



**Urban Land
Institute**
South Carolina



The City of New Ellenton

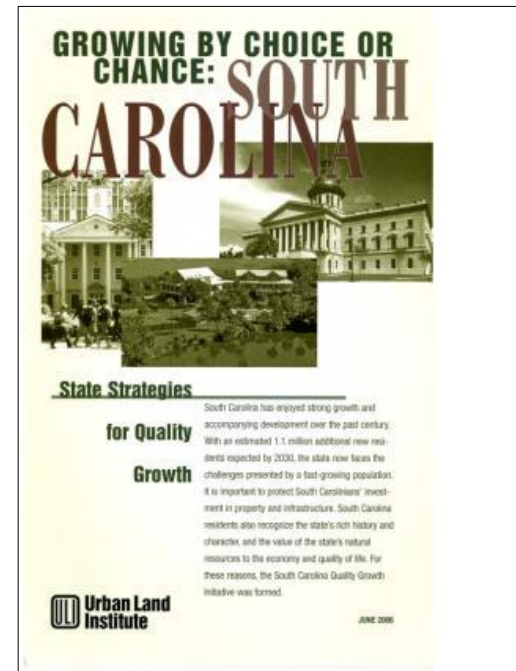
April 30 – May 1, 2014

Technical Assistance Panel

Mission

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

ULI is a non-advocacy research and education institution with some 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.



ULI South Carolina was founded in 2005 to support the larger mission of ULI. The District Council has some 500 members across the state who are working to support the mission by growing leadership, weaving the state together and create a blueprint for statewide growth.

- Objective, multidisciplinary advice on land use and real estate issues developed over the course of one and a half days
- ULI members from across the region volunteer their time to participate as panelists



Since 2005, over 20 advisory services teams have helped sponsors find creative, practical solutions for some of the most challenging issues facing today's urban, suburban and rural communities.

- Get timely, candid and unbiased input from multi-disciplinary experts
- Kick-start critical conversations and move beyond deadlock
- Gain fresh insights and discover innovative solutions to the most complex real estate development challenges



ULI South Carolina has provided Technical Assistance in more than 15 communities across the state including the Cities of Columbia, Charleston and North Charleston.



**Urban Land
Institute**
South Carolina

Diverse Expertise

Economic Development Experts

Traffic Engineers

Planners

Architects

Urban Designers

Business Development

Public Officials



Urban Land
Institute

South Carolina

Panel Chair:

- KJ Jacobs, McMillan Pazdan Smith, Greenville

Panelists:

- Jennifer Bihl, Bihl Engineering, Charleston
- Gary Collins, Seamon Whiteside, Mt. Pleasant
- Fred Delk, Columbia Development Corporation, Columbia
- Tracy Hegler, Richland County, Columbia
- Grant Jackson, Independent Consultant, Columbia
- Todd Ward, Vannoy Construction, Anderson



Questions from the City of New Ellenton

1. How to best overcome the public perception of Highway 19 to support commercial and residential growth?
2. How to best promote pedestrian activity, activate civic spaces and create new connections on both sides of Highway 19?
3. How to create a sense of place and identity to draw commuters along Highway 19 into the town?
4. How to create landscaping to link the civic buildings including the library, city hall, the community center and Evans Park with SC 19?



The Panel Agenda

Day 1:

- Project Orientation
- Site Tour
- Stakeholder Interviews
- Panel Deliberations

Day 2:

- Stakeholder Interviews
- Panel Deliberations
 - addressed focus areas
 - opportunities & challenges
 - defined guiding principles
 - developed recommendations
- Public Presentation



SWOT Analysis

Strengths

- Clear Vision and Goals
- SRS Resources
- Grant Money
- Strong K – 12 Schools

- Proximity to SRS

Opportunities

- 15K Cars a day through Town
- Instill Community Pride
- Code inconsistent with vision
- Branding / Town Identity

Threats

- Segregation
- Poor Infrastructure
- Apathy
- Mistrust

Weaknesses

- Community Vision with Clear Goals and Priorities
- Civic Center
- Strong K – 12 School System
- Strong Community Advocate in Roger LeDuc
- Proximity to SRS
- SRS Resources
- Grant Opportunities
- Approval of the one cent sales tax

SWOT: Strengths



New civic buildings create a strong core for gathering and city identity.

SWOT: Weaknesses

- Lack identity, sense of place & civic pride
- Communication strategy with residents
- Communication strategy with county, COG and neighboring communities
- No consistent sewer along Highway 19
- Maintenance of public spaces
- Declining employment base of SRS
- Abandoned housing stock
- Opposition to change
- Apathy
- Highway 19 is the only corridor
- Compromised regional perception of the community



SWOT: Weaknesses



Aging concert pavilion is no longer in use



Decrepit fence is a physical and psychological barrier



Signage difficult to see & needs updating

- Branding as the “Atomic City”
- Connection with the Heritage Corridor
- Gathering opportunities in new civic building
- Recreation opportunities in the new park
- Masonic Lodge as a council for aging
- Adoption of property code
- Enforce zoning code to make consistent with vision
- Celebrate small successes
- Repaint / rebrand gateway signage
- Breakfast and lunch restaurants
- Artistic representation of the vision
- Community gardens
- Corporate investment in the public realm: SRS and contractors

- History / Photos
- Public Art
- Partnerships with outside organizations
- Mobilize the faith-based community to focus outside their church
- TIGER Grants / Rural Infrastructure Bank
- Foster SRS Contractor Relationships
- Alternative financing tools (i.e. Empowerment Zone / Tax Credits)
- A place to the youth to “hang out”



SWOT: Threats

- Declining employment opportunities at SRS
- Aging community – the next generation is leaving New Ellenton for college education and jobs
- Segregation
- Mistrust within the community
- Poor physical infrastructure
- Lack of High School Diploma / GED



**Urban Land
Institute**
South Carolina

TAP Focus Areas

- Community Identity
- Communication Strategy
- Economic Development
- Master Plan for Evans Park & Civic Buildings
- Highway 19 Improvements
- Neighborhood Revitalization



**Urban Land
Institute**
South Carolina

Panel Observations

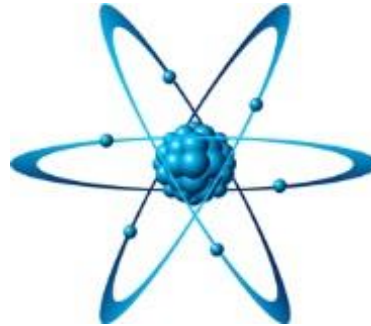
- Community Champions
- Older generation has a strong connection to the community
- Adaptive reuse opportunities with the Masonic Lodge and retail space adjacent to Reid's
- Existing infrastructure does not support commercial growth
- Limited economic growth opportunities
- Mistrust within the community and with neighboring communities
- Many traditions and community celebrations have been abandoned
- Under-utilized public amenities
- Unemployed & under employed workforce



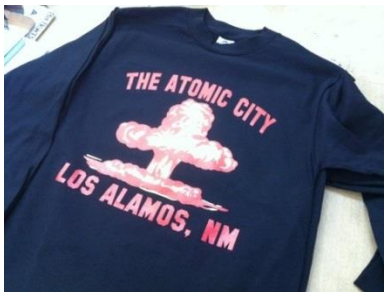
**Urban Land
Institute**
South Carolina

Short Term Recommendations

- Design Logo for Atomic City



- Brand logo as identity for New Ellenton



- T-Shirts
- Bumper Stickers
- Regional Festival to celebrate identity
- Explore the history of the city

Short Term Recommendations

- Create a Rolodex of “Who’s Who”
 - Municipal Association
 - County Representatives
 - Faith-Based Leaders
 - Savannah River Site (SRS)
 - Lower Savannah COG
 - Savannah River Archeological Research Program
 - Aiken Regional Hospital
 - Aiken Parks & Recreation
 - Nearby Municipalities



- Talk to SRS about opening up Family Day
- Create a Merchants Association
- Engage Aiken County Parks and Recreation
- Engage religious institutions in community
- Establish leadership group to:
 - talk to each other
 - oversight of vision
- Invite Water Commission to be involved in positive way



- "Vision Road Show" - get out and tell organizations you could partner with about the City's vision
- Maintain city gateway signs & update with new identity
- Promote pride in public schools
- Use Aiken Regional Hospital as possible marketing source to promote the school system
- Investigate resources at the Municipal Association



- Commission large piece of public art for Evans Park
- Expand branding campaign to include Americana/nostalgia from atomic history
- Create a historic trail map
- Develop signage campaign with new branding
- Leverage subcontractor relationships at SRS to assist City



Combine Public Art & City Identity



Distinct signage and logo like the City of Greenville

Identity and Branding

- Create an activity for monthly themed activity (like "First Saturday Farmer's Market" or "Third Thursday Car Show"
- Include things like Bookmobile, Mobile Pet Vaccination Clinics, Mobile Doctors Care, Mobile Dental Services
- Do a building survey along SC 19 and identify which have sewer for commercial attraction
- Update Comprehensive Plan to include Vision



Community Center Uses

- Hospital Community Outreach
- SRS Training
- History Display
- Science Café
- Movies
- Town Hall Meetings
- School Events
- Drop-in Nights
- Summer Day Camp
- Merchant Association Meetings
- County Council Meetings
- Workforce Development
- Senior Citizen Activities



Senior Activities



Promote Active & Healthy Living Habits

- Neighborhood Block Captains / Community Watch
- Adopt a Street
- Plan for a potential combination of Greendale Elementary and New Ellenton Middle - Feasibility Study for Greendale's reuse
- Street Lighting at Problem Intersections
- Community Clean Up Day
- Ensure Zoning Ordinance is consistent with vision
- Establish Facade Improvement Program - grants through CDBG



- Identify projects for Penny Sales Tax
- Prioritize infrastructure improvements in vacant shopping center to promote adaptive reuse
- Ensure Zoning Ordinance is consistent with vision
- Establish Facade Improvement Program - grants through CDBG



Evans Park Plan

1. Micro-Soccer and T-ball field – focus on the youngest residents.
2. Relocate the pavilion
3. Switch the location of the Tennis and the basketball courts.
4. Monthly Farmer market
5. Change the location of the playground
6. Create a welcoming entrance / plaza to identify the civic complex
7. Remove chain link fence and provide direct access to community center from Evans Park
8. Focus development along park edge.
9. Create a vehicular edge to all edges of the park to facilitate access



Urban Land
Institute
South Carolina

Evans Park

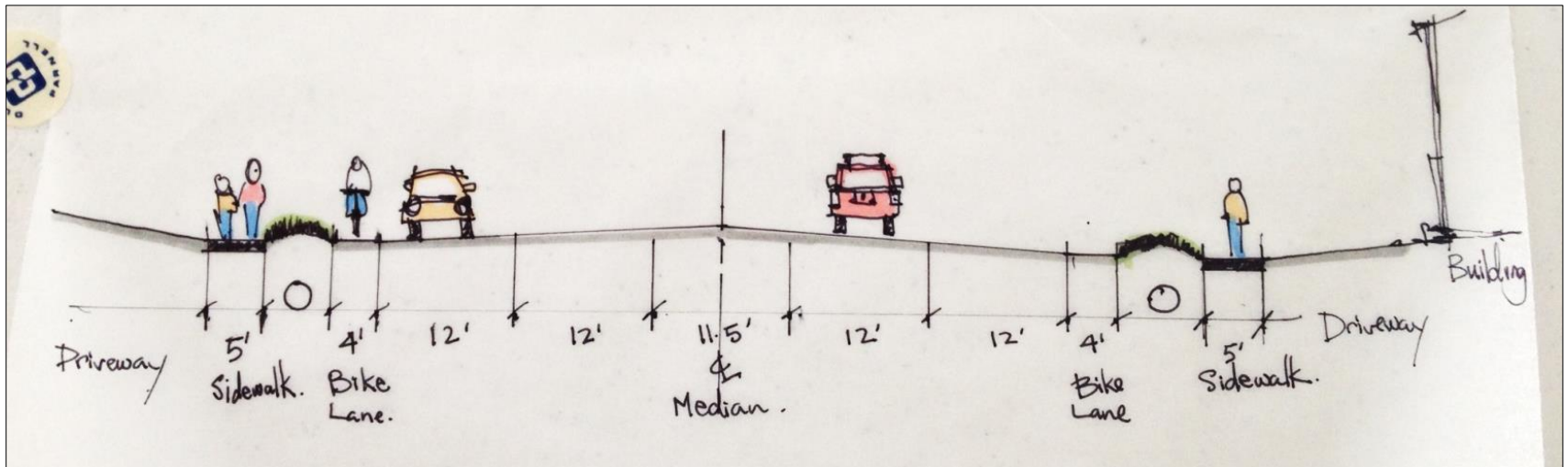


Urban Land
Institute
South Carolina

Highway 19 Improvements



Existing Conditions



Proposed: Highway 19 Cross Section

- Complete SCDOT grant request for section 1
- Develop vision for additional sidewalks along Hwy 19 for future phasing plan
- Design & Construct section 1
- Identify Sales Tax Projects for future improvements
- Focus sewer improvements along commercial corridor
- Perform Building Inventory with utilities identified
- Apply for grants for future sidewalk sections
- Identify sidewalk gaps around community
- Restripe bike lanes when Highway 19 is resurfaced
- Identify specific commercial parcels
- Install pedestrian lighting along 19
- Ongoing coordination with LSCOG and SCDOT



Highway 19



Urban Land
Institute
South Carolina

- ### Celebrate

The community should plan celebrations to bring the residents together and recognize the progress and improvements to the town.

Reinstate festivals and traditions that have been abandoned.

Celebrate the unique history of the town.

Take action and focus on “low hanging fruit”

- ### Partnerships

Build and nurture partnerships with SRS, the Regional Hospital System, neighboring communities and the county.

Leverage corporate investment from SRS and the contractors

Work with partners to develop a long term strategic plan



- **Community Outreach**

Use the churches and the faith based community to spread the message and solicit volunteers.

Ask the schools for volunteers for clean up and beautification projects

- **Promote Leadership**

Empower, engage and connect leaders



**Urban Land
Institute**
South Carolina

