

COLUMBIA 2015 : BUILDING OUR CITY

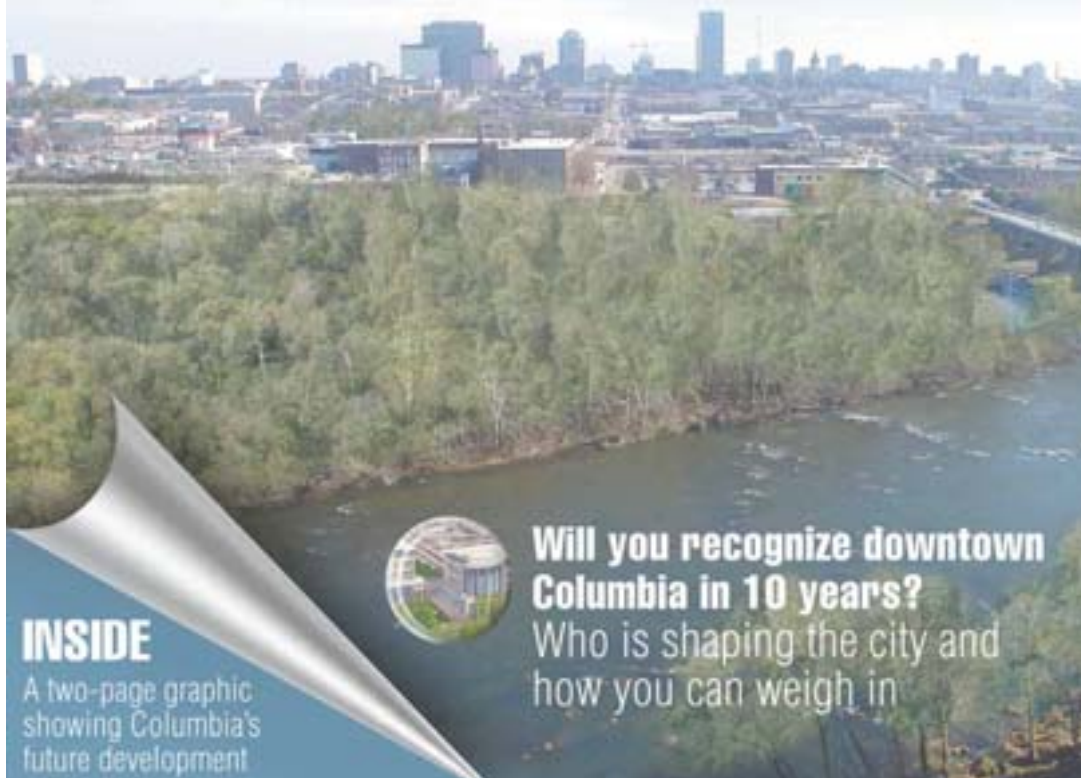
The  State

SUNDAY, OCTOBER 23, 2005

Columbia

05 2006 2007 2008 2009 2010 2011 2012 2013 2014 **2015**

How 6 projects and 20 people are changing Columbia



Will you recognize downtown
Columbia in 10 years?

Who is shaping the city and
how you can weigh in

INSIDE

A two-page graphic
showing Columbia's
future development

We listen because we live here.

We answer because we live here. >>

As a company,
we sponsor community
charities, matching gifts, and
education initiatives such as the
Palmetto FIRST Robotics Regional
competition and the South Carolina
African-American History Calendar.

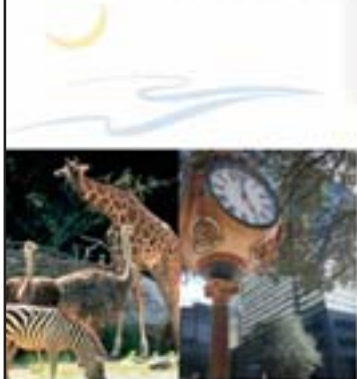
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Building our city...

Building our Vision

Midlands Authority for Conventions, Sports & Tourism



*T*ravel and tourism enhances the quality of life for a local community by providing jobs, bringing in tax dollars for improvement of services and infrastructure, and attracting restaurants, shops, festivals, and cultural and sporting events that cater to both visitors and locals. The Midlands Authority for Conventions, Sports, and Tourism is actively engaged in the marketing of Columbia and is committed to moving our city forward in the next decade. While certainly not all, some of the key components of our focus are:

University of South Carolina

USC's plans to build a world class research campus -- an "innovation district" called Innovation -- has major implications for Columbia's meetings business potential. Conferences, seminars, workshops and conventions naturally grow out of affinity relationships tied to business development. At USC, business meets viable as a world class research and technology school. Columbia will benefit by playing host to many more visiting scholars, professors and industry professionals.

Ft. Jackson

The Base Realignment and Closure decision is far-reaching, positioning the military travel market as more important than ever for Columbia. Columbia's meet and receive industry is just one beneficiary of this critical decision that allowed soldiers, civilians and suppliers. Approximately 110,000 friends and family of Fort Jackson soldiers travel to Columbia annually to attend their loved-ones' basic training graduation ceremonies. They come and go, leaving behind lodging and lodging tax revenue, restaurant receipts and prepared food for dinner and happy residents.



The CVB "Online"

The Columbia Metropolitan Convention & Visitors Bureau is positioned to be the authority on anything related to travel, hospitality, and visitors' needs. One of the ways we are doing this is by establishing our presence on the internet. When making plans to visit, people are overwhelmingly turning to the internet for information and assistance -- from travelers, meeting planners, sports and recreation planners, etc. Through our website site, these visitors will be able to find everything they need in one place, www.columbia.cvb.com and www.visitcolumbia.com

Friends and Family

Tourism statistics estimate that anywhere between 30 to 50% of visitors travel to visit friends and family. Columbia's location, with easy access to beach and mountains, and a temperate climate, with more than 300 days of sunshine per year, allows year-round outdoor recreation, including golf and watersports. All of these amenities to make our destination exceedingly appealing to visitors.



A Convention Center Hotel

It's been said before, but construction of a convention hotel is critical to meeting the long-term success of Columbia's Metropolitan Convention Center. The Hilton, scheduled to begin ground before the end of 2007, will sit a landmark in Columbia for local quality and convenience, and its location, within walking distance of downtown, the Vista and the university, will be an important selling point for the Bureau as it attracts new business meetings, conferences and conventions to the area.

Our Rivers

Our rivers (and overbanked area in the center of ongoing development) is more than a scenic asset that provides us the West Columbia site is now the area most expensive real estate) water is always a magnet and there are in the city of our region, a vibrant recreational resource and a logical central location for gatherings of all kinds. By 2015 the long-range goals of the Three Rivers Greenway project will have been reached, integrating recreation and cultural events and activities into our natural surroundings. The river and lakehouse we share will unite us in a region.

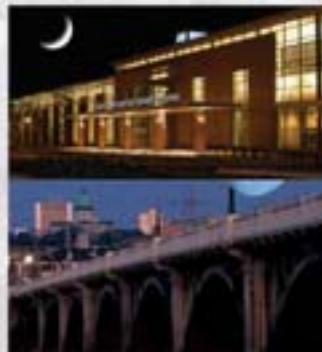
The Columbia Metropolitan Convention Center

Multi-level facilities may lead to long-term growth for the Columbia Metropolitan Convention Center, warranting expansion of the center from its current 25,000 square feet of exhibit space to four times that. Preliminary plans have been drawn for just such an expansion, but development in the Vista, exhibit, positive industry trends and optimistic economic projections, have to be in place as well.



Our Attractions

Columbia's scenic and recreational assets are well used as a million visitors last year and numbers are continuing to climb. The recent addition of Edrington, the South's largest children's museum, new additions to the Columbia Museum of Art and exciting special programs and exhibits at the South Carolina State Museum and Historic Columbia have added more reasons for visitors to consider Columbia for day trips, school group outings, research, and leisure travel. Riverbanks Zoo and Garden continues to build its national and international reputation as one of the nation's great attractions for families and by 2015 the zoo will be even more established as a main site, as will South Carolina's only national park, the Congaree National Park just outside of Columbia. Congaree is on track to attract over 170,000 visitors next year and by 2015 the park will be an established draw for anyone wishing to experience a pristine national park while traveling in the Southeast.



Midlands Authority for Conventions, Sports & Tourism
 PO Box 15, Columbia, SC 29102 • www.midlandscvb.com • 803.547.0800

Columbia, SC "An Emerging Southern Destination"

HOW WE GOT

HERE

1

BULL STREET

The state is selling the 178-acre site of the former State Hospital, one of the last large pieces of land in the city center.

"New urbanism" guru Andres Duany and his Miami-based Duany Plater-Zyberk & Co. firm have designed a high-density residential development interspersed with green space, offices and retail. The new Bull Street Neighborhood is expected to attract young professionals, medical workers and empty nesters.

The development will feature 167 single-family homes and cottages, 285 town homes, 561 condos and apartments and 165 live/work units.

A final plan is expected to go before the State Budget and Control Board this year. The state will then, presumably, put the property on the market.

Duany expects the property will be purchased by a single "master developer" and built over 20 to 25 years by multiple builders and architects.

DECISIONS: Whether to sell to one developer or several.

Whether the property should be sold in phases to make it affordable for a single developer.

DECISION MAKERS: The five members of the State Budget and Control Board

2

CANALSIDE

It took a decade, but it looks like the much-anticipated redevelopment of the old CCI prison site may finally come to pass.

The Beach Co. of Charleston bought the 25-acre site in July for \$6 million. It plans to develop a \$115 million village with 750 condos, town homes, live-work units, apartments and single-family homes and 35,000 square feet of office and retail space.

A public hearing on the company's plans will be held Nov. 9.

The city bought the land fronting the Columbia Canal for \$3.3 million in 1995 after the state closed its notorious prison. The city sought private developers and pledged \$12 million for site improvements. But for a decade there was no buyer. City officials say the project was ahead of its time, ahead of downtown's residential boom.

While it is located on the canal and the Three Rivers Greenway, with views of the Congaree River, the site is isolated from the rest of the Vista by Huger Street and the Jarvis Klappan expressway.

DECISIONS: Will home buyers buy? How can it be connected to the rest of the Vista? How will it enhance or detract from other large downtown developments?

DECISION MAKERS: The Beach Co. and its CEO, Charlie Way; home buyers; a master planner if the city hires one

Columbia, one of the last of the great old Southern cities to bloom, is undergoing a renaissance. Here are the six projects and the 20 people helping to take us into the year 2015.

COMPILED BY JEFF WILKINSON / STAFF WRITER

THE SIX PROJECTS CHANGING COLUMBIA

Large and small: How projects other than the Big 6 are reshaping Columbia [PAGE 6] Five decisions that need to be made now to prepare Columbia for 2015 [PAGES 8-9] A city is more than bricks and mortar. Other important issues to watch [PAGE 10] Breaking down the Big 6. Project details and how the projects will fit into the fabric of downtown [PAGES 14-15]



Andrew Sorenson
FILE PHOTOGRAPH: THE STATE

3

MAIN STREET



New trees, sidewalks, medians and streetlights are giving Main Street a fresh look, along with new condos, shops and high-rises.

Main Street suffered with the coming of suburban malls in the 1970s and '80s, when office buildings and concrete plazas replaced storefronts.

High-rises funnel office workers onto the street from 9 to 5 but make Main forbidding for pedestrians, particularly at night. But things are changing.

Lofts and condos are filling vacant buildings; 120 more are expected in the next year. The century-old Palmetto Building soon will be a hotel. Boosters hope the Columbia Museum of Art and a re-located Nickelodeon art-house cinema will create an after-dark arts scene. The Meridian and First Citizens towers are the first new high-rises in 15 years but were designed

without substantial first-floor retail. Wounded retailers, meanwhile, await the completion of the streetscaping that will spruce up Main from Gervais to Laurel streets — though the project is six months behind schedule.

DECISIONS: How to add vitality after business hours. How to link Main to the Vista and other successful districts.

DECISION MAKERS: Executive director Matt Kennell and the board of the City Center Partnership; City Council; new business owners who are adding vitality; building owners and architects sensitive to the street's history

4

USC RESEARCH CAMPUS

USC is building an urban research campus in Columbia's Vista dubbed "Innovista," a 200-acre mix of public and private development that promises to transform the city's economy.

The plan features 5 million square feet of high-technology work space intermingled with office, retail and living space. Innovista is planned to stretch between USC's Horseshoe and the Congaree River and take 15 to 20 years to build. The first phase is slated to be built by 2007 in three locations off Assembly Street. It includes two university-owned buildings, two privately financed buildings and two taxpayer-financed parking

garages. The projected annual economic impact of the \$141.2 million project is \$337 million.

The nearly 600,000 square feet of work and office space will focus on biomedical research, public health research and alternative energy research.

DECISIONS: Will USC partner with the Guignard family to spread the campus to the Congaree? How much local tax money will be funneled to the project through the city of Columbia and Richland County?

DECISION MAKERS: campus designer Craig Davis of Raleigh; USC's board of trustees and president Andrew Sorenson; City Council; County Council; the Guignards

THE 20 PEOPLE LEADING THE WAY ...



Lynette Allston Larry Wilson Gayle Averyt Joe E. Taylor Steve Benjamin James Bennett Andrew Sorenson Tommy Suggs Bill Boyd Lee Bussett

5 RIVERFRONT

In addition to CanalSide, the city's riverfront is alive with projects, fulfilling a decades-long desire to open up the river for recreation and spin off residential growth. The major projects are:

GUIGNARD PROPERTY

The Guignards have owned 93 acres from Olympia to Gervais Street, and Huger Street to the Congaree River, since the 1800s. Cut with bluffs and covered by woods, the site is downtown's largest and potentially most beautiful riverfront tract.

The owners envision lofts, homes, apartments, businesses and shops and perhaps a hotel.

USC and the Guignards have agreed to explore a partnership that could extend the school's research campus there. The site also is mentioned as a potential home for a \$90 million Salvation Army recreation, education and community center, should the corps land a Ray Kroc grant. USC is a key player in the application.

Also, the family has agreed to provide land for a key stretch of the Three Rivers Greenway.

DECISIONS: Should USC extend its research campus there? Under what circumstances should the Guignards provide land for the Greenway? Should the Salvation Army center be built there?

DECISION MAKERS: USC; the Guignards; J. Michael Kapp, chairman of the Salvation Army board; Capt. Ethan Frizzell, the Salvation Army's corps officer; Columbia City Council

THE WEST BANK

The West Bank is fast becoming the new Vista, and it's all about the river. Residential lots along West Columbia and Cayce Riverwalk are the priciest in the Midlands, selling for \$300,000 for one-tenth of an acre.

Along with those homes, West Columbia's future includes a "walking neighborhood" of shops and condos on now-vacant land at State and Meeting streets. The city bought much of the property, soon to be sold to developers.

Also, many hope for the relocation of the nearby Columbia Farms chicken plant to spur development north of the Gervais Street bridge. The city bought the adjoining site, once home to the O'Brien Restaurant Co.

Development of the Cayce riverfront is moving more slowly as the Guignard family, which owns much of the property there, weighs its options.

DECISIONS: Whether to use condemnation powers to spur development. How to persuade the chicken plant to move.

DECISION MAKERS: Guignard family; West Columbia City Council; Cayce City Council; Vista West merchants; Columbia Farms; developers who buy the city's property

THREE RIVERS GREENWAY

Most of the 12-mile core of the Three Rivers Greenway is close to complete, but three of the largest sections remain unfinished.

Work is set to begin on CanalFront at the EdVenture museum and on the Esplanade at CanalSide. But plans are not as far along for a section between Blossom and Gervais streets, on Guignard family land.

CanalFront will feature a plaza behind EdVenture, a pavilion that will complete the museum and a promenade that will open up both sides of the south end of the Columbia Canal to visitors. The city also plans to showcase an 1896-era hydroelectric plant still in use, although safety issues could force the construction of a footbridge.

Talks between the city and the Beach Co. will decide who will build and pay for the Esplanade at the company's CanalSide project.

Meanwhile, a recent partnership between USC and the Guignards could break the impasse over the city's use of the family's Huger Street land. Negotiations have been deadlocked for years.

DECISIONS: How to make sure the Guignard deadlock is broken. What role the Beach Co. will play in the Esplanade. Whether the city will build a \$600,000 footbridge at the hydro plant.

DECISION MAKERS: River Alliance executive director Mike Dawson and his board; the Guignards; City Council; the Beach Co.

The West Bank is home to some of the most diverse night life in Columbia. It also now boasts the most expensive residential property in the Midlands, along West Columbia's Riverwalk.



FILE PHOTOGRAPHS: THE STATE

6

FIVE POINTS

Five Points, east of USC's main campus, was the city's first urban village. It is the center of off-campus university life and one of the city's chief entertainment and shopping districts.

Columbia is spending \$31 million for streetscaping and infrastructure, including wider and more attractive sidewalks, improved drainage, new water and sewer lines, attractive lighting and traffic signals and new parking and trees.

All electrical lines are being buried and poles removed, except for the main Greene Street transmission line.

Work is expected to be completed

on time, by August 2006. But not everything has gone according to schedule. Underground engineering surprises put some construction crews behind. Some crews, such as sidewalk crews, are ahead. But rather than proceeding block by block as promised, the construction now seems spread all over the district.

Patrons and merchants are not happy the city is adding parking meters, and there has been plenty of grumbling about the invasive work. Still, people are excited the village is getting a fresh look and that flooding problems are being addressed.

DECISIONS: Complete

Five Points offers outdoor dining and an array of boutiques, restaurants and coffee shops in a village setting.



www.thestate.com

Go online to view our special **BUILDING OUR CITY** video. The video offers a tour of the Big Six projects and an overview of the changes coming to downtown Columbia — changes that will affect us for

generations to come. Click on **BUILDING OUR CITY** under "online extras" for the video tour as well as the most recent stories on the Big Six projects and other projects around downtown. Other video tours include: Bull

Street's historic buildings and grounds, Main Street living spaces, historic mills converted into apartments, State Street night life on the West Bank, the Inn at USC and a look — above and below the ground — at the street work going on in Five Points.

The 20 who will lead

If you think you need a scorecard to keep up with Columbia business leadership, you're right.

Several hundred executives and professionals lead the boards that shape the city's economic, social and cultural foundations. (For a listing of key board members, see Page 27.)

At the same time, additional coalitions often are formed to advance a single project, such as USC's research campus.

What then sets apart the 20 highlighted in this section?

They are giving leadership to the Big 6 projects that stand to change Columbia's economy.

The 20 emerged in nine months of conversations with

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business leaders.

Many were obvious choices. **John Lumpkin**, senior adviser to real estate services company NAI Avant, tops nearly everyone's list of business leaders.

The same is true of **Ike McLeese**, chief executive of the Greater Columbia Chamber of Commerce; **Joe Taylor Jr.**, retired CEO of Southland Log Homes; and **Kester Freeman**, CEO of Palmetto Health.

Others work in the background. For example, retired Colonial Life chairman **Gayle Averyt** represents the old-guard leadership, known as "The Big 8." But Averyt also is a founding member of the Foundation for Columbia's Future.

Most are on the list for their role in the business community, but not all.

A university president, for example, is not often thought of as a businessman. But **Andrew Sorensen's** USC is a huge engine in the economy. And Sorensen has emerged as the visionary who has knit USC and the city together to create a knowledge-based economy.

Most of the leaders are the chief executives or heads of their firms. But the list is not dominated by any occupation.

Instead, there are:

- Three real estate developers or executives and an urban planner
- Two entrepreneur-investors
- Five activists
- Also, a retired chairman, a banker, two attorneys, and consulting, hospital, insurance, and public relations and university CEOs.

Many of the leaders view themselves as civic entrepreneurs, ready to put their energy and resources into projects that will benefit the common good.

"There are governmental leaders, but government doesn't lead," said Lumpkin. "Government can provide the seed capital. It can put money into certain projects," such as the Vista.

But private-sector investment creates jobs, Lumpkin said.

Inevitably, that sets up the potential for conflict of interest. Developers profit from development as do lawyers, bankers and PR executives. Academics decry USC's research focus as selling out to business. Even hospital CEOs see their bottom lines benefit when patients feel the area around their facility is safer.

And, with the city playing a major role in many of the projects, some say business leaders cannot afford to be too critical.

"They do business with the city," said one. "When faced with having to do what is best for the community or best for their entity, they can't take a position."

By any measure, today's business leadership is not diverse. Among the 20 are 16 white men. The majority also are older than 50.

That is small improvement from the days of the all-white, all-male Big 8. Said Lumpkin, "We're still not inclusive enough."



Tom Pioreschi



Don Tomlin



Bob Coble



Andres Duany



Kester Freeman



Matt Kennell



John Lumpkin



Neil McLean



Cathy Novinger



Ike McLeese

Other projects transforming Columbia

VISTA CONDOS

About 700 condos and town houses have been built in the Vista during the past few years — and the trend is continuing with a vengeance while prices climb.

An additional 135 have been announced — and that doesn't include the 750 or so units planned for nearby CanalSide.

Developer Wade Caughman and architect Wes Taylor are building the City Club development on Gervais Street, across from the EdVenture museum. The 3.85-acre site will have 46 town houses selling for \$500,000 to \$800,000 and eight flats for \$300,000 to \$450,000.

On Lady Street, developer Ben Arnold is building 74 condominiums and "live-work" town houses on 2.4 acres. The Renaissance Plaza town houses pre-sold for \$439,900 to \$519,000.

Meanwhile, Marty Holmes of Holmes Smith Developments is putting eight luxury town houses into part of the historic Confederate Printing Plant on Gervais. The building's other half is a Publix grocery.

DECISIONS: When to stop construction. How many residential units will the market bear?

DECISION MAKERS: Developers, home buyers and Fred Deike, executive director of Columbia Development Corp., the city's Vista redevelopment arm

DOWNTOWN BASEBALL STADIUM

A downtown stadium for the USC Gamecocks and/or a minor league professional baseball team is envisioned as another important draw for the Vista.

But the road to it has been winding and filled with potholes.

A deal brokered last year by USC (and some say broken by former athletics director Mike McGe) fell through. As a result, Columbia's Class A Capital City Bombers moved to Greenville.

And a recent plan for a USC-only park shoehorned on 8.5 acres behind the Colonial Center was nixed after City Council demanded a plan for more parking and shuttles to get fans from outlying lots to the game.

USC had planned to spend \$21 million on a 6,800-seat stadium as a home for the Gamecocks, their fans and winning coach Ray Tanner.

USC still is pledging to have a new stadium open in 2007. So it is back to exploring the idea of a joint stadium with a minor league team — the right course, many say.

But the delay leaves one of the country's best collegiate programs without a suitable stadium on the way and South Carolina's largest city without professional baseball. Stay tuned.

DECISION MAKERS: City Planning Commission, City Council, USC vice president Rick Kelly



In addition to the Big Six, other projects are reshaping downtown Columbia. From the redevelopment of public housing projects to rows of luxury condos in the Vista, the landscape is changing at an unprecedented pace.

COMPILED BY JEFF WILKINSON / STAFF WRITER

OLYMPIA



FILE PHOTOGRAPHS: THE STATE

The Olympia and Granby mill villages, tucked near Columbia's downtown, have awaited rehabilitation since their 100-year-old textile mills closed in 1996. Now, their time has come.

The historic Granby Mill has been transformed into 146 high-ceilinged lofts. The adjacent Olympia Mill will be converted when Granby fills up.

Trucks from the Vulcan Materials Co. quarry have been re-routed away from the mills. Boutiques and restaurants are envisioned for city-owned land in front of the mills. And the Mill Village link of the Three Rivers Greenway is open.

But to complete the vision for the villages, boosters are hoping County Council, City Council and Richland District 1 will sign off on a tax diversion district that would provide up to \$11 million for infrastructure projects and low-interest loans over 15 to 25 years.

DECISIONS: Whether the city, county and schools should divert property taxes to Olympia and Granby projects. How to spend the money if



Loft apartments are reinvigorating the historic Granby Mill in Olympia. The area has waited years for an infusion of businesses and residents. Richland County Council is considering a special tax district for area infrastructure improvements.

they do.

DECISION MAKERS: Neighborhood leaders Jim Jacob and Bob Guild; Vulcan Materials Co.; mill developers Ron Caplan and David Nyberg; County Council, City Council

DEVINE STREET

A mix of upscale retailers, restaurants and specialty shops has some dubbing Devine Street the city's exclusive shopping district.

Merchants are fleeing parking problems and high rents in the Vista and construction (and a party reputation) in Five Points for the commercial corridor some call Columbia's version of Rodeo Drive.

As the street just east of Five Points fills with businesses, the \$175,000 first phase of a city enhancement plan is under way.

The work will bring decorative crosswalk painting, bike racks, trash receptacles and covered bus shelters. The tree canopy will be replaced this winter. A later phase will address road and parking improvements.

Although some city money is going toward the street, it is one of the few city districts that has been

successful organically, without much pump priming.

DECISION MAKERS: Merchants who locate there; shoppers who patronize the upscale boutiques; Gerry Lynn Hall, executive director of the South Columbia Development Corp.; City Councilwoman Anne Sinclair

EAST CENTRAL

In July 2004, Columbia City Council adopted a sweeping revitalization plan for five long-neglected neighborhoods covering 1,050 acres between Five Points and Forest Acres.

The East Central City Consortium includes four adjacent neighborhoods east of downtown plus South Edisto Court off Rosewood Drive.

The idea is to use the power of condemnation and zealous enforcement of property codes to eliminate blighted buildings, curb criminal activity and attract private investment.

Meanwhile, Benedict College is completing a 60-acre athletics complex. City and state money is being used to streetscape Two Notch Road. And Richland County Council has agreed to pump \$100,000 into the consortium.

DECISIONS: How to ensure condemnation laws aren't used too vigorously. How to ensure the "gentrified" neighborhoods include affordable housing.

DECISION MAKERS: Neighborhood leaders Kathryn Bellfield, Myrtle Gordon and Durham Carter; City Councilman E.W. Cromartie, County Councilman Paul Livingston; the Department of Housing and Urban Development; and developers willing to tackle in-fill projects in historically neglected neighborhoods.

ROSEWOOD HILLS

Construction has begun on a \$35 million residential and commercial development at the site of the former Hendley Homes, a public housing complex on Rosewood Drive.

The demolition of the complex has spurred the gentrification of the Rosewood neighborhood, pushing up housing prices.

For example, the Columbia Housing Authority, which is building Rosewood Hills, is jousting with a Charleston developer over six adjacent acres. The authority wants to build a retention pond on part of that land. The developer wants to build 90 apartments or condos.

The 22-acre Rosewood Hills project, which overlooks Williams-Brice Stadium, will be home to 187 residential units, stores, public spaces and a senior center. It is a key element of the revitalization of Rosewood Drive and, along with Harden Street's Celia-Saxon project, should infuse the area with low- and moderate-income homeowners. It is to be complete by fall 2007.

DECISIONS: Mostly completed

Below: Some of the first residents move into the Celia-Saxon neighborhood off Harden Street. Houses and apartments are replacing a public housing complex.



CELIA-SAXON NEIGHBORHOOD

The Columbia Housing Authority is building a neighborhood of 438 homes — apartments, town houses and single-family homes — at the site of the former Saxon Homes, a public housing complex, and in the surrounding community.

Funded by a federal Hope VI grant, the project is breathing new life into the Harden Street residential community near Benedict College. The \$66 million project is well under way, with some units built and occupied. The rest are to be completed by the end of 2006. The college also is pushing the housing authority to come up with a plan for Allen-Benedict Court, a 64-

year-old, 244-unit public housing complex across from Celia-Saxon.

In conjunction, the \$7.5 million Charles R. Drew Wellness Facility overlooking Celia-Saxon is nearly complete. The city's 40,000-square-foot wellness center with a 25-meter (Olympic short course) swimming pool, gym, track and weight room — opens in November.

Adult residents may join for up to \$36 per month, nonresidents for up to \$42, with discounts for seniors, children and corporate memberships.

DECISIONS: Complete

HUGER STREET

Huger Street is fast emerging as Columbia's office corridor, second only to Main Street.

The amount of office space on the street could jump dramatically after the Kline Iron and Steel Co. property is redeveloped. Developers announced plans for two office towers covering an estimated 350,000 square feet and costing \$30 million. They could add retail or residential, however.

By contrast, the Meridian high-rise on Main logs in at 350,000 square feet, and the new First Citizens tower, at 170,000.

The building on the Kline site will occupy one of the most highly visible locations in the city, at the corner of Huger and Gervais streets, and could rise as high as five stories.

The building's ace in the hole, according to owner Holmes Smith Developments, will

be a three-deck, 1,200-space parking garage.

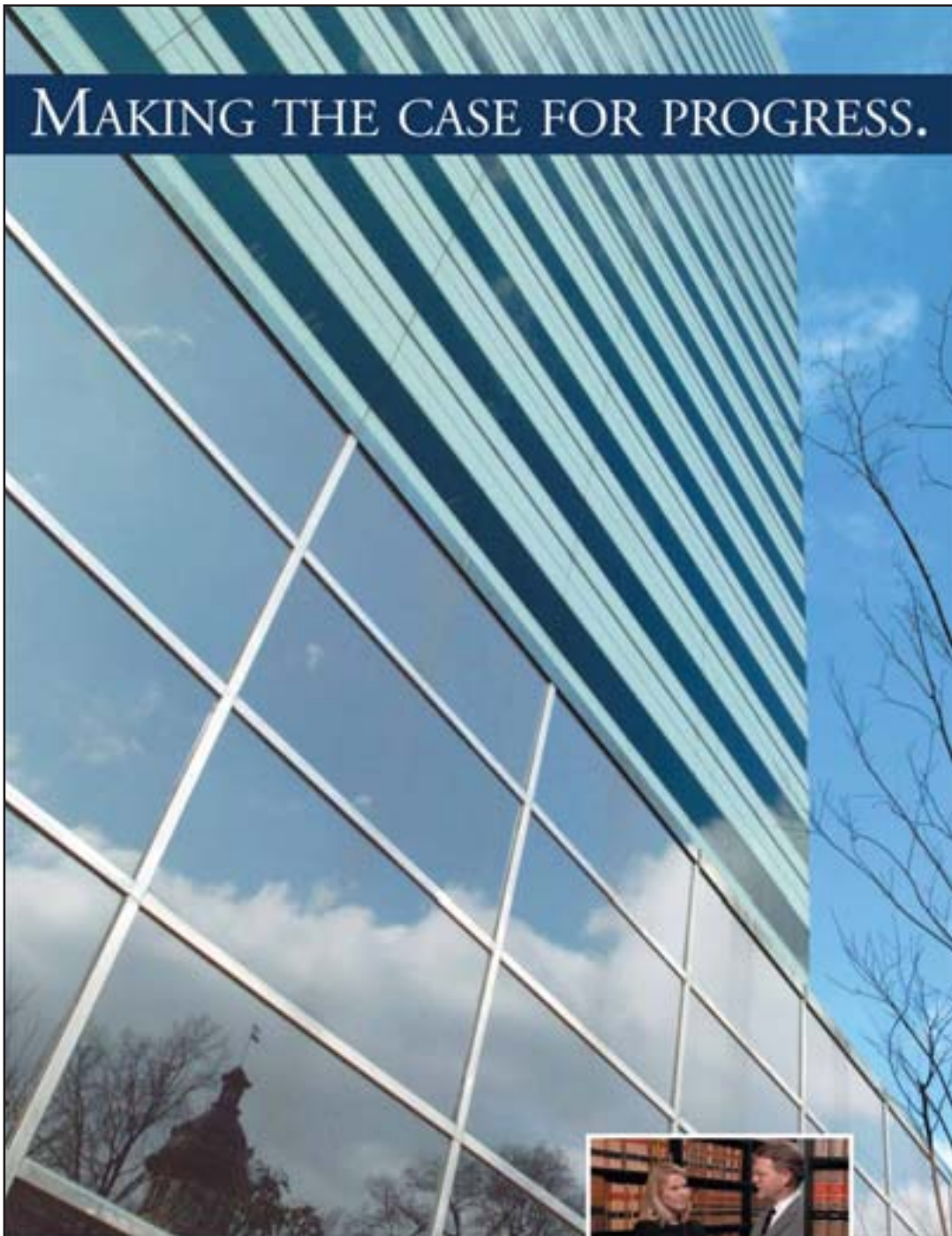
In addition to the Kline redevelopment, the LPA Group, which built a new headquarters at Huger and Devine streets in 2001, has acquired the old Printers Inc. property next door. The property at 716 Huger St. could be the site of a new office building.

Also ripe for development is the city's bus barn site, adjacent to Kline Street, when the barn burns. Site cleanup could mean development comes slowly, however.

DECISION: How much office space will the market bear?

DECISION MAKERS: Developers, business owners and City Council, since the city owns the land

MAKING THE CASE FOR PROGRESS.



For over three generations, the lawyers of Haynsworth Sinkler Boyd have been privileged to assist in the growth, development and prosperity of South Carolina's capital city. Through the years, it has been our honor to play many roles in Columbia's business, educational, political and cultural history, helping to ensure that our City enjoys a vigorous economy, a healthy environment and a vibrant offering of the arts.



For us at Haynsworth Sinkler Boyd, Columbia is more than a place where we do business. It is the place we call home. We look forward to remaining a partner in progress with the Midlands for generations still to come.

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ATTORNEYS AND COUNSELORS AT LAW

5 KEY DECISIONS

city leaders need to make now

There is no denying that Columbia is experiencing an unprecedented building boom.

But there are question marks. Will downtown's residential development, highlighted by the Bull Street and CanalSide redevelopment projects, take off or nose-dive? Will USC's vaunted research campus, dubbed "Innovista," transform the city's economy as billed?

Will political leaders keep pace with the growth curve through solid planning and timely decisions? Will the city's three rivers become its spinal cord, finally uniting Greater Columbia? And will the benefit of an improved city be shared by all?

Here are five key decisions that have to be made now — and the people who will help make them.

COMPILED BY JEFF WILKINSON / STAFF WRITER

1

CITY GOVERNMENT

Does a growing city need a new form of government? Sixty percent of city residents polled by a group of Midlands business leaders in May said yes. And a commission is studying whether the present "council-manager" form of government is adequate, whether the city should switch to a "strong mayor" form of government or adopt some hybrid of the two.

Critics of the present form say there is much that could be improved — no one is really in charge, there is little accountability, goals and budget priorities are unfocused, and the city manager often receives mixed signals

from City Council members. Four district council members, two at-large members and a part-time mayor all have an equal say, creating a structure of seven mini-mayors, critics say.

They claim a committee of mini-mayors slows decisions that would foster growth and development.

It also means no one is really in charge, critics say, therefore no one is responsible for communicating a clear vision and setting goals to achieve it.

The strong mayor form would allow a full-time, elected mayor to propose a city budget and hire department heads and other city

employees. The mayor and council could jointly agree on hiring a city administrator to assist the mayor in running the city.

Proponents of the present system say having seven council members with an equal voice provides much-needed checks and balances and ensures that historically neglected neighborhoods receive strong representation through their district council members.

The present form is fine, they say, as long as council members



Left: The first phase of streetscaping on Main Street finished six months behind schedule. Businesses complained the delay scared away customers.

is by consent, but some say in the past that interaction has amounted to council members badgering city workers to win favors for constituents.

Short of adopting the strong mayor form, restructuring commission members are studying smaller reforms, such as making the mayor full time and raising the position's pay. Under that scenario, the mayor would not have the power to propose budgets or hire and fire employees.

It also may recommend City Council develop a more comprehensive, long-term strategic plan that would set clear goals

for the city manager.

Mayor Bob Coble has said his annual "State of the City" address functions as a goal-setting mechanism. But he advocates reform rather than change and is suggesting a hybrid that would give the mayor broader powers such as proposing a budget.

The commission, chaired by former Mayor Patton Adams, is expected to present its recommendations to City Council by year's end.

If it recommends a change in the form of government, City Council will have to vote to put the issue before the people in the form of a referendum.

2

THE CITY AND USC

USC's new research campus, "Innovista," is expected to transform Columbia's economy.

But it also will remake downtown. Exactly how, in large part, is up to city leaders and their relationship with USC. Much remains to be done. Even small decisions will set the pace for downtown for decades to come.

Open lines of communication between city and school officials will be essential.

The nature of the developing relationship could be determined by USC president Andrew Sorensen. Sorensen not only has spurred the development of the research campus but also has opened lines of communication with the city that weren't there before.

Two things will drive the relationship: decisions about money to build the campus and decisions, big and small, about how the campus fits into the city.

Richland County Council has not decided how to raise revenue for its \$7.5 million share of the Horizon garage but is considering financing it by borrowing money through a bond sale.

Other decisions will come up intermittently.

The city planning commission has to sign off on the siting and design of all city-center buildings. USC's Phase I buildings have yet to come before the commission — and things between the commission and USC haven't always gone smoothly.

City planners earlier persuaded USC not to build the Colonial Center at Blossom and Assembly streets but a few blocks deeper into the Vista.

Also, planners objected to portions of the Colonial Center's design and, because of Vista parking concerns, the location of USC's proposed baseball park, something that hasn't been settled.

The campus's research buildings will be interspersed with buildings owned by USC but leased by private businesses: coffee shops, music stores, bicycle stores and high-end boutiques. The idea is to build the walkable, highly urban environment sought by young professionals and researchers.

Spearheading the campus's placement and appearance are Craig Davis of Raleigh, who is designing both the public and private portions of the campus, and Rick Kelly, USC's vice president and chief financial officer, and NAI Avant's John Lumpkin Jr., who are identifying land.

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The Arnold School of Public Health, going up at Assembly and College streets, is part of three clusters of research buildings announced so far by USC.

3

MASTER PLAN



It's a good problem to have, city leaders say.

So much development is coming out of the ground in downtown Columbia that public officials and business leaders are beginning to worry about coordination, for goodness sake.

Mayor Bob Coble, during a trip to Washington, D.C., with the Greater Columbia Chamber of Commerce earlier this year, advocated hiring a consultant to "connect the dots" between projects like the Bull Street neighborhood, the USC research campus, CanalSide and the Three Rivers Greenway — to update the archaic City Center Master Plan.

Will the developments complement each other or compete? How can they be tied together with safer streets, parks and bike paths? How can they all be successful? How can the city help developers avoid adding downtown office space or housing that might sit vacant because there's too much competition?

But with so many different developers, consultants, priorities and old city center plans floating around, it will take a lot of finesse to create a meaningful plan that would encompass it all.

Maybe it's even impossible to create a dynamic, flexible, living plan that could guide growth and change as the city changes.

The Chamber of Commerce has formed a committee, chaired by financier Don Tomlin, to tackle the idea. The committee will set a budget, likely choose a consultant to design a city master plan and determine who will pay for it.

Tomlin is the force behind the redevelopment of the old State Hospital on Bull Street and advocated hiring the Miami-based new urbanism guru Andres Duany to develop that site's plan.

Coble already has said he would like to see "somebody like" Duany handle the master plan update. But he said he would leave it to the chamber and the business community to push the plan forward and decide whom to hire.

Whom Tomlin's group chooses and what the plan looks like will determine how downtown grows for decades to come.

4 GREENWAY, THE COLUMBIA LOOP

City leaders for years have predicted that the Three Rivers Greenway would be the tie that binds the two sides of greater Columbia — Vista to the West Bank, Lexington to Richland. A spinal cord of sorts.

Little did they realize, however, that the park along the Congaree and Broad rivers also could become the city's nervous system.

Planned to cover 12 miles and cost \$17 million, the greenway now is doubling in size and price and is poised to stretch along the Saluda River. But its exact route, how far it will reach and how much it will cost is still up for discussion.

The biggest decision is for Columbia City Council: whether to pay for the park to turn inland, away from the river, and link downtown neighborhoods along urban creeks.

Park advocates want to encircle downtown Columbia with a "big loop" of hiking and biking trails that would stretch the park to 23 miles.

But the cost is difficult to nail down. The Columbia Loop is expected to cost at least \$15 million.

The loop would link the riverfront with Columbia's in-town neighborhoods — USC, Olympia, Five Points, Bull Street, Allen University, Benedict College, Eau Claire, north Columbia, even Harbison Forest.

Advocates say it would help tie historically neglected neighborhoods such as north Columbia, Eau Claire and East Central to the rest of the city and make them more attractive to new residents.

Plans are already set for a bike route from the northern end of the present greenway, at the Broad River diversion dam, through Eau Claire. It will later be extended near Smith Branch Creek into the new Bull Street neighborhood.

The south end of the existing trail already links Granby Park with USC's Greek Village. Plans, if approved by City Council, are to expand the route through Five Points and King Park along Rocky Branch creek. The two legs of the loop would meet with a path through Allen, Benedict and the Waverly neighborhood.

There is also talk of "daylighting" both Smith Branch and Rocky Branch, large sections of which run through underground culverts.

Plans for extensions in Lexington County are farther along in the approval process.

In West Columbia, the greenway is stretching north with a bike route along S.C. 328 to a bridge over the Saluda River at I-20. It eventually will link with a park along the east bank of the Saluda River, by Riverbanks Zoo.

In Cayce, the greenway will be extended through the Riverland Park neighborhood and south to the Congaree Creek, possibly to a history park that would highlight the Midlands' first settlement, Civil War earthworks, the Cherokee Trail and the clay pits that served the Guignard brickworks.

And there seems no end in sight to the expansions.

The linear park keeps growing as more developers want it to be part of their projects and more neighborhoods see the benefit of having bike trails and hiking paths snaking past their homes.

Tom Martin of West Columbia and his son Cody, 12, walk along the city's Three Rivers Greenway in March. 'I'm showing him old fishing spots I fished at when I was his age,' Martin said.



FILE PHOTOGRAPH THE STATE

5 AFFORDABLE HOUSING

As the real estate market in downtown Columbia and its in-town neighborhoods takes off, poor and moderate income people are finding it increasingly difficult to find affordable housing.

Most new town houses and condos being built in downtown cost upwards of \$200,000.

And gentrification of established neighborhoods on the fringes of bustling commercial corridors is pushing out renters and some homeowners as well.

City leaders are grappling with ways to keep the growth rolling with-

out eliminating the rental property that lower-income and moderate-income residents can afford.

Mayor Bob Coble is advocating an affordable housing trust fund and last month met with national experts to iron out details.

The fund would combine federal, state and private money with a new, dedicated local revenue stream. The money, according to a United Way task force, should provide rental assistance, such as vouchers.

But it could also be used to bolster the city's ongoing efforts, through its Housing Development Corp., to per-

suade builders to construct affordable owner-occupied housing.

Advocates say the proposed Midlands Housing Trust Fund would help close the widening gap between what the rental market charges and what the working poor can afford.

But the challenge of providing affordable rentals to low-income residents could prove to be both expensive and unpopular.

Initially, money for the fund would come from federal funding and private donations, including a portion of the proceeds from the city's sale of land for the CanalSide development.

Eventually, however, it would have to be supported with a dedicated tax revenue stream. Coble advocates tapping the state's real estate transfer fee, commonly known as a "deed stamp," which home buyers pay at closings.

But getting the General Assembly to relinquish the revenue is a long shot, Coble has said.

Business leaders and others will have to weigh in politically if the proposed trust fund is to get the funding it needs and do realistic and meaningful work.

HOW TO WEIGH IN, LEARN MORE

TO HAVE AND HAVE NOT

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To some, Columbia boasts more entertainment, dining, recreation and cultural opportunities now than ever before. Theater? Ballet? Kayaking? Outstanding.

To others, the offerings might seem like slim pickings. Big-city shopping? Gourmet bakeries and other food delights? A dynamic music scene? Still rare.

We asked you what Columbia has that you can't do without.

And we asked you what Columbia doesn't have but needs.

Go online at thestate.com to see what you and your neighbors said.

WEIGHING IN

Want to weigh in?

Tell us what you think at the BUILDING OUR CITY page on thestate.com or by e-mailing buildingourcity@thestate.com.

Our goals are to provide authoritative coverage of key development issues and to foster a community discussion about how we're changing along with the city.

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Other issues to watch

BALANCING SHORT-TERM DECISIONS WITH LONG-TERM GOALS

MASS TRANSIT

Columbia and South Carolina cities in general have not been models for mass transportation.

Both the Charleston and Columbia bus systems were run for most of the 20th century by SCE&G under a 100-year-old S.C. Supreme Court order.

After its bus transfer in 1997, Charleston struggled for years to pass a sales tax to pay for its bus system. Now Columbia is facing the same shortfall.

Money from the SCE&G settlement for Columbia's 2002 system transfer is expected to run out in 2010. Mayor Bob Coble is lobbying for a half-cent sales tax coupled with property tax roll-backs and road repairs. It could be on the ballot in 2006.

Already, the system has hiked fares, is eliminating its unsuccessful downtown trolley service and could cut Saturday routes.

On the bright side, state transportation officials started two commuter bus routes last year for people living in Camden and Newberry and working in downtown Columbia. SmartRide has seen moderate success; ridership is rising along with gas prices.

Meanwhile, the Central Midlands Regional Council of Governments is studying commuter rail routes into Columbia from Batesburg, Leesville, Newberry and Camden. Still, light rail is years if not decades away.

Columbia also is lobbying for a high-speed rail line from Charlotte through Columbia to the coast. But the Bush administration has cut most funds for a study. A high-speed line between Charlotte and Atlanta seems most likely. Greenville has gotten a \$1 million grant to build a hub to serve it.

DECISIONS: Should a half-cent sales tax pay for the city's bus system and other projects? Should the city and state develop a light rail or regional rail system?

DECISION MAKERS: Voters; the federal government; the state Department of Transportation; City Council; the General Assembly

PRO SPORTS

OK, Columbia is Gamecock Country. It's stipulated.

But the city's ability to recruit or retain professional or non-USC sports has been frustrating at best. Those efforts have often been actively thwarted by USC, in particular by former USC athletics director Mike McGee.

USC turned down the Carolina Panthers' request to play in Williams-Brice Stadium before its stadium was ready, offering them a deal they couldn't accept. The team went to Clemson instead.

McGee used professional hockey as bait for local governments' support for the Carolina Coliseum, then found a reason the Columbia Inferno couldn't play there — saddling them with a difficult lease and an inadequate rink in the coliseum.

He ruled out arena football for the Colonial Center, even though the sport is played in the summer and an Augusta promoter was ready with a team.

McGee nixed a national bowl game for the Capital City because it might not have featured a Southeastern Conference team.

And McGee was a major factor in killing a joint-use baseball stadium with the Capital City Bombers in a deal that could

Building a city is about more than bricks and mortar, money and land. It is also about the arts, history, sports, transportation and charity — a complex weave that when properly managed can make a good city great.

The ingredients can be as

simple as an art house for eclectic films or as important as caring for the homeless or providing mass transportation.

Here are a few of the issues that also must be considered for the city to thrive in years to come.

COMPILED BY JEFF WILKINSON / STAFF WRITER

HISTORIC BUILDINGS

As land becomes more and more valuable in downtown Columbia, the city's historic buildings are increasingly threatened by development.

The Historic Columbia Foundation, backed by Mayor Bob Coble, has embarked on a push to identify and protect them.

The effort intensified when First Citizens Bank wanted to raze Main Street's Brennen Building and some city leaders wanted to tear down the old Columbia Fire Department Headquarters on Senate Street.

Because of the objections of the foundation and others, both the bank and the city have shelved their requests for demolition permits.

Some City Council members thought the fire department headquarters, one block from the State House, was a good site for development.

On Main Street, First Citizens is building an office tower and parking garage adjacent to the Brennen Building, which is the street's oldest building and is on the National Register of Historic Places. The building was once home to the Capitol Cafe, for decades a legendary gathering place for artists, politicians, college students and night owls.

Historic Columbia also is identifying as many as 50 structures — most in downtown — for inclusion on the city's Landmark Registry. It also is urging City Council for adopt a more deliberate review of demolition permits for structures that may have historical or architectural value.

DECISION: How to protect Columbia's historic structures.

DECISION MAKERS: Historic Columbia executive director Robin Waites and her board; City Council; building owners, developers



Randy Edelen in February visits the city's Beth and Lou Holtz Winter Shelter, one of Columbia's homeless shelters. The shelter's lease expires in spring 2006.

THE HOMELESS

Whenever one of Columbia's three homeless shelters has wanted to move, it has encountered opposition from nearby residents and businesses.

The same thing happened last year when a plan to consolidate services for the homeless fell apart. But the attempt focused service providers, the business community and government on devising a solution.

Sam Tenenbaum has been named chairman of the Midlands Homelessness Commission, with the mission of turning a United Way blueprint for reducing homelessness into reality. Tenenbaum's task will be to garner

public support for the multipronged plan, find the money to support it and organize service providers for a centralized center for the area's homeless, estimated at 1,000 to 3,000. Planners envision a year-round services shelter as well as a sobering center to keep nondisruptive intoxicated people from the emergency room or jail.

Businesses so far have pledged \$75,000, to be matched by the city of Columbia.

But finding a site won't be easy. And moving the homeless from downtown might or might not reduce their number there. They could still seek out the parks, the riverfront and

abandoned buildings, although the city has hired rangers to patrol the parks.

DECISIONS: How best to centralize and improve homeless services. Where to locate a centralized services center. Whether to take further steps to abate panhandling and keep the homeless from downtown parks and libraries.

DECISION MAKERS: Sam Tenenbaum and the 10 members of the regional commission; local service providers, particularly the Oliver Gospel Mission; the business community; City Council; County Council

THE ARTS

Columbia is blessed with abundant theater, music, dance and visual arts. But there are challenges.

The 3 Rivers Music festival has yet to take off as the city's signature arts event. However, reports of its demise are premature.

Over its seven-year run it has infrequently stayed within budget. But the festival, through the efforts of chairman Fred McKee and executive director Virginia Bedford, keeps dodging the ax. This spring, after what seemed like a poor turnout, the festival broke even, salvaging the show for another year. And Bedford and her crew vow to keep rolling back costs even as they ratchet up the acts.

On another front, Columbia idea man Marvin Chernoff is launching a weeklong spring arts festival called Now This Is Columbia. It will follow 3 Rivers in April 2007.

About 20 groups have expressed interest in staging or hosting special performances and events. They are as varied as the S.C. Philharmonic, the Columbia Museum of Art and the Columbia Marionette Theater.

In film, the Nickelodeon theater, the city's art house, has announced the purchase of the old Fox Theater on Main Street and is planning a move into the larger building there. It could energize both the Nickelodeon and Main Street.

And arts groups keep pushing for a dedicated tax to support efforts like public art.

DECISION: How to fund the myriad arts groups and festivals and make them successful.

DECISION MAKERS: City Council, arts patrons, artists and performers

USC baseball players celebrate the team's 5-3 win over East Carolina University to win the 2004 NCAA Super Regional and a trip to Omaha, Neb.

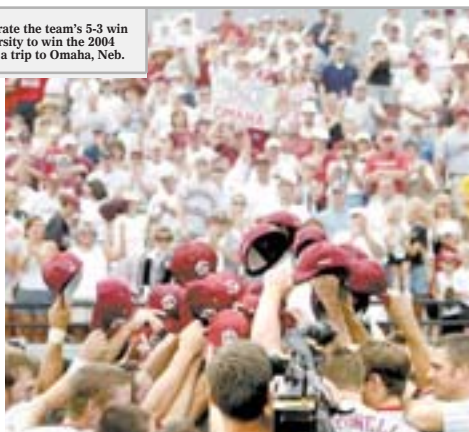
have given Gamecock baseball a new home and kept minor league baseball in Columbia.

But the university now has a new president, Andrew Sorensen, and a new athletics director, Eric Hyman. Both have indicated USC might revisit the joint-stadium proposal if a minor league team is interested in the city.

And just this month, the world champion San Antonio Spurs NBA basketball team faced off against the Philadelphia 76ers in a Colonial Center exhibition game.

DECISION: Should the university assist the city in recruiting or retaining professional or non-Gamecock sports — or at least remove the obstacles?

DECISION MAKERS: USC president Andrew Sorensen; athletics director Eric Hyman; City Council



WORDS TO | LIVE | BY

INNOVISTA

Carolina's new research-based innovation district, Innovista, will transform Columbia near the Congaree Vista with state-of-the-art research facilities, residential living, retail outlets, restaurants, and recreational opportunities.

The Arnold School of Public Health is getting a new home at USC's public health block on Assembly Street, downtown Columbia's largest thoroughfare. The school, now celebrating its 30th year of service to the state, will soon occupy the foot of two planned facilities.

ARNOLD

HORIZON

The Horizon Center, a new complex for future health research, is designed as a mixture of University and private laboratories. The center, a key component of Innovista, will be situated on the corner of one of Columbia's busiest intersections—Blossom and Assembly streets.

Foundation Square, a focal point for leading biomedical research, will be located in the heart of Columbia, across from the Colonial Center. It will also be the heart of the unique "intellectual ecosystem" known as Innovista.

FOUNDATION

STROM

The Strom Thurmond Wellness and Fitness Center, together with USC's Green Village and its classic Southern-style architecture, have created an eye-catching new gateway to Columbia at Blossom and Assembly streets.

West Quad, USC's new "green quad," has received Silver LEED certification (Leadership in Energy and Environmental Design) from the U.S. Green Building Council. The nation's largest healthy and energy-efficient residence hall is home to 500 Carolina students and has set the standard for future campus buildings.

LEED

HORSESHOE

USC's original campus holds a spot on the National Register of Historic Places and is woven into the historical fabric of Columbia. Its classic brick and stone buildings influence much of the University's new construction in Columbia.

CAROLINA

THE UNIVERSITY OF SOUTH CAROLINA IS, IN A WORD, DEDICATED. DEDICATED TO BEING ONE OF COLUMBIA'S KEY PARTNERS IN PROGRESS. DEDICATED, AS IT HAS BEEN FOR MORE THAN TWO CENTURIES, TO PROVIDING QUALITY EDUCATION, PUBLIC SERVICE AND OUTREACH PROGRAMS, AND INNOVATIVE RESEARCH INITIATIVES TO DRIVE A NEW ECONOMY IN COLUMBIA THROUGH THE NEXT DECADE AND BEYOND.



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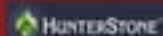
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IN TOWN

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THE BIG 6

THE CURRENT AND FUTURE PROJECTS THAT WILL CHANGE COLUMBIA

Nearly \$1 billion in new construction — homes, businesses, offices, parks and streets — has been announced or built just this year in downtown Columbia and the West Bank.

OTHER SIGNIFICANT PROJECTS

7 THE VISTA

City and county lawmakers have helped handsonely to finance the Vista's transformation into one of the city's premier arts, shopping and entertainment districts. During the past decade, federal, state and local money totaling almost \$115 million has gone to improve infrastructure and businesses. State and federal grants and money from the city's water system, accommodations taxes and property taxes have triggered significant private investment. The value of taxable property in the one-block area is \$219 million.

8 NORTH COLUMBIA

Improvements to the north Main Street corridor from Elmwood Avenue to Fairfield Road are the centerpiece of an effort to revitalize north Columbia. The city has developed a plan, similar to the East Central blueprint, for eliminating blighted conditions in Councilman Sam Davis' district. The \$21.2 million streetscaping plan calls for adding street lighting, placing utilities underground and improving pedestrian access. The project should be completed in 2007.

9 TAYLOR STREET CORRIDOR

Key to the success of this downtown artery is the future of the Township auditorium. The Township board and Richland County Council want Columbia to pay half the estimated \$24 million to renovate the 3,000-seat performance hall and redevelop the surrounding area. Township officials believe improvements would lure more and better-quality shows and larger audiences and help the facility find its niche alongside the city's other, larger performance venues.

10 CELIA-SAXON NEIGHBORHOOD

The Columbia Housing Authority is building a neighborhood of 438 homes — apartments, town houses and single-family homes — at the former site of Saxon Homes, a dilapidated public housing complex. The project breathes new life into the residential community surrounding Benedict College. The college also is pushing the housing authority to come up with a plan for Allen-Benedict Court, a 64-year-old, 244-unit public housing complex across from Celia-Saxon. The \$58 million, federally funded project is well under way and is to be completed by the end of 2006.

11 DREW PARK WELLNESS CENTER

A \$7.5 million gym and wellness center overlooking the Celia-Saxon neighborhood is nearing completion. This fall, Columbia residents will have a 40,000-square-foot center complete with an indoor Olympic short-course swimming pool, a multipurpose gym, running track and weight room. Adult residents may join for up to \$36 per month, nonresidents for up to \$42, with discounts for seniors, children and corporate memberships.

12 EAST CENTRAL

Little progress has taken place so far on a sweeping revitalization plan for five neighborhoods covering 1,050 acres between Five Points and Forest Acres since City Council adopted it in July 2004. The East Central City Consortium includes four adjacent neighborhoods east of downtown plus South Edisto Court in Rosewood. The idea is to use the power of condemnation and zealous enforcement of property codes to eliminate blighted structures and help abate criminal activity. The city would use public funding to encourage private investment in new homes, businesses and infrastructure improvements in the long-neglected communities.

13 DEVINE STREET CORRIDOR

A mix of retailers, restaurants and specialty shops along Devine Street has some people dubbing the commercial corridor Columbia's exclusive shopping district. As Devine Street continues to fill with upscale businesses, the \$175,000 first phase of an "enhancement plan" is under way. The work includes decorative crosswalk painting, bike racks, trash receptacles and covered bus shelters. A later phase of the plan will address road and parking improvements.

14 OLYMPIA AND GRANBY MILL VILLAGES

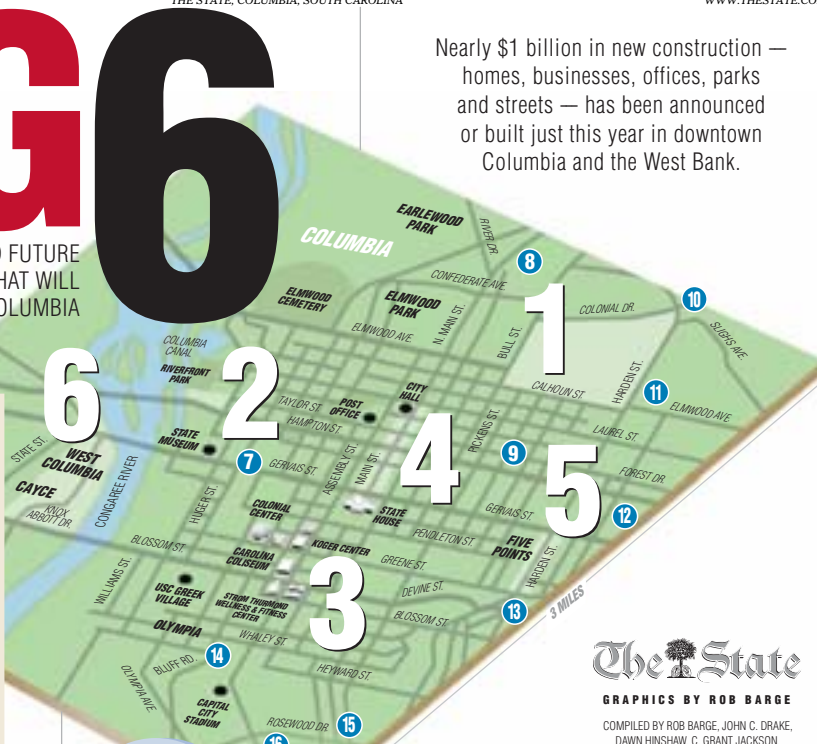
The old Granby Mill is now home to 146 high-ceilinged lofts for graduate students and researchers and young professionals; Olympia Mill, too, will be converted into apartments. The mill villages, so close to downtown, have awaited rehabilitation since the 100-year-old textile mills closed in 1996. Boutiques and restaurants are envisioned for city-owned land in front of the mills. And the Mill Village link of the Three Rivers Greenway is complete.

15 ROSEWOOD DRIVE CORRIDOR

The well-traveled thoroughfare has seen its share of hard times in the past few years. Various stores and commercial locations are vacant. Redevelopment plans for the large Hendley Homes public housing complex are moving slowly. West Rosewood lost a Piggy Wiggy grocery, but East Rosewood gained a Publix and several specialty stores. The city has spent some money on streetscaping, and nearby neighborhoods are thriving. But blight is still an issue in some places.

16 ROSEWOOD HILLS

Construction began this summer on a \$35 million residential and commercial development at the former site of Hendley Homes, a public housing complex. In addition to 187 total residential units, the new community overlooking USC's Williams-Brice Stadium will include retail stores, public spaces and a senior center. It is a key element of the revitalization of the Rosewood Drive corridor and, along with the Celia-Saxon project, should infuse the city core with low- and moderate-income homeowners. The Columbia Housing Authority project should be completed by fall 2007.



The State
 GRAPHICS BY ROB BARGE
 COMPILED BY ROB BARGE, JOHN C. DRAKE,
 DAWN HINSHAW, C. GRANT JACKSON,
 JOHN O'CONNOR, EILEEN WADDELL
 AND JEFF WILKINSON

1 Bull Street

The state is selling the 178-acre site of the former State Hospital, one of the last large tracts in the city. A Miami firm is designing a master plan for its redevelopment with all the amenities to attract young professionals: town homes, apartments, houses, shops and restaurants surrounded by century-old magnolias and oaks. The land will be sold with design stipulations once they are approved by the city.

BY THE NUMBERS

- Master plan recommendation for mix of residential, office and retail space:
- 771,000 square feet of office in traditional office buildings in five configurations
- 60,000 square feet of retail space
- 178 total residential units
- 561 condos and apartments
- 165 live/work units
- 121 cottages
- 285 town homes
- 46 houses

The look of the future



PRESERVING HISTORY

Existing buildings on the property to be saved would include:

- 1 **Babcock Building**
The Babcock Building could be converted into a 60-200 room hotel.
- 2 **Horger Library**
The library and adjoining gym could be restored and reused.
- 3 **Williams Building**
The plan includes converting the Williams Building into a 14,000-square-foot, 770-seat theater.
- 4 **ELEMENTARY SCHOOL**
The northeast corner of the property would be reserved for a public elementary school.
- 5 **OFFICE COMPLEX**
The Harden Street side of the development would include offices joined by courtyards to buffer interior residential areas from traffic noise.
- 6 **MARKET SQUARE AND FLATIRON BUILDING**
A market square (above) near the property's entrance would be a combination of retail storefronts and live/work units. A new "flatiron" building, shown here to the left of the Babcock Building, would contain residential and retail space and would be an urban feature among a mix of live/work and retail buildings along Bull Street.
- 7 **POND AND GREENWAY**
A dramatic feature of the development would be a residential community centered on Smith Branch, which runs through the property. The creek would become a greenway with a large pond surrounded by residences.
- 8 **AN ECLECTIC MIX**
The Wilson Building would be surrounded by a loose residential mix of houses, town homes and apartments.

SOURCE: Duany Plater-Zyberk & Co.

2 CanalSide

The Beach Co. of Charleston wants to develop a \$115 million urban village on the 25-acre CanalSide property that would include 750 residential units. The city bought the canal-front land and pledged \$12 million for site improvements after the state closed its most notorious prison, once home to Death Row. But the city stumbled for several years trying to develop the property itself. The Beach Co. purchased the property this year for \$6 million.

An evolving vision



The city will be responsible for developing the canal esplanade, or public walkway, on the western edge of the property; Beach Co. has agreed to construct a public park on Taylor Street.

- 1 Condominiums
- 2 Park
- 3 Esplanade
- 4 Condominiums
- 5 Single-family detached
- 6 Town homes
- 7 Live/work units
- 8 Live/work units
- 9 Apartments

BY THE NUMBERS

- \$3.3 million** What the city paid the state for the site in 1995
- \$6 million** What Beach Co. paid for the 25-acre site
- 750** Number of residential units planned
- 35,000** Square feet of office and retail space planned
- 7** Years since the city formulated its first development plan for the site

SOURCE: City of Columbia

3

USC Research Campus

USC is working to transform itself into a competitive, innovative research university. To support that, the school is building into the Vista, planning a mix of public and private development in a 200-acre, urban-oriented "innovation district." The plan features 5 million square feet of high-technology work space intermingled with office, retail and living space. The first phase includes three university-owned buildings, two privately financed buildings and two parking garages, expected to cost \$141.2 million. The entire campus could take 15 to 20 years to build. Some buildings could be occupied by 2007.

The vision for a world-class research university

The initial phase of *Innovista*, USC's research campus, consists of the *Horizon Center Block*, the *Public Health Block* and the *Biomedical Block*. The proposed facilities are:



1 HORIZON CENTER BLOCK

Focus: Energy, engineering, chemistry
USC building: 125,000-square-foot wet lab/dry lab research building
Estimated cost: \$26.6 million, plus \$5 million in federal funding for lab upfitting. Financed by research infrastructure bonds.
Private buildings: 110,000-square-foot office/dry lab building

2 PUBLIC HEALTH BLOCK

Estimated cost: \$13.2 million. Privately financed.
Parking deck and plaza: 1,000 spaces and adjoining plaza
Estimated cost: \$15.5 million, financing by the city of Columbia and Richland County

3 BIOMEDICAL BLOCK

Currently the SCDOT parking lot
Focus: Research and development in biology and medicine
USC building: 110,000-square-foot biomedical/wet lab building

4 ARNOLD SCHOOL OF PUBLIC HEALTH

Focus: Research and development
Estimated cost: \$18.3 million, financed by research infrastructure bonds
Future building: At the current site of the Carolina Plaza



SOURCE: USC

3 BIOMEDICAL BLOCK

Currently the SCDOT parking lot
Focus: Research and development in biology and medicine
USC building: 110,000-square-foot biomedical/wet lab building

Estimated cost: \$31.2 million, financed by research infrastructure bonds
Private building: 110,000-square-foot office/dry lab building

Estimated cost: \$13 million, privately financed
Parking deck: 1,400 spaces
Estimated cost: \$18.4 million, financed by the city of Columbia

4

Main Street

Once the city's center of activity, Main Street lost its vitality as retailers and shoppers migrated to the malls. Now lofts, condos and second-story apartments are filling vacant commercial buildings, and about 120 more residential units are expected in the next 14 months. Six months behind schedule, the first phase of streetscaping, from the State House to the Columbia Museum of Art, is complete.

BUILDING BOOM

The Meridian Building
Completed in April 2004, this 16-story, \$62 million building at 1320 Main St. was the city's first new big office tower in nearly 15 years.



First Citizens Bank headquarters

First Citizens Bank is building a headquarters at 1230 Main St., one block north of the State House.



Main Street's residential rebirth

The number of residential units along Main Street could quadruple in the next five years. The city's first "skyscraper" — the 12-story Barringer Building at 1388 Main St. — is being renovated to create 75 apartments above a first-floor bank and second-story offices.

Main Street comes to life

The first phase of the Main Street streetscaping project is complete. Phase II will likely begin in early 2006.



PHASE I
The three blocks from Hampton Street south to Gervais Street

PHASE II
The three blocks from Hampton Street north to Laurel Street



Capitol Plaza V, a \$7 million, four-story condominium building at 1520 Main St. — across from the Columbia Museum of Art — will be the first new residential structure built on Main Street in more than a century.

SOURCE: Capitol Plaza and Carter Properties

5

Five Points

The city is putting \$30.5 million of infrastructure improvements into this commercial village near USC. The plan includes wider and more attractive sidewalks, new water and sewer lines, increased parking, attractive light posts and traffic signals and new varieties of trees. Work is scheduled to be complete by summer 2006.

Elements of the project

IMPROVED INTERSECTIONS

Improvements in Harden Street intersections will be obvious. Brick pavers will enhance the appearance, and new features will improve safety.



"Bumpout curbs" at intersections will control traffic entering and exiting Harden Street by encouraging motorists to slow down in the turns.
New, paved crosswalks will improve pedestrian safety.
With ramps to the crosswalks, intersection curbs are handicapped accessible.

SIDEWALKS, MEDIANS AND LIGHTS

More than 200 new light poles and fixtures will brighten the streets and sidewalks. Ranging in height from 15 to 35 feet, the fixtures are finished in smooth Charleston Green.



IN THE MEDIANS
15 new 35-foot-tall roadway light poles will be installed in the Harden Street medians.

14

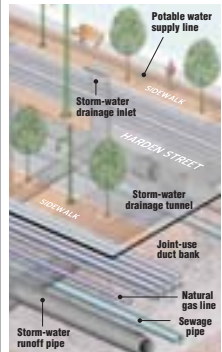
Number of varieties of trees that will be planted along Harden Street and around Five Points.

ON THE SIDEWALKS

38 light posts with traffic signal mast arms extending over the intersection will be installed at street corners along Harden Street. These posts are 21 feet tall. The mast arms are 35 to 40 feet long. 152 15-foot-tall pedestrian light poles will line the new, wider sidewalks.

UNDERGROUND IMPROVEMENTS

An aging network of storm-water drainage and sewage pipes is being modernized. New housings for telephone, electric, cable, fiber-optic and water service lines also are being installed, accounting for about 90 percent of the total redevelopment.



THE FIXTURES
Along the streets, new fixtures enhance the safety and nighttime appeal of Five Points' broad new sidewalks.



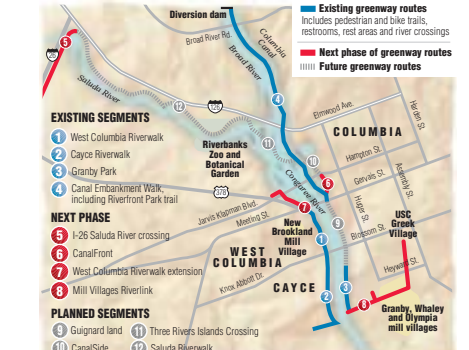
6

The Riverfront

After ignoring their potential for a century, Columbians are now playing and building around their scenic rivers and canal. The riverfront encompasses the heart of city — the West Bank of the Congaree River in West Columbia and Cayce and the Congaree Vista in Columbia from the river to Huger Street.

Three Rivers Greenway

About half of the original 12-mile core of this linear park along Columbia's rivers and the canal is finished, and several extensions have been announced. Some of the most difficult sections of the Greenway have yet to be built, and efforts are under way to acquire land south of Gervais Street and in West Columbia, north of the bridge. The original sections of the park cost more than \$17 million, but that price tag could stretch to \$35 million if all proposed extensions are built.



EXISTING SEGMENTS

- 1 West Columbia Riverwalk
- 2 Cayce Riverwalk
- 3 Granby Park
- 4 Canal Embankment Walk, including Riverfront Park trail

NEXT PHASE

- 5 I-26 Saluda River crossing
- 6 Canal Front
- 7 West Columbia Riverwalk extension
- 8 Mill Villages Riverlink

PLANNED SEGMENTS

- 9 Guignard land
- 10 CanalSide Esplanade
- 11 Three Rivers Islands Crossing
- 12 Saluda Riverwalk

Guignard Property

The Guignards have owned 93 acres from Olympia to Gervais Street, and Huger Street to the Congaree River, since the 1800s. The property is downtown's largest and potentially most beautiful riverfront tract. The family envisions lofts, homes, apartments, businesses and perhaps a hotel. Also, it recently entered into a joint planning agreement with USC that could result in the tract being home to a portion of the university's research campus. But the family still has not come to an agreement with the city about donating its riverfront property just south of Gervais Street for a key stretch of the Three Rivers Greenway.



SOURCE: The Guignard family, Richland County GIS, Lexington County GIS

The 'West Bank'

With more than a dozen projects planned or in the works, Cayce and West Columbia are poised for an unprecedented boom. Recent riverfront development has inspired leaders to seek other improvements. Projects in the "West Bank" include:

■ The extension of the Riverwalk north to Jarvis Klappan Boulevard; the city expects the extension to spur development north of Meeting Street.

■ Two high-end residential developments — The Village at Riverwalk and Congaree Park — where riverfront homes are expected to be some of the most expensive in Columbia. Per acre, the land is now considered the Columbia area's most expensive.

■ Preservation and restoration efforts in the historic New Brookland Mill Village, a neighborhood of 100-year-old homes.



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Newscasts and headlines everywhere are declaring the same message: The automotive industry is evolving into a whole new, more environmentally-friendly animal. With ever-increasing gas cost and rising global warming concerns, the nation is sure to see big changes in cars, trucks and, yes, even SUV's by the year 2015.

One of South Carolina's biggest supporters in the advancement of the automotive industry is Columbia's own Jim Hudson. The hugely popular Jim Hudson Toyota, Lexus, Mitsubishi and Pontiac-GMC stores all offer the industry's latest, most advanced, fuel-efficient vehicles available anywhere in the world: Hybrids.

Hybrids are vehicles that drive approximately 2 to 3 times more on one tank of gas than do regular cars and trucks. To reach this fuel efficiency Hybrid vehicles combine a smaller gasoline engine with a battery-powered electric motor. The result is a vehicle that drives up to an astounding 30 more miles per gallon!

Jim Hudson offers Toyota, Lexus, Mitsubishi, Pontiac and GMC hybrids at some of the best prices in the entire nation. But that's not all. Jim Hudson is looking forward to begin selling a new kind of technologically advanced, fuel-effective automobile as soon as it hits the market. These are vehicles operated by fuel cell.

Fuel cell technology is an innovation many experts are expecting to see in the near future. Fuel cell vehicles will quietly convert hydrogen into electricity without any combustion. With hydrogen as the vehicle's fuel source, the only byproducts are heat and water vapor. This technology has the potential to drastically reduce the harmful carbon monoxide emissions and greenhouse gases caused by our current highway vehicles.

Jim Hudson is out to be Columbia's official ambassador into the whole new world of on-road transportation we are likely to see by 2015. With Hybrid vehicles on the Jim Hudson lots now and with plans to offer Fuel Cell Vehicles just as soon as they're available to the public, Jim Hudson is working to help the city of Columbia progress to a healthier, more fuel-independent community. Jim Hudson is committed to building new state-of-the-art dealerships like the all new Jim Hudson Toyota as the benchmark. Now Columbians can look forward to shopping for their 21st century fuel-efficient cars in innovative, customer-centered, 21st century Jim Hudson dealerships throughout the city.



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COLUMBIA 2015 : BUILDING OUR CITY

The State

SUNDAY, OCTOBER 23, 2005

Columbia

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Leading the way



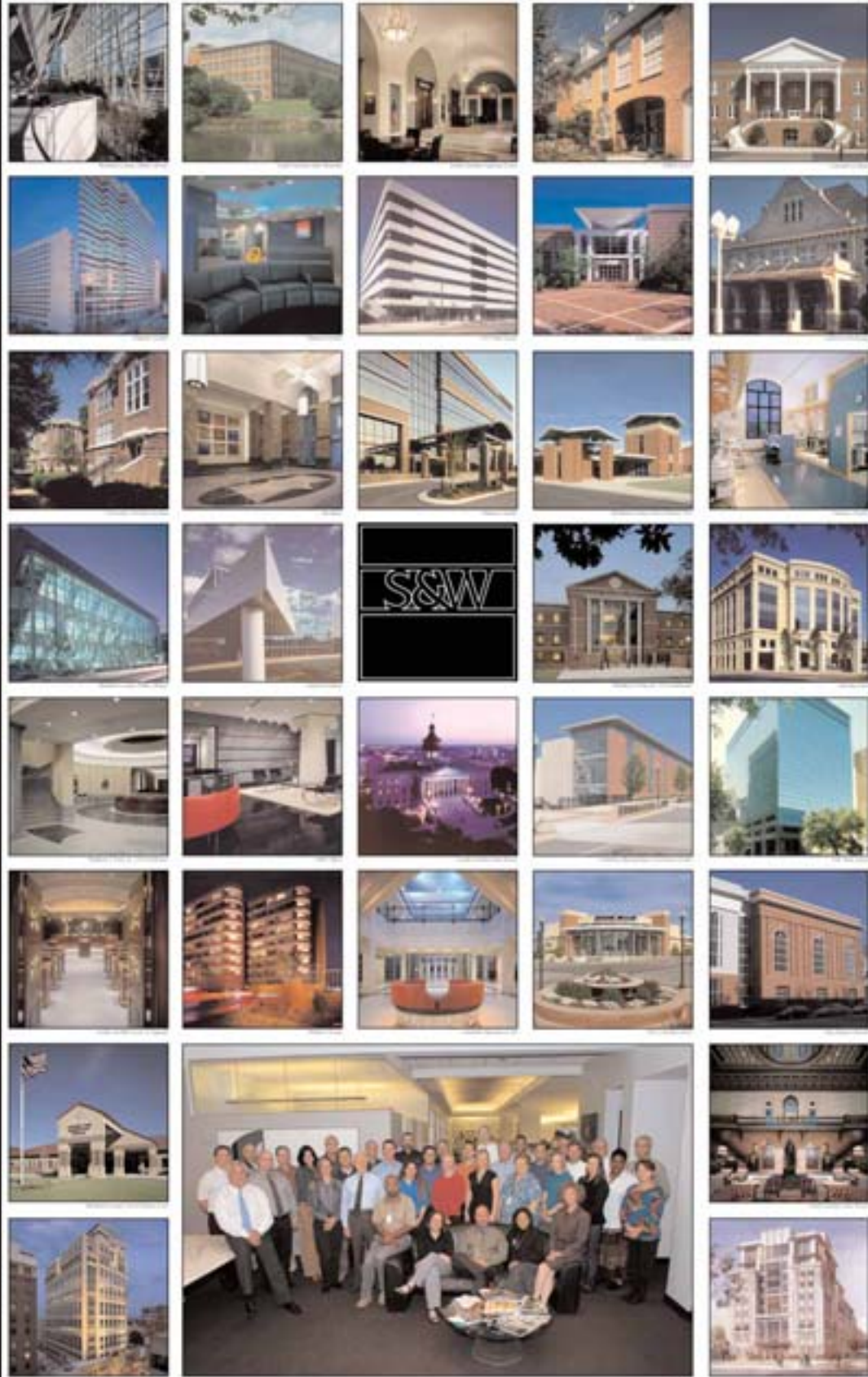
INSIDE

How the city's key boards are connected. SEE PAGE 27

These men and women are among those who want to change Columbia's economic future.

Who are they? SEE PAGE 21





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The **Columbia Development Corporation** works to promote the development of the Congaree Vista in the city center by preservation of historic properties, development of residential opportunities, support of the retail, arts and entertainment sectors and pedestrian safety. To sustain the Vista's economic viability, the CDC provides financial assistance to businesses and facilitates public-private economic development partnerships. Let us know how we can help you! For more information, call (803) 969-8040.

The **Community Development Department** strives to make the City of Columbia and its neighborhoods a better place to live and work through neighborhood improvement and housing programs. The Department's Housing Division partners with BB&T, Bank of America, Carolina First, First Citizens, NBSC, Regions, SCB&T and Wachovia to provide low-interest CityLiving loans. This enables families of a wide range of incomes to become homeowners, contributing to the regeneration of City neighborhoods. For more information, call (803) 545-2073.

Eau Claire Development Corporation (ECDC) is a non-profit organization created by Columbia City Council with a mission to assist in the conservation and redevelopment of Eau Claire/North Columbia communities. ECDC serves as one of the leading facilitators in developing specific commercial and residential initiatives in North Columbia that to date have leveraged over \$70 million in projects that support the vision for the area's future. For more information, call (803) 969-8002.

TN Development Corporation offers affordable "quality" rental housing, in well-maintained communities, serving people of all ages. Arbor Hill, Oak Hill, Forest Oaks, Byrnes Place and Esser Forest are conveniently located to area shopping malls, restaurants and entertainment venues. For more information, call (803) 734-6100.

The **Office of Business Opportunity** seeks to accelerate the stability and strategic growth of employment opportunities and SMBEs by designing, facilitating, implementing, and promoting strategies to enhance and sustain productive opportunities and support inclusive relationships between private and public sectors in the City of Columbia. For more information, call (803) 545-2950.

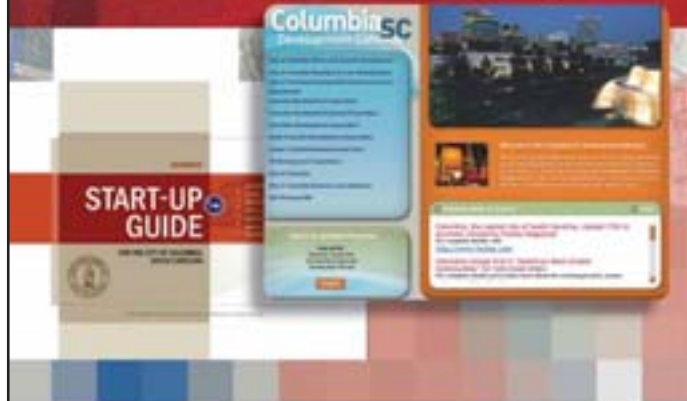
The **City of Columbia's Office of Economic Development** provides a wide range of services to companies and individuals interested in Columbia as a place to live, visit or operate a business. From business assistance to site planning and development, the OED will provide help as you develop plans for your new or existing Columbia business. For more information, call (803) 734-2700.

The **South Columbia Development Corporation** is working to stimulate economic development and enhance the quality of life in South Columbia, including Five Points, Devine Street, Millwood Avenue, Rosewood Drive, Columbia Downs Industrial Center. We are available to assist you with your new or existing business growth needs. SCDC wants to help your business make its mark on Columbia's future! For more information, call (803) 733-6291.

The **Sumter-Columbia Empowerment Zone (SCEZ)** plan is a holistic plan to surmount the difficult challenges facing two of the most troubled communities in the Palmetto Region of South Carolina. For more information, call (803) 545-2037.

The **Columbia Housing Development Corporation** is reviving neighborhoods by providing affordable homeownership opportunities. New homes with attractive financing packages available in the following downtown communities include Edgewood Place/Blosswood Community, Lyon Street Community, Martin Luther King Community and Helene Beverly Community. For more information, call (803) 734-3323.

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Columbia's economic leadership enters a new stage



C. Grant Jackson
Business Editor
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When Allen University was struggling financially in the mid-1980s, banker Hootie Johnson called the heads of a select group of Columbia businesses.

"Hootie said we needed to kick in \$50,000 each, which we did," said Gayle Averyt, then chairman of Colonial Life & Accident Insurance Co.

The result? Allen, a small historically black university, was able to retain its accreditation and remain open.

That's how things were done 20 years ago in Columbia, when the leaders of banks and companies, known loosely as "The Big 8," wielded power by working together on community issues.

"We could make a commitment that was meaningful, and we could do it just like that," Johnson said, snapping his fingers.

Today, the business community's ability to resolve issues is not nearly so quick and neat.

Almost all of the Big 8 were bought out by larger, out-of-town corporations between 1985 and 1995. Their executives became more and more focused on their companies' bottom lines. New managers came and went in short cycles.

Responding to what they saw as a leadership vacuum, the Midlands Business Forum, a larger group of chief executives, came together to try to provide leadership.

The group helped lead efforts to create a regional economic development agency, now the Central S.C. Alliance, and remove the Confederate flag from the State House dome.

But the retirements of several key leaders created another void by the end of the 1990s.

Those retirements left the financially strapped Greater Columbia Chamber of Commerce — traditionally the voice of the business community — scrambling to find new leadership as well.

And community leadership largely fell to politicians and activists.

'BUSINESS COMMUNITY PLAYED NO ROLE'

During the last five years, business leadership in Columbia has fractured among several groups. However, leaders of those groups unanimously say they often are frustrated by the city's slow progress on key issues and lack of vision.

Political leaders — who had to assume the full mantle of leadership when business retreated — chafe at those criticisms, particularly the digs about lack of vision. Mayor Bob Coble says he has laid out a vision in his State of the City address each of the last two years. That vision is about growth and economic development, and starts with the revitalization of the center city, the mayor said.

And, Coble says, that vision is being realized.

"In the last 10 years, we have redone the city center," Coble said. "We have built the convention center. We have done all the stuff — like the Vista — that people have waxed about and dreamed about. We have actually done it."

And it has all been done, thank you, largely without the involvement of the business community, Coble added. "Where we have been lacking is that the business community played no role or it played a very different role than it did in the early '80s of having a strong leadership position."

Coble said he's happy to see

the business community re-emerging today. But, he added, that may be because there is now more to fight over.

Many business leaders clearly have a financial stake in Columbia's future.

Some hope to lease space on USC's new research campus to other companies.

Others hope to fund companies that will emerge from that research.

Others say other issues — including downtown homelessness — must be addressed for their businesses or investments in Columbia to survive and prosper.

As a result, Coble sees Columbia entering a new phase in its leadership — one where the city primes the economic pump less often and business, more often, fills that role.

"It is now time for the business community to be a bigger player," the mayor said.

That phase includes what Lee Bussell, chairman of the Cherriff Newman marketing and public relations firm, calls "a period of collaboration and coalition building."

Leadership now is spread among several groups, each tending to focus on specific issues. Initiatives are driven by projects, challenges and opportunities, not relationships, business leaders agree.

THE NEW 3

From new office buildings on Main Street, to condos near the new downtown Publix, to Canal-Side and the Riverfront, the State Hospital property on Bull Street and USC's research campus, Columbia is changing rapidly.

And businesses are scrambling to seize opportunities. As developments unfold, three groups likely will wield the greatest influence from the business sector.

■ **The Greater Columbia Chamber of Commerce**, which, in recent years, has taken leadership on education, work force development and the effort to keep open military installations.

The chamber now is adding to a metamorphosis, but no one knows what the butterfly will look like, said chamber chief executive like McLeese.

With different groups driving the different projects, McLeese said. "Where is the overarching vision of what we can be?" That is an issue the chamber has been talking about, he added.

Under McLeese's leadership and a succession of recent chairmen, the chamber has become more activist. But it also has to approach issues carefully, McLeese said. Taking a position can cost the chamber members, and that can mean lost revenue, a concern to an organization that

has had financial difficulties in recent years.

"Not that we are afraid to get into a battle," McLeese said.

For example, the chamber fought — and lost dues-paying members — to remove the Confederate flag from the State House dome and pass tort reform, McLeese said. "But that goes with principled leadership and doing the right thing."

■ **The Midlands Business Leadership Group**, made up of chief executives of the region's larger businesses. The group was formed in late 2001 to address a perceived leadership vacuum after the retirement of several key executives: BellSouth's Joe Anderson, Colonial Life's Bob Stanton and Bank of America's Joel Smith.

The group sees USC as the region's No. 1 economic engine. It helped broker a land deal so construction of the Colonial Center arena could go forward, supported the building of the Inn at USC and has financially backed development of USC's research campus.

"There are other things that are important, but USC is an economic engine that has never been fired up to realize its potential," said John Lumpkin, one of the group's founders.

Lumpkin is senior adviser to the NAI Avant real estate services firm, the local partner to Craig Davis Properties of Raleigh, hired to help develop the research campus.

■ **The Foundation for Columbia's Future** was formed two years ago out of frustration with the community's slow decision-making process.

Like the Midlands Business Leadership Group, the foundation does not release the names of its members. However, its founders included Joe Taylor Jr., then chief executive of Southland Log Homes; Don Tomlin, president of private development firm Tomlin & Co.; and retired Colonial chairman Averyt.

Much of the group's frustration stems from action or inaction by city government.

One issue behind the foundation's birth was the creation of a hospitality tax, a 2 percent tax on prepared food.

"A lot of us were thinking, 'We are getting ready to pass a tax with no prescription on how the money is going to be spent. Does this make sense?'" Taylor recalls.

The foundation's other concerns have included the city's abortive involvement in building a city-financed and -owned convention center hotel and rising city property taxes.

The foundation also has taken on a number of other city issues, including homelessness.

"We wanted a group that absolutely every time could look at things from what is best for the

... gives rise to the 20 leaders now changing the city

BOB COBLE

PUSHING THE RENAISSANCE

The mayor offers a critical assessment of the role business has played in leading Columbia:

BUSINESS IN THE '90S: "If you look at every project in the 1990s, there isn't one that is private-sector driven. ... The business community has not been at the table."

ON NEW LEADERS: Coble cited the Foundation for Columbia's Future as positive. The group had been critical of the city, he said, but also willing to put time and money into issues. "Advice, I've got plenty of. ... Time and money we can use more of."

THE FUTURE: If "adjustments" are needed — for example, getting the city out of the development business — they'll be made. The city has been involved to prime the pump. "Let's have more private-sector involvement."

Coble has focused on building the city's economy during his 14-year tenure as Columbia's mayor.

For example, the 52-year-old Coble has led the city's efforts to support Innovista, USC's research campus. He believes the campus forever will change Columbia's economy. In his annual address this year, he called it "the best opportunity we will ever have to increase our per-capita income."

Coble has pushed City Council to OK campus infrastructure improvements, including parking garages and street upgrades.

Coble and USC president Andrew Sorensen also have developed a close work-

ing relationship. They helped create and co-chair EngenuitySC, the planning group working to grow an innovative, knowledge-oriented economy.

Coble is credited with nudging Columbia into the information age. He also advocates what he calls "Columbia's renaissance," a phrase he works into every speech.

In the past 18 months, that renaissance has seen the opening of the Meridian office tower, the start of construction of the First Citizens headquarters at Main and Lady streets, and streetscaping projects on

Lady and Main.

To his credit, Coble has been willing to take risks, said retired Colonial Life chairman Gayle Averyt. But critics say "Mayor Bob" moves from one media opportunity to the next, letting others do the work.

Fans say Coble has helped City Council respond more quickly to opportunities. And, they add, he is working to ensure the city's growth lifts commercial areas and neighborhoods.



Seen as a risk taker by some, Mayor Bob Coble worked to bring a minor league ice hockey team to Columbia. The Columbia Inferno are entering their fifth year.

LEADERS

FROM PAGE 20

community," Taylor said. Some of the foundation's members also are involved in the Midlands Business Leadership Group.

COOPERATION AND COLLABORATION

The three business groups do not work at cross purposes, insists past chamber chairman Jim Reynolds.

"We all talk and communicate and come to agreement on what the major issues are, and, in our own way, help to support what needs to happen," Reynolds said.

But the chamber recognizes there is overlap.

It recently created an Economic Development Ombudsman Group to meld efforts at the chamber and the Midlands Business Leadership Group. Both groups are concerned about the region's changing economy and the proliferation of organizations that have economic development as part of their mission.

The coordinating committee includes leaders from all three of the major business groups. The need to coordinate the agendas of dozens of political and business leaders and groups is a change from 20 years ago.

In days of The Big 8, a few leaders were able to get things done quickly, based largely on personal relationships.

"Everybody basically supported each other on whatever was the cause of the community," Averyt said. "That was the system and not necessarily the best system. We got into a routine, and we expected everybody to kick in. It just worked that way."

The leadership base is much broader today.

"We have got so much going on that needs intense attention from leaders that you can't have eight people doing it," said former chamber chairman Reynolds. "You've got to have 100, 200, 300 people out there exercising leadership in their area."

But building consensus can be painstakingly slow. However, multiple leadership groups also can have a benefit,

some say. As the various groups look at different initiatives, that can lead to "an agenda of things that bubble up for the good of the order," said Lumpkin of the Midlands Business Leadership Group.

Gone are the days when something happened just because one person or one company wanted it to happen and they could get a small number of others to agree, Lumpkin added.

"You got decisions made very quickly: yes or no. But the Big 8

will never come back," McLessee said. "Those days are gone. Now you have to build consensus for something to happen, and that is not all bad."

NEED FOR DIVERSITY

Yet, even with a broader leadership, Columbia's business leaders remain largely white, male and older. Women, African-Americans and young people are underrepresented.

Women and minorities make up only about 20 percent of the

leadership of the three main business groups: the Chamber of Commerce, Business Leadership Group and Foundation for Columbia's Future.

Six minorities, three blacks and three women, are on the chamber's 22-member executive committee. One woman and one black are on the 11-member executive committee of the Midlands Business Leadership Group. A single black member sits on the six-member executive committee of the Foundation for Columbia's Future.

"I do think it is a travesty in 2005 that if you asked the central business leadership in the community to identify the African-American business leaders, it is still a very short list," said attorney Stephen Benjamin, who recently was named the chamber's

vice chair-elect for education. The paucity of women and African-American leaders can turn off consumers who want to deal with someone who looks like them or shares a common cultural experience, experts say. It also can shut out new ideas, products and ways of doing business.

More leaders at the table won't guarantee quick action or clear vision. If anything, it will add to the lament heard over and over in the business community: Why does it take so long to get something done in Columbia?

"If you were going to bake a cake as a city, Columbia has got everything that tastes good. But the cake ain't rising," Taylor said. "There is no vision today for where Columbia is going to be five, 10, 15 years from now."

ANDREW SORENSEN

THE VISIONARY

President Andrew Sorensen is the second-most famous former Florida Gator at USC. His road to Columbia:

PRESIDENT, University of Alabama, Tuscaloosa

PROVOST AND VICE PRESIDENT OF ACADEMIC AFFAIRS, University of Florida

EXECUTIVE DIRECTOR, AIDS Institute at the Johns Hopkins Medical Institutions

SORENSEN HAS DEGREES in history, divinity, public health, philosophy and medical sociology.

If Columbia has a visionary leader, it is Sorensen.

Since his arrival in Columbia three years ago, the 66-year-old president has been working to turn USC into a top-tier research university that can lead South Carolina into a new economy.

The cornerstone of that process has been the creation of Innovista, the USC research campus. Construction of the research campus's first major buildings is set to begin this year.

"Our vision, and I do mean our vision for the research campus," Sorensen told members of the USC faculty late last year, "is

The campus is planned as a unique, integral part of downtown. It is to be developed in a public-private partnership.

Sorensen's embrace of an economic development mission for the university has made him a darling of business leaders.

Public relations executive Lee Bussell likens Sorensen to a spiritual leader, which may spring from Sorensen's background as an ordained Presbyterian minister. "He just makes you believe you can do it," Bussell said. "Then he puts a stake in the ground and says, 'We are going to do it.'"



that it becomes a magnet for attracting the brightest minds and most innovative companies in the world to USC, Columbia and to South Carolina.

"By creating a vibrant, knowledge-based community, we become a powerful engine for creating high-paying jobs and raising per-capita income throughout our state."

Sorensen also has helped mend town-and-gown relations with the city of Columbia.

Mayor Bob Coble often remarks he met more often with Sorensen in the period between Sorensen's selection and inauguration than he met with former USC president John Palms during Palms' 11-year tenure.

PROFILES CONTINUED, PAGE 22



DON TOMLIN

INCUBATOR FATHER

Don Tomlin has made and lost and remade fortunes in real estate, and radio and TV ownership.

TOMLIN WAS STUDENT BODY PRESIDENT at A.C. Flora High School in 1966.

WITH HIS WIFE, Tomlin developed the Lake Carolina subdivision. Tomlin hired Andres Duany to design the Northeast Richland subdivision. More recently, Duany designed a redevelopment plan for the Department of Mental Health property along Bull Street.

TOMLIN ALSO IS ACTIVE in the downtown Columbia real estate market, developing, in particular, in-fill housing.

Tomlin is willing to put his money behind his belief in a high-tech future for Columbia.

When the USC Technology Incubator began to run out of space about a year ago, it was Tomlin's idea to move it to the City Hall Annex at 1225 Laurel St. He helped with plans to move city offices to 1136 Washington St. to make way for the incubator and even helped pay moving costs for some of the tenants.

Tomlin, 57, who made, lost and remade fortunes in real estate and radio, TV and newspaper ownership, is acknowledged as the incubator's father.

He helped start the incubator six years ago and has been its largest private backer. Like a father, he continues to nourish it.

Tomlin also has been involved in several community-changing initiatives: the development of the USC research campus, seeking a center to serve the area's homeless and redevelopment of the

former State Hospital campus along Bull Street.

Mayor Bob Coble touts Tomlin's efforts — and not just on the big issues. "We have asked him to help mentor some empowerment zone businesses, and he has done a superb job with that."

With three young children, Tomlin says it is personally important to him to make Columbia a better place to live. He doesn't want his children to have to live elsewhere.

"I think Columbia is great," Tomlin said. "I chose to bring my kids up here. But I believe it can be better."

And he has the personal resources to be involved.

"Having resources helps because you don't have to compromise," he said. "You are not dependent for income on the community. And that is what is most important. We have enough profiteers who live off our county and city."



GAYLE AVERYT

BELOW THE RADAR

Gayle Averyt has been a Columbia power broker for years. Three key failures he cites:

THE CITY'S REJECTION of a Federal Reserve branch; the branch was built in Charlotte, opening in 1927

THE CITY'S 1959 rejection of the State Fair property as a coliseum-convention center site

THE BUSINESS COMMUNITY'S successful push in the '50s for a "weak" mayor form of city government

Averyt is the only business community leader still active who was part of the Big 8, a small group of executives who once decided Columbia's big issues.

Averyt, brother-in-law to the late Mayor Kirkman Finlay, has kept a lower profile since he retired in 1985 as chairman of Colonial Life and Accident Insurance Co.

In 2001-'02, Averyt attempted to broker a compromise to save Burroughs & Chapin's ill-fated Green Diamond project, along the Congaree River. But during the past three years, he also has emerged as one of the founders of the Foundation for Columbia's Future, the group led by entrepreneur Joe Taylor Jr.

Averyt, 72, was part of that group's effort last year to create the Four Corners of Hope, envisioned as a one-stop location for services for the homeless. The effort failed when the group was unable to persuade the Oliver Gospel Mission to join the Shop Road project. Taylor considers Averyt one of the city's few "go-to" people.

Averyt has said he learned the importance of giving back to the community in terms of time and money from his father, E.F. Averyt, who founded Colonial Life.

As chairman of the company, Gayle Averyt was part of the Columbia power structure that included bankers W.W. "Hootie" Johnson and Hugh Chapman and the chief executives of The State-Record Co. and SCANA Corp.

Then, as now, Averyt has preferred to provide leadership quietly, below the radar. "I see my role as supporting the leaders who get things done," he said.

Columbia has more potential than other similar cities, Averyt said, but the city needs a clear vision of where it is heading.

"Columbia will muddle along and make some progress even with negative leadership. But it would be a lot more fun if we could put it all together."

LYNETTE ALLSTON

THE ACTIVIST

Lynette Allston's other community activities include serving on the:

PALMETTO HEALTH BOARD; she was head of the board after the merger of the Richland and Baptist hospitals

THE COLUMBIA Museum of Art board

THE S.C. Independent Colleges and Universities board

Allston lists her occupation as community volunteer. It is an apt description.

For 25 years, Allston has been a force at the United Way, the Central Carolina Community Foundation and a host of other community organizations.

Since closing her Columbia chain of upscale fashion lingerie shops in 1993, Allston has devoted all her time to her new occupation. She is viewed as a tireless worker.

"It does no good to anyone to occupy a chair and not play an active role. Why would you take up the space?" she asked.

Allston, 55, recently was on the Central Carolina Community Foundation's committee that chose the Miami-based Duany Plater-Zyberk & Co. to plan the redevelopment of the State Hospital campus on Bull Street. The foundation was the intermediary between the state, which is sell-

ing the land, and the city, which will play a key role in its development.

Entrepreneur Joe Taylor Jr., who served with her, called Allston the committee's "horsepower."

Allston lives in Cointonment, across the street from the Bull Street campus. She made sure the committee heard the concerns of that neighborhood.

"When you are looking at basically a new community that will come in, adjoining an existing community, it is important that someone be there to kind of say, 'These are our concerns,'" she said.

Allston said she gets involved because it's the right thing to do.

"If you get down to the bottom line, it is just what everybody should do. We should all be involved in our community. We should all be involved in what makes our quality of life better."



JAMES BENNETT

EXPERTISE, EXPERIENCE

James Bennett is one of the ultimate Midlands banking insiders, having worked for a handful of area banks.

1992: After working for NCNB, now Bank of America, and Republic National Bank, joins Victory State Bank as president

1998: Named the state's Outstanding Young Banker by the S.C. Bankers Association while working for First Citizens Bank

2000: Returns to S.C. Community Bank, the renamed Victory, as president; two years later, rejoins First Citizens

Community involvement is part of Bennett's job as executive vice president of First Citizens Bank.

Even if it weren't, it's difficult to believe the affable Bennett wouldn't be at the table when decisions are made on how to move Columbia forward. Since the late 1980s, Bennett, 44, has been one of the few minorities at that table, often the only one.

Bennett is part of his company's executive leadership team, a rarity for a black person in South Carolina.

It also means he is a decision maker whose leadership is sought out by community and business interests. Nonprofit boards in particular are looking for decision makers, Bennett says.

He says his heavy community involvement is due, in part, to the failure of many S.C. companies to diversify their senior management. Bennett is a charter member of the Midlands Business Leadership Group. He says it is important for him to be there, reminding the group to look at things from alternative points of view before taking any action.

"We get into trouble not because of what we think about. It's what we don't think about."

Cathy Novinger, chief executive of QTR Consulting, said: "We are wearing poor James Bennett out."

But that is also because Ben-

nett is viewed as a very capable board member. For Bennett, that is important. He doesn't serve on boards just to bring a black point of view.

"I should be appointed because of my expertise, my experience, my ability to deliver."



TOMMY SUGGS

THE QB

To many, Suggs is best known as the radio color analyst on USC's football games. But the former banker still ranks highly in USC's football record book.

Some examples:

4TH — Career (1968-'70) passing touchdowns, 34

5TH — Career passing yards, 4,916; also, career passing attempts, 672; also, career completion percentage, 52.8 percent

6TH — Career pass completions, 355

TIED FOR 7TH — Single-season passing touchdowns, 13, in 1968

10TH — Single-season passing yards, 2,030, in 1970

Suggs has been a leader in Columbia since taking the field as USC's quarterback in the late 1960s.

But Suggs says his involvement really began in the mid-1970s. Since that time, he has been involved in multiple efforts to improve the community.

"It is pretty simple, quite candidly," said Suggs, chief executive of Keenan-Suggs Insurance. "I made a decision to come to school here and live here and raise my family here. I felt that, from that point forward, I needed to do everything I could to help the city and USC and the region be better."

An ardent USC supporter, Suggs always has believed the city must use the university to bolster economic development.

As current chairman of the USC Development Foundation, Suggs is leading efforts to acquire property that USC or private developers can use as

part of the Innovista, USC's research campus.

"He loves his university and is passionate about promoting its success," said Palmetto Health chief executive Kester Freeman. "He is willing to cross turf and build bridges."

Suggs, 56, either is a member or has been a member of nearly every business leadership group in Columbia. He helped found the Midlands Business Leadership Group and is a member of its executive committee. He is also a member of the board of the Central Carolina Community Foundation.

He is credited, infamously by some, as the man who helped land Air South in Columbia. The discount airline started operating from Columbia in 1994 with the help of city money. It closed in August 1997 after declaring bankruptcy.

"We did a lot of due diligence and took a chance," Suggs said. "I think the plan was a pretty good plan. They just couldn't keep the planes flying."





LEE BUSSELL

TECHNOLOGY ADVOCATE

PR executive Lee Busnell critiques Columbia's leadership — past, present and the future challenge. He says:

THE BIG 8 got things done, but it also kept things from getting done.

THE CITY SUFFERS from a lack of long-range vision; it's still using "Kirk Finlay's vision." In the past, it was all reactive, not proactive. Even with a vision, it takes too long to get things done.

NOW, THE CITY HAS more going on. There are about 350 developable acres in play with CanalSide, the riverfront, Bull Street and USC's research campus.

Busnell has been chasing technology companies for Columbia for years. As a result, the 52-year-old chairman of the Chernoff Newman marketing and public relations firm has become a leader in the region's effort to create a knowledge-based economy.

Chernoff Newman has been hired by the USC Research Campus Foundation to market its new research campus, primarily to the private sector, said Busnell, the firm's point person on the project. Busnell cut his teeth on technology while working with clients on the West Coast in the mid-1990s. His firm then was known

as Newman Saylor & Gregory. "I've seen firsthand what this stuff can do, and I've participated in it," he said. "I like that. It's new. It's cutting edge."

That experience led Busnell's firm to begin looking at technology-based companies in Columbia.

"In the mid-'90s, we first started saying that we have got to start positioning ourselves from a business standpoint in the technology field," Busnell said.

The strategy landed Busnell in the midst of many of Columbia's sweeping changes — in projects like the research campus and or-

ganizations like EngenuitySC, which is working to attract high-paying knowledge-based jobs.

Columbia real estate executive John Lumpkin credits Busnell with the idea for forming a group to study the coordination of the region's economic development. Busnell now sits on the chamber-sponsored Economic Development Ombudsman Group.

Many things going on in the community are interrelated, Busnell said. "You can't separate the Next Energy Initiative (an EngenuitySC project) from the research campus."



JOE E. TAYLOR JR.

GENERATION NOW?

Joe Taylor on the evolution of leadership in Columbia:

"When we look at generations in Columbia, when you talk about the **GAYLE AVERYS** and the **HOOTIE JOHNSONS**, that is one generation.

"The **JOHN LUMPKINS** are the next generation.

"Then you get to **PEOPLE MY AGE**. ... I may be wrong, but I perceive there to be void. ... When I look at Columbia, it is those guys, my guys between 45 and 55, that you don't see on the boards. They are just missing. I grew up in Columbia. I don't see the guys I went to school with. ... Sometimes I almost wonder: 'Did everybody I went school with wind up being a doctor or a lawyer or something?'"

"... The exciting thing is when you get down to **THIS 35 TO 45 (YEAR OLD) GROUP**. There is some real energy and some real horses in there."

Taylor considers himself extraordinarily competitive.

"You've got guys like Don Tomlin, I put myself in that category. You've got guys like young Kirkman Finlay in that category.

"Candidly, we don't like to lose, and finishing second is losing in our opinion," said Taylor, 46, who recently retired as chief executive of Southland Log Homes, the Irmo company he and his father built.

When people ask Taylor how he built Southland into a successful company, he responds, "It wasn't because I got to work every day thinking, 'Gee whiz, if I work hard I'll make more money.' I'm scared of failing. That is the bottom line."

Taylor is a doer and could be a real factor in Columbia, said Gayle Avery, retired chairman of Colonial Life. "But Joe wants to hang around, be in the background. It scares him to

death when he is in the paper."

Taylor helped launch and leads the Foundation for Columbia's Future, a nonpartisan civic group founded to debate city issues.

Recently, he has focused on the redevelopment of the former State Hospital campus on Bull Street. Taylor was on the Central Carolina Community Foundation committee that selected Andres Duany of Miami to develop a master plan for the property. He believes the economic impact of the project can be to Columbia what BMW has been to the Upstate.

"We've got a real horse coming on this redevelopment of that mental health property," Taylor also assisted on early plans for the USC research campus, helping pay for a feasibility study.

Having sold Southland, Taylor now is an active local equity investor, working out of a building he renovated near Finlay Park.

BILL BOYD

ELDER STATESMAN

From 1995 to 2000, Bill Boyd was managing partner of his law firm; today, he's a senior partner — "whatever that is," he jokes

BOYD IS A MEMBER of the panel studying Columbia's form of government.

HE WAS BURROUGHS AND CHAPIN'S Columbia attorney during its ill-fated Green Diamond development.

ONE OF HIS LAW PARTNERS was Kirkman Finlay, the late Columbia mayor.

Boyd could just go fishing.

The 65-year-old attorney who built the successful Haynsworth Sinkler & Boyd law firm has earned the title of elder community statesman.

Instead, Boyd chooses to continue his legal practice and has become one of Columbia's most respected business leaders.

Known for his quiet demeanor, colleagues say people know it is time to get serious about the business at hand when Boyd walks into a room.

Kester Freeman, CEO of Palmetto Health, said Boyd has incredible judgment. "He is absolutely rock solid."

Boyd led the Midlands Business Leadership Group's effort to support USC in building a hotel to serve the nearby National Advocacy Center. The effort put the group at odds with the area's hoteliers, who viewed the USC inn as unfair government-subsidized competition. But USC prevailed.

Boyd said he has no motive, other than wanting

to see good things happen.

"I love this city. I've lived here all my life. I was born here. All my children were born here. I went to Dreher High School and Carolina. It's a great place," Boyd said.

Boyd is on the executive committee of the Midlands Business Leadership Group, which he helped found.

"When we looked around at the city, we wanted the business community to have a little bit larger impact than we thought it was having at the time," he said. "The idea was to have a forum that could react quickly and try to make things happen more smoothly. I think that has worked."

"I think one of the best examples is the city's and the university's relationship. Obviously, (USC president) Andrew Sorenson and (Columbia Mayor) Bob Coble deserve a lot of credit for doing that, but I'd like to think that we helped."



STEPHEN BENJAMIN

IN DEMAND

Stephen Benjamin's career path:

1994: Graduates from USC law school

1994: Joins Columbia's McNair Law Firm

1999: Director, S.C. Department of Probation, Parole and Pardon Services

The 35-year-old attorney is one of the most sought-after Columbia professionals to serve on boards and commissions. And he's not reluctant to give his time, serving or having served on a dozen boards.

"I think I do community service more and practice law part time," said Benjamin, principal in the Benjamin Law Firm.

Lee Busnell, chairman of the Chernoff Newman public relations firm, says Benjamin thoroughly analyzes issues and is "earning a seat at the table."

In September, Benjamin became chairman of the Columbia advisory board for the National Bank of South Carolina. He is also vice chairman-elect for education for the Greater Columbia Chamber of Commerce, putting him in line to be a possible chamber chairman.

He is on the USC Development Foundation board and also was legal counsel for the creation of EngenuitySC, the group working to connect USC's research activities to the business community.

Benjamin has political ambitions.



The former USC student body president was director of the Department of Pardon, Parole and Probation Services under Gov. Jim Hodges from 1999-2001.

He ran for attorney general in 2002. The Democrat won 44 percent of the vote and raised \$1.1 million, both records for a black candidate in a statewide race.

And Benjamin has been mentioned as a candidate for Columbia City Council and perhaps mayor.

Named to The State newspaper's "20 Under 40" class of young leaders in 2004, Benjamin believes it is important for young leaders to step up. Columbia, he said, has a lot of needs, from addressing homelessness to gangs, and issues ranging from economic development to education.

"Hopefully, we will have more and more people to fill the leadership voids that we have in some areas."



LARRY WILSON

THE GODFATHER

Wilson's claim to fame is as the founder of PMSC, the Blythehood-based computer services company that once employed thousands before falling on hard times

1968 — A 22-year-old Wilson devises a computer system that allows the Seibels Bruce Group, a Columbia insurer, to manage insurance policies more effectively.

1981 — Policy Management Systems Corp. is spun off from Seibels as a separate, publicly owned company; Wilson is named chief executive; three years later, PMSC consolidates its operations into a new headquarters campus near Blythehood.

2000 — PMSC says it will change its name to Mynd; in December, computer giant CSC completes its acquisition of Mynd.

Wilson might be considered the godfather of Innovista, the USC research campus.

In 2001, as head of the USC Educational Foundation, Wilson organized the first of several visits to N.C. State University's 1,300-acre Centennial Campus by S.C. politicians, business leaders and university officials.

That visit was arguably the beginning of a movement that resulted in multimillion-dollar research campus proposals from USC, Clemson and MUSC.

Wilson, 58, who has been on four S.C. technology task forces, has long advocated the need for the state to link its economic future to technology. He now is a member of the USC Research Campus Foundation board.

Wilson has "this ability to think big that allows everyone else around the table to think big with him," said Neil McLean, executive director of EngenuitySC, a group working to bring knowledge-based jobs to the Midlands. "Larry is not afraid to step in the room and say Columbia can become to hydrogen what Houston has become to the oil industry," McLean said. "Most people don't have the guts to say stuff like that. When Larry says it, people say, 'Well yeah, we could become like that.'"

Wilson also was instrumental in pushing legislation to help create S.C. research campuses.

A USC graduate, Wilson founded and then sold Blythehood-based PMSC, a high-tech company that employed thousands and now is part of CSC. Wilson now is managing general partner of The Trelys Funds, which invests in the types of companies he hopes the research campuses will create.





MAIN STREET ADVOCATE

Tom Prioreschi champions downtown living and historic preservation.

WHAT DOWNTOWN LIVING IS ABOUT: "It's totally lifestyle. Instead of sitting in an automobile and driving where you want to go, you can walk to everything."

ALL IN THE FAMILY: Prioreschi discovered Main Street's potential before moving to Columbia in 1998. While visiting his son, who lived in Columbia's Pavilion Towers, Prioreschi would walk downtown and talk to people, gauging the viability of Main Street housing. Wife Madeline handles leasing and property management for Prioreschi's projects.

BACKGROUND: Engineer and engineering supervisor, Union Carbide, 1960-'65; industrial engineering manager, director of computer services, director of operations control, International Paper, 1965-'76; developer and owner of a New Jersey real estate company, 1976-98.

TOM PRIORESCHI

Prioreschi believes in the future of downtown Columbia.

An Ohio native and New Jersey transplant, Prioreschi, 65, has become a leader in downtown Columbia's renaissance. His Capitol Places development company is transforming Main Street into more of a neighborhood. And he is on the board of the City Center Partnership, the property owners' organization that runs the downtown business improvement district.

Prioreschi is a passionate advocate for historic preservation combined with downtown living. "I believe it is very good for society," Prioreschi said. "I be-

lieve that every unit of in-fill that we build, where the infrastructure is already there, saves society well in excess of \$100,000 not having to duplicate that infrastructure."

His first project, 1999's Capitol Places 1, turned the historic Kress Building on Main Street into apartments with a Rising High cafe on the ground floor.

Other projects soon followed: apartments in the former Berry's Building and condominiums in the former Silver's Building. Over the next 18 months, Capitol Places will invest \$16 million in three Main Street projects: ■ An expansion at Berry's ■ A conversion of the Barringer

Building into 80 apartments

■ The first new residential construction on Main Street in more than a generation. Prioreschi and partner Ray Carter, another downtown pioneer, will build a 32-unit building at 1520 Main St.

Robin Waites, executive director of the Historic Columbia Foundation, praises Prioreschi for helping restore life to Main Street and for his preservation efforts.

Downtown redevelopment has provided a lucrative second career for Prioreschi, who spent 16 years in engineering at Union Carbide and International Paper.



ANDRES DUANY

MASTER DESIGNER

Andres Duany's services are sought by cities around the globe.

DPZ, THE MIAMI-BASED firm founded by Duany and wife, Elizabeth Plater-Zyberk, has designed more than 250 communities, from war-torn Mostar in Bosnia to a redevelopment project in Mecca, Saudi Arabia, Islam's holiest city.

DUANY HAS AN AFFINITY for walkable cities, trees, concrete sidewalks and the retro look of U.S. neighborhoods built in the early 20th century.

COLUMBIA FINANCIER Don Tomlin hired Duany to design the Lake Carolina community in Northeast Richland and other developments in Charlotte. Tomlin also pushed for Duany to do the Bull Street project.

Andres Duany is a master at engaging people and improving cities.

The Miami-based architect has been proving it for 25 years, becoming one of the most sought-after city planners in the world.

In devising a redevelopment plan for the 178-acre State Hospital campus on Bull Street, Duany lent charisma, passion and independence to a weeklong series of public planning sessions called a charrette. It wowed business leaders, elected officials, neighborhood representatives and residents.

Now, some city officials and business leaders are hinting Duany should create a master plan for the entire city core. Columbia entrepreneur Don Tomlin, co-chair of a Greater Columbia Chamber of Commerce committee that will hire a designer to produce a new master plan, is one of Duany's biggest fans.

"He has this incredible power of independence," Tomlin said. "He isn't cowed or intimidated by anyone. He doesn't have to please the boss. That independence and his charisma allows him to draw people into productive dialogue."

Duany for years has maintained a relationship with S.C. Gov. Mark Sanford. They met on Sullivan's Island while Sanford was running on the beach — before Sanford became a U.S. House member or governor.

Duany, 56, now is heading up planning for the reconstruction of the Mississippi coast in the wake of Hurricane Katrina. "I very much enjoyed working in Columbia, and I can clearly see the potential," Duany said recently. "It's an old city, so it has good bones."

Duany and his wife are leaders in the "new urbanism" movement that emphasizes dense urban villages where businesses and parks mix with single-family homes and town homes. That's reflected in the firm's plan for Bull Street.



KESTER S. FREEMAN JR.

CITY CENTER ADVOCATE

Kester S. Freeman Jr. is CEO of Palmetto Health.

EDUCATION: Bachelor's in economics, College of William and Mary; master's in hospital administration, Duke University

HARDEST BUSINESS DECISION:

Reassigning, demoting or firing an employee because of poor job performance. "Usually the toughest (decisions) are not the biggest."

FAVORITE READING: Nonfiction, especially biographies; *The New Yorker*; *Fortune*

Freeman, the 61-year-old chief executive of Palmetto Health, has emerged as a community leader since moving into his ninth-floor office at Sumner and Taylor streets.

Looking out the window toward downtown's Main Street, Freeman thought to himself, "We've got to do a better job."

With a hospital in the middle of Columbia, "an eroding, vacant, crime-ridden downtown is not good for Palmetto Health, and it is not good for the city," Freeman said.

As head of downtown's largest employer, Freeman became involved in efforts to redevelop the city's core. He is currently chairman of the City Center Partnership.

"I'm not an urban planner, but I'm absolutely convinced that you can't have a great city without a strong core."

Freeman is widely regarded as a board member who does more than show up. "He participates," said entrepreneur Joe E. Taylor, who serves with Freeman on several groups.

One of those groups is the Central Carolina Community Foundation's Bull Street committee.

The former state mental hospital property sits nearly equidistant between Palmetto Health's Baptist and Richland hospitals, and Freeman realizes the impact the Bull Street redevelopment could have on both.

Chief executives also have an obligation to give back to the community, he said. "Government can't do it all. Government can do a lot. But you need business leadership to step up and look beyond their own moment-to-moment self-interests, because I believe a stronger city builds stronger businesses."

JOHN LUMPKIN JR.

LIST TOPPER

John Lumpkin Jr. is considered by many to be the No. 1 business leader in Columbia.

PROFESSIONALLY: Best known for his work at Edens & Avant Real Estate Services — now NAI Avant — Lumpkin is a lawyer and former partner at the McNair Law Firm.

EDUCATION: Bachelor's degree in history, Princeton University; law degree, University of South Carolina

FAMOUS FATHER: Lumpkin's father, the late John Lumpkin Sr., was the longtime head of South Carolina National Bank (now Wachovia); he was known as "Mr. South Carolina Business."

Lumpkin's leadership within Columbia's business community spans decades.

Lumpkin, 61, was the catalyst behind The Midlands Business Leadership Group formed in 2001. The group came together because several business leaders wanted to become more involved, personally and financially, in the region's future, he said.

For Lumpkin, business leadership is community leadership. "I call it community leadership, because we have the ball" as a community.

Lumpkin's name is often the first that comes to mind when people are asked to name Columbia's business leaders.

Chernoff Newman chairman Lee Bussell puts Lumpkin easily among the city's top five business leaders. "Both of us wish that we did the community stuff on a full-time basis and our jobs were co-curricular," Bussell said.

The Leadership Group has focused much of its efforts on USC, which it sees as the region's No. 1 economic engine.

Professionally, Lumpkin is senior adviser to NAI Avant, the real estate services business that is the local partner to Craig Davis Properties of Raleigh, USC's private development partner for the research campus. NAI Avant will assist Davis in marketing



the buildings he will put up on the USC campus.

In a way, Lumpkin is carrying on the leadership legacy of his father, John Lumpkin Sr.

John Lumpkin Sr. was part of the Big 8, the Midlands leadership group, when he headed South Carolina National Bank, now part of Wachovia.

After the demise of the Big 8, John Lumpkin Jr. helped lead The Zoo Group, an informal group of businesspeople and elected officials who took on riverfront development in the early 1990s.

MATT KENNEL

When Kennell came to Columbia in late 2001, the city's Main Street redevelopment was barely a ripple.

Office space was vacant. Hardly anyone was living there — nor did they want to.

Five years later, condos and apartments are filling empty buildings. More than 90 percent of downtown's prime office space is occupied, and First Citizens is building a new headquarters on Main Street, increasingly popular as a place to work and live.

As chief executive of the City Center Partnership, Kennell, 44, has helped shepherd efforts to revitalize Main Street.

Kennell, for instance, helped connect Atlanta's Holder Properties with the Nelson Mullins law firm. That led to Holder developing the Meridian Building, the first new office tower on Main Street in 15 years.

Downtown developer Tom Prioreschi said Kennell, who

came here from Roanoke, Va., understands downtowns and quickly brought Columbia up to speed on what was going on around the country. "We became exposed to the leading edge," Prioreschi said.

Kennell sees his role largely as bringing people together, focusing them on a single vision and then pushing ahead.

"I just see enormous potential here in Columbia," Kennell said.

"It's why I was attracted here and why I moved my family 400 miles to be here. The number of initiatives going on around town is just staggering."

Kennell said projects in other parts of the city could have a tremendous impact on Main Street.

USC's research campus, for example, should be disconnected from Main Street or the redevelopment of the State Hospital campus on Bull Street, he said.



SELLING POTENTIAL

Matt Kennell has headed up the 37-block City Center Partnership for almost four years, arriving from Roanoke, Va.

S.C. TIES: His wife graduated from Converse College.

SCHOOL DAYS: Master's in public administration from Florida Atlantic University

JOB HISTORY: City planner in Boca Raton, Fla., and Hampton, Va.; senior analyst in Hampton; president of Downtown Roanoke, that city's redevelopment arm



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IKE McLEESE

UNCREDITED TOO OFTEN

Donald "Ike" McLeese's career highlights before becoming chief executive of the Greater Columbia Chamber of Commerce included:

1988-1994: Vice president for public relations and public affairs at the Columbia PR and ad firm of Newman Saylor & Gregory, now Chernoff Newman

1976-1988: Senior vice president and managing partner of Cook Reuf, a Columbia ad firm

1970-'74: On Gov. John West's staff; previously, a staffer for then-U.S. Sen. Fritz Hollings, D-S.C.

McLeese grew up on an Anderson County dairy farm. By age 10, he was rising at 4 a.m. when he wasn't going to school. "That's been a motivator in my life."

McLeese, 61, won accolades and the state's Order of the Palmetto this spring for spearheading the successful effort to keep Midlands military bases open.

In fact, as part of the federal base-closing process, Fort Jackson and McEntire Joint National Guard Base will pick up additional jobs that will boost the local economy.

Chief executive of the Greater Columbia Chamber of Commerce since 1994, McLeese has struggled to keep the chamber financially sound and a voice for leadership, while satisfying members' diverse views.

Attorney Bill Boyd said McLeese and the chamber's leaders don't get enough recognition. "Ike particularly doesn't get enough credit. He really worked this BRAC effort, not single-handedly, but he certainly made sure that everyone stepped up."

Even before the arrival of new USC president Andrew Sorensen, the chamber was pushing the idea that the university should be a driver in the local economy. In 2000, the chamber sponsored an inter-city visit to Austin, Texas, where local officials first saw what a research campus could mean to the Midlands economy.

"USC is emerging as the driver they should be," McLeese said. "In all the communities we have studied — state capitals with major research universities — the university was not just at the table, they were driving the discussion in many cases."

The chamber has supported Sorensen's vision for a research campus and the economic development it promises. A stronger economy means a stronger chamber, McLeese said.

CATHY NOVINGER

WANTED AT THE TABLE

The retired SCANA executive reflects on Columbia's changing leadership.

■ **The Big 8:** "They probably were CEOs who grew up here. They had a personal attachment to this community, and they also created their own job descriptions that said, 'You owe this community something back.'"

■ **Today:** "Leaders in the companies that have large corporate resources are probably not from here. ... In many cases, they don't have the job descriptions that say, 'We want you out in the community.' ... Their focus is more shareholder value, on the bottom line."

■ **The future:** "We've got young talent. ... But they are raising families. They are in small companies that don't encourage (community involvement), nor do they have the time to do it. ... We are ... in a transition in business leadership that is nowhere near peaking but is helping us form our policy-makers for the future. I think the transition is good."

Novinger's leadership in Columbia's business community stretches back to her tenure as an executive with SCANA Corp.

As the utility's senior vice president for administration, governmental and public affairs in the 1990s, Novinger was involved in numerous community ventures. She was involved heavily, for example, in negotiations to transfer the bus system from SCANA to the city.

Her involvement has deepened since her retirement in 1999. Novinger, 56, now is chief executive of QTR Consulting, which she founded, and executive director of the Palmetto Agribusiness Council. She is a member and administrator of the Midlands Business Leadership Group, and has been closely involved in that organization's efforts to support USC and its research campus.

"It is about time we embraced the university," Novinger said. Novinger is viewed as an executive who is not afraid to roll up her sleeves and jump in.

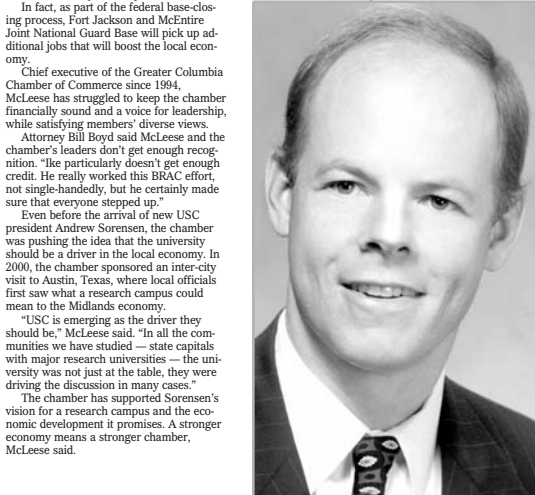
James Bennett, executive vice president of First Citizens Bank, says Novinger is one of the people he would want at the table for any venture involving the business community.

Novinger recently agreed to co-chair the Economic Development Ombudsman Group, an effort led by the Greater Columbia Chamber of Commerce. It is an attempt to bring coordination to the many Columbia projects now under way — everything from the research



campus to Bull Street to Main Street — that will affect the area's economy.

Novinger also is the chamber's vice chairwoman-elect for public affairs and community development.



NEIL McLEAN

At 42, McLean is a veteran of Columbia's technology industry, with the scars to prove it.

With 10 years already in the telecommunications industry, McLean became an owner in 1998 of Columbia-based Synercer, a startup Web development firm. By 2000, he was on its board, serving as vice president and chief operating officer.

Two years later, the company was shut down. It filed for bankruptcy with debts of \$1.95 million and assets of \$787,839. "Being a part of a startup in the early stages, growing that company, raising venture capital and then failing is probably one of the best series of business lessons that I have ever had," McLean said.

McLean went on to form Sagacious Partners, an information management and consulting firm.

Today, he is a leader in the effort to build a knowledge-

based economy in Columbia.

He is executive director of EngenuitySC, the coordinating council of business, university and government leaders working to connect USC's research activities to the business community, create an entrepreneurial environment and develop sources of investment capital. Engenuity is helping the community understand how a research university like USC, an entrepreneur and a venture capitalist can come together to grow a company, McLean said.

Growing large, successful companies, he said, "is going to have benefits for everyone in the community, whether you run a service business or a restaurant or whether you build houses."

McLean also has helped drive the S.C. Next Energy Initiative, a project to develop a 20-year plan to make South Carolina synonymous with alternative fuel sources, as Houston is with the petroleum industry.

THE YOUNG VETERAN

Neil McLean on the lessons of a business failure:

■ **I THINK, IN A LOT OF WAYS, you learn more in failing than you do in succeeding in a business.**

■ **THERE ARE JUST MORE lessons that you come out with because you are able to look back and know what went wrong.**

■ **WHEN YOU ARE SUCCEEDING in a business, sometimes it is not clear. ... You think everything you are doing is right.**

Youth driving diversity into city's business leadership

By C. GRANT JACKSON
Business Editor

Columbia's business leadership always has been largely white, male and older.

But emerging leaders — many younger than 40, black or female — are pushing their way to the table, working to make the community's leadership table notice.

Columbia's Opportunity Resource is trying to organize younger business executives and professionals and get them involved in the city's political, civic and cultural life.

The organization debuted earlier this month with a membership reception attended by more than 300 people at the Columbia Metropolitan Convention Center. The first membership meeting of the organization, which is funding itself through membership dues and corporate contributions, is set for Nov. 9.

The group's focus is on creating measurable increases in:

■ **Civic engagement.** The number of those ages 21 to 40 who are voting on boards of nonprofit and civic organizations, recognized as opinion leaders on community issues and engaged in politics.

■ **Diversity.** The number of interracial, civic, political, social and business relationships.

■ **Education/at-risk students.** The number of members who give time or resources to improve the performance of students at risk of academic failure.

■ **Community engagement.** The amount of charitable giving among those ages 21 to 40, in volunteer hours given to community organizations and in involvement in the

arts and cultural events.

■ **Recruitment/retention.** The recruitment and retention of 21- to 40-year-olds in the Columbia area.

The group has not quantified its goals in each area. Committees will work to develop targets and strategies to achieve them.

City Councilman Daniel Rickenmann, 35, a small-business man, began working on the idea for Columbia's Opportunity Resource shortly after his election last year. He and attorney Tameika Isaac Devine, 33, also a City Council member, are the group's co-chairs.

"The whole point is to get people involved," Rickenmann said. The executive committee includes Rickenmann; Isaac Devine; Keely Saye, 26, program coordinator in the Office of Research and Health Sciences at USC; Tony Lawton, 33, head of the city's Office of Business Opportunities; Brian Boyer, 28, a real estate developer with Tomlin & Co.; and Bianca Crawford, 24, promotions coordinator for television station UPN47. Isaac Devine, Lawton and Crawford are African-American.

GETTING READY

Diversity is a major issue for business because of its ability to affect the bottom line.

Globalization and changing demographics mean the marketplace is more diverse. Customers may feel more comfortable if they can deal with someone who looks like them and shares a cultural experience, business experts say.

Internally, a business can shut out new ideas for products or new ways of looking at business problems if its work force is not di-

verse. That's because different kinds of people bring different experiences and knowledge to the table.

The same is true of the leadership of business and civic organizations.

James Bennett, 44, executive vice president at First Citizens Bank, is one of a handful of blacks on a corporate executive leadership team based in South Carolina.

He faults South Carolina's major corporations for the paucity of blacks in senior management positions.

Corporations have done a good job in diversifying their lower levels, Bennett said. "But if you took a closer look at the senior management of corporate South Carolina, African-Americans aren't there."

If corporations would do a better job of diversifying their executive teams, then civic and nonprofit boards and commissions could do a better job of diversifying their membership, Bennett said.

"I don't think they (boards and commissions) should have to lower their standards for what they are looking for in a board member," Bennett said. "They are looking for someone who has experience, who is interested and is in a decision-making capacity that can deliver."

Attorney Stephen Benjamin sees opportunity for younger black executives as Columbia's older business leaders retire.

Benjamin, a 35-year-old African-American, said it is important for younger professionals and businesspeople to prepare themselves to step into leadership roles. "We are kind of on deck to make sure that we are fully pre-

pared not only to provide the political leadership, but also the business and community leadership."

Benjamin is member of the pool of black corporate executive leadership in Columbia isn't very deep.

"We ought to have a senior-ranking African-American executive at every financial institution, at every large company in this community," said Benjamin, who, in 2002, was the first African-American since Reconstruction to run for S.C. attorney general, winning 44 percent of the vote, a record for a black candidate in a statewide race.

Because of the scarcity of senior African-American executives, Benjamin and Bennett find themselves in demand — some say overextended — on-area boards.

Benjamin jokes he serves the community in time and practice law part time. He is the Greater Columbia Chamber of Commerce's vice chairman-elect of education and is also on the boards of Providence Hospital, the Columbia Urban League, the United Way and other groups.

ROLLING FORWARD

Many of the younger leaders see tremendous opportunity in Columbia, professionally and personally.

"I truly believe that Columbia is an opportunity waiting to happen," Rickenmann said. "I think people are missing the boat by not looking around at what is really here and what is going on."

But those opportunities need to be nurtured. Younger leaders need to be encouraged to stay in Columbia and groomed to take over

leadership positions, said Saye.

Rickenmann says he sees more and more people younger than 40 who are in business for themselves and in professional associations.

"Their job, he said, is to get involved in the community and let established leaders know they have opinions.

"I think what we want to do is really make a difference in all aspects. We want to bring diversity into the picture. We want to make sure that we are bridging gaps between minority-owned businesses, women-owned businesses, small businesses."

Toni Taggart-Anderson of the Rolling 100 said diversity is the key to the evolution of business leadership.

"We are determined to drive diversity and open up business leadership to a wide background of people — not just CEOs of large corporations, but just about anybody of any race, gender or age," she said.

Increasing that diversity will build tolerance within the community. That, in turn, will attract and retain business, creating a solid work force and future leaders, Taggart-Anderson said.

Added Rickenmann, "I think that our generation, when it comes to diversity, doesn't see color, and I think that is a big difference."

Saye said the majority of young professionals are tired of talking about the racial divide of the past and issues like the Confederate flag.

"We want to grow from the past, learn from it and respect both sides of the issues, but move on to things that are actually going to be productive in our community."



How Columbia's key boards are connected

Hundreds of business, government and community leaders serve on boards focused on Columbia's future. Many do double duty. Here are many of the most-connected.

COMPILED BY C. GRANT JACKSON/ BUSINESS EDITOR • GRAPHIC BY ROB BARGE/THE STATE



Andrew Sorensen

The USC president may be one of the most connected executives in all of Columbia. As chief executive of the university, he is the leader of one of the area's biggest businesses.



Cathy Novinger

She has long been considered one of the most connected business executives in Columbia. The former SCANA senior vice president turned business consultant actively participates in most of the business community's initiatives.



Stephen Benjamin

The young attorney is currently one of the most sought after executives to serve on local boards and commissions. He also has served in state government and sought statewide elected office.



Ike McLeese

His position gives the president of the Greater Columbia Chamber of Commerce a seat on numerous boards. But McLeese plays an active role. He makes sure the organization leads and participates in major initiatives.

PROJECT ▶	USC RESEARCH CAMPUS			DOWNTOWN DEVELOPMENT		BULL STREET PROPERTY		OTHER KEY GROUPS		
BOARD AND ITS MISSION ▶	USC foundations Six foundations are dedicated to helping USC achieve its mission and goals. Three of those — the development, research and research campus foundations — are connected to Innovista. Listed below are some of the Columbia business leaders who are on the governing boards. Chairman: Don Herriott, Roche Carolina Chairman: John Lumpkin Jr., NAI Avant	Midlands Business Leadership Group Formed in 2001, the nonprofit group has 44 members and keeps its membership list confidential. Lately, it has made supporting USC as an economic engine its top priority. The leaders listed below confirmed their involvement. Chairman: John Lumpkin Jr., NAI Avant	Engenuity SC Created in 2003, the nonprofit corporation is a strategic leadership council with 80 trustees dedicated to Mayor Bob Coble's dream of making Columbia a technology center. Chairman: Bob Coble, Columbia mayor	City Center Partnership Established in 2001 to manage Columbia's downtown Business Improvement District, the nonprofit organization has a 30-member board plus full- and part-time staff. Chairman: Kester S. Freeman Jr., Palmetto Health	River Alliance Incorporated in 1995, the nonprofit group focuses on commercial and recreational development along 90 miles of the Broad, Congaree and Saluda rivers in the metro area. Chairman: James Smith, NSBC	Central Carolina Community Foundation Formed in 1984, the nonprofit foundation is a community trust. At the mayor and governor's request, the foundation formed a steering committee to help guide redevelopment of the State Hospital property on Bull Street. Chairman: Sam Tenenbaum, retired from Southland Log Homes	Foundation for Columbia's Future Formed in 2003, the nonpartisan organization has a 30-member steering committee. The group has tackled a number of issues, most recently homelessness. It has one paid employee. The group disclosed its executive board only. Chairman: Joe E. Taylor Jr., retired from Southland Log Homes	Greater Columbia Chamber of Commerce Formed in 1914, the chamber represents about 2,000 businesses in more than 70 partner agencies and an annual campaign of \$10 million. Its 30-member board includes many business leaders. Chairman: R. Thomas Hurrell, Elliott Davis	United Way of the Midlands The organization traces its beginning to 1925 when the Columbia chamber founded the Community Chest. United Way has more than 70 partner agencies and an annual campaign of \$10 million. Its 30-member board includes many business leaders. Chairman: R. Thomas Hurrell, Elliott Davis	Cultural Council of Richland and Lexington Counties Created in 1984, the council is an umbrella organization focused on raising money to fund and promote the arts. It has paid staff and a 70-member board, many drawn from the business community. Chairman: Mike Kelly, Kelly Law Group
▼ BOARD MEMBER Organization										
Stephen Benjamin Benjamin Law Firm	★			★				★	★	
Tony Boccanfuso USC economic development director	★		★	★						
Mike Brennan BB&T		★					★		★	
James Clark NextUp Ventures	★	★	★							
Bob Coble Columbia mayor			★	★	★					★
Charles T. Cole Retired from Wachovia Bank						★			★	★
Tameika Isaac Devine Columbia City Council			★				★			★
Kester S. Freeman Jr. Palmetto Health	★	★		★			★			
Jack Goettee Wachovia		★					★		★	
Robert Hill Jr. S.C. Bank and Trust	★	★					★		★	
Matt Kennell City Center Partnership			★	★						★
Pandra Lemrow Lexington Chamber of Commerce			★					★		★
Paul Livingston Richland County Council			★	★	★					
John Lumpkin Jr. NAI Avant		★	★		★	★				
Robert Lyles Stevens & Wilkinson		★	★							★
Ike McLeese Greater Columbia Chamber of Commerce		★	★		★			★		★
Cathy Novinger Novinger OTR consulting firm		★	★					★		
Harris Pastides USC research vice president	★		★			★				
Stephen Purves Providence Hospital		★						★	★	
Barry Russell Midlands Tech		★	★					★		
Andrew Sorensen USC president	★	★	★					★	★	
Tommy Suggs KeenanSuggs Insurance	★	★					★	★		
Joe E. Taylor Jr. Retired from Southland Log Homes		★					★	★		★
Roger Whaley Carolina National Bank				★	★			★		
Larry Wilson The Trelys Funds	★	★	★							
Andrew Witt Cultural Council			★					★		★





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Case studies in leadership

What did not work: Effort to centralize homeless services

By C. GRANT JACKSON
Business Editor

Joe Taylor Jr. considered the Four Corners of Hope the perfect project.

The plan, put forward last fall by a group of business leaders, called for converting the former Colonial Stores warehouse on Shop Road into a one-stop center to serve the homeless. The 14-acre property would have been acquired for \$7 million and its space leased to agencies and groups that serve the homeless.

"It had some real momentum going, addressing a real issue in Columbia for both the homeless people and the health of the community as a whole," said Taylor, former chief executive of Southland Log Homes.

But the Four Corners of Hope failed, even though it was backed by powerful business leaders.

Why? ■ The project ran into opposition from nearby businesses and residents.

■ The group pushing the project failed to court a key politician, Richland County Council member Bernice Scott, who represents the Shop Road area.

■ Finally, for the plan to work, the downtown Oliver Gospel Mission had to join in, agreeing to move. When the mission would not commit, the plan collapsed.

The project also may have smacked some as being a little too much like the old days of The Big 8, when the city's major executives could decide on a project, put their money behind it and, generally, carry it off.

The Four Corners of Hope came out of the Foundation for Columbia's Future, an organization that Taylor helped found.

Taylor, retired Colonial Life chairman, and former Big 8 member Gayle Avery and others put time and money into the project, even securing a contract to buy the property. They saw the proposal as a business solution to a homelessness problem that, they believe, is holding back redevelopment of downtown Columbia.

"In business, if the concept looks good and you believe it can be banked, you do it," Taylor said.

But those rules don't apply to civic projects today. Getting things done requires a much more collaborative approach, observers say.

Taylor said he got involved in the homeless issue while renovating a downtown building at Park and Washington streets.

"There were 15 people spending the night in that old worn-out trap every night," he said. "I worked in Irmo. I lived in a fairly nice neighborhood. I don't work downtown. But I got my eyes opened."

Thus, the foundation proposed Four Corners. One of its major goals was to move the community's homeless population out of downtown.

HOMELESS EFFORT

The Four Corners of Hope tried to persuade service providers to move into the old Colonial Stores warehouse near the corner of Shop Road and George Rogers Boulevard.



SOURCE: Richland County GIS, www.richlandgis.com

ROB BARGE/THE STATE

WHAT'S NEXT

The Four Corners of Hope would have consolidated services for the homeless in the 4,000-square-foot Colonial Stores warehouse on Shop Road.

Recently, the idea for a one-stop shop to help the homeless has received new life under a United Way blueprint. Retired steel executive Samuel Tenenbaum has been named to lead the effort to garner public support, find money and organize service providers for a center to serve the homeless.

Taylor and others believe a large homeless population in the city's center can force development away from downtown, bounded on one side by USC's research campus and on the other by the Mental Health property on Bull Street, slated for redevelopment.

"I've got enough foresight to know that we've got a real horse coming in this redevelopment of the State Hospital (Bull Street) property. We could be looking at 3,500-4,000 people (working or living) right there," said Taylor.

"You've got another real horse coming in this (USC) research campus. We don't need a demilitarized zone between the two."

Waiting to deal with the homeless issue could slow further development downtown, Taylor warns, adding delay is not a model for success.

"You think about these things out ahead of time and you take care of them ahead of time," he said. "But we don't do that in Columbia."

Frustration with the city's on-again, off-again efforts to address problems and issues — including the homeless — is one reason there is a Foundation for Columbia's Future, Taylor said. The foundation's creation also

was spurred by the city's effort to build a convention center hotel, he said.

The city initially proposed a public-private venture to build the hotel with \$69.9 million in city-backed bonds. As part of that plan, the city eventually would have owned the hotel.

The proposed price tag didn't make sense to Taylor.

"We are sitting here thinking, 'This is crazy. This is not an \$80 million project. This is a \$45 million project.'"

The Foundation for Columbia's Future was born out of that sense of frustration — that business sense was being ignored. Others, however, see the foundation, which does not disclose its members, as a stalking horse for a political agenda.

The foundation is an IRS 501(C)(4) "issues or social welfare organization" and, as such, non-political. But Taylor and other Foundation members have become involved in local political campaigns.

Several foundation members, for instance, supported restaurateur Daniel Rickemann in his successful effort to unseat Councilman Jim Papadeas in the last City Council election.

But Taylor says the foundation is about Columbia's future. "When you put a group like that together, they are pushing for change," Taylor said. "They are not pushing for the status quo. So it gets very easy for someone to assume that it is all political."

That's particularly true, Taylor added, when "the common denominator you find with people who really want to get involved and really take leadership" is that they "make contributions to political campaigns."

Still, he insists, the failed Four Corners is a fairer indication of the foundation's intents. "Our group worked as hard on this homeless issue as we have ever worked on anything. I don't think that is political."



FILE PHOTOGRAPH BY THE STATE
Anthony Stephens, left, David Hooks and David Knight join other men eating lunch at the Oliver Gospel Mission in September 2004.

What did work: Positioning USC for new economy

By C. GRANT JACKSON
Business Editor

USC president Andrew Sorensen has emerged as Columbia's visionary leader only three years after arriving in South Carolina's Capital City.

With his drive for a new research campus, Sorensen has focused the city's business and government leaders on transforming Columbia's economy. Sorensen's vision and USC's re-emergence may be the business community's biggest recent success story.

Long before Sorensen arrived on the USC campus, the Midlands Business Leadership Group identified the university as Columbia's most important — and underutilized — asset.

Meanwhile, entrepreneur Larry Wilson and retired steel executive Samuel Tenenbaum were pushing for USC to become more of a research university, propelling the Midlands economy.

Today, USC is emerging as the economic driver it should be, said Ike McLeese, chief executive of the Greater Columbia Chamber of Commerce.

In Austin, Texas; Raleigh, and Columbus, Ohio — state capitals

with major research universities that the chamber studied on intercity visits — "the university was not just at the table, it was driving the discussion in many cases," McLeese said.

With that model identified by the chamber and championed by the Midlands Business Leadership Group and others, Sorensen's research campus vision has succeeded in drawing wide support from many quarters.

As chairman of the USC Educational Foundation, Wilson was one of the early advocates of USC as a research university-economic engine. Before Sorensen's arrival, Wilson organized trips for area business, government and academic leaders to N.C. State University's research campus in Raleigh.

Wilson has continued to push development of the research campus, working especially hard to line up legislative support. EngenuitySC, the strategic leadership group that grew out of the Mayor's Task Force on Technology, also has played a key role in supporting the project.

Columbia Mayor Bob Coble touted Sorensen's research campus vision as one of two major catalysts in determining the

city's future; the other, Coble says, is redevelopment of the city's downtown.

"I think those two things have energized the community and brought more people to the table to discuss the future of Columbia," Coble said.

IMPROVING RELATIONSHIPS

With Sorensen's arrival in late 2002, the state's flagship university has emerged from the shadow of scandal to again take center stage in the community.

USC president James Holderman, once counted among the community's most important leaders, resigned in disgrace in 1990. His successor, John Palms, focused on restoring USC's integrity, not projecting a Columbia-encapsulating vision.

Sorensen repaired the red in town-gown relationships, reaching out to city government and the business community. USC always has been a player in Columbia, said City Council member Anne Sinclair, whose district includes the university neighborhood. But, under Sorensen, there is a difference, she says. "Now, what is happening is they are part of the team."

In large part that's because of the support given USC by key business groups and leaders.

The Midlands Business Leadership Group, in particular, has been at the forefront of efforts to bolster USC.

"There are other things that are important, but that is an economic engine that has never been fired up to realize its potential," said John Lumpkin, one of the group's founders.

Since its founding in late 2001, the Midlands Business Leadership Group has worked on a number of economic, cultural and education projects.

But many of its efforts have been connected to USC and to improving what it saw as a less-than-positive town-and-gown relationship.

Those efforts have included: ■ Helping resolve land swaps to avoid construction of the Colonial Center, the university's new Vista arena ■ Providing input on the selec-

tion of a new university president, a process that hired Sorensen

■ Supporting the construction of The Inn at USC, the university-owned hotel

■ Helping develop the plan for the USC Research Campus

"I'm convinced that part of the reason we are seeing this embrace of the university is some of the work that we have done," said Cathy Novinger.

Much of the group's work purposely has been done below the radar.

The group helped pay for a feasibility study for the research campus and pushed passage of the Life Science Act, legislation that allows USC to tap millions of dollars in bond funding to build its research campus.

But the efforts of the group, which does not make public its membership, have not been without controversy.

Tongue in cheek, Councilwoman Sinclair refers to the Business Leadership Group as "the secret group."

For example, the group initially worked behind the scenes to help USC reach an agreement to build its on-campus hotel. Sinclair was the principal mediator

in a dispute over the hotel that involved USC and the university-area neighborhood. The Midlands Business Leadership Group wanted to get involved in the dispute early on, Sinclair said. But she asked it to remain in the background, providing research on the economic impact of similar hotels.

Neighborhood and historic preservation activists didn't need the business group coming and telling them what to do, Sinclair said. Eventually, USC and the neighborhood reached an agreement.

Then, local hoteliers launched a vitriolic campaign against the inn. "That," Sinclair said, "is when I think I personally felt the need to call on the secret business group." The Midlands Business Leadership Group responded, becoming more visible in its support, publicly backing the hotel with a signed advertisement in a Sunday edition of The State.

Novinger said that's one example of what the leadership group has become: an issues-oriented organization with the leadership and resources to make things happen.

Said Lumpkin, "You've got a place to go to get dollars committed."



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A Part of the History...



1965

Bob Russell announces the opening of Bob Russell Realty
Abb Jeffcoat becomes a part of the team.

1967

Metro (Midtown) office opens



1968

Bob Russell & other city leaders meet to plan the growth of the city



1971

Northeast office opens



1972

St. Andrews office opens



1979

Columbia East office opens



1986

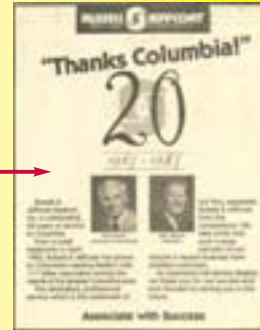
Lexington office opens



1985

20-year Anniversary celebrated

Corporate office opens



1988

Irmo office opens



1991

Forest Acres office opens



1990

180 full-time residential sales agents



35 members of the Columbia Board of Realtors' prestigious Million Dollar Sales Club - more than any other company

1993

Pontiac office opens



1996

Bob Russell & Abb Jeffcoat are recipients of the Order of the Palmetto. The Order is the State's highest civilian award. They were praised for their 30 years of service to the improvement of the Columbia area.



1995

Bob Russell reflects on 30 years in the Columbia area



1999

Camden office opens



1998

Chapin office opens



2004

Sumter office opens



2003

Blythewood office opens



2005

Russell & Jeffcoat forms an alliance with Bank of America



40th Anniversary celebration



Since 1995, voted Best Real Estate Co. in The State's Reader's Choice Awards

Advanced Training Center opens



Russell & Jeffcoat surpasses the 500+ agent mark!

Currently

Russell & Jeffcoat is still independently owned and operated, and is the largest listing and selling real estate company in the Midlands. They operate 13 offices with over 500 sales associates and staff.

Russell & Jeffcoat is currently recognized as one of the leading residential real estate firms in the Southeast region of the United States, and is ranked 92nd among the nation's 80,000 real estate companies.

Future

Columbia's future looks bright. Russell & Jeffcoat Realtors® Inc. with a talented leadership team is looking forward to being a part of the continuing history and growth of the Midlands.



and the Future of the Midlands!

