

**Mount Pleasant TAP: Framework for Growth Management**  
August 5 – 6, 2015



**Urban Land  
Institute**

**South Carolina**

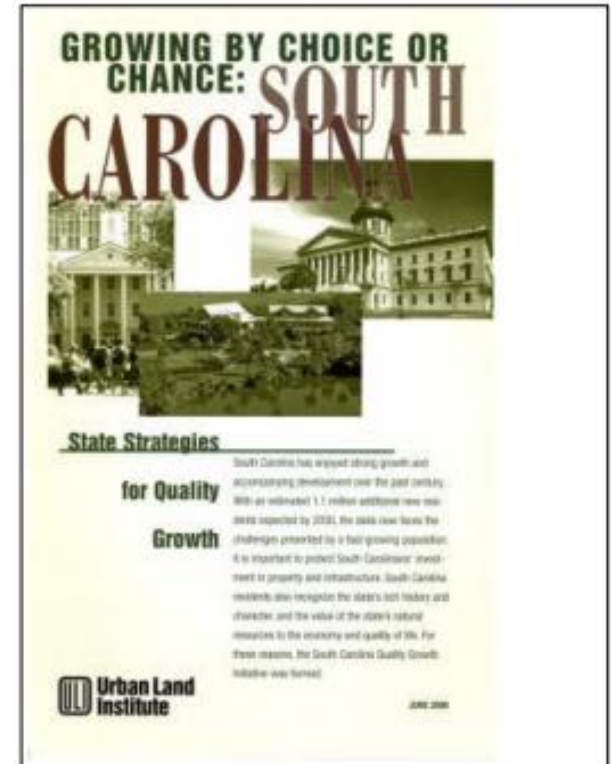
A ULI South Carolina  
Technical Assistance Panel  
August 2015

# About the Urban Land Institute

## Mission

To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is a membership organization with nearly 45,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.



ULI South Carolina was founded in 2005 to support the larger mission of ULI. The District Council has some 500 members across the state.

# Technical Assistance Panels

ULI's Technical Assistance Panel (TAP) Program is designed to provide objective, expert advice to municipal and community-based organizations on the feasibility, design, or implementation of development initiatives.

ULI South Carolina's TAP program brings together an interdisciplinary team of experts for two-days of stakeholder interviews, site tours and deliberations.

Initial observations, analysis and recommendations are delivered in a public meeting at the end of the two-day session. This is followed by a more detailed report.



## Technical Assistance Panels

Since 2005, 25+ advisory services teams have helped sponsors find creative, practical solutions for some of the most challenging issues facing today's urban, suburban and rural communities;

- Get timely, candid and unbiased input from interdisciplinary experts;

Kick-start critical conversations and move beyond deadlock; and

Gain fresh insights and discover innovative solutions to complex real land use and economic development issues.





## Diverse Expertise

Developer

Economic Development

Public Financing

Transportation Engineer

Planning

Real Estate Investment

Elected Officials

Senior Housing

Workforce & Affordable Housing



# The Panel

## Chairwoman

**Nancy Whitworth**, Director of Economic Development, City of Greenville

## Panelists

**Aaron Conley**, President, Third Act Solutions, Greenville, SC

**Jonathan Guy**, Associate, Kimley Horn Associates, Columbia, SC

**Phil Payne**, Chief Executive Officer, Gingko Residential, Charlotte, NC

**Mayor Lisa Sulka**, Mayor, Town of Bluffton, SC

**Scott Wilkerson**, Chief Operating Officer, Gingko Residential, Charlotte, NC

# The Panel



Thanks to Our Panel Sponsor

Charleston Metro  
Chamber of Commerce





# Agenda

## Day 1

Project Orientation

Site Tour

Stakeholder Interviews

Panel Deliberations

## Day 2

Stakeholder Interviews

Panel Deliberations

- addressed focus areas
- opportunities & challenges
- defined guiding principles
- developed recommendations

Public Presentation

## Thanks to Our Stakeholders

Bob Hervey, East Cooper Habitat for Humanity  
Michelle Mapp, SC Community Loan Fund  
Fred Whittle, Jupiter Holdings  
Zach Bearden, Origin Development Partners  
Gray Taylor, Buist Buyers & Taylor  
Councilman Elton Carrier, Mt. Pleasant  
Chad Bedenfelder, the I'ON Group  
Jeff Fort, Gramling Brothers  
Sam Herin, Stubbs, Muldrow & Herin  
Charles Muldron, Stubbs, Muldrow & Herin  
Charles Cook, Stubbs, Muldrow & Herin  
Tex Small, Avtex Development  
John Chalfie, Mt. Pleasant Business Association  
Patrick Arnold, Charleston Realtors  
Barry Wolff  
Greg Sidewell  
Will Haynie  
Joe Bustos  
Jerry Scurry  
Katherine Doe

Dan Doyle, The Beach Company  
Kent Johnson, The Beach Company  
Robert Morgan, Greystar  
Ashley Heggie, Greystar  
Bill Eubanks, Seamon Whiteside  
Gary Collins, Seamon Whiteside  
Mayor Linda Paige, Town of Mt. Pleasant  
Bob Brimmer  
Save Shem Creek, Jimmy Bagwell et al  
Rusty Bennett  
Eric Demoura, Town of Mt. Pleasant  
Christiane Farrell, Town of Mt. Pleasant  
Amy Riley, Thomas & Hutton  
Steve Dudash, Thomas & Hutton  
Councilman Chris O'Neil, Mt. Pleasant  
Joe Barnes, Westrock  
Councilwoman Thomasina Stokes Marshall, Mt. Pleasant  
Tom Senkbeil, Taft Development  
Tom Taft, Taft Development  
Councilman Paul Gawrich, Mt. Pleasant  
Mary Graham, Charleston Metro Chamber of Commerce

# Proposed Framework for Growth Management

## **GOAL #1:**

Curb the number of allowable residential units as a means to responsibly manage density and population

- Elimination of bonus densities;
- Eliminate increased densities in mixed use in mixed use planned developments;
- Addition of 100% commercial street frontage requirement for MF projects in the Urban Corridor Overlay District; and
- Explore the reduction of the metes and bounds of the Urban Corridor Overlay District.

# Proposed Framework for Growth Management

## **GOAL #2:**

Appropriately adjust development costs to pay for public infrastructure such as roads (i.e. growth pays for growth)

- Increase impact fee for transportation; and
- Eliminate waiver of recreation impact fee for development providing amenities.

## Proposed Framework for Growth Management

### **GOAL #3:**

Enhance Quality of Life through the acquisition of open space and the expansion of recreational lands.

- Use taxation with a sunset provision to acquire, for the public's use and enjoyment, properties important to preserving the quality of life in Mt. Pleasant; and
- Use taxation with a sunset provision to fund the design and construction of publically owned recreational land.



## Panel Assignment

Evaluate the Framework for Growth Management as proposed by Mt. Pleasant Town Council;

Identify alternative strategies and tactics for a Framework for responsible Growth Management;

## Panel Observations

- No consistent vision of what you want Mt. Pleasant to be;
- Without consistent vision it is a challenge to reach community consensus;
- Perceived capricious & unpredictable approval process
- Current bonus density structure is not working as it was intended;
- Distrust between elected officials, development community and Mt. Pleasant citizens;
- No clear strategy for affordable and workforce housing;
- Lack of economic development strategy;
- There is a high level of dissatisfaction across all stakeholders and constituency groups; and
- Perceived lack of leadership.

## GOAL #3:

*Enhance Quality of Life through the acquisition of open space and the expansion of recreational lands.*

### Panel Recommendation:

- Recreational land needs to be close to where people are today and where they will be tomorrow;
- Strategically identify where to purchase land;
- Worthy goal but not the panels' place to advise on taxation;
- Consider the following financing options:
  - bond referendum to protect land;
  - hospitality tax;
  - work with Charleston County's half cent sales tax; and
- Coordinate with conservation groups
  - South Carolina Coastal Conservation Group;
  - East Cooper Land Trust

## GOAL #2

*Appropriately adjust development costs to pay for public infrastructure such as roads (i.e. growth pays for growth)*

### Panel Recommendation:

- Mt. Pleasant has the highest impact fees in the region;
- Increased impact fees may yield lower land values while steering development elsewhere;
- Could lower the relative land value of land subject to development or redevelopment
- Incentivize development within the high density nodes with lower impact fees; and
- Eliminate the waiver of recreation impact fee for developments that are providing non-public amenities.

## GOAL #1:

*Curb the number of allowable residential units as a means to responsibly manage density and population*

*Explore reducing the metes and bounds of the Urban Corridor Overlay District.*

### Panel Recommendation:

- Adjust the size of the urban corridor overlay district to distinct development nodes;
- Certain spots should have opportunities for higher density;
- Create high density nodes within the corridor;



## GOAL #1:

*Curb the number of allowable residential units as a means to responsibly manage density and population*

*Add a 100 percent commercial street frontage requirement for multifamily.*

### Panel Recommendation:

- We disagree with the proposal as presented in the Framework for Growth Management.
- Focus on mixed use at these high density nodes;
- Within nodes require integrated mixed-use;

## GOAL #1:

*Curb the number of allowable residential units as a means to responsibly manage density and population and eliminate all bonus density allowances.*

*Amend the Town of Mt. Pleasant Zoning Code to eliminate increased densities and all bonus densities in mixed use development.*

### Panel Recommendation:

- Focus on high density within the nodes;
- Improve execution of bonus densities including architectural design, neighborhood compatibility, parking and traffic impact;
- Correct the problems that have occurred rather than eliminate opportunities; and
- Look at opportunities for a more effective strategy and execution of workforce, senior and affordable housing.

## In Closing

- Mt. Pleasant needs a consistent clearly articulated community vision and economic development strategy; and
- Engage an outside group to facilitate a community charette such as Envision Mt. Pleasant;

# Questions?

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