

FLORENCE, SC NEIGHBORHOOD REVITALIZATION

Planning
Webcast
Series

November
2015

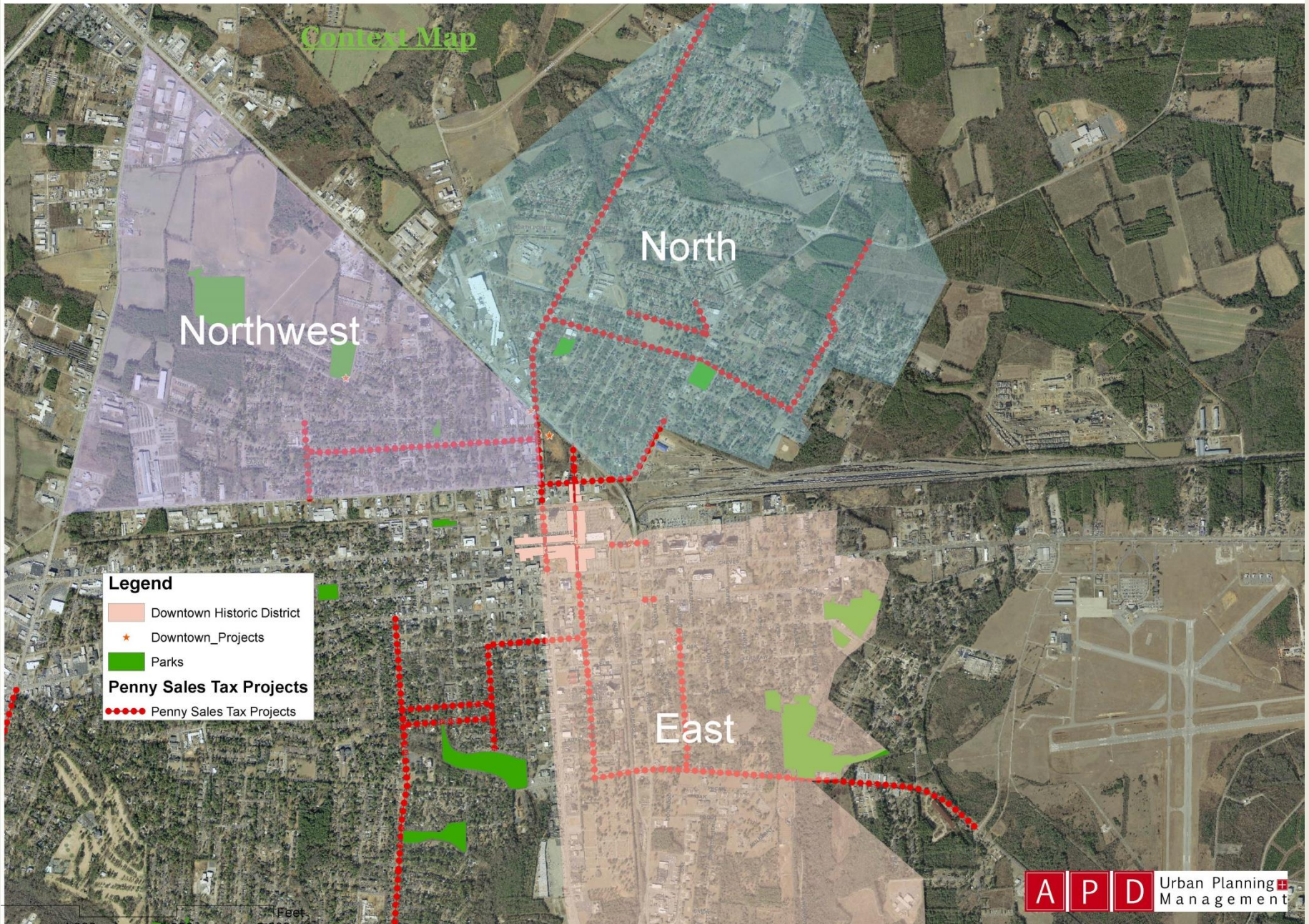


AGENDA

- Introductions
- Project Overview
- Planning
 - Goals
 - Process
 - Recommendations
- Implementation
- Questions

OVERVIEW

Context Map



EXISTING CONDITIONS

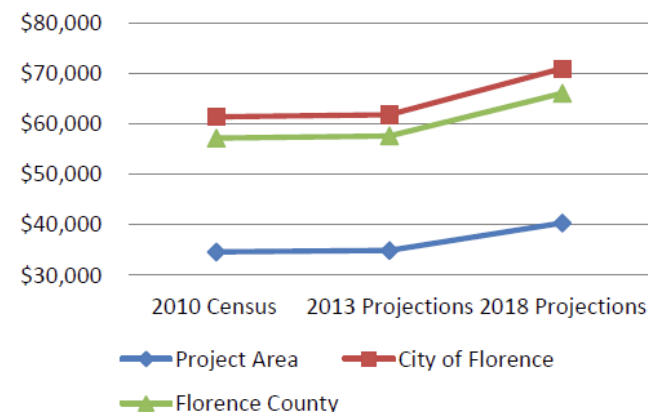
- The Project Area makes up 39% of the population of the City of Florence
- 13.5% of parcels within the project area are vacant structures or lots.
- A 2013 windshield survey showed that:
 - 56% of structures are in good and fair condition
 - 16% are in poor, deteriorated, and dilapidated condition.



DEMOGRAPHICS

- 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.

Average Household Income



Total Population

	2000-2013 % Change	2013-2018 % Change	Total % Change	2013 to 2018 Difference
Project Area	-7.7%	-0.9%	-8.6%	-124
Florence City	11.2%	4.3%	15.4%	1577
Florence County	10.2%	3.4%	13.6%	4677

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.

Planning Timeline



Neighborhood Revitalization Team



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**

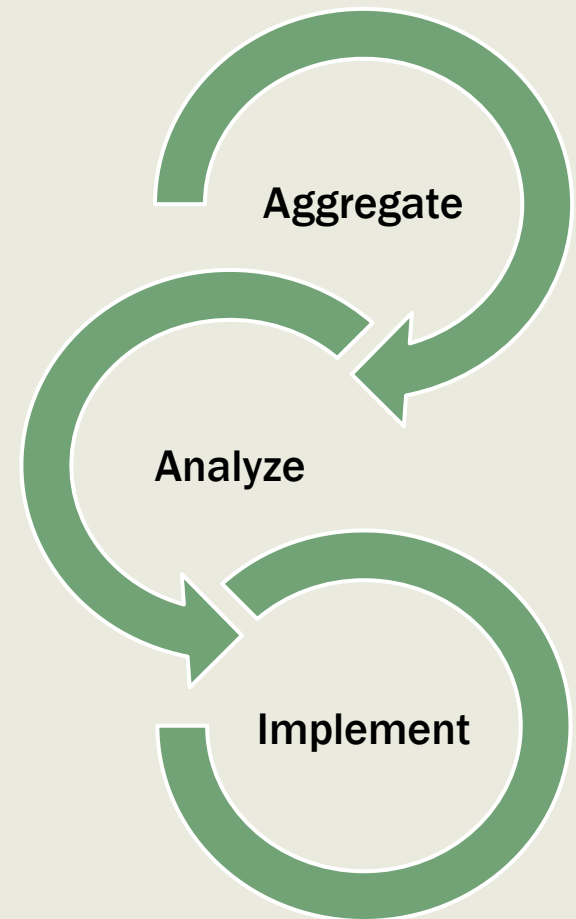
Decision Making Matrix

Implement **Stabilization Strategies**

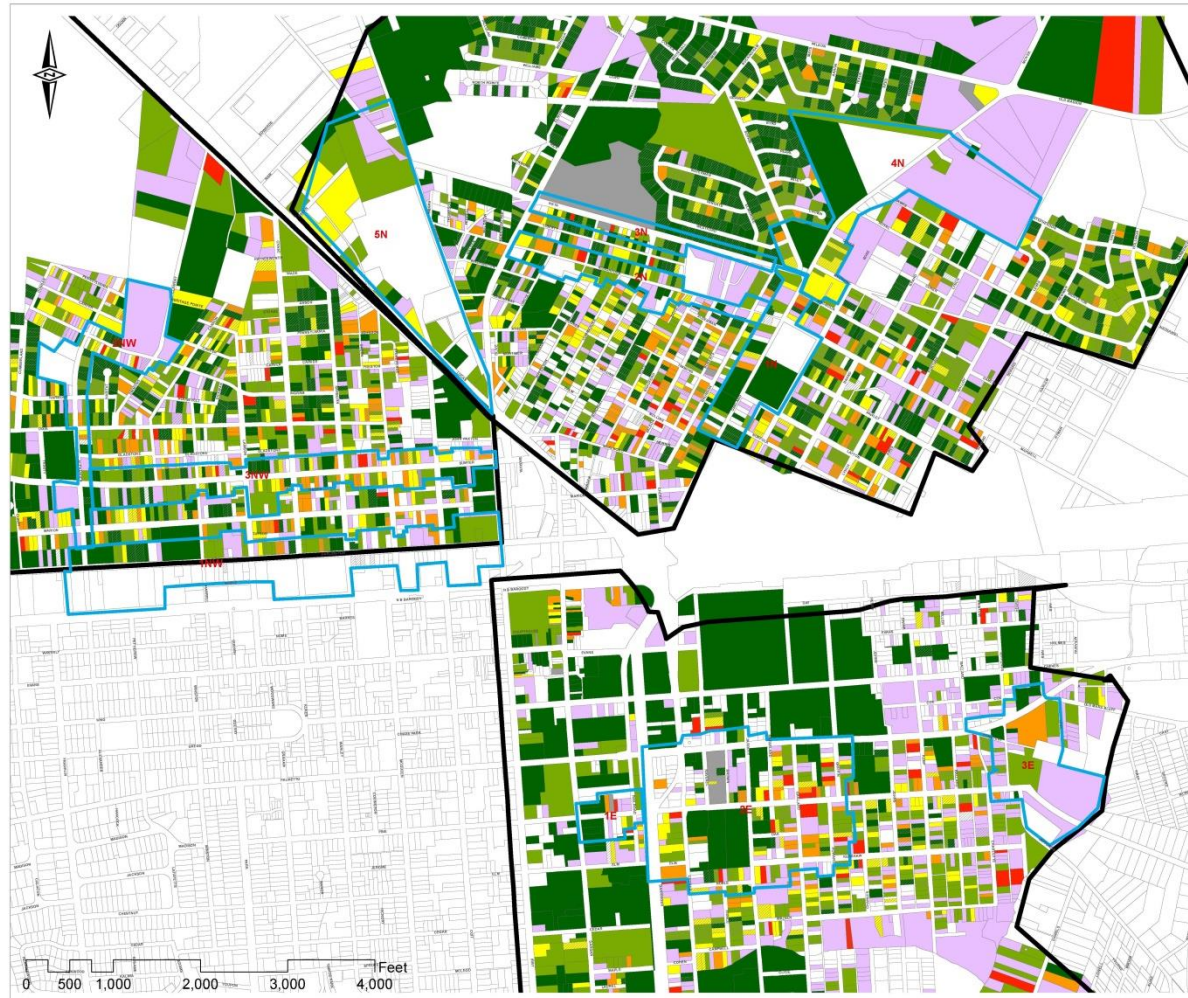
Revitalization Strategies

Predevelopment Action

Execution



AGGREGATE



Existing Conditions and Homeownership Map

Legend

- Catalytic Project Areas
- Neighborhood Boundary
- Owner Occupied
- Not Rated

Existing Conditions

- Good
- Fair
- Poor
- Deteriorated
- Dilapidated
- Lot
- Under Construction

ANALYZE

- Site visits, existing conditions, and market analysis dictate locations

Decision Making Matrix

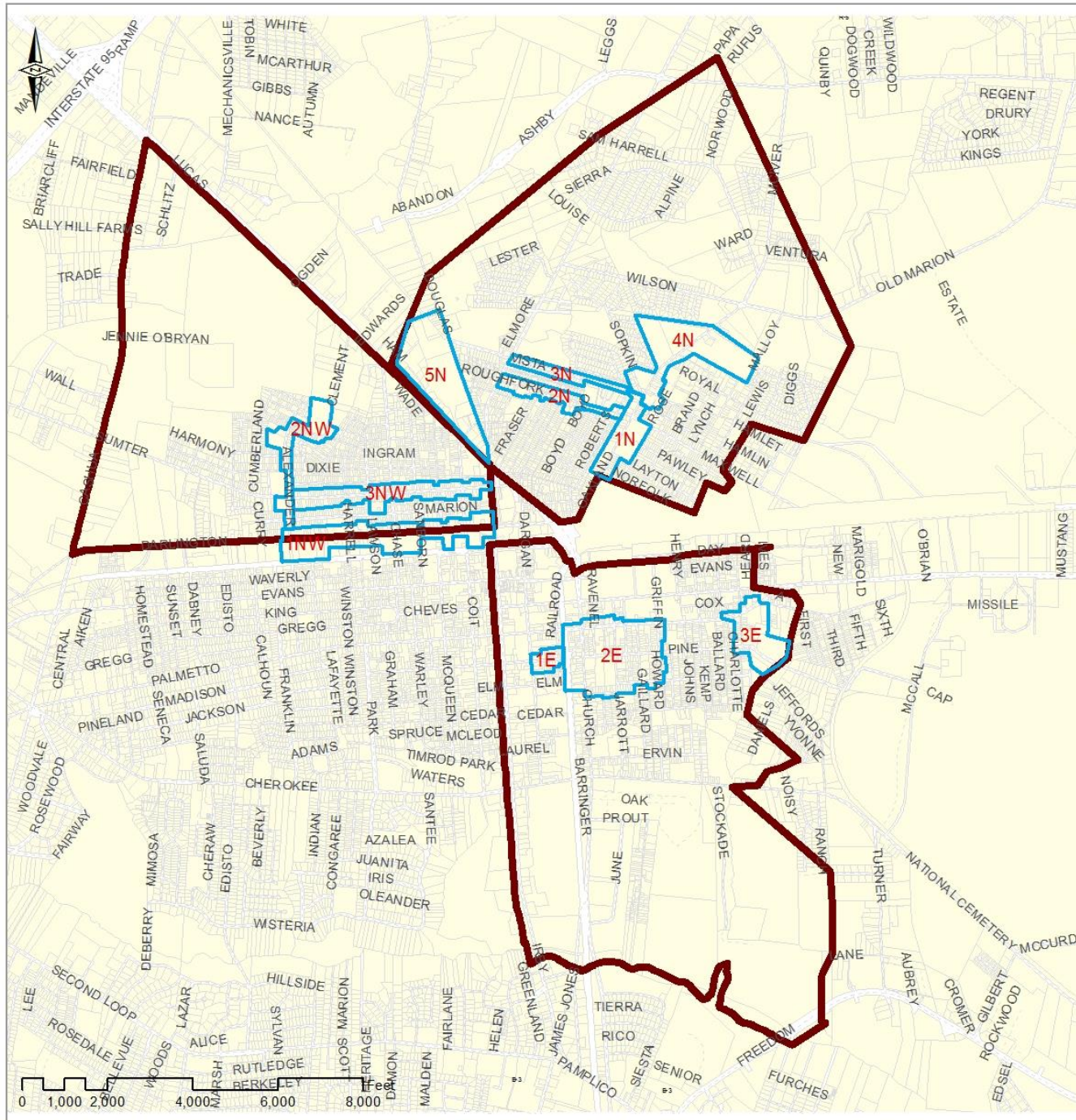
- Purpose – strategically select short term projects for:
 - Stabilization
 - Revitalization
- Recommend approaches for selected areas based on criteria
- Use of maps to demonstrate how different criteria factor into prioritizing proposed housing development strategies and approaches

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

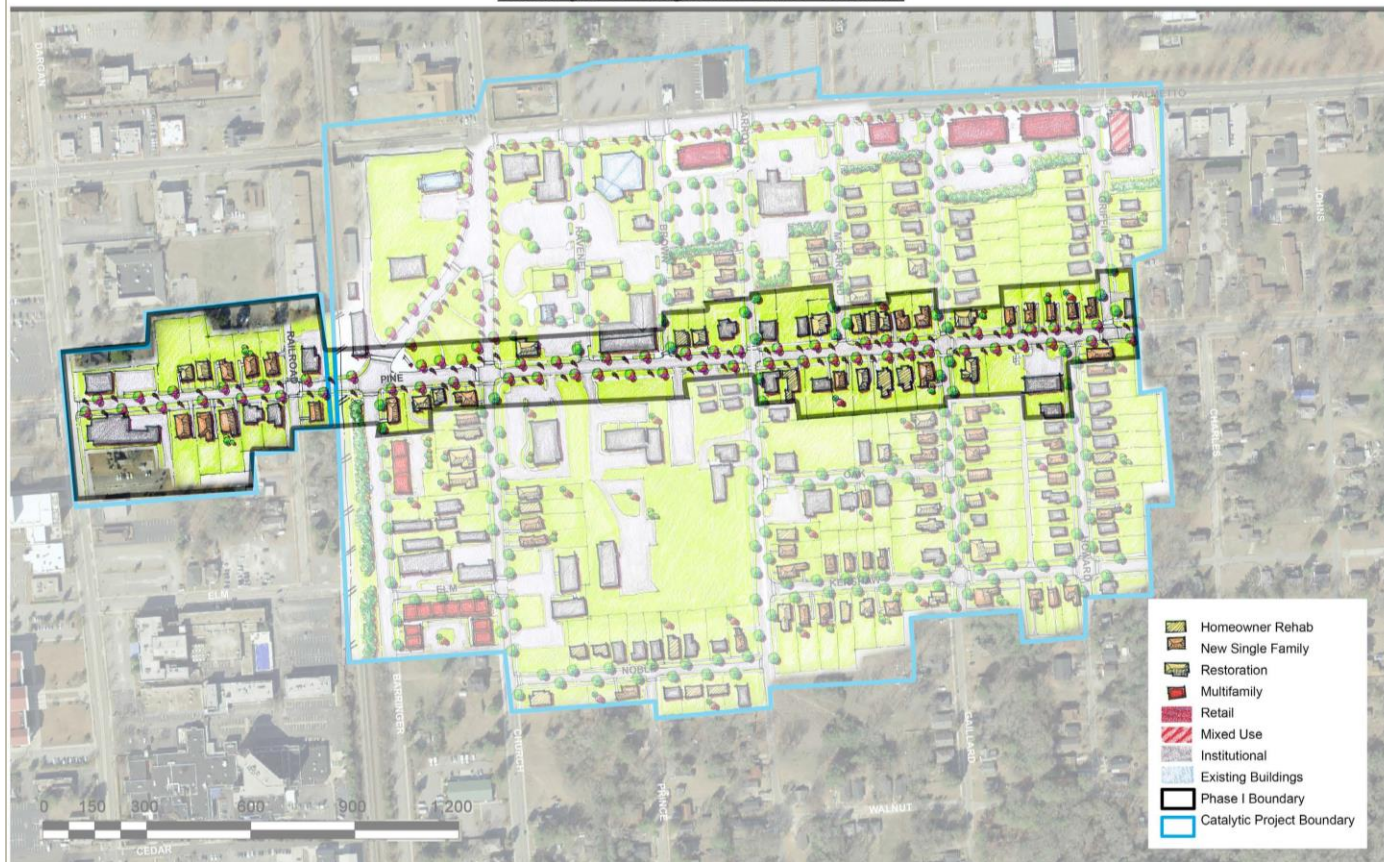


Catalyst Project Areas Map

Legend

- Catalyst Project Areas
- Neighborhood Boundaries

Catalytic Project: Pine Street



PINE STREET

Program	Phase I	Catalytic Project
Owner Occupied Rehab	2	62
Restorations	13	45
Single Family	7	29
Multifamily	0	19
Retail	0	39,500 sq.ft.

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 ANALYSIS

Market conditions that drove the selection of project areas.

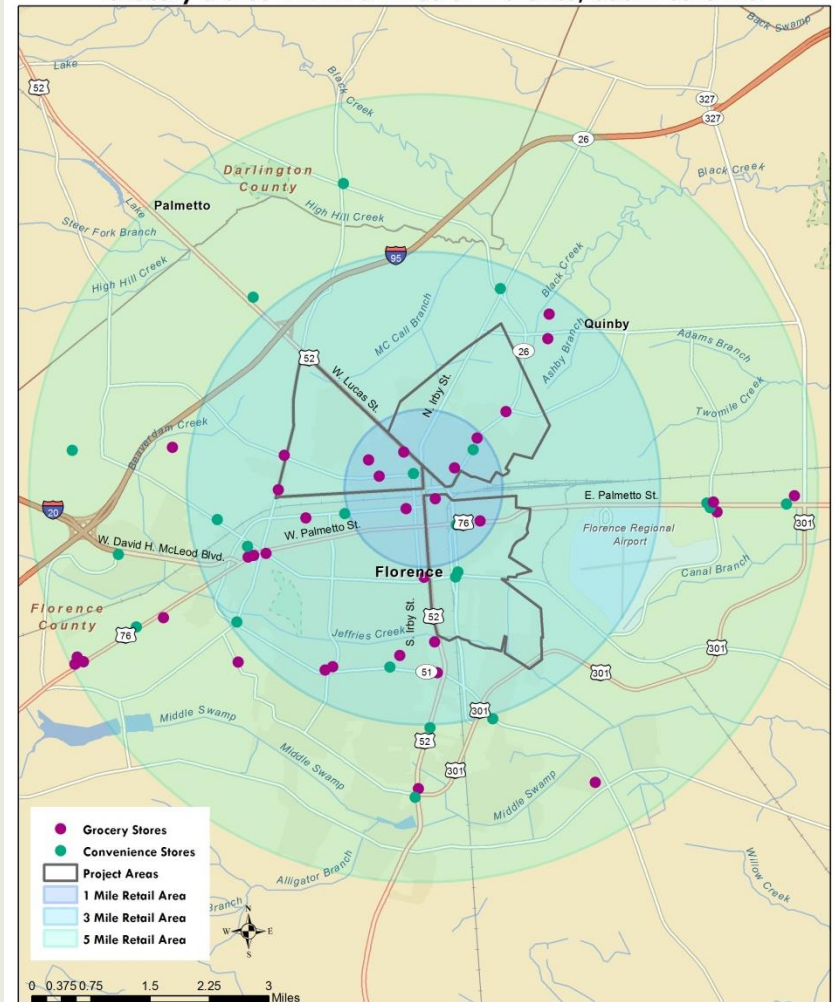
■ Residential Development

- 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

Grocery Stores within 5 Miles of Florence, South Carolina



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



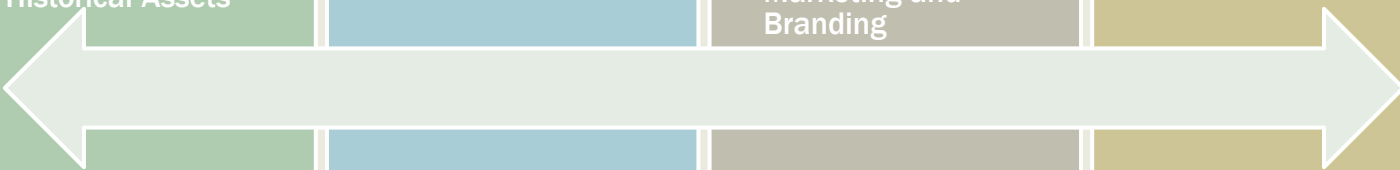
Predevelopment Process

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

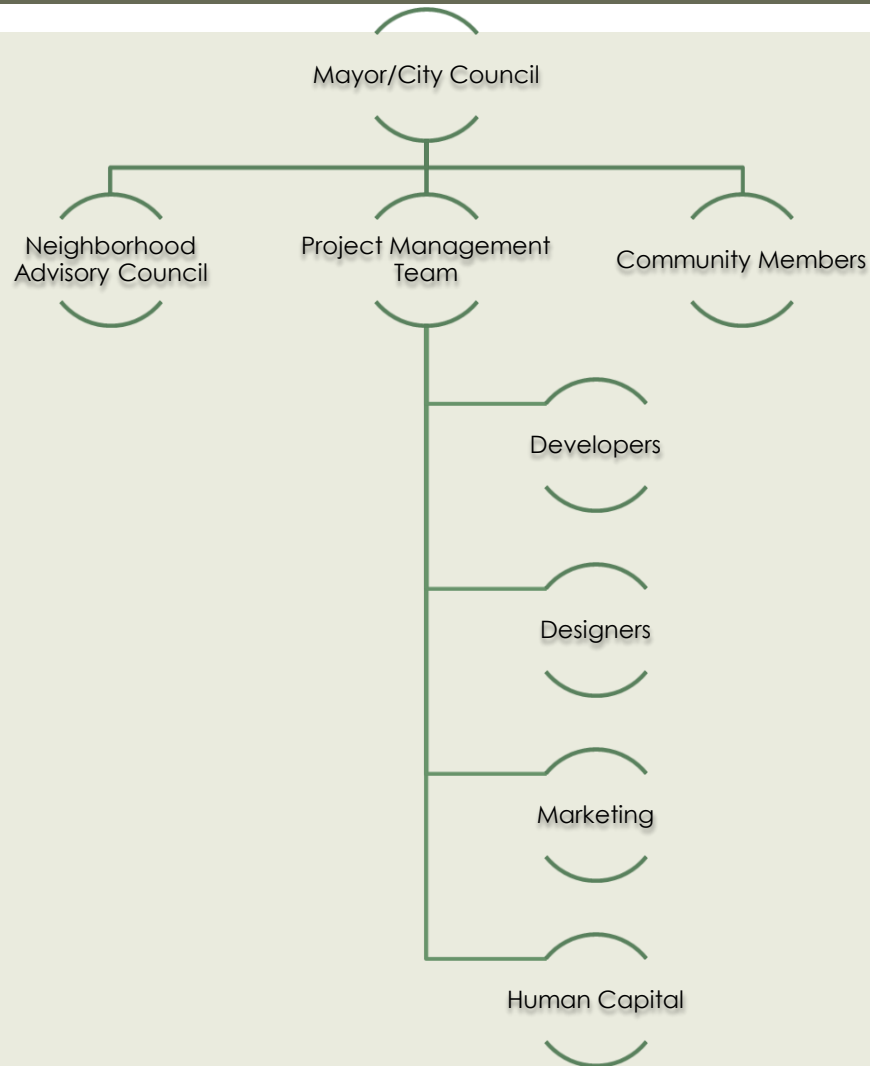


Execution

- Catalytic Projects
- Project Phasing
- Financial Modeling
- Proposed Timeline



PREDEVELOPMENT PROCESS: GOVERNANCE STRUCTURE



PREDEVELOPMENT PROCESS: SERVICES

Predevelopment Strategy	Programs	Application of Programs to Project Area	Job Creation	Recommendations/Plan of Action
Predevelopment Services	Department of Planning and Community Development	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.	Urban Planning Firms Market Research Firms and Project Feasibility Analysis	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.
	Marketing & Branding	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	Marketing Firms Homeownership Counseling Agencies Printing and Signage Companies Website Design	<ul style="list-style-type: none"> Retain marketing and branding services to establish credibility for the Plan in the eyes of the local civic leaders, general public, and the media. Establish a core story/brand that can be elaborated upon for the full Florence Neighborhood Revitalization Strategy
	Solicitation of Developers	Ongoing solicitation of developers by City of Florence	For-profit developers Non-profit developer Construction Managers Architects	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.

PREDEVELOPMENT PROCESS: ROLES AND RESPONSIBILITIES

Activities (deliverables)	Description & Responsible Parties	Schedule	Catalytic Area(s)
Project Orientation and Administration	Project Manager and/or City of Florence staff will be selected to direct scheduling of predevelopment activities including projects and developers/project sponsors	Months 1- 2	<ul style="list-style-type: none"> • E. Pine Street • W. Vista Street • N. Alexander Street • W. Sumter Street
Document Review & Information Gathering	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	Months 1-6	<ul style="list-style-type: none"> • E. Pine Street • W. Vista Street • N. Alexander Street • W. Sumter Street
Land Transfer	Property acquisition agent, local realtor(s), Land Assembly/Land Bank, Real Estate Attorney will: <ul style="list-style-type: none"> • Review existing title work, legal descriptions, boundary surveys • Prepare/update property acquisition matrix, including: ownership, parcel size, value, etc. 	Months 1-24	<ul style="list-style-type: none"> • E. Pine Street • W. Vista Street • N. Alexander Street • W. Sumter Street
Finalize site plans & designs with phasing	Developer and architect will finalize development programs: target unit sizes, mix, density, and amenities for each Catalytic Area	Months 1-12	<ul style="list-style-type: none"> • E. Pine Street • W. Vista Street • N. Alexander Street • W. Sumter Street
Financing options and strategies plan	Negotiate terms and conditions regarding development subsidies	Months 1-24	<ul style="list-style-type: none"> • E. Pine Street • W. Vista Street • N. Alexander Street • W. Sumter Street
Community involvement process	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.	Ongoing	All Catalytic Projects

IMPLEMENTATION PHASE I : PREDEVELOPMENT

LAND ASSEMBLY

Vista Project Area



Alexander / Sumter Project Area



Pine Project Area



Property Acquisition
Process

Authorization to Purchase

Letter of Interest

Original Appraisal

Purchase and Sale
Agreement

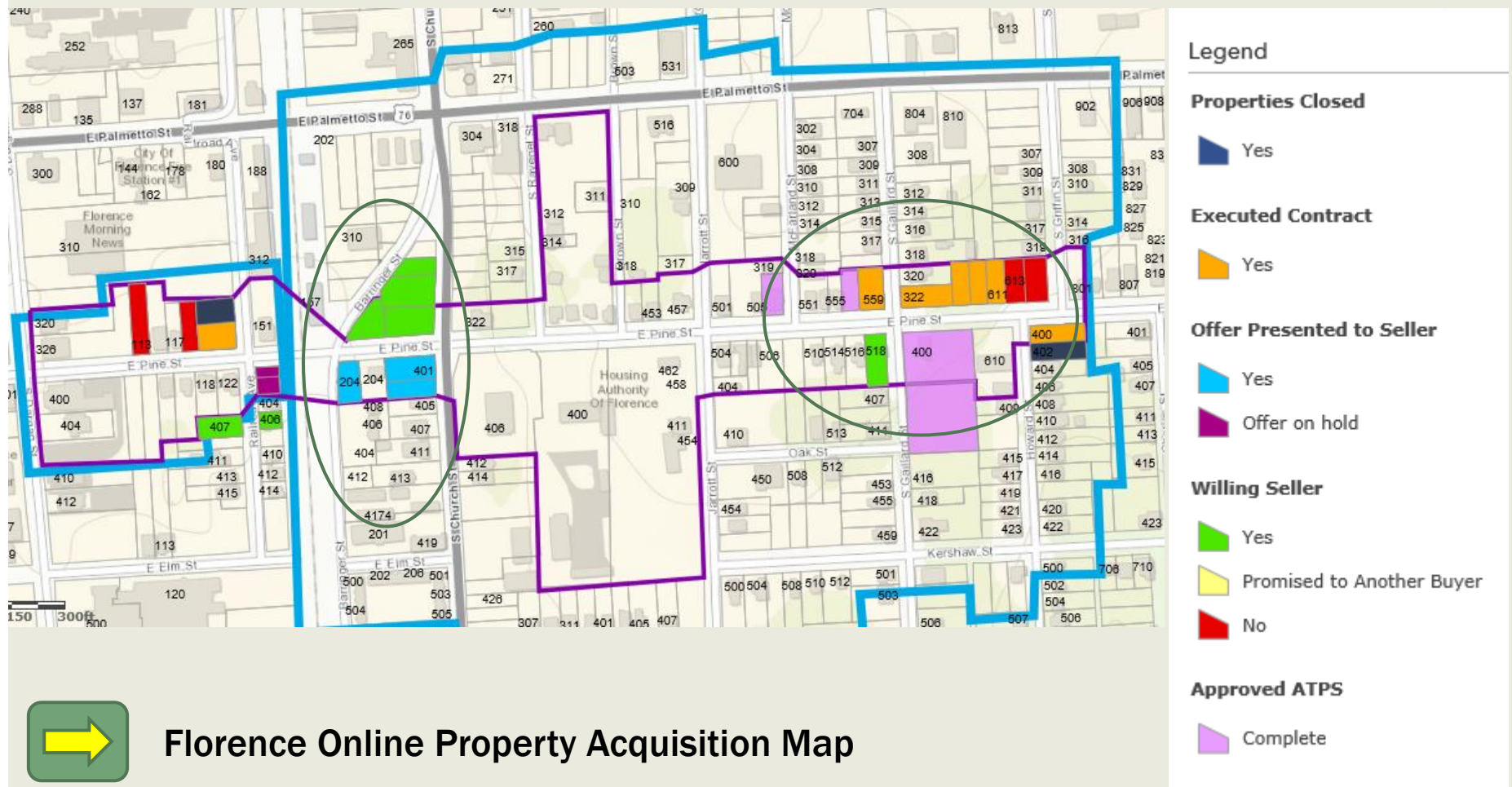
Contract Signing

Submission of Documents

Title Search/Due Diligence

Property Closing

ONLINE INTERACTIVE ACQUISITION MAP



WEEKLY DASHBOARD

WEEKLY PROPERTY ACQUISITION DASHBOARD REPORT



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

PROJECT ACTIVITY	Pine	Sumter	Alexander	Vista	Others	Total	Last Week	Running Totals
Total Number of Parcels in Target Areas	76	12	11	28	0	129	N/A	N/A
Notices to Purchase (NTP) Prepared			3	2		5	2	81
NTPS Approved			3			3	2	51
Original Appraisal Ordered						0	6	14
Review Appraisal Ordered						0	0	0
Willing Sellers					1	1	0	30
Unwilling/Unresponsive Sellers						0	0	6
Offers Submitted to Seller						0	2	19
Contracts Executed	2		1		1	4	1	13
Contracts Closed	2			1		3	0	3

- 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



1 STORY SINGLE FAMILY



2 STORY SINGLE FAMILY



- 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

Tasks	Sept 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016
Design <ul style="list-style-type: none"> House Designs Site Plans Construction Drawings 							
Land Assembly <ul style="list-style-type: none"> Willing Sellers Properties Under Contract Properties Closed 							
Procurement <ul style="list-style-type: none"> RFQ for Builders Selection/Contract Negotiation Notice to Proceed 							

INFRASTRUCTURE



Vista Street Existing Conditions



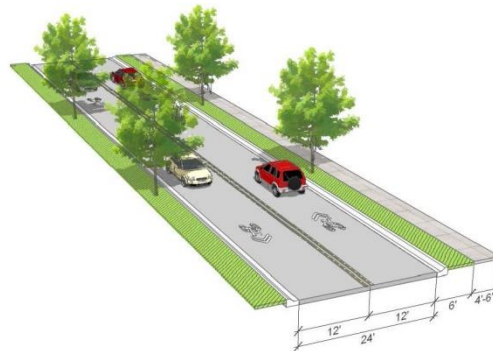
Vista Street Existing Cross Section



Sumter Street Existing Conditions



Vista Street Conceptual Improvements



Vista Street Conceptual Cross Section



Sumter Street Conceptual Improvements

NEXT STEPS

POLICY FRAMEWORK

Single Family
Mortgage
Assistance
Program

Owner Occupied
Rehabilitation
Loans

Residential and
Retail Façade
Loans

Rental
Rehabilitation
Loans

Developer
Second
Mortgage Loans

Single Family
Builder Loans

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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