans to visit; they are not to be confused with the types of public spaces that a local resident might visit by chance or as part of their regular routine. For example, a museum would be considered a destination; people typically visit this type of space intentionally. However, the pocket park that happens to be located between two office buildings would not be considered a destination because its use is likely to be limited to those users who find its location convenient; it is unlikely that tourists will seek this space intentionally.

Interestingly enough, public spaces that are used/ supported only by local residents often do not contribute as much to the economic base of the local community. Case in point, the local diner owned and operated by the Mayor of Norman Park in Colquitt County. Although her establishment attracts a moderately-sized crowd on a daily basis, her clientele is almost entirely local residents who frequent the restaurant during the lunch hour –this represents re-spent dollars. On the other hand, the Georgia Southern Baptist Convention Center located just around the corner, attracts the majority of its guests from out of town (exports); thus the Convention Center is making a greater contribution to the local economic base despite the fact that the center draws only seasonal customers. Another example of a public- space destination is the civil war historic tour offered in Dalton that attracts many tourists from across the country each year, to visit the various battle sites. These sites would also be considered successful catalysts in their respective local communities.

Similar to levels of activity, the number of visitors to a small community can also reach a tipping point where the community can become overwhelmed. While the problem of 'too many visitors' is not presently a reality in Archway communities, it is an important limitation to consider in terms of planning for future growth. While the goal is to attract visitors and their income to the local community, local leaders should be careful not to encourage so many guests that local residents feel crowded out of their own public spaces.

Encourage new business/ investment

The fourth characteristic of a successful catalyst is the ability to attract new investment to the local community, or rather create the opportunity for new businesses to exist. This characteristic is inextricably linked to the ability of a public space to generate activity. One

example of this is the City of Morrow's greenspace trail development. The existence of a trail inevitably attracts walkers, joggers, and cyclists, which create opportunities for new businesses such as bike rental shops, restaurants and retail, et cetera, that cater to the needs of trail users.

At the regional level, the availability of infrastructure such as sewer and roads is a crucial factor in terms of attracting new industry or development to a community. Hart County is a prime example of this fact. The county has recently embarked on a project to develop an industrial park along the I-85 corridor in an attempt to attract new manufacturers to the area. The park is designed to offer utilities, land, amenities and access to the major transportation corridor for companies located within the park. County leaders are investing in the park with the expectation that it will bring better jobs and increased income to the community in the long term. The presence of civic lands (e.g. greenspace trails, railroads and water ways) has also become an important amenity at the county level for attracting those employees and their respective industries, who are concerned with quality of life issues (these tend to be highly-skilled and higher-salaried workers –these are the most desirable to the local community).

It is important to note that new investment does not always refer to external entities entering the local community. Catalysts can also encourage the reintroduction or revitalization of uses or businesses that have historically been part of the community's economic base. For example, the City of Hawkinsville is currently working on plans for restoring the city landing dock and waterfront area. This redevelopment project is expected to resurrect the historical use of the boat landing as one of the major stops along the Ocmulgee River, in addition to

creating an incentive for reuse of the historic mill warehouses along the waterfront as residential development.

Still, one critical limitation of encouraging new investments in the community is that the types of businesses that might be attracted to a growing community are not always desired by locals. Large, retail stores (e.g. Walmart, Target, CVS, et cetera) are often eager to capture emerging markets in smaller towns, but their presence can make it difficult for local entrepreneurs to remain viable in the long term. Therefore, it is the responsibility of local leaders to put the necessary regulations in place to ensure that new investments conform or contribute to the community's vision.

Increase surrounding property values

Finally, a successful catalyst improves the value of adjacent and nearby properties i.e. enhancement value. This fact was first noted by Frederick Law Olmsted Jr. in 1919 when he stated that a "well-located school or playground… adds to the value of all remaining land in the territory to be served by the school than the value of the land withdrawn for that purpose" (qtd, in Childs 3). More recent studies have not only confirmed this trend, but have attempted to quantify the change the property values. One such study found that properties adjacent to greenbelts in Boulder, Colorado appreciated 32 percent (more than properties beyond average walking distance). The study concluded that property values increased by as much as $10.20 for every foot closer to a greenway entrance (Correll et al 1978). Susan M. Wachter and Kevin C. Gillen of the Wharton School in Philadelphia, conducted similar studies for neighborhoods in Philadelphia and concluded that streetscaping resulted in a 28% increase in home values,

compared to similar homes in comparable areas without streetscape improvements (Wachter and Gillen 5).

The enhancement value gained by the presence of public spaces is of crucial important to the local property tax base. Due to the fact that many public spaces are government owned, they are often tax-exempt or taxed at a low rate; the increase in surrounding property values usually offsets the reduced/lost income from public-space taxation. Thus the community is able to support the continued existence of the public space without compromising local government income.

It is important to note that the predominant examples of public spaces that increase surrounding land values are usually some type of open space or naturalized area such as a park. However, different types of public spaces potentially have very different effects on property values; it is possible that intensely developed public spaces can negatively affect adjacent property values, e.g. the Sumter County Ball Fields is a highly programmed space built to accommodate community sporting events, but the use of high-powered lighting on-site could potentially depress adjacent residential property due to light and noise pollution issues. Typically, the ability of a place to influence surrounding property values is based on both its aesthetic appeal as well as the level of activity that is generated.

OTHER FACTORS INFLUENCING THE SUCCESS OF PUBLIC-SPACE DESIGN

Aside from the above mentioned qualities, there are situational factors that can also significantly impact the success of public spaces and their potential as catalysts. These factors tend to be unique to local communities and must therefore be factored into the potential of

public space success. Understanding the situational factors surrounding a catalyst is extremely important in the development of a public-space design framework because recommendations that are successful in one community may not thrive as well in a different environment.

The first and perhaps most important factor is location i.e. both the location of the community within the region, as well as the location of the public space within the local community. Proximity to major urban centers positions some communities to take advantage of the various industries that desire to be located near to these densely populated areas. For example Hart County lies in close proximity to the I-85 corridor that serves as a major transportation corridor between the cities of Atlanta, Greenville and Charlotte. Whitfield County and some parts of Clayton County also enjoy the benefits of being near to Atlanta –the largest urbanized area in the state. Proximity could also present advantages for local residents in terms of options for employment, retail shopping and access to amenities.

However, location can be a double-edged sword as it can have unfavorable effects on the local economic base (as evidenced by the downtowns of Doerun and Berlin that are located in close proximity Moultrie). It is often the case that residents of smaller towns (when given the option) choose to spend their incomes in the 'big city' instead of supporting local establishments. Over time these businesses experience difficulty maintaining a viable trade either due to a declining customer base or an inability to complete with larger stores in the urbanized areas. Proximity to major urban centers can also change the nature of local businesses. In order to remain viable business owners may resort to supplying niche markets

instead of basic necessities; thus perpetuating the cycle of local residents shopping for everyday items outside of the community.

Nevertheless, niche markets (if strategized correctly) can provide certain communities with a competitive advantage in terms of economic development. Case in point, the City of Dalton's fame as the carpet capital gives this community an edge over the other Archway portals because floor manufactures are naturally drawn to this area; therefore a public space such as the carpet museum can only be successful in this setting.

Third, tourism demand for specific types of amenities or attractions can affect the success of public spaces in a community. Again Dalton is a great example because of its collection of ten civil war sites and museums all located within driving distance in the city. Since heritage tourism is on the rise in the state of Georgia, there is a high demand for historic sites, and Dalton is in a position to capture this market. On the other hand, the museum proposed by the Mayor of Berlin to showcase only the town's history, is not likely to draw as many visitors due to the fact that demand for this type of museum is less substantial.

Finally, community participation, or lack thereof, is integral to the success or failure of a public space. According to Jennifer Vanica, president of the Jacobs Center for Neighborhood Innovation in San Diego, "for community revitalization to be effective, residents must own their own change, including planning, implementation, and ultimately the assets" (Green 2006). This sentiment was echoed by Mel Garber as he spoke of Archway's community identification process. Public space endeavors undertaken without the support of the local community are likely to fail, and it is imperative that leaders understand or are able to quantify how much

support is needed for a project to succeed. If resident 'buy in' for a downtown revitalization plan is only 25 percent, it means that a majority of the local population is unlikely to support the vision once it is implemented; this obviously impacts its potential as a catalyst.

SUMMARY

After determining those qualities that are characteristic of successful catalysts, the next step is to begin the process of designing a framework that can aid communities in the process of deciding which public spaces warrant more attention based on economic development as the main criteria. The goal of such a framework is to answer the question, where should small communities focus their investment monies first? The following chapter outlines the process of information gathering and design for a public-space design framework.

CHAPTER 3

FRAMEWORK DEVELOPMENT PROCESS

The purpose of any framework is essentially to organize or classify different types of information in a logical manner. In this chapter the process of piecing together the various bits of information concerning public space development in Georgia, and organizing them into a single point of reference for communities is explained in detail. Essentially, this section of the paper details the sequence of thought behind the design of this framework. Understanding this progression is imperative because (a) it can impact a potential user's ability to correctly utilize it as a tool, and (b) it can help users to more easily interpret the results of the framework.

One important goal of this study was to develop a framework that demonstrated the following qualities:

i. Practical –the primary purpose of this framework is to serve as a useful tool for small communities.
ii. Easily adaptable –since this framework is to be used by a variety of community types and sizes, its steps must be broadly applicable and easily tailored to meet unique needs
iii. Flexible –the framework must allow for future growth as trends in communities change over time.

ORGANIZING THE FRAMEWORK

Defining Potential Users

Before embarking on the process of designing the actual framework, the first step was to clarify the potential users of this type of tool. Although it has already been determined that small communities seeking economic development would benefit from the existence of this framework, it was necessary to narrow the focus to a set of specific case study subjects; hence the decision to focus on Archway portals. This particular set of communities was chosen for three reasons, (i) there are eight counties under the umbrella of this organization that are said to be representative of change occurring across the state of Georgia, (ii) the Archway model is designed for easy replication in different communities, and (iii) my personal experience working with the organization has provided me with opportunity to directly observe many of the communities over an extended period of time.

Based on these criteria, it seemed logical that a framework designed to address the needs of these portals would not only be relevant to other communities across the state, but easily applicable as well. Moreover, Archway could potentially extend the reach of this framework as it continues to progress into new areas of the state in the future. Chapter four explores the concept of Archway as a public-service and outreach branch at the University of Georgia, and outlines the process by which the organization seeks to form partnerships with local communities. Understanding this process was deemed to be important because it provides some preliminary insight into types of communities that are under the purview of the organization.

Understanding the Communities

After narrowing the set of communities to be used as a basis for the framework, the next step was to begin categorizing these into specific typologies that could be easily compared from one geographic location to another. Developing this baseline was a key milestone in creating a tool intended for use across several communities; consequently understanding a community's specific typology became the focus of the step one in the framework sequence. While my search for a system of categorizing community types yielded many differing models, there was one such study (Roth 1989) that was designed to specifically identify community types endemic to Georgia. Roth's research identified fifteen typologies found across the state and also provided a list of characteristics for each type. The study also provided guidance as to how Roth's system of identification could be replicated by communities attempting to identify their specific typology. Following the methods suggested in Roth's report, the second step in the framework development process was to identify which typologies were represented within the existing Archway communities; this process was deemed to be important because it could potentially prove or disprove the organization's claim that its portals were representative of communities across the state; these findings are detailed in the following chapter.

Roth's methods for defining community types included a literature search of local and county histories, the National Register of Historic Places, geography texts, planning studies and historic preservation surveys in addition to field-survey techniques (including site visits to several towns across Georgia). However, given the time-frame of this project (and the fact that this information represents a single step in a much larger framework) only a preliminary a

selection of Roth's techniques were replicated. The exact method for determining community types as well as the results of this process are detailed further in chapter four.

Categorizing Public Spaces

The next step in the framework development process was to explore the various types of public-space projects and to determine a system of categorization that would help narrow this complex set into broad, yet manageable groupings. For the purposes of this framework, public spaces were divided into five broad categories:

i. Civic Rooms or Chambers
ii. Civic Lands
iii. Urban Paths
iv. Indoor Commons
v. Infrastructure

These categories include the four architectural groupings categories proposed by Mark C. Childs (22-25) in addition to one category that was deemed necessary based on my experience working with communities in Georgia.

After defining each public-space typology, the next step was to 'test' for the presence of these types in the various Archway communities and to determine where development monies had been spent in the past. In order to compile this laundry list of public-space projects I embarked on a search of the various institutions that have historically been involved in small town development. These included organizations such as the Fanning Institute, Georgia

Department of Community Affairs, the College of Environment and Design at UGA, Archway, et cetera. However, this method of gathering information concerning public-space projects that had either been planned or attempted in the various communities, proved insufficient.

As this proved to be unsuccessful, a second strategy was adopted in which I attempted to gather information directly from local community sources through the Archway Professionals (AP) who reside in each portal. This too proved to be disappointing as the AP's themselves found it difficult to locate this type of information in a central location. Even though there were attempts to identify possible community contacts that might be able to provide this information, the results achieved within the timeframe were meager at best. This second disappointment led to a third and final tactic; searching for prior public-space endeavors by following the 'funding trail.' This approach looked at common programs or funds offered to small communities in the state of Georgia including the Classic Main Street and Better Hometown programs, Community Development Block Grants (CDBG), Special-Purpose Local-Option Sales Tax funds, et cetera. Although an exhaustive list would have been ideal, researching these types of programs made it possible to develop at least a snapshot of public-space endeavors in the various Archway communities.

One critical limitation of using this method to compile a list of public-space endeavors is that many of these funding sources restrict the types of projects for which communities are allowed to use the monies; hence only certain project types appeared in the list. This type of biased result inevitably tends to skew the conclusions that can be drawn from this information. A second shortcoming resulting from the difficulty in finding usable information is that fact that

projects identified could not be limited to a specific timeframe; information was so scarce that the original intention of restricting projects to those completed within the last decade had to be abandoned. Though it may be a time-intensive process, future research into public-space endeavors is likely to be more successful by combing through the various sources of information at the community level.

All of the above information was used as the basis for the second step of the framework where community typologies are cross-referenced with public-space typologies in an attempt to highlight the tendencies of certain communities to engage in a specific set of public-space projects. For example railroad towns may exhibit a tendency to have a depot or some type of museum associated with the town's historical development. On the other hand an old mill village might demonstrate a tendency to invest in historic districts or rehabilitated warehouses. After determining these relationships, this information is used as the input for the final step in the framework development process.

Prioritizing Public Spaces

Developing a system for ranking or prioritizing catalysts represents the main focus of this study since it answers the question, where should a community focus its efforts first? After identifying the types of public-space projects in which a community could possibly engage, this rating system could be used as the basis for establishing a list of priorities. Since the focus of prioritization was to establish the potential of catalysts to generate subsequent economic development, the ranking of public-space typologies was based on two main criteria, (i) the level of resultant activity generated by a public-space, and (ii) the expected timeframe in which

communities expect to see visible results; with the latter weighted more heavily in the proposed ranking system. The expected relationship between the five public-space typologies and the length of time that could be expected to elapse before a community can begin to see the evidence of subsequent contribution to economic development is explored in greater detail in chapter six.

One limitation of the proposed system of prioritization is that the rankings are limited to the broad public-space typologies. In the absence of a complete data set regarding projects completed in the various communities, it was not possible to rank the specific sub-types of public-space endeavors. For example, within the category of civic lands it was not possible to accurately rank a greenspace trail as being a more effective catalyst than a golf course.

SUMMARY

After determining the sequence of steps needed to create the framework, the following chapters begin to explore the various components and the information that came out of this process. Chapter seven represents a culmination of the framework process and provides two application examples of how the framework could be applied at different scales.

CHAPTER 4

ARCHWAY COMMUNITIES: IDENTIFICATION AND TYPOLOGIES

Formed in 2005, Archway Partnership initially began as a two-year pilot project in Colquitt County as part of the University of Georgia's public service and outreach mission. The goal of the organization is to bridge the gap between higher education resources and communities throughout Georgia by creating a single point of contact; the Archway Professional (AP). From the local community standpoint, Archway provides a neutral third-party platform for leaders to identify community-wide priorities, and then enlists the assistance of the university to realize solutions. Given the current economic environment, the partnership offers many Georgia communities the opportunity to improve their chances for economic development.

Since its inception, the organization has expanded to operations in eight counties across the state; these include Clayton, Colquitt, Glynn, Hart, Hawkinsville-Pulaski, Sumter, Washington, and Whitfield County (Appendix I). While the official portals are established within these specific geographic locations, Archway sometimes operates in communities beyond county borders based on common interests identified locally. For example, in Washington County, a second Archway Professional was hired specifically to deal with the health sector and its associated issues which required partnership with several adjacent counties. This is part of the organization's mission; to involve communities in the surrounding region as it develops.

ARCHWAY COMMUNITY IDENTIFICATION PROCESS

During an interview with Mel Garber (2010), Director of the Archway Partnership, he stressed the importance of using the correct terminology when describing the partnership formation process. Dr. Garber emphasized the fact that communities are not 'selected' in the traditional sense; rather they are 'identified.' The organization has intentionally avoided the development of specific set of criteria for which communities are eligible to become portal sites. Instead, Archway relies on a system whereby the community takes the first initiative to approach the University for assistance. This bottoms-up approach is at the very core of Archway's philosophy and is often cited as one of the reasons why its partnerships have been so successful.

Despite the avoidance of definitive criteria, Dr. Garber states that the organization has identified four characteristics that a community must demonstrate in order to be considered for a new partnership. First, the community must be motivated. They must be willing to acknowledge that there are challenges and be prepared to put in the effort required to reach a solution; it is not the goal of Archway to enter a community and try to prompt or provoke change. The role of the Archway Professional is merely to facilitate access to the knowledge and expertise available at the University of Georgia. Rousing support within the community is the responsibility of local leadership; which goes hand in hand with Archway's second requirement; a community must demonstrate strong local leadership. This is defined as leadership that demonstrates a clear vision for the local community and is capable of bringing the necessary stakeholders together to discuss a plan of action.

Ineffective or unmotivated leadership is considered a severe barrier to a successful partnership since the organization's model relies heavily on the formation and functioning of a local Executive Committee (Appendix II: Archway Community Model) i.e. a group of leaders from local governments, businesses, hospitals and health authorities, school boards, chambers of commerce, development authorities, local higher education institutions and technical colleges who guide the process and commit financial resources to the partnership (Archway Partnership 4). Committee members are responsible for recruiting other community stakeholders and residents; without their commitment it would be impossible for the Archway Professional to mobilize projects in a timely manner.

Another characteristic identified by Archway is that a community must be undergoing change. How is that change qualified? Dr. Garber cited the example of Colquitt County; a community that is facing rising population growth pressures and changing demographics. These types of changes have been identified as being representative of change occurring across the state of Georgia. This is an important quality to Archway because the organization's model is designed to be easily replicated by other communities. Thus, if a strategy is successful in a particular portal site, it can serve as demonstration project that can be adopted by other communities facing similar issues.

Finally, Dr. Garber noted that the local community must demonstrate a willingness to come together to discuss the issues. In his experience, not all communities are able to achieve what may seem to be a relatively simple task, but if this 'meeting of the minds' does not happen early in the process, it rarely occurs at a later stage. Collaboration represents the very

essence of Archway's mission and its absence in the local community would simply defeat the purpose of establishing a partnership.

Once the organization has determined that these four characteristics are present, the next step in the process is to formalize the agreement through a written contract. Community stakeholders are required to sign an agreement for "sustained participation in community problem solving" (Archway Partnership 4) which affirms the commitment of both human and financial resources to the partnership. Although the standard contract is renewable annually (due to limitations on the shelf-life of local government contracts), Dr. Garber explained that it is the intention of the organization to remain active in communities on a long-term basis. In fact, Archway's newest partner, Whitfield County, has set precedence with their recent initiation of a four-year agreement; a trend that Dr. Garber hopes can be adopted by other communities in the future.

One significant advantage of the current process is that it is community-driven. Local stakeholders determine the priorities to be addressed and are able to dictate the pace at which projects are implemented. This grass-roots approach has been widely praised by both the local communities and employees of the UGA Public Service and Outreach office as being highly innovative and collaborative; qualities that have not always been attributed to joint ventures with higher education institutions.

A second benefit is that the portals that have been identified thus far were intended to be representative of the types of communities that can be found within the state; ranging from rural to urban, industry and non-industry cities to coastal communities such as St. Simons. This

type of distribution sets the stage for other communities to observe the existing portals and replicate the Archway model in their respective areas. For example, the need for training and capacity-building was identified as being an issue across several communities. Through Archway, Dr. Michelle Carney, Director of UGA's Institute for Non-Profit Organizations (NPO) and her students were able to develop several portable training modules that can be customized to fit any community.

On the other hand, Dr. Garber acknowledges that often the communities with the greatest need never even come to discussion table; unfortunately this is one of the pitfalls of Archway not proactively choosing to form alliances with specific communities. Though the partnership provides access to university resources at a much lower rate than conventional private services, there is still a cost involved. For example, Whitfield County's investment is set to be $60,000 annually, while the University System contribution will be $200,000 (Dewberry 2010). Unfortunately, the reality is that many communities in Georgia are not in a position to initiate any alliance that requires substantial monetary contributions.

Additionally, the vagueness of criteria or characteristics that are set forth by the organization for identifying potential community partners could make it somewhat difficult for communities to evaluate their readiness to form an alliance with the university through this specific avenue. For example, who defines good leadership? How does a community then determine if their leaders truly posses those qualities? Additionally, it could be difficult to determine which communities are undergoing change that is truly representative of overall change in the state of Georgia. While a certain level of vagueness has served Archway positively

thus far, it does beg the question as to whether it will not pose a problem as the organization progresses or as more communities become aware of its potential.

The intent of Archway's community identification process is to develop an umbrella of communities that represents the state of Georgia. In order to test the success of this strategy, it is important to determine the various community typologies that are represented with the Archway portal system.

COMMUNITY TYPOLOGIES

As outlined in the previous chapter, the first step in creating a public space design framework for use in Archway portals, was to establish a typology of communities that can be used as a baseline for comparison. While there have been some research into general community typologies, there is one such study that focuses on community types endemic to the state of Georgia. The study, conducted by Darlene Roth, was geographically narrowed to Georgia, and began by defining what constitutes a community. According to Roth, it is likely that the town as we know it today began with some public place that serves as a nucleus, e.g. a trading post, a fort or some type of crossroads in the community; it is from this 'center' that the town gradually formed and developed an internal network of transportation (Roth 5).

The study defined a community as any place that could be defined "geographically and structurally" as having the following characteristics (Roth 6):

1. A recognized nucleus or cluster of buildings
2. An organized public space or meeting place
3. A mix of functions (represented architecturally or otherwise)

4. A skyline or some break in the vista
5. Recognized or recognizable symbols of community e.g. church or school that serve as a focus for the community
6. Some identifiable origins (architecturally or otherwise)

Fifteen typologies (summarized in Table 4.1 below) were identified by Roth, based on two criteria; the origin of the community and its dominant economic function. Although the types appear to be distinct in theory, the reality is that many towns have evolved into hybrid types; originating as one form and later adapting to another predominant use. For example, the towns of Florence, Columbus and Fort Gaines began as steamboat stops along the lower Chattahoochee River, but have all grown beyond their "riverine phase" (Roth 27). Some typologies are also non-existent today since their predominant use survived for only a period in the history of Georgia, e.g. Aboriginal and utopian communities.

Table 4.1- Community Typologies Summary (Roth 1989)

TYPOLOGY	DESCRIPTION
SETTLEMENTS • Smallest communities identified • Often do not have names or signs, but announce their presence visually to strangers	<u>Roadside Communities</u> • Identifiable through the presence of a public meeting place which serves as the focal point for the community • Other related dwellings are spread out over a large geographic area without obvious boundaries • Occur clustered at obvious spots in the road e.g. at a T-junction • Usually no grid pattern to streets <u>Plantations</u> • The focal point is the "big house" or primary residence • Former public functions reflected in structures present e.g. processing, maintenance, religion, et cetera

TYPOLOGY	DESCRIPTION
WATER TOWNS • Georgia's first communities established along river courses • Sub-categories differ primarily by size	<u>River Crossings</u> • Small communities located at steam- boat stops along navigable rivers • Focal point was the intersection of a roadway and the waterway • Collection of buildings fronting the water • The "public" function or "meeting place" was the steamboat or ferry landing and related structures e.g. warehouses • Many later became railroad towns <u>Port Towns</u> • Occupy points on actively navigable waters along the coast • Older sections of the towns have an orientation to the water • Industrial or commercial district along the waterfront • Town will usually retain a shipping center with docks and wharfs, a warehouse district and railroad access • Retail and office centers may have relocated from the water's edge to some interior point <u>Savannah and Savannah Plan Variations</u> • Cities located on navigable waters, designed by General James Oglethorpe • Bear similarities to the open square plan used in Savannah • Four of five such towns are now extinct
Courthouse Towns and other Government Planned Towns • Towns 'planted' in interior lands to be market centers and government centers • The courthouse and its associated square constitute the focal point of the community • Sub-categories differentiated by the location of the courthouse within the community, orientation of streets to courthouse square and relative size of block containing the courthouse	<u>Savannah Style Courthouse Towns</u> • Commercial development occurs around the square • Grids of streets are measured out in quadrants north, east, south, and the west of the square • Usually specialization occurs in the quadrants, with one quadrant heavily industrialized or commercialized <u>Sparta Courthouse Model</u> • The courthouse square is approached from the middle of the block • Courthouse building is more visually prominent than the square; usually placed on a hill • Greatest commercial development occurs in linear pattern away from the courthouse square, often anchored by some distant but primary point e.g. city hall or hospital • Most common in mountainous parts of the state <u>Augusta Courthouse Model</u> • Town was developed for another reason but later designated as a county seat • Town is oriented around its original function • Courthouse does not dominate the landscape but is still surrounded by commercial development

TYPOLOGY	DESCRIPTION
	<u>Capitol Town</u> • Only two existing • The capitol building and/or square have a prominent location in downtown <u>State Planned Market Towns</u> • Towns created for use as market centers in the developing frontier sections of the state • Located at the head of navigable rivers • The courthouse square is reduced in importance to the overall plan, which includes other public squares and at least one main, tree-lined avenue
Crossroads Communities	• Community takes its name from the presence of the road crossing • Characterized by a nucleus of structures with non-residential uses • Contains several public buildings • Town does not have a courthouse or railroad • Development occurs along both roads in the "cross"
Railroad Communities • The railroad is the dominant visual landmark	<u>Crossroads Towns with Railroads</u> • Railroad usually post-date the founding of the community • Primary orientation of the town is not towards the railroad • Frequently the railroad is removed from the main center of town, or cuts across the previously developed grid <u>Cross-rail Towns</u> • Created simultaneously with the railroad • A junction of roads and railroad tracks lies at its heart; commercial development occurs at this intersection • Relationship between main road and railroad tracks is based upon right angles; the remaining grid developed out from this intersection <u>Railroad Strips</u> • Main roads and commercial development parallel the railroad tracks • Grade crossings are few in number • Development usually occurs on one side of the railroad • Not uncommon to find dwellings fronting the rail tracks with roads to the rear <u>Railroad Stops</u> • Functions like a roadside community • Dwellings but no depot • May contain warehouses, loading dock or siding but no other public-use structures

TYPOLOGY	DESCRIPTION
	<u>Railroad Centers</u> • Presence of two or more rail lines coming into the community • Grid pattern streets oriented to railroad tracks; broken grid patterns are very visible on maps because they create a number of triangular intersections • Presence of extra rail tracks, rail yards and multiple depots for passengers and for freight • Sizeable communities that demonstrate a high degree of land use specialization • Railroad surfaces as the dominant economic force in the history of the community
Automobile and other Non-Railroad Strips	<u>Mountain Strips</u> • Small sections of development are interspersed with open countryside in sequence along the road • Secondary street systems are often partial or under-developed • The grid is always compromised by topography <u>Automobile Strips</u> • Two variations; commercial and residential • Usually found on the outskirts of other communities, leading away from or into their centers • The residential strip consists of a set of older houses with irregular sizes and setbacks, oriented towards the road • The commercial strip refers to a set of commercial structures built along a road or highway
Specialized Land Use Areas	<u>Industrial/ Commercial and Central Business Districts</u> • Occur largely without residential dwellings • Central Business District is the most common form • Include industrial parks, suburban office parks and suburban shopping centers <u>Subdivisions and Suburbs</u> • Recognizable residential developments conceived as whole entities • Access to and from the main road is usually limited to a few of the interlocked streets • Setbacks and lot sizes tend to be regular (repetitive form) • A suburb usually contain some non-residential components <u>Black Sections</u> • Evidenced by a separate town center and black residential areas • May have a commercial row of businesses or just one store • Black businesses will cluster in two areas; one which serves the white population (located just off main street) and the other which serves the black population (usually hidden within the black community) • A church or school is sometimes the focus of the community • Street grid is usually incomplete, streets narrow and lot sizes small

TYPOLOGY	DESCRIPTION
Education Centers	• Towns planned to exist for educational purposes • Commercial section of town is separated from the educational section • The educational facility is self-contained and somewhat removed from the urban center • Other developments may append themselves to the educational location, trading on it as an amenity
Military Installations	<u>Settlement and Colonial Forts</u> • Mostly archeological sites or total reconstruction today • Regular or irregular rectangular shapes with outcroppings at the corners for defense and observation posts • Forms of the forts are imposed on topographical features <u>Modern Forts and Military Installations</u> • Designed with a significant housing function; barracks are an unmistakable feature of these sites • Built as permanent quarters, these are sometimes as large as towns themselves • Generally associated with subsequent development in the immediately surrounding areas <u>Other Forts and Fortifications</u> • Most prominent and frequent feature is the parade ground which is usually positioned on level ground free of tree cover
Resort Communities	• Amenities and other attractions form the focal point of the community • Nuclear population throughout the year that swells seasonally
Mill and Other Industry Villages	• Consists primarily of residential structures • Presence of an industrial facility at the core of the village to which all streets and other properties relate • Predictable homogeneity to the architectural styles and general landscape of the residential sections • Located in close proximity to an urban center, but not always inside the city limits
Utopian Communities	• A select group of communities settled and created for religious or philosophical purposes
Temporary Communities • Transient communities; conceived and planned to accommodate residents only for a short duration • Abandoned once their purpose is served	<u>Campgrounds</u> • Summer retreats used by religious denominations • Usually occur in the highland areas of the state • High degree of topographic respect in the way development is laid out <u>Construction Camps and Other</u> • Built in association with railroad construction, mining, logging, etc

TYPOLOGY	DESCRIPTION
Aboriginal Communities	• Communities occupied by native Americans • Original road patterns, trading routes, and hunting paths can still be traced in Georgia

Of the fifteen community typologies identified by Darlene Roth, my own research indicates that twelve types are represented within the existing Archway portal sites. Using some of the research methods suggested by Roth, my survey of the communities included examination of physical town layouts using Google Earth satellite images, historic railroad maps (http://www.railga.com), and historical profiles of towns and cities in Georgia compiled by Joan Niles Sears (1979). Additional information about town history and development was made available through interviews with staff at the Center for Community Design and Preservation in the College of Environment and Design at the University of Georgia. For the purposes of this study, these methods were deemed sufficient to determine a preliminary list of typologies represented in Archway communities.

The diverse range of typologies responds directly to Archway's stated goals of (a) establishing a presence in the state that is geographically diverse, and (b) incorporates communities that are representative of the transition that is happening across Georgia today. The following tables show a breakdown of community typologies by county for each of the eight Archway portals.

Table 4.2 – Archway Community Typologies: Clayton County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Bonanza (CDP)	2,904	X													
Camelot		X													
Conley (CDP)	6,188					X									
Coxs Crossing						X									
Digbey					X										
Ellenwood	27,391				X										
Forest Park*	21,447					X				X					
Hastings						X									
Irondale (CDP)	7,727							X							
Jonesboro*	3,829					X									
Lake City*	2,886					X									
Lake Tara		X													
Lovejoy*	2,495					X									
Morrow*	4,882					X									
Mountain View						X									
Mundys Mill								X							
North Clayton								X							
Orrs						X									
Rex	11,412					X									
Riverdale*	12,478					X									

*Incorporated Places

[NB1] All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

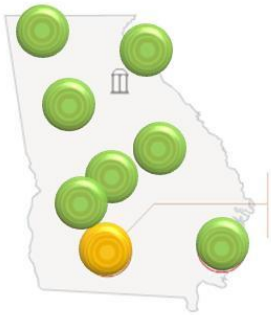
[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

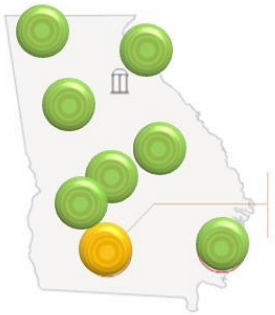
Clayton County is one of the largest and most complex portals under the Archway umbrella. With an estimated population of more than 271,000 people, Clayton is one of the more densely populated areas in the state. Though it is the fifth most populous county in the state, the county occupies an area of 146 square miles (the third smallest county in Georgia).

Known for its offerings of both urban life and old southern charm, the county contains a range of cities from metro Atlanta's booming southern crescent to more intimate scale settings in its suburban parts. Boasting more than 181 historic sites within its borders, tourism is an important contributor to the county's economy.

Historically, Clayton has experienced tremendous growth in its transportation networks due to its unique location at the intersection of several major highways - US Interstates 75, 85, 285, and 675 – as well as rail service by Norfolk-Southern and CSX. The county has also benefited from its close proximity to the world's largest airport, Hartsfield-Jackson Atlanta, which employs more than 55,300 persons (Clayton County Facts 2010). There are two predominant typologies represented in Clayton County (i) railroad communities, and (ii) crossroad communities.

Table 4.3 - Archway Community Typologies: Colquitt County

Community	**Population**	**Community Typology**													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Autreyville		X													
Barbers		X													
Bay					X										
Berlin*	595	X													
Center Hill					X										
Cool Springs		X													
Crosland		X													
Doerun*	828					X									
Ellenton*	336					X									

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Funston*	426	X													
Ganor						X									
Hartsfield	1,020	X													
Minnesota						X									
Moultrie*	14,387			X		X									
Murphy		X													
New Elm		X													
Norman Park*	849	X											X		
Pineboro		X													
Riverside*	57	X													
Schley						X									
Sigsbee						X									
South Moultrie						X									
Sunset	871	X													
Ticknor						X									

*Incorporated Places

[NB1] All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

Located in southwest Georgia, Colquitt County (population 44,814) boasts a thriving agricultural industry that has its roots in a decision taken by the county's "farm agent" during the early 1900's. Known as the Colquitt County Plan, the campaign was meant to diversify crop production after much of the county's land had been cleared for crop production. During the Great Depression, Colquitt received national attention for its progressive planning. Today, Colquitt is said to be the most agriculturally diverse of any county east of the Mississippi river with more than 200,000 visitors attending the annual Sunbelt Ag Expo hosted in Moultrie

(Moultrie-Colquitt Chamber of Commerce 2009). There are two predominant typologies represented in Colquitt County (i) railroad communities, and (ii) settlements.

Table 4.4 - Archway Community Typologies: Glynn County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Altamaha Park					X										
Anguilla			X			X									
Arco						X									
Back Landing			X												
Belle Vista		X													
Benedict			X												
Bladen						X									
Boys Estate		X													
Broadfield			X			X									
Brobston		X													
Brookman			X												
Brunswick*	15,600			X											
Country Club Estates (CDP)	7,594							X							
Cypress Mills					X										
Dock Junction (CDP)	6,951		X			X									
Evelyn		X													
Everett						X									
Fancy Bluff			X			X									
Georgetown			X												
German Village			X												
Glynco			X			X									
Glynn Camp		X													
Glynn Haven					X										
Harrington			X												
Hayner		X													
Jamaica		X													
Jewtown								X							
New Hope					X										
Pennick						X									

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Pyles Marsh			X			X									
Saint Simons (CDP)	13,381		X												
Saint Simons Island			X												
Sea Island			X												
Southern Junction						X									
Sterling						X									
Thalmann			X												
Zuta						X									

*Incorporated Places

[NB1] All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

Glynn is one of Georgia's original eight counties. Twenty-one percent (16,074 persons) of the county's population lives in Brunswick, which is the county's sole municipality. Yet Brunswick has the second largest concentration of documented historic structures in Georgia. The county also encompasses the islands of Jekyll, St. Simons, and Sea Island, which attract numerous visitors annually to their beaches and resorts; also referred to as the "Gateway to the Golden Isles." Despite its scenic qualities the county has faced some environmental degradation issues; currently there are four Superfund sites in the county (Environmental Protection Agency 2010) that have threatened both coastal waters and marine life. There are four predominant typologies represented in Glynn County (i) railroad communities, (ii) settlements, (iii) water towns, and (iv) crossroads communities.

Table 4.5 - Archway Community Typologies: Hart County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Bowersville*	334					X									
Canon*	755					X									
Cross Roads						X									
Eagle Grove		X													
Flat Shoals						X									
Goldmine					X										
Hartwell*	4,188					X									
Maretts		X													
Mount Olivet		X													
Nuberg					X										
Parkertown			X												
Parkertown Mill			X									X			
Reed Creek (CDP)	2,148		X												
Royston*	2,493					X									
Shoal Creek		X													
Vanna						X									

*Incorporated Places

[NB1] All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

Hart County is situated along the rapidly developing I-85 corridor which serves as a major transportation link between the cities of Atlanta, Greenville/Spartanburg, and Charlotte. Historically, the county has enjoyed a textile manufacturing and agriculture based economy, but recent economic trends have resulted job losses within the community; manufacturing represents 35 percent of all jobs (Hart County 2010). In response, the county has adopted a regional, pro-business approach to economic development which includes industrial park

development, improved infrastructure and airport expansion. Hart County has also made significant investments in education in order to attract new industry and competitively position the county. Railroad communities are the predominant typology represented in Hart County.

Table 4.6 - Archway Community Typologies: Hawkinsville-Pulaski County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Browndale	150	X													
Finleyson	200	X													
Goose Neck	100	X													
Hartford	1,300				X										
Hawkinsville*	4,253		X	X											
Mobley Crossing	50				X										
Tippetts	75				X										
Wallace	25	X													

*Incorporated Places

NB1 All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

Hawkinsville-Pulaski is a predominantly rural county, with a population of just below 10,000 people. Historically the county has been involved in the horse racing industry, and is home to one of the largest harness racing training facilities in the world, drawing large crowds annually to the Hawkinsville Harness Horse Festival. The county also boasts several historic sites, in addition to the scenic Ocmulgee River that runs through the middle of the county. As a

rural county, agriculture plays a major role in economic development, bringing in over $25 million in annual revenue (Archway Partnership 2009).

Local leaders have identified strategies for future growth that include expansion of transportation corridors, installation of telecommunications infrastructure, as well as county-wide land use planning; the main goal is to attract new industry without compromising the community's rural character. There are two predominant typologies represented in Hawkinsville-Pulaski County (i) crossroads communities, and (ii) settlements.

Table 4.7 - Archway Community Typologies: Sumter County

Community	**Population**	**Community Typology**													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Americus*	17,013			X		X									
Andersonville*	331					X									
Arles						X									
Bottsford					X										
Cobb						X									
Concord					X										
Croxton Crossroads					X										
DeSoto						X									
Flintside						X									
Friendship					X										
Gatewood						X									
Huntington								X							
Lamar		X													
Leslie*	455					X									
Maddox						X									
Methvins					X										
New Era					X										

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
New Point						X									
Pennington					X										
Plains*	637					X									
Shiloh					X										
Sumter						X									
Thalean					X										

*Incorporated Places

[NB1] All other communities are populated places Class Code U6 i.e. a populated place that is not a census designated or incorporated place having an official federally recognized name

[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

Located in southwest Georgia, Sumter is well-known as the home of the historic Windsor Hotel, as well as the international headquarters of Habitat for Humanity (an international, nonprofit, Christian-based housing ministry). The county also features collegiate towns around its two main educational institutions; Georgia Southwestern State University and South Georgia Technical College. Historically, Sumter was considered one of the state's most prosperous Black Belt counties (so named because of their located within a region known for its rich, black topsoil developed atop a layer of chalk) during the 1840's and 1850's, due to its proximity to the Flint and Chattahoochee Rivers. Today, the county remains predominantly rural in character; according to the Georgia Agricultural Statistics Service, cotton remains its major crop. There are two predominant typologies represented in Sumter County (i) crossroads communities, and (ii) railroad communities.

Table 4.8 - Archway Community Typologies: Washington County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Brook Springs			X												
Davisboro*	1,544					X									
Deepstep*	132				X										
Downs					X										
Ennis		X													
Gardner						X									
Goat Town		X													
Harrison*	509					X									
Hazard						X									
Hebron		X													
Heidrich						X									
Irwins Crossroads					X										
Kaolin						X									
Oconee*	280					X									
Pringle		X													
Riddleville*	124				X										
Sandersville*	6,144			X		X									
Sparks					X										
Sun Hill						X									
Tabernacle		X											X		
Tanner					X										
Tennille*	1,505					X									
Warthen						X									

*Incorporated Places

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[NB2]Communities without population data represent areas for which this data is unknown or currently unavailable

Located in East Central Georgia, Washington County is uniquely positioned midway between four major urban centers; Macon and Augusta, Atlanta and Savannah. As the ninth county formed in Georgia, the county retains examples of the Victorian, Greek revival and

antebellum-influenced architectural styles; offering visitors a variety of historical attractions in addition to agricultural and nature based activities. Washington also claims itself to be the Kaolin Capital of the World.

Though it is a rural county, local leaders have identified healthcare as the primary industry upon which the economic viability of its region is dependent. For this reason, Archway has employed a representative to handle health care issues in the community; Washington is the only county with two Archway Professionals. There are three predominant typologies represented in Washington County (i) crossroads communities, (ii) railroad communities, and (iii) settlements.

Table 4.9 - Archway Community Typologies: Whitfield County

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Beaverdale			X		X										
Callaway Mill			X									X			
Carbondale						X									
Cedar Valley		X													
Cohutta*	582					X									
Dalton*	27,912					X									
Dawnville								X							
Five Springs						X									
Hassler Mill						X						X			
Keiths Mill			X									X			
Mill Creek			X												
Mount Vernon					X										
Nance Springs		X													

Community	Population	Community Typology													
		Settlements	Water Towns	Courthouse Towns and other Government Planned Towns	Crossroads Communities	Railroad Communities	Automobile and other Non-Railroad Strips	Specialized Land Use Areas	Education Centers	Military Installations	Resort Communities	Mill and Other Industry Villages	Utopian Communities	Temporary Communities	Aboriginal Communities
Norton			X												
Phelps						X									
Plainview		X													
Prater Mill			X			X									
Pratersville		X													
Red Clay						X									
Rocky Face						X									
Tilton						X									
Toonnerville					X										
Trickum					X										
Tunnel Hill*	1,209					X									
Union Point		X													
Varnell*	1,491					X									
Waring						X									

*Incorporated Places

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[NB2] Communities without population data represent areas for which this data is unknown or currently unavailable

Whitfield County is Archway's newest portal. Situated between Atlanta and Chattanooga, Whitfield sits at the foothills of the Blue Ridge Mountains. The county is most renowned for its abundant carpet plants, with Dalton being named as the carpet capital of the world. Whitfield is also home to many Civil War sites as well as the Chieftain's Trail, a historic trail tracing the path of Cherokee Indian sites in Northwest Georgia.

Although Whitfield has carved a niche as an industry giant in carpet and flooring manufacturing, the community's leaders are seeking to diversify the county's economic base and enhance quality of life. Current growth initiatives include "Grow Greater Dalton" which

establishes public/private partnerships for development projects in the community and the Archway Partnership Project to assist with the community visioning. Railroad communities are the predominant typology represented in Whitfield County.

SUMMARY

Although there are twelve typologies represented within the Archway compliment of communities, there are four predominant types that emerge; they are (i) railroad communities, (ii) crossroads communities, (iii) settlements, and (iv) water towns. This finding is consistent with Darlene Roth's conclusion that these types of communities are the most numerous in the state. The presence of these predominant types within the Archway portals confirms the fact that the organization has attained its goal of incorporating communities that are representative of the entire state of Georgia.

In the following chapters, the types of public-space projects that have been implemented in these communities are examined as the next step in developing the framework. Although insufficient data is available at this time to fully identify which projects are specific to each community type, the subsequent sections attempt to outline how the framework could be utilized even in the absence of this information.

CHAPTER 5

TYPOLOGIES OF PUBLIC SPACE PROJECTS

The range of public-space projects that have been attempted in small communities throughout Georgia is varied and complex; thus a system of categorizing these projects is necessary for more efficient data organization and comparison. For the purposes of this study, the typologies of public-space projects were narrowed into five groupings which will be explored in further detail in the following section. The proposed groupings include the four architectural categories of public-space proposed by Mark C. Childs (22-25), as well as a fifth category that was deemed necessary due to the nature of project funding in the state of Georgia. Note that although the titles of Child's architectural categories are maintained, the definitions have been somewhat altered (where necessary) for the purposes of this study.

CATEGORIES OF PUBLIC SPACE

Civic Rooms or Chambers

These are outdoor rooms created by various aspects of the built environment that enclose public spaces. Examples include, squares and courtyards (outdoor places enclosed by buildings or walls), forecourts (outdoor rooms that serve as the entrance of a building i.e. a transition zone), and parking lots. It is important to note that these types of spaces are not always designed intentionally; very often they are the leftover spaces created as a result of building layout or design. Hence the success of these spaces is sometimes a matter of chance;

depending on the right space to happen in the right environment. Civic coves (e.g. bus shelters) are also included in this category; these are smaller in scale and less formal, yet still more defined than squares. Parking lots and bus shelters are the most common examples of this typology found in the state of Georgia.

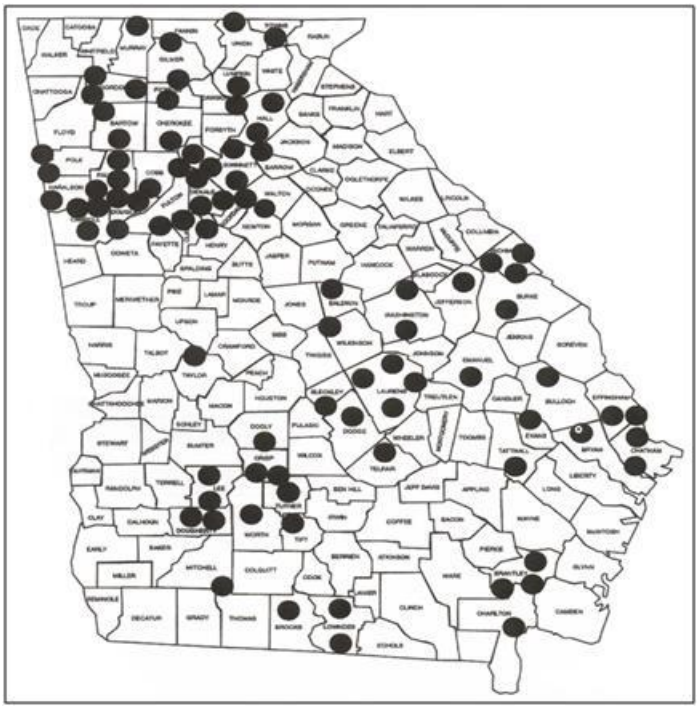

Figure 5a: Park and Ride Lots in Georgia (Georgia Department of Transportation)

Civic Lands

The types of spaces in this category are widely varied, but they do share the common theme of being community-owned land and therefore accessible to the public. For the purposes of this thesis, the civic lands category is restricted to venues that are wholly or partly open-air/ outdoor spaces and those that typically accommodate some type of recreational use. There are two sub-categories of civic lands, (a) walled/enclosed areas and, (b) non-enclosed spaces that still have a defined edge separating the membership commons from the street. In

Georgia, many neighborhoods enjoy some form of civic grounds e.g. a central park or fairgrounds (designed public commons). Other types include “closes” such as zoos, country clubs, golf courses, etc. and campus grounds. Figures 5b and 5c show two examples of civic lands in Georgia.

Figure 5b: Georgia National Fairgrounds & Agricenter, Perry GA (http://www.gnfa.com/)

Figure 5c: Georgia Southwestern State University, Americus GA (www.sumterhistorictrust.com)

Larger systems such as greenbelts, waterways, bridges and railroads are also considered civic lands. These large-scale systems of infrastructure are crucial in terms of city planning because of their power to shape or define the edges of a community. Note that the types of

infrastructure included in this category are spaces/ destinations in and of themselves; other types of infrastructure are discussed later in this chapter. Figure 5d and 5e below, show examples of greenways and railways in Georgia.

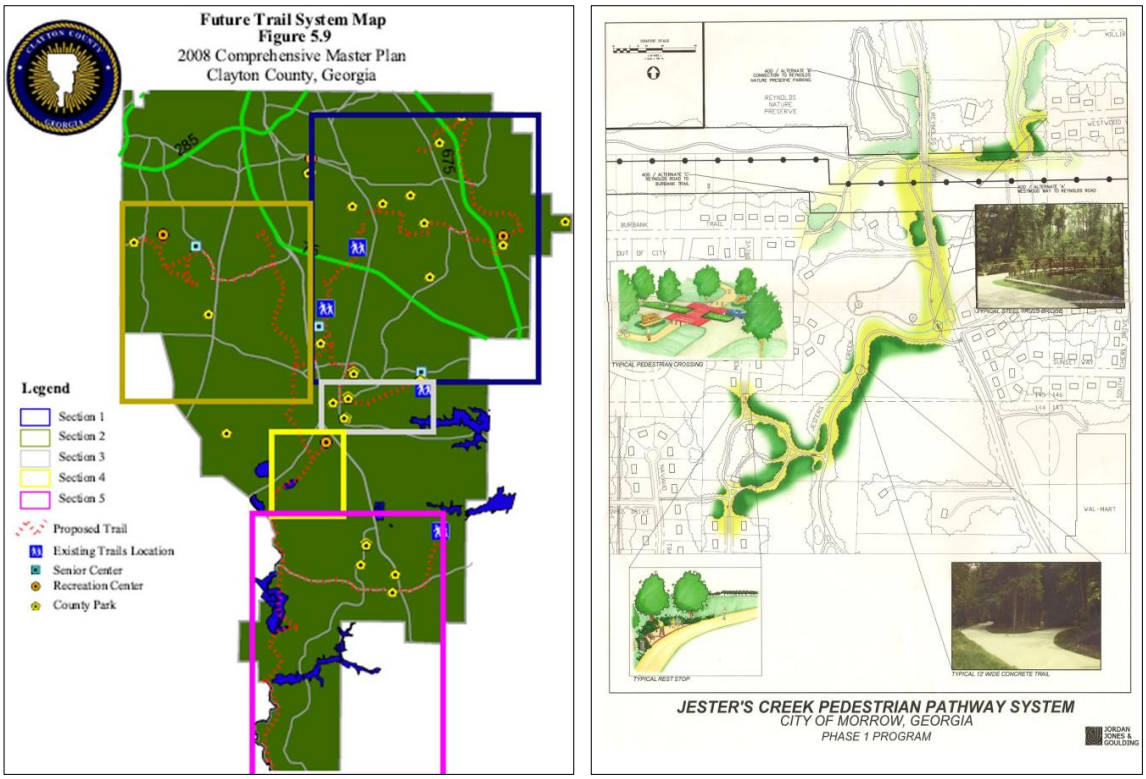

Figure 5d: Clayton County Greenway Trail Plan (Archway Partnership)

Figure 5e: Active Railway in Dalton, GA (http://cityofdalton-ga.gov/)

Urban Paths

Urban paths are the arteries of a community that accommodate various modes of transportation. This type of public space differs from civic lands because they tend to be bordered by the built-fabric of a community. The most common examples are Main Street (Figure 5f) and pedestrian walks/ promenades (Figure 5g).

Figure 5f: Classic Main Street, Americus GA (http://pics4.city-data.com/cpicc/cfiles9236.jpg)

Figure 5g: Pedestrian Mall Proposed for Downtown Dalton, GA (http://cityofdalton-ga.gov/)

This category also encompasses malls because their physical layout is typically modeled after a main street or downtown; although access and activities are determined by a private owner, these are still considered as being publicly accessibly. Urban paths have the potential to create either segmentation or cohesion within the fabric of the community.

Indoor Commons

Although the definition provided by Mark C. Childs includes all "Third Places" in this category, this study narrows that definition to include only those public spaces that are confined/ limited to a specific building. For the purposes of this thesis, indoor commons refers to spaces (both public and semi-private) that are considered part of the public realm, but access is usually controlled by some entity. For example most civic buildings abide by business hours, after which public access to the building is restricted. Figure 5b below, show common civic buildings found in communities across the state.

Figure 5b – Historic Courthouse, Moultrie GA (http://pics4.city-data.com/cpicv/vfiles7982.jpg); City Hall, Americus GA (http://farm4.static.flickr.com/3461/3830919973_2e5ce87be4.jpg)

In terms of semi-private establishments, public access can also be restricted by age, entrance fees or opening hours. Bars, coffee shops and restaurants are good examples of this type of space; even though they are privately-owned and operated, they are open (to a certain extent) to the general public and play a role in the functioning of the community commons.

Infrastructure

Although the projects in this category are not always given the same consideration as the others, they are an important component of the public realm. For the purposes of this study infrastructure is viewed as the invisible 'backbone' that allows other types of public spaces to operate successfully in the long term. For example roads, sidewalks, sewer, et cetera. These types of infrastructure are not stand-alone spaces but rather they exist to support the existence of other more visible aspects of the public realm. For example, access to sewer systems often determines the feasibility of civic building construction, and the success of a main street or major corridor can be impacted by road surfaces that are in a state of disrepair. Projects in this category are usually related to public safety or improving public access.

Although this is not one of categories proposed by Childs, it was important to differentiate it as a separate grouping because of the nature of government funding for public-space improvement in Georgia. As we shall see in the following section, government funds are often dedicated to specific types of development, and infrastructure improvements are no exception. For example grants from the Department of Transportation (DOT) are typically used for road widening and resurfacing projects, highway beautification and other transportation-related infrastructure.

PUBLIC-SPACE DEVELOPMENT PROGRAMS IN GEORGIA

There are several programs in the state that promote the development of public-spaces by providing (a) funding for public-space and/ or capital improvements, or (b) guidance for local governments interested in downtown revitalization and economic development. As previously discussed in chapter three, the next step in developing the framework was to determine which types of public-space projects had been attempted in the various Archway communities. In order to obtain this information, it seemed logical to explore those programs and funding sources that have been commonly used by communities across the state.

Better Hometown Program and Georgia Main Street Program

Coordinated by the Georgia Department of Community Affairs' Office of Downtown Development, these self-help community programs are designed to assist Georgia cities and neighborhoods in the development of their core commercial areas through a comprehensive revitalization of Main Street which includes organization, design, economic restructuring and promotion. Each community is guided by a professional program manager who coordinates the downtown revitalization, and receives technical assistance and resources through the Office of Downtown Development. Currently there are 106 Better Hometown and Main Street cities in Georgia (DCA Programs 2009).

In order to apply for the Classic Main Street designation, a community is required to have a population between 5,000 and 50,000 persons; the Better Hometown designation, is intended for cities with a population of fewer than 5,000 persons. In terms of Archway

communities, Dalton, Hartwell, Moultrie, Brunswick, and Americus are currently designated as 'Classic' Main Street Cities; Hawkinsville is designated as a Better Hometown City.

Affiliates

The Affiliate program, also administered by the Office of Downtown Development, is designed for communities that are interested in downtown revitalization but do not wish to commit to become a designated Main Street or Better Hometown community. Communities of any size are eligible to participate as an Affiliate on the condition that they "demonstrate a commitment to a professionally managed downtown effort and have a work plan based on the Main Street Four-Point Approach" (DCA Programs 2009).

Urban Georgia Network

This program is designed to assist development programs in larger, urban areas by providing a network for networking and information sharing –including downtown programs, development authorities, community and business improvement districts, as well as other organizations that help to develop urban downtowns in Georgia. The program also encompasses urban neighborhoods that feature core commercial districts, and towns in search of a management approach to revitalization.

Downtown Development Revolving Loan Fund (DDRLF)

The purpose of this fund is to assist cities, counties and development authorities in their efforts to spur commercial redevelopment by providing financing for capital projects in historic downtowns and adjacent neighborhoods –the fund offers below-market rate financing to

communities with populations of 100,000 or less. Funds can be used for real estate acquisitions (land or equipment), development/ redevelopment projects (including rehabilitation of public and private infrastructure and facilities), and new construction. Loans can be granted up to a maximum of $250,000 per project.

Community Development Block Grants (CDBG)

CDBG provides local governments with access to flexible financial assistance that can be used to implement projects that cannot be undertaken with the other public sector grant and loan programs. In order to be eligible, cities or counties cannot be participants in HUD's CDBG Entitlement or Urban County program. The Redevelopment Fund provides financing for locally initiated public/private partnerships to encourage investments in commercial, downtown and industrial redevelopment projects that might not be otherwise possible. Because the objective of the fund is to eliminate “slums or blight" in communities, many smaller scale projects in downtown areas are considered eligible for Redevelopment Fund financing.

Special-Purpose Local-Option Sales Tax (SPLOST)

Unique to the state of Georgia, the SPLOST can be levied by any county, for the purpose of funding capital projects, for example, the building and maintenance of parks and cultural facilities, schools, roads and bridges, civic buildings, historic facilities, and other transportation facilities. SPLOST can fund any project that is “owned or operated by the county, a qualified municipality in the county, a local authority in the county, or some combination thereof” (Monacell 2007). SPLOST allows counties to an additional 2 percent to the base state sales tax of 4 percent in order to generate income for projects. SPLOST is authorized by a board of

county commissioners and voted on by residents (through a referendum). The tax option has a maximum life-span of five years, at which point it must be voted upon again.

Other funding sources for public-space projects in the state include Capital Improvement funds, Urban Development Action Grants, Local Revolving Loan Funds (currently used in Americus, Moultrie, Glynn County, and Hart County) and Transportation Enhancement funds. It is important to note that one limitation of following the 'funding trail' is that many of these programs and grants have restrictions concerning the types of projects for which monies can be used –consequently, other types of projects funded through local government or private donations might not be adequately represented.

PUBLIC-SPACE PROJECTS IN ARCHWAY PORTALS

After identifying the various programs and funding sources, it was possible to develop a snapshot into public-space development initiatives attempted in Archway communities. The purpose of this snapshot is to provide a general idea of which typologies have been most heavily invested into by the various communities. Ideally, an exhaustive list of public-space projects would have been helpful in the development of this framework. However, due to time restrictions and difficulty accessing information, the following tables present only a sample of projects assembled from a variety of sources. These include online reports from the Georgia Department of Transportation, Georgia Department of Community Affairs, Fanning Institute, College of Environment and Design's Center for Community Design and Preservation and, the Georgia Cities Foundation. Note that the projects listed below are not limited to a specific timeframe (some of the examples pre-date Archway's partnership with the local community).

Table 3.1 – Archway Communities' Public-Space Projects

CLAYTON COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
- Riverdale park & ride lot – GRTA - Tara Boulevard park and ride lot – GRTA - Park and ride lots for commuter rail from Atlanta/ Griffin/ Macon - Park and Ride Facilities for Xpress Bus Service -	- Greenspace Trails Development - SR 54/Jonesboro rd – bike and pedestrian underpass and crosswalks - City of Morrow pedestrian path system (Jesters Creek multi-use trail) - Central Georgia railroad from Battle Creek Rd to Mt. Zion Rd - Commuter rail from Atlanta to Griffin - Commuter rail service from Atlanta to Lovejoy - Major thoroughfares policy plan - SR 85 - Pedestrian improvements for recreational/ tourism corridor	- Main Street - Tripp Street Corridor - Forest Park downtown streetscape - Jonesboro downtown streetscape -	- Americus Courthouse - Clayton bus transfer facility -	- Forest Park sidewalks to schools - Highway landscape design - Lake Joy dam and Jodeco Rd. Dam - Traffic Signal, Signing and Pavement marking-related improvement in unincorporated areas - Countywide sidewalk construction - Street Resurfacing in unincorporated areas -
COLQUITT COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
- Moultrie Square	- Long- range transportation plan	- Revitalization plan for downtown Doerun Revitalization plan for downtown Berlin - Revitalization plan for downtown Norman Park - Moultrie streetscaping -	- Moultrie Courthouse - Moultrie area office - Moultrie downtown parking project - Colquitt County Arts Center	- Wilkes St. and Cranford St. in Berlin - Church St. in Ellenton - North Academy St. in Funston - Bayborough St. in Norman Park -

GLYNN COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
- Jekyll Island entrance landscaping	- Jekyll Island multi-use trail - St. Simons trail plan - Harry Driggers Blvd pedestrian path - Jekyll Island bike path -	- Brunswick Main St. revitalization - St. Simons beach access plan - Brunswick and the Golden isles gateways	- St. Simons lighthouse rehabilitation - Brunswick City Hall renovation	- I-95- RA #105- connect sewer system to Glynn County system - Glynn County off system guard rail repair for Jekyll Island - St. Simons beach access - Glynn County Safe Routes to School initiative -
HART COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
	- Gateway Industrial Campus - Hart County recreation center	- Hartwell Main St. revitalization	- City Hall revitalization plans	- I-85 landscaping - Master water plan -
PULASKI-HAWKINSVILLE COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
	- Uchee Shoals boat landing - Ocmulgee river walk - Veterans Memorial Park	- Hawkinsville Main Street improvements -	- Construction of a Workforce Development Center	- Downtown sidewalk improvement
SUMTER COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
- Americus downtown parking project -	- Ball fields - Fairgrounds - East View Cemetery - Passenger rail Macon to Albany - Americus pedestrian corridor -	- Americus Main Street revitalization - Tripp Street Corridor - Plains downtown streetscape improvements	- Americus Courthouse - Restoration of antique mall and historical inn, City of Plains	- Georgia Southwestern State bike and pedestrian facilities -
WASHINGTON COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
	- Old Sandersville Cemetery revitalization - WCRMC walking trails -	- Sandersville streetscape improvements - Davisboro Main Street improvements	- City of Tennille Railroad Depot Museum -	- Kaolin park sidewalks -

WHITFIELD COUNTY				
Civic Room/ Chamber	**Civic Lands**	**Urban Paths**	**Indoor Commons**	**Infrastructure**
	- Atlanta campaign and March to the Sea heritage trails -	- Dalton Main Street revitalization -	- Wink Theatre revitalization - Norfolk Southern Depot area renovation -	- County-wide road resurfacing - Cleveland Hwy Area Drainage Project -

SUMMARY

Without a doubt, this section of the thesis was the most difficult to compile. In the process of attempting to gather information concerning projects completed in the various communities, it was quickly became apparent that documentation practices were generally insufficient. Many of the institutions that have provided assistance to these communities in the past, have not maintained consistent/reliable records of projects completed; even at the community level record-keeping was in-consistent. However, the available information was adequate for the purposes of identifying preliminary trends in public-space investment. From the summary outlined in Table 3.1, a pattern is immediately noticeable in terms of expenditure for the categories of urban paths, civic lands and infrastructure –these categories appear to be especially important focus areas in terms of community spending. However, it is important to note that these results may be slightly skewed due to incomplete information.

After examining where the bulk of public-space improvement has occurred, the next step in developing the framework is to determine which of the typologies demonstrates the most potential as a catalyst for economic development.

CHAPTER 6

PRIORITIZING THE EFFECTS OF CATALYSTS

Ranking the various typologies of public space based on their potential to be effective catalysts, is one of the most important steps in developing the framework. The purpose of this section is to answer the question, what types of projects should be the primary focus of a community? Or, how should a community prioritize its public-space development funds? Admittedly it is difficult to precisely rank project types in the absence of complete data regarding which project types have been successful in the various Archway communities. However it is possible to broadly determine the order in which the various typologies should be positioned based on the available literature, and information gained during my tenure working with Archway communities.

PRIORITIZATION OF PUBLIC-SPACE PROJECTS FOR INDIVIDUAL COMMUNTIES

The proposed system of prioritization is based on two criteria, (i) the level of resultant activity generated by a public-space, and (ii) the expected timeframe in which communities expect to see visible results; the latter is the weighted more heavily for the purposes of this ranking system. Essentially the ordering of project types is partially dependent on the answer to the question, “which types of projects will stimulate economic development in the short term versus over a long period of time?” The answer to this question is especially important for

individual communities because at that level, it is unlikely that residents are in an economic position that affords them the ability to wait long periods of time before seeing results from local investments (delayed results are also discouraging to community morale). From my experience working in small communities, local leaders are typically anxious to see immediate to short-term impact from public-space projects.

Although exact data is needed to fully address this issue, Figure 6a below shows the expected relationship between the five public-space typologies and the length of time that can be expected to elapse before a community can begin to see the evidence of subsequent contribution to economic development. Note that only the five main categories of public spaces are expressed in scale graph below; charting data for an exhaustive list of sub-typologies might not be a feasible or worthwhile endeavour (it is also unlikely that plotting individual projects will sigificantly alter the proposed scale).

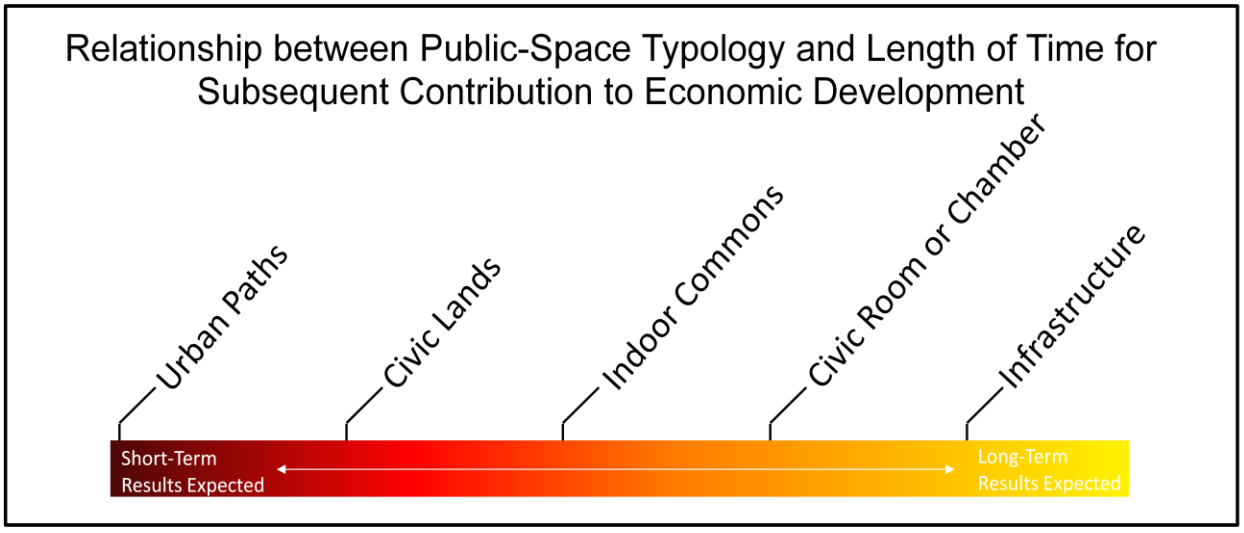

Figure 6a: Relationship between Public-Space Typology and Length of Time for Subsequent Contribution to Economic Development

Based on the rankings described in the scale above, it is also reasonable to assume that the typology that produces results in a shorter period of time is likely to be rated as having the highest potential as a catalyst at the individual community level. The following sections explore the reasoning behind the proposed prioritization and its application for at the community level.

Urban Paths

This category is perhaps the best documented and studied public-space typology in the state of Georgia. This typology is rated as having the most potential because of its ability to directly influence businesses along the main arteries of a community and generate jobs in the short-term; this finding is confirmed by a 2009 report provided by DCA's Office of Downtown Development. At the 2009 annual Georgia Downtown Association Conference, the director revealed that since the introduction of the Main Street and Better Hometown programs, more than $2.25 billion dollars has been invested in various communities, resulting in approximately 44,000 net new jobs added, and nearly 9,400 net new businesses among those communities (Georgia Department of Community Affairs 2009).

Additionally, statistics provided by Georgia Department of Community Affairs, show that as of 2009, communities that have been recipients of the Downtown Development Revolving Loan Fund have reported approximately 872 new or retained jobs corresponding to the introduction of 94 new businesses in their downtowns (Department of Community Affairs 2009). The fund has also been used to successfully leverage more than $4 dollars in private investment per $1 spent from public funds.

Civic Lands

Civic lands are ranked second on the public-space development scale for two reasons. First, resultant activities created by the use of these types of public spaces are usually noticeable in the short term (similar to urban paths). However because many of these projects tend to be more large-scale, the timeframe for subsequent results is anticipated to be longer than urban paths.

Second, the decision to rank civic lands as having more potential as a catalyst than indoor commons, is also supported by the writings of Mark C. Childs concerning the ability of "passive, open space resources, community gardens, nature preserves, and trails to inspire faster rates of job creation; higher levels of private investment, and greater increase in property values than active recreation facilities" (38). This statement implies that even within the category of civic lands, certain sub-types have greater potential as catalysts than others. This thinking implies that the Clayton County greenway, for example, is likely to stimulate greater economic development than the Americus Ball Fields. Nevertheless, civic lands tend to be used by a greater number of patrons (probably due to their size) than indoor commons which increases opportunities for new businesses geared towards meeting the needs of visitors. Thus the impact of these large-scale components is likely to be more widespread than the activity generated by any single building.

Indoor Commons

These are ranked in third place due to the fact that the effects of indoor commons as catalysts are somewhat limited by (i) physical size, and (ii) restricted access. As mentioned in

the previous chapter, indoor commons are limited to buildings; thus the number of people than could potentially utilize a space at any given time is constrained by the physical size of the rooms within that building. For example, coffee shops and bars tend to be well populated third places, but fire codes only allow for a limited number of users.

On the other hand civic buildings that maintain standard business hours are an example of access restrictions; City Hall is typically closed on a weekend which is the time when most out-of-town visitors are able to travel. While it can be argued that the façades of civic buildings often contribute to the visual environment (i.e. the building does not have to be physically open to act as a catalyst) it is likely that the level of resultant activity would be limited further if the building was physically inaccessible.

These restrictions often limit the potential for resultant activities; hence the positioning of indoor commons on the rating scale. However, this particular category of public space creates the greatest opportunity for involvement of the private sector in meeting the needs of the community. Since many indoor commons (e.g. restaurants) are privately owned, it allows business owners more freedom than the restrictive public-private partnerships typically formed for the support of publicly-owned lands. Indoor commons allow private business owners to serve the public while still maintaining full control of how the enterprise can be operated.

Civic Rooms or Chambers

This category is rated as fourth on the scale (just above infrastructure) in terms of potential as a catalyst because its subsequent contribution to local economic development is unpredictable at best; in some environments resultant activities occur and at other times only

necessary functions take place within the space. Due to the fact that many public spaces of this type are shaped/formed by the surrounding fabric of the community (other buildings and enclosed public spaces), there is a tendency for these spaces to be largely un-programmed (not to be confused with an unplanned space) and in some cases feel 'leftover.' The most predominant sub-types of this category found in Archway communities are parking lots, courtyards and alleys.

Although these types of spaces serve a largely utilitarian purpose, there is potential for resultant activities that can be directly attributed to their existence. For example, the availability of convenient parking in downtowns is usually a major issue for retail shoppers and business owners. Therefore the presence of parking decks or dedicated lots can actually influence potential users to frequent a downtown area. Another common example of resultant activity from the existence of parking lots is dual use as weekend farmer's markets or seasonal fairs/festivals. However, this type of activity is seasonal (usually depending on weather conditions) and is therefore expected to generate a lower level of resultant activities.

Infrastructure

Infrastructure is rated as having the lowest potential as a catalyst due to the fact that subsequent economic development is often extremely long-term. Also economic development in a community is hardly ever attributed directly to its existence or development. For example, it is unlikely that resurfacing roads or the addition of bike lanes will result in any immediate or direct effect on new businesses, but over time it has the potential to be a contributing factor. Infrastructure is therefore necessary for the functioning of other types of public spaces and as

such its real impact is often invisible. Figure 6b below summarizes five typologies of public space ranked by level of potential as a catalyst for economic development at the individual community level.

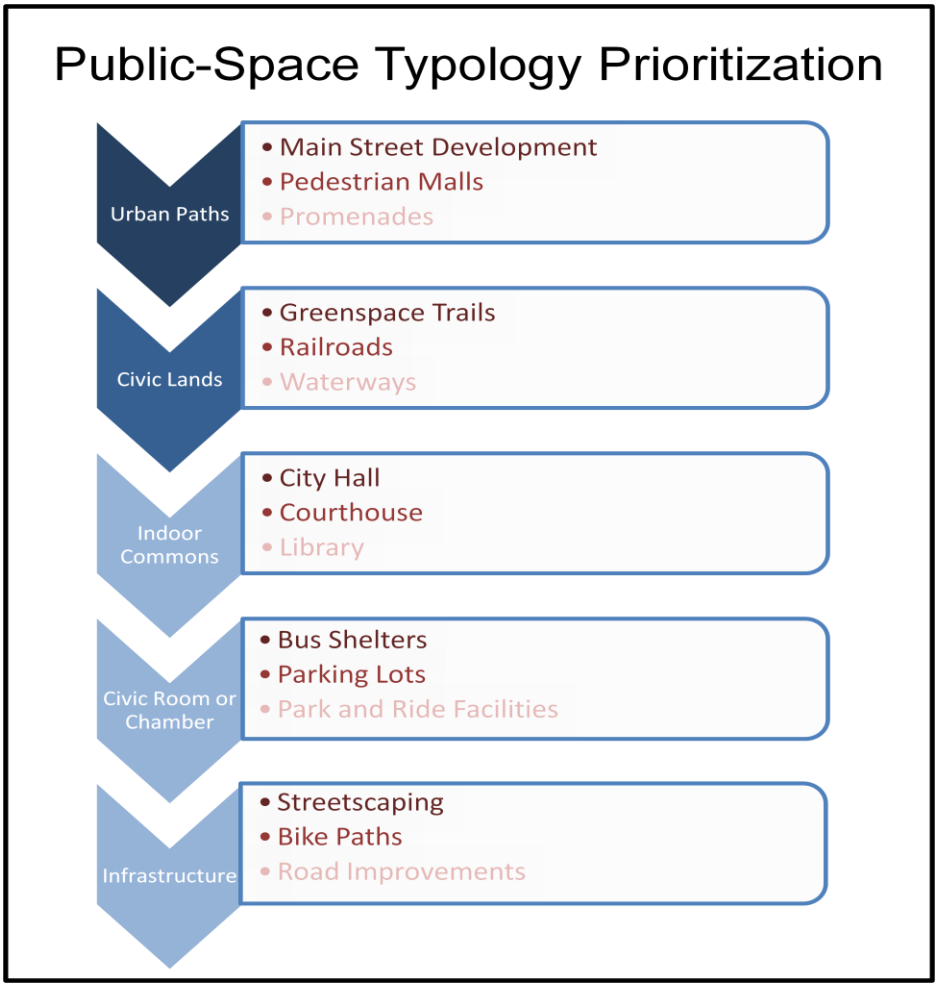

Figure 6b: Prioritization of Public-Space Typologies (for individual communities)

Although, at present, there is insufficient information to accurately prioritize the sub-types of public spaces (highlighted in blue in Figure 6b), development of a more robust data set of public-space projects completed in the state can provide this information.

PRIORITIZATION OF PUBLIC-SPACE PROJECTS FOR COUNTIES

Prioritization at the county level is inevitably different from that of individual communities. At the community level the focus is different; more short-term or immediate effects are desired over long range results. However, at the county level, plans are inevitably more long-term. Hence there is less expectation of a quick turnover in terms of results. Leaders know that at the county level, visible results will come more slowly and they understand that the purpose of regional projects is to undergird the efforts of individual communities. Figure 4f below summarizes the public-space priorities at the county level.

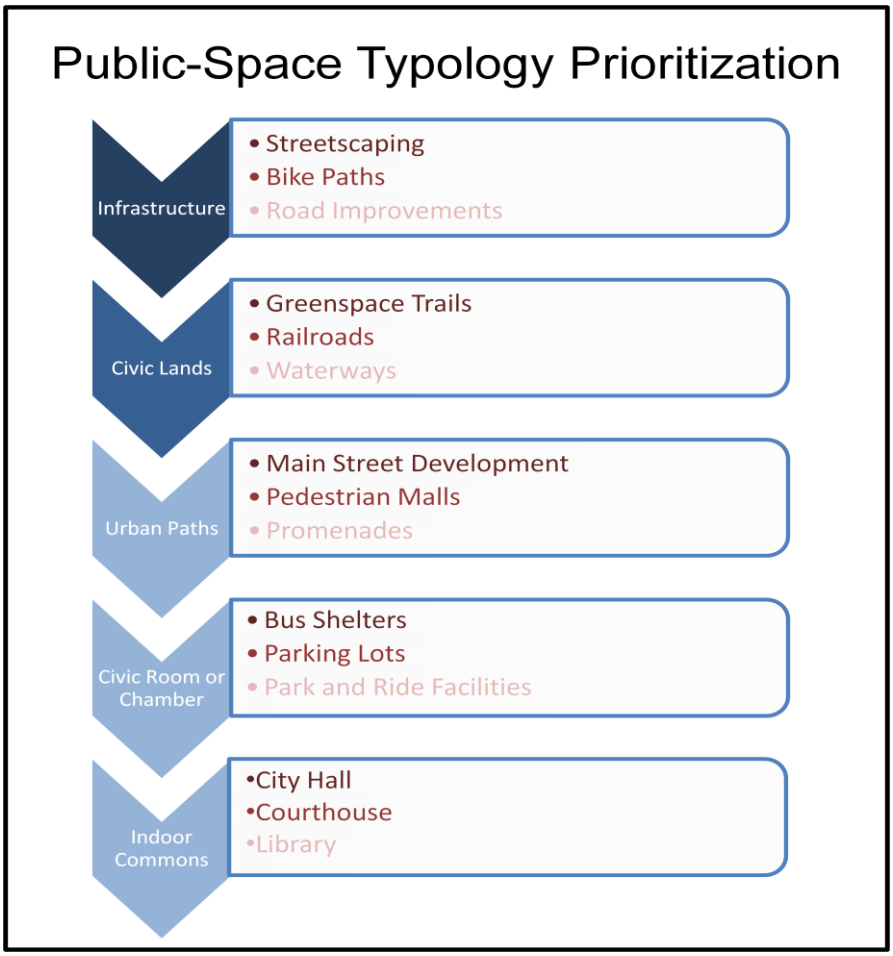

Figure 4f: Prioritization of Public-Space Typologies (for counties)

It is not surprising that at the regional level, infrastructure and civic lands are ranked as having the highest potential as catalysts, since these large-scale projects form the 'skeleton' around which individual communities are able to develop. Essentially at the county-level, the focus gradually decreases from large projects that can serve a greater number of communities to smaller spaces that benefit fewer communities.

SUMMARY

Prioritization of project types in this study is based on evidence found mainly in the literature and through personal experience; however, actual case studies are one area for further examination as they may reveal anomalies to the recommended prioritization. In other words, does the reality match the research? Currently information concerning the economic impact of public-space improvement is available only for Main Street improvement projects (through the Georgia Department of Community Affairs) but it would certainly be interesting to see if the same dynamic holds true for other types of public spaces.

Another point of view to consider, based on the proposed qualities of a successful catalyst is, what happens in the event that a catalyst fails or is unsuccessful? Does it become liability or a burden to the community? Does it have the potential to reverse or slow down economic development in the community? In theory it would seem that no public space is static; therefore if it is not contributing positively to the community in some way, it can be assumed that it is a hindrance. These are questions can also be explored further through in-depth case studies.

In the following chapter, we examine how the information presented in this section is translated into a functional framework for guiding public-space design efforts in communities. Before proceeding to investigate its exact content, it is important to point out that the results of a broad framework should be interpreted as a set of guidelines and not a specific formula for achieving a specified result. The proposed framework is simply a method of organizing a diverse body of information into a more meaningful product that can be used as a 'roadmap' for community leaders –it does not require strict adherence to produce results nor is it a formula for encouraging economic development.

CHAPTER 7

PUBLIC SPACE DEVELOPMENT FRAMEWORK AND APPLICATION

The combined areas of research concerning typologies of communities and public spaces, culminate in a public-space design framework that can be applied to a variety of community types, and at a variety of scales. This type of flexibility is perhaps one of the more valuable characteristics of the framework for two key reasons. First communities do not feel constrained to 'fit' into a particular mold or meet specific requirements in order for the information to be applicable to their specific situation, and second it mimics the Archway example of adaptability i.e. the framework can be easily applied to any community. This attribute distinguishes the framework as a tool that is not only pragmatic but highly feasible; thereby increasing the likelihood of its use by other outreach branches of the university.

Despite the fact that the framework is divided into a series of easily navigable steps, it is important to reiterate how the framework (in its entirety) was designed to be utilized by communities. First, it is intended to be used as guide for communities –it is in no way intended to become a definitive agenda for the Archway Partnership. One of the organization's points of pride (and one of the main reasons the program has been so well received by communities) is that fact that they do not in any way attempt to mandate what a community should and should not do; it is important to Archway that their professionals only facilitate projects and not

dictate efforts. Thus the framework should be utilized only as a mechanism for 'filtering' and guiding the community's stated goals in terms of achieving economic development; at no time should local leaders feel that the projects recommended by the framework are being forced upon their respective communities.

Communities should also be aware that no single framework could account for all the factors that potentially affect the success of public spaces. For example, the framework may recommend that one type of public space a railroad town might attempt is the restoration of its historic train depot, but there is no guarantee that its revitalization will be a successful catalyst. Other factors such as location, availability of other public spaces in the community, number of visitors to the community, et cetera, can all influence the potential success of the space. Therefore a community should carefully examine its own environment before embarking on any plans for public space improvement.

FRAMEWORK SUMMARY

The proposed framework is organized into four, sequential steps that will guide a community through the process of identifying their potential for certain types of public-space projects. Due to the fact that some of the data required for the framework to function in its entirety is currently under-developed, the steps below are designed to demonstrate how the information that is presently available can be best used in the interim. The highlighted sections of tables and text indicate areas for further research and development, however it is possible to see how the data can potentially be used once more information becomes available. Figure 7a below depicts the steps and their sequencing.

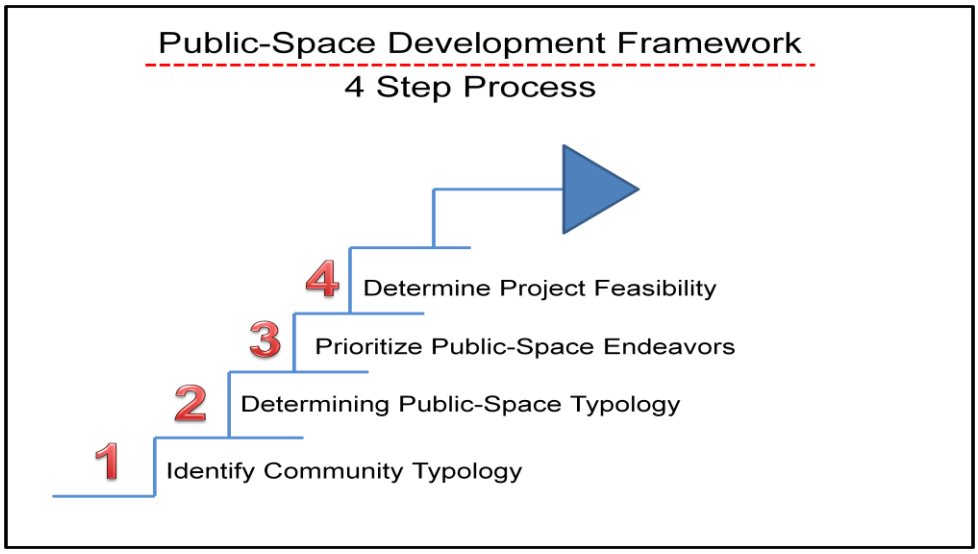

Figure 7a: Public-Space Development Framework

Step One – Identifying community typology

Using the community typology table (refer to Appendix III), communities will first begin the process by identifying and defining which typology descriptions best fit their locality. This step is crucial because it immediately helps a community to understand how its built environment has developed over time and what factors have helped to shape the physical layout of the area. Understanding a community's typology also provides clues as to which historical resources might need protection and/or restoration. For example mill villages often retain large, historic warehouses that can be preserved and repurposed to help retain the character of the community. Railroad towns have similar historical infrastructure such as the rail line, train depot and buildings that are oriented towards the railroad. Without knowledge of the community's history these kinds of typology-specific resources may be overlooked in the development of a strategy to boost economic development.

It is important to note that while the descriptions summarized in chapter four provide a good starting point for typology identification, communities should be careful not to limit their characteristics to 'fit' into a single type –the typologies are a intended merely as a guide and a complex community can feature several characteristics that may be best represented by a combination of types. The first step in determining accurate typology is a survey of the physical layout of the community –both historical and existing. Are buildings oriented towards a particular central feature? What transportation network has historically been used to connect the community to its surroundings? Additionally, a survey of the town's history is will be important in determining the historical use of its buildings –this too can provide clues as to the original purpose of the community's existence.

For ease of reference the community typologies have been codified (as shown in Table 7.1 below). After it has been determined which categories best describe the community, the codes are then input into a subsequent chart during step two of the framework process.

Table 7.1: Community Typology Codes

Typology Code	Community Type
STL	Settlements
WT	Water Towns
CT	Courthouse Towns and other Government Planned Towns
CC	Crossroads Communities
RR	Railroad Communities
AS	Automobile and other Non-Railroad Strips
SL	Specialized Land Use Areas
EC	Education Centers
MI	Military Installations
RC	Resort Communities
MIV	Mill and Other Industry Villages
UT	Utopian Communities
TMP	Temporary Communities
AC	Aboriginal Communities

Step Two – Determining public-space typology

The second step in the framework cross references the various categories of public-space with the specific community types. Although the data necessary to complete this step is incomplete, it is possible to see how even in its preliminary from this type of information can be used to quickly assess what types of projects a community might be able to attempt. Table 7.2 below shows a sample of projects based on those attempted by existing Archway communities.

Table 7.2: Public-Space Typologies by Community Code

Typology Code	Public-Space Typologies																							
	Civic Room/ Chamber			Civic Lands						Urban Paths			Indoor Commons						Infrastructure					
	Park and Ride Facilities	Bus Shelters	Town Square	Greenspace Trails	Railroads	Recreation Grounds	Waterway	Fairgrounds	Campuses	Main Street	Pedestrian Malls	Promenades	City Hall	Courthouse	Library	Community Center	Coffee Shops	Museums and Depots	Sidewalks	Bike Paths	Sewer	Streetscaping	Road Improvements
STL										X			X		X	X							X
WT				X			X			X													
CT			X			X				X			X	X									
CC																							X
RR					X								X					X					
AS																	X						X
SL	X										X					X			X	X			
EC	X					X			X		X	X			X	X	X		X	X			
MI																X					X		X
RC			X	X			X				X	X					X		X	X		X	
MIV					X											X					X		X
UT						X			X	X						X							
TMP																							X
AC																		X					

**Note that sample information above is only representative. Further research is needed to verify accuracy.

As the framework develops further, the table could be expanded to include a greater number of sub-types of public-space projects per category. Although it may not be feasible to

achieve an exhaustive list of sub-types, a more substantial data set could only serve to better inform communities. Once a community has extracted a list of potential public-space projects, the next step is to prioritize these endeavors to determine where the community should focus its efforts.

Step Three – Prioritizing Potential Public-Space Endeavors

This section of the framework represents the man focus of this study. It seeks primarily to answer the question, "where should communities focus their effort first?" Based on the research presented in chapter four, Figure 7b (shown below) was derived to graphically represent the potential of the various public-space typologies (ranked from highest to lowest) to stimulate subsequent economic development. Sub-types are also included on the scale and ideally should also be listed according to ranking so that communities attempting more than one project in a particular category can still have the information needed to prioritize their investments.

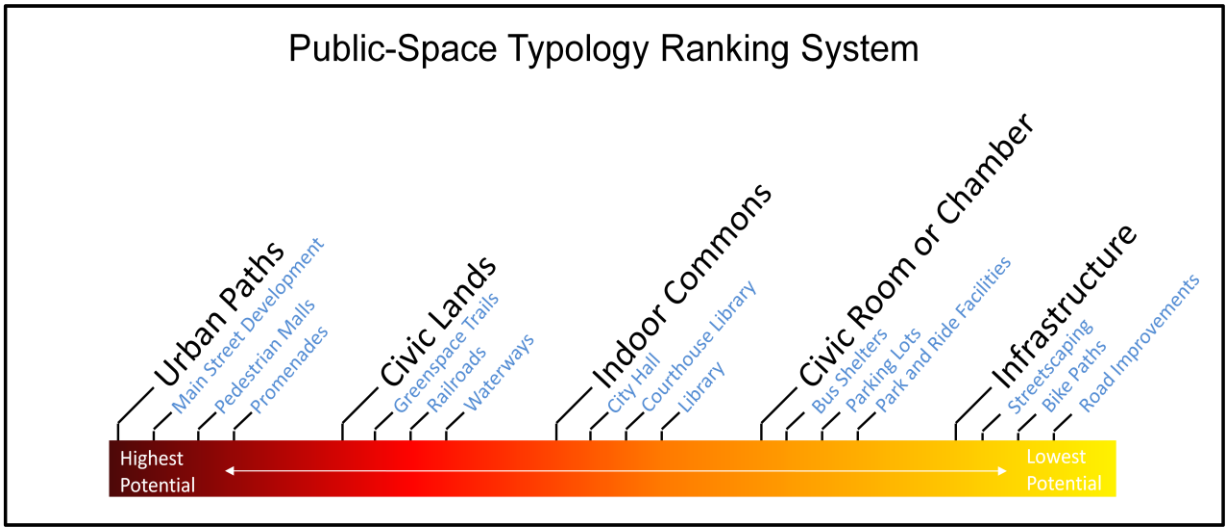

Figure 7b: Public Space Typology Ranking System for Individual Communities

Prioritization at the county level is different largely due to the difference of scale and purpose. The role of county leadership is to support or encourage regional development that can then be built upon by individual communties. In other words, county-wide endeavours provide the 'bones' which are needed to support public-space development within local communties; these tend to be primarily large-scale infrastructure and land use improvements. Thus, county projects are usually implemented with the expectation of long-term results as opposed to communities that tend to look for more immediate results. Figure 7c below, shows the ranking of public-space typologies at the county level; note that infrastructure development becomes a top priority. Essentially, figures 7b and 7c show that county priorities differ greatly from those at the individual community level; both are accommodated within this framework.

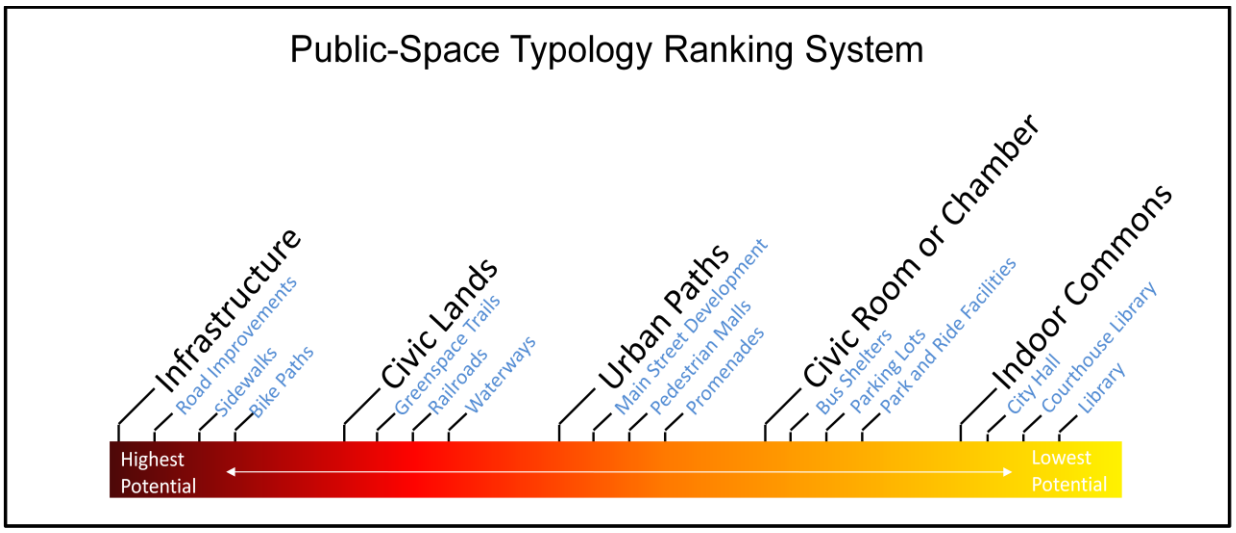

Figure 7c: Public Space Typology Ranking System for Counties

The information gathered from these figures can be extremely useful both in the short-term and for long-range community planning. Local leaders can cite this guide as a justification

for their decisions to prioritize one project over another, and to more efficiently guide funding alloted for community improvements.

Step Four – Determining Project Feasibility

The final stage of the process is concerned largely with the idea of project feasibility. Although the data needed for this step is not within the scope of this study, it represents a future direction for this framework. In the ideal situation, public service and outreach units should not only provide guidance as to where communities should focus their efforts, but also be in a position to dispense preliminary advice concerning the feasibility of certain projects. While the practicality of implementing projects always requires extensive research, the framework could serve as starting point for determining whether certain projects should even be considered.

Table 7.3 below shows the proposed categories that can be useful for providing local leaders with an overview of minimum requirements for public-space development. The table also shows the relevant UGA outreach platform or state agency that is typically involved in these types of projects. The sample data included in the matrix below are based on the smallest populations in existing Archway communities and the types of public spaces that they are able to support. The recommendations concerning the institutions/ programs that can be of assistance are also based on past collaborations with Archway communities in the development of those public places.

Table 7.3: Public- Space Project Feasibility Matrix

	Public-Space Project	Minimum Population Requirement	Capital Investment Requirement	UGA Outreach Platform or State Agency
Urban Paths	Main Street Development	800	$XXX,XXX	Fanning Institute Small Business Development Center GA Dept. of Community Affairs Center for Community Design and Preservation
	Pedestrian Malls		$XXX,XXX	Center for Community Design and Preservation
	Promenades		$XXX,XXX	Center for Community Design and Preservation
Civic Lands	Greenspace Trails	15,000	$XXX,XXX	Center for Community Design and Preservation
	Railroads	2,000	$XXX,XXX	
	Waterway Development	4,000	$XXX,XXX	Marine Extension Service Center for Community Design and Preservation
	Recreation Grounds	5,000	$XXX,XXX	
	Fairgrounds	15,000	$XXX,XXX	Center for Community Design and Preservation
	Campuses	5,000	$XXX,XXX	Center for Community Design and Preservation
Indoor Commons	City Hall	500	$XXX,XXX	GA Dept. of Community Affairs
	Courthouse	3,000	$XXX,XXX	GA Dept. of Community Affairs
	Library	600	$XXX,XXX	
	Community Center	500	$XXX,XXX	GA Dept. of Community Affairs
	Coffee Shops	2,000	$XXX,XXX	
	Museums and Depots	3,000	$XXX,XXX	
Civic Room/ Chamber	Park and Ride Facilities	20,000	$XXX,XXX	
	Bus Shelters		$XXX,XXX	Georgia Department of Transportation
	Town Square	3,000	$XXX,XXX	
Infrastructure	Sidewalks	300	$XXX,XXX	Georgia Department of Transportation
	Bike Paths	5,000	$XXX,XXX	
	Sewer		$XXX,XXX	
	Streetscaping		$XXX,XXX	
	Road Improvements	50	$XXX,XXX	Georgia Department of Transportation

**Note that sample information above is only representative. Further research is needed to verify accuracy.

Further development of this segment of the framework requires two types of analysis:

(i) Demographic – the relationship between population size and the viability of public space typologies is necessary to establish minimum population requirements. This can be achieved by studying the types of spaces that have been successful in smaller communities and the size of their populations at the time each project was implemented.

(ii) Economic - analysis of each public-space typology to determine how much of an initial capital investment a community will have to input into a proposed project; again communities with smaller populations would be ideal case studies for obtaining this information. In order to gather the data necessary for this type of analysis, local leaders would need to maintain consistent records concerning monies spent for each project type. Additionally, communities would have to monitor the cost of maintaining each type of public-space annually to provide an accurate assessment of the capital investment required.

APPLICATION EXAMPLES

Following the steps outlined above, two sample communities were selected to demonstrate how the framework could be applied at different scales. Since Archway portals are established by county, the first example looks at how the framework can be implemented at this broader level. The second example looks at how the framework can be applied at the much smaller community level where the same issues of prioritization often challenge local leadership.

County: Whitfield

The estimated population of Whitfield County was 83,525 persons as of the 2000 census. The county encompasses four major urban areas; Dalton (County seat; 27, 912 persons), Cohutta (582 persons), Tunnel Hill (1,209 persons), and Varnell (1,491 persons). Covering an estimated 290 square miles, Whitfield is known as the "Carpet Capital of the World" and is home to some of the world's largest floor covering manufacturers. This particular

county was chosen because it is Archway's newest portal, therefore the community is still in the planning stages of many of its projects, and a public-space design framework could be an invaluable tool for this young portal.

STEP ONE: Whitfield County contains six community types: settlements, water towns, crossroads communities, specialized land use areas, railroad communities, and mill/industry villages. However, the predominant typology is the railroad town which is characteristic of the county's major urbanized areas.

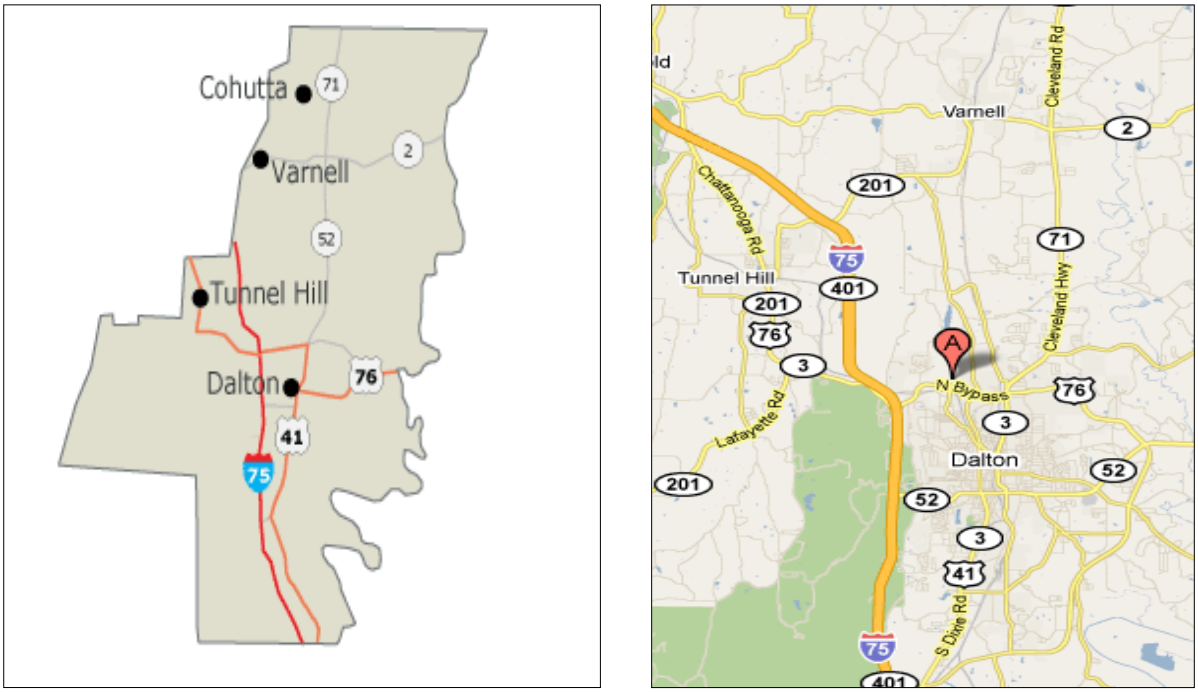

Figure 7d: Map of Whitfield County, GA (www.georgia.gov; Google Maps)

STEP TWO: Based on the public-space typology table, the projects that this type of community typically implements fall under the categories of civic lands, urban paths, indoor commons and infrastructure. Examples of specific sub-types are large-scale urban frameworks (e.g. rail corridors, greenways and waterways) and county-wide

infrastructure improvements such as road development, sewer expansion, sidewalks, and bike paths.

Table 7.4: Public-Space Typologies by Community Code (Whitfield County)

Typology Code	Public-Space Typologies																						
	Civic Room/ Chamber			Civic Lands						Urban Paths			Indoor Commons						Infrastructure				
	Park and Ride Facilities	Bus Shelters	Town Square	Greenspace Trails	Railroads	Recreation Grounds	Waterway	Fairgrounds	Campuses	Main Street	Pedestrian Malls	Promenades	City Hall	Courthouse	Library	Community Center	Coffee Shops	Museums and Depots	Sidewalks	Bike Paths	Sewer	Streetscaping	Road Improvements
STL										X			X		X	X							X
WT				X			X			X													
CC																							X
RR					X								X					X					
SL	X										X					X			X	X			
MIV					X											X					X		X

STEP THREE: According to the public-space typology ranking system for counties, the recommended projects are prioritized in the following order:

(i) Infrastructure improvements (e.g. road development, sewer expansion, sidewalks, and bike paths)

(ii) Civic Lands (e.g. rail corridors, greenways and waterways)

(iii) Urban Paths (e.g. Main Street developments)

(iv) Civic Rooms or Chambers (e.g. park and ride facilities)

(v) Indoor Commons (e.g. courthouses, civic center)

This prioritization reflects those projects that are most likely to stimulate subsequent economic development within the county as a whole. It is important to remember that purpose of county-wide endeavors is to support and encourage regional growth, and subsequently individual community development; at that scale it is not uncommon for leaders to focus on the "bones" that support other types of public spaces i.e. infrastructure improvements.

STEP FOUR: After prioritizing potential public-space projects, the next step for the county is to determine the feasibility of certain project types. Due to the large-scale nature of county projects, the data related to capital investment requirements will be different to those being used at the community level i.e. the dollar amounts are expected to be greater. It is important to note that step four of the framework is applied differently depending on the scale i.e. county versus community level. For example, county-wide projects tend to be less affected by population size, but the data on the amount of capital investment required can still be useful. Additionally, the information regarding state agencies is essentially redundant information at the county level, but knowing which university-affiliated public-service unit could potentially be of assistance might be helpful to county leaders. The sample table below shows how the framework could be abstracted so that only relevant information is provided.

Table 7.5: Public- Space Project Feasibility Matrix Abstraction (Whitfield County)

	Public-Space	**Capital Investment Requirement**	**UGA Outreach Platform**
Urban Paths	Main Street Development	$XXX,XXX	Fanning Institute UGA Small Business Development Center Center for Community Design and Preservation
Civic Lands	Greenspace Trails	$XXX,XXX	Center for Community Design and Preservation
	Railroads	$XXX,XXX	
	Waterway Development	$XXX,XXX	Marine Extension Service Center for Community Design and Preservation
Indoor Commons	City Hall	$XXX,XXX	
	Courthouse	$XXX,XXX	
Civic Room/ Chamber	Park and Ride Facilities	$XXX,XXX	
	Bus Shelters	$XXX,XXX	
Infrastructure	Sidewalks	$XXX,XXX	
	Bike Paths	$XXX,XXX	
	Sewer	$XXX,XXX	
	Road Improvements	$XXX,XXX	

Although some aspects of the framework are more helpful to leaders at the community level, it still has practical applications at the county level.

City: Berlin

Located in Colquitt County, Berlin reported a population of 595 people, 196 households, and 145 families residing in the town as of the 2000 census. Due to its small population size, the city has been unable to support a viable downtown or attract new business to the area. Main Street consists of a one-block span that encompasses City Hall, the post office and a single church; currently there are no fully functional retail establishments operating in downtown except for a used-clothing store operated by the city's mayor and his family on weekends. Recently, the town approached Archway Partnership for assistance in developing a plan to revitalize the area, beginning with a plan for Main Street improvements.

Median income for households in the town is $33,438, while per capita income for the town was $15,461 as of the 2000 census. Approximately, 9.1% of families and 12.6% of the population live below the poverty line. Berlin is an ideal case study to showcase the framework's range of applicability due to the fact that it is one of the smallest communities in Colquitt County; thus the issues faced by local leadership are representative of many small towns in the state.

STEP ONE: Berlin can be classified as a settlement town located just off Hwy 133. The city occupies a total of 0.8 square miles and does not contain a courthouse or railroad.

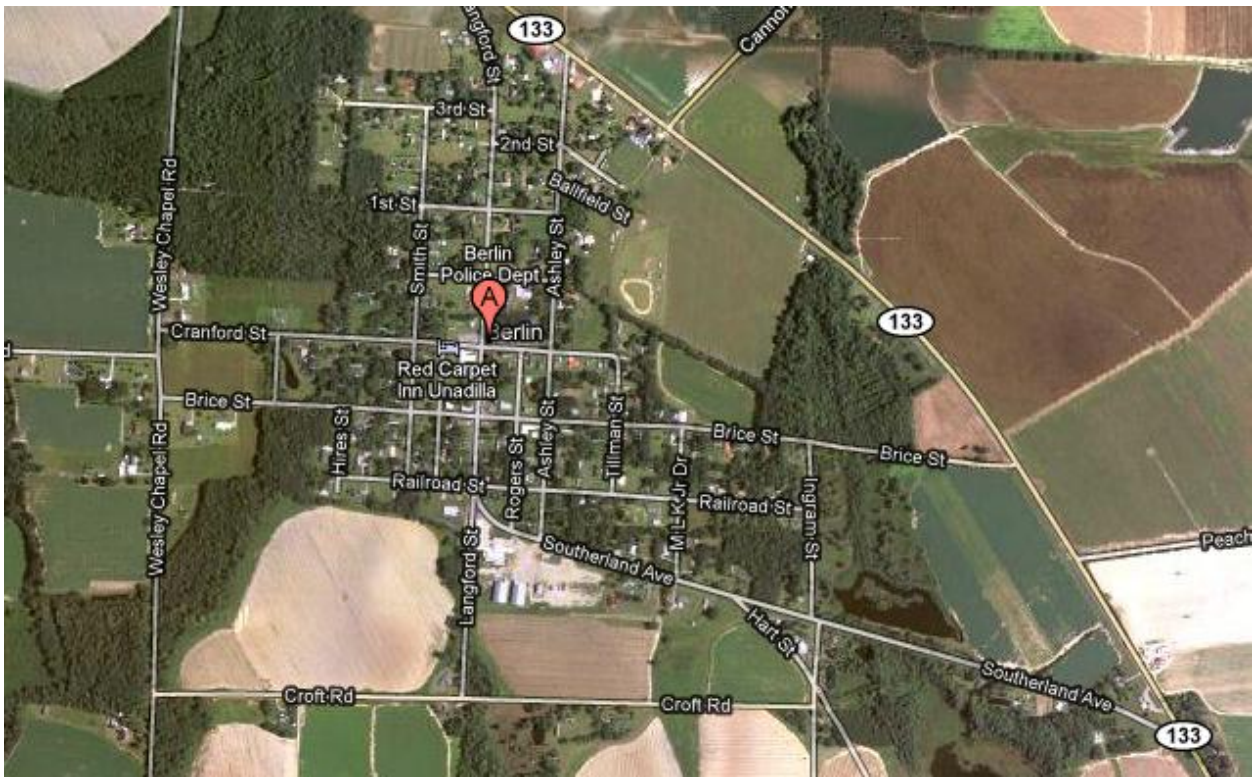

Figure 7e: Google Earth map of Berlin, GA

STEP TWO: Based on the public-space typology table, the projects that this type of community typically implements are urban paths, indoor commons and infrastructure.

Examples of specific sub-types are the community center, City Hall, Main Street development, and road improvements.

Table 7.6: Public-Space Typologies by Community Code (City of Berlin)

Typology Code	Public-Space Typologies																								
	Civic Room/ Chamber			Civic Lands						Urban Paths			Indoor Commons						Infrastructure				
	Park and Ride Facilities	Bus Shelters	Town Square	Greenspace Trails	Railroads	Recreation Grounds	Waterway	Fairgrounds	Campuses	Main Street	Pedestrian Malls	Promenades	City Hall	Courthouse	Library	Community Center	Coffee Shops	Museums and Depots	Sidewalks	Bike Paths	Sewer	Streetscaping	Road Improvements
STL										X			X		X	X							X

STEP THREE: After identifying the sub-types of public spaces that are typically attempted in settlement communities, these projects can then be prioritized according to the public-space typology ranking system for individual communities. Based on the ranking system, the recommended projects are prioritized in the following order:

(i) Main Street Development

(ii) Community Center Development

(iii) Library

(iv) City Hall Improvements

(v) Infrastructure Improvements

This prioritization reflects those projects that are more likely to stimulate subsequent economic development (the ordering also implies that project at the top of list are likely to produce visible results within a shorter time frame).

STEP FOUR: After identifying and prioritizing potential public-space projects, the community can then examine its ability to implement them i.e. the projects' feasibility. Based on sample data[1] in the matrix, Berlin's present population is too small to support a viable downtown, but it most likely able to support the other project types (the town already has a library). Therefore, in the short-term, the community should focus its efforts on development of its community center and City Hall with the help of programs offered through the GA Department of Community Affairs.

Table 7.7: Public- Space Project Feasibility Matrix (City of Berlin)

Public-Space Project	Minimum Population Requirement	Capital Investment Requirement	UGA Outreach Platform or State Agency
Main Street Development	800	$XXX,XXX	Fanning Institute Small Business Development Center GA Dept. of Community Affairs Center for Community Design and Preservation
City Hall	500	$XXX,XXX	GA Dept. of Community Affairs
Community Center	500	$XXX,XXX	GA Dept. of Community Affairs
Road Improvements	50	$XXX,XXX	Georgia Department of Transportation

The recommendations in this framework can also be used as a guide for future population growth or decline within the city. The feasibility matrix can be used as a mechanism for determining what types of public-space improvements the City of Berlin can aspire towards in the future. For example, the population requirements to support a vibrant Main Street are

[1] **Note that sample data used in tables requires further research to verify accuracy. The conclusions drawn in these application examples are not to be considered as definitive recommendations.

not too far from the current population of Berlin; with a population growth rate of as marginal as .02 percent per year, the city can be eligible for this type of project in 2012.

SUMMARY

There is much to do in order to fully establish this proposal as a working framework. Though the information is constructive in its current form, there is need for input from other disciplines to increase its functionality and accuracy. Unfortunately, much of the information that is necessary to complete this task is ill-documented and the process of gathering this information can significantly delay the progression of framework development. However, the time and efforts required for gathering information about public-space development endeavors is a necessary evil, as it will not only better serve UGA's various outreach branches but it will help to preserve important community histories that are in danger of being lost over time. Although it would be beneficial to communities to keep their own set of documentation, the initiative to start this process should be taken by those institutions that are interested in helping these communities establish an improved economic base.

Implementation of this framework also requires some measure of oversight, both at the county-wide and community levels. Some central person or entity has to take on the responsibility of coordinating its implementation in order for its impact to be beneficial to communities. Use of the framework also has human resource and management implications for public-service and outreach branches here at UGA. Currently the individual outreach units have specific mode of operation, but the use of a public-space design framework mean that the varying agendas will be forced to correspond/ co-operate for the benefit of the communities that are being served.

CHAPTER 8

CONCLUSION

The purpose of this thesis looks was to explore three separate components (small towns, public places, and economic development) and design a framework that could essentially harness the power of these existing relationships; tying the three elements together into a single, usable, point of reference that can benefit local communities. Local leaders have already realized the potential of public spaces as powerful catalyst for development, but this framework takes that knowledge a step further by guiding investment efforts in a way that is more likely to produce visible results in a shorter time frame.

Despite its positive uses, it is important to note that one limitation of the proposed framework is its central focus on public-space design with the sole intention of stimulating economic development. Although this tends to be one of the main goals in small communities, it is not always the primary focus. For some communities it is more important to preserve local character than to increase wealth, thus a framework of this nature may not be as useful under those circumstances.

Yet, a public space framework has the potential to be an extremely useful tool for both the local community as well as the university's various outreach units. In terms of the university's resources, improved coordination among projects can better serve the institution

by maximizing the efficiency of distribution among communities –duplication or redundant efforts are less likely to occur. For the community, the greatest benefit lies in the fact that local leaders are better equipped to channel small budgets towards those projects that are more likely to bring about the economic stimulation desired. However, in spite of its current functionality, there is need for further research and development of the framework.

First, an in-depth study of the correlation between local population size and the viability of public space design is needed. For example, can a town with fewer than 500 people support a viable town square or a community center? What population density is needed to make the investment in a recreation complex feasible? Although there have been some studies[2] investigating the ability of certain populations to support businesses, there are no documented cases that include public spaces. The results of such a study will undoubtedly improve the validity of the tables outlined in the fourth step of the framework –providing the evidence needed for communities to determine which projects can be realistically supported given their respective population densities. This data can also serve as a guide for future growth as local leaders will be able to better 'predict' what types of development communities might achieve in the long term.

Another area for investigation is an analysis of the income derived or economic activity that can be attributed to the presence of a particular catalyst. For example, if a small town invested $50,000 on streetscaping improvements for its downtown, cataloging the subsequent economic activity brought about as a result of this project would enable local leaders to

[2] One example of this type of study is research conducted by the Viable Business Enterprises for Rural Alaska. More information about the study is available online at http://ced.uaa.alaska.edu/vibes/index.htm

calculate the 'return on investment'. The benefits of concrete figures are two-fold, (a) they become the basis for continuing to support or invest in public spaces within the community, and (b) they enable leaders to quickly determine which catalysts are failing to stimulate subsequent economic development. An in-depth economic analysis would help to make the framework more widely applicable beyond the boundaries of Archway communities.

A third recommendation involves the quality of documentation regarding projects either completed or planned in small communities across Georgia. During the completion of this study, the chaotic nature of public-service project documentation quickly became apparent – locating a comprehensive list of projects by community was simply impossible. Several of the institutions that have historically worked with small communities in the state have not maintained consistent records of projects completed. One unfortunate example is the College of Environment and Design here at UGA –aside from charrettes conducted by the Center for Community Design and Preservation, there is no complete list of studio projects or faculty research regarding communities in the state. In addition to documentation and digitization of such projects, there is need for a consistent format across all UGA outreach platforms for cataloging and preserving these important data.

Not surprisingly, many of the less populated (and less well-known) communities were no better at maintaining a reliable record of projects that had been either attempted or completed. An overwhelming majority of populated places (census class code U6) had little or no historical information available, in printed or digital formats that were readily accessible –in many instances, data as basic as a population count, was either difficult or impossible to locate.

Even in those communities where more information was available, much of the detail concerning past projects was scattered among various government offices. Trips to communities such as Norman Park and Berlin (located in Colquitt County), also revealed a dire need for documentation of oral histories; according to the towns' respective mayors, much of the local history resided in the memories of older residents. The importance of historical data in developing this framework cannot be overstated –hence, more consistent record keeping is imperative.

The existence of this framework also has significant implications for the future of UGA's public service delivery model. If such a structure is adopted for coordinating the efforts of the university's outreach units, the question arises, who oversees the implementation of the framework? At present each public-service branch operates independently of the others – how can the process be amended so that the various branches collaborate within the confines of the university before lending their expertise in the local community? Moreover, the proposed framework is limited to public-space design, but what about the contributions of other disciplines? These questions lead one to believe that there a need for the development of an even broader framework for long-term public service delivery. Such an undertaking would require a multi-disciplinary approach in which landscape architects plays only a small part in the much larger puzzle.

Furthermore, it is important to point out that the most valuable information becomes useless unless it is shared with those who need it most –it is not enough to develop frameworks without properly educating community leaders as to their availability, as well as how they

should be implemented. Programs such as the South Carolina Mayor's Institute for Community Design can serve as an example for drawing leaders into the university setting. The institute encourages dialogue between those with decision-making power and expert faculty by inviting community leaders to a series of colloquiums hosted at the university. The purpose of these discussion groups is to not only discuss current issues, but also to educate leaders about the various ways in which the university can help through its outreach agencies. If the proposed framework were to be adopted, a similar concept could be applied at UGA in order to make local leaders aware of its presence and potential. Indeed, there are numerous ways in which the university's current public-service delivery methods will be challenged by the introduction of this framework.

After completing the process of creating this framework, one concluding thought is that the power of the public-realm is too often underestimated or perhaps simply misunderstood by community leaders. Even though public space development in Georgia is being advocated by the Department of Community Affairs, I often find myself in community discussions where public spaces are not being developed in the short-term because some other type of project is deemed to be more urgent. This indicates that public spaces are still thought of as amenities in the community and not a necessity around which the neighborhoods develop. This is one of our mandates as landscape architects and planners; it is our role to help transform the thinking of community leaders with regards to the spaces that our professions are involved in shaping.

In conclusion, it is important to reiterate that the greatest benefit of a public-space design framework is its usefulness as a tool for generating discussion among community

members. For small communities engaged in both long-range planning as well as short-term decision making, the framework offer guidance without forcing a specific agenda on the local community. This type of flexibility, similar to the Archway model, is more likely to be embraced in a positive manner by community leaders.

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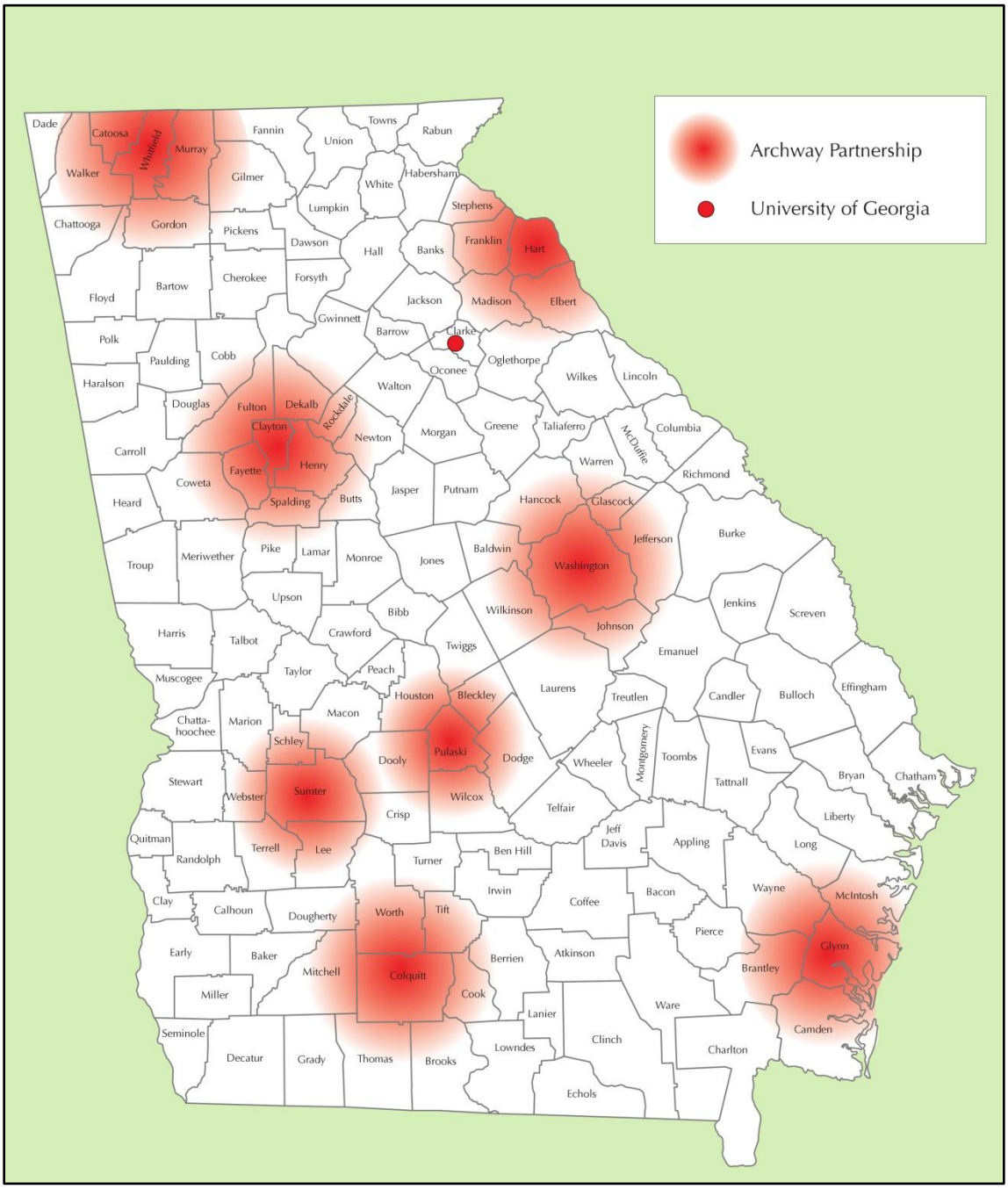
APPENDIX A – ARCHWAY PORTAL COMMUNITIES (Archway Partnership 2009)



APPENDIX B – ARCHWAYCOMMUNTITY MODEL (Archway Partnership 2009)