

## CHAPTER 10 – IMPLEMENTATION PROGRAM

This section complements the Goals and Policies made throughout this document, by helping schedule the implementation of capital improvements, initiatives, ordinance updates, and other projects. The program is divided into short and long term action items, short term being within the next five years (2016 to 2020) and long-term (2021 and beyond). Where possible, the year of implementation, the responsible department or agency, the possible funding sources, and the 2008 cost estimates are provided for each item or project. Some items will not have costs – others will depend on the scope of the project, to be determined at a later time.

Items in the Implementation Program are derived from two sources – the goals and policies of this comprehensive plan and recommended implementation projects from the city of North Charleston’s operating departments (2008). The items provided by city departments fall under two categories – some items originating from the individual capital programs of the department and other items were added as "desirable" items the department desires to achieve, but may require identification of the funding required to carry the item forward.

The adoption of the 2008 comprehensive plan by the City Council was the first step in advancing this agenda. An update on the identified projects and policies is provided on the following pages.

### 10.1: SHORT TERM PLANNING GOALS AND POLICIES

#### HOUSING SHORT TERM

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Re-establish North Charleston’s Redevelopment Commission as needed	As needed	—	City Council	TBD	TBD	Cost dependent on designated functions & staffing needs

#### ECONOMIC DEVELOPMENT SHORT TERM

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Create a business resource website for the city, with database of sites for purchase	2009	Ongoing	Economic Development Dept/ I.T. Dept	Dept. Budget	Staff Function	

Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Designate North Charleston as a 'Sustainable City' to help attract businesses that seek out these cities	2008	—	Mayor/ Council	N/A	N/A	
Perform assessments of resident labor force job-readiness for existing and target industries	Ongoing	—	Economic Development/ Trident One-Stop	City Funds/ JTPA	Staff Function	Ongoing
Initiate a summer internship program for at-risk youth	2010	—	Community Development/ School Districts	City Funds	TBD	

**NATURAL RESOURCES SHORT TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Adopt a city-wide riparian buffer ordinance	2008	—	City Council	N/A	N/A	Section 6-17, requiring 50-foot buffers outside of the Dorchester Road Corridor I overlay and Ashley River scenic districts (which had preexisting standards) was adopted by the City in 2009 and amended in 2010.
Develop and adopt a Noiset Creek Preserve Overlay District	2009	—	Planning Dept	City Funds	TBD	
Develop a Conservation & Greenways Master Plan	2010	—	Parks & Planning Depts	Dept. Budgets	Staff Function	
Enact a Sediment & Erosion Control Ordinance	2011	—	Public Works/ Council	Dept. Budget	Staff Function	The City adopted its Stormwater Management Ordinance in 2007 and began issuing its own Municipal Separate Storm Sewer System (MS4) permits in January 2008.

**CULTURAL RESOURCES SHORT TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
New theater	2008	2010	Public Works	Capital Funds/Grants/TIF	TBD	While the City had explored converting the Garco mill building to this use, it was cost-prohibitive. The City will continue to pursue a suitable location.
School room use after hours for cultural/community use	2008	—	Cultural Arts/ School Districts	Capital Funds/Grants	\$300,000 per site	
Program Space for Cultural Arts in future park in upper Dorchester Corridor	2009	2010	City/Dorchester County	City/County capital funds	\$500,000+	
Increase city budget for public art & city beautification	2009	—	City Council	Capital Funds	TBD – Annual Budget	
Perform an Update to the Historical & Architectural Survey as recommended by previous surveys	2010	—	Consultant	City Funds	\$50,000	

**COMMUNITY FACILITIES SHORT TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Replace Restroom Partitions, Northwoods Gymnasium			Public Works		\$28,750	Completed 2014.
Replace floor covering, Northwoods Gymnasium			Public Works		\$95,220	
Replace Canopy, City Hall Refueling			Public Works		\$39,100	From Capital Work Program
Resurface Danny Jones In-Line Hockey Court			Public Works		\$39,200	Completed 2014.

Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Swimming Pools Mechanical System Evaluation					\$17,920	Completed.
Repair Guttering System, Felix Pinckney CC					\$8,883	Completed 2013.
Replace Coil Doors, Public Works					\$91,800	New Public Works complex was constructed.
Replace Heaters, Danny Jones Gymnasium Restrooms					\$7,560	Completed 2014.
Re-fence Field 3, Westvaco Park					\$10,530	
Replace Windows at Four Community Centers					\$16,281	
Repair Floor and Upgrade Restrooms to ADA Requirements, Miner Crosby Community Center					\$30,056	New community center was constructed.
Replace Floor Tile at Gethsemani Community Center					\$22,464	Completed 2013.
Replace Suspended Ceiling System, Felix Pinckney CC					\$29,268	
Reseal Roof, Public Works					\$88,400	New Public Works complex was constructed.
Replace 1st Floor Windows, Public Works					\$12,480	New Public Works complex was constructed.
Install Drain Sump, Public Works					\$12,740	New Public Works complex was constructed.
Replace Water Closets, Public Works					\$33,488	New Public Works complex was constructed.
Repair Irrigation Systems, Wescott Boulevard Phase 1, Zones 1 and 2					\$44,845	

Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Refinish Pool Deck, Northwoods					\$23,920	
Interior Repairs, Model Railroad Building					\$62,400	
Resurface JV Morris Park Tennis Courts					\$23,920	Completed 2011.
Replace Rear Stairwell, Public Works					\$17,680	New Public Works complex was constructed.
Resurface Tennis Court, Miner Crosby					\$20,280	Completed 2015.
Repair Parking Area, Public Works					\$52,312	New Public Works complex was constructed.
Insulate 1st Floor Ceiling, Public Works					\$15,600	New Public Works complex was constructed.
Construct Irrigation System, Quarterman Lake					\$35,604	
Cook Field Sports and Family Complex Master Plan and Topographical Survey					\$54,652	
Construct Sidewalks, Northwoods Park					\$15,054	
Traffic Flow Improvements, Coliseum Complex			Public Works		\$9,000	Completed right-turn lane from Montague Avenue to International Boulevard and construction of Emmett I. Davis Jr. Boulevard.
Renovations to Ferndale Gymnasium/Comm. Center			Public Works		\$287,500	HVAC was upgraded 2011.

Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Install Emergency Generator, City Hall Refueling Facility			Public Works		\$19,600	Portable generator was purchased. The fueling function will eventually be moved to the new Public Works complex.
Replace Accabee Basketball Court					\$37,500	
Renovate Playing Fields, Westvaco Park					\$276,275	
Upgrade Magnolia Court, Felix Davis Community Center					\$17,620	
Surface Parking Area, Accabee					\$90,275	Completed 2010.
Design Services, New Public Works Center			Public Works		\$800,000	Completed. New Public Works complex was constructed.
Construct Restrooms, Murray Hill Fields Complex			Public Works		\$206,510	Completed April 2014.
Replace Fencing – Exchange Park Playing Field					\$64,915	
Construct Equipment Parking Shelter, Public Works			Public Works		\$67,100	New Public Works complex was constructed.
Construct Rest Rooms, Westvaco Park					\$288,515	
Develop a 5-10 year sidewalk project plan	2009	2010	Public Works/ Planning	Dept. Budgets	\$25,000	Ongoing.
Construct Wescott Baseball Complex	2009/10	2010/11	Public Works/ Parks Dept	City Funds		Completed 2013.
Construct River Oaks Soccer Complex	2008	—	Public Works/ Parks Dept	City Funds	\$4.5 million	Completed 2008.

**Police Department Short Term**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Construct South Precinct Addition					\$468,830	
Construct Police Special Ops & Warehouse Facility					\$3,819,220	Facility has been designed and will be constructed in Phase 2 of work at the Public Works complex site, timeline to be determined.
Construct Police Special Operations Building					\$1,795,020	From Capital Work Program
Construct West Bureau Police Station					\$1,146,835	From Capital Work Program

**Fire Department Short Term**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Replace 2 <sup>nd</sup> Floor Windows, Northwoods Fire Station					\$17,250	New fire station to be built on Otranto Road.
Replace Roof, Northwoods Fire Station (FS 6)					\$21,580	New fire station to be built on Otranto Road.
Interior Renovation, Cross County FS (FS 4)					\$157,872	Replaced floor tiling and windows 2013.
Replace Windows, Leeds Ave. Fire Station					\$20,560	
Replace Windows, Deerwood Fire Station					\$20,560	
Renovate Kitchen, Remount Fire Station					\$19,550	Completed 2010.
<b>Description (Continued)</b>	<b>Initiation</b>	<b>End</b>	<b>Responsible</b>	<b>Possible Funding</b>	<b>Cost</b>	<b>Notes</b>

	Year	Year	Party/Agency	Source(s)	Estimate	
Repair Interior, Jenkins Avenue Fire Station					\$34,500	
Repair Parking Aprons & Driveway, Northwoods F.S.					\$16,560	Completed 2011.
Construct HAZMAT Storage Room, Remount Rd. F.S.					\$9,660	
Install Infra-Red Door Controls, All Fire Stations					\$23,460	
Construct 3-bay Fire Station to Replace Fire Stations 2 & 8					\$1,874,300	Station under construction at Chicora Tank Farm property at the intersection of Carner Avenue and Burton Lane. Anticipated completion November 2015.
Construct Apparatus Bay, Cross County Fire Station					\$267,065	
New Fire Station – Palmetto Parkway	2008	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$1,481,900	Station 12 on Palmetto Commerce Parkway completed 2010.
Replace 1 pumper truck	2008	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$460,000	Completed.
New Fire Station/Administration Building	2010	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$4,881,000	Fire Department administration in new City Hall, opened 2009.
Pumper truck for New Station	2010	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$460,000	Completed.
Training facilities	2011	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$1,289,000	Completed.
Relocation of Fire Stations #2 and #8	2012	—	City of N. Charleston/ Mayor & Council	Dept Budget	\$1,500,000	Station under construction at Chicora Tank Farm property at the intersection of Carner Avenue and Burton Lane. Anticipated completion November 2015.

**TRANSPORTATION SHORT TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Palmetto Parkway, Phase II (to Ashley Phosphate Rd.)	2008	2010	Charleston County	Roadwise Tax Funds	—	Completed 2011.
Extension of Palmetto Parkway bike trail to Ashley Phosphate	2008	2010	Charleston County	Roadwise Tax Funds	N/A	Included in Palmetto Pkwy road construction.
Dorchester Road Hiker-Biker Trail	2008	2009	Public Works	ISTEA	—	Hiker/biker trail is complete from just south of Seven Oaks Lane to just north of Club Course Drive.
Northside Drive Extension (now Ingleside Boulevard)/ Future Drive (now Weber Boulevard)	2009	2011	Charleston County	Roadwise Tax Funds	—	Under construction.
Bikeway along Northside Drive extension to U.S. 78	2009	2011	Charleston County	Roadwise Tax Funds	N/A	Included in Northside Dr. road extension
Approve annual funds for trail construction/ ROW acquisition/ matching funds	2009	—	City Council	City Funds/ Grants/ SPLOST or other type local tax	Approx. \$2.5 million per year	Use the Bike & Pedestrian Plan as a guide for trail costs and schedule
Establish a regional van pool or carpool program	2009	—	COG/regional municipalities	Regional Transportation Funds/Grants	Regional Funds/ Grants	The BCDCOG manages the Trident Ride Share service which can be used to identify potential carpoolers.
Parking facilities study/plan for East Montague Avenue	2009	—	Planning/Public Works	Dept Budgets	Staff Function	Completed.
Sidewalk construction for S. Rhett Ave.			Public Works	Community Development Block Grant (CDBG)		Completed from Helm Avenue to Whipper Barony Lane.
Sidewalk construction for Jonah St.			Public Works	CD Block Grant (CDBG)		Completed from end to end (Taylor St.).
Sidewalk construction for Midland Park Rd.			Public Works	CD Block Grant (CDBG)		Substantially complete along southern side from Rivers Ave. to Ward Ave.

Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Sidewalk construction for Gaynor St.			Public Works	CD Block Grant (CDBG)		Completed between East Montague Avenue and Amtrak station
Sidewalk construction for Gale Ave.			Public Works	CD Block Grant (CDBG)		Completed.
Sidewalk projects for Greenridge Rd.			Charleston County	Roadwise Tax Funds		Completed from Crossroads Dr. to Sandwood Dr.
Sidewalk projects for International Boulevard			Charleston County	Roadwise Tax Funds		Completed from I-526 to West Montague Ave.
Patriot Blvd. Bike trail, from Appian Way to Association Dr.						
East Montague hiker/biker trail, Mixson Ave. to CSX railroad						
Construct Port Access Road	2008	2011	SCDOT	SPA	\$350 Million	In design by SCDOT.

**LAND USE AND DEVELOPMENT SHORT TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Prepare a Small Area Study for Rivers Ave./I-26 Corridor (Ashley Phosphate Rd. to Aviation Avenue)	2009	—	Planning Dept/ Consultant	Dept. Budget	Staff Function	
Perform Annual (Minor) Updates to the Comprehensive Plan	2009	Yearly	Planning Dept	Dept. Budget	Staff Function	Ongoing.
Initiate and cooperate in a Regional Plan, or Regional Plan update using 2010 Census data	2010	2011	North Charleston, BCDCOG, & regional cities and counties	Planning grants/ regional funds	\$150,000 - \$300,000	Our Region, Our Plan, completed by the BCDCOG in 2012, is a tri-county regional plan incorporating 2010 Census data.
Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes

Perform a Redevelopment Plan for Chicora-Union Heights area	TB	—	City/LAMC/ Consultant	SPA Mitigation funds	\$25,000 - \$50,000	The Lowcountry Alliance for Model Communities (LAMC) Area Revitalization Plan, completed in 2010, included recommendations for redevelopment in Chicora/Cherokee and Union Heights.
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## 10.2: LONG TERM PLANNING GOALS AND POLICIES

### HOUSING LONG TERM

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Perform study – inventory and assessment of mobile homes/parks in city	TBD	—	Building Dept.	Dept. Budget	Staff Function	The Building Department completed an inventory in 2010.

### ECONOMIC DEVELOPMENT LONG TERM

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
To be Determined	TBD	—				

### NATURAL RESOURCES LONG TERM

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Establish a citywide tree-planting program	TBD	—	Public Works	City	TBD	The City has a Tree Bank, payments into which are used for providing trees on publicly-owned properties and rights-of-way. The new Public Works complex includes a greenhouse to grow

						plants and trees for installation.
Create restoration management plans for city's tidal streams	TBD	—	Planning/ OCRM/ Consultant	City Funds/Grants	TBD	—

**CULTURAL RESOURCES LONG TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
New Art Gallery	—	—	Cultural Arts Dept	Capital Funds/Grants	\$6,151,200	—
Signage program for historical areas & places of interest; unique signage for historic neighborhoods	2009	—	Public Works Cultural Arts Dept	Capital Funds/Grants Preservation Society of Charleston	TBD	Six historic markers have been installed on the Navy Base recognizing the Navy Yard Historic District, the Naval Hospital Historic District, the Navy Yard Officers' Quarters Historic District (3 markers), and one overview marker for the historic districts at Riverfront Park.

**GENERAL COMMUNITY FACILITIES LONG TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Acquire and develop new park (Dorchester Rd. near Michaux Parkway)			Parks & Rec.	Charleston County Greenways	\$1,942,000	Senior center to be constructed on site.
Montague Ave. Streetscape (Dorchester Rd. to I-26)			Public Works	City Center TIF	\$13,649,000	
New Pistol/Rifle Training Facility			Police Dept.		\$8,542,000	
New Public Works Complex			Public Works		\$20,461,000	Completed. New Public Works complex was constructed.

New Park/Recreation Facility in Chicora Fuel Farm area			Parks & Rec	Port Terminal Mitigation	\$3,360,000	In design in conjunction with construction of fire station on site.
Montague Avenue Streetscape (Park Circle to CSX rail line)			Public Works		\$13,341,000	
Westvaco Park, Final Phase					\$2,136,700	
Recreation Dept. Offices					\$1,043,200	Recreation Department administration in new City Hall, opened 2009.
Midland Park Community Center					\$784,600	Phase 1 (separation of utilities from church) completed May 2015. Phase 2 (interior facelift) to be completed September 2015.
Felix C. Davis Facility Replacement					\$3,755,500	
Danny Jones Complex Renovation			Parks & Recreation		\$5,762,700	
New Police Station for Watson Hill Area	TBD	—	Police Dept	City Funds/ Dept Budget	TBD	Use LEED and architectural design reflective of area
<b>Description (Continued)</b>	<b>Initiation Year</b>	<b>End Year</b>	<b>Responsible Party/Agency</b>	<b>Possible Funding Source(s)</b>	<b>Cost Estimate</b>	<b>Notes</b>
New Fire Station for Watson Hill	TBD	—	Fire Dept	City Funds/ Dept Budget	TBD	Use LEED and architectural design reflective of area

**TRANSPORTATION LONG TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Palmetto Commerce Parkway (Extend to Aviation Avenue)	TBD	—	—	Regional Transp. Funds/ Roadwise	TBD	In design by Charleston County.

Construct Intermodal Passenger Center	TBD	—	—	Regional Transportation Enhancement \$\$, City	TBD	In design by City and CARTA, to be open by 2017.
Description (Continued)	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Implement Intelligent Traffic System (ITS) Technologies for traffic lights	TBD	—	Public Works/ DOT	City & State Funds/Grants	TBD	
HOV or Bus Rapid Transit lanes for I-26 and I-526	TBD	—	SCDOT	State transportation funds	TBD	In 2010, the DOT studied HOV lanes on I-26 and determined that, despite anticipated traffic flow benefits, they would be too expensive to implement.
Funding for Trails	2013	2017		City Funds/ Grants	Approx. \$2.5 million Annually	As-needed basis.

**LAND USE AND DEVELOPMENT LONG TERM**

Description	Initiation Year	End Year	Responsible Party/Agency	Possible Funding Source(s)	Cost Estimate	Notes
Perform major update to Comprehensive Plan/ Zoning Ordinance	2017	2018	Planning Dept/ Planning Consultant	City Funds/ Dept. Budget	\$150,000	
Transportation/Corridor Plan	TBD	—	Planning Dept/ Transportation Engineering Firm	City Funds/ Dept Budget	\$100,000	The BCDCOG is currently studying the I-26 corridor to identify feasible alternative modes of transportation for development.