North Charleston, South Carolina
March 31 – April 5, 2019
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About the Urban Land Institute

- The mission of the Urban Land Institute is to **provide leadership in the responsible use of land** and in **creating and sustaining thriving communities** worldwide.

- ULI is a membership organization with more than **42,000 members worldwide**, representing the spectrum of real estate development, land use planning, and financial disciplines, working in private enterprise and public service.

What the Urban Land Institute does:
- Conducts **Research**
- Provides a forum for sharing of **best practices**
- Writes, edits and publishes books and **magazines**
- Organizes and conducts **meetings**
- Directs **outreach programs**
- Conducts **Advisory Services Panels**
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation and tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report
Panelists

Andrew Irvine- Stantec, Denver, CO (Chair)
Catherine Buell- Greater Washington Partnership, Washington, DC
Veronica O. Davis- Nspiregreen LLC, Washington, DC
Aletha Dunston- Fort Harrison Reuse Authority, Indianapolis, IN
Rosie Hepner- Terwilliger Center for Housing (ULI), Washington, DC
Thomas Jansen- HR&A Advisors, Los Angeles, CA
Emil Malizia- University of North Carolina, Chapel Hill, Chapel Hill, NC
Paul Peters- Hood Design, Oakland, CA
Lance Robbins- Urban Smart Growth, Los Angeles, CA
Gayle Starr- Prologis, San Francisco, CA

ULI Staff

Ashley Robertson- Senior Associate- Advisory Services and UrbanPlan
Cali Slepin- Senior Associate- Advisory Services
Michaela Kadonoff- Associate- Meetings and Events
Panel Assignment

1. What uses or improvements in the study area would enhance and support both the Bus Rapid Transit (BRT) goals, Charleston County’s effort to establish a community services hub, the City of North Charleston’s goal to eliminate the food desert designation, and preserve the existing neighborhood’s quality of life and affordability?

2. What uses or improvements in the study area may be detrimental to the surrounding neighborhoods and could contribute to displacing these communities?

3. With the pending BRT line established along this corridor including an essential hub and transfer station, is there a target appropriate density/scale of development that addresses questions 1 and 2 above?

4. What tools/strategies are available to help encourage investment within the study area while minimizing or mitigating the disruption to existing neighborhoods?

5. What is the cost benefit of adaptive re-use, versus demolition and new construction, as modes of redevelopment for properties in the study area?

6. Understanding that properties in the study area are both government and privately owned, what role can private/public partnerships play to achieve success of the development?

7. Are public investments needed to the area’s built-environment such as streetscapes, bike lanes, etc.?

8. How can we best involve the existing community in the study so that they have a vested interest in the outcome?
Presentation Overview

I. Introduction
II. Understanding Your City
III. Components of Equitable Development
IV. Making It Happen
V. Conclusions
History and Evolution

- The Neck area, defined by two rivers, was historically a collection of farms converted from wetlands.

- Chicora Park was envisioned by the Olmstead Brothers as a large, regional park serving greater Charleston.

- The potential of the riverfront was quickly identified by the military for use as a naval base.

- Housing and retail was developed to support the naval base. Neighborhoods thrived and established individual identities.

- BRAC identified the base for closure, and the loss of jobs and the naval population immediately began to impact the local economy, leading to systemic disinvestment over the years.
  - Mobility and access issues
  - Lack of community services
  - Reduced homeownership
Community Identity

- North Charleston did not have much opportunity to define their identity outside of the presence of the naval base before closure, so the unique identity of neighborhoods became very important.

- There is not a traditional “Downtown North Charleston”
  - Multiple locations were identified by stakeholders
  - Community services, government services, gathering spaces and shopping areas are dispersed across the city

- Historically, the symbolic centers are the east-west oriented Reynolds and Montague Avenues, characterized by:
  - Density
  - Walkable shopping and dining
  - Streetscape improvements
  - Spaces to gather
Regional Analysis

- Before looking at the study area as an isolated site, we conducted a physical analysis of the greater Neck region and identified major characteristics.
  - Three potential distinct community centers
    - With the study area at Rivers & McMillan as a Community Services Hub
  - Two existing commercial corridors act as community gathering places
    - Reynolds Avenue
    - Montague Avenue
  - Opportunity to preserve and expand existing open space
  - Create walkable neighborhoods
  - Create a strong sense of place in the low country landscape
  - Strengthen and direct development towards existing communities
    - Opportunities for future mixed-use developments on brownfield sites adjacent to existing neighborhoods
Opportunities: Neighborhood as a Gathering Space

- Building on the existing framework 4 districts were identified, featuring similar characteristics.
  - Walkable areas
  - Neighborhood gathering place
  - Access to amenities and services
  - Access to open space
  - Center for community outreach
  - Connections to larger area by Rivers and Spruill
Opportunities: Potential Centers

Looking at the area from this perspective highlighted 3 potential centers to provide community services and resources.

- Civic Center
  - Anchored by City Hall and pending redevelopment of the existing theater building.
  - Ideal location to offer a range of services and amenities at a county scale.

- Community Resource Center
  - Planned transit center connections
  - Ideal location to offer citywide services, and higher density commercial and residential opportunities

- Community Park
  - Neighborhood-level opportunity to connect surrounding neighborhoods to open space and recreation
Opportunities: Civic Center

North Charleston City Hall

Sundance Square, Fort Worth Texas
Opportunities: Retail Streets as Gathering Spaces

- Montague Avenue is a strong example of a defined commercial corridor that brings together the community, and provides a road map of how to fund and implement improvements along east-west corridors defining underserved neighborhoods.

  - Reynolds Avenue - façade investment and streetscape improvements that support existing and new small businesses

  - McMillan Avenue - streetscape improvements in line with improvements in the study area and as a retail corridor connecting to the ship yard and future Power House redevelopment

  - Stromboli Avenue - property acquisition and rezoning to support live-work, mixed-use development that benefits from a future BRT stop
Opportunities: Additional Development Areas

- Waterfront Development at Park Circle
- Expansion of Development around the Power House to Connect McMillan Avenue to Riverfront Park
- Mixed-use development at the proposed Multi-Modal Transfer Station
- Mixed Use development along Stromboli Avenue at the proposed BRT Station
Opportunities: Connect to Open Space

- Connect existing neighborhoods and new development to open spaces like the planned Noisette Creek Greenway
- Connect Shipyard Creek to the Community Park, building off of the recent school and fire station investments. Maintain the ability to connect to the acreage currently planned as a multimodal facility for potential use as a mixed-use development.
- Provide recreational opportunities at the Community Park
  - Play areas for children
  - Sports fields
  - Picnic and barbecue areas
  - Stage for community events
  - Outdoor seating areas with shade
Envision quick wins in underutilized spaces
North Charleston, South Carolina
March 31 – April 5, 2019
Advisory Services Program
Hector Design
Opportunities: Representative Community Design

- Identify opportunities to involve community members in the design process to install physical representations of the historic and cultural context of the community, such as:
  - Branded wayfinding signage in and around the area
  - Art displays that honor and reflect the culture of the area
  - Historic timelines worked into the physical design of public spaces
  - Branded BRT stops that promote the identity of each area

**Best Practices for Engagement**

- Meet people where they are.
- Work with community advocates as engagement liaisons.
- Make it worth their time.
- Measure success.
- Leverage each opportunity to cultivate champions.
- Communicate using multiple methods.
- Send a diverse team.
- Focus on shared decision-making, co-creation, and seeding of community-driven efforts.
- Engage in less planning and talking - more implementation and action.
- Understand that trust takes time.
Use hands-on, engaging techniques...
Materials
- Flyers at laundromats, gas stations, churches
- Send home materials with students from schools to share with parents
- Mixed-Media: TV, Radio, Newspaper

Events
- Bingo night, religious services, festivals
- Make sure outreach events are ADA accessible

Include outreach tailored to specific groups full inclusivity
- Predominantly African-American Churches
- Latinx advocacy groups
- Provide translators when necessary
Community engagement should be engaging!
Basic Principles for Equitable Design

- Ensure that development doesn’t negatively impact existing neighborhoods

- Retain, obtain, and utilize land to connect existing neighborhoods to a range of housing, retail, transportation and recreational options

- Reinforce identity through the physical landscape and the arts

- Engage neighbors throughout the entire development process
  - Define character and identity
  - Identify priority projects
  - Decision-making
  - Celebrate big wins!
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The Naval Hospital Decision

To Redevelop or to Demolish?

• Redevelop
  ▪ Analyzed two redevelopment scenarios
    • Office
    • Market-rate residential + office
  ▪ Redevelopment is not financially feasible
  ▪ Subsidies exceeding $50 million would be necessary

• Demolish
  ▪ Costs about $6 million
  ▪ Prepare site for future development
  ▪ Where to locate county services?
County Services

- Consider the building near North Charleston City Hall for health & medical services (DAODAS)
- Locate County administrative services at City Hall
- Health and human services should remain near the Chicora-Cherokee neighborhood
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Redevelopment Areas

Retail Depot Site (PA-3)

County Naval Hospital Site (PA-4)

NAFAIR

CHEROKEE PLACE
Retail Depot Site PA-3

Create Community Resources Hub

- New County library 😊
- County health & human services (DSS) 😊
- Grocery store – as soon as feasible 😊
- Mixed-use development 😊
- Gas station at Rivers & McMillan 😞
County Naval Hospital Site PA-4

New center for all North Charleston neighborhoods

- Transit center – now
- Fresh food market – now
- Structured parking – now
- Mixed-use commercial development
- Mixed-income residential development
- Parks & open space/plaza to enhance the public realm
- Arts & recreation
- Connectivity to surrounding neighborhoods

Parking – a major challenge
- Parking should be structured
- Shared between residential and commercial uses
- Consider parking maximums

Maximize long-term development potential
- Increase density over time
- Cluster development near open space & parking
- Utilize TIF financing
PA-3 and PA-4
Current View

Risk of increased growth and prosperity causing housing prices to rise rapidly, increasing problems with traffic congestion and exacerbating existing education and skill gaps between the local workforce and the needs of new employers.

Charleston Region
- Population: ~775,000 people
- Charleston-North Charleston, Area Median Income: $74,500
- (2016) Median Rents: $1,000

North Charleston
- Population: 110,000
- Area Median Income: $39,944
- (2016) Median Rents: $909
- 45.3% White / 47.2% African American

Study Area
- Population: 9,849
- Loss of 14% of population in last 20 years
- Area Median Income: $21,275
- 80% earn less than $50,000
- 30% Percentage of population earning less than $15,00
- (2016) Median Rents: $560
- 64.7% of population spends 30% or more of their income on rent
- 85% African American
Use of Public Land

Concern:
• City and County are not in the business of maximizing profit, but rather creating shared prosperity and long-term fiscal sustainability

Recommendation:
• Inventory publicly-owned land assets
• Determine if properties have future municipal use
• Determine economic or affordable housing potential
• Follow public-private partnership land disposition procedures

Examples:
• Oak Terrace Preserve (no affordable units; pricing over $400,000)
• Horizon Village (430 affordable units)

Tools:
• Set-asides for affordable housing
• Donation of excess land to community land trusts
• Partnerships with non-profit partners/housing authority
Use of Public Funding

Concern:
• Lack of significant financial resources from City and County for affordable housing and community development efforts

Recommendation:
• Create steady and consistent streams of funding dedicated to affordable housing and community development that is in addition to CDBG and HOME Funds

Examples:
• County Budget of $582 million, less than 2% is allocated to community development ($1.645 million, primarily for health and wellness). Yet, the county had $9 million in excess funds in 2018 used to increase the county’s reserves ($83 million)
• The City’s budget of $123 reflects no funding for affordable housing and community development, with approximately $34 million in reserves. Yet, items like the Golf Course Enterprise Fund receive $3 million and are partially funded from the City’s reserves.

Tools:
• Affordable Housing Trust Fund
Concern:
• The City’s ability to oversee the recommendations is limited and without a dedicated resource to ensure coordination with the State, County, non-profit partners and community the recommendations may not be achieved.

Recommendation:
• Using the City of Charleston as a guide, develop a Department of Housing and Community Development to support the housing, community and economic development programs in partnership the community, non-profit and for-profit developers.

Examples:
• City of Charleston’s Department of Housing and Community Development

Additional Resources -- Partnerships:
• Local non-profits
• Habitat for Humanity, the NAACP, the National Action Network and the Charleston-Trident National Urban League (which has the Center for Housing)
Long Time Resident Displacement: Homeowners

Existing Programs: Inform & Educate
- Financial Literacy
- Property Tax Caps

Create New Programs
- Foreclosure Prevention
- Counseling
- Legal Assistance and Mediation
- Savings Program
- Upkeep & Improvements:
  - Seniors: accessibility retrofit
  - “Circuit-Breaker” tax caps
  - Tax Abatements (owner occupied only)
  - Financial assistance for energy efficient upgrades that lower utility bills (Fannie Mae)

Columbia Parc Senior Cottage
New Orleans, LA
Credit: Creative Sources Photography/ Rion Rizzo
Long-Time Resident Displacement: Renters

Inclusivity and diversity require mixed-income, mixed-tenure solutions
- Renters! Highest Eviction Rate in the country – ramifications can be felt on community (blight) and municipality (emergency services)
- Prioritization of long-time residents, especially aging-in-place for seniors

Existing Programs: Inform & Educate
- Legal Assistance & Advocates- HUD Fair Housing Hotline

Create New Programs
- Eviction Prevention:
  - Legal assistance
  - Emergency funds and services to cover rent and keep people in their homes
- Vacancy tax
- Facilitate Homeownership:
  - Down payment assistance
  - Right of First Refusal
  - Rent-to-own programs
  - Habitat for Humanity

Columbia Mechanicsville (Mechanicsville Family) Mixed-Income Multifamily Housing: Atlanta, GA
Credit: Columbia Residential
Permanent Affordable Housing Options: Expanding Supply

**Problem Cited**

- **City Council’s Zoning decisions have discouraged affordable housing development.**
- **Single Family Zoning**: City Council decision to down-zone certain neighborhoods, like Chicora-Cherokee from R2 (Multifamily residents: duplexes, front house and rear house) to R1 (Single Family)
- **Rejection of Multi-Family, Affordable**: Horizon Village provides 430 affordable units. The City Council rejected the housing authority’s efforts to increase the number of multi-family units on the site in response to residents concerns about adding additional affordable units. Ultimately, the housing authority opted to construct another 99 market-rate for-sale units.

**Recommendations**

- **Allow for Affordable Housing**: Great weight needs to be provided to the public’s need for more affordable housing as the City Council reviews requests for zoning revisions to allow for more affordable housing. The city can also review zoning process to find ways to expedite affordable developments, and modernize building codes that add to hard construction costs. Overall, the City should focus on encouraging a wide spectrum of housing including mixed-income, mixed-tenure developments.

- **Modify Single-Family Zoning Restrictions**: As the City updates its Comprehensive Plan, the City should review its zoning policies to reduces regulatory barriers to increasing the supply of accessory dwelling units (ADUs), duplexes, triplexes and quads in single-family zoned communities in a manner that allows the City to leverage bonus densities. New housing typologies can also serve to increase supply without appearing high-density.
Health & Human Services: Community Health Resources

Keeping Community Resources Within the Community

Concern

Current Example

- The Department of Social Services (DSS) promotes the safety, permanency, and well-being of children and vulnerable adults, helping individuals achieve stability and strengthening families.
  - Child and family services
  - TANF benefits
  - SNAP benefits
  - DSS is located adjacent to the study area.

Recommendation

The panel recognizes the need for DSS to remain either within its current location or close-by, as its location allows it to be part of the community it serves.
Food Equity: Interim Uses (Pre-Grocery Store)

The Challenge
- The site is a food desert \(\text{vapid of fresh fruit, vegetables, and other healthful whole foods, usually found in impoverished areas. This is largely due to a lack of grocery stores, farmers’ markets, and healthy food providers. – USDA).}\)
- Study area must be more densely-developed to attract a grocery store.

Current Resources
- Not all food outlets accept Supplemental Nutrition Assistance Program (“SNAP”) benefits.

Interim Recommendation
- City and County should collaborate to develop a Farmers Market that is built into the transit center.
- Incorporate mixed-income housing into redevelopment plans to add needed households to attract a new grocer.

Long-Term Recommendation
- The City and County should require that a market, as with a future grocer, be equipped to take SNAP benefits, which should also support economic success.
- Simultaneously, the City should continue to pursue potential grocer tenants, in partnership with the landowner of PA-3, where the City controls a two-acre site that is dedicated to a grocery use.
- A grocery store needs to be able to support a sustained volume of top-line sales after inventory, wages, expenses, and the burden of debt service to justify capital investment. As such, the City should explore the dedication of capital and operating subsidy to minimize risk associated with the introduction of a grocery store into what is currently an untested market.
Workforce & Small & Local Business Inclusion

Concern

- Need to support local small and minority businesses to ensure resilient local business base in North Charleston
- Mismatch between the available labor source and the employer demand

Statistics

- 80% of the households in the study area earn less than $50,000 per year
- 1/3 of the total households (1,387) making less than $15K per year
- 11% of the adult civilian population (16 years of age or older) is unemployed

Recommendation

- Ensure that redevelopment includes a robust small & minority business program (with goals), determine ways to incorporate small businesses into any redevelopment
- Create a job training program, with a focus on building soft skills and that helps reduce barriers to employment, such as those caused by:
  - Criminal records
  - Education levels (GED)
  - Drug use (including referrals to drug programs)
Accessibility and Connectivity: Building on City-Regional Transportation Planning Efforts

Panel Recommendations:

- Bus Rapid Transit on Rivers Avenue
  - Proposed stop at Rivers and McMillan Avenues should provide access for people walking, biking, and using a wheelchair from existing neighborhoods and new developments in the study area
  - Strongly recommend other streetscape elements such as protected bicycle lanes, wide sidewalks, green infrastructure, and lighting
  - Density in planning areas should promote additional ridership to enhance the success of BRT
  - Station access should consider access to education, economic opportunity, health facilities, and resources
  - City work with COG to determine ideal location for the stop and incorporate iconic design that visually connects with new development

- Street Redesign on Spruill and Reynolds Avenues
  - Incorporate green infrastructure such as street trees, rain gardens, and bioswales
  - Consider connections for people biking, walking, and using wheelchairs to streets that serve existing neighborhoods and other regional connections
  - Consider pedestrian-priority on Reynolds versus pedestrian-only

Image from BCDCOG website: https://bcdcog.com/brt/
Accessibility and Connectivity: Creating Complete and Green Streets

Study Area has the most crashes in the County

Crash heat map of the region. The area with the highest number of crashes is North Charleston.

Crash heat map that is zoomed in on the study area. The study area represents a high number of crashes. The lack of a grid network contributes to high speeds and more crashes.

Accessibility and Connectivity: Creating Complete and Green Streets – McMillan Avenue Today

- 4 travel lanes
- 6,300 vehicles per day (SCDOT 2017)
- No sidewalk
- No street trees
- No bicycle infrastructure

8th Street SE in Washington, DC

- 2 travel lanes
  - Parallel parking on one side
  - Diagonal parking one side
- 10,200 vehicles per day (DDOT 2015)
- Wide sidewalks
- 4 Bus Routes including 2 limited stop buses

Images from GoogleEarth
Accessibility and Connectivity: Creating Complete and Green Streets – McMillan Avenue

Panel Recommendations

- 2 travel lanes
- Median with trees and a stormwater system as well as streets along the street
- Parking on both sides
- Protected bicycle lane on both sides
- Wide sidewalks that connect to new development
Cosgrove Avenue Today
- 4 travel lanes
- 7,300 vehicles per day between Rivers Avenue and Spruill (SCDOT 2017)
- Continuous sidewalk, but not ADA Compliant
- Some street trees

Panel Recommendations
- 2 travel lanes
- Median with trees and a stormwater system as well as streets along the street
- Widen sidewalks
- Add street trees along the sidewalk
Accessibility and Connectivity: New Connections to Neighborhoods and the Region
Accessibility and Connectivity: New Connections to the Region—Dorchester Road Extension

Panel Recommendations

- 2 travel lanes
- Wide sidewalks that connect to new development
- Dense tree buffer on the south side to create a barrier for the existing communities
Accessibility and Connectivity: New Connections to Chicora-Cherokee Neighborhood

Panel Recommendations

- North of Cosgrove
  - Narrow road
  - Add a path for people walking and using wheelchairs on the west side

- South of Cosgrove
  - Narrow road
  - Improve sidewalks
  - Repave the roadway
  - Copy this typical section through PA-4

- Make the improvements in the Chicora-Cherokee Neighborhood now
Accessibility and Connectivity: Transit Center

Panel Recommendations:

- Need for 8 bay station for people to be able to transfers between buses
- Would accommodate BRT, but needed dependent of the proposed new route
- Should be collocated with parking, public space, and/or other development
- On the short portion of PA-4 off Rivers Avenue
Accessibility and Connectivity: Transit Center

Collier County, Florida
- 6 bus bays
- Air conditioned customer service area
- 6 stories of parking

Boulder, Colorado
- Underground bus transfer station
- Parking
- Affordable housing
Accessibility and Connectivity: Transit Center

Transbay Transit Center, San Francisco, California

- Bus bays for local, regional, and intercity bus service
- Future train stop
- 5.4 acre park on the roof
Accessibility and Connectivity: Transit Center

Markthal, Amsterdam (Netherlands)
- Iconic hybrid building
- Apartments
- Food market and hardware store
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Implementation

Affordable Housing

Objective: create affordable housing and support equitable investment

1. Maximize existing public resources: e.g. public land
2. “Grandfather in” existing accessory dwelling units
3. Establish a dedicated source of funds for housing
   - Housing Trust Fund – and make available to qualified non-profit developers for affordable housing
   - Density Bonus fees paid “in-lieu”
4. Enhance public agency staff capacity
   - Create a Department of Housing and Community Development to administer and manage housing programs and strategic partnerships

Source: ULI
Implementation

District-Wide Zoning Overlay

Objective: Realization of maximum benefit from BRT and economic growth by creating a new overlay plan that:

• Facilitates higher-density and high-quality development

• Incentivizes mixed-income housing, public open space, retail amenities, and civic uses with reduced/shared parking requirements

• Restricts uses inconsistent with the vision (gas station, storage, heavy industrial, distribution)

• Requires:
  ▪ Review and community engagement for larger projects
  ▪ Progressive, urban-scale design
  ▪ Multi-modal bike/ped infrastructure
Implementation

County Parcel

Objective: unlock incremental value through clear vision and vision-aligned infrastructure investment by:

• County initiating community engagement to identify priority uses and considerations

• Developing a refined land use and master plan for County-owned properties in PA-3 and PA-4, aligned with the zoning overlay

• Incorporating transit, public food market, structured parking and affordable housing

• Collaborating with the City to utilize TIF, other financing sources, and management structures to implement parking and site-wide infrastructure, creating value
Public-Private Partnerships (P3s)

Why P3s?

- City and County have catalyzed substantial growth – the economy is bursting at the seams
- This is due in part to municipalities’ actions to value through a range of policies:
  - Policy/economic development initiatives
  - Zoning
  - Infrastructure investment
- This value is left on the table unless “captured” through the sale of public land or implementation of zoning requirements to catalyze high-quality development, create affordable housing and other community benefits
- This including discounting prices for publicly-owned land in exchange for public benefits

Metropolitan, Charlotte

165,000 office
230,000 retail
205 residential units
2,000 parking spaces

Value of Public Contribution
Infrastructure: $9 million
Land: $8 million
Property Tax Rebates: $17 million

Source: Pappas Properties
Public-Private Partnerships

P3 Transactions

• Clarity and transparency is key to attracting sophisticated development partners: this can maximize certainty and value

• Municipalities should pursue ground leases when possible, because:
  ▪ Enhances control to ensure performance
  ▪ Reduces developer’s up-front risk/capital needs
  ▪ Allow for capture of “upside” as market strengthens
  ▪ Creates ongoing revenue stream for community priorities

• Other options are possible: phased sale of parcels, land equity

- Community outreach (identify priorities)
- Financial testing/appraisal
- Request for qualifications
- Creation of incentive or funding/financing package
- Request for proposals (with project description) & negotiation
Collaboration

City, County and Coastal Conservation League should formalize their collaboration with regular schedule of meetings to:

• Address stakeholder needs
• Coordinate ongoing initiatives
• Identify resources to enhance projects
• Advocate for community/region

Staff Capacity

City must grow capacity to execute complex transactions with sophisticated developers to maximize benefit/success, including by:

• Increasing planning, economic development & community development staff, potentially in newly created division
• Conveying transparency and credibility to private-sector
• Ensuring technical capacity for P3s, financing tools, Opportunity Zones, etc.
Next Steps

- **Begin Now the Outreach Process**
  - Deeper engagement, increased communication, transparent processes, and building trust

- **Collaborate and Grow Capacity**
  - Create and staff a housing and community development department within the city
  - Form a joint City and County committee to ensure a successful redevelopment

- **Create a District Wide Overlay Plan**
  - Adherence to the plan is necessary to ensure a disciplined and coordinated approach to development that achieves the community vision.
  - This path will maximize the positive impact of the BRT

- **Start Pre-Development Steps and Develop a Site-Specific Concept Plan**
  - Plan would conceptualize location of the Community Resources Hub, Transit Center, street grid extensions and future development sites
  - Zoning, financing through TIF and other public funding vehicles, incentivizing affordable housing through structuring the land pricing are all ingredients for a successful redevelopment of the study area.
  - First step in moving forward and demonstrating commitment

- **Commence Construction of Community Resources Hub and Transit Center**
  - Establishes the framework for the future of the Rivers Avenue Corridor

- **Pilot Program for Affordable Housing Utilizing the Density Bonus**
  - Creates opportunities for home ownership and attainable rental housing
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## Key Takeaways

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<tr>
<th>Scope Question</th>
<th>Panel Recommendation</th>
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<tbody>
<tr>
<td>1. What uses or improvements in the study area would enhance the City, County, and Communities’ Goal?</td>
<td>The study area is a natural center with potential to align with the all stakeholder goals, but requires an integrated approach.</td>
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<tr>
<td>2. What uses or improvements in the study area may be detrimental to those goals?</td>
<td>Allowing large industrial or disparate low density uses on or adjacent to the site will dilute its value.</td>
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<td>3. What is the appropriate density/scale of development?</td>
<td>The site should have mid-rise density, mixed use, mixed income, walkable with maximum parking requirements.</td>
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<td>4. What tools/strategies are available to help encourage equitable investment?</td>
<td>Our team has shared a range of tools &amp; strategies to guide the vision.</td>
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# Key Takeaways

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<td><strong>5</strong> What is the cost benefit of adaptive re-use versus demolition and new construction?</td>
<td>Demolish the Navy Hospital building and start the next chapter</td>
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<tr>
<td><strong>6</strong> What role can private/public partnerships play?</td>
<td>Our team has outlined a range of implementation and governance strategies to bring the redevelopment to market</td>
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<td><strong>7</strong> What public infrastructure investments are needed?</td>
<td>The area has been disinvested for far too long. Reinvestment and maintenance within all neighborhoods should be prioritized</td>
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<td><strong>8</strong> How can the City and County best engage the existing community?</td>
<td>Public outreach – be inclusive, open and transparent.</td>
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Summary

- Build upon your neighborhood strengths and **reinforce identity**
- **Include the neighborhoods** in developing a common vision
- Urgently establish the tools and means to guide **partnerships with the private sector**
- **Strengthen communication** with nonprofits to coordinate programs and opportunities
- Treat this as the start of the process & **keep the momentum going**
- **Institutionalize ownership** so that it transitions over time
- **Start tomorrow** with quick wins!