

**CHAPIN TOWN COUNCIL
SPECIAL CALLED MEETING
STRATEGIC PLANNING RETREAT**

**Wednesday, March 20, 2019
11:00 a.m.**

**Timberlake Country Club
222 Timberlake Dr, Chapin**

Members Present: Mayor David W. Knight, Mayor Pro Tempore Mike Clonts, Member Kay Hollis, Member Al Koon, and Member Leland Teal

Members Absent: None

Staff Present: Director of Public Affairs Nicholle Burroughs and Town Clerk Julie Hammond

Guests: Jeff Shacker, MASC Field Services Manager and Paul Kirby

Call to Order: Mayor Knight called the meeting to order at 11:20 a.m., determined there was a quorum, and acknowledged the appropriate notifications in compliance with the SC Freedom of Information Act had been met.

Items of Discussion

Strategic Planning Retreat Discussion: Jeff Shacker, MASC Field Services Manager, facilitated the Chapin Town Council Strategic Planning Retreat.

The following goals were proposed:

- 1A) Develop strategies for successfully annexing unincorporated property within the Town's sewer service territory;
- 1B) Improve infrastructure within the Town's existing footprint;
- 1C) Deploy a wireless mesh system at town hall and throughout the campus to provide wireless public access to the internet for visitors, guests and users of the Town's facilities;
- 1D) Evaluate adopting the Municipal Association's small wireless facilities model ordinance, inventory fiber infrastructure within town, and consider approaching MCEC and Carolina Connect to propose their extension of high-speed service to non-MCEC customers in the Town and in areas annexed in the future;
- 2A) Overhaul the Town's comprehensive plan to comply with requirements in the comprehensive planning act as amended and enlarge the geographic scope of plan to the Town's sewer service area – coordinate with Lexington County on the front-end;
- 2B) Develop retail market assessment and marketing plan;
- 2C) Develop a wastewater collection masterplan for the Town's sewer service territory;

- 2D) Develop strategies for developing key properties within the downtown area which are currently underutilized;
- 2E) Meet with Richland-Lexington Five to develop a plan for the redevelopment and use of the old school and auditorium;
- 3A) Re-evaluate the Town's zoning overlay districts and bring recommendations to Council on necessary revisions and proposed upgrades;
- 3B) Develop a plan for restoring and maintaining existing sidewalks within the Town, constructing new sidewalks to establish interconnections and promote pedestrianism, and creating safe biking opportunities;
- 3C) Explore planning and development standards to facilitate the development of a town center/downtown (form-based codes) and the need for a downtown master plan;
- 3D) Evaluate possible improvement to the Town's Public, Educational, Governmental (PEG) Access Channel;
- 4A) Identify local news solutions for effective communication with the community about initiatives, services, community events, and local businesses;
- 4B) Develop an economic development plan, evaluate properties (highest and best uses), import data from a retail market assessment, and develop recommended economic incentives;
- 4C) Evaluate opportunities for additional, special, and community events (developing full slate);
- 4D) Complete the rehabilitation and upgrade of the Town's Wastewater Treatment Plant (WWTP) and develop a long-range plan for identifying and funding capital improvements and maintenance of the plant;
- 5A) Conduct a cost of services analysis and an analysis of direct and indirect expenditures by functional areas, and develop a recommendation for re-allocating expenses within and across funds as necessary for Council's consideration;
- 5B) Complete the design of enhancements to the SC 48/Columbia Avenue corridor, estimate the cost of those improvements, identify possible sources of funding / financing and bring recommendations to council for consideration;
- 5C) Evaluate the feasibility of acquiring, improving and annexing the old Epting's Landing to establish a public access to Lake Murray within the Town;
- 6A) Evaluate alternatives from a cost, feasibility, and partnering standpoint for an in-town museum with local exhibits that tell the history of Chapin;
- 6B) Develop contingency plan for the general and utility fund revenues if the Town were to experience a major business closing;

- 6C) Develop recommendations for Council on initiatives, programs, events and/or effective communications strategies for building relationships with existing businesses, supporting them, and partnering with them;
- 7A) Develop strategies for improved communication with community residents, area governmental entities, local businesses, and key stakeholders/influencers with the estimated cost (financial and personnel) to implement each;
- 7B) Revisit the proposed park on the Town Hall campus. Solicit input from Council and staff on the proposed components/elements of the project, update the design, estimate the cost of the project and identify funding opportunities/financing alternatives for Council's consideration;
- 7C) Develop special event permitting processes and procedures for adoption by Council;
- 7D) Develop projects, promotions, and events to support local antique/specialty stores and utilize regional opportunities for promotion of those retail types;
- 8A) Identify and evaluate provisions for internet-based business and home occupations to capture business license revenue;
- 8B) Evaluate opportunities to improve/maintain the environment in the community (comprehensive evaluation);
- 8C) Evaluate current roles and responsibilities within the Town organization and identify possible changes in duties and reporting structure for recommendation to Council;
- 8D) Evaluate current method of representation (Form of Government);
- 8E) Evaluate Code of Ordinances, need for updating/improvements, and address incrementally/steadily;
- 9A) Identify steps that may be taken to make the Town's planning program/function more proactive and productive;
- 9B) Evaluate the current provisions in the Town's Zoning Ordinance for multi-family development, the need for modifications and present recommendations to the Planning Commission and to Council for consideration;
- 9C) Evaluate current multi-family zoning within the Town and the need for possible changes and alternatives;
- 9D) Formalize development review process; formulate process; brief Council, adopt process in writing; and consider Development Review Staff Committee;
- 9E) Evaluate current use of Town Attorney to strike balance between the need for legal advice and expense;

- 10A) Develop design concepts and basic cost estimates for proposed streetscape improvements to the Chapin Road/U.S. 76 corridor and identify possible funding/financing solutions;
- 10B) Identify options for holiday lighting and decorations including cost to proceed with purchase;
- 10C) Tax Increment Financing (TIF)/Special Source Revenues (SSR) for financing projects; and
- 10D) Extra-Territorial Jurisdiction.

After all proposed ideas/goals for the Town were presented, the Mayor and Council prioritized their top ten initiatives.

Chapin Town Council's top ten priorities were as follows:

- Develop strategies for successfully annexing unincorporated property within the Town's Sewer Service Territory;
- Overhaul the Town's Comprehensive Plan to comply with requirements in the comprehensive planning act as amended and enlarge the geographic scope of plan to the Town's sewer service area – coordinate with Lexington County on the front-end;
- Conduct a cost of services analysis and an analysis of direct and indirect expenditures by functional areas, and develop a recommendation for re-allocating expenses within and across funds as necessary for Council's consideration;
- Complete the design of enhancements to the SC 48/Columbia Avenue corridor, estimate the cost of those improvements, identify possible sources of funding/financing and bring recommendations to council for consideration;
- Develop a plan for restoring and maintaining existing sidewalks within the Town, constructing new sidewalks to establish interconnections and promote pedestrianism, and creating safe biking opportunities;
- Develop contingency plan for the general and utility fund revenues if the Town were to experience a major business closing;
- Complete the rehabilitation and upgrade of the Town's Wastewater Treatment Plant (WWTP) and develop a long-range plan for identifying and funding capital improvements and maintenance of the plant;
- Re-evaluate the Town's zoning overlay districts and bring recommendations to Council on necessary revisions and proposed upgrades;
- Revisit the proposed park on the Town Hall campus. Solicit input from Council and staff on the proposed components/elements of the project, update the design, estimate the cost of the project and identify funding opportunities/financing alternatives for Council's consideration; and

- Develop special event permitting processes and procedures for adoption by Council.

COUNCIL APPROVED: April 2, 2019