NOTE: IF YOU HAVE SPECIAL NEEDS DUE TO A PHYSICAL CHALLENGE, PLEASE CALL IVETTE BURGESS 525-7070 FOR ADDITIONAL INFORMATION

STATEMENT OF MEDIA NOTIFICATION

"In accordance with South Carolina Code of Laws, 1976, Section 30-4-80(d), as amended, all local media was duly notified of the time, date, place and agenda of this meeting."

WORKSESSION - Planning Conference Room, 1st Floor - 5:00 PM

I. CALL TO ORDER
   A. Billy Keyserling, Mayor

II. DISCUSSION ITEMS
   A. Update on Economic Development - John O'Toole, Beaufort County Economic Development Executive Director
   B. Ordinance Amending Part 5 Chapter 2 Article C Section 5-2028 pertaining to Annexation Incentives
   C. TIFF II Fund Balance
   D. Ordinance establishing the standards for the placement of Small Wireless Facilities in covered areas of the City of Beaufort, SC; and for other purposes
   E. Strategic Plan 2019-2021

III. EXECUTIVE SESSION
   A. Pursuant to Title 30, Chapter 4, Section (70) (a) (2) of the South Carolina Code of Law: Discussion regarding Contractual Arrangements.

IV. ADJOURN
CITY OF BEAUFORT
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

TO: CITY COUNCIL DATE: 4/4/2019
FROM: Recce Bertholf and David Prichard
AGENDA ITEM TITLE: Ordinance Amending Part 5 Chapter 2 Article C Section 5-2028 pertaining to Annexation Incentives
MEETING DATE: 4/9/2019
DEPARTMENT: City Clerk

BACKGROUND INFORMATION:

PLACED ON AGENDA FOR:

REMARKS:

ATTACHMENTS:

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ORDINANCE

Amending Part 5 Chapter 2 Article C Section 5-2028 pertaining to Annexation Incentives

WHEREAS, Section 5-2028 provides for City tax incentives to property owners who agree to annex into the City of Beaufort; and,

WHEREAS, City staff has found that the public has difficulty understanding this code section, and staff has had difficulty with smooth implementation of the tax incentive process; and,

WHEREAS, staff has recommended that this section be amended to more clearly state the annexation rebates offered by the City; and,

WHEREAS, City Council agrees with this recommendation, and finds such amendment to be in the best interest of the City and its citizens;

THEREFORE, be it ordained by the City Council of Beaufort, South Carolina, in Council duly assembled, and by the authority of the same, that section 5-2028 (a) and (b) shall be, and are hereby repealed, and shall be replaced with the following new Section 5-2028:

Sec. 5-2028. - Annexation incentives.

As a result of the annexation process a property owner will be eligible for the following incentive.

Any property owner who owns real property located in Beaufort County that is not within the corporate limits of the City of Beaufort who, as a result of the annexation process, executes a successful annexation petition with the City will receive from the City a reimbursement grant equal to two (2) times that property's projected city real property taxes based upon the real property's then current appraised value, use, and city millage rate (City taxes paid) at the date of execution of the annexation petition less two (2) times any proportional payments remitted by the City to the Lady’s Island St. Helena Fire District or the Burton Fire District based upon the real property's then current appraised value, use, and fire district millage rate (this reduction is NOT to exceed the millage rate of the City in the case where the Fire District millage rate is higher than that of the city) as a result of annexation.

The application for the incentive grant will be included with the annexation documents. The incentive grant application will include the pro-forma calculation of expected City
taxes at the time of annexation. The City will process the grant for payment upon the successful completion of the annexation.

This Ordinance shall become effective upon adoption.

________ __________ __

BILLY KEYSERLING, MAYOR

ATTEST:

________ __________ __

IVETTE BURGESS, CITY CLERK

1st Reading __________ __

2nd Reading & Adoption __________

Reviewed by ___________

William B. Harvey, III, City Attorney
CITY OF BEAUFORT
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

TO: CITY COUNCIL
FROM: Kathy Todd, Finance Director
AGENDA ITEM TITLE: TIFF II Fund Balance
MEETING DATE: 4/9/2019
DEPARTMENT: City Managers Office

BACKGROUND INFORMATION:

City Council made a decision to hold TIF II funds to ensure they would be available to complete the Boundary Street Project and Greenlawn Drive. Now that Boundary Street is completed and the final project budget for Greenlawn Drive has been established, the City has approximately $3.8M remaining of the TIF II funds, that are required to be expended within the TIF II redevelopment district.

PLACED ON AGENDA FOR: Discussion

REMARKS:

Staff is proposing potential projects for discussion and looking for direction from City Council on the use of the remaining TIF II Funds.

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<tr>
<td>List of proposed projects</td>
<td>Backup Material</td>
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## FY 2019/2020 Proposed Projects

### TIF II Funds

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<th>Recommended Projects</th>
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<td>Property Acquisition along Polk Street</td>
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<td>Municipal Complex Security Retrofit</td>
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<td>Land Acquisition</td>
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<tr>
<td>Public Works Building Upfit</td>
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<td>Contingency</td>
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<td><strong>Total</strong></td>
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CITY OF BEAUFORT
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

TO: CITY COUNCIL
FROM: William Prokop
AGENDA ITEM TITLE: Ordinance establishing the standards for the placement of Small Wireless Facilities in covered areas of the City of Beaufort, SC; and for other purposes
MEETING DATE: 4/9/2019
DEPARTMENT: City Managers Office

BACKGROUND INFORMATION:

PLACED ON AGENDA FOR:

REMARKS:

ATTACHMENTS:

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ORDINANCE NO. _________

AN ORDINANCE TO ESTABLISH THE STANDARDS FOR THE PLACEMENT OF SMALL WIRELESS FACILITIES IN COVERED AREAS IN THE CITY OF ______, SOUTH CAROLINA; AND FOR OTHER PURPOSES.

WHEREAS, the City of _________ (“City”) encourages wireless infrastructure investment and wishes to provide a fair and predictable process for the deployment of Small Wireless Facilities while managing Public Rights-of-Way in a manner that promotes the interests of the public health, safety and welfare; and,

WHEREAS, the City recognizes that Small Wireless Facilities including facilities commonly referred to as small cell and distributed antenna systems are critical to delivering wireless access to advanced technology, broadband, and 9-1-1 services to residences, businesses, and schools within the City; and,

WHEREAS, the City recognizes that Small Wireless Facilities together with high capacity transport medium such as fiber optic cabling may be effectively deployed in Public Rights-of-Way; and,

WHEREAS, this Ordinance is intended to grant municipal consent to use of Rights-of-Way and establish a standard application process to streamline the issuance of necessary permits in a manner that is not a barrier to competition, and does not unnecessarily delay the implementation and installation of Small Wireless Facilities,

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF _________, SOUTH CAROLINA, that Title _____ of the City Code is hereby amended to add a new Chapter _____ entitled “Standards for Placement of Small Wireless Facilities in Covered Areas,” to read as follows:

Section 1. Definitions.

“Antenna” means communication equipment that transmits or receives electromagnetic radio frequency signals used in the provision of Wireless Services.
“Applicable Codes” means uniform building, energy, electrical, plumbing, mechanical, gas, and fire codes in Title 6, Chapter 9 of the South Carolina Code of Laws, local amendments to those codes authorized by state law, and local codes or ordinances which impose requirements defined in Section 5 of this Ordinance including objective design and concealment standards to regulate location, context, material, color, stealth and concealment standards on a uniform and nondiscriminatory basis.

“Applicant” means any person who submits an Application to a City and is a Wireless Services Provider or a Wireless Infrastructure Provider.

“Application” means a request submitted by an Applicant for a permit to (i) Collocate Small Wireless Facilities; or, (ii) construct, install, maintain, operate, replace or modify a Utility Pole or Wireless Support Structure.

“Cable, Communications, Fiber or Electric Easement” means an easement, granted to a cable or video service provider, a communications service provider (including without limitation a telephone utility), a fiber optics cable services provider, or an electric services provider created or authorized by state law to provide such services, that runs parallel to and abuts or within a Rights-of-Way and is occupied by existing Utility Poles or Wireless Support Structures carrying electric distribution lines, wires, cable, conduit, fiber optic cable for telecommunications, cable or electric service or supporting municipal street lights, or security lights. The term Cable, Communications, Fiber or Electric Easement excludes easements for service drops or lines connecting the customer’s premises to the cable, communications, fiber or electrical provider.

“City-Owned Pole” means (i) a Utility Pole owned or operated by the City in Covered Areas, including a Utility Pole that provides lighting or traffic control functions, or other law enforcement functions, including light poles, traffic signals, and structures for signage, and (ii) a pole or similar structure owned or operated by the City in a Covered Area that supports only Wireless Facilities. The term does not include a Utility Pole owned or operated by and accounted for as an asset of a municipal electric utility.

“Collocate” means to install, mount, maintain, modify, operate, or replace one or more Wireless Facilities on, under, within, or adjacent to an existing Wireless Support Structure or Utility Pole located in Covered Areas within the jurisdiction of the City. “Collocation” has a corresponding meaning.
“Covered Areas” means the surface of, and the space above and below, any public “Rights-of-Way,” “ROW,” “City Rights-of-Way,” “Public Rights-of-Way,” and/or “Cable, Communications, Fiber or Electric Easement” as those terms are defined herein.

“Day” means calendar day unless the last day for the City or an Applicant to take action under this Ordinance ends on a weekend, holiday, or time when all but City emergency services are closed due to weather or some unforeseen situation.

“Decorative Pole” means a Utility Pole specially designed and placed for aesthetic purposes and on which no appurtenances or attachments, other than specially designed informational or directional signage or a temporary holiday or special event attachments, have been placed or are permitted to be placed according to nondiscriminatory municipal practices.

“Design District” means an area that is zoned, or otherwise designated by municipal ordinance, and for which the City maintains and enforces unique design and aesthetic standards on a uniform and nondiscriminatory basis.

“Fee” means a one-time charge.

“Historic District” means an area that is zoned or otherwise designated as a Historic District under municipal, state or federal law and for which the City maintains and enforces unique design and aesthetic standards on a uniform and nondiscriminatory basis.

“Micro Wireless Facility” means a Small Wireless Facility that meets the following qualifications: (i) is not larger in dimension than 24 inches in length, 15 inches in width, and 12 inches in height; and, (ii) any exterior antenna is no longer than 11 inches.

“Person” means an individual, corporation, limited liability company, partnership, association, trust, or other entity or organization, including the City.

“Rate” means a recurring charge.

“Rights-of-Way” or “ROW” or “City Rights-of-Way” or “Public Rights-of-Way” means that area on, below, or above a public roadway, highway, street, sidewalk, alley dedicated to, managed or controlled by the City, County or the State of South Carolina, but not including a federal interstate highway, in the City.

“Small Wireless Facility” means a Wireless Facility that meets both of the following qualifications: (i) each antenna is located inside an enclosure of no more than six (6) cubic feet in volume, or, in the case of an antenna that has exposed elements, the antenna and all of its exposed elements could fit within an imaginary enclosure of not more than six (6) cubic feet; and (ii) all
other wireless equipment associated with the facility is cumulatively no more than twenty-eight (28) cubic feet in volume. The following types of associated ancillary equipment are not included in the calculation of equipment volume: electric meter, concealment elements, telecommunications demarcation box, ground-based enclosures, grounding equipment, power transfer switch, cut-off switch, and vertical cable runs for the connection of power and other services.

“Transmission Pole” means a pole or similar structure that is used in whole or in part to carry electric transmission (as opposed to distribution) lines.

“Underground District” means an area that is designated by ordinances, zoning regulations, state law, private deed restrictions, and other public or private restrictions, that prohibit installing above ground structures in a Covered Area and for which the City maintains and enforces standards on a uniform and nondiscriminatory basis.

“Utility Pole” means a pole or similar structure that is used in whole or in part for the purpose of carrying electric distribution lines or cables or wires for telecommunications, cable or electric service, or for lighting, traffic control devices, traffic control or directional signage, or a similar function regardless of ownership, including City-Owned Poles. Such term shall not include structures supporting only Wireless Facilities, nor shall it include Wireless Support Structures.

“Wireless Facility” means equipment at a fixed location that enables Wireless Services between user equipment and a communications network, including: (i) equipment associated with wireless communications; (ii) radio transceivers, Antennas, coaxial or fiber-optic cable, regular and backup power supplies, and comparable equipment, regardless of technological configuration. The term includes Small Wireless Facilities. The term does not include the structure or improvements on, under, or within which the equipment is Collocated, wireline backhaul facilities, coaxial or fiber optic cable that is between Wireless Support Structures or Utility Poles or coaxial or fiber optic cable that is otherwise not immediately adjacent to, or directly associated with, an Antenna.

“Wireless Infrastructure Provider” means any Person including a Person authorized to provide telecommunications service in the State, that builds, installs or maintains Utility Poles, wireless communication transmission equipment, Wireless Facilities or Wireless Support Structures.
“Wireless Services” means any services provided using licensed or unlicensed spectrum, including the use of Wi-Fi, whether at a fixed location or mobile, delivered to the public using Wireless Facilities.

“Wireless Services Provider” means a Person who provides Wireless Services.

“Wireless Support Structure” means a freestanding structure, such as a monopole or, other existing or proposed structure designed to support or capable of supporting Wireless Facilities. Such term shall not include a Utility Pole.

Section 2. Purpose and Scope.
(a) The purpose of this Ordinance is to provide policies and procedures for the placement of Small Wireless Facilities in Covered Areas within the jurisdiction of the City.
(b) It is the intent of this Ordinance to establish uniform standards including, but not limited to:
   (i) Prevention of interference with the use of streets, sidewalks, alleys, parkways, traffic light poles or other light poles, and other public ways and places;
   (ii) Prevention of visual and physical obstructions and other conditions that are hazardous to vehicular and pedestrian traffic;
   (iii) Prevention of interference with other facilities and operations of facilities lawfully located in Covered Areas or public property;
   (iv) Preservation of the character of neighborhoods where facilities are installed;
   (v) Preservation of the character of historic structures, or historic neighborhoods, including but not limited to such structures or neighborhoods listed on the National Register of Historic Places or locally designated Historic Districts; and,
   (vi) Facilitation of the rapid deployment of Small Wireless Facilities to provide the citizens with the benefits of advanced Wireless Services.

Section 3. Permitted Use; Application Process and Fees.
(a) **Permitted Use and Consent.** Collocation of a Small Wireless Facility on an existing Utility Pole or Wireless Support Structure, or a new or modified Utility Pole or Wireless Support Structure installed in a Covered Area shall be a permitted use, except in supplemental review districts where such facilities are a conditional use, subject to administrative review, conditions and other requirements in Section
5. In accord with Article VIII, Section 15 of the State Constitution and related municipal code and ordinance provisions, the City consents to the use of Public Rights-of-Way by permit holders acting in compliance with this Ordinance.

(b) **Permit Required.** No person shall place a Small Wireless Facility in a Covered Area without first filing a Small Wireless Facility Application and obtaining a permit, except as otherwise provided in this Ordinance.

(c) **Permit Applications.** All Small Wireless Facility Applications filed pursuant to this Ordinance shall be on a form, paper or electronic, as required by the City. The Applicant may designate portions of its Application materials that it reasonably believes contain proprietary or confidential information as “proprietary” or “confidential” by clearly marking each page of such materials accordingly, and the City shall endeavor to protect materials so designated from public disclosure to the fullest extent permitted by state law.

(d) **Application Requirements.** The Small Wireless Facility permit Application shall be made by the Applicant, or its duly authorized representative as noted in a notarized statement from a Person with the Applicant with authority to make such an authorization, and shall contain the following:

(i) The Applicant’s name, address, telephone number and e-mail address;
(ii) Facility owner’s name, address, telephone number and email address, if different from Applicant;
(iii) Intended facility use: owner operated or owner leased capacity;
(iv) The names, addresses, telephone numbers, and e-mail addresses of all consultants, if any, acting on behalf of the Applicant with respect to the filing of the Application;
(v) A general description of the proposed scope of work for the Collocation of the Small Wireless Facility. The scope and detail of such description shall be appropriate to the nature and character of the work to be performed, with special emphasis on those matters, including but not limited to sub-surface utilities, likely to be affected or impacted by the work proposed;
(vi) Identification of any consultant that is acting on behalf of the Applicant and that is authorized to speak with the City, or a designee of the City, on the area of consultation for the Applicant even if the Applicant cannot be available;
(vii) Verification from an appropriate representative of the Applicant that the Small Wireless Facility shall comply with all Applicable Codes;

(viii) Verification of payment of the annual municipal consent or administrative fee for telecommunications companies to use Public Rights-of-Ways pursuant to Section 58-9-2230;

(ix) Verification of local business license, if applicable;

(x) Evidence the Applicant is duly authorized to do business in South Carolina;

(xi) Evidence the Applicant has received any necessary certificate of public convenience and necessity or other required authority from the South Carolina Public Service Commission or the Federal Communications Commission or evidence that it is not required;

(xii) A copy of an approved South Carolina Department of Transportation encroachment permit and all documents required by SCDOT as part of the encroachment permit application, if the proposed location is within a SCDOT Right-of-Way; and,

(xiii) If the proposed location is outside of a SCDOT Right-of-Way, a statement that the Applicant has a lease, attachment agreement or other authorization from the owner of the Utility Pole or structure proposed for Collocation.

(e) **Routine Maintenance and Replacement.** An Application shall not be required for:

(i) Routine maintenance;

(ii) The replacement of a Small Wireless Facility with another Small Wireless Facility that is substantially similar or smaller in size, weight, and height; or

(iii) The installation, placement, maintenance, operation, or replacement of Micro Wireless Facilities that are strung on cables between existing Utility Poles and/or Wireless Support Structures in compliance with the National Electrical Safety Code by a Wireless Services Provider or a Wireless Infrastructure Provider that is authorized to occupy the Public Rights-of-Way and that is remitting a consent, franchise, or administrative Fee pursuant to S.C. Code Ann. § 58-9-2230.

(f) **Information Updates.** Any amendment to information contained in a permit Application shall be submitted in writing to the City within ten (10) business days after the change necessitating the amendment.
(g) **Consolidated Application.** An Applicant seeking to Collocate multiple Small Wireless Facilities may, at the Applicant’s discretion, file a consolidated Application and receive a single permit for up to twenty (20) Small Wireless Facilities. Provided, however, the City’s denial of any site or sites within a single Application shall not affect other sites submitted in the same Application. The City shall grant a permit for any and all sites in a single Application that it does not deny subject to the requirements of this Section.

(h) **Application Fees.** Unless otherwise provided by law, and except as to telecommunication companies exempted pursuant to S.C. Code § 58-9-2230, all Applications for permits pursuant to this Ordinance shall be accompanied by a Fee of $100.00 for each Small Wireless Facility, except that the Fee for Small Wireless Facilities addressed in a consolidated Application shall be $100.00 each for the first five Small Wireless Facilities and $50.00 for each additional Small Wireless Facility up to a maximum of twenty (20) Small Wireless Facilities. For clarity, any Applicant that pays either a franchise, consent Fee, or administrative Fee pursuant to the requirements of S.C. Code § 58-9-2230 shall not be required to pay any building permit Fee, zoning permit Fee, encroachment Fee, degradation Fee, or any other Fee assessed on a telecommunications provider for its occupation of or work within the ROW.

(i) **Interference with Public Safety Equipment.** A Small Wireless Facility shall be operated and maintained in a manner that does not interfere with public safety (police, traffic control, fire and emergency services) equipment.

**Section 4. Action on Permit Application.**

(a) **Review of Small Wireless Facility Applications.** The City shall review the Application for a Small Wireless Facility permit for conformity with applicable requirements of this Ordinance, and shall issue a permit on nondiscriminatory terms and conditions subject to the following requirements:

(i) Within ten (10) days of receiving an Application, the City must determine and notify the Applicant whether the Application is complete; or if an Application is incomplete, the City must specifically identify the missing information.

(ii) Make its final decision to approve or deny the Application within sixty (60) days of submission of a completed Application.
(iii) Notify the Applicant in writing of its final decision, and if the Application is denied, specify the basis for a denial, including citations to federal, state or local code provisions and/or statutes on which the denial was based.

(iv) Notwithstanding an initial denial, the Applicant may cure the deficiencies identified by the City and resubmit the Application within thirty (30) days of the denial, and the City shall approve or deny the revised Application within thirty (30) days of receipt of it. The subsequent review by the City shall be limited to the deficiencies cited in the original denial.

(b) **Review Deadline.** If the City fails to act on an Application within the sixty (60) day review period (or within the thirty (30) day review period for an amended Application), the Applicant may provide notice that the time period for acting has lapsed and the Application is then deemed approved.

(c) **Review of Eligible Facilities Requests.** Notwithstanding any other provisions of this Ordinance, the City shall approve and may not deny Applications that constitute eligible facilities requests for modification of an eligible support structure that does not substantially change the physical dimensions of such structure as provided in 47 CFR 1.40001, within sixty (60) days according to the procedures established under 47 CFR 1.40001(c).

(d) **Compensation.** Subject to the limitations set forth in Section 3(h) herein, every permit shall include as a condition the Applicant’s agreement to pay such lawful franchise Fees, business license taxes, administrative Fees and consent Fees as are permitted under applicable South Carolina and federal law. The Applicant shall also pay all applicable ad valorem taxes, service Fees, sales taxes, or other taxes and Fees as may now or hereafter be lawfully imposed on other businesses within the City.

**Section 5. Requirements for Small Wireless Facilities in Covered Areas.**

(a) **Administrative Review.** The City shall perform an administrative review of permit Applications including the location or installation of new, modified, or replacement Utility Poles and/or Wireless Support Structures and the attachment of Wireless Facilities and equipment on Utility Poles or Wireless Support Structures. Review factors, in addition to location, shall include the size, shape, color, texture, and materials of the structures and attachments.
(i) The City may require a proposed Wireless Facility be designed to not be significantly more readily apparent or plainly visible (to a reasonable person of ordinary sensibilities) from Covered Areas than existing utility structures, poles and equipment located within five hundred (500) linear feet on the same Covered Area as the subject Utility Pole or Wireless Support Structure.

(ii) Where Small Wireless Facilities are determined to be appropriate, the use of reasonable stealth and concealment treatments, low profile equipment and control boxes, and screening may be required to avoid significant negative impacts on the character and visual aesthetics of the area. However, such requirements may be waived by the City upon a showing that the particular location of a Small Wireless Facility does not warrant stealth or concealment treatments or imposes an excessive expense. The waiver shall be granted or denied within forty-five (45) days after the date of the request.

(iii) Supplemental review districts identified in Section 5(c) and listed in Appendix A may be subject to a higher level of review.

(b) Maximum Size of Permitted Use.

(i) The height of an Antenna of a Collocated Small Wireless Facility shall be limited to the greater of ten (10) feet above (a) the height of an existing or modified Utility Pole or Wireless Support Structure; or (b) the height of a new Utility Pole or Wireless Support Structure as provided in (ii) below.

(ii) The height of a new or modified Utility Pole, or Wireless Support Structure is limited to the greater of (a) the tallest Utility Pole, excluding Transmission Poles, or Wireless Support Structure located in the same Covered Area, measured from grade, in place within five hundred (500) linear feet on the same Covered Area as the subject Utility Pole or Wireless Support Structure as of the effective date of this Ordinance; or (b) in the absence of any such Utility Pole or Wireless Support Structure, either (i) forty (40) feet in any area zoned exclusively for single family residential use, unless a waiver is granted for good cause shown, or (ii) fifty (50) feet in any other area.

(iii) Collocation is not allowed on a Decorative Pole less than twenty (20) feet in height.
(c) **Supplemental Review Districts.** Collocated Small Wireless Facilities and new or modified Utility Poles or Wireless Support Structures located in supplemental review districts shall be a conditional use and subject to the design and aesthetic requirements and review processes for structures specified in this Ordinance establishing the supplemental review district(s) in addition to the requirement of this Ordinance, provided that the City will work in good faith with the Applicant to accommodate the installation of Collocated Small Wireless Facilities and new or modified Utility Poles or Wireless Support Structures in supplemental review districts to the fullest extent practicable. The City reserves its right to maintain and implement the following types of supplemental review districts.

(i) **Underground Districts.** A Wireless Services Provider or a Wireless Infrastructure Provider shall comply with nondiscriminatory requirements that prohibit electric utilities, telecommunications or cable providers from installing above-ground structures in the Covered Area in these districts. Nothing in this section shall prohibit the use or replacement of existing Utility Poles or Wireless Support Structures in Underground Districts for the Collocation of Small Wireless Facilities subject to administrative review by the zoning administrator, appropriate design and concealment and a finding that such use does not increase the height by more than three (3) feet.

(ii) **Historic and Design Districts.** As a condition for approval of new Small Wireless Facilities or new Wireless Support Structure in a Historic District or a Design District, the City may require that a Wireless Services Provider or a Wireless Infrastructure Provider comply with the design and aesthetic standards of the Historic District or Design District to minimize the impact to the aesthetics in a Historic District or on a Design District's Decorative Poles. If design and concealment treatments are determined on review by the City to be insufficient to mitigate harm to the Historic District or Design District, the Application may be denied.

This section may not be construed to limit a municipality's authority to enforce historic preservation zoning regulations consistent with the preservation of local zoning authority under 47 U.S.C. Section 332(c)(7), the requirements for facility modifications under 47 U.S.C. Section
1455(a), or the National Historic Preservation Act of 1966 (54 U.S.C. Section 300101 et seq.), and the regulations adopted to implement those laws.

(d) **Appeals, Special Exceptions and Variance Requirements.** Appeals of administrative decisions and requests for special exceptions and variances from the provisions of this Ordinance, when strict application would result in an unnecessary hardship or in the inability to deploy needed Small Wireless Facilities, shall be heard and decided by the Board of Zoning Appeals or equivalent board for architectural, design or historical district reviews. An applicant seeking a Special Exception to construct a new Decorative Pole, Utility Pole or other Wireless Support Structure to Collocate a Small Wireless Facility in an Underground District shall demonstrate, including certification through an engineer, that it has diligently attempted to locate the proposed Decorative Pole, Utility Pole, Wireless Support Structure, or Small Wireless Facility outside of the Underground District and that placement of the Decorative Pole, Utility Pole, Wireless Support Structure, or Small Wireless Facility within the Underground District is necessary to provide the needed wireless coverage or capacity, and one or more of the following conditions exist supporting a Special Exception:

(i) No existing Utility Pole or Wireless Support Structure is located within the location search radius or to the extent a Utility Pole or Wireless Support Structure is located within the search radius, such Utility Pole or Wireless Support Structure:
   a. Is not available for Collocation under commercially reasonable rates, terms, and conditions;
   b. Cannot accommodate the Collocation of the Small Wireless Facility and meet the technical requirements necessary to deliver adequate wireless service coverage or capacity; or
   c. Would require modifications exceeding the three (3) feet height limitation imposed in section 5(c)(i).

(ii) The only available option to deliver adequate wireless service coverage or capacity in the search radius requires modifications to an existing Utility Pole or Wireless Support Structure exceeding the three (3) feet height limitation imposed in section 5(c)(i) or the installation of a new Utility Pole or Wireless Support Structure for Collocation of a Small Wireless Facility, or
(iii) The applicant has demonstrated other circumstances that, in the reasonable
discretion of the [board, etc.], warrant a special exception or variance.

The Applicant shall abide by the design, stealth and concealment treatments imposed as conditions of the special exception.

(e) **Existing Supplemental Review Districts.** Supplemental review districts approved by the City as of the effective date of this Ordinance are listed in Appendix A. The Code provisions authorizing the district, applicable design guidelines or manual, review authority and appeal jurisdiction are specified in Appendix A. Nothing in this Ordinance shall prohibit or otherwise limit the City from establishing additional supplemental review districts, provided however, that facilities and structures for which a permit was approved or deemed approved pursuant to this Ordinance prior to the establishment of the additional supplemental review district remain subject to the provisions of this Ordinance, including routine maintenance and replacement of those facilities and structures as set out in Section 3(e)(i) and (ii) of this Ordinance, and not to any provisions otherwise applicable to the additional supplemental review district. If a Wireless Services Provider or a Wireless Infrastructure Provider voluntarily replaces such facilities in a manner that does not comply with Section 3(e)(ii) of this Ordinance, or if a Wireless Services Provider or a Wireless Infrastructure Provider voluntarily relocates such facilities, such replacement or relocation is subject to the then-existing provisions and requirements of the additional supplemental review district.

(f) **Repair of Damage.** A Wireless Services Provider or a Wireless Infrastructure Provider shall repair all damage to a City Right-of-Way directly caused by the activities of the Wireless Services Provider or the Wireless Infrastructure Provider, while occupying, installing, repairing, or maintaining Wireless Facilities, Wireless Support Structures, City Utility Poles, or Utility Poles and to return the Right-of-Way to its functional equivalence before the damage. If the Wireless Services Provider or the Wireless Infrastructure Provider fails to make the repairs required by the City within forty-five (45) days after written notice, unless the City and the Wireless Services Provider or the Wireless Infrastructure Provider agree in writing to a longer time period, the City may undertake those repairs and charge the applicable party the reasonable and documented cost of the repairs. The City may maintain an action to recover the costs of the repairs.
Section 6. Effect of Permit.

(a) Authority Granted: No Property Right or Other Interest Created. A permit from the City authorizes an Applicant to undertake only certain activities in accordance with the Ordinance, and does not create a property right or grant any authority whatsoever to the Applicant to impinge upon the rights of others who may already have an interest in the Covered Area.

(b) Duration. Unless construction has actually begun and is diligently pursued to completion at that point, no permit for construction issued under this Ordinance shall be valid for a period longer than twelve (12) months unless both City and Applicant agree to a reasonable extension and all required Fees are paid for the term regardless of construction. The inability of the Applicant to obtain electrical power or backhaul transport services to serve the Wireless Facility such that it is operational within the twelve (12) months due to the action or inaction of third-party utility providers shall not result in the invalidity of the permit.

Section 7. Removal, Relocation or Modification of a Small Wireless Facility in the ROW.

(a) Notice. Within ninety (90) days following written notice from the City, a Wireless Services Provider or a Wireless Infrastructure Provider shall, at its own expense, protect, support, temporarily or permanently disconnect, remove, relocate, change or alter the position of any Wireless Facilities or Wireless Support Structures within the Rights-of-Way whenever the City, in its reasonable discretion, has determined that such removal, relocation, change or alteration, is reasonably necessary for the construction, repair, maintenance, or installation of any City improvement in or upon, or the operations of the City in or upon, the Rights-of-Way.

(b) Emergency Removal or Relocation of Facilities. The City retains the right to cut or move any Wireless Facility or Wireless Support Structure located within its Rights-of-Way as the City, in its reasonable discretion, may determine to be necessary, appropriate, or useful in response to any public health or safety emergency. If circumstances permit, the City shall notify the Wireless Services Provider or the Wireless Infrastructure Provider and provide opportunity to move its own Wireless Facilities or Wireless Support Structure prior to the City cutting or removing a Wireless Facility or Wireless Support Structure and the City shall notify the Wireless Services Provider or the Wireless Infrastructure Provider after cutting or removing a Wireless Facility.
(c) **Abandonment of Facilities.** Upon abandonment of a Wireless Facility or Wireless Support Structure within the City Rights-of-Way, the Wireless Services Provider or the Wireless Infrastructure Provider shall notify the City within ninety (90) days of such abandonment. Following receipt of such notice the City may direct the Wireless Services Provider or the Wireless Infrastructure Provider to remove all or any portion of the Wireless Facility or Wireless Support Structure if the City, in its sole discretion, determines that such removal will be in the best interests of the public health, safety, and welfare.

(d) **Abandonment by Inaction.** At any point when a Wireless Services Provider or a Wireless Infrastructure Provider fails to pay any required Fee, or annual payment to the City, and fails to respond within sixty (60) days to a written inquiry from the City as to whether the Wireless Services Provider or the Wireless Infrastructure Provider intends to continue to operate a Wireless Facility or Wireless Support Structure, for whatever reason, the Wireless Facility shall be deemed abandoned and the City may, at its sole option, remove all or any portion of the Wireless Facility or Wireless Support Structure, or take other action as authorized by law, including recovery of actual costs incurred in removing the Wireless Facility or Wireless Support Structure.

**Section 8. Attachment to City-Owned Utility Poles in the Covered Areas.**

(a) **Annual Rate.** The rate to place a Small Wireless Facility on a City-Owned Pole in Covered Areas shall be fifty ($50.00) dollars per year per wooden pole or two hundred ($200.00) dollars per year for all other City-Owned Poles. This rate is in addition to reimbursement to the City for any expenses for make-ready work. The City reserves the right to require a pole attachment agreement to further define the terms and conditions of attachments to City-Owned Poles. The rates specified in this section shall not apply to poles owned, or operated and accounted for as an asset of, a municipal electric utility.

(b) **Cease Payment.** A Wireless Services Provider or a Wireless Infrastructure Provider is authorized to remove its facilities at any time from a City-Owned Pole in Covered Areas and cease paying the annual rate to the City as of the next due date for payment following the removal.

(c) **Make-Ready.** For City-owned Utility Poles in Covered Areas, the Applicant shall reimburse the City for expenses for any reasonable make-ready work. The City shall provide a good faith estimate for any make-ready work necessary to enable the pole to support the requested Small Wireless Facility, including pole replacement if necessary, within sixty (60) days after
receipt of a completed request. Make-ready work including any pole replacement shall be completed within sixty (60) days of written acceptance of the good faith estimate by the Wireless Services Provider or the Wireless Infrastructure Provider.

(d) **Municipal Utilities Excluded.** Nothing in this section shall be construed to affect the authority of a municipal electric utility to deny, limit, restrict, or determine the rates, Fees, terms, and conditions for the use of or attachment to a Utility Pole owned, or operated and accounted for as an asset of, a municipal electric utility.

**Section 9. Severability.**

In the event any title, subtitle, section, subsection, subdivision, paragraph, subparagraph, item, sentence, clause, phrase, or work of this Ordinance is declared or adjudged to be invalid or unconstitutional, such declaration or adjudication shall not affect the remaining portions of the Ordinance which shall remain in full force and effect as if the portion so declared or adjudged invalid or unconstitutional was not originally a part of this Ordinance.

**Section 10. Effective Date.**

This Ordinance shall take effect (xxx) days after adoption.

PASSED: ________, 2018

ATTEST: __________________________

APPROVED:

__________________________, Mayor

__________________________, City Clerk

APPROVED AS TO LEGAL FORM:

__________________________, City Attorney
CITY OF BEAUFORT
DEPARTMENT REQUEST FOR CITY COUNCIL AGENDA ITEM

TO: CITY COUNCIL
FROM: William Prokop, City Manager
AGENDA ITEM TITLE: Strategic Plan 2019-2021
MEETING DATE: 4/9/2019
DEPARTMENT: City Managers Office

BACKGROUND INFORMATION:
Discussion regarding updates/changes to the City's Strategic Plan based on input from Council Retreat in February.

PLACED ON AGENDA FOR:

REMARKS:

ATTACHMENTS:
<table>
<thead>
<tr>
<th>Description</th>
<th>Type</th>
<th>Upload Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft Plan</td>
<td>Backup Material</td>
<td>4/4/2019</td>
</tr>
</tbody>
</table>
GOAL 1: Encourage sustainable economic growth through new businesses and expansions to achieve tax base diversification and career paths into or beyond middle income through targeted recruitment and expansion of businesses in technology, knowledge management, advanced manufacturing and emerging sectors.

GOAL 2: Create a long-range plan and identify available revenue streams to address the City’s infrastructure and development needs.

GOAL 3: Create and coordinate programs and opportunities for the development of housing that is affordable to be constructed in the City to provide the needed housing for our workforce.

GOAL 4: Through tourism and an active, vibrant downtown, attract those who wish to relocate their offices and businesses here to live, work, and play by capitalizing on that which gives Beaufort unmatched quality of life opportunities.

GOAL 5: Continue our plan to accommodate balanced growth through infill and community development throughout the City. The emphasis for 2019 and 2020 will be in the Northwest Quadrant, parts of the Old Commons, and the Dixon Village areas.

GOAL 6: Create and coordinate an Environmental Sustainability Task force to address and mitigate the effects of storm water, flooding, rising sea levels, and natural disasters.

GOAL 7: Coordinate and collaborated with community stakeholders to identify the overall educational needs within the City, resulting in a sound educational needs and workforce development plan.

Statement of Purpose
We believe that all citizens should have economic opportunity, a well-run government, access to housing that is affordable, and confidence in their community to weather future environmental impacts. This plan seeks to achieve our goals while maintaining the diversity, authenticity, and balance between the built and natural environment that is Beaufort SC.

Where History, Charm and Business Thrive
Our Values: Transparency · Stewardship · Respect · Integrity · Collaboration · Resiliency

Background: As a City, we use our retreat, strategic plan, and budget to provide updates on City activity, to better explain challenges we address, and to set a path forward as we work toward the goals, we have set to enhance this community and preserve our culture and history. We believe we must provide our Citizens with:

- LEADERSHIP – through a transparent and well-run government
- PUBLIC SAFETY – demonstrated through a welcoming, safe, and active City
- ROBUST INFRASTRUCTURE – including storm water management, roads, sidewalks, trails, and parks
- ECONOMIC OPPORTUNITIES – providing a vibrant environment for businesses to grow and thrive
- FINANCIAL STABILITY – strong fund balances and ratings from credit agencies
- PROTECTION OF OUR CULTURE AND ENVIRONMENT – we are a place where families thrive, tourists are welcomed, and students have excellent educational opportunities

LONG-TERM CONCERNS: 2019/2020 Discussions for Future Planning Work Sessions:

1. Parking needs in the Downtown - Public/Private
2. Increase diverse career opportunities for early and mid-level professionals
3. Move from deferred maintenance to pro-active management for all City assets
4. Environmental resilience
5. Financial resilience – impact fees, local option sales tax, tiff options, bonding needs
6. The Lady's Island Plan – implementation and coordination
7. Rural/Urban/Growth and annexation
8. Implications of Reconstruction National Park Service growth
9. Parks/Recreation Services changing needs of our citizens
10. Regional/Intergovernmental Cooperation
11. Work with Human Service organizations to address the “soft” issues facing our community
12. Provide opportunities for improved collaboration with businesses and non-profits in the City.

ACTION PLANS TO ADDRESS LONG-TERM CONCERNS:

- A senior staff member will be assigned the tasks of overseeing our environmental resilience planning and management as well as monitoring and reporting on all long-term task and oversee Goal 6.
- Council will appoint a committee to oversee Goal 7, Educational needs.
- A Communications Manager will be added to City staff reporting to City Manager to ensure the City is providing a strong communications program.
GOAL 1: Encourage sustainable economic growth through new businesses and expansions to achieve tax base diversification and career paths into middle income (defined as $50,000 annually) through targeted recruitment of businesses in technology, knowledge management, advanced manufacturing and emerging sectors.

Lead Parties: Stephen Murray, Bill Prokop  
Staff Assigned: Linda Roper, David Prichard

**RATIONALE:**  
*Increasing the focus on economic development by encouraging sustainable economic growth and partnerships through business workforce development and diversification will create jobs that enable and encourage the private sector to create well-paid, career oriented, positions. Using strategies for infrastructure, maximizing use of appropriate city-owned properties, focusing on promising growth sectors, and expanding desired economic activity will positively impact our tax base and improve revenue for the City.*

<table>
<thead>
<tr>
<th>Measures of Success:</th>
<th>Target Date:</th>
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<tbody>
<tr>
<td>1. Four (4) new business startups located in the Beaufort Digital Corridor.</td>
<td>12/31/20</td>
</tr>
<tr>
<td>2. 100 new well-paying ($15-$20/hour minimum) jobs created in the city.</td>
<td>6/30/20</td>
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<tr>
<td>3. One (1) startup from BDC progressed to larger, in-City location and increased number of employees.</td>
<td>12/31/19</td>
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<td>4. Road and infrastructure projects completed in the Commerce Park.</td>
<td>12/31/19</td>
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<td>5. Two (2) new businesses recruited into Commerce Park.</td>
<td>6/30/20</td>
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<td>6. Encourage USCB Beaufort campus expansions to exceed 300 undergraduate and graduate students.</td>
<td>6/30/21</td>
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<td>7. Host one technology industry conference in the City to encourage relocation.</td>
<td>12/31/20</td>
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<tr>
<td>8. Build 50,000 sq. ft. spec building in Commerce Park.</td>
<td>12/31/20</td>
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<td>9. Data collection of key economic indicators established for the City.</td>
<td>6/30/20</td>
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<tr>
<td>10. Review and update all small business start-up requirements for permits, licenses, fees, and training needs. Goal to have approval within 30 days.</td>
<td>12/31/19</td>
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</table>

**Objectives:**

1. Expand collaboration and look for opportunities to support expansion with the University of South Carolina Beaufort and the Technical College of the Low country.

2. Expand collaboration with the business community to identify opportunities for expansion, cooperative programs and new ventures.

3. Develop a marketing scope, leveraging contemporary methods and techniques to market Beaufort as a locality that welcomes technology innovators.

4. Develop a local incentives package (permitting, tax abatement, private incentives from communication/utility companies) targeting startups, business expansion and relocating companies, predominately in the technology, knowledge management, advanced manufacturing and emerging sectors.

5. Continue connecting the Beaufort Digital Corridor with local stakeholders
<p>| | |</p>
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</table>
| a. | Continue support of Code Camp and other educational programs  
   b. Restructure BDC agreement to more equitable partnership |
| 6. | Develop 500 Carteret  
   a. Consider up-fits to parts of the building not renovated  
   b. Evaluate benefit/cost of “Launchpad” for foreign firms |
| 7. | Develop the Commerce Park  
   a. Review Palmetto Sites reports and work on recommendations such as covenants, wetlands delineation, etc.  
   b. Complete fiber loop install  
   c. Work with BCEDC and County to build spec building  
   d. Re-request tax credit support from SCE&G and others for improvements  
   e. Analyze park boundaries and surrounding properties for possible inclusion and/or completion of the park |
| 8. | Target technology and advanced manufacturing sectors (including Aerospace & Automotive) in partnership with the Beaufort County Economic Development Corporation and Southern Carolina Alliance |
| 9. | Advantage existing businesses for their commitment to Beaufort  
   a. Continue to review the permitting process to reduce unnecessary regulatory requirements, when identified  
   b. Continue to review and implement adding license and permitting functions to the City website |
| 10. | Convene a City Business Roundtable in Fall 2019 |
| 11. | Work with DMO to better align and integrate our economic development messaging with our tourism marketing |
GOAL 2: Create a long-range plan and identify available revenue streams to address the City’s infrastructure and development needs.

Lead Party: Bill Prokop
Staff Assigned: Matt St. Clair, Kathy Todd

<p>| RATIONALE: The public and the political leadership deserve to know what is needed to practice exemplary stewardship of City resources. Detailed analysis must be conducted that informs budget decisions regarding the City infrastructure. Finally, the detailed analysis will assist in making decisions regarding the needs for improved Storm water, flooding, sidewalk, street, and facility improvement plan and construction needs for the short and long-term needs of the City. |</p>
<table>
<thead>
<tr>
<th>Measures of Success:</th>
<th>Target Date:</th>
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<tbody>
<tr>
<td>1. Conduct an analysis of all City infrastructure to include lifecycle as it relates to major systems</td>
<td>12/31/20</td>
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<tr>
<td>2. Develop a priority list that identifies requirements based on public input.</td>
<td>12/31/20</td>
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<tr>
<td>3. Develop a long-term phased maintenance &amp; upgrade plan</td>
<td>6/30/20</td>
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<tr>
<td>4. Identify means and methods to reduce expenditures while maximizing capability</td>
<td>6/30/20</td>
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<tr>
<td>5. Develop storm water/rising sea level task force to develop long-term needs.</td>
<td>12/31/19</td>
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<tr>
<td>6. Develop proposal of new revenue options</td>
<td>6/30/20</td>
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<tr>
<td>7. Refine financial forecasting model</td>
<td>6/30/20</td>
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<tr>
<td>8. Establish 6 months’ review schedule of key data and update Council</td>
<td>12/31/19</td>
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</table>

Objectives:

1. Identify and automate the vagaries of each City structure down to the most minute detail to fully understand each building’s individual requirements, function and benefit while making logical and well-reasoned recommendations to the City’s leadership.

2. Rigidly adhere to a priority list based on the potential for greatest impact to the City and more specifically the greatest number of persons affected by a specific action.

3. Cause the maintenance and upgrade plan to undergo continuous evaluation to achieve the greatest benefit in terms of effectiveness and efficiency for the City.

4. Continually look for ways to gain efficiency and effectiveness, maximizing occupancy/density, and reduce expenditures to guard against the unnecessary allocation of resources that can best be deployed elsewhere for a greater effect or impact on the City.
**GOAL 3:** Create and coordinate programs and opportunities for the development of housing that is affordable, for different segments of our populace, to be constructed in the City to provide the needed housing for our workforce.

Lead Party: Phil Cromer  
Staff Assigned: David Prichard, Deborah Johnson

<table>
<thead>
<tr>
<th>RATIONALE:</th>
<th>Measures of Success:</th>
<th>Target Date:</th>
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<tbody>
<tr>
<td>By, 2027, if not sooner, the supply of affordable housing is expected to fall short for many income groups but especially for relatively lower-income renters and higher-income homebuyers, even taking into account new units in the development pipeline. The recent study on housing completed by the County shows the need very clearly. If we are going to be successful with our economic development plans affordable housing must be made available. There is a need now, and by 2027 the need is expected to peak.</td>
<td>1. Creation of a comprehensive plan, together with other community groups and the County that will be communicated to Council and adopted for implementation.</td>
<td>12/31/19</td>
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<td>2. Work with developers to achieve at least a 10% reduction in the affordable housing needs via new construction.</td>
<td>12/31/20</td>
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<td>3. Review City ordinances and permitting requirements to insure affordable housing needs can be met.</td>
<td>12/31/19</td>
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<tr>
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<td>4. Develop a list of site locations where affordable housing could be located.</td>
<td>6/30/20</td>
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<td>5. Explore financing alternatives, incentives that could be utilized in addressing the housing shortage.</td>
<td>6/30/20</td>
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</tbody>
</table>

**Objectives:**

1. Establish a committee of interested stakeholders to develop an action plan to address the short and long-term issues of affordable housing.
2. Develop a list of all code, zoning, and ordinance issues that must be reviewed to streamline the process and regulations of building affordable housing.
3. Coordinate with the County and the Housing Authority on programs that could be of common interest.
4. Meet with builders and developers to obtain a clear understanding of the key cost issues that affect building affordable housing.
GOAL 4: Through tourism and an active, vibrant downtown, attract those who wish to relocate their offices and businesses here to live, work, and play by capitalizing on that which gives Beaufort unmatched quality of life opportunities.

Lead Parties: Nan Brown Sutton  
Staff Assigned: Linda Roper, David Prichard, Rhonda Carey, Kathy Todd

| RATIONALE: The City of Beaufort is one of South Carolina’s most historic and iconic cities, with a vibrant Low country character, well-preserved historic buildings, and a natural beauty and lifestyle that attracts visitors and inspires devotion in residents. The City has worked to maintain the vibrancy and economic viability of the Downtown Commercial Core and our historic sites. Our Downtown, a strong anchor for the community and a prime destination for visitors, requires ongoing attention to ensure sustainability. The Waterfront Park is broadly enjoyed by our residents and our guests as they take in the beauty of Beaufort River. The playground is frequented by children as their parent’s watch nearby. We consider our Marina and the Waterfront Park to be jewels, which must be polished from time to time. Now is such a time. | Measures of Success: | Target Date:
---|---|---
1. Three (3) vacant or underutilized properties in downtown are redeveloped. | 6/30/20
2. Assessment of business license trend data on new or closed businesses as well as locations. | 6/30/20
3. Comprehensive long-range plan for the Waterfront Park & marina created. | 12/30/21
4. Infrastructure plan for the Waterfront Park | 12/31/19
5. Playground masterplan created, approved. | 12/31/19
6. Create and disseminate community calendar of events. | 12/31/19
7. Explore creation of façade improvement program for retail establishments. | 6/30/20
8. Explore incentives for increasing a more diverse retail base. | 12/31/20
9. Manage physical side of tourism (e.g., parking, shuttle service, ferry service) | On going

Objectives:

1. Collaborate with, and advocate for, effective partner organizations with missions that foster a vibrant and active downtown, and complement other redevelopment economic growth initiatives
   a. Annually convene a meeting or meetings with representatives from the Beaufort Regional Chamber of Commerce, Downtown Merchants Association, TBD Downtown Management organization/department, Restaurant & Lodging Association, Cultural District Advisory Board and National Park Service Reconstruction Era Monument to collaborate on their goals and those of the City. (marketing, ambassadors, enhancements/incentives, business mix)

2. Maintain a Downtown Property & Business Inventory, regularly updating the status of properties and working with property owners and/or businesses to encourage development of unutilized or under-utilized properties for residential or commercial use.
   a. Merge & expand the existing inventories to cover all of City; distribute quarterly
   b. Meet with owners of vacant or underutilized properties in downtown to explore development opportunities including type of use, financing, incentives, and other resources
   c. Assess the health and stability of the business climate through annual evaluation of multi-year business license data, segregated by geographic boundaries of the downtown core, the downtown as a whole, the City as a whole.
3. Annually evaluate multi-year data on collection, distribution and policies/ordinances on Parking Fees, Accommodations Tax Fees and Hospitality Tax Fees to determine how available funds can best be leveraged for Downtown initiatives.

4. Champion and encourage aligned evening hours or other marketing ideas through incentive program.
GOAL 5: Initiate a plan to accommodate balanced growth through infill and community development within targeted areas of the City.

Lead Parties: Mike McFee, Staff Assigned: David Prichard, Linda Roper, Ken Meola

**RATIONALE:**
We welcome opportunities to expand our population and to expand the revenue streams that accompany new development. Expansion within relatively fixed borders calls on us to look inward for opportunities. Through thoughtful infill we can stabilize, enhance, and promote preservation in select neighborhoods. Increasing occupation of once struggling properties creates broad, deep communities of individuals who value the beauty of Beaufort. We put a street-by-street plan in an overall 5-year project context.

<table>
<thead>
<tr>
<th>Measures of Success:</th>
<th>Target Date:</th>
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<tbody>
<tr>
<td>1. Target areas for redevelopment throughout the city to be identified and analyzed for quantifiable redevelopment goals.</td>
<td>12/31/2019</td>
</tr>
<tr>
<td>2. City-wide redevelopment incentives revised and disseminated by 6/30/19 and assessed annually for use/effectiveness.</td>
<td>6/30/2019</td>
</tr>
<tr>
<td>3. Value of added buildings to tax base summarized annually, showing increase in new tax revenues year-to-year.</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>4. 25 new houses or buildings constructed or under-construction in the Street-by-Street project areas (Carteret to Ribaut/Duke to Boundary; not including properties facing Boundary Street) by close-out of the 5-year project. The full Street-by-Street timeframe is 7/1/17 to 6/30/21.</td>
<td>6/30/3021</td>
</tr>
</tbody>
</table>

**Objectives:**
1. Complete and close out the Street-by-Street: Greene Street project.
2. Start the Street-by-Street: Congress/Baggett Street (1/1/2020); close out by 6/30/2021 (same analysis, walkabout, incentives, letters to property owners)
3. Utilize Civic Master Plan, 2019 Comprehensive Plan and existing Redevelopment District documents to create a list of new and revised redevelopment target areas within the city.
4. Revise the City-wide Redevelopment Initiatives program to match the city’s priorities and needs in the redevelopment target areas.
5. Analyze the property tax implications of all new construction in the city on an annual basis, cumulative and broken out by targeted redevelopment areas, including analysis of factors such as the Bailey Bill and other tax abatement programs for redevelopment properties.
6. Expand scope of the committee to include broader community development goals.
7. Use on-line survey to discover causes for residential leakage and what amenities the broader community would prioritize. Develop targeted outreach and incentives to attract investment toward the goal.
**GOAL 6: Create and coordinate an Environmental Sustainability Task Force to address and mitigate the effects of storm water, flooding, rising sea levels and other natural disasters.**

**Lead Parties: Mayor Keyserling,**
**Staff Assigned: Matt St. Clair, Neil Desai**

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<th>RATIONALE:</th>
<th>Measures of Success:</th>
<th>Target Date:</th>
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<tr>
<td></td>
<td>1. Completion of Mossy Oaks storm water projects</td>
<td>6/30/20</td>
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<td>2. Establish a task force to analyze the projected effects of flooding, rising sea levels on the economy and well-being of the City</td>
<td>6/30/19</td>
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</table>

**Objectives:**

1. Foster a collaborative partnership between the City, the City of Charleston, the College of Charleston, and other internal and external stakeholders.

2. Evaluate mechanisms and recommend adoption of guidelines to City Council to ensure that “Resiliency” remains a high priority of the City.

3. Create a 5-year masterplan of infrastructure needs and projects.

4. Coordinate efforts with the Beaufort County School District to explore developing teacher housing in the City

5. Create and promote an advocacy platform for working with the state & county on tools to develop regional plans.
**GOAL 7:** Coordinate and collaborated with community stakeholders to identify the overall educational needs within the City, resulting in a sound educational needs and workforce development plan.

Lead Parties: Stephen Murray, Jon Verity  
Staff Assigned: Bill Prokop, Deborah Johnson

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<tr>
<th>RATIONALE:</th>
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<tbody>
<tr>
<td><em>The effects of not having the skills that are needed by high tech industry will have continuing impacts on the City. These are real and are being felt. The need for a better educated and trained workforce is a national problem. We must better understand the impact and how we can plan, prepare, fund, and safeguard the development of our workforce. These challenges will be one of the greatest our community has ever faced and will require the assistance of a multitude of agencies.</em></td>
<td>1. Create a Task Force to include internal and external stakeholders.</td>
<td>12/31/19</td>
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<td>2. Create a working definition of the scope of the problem.</td>
<td>6/30/20</td>
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<td>3. Fund and initiate comprehensive study that provides a roadmap for policy, funding, and priorities.</td>
<td>Ongoing</td>
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<td>4. Create and implement communications strategy to inform businesses, residents and stakeholders of the issues, solutions, and roles they can play in preparing for the challenges.</td>
<td>12/31/2020</td>
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<tr>
<th>Objectives:</th>
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<tbody>
<tr>
<td>1. Create shared understanding of the magnitude of the challenges Beaufort faces regarding the development of workforce skills.</td>
</tr>
<tr>
<td>2. Explore lead strategies for addressing workforce needs.</td>
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<tr>
<td>3. Find funding mechanisms for implement progressive measures.</td>
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<tr>
<td>4. Develop a plan that can grow with the economic growth and needs of our community.</td>
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</table>