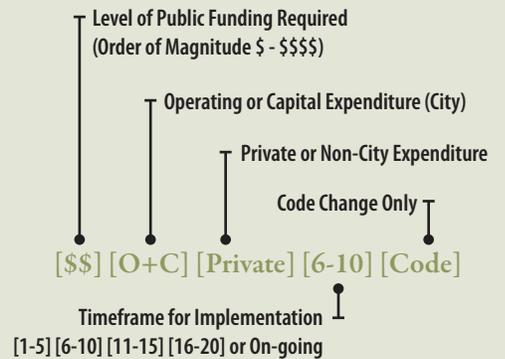




CHAPTER ELEVEN: SERVING OUR CITIZENS

Key to Action Items





11 SERVING OUR CITIZENS

The City, as a municipal corporation, provides urban services to its various constituencies. Since 1976, Beaufort has been organized as a Council-Manager form of government. As such, it has a Mayor and four City Council members who are charged with setting official municipal policy, much like a Board of Directors for a private company. The council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees and hiring both the City Manager and the City Attorney. The council is elected on a non-partisan basis. The mayor and council are elected at large and serve four-year staggered terms. The City Manager acting in his/her role as the Chief Executive Officer (CEO) of the city implements the official policies through administrative control of municipal departments, offices, and agencies.

While there is much discussion in this plan regarding various capital construction projects, protection of the assets of the City and the role that capital improvement planning (CIP) plays into the City's ten (10) year plan, the focus must necessarily shift to a discussion regarding the operation and maintenance of city services and their costs.

At present, the capital structure (the ability of the City to have a diverse revenue structure) of the City is heavily weighted towards economically sensitive tax structures and thus subject to more fluctuation than if it were tilted toward the more stable revenue sources of property taxes. Regardless of the impact that the economic/business cycle has on the City's ability to raise sufficient funds (revenue), the cost side of the income statement should be and must be the focus of the affects of this Plan.

This Comprehensive Plan therefore attempts to marry the annual strategies under the purview of current and future Councils and their Management Team with the long-term vision of this plan by outlining the futurity of the necessary and efficient delivery of public services.

Key Recommendations

- 11.1 The Economic Context of City Government
- 11.2 Current City Facilities and Services
- 11.3 Utilities
- 11.4 Emergency Medical Services and Health Facilities
- 11.5 County Schools and Libraries
- SC 1.0 Ensure a Healthy Financial Position
- SC 2.0 Provide Efficient City Services
- SC 3.0 Maintain and Expand our Physical Assets

Key Principles

15 | Fiscal Sustainability

The city, as a provider of urban services, must focus on long-term solvency with each incremental decision. Capital investments should leverage future benefits and must consider the impact on long term operational costs prior to their implementation. Perhaps most importantly, we will constantly seek efficient and innovative ways in which to deliver services and maintain our assets.

16 | Adequacy of Infrastructure and Facilities

The contiguous extension of our corporate boundaries will be considered to the extent that the provision of city services can be economically and efficiently provided and will be subject to the adequate availability and timely construction of community infrastructure and public facilities.

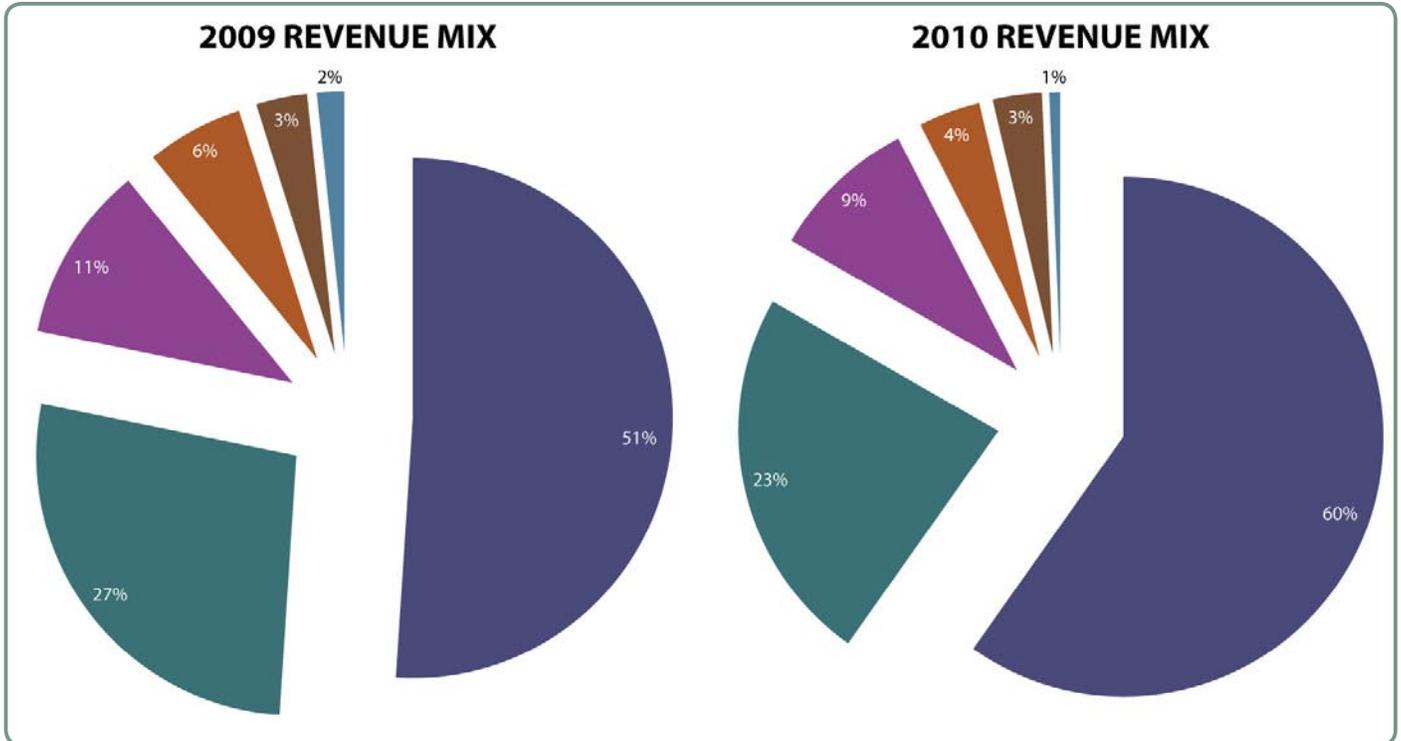
11.1 THE ECONOMIC CONTEXT OF CITY GOVERNMENT

In the fall of 2008, the local, national, and international economy saw the pinnacle of the tsunami of the credit bubble bursting and the subsequent global recession. Until this time, Beaufort saw growth in economic activity that mirrored much of the US economy, though most of it was beyond our current municipal limits. In addition to the unsustainable growth of low density, suburban scaled development, the city's ability to stabilize tax revenues through the use of the property tax was severely limited by the South Carolina General Assembly. And while Council did indeed lower millage rates, the assessed value of the City grew steadily but not as aggressively as it could have prior to the beginning of the recession.

Moody's described the economy of the City as such "Situated in the southern coastal portion of South Carolina (G.O. rated Aaa/stable), the city is the Beaufort County (G.O. rated Aa2) seat and the retail and service hub for the northern portion of the county. The U.S. Military serves as the county's largest employer – supporting more than 8,000 military and civilian personnel countywide – and the presence of Parris Island Marine Recruit Training Base, the U.S. Naval Hospital and the Marine Air Station add economic stability to the area. The city's employment base also includes several institutions that provide stability to the local economy, including the University of South Carolina-Beaufort (University of S. C. rated Aa3) and the Beaufort Memorial Hospital. The county, which includes the Town of Hilton Head Island (G.O. rated Aa1), is an established tourist destination and the city has a growing tourism sector anchored by its historic downtown, which is one of the state's three national landmark districts."

This report goes on to further note that "the city's tax base has grown at a healthy average rate of 9.2% annually over the past five years, including a 44.6% growth with reassessment in fiscal 2005. Moody's expects steady growth in the city's \$1.3 billion tax base, which is 63% residential, given the city's increasing popularity among retirees and ample land available for development. While residential growth rates have remained exceptionally strong in recent years (as evidenced by an annual average 62% increase in the number of building permits issued within the city between fiscal years 2004 and 2006), the number of these permits decreased by 70% between fiscal years 2006 and 2007. Despite the slowdown in home sales, officials report that median housing prices citywide have remained stable. The city's 1999 wealth indices approximate state levels; however, they are slightly lower than the national levels, somewhat reflecting the large military population. Full value per capita of \$109,305 is healthy, even given the city's sizable tax-exempt component." (Moody's, **Moody's Assigns Initial A1 Rating to City of Beaufort's (SC) \$15 Million G.G. Bonds of 2008.**) Rating increases, while deserved, were due in large part to healthy reserves, good management, and good policies in addition to the economic attractiveness of Beaufort County as a whole.

GENERAL FUND REVENUE SNAPSHOT



▲ REVENUE BY SOURCE, FY 2009 & FY 2010

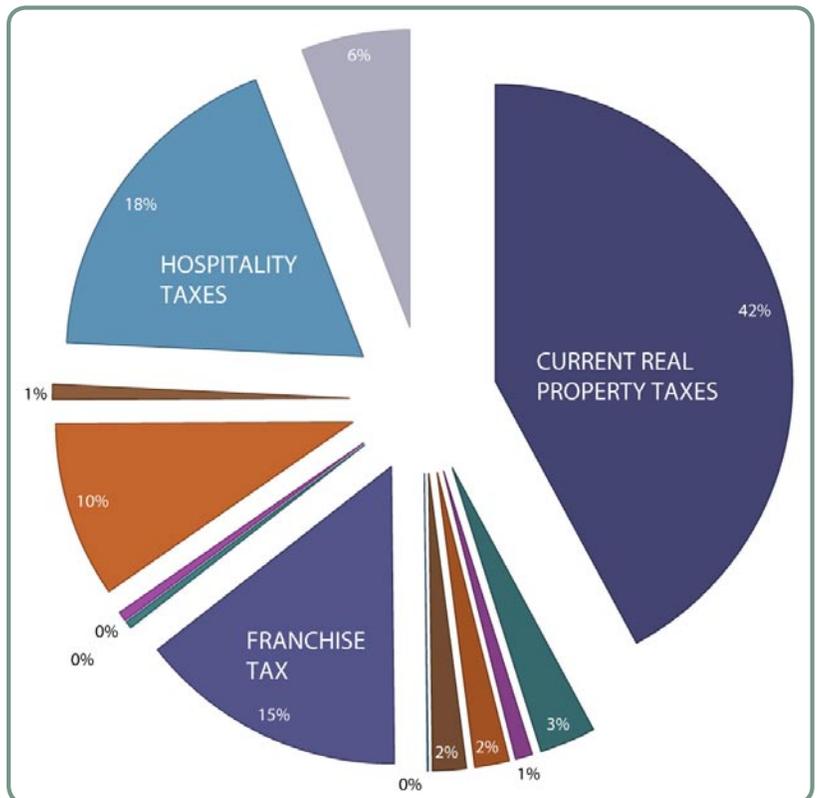
While the City's revenues are well diversified, many major sources are in decline because of their sensitivity to the current economic climate.



► COMPONENTS OF TAX-BASED REVENUE, FY 2010

From the charts above, the breakdown below shows the various tax-based revenues in aggregated form. Note that Real Estate Property taxes, the most stable of the taxing structures, comprises less than 26% of all revenues. The specific taxes include:

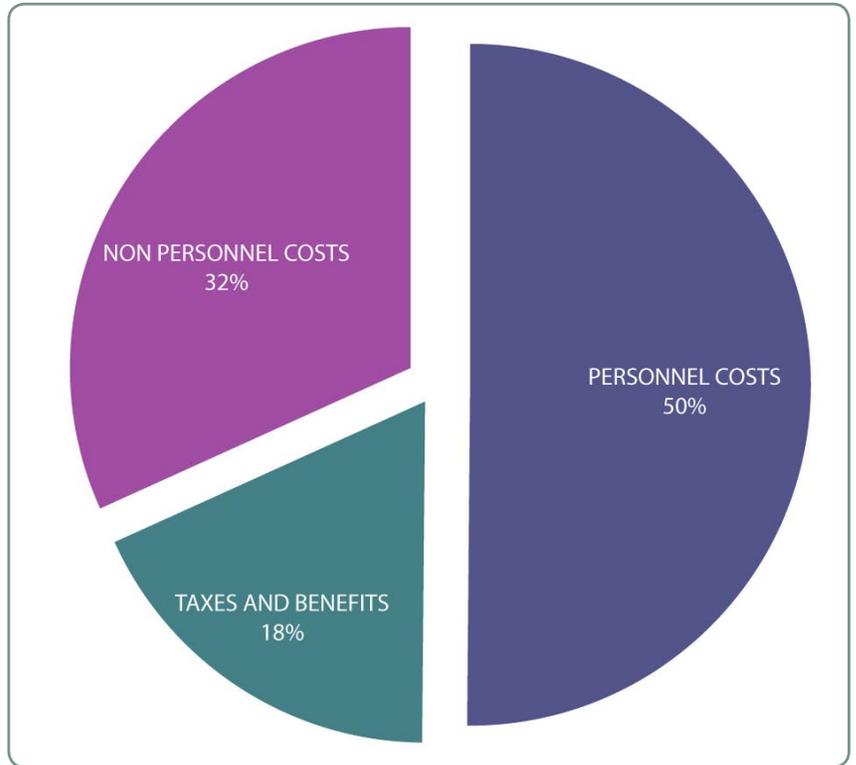
- Real/Personal Property Taxes (42%)
- Taxes-Delinquent (3%)
- Penalties (1%)
- Vehicle Property Taxes (2%)
- Homestead/Merchant Taxes (2%)
- Motor Carrier Taxes (<1%)
- Franchise Contract (15%)
- Payment in Lieu of Taxes - BHA (<1%)
- State Accommodations Taxes (<1%)
- Payment to City - BJWSA (10%)
- ABC Taxes (1%)
- Hospitality Taxes (18%)
- Local Accommodations Taxes (6%)



GENERAL FUND EXPENSES SNAPSHOT

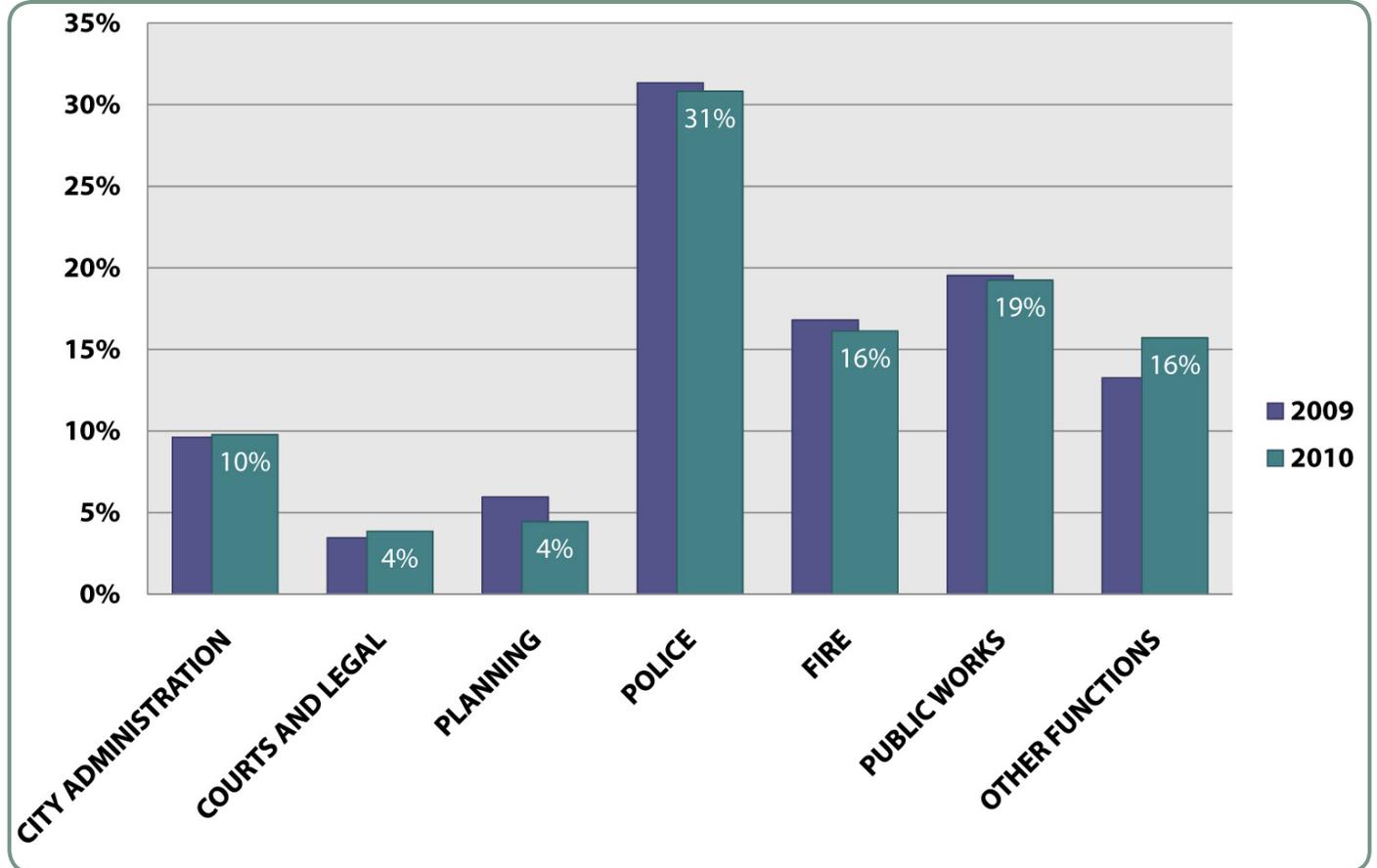
PERSONNEL COSTS AS A PORTION OF TOTAL OPERATIONAL COSTS, FY 2010

Most of the direct costs to the City are in the form of personnel costs which represent 68% of the total non-debt expenses of the City.



OPERATIONAL EXPENSES BY DEPARTMENT, FY 2010

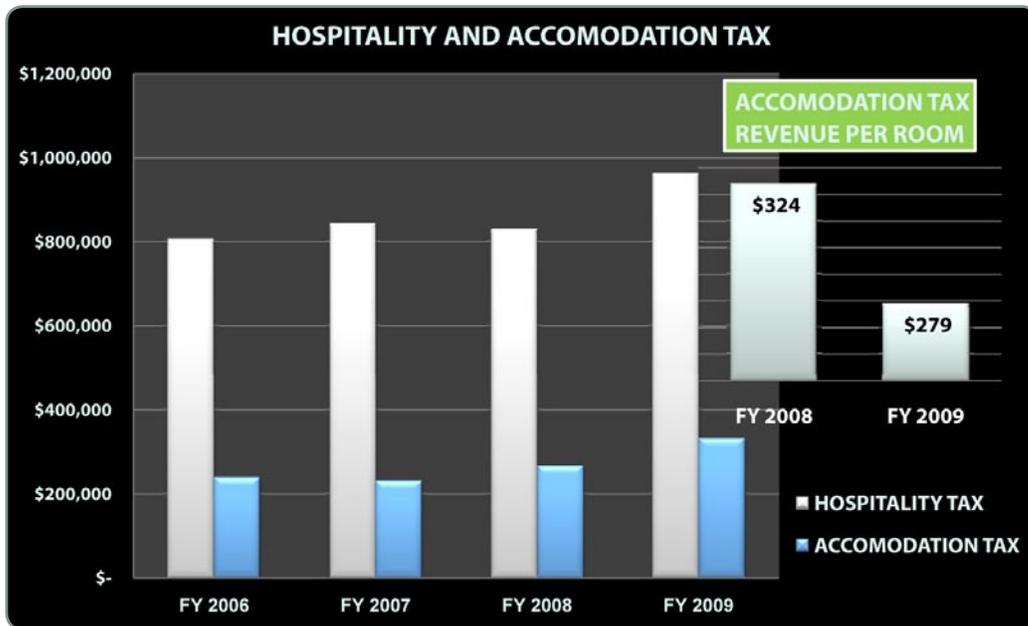
The core "front-line" services provided by the City - police, fire, and public works - comprise 66% of the total operational expenses of the city.



OTHER KEY ECONOMIC INDICES FOR THE CITY

**CHANGE IN ►
COLLECTIONS OF
HOSPITALITY AND
ACCOMMODATIONS
TAXES**

Note that while the gross revenues are showing a positive trend, the revenue per room is dropping due to the increase in the number of hotel rooms over the past couple of years.



▲ REAL ESTATE AND BUSINESS LICENSE REVENUES FOR THE 10 MONTHS ENDED APRIL 20TH, 2009

While revenues from property taxes have been relatively stable, business license revenue has been in decline for four years.

11.2 CURRENT CITY FACILITIES AND SERVICES

GENERAL GOVERNMENT

The General Government operations of the city include the City Council, Administration and Finance, Support Services including Human Resources and Information Technology, and the City Attorney. Central to the City is its elected and appointed oversight of the public good. The City Council appoints its manager, its legal staff, and the various boards and commissions of the City. It is responsible for the overall direction of the City through the enactment of policies and laws including an annual operating budget, a 5-year financial plan, and a 10-year capital improvements plan. Management is responsible for advising on matters of policy and for its execution. Legal staff is responsible for advising council and city staff on all matters of law, ordinance and defends the city on matters of disagreement. Citizen Boards oversee the process of various land use and zoning matters as well as historic districts, tourism management, tree boards, and design review boards.

Currently, the City of Beaufort government services operate out of several different facilities. The City Hall building on Carteret Street in downtown Beaufort contains office space for the City Manager and support staff, the Human Resources Department, the Planning and Development Services Department, and the Finance Department. The City also owns and maintains the Carnegie Building at 701 Craven Street which is currently vacant, as well as the Beaufort Arsenal museum (which is operated by the Historic Beaufort Foundation). Construction on the new \$6.9 million, 28,000-SF City Hall on Boundary Street is expected to be complete in winter, 2010. At that time, all of the General Government services will move into that building.

PUBLIC SERVICES

The Core Services of Public Services provided by the city include residential sanitation, limited right of way maintenance, recycling, limited Commercial Garbage Services, Right of Way mowing, Traffic Controls, Parks, Open Space Maintenance, Stormwater, Storm events, Project Management and Central Garage Services. The City has prioritized public service operations and projects that:

- Enhance the physical presentation of the city (e.g., parks, streets, roadways and public areas);
- Protect the functionality of the stormwater system;
- Better maintain our current assets;
- Be prepared for emergencies; and
- Improve the product for our citizens and customers.

The City has outsourced some services in order to create efficiencies with limited resources and to achieve the objectives noted above. In addition to outsourcing, the City finds it prudent to retain a Core Services Team of City Employees as well. This focus on providing essential city services and the redirection of funds will occur with public works staff and outsourced service delivery. The “core services team,” emphasis is on the following services:

1. Parks
2. Stormwater
3. Open Space
4. Cemetery and ROW mowing
5. Traffic Control
6. Commercial Garbage Collection

SOLID WASTE MANAGEMENT/RECYCLING COLLECTION

In 2009, the City contracted out its solid waste, recycling, and yard debris functions for its 4,100 households to a private company - Waste Pro.

PUBLIC SAFETY

In 2009, the city commissioned the ICMA Public Safety Consulting Group to analyze the operations the police and fire departments of the city. The recommendations of that study are expected in fall, 2009.

Police

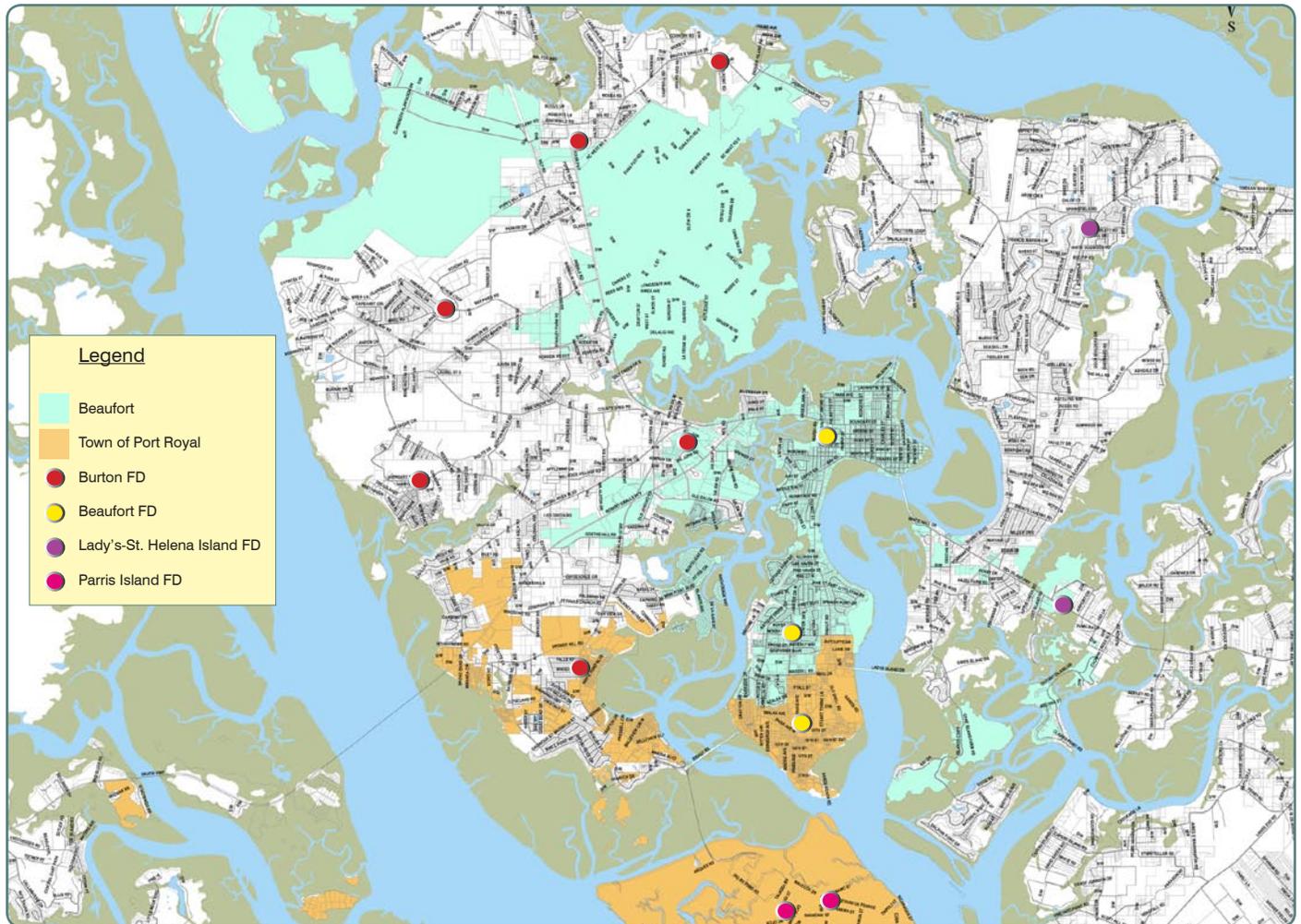
The City of Beaufort Police Department provides service for and has jurisdiction over the City of Beaufort. The Police Department is headquartered in the \$7.2 million, 35,000-SF police and courts building at 1901 Boundary Street and maintains sub-stations at 1205 Duke Street, an outpost in the Sea Store at 2265 Boundary Street and another office at 1932 Duke Street, as well as a proposed substation in Southside Park. Each sworn officer is assigned to a personal vehicle which serves to enhance officer's visibility in the community and to deter crime.

The Sheriff's Department has approximately 200 full-time deputies serving Beaufort County. Associated with the Sheriff's Department are the County Detention Facility and the County Judicial Courts Facilities, both of which are used by the Beaufort City Police Department. The Beaufort Police Department has a mutual aid agreement signed with the Beaufort County Sheriff Department. This agreement affords law enforcement assistance and cooperation between each of the agencies. Additionally, the Beaufort Police Department and the Beaufort County Sheriffs Department assign officers under a Beaufort City/County Drug Task Force.

The Beaufort Police Department is recognized as one of the top departments in South Carolina. All officers must complete the South Carolina Criminal Justice Academy and Department Training Programs, among other requirements, ensuring a competent and high quality force. The Police Department places a very high priority on internal and external professional development and employee participation. The Department's organizational structure is designed to enhance and reinforce the philosophy of Community Policing. This concept is designed to decentralize authority, encourage employee participation and enhance department operational strategies.

Fire

The Beaufort Fire Department maintains two fire stations within the City of Beaufort as well as provides administrative and fire personnel services to the Town of Port Royal through a contract agreement. Port Royal maintains a third fire station which is operated by the City of Beaufort Fire Department. All firefighters, equipment and apparatus from all three stations are available to respond to any emergency in the City of Beaufort, Town of Port Royal and all other surrounding communities by either a direct request for aid, or part of automatic aid agreements signed by the governments of those communities. Both departments also maintain a contract for emergency services with the Beaufort Naval Hospital and housing units located on the base. The headquarters station is located at 135 Ribaut Road and is assigned the minor response district to the north of Allison Road, as well as areas along highway 21 and 170, and areas within the Burton District as outlined in automatic aid agreements. A second Beaufort station at 2519 Mossy Oaks Road is assigned the minor response district to the south of Allison Road, as well as annexed areas on Lady's Island along Lady's Island Drive and Sea Island Parkway, and has served minor responses in the Town of Port Royal prior to the manning of that station in January 1998.



The Beaufort Fire Department is staffed with full-time paid firefighters and a volunteer force who operate on three shifts with support staff. The Beaufort Department currently maintains 3 frontline pumpers with a 1,500 gallon per minute (GPM) pumping capacity, two reserve pumpers, one with 1,500 GPM and the second at 1250 GPM. The Department also maintains 1 aerial ladder truck in reserve with a 100 foot aerial ladder, and two front line aerial tower platforms, both of which have a 2000 GPM pump and aerial platforms that reach to 100 feet and 85 feet respectively. The Department also maintains one panel truck, 2 equipment squads, 4 administrative vehicles, and a rescue boat. The Department also maintains a mobile fire safety house which is available for public education events throughout Beaufort County.

In addition to firefighting responsibilities, the Beaufort Fire Department cooperates with the Beaufort County EMS to provide emergency medical response to the City. The Fire Department has an ongoing first responder medical agreement with Beaufort County EMS, which supplies the Department with emergency medical supplies. All firefighters are certified to the Emergency Medical Technician level and the City currently has two Paramedics on staff.

The Beaufort Fire Department presently maintains an Insurance Services Office Rating (ISO) of a class 2 for the City of Beaufort, and has recently provided assistance in improving the Town of Port Royal's ISO rating from a 6 to a 3.

PLANNING AND CODES ENFORCEMENT

The City of Beaufort Codes Enforcement Division and the Department of Planning and

Development Services provides a full range of planning and development services for the community and is both housed in the City Hall. This department is responsible for inspecting new development to ensure compliance with building and fire code regulations as well as inspecting and enforcing codes for existing development. The building codes enforcement and inspection activities have earned an ISO rating of class 3 for codes enforcement.

11.3 UTILITIES

WATER SUPPLY

Beaufort's water supply is drawn from the Savannah River and is pumped into an 18 mile canal, treated at Beaufort-Jasper Water & Sewer Authority's (BJWSA) Chelsea Treatment Plant and conveyed to the City of Beaufort via a transmission piping system that was developed in 1963 by BJWSA. In 1999, the City of Beaufort Utilities Department was purchased by BJWSA. At that time, all City of Beaufort water and sewer customers were transferred to BJWSA, as well as all water and sewer assets. BJWSA serves the Town of Port Royal in the same manner as well as the unincorporated areas beyond the city limits of both communities.

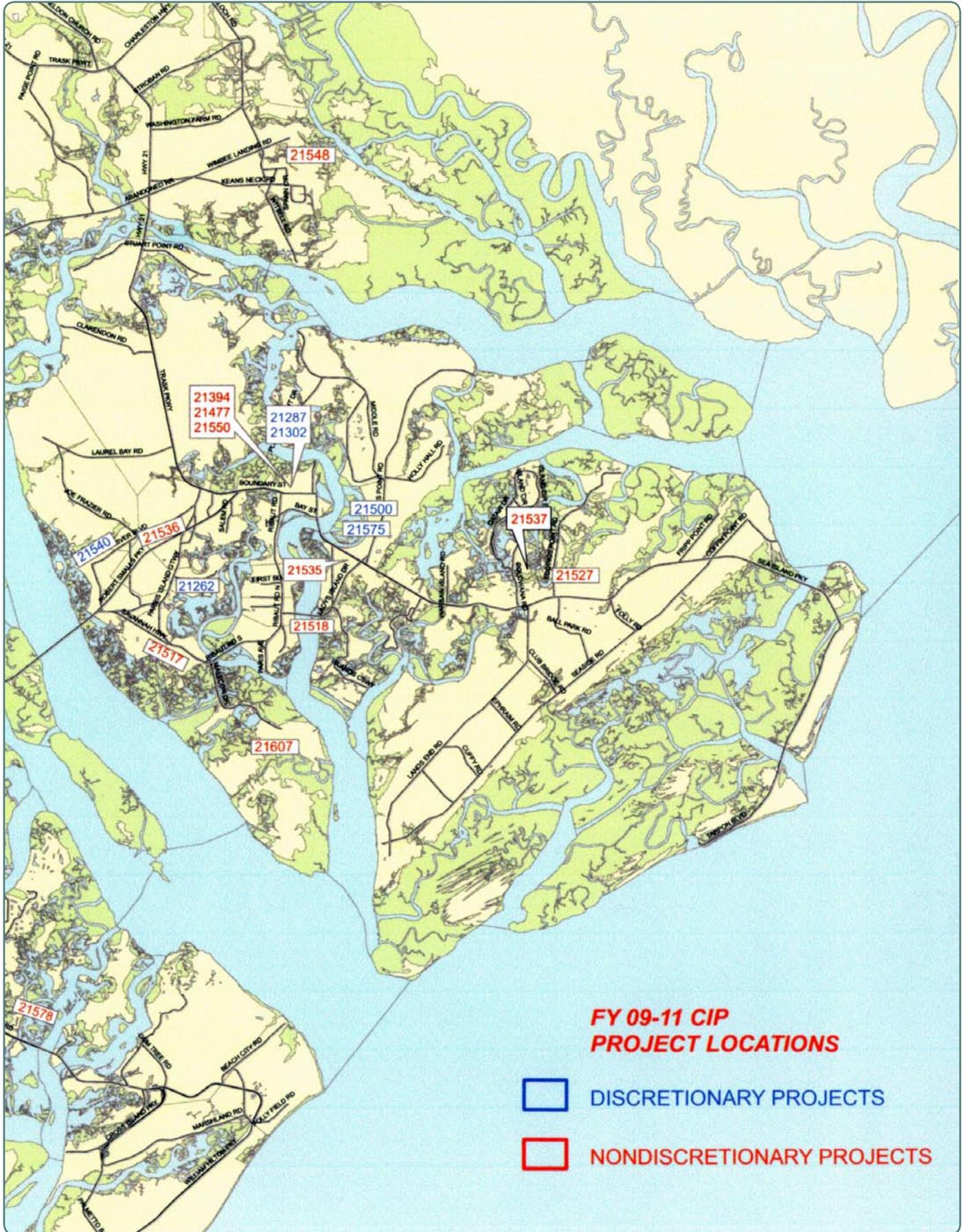
The current average water demand for the City of Beaufort and adjacent unincorporated areas is approximately 2.2 million gallons per day (MGD). The water system that serves the City has ample capacity in most areas and has the ability to be expanded should the need arise. BJWSA is currently capable of producing 28 MGD from the Chelsea Facility and associated aquifer storage and recovery well systems.

BJWSA currently maintains two elevated water storage tanks and one ground storage facility on Port Royal Island. The largest elevated tank located along Highway 170 has a capacity level of 1.5 MG. A second tank located at Trask Parkway and Parker Drive has a capacity of 150,000 gallons. A new 3 MG ground storage tank and high service pump station were completed in 1999; the facility is located on SC 170 near the Vocational Rehabilitation Office. This addition has fully enhanced the water pressures and fire flows delivered to the City and the Town of Port Royal. In 2004, BJWSA finished a 15 MGD surface water plant near the Savannah River, west of Hardeeville. This new facility will provide water to a large portion of southern Jasper and Beaufort Counties. Once this occurs during the first quarter of 2004, the Chelsea plant will be dedicated to providing water primarily to northern Beaufort County, including the City of Beaufort. Both facilities will be inter-connected and serve as back-ups to one another. Additionally, the old Floridian groundwater wells once operated by the City have been removed from service and are no longer used as part of BJWSA's surface water system.

Through the use of its Capital Improvement Plan, BJWSA is actively making improvements to the water and sewer systems that serve the City. Sewer service is currently available to approximately 85 percent of the residents within the incorporated area. As part of the Intermodal Surface Transportation Efficiency Act (ISTEA) streetscape project in 2001, the City of Beaufort contributed matching funds to upgrade the capacities of water mains in the Historic District. This improved fire flows throughout the Historic District.

WATER CONSERVATION

BJWSA adopted a water conservation plan in 2001 which is primarily intended to encourage wise use of water throughout the year. The regulation adopted by the BJWSA Board grants BJWSA the power to regulate water usage in extreme drought



▲ **BEAUFORT-JASPER WATER AND SEWER AUTHORITY CAPITAL IMPROVEMENTS (2009-2011)**

The map above details the various planned capital improvements around the Beaufort area over the next two fiscal years.

or water shortage situations and to levy fines against offenders. Though under normal circumstances Beaufort has an ample water supply and little water shortage, it is important to educate the public about basic water conservation methods for the long term sustainability of a quality water supply. BJWSA has a new Drought Plan and regulations in place that has received approval from the South Carolina Department of Natural Resources.

WASTEWATER TREATMENT

In 2007 BJWSA completed construction of a 10 MGD water reclamation facility in the Shell Point area that serves all of Port Royal Island. Currently BJWSA has pipelines under construction to connect the Parris Island WWTP and MCAS WWTP to the Port Royal Island Water Reclamation Facility (PRIWRF). PRIWRF treats to very advanced standards and is available for reuse applications. Currently the plant provides ~500 mgd to Secession Golf Club on Lady's Island for reuse. To date, sewage service provision in Beaufort has been expanded to include all but a very small percentage of the City's incorporated area which is served by water. Service to these areas will be forthcoming as new development occurs. The current plant is currently treating flows at 2.5 MGD. With the addition of the military flows, flows are expected to increase to 3.5 MGD.

11.4 EMERGENCY MEDICAL SERVICES AND HEALTH FACILITIES

EMERGENCY MEDICAL SERVICES

The Beaufort County Emergency Medical Services (EMS) serves all of Beaufort County with emergency transport services. System-wide, the EMS includes 48 full-time staff, 15 part-time staff, and approximately 14 volunteers. Nearly 7,000 calls were responded to in 1995 with the average cost per call being \$429, which averages \$29.40 per person in Beaufort County. In addition to emergency paramedical response services, EMS offers inter-hospital transport to hospitals in Savannah and Charleston from Beaufort, Hilton Head and the Naval Hospital. Beaufort County EMS has been recognized as an outstanding system and is licensed by the South Carolina Department of Health and Environmental Control.

Of the eleven stations maintained by Beaufort County EMS within Beaufort County, two are located in or near Beaufort at 2727 Depot Road (EMS 1) and 602 Parris Island Gateway (EMS 2). The headquarters station at 2727 Depot Road houses the administrative staff along with the training room and supply storage. The service area for EMS 1 covers the City of Beaufort, the Town of Port Royal, and Lady's Island. EMS response time to any service area in the County is eight to ten minutes. The Department's goal is a five minute response time county-wide. In order to keep response time to a minimum, the EMS stations operate on a tiered response system based on ambulance relocation. Ambulances in Beaufort County are frequently relocated to strategic locations to provide better response time when other ambulances are busy. This helps to ensure that all areas of the County receive the best coverage possible.

The Beaufort Fire Department cooperates with the Beaufort County EMS to provide emergency medical response to the City of Beaufort and Town of Port Royal. There is a first responder medical agreement in place between the two agencies and the County EMS supplies the Fire Department with emergency medical supplies as needed.

BEAUFORT MEMORIAL HOSPITAL

Beaufort Memorial Hospital, located in the City, is a fully accredited not-for-profit hospital serving the Beaufort area. Over 60 board certified or eligible physicians are

associated with the hospital and the hospital offers over 70 medical specialties and services. Beaufort Memorial is a tertiary medical facility with Emergency Room facilities and is licensed for 170 beds including 106 acute care, 44 nursing rehab and 20 psychiatric beds. BMH maintains an affiliation with Duke University Health System (DUHS) in the areas of heart and cancer care.

NAVAL HOSPITAL, BEAUFORT

Naval Hospital, Beaufort, located in the Town of Port Royal, was opened in 1949 on land which includes the Fort Frederick national historic site. The hospital consists of the hospital itself and two Branch Health Clinics (BHC) - one at the Marine Corps Recruit Depot, Parris Island, and one at MCAS Beaufort. Naval Hospital, Beaufort provides general medical, surgical, and emergency services to active duty Navy and Marine Corps personnel as well as retired military personnel and military dependents residing in the Beaufort area. There are a total of approximately 48,000 beneficiaries.

Naval Hospital, Beaufort is one of two tertiary medical facilities in the Beaufort area with an Emergency Room. There is a Special Care Unit with seven beds, and one continuously operating ward with 20 beds. Ambulance support is provided by Naval Hospital owned and operated street and field ambulances. Air transport services and civilian Emergency Medical Services are used to transport critically ill/trauma patients to other medical treatment facilities such as Savannah Memorial Medical Center in Savannah.

The Beaufort Naval Hospital was originally designed as a 350-bed inpatient facility, but today operates as primarily an outpatient hospital with 16 beds. The existing facility is much larger than what is needed to serve the area, and, as a result operates very inefficiently with regards to energy usage, maintenance costs, and medical services. In 2009, the Department of the Navy began a process to construct a new replacement facility in the area. The new Naval Hospital would consolidate and replace existing outdated facilities consisting of a BHC at MCAS Beaufort and the existing Beaufort Naval Hospital. The new hospital would consist of a 206,000 square foot primary facility, which would provide all of the services and operations that are currently provided by the BHC and existing Beaufort Naval Hospital.

A 9-acre site would be developed for the new hospital and its supporting facilities. The Navy has identified four alternative 9-acre sites for locating the new hospital. Site 1 (the preferred alternative) is an undeveloped site at the eastern end of the Laurel Bay Family Housing Area property, approximately 3 miles west of MCAS Beaufort. Site 2 is an undeveloped site immediately east of the Beaufort Readiness Area on MCAS Beaufort. Site 3 is an undeveloped site northwest of the Skeet Range on MCAS Beaufort. Finally, Site 4 is on the Beaufort Naval Hospital property.

PUBLIC HEALTH FACILITIES

The Lowcountry Health District of the South Carolina Department of Health and Environmental Control provides public health services through local health departments in Beaufort County and three other counties. Health services offered through the Beaufort County Health Department include Child Health, Children's Rehabilitative Services, Maternal Health, WIC, STD Control, Tuberculosis Control, General Clinical Services, Health Promotion, Home Health Services, Long Term Care Services, Vital Records and Environmental Health including food protection, general sanitation and vector control (insects).

In addition to the Beaufort County Health Department, health services are available to Beaufort residents from Beaufort-Jasper Comprehensive Health Services, Inc (B-JCHS).

Since 1970, B-JCHS has existed as a community development corporation to deliver comprehensive health services to residents of the socially and economically deprived areas of Beaufort and Jasper Counties. One of six B-JCHS offices is located in the City of Beaufort at 160 Ribaut Square. Services offered include general family practice, pediatrics, internal medicine, OB/GYN, dental care, ophthalmology, home health nursing, medical social work, nutritional counseling, pharmacy services, radiology, ultra sonography, WIC, supplemental food program, mental health linkage, migrant health services, and others. In addition to Medicaid, Medicare and insurance acceptance, B-JCHS accepts payment from patients on a sliding scale for medical and dental charges based on family size and income.

11.5 COUNTY SCHOOLS AND LIBRARIES

COUNTY SCHOOL SYSTEM

The Beaufort County School District has jurisdiction over all public school facilities serving the City of Beaufort. The County School District is divided into four areas or clusters of schools: the Beaufort Cluster, the Hilton Head Cluster, Bluffton Cluster and the Battery Creek Cluster. The schools serving the City of Beaufort and its Urban Growth Area are as follows:

Beaufort Cluster

Beaufort High School (84 Sea Island Parkway)

Lady's Island Middle School (1 Cougar Drive)

Beaufort Middle School (2501 Mossy Oaks Road, Beaufort)

Beaufort Elementary School (1800 Prince Street, Beaufort)

Mossy Oaks Elementary School (2501 Mossy Oaks Road, Beaufort)

Port Royal Elementary School (1301 10th Street, Port Royal)

Lady's Island Elementary School (73 Chowan Creek Bluff, Lady's Island)

St. Helena Elementary School and Early Learning Center (1025 Sea Island Parkway, St. Helena)

Coosa Elementary School (45 Middle Road, Beaufort)

Battery Creek Cluster

Battery Creek High School (1 Blue Dolphin Drive, Beaufort)

Whale Branch High School (Detour Road, Beaufort) *under construction*

Whale Branch Middle School (2009 Trask Parkway, Seabrook)

Robert Smalls Middle School (43 W.K. Alston Road, Beaufort)

Whale Branch Elementary School (15 Stuart Point Road, Seabrook)

James J. Davis Elementary School (364 Keans Neck Road, Seabrook)

Broad River Elementary School (474 Broad River Blvd, Beaufort)

Joseph S. Shanklin Elementary School (121 Morrall Drive, Beaufort)

Shell Point Elementary School (81 Savannah Highway, Beaufort)

PUBLIC LIBRARY

Beaufort County operates and maintains all library facilities that serve the City of Beaufort. The Beaufort Library headquarters facility is an important asset to downtown Beaufort. In 1992, a first expansion was completed which enlarged the facility from 5,600 to 21,000 square feet. A second addition completed in 1996 included 8,000 square feet of meeting space including a large conference room seating 150 and another seating 25. The

conference room has since been converted to administrative offices. The total current area is now 34,000 square feet.

“In the past, Beaufort County adopted the level of service for library building space as 0.6 square feet per capita for planning purposes. Several trends are driving the need for more library building space. The influx of technology in libraries has created the need for more space for computer work stations. Also, public libraries are increasingly becoming centers for community activities requiring large meeting spaces and smaller conference rooms for special programs such as after school homework centers. Therefore, current national standards recommend a per capita building level of service between 1.25 and 1.6 square feet. Beaufort County has also adopted a level of service standard of 3.5 collection items per capita.” [Source: Beaufort County Comprehensive Plan]

The Beaufort County Library Facilities Master Plan recommends the adopting a 1.25 square feet per capita level of service. As a result a number of facilities are recommended for either renovation, expansion or new construction. Within Beaufort’s Urban Growth Boundary, a new 46,200 square foot branch is recommended in Burton Wells Park. In addition to serving as a full branch, it is expected that the current administrative and technical staff housed in the Beaufort Branch will be relocated. The Beaufort Branch would then be renovated to convert this administrative space to holdings and media.

Beaufort County maintains an impact fee ordinance that pay for the impact of future development on library facilities; specifically building space, collection materials, furniture/fixtures & equipment, and land.

STANDARD AND POOR’S RATINGS DIRECT MAY 22, 2008 ANALYSIS OF THE CITY’S 2008 GENERAL OBLIGATION BONDS

Standard and Poor’s Rating: AA- Moody’s Rating: A1

“The city’s financial position is stable, with general fund operating surpluses in eight of the past nine fiscal years and very strong reserve levels. For fiscal 2007, the city recorded a general fund operating surplus of \$1.006 million, bringing the total funded equity to nearly \$7.94 million, or 66.2% of operating expenses. Of that amount, nearly \$6.19 million, or 51.6% of operating expenditures, was unreserved. Public safety, general government, and public services represent the largest expenditure items at 62%, 29%, and 9% respectively. Property taxes are the principal revenue, representing 36% of general fund revenues, followed closely by licenses, permits, and inspections at 33%. The fiscal 2008 budget of \$12.113 million is balanced without the use of fund balance; the tax rate has remained at 52.8 mills since fiscal 2005. The fiscal 2009 budget of more than \$12.8 million includes a drawdown of \$723,000, which will be used toward funding various capital projects. Management maintains a general fund balance policy equivalent to four months of operating expenditures, with excess fund to be transferred toward capital funding.

The city’s management practices are considered to be “good” under Standard & Poor’s Financial Management Assessment (FMA) criteria. An FMA of good indicates that practices exist in most areas, although not all may be formalized or regularly monitored by governance officials. City management conducts a formal five- to seven-year historical trend analysis when preparing the annual operating budget, and, once the budget is approved, management reviews revenues and expenditures on a monthly basis and provides the governing council with quarterly budgetary reports (but reports can be generated on an as-needed basis). Management also conducts five-year financial forecasting for both revenues and expenditures. The city’s investment policy follows state statute, and holdings and performance are monitored on a monthly basis. The city has formally adopted a policy that requires it to maintain four months of operating expenditures in its general fund as unreserved/undesignated funds. Management maintains a 10-year capital improvement plan, with project costs and funding sources loosely indicated on an annual basis. Presently, the city has not adopted a debt management policy outside of state limitations.

This issuance represents the city’s only GO debt. Following this issuance, and with the inclusion of nearly \$15.85 million in overlapping debt from Beaufort County and the Beaufort County School District, the city’s burden will remain moderate at \$3,233 per capita and 3.1% of market value. Principal amortization is moderate, with 41.5% retired in 10 years, and 100% by 2027. Currently, Beaufort’s capital plans total \$59.32 million through 2019.”

SC 1.0 | ENSURE A HEALTHY FINANCIAL POSITION

The annual budget serves as the foundation for the City's financial planning and control. All agencies and departments of the City are required to submit requests for appropriation to the City Manager each year. The City Manager uses these requests, along with the long range financial projections, as the starting point for developing a proposed budget. The City Manager then presents this proposed budget to the council for review and approval. The appropriated budget is prepared by fund and department. Budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is maintained by the City Manager at the fund level and may be amended as necessary during the fiscal year. As noted in the Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2008, there are two key components to maintaining this good financial position.

Long-term financial planning. The City began development of a long range financial plan effective with the FY 2008 budget. In addition to the plan, the City has formalized its Capital Improvement Plan. The first year of the plan is funded through the budget appropriation process with out years estimated based on current year costs. Using a long range planning process allows the City to plan for future needs as well as up or down-turns in the economy.

Relevant financial policies. The City understands the significance of adopting financial polices to guide both short and long term planning to provide adequate resources to fund operations. The City adopted the following financial policies:

- Accounting to address the methods used and the manner in which revenues are collected/recognized and expenditures are disbursed/incurred
- Budget to address the process used to formulate, review and adopt the operating budget, capital improvements program and five year financial plan
- Fund Balance and Net Assets to guide the City in maintaining a financial operation with sound financial management principles
- Investment and Deposits to serve as a guideline for managing all public funds entrusted to the City for safekeeping
- Revenue to ensure strong fiscal management practices using proper controls and general oversight

Overall, the next five years (fiscal years 2011-2015) are projected to have downward pressure on the City's overall revenue. This is a result of a combination of the global recession, long-term trends in non-growth sector-based revenues, and increased limitations by the state in revenue growth. The key issues most likely to impact the City's revenue structure include:

- The Expiration of the TIF I Taxing District
- No Growth in Assessed Real Estate Values
- Continuing Downward Pressure of Business License Revenue
- Slight Rebound in Vehicle Property Taxes
- No Restoration of State Shared Revenues
- Slight Increase in The Per-Room Accommodation Tax Revenues
- Slight Growth in Hospitality Tax Revenues

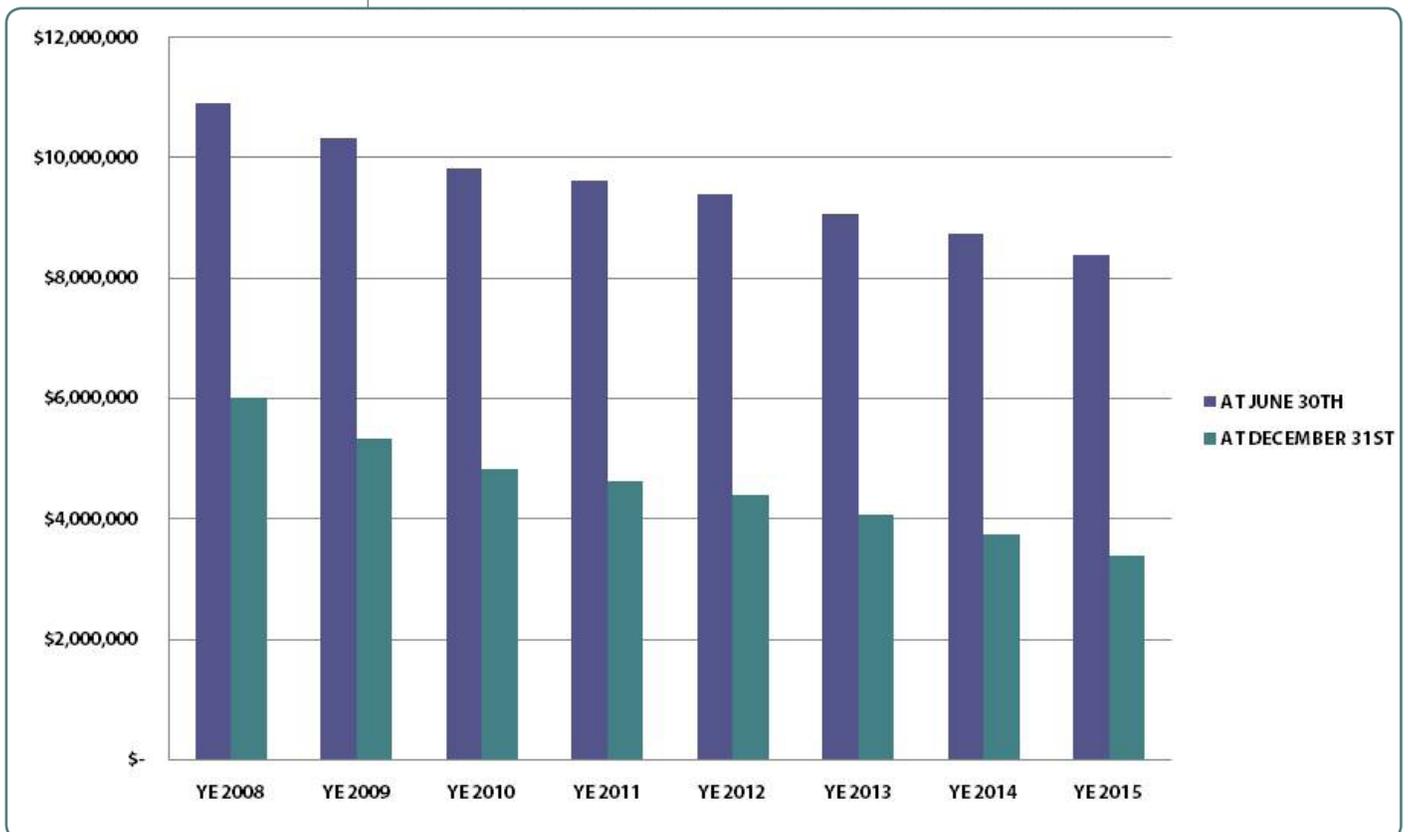
Not surprising, there are also trends that will affect the City's expenses/cost structure including:

- Upward Pressure on Wages, Taxes And Benefits
- Increasing Pressure to Replace Aging Fleet

SC 1.1 Continue to Maintain a Strong Cash Position with a Well-Funded Fund Balance. The gradual slowing of revenues that began before Fiscal Year 2009 underscores the need for an adequate emergency fund. The City maintains, as a matter of policy, an amount in cash equal to approximately 4 months of full operating expenses (including debt service). This conservatively invested cash on hand is known as retained earnings/fund balance as a part of the combined General Fund and Parks/Tourism Fund. The primary purpose of maintaining this savings rate is to manage the peaks and valley of actual collections throughout the year. In addition, this strong cash position also enables the City to leverage the issuance of debt with favorable interest rates, thereby keeping annual debt service costs minimized. [O] [On-going]

SC 1.2 Balance Revenue from Tax Base and Other Operating Revenues. The fiscal success of the community is dependent upon a sustainable balance of revenue from property taxes and other operating revenues. Review of the 2008 Comprehensive Annual Financial Report for the City of Beaufort reveals some notable differences between revenues and land use. When comparing land use to operating revenue, the allocations of revenue to residential and commercial uses is revealed. The table below highlights the financial contribution to revenue based upon land use:

ESTIMATED HIGH AND LOW CASH POSITIONS THROUGH THE YEAR FROM FY 2008 - FY 2015



City of Beaufort - Source of Revenue-Fiscal Year 2009

Land Use	Percentage
Residential	12%
Non-Residential	58%
All Other Sources	30%

Many will note that residential development does not “pay for itself”. In fact, in Beaufort, the actual revenues derived from residential property taxes are well below the level of services provided back to those properties. This has little to do with the value of residential property per se, and more to do with the restrictions placed on the taxation of owner-occupied single family residential properties by state law. The larger challenge is in the fact that nearly 79% of the City’s revenues are expected to decline or are already declining - and this has been occurring well before the onset of the 2008-2009 recession. [\$] [O] [On-going]

SC 1.3 Advocate for a Change in State Legislation to Ensure Fiscal Flexibility for Local Governments.

In South Carolina, the ability for local government to act prudently and with local control is greatly hampered by a myriad of legislative and administrative burdens restricting their ability to raise revenues. The net effect of these rules are a slowing or flattening of real growth in revenues from property taxes. At present, both the millage rate and the assessed valuation are now capped and tie the hands of the City to adequately meet future needs even if the additional taxes are generally acceptable by the voters of the City. Continued assistance will be needed so that the City is well situated to maintain a stable revenue base for its expected levels of service. Some of these key concerns are:

- **Cap on the Millage Rate Increase:** Act 388 limits increases in the operating millage levied on non-exempt property in municipalities to a factor incorporating the increase in the southeast CPI (Consumer Price Index) and growth in population. This limits the increase in tax rate each year to effectively cover the an increase in operating costs of doing business but severely restricts new programs or capital expenditures.
- **Assessment Cap:** On November 7, 2006, voters approved an amendment to the State’s Constitution that places a limit on growth in assessed valuation of property attributable to periodic revaluation to not more than 15% within a five year period, unless a transfer of interest has occurred.
- **Business License Program:** Comprising nearly 30% of the City’s total revenues, the Business License taxes are a cumbersome, complex revenue stream that while significant in value to the City are difficult to administer and collect.

[\$] [O] [On-going]

SC 1.4 Seek Revenue Sharing/Partnership Arrangements to Better Manage the Maintenance of SC DOT-Owned Rights-of-Way.

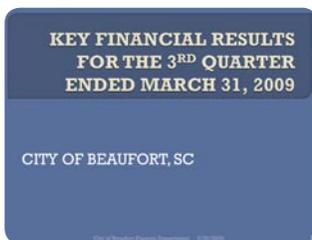
There are approximately 90 road miles and 180 lane miles in the City - 90% are owned by SC DOT. Yet, the City currently maintains most of these state-owned street rights-of-way through activities including but not limited to mowing, sidewalk maintenance, drainage repair, street lighting, and tree maintenance because the current funding for such maintenance activities by SC DOT is well below the current level of service expected in an urban area. There are a number of options worth considering to address this issue which costs the City hundreds of thousands of dollars every year.

- Partner with SC DOT to better establish local maintenance expectations that can be reasonably funded; and/or
- Identify a new revenue source (e.g. local option sales tax) to supplement the current operations and continue to maintain them as non-City-owned assets; and/or
- Take over ownership and maintenance of secondary roads and commit to funding with 100% local revenues; and/or
- Take over ownership and maintenance of secondary roads and identify a new revenue source to fund those operations.

The reality is that while there are adequate mechanisms to provide needed capital to improve SC DOT roads in the city, there are few options when it comes to operations and maintenance. Other options abound, but the City cannot continue to maintain assets that they do not own and solutions will need to be sought or a higher burden will shift to the property tax payer (though as noted previously this burden shift is very limited). [\$] [O] [On-going]

SC 1.5 Consider Levying Impact Fees to Mitigate the Costs of Growth in Remote Annexation Areas. For projects that are located beyond the current city limits but within the City’s urban growth boundary, the City should consider the use of impact fees to mitigate the impacts of new development on the current city services. An impact fee is a lump sum payment made to the City that is intended to mitigate the impact of the development increment (often measured in equivalent residential units) on the existing services of the community. This recommendation is consistent with Section 5.4 that suggests that these areas should only be developed if adequate public services and facilities are available to serve them. [\$] [O] [On-going]

SC 1.6 Further Develop Cash Flow Reporting. Beginning in FY 2009, the City leadership team began reporting financial information to the City Council on a quarterly basis. This provided the elected officials and the public with key economic indicators and cash flow analyses on a more frequent basis than the normal annual budgeting cycle. This reporting of financial condition should be continued on a quarterly basis and improved to provide more overall education and transparency of the overall conditions of the city as a business entity. [\$] [O] [On-going]



Images from the 3rd Quarter for Fiscal Year 2009 as prepared by the Beaufort Finance Department

SC 2.0 | PROVIDE EFFICIENT CITY SERVICES

In 2008 as costs began to rise above sustainable levels, the city management began a massive retooling and cost restructuring of the city services. They took the opportunity to begin to question and then act upon the minimum organizational structure and had the City Council review its priorities in order to create a five year plan for service delivery in a period of declining revenues. Specifically, the City Council was asked to assess the current service delivery levels using the following five key questions:

1. Does it make good economic sense?
2. Does it provide a necessity that no other entity can provide?
3. What are we responsible (legally, morally) for doing?
4. What should we not be expected to do?
5. What should we be doing that we are not currently doing?

The outcomes of this process of prioritization were:

1. Create a Comprehensive Capital Asset Acquisition and Project Planning Tool
2. Divest of Loss-Generating Enterprises
3. Audit Recurring Expenditures
4. Further Develop Cash Flow Reporting (See previous section for description)

The City management staff then went about to further classify all current functions of the city government into Core Services and Investment Services. After developing a refining a transparent reporting process, the city set about the task of ensuring long-term economic sustainability with the ongoing operations and maintenance of city services. At present, the City provides and maintains the following range of services and facilities:

Core Services:

General Government

- City Council (to include committees)
- Administration and Finance (City Manager, Finance, Planning, Business License)
- Support Services (HR, IT)
- Legal

Public Safety

- Police
- Fire
- Codes
- Court

Public Services

- Development Services
- Administration
- Streets/Open Space/Traffic Control
- Solid Waste
- Cemeteries
- Street Lighting
- Stormwater
- Central Garage
- Building Maintenance

Recreation and Cultural

- Parks and Trees
- Marina
- Non-Dept

Debt Service/Interest on Debt

- Rolling Stock for Core Services

Purchase of Land and Facility

- Municipal Complex
- Fire Station
- Southside Park
- Open Space Land Acquisition

All Other Unclassified Services

Investment Services:

- | | |
|-----------------------------------|-------------------------------|
| General Government | Public Safety |
| • Redevelopment Commission | |
| • Beaufort Housing Authority | Recreation and Cultural |
| • Lowcountry Economic Development | |
| • Main Street Beaufort | Debt Service/Interest on Debt |
| • Chamber of Commerce | |
| | Purchase of Land and Facility |
| Public Services | All Other |
| • Boundary Street Road Project | • TIF I (Downtown) |
| • Third Crossing | • TIF II (Boundary Street) |
| • Bladen Street Plan | |

Once classified and prioritized, the city staff under the leadership of the City Council set about to change the cost structure of its organization and by the end fiscal year 2009, this was achieved. From a Management by Objectives approach, city leaders created four (4) top priorities in the downsizing: 1) Public Safety; 2) Risk/Asset Management; 3) Sanitation/Health; and, 4) Marketing/Visibility. Effectively, city leaders wanted the limited resources of the City at the “front line.” Or to quote President Theodore Roosevelt, we wanted to “do what we could with what we had where we were.” The result is an overall lowering of the cost structure of the city beyond one fiscal year into a five year program.

With regard to personnel, the largest single fixed expense of the City, the net effect of those changes are summarized below:

	FY 2009	Reductions	FY 2010
Police	60.00	(8.00)	52.00
Fire	39.00	(3.00)	36.00
Planning and Development Services	10.00	(6.00)	4.00
Finance	7.00	(2.00)	5.00
Courts	7.00	0.00	7.00
Public Works	36.00	(19.00)	25.00
City Manager/Administration	6.00	(1.25)	4.75
City-Wide Totals	165.00	(31.25)	133.75

For each service delivered, the city will endeavor to:

- Strive to be customer focused
- Focus on results rather than activity
- Prioritize services every three years, review and engage strategy every year, focus on tactics daily
- Create efficient/innovative delivery systems
- Focus on preventative services and community-level approaches to deter crime and deter life-safety issues
- Continuously strive to lower the cost per resident, customer, and other beneficiaries
- Diversify the Capital Structure
- Educate, Involve, and Interact with Citizens

- SC 2.1 Divest of Loss-Generating Enterprises.** In service areas where it is determined that the City does not provide a cost-competitive service, such as with garbage and recycling collection, the city will look to divest that service as a means to avoid ever increasing fixed-cost structures in favor of variable, competitive means. [\$] [O] [On-going]
- SC 2.2 Audit Recurring Expenditures.** The city will continue to evaluate all cost centers for opportunities to seek out operational efficiencies and cost savings. [\$] [O] [On-going]
- SC 2.3 Evaluate Government Service Delivery Options within the Northern Area Growth Boundary.** In order to create the necessary level of accountability, authority, and equity regarding Urban Service provisions within the Northern Area Growth Boundary, a certain level of intergovernmental cooperation and functional consolidation should be studied and considered. This cooperative effort to define the service standards related to those areas within the growth boundaries and the positive outcome of those studies depends upon the assurance of the following issues: [\$] [O] [On-going]
1. Economies of scale; and,
 2. Convenience of performing the task; and,
 3. Distribution of natural resources; and,
 4. Surplus physical facilities; and,
 5. The need for duplication of services or the reduction of certain redundancies.

SC3.0 | MAINTAIN AND EXPAND OUR PHYSICAL ASSETS

Much of this plan builds on the philosophy that the city assets must grow predominately from within its existing borders in order to maximize its previous investments and ensure long-term sustainability.

The City of Beaufort, at the time of this writing, held on its books approximately \$55,000,000 in public assets including roads (the state owns most roads but the city holds about 2 miles worth), buildings, parks, land, and rolling stock. In addition, the City maintains assets that are not its own but rather owned by others, including most specifically the State of South Carolina public rights-of-way that are within the city limits. The City has a total marketable real estate value of \$1.3 billion. While part of the investment strategy of the city is to leverage public investment against the private investment, the cost of maintaining these public assets, as well as private assets (through code enforcement services and land use planning) is borne by the Public Services division of the City.

Investment services have a close correlation with the capital projects. The City of Beaufort has undertaken a series of these projects over the past 5 years including Port Republic Street, a make-over to Waterfront Park, and the building of the municipal complex which houses the municipal courts, police, codes and planning, finance and city administration as well as public use facilities such as the council chambers, an emergency center, and training facilities. While the City determines its capital in a 10 year Capital Improvement Plan, the city is not always in control of those projects that happen within its borders such as road projects managed by Beaufort County and SC DOT.

- SC 3.1 Expand the List of Business and Development Incentives.** Specifically, the city should consider incorporating those incentives that have a positive return on investment (ROI), net present value (NPV), and improvement of the core services. [\$] [O] [On-going]
- SC 3.2 Balance the Regulatory Environment to Protect the City's Core Assets as well as Allowing for a Competitive Business Environment.** Though much has been noted about this issue already in this plan, it is important to reiterate the need for a myriad of code and policy changes that allow for greater flexibility within a reasonable set of guidelines that ensure that the character and essence of Beaufort is not compromised. [\$] [O] [On-going]
- SC 3.3 Create Balance of Assets such as a Mix of Land Uses, Businesses, and Living Options for all Residents.** Consistent with the land use planning goals elsewhere in this plan, the desire to diversify and maintain a broad mixture of uses will be financially more sustainable for the city. [\$] [O] [On-going]
- SC 3.4 Consider Service Delivery in the Design of our Community.** Strive to create a design-based infrastructure that allows for lowest service delivery cost of public services, a variety of living options, multi-modal transportation options, and a respect for the natural environment. [\$] [O] [On-going]
- SC 3.5 Seek out Partnerships Wherever Possible.** Seek out multiple partners for the development of intergovernmental infrastructure development. [\$] [O] [On-going]
- SC 3.6 Evaluate Alternative Funding Sources for Capital, Operations and Maintenance Beyond the Current Taxing Structure.** Create municipal improvement districts (MID), tax increment financing districts (TIF), and other infrastructure investment programs with a balance of funds directed towards the operations and maintenance of the capital investment and the district for which they benefit. [\$] [O] [On-going]
- SC 3.7 Expand the Capital Improvements Program (CIP) to Create a Comprehensive Capital Asset and Project Planning Program.** The City prepared its first Capital Improvements Plan in 2008. At present, it is comprised of a 10 year debt service schedule and an estimated replacement plan for smaller capital purchases. The next step in CIP preparation is to combine the projection in revenues along with their estimated impact in operating costs for implementing the capital project/expenditure. These additions will allow the City to create a cash flow plan that realistically projects available money for capital projects/expenditures. [\$] [O] [On-going]

**COMPREHENSIVE
ANNUAL FINANCIAL
REPORT**

State law requires that all general-purpose governments public a complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, the City of Beaufort issues an annual financial report.

**COMPREHENSIVE
ANNUAL FINANCIAL
REPORT**

CITY OF BEAUFORT, SOUTH CAROLINA

For the Fiscal Year Ended June 30, 2008



CHAPTER TWELVE: CATALYST SITES & FOCUS AREAS



12 CATALYST SITES & FOCUS AREAS

The plans shown in this section are intended to be conceptual build-out visions for significant and prototypical areas of Beaufort. The purpose of these conceptual plans is not to require strict conformance to each building or parcel as drawn, but to show general patterns and intensities and potential development/redevelopment opportunities that are consistent with the community’s goals. These conceptual plans are also meant to illustrate the desired development principles that have been articulated by residents and stakeholders and to provide parcel-level detail to the recommendations in the Framework Plan. Care was taken in the design process to envision development alternatives based on property boundaries or known opportunities for parcel consolidation as well as the market feasibility for the scale, amount, and type of development.

Chapter Highlights

- CS 1.0 Regeneration of Lafayette Street
- CS 2.0 Downtown Infill and Parking
- CS 3.0 Regeneration of the Northwest Quadrant
- CS 4.0 Lady’s Island Gateway Village Center
- CS 5.0 Battery Creek High School Area
- CS 6.0 US 21 Realignment
- CS 7.0 Robert Smalls Village Center
- CS 8.0 Southside Park Neighborhood

While the illustrations shown in this section are preferred build-out alternatives created with public input and review during the charrette process, the conceptual plans are not intended to preclude site-specific modifications or more extensive public engagement. It is assumed that any modifications will be the result of specific programmatic and market analysis generated through more detail design process.

Future development and redevelopment proposals for these sites should be expected to reflect the following aspects of the concept plans: the general street network; street connections and rights-of-way; open space areas and usable public spaces; general intensity of development; urban pattern (relationship of buildings to the streets and adjacent properties); building massing; street and pedestrian circulation patterns. Further, developments on these sites should mix uses both horizontally (within sites) and vertically (within buildings), where appropriate.

The conceptual development plans laid out in this plan were created with the assumption that their implementation would be accomplished primarily through private and/or institutional investment, with willing buyers and willing sellers and not through eminent domain. Although there will be roles for government investment in implementation of these concept plans (e.g., infrastructure improvements, public facilities, and development and enforcement of regulatory standards and incentives), the primary mechanism for accomplishing the physical vision embodied in these concepts will be the initiative of property owners, developers, and business owners in concert with the City’s adopted fiscal and regulatory processes.

“Communities that have a strong sense of place represent the values of their residents and reflect the unique historical, cultural, economic, and geographical context of the area.”

— Getting to Smart Growth

THE ISSUE

The area to the north of the National Cemetery is beginning to show signs of decline with increasing investor-owned properties, a poorly maintained park, and little public access to the waterfront.

A SOLUTION

Encourage the planned redevelopment of parcels and blocks over time to accommodate a diversity of housing with an increased density that is more walkable and provides more access to amenities.



Broad Street Neighborhood, Beaufort, SC

CS 1.0 | REGENERATION OF LAFAYETTE STREET

The area around Park Avenue and Lafayette Street to the north of the National Cemetery (the eastern portion of which is referred to as Beaufort Shores) is beginning to show signs of decline. The housing stock, comprised primarily of small bungalows and brick ranches, is clearly aging with few signs of continual maintenance or re-investment. In addition, there are an increasing number of investor-owned parcels, street infrastructure in need of repair/replacement, drainage issues, and a park that, while used, has not had any significant improvements (or maintenance beyond mowing) for more than a decade. Additionally, the closest public access point is the Pigeon Point boat launch facility at the end of Pigeon Point Road, approximately 1 mile (walking distance) from the intersection of Park Avenue and Lafayette Street.

CS 1.1 Prepare a Neighborhood Action Plan to guide redevelopment activities. There is no detailed urban design plan that covers this area, yet its accessibility to Boundary Street and the water, and its proximity to downtown make it a key neighborhood for strategic investments by the City. The conceptual plans shown in this Section are but one example of how development opportunities might be coordinated over the coming decades. Further study combined with engagement of the property owners and residents will be essential to creating a sustainable re-investment strategy for this neighborhood. [S] [O] [1-5]

CS 1.2 Adopt new form-based zoning standards that permit increased density by-right while ensuring overall design quality. The current zoning for this area is predominately R-1 and R-2. Both of these districts limit the type of development to only single family detached homes. Though the code permits some alternative residential development options, the process to initiate those is a quasi-judicial conditional use process. Also, the prevailing density permitted is based on a minimum lot area of 9,000 - 12,500 square feet which equates to approximately 4-5 units/acre. Given the existing infrastructure, proximity to the water, the commercial core along Boundary Street and the historic downtown, it would be appropriate for the overall density in this neighborhood to increase by as much as 50-100%. Townhomes, zero-lot line homes, village homes, cluster development, duplexes and similar low-scale residential housing types should therefore be permitted and encouraged in higher densities that are currently permitted. [S] [O] [1-5]

CS 1.3 Accommodate both market rate and workforce housing. Permitting additional density will also help moderate the overall cost of construction and be a market-based method by which additional workforce housing can be added to the community. Because of the flexible nature of the existing and proposed street grid, a wide variety of demographic groups can be easily accommodated. Further, this proposed phased redevelopment plan can accommodate small increments of redevelopment on a block-by-block basis further adding to the planned expectation of diversity over time. [Private]

CS 1.4 Create and enhance neighborhood open space. The only current publicly-accessible open space in this area is the underutilized, County-owned, Basil Green Ball Park at the intersection of Lafayette Street and Rodgers Street. While the National Cemetery is the major land form for this neighborhood, its access points are controlled to an automobile-oriented entrance from Boundary Street and it is walled off from the surrounding streets. The conceptual plan provides a myriad of best practices to consider as this neighborhood matures and redevelops over time.



▲ MAP OF OWNER-OCCUPIED DWELLINGS IN THE NEIGHBORHOOD

While there exist a number of owner-occupied dwellings (the largest cluster of which is along the waterfront) the interior streets are seeing a number of properties turn over to investors, particularly along Lafayette Street, Rodgers Street, Park Avenue, and the south side (off-water side) of Laudonniere Street.

- Renovate Basil Green Ball Park (currently owned by Beaufort County) with improved ballfields and playground equipment [\$\$] [O] [6-10]
- Construct a linear park along Cuthbert Street that serves a dual purpose as a parkway for the proposed higher density housing along its frontage and as a bio-retention area for improving stormwater quality before it reaches the marsh [\$\$\$] [C] [6-10]
- Create a regional bio-retention facility and a publicly-accessible waterfront park on the low-lying parcels in the northwest quadrant of Park Avenue and Lafayette Street [\$\$\$] [C+Private] [11-15]
- Create a parkway street along the marsh to further open up views and access to the marsh and the Beaufort River beyond [Private]



DEVELOPMENT TOTALS

- Conservation Area
- Single Family Lots
- Linear Park w/ Parkway Street
- Parkway Street
- Townhome Lots
- Enhanced Park Area

▲ REGENERATION OF LAFAYETTE STREET

Existing Development

Detached Homes/Empty Lots: 127
 Parks & Open Space: 9 Acres (Ballfields)

Conceptual Redevelopment

Townhomes: 72
 Detached Homes: 184
 Total: 256 Units (Increase of 129)

Parks & Open Space

9 acre Ballfields (Improved)
 2 acre Linear Park (with bioremediation)
 .35 acre Square
 2750 linear feet of Parkway Street



▲ EXISTING CONDITIONS



▲ CONCEPTUAL REDEVELOPMENT AS A LINEAR PARK ALONG CUTHBERT STREET FROM PARK AVENUE TO THE MARSH



**MIXED USE
NEIGHBORHOOD
INFILL**

An axonometric illustration of the proposed neighborhood infill and linear park.

THE ISSUE

There is a tension between historic preservation and the desire to construct new infill in the historic core of downtown.

A SOLUTION

Create a detailed urban design plan for the downtown and Old Commons area that balances the historic character of the area with a reasonable level of contemporary infill to ensure that the downtown remains a “living downtown” for the entire community, not simply a outdoor museum for visitors.



Residential-scaled Office, Baxter Village, Fort Mill, SC

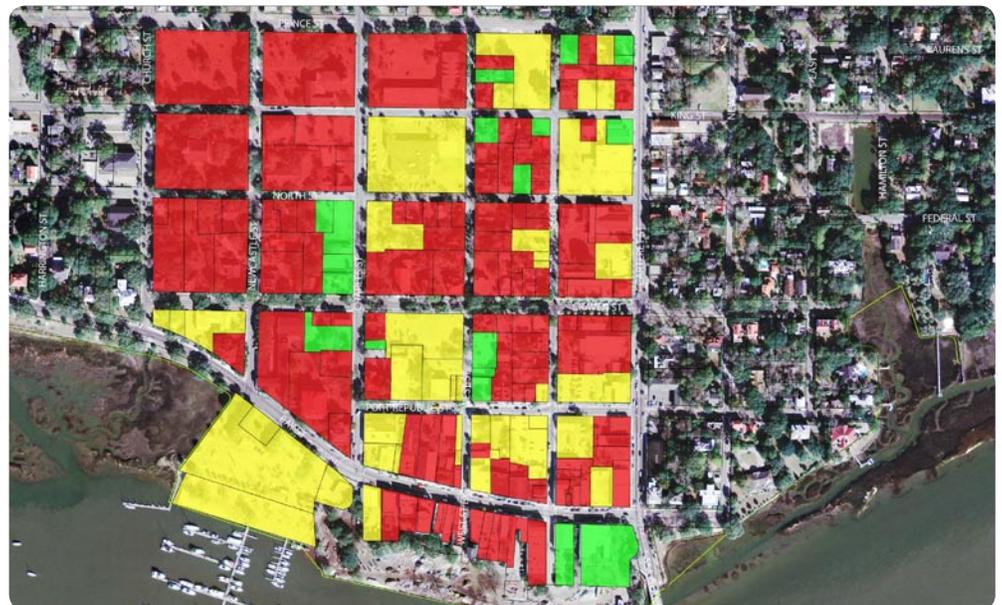
- Firm (No Intervention Needed)
- Possible Opportunity Site
- Ripe for Development/Redevelopment

CS 2.0 | DOWNTOWN INFILL & PARKING

There is a strong desire to make sure that the downtown area remains a living center that balances tourism with the needs of residents. At present there is not a sufficient density or daytime jobs or housing to ensure the long term sustainability of many of the businesses in the area. Further, the lack of a coordinated parking strategy continues to frustrate both guests and merchants alike. And while there may be opportunities for a centralized parking structure, the largest current supply of parking exists as a large surface lot along the waterfront by the marina. The downtown catalyst study began with a ripe and firm analysis by the design team. This effort revealed that most of downtown is stable; however, there are several specific blocks, sites and buildings that pose opportunities for infill development.

- CS 2.1 Prepare a Detailed Urban Design Plan for downtown.** In spite of the extensive study relative to the preservation of the historic resources of the community, the downtown lacks a recent blueprint for how it continue to re-invest and grow over the next 20-50 years. The most recent urban design plan dates back twenty years to 1989. The preparation of a detailed urban design plan should help to reconcile the balance between preservation and sensitive infill/redevelopment on a site-by-site basis as well set priorities for capital re-investment in the area. [\$] [O] [1-5]
- CS 2.2 Prepare a Form-based Code to encourage compatible mixed use infill.** The current approach for new development relies heavily on a subjective historic district certificate of appropriateness review process. Ironically there are more form-based standards for the redevelopment of Boundary Street than there are for the historic core. A similar format should be developed to help more predictably regulate development in the downtown. [\$] [O] [1-5]
- CS 2.3 Prepare a Downtown Parking Strategy.** Parking in downtowns should be considered a public utility. And as such, they should be comprehensively planned and collectively managed to make the most efficient use of this resource. The current arrangement of on-street parking meters and open surface lots (both publicly and privately owned) is haphazard at best and is not well keyed to the costs of management, the efficiency of distribution, nor the ability for the user to easily locate it. A recent parking study was completed that projected parking needs over the next ten years. This study showed a growth potential in parking

▼ DOWNTOWN RIPE & FIRM DIAGRAM





▲ DOWNTOWN INFILL

DEVELOPMENT TOTALS

Extend Waterfront Park

Redevelopment of Post Office

Mixed Use Infill

Ground Level Commercial

Retail/Office: 212,250 SF

Residential

233 Units on Upper Stories

19 Detached Homes

252 Total New Housing Units

Parking

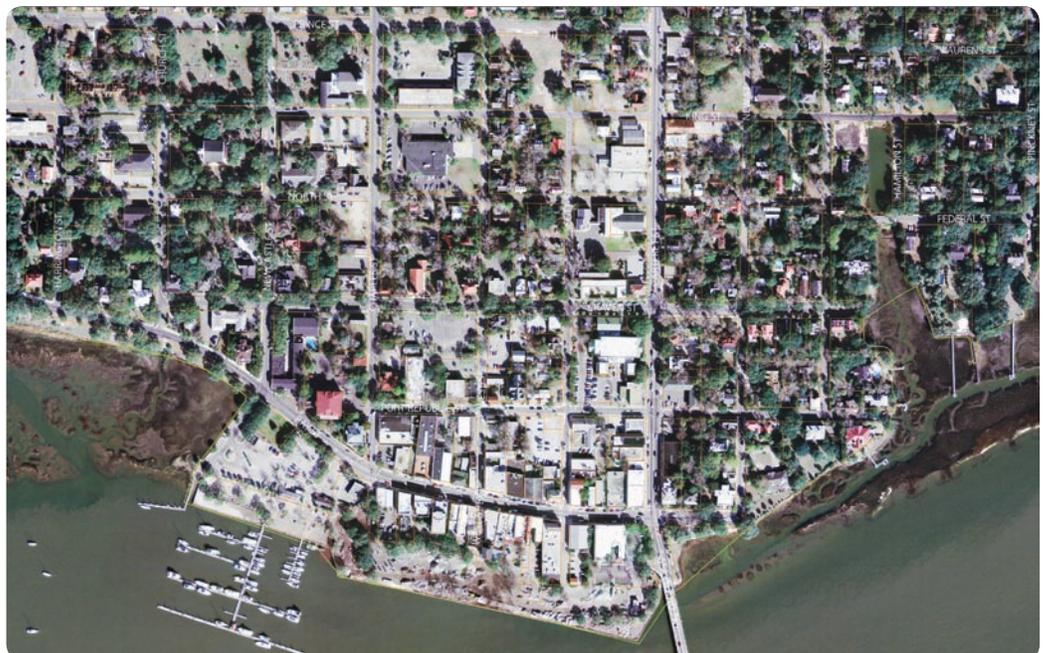
Deck A: 208 Spaces

Deck B: 368 Spaces

Existing Surface spaces lost to New Development: ~250

Development: ~250

Net Gain: 326 Parking Spaces



▲ EXISTING CONDITIONS



Downtown Beaufort, SC

need of less than 10% (about 100 additional spaces). In truth, the historic growth rate will not generate new parking demand. Rather, it will be the replacement of existing surface lots with buildings as well as the construction of new development that will generate the need. A comprehensive approach to parking in the downtown should include the potential for remote lots with shuttle services, more efficient pricing strategies, improved signage and wayfinding, as well as the potential for a well-located structure. [\$\$\$] [O] [1-5]

CS 2.4 Reconfigure the marina parking lot and maximize its return on investment. The current arrangement of parking spaces, the tour bus dropoff, and carriage ride base of operations in this lot is inefficient. A quick study revealed that an additional 10 spaces can be achieved through basic re-striping and slight alteration. In addition, a likely outcome of the Parking Strategy Plan will be a demand- and location- based pricing strategy that will help to yield more money from this lot to offset any needed improvements as well help to fund other parking initiatives. [\$\$\$] [O+C] [1-5]

CS 2.5 Construct a public parking structure. As previously noted, the anticipated replacement of existing surface lots with buildings will likely drive the demand for parking structure in the next ten years. Because of the cost of such a structure, a community like Beaufort can typically only afford to construct one such facility in a 10-20 year period. As a result, it is important that due consideration be given to it location, efficiency, and design to ensure that it fits in appropriately with the scale of the area. Ideally, the structure should be designed to have liner shops/offices so as not to disrupt the flow of pedestrian throughout the downtown. [\$\$\$\$] [O+C] [10-20]

CS 2.6 Expand the waterfront park west to reclaim the existing marina parking lot. Great care and expense have been given to the Waterfront Park through the years. This park, in combination with the three blocks of Bay Street that border it form the most vivid memories of Beaufort for visitors and residents alike. It is unfortunate, therefore, that the wide public view of the Beaufort River that is afforded nearly to Ribaut Road is interrupted with the marina surface parking lot. Does the largest parking lot in the downtown area need to be located on the waterfront? The adopted 2002 Master Plan by designed by Sasaki suggests a more limited amount of parking and an expansion of the park. Also worth considering is the suggestion made by the conceptual infill/redevelopment plan on the previous page, that indicates some limited private mixed-use development occur on the eastern edge of the lot to provide the needed capital to partially fund a parking structure elsewhere to replace the lost spaces. [\$\$\$\$] [C] [10-20]

CS 2.7 Encourage increased density of development in the downtown. For the downtown to be more than simply an outdoor museum it must have a sufficient level of development to provide off-peak (daily and seasonal) activity. Ideally, this will translate into an increased number of daytime jobs and full-time residences. The goal of this intensification is the ability to support neighborhood-based stores such as a small grocery store, a full-sized drug store, or both. This will enable the residents to be able reach more of their daily needs on foot or by bike and lessen congestion on the surrounding thoroughfares. To achieve this goal, infill and redevelopment on key parcels will be necessary. The opportunity map on the previous page illustrates a number of key opportunities for new development. These are expected to be investments made largely by the private sector with a large amount of governmental advocacy (e.g., improved regulatory structure, streamlined permitting process) and a minimal amount of monetary assistance. [Private \$] [O] [On-going]



VIEW LOOKING WEST ALONG PORT REPUBLIC STREET AT SCOTT STREET



▲ INFILL BUILDING WITH LINER SHOPS AND UPPER STORY PARKING

▼ CONCEPTUAL MIXED-USE INFILL DEVELOPMENT ALONG BAY STREET

EXISTING CONDITIONS



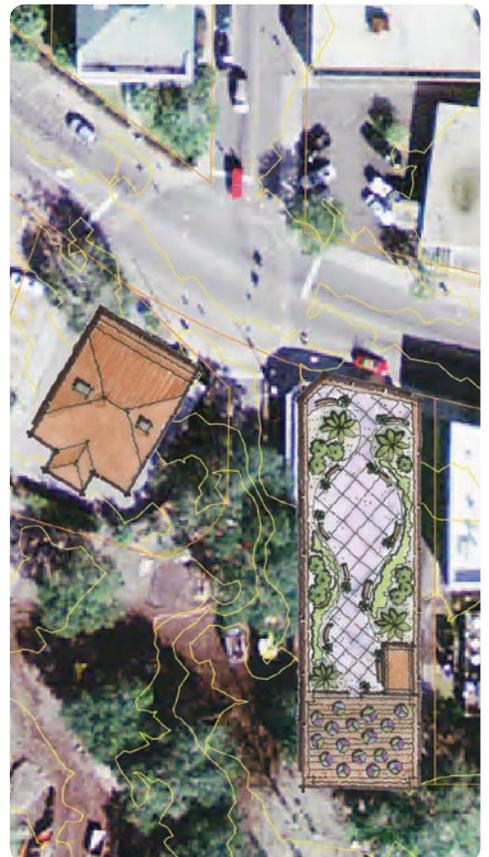
GROUND FLOOR PLAN



STORIES 2-3



ROOF PLAN WITH TERRACE



ADOPTED PLAN FOR THE EXPANSION OF THE WATERFRONT PARK (2002) ▶



VIEW LOOKING EAST ON BAY STREET ▲

▼ CONCEPTUAL MIXED-USE INFILL DEVELOPMENT ALONG BAY STREET



THE ISSUE

The Northwest Quadrant neighborhood is in a period of long decline and disinvestment.

A SOLUTION

Encourage select intensification on a block by block basis that is complimentary to both the historical and cultural significance of the area using strategic investments and detailed form-based codes.



Small Infill Workforce Housing, Port Royal, SC



Historically Authentic House in the Newpoint Neighborhood, Beaufort, SC

CS 3.0 | REGENERATION OF THE NORTHWEST QUADRANT

The Northwest Quadrant neighborhood has a proud history as one of the earliest and more vibrant African-American neighborhoods in the City. Unfortunately much of that physical history has been slowly lost in recent decades with an increase in investor-owned properties, insensitive institutional investment (school district headquarters, county jail, etc.), numerous teardowns, and a general appearance of disinvestment and decline in much of the remaining housing stock. More than half of the 39 blocks in the neighborhood contain fewer than 4 contributing historic structures with 11 blocks containing either one or no contributing structures. Strategically, this neighborhood is within a 10-15 minute walk of the downtown area and represents perhaps the best opportunity for development intensification.

- CS 3.1 Prepare a Neighborhood Action Plan to guide redevelopment activities.** There is no detailed urban design plan that covers this area, yet its proximity to the downtown make it a key neighborhood for investment by the City to encourage re-development and strategic intensification. The conceptual plans shown on the next page are but one example of how development opportunities might be coordinated over the coming decades. Further study combined with engagement of the property owners and residents will be essential to creating a sustainable re-investment strategy for this neighborhood. This plan should include a block-by-block detailed urban design plan that shows the expectations for development and redevelopment, location of potential parks and open spaces, a street and stormwater infrastructure repair/re-investment plan, and a strategy for ensuring housing diversity with a focus on the construction of quality workforce housing. **[\$] [O] [1-5]**
- CS 3.2 Adopt new form-based zoning standards that permit increased density by-right while ensuring overall design quality.** The current zoning for this area is a mixture of General Residential (GR), General Commercial (GC), and Office Commercial (OC). It is also part of the Historic District which subjects every application to a Certificate of Appropriateness process to ensure compatibility with the nature of the area. Like the Boundary Street District, the use of form-based standard will provide an objective review process that is keyed specifically to compatibility with the historic context. **[\$] [O] [1-5]**
- CS 3.3 Continue and Expand partnerships to provide additional quality workforce housing to the neighborhood.** The recent successful partnership between Habitat for Humanity and the City of Beaufort has provided for a number of new housing opportunities for households of modest means. This successful arrangement should be replicated to provide additional scattered site homes that appeal to young professionals such as teachers and firefighters as well to those elderly residents on fixed incomes. Above all, these units should blend in seamlessly with their market-rate neighbors. **[\$\$] [O+C] [On-going]**
- CS 3.4 Construct a park/playground.** Ideally, every neighborhood should have a park or similar public space that serves as one of the organizing elements of the neighborhood. The Northwest Quadrant neighborhood, while in walking distance to a number of amenities lacks its own public space. A small park, particularly one that includes a playground will help to offset increased density as well as serve as gathering place for the neighbors. **[\$\$] [O+C] [6-10]**



DEVELOPMENT TOTALS

Multi-Family Lots | Park/Playground | Single Family Lots

▲ CONCEPTUAL REDEVELOPMENT OF KEY BLOCKS IN THE NEIGHBORHOOD

Existing Development

Mostly Vacant or Delapidated:
155 Lots

Conceptual Redevelopment

Detached Homes: 137 Units
Townhomes: 33 Units
Flats: 47 Units
Live-Work Units: 5 Units
Total: 222 Housing Units
Mixed-Use: 28,000 SF

Parks & Open Space

New Neighborhood Parks: 3

▼ EXISTING CONDITIONS



▼ NEW HABITAT HOMES IN THE NEIGHBORHOOD ▼



THE ISSUE

There is a sizeable seasonal and resident population on Lady's Island, St. Helena Island, and the other barrier islands that require access to basic services.

A SOLUTION

Continue to create a walkable village center that provides basic goods and services to lessen automobile trips over the bridges and through downtown Beaufort.

CS 4.0 | LADY'S ISLAND GATEWAY VILLAGE CENTER

The intersection of Sea Island Parkway and Lady's Island Drive/Sam's Point Road has long been designated as an activity center. This serves to acknowledge the historic market trend of the commercial activity at the crossroads of two busy thoroughfares as well as the need to capture traffic before it crosses back onto Port Royal Island. This is true of the growing full-time population on Lady's Island but also of the seasonal population on St. Helena Island, Dataw Island and the other sea islands. The number one shopping need for visitors and residents is groceries and other basic goods and services. Yet, this area needs to serve as more than just a tourist destination for a week's worth of groceries. It must also function as a year-round village center for Lady's Island and as such should be walkable and mixed-use.

CS 4.1 **Revise standards to further reinforce a neighborhood-scaled center.** The mixed-use standards that apply to Boundary Street should be considered for application (after some calibration and a larger infrastructure plan is complete) in this Village Center. [\$\$\$] [O] [1-5]

CS 4.2 **Reconstruct the street infrastructure as a truly walkable area.** The confluence of two state highways is never a easy place to promote walkability but it is absolutely essential both for safety as well as for visual aesthetics. The urban pattern advocated by the City's codes needs an appropriate streetscape to compliment the streetscape established by the well designed buildings. Sidewalks, pedestrian crosswalks, and street trees will help to humanize this otherwise automobile-oriented area and allow it to mature into a true walkable, mixed-use environment. [\$\$\$] [C] [6-10]

▼ EXISTING CONDITIONS



Existing Lady's Island Buildings





Birdseye Rendering of Village Center Concept

▲ LADY'S ISLAND GATEWAY VILLAGE CENTER



Mixed Use Buildings
Single Family Lots

DEVELOPMENT TOTALS

Northwest Quadrant

171,000 SF Mixed-Use (@ 2 Stories)
Duplex/Twin House/Patio Homes: 32 Units

Southeast Quadrant

180,000 SF Mixed-Use (@ 3 Stories)
Apartment/Flats: 120 Units (3 Stories)

Southwest Quadrant

37,000 SF Mixed-Use (1-2 Stories)
Mixed-Use: 28,000 SF

THE ISSUE

How can the County's current investment in the Battery Creek High School be better leveraged for sustainable development?

A SOLUTION

Encourage the development and redevelopment of land around the high school as a series of traditional neighborhoods where students can walk to school and teachers can live near where they work.

CS 5.0 | BATTERY CREEK HIGH SCHOOL AREA

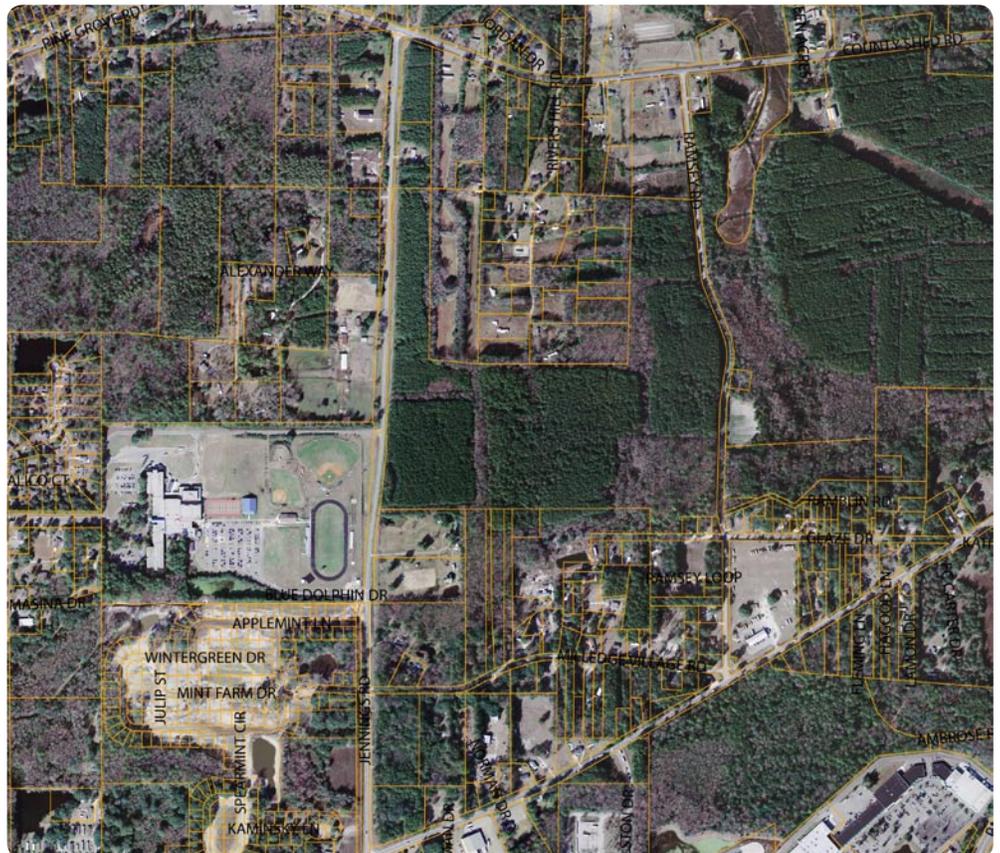
The sparsely developed area around Battery Creek High School is a prime opportunity for infill that provides housing opportunities for families and teachers alike. And, while there are a number of sensitive lands in this general area as well as close proximity to the AICUZ, there are also some developable parcels that are appropriate for neighborhood development to accommodate a general expansion of the city's urban services.

CS 5.1 Establish a collector/neighborhood street pattern that will eventually connect the area. It is expected that development of this area will occur over time by many individual development decisions. The City, County, and MCAS-Beaufort should complete a collector street plan that ensures a minimum level of connectivity for the overall area. Such connections can then be constructed with each new development. [§] [O] [1-5]

CS 5.2 Require traditional neighborhood development patterns and a minimum density. For land that has few environmental restrictions there should be a general expectation of a density level that is comparable to the current city pattern of at least 4-6 units per acre. Further, new development should take the form of walkable, well-connected, mixed-use neighborhoods. This recommendation will likely be implemented through close coordination with the County and an established City annexation policy that guide adequate thresholds for growth. [§] [O] [On-going]

CS 5.3 Incorporate low impact development standards into all development decisions. In this area of the community, the decisions regarding the environment should take precedence over the decisions of the built environment. To mitigate the impact of development the use of natural filtration and drainage techniques (low impact/light impact development techniques) should be required. [§] [O] [On-going]

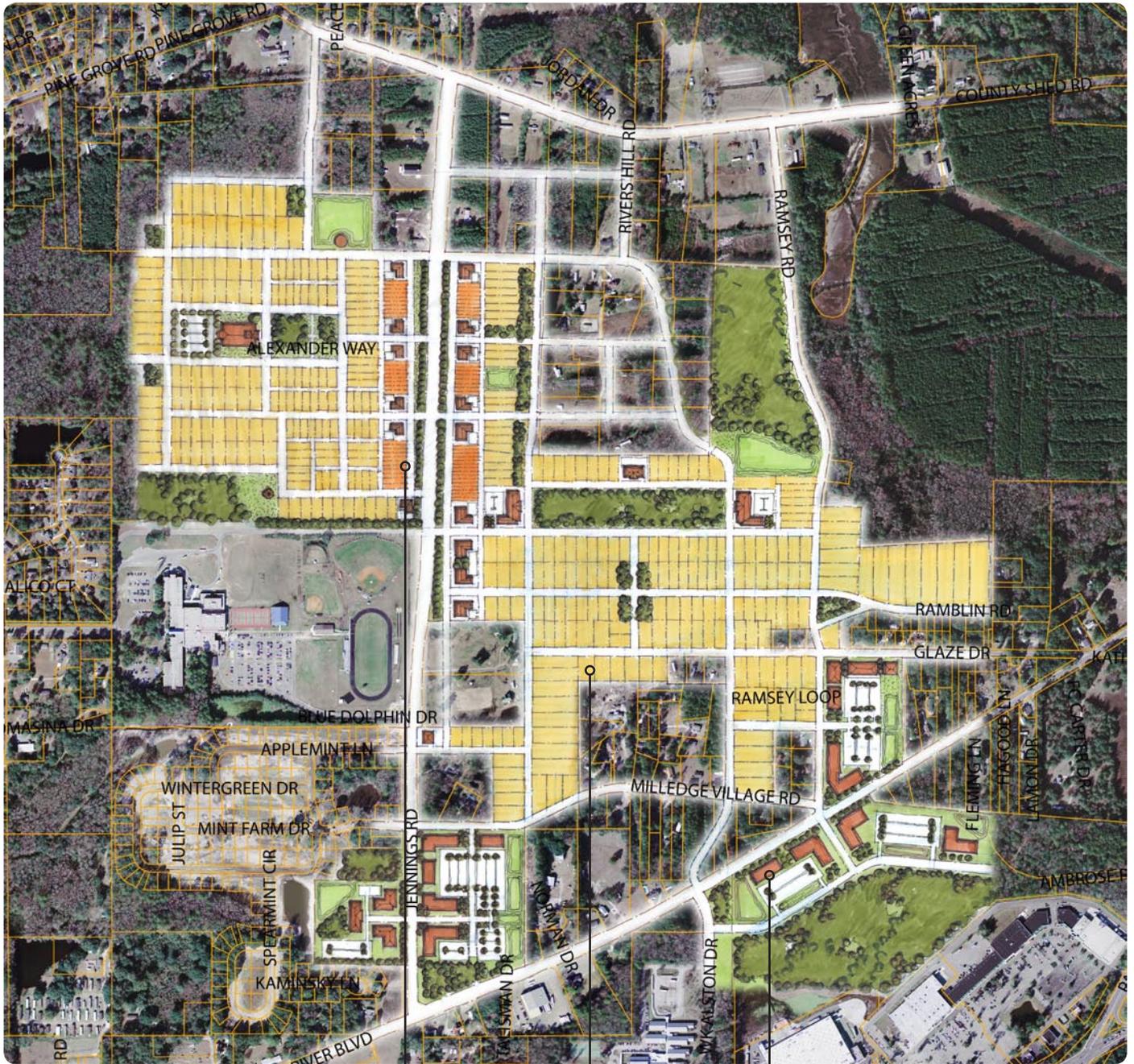
▼ EXISTING CONDITIONS



Precedent Single Family: Celebration, FL



Homes fronting green space



▲ JENNINGS ROAD

DEVELOPMENT TOTALS

Multi Family Lots Single Family Lots Mixed Use Infill

Mixed-Use/Commercial

250,000 SF

Flats/Apartments

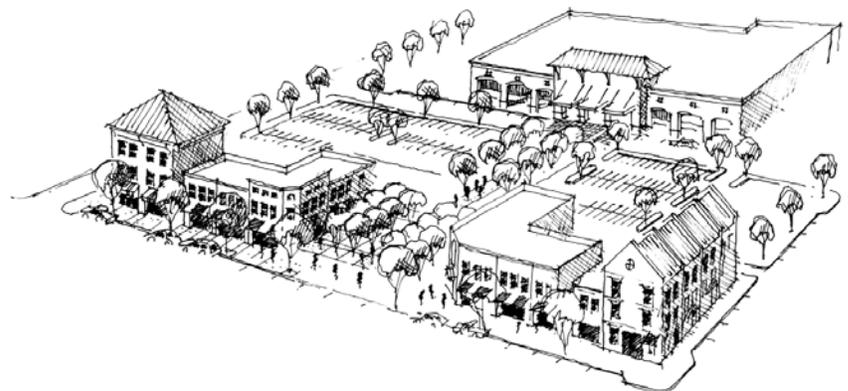
260 Units

Townhomes

60 Units

Detached Homes

383 Units



Neighborhood Center

THE ISSUE

The current alignment of US 21 along Boundary Street limits design creativity and encourages additional truck traffic along Ribaut Road.

A SOLUTION

By realigning US 21 so that it follows Parris Island Parkway to Port Royal a truck bypass is created along roads that are better suited to handle them.

CS 6.0 | US 21 REALIGNMENT

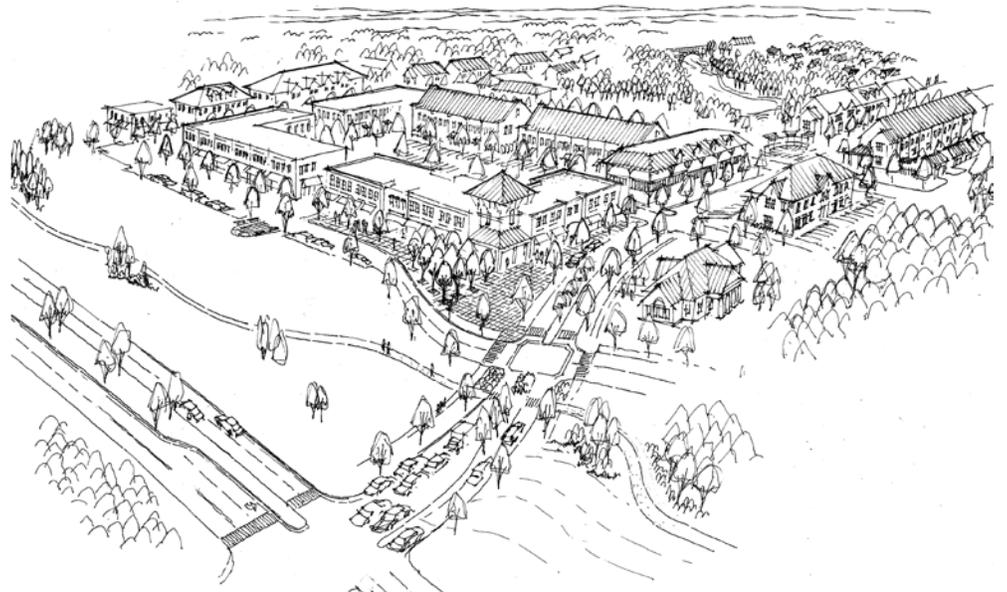
The current alignment of US 21 from Trask Parkway to Boundary Street to Ribaut Road limits the design flexibility in attempting to balance the needs of the automobile and truck with that of pedestrians and bicyclists. In addition, the free flow movement of US 21 to Boundary Street to Carteret Street and over the bridge to Lady’s Island aggravates the congestion in the downtown area.

CS 6.1 Study the Realignment of US 21. As a federal highway, the realignment and associated improvements will require a comprehensive plan for the corridor. Additional questions must also be addressed including the impact of the loss of traffic to downtown (if any), additional intersection improvements through the corridor, and any additional access management. An additional question to consider is the type of intersection that the newly reconfigured US 21/Trask Parkway might have. Will it be a standard intersection with dual left turns or perhaps a multi-lane roundabout? At this location, a grade separated ramp may also be evaluated. And what are the impacts to walkability/bikeability and overall aesthetics? [§] [O] [1-5]

CS 6.2 Investigate the creation of a mixed-use and employment-based center. The conceptual realignment of the intersection of Parris Island Gateway and US 21/Trask Parkway impacts a mobile home park as the radius is adjusted to head south rather than continue east. This presents an opportunity for redevelopment of that entire intersection. Given its prominent location and accessibility, the potential for the development of a mixed-use employment campus should be considered as a means to further diversify the economy of the area. [§] [O] [6-10]



*Precedent Affordable Housing:
Ross Chapin, Architect*



Mixed Use Center Along Highway transitioning back to Multi-Family & Single Family



Traditional Neighborhood

Mixed-use/ Employment Center

US 21 Realignment to Parris Island Gateway (280)

Proposed Street Connectivity

▲ BROAD RIVER BOULEVARD

DEVELOPMENT TOTALS

Mixed-Use/Commercial

514,000 SF

Flats/Apartments

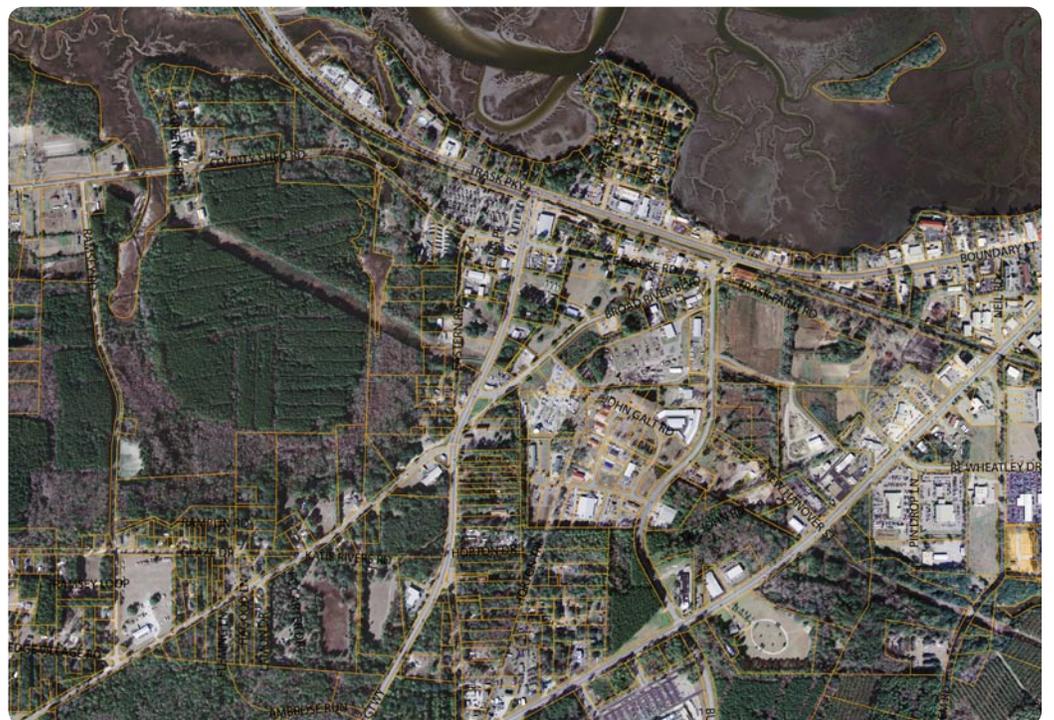
650 Units

Townhomes

160 Units

Detached Homes

255 Units



▲ EXISTING CONDITIONS

THE ISSUE

What is the most appropriate manner in which to provide a regional shopping area without further exacerbating the sprawling commercial corridors?

A SOLUTION

Organize regional retail into a walkable, mixed-use village center that is compact in form but provides a sufficient amount of opportunity for regional retail. And, connect it to a medium-density, walkable neighborhood.



Birkdale Village in Huntersville, NC



Waterfront Park in Newpoint, Beaufort, SC

CS 7.0 | ROBERT SMALLS VILLAGE CENTER

The Robert Small Corridor has been designated as a prime location for regional retail, yet the development opportunities are limited by some unfavorable environmental conditions along much of the frontage. Burton Hill Road, the primary entrance for Lowe’s Home Improvement, leads to a number of parcels that are generally unconstrained and connect to other developable parcels along

CS 7.1 Create a walkable village center for regional retail. Rather than permit more single-story, auto-oriented retail, the regulations should discourage that model and instead require and/or incentivize a vertically mixed-use format. This type of arrangement is known throughout the industry as a “lifestyle centers” or a “town centers,” and has a compact arrangement that is both walkable and well connected. [Private] [Code]

CS 7.2 Require a traditional neighborhood development pattern to connect the village center to the waterfront. Across Salem Road is a tract of land that is well suited to a traditional neighborhood pattern. To compliment the conceptual village center to the west, this neighborhood should be medium to high density (greater than 6 units per acre). And, like other traditional neighborhoods in the community (Newpoint and Habersham), the design of the neighborhood should focus on a publicly accessible waterfront along Battery Creek. [Private] [Code]

▼ EXISTING CONDITIONS





Highway Commercial Townhomes Mixed Use Village ▲ ROBERT SMALLS VILLAGE CENTER

DEVELOPMENT TOTALS

Village Center Mixed-Use/Commercial
324,000 SF

Condominiums/Apartments
723 Units

Townhomes
28 Units

Traditional Neighborhood Flats/Apartments
44 Units

Townhomes
76 Units

Detached Homes
175 Units



Neighborhood Commercial Central Green Waterfront Park

THE ISSUE

The proposed Southside Park may be too large to reasonably build-out and maintain given anticipated financial resources of the community.

A SOLUTION

Reduce the size of the overall park by releasing a portion of the site for private development, thereby reducing the long-term maintenance needs and infusing needed capital into the project.



Formal Open Space, Charlotte, NC



Wetland Garden, New Town in St. Charles, MO

CS 8.0 | SOUTHSIDE PARK NEIGHBORHOOD

The area of the former waste water treatment plant and adjoining City and County owned parcels (approximately 40 acres total) is expected to serve the entire Ribaut Road area with a combination of active and passive park space. In addition, the site is anticipated to improve drainage and water quality in Battery Creek.

CS 8.1 Prepare a Neighborhood Action Plan to guide development/redevelopment activities and public investment.

There is no detailed urban design plan that covers this area and the proposed investment in the park warrants a plan that considers the broader issues in this neighborhood. This plan should include a block-by-block detailed urban design plan that shows the expectations for development and redevelopment, location of potential parks and open spaces, and a street and stormwater infrastructure repair/re-investment plan. The conceptual plan on the next page shows how the park might be developed by allocating a portion of the land to new residential housing. A citizen committee has developed a proposal to make the property into parkland without further residential development. Both concepts deserve fair consideration in light of financial constraints and citizen preferences. Further study combined with engagement of the property owners and residents will be essential to creating a sustainable re-investment strategy for this neighborhood. **[\$] [O] [1-5]**

CS 8.2 Prepare a Detailed Master Plan for the Park that Includes Innovative Stormwater Techniques and Consideration of a Private Investment Component.

The Southside Park has the opportunity to serve as a model for public space development. The plan should, at a minimum, consider the following elements:

- **Private Investment:** The conceptual plan on the following page suggests the inclusion of private development along the edge of the park to help offset the capital costs of construction as well as provide for resident activity that will naturally monitor the park's safety and security. Ideally, the level of private investment will include a diverse offering that includes both workforce and upper-middle-class housing. Whether to include private development in the plan must consider financial capacity and citizen preferences. **[\$\$\$] [Private] [6-10]**
- **Innovative Stormwater Management:** As a regional stormwater management facility this park should take the opportunity to serve as a public demonstration of various methods and techniques for storing and filtering stormwater. From bio-retention areas to reconstructed wetlands, the Southside Park can become a living laboratory. A model to consider emulating is the conversion of the wastewater treatment plant in Jacksonville, NC to Sturgeon City (www.sturgeoncivcity.org), an eco-laboratory that partners with universities and schools to monitor and improve the water quality. Sturgeon City has been very successful in attracting grant money from across the nation with its unique and innovative partnerships and programs. **[\$\$] [O+C] [1-5, On-going]**
- **Recreational Amenities:** The public has previously expressed a desire for small active recreation space that includes walking trails, a playground, and a dog park. In addition, a small event space/lawn, a pavilion, and picnic shelters should also be considered. More extensive recreational amenities, such as tennis courts, ball fields and other recreational facilities should be considered in light of available funding and citizen preferences. **[\$\$\$] [O+C] [1-5, 6-10]**

**EXISTING
CONDITIONS**



**SOUTHSIDE PARK
NEIGHBORHOOD**

The illustration to the right is one example of how private investment in the park can still yield a substantial public space while providing needed dollars to help with the park's construction.



Single Family Lots Townhomes Wetland Garden Dog Park Formal Open Space

**DEVELOPMENT
TOTALS**

Existing Development

21 Detached Housing Units

Proposed Development

Detached Homes: 90 Units

Townhomes: 44 Units

Flats: 4 Units

Total New Units: 138 Units

Number of Units on Treatment

Plan Site: 71 Units

Parks & Open Space

Community Park: ~30 Acres
(Including New Regional Bio-Remediation and Detention)



Birdseye rendering of proposed concept



THE STURGEON CITY STORY

Sturgeon City is part of a commitment made to help restore habitat in Wilson Bay, provide economic redevelopment and to provide environmental education to our citizens to help avoid environmental mistakes of the past.

For forty years, the City of Jacksonville, NC had discharged its treated wastewater into the New River through Wilson Bay. Combined with the other problems of the New River, this left a thick blanket of sludge material on the bottom of the Bay, little to no life in the water column, and a wonderful natural resource that was not being used for recreation, commercial fishing or just visiting.

The City leaders decided to abandon the concept of river discharge, and build an environmentally friendly, expandable and modern land application plant. It costs more than \$50 million and since 1998, all the City's wastewater has been treated by this plant located in the northeast section of Onslow County.

With that decision, City of Jacksonville leaders declared that they had a "moral responsibility to help clean up Wilson Bay." That led to the Wilson Bay Initiative, a program to restore water quality in Wilson Bay. The success of that program led to the consideration of what to do with the old plant; sell it for development, use it for a park, or allow the City's workshops at the site to expand into much needed space.

Instead, the vision of Dr. Jay Levine, a scientist working with the Wilson Bay Initiative, was to use the large tanks to raise Sturgeon. Sturgeon were once native to the New River, but the thick blanket of sludge and pollution along the river, prevented these bottom feeders from returning to spawn.

The idea grew to include a concept; use the former plant as an environmental education center to help prevent the environmental mistakes of the past, make it the headquarters for the City's water quality initiatives and use it as an example of how environmental restoration can be compatible with economic redevelopment.

Today Sturgeon City hosts restored wetlands that help cleanse the waters of Wilson Bay, the first phase of an award-winning park design that provides sweeping vistas of the Wilson Bay and serves as the home to youth and environmental education programs designed to instill appreciation for our community and its people.

Text adapted from www.sturgeoncitiy.org

**NORTHWEST
QUADRANT DESIGN
PRINCIPLES**

The Northwest Quadrant is an important neighborhood within the Beaufort National Historic Landmark District. Its houses and commercial buildings are tangible reminders of the lives and contributions made to Beaufort’s history by the many people who lived and worked in this traditionally African-American neighborhood.

These design principles have been developed at the request of neighborhood residents to help insure that building rehabilitation projects and new construction within the Northwest Quadrant are consistent with its traditional character—defined by simple, small-scale buildings, typically built by people with limited financial resources who used readily available workmanship, design and materials.

These design principles form a basic approach to building rehabilitation and new construction that will help projects fit in with the traditional character of the neighborhood. Rehabilitation should respect the traditional character of the building and new construction should respect the character of the surrounding historic building stock.

Northwest Quadrant Design Principles

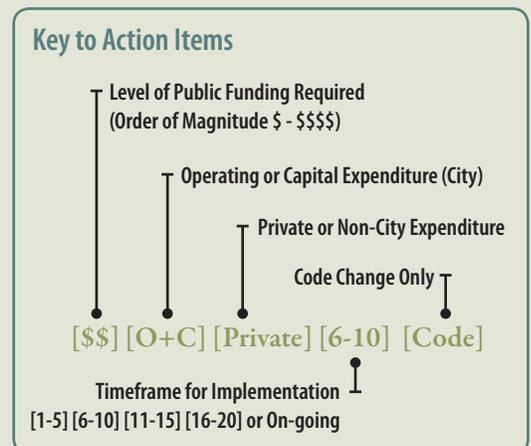


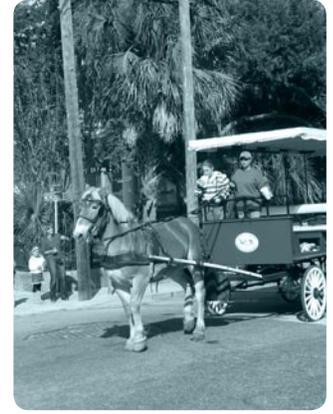
**The City of Beaufort
Beaufort, South Carolina**

May 1999



CHAPTER THIRTEEN: SETTING PRIORITIES FOR IMPLEMENTATION





13 SETTING PRIORITIES FOR IMPLEMENTATION

In accordance with Section 6-29-510 of the South Carolina Code of Laws, the City is required to include as part of its comprehensive plan, a “priority investment element a priority investment element that analyzes the likely federal, state, and local funds available for public infrastructure and facilities during the next ten years, and recommends the projects for expenditure of those funds during the next ten years for needed public infrastructure and facilities such as water, sewer, roads, and schools. The recommendation of those projects for public expenditure must be done through coordination with adjacent and relevant jurisdictions and agencies.”

The *Northern Beaufort County Regional Plan* is precisely the level of coordination expected by the Priority Investment Act, as adopted in 2007. This plan evaluated the collective impacts of future growth and needed capital improvements on the Participating Local Governments (Beaufort County, the City of Beaufort, the Town of Port Royal, and the Town of Yemassee) and forecast the fiscal impact of various scenarios. Across all of the participating local governments, the costs of providing infrastructure to serve anticipated new growth at current levels of service was approximately \$350 million in 2007 dollars. Of this total, transportation projects comprised nearly \$300 million with the balance going towards various regional facilities. It is important to note that the plan did not include the school district or the water and sewer authority (BJWSA) in these estimates.

This plan is intended to endorse the continued work of the *Northern Beaufort County Regional Plan* and its Implementation Oversight Committee with additional refinements including planned capital improvements by the City and related agencies and local governments. For the purpose of establishing conformity with the Priority Investment Act many of the recommendations in this Chapter have been copied directly from the *Regional Plan* or made a part of this plan by reference.

Key Recommendations

- PI 1.0 Regional Partners
- PI 2.0 Regional Fiscal Impact Analysis
- PI 3.0 Regional Infrastructure Plan
- PI 4.0 Local Capital Improvements Plan
- PI 5.0 Table of Action items

Key Principles

17 Planning & Implementation

We will continue our history of thoughtful, detailed planning and will include practical implementing elements to leverage our ideas with actions. Success is bred not from what we say but what we accomplish.

PI 1.0 | PLAN IMPLEMENTATION

The purpose of the Priority Investment Act is to encourage greater cooperation between and across various levels of government and related service providers. The City has five principal governmental partners - Beaufort County, Beaufort-Jasper Water and Sewer Authority (BJWSA), Beaufort County School District, Town of Port Royal, and MCAS-Beaufort with whom cooperation will be essential to the success of this plan. As has been mentioned numerous times in this document, the Northern Beaufort County Regional Plan is a model for this level of inter-governmental cooperation.

PI 1.1 Monitor and report on plan implementation. In January of each year the planning commission will report to the city council on the progress made in implementing the annual priorities list for the prior year and will also report on any other matters relating to implementation of the plan. In February of each year the commission will work with the city council and staff and will list annual priorities for implementation of this plan. [\$] [O] [On-going]

PI 1.2 Update the plan. This plan shall be updated every five years.

PI 1.3 Implement the Baseline Standards Related to Environmental Protection and Corridor Overlay Standards. The Regional Plan establishes a commitment to adopt baseline standards on the following: [Code]

- Stormwater management best practices; and,
- Critical line setback and buffers (with the provision for flexibility in cases of public access); and,
- Enhanced standards for especially sensitive areas such as waterway headwaters, low lying areas, and the ACE basin; and,
- Protection of freshwater wetlands; and,
- Consistent corridor overlay standards along shared travel corridors.

PI 1.4 Explore New Institutional Arrangements. Where appropriate, new institutional arrangements to facilitate multi-jurisdictional cooperation on funding issues should be explored. [\$] [O] [On-going]

PI 2.0 | REGIONAL FISCAL IMPACT ANALYSIS

The *Northern Beaufort County Regional Plan* examined the fiscal impact of growth and recommended a regional funding strategy to address the issue. Specifically, the Northern Beaufort County communities agree to work together to explore regional approaches to funding regional infrastructure, focusing on a limited range of regional tools.

PI 2.1 Adopt Regional Level of Service (LOS) Standards. In order to establish a foundation for coordinating transportation and parks planning across the region, each of the Participating Local Governments will adopt the same level of service standard for these facilities, that is consistent and coordinated with the LOS adopted by the other Participating Local Governments. [Code]

PI 2.2 Identify Existing Deficiencies and Future Capital Improvements Needs. Using the agreed upon LOS standards, the Participating Local Governments will then work cooperatively to identify needed capital projects, determine their costs and identify revenue sources to fund the projects. [\$] [O] [On-going]

- PI 2.3 Work Cooperatively with the School District.** While the School District has the responsibility to plan and provide funding for its capital needs, a framework needs to be established where the Participating Local Governments can work cooperatively with the School District and support its efforts to plan for the future deficiencies and future capital improvement needs for public schools. [\$] [O] [On-going]
- PI 2.4 Develop an Overall Funding Strategy.** The following factors should guide the selection of revenue sources to address the capital and operating funding gap: [\$] [O] [On-going]
- Revenue Potential: Whether the tool can generate substantial sums of monies to fund capital infrastructure;
 - Geographic Application: Whether the tool can be applied across the region;
 - Legislative Authorization: Whether the tool requires legislative authorization;
 - Technical/Administrative Ease: The ease of administering the tool; and
 - Public Acceptability: How citizens will accept the tool.
- PI 2.5 Focus First on Available Funding Tools.** In order to take immediate action on addressing capital funding needs, it is important to concentrate first on revenue sources that the State of South Carolina enables local governments to use to fund capital improvements. These include property taxes, local sales, impact fees, and taxes. For example, the current capital sales tax is expected to generate approximately \$62,200,000 for capital transportation facilities in Northern Beaufort County. In addition, the impact fee for Southern Beaufort County was recently updated, demonstrating that when kept current impact fees could be expected to generate substantial additional capital revenues. [\$] [O] [On-going]
- PI 2.6 Update the Fiscal Impact Analysis on a Regular Basis.** One of the key outcomes of the Regional Plan was an assessment of the availability of capital and operating dollars across the region's local governments. This analysis should be updated on a regular basis as it can be used as a means to determine the adequacy of public facilities (APF) throughout the region and standardize any proposed APF or impact fee legislation. [\$] [O] [On-going]
- PI 2.7 Consider Funding Tools that Require Changes in State Legislation.** If the available funding tools are not adequate to address the funding gap, particularly the operating cost gap, it may be necessary to lobby the state to initiate legislation that would enable new funding sources. [\$] [O] [On-going]

PI 3.0 | REGIONAL INFRASTRUCTURE PLAN

As part of the *Northern Beaufort County Regional Plan*, more than \$350 million in regional infrastructure projects were identified, of which more than \$300 million are transportation projects. The remaining \$50 million was attributed to various regional projects including parks, libraries, greenways, and related government facilities.

PI 3.1 Implement the Current Planned and Committed Transportation Projects in the Northern Beaufort County Regional Plan. The City will continue to work with the participating local governments in order to implement planned and committed road widenings, new road alignments, and planned intersection improvement projects as noted on the map to the right. The analysis of future transportation conditions was based on year 2025 and reflected projects with committed funding (committed project) or for which significant studies have been performed and are included in the Beaufort County planning process for future funding (planned projects). The analysis results for the “committed and planned projects” assumed to be in place in the future year 2025 are shown on the map in Section AM 1.0. Note that the costs indicated below are in 2006 dollars. [\$\$\$\$] [C] [1-5, 6-10]

Committed Widening Projects

1. US 21 on St. Helena Island (3 lanes) - \$12.3 million
2. US 17 from US 21 to SC 64 (4 lanes) - \$92 million for Beaufort County only

Planned Widening Projects

3. US 21/SC 802 from Ribaut Road to US 21 (widen to 4-lane divided road) - \$35.7 million
4. SC 802 from SC 170 to SC 280 in Port Royal (widen to 4-lane divided road) - \$70.0 million

Planned New Roadway Alignment

5. US 21/SC 802 Connector (new 4-lane divided road) - \$6.0 million
6. Boundary Street Parallel Road (new 2-lane road) - \$22.0 million

Planned Intersection Improvements

7. SC 802 (Ribaut Road) Improvements - \$2.3 million
8. Lady’s Island at Sam’s Point/Brickyard/Holly Hall - \$250,000

PI 3.2 Implement the Other Identified Capital Projects in the Northern Beaufort County Regional Plan. The Participating Local Governments will work together to coordinate the planning and funding of parks and recreation, libraries, schools, sheriff and public safety, general government, courts, health, and human services, and other regional public facilities. The following public facility needs and costs are estimated at almost \$50 million (in 2006 dollars) as follows: [\$\$\$\$] [C] [1-5, 6-10]

Parks and Recreation (\$27.9 million)

1. New capital facilities include ten neighborhood parks (100 acres total) and six community parks (150 acres total)

Library (\$7.2 million)

- Two additional library branches totaling 23,000 square feet would be constructed using the current standard of 0.6 square feet per capita

Sheriff and Public Safety (\$5.4 million)

- 4,606 square feet of additional Sheriff's space would need to be constructed
- 25,630 square feet of Detention Center space would need to be constructed

General Government (\$2.9 million)

- 12,355 square feet of additional General Government office space would need to be constructed

Courts (\$2.7 million)

- 12,716 square feet of additional Court space would need to be constructed

Health and Human Services (\$2.8 million)

- 3,709 square feet of additional Health Department office space would need to be constructed
- 8,390 square feet of Human Services space would need to be constructed

PI 4.0 | LOCAL CAPITAL IMPROVEMENTS PLAN

In addition to those recommendations contained within the *Northern Beaufort County Regional Plan*, the City also maintains a Capital Improvements Plan that plans the expenditures and the corresponding needed revenues for large projects. At present, the city maintains a 10 year Capital Improvement Plan, and 10 year Operating Equipment Plan, and a 10 year Redevelopment and Investment Plan (though only 5 years worth of projects have been identified and programmed). These plans have been included by reference and are summarized on the following pages.

PI 4.1 Annually Update the Ten-Year Capital Improvement Plan. As part of the annual budgeting process, the City will maintain and update a ten-year Capital Improvements Plan that includes both full capital and debt service costs as well as estimates for revenues over the same period.

PI 4.2 Complete the Boundary Street Master Plan. The following projects have been planned as part of the Boundary Street Master Plan. The primary funding for these projects will come from the Boundary Street TIF District (TIF II). [\$\$\$\$] [C] [1-5, 6-10, 11-15, 16-20]

- Creating a Parallel Street Network (\$8.5 – \$9 million)
- Boundary Street Landscaped Median (\$9.5 million)
Includes the realignment of Robert Smalls Parkway (\$1.8 million)
- Streetscape Improvements: Boundary Street (\$5.5 - \$6 million)
- Intersection Improvements
Roundabout Intersection - \$4.5 - \$5 million
Signalized Intersection - \$4 - \$4.5 million
- Trail South of Boundary Street (\$800,000)
- Central Park (unknown)

City of Beaufort FY 2010-2020 CIP - Capital Projects

Project	Grand Total	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Fire Department												
Traffic Preemption	180,000			180,000								
Station Exhaust Extractor	53,250		53,250									
1/3 cost New Central Station	2,000,000					2,000,000						
New Mossy Oaks Station	2,200,000		2,200,000				0					
Fuel System Upgrade	120,000							120,000				
Lady's Island Fire Station	2,200,000		2,200,000							0		
Clarendon Fire Station	3,900,000		3,900,000									0
Fire Department Total	10,653,250	-	8,353,250	180,000	-	2,000,000	-	120,000	-	-	-	-
Planning Department												
Bay Street Lighting	100,000	100,000										
Bladen Street Phase 2	1,000,000	1,000,000										
Directional Signage	32,000			32,000								
Building Demolitions	404,000	94,000	70,000	50,000	40,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
Street Name Sign Replacement	-	-	-	-	-	-	-	-	-	-	-	-
Planning Department Total	1,536,000	1,194,000	70,000	82,000	40,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
Police Department												
Task Force Bldg Renovation	10,000	10,000										
Police Department Total	10,000	10,000	-	-	-	-	-	-	-	-	-	-
Public Works Department												
Pigeon Point Restrooms	50,000		50,000									
Pigeon Point Fence	45,000		45,000									
Recycling Bay Improvements	75,000			75,000								
PWOC Site Development	150,000			75,000	75,000							
Prince Street Shop Renovation	200,000			200,000								
Parks(detail below) (Parks)	1,196,000	80,000	-	416,000	175,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Streets & Sidewalks(detail below)	2,090,000	100,000	460,000	80,000	75,000	925,000	75,000	75,000	75,000	75,000	75,000	75,000
Drainage (detail below)	4,625,000	700,000	1,105,000	525,000	100,000	1,595,000	100,000	100,000	100,000	100,000	100,000	100,000
Public Works Department Total	8,431,000	880,000	1,660,000	1,371,000	425,000	2,595,000	250,000	250,000	250,000	250,000	250,000	250,000
Grand Total	20,630,250	2,084,000	10,083,250	1,633,000	465,000	4,625,000	270,000	390,000	270,000	270,000	270,000	270,000

City of Beaufort FY 2010-2020 CIP - Capital Projects Detail

Project	Grand Total	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Public Works Detail												
Parks	1,196,000	80,000	-	416,000	175,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Southside Park	80,000	80,000										
Waterfront Park Maintenance	675,000			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Knott Park	35,000			35,000								
Washington Street Park Upgrade	6,000			6,000								
Pigeon Point Park Phase II	400,000			300,000	100,000							
Streets & Sidewalks	2,090,000	100,000	460,000	80,000	75,000	925,000	75,000	75,000	75,000	75,000	75,000	75,000
New Sidewalks	880,000	100,000	100,000	80,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Joshua Circle Road Resurface	180,000		180,000									
Southside Blvd Sidewalk Removal	180,000		180,000									
Jericho Woods Resurfacing	400,000					400,000						
Waters Edge Resurfacing	200,000					200,000						
Stone Marten Resurfacing	250,000					250,000						
Drainage	4,625,000	700,000	1,105,000	525,000	100,000	1,595,000	100,000	100,000	100,000	100,000	100,000	100,000
Battery Shores Drainage	150,000		150,000									
Waters Edge Drainage	35,000		35,000									
Pigeon Point/Boundary Drainage	25,000		25,000									
Duncan Langhorn	700,000	700,000										
Craven/Charles Drainage	45,000		45,000									
Charles/West Drainage	45,000		45,000									
North Street Drainage	45,000		45,000									
North/Euhaw Drainage	50,000		50,000									
Depot Road Station Drainage	250,000		250,000									
North Hermitage Drainage	35,000		35,000									
Palm/Waddell Drainage	300,000		300,000									
Point Outfall	125,000		125,000									
Higginsonville Drainage	900,000			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Washington/Duke Drainage	125,000			125,000								
Twin Lake Drainage	100,000			100,000								
First Blvd. Pond Improvements	200,000			200,000								
Wilson Drive Drainage	10,000					10,000						
Duke/Monson Drainage	10,000					10,000						
Battery Creek Outfall	200,000					200,000						
Southside Canal Improvement	300,000					300,000						
Burton Hill Drainage	100,000					100,000						
Jericho Woods Drainage	300,000					300,000						
Cottage Farm Drainage	150,000					150,000						
Point Pond Dredging	150,000					150,000						
First Blvd. Drainage	275,000					275,000						

City of Beaufort FY 2010-2020 CIP - Vehicles and Equipment

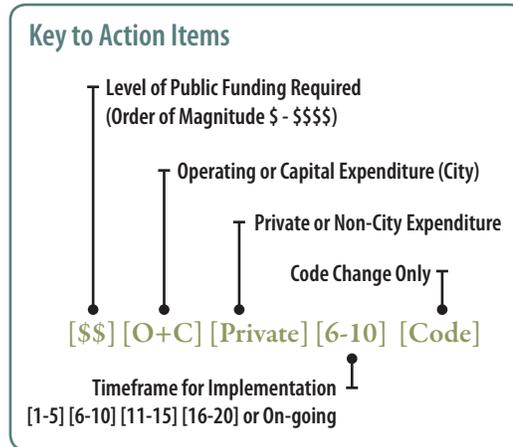
Project	Total	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Fire Department												
Thermal Imaging Camera	33,000	11,000			11,000							
Vehicle Radio/MDC/Handset (5)	84,670		84,670									
Hurst Hydraulic Tools	21,000			21,000								
Firerucks and equipment	1,155,000					575,000	580,000					
Emergency Light Tower	8,500					8,500						
Fire Safety House	58,500						58,500					
Fit Tester	10,500								10,500			
Standby Generator (2)	136,000										68,000	68,000
Station Breathing Air Compressor	72,000				72,000							
Rescue I Replacement	185,000					29,000			33,000	33,000		
Vehicles	227,000	73,000	59,000			612,500	638,500	11,000	43,500	33,000	68,000	68,000
Fire Department Total	1,991,170	84,000	328,670	21,000	83,000	612,500	638,500	11,000	43,500	33,000	68,000	68,000
Planning Department												
Vehicles	50,000	0	25,000	0	0	0	0	25,000	0	0	0	0
Disaster Preparation Trailer	75,000		75,000									
Planning Department Total	125,000	0	100,000	0	0	0	0	25,000	0	0	0	0
Police Department												
Vehicles	1,925,000	70,000	210,000	201,000	176,000	176,000	154,000	194,000	184,000	184,000	184,000	192,000
Boat	150,000				150,000							
Giant Radar Display	10,500	10,500						75,000				
Armored Vehicle (SWAT)	75,000							269,000				
Police Department Total	2,160,500	80,500	210,000	201,000	326,000	176,000	154,000	269,000	184,000	184,000	184,000	192,000
Public Works Department												
Sanitation Packer	535,000		125,000	125,000	140,000							
Heavy Trucks	330,000		190,000	140,000								
Recycling Trucks	260,000				260,000							
Mowers (Parks Fund)	120,000	30,000	20,000	20,000	30,000	20,000						
Lowboy/Trailers (Streets)	40,000	40,000										
Utility Trailers	40,000		40,000									
Backhoe	100,000		100,000									
Swacar Trailer	80,000			80,000								
Man Lift Utility Vehicle	80,000			80,000								
Tool Cut Multi-Purpose Vehicle	40,000			40,000								
Tractor/Tiller	65,000			65,000								
Streetsweepers	290,000			145,000	145,000							
Mini Backhoe	50,000				50,000							
Gator (3)	45,000				45,000							
Mini Excavator	36,000				36,000							
Vehicle Diagnostic Equipment (126)	20,000	20,000										
Self-contained light tower (124)	11,000	11,000										
Vehicles (122 & 126)	577,000	52,000	156,000	140,000	40,000	20,000	114,000	75,000	145,000	0	0	0
Public Works Department Total	2,719,000	153,000	631,000	835,000	746,000	20,000	114,000	75,000	145,000	0	0	0
Grand Total	6,995,670	317,500	1,269,670	1,057,000	1,155,000	808,500	906,500	380,000	372,500	217,000	252,000	260,000

City of Beaufort FY 2010-2020 CIP - Redevelopment Commission Projects and Investments

Project	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
City Manager's Office											
Daydock (325)		135,000									
Street Lights - Downtown (TIF 1)	100,000										
Parking Meters/Software/Handhelds (TIF 1)	175,000										
Performing Arts Center			800,000								
Parking Garage		500,000									
Waterfront Park Phase II			400,000								
Mun Complex Streets (TIF 2)	302,337										
	-										
	-										
City Manager's Office Total	577,337	635,000	1,200,000	-	-	-	-	-	-	-	-
Planning Department											
Open Space Acquisition		1,250,000	1,250,000	1,250,000	1,250,000	1,250,000					
Boundary Street Master Plan		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000					
Bladen Street Streetscape(Phase II)		300,000	1,000,000								
Pedestrian Improvements (122)	150,000	150,000	150,000	150,000	150,000	150,000					
Downtown Improvements		2,000,000	2,000,000								
Sea Island Parkway Improvements		1,500,000	1,500,000								
Redevelopment Incentive Fund	100,000	100,000	100,000	100,000	100,000	100,000					
Downtown On-Street Parking	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000					
Planning Department Total	250,000	8,300,000	9,000,000	4,500,000	4,500,000	4,500,000					
Total	332,12,337	8,935,000	10,200,000	4,500,000	4,500,000	4,500,000					
Fund through year end	-										
To be Funded	827,337										

13.1 TABLE OF ACTION ITEMS

In order for the vision and recommendations expressed by this Plan to be realized, specific action items will need to be implemented by the City of Beaufort. Many of the action items seek to provide the conditions under which the vision can be achieved, by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, encouraging catalyst projects and other actions.



The action items in the table below are prioritized based on the legend noted at the beginning of each Chapter and to the left. The Funding is listed as an order of magnitude as way to evaluate the relative costs of one action over another. As a means of attempting to quantify these relative costs over the twenty year period, the table below summarizes an estimated range of cost values that may be used. With the exception of those specific costs for Capital Projects that were identified in this Chapter, no other specific cost estimates have been provided.

Order of Magnitude	Estimated Cost Range
\$	\$1 - \$50,000
\$\$	\$50,000 - \$250,000
\$\$\$	\$250,000 - \$1 million
\$\$\$\$	\$1 million+

The execution of the implementation steps will likely be phased and is subject to a variety of factors, which determine their timing. These include:

- The availability of personnel and financial resources necessary to implement specific proposals;
- Whether an implementation step is a necessary precursor to or component of the rational evaluation of a new development project;
- The interdependence of the various implementation tasks, in particular, the degree to which implementing one item is dependent upon the successful completion of another item; and,
- The relative severity of the challenge which a particular implementation task is designed to remedy.

In view of these factors, it is not possible to put forward a precise timetable for the various implementation items. The priority for implementation will be listed by the period in which items should be completed. Year 1-5 items and certain On-going items are the highest priority while Year 16-20+ projects could be completed as resources allow.

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-City Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
FIVE: A FRAMEWORK FOR GROWTH												
FG 2.3	Explore a service delivery model that employs a metro-like structure.	73	\$	0		X						
FG 2.1	Annexation areas should be contiguous to the primary service area or within a maximum of 2 miles.	73										X
FG 2.2	The provision of municipal services to previously annexed tracts or tracts beyond the 2 mile boundary shall be subject to adequacy and availability of municipal services.	73										X
FG 3.1	Require Incremental Growth to be Medium to High Density and Utilize the Traditional Neighborhood Unit.	76										X
FG 4.1	Update the UDO as a complete form-based code.	77										X
FG 4.2	Clarify Design Intent and Reduce Subjectivity	77										X
SIX: NATURAL INFRASTRUCTURE												
NI 1.4	Implement the recommendations of the Beaufort County Special Area Management Plan (SAMP)	85	\$	0		X						
NI 1.10	Monitor Groundwater Recharge Areas around the Marine Corps Air Station (MCAS)	88	\$	0		X						
NI 2.3	Encourage Low-Water Usage/Drought-Tolerant Landscaping (Xeriscaping)	89	\$	0		X						
NI 2.4	Encourage Rainwater Harvesting/Water Recycling On-Site	89	\$	0		X						
NI 2.5	Encourage Use of High Efficiency Bathroom Fixtures	89	\$	0		X						
NI 3.3	Continue to Partner with Regional Agencies/Organizations and Land Owners to Aggressively Protect Open Lands	93	\$\$\$	0+C		X						
NI 3.4	Expand Use of Density Bonuses and TDR in Exchange for Preservation of Sensitive Environmental Features	93	\$\$	0		X						
NI 4.4	Begin a Street Tree Maintenance and Planting Program	95	\$\$	0+C		X						
NI 1.2	Revise Current Development Regulation to Require/Incentivize Low Impact Development Using the Light Imprint Handbook	84	\$	0			X					
NI 1.3	Develop Regional/Small Area Storm Water Plans	85	\$	0			X					
NI 1.5	Adopt Baseline Standards for Critical Line Setbacks and Natural Vegetative Buffers	85	\$	0			X					
NI 1.9	Adopt Baseline Standards for the Protection of Freshwater Wetlands	87	\$	0			X					
NI 4.1	Complete an Urban Tree Canopy Survey	94	\$\$	0			X					
NI 4.2	Establish a Baseline Tree Canopy Coverage and Set Key Goals for Preservation and Expansion of the Canopy	94	\$	0			X					
NI 4.3	Revise Tree and Landscape Protection Standards to be Context-Sensitive	94	\$	0			X					

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-City Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
NI 1.6	Develop a Specific Water Quality Management Plan for the Battery Creek Watershed	87	\$	0				X				
NI 3.2	Develop a Comprehensive Open Space/Green Infrastructure Plan for the Northern Beaufort County Area	91	\$\$	0				X				
NI 1.8	Consider the Reestablishment of a Natural Connection Between Battery Creek and Albergotti Creek	87	\$\$\$\$	0+C							X	
NI 3.1	Implement the 2003 Open Space Master Plan	90	\$\$\$\$	0+C							X	
NI 1.7	Enforce Measures Against Unapproved Dredging of Waterways	87			Army Corps of Engineers							
NI 2.1	Continue Implementation of Water Use Conservation Measures	88			BJWSA							
NI 2.2	Expand Use of Reclaimed Water	88			BJWSA							
SEVEN: CLIMATE CHANGE & ENERGY												
CE 1.3	Prioritize Transit, Bike and Pedestrian Improvements with the Goal of Reducing VMT	100	\$\$-\$\$\$\$	0+C		X						
CE 1.4	The City will Seek Out Best Practices for the Reduction of GHG Emissions	101	\$	0		X						
CE 2.1	Implement the Beaufort County Hazard Mitigation Plan	102	\$\$	0+C		X						
CE 2.3	Ensure that All Critical Facilities Located within the 100-year Floodplain are Adequately Protected	103	\$\$\$\$	C		X						
CE 3.2	Support Energy Efficiency Retrofit Programs	107	\$	0		X						
CE 3.5	Support the Implementation of Renewable Energy Technologies	108	\$	0		X						
CE 4.2	Institute a Regular Household Hazardous Waste Pickup Day	109	\$	0		X						
CE 4.3	Expand the “No Dumping-Drains to River” Program	109	\$	0		X						
CE 4.4	Encourage Backyard Composting	109	\$	0		X						
CE 5.2	Endeavor to Make Sustainable Construction Practices Part of the Culture of Development in Beaufort	111	\$\$	0		X						
CE 1.1	Conduct an Emissions Inventory of City Operations	99	\$	0			X					
CE 1.2	Enact Land Use Policies and UDO Changes with the Goal of Reducing VMT	100	\$	0			X					
CE 2.2	Work with Beaufort County to Develop a Plan that Addresses the Potential Impacts of Sea Level Change	103	\$	0			X					
CE 3.1	Consider Conducting an Energy Audit	107	\$\$	0			X					
CE 3.3	Remove Regulatory Barriers to Renewable Energy and Provide Incentives for Their Use	107	\$	0			X					
CE 3.4	Protect Solar Access	107	\$	0			X					
CE 4.1	Expand Recycling Programs to Commercial Properties	109	\$	0			X					
CE 5.1	Establish a City Policy for Sustainable Building and Infrastructure Practices	110	\$	0			X					

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-City Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
CE 5.3	Establish Incentives to Implement Context-Sensitive Environmentally Sustainable Building and Development Practices	111	\$	0			X					
CE 5.4	Incorporate LEED ND (Neighborhood Development) Standards into the UDO	111										X
EIGHT: SOCIAL INFRASTRUCTURE												
SI 2.1	Prepare Small Area Plans for Neighborhoods and Districts	119	\$\$	0		X						
SI 2.2	Create a Dedicated Revenue Stream for Neighborhood Reinvestment	120	\$\$	0+C		X						
SI 2.4	Focus on Making Neighborhoods Pedestrian-Friendly	120	\$\$	0+C		X						
SI 4.9	Establish and Enhance Educational Initiatives	136	\$\$-\$	0		X						
SI 4.11	Develop Financial Incentives	137	\$\$	0+C		X	X					
SI 5.2	Increase the Number of Cultural Events that Celebrate Beaufort's Heritage	138	\$	0		X						
SI 6.1	Investigate the Viability of Bringing a Farmer's Market Back to Downtown	140	\$	0		X						
SI 6.2	Encourage Community Gardens	140	\$	0		X						
SI 6.3	Encourage Agricultural Urbanism	140	\$	0		X						
SI 1.1	Complete an Inventory of Needs for the Improvement of the Existing Neighborhood Parks	115	\$	0			X					
SI 1.2	Identify a Regular Funding Mechanism for the Maintenance and Improvement of the Park System	117	\$	0			X					
SI 1.3	Plan and Improve the Southside Park	117	\$\$\$\$	C	Private		X	X	X	X		
SI 1.4	Improve Other Parks Throughout the City Following the Development of Neighborhood Plans	117	\$\$\$\$	C	Private		X	X	X	X		
SI 1.5	Enhance Recreation Space Requirements	118	\$	0			X					
SI 2.3	Encourage Greater Development Density	120	\$	0			X					
SI 3.1	Establish Location and Design Criteria for Affordable/ Workforce Housing	129	\$	0			X					
SI 4.1	Conduct Sector (Small Area) Planning & Implementation	133	\$\$-\$	0			X	X				
SI 4.10	Provide Technical Support to Historic Neighborhoods and Property Owners	136	\$\$-\$	0+C			X	X				
SI 4.12	Prioritize and Implement Recommendations for Infrastructure in Historic Districts	137	\$\$-\$	0+C			X	X				X
SI 4.3	Update the Citywide Survey of Historic Resources	135	\$\$	0				X				
SI 5.1	Continue to Support Development of New Cultural Facilities	138	\$\$\$\$	0+C				X	X	X		
SI 3.2	Remove Regulatory Barriers to Affordable Housing Options	129										X
SI 3.3	Allow Duplexes, Triplexes and Townhomes More Widely	130										X
SI 3.4	Allow Cottage Housing Development (CHD)	130										X

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-City Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
SI 3.5	Consider an Inclusionary Zoning Ordinance	130										X
SI 4.2	Establish and Reinforce Historic Character Areas	135										X
SI 4.4	Improve Clarity in Regulatory Language and Administration	135										X
SI 4.5	Implement Proposed Historic District Rezoning	135										X
SI 4.6	Implement Building Height, Allowable Uses and Subdivision Standards Changes for Historic District	135										X
SI 4.7	Develop and Refine and Design Guidelines	135										X
SI 4.8	Implement Recommendations for Modern Materials in Historic Districts	136										X
NINE: ACCESS & MOBILITY												
AM 1.5	Incorporate "Complete Street" Methodology Into All Retrofits and New Construction	149	\$\$	0+C		X						
AM 1.6	Use the Street Design Priority Matrix For All Access and Mobility Planning	151	\$\$	0+C		X						
AM 1.7	Continue Implementation of Access Management Along All Major Corridors	151	\$\$	0+C		X						
AM 1.8	Prepare a Collector Street Plan for the Urban Growth Boundary	151	\$\$	0+C		X						
AM 2.4	Complete and Implement the Pedestrian Improvement Master Plan	163	\$\$	C		X						
AM 2.5	Establish a Retrofit Connectivity Program	165	\$\$	C		X						
AM 2.6	Provide Bicycle Parking at Existing Development	165	\$	C		X						
AM 2.7	Initiate Bicycling Education and Encouragement Efforts	165	\$	0		X						
AM 3.1	Continue to Evaluate and Advocate for Regional Transit Improvements	166	\$	0		X						
AM 3.2	Implement Transit and Travel Demand Management	167	\$\$\$	0+C		X						
AM 5.5	Apply (and Enforce) Appropriate Urban Speed Limits on Major Streets	171	\$	0		X						
AM 1.1	Establish an On-Going Multi-Jurisdictional Transportation Planning Process	145	\$	0		X						
AM 1.2	Implement the Current Planned and Committed Transportation Projects in the Northern Beaufort County Regional Plan	145	\$\$\$\$	C			X	X				
AM 1.3	Explore and Evaluate the Additional Roadway Projects Noted in the Plan	147	\$\$-\$\$\$\$	0+C			X		X			
AM 1.4	Evaluate the Re-designation of US 21 Around the City	149	\$\$	0+C			X					
AM 1.9	Develop Specific Plan/Recommendations for Strategic Community Corridors	153	\$\$	0			X	X	X			
AM 2.1	Implement the Pedestrian and Bicycle Connections Shown in the Northern Beaufort County Regional Plan (Project #1)	161	\$\$	C			X					
AM 2.2	Create a Master Plan for Bikeways, Greenways, Sidewalks and Trails	161	\$\$	0+C			X					

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AM 2.3	Greenways	163	\$	0			X					
AM 4.1	Continue to Evaluate the Woods Bridge Operation	168	\$\$	0			X					
AM 4.2	Increase Blueway Access	168	\$\$	C			X	X	X			
AM 5.1	Promote On-site Traffic Circulation and Shared-use Driveways During Development Application Review	169	\$	0			X					
AM 5.2	Improve Roadway Connectivity Standards	170	\$	0			X					
AM 5.3	Revise & Enhance TIA Requirements	170	\$	0			X					
AM 5.4	Require Bicycle Parking for New Development	171	\$	0			X					
AM 3.3	Consider Expanding Transit Services with Flexible Bus System to Serve Fixed Routes and Demand Response	167	\$\$\$	0+C				X				
AM 4.3	Consider Implementing Regional Water Taxi/Ferry Svc.	168	\$\$	0+C				X				
TEN: ECONOMIC PROSPERITY												
EP 1.2	Take Leadership Role in Institutional Development	177	\$	0		X						
EP 1.4	Create Business License Program that is Tied to Economic Development Goals	177	\$	0			X					
EP 2.1	Refocus on the Downtown	179	\$\$	0			X					
EP 2.2	Continue Implementation of the Boundary Street Master Plan	179	\$\$\$\$	C			X					
EP 2.3	Complete Neighborhood and District Redevelopment Plans	179	\$\$	0			X	X				
EP 2.5	Target Sites for Redevelopment	180	\$\$	0			X	X				
EP 2.6	Replace the Current Redevelopment Incentive Program with a New Program	180										X
EP 1.1	Support the Expansion of the Current Economic Base - Higher Education, Medical Services, and the Military	176			Private							
EP 1.3	Focus on Small Business Recruitment and Retention	177			Private							
EP 1.5	Support Expansion of Higher Education	177			Private							
EP 1.6	Continue to Seek Ways to Expand Tourism	178			Private							
EP 2.4	Consider the Use of Municipal Improvements Districts (MID)	179			Revenue							
ELEVEN: SERVING OUR CITIZENS												
SC 1.1	Continue to Maintain a Strong Cash Position with a Well-Funded Fund Balance	199	\$	0		X						
SC 1.2	Balance Revenue from Tax Base and Other Operating Revenues	199	\$	0		X						
SC 1.3	Advocate for a Change in State Legislation to Ensure Fiscal Flexibility for Local Governments	200	\$	0		X						
SC 1.4	Seek Revenue Sharing/Partnership Arrangements to Better Manage the Maintenance of SC DOT-Owned Rights-of-Way	200	\$	0		X						
SC 1.5	Consider Levying Impact Fees to Mitigate the Costs of Growth in Remote Annexation	201	\$	0		X						
SC 1.6	Further Develop Cash Flow Reporting	201	\$	0		X						

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SC 2.1	Divest of Loss-Generating Enterprises	204										
SC 2.2	Audit Recurring Expenditures	204										
SC 2.3	Evaluate Government Service Delivery Options within the Northern Area Growth Boundary	204	\$	0		X						
SC 3.1	Expand the List of Business and Development Incentives	205	\$	0		X						
SC 3.2	Balance the Regulatory Environment to Protect the City's Core Assets as well as Allowing for a Competitive Business Environment	205	\$	0		X						
SC 3.3	Create Balance of Assets such as a Mix of Land Uses, Businesses, and Living Options for all Residents	205	\$	0		X						
SC 3.4	Consider Service Delivery in the Design of our Community	205	\$	0		X						
SC 3.5	Seek out Partnerships Wherever Possible	205	\$	0		X						
SC 3.6	Evaluate Alternative Funding Sources for Capital, Operations and Maintenance Beyond the Current Taxing Structure	205	\$	0		X						
SC 3.7	Expand the Capital Improvements Program (CIP) to Create a Comprehensive Capital Asset and Project Planning Program	205	\$	0		X						
TWELVE: CATALYST SITES & FOCUS AREAS												
CS 3.3	Continue and Expand Partnerships to Provide Additional Quality Workforce Housing to the Neighborhood	219	\$\$	0+C		X						
CS 5.2	Require Traditional Neighborhood Development Patterns and a Minimum Density	223	\$	0		X						
CS 5.3	Incorporate Low Impact Development Standards Into All Development Decisions	223	\$	0		X						
CS 8.2	Prepare a Detailed Master Plan for the Park that Includes Innovative Stormwater Techniques and a Private Investment Component	229	\$-\$\$\$	0+C	Private	X	X	X				
CS 1.1	Prepare a Neighborhood Action Plan to Guide Redevelopment Activities	209	\$	0			X					
CS 1.2	Adopt New Form-based Zoning Standards That Permit Increased Density By-right While Ensuring Overall Design Quality	209	\$	0			X					
CS 2.1	Prepare a detailed Urban Design Plan for Downtown	213	\$	0			X					
CS 2.2	Prepare a Form-based Code to Encourage Compatible Mixed Use Infill	213	\$	0			X					
CS 2.3	Prepare a Downtown Parking Strategy	213	\$	0			X					
CS 2.4	Reconfigure the Marina Parking Lot and Maximize Its return on Investment	215	\$\$	0+C			X					
CS 3.1	Prepare a Neighborhood Action Plan to Guide Redevelopment Activities	219	\$	0			X					
CS 3.2	Adopt New Form-based Zoning Standards that Permit Increased Density By-right While Ensuring Overall Design Quality	219	\$	0			X					

Reference Number	Project/Task	Page Number	Level of Public Funding Required	Operating or Capital Expenditure	Private or Non-City Expenditure	On-going	Year 1-5	Year 6-10	Year 11-15	Year 16-20	Year 20+	Code /Policy
CS 4.1	Revise Standards to Further Reinforce a Neighborhood-scaled center	221	\$	0			X					
CS 5.1	Establish a Collector/Neighborhood Street Pattern that will Eventually Connect the Area	223	\$	0			X					
CS 6.1	Study the Realignment of US 21	225	\$	0			X					
CS 8.1	Prepare a Neighborhood Action Plan to Guide Development/Redevelopment Activities and Public Investments	229	\$	0			X					
CS 1.4	Create and Enhance Neighborhood Open Space	209	\$\$-\$\$\$	0+C	Private			X	X			
CS 3.4	Construct a Park/Playground	219	\$\$	0+C				X				
CS 4.2	Reconstruct the Street Infrastructure as a Truly Walkable Area	221	\$\$\$	C				X				
CS 6.2	Investigate the Creation of a Mixed Use and Employment-based Center	225	\$	0				X				
CS 2.5	Construct a Public Parking Structure	215	\$\$\$\$	0+C					X	X		
CS 2.6	Expand the Waterfront Park West to Reclaim the Existing Marina Parking Lot	215	\$\$\$\$	C					X	X		
CS 1.3	Accommodate Both Market Rate and Workforce Housing	209			Private							
CS 7.1	Create a Walkable Village Center for Regional Retail	227			Private							
CS 7.2	Require a Traditional Neighborhood Development Pattern to Connect the Village	227			Private							
THIRTEEN: SETTING PRIORITIES FOR IMPLEMENTATION												
PI 1.1	Monitor and Report on Plan Implementation	235	\$	0		X						
PI 1.4	Explore New Institutional Arrangements	235	\$	0		X						
PI 2.2	Identify Existing Deficiencies and Future Capital Improvements Needs	235	\$	0		X						
PI 2.3	Work Cooperatively with the School District	236	\$	0		X						
PI 2.4	Develop an Overall Funding Strategy	236	\$	0		X						
PI 2.5	Focus First on Available Funding Tools	236	\$	0		X						
PI 2.6	Update the Fiscal Impact Analysis on a Regular Basis	236	\$	0		X						
PI 2.7	Consider Funding Tools that Require Changes in State Legislation	236	\$	0		X						
PI 1.2	Update the Plan	235	\$\$	0			X	X	X	X	X	
PI 3.2	Implement the Other Identified Capital Projects in the Northern Beaufort County Regional Plan	237	\$\$\$\$	C			X	X				
PI 4.1	Annually Update the Ten Year Capital Imp. Plan	238	\$	0			X	X	X	X	X	
PI 4.2	Complete the Boundary Street Master Plan	238	\$\$\$\$	C			X	X	X	X		
PI1.3	Implement the Baseline Standards Related to Environmental Protection and Corridor Overlay Standards	235										X
PI 2.1	Adopt Regional Level of Service Standards	235										X

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REDEVELOPMENT
INCENTIVE PROGRAM

THE BEAUFORT REDEVELOPMENT INCENTIVE PROGRAM
City of Beaufort, South Carolina

The Beaufort Redevelopment Incentive Program, formerly the Beaufort 2003 Program, was established in 1998 as an incentive for downtown development, redevelopment of older commercial corridors, and to encourage new forms of residential development. Development incentives in the form of a rebate of City taxes (generally three years worth) are available for the following activities:

- Purchase and occupancy of a commercial building anywhere in the City which has been vacant for over a year. (These projects are eligible for a rebate of five years worth of City taxes.)
- New construction or substantial renovations to existing structures in the downtown area.
- Development of residential units above first floor commercial uses in the downtown area. (The reimbursement payment for these projects is doubled.)
- New construction or rehabilitation of structures for the purpose of providing housing to students enrolled full or part-time at the University of South Carolina Beaufort or the Technical College of the Lowcountry.
- Development of an accessory dwelling unit (i.e., “guest cottage” or “mother-in-law apartment”).
- New construction on vacant lots in the U.S. Highway 21/Boundary Street Corridor.
- Substantial renovations or improvement of property in the U.S. Highway 21/Boundary Street Corridor.
- Rehabilitation of vacant, abandoned structures located in the Historic District.

For more information, call the City of Beaufort Department of Planning and Development Services at (843) 525-7011.