

**CHAPTER I. INTRODUCTION AND EXECUTIVE SUMMARIES**

**CHAPTER I. INTRODUCTION AND EXECUTIVE SUMMARIES – TABLE OF CONTENTS ..... 1**

**A. INTRODUCTION TO THE 2024 COMPREHENSIVE PLAN UPDATE ..... 2**

**B. EXECUTIVE SUMMARIES..... 4**

**1. Chapter 4 - Economic Element Summary ..... 4**

**2. Chapter 5 - Cultural Element Summary ..... 6**

**3. Chapter 6 - Housing Element Summary ..... 7**

**4. Chapter 7 - Natural Resources Element Summary ..... 9**

**5. Chapter 8 - Transportation Element Summary..... 11**

**6. Chapter 9. Town and Gown Element Summary ..... 13**

**7. Chapter 10. Community Facilities Element Summary ..... 15**

**8. Chapter 12. Land Use Element Summary ..... 17**

## A. INTRODUCTION TO THE 2024 COMPREHENSIVE PLAN UPDATE

The five-year Update to the 2024 Comprehensive Plan (UCP) is a compilation and integration of the work since 2018 of committees, staff, and the Planning Commission (PC), integrated with public input. The 2019 Planning Commission continued this process and studied the eight main elements. The Commission decided that the UCP should be: 1) a documented measurement of the progress and success of the original Goals, Objectives, and Strategies (GOS); and that 2) the narrative portion should contain updated data and maps, unless that material is unavailable. In order for the update to be of high quality, the PC requested that the City's Planning and Codes Department follow three procedures:

1. Document the progress, or lack of, on the GOS within each element using the fourth column that is renamed as "Status."
2. For completed items, the Planning and Codes staff is to document, through links or statements, how completion was accomplished to facilitate reader understanding of the process and action taken.
3. Rather than delete any item in the GOS, it is to be maintained, but marked through.

Additionally, the Commission requested that the original 2024 Comprehensive Plan be archived electronically on the City website, with paper copies maintained in the Planning and Codes Department. It should be noted that during 2019, the Planning Commission also reviewed past City Comprehensive Plans in order to provide assistance to the City Council in the update process. While, in keeping with South Carolina state law, the 2019 update will replace the original 2024 Comprehensive Plan as the official Comprehensive Plan for the City of Clemson when adopted, the Planning Commission has determined that the City should archive and maintain all ten-year comprehensive plans, as well as the five-year updates, in both electronic and printed form.

The Commission also requested that documentation for all Planned Developments be easily accessible on the City's website and contain completion dates and expiration dates. For those that have failed to progress in compliance with adopted timeframes, the Planning Commission will implement procedures established to address the situation.

The Planning Commission concluded that the City needs a vision statement that promotes a sense of community and place, preserves and enhances its unique character, and advances the City's branding as a desirable place to live, work, and visit. The vision statement should capture what community members value most and the shared image of what they desire Clemson to become. Once the vision statement is adopted, the mission statement should be updated to describe how the vision for Clemson will be achieved.

Additionally, the PC determined that the Update to the Comprehensive Plan addresses numerous master plans but is missing an overarching Comprehensive Master Plan. In May of 2019, the PC presented "The City of Clemson Strategic Downtown Master Plan" to the City Council, noting that

it is unusual for similar cities to be without such an important direction for determining the City's identity ([19 0513 Downtown MP Preliminary Proposal](#)). The Planning Commission strongly recommended developing a Comprehensive Master Plan for the 2024 planning cycle rather than continuing with the previous comprehensive plan process and procedures. Further, the Planning Commission also recommended that an outside consultant be selected to undertake this process.

To take a broader approach to the Update, the Commission incorporated public input from townhall meetings, along with regular public input at regular PC meetings, other city meetings, various internet platforms, and the 2019 survey findings. While there are some methodological issues regarding the Planning Commission Survey, it provides another source of documentation of citizen concern and wishes for guiding future priorities and development within the City. The top five priorities discerned from the survey are traffic congestion, protecting existing neighborhoods, traffic safety, green space, and the need for a citywide sidewalk network. Other expressed issues included the effects of density, parking reduction, impervious ratios, and green space on all aspects of City life.

The Commission also recommended hiring additional personnel for specific jobs rather than adding to the duties of current staff. For example, the position of Economic Recruiter should be solely the responsibility of one person and not added to duties of current staff. The same would pertain to hiring a Cultural Resources Director.

Volunteers and citizen groups could be engaged with finding solutions to emerging problems. A citizen's task force with a focus on achieving diverse housing including a housing product for lower income persons and another task force for student housing that could research and maintain data of actual vacancies would be invaluable. Also, evaluating properties that can be renovated rather than new construction may increase housing stock diversity. There is also a need to budget for the determination of road capacity, including the assessment of dangerous and busy intersections, prior to additional development.

Overall measures should be taken in the future to condense the number of Goals, Objectives, and Strategies by means of cross-referencing between Elements. The Planning and Codes Department has undertaken this task in the recent Update. The City website needs links and source citations in the UCP to facilitate access to information mentioned in the Update. As previously noted, a listing of all Master Plans should be available on the City website with links in the Update. The Commission requested that the City website be made more user friendly. Placing documents in separate folders for each Board and Commission would make materials readily available and provide more transparency for these groups.

In conducting the update process, the Commission recognized that all Smart Growth principles do not necessarily work in a small town. The intention of the Commission is to replace problematic language with wording that promotes solutions and a better community. After the Planning Commission and City Council have finished their reviews, made changes, and adopted

the final five-year Update, a review of the Zoning Ordinance should be conducted to help implement some of the findings and conclusions from the Comprehensive Plan update process.

Planning is not a finite, one-time event. The Planning Commission envisioned that the Comprehensive Plan be a fluid process used as a mechanism to consider what is working for the City and what needs to be discarded, including some zoning requirements. The Commission should convene a diverse UCP Committee meeting twice a year to discuss the City's progress per the Update and make a report to City Council once a year. By reviewing the Update more often, the roadmap stays before the Planning Commission and City Council rather than sitting on a shelf waiting for the next update.

## B. EXECUTIVE SUMMARIES

### 1. CHAPTER 4 - ECONOMIC DEVELOPMENT ELEMENT SUMMARY

#### *a. Economic Development Element Vision*

The Vision of the 2024 Economic Development Element is: "The City of Clemson is dedicated to being a great place to live, work, learn, and play by providing high quality living environments and promoting sustainable economic and community development strategies." The intent of this Element is to foster the development of a sound economic base for the City of Clemson that offers a wide range of employment opportunities for residents, supports the economic competitiveness of existing and future employers, promotes a highly trained and educated workforce, complements the City's cultural and natural resource base, and strengthens the overall quality of life for all residents. It also stresses that a balanced and diversified economy can help the City of Clemson and its residents successfully weather economic downturns.

#### *b. Economic Development Element Priorities*

During the September 26, 2018, presentation of the Comprehensive Plan Progress Report to City Council, the highest priorities for the Economic Development Element were to:

1. Survey local businesses to determine how local services and infrastructure could be improved to better serve their needs.
2. Attract retail and other specialty/service establishments, such as unique cuisine restaurants, clothing boutiques, and art galleries.
3. Develop a data base that will provide data on what is happening on all parcels in the City of Clemson.
4. Engage the community to start a branding process to enhance the City's identity and define its cultural character.

5. Promote the use of public transit, walking, and biking by incorporating incentives into the City's *Zoning Ordinance* and *Land Development Regulations*.
6. Identify appropriate City-sponsored economic development programs to partner with related University programs.
7. Promote Lake Hartwell as a destination for recreation and tourism.
8. Create a council of neighborhood and business property owner associations.
9. Create incentive programs that encourage small business development.
10. Re-examine the demand for a new meeting and conference space in the City.

***c. Comprehensive Plan Five-Year Update of the Economic Development Element***

The Planning Commission has reviewed and supports the foundation laid in the Economic Development Element. It is now time to begin its implementation by:

1. Hiring a City Economic Recruiter/Economic Coordinator to coordinate and implement the goals and objectives for this element.
2. Focusing attention to the City's Downtown District as the commercial heart of the City and a community destination.
3. Revisiting the branding process for the City to enhance its identity and define its cultural character.

***d. New Strategies Added to the Economic Development Element***

- Strategy IV.5.2.4. Establish a Visitors Center in Downtown Clemson with public toilets.
- Strategy IV.5.2.5. Use technology to provide up-to-date information regarding local businesses via Downtown kiosks.
- Strategy IV.5.2.6. Add wrought-iron fencing around downtown street trees.
- Strategy IV.5.2.7. Maintain lights in trees along College Avenue year-round.
- Strategy IV.5.2.8. Hold a city-wide clean-up day two times a year.

**2. CHAPTER 5 - CULTURAL RESOURCES ELEMENT SUMMARY**

*“The Beautiful Arts – the magic bonds which unite all ages and Nations,”  
Thomas Green Clemson*

**a. Cultural Resources Element Vision**

The Vision of the 2024 Cultural Resources Element is: “Cultural resources, activities, and opportunities will be prominent as an essential element of community life, contributing to the vibrancy, place, and identity of the City of Clemson and the well-being of its residents and will create a positive memorable experience for all.” The element is built around the same five goals identified in the 2014 Comprehensive Plan:

1. Expand the role of the City in the cultural growth of the community.
2. Encourage and welcome diversity and promote a sense of belonging for all residents by using arts, cultural, and historic resources as a means.
3. Preserve and enhance the City’s culture and historic resources as a source of unique community identity, vitality, and history.
4. Incorporate arts as a prominent element of daily life.
5. Develop and enhance Clemson’s wealth of cultural resources to promote employment, small business development, and tourism in Clemson.

**b. Cultural Resources Element Priorities**

One of the three overriding needs that emerged from the Cultural Resource Element Committee for the 2024 Comprehensive Plan Update was “Focusing on ways to make Downtown Clemson the focal point of a metamorphosis of the City of Clemson into a vibrant art and culture community is essential to future success.” Downtown Clemson needs to become a visible manifestation of the importance of culture and cultural resources in the identity of Clemson. The highest priorities of the Cultural Resources Element presented to City Council as part of the Comprehensive Plan Progress Report on September 26, 2018, were to:

1. Create a position for a Cultural Resources Director/Coordinator.
2. Focus on grant writing for funding.
3. Encourage developers to include public art or other cultural elements in new developments.
4. Incorporate art on or in association with existing structures.

**c. Comprehensive Plan Five-Year Update of the Cultural Resources Element**

The Planning Commission has reviewed and supports the foundation laid in this Element. It is now time to begin its implementation by:

- Hiring a Cultural Resource Coordinator to coordinate and implement the goals and objectives for this element.
- Incorporating and implementing the *2017 City of Clemson Art Plan*.
- Revisit the branding process for the City to enhance its identity and define its cultural character.

**d. New Strategies Added to the Cultural Resources Element**

- Strategy V.1.1.2. Rename the Parks and Recreation Department to include “Cultural Affairs” to reflect the expanded mission with divisions specifically focused on parks, recreation, arts, and cultural resources.
- Strategy V.1.1.6. Include cultural resources in the scope of all future City master planning efforts.
- Strategy V.3.1.2. Plan, promote, and hold events designed to celebrate the sesquicentennial anniversary of the Village of Calhoun in 2022.

**3. Chapter 6 - HOUSING ELEMENT SUMMARY**

Adequate, safe housing is a basic human need. The American Public Health Association ranks housing as one of the top three significant issues affecting personal and community health. Affordable housing is important because it not only fulfills a basic human need, but it also contributes to individual and family physical and mental well-being. This in turn helps maintain a stable community and enhances the overall quality of life experienced in the City. The purpose of the Housing element is to assess the condition, availability, and affordability of Clemson housing stock and to project future housing needs. In summary, the City has done an acceptable job of providing housing for our part-time residents (students) but has fallen woefully short on the availability of housing for affordable and low- to moderate-income residents.

**a. Housing Element Vision**

The City of Clemson will preserve and protect the neighborhood character and quality of life in residential neighborhoods; encourage a balanced range of housing types and opportunities; promote opportunities for clean, safe, and affordable housing; and maintain neighborhood character, stability, and safety.

### ***b. Comprehensive Plan Five-year Update of the Housing Element***

The Comprehensive Plan Progress Report Committee on Housing reviewed all the goals, objectives, and strategies included in the Housing Element and graded each using a scale ranging from “A” to “D.” A grade of “A” meant that there was substantial completion or that the GOS was accomplished, while a grade of “B” denoted good progress toward a GOS, “C” indicated partial completion with substantial work ahead, and “D” indicated that the GOS was not addressed. Committee members determined that six out of the seven goals were deserving of a “C” on the grading scale and approximately 60% of the strategies were evaluated as “C” or “D.”

The availability of affordable housing is challenging for any community, but it is proving to be especially challenging for the Clemson community. Housing Element Goal 3 is to “encourage a balanced range of housing types that promote clean, safe, and affordable housing.” In recent years, this “balance” has been highly skewed to student housing.

### ***c. Housing Element Priorities***

The Comprehensive Plan Progress Report Committee on Housing recommended the following overarching ideas as the highest priorities:

1. Protect our existing neighborhoods.
2. Provide a range of housing types and prices.

During spring 2019, six town hall meetings and multiple public sessions for citizen input were held. The following ideas summarize public concerns related to housing:

- Gentrification
- Affordable housing for all residents (including workforce housing and single-family housing)
- Inclusionary zoning
- Overbuilding of housing targeting students
- Revitalization of older/empty complexes

### ***d. New Strategies Added to the Housing Element***

- Strategy VI.1.6.2. Assist homeowners with understanding City codes.
- Strategy VI.1.6.3. Provide computer assistance for accessing records, deeds, property line information, and heirs property details.



- Strategy VI.1.8.5. Provide buffers for existing minority neighborhoods using measures that include transitional zoning and landscape buffers.
- Strategy VI.3.1.3. Explore the AARP Community Challenge grant program (and similar programs) and assess potential benefit for all ages in the Clemson Community.
- Strategy VI.4.1.5. Provide incentives for more sustainable housing using measures such as solar or cycle powered homes, gray water collection, etc.
- Strategy VI.4.3.2. Explore housing opportunities for persons of varying means and incomes (i.e., workforce and affordable housing) in mixed use projects and all other types of residential districts.
- Strategy VI.6.1.3. Create a task force to develop strategies to encourage young professionals to live in Clemson rather than commute from other locations.

#### ***e. Housing Element Review Summary***

In the five-year review of the comprehensive plan, the Planning Commission identified the following specific goals as top priorities for the Housing Element:

- **Goal VI.1. Protect existing single-family neighborhoods.**
- **Goal VI.4. Promote opportunities for clean, safe, and affordable housing options.**

#### **4. CHAPTER 7 - NATURAL RESOURCES ELEMENT SUMMARY**

The quality of natural resources is closely linked to the overall quality of life experienced in the City. A healthy natural environment supports the social and economic health of the City. In addition, natural resources impact economic factors that range from tourist activity to homeowner's insurance rates. The Natural Resources Element provides a framework for environmental planning in the City and addresses the need for the identification, conservation, and management of sensitive resources.

#### ***a. Natural Resources Element Vision***

The City of Clemson is known as a community whose informed stewardship of its natural resources seeks a thoughtful balance between the built and natural environments, contributes to a healthy community, promotes sustainable habitats for future generations, and helps the citizens of Clemson and beyond to recognize, appreciate, and enjoy these resources.

**b. New Strategies to be Added to the Natural Resources Element**

- Strategy VII.3.1.5. Decrease the amount of impermeable surface allowed on site to foster environmentally responsible development by formalizing permeability ratios within City codes for quantification of impact for best management practices.
- Strategy VII.6.2.3. Provide park facilities within ten minutes walking distance of every resident in the City.
- Strategy VII.6.2.4. Develop new, or renovate existing, parks to include a wide variety of park facilities from small pocket parks (Rotary Park) and active and passive neighborhood parks (Clemson Park) to community-wide active park facilities (Nettles Park).
- Strategy VII.7.1.2. Provide workout stations for adults surrounding children’s playgrounds so that parents and caregivers can exercise while monitoring their children at play.
- Strategy VII.7.1.3. Create a Downtown destination park intended to attract families, such as Shanklin-Sams Park.

**c. Revised Goals and Strategies**

- Strategy VII.1.2.2. Promote and provide incentives for the use of native and/or adaptive plant materials in new public and private landscaping projects.
- Strategy VII.1.2.3. Maintain and enhance habitat diversity for wildlife through native plantings and protection of waterways.
- Strategy VII.1.3.1. Explore zoning incentives to encourage developers to provide additional open space amenities beyond the minimum requirement, such as density bonuses in cluster subdivisions and occupancy increases in multi-family and tract development.
- Strategy VII.2.1.4. Provide means for the City Horticulturist to consult with a certified arborist quarterly as needed.
- Strategy VII.2.3.2. Increase the amount of space allotted for planting street trees and/or alternative planting methods such as silva cells, similar products, and irrigation.
- **Goal VII.3. Maintain and improve the quality and quantity of surface water.**

- Strategy VII.3.1.1. Use incentives to encourage the use of stormwater best management practices – porous pavements, green roofs, bio retention, etc. – beyond what is required by SCDHEC.
- Strategy VII.6.2.1. Maintain the land-to-people ratio recommended by National Park and Recreation Association (NRPA) of 6.25 to 10.5 acres per 1000 residents, while recognizing that the student population residing within City limits may contribute to an underestimate of the needed acreage to accommodate park demand.

#### ***d. Cross References to Other Elements***

- Strategy VII.3.1.5. Decrease the amount of impervious surface allowed on site to foster environmentally responsible development by formalizing permeability ratios within codes for quantification of impact of best management practices
- Strategy VII.6.1.1. Use sidewalks and trails to connect public and private spaces
- Strategy VII.8.3.4. Promote and protect Clemson’s natural resources as community amenities and sources for tourism, including lakefront properties within the city limits

### **5. CHAPTER 8 - TRANSPORTATION ELEMENT SUMMARY**

The Committee for the Transportation Element met many times during 2018, with four issues emerging as top concerns – traffic congestion, pedestrian and bicyclist safety, cut-thru traffic through neighborhoods due to heavy traffic congestion on the main routes in and out of Clemson, and the need for a bypass. As enrollment growth from the University continues and spills out into the City and surrounding areas, local road networks will be further strained. There are 92 strategies for this element. Some strategies are ongoing, while others represent new responses to address growing concerns around the four pressing issues. During the spring of 2019 there were six town hall meetings held, during which many residents expressed concerns over traffic congestion; speeding motorists thru neighborhoods, especially in the downtown neighborhoods where there is a large amount of cut-thru traffic, accompanied by the need for more sidewalks, safer crosswalks, and a bypass. The following subsections provide a summary of new strategies that have been recommended for implementation.

#### ***a. Transportation Element Vision***

The City is committed to providing safe, sustainable, efficient, and equitable multi-modal transportation systems and services to enhance the quality of life and foster economic vitality in the City of Clemson.

### ***b. Comprehensive Plan Five-year Update of the Transportation Element***

The Comprehensive Plan Progress Report Committee reviewed all the goals, objectives, and strategies included in the Transportation element and graded each using a scale ranging from “A” to “D.” A grade of “A” meant that there was substantial completion or that the GOS was accomplished, while a grade of “B” denoted good progress toward a GOS, “C” indicated partial completion with substantial work ahead, and “D” indicated that the GOS was not addressed. Committee members determined that two out of the five goals received a “B” and three out of five goals received a “C.”

### ***c. Transportation Element Priorities***

The Comprehensive Plan Progress Report Committee recommended the following strategies as the highest priorities:

1. Continue to add and improve bike and pedestrian pathways.
2. Continue to support mass transit.
3. Explore providing access to transit in traditional neighborhoods.

During spring 2019, six town hall meetings and multiple public sessions for citizen input were held. The following ideas summarize public concerns related to Transportation:

1. Consider the following infrastructure safety enhancement possibilities:
  - a. Implement a policy and procedure for speed humps and other traffic calming systems.
  - b. Continue to invest in (and possibly increase the annual budget for) sidewalk construction.
  - c. Increase the number of bus shelters on the CATbus routes.
  - d. Install high visibility crosswalk markings.
  - e. Consider the need for additional signalized and pedestrian activated traffic signals.
2. Invest in the Green Crescent Trail System and work with the Friends of the Green Crescent to develop and maintain the System.

### ***d. New Strategies Added to the Transportation Element***

- Strategy VIII.1.1.5. Amend the *Land Development Regulations* to require a traffic impact study for all developments with 75 or more parking spaces.
- Strategy VIII.1.1.7. Continue to work with SCDOT and neighboring counties to explore a bypass for U.S. Highway 123.
- Strategy VIII.1.1.8. Explore and adopt a master plan for U.S. Highway 123.

- Strategy VIII.1.2.1. Add a turn arrow in both directions and warning signals at the intersection of S.C. Highway 93 and Frontage Road. *Added content: along with left turn arrows for Calhoun Street turning left onto S.C. Highway 133/College Avenue.*
- Strategy VIII.1.2.5. Educate drivers on the best routes using digital signage to specifically reduce thru traffic in the Downtown area.
- Strategy VIII.1.3.1. Expand the ban on “right turns when red” where there is a high volume of pedestrians.
- Strategy VIII.1.3.2. Create a “Pedestrian Plaza” at the intersection of U.S. Hwy. 123 and S.C. Hwy. 133 to increase awareness of pedestrian traffic. *Added content: Install pedestrian initiated, in-pavement LED lit crosswalks at Strode Circle, Edgewood Avenue, and College Avenue.*
- Strategy VIII.1.3.4. Install digital speed control signs in neighborhoods and other areas in the downtown where there is moderate pedestrian activity.
- Strategy VIII.1.3.5. Install sidewalk lighting along the Northside of S.C. Highway 93 from Canoy Lane to West Lane.
- Strategy VIII.1.3.6. Establish a safe street initiative for all neighborhoods that will identify problematic congestion and un-safe conditions.
- Strategy VIII.3.3.3. Add a liaison to build rapport between the City and University and promote a more efficient CATbus partnership including the use of apps and other tools. Require all new and updated bus stops on two-lane roads to have dedicated pull-offs outside the regular lane of traffic.
- Strategy VIII.5.1.3. Create partner contracts at least one fiscal year in advance to solidify grant funding matches.
- Strategy VIII.5.1.6. Explore options such as a gondola, PRT, and other means to provide transportation alternatives between the Pier/Highpointe and Clemson University.
- Strategy VIII.5.2.6. Encourage and support the construction of a pedestrian bridge over S.C. Highway 93 near Clemson House/Sikes Hall.

## **6. CHAPTER 9 - TOWN AND GOWN ELEMENT SUMMARY**

The Town and Gown Committee for the 2024 Comprehensive Plan Update identified communication as the most critical standard of measurement of the Town and Gown relationship. Founding Organizers of the non-profit International Town-Gown Association, former Clemson University President James R. Barker and former City of Clemson Mayor Larry W. Abernathy, stated: “We have affirmed a need to bring the leaders of colleges and universities together with community leaders to engage their staff, faculty, volunteers, citizens, and students

to work together in a more collaborative effort in addressing problems and creating opportunities specific to issues of college towns.”

#### ***a. Comprehensive Plan Five-year Update of the Town and Gown Element***

The need for the executive summary of the Town and Gown Element was identified as the highest priority by the Town and Gown Element subcommittee of the Comprehensive Plan Progress Report Committee. Their Progress Update was reported to City Council on September 26, 2018.

In the five-year comprehensive plan review, overall descriptions of the town and gown relationship were modified from a success story to one that is strained. Contributing factors include:

- Overall decreased levels of engagement and lack of coordination, as evidenced on several fronts such as the siting controversies with the Clemson University Steam Plant and electrical switchyards.
- Changes in leadership styles of both groups, including within the JCUAB Board.
- Increased University enrollment without commensurate addition to on-campus housing, leading to visible change within the community that is unsettling to residents.
- Changes in transportation demands and support structures such as funding sources for CAT, an additional University bus system, and increased commuter parking on campus.

However, a number of positive joint city-university efforts were also identified, including the continued partnership for fire services and jail-holding services, the new joint use of the City’s courtroom, and coordination for major campus and town-gown events.

#### ***b. Town and Gown Element Priorities***

Recommended top priorities for the Town and Gown Element included the following:

1. Update residents and students on the status of the Town and Gown relationship. (Objective IX.3.3)
2. Have a member of the city staff provide a brief presentation on issues of common interest at quarterly Clemson University Trustee meetings. (Strategy IX.1.2.6)
3. Work together to provide open communications on transportation issues and to form the best transportation network possible. (Goal IX.4)

#### ***c. New and Modified Strategies for the Town and Gown Element***

- Increase and foster open communication for residents with City and University. (Objective IX.1.3 supported by three strategies)

- Increase transparency through means such as making reports of data shared between the City and University available to the public and co-funding a paid communication position to serve both entities and the citizens. (Strategy IX.1.3.1, Strategy IX.3.3.1)
- Seek external opportunities to improve collaboration between JCUAB, Clemson University, and the City. (Strategy IX.3.1.3)
- Evaluate and improve the mechanisms of the JCUAB to result in meaningful coordination of ideas and action, such as the creation of smaller working groups. (Goal IX.3. and all supporting Objectives and Strategies, and Objective IX.2.2 and supporting strategy)

## **7. CHAPTER 10 - COMMUNITY FACILITIES EXECUTIVE SUMMARY**

The Community Facilities Element consists of: 1) city government operations, basic infrastructure such as water and sewer, fire and police protection, solid waste disposal, stormwater management, floodplain issues, information disbursement technology, and employing environmental best practices; 2) quality of life issues such as recreational, educational, cultural, and library facilities; and 3) a sense of community and public participation. This element intersects with the other elements and has the potential for sharing similar and supporting goals, especially those related to items 2) and 3).

### ***a. Community Facilities Element Vision***

The City of Clemson is committed to providing adequate and high quality, energy conserving, and cost-efficient public facilities and services that provide for basic needs, quality of life, and a sense of community for all who live, work, and visit in this small University town.

In doing so, the City strongly encourages and will lead in establishing partnerships with area jurisdictions, community groups, Clemson University, and other agencies and businesses.

### ***b. New Objective and Strategies for the Community Facilities Element***

- Strategy X.1.2.4. Monitor remaining capacity of the Pendleton-Clemson Wastewater Treatment Plant to facilitate the planning and construction of a facility upgrade in an efficient and timely manner.
- Strategy X.1.3.2. Seek to develop incentives to encourage developers to implement programs intended to mitigate negative impacts of non-biodegradable trash.
- Strategy X. 1.3.3. Identify and evaluate potential solutions for managing and mitigating the impacts of non-point source trash.
- Strategy X.1.3.4. Develop a local “Adopt A Stream” program focused on monitoring streams in the City.
- Strategy X.1.3.5. Evaluate the establishment of a stormwater permitting fee structure based on impervious uses.

- **Objective X.8.6.** Ensure development does not limit nor impede access to parks and Lake Hartwell and ensure proximity to adequate parking.
- **Strategy X.10.2.1.** Partner with Pickens County in identifying the location of new branch libraries.

**c. Items to be Listed and Linked or Referenced**

- Stormwater Management Ordinance: [Code of Ordinances - Document Viewer \(encodeplus.com\)](#)
- Stormwater Management Plan: [Stormwater Management Plan](#)
- Bikeway Master Plan: [Master Document Bikeways DRAFT 7-15-2015](#)
- Master Sidewalk and Trails Plan: [Sidewalk-Bike-Trail Plan](#)
- Recreation Master Plan: [Parks and Recreation Master Plan June 2012 \(clemsoncity.org\)](#)

**d. Items to Note**

1. Stormwater Management Program strategies were addressed with the hiring of a Stormwater Manager per Planning and Codes.
2. The Report Card Committee determined that some strategies are not effective such as enforcing proper recycling. They also determined that the demand was low for a local trauma center to be located within the City.
3. People who are homeless reportedly are using City parks and wooded areas for refuge. People exposed to the elements deserve our attention. The City does not have local social services.
4. Local churches provide their facilities as voting locations.
5. Most of the Goals/Objectives/Strategies in Community Facilities are on-going.

**e. Recommendations from the 2018 Report Card Committee**

1. The Community Facilities Element is quite broad. A reorganization of some goals and revision of objectives and strategies could help provide more clarity of actions.
2. Goals 12 and 13 may be merged to reduce redundancy within the strategies.
3. There are several strategies that did not have measurable outcomes or benchmarks that would be useful in evaluating progress.
4. The committee is concerned that public facilities and infrastructure planning and management may not be keeping pace with the growth of the City. In light of the aggressive development plans of the University that have developed only in the last



couple of years (after the initial comprehensive plan was written), it is important to base priority areas on new and emerging issues that may come as a result of this growth.

5. Particular concern was expressed for the need for a proactive focus on quality of life issues as the City continues to expand.

## **8. CHAPTER 12 - LAND USE ELEMENT SUMMARY**

Land use planning is the pre-eminent element of any comprehensive plan. At this juncture, the City of Clemson does not have a master plan that effectively addresses the challenges facing the City from a land use, preservation, expansion, and overall development perspective. However, there is mention in several areas of the Land Use Element that master plans should be developed, such as for each of the potential annexation sites.

Therefore, the Planning Commission strongly recommends the development of an integrated master plan to provide the necessary vision, goals, objectives, and strategies to allow Clemson to preserve and maintain its character, culture, and ambience that the citizens demand. This effort should utilize an external consultant who can effectively undertake a coordinated effort that addresses all elements (aspects) of development in Clemson.

### ***a. Land Use Element Priorities***

The highest priorities identified by the Progress Report Committee for Land Use and the correlating strategy for each are as follows:

1. Encourage the redevelopment of older multi-family areas to provide housing for underserved segments of the local market. (Strategy XII.3.3.8)
2. Seek ways to encourage a greater diversity of options for low and middle-income single-family housing, especially targeting housing in the \$100,000 to \$200,000 range. (Strategy XII.3.3.10)
3. Develop and implement plans to install amenities in older neighborhoods such as sidewalks, street lighting, and recreational spaces. (Strategy XII.4.4.3)
4. Amend the Zoning Ordinance to provide incentives to encourage affordable housing in all new developments. (Strategy XII.4.3.3)
5. Review and consider a range of incentives to promote desirable annexation. (Strategy XII.6.2.1)

### ***b. New Goals and Strategies for the Land Use Element***

The following goals and strategies were added to respond to citizen's concerns and suggestions:

- **Goal XII.1. Establish a comprehensive plan that integrates all ten elements.**
  - Strategy XII.1.1.1. Compile and integrate all existing master plans into the Comprehensive Plan.
  - Strategy XII.1.1.2. Include an additional plan section addressing master planning for the Downtown.
  - Strategy XII.1.1.3. Hire qualified consultants to create a master plan that visualizes the character and layout of future mixed-use and multi-family residential housing development projects, as well as open space provisions, providing a clear goal and outline for physical development in Clemson.
  
- **Goal XII.3. Enhance and promote Main Commercial Corridors as the place for high density transit-oriented development.**
  - Strategy XII.3.3.12. Ensure adequate road capacity is available prior to approval of new developments on the main corridors of U.S. Highway 123 and S.C. Highways 93 and 76.
  - Strategy XII.3.4.4. Promote and incentivize the development of student housing complexes on the southern side of the City (south of the Walker Course), 99 Wyatt, Daniel Square, and along Seneca Creek Road in Oconee County.
  - Strategy XII.3.4.5. Incorporate density standards for the residential component in nonresidential districts
  - Strategy XII.3.4.6. Incorporate impervious surface ratio requirement for the residential component of mixed-use projects in the non-residential districts.
  - Strategy XII.3.4.8. Require all residential housing permitted in the commercial districts (C, CM, CP2) to be reviewed by the Fire Marshal for required side setbacks for emergency access, if applicable.
  
- **Goal XII.4. Protect existing neighborhoods.**
  - Strategy XII.4.2.1. Seek external funding (i.e., State funding) to establish connecting trails between parks, utilizing current utility rights-of-way.