LAMC Revitalization Plan Development Process

Wannetta Mallette, Project Manager
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LAMC Neighborhoods

City of North Charleston

Proposed Intermodal Container Transfer Facility

South Carolina State Ports Authority
New Port Terminal
Project Background

2002
SC Legislature directs SCSPA to expand on former naval base

2003
SCSPA applies for Army Corps of Engineers Dredge Permit

2005
DEIS completed in accordance with NEPA

2006
SCSPA, City, LAMC Community Mitigation Plan is approved

2010
LAMC Revitalization Plan adopted

Mitigation Agreement Signing Ceremony, April 2006
Public – Public Partnership

• Lowcountry Alliance for Model Communities (LAMC) founded in 2005 to combat a myriad of social issues

• The project area includes seven of the City of North Charleston most blighted communities

• The Mayor assigned a Planning Department staffer to provide comments on the DEIS and assist LAMC with categorizing and prioritizing its environmental impacts under NEPA. **Goal** – maximize community benefits and minimize undesirable project impacts.
NEPA Mitigation Qualifiers

✓ The mitigation measure must be a specific action that will reduce, avoid or offset the potential adverse development activities or environmental consequences (identified in the EIS).

✓ The Agency must clearly demonstrate a link between a mitigation measure to be imposed and the impact it is intended to address.

✓ An agency cannot use its authority to achieve a generalized public benefit unrelated to the project. Nor can it levy mitigation that creates a benefit that exceeds the defined impact of the project.
## Community Mitigation Plan Development

<table>
<thead>
<tr>
<th>Direct, Indirect, Cumulative and EJ Impacts</th>
<th>Project Impacts</th>
<th>Proposed Remedies</th>
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</thead>
<tbody>
<tr>
<td><strong>Tax and Property Value Losses</strong> - Acquisition of all community property used exclusively in support of port operations.</td>
<td>Displacement/Relocation</td>
<td>Establishment of a housing trust for the creation of affordable housing.</td>
</tr>
<tr>
<td><strong>Environmental Protection</strong> – Community protection from noise, air emissions, vibrations, and light pollution resulting from construction and on-going port related operations.</td>
<td>Environmental</td>
<td>Environmental receptors placed in community to monitor possible impacts. Require contractors to limit work hours. Baseline screening surveys, independent data analysis, enforcement of local zoning/code ordinances. Fund to monitor, assess impact claims.</td>
</tr>
<tr>
<td><strong>Income/Poverty</strong> - Connecting residents of the impact community to the employment opportunities afforded by the project is a primary concern of residents. The DEIS notes that successful implementation of SPA’s strategy is predicted to generate $259 billion in sales revenue, $63 billion in wages, $7.7 billion in tax revenues, and generate and sustain 92,000 full time jobs</td>
<td>Employment</td>
<td>Maritime Training Institute (Career Center), entrepreneurial training/opportunities, employee vanpools, preferences and creation of at least 10 jobs per year for 20 years to LAMC residents.</td>
</tr>
<tr>
<td><strong>Economic Development</strong></td>
<td>Pedestrian Safety/Level of Service</td>
<td>Qualified local vendors assistance programs, bid package assistance programs, fund for contractor/subcontractor bonding, insurance, workman’s compensation, loan servicing fees assistance, 25% contract set-asides. Creation of revolving loan fund.</td>
</tr>
<tr>
<td><strong>Transportation</strong> – The construction of the local access road and removal of Meeting Street and Spruill Avenue access ramps will result in the need to landscape, beautify, and generally enhance all neighborhood entryways and port related interfaces with the surrounding communities.</td>
<td>Pedestrian Safety/Level of Service</td>
<td>Pedestrian signals, signage, pavement markings, sidewalks, lighting, streetscape, Maintenance of pedways, transit stops, traffic calming, etc. City of North Charleston to assume maintenance of neighborhood streets currently on state system and implement/enforce truck restrictions.</td>
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LAMC Community Mitigation Plan

- In 2006, the SCSPA, City and LAMC developed a $4.08 million Community Mitigation Plan - the first in the state and nation

<table>
<thead>
<tr>
<th>Mitigation Priorities</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Affordable Housing Trust</td>
<td>$1,000,000</td>
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<tr>
<td>On-going Environmental Monitoring</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Education Programs</td>
<td>$ 250,000</td>
</tr>
<tr>
<td>Maritime Training Center</td>
<td>$ 600,000</td>
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<tr>
<td>MBE/DBE Development and Assistance</td>
<td>$ 350,000</td>
</tr>
<tr>
<td>Human Health Improvements</td>
<td>$ 500,000</td>
</tr>
<tr>
<td>Revitalization Plan Development</td>
<td>$ 300,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>$ 680,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,080,000</strong></td>
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Plan Adoption

1) Establishment of Client/Project Management Roles
   - RFQ and evaluation committee included LAMC Working Group
   - Consultants were asked to define environmental justice and social equity
   - AECOM selected to conduct study

2) LAMC Revitalization Plan Project Kick-off: February 2009
   - Existing Conditions Research, Interviews, & Visioning
     - Development of Community Profile
     - Outlined Challenges, Strengths and Opportunities

3) LAMC Revitalization Plan Adoption: March 2010
   - Addendum to the City’s Comprehensive Development Plan
Challenges

- Inappropriate uses and environmental impacts related to past and proposed industrial projects
- Limited “investment-grade” retail space; significant retail sales “leakage”
- Lack of accessible open space is needed
- Declining population, low wages, limited job skills
- An estimated 62% of residential structures were in poor or dilapidated condition, most located in floodplains.
Opportunities

- LAMC neighborhoods have “good bones” with street network and utilities providing a strong framework for redevelopment.
- Due to the large number of vacant lots, redevelopment could occur with minimal displacement.
- New port access road would provide improved streetscapes and provide a catalyst for Stromboli Corridor redevelopment.
Visioning Sessions Results

Community Input: Priority Issues

Heritage & History
• Increasing home ownership
• Improving the appearance and cleaning up the neighborhoods
• Stopping gentrification; maintaining affordable housing
• Increasing community pride

Nature & Environment
• Promoting active, healthy lifestyles / recreation
• Providing access and linkages to local rivers
• Mitigating the impacts of the proposed rail line
• Flooding

Crime & Safety
• Providing more policing in neighborhoods

Economic Development
• Improving employment opportunities
• Revitalizing commercial & retail areas (grocery store)

Education
• Improving schools and educational opportunities
• Providing more youth and after school programs

Physical Fabric
• Promoting quality redevelopment of underused areas, vacant land & housing stock
• Preserving small, neighborhood-scale architecture
• Addressing incompatible land uses
• Improving the streetscape
Preferred Development Pattern
LAMC Model Blocks

Model development block sites are areas that possess the greatest opportunity for residential redevelopment:

- Preserve existing housing stock
- Catalyze development and complete within the short term
- Assist in stabilizing the housing stock by encouraging reinvestment
Accabee

First Floor Plan
1247 square feet

Photo - Accabee
Chicora-Cherokee
Union Heights, Windsor & Howard Heights
Five Mile

First Floor Plan
1,410 square feet

Second Floor Plan
764 square feet

Photo – Five Mile
Liberty Hill
Roadway Improvements

Improvements associated with Port Access Roadway

- New Access Roadway connecting the Port to I-26
- New local access boulevard connecting local streets to the Access Roadway and I-26
- Widening, extending, and streetscape enhancement of Stromboli Avenue
- Streetscape enhancements to portions of Carner and Spruill Avenues
Stromboli Avenue Corridor Concept

- Mix of uses
- Creating consistent development blocks
- Continuing existing street grid to improve connectivity
- Introduction of “green streets” along Corona Street & Column Street
- GEX adaptive reuse w/ Maritime Institute, job training, CDC offices, etc.
Green Space Network

Existing Green Space
- Parks
- Natural areas: Quitman Marsh and Noisette Creeks

Proposed Improvements
- Chicora Tank Farm (recreation)
- Stromboli Corridor (community park)
- Bike / ped paths
- Trails along rail
- Connections to rivers
- Proposed buffers
Recreational focus

• Identified by City for redevelopment as active park uses

• Active sports fields, complementing existing and proposed school

• New fire house at southwest corner of Carner/Clements
Economic Development Projects

Grocery Store at Shipwatch Square

- Mixed use development that includes a grocery store of 16,000-18,000 sf could be supported

Assisting Local/ Disadvantaged Vendors (DBEs)

- Port expansion, the new Boeing Dreamliner facility and other redevelopment projects are major opportunities
- LAMC CDC could link businesses with government offices who offer DBE certification

Cultural Tourism

- Conduct inventory of the area’s historic and cultural assets
- Tap into the $18B SC tourism industry by developing a cultural tourism market
Buffers

Electrical Substation
• Introduce opaque wall w/ public art to establish community character

Commercial/Industrial Uses
• Uses should be screened using fencing & landscaping

Rail Buffers
• Vegetated buffer to screen noise and visual nuisances
Zoning Regulation Recommendations

Industrial uses: buffer heavy industrial / transition uses
Zoning Recommendations

• Existing zoning ordinance is robust but could be enhanced to address incompatible land uses in neighborhoods with modifications:
  • Reduce spot zoning / decrease intensity of uses to better protect single-family neighborhood fabric
  • Increase opportunities to incorporate additional green space
    • Neighborhood Conservation Overlay District
  • Ensure new development complements the character of existing neighborhood structure
Zoning Recommendations

- City’s municipal codes currently support typical suburban development (minimum lot size of 6,000 sf) – making many smaller LAMC area lots ineligible for development as-is
  - Single Family Traditional zoning designation with new lot size requirements (30-60’ in width, front yard setbacks within 15’)
    - Setback averaging:
    - Allow to occur in single-family residential designations so infill development will fit into neighborhood context, used judiciously to avoid “calliope effect”

Source: Louisville, KY http://www.louisvilleldc.org
Implementation
Organizational Structure

LAMC Community Development Corporation (CDC)

Potential activities:
• Block organizing
• Economic development, job services
• Support Community Land Trust for affordable housing development
• Access funding sources only available to approved organizations
Five-Year Workplan

• Develop LAMC CDC
• Establish local vendor / DBE assistance program
• Begin Model Block infill development by assembling vacant land and properties
• Develop Stromboli Avenue Corridor
• Develop Chicora Tank Farm
• Complete building surveys for improvement of community centers
• Strengthen education in community (e.g. increased GED classes)
• Expand and improve after-school programming
• Increase citizen participation in community-police collaborations
• Implement intersection improvements
• Develop bicycle & pedestrian network improvements
• Deliver bus stop improvements
## Seed Funding

### Community Mitigation Plan

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<th>CMP Line Item</th>
<th>Budget</th>
<th>Revitalization Plan Project Alignment</th>
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<tr>
<td>Establish a housing trust</td>
<td>$1m</td>
<td>Recommendations for developing a LAMC Community Land Trust to leverage the existing budget to build more affordable housing in the future</td>
</tr>
<tr>
<td>Contract for environmental receptors</td>
<td>$100k</td>
<td>Air quality monitoring recommendations</td>
</tr>
<tr>
<td>Support educational attainment by offering assistance, such as after-school programs, GED classes, tuition assistance, etc.</td>
<td>$250k</td>
<td>After school program models recommended; opportunities for expansion of GED classes in community centers</td>
</tr>
<tr>
<td>Establish a Maritime Training Institute</td>
<td>$600k</td>
<td>Included in the Stromboli Avenue Corridor development concept at the GEX site; training approach suggested</td>
</tr>
<tr>
<td>Establish or support programs that assist qualified local vendors in securing new business</td>
<td>$350k</td>
<td>Local vendor / DBE program recommended</td>
</tr>
<tr>
<td>Expand health care and provide fitness amenities in a community center or local health care facility</td>
<td>$500k</td>
<td>Further research needs to be conducted regarding healthcare needs in the community; plan supports healthy lifestyles, e.g. increased open space; greater pedestrian &amp; bicycle networks</td>
</tr>
<tr>
<td>Improve existing community centers</td>
<td>$300k</td>
<td>Several recommendations for improvements, including focusing on Gethsemani as model for expansion; conducting space audits; expanding cultural and other programming at centers</td>
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## Project Outcomes

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<th>Challenges</th>
<th>Lessons Learned</th>
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<td>• Community Group ≠ Community Developers</td>
<td>• Hire an Executive Director</td>
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<tr>
<td>• Lack Capacity and Organizational Structure</td>
<td>• Assemble Board with Core Competencies and Integrity</td>
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<tr>
<td>• Divided Vision and Values</td>
<td>• Hold Local Representatives Accountable</td>
</tr>
<tr>
<td>• Overly Guarded with Development Plans</td>
<td>• Develop a Succession Plan</td>
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- *Image: Rosemont Group Say They Were Tricked by Developers, Corrupt Officials*
Questions & Comments?

For More Information:

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