



CITY OF FLORENCE NEIGHBORHOOD REVITALIZATION STRATEGY

Prepared for: City of Florence
May 6, 2014





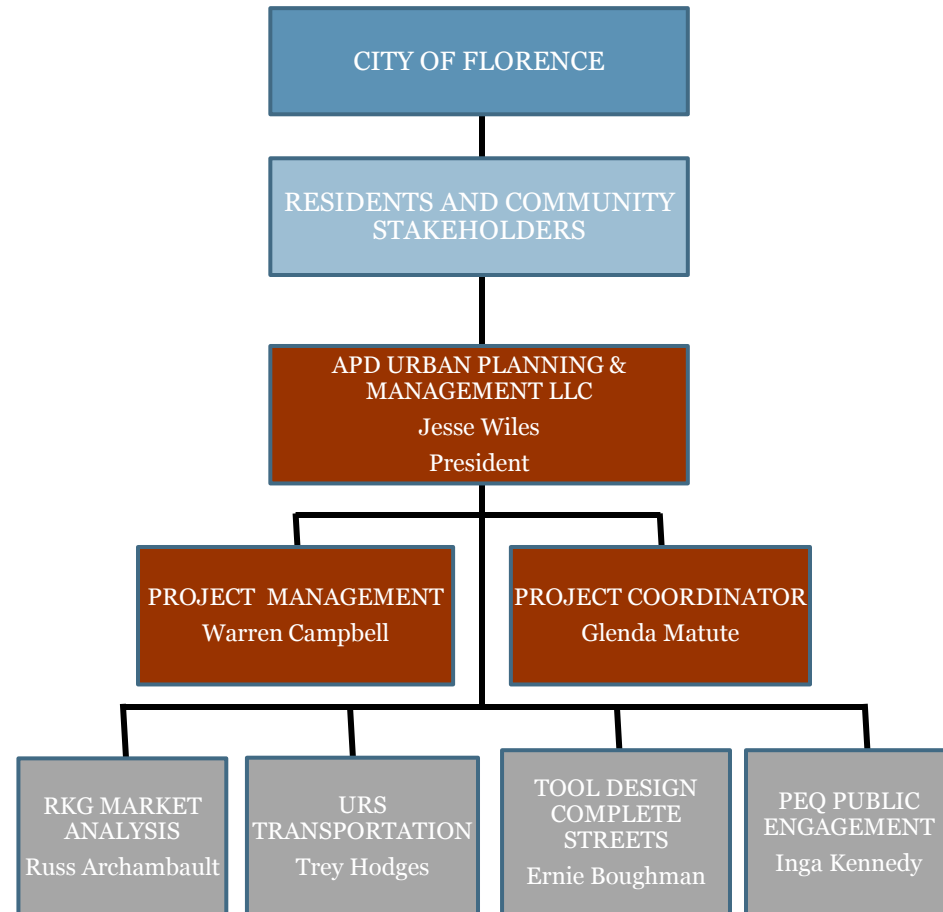
AGENDA

- Overview of the revitalization process
- Overview of ongoing projects from the previous study efforts (NAP)
- Discussion of existing neighborhood conditions
- Interactive exercises and feedback



The city of Florence is seeking a revitalization strategy that builds upon the Neighborhood Action Plan and provides an implementable redevelopment guide for the neighborhoods of Northwest, North and East Florence.

NEIGHBORHOOD REVITALIZATION PLAN TEAM



PAST RESULTS

PINE STREET: BEFORE



AUGUSTA, GA

PAST RESULTS

PINE STREET: TODAY



PROPOSED APPROACH TO THE CITY OF FLORENCE NEIGHBORHOOD REVITALIZATION STRATEGY

Build on Previous NEIGHBORHOOD ACTION PLAN

Comprehensive Focus Area

- 5.1: Preserve and rehabilitate the existing housing stock
- 5.2: Defend neighborhood integrity of existing neighborhoods
- 5.3: Ensure affordable and sufficient housing options in the future
- 5.4: Design neighborhoods and communities as special places

FNRS Application

- Inventory housing stock, determine condition, establish rehab standards
- Design guidelines based existing architecture and development pattern
- Design criteria for mixed-income model block implementation strategy
- Design green space, streetscapes, scale and design of homes prior to development

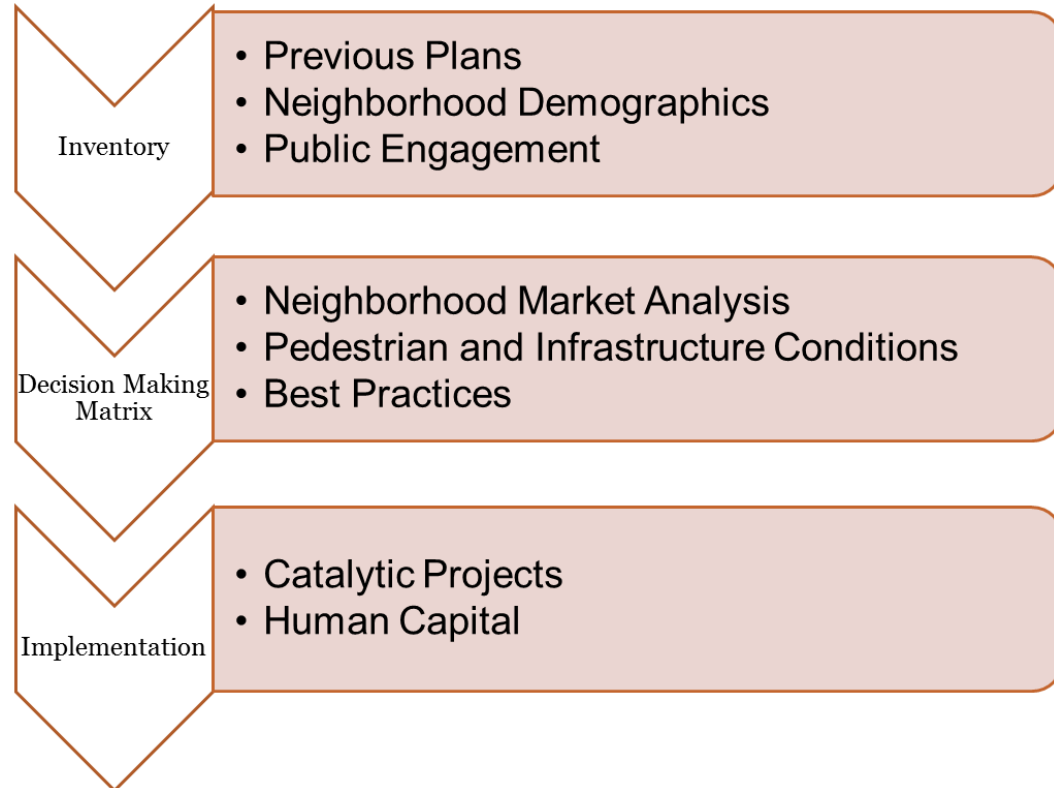
APPROACH

ONGOING TASK & PROCESS:

PROJECT MANAGEMENT

- Identify local needs
- Review long-term internal structure
- Provide updates to City representatives and stakeholders

PROCESS

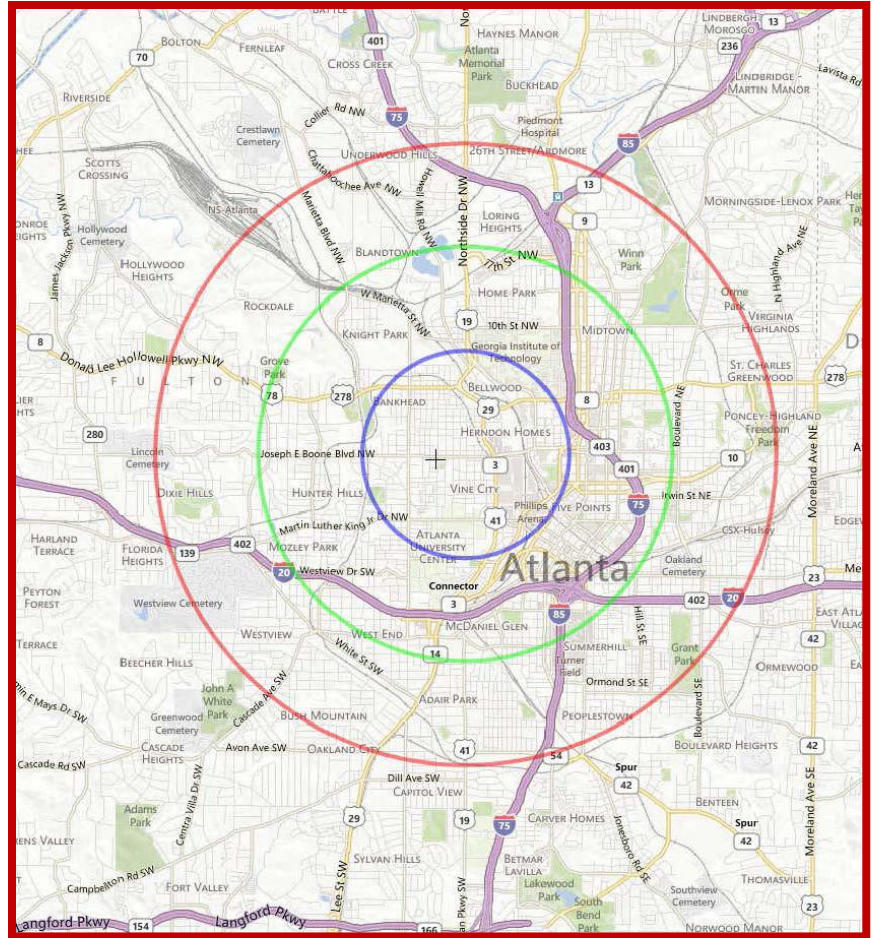


APPROACH

TASK ONE:

MARKET ANALYSIS

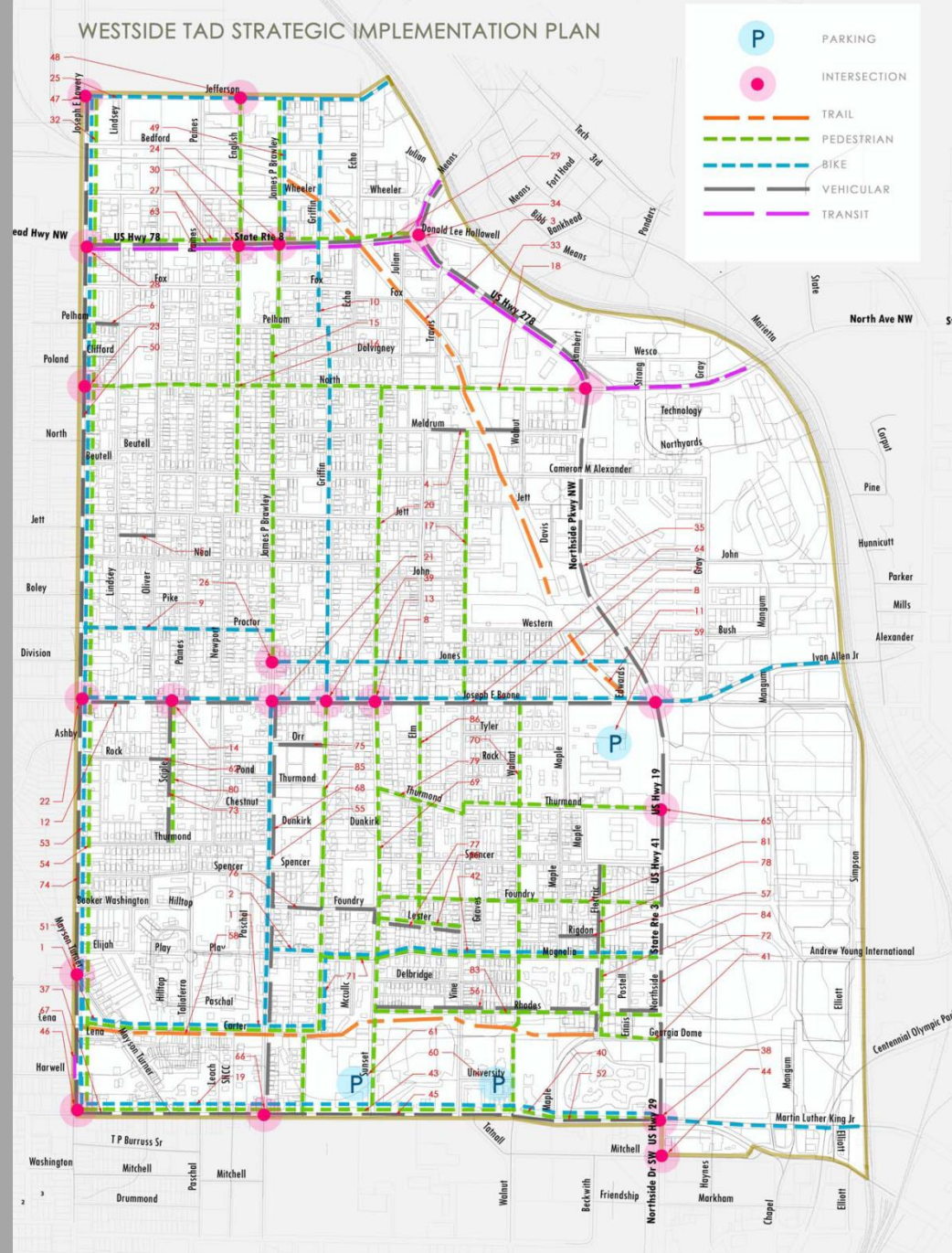
- Conduct demographic and market analysis
- Establish benchmarks
- Residential assessment
- Needs assessment for retail and commercial development along catalytic corridors



TASK TWO:

IDENTIFY PEDESTRIAN AND INFRASTRUCTURE IMPROVEMENTS

- Existing Conditions Analysis of target areas
- Pedestrian Demand Analysis of target areas
- Best Practices
- Summary document



APPROACH

TASK THREE:

ANALYZE MODEL APPROACHES

- Review “model” approaches to neighborhood revitalization projects nationwide
- Identify three (3) Best Practice case studies:
 - Community Capacity Building
 - Code Enforcement
 - Land Banking



Spartanburg: Northside Initiative

APPROACH

TASK FOUR:

PUBLIC ENGAGEMENT

- Confirm existing conditions, previous planning efforts, identification of Community Resources
- Request community input to help establish guiding principles for neighborhood redevelopment
- Identify roles and responsibilities for community involvement



APPROACH

TASK FIVE:

DECISION-MAKING MATRIX

- Matrix will allow stakeholders to understand redevelopment criteria
- Pre-development plan of action
- Use Matrix to select priority project areas in each neighborhood

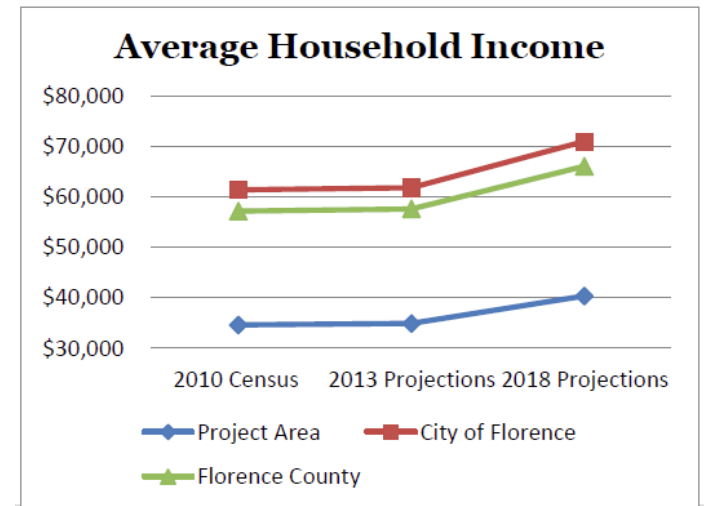
| Decision Making Matrix Draft | M.L. King Jr. Drive | Brawley | Entertainment District | Boone Corridor | North and Northside Drive |
|----------------------------------------------------------------------------------|---------------------|---------|------------------------|----------------|---------------------------|
| Housing conditions (large rehab potential and demolition potential) | | | | ✓ | |
| Property ownership (site control) | ✓ | | ✓ | | ✓ |
| Vacant land | | ✓ | ✓ | ✓ | |
| Adequate zoning and approvals of other entitlements | ✓ | | ✓ | | |
| High number of foreclosures | DNA | DNA | DNA | DNA | DNA |
| Proximity to existing homeowners | | ✓ | | ✓ | |
| Condition of existing infrastructure | ✓ | ✓ | DNA | ✓ | DNA |
| Proximity to transit (within ¼ mile) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Access to food (within ¼ mile) | ✓ | | | | |
| Access to open space (within ¼ mile) | | ✓ | | ✓ | |
| Proximity to funded projects (or recently completed projects) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Proximity to services (health, police, retail) (within ¼ mile) | ✓ | | ✓ | ✓ | |
| Proximity to education (within ¼ mile) | ✓ | ✓ | | ✓ | |
| On or close to major thoroughfares | ✓ | ✓ | ✓ | ✓ | ✓ |
| Feasible market conditions | ✓ | C | ✓ | C | C |
| Direct Economic Impact | ✓ | | ✓ | ✓ | ✓ |
| Job creation (construction and permanent) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Encourages new development | ✓ | | ✓ | ✓ | ✓ |
| Encourages innovation and growth service | ✓ | | | ✓ | ✓ |
| Indirect Economic Impact | ✓ | ✓ | ✓ | ✓ | ✓ |
| Attracts private investment | ✓ | | ✓ | ✓ | ✓ |
| Encourages public and private partnerships | | ✓ | ✓ | ✓ | ✓ |
| Utilizes transit network improvements | ✓ | | ✓ | | |
| "But For" Public/Private Leverage (Feasibility) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Sustainability Efforts (water management, urban gardening, parks and open space) | ✓ | TBD | ✓ | ✓ | ✓ |

*DNA: Data not available C: Conditional

NEIGHBORHOOD DEMOGRAPHICS

Project area characteristics

- 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.
- 44% of the project area population 16+ is employed, 10% lower than the city of Florence
- 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.

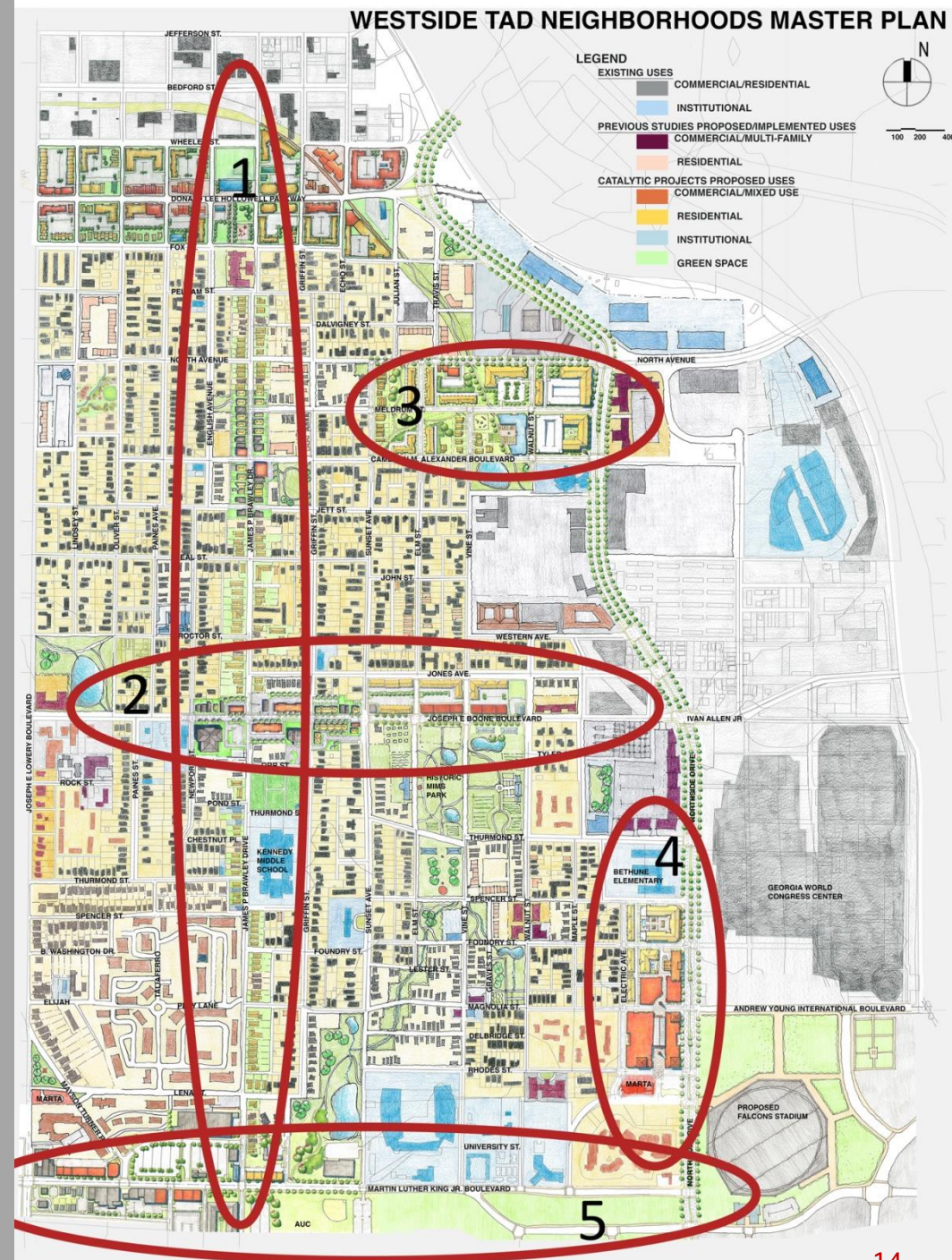


| Vacant and Abandoned Properties | |
|---------------------------------|-----|
| Abandoned House | 201 |
| Vacant House | 302 |
| Vacant Lot | 298 |

TASK SIX:

IDENTIFICATION OF SHORT-TERM REDEVELOPMENT PROJECTS

- Identify up to three market driven short-term residential redevelopment opportunities
- Recommend neighborhood improvements to help neighborhood become more walkable
- Look for ways to connect neighborhoods to each other and downtown
- Sets the stage to establish a vision for what the neighborhoods will look like



APPROACH

TASK SEVEN: IMPLEMENTATION STRATEGIES

- How will redevelopment be managed
- Establish roles & responsibilities
- How much will redevelopment cost and source of funding
- Economic development strategies



Stabilization

- Safety
- Existing Resident/Business Programs
- Land Banking & Property Management



Predevelopment

- Project Management
- Zoning & Design Guidelines
- Human Capital Development



Execution

- Priority Project Areas
- Marketing Strategy
- Partnerships

PROJECT SCHEDULE

City of Florence Neighborhood Revitalization Strategy

| Tasks | March, 2014 | April, 2014 | May, 2014 | June, 2014 | July, 2014 | August, 2014 | September, 2014 |
|----------------------------------------------------------------|-------------|-------------|-----------|------------|------------|--------------|-----------------|
| Ongoing Project Management | | | | | | | |
| 0.3 Monthly Project Team Meetings | | | | | | | |
| 0.4 Weekly Project Team Meetings | | | | | | | |
| 1 Residential Analysis | | | | | | | |
| 1.1 Real Estate Market - Supply and Demand Analysis | | | | | | | |
| 2 Identify Pedestrian & Infrastructure Improvements | | | | | | | |
| 2.1 Existing Conditions | | | | | | | |
| 2.2 Preliminary Systems Analysis | | | | | | | |
| 3 Review and Analysis of Best Practices | | | | | | | |
| 4 Public Engagement | | | | | | | |
| 5 Decision-Making Matrix | | | | | | | |
| 6 Identification of Catalyst Projects | | | | | | | |
| 7 Implementation Strategies | | | | | | | |
| 7.1 Management Structure | | | | | | | |
| 7.2 Policy Assistance | | | | | | | |
| 7.3 Financial Feasibility Analysis | | | | | | | |
| 7.4 Identification of Economic Development Strategies | | | | | | | |
| 8 Project Documentation | | | | | | | |

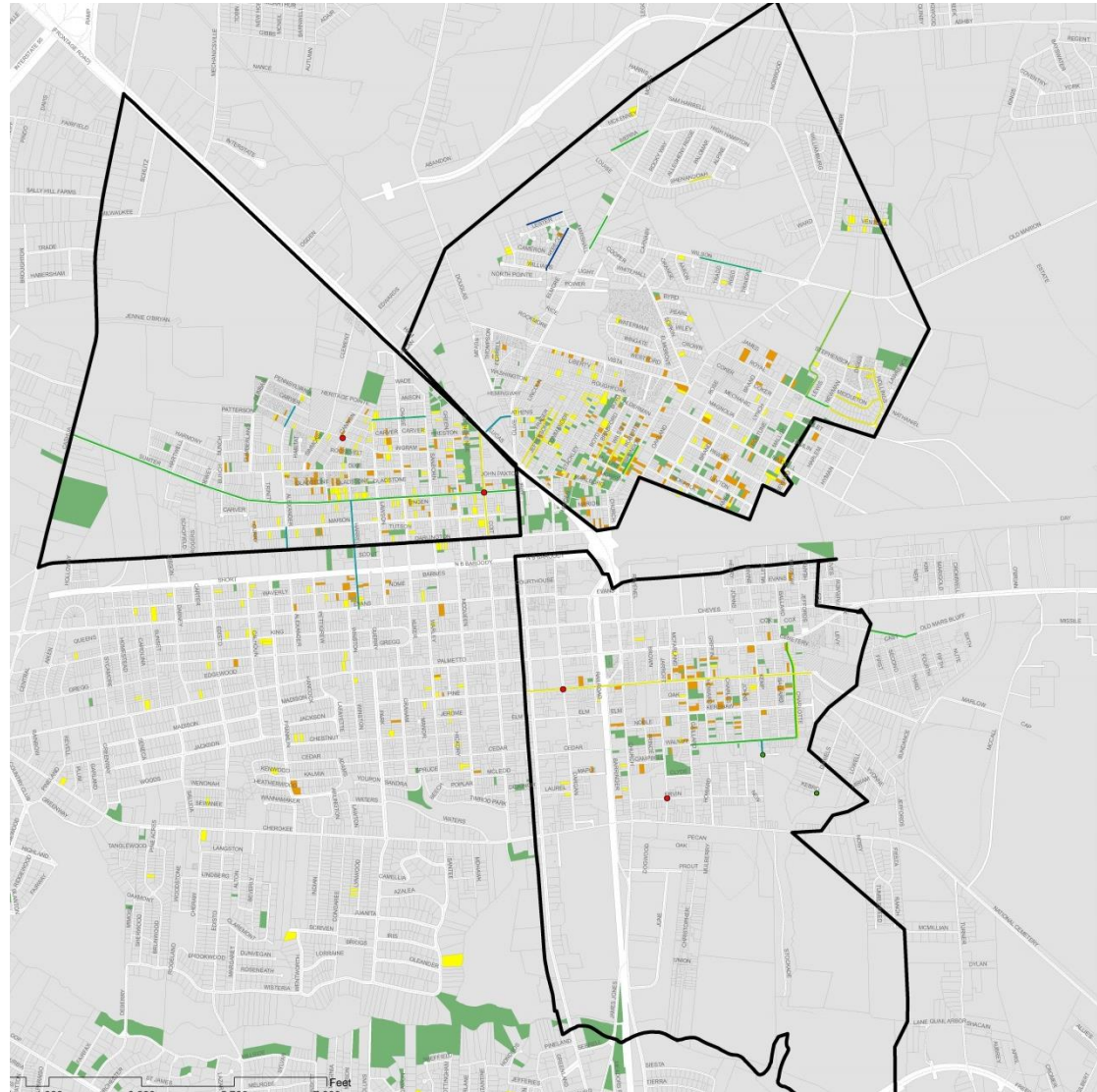
UPDATE AND ONGOING PROJECTS

Completed Projects

- Stormwater Management Projects
- Identified:
 - Mapping of Vacant & Abandoned Properties
 - Community Assets

Upcoming

- Proposed Streetscape Enhancements
- Street Lighting Projects



INPUT AND FEEDBACK

Are we missing anything?

- Vacant & Abandoned Properties
- Community Facilities
- Neighborhood Action Plan Items
- Update residents on upcoming and recently completed projects

Small Groups Discussions

- Take lots of notes
- Everyone will or can have a voice in the discussion
- Be considerate
- No criticism of ideas or people
- Respect everyone's time
- All ideas are good
- No cell phones
- One conversation at a time



QUESTIONS

Jesse Wiles II

President

jwiles@assetproperty.com

404.418.7846

Warren A. Campbell

Project Manager

wcampbell@assetproperty.com

706.550.0908

Glenda Y. Matute

Project Coordinator

gmatute@assetproperty.com

404.418.7846

