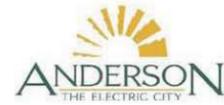


MAYOR'S MESSAGE



Office of the Mayor

Terence V. Roberts
Mayor

October, 2009

Dear Andersonians,

The City of Anderson has embarked on a unique opportunity to re-invigorate and provide for the re-investment in our neighborhoods. One of the City's major initiatives for the year is Neighborhoods and Housing. Why? Because the health of our neighborhoods is directly related to our quality of life, and the success of individuals, families, businesses, and our overall economy. Because where slum and blight are replaced with affordable, quality housing, thriving businesses, attractive green spaces, lively parks, and well-lit streets, then pride in community and civic involvement become the standard.

Your City leadership and many of your neighbors have worked diligently with Asset Property Disposition, Inc. over the past 12 months to prepare a realistic roadmap to improve, enhance, and strengthen the hearts of our city. This document identifies specific strategies for improving housing, encouraging walkable streets, and creating an environment that allows people to connect to people, access schools, parks, and business centers. This is a strategy for re-defining neighborhoods especially in this challenging time.

With an eye to the future and steadfast resolve, the Neighborhood Revitalization Implementation Plan will chart the course to keep our City as "The Electric City", alive with energy and promise. We invite you to get involved, stay involved, and be part of our amazing revival.

Sincerely,

A handwritten signature in black ink that reads "Terence V. Roberts".

Terence V. Roberts
Mayor

401 South Main St. • Anderson, SC 29624 • phone: 864-231-2200 • fax: 854-231-7854



EXECUTIVE SUMMARY

Many neighborhoods in the City of Anderson are challenged by growing abandoned and dilapidated buildings, housing foreclosures, lack of infrastructure maintenance, and crime. In order to address these concerns, City Council created the Housing and Community Task Force. Shortly after the creation of the task force, Asset Properties Disposition, Inc. (APD) was retained to develop a Neighborhood Revitalization Implementation Plan (NRIP) to address the slum and blight in select focus area neighborhoods. The approach used to prepare a neighborhood plan for the City of Anderson was based on conducting a citywide assessment of existing conditions including single-family and retail properties throughout the City. Over 19,000 parcels were assessed through an exterior “windshield survey” to determine their general conditions. In addition to assessing exterior conditions, the survey also determined occupancy and the location of key infrastructure characteristics such as lack of sidewalks, sidewalk conditions, curb, gutters, and storm drainage. A review of demographic data was also conducted based on census tracts and block groups to determine the type of household patterns, trends in household income, and population shifts that were occurring at the census tracts and neighborhood block group levels.

The assessment of existing conditions was not limited to windshield surveys and analysis of demographic information. The consultants conducted public meetings and individual interviews as a basis for gaining resident stakeholder’s perspective of neighborhood strengths, weaknesses, opportunities, and threats. The combined analysis of the City’s housing and retail building conditions including occupancy of buildings to determine areas of the city where vacant and abandoned building were on the rise and an assessment of demographic data that identified locations of the city where disinvestment was occurring provided the data base needed to help identify neighborhoods within the City that were at risk. It was determined that the most immediate at risk neighborhoods needed detailed neighborhood planning as a basis for intervention, implementation planning, and revitalization and stabilization projects. An analysis of existing conditions based on the use of a “Decision Making Matrix” and input from the NRIP’s Project Management Team, helped in the selection of at risk Focus Area Neighborhoods. The Focus Area Neighborhoods, included the Alphabet Street, portions of the Westside, portions of the Eastside, and neighborhoods located within Southside of the City. The neighborhood areas located in this portion of Anderson was the primary target neighborhoods for the NRIP.

In an effort to help manage the information collected during the windshield survey, the consultant divided the City into eleven (11) sectors. The sector designations were conceived solely for the purpose of analyzing and comparing information. Using a Decision Making Matrix, each sector was assessed based on eight (8) factors including information collected through the windshield survey, crime data, demographic data, and information related to factors that influence high rates of foreclosures. Each neighborhood sector was rated based on these factors. The Decision Matrix included a scoring for each sector. The sectors having the highest scores were selected as the neighborhoods most at risks for disinvestment and blight. Additionally, at risk neighborhoods were selected based on of being at risk as a “tipping point” neighborhood that required immediate intervention in an effort to stabilize blighting influences located in an otherwise stable neighborhood environment.

The NRIP provides an important framework and a foundation for strategies that address the weaknesses and threats that exist within the FAN. The plan takes two approaches to the revitalization of the FAN, including the creation of a Framework Plan and the development of neighborhood specific urban design strategies. The Framework portion of the plan addresses issues and provide strategies specific to the FAN. However, the section of the plan also has application for neighborhoods throughout the City. Within this section, the NRIP addresses Land Use and Zoning; the use of Conservation Overlay Districts as a strategy to reinforce neighborhood character and design elements; the use of Land Banking as a neighborhood redevelopment strategy to acquire and hold property for future development; Code Enforcement as a tool to help stabilize neighborhoods and encourage reinvestment; homeowner assistance to increase first-time homeownership and work with existing homeowners through foreclosure intervention; and the identification potential funding sources that can be used to implement strategies introduced through the NRIP. The NRIP’s Urban Design Section details specific locations within the FAN where the use of redevelopment strategies can apply to the Framework Plan recommendations by establishing Neighborhood Conservation Districts; implementing large scale infill development projects such as Franklin-Murray; implementing the use of in-fill residential construction in strategic areas of the FAN that will serve as catalyst projects and encourage more reinvestment; and developing community recreation and open space as an implementation to bridge different cultural and economic characteristics between adjacent neighborhoods.

ACKNOWLEDGEMENTS

The City of Anderson, South Carolina engaged Asset Properties Disposition, Inc. (APD) to prepare a Neighborhood Revitalization Implementation Plan (NRIP). An array of city officials, community leaders, and citizens worked with APD throughout the planning process. The following individuals and groups provided input and guidance through-out the planning process:

CITY OFFICIALS

The planning process and resulting Neighborhood Revitalization Implementation Plan was made possible through the leadership of Mayor Terence Roberts and the support of City Manager John Moore and Assistant City Manager Linda McConnell. The City Council has also provided continuous support throughout the planning process. While this plan focuses on the revitalization of select Focus Area Neighborhoods primarily in the southern portion of the City, much of the plan has general application to neighborhoods throughout the City and it can be used by elected officials regardless of the location of their council district.

Steven C. Kiren, Seat One
Donald G. Chapman, Seat Two
A.B. Roberts, Seat Three
Tony Stewart, Seat Four
Dr. Beatrice R. Thompson, Seat Five
Richard A. Laughridge, Seat Six
Blake W. Williamson, At-Large Seat Seven
Tom W. Dunaway, III, At-Large Seat Eight

Jack Abraham, Fire Chief and Staff
Bobby Beville, Recreation Director and Staff
Don Chamblee, Interim Public Works Director and Staff
Jeff Caldwell, Utilities Director and Staff
Mark Cunningham, IT Director and Staff
Maurice McKenzie, Planning Director and Staff
Martin Brown, Police Chief and Staff

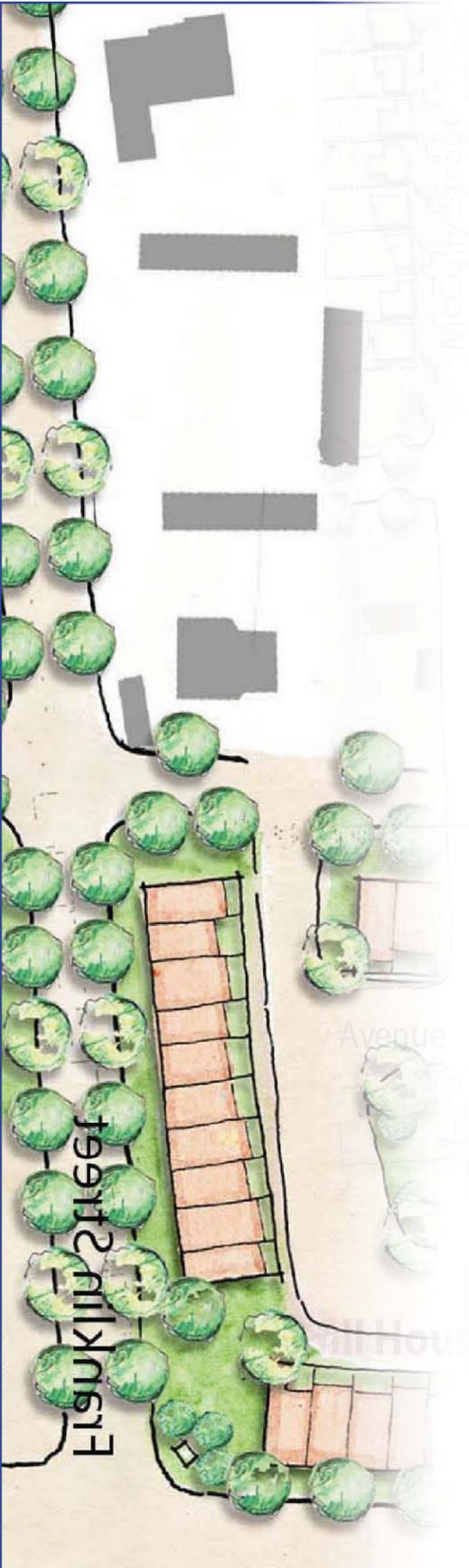
City Council and the City Manager's Office are commended for their forward thinking approach to plan for the future of the City of Anderson, which focuses on the revitalization of Anderson neighborhoods by focusing on the assets that exist within the existing neighborhood fabric. Leadership buy-in is a critical component of a successful planning process and the participation level of City Officials in the development of the Neighborhood Revitalization Implementation Plan indicates that it is well on its way to guiding meaningful change in Anderson's neighborhoods.

LOCAL PLAN MANAGERS

Special recognition is extended to Willie Day, the City's Project Manager for the development of the NRIP. Willie Day serves as the Neighborhood and Transit Services Director and has been actively supported by fellow staff, including Erica Craft, the Economic and Community Development Director, and Erin Fann, the Business Development and Neighborhood Manager.

Not only did Mr. Day's office provide APD with local management, guidance, and coordination of the plan, they remained involved by coordinating numerous meeting with the Project Management Team, local community groups, and City Council. They also organized tours of the city, participated in special work sessions, attended public meetings, and offered suggestions and guidance as the plan evolved.





NEIGHBORHOODS AND HOUSING TASK FORCE

After the development of the 2008 City of Anderson Strategic Plan, the Neighborhoods and Housing Task Force was created to help revitalize the city's neighborhoods. The intention of the Task Force is to "increase the preservation, production, and quality of life in strategic neighborhoods." The Task Force members were appointed by City Council and are intended to guide revitalization in a holistic manner. Task Force members include:

Reverend Horace Alexander, Southeast Anderson Community Task Force
Nancy Alexander, Representative of West Anderson
Betty Bagley, Anderson School District 5
Erick Bradshaw, Fresh Start CDC
Kristy King-Brock, Anderson Interfaith Ministries
Kurt Stutler, United Way
Jason Craddock, Pinnacle Bank
Becky Holmes, Anderson Housing Authority
Tina Jury, AnMed Health
Eddie Kinsey, Habitat for Humanity
Robert Mecke, At-large Representative
Dr. Danny Rhodes, Anderson University/Reed Street Volunteers for Progress (RSVP)
Dr. Dennis Tedder, First Presbyterian Church

This group, especially the Executive Committee of the Housing Task Force, deserves great credit for the time they contributed to the process by attending progress meetings and providing oversight and constructive feedback.

NEIGHBORHOOD GROUPS

Neighborhood groups from throughout the Focus Area Neighborhoods were actively involved in identifying their concerns and hopes for their neighborhoods. These neighborhood groups include:

Alphabet Streets Community Group (Appleton Mill area)
Eastside Concerned Citizens Neighborhood Group
Eastside Anderson Alliance
Reed Street Volunteers for Progress (RSVP)
Sleepy Hollow Neighborhood Group
Southeast Anderson Community Task Force
Westside Community Coalition

Through community meetings, many of the neighborhood groups and active citizens had the opportunity to interact, providing them with the opportunity to discover how they can assist one another in a grassroots effort to improve their neighborhoods. The combination of skills and resources within the Focus Area Neighborhoods will continue to prove to be beneficial in the revitalization implementation process.

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INTRODUCTION

Many neighborhoods throughout the City of Anderson are challenged by increasing numbers of abandoned and dilapidated buildings, housing foreclosures, lack of infrastructure maintenance, and crime. As long as needs of these neighborhoods are not strategically addressed, the more unstable they will become. Recognizing the concerns of city officials and community stakeholders, City Council created the Neighborhoods and Housing Task Force in 2008. The intention of the Task Force is to “increase the preservation, production, and quality of life in strategic neighborhoods.” Shortly after the creation of Task Force, the need for a neighborhood plan was realized. In 2008, Asset Property Disposition, Inc (APD) was retained to develop a Neighborhood Revitalization Implementation Plan (NRIP) included prioritization of selected areas of the City, otherwise known as Focus Area Neighborhoods (FAN).

The NRIP addresses the needs of Anderson neighborhoods and citizens in a holistic approach by building off of the assets that exist within the City’s neighborhoods, including neighborhood associations, cultural and historic character, religious organizations, community resources, and active community members. In addition, APD’s task was to prepare a neighborhood plan that is linked to existing planning efforts, such as the Downtown Master Plan and the Recreation Master Plan. By capitalizing on all of these assets, the City’s neighborhoods will have the momentum and support for a successful revitalization strategy not only in the short run but also into the future.

The goal of the NRIP is to define the necessary steps to revitalize the Focus Area Neighborhoods. This includes defining the regulatory framework and design strategies that are necessary to retain and improve upon the character of the neighborhoods. The plan will also include the prioritization of revitalization projects, along with the identification of potential development partners and funding sources. Many partners and funding sources, along with the regulatory framework and design elements may be applied in other parts of Anderson as city officials and members of the Neighborhood and Housing Task Force deem necessary.

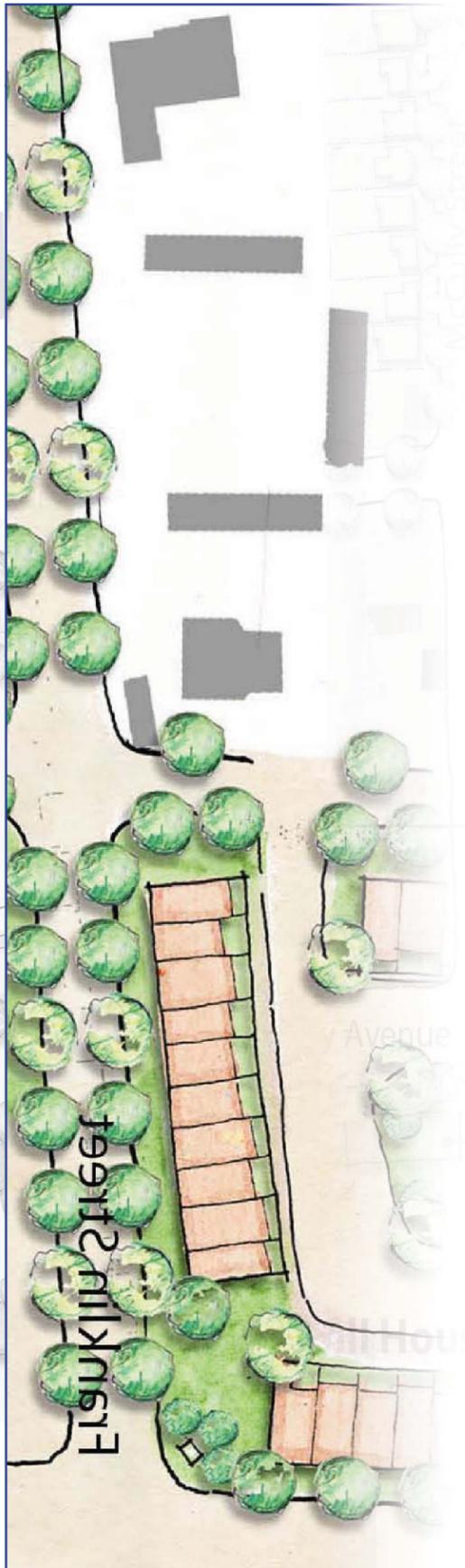
The purpose of this plan is to identify neighborhood assets and constraints, and provide residents, stakeholders and City officials with viable revitalization strategies that builds on existing assets and eliminates constraints that impedes short-term neighborhood stabilization and long term neighborhood growth and redevelopment.

FOCUS AREA NEIGHBORHOODS

The primary focus of the NRIP planning process was to prepare a plan that would provide a framework for neighborhood stabilization and revitalization in neighborhood through-out the City along with specific revitalization strategies within the plan for neighborhoods determined to be most at risk. APD proposed that the NRIP planning process be applied to select Focus Area Neighborhoods (FAN) and that the selected neighborhoods be chosen by using a Decision-Making Matrix (**See Map 1 and Table 1**). The following criteria were used to evaluate and determine the location of the Focus Area Neighborhoods.

- Existing Building Conditions
- Existing infrastructure
- Building occupancy
- Vacant lots
- Crime
- Household/population trends
- HUD foreclosure and abandonment risk score
- High cost loan rate
- Change in owner-occupancy
- Neighborhoods w/Short-term Development Potential
- Neighborhood Areas with aging in-place population

The APD Team assembled existing condition information through a series of neighborhood condition surveys (Windshield Surveys) and a collection of demographic and statistical data (See Neighborhood Profile). In order to manage the collection of the existing conditions data, APD divided the City into eleven (11) sectors based



on the use of major roads as boundaries (**See Map 1**). These sectors were used solely as the basis for analyzing the criteria in the Decision-Making Matrix. For each criterion in the Decision-Making Matrix, the sectors were assigned a number ranging from 1 to 10, with 10 indicating neighborhood assessment criteria with the greatest concern. After totaling the scores for each sector, APD, with the agreement of the Neighborhood and Housing Task Force, recommended that the highest scoring sectors represent the Focus Area Neighborhoods.

Based on the Decision Making Matrix, the sectors that make up the Focus Area Neighborhoods include Sectors 3, 4, 7, and 8. The boundaries include Mauldin Street and HWY-81 to the north, the city limits to south and west, and Rantowles, Old Colony, and Gossett Streets to the east (**See Map 2**).

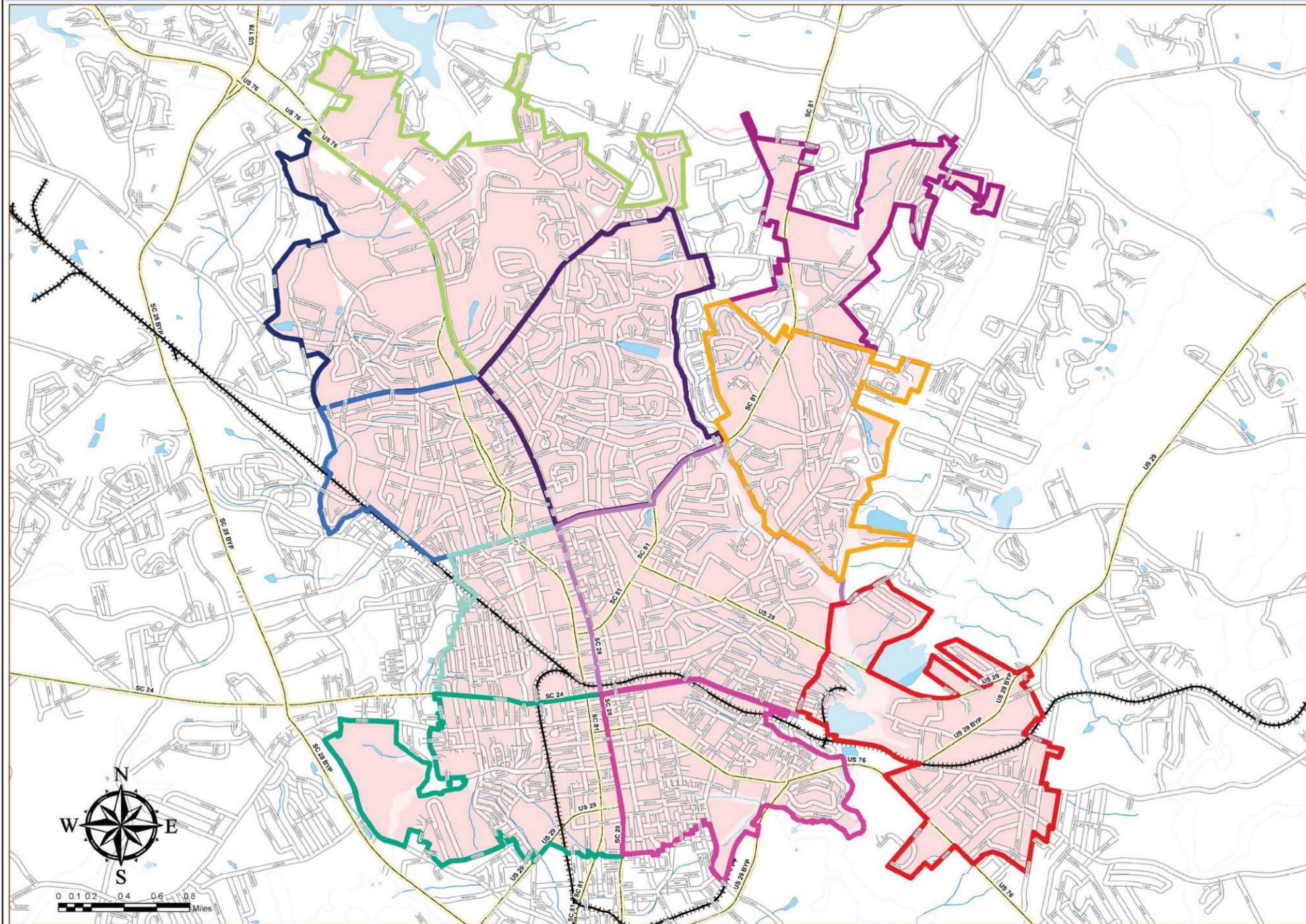
Table 1

DECISION MAKING MATRIX: CITY OF ANDERSON, SC/NEIGHBORHOOD REVITALIZATION IMPLEMENTATION PLAN												
Planning Sectors	Bldg. Conditions	Infrastructure (1)	Occupancy	Vacant Lots	Crime	Pop/ Household Trends (1)	Risk Score	Loan Rate	Owner Occupancy Changes	Neighborhoods w/ Short-term Development Potential (2)	Neighborhoods w/ Aging Population (2)	Total Score
Sector 1	3	3	1	1	1	1	7	7	3	1	7	35
Sector 2	3	3	2	5	5	2	9	9	7	5	5	55
Sector 3	8	8	9	7	10	9	10	10	10	8	3	92*
Sector 4	8	8	9	9	10	9	10	10	10	9	3	95*
Sector 5	1	1	1	1	1	1	1	1	3	1	7	19
Sector 6	3	3	1	1	3	1	1	1	3	1	7	25
Sector 7	5	5	7	6	7	7	8	8	7	5	5	70*
Sector 8	10	10	10	10	10	10	10	10	10	9	1	100*
Sector 9	1	1	1	1	1	1	1	1	3	1	7	19
Sector 10	1	1	1	1	4	1	1	1	3	1	7	22
Sector 11	5	1	7	7	4	7	8	8	8	6	3	64

(1) Did not have complete data for full analysis
 (2) Lowest Numbers = Least difficult for short-term development; Highest Numbers = Most difficult short-term development
 (3) These are guestimates based on location of housing projects because they typically have more children in these areas. The lowest the number, the more youth.
 * Sectors selected as Focus Neighborhood Areas



The City of Anderson Neighborhood Revitalization Implementation Plan

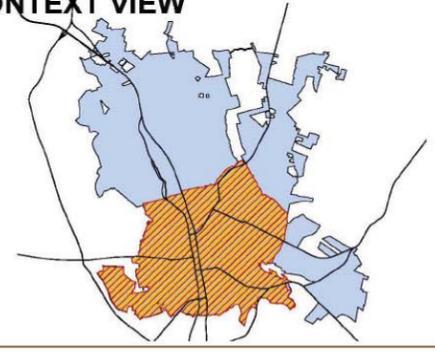


Conditions Survey Sector Areas

Legend

- | | | | |
|--|----------|--|-----------|
| | Sector 1 | | Sector 7 |
| | Sector 2 | | Sector 8 |
| | Sector 3 | | Sector 9 |
| | Sector 4 | | Sector 10 |
| | Sector 5 | | Sector 11 |
| | Sector 6 | | |

CONTEXT VIEW

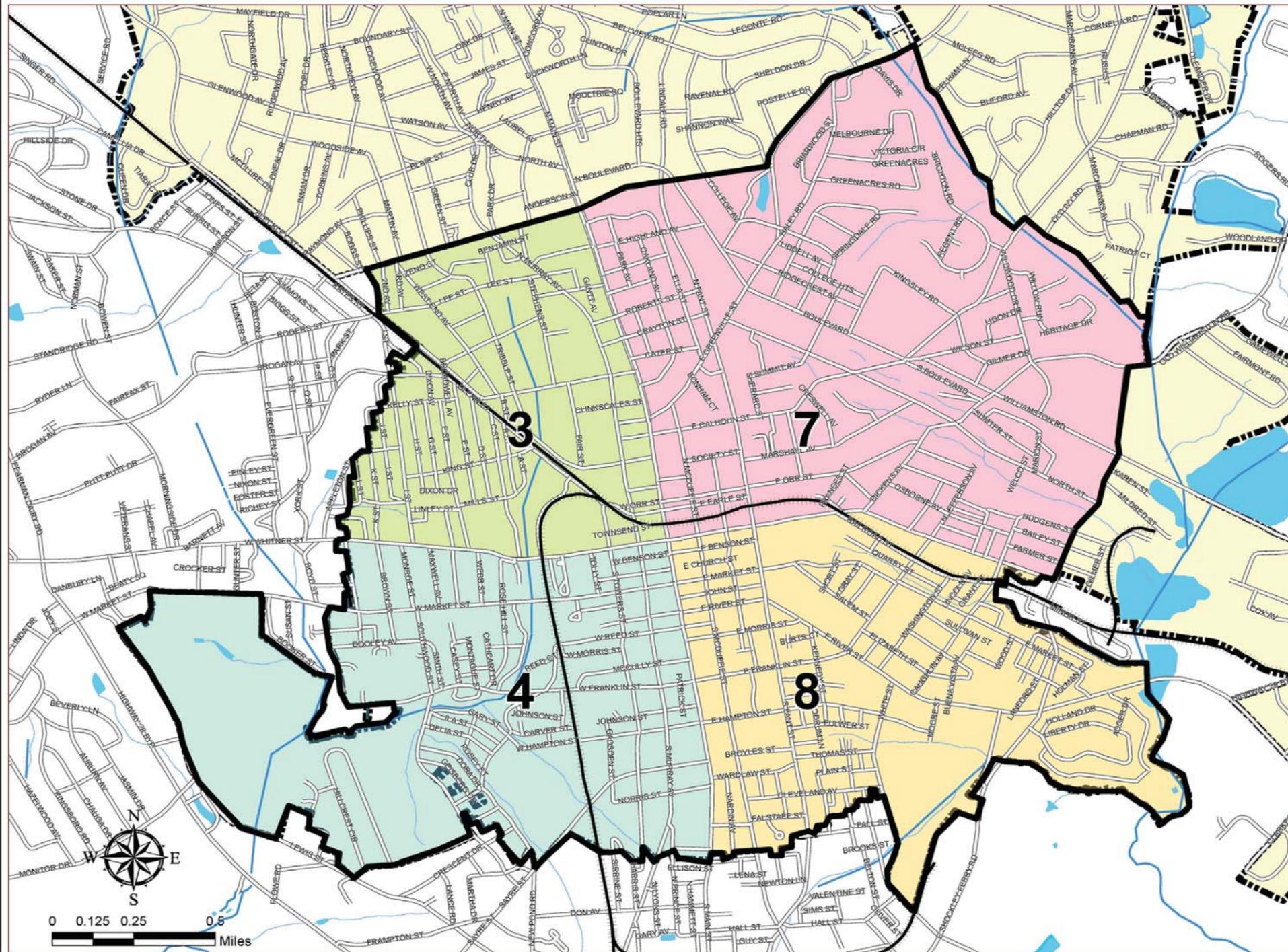


Map Description

This map shows the sector area boundaries used to survey the existing conditions of the City of Anderson.



The City of Anderson Neighborhood Revitalization Implementation Plan

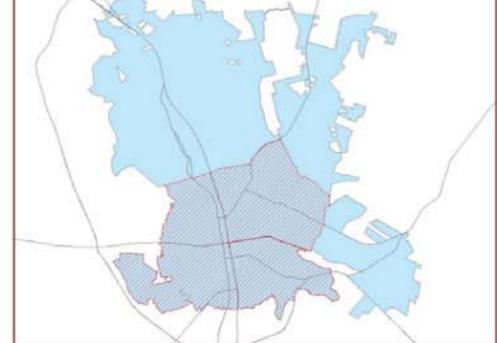


Focus Area Neighborhoods

Legend

-  Focus Area Neighborhoods
-  Sector 3
-  Sector 4
-  Sector 7
-  Sector 8
-  City Limits

CONTEXT VIEW



Map Description

This map indicates the location of the Focus Area Neighborhoods. These areas were determined through a Decision Matrix indicated on the previous page.



NEIGHBORHOOD PROFILE SUMMARY

After identifying the Focus Area Neighborhoods, further study of the existing conditions that affect the FAN was compiled. The information gathered in the Neighborhood Profile helped document both the strengths of the FAN and the problems that currently impeded their ability to revitalize the neighborhoods.

Recent Planning Efforts

The City of Anderson has worked diligently to revitalize its downtown over the past 20 years. The planning began in the early 1990s, and the success of that plan continues to transpire even today. In addition to the Downtown Master Plan, the Recreation Master Plan provides the City with a guide to restore existing parks and development new recreational spaces, pedestrian trails, greenways, and bike lanes. The NRIP will incorporate and support the planning efforts that already exist within the community while providing the link to connect neighborhoods to Downtown and the city's recreational spaces.

Historic Resources

The City of Anderson is known as the "Electric City" because it was the first city in the United States to have a continuous supply of electricity. Its historical mill heritage and textile manufacturing allowed the city to prosper, but as manufacturing jobs moved overseas and the mills in Anderson became technologically obsolete, the mills began closing. By the mid-1990s, all of the major textile mills in and around the city had closed, leaving facilities behind to deteriorate in addition to the neighborhoods that once housed mill employees. Today, the mill neighborhoods are continuing to experience disinvestment despite their historical significance and unique housing styles.

Anderson also has a large number of historically designated buildings and historic districts, which contain a number of architectural styles. Preserving the character of these landmarks and districts is especially important to preserving the history of the city as a whole. It is also important that the historic character of the FAN be taken into consideration as part of the NRIP. One of the most important historical characteristic of Anderson and the FAN is the historically significant places that are based on the African-American experience in Anderson, SC. The NRIP will build on the City's historically significant neighborhoods and incorporated this information into the neighborhood plan..

Socioeconomic Trends

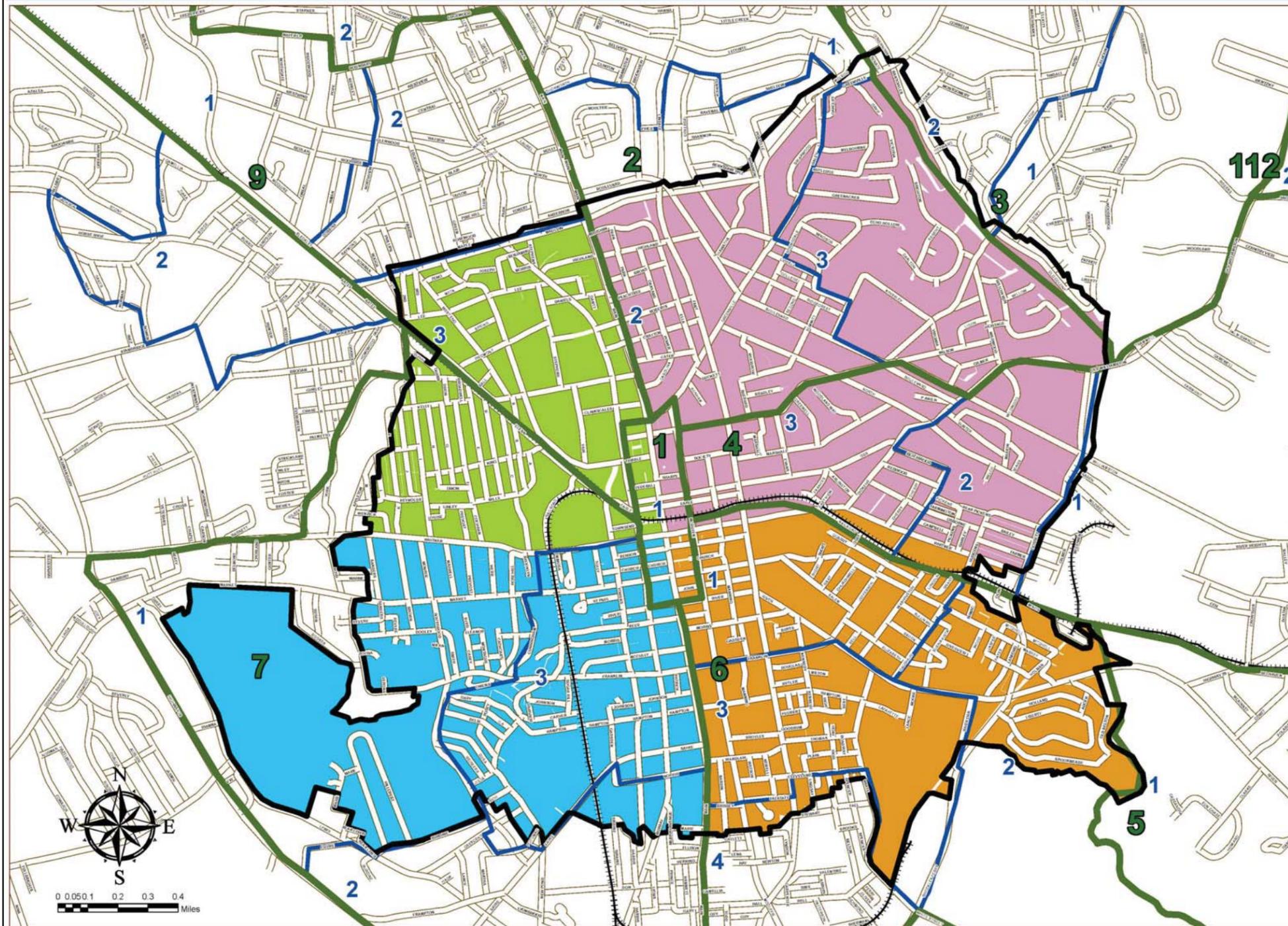
Census data was compiled and analyzed in order to assess the socioeconomic characteristics of the Focus Area Neighborhoods (FAN). Census data at the block group level were analyzed because the census tracts were much larger than the Study Area. (See Table 2 and Map 3). The FAN is experiencing characteristics that are found in many older urban neighborhoods including declining population, increased crime, and aging populations. Socioeconomic data collected during the planning process established a trend that reinforced disinvestment, census data indicated the following:

- The population will experience an overall decrease of 20.9%
- The population is projected to increase slightly by .6% during the year 2013
- Households in the study area steadily decreased by 19.1%
- The predominate age group was those aged 5 to 14
- The predominate race was the black, even though it steadily decreased by 37.5%.
- The greatest change in educational attainment occurred in the Graduate Degree category, increasing by 125.4%
- Employment steadily decreased by 32.1%
- Unemployment increased by 20.8%
- The median household income increased by 93.3%
- The average household income increased by 80.4%
- Owner-occupied housing decreased by 31.1%
- Renter-occupied housing decreased by 9.9%
- Vacant land increased by 157.7%

Table 2

CENSUS TRACT & BLOCK GROUP DATA	
Census Tracts	Block Groups
2	2,3
4	2,3
6	1,2,3
7	1,3
9	3
Source: APD	

The City of Anderson Neighborhood Revitalization Implementation Plan

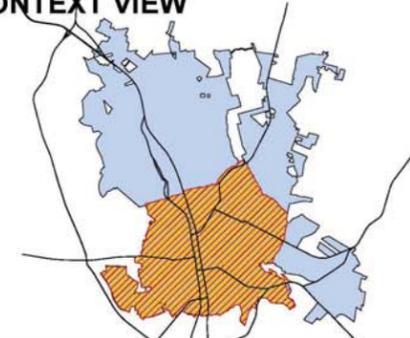


Census Tracts & Block Groups

Legend

- FAN Boundary
- Census Tracts
- Block Groups
- Sector 3
- Sector 4
- Sector 7
- Sector 8

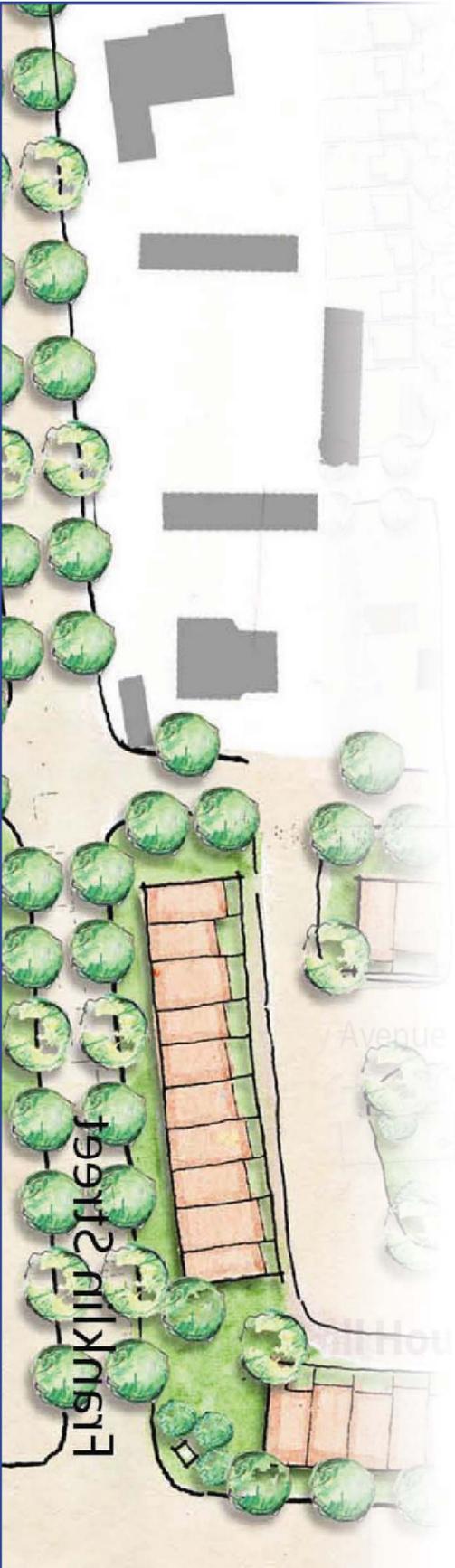
CONTEXT VIEW



Map Description

This map shows the census tracts and block groups that make up the Focus Area Neighborhoods.





Land Use & Zoning

While the land use and zoning within the FAN is typically reflective of the character and composition of the neighborhoods, multiple areas are threatened by inconsistent uses. Currently, light industrial uses exist within single-family residential neighborhoods. In addition, the zoning in many single-family neighborhoods allows for multi-family residential structures. This would allow apartment buildings to be built within the midst of one-story single-family homes. Allowing development that is not consistent in size, scale, and setback as the existing development will make new development stand out in comparison to the rest of the neighborhood, negatively affecting the composition and scale of the residential community. As revitalization and infill development occurs, new structures and uses should reflect the existing neighborhood fabric.

Housing

The FAN is the area of highest risk to foreclosure in Anderson County. This area has also been impacted by high-risk lending practices. The current trend of high risk lending practices suggests that there is a strong possibility that foreclosures and housing abandonment will increase within these neighborhoods. Over 41 percent of the parcels in the FAN are in poor to dilapidated condition, while over 17 percent of the total parcels in the FAN are undeveloped. There is a strong need for housing rehabilitation and demolition within these neighborhoods. Strategically placed infill development and housing rehabilitation can have far-reaching effects in stimulating revitalization throughout the FAN.

Building Occupancy

The majority of the properties within the FAN are occupied, while over 17 percent is considered undeveloped and a little over 11 percent are unoccupied structures.

Owner-Occupancy

Housing in the FAN consists mainly of investor-owned rental properties. Owner-occupancy ranges from 28 percent to 48 percent in the FAN. Neighborhoods with owner-occupancy less than 75 percent are often considered the tipping point for a neighborhood to start declining. Windshield surveys information collected as part of the Neighborhood Profile planning process noted that single-family homes converted to rental homes are often not maintained to the same degree as an owner-occupied residence. Increasing homeownership is key to the revitalization of the FAN.

Parks & Recreation

In 2008, the City of Anderson approved updates to the Recreation Master Plan that was generated by Arbor Engineering. The plan calls for improvements to existing parks within the Focus Area Neighborhoods, including Beatrice Thompson Park, Hudgens Swim Center, and the Hudgens Swim Center. In addition, the plan supports the completion of the Anderson Recreation Center, the development of the Eastside Recreation Center, and the installation of an interconnected network of pedestrian trails, bikeways, and greenways.

Transportation & Infrastructure

While there are no major transportation improvements planned within the Focus Area Neighborhoods, neighborhood streets are in need of maintenance and repair some of the major arterial roads that run through the FAN are maintained by the State of South Carolina. Additionally, residents have indicated a need for their streets to be swept and trash removed. Residents have also indicated that sidewalks are in need of repair and lighting improved within their neighborhoods.

Because most of the FANs are some of the oldest parts of the city, the existing water and sewer lines are deteriorating. The City has been working to repair many of its century-old water lines and sewer lines. Unfortunately, it is too expensive to replace existing lines.

Storm water management practices are readily visible within the City of Anderson. Many of its streams have been channelized to contain flooding during storm events, and alternately, many stormwater systems run underground. In order to address non-point source pollution, the city is working to modernize a few of its channelized streams. These improvements near Orr Street and Linley Park will also be aesthetically pleasing.

Public Safety

The FAN is highly impacted by violent crimes and drug crimes. In 2008, there were multiple shooting incidents, which are attributed to gang activity. While crime is evenly dispersed throughout the FAN, there are specific areas of the city that residents consider hot spots for crime, including the municipal boundaries on the East-

side and Orr and Dickens Ave. Crime is known for occurring near the municipal boundaries because criminals, such as drug dealers and prostitutes, are aware of the jurisdictional change, which makes it harder for arrests to occur. Similarly, the FAN houses a large number of sex offenders. By state law, sex offenders are not allowed to live within 1,000 feet of schools, daycares, churches, and playgrounds, but nearly all of the offenders in the FAN are violating this state law.

Since 2000, the neighborhoods have experienced a large number of structural fires. While these fires were spread evenly throughout the neighborhoods, the highest concentration of fires within the city occurred within the FAN. Even though there are many historical resources within these neighborhoods, some areas are not serviced at the same level as newer parts of the city. The Westside is especially in need of additional fire hydrants. As water line improvements are made in the Westside, they should be made to accommodate additional fire hydrants so that all areas of the city are equally provided fire protection and to ensure the protection of the historical resources that exist within these areas.

Community Resources

There are many resources available to residents in the FAN, which provide for a wide variety of needs. These resources are provided by the city, non-profit organizations, neighborhood organizations, and local churches. Some of these resources include recreational facilities, homeownership counseling, and affordable housing opportunities. Many youth activities are available within the FAN, including the Boys & Girls Club, Boy Scouts of America, and the Manhood Academy. Senior Solutions is currently housed within the Jim Ed Rice Center and provides activities for senior citizens. Neighborhood organizations provide residents with a forum to discuss and act upon concerns within their neighborhoods and within the community. These organizations have the ability to have a strong impact on the future of these areas by networking with one another to accomplish similar goals. They have been active in the planning process, and they have a great capacity to help guide the continued revitalization of their communities even after the NRIP is implemented and completed.

Community Involvement

The Anderson community and the Housing Task Force were greatly involved in the development of the vision and goals that generated the implementation tools discussed in the Neighborhood Revitalization Implementation Plan. Neighborhood Associations, including the East Anderson Alliance, Sleepy Hollow Neighborhood Group, Eastside Concerned Citizens, Alphabet Streets/Anderson Mill Community Group, Westside Community Coalition, the RSVP/Reed Street Project Group, and the Southeast Community Task Force were involved in the processes through a series of public meetings. Active churches and community based organizations, and other entities, such as Anderson University and Anderson Housing Authority, were actively involved in the process.

There were four levels of community participation in the planning process:

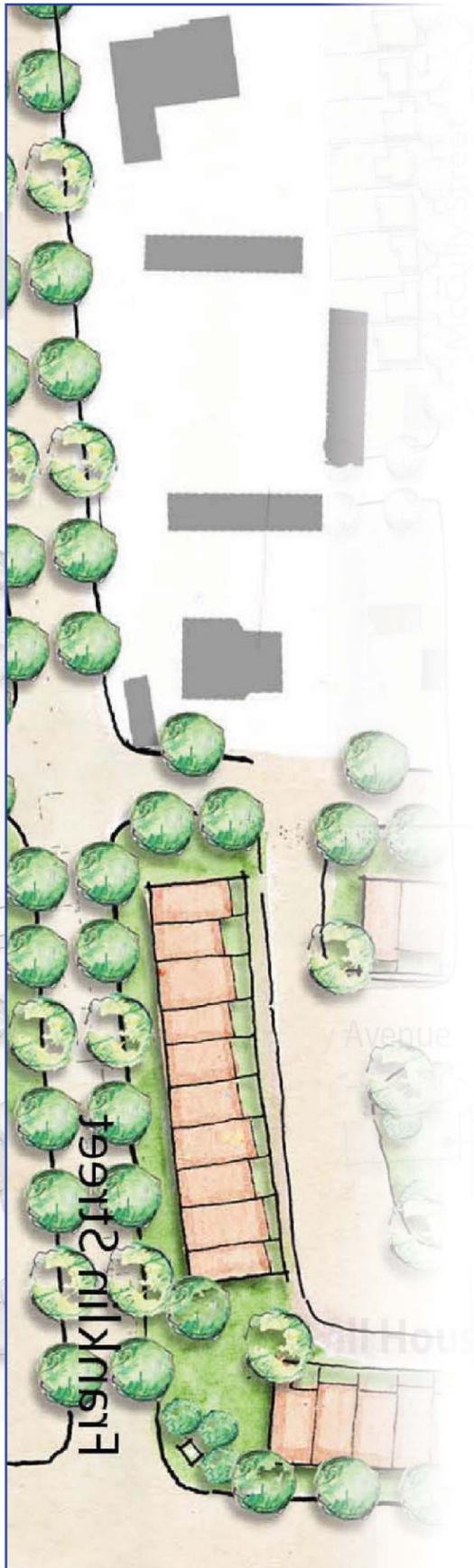
- Housing Task Force Project Management Team (PMT)
- Community Input Meetings
- Capacity Building/SWOT Analysis Workshops
- Key Stakeholder Interviews

Through community involvement, neighborhood concerns were discussed. In addition, relationships between various neighborhood groups were established. Continued community interaction is encouraged throughout the plan.

NEIGHBORHOOD VISION AND GOALS

Citizens in the Focus Area Neighborhoods, in addition to the Housing and Community Task Force and neighborhood organizations, identified the strengths, weaknesses, opportunities, and threats to the revitalization of Anderson's Focus Area Neighborhoods. Consistent themes appeared throughout the planning process, which then molded an overarching vision for the Focus Area Neighborhoods, which include the Eastside, Sleepy Hollow, the Westside, the Southside, and the Alphabet neighborhoods. The neighborhood vision will provide a holistic approach to the revitalization of the FAN, and it will guide city officials and community leaders in their future endeavors.





Vision

The Anderson, South Carolina community will include a network of viable, active, and safe communities that make up the Focus Area Neighborhoods. The vision of the NRIP is to develop a neighborhood revitalization process that:

- Takes into consideration resident and stakeholder input,
- Builds on the cultural and historic heritage of the neighborhoods,
- Provides opportunities for current residents to improve their standard of living, and
- Attracts new resident into the FAN as a means of creating mixed income neighborhoods.

The City of Anderson as a whole, and residents living within the FAN, understand the importance of achieving this vision through a planned process of documenting existing conditions and building on this information as a basis for strategic planning and implementing projects. An analysis of existing condition data was used to establish a sound foundation for developing strategies for neighborhood improvement within the FAN. The planning process, and the Neighborhood Revitalization Implementation Plan that evolved, embrace every aspect of the vision by incorporating it into final planning document.

Table 3

THEME	GOALS
Heritage & History	<ul style="list-style-type: none"> • Embrace cultural heritage • Commemorate landmarks and historical resources • Maintain and preserve historic housing stock
Housing & Homeownership	<ul style="list-style-type: none"> • Rehabilitate existing housing stock • Strategically locate infill housing • Preserve and enhance neighborhood character and architectural features • Facilitate opportunities for homeownership • Strategically mix incomes
Community Pride	<ul style="list-style-type: none"> • Establish new and strengthen existing neighborhood partnerships • Develop youth leadership opportunities • Encourage intergenerational interaction • Highlight neighborhood identity • Builds capacity to sustain redevelopment
Connectivity	<ul style="list-style-type: none"> • Implement streetscape enhancements • Increase public transit access • Enhance access to nature
Nature & Environment	<ul style="list-style-type: none"> • Enhance and maintain park space • Provide access to greenways and park space • Promote health and wellness • Provide educational experiences through nature • Implement low-impact development (LID) practices
Crime & Safety	<ul style="list-style-type: none"> • Implement Crime Prevention through Environmental Design (CPTED) techniques • Strengthen partnerships between city and county police departments • Increase citizen participation in existing community policing collaborations • Incorporate youth in community activities and groups • Develop youth leadership for children of all abilities

The City of Anderson Neighborhood Revitalization Implementation Plan

FRAMEWORK PLAN



FRAMEWORK PLAN

The Framework Plan serves as the foundation to the revitalization strategies that will be recommended in the Focus Area Neighborhoods. To ensure the success of the neighborhood revitalization, the plan provides recommendations that address the concerns of residents in the FAN, the Neighborhoods and Housing Task Force, and city officials. By following the commendations outlined within the NRIP, the Neighborhoods and Housing Task Force will fulfill its main goal of holistically approaching the revitalization of Anderson neighborhoods.

The framework plan addresses the following foundational elements to guide the stabilization and redevelopment of neighborhoods throughout the City of Anderson with immediate application to the FAN:

- Revitalization Areas
- Land use & Zoning
- Housing & Code Enforcement
- Land Acquisition
- Transportation & Infrastructure Improvements
- Public Safety Recommendations
- Leadership Development

All recommendations, programs, and strategies contained herein are designed to fulfill the vision & goals that are previously defined in this report. By combining all of these efforts to combat the slum and blight that currently impairs the FAN, implementation can help the city gain control over the future of its urban neighborhoods by creating a viable network of neighborhoods with the capacity to guide the continued success.

POTENTIAL PROJECT REDEVELOPMENT AREAS

The location of potential redevelopment projects reflects the overall theme that the Housing and Neighborhood Task Force was presented with in 2008, which is to take a holistic approach to the revitalization of its neighborhoods (**See Map 4**). The selection of the development areas was based on factors that would serve as catalysts for encouraging other revitalization and redevelopment initiatives, including:

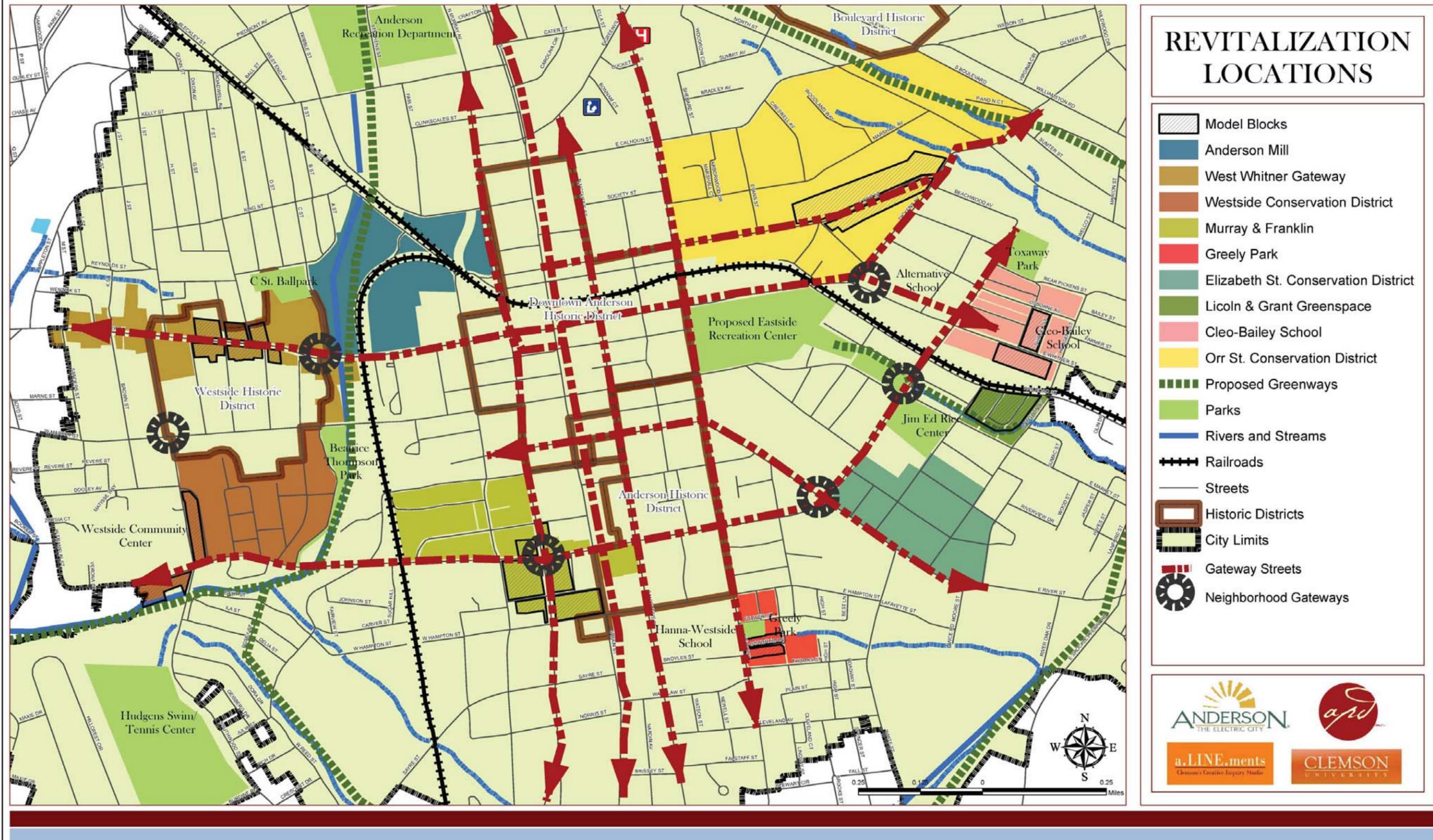
- Concentration of vacant and abandoned lots and houses
- Parcels already assembled by the City of Anderson and investors/developers
- Areas of the community that could be leveraged because of current or proposed development activity
- Areas of the community that have historic or cultural significance
- Potential gateway areas into the Focus Area Neighborhood and into downtown

Nine redevelopment project areas are identified based on the criteria outlined above. It is proposed that each project area will be supported by the recommendations of the Framework Plan. It is also important to note that the recommendations of the Framework Plan have application to any neighborhoods experiencing disinvestment in the City of Anderson where housing rehabilitation, infill development, neighborhood retail development, and streetscape improvements are being considered.

LAND USE & ZONING

Land use & zoning serve as the foundation to the revitalization of the Focus Area Neighborhoods. Both land use and zoning have the ability to shape the character and composition of a neighborhood, and they have the capacity to preserve a neighborhood's identity. Through meetings with community groups and stakeholders, many residents indicated that their neighborhoods have never truly established their own identity or their identity has faded as the community aged. Often times, this is due to changes in the composition of the neighborhood. For example, new housing is built at a different scale than the existing neighborhood or is architecturally

The City of Anderson Neighborhood Revitalization Implementation Plan



different from the original structures in the neighborhood. In many transitional or blighted neighborhoods, single-family homes have been converted into duplexes or boarding houses without an officially approved change in zoning. In addition, many formally owner-occupied housing units have become rental properties. These investor-owned properties often fall into disrepair because there is little incentive for a renter or investor owner to fix or improve the property in which they rent or own respectively. As a result, rental units fall into disrepair after years of use and inconsistent building inspection. Through land use & zoning, the City of Anderson has the ability to guide the future of the Focus Area Neighborhoods by reinforcing the positive characteristics that already exist within the community through land use and zoning regulations.

EXISTING LAND USE & ZONING

The Focus Area Neighborhoods are comprised mainly of residential uses, making up over 5,000 single-family residential parcels or 66.8 percent of the FAN parcels. While the majority of the FAN is single-family, it is broken up by inconsistent uses, such as multi-family development or even industrial uses. Because vacant parcels are the second most prevalent type of land use within the FAN, there are many opportunities for infill development. The majority of the vacant land is scattered throughout the City, but is concentrated in Sector 4, Sector 8, and the southern portion of Sector 7. As infill development occurs in these areas, the development will reflect the underlying zoning of each parcel. (See Map 5)

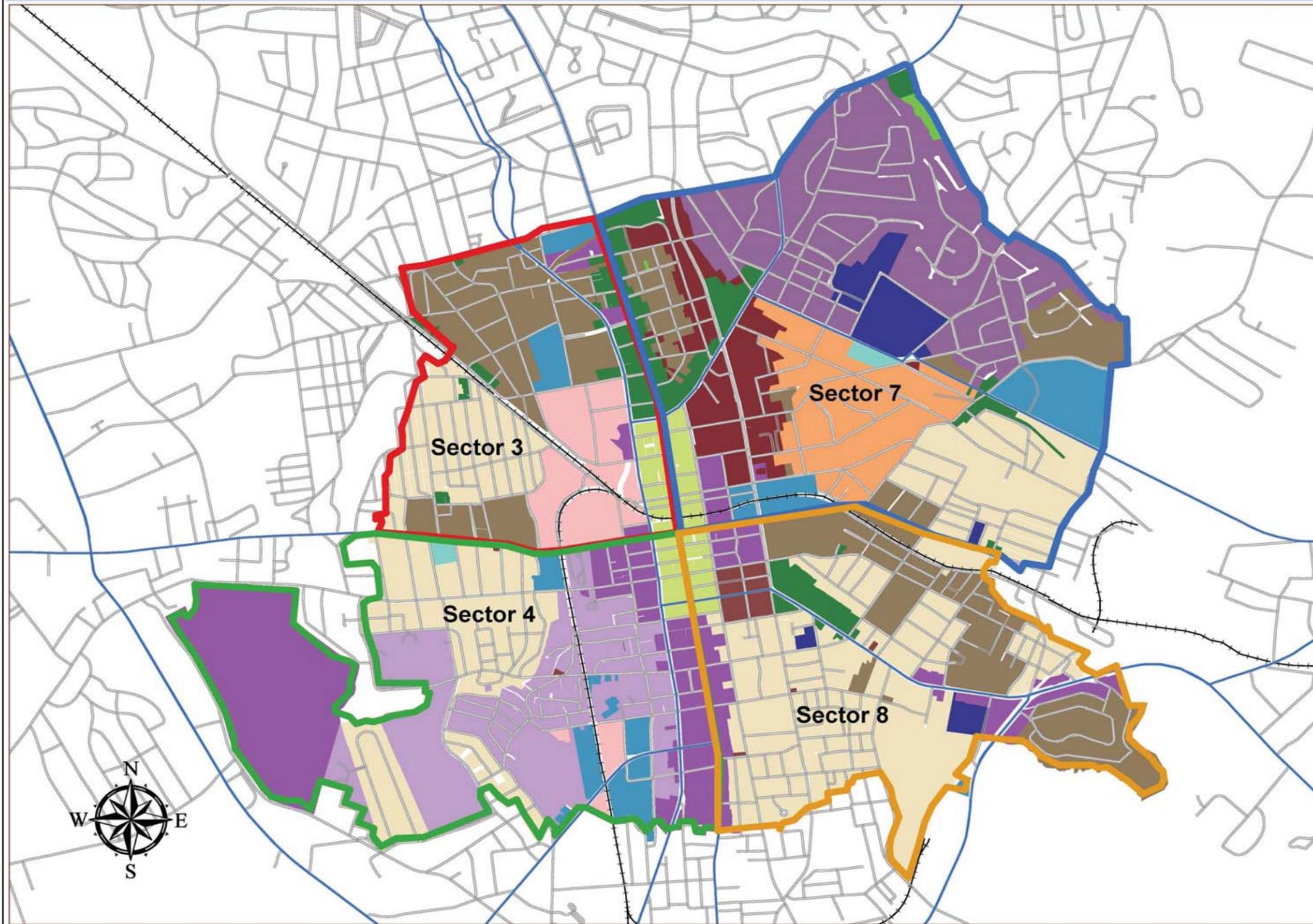
Single-Family, R-5

The predominate district in the Study Area is R-5 Residential Single-Family (40.1%). The R-5 District provides and protects the residential character of a high density, single-family residential development, allowing over 8 units per acre. The regulations of this district encourage the development and maintenance of a stable, healthy

Table 4

RESIDENTIAL ZONING DESIGNATIONS								
	Minimum Lot Size (sq ft)	Minimum Setbacks (ft)					Stories	Unit/ Acres
		Lot Width	Front Yard	Rear Yard	Side Yard	Height (ft)		
Residential Agricultural, RA	40,000	150	50	40	20	35	2 1/2	1.09
Estate District, R-40	40,000	150	50	40	20	35	2 1/2	1.09
Single Family, R-20	20,000	100	40	30	12.5	35	2 1/2	2.18
Single Family, R-15	15,000	80	35	30	10	35	2 1/2	2.90
Single Family, R-10	10,000	65	25	20	8	35	2 1/2	4.36
Single Family, R-5	5,000	50	15	10	6	35	2 1/2	8.71
General Residential, GR	5,000	50	15	10	6	35	2 1/2	8.71
Multifamily Residential, RM-10								
Multifamily	21,780		25	20	15	35	2 1/2	10
Townhouse	5,000		25	20	15	35	2 1/2	8
Two Family	10,000		15	10	8	35	2 1/2	8
Single Family	5,000		15	10	6	35	2 1/2	4
Multifamily Residential, RM-18								
Multifamily	43,560		25	20	15	40	3	18
Townhouse	43,650		25	20	15	40	3	17
Two Family	6,000		15	10	8	35	2 1/2	14
Single Family	5,000		15	10	6	35	2 1/2	8

The City of Anderson Neighborhood Revitalization Implementation Plan

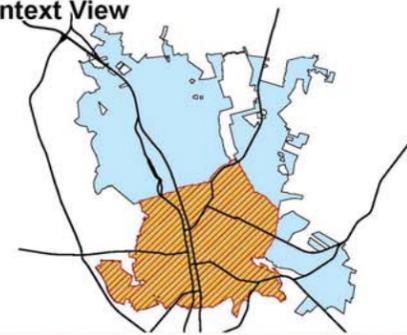


Zoning/Focus Area Neighborhoods

Legend

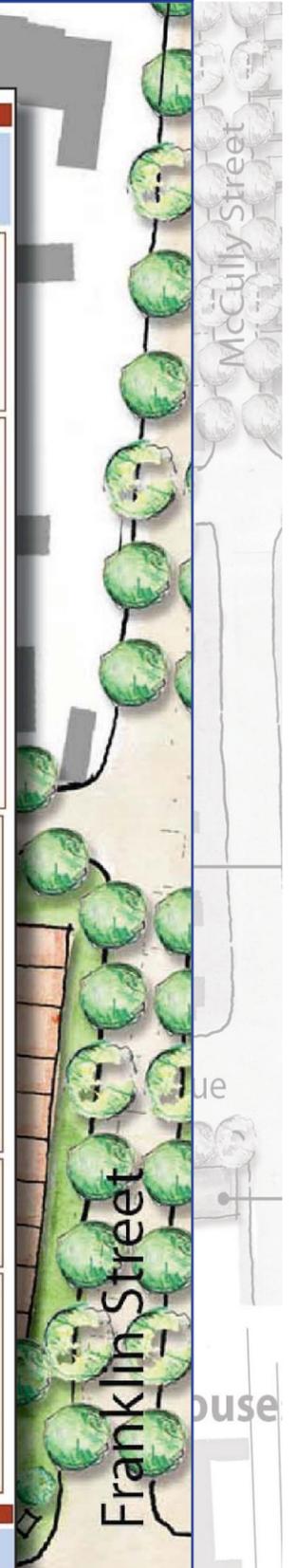
	CBD		PDD
	GC		R-10
	LI		R-15
	LO		R-5
	NC		RM-10
	NP		RM-18
			HI

Context View



Map Description

This map shows the boundaries for the Focus Area Neighborhoods with existing zoning classifications.





environment for single-family dwellings with lots that are at least 5,000 square feet.

Single-Family, R-10

R-10 zoning allows for single-family residential uses for lots greater than 10,000 square feet, allowing for approximately 4 units per acre. R-10 zoning is often more reflective of suburban development and reflects the scale and setbacks that exist within many of the historic districts within the city.

General Residential, GR

This residential zoning designation allows for a mixture of single-family homes and duplexes on 5,000 square foot lots. This designation is not readily used within the city. If this designation is applied within established single-family neighborhoods, it has the ability to influence additional investor-owned development.

Multi-Family Residential, RM-10

The second predominate district in the FAN is RM-10, making up over 25 percent of the parcels. The RM-10 District allows for medium density multifamily development, townhomes, duplexes, and single-family homes. In many place throughout the FAN, this designation has been applied to influence infill development at higher densities that the existing neighborhood. Applying RM-10 zoning in stable, single-family neighborhoods has the ability to change the character of the existing neighborhood.

Multi-Family Residential, RM-18

RM-18 makes up a small portion of the FAN. While this zoning designation allows for high-density, multi-family development, it also allows for the development of high-density townhomes, duplexes, and single-family residences. This zoning designation is used sparingly within the FAN.

Commercial uses make up 9.5 % of the parcels in the FAN and are concentrated along Main Street and go as far as Fant Street (eastward) and the railroad tracks, Tribble Street, and Glenn Street (westward). There are also some commercial uses along River Street although most of these uses are unoccupied or vacant. There are three types of commercial designations that exist within the FAN, including the Commercial Business District, General Commercial, and Neighborhood Commercial.

Commercial Business District, CBD

This district is intended to accommodate uses which, taken together, form the central business district. The CBD is often referred to as Downtown. Uses are comprised of retail, office, and other complimentary uses. While residential uses are not a permitted use within the CBD, it can be permitted on a conditional basis. There are no lot size, lot width, or setback requirements for this zoning designation, which allows development to occur to the right-of-way. This creates a pedestrian-oriented environment, especially since businesses typically face onto sidewalks. There are no height restrictions in the CBD; therefore, any infill development can occur at any height.

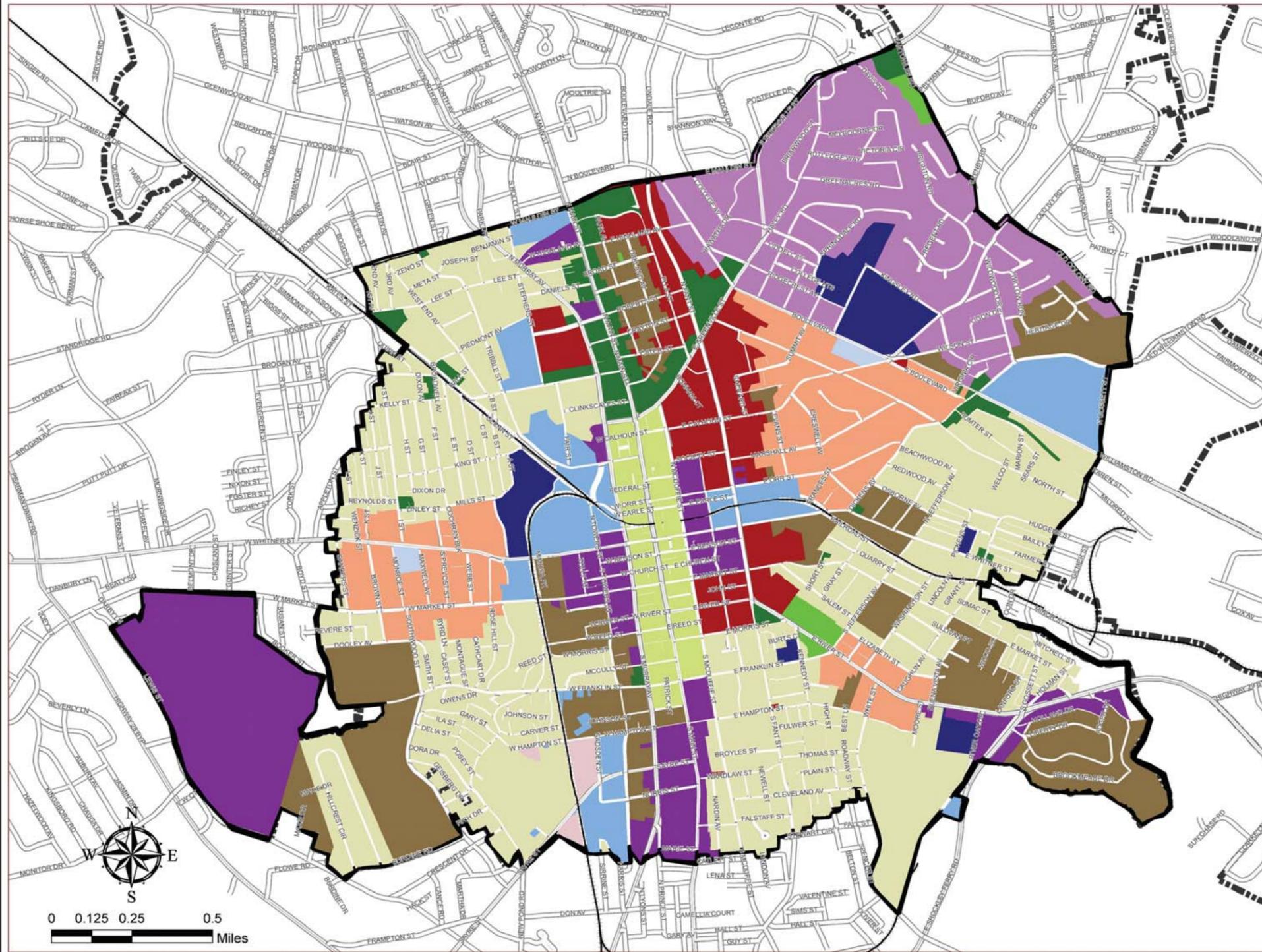
General Commercial, GC

This zoning district encourages high intensity office, commercial, retail, and service activities that cater to the entire city. Shopping centers are a typical type of General Commercial zoning. Residential uses are not allowed within this district. While there are no lot size or lot width requirements, buildings are limited to 2 ½ stories. There is a minimum 25-foot front setback, 7.5-foot side yard setback, and a 10-foot rear yard setback.

Neighborhood Commercial, NC

NC is intended to encourage office and low intensity retail uses in a manner that is compatible to surrounding residential uses. NC is intended to service the residents in the immediate neighborhoods. Residential uses are not allowed in NC, so if there is no market for commercial or office uses within the NC areas, lots are not allowed to become residential without the approval of a variance. Additionally, NC setbacks are similar to those of the R-10 and GC, requiring a minimum 25-foot front yard setback, 7.5-foot side yard setback, and 15-foot rear setback.

The City of Anderson Neighborhood Revitalization Implementation Plan

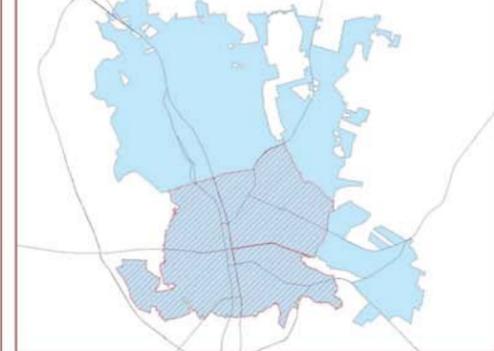


Proposed Zoning

Legend

	CBD		PDD
	GC		R-5
	NC		R-10
	NP		R-15
	LO		RM-10
	HI		RM-18
	LI		City Limits

CONTEXT VIEW



Map Description

This map provides zoning recommendations that are intended to preserve the original character and scale of the Focus Area Neighborhoods.

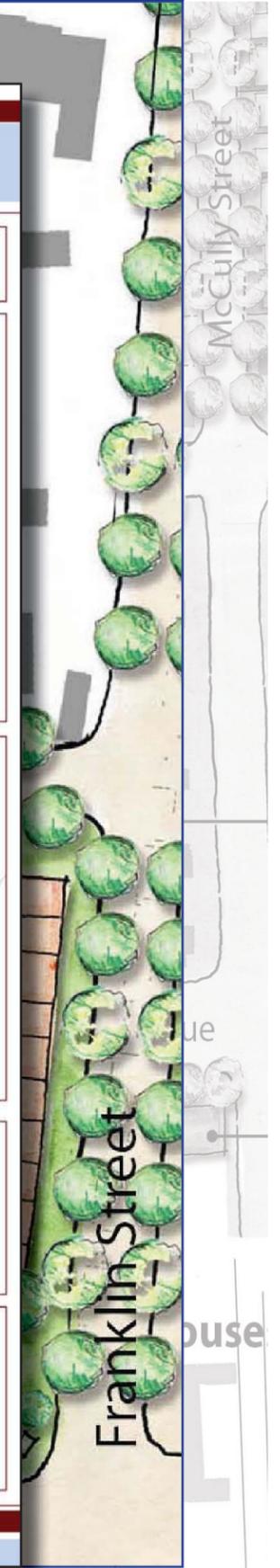
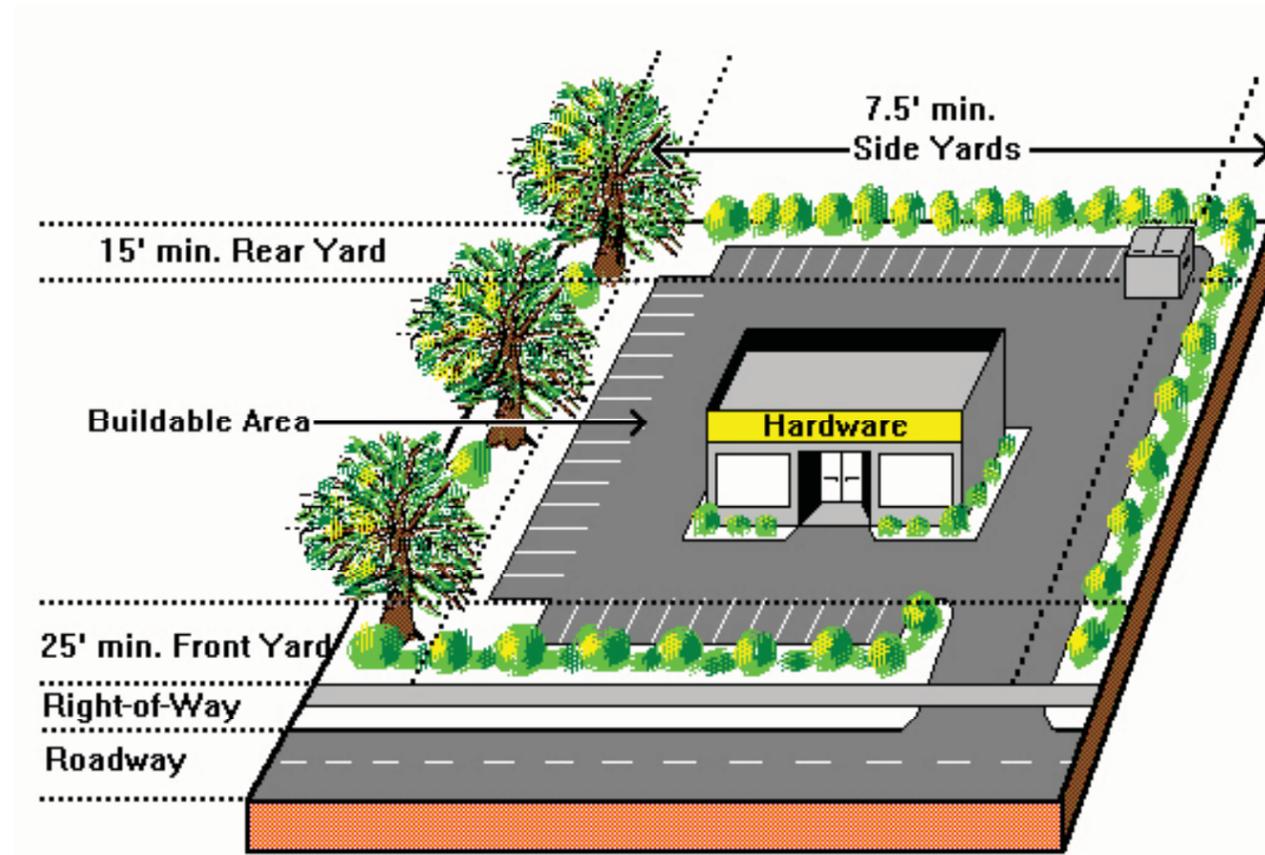




Figure 1. Neighborhood Commercial Setbacks



Source: City of Anderson, SC Zoning Ordinance

Neighborhood Commercial and General Commercial zoning designations both require a minimum 25-foot setback from the road. They also require 7.5-foot minimum side yards. While the Neighborhood Commercial setbacks are intended to protect the neighborhood and encourage setbacks that are on par with the surrounding residential development, many of the residential neighborhoods only require 15 foot-setbacks. 25-foot setbacks inevitably make these commercial sites available for parking lots and additional curb cut. Typical corner stores would not be allowed by NC, while a pharmacy like CVS or Walgreens could be allowed because there are no lot size or lot width maximums.

ZONING RECOMMENDATIONS

While Anderson's land use designations adequately represent the composition of the FAN, the zoning designations do not support the character and scale of many of the neighborhoods. In many places throughout the FAN, former neighborhood centers remain unoccupied because of market forces, but the underlying zoning does not allow single-family uses to replace the former commercial buildings. As a result, the deteriorating buildings will continue to threaten the stability of the surrounding neighborhoods. Similarly, industry is intermittently located among the FAN, which threatens their residential fabric. Generating a vision of the future of these neighborhoods, industrial sites, and commercial corridors plays a strong role in what they will become and how development decisions will be made by developers, the Planning Commission, and the City Council. In order to support future land use changes, the zoning that accompanies each parcel should be evaluated to determine if it is consistent with the current use of the site and the vision of the neighborhoods to come.

Residential Zoning Designations

The majority of the Focus Area Neighborhoods are comprised of small to mid-size residential lots, reinforcing the need for them to be designated as R-5 or R-10 in order to have any future development fit into the existing composition of the neighborhood. While the majority of the FAN consists of single-family homes, many areas throughout are designated as Multi-Family Residential (RM-10). Multi-Family Residential (RM-10) allows for multi-family structures, townhomes, duplexes and single-family homes, this mixture of residential uses has the potential to change the character of the FAN. Blanket application of RM-10 zoning has the ability to create a mixture of housing that may not be consistent with existing scale of the neighborhood. For instance, the abundance of vacant land makes it easy for a developer to build a multi-unit two-story apartment next to existing one-story, single-family homes on small lot sizes.

In many cases, RM-10 should be replaced by R-5 or R-10 single-family homes. In addition, many RM-10 designations, especially within the Westside Community and north of the Alphabet Community, should be replaced with Single-Family Residential (R-5) designations (refer to Map 6). In other areas of the City, such as the Westside Historic District and along River Street, the lots are typically over 10,000 square feet in size and are approximately 60 feet wide along the street-front. These measurements are consistent with Single-Family Residential R-10 zoning. In order to preserve the scale of infill housing and protect larger lots against subdividing the City of Anderson should rezone these areas as R-10.

Additionally, there are many industrial uses currently zoned within the FAN. Such uses are no longer consistent with the surrounding neighborhood as they were when the mill villages were in their prime. As these industries close or relocate, the city should work to turn these spaces into residential areas or neighborhood commercial districts. This is applicable to the former Anderson Mill site that lies between Anderson's downtown core and the Alphabet Streets Community. Future land use maps should indicate this area for moderate to high-density residential use in order to support the redevelopment of this site. There are other industrial designations within the residential neighborhoods that should be considered for R-5 zoning.

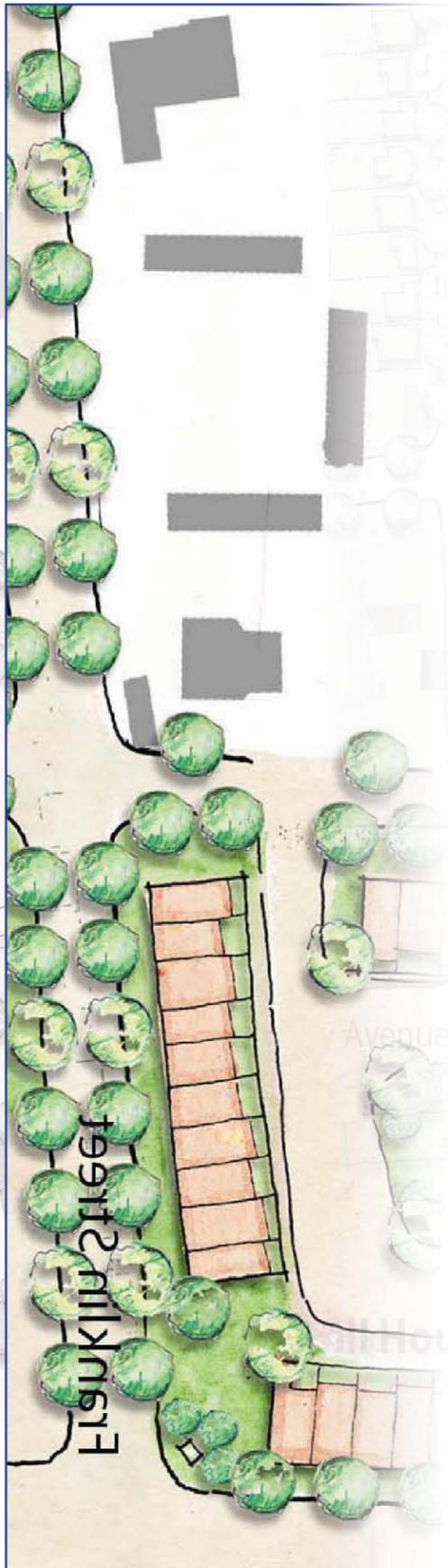
Central Business District Extension

As the success of the revitalization of Downtown continues, future development between Murray Avenue and Main Street should be zoned to allow for similar uses, setbacks, and scale as the Central Business District. Extending the Central Business District south of the current district will allow new development to be more urban in scale and allow new development along these arterial roads to include a mixture of commercial, professional, and residential uses. Currently, this area is zoned as General Commercial, which does not allow for residential uses and requires 25-foot setbacks from the street-front. Rezoning this area will allow infill development and redevelopment to have a positive impact within the FAN.

Neighborhood Commercial Amendment

While the Central Business District designation allows for a mixture of uses within one building, the Neighborhood Commercial designation does not. Adapting the existing Neighborhood Commercial designation to allow for single-family residential use in conjunction with other compatible uses would foster a mixture of uses. In addition, the minimum setback requirements for new construction should be reduced to allow for more compact development that centers around commercial, office, and residential uses. Currently, if a developer would like to create a mixed-use development, they must apply for a planned-unit development, which costs them time, and money. Permitting the Neighborhood Commercial designation to incorporate residential use would allow these areas to become residential if the market cannot support additional retail or office space. As a result, those areas that are designated Neighborhood Commercial will have the opportunity to be in filled with single-family residential uses. This designation should also allow for residential uses to exist above office or retail space. By altering the Neighborhood Commercial designation, places like the I-Street commercial area would have the chance to redevelop as commercial, office, residential, or a combination of the three. By not allowing for residential uses at the I-Street commercial area, the commercial area could sit empty for many years to come. Additionally, the Neighborhood Commercial designation should define a maximum lot size and lot width that is consistent with the character of the neighborhood. The use of a Neighborhood Commercial designation would protect the neighborhoods from major retail businesses or restaurants developing in the bounds of a neighborhood and could influence adversely impact "mom & pop" type establishments.





Residential Setback Averaging

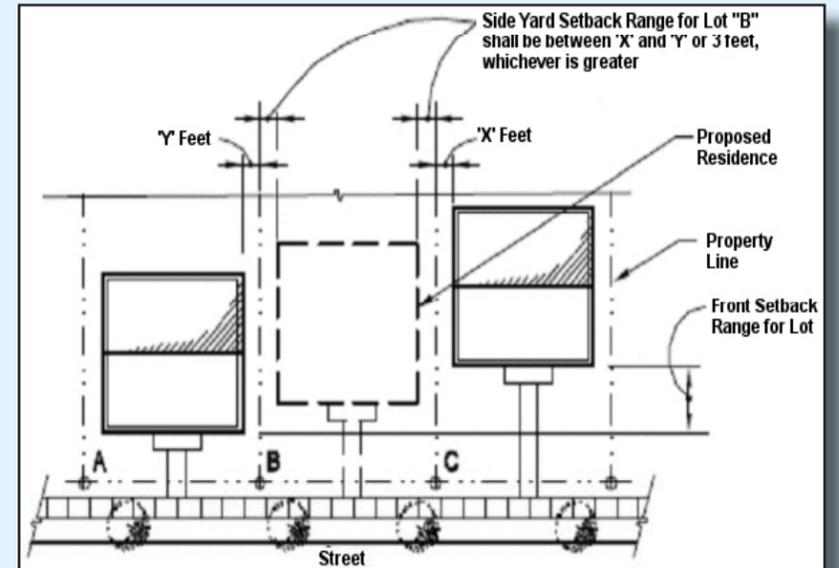
There are many vacant lots throughout the Focus Area Neighborhoods and many structures designated for demolition, which will add to the number of vacant lots. Because infill development is crucial to the revitalization of the FAN, it is essential that new development fits into the character of the existing community. While housing setbacks vary from street to street within the FAN, existing zoning regulations define how new development should be setback from the street. Current zoning regulations call for minimum setbacks ranging from 15 to 25 feet within most of the FAN, the minimum requirements may not be consistent with the older housing on the street. In densely populated areas of the city, such as the Alphabet Streets Community, many of the homes sit closely to the road. While existing zoning designations require that new development be constructed 15 feet from the street, existing structures along the street may historically be set 5 to 10 feet from the street. Infill development should establish setbacks based on the average distance of the setbacks of adjacent properties (see Figure 1). For instance, where one house is setback 10 feet (House A) and the other is setback 15 feet (House C) from the road, the new house (House B) will be placed 12.5 feet away from the street-front. The same concept can apply towards the width of the side-setback. One structure may be 5 feet from the property line and the other may be 10 feet from the property line, determining that the side yard on each side of the house should be at least 7.5 feet in width. Requiring setback averaging for infill residential development, as opposed to setbacks as outlined in the current municipal codes, will ensure that infill development will reinforce existing neighborhood character.

Unfortunately, transportation planning challenges the potential success of the setback averaging recommendation because any new development and redevelopment along any roads that have transportation planning outlined requires a 15-foot setback on top of the required zoning setback. Some of these roads in which this applies includes West Market Street, West Whitner Street, and River Street. As a result, infill development within many of Anderson's historic areas requires a 30 to 40 foot development setback from the street-front. Following the existing setback guidelines along these roads could potentially erode the character of these historic streets. The impact could be having setbacks equal to R-15 and R-20 zoning designations, which are designed for suburban and rural development. It is recommended that West Market Street, West Whitner Street, and River Street should be removed from Article X1V Sec. 7 of the General Provisions in order to protect the fabric of these areas.

Nonconforming Use Regulations

In the FAN a significant number of single-family homes are converted to rental properties and used as single room occupancy units, and boarding houses through rezoning. Whenever these properties become vacant for 90 days or more the City of Anderson should have the regulatory authority to down zone the property to its original state as a single family home. Spartanburg, SC has had success in reducing crime within its community by limiting nonconforming uses within their redevelopment areas. Because Anderson has a similar code in place for controlling nonconforming uses, specifying the return of converted single-family housing to its original use could potentially have a similar impact. As in Spartanburg's Hampton Heights historic district, enforcing this recommendation will require the assistance of Building and Codes.

Figure 2: Diagram of Setback Averaging



City of Spartanburg, South Carolina Single Family Non-conforming Use Regulation

502.14 Discontinued Nonconforming Uses. When any nonconforming use is discontinued for a period exceeding one hundred twenty (120) days, any future use of the premises shall conform to the provisions of this Ordinance. The Zoning Administrator shall check all nonconforming uses at least three (3) times for occupancy. When seeking relief under this Section, it shall be the responsibility of the person seeking relief of this Section to establish when the premises was initially vacated and the established use at such time in accordance with this Section.

However, multifamily structures in the R-8 SFD shall be exempt from the provisions of this subsection if they were originally constructed as a duplex or multifamily structure. This exemption shall not apply to structures that were originally constructed as single-family homes and were subsequently converted into multifamily structures.

Source: Spartanburg, SC http://www.cityofspartanburg.org/pdf_files/2005%20PDF%20Files/Sections%20501%20to%20514.pdf

DETER NONCONFORMING BUILDING ALTERATIONS



Note: the pillar that has been replaced by a wooden beam. Photo from Memphis, TN Source: Anderson Historic District Guidelines



Note: the porch has been enclosed to the right to add an additional apartment, an entrance has been added, and the main entrance has been moved to the left of its original location. Photo of Elizabeth Street Source: Author

Neighborhood Conservation Overlay Districts

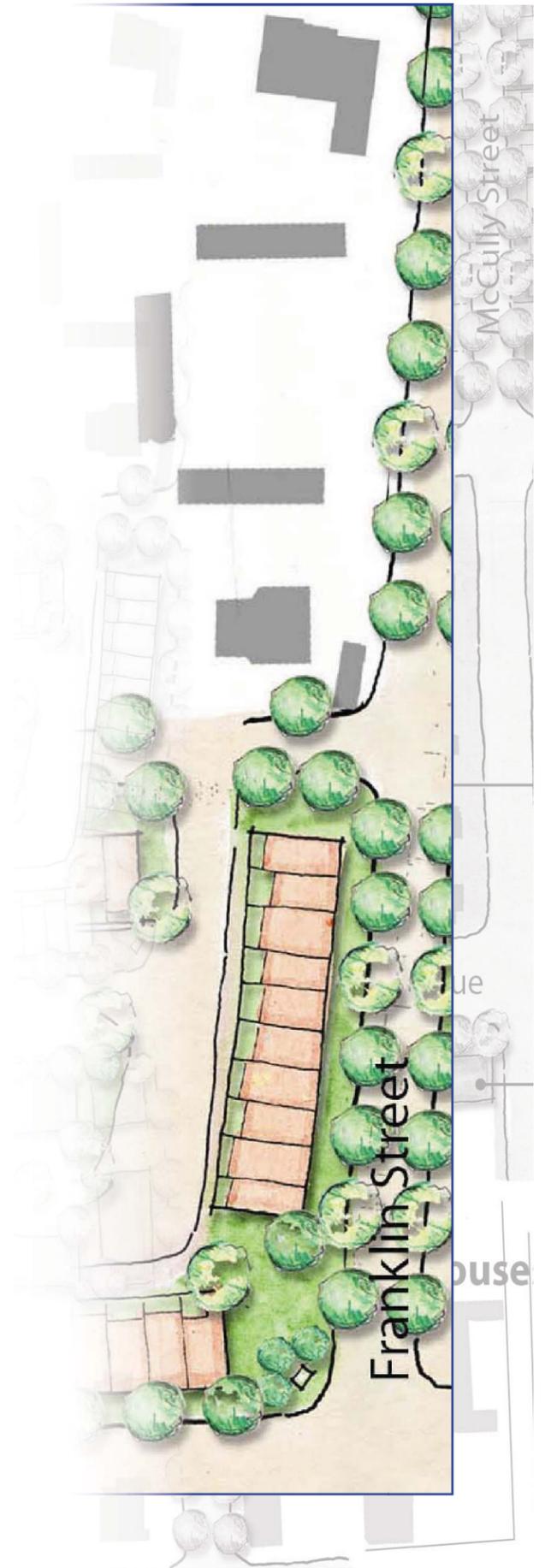
The Focus Area Neighborhoods includes multiple historic districts and historic landmarks that are architecturally significant to the City of Anderson and the neighborhoods themselves. Many of these buildings have been allowed to fall into disrepair, largely due to declining interest in the neighborhood and a long history of disinvestment from investor-owned properties. In addition to a rapidly deteriorating housing stock, there is evidence that new development in the Focus Area Neighborhoods has been constructed without consideration for the character and design of the surrounding existing development. Fortunately, the Anderson Historic District, the Boulevard Historic District, and the Westside Historic District have design guidelines for exterior alterations, additions, or demolition to existing buildings. They also apply to the design of new buildings within the historic districts. While design guidelines help protect the character of the historic districts, the character of the neighborhoods that surround and influence development and investment in the historic districts and historically significant areas of the city are not protected by similar guidelines. As a result, building improvements and new construction do not always reflect the original character of a neighborhood. For example, porches are enclosed to become additional rooms, cinderblock garages are added onto brick homes, or wooden beams replace the columns of an architecturally significant home.

While many community groups and members of the Housing Task Force recognize that the community is losing some of its historic character, they also recognize that historic district designations should not apply to all areas of the community. Many low to moderate income communities feel that historic district designations create hardship for property owners because of the cost associated with home renovations that must meet specific design guidelines. Since the goal of this plan is to create a better neighborhood for the existing residents and to attract more residents into the neighborhood, the establishment of Neighborhood Conservation Districts are recommended to preserve and enhance cultural and historically significant areas of the city that currently do not have historic district designations. Neighborhood Conservation Districts tend to be less restrictive than a historical preservation district; however they can still encourage and promote the preservation and character of the neighborhood. The use of Conservation Districts allow for the creation of policy and guidelines that are created by local city officials with residents and stakeholder input rather than policy and guidelines that are less flexible and sometimes created at the exclusion of community based input.

Architectural Review and Design Considerations

Conservation districts can serve communities in a number of ways, but the main purpose is to ensure that new development and substantial renovations reinforces the character and fabric of the existing neighborhood. Similar to historic district guidelines, Neighborhood Conservation Districts guidelines could regulate design and character of renovations and new homes within designated areas of the FAN. This report identified several examples of Neighborhood Conservation Districts including case studies in Chapel Hill, NC and Jefferson Parish, La.

Neighborhood Conservation District's would establish a systematic process involving the use of a community-based Review Board to review all major alterations to existing buildings and new construction prior to being approved for a building permit. Guidance would be applied to new constructions or additions that are more than 500 square feet. It would also be applied to determining the neighborhood impact and need for demolitions, changes to historically designated or public structures, and any changes to nonconforming uses.



The community-based Review Board could also issue Certificates of Hardship (if the cost associated with completing the repairs in accordance with designated design guidelines caused a financial hardship for the property owner). Architectural renderings for some of the residential buildings and façade renderings of the commercial buildings could also be provided. Even though the use of a Neighborhood Conservation District has similarities to a Historic District designation, the degree and level of review is often significantly less than the review process associated with local or national historic districts. The use of design guidelines have the ability to protect historically significant architectural features, conservation districts also have the capacity to restore the character of a community by using existing code enforcement guidelines. For instance, the guidelines within the Conservation District designation could require that rental properties be inspected by the Department of Building and Codes each time a request for utilities is made for a new occupant. Combining design and code enforcement guidelines into the neighborhood conservation districts enables the designated areas to address additional housing deterioration while at the same time influence quality improvements to the existing housing stock. Perhaps most importantly, it will enable code enforcement to act as a redevelopment tool within existing neighborhoods.

RECOMMENDED NEIGHBORHOOD CONSERVATION DISTRICTS

Neighborhood conservation districts are used in communities throughout the United States. Often times, neighborhood conservation districts are located adjacent to existing historic districts, and the design guidelines build off the guidelines established for the adjacent historic districts. In some cases, neighborhood conservation districts are designated where historic districts have been considered, but not implemented. There are three areas within the Focus Area Neighborhoods where the use of Neighborhood Conservation districts are recommended, including the proposed Orr Street Conservation District, the Elizabeth Street Conservation District, and the Westside Conservation District (**See Map 7**).

Orr Street Conservation District

The proposed Orr Street Conservation District is located on the Eastside of Anderson, directly south of the Boulevard Historic and the Sleepy Hollow Community. There is a stark contrast in types, use, and condition of housing between Marshall Avenue and Orr Street. Marshall Avenue has larger scale homes and lots, is composed almost entirely of single-family homes that are in good condition. In comparison, Orr Street is comprised of medium to small-scale homes, a combination of single-family homes and duplexes, and contains many poor and dilapidated homes, and vacant lots. The conditions along Orr Street threaten to spread throughout the neighborhood. A neighborhood conservation district designation has the ability to positively influence the character of Orr Street and preserve the character of the surrounding streets by building upon the architectural features from the Boulevard Historic District and the Sleepy Hollow Community. The underlying zoning may also be altered for Orr Street to ensure that future development consists of single-family homes and that non-conforming uses are required to return to their original housing type (**See Map 7**).

Elizabeth Street Conservation District

While Elizabeth Street has architecturally significant homes, it has never been designated an historic district. The homes at River Street and Elizabeth Street should be renovated to conserve their regional character and alterations that would alter the character of a home should be avoided. By creating building and streetscape, design guidelines, the City can reinforce the historic significance of the area and provide guidance that encourages new development that reflects the existing neighborhood character and charm (**See Map 7**).

NEIGHBORHOOD CONSERVATION DISTRICTS: CASE STUDY EXAMPLES

Chapel Hill, NC

Chapel Hill currently has five designated Conservation Districts that serve to protect the character and quality of established residential and commercial areas. The City defines the elements that must be included within each conservation district, such as lot size, building height, off-street and loading parking requirement, setbacks, and lot coverage, but the parameters of these elements will vary by district. In addition, Chapel Hill's conservation districts may include architectural guidelines. All building permits within the conservation districts must receive a zoning compliance permit and be reviewed by the Town Manager prior to approval. For more information, visit: <http://www.ci.chapel-hill.nc.us/>

Jefferson Parish, LA

Established in 1989, the Old Metairie Neighborhood Conservation District is intended to "maintain the open character and architecture of the neighborhood, enhance economic viability of the neighborhood, protect and preserve the existing tree canopy, and reduce negative impacts from flooding, erosion, and sediment pollution." Only large-scale improvements are reviewed by an advisory committee that was established by town council and is made up of neighborhood residents and architecture and planning professionals. For more information, visit: <http://www.jeffparish.net>

Some other cities that have established neighborhood conservation districts include:

- North Charleston, SC
- Raleigh, NC
- New Orleans, LA
- Cambridge, MA
- Champaign, IL
- Knoxville, TN

The City of Anderson Neighborhood Revitalization Implementation Plan

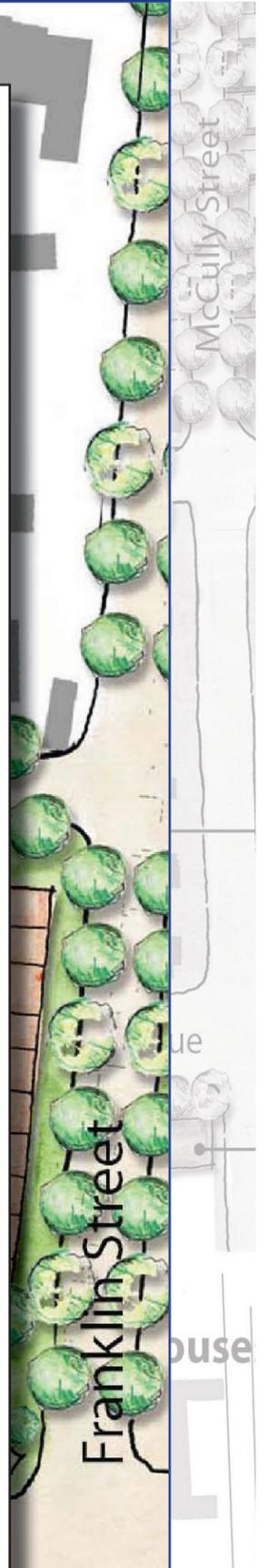


CONSERVATION OVERLAY DISTRICTS

- | | | |
|-------------------------------------|---------------------|--------------------|
| Orr St. Conservation District | Building Footprints | Parks |
| Elizabeth St. Conservation District | Parcels | Proposed Greenways |
| Westside Conservation District | Historic Districts | Rivers and Streams |
| Model Block | City Limits | Railroads |

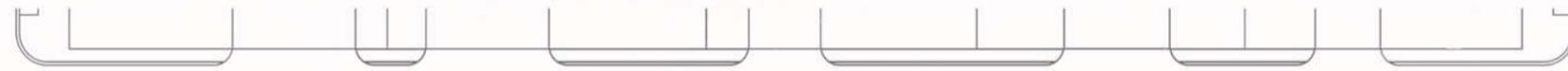
Map Description

This map indicates the location of proposed conservation overlay districts. A conservation overlay district has the ability to preserve community character and ensure compatibility of infill development.



The City of Anderson Neighborhood Revitalization Implementation Plan

STREETScape FOR ORR STREET



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Westside Conservation District

Although the Westside currently has a designated historic district, there is an obvious transition between the homes along West Whitner and West Market Streets in comparison to those along Southwood and the southern have of Rosehill Street. Unfortunately some homes have had their garages and porches enclosed or have been altered in a manner that is not consistent with the character and style of home original to this neighborhood. These obvious alterations stand out within the Westside Community. Southwood and Franklin Streets serve as an important corridors for the community and act as a gateway to the Westside Community Center. By creating a conservation district boarding these streets, and the Westside Historic District, it should help establish a new identity for parts of the Westside Community (See Map 7).

HOUSING & CODE ENFORCEMENT

Over 60 percent of the buildings in the Focus Area Neighborhoods are in poor to dilapidated condition. In an effort to begin a process of neighborhood revitalization systematic code enforcement should be incorporated as a key component of the neighborhood revitalization process. It is recommended that a systematic approach to code enforcement be used as an initial strategy that would lead to rehabilitation, demolition, and infill development. Poor and dilapidated housing is a major problem in the FAN, the recommendations within this section represents a strategy to use improving housing conditions through code enforcement: Recommendations within this section will address:

- Expanding the supply of decent, safe, sanitary, and affordable housing
- Encourage rehabilitation standards as part of the overall approach to both minor and major rehabilitation and demolition
- Homeowners improvements
- Homeownership Training that prepares families and individuals to transition from rental to owner-occupancy
- Financial incentives that encourage Investor-owners to reinvest in their property
- Use of Code Enforcement as a strategy for revitalization
- Outreach and marketing as part of the overall approach to encouraging rehabilitation,
- Targeted marketing of vacant/abandon homes and vacant lots to moderate/middle income homebuyers to facilitate mixed income within the FAN
- Preserve the pride of homeownership
- Leverage new single-family infill for the revitalization within the FAN
- Promotion of energy efficiency among lower-income households in the FAN

Housing Rehabilitation

Since a significant portion of the homes requiring minor rehabilitation are occupied by renters the approach should provide incentives for conversion of renters to owner-occupants, and incentives for investor-owners to reinvest in their property. Rehabilitation within the Focus Area Neighborhoods should take into account the significant architectural features of the rehab home and the character of the existing homes around it. There are multiple types of architectural features throughout the FAN. The housing in the mill villages around the former Appleton, Anderson, and Riverside-Toxaway-Gossett Mills are distinctive in character when compared to other areas of the city. As rehabilitation and new housing develops within these neighborhoods, they should reflect the historical features that exist within the individual villages. Similarly, there are multiple historic districts within the FAN. As rehabilitation occurs within these districts, Anderson His-



Deteriorated Homes on Wardlaw Street.



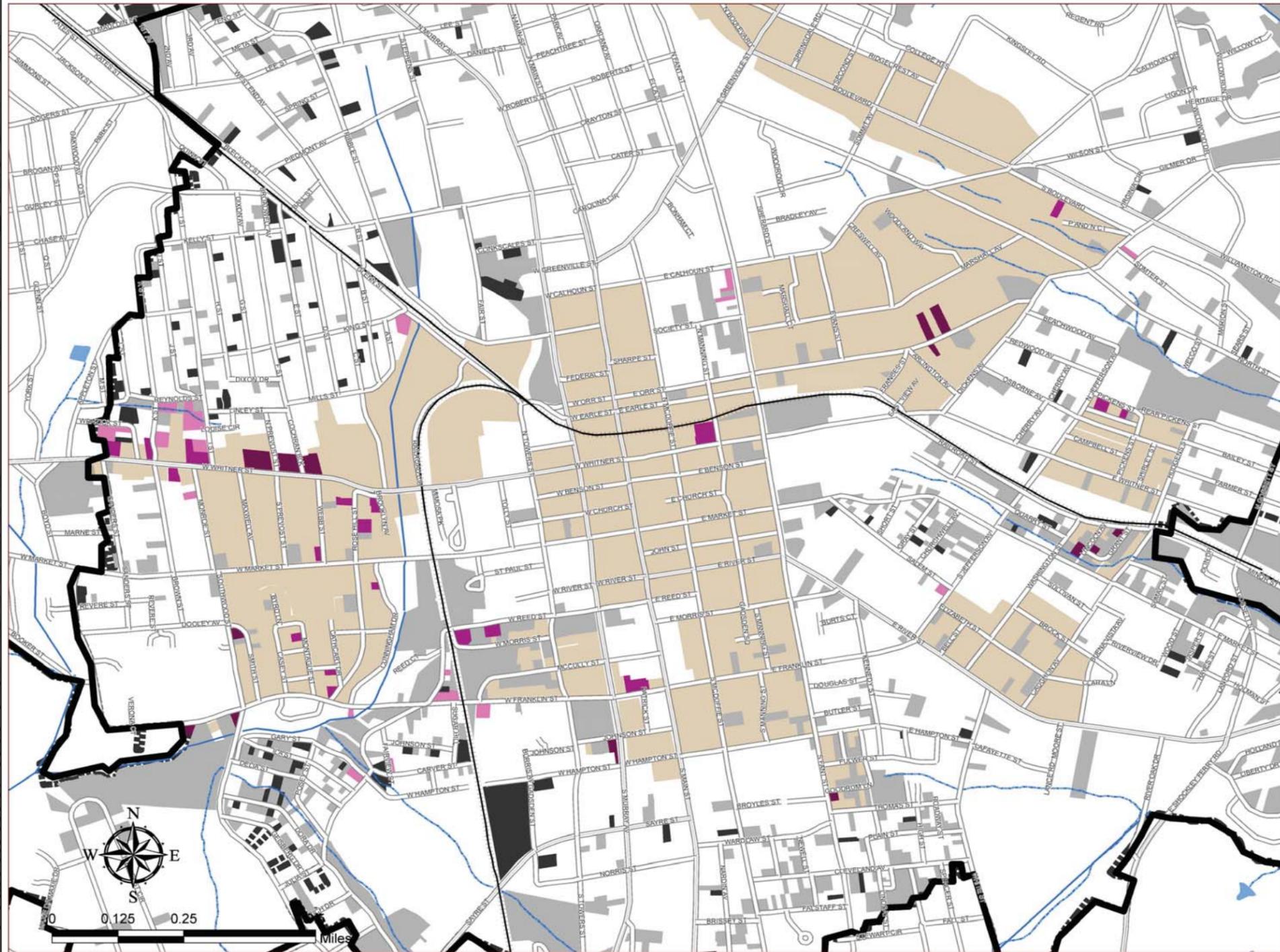
Burned Home on Nardin Avenue that poses a safety threat and should be demolished.



Abandoned and Deteriorated Homes on Quarry Street Source: Author



The City of Anderson Neighborhood Revitalization Implementation Plan

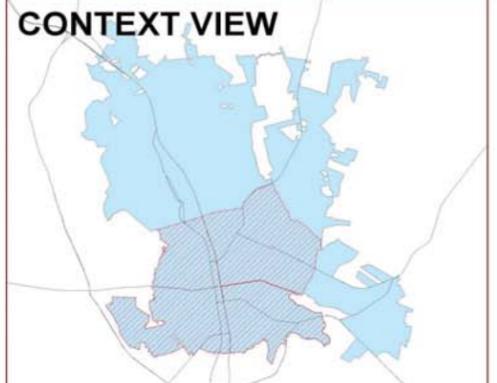


Rehabilitation or Demolition Priority

Legend

Rehabilitation or Demolition

- High Priority
- Medium Priority
- Low Priority
- Dilapidated Housing
- Vacant Land
- Redevelopment Priority Areas
- City Limits



Map Description

This map indicates how the City of Anderson or community development corporations should prioritize housing rehabilitation and demolition in and around the redevelopment priority areas.

Logos for Anderson The Electric City, Clemson University, and a.LINE.ments (Anderson's Local Initiative Network for Economic Development) are displayed in the bottom right corner.

HOMEOWNER CENTER: CASE STUDY EXAMPLE

CENTER FOR HOMEOWNERSHIP,
WINSTON-SALEM, NC

About the Center

The Center for homeownership is a full service agency dedicated to turning dreams of homeownership into reality. The center guides potential homeowners through the homeownership process and provides education, information on financing options, community housing programs and homes that are available. It works with clients to overcome obstacles to homeownership and to ease the transition from renting to owning a home.

The center is a place where both potential homeowners and businesses can access services under one roof.

Their Goal

The center works with local nonprofit agencies, city and county government, local lenders, real estate agencies, insurance providers and others to offer this service. By working with our partners, we hope to boost the home ownership rate in the Winston-Salem/Forsyth County area.

They offer the following services:

- Pre-purchase analyses
- Homebuyer Education Workshops
- Lender Referrals
- Realtor Referrals
- Credit Report Review and Analyses
- Credit Building
- Budgeting Assistance
- Seminars and Workshops
- Resource Center

toric District Design Guidelines should be followed.

Housing Demolition

The APD Team used the dilapidated parcels to indicate where housing rehabilitation and demolition should be a priority. High Priority properties are those within the model blocks, Medium Priority properties are those in the revitalization areas. Low Priority properties are those properties within close proximity to city owned property---i.e., parks, municipal buildings, or other city owned residential parcels (**See Map 8**).

Homeowner's Assistance Center

Home ownership is a financial goal for most families. It is one of the largest purchases a family can make. It is also one of the most important financial assets they can obtain. Finally, it is said to be the fulfillment of the "American Dream." Home Ownership Centers are dedicated to helping families achieve that dream. They provide families with a single source to:

- Learn about the home buying process
- Resolve problems that prevent home ownership
- Make contact with community professionals who will assist them
- Maintain and enhance the home owning experience

Homeownership Center are designed to move families their current position to being ready to purchase a home. Families should be able to receive homebuyer education classes based on approved materials, acquiring the knowledge that will give them the confidence needed to go through the home buying process and become homeowners. These Centers partner with community professionals such as loan officers, realtors, insurance agents, title companies, and home inspectors to make use themselves available to assist potential homebuyers. The Homeownership Center Program could provide homeownership counseling and education to low-to-moderate income families.

The goal of the Homeownership Center Program is to provide the targeted neighborhood families and individuals with the skills and solutions necessary to elevate them beyond their current socioeconomic status and to ensure long-term financial stability. The City of Anderson, or a designated agency would provide counseling and education services that focus on long-term wealth building. For many families, homeownership seems unattainable due to the other financial pressures they may be experiencing. While the defined outcome of services is to increase the number of homeowners in the targeted neighborhoods, the program will highlight long-term financial stability and the value of wealth building to ensure the sustainability of program participants. The financial literacy/wealth building focus distributes the steps to homeownership into measurable tasks that program participants can achieve but also realize an immediate benefit.

The long-term impact of the wealth building focus will be a reduction in the number of foreclosures and an increase in homeownership sustainability in the Focus Area Neighborhood.

Code Enforcement

Many citizens take great pride in keeping their homes and surrounding property attractive. Unfortunately, everyone does not feel this same pride, and sometimes, let their property become rundown. One unsightly home can destroy the look of the rest of an otherwise well-maintained neighborhood. To protect the health and safety of the community, the City's Housing & Code Enforcement Division should strictly enforce housing



code violations in the Focus Area Neighborhoods. Since housing code enforcement is driven by complaints, local residents can help public officials by registering complaints and requesting inspections. The Neighborhood Profile provides a map of occupied properties in the community that appear to be in poor, deteriorated, or dilapidated condition. This information could be used to help determine the exact locations of homes that may have code violations. It is important to initiate the code enforcement program in conjunction with opportunities to improve the condition of their property.

Neighborhood-Scale Clean-Up Fix-Up Program

To provide residents the opportunity to clean up their properties and rid them of code violations, the City's Housing & Code Division should collaborate with neighborhood organizations to begin a new code enforcement strategy. The City can set up a semi-annual clean up day for the Focus Area Neighborhoods. For instance, in January and July, the City could collaborate with neighborhood organizations along with non-profit organizations, youth programs, and churches, to assist homeowners and renters to remove debris and code violations from their lawns. This would be a chance for broken down vehicles to be removed from yards and appliances and trash to be removed from front porches. Non-profit, church, and youth volunteers can assist the elderly with lawn maintenance and minor housing repairs. Sanitation and street sweepers would then have the ability to come through and remove debris, trash, and dirt from the roads. Residents should be informed that Building & Codes will be inspecting the neighborhood the following week and citing for code violations. The Neighborhood-Scale Clean-Up Fix-Up Program would provide a strong incentive for property owners to become compliant with existing municipal codes.

Abandoned Property Registration/Maintenance Ordinance

Many cities throughout the United States are impacted by vast amounts of vacant and unmaintained properties, especially older, industrial cities. In an effort to address the maintenance of these properties, some cities now require property owners to register with Building and Codes when their properties become vacant. In some cases, the banks or lenders become the owners of foreclosed properties, and they are also required to register foreclosed properties with Building and Codes. In both cases, the property owner must indicate to the city how the property will be maintained for the duration of its vacancy. In the City of Chula Vista, CA, the City not only requires lenders of abandoned properties to secure the property against vandalism and deterioration, they are required to hire a local property management/maintenance company to maintain it, and post the company's name and contact number on registration. By having such properties on record, the City of Anderson will be able to track the condition of a property, making it easier to track down and enforce codes with the property owner. If the City identifies vacant and unmaintained properties that are not registered, either through complaints or by utilizing the Building Conditions Map to determine poor to dilapidated homes, the City has the right to fine the property owner not only violating municipal codes but also for not registering the property with the City. Depending on the amount of the fine the City may have the ability to fund an additional Building & Codes employee to enforce the program.

Nuisance Hotline

The City of Anderson currently relies upon citizen complaints to address code violations, but there is not a formal grievance process for residents to file complaints with the city besides tying up the main office phone lines. The City should create a hotline that specifically records code violations. This hotline should be avidly advertised through the newspaper, church bulletins, and neighborhood organizations among many others to ensure that residents are aware of how to file a complaint.

LAND ACQUISITION STRATEGIES



Former home on Johnson Street with multiple code violations. Source: City of Anderson

Abandoned Property Registration/Maintenance Ordinance Case Study Example

Chula Vista, CA

“Chula Vista drafted and passed an Abandoned Property Registration/Maintenance Ordinance which requires lenders to act on the —Abandonment and Waste Clause within their mortgage contract. Simply stated, this clause gives lenders the authority to enter onto vacant abandoned property in which they hold a beneficial interest and secure and maintain the property against vandalism and deterioration. Although most lenders agree this clause provides them the right to maintain the property, they state it does not provide an obligation to do so. This ordinance makes acting on the clause a requirement. It also requires that the lenders register the property with the City (and pay a \$70.00 fee), hire a local property management/ maintenance company to maintain it, and post their name and contact number on it. There are significant fines for non-compliance. There are similar ordinances in other jurisdictions that make reference to the —owner of the property, but such a reference does not allow the jurisdiction to hold the lender responsible until after the foreclosure is complete.”

Source: US Conference of Mayors. 2008.

Land Assembly

One of the biggest challenges to overcome during the redevelopment process is how to address vacant, foreclosed, and abandoned properties. Such properties impact the values of adjacent properties and influence additional disinvestment and blight. Often times, these properties remain under utilized due to a variety of factors, including a weak housing market, complications with titles, and high redevelopment costs. One successful strategy to combat the impact of such properties is the development of a land bank. These entities systematically acquire, manage, and transfer ownership of vacant, foreclosed, and abandoned properties. Land banks exist in a variety of organizational structures, including local governments, redevelopment authorities, and affordable housing, non-profit organizations. Land banks facilitate the properties' productive reuse through sales and transfers to city agencies, community development corporations, private developers, and adjacent property owners.

If a state has enabling legislation to allow local governments to create a land bank, the local government often has the authority to expedite the purchase of tax foreclosed properties and blighted properties with title problems. Because enabling legislation has not been established in South Carolina, land banks can only be established through non-profit organizations. While such organizations do not have the same level of power to expedite the acquisition of at-risk properties, they still have the ability to assemble and consolidate vacant, foreclosed, and abandoned properties. The City of Anderson should help facilitate the development of a land bank within an existing or new non-profit organization.

Land Acquisition

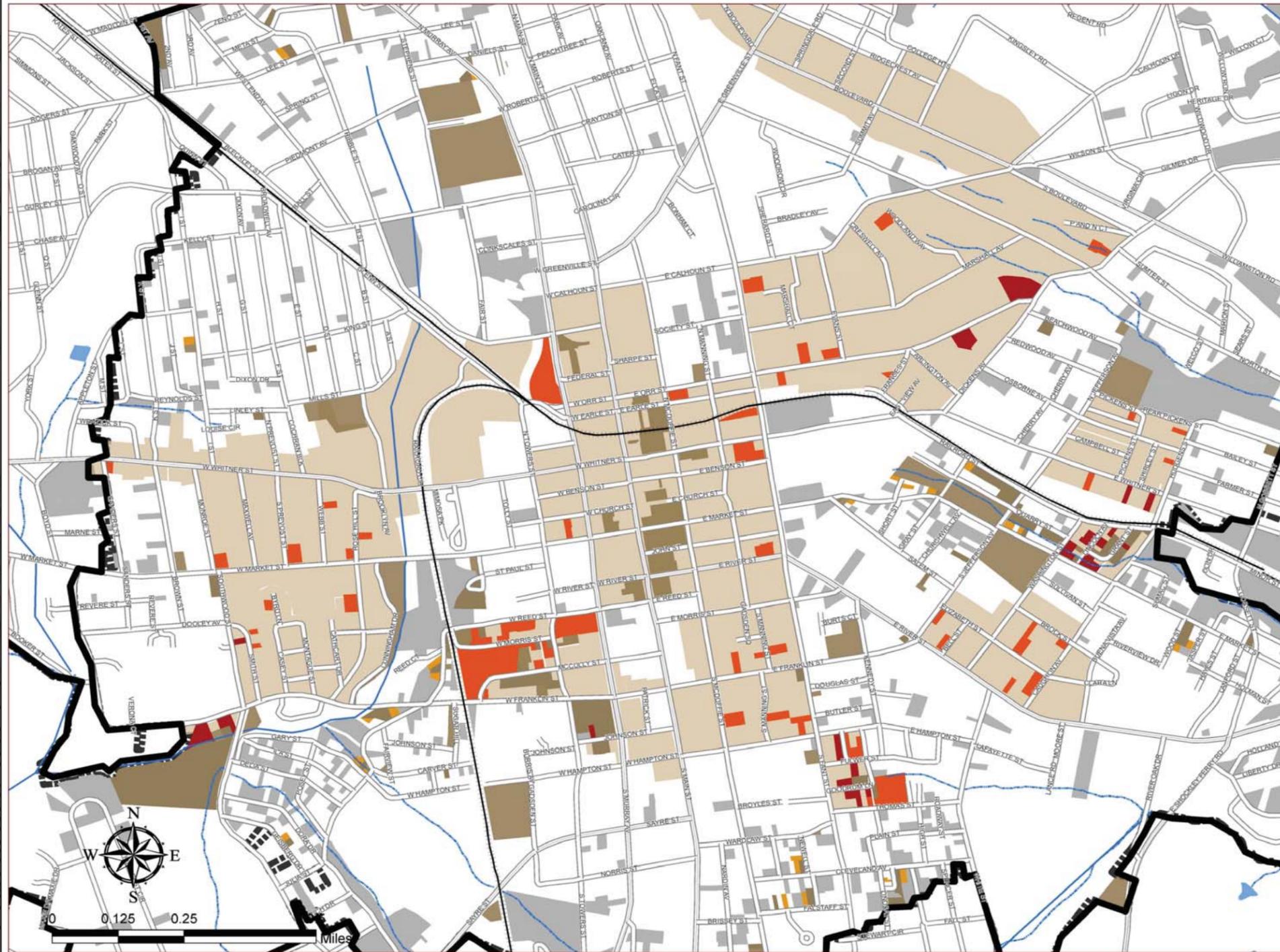
Acquiring land is the foundation of a land bank, but it must be done in a strategic manner to have the most far-reaching effects. In order to help facilitate the development of a land bank, the City of Anderson should determine which undeveloped properties are most important to acquire for redevelopment. **Map 9** indicates the location of vacant property that is located within the revitalization areas and provides a generalized picture of how land acquisition should be prioritized. The highest priority properties are those within model block boundaries, which are short-term redevelopment areas that infill housing and rehabilitation should occur to spur development throughout the neighborhoods. The medium priority properties are vacant parcels within the revitalization areas, and the low priority properties are vacant parcels in close proximity of city-owned property. While this map provides a general idea of how land should be acquired, the purchase of land may be based off of affordability, the location of designated model blocks and future development, the ease of acquisition, or a combination of factors. Regardless, the City of Anderson and partnering non-profit or housing organizations should approach land acquisition in a systematic manner, purchasing land to coincide with the project prioritization checklist in the Implementation portion of this plan. Otherwise, land may be acquired in a scattered manner that will not be marketable in the near future.

The City of Anderson, and one of its non-profit housing organization(s), should consider starting and managing a land bank. This document serves as a guide by identifying neighborhood gateways, model blocks, urban design enhancements, and commercial centers where land banking should be prioritized. Within these areas, the location of vacant land, foreclosed properties, and properties that have consistently received code violations should be identified. While vacant land is identified in the Housing section of the Community Profile, determining the location of foreclosed properties and code violations will require a strong relationship with city agencies, including housing, code enforcement, and planning departments. By purchasing and maintaining these properties, the City and partnering non-profit organization will have the ability to stabilize the FAN through the control of property that creates blight.

LAND ASSEMBLY PRIORITY		
Priority	Parcels	Market Value
High	36	\$279,560
Medium	83	\$1,354,150
Low	32	\$155,930
Totals	151	\$1,789,640



The City of Anderson Neighborhood Revitalization Implementation Plan



Land Assembly Opportunities

Legend

Land Acquisition Priority

- High Priority
- Medium Priority
- Low Priority
- Vacant Land
- City Property
- Redevelopment Priority Areas
- City Limits

CONTEXT VIEW



Map Description

This map indicates how the City of Anderson or a land bank should prioritize the acquisition of vacant land, especially in relationship to redevelopment priority areas and existing city-owned property.



LAND BANKING AND LAND ASSEMBLY CASE STUDY EXAMPLE

CUYAHOGA COUNTY LAND BANK, Cleveland Ohio

Formally launched by the county in April, the new, nonprofit land bank is the first of its kind in Ohio. It could soon turn Cleveland into the nation's biggest urban laboratory on how a declining industrial city with a comatose real estate market can downsize gracefully -- and prepare to rebound in the future. The impact on the city as a whole could be far greater than individual projects. In 2002, Alexander helped local officials create the first of the new, supercharged land banks in Genesee County, Mich., to improve the fortunes of long-declining Flint, Mich.

Revenue sources:

- \$8 million to \$10 million a year in penalties and interest on unpaid real estate taxes.
- \$4 million a year in proceeds from the sale of land-bank properties to qualified buyers.
- \$1 million this year in federal stimulus money, channeled through Cuyahoga County.
- Grants from foundations and other sources.
- Money from bonds issued against other revenue streams.

Properties will come from:

- Banks that own loan-servicing companies or real estate.
- Tax foreclosure.
- Federal agencies such as the Department of Housing and Urban Development.
- Government-sponsored enterprises such as Fannie Mae and Freddie Mac.
- Donations from individual property owners.

Activities will include:

- Mothballing or rehabbing houses and other buildings worth preserving.
- Demolishing properties not worth saving and clearing land for new development.
- Selling properties to qualified buyers.
- Holding and managing land for strategic assembly and economic development.
- Collaborating with cities on programs to create parks, urban gardens and farms, infill housing and other projects.
- Buying discounted mortgages from banks to help owners refinance at affordable levels.

Property Maintenance

One of the goals of land banks is typically to preserve or restore the character of existing neighborhoods. After acquiring a property, regular basic maintenance, including yard work and debris and trash removal, and proper boarding is essential to restoring its marketability. The cost for maintaining acquired land can be recovered once the property values have increased and the property is sold.

In some cases, the City or non-profit organization may purchase properties with structures in a deteriorated or dilapidated state, and it may be necessary to demolish these unsound structures. Demolition of blighted structures can not only positively change the appearance of a neighborhood, it has the potential to eradicate centers of crime and possibilities for arson. The non-profit organization and the Department of Building and Codes should establish a relationship to create a housing demolition strategy, which should be funded through general fund allocations.

Property Transfer

The success of a land bank relies upon its relationship with the neighborhoods it serves, the affordable housing community, and the business community. In many cases the land bank may acquire a property that is too small to accommodate a new infill home. It is recommended that "non-compliant parcel be conveyed to an adjacent home owner on conditions that the property will be maintained. Neighborhood groups may even be willing to purchase the land for community gardens.

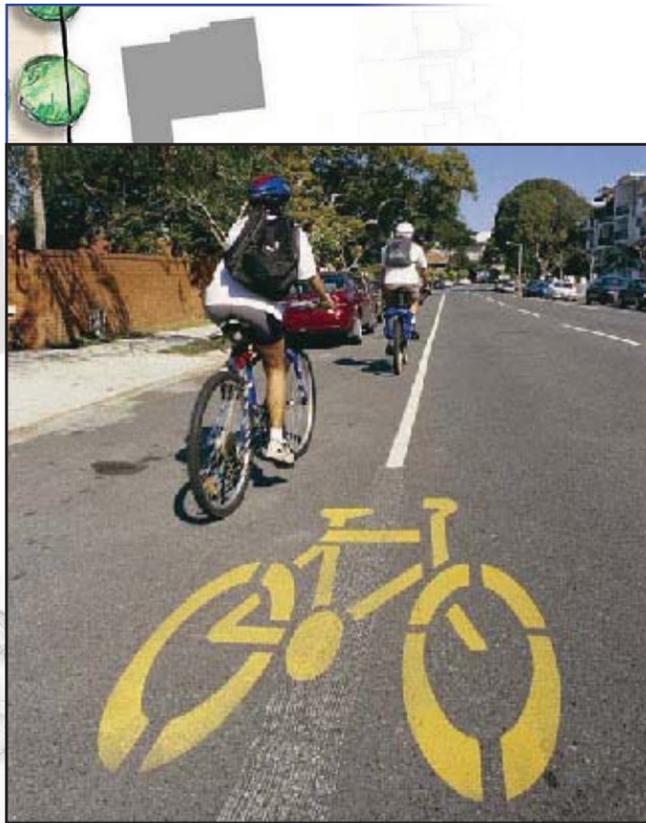
It is important to note that not all land purchased through a land bank will need to be re-developed in the short-term because the demand for housing or commercial use is often market driven. In some cases, the land bank should hold onto properties until they have the chance to assemble enough property to control land and building to attract qualified developers. Larger assemblages of land reduce development costs in time and money. In order to guide the redevelopment process, model development block sites have been determined for the Focus Area Neighborhoods. The City and developers should prioritize the rehabilitation of the existing housing stock and build new infill housing that will be attractive to families interested in moving into FAN.

TRANSPORTATION & INFRASTRUCTURE IMPROVEMENTS

Roads

- Improve the grade at Jefferson street
- Add crosswalks at intersections
- Install bike lanes
- Maintain sidewalks





Many sidewalks have over grown grass and/or trees that have not been trimmed. Public works should focus on restoring the existing infrastructure within the FAN.

Safe Routes to Schools

People across the nation are promoting “Safe Routes to School” initiatives. These initiatives encourage the placement of schools within a safe walking distance of their population. Anderson’s encouragement of walking to school could prove to be beneficial to this initiative. Development that occurs in close proximity to schools emphasize the importance of education to a community. This type of development increases the visibility of schoolchildren and school facilities. It reduces the need for buses and school related traffic, which in turn has positive environmental benefits. It also encourages the development of a sense of community. The City of Anderson and Anderson County should investigate grants and funding programs to support this initiative.

Sidewalk Ordinance

The development of a more stringent sidewalk ordinance is suggested for the FAN in order to promote connectivity, healthy living, and pedestrian safety. Such an ordinance is especially important because many residents within the FAN do not own or have access to a personal vehicle. All new planned developments should require the installation of sidewalks according to their land uses. It is recommended that all sidewalks be a minimum of four feet wide in residential areas. The City should reserve the right to require up to eight-foot sidewalks along commercial, industrial, and multi-family areas due to anticipated pedestrian and vehicular traffic. The City should also reserve the right to require a 3 to 5 foot planting strip that will serve as a buffer between the sidewalk and the curb. This will protect pedestrians from vehicular traffic and provide aesthetically pleasing streetscapes. Along some corridors, this will require the extension of the street’s right-of-way.

Pedestrian Trails and Greenways

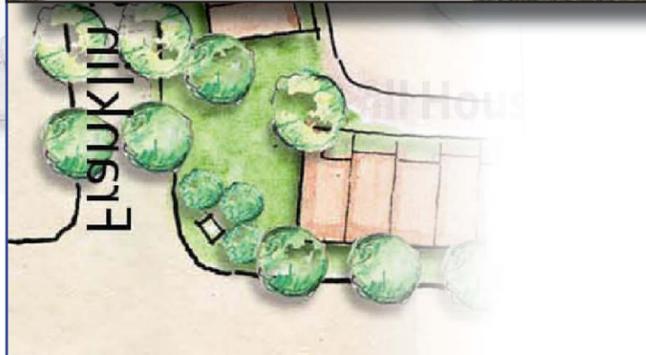
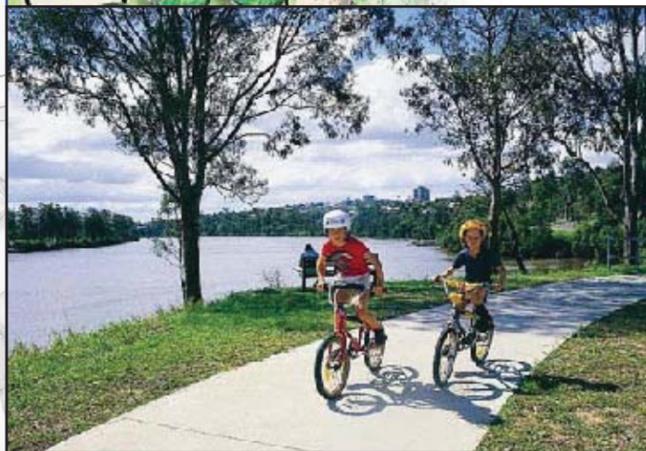
Development should be in accordance to the Recreation Master Plan. However, it should add street based trails on all of East and West Whitner Streets, Fant Street, and River Street. This would support our corridor connections between adjoining neighborhoods and the Downtown

Electric City Transit

Covered stops should be installed at major pick up sites. Currently, there are no covered stops for the elderly, mothers, and children to wait for the bus and be safe from the rain. The Rotary Club is donating 10 covered stops and the City is installing four. However, they need direction concerning the best locations to install these stops. It is highly recommended that these stops include a laminated map of Electric City’s routes. Currently, Electric City functions as a flag system. If you flag down the driver on their route, they will stop and pick you up. This is not conducive to new ridership. Not having maps available also deters new ridership because you do not know where the bus is taking you or when you will arrive.

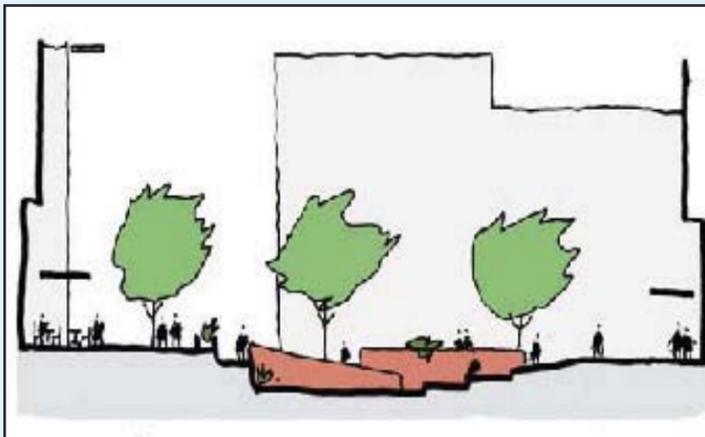
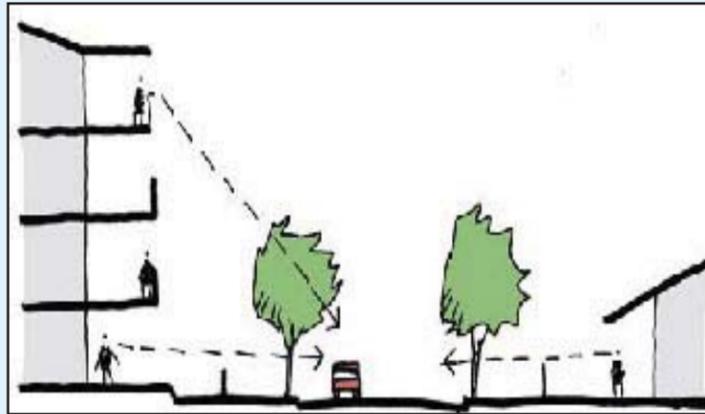
Stormwater Recommendations

In many places throughout the City of Anderson, streambeds have been channelized to control flooding. While this protects properties adjacent to these streams, stormwater does not have the ability to filter out pollutants in the same capacity that it would if it were in a natural streambed. In an effort to decrease non-point source pollution, the city of Anderson is taking on some extensive stormwater projects. Current projects that will affect the FAN include the day lighting of the Orr Street drainage basin and the replacement of deteriorated drainage piping off Goodrum Street near Greely Park. As the City continues to improve stormwater, it should consider



CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is the proper design and effective use of the built environment which may lead to a reduction in the fear and incidence of crime, and an improvement of the quality of life.” - National Crime Prevention Institute



Source: Queensland

<http://www.cops.usdoj.gov/files/ric/Publications/e0807391.pdf>

restoring the natural drainage system that has been channelized. The former Anderson Mill site serves as a prime location to improve stormwater flows and provide the community access to nature. Not only would it be better for the environment, it provide an aesthetically pleasing atmosphere along the proposed greenways that are designed to follow these drainage areas. Additionally, as parks develop adjacent to these flumes, the city should consider the installation of pedestrian bridges. This will provide residents with access to available parks.

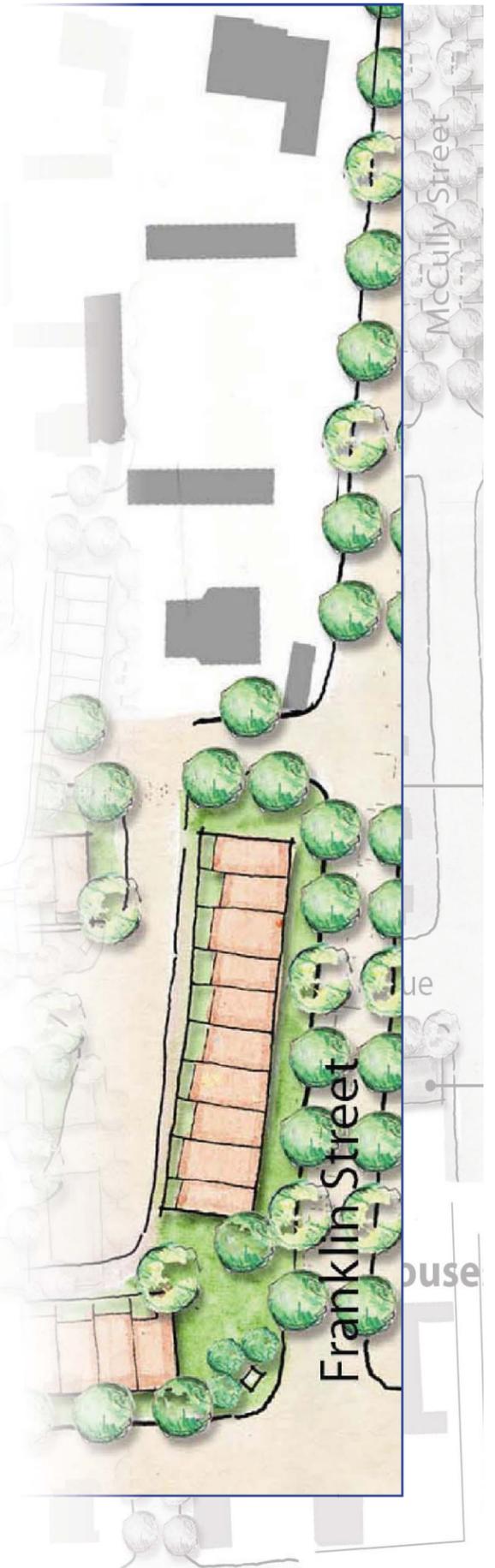
PUBLIC SAFETY RECOMMENDATIONS

Crime Prevention Through Environmental Design

Crime prevention through environmental design (CPTED) is a method to reduce criminal activity and promote safety without community policing. CPTED addresses environmental design conditions that make criminal behavior more easy to follow through with, such as poorly lit sidewalks, alleys, paths, and parking lots. CPTED also addresses natural barriers that exist within a neighborhood that serve as hiding spots for lurking criminals, such as unkempt or tall hedges, tall exterior walls and fences. Additionally, CPTED encourages development to face open space, including streets, parks, and plazas.

This approach takes into consideration environmental conditions. It also considers and the opportunities they offer for crime or other unintended and undesirable behaviors. CPTED attempts to reduce or eliminate crime by using elements of the environment to (1) control access; (2) provide opportunities to see and be seen; and (3) define ownership and encourage the maintenance of territory.

- 1. Control access by creating both real and perceptual barriers to entry and movement.** The environment must offer clues about who belongs in a place, when they are supposed to be there, where they are allowed to be while they are there, what they should be doing, and how long they should stay. Users/guardians can also serve as access control if they pay attention to people and activities and report unwanted behaviors to the appropriate authorities. Examples: fences, tree lines, hedges, or berms define the boundaries of a site, sidewalks, paths, and gardens guide movement through a site gates and doors limit points of entry to a site or building signs direct movement, provide information, define appropriate activities and schedules, and identify intended users.
- 2. Take advantage of design to provide opportunities to see and be seen.** This includes opportunities to see from adjacent properties or the site perimeter onto the site, and possibly to see parking areas and buildings; opportunities to see from one part of the site to another; and opportunities to see parking, walkways, and other areas of the site from various locations inside the building. These design elements need to be supported by potential observers (they actually need to look for and then report unusual behavior), and by policies and procedures, for example, related to landscape maintenance. Examples: lighting improves the ability to observe activity and identify individual windows, afford views from inside to outside and outside to inside building location and orientation can create or remove views proper selection of trees, shrubs, and other plant species, combined with regular maintenance, can minimize the conflict between lighting and landscaping and ensure that views on, off and around the site are preserved over the long-term furniture arrangements, window treatments and other interior design elements can support observation and encourage guardianship, design features may be supported by physical security, CCTV, or guards when circumstances require them.



3. Use design to define ownership and encourage maintenance of territories. As mentioned previously, the design should provide clues about who belongs in a place and what they are allowed to do. Administrative support in the form of rules and regulations about use and maintenance can be critical to the success of various design applications. Examples: fences, hedges, tree lines, or planter boxes separate spaces changes in elevation or variations in paving or flooring materials define transitions from public to private spaces gardens, artwork, and furniture individualize spaces and show that someone cares and is paying attention signs establish ownership and any limits on use buildings, yards, gardens, sidewalks, and other features are well maintained, clean and in working order, which is a sign of guardianship design features may be supported by locks, alarm systems, CCTV, guards, or other security measures in some situations. Note that while CPTED is a crime prevention program, it focuses on design, not safety, and on productive use, not security. Design features are “supported” by locks, guards, and alarms. Target hardening and security measures are not the primary means for improvement. Note, too, that although CPTED is frequently considered the responsibility of police, many of the tools and techniques are things that fall outside the purview of policing. This is why CPTED is a team effort, one that officers participate in but do not necessarily control.

Cops On The Block

Homeowner Assistance

In order to instill a better sense of safety within the redevelopment areas, local police, fire, and other emergency officials should be encouraged to purchase homes within the Focus Area Neighborhoods. Down payment assistance and other applicable discounts for City and County emergency officials would provide a strong financial incentive for those to move to the Focus Area Neighborhoods. Similar to HUD’s Police Officer Next Door Program, this program would allow the purchase of rehabilitated and new infill housing. In order to support this initiative, the City Housing and Community Services Office should collaborate with local community development corporations in order to maintain a list of eligible homes for purchase within the FAN The City should encourage rehabilitated and infill housing to be purchased by individuals with a mixture of income ranges.

Street Worker Program

Because drug use and gangs are prevalent in parts of the FAN and related crimes often occur on the streets, the development of a “Street Worker Program” could help reduce crime on a short-term and long-term basis. This program would be aimed at reducing future gang activity through street-level intervention and outreach services to youth and young adults that are involved or at risk of becoming involved in gang activities or violent crime. The street worker is charged to connect the young people who do not use traditional assistance sources, such as recreational facilities or other youth-serving agencies, to needed services. In this type of program siblings of identified gang members and convicted criminals are sought out to connect them with existing outreach services, after school programs, and youth organizations. A similar program exists in Durham, NC and involves partnerships between the police department, the recreation department, Boys and Girls Club, YMCA, and faith based organizations (USCOM, Best Practices in Community Policing, 2006). In order to implement this program, specialty police officers should be hired with expertise in community outreach, and the outreach partnerships should fully be established before commencing this level of community intervention.

Sex Offender Regulatory Enforcement

In June of 2008, South Carolina Governor Sanford signed the Brady Bill, which makes it illegal for a sex offender to live within 1,000 feet of school, daycare, church, or playground. Although this bill was recently passed, there are 52 sex offenders in and around the City of Anderson that live within 1,000 feet of PreK-12 schools, churches,

**COPS ON THE BLOCK:
CASE STUDY EXAMPLE**

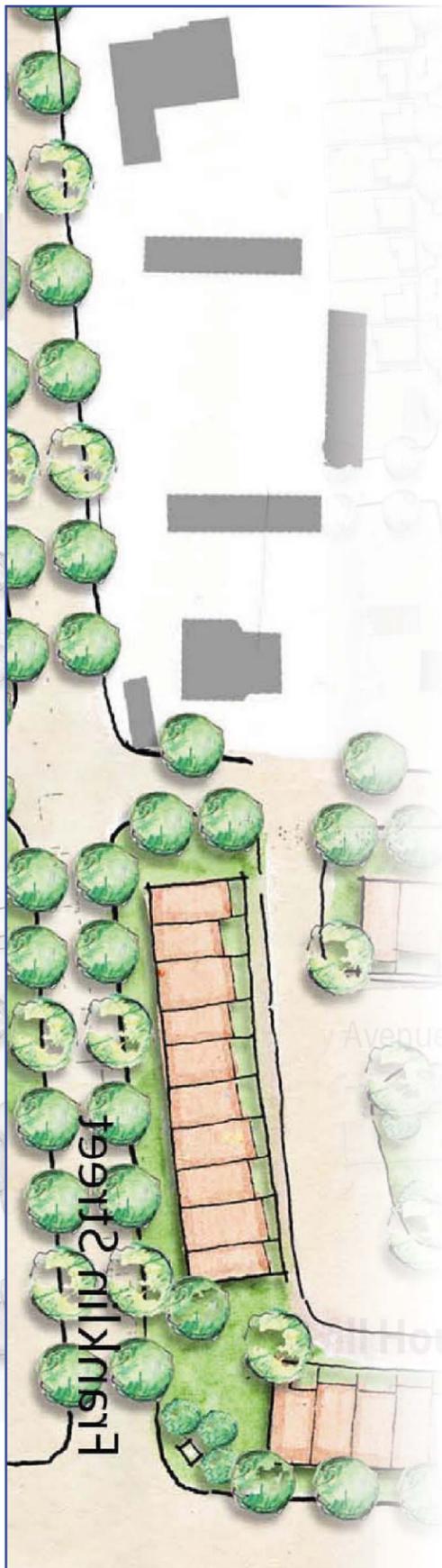
Oakland, CA
Senate Bill 257, the Put a Cop on the Block bill, initiates a pilot program, which allows redevelopment agencies to provide down payments to police officers who buy houses in redevelopment project areas. To be eligible, an officer must have a low or moderate income. The legal definition of moderate income is up to 120% of the countywide median income. Many beginning police officers meet this income test. In Oakland in 1996/97, for example, a new officer made about 115% of the Alameda County median income. SB 257 allows a redevelopment agency to provide an income-qualified officer with up to 20% of the home’s purchase price. The down payment may be either a grant or a loan.

If the officer moves or leaves the Department within ten years, the officer must repay a prorated share of the down payment.

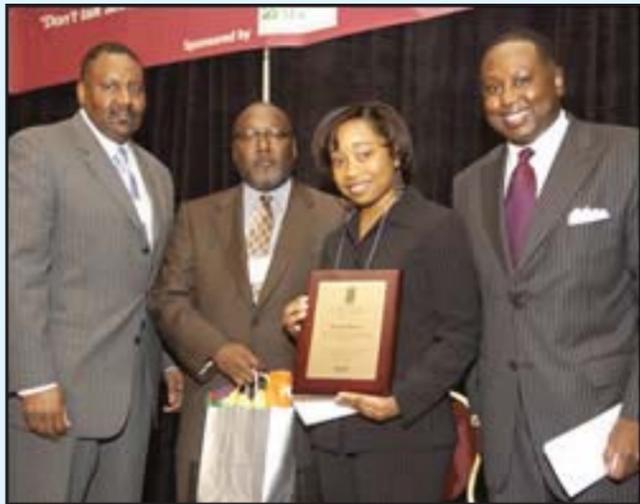
**JUNIOR CADET PROGRAM
CASE STUDY EXAMPLE**

Anaheim, CA
The junior cadet program in Anaheim targets children between the ages of 7 and 13. It is designed as a youth crime prevention and intervention program, and it is offered as an after school program at an area high school. The Junior Cadet program strives to develop self-esteem, confidence and leadership in every child through classroom activities and military type discipline. Problem students and parents are given the opportunity through contract agreements to attend the Junior Cadet program in lieu of other discipline, suspension or expulsion.

Source: US Conference of Mayors. 2006.



YOUTH INVOLVEMENT IN COMMUNITY DEVELOPMENT CASE STUDY EXAMPLES



Yorri Berry (with plaque) was one of four young people to receive a NeighborWorks youth award.

Teaching Civic Leadership Skills to Youths: Ohio-West Virginia YMCA's HI-Y Leadership Programs

The Ohio-West Virginia YMCA's leadership programs reach out to successful teens, to teens who need to turn their lives from failure to achievement, and to those in the middle that need to be challenged to reach their potential. Summer entrepreneurship and civic leadership residential camps prepare teens to offer strengthened leadership to their student groups, schools, and communities. School-year locally based HI-Y programs helps teens learn to work together to plan, refine, and carry out their community improvement initiatives. In statewide Youth in Government programs, teens learn to share and gain wider perspectives on how to renew community life back home. Key partnerships with the business community, state departments of education, adult civic groups, chambers of commerce, state development offices, local schools, and faith communities make this program a success.

and recreational facilities. As schools move out of the inner core of the City, it makes it easier for offenders to locate there. City and County police should find partners to help crackdown on these offenders.

Fire Hydrant Installation

Many areas throughout the city need additional fire hydrants including the Westside and parts of the Eastside in particular. Many streets within these communities do not have readily available access to a hydrant, which poses a threat to homes including historic properties. As waterlines are being repaired or replaced, new hydrants should also be installed in these areas. Build America Bonds may be able to assist in the cost of waterline and fire hydrant installation.

LEADERSHIP DEVELOPMENT

Citizen Academy

The collaborative efforts of the Alphabet Streets Community Group, Eastside Concerned Citizens Neighborhood Group, Eastside Anderson Alliance, Reed Street Volunteers for Progress (RSVP), Sleepy Hollow Neighborhood Group, Southeast Anderson Community Task Force, Westside Community Coalition, and other community-based organizations within this community are critical to its success as a revitalized neighborhood. They are also extremely important to encouraging overall resident participation in community enhancement projects and neighborhood meetings.

Anderson residents have demonstrated a willingness to participate in activities designed to maintain and improve the community. Although this report is based on a small sample of active residents, the findings clearly illustrate that residents and organizations in the FAN are actively engaged in community improvement activities. Given the number and variety of organizations already working in the community, a great opportunity exists for collaboration among these groups. The number of residents with church affiliations might facilitate the collaboration of neighborhood associations and religious institutions.

Ultimately, the residents, community groups, and neighborhood associations have the same goal in mind: They want Anderson to become a safe, family-friendly community. This goal can be more readily achieved when residents work collaboratively, using their strengths and assets for community improvement. The goal can be strengthened when community groups and associations connect to address common community concerns and support each other's activities.

Young Community Leaders Program

New technology and quick gratification has caused it to be difficult convince the youth to participate in long-term projects such as community development. Many communities similar to Anderson are asking the question, "What will it take to keep young people invested in their communities?" Throughout the entire planning process residents have expressed their concern and desire to get the youth off of the streets and to help them be more instrumental in community development?"

There are many community development organizations and initiatives that are reaping the benefits of youth involvement in their work. The benefits that were cited included deeper engagement with the communities they serve, reenergized staff and volunteers, and unique insights that give their work greater impact.



The City should partner with organizations to support community leaders and youth workers in community building, redevelopment, and sustainability projects. A model should be created to serve as an approach to community building, where youth and adults can come together as partners and examine community resources, develop a community vision, and take action to create meaningful change. As partnerships are developed, the City should develop tools and strategies for engaging youth and adults as partners in creating positive community change. These tools and community development work should be grounded in several principles:

- Building equal partnerships between youth and adults
- Examining assets, not deficits, of communities, groups, and individuals
- Exploring the full diversity of local resources
- Focusing on the root causes of community issues

DESIGN STRATEGIES

Design Strategies go hand-in-hand with the implementation of the Framework Plan. The design strategies include streetscape enhancements and model block



The City of Anderson
Neighborhood Revitalization Implementation Plan

DESIGN STRATEGIES



projects sites within the Focus Area Neighborhoods. The streetscape enhancements are recommended at identified gateway and node locations in each neighborhood. The proposed locations were identified as gateways because they currently act, or have the potential to act, as neighborhood entrances, citywide corridors, or activity centers. Model block project sites are short-term redevelopment or revitalization projects that will serve as catalyst projects and encourage overall improvement in the Focus Area Neighborhoods. Streetscape enhancements and model block projects are to be implemented in conjunction with the framework plan to revitalize Anderson's neighborhoods. Implementation of these strategies will strengthen connectivity between neighborhoods and enhance the existing neighborhood character and identity of the Focus Area Neighborhoods. The design strategies will help build capacity and pride in the Focus Area Neighborhoods; ultimately making them more resilient and able to withstand change.

STREETSCAPE ENHANCEMENTS

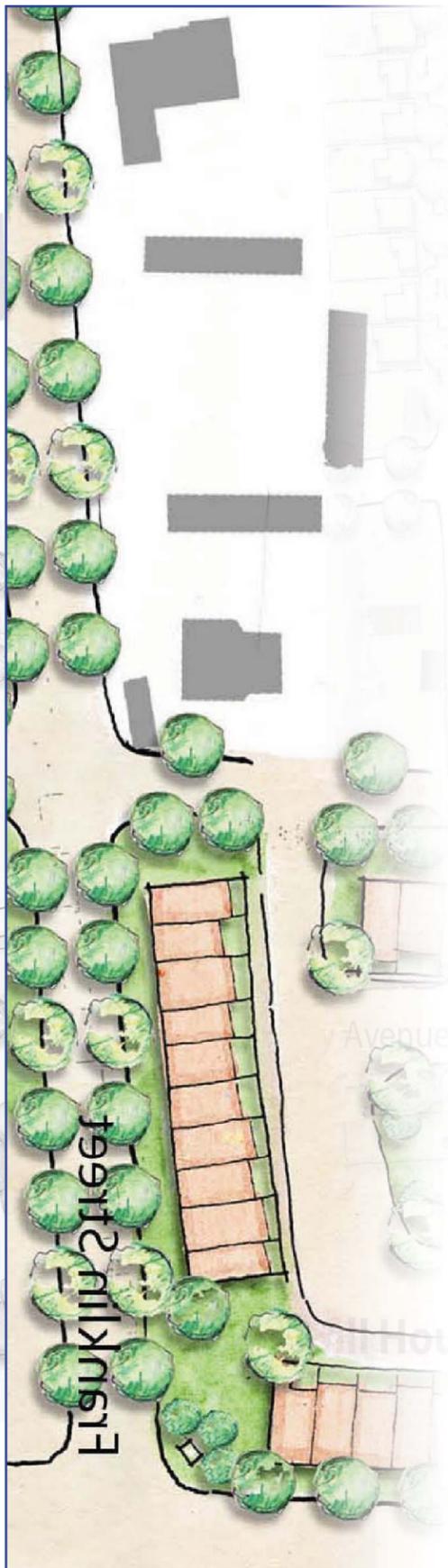
Gateways And Nodes

Currently, there is not any identifiable markers that announces the residents', stakeholders', and visitors' arrival into the Focus Area Neighborhoods. As part of the plan, we have identified gateway and node locations for streetscape enhancements (**See Map 10**). It is recommended that the development of the gateway locations become a project that is lead by the residents and various community organizations in each neighborhood in partnership with various city departments and non-profit organizations in Anderson. Additional partners could include developers and builders working in Anderson who could contribute labor and materials to develop the neighborhood gateway sites.

The APD Planning Team conducted several windshield surveys to determine issues and concerns related to vehicular and pedestrian circulation. As a result, several gateway locations were identified as focus areas for streetscape enhancements. The streetscape enhancements focus on improving the experience for all users on Anderson's roadways. Each proposed location should be aesthetically appealing and they should also be safe environments for both pedestrian and vehicular uses. National movements that focus on improving our roadways are characterized as "Green Streets" and "Complete Streets."

Green Streets

"Green Streets" give first priority to pedestrian circulation and open space over other transportation uses. Green streets use a variety of design and operational features to achieve this goal, which can include widening sidewalks, installing traffic-calming devices, and improving landscaping. When used in downtown areas, green streets can promote new economic activity in the area by creating an attractive and welcoming atmosphere for pedestrians. Some of the design principles for green streets include reducing speed limits to create a safer environment for pedestrians, including streetscape features that create pedestrian gathering places, having an awareness of and adapting to adjacent land uses, and following a unified design concept. The City of Anderson recognizes the benefits of green streets, it also realizes that it is not feasible to convert all roads in the City to green streets by the year 2020. However, the City will be able to make a significant impact on the green street projects by requiring that new roads be built according to green design standards. Green street development should be focused in new neighborhood areas, as well as, in and around Anderson's downtown. As streets near the city's center go through the aging process and need repairs or expansions, the City could take this opportunity to upgrade the roads to green street standards. Roads in and around the FAN should take first priority in being designed to green street standards. The standards are already being applied to some parts of the County.



Complete Streets

Complete streets are those designed to provide safe access for all users, not just vehicle traffic. Complete streets focus on accommodating pedestrians, bicyclists, motorists and bus riders of all ages and abilities. Instead of being built primarily for automobiles, complete streets include features such as frequent crosswalks with countdown timers and pavement change and elevation, wide shoulders, medians, and designated bus and bicycle lanes. Although funds for road improvements in Anderson County are limited, complete streets can be integrated when roads undergo repairs or expansions. Portions of Highways 24 and 76 will be converted into complete streets by 2020. Like green streets, the complete streets initiative will focus first on the most populated areas of Anderson County, in order to maximize the number of residents who will be served by those features.

In the focus area neighborhoods the gateway locations include (**See Map 10**):

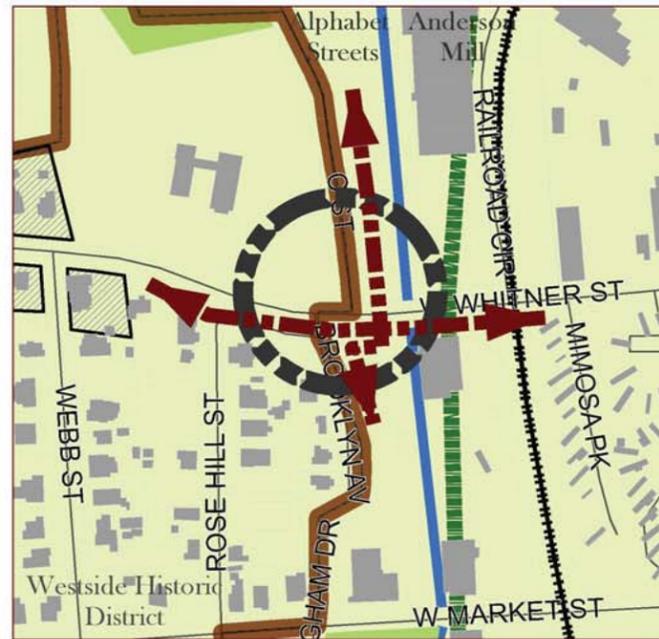
- West Whitner Street
- Southwood and Market
- Murray Avenue and Franklin Street
- Jefferson Avenue
- Franklin Street/Jefferson Avenue and River Street
- Dickens Avenue and East Whitner Street

Streetscape Elements should Include:

- Sidewalks at least 4'in width
- Planted medians in selected locations
- Pedestrian scale lighting for both safety and aesthetics
- Planting strips with trees to create a sense of enclosure on the road, slows traffic, and provides a buffer between pedestrians and vehicles
- Bike lanes in selected locations
- Transit shelters at selected bus stops along perimeter streets within the interior of the neighborhood
- Crosswalks



The City of Anderson Neighborhood Revitalization Implementation Plan



W. WHITNER



W. MARKET/SOUTHWOOD



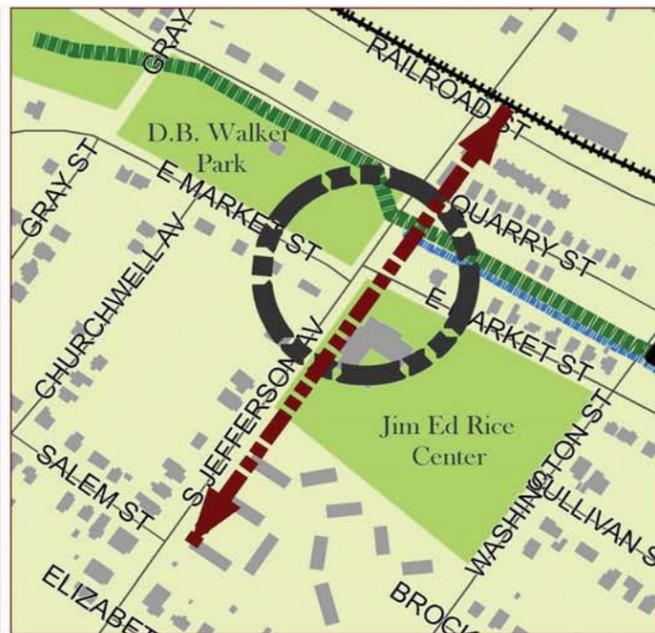
E. WHITNER/DICKENS



FRANKLIN/MURRAY



FRANKLIN/RIVER/JEFFERSON



JEFFERSON/RICE CENTER

NEIGHBORHOOD GATEWAYS AND NODES

Legend

-  Gateway
-  Gateway Corridor
-  Model Block
-  Historic Districts
-  Proposed Greenways
-  Parks



Map Description

This map indicates the location of major neighborhood gateways and activity nodes that exist within the City of Anderson.



WEST WHITNER STREET GATEWAY

The West Whitner Street Gateway includes the portion of West Whitner Street that runs through the Westside Historic District near C Street. This gateway is a heavily traveled corridor and is an entrance into downtown Anderson. The intersection of West Whitner Street and C Street is an entrance into the Anderson Mill site and the Alphabet Streets neighborhood.

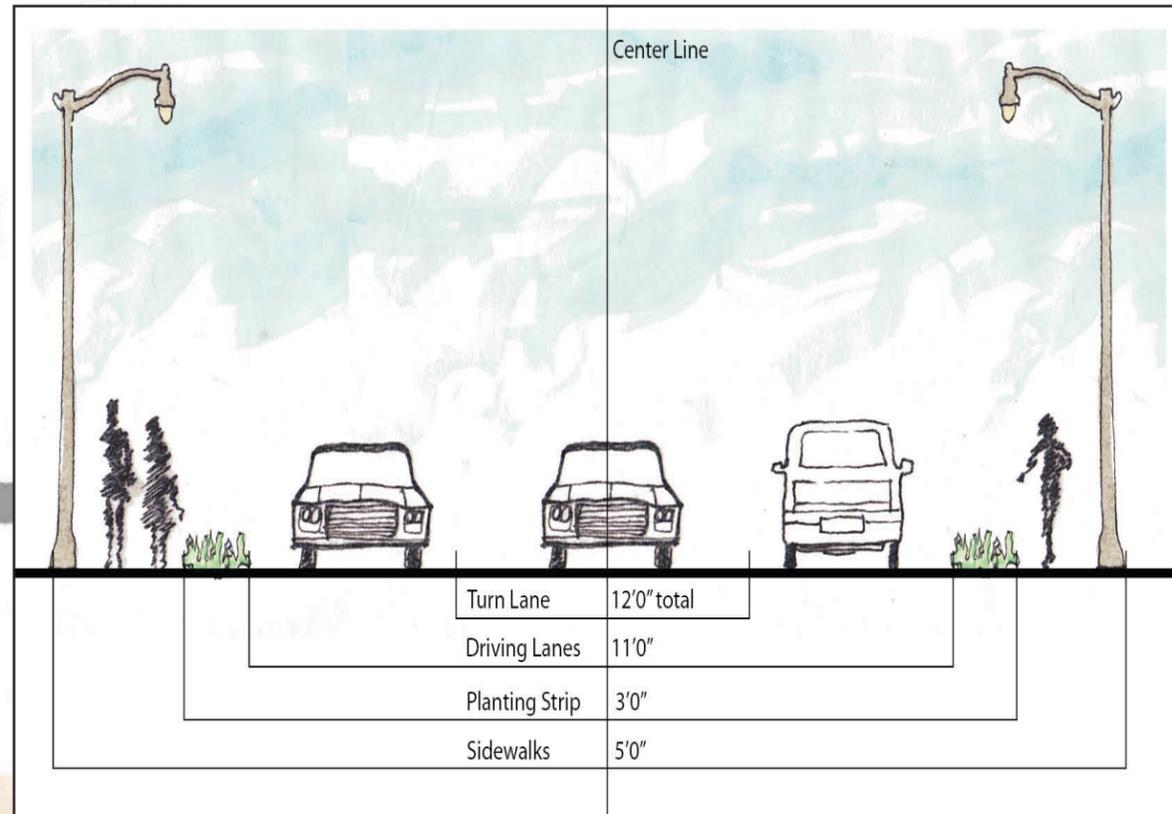
The existing conditions of West Whitner Street indicate a need to address maintenance issues such as exposed storm drains and overgrown brush by the historic district signage and overall beautification of the gateway through the use of streetscape enhancements. The concept for improving the West Whitner Street Gateway proposes the installation of planted medians of varying lengths in the turn lane between I Street and C Street. The medians are sited with consideration to the location of driveways, entrances, as well as drivers' need to make left turns onto roads that run perpendicular to West Whitner Street.

Plan view of planted medians on West Whitner Street

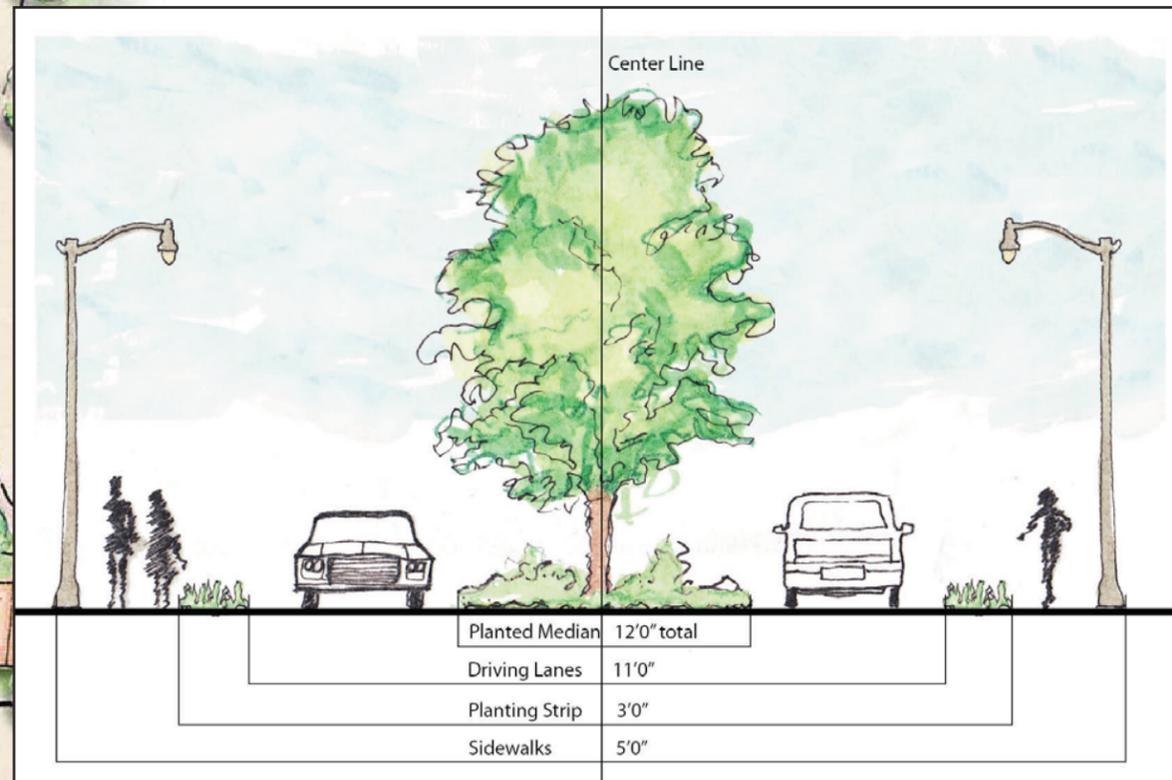




Concept 1



Concept 2



Proposed streetscape enhancements on West Whitner Street. **Image 1** (top) is similar to the existing layout of West Whitner Street with one travel lane in each direction separated by a turn lane, a planting strip that acts as a buffer between the sidewalk and the road, and period lighting at a pedestrian scale.

Image 2 (bottom) illustrates the proposed addition of planted medians along West Whitner. The medians are placed in the turn lane at identified locations, as shown in the plan view. Shade trees planted in the proposed medians will act as announcement for drivers that they are not only entering the Westside Historic District, but are also approaching downtown Anderson.

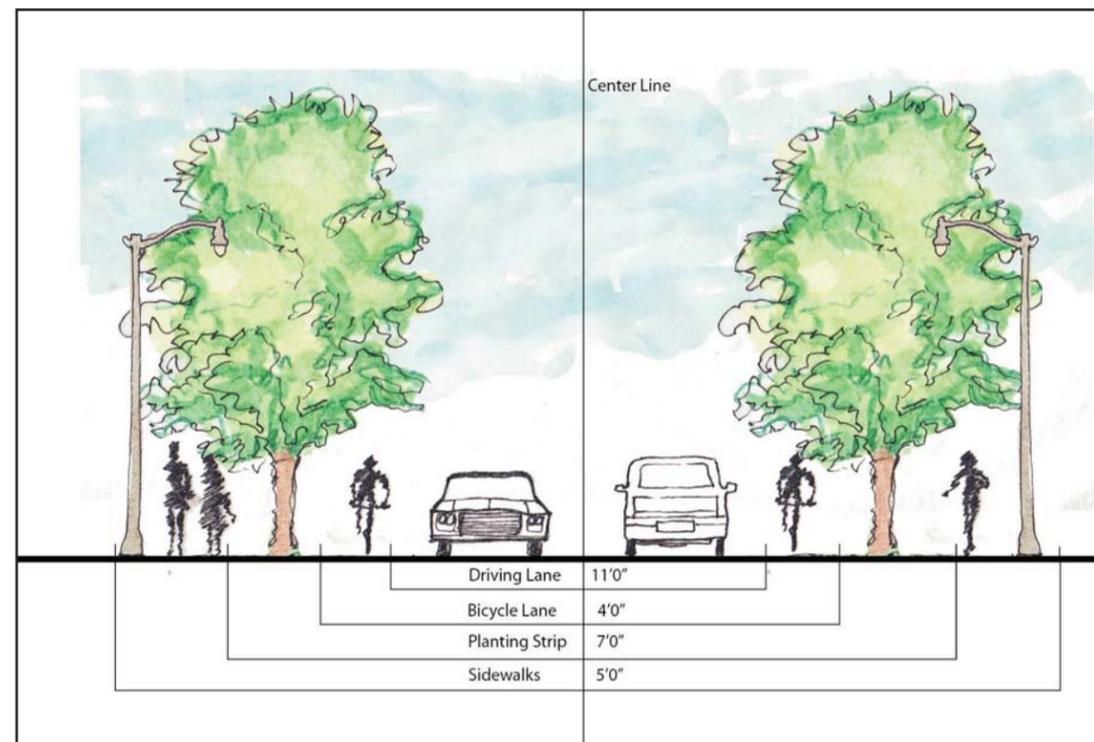
JEFFERSON AVENUE NEIGHBORHOOD NODE

The Jefferson Avenue neighborhood node is located in the middle of multiple community facilities on the eastside of Anderson. Jefferson Avenue is a thoroughfare that runs through the center of the east and west sides of Anderson. Jefferson Avenue provides access to several community resources. These resources include the Jim Ed Rice Center that supports We Stand for Kids, Senior Solutions, and a police substation, as well as D.B. Walker Park, the proposed Eastside Recreation Complex, Boys and Girls Club, the future greenway, and the proposed community garden at the Lincoln and Grant Streets model block site are all in close proximity to this location.

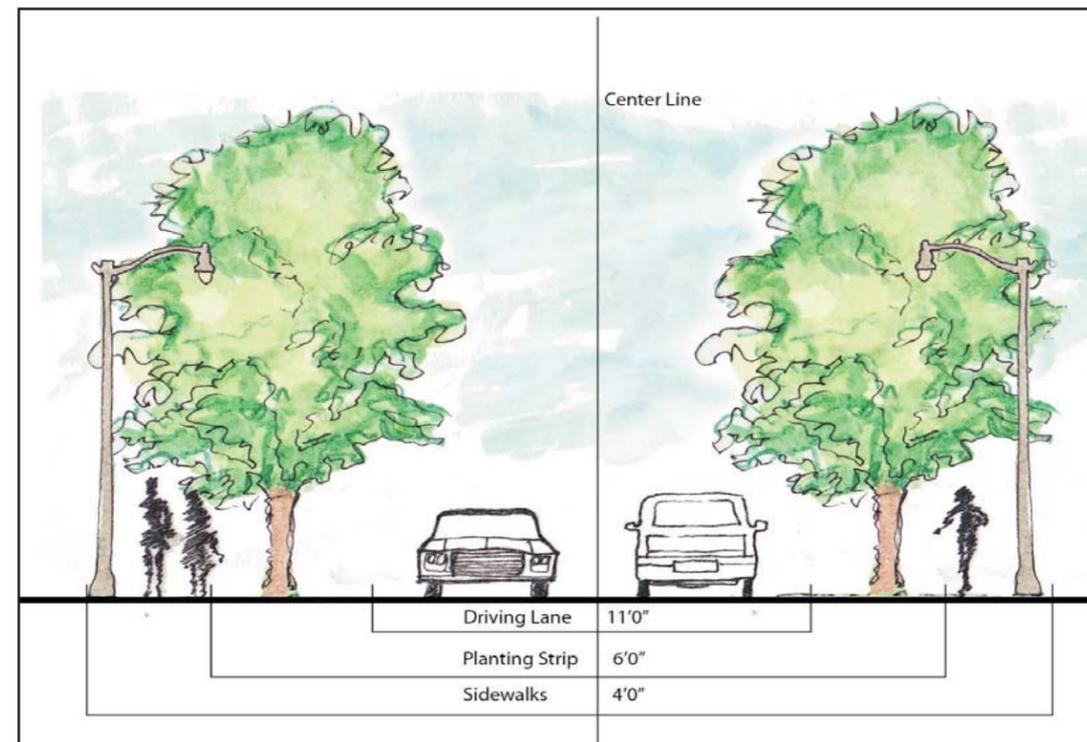
Streetscape concepts for the Jefferson Avenue neighborhood node focus on traffic calming measures that would provide visual cues to slow drivers and create a safer, more comfortable pedestrian environment for all age groups. Streetscape enhancements include the following elements: pedestrian scale lighting, bike paths (concept 1 only), crosswalks, planting strips with trees, and a covered transit stop.



Concept 1



Concept 2



MURRAY AVENUE AND FRANKLIN STREET GATEWAY

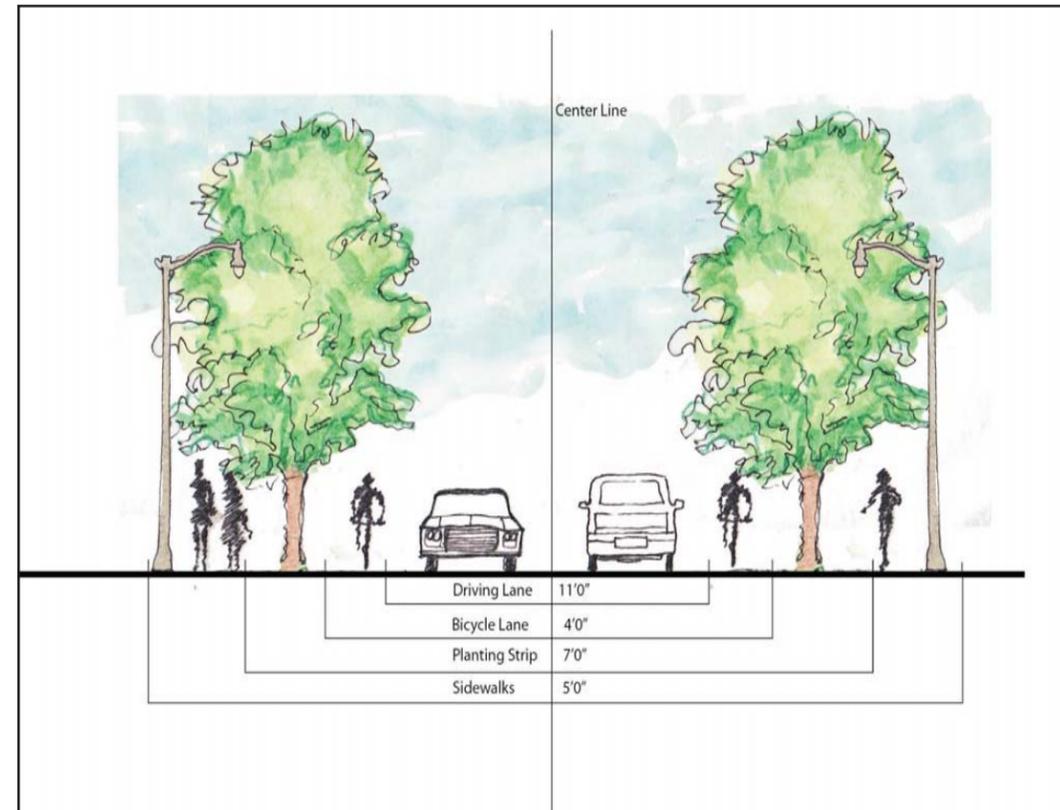
The intersection of Murray Avenue and Franklin Street is a gateway into the Westside community. Franklin Street is an important east/west corridor in Anderson that runs through two of the four focus area neighborhoods. Murray Avenue is a major north/south thoroughfare that runs parallel to Main Street. The existing conditions of this gateway intersection include close proximity to downtown Anderson, frontage on the heavily traveled Murray Avenue, commercial properties in deteriorated condition on three of the four corners of the intersection, and a vacant corner with proposed future residential uses. Implementing streetscape enhancements at this location provides a stronger link between the Westside community and Anderson's downtown district, creates a visual connection between the east and west side neighborhoods that are currently separated visually by Main Street, and supports the model block project site located at this intersection.

We are proposing two streetscape concepts for Murray Avenue and Franklin Street. The future use of the vacant lot on the southwestern side of the intersection will determine which option is best for the gateway. Streetscape enhancements in both concepts include the following elements: pedestrian scale lighting, bike paths, crosswalks, planting strips with trees.

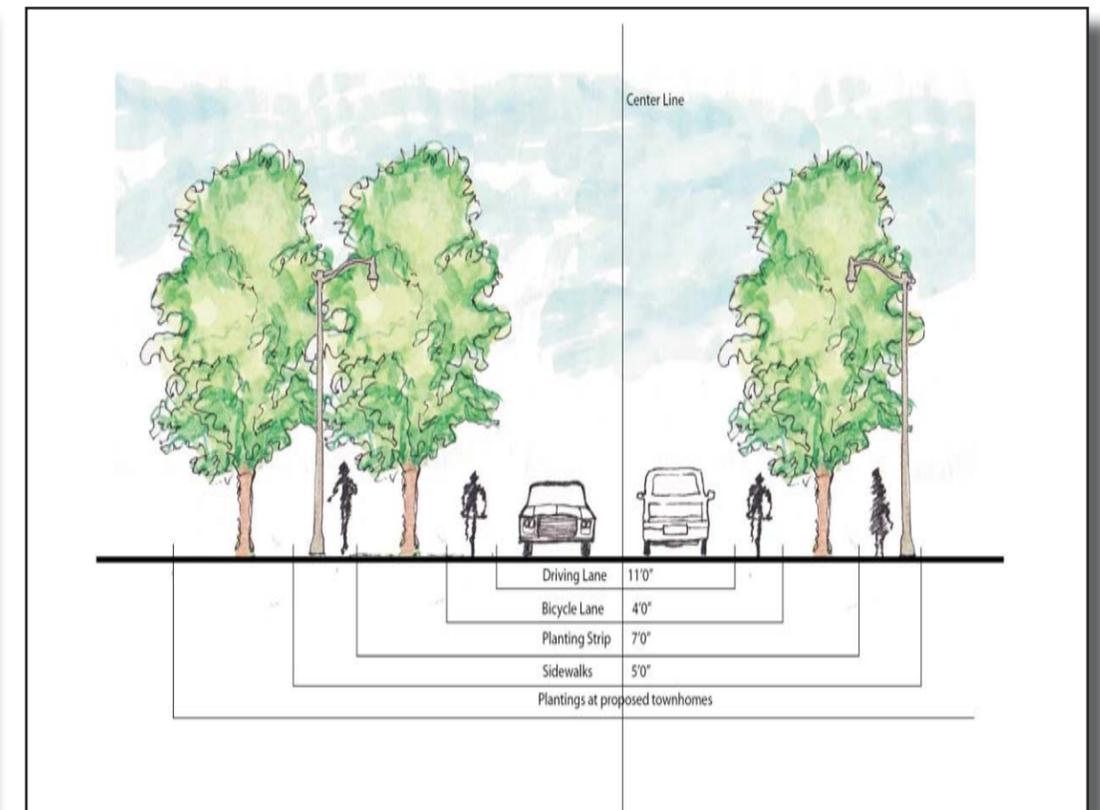
Existing Conditions at the intersections of Murray Avenue and Franklin Street



Concept 1



Concept 2



MODEL BLOCKS

The future land use proposed for FAN recommends a focus on residential housing as a tool for neighborhood revitalization. In order to address this focus, the housing strategy includes the identification of model development block sites and the creation of neighborhood character designs. These housing recommendations are based on information gathered during a windshield survey of existing building conditions in the FAN neighborhoods, general observations from site visits, and feedback from residents and community stakeholders.

The following potential model development block sites are areas that possess the greatest opportunity for residential development based on the following characteristics: current physical condition, vacancy, proximity to community amenities and commercial nodes, and the planning team's understanding of the current real estate market for the FAN neighborhoods. Model development block sites are catalyst residential development projects that can be completed in the short term. These sites introduce a high impact development statement and become models for housing in the neighborhoods they are located. In the long term, model development block sites assist in stabilizing the housing stock by encourage reinvestment in areas beyond the identified boundaries.

Locations for renovation of existing houses and construction of infill houses are identified in each model development block site. The renovation of existing structures and the design of infill houses respond to the existing neighborhood character in size and style and draw inspiration from architectural embellishments that can be found in the existing architecture of the FAN community.



MURRAY AVENUE & FRANKLIN STREET MODEL BLOCK

The Murray Avenue and Franklin Street model block is located on the southwest corner of that intersection, across from a small commercial strip on Franklin Avenue, a gas station/convenient store across Murray Avenue, and a used car lot diagonally across from the site. The Murray Avenue and Franklin Street site is owned by the City of Anderson and has recently been cleared in anticipation of future residential uses.

The proposed site plan for the Murray-Franklin site include the concept of future redevelopment of the four corners that make up the intersection of Murray Avenue and Franklin Street. The underlying development concept is for this intersection to become an extension of the downtown district over the long term. In the short term, the vacant land on the corner of Murray Avenue and Franklin Street is an opportunity to introduce a new housing model into the community and to begin transforming the overall appearance and identity of this gateway.

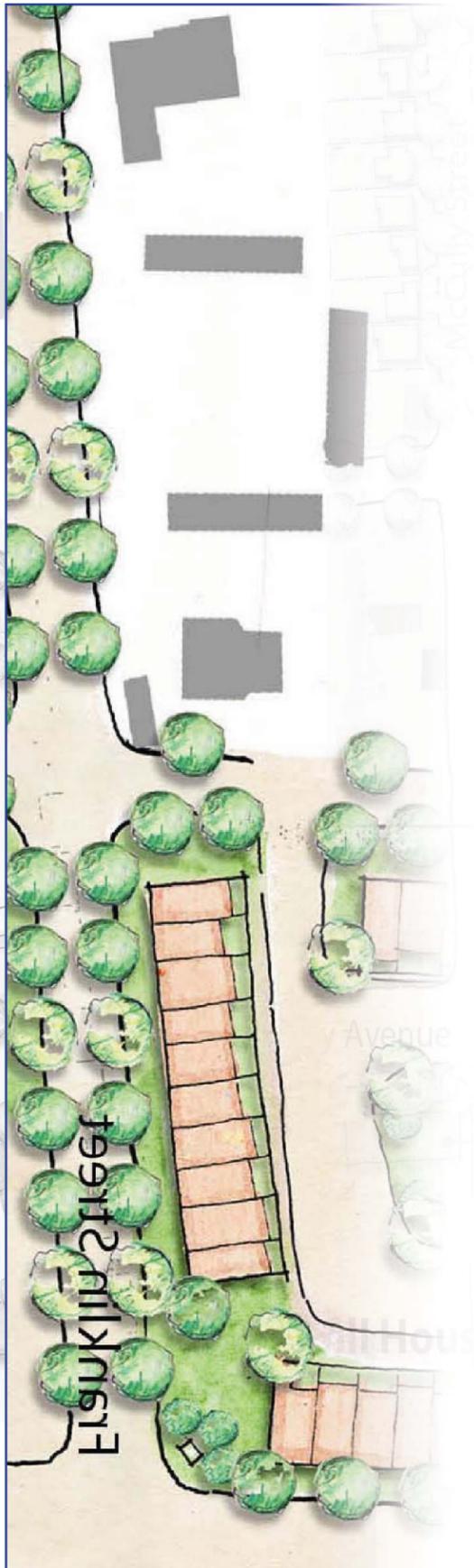


Image of Former Housing



Image of Existing Conditions



The City of Anderson Neighborhood Revitalization Implementation Plan

DESIGN FEATURES

- 36 townhomes at Franklin and Murray site
- 27 single family houses on 40' lots on McCully St.
- 36-48 units in multi-family residential structures
- approximately 180,000 sq. ft of mixed-use space available

Multi-family residential modeled after neighboring historic homes



FRANKLIN STREET AND MURRAY AVENUE PROPOSED MODEL BLOCK PLAN

GOALS

- Create a new community housing model
- Provide a stronger link between the Westside community and downtown

DESIGN STRATEGIES

- Infill houses on available land such as Franklin St. and McCully St.
- Façade improvements on commercial property
- Introduction of mixed use buildings on the corners of Franklin St. and Murray Ave.
- Streetscape improvements



The City of Anderson Neighborhood Revitalization Implementation Plan

The Westside Community Model Block is located on Southwood Road across from the Westside Community Center in the block between Franklin Street and Market Street. The model block currently consists of single family homes with a large percentage of those homes in dilapidated to deteriorated condition. The Westside Community Model Block has the opportunity to take advantage of being in close proximity to the Westside Community Center, the Westside Historic District, and the proposed greenway system that will eventually offer residents a direct connection to local amenities such as the Anderson Recreation Center. The design strategies proposed for this model block includes using single-family infill housing on vacant land and to replace houses currently in dilapidated condition. The proposed infill houses would be a similar scale to the existing houses in the model block and neighboring streets, but will also build on the architectural styles found in adjacent areas such as the larger Westside community as well as the Westside Historic District.



Westside Community Model Block

GOALS

- Establish attractive streetscape from Westside Historic District into West Community Center Area
- Reinforce historic character of West Anderson through housing designs, land use, and zoning of proposed Conservation Overlay District

DESIGN STRATEGIES

- Architecturally designed infill housing
- Renovation of existing housing based on reinforcing building designs unique to neighborhood
- Establish design review process through proposed Conservation Overlay District



The City of Anderson Neighborhood Revitalization Implementation Plan

The West Whitner Street Model Block is located in the portion of West Whitner Street in the Westside Historic District between I Street and C Street. This model block is intended to stabilize and reinforce the existing character of the historic district, support the proposed West Whitner Gateway into downtown, and act as a model for improvements in the proposed Westside Conservation District that is adjacent to the Westside Historic District.

West Whitner Street is currently characterized by a variety of architectural styles. Façade improvements to the existing structures through owner rehabilitation programs will stabilize the homes on West Whitner, preventing further deterioration of the structures, and enhance the character of the Westside Historic District. If lots become available over time, infill houses should be reflective of the architectural styles found in the historic district in order to maintain the aesthetic of the historic district and maintain the stability of West Whitner Street. Implementation of the streetscape enhancements in the West Whitner Gateway proposal will accentuate the character of the Westside Historic District, announce arrival into a distinct part of Anderson, and reinforce the entrance into downtown.

Existing Conditions



LEGEND
 Existing house
 Infill house
 Renovated existing house

West Whitner Street Model Block

GOALS

- Stabilize and reinforce existing character of the historic District
- Support the proposed West Whitner Gateway into Downtown Anderson

DESIGN STRATEGIES

- Identify existing building code violation and secure vacant and abandon buildings
- Retain architect to prepare construction drawings for the restoration of historic properties in Model Block
- City purchase properties, apply restrictive covenants, and re-sale properties
- Design Façade Renovation Program, provide technical assistance to property owner to encourage reinvestment



GREELY PARK MODEL BLOCK

The Greely Park Model Block includes a new concept plan for expansion of Greely Park, infill housing on vacant land across from the park, and opportunities for partnerships between the city, the neighboring church, and local community groups. Greely Park is already a highly utilized neighborhood park. The goal of this model block is to strengthen and expand Greely Park's services as a destination and recreation space for Anderson's citizens.

The concept includes the following design elements:

- Expansion of Greely Park allows more separation of uses that accommodate different user groups such as the playground and basketball court. The expansion also accommodates the addition of a community building for neighborhood meetings and a variety of community activities, and allows room for passive recreation space in the lower level of the park along Goodrum Lane.
- Infill houses proposed on Goodrum Lane will provide "eyes on the park" where residents in the new houses will watch over the activities in Greely Park and enhance the security of the park. The infill houses are designed to complement the existing architecture of the surrounding neighborhoods in both scale and architectural details.
- Shared parking lot on vacant land between Royal Baptist Church and Greely Park for use by churchgoers and park visitors.

View of Greely Park from Fant Street



Vacant Land Adjacent to Greely Park



The City of Anderson Neighborhood Revitalization Implementation Plan



DESIGN FEATURES

- 10 single family homes on 40' lots on Goodrum Ln.
- 3 single family homes on 40' lots added to Fulwer Street
- approximately 1/3 mile trail around the park

GREELY PARK PROPOSED MODEL BLOCK PLAN

GOAL
Strengthen Greely Park's service as a neighborhood park

- DESIGN STRATEGIES**
- Infill housing on vacant land around the park – "eyes on the park"
 - Expanded park area
 - Partnership with neighboring church and community groups

Scale bar: 0, 50, 100, 150 feet. North arrow.

Logos for Anderson The Electric City, a.LINE.ments, and Clemson University.



The City of Anderson Neighborhood Revitalization Implementation Plan

STREETSCAPE FOR GREELY PARK



LINCOLN & GRANT COMMUNITY GARDEN

The proposed Lincoln and Grant Community Garden is located off Railroad Street near the D.B. Walker Park on the Eastside of Anderson. The Lincoln and Grant Community Garden will provide residents of Anderson opportunities for health, education, and enjoyment through cultivation of fruits, nuts, and vegetables, relationships and community stewardship. Community gardens create an informal place to gather and converse with other garden users and can build bonds between neighborhood groups from all over the city. The Lincoln and Grant Community Garden is located in close proximity to the Jim Ed Rice Center and the Boys and Girls Club. These resources provide opportunities for partnerships with Senior Solutions, We Stand for Kids, the youth at the Boys and Girls Club, neighborhoods groups, and the Anderson Farmers Market.

Design elements of the Lincoln and Grant Community Garden include:

- Community garden plots, farm plots, and orchard space can be maintained by community residents or any of the community groups and resources such as Senior Solutions and the Boys and Girls Club. These groups could become vendors at the Anderson Farmer's Market to help sustain the garden.
- An amphitheater for social gathering and community events.
- Educational areas, such as a rain garden between the greenway trail and drainage flume that collects and filters stormwater from the site.

A significant portion of the Lincoln and Grant site is currently owned by the City of Anderson, although the intended use of the site was for the development of housing. The topography of the site is not conducive of housing development. The location of the railroad tracks on the northern edge and the potential flooding along the southern edge of the site strongly suggests that housing development at this location would be very difficult to market and sell.

Additional study is recommended for the Lincoln and Grant site to determine the type of community garden best suited for this location. It is also recommended to determine how to integrate the location and use of a neighborhood-scale amphitheater.

Existing Conditions



Montgomery Riverwalk (Amphitheater)



The City of Anderson Neighborhood Revitalization Implementation Plan



LINCOLN AND GRANT PROPOSED PLAN

GOAL

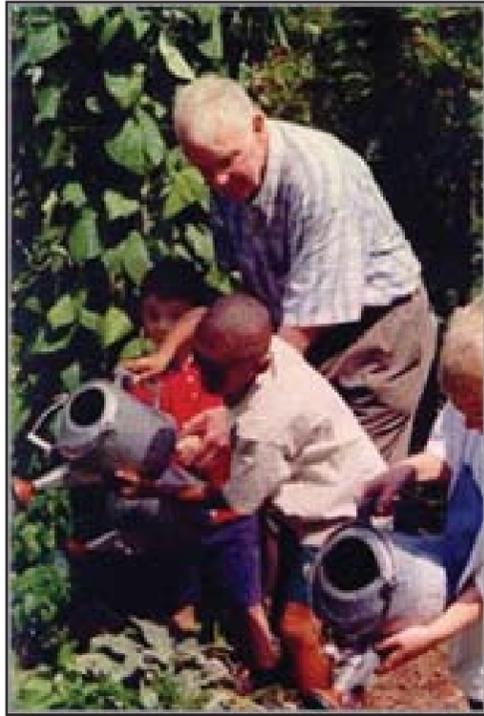
To create a community greenspace that provides opportunities for health, education, and enjoyment for all users.

DESIGN STRATEGIES

- Community garden plots, farm plots, and orchard
- Community gathering and educational areas
- Partnerships with the Jim Ed Rice Center, the Boys and Girls Club, and neighborhood groups



Intergenerational



Community Oriented



Accessible



Fun!



CASE STUDY EXAMPLE The Garden Patch—Berkeley, CA

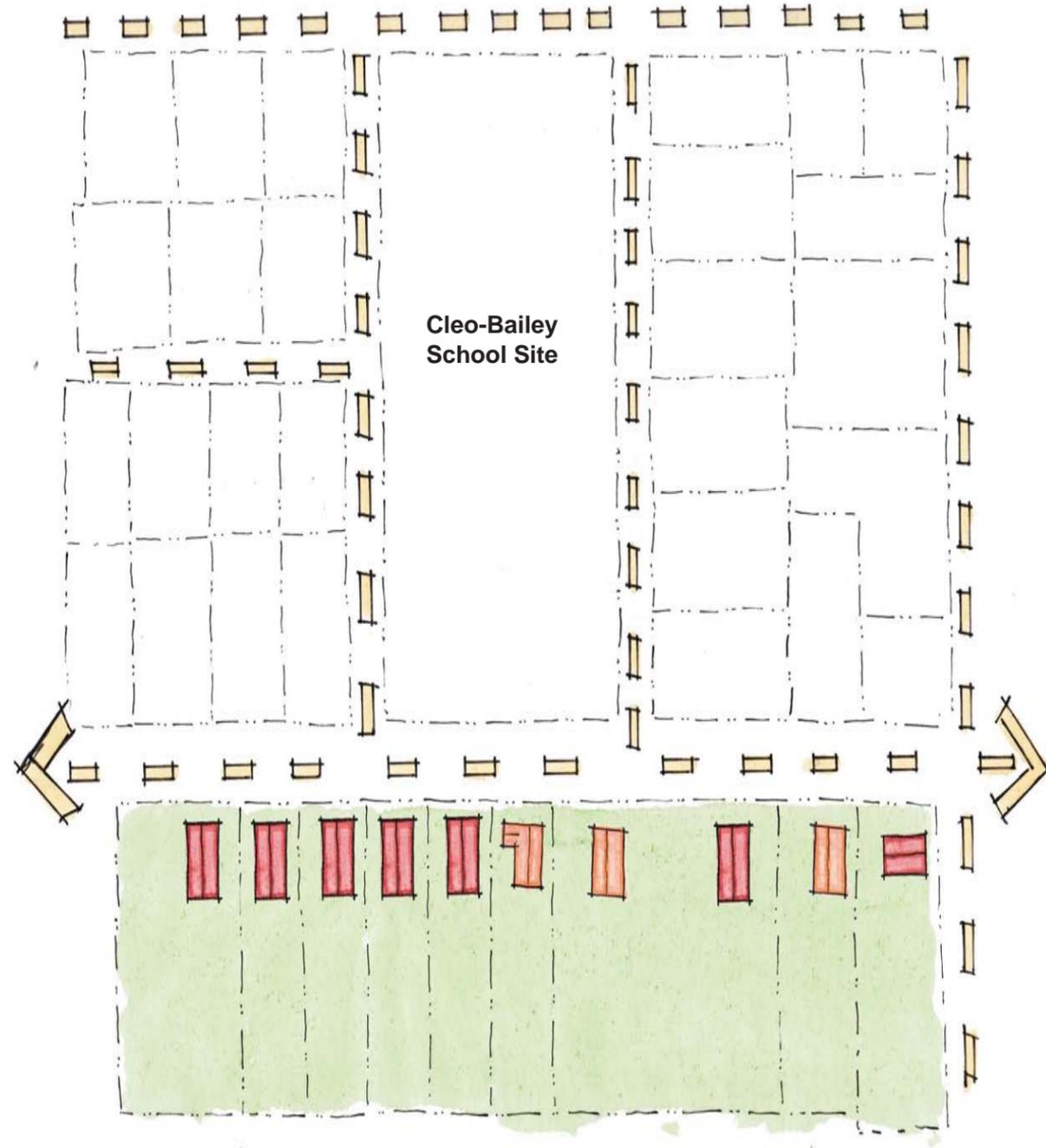


- Multi-purpose youth employment garden in one of Berkeley's low-income, minority communities
- A partnership between the Berkeley Youth Alternative, a senior center, city public-works, and local stores
- Created an opportunity for cross-cultural, intergenerational partnerships
- Youth market garden taught teens how to grow vegetables, flowers, and plants—while also teaching them business, marketing, and sales experience
- Design includes a teen market, tool shed, greenhouse, community gathering and classroom space, and a compost and service area
- Market has been successful in teaching teenagers entrepreneurship
- Most of the students employed at the Garden Patch have graduated high school, gone to college, or gotten quality jobs as a result of their experience at the garden

Source: Hester, Randolph, *Design for Ecological Democracy*, 2008.



The City of Anderson Neighborhood Revitalization Implementation Plan



Cleo Bailey School Today



LEGEND

-  Existing house
-  Infill house
-  Renovated existing house

Cleo-Bailey School Model Block

Goal

- Redevelop the former Cleo-Bailey School as a catalyst project for neighborhood improvement

Design Strategies

- Reuse Cleo-Bailey Elementary School
- Rehabilitation of surrounding houses and infill housing where applicable



CASE STUDY EXAMPLE
Jefferson Center Foundation—Roanoke, VA



In the late 1970's, the once majestic Jefferson High School was a decaying skeleton of its former self and, despite its glorious past, the structure was nearly demolished. It was home only to pigeons.

In 1985, Roanoke City Council appointed a citizen's committee, mostly of Jefferson High graduates, to determine the future of the iconic building. After two years of extensive research – and weighing the option of demolishing the structure — the committee ultimately recommended that the building become a center to house nonprofit organizations involved in the performing arts, education and social services.

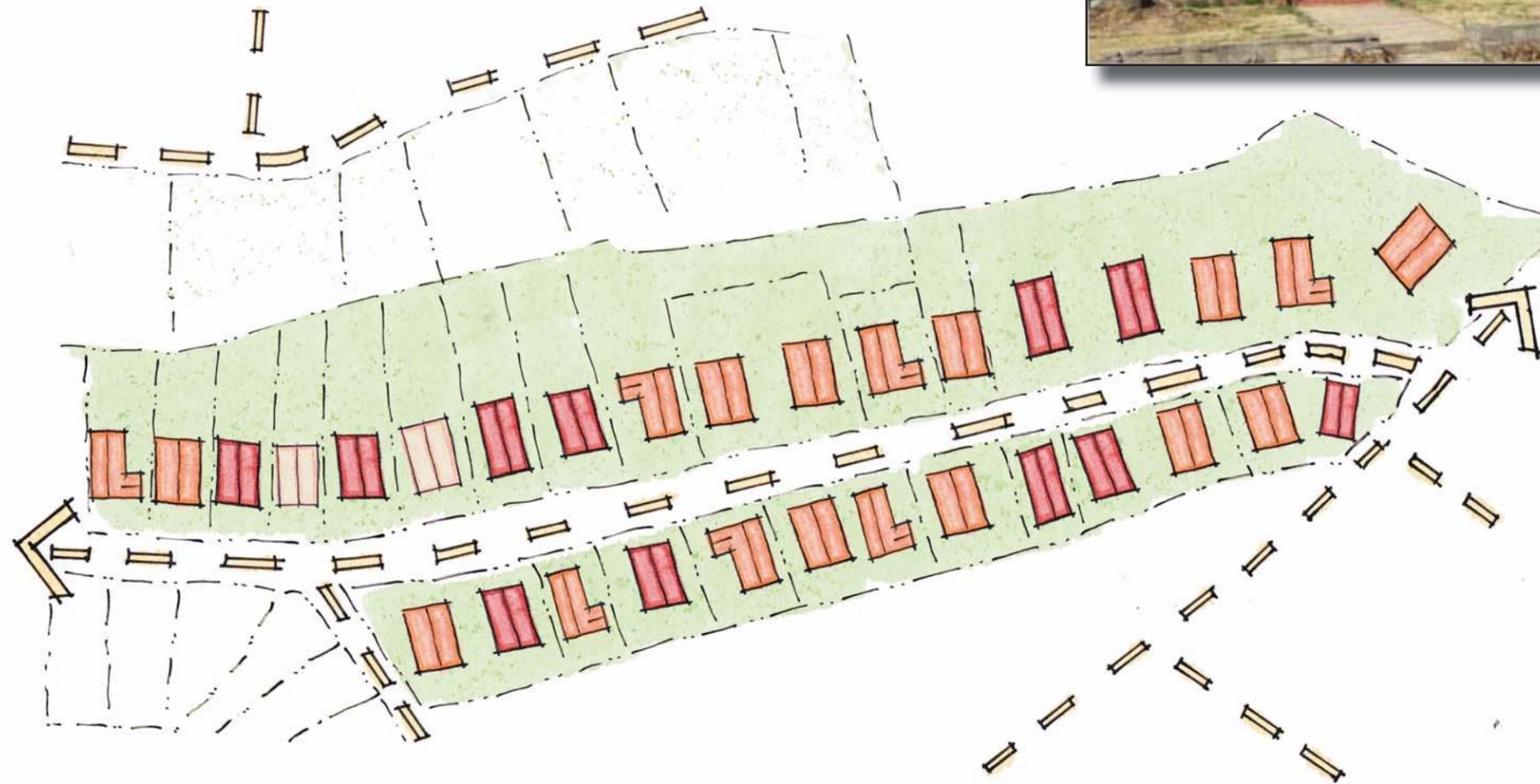
Housed within the Jefferson Center are 19 nonprofit organizations of great significance to the well-being of the community — organizations that address important social problems and others that are vital to the health of the neighborhoods.



The City of Anderson Neighborhood Revitalization Implementation Plan

LEGEND

-  Existing house
-  Infill house
-  Renovated existing house



Existing Housing



Orr Street Model Block

Goals

- Build on the character of neighboring streets and the Anderson Historic District
- Restore a positive sense of place

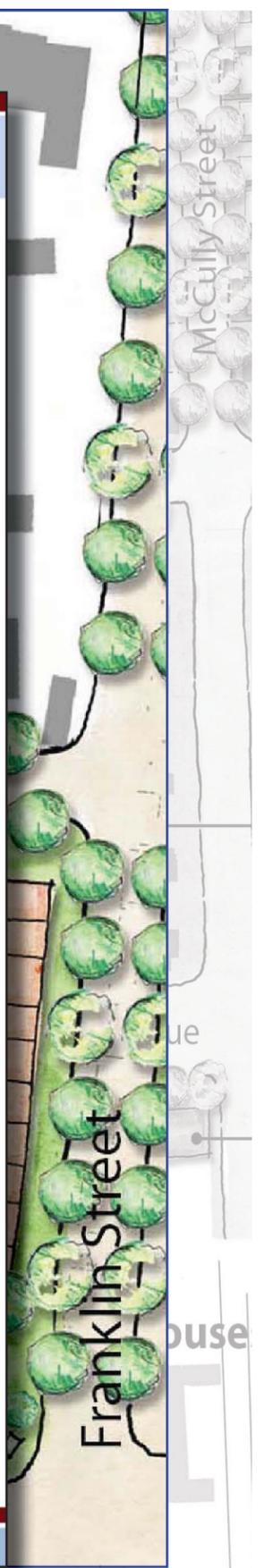
Design Strategies

- Establish conservation district overlay
- Infill housing
- Façade improvements (owner rehabilitation programs)



The City of Anderson Neighborhood Revitalization Implementation Plan

STREETSCAPE FOR ORR STREET



The City of Anderson Neighborhood Revitalization Implementation Plan



LEGEND
 Existing house
 Infill house
 Renovated existing house

Anderson Mill Model Block

GOAL

- Stabilize important City of Anderson Landmark site
- Acquire option to purchase site
- Retain Market Analysis to determine highest and best use of site
- Prepare schematic vision for redevelopment of site

DESIGN STRATEGIES

- Long range redevelopment opportunity
- Close proximity to downtown Anderson, the Westside Historic District, and the Alphabet Street Community
- Opportunity for provide a variety of housing options for seniors
- Concepts include assisted living, townhome, and single family housing options and shared green space.



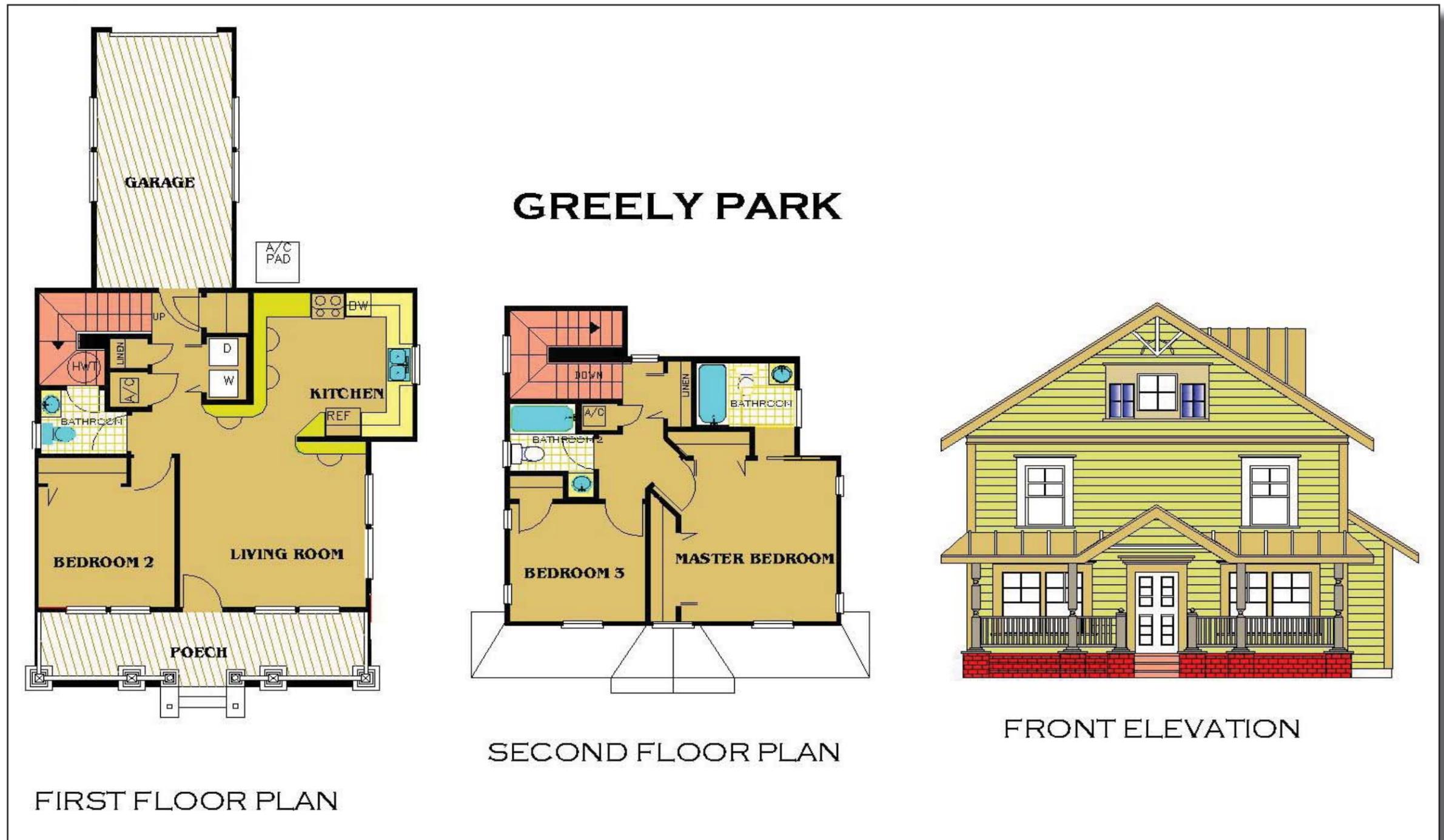
Schematic House Designs

ORR STREET

The architectural drawings for the house on Orr Street include:

- FIRST FLOOR PLAN:** Shows a Garage, Kitchen, Family Room (17-10 x 11-8'), Dining Room (10-11' x 13-5'), Living Room (14-10' x 13-5'), Bath 1, and a Porch.
- SECOND FLOOR PLAN:** Shows Bedroom 1 (13-2' x 10-1'), Bedroom 2 (12-10' x 10-1'), Bath 2, Master Bath, Master Bedroom (14-10' x 13-4'), and a Porch.
- FRONT ELEVATION:** A two-story house with a gabled roof, a central red door, and a balcony on the second floor.
- SITE PLAN:** Shows the house's location on Orr Street, with Franklin Street to the east and McCully Street to the north. The site includes a driveway, lawn, and trees.

Schematic House Designs



Schematic House Designs

CLEO BAILEY

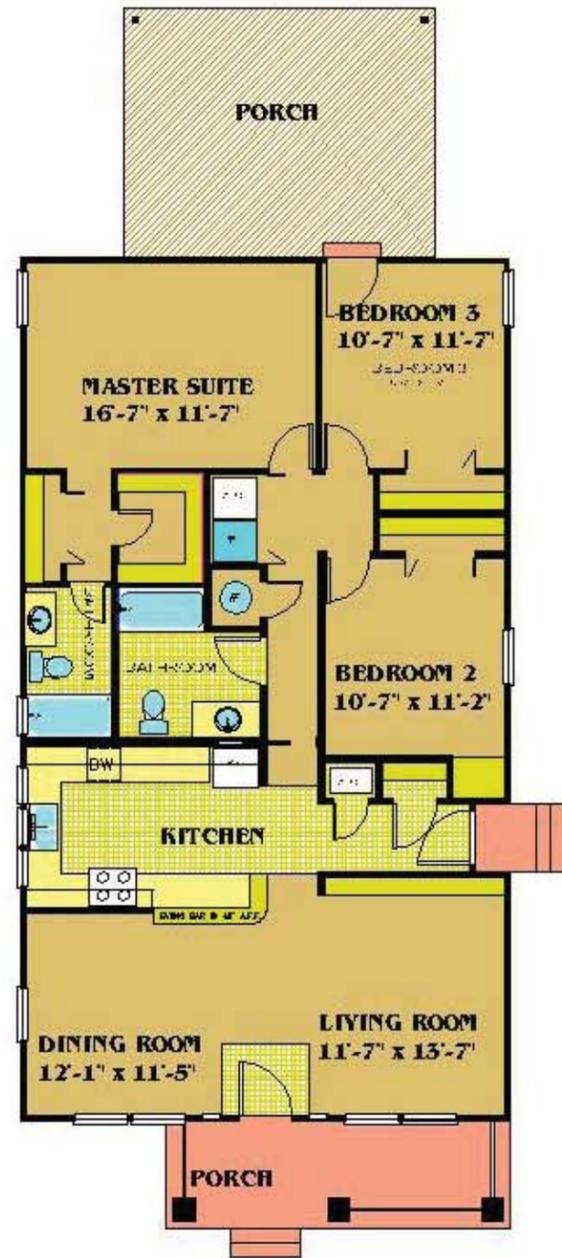
The architectural drawings for the Cleo Bailey house include:

- FIRST FLOOR PLAN:** Shows a Garage (14'-6" x 21'-4"), Bedroom 1 (13'-2" x 10'-1"), Bedroom 2 (10'-4" x 12'-0"), Living Room (18'-7" x 13'-6"), Dining Room (13'-2" x 13'-4"), Kitchen, Utility, and a POECH (Porch).
- SECOND FLOOR PLAN:** Shows a Master Bedroom (13'-2" x 10'-1"), Study (11'-10" x 7'-0"), and a W.I. Closet (7'-1" x 7'-0").
- FRONT ELEVATION:** A two-story house with a gabled roof, a red front door, and a white porch railing.
- SITE PLAN:** Shows the house's placement on a lot, with streets labeled McCully Street and Franklin Street.

Schematic House Designs



Schematic House Designs

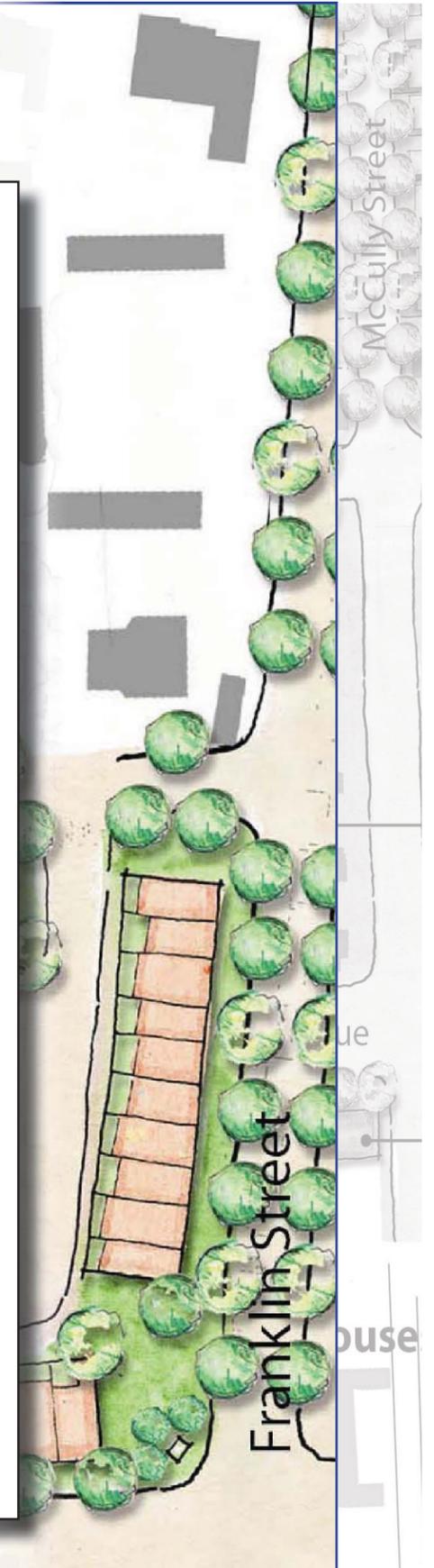


FIRST FLOOR PLAN

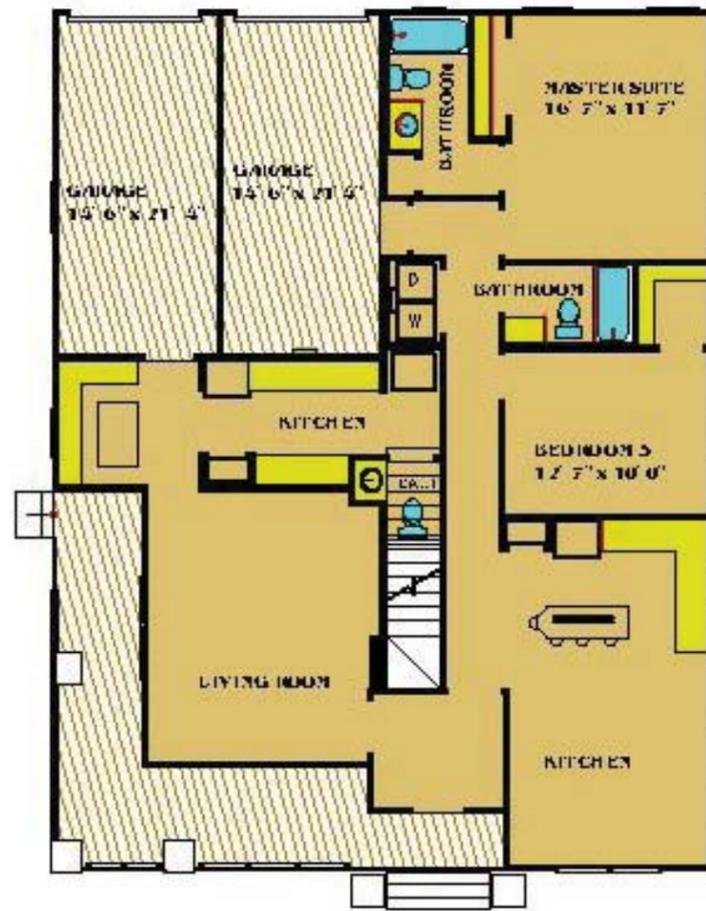
ANDERSON MILL



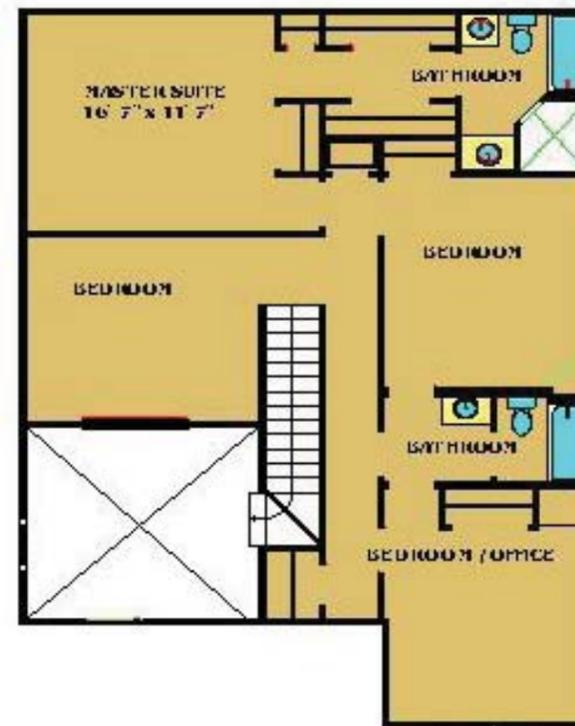
FRONT ELEVATION



Schematic House Designs



FIRST FLOOR PLAN



SECOND FLOOR PLAN

MURRAY/FRANKLIN

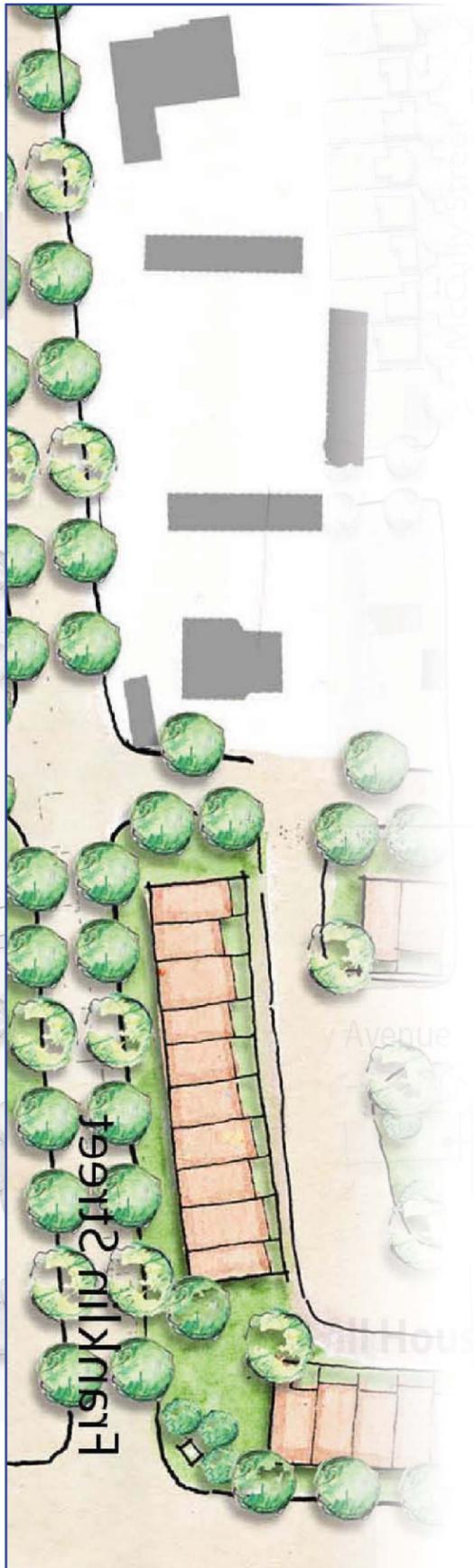


FRONT ELEVATION

The City of Anderson
Neighborhood Revitalization Implementation Plan

IMPLEMENTATION STRATEGIES





PROJECT PRIORITIZATION

The prioritization of the multiple revitalization recommendations within the NRIP will help the City of Anderson determine how to allocate their short-term and long-range resources. The prioritization is based on the immediate need for implementation and its feasibility. In some cases, the City of Anderson has already gained site control through land acquisition, while other projects consist mainly of housing rehabilitation.

SHORT-TERM (1-3 YEARS) SEE TABLE 3

There are multiple short-term projects that the City of Anderson and its partners should be able to complete within a 1-to-3 year time frame. Three of the most pertinent projects to implement include zoning changes, the designation of the Neighborhood Conservation Overlay Districts, and the development of a Homeownership Resource Center for the FAN. These key short-term projects will have a far-reaching effect and will help support additional revitalization.

Because neighborhood gateways are especially important to building neighborhood identity, many of these projects should be prioritized for completion in the short-term. Some projects include the maintenance of existing sidewalks and the installation of sidewalks on both sides of the road, such as South Fant Street. Other projects will include the installation of planted medians, sidewalks, bike lanes, lighting, and neighborhood signage.

MID-RANGE (3-5 YEARS) SEE TABLE 3

There are six mid-term projects that are recommended for the City of Anderson and its partners to be considered. Generally mid-term projects can be completed within 3 to 5 years after the plan is approved and adopted for implementation. The recommended mid-term projects are in two categories:

1. Neighborhood Gateways
 - East Whitner and Dickens Streets
 - Rivers/Jefferson/Franklin Streets
 - South McDuffie Street

Each of these gateway areas is an important node that could be designed to announce the entrance into the City's Focus Area

NRIP PROJECT PRIORITIZATION		
Project	Description	Timeline
Zoning Changes	Alter zoning designations to reflect the character of individual neighborhoods.	Short-Term
Neighborhood Conservation Overlay Districts Westside Community Orr Street Elizabeth Street	Designate Neighborhood Conservation Overlay Districts. Adopt guidelines for each district. Establish a review process.	Short-Term
Homeownership Center	Create a central location within the Focus Area Neighborhoods for homebuyer counseling, homeowner education courses, listings on available homes, and custom options.	Short-Term
Neighborhood Gateways & Streetscape Enhancements West Whitner Murray & Franklin South Jefferson Avenue Activity Node South Fant Street West Market & Southwood East Whitner & Dickens River/Jefferson/Franklin South McDuffie Street	Rehabilitate poor to deteriorated housing stock, acquire vacant and foreclosed properties, develop infill housing that reflects the architecturally significant features within the neighborhood.	Short-Term Short-Term Short-Term Short-Term Mid-Range Mid-Range Mid-Range
Model Blocks West Whitner Greely Park Murray & Franklin Westside Community Cleo-Bailey Orr Street	Establish partnerships with local community groups, gardening clubs, and universities. Acquire and demolish remaining dilapidated homes. Site preparation.	Short-Term Short-Term Short-Term Mid-Range Mid-Range Mid-Range
Lincoln & Grant Community Garden		Short-Term
Anderson Mill Redevelopment	Brownfield assessment, demolish remaining structures, reuse brick if not an environmental hazard, install stormwater improvements, & redevelop site.	Long-Term

Neighborhoods. It is also recommended that the City involve neighborhood organizations representing these area in planning and designing the gateway feature and landscaping.

2. Model Blocks

- Westside Community
- Cleo-Bailey
- Orr Street

The Model Blocks recommended for mid-term development opportunities are critical to the long-term redevelopment strategy for the FAN. In particular the adaptive re-use of the Cleo-Bailey school is critical to the stabilization of the neighborhood in which it is located. There are local developers interested in this project but it is likely that they may need some form of public/private partnership to help make the project feasible for development. The Orr Street Model Block is critical to the long term stability that has been achieved in the Sleepy Hollow neighborhood. A successful redevelop the Orr Street Model Block area would not only benefit the families residing in the Sleepy Hollow neighborhood, but it would also influence future redevelopment of the neighborhoods surrounding this site.

LONG-TERM (> 5 YEARS) SEE TABLE 3

Anderson Mill

The Anderson Mill site is defined as a long-term project because of the development process that must be implemented including site control, rezoning, site planning, market analysis, developer selection, and build out. However, it is a critical project for both the Alphabet neighborhoods and the work completed to date in the downtown redevelopment area. Although this plan provides a schematic site plan for the Anderson Mill site, it should not inhibit alternative approaches to the use of this site. The preliminary site plan included in this plan is based on the aging population that has been documented in the City of Anderson and the growing aging population that is emerging throughout the United States.

The Anderson Mill site provide a unique opportunity to redevelop a large land site within walking distance of the Downtown Redevelopment District for one of the fastest growing market segments in Anderson County and the United States as a whole, 55 to 70 year old active adults. The small town atmosphere that has been cultivated in the redevelopment of the City's Main Street is a good market fit that would attract residents interested in living in an active and assisted senior housing development.

As a first step in the process of redeveloping the Anderson Mill site, the City will first need to gain control of the site. As a second step the City should commission a detailed, site specific, market analysis to determine the site development approach, market competition, and market supply of households who would be potential residents if the site was developed. The findings of the Market Analysis is critical to the City's ability to attract a development partner for this project.



FOCUS AREA NEIGHBORHOODS/CITY-WIDE SOLUTIONS

GOALS	EXISTING POLICIES	FOCUS AREA NEIGHBORHOODS/CITY-WIDE SOLUTIONS?	FINANCING OPTIONS	PARTNERSHIPS
Protect and enhance the quality of the existing housing stock.	HOME & CDBG Programs/ City-wide Code Enforcement	<p><u>Targeted Code Enforcement Action</u> Establish a targeted Limited Repair Program and a Emergency Housing and Roof Repair Program for income eligible owner-occupied and investor owned households</p>	HOME, CDBG funds, and general fund monies.	Local churches, Men at Work, Housing and Transit Department, Local non-profits organizations
Maintain or increase homeownership.	HOME & CDBG Programs	<p><u>Homeowner Assistance</u> Establish Homeownership & Design Center to offer counseling and examples of home features</p> <p><u>Lease-to-Purchase Program</u> Residents who do not qualify for a conventional mortgage can take advantage of a Lease-to-Purchase program. This program provides a unique opportunity for renters to become homeowners. It also allows the low-to-moderate-income households to use the lease period to establish, or to re-establish, their credit reputation.</p> <p><u>Preventative Foreclosure Assistance Program</u> Create a task force comprised of local community organizations, lenders, lawyers, and housing services to provide preventative foreclosure advice. The task force may staff a foreclosure hotline to provide callers advice on how to avoid foreclosure. A partnership with other communities provide enough people to establish the task force and staff the hotline.</p>	<p>Private financing from local banks, and national foundations</p> <p>Local lenders, Secondary Markets, HOME funds</p> <p>NeighborWorks of America, State & Federal funding, National Foundations</p>	<p>Partnerships between City of Anderson and local community based organizations</p> <p>Partner with other upstate communities to create a central call center. Partner with NWA or local lenders to offer assistance thru Homeownership Center</p>
For the City to gain more control over the condition of abandoned and foreclosed properties.		<p><u>Abandoned Property Registration/Maintenance Ordinance</u> Require lenders to register abandoned and foreclosed properties within the City. Registrants will have to pay a registration fee to the city, hire a local property management/maintenance company to maintain it, and post their name and contact number on it. Employ significant fines for non-compliance. The building conditions map will provide the City with a starting point for non-compliant properties.</p> <p><u>Land Assembly/Land Bank Program</u> Acquire vacant, abandoned, and foreclosed properties in key development areas. Ensure that properties are strategically purchased to allow for larger redevelopment projects and allow for zoning changes where necessary. Utilize the vacant and abandoned properties map and the building conditions map to identify properties that can be consolidated into a land bank. Package the lots for sale to nonprofit and for-profit builders and developers, including re-platting lots if required, establish land use and zoning compliance, offer development and homebuyer incentives, and establish regulations to insure house designs conform to architectural character of the existing housing stock.</p>	<p>Neighborhood Development Fund</p> <p>Utilize registration fees from Maintenance Ordinance to fund its operation. Can utilize additional funds to assist in maintaining non-compliant properties until owners pay fines.</p> <p>CDBG and general funds.</p>	<p>Building and Codes, local residents, churches</p> <p>Develop partnership with local non-profit to acquire, hold vacant lots and buildings for future development</p>

FOCUS AREA NEIGHBORHOODS/CITY-WIDE SOLUTIONS

GOALS	EXISTING POLICIES	FOCUS AREA NEIGHBORHOODS/CITY-WIDE SOLUTIONS?	FINANCING OPTIONS	PARTNERSHIPS
Protect property values and preserve neighborhood character.	<p><u>Office Line</u> Building and Codes direct line is used to handle nuisances. (864) 231-2217</p> <p><u>Nuisance Abatement Code</u> Provides financial incentives for property owners to remove abandoned vehicles from their yards.</p>	<p><u>Neighborhood Cleanup Days</u> Organize clean up days within all neighborhoods of the City of Anderson. Partner with neighborhood groups and city offices to have a city-wide clean up day or different neighborhood or council district clean up day every month. Request community members to bring old furniture, paint, appliances, and trash to the street. Coordinate with neighborhood organizations to provide assistance to the elderly. Indicate that code enforcement will commence 10 days after the clean up. It will serve as a carrot and stick approach to achieve code compliance.</p> <p><u>Neighborhood Conservation Overlay Districts</u> Create a conservation district committee for each proposed neighborhood conservation districts. Use architectural design guidelines established through the Conservation District designation to create and maintain neighborhood character of residential and retail construction and remodeling for all projects requesting a building permit.</p>	National Trust for Historic Preservation, General Funds, CDBG	National Trust for Historic Preservation Local Historic Preservation Society State Historic Preservation Office
Improve pedestrian connectivity.		<p><u>Pedestrian Improvement Plan</u> Prepare a sidewalk improvement plan for Focus Area Neighborhoods, prioritizing sidewalk improvements, and encourage bike lanes proposed by the recreation department.</p> <p><u>Sidewalk Ordinance</u></p> <ul style="list-style-type: none"> • Require all new development to include preservation of good-quality existing sidewalks, repair of sub-standard sidewalks, or construction of new sidewalks • New sidewalks shall be a minimum of five (5) feet wide unless adjacent block faces have existing sidewalks with a consistent narrower profile; in which case, new sidewalks can match the profile of the existing sidewalks for consistency with the historic context of the neighborhood. 	Establish public and private funding sources to subsidize neighborhood sidewalk repair and construction on private property. Require sidewalk repair or installation as part of all new infill construction	Recreation Department, Neighborhoods and Transit, SCDOT
Improve public transit experience.		<p><u>Electric City Transit Improvement</u> Designate transit stops in densely populated and highly-utilized areas. In key areas, install covered transit stops and seating. Transit stops should incorporate art or history that is reflective of the neighborhood into the design.</p>	Art in Transit, Rural and Small Urban Areas Grants- Federal Transportation Authority, Electric City Transit Funds	Electric City Transit, Federal Transit Administration

FUNDING OPTIONS

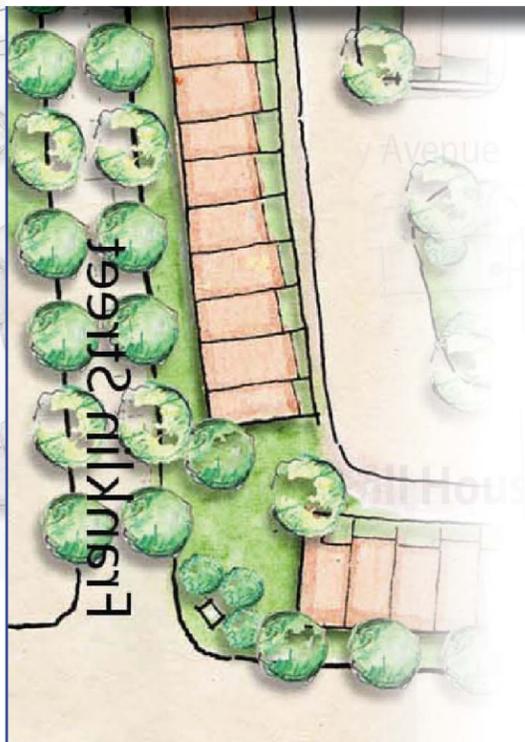
SOURCE	TYPE	APPLICANT	PURPOSE
Community Development Block Grant	Grants and Loans	States and local government.	Housing, economic developments, community development, social services
NSP1	Grants	States and select local governments	<ul style="list-style-type: none"> • Establishing mechanisms for the purchase of abandoned and foreclosed homes and residential properties • Rehabilitating abandoned and foreclosed homes • Establishing land banks and covering operating expenses • Demolishing blighted structures • Redeveloping demolished and vacant properties
NSP2 Deadline: July 17, 2009, possible 2nd round	Grants	States, Local Government., and Non-Profits	<p>Same as above</p> <ul style="list-style-type: none"> • Up to 10% of NSP2 monies can be used towards capacity building • 2 years to spend 50% of all monies; 3 years to spend all of the money • No more than 10% of the money can be spent on demolition
HOME Funds (Omit)	Grants	Local governments, non-profits	HOME provides formula grants to States and localities that communities use-often in partnership with local nonprofit groups-to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.
Mary Reynolds Babcock Foundation	Grants	Non-Profit Organizations	Provide funding to organizations that serve low-income communities http://www.mrbf.org/default.aspx
Foothills Community Foundation	Grants	Non-Profit Organizations	“To retain and nurture the charitable wealth in the four South Carolina counties of Abbeville, Anderson, Oconee and Pickens.” Some projects include the Anderson County Arts Center, Emergency Kitchen, the Chiquola Pool, and the Anderson Free Clinic. http://www.foothillscommunityfoundation.org/index.html

FUNDING OPTIONS

SOURCE	TYPE	APPLICANT	PURPOSE
Enterprise Green Communities	Grants		Green Communities is the first national green building program developed for affordable housing. We focus on the use of environmentally sustainable materials, reduction of negative environmental impacts and increased energy efficiency. And we emphasize designs and materials that safeguard the health of residents and locations that provide easy access to services and public transportation. http://www.greencommunitiesonline.org/
Historic District Tax Incentives	Tax Rebate	Property Owners	Tax breaks provided to property owners who do any of the following: <ul style="list-style-type: none"> • Preservation and rehabilitation work done to the exterior of a historic structure; • Repair and rehabilitation of historic structural systems; • Restoration of historic plaster; • Energy efficiency measures except insulation in frame walls; • Repairs or installation of heating, air conditioning, or ventilating systems; • Repairs or installation of electrical or plumbing systems exclusive of new electrical appliances and electrical or plumbing fixtures; and • Architectural and engineering fees. • General interior renovation is not an allowable expense (except repair of historic plaster), but repair of historic structural systems qualifies http://www.state.sc.us/scdah/SCNRDISTRICTS.htm http://www.state.sc.us/scdah/hphistorichomestax.htm
The Home Depot Foundation	Grants	Non-profits	The Home Depot Foundation awards most of its grants by directly soliciting proposals from high-performing nonprofit organizations with the demonstrated ability to create strong partnerships, impact multiple communities and leverage grant resources.
NeighborWorks of America	Loans/Grants	Non-profits & Local Government	NeighborWorks of America (NWA) is a national non-profit organization funded by the US Congress. NWA funds a wide range of housing and community development project through grants, loans, and in some cases direct affiliation with regional and National office

FUNDING OPTIONS

SOURCE	TYPE	APPLICANT	PURPOSE
National Trust Loan Fund	Revolving Loans	Nonprofit, local government; for-profit developer	NTLF specializes in predevelopment, acquisition, mini-permanent, bridge and rehabilitation loans for residential, commercial and public use projects.
Federal Home Loan Bank Affordable Housing Program	Low Interest Loans	Non-profit developer, local government., thru local member banks	Annual competitive application thru local financial institutions to request loans and grants for predevelopment and affordable house expenses for owner-occupied and rental housing for low-to-moderate income families
Revenue Bond Financing	Loans	Local governments	Revenue bond financing is a potential source of funding for the development of affordable housing. Many local governments and redevelopment authorities have successfully utilized bond financing to construct or rehabilitate housing for low-to-moderate income families.
Community Reinvestment Act	Loans	Local Lending Institutions	Local banks have an obligation to provide financial support for building communities through its lending activities, investments, and corporate contributions. Often banks and that experienced recent mergers and acquisitions such as Wells Fargo and Wachovia, are encouraged to expand their CRA lending as a condition of their merger approval.



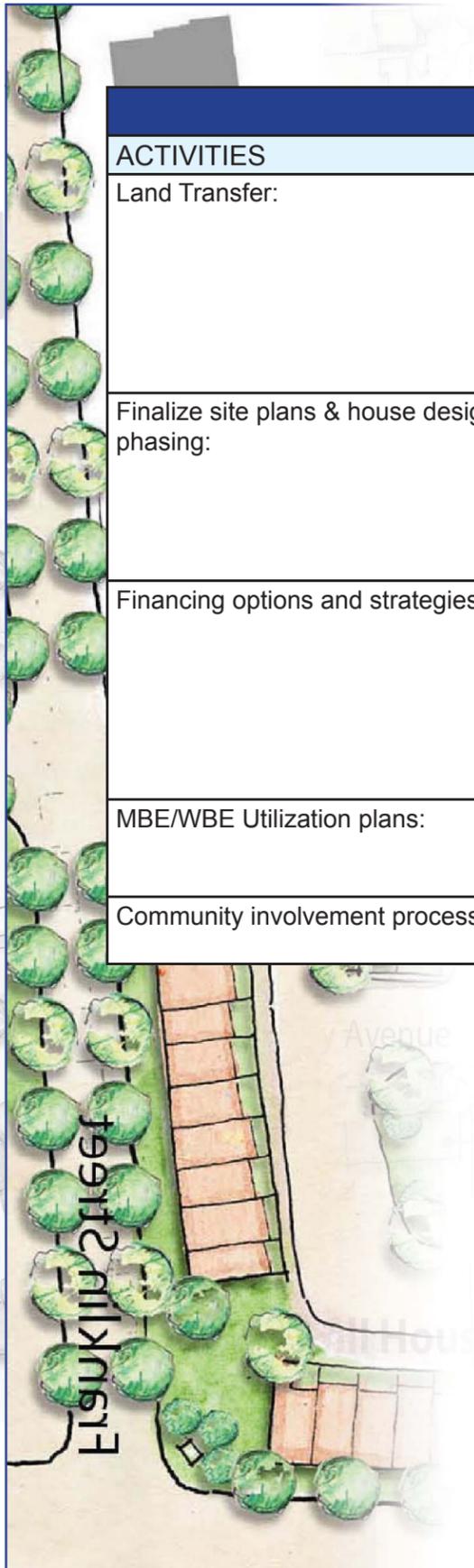
PREDEVELOPMENT CHECKLIST

ACTIVITIES	DESCRIPTION & RESPONSIBLE PARTIES	SCHEDULE	PROJECT DEVELOPMENT AREA(S)
Project Orientation and Administration:	<p>Project Manager and/or City Staff will be selected to direct these activities</p> <ul style="list-style-type: none"> • Set up of schedule pre-development activities including • Selecting and scheduling architectural services • Establishing cost limitations based on target market income, construction cost, and market value • Prepare preliminary cost estimate (detailed per house/per project area), • Prepare construction budgets and obtain estimates and bids • Solicitation of Developer/Builder 	Months 1 thru 12	<ul style="list-style-type: none"> • Franklin/Murray • Greely Park • Orr Street • West Whitner Gateway • Cleo-Bailey School
Document Review & Information Gathering:	<p>Primarily Project Manager or City Staff and sharing of documents with third party consultants as necessary</p> <ul style="list-style-type: none"> • Develop Memorandum of Understanding with non-profit and for-profit organizations working in project area • Finalize Development planning process 	Months 1 thru 6	<ul style="list-style-type: none"> • Franklin/Murray • Greely Park • Orr Street • West Whitner Gateway • Cleo-Bailey School • Lincoln/Grant
Development Project Planning:	<p>Project Manager and City staff and sub-consultants will finalize Development Area Project Profiles</p> <ul style="list-style-type: none"> • Finalize Development Area Project Profiles (including preliminary sources/uses development budget). 	Months 1 thru 12	<ul style="list-style-type: none"> • Franklin/Murray • Greely Park • Orr Street • West Whitner Gateway • Cleo-Bailey School • Lincoln/Grant
Engineering:	<p>Selected Developer will coordinate this information and share with architect, city, and/or Project Manager</p> <ul style="list-style-type: none"> • Engage third party consultants to perform environmental assessments, as needed • Recommendations and cost estimates for building foundation design and site preparation 	Months 1 thru 12	<ul style="list-style-type: none"> • Franklin/Murray • Greely Park • Orr Street • West Whitner Gateway • Cleo-Bailey School • Lincoln/Grant
Conduct Market Analysis:	<p>Market Analysis Consultant</p> <ul style="list-style-type: none"> • Meet with realtors, lenders, and local appraiser to determine suggested price points for new homes and potential market absorption. • Prepare market analysis report 	Months 1 thru 5	<ul style="list-style-type: none"> • Franklin/Murray • Cleo-Bailey School • Anderson Mill



PREDEVELOPMENT CHECKLIST

ACTIVITIES	DESCRIPTION & RESPONSIBLE PARTIES	SCHEDULE	PROJECT DEVELOPMENT AREA(S)
Land Transfer:	Property Acquisition Agent, local realtor(s), Land Bank, RE Attorney <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 thru 24	<ul style="list-style-type: none"> Greely Park Orr Street Cleo-Bailey School Lincoln/Grant Anderson Mill
Finalize site plans & house designs with phasing:	Developer and their architect <ul style="list-style-type: none"> Finalize development of the housing program: the target unit sizes, mix and amenities for housing developments. 	Months 4 thru 12	<ul style="list-style-type: none"> Franklin/Murray Greely Park Orr Street West Whitner Gateway Cleo-Bailey School
Financing options and strategies plan:	Project Manager, lending institutions, and City Staff will form a financing committee to help insure project financing are addressed <ul style="list-style-type: none"> Negotiate terms and conditions regarding construction and permanent mortgage financing 	Months 1 thru 6	<ul style="list-style-type: none"> Franklin/Murray Greely Park Orr Street West Whitner Gateway Cleo-Bailey School Lincoln/Grant
MBE/WBE Utilization plans:	City staff and city Attorney <ul style="list-style-type: none"> Establish goals and strategy for implementation 	Ongoing	All Project Areas
Community involvement process:	Project Manager and /or City Staff	Ongoing	All Project Areas



Summary of Recommendations and Implementation Strategies

GOALS AND PROPOSED ACTION

The community participants at the public meetings helped frame the goals and actions to create the neighborhood revitalization and implementation strategy. This range of city-wide and Focus Neighborhood Area goals is detailed in this section of the plan

Housing & Code Enforcement

Proposed Action:

- Build new single-family homes for homeownership
- Help existing homeowners fix up their homes
- Help investor-owners repair their properties and keep rents affordable

Because the approach to preparing the Neighborhood Implementation Revitalization Plan has followed both a planning track and a housing implementation track, building new infill housing and improving the condition of existing housing are important components of the overall community development strategy. The plan recommends a range of Conservation District Overlays, identification of neighborhood gateway locations, and proposed the development of key Model Block Areas through the Focus Area Neighborhoods. The plan identifies both vacant lots and buildings, some already under site control by the City of Anderson that will provide an opportunity to create model site plans. An approach for site planning is established through the Framework section of this plan. Within the Focus Area Neighborhood initiatives should be developed that take into consideration opportunities for new infill construction, rehabilitation of vacant structures, and rehabilitation to houses occupied by current homeowners and renters.

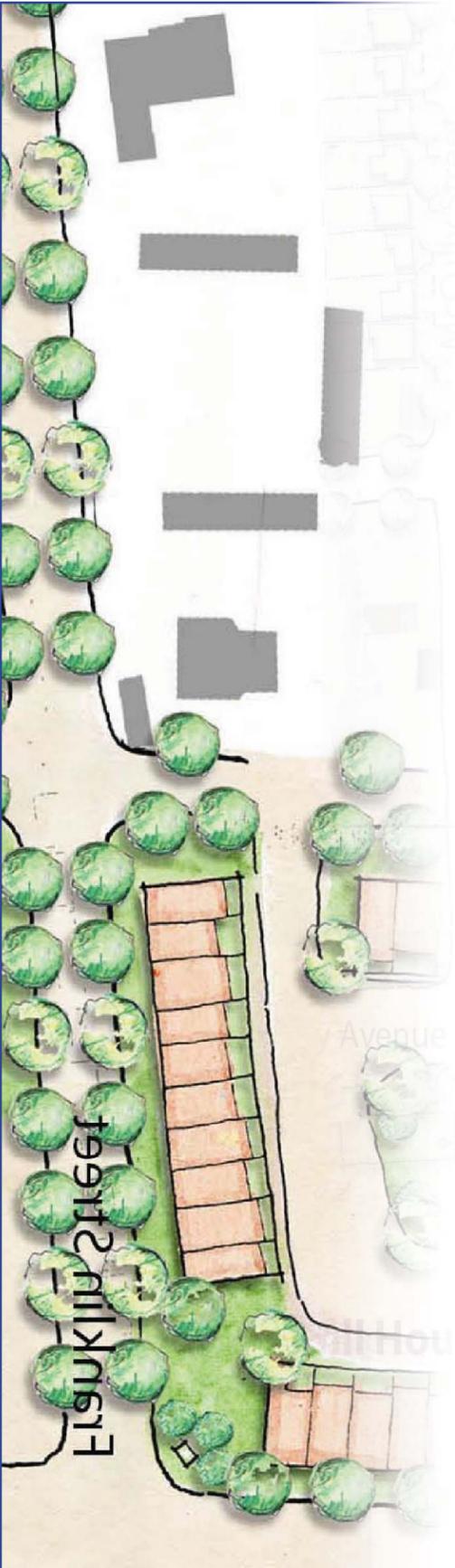
Careful attention should be given to the structure of public/private funding partnerships that link conventional financing to development subsidies and down payment assistance for first-time homebuyers. In addition to partnerships between lenders and local government, new partnerships should be extended to include nonprofit development corporations, for-profit organizations, and community stakeholders. The City's role in the partnership should focus on making subsidies available to help make housing affordable for first-time homebuyers and buyers with incomes up to 120% of the median area income. In light of the successful redevelopment of the City's Downtown Development District the City's role in the development of neighborhoods close to downtown could be expanded to include smaller amount of subsidies that would attract moderate and middle-income families to the proposed Conservation Districts and Model Blocks. The initial homes built through this initiative may not appraise at market value, the City's help will be needed to identify and deliver development subsidies. The subsidies should be used as a short-term strategy to help attract for-profit and nonprofit development organizations to the FAN.

As part of the housing strategy implementation, a focused marketing plan should be developed that promotes living in the FAN. The marketing strategy could feature the Model Blocks and financial incentives to encourage opportunities for homeownership. As a feature of the marketing plan, a homeownership-counseling program should be developed to work with prospective homeowners who need financial management skills or to repair their credit to qualify for a mortgage.

In addition to creating new opportunities for homeownership, the overall housing strategy must include a Code Enforcement Strategy. The community leadership's best defense against the threat of gentrification is through stabilizing the existing occupied housing and the conversion of current residents from renters to owner-occupants. The value of homeownership and financial management counseling should be inherent in each of the projects recommended. Significant emphasis should be placed on either expanding the current homeownership counseling program or designing a new pre- and post-homeownership counseling program that targets current residents for homeownership. A summary of the procedure that should be adopted to achieve these strategies are listed below:

Educate Existing Homeowners: Coordination with designated CHDOs on a plan of action to educate existing homeowners about the effects of converting single-family, owner-occupied homes into rental housing. In many cases, these conversions have resulted in a reduction in overall property values and increases in deferred maintenance that may lead to property deterioration and neighborhood decline.





Memorandum of Understanding with community based development organizations: New single-family developments proposed on vacant parcels should be sold strictly for owner-occupancy. In addition to developing new in-fill homes and renovation of existing homes, the City may choose to land bank vacant lots and vacant homes. Parcels that are land banked can be conveyed with deed restrictions at the time the property is transferred to a builder or developer. The deed restrictions could be used to regulate the use of the property including the size and design of homes. The City should consider strategies that promotes working with small builders and developers interested in becoming involved in the redevelopment of the FAN. Land conveyed with deed restrictions will help accomplish redevelopment goals without compromising the character and land development pattern of FAN.

Infill Housing Opportunity: The focus of planned housing development in the FAN should be affordable workforce housing. However, it is important that the strategy also include attracting a mixed-income range of owner-occupants. To maximize the impact of single-family developments, homeownership projects are the primary focus of the proposed Conservation Districts and Model Block areas. It will be necessary for the City to provide technical assistance to small local builders to develop skills needed to build both new single-family infill homes and renovate existing homes. Regardless of the target purchaser, all homes (new or renovated) should follow design guidelines that incorporate the architectural elements unique to the housing located in the FAN.

ECONOMIC DEVELOPMENT AND JOB TRAINING

Proposed Action:

- Create opportunities for small business ownership
- Create opportunities for job training and development

Although the primary emphasis of projects and developments in this plan has been on housing, a comprehensive approach to community development that includes economic development and job training should be included. The cultural heritage that still existing in parts of FAN and the rich diversity of Anderson's Historic Districts could act as the foundation through which neighborhood revitalization could flourish. Establishing a redevelopment theme based on preserving neighborhood history is recommended as a way to reinforce the cultural heritage of the FAN but it also creates opportunities to establish small businesses that could be established based on the increasing interest in regional tourism related to historic preservation.

The construction of new homes and the renovation of existing homes should be approached in a manner that creates both job training and opportunities for small business development. The importance of capitalizing on the economic benefits of redevelopment should not be overlooked, but should be inherent in each of the projects implemented as part of this plan. In order for the FAN, and other Anderson neighborhoods in need of redevelopment, to achieve its full potential as a good place for families to live, it is important that community leader, city officials, and everyone involved in this important project capitalize on the opportunity to use economic development and job training as a way to benefit current residents and stakeholders.

OPEN SPACE AND PUBLIC SPACES

Proposed Action:

Establish a Community Gardening Program: The Lincoln-Grant site, owned by the City of Anderson, is a difficult site for residential development because of its topography. However it is conveniently located to several of the active eastside neighborhoods and neighborhood groups what have expressed an interest in working in a more collaborative a manner. The City of Anderson could utilize this area as a site for a Community Garden. The garden could serve a number of functions including providing nutritional foods for families in the community, a place to gather for eastside Anderson residents form a wide range of backgrounds and experiences, and provide opportunities for the creation of small businesses formation to market and sell the fresh food produced through the community garden.

Designate Gateway Locations into the neighborhood: Currently there are no identifiable gateway markers that announce arrival to any of the neighborhoods located in the FAN. As part of the plan, we have identified several locations that could be used as gateway locations and marked with signage and landscaping. It is rec-

ommended that the development of the gateway locations become a project that is initially lead by the City but subsequently turned over to neighborhood-based organization as they are developed.

HISTORIC/CULTURAL RESOURCES AND COMMUNITY CAPACITY BUILDING

Proposed Action:

- Build historic character into housing development guidelines
- Build capacity of existing community organizations

There are portions of the FAN that embodies many of the historic characteristics and cultural norms of the City designated historic districts. It is because of the proximity of the redevelopment area and the proposed establishment of Neighborhood Conservation Districts that design guidelines should be established for all new construction and housing renovation that occurs as part of any redevelopment in the FAN. However, the attention to detail that will be associated with development of the physical attributes of the community should not take precedence over the importance of building the capacity of existing neighborhood organizations that will provide leadership and insure sustainability. The plan includes several recommendations that are outlined below to include in the implementation phase of this neighborhood's redevelopment process:

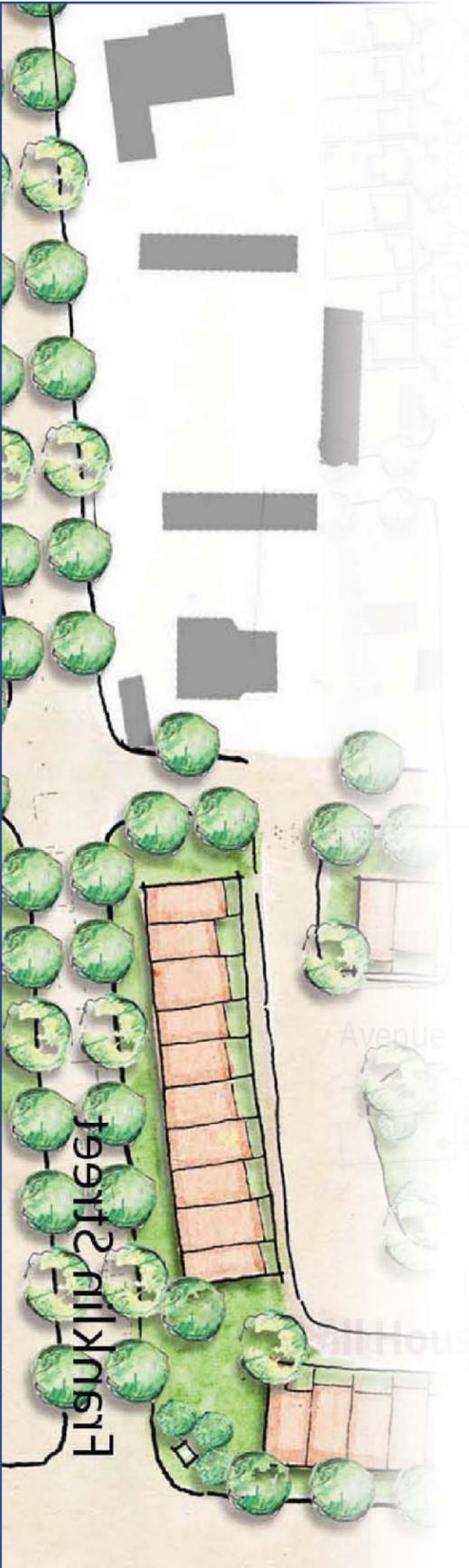
I. Protecting the historic character of Anderson neighborhoods located adjacent to designated historic districts.

Since the goal of this plan is to create a better neighborhood for the existing residents, and to attract more residents into the neighborhood, we are recommending the establishment off building design guidelines that will reflect the uniqueness of each of the proposed Neighborhood Conservation Districts. The design guidelines would be less restrictive than guidelines typically associated with Historic Districts.

II. Build the Community-Based Organizational Capacity within the FAN

Capacity building within the FAN: Through the public meetings residents demonstrated a willingness to participate in activities designed to maintain and improve the community. Although the planning process only touched a small sample of active residents, the findings clearly illustrate that residents and organizations in Anderson's FAN are actively engaged a number of residents with church affiliations might facilitate the collaboration of neighborhood associations, One of the common themes among resident that were interviewed and those who attended public meetings is the desire for a safe, family-friendly community. The goal can be more readily achieved when residents work collaboratively, using their strengths and assets for community improvement. The goal can be strengthened when community groups and associations connect to address common community concerns and support each other's activities.





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