FLORENCE, SC NEIGHBORHOOD REVITALIZATION

Planning Webcast Series

November 2015
AGENDA

- Introductions
- Project Overview
- Planning
  - Goals
  - Process
  - Recommendations
- Implementation
- Questions
OVERVIEW
The Project Area makes up 39% of the population of the City of Florence.

13.5% of parcels within the project area are vacant structures or lots.

A 2013 windshield survey showed that:

- 56% of structures are in good and fair condition.
- 16% are in poor, deteriorated, and dilapidated condition.
The project area lost 7% (1200) of its population between 2000-2013, while the city gained 15%(3700)
29% of the project area population is 19 or younger, 56% between 20 and 64, and 15% over 65.
In 2013, unemployment rate was twice as much as the city’s unemployment rate (7.2%)
Only 11% of population has earned a bachelor's degree or higher
There are 5400 households in the project area: with 55% renter occupied.
The median household income is $23,700, compared to the city of Florence at $42,100.

Source: DemographicsNow.com
The City of Florence sought to create a revitalization strategy that would build upon the Neighborhood Action Plan and provide an implementable redevelopment guide for the neighborhoods of Northwest, North and East Florence.
Community Engagement

- Neighborhood Action Plan
- Community Meetings
- Stakeholder Meetings
- Neighborhood Advisory Meetings
- City Council Meetings
- Neighborhood Meetings
PROJECT GOALS

1. **Stabilize** the neighborhoods and establish a process for ongoing maintenance.

2. **Build the capacity of existing residents** as a means of building long term sustainability into neighborhood revitalization initiative.

3. Expand and **increase opportunities for affordable housing** homeownership and rental.

4. Develop a **marketing and re-branding strategy** that builds on neighborhood strengths and attract new families.

5. **Leverage the resources of the City** through partnerships with the County, philanthropic resources, federal, state, and private sector resources.

6. Determine a governance structure through which a comprehensive neighborhood revitalization project could be implemented.

7. **Select areas for redevelopment** that demonstrate what a redeveloped neighborhood could look like.

8. Expand neighborhood revitalization into other parts of the neighborhoods and the City of Florence.
NEIGHBORHOOD REVITALIZATION STRATEGY
PLANNING PROCESS

Aggregate
- Previous Neighborhood Plans
- Neighborhood Demographics

Analyze
- Market Analysis
- Decision Making Matrix

Implement
- Stabilization Strategies
- Revitalization Strategies
- Predevelopment Action
- Execution
AGGREGATE
Site visits, existing conditions, and market analysis dictate locations

**Decision Making Matrix**

- **Purpose** – strategically select short term projects for:
  - Stabilization
  - Revitalization
- **Recommend approaches for selected areas based on criteria**
- **Use of maps to demonstrate how different criteria factor into prioritizing proposed housing development strategies and approaches**
### Stabilization

- Percent of structures in:
  - Fair and Poor Condition = Possible Restoration Candidates
- Few Vacant Lots
- Few Vacant and Abandoned Properties
- Foreclosures
- Existing Conditions Infrastructure
- Higher Homeownership rate

### Revitalization

- Percent of structures in:
  - Dilapidated and Deteriorated: Possible demolition candidates
- Areas of high vacancy and high number of vacant lots
- Proximity to:
  - Transit – Walkability
  - Grocery Stores – Access to Food
  - Parks – Amenities
  - Schools – Access to Education
  - Funded or Recent Projects – Leveraging Funds
- Major Corridors - Marketability
- Market Conditions
- Involvement of Local Partners
Project Description: mixed income residential infill initiative designed to build off of the proximity the cultural district of Dargan Street and its proximity to McLeod Health

Project Budget: $1,720,000
Market conditions that drove the selection of project areas.

- **Residential Development**
  - Lack of ownership units to meet demand of existing moderate to middle income households (80% of AMI and above)
  - New and rehab units can capitalize on the proximity to downtown employment
  - Poor condition of housing in affordable range does not meet modern living needs

- **Retail Market**
  - Little retail has occurred or currently exist in the Project Area Neighborhoods
  - There is sufficient demand for additional retail goods and services
  - Within Project Area Neighborhoods, future development will most likely occur along major traffic corridors
IMPLEMENTATION STRATEGY

Stabilization Strategies
- Safety
- Code Enforcement
- Rental Property Registration
- Existing Residents/Business Programs
- Protection of Historical Assets

Revitalization Strategies
- Single Family Residential Development
- Economic Development Strategy

Predevelopment Process
- Project Management Team
- Land Assembly, Property Acquisition and Property Management
- Rezoning and Design Guidelines
- Marketing and Branding

Execution
- Catalytic Projects
- Project Phasing
- Financial Modeling
- Proposed Timeline
PREDEVELOPMENT PROCESS: GOVERNANCE STRUCTURE

- Mayor/City Council
  - Neighborhood Advisory Council
  - Project Management Team
  - Community Members
    - Developers
    - Designers
    - Marketing
    - Human Capital

- Project Management Team
  - Developers
  - Designers
  - Marketing
  - Human Capital
<table>
<thead>
<tr>
<th>Predevelopment Strategy</th>
<th>Programs</th>
<th>Application of Programs to Project Area</th>
<th>Job Creation</th>
<th>Recommendations/Plan of Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Department of Planning and Community Development</td>
<td>In some cases the Department of Planning and Community Development may provide neighborhood planning services, but these services are not offered at the level of detail required by private sector developers to assess the feasibility of a real estate development project.</td>
<td>Urban Planning Firms &lt;br&gt; Market Research Firms and Project Feasibility Analysis</td>
<td>Project Management Team should work with City’s procurement office to solicit the services of qualified Urban Planning/Architecture/Engineering firms with experience in site planning for in-town neighborhood redevelopment.</td>
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<td></td>
<td>Marketing &amp; Branding</td>
<td>Many neighborhood redevelopment projects make the assumption that if they develop, people will be attracted to the site solely through the efforts of real estate agents. The fact is often overlooked, that the Project Area is challenged by a history of negative public perception and often little or no track record of successful real estate development.</td>
<td>Marketing Firms &lt;br&gt; Homeownership Counseling Agencies &lt;br&gt; Printing and Signage Companies &lt;br&gt; Website Design</td>
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<td></td>
<td>Solicitation of Developers</td>
<td>Ongoing solicitation of developers by City of Florence</td>
<td>For-profit developers Non-profit developer &lt;br&gt; Construction Managers &lt;br&gt; Architects</td>
<td>Prepare solicitation of a wide range of developer and development Teams with expertise in residential development, and mixed-use projects, neighborhood retail districts, multifamily and single family development.</td>
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# Predevelopment Process: Roles and Responsibilities

<table>
<thead>
<tr>
<th>Activities (deliverables)</th>
<th>Description &amp; Responsible Parties</th>
<th>Schedule</th>
<th>Catalytic Area(s)</th>
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<tr>
<td>Project Orientation and Administration</td>
<td>Project Manager and/or City of Florence staff will be selected to direct scheduling of predevelopment activities including projects and developers/project sponsors</td>
<td>Months 1-2</td>
<td>E. Pine Street, W. Vista Street, N. Alexander Street, W. Sumter Street</td>
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<tr>
<td>Document Review &amp; Information Gathering</td>
<td>Project Manager or City of Florence staff will share documents with third party consultants as necessary. Develop Memorandum of Understanding (MOU) with non-profit and for-profit organizations working in Project Area</td>
<td>Months 1-6</td>
<td>E. Pine Street, W. Vista Street, N. Alexander Street, W. Sumter Street</td>
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<td>Land Transfer</td>
<td>Property acquisition agent, local realtor(s), Land Assembly/Land Bank, Real Estate Attorney will:</td>
<td>Months 1-24</td>
<td>E. Pine Street, W. Vista Street, N. Alexander Street, W. Sumter Street</td>
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<td></td>
<td>• Review existing title work, legal descriptions, boundary surveys</td>
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<td>• Prepare/update property acquisition matrix, including: ownership, parcel size, value, etc.</td>
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<td>Finalize site plans &amp; designs with phasing</td>
<td>Developer and architect will finalize development programs: target unit sizes, mix, density, and amenities for each Catalytic Area</td>
<td>Months 1-12</td>
<td>E. Pine Street, W. Vista Street, N. Alexander Street, W. Sumter Street</td>
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<tr>
<td>Financing options and strategies plan</td>
<td>Negotiate terms and conditions regarding development subsidies</td>
<td>Months 1-24</td>
<td>E. Pine Street, W. Vista Street, N. Alexander Street, W. Sumter Street</td>
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<td>Community involvement process</td>
<td>Project Manager and/or City of Florence staff will conduct meetings to provide project updates, business development opportunities, job training and employment opportunities, and technical assistance opportunities for place-based training.</td>
<td>Ongoing</td>
<td>All Catalytic Projects</td>
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IMPLEMENTATION

PHASE I:

PREDEVELOPMENT
LAND ASSEMBLY

Property Acquisition Process

Authorization to Purchase

Letter of Interest

Original Appraisal

Purchase and Sale Agreement

Contract Signing

Submission of Documents

Title Search/Due Diligence

Property Closing
### WEEKLY PROPERTY ACQUISITION DASHBOARD REPORT

**REPORT WEEK:** Aug 18, 2015 - Aug 24, 2015

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<tr>
<th>PROJECT ACTIVITY</th>
<th>Pine</th>
<th>Sumter</th>
<th>Alexander</th>
<th>Vista</th>
<th>Others</th>
<th>Total</th>
<th>Last Week</th>
<th>Running Totals</th>
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<td>Total Number of Parcels in Target Areas</td>
<td>76</td>
<td>12</td>
<td>11</td>
<td>28</td>
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<td>129</td>
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<td>Notices to Purchase (NTP) Prepared</td>
<td>3</td>
<td>2</td>
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<td>5</td>
<td>2</td>
<td>81</td>
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<td>NTAPS Approved</td>
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<td></td>
<td></td>
<td>3</td>
<td>2</td>
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<td>Original Appraisal Ordered</td>
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<td>Review Appraisal Ordered</td>
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<td>Willing Sellers</td>
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<td>Unwilling/Unresponsive Sellers</td>
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<td>Contracts Executed</td>
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<td>Contracts Closed</td>
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<td>3</td>
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- Ongoing property maintenance achieved through City Departmental staff
- Debris clearance and site upkeep
- Weekly neighborhood monitoring – Codes & Community Services
- Site Greening
SAFETY: CODE ENFORCEMENT

$571,456 Award for Neighborhood Initiative Program
CAT TEAM

Problem Areas

Community Liaison
NEIGHBORHOOD GARDENS
SC Community Loan Fund
- $700,000 permanent financing
- Seven (7) new homes; Two (2) restored homes
- 1st three (3) homes completed by July 2016
## Timeline

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NEXT STEPS
MARKETING AND BRANDING

- Marketing and Branding
  - Communicating Our Story
  - Marketing and Branding Team
- Formation of Marketing Committee
- Branding the Neighborhoods (Sustainability)
QUESTIONS

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