

# LAMC Revitalization Plan Development Process

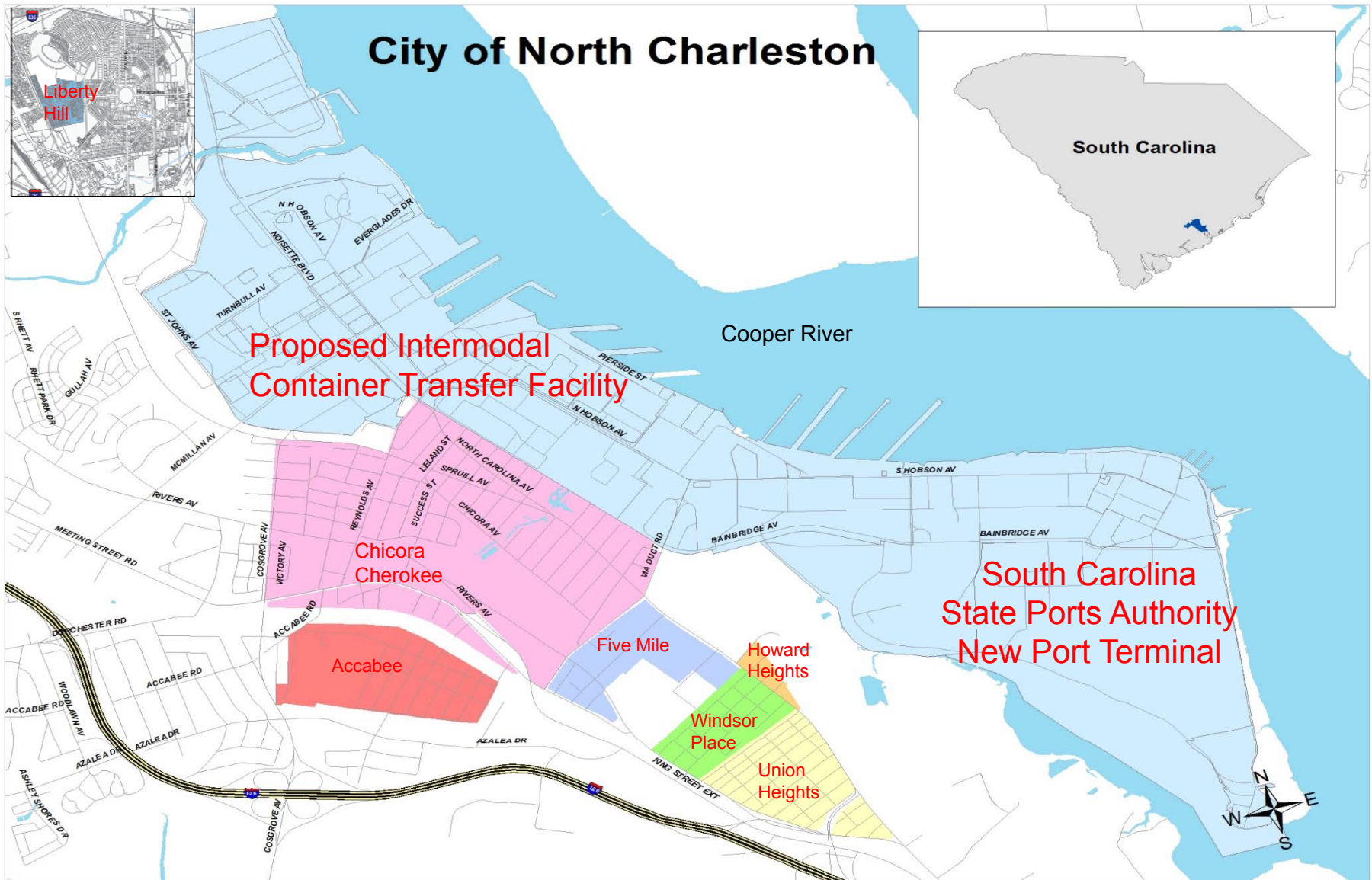
Wannetta Mallette, Project Manager  
August 2015



Lowcountry Alliance  
for Model Communities

AREA REVITALIZATION PLAN

# LAMC Neighborhoods



# Project Background



SC Legislature directs SCSPA to expand on former naval base

SCSPA applies for Army Corps of Engineers Dredge Permit

DEIS completed in accordance with NEPA

SCSPA, City, LAMC Community Mitigation Plan is approved

LAMC Revitalization Plan adopted



Mitigation Agreement Signing Ceremony, April 2006



# Public – Public Partnership

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- 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

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- ✓ 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

Direct, Indirect, Cumulative and EJ Impacts	Project Impacts	Proposed Remedies
<b><i>Tax and Property Value Losses</i></b> - Acquisition of all community property used exclusively in support of port operations.	Displacement/Relocation	<b>Establishment of a housing trust for the creation of affordable housing.</b>
<b><i>Environmental Protection</i></b> – Community protection from noise, air emissions, vibrations, and light pollution resulting from construction and on-going port related operations.	Environmental	<b>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.</b>
<b><i>Income/Poverty</i></b> - 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	Employment	<b>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.</b>
	Economic Development	<b>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.</b>
<b><i>Transportation</i></b> –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.	Pedestrian Safety/ Level of Service	<b>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</b>

# 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

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

# Plan Adoption

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## 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

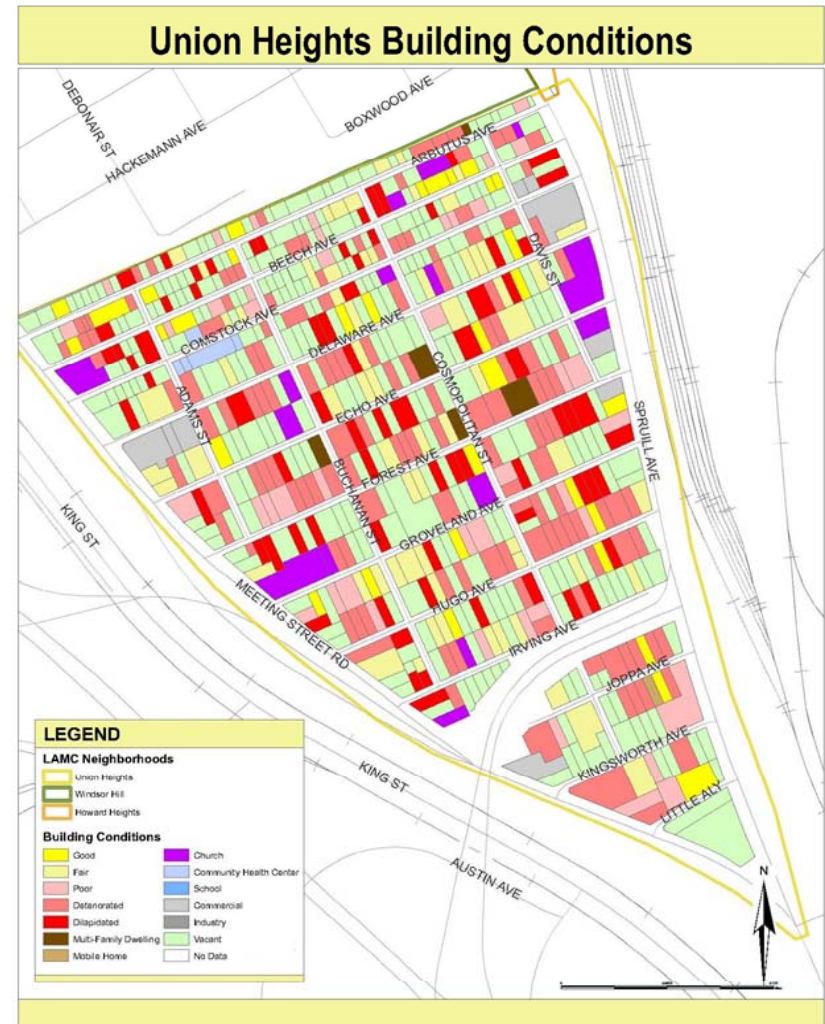
- Inappropriate uses and environmental impacts related to past and proposed industrial projects
- Limited “investment-grade” retail space; significant retail sales “leakage”
- Lack of accessible open space is needed
- Declining population, low wages, limited job skills
- An estimated 62% of residential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

## Environmental Areas of Concern



# 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

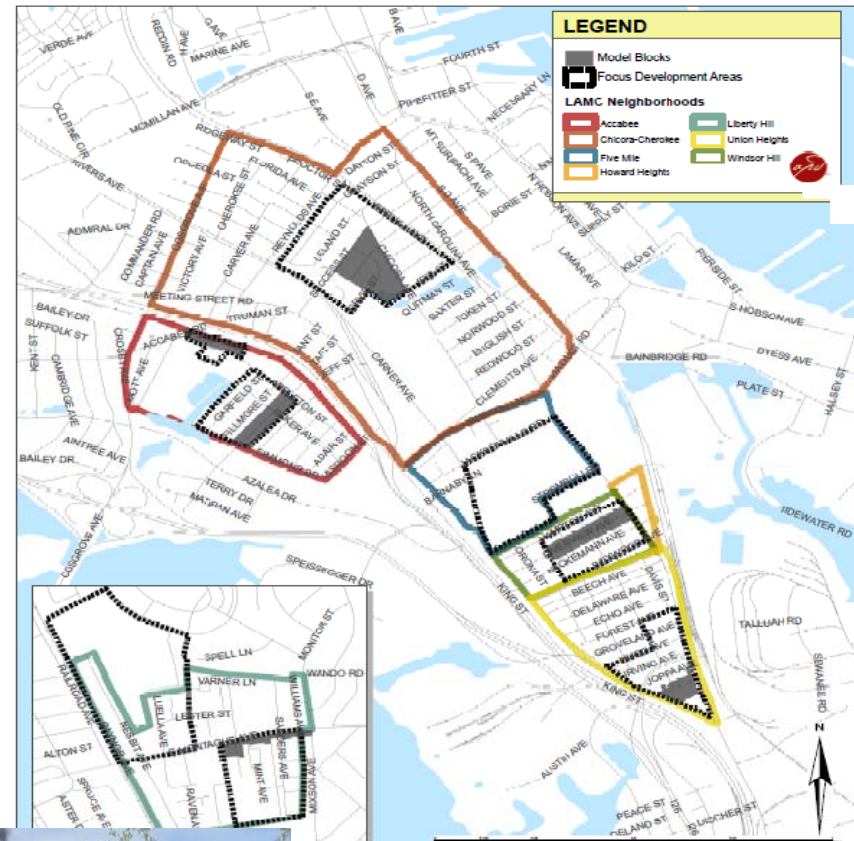
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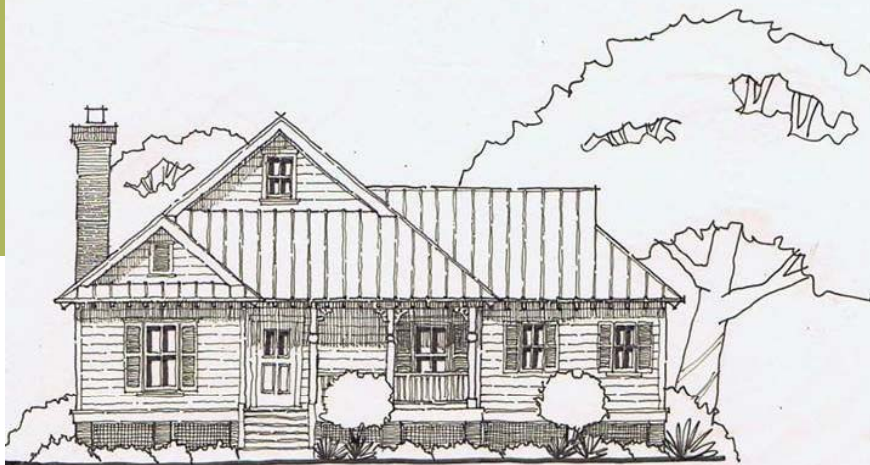
# LAMC Model Blocks

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



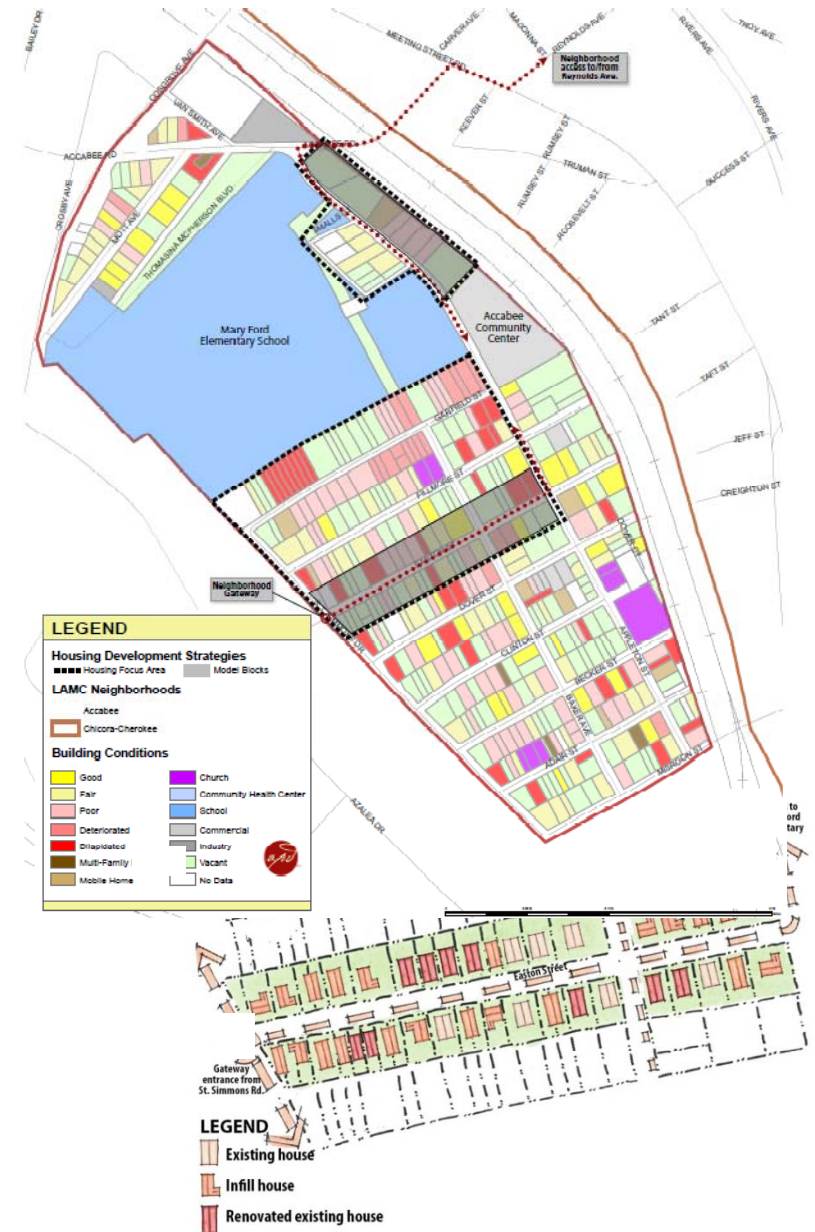
# Accabee



FIRST FLOOR PLAN  
1267 square feet



PHOTO - ACCABEE

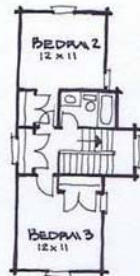




# Chicora-Cherokee



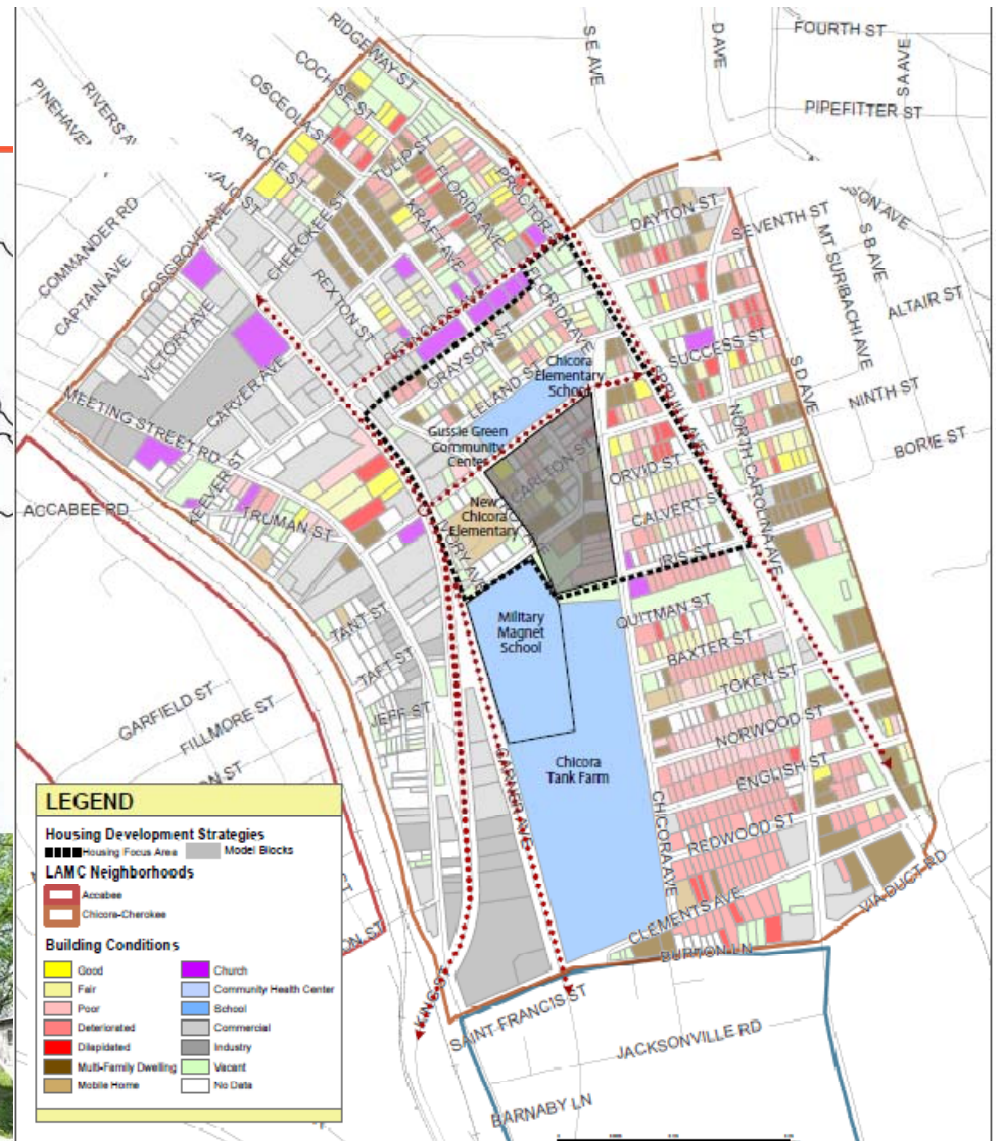
FIRST FLOOR PLAN



SECOND FLOOR PLAN

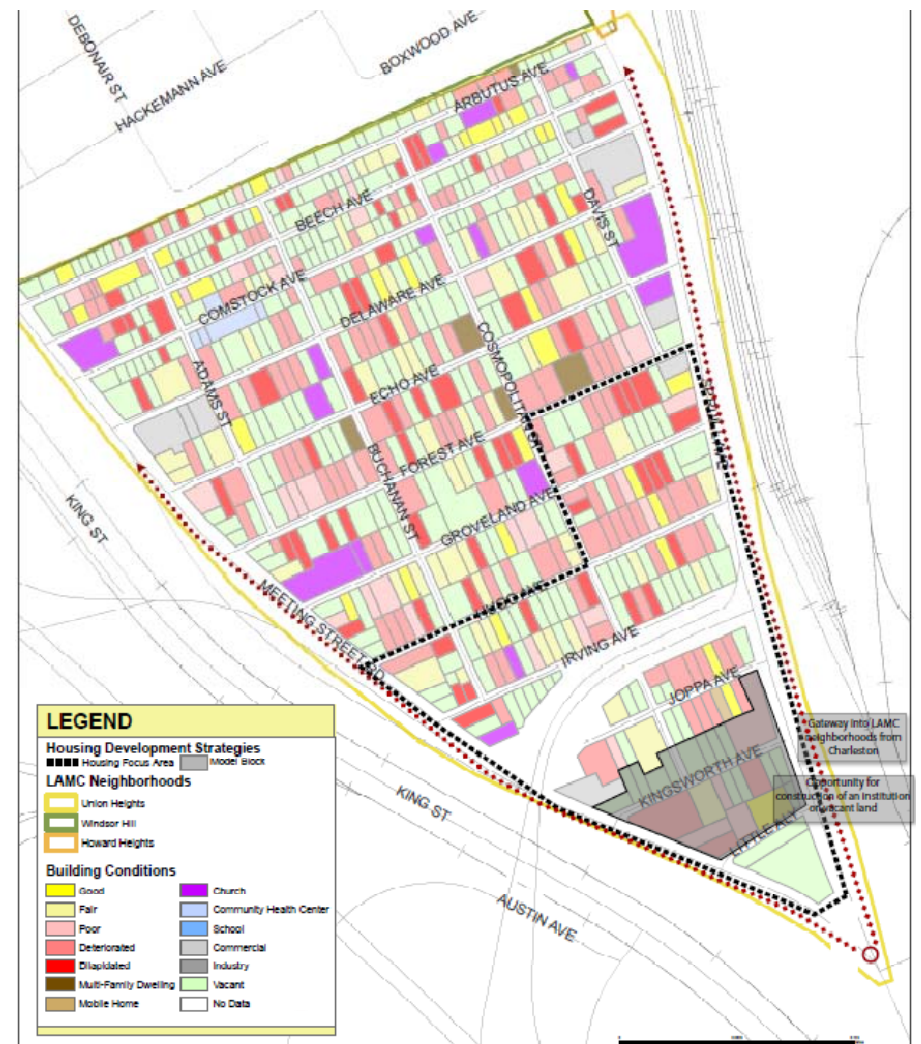
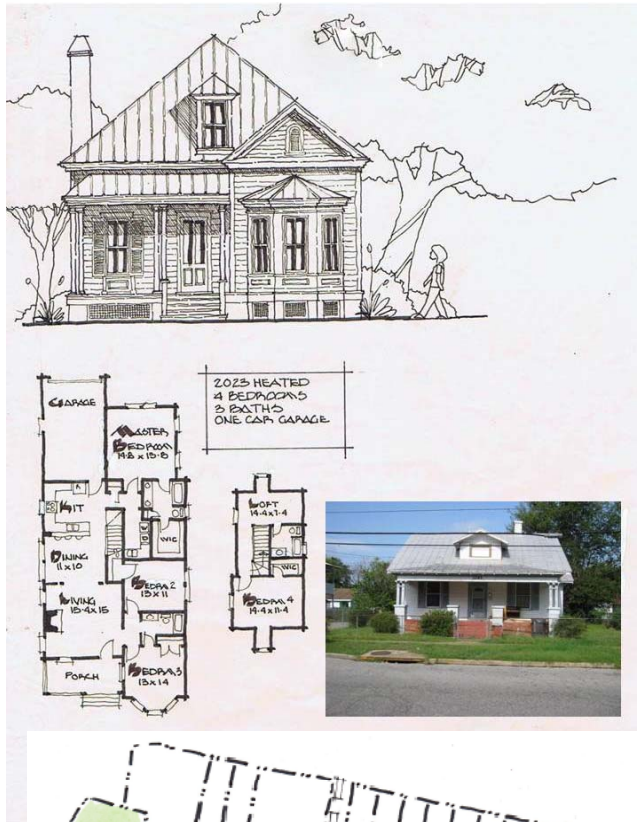


PHOTO - CHICORA/CHEROKEE

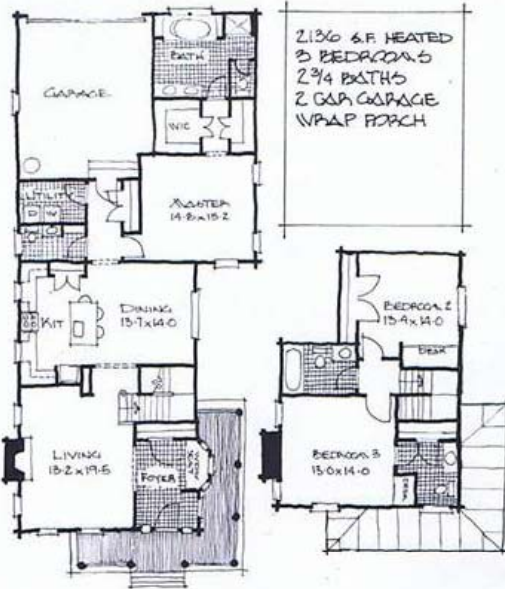




# Union Heights, Windsor & Howard Heights



# Five Mile

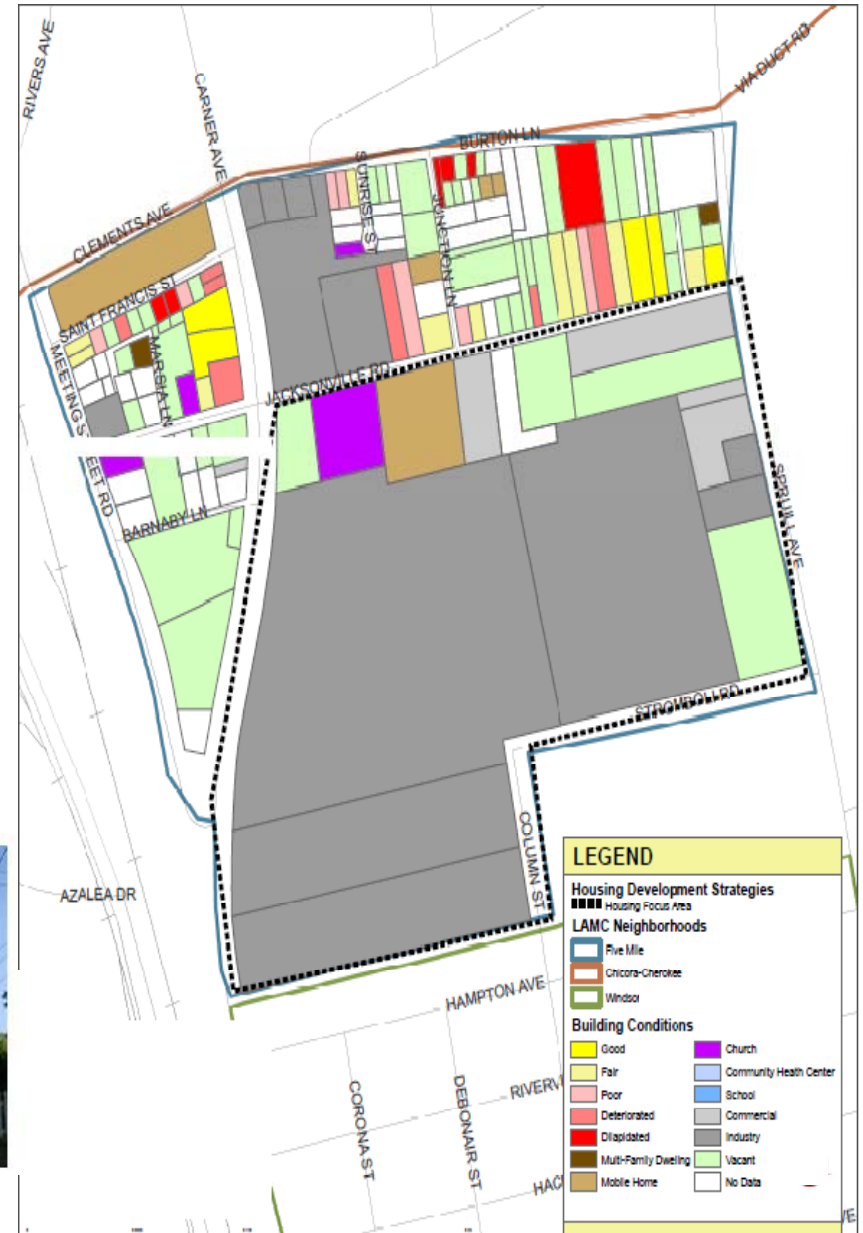


**FIRST FLOOR PLAN**  
1416 square feet

**SECOND FLOOR PLAN**  
768 square feet

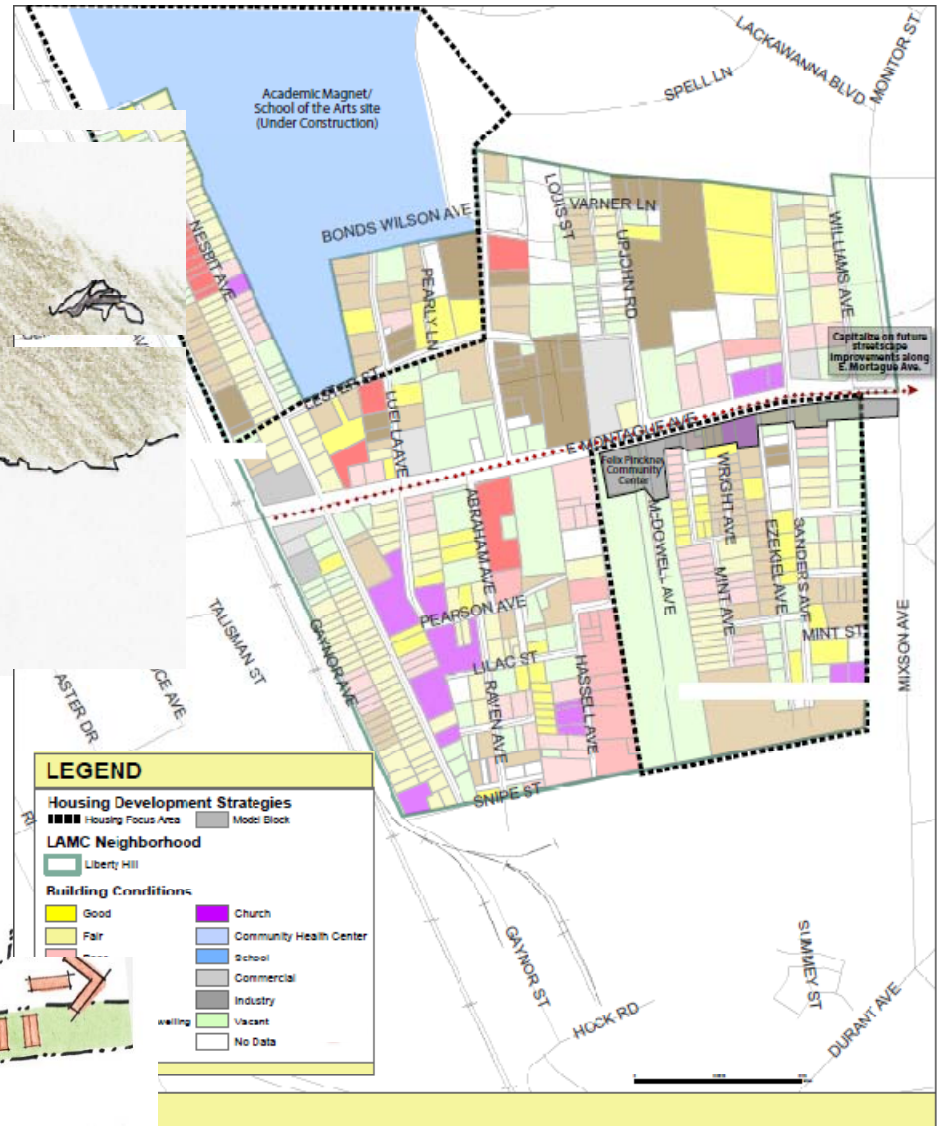
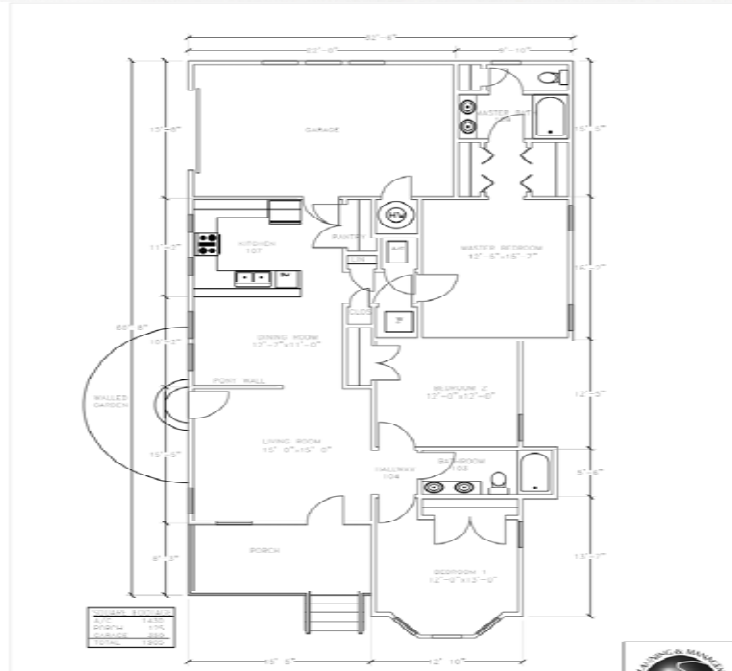


**PHOTO - FIVE MILE**





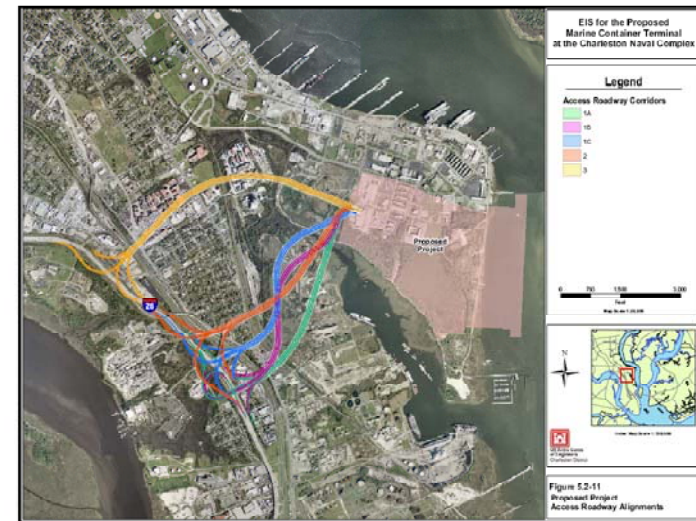
# Liberty Hill



# 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.





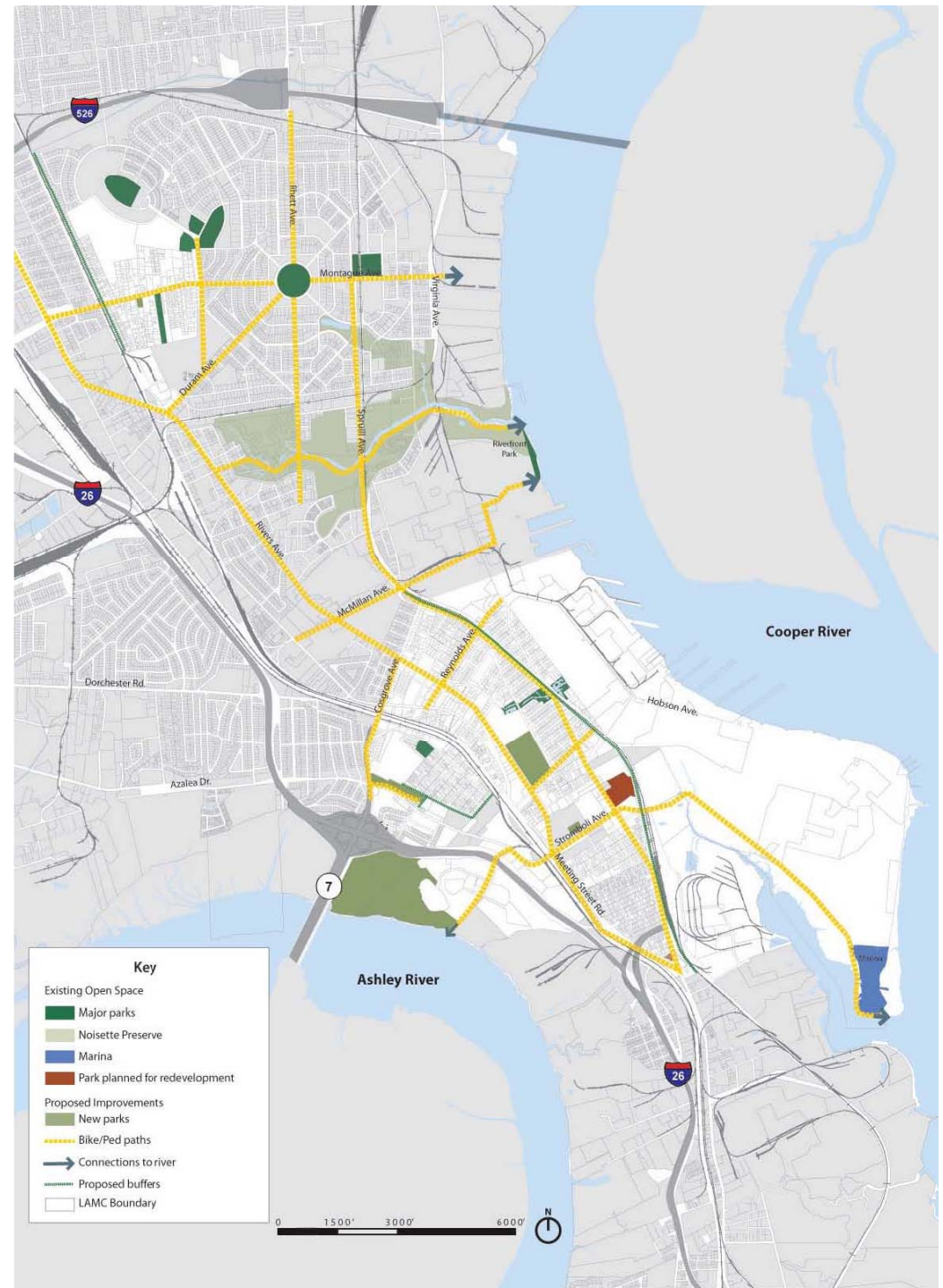
# Green Space Network

## 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



# Chicora Tank Farm Concept

## 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

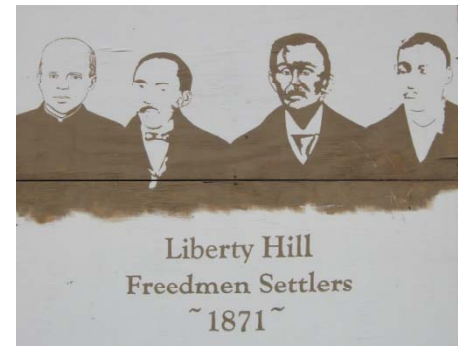
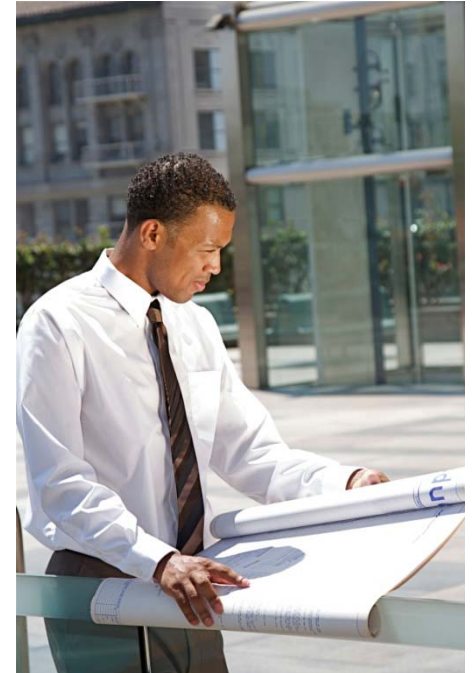
- Mixed use development that includes a grocery store of 16,000-18,000 sf could be supported

## 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

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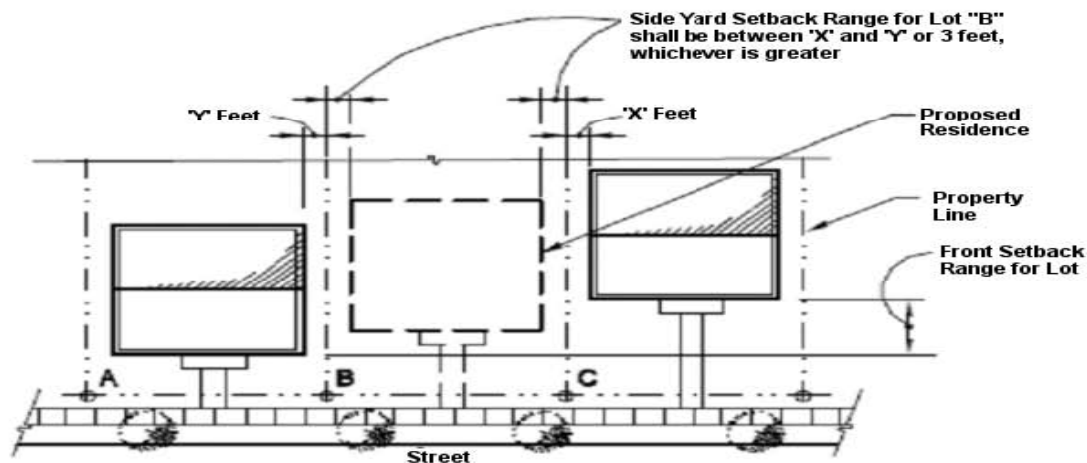
- Existing zoning ordinance is robust but could be enhanced to address incompatible land uses in neighborhoods with modifications:
  - Reduce spot zoning / decrease intensity of uses to better protect single-family neighborhood fabric
  - Increase opportunities to incorporate additional green space
    - 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

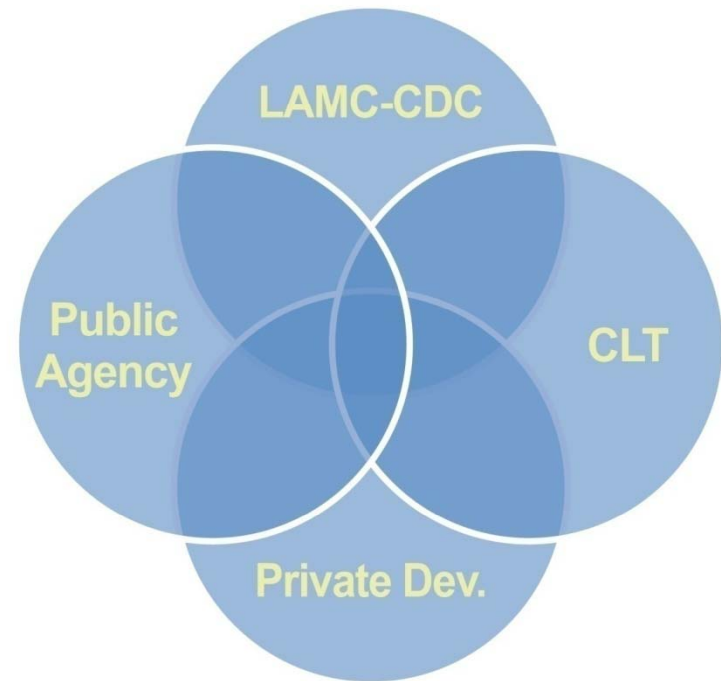
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# Organizational Structure

## 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

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- *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

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

# Project Outcomes

## Challenges

- Community Group ≠ Community Developers

- Lack Capacity and Organizational Structure

- Divided Vision and Values

- Overly Guarded with Development Plans



## Lessons Learned

- Hire an Executive Director
- Assemble Board with Core Competencies and Integrity
- Hold Local Representatives Accountable
- Develop a Succession Plan





# Questions & Comments?

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For More Information:

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