ULI Advisory Services Program
October 18 – 22, 2004
ULI Advisory Services Program

ULI Mission

Promote responsible leadership in the use of land in order to enhance the total environment
ULI Advisory Services Panel

- Marilyn Taylor, Panel Chair – New York
  - Architect, Skidmore, Owings, and Merrill, LLP
- Michael Buchanan – Atlanta, Georgia
  - Managing Director, Bank of America (ret.)
- Gary Fenchuck - Midlothian, Virginia
  - President, East West Partners of Virginia
- Helen Hatch - Atlanta, Georgia
  - Architect, Thompson, Ventulent, Staniback
ULI Advisory Services Panel

- Todd Mansfield - Charlotte, North Carolina
  - CEO, Crosland, Inc.
- Peter Parrott - Hilton Head, South Carolina
  - President, University Housing Group
- Tim Rose - Charlottesville, Virginia
  - CEO, University of Virginia Foundation
Our Process

- Briefing materials
- Tour
- Interviews
- Work, Work, Work
- Recommendations
- Report
Acknowledgements

- President James Barker
- Neill Cameron and the CU Foundation staff
- Jeff Martin and the Madren Center staff
- Briefing team
- Interviewees
Our Assignment
Our Assignment

- Recommend a process and structure through which Clemson University can better evaluate and manage its extraordinary land use assets – to support its mission

- Evaluate the potential of selected sites, including Y Beach and nearby properties, for short- and longer-term use
Our Recommendations

- An evolution from land management plans to stewardship
- An expanded mission for CUREF
- Experienced real estate professional as CUREF executive director
Goal is balanced stewardship…
We believe it’s possible!

- Research and Education
- Protection and Preservation
- Water and Forest Recreation
- Sustainable Growth
Our Recommendations

- The opportunity to build an exemplary, sustainable community
- A “living laboratory” - Stonegate
- An evolving experiment advancing creative, responsible land use

“… a campus united by a lake”
The Qualities of Stonegate

- Public access and activity
- Recreation assets
- Protection of pristine shores, ridges, and other resources
- Ongoing and new research
- Community and campus interaction
- Sustainable low impact design
Our Recommendations

Carefully selected sites can be renewed and revitalized, reclaimed from damage or underuse, to provide needed residential, retail, recreation, and community activity and interaction.
A balance point between “no growth” and “unplanned growth” can unlock land value and support the highest aspiration and stewardship responsibilities of Clemson University.
Managing the Land Asset
Premise

Clemson University seeks to establish itself among the top 20 public universities in the U.S. To do this, it will be imperative that all assets of the University and its related foundations are managed in a manner that ensures their current, and ultimate, use contribute value to the academic enterprise.
Clemson Real Estate Foundation

- Current mission
  - Real estate gifts

Giving to Clemson
Clemson Real Estate Foundation

- Proposed mission
  - Real estate gifts
  - Stewardship
  - Land use planning
  - Development
  - Local land use matters
  - Financial returns
  - University programming
  - Acquisition/Deposition
Real Estate Foundation Board

- Nimble
- University overlap
Real Estate Foundation Personnel

- Executive Director
  - Real estate skills
  - Higher education
  - Community
  - Compensation and stature
  - Reporting relationships
Real Estate Foundation Personnel

- **Staff**
  - Initial
  - Ultimate
    - Asset management
    - Real estate development
    - Financial management
    - Marketing
  - External experts
Relationship to Clemson and the Clemson Foundation

- Clemson is THE customer
- Asset management agreement
- Partnering with the Clemson Foundation
- Partnering with the academic programs
Getting the CUREF Rolling

- Transfer Assets for Active Management
Funding the CUREF

- Operating expenses
  - Limited start up funding
  - Management fees
  - Self sustaining funding

- Project Development Costs
  - Commercial bank development loans
  - Municipal development funding
  - Flexible special assessment financing
  - Internally generated recycled profits
Market Potential
City of Clemson Real Estate Market

- $25M/yr developed by private developer
  - Mixed uses
  - Student condos
  - Waterfront residential
  - Apartments
  - Game day condos

- Clemson 2004 MLS sales (January to June)
  - 106 Home sales (not including waterfront)
  - 84 condos
Lake Keowee Real Estate Market

- Crescent communities
- Greenwood development
Stonegate Concept and Planning Differentiation

- Lakeviews – not lakefront
- No private docks
- No land use in golf or tennis
- Public and community access to lake
- Bike trails
- Village cluster of small buildings with community uses
- Cottage product at Y Beach
- Affiliation with Clemson
The Goal

Create a community that shares Clemson’s desire to make the area part of an integrated community joined by water
Demand Evaluation

Does it have the characteristics that will help it sell?

- Workable topography
- Tremendous views
- Close to campus
- Clemson affiliation
Purchaser Profile: Who’s Buying?

- Retiree (permanent) homes
  - Many will be alumni
- Second home buyers
  - Looking for a lakefront community
  - Well planned, affordably priced
  - Vitality and social interaction
- New (400 – 500) and replacement (150 - 200) faculty
Purchaser Profile: Who’s Buying?

- Existing University staff and faculty and town residents
  - Relocate
  - Move to new
  - Family resizing
- Keowee Lake “rebounds”
  - Different lifestyle
  - Closer to education, culture, and social facilities
The Clemson Family

- Property set aside
- Property purchase
- Attractive financing
Unique Academic/Research Opportunity
Sprawl

- Inevitable growth
- Political consequences
- Citizen coalitions and special interest groups
- Polarization of positions
Stonegate – the Living Laboratory

- Directed by the Real Estate Foundation
- Implemented by the private sector
- Invaluable “real world” research and educational opportunity
- Optimal solutions to the challenges of growth
Solve for a Win/Win/Win

- Homebuyers
- Environmental/Community activists
- Developers
Homebuyers

- Sufficient quantity of new housing to satisfy the population growth
- Superior lifestyle
- Diversity of housing choices
- Convenience of services
- Quality of design
- True community with mix of uses
- Diversity of recreation facilities
- Opportunity for ongoing learning
Environmental/Community Activists

- Environmental sensitivity
- Preservation of open space and natural resources
- Walkable communities
- Alternative transportation opportunities
- More efficient infrastructure
- Having growth pay for itself
Developers and Land Owners

- Reasonable profit – commensurate with risk
- Deliver a successful quality development
Benefits of the Living Laboratory

- Incomparable education
- National attention and acclaim
- Assures quality development at entrances
- Unlocks land value
- Good neighbor/responsible development
- Potential to find solutions
Planning, Design, and Development
Design for Reduced Impact on the Land

- Extraordinary characteristics of the land
- Land uses compatible with the mission
- High quality development
  - Comprehensive resource assessment
  - Preservation of open space
  - Control of view corridors
  - Design guidelines and protective covenants
  - LEED certification
Creation of New Campus Entry
Connectivity to the University Community
Land Relationships
Site 2A
Site 2A – Stonegate Village

- Mixed use center – public uses
  - Upgraded beach
  - Sailing club
  - Informal amphitheater
  - Playing fields
  - Walking/biking trailhead
  - Boat docks for short time use
  - Boat launch
Stonegate Village

- 2 story mixed use building (50K ft² footprint)
  - Information center
  - Daycare
  - Medical offices
  - Fitness center
  - General store
  - Restaurant
  - Service retail
  - Apartments for grad/married students above
Stonegate Village

- Active adult community
- 125 residential units
Stonegate Village

- Lake cottages
  - 25 to 35 cottages averaging 1,500 ft²
Stonegate Village

[Map of Stonegate Village showing various areas such as Village Center, Active Adult Community, Village Expansion, Faculty Housing, Single Family Residential, Preserve Field, Recreation Area, Site 2B, etc.]
Site 2B
Lakefront Residential Development

- 43 acres
- 50% of land preserved
- 20 to 25 single family homes
Ravenel Site
Ravenel Site

- Integrated with other properties
- Expand clean research uses
- Residential townhomes
Site 2C
Robinson Property

- 191 acres
- Extraordinary resource
  - Lake frontage
  - Campus proximity
  - Views
- Public lake access preserved
- Views protected
- Lakefront and ridge lines preserved
- 125 to 150 residential units
Summary

“... a campus united by a lake”
This is Just the Beginning…

- Land restrictions
- Community relations
- Tax issues
- Jurisdiction
- Infrastructure
- Effective communication

Collaboration will enhance success…
Summary

- Creating an extended campuses or center for the community, and
  - Incomparable education
  - National recognition
  - Quality development
  - Resources for University mission
  - Solutions for “smart growth” dilemma
Summary

- The sites are very attractive for development… directly in the path of growth
- State cutbacks in funding create need to consider other financial opportunities
- Sites should be developed “right” – in a highly responsible manner
- Opportunity for a “living laboratory” must be further explored and defined
A unique teaching opportunity, to address inevitable growth, control the University’s physical destiny, and enhance resources for your mission.