



**CITY OF BEAUFORT**  
1911 Boundary Street  
Council Chambers  
BEAUFORT, SOUTH CAROLINA 29902  
(843) 525-7070  
**REDEVELOPMENT COMMISSION AGENDA**  
April 7, 2011

PLANNING CONFERENCE ROOM – 1<sup>ST</sup> FLOOR  
**1911 BOUNDARY STREET**

**5:00 P.M.**

**I. CALL TO ORDER**

**II. REVIEW OF MINUTES**

February 10 and 11, 2011 – Retreat  
March 3, 2011

**III. REPORTS**

- A. Finance Committee
- B. Commercial Committee
- C. Residential Committee
- D. Bladen Street Project
- E. Boundary Street Redevelopment Update

**IV. DISCUSSION ITEMS**

- A. Burnie Maybank – Discussion regarding the latest on incentives and state laws for redevelopment

**V. EXECUTIVE SESSION**

Pursuant to Title 30, chapter 4, and Section 70 (a) (2) of the South Carolina Code of Law: Receipt of Legal Advice

**Proposed Mission Statement**

The City of Beaufort Redevelopment Commission has been established to renovate, revitalize, and regenerate distressed areas of Beaufort.

BRC's mission is to lead a coordinated strategy of redevelopment and design strengthening the City of Beaufort as:

- The heart of economic development for Northern Beaufort County
- A prosperous place for business and institutions; and
- An attractive urban environment for residents and visitors

**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 were duly notified of the time, date, place and agenda of this meeting."

## WORKING PAPERS

### **Redevelopment Commission Retreat**

February 11, 2011

After introductory presentations by Scott Dadson and Demetri Baches, facilitator **Camille Miller** reviewed the work accomplished in the council retreat.

She said council had handed off some responsibility to experts but now feels as if it's not always aware of what is happening in the Redevelopment Commission and Planning Commission. So they are now planning monthly work session meetings with council and the chair and vice-chair of the Redevelopment Commission and the Planning Commission. The intent is to open communication, Commissioner McFee said, and to potentially open doors in a mutual fashion.

Chairman Verity said anyone could come to the work sessions if they are involved in whatever the Redevelopment Commission is doing. The committee chairs would want to be included as well in these sessions. Chairman Verity said the feeling of council was that everyone would be better off if "everyone is on the same page." The community will be more comfortable, and no one will be making statements that aren't factual. This was the primary focus of the retreat, Chairman Verity said. Ms. Miller said because there's been so much work done on the comprehensive plan, it was good that council didn't use the retreat to come up with additional task lists.

Chairman Verity said council also would provide the Redevelopment Commission with service groups and other potential resource partners, etc. for their use.

Ms. Miller asked the Redevelopment Commission members their primary objectives in the retreat:

- Commissioner Goodman said he would like a good, prioritized work plan with a timeline to "create some successes and really make a difference."
- Commissioner McFee concurs that prioritization of the work plan is most important. Realism is important, too. The city is not reinventing itself, which is a good position to be in.
- Ms. Miller said they need SMART goals: specific, measurable, aligned, realistic and time-bound.
- Commissioner Zara said she would like to see a work plan as well as resources or means of accomplishing the plan included.
- Commissioner Barnhart said for the Economic Development committee, he would like clarification of the roles of the committee and the Office of Civic Investment so as not to have overlap. In regard to the Northwest Quadrant redevelopment, he would like to see a time table for accomplishment.
- Commissioner McNally said he seconds Commissioner Barnhart's sentiment. From the retreat, he'd like to get more organized. He'd like regular monthly meetings to review progress, and he wants Commissioner Goode to be able to be there. He wants to set priorities for projects. He'd like the residential committee to have a good plan for involvement with the finance committee; they need money. He'd like to expand into the master plan, to see how the Redevelopment Commission can get into the master plan update, and to get involved with other neighborhoods.

- Commissioner Goode said, as a native Beaufortonian, she wants Beaufort to “always be the place to be.” It has to grow, but she wants to leverage the diversity of the community working “in one good bundle.” Commissioner Goodman suggested including “maintaining accessibility and transparency.”
- Chairman Verity said he hopes for a solid list of the strategic partners in each area that can be helpful for financing and other support. He asked: Who can help and who will slow the Redevelopment Commission down?
- Commissioner Kase said he wants to know “the rubber-hits-the-road tasks and the metrics” for Commissioner Goodman’s committee to measure their accomplishment. He wants to know the next advance the commercial redevelopment subcommittee wants to make. He feels they need to identify who the Redevelopment Commission’s clients are and feels that the “We” referred to must be inclusive. He concurred with the idea of eliminating overlap and advocating realism.
- Commissioner Waldrop concurred with others and said the Redevelopment Commission needs to proceed further with identifying resources for funding sources, strategic partnerships, credit backing, and management infrastructure.
- Chairman Verity said they need to communicate the Redevelopment Commission’s successes and progress. He also wants progress on a website.
- Commissioner Kase added that they should better identify their prospects.

After a break-out session, the two groups reassembled.

Ms. Miller said that the Lawrence Group has scheduled a series of stakeholder meetings, and it will be given to the Redevelopment Commission on the following day of the retreat.

#### COMMERCIAL DEVELOPMENT COMMITTEE GOALS

- Look at incentives in place in Beaufort now, and at what could be made for businesses to do business in the city
- Have one or two successes of some sort this year – redevelopment of property, old City Hall
- Help with process of learning the redevelopment desires of the city
- Identify impediments in the city to redevelopment and commercial development
- Create workshops and discussion groups with stakeholders to find out what they need
- Meet with strategic economic development partners across the state
- Identify a filter system when a project comes to the Redevelopment Commission or to the commercial development committee to filter through the goals that they want to accomplish in regard to jobs, i.e., Will it return the property to the tax rolls or increase its community or social value?
- Promote mixed use wherever appropriate

Mr. Lewis said the Office of Civic Investment is working on some of these projects in parallel. He thinks their goals are achievable. To illustrate the way the group can work with the commission to accomplish their goals, he said there are “a lot of preliminary logistics to get the post office to move,” as it was a building cited in an earlier meeting as a desirable property for redevelopment. Commissioner Goodman said they could start the conversation with the post office, though. Mr. Lewis said when sector plans are complete, the committee can prioritize and see which ones they do.

#### RESIDENTIAL DEVELOPMENT COMMITTEE GOALS

- Determine a pilot project for housing – perhaps not just one house restored or built. They might tie in the CDBG streetscape project to another project.
- Develop a model project first – Lowcountry Housing Trust seemed to be a good resource for the housing needs for city. The committee would take that model project to them and see what Lowcountry Housing Trust could do with it.
- Establish standards for all housing projects
- Perform a housing needs assessment – physical, city lots, vacancies, etc., to determine what needs to happen before the pilot project can happen
- Layer income data – Commissioner McNally clarified that granting organizations often respond to income levels for housing. It will be a benefit to have as much data as possible to determine which are at a certain percentage of median income levels
- Create incentives for infill development and resolve barriers to infill development – Certain policies by various agencies may need to be revisited. The Chamber of Commerce is looking at streamlining permitting, and this might be applied.
- Determine if pre-approved house plans could be used
- Identify and facilitate private sector funding
- Determine the role of the city in housing projects
- Create a list of potential Redevelopment Commission projects for inventory

#### QUESTIONS TO ASK FINANCE COMMITTEE:

- How can we establish community based financing?
- How can we move forward with the Lowcountry Housing Trust? Need to partner with other jurisdictions? How would it work?
- What grants and infrastructure projects are underway in the city?
- What are the various funding sources in respective conduits and cycles? How can they be matched to the housing needs assessment?

#### POTENTIAL RESOURCES:

- Lowcountry Housing Trust
- SCDOT
- Private property owners and developers
- Beaufort Housing Authority
- State housing finance authority
- Council of governments
- Historic Beaufort Foundation
- Homebuyers
- State treasurer
- Habitat For Humanity
- Operation good neighbor
- Neighborhood associations
- Lenders
- Other jurisdictions
- COSY (Collaborative Organization of Services for Youth) Is that right, or is there another organization being referred to here?

Ms. Miller surveyed those assembled as to their “take-away moment” from the first day of the retreat.

Mr. Lewis said there continues to be energy and desire to make something happen. He sees the Office of Civic Investment and the commission working in parallel.

Commissioner Waldrop said he appreciated the discussion about a pilot project. He’s been concerned that the Redevelopment Commission would serve as principle there and be responsible for acquisition and rehab without a staff or funding source. They have identified potential funding sources and staffing and alternately discussed going about it a different way with different property or set of properties.

Commissioner Kase said they’d begun a framework to determine what change is good and what isn’t.

Chairman Verity said it’s evident that there’s a lot to do and that it can be done. He sees necessary prioritizing occurring.

Commissioner McNally said he’s taking away that the commission is getting help and realizing what they already have. The Office of Civic Investment has made a major impact on the Redevelopment Commission’s momentum.

Commissioner Goode said that everyone’s had ideas in the past and now it’s less scattered, and she can see it forming.

Mr. Martin said it’s nice to see how data can be applied to make it a useful tool.

Ms. Hughes also noted the energy level of the commission. She has seen a better understanding of what the Office of Civic Investment is doing and will do to provide structure for the Redevelopment Commission to go forward. Some things are already in the works that the Redevelopment Commission knew needed to be done.

Commissioner Barnhart has been concerned about information gridlock; he hopes now that won’t happen.

Commissioner Zara agreed with Commissioner McNally that it is a benefit to have the ability to have staff to come up with the information the Redevelopment Commission needs to identify areas for redevelopment.

Commissioner McFee appreciates the focus provided by Office of Civic Investment that has been lacking.

Commissioner Goodman said they’re coming away with consensus that they want to create projects; “this is needs to be done.” The commission is “an action group,” and he’s most impressed with the Office of Civic Investment and the fact that they’re doing what needs to be done.

Mr. Dadson said he’s taking away a sense that they’re defining what needs to be done and then taking on roles when it’s known what needs to be done. City is going to work with Mr. Williams to distribute

consistent information, and staff, Redevelopment Commission and council can “work their strengths” to get to the same end.

#### February 11, 2011

Ms. Miller said the agenda had been revised based on the previous day’s work in the retreat to better meet the needs of the Redevelopment Commission.

#### QUESTIONS FROM COMMERCIAL FOR FINANCE COMMITTEE:

- How can better awareness of commercial redevelopment opportunities be created?
- What are the available funding tools and resources? Tools could be non-financial and include information, i.e., professional assessments of structures, legal help and appraisal, and an expedited permitting process to appeal to developers.
- Redevelopment Commission is not into property ownership.
- How can the financial gap be mitigated?

#### COMMERCIAL STRATEGIC PARTNERS

- Department of Commerce
- LCOG
- County and Port Royal
- Chambers of Commerce (group dedicated to finding businesses for the area)
- Lowcountry Economic Network
- Local developers and commercial brokers

#### FINANCE COMMITTEE

- Commissioner Zara said the Redevelopment Commission gets funding through the city and their current funding source (parking meters) is declining.
- They will get minimal rent from the Carnegie Building.
- When City Hall sells, they’ll get that revenue.
- The parking contract is shared with Main Street Beaufort, and there was conversation about sharing that money.
- TIF and A-TAX were discussed as other revenue sources, as were City-applied-for grant money, and a potential partnership with Lowcountry Housing Trust.

#### OTHER PARTNERS

- Other jurisdictions
- Port Royal
- Beaufort County
- Lowcountry Housing Trust
- Grant money for energy efficiency (applies mostly to commercial)
- SCDOT
- Private property owners and developers
- Beaufort Housing Authority
- State Housing Finance Authority
- Council of governments
- Neighborhood associations

The issue of financing the gap is not yet conclusive. It applies more on the commercial side, possibly, Commissioner Zara said. Projects have to stand on their own merit. The Redevelopment Commission are facilitators, not investors.

Commissioner McFee said that council never intended to tie the Redevelopment Commission to certain levels; council will look at projects on a case-by-case basis.

Commissioner McFee asked the impact on the budget of rate changes on parking. Ms. Hughes said they don't know yet. They thought they'd have \$324,000, and they are at \$90,000 in January, and they haven't seen the impact of the fee changes, so she thinks next year will be under \$100,000.

#### PR AND COMMUNICATION

Chairman Verity said they had discussed using the web site to refer constituents to the Redevelopment Commission.

Short-term needs: bios, pictures, meeting agendas, minutes, archive of minutes, link to Office of Civic Investment group, link to enabling legislation for Redevelopment Commission, and a contact us button to offer feedback

Wish list: projects underway, incentives for investors, positive features of Beaufort, and "others" that might be available elsewhere but would be highlighted

#### External PR sources

- A newsletter from the Office of Civic Investment will be coming out
- Letter to the editor which will be sent out when web site is complete
- A regular editorial board meeting with the newspapers
- A "chairmen's breakfast" for partners
- Regular work sessions with city council
- Meet with Chamber and other PR-related groups to stay informed and share information

Strategic partners are the same, and "this shouldn't require any money."

**John Williams** discussed his background and experience. He said council and the Redevelopment Commission have struggles with "messaging." There are many different audiences for their messages. Mr. Williams said there is a small group of very interested, very civically active people; a somewhat larger – but still small - group who are engaged and involved but not as much; and the largest group, which "doesn't have time" and trusts the government, somewhat, to do its job. Another large group may or may not be in the city who "just don't care" at all. The challenge is to frame the message in a way that attracts the core group, if not the group that just doesn't care. The challenge is "to not fracture the message." When there are too many messages, people are unsure which to pay attention to.

The web site is a great direct resource, but for out-of-town people, the city is at the whim of search engines.

News releases and media relations are also good resources though they're necessarily less controlled. *The Beaufort Gazette's* "circulation is not as dominant as some might expect, but they have credibility." That's not the only message that matters; there are also online sources, weeklies, etc., that some people consult instead of the newspaper.

Face to face meetings with the Redevelopment Commission, in editorial board meetings and in small group meetings with the public will put a lot of people at ease.

Mr. Williams and the Office of Civic Investment will work together to create a brand for the Redevelopment Commission to avoid fracturing.

#### Protocols:

Mr. Williams said in regard to media that the individual members of the Redevelopment Commission are to give out "the message of the collective," and Redevelopment Commission members are to refer questions to the chairman. He recommended that members take the time to find out answers or discuss with other Redevelopment Commission members before calling a reporter back. "Sometimes stories are not driven by the meetings," Mr. Williams said, and it's important to stay on message. "The message can be framed, not controlled," and how that's done determines the Redevelopment Commission's success.

Many in Beaufort have heard about the Redevelopment Commission but don't know what it is or does. The perception has been colored by the media and an editorial position that the Redevelopment Commission has too much money and power and are suspect because they're appointed, not elected. He suggested ways that this perception can be managed for the purposes of talking to the media.

Mr. Williams went on to discuss the percentages of opposition and support in any scenario and the need to only attempt to influence the opinions of the 60% in the middle of the spectrum, who can be influenced and informed and have an open mind, not the 20% on either side.

Staff and council must "determine ways to make what the Redevelopment Commission does interesting." It can be confusing and families need to know why they should want to participate in the process through a charette or read about it in the media. There need to be hooks to get people engaged, which is challenging.

Regular updates are key, Mr. Williams said, when they come directly from a Redevelopment Commission member, and they can correct misunderstandings.

Social media is fun, Mr. Williams said; traditional media has credibility. When something appears on TV, it has credibility with its audience, more so than if it were on a web site, Mr. Williams said.

He will help develop a "three-minute piece" about what the Redevelopment Commission does. Chairman Verity said he'd like "a crib sheet," and Mr. Williams said it would be a good idea to put it on the back of a business card.

Commissioner Zara asked if the Redevelopment Commission will receive press releases before they come out in the paper. Mr. Dadson said yes, and that council and staff are working on protocols which follow a particular order in the hierarchy. Commissioner McNally asked if a draft might go out first to the

Redevelopment Commission; Mr. Dadson said that would be too time-consuming. Commissioner Goodman said the point of contact would be Mr. Williams. Mr. Dadson said the chair or mayor is “the first among equals.” At council, everyone will get an e-mail, but he talks the most to Mayor Keyserling for efficiency’s sake. If it’s something being built internally, it might be sent to everyone for input. Mr. Dadson said they don’t want it to be overdone with too many memos or underdone by being caught by surprise. They want to get things done. As a practical matter, he will talk to Chairman Verity more than to individual members of the Redevelopment Commission; Ms. Hughes will talk most with committee chairs. There are internal and external communication strategies.

Mr. Williams said if a Redevelopment Commission member is contacted by a reporter, they are to defer to the chair, call the reporter back later, or let the chair, Mr. Dadson, or Mr. Williams know that “something is percolating out there.”

Mr. Martin reviewed whom the Office of Civic Investment postcard was sent to. He said they are creating a database of developers, business owners, realtors, and others who will be receiving an electronic version of the postcard. These people can sign up to regularly receive e-mails from the Office of Civic Investment. After the charette, people will be able to see the rendering online and might be interested in coming to future meetings. They are trying to create practical applications for all of the data they are collecting, such as building permits.

Ms. Miller suggested the Redevelopment Commission members should have a business card. Mr. Williams, Mr. Martin and he are working on this, Mr. Dadson said.

Mr. Dadson said council has been interested in the desire to do business differently and better in order to make Beaufort a place where people want to live. Staff has designed the platform for the next 2-5 years to allow that change to happen.

He reminded the Redevelopment Commission that it has the city attorney, and he can be contacted through Mr. Dadson.

On budget matters, Ms. Hughes is the contact, Mr. Dadson said. The Redevelopment Commission is constrained by a budget. But they think in the longest-term perspectives. The powers of the Redevelopment Commission are constrained; they have powers, but they don’t necessarily use all of them, just as the city council doesn’t.

On notices and “how things get out,” Mr. Dadson said he and Mr. Williams work with Ivette Burgess, the city clerk, who keeps all official records of the city because it is all FOIA-able. They are trying to be careful about how information is exchanged in order to keep the Redevelopment Commission within the bounds of their liabilities. The Redevelopment Commission is under the city’s liability; if they give someone a business card and then say something wrong, he “will nip them back hard.” He suggested ways the Redevelopment Commission can respond to people saying that the Redevelopment Commission is a powerful group.

Mr. Dadson said he wanted to make clear the administrative matters because council supports the Redevelopment Commission and its other boards.

Ms. Hughes said regarding scheduling meetings, they need to coordinate dates, times, and agendas, because any time there are 5 or more people in the room, it's a public meeting and there needs to be public notice given and minutes taken. Going forward, they might want to automatically notice the meetings, she said. There's a timing requirement for getting the public notice out: it has to go through Ms. Burgess and there has to be an agenda. Ms. Burgess is the keeper of the meeting space at City Hall.

Commissioner McNally wondered what the procedure would be if they get involved in the South Carolina Housing Trust and whether money would be coming in for the Redevelopment Commission's needs, since the budget projection for the year is negative but they need operating funds. Mr. Dadson said they will pull money from the city budget to meet their needs. The Redevelopment Commission will determine what they need, and staff will find the way to fund it. They "can move things around and make things happen for you." Mr. Dadson said he has the authority to do that, or he can go to council if he doesn't.

Commissioner Zara asked if the meetings had to have minutes; Ms. Hughes said yes, if they have a quorum. Mr. Dadson said they can just go ahead and post notice about the meeting, which creates a better relation with the media. Commissioner Goodman said his committee has a standard meeting time and asked about the recording of minutes. There was some discussion about minute-taking. Mr. Williams said they can create a cheat sheet check-off list for what's needed in committee meeting minutes.

Ms. Miller said that Office of Civic Investment representatives are going to "suggest funnels and filters," then the group will break out into committees to determine priorities, which the chairs will report.

Mr. Lewis defined the role of the Lawrence Group / Office of Civic Investment as a contracting entity. He said they are structured to provide:

1. Base monthly services: Mr. Martin as a full-time employee, Mr. Lewis and Mr. Baches as part-time employees, and in that capacity, they are the Redevelopment Commission's direct staff. They provide resources like Ms. Anderson does to the Planning Commission. They also provide staff support, project management, and leadership for other projects already going on around the city like the Boundary Street Master Plan, individual developers, etc.
2. Civic master plan: organizing the planning entities and projects all across the city

Mr. Lewis said so many communities go through a planning effort then implement it through disjointed, incremental pieces. Successful cities "devote the resources to a big push at the front end." They want to show successes from the beginning with redevelopment and infrastructure pieces.

Mr. Lewis said he has fiduciary responsibility; Mr. Baches handles "outreach, vision, communications coordination and meeting with individuals around the community." Mr. Martin does everything else, Mr. Lewis said. Four-fifths of the core team lives in the community. He went on to explain the decision to call it the Office of Civic Investment.

Mr. Lewis said the Office of Civic Investment is to help organize the Redevelopment Commission's resources and get them going as quickly as possible. He said they "should be patient but be prepared," especially after March-April. He described the forthcoming meetings, the first of which will be with the

neighborhood associations. The one following that he suggested the Redevelopment Commission members attend, which is with the building and development community. The Redevelopment Commission's presence and participation will allow them to hear what the challenges are for doing projects in this community. He expects it will continue to be a conversation, not solving all issues in one meeting.

The next meeting after that will be a neighborhood walk that is open to anyone who wants to participate and offer feedback as they walk. This will, among other things, give them a sense of "political palatability" and tolerance.

There was brief discussion of where and when Office of Civic Investment-led meetings would take place.

Mr. Martin said there will be a briefing with the Redevelopment Commission before the charette about what has taken place so far in projects in the first planning area / sector. Mr. Baches said at the next workshop, a strategic retail planner with a specialty in small-town retail evaluation will be present. He's been to Beaufort on other projects and "knows the area fairly well," Mr. Baches said. He will lead a workshop March 8 and then be back for the charette. His task is to determine "what the Beaufort retail team is about." He will assess all of the retail corridors and discover how retailers can reach their potential. He'll lay out a strategic plan, projecting 50-60 years into the future and working backward from that to determine specific master planning and urban design projects for retail. He will also work in the other sectors when the Sector 1 planning is complete.

Mr. Lewis described the charette: its intent, what would happen throughout the days and into the evenings, etc. It will be very detailed, he said, and at the end, they'll have "a list of things the Redevelopment Commission might want to jump on." The main players in the charette will be "anyone and everyone who wants to do something in that area," Mr. Lewis said.

A description of the various sectors followed and an explanation of the charette process for each. Mr. Baches said the political processing would follow each charette; then interested parties would work together through the priorities that were discovered in the process. The meetings within the charette will replicate the meetings held prior to the charette, Mr. Baches said, but there will be design taking place, not rehashing data already collected. Mr. Martin said the small area plans will be tied to policy, incentives, permitting, etc. The data acquired will receive "real-world applications."

Commissioner Goode asked for specific dates for specific groups. Mr. Lewis said all of the information would be posted on the website. Mr. Dadson said the opening workshop on 2-17-11 will be with the neighborhoods. Commissioner Goodman asked about public announcements, particularly for Lady's Island. Mr. Lewis said they would make them, and Lady's Island is last for a reason: "it's an odd animal" and "the county wants to do some design and planning work out there too," and they're not sure what form that will take. They won't have a walking tour there; the strategy will be different than in Sector 1, for example.

Mr. Lewis said the Office of Civic Investment work is being done:

1. To prioritize public infrastructure projects
2. To prioritize infill and redevelopment projects
3. To give a sense of predictability for change

The city wants to show that “positive change is a good thing for this community,” Mr. Lewis said. They want to give people a sense of what could happen on a vacant lot or with an abandoned building. Then the builders and developers can be brought in to make it happen. They want to do “citywide developer due diligence,” defining key risks, and developing a plan to streamline reinvestment.

Ms. Miller broke the Redevelopment Commission into three groups based on committees to prioritize the projects they wanted to accomplish: commercial development, residential development and finance, and public relations.

Council all stands ready with notice to go with any Redevelopment Commission member to have a conversation with any entity, Ms. Miller said. They represent the city as elected officials which means additional credibility and weight behind the message. Ms. Miller said the communication protocol should be part of the orientation of any new commission members in the future. Everyone needs clarity on the Freedom of Information Act. She said she had discussed with Mr. Williams, Mr. Dadson and Chairman Verity the matter of enabling legislation statutes for the Redevelopment Commission (this was a little garbled – not sure I got the whole gist of it). The Redevelopment Commission has some latitude as to what it can do without council approval. To date, what requires and doesn't require council approval has never been put down on paper.

#### **COMMERCIAL DEVELOPMENT COMMITTEE ACTION ITEMS** - Commissioner Goodman

Commissioner Goodman said Commissioner Kase had made notes on the previous day's session (see attachment at end of these minutes from Commissioner Kase's notes).

#### Objectives

1. Review the incentive programs available through the city; look at options and at what other communities have done in the way of redevelopment and incentives; make recommendations through the Office of Civic Investment and/or city council. They plan to have this accomplished by the end of March.

Ms. Hughes confirmed that the incentives that currently exist in city ordinances will be sent to all Redevelopment Commission members from the Office of Civic Investment. If there's going to be a review of incentives, Ms. Hughes asked, are the residential and commercial both doing them? Ms. Miller said they will come back together as the Redevelopment Commission with them.

2. Have one or two successes this year, either projects that are working or something finished. Projects have been identified and ranked, and they will be working on them. They will make calls on property owners in the next 2-three weeks.

Ms. Miller recommended that the three Redevelopment Commission members who will be having these conversations take a city council member with them, and Commissioner Goodman said that is already planned for.

3. Identify state and regional redevelopment partners and all stakeholders and meet with them. This list will include Lowcountry Economic Network and others in the area.

4. Research and identify real and perceived impediments to redevelopment by the private sector in the marketplace. Identify the needs, types, and proprieties of redevelopment in the downtown and other areas. They will have this accomplished by the end of March as well.
5. Anticipate the needs of some of the projects going on with USCB and work with them to enhance things going on with their campus master plan.
6. There's ongoing work on the old City Hall project; a prospect will be visiting and doing a walk-through the following Thursday.

Commissioner Goodman said the Commercial Development committee meets the third Thursday of every month at 8:30 AM at City Hall. Ms. Hughes said the Commercial Development and Finance committees are confirmed and scheduled. She is reviewing the dates for the other committees to schedule them. A discussion ensued as to the requested dates and times of other committees' meetings. Ms. Hughes said she would contact the committee chairs to let them know if the dates and times requested are available.

#### **RESIDENTIAL DEVELOPMENT COMMITTEE ACTION ITEMS** - Commissioner McNally

##### Goals

1. To have a project or a portion of a project completed by this time next year. In March and April, they will get an assessment of the pilot project completed. In May, working with the Finance Committee, they will meet with Lowcountry Housing Trust about options for getting the project financed. Then they will make a joint presentation by the Finance Committee and the Residential Development Committee about the project and proposed financing to council. If funding is found, they will begin work in the fall and have it completed by February 2012.
2. Throughout the year, they'll be working on incentives like pre-set building designs, permit streamlining, standards for city-owned properties, etc.
3. Identify and prioritize other neighborhood projects

Ms. Miller encouraged all the chairs to put target dates for their goals on their calendars.

#### **FINANCE COMMITTEE ACTION ITEMS** - Commissioner Zara

1. Have financing in place so that Project 1, at least, will be underway. To do so, they will work along with the city's budget process *now*, and ensure dialogue in both directions to see what funding might be available in general as well as if they need a match for other financing.
2. Continue to explore the possibility of entering into a relationship with the Lowcountry Housing Trust.
3. Work with the Office of Civic Investment to explore grants that might be used on the commercial side of things, i.e., energy retrofits, etc.
4. Use LCOG as a source for funds for residential development and redevelopment. Ms. Anderson is making an initial contact with LCOG and Commissioner Zara knows them as well.
5. Explore credit enhancement options

#### **PUBLIC RELATIONS AND COMMUNICATIONS** - Chairman Verity

1. Complete the Redevelopment Commission's basic website with mission statement, bios, pictures, agenda and minutes, a link to enabling legislation as well as the Office of Civic Investment and a "Contact Us" link – to be completed by the end of the following week
2. After the website is done, Chairman Verity will send a letter to the editor; they will schedule a meeting with the editorial board ASAP
3. Chairman Verity, Mr. Martin and Mr. Dadson will set up Chairmen's breakfasts with other groups such as other governments and not-for-profits to share information
4. Will print business cards for those who would like them on the Redevelopment Commission and a crib sheet, a draft of which will be distributed to the Redevelopment Commission membership the following week. He reviewed some of the language and ideas that could be included.

Ms. Miller suggested that Redevelopment Commission is working toward the future of Beaufort, but in the short-term as development opportunities are created, they might also let people know that what they are doing ensures that the tax rate stays down.

5. Get a committee minutes format to each committee so the minutes will represent similar formats
6. Get a list of issues that require city council approval. By statute, there are "quite a few things we can do," and the Redevelopment Commission should know what the city council expects them to do and what they expect to review in "cooperative consent."

Ms. Miller continued a review of the previous days goals and noted the amount of progress on each thus far.

Commissioner Zara called the goal of identifying resources "a work in progress," as were several other goals from the Redevelopment Commission's committees.

Ms. Miller said that while a small group doesn't speak for everyone (i.e., cover all diverse demographics) they are working hard to bring more people into the conversation so that the collective is more inclusive. This is "leveraging diversity." Commissioner Goode said she thinks "it's important to hang on to this concept." Commissioner Goodman suggested including "maintain accessibility and transparency."

Ms. Miller audited the group's feelings about the retreat to this point:

**Commissioner Waldrop???:** "Productive, it resolved a number of questions in my mind."

Commissioner Goode: "Broadened my knowledge a great deal"

Commissioner McNally: "Big upgrade from last year when we were all fledglings; I think this was a meeting of progress and excitement."

Mr. Lewis: "I leave with great enthusiasm."

Commissioner Goodman: Very good meeting and very productive

Ms. Hughes: productive

**Commissioner Barnhart???:** "I like the marching orders."

Commissioner Zara: "I agree. It's given us all more specific direction."

Chairman Verity: "Now we have something to do."

Commissioner McFee: "Challenging"

Mr. Williams: "Informative and clarifying"

Mr. Dadson: "I feel the enthusiasm is now organized. The goals have been clarified."

Commissioner McNally said he's extremely impressed with what the Lawrence Group has done in such a short time, and he's sure that the Redevelopment Commission will take advantage of their staff / "The Ministry of Success."

Chairman Verity applauded the city for having given this so much thought and putting it into an organizational structure where they can get this far. Commissioner Zara said even though the money was in their budget, that the city would spend the money to make it happen is more than most cities would do. Commissioner McFee said he appreciates the Redevelopment Commission's commitment because, having served on the Redevelopment Commission when all council did, he knows how much work is required. Commissioner Zara called Commissioner McFee "the first recycled member."

The meeting was adjourned.

**City of Beaufort Redevelopment Commission**  
**Commercial Redevelopment Committee**  
**Planning Workshop 2/10/2011**  
**Notes from Commissioner Pat Kase**

**2011 Objectives**

- I. Re-establish or enhance existing City of Beaufort Redevelopment Incentive program.  
(Committee to review).
- II. 1-2 “victories” this year = active commercial development projects
- III. ID the need/desire for types of preferred development downtown/other areas. Office of Civic Investment synoptic survey as tool.
- IV. Research and identify both the real and perceived impediments and disincentives to redevelopment by the private sector.
- V. Identify the State and Regional Re-development partners and all local stakeholders
- VI. Add layer to synoptic survey mapping tool to “turn on” all redevelopment targets in the city  
(consider narrow geographic focus?)
- VII. Anticipate requests/needs (e.g. USCB; parking, campus green space, student housing, other related to expansion)

**Opportunity Filter**

These criteria will help us to identify if a project is priority for commercial redevelopment effort;

1. Does it create jobs? What kind? How many?
2. Will it return unused/underused property to the city tax rolls?
3. Does it have community/social value or promote community service? Other downstream benefit?
4. Does it promote diversification of uses/ promote mixed use development where appropriate?
5. Other?

**Current Projects**

- I. RFP for former City Hall facility

**Local Redevelopment Prospective Projects/Partners**

- I. Former Post office block
- II. County Office
- III. Von Harten Building
- IV. Warehouse property on Boundary Street (moving and storage building)
- V. Former Coastal Contractors building (possible future project when more is known about adjacent development)
- VI. Trask/Tucker property

VII. USCB expansion and further implementation of campus master plan

- Continue to engage as partner
- ID opportunities
- Facilitate land assemblage, if required

VIII. TCL

IX. Beaufort Memorial Hospital

X. Downtown Churches

XI. Possible “trade” opportunities to achieve more logical adjacencies and promotion of “clusters” of redevelopment

XII. Other

**Strategic Partners**

- Department of Commerce
- LOCOG
- Chamber of Commerce
- Low Country Economic Network
- Local developers
- Commercial realtors
- Other

**Toolkit**

1. ID possible redevelopment incentives/know what we can do or offer
2. Primary research -perspective of private sector developers, history, pitfalls.
3. Expedient process for getting projects into commercial redevelopment
4. Other

**Questions for Finance, PR**

1. How to create better awareness of commercial redevelopment opportunities
2. What are the available funding tools and resources (e.g. structural and systems physical audit of former City Hall building);
  - Legal
  - Financial
  - Information (e.g. for city owned buildings - building audit, physical assessment, as-builts, etc)
3. Finance gap tools?
4. Risk share?

## **Public Relations (discussion summary)**

*(I was absent for John's presentation)*

### **I. Tools**

- Web site;
  - a) discussion of structure, objective, contextual/aligned with main City of Beaufort site,
  - b) what we have now vs. what we might add
  - c) needs to function as a city government site, not a Chamber of Commerce site (don't oversell?)
  - d) ease of navigation, intuitive, appropriate links
  - e) "top 5" highlights (incentives, current projects, imagery and vision casting, marketing tools, calendar)
- Use of synoptic survey and mapping in commercial redevelopment in order to;
  - o Enhance image, communicate professionalism
  - o Be a reliable source of information
  - o Promote economic development
  - o Allow "prospects" to pre-qualify themselves 7/24/365
  - o Offer clear path to next steps, appropriate next contacts, sequence
  - o Describe incentives
- Press releases
- Newsletter and DM
- E-blasts and opt-in opportunities
- 

### **II. Tactics**

- Communication protocol;
  - a) Let John know if contacted by media
  - b) Handling leading questions
  - c) Consistency of message
  - d)

### **III. Issues**

- Lead the message/message control (how to improve)
- Media relations
- Internal communication
- "5 or more" requires notice, agenda and timing and meeting minutes (Ivette)

## **Finance (discussion summary)**

*(I was absent for this summary)*

A meeting of the Beaufort Redevelopment Commission was held on March 3, 2011 at 5:00 p.m. in the Beaufort Municipal Complex, City Hall Planning Conference Room, 1911 Boundary Street. In attendance were Commissioners Mike McNally, Pat Kase, Keith Waldrop, Mike McFee, Wendy Zara, and Henrietta Goode, and Scott Dadson, City Manager. Chairman Jon Verity, and Commissioners Martin Goodman and Ed Barnhart were absent.

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

### **CALL TO ORDER**

The meeting was called to order at 5:00 p.m. by Vice-Chairman McNally.

### **REVIEW OF MINUTES**

Commissioner Zara made a motion to approve the minutes of the February 3, 2011 meeting as written. Commissioner Waldrop seconded the motion. **The motion passed unanimously.**

### **REPORTS**

#### **Finance Committee**

Commissioner Zara said the committee had reviewed the 2011 budget with information from the city about potential reductions from funding sources in the budget. They may renegotiate a lease, for example. They looked at the CIP (Capital Improvements Program) and those things that are not in the budget presently. 2017 is the furthest projection; there is a Redevelopment Incentive Fund, and whether some of those funds could be used to offer development for infill and aid in rehab in the downtown area was discussed. They looked at the different TIF districts and the schedule for those. FY2011 starts July 1, Commissioner Zara said.

#### **Commercial Development Committee**

As Commissioner Goodman was absent, Commissioner Kase reported. The committee will make assignments for the concepts in question on the Carnegie Building; Commissioner Goodman is taking that one, he said. Commissioner Kase is taking the Tully Building and has been researching its value. Redevelopment in the block will dictate the value. There is a meeting forthcoming on the King Street property. The value will depend on the use of the building next to it. They did not receive responses to the City Hall RFP, which Commissioner Kase said is not surprising. They may discuss it with the county for swapping or list it as for sale. They may lump together parcels. The options are wide open, he said.

#### **Residential committee**

Commissioner McNally said March 9 will be the Residential Committee meeting. On the agenda will be review of goals and priorities set at the recent retreat:

1. Get a portion of or a full project done in 12 months
2. Complete feasibility assessment on the pilot project at 1407 Duke Street
3. Work with Office of Civic Investment on a housing assessment needs
4. Work with the Finance Committee of the Redevelopment Commission on funding sources

5. Work on incentives discussed at the retreat re: streamlining permits so developers will want to come to Beaufort
6. Prioritize projects
7. Review ordinances and recommend plans of action for removal of dilapidated buildings and save those that are historically significant
8. Develop a calendar for all of these activities

### **Bladen Street Project**

Commissioner McNally said they are finishing up with the appraisals. James Berry contacted Libby Anderson on the Trask property, and there will be initial appraisals.

### **Boundary Street Redevelopment Update**

**Josh Martin** said the Office of Civic Investment is continuing work on the first phase of the Boundary Street Redevelopment Project. It will be at Robert Smalls and Boundary. He showed a graphic of the area they are attempting to have approved by SCDOT. Commissioner McNally asked about a property resulting in a large combined triangle of land; Mr. Martin said there should be a right-of-way swap with the DOT and a private property owner.

### **Public workshop by the Office of Civic Investment: CMP Sector 1**

**Ms. Lauren Kelly** showed a map of Sector 1, which she called “a work in progress.” There are many projects being considered, she said. They are trying to help inform the decisions such as Commissioner McNally spoke of as to what projects should be pilot projects. She showed parcels owned by the city and county. Streetscape projects and a variety of others are being looked at for the first project or into the future.

Mr. Martin elaborated on the type of data that has been acquired and how it can be searched. Ms. Kelly says they began by mapping the projects in the comp plan. The public workshops with neighborhood associations followed, and the various city sectors were broken down. The Office of Civic Investment asked specific questions about things like infrastructure; this was detailed in a handout that was given out. It was a compilation of the general comments in the first 2 public workshops and the walking tour through the neighborhoods. The information was put into their maps, and she also showed a table of each of the neighborhoods and the specific information obtained listed under each in the chart.

Ms. Kelly said the data has also been translated into a project chart listed by planning sectors for the whole city. This details how the city can use the information on a variety of levels, such as in budgeting, public-private partnerships, etc.

Mr. Martin said policies, procedures, and processes have been subjects of interest they have heard about. They are shadowing a developer on a project downtown to learn about how this works from start to finish “to go vertical,” especially downtown, i.e., coding, zoning issues, etc. After the charette, for the first sector master plan, recommendations will come out immediately. The testing of the code is trickiest in this area, Mr. Martin said. They are looking at policy, pilot projects, infrastructure and “pre-packaged deals,” he said. At the charette, there

will be “vision visuals,” Mr. Martin said, but there will also be more substantive information on how it can be made to happen. Ms. Kelly said the Office of Civic Investment has recorded the comments of those who have attended their meetings from the public.

Mr. Martin said **Naomi Leeman** and Ms. Kelly would walk through the data submitted to the Office of Civic Investment by various means thus far. **Reed Armstrong** asked if the tables and spreadsheets were available online, and Ms. Kelly said they will be on the website for the Office of Civic Investment soon; the address is [www.beaufortcivicinvestment.org](http://www.beaufortcivicinvestment.org)

Mr. Armstrong asked about the availability of infill parcels; Mr. Martin said he could let him know. Ms. Kelly said they mapped vacancies and properties for sale. Ms. Leeman reviewed the opportunities and challenges on the handout: they are general comments that apply sector-wide, she said, and they are detailed more specifically elsewhere. Mr. Martin said the grocery store concept has come up a lot and there has been discussion of how it could work.

Commissioner Zara suggested adding “biking safely.” Commissioner McNally asked about drainage issues; Ms. Leeman said drainage is listed in the more specific neighborhoods’ lists.

**Randall Burch** mentioned downtown water pressure. Ms. Kelly said they had heard of a restaurant whose size had to be limited because of water pressure. Commissioner Zara said they can pay to have water pressure increased. A member of the public suggested adding “sewage” to the list. Mr. Martin said a utility has provided all the locations of underground utilities. He said there’s “a difference between available utilities and ones that are on the lot.” Commissioner McNally asked about capacity limitations on any utilities. **Lisa Rentz** mentioned internet access in City Hall. A member of the public mentioned sign standards, especially for extraneous signs. Mr. Dadson said putting utilities underground is a challenge on Boundary Street, Mr. Martin said they’re looking at Bay Street and Ribaut Road and North Street and Ribaut Road for a utility plan for these streetscapes. In the form-based code, if they need utilities, there needs to be a utility master plan for where they should go.

A member of the public said she sees buildings that aren’t used, and some are falling down. Mr. Martin said this is covered in Housing under “structural,” and they have heard this many times.

### **CIVIC SPACES**

Ms. Kelly said there are a variety of diverse civic spaces in Beaufort, such as open spaces and parks. They also included schools and colleges as civic spaces. Mr. Martin said USCB has been a popular topic: how it expands what happens with parking, student housing, etc. Commissioner Zara asked what “integrating TCL” meant. Mr. Martin said there have been suggestions that they could grow as one campus. Ms. Kelly said they had also discussed sharing student housing. Mr. Burch asked about the Marina as a civic space and said it should be included. Ms. Kelly said it is; though this is a general listing, it’s listed under “downtown.”

**John Dickerson** said the old City Hall needs to be considered for classroom space immediately. Mr. Martin said they have also considered it for student housing. Jane Upshaw wants to know

“the tangible increments and how they could happen.” Someone asked about the status of the federal courthouse. Ms. Anderson said Beaufort County owns it, and they have a long-term lease with the federal court system, though it’s under-utilized. **Demetri Baches** said schools are “institutional uses” which includes the old city jail and other civic buildings, too.

Mr. Baches said Seth Herring will conduct research on the retail and commercial component of Beaufort as a whole. It will involve a regional contextual analysis including Charleston and Savannah. Beaufort County will also be considered as it affects downtown, as will commercial uses that are over- and under-saturated as well as the ones that are working well. This will provide a comprehensive retail plan to take to the March charette. The various components of the strategy will be assigned to 25 members or so working on it.

Mr. Baches said the demographics and realities have changed for a grocery downtown; this is probably why there’s not one there. They will look at how to make it a reality in 5-20 years, he said. The policies and projects that will allow that sort of thing have happened in other cities that have gone through a similar process to the one underway in Beaufort. A discussion about this issue ensued generally. Mayor Keyserling said there’s a Piggly Wiggly in the greater downtown area. People need to shop there to get the types of products they want in stock. There is no sidewalk, but it serves a demographic that doesn’t have cars, etc. It will change with patronage and requests. Ms. Rentz suggested a stronger presence for a farmer’s market. A member of the public said those living on the islands want specialty grocery stores. Commissioner Goode said the Bladen Street area would be good for specialty stores, if it’s to be developed.

Ms. Kelly said they have been discussing different scales of retail. Commissioner Waldrop clarified the boundaries of downtown, which is not just Bay Street. Ms. Kelly said a goal is to widen the vision of downtown Beaufort.

Mayor Keyserling suggested adding “a connection to the water,” i.e., a rowing house, winter regattas, etc. From a retail point of view, a safer, more accessible sea wall should be looked at as to how it affects Beaufort. A woman suggested development of a cultural center that seats 4000. Ms. Rentz said supporting businesses that are here now is what brings larger facilities. Commissioner Zara mentioned the USCB PAC.

## **HOUSING**

Ms. Kelly said they have heard a lot about duplexes and triplexes and small scale multi-family options that aren’t obvious throughout neighborhoods. Lafayette Square is obvious multi-family housing. People have said they like smaller scale multi-family housing. Commissioner Zara said growing the tax base should be added, and Mr. Dadson said diversifying it is key as well, as well as offering incentives for rehabilitation.

## **PERMITTING AND PROCESSING**

Commissioner Zara said all of the committees are advisory; Mr. Martin said all boards and commissions have appeals processes built into them. Commissioner Zara said the appeal

situation is already addressed. Commissioner McFee said there was concern about where appeals went to; Commissioner Zara said state law specifies that.

### **UTILITY INFRASTRUCTURE AND IMPACT**

Mr. Martin said they learned a lot about this, particularly as to fees that are “one size fits all” and could be graduated, for example. Private development says that the city and other agencies want infill, etc., but the city needs to put money into the equation. Mr. Dadson said the relationship with other jurisdictions is a factor as well, as is commercial redevelopment, according to Commissioner Kase. Commissioner Goode said homes on the edge of being historic have been lost and need to be eligible now. Mr. Dadson said it has to do with the Northern Regional Plan; the county’s, Port Royal’s and the City’s “now calibrate with each other.” Planning is now regional, but thinking in a regional framework is tricky while maintaining the unique properties of Beaufort. The city doesn’t want to be so competitive as to edge up against other municipalities.

Mr. Dadson explained Transfer of Development Rights (TDR). Mayor Keyserling agreed with Mr. Dadson on the intergovernmental element, but he believes that nearly all of the impact fees are driven by the city conforming with the county and “the old way of doing things.” Mayor Keyserling said water and sewer were a huge incentive before they were sold. Mr. Martin said the administration of various programs can be very difficult for projects that seem great in theory and appealing to the neighborhoods. They need to seek a balance.

### **REGULATIONS AND BUILDING CODES**

Ms. Kelly said there can be overlap between conservation districts and redevelopment plans. Financial feasibility is done 2.5-3 years ahead.

### **INCENTIVES**

Commissioner Kase said on the lot by lot survey, they will see if the areas qualified for redevelopment incentives. Mr. Martin and Mr. Baches said that was a great idea. Mayor Keyserling said people don’t know about existing incentives and need to be educated at all levels from residential to commercial. The incentives should be both financial and in terms of predictability and timeliness of the process, which the city should be helpful in at no cost. A member of the public said there are state incentives for residential, even. People might have incentive to buy if they had that information beforehand. Another attendee said there need to be incentives for infill. Ms. Rentz said the incentives are on the Office of Civic Investment web site, and Mr. Martin said that can be used to educate realtors about incentives. Mr. Martin said Main Street Beaufort needs to update its “Doing Business in Beaufort” section and other information should be available for “owning a historic home,” etc. to spread the word.

Mr. Martin said there needs to be an easy way to update in the future. Ms. Rentz said she’d like to see incentives spread around into the Higginsonville area, not just the historic district; Higginsonville is included in the first sector. There was a suggestion to include TIF district money in incentives, and Mr. Dadson suggested the MCIP. Mr. Martin said any other suggestions can be submitted through the Office of Civic Investment web page or via his email.

**SMALL AREA PLANS TO BE COVERED IN THE CHARETTE**

Ms. Kelly showed the five study sectors in the city. Mr. Baches explained that the colored, highlighted areas are those they will pay closer attention to, and someone from the charette teams will specifically be assigned to them; everything in the sector will be studied. Mr. Baches went on to explain how the charettes will work. Mayor Keyserling said this master plan process parallels the comp plan but goes deeper. Mr. Baches agreed.

A member of the public asked about zoning changes to multi-family housing around the USCB campus. Mr. Baches said “everything’s on the table.” Another member of the public said the people who live there now should be consulted about that. A member of the public expressed concerns over students when they leave dorm housing and move into the city. Mr. Baches said they’re aware of those concerns, and that’s why those areas are highlighted. “The last phase of the change is the codification of the process” and the new processes associated with the code change; this is when the zoning would change, Mr. Baches said.

Ms. Kelly went on to show more specifically the other areas in the first sector and some of the potential areas and projects that the five groups would study. Mr. Martin said they have heard interest in what can be done on a lot-level, block-level, and then larger sites of improvements and infill “starting from scratch.”

Mr. Martin said the team meetings for the Redevelopment Commission during the charette are designated. Mr. Baches said every team will be working on everything simultaneously, so anyone could drop in any time. Mr. Martin reviewed and detailed the charette schedule for the public. Mr. Baches said nothing coming from the charette is final; work will go on in the months that follow. Mr. Martin said the next public workshop is March 8 at the Verdier House with Main Street Beaufort and Historic Beaufort Foundation.

**ADJOURNMENT**

There being no further business to come before the commission, Commissioner McFee made a motion to adjourn, second by Commissioner Kase. The motion passed unanimously and the meeting was adjourned at 7:04 pm.

ATTEST: \_\_\_\_\_  
IVETTE BURGESS, CITY CLERK