

**(Special) TOWN COUNCIL MEETING**  
**STRATEGIC PLANNING ISSUE COMMITTEE PRESENTATION**

**PHASE ONE**

***FINDINGS, RECOMMENDATIONS AND ACTION PLANS***

**MONDAY, MARCH 14, 1994 - 6:30 P.M.**

**ALHAMBRA HALL**

**PRESENT:** Mayor Cheryll N. Woods-Flowers  
Council Members Barton, Darby, Kearns, Kerr, Rodenberg, K. Smith, Tanis  
Staff: Mr. Burdette, Ms. Jernigan, Chief Sexton, Chief Teter, Mr. Reynolds,  
Mr. O'Rourke, Mr. Ford, Ms. Phipps, Mr. Young, Ms. Hunter

Mayor Cheryll N. Woods-Flowers called the meeting to order at 6:30 P. M. to receive Findings, and Recommendations of the Strategic Planning Task Force.

Councilmember Kruger Smith led the group in prayer and Councilmember Mugsy Kerr lead the Pledge of Allegiance.

Mayor Woods-Flowers recognized Mr. Burdette for his dedication and participation as the facilitator for the Strategic Planning Issue Committees. She also recognized each member of the committees for their personal contribution.

Mayor Woods-Flowers introduced the representatives (two) from each committee who presented their respective committee's "Findings, Recommendations and Action Plans". (A copy of which is attached here).

<b>URBAN LANDSCAPE:</b>	Rick Link and Frank Clarkin
<b>ECONOMIC DEVELOPMENT:</b>	Ken Seamon and Joe Leary
<b>COMMUNITY AFFAIRS:</b>	Don Spoonheim and Joy Wolfe
<b>LAW ENFORCEMENT:</b>	Chris Drummond and Robert Brimmer
<b>BASIC SERVICES:</b>	Ken Schaub and Dr. Clinton Miller
<b>TRANSPORTATION:</b>	Bill Logan and Elise Galloway

The meeting was adjourned at 9:00 P. M.



**MOUNT PLEASANT  
STRATEGIC PLANNING TASK FORCE**

**PRESENTATION TO  
THE MAYOR AND TOWN COUNCIL**

March 14, 1994  
6:30 p.m.

Alhambra Hall

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AGENDA

- I. CALL TO ORDER SPECIAL TOWN COUNCIL MEETING OF MARCH 14, 1994,  
TO RECEIVE FINDINGS AND RECOMMENDATIONS OF THE STRATEGIC  
PLANNING TASK FORCE
  - A. PRAYER - Councilmember Kruger Smith
  - B. PLEDGE OF ALLEGIANCE - Councilmember Mugsy Kerr
- II. WELCOME & INTRODUCTORY REMARKS - Mayor Cheryl Woods-Flowers
- III. ISSUE COMMITTEE PRESENTATIONS
  - A. URBAN LANDSCAPE ISSUE COMMITTEE
  - B. ECONOMIC DEVELOPMENT ISSUE COMMITTEE
  - C. COMMUNITY AFFAIRS ISSUE COMMITTEE
  - D. LAW ENFORCEMENT ISSUE COMMITTEE
  - E. BASIC SERVICES ISSUE COMMITTEE
  - F. TRANSPORTATION ISSUE COMMITTEE
- IV. CONCLUDING REMARKS

**STRATEGIC PLANNING**  
**FOR THE**  
**TOWN OF MOUNT PLEASANT**  
**SOUTH CAROLINA**



*PHASE ONE*

**FINDINGS, RECOMMENDATIONS AND**  
**ACTION PLANS**

**March 14, 1994**

**THE MAYOR AND COUNCIL  
FOR THE TOWN OF MOUNT PLEASANT**

Mayor Cheryll N. Woods-Flowers

Council members:

Robert H. Barton, Jr.  
G. M. Darby, III  
Dorothy B. Kearns  
Margaret A. Kerr  
Terence M. McManus  
E. A. Rodenberg, III  
Kruger B. Smith  
Thomas P. Tanis

**TOWN OF MOUNT PLEASANT  
STRATEGIC PLANNING TASK FORCE  
ISSUE COMMITTEES  
MEMBERSHIP**

***ECONOMIC  
DEVELOPMENT***

Nancy Dede  
Lou Edens  
Tommy Grimes  
Len Hutchinson  
Joe Leary  
Ray Manning  
Bob Nuttall  
William Pitt  
Stokes Player  
Mary Rolfes  
Howard Rudd  
Kenny Seamon  
Greateon Sellers  
Jeanne Welsh  
Kenneth White  
Norris Whitlock

***BASIC SERVICES***

Julie Gautreaux  
Claudine Hughes  
Susan Mellichamp  
Clint Miller  
Johnnie Moore  
Robert J. Nagy  
Arthur Pinckney  
Robert Ragin  
Paula Roderwoldt  
Herb Sass  
Ken Schaub  
Albertson Seaman

***LAW ENFORCEMENT***

Frank Blackett  
Bryony Bowers  
Robert Brimmer  
Sherry Cook  
Michael Cox  
George Debnam  
Chris Drummond  
Rial Fitch  
Calvin Lyons  
John McQueen  
John Mears  
Flora Orvin  
John Royall  
Aubrey Wooddy

***COMMUNITY  
AFFAIRS***

Margaret Adkins  
Joseph Bolchoz, Jr.  
Father Steve Brovey  
Brenda Brush  
Cooper Carter  
Jerre Chambers  
Betsy Clawson  
Joe DeMuccio  
Jane Hance  
Charisse Jefferson  
Emily Lucas-Foster  
Dave Schlachter  
Donald Spoonheim  
Rev. William Swinton  
Joy M. Wolff  
Paul Worley

***TRANSPORTATION***

George Allen  
Will Bagwell  
Lynn Carmody  
James Carson, Jr.  
Kenneth Dandridge  
Elise Galloway  
Tamesha Green  
Bernard Groseclose  
Dan Hatley  
Michael Hershey  
Bill Logan  
Steve Marsh  
Karen McNeil  
Rod Moseley  
Don Ray  
Josiah Williams

***URBAN LANDSCAPE***

Edward Abed  
Frank Clarkin  
Betty Debnam  
Leslie Fellabom  
Alison Folse  
Alan Hamilton  
Richard Link  
Charles McFadden  
Freeman Milligan  
Brian Podmenik  
Tom Reilly  
Martin Schulken  
Steve Snyder  
William Thomas, Jr.  
Brien Varnado  
Caroline Young

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## INTRODUCTION

“Strategic Planning is a disciplined effort to produce fundamental decisions that will shape the nature and direction of governmental activities.” (Olsen and Edie, The Game Plans: Governance with Foresight).

The process of Strategic Planning typically begins with the initial agreement by the policy making body that this type of time consuming and laborious effort is necessary to address, in sufficient detail and scope, present and future issues facing the government. This agreement phase usually includes stating the purpose of the effort, identifying participants, topics and issue areas that should be addressed, and establishing the format for the process. This support and commitment of policy makers and key executives is crucial to achieving even minimal success.

The second step of the process involves the identification of “stakeholders” who have a vested interest in decisions that may result from the effort, and then the selection of the participants who can fairly represent the broadest opinion of the government’s customer base.

The third step, and one that is very important to the policy making body, is setting the “Strategic Direction” for the participants who will identify strategic issues, who will enter into debate and analysis of these issues, and finally, who will develop strategies for the policy makers’ consideration.

The participants spend much of their time gaining a working knowledge of the municipality’s organization and the challenges that are, or will be, presented to the organization. While it is desirable to identify and analyze every possible issue, it is also quite very acceptable to address only a limited number of issues based on “strategic” directions from the policy making body. Ultimately, everything returns to the policy making body for review and consideration. It is not unusual for these dedicated elected officials to be overwhelmed by the magnitude, costs, and legal difficulties associated with turning recommendations into policies, programs and projects. At the least, however, they will be better prepared to meet their customers’ service demands and to prioritize the expenditure of funds based on their customers’ involvement. Moreover, the customer will finally understand many of the challenges faced by their elected officials.

Until recently, Strategic Planning has been associated almost exclusively with industry. As public resources diminish, as taxpayer revolt becomes more prevalent, and as growth rates challenge our operational capability and our patience, municipalities of all sizes are likely to turn to some form of Strategic Planning to assist in charting their directions.

Mount Pleasant’s initial effort began in the Spring of 1993 with a series of discussions between staff and Council. Utilizing the talents and expertise of the Institute of Public Affairs Department of the University of South Carolina, Council became acquainted with the purposes of the Strategic Planning and with the planning process. In August of 1993, the Mayor and Council appointed ninety-six citizens, twelve of whom were high school students, to a Strategic Planning Task Force. The Task Force was divided into six issue committees: Law Enforcement, Community Affairs, Urban Landscape, Basic Services, Transportation, and Economic

Development. Council provided general "strategic direction" to each of these committees and allowed them the latitude to discuss any issue that was deemed important by the Committee.

Meetings were held monthly for each Committee beginning in September 1993. The process was facilitated by Town Staff. Each meeting was restricted to two hours. The process concluded in early March 1994, after over 100 hours of meetings of the Task Force Committees, Staff and numerous experts from various technical and professional fields.



**URBAN LANDSCAPE  
ISSUE COMMITTEE**



**FINDINGS  
RECOMMENDATIONS  
ACTION PLANS**

# URBAN LANDSCAPE ISSUES COMMITTEE

## FINDINGS: SUBURBAN SPRAWL

The committee finds that the Town's population will increase by 50% by the year 2007 when the population should exceed 50,000. Development associated with this population expansion must be strictly managed according to thoughtfully developed Master Plans which capture the desired *VISION* for Mount Pleasant's future.

While the committee recognizes inherit "rights" that accompany property ownership and embraces the tenets common to a society based on free enterprise, it nonetheless, finds that even radical steps in the management of growth and development may be necessary to provide for the long-term overall health, safety and welfare of the public. At the heart of the issues concerning growth, appearance, and the built environment is the issue of suburban sprawl. The land use pattern found today throughout suburban America is characterized by a low density, automobile dominated, erratic growth pattern which is fundamentally dependent upon: 1) The linear extension of arterial highways; 2) the rigid separation of uses; 3) the continued availability of relatively inexpensive land and; 4) the unregulated expansion of infrastructure. Today's commercial centers are invariably beyond a reasonable walking distance from residential neighborhoods, and moreover, they are generally inaccessible to bike transportation due to safety concerns.

Modern commercial development, and to a great extent office professional development, generally share four common negative characteristics:

- 1) It generally is supported by vast areas of paved parking, which serves as its most dominant landscape feature.
- 2) It provides a very limited number of transportation access opportunities leading from congested highways and almost always is designed to depend upon automobile transportation to transport customers.
- 3) It disregards the architectural integrity of the communities in which it is located by the use of design features which serve primarily as signage and not as architecture. This design is usually massive, sterile and becomes outdated in a relatively short period of time. Usually the design does not contribute to the way most citizens visualize their community.
- 4) It occupies unnecessarily excessive amounts of land because of low density configurations.

The committee further finds that today's residential development patterns also contribute equally to suburban sprawl. Today's typical, low-density, one-access subdivisions, with

curvilinear street systems, are purposefully isolated from non-residential land uses--a decision that not only extends the limits of the area's development, but also makes the automobile a necessity for any activities outside the subdivision. This residential sprawl also contributes to the loss of natural space, and dramatically to an increased cost of providing municipal services. Ultimately, the greatest impact of residential sprawl may be the creation of communities within a community, wherein a common purpose, a community spirit, and a "sense of place" are almost non-existent. The negative effects of suburban sprawl will damage the very character of Mount Pleasant which has attracted so many people over the past twenty years. Moreover, ultimately, the economic stability of the community may be eroded, and conditions conducive to crime and the general degradation of quality of life may result if suburban sprawl is allowed to become the dominant trend in development over the next 15 years.

### RECOMMENDATIONS:

The Town Council should adopt policies wherein all new development (residential and commercial) would have to consider, recognize and address the negative aspects of urban sprawl. These policies should encourage and, where appropriate, require developers to use land efficiently and economically, as well as promote the establishment of mixed use development, and village type commercial/residential development in appropriate areas of Town. Town Council's efforts to manage urban sprawl should also include areas that are adjacent, but actually not in the corporate limits of the Town.

### ACTION PLAN RECOMMENDATION ONE:

Seek better coordination or control of infrastructure expansion---particularly, water and sewer services, as referenced under Physical Service Area and Population, Item 3

### ACTION PLAN RECOMMENDATION TWO:

Require new subdivisions to:

- 1) Interconnect
- 2) Utilize a grid pattern for streets and
- 3) Install sidewalks and bikeways where deemed appropriate relative to existing land use patterns; transportation corridors, environmental considerations and long-range Master Plan considerations

### ACTION PLAN RECOMMENDATION THREE:

Require the:

- 1) Linking of residential areas, to commercial zones and neighborhood stores
- 2) Provide for Carefully planned integration of neighborhood stores into new residential subdivisions in a manner that is sensitive to residential settings where deemed appropriate relative to existing land use patterns, transportation corridors, environmental considerations and long-range Master Plan considerations

**ACTION PLAN RECOMMENDATION FOUR:**

Require sidewalks and/or bikeways to be constructed during construction of new subdivisions in coordination with Town-wide pedestrian walks and bikeway Master Planning.

**ACTION PLAN RECOMMENDATION FIVE:**

Restrain commercial “leapfrog development” typically associated with urban sprawl which will be proposed outside of specified, existing commercial development corridors by making the approval of commercial development in these areas a function of residential growth.

**ACTION PLAN RECOMMENDATION SIX:**

When the market requires the expansion of the supply of developable commercial land outside of designated commercial corridors, the Town should require that proposed large strip centers, super centers and malls be designed and constructed in a commercial village design, where deemed and appropriate relative to existing land use patterns, transportation corridors, environmental considerations and long-range Master Plan considerations.

**ACTION PLAN RECOMMENDATION SEVEN:**

Examine the possibility of establishing a “tax shelter” Holding Zone Ordinance that would accommodate lands which are not yet “ripe” for development to compliment/support policies designed to restrain urban sprawl as deemed appropriate relative to Master Plan revisions which are predicated on studies and analysis.

**ACTION PLAN RECOMMENDATION EIGHT:**

Portions of Coleman Boulevard should be developed as a true downtown business district. New commercial buildings should be oriented to the street edge of the property along Coleman Boulevard and within other commercial development corridors as deemed appropriate within the policies of the Master Plan.

**ACTION PLAN RECOMMENDATION NINE:**

Seek a collaborative agreement with Charleston County to pursue extra-territorial zoning by the Town in unincorporated parts of the County near Mount Pleasant’s corporate limits, in order to create a uniform landscape in the interest of the health, safety and prosperity of Town and unincorporated area residents.

**ACTION PLAN RECOMMENDATION TEN:**

Seek County designation of rural density zoning (one unit per 2-5 acres) in areas beyond the Town limits.

## **FINDINGS: THE MUNICIPAL SERVICE AREA AND POPULATION GROWTH**

The Town of Mount Pleasant has grown rapidly in the past twenty years, expanding in both its physical area and population. There is no reason to expect that the rate of population growth will change during the next twenty years. The Town has the ability to determine how the additional population will be accommodated within its corporate limits.

Although the 1992 Master Plan addresses unincorporated areas beyond our present corporate limits, the committee finds that the Wando River, the Atlantic Intercoastal Waterway, Charleston Harbor and our present Town boundary at Charleston National Golf Club represent reasonable limits for Mount Pleasant's urban growth, considering our ability to provide cost effective infrastructure and services. The 45 square miles contained within these boundaries affords the Town with excellent long term opportunities to effectively accommodate development interests, associated population growth, as well as the preservation of open and green space in a cost effective manner. A determination of the cost effective carrying capacity of our infrastructure and municipal services should be critical to any decision to further expand the Town's outer limits, particularly as it would relate to areas across the Wando River or above the Charleston National Golf Course Development on U. S. 17 North.

### **RECOMMENDATIONS:**

The Town Council should continue its policy of actively seeking annexation of land, concentrating on land that is surrounded by Mount Pleasant's present corporate limits. The Water and Sewer Commission's requirement that all unincorporated areas which desire service must annex into the Town, will assist in this effort.

Given local trends toward low-density residential development, the Town Council should establish a policy that recognizes that such development may contribute to suburban sprawl and is often wasteful in terms of infrastructure. Whenever feasible, the Town Council should require that new development and their associated populations, be concentrated around existing infrastructure.

### **ACTION PLAN RECOMMENDATION ONE:**

Actively seek annexation of all areas of Charleston County within the above described boundaries and resist annexation beyond those limits until such time that benefits of annexation exceed projected costs of services.

**ACTION PLAN RECOMMENDATION TWO:**

Actively oppose developments that do not comply with the Master Plan and/or which would encourage “leapfrog” development associated with suburban sprawl.

**ACTION PLAN RECOMMENDATION THREE:**

Town Council should consider seeking legislative action which would make the Mount Pleasant Water and Sewer Commission a department of Town government or at a minimum, develop a *common vision* for the Town’s development goals that could be facilitated by the scheduling of water and sewer infrastructure expansion within defined planning boundaries of the Town.

**ACTION PLAN RECOMMENDATION FOUR:**

Establish an office of Economic Development to assist in the coordination of future Economic Development proposals with the Town’s planning goals and objectives.

**FINDINGS: OPEN LAND AND GREEN SPACE  
PRESERVATION**

**The acquisition and preservation of wooded lands is important to maintaining the character of Mount Pleasant.**

**If suburban sprawl is permitted to continue without significant mitigation, the Town and surrounding area will experience significant loss of strategically located woodlands. While the Town’s Tree preservation and Landscape Ordinance, are important forms of mitigation, these ordinances alone may not be sufficient to preserve the natural character of Mount Pleasant.**

**RECOMMENDATIONS:**

Council should develop and adopt an Open Land and Green Space Policy which would utilize ordinance requirements, donation programs and acquisition through purchase programs to replace and protect vegetation and woodlands. Policies should address the issue from general perspective and in relation to strategically located woodlands.

**ACTION PLAN RECOMMENDATION ONE:**

The Town should develop a plan for continued public landscaping projects along arterials, collectors, intersections and within public grounds.

**ACTION PLAN RECOMMENDATION TWO:**

The Town should develop a green space/belt acquisition plan and funding program and also consider the “transfer of development rights” and other incentive programs as means of acquiring or preserving open space.

**FINDINGS: APPEARANCE OF THE BUILT ENVIRONMENT**

The committee finds that the Town Council has established numerous policies, ordinances and programs that have had far reaching, positive impacts upon the appearance of Mount Pleasant.

Given the level of development activity over the past twenty years, these land use controls have been necessary to avoid the garish, unhealthy and disruptive types of development that normally accompanies rapid population growth. Nevertheless, these development pressures will continue and will be manifested in other equally disruptive patterns, such as in empty buildings or commercial establishments choosing better locations or more serviceable buildings.

The committee finds that the opportunity to redevelop these older areas is a positive occurrence in the sense that it will allow incompatible buildings with poor landscaping to be brought up to present standards.

Moreover, the committee finds that the Town should and will serve as an example for “good” design as it continues to develop public projects throughout the Town.

**RECOMMENDATIONS:**

The Town Council should emphasize the redevelopment of existing developments that are not compatible with present standards and that are currently vacant. Moreover, Town Council should continue to utilize Municipal Ordinances through its Boards and Commissions to achieve community design and landscape standards. Finally, Town Council should establish policies, encourage private actions, and develop public projects which will encourage the interaction of our citizens throughout the Town via bike and pedestrian linkages and by providing attractive public areas throughout the community.

**ACTION PLAN RECOMMENDATION ONE:**

Create mechanisms in the Zoning and Building Codes to permit the use of zoning incentives for the redevelopment of vacant buildings related to all Development Ordinances.

**ACTION PLAN RECOMMENDATION TWO:**

Develop “user friendly” evaluation criteria and standards for the Commercial Design Review Ordinance, the Sign Ordinance, etc. which would facilitate citizen, business and developer understanding and compliance with development requirements and which would, where appropriate, expedite approval of projects that meet design standards.

**ACTION PLAN RECOMMENDATION THREE:**

Should seek grants from public sources and seek additional funding from private grants and donations, for public art projects, additional landscaping of right of ways and medians, etc.

**ACTION PLAN RECOMMENDATION FOUR:**

Expand the current parking ordinance to include not only a minimum number of parking spaces, but also a maximum number of spaces allowed in conjunction with commercial projects with overflow grassed parking areas:

- 1) Develop shared-parking concepts
- 2) Encourage low level parking garages surrounded and masked by commercial structures, where appropriate

**ACTION PLAN RECOMMENDATION FIVE:**

Amend the Commercial Development Design Review Board Ordinance to include relevant provisions requiring commercial developments to include a street furniture plan, to utilize ornamental lighting standards of a pedestrian scale where deemed appropriate, and to strengthen requirements for pedestrian linkages to include specific pedestrian pathway plans.

**ACTION PLAN RECOMMENDATION SIX:**

Form a study committee to establish acceptable criteria for signs. Amend the ordinance to include resulting criteria.

**ACTION PLAN RECOMMENDATION SEVEN:**

Promote and consider as incentives the use of public and private art in commercial spaces, public parks and on public grounds.



**ACTION PLAN RECOMMENDATION EIGHT:**

Expand the Public Services Department's right-of-way maintenance and landscape programs to include additional arterials.

**ACTION PLAN RECOMMENDATION NINE:**

Develop a "set-aside" program each budget year to landscape and beautify at least one particular area of the Town's transportation network and/or public lands. A plan should be developed on a three (3) year revolving basis to guide Council in the expenditure of this set-aside program. Funds from special revenue sources (such as movie production fees, Accommodation Taxes, etc.,) should be used to augment an annual allocation in the budget.

**ECONOMIC DEVELOPMENT**

**ISSUE COMMITTEE**



**FINDINGS**

**RECOMMENDATIONS**

**ACTION PLANS**

# **ECONOMIC DEVELOPMENT ISSUE COMMITTEE**

## **FINDINGS: STATE OF THE ECONOMY**

- 1 Mount Pleasant does not have a strategy for guiding or encouraging economic development within its corporate limits.**
- 2 The Mount Pleasant economy is based primarily on dollars expended within the local retail and retail service market by residents who live in or very near the Town. Most of these dollars are earned outside of the Town.**
- 3 Tourism provides a significant infusion of outside dollars to the Town's economy. The impact is particularly significant to tourist attractions, restaurants, hotel/motels and retail sales and should expand based upon the regional growth of tourism, the development of Patriots Point and the development of additional family-type accommodations within the Town.**
- 4 The long-term health and stability of Mount Pleasant's economy is notably affected by the progress of the regional economy. However, in that most Mount Pleasant residents do not derive their primary income from any one sector of the regional economy, the Town is somewhat insulated from short-term problems experienced within the regional economy. Nevertheless, a healthy, robust, regional economy will have direct and positive impact upon the further expansion of residential relocations, the housing construction industry, as well as service and retail sale sectors of the Town's economy.**
- 5 It is important to discuss not only economic development in terms of Mount Pleasant's future, but community development, as well. Community development includes a much wider scope of development and economic impact than does pure economic development, which generally refers to the infusion of outside dollars to the local economy.**
- 6 It is imperative that the goals and objectives of the Town Government and the Mount Pleasant Water Works and Sewer Commission be mutually supported by the Mount Pleasant Town Council and the Commission. Presently, communication/coordination between the two elected bodies is less than what is necessary to take advantage of future economic opportunities due primarily to the political and administrative separation of the two authorities. The present association and system which is a product of decisions made two or more decades past is generally confusing to Mount Pleasant residents, businesses, etc. and is not conducive to the coordination of multiple services.**

7 Mount Pleasant's economy is obviously healthy, as evidenced by its steady rate of rapid residential growth. Nevertheless, the cost of services to support these new residents cannot be easily funded by a 4% residential development tax assessment base normally associated with a bedroom community. The development of a healthy mix of commercial development with the 6% property assessment, and light manufacturing development with a 10% property assessment, in keeping with community development goals, will be important to maintaining an overall moderate tax rate for all service users. More simply stated, we must have a mix of commercial and light manufacturing development, which pay a higher rate of taxes and demand fewer services than do residential customers, if we are to achieve fair distribution of the burden of paying for government services.

8 The committee finds that an analysis of the Town's **STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**, relative to economic and community development, is critical to the formulation of a comprehensive strategy. The committee has identified the following priority issues, upon which immediate and long term Town actions should be focused:

- **STRENGTHS** which are to be promoted, protected and enhanced:
  - a) The presence of the Wando Terminal
  - b) The quality of our natural environment and abundance of natural resources
  - c) Our favorable mild climate
  - d) Federal Highway access from three points
  - e) Low community crime rate
  - f) Town's successes in Master Planning for growth management
  - g) Tourism Opportunities
  
- **WEAKNESSES** which are to be mitigated or eliminated
  - a) Lack of small/light manufacturing
  - b) Perception that residents and government has an unfriendly attitude towards business and development
  - c) Lack of an actual central business district
  - d) Lack of entertainment opportunities for our youth and families
  - e) Our schools, in comparison to other states, and relative to the income and education levels of Town and East Cooper area residents

- **OPPORTUNITIES** which are to be pursued and developed:

- a) Creation of an Economic Development Board and Town Government capability to implement Economic Development strategies
- b) State Ports Authority presence as an Economic Development magnet
- c) Patriots Point Development potential
- d) To attract small/light manufacturing
- e) Development of "Class A" corporate park(s)
- f) To further manage growth so that it continues to be of a quality that will constitute an asset as opposed to a liability for future development opportunities
- g) Significant amounts of vacant land capable of supporting a substantial increase in population as well as community and economic development, without diminishing quality of life standards for residents
- h) Tourism Opportunities

- **THREATS** which are to be minimized, neutralized or avoided

- a) Increase in traffic as the population increases and the economy expands, should there be no corresponding expansion and advancement of our transportation network
- b) The activation of a toll system to fund replacement of the Cooper River Bridges may place a unique stigma upon the economy of Mount Pleasant. Psychologically, a toll (tax) would likely inhibit certain types of positive economic development opportunities
- c) Urban sprawl is an almost naturally occurring phenomenon for rapidly developing communities, and is costly, inefficient and generally unsightly and may drive away quality "Class A" types of development
- d) Base closure impacts are expected to be relatively short term in nature, but will impact upon our housing sales and starts, some retail sales and most notably, upon municipal revenues

**RECOMMENDATION:**

Committee recommends that Town Council develop an economic development strategy which should include a Mount Pleasant Economic Development Program. The strategy and program should be based initially upon issues identified by the committee through the SWOT analysis process, including consideration of all Action Plan Recommendations. The committee further recommends that the future development of Mount Pleasant's economy should not be at the expense of community planning goals related to growth management. In that regard, emphasis should be placed on the development of a local economy that will support community needs and objectives, and one that considers balancing revenue sources by encouraging an appropriate mix of residential, commercial, corporate and light manufacturing. Finally, the committee recommends that the Tourism industry should be encouraged within the framework of a community plan that will maintain the present character of Mount Pleasant.

**ACTION PLAN RECOMMENDATION ONE:**

*THE PORTS AUTHORITY IMPACT*

- 1) Continue to pursue annexation of the Wando Terminal
- 2) Develop an Economic Development Master Plan for the area adjacent to the terminal as an update to the Belle Hall Development Plan
- 3) Include the Port in formulation and implementation of Town's Economic Development Program

**ACTION PLAN RECOMMENDATION TWO:**

*MASTER PLANNING FOR GROWTH AND THE NATURAL ENVIRONMENT*

- 1) Streamline the review/approval process for development without diminishing the intent of policies and ordinances, to include delegation of decisions to Planning staff in accordance with ordinance standards and guidelines
- 2) Develop incentive packages and strategies to encourage the preservation of wooded lands
- 3) Town should develop a "Green Space" acquisition plan
- 4) Develop strategies and policies to restrain urban sprawl, which would be positive for the recruitment of appropriate businesses and industries
- 5) Formulate economic development strategies that consider the natural environment and our natural resources as assets for attracting tourists, new residents and business opportunities

- 6) Economic Development goals and objectives should be formulated and included in updates and revisions to the Town Master Plan
- 7) Commit to policies and strategies which would, over time, transform a portion of Coleman Boulevard into a downtown business district. Should include incentives to encourage implementation of the Coleman Boulevard plan
- 8) Council and the Patriots Point Authority Board should develop a *common vision* for Patriots Point and work toward joint implementation
- 9) Encourage and, where applicable, guide development initiatives at Patriots Point so that planning and development is achieved in a comprehensive manner based on adopted goals and objectives that will serve to improve the economic base of Mount Pleasant within acceptable community standards
- 10) Pursue the concept of a Convention Center at Patriot's Point
- 11) The Council and the Waterworks and Sewer Commission should develop a *common vision* for the Town of Mount Pleasant that recognizes their respective missions and that will be mutually supported through their respective authorities
- 12) In order to strengthen the communication between Council and the MPWSC, it is recommended that the Town Council and the Commission agree to seek necessary approval to place the Mayor of the Town and a designee from Council on the Commission as a "voting" members. This change will occur automatically when the population of Mount Pleasant reaches 50,000 so that proposal merely accelerates the inevitable change. Moreover, the Council and Commission should seek ways to facilitate coordination, communication, and cost effective strategies to share resources, minimize duplication, and to seek administrative cooperative agreements which will save tax and rate payers' money. Propose that the Town Administrator and MPWSC Manager develop a Quality Assessment Program to identify cost saving ideas that can be implemented jointly

**ACTION PLAN RECOMMENDATION THREE:**

**HIGHWAY NETWORK, TRAFFIC AND TOLL BRIDGES**

- 1) Fund a transportation study/plan addressing next 20 years, which includes economic development as a priority factor or consideration
- 2) Ensure that vehicular access to peninsula Charleston is maintained
- 3) Initiate a Transportation Planning Committee with strong links to the Mount Pleasant Town Government to analyze the complex issues of bridge replacement, funding and tolls

- 4) Develop communication with Charleston area motor carriers association and the State Port Authority to establish a cooperative working association relative to transportation needs of residents, businesses and motor carriers
- 5) Develop economic development/business recruitment strategies which emphasize Mount Pleasant's Federal Highway Network as a long-term asset. Review future plans for new interstate routes as part of transportation plan

#### **ACTION PLAN RECOMMENDATION FOUR:**

##### *CRIME*

- 1) Develop crime prevention strategies with business to reduce property losses
- 2) Establish Town's present low crime rate as a base line that should be maintained or improved as the Town's population exceeds 50,000 and as more intensive land uses are developed
- 3) Ensure that acceptable level of law enforcement resources are available to maintain the base line crime profile for Mount Pleasant
- 4) Place emphasis on juvenile, drug related and property crimes and offenses

#### **ACTION PLAN RECOMMENDATION FIVE:**

##### *ENTERTAINMENT*

- 1) Encourage development of stimulating and wholesome entertainment businesses for youth and families in order that those entertainment dollars remain in Mount Pleasant

#### **ACTION PLAN RECOMMENDATION SIX:**

##### *SCHOOLS*

- 1) Develop partnership program between schools and Town to improve quality of education and the quality of educational facilities in Mount Pleasant
- 2) Develop coordination with schools to assist with the expansion of school facilities and resources to meet the needs of a rapidly expanding population
- 3) Work with business, organizations and schools to raise the quality of schools relative to those in competing states, regions and cities within the "sun belt"
- 4) Work to encourage expansion of East Cooper library commensurate with the level of use, enjoyment and demand by the citizens living East of the Cooper



## **ACTION PLAN RECOMMENDATION SEVEN:**

### **BASE CLOSURE**

- 1) Continue to analyze short and long term impacts and to develop strategies that will mitigate impacts, particularly relative to the natural growth that will continue to occur in the region

## **ACTION PLAN RECOMMENDATION EIGHT:**

### **ECONOMIC DEVELOPMENT PROGRAM**

- 1) Consider appointment of an Economic/Community Development Advisory Council to provide input in Town decisions and strategies, to assist in the analysis of the economic environment, and to assist in the building of partnerships for quality improvement and the enhancement of the Regional awareness and perception of Mount Pleasant
- 2) Town Council should initiate a "Public Attitude Survey" to determine citizens' views on the **current** and **future** nature of the Town's economy and reactions to any suggested changes in that economy
- 3) Develop a strategy for recruitment of light manufacturing concerns which will positively impact the economy of Mount Pleasant without negatively affecting community goals, objectives and standards
- 4) Identify new industries, businesses, services, etc. which will "fit" well with Mount Pleasant's community goals and objectives. Recruit the relocation or location of new businesses to Mount Pleasant which will enhance our economy and municipal revenue stream
- 5) Continue to encourage and participate in the development of Class "A" type corporate or light manufacturing development parks which will positively represent the communities' standards and quality of life objectives
- 6) Develop a positive approach to business development and expansion where community standards and goals are not sacrificed, but where business owners/managers feel that there is a partnership approach to success with the Town government
- 7) Pursue and seek recognition through National Award programs to promote the Town as a destination for tourists, a residence for community-minded families, and as a location for quality businesses, light manufacturing, and corporate headquarters

- 8) Consider development of economic development program capabilities of the Town Staff which would allow the Town to accomplish the following:
- a) Work through Mayor, Council and Administrator to coordinate program implementation
  - b) Improve business contacts within community
  - c) Assist businesses, industry, etc., with understanding complex policies, rules, regulations, etc., in coordination with Planning Department
  - d) Develop information packages for Town
  - e) Collect data and analyze changes and trends in local economy
  - f) Track business failures and problems
  - g) Provide information and educational guidance to small businesses
  - h) Maintain contact and coordination with the Regional and State Economic Development Organizations and Agencies
  - i) Coordinate Economic Development Grant and Loan opportunities/programs with BCD-COG to
  - j) Development of cost benefit analysis and impact statements relative to economic, environmental impacts, and community standards for proposed commercial developments
  - k) Develop "Shop Mount Pleasant" and other promotional programs to retain dollars in local economy and to positively impact local Option Sales Tax Program for Mount Pleasant tax payers
  - l) Assist with coordination of Coleman Blvd. Redevelopment Plan
  - m) Recruit small businesses that are not presently found in Mount Pleasant
  - n) Track occupancy rates, trends, etc. for Mount Pleasant Hospitality Industry
  - o) Develop information regarding "cost of doing business" in competing communities

**COMMUNITY AFFAIRS**

**ISSUE COMMITTEE**



**FINDINGS**

**RECOMMENDATIONS**

**ACTION PLANS**

# COMMUNITY AFFAIRS ISSUE COMMITTEE

## FINDINGS: STRATEGIC IMPORTANCE OF EDUCATION

The public and private education of Mount Pleasant children is a strategic requirement for the development of a high quality living environment. Even though schools that serve Mount Pleasant are administered by a separate authority and are funded by a separate tax supported budget, we must recognize and accept the fact that the beneficiaries of these eight schools are our children, our teachers, our area administrators and the general population of Mount Pleasant. Moreover, we find that our Area school administration and teachers should recognize that they also must play an integral part in the overall development of Mount Pleasant. Finally, the Committee finds that all Mount Pleasant residents and businesses must realize that the education of our children has a direct and constant impact upon their daily lives and prosperity. The quality of education provided to our children is directly related to our future economic security, our community crime rate, costly social problems, and to the growth of Mount Pleasant and our ability to continue to attract productive, community minded residents who will contribute to the improvement of Mount Pleasant. The education of our children must be considered a strategic element by our Town Government in the development of a total quality community.

### RECOMMENDATION:

The Committee recommends that Council and its staff provide the necessary leadership to establish a perpetual *COMMITTED PARTNERSHIP* between the Town Government and our Area schools which will be based upon a *COMMON VISION*. The Isle of Palms and Sullivan's Island Town Governments should be invited to join this partnership.

### ACTION PLAN RECOMMENDATION ONE:

The Town should commit to assisting Mount Pleasant schools through the Area school office, school principals, PTA's, and the Constituent School Board with the realization of goals and objectives relative to:

- 1) School safety and security
- 2) The acquisition of special equipment, which will provide immediate enhancement to the learning environment
- 3) Maintenance and beautification of school facilities
- 4) Expansion of facilities to meet the future educational growth-related needs of Mount Pleasant

**ACTION PLAN RECOMMENDATION TWO:**

The Town should ask the Area school office, principals and teachers to commit to assisting the Town Government with community goals and objectives by:

- 1) Co-sponsoring programs and special projects which have a community-wide impact
- 2) Sharing facilities
- 3) Coordinating planned school facility expansions
- 4) Sharing personnel and physical resources
- 5) Working with law enforcement and recreation departments to facilitate the development of a productive, healthy and secure juvenile population outside the school system

**ACTION PLAN RECOMMENDATION THREE:**

Town staff and area school officials should meet regularly to establish strong communication and to reinforce the commitment to “partnership” and should develop annual strategies and work plans for improving the educational environment and overall quality of life in Mount Pleasant.

**ACTION PLAN RECOMMENDATION FOUR:**

The Town Council and staff should assist Area schools in the development of “partnerships” with businesses through a Town Economic Development Advisory Council, the East Cooper Merchants Association, and other appropriate organizations and clubs.

**ACTION PLAN RECOMMENDATION FIVE:**

The Town Council should explore with the Area office a plan for the Town to accept maintenance responsibilities for school grounds and facilities under an agreement and compensation approach in order to relieve school administrators of this burden and to improve the overall appearance and function of these properties as a source of pride for the entire community.

## FINDINGS: THE EDUCATION SYSTEM

Through no personal fault of any individual official, the present Charleston County School Board and consolidated administrative system may not be equipped or positioned to serve the overall best interests of the residents and children living "East of the Cooper."

The Committee finds that until such time that the question of an "East Cooper School System" is answered through a deliberate assessment process, valuable long-term community attention, support, and assistance may be diverted from solving the many problems facing public education. The Committee further finds that it takes no position as to whether a separate East Cooper School System should be created by the citizens of this area, nor does the Committee conclude that the concept is feasible legally, financially, or politically. The Committee does find that the issue should be explored, analyzed and given verifiable conclusions, submitted to the general public of Mount Pleasant, Sullivan's Island, Isle of Palms, and any unincorporated area of East Cooper that wishes to be included for consideration.

### RECOMMENDATIONS:

The Committee recommends that Town Council direct the Mayor of Mount Pleasant to meet with the Mayors of the Isle of Palms and Sullivan's Island to determine, first, if there is a general interest in pursuing the issue of an East Cooper School System. Should that be the case, then necessary information should be assembled and analyzed to determine the legal and financial feasibility of a separate school system. Emphasis should be placed on (1) cost to tax payers; (2) Federal/State mandates; (3) special program needs; (4) growth of the East Cooper area and resulting demands on education; and (5) the responsiveness of a separate system to the interests of all East Cooper residents.

The Committee further recommends that whether or not Council accepts this recommendation, the Town should, nevertheless, pursue, with the strongest commitment, a mutually beneficial "partnership" with the Area office, the principals, teachers, parents, and students of the eight schools which serve the Town of Mount Pleasant.

As a point of emphasis, due to the lack of pertinent information, the Community Affairs Issue Committee can neither support nor oppose the formation of a separate East Cooper School System, but does find that there is substantial interest and concern to warrant very deliberate study and debate.

## **FINDINGS: SPECIAL POPULATION SERVICE NEEDS**

The demographic profile of Mount Pleasant is likely to change significantly over the next twenty years relative to “special needs” population groups; particularly, retired or senior citizens, disabled citizens and others who, due to personal circumstances, may have limited access to basic services.

Presently, the Town has new strategies or plans to address special service needs which will increase over the next 20 years.

Presently, most Town policies and services are designed to provide uniform basic services to the general population without regard to special needs or special considerations

The Town has a commendable record for developing a process to comply with the spirit and intent of the Americans with Disabilities Act.

### **RECOMMENDATION:**

Town Council should appoint a Special Advisory Committee, comprised of citizens who represent all segments of Mount Pleasant’s population, to study the service requirements that will be created by a changing population, and to make recommendations to Council regarding the expansion of services to meet these expected needs. This Committee should focus on what needs to be done and not just what has to be done. It is suggested that the Committee begin this planning effort in July, 1994 and conclude by February, 1995

### **ACTION PLAN RECOMMENDATION ONE:**

Develop a demographic profile for the Town through the year 2010, emphasizing shifts in population relative to age, race, sex, income, disabilities, etc.

### **ACTION PLAN RECOMMENDATION TWO:**

Identify “special population” service expectations of our emerging population and assess the impacts upon the community and Town government.

### **ACTION PLAN RECOMMENDATION THREE:**

Develop a plan, including recommendations, for addressing new or expanding service demands that will result from demographic changes over the next 20 years.

## **FINDING: RACIAL PERSPECTIVES**

The mostly African American minority population represents only 8% of the total population of Mount Pleasant. The predominantly white population and the African American population often view problems, issues and opportunities differently. *DIVISIONS* between the majority and minority population will likely widen as the total population increases.

### **RECOMMENDATION:**

Town Council should appoint a bi-racial committee to discuss, debate and resolve issues relative to relations between our primarily white population and our minority population. The committee should also develop a common *VISION* regarding issues that affect all residents of Mount Pleasant.

## **FINDINGS: RECREATION SERVICES FEE STRUCTURE**

Recreation fees are a necessary component of the Town's revenue stream. Overall, fees pay for most of the direct costs of program-related services but do not pay for any of the indirect costs associated with Recreation Services. The community appreciates the many outstanding programs and facilities provided by the Town Government. In order to maintain this level of service, the Committee finds that the citizens who use these programs and facilities should pay a greater share to offset ever increasing cost of operations

### **RECOMMENDATIONS:**

Town Council should review the fee structure for the Recreation Department on an annual basis, and should consider both indirect and direct program service costs as part of the fee allocation system

### **ACTION PLAN RECOMMENDATION ONE:**

Town Council should assign a greater share of the total cost of the Recreation programs to those citizens who enjoy the direct services provided by these programs, but must consider fairness and affordability so that the fee system does not discourage participation



**LAW ENFORCEMENT  
ISSUE COMMITTEE**



**FINDINGS  
RECOMMENDATIONS  
ACTION PLANS**

# LAW ENFORCEMENT ISSUE COMMITTEE

## FINDINGS: STRATEGIC RESPONSE TO CRIME

Even though our crime rate is presently low, as our Town approaches a population of 50,000 and experiences a corresponding expansion of commercial development and increased traffic, the threat of crime is and will continue to be a paramount concern for our residents, businesses and visitors. Both the Community Affairs and Economic Development Issues Committees have identified crime as a strategic threat to our future and our present low crime rate as a major positive factor in maintaining a desirable quality of life in Mount Pleasant. The Law Enforcement Issue Committee determined that offenses and criminal activities related to substance abuse (illegal narcotics, alcohol, etc.), property crime, and our juveniles, constitute the greatest threat to the safety, security and well being of our residents, businesses and visitors.

If we are to continue to enjoy a low crime rate, a total commitment by the Town Government, our citizens, schools, organizations, churches and businesses will be required. Our efforts to keep our community secure and safe must be focused and comprehensive. The Mount Pleasant Police Department will never have sufficient resources to meet the law enforcement challenges of the future alone.

### RECOMMENDATIONS:

- 1) All Town Government service providers (departments) should be directed to develop crime prevention involvement programs, strategies, awareness directives, activities, etc., that are consistent with the scope of their respective responsibilities.
- 2) Town Council and all of its Boards, Commissions, Agents, etc., when issuing approvals, authorities, judgments, etc., should consider **crime prevention** as an issue along with other traditional planning considerations.
- 3) Our **citizens** as individuals or as members of groups or organizations, should also commit to a continuing effort to prevent crime, particularly, crime associated with juveniles, illegal substance/alcohol abuse and property crime. Without the total cooperation and involvement by our citizens, in partnership with the Town Government, we cannot successfully maintain the safety and security of all residents.
- 4) While enforcement, arrests and court assigned consequences are critical elements to crime prevention, the **Town Government** and **its citizens** must also be willing to support non-enforcement and non-punitive programs and measures as part of a total Crime Prevention and Response package. Arrests alone will not eliminate all of the illegal narcotic, alcohol and other substance abuse related crimes/offenses.

- 5) The acceptance of a Crime Prevention and Response proposal as a package that is comprised of interdependent elements, proposals and actions, is also critical to long term success. A series of disjointed measures will only address “pieces” of the crime problem and will not be comprehensive nor effective over the long term. The causes of crime are often inter-related, requiring a comprehensive approach to effectively prevent and eliminate the problem.

• **JUVENILE OFFENSE AND CRIME ACTION PLAN**

**ACTION PLAN RECOMMENDATION ONE:**

The Town should develop alternative judicial consequence programs for juvenile offenses, to be administered by the Town in lieu of Family Court. Success will require coordination with Family Court and the Solicitor’s office.

- 1) A Youth Court
- 2) Conflict Management and Resolution Programs
- 3) Continuation and evaluation of the Consequences Program

**ACTION PLAN RECOMMENDATION TWO:**

Presently, we do not recommend a police presence inside our area schools in terms of patrol and security, but we should be willing to take actions as necessary in coordination with and at the request of school officials and parents in order to ensure the safety of children, teachers and administrators, to include a planned presence and patrol of school grounds, bus stops, etc.

**ACTION PLAN RECOMMENDATION THREE:**

Pursue a “partnership” relationship with schools such as that proposed by the Community Affairs Issue Committee and other community groups and organizations, wherein the Police Department could expand their positive involvement with juveniles; particularly, in an effort to win the respect and trust of juveniles.

**ACTION PLAN RECOMMENDATION FOUR:**

Expand Police Department personnel capability to address juvenile offenses and issues as a matter of prevention and avoidance. Expansion would allow the department to actively seek opportunities to reach “at risk” juveniles and to pursue existing social programs and services to assist dysfunctional juveniles and their families.

**ACTION PLAN RECOMMENDATION FIVE:**

Develop parental "accountability" programs:

- 1) Restitution by parents to victims within the limits/scope allowed by State
- 2) Parental participation by contract/agreement in alternative programs under Action Plan Recommendation One above

**ACTION PLAN RECOMMENDATION SIX:**

Develop preteen crime prevention programs and programs to help children avoid becoming victims of crime:

- 1) Hotline for children who need help, the confidence of an adult, etc. (use volunteers)
- 2) ID Program with schools as a means of expediting responses to abductions or lost children cases
- 3) Expanded patrols of children's activity areas including playgrounds school areas and school bus stops
- 4) Continue to expand and improve existing programs related to preteens by the Recreation, Fire and Police Departments

**ACTION PLAN RECOMMENDATION SEVEN:**

Develop new and innovative juvenile activities, programs and entertainment opportunities:

- 1) Establish a Youth Advisory Council (teens), as a feedback mechanism
- 2) Develop innovative entertainment concepts through Town resources and programs
- 3) Establish a Youth Hotline for teens (use volunteers)

• **PROPERTY CRIME ACTION PLAN**

**ACTION PLAN RECOMMENDATION ONE:**

**RESIDENTIAL**

- 1) Aggressively advocate, encourage and facilitate Neighborhood Watch Programs through staff assisted efforts.
- 2) Develop and actively distribute educational information on how to “harden” targets from property crime (pamphlets, public service spots, education in schools, in-home visit inspection program, business inspection program, etc.).
- 3) Implement Fire Department Night Watch Program wherein “on duty” fire fighters provide “drive by” surveillance and reporting in target areas during high risk periods of the night.
- 4) Town Council should require that each single family residence be clearly numbered for visual observation from a patrolling vehicle.

**ACTION PLAN RECOMMENDATION TWO:**

**BUSINESS**

- 1) Police Department must expand its crime prevention programs for businesses to a more direct effort. This program expansion should be viewed as part of Economic Development strategies of the Town.
- 2) Expand foot/bike patrol in business areas to provide more detailed surveillance and higher level of contact.
- 3) Connect patrol officer with business owner more frequently.
- 4) Environmental design for crime prevention should be part of Town’s construction/development approval process (Police Department and Planning Department).
- 5) Plan for adding a third Precinct Office in north area near U. S. 17,
- 6) Plan for increasing level of service to 2.5 police officers per 1,000 population as Town’s population increases and commercial development expands. The nature of calls will change significantly as Mount Pleasant takes on more of an urban character. Urban Landscape Issue Committee proposal, concerning Sprawl and Commercial Development would mitigate the impact of growth upon Police services somewhat.

- **SUBSTANCE ABUSE AND RELATED CRIMES ACTION PLAN**

**ACTION PLAN RECOMMENDATION:**

The Town must consider treatment as an integral preventive measure to these types of offenses and crimes and recognize that incarceration may not always be the best form of consequences. The program should include:

- 1) Require evaluation and appropriate treatment as part of the sentence for any Town offense where substance abuse was involved.
- 2) Require staff to request evaluation and appropriate treatment as part of any sentencing by General Sessions or Family Court.
- 3) In appropriate cases, the Town should be willing to endorse treatment over punishment for non-violent crimes and crimes where weapons were not involved.
- 4) Consequences which require personal accountability will remain a primary means of addressing serious crimes; particularly, violent crimes and crimes where weapons are used, repeat offenses, etc.

- **NEIGHBORHOOD STABILIZATION ACTION PLAN**

**ACTION PLAN RECOMMENDATION ONE:**

Identify “at risk” neighborhoods and apartment complexes.

**ACTION PLAN RECOMMENDATION TWO:**

Develop and enforce owner and landlord maintenance ordinances to ensure healthy, safe and attractive living environment for residents and tenants.

**ACTION PLAN RECOMMENDATION THREE:**

Develop beautification projects for owners/tenants and Town annually in and around “at risk” housing areas with involvement by interested organizations.

**ACTION PLAN RECOMMENDATION FOUR:**

Develop rent subsidy program for officers to assist in stabilization of “at risk” neighborhoods and apartment complexes.

- **VICTIMS SUPPORT ACTION PLAN**

**ACTION PLAN RECOMMENDATION:**

Victim Advocacy Program should be developed in recognition that the affects of crime upon victims may have economic, emotional and psychological impacts which should be addressed by qualified professionals and mitigated by the convicted criminal or offender. The program would also link victims to appropriate public assistance agencies.

- **SENIORS/ELDERLY SAFETY AND SECURITY ACTION PLAN**

**ACTION PLAN RECOMMENDATION ONE:**

Develop seniors/elderly direct Hotline to Police Department where special issues, concerns, needs can be discussed.

**ACTION PLAN RECOMMENDATION TWO:**

Develop panic button program at homeowner's expense to give immediate contact to Police Department.

**ACTION PLAN RECOMMENDATION THREE:**

Develop Homebound Visit Program wherein Police Department will visit participants regularly to ensure that their special needs are being addressed.

**ACTION PLAN RECOMMENDATION FOUR:**

Develop Crime Watch for seniors which will address special issues relative to crimes against the elderly.

**ACTION PLAN RECOMMENDATION FIVE:**

Develop an alternative traffic routing system to assist impaired, intimidated drivers who may be more comfortable or secure using more accommodating routes.

- **MUNICIPAL LEGISLATIVE ACTION PLAN**

**ACTION PLAN RECOMMENDATION:**

Town Council should consider enacting ordinances that address business related crimes, where frequency of police calls begin to impact on the ability of the Department to respond to all other calls for assistance. The areas of concern are service stations, convenience stores and storage facilities. Future ordinances should be developed in conjunction with appropriate affected parties.

- **QUALITY OF LIFE ACTION PLAN**

**ACTION PLAN RECOMMENDATION**

Town Council should require criminal background checks for solicitors and peddlers and authorize revocation of business licenses for certain specified offenses, such as substance abuse offenses, selling of alcohol to minors, etc.



**BASIC SERVICES  
ISSUE COMMITTEE**



**FINDINGS  
RECOMMENDATIONS  
ACTION PLANS**

# **BASIC SERVICES ISSUE COMMITTEE**

## **FINDINGS: FIRE AND EMERGENCY SERVICES**

The primary Strategic Issue relates to level of service. The Committee has found that the Department's capability (manpower, equipment, training), along with the required response time, are the critical elements in meeting the public's expectations of fire protection services.

### **RECOMMENDATIONS:**

Town Council should base present and future consideration for Fire Service levels and capital improvement programs on the above stated FINDING, taking into account cost-benefit considerations. Furthermore, Council should review sub-issues or sub-requirements such as First Responder Service and False Alarm calls that may pose negative impacts to the accomplishment of the Fire Department's primary mission.

### **ACTION PLAN RECOMMENDATION ONE:**

Station location and relocation decisions should be based on time of response which is a function of distance, manpower, equipment and training.

### **ACTION PLAN RECOMMENDATION TWO:**

Town Council should establish the following time of response standards:

- 1) Primary equipment should arrive within five (5) minutes of the citizen's contact with Police Department Communication Center;
- 2) Secondary (backup) equipment should arrive within eight (8) minutes of the citizen's original contact with Police Department Communication Center;
- 3) Town Council should authorize the purchase of an Automatic Communication Relay System for the Police Department Communication Center to eliminate time-consuming, manual method of dispatching the appropriate fire station to a call.

**ACTION PLAN RECOMMENDATION THREE:**

Town Council should consider First Phase implementation of the Fire Station Relocation Plan based on the above stated level of service, upon staff studies and pursuant to the relocation plan recommended by staff (Attachment A).

**ACTION PLAN RECOMMENDATION FOUR:**

Town Council should consider achieving full Fire Department staffing to meet current service levels by adding eight firefighters over a three year period beginning in 1994.

**ACTION PLAN RECOMMENDATION FIVE:**

Town Council should pursue the enforcement of the False Alarm Ordinance with vigor to reduce the risk posed by these responses to both citizens and firefighters.

**ACTION PLAN RECOMMENDATION SIX:**

Town Council should continue with the First Responder Service given the inadequate level of service provided by Charleston County.

**ACTION PLAN RECOMMENDATION SEVEN:**

Town Council should seek some form of compensation from Charleston County for our First Responder Service which significantly augments the County Emergency Medical Service.

**ACTION PLAN RECOMMENDATION EIGHT:**

Town Council should work with the Isle of Palms and Sullivans Island Councils to develop a "Joint Use Training Center" for benefit of all these municipalities.

**ACTION PLAN RECOMMENDATION NINE:**

Town Council should adopt an **Immediate Aid Agreement** with Sullivans Island to achieve more efficient and comprehensive fire protection service for residents and businesses of both municipalities.

## **FINDINGS: STORMWATER MANAGEMENT**

The management of stormwater and the maintenance of stormwater systems are critical requirements for the Town. While new development is designed to meet progressive stormwater standards and requires only periodic maintenance, older stormwater systems are very problematic for the town. Existing open-ditch systems, low lying older residential lots and undersized "old" drainage systems in the State Highway system are continuing sources of citizen concerns. The Town is, also, often asked to address poor drainage conditions on privately owned residential and commercial properties. Stormwater threats to structures on this type of property are minimal, and generally limited to only several isolated locations during ten year or greater storm events.

### **RECOMMENDATIONS:**

The Committee recommends that Town Council and the Public Services Committee of Council:

- 1) Permit no open ditches associated with new developments;
- 2) Provide annual maintenance funding for primary canals, roadside ditches and property line ditches;
- 3) Address the issue of the management of stormwater on private properties relative to Town responsibility, cost-benefit considerations, and threats to improved property.

### **ACTION PLAN RECOMMENDATION ONE:**

Town Council should direct staff to develop a cost benefit analysis formula for determining ditches that should be scheduled for piping, taking into consideration that piping is not always cost effective nor does it necessarily improve the drainage function of the ditch system.

### **ACTION PLAN RECOMMENDATION TWO:**

Town Council should develop a separate three year capital improvement plan to identify ditch piping projects based upon a cost benefit analysis program.

### ACTION PLAN RECOMMENDATION THREE:

Town Council should consider the following guidelines relative to stormwater problems that are isolated to the limits of private properties:

- 1) The number of properties affected;
- 2) Whether or not the stormwater problem is due to a private property limitation including but not restricted to elevation, topography, and physical man-made alterations, etc.;
- 3) Whether there is an obvious threat to improved property, such as dwellings, businesses, permanent storage facilities, etc.;
- 4) Whether there is any apparent threat to the health or safety of occupants;
- 5) Whether there is any long-term reduction in use or enjoyment of the property, including access;
- 6) Provide staff the latitude to respond to a drainage problem isolated to private property no more than three (3) times within a twelve (12) month period, subject to conditions that are considered on a case by case basis;
- 7) Town Council should be prepared to notify residents that, at some point relative to reoccurring drainage problems on private property, the responsibility for drainage conditions will become that of the property owner.

## **FINDINGS: TRANSPORTATION RIGHT-OF-WAY MAINTENANCE**

The Committee finds that the Town's effort to beautify our road right-of-ways, which includes shoulders and medians, has contributed immeasurably to the sense of pride our citizens feel about their community. The benefits realized by this effort to maintain State and Town owned right-of-ways more than justifies the cost to the taxpayer. The Committee concludes that if State owned right-of-ways are to be maintained at a standard that is representative of our community, the Town will have to continue to accept and expand its present responsibility, in that the State Department of Transportation is not prepared to maintain these areas to that acceptable standard.

### **RECOMMENDATIONS:**

Town Council should provide funding so that a primary, arterial right-of-way and/or median may be added each year for maintenance. Maintenance levels should be reflective of the work along the Mathis Ferry Road right-of-way. Ultimately, seven (7) new arterials or arterial sections should be added to the maintenance program.

### **ACTION PLAN RECOMMENDATION ONE:**

Consider the following arterials in the priority order listed:

- 1) Along Chuck Dawley Boulevard from Coleman Boulevard/Ben Sawyer Boulevard to the I-526 overpass
- 2) Along Long Point Road, from the gate of the State Ports Authority to the intersection of Long Point Road and Highway 17 North
- 3) Along U. S. 17 North from I-526 overpass to Highway 41 intersection
- 4) Along Isle of Palms connector from U. S. 17 North to Clyde Dangerfield Bridge
- 5) Along Ben Sawyer Boulevard from Center Street to Ben Sawyer Bridge
- 6) Along Rifle Range Road from Ben Sawyer Boulevard to the intersection of Rifle Range Road and Six Mile Road
- 7) Along U. S. 17 North from Highway 41 intersection to the Town limits

**ACTION PLAN RECOMMENDATION TWO:**

Town Council should consider adopting an additional 1% tax upon hotel/motel accommodations to assist with funding of beautification efforts which directly benefit the tourism industry. While a majority of the Committee suggests this concept, there were dissenting positions among the Committee members.

**FINDINGS: SANITATION SERVICES**

The Committee has found that the efficiency of the Sanitation Division of the Public Services Department would be enhanced by the elimination of certain ancillary collections that have been historically offered to relatively few customers.

**RECOMMENDATIONS:**

Town Council should review the following type(s) of collection services for elimination due to inefficiency and interruptions to primary collection services:

- 1) Collection of animal carcasses from veterinarians
- 2) Collection of automotive parts including but not limited to engine blocks, drive train assembly, automotive body parts, batteries, vehicle seats, etc.
- 3) Collection of truck, automobile and tractor tires from both residences and businesses

**ACTION PLAN RECOMMENDATION ONE:**

Visit each veterinarian and provide due notice that collection and disposal of animal carcasses must be accomplished by the veterinarian.

**ACTION PLAN RECOMMENDATION TWO:**

Eliminate the collection of automotive parts and provide adequate public notice.

**ACTION PLAN RECOMMENDATION THREE:**

Eliminate the collection of tires and provide adequate public notice.

## **FINDINGS: PUBLIC SERVICE FACILITY EXPANSION**

**The Town lacks basic storage and operational facilities to protect equipment and rolling stock and to serve facility maintenance operations.**

**The Town needs to expand storage and operational facilities for Public Service functions relative to current and expanded departmental responsibilities.**

### **RECOMMENDATIONS:**

Town Council should develop a funding program to construct additional facilities at the Six Mile Public Service facility.

### **ACTION PLAN RECOMMENDATION ONE:**

To construct "shed type" storage facilities to protect Public Service equipment and rolling stock from the elements.

### **ACTION PLAN RECOMMENDATION TWO:**

To construct and equip a building to support the facility maintenance requirements of the Public Service Department.



BASIC SERVICES

APPENDIX A

## FIRE STATION RELOCATION PROPOSAL: FINANCIAL ASPECTS

### I. INTRODUCTION

As a recap, staff proposed to serve existing development and present growth areas of Mount Pleasant with five fire stations and to meet the standards for an ISO 3 rating as well as being able to achieve a response standard of five minutes for the primary fire truck and eight minutes for the back up truck. To accomplish this objective, the Town will have to move Stations 1, 2, and 3 from their present locations to locations near:

- 1) Low Country Boulevard and Johnnie Dodds Boulevard
- 2) McCants and Highway 703
- 3) Jones Recreation Center on Egypt Road

Presently, of course, we have five fire stations. It is likely that, as Dunes West Development plans are realized in the next eight to ten years, one additional station may be required along U.S. 17 near Charleston National Golf Course and more immediate interest, even if we do not relocate any existing stations, it is apparent that a station in Belle Hall will have to be constructed almost immediately.

First and foremost for our relocation theory to be valid, policy makers must be convinced that, in fact, we do have to construct a fire station to serve the Belle Hall planning area in the very near future. If we are in agreement on this finding, then this station becomes our sixth station. A future station may be required on U.S. 17 North near Charleston National if Dunes West's plans materialize as planned. It must also be noted that under all scenarios, Chief Tetor requests eight additional fire fighters to be added over three years to meet present response/time standards. He proposes to add three fire fighters to Station 5 in Dunes West, one each to Station 1 and 2, and three fire fighters added to the ladder truck which is presently located at Station 4. We will request three additional fire fighters in the '94/95 budget regardless of our decisions on construction or relocation of fire stations. These eight fire fighters constitute a present not a future need.

### II COST FACTORS FOR SIXTH STATION SCENARIO

(Sixth station in Belle hall with no stations being relocated)

LAND COST:                   \$ ZERO

We propose to build the station adjacent to the Jones Recreation Center

Construction Cost:   \$500,000

Three bay station. Cost does not include space for police sub-station

Personnel Cost:	<u>\$225,000</u> (1st year and annually thereafter)	Minimum of additional 9 fire fighters will be required Amount includes benefits and gear for these firefighters (these nine are in addition to the eight mentioned above.)
Operational Cost:	<u>\$ 20,000</u> (1st year and annually thereafter)	Cost of operating station/ equipment and maintenance of equipment
Equipment Cost:	<u>\$170,000</u> (initial purchase cost)	Pumper truck purchase. (One aerial ladder would be transferred here from Station 4, as well)

TOTAL FIRST YEAR  
COST OF SIXTH  
STATION: \$915,000

ANNUAL ADDITIONAL  
COST OF SIXTH  
STATION: \$245,000

This annual cost is continual and  
constitutes the primary negative  
cost consideration for leaving  
the five stations in their  
present locations and adding this  
sixth station.

### III COST OF RELOCATING THREE OF OUR PRESENT STATION IN A FIVE STATION SCENARIO

A) THE PLAN: Station One moves to McCants area  
Station Two moves to Jones Center  
Station Three moves to Low Country Blvd. area

#### B) COST ANALYSIS:

1) STATION ONE RELOCATION:	
Land Acquisition:	\$ 70,000
Facility Construction:	\$400,000 (Two Bay Facility)
Firefighting Equipment:	<u>--ZERO--</u> (Transfer to Station)
TOTAL COST STATION ONE RELOCATED	<u>\$470,000</u>
2) STATION TWO RELOCATION:	<u>--ZERO--</u> (Jones Center)
Land Acquisition:	\$500,000 (Three bay/sub-sta)
Facility Construction:	<u>--ZERO--</u> (Transferred to
Firefighting Equipment:	station from Station
TOTAL COST STATION TWO RELOCATED	2 and Station 4) <u>\$500,000</u>

- 3) STATION THREE RELOCATION:
- |                         |                  |   |
|-------------------------|------------------|---|
| Land Acquisition:       | \$160,000        | (Perhaps much less if we can use road right of way) |
| Facility Construction:  | \$400,000        | (Two bays)  |
| Firefighting Equipment: | --ZERO--         | (Transferred to station from Station                |
| TOTAL COST STATION      |                  | 3: One pumper and                                   |
| THREE RELOCATED         | <u>\$560,000</u> | aerial ladder)                                      |
- 4) TOTAL COST OF RELOCATING THREE STATIONS  
IS ESTIMATED TO BE: \$1,530,000

IV POSSIBLE RECOUPMENT OF COST THROUGH SALE OF EXISTING STATIONS

- A) General Information:  
We own Station Three (located near Miller Cadillac). We do not own either the buildings nor land at Station One. SCE&G still owns this property. However, I have asked SCE&G officials to transfer ownership to the Town for a nominal payment. We also do not own the land upon which Station Two is sited. This land is owned by the County. I propose that we ask the County to transfer ownership of this land in exchange for the Town's willingness to house EMS crews at no cost to the county, and for consideration of having housed their crews for years in the past.
- B) Anticipated proceeds for the sale of these properties (estimates without benefit of appraisal are conservative estimates):
- 1) STATION ONE  
Land value less buildings should be \$100,000 or more. Building value is of course dependent upon someone needing those types of buildings
  - 2) STATION TWO  
Land value less the buildings should be at least \$60,000 due to its commercial location. The building has little value. In fact, this building should be completely renovated or replaced in the next five to seven years, due to its condition and appearance, a factor that would increase the cost of maintaining the present location of our fire stations
  - 3) STATION THREE  
Land value should be approximately \$160,000. The building has value if there is a desired use for this type of structure

4) Total minimum proceeds, if the Town obtains fee simple ownership for Stations One and Two, is estimated to be: **\$320,000**

The Town should also consider land exchanges rather than sale of land to acquire new station sites. Council should also consider use of the Right of Way of what is now a section of Williamson Drive adjacent to the Island Tan (tanning salon). closing of this road would serve the interest of residents of Williamson and provide much of the land needed for relocated Station Three. This action could reduce the land acquisition costs for Station 3 significantly. There is merit to closing Williamson Drive relative to "cut through traffic" and street and drainage maintenance costs to the town.

## V SUMMARY

A) The first year cost of building an additional sixth station at Belle Hall would be **\$915,000**. In subsequent years, this additional station will cost the Town annually at least **\$245,000** in personnel, operations and maintenance costs. This will be a reoccurring cost...basically forever.

B) The cost of relocating three stations should not exceed **\$1,530,000**. This cost could be only \$1,430,000 if we buy the Phillips Building on rifle Range Road and renovate for the relocation of Station One. This estimate is based on asking price and on estimated renovation costs.

C) The Town could recoup some of the cost of relocating stations by acquiring Stations Two and Three and then selling all three stations' properties. Minimum received should be approximately **\$320,000**.

D) In a worst case scenario, even if we cannot sell any of the station properties, **\$915,000** of the relocation cost will be offset by not having to build and operate a sixth station in year one. Then consider that the remaining **\$600,000** needed for relocation would be recouped in only two and one half years by the savings achieved in not having to pay for salaries, benefits, and operations for the sixth station (**\$245,000** annual cost). Under these circumstances, the Town begins realizing a savings in year three, which, in fact, is the year that we will propose to relocate the third station.

**TRANSPORTATION  
ISSUE COMMITTEE**



**FINDINGS  
RECOMMENDATIONS  
ACTION PLANS**

# **TRANSPORTATION ISSUE COMMITTEE**

## **FINDINGS: TRANSPORTATION NETWORK MAINTENANCE AND OWNERSHIP**

The Town's Network of roads is comprised of 210.7 total road miles. There are 111.1 miles of State-owned roads, and 18.3 miles of privately-owned roads and 81.3 miles of Town-owned streets in Mount Pleasant. Maintenance of the transportation network will pose a long-term challenge to the Town, in that the State demonstrates an ever increasing inability to maintain these roads and streets to a standard that is acceptable to the Town. The new "C" Fund Planning Program holds the best opportunity for the long-term maintenance of collector roads and subdivision's streets. However, this program is always in danger of being politicized and eliminated at the State level.

### **RECOMMENDATIONS:**

Maintenance of the transportation network should remain a priority of the Town. Council should continue to develop funding opportunities from multiple sources to accomplish this requirement and utilize a planning program to allocate these available funds.

### **ACTION PLAN RECOMMENDATION ONE:**

Allocate 2.5% of the Town budget each year for immediate and long term street and drainage repair and maintenance, regardless of revenue sharing levels from other sources of funds.

### **ACTION PLAN RECOMMENDATION TWO:**

Establish an enterprise fund for future maintenance requirements. A set percentage of the annual appropriation for maintenance should be set aside costly priority projects and emergency repairs that may emerge.

### **ACTION PLAN RECOMMENDATION THREE :**

Continue the use of a three (3) year Capital Plan for identifying street and drainage repair requirements.

### **ACTION PLAN RECOMMENDATION FOUR:**

Continue to pursue the use of all available State funds to assist with street maintenance and repairs, especially "C" Fund Program funds.

## **FINDINGS: IMPACT OF TRAFFIC SIGNAL SYNCHRONIZATION**

Construction of the I-526 Mark Clark Expressway and the synchronization of traffic lights on Johnnie Dodds Blvd. have had a dramatic impact on the flow of traffic in, out and through the Town. The synchronization of traffic signals makes access to the peninsula City of Charleston easier for truck traffic from the Wando Terminal and US 17 North, but local traffic using Johnnie Dodds Blvd. and the frontage roads may have suffered reduced convenience as a result of this synchronization which benefits north-south traffic.

### **RECOMMENDATIONS**

Town Council should develop strategies, programs, and coordination required to maintain efficient and safe flow of traffic along U. S. 17 Bypass/Johnnie Dodds Blvd. including all crossing streets/routes.

#### **ACTION PLAN RECOMMENDATION ONE:**

Develop a formal line of communication with the trucking industry through the Motor Carriers Association and the Ports Authority so that voluntary compliance with municipal transportation objectives can be achieved, and so that the trucking industry is afforded input into municipal plans and decisions on a continuing basis.

#### **ACTION PLAN RECOMMENDATION TWO:**

Pursue redirection of Johnny Dodds Boulevard truck traffic to McGrath Darby as the primary route to Coleman Boulevard and reconfigure turning radii at these intersections to facilitate use by large trucks.

#### **ACTION PLAN RECOMMENDATION THREE:**

Revise synchronization as needed to provide for safe and efficient traffic flow for both through traffic and local service road traffic.



## **FINDINGS: EXISTING TRAFFIC PROBLEMS**

**Problems associated with the present network in Mount Pleasant are, for the most part, limited to peak use periods in the morning, at noon, and in the afternoon at key intersections or road sections. These problem areas include, but are not necessarily limited to:**

**Houston Northcutt and service road intersection  
Houston Northcutt and Johnny Dodds Blvd.  
Anna Knapp Blvd. and service road intersection  
Anna Knapp Blvd. and Johnny Dodds Blvd.  
Bowman Road and Von Kolnitz Road intersection  
Bowman Road and Johnny Dodds Blvd. intersection  
Bowman Road and Mathis Ferry Road intersection  
Six Mile Road and U. S. 17 North intersection  
Rifle Range Road and Megan Eliza Road intersection  
Rifle Range Road and 703/Coleman Blvd. intersection  
U. S. 17 southbound lanes at foot of Grace Bridge  
Mathis Ferry and U. S. 17 intersection  
Chuck Dawley Blvd. and Coleman Blvd. (west bound merge lane only)**

**Generally, the Committee finds that the present carrying capacity of the overall Mount Pleasant road network is acceptable for the current amount of traffic.**

### **RECOMMENDATIONS:**

Council should develop plans, strategies and coordination requirements to address the short and long term problems associated with the above listed intersections and road sections.

#### **ACTION PLAN RECOMMENDATION ONE:**

Coordinate physical alterations which with South Carolina Department of Transportation will reduce congestion and improve safety.

#### **ACTION PLAN RECOMMENDATION TWO:**

Coordinate traffic signalization to facilitate the flow of traffic to meet objectives of all motorists.

**ACTION PLAN RECOMMENDATION THREE:**

Add directional arrows to present signalization where appropriate (i.e., left turn arrows at Anna Knapp Boulevard and Johnny Dodds Boulevard intersection).

**ACTION PLAN RECOMMENDATION FOUR:**

Develop a "peak period" traffic information system/program to encourage alternate route selection by local motorists.

**ACTION PLAN RECOMMENDATION FIVE:**

Develop a monitoring system to identify changes in conditions over time (such as annual traffic counts).

**ACTION PLAN RECOMMENDATION SIX:**

Develop transportation studies and plans to address long and short term intersection problems as to traffic patterns and numbers change.

**FINDINGS: FUTURE TRAFFIC CARRYING  
CAPACITY PROBLEMS**

Future problems with carrying capacity of our present major arterials can be expected as the Town approaches 45,000 residents and experiences more pass-through traffic along U. S. 17 and Coleman Blvd. We expect average daily traffic counts on major arterials to increase by 33% or more around the year 2003 and by 40% by the year 2008, assuming that present growth rates continue through those years. Therefore, it goes without saying that present intersection or road section problems will be made much worse by this expected increase in traffic over the next 20 years.

**RECOMMENDATIONS:**

Council must focus attention on the long term impacts of growth relative to transportation, traffic congestion and motorist/pedestrian safety. Council should plan for impacts associated with projected growth over the next 20 years as a minimum planning time frame. The Committee strongly recommends the use of the concept of Transportation Development Impact Fees to address growth-related costs of transportation improvements.

**ACTION PLAN RECOMMENDATION ONE:**

Fund into the 1994/95 Budget a transportation study and plan for the Town that will address: Growth impacts, the effects of urban sprawl, immediate transportation issues, new road improvements, linkage of arterials, carrying capacities, identification of funding options, analysis of the application of Transportation Development Impact Fees, and construction of additional service roads.

**ACTION PLAN RECOMMENDATION TWO:**

Immediate submission of identified road improvements to CHATS for inclusion in the Transportation Improvement Program (i.e., Rifle Range Road).

**ACTION PLAN RECOMMENDATION THREE:**

Town Council should appoint a committee of nine citizens to work with staff and consultants during the transportation planning period.

**FINDINGS: NETWORK BEAUTIFICATION**

The Town's effort to maintain State owned road right-of-ways (medians and shoulders) is commendable. It is apparent that, if these and other State owned right-of-ways are to be maintained at an acceptable standard, the Town will have to continue to accept this responsibility. Moreover, the Town has been successful in attracting grant funds for several beautification projects on Coleman Blvd. and Johnny Dodds Blvd.

**RECOMMENDATIONS:**

Town Council should continue to consider the maintenance and enhancement of State right-of-ways (shoulders and medians) as a routine municipal responsibility.

**ACTION PLAN RECOMMENDATION ITEM ONE:**

Develop a four (4) year plan to expand the Town's present right-of-way maintenance program to include at a minimum:

- Long Point Road
- Rifle Range Road
- Chuck Dawley Boulevard
- U. S. 17 North (from I-526 overpass)
- Isle of Palms Connector

**ACTION PLAN RECOMMENDATION ITEM TWO:**

Continue to seek grant opportunities and to allocate funding for right-of-way beautification projects.

**FINDINGS: PUBLIC TRANSPORTATION**

The Committee finds that Public Transportation in Mount Pleasant is basically non-existent and is provided only by several minimal “pass through” routes by SCE&G and by the “Call-A-Ride” Programs. Moreover, the Committee also finds that pedestrian and bike path linkages are limited, but that proposed programs for further development of this mode of transportation are encouraging

**RECOMMENDATIONS:**

Even though a transit system may appear cost prohibitive, Town Council should explore public transportation options relative to growth, changing demographics and shifting land use patterns. Existing routes need modification to address growth to the north and the construction of I-526 and the Isle of Palms connector. Council should also pursue the linking of residential areas, commercial areas and public lands with bike/pedestrian path system. This inter-connecting system could provide significant relief for the future vehicular transportation network in Mount Pleasant.

**ACTION PLAN RECOMMENDATION ONE:**

Include a public transportation element in proposed transportation studies and plans.

**ACTION PLAN RECOMMENDATION TWO:**

Ask Patriots Point to reserve space for a future ferry service connecting the peninsula City and Mount Pleasant.

**ACTION PLAN RECOMMENDATION THREE:**

Developers should be required to install pedestrian/bike trails in subdivisions.

**ACTION PLAN RECOMMENDATION FOUR:**

The Town and new development should link existing and future subdivisions with pedestrian and bicycle paths.

**FINDINGS: COOPER RIVER BRIDGE REPLACEMENT**

**The Committee finds that there will be a preponderance of pressure to accept a toll system as a condition of bridge replacement for the Grace and the Silas Pearman Bridges. The Committee finds that such a system will have a significant long term impact on the citizens of Mount Pleasant. The Committee additionally finds that the issues associated with Bridge replacement are complex and technical.**

**RECOMMENDATIONS:**

If a toll is found to be inevitable, the Town should explore the possibility of creating a Bridge Authority rather than allowing SCDOT to control the revenues generated.

**ACTION PLAN RECOMMENDATION ONE:**

Establish a committee to study the need for bridge replacement, the cost, and all associated impacts of a toll system.

## **FINDINGS: CITIZEN CONCERNS**

The Committee finds that even though present carrying capacities of our network of roads is acceptable for the present, many of our residents feel intimidated by portions of our road network, due to localized traffic flows, the physical configuration of the network and due to several safety-related problems associated with lighting, glare, and poorly marked highway shoulders and center lines.

### **RECOMMENDATIONS:**

Include safety considerations in short and long-term planning efforts.

### **ACTION PLAN RECOMMENDATION ONE:**

Develop a Mature Driver program/plan to assist drivers who lack confidence or who are intimidated.

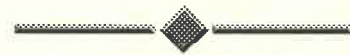
### **ACTION PLAN RECOMMENDATION TWO:**

Evaluate each major intersection or road section for safety problems and develop list of "small", cost efficient solutions such as installation of glare deflectors, better lighting, street surface reflectors, etc.

MOUNT PLEASANT TOWN COUNCIL

MARCH 14, 1994

Special Meeting to receive  
Final Reports from Strategic Planning  
Issue Committees



GUEST REGISTER

NAME

NAME

Betty Debram

Paula Rodewaldt

George Debram

Walter B. Brown

Jessie Felleche

Sister Stella Marie Amed

Lucille R. Sogari

Janice Parson

Raymond

John G. Smith

Ken W. Ray

Tom Tom

Alan Hampton

Steven Marshall

John

Patricia

Edward Buel

Margaret F. Middleton

Chick

Len Edens

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GUEST REGISTER

NAME

NAME

Stokesplager

Jennifer E. Hodgins

Mike Hershey

Mary S. Hodgson

Robert H. Dinkney

Judy L. Coleman

R. R. Loftis

Margaret J. Fisk

Edward Abed

Walter G. Geyer

Karen Archer

Steve Snyder

M. Dennis Knight

Kerr White

Claudine Hughes

Jane Kearns

Mary Anne Stillway

Alison J. Jelse

Mr. & Mrs. J. H. Reels, Jr.

Frank Blodgett



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GUEST REGISTER

NAME

NAME

Janet H. Coffin  
Ed W Sumner

Dick Comerford  
Jane Lareau

Lynda A Davis

Cecil Bennett

Gene Weil

Ronald Pease

J W Hattery

Carolyn Yarbrough

Don Embrey

John R. McJannet Sr  
Bernie W. Tassylth

Chris R. Kuff

Richard Nixon

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GUEST REGISTER

NAME

Robert Wetball

Malke Neumeier  
Cahaverly Plantation

Jack Murphy

Waverly Player

Roger Damm

Johnnie Todd

Jack Debra

Mike Surber

Bob Wetball

Julia M. Royall

NAME

Julie Hass

Lee Case

Tom & Minnie Manley

Benjamin E. Baillard

Ken Willyton

Kay Willyton

Kattie Worley

Loren Fulford

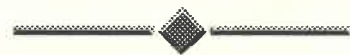
Glenn H. Parvess

Jean Arington

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GUEST REGISTER

NAME

NAME

Clint Miller

Charles Dr. Jodden

Kay Miller

John P. Moore Jr

Billy Thomas

W. H. Wilson

[Signature]

Douglas R. Mellichamp

Felice H. Milligan

SKIPPY  
Managers Adkins

Bryony Bowers

Sherry Cook

Mike Roydl Jr.

Cal H. Lyons

Mark Baker

Jeanne White

Jayne Vance

Brenda Brunk

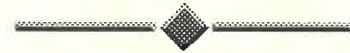
Susan Mellichamp

Thomas E. Gurnes

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GUEST REGISTER

NAME

NAME

George Allen

Kenneth R. Spencer

Flora Owen

Joe Boy

Brian Varnado

Joe Bolby

Karen A. Swanie

Rich

Nancy Dede

Joe De

Marking Dede

Bob Brummie

Terry McManis

Al Dummer

Margy Kerr

Frank G. Clarkin

Helise Ballman

Bob Barton

Don Spoonkeim

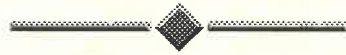
Bill Tegan



MOUNT PLEASANT TOWN COUNCIL

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GUEST REGISTER

NAME

*David Summers Jr*

*Frank Toland "Charleston County"*

NAME

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