



AGENDA: JOINT CITY COUNCIL & PLANNING COMMISSION MEETING

January 27, 2020 – Municipal Center – 100 Georgia Avenue – Palmetto Terrace, 4th Floor - 5:45 pm

Light Dinner Served at 5:15 pm

- 1) Greetings and Introductions
Mayor Bob Pettit and Planning Commission Chair Briton Williams
- 2) Annual Report on the 2017 Comprehensive Plan
Libby Hodges, Director of Planning and Development
- 3) Roles and Responsibilities of Council and Planning Commission
Charlie Barrineau, MASC
- 4) Development Code Revision Project Discussion
 - a. Project Introduction
Libby Hodges, Director of Planning and Development
 - b. Priority Exercises
Charlie Barrineau, MASC, Facilitator
- 5) Next joint meeting
 - a. Time/Date
 - b. Topics for Discussion

CITIZEN ASSISTANCE: Individuals requiring special assistance or a sign interpreter to participate in the meeting are asked to please notify the Department of Planning and Development 48 hours prior to the meeting at 803-441-4221.



2019 ANNUAL REPORT AND COMPREHENSIVE PLAN REPORT

THE CITY OF NORTH AUGUSTA PLANNING AND DEVELOPMENT DEPARTMENT

This report provides a yearly summary of the activity of the North Augusta Planning & Development Department. It includes a status and response for each Initiative, Goal and Strategy from the 2017 Comprehensive Plan. Additional details about the Comprehensive Plan is provided in the appendices. The full plan and supporting documents are available at the Planning and Development Office or at the City web site: www.northaugusta.net.

Planning Commission

Briton Williams, Chair

Bob Clark, Vice Chair

Len Carter, Jr.

Dr. Christine Crawford

Timothy Key

JoAnn McKie

Larry Watts

Board of Zoning Appeals

O. Wesley Summers, Chairman

Kathie Stallworth, Vice Chairman

Jim Newman

Kevin Scaggs

Lynn Stembridge

City Administration

Rachelle Moody, Interim City Administrator

Sharon Lamar, City Clerk

Planning and Development Department

Libby Hodges, AICP, Director

Kuleigh Baker, Planner

Landon Terry, Code Enforcement Officer

Lisa Cook, Planning and Engineering Secretary

DEPARTMENT REPORT

THE PLANNING AND DEVELOPMENT DEPARTMENT

The Planning and Development Department is authorized to:

- 1) Develop, maintain and implement the North Augusta Comprehensive Plan.
- 2) Manage all applications for land subdivision and development within the City limits, develop, maintain and implement the North Augusta Development Code.
- 3) Maintain the Official Zoning Map, respond to day to day community zoning inquiries and manage the map amendment process.
- 4) Compile and analyze population, housing, employment and other data from the U. S. Census and state and local resources.
- 5) Solicit, analyze and publish information related to urban planning and land use topics.

The City of North Augusta Planning and Development Department currently consists of 3 ½ employees. Director, Planner, Code Enforcement Officer and Secretary (split between Planning and Development and Engineering).

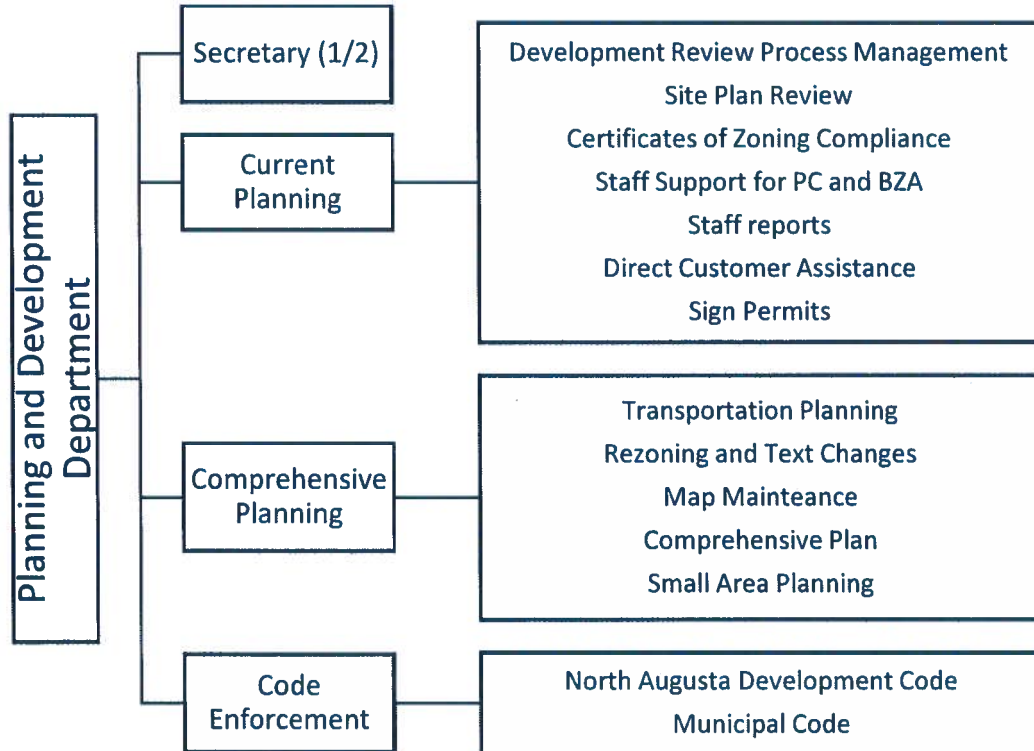


Figure 1: Planning & Development Department Organization Chart

PLANNING

During calendar years 2018 and 2019, Planning has been working steadily to re-establish normal processes and procedures after several years of turnover. Tasks handled by other departments have returned to the Planning and Development Department, including sign permit reviews, minor plat reviews, code enforcement, generation of GIS mapping, and façade grant reviews.

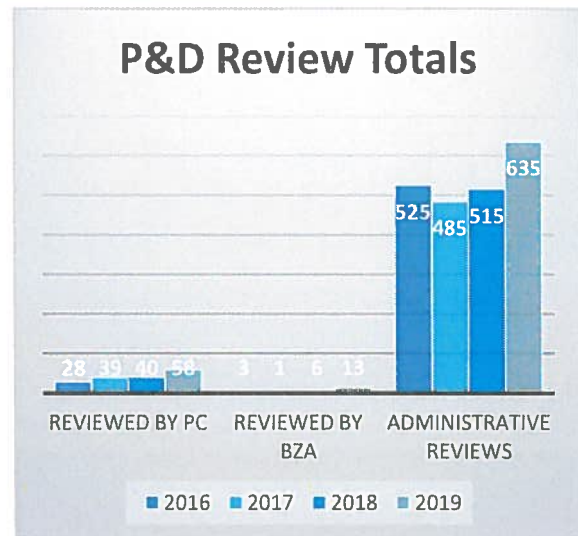
The Department remains busy, with increases in almost every category of permit. Most notably, between 2018 and 2019, the Planning

Commission saw a 31% increase in cases, a 54% increase for Board of Zoning Appeals cases, and Pre-submittal meetings were up 72%. These increases are a good indication that the Department will remain busy in 2020. Collected fees remain fairly steady, with a \$ 1,578.50 increase over 2018.

There was an observable reduction in issued Residential Site Plans in 2019. However, with a huge increase in Final Plat approvals (+82% and more than 100 parcels), the Department can reasonably expect that this will rebound in 2020.

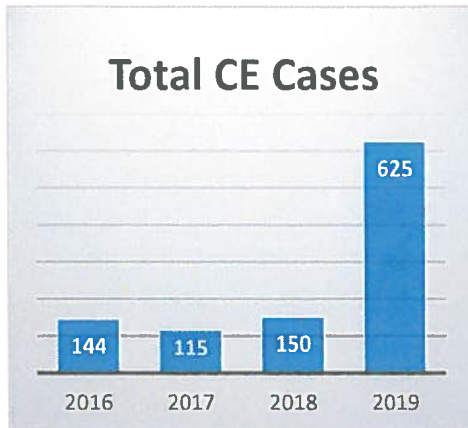
Annexations increased by 92% for 2019. This is in response to Envision2018 and 2019, which prioritized annexation in several areas around North Augusta currently surrounded by the municipal limits.

To measure the impact of daily customer service, the Department began tracking incoming and outgoing phone calls. Partial-year totals for phone calls show that 6,230 calls were received by the Department in 2019. Reporting this data will better reflect workload within the department. Both the data list and the Monthly Reports will continue to be monitored for budget development for fiscal year 2021. These reports are provided in full in **Appendix A**.



CODE ENFORCEMENT

Code Enforcement also experienced a lot of change in 2019. Returning these responsibilities to the Planning and Development Department was an opportunity to assess internal procedures. It should be noted that Code Enforcement does not operate alone, and the Department appreciates the effort and support over the year.



The number of enforcement cases increased by 76% from 2018 to 2019. Code Enforcement spearheaded the removal of three unsafe structures, removed 721 bandit signs, brought 247 homes into compliance with current codes, and removed 133 inoperable or abandoned vehicles. Over 558 code enforcement cases were closed over 2019.

The Department received a significant number of citizen complaints in 2019. Many of these were the result of a small number of residents reporting large numbers of violations. While many of these cases were cleared as non-violations, the impact on the Code Enforcement Officer should not be underestimated. It is clear from these cases that citizen outreach will be key in 2020 in order to educate the public about what Code Enforcement is allowed by statute to enforce.



Figure 2: Unsafe Structure Before and After Removal

2019 NOTABLE PROJECTS

Knobcone Sidewalk Project: the City applied for and received approval from Augusta Regional Transportation Study (ARTS) for funding for a sidewalk to connect North Augusta High School to Knox Middle School. The Engineering and Public Works Department has completed an application for local project management with the South Carolina Department of Transportation (SCDOT) and the project is under review. We anticipate this project to commence in early 2020.

Martintown Road Corridor Study: the City received approval for funding assistance from ARTS to study Martintown Road at the I-20 intersection. This study is intended to provide guidance on traffic improvements along the corridor as development continues. This project is in the negotiation stage and we hope to have a scope of work and initial fact-finding complete by the end of first quarter, 2020. A presentation and public comments will be gathered in the first and second quarters of 2020.

Sign Regulations: Article 13 of the North Augusta Development Code was updated to respond to legal changes and add several signage options to the code. These changes were finalized on December 2, 2019. An updated sign permit application and guidance documents were issued with this approval.

Downtown Master Plan: Staff is in the beginning stages of creating a Downtown Master Plan (also called a "Small Area Plan"). A small area plan allows us to provide analysis and targeted goals for a specific geographic area within the City. Staff continues to work on a project plan. A parking inventory was completed and provided to the Planning Commission.

Projects Budgeted for FY 2020:

2020 Development Code Rewrite: Funds were included to hire a consultant to review and revise the 2008 Development Code. The project will be bid after the joint City Council/Planning Commission on January 27, 2020.

Georgia Avenue Traffic Calming and Pedestrian Access Plan: Funds were budgeted in FY2020 to address traffic and pedestrian issues along Georgia Avenue in downtown North Augusta. These plans will complement plans to replace the Georgia Avenue Bridge and will be an important part of the Downtown Master Plan. This plan has been submitted to the ARTS MPO for inclusion in the work plan and the release of matching funds.

2020/21 Comprehensive Transportation Plan: Funds were budgeted in FY2020 for a city-wide Transportation Plan. This plan will study changing conditions within the City, opportunities for complete streets, corridor improvements and the accommodation of pedestrian and bicycle

plans in transportation projects. This plan has been submitted to the ARTS MPO for inclusion in the work plan and the release of matching funds.



Figure 3: North Augusta Trolley

Continuing Education: Staff provided the Planning Commission and Board of Zoning Appeals an opportunity for continuing education opportunities every month in 2019.

South Carolina American Planning Association Conferences: The City organized a trolley tour of Riverside Village and Hammond's Ferry at the Spring Conference based out of Aiken. Staff was invited to present along with Planning Directors from Spartanburg, Sumter and Aiken at the Summer Conference in Greenwood, SC, about

Housing and Housing trends in North Augusta.

Updated Publications: Staff updated publications related to Prohibited Signage, Annexation, the New Business Guide and Downtown Façade Grant Application, which have all been placed on the website. The Department also participated in the full replacement of the City's website. Additional publications and applications will be reviewed in 2020.

COMPREHENSIVE PLAN STATUS UPDATE

This section provides a summary, status and response for each Initiative, Goal and Strategy from the 2017 Comprehensive Plan. A summary list of the 2017 Comprehensive Plan Initiatives, Goals and Strategies is provided in **Appendix B**. This review provides a short synopsis of items in the plan and an update by staff in *italics*. Projects listed in the review are examples of work done by the City related to the Comprehensive Plan, but may not represent every program or project in progress. Readers are encouraged to find additional information about the Comprehensive Plan, Departmental accomplishments, and various public events and activities on the City web site: www.northaugusta.net.

KEY INITIATIVES REVIEW

1. DEVELOP AND IMPLEMENT A DOWNTOWN MASTER PLAN

Staff is in the early stages of creating a Downtown Master Plan (also called a "Small Area Plan"). A small area plan allows us to provide analysis and targeted goals for a specific geographic area within the City. There is currently no additional funding budgeted specifically for the Downtown Master Plan, so staff is assembling the plan in-house. A draft project plan will be presented to the Planning Commission and discussed with leadership as we move forward with its development. To date, a parking inventory has been completed, which also corresponds to several other goals within the Comprehensive Plan. Matching funds are budgeted for the transportation planning portion of the project for Georgia Avenue. Next steps will include presentation of a project plan and coordination with a study provided by Main Street USA in 2019. Plans will likely be presented in first quarter 2020 at a Planning Commission study session and forwarded to City Council as needed.

2. ID PRIORITY INVESTMENT AREAS AND DEVELOP POLICIES/ZONING REGULATIONS TO ENCOURAGE MIXED USE AND PROGRESSIVE DEVELOPMENT

A firm/ripe land analysis was completed for the 2017 Comprehensive Plan identifying areas of concern. A review of current regulations and evaluation of changes will occur as part of the Development Code Rewrite scheduled to begin in 2020. As staff completes the Downtown Master Plan, additional areas will be targeted for small area planning.

3. CREATE A MASTER PLAN FOR PARKS, GREENEWAY EXPANSION

North Augusta is fortunate to have a robust system of parks within the City. While park facility planning is largely managed by the Parks, Recreation and Tourism Department (PRT), Planning does administer provision of open and recreational space as required by the Development Code. These requirements will be reviewed as part of the 2020 Development Code Rewrite. Additional coordination will occur with master planning for the new regional park at the former North Augusta Country Club property in Edgefield County. This will also be complemented by the 2020/2021 Comprehensive Transportation Plan and Georgia Avenue Traffic Calming plans that will provide an opportunity for pedestrian, bicycle and Greenway connection and expansion.

4. ESTABLISH A NEIGHBORHOOD IMPROVEMENT PLANS

Neighborhood improvement is a team effort. It should be noted that the City has made additional strides towards funding capital needs by dedicating additional funds to the Capital Projects Fund the FY2020 budget. The role of Code Enforcement should also be noted for its role in general neighborhood improvement, as evidenced by the previously reported statistics.

The Public Services Department has completed several studies and plans for infrastructure upgrades to public utilities. This includes a 2019 Wastewater Rehabilitation Master Plan, 2019 North Augusta Water System Master Plan, and a 2013-2019 Capacity, Management, Operations and Maintenance Plan. The Public Services Department continues to pursue low interest funding and grants for replacement of utilities as needed. Extensions are evaluated for feasibility as the opportunity and demand arises. Planning will continue to encourage Public Services and Engineering & Public Works to participate and advise on plans for annexation and extension of service.

Engineering & Public Works presented a list of sidewalk projects as a part of Envision2019. This department manages street repair and repaving, which is prioritized based on available funding locations and conditions.

The 2020/2021 Comprehensive Transportation plan will identify opportunities for additional pedestrian, bicycle and Greenway expansion and connection.

5. EVALUATE OPTIONS FOR A CITY POLICY ON HISTORIC STRUCTURES AND NATURAL AND MAN-MADE FEATURES

Planning understands the value of historic resources, but does not have resources to apply to this initiative at the moment. While having a Certified Local Government status is commendable, this status requires a functioning Historic Properties Commission or Board. Financial incentives are difficult to establish without these standards. Other types of financial incentives would be at the discretion of City Council.

6. DEVELOP A PLAN FOR CITY BEAUTIFICATION EFFORTS

Public Services has completed and maintains several projects within streetscapes, landscape medians and gateways across the City. An excellent example of a recent project is the replanting of the median on the improved section of Buena Vista Boulevard. As part of the 2020/21 Comprehensive Transportation Plan, streets and corridors will be evaluated for the inclusion of green space or beautification as appropriate.



Figure 4: Wayfinding Signage Design Selection, 2019

The City completed the design portion of a wayfinding program in late 2019. Location and programming is scheduled to be complete in early 2020.

Code Enforcement should also be noted for general neighborhood improvement and ongoing efforts to reduce nuisances within the City.

7. EVALUATE OPEN SPACE FOR FUTURE LAND USE AND ZONING DESIGNATIONS

Staff has identified several tracts that are priorities for rezoning. Most are tracts were rezoned Planned Development (PD) when annexed, but do not have ordinances associated with the property, which creates issues in regulating new development on the property. The Department has attempted contact with the owners and hopes to make good progress in 2020. Future open space or park land goals will be in as noted in Item 3 above.

GOALS AND STRATEGIES REVIEW

Sustainable Economic Growth

4.1 FOCUS DEVELOPMENT & RESOURCES INTO PRIORITY INVESTMENT AREAS

4.1.1 Provide incentives such as reduced setback and reduced parking requirements to attract new investment to existing sites

4.1.2 Include specific policies for the priority investment areas in other planning documents

4.1.3 Complete small area plans for each priority investment area

4.2 ATTRACT HIGH QUALITY JOBS & POSITIVE ECONOMIC ACTIVITY

4.2.1 Revise zoning to support mixed-use infill development

4.2.2 Attract industries important to the region

4.2.3 Invest in urban amenities that improve quality of life for residents

4.2.4 Provide training, incentives, and incubators to foster new and small businesses

4.2.5 Support the priorities and principles of the Aiken, Edgefield & Saluda Counties Economic Development Partnership as listed in their 2015-2016 Program of Work

4.3 PRIORITIZE INFILL & REDEVELOPMENT

4.3.1 Provide incentives that make infill redevelopment as economically attractive as “greenfield” development

4.3.2 Use utility extension policies to discourage development beyond the current urban service limit

4.3.3 Ensure high quality design for new and infill development

4.3.4 Incentivize the redevelopment of aging and high-vacancy shopping centers to high-density, mixed-use, walkable activity centers

4.4 ID TARGETED BUSINESSES AND INVESTMENT FOR THE I-20/I-520 INTERCHANGE

4.4.1 Work with regional economic development organizations, such as Aiken-Edgefield-Saluda Economic Development Partnership and the Augusta Economic Development Authority to create strategies on how to develop the I-20/I-520 interchange to attract further investment to the area

4.5 FOCUS NEW DEVELOPMENT IN OR NEAR MIXED-USE ACTIVITY CENTERS

4.5.1 Identify the existing and new locations of mixed-use centers so that every resident is within walking distance

4.5.2 Ensure all activity centers include public space

The City Administrator has been working as the main economic development representative of the City and works closely with the Economic Development Partnership. As this position is in transition, we expect clarification of the role of Planning in these efforts as we move forward. City administration may examine other tools as available.

Discussions about several “high-need” areas were covered in Envision2019. Potential regulation changes will be reviewed as part of the 2020 Development Code Rewrite. This may include revisions for density, design and utility connection and expansion, as appropriate. A portion of



Figure 5: Riverside Village

North Augusta has been designated as “Opportunity Zone,” which may provide additional incentive for investment in those areas.

Perhaps the largest investment to date for urban amenities has been along the riverfront with Riverside Village, the amphitheater and greenway improvements. Staff continues to work with Parks, Recreation and Tourism to

identify areas that may need additional investment. PRT continues to provide a leadership role for identifying needs for amenities within the City. Planning and Development works with PRT as needed for future planning purposes.

Efficient, High Quality City Services

5.1 ESTABLISH ANNEXATION AND GROWTH STRATEGIES

5.1.1 Determine a future growth strategy and possible areas of annexation

5.1.2 Expand utilities to areas of targeted growth as needed

5.2 ENSURE THE FINANCIAL SUSTAINABILITY OF NORTH AUGUSTA

5.2.1 Prioritize infill development and compact growth to ensure North Augusta’s tax base can support city services

5.2.2 Establish a long-term financial plan for public sector investments

5.2.3 Seek out partnerships wherever possible

5.2.4 Continue to implement innovative financial mechanisms such as tax increment financing (TIF), municipal improvement districts (MID), and impact fees for new development

Annexation and growth was a major topic with Envision2018 and 2019. Several “donut holes” (areas surrounded by North Augusta but not within the municipal limits) were identified. These properties pose current and future challenges to the provision of City services and Public Safety. Priority is placed on properties that already have City services and do not require additional extension of services. Planning staff has identified properties with annexation agreements that are contiguous and is working to secure annexation petitions for those properties.

In terms of funding and maintenance of the public infrastructure, the City has provided additional support to the Capital Projects Fund in FY2020. Additional mechanisms may be considered as issues are identified. Public Services continues to provide support for the maintenance and installation of utilities as previously discussed.

Stable, Diverse & Walkable Neighborhoods

6.1 REINVEST IN EXISTING NEIGHBORHOODS TO STRENGTHEN COMMUNITIES

6.1.1 Identify and categorize investments that need to be made in North Augusta's neighborhoods including sidewalk repair and expansion, lighting, landscaping, and wayfinding

6.1.2 Establish a Neighborhood Improvement Program (NIP) for the continued investment in neighborhoods

6.1.3 Encourage infill development on vacant and underdeveloped lots

6.1.4 Preserve historic housing structures in downtown and surrounding neighborhoods

6.1.5 Encourage more compact development patterns with higher quality design and building materials to increase and maintain property values

6.1.6 Encourage live-work units in both residential and commercial areas

6.1.7 Expand the definition and permissible size of accessory living units in residential areas of the city

6.2 PROVIDE A MORE VARIED HOUSING STOCK TO ATTRACT AND RETAIN A MORE DIVERSE POPULATION

6.2.1 Promote mixed-income neighborhoods throughout North Augusta, especially in downtown and near employment centers

6.2.2 Revise the zoning ordinance and map to incentivize a variety of housing types at higher densities, including multifamily, courtyard apartments, quadruplexes, duplexes, and accessory units, especially near Downtown and activity centers

6.3 IMPROVE URBAN NEIGHBORHOODS

6.3.1 Improve pedestrian facilities in neighborhoods

6.3.2 Make additional connections in existing street network

A sidewalk priority list was presented in Envision2019 and continues to guide installation and maintenance in the City. Projects such as Wayfinding, Code Enforcement, sidewalk repair and expansion, historic housing is covered under previous sections. The 2019 Notable Projects list above provides a list of projects in progress related to this goal. The 2020 Development Code Rewrite will provide an opportunity to review code revisions to further support various types of developments, support existing neighborhoods, and creative use or reuse of property in the City.

Transportation that Facilitates Mobility & Activity

7.1 IMPLEMENT A COMPLETE STREETS POLICY

7.1.1 The widening of roadways and the construction of new roads should be sensitive to contextual land uses

7.1.2 The design of each street shall provide safe and comfortable travel for users of all modes of transportation

7.2 INCREASE CONNECTIVITY BETWEEN NEIGHBORHOODS AND DOWNTOWN

- 7.2.1 Preserve and repair the existing street network through overall connectivity
- 7.2.2 Complete a Connectivity Study to identify and improve connections between downtown and its surrounding neighborhoods
- 7.2.3 The use of cul-de-sacs and dead-end streets should be minimized
- 7.2.4 Connect the streets of new development with the street network of existing development. In new development, leave stubs for future connection

7.3 PROVIDE MOBILITY SOLUTIONS FOR PEDESTRIANS AND CYCLISTS

- 7.3.1 Expand the Greenway to downtown and the surrounding neighborhoods
- 7.3.2 Improve streetscape and pedestrian facilities on Georgia Avenue downtown to support a vibrant retail, entertainment, and mixed-use environment
- 7.3.3 Complete a sidewalk inventory
- 7.3.4 Complete and widen sidewalks on important pedestrian routes between neighborhoods and downtown
- 7.3.5 Implement the City of North Augusta Greenway, Pedestrian, and Bicycle Master Plan
- 7.3.6 Require designated pedestrian facilities in activity centers between transit stops and destinations
- 7.3.7 Encourage bicycle racks, lockers, and showers be provided in new development

7.4 EXPAND PUBLIC TRANSIT OPPORTUNITIES

- 7.4.1 Enhance local and regional bus service along important routes and corridors
- 7.4.2 Bus stops should be improved with shelters, lighting, trash receptacles, street furniture, and bike racks
- 7.4.3 Pedestrian connections between development and existing or planned bus stops should be included in every major site plan

7.5 PROVIDE PARKING MANAGEMENT SOLUTIONS THAT REDUCE THE IMPACT OF THE AUTOMOBILE ON OUR BUILT ENVIRONMENT

- 7.5.1 Implement shared parking strategies and eliminate minimum parking requirements
- 7.5.2 On-street parking should be provided downtown and in other activity centers where possible
- 7.5.3 Encourage shared access between adjacent developments to reduce curb cuts in the streetscape

As discussed in the Key Strategies Section, sidewalk expansions lists have been developed and will be implemented as funds are available. These will be supported by the proposed Georgia Avenue Traffic Calming and Comprehensive Transportation Plan. The Downtown Master Plan will work to address parking solutions appropriate to downtown North Augusta, including Riverside Village.

In terms of public transit, the City of North Augusta is served by Best Friends public transit system. The best use and accommodation of this system and any other system will be explored in the 2020/21 Transportation Plan, the ARTS MPO transportation planning group will identify opportunities for cooperation.

Stewardship of Our Natural & Cultural Resources

8.1 EXPAND THE ARTS & OTHER CULTURAL RESOURCES

8.1.1 Introduce public art into neighborhoods, public open space, parks, the Greenway, and downtown City Council decision.

8.1.2 Promote local artists

8.1.3 Require a public art element in all municipal projects

8.1.4 Connect places of cultural significance to public open spaces through multi-modal and Greenway facilities

8.1.5 Existing community events and programs should be supported and expanded when possible

8.2 PROTECT AND RESTORE HISTORIC RESOURCES IMPORTANT TO NORTH AUGUSTA'S IDENTITY

8.2.1 Identify historic resources important to North Augusta's identity and ensure their protection with funding for maintenance

8.2.2 Work with the owners of Lookaway Hall and Rosemary Hall to ensure their preservation and maintenance

8.2.3 Protect the existing structures and ruins of Hamburg

8.2.4 Protect historic neighborhoods adjacent to downtown through the preservation of the street network, paving materials, and open space, as well as, promoting context sensitive infill development and the preservation of existing housing

8.3 PRESERVE AND EXPAND THE TREE CANOPY

8.3.1 Maintain our Tree City USA designation

8.3.2 Create regulations to protect significant trees

8.3.3 Implement a City street trees program

8.4 PROTECT THE SAVANNAH RIVER AND OTHER NATURAL RESOURCES

8.4.1 Cooperate with other government entities in the management of water resources

8.4.2 Improve water quality and channel integrity of impaired watershed basins

8.4.3 Acquire or otherwise permanently protect environmentally sensitive areas

8.4.4 Work with other local governments to protect the New Savannah Bluff Lock & Dam

As covered in the Key Initiative 5, historic programs are on hold due to staff limitations. Review of Development Code requirements about related items will occur in the 2020 rewrite. The 2020/21 Comprehensive Transportation Plan plans to address multi-modal connection to important facilities.

Cultural and community events are managed through the Parks, Recreation and Tourism Department. The City supports these events such as the Jack-o'-lantern Jubilee, Peach Jam, the Arts and Heritage Center, and supports many other events throughout the year. New opportunities for programming and events will be available after the completion of the amphitheater at Riverside Village.

In terms of maintaining Tree City USA status, the Public Services Department has maintained this designation for several years and the application for 2020 has been submitted. Our Property Maintenance Division provides excellent maintenance work for landscaping city-wide, adding a Certified Arborist to its crew in 2018. For new development, the Development Code requires street trees are on all right-of-ways at development as well as significant landscaping for commercial development. Review of these requirements will occur with the 2020 Development Code Rewrite.



Figure 6: Jack O' Lantern Jubilee

The City adheres to all state water quality requirements, which benefits the water quality in the Savannah River. One project of note is within the Lynnhurst subdivision. This project will work to correct a long-term problem with the capture stormwater runoff and help prevent flooding in the subdivision. The City is actively engaged with other municipalities and the state to preserve the Lock and Dam and the current water pool.

Robust Parks, Recreation & Greenway Network

9.1 ENHANCE EXISTING OPPORTUNITIES AND CREATE ADDITIONAL OPEN SPACES AND RECREATION OPPORTUNITIES

9.1.1 Update the park master plan that determines the location of future open spaces based on the planned future growth of North Augusta

9.1.2 Provide indoor facilities for social programs and activities, recreation, and special events

9.1.3 Plan, develop, and operate diverse recreation activities for citizens of all ages that are geographically distributed throughout North Augusta

9.1.4 Support community gardens, whenever possible

9.1.5 Work with Aiken County public schools to share playground and recreation space when not being used by the school system

9.1.6 Develop regulations requiring the provision of public open space in all new development

9.1.7 Increase public access to the Savannah River

9.2 EXPAND THE GREENEWAY SYSTEM

9.2.1 Expand the Greeneway system as identified in the City of North Augusta Greenway, Pedestrian, and Bicycle Master Plan

9.2.2 Connect the Greeneway from the Savannah River to downtown

The newest City park acquisition is the former North Augusta Country Club property in Edgefield County. The property is currently intended to be developed as a regional park with active and passive recreation activities on site. Work continues for senior-based activities at the Community Center and is currently offered in the Activity Center. The Development Code rewrite may identify better ways to accommodate recreation and open space needs.

The Downtown Greenway Connector is proposed to connect along Bluff Avenue, with initial surveying underway. Funding and final engineering plans are under development. The Department will continue to work with other City departments and the public to develop plans for expansion and connection. Upcoming transportation planning initiatives will provide additional support for these goals.

A Vibrant Downtown & Riverfront

10.1 CONTINUE INVESTMENTS IN THE PUBLIC REALM

- 10.1.1 Study the reconfiguration of Georgia Avenue
- 10.1.2 Reunite the elements of the two historic parks along Georgia Avenue - Calhoun Park and Wade Hampton Veteran's Park
- 10.1.3 Create a fine-grained pedestrian and bicycle plan for the downtown area
- 10.1.4 Evaluate opportunities to widen the sidewalk zone on the east side of Georgia Avenue between Buena Vista Avenue and Spring Grove Avenue

10.2 INVEST IN PLANNING EFFORTS TO ENSURE A SUSTAINABLE FUTURE FOR DOWNTOWN

- 10.2.1 Create a Downtown Master Plan
- 10.2.2 Enforce Existing Standards that Encourage Walkability and Vibrancy

10.3 PRIORITIZE INFILL & REDEVELOPMENT DOWNTOWN

- 10.3.1 Develop a shared parking strategy
- 10.3.2 Provide incentives to renovate existing buildings in and around Downtown
- 10.3.3 Attract high-quality multi-family developers
- 10.3.4 Create a position and hire a new downtown development professional
- 10.3.5 Develop an inventory of available properties for sale and rent as well as available development sites
- 10.3.6 Engage an individual or group to create a local and regional marketing campaign for downtown investment
- 10.3.7 Work with downtown property owners to assemble parcels
- 10.3.8 Encourage infill development on vacant and underdeveloped lots
- 10.3.9 Continue implementation of Project Jackson

As mentioned previously, the Department is working to develop a Downtown Master Plan, and has requested funds from ARTS to complete a feasibility study for traffic calming and pedestrian access in downtown North Augusta. To date, a parking inventory has been completed for Downtown and work continues for a complete parking analysis for the area.

The City continues to support the development of Riverside Village & Project Jackson. Construction is underway for the new Amphitheater and several site plans have been approved and are under development for the Riverside Village area. A recent revision to the Hammond's Ferry Planning Development Ordinance will provide additional flexibility for the development of community support facilities on the site. The City continues to work with the developers of Riverside Village and Hammond's Ferry to manage parking and facility use both for events and daily parking needs.

North Augusta Forward has, with City support, applied to be part of the "Main Street South Carolina" program, which provides technical support for communities looking to revitalize historic downtowns, encourage economic growth and preserve historic resources. The City continues to work with the North Augusta Chamber of Commerce and North Augusta Forward to clarify roles related to downtown marketing and development.



Figure 7: Third Thursday Map from North Augusta Forward

Implementation Strategies

11.1 CREATE STRATEGIES TO IMPLEMENT THE GROWTH AND DEVELOPMENT GOALS FOR PUBLIC AND PRIVATE INVESTMENT

- 11.1.1 Monitor the implementation of the plan annually
- 11.1.2 Update the plan every 5 years
- 11.1.3 Explore new institutional arrangements
- 11.1.4 Develop an overall funding strategy and selection of revenue sources to address the capital and any possible operating funding gap

The preceding sections are the Planning Department's contribution to an annual report. Initial funding decisions have been made for an update of the 2017 Comprehensive Plan to be completed in 2021. Issues regarding "institutional arrangements" and funding strategies move beyond the scope of the Planning and Development Department on its own, but are supported by City Administration. The Department continues to work with other departments and administration to assist in efficient governance.

APPENDICES & SOURCES

APPENDIX A

Yearly Report (11 pages)

2016-2019 Data for Planning and Code Enforcement (1 page)

APPENDIX B

Comprehensive Plan Summary List (4 pages)

Comprehensive Plan Project List (2 pages)

***DEPARTMENT OF
PLANNING AND DEVELOPMENT***

***LIBBY HODGES
DIRECTOR***

***2019
YEAR END REPORT***

City of North Augusta
Department of Planning and Development
2019 Year End Report

Item	2019 Year To Date		2018 Year To Date	
	Incoming	Outgoing	Incoming	Outgoing
Administrative				
Total Phone Calls	6230	4371	*	*
Development Applications	Approved	Denied	Approved	Denied
Subdivisions				
Major Subdivision Plans	3	0	3	0
Planned Acres	108.07	0.00	53.57	0.00
Planned Lots	156	0	163	0
Minor Subdivision Plans	16	0	17	0
Platted New Lots	8	0	19	0
Major Subdivision Plats	6	0	3	0
Platted Acres	64.77	0.00	39.38	0.00
Platted Lots	191	0	98	0
Site Plans				
Minor Site Plans	13	0	4	6
Major Site Plans	3	0	0	0
Total Site Plan Acres	89.57	0.00	0.00	2.64
Planned Developments				
PD Gen Dev Plans/Major Mod.	0	0	0	0
PD Acres	0.00	0.00	0.00	0.00
Development Plan Modifications				
Annexations				
Applications	3	0	1	0
Parcels	21	0	2	0
Acres	8.67	0.00	1.72	0.00
Zoning/Text Amendments				
Rezoning	2	1	0	1
Parcels	12	2	0	2
Acres	14.60	0.92	0.00	2.41
Conditional Zoning	0	0	0	0
Parcels	0	0	0	0
Acres	0.00	0.00	0.00	0.00
Text Amendments	3	1	0	1
Other				
Certificates of Zoning Compliance	137	6	123	9
Zoning Confirmation Letters	31	0	8	0
Residential Site Reviews	186	0	256	0
Sign Permits	46	3	35	0

City of North Augusta
Department of Planning and Development
2019 Year End Report

Planning Projects	5	0	0	0
Communications Towers	0	0	0	0
Conditional Use Permits	5	0	1	2
Item	2019 Year To Date		2018 Year To Date	
Appeals	Approved	Denied	Approved	Denied
Variances	12	0	2	0
Special Exceptions	2	0	2	0
Administrative Decisions	0	0	0	0
Waivers	6	0	0	0
Fees Collected				
Development Applications	\$19,034.00		\$19,605.50	
Appeals	\$2,650.00		\$200.00	
Maps/Publications	\$7.00		\$107.00	
Special Review Fees	\$0.00		\$200.00	
Total Fees	\$21,691.00		\$20,112.50	

City of North Augusta Department of Planning and Development

2019 Year End Staff Approvals

Residential Site Plans

Application Number	Tax Parcel Number	Applicant	Legal Description	Zone	Approval Date	Structure
RSP19-004	006-17-18-005	Sitee LLC	921 Stanton Dr	R-14	1/3/2019	Front Porch Expansion
RSP19-005	106-00-03-006	Keystone Homes, Inc.	1045 Swan Ct	R-10	1/11/2019	New Residential
RSP19-006	002-16-06-022	Mary Clark	817 Dunbarton Dr	R-14	1/11/2019	Room Addition
RSP19-007	005-14-07-010	Forrest McKie	115 Douglas Dr	PD	1/11/2019	New Residential
RSP19-008	001-16-02-002	Pete Alewine Pool Co	192 Durst Dr	PD	1/15/2019	Inground Pool
RSP19-009	006-14-12-020	P. Dock Smith	1826 Oriole Ave	R-7	1/16/2019	Screen Porch
RSP19-010	010-13-01-063	Champion Windows	500 Old Walnut Branch Dr	R-14	1/17/2019	Patio Room Enclosure
RSP19-012	007-16-14-038	Binson Properties	419 W Woodlawn	R-14	1/22/2019	Extend Two Bedrooms/Add Carport
RSP19-013	006-08-06-020	Parkridge Builders	271 Mossy Oak Circle	R-7	1/22/2019	New Residential
RSP19-014	106-00-05-004	Keystone Homes, Inc.	1028 Greogry Landing Dr	R-10	1/28/2019	New Residential
RSP19-015	106-00-05-005	Keystone Homes, Inc.	1036 Gregory Landing	R-10	1/28/2019	New Residential
RSP19-016	106-00-09-006	Keystone Homes, Inc.	1055 Harlequin Way	R-10	1/28/2019	New Residential
RSP19-017	014-00-02-015	Wetherington Builders	678 Rivernorth Dr	PD	1/28/2019	New Residential
RSP19-018	007-14-02-007	Welsch Custom Homes	302 West Ave	D	2/11/2019	New Residential
RSP19-019	007-19-01-020	Bella Reece Homes LLC	137 River Club Lane	PD	2/11/2019	New Residential

RSP19-047	011-05-07-015	Lacey Construction	1103 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-048	011-05-07-003	Lacey Construction	1019 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-049	011-05-07-004	Lacey Construction	1023 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-050	011-05-07-005	Lacey Construction	1027 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-051	005-09-08-029	Aiken Swimming Pool	1033 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-052	011-05-07-007	Lacey Construction	1037 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-053	011-05-07-008	Lacey Construction	1043 Wildlife Circle	R-7	4/16/2019	New Residential
RSP19-055	005-09-07-001	Keystone Homes, Inc.	1176 Gregory Landing Drive	PD	4/16/2019	New Residential
RSP19-056	106-00-07-011	Keystone Homes, Inc.	1162 Gregory Landing Drive	PD	4/16/2019	New Residential
RSP19-057	005-10-18-009	Pete Alewine Pool Co.	238 Oakbrook Drive	PD	4/16/2019	Inground Pool
RSP19-059	006-07-07-026	Dennis Farrel	1913 Green Forest Drive	R-7	4/23/2019	Inground Pool
RSP19-060	106-00-07-002	Keystone Homes, Inc.	1106 Gregory Landing Drive	PD	4/23/2019	New Residential
RSP19-061	106-00-07-008	Keystone Homes, Inc.	1106 Gregory Landing Drive	PD	4/25/2019	New Residential
RSP19-063	003-16-15-007	Winter & Carn Construction	1052 Westo St	PD	5/7/2019	New Residential
RSP19-064	005-09-07-001	Keystone Homes, Inc.	1105 Gregory Landing Dr	PD	5/3/2019	New Residential
RSP19-065	006-14-02-001	Muns Construction	1794 Flamingo Rd	R-7	5/8/2019	Accessory Cottage
RSP19-066	014-00-02-006	IDK Homes	229 Rivernorth Dr	PD	5/8/2019	New Residential
RSP19-067	014-00-02-007	IDK Homes	241 Rivernorth Dr	PD	5/8/2019	New Residential
RSP19-068	014-00-02-009	IDK Homes	259 Rivernorth Dr	PD	5/8/2019	New Residential
RSP19-069	014-00-02-055	IDK Homes	537 Rivernorth Dr	PD	5/8/2019	New Residential
RSP19-070	014-00-02-056	IDK Homes	547 Rivernorth Dr	PD	5/8/2019	New Residential
RSP19-071	005-09-17-004	Bill Beazley Homes	465 Bridle Path Rd	PD	5/13/2019	New Residential
RSP19-072	002-11-02-100	Welsh Custom Homes	215 Seton Cir	R-14	5/13/2019	New Residential
RSP19-073	002-20-09-018	William E. Harris, Jr.	714 Merriwether Dr	R-14	5/15/2019	Storage Building
RSP19-074	002-12-05-004	Welsh Custom Homes	136 Walsh Way	R-14	5/15/2019	New Residential

RSP19-100	005-14-06-001	Keystone Homes, Inc.	141 Broxten Dr, Lot 1-F	PD	6/27/2019	New Residential
RSP19-101	005-14-06-013	Keystone Homes, Inc.	145 Broxten Dr, Lot 2-F	PD	6/27/2019	New Residential
RSP19-102	005-10-13-005	Keystone Homes, Inc.	185 Douglas Dr, Lot 8-L	PD	6/27/2019	New Residential
RSP19-103	005-10-14-006	Keystone Homes, Inc.	109 Stapleton Dr, Lot 7-U	PD	6/27/2019	New Residential
RSP19-104	106-00-07-010	Keystone Homes, Inc.	1156 Gregory Landing Dr, Lot 10-E	R-10	6/27/2019	New Residential
RSP19-105	106-00-07-005	Keystone Homes, Inc.	1124 Gregory Landing Dr, Lot 5-E	R-10	6/27/2019	New Residential
RSP19-106	007-07-13-005	Elizabeth Anne McKenney	1014 Marshall Ave	R-14	7/2/2019	Carpport
RSP19-107	007-05-09-020	Jason McEntire & Sunae Hwang	517 San Salvador Dr	R-14	7/2/2019	Storage Building
RSP19-108	007-19-03-026	Arthur & Jennifer Adams	468 E Shoreline Dr	PD	7/3/2019	Room Addition
RSP19-109	002-11-02-016	Michael Reed	614 Savannah Baroney Dr	R-14	6/27/2019	Swimming Pool
RSP19-110	007-14-05-001	Blackston Custom Homes	107 E Buena Vista Ave	R-7	7/8/2019	New Residential
RSP19-111	006-08-01-099	Parkridge Builders	242 Mossy Oak Circle	R-7	7/8/2019	New Residential
RSP19-112	002-11-05-008	Pierwood Construction Co.	136 Seton Circle	R-14	7/12/2019	New Residential
RSP19-113	014-00-02-041	Pierwood Construction Co.	210 Rivernorth Drive	PD	7/15/2019	New Residential
RSP19-114	014-00-02-103	Pierwood Construction Co.	577 Rivernorth Drive	PD	7/15/2019	New Residential
RSP19-115	014-00-02-104	Pierwood Construction Co.	583 Rivernorth Drive	PD	7/15/2019	New Residential
RSP19-116	106-00-07-001	Keystone Homes, Inc.	1100 Gregory Landing Drive	R-10	7/19/2019	New Residential
RSP19-117	106-00-07-014	Keystone Homes, Inc.	1184 Gregory Landing Drive	R-10	7/19/2019	New Residential
RSP19-118	007-15-03-014	JR Homes of South Carolina, LLC	125 Elm Street	R-14	7/24/2019	New Residential
RSP19-119	005-09-11-002	Pete Alewine Pool Co	127 Kenilworth Dr	PD	8/1/2019	Swimming Pool
RSP19-120	010-09-02-096	Niko Helm	667 Saint Julian Pl	PD	8/2/2019	New Residential
RSP19-121	005-09-13-019	Bill Beazley Homes	466 Bridle Path Rd	PD	8/7/2019	New Residential
RSP19-122	014-00-02-114	Greystone Construction Services, LLC	629 River North Dr	PD	8/7/2019	New Residential

RSP19-149	010-13-13-001	Bernard Peters	283 Redbud Dr	R-7	9/30/2019	Storage Building
RSP19-157	007-13-38-001	Aiken Swimming Pool	602 Arrington Ave	PD	10/3/2019	Swimming Pool
RSP19-158	003-16-08-006	JMAR Builders	632 Front St	PD	10/2/2019	New Residential
RSP19-159	002-20-20-057	Megan Scott	932 Medie Ave	R-14	10/4/2019	Storage Building
RSP19-160	005-09-17-012	Bill Beazley Homes	385 Bridle Path Rd	PD	10/4/2019	New Residential
RSP19-161	005-09-17-013	Bill Beazley Homes	375 Bridle Path Rd	PD	10/4/2019	New Residential
RSP19-162	003-16-15-001	David L. Blair Homes	1024 Westo St.	PD	10/14/2019	New Residential
RSP19-163	106-00-05-001	Keystone Homes, Inc.	1006 Gregory Landing Dr	PD	10/14/2019	New Residential
RSP19-164	010-09-02-030	Pete Alewine Pool Co	555 Old Walnut Branch Rd	R-14	10/15/2019	Swimming Pool
RSP19-165	106-00-08-008	Keystone Homes, Inc.	1183 Gregory Landing Dr	PD	10/16/2019	New Residential
RSP19-166	007-12-05-020	Martin Galvin	1006 Weston St	R-10	10/23/2019	Carport
RSP19-167	005-12-01-001	William Funk	511 W Five Notch Rd	R-7	10/17/2019	Storage Building
RSP19-168	005-16-04-009	D. R. Horton, Inc.	186 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-169	005-16-05-003	D. R. Horton, Inc.	171 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-170	005-16--05-005	D. R. Horton, Inc.	181 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-171	005-16-05-001	D. R. Horton, Inc.	163 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-172	005-16-04-006	D. R. Horton, Inc.	172 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-173	014-00-02-101	IDK Homes	565 River North Dr	PD	10/30/2019	Garage
RSP19-174	006-15-01-008	Bob Kingdom	2110 Vireo Dr	R-7	10/28/2019	Carport
RSP19-175	005-16-05-004	D. R. Horton, Inc.	177 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-176	005-16-04-007	D. R. Horton, Inc.	178 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-177	005-16-04-008	D. R. Horton, Inc.	182 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-178	005-16-05-002	D. R. Horton, Inc.	167 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-179	005-16-04-002	D. R. Horton, Inc.	154 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-180	005-16-04-004	D. R. Horton, Inc.	164 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-181	005-16-04-005	D. R. Horton, Inc.	168 Expedition Dr	R-5	10/28/2019	New Residential
RSP19-182	014-00-02-101	IDK Homes	565 River North Dr	PD	10/30/2019	Garage

RSP19-207	005-13-05-024	Christopher Bernard	151 Macklin Dr	PD	11/25/2019	Staircase to Balcony
RSP19-208	007-11-03-007	Dominique Raven	905 East Ave	R-7	11/27/2019	Carport
RSP19-209	002-16-03-003	T. B. Hill	1413 Waccamaw Dr	R-10	11/27/2019	Carport
RSP19-210	003-16-11-003	Wetherington Builders	656 Railroad Ave	PD	11/27/2019	New Residential
RSP19-211	007-06-15-005	Jayson Lacy	1011 West Ave	R-7	11/27/2019	Room Addition
RSP19-212	014-00-02-127	Larry Padgett	693 Rivernorth Dr	PD	12/3/2019	Swimming Pool
RSP19-213	010-09-04-009	Edward P. Carey	260 Mill Branch Way	PD	12/3/2019	New Residential
RSP19-214	005-16-05-006	D. R. Horton, Inc.	185 Expedition Dr	R-5	12/16/2019	New Residential
RSP19-215	005-16-04-010	D. R. Horton, Inc.	192 Expedition Dr	R-5	12/16/2019	New Residential
RSP19-216	007-10-04-003	Starnes Co.	812 Carolina Ave.	R-7	12/16/2019	Garage
RSP19-217	001-12-05-001	D. R. Horton, Inc.	108 Journey Run	PD	12/17/2019	New Residential
RSP19-218	001-12-05-004	D. R. Horton, Inc.	128 Journey Run	PD	12/17/2019	New Residential
RSP19-219	001-12-05-005	D. R. Horton, Inc.	136 Journey Run	PD	12/17/2019	New Residential
RSP19-220	001-12-05-006	D. R. Horton, Inc.	142 Journey Run	PD	12/17/2019	New Residential
RSP19-221	001-12-05-007	D. R. Horton, Inc.	148 Journey Run	PD	12/17/2019	New Residential
RSP19-222	001-12-04-020	D. R. Horton, Inc.	149 Journey Run	PD	12/17/2019	New Residential
RSP19-223	001-12-04-021	D. R. Horton, Inc.	143 Journey Run	PD	12/17/2019	New Residential
RSP19-224	001-12-04-022	D. R. Horton, Inc.	137 Journey Run	PD	12/16/2019	New Residential
RSP19-225	006-15-01-019	Hoffman Residential	2033 Wren Rd	R-7	12/23/2019	Room Addition
RSP19-226	106-00-07-006	Keystone Homes, Inc.	1132 Gregory Landing Dr	R-10	12/23/2019	New Residential
RSP19-227	001-12-04-023	D. R. Horton, Inc.	129 Journey Run	PD	12/27/2019	New Residential
RSP19-228	005-16-05-007	D. R. Horton, Inc.	191 Expedition Dr	PD	12/31/2019	New Residential

Minor Subdivision Plats

Application Number	Tax Parcel Number	Applicant	Legal Description	Zone	Approval Date	Acres	Net Lots
MP19-007	006-09-01-057	Sanderling Properties, LLC	1418 Brookgreen Dr	R-10	5/24/2019	3.03	2
MP19-008	007-19-03-026	Adams Plat	468 E Shoreline Dr	PD	6/20/2019	0.71	-1
MP19-010	010-15-04-001	Church of Holy Trinity	160 Merovan Dr	C-5	6/20/2019	0.2	0
MP19-009	002-07-01-006 002-07-01-007	John and Nancy Whitley	1053 and 1063 Old Plantation Road	R-14	9/16/2019	4.8	0
MP19-013	006-13-08-002	Henriann Walpole	1808 Bunting Drive	R-7	11/1/2019	2.6	2
MP19-014	007-19-01-019	Jeff Rucker	131 River Club Lane	PD	11/18/2019	0.31	1
MP19-015	007-06-14-039	Jeff Partl	417 W. Woodlawn Ave.	R-14	12/13/2019	0.42	2

Minor Site Plan Approvals

Application Number	Tax Parcel Number	Applicant	Legal Description	Zone	Approval Date	Acres	Use
MSP19-002	106-00-00-070	Covenant Family Allergy & Liberty Physical Therapy	137 Allen Ct	GC	5/6/2019	1.78	Medical Offices
MSP19-008	003-08-06-016	Riverview Park Splash Pad	100 Riverview Park Dr	OSP	6/3/2019	0.16	Park
MSP19-010	010-14-04-014	Wells Fargo - Prizm Architects	104 Walnut Ln	GC	7/15/2019	3.74 (portion of)	ATM
MSP19-001	007-10-09-001	Carolina West, LLC	Carolina-West Project	D	8/19/2019	1.22	Commercial
MSP19-005	007-18-05-001	William E. Toole	North Augusta Amphitheater	PD	8/13/2019	1.96	Public Park
MSP19-011	007-11-05-046	Southern Restaurant Hospitality Group	Burger King	PD	8/14/2019	0.69	Restaurant
MSP19-012	007-08-09-006	Interplan, LLC	Chick-Fil-A	PD	8/8/2019	2.21	Restaurant
MSP19-013	013-19-01-003	Chris Bai	Ambiopharm Tank Farm Expansion	IND	8/12/2019	32.92	Commercial

SN19-046	007-11-05-048	Patrick Chan	China 8	GC/HC	10/11/2019	Restaurant
SN19-047	007-18-05-003	Alphagraphics	The Swank Company	PD	10/17/2019	Commercial
SN19-048	007-10-29-002	Communigraphics	Tenpenny's Cottage	D/G	10/14/2019	Commercial
SN19-049	006-13-11-010	Alphagraphics	Aiken Ophthalmology	OC/HC	10/18/2019	Commercial
SN19-050	007-11-05-048	Mixon Signs	CBD Central, LLC	GC/HC	10/18/2019	Commercial
SN19-051	010-14-04-014	AAA Sign Company	Sprint #734	GC	11/6/2019	Commercial
SN19-052	007-16-01-003	AAA Sign Company	Sprint #744	GC	11/8/2019	Commercial
SN19-054	007-10-21-006	Fast Signs	Onin Staffing, LLC	D	11/18/2019	Commercial
SN19-052	007-16-01-003	AAA Sign Company	Sprint #744	GC	12/18/2019	Commercial
SN19-055	007-08-09-004	Huan Nguyen	Cold Stone Creamery	PD/HC	12/16/2019	Commercial
SN19-056	106-00-00-070	AAA Sign Company	Covenant Family Allergy/Liberty Physical Therapy	GC	12/17/2019	Commercial
SN19-057	013-09-10-001	Signarama	BP	TC	12/30/2019	Commercial

2019 Year End Code Enforcement Cases Open

	Year	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	YTD
Property Maintenance	2019	5	11	10	30	31	20	40	27	27	21	14	11	247
Property Liens/ Contractor Utilized	2019	2		1	2	3	1	2	2		1	2	1	17
Swimming Pools	2019	1			1		2	2	1	2		1	0	10
Recreational Vehicles RV/Boat/Utility Trl	2019	2	2	5	3	4	9	8	7	4	3	10	1	58
Illegal Vehicles	2019	8	8	18	13	11	12	7	14	13	12	7	10	133
Commercial Vehicles/Equipment	2019					1	1	2	1				1	6
Court Summons Issued	2019												0	
Business License Inspections	2019		1	5		5	5	1		1	7	10	3	38
Temporary Signs	2019	76	82	91	71	72	38	31	21	70	55	74	40	721
Sign Owners Notified	2019	13	13	17	31	15	17	6	1	9	14	7	6	149
Landscaping Inspections	2019				15	10	13	10	15	3	11	7	9	93
Structure Demolitions	2019		1	1			1						0	3
		107	118	148	166	152	119	109	89	129	124	132	82	1475

Case Type	Planning Data 2016-2019				% Increase (18-19)
	2016	2017	2018	2019	
ANX - Annexation	1	2	1	13	92%
CONPL - Concept Plan	0	1	1	3	67%
CU - Conditional Use	8	2	5	5	0%
CZC - Certificate of Zoning Compliance	156	180	142	184	23%
DOD - Deed of Dedication	6	3	5	4	-25%
ENC - Encroachment	0	1	10	1	-900%
FEE - Special Fee	2	2	3	11	73%
FP - Final Plat	5	3	2	11	82%
LZC - Letter of Zoning Compliance	8	14	11	33	67%
MP - Minor Plat	11	24	22	16	-38%
MSP - Minor Site Plan	13	17	14	18	22%
MW - Major Waiver	0	0	3	5	40%
PAP - Preliminary Application Meeting	10	2	16	57	72%
PD - Planned Development	1	0	0	0	0%
PDM - Planned Development Modification	1	1	0	3	100%
PG - Performance Guarantee	2	3	1	5	80%
PP - Preliminary Plat	3	3	7	2	-250%
PPM - Preliminary Plat Modification	0	1	3	2	-50%
PROJ - Special Project	16	5	0	6	100%
RSP - Residential Site Plan	257	201	263	228	-15%
RWA - Right of Way Abandonment	0	2	1	1	0%
RWN - Right of Way Naming	0	2	1	5	80%
RZM - Rezoning	2	3	3	4	25%
RZT - Text Change	5	0	2	7	71%
SN - Sign Permit	41	49	39	57	32%
SPM - Site Plan Modification	4	2	0	2	100%
ZD - Administrative Appeal	1	0	0	0	0%
ZE - Special Exception	2	0	4	1	-300%
ZV - Zoning Variance	0	1	2	12	83%
Incoming Phone Calls*				6230	
Outgoing Phone Calls*				4371	
*partial year					
	2016	2017	2018	2019	
Reviewed by PC	28	39	40	58	31%
Reviewed by BZA	3	1	6	13	54%
Administrative Reviews	525	485	515	635	19%

Code Enforcement Data 2016-2019

	2016	2017	2018	2019
Total Cases	144	115	150	625
% change		-25%	23%	76%

2017 North Augusta Comprehensive Plan Summary List

Core Principles	
<p style="text-align: center;">Sustainable Economic Growth Efficient, High Quality Services Stable, Diverse and Walkable Neighborhoods</p>	<p style="text-align: center;">Stewardship of our Cultural & Natural Resources Robust Parks, Recreation, & Greenway Network A Vibrant Downtown & Riverfront</p>
Transportation that Facilitates Activity & Mobility	
Key Initiatives	
1. Develop and Implement a Downtown Master Plan	
<p>The plan should incorporate:</p> <ul style="list-style-type: none"> a. The vision of local stakeholders for creating successful downtown revitalization based on market understanding and character of neighborhood b. Definition of the boundaries of Downtown Development Area c. Develop a long-term vision/strategy for Georgia Avenue to function as North Augusta's vibrant, pedestrian-oriented "main street" d. Routing the Greenway Expansion from Riverside Village area using street routing through alleys located behind frontage buildings on GA Ave. e. Promotion of downtown revitalization with goal of economic vitality f. Revision of the Downtown Development Code with the goal of flexibility in renovation of existing structures and construction of new and replacement g. Identification of transportation and street layout changes to encourage pedestrian traffic h. Strategies for promoting the revitalization effort 	
2. ID Priority Investment Areas and Develop Policies/Zoning Regulations to Encourage Mixed Use and Progressive Development	
<ul style="list-style-type: none"> a. Evaluate existing Commercial Areas to identify opportunities for infill development b. Adopt policies and zoning regulations allowing higher densities, eased parking requirements and a mix of commercial, office, entertainment and c. Promote the opportunity for progressive mixed use commercial, retail and residential development 	
3. Create a Master Plan for Parks, Greenway Expansion	
<ul style="list-style-type: none"> a. ID repair, renovation and upgrades for existing parks and recreation facilities b. Establish maintenance plans c. Propose locations for a mix of new pocket, neighborhood and regional parks based on projected residential development d. Contain a schedule for expansion of the Greenway e. Propose connections to connect the Greenway to anticipated residential and mixed use developments 	
4. Establish a Neighborhood Improvement Plan	
<ul style="list-style-type: none"> a. Establish a schedule for water main and sewer line rehabilitation b. Establish a schedule for street repair and repaving c. Identify areas where sidewalks are needed and a schedule for installation d. Identify streets, paths, and trails where bicycle paths can be designated e. Establish a plan for care and pruning of street trees f. Establish a schedule to evaluate sidewalks for damage and replacement as needed 	
5. Evaluate Options for a City Policy on Historic Structures and Natural and Man-made Features	
<ul style="list-style-type: none"> a. Establish criteria for consideration of a structure or feature as historic b. Research Federal and SC programs related to historic structures and ID how they apply to the City of North Augusta c. Identify possible options for City government financial incentive support 	
6. Develop a Plan for City Beautification Efforts	
<ul style="list-style-type: none"> a. Focus on the four main gateways to the City: GA Ave, Highway 1 and Martintown Rd, and I-20 Exits 1 and 5 b. Provide opportunities for City staff to create changing visual appearances c. ID opportunities for streetscape vegetation planting and addition of landscape medians d. Recognize opportunities for improving overall neighborhood appearance to support the Neighborhood Plan e. Propose directional and City branding signage, to include appropriate locations 	
7. Evaluate Open Space for Future Land Use and Zoning Designations	
<ul style="list-style-type: none"> a. Identify large, undeveloped tracts of land wholly or partially within the City b. Present a range of possible alternatives for future uses c. Suggest zoning and development designations compatible with each potential alternative d. Determine the need for expansion of City-owned utility service which might be required e. Assess the need for parks, connectors to adjacent developments and the Greenway 	

Goals and Strategies

Sustainable Economic Growth

4.1 FOCUS DEVELOPMENT & RESOURCES INTO PRIORITY INVESTMENT AREAS

- 4.1.1 Provide incentives such as reduced setback and reduced parking requirements to attract new investment to existing sites
- 4.1.2 Include specific policies for the priority investment areas in other planning documents
- 4.1.3 Complete small area plans for each priority investment area

4.2 ATTRACT HIGH QUALITY JOBS & POSITIVE ECONOMIC ACTIVITY

- 4.2.1 Revise zoning to support mixed-use infill development
- 4.2.2 Attract industries important to the region
- 4.2.3 Invest in urban amenities that improve quality of life for residents
- 4.2.4 Provide training, incentives, and incubators to foster new and small businesses
- 4.2.5 Support the priorities and principles of the Aiken, Edgefield & Saluda Counties Economic Development Partnership as listed in their 2015-2016 Program of Work

4.3 PRIORITIZE INFILL & REDEVELOPMENT

- 4.3.1 Provide incentives that make infill redevelopment as economically attractive as "greenfield" development
- 4.3.2 Use utility extension policies to discourage development beyond the current urban service limit
- 4.3.3 Ensure high quality design for new and infill development
- 4.3.4 Incentivize the redevelopment of aging and high-vacancy shopping centers to high-density, mixed-use, walkable activity centers

4.4 ID TARGETED BUSINESSES AND INVESTMENT FOR THE I-20/I-520 INTERCHANGE

- 4.4.1 Work with regional economic development organizations, such as Aiken-Edgefield-Saluda Economic Development Partnership and the Augusta Economic Development Authority to create strategies on how to develop the I-20/I-520 interchange to attract further investment to the area

4.5 FOCUS NEW DEVELOPMENT IN OR NEAR MIXED-USE ACTIVITY CENTERS

- 4.5.1 Identify the existing and new locations of mixed-use centers so that every resident is within walking distance
- 4.5.2 Ensure all activity centers include public space

Efficient, High Quality City Services

5.1 ESTABLISH ANNEXATION AND GROWTH STRATEGIES

- 5.1.1 Determine a future growth strategy and possible areas of annexation
- 5.1.2 Expand utilities to areas of targeted growth as needed

5.2 ENSURE THE FINANCIAL SUSTAINABILITY OF NORTH AUGUSTA

- 5.2.1 Prioritize infill development and compact growth to ensure North Augusta's tax base can support city services
- 5.2.2 Establish a long-term financial plan for public sector investments
- 5.2.3 Seek out partnerships wherever possible
- 5.2.4 Continue to implement innovative financial mechanisms such as tax increment financing (TIF), municipal improvement districts (MID), and impact fees for new development

Stable, Diverse & Walkable Neighborhoods

6.1 REINVEST IN EXISTING NEIGHBORHOODS TO STRENGTHEN COMMUNITIES

- 6.1.1 Identify and categorize investments that need to be made in North Augusta's neighborhoods including sidewalk repair and expansion, lighting, landscaping, and wayfinding
- 6.1.2 Establish a Neighborhood Improvement Program (NIP) for the continued investment in neighborhoods
- 6.1.3 Encourage infill development on vacant and underdeveloped lots
- 6.1.4 Preserve historic housing structures in downtown and surrounding neighborhoods
- 6.1.5 Encourage more compact development patterns with higher quality design and building materials to increase and maintain property values
- 6.1.6 Encourage live-work units in both residential and commercial areas
- 6.1.7 Expand the definition and permissible size of accessory living units in residential areas of the city

6.2 PROVIDE A MORE VARIED HOUSING STOCK TO ATTRACT AND RETAIN A MORE DIVERSE POPULATION

- 6.2.1 Promote mixed-income neighborhoods throughout North Augusta, especially in downtown and near employment centers
- 6.2.2 Revise the zoning ordinance and map to incentivize a variety of housing types at higher densities, including multifamily, courtyard apartments, quadruplexes, duplexes, and accessory units, especially near Downtown and activity centers

6.3 IMPROVE URBAN NEIGHBORHOODS

- 6.3.1 Improve pedestrian facilities in neighborhoods
- 6.3.2 Make additional connections in existing street network

Transportation that Facilitates Mobility & Activity

7.1 IMPLEMENT A COMPLETE STREETS POLICY

- 7.1.1 The widening of roadways and the construction of new roads should be sensitive to contextual land uses
- 7.1.2 The design of each street shall provide safe and comfortable travel for users of all modes of transportation

7.2 INCREASE CONNECTIVITY BETWEEN NEIGHBORHOODS AND DOWNTOWN

- 7.2.1 Preserve and repair the existing street network through overall connectivity
- 7.2.2 Complete a Connectivity Study to identify and improve connections between downtown and its surrounding neighborhoods
- 7.2.3 The use of cul-de-sacs and dead-end streets should be minimized
- 7.2.4 Connect the streets of new development with the street network of existing development. In new development, leave stubs for future connection

7.3 PROVIDE MOBILITY SOLUTIONS FOR PEDESTRIANS AND CYCLISTS

- 7.3.1 Expand the Greenway to downtown and the surrounding neighborhoods
- 7.3.2 Improve streetscape and pedestrian facilities on Georgia Avenue downtown to support a vibrant retail, entertainment, and mixed-use environment
- 7.3.3 Complete a sidewalk inventory
- 7.3.4 Complete and widen sidewalks on important pedestrian routes between neighborhoods and downtown
- 7.3.5 Implement the City of North Augusta Greenway, Pedestrian, and Bicycle Master Plan
- 7.3.6 Require designated pedestrian facilities in activity centers between transit stops and destinations
- 7.3.7 Encourage bicycle racks, lockers, and showers be provided in new development

7.4 EXPAND PUBLIC TRANSIT OPPORTUNITIES

- 7.4.1 Enhance local and regional bus service along important routes and corridors
- 7.4.2 Bus stops should be improved with shelters, lighting, trash receptacles, street furniture, and bike racks
- 7.4.3 Pedestrian connections between development and existing or planned bus stops should be included in every major site plan

7.5 PROVIDE PARKING MANAGEMENT SOLUTIONS THAT REDUCE THE IMPACT OF THE AUTOMOBILE ON OUR BUILT

- 7.5.1 Implement shared parking strategies and eliminate minimum parking requirements
- 7.5.2 On-street parking should be provided downtown and in other activity centers where possible
- 7.5.3 Encourage shared access between adjacent developments to reduce curb cuts in the streetscape

Stewardship of Our Natural & Cultural Resources

8.1 EXPAND THE ARTS & OTHER CULTURAL RESOURCES

- 8.1.1 Introduce public art into neighborhoods, public open space, parks, the Greenway, and downtown
- 8.1.2 Promote local artists
- 8.1.3 Require a public art element in all municipal projects
- 8.1.4 Connect places of cultural significance to public open spaces through multi-modal and Greenway facilities
- 8.1.5 Existing community events and programs should be supported and expanded when possible

8.2 PROTECT AND RESTORE HISTORIC RESOURCES IMPORTANT TO NORTH AUGUSTA'S IDENTITY

- 8.2.1 Identify historic resources important to North Augusta's identity and ensure their protection with funding for maintenance
- 8.2.2 Work with the owners of Lookaway Hall and Rosemary Hall to ensure their preservation and maintenance
- 8.2.3 Protect the existing structures and ruins of Hamburg
- 8.2.4 Protect historic neighborhoods adjacent to downtown through the preservation of the street network, paving materials, and open space, as well as, promoting context sensitive infill development and the preservation of existing housing

8.3 PRESERVE AND EXPAND THE TREE CANOPY

- 8.3.1 Maintain our Tree City USA designation
- 8.3.2 Create regulations to protect significant trees
- 8.3.3 Implement a City street trees program

8.4 PROTECT THE SAVANNAH RIVER AND OTHER NATURAL RESOURCES

- 8.4.1 Cooperate with other government entities in the management of water resources
- 8.4.2 Improve water quality and channel integrity of impaired watershed basins
- 8.4.3 Acquire or otherwise permanently protect environmentally sensitive areas
- 8.4.4 Work with other local governments to protect the New Savannah Bluff Lock & Dam

Robust Parks, Recreation & Greenway Network

9.1 ENHANCE EXISTING OPPORTUNITIES AND CREATE ADDITIONAL OPEN SPACES AND RECREATION OPPORTUNITIES

- 9.1.1 Update the park master plan that determines the location of future open spaces based on the planned future growth of North Augusta
- 9.1.2 Provide indoor facilities for social programs and activities, recreation, and special events
- 9.1.3 Plan, develop, and operate diverse recreation activities for citizens of all ages that are geographically distributed throughout North Augusta
- 9.1.4 Support community gardens, whenever possible
- 9.1.5 Work with Aiken County public schools to share playground and recreation space when not being used by the school system
- 9.1.6 Develop regulations requiring the provision of public open space in all new development
- 9.1.7 Increase public access to the Savannah River

9.2 EXPAND THE GREENEWAY SYSTEM

- 9.2.1 Expand the Greeneway system as identified in the City of North Augusta Greenway, Pedestrian, and Bicycle Master Plan
- 9.2.2 Connect the Greeneway from the Savannah River to downtown

A Vibrant Downtown & Riverfront

10.1 CONTINUE INVESTMENTS IN THE PUBLIC REALM

- 10.1.1 Study the reconfiguration of Georgia Avenue
- 10.1.2 Reunite the elements of the two historic parks along Georgia Avenue - Calhoun Park and Wade Hampton Veteran's Park
- 10.1.3 Create a fine-grained pedestrian and bicycle plan for the downtown area
- 10.1.4 Evaluate opportunities to widen the sidewalk zone on the east side of Georgia Avenue between Buena Vista Avenue and Spring Grove Avenue

10.2 INVEST IN PLANNING EFFORTS TO ENSURE A SUSTAINABLE FUTURE FOR DOWNTOWN

- 10.2.1 Create a Downtown Master Plan
- 10.2.2 Enforce Existing Standards that Encourage Walkability and Vibrancy

10.3 PRIORITIZE INFILL & REDEVELOPMENT DOWNTOWN

- 10.3.1 Develop a shared parking strategy
- 10.3.2 Provide incentives to renovate existing buildings in and around Downtown
- 10.3.3 Attract high-quality multi-family developers
- 10.3.4 Create a position and hire a new downtown development professional
- 10.3.5 Develop an inventory of available properties for sale and rent as well as available development sites
- 10.3.6 Engage an individual or group to create a local and regional marketing campaign for downtown investment
- 10.3.7 Work with downtown property owners to assemble parcels
- 10.3.8 Encourage infill development on vacant and underdeveloped lots
- 10.3.9 Continue implementation of Project Jackson

Implementation Strategies

11.1 CREATE STRATEGIES TO IMPLEMENT THE GROWTH AND DEVELOPMENT GOALS FOR PUBLIC AND PRIVATE INVESTMENT

- 11.1.1 Monitor the implementation of the plan annually
- 11.1.2 Update the plan every 5 years
- 11.1.3 Explore new institutional arrangements
- 11.1.4 Develop an overall funding strategy and selection of revenue sources to address the capital and any possible operating funding gap

2017 North Augusta Comprehensive Plan - Project List
South Carolina Transportation Improvement Program (TIP) Projects 2015-2018 - through ARTS

Project Name	From	To	Description	2015 Dollars/Year of Expenditure	Status
East Buena Vista and Atomic Road Corridor Improvements	Brookside Avenue	Old Edgefield Road	Widen E Buena Vista to two (2) through lanes with turn lanes and widen Atomic Road to five (5) lanes with intersection improvements. Includes parking and bike lanes	\$4,640,000	Complete per ARTS plans & SCDOT project.
North Augusta Bergen Road Tunnel (Greenway)	Bergen Road	North Augusta Greenway	Construct tunnel under Bergen Road (S-2183) for the North Augusta Greenway	\$553,000	Complete
North Augusta Greenway Extension	Bergen Road	Bergen Village Development	Extend North Augusta Greenway from Bergen Road north through the Bergen Village Development into the Woodstone Development	\$245,000	Resubmitted to ARTS for inclusion on 2020/21 work plan. Will be included with 2020/2021 Transportation Plan.
I-20 Rehabilitation and Maintenance Work	Mile Marker 1	Mile Marker 5	Rehab and maintenance work on I-20 from Mile Marker 1 to near Mile Marker 5	\$4,971,000	In progress through SCDOT.
Five Notch Road	US 215 Business Road (Georgia Avenue)	Walnut Lane	Widen 2 to 4 lanes	\$23,481,644/ \$38,981,395	Resubmitted to ARTS for inclusion on 2020/21 work plan. Re-scoping needed.
Martintown Road	I-20	Old Martintown Road	Widen 2 to 4 lanes	\$5,679,909/ \$9,429,091	Martintown Road Study underway. additional improvements underway with SCDOT and signalization of Bergen Rd. and Exit 1.
Interstate 20	US 215 (Edgefield Road)	Betts Academy Road	Widen to 6 lanes	\$26,170,246/ \$43,444,649	Alken County is taking the lead on this project.
Interstate 20 Frontage Collector	Five Notch Road	US 215 (Edgefield Road)	Widen to 3 and 5 lanes	\$8,100,345/ \$13,447,205	Scope will change due to Rushing Waters development. Additional study needed.
Ascauga Lake Road	US 215 (Edgefield Road)	S 80 (Canal Street)	Widen Ascauga Lake Road (S-33) between US 215 and Canal Street (S 80), with full landscaped median and turn lanes as needed	\$65,794,600/ \$109,224,168	(Alken County)
Celeste Avenue	US 215 (Edgefield Road)	S-45 (Five Notch Road)	Operational Improvements	\$1,421,010/ \$2,358,988	(Alken County)
Knox Avenue and Martintown Road	Knox Avenue	Martintown Road	Realign intersection and pedestrian improvements	\$1,477,395/ \$2,452,591	Will be included in 2020/2021 Transportation Plan.
Belvedere Clearwater Road	Edgefield Road	Palmetto Parkway	Striped Bike Lane	\$17,833/ \$29,605	SCDOT project underway. bike and pedestrian paths included. Project underway in late 2020.
Belvedere Clearwater Road-Belvedere Road	Palmetto Parkway	Augusta Road	Multi Use Path	\$3,113,398/ \$5,168,483	SCDOT project underway. bike and pedestrian paths included. Project potentially underway in late 2020.
East Buena Vista Ave Greenway	Riverside Boulevard	Georgia Avenue	Striped Bike Lane	\$13,238/ \$21,942	Complete as part of SCDOT Buena Vista improvement project.
E. Buena Vista Avenue	Floyd Avenue	Atomic Road	Multi Use Path	\$477,303/ \$79,2360	Complete as part of SCDOT Buena Vista improvement project.
Georgia Avenue	13th Street Bridge	Knox Avenue	Striped Bike Lane	\$30,002/ \$49,805	Bridge replacement design underway. Study funds requested to continue striping/ pedestrian access from end of bridge project. Will overlap with 2020/2021 Transportation Plan.
Knox Avenue	E. Martintown Road	Edgefield Road	Striped Bike Lane	\$841,400/ \$1,296,789	Will be included in 2020/2021 Transportation Plan.
Martintown Road	E. Buena Vista Avenue	Jefferson Davis Highway	Multi Use Path	\$395,473/ \$490,509	Will be included in 2020/2021 Transportation Plan.
E. Martintown Road	Martintown Road	E. Buena Vista Avenue	Multi Use Path	\$113,644/ \$188,657	Will be included in 2020/2021 Transportation Plan.
Jefferson Davis Hwy	Martintown Road	Revo Road	Greenway	\$2,113,334/ \$3,508,299	Will be included in 2020/2021 Transportation Plan. Sales Tax IV
13th Street Bridge	GA	SC	Shared-lane marking	\$1,471/ \$2,442	Bridge replacement design underway.

City of North Augusta Projects

Project Name	From	To	Description	2015 Dollars/ Year of Expenditure	Status
Completion of Station 3	Belvedere Clearwater Road	1 year	Efficient, High Quality City Services	\$600,000	Complete.
New Fire Pumper	Fire Station 3	1 year	Efficient, High Quality City Services	\$500,000	Complete.
Headquarters Fire Station (Replace Station 1)	E. Buena Vista Avenue	5-10 years	Efficient, High Quality City Services	\$1,300,000	In progress (City Council)
Headquarters Administration (Replace HQ)	E. Buena Vista Avenue	5-10 years	Efficient, High Quality City Services	\$4,100,000	In progress (City Council)
Road, Parking, Landscaping	Riverfront/Town Center/ Downtown Areas	1-5 years	Sustainable Economic Growth Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity A Vibrant Downtown and Riverfront	\$1,000,000	Riverfront in progress and City responsibilities are mostly complete. parking metering underway. Final road alignments and completions will occur as final properties are developed.
Designated Parking (Additional allocation)	Riverfront/Town Center/ Downtown Areas	1-5 years	Sustainable Economic Growth Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity A Vibrant Downtown and Riverfront	\$3,000,000	Parking count for downtown completed. Will be part of Downtown Master Plan.
New Gym	Riverview Park Activities Center	1-5 years	Efficient, High Quality City Services Robust Parks, Recreation, and Greenway Network	\$2,500,000	Complete.
Greenway Expansion, Extension, Connectors, and Crossing Improvements	Various	Ongoing	Sustainable Economic Growth Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity Robust Parks, Recreation, and Greenway Network A Vibrant Downtown and Riverfront	\$1,000,000	Ongoing. Will be part of 2020/21 Transportation plans and updates.
New Park Development	Riverfront Park (Project Jackson Development)	1-3 Years	Sustainable Economic Growth Robust Parks, Recreation, and Greenway Network A Vibrant Downtown and Riverfront	\$3,000,000	Almost complete. Amphitheater underway.
Street Resurfacing Program	See Engineering Department	Ongoing	Efficient, High Quality City Services Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity	\$1,400,000	
Road Reconstruction Program	See Engineering Department	Ongoing	Efficient, High Quality City Services Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity	\$1,200,000	
Curbing and Sidewalk Development Program	See Engineering Department	Ongoing	Efficient, High Quality City Services Stable, Diverse, and Walkable Neighborhoods Transportation that Facilitates Mobility and Activity	\$300,000	List provided with Envision2019.

ATTACHMENT #3



An Overview of Planning in South Carolina

City of North Augusta
January 27, 2020

Charlie Barrineau
Field Services Manager

MASC Municipal Association of South Carolina Field Services Managers

- Jeff Shacker**
Field Services Manager
jshacker@masc.sc | 803.554.1750
Region: Appalachian, Catawba, Central Midlands and Upper Savannah
- Charlie Barrineau**
Field Services Manager
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Region: Berkeley, Charleston, Dorchester, Edgecombe, Florence, Georgetown, Horry, Johnston, Lancaster, Marion, Richland, Spartanburg, Union, York and Zionsville



*He who fails to plan
is planning to fail.*

- Winston Churchill

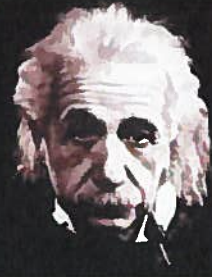




A good plan violently executed right now is far better than a perfect plan executed next week.

(George S. Patton)

“A person who never made a mistake never tried anything new.”



-Albert Einstein



Session Outline

- Introduction
- Key Players & Roles
- Tools of Planning
- Public Input
- Current Issues & Questions

What is Planning?

- Planning is setting a course of action for how a community will grow and develop.
 - Community's vision of the future
 - Accounting for the past and present
 - Tools to realize the vision:
 - Goals, Objectives, Policies, Actions
- South Carolina Local Government Comprehensive Planning Enabling Act of 1994



Key Players

- The public
- City Council
 - Planning Commission
 - Board of Zoning Appeals
 - Board of Architectural Review
- Staff
- City Attorney



The Public



City Council

- All forms – the legislative/policy function resides with Council
- North Augusta – Mayor/Council (7)
 - Council appoints a City Administrator to assist the Mayor with the day-to-day operations of the City



City Council

- Roles and Responsibilities
 - Elected to make decisions for community
 - Final authority for all policy
 - Adopts and amends plans and ordinances
 - Hires planning staff and administrators
 - Appoints Planning Commission, Board of Zoning Appeals, and Board of Architectural Review members



The Planning Commission

- Advisory body to Council
- Appointed by Council
- Roles and responsibilities
 - Develops the Comprehensive Plan, Zoning and Land Development Ordinances
 - Provides recommendations on ordinance amendments (text and map)
 - Reviews subdivision plats
 - Special studies at the request of Council



The Planning Commission

- Membership – 5 to 12 members (7 NA)
- Terms of office – staggered, established by Council
- No dual offices
- Simple majority of the members must be present to have a quorum
- Adopt rules of order
- Organized to keep records of minutes, hearings, resolutions



The Planning Commission

- Commission should be advocates of the “*general public interest*”
 - Must consider Council’s goals
 - Don’t try to anticipate what Council wants
 - Consider planning objectives and community needs
 - Consider precedence
 - Think, what is the issue? Does the solution relate to the issue?



The Planning Commission

- Communication between Council and Commission needed for successful planning
 - Joint workshops
 - Reports at Council meetings
 - Council member assigned to Planning Commission



The Board of Zoning Appeals

- Quasi-Judicial and does not report to council
- Appointed by Council
- Roles and Responsibilities
 - Review appeals of alleged administrative errors
 - Review requests for variances for relief from an unreasonable hardship
 - Review uses by Special Exceptions, as defined in local ordinances



The Board of Zoning Appeals

- Membership – 3 to 9 members (NA 5 members)
- Term – 3-5 years, staggered, established by Council
- No dual offices – May not hold another public office, may not serve on the Planning Commission, may not be employed by city
- Simple majority of the members must be present to have a quorum
- Organized to keep records of minutes, hearings, resolutions
- Independent decision-making appointed by Council



An Overview of Planning in S.C. *Other Players*

Planning Staff

- Roles and responsibilities
 - Administers zoning and land development ordinances adopted by Council
 - Provides information to the public
 - Serves as staff to
 - Council
 - Planning Commission,
 - Board of Zoning Appeals
 - Board of Architectural Review



City Attorney

- Roles and Responsibilities
 - Advises local officials and committees on legal matters related to their official roles
 - Reviews ordinances and regulations to ensure they conform with all state laws and are legally adopted
 - Involving your attorney is an important part of avoiding legal mistakes in your work



A Note On Training

Training Requirement

- A 2003 amendment to the South Carolina Local Government Planning Enabling Act established mandatory training requirements for all appointees and staff involved with local planning and zoning.
- These individuals must complete an initial six-hour orientation followed by least three hours of continuing education training each year thereafter to comply with state law.



Planning Tools

Planning Tools

- Comprehensive Plan (NA – August 2017)
- Zoning Ordinance (NA – January 2008)
- Development Regulations
 - Subdivision Regulations
 - Architectural Guidelines
 - Landscaping Ordinances



Comprehensive Plan Elements

- Population
- Economic
- Natural Resources
- Cultural Resources
- Community Facilities
- Housing
- Land Use
- Transportation
- Priority Investment



The Comprehensive Plan Should

- The Comprehensive Plan should:
 - Be developed to serve the community
 - Useful and easy to understand
 - Accurately reflect current conditions
 - Identify strengths, weaknesses, opportunities and threats
 - Provide attainable goals and implementation strategies
 - Assign tasks to responsible parties with time-frames for completion



Adopting Or Amending Comp Plan

- The Planning Commission adopts a resolution recommending the plan or element to the governing body for adoption.
- Planning Commission sends recommendation to the local governing body being requested to adopt the plan.
- The governing body must hold a public hearing with at least 30 days notice in a general circulation newspaper.
- The local governing body must adopt the plan or element by ordinance through 2 readings by ordinance.



Zoning Ordinance

- A zoning ordinance is adopted for the general purposes of guiding development in accordance with existing and future needs of the community.
- Traditionally segregated land uses in order to separate incompatible land uses and to protect property values.
- Current ordinances will often allow some mixing of uses through overlay districts, mixed use zoning, and planned unit developments.
- Guided by the Comprehensive Plan



Zoning Ordinance

- Developed by Planning Commission
- Adopted by Council
- Enforced by Zoning Administrator
- Appeals and Variances and uses by Special Exception are addressed by Board of Zoning Appeals



Zoning Ordinance

- Two Major Components
- Map – designates areas for types of land use activities
- Text – addresses regulations and development specifications



Zoning Ordinance

- Regulations can address:
 - Uses by Districts
 - Setbacks
 - Buffers
 - Parking
 - Signs
 - Landscape Requirements
 - Design Standards, et al.



Zoning Ordinance

Adoption Process for Text Amendment:

- Public Hearing
- 15 day Notice prior to Public Hearing
- Adoption by Ordinance

Map Amendments additionally require:

- Posting property (visible from each street)
- Notify adjacent property owners.



Land Development Regulations

- Regulates the change in land characteristics through the following:
 - Redevelopment
 - Construction
 - Subdivision
 - Apartment and condominium complexes
 - Commercial and industrial parks
 - Shopping centers or similar developments



Land Development Regulations

Ensures proper installation of infrastructure addressing the following:

- Street Improvements/Names
- Water Systems
- Sewer Systems
- Erosion/Sedimentation
- Bonding Requirements
- Public Dedications
- Drainage



Development Review Process

- Ordinance includes a specific procedure for submission and approval or disapproval
- Approval Authority (*Planning Commission or Designated Staff*)
- Time Limits (*not to exceed 60 days*)
- Appeal Procedure (*to Planning Commission from Staff Action*)
- Notice to Developer of action (*approve or disapprove*)
- Surety for Construction of Required Improvements (*Bond*)
- Appeal from Planning Commission Action to Circuit Court



Public Input



Public Hearings

- Public Notice:
 - 15 days (Zoning, Variances and Appeals)
 - 30 days (Comprehensive Plan, Comprehensive Plan element, Land Development Regulations)



Public Hearings

- Tips:
 - Keep good minutes / records
 - FOIA notice and agenda requirements
 - Sign-in sheets
 - Consistent application of time-limits (per speaker and/or total hearing)
 - Rules of decorum



Effective Public Input

- Local newspaper advertisements traditionally used
- Today many cities use other platforms:
 - Website
 - Social Media
 - Community Meetings
 - Newsletters
 - Informal Roundtables
 - Press Release
 - Government TV Channel
 - Utility Billing Insert



Effective Public Input

- Providing opportunity for public comment during regular meetings
 - One speaker at a time
 - Time limits (total hearing and per speaker)
 - Keep discussion on track
 - Limit number of times a person may speak
 - Have speaker come to front and provide name and address



Where It Gets Sticky

Where It Gets Sticky

- Ex parte communications; be transparent and aware of the appearance of impartiality and keeping your ability to vote objectively on an agenda item
- Social media
- Council member appearances before planning boards



Where It Gets Sticky

"In order for government to properly function, each unit must be permitted to perform its responsibilities without interference from those positions of power who could exert undue influence."

State Ethics Commission Complaint C2018-038

SC Code Section 8-13-740(A)5

"A public official, public member, or public employee of a municipality may not knowingly represent a person before any agency, unit, or subunit of that municipality for which the public official, public member, or public employee has official responsibility except as required by law."



Questions?

City of North Augusta
January 27, 2020

Charlie Barrineau
Field Services Manager

ATTACHMENT #4

City of North Augusta

Request for Proposals

DRAFT Development Code Rewrite

P&D RFP2020-001



Introduction

The City of North Augusta is seeking proposals from qualified consultants (individual firms or teams of consultants) to assist the City with a comprehensive update of the City's Unified Development Ordinance ("UDO"). The City is interested in firms capable of providing professional services including research, analysis, stakeholder engagement, drafting of UDO text, graphics and final document preparation.

Proposals are due by 5:00 p.m. xx xx, 20xx

Project Goals, Background and Purpose

The North Augusta Development Code (NADC) was adopted in 2007 and implemented in 2008. While there have been periodic updates and revisions, the City believes it is in the City's interest to have a comprehensive review of the provisions and organization of the code to reflect current best practices, provisions of the 2017 Comprehensive Plan, and current development needs.

Generally, the consultant is expected to provide project management services that include the preparation of a project management plan that contains: tasks, deliverables, schedule, document review process, required resources, quality checks, reporting, and risk mitigation.

Ultimately, the goals of the project are to:

(list items from Jan. 27 meeting)

The 2017 Comprehensive Plan lists the following Guiding Principles related to development within the City of North Augusta:

1. Sustainable Economic Growth: North Augusta is committed to the recruitment and retention of quality jobs, shopping, and local businesses to support sustainable growth for current and future residents. Growth should be focused geographically in parts of North Augusta that will reinforce this commitment and contribute to a more economically vibrant and livable city.
2. Efficient, High Quality Services: We will continue to provide efficient, customer-oriented government services to our citizens and a clear, consistent regulatory process that encourages high quality investment, development and growth.
3. Stable, Diverse, & Walkable Neighborhoods: North Augusta is made up of unique neighborhoods, each contributing to the character of the town. Continuing to enhance these neighborhoods with a more diverse mixture of housing types, pedestrian and multimodal facilities, open spaces, and walkable mixed uses will strengthen North Augusta as a choice for future residents.
4. Transportation that Facilitates Activity & Mobility: North Augusta has a wide range of attractive qualities and characteristics, including a walkable downtown, the Savannah River, the Greenway system, parks, established neighborhoods, and redevelopment opportunities. Connecting these with a robust network of pedestrian and biking infrastructure will help to strengthen the livability and economic potential of North Augusta.
5. Stewardship of our Cultural & Natural Resources: North Augusta was built on a strong foundation of history. The Boeckh plat created a network of streets, home sites, commercial areas, prominent landmarks, and public spaces, which enhance the area's natural landscape and continue to serve the community today. We must not only preserve our historic and natural elements and stories, but uncover and elevate them in the community.
6. Robust Parks, Recreation, & Greenway Network: North Augusta is committed to enhancing and increasing quality open space and recreation opportunities to its citizens. We believe that parks and recreational facilities should be within walking distance (1/2 mile) of every resident. The Greenway will continue to serve as the backbone for our mobility network connecting our neighborhoods to our recreational amenities, the riverfront, and the downtown.
7. A Vibrant Downtown & Riverfront: North Augusta's downtown is the heart of our community. We endeavor to revitalize this area as a vibrant and thriving economic and social center. We will accomplish this by focusing on creating great places for people. The Savannah River is North Augusta's 'front door' and 'backyard.' We will continue to embrace the riverfront for development and recreation, while enhancing and preserving its natural character.

The following Scope of Work is intended to guide preparation of the update to the NADC. The City expects that the Final Scope of Work will reflect modifications made based upon staff discussions with the consultant selected to prepare the UDO update.

Scope of Work

The following Scope of Work is intended to guide preparation of the update to the NADC. This Scope of Work is intended to provide a general framework for the UDO update and may have items added or removed as needed or recommended by the consultant. The City expects that the Final Scope of Work will reflect modifications made based upon staff discussions with the consultant selected to prepare the UDO update. This Scope of Work is intended to provide a minimum framework for the project and may have items added or removed as needed or recommended by the consultant.

A general list of items for consideration may include the following:

1. Background & Code Analysis Review

- a. Provide an initial review of the Development Code and provide general feedback and recommendations for further study. This review will focus on function, flow, consistency, accuracy and compliance with state law. This review may be in consultation with City staff.
- b. Review the NADC in relation to the 2017 North Augusta Comprehensive Plan. Identify strengths and weaknesses and potential areas for improvement or items that can be achieved through Code revision.
- c. Review other adopted plans within the City and other organizations and provide recommendations to incorporate and/or align regulations with their policies and procedures when appropriate.
- d. Map the various processes of the Planning and Development Department and develop recommendations to clarify, streamline, and provide certainty to the development review process. This may include interdepartmental process and policy review.

2. Public Participation Plan

- a. With staff assistance, create lists of key stakeholders and prepare for public outreach to discuss concerns with these stakeholders.
- b. Coordination with any advisory or steering committees or work groups.
- c. Public input and information sessions, including possible surveys and/or interviews for specific stakeholder groups. The proposal should identify key stages for steering committee input, public engagement/input and feedback from relevant Advisory Boards and City Council.

3. Revision Review and Implementation

- a. Prepare a discussion draft ordinance and any associated maps for review of City staff and the public.
- b. Revise drafts based upon input received from public participation and City staff.
- c. Prepare a draft code and map and an executive summary for use during public hearing process.

4. Final Products

- a. After adoption, the consultant shall provide a final copy of the adopted code and map in hard copy, and in an electronic format suitable for future amendment, use in Municode, and GIS.

Schedule

The City anticipates the following timetable for completion of the NADC update, with key dates noted below. A final schedule will be adopted as part of the contract between the City and consultant chosen to prepare the plan.

RFP Issued	February, 2020
RFP Responses Due	March, 2020
Firms Short-Listed	March, 2020
Interviews	March/April, 2020
Contract to City Council	May, 2020
Project Initiation	June 2020
Project Completion/Adoption	June 2021

Proposal Content

The submitted proposal must address all elements of scope of work and should include (at a minimum) the following elements:

1. **Introductory Letter:** Please include a cover letter summarizing your firm's background, resources, relevant experience and cost estimate for the total project. Also include the name, address, phone number, and e-mail address of the firm and the primary personnel to be involved in the execution of the scope of services.
2. **Qualifications:** Each submittal shall include a detailed statement of qualifications that is concise, well-organized and demonstrates the proposer's qualifications and experience applicable to the project. This shall include a brief description of similar experience for the firm(s) and an explanation of how the specific staff members proposed for this project assisted with prior projects. Contact information for each referenced job must be included.
3. **Descriptions of Firm, Management, and Team Members:** Include descriptions of your organization and team. This should identify the project manager and the day-to-day contact person for the job. Please also include a resume for each key team member. The resumes should clearly demonstrate each individual's qualifications and professional experience with municipal transportation planning projects.
4. **Description of Subcontractors:** Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number, and contact person.
5. **Experience with Similar Projects:** Include a brief description of at least three (3) previous projects performed by the firm that were similar in scope and complexity to this project. The information should include a description of the firm's or individual's contributions to the project and an opportunity to view the completed plan. At least one of the projects submitted shall be the most recently completed project by the firm.
6. **References:** For each project noted above, include a contact name, address, current telephone number and e-mail address for the City's use in verifying the firm's past performance.
7. **Project Approach:** The proposal should include a description of how the Consultant will approach individual and collective tasks necessary to address the proposed Scope of Work. This description is to include delineation of specific tasks to be undertaken in each

project activity and a project schedule showing start and completion dates for all major tasks.

8. **Consultant's Expectations of the City:** A brief description of the services and tasks the Consultant would expect the City to provide.
9. **Project Schedule:** Provide an explanation of how your firm would meet the project schedule and deliverables.
10. **Cost estimates for the proposal as written, any additional services recommended, or other price-based information as needed to evaluate the value represented to the City.**
11. **Past Litigation:** Include a statement noting any litigation in which the firm or any of its primary personnel have been a party during the past five years.
12. **Contract Terminations:** List any contracts of this firm that have been terminated for cause during the past five years.
13. **Copyright Release:** Those firms responding to this RFP shall supply a copyright release to permit the City to make copies of any submitted copyrighted materials.

If any of the above requirements are not met, the responder's proposal may not be considered.

Consultant Evaluation and Selection

The selection of the successful consultant will be made based upon the qualifications, experience and ability of the firm as detailed in the proposals submitted. All criteria are weighted equally with a maximum of 10 points awarded per criteria. The following criteria will be used in evaluating Consultant's proposals and contract award:

- **Experience:** Experience and skills in preparation similar plans based upon a list of related projects and submitted work samples.
- **Overall Proposal:** Thoroughness of the proposal, experienced team, and thoughtfulness of submittal
- **Quality of Proposed Approach:** Innovative and comprehensive strategy demonstrated
- **Related Projects:** Similarity to North Augusta in size, type, land uses, key issues
- **Availability of Key Personnel:** Evidence of appropriate personnel available in the outlined timeframe
- **Capacity of the Consulting Team:** Appropriately planned allocation of personnel and milestones

- **Clarity of Role and Level of Involvement of Local Staff:** Ability to independently function with minimal staff involvement and illustrated expectations of North Augusta staff.
- **Responsiveness:** Submittals should respond to all requirements included in the RFP. Proposals will be reviewed by a selection committee. The preferred team(s) may be chosen for interviews on site.

The City reserves the right to seek clarification of any submitted proposal, reject any and all proposals received as a result of this solicitation, to negotiate with any qualified source, to waive any formality and any technicalities or to cancel in part or in its entirety this RFP if it is in the best interests of the City.

DRAFT

PRINCIPLES OF CODE REFORM

Code reform is not a one-size-fits-all solution. This Guide will help you get started with an incremental process that is unique for each place and condition, yet built on a foundation of shared principles.

Know who you are.

Understand what is possible!

- What is the staff capacity to administer, or the political will to enforce proposed code changes?
- Does the local market support the changes?

Know where you are.

Localize solutions!

- Customize decisions about height and mapping for the local context.
- Pay attention to the local market – how much retail space or downtown housing can the community support?

Keep it simple.

Don't overcomplicate the effort!

- Don't regulate things that are addressed by other health and safety codes.
- Don't try to anticipate every possible situation.
- Don't attempt to predict future market demands.

Focus on the basics.

A little change can go a long way!

- Get quality buildings in the right places to define the public realm – the uses can and will change over time.
- Locate parking on the street or behind the buildings.
- Design for people; accommodate cars.

Use the correct tool.

Code reform is not a silver bullet!

- Don't expect zoning changes to fulfill every community aspiration or solve every community problem.

Change can be difficult.

Move forward together!

- Make sure the key players understand why code reform is being undertaken.
- Recognize that “business as usual” will produce the usual results.
- Let go of regulations that are no longer relevant. These may include legacy standards that were put in place to micromanage a specific use or to address a specific problem that no longer exists.

Don't bite off more than you can chew.

This is just a beginning!

- Focus on key areas – this Guide will not address your entire city or village.
- There are many other important issues that are not covered here, but may be important for you to consider now or in the future.

BUILDING SUPPORT

If you're reading this Guide, you've likely recognized the need for zoning code reform in your community. But making that change happen requires support from a variety of stakeholders and decision-makers.

How can you build the support you need?

The following tasks need not be thought of as sequential, and may apply in total or only in part, when applied to your local community.

Task A: Identify the needs and how code reform can help

The code reform provided in this Guide is designed to enable communities to thrive. If you think your community can do more to be attractive, livable, walkable, and vibrant for all ages, begin with identifying specific community goals that are not currently being met by your existing regulations and use that as a starting point for the conversation. Assistance in identifying community goals can be found through the MEDC Redevelopment Communities[®] program at <https://www.miplace.org>, and from AARP Livable Communities program at <https://www.aarp.org/livable-communities/>.

Task B: Link the code reform potential to stakeholders' interests

You know your community best. Determine what might interest key decision makers in making necessary changes in your codes. For example, your local and elected officials might be concerned with:

- **Avoiding the “plans that sit on the shelf” syndrome:** Your municipality may have invested a great deal of time and money in creating a plan or set of plans that have not advanced past adoption. Since zoning serves as the regulatory tool to bring these plans to life, aligning your ordinance with your vision increases the likelihood of making plans a reality.
- **Ensuring that collaborative efforts, such as corridor plans and area-wide redevelopment efforts, are worthwhile and effective:** Working from a consistent code reform approach, such as that found in this Guide, creates consistency, which helps attract desired development, coordinated character, and ease of use for all stakeholders involved.

- **Supporting the success of TIF districts and other types of focus or redevelopment areas:** This code reform approach encourages investment in focus or redevelopment areas by upholding best economic development design practices and simplifying development regulations.
- **Increasing opportunity for individuals and the community as a whole:** This code reform approach enables more land use flexibility while meeting larger community goals, such as livable, age-friendly communities, increased housing choices, and placemaking.

Task C: Identify and address possible points of resistance

The key to addressing resistance is understanding and directly speaking to local concerns associated with making changes to the zoning ordinance. Some of the common fears you'll likely encounter include:

- **High costs and capacity limitations:** This Guide provides a menu of specific strategies to meet your needs, which can be incorporated in less time and at a lower cost than full overhaul of your zoning ordinance.
- **Increased vulnerability to legal threats:** This code reform approach has been created and vetted by experts. Moreover, the proposed zoning strategies of code reform are tried and true models that have been successfully tested in other places.
- **Public support:** This code reform approach is easier for the public to understand, since it reduces complexity and better supports community goals by being easy to tailor to local wants and needs. This approach also typically gives property owners more flexibility in using their property, allowing for more access to wealth generation and quality of life opportunities.

Overhauling Your Zoning Code

By V. Gail Easley, FAICP

Where, when, and how does a local government start to update its zoning code?

The purpose of this issue of *Zoning Practice* is to provide a practical how-to guide to overhauling the zoning code.

INTRODUCTION

Land development regulations are as important as comprehensive planning—sometimes even more important. Both, however, are essential to effective local growth management. A comprehensive plan alone cannot ensure that a community will realize its vision. For decades, new and creative ways to regulate development and implement the comprehensive plan have been introduced. Despite this trend, the zoning code remains the cornerstone of most local government land development regulations. Smart codes, form-based codes, performance standards, and even the familiar planned unit development are some examples of best practices in land development regulation.

At the same time, many local governments have zoning codes that are years, even decades, old. These older zoning codes often contain none of the contemporary regulatory techniques. Officials and local citizens often want to keep the familiar zoning code. Yet they also want a more modern and effective set of regulations. To achieve this goal, planners must practice overhauling the zoning code.

WHAT KIND OF OVERHAUL IS NEEDED?

The most effective processes begin with the end in mind. In order to identify the desired end product, begin with a diagnosis. The project may begin with the idea that only a few minor changes—a tune up—will improve the zoning code. Through diagnosis, you may learn that the problems are too great for just a tune up. On the other hand, you may start the project with



the idea that the zoning code is headed for the recycling bin and should be completely replaced with a new code. Through diagnosis, you may learn that some parts are very workable if they are adjusted to meet modern development needs. More likely, you will find the expected outcome is somewhere between minor tune up and complete replacement. The steps outlined below include a diagnostic to help you refine your initial idea of the outcome and focus your efforts on achieving the end product that your local government needs.

WHAT STEPS ARE NEEDED AND HOW CAN THE PROCESS BE EFFECTIVE?

Most planners are very familiar with a traditional planning process—collect and analyze information, identify and evaluate alternatives, select an alternative, assemble a plan, adopt and implement the plan. This is followed by an evaluation of the effectiveness of the plan and an update—starting the cycle over again. Overhauling the zoning code is similar, with a significant exception. The zoning code is tied to the plan as a primary means of implementation. Further, the goal is to overhaul a code that already exists, meaning that you are not starting with a blank

WHO ARE STAKEHOLDERS? PEOPLE AND PROFESSIONALS INVOLVED IN LAND DEVELOPMENT

- engineers
- surveyors
- builders and contractors
- architects
- land use and zoning attorneys
- owners and developers of large scale projects
- major businesses and industries
- agricultural interests
- public schools, colleges, and universities
- environmental interests
- civic groups
- home owners associations
- elected officials
- citizen boards
- local government staff

ASK THE AUTHOR JOIN US ONLINE!

Go online from January 19 to 30 to participate in our "Ask the Author" forum, an interactive feature of Zoning Practice. Gail Easley will be available to answer questions about this article. Go to the APA website at www.planning.org and follow the links to the Ask the Author section. From there, just submit your questions about the article using the e-mail link. The author will reply, and Zoning Practice will post the answers cumulatively on the website for the benefit of all subscribers. This feature will be available for selected issues of Zoning Practice at announced times. After each online discussion is closed, the answers will be saved in an online archive available through the APA Zoning Practice webpages.

About the Author

V. Gail Easley, *FACPA*, has a national consulting practice in planning and growth management based in Crystal River, Florida. In 30 years of professional practice, she has written award-winning plans and land development codes, been an adjunct instructor at the University of Florida, University of South Florida, and Florida State University, and led workshops across the country for practitioners and citizen planners. She has written numerous books and journal articles on a variety of current planning topics.

slate to envision the future and craft a plan to achieve that future. The process to overhaul the zoning code is akin to the process of evaluating the plan in order to update it. With this in mind, what are the steps to follow in overhauling the zoning code?

1. Diagnose the problem.
2. Identify potential solutions.
3. Develop a detailed working outline.
4. Write, review, and rewrite.
5. Keep track of "leftovers."
6. Test the revised code against the diagnosis.
7. Adopt.
8. Review for unexpected "glitches" and make adjustments.

Diagnose the problem. At the very beginning, identify the stakeholders. Through one on one or small group interviews, ask these questions:

- What are the best features of the zoning code? It is important to hold on to what works.
- What specific issues—standards or process—must be changed? Be sure to ask why. It is important to understand the real problem leading to a call for change. Ask for examples, and probe for explanations of the problem.

It is best to handle this part of the diagnosis in face to face meetings rather than with questionnaires. Many respondents will answer these questions broadly when the actual issue is very narrow. For example, you might hear "setbacks are just not realistic and should be changed." Probing questions may reveal a clear problem—setbacks for infill in older urban neighborhoods are not related to the character of the area. The problem is not all setbacks or even all front yard setbacks. It is limited to a particular neighborhood. Through careful diagnosis, you will find that

The range of choices is limited only by your willingness to be creative.

the setback problem has resulted from a zoning code that has suburban standards, which are inappropriate for traditional urban settings.

It is very important during these interviews to listen, listen carefully, and listen completely. We all have a natural tendency to

TIP

Develop a simple tracking system to monitor the issues identified during the diagnosis stage along with the solutions you propose. It is often the case that not all issues can be addressed during a rewrite of your zoning code. However, you can provide assurance that issues will ultimately be addressed by tracking the issues and making sure that future work programs include additional discussions to solve the problems and address the issues. Stakeholders will benefit by knowing their issues were considered and why a change in the zoning code is not proposed. Often a simple matrix will work to compile and monitor progress on issues.

explain or defend the code and its standards and procedures. You must avoid this in order to receive honest and useful information. If the respondents know they are being heard, they will be more likely to partner with you in finding solutions, even if a pet problem is not corrected exactly as they envisioned.

Responses will overlap. This is where complete listening becomes crucial. Be care-

ful not to jump to a conclusion about the nature of the problem when the respondent begins to answer. As different stakeholders respond from their own perspectives, you will develop a more complete understanding of the problems to be solved. Even if the issues seem similar, the nature of the problem may vary from one neighborhood to another.

Identify potential solutions. First, do not assume that another version of what you are already doing will solve the problems. The range of choices is limited only by your willingness to be creative. While your jurisdiction may not want to be first to try a new approach, there are so many ways to achieve good design and development that you can often find a method that will work or can be modified to meet your needs. In this step you are not yet rewriting the code, but are identifying the areas that must be revised, replaced, or simply eliminated. You are also identifying the methods or approaches you will use to improve the zoning code.

While you may be tempted to create new zoning districts to meet specific situations, consider other approaches as well:

- Create an overlay district when a problem is limited to a particular neighborhood.
- Create different types of planned development districts, tailored to meet specific needs.
- Adopt standards for infill situations rather than a new zoning district.
- Adopt compatibility standards.
- Adopt standards for specific uses that apply no matter what zoning district is involved. Examples of specific uses that may result in impacts that are not well addressed by the