

CITY OF FLORENCE NEIGHBORHOOD REVITALIZATION STRATEGY

SECOND PUBLIC MEETING

AGENDA

- ❖ Review Feedback from First Community Meeting
- ❖ Present Catalytic Project Areas
- ❖ Decision Making Criteria
- ❖ Preliminary Market Analysis Findings
- ❖ Initial Proposed Programs

FEEDBACK FROM COMMUNITY ENGAGEMENT

Types of Comments Heard:

- ❖ Great emphasis from community members on preserving and protecting historic resources
- ❖ Safety is still a concern in the neighborhoods including lighting, crime reduction, and code enforcement.
- ❖ Revitalization must minimize impact on existing residents especially home owners and the elderly.
- ❖ Interest in stabilizing the community with restoration projects, assistance to homeowners, etc.
- ❖ Improve the overall environment including sidewalks, street and street trees.

FEEDBACK FROM COMMUNITY ENGAGEMENT

The discussions held can be categorized into 3 general topics:

- ❖ Vacant and Abandoned Properties
- ❖ Protection of Historic locations
- ❖ Infrastructure issues including lighting, streetscape, etc.

- ❖ The discussions validated the initial goals brought forward by the Neighborhood Action Plan specifically issues of infrastructure, vacant and abandoned buildings and code enforcement.
- ❖ Any redevelopment effort must take into consideration issues of existing residents including: continued affordability, funding for homeowner rehab and restoration, stabilization, and capacity building.

Catalytic Project Areas

Project Area



Legend

- City Limits
- Catalytic Project Areas
- Neighborhood Boundaries
 - North Florence
 - East Florence
 - Northwest Florence

CATALYTIC PROJECT SITES: 3E



CATALYTIC PROJECT AREA: 3E

Strengths

This node includes Levy Park, a recognized strength of the community. It is at the eastern termination of Pine Street, an east-west corridor from the cultural district. This node is also adjacent to Palmetto Street and McLeod Health, while also being an eastern gateway into the City of Florence. Palmetto Street also has multiple commercial parcels.

Weaknesses

The abandoned motel is a well-known landmark of blight. It is unfortunately right on the eastern gateway of Palmetto Street. This property is further complicated in that it actually sits just outside of the city limits, thus limiting the jurisdiction that the City has over it. There are also many areas of confusion as to City/County borders and the resultant service providers. The commercial offerings along Palmetto need to be updated based on market data.

Opportunities

The many efforts toward greater municipal coordination between the City and County could be exemplified in this project area. One example would be the discussion of potential Extra Territorial Jurisdiction agreements that may allow for the City to more fully address the abandoned motel as part of a larger scale redevelopment initiative.

Threats

Vacant and abandoned property, plus outdated and insufficient commercial offerings.

Other Comments

This node appears to be more of a longer-range effort, except that the acquisition and remediation of the blight associated with the motel could be more immediate and catalytic. A potential development partner for this project area would be McLeod Hospital.

Project Area	Structures in Poor and Deteriorated Condition	Structures in Fair and Good Condition	Vacant Lots	Vacant and Abandoned Properties	Homeownership	Total Parcels
3E	2/6%	10/29%	14/40%	2/6%	1/3%	35

- ❖ Purpose – strategically select areas for stabilization and revitalization strategies
- ❖ Site visits, existing conditions, and market analysis dictate locations
- ❖ Decision Making Matrix recommends approaches for selected areas based on developed 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
 - Dilapidated and Deteriorated: Possible demolition candidates
- ❖ Vacant Lots
- ❖ Vacant and Abandoned Properties
- ❖ Foreclosures
- ❖ Incompatible Land Uses
- ❖ Existing Conditions Infrastructure
- ❖ Environmental Constraints
- ❖ Homeownership rate

Revitalization

- ❖ Property Ownership
- ❖ 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

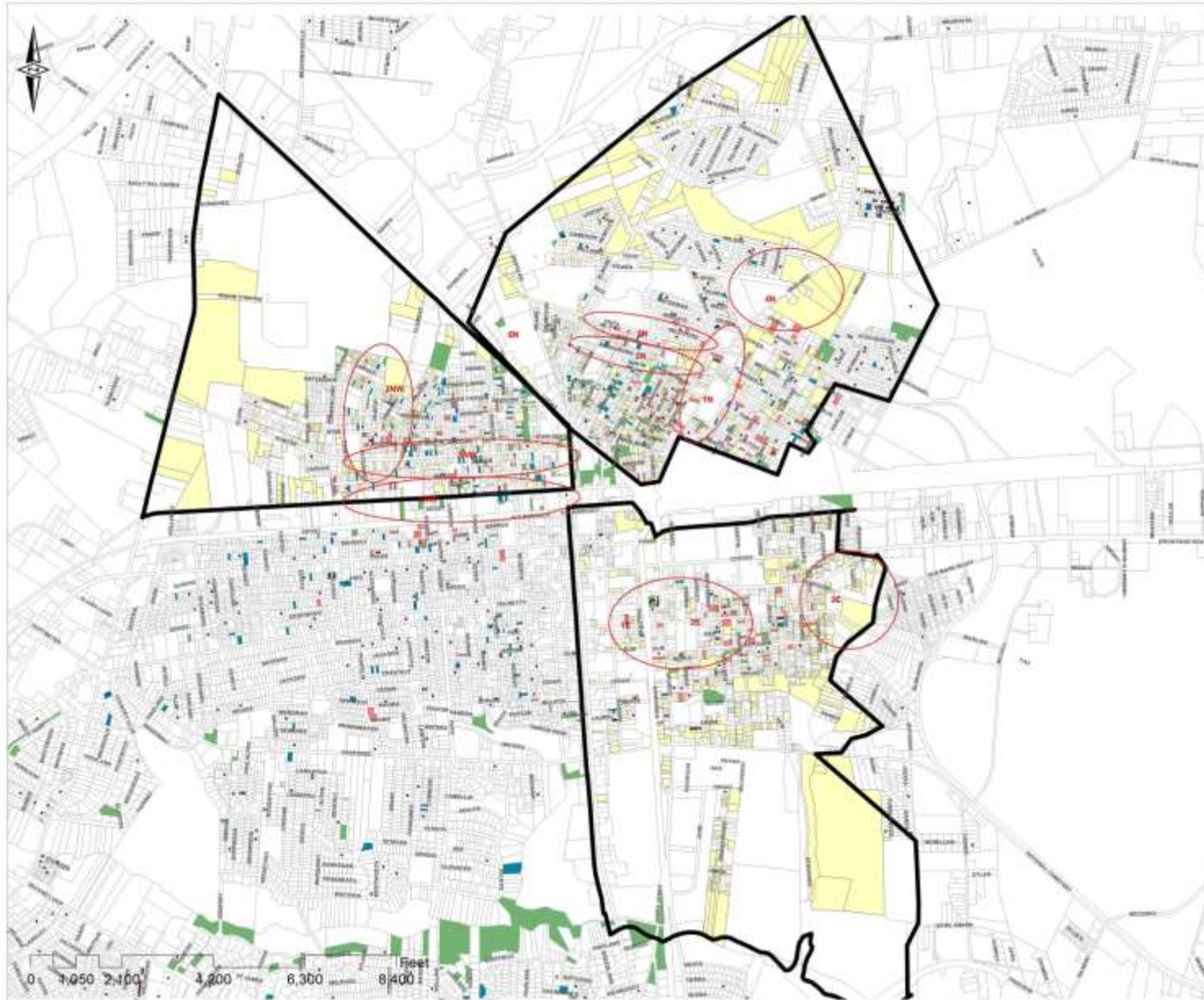
DECISION MAKING MATRIX CRITERIA

Florence Neighborhood Revitalization Plan: Decision Making Criteria	
Criteria	Definition
Stabilization	
Housing conditions (large rehab potential and demolition potential)	A concentration of structures in dilapidated condition indicate an opportunity for infill. Areas with a concentration of structures in good to fair condition indicate a more stable location.
Vacant land	Vacant land is considered an opportunity since vacant lots are typically easier to assemble and require less pre-development activities, such as demolition, and relocation to prepare the site for new construction.
Abandoned Properties	Abandoned Properties are also seen as a development opportunity since relocation would not need to occur, decreasing the timeline for purchases
Adequate zoning and approvals of other entitlements	If the project requires a use that differs from the current zoning or land use classification, a variance or rezoning would be required. These processes add time and additional actions before construction activity can occur.
High number of foreclosures	High number of foreclosures also means an opportunity since these properties can be more easily acquired from the banks than from absentee homeowners.
Proximity to existing homeowners	Proximity to homeowners is important because they usually act as stabilizing agents within the neighborhoods
Condition of existing infrastructure	Existing infrastructure that is in fair to excellent condition is a great asset for a project since it would require the development to make less investment on those aspects of the site.
Free of environmental constraints	It is important for development projects to consider areas of environmental protections since these are usually considered development constraints.
Crime	Understanding the types and concentration of crime in and within close proximity of proposed project areas is detrimental to the success of a project. The project can serve to eradicate the crime or can be negatively affected by it.
Revitalization	
Property Ownership (site control)	The ability to assemble multiple parcels of property that are adjacent to each other the first step in the predevelopment process.
Proximity to transit (within ¼ mile)	Proximity to transit, food and open space are all elements of a sustainable, walkable community with more than one mode of transportation and access to healthy foods and outdoor spaces. Locating close to these amenities is not only good for the future residents of the development but it also makes the project more marketable.
Access to food (within ¼ mile)	
Access to open space (within ¼ mile)	
Proximity to schools (within ¼ mile)	
Proximity to funded projects (or recently completed projects)	The ability to leverage investments in other parts of the community is very important considering the limited amount of resources that can be injected in a specific location.
On or close to major thoroughfares	Visibility and easy access are very important to any new project. By locating in close proximity or on a major corridor a project's marketability increases.
Feasible market conditions	Market potential takes into account economic development and job opportunities; the quality of the development and community amenities provided through the model block and surrounding context; as well as visibility and accessibility .
Encourages new development	A project that acts as a catalyst is important to the redevelopment of the neighborhoods and should invite other investments to the area
Attracts private investment	
Encourages public and private partnerships	
Utilizes transit network improvements	A project's viability is increased if it works off existing capital improvements projects rather than proposing to finance it's own infrastructure improvements
Financing or redevelopment area designations	Areas that have been designated as TIF's, TAD's, etc. are desirable places to develop since it make mean additional sources of revenue or reduced taxes for projects.
Current level of investment	It is important to understand the current level of investment in the area where the project is being proposed? If investment has occurred has it been successful?

Vacant, Abandoned, & Foreclosed Properties Map

Legend

- Neighborhood Boundaries
- Catalytic Project Areas
- Vacant Lot
- Foreclosures
- Abandoned Lot
- Vacant House
- Abandoned House

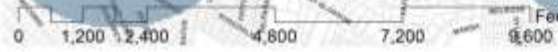


Proposed and Completed Projects Map



Legend

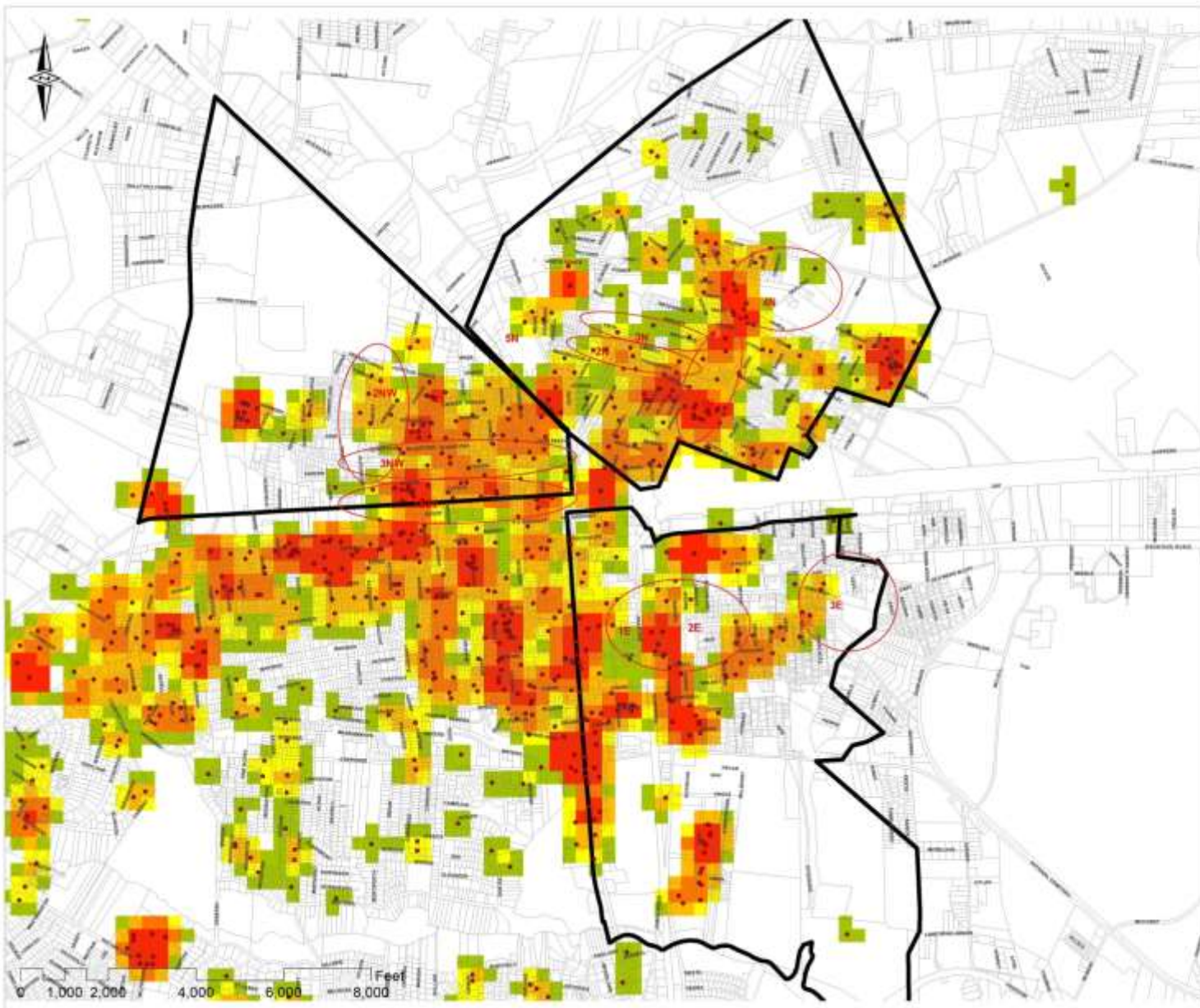
- Catalytic Project Areas
 - Downtown_Projects
 - Project Areas
- ### CDBG Renovations
- Completed
 - Waitlist
 - Demolitions
 - ▲ Completed Stormwater Projects
- ### Penny Sales Tax Projects
- Corridor Enhancement
 - Improved Intersection
 - Resurfacing
 - Road Widening
- ### Distance to Infrastructure Projects
- 1/4 mile
 - 1/2 mile
 - 1 mile
 - > 1 mile



Crime Density Map

Legend

- Reported Crimes 09/13- 02/14
- ▭ Catalytic Project Areas
- ▭ Neighborhood Boundary
- Concentration Crime**
Heatmap scale from 0 (green) to 1000 (red)



Summary of Market Findings

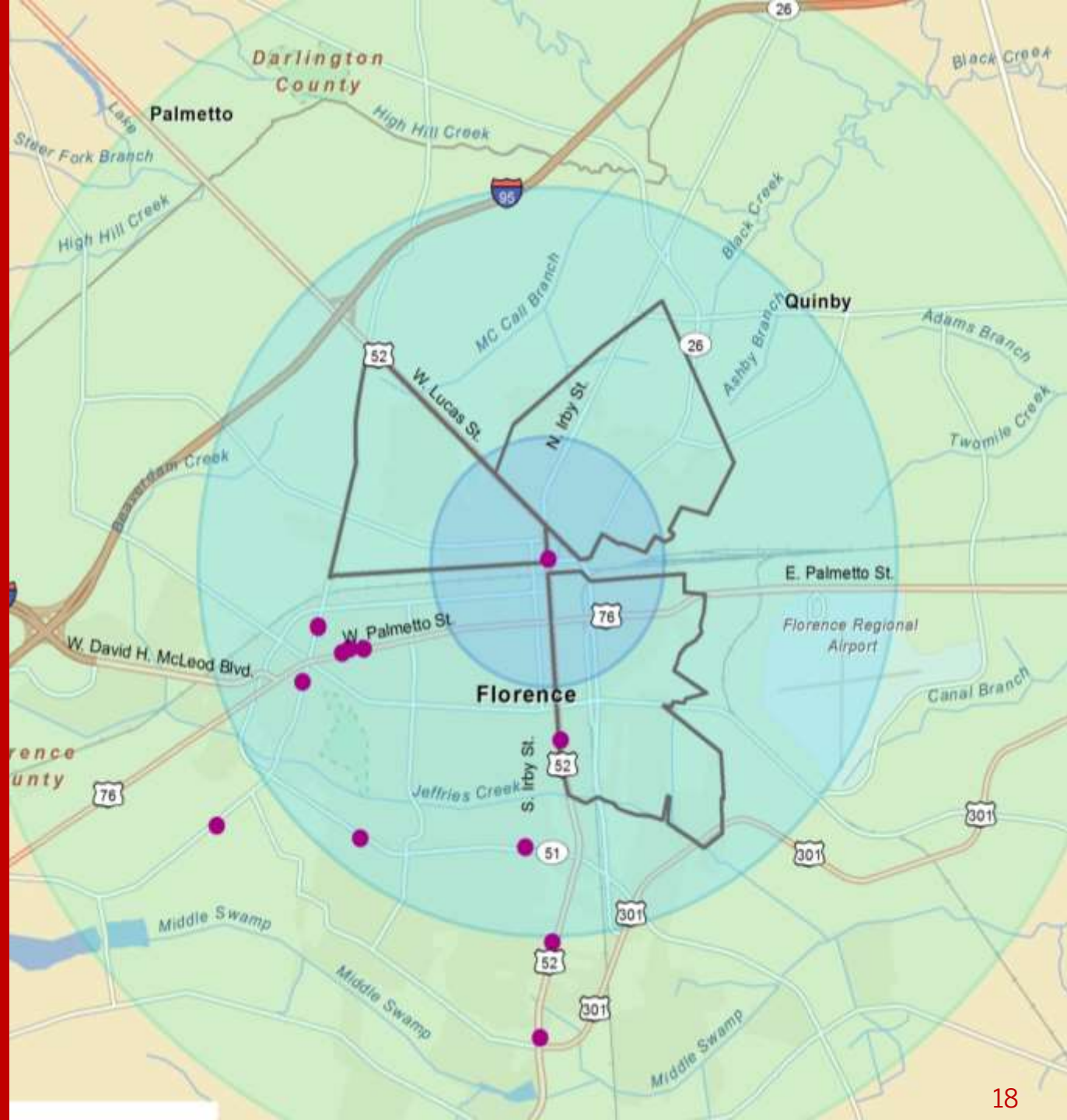
RETAIL MARKET ANALYSIS

- ❖ Retail analysis compared existing household and downtown worker (a.k.a. commuters) demand for retail goods within and a 1-Mile and 3-Mile radius from the center of Florence to retail sales within those areas. This analysis was also performed at a 5-Mile radius, comparing only household demand and retail sales.
- ❖ Existing businesses were inventoried and mapped to determine retail concentrations.
- ❖ Traffic count data was gathered to determine major transportation routes.
- ❖ Where sales did not meet existing demand, the amount of supportable additional square feet was determined based on anticipated ability for those businesses to recapture sales.

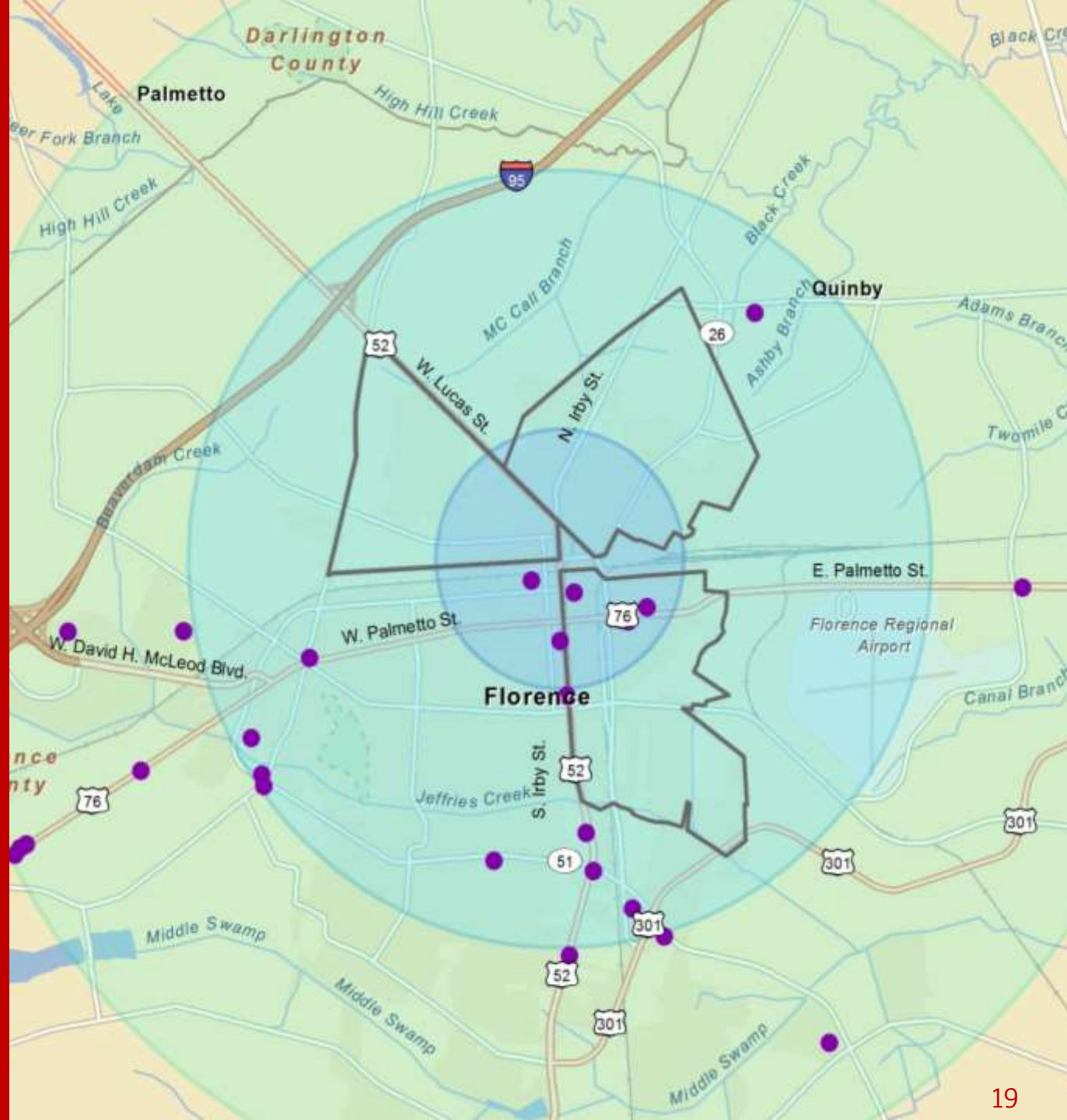
RETAIL SUPPLY/DEMAND FINDINGS

- Over half of existing retail sectors within 1 Mile of the center of Florence are under performing and sales are not meeting existing demand.
- At 3 Miles, most retail stores over perform, except for 7 of 24 retail sectors that also under performing at the 1 Mile radius.
- Due to large retail centers, including Magnolia and Florence Mall at the intersection of Interstate 20 and W. David H. McLeod Boulevard, retail sales exceed demand in all sectors within 5 Miles of the center of Florence.

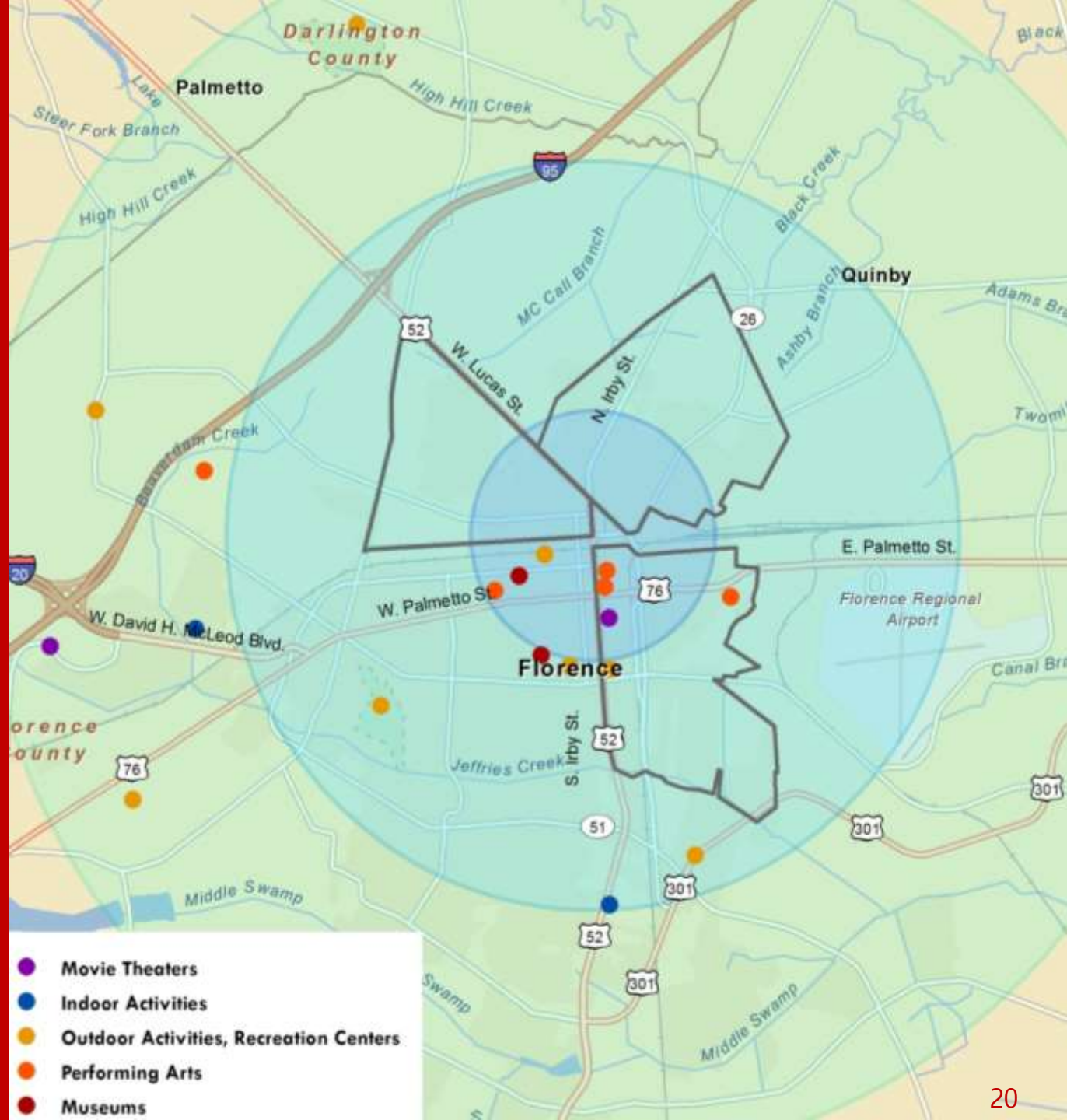
Dry Cleaning Establishments within a 5-Mile Radius



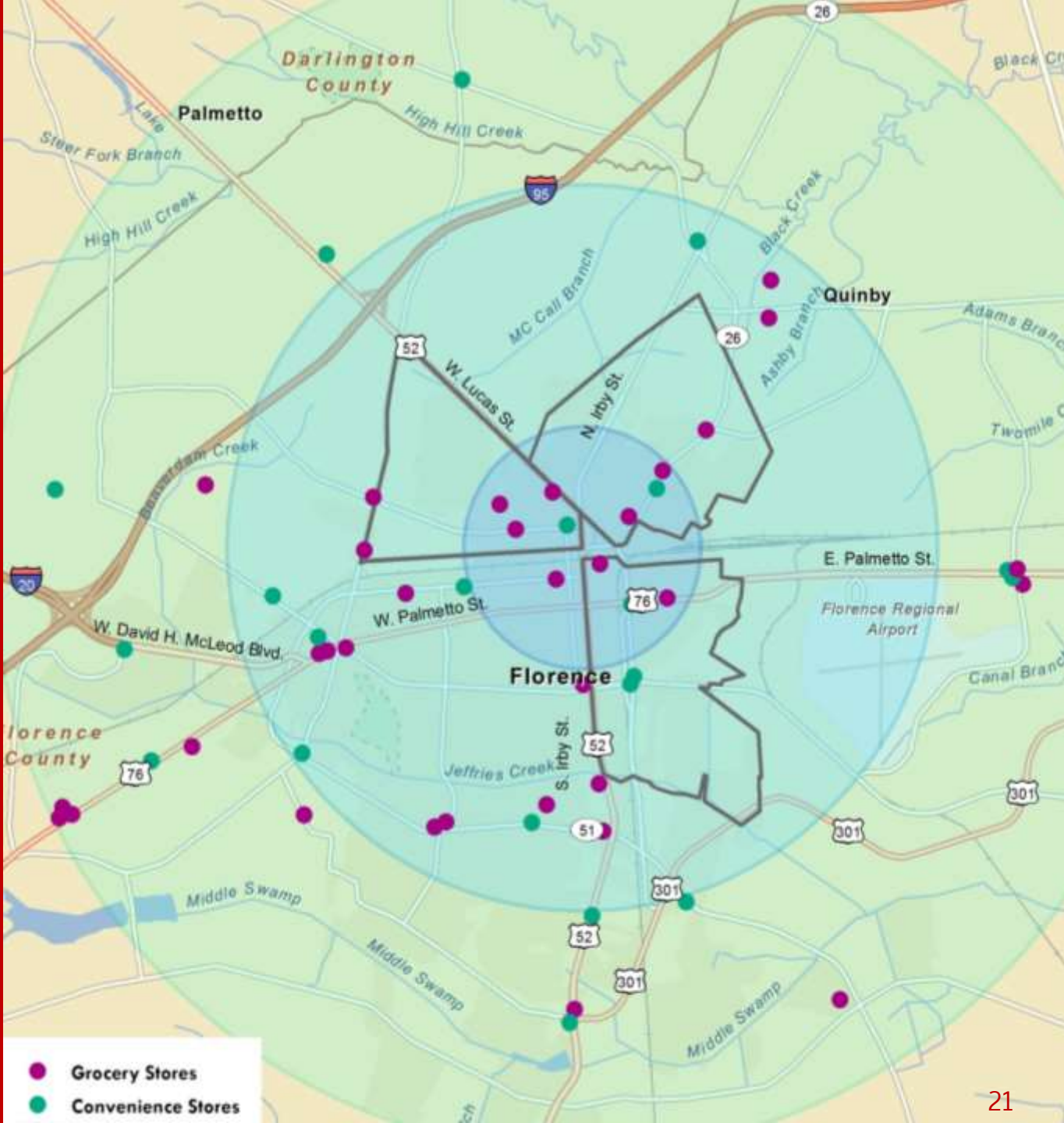
Pharmacy Establishments within a 5-Mile Radius



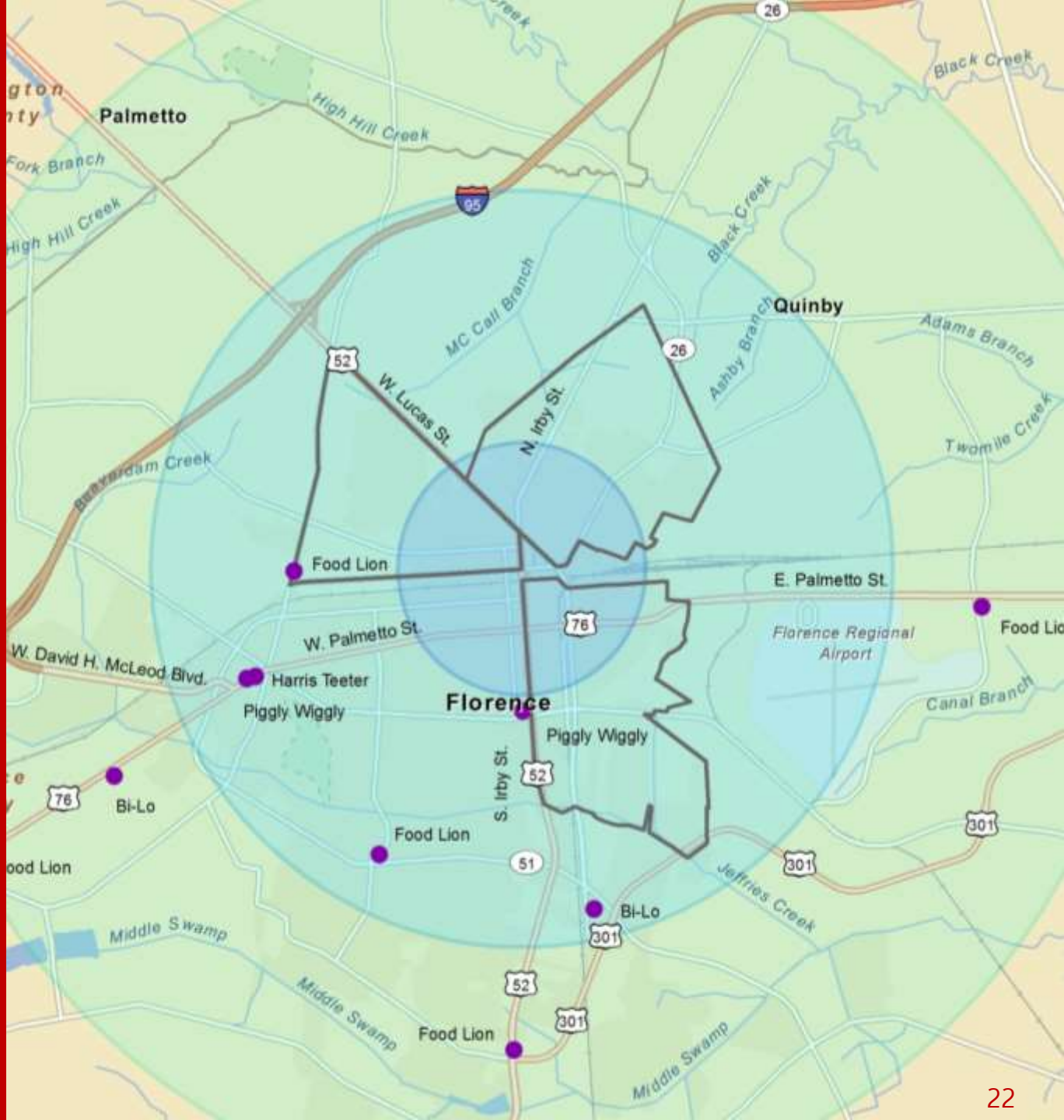
Entertainment Establishments within a 5-Mile Radius



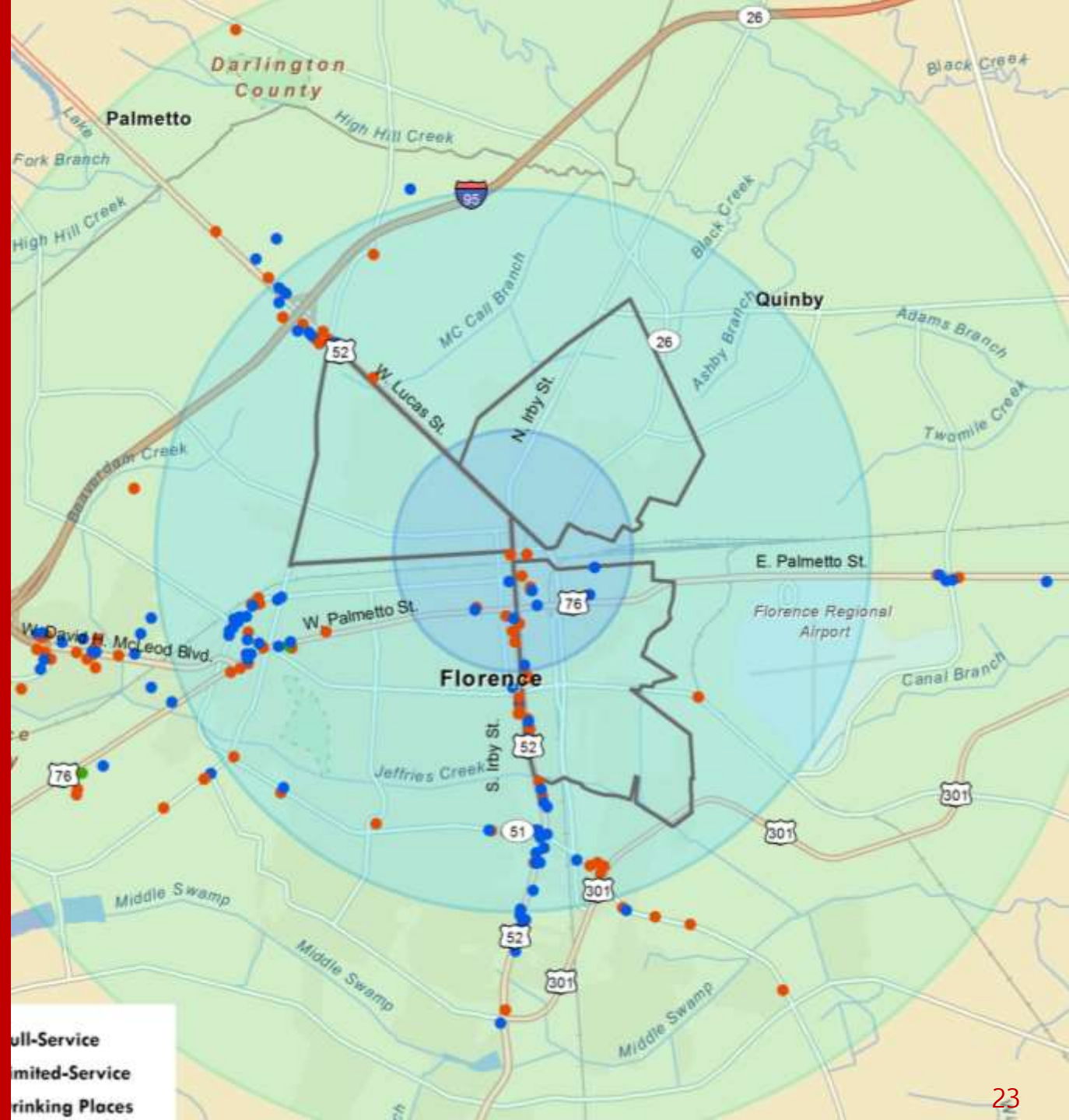
Grocery & Convenience Stores within a 5-Mile Radius



Major Grocery Stores within a 5-Mile Radius



Restaurant
and Drinking
Establishments
within a
5-Mile Radius



Full-Service
Limited-Service
Drinking Places

RETAIL OPPORTUNITIES

- ❖ Retail inventory demonstrates that little retail development has occurred in the Project Area.
- ❖ Development of supportable retail will most likely take place outside the Project Area, along major traffic corridors
 - W. Lucas Street (19,800 TPD), E. Lucas Street (20,900 TPD)
 - W. Palmetto Street (16,800 TPD), E. Palmetto Street (18,500 TPD)
 - S. Irby Street (14,300 TPD – 20,300 TPD), N. Irby Street (19,500 TPD)
- ❖ Retail Sectors
 - Health & Personal Services
 - Pharmacies & Dry Cleaners (2,591 SF)
 - 1 Mile radius
 - Restaurants
 - Full-Service & Limited-Service (11,505 SF – Full, 3,799 SF – Limited)
 - 1 Mile radius
 - Grocery Stores
 - One store within 1 Mile radius that might consolidate the sales of several smaller markets and small groceries (17,143 SF 1 Mile, 4,296 SF 3 Mile)
 - Additional Retail Opportunities
 - Electronics & Appliance Stores (2,471 SF), Lawn & Garden Equipment (1,353 SF)
 - General Merchandise Store (4,225 SF)
 - Sporting Goods/Hobby Stores (2,754 SF)
 - Office Supplies, Stationery & Gift Stores (7, 104 SF)

HOUSING AFFORDABILITY - OWNERSHIP

- ❖ Most ownership housing units in the project area are valued at or below \$176,901.
 - Households earning 80% of AMI can afford these housing units with a conventional loan. Households earning 100% of AMI can afford all of these housing units with an FHA loan.
- ❖ Almost half, 49%, of ownership households in the Project Area earn \$36,600 gross income annually or less and fall at or below 80% of AMI.
- ❖ There is a surplus of owner-occupied housing units that are affordable for households earning at or below 50% of AMI, regardless of loan type.
- ❖ Shortages in supply exist at the maximum affordability for households earning more than 50% of AMI, the greatest shortage of units exists for households earning more than 120% of AMI.

HOUSING AFFORDABILITY - RENTAL

- ❖ The majority, 87%, of rental housing units in the Project Area are available for at or less than \$815 per month and fall within the Extremely Low, Very Low and Low Income AMI thresholds.
 - Half of these housing units have rents from \$510 - \$814 per month and are only affordable to households earning more than 50% of AMI.
- ❖ Most of the demand for rental housing, 80%, is concentrated in households that earn at or below 80% of AMI or \$32,550 gross annual income or less.
- ❖ Shortages of rental units exist at all affordability thresholds except the 51% to 80% of AMI threshold which has a surplus of 725 units.

Decision Making Matrix

STABILIZATION STRATEGY: SAFETY

EXISTING APPLICABLE PROGRAMS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
Code Enforcement	<ul style="list-style-type: none"> • Demolition/Deconstruction • Grass cutting • Lawn/garden equip. repair 	<ul style="list-style-type: none"> • Increase funding • Support existing/new homeowner & rental rehab repair programs • Establish 3 year goal to reduce non-compliant parcels by a specific percentage based on funding
Atlanta Police Foundation Housing Incentive Program (Proposed)	Local builders, subcontractors, realtors, mortgage lenders	Create partnerships with the Atlanta Police Department and the Police Foundation after stabilization phase and as part of initial marketing & development phase
Crime Prevention Through Environmental Design (CPTED)	Local designers	Propose Crime Prevention Through Environmental Design (CPTED) techniques within all new redevelopment projects. The Design Section of the report outlines some of these recommendations.
Judicial In Rem Foreclosure Process	Attorney(s), research personnel, land acquisition agents, title research	Provide funding support to the City Solicitor office for 3 years to initiate a English Ave./Vine City Pilot Project to demonstrate the effectiveness of using the Judicial In Rem Foreclosure process to gain site control of vacant & abandoned



STABILIZATION STRATEGY: EXISTING RESIDENTS AND BUSINESSES

EXISTING APPLICABLE PROGRAMS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
Homeowner Rehab Program	Home repair contractors including roofers, painters, carpenters, etc. Work with Atlanta Tech to provide job training and apprenticeship opportunities	Target homeowners located in Priority Project Areas, provide financial incentives in the form of grants and deferred loans for homeowner to repair code violations
Rental Rehab Program	Repair contractors including roofers, painters, carpenters, etc. Work with local builders to provide job training and apprenticeship opportunities	Located in Priority Project Areas Provide financial incentives for small investors to repair code violations and deferred maint. Conditioned on renting to families with incomes of 80% or less of AMI
Tax Abatement	N/A	As an incentive for owner-occupants and small investors to reinvest in existing property, commit to not increasing property tax until property is sold or transferred to a new owner



STABILIZATION STRATEGY: LAND BANKING & PROPERTY MAINTENANCE

EXISTING APPLICABLE PROGRAMS	JOB CREATION	RECOMMENDATIONS/ PLAN OF ACTION
Land Bank Authority	Attorney, title research, property maintenance, real estate brokers	<p>Create the City of Florence Land Bank Authority to acquire vacant and abandoned property within the Project Areas.</p> <p>Create a land/building conveyance policy that conditions land conveyance on the basis development occurring within the framework established through the Strategic Implementation Plan</p>



PREDEVELOPMENT PROCESS

PREDEVELOPMENT STEPS	
Stabilization	Identify dilapidated/crime prone parcels to purchase through the three target neighborhoods
	Identify existing homeowners/existing businesses to execute rehab programs.
	Establish which existing vacant buildings are to be demolished/deconstructed or restored.
Solicitation of Services	Procure architectural/planning firm to begin site planning, building design, and landscape design.
	Procure engineering firm to begin survey work, lane and streetscape designs.
	Identify developers for specific projects/work through proforma and lending scenarios.
	Ensure that all designs follow green design, historic preservation, and urban design guideline recommendations in the Strategic Implementation Plan and city plans.
Collaboration with City Departments	Work with Planning Department for rezonings.
	Collaborate with Public Works for future maintenance of green space, lanes, and street improvements.
	Partner with the Atlanta Police Department to begin to address safety concerns.
	Work with the One Stop Shop for future jobs that will be needed for construction and once project is complete.
Construction	Identify roles and responsibilities for construction sites with developer.
	Guarantee that all city codes/licenses/permits are followed/obtained.
	Ensure that existing homeowners are not negatively affected by construction activity.
	Open a One Stop Center to identify qualified residents for construction/rehab work.
Marketing	Work with developer to market newly finished project and to ensure market strategy aligns with the neighborhoods marketing strategy.



Questions

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