

A work session of the Beaufort City Council was held on November 3, 2009 at 5:00 p.m. in the Beaufort Municipal Complex, 1901 Boundary Street. In attendance were Mayor Billy Keyserling, Council members Gary Fordham, Mike Sutton, and Mike McFee, City Manager Scott Dadson and Shirley Hughes. Councilwoman Donnie Ann Beer was absent. In accordance with the 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 Mayor called the meeting to order at 5:00 p.m.

### **DISCUSSION WITH TRICENTENNIAL COMMITTEE**

Beaufort 3 Century Project was created to fill a 3-year window before the tricentennial, January 17, 2011. They will work on funding from the city and from other sources. Councilman Sutton said there are 15 months to plan for the level of celebration they'd like, which is a big challenge. He'd like to see a listing of organizations and events already planned and planning.

**Debra Johnson** said there are 25 organizations involved. Beaufort 3 Century Project partnered with Hunting Island for the lighthouse celebration, and that took 9 months. January 15, they will repeat the tricentennial lecture series from last year on Friday nights. On January 17, the anniversary event will take place, and will be similar to last year's and will show projects in action. After the tricentennial lecture series, 3<sup>rd</sup> Thursday forums covering history and then the future will begin. The first will be February 18. She went through a list of the forum topics. She said people will come to 2011 with "a rich understanding of our history and our future." The Beaufort 3 Century Project Steering Committee would like to have a role in the celebration on the actual date and will present the archive on that date to the community.

Councilman Sutton asked how those dates mesh with other existing events. Mayor Keyserling asked **Carlotta Ungaro** if there were a list of annual events. She said they have it but she didn't have it with her. She named Taste of Beaufort, spring and fall hone tours, Hospital Ball, etc., Historic Beaufort Foundation will focus resources on the tricentennial. Councilman Sutton said they need volunteers to create a single calendar with a logo, etc. for all events that needs to be done in 3 months, not 15. Mayor Keyserling said there's a difference between the tricentennial build-up and preparation for the January 17 event. He thinks the best group to put complicated events together that works year-round is the Water Festival. He thinks a committee could include former commodores.

**Ed Gillies** asked everyone to think about 2012. If the tricentennial is to be special, sights should be set high. He thinks it should be a celebration; only 51 other cities celebrate a 300<sup>th</sup> year, i.e., Albuquerque two years ago and they might provide some examples to follow. In Asheville and other towns, there's a year-round Director of Events. Library ribbon-cutting in Frogmore, for example, could attract Michelle Obama and put the tricentennial on the map. He feels the first step is to figure out "where we're trying to get." He suggested some ideas of the hundreds of possibilities:

- 300 gun salute to get celebration off to a bang, maybe in collaboration with Marines at Waterfront Park in dress uniforms, could attract national attention
- Local banks supporting tricentennial spruce-up with low-interest, short-term loans
- Start of this event could be commemorated with a ceremonial cannon every noon

**Evan Thompson** said Greensboro had a recent 200-year celebration. They had a problem because the year-long celebration diluted the impact of the actual anniversary. His friend suggested including students/children in as many events as possible. Historic Beaufort Foundation is willing to help in any way they can. Mayor Keyserling said the 400 anniversary of the Huguenots was in 1962 and he remembers a couple of things about it, including a Huguenot coin. He can't find anyone who was actively involved in organizing that who's still alive. **Julie Zachowski** attended a 350<sup>th</sup> anniversary, and went to a play produced and acted by students and it was "rough but a load of fun." Ms. Johnson agreed with the idea of involving kids, who "get invested in it." **Chris Damgen** agreed that he also remembered things from his hometown's centennial, including an art contest for logos and city stationary.

**Bonnie Hargrove**, Beaufort Performing Arts, said her group is invested with the university and offered to do whatever they can. She said they "book a year out," so they'd like to know if there's a group they could book that might work with the celebration. **Carl Wheddler**, Wheddler Group, said Hunting Island's centennial celebration was wonderful and maybe local artists could come up with a creative license plate that only Beaufort County residents could purchase and a part of that fee could fund projects. He also suggested a ceremony for a time capsule. **Dr. Larry Rowland** said he'd do anything Mayor Keyserling asked and he thought the ideas everyone had presented were good. He said the Hunting Island play production was fun and good for the kids involved.

Mayor Keyserling said somewhere in City Hall it would be nice to commission to create a pictorial history of critical points in Beaufort history. Ms. Zachowski suggested commemorative banners to hang downtown. **Charlotte Brown** suggested a historical documentary that would be available for viewing on the week of the anniversary at the theatres in Beaufort. **Kevin Cuppia** said ETV has picked up such a project and finished the initial part of the movie.

Ms. Johnson said Beaufort 3 Century Project has been working with lots of group and asked council what it envisions for the year of 2011. Mayor Keyserling said he'd thought of the one day to culminate what Beaufort 3 Century Project has done, but knows they need to do more. He described some aspects of that celebration. Councilman Sutton sees it as a birthday with a one-time event for the main piece which will be something special. He doesn't feel the wheel needs to be re-invented; other celebrations are good. He suggested planting 300 trees, but doesn't think they need to plan a 2-week festival. Having a community play is a good idea, too, and existing organizations should be encouraged to do things like hayrides and kids' art. Groups that have already done things like license plates could be tied into.

Dr. Rowland said he believes descendants of the original incorporators (or at least roots in Beaufort) could be found. A play about the very earliest days of the founding of Beaufort could be written. Mr. Thompson said a dedicated day or weekend event that's a special tricentennial event and tie-ins would be appropriate. He suggested a "tricentennial site," like a tricentennial fountain in Waterfront Park. Historic Beaufort Foundation has been working on a new guidebook to Beaufort architecture that's more comprehensive. Every house in Beaufort could have a plaque of when it was built for history that lives on. There could be a Beaufort tricentennial postage stamp. He said tourism elements that allow exploration of Beaufort like guide books would be a benefit long-term and can be used in other anniversaries and events. Ms. Ungaro said they could get groups like "Memory Makers." The events give them a marketing tool to get people here for the year in advance, but there should be a special day for Beaufort, too.

Mr. Thompson said a Beaufort Hall of Fame could have 300 inductees on January 17, and then every year induct new ones. Mr. Cuppia suggested a 300 Club that would cost \$300 to join and the money could be used for events, etc. Next year it would cost \$301 and the money could go to organizations determined by the club members. Ms. Ungaro asked about next steps, like setting up a commission. Mayor Keyserling said they'd take recommendations, and then talk about it. He asked interested people to leave their names.

**Cora Newcomb** brought up the waterways including tall ships and possibly bringing them to Beaufort. The shrimping industry, etc. make the waterways part of our history. Mr. Thompson said Beaufort, NC is building a ship for their tricentennial and maybe it could be borrowed. Councilman Sutton said the bridges on the Intracoastal Waterway makes bringing a ship problematic.

Mr. Dadson suggested that council name and organize a committee and get something started to post meetings, a portal into the web page where interested people can sign up to join it, etc. It takes 5 – 10 people to get together and brainstorm, and that needs to be organized. Councilman Sutton said a representative from each group could give a name of someone who could be on the committee. Mr. Dadson said the next step will be to make a resolution, which council will do at the next regular council meeting next week.

#### **DISCUSSION WITH ROB MCFEE REGARDING NORTHERN BEAUFORT COUNTY ROAD PROJECTS**

Mr. Dadson said there's an Executive Summary of the Northern Beaufort Bypass Study in the council's packets. Mr. McFee, Director of Infrastructure and Engineering for Beaufort County, said there will be a presentation made to county council at the next county council meeting. A consultant will discuss what has been done, what the data indicates, etc. County council is unlikely to act at that time. November 16 is the next BTAG meeting. He and his staff aren't going to make decisions; policymakers will determine how to move forward. The Town of Bluffton has no staffer or elected official in place now that was there when they embarked on the journey in 2004 or 2005. The Northern Bypass and Boundary Street affect Beaufort most. Mr. Dadson asked about the referendum and asked how their data correlates with what the voters voted for. Mr. McFee said they are getting another opinion from counsel in Columbia about the flexibility for setting the priorities and possible re-scope of projects. He wants to do as many projects as possible but do them right. Mr. Dadson said bond counsel's opinion would be of interest to council. Mr. Dadson asked for more information on the Northern Bypass feasibility and cost-benefit analysis. None of the alternative routes were deemed feasible, but Bellamy Curve Bridge was deemed to partly meet county needs.

Mr. McFee said based on cost-benefit evaluation, any crossing done in the northern reaches is going to be very expensive and disruptive to a number of things. He said the study thus far has "quantified the challenge" (amount of hard work needed). Mayor Keyserling said solutions tend to be so incremental and not forward-thinking. For \$35 million, a bridge is being moved at Ribaut and to move a bridge 4 blocks seems like a lot of money to create little movement. There needs to be long-term thinking that will help evacuation. Councilman Sutton asked about the list the voters voted on. Their vote was for the bypass feasibility study, and that's been accomplished. One of the other 10 items was the Boundary Street Project which changes traffic without increasing volume. Mr. McFee said the contemplated improvements on Boundary Street will result in greater capacity on Boundary on that section. Councilman McFee said that doesn't take in the area from City Hall to Bellamy Curve. Mr. McFee

agreed. He said building the bridge at Bellamy wouldn't help with evacuation and neither would building one that connected Gray's Hill. "At some point you need to say, 'This is what we can do right now' and do it." They are working on trying to partner on all the technical side of upgrading and making it work better.

Mr. Dadson said the Northern Bypass conversation was about getting more people for evacuation off islands. He asked about the internal circulation issue "if you have Lady's Island and Port Royal." He said there is "a lot of shove-through traffic" that can be dealt with better with a northern bypass somewhere. It's on a list for a study and for a dollar amount. BTAG has done a good job at balancing Northern Beaufort County and Southern Beaufort County.

Councilman Sutton asked what influence local decision-makers have on the list. He wants to make sure what's started is finished. He voted for the 1 cent tax and envisioned finishing that project and wants nothing to take away from it. He said they need to wait until the legal decision has been made. Mr. McFee said he won't choose what "falls off the table." He said Weston Newton said to go to municipalities and come back with their feedback so they can move forward with decision-making. Concurrently, there needed to be review of the state law re: flexibility. The process is important to making a good decision. He came to council to solicit their thoughts. Council could pass a resolution in session and state what they want re: the by-pass and Boundary Street Project.

Mayor Keyserling asked when they'd know real costs of projects. Mr. McFee said that so far all that are under active construction came in within 8-12% of the original forecast. Mr. Dadson said council needs to know that the impact fee in Northern Beaufort County was much less than in Southern Beaufort County applied proportionally county-wide. Mr. McFee said it's collected county-wide but it's segregated. Traffic impact fees have an established process for how they're accounted for from the point of genesis. Mayor Keyserling asked if the money was spent where it's generated so impact fees in Northern Beaufort County are slower to come in than Southern Beaufort County and that will be shown in what happens. If Northern Beaufort County fees collected were \$10-11 million and Southern Beaufort County is \$43 million, they're not pooled / shared.

**Paul Trask** asked for a current amount for Boundary Street Project. Mr. McFee said the 1 cent sales tax (9.5 million) is coming in ahead of schedule. Mr. Trask asked for the total funds available for Boundary Street Project. Mr. Dadson said around \$22 million. Mr. McFee said that's what they started with. \$1.2 was spent on the feasibility study, so it's \$20.5. Impact fees of \$8 million off that number is the sales tax number, which is \$13-14 million. Mr. Trask asked how much is available to spend on Boundary Street. Mr. McFee said it depends on how they want to move forward. The sales tax money will be there; the impact fees won't be. There are a number of ways to "slay that dragon." No more than \$13 million is there now, but there could be more depending on what impact fees do.

Councilman Sutton asked what percent of the budget impact fees are. Mr. McFee said the percentage is about 50%. Mr. Dadson said a directed letter is a good idea. Mayor Keyserling said you can only raise a certain amount of money. Councilman Sutton said if the funding mechanism lowers, they need to talk about TIFs. They need to figure out how to fund projects. Mr. McFee said the Redevelopment Commission has sent priorities and that's a wonderful tool, so they can phase the design structure of Boundary Street so they can make whatever improvements they can. Mr. Dadson said prioritizing it helps with those kinds of things. But council is working on how to fill the hole and they don't know how

big the hole is. The ceiling amount was \$55 million and that's predicated on these monies also being there. Impact fees haven't gone away, they're just not there right now. Mayor Keyserling said they're too uncertain to bond against. Mr. Dadson said all carry risks and conditions with them. It's a slower period and will get bigger at some point. Northern Beaufort County will never be Southern Beaufort County. The \$22 million has shrunk for now and the importance of TIFs, etc. is great right now. Councilman Sutton said he's looking at how we got to where we are today and one of the biggest issues is how traffic leaves the island. The impact fees are driving the cost which originally came from areas that are generating the problem as a result of rapid growth.

**Merritt Patterson** relayed a story about bonding on future income streams from a conference he'd attended. He said Beaufort can't sustain it in the long-haul because of the mega-trends around it, i.e., national debt, bankrupt businesses, etc. Banking on growth is overly optimistic. Increasing TIFs and debt is taking 30-35 years of tax growth in the TIF districts and will only grow this area and will not be able to increase tax growth. California's solution was to not borrow its way out of debt; "you can only pay as you go." TIFs are not a panacea and Beaufort doesn't want to pay that price tag plus there's an economic self-interest reason not to do it. He thinks the dreams need to be toned down.

Mayor Keyserling said there's \$6 million remaining re: the by-pass. Mr. McFee said that's all sales tax money and "real." It's in the bank. Impact fees are the remainder. Mayor Keyserling asked, of the projects in Northern Beaufort County, how much money apart from Boundary Street are they short? Mr. McFee said the total for sales-tax funding was \$35 million. The bridge came in at \$34 million. In the original referendum, the bridge and road work were one and the other was separate. The total road low bid was \$5 million for the portion on Lady's Island. The package is about \$40 million. Net is \$2 million high on that set of projects.

Councilman Sutton said council is not anxious to bond anything. Mayor Keyserling said if it's legal to transfer, they'll be at \$13-14 million of the \$22 million. Mr. Dadson said if the study is sufficient to stop this being a priority, they can shift. Mayor Keyserling feels the Northern Bypass is critical and \$2 million isn't going to slow him down. That's got the greatest potential for getting off the island. **David Tedder** said there are price-cost overruns. Sales tax was underestimated and capped. He said tourism pays 65 cents on the dollar. The shortfall should be quantified and left to the voters on changing the cap. Mr. Dadson agreed. Council should consider that with its partners. He told Mr. Patterson that comparing California to Beaufort was inappropriate. Their problem isn't infrastructure. He went on to explain why. TIFs will be based on real cash flows, as current ones are. He thinks there need to be rules established in that district; county-growth patterns that surround Northern Beaufort County create the traffic problems. Future building patterns should move traffic through with different alternatives.

Mr. Trask said the priorities Mr. McFee laid out may include burying the power lines, etc. but the ordinance language said the main priority was to facilitate traffic flow. There are elements of the Boundary Street Project with public infrastructure that, once put in, will allow private development to take place which generates impact fees. He wants council and the Redevelopment Commission to look at that. The budgetary issue needs to be carefully managed. Priorities should be those that spend public money to promote private development coming on, which was the main idea behind the Boundary Street Project. Councilman Sutton said the parallel road is more important than the thoroughfare changes. Councilman McFee said without the improved road, the parallel road makes no sense. Mr. Dadson said

he thinks the priorities are OK. Phasing is important. The Redevelopment Commission will have to re-visit the decisions it made when city thought it had more money.

Mr. McFee said as soon as they get updated cost projections, he'll share them with council. Mr. Dadson said if money has to be moved it should be moved to projects in Northern Beaufort County. He agrees with asking for the overages in sales tax to go to projects. He said they're getting their fair share, and Mr. Patterson said if they go to extend it, they'll hear from Southern Beaufort County who will want their share. Mr. Tedder said extending it would require a referendum. He presented the way it would be worded. Mr. McFee said Chairman Newton wants "ground plowed" so a decision can be made sooner rather than later. Mr. Patterson said to anticipate additional shortfalls as it goes.

Mr. Trask asked if Thomas and Hutton is doing the Boundary Street engineering. Mr. McFee said they've been interviewed but no final design consultant has been selected yet. They're not bound to anything. Mayor Keyserling said that 8 months ago, priorities were made and he wanted to know if there should be re-prioritization to address the shortfalls. Councilman Sutton said the Redevelopment Commission pushed for full engineering to understand costs. Mr. McFee said the designer can be told the new priorities and fees adjusted. They can pay as they go. There are a lot of options for Boundary Street, for example to address the shortfalls. Priorities drive what the final design looks like.

Councilman Sutton said so much discussion has been in the abstract. Mr. Dadson said in the short-run there's no contract to be signed with the design engineer. Mr. Dadson suggested writing a letter and if they're moving away from where they are now, they need a larger discussion and to make sure the money is kept in Northern Beaufort County. Mayor Keyserling said they also asked that the county look outside of SCDOT to see if there were federal opportunities. Councilman Sutton said council shouldn't make a decision on the bypass; it's a county issue. Mr. McFee said county council wants to know what city council thinks so they can make a decision. At the last BTAG meeting they said to get the municipalities' thoughts and come back with them with what the municipalities would like to see.

Mayor Keyserling asked if Port Royal and Bluffton were coming with their recommendations. Mr. McFee said Bluffton is bringing staff recommendations to the BTAG meeting and Town of Port Royal has shared what they'd like to see. Councilman Fordham agreed that the Northern Bypass has been discussed forever. He thinks they ought to have Mr. McFee tell county that the city feels the bypass is important. Mayor Keyserling said his view is not to let up on the bridge because that's how Beaufort grows. The most practical growth is within the city's growth area. Councilman Sutton said it's a larger community issue. He doesn't support it at Bellamy Curve because that adds to the problem.

Mr. Dadson asked if it should be a discussion item at the next council meeting. Councilman McFee said he doesn't have a problem with it but the does if it it's at Carteret Street. Councilman Fordham said this is why he breaks with consultants. Mayor Keyserling said all council agrees that any additional dollars need to be kept in Northern Beaufort County. There also needs to be a discussion about Bellamy Curve with Councilwoman Beer, who wasn't present.

#### **DISCUSSION REGARDING APPOINTMENTS AND APPOINTMENT PROCESS FOR MEMBERSHIP ON THE REDEVELOPMENT COMMITTEE**

Mayor Keyserling feels there should be a job description, a wide sweep of the community, advertising, and interviewing. He feels this is a huge step to get the right people and get more strength and depth.

Mr. Dadson presented a draft of a job description and necessary qualifications for the Redevelopment Commission. Further qualifications are for council to discuss: working in a board setting, should live or own property in the city and management or ownership of a business in the city. Other types of boards have various qualifications, i.e., to be on the Design Review Board one has to own a business. Mayor Keyserling presented additional points: entrepreneurial / dealmaker/doer, some experience with public/private partnership, seriously committed to investing time. Councilman Sutton said he doesn't want additional qualifications as a *requirement*. They need to reach further than the city limits for candidates, and he doesn't want to restrict that. Mayor Keyserling agreed that it shouldn't be narrowed down by these criteria. Councilman McFee said the greater community is a better pool to pull from. He suggested adding cultural diversity. Councilman Fordham agreed with what's been said.

**John Gadsden** asked if business development should be included. Ms. Johnson suggested that the Redevelopment Commission should consider a percentage that should be city residents because they have a different sort of investment in the area. She also asked what kind of training the commission would receive, in ethics, for example and other board issues that aren't necessarily intuitive. Mayor Keyserling said board members have to sign an ethics statement, and Ms. Johnson said "that doesn't mean you understand it." Mr. Dadson state statute addresses what happens if one steps over the line. There is training for other commissions. Councilman Sutton said there's no value added in current board training. Mayor Keyserling said current Redevelopment Commission members have had some good training, and members should expect some training, i.e., conference attendance. Mr. Dadson said when people apply, they need to be asked if they understand everything about the Redevelopment Commission such as its powers. He also feels the Redevelopment Commission needs a good retreat to determine where they want to go.

Councilman McFee said he thinks this is a good framework. Mr. Dadson said he'd put something on the web site. He asked if the openings should be promoted any other ways. Councilman Sutton said he'd like it in the paper and Mayor Keyserling agreed. Mr. Trask asked if they anticipate preparing an application and people applying, then an interview process. Mr. Dadson said it will be similar to ones for volunteers for boards but including these qualifications. Mr. Trask asked how the removal power of council would be envisioned: by vote at council meeting, executive session? Mr. Dadson said on other commissions, they use executive sessions to discuss it and then do the removal in the open. **Don Starkey** suggested it should include an intimate knowledge of the workings of Beaufort. Councilman McFee said he understands that but that may limit people who are new to the community but have great resource backgrounds. Mayor Keyserling said he doesn't want to discourage people from coming forth, but that could be a deciding factor if it comes down to two.

Mr. Trask said he wondered if there were a process to get background when one becomes a member. Mr. Gadsden said they were given a package but not formally oriented. He recommends strongly that as part of the process there should be a strong orientation for those coming in now and in the future. Ms. Johnson said there was once a yearly Municipal Association orientation with all the boards, but it was not very effective. The turn-around on orientation should be quick, not put off until once a year. Councilman Sutton said maybe they should be required to attend a meeting of each commission the city has, i.e. the ZBOA. Mr. Dadson said there should be a beginning of the year "welcome." Mayor Keyserling said he attended the Neighborhood Task Force meeting and it was one of the best he'd ever been to. Board members are usually representing the city. Mr. Gadsden said that periodically the council needs to meet with the board. Ms. Johnson asked if a percentage of the commission being from the city

was being nixed. Mayor Keyserling said he's not for setting that condition on applicants at least for now. Councilman McFee said the investment of the individual isn't necessarily correlated to living in the city. When they consider the applications, that will be in their minds, but the applicants shouldn't be limited to that at this point. Councilman Sutton asked Mr. Dadson for a timeline for this.

Mr. Dadson said the council members serve until they're replaced. The ad will be run and interviews can be done during work sessions. They need to get the word out, and when they receive applications, they'll let council know. Mayor Keyserling said they need to be aware of the stagger factor. Mr. Dadson said practically-speaking, they should aim for someone by the first of the year. Mayor Keyserling asked about the ends of the terms of current members; Mr. Dadson said he doesn't know. Mayor Keyserling said some should be rotating off.

### **DISCUSSION REGARDING PROPOSED MEETING SCHEDULES FOR THE REMAINDER FO THE YEAR**

Mr. Dadson presented a proposed schedule. December 15 should be a thank-you party for boards, maybe prior to the work session. Council assented. He asked what they wanted to do about the December 22 and 29 meetings. Mr. Dadson added discussion on those two to the council's regular meeting agenda.

### **NORTHERN AREA PLAN IMPLEMENTATION REPORT**

Mayor Keyserling said all planning commissions met for a workshop on form-based code and discussed the Northern Beaufort County Regional Implementation Committee's proposal to create a Beaufort/Port Royal metropolitan planning commission. The committee chair wanted to bring everyone together to look at areas in the growth boundary that aren't in the municipalities and wanted to create a sub-committee to the commission. Beaufort/Port Royal would like to 2 members of each council and a rotating chair every 2 years and weave the county into it to look at everything within the growth boundaries. County will always have the final say. The Implementation Committee chair said instead of creating a new commission, why not create a commission sub-committee. Mayor Keyserling said they decided that creates an extra step. Councilman Sutton and Councilman McFee said county's idea doesn't make sense since they're trying to get rid of extra-bureaucracy with form-based codes. Consolidation received a lot of support. Harley Laing asked Mayor Keyserling to share with council and Port Royal's town manager. They're going to form the commission, hope that the county will appoint two members to it, and they'll move forward. Mayor Keyserling said city, county, and town staff members have already started operating this way.

### **ADJOURNMENT**

There being no further business to come before city council, Councilman Fordham made a motion to adjourn, seconded by Councilman Sutton. The motion was approved unanimously, and the meeting was adjourned at 8:05 p.m.

ATTEST: \_\_\_\_\_  
SHIRLEY HUGHES, ACTING CITY CLERK