Development and Services Committee

Norman Jackson	Damon Jeter	Julie-Ann Dixon (Chair)	Bill Malinowski	Seth Rose
District 11	District 3	District 9	District 1	District 5

January 12, 2016 - 5:00 PM
2020 Hampton Street

Call to Order

Election of Chair

1

Approval of Minutes

2 Regular Session: November 24, 2015 [PAGES 4-8]

3 Regular Session: December 15, 2015 [PAGES 9-10]

Adoption of Agenda

4

Items for Action

5 Intergovernmental Agreement (IGA) between City of Columbia and Richland County for the Hollywood Hills Sewer Project [PAGES 11-21]

6 Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex [PAGES 22-115]

Items Pending Analysis: No Action Required

7 Request for Easement - Hiller Road [PAGE 116]

8 Motion to Explore all Options for Providing County Assistance with a Public Housing Project [PAGE 117]

9 Comprehensive Youth Program [PAGE 118]

10 Motion to Have a Subcommittee Examine the County's EMS Services Department with input from EMS workers [PAGE 119]

Adjournment

Special Accommodations and Interpreter Services Citizens may be present during any of the County's meetings. If requested, the agenda and backup materials will be made available in alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), as amended and the federal rules and regulations adopted in implementation thereof. Any person who requires a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may request such modification, accommodation, aid or service by contacting the Clerk of Council's office either in person at 2020 Hampton Street, Columbia, SC, by telephone at (803) 576-2061, or TDD at 803-576-2045 no later than 24 hours prior to the scheduled meeting.

DEVELOPMENT & SERVICES COMMITTEE

November 24, 2015
5:00 PM
County Council Chambers

In accordance with the Freedom of Information Act, a copy of the agenda was sent to radio and TV stations, newspapers, persons requesting notification, and was posted on the bulletin board located in the lobby of the County Administration Building

CALL TO ORDER

Ms. Dixon called the meeting to order at approximately 5:00 PM

APPROVAL OF MINUTES

Regular Session: October 27, 2015 – Mr. Jackson moved, seconded by Mr. Malinowski, to approve the minutes as distributed. The vote in favor was unanimous.

ADOPTION OF AGENDA

Mr. Malinowski moved, seconded by Mr. Jackson, to adopt the agenda as published. The vote in favor was unanimous.

ITEMS FOR ACTION

Fund and/or seek a partnership with SCE&G to plan indigenous flowers and plants along transmission line corridors in Richland County – Mr. Jackson moved, seconded by Mr. Malinowski, to defer this item until the December 15th Committee meeting. The vote in favor was unanimous.

Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300 – Mr. Jackson moved, seconded by Mr. Malinowski, to defer this item until the December 15th Committee meeting. The vote in favor was unanimous.

Removal of Lien off Property – Mr. McDonald stated this item was before the committee at the October Committee meeting. The committee inquired if the nonprofit that own the property were public or private. It was determined they are a public nonprofit organization. The intended use of the property is passive recreational or open space recreation.

Mr. Malinowski inquired about the length of time the organization has owned the property at 2045 Smith Street.

Council Members Present

Julie-Ann Dixon, Chair
District Nine

Bill Malinowski
District One

Damon Jeter
District Three

Norman Jackson
District Eleven

Others Present:

Kelvin E. Washington, Sr.
Torrey Rush
Paul Livingston
Tony McDonald
Sparty Hammett
Warren Harley
Brandon Madden
Michelle Onley
Larry Smith
Roxanne Ancheta
Daniel Driggers
Monique McDaniels
Kim Roberts
Kecia Lara
Rob Perry
John Hixon
Janet Claggett
Synithia Williams
Rudy Curtis
Tracy Hegler
Pam Davis
Nancy Stone-Collum
Quinton Epps
Chad Fosnight

Mr. McDonald stated he did not know the answer to Mr. Malinowski's question, but would provide him an answer prior to the item being voted on by full council.

Mr. Malinowski inquired if there is presently a building on the property.

Ms. Lara stated the building on the property was demolished by the County.

Mr. Malinowski stated he will vote against removing the lien because of the comments by Finance, "…recommend that the County recover the funds either from the owner or through the property closing costs as the property is transferred." In addition, Legal stated, "…there is no reason stated as to why the organization cannot use the property as it exist right now, as long as you want to. The only time the County could collect the money is if the organization ever tried to sell the land."

Mr. Jackson moved, seconded by Ms. Dixon, to forward this item to Council with a recommendation to have Richland County remove the lien off of the property located at 1420 Joe Frazier Court (Parcel # #R13516-03-03).

Mr. Washington inquired if the contiguous property at 2045 Smith Street had a lien on it and Council voted to remove that lien.

Ms. Lara replied in the affirmative.

Mr. Malinowski made a substitute motion, seconded by Mr. Jeter, to forward this item to Council without a recommendation.

FOR	**AGAINST**
Dixon	Jackson
Malinowski	
Jeter	

The vote was in favor of forwarding this item to Council without a recommendation.

Council member Jackson's Motion Regarding Unauthorized Businesses – Mr. Jackson stated there have been several complaints about businesses operating without business and alcohol licenses. There are also businesses that are licensed for one type of business and operate as something different. He is requesting staff to inform him what needs to be done to fine or shut down the businesses operating illegally.

Mr. McDonald stated staff agrees that businesses operating without business license or under the guise of another type of business are a problem. As the County goes forward to formulate a plan to address the issue more aggressively to continue to receive input from Legal regarding enforcement actions.

Mr. Smith stated the ordinance contains certain enforcement mechanisms short of closing a business that can utilized if a business is operating without a license.

Mr. Jackson stated he does not want to see vehicles with flashing light going to businesses to conduct inspections. The City of Columbia conducts their inspections by parking a block down from the business, quietly walk in and conduct their inspection.

Mr. Malinowski inquired of Mr. Jackson if any businesses have been reported to the Business Service Center because they were in violation of the County's ordinances.

Mr. Jackson stated the people he spoke were encouraged to report the businesses. Those persons stated they had contacted the Ombudsman's Office to file a complaint.

Mr. Malinowski inquired if there are currently any businesses that are in violation of business licensing regulations.

Mr. McDonald stated there are businesses the County has identified through enforcement and the audit process that are operating without licenses. Of course, when those situations are found the owner of the business is notified through a process through the Business Service Center in an attempt to bring the business into compliance. The County can charge penalties and late fees, but it is presently questionable if the County can physically close a business if they do not have a business license.

Mr. Malinowski stated he feels Legal needs to begin reviewing the County's current ordinance and not wait until the Council Retreat to move forward.

Mr. Malinowski moved, seconded by Mr. Jackson, to forward to Council with a recommendation to direct staff to objectively review and pursue the closure of all businesses operating in Richland County without the appropriate business licenses.

Mr. Jackson inquired how many sexually oriented businesses licenses has the County issued.

Mr. McDonald stated he is not sure the County has a sexually oriented business license.

Mr. Jackson stated in a State Newspaper article it was reported there were over 28 sexually oriented businesses operating in Richland County. None of these businesses have business licenses and they do not pay taxes.

The vote in favor was unanimous.

Conservation Department – Hopkins Conservation Easement on Lower Richland Blvd. – Mr. Malinowski moved, seconded by Mr. Jackson, to forward to Council with a recommendation to approve the request to place a conservation easement on 60 acres thus preserving the land in perpetuity for agricultural production, forestland, and wildlife habitat. The vote in favor was unanimous.

Solid Waste – Award of Contract for a Comprehensive Audit and RFID RetroFit of All County Garbage and Recycling Roll Carts – Mr. McDonald stated the intent of this item is to take an audit of the roll carts the County has out in the neighborhoods. The number of roll carts and their location determines the amount paid to the collectors. In addition, Solid Waste has begun instituting an electronic monitoring mechanism on the roll carts to assist with locating stolen roll carts.

Mr. Harley stated the electronic monitoring will be able to give Solid Waste the GPS coordinate of where the roll carts are located, as well as, a more accurate count of carts on the ground. It will also be able to detect when the collectors "tip" the roll carts.

The costs for the audit and retrofit of the roll carts will be less than $300,000.

Mr. Washington inquired about the cost of each roll cart.

Mr. Harley responded each roll cart is approximately $50.00.

Mr. Washington then inquired if the chips are being attached or if new carts are being obtained with the chips already installed.

Mr. Harley responded the roll carts without chips installed will have chips installed in them. The new roll carts will have the chips already installed.

Mr. Washington inquired the price of the chips.

Mr. Harley responded each chip is approximately $0.50.

Mr. Washington inquired if the serial number on the roll carts is used to track the roll carts presently.

Mr. Curtis stated the serial number on the carts is kept in a database, but there is no electronic way to track the carts.

Mr. Malinowski inquired about the number of roll carts reported stolen each year.

Mr. Curtis stated approximately 200 are stolen.

The significance of the audit is to determine the number of roll carts out. An audit has not been done in 20 years; therefore, there is not an accurate number to base the collector's fees on.

Ms. Dixon inquired about what areas have already been retrofit and/or chipped.

Mr. Curtis stated Areas 7 and 5b have been audited and retrofitted.

Mr. Washington inquired if all of the roll carts have been replaced from the flooding event.

Mr. Curtis responded all of the ones they know about have been replaced.

Mr. Jackson moved, seconded by Mr. Jeter, to forward to Council with a recommendation to approve the award of the contract to BMT Services. The vote in favor was unanimous.

Request for Easement – Hiller Road – Mr. Jackson moved, seconded by Mr. Malinowski, to defer this item until the December Committee meeting. The vote in favor was unanimous.

ITEMS PENDING ANALYSIS

Motion to Explore all Options for Providing County Assistance with a Public Housing Project – This item was held in committee.

Comprehensive Youth Program – This item was held in committee.

ADJOURNMENT

The meeting adjourned at approximately 5:39 PM.

The Minutes were transcribed by Michelle M. Onley, Deputy Clerk of Council

DEVELOPMENT & SERVICES COMMITTEE

December 15, 2015
5:00 PM
County Council Chambers

In accordance with the Freedom of Information Act, a copy of the agenda was sent to radio and TV stations, newspapers, persons requesting notification, and was posted on the bulletin board located in the lobby of the County Administration Building

CALL TO ORDER

Ms. Dixon called the meeting to order at approximately 5:02 PM

APPROVAL OF MINUTES

Regular Session: November 24, 2015 – Mr. Jackson moved, seconded by Mr. Malinowski, to approve the minutes as distributed.

Mr. Malinowski inquired about the accuracy of the figures cited in the minutes on p. 7 regarding the cost of the roll carts and the number stolen each year.

Mr. McDonald stated he will confirm those figures with Mr. Harley. Additionally, Mr. McDonald stated the cost of the audit was not only to locate the stolen roll carts, but to hold the haulers more accountable.

{No vote was taken.}

ADOPTION OF AGENDA

Mr. Jackson moved, seconded by Mr. Malinowski, to adopt the agenda as published. The vote in favor was unanimous.

ITEMS FOR ACTION

Fund and/or seek a partnership with SCE&G to plant indigenous flowers and plants along transmission line corridors in Richland County – This item was incorporated into the following item.

Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300 – Mr. Rose moved, seconded by Mr. Malinowski, to forward to Council with a recommendation to incorporate the previous item "Fund and/or seek a partnership with SCE&G to plant indigenous flowers and plants along transmission line corridors in Richland County" into the resolution and approve the resolution. The vote in favor was unanimous.

Council Members Present

Julie-Ann Dixon, Chair
District Nine

Bill Malinowski
District One

Seth Rose
District Five

Norman Jackson
District Eleven

Others Present:

Torrey Rush
Tony McDonald
Warren Harley
Kevin Bronson
Brandon Madden
Michelle Onley
Roxanne Ancheta
Daniel Driggers
Kim Roberts
Chad Fosnight

ITEMS PENDING ANALYSIS

Motion to Explore all Options for Providing County Assistance with a Public Housing Project – This item was held in committee.

Comprehensive Youth Program – This item was held in committee.

Request for Easement – Hiller Road – This item was held in committee.

ADJOURNMENT

The meeting adjourned at approximately 5:08 PM.

The Minutes were transcribed by Michelle M. Onley, Deputy Clerk of Council

Richland County Council Request of Action

Subject:

Intergovernmental Agreement (IGA) between City of Columbia and Richland County for the Hollywood Hills Sewer Project

Richland County Council Request of Action

Subject: Intergovernmental Agreement (IGA) between City of Columbia and Richland County

A. Purpose

County Council is requested to approve an Intergovernmental Agreement (IGA) between City of Columbia and Richland County for the Hollywood Hills Sewer Project. This project is entirely funded by Richland County Community Development with federal funds (CDBG). Once the project is completed, the sewer lines will then turn over to the City of Columbia for maintenance and upkeep.

B. Background / Discussion

Richland County Community Development Department (RCCD) has completed federally funded sewer and water projects throughout unincorporated Richland County in the past, of which the most recent was the Bookert Heights Sewer Project in 2006.

Upon completion of the sewer projects, the sewer lines are transferred over to the City of Columbia for maintenance and upkeep. The County's Legal Department suggested that an Intergovernmental Agreement (IGA) between City of Columbia and Richland County should be enacted to memorialize the sewer project process, protect both parties and provide a list of responsibilities during and after the project's completion for both the County and the City.

The City of Columbia's approval of the (IGA) will be way of an ordinance, which requires two readings. City Council will meet on January 5 & 19, 2016 and February 2 & 16, 2016.

Technically, the IGA could be scheduled for City Council's consideration on 01/19/16 with final approval occurring on 02/02/16, assuming that there are no delays. RCCD will work with the City relative to their approval process if County Council approves the IGA.

Once the IGA is approved by County and the City of Columbia, County staff will bring this item back for County Council approval during the bid selection/approval process for the County's procured vendor to complete the construction of the project. This step is anticipated in late Spring 2016.

The Hollywood Hills neighborhood is in County District 7.

Attached is the drafted IGA completed by County Legal Department.

Also, the signed letter of approval of the sewer plan from the County to the City of Columbia is attached.

C. Legislative / Chronological History

July 1, 2014 and July 28, 2015 – Council approved the CDBG funding for this project.

D. Financial Impact

The financial impact to the County would be the cost of the sewer project. The entire project will be funded through Federal CDBG dollars.

The financial impact to the City would be determined and deemed responsible by the City once the lines are converted over to the City.

Again, there would be no adverse financial impact to general County funds.

E. Alternatives

1. Approve the Intergovernmental Agreement between the County and the City of Columbia for the Hollywood Hills Sewer Project.

2. Do not approve the Intergovernmental Agreement between the County and the City of Columbia for the Hollywood Hills Sewer Project.

Recommendation:
It is recommended that Council approve the best option above deemed by Council.

Submitted by: Valeria Jackson
Department: Community Development
Date: 12/08/15

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While "Council Discretion" may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers Date: 1/5/16
✓ Recommend Council approval ❑ Recommend Council denial
Comments regarding recommendation:

Recommendation is based on previous Council approval of the project and availability of funds.

Legal

Reviewed by: Elizabeth McLean Date: 1/5/15
❑ Recommend Council approval ❑ Recommend Council denial
Comments regarding recommendation: Policy decision left to Council's discretion.

Administration

Reviewed by: Warren Harley Date: 1/6/15
✓ Recommend Council approval ❑ Recommend Council denial
Comments regarding recommendation:

Hollywood Hills Sewer Project

Intergovernmental Agreement between Richland County and the City of Columbia

WHEREAS, Richland County is constructing and updating the sanitary sewer lines and mains for the Hollywood Hills neighborhood near the intersection of Farrow Road and Wakefield Road; and

WHEREAS, Richland County is using Community Development Block Grant Funds (hereafter referred to as CDBG); and

WHEREAS, following construction and completion of the sanitary sewer lines and mains by Richland County, the City of Columbia will accept a deed of the sanitary sewer lines and mains for ownership, operation and maintenance into perpetuity.

NOW, THEREFORE in consideration of the mutual covenants and obligations herein contained, including the attachments, and subject to the terms hereinafter stated, the parties hereto understand and agree as follow:

1. Richland County is responsible for construction of the sanitary sewer lines and mains for the Hollywood Hills neighborhood near the intersection of Farrow Road and Wakefield Road, see Exhibit A (attached hereto).
2. Richland County agrees to provide CDBG Federal Funds to complete this project, subject to the terms and conditions of this Contract, applicable laws, regulations and all other Federal and County requirements.
3. Richland County will adhere to the City of Columbia's detailed plans outlined in a letter dated July 14, 2015, signed by Sparty Hammett on July 22, 2015, see Exhibit A.
4. Once construction has been completed and Richland County is satisfied with final inspections in accordance with Exhibit A Paragraph 7, Richland County will deed over the infrastructure to the City of Columbia for perpetual maintenance of the system. Richland County will have no further responsibilities related to this project.

5. All responsibilities, including liability, will be accepted by the City of Columbia after the deed has been signed over by Richland County including, but not limited to, enforcing any warranties involving equipment or work during construction by Richland County.
6. This agreement constitutes the entire agreement between Richland County and the City of Columbia and supersedes all prior or contemporaneous communications and proposals, whether electronic, oral, or written.

_____ _____

Richland County Date

_____

Witness Date

_____

Witness Date

_____ _____

City of Columbia Date

_____

Witness Date

_____

Witness Date

Richland County Attorney's Office
Approved as to LEGAL form ONLY
No Opinion Rendered As To Content

CITY OF COLUMBIA

We Are Columbia

Department of Utilities and Engineering
Division of Engineering
P.O. Box 147 | Columbia, South Carolina 29217
Phone: 803-545-3400 Fax: 803-988-8199

July 14, 2015

Re: Proposed Sewer Main Construction Plans: Hollywood Hills Sewer System Improvements (Near Intersection of Farrow Rd. and Wakefield Rd.); Hill Engineering, LLC; Plans dated June 23, 2015; City File #188-09B

Richland County Community Development Department
2020 Hampton St.
Columbia, SC 29204

Dear Sir or Madam,

The original of this signed statement must be returned to the City, prior to any construction activity for the project. Please retain a copy for your records.

I HAVE READ THIS APPROVAL LETTER AND I AGREE TO COMPLY WITH THE REQUIREMENTS, TERMS AND CONDITIONS CONTAINED THEREIN.

Spart Hammett
Print Owner/Developer Name

Signature of Owner/Developer

7/22/15
Date

Please return to:

Ms. Angela Jones
City of Columbia
Utilities and Engineering Department
P.O. Box 147
Columbia, SC 29217

Should you require additional information, please feel free to contact Angela Jones at 545-3247.

www.columbiasc.net

CITY OF COLUMBIA

Department of Utilities and Engineering
Division of Engineering
P.O. Box 147 | Columbia, South Carolina 29205
Phone: 803-545-3400 Fax: 803-988-8199

2015 JUL 21 AM 10: 01

July 14, 2015

Re: Proposed Sewer Main Construction Plans: Hollywood Hills Sewer System Improvements (Near Intersection of Farrow Rd. and Wakefield Rd.); Hill Engineering, LLC; Plans dated June 23, 2015; City File #188-09B

Richland County Community Development Department
2020 Hampton St.
Columbia, SC 29204

Dear Sir or Madam,

Previously this project was approved on August 6, 2008. The plans have now been revised. Please discard all previous approved plans and calculations and replace them with the above referenced plans and calculations.

The referenced plans and calculations received June 25, 2015 have been examined and are approved with the following exceptions and provisions:

1. Initial and continued delivery of water or sewer service to this property is subject to such ordinances, policies, rules and regulations as the City of Columbia may, from time to time, adopt or amend.

2. All work and materials must conform to City Specifications, latest revision at beginning of construction, and City and County Regulations.

3. The developer must provide the City Engineer forty-eight (48) hours notice prior to beginning construction. It is requested that this notice be given to Angela Jones at 545-3247. Once the developer's contractor provides a work notice and the City confirms all preconstruction requirements have been met (permits, insurance, etc.), the contractor **must** hold an on-site pre-construction conference with the City inspector (Jeff Jeffers) **prior to** performing any work on the project. The purpose of this meeting is to allow the contractor and **inspector** to review the plans and approval letter, as well as discuss concerns either party may have. **This is a mandatory meeting, no exceptions!** The contractor shall call the inspector at 545-3400 to schedule the meeting. The best time to contact the inspector is from 8:00 a.m. - 9:30 a.m.

4. The developer through his engineer must provide the project contractor a copy of this approval letter which must be maintained on the site until construction is completed (permit to operate issued).

5. In the event any of the work related to water and sanitary sewer on this project is to be performed within public street or road rights-of-

way or in an existing City easement by other than City of Columbia forces, indemnification of the City in accordance with **Chapter 11, Article III, Section 11-71** of the City Code is required. Proof of insurance must be provided prior to beginning construction. Should additional information regarding this be required, please contact Ms. Susan Leitner at 545-3250.

6. All grading of areas where sanitary sewer lines are approved for construction must be completed prior to installation of the pipe. If for any reason the grades are changed, thereby reducing the required minimum cover over these lines, the developer shall bear the expense of correcting line depth to that specified by current City Regulations.

7. The developer through his engineer is responsible for conducting final inspections of systems to be deeded to the City for operation and maintenance. Inspections must be coordinated with the Department of Engineering Inspector.

8. The proposed sanitary sewer plans have been submitted to the South Carolina Department of Health and Environmental Control for permitting under the Standard Review Program.

9. Cleanouts (if applicable) must be installed at the right-of-way or easement line on all sanitary sewer lines. They shall be of the same class and material as used for the sanitary sewer. Cleanouts shall be installed flush with the finished grade and must be protected from landscaping, traffic and maintenance thereto. All proposed 6" sanitary sewer service lines must be installed with 8" by 6" service wye off of the proposed sanitary sewer main(s).

10. The developer shall be responsible for installation of individual services off of the proposed main(s), if necessary. The developer/builder shall be responsible for maintaining the accessibility, visibility and functionality of all service lines. If the aforementioned requirements are violated, the developer/builder shall be held responsible for all associated costs for installation of new service connection at his own expense including but not limited to the payment for the new tap fee. The City may require the developer/builder to hire an independent contractor to install a new tap, and associated appurtenances solely at his own cost. The developer must obtain a prior approval from City before allowing the contractor to install a tap on the City's active main. Service will be provided following City acceptance of sanitary sewer system(s), DHEC granting a permit to operate.

11. The proposed sanitary sewer mains must be deeded to the City of Columbia prior to final acceptance of the system(s) for operation and maintenance.

12. The proposed sanitary sewer mains not located in the existing right-of-way must be installed in private easements, which must be dedicated exclusively to the City of Columbia. They shall be, granted prior to final acceptance for operation and maintenance by the City

and prior to the date the final plat for the subdivision is recorded. All easements required by the City must be shown on the record drawings and the final plat. A copy of the final plat must be submitted with the record drawings.

13. All easements shall be, granted prior to final acceptance of the sanitary sewer mains for operation and maintenance by City and prior to the date the final plat for the subdivision is recorded. All easements required by the City must be shown on the record drawings and the final plat. A copy of the final plat must be submitted with the record drawings.

14. For projects being developed under bond, the bonded plat showing all utility easements to be granted to the City of Columbia must be submitted for approval. These easements must be dedicated exclusively to the City prior to final approval of the bonded plat and the selling of individual lots.

15. All sanitary sewer mains services and fittings with less than 3' or greater than 12' of cover must be constructed of DIP.

16. All DIP and fittings used for sanitary sewer construction shall be lined with either polyethylene (American Polybond Plus-60 mil nominal thickness), amine cured novalac epoxy (protecto 401 Ceramic Epoxy-40 mil nominal thickness) or calcium aluminate cement mortar (SewperCoat as manufactured by Lafarge Calcium Aluminates-double thickness) or approved equal.

17. The City of Columbia reserves the right to request additional easements as needed for access, ingress, egress, operation, maintenance and repair of the utilities to be conveyed to this City of Columbia for this project.

18. Prior to construction (if applicable) an encroachment permit shall be approved by the appropriate right-of-way agency. The encroachment permit application shall be entirely completed by the owner/developer and forwarded to the City of Columbia Engineering Department for review and subsequent submittal to the appropriate right-of-way agency. All encroachment applications shall identify the City of Columbia as the sole applicant.

19. This approval does not relieve the developer of meeting requirements set forth by the South Carolina Department of Health and Environmental Control nor does the South Carolina Department of Health and Environmental Control's approval relieve the developer of meeting requirements of the Columbia Sediment and Erosion Control and Storm Drainage Ordinance.

20. **Any existing trees shown within in the construction limits of MH 1+21 or any proposed sewer main must be removed prior to construction.**

21. **Prior to beginning construction, the attached "Agreement to Comply" statement shall be signed and**

returned to the City.

22. Construction plan approval is valid for only three (3) years. In the event improvements have not been completed within that time, plans must be submitted for approval and shall be subject to ordinances and regulations in effect on that date.

Should you require additional information, please feel free to contact Scott Rogers at 545-3290.

Yours very truly,

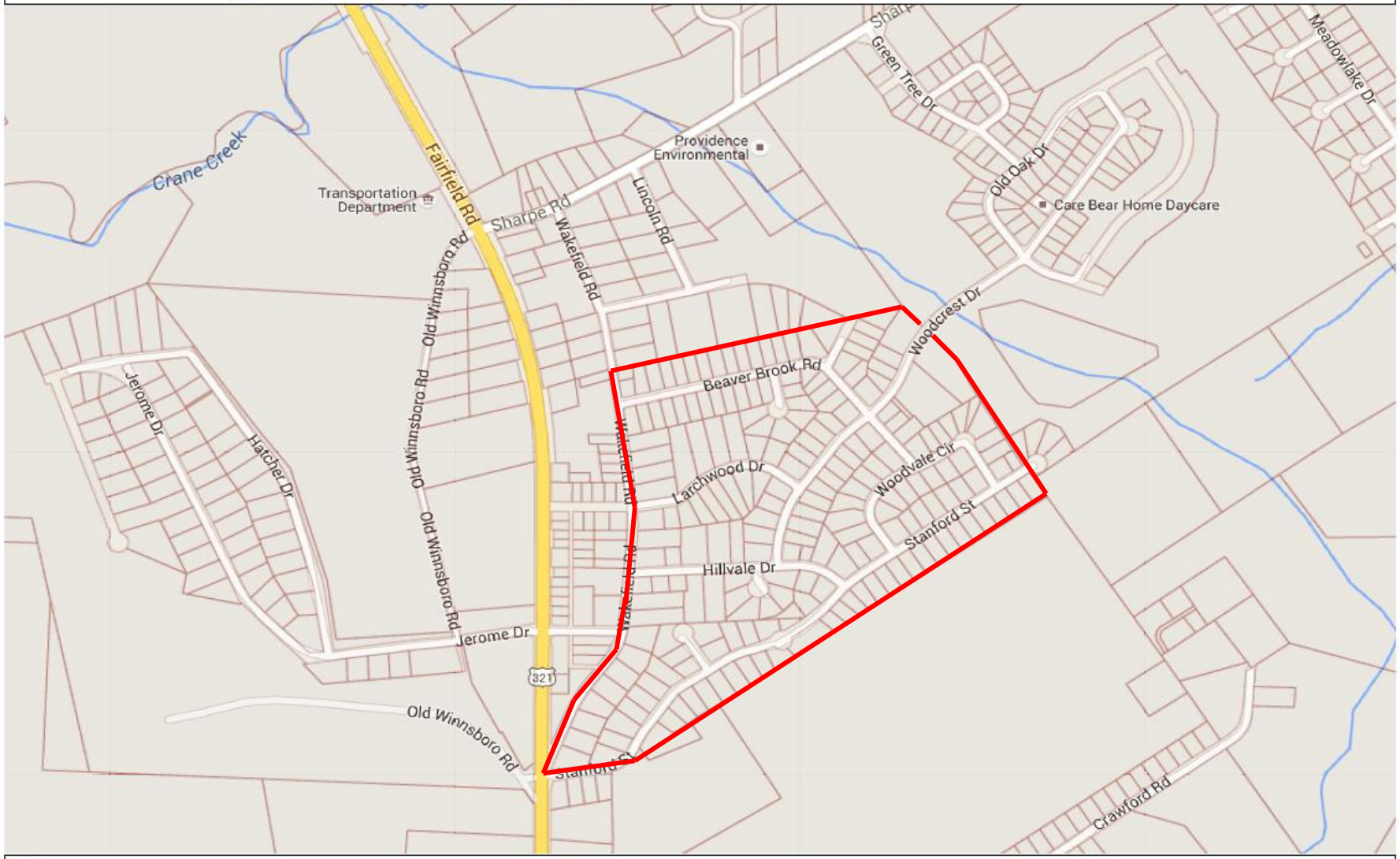
Dana R. Higgins, P.E., LEED A.P.
City Engineer

SR/sr

Cc (email): Daniel B. Hill, P.E., Hill Engineering, LLC

Map of Hollywood Hills Neighborhood – Outlined in

Richland County, SC | Internet Mapping



DISCLAIMER : This is a product of the Richland County GIS Department. The data depicted here have been developed with extensive cooperation from other county departments, as well as other federal, state and local governments agencies.Richland County expressly disclaims responsibility for damages or liability that may arise from the use of this map.

RC GEO

Richland County Council Request of Action

Subject:

Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex

Richland County Council Request of Action

Subject: Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex

A. Purpose

The Columbia Housing Authority, (CHA) has submitted a request (see attached, exhibit A) for the waiver of tipping fees at the Richland County C&D Landfill. The CHA intends to demolish Gonzales Gardens as a part of the East Central Columbia Transformation Plan. The estimated debris is 27,000+/- tons. The current tipping fee at the Richland County C&D Landfill is $18.50 per ton which equates to $499,500.

B. Background / Discussion

A meeting was held on December 18, 2015 with Ms. Julia Prater of the CHA and Mr. Stewart Mungo, on behalf of the CHA, to discuss a request for a tipping fee waiver for the demolition debris from Gonzales Gardens.

The project is described in the East Central Columbia Transformation Plan, Housing Authority of the City of Columbia, SC (see attached exhibit B, more specifically page 52 of the attachment).

A site illustrative plan and a Total Development Cost budget are also attached (exhibits C and D respectively).

Additionally, the CHA has provided the following information.

- Timeframe: The CHA is requesting a commitment from Richland County by the end of January 2016 for CHA to be able to utilize the commitment as leverage in other grants CHA would be applying for that have due dates in early February 2016. The CHA understands the meeting schedule of County Council will not likely meet this request.
- Timeframe for Demolition: CHA anticipate(s) relocation of the residents of Gonzales Gardens to take 9 months to a year beginning in early 2016. Therefore, CHA expect(s) to begin demolition of the units to occur in the fall of 2016; no later than January 2017.
- Relocation: CHA assure(s) Richland County Government that all residents of Gonzales Gardens will be relocated in accordance with federal relocation standards as Columbia Housing Authority is bound by and committed to said federal requirements.
- No federal funds have been allocated to-date to this project; however, the CHA has received federal approval to demolish Gonzales Gardens.
- The City of Columbia has indicated it will include $1 million in the FY 2016/2017 budget; however, the commitment will not be firm until the adoption of the city's budget. The contemplated intended use of this funding is for demolition. The County has not been provided any documentation from the City of Columbia regarding its intent for the allocation nor the source of the intended allocation.
- The CHA estimates the project demolition expenses (including asbestos removal) to be $2.5 million.
- The most recent site plan shows residential development on Forest Drive but the CHA board is open to the inclusion of commercial space if economic opportunities warrant.

C. Legislative / Chronological History

- At the June 27, 2006 A&F Committee meeting, the Committee considered a Resolution for the Columbia Housing Authority. The Committee forwarded this item to the Special Called Council meeting on 6/27/2006. At that meeting, Council took the following action:
    - **Columbia Housing Authority Hope VI Grant** – Mr. McEachern moved, seconded by Mr. Jeter, to commit $1,000,000 of in-kind services over a ten year period. The vote in favor was unanimous. The suggested in-kind services are as follows: security service ($200,000); tipping fees— disposal of C&D items (up to

$500,000); homeownership education program; internships; network consulting and development, web portal services, broadband consultants ($100,000); KOLORPRO business development ($100,000); and cash contribution ($100,000).

- Letter dated June 26, 2006 from then County Council Chair Anthony Mizzell to Columbia Housing Authority pledging support of HOPE VI Grant Application and commitment of $1,000,000 of in-kind and/or cash contributions. The letter indicates this is to be applied to "the development of the Allen-Benedict Court Community in Columbia." Mr. Stewart Mungo and the CHA maintain this also applies to Gonzales Gardens – see attached letter (exhibit E).
- County staff has not been able to confirm any of the aforementioned financial commitments from the 2006 letter were paid or waived by the County.

D. Financial Impact

To waive the tipping fees for 27,000+/- tons of C&D landfill debris cost approximately $499,500 ($18.50/ton). This would not be a direct cash outlay but forgone revenue. Additionally, 27,000+/- tons would more quickly fill the current permitted capacity of the landfill. Annually, the Richland County C&D Landfill collects approximately 30,000 tons of waste. This one project equates to approximately 1 year of capacity.

As an alternative, Waste Industries (Screaming Eagle Rd, Lugoff, SC 29078) accepts C&D landfill debris under contract with Richland County; for 27,000+/- tons at $8.25/ton the expense is $222,750. However, to pursue this option an expense allocation would need to be approved by Council. Further, this option would save capacity in the Richland County C&D landfill thus maintaining a longer life for the landfill. This alternative would be a direct long-term saving to the county.

E. Alternatives

1. Approve the request from the Columbia Housing Authority to waive tipping fees at the Richland County C&D landfill of approximately $499,500 for 27,000+/- tons ($18.50/ton) of debris from the demolition of the Gonzales Gardens.

2. Approve an allocation of $222,750 for the disposal of 27,000+/- tons of debris from the Gonzales Gardens at the Waste Industries (Screaming Eagle Rd, Lugoff, SC 29078) C&D Landfill.

3. Do not approve the request from the Columbia Housing Authority to waive tipping fees at the Richland County C&D landfill of approximately $500,000 for 27,000+/- tons ($18.50/ton) of debris from the demolition of the Gonzales Gardens.

F. Recommendation

This project has been planned for the public purpose to eliminate blight in a portion of the urban area of the County within the city limits of Columbia. As noted above, the City of Columbia has indicated intent to participate in the project with a future allocation. This planned redevelopment is likely to have a positive effect on adjacent and nearby taxable properties. If the project is developed with a commercial component that will generate taxable property, there will be a repayment of the County's commitment over time. For these reasons, staff recommends the County participate with tipping fee waivers at its C&D landfill in an amount equal to 50% of the City's contribution to this project. For example, if the City provides $1,000,000 of City funds to the project, the County would provide tipping fee waivers at its C&D landfill in the amount of $500,000.

Recommended by: Kevin Bronson
Department: Administration
Date: 1/6/15

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While "Council Discretion" may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers Date: 1/7/16

❑ Recommend Council approval ❑ Recommend Council denial

Comments regarding recommendation:

This is decision within Council's fiscal discretion. While the decision, as proposed would not be an immediate direct cash outlay, the ROA does quantify that the forgone revenue or impact to the fund would be a loss of $500k in revenue and the County would need to consider the impact of the acceleration of the landfill capacity as stated by the Solid Waste Director. The financial impact can be managed with some priority planning however Council should be aware that approval would require a funding plan to address the financial impact for the FY17 budget and beyond in order to maintain the sustainability of the system. Finally, the County should consider if approval creates any concerns with consistency or future expectations of waived fees for other projects.

Solid Waste

Reviewed by: Rudy Curtis Date: 1/6/2016

❑ Recommend Council approval ❑ Recommend Council denial

Comments regarding recommendation: This is a discretionary decision for Council. Taking this volume of waste will have an adverse impact to the life of the county Class Two Landfill whereby we lose one year's capacity thus forcing us to begin the planning and design of a replacement landfill much earlier. We have an estimated 10 years of capacity remaining if our intake changes and we do not control the volume our customers bring each year. The permitting timeline for SCDHEC should be expected to be at least 5 years. We had already planned to begin the permitting process this calendar year. Taking this waste at any point in the future takes away that year of flexibility. Therefore if Council chooses to participate in the project by managing the disposal of the debris, I recommend that Council choose Alternative 2.

Legal

Reviewed by: Elizabeth McLean Date: 1/7/16

❑ Recommend Council approval ❑ Recommend Council denial

Comments regarding recommendation: Policy decision left to Council's discretion. If the tipping fees were set by ordinance, they can only be waived by ordinance.

Administration

Reviewed by: Kevin Bronson Date: 1/7/16

✓ Recommend Council approval ❑ Recommend Council denial

Comments regarding recommendation: This project has been planned for the public purpose to eliminate blight in a portion of the urban area of the County within the city limits of Columbia. As noted above, the City of Columbia has indicated intent to participate in the project with a future allocation. This planned redevelopment is likely to have a positive effect on adjacent and nearby taxable properties. If the project is developed with a commercial component that will generate taxable property, there will be a repayment of the County's commitment over time. For these

reasons, staff recommends the County participate with tipping fee waivers at its C&D landfill in an amount equal to 50% of the City's contribution to this project. For example, if the City provides $1,000,000 of City funds to the project, the County would provide tipping fee waivers at its C&D landfill in the amount of $500,000.

Exhibit A

THE HOUSING AUTHORITY

of the City of Columbia, South Carolina
1917 HARDEN STREET * COLUMBIA, S.C. 29204-1015
TELEPHONE (803) 254-3886
TDD (803) 256-7762
www.chasc.org

January 5, 2016

Mr. Tony McDonald, Administrator
Richland County
2020 Hampton Street
Columbia, SC 29204

Subject: Demolition of Gonzales Gardens

Dear Mr. McDonald:

As you are aware, the East Central Columbia Choice Neighborhood Transformation Plan, accepted by HUD, includes plans to demolish and completely redevelop the Gonzales Gardens site on Forest Drive across from Providence Hospital. Columbia Housing Authority has received approval from HUD to demolish Gonzales Gardens. Although HUD funds Housing Choice Vouchers to assist the families to be relocated from the property, the demolition approval comes with no funding for the demolition.

The proposed revitalization of Gonzales Gardens is critical to the surrounding community and Richland County as a whole. It is of vital importance to potential funding partners that Richland County and the City of Columbia are on board and financially committed to this revitalization. A request for one million dollars is currently under consideration by the City.

To demonstrate the valuable partnership between the Richland County and the Columbia Housing Authority and to leverage potential funding sources, we respectfully request Richland County waive landfill tipping fees for the disposal of the construction debris to assist with funding the demolition of Gonzales Gardens. We have every reason to believe that such a commitment would be significant in leveraging funding to accomplish this vital revitalization. We estimate the tonnage of the debris to be 27,000 tons; at $20 per ton tippage fee, the value of the waiver would be $540,000.

Sincerely,

Gilbert Walker
Executive Director

Exhibit B

EAST CENTRAL COLUMBIA

CHOICE NEIGHBORHOOD PLANNING GRANT # SCE002CNP112

TRANSFORMATION PLAN

Housing Authority of the City of Columbia, SC

East Central Columbia Transformation Plan

Table of Contents

	Page
1. Executive Summary	**1**
2. Plan Overview	**7**
3. The Planning Process	**17**
4. Issues, Needs and Opportunities	**25**
5. Transforming East Central: People	**41**
6. Transforming East Central: Neighborhood	**48**
7. Transforming East Central: Housing	**67**
8. Implementing the Plan	**74**

Appendices

A. Resident Needs Assessment
B. Community Health Survey
C. Market Study
D. LEED-New Development Checklist
E. Photo-Voice Summary Report
F. Budgets and Unit Mix

1 EXECUTIVE SUMMARY

1 EAST CENTRAL COLUMBIA: EXECUTIVE SUMMARY

1.1 Introduction: In Focus

A picture is worth a thousand words… so say the residents of Allen Benedict Court and Gonzales Gardens, two of Columbia's oldest public housing projects and anchors of East Central Columbia. Over the last several years, the Columbia Housing Authority (CHA) has utilized the power of pictures to give voice to residents' feelings, concerns and dreams– in workshops, in community visioning for the revitalization of the two target sites, and as a partner in the remarkable PhotoVoice project "From Snapshot to Civic Action", an initiative of the University of South Carolina's College of Social Work (See Appendix E). PhotoVoice is part of the larger "Creating Healthy Environments through Community Engagement" study that has helped residents learn how to create safe, healthy spaces in East Central.

Why is East Central so often in the lens? As one of the most historic African-American areas in Columbia with two Historically Black Colleges (HBCs) and Columbia's first "suburb", it fell on hard times after desegregation. In a story too often told, crime and economic challenges during the 1960s and 70s left it struggling, with advancing blight only made worse by the deterioration of its public housing projects. Yet despite persistent decay, 57% poverty and a vacancy rate of 14%, it has seen victories with the growth of two Historic Black Colleges (HBCUs), Allen University and Benedict College, and the successful Celia Saxon HOPE VI project.

Joseph E. Winter, a housing inspector for the Columbia Urban Rehabilitation Commission from 1955 to 1965 and the director of Columbia Urban Rehabilitation Commission from 1965 to 1980, captured the decline of East Central in a striking collection of photographs now archived at the University of South Carolina. In his capacity as the director of Commission, he helped eradicate slums and substandard housing, and worked to raise living standards East Central and other lower-income Columbia residents by promoting adequate housing and sanitation. His work lives on with CHA and its partners in envisioning a greater revitalization for East Central through the Choice Neighborhood program.

The Choice Neighborhood planning process has helped capture and accelerate the momentum of the Celia Saxon HOPE VI, leverage the work that CHA has done with the residents and the investment made in revitalization, and expand it into a broader transformation of the entire neighborhood to ensure that remaining pockets of blight are eliminated and East Central is set on a sustainable path to the future. This document is dedicated to those who have made it their mission to reclaim this critically important Columbia neighborhood.

Figure 1a: Indigenous Housing, Stark Street (Joseph E. Winter Collection)

1.2 Historical Sketch of East Central

East Central is comprised of several smaller residential areas, some dating back to the 1870s. It was Columbia's early signature African-American neighborhood, anchored by institutions like Allen University. It also contained Columbia's most prominent black community and had a reputation of self-sufficiency.

Historic Waverly, the oldest area in East Central, is a nine-block area between Harden, Hampton, Millwood and Gervais streets. Along with the neighborhood of Old Shandon to the south of M.L.K. Jr. Park, it was developed as Columbia's first "streetcar suburb" in the early 1900s. Over the subsequent decades Lower Waverly expanded the area down to the park.

In the 1920s and 1930s, little else existed in East Central save the small residential area north of Benedict College (today's Eva P. Trezevant neighborhood) and a scattering of houses along and to the east of Lyon Street. This area was low-lying ground occupied by a creek that was eventually buried in a culvert; but during the Depression it was an area that frequently flooded and had unpaved streets until the 1960s. Many of the residents worked as domestic laborers in the adjacent wealthy white neighborhoods of Shandon, Melrose Heights and Forest Hills. Despite the burden of segregation, East Central developed an interdependent and culturally-connected resident population, with black-owned businesses lining Gervais, Millwood and other neighborhood streets.

In 1940, CHA began to occupy two of the earliest public housing developments to be constructed in the country, Gonzales Gardens along Forest Drive and Allen Benedict Court bounded by Harden, Laurel, Read and Oak Streets. In the segregation that existed at the time of construction, Gonzales Gardens was built as public housing for low-income white residents of Columbia, while Allen Benedict Court served low-income black residents. These now obsolete housing communities comprise the anchors of the Choice Neighborhood Revitalization.

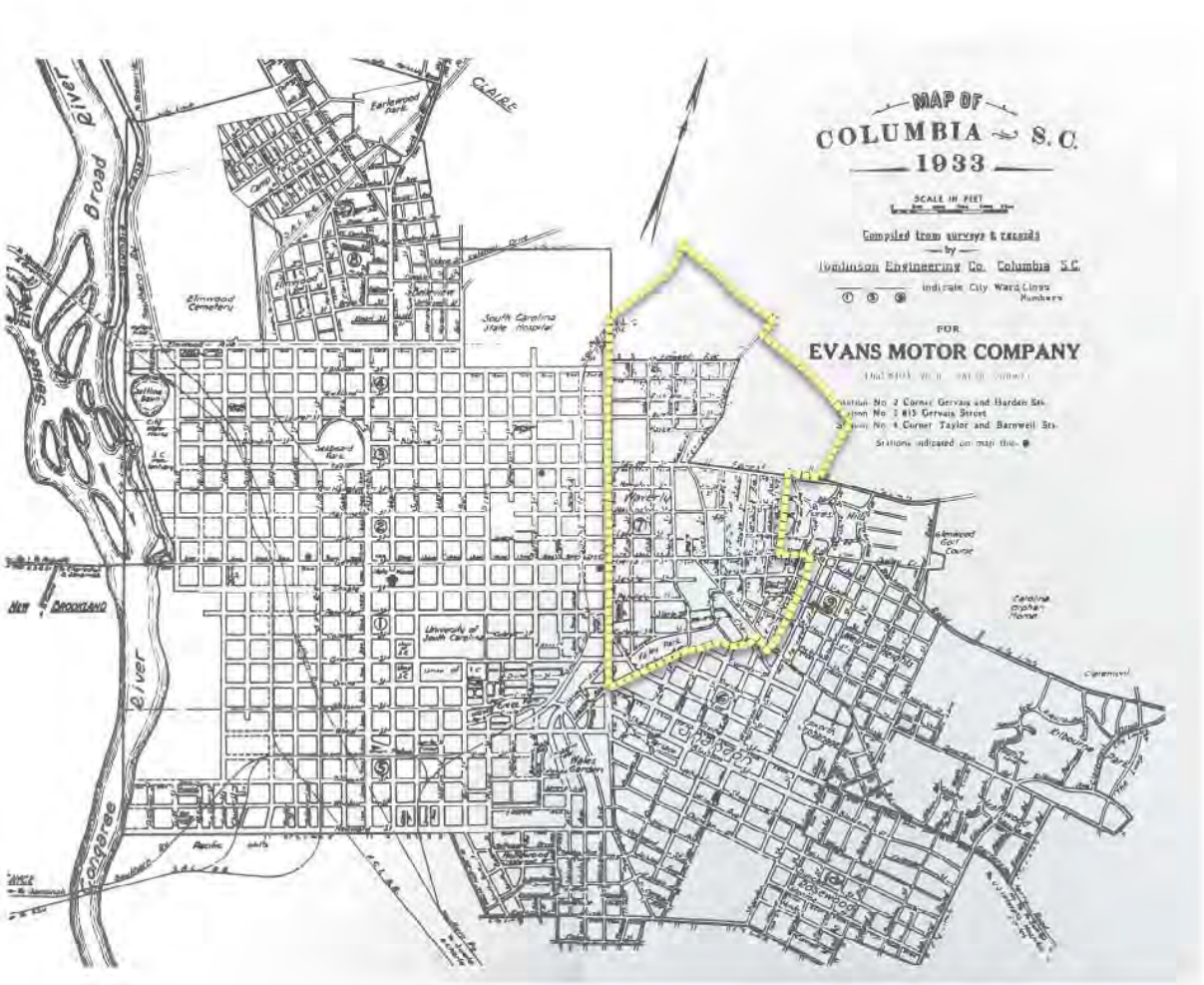


Figure 1b: 1933 Map of Columbia Showing East Central

1.3 The East Central City Planning Foundation

East Central is a neighborhood comprised of twelve smaller community organizations that have their origins in the segregated living conditions in East Columbia. Until the East Central City Consortium Plan (ECCCP) process was undertaken, these communities had little to unite them other than a common purpose to preserve their integrity against external forces of change. However, in the fall of 2002, The East Central City Consortium was formed to create a master plan for the larger neighborhood under the common name of East Central City. As a partnership between the twelve community organizations, the City of Columbia and the Fannie Mae South Carolina Partnership Office, it was a participatory planning process dedicated to establishing a vision for the reduction of blight and betterment of the community.

The resulting master plan focused on creating affordable housing and expanding and improving retail goods and services as well as planning for growth of local institutional uses. The Consortium worked in partnership with Allen University, Benedict College, the Columbia Housing Authority, the US department of Housing and Urban Development, Providence Hospital, Richland County, Richland County School District One, Columbia-Sumter Empowerment Zone, the office of Congressman James Clyburn and many faith based organizations. Though the Consortium has been less active since the ECCC plan was completed in 2004, it still is recognized as a collective organization and is the primary East Central CN oversight body along with the City and the Columbia Housing Authority.

Recommendations from the planning process are illustrated in the map following this section. Included in the plan are a set of ten recommendations that create a guiding framework for further planning and action, and became the conceptual policy framework for the redevelopment planning of Allen Benedict Court, Gonzales Gardens and the encompassing East Central Neighborhood:

1. Preserve the traditional single-family "core" neighborhoods
2. Create centralized neighborhood activity nodes
3. Redefine the traditional commercial corridors within the community
4. Preserve, enhance and create public open space
5. Encourage home ownership and rehabilitation
6. Strengthen code enforcement
7. Create a pedestrian-friendly environment
8. Create gateways to downtown Columbia
9. Enhance community identification
10. Encourage continued community involvement

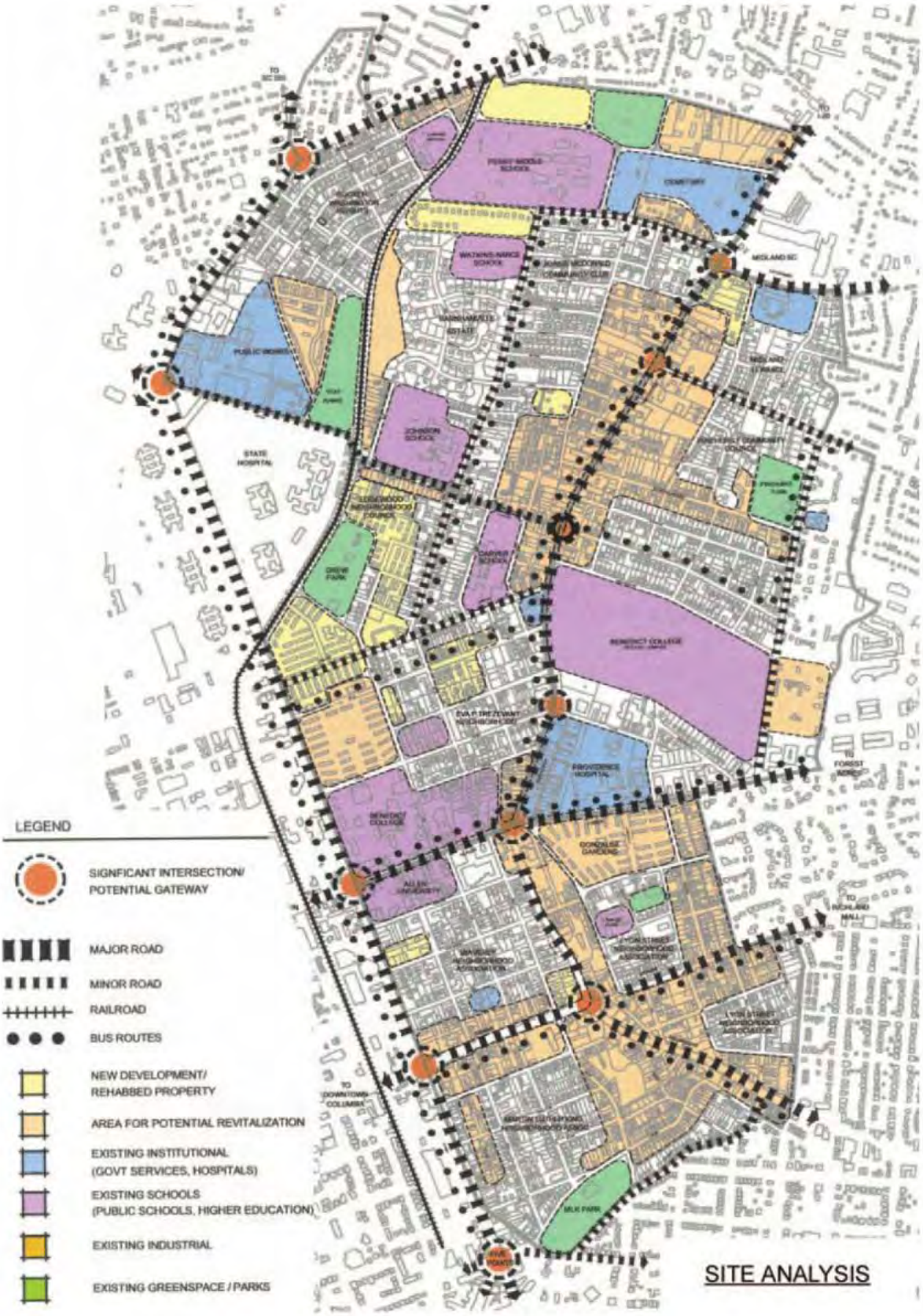


Figure 1c: East Central Vision Plan

1.4 Neighborhood Transformation Overview

The East Central Neighborhood physical transformation plan is a compilation of ideas that have emerged throughout the planning process. Essential to the framework is the importance of connecting all corners of the East Central Choice Neighborhood, through corridor revitalization, high-quality redevelopment, and selected streetscapes that form a pedestrian circulation system celebrating historic corridors. This framework is built upon a series of ongoing and future efforts that serve as platforms for transforming strategies of significance. These efforts include:

Catalyst Redevelopment Projects include the Gonzales Gardens and Allen Benedict Court master plans; Heidt Street / Lower Waverly; and the contiguous Bull Street South Carolina State Hospital site. These projects, strategically located in underdeveloped and distressed areas, are large enough to make a significant difference in changing the economics of their surroundings.

Neighborhood Infill strategies in areas surrounding Chestnut Street, Elmwood Avenue, Eva P. Trezevant, St. Anna's Park, Walnut Street, and Lower Waverly / Lyon Street. These six zones have been identified as priority areas for redevelopment incentives or direct property acquisition and new construction as well as public space and mobility improvements.

Mobility Enhancement Projects include intersection improvements at key spots including Two Notch-Forest Dr-Millwood-Taylor; Gervais-Millwood; and Read Street-Two Notch; major intersections along Harden Street; and wherever main pedestrian corridors cross arterials. Area-wide pedestrian-bike mobility projects will be prioritized as part of a City-driven comprehensive pedestrian-bike plan; transit enhancements as it pertains to new routes and schedules; and redevelopment-related projects such as new and improved streets intended to increase connectivity and access.

Parks and Open Space Improvements designed to grow the park system in East Central through modest municipal outlays and public-private partnerships. The most significant opportunities of both new and ongoing efforts, include: Bennedict Colllege LeRoy Walker Health & Wellness Center; St. Anna's Park Improvements; "Town Center" Parks (within Gonzales Gardens and Allen Benedict Court); and new pocket parks and gardens.

New Community Facilities will complement the already-thriving list of existing community facilities in the neighborhood. Existing successful facilities include The Drew Wellness Center, the Celia Saxon Health Center; the Cecil Tillis Family Life Center, the M.L.K. Jr. Community Center, among others. Additional potential resources have been identified within the plan and those consist of: "Town Center" Community Buildings (within Gonzales Gardens and Allen Benedict Court); Former Lyons Street Elementary School; early childhood development center; and Potential Boys & Girls Club.

Anchor Institutions expansion plans will continue to enhance established community development programs while exploring more academic-community partnerships and health-care services. These institutions, though their specifics roles in creating a neighborhood of Choice include: Benedict College, Allen University, and Providence hospital.

Parallel to these efforts, the neighborhood transformation framework explores specific areas where economic development and public safety strategies can and should be prioritized.

1.5 People Transformation Overview

The people transformation plan takes into account that neighborhoods are not just made of bricks and mortar but that humans play a major role in making a neighborhood a community. The people of East Central Columbia have been challenged by poverty, a broken education system, substandard dilapidated housing, and high crime in their community. Through collaborations with many community partnerships, East Central residents will have equal opportunities as others in communities with lower crime, higher incomes and better thriving schools. East Central Columbia is hampered by a number of physical, economic, safety, and education issues that keep the community from growing and deter opportunities for sustainability and economic diversity. The "People" component of the transformation plan includes strategies to address the many issues impacting the well-being and future success of present and future families living in the community. The Plan focuses on working with key partners to address issues that impact the ability of residents to achieve self-sufficiency through education, training and access to meaningful employment opportunities.

The People Strategies focus on the following priorities:

Education Strategies include service to adults through literacy and GED programming, post-secondary programs and partnering with Richland School District One and other partners to strengthen the under-performing public schools that serve the community.

Early Childhood programs focus on programming from pre-natal to pre-Kindergarten to ensure children enter Kindergarten fully prepared to learn on an equal footing with their peers.

Economic Self-Sufficiency Strategies include job training, career preparation, job readiness skills, employment opportunities and addressing barriers to employment such as transportation and affordable child care.

Health Strategies include improving access to affordable health care, healthy nutrition education, access to healthy affordable food choices and wellness education and activities.

1.6 Housing Transformation Overview

The Transformation Plan for East Central Columbia incorporates quality, energy efficient and sustainable housing in ways that help residents become self-sufficient, strengthen communities, and that use public and private resources efficiently and effectively. The vision of the East Central Housing strategy addresses the housing needs of families and individuals of the Choice Neighborhood area by creating a transformation plan that incorporates sustainable, durable, and mixed-income housing. Of equal importance, the housing strategy aims at utilizing supportive services that will strengthen the community, encourage resident self-sufficiency, and assist in the allocation of available resources (public and private) to ensure its ultimate effectiveness. The transformation plan incorporates housing recommendations made under previous plans such as the Gonzales Gardens and Allen Benedict Court Master Plans, and the East Central Plan, and validating them based on the community's current and future needs—a series of workshops and charrettes were held over several months to clarify the needs. A market study was conducted to validate the choices and is included as Appendix C to the Transformation Plan.

Key factors guiding the housing strategies include:

Experienced Housing Lead Mungo Construction and Nixdevco Development was engaged early in the process to ensure realistic and experienced input into the planning of the housing components.

Mixed Income and Mixed Tenure housing is the focus of revitalization of a sustainable neighborhood with goals to include both subsidized and market rate housing; rental and homeownership.

On-site Housing includes a mix of affordable and market units, as well as both rental and homeownership.

Off-site Housing includes both infill housing in the immediate neighborhood and development of affordable housing units off-site in non-impacted census tracts.

Energy Efficient Housing is a priority in all housing development within the transformation plan with the understanding that affordable utilities is a critical element of affordable housing. Mungo brings a wealth of experience in planning and constructing energy efficient housing and developed South Carolina's first all-LEED certified housing development in CHA's Rosewood Hills HOPE VI development. LEED for Neighborhood Development Project Scorecard can be found in Appendix D of the Transformation Plan.

3

THE PLANNING CONTEXT

2 THE PLANNING CONTEXT

2.1. Introduction to the Neighborhood

The East Central Columbia Choice Neighborhood is centrally located in the City of Columbia and is one mile from the Congaree River, Columbia Central Business District and the University of South Carolina. East Central is easily accessible from interstates I-26, I-20 and I-77. Norfolk Southern Railroad runs one block west of East Central. The neighborhood is approximately 675 acres; bounded by Harden Street on the west; Edgewood Avenue and Chestnut Street to the north; Pinehurst Road, Manning Avenue, and King Street to the east; and Santee Avenue on the south.

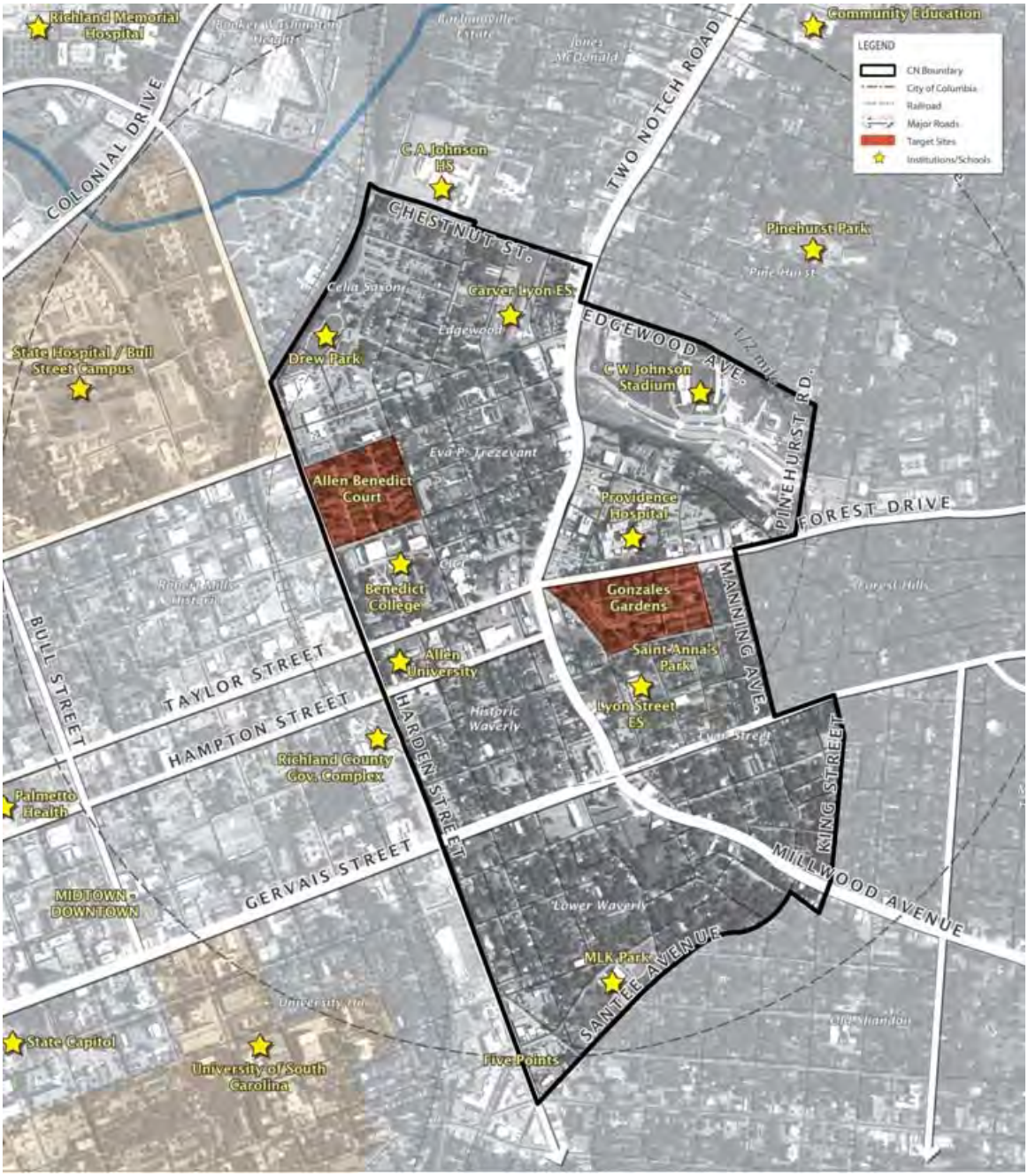


Figure 2a: Neighborhood Location Map

East Central is composed of several unique neighborhoods– Celia Saxon (HOPE VI Revitalization), Edgewood, Eva P. Trezevant, Historic Waverly Neighborhood, Lyon Street, Martin Luther King, and Lower Waverly.

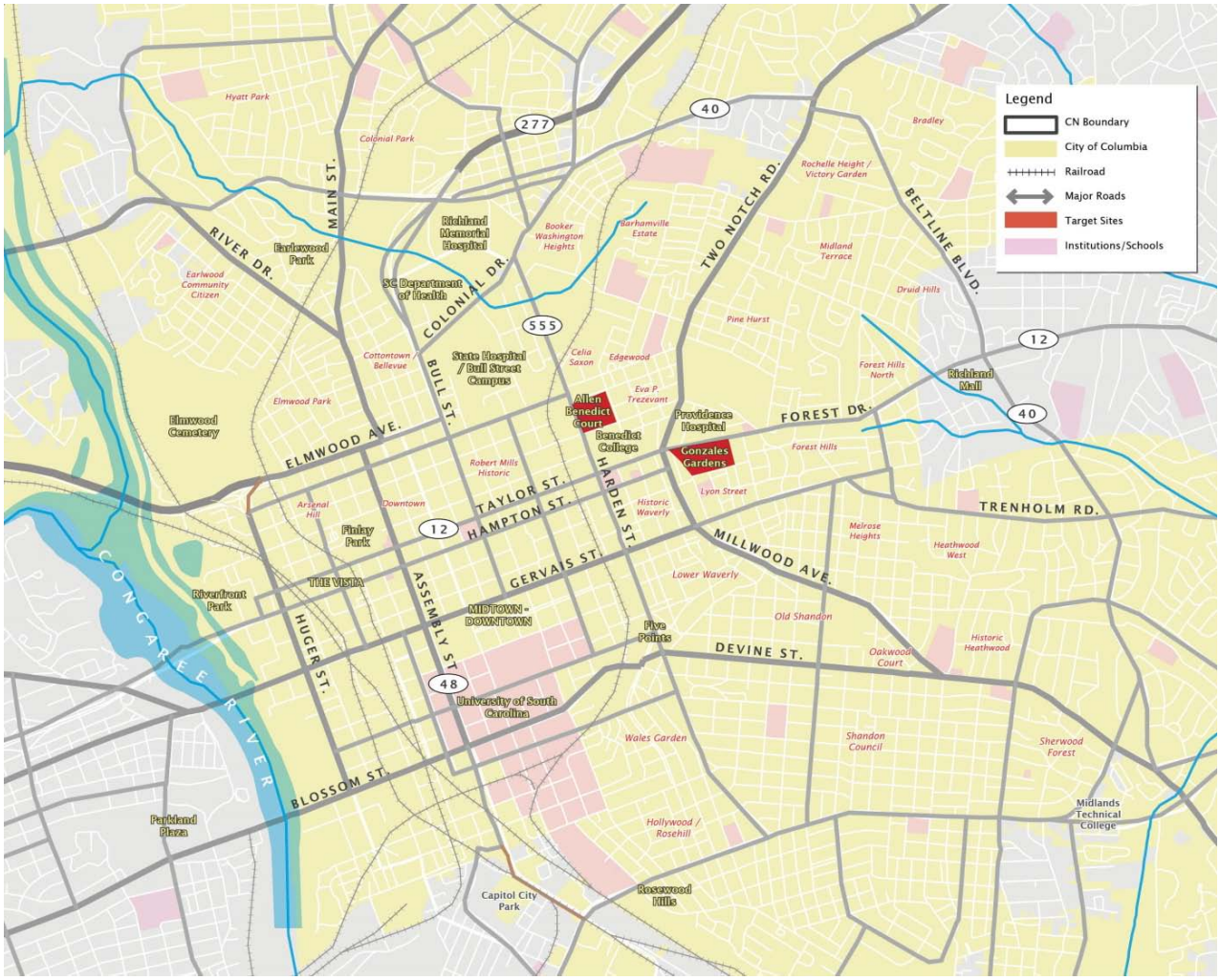


Figure 2b: Neighborhood Context Map

Celia Saxon: The new neighborhood, Celia Saxon is located at the north of East Central and is in the heart of Columbia's Federal Empowerment Zone. Saxon homes revitalization is one of CHA's signature HOPE VI communities which was a seven-year redevelopment effort completed in June, 2006. The development has created opportunities for reinvestment in the community and reconnects formerly isolated public housing tenants with the surrounding neighborhood.

Edgewood and Eva P. Trezevant are located west of Two Notch Road and east of Celia Saxon/Allen Benedict Court. Both of these neighborhoods are predominantly residential with some institutional uses such as Carver-Lyon Elementary School and churches.

Historic Waverly is bounded by Taylor Street and Gervais Street (north-south), and Millwood Avenue and CSX Railroad (east-west). The Historic Waverly District (listed in the National Register in 1989) was the first suburb outside the planned city of Columbia. It evolved as a community of predominantly African American artisans, professionals and social reformers by early 20th century. The historic core of the neighborhood still contains vernacular residential, academic, and religious buildings reflecting the historic architectural styles. One of the significant landmarks in East Central, Allen University, is located at the northern edge of the neighborhood along Taylor Street.

Lyon Street Neighborhood is located east of Historic Waverly along Millwood Avenue and south of Taylor Street. The neighborhood is divided into two areas by Gervais Street. The northern half includes the public housing site Gonzales Gardens, Saint Anna's Park and Lyon Street/Liberty Hill Elementary School (no longer an active school). The southern half is predominantly residential and along Millwood Avenue there are several commercial uses and many vacant commercial properties.

Lower Waverly / Martin Luther King: This historic neighborhood is encompassed by Gervais Street (north), Harden Street (west), Santee Avenue (south) and Millwood Avenue (east). The southwest corner of the neighborhood is anchored by the Five Points Business District with many commercial uses. Martin Luther King Park is a great asset in this predominantly residential (single family) area. Arrington Manor, the only high-rise building in Lower Waverly, is public housing designated for senior housing, and owned by the Columbia Housing Authority.

These smaller entities within the broader East Central Columbia neighborhood are joined together through their common sharing of primary corridors, institutions, community amenities and commonly shared challenges of poverty, unemployment, lack of quality education and health care, disinvestment and neighborhood crime and safety issues. East Central is the central core of a thriving City that still suffers the highest poverty and unemployment rates in the City as well as the highest crime rates.

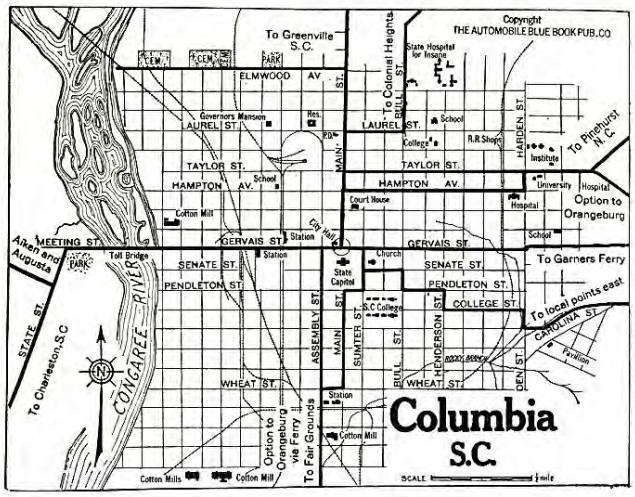
East Central has a solid base of prominent public institutions such as the Historically Black Colleges and Universities (HBCU), Allen University and Benedict College; Providence Hospital; and Carver-Lyon Elementary School. Major neighborhood assets in the area are Drew Wellness Center, Celia Saxon Health Center, the Cecil Tillis Family Life Center, Drew Park, MLK Park, C W Johnson Stadium, Five Points commercial district, and many churches, including Trinity Baptist, Bishop Memorial AME, and 2nd Nazareth Baptist. The area also includes National Register Historic Districts (Historic Waverly and Benedict College) and buildings.

2.2. History of the neighborhood

The history of Waverly, historic neighborhoods and the overall urban growth of the city are important in creating the vision for East Central Columbia.

Early development

Columbia is the state capital and the largest city in South Carolina. The current historic downtown core along the Congaree river was second planned city in the United States which comprised of 400 blocks in a 2-mile square. The perimeter street and two through streets (Gervais Street and Main Street) were 150 feet wide, and the remaining streets were 100 feet wide. Columbians still enjoy the magnificent wide street grid network that provides great connectivity.



Original Street Grid *South Carolina State Capitol*

The flagship institution of the city, the University of South Carolina, was founded in 1801 to encourage higher education for the young men of the state. The original historic campus was a 47 acre block in the shape of a "horseshoe" and present day covers over 359 acres in downtown Columbia and with expansion to seven satellite campuses around the state. Since the establishment of the university, the enrollment has grown from an initial enrollment of nine students in 1805 to more than 47,000 at present.

USC Horseshoe ca 1800's *USC Horseshoe today*

Urban Growth:

Columbia thrived as a cotton industry leader after the railroad reached the city in the 1840s. By 1850, cotton was the primary economic engine of the Columbia community as most of the city's commercial and economic activity was related to cotton. During this period the city's population grew by almost 40%. In recent years, the city has grown in some key industries such as manufacturing, healthcare, green energy production, transportation, and research and development.

Saxon Homes Revitalization:

Saxon homes revitalization is one of CHA's signature HOPE VI communities which was a seven-year redevelopment effort completed in June, 2006. The new neighborhood, Celia Saxon is located north of the CN area and is in the heart of Columbia's Federal Empowerment Zone. The development has created opportunities for reinvestment in the community and reconnects formerly isolated public housing tenants with the surrounding neighborhood. Celia Saxon is a development of mixed-income rental housing and 96 owner-occupied single family homes along with community amenities that include the Drew Wellness Center, Drew Park, Celia Saxon Health Center and the Cecil Tillis Family Live Center.

2.3. Recent Planning

There have been a myriad of planning efforts over the past several years in and around East Central Columbia. These include plans by Columbia Housing Authority, the City of Columbia, private developers, private colleges and hospitals

and by the East Central Columbia Consortium. The East Central Choice Neighborhood planning process has considered features and vision of all of the previous planning efforts in formulating the Transformation Plan.

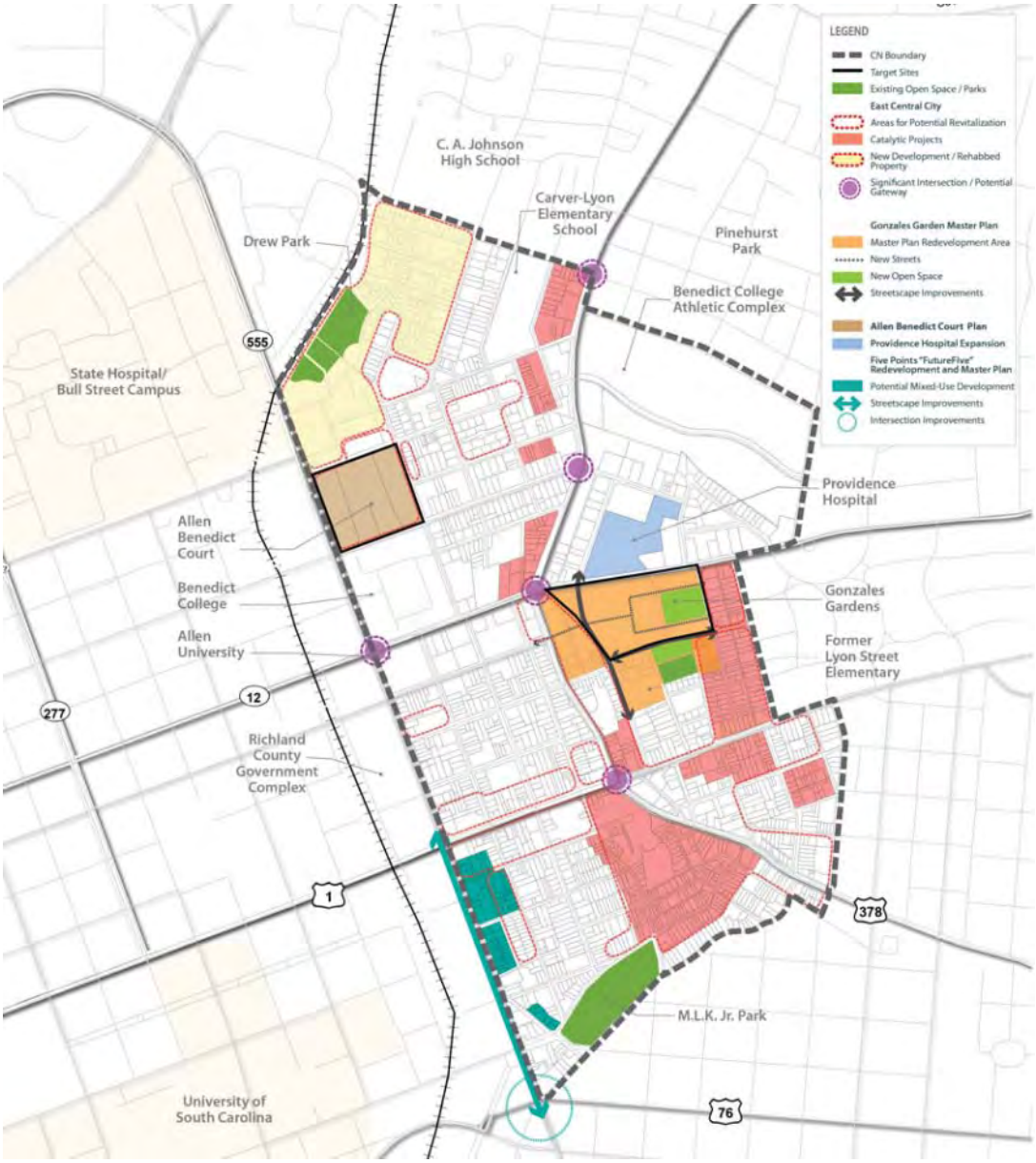


Figure 2c: Previous Planning Efforts

Bull Street Neighborhood Plan

In 2011, a Traditional Neighborhood Development plan for the Bull Street Neighborhood was put forth by a developer, Metrology LLC, in partnership with the City of Columbia and input from citizens. The Bull Street Neighborhood shares East Central Columbia's Northwest boundary.

The planning process included integrated involvement throughout which included stakeholder/city staff working groups and public involvement, including a week long design charrette. The key component of the plan is the creation of a form-based zoning code that will guide land use and development decisions in the study area. The Bull Street Neighborhood Form-Based Code identifies historic structures which will be retained, creates parks and open spaces, designs "complete streets" to enable safe access for all users, and establishes a

development pattern that respects the neighboring communities while connecting to the existing City grid. The plan recommended the following principles to guide the development of Bull Street Neighborhood:

- Maintain the integrity of the historic district;
- Mix commercial and residential uses;
- Create a pedestrian- and bicycle-friendly place;
- Maximize the economic impact and increase the tax base;
- Integrate the Bull Street Campus into the City, and
- Provide parks and open space.

City of Columbia HUD Consolidated Plan 2010-2015

This 2010-2015 Consolidated Plan addresses HUD's three basic goals for the use of formula grant funding in programming for low and moderate income families: Provide decent housing; Provide suitable living environment; Expand economic opportunities. The Plan provides a profile of the Columbia community, including the housing market, housing needs, homeless and special needs housing, and strategies to address those needs. The plan indicated that the Columbia Housing Authority (CHA) had 1,777 units in its Public Housing inventory and manages 3,047 vouchers in Section 8 Housing Choice Program. Over the 5 years following the Plan, CHA plans to redevelop Gonzales Gardens and Allen Benedict Court. After a recent one-week opening of its waiting list to take applications, CHA's waiting list has exploded from 6,903 applications to over 30,000 families seeking affordable housing.

Some of the highlights from the community profile include:

- Of the 41,999 households in the City of Columbia, 52.7% have incomes at or below 80% of the American Median Income for households of four ($62,100).
- 33% of the households in Columbia are experiencing some sort of housing problem, the vast majority of which are cost burden.
- Of the total city households 30.6% have a cost burden of 30% and 15.4% have a cost burden that exceeds 50% of their income.
- In a January 2013, Point-In-Time homeless count, the SC Coalition for the Homeless found 1,518 men, women and children in shelters, on the streets and other locations in Richland County. This was an increase of 453 from the previous count in 2011. Of this number, 433 were identified in homeless shelters, 278 in transitional housing and 807 unsheltered.
- There is an unmet need of 1,250 beds for individuals and 52 beds for families with children.
- There is a growing elderly population in Columbia (currently 11,413) which will require the need of safe affordable housing, sustainable personal finance resources, adequate Medicaid, Medicare and social security, access to healthcare, and support to special needs (such as caregivers), among others.

The City's strategic plan outlines the City's overall vision for housing and community development and provides strategies to meet previously identified needs. These strategies, prioritized over a period of five years, are as follows:

1. Increase decent, safe and affordable housing for Columbia citizens

2. Revitalize neighborhoods and improve quality of life

3. Provide financial assistance to prevent homelessness and provide housing and supportive services for the homeless

4. Create jobs and business redevelopment to stimulate economic development

5. Provide permanent housing for persons living with HIV/AIDS

6. Provide financial assistance to prevent homelessness for persons living with HIV/AIDS

7. Provide quality supportive services to assist clients with achieving and maintaining housing stability

East Central City 2004

Initiated in the fall of 2002, the East Central City Consortium (ECCC) was formed to create a master plan for the 1,050 plus-acre area known as East Central City. Located to the east of the Central Business District of Columbia, South Carolina, the East Central City was one of the first suburban neighborhoods of Columbia in the 1890's. The ECCC encompasses twelve neighborhood groups who worked in partnership with the City, Fannie Mae South Carolina, Allen University, Benedict college, CHA, HUD, Providence Hospital, Richland county, Richland County School District, Columbia-Sumter empowerment Zone, the office of Congressman James Clyburn and many faith-based organizations.

The planning effort process included four major steps: Community Analysis, Master Planning, Catalytic Project Identification, and an action Implementation plan.

The plan makes the following recommendations:

- Preserve the traditional single-family core neighborhoods
- Create centralized neighborhood activity nodes
- Redefine the traditional commercial corridors within the community
- Preserve, enhance and create public open space
- Encourage home ownership and rehabilitation
- Strengthen Code enforcement
- Create a pedestrian friendly environment
- Create gateways into Downtown Columbia
- Enhance community identification
- Encourage continued community involvement

The plan also identified six catalytic projects:

- *Heidt Street Corridor – The Heidt Street Corridor located in the Lower Waverly neighborhood, encompasses an area of nearly 19 acres, of which a significant portion currently sits vacant. The project proposes the redevelopment of these vacant lots area to include single-family homes, both attached and detached, along with improved public spaces including a neighborhood pocket park.
- *The intersection at Gervais Street and Millwood Avenue is envisioned as a mixed-use node with commercial, office and residential uses, including the possibility of a senior housing component.
- *Manning Street – The existing site is composed of single-family homes in need of repair and many vacant lots. The project would include infill single-family housing and attached single-family housing along the Gervais Street frontage.
- **Schoolhouse Road – This site, of nearly 12 acres, has a combination of duplexes, multi-family buildings and a package liquor store. The proposed catalytic project calls for a return to single-family owner-occupied homes with access through alleyways.
- **Booker Washington Heights – This project is a combination of two catalytic projects. The existing site is made up of vacant lots, housing in need of rehabilitation and demolition, and one-story multi-family buildings. The project plans for single-family homes within the core and redevelopment of the existing multi-family as attached and detached single-family.
- **Two Notch Road and Chestnut Street – This site, of approximately 6 acres, is composed of vacant lots and existing buildings that are currently being used for commercial and residential purposes. This project plans for a mixed-use development with offices (offering medical-related services) and the possibility of a small retail element. The site's proximity to Providence Hospital and other health and educational businesses and institutions further reinforces its potential.
- Wiley Street Corridor – This project includes vacant lots, abandoned and damaged structures industrial and/or retail building and single-family homes. The site, bordered by the new Rosewood Hills mixed-use development on the north, seeks to complement the Rosewood Hills project by redeveloping the area as a residential community with attached and detached housing. (this project is not in nor contiguous to East Central Choice Nieghborhood).

*Located in East Central Choice Neighborhood

**Not located within East Central Choice Neighborhood, but in close proximity enough to be considered for infill housing

Five Points Master Plan 2006

The Five Points Master Plan focuses on a retail district located southeast of the East Central study area that has been identified as historic, creative, and vibrant. The plan's main goals included: preserving unique district identity, enhancing market vitality, promoting mixed-use development, elevating building character, increasing density, and fostering diversity.

The Master Plan recommendations focused on: creating a more complete street frontage made up of mixed-use buildings with on-street retail; maximizing the existing sites efficiency by proposing structured parking, improving the public space network, and preserving the identity of the district by proposing design guidelines for future developments.

This planning effort included a robust public engagement process that not only helped determine the community's major needs and opportunities, but also helped to shape the final plan. Detailed implementation strategies with specific timelines and prioritized action items were also part of the Plan. *See Figure 2d: Five Points Master Plan*

Figure 2d: Five Points Master Plan

Lower Waverly Catalyst Redevelopment Plan 2006

The Lower Waverly Catalyst Redevelopment plan stems from the earlier East Central city Plan completed by F.A. Johnson in 2004. The Lower Waverly Catalyst Redevelopment Plan was drafted in order to identify blighted and conservation areas lying within targeted portions of the Lower Waverly community. The Lower Waverly Catalyst Redevelopment Plan, which was run by the City of Columbia Planning Department, includes a detailed analysis of the development site including demographics and physical characteristics.

The overall appearance of the neighborhood is historic yet blighted, with a sparse allotment of well-kept homes. The neighborhood is mostly renter-occupied, with a median household income of $15,288. The neighborhood has great potential for redevelopment because of its proximity to commercial areas and its rich stock of housing types.

The overall objective of the Lower Waverly Catalyst Redevelopment Plan is to highlight sections of the community that would benefit from privately and publicly funded projects. The Lower Waverly community possesses an ideal location for mixed-income residential development and mixed-use development.

Revitalization of the area would accentuate the positive qualities that are present in the community and reduce the negative factors that detract from the neighborhood's assets. The study also notes that Catalyst sites 1 and 2 could cost nearly $42 million for full redevelopment, with the City being responsible for roughly $3-$4 million as a result of roadway improvements. *See Figure 2e: Lower Waverly Redevelopment Plan*

Figure 2e: Lower Waverly Redevelopment Plan

The Columbia Plan 2018 5-Year Update (January 2013)

The Columbia Plan 2018 is a city wide comprehensive plan intended to balance the needs of competing objectives from various city stakeholders.

The Plan has identified a series of goals for the City of Columbia which include: Making Columbia livable for all citizens, providing guidance for growth to citizens and government, and defining the future of design and amenities in Columbia.

In the last five years, Columbia has seen an 11.17% increase in the population, while the metropolitan area has seen a population increase of 18.61%, a rate that has remained consistent during the last 20 years.

The economy for both the City and the region has experienced a recent level of stabilization. While it has not returned to prior to the recession, it has not experienced the dramatic changes in that other markets have.

Columbia Housing Authority 2014-2015 Annual Plan – Five Year 2010-2015 Plan

The Columbia Housing Authority's (CHA) 5 year Plan is a comprehensive plan that outlines the framework for the Housing Authority to continue providing and improving its products and resources.

According to the Plan, the City of Columbia has a waiting list of 6,640 applicants (see table below); 227 of which are Section 8 applicants. The Section 8 waiting list has been closed since 2008. The Public Housing waiting list was closed in December 2013 for the first time in the history of the Columbia Housing Authority. The waiting list for public housing and Section 8 was just recently re-opened for one week in September 2014 (application staff has not yet had sufficient time to analyze the new applicants); over 30,000 applications were received.

The Plan identifies a series of goals including: Improving public housing quality; improving the community's quality of life and economic vitality by providing an improved living environment; promoting self-sufficiency and asset development of families and individuals in assisted households; ensuring equal opportunity and fair housing for all Americans.

CHA is currently developing plans and seeking funds for the revitalization of Allen-Benedict Court and Gonzales Gardens as part of this comprehensive plan.

Public Housing Waitlist Application Breakdown (Total – 6,413 Applications) January 28, 2014

Housing Types

Efficiency units - 5

One Bedroom – 2,891

Two Bedrooms – 2,238

Three Bedroom – 1,079

Four Bedroom - 174

Five Bedroom - 25

Six or more - 1

Family Types

Headed by Elderly Person – 316

With a person with a disability – 950

With a person with children – 2,954

4

THE PLANNING PROCESS

3 THE PLANNING PROCESS

3.1 Introduction

The transformation planning process covered a 24-month period led by the Columbia Housing Authority to create a Transformation Plan based on community vision. CHA began the process by understanding previous plans done by various entities as outlined in Section 2 of this plan. CHA built the Transformation Plan on the foundation of those planning efforts, revisiting previous recommendations and updating them based on current and future needs and vision for the community. The ultimate goal of the transformation plan is to revitalize the East Central Columbia neighborhood through transformation and redevelopment of the distressed public housing sites and to transform the neighborhood into a Neighborhood of Choice for the 21st century.

The plan addresses three critical components of the Choice Neighborhood program – housing, people, and neighborhood.

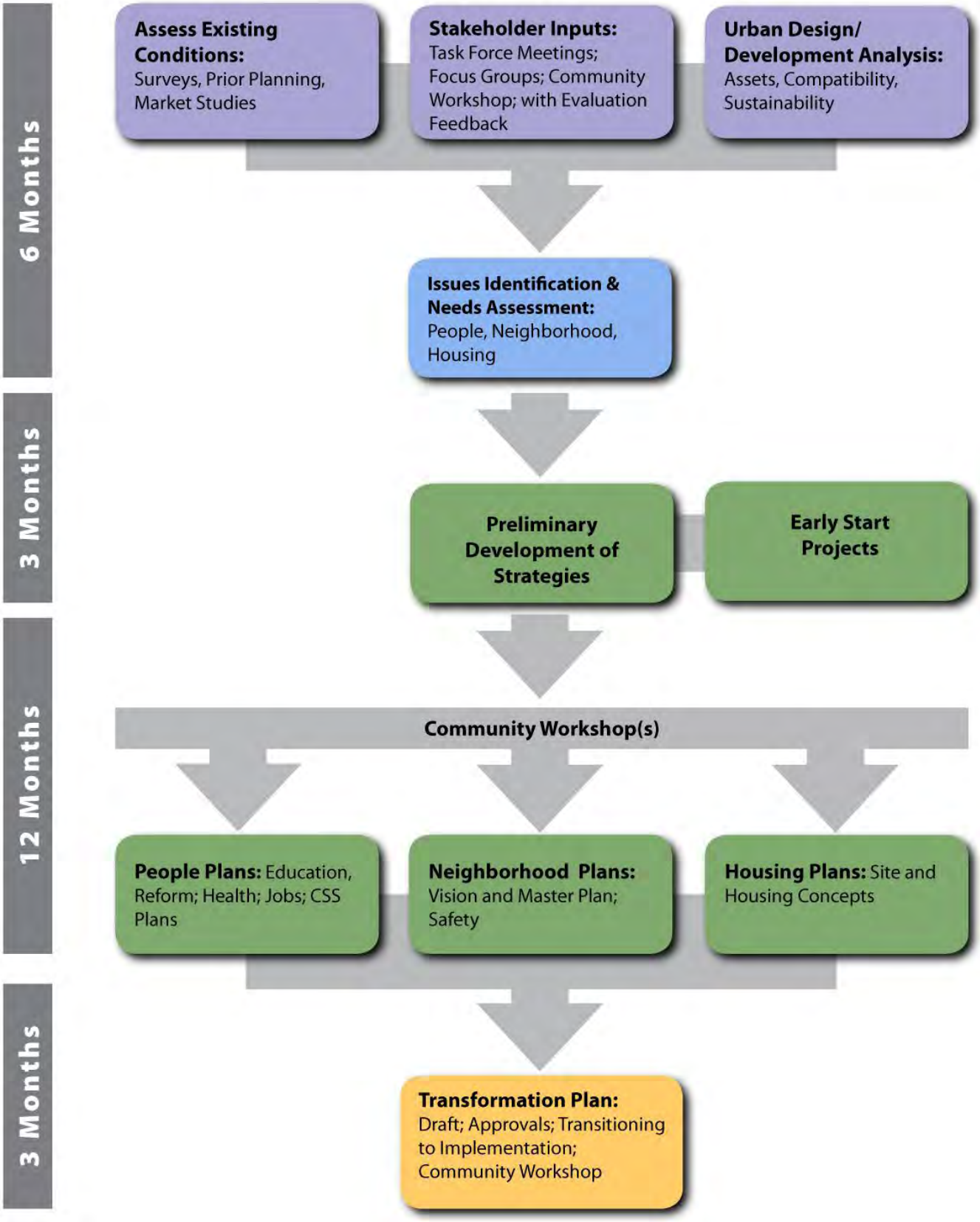
Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood. Utilize infill housing in blighted areas throughout the neighborhood to strengthen and enhance the overall health, wealth and sustainability of the neighborhood. Develop off-site affordable rental housing in non-impacted areas to give residents choices of high quality housing in non-minority, low-poverty census tracts.

People: Improve educational outcomes, cradle to college, and intergenerational mobility for residents with services and support in education, health and safety, employment training and opportunities, health education and service delivery; and

Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Community involvement was the foundation of the planning process and design development of the East Columbia Transformation Plan. Various approaches were taken in order to identify not only the social, environmental, economic, health and educational needs of the East Central Community, but also to understand and give language to the vision for the future. With this in mind, The Columbia Housing Authority's supportive services staff, in conjunction with the planning team, hosted a series of community and stakeholders' focus groups, conducted needs assessment surveys, and created an interactive web-based tool for individuals to voice their comments. In addition, Providence Hospital conducted a comprehensive health needs assessment that informs the health issues addressed in the Plan. Residents, community stakeholders and residents from throughout the East Central neighborhood participated in planning meetings and design charettes to provide input into the Plan. This section provides a brief description of the different roles of the members of the planning team and the thorough processes which have informed the strategies explored as part of the Transformation Plan.

The following flow chart illustrates the steps in the planning process throughout the 24 months of the planning grant and the engagement of various tools and entities within the community to ensure comprehensive input into and ownership of the vision moving into implementation.


6 Months
3 Months
12 Months
3 Months
Assess Existing Conditions: Surveys, Prior Planning, Market Studies
Stakeholder Inputs: Task Force Meetings; Focus Groups; Community Workshop; with Evaluation Feedback
Urban Design/ Development Analysis: Assets, Compatibility, Sustainability
Issues Identification & Needs Assessment: People, Neighborhood, Housing
Preliminary Development of Strategies
Early Start Projects
Community Workshop(s)
People Plans: Education, Reform; Health; Jobs; CSS Plans
Neighborhood Plans: Vision and Master Plan; Safety
Housing Plans: Site and Housing Concepts
Transformation Plan: Draft; Approvals; Transitioning to Implementation; Community Workshop

3.1 The Core Team

Columbia Housing Authority leading this effort

As the grantee, CHA lead the effort with significant and ongoing input from existing strategic partners that will undertake lead roles in Plan implementation, such as the City of Columbia and Co-Developer Mungo Construction. The anchor institutions are also in this category.

Planning Coordinator Team

Lord Aeck Sargent (LAS): planning coordinator supported CHA with the community process, especially with regards to neighborhood issues and recommendations. Conducted existing condition surveys, mapping analysis, previous plan analysis, and providing illustrative designs based on community input.

Market Analyst

Noell Consulting: As part of the LAS team, Noell Consulting Group (NCG) conducted an updated market analysis, looking at opportunities and demand potential for residential and commercial land in the study area, including for-sale and rental residential products, as well as retail and office uses. This analysis built on NCG's previous efforts in the area in 2009 for the Gonzales Gardens planning effort. Included in NCG's analysis was an understanding of demographic and economic trends in the study area, and placing those trends and conditions in the context of the larger Columbia market as well as macro trends occurring elsewhere in other Southern and US cities.

Developer

Mungo Construction and Nixdevco are the developer and housing lead for implementation of the Transformation Plan. They have been invaluable in assisting and advising with building style and types, in meeting with neighborhood leaders regarding design as well as creating employment opportunities during construction. They have provided the expertise on LEED for Neighborhood Development. Mungo brings the off-site parcels in non-qualified census tracts to the transaction. Nixdevco has been instrumental in assisting CHA with comprehensive budgets for implementation.

3.2 Anchor Institutions

- **The Colleges:**
  - Allen University (HBCU)
  - Benedict College (HBCU)
  - University of South Carolina
  - Midlands Technical College
- **Providence Hospital**
- **Palmetto Health**

3.3 Key Partners

- **Residents of Target Sites: Gonzales Gardens and Allen Benedict Court**

- **Housing**
  - Columbia Housing Authority
  - Mungo Construction-Nixdevco
  - Columbia Housing Development Corporation (CHDC)
  - Benedict-Allen Community Development Corporation
  - AllSouth Federal Credit Union
  - Providence Hospital
  - City of Columbia

- **People**
  - Columbia Housing Authority
  - University of South Carolina

- Midlands Workforce Development Board
- Providence Hospital
- Palmetto Health
- United Way
- GLEAMNS Human Resources Commission
- Columbia Police Department
- Eau Claire Cooperative Health Center
- Goodwill Industries
- Richland County Department of Social Services
- Benedict College
- Allen University
- University of South Carolina
- Richland School District One
- Richland County First Steps
- Richland One Adult Ed
- Richland Library
- United Way of the Midlands
- Midlands Technical College
- Education Institutions: (Carver-Lyon ES, W.A. Perry MS, C.A. Johnson HS)

- **Neighborhood**
  - City of Columbia (Planning and Development Services, Community Development, Columbia City Council)
  - Richland County Community Development
  - Columbia Urban League
  - Central Midlands Regional Transit Authority (CMRTA)
  - Neighborhood Leaders
  - Local businesses
  - Resident associations
  - Gonzales Gardens, Allen Benedict Court, and the Community Improvement Cooperative Council
  - Residents of all ages of the target sites and the East Central area

3.4 Planning Structure

CHA led the planning process, supported by planning coordinator Lord Aeck Sargent and key partners. Input was generated through resident trainings and numerous resident meetings, six public meetings, twelve focus groups, six steering committee meetings and key stakeholders in the community.

Steering Committee; Focus Groups

Steering Committee:

The Steering Committee was comprised of representatives from the key partners, residents and neighborhood leaders. The Steering Committee analyzed input gleaned from the focus groups, needs assessments and input from the interactive web site, www.chachoice.com and provided guidance and counsel to staff to refine and finalize the Transformation Plan.

Focus Groups:

The Columbia Housing Authority led a series of focus groups in the following six areas: economic development, education, health, safety, youth, neighborhood and housing. The groups have been held at different times during the process. They were comprised of key specific partners from each discipline area as well as residents and the community at large. The focus groups concentrated on identifying areas of need in East Central Columbia and brainstorming ideas for addressing the needs identified.

The first sets of focus groups, held during three consecutive days in December 2013, was for the residents of Gonzales Gardens and Allen Benedict Court only. Participants were asked specific questions in which they were encouraged to describe their community, identify the things they would change or keep the same, and their major concerns. A total of thirty nine residents from both developments were present, and the valuable outcomes resulting from their dialogue laid the groundwork for future focus groups and steering committee meetings.

The second set of focus groups, were held in March 2014, targeting the entire East Central Columbia community. Stakeholders from different partner institutions attended (see table below) as well as residents from the public housing communities and surrounding neighborhood. Their valuable input served as basis for many of the strategies being explored as part of this Transformation Plan, especially as it pertains to People strategies.

During each of the sessions, participants were encouraged to summarize existing programs and projects related to their focus area, determine if the existing programs were meeting the needs of the community successfully, design new programs to fill the gaps, and allocate responsibility for implementation of such programs.

Focus Groups Participants
Neighborhood
Residents and Neighborhood Leaders
Neighborhood Churches
City of Columbia Planning Department
Allen University
Housing
Residents
Neighborhood Leaders
City of Columbia
Mungo Construction
Economic Development
Residents
Midlands Technical College Goodwill Industries
University of South Carolina TRIO Program
Providence Hospital
Columbia Urban League
Safety
Residents and Neighborhood Leaders
U.S. Attorney
Richland County Sheriff's Department
City of Columbia
University of South Carolina
Education
Residents
Richland School District One
Richland Library
GLEAMNS Headstart
Eau Claire Promise Zone

Youth
Residents
Columbia Police Department Columbia Urban League Prosperity Project Boys and Girls Clubs of the Midlands
Health
Residents
Providence Hospital Eau Claire Community Health Clinics Richland School District Two City of Columbia

3.6 Resident and Community Engagement

The residents of Allen Benedict Court and Gonzales Gardens have been engaged in the planning process for several years through master planning efforts for both communities and through previous HOPE VI application processes. They have attended orientation sessions and resident meetings throughout the process. The surrounding community has been engaged through attending community workshops, design charettes, public hearings and neighborhood association orientation meetings. Resident leaders have been engaged and participated in Neighborhood Leadership Training sponsored by the City Community Development Department. Resident leaders have attended a Purpose-Built Conference.

Resident Needs Survey (2013)

A comprehensive needs assessment was conducted in August 2013 to identify the issues that impact the public housing residents living in the East Central Community. 75% of households completed the needs assessments. The CHA's supportive service staff took the lead on completing the survey which identified economic and environmental issues that impact the lives of families in Allen Benedict Court and Gonzales Gardens. The surveys were specifically comprised of several objectives to cover areas such as education, youth, economic opportunities, health, and community. A professor from the College of Social Work at Benedict College, a local Historically Black College & University (HBCU) created an Excel based data collection tool to register the information collected from the survey. Students from the University of South Carolina College of Social Work and Benedict College took on the project to input the data into the spreadsheet. The data collected identified critical issues that would be the catalyst of the supportive service activities proposed in the People component of the transformation plan. *A sample of the East Central Choice Neighborhood Resident Assessment is included as Appendix A of the Transformation Plan.*

Health needs Providence Hospital

Providence Hospital conducted a comprehensive community health needs assessment in 2013. At the request of CHA, the hospital added a question to help identify responses from East Central residents. The assessment focused on questions related to individual health, community barriers, safety, and access to resources. Results of this needs assessment provided valuable input in addressing health needs in the People section of the Transformation Plan. *A summary of results and Implementation Strategy of the Providence Hospital Community Health Needs Assessment is included as Appendix B of the Transformation Plan.*

Gonzales Gardens Master Plan Community Engagement (2009)

Community participation was at the core of the development of the Gonzales Gardens Master Plan in 2009. A series of surveys, workshops, charrettes, and other tools were used to identify not only the needs of the Gonzales Gardens residents, but also their visions for the future.

Community Planning Committee:

A Community Planning Committee was formed early in the process with the intention of obtaining insight on existing political and historic issues as well as potential opportunities throughout the community.

The group was comprised of staff from the City of Columbia, the Columbia Housing Authority, Columbia Housing Development Corporation, local neighborhood representatives, local developers, representatives from Providence Hospital, Benedict College, as well as Allen University. The group served as an overarching guide for the development team throughout the master plan process. Along with the Community Planning Committee, the development team took part in stakeholder interviews where other members of the community were contacted and interviewed about their thoughts of the Gonzales Gardens area and its future potential. Stakeholder interviews were held with representatives of local churches, the Lyons Street School, additional developers, and others.

Issues and Opportunities Workshop:

A Gonzales Gardens Compass Survey was completed to gain knowledge of local community members' opinions of visual preference for various types of development and open spaces. The results of the visual survey were used to gain further insight into the desired visual and physical outcome of the master plan. Following this effort, a three-day design charrette was held to get the residents and stakeholders' opinions on future land use, density, circulation, and other details involved with the master plan. The residents voiced strong opinions towards expanding upon the existing green space as well as including other public facilities such as new walkways and trails, bike paths, garden areas etc. The participants also voiced strong desires for the new development concept to be contextually sensitive and build upon and enhance the existing structures and landscape. It was also very important to the participants to include mixed-use development in the plan. A Framework Plan was the result on the initial thoughts and feedback from the design team as well as the participants in the design charrette.

Design Charrettes:

A series of design charrettes were held in which residents and neighborhood stakeholders envisioned design features they would like to see in the revitalized community.

Residents Participate in Design Charrettes

Providence Hospital Preference Survey:

In June and July of 2010, the planning team prepared and administered an online survey with the assistance of Providence Hospital representatives on the Community Planning Committee. The survey was targeted toward Providence employees and was intended to gauge interest in new housing at Gonzales Gardens as well as deficiencies in local retail and other services. Since hospital employees represented a key target market audience for new development, the team felt the survey would either validate data analysis or reveal a mismatch. The 28-question survey was quite successful with 323 total responses received. Some of the questions included:

Allen Benedict Master Plan Community Engagement (2006-2010)

Allen Benedict Court residents have been involved in planning a new community since 2006, following the completion of the adjacent Celia Saxon HOPE VI Revitalization. In 2006, CHA engaged the residents in a master planning effort for their community. Subsequently, the residents were engaged in planning for HOPE VI applications in 2009 and 2010. Throughout the process, residents participated in orientation sessions, community meetings, focus groups and design

charrettes. Although the HOPE VI applications were not successful, the residents have remained engaged with high hopes for the revitalization of their community.

Online engagement

CHA established a website, www.chachoice.com with interactive opportunity for web-based community engagement to identify issues, needs, and assets.

Community Remarks:

As part of the extensive community engagement efforts that continued to inform the Transformation Plan, CHA implemented an interactive web-based tool, Community Remarks. This online platform allowed users not only to leave general comments about their community, but also to locate specific issues on a map—whether they refer to a particular building, lot, street, or neighborhood. This casual format allowed residents and stakeholders 24/7 access to an ongoing dialogue in which concerns and desired outcomes may be discussed.

Capacity-building initiatives

The City of Columbia Community Development hosts an annual Neighborhood Leadership Summit in collaboration with Richland School District One, Columbia Council of Neighborhoods, Columbia Housing Development Corporation and the Greater Columbia Chamber of Commerce. This is a hands-on event featuring topics such as Social Media and Networking, Fair Housing and Building Partnerships. In the past year, over 150 residents from Gonzales Gardens and Allen Benedict Court have participated in the Neighborhood Leadership Summits.

Community Empowerment Center / Photovoice

Photovoice:

Photovoice was a participatory project that empowered community residents to use photography as a tool to reflect their communities, express their sentiments towards it, and engage in meaningful dialogue that could lead to social change. Photovoice is part of a bigger effort, Creating Healthy Environments Study, which seeks to reduce crime in distressed neighborhoods, both real and perceived, through increased community engagement and participatory processes.

The Photovoice project took place in the East Central Columbia area in 2013 with participants from Lyon Street and Gonzales Gardens neighborhoods. The project engaged two groups of residents: (1) Youth Group: 6 African American youth (ages 12 – 17 years) and (2) Adult Group: 12 African American adults (ages 21-67 years). These 18 participants were encouraged to photograph and critically reflect on the strengths and concerns of their community. The images captured through the camera included both, scenarios worthy of the residents' pride and scenarios representing areas where the community would like to see transformation happen. This process produced approximately 170 photographs with titles and captions designed to engage the larger community.

The Photovoice team, sponsored by the Kresge Foundation Healthy Environment Program and USC Arts and Humanities Grants Program, gathered the data collected throughout the exercise and published a summary called "Photo-voice: From Snapshot to Civic Action" in which ten final photos that were selected by the participants as being the most representatives of the community's sentiment were included. The report was organized around five themes that were identified as key factors for creating healthy neighborhood environments: (1) Sense of Place and Place Attachment (e.g.,ownership, social and physical incivilities), (2) Collective Efficacy (e.g., social cohesion, sense of community, learned helplessness), (3) Social Capital (e.g., social support networks), (4) Community Development (e.g., capacity building, need for better resources), and (5) Collective Action (e.g., agency, need for collaboration and participation). *A summary of the Photo Voice Project is included as Appendix E.*

5

ISSUES, NEEDS AND OPPORTUNITIES

4 ISSUES, NEEDS & OPPORTUNITIES

4.1 Introduction

The Columbia Housing Authority's Choice Neighborhood Transformation Plan illustrates a revitalization strategy of the East Central Columbia (ECC) Neighborhood that will provide a catalytic effect within the study area and throughout surrounding neighborhoods. East Central Columbia is home to a number of strong institutions including Benedict College, Allen University and Providence Hospital which provide a great number of jobs and outreach opportunities for area residents.

East Central Columbia has a rich history, but suffers from deterioration and disinvestment with high percentages of vacancy and many structures are shadows of what they once were and what they could become. With the redevelopment of the two public housing sites, Allen Benedict Court and Gonzales Gardens, an enormous potential for neighborhood reinvestment and re-imagination can be unlocked. This potential is especially potent when paired with surrounding development projects including the Bull Street Campus Development Plan, Five Points, "Future Five" Master Plan, and the vast array of efforts going on within the core of downtown Columbia. The section that follows will describe in detail the East Central Columbia Neighborhood's challenges and assets with a focus on Housing, People and Neighborhoods.

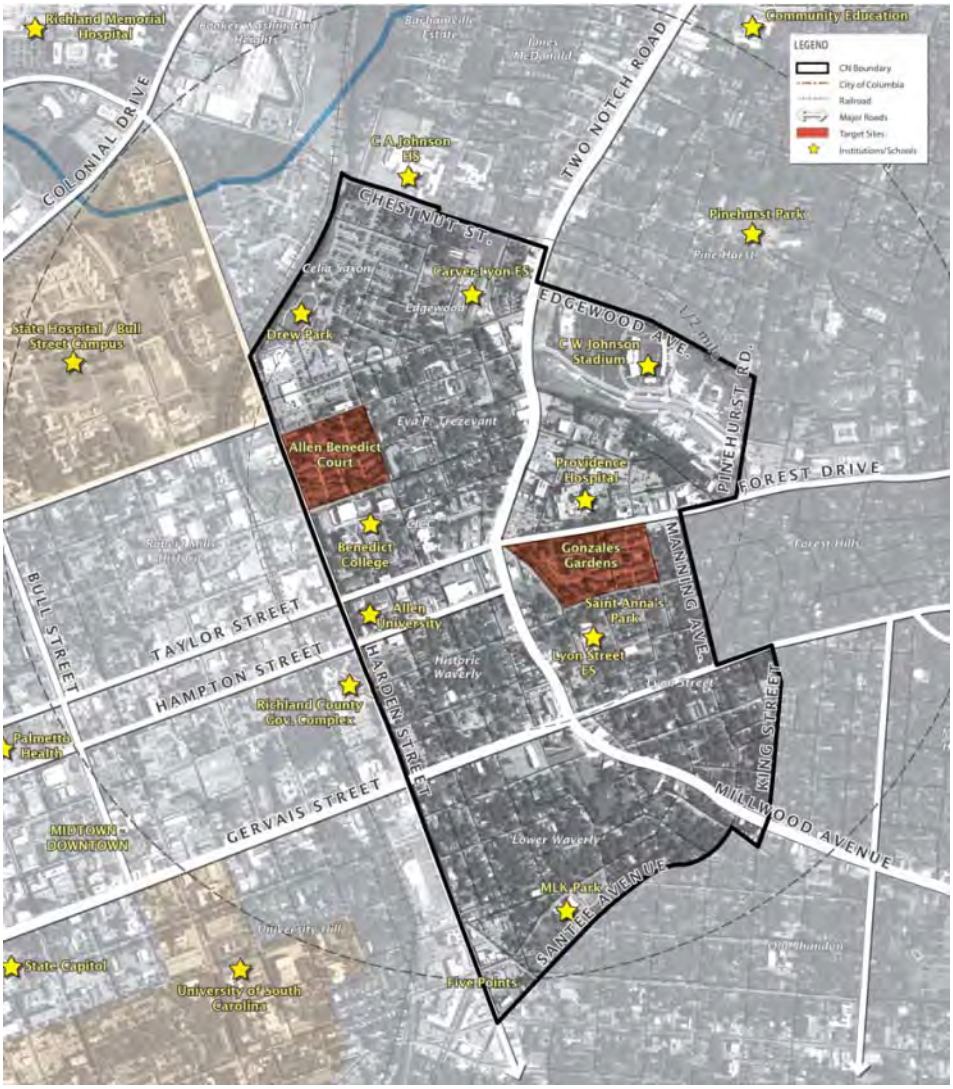
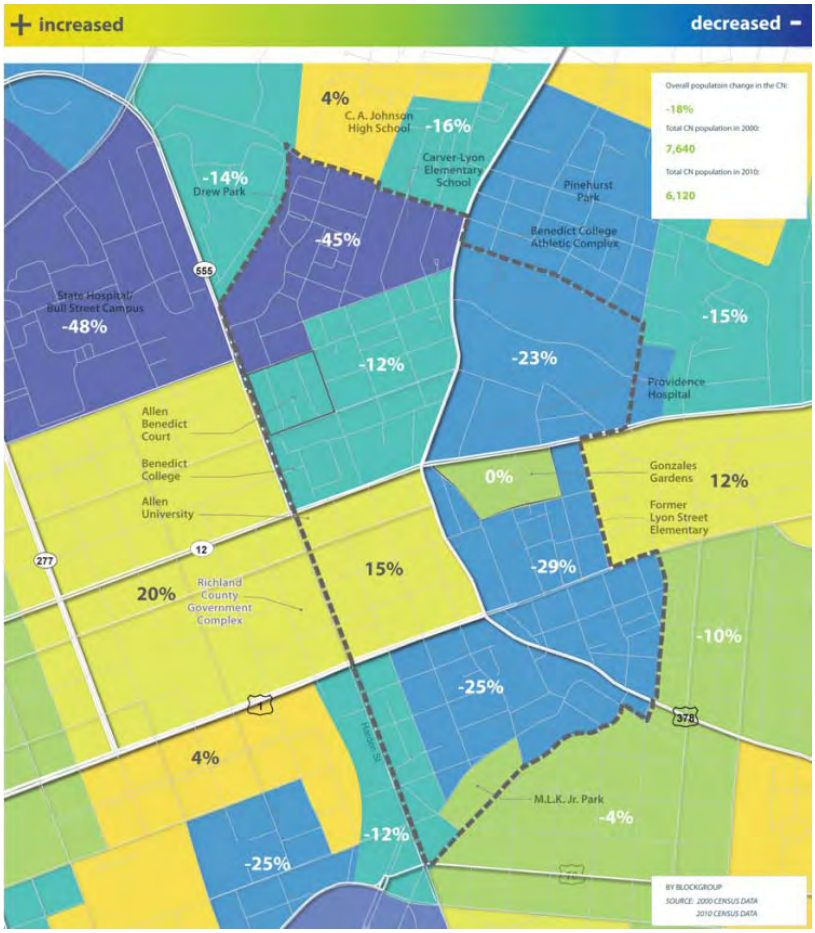


Figure 4a: Neighborhood Context Map

4.2 Neighborhood conditions

Demographic Profile

- According to the 2010 US Census, the East Central Choice Neighborhood has a population of 6,120 persons and a density of 9 persons per acre. East Central has lost almost 20% of its population (a total of 1,520) since 2000, while the City's population grew by 11%. The neighborhood has predominantly African American population (93%), whereas the City has more racial diversity (42% AA and 50% White).
- The number of households within East Central decreased by 24%, from 2,429 in 2000 to 1,853 in 2010. Since 2000, it has lost an average of 39 households annually while Intown Columbia has gained an average of 50 households per year.
- East Central has a high percentage of youth (16.5%), and a lower percentage of senior population (9.2%). Almost 37% of the households within the CN area are under 45 years of age.
- The median age is 34.7, which is slightly higher than the City's, 28.1. East Central has a higher percentage of female population (54%) than male (46%).



Figures 4b: Population Change

Housing Profile

East Central has a low housing density of 3.2 units per acre; with primarily single-family residences and a few multifamily communities (mostly public housing sites). Despite the high percentage of single-family homes in the area, the percentage of renter-occupied homes is high, almost 65% of the total units. The neighborhood also has a high rate of unoccupied houses (18%) and has experienced a significant loss of housing units since 2010 (20%).

Housing Value: The average sales price for a single-family home within East Central is just below $60,000, well below the overall average for the city of Columbia ($128,000).

Economic Profile

Overall, the economic condition of the area residents is lacking stability. According to the American Community Survey, East Central has a poverty rate of 58% and an unemployment rate that ranges from 20% to 36%.

The large majority of East Central households (69%) has an income below $25,000, placing most of its residents at less than 50% of Area Median Income (AMI), and nearly 90% have incomes below $50,000, placing the overwhelming majority of the households below 80% AMI threshold. While not too dissimilar to the larger Intown area (68% of households below $50,000), it is significantly different relative to the Metro area, in which 54% of households earn below $50,000.

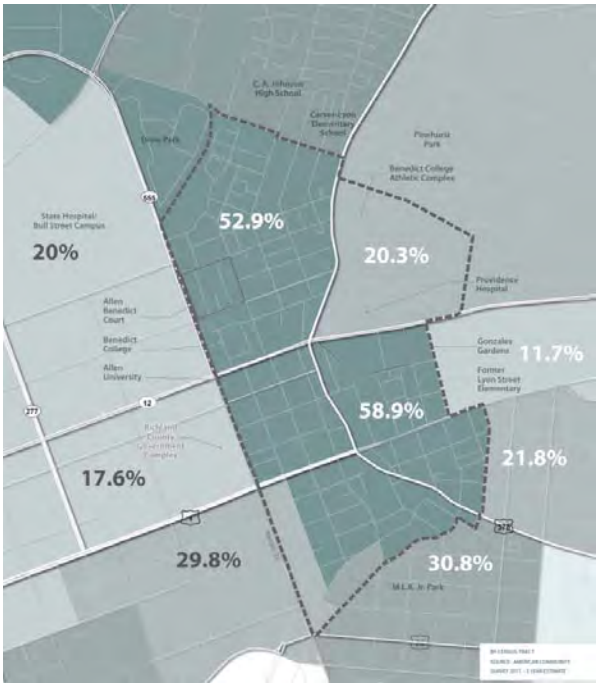


Figure 4c: Poverty Rate

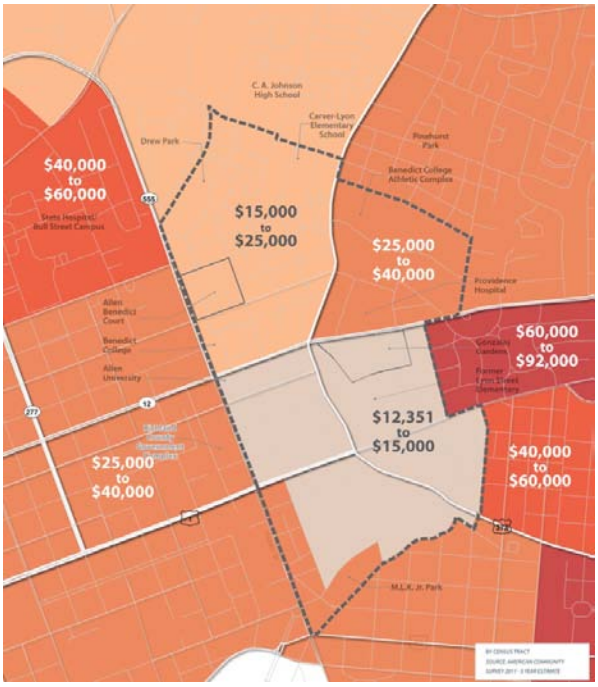


Figure 4d: Median Household Income

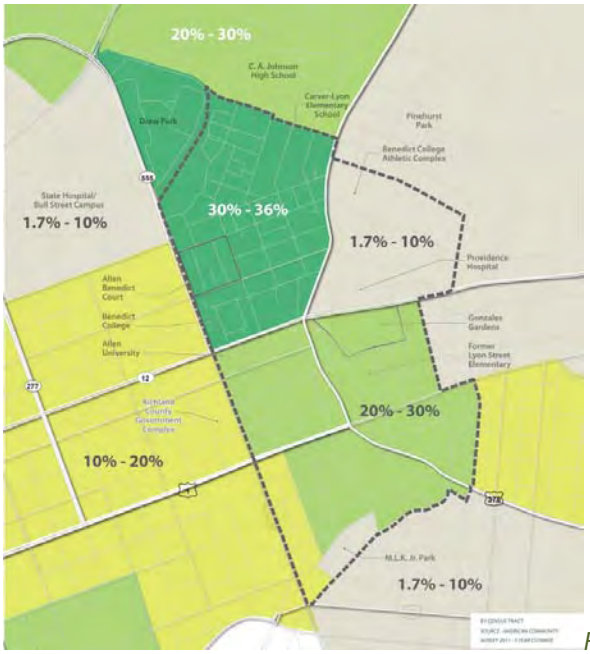


Figure 4e: Unemployment Rate Map

Physical blight

The planning team performed a windshield survey in order to identify building condition, building occupancy, vacant lots and sidewalk infrastructure in East Central. The higher concentration of physical distress is identified in Lyon Street area behind Gonzales Gardens and in the southern part of neighborhood close to MLK Park. The level of distress coincides with the presence of vacant and/or undeveloped parcels combined with substandard and/or unoccupied buildings. Almost 14% (74 acres) of all the parcels in East Central are currently undeveloped and scattered throughout the distressed neighborhoods. There is a clear correlation between the distressed areas and higher crime rates.

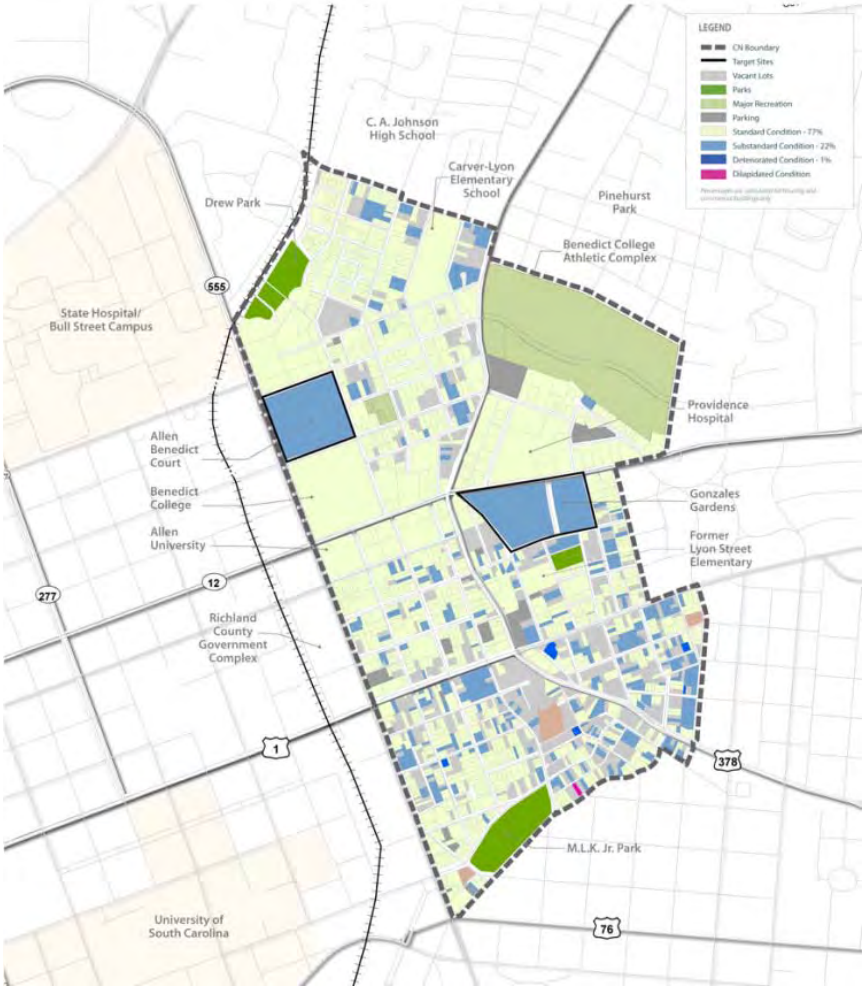


Figure 4g: Building Occupancy

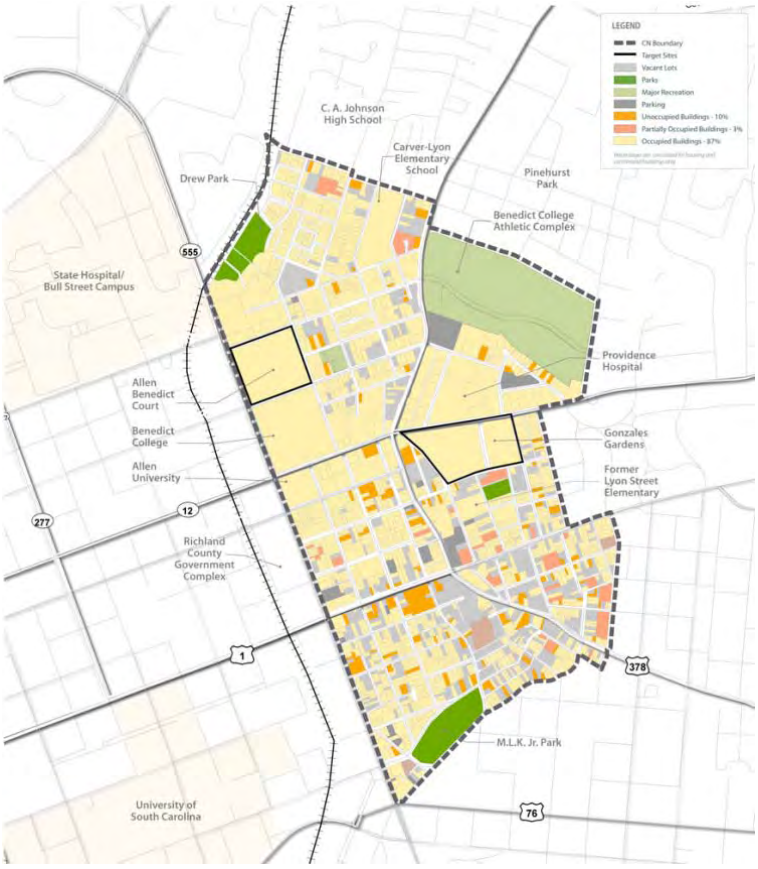


Figure 4f: Buildings Condition

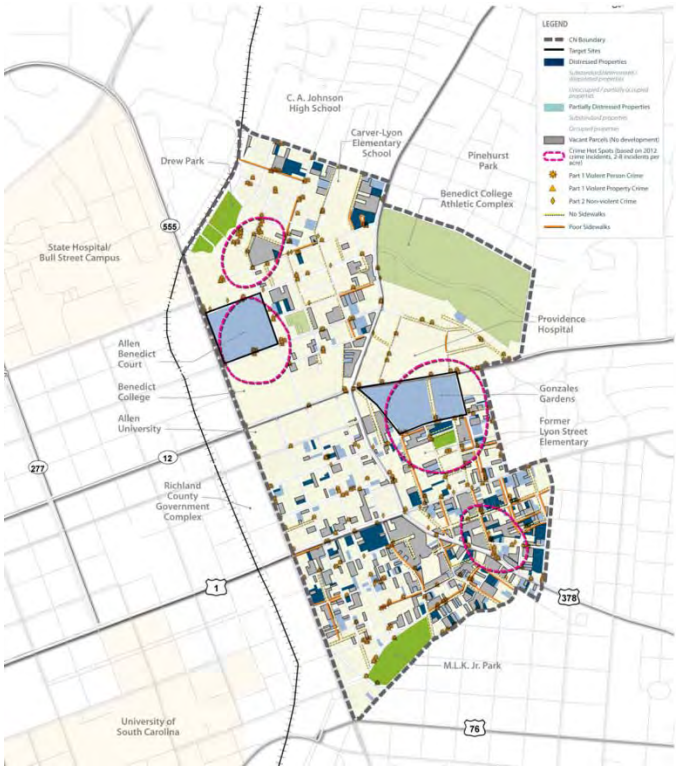


Figure 4h: Neighborhood Distress Map

4.3 Community assets

Educational Assets: Cradle-to-College:

The majority of the educational assets in and near East Central are easily accessible from anywhere within the community.

There are multiple educational institutions within a one-mile radius from the central point of the East Central Columbia Choice Neighborhood Boundary. These institutions include public schools Carver Lyon Elementary, W.A. Perry Middle School and CA Johnson High School and higher education opportunities at Allen University, Benedict College and the University of South Carolina.

Health:

Within the East Central Neighborhood there are a number of health facilities including one of the area's largest employers, Providence Hospital. The neighborhood and its immediate environs also include other health assets such as the Celia Saxon Health Center and Palmetto Health Richland, among others.

Neighborhood Retail:

Located within a mile of the center of the East Columbia Neighborhood is a thriving retail and entertainment district, Five Points. At the intersections of Harden and Devine Streets, Five Points includes a variety of retail services and restaurants along with a mix of office and residential uses throughout. The retail includes a Food Lion grocery and a number of pharmacy/convenient stores including Walgreens and Rite Aid. The district offers a plethora of options that run a breadth of price levels and types.

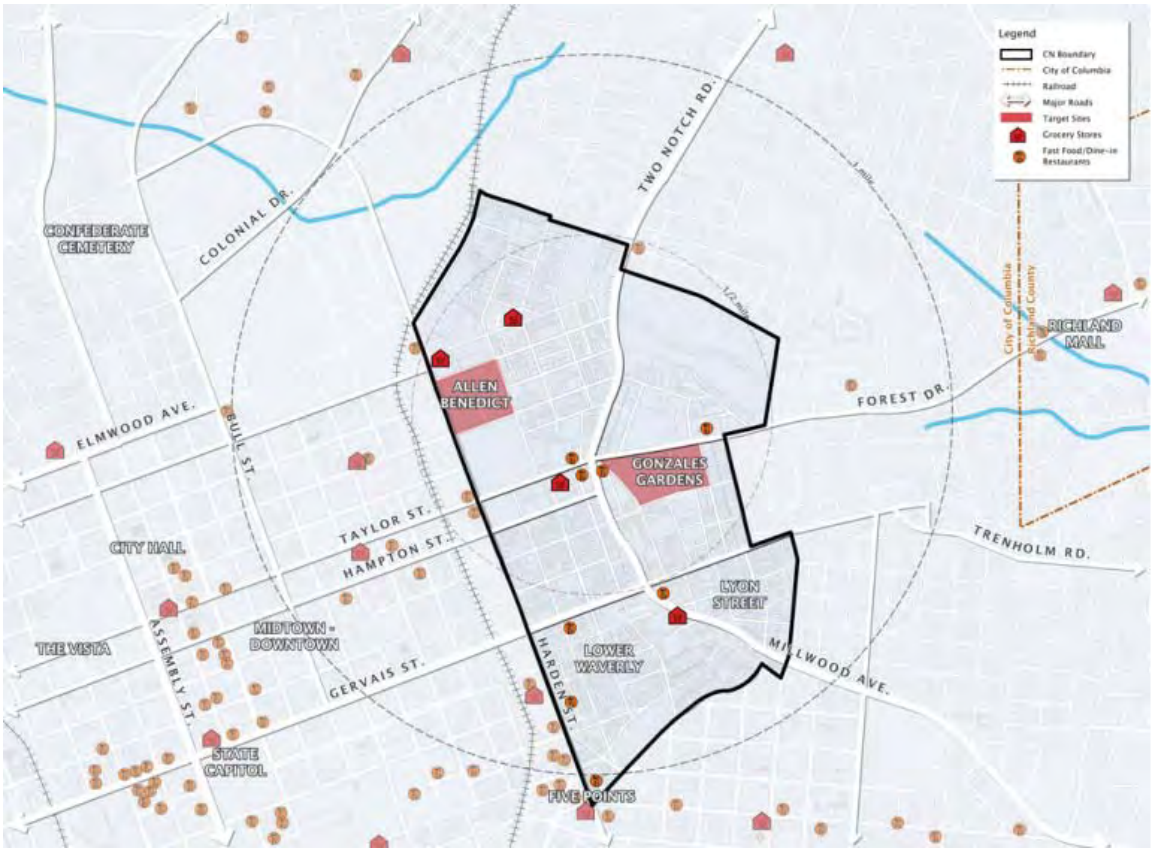


Figure 4i: Neighborhood Retail Map

Cultural and recreational assets:

The East Central Columbia neighborhood currently has a series of parks and open spaces that are used by the community regularly. They include Drew Park, Saint Anna's Park, MLK Park, and the CW Johnson Neighborhood surrounding area. A substantial portion of the recreational needs of the residents of the East Central Columbia has been met with the opening of the successful Charles R. Drew Wellness Center adjacent to Drew Park. The center, an effort made possible by a partnership of the Columbia Housing Authority, the City of Columbia, and other key partners, is one of the greatest assets of this community. With 40,000 square feet of recreational space that includes a swimming pool, a gymnasium, two half courts, six basketball goals, a volleyball court, and cardio and strength training equipment, the Wellness Center serves a wide range of clients, including youth and elders, as well as faculty from the neighborhood schools and public housing residents.

East Central Columbia is in relatively close proximity to other recreational and cultural services such as museums and libraries, most of which are located west of the neighborhood, near Downtown Columbia. These include: the Columbia Museum of Art, the House Museum, and the Historic Columbia Foundation, the South Carolina State Library and the Richland County State Library.

Neighborhood Service:

There are a number of neighborhood-level services within the area. Of note, a large amount of faith-based institutions is present in the area and they can often be used as community facilities and/or meeting spaces. The neighborhood also includes a pharmacies, banks and salons located on the west side toward Downtown Columbia.

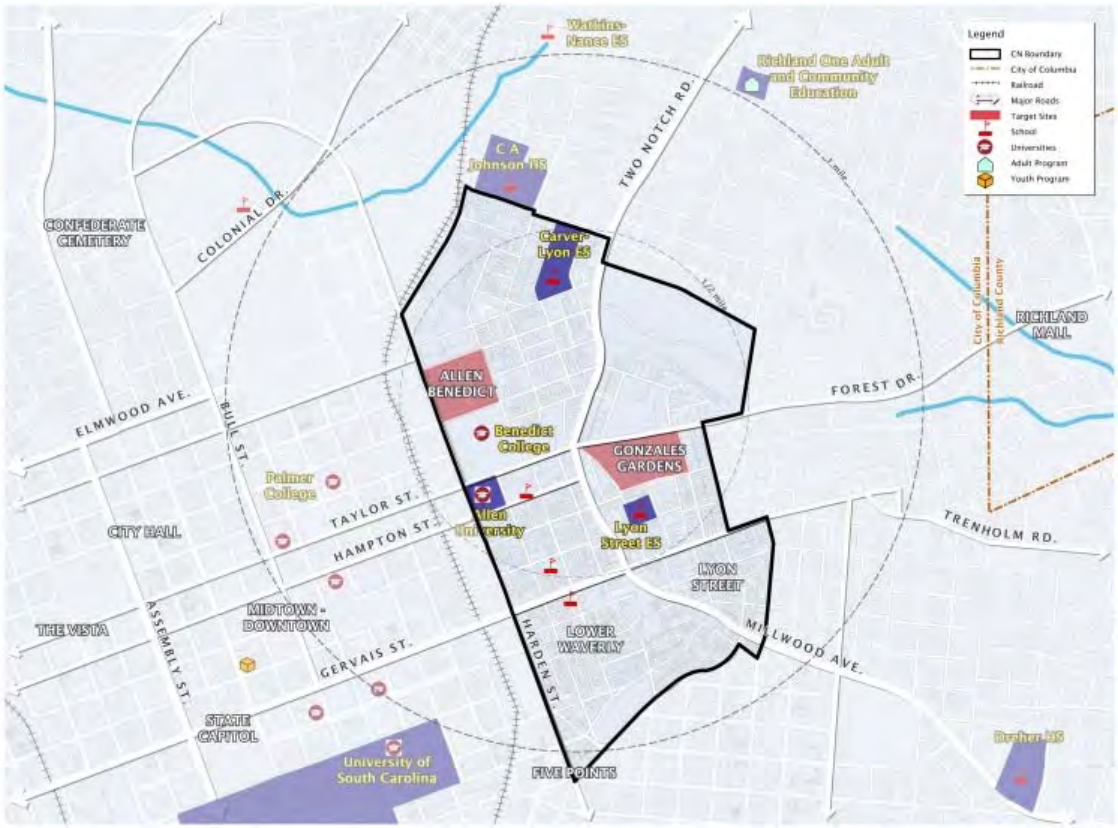


Figure 4j: Neighborhood Educational Assets

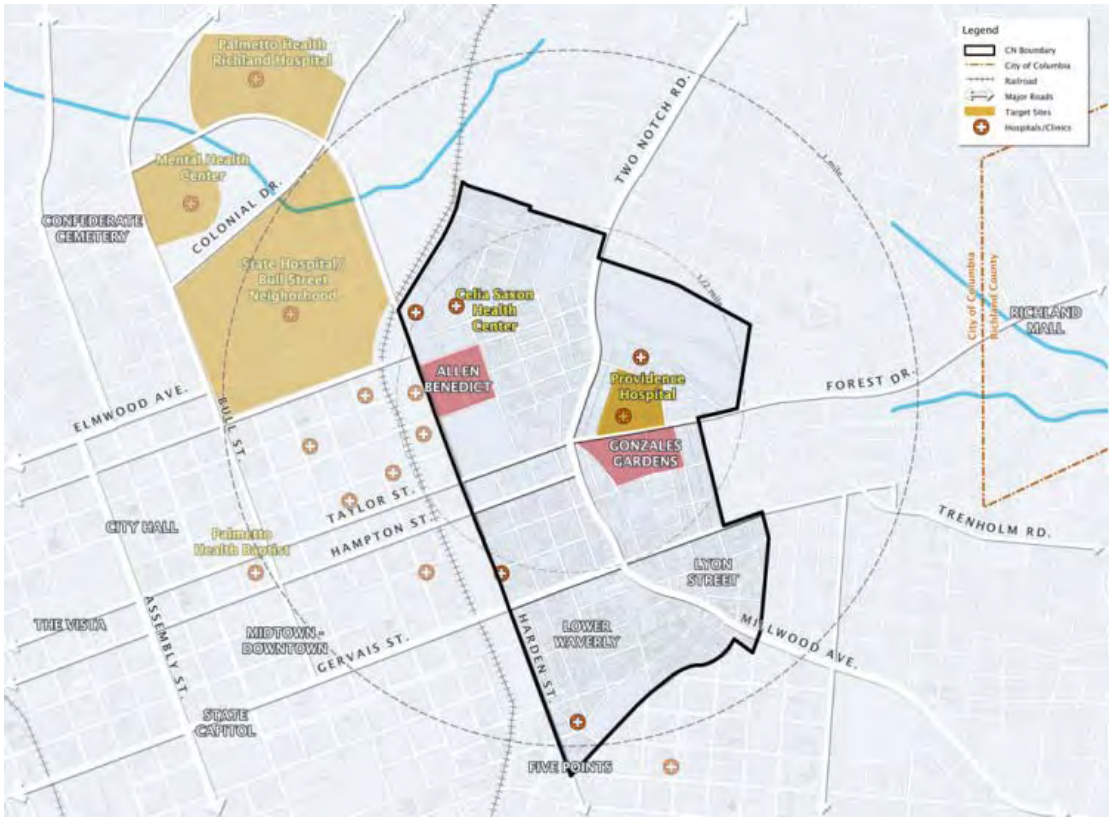
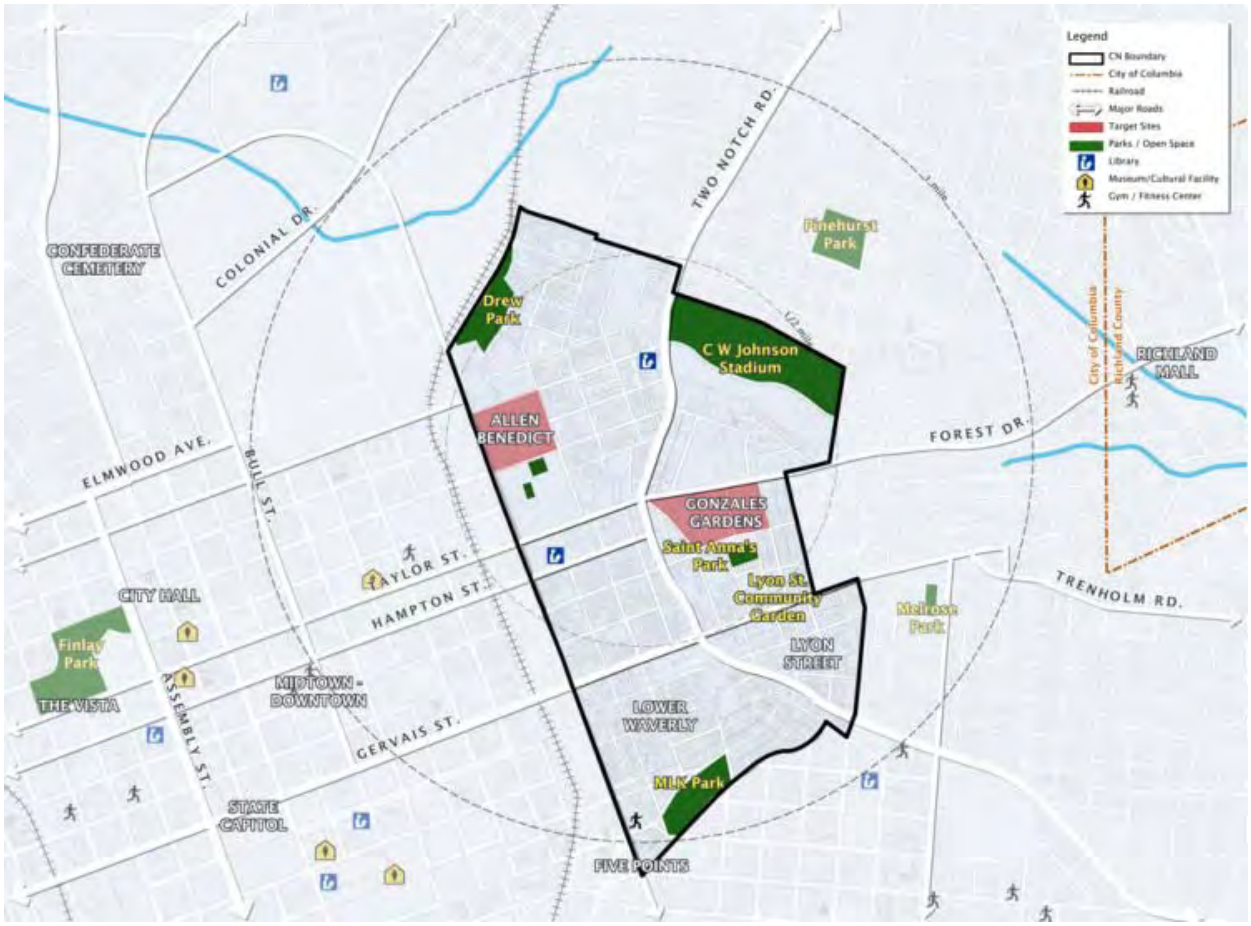


Figure 4k: Neighborhood Health Assets Map

Figures 4l: Neighborhood Services Map



Figures 4m: Neighborhood Recreational Assets Map

4.4 Needs Assessment

Neighborhood needs

Public safety:

East Central presents a series of public safety challenges as identified based on the residents' surveys, focus groups, and the crime data obtained by the City's Police Department for the years 2010 to 2012.

The planning team mapped the area's crime incidents for each one of these years using a spatial analysis tool. The data was broken into Part 1 violent crime (person), Part 1 violent crime (property), and part 2 non-violent crime. This spatial analysis, combined with the community's input helped identify some of the major issues regarding public safety (and their location) in East Central.

Figure 4n: Crime Analysis Data 2010-2012

Some of the most relevant findings include:

- From 2009 to 2012, there was an average crime rate of 19.14 incidents per 1,000 residents. This rate is 2.16 times higher than the City of Columbia's rate.
- The highest concentration of crime has been around Gonzales Gardens primarily and Allen Benedict Court area secondly.
- Violent Property Crime in East Central area has increased significantly (20%) in past three years. From 457 to 576 incidents.
- Personal crime incidents north of Elmwood Ave and around Allen University have decreased slightly while they have increased in the southern part of the neighborhood closer to MLK Park.
- The majority of the personal crime incidents that were reported were assaults and the majority of the property crime incidents that were reported were burglary and larceny.

- There is a long-term vacancy rate of 14% in East Central (2.4 times the rate of Richland County) that combined with deteriorated buildings, substandard infrastructure and vacant parcels contribute to the physical blight of the community. This is particularly evident in Lyon Street and south to MLK Park.

- The #1 safety issue identified by residents of Gonzales Gardens is gang activity, yet the number of police reports is rather low because of residents' fear of retaliation.

- By and large, the community of East Central lacks basic training that will help them identify the types of issues they should report to the Police and how to report them anonymously.

- According to stakeholders, residents have the perception that law enforcement resources for their community are not sufficient and that stronger relationships should be built.

- There is a high rotation of residents, especially in both of the target sites, that presents a challenge in building a sense of ownership and pride. There's an identified need for the beautification of public spaces within the residential areas to prevent future crime.

- At least 43% of Gonzales Gardens residents who participated in the residents' survey indicated that they did not feel safe in their community. Most residents do not feel safe because of crimes committed by their neighbors and others outside of their own community.

Mobility:

East Central presents mobility challenges mostly related to pedestrian safety and transit routes and schedules.

The planning team conducted an inventory of sidewalks condition that revealed significant areas where sidewalks are missing or in very poor condition.

Deficient pedestrian infrastructure, namely proper sidewalks, lighting, and crosswalks, combined with the presence of various multi-lane commuter routes that currently cut through the neighborhood's fabric, adds to the overall hostile environment pedestrians experience in the area.

Crosswalk improvements are required at the main intersections along major streets such as Harden Street and Two Notch / Millwood Avenue.

There are seven bus routes presently serving East Central with a heavier concentration on west-east connections. Stakeholders' input has suggested, however, that the schedules are inconsistent and the routes do not cover the community's needs; with the exception of connections to Downtown Columbia. Along with improved routes and schedules, there is also a great need for proper and frequent bus stops.

Bicycle routes and facilities are limited to non-existing in East Central. With the prominent presence of colleges and universities within the area and the close proximity to the University of South Carolina, bicycle facilities are increasing needs.

Figure 4o: Sidewalk Conditions Map

Figure 4p: Walkscore Map

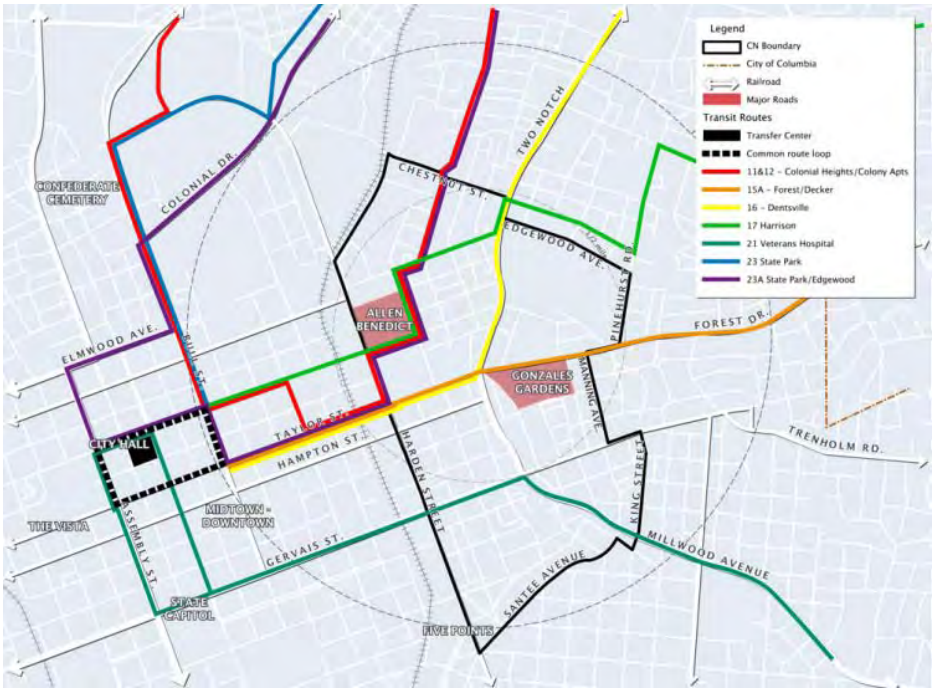


Figure 4q: Bus Transit Network Map

The need of other basic services has also been identified through the various focus groups with the community's stakeholders. These services include: Daycare centers, training facilities, libraries, a police substation, community centers with access to computers and internet, educational centers for the youth, and head-start centers for children under four years of age.

Within East Central there are a limited number of retail establishments, especially those that offer healthy food options. Recently, a Food Fresh grocery store that operated in the Celia Saxon development on Harden Street went out of business, decreasing access to fresh food in an area that is already considered a food desert.

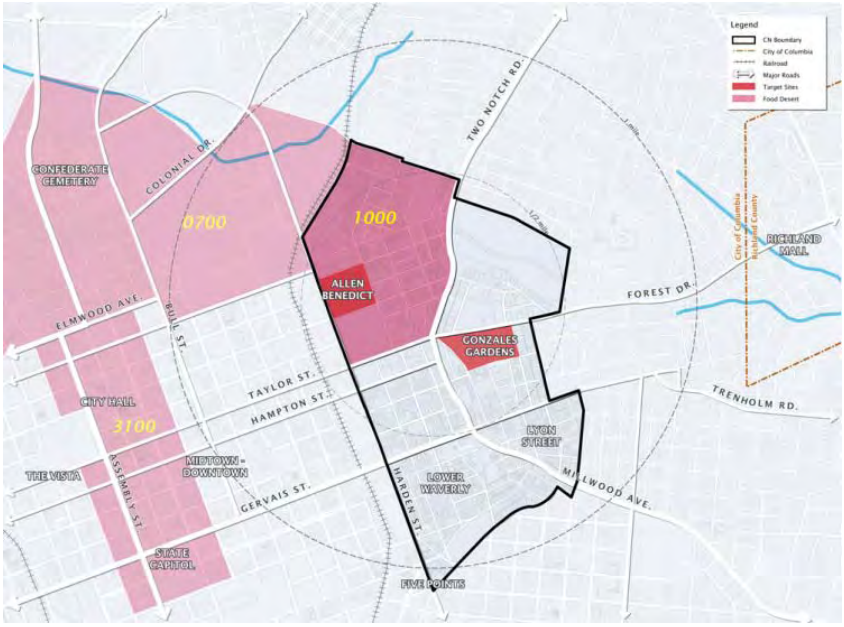


Figure 4r: Food Desert Map

People needs

Adult Education, Employment and Workforce Development Training:

The economic outlook of the public housing households in East Central is well below the federal poverty level with the median household income range for East Central residents $12,351 to $40,000. In comparison to surrounding communities, there is a statistically significant difference between median household income of the East Central residents and those in surrounding communities. The average poverty rate of East Central residents is 44% with the highest concentration of poverty in Gonzales Gardens, Allen Benedict Court. 155 out of 519 households are receiving fixed income assets such as Social Security and Disability for at least one of the household members. 23% of Gonzales Gardens and Allen Benedict Court adult households have income from employment sources.

Education challenges have posed issues for many of the public housing residents living in East Central. 209 out of 383 adults who responded to the education survey questions indicated that they did not have a high school diploma or GED. According to the surveys, employment opportunities and job training were two of the top responses for self-sufficiency needs of the public housing residents. Many of the residents are employed in jobs paying minimal wages such as food service, housekeeping, and entry level retail.

Affordable Early Childhood Education:

There are 189 children ages 5 and younger living in the public housing communities in East Central. According to the resident survey, only 19% of children in Gonzales Gardens and Allen Benedict Court between ages 0 to 5 are enrolled in high quality pre- school academic programs. As result East Central youth are at a disadvantage due to the number of economic, social, and systematic challenges which they are forced to overcome.

Quality education grades K thru 12:

The resident needs surveys identified that a greater number of youth than expected were attending schools within the district however outside of the neighborhood schools. Twenty-eight of Gonzales Gardens and 16 ABC youth attend schools outside of their zone. As part of the survey, the community was ask to rate the schools in their area. Overall, Gonzales Gardens and ABC residents did not identify major issues with the schools in the survey and rated their children's schools favorably.

In comparison to the community perspective of the neighborhood schools, the 2013 South Carolina Annual School Report card indicates a quite different performance for the schools serving East Central. There is one elementary, two middle and two high schools that serve East Central students. The rating for the elementary school is below average in comparison with other schools with similar demographics. C.A. Johnson High School has an at risk rating while W.A. Perry Middle School which serves Allen Benedict Court has a rating of average. Located outside of the geographical boundaries of East Central, A.C. Flora High School and Crayton Middle serve residents in Gonzales Gardens. Both schools have excellent ratings and are located in the Forest Drive community which has a substantially higher median income than East Central. Despite the fact that the students in Gonzales Gardens have the opportunity to be in better performing middle and high schools, the foundation received from the elementary and preschool is critical for the success of latter years.

Health:

Providence Hospital and other health partners conducted a community healthy survey in 2013. CHA approached Providence about adding questions to identify the number of respondents who lived in East Central. A total of 54 East Central residents responded to the survey. The results indicate that 36% of respondents have been diagnosed with high blood pressure, 21% have health problems that make it difficult to do activities such as driving, cleaning the house, and going to work and 37% are smokers. Additional health questions were asked of East Central residents in the needs survey conducted by CHA staff. The results indicate that 69% of residents use the emergency room when they are sick or non-emergency issues. There's a high prevalence of unhealthy lifestyle behaviors such as smoking, physical inactivity, and not getting health screenings.

The health needs include a combination of objectives to include access to health insurance, health education to decrease the prevalence of chronic diseases, safe community for families to walk and engage in physical activity, and promotion of using primary care physician for non-emergency issues.

Youth Programs and Opportunities

Residents identified in the survey that crime caused by the prevalence of gangs, drugs, and guns was their greatest neighborhood concern. During the sessions, the youth taskforce focused on several key issues related to youth development that need to be addressed. The issues are deterrence from gang activity, mentoring, bullying, decreasing the risk of dropping out of high school, academic achievement, prevention of teenage pregnancy, and lack parental involvement. Parents have expressed that they would like to see more afterschool and extracurricular programs held in the community.

Housing needs

Within the East Central Neighborhood exists approximately 1015 residential structures. These residential structures include single family homes, duplexes/townhomes, multi-family structures and student housing. Based on a windshield survey of the building conditions within East Central, it was found that 76% of residential structures are in standard condition, 24% are in substandard condition and less than 1% is in either deteriorated or dilapidated condition. Within each of the housing sub groups the physical condition breaks down as follows:

- Single Family – 78% Standard, 22% Substandard, <1% Deteriorated/Dilapidated.
- Duplexes/Townhomes – 63% Standard, 37% Substandard
- Multi-family – 55% Standard, 43% substandard, 2% Deteriorated
- Student Housing – 100% Standard

4.5 Opportunities

Housing demand:

The Market Study performed by Noell Consulting Group estimates that solid demand potential exists for new single-family and townhouse product in the East Central over the next 12 years, with potential existing to support development of over 300 new houses and 130 new townhouses through 2025. Inherent in these captures are the redevelopment of the two existing public housing communities, Gonzales Gardens and Allen Benedict court, and addressing perception issues of crime and disinvestment. *See the Noell Consulting Group Market Study included in Appendix C*

Rental housing demand was estimated by three basic income/rent strata, with captures being provided for the study area. These captures were utilized based on a previous Providence Hospital employee surveys and assume redevelopment of the public housing communities located in the study area. The estimated total demand for rental housing is for up to 800 new rental apartments, including significant demand for products targeting those earning less than $35,000 (paying roughly less than $700/month). Demand in the study area diminishes significantly at the high-end as the market thins and the study area less able to draw these affluent renters.

Intown Columbia is expected to see moderate growth of seniors seeking independent and/or assisted living housing. Overall, growth of seniors 65+ is expected to average around 83 households annually. Assuming rental propensities and interest in independent living housing, we estimate support for around 10 net new independent living units annually in the intown area. Recent seniors housing development models provide for a mix of about 70% of units for independent living with a smaller (30%) assisted living component in addition to these independent living units. Adding in the identified assisted living component, and recognizing the role of USC as a magnet for seniors seeking to return to their college towns for retirement, we estimate demand growth of between 14 and 20 independent and assisted living units annually in intown Columbia, a pace that supports a new 100-unit community every five to seven years. Given the location of Providence Hospital in the East Central Columbia Study Area and the network of doctor's offices in the area, we believe the study area should be able to capture roughly net two senior (non-nursing) housing communities in the coming 10 to 12 years. At a glance:

- 300 new or renovated single-family homes and 75 new townhouses
- 800 new rental apartments (market and below-market)

- 140 to 200 new independent and assisted-living seniors' apartments

Commercial demand:

East Central currently has a weak level of office demand due in large part to shifting locational desires and lack of high quality spaces. Based on market research and interviews of local realtors, smaller, location-flexible firms (less than 20 employees) represent a solid target to be pursued in the study area for office space.

The study area property can support upwards of an estimated 70,000 SF of new local-serving office space in the coming 12 years. To achieve this, however, proactive efforts must be made to address perception issues of high crime and disinvestment, and to create locations attractive to these firms.

Retail demand in East Central is expected to be modest initially and grow over time as the economy recovers and the local area (and Intown Columbia) gain momentum and greater market acceptance from retailers. The retail market intown is quite tight in terms of supply although, based on demand, it appears some store types are oversupplied (e.g. grocery stores, full-service restaurants) while others are undersupplied (e.g. big box retailers).

7

TRANSFORMING EAST CENTRAL PEOPLE

5 TRANSFORMING EAST CENTRAL: PEOPLE STRATEGIES

5.1 Introduction

The East Central Columbia Choice Neighborhood is engulfed with a number of physical, economic, safety, and education issues that keep the community from growing and deter opportunities for sustainability and economic diversity. The "People" component of the transformation plan will outlay a plan that will include strategies to address the many layers of issues impacting the well being and future success of present and future families living in the community.

5.2 Vision, goals and desired outcomes

Vision

The transformation plan will be successful in transforming lives of the people and neighborhoods within the East Central community, with particular focus on the residents of Allen Benedict Court and Gonzales Gardens. The transformation vision is that all public housing, non-elderly, non-disabled adults will achieve marketable skills that will ensure employment with a living wage; that all children will enter school at a readiness level prepared to succeed and that they will have quality educational opportunities from cradle to college; and that all families will reside in safe, energy-efficient, healthy communities.

Goals

East Central households will be economically stable and self sufficient and will reside in safe, healthy communities with quality housing, education and jobs.

Outcomes

- East Central public housing adults increase their education levels
- Able bodied adults will become gainfully employed
- Median household income will increase
- Children ages 5 enter kindergarten ready to learn
- East Central youth attending are schools that meet or exceed the state average standards
- East Central youth graduate from high school and enter into college, military, job training programs and/or workforce
- Decrease in the number of East Central youth dropping out of high school
- Families are physically healthy therefore decreasing the prevalence of chronic health issues
- Increase the positive perception of community safety
- Decrease in the amount of crime in the community
- Increase in the number of homeowners in East Central

5.3 Education strategies

The current public education system that serves the East Central community has many challenges that impact the success of the academic services received by the East Central youth. Out of 5 community public schools, 3 have ratings of either average or failing in comparison to other schools with similar demographics. Upon entering elementary school, youth in the study area are already at a disadvantage in comparison other schools within the district. The struggles that many of them have throughout their academic period transcends into higher dropout rates and poverty during adulthood. With 55% of adults surveyed not having high school diplomas or GED, the people strategy will be centered on transforming lives of people living in the community through education.

The education component will outlay an initiative that encompasses objectives, strategies, and partnerships committed to creating equal access to high quality education opportunities focused on the cradle to college concept. The East Central education plan centers on connecting the community to academic opportunities and increasing education levels of all members of the family. The strategy for addressing education barriers includes early childhood programming, adult

literacy, intervention, and support services. This will be done by connecting residents to academic institutions that focus on the cradle to college approach to family literacy. This institution will lead the education efforts and help increase the number of youth and adult college enrollment, number of children participating in quality pre-k academic programs, and decrease the number of youth who drop out of high school. The cradle to college concept consists of several key partnerships with the resources and ability to improve academic outcomes. With the number of programs already in place to provide education support for East Central youth, efforts will be made to implement additional initiatives to address gaps and weaknesses in existing programs. We will increase access to early literacy programs by offering high quality education programs to the youth. The children ages 0 to 5 will have access to child development programs that will work with parents during the prenatal period throughout entrance into kindergarten. The foundation set in place will give East Central youth the same competitive advantage as youth living in higher socioeconomic communities.

Youth Education Programs

Here Comes Kindergarten

CHA has a partnership with the United Way of the Midlands, Richland Library, Central Carolina Community Foundation, Knight Foundation, Women In Philanthropy, TD Bank and Vista Nights Rotary Club to implement an early literacy program for youth in Gonzales Gardens and Allen Benedict Court. The program called "Here Comes Kindergarten (HCK)," was initiated in the summer of 2013 by a partnership between CHA and the Carmen Nylund Foundation. The goal of HCK is to provide parents, caregivers, and preschool teachers with appropriate resources in order to help get their children ready for school. The support mechanisms provided are books, activities, and nutritious snacks, and academic modeling activities for families with children under that age of 5. The program emphasizes the importance of parents as first teachers, reading fundamentals, family literacy, and modeling positive academic behaviors. A survey of 50 Gonzales Gardens parents who participated in the first program, reported significant increase in time spent reading, singing nursery rhymes, and having conversation with their children since participating in the program. The pre-school children's knowledge increased an average of 12% during the pilot vocabulary test. In addition, 100% of parents reported knowing more about getting their children ready for school and 78% reported their children enjoyed reading more. The HCK program continues to be a success with the Gonzales Gardens residents and a new HCK program commenced in Allen Benedict Court in September 2014 with over 30 children participating with a parent/s or primary caregiver.

Gonzales Gardens parents and children getting excited about reading!

Prosperity Project

The Prosperity Project began serving Gonzales Gardens in 2011. They provide afterschool tutorial and mentoring for the residents. Located in one of the public housing units, the organization currently has 56 youth from the East Central community enrolled in its afterschool tutorial and mentoring program. In 2013, the organization expanded its services to include academic programs for youth ages 3 and 4 and began holding the afterschool program at an East Central church. They are working on several expansion projects to serve the East Central community and have taken steps to start a charter school or nonprofit private school in the study area.

Gleamns Headstart

Gleamns Headstart is an existing institution within the footprint of the study area. Gleamns relocated the Headstart program to the child development center in Gonzales Gardens in 2012. As a catalyst in the community, Gleamns Head Start is a network of 20 child development centers which currently serves children in ten counties across South Carolina. Gleamn's goal is to increase school readiness and social competence of young children in low income communities. They have been successful in ensuring that their programs are culturally sensitive and responsive to each child's ethnic, cultural, and linguistic heritage. Gleamns success is based upon coordination of services with other community agencies and adhering to the performance standards set by the government. Currently serving 30 pre-kindergarten children, Gleamns' approach to early childhood education focuses on breaking the cycle of poverty in at risk neighborhoods by providing comprehensive early education that has a strong parental involvement thereby helping build capacity in communities and strengthening families.

Public Schools

Carver Lyon Elementary is the elementary school currently serving children in East Central and from both the Allen Benedict Court and Gonzales Gardens communities. While they have historically been a poor-performing school, Richland School District One has recently made changes which will significantly impact the success of students attending the school. District staff are working closely through training and volunteers with CHA partners in providing quality pre-kindergarten programming with the goal of every child entering school ready to learn. They have added a 4-K program to their school curriculum as well as an after school tutorial program. Carver Lyon has secured funding for the current school to provide free breakfast and lunch to all children to remove the stigma of who is on "free or reduced lunch". The nutrition program also provides dinner to the children in the after school program, thereby ensuring three healthy meals per school day for every child. They also participate in a back pack program which sends healthy food choices home with children for the weekends.

W.A. Perrry Middle School serves much of the East Central community. Perry has made significant gains in improving their position against state standards in recent years and continues to improve. Crayton Middle which serves the balance of East Central is a very high performing school. The key is quality preparation at Carver Lyon so that all children successfully matriculate to successful middle school experience.

C.A. Johnson Preparatory Academy serves much of the East Central Community and has not performed well in recent years. They have recently undergone a comprehensive renovation which included the addition of state-of the-art facilities to become a health careers magnet school.

Purpose Built CHA has been in dialogue with Purpose Built Communities for the past year with the vision of engaging Purpose Built in the revitalization of East Central and the "people" side of schools within the neighborhood. Through a $200+ million dollar bond issue a few years ago the physical facilities of all schools in the neighborhood are state-of-the-art. Our goal is to bring quality programming and success equal to the great facilities. CHA has engaged in a partnership with Richland One School District, United Way of the Midlands, Richland Library, First Steps and Richland Hospitals to continue to pursue becoming a Purpose Built Community. Key leaders of each of these partners, along with CHA staff and public housing resident leaders, recently attended the 2014 Purpose Built Conference and we are of one mind to continue to pursue the vision to become a Purpose Built Community.

5.4 Economic self-sufficiency strategies

East Central community has an unemployment range of 1.7% to 36% with the concentration in the public housing communities falling within 20% to 36%. There are a number of factors contributing to the number of community members who are not employed. Responses from the needs surveys correlates employment with the lack of transportation, affordable childcare, education, job training skills, and access to jobs near the community. The community members responded that these are barriers that prevent them from working. The economic self sufficiency strategy would include supportive services centered on case management, education, workforce development, crisis management, and facilitating partnerships with anchor institutions and large employers to create employment opportunities for EC community members.

Based upon data collected from the US Census bureau, 64 residents both live and work in East Central Columbia while 4862 work in East Central, but live elsewhere. Employer perception of East Central residents is an issue that has to be addressed with companies in and around the neighborhood. Many of the Gonzales Gardens residents have voiced concerns that employers do not hire them because of past experiences of other community members. The residents believe that the employers' perception is that they do not have a good work ethic and will steal from their businesses. The community members would love to work in or near the neighborhood, but have experienced biases from employers because of their place of residency. To address this issue, the team will engage local businesses in the neighborhood transformation activities and work on creating partnerships between the employers and community members. One method will be to get employers involved in the career readiness training sponsored by CHA. In taking this approach, employers will have an opportunity to build relationships with community members and educate them on expectations in the workplace. This methodology has been successful in our partnership with Providence Hospital. The hospital provides human resources staff to help facilitate the Career Development Class mock interviews and discussion. As result, several Career Development participants have become employed at the hospital due to the impressions they made on the human resources representatives.

Transportation and affordable childcare are major barriers that impact a person's ability to maintain employment. Currently, the public transportation system in the Columbia area is not accessible to locations with high job vacancies and during off peak hours. In 2012, the county passed a tax referendum to improve the transportation system. There are future plans to increase ridership by expanding routes and hours of operation. As a result, many East Central residents will have access to industries across the county where they can become employed in jobs with living wages. Providing access to affordable childcare will be addressed through current partnerships with Gleamns Headstart, Richland County First Steps, Prosperity Project, and Richland County Department of Social Services. All of the entities listed have either funds or programs that many East Central children would qualify as a participant.

The strategy for connecting residents with job training programs will be to identify their interest, barriers and use existing partnerships to create opportunities for community members to gain job skills that could lead to a specific area of employment. Richland County Community Development, Goodwill Industries, Midlands Technical College, SC Department of Social Services, and Midlands Workforce Development Board provide funding for specific job training programs.

CHA has a robust network of partners and service providers whose mission is family self-sufficiency and adult skills training. Existing programs as well as new strategies to address findings in the needs assessment and partner data were identified through the community surveys. Many of the workforce development partnerships have dual roles in serving the employment needs of the EC community. The partnerships include:

- Workforce development (Midlands Workforce Development Board)
- Continuing education / skills development (Midlands Technical College, Richland County Community Development)
- Literacy / GED training (Richland One Adult Education)
- CHA's Career Development Training for residents
- Job Skills Training (Goodwill Industries)
- Higher Education (Benedict College, Allen University, and University of South Carolina)
- Employment (Department of Social Services, Providence Hospital,)

5.5 Health strategies

East Central Columbia has two anchor institutions and a free medical clinic that provide health care services. Eau Claire Cooperative Health Center, Providence Hospital, and Celia Saxon Health Center are located in the footprint of the East Central. They have been part of the community for many years and are committed to transforming health of East Central residents. Despite the fact that the federal government passed the Affordable Healthcare Act, many East Central residents do not have access to health insurance because the State of South Carolina opted out of participating in Medicaid expansion. As a result, several community members are without coverage and the ability to afford healthcare. Celia Saxon and Eau Claire Cooperative Health Center are part of the strategy to fill in the gap due to the lack of coverage for the uninsured individuals. These health centers promote use of a primary care physician and provide free and/or reduced health care services.

Providence Hospital

In 2013, Providence Hospital conducted a community health survey to identify the precedent health issues in the county. Providence agreed to include an identifying question to identify response from East Central residents. Fifty-four residents from the neighborhood responded to the Providence community health survey. The needs survey completed by the CHA staff also gathered data on the health needs of the public housing residents in the study area. Using data from both sources, we have found number of issues that impact the wellbeing of East Central residents. *A summary of the Providence survey results and an Implementation Strategy is included as Appendix B to the Transformation Plan.*

Celia Saxon Health Center

Located in East Central within the Celia Saxon HOPE VI development, the Celia Saxon Health Center has been serving uninsured community members for over 12 years. Funded by Palmetto Health, Celia Saxon was created to serve the uninsured community members and decrease the number of non emergency hospital visits. The center is staffed with a nurse practitioner, nurses, social workers and other medical staff to tend to the needs of the community. They provide referrals for more specialized comprehensive services and serve as a primary care physician for the uninsured.

Eau Claire Cooperative Health Center

Eau Claire Cooperative Health Center, a federally qualified health center located in East Central, has a number of programs targeted at serving low income and uninsured families. Eau Claire provides services to include family medicine, pediatrics, internal medicine, obstetrics/gynecology, pharmacy, counseling, dental, and podiatry. Eau Claire's Innovations Program provides home based health care for individuals in the community. Funded by a grant, the program focuses on increasing access to healthcare and decreasing the number of non emergency hospital visits. With the use of nurse practitioners going into the home, health care services are being without the need for transportation. The program delivers medication to patients and uses a community health worker to coordinate services and teach health education classes in the Gonzales Gardens Community. During the health focus groups, the community representatives agreed that the Innovations model was ideal for their community. Several of the community members were already receiving services from the program and truly valued having the healthcare provider come into their home.

Charles R. Drew Wellness Center

The Charles R. Drew Wellness Center is located in East Central in the Celia Saxon HOPE VI community. The center is a state of the art wellness facility with daily group exercise classes, swimming pool, indoor and outdoor walking trails, gymnasium, and fitness equipment. The center offers scholarships for community members who unable to afford to pay the membership fees. East Central residents are encouraged to utilize the facility and its wellness programs.

In addition to connecting community members to health providers, the team will bring health education programs and provide health screenings in the community. There will be a series of workshops held in various locations throughout East Central. The workshops will focus on topics that the health needs survey indicates are prevalent in East Central. There will be efforts to promote community gardens and food buying clubs from farmers market.

TD Bank Mobi-Rec

CHA has recently been selected by TD Bank to receive a Mobi-Rec. Mobi-Rec is a mobilized recreational vehicle that will bring exercise and organized recreation activities into Allen Benedict Court, Gonzales Gardens and other housing communitites in response to the exceptionally high rate of obesity and related health issues. TD Bank recognizes the limited access to safe recreational opportunities, minimal structured and facilitated physical activities, and financial constraints and limited transportation to safe recreational facilities. Mobi-Rec will promote the importance of physical activity and play and bring free recreational programming into the community for youth of all ages.

5.6 Special needs populations

Senior and Disabled

East Central has a growing senior population and two CHA senior communities (Oak Read Highrise and Arrington Manor) in addition to the target sites. Many seniors are veterans of Columbia's Civil Rights movement and distinguished members of the city's African-American community. They have been an active part of the PhotoVoice project and participated in the programs organized by USC's Community Empowerment Center. The elderly and disabled community members identified issues of concern that affect their daily health and well being. Primary concerns are transportation to medical appointments and health care education services. Through a partnership with Palmetto Health, East Central seniors have access to a Parish Nurse to help manage some of their medical needs. The Parish Nurse in collaboration with a Social Worker provides in-home case management and coordinates support services. Goodwill Industries and SC Vocational Rehabilitation offers specialized job training programs to help persons with disabilities become fully independent citizens through education, training, and employment.

The East Central team will implement a social organization to provide support for the seniors. The CHA Senior Club will address issues that impact the senior citizens living in the East Central community and bring resources, programs and social activities. Through its community partners CHA Senior Club will sponsor health events, financial literacy workshops, connect with employment opportunities, and host social events for the seniors. The seniors will be connected with organizations such as Richland Library, Salvation Army, Experience Works, and Palmetto Senior Care. These organizations have programs and activities that specifically target the senior population.

With Every Heartbeat is Life (WEHL) Program:

CHA uses a model created by the National Heart Lung and Blood Institute called "With Every Heartbeat Is Life" to educate community members on the risk factors for cardiovascular disease. Since 2009, the CHA has provided training to over 150 residents. With the use of the NHLBI curricula, residents are trained to be Community Health Workers (CHWs). As a CHW, their responsibilities include coordinating with health care professionals to bring expert knowledge to the WEHL sessions, teaching the curricula, connecting residents with resources to establish primary care physicians and provide health screenings, and training other residents on the use of the WEHL curricula. The program has been widely successful in engaging residents in increasing healthy lifestyle behaviors and changing attitudes towards health. The WEHL Program will be one of the activities offered by the Senior Club.

WEHL participants learn healthy lifestyle choices

Youth:

The EC youth were engaged in the focus groups by attending meetings and providing input on programs needed keep youth on a positive path. The focus of the youth plan will include promotion of college, mentoring, health, teenage pregnancy prevention, alcohol, drug and gang deterrence, sports, cultural arts, and employment. With the presence of two Historically Black Colleges and Universities in the East Central study area, youth programs are important to lay the groundwork for college participation. The East Central team will implement an initiative called Adolescent to Teen University to direct youth to various programs that have resources to meet their needs. The Adolescent to Teen

University (A2TU) will work with youth of all ages engaging them in positive programs and keeping them off of the streets. The structure of the A2TU will include mentoring, examining the arts, sports, community service, and academic excellence. The A2TU will connect rising high school seniors with programs to assist them with SAT and college preparation and career planning. Parental involvement will be essential in the success of kids participating in the A2TU.

The partners involve in working with EC youth are: Richland Library, Boys and Girls Club of the Midlands, Prosperity Project, Harmony, Columbia Urban League, Benedict College Upward Bound, University of South Carolina Trio Program, Girls on the Run, and City of Columbia Parks and Recreation. The team will filter A2TU participants to appropriate programs based upon their interest and needs. A2TU aspires to serve 30+ youth in the first year. CHA Case Managers will track the participation and progress of the youth participating in the program.

5.7 Relocation

CHA staff has developed relocation and supportive services plans for both target sites as a result of prior planning efforts, including the HOPE VI effort for Allen Benedict Court. The Allen Benedict Court relocation plan has been approved by HUD. Relocation plan for the Gonzales Gardens community is in draft form and CHA staff are working with residents for their input into the plan.

CHA has extremely successful relocation experience from two previous HOPE VI Revitalization Grants. The keys to success from those relocation efforts that will be replicated in the Allen Benedict Court and Gonzales relocation plans include:

- Providing training to all residents on the relocation process
- Comprehensive resident assessments to help determine resident choice in where to relocate; type of assistance preferred in relocation, and preference for temporary or permanent relocation
- Offering all residents the right to return to the new community with clear education on expectations for return
- Training and employing residents as mobility counselors; a practice we believe was instrumental in the success of our earlier relocation efforts
- Coordination with the schools in planning moves for families with children in school to include timing around school calendar and testing dates and ensuring transition into new school if school transfer required by the family's move
- Offering households the choice of relocating to other public housing units or to private market with a Housing Choice Voucher
- Section 8 Voucher orientation for those who chose to relocate with a voucher
- 30 day home visit following relocation to assess and provide services related to new location adjustment
- Tracking families and continuing case management and supportive services following relocation

5.8 Evaluation

The East Central supportive services and programs will be especially targeted to Gonzales Gardens and Allen Benedict Court residents. Programs for residents will be specific to their needs and available in the community. The team will continue to conduct resident focus groups to gain their input on changes they would like to see in the community.

CHA is coordinating with the University Of South Carolina College Of Social Work to assist with evaluation and managing data. The College of Social Work participated with CHA over the summer in performing field surveys of East Central residents regarding perceptions of the neighborhood. The College of Social Work is very interested in continuing as a partner in the implementation of the East Central Choice Neighborhood transformation. CHA will be continuing this partnership and utilizing their expertise in evaluating and administering support activities to community members.

6

TRANSFORMING EAST CENTRAL
NEIGHBORHOOD

6 TRANSFORMING EAST CENTRAL: NEIGHBORHOOD STRATEGIES

6.1 Introduction

The East Central Columbia Neighborhood Transformation agenda is rooted in many years of visioning and participatory planning for the area as a whole and for select sites. Just outside of the original city plat, East Central emerged from streetcar suburban development and scattered enclaves where the segregated work force lived in the Jim Crow era. Like many places in the South, the community developed self-sufficiency and pride; but urban renewal dealt a harsh blow and East Central declined over the last fifty years. However, beginning with the East Central City Consortium Plan in 2004 and the revitalization of the Old Saxon Homes public housing development into the Celia Saxon HOPE VI community, the neighborhood began to revive. The strategies included in this section build on those early ideas and successes.

6.2 Vision, Goals and Desired Outcomes

East Central is historically a fiercely independent community. Much of its identity is tied to the two historically black institutions of higher education, Benedict College and Allen University. When the East Central City Consortium Plan (ECCCP) process was undertaken, the neighborhood united in a common purpose to preserve the integrity of the community against external forces of change.

What emerged from the ECCCP process was a unified area with a common voice manifested in a committee of sixteen individuals representing the community. The final set of ten recommendations is less of an action plan and more a series of goals and objectives as a guiding framework for future action. In fact, all the subsequent plans and projects including the Celia Saxon HOPE VI and area planning for Allen Benedict Court and Gonzales Gardens embody these goals and objectives.

Listed below are the ten points that are the basis for the Neighborhood Transformation strategies. The parallels to Choice Neighborhood program goals and objectives is further proof of the validity of the planning that has been taking place in East Central for over ten years.

- Preserve the traditional single-family "core" neighborhood (*Key concepts: preservation, infill development, design compatibility with context)*
- Create centralized neighborhood activity nodes *(Key concepts: basic goods and services, walkability, alternative transportation / enhanced mobility)*
- Redefine the traditional commercial corridors within the community *(Key concepts: higher-density residential / mixed-use, buffers between traffic and single-family areas)*
- Preserve, enhance and create public open space *(Key concepts: better accommodations for residents, safety, maintenance, new pocket parks, linear trails)*
- Encourage home ownership and rehabilitation *(Key concepts: balancing rental and homeownership, increasing workforce housing)*
- Strengthen code enforcement *(Key concepts: owner education / minimum standards; enforcement sweeps)*
- Create a pedestrian-friendly environment *(Key concepts: new / improved sidewalks, street lighting, access management, new streetscapes, improved transit stops)*
- Create gateways to downtown Columbia *(Key concepts: intersection improvements to create a sense of place, significant "front door" to downtown)*
- Enhance community identification *(Key concepts: wayfinding clarity, sensitivity to sign placement, hardscape and landscape treatments)*
- Encourage continued community involvement *(Key concepts: better communication, consistent involvement during implementation of catalyst projects)*

Figure 6a: East Central Vision Plan

6.3 Neighborhood Transformation Frameworks

The East Central Neighborhood physical transformation plan is a compilation of the ideas presented above plus the detailed redevelopment planning that has occurred around several sites. Essential to the framework is the importance of connecting all corners of the East Central Choice Neighborhood, whether through corridor revitalization, or consistently high-quality redevelopment, or selected streetscapes that form a pedestrian circulation system celebrating historic corridors like Lyon Street. The master plan concepts described herein illustrates redevelopment and connectivity frameworks based on the unified neighborhood known as East Central Columbia.

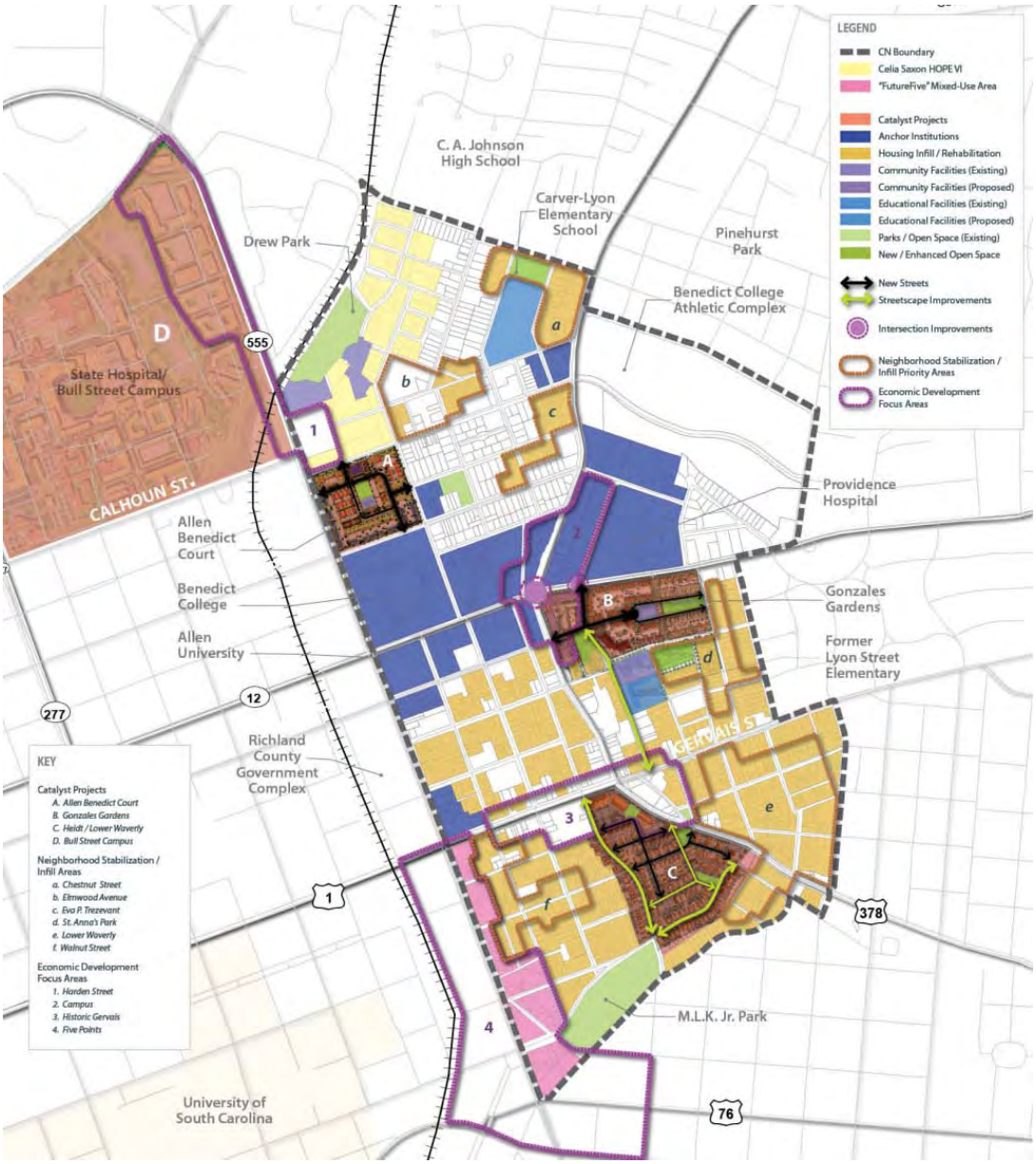


Figure 6b: Neighborhood Frameworks Map

Catalyst Redevelopment Projects

Catalyst projects are those which are strategically located in underdeveloped or distressed areas, are large enough to make a significant difference in changing the economics of their surroundings, and have clear champions that can dedicate time and resources to implementation. The ECCCP was organized around identification of catalyst projects and proposed eleven (out of a total of twenty-one) within the Choice Neighborhood boundary. Community input and market data figured heavily into the selection of catalyst projects. The complete inventory was then ranked and organized into three tiers based on several elements including:

- Physical and social attributes of the site
- Market potential and recommendations
- Potential land parcel acquisition
- Potential development partners
- Stakeholder comments and priorities

There has been progress in a number of the catalyst redevelopment areas since the East Central Consortium Plan was completed in 2004. Some sites have advanced enough to be considered complete or underway. Several others could be categorized as infill targets in larger distressed neighborhood subareas. For the purpose of maintaining continuity with the recommendations of the ECCCP and accommodating the Housing objectives of the Choice Neighborhoods program, the East Central Choice Neighborhood Transformation Plan recognizes three primary catalyst sites with a fourth added because of its impact to the area.

Allen Benedict Court: The first of the two Choice Neighborhood target sites, Allen Benedict Court has been the subject of revitalization planning since 2005. Two HOPE VI participatory processes involved residents, nearby homeowners, local businesses and representatives from Allen University and Benedict College in reimaging the 15.3 acre site as a mixed-income walkable community. Currently containing 244 barracks-style units that are physically obsolete and deteriorating, the redevelopment plan proposes demolition of all buildings except the community center which would be preserved and rehabilitated as an early childhood learning facility. The primary urban design framework is the continuation of Celia Saxon and Richland streets to a new internal avenue that connects on the north to Read Street and on the south to Laurel. Additional internal streets further break up the existing superblock. The proposed mix of housing includes detached single-family, townhomes, flats and a small senior apartment building. The open space network blends a restored lawn to the north of the community center with smaller informal play spaces. At a total of 274 units, the site is slightly denser than the current configuration. Allen Benedict Court is somewhat self-contained since it surrounded by improved neighborhood areas and Benedict College; its catalyst impact is largely to complete the revitalization begun at Celia Saxon.

Figure 6c: Allen Benedict Catalyst Site Plan

Gonzales Gardens: Gonzales Gardens is the second of the two Choice Neighborhood target sites. Historically, Lyon Street was the primary connection between Millwood Avenue and Two Notch Road. When the Millwood Avenue extension was built, it marginalized the role of Lyon Street and created an awkward five-point intersection at Forest Drive. The Gonzales Gardens redevelopment plan attempts to correct this situation and integrate the new mixed-income project more completely into its surroundings, to overcome the dislocation that historically occurred with haphazard land subdivision and road construction. Three infrastructure projects work to achieve this in the master plan: the realignment of Lyon Street with Bernadin Avenue; the extension of Hampton Street on to the Gonzales Gardens site; and the shifting of St. Anna's Park northward to allow a southern frontage street. A second park is carved out of the existing central green space in the same way as at Allen Benedict Court. This urban design framework allows the new development to increase density from east to west, blending the existing single-family houses in the Manning Street / House Street area with new homes fronting the two parks while increasing units and commercial space near the key Millwood / Two Notch / Forest / Taylor intersection. Community activity spaces are concentrated at the rehabilitated existing community building, the former Lyons Street School, and a potential new recreation center.

Figure 6d: Gonzales Gardens Catalyst Site Plan

Heidt Street / Lower Waverly: This catalyst site was the largest identified in the ECCCP and one of the most strategically located. At the intersection of Gervais and Millwood, the site was estimated to have approximately 27,000 vehicles per day of commuter traffic pass by on the way to and from Downtown Columbia. In addition, the 28.2 acre parcel is adjacent to the Lower Waverly area of this historic neighborhood, which is experiencing renewed interest and investment; and it touches M. L. King Park, a major neighborhood asset, at its southwest corner. The site was the focus of the 2006 *Lower Waverly Catalyst Redevelopment Plan* which was prepared to identify blighted areas and conservation needs, and establish a basis for publicly- and privately-funded projects. The report concluded that the area "possess an ideal location for mixed-income residential development and mixed-use development. Revitalization of the area would accentuate the positive qualities that are present in the community and reduce the negative factors that detract from the neighborhood's assets." The conceptual site plan prepared for the 2006 report featured a variety of denser housing types close to the Gervais and Millwood corridors to take advantage of existing transit routes, with traditional single-family homes integrated into the existing neighborhood fabric on the south and west. 10,000 square feet of retail is also proposed in a building fronting Millwood Avenue. The tight grid of streets provides good internal and external connectivity, and several small community parks give the plan a sense of scale. A total of 300 housing units fit comfortably on the site without overpowering the adjacent historic context. This site is not currently controlled by CHA nor its developer, so while we recognize it as a potential catalyst site, we do not budget for its development in our housing plan. It is our hope that the redevelopment of the Gonzales Gardens site will foster reinvestment in the neighborhood through the private development of this site.

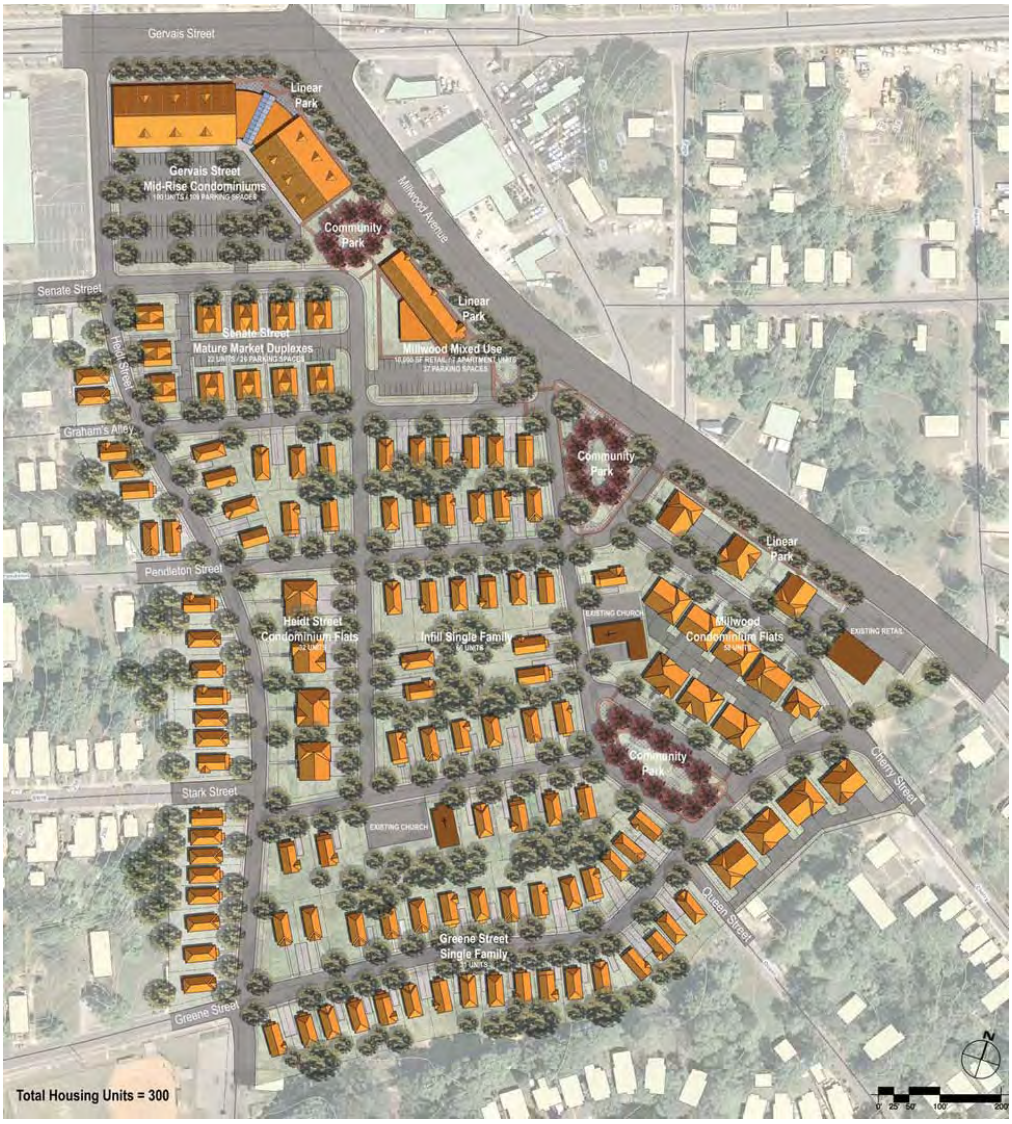


Figure 6e: Heidt Street / Lower Waverly Catalyst Site Plan

The fourth major catalyst site is immediately adjacent to East Central and deserves mention due to its potential impact on the Choice Neighborhood area:

Bull Street / S.C. State Hospital Site: In 2005 a high-profile planning charrette was conducted for the grounds of the former South Carolina State Hospital. Closed in the mid-1990s, the 178-acre campus contains many significant historic buildings including an 1828 asylum by architect Robert Mills. The design plan that emerged from the charrette envisions a traditional neighborhood with the historic core preserved as a village center, a minor league ballpark and new housing arranged around a central reservoir and park toward Harden Street. Higher-density housing and additional commercial office and civic uses occupy the area around the Colonial Drive / Harden Street intersection. Also a site not under the control of CHA or its developer, but the East Central team recognizes the potential impact on the East Central Choice Neighborhood for the positive effect it would have on the local real estate market, the opportunity for jobs within walking distance of East Central, the additional stabilizing influence on the area, and the opportunity to provide affordable housing in a market-oriented high-quality environment.

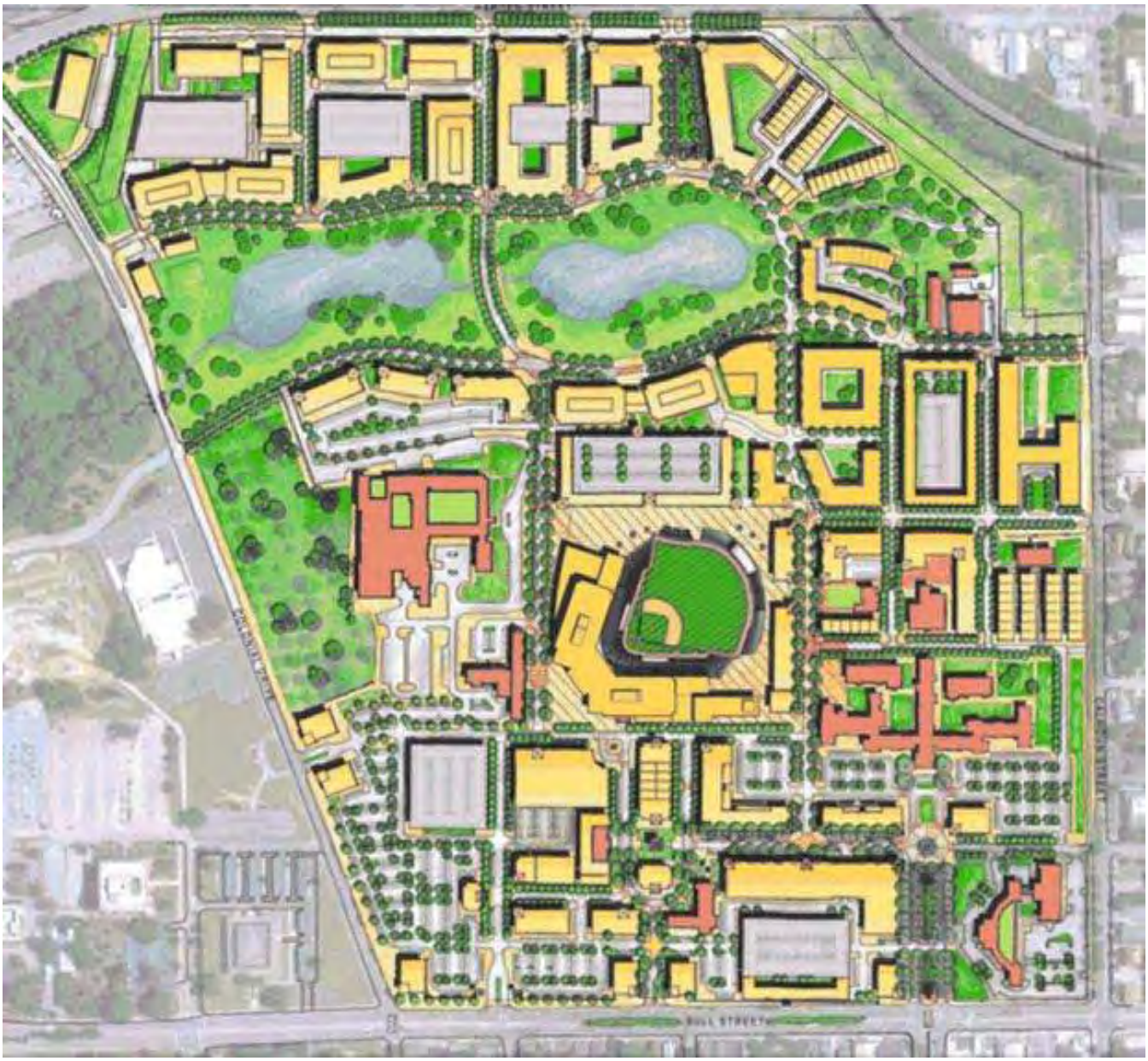


Figure 6f: Bull Street Campus Revised Plan

Neighborhood Infill

Most of the remaining ECCCP catalyst sites in the Choice Neighborhood were identified as locations for single-family infill housing, either historically-appropriate detached houses or attached "patio" homes. Diligent work by the Columbia Housing Development Corporation, the Columbia Housing Authority, the colleges and others has resulted in significant progress toward achieving the recommendations in the ECCCP. In particular, the residential areas north of Taylor Street have seen great advances in physical improvements and safety. South of Taylor and Forest Drive, however, there is still a need for ongoing attention to stabilization and renovation of historic homes as well as demolition of blighted structures and new construction on vacant lots. The planning analysis and fieldwork showed areas of deteriorating structures and significant vacant land east of Heidt Street, much as the result of urban renewal and condemnation land clearing.

The City of Columbia has policies and low interest loan programs in place to support renovation and homeownership and there are signs that owners are investing in their properties and taking an active interest in neighborhood organizations and events. The ongoing transformation of the Five Points area from a student-oriented food and entertainment district to a mixed-use neighborhood commercial center will add to the desirability of East Central for families looking for an intown location with amenities and a sense of neighborhood pride. The city continues to support neighborhood revitalization with incentive programs for home renovation and mortgage assistance. In addition, the city will maintain its program of scattered-site lot acquisition and new construction which has been quite successful in the Hiedt Street and Manning Street corridors. The areas outlined in brown on *Figure 6g: Infill Focus Areas Map* are places where the city's revitalization policies and programs will continue.

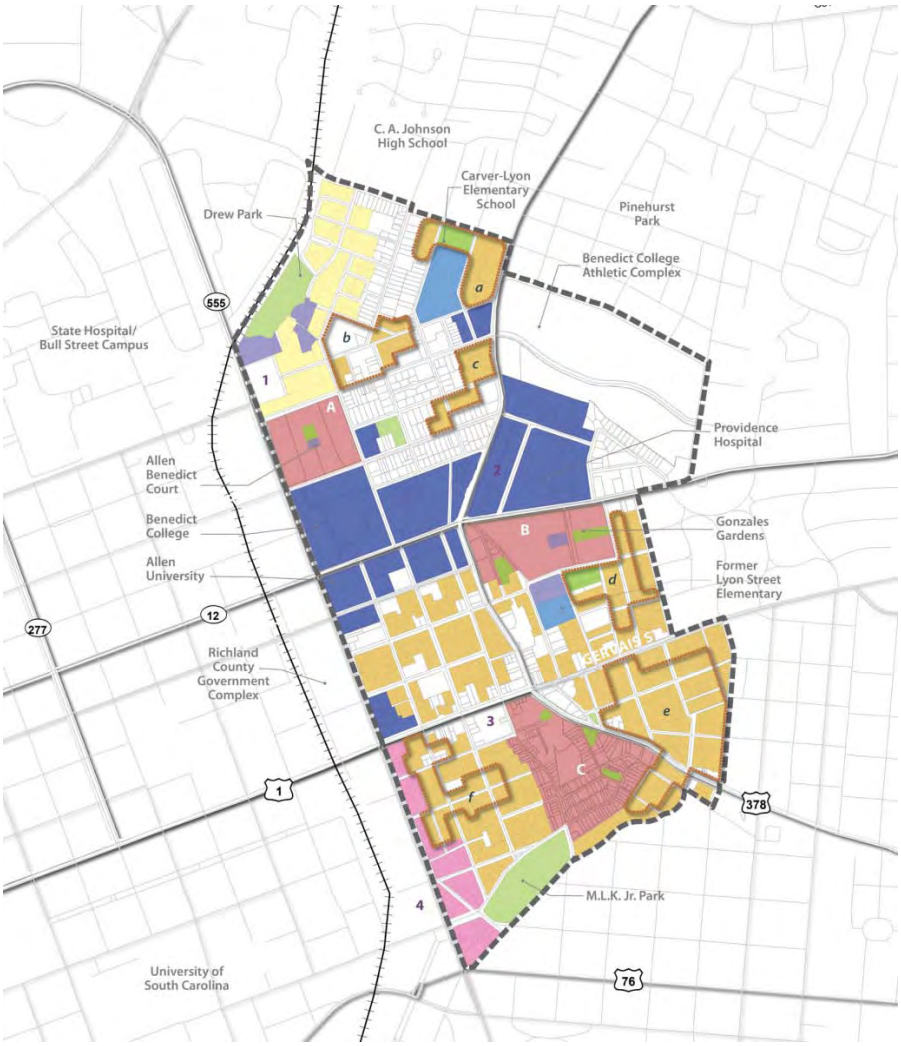


Figure 6g: Infill Focus Areas Map

Chestnut Street (area a): Defining the northern edge of the East Central study area, Chestnut Street has been improved by the homeownership program of the Celia Saxon HOPE VI at its western end, and by the relatively new Carver Lyon Elementary School. However, vacant lots and abandoned or deteriorating structures along Waverly and Harper streets and Two Notch Road have given the eastern end a sense of neglect incommensurate with the rest of the area. The ECCCP identified the block bounded by Two Notch and Harper as Catalyst 4-5 with the recommendation for redevelopment as mixed-use with medical office and a small retail component as shown in the diagram below. More recent market analysis indicated a tepid demand for medical office in the vicinity. An effective alternative use would be medium-density residential with an affordable component and possibly a small amount of neighborhood-serving retail at the Chestnut / Two Notch corner. The location is also excellent for off-site replacement units from Allen Benedict Court or Gonzales Gardens because of the proximity to transit and the elementary school. Conversion of a portion of the north end of the Carver-Lyon parcel to a community park, if feasible, would be an additional amenity for a new mixed-income community.

Figure 6h: Catalyst 4-5 Site Plan

Elmwood Avenue (area b): A small fragment of the type of distressed housing that defined the northern reaches of the East Central area prior to the Celia Saxon HOPE VI still exists along Elmwood Avenue, and to a greater degree Matthews Street, just east of Barnhamville Road. In addition, a large vacant parcel with an abandoned corner store lies across Barnhamville Road to the west. This currently serves as parking for Second Nazareth Baptist Church which is across Elmwood Avenue to the south. The church owns the property and may have an interest in partnering with CHA to develop senior housing on the site. While this area was not among the catalyst projects in the ECCCP, it represents an excellent opportunity for a development partnership with Second Nazareth to provide church facilities and/or housing – ideally for targeted toward seniors - that can take advantage of the Cecil Tillis Center, Drew Park and the Wellness Center, the Celia Saxon Health Center, and nearby retail. Housing could consist of small-lot single-family detached or duplex cottages similar to the excellent example just south along Read Street developed by another neighborhood church.

Figure 6i: Read Street Housing

Richland Street (area c): This focus area is just south of the ECCCP Catalyst 4-3 (Richland Street). The recommended single-family homes in the catalyst project have been completed as part of a larger development in the block to the north. As the only remaining vacant lots in this part of the neighborhood, the focus area is a logical place for Benedict College to continue its neighborhood revitalization efforts in conjunction with campus expansion, faculty housing and neighborhood outreach. The large block fronting Two Notch contains the Benedict College Community Learning Center which was partially funded through a $600,000 HUD grant in 2006 to implement a program called Project SUSTAIN (Sustainable Urban Services to Advance Independent Neighborhoods). Project SUSTAIN parallels many Choice Neighborhood objectives in its financial literacy and job readiness training, basic computer skills training, and supplemental educational instruction for area youth. Benedict College's nonprofit Community Development Corporation completed the conversion of a dilapidated and dangerous building into the facility in 2011, replacing a source of crime and drug trafficking with a resource for individual empowerment. This anchor should continue to drive the revitalization program for this focus area with long-term growth and linkages to college's athletic complex across Two Notch Road.

Manning Street (area d): This area has been a priority infill site for the Columbia Housing Development Corporation (CHDC) for many years. Manning Street, in particular, was highly symbolic because of the level of distress present and the fact that it was isolated by the intentional misalignment of east-west streets to Forest Hills, which marked the color line during segregation. CHDC has been particularly effective in building new housing along Manning, although physical barriers to Forest Hills still exist as shown as the wall on the right in the image below. Forest Hills residents participated in the Gonzales Gardens master planning process and are involved in the East Central process as well. The plan that resulted takes into account many vacant infill sites in the surrounding blocks including Manning and a large tract under CHDC ownership between House and McDuffie streets, on which CHDC is currently constructing five new single family homes for homeownership.

Figure 6j: Manning Street View

Lyon Street (area e): The blight analysis that the Choice Neighborhood planning team conducted as part of the survey of existing conditions and assets revealed this area to be the most distressed in East Central in terms of housing deterioration, vacant land, missing public infrastructure and crime incidents. Housing demolition since the ECCCP process has reduced some of the physical deterioration but has left a significant inventory of vacant land which contributes to the perception of chronic disinvestment. The ECCCP identified two catalyst projects at the northern edge of this focus area for single-family detached and "patio" homes. They remain incomplete and are included in the enlarged area, which spans across Millwood to the Santee Avenue corridor. Columbia Housing Development Corporation and CHA continue to acquire scattered lots in this priority area as funds are available with the plan to eventually completely rebuild this vital area.

Figure 6k: Catalyst 1-3 Site Plan

Walnut Street (area f): This are of East Central was once the heart of a thriving African-American neighborhood that is still remembered fondly and promoted as part of Columbia's historic neighborhood tourism program by the Historic Columbia Foundation (see http://www.historiccolumbia.org/self-guided-tours). While student rental housing dominates the southern end near Five Points, the Pine Street and Oak Street corridors have seen investment in renovations of historic homes for single-family use. This area has dedicated long-time residents and contains CHA's Arrington Manor elderly project. While on an upward trajectory, the two block stretch of Walnut Street and a portion of Pendleton Street still hold vacant lots and dilapidated housing. Future infill construction must follow Historic Design Guidelines and replicate the existing pattern of historic homes. mixed-use facing Harden Street.

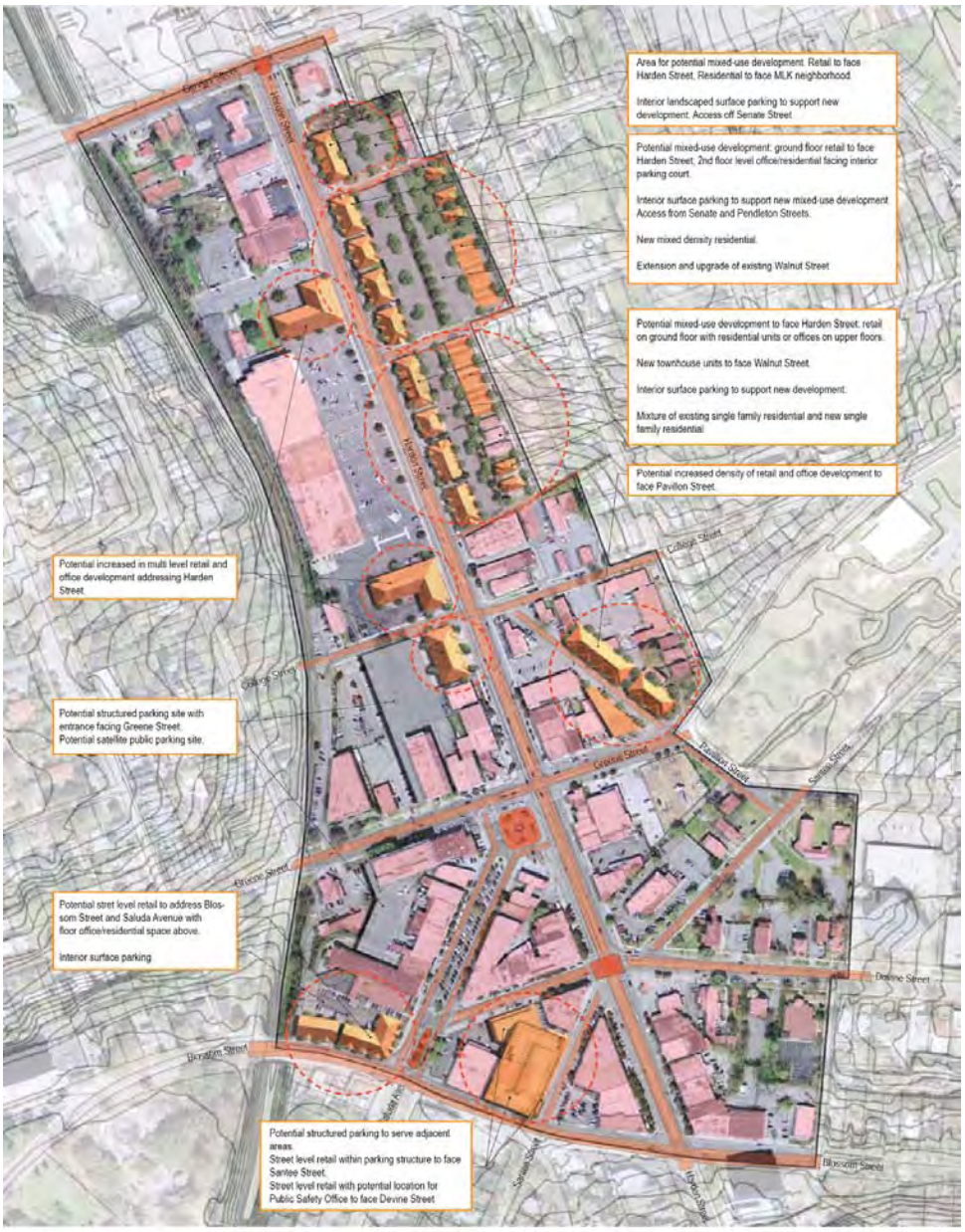


Figure 6l: Future Five Plan Excerpt

Mobility Enhancements

Columbia was the second planned city in America, and its impressively wide streets were both symbols of civic pride - and vehicles for Sherman's Civil War destruction and SCDOT projects a century later. In the East Central Choice Neighborhood, Harden, Two Notch, Taylor, Forest, Gervais and Millwood are all major arterial roadways handling high volumes of commuter traffic. Every planning process that has been conducted in over the last ten years has recognized the need for traffic calming, pedestrian facilities and mode diversification. The city is making strides in creating better pedestrian and bike environments particularly in Downtown and in The Vista. In East Central, streetscape projects on Harden Street and Two Notch Road have improved mobility and street character. However, there is more work to be done to make East Central a truly walkable neighborhood. There are several areas where mobility projects are either underway or part of future planning or physical change.

Redevelopment-Related Projects: Each of the three East Central catalyst projects includes new streets or improvements to existing streets that improve connectivity and access. In the Allen Benedict Court master plan, a completely new

internal street network is created. Similarly, the Heidt Street catalyst project proposes adding a network of small neighborhood streets to break up the existing superblock, with new streetscapes on existing streets to create a uniform high-quality environment and positive connection to M.L.K. Jr. Park. Finally, the Gonzales Gardens plan blends existing street improvements with new streets. Hampton Street–a pedestrian friendly Downtown alternative to Taylor–is extended across Millwood into the heart of the new community, splitting into two one-ways neighborhood streets that embrace a central green. Likewise, Lyon Street is decoupled from the five-way intersection and realigned with Bernadin Avenue. Streetscape improvements on Lyon south of Gonzales Gardens return the street to its historically important role as a neighborhood connector. Finally, Millwood between Forest and Gervais is reconfigured to reduce traffic lanes in favor of wide sidewalks, on-street parking and bike facilities.

Intersection Improvements: Existing traffic volumes on the area's arterials call for intersection improvements at several key spots including Two Notch-Forest-Millwood-Taylor, Gervais-Millwood, Read Street-Two Notch, every major intersection along Harden, and minor intersections where primary pedestrian corridors such as Lyons Street cross existing arterials. The use of HAWK (High-intensity Activated cross WalK) signals will be explored at several of these minor locations. CHA works with the City of Columbia Street Division and the State Department of Transportation to prioritize, fund and implement intersection improvements.

Area Wide Pedestrian-Bike Mobility: The City of Columbia is currently engaged in a comprehensive pedestrian-bicycle mobility plan which will build on prior planning and make recommendations specific to East Central Columbia. The city has agreed to include East Central as a priority area in their process.

Transit Enhancements: On May 1 of 2013, the voter-approved Transportation Penny Tax went into effect in Richland County. Expected to generate $50MM per year, the tax revenues will go toward an assortment of road, transit, and alternative mobility projects that could include East Central. The County has over forty road improvement projects planned that will be funded by the tax, which make up more than sixty percent of the total estimated revenue. Slightly less than thirty percent of the funds are planned to improve the bus system, with the remaining money going to bike paths and greenways. In response to both the tax referendum and citizen comments, the local transit service (The COMET) is working with communities, including East Central, and major employers on route changes and other improvements that will facilitate and expedite transporting residents to employers and other services.

Parks and Open Space

East Central is bookended by two well-used and much-loved parks – M.L.K. Jr. Park on the south, and Drew Park on the north. Between those however is an area mostly devoid of community open space. The one exception-St. Anna's Park-has been recently enlarged and enhanced by the City of Columbia with new playground equipment and other amenities. Small impromptu spaces like community gardens have also begun to pop up on vacant lots through the efforts of the Community Empowerment Center and local activism. The recommendations below are design to grow the park system in East Central though modest municipal outlays and public-private partnerships.

Benedict College LeRoy Walker Health & Wellness Center: The most significant opportunity for new active open space in East Central is Benedict College's plan for a major athletic complex on the 54-acre parcel north of Providence Hospital. The master plan, shown below, indicates facilities for no less than six sports – football, baseball, softball, soccer, track and tennis – with room to spare. The Charlie Johnson Stadium, the home of the Benedict College Tigers, has been completed and contains not only an 11,000 seating capacity (expandable to 17,000 seats) but classroom space for therapeutic and recreational activities for facility, staff and community designed in accordance with the NCAA rules and regulations. The baseball field has also been completed. Benedict College has been supportive of including the community in its plans, and has allocated space for a community fitness course with 1.25 mile of jogging and bike trails, and a clubhouse with restroom facilities. A hotel is also contemplated at the portion of the site fronting Two Notch Road, which would provide employment opportunities in the community. The plan is an excellent addition to the neighborhood and would benefit from better pedestrian connectivity and safety investments. In particular, crosswalks and ADA ramps would improve the Two Notch-Richland intersection; while a street connection to the south–ideally extending Bernadin Avenue or Providence Street–would facilitate critical north-south pedestrian movement and improve East Central's connectivity.

Figure 6m: Benedict Athletic Campus

St. Anna's Park Improvements: St. Anna's Park occupies the heart of the Lyons Street neighborhood and is an adjunct to the former Lyon Street School. At 1.5 acres, it contains two basketball courts, a new playground, and a picnic pavilion. To provide better community policing and expand the park slightly, the Gonzales master plan recommended the acquisition of the problem properties and the shifting of park's boundary to the north, allowing Washington Street to become its new frontage. On the south, a new east-west street with single-family homes would be introduced top provide another formalize and monitored edge. Felton Street would be converted into a pedestrian path with half the park zoned for active use and half for preserved trees and natural environment. This concept was supported by the community and has been presented to the City Parks Department.

"Town Center" Parks: Allen Benedict Court and Gonzales Gardens were both designed and constructed in the early 1940s when the influence of "Garden City" and WPA design philosophy was still informing public housing. At its best, this produced thoughtfully planned developments with inspiring public art, such as the sculptures at Jane Addams Homes in Chicago. While no sculptural elements were included at the East Central target sites, both community buildings did feature some architectural embellishment done in limestone that elevates the importance of these structures. In both master plans, these buildings are preserved and made focal points of parks that evoke both a village green and the formal spaces of earlier public housing.

Figure 6n: WPA Details

Area-Wide Pocket Parks/Gardens: The Heidt Street catalyst site includes three new pocket parks carved out of raw land that provide community gathering space for the surrounding blocks. These could be programmed so that each would have a different function serving the larger development without compromising their small-scale character. Additional locations throughout East Central will be utilized for pocket parks or community gardens. A good example of a successful pocket park in the city is Hollywood Park on South Gregg Street; while the Lyon Street Community Garden is the first grassroots project of its kind in East Central and a model for future work.

Figure 6o: Pocket Parks & Gardens

Linear Parks: Both the Gonzales Gardens and the Heidt Street catalyst projects include linear parks along major roadways to separate the new development from traffic. The linear parks also provide an opportunity to link the far ends of the development with multi-use trails that will be figured in to the City's planning. The parks give a sense of openness and natural character that enriches the adjacent buildings.

Figure 6p: Forest Drive Greenway Simulation

Community Facilities

Thanks to the Celia Saxon redevelopment and the presence of the HBCUs, the East Central is relatively well-represented with community facilities. The Drew Wellness Center, the Cecil Tillis Center, the M.L.K. Jr. Community Center, and others contribute to a neighborhood that has many assets on which to build a Community of Choice. Several additional resources that emerged during the planning process are described below.

"Town Center" Community Buildings: The historic community center buildings at Allen Benedict Curt and Gonzales Gardens will be renovated and repurposed for new uses. In particular, the Gonzales Gardens facility has recently housed the Community Empowerment Center, a partnership effort between the USC School of Social Work and CHA (http://ceccolumbia.cosw.sc.edu/). The long-term master plan would roughly double the size of the facility with a new "green" addition to the west. Both target site facilities would be the first line of contact between the residents of the

revitalized communities and other neighborhood resources, as well as containing meeting space, computer labs and other support spaces for resident use. The renovated and enhanced Allen Benedict Court community will house an early childhood learning center that will interface programming with the adjacent senior residential building.

Conceptual Site Layout

Potential Site Features

- A Parallel Parking (+/-10 spaces)
- B Tot Lot
- C Relocated Flag Pole
- D Shade Structure / Seating Area
- E Public Art
- F Pedestrian Plaza / Crosswalks / Pavers
- G Preservation / Rehab of Existing Center
- H New Community Center Addition

Conceptual Building Program

- Community Room (+/-1,200 sq.ft.)
- Kitchen / Support (+/-500 sq.ft.)
- Leasing Offices / Admin. (+/-500 sq.ft.)
- Laundry (+/-600 sq.ft.)
- Business Center / Computer (+/-600 sq.ft.)
- Lounge (+/-400 sq.ft.)
- Fitness / Wellness Center (+/-800 sq.ft.)
- Storage / Equipment (+/-1,000 sq.ft.)
- Circulation / Lobby / Mech. (+/-1,200 sq.ft.)
- TOTAL GROSS SQUARE FEET = +/-6,800

Existing Historic Community Center

Conceptual Massing

Figure 6q: Gonzales Gardens Community Building

Cooperative Health Center: One of the highlights of the Focus Group process was the partnership opportunity presented by the Cooperative Health Center. Representatives from the Waverly branch of this county-wide non-profit healthcare provider were eager to take on a greater role in the East Central People program. While they currently serve the Gonzales Gardens community with mobile medical support, they may expand their involvement to the larger community. Follow-up discussions will be held over the next few months with their leadership.

Former Lyons Street Elementary School: An architecturally impressive complex anchoring Lyon Street, this Richland County District One facility used to serve the local neighborhood before multiple elementary schools were consolidated into Carver-Lyon. It currently is underutilized, and though home to the "First Steps" program until recently, should be reoriented as a major community amenity. Ideally this would involve an academic program such as early childhood education, or a small elementary charter school. Discussions with the school system over repositioning will continue.

Potential Boys & Girls Club: The Gonzales Gardens process identified not only the Lyons Street School but the deteriorating housing and vacant land to the north as a second area where a partnership might be cultivated for additional neighborhood resources. In this case, the land is large enough to provide space for a Boys & Girls Club recreational building. Discussions will continue with the goal of partnering on a facility for the benefit of the community.

Anchor Institutions

While Benedict College, Allen University and Providence Hospital have expansion plans, the individual roles of these anchor institutions in the Choice Neighborhood implementation program continue to evolve. The colleges will continue their established community development programs and explore more academic-community partnerships such as service learning, adult education and employment. The Benedict-Allen Community Development Corporation will continue its revitalization efforts in the neighborhood around the colleges and will be a partner in some of the identified infill housing efforts. Providence Hospital is implementing the strategies to address issues identified in the health survey and will continue to be a health care anchor and source of health careers employment for residents of East Central.

6.3. Economic Development Strategies

The economic development focus group has discussed the need for jobs in East Central and brainstormed potential strategies such using state-issued tax credits to promote business investment and job growth, or bringing major company leaders to the table to work on relationship-building and partnerships. Creating better transportation options and accessibility is a key component identified by the focus group and is a priority in working with The Comet, the local area transit system. Overall, the focus group concentrated heavily on getting community members qualified for high growth jobs, and finding ways to connect them to employers.

The sections below describe four areas that have concentrated economic development efforts by a variety of players much in the same way the neighborhood infill focus areas channel neighborhood housing and public infrastructure priorities. Each economic development focus area has a different agenda, which taken as a whole should address comprehensively the needs identified by the research and stakeholder input. Each area will have different partners for implementation, which spreads the responsibility among several groups for easier management and better tracking and accountability.

Area 1: Harden Street: This focus area takes advantage of the impending development of the Bull Street Campus and the preliminary planning for mixed-use along Harden Street. In addition, a minor league baseball stadium, which is the first phase and center of the development, is scheduled to break ground in fall 2014. In its RFP for a developer to build the ball park, the City required the successful respondent provide jobs and job training for unemployed residents of the Housing Authority. Also included is the Celia Saxon commercial center, which is currently negotiating with a new grocery anchor tenant. The primary program for this area is piggybacking on the Bull Street projects and developing high-value jobs and services that could attract a very diverse population. Implementation partners are the City, CHA, and the developer of the Bull Street project.

Area 2: Campus: Encompassing several blocks between Benedict-Allen, Providence Hospital and Gonzales Gardens, the Campus focus area builds on the ECCCP catalyst 4-2 and market analysis and community input from the Gonzales Gardens process. Catalyst 4-2 recommended a blend of classroom space for Benedict College's eastward expansion and mixed-use retail catering to the student population and Providence employees. Similarly, the Gonzales Gardens master plan identifies new mixed-use development south of Forest Drive that includes retail catering to the same audience – validated in part by a staff survey administered to Providence employees as part of the process. The local community also recognized the opportunity to create a "College Town" around the Two Notch-Taylor intersection to provide a student village that is missing from both campuses. With the proximity of two Benedict College community development facilities (the Small Business Center and the Community learning Center) nearby, the economic development agenda for Area 2 would be based on cross-institutional collaboration, service learning and the provision of retail for the university and hospital audiences. Implementation partners include Providence Hospital, the colleges, and CHA.

Area 3: Historic Gervais: The commercial heart of this historic neighborhood was once located along this stretch of Gervais Street. While many small businesses are long gone, a few–like Palmetto Seafood–have persevered and become icons. The potential for mixed-use development on the northern end of the Heidt Street catalyst project could change the dynamic in favor of small business growth once again along Gervais. The agenda should be initiatives for local small business development and entrepreneurship training, perhaps with limited incubator space in the catalyst project. In addition, the members of the Prince Hall Grand Lodge would play a partnership role in mentoring or in the use of their facility for organizational purposes. Other implementation partners include the city, the neighborhood organizations and the University of South Carolina.

Area 4: Five Points: As East Central Columbia's long-standing "College Town", Five Points has a well-organized advocacy group and a master plan for future growth and commercial and residential diversification. Area 4 formalizes the Five Points district in the Choice Neighborhoods plan and recommends an agenda that promotes investment in amenities to serve the neighborhood south of the HBCUs. The primary implementation entity is the Five Point Association with the City as a partner.

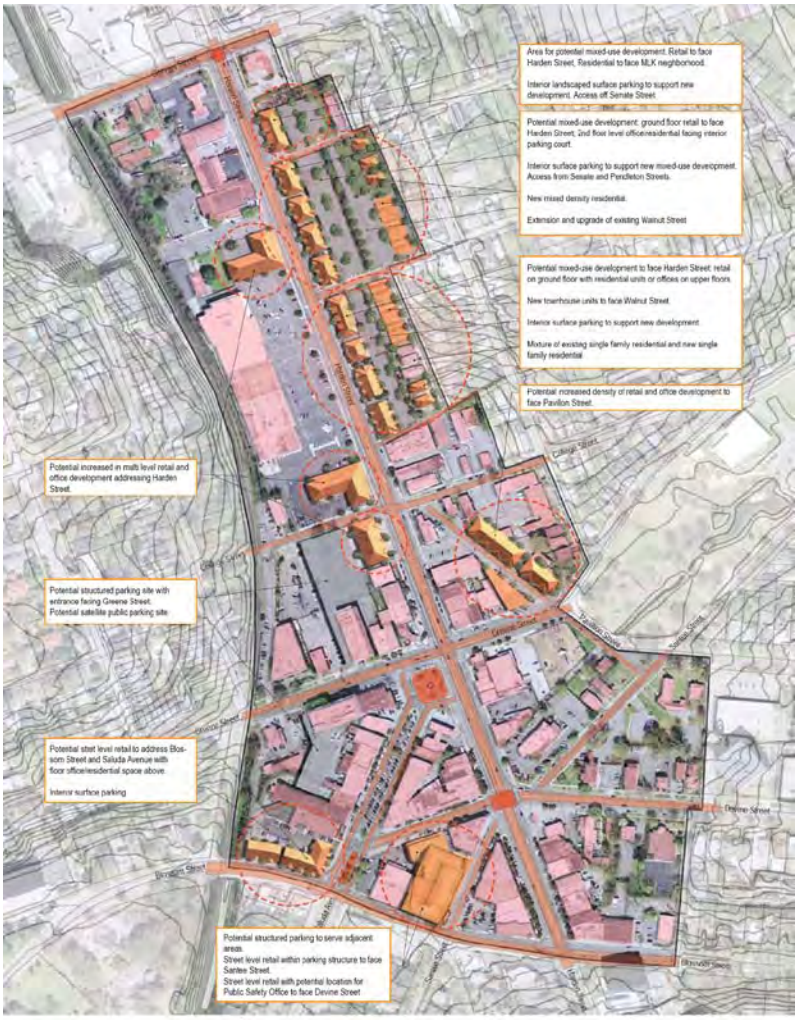


Figure 6s: Future Five Plan

6.4. Public Safety Strategies

Crime incident analysis has shown the presence of "hot spots" at both Allen Benedict Court and Gonzales Gardens, and to a lesser extent in the Lyon Street Community and around MLK Park. Focus group discussions identified the need for increased police presence and neighborhood vigilance through community watch training. Partners working on specific strategies to tackle these problems include the Columbia Police Department, Richland County Sheriff's Department and the U.S. Attorney's office. The U.S. Attorney personally stepped up to take the lead in addressing guns and gangs and volunteered his personal time to train residents in how to become part of the solution.

The Richland County Sherriff's Department has committed to bringing into East Central their *Next Step Program*. The program is designed to help empower parents and kids dealing with issues such as anger management, decision making, combative behavior, truancy, gangs, drugs and peer pressure. Intensive training workshops will be held for parents; parents and youth will engage in one-on-one mediation sessions to walk families from troubled situations back to solid family foundations.

6.5. Capital Improvements Programming

The City is currently implementing a major street improvement and storm water improvement project along Harden and Read Streets. The City is currently contemplating CHA's request to fund demolition and infrastructure improvements on both the Gonzales Gardens and Allen Benedict Court sites.

The City Zoning Department has commenced a complete re-write of the City Zoning Ordinance. Coordination with city planning staff have ensured that land uses and changes recommended in the East Central plan will be incorporated into the new zoning code so that CHA won't be required to go through the time consuming zoning approval process.

6.6. Greening (including LEED-ND preliminary scoring)

Thom Chumney, Division President for the Developer, is a LEED Certified Professional and has been instrumental in leading South Carolina Homebuilders into LEED certified building practices for over ten years. The Home Energy Group, the only LEED FOR Homes Provider in South Carolina, is on board as a third party HERS rating professional.

The LEED Neighborhood Development (ND) Project Scorecard, required according to the "amendment to Planning Grant Agreement" dated September 17, 2012, was completed for the Gonzales Gardens target site. CHA and the Developer anticipate equivalent or higher standards will be achieved for the Allen Benedict site as well. The scorecard and related explanations can be found in Appendix D. The LEED ND Scorecard is comprised of five sections:

- Smart Location and Linkage
- Neighborhood Pattern and Design
- Green Infrastructure and Buildings
- Innovation and Design Process
- Regional Priority Credit

Third party initial HERS rating for the site include:

Smart Location and Linkages: The target site received points for being a previously developed site within an urban context and within a HUD Qualified Census Tract, and being close to potential employers. While the redevelopment of the site does not negatively impact the environment, natural habitat, or wetlands, because of its urban context it cannot improve upon natural resources that do not already exist. It scored particularly well based on the number of transit route options within a quarter mile walk of the site. Additional points are possible by showing bike storage facilities per LEED standards as design and construction progresses.

Neighborhood Pattern and Design: The compact nature and density of the project, the availability of a mix of types of housing, access to neighborhood amenities and services, and continued outreach and involvement of the community helped achieve numerous points in this category. The availability of a food retail center that carries produce in proximity to the site is holding it back from several potential points. Several points appear in the "Maybe" category for now, such as tree-lined streets, specific parking requirements, and traffic calming measures, because the site plan is not far enough along yet to be sure that the credit has been earned.

Green Infrastructure and Buildings: The same holds true for this category as there are a great number of points in the "Maybe" category for the moment because the site plan is not far enough along yet to award points for the design and construction. A point was awarded for the previously developed nature of the site.

Innovation and Design Process: This section remains to be determined as there are numerous credits by which the developer could pursue exemplary performance.

Regional Priority Credit: This set of potential credits is determined on a regional basis given the areas that are the highest priority for them. One point will be awarded for community outreach and involvement. Two other points are possible, but will be determined as design progresses.

Pilot Credits: Not listed within the Scorecard, but currently being tested by USGBC are credits for Sustainable Wastewater Management, and Green Training (for contractors, trades, operator, and service workers). Given the nature of the project and the enthusiasm of the community this will a point above and beyond that the developer wants to pursue.

Based on the given scoring of 35 points in the "Yes" category and another 58 points in the "Maybe" category, the plan is eligible and should be considered highly likely to acquire the credits necessary to meet the requirements for Stage 1 Certification as the design progresses. At the moment the Gonzales site is only 5 points away from a Certified rating and 15 from a Silver rating.

8

TRANSFORMING EAST CENTRAL

HOUSING

7 TRANSFORMING EAST CENTRAL: HOUSING

7.1 Introduction

The Transformation Plan for East Central Columbia incorporates high quality, energy efficient and sustainable housing in combination with supportive services for all people of East Central Columbia. In ways that help the residents become self-sufficient, that strengthen communities, and that use its public and private resources efficiently and effectively.

7.2 Vision, Goals and Desired Outcomes

The vision of the East Central Housing strategy addresses the housing needs of families and individuals of the Choice Neighborhood area by creating a transformation plan that incorporates sustainable, durable, and mixed-income housing. Of equal importance, the housing strategy aims at utilizing supportive services that will strengthen the community, encourage residents' self-sufficiency, and assist in the allocation of available resources (public and private) to ensure its ultimate effectiveness.

The transformation plan incorporates housing recommendations made under previous plans such as the Gonzales Gardens and Allen Benedict Court Master Plans, and East Central Plan, and validating them based on the community's current and future needs through the Choice Neighborhood participatory process of charettes and focus groups.

Goals and desired outcomes envision a community where:

- People of all ages, backgrounds and income groups can call home
- Quality new and rehabbed homes for a range of income groups
- All residents can feel welcome, safe and supported
- Mixed-income rental and home-ownership opportunities are indistinguishable from each other
- The rich history of architecture, natural assets and urban form are recognized
- People can access shopping, recreation, education, services and jobs by automobile, public transportation, walking or bicycle

7.3 Comprehensive Housing Program

Housing Market Recommendation

A market study was completed in July of 2013 by the Noell Consulting Group. The goal of the analysis was to conduct an independent assessment of demand potential and development opportunities for residential and commercial land uses in the CN Area. Product refinement will continue to be examined as plans are finalized to adjust target site programming as needed.

As a test of local demand for workforce housing, a survey targeted to Providence Hospital employees was prepared and administered in June and July of 2010. The online survey was intended to gauge interest in new housing at Gonzales Gardens as well as new retail, since hospital employees represent a key target market audience for the mixed-income units at the target site. 323 total responses were received – a remarkable number considering the usual disinterest associated with Internet surveys. The findings were striking and suggest a significant need for affordable/workforce housing in East Central Columbia. Highlights include:

- *Interest in redeveloped community was fairly high:* 38% would at least consider living at site while 12% would somewhat or very seriously consider it. The greatest interest is among employees with salaries below $35,000, but there is also relatively strong interest at the at high end

- *Specific housing types are clearly desired:* Among those interested in Gonzales site, interest greatest is for townhouses with garages, single-family homes, and condos. Interest drops significantly if parking is not covered or in a garage. This may reflect security concerns, or weather, or a combination of both.

- *There is a perceived lack of retail which may not reflect actual conditions:* Several store types most desired among respondents are already present in the East Central area, although the existing "brands" may not be preferred. Additionally, there is fairly high demand for dining and a drug store with sit-down dining the most significant absence in the area.

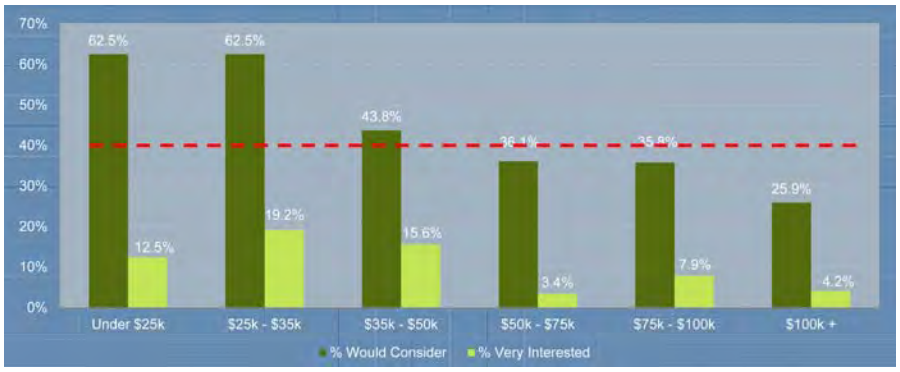


Figure 7a: Providence Hospital Employee Housing Demand

Replacement Housing

The East Central Columbia Transformation Plan contemplates accomplishing a one-for-one replacement of the 524 units of public housing to be demolished in combination of on-site and off-site housing with mixed-finance, project based vouchers and new public housing units. Location of the replacement housing will be a mix with market rate housing on the former public housing sites and with scattered site units on vacant lots located throughout East Central Columbia and with affordable units proposed to be developed on non-qualified census tracts on two sites the Developer brings to the program. CHA is also negotiating with the developer of the contiguous Bull Street revitalization area for inclusion of a percentage of affordable housing in the new development

7.4 Housing Physical Plan

Target Sites Master Plans

The transformation plan includes master plans for both target sites: Gonzales Gardens and Allen Benedict Court. The proposed plan revisits the Gonzales Gardens Master Plan (2009) and the Allen Benedict Court Master Plan (2010) and updates them based on the community's feedback to ensure its effectiveness in addressing the residents' needs.

The Allen Benedict Master Plan proposes 274 on-site mixed-income rental units with a mix of family and senior units with affordability targeted and both work force, faculty and student housing to serve the adjacent HBCU Benedict College. The housing product mix reflects the unique location between the Harden Street commercial corridor, the Celia Saxon revitalization, Benedict College, and the surrounding neighborhood. The current program includes the following:

- Single-family detached homes: 12 three-bedroom at the corner of Oak and Read Streets across Oak Street from single-family owner occupied units developed by the Benedict-Allen CDC

- Single-family attached townhomes: at 78 units, these are the second most prevalent in the Allen Benedict master plan and are scattered throughout the interior of the site.

- Two-and three-bedroom flats: a total of 140 two-bedroom and three-bedroom units line the edge of the development along Harden and Laurel Streets

- Three-story apartment building: 44 one-bedroom flats occupy a senior building directly across Read Street from CHA's Oak Read senior high-rise to maximize proximity to senior programming.

Figure 7b: Allen Benedict Court Conceptual Site Plan

The Gonzales Gardens Master Plan proposes 261 on-site units with a mix of single family home-ownership units, senior units and mixed-income rental units. The housing product mix is sited to transition between the low-density neighborhood on the south and east, and long-term higher density mixed-use development fronting Millwood Avenue and the Two Notch / Taylor intersection. Housing typologies are also design to maximize land use while preserving and framing the new neighborhood parks. The current program includes the following:

- McDuffie Street Single-Family: 8 three- bedroom single-family detached homes with front porches designed to transition into the existing single-family neighborhood and complement single-family homes now under construction by the Columbia Housing Development Corporation on Manning and Washington Streets.

- Senior Duplexes: Six one-story two-unit buildings inspired by the historic architecture of the surrounding neighborhoods along Washington Street overlooking St. Annas Park.

- Townhomes over Flats: 34 units that are two-story townhomes over one-level flats will face a new linear park along Forest Drive in a mix of 2 and 3 bedroom units.

- Single-Family Townhomes: 28 three-bedroom townhomes situated around a "town square" that can be either rental or homeowner units, depending on financing and market demand.

- Multi-Family Rental Apartments: Three-story "stacked flat" walk-up buildings with a total of 201 rental units split between one-bedroom, two-bedroom and three-bedroom will comprise the balance of the Forest Drive frontage.

- Gardens Seniors: A three-story elevator accessed senior building with 112 one-bedroom rental units. The building reflects traditional architecture in Columbia and takes advantage of the sloped topography to provide secured "tuck-under" parking.

Figure 7c: Gonzales Gardens Conceptual Site Plan

Catalyst Housing Sites

The primary non-target replacement housing site is Catalyst C, the Heidt Street/Lower Waverly project. The current master plan includes a mix of single-family detached homes (96 units), large-house duplexes (22 units), small condominium flats (90 units), a multistory condominium building (100 units), and a small mixed-use building with at least 12 units. With the possibility of at least 320 units in the project footprint Catayst C represents a significant source of replacement housing units to maintain the 1:1 ration from the two target sites. Acquisition and redevelopment strategies will be explored by CHA and their development along with the City of Columbia and Columbia Housing Development Corporation.

In addition, there are other opportunities for mixed-income housing on other catalyst sites detailed in the East Central City Consortium Plan and the Choice Neighborhood revitalization program. See Section 6 for a detailed discussion of the neighborhood housing infill focus areas.

Scattered-Site Housing

14% of the 530 acres in East Central Columbia is currently vacant land. CHA will work closely with its partner the Columbia Housing Development Corporation (CHDC) in implementing strategies for neighborhood strengthening and stabilization through infill and replacement housing. The MLK Park and Lyon Street areas of East Columbia have been identified as best suited for the implementation of such strategies due to the high number of substandard and vacant properties as identified in the blight and building condition analysis. Both CHA and CHDC have acquired and plan to

continue acquiring vacant lots and substandard structures for the purpose of implementing the scattered-site infill strategy. The City of Columbia has set aside funding for low-interest mortgages and down payment assistance targeting this area for new homeowners. CHDC currently has five new homes under construction as a part of this effort.

Off-Site Non-Poverty Area Housing

In addition to scattered-site housing within East Central, the Developer has identified two quality sites of which it has site control that are within a ten mile radius of East Central, one in Northeast Columbia and one in Southeast Columbia that are in non-minority, non-poverty census tracts, yet close to amenities and transportation. CHA and Developer are proposing LIHTC tax credit developments in 2015 for 56 units on each of these sites to jump start the transformation and provide quality affordable housing to which residents of Gonzales Gardens and Allen Benedict Court could choose to use a housing choice voucher for relocation.

7.5 Financing and Phasing

Currently, both public housing sites (Gonzales Gardens and Allen Benedict Court) are almost 100% occupied which presents a major challenge for relocation. Allen Benedict Court has been approved by HUD for demolition and a relocation plan has been approved. The demolition plan for Gonzales Gardens is currently under consideration by the HUD Special Applications Center (SAC). Residents are currently engaged in the formulation of Relocation Plans to be submitted to HUD for approval. Relocation of the 520 residents will be phased over approximately 12 months through turnover in existing CHA inventory and the utilization of Housing Choice Vouchers.

CHA contemplates early off-site development to provide housing for relocation of residents utilizing project-based and housing choice vouchers within the East Central area and into non-poverty census tracts as residents choose. CHA is working with its development partner Mungo Construction and the City of Columbia to explore optimum financing options for keeping replacement housing affordable.

The earliest phases of new development have already commenced through the development of infill housing on vacant parcels currently owned by the Columbia Housing Development Corporation and CHA.

Phasing for the on-site revitalization of the public housing sites will commence following relocation and demolition. Phasing will be determined in part by the availability of a variety of funding sources that will be utilized to implement the redevelopment plan.

CHA is currently working with the Developer to plan for two Low Income Housing Tax Credit applications in 2015 for the early development of affordable units on sites now owned by the Developer. The two sites are within ten miles of East Central, located in non-minority, non-poverty census tracts, one in Northeast Columbia and one in Southeast Columbia. Site control has been secured by the developer. In 2015, CHA proposes with the Developer to develop 56 LIHTC units on each site in garden style apartments with a mix of two and three bedroom units. This would be the first phase of new construction, providing options for residents choosing to relocate from Gonzales Gardens and Allen Benedict Court with a housing choice voucher.

Comprehensive development budgets can be found in Appendix F of the Transformation Plan. CHA, working with the Developer, has estimated overall construction budgets totaling $125,960,905.00. The mix of funding sources contemplated and that will be pursued by CHA and the Developer include Low Income Housing Tax Credits, both the competitive 9% credits and bond financing with 4% credits, HOME Funds, Housing Trust Funds, City of Columbia funds, and private lender financing. The affordability of 25% of the units would be greatly enhanced by a successful Choice Neighborhood Implementation Grant, which CHA anticipates pursuing in 2015. However, CHA does consider that affordability can and will be maintained within the new development without a Choice Neighborhood Grant through the utilization of Low Income Housing Tax Credits, Housing Choice Vouchers and possibly the use of project-based vouchers.

7.6 Affordable Housing Preservation

The City of Columbia, through its Community Development Department and non-profit development corporations, Columbia Housing Development Corporation (CHDC) and TN Development Corporation, is a strong partner of CHA in the

preservation and development of affordable housing. The City has an income tiered portfolio of below market mortgage financing targeted to families below 80% of Area Median Income (AMI) and for households from 80-150% of AMI. East Central Columbia is a target area of the City Loan Programs. These low interest mortgages can be utilized for the purchase of newly constructed homes, existing homes and for purchase/rehab. The City has also recently implemented a $10,000 down payment assistance program for households at 80% or below AMI in the targeted area. In addition, the City has low interest rehab loans available for owner-occupied homes in East Central.

On April 10, 2014, the Columbia Housing Development Corporation (CHDC) celebrated the groundbreaking of "Lyon Street Redevelopment"—its newest "homeownership" project in East Central Columbia as a jump-start to the infill housing portion of the Transformation Plan. The Lyon Street Redevelopment consists of new single-family homes on Washington and McDuffie Streets. The two-story floor plans have 1475 square and three bedrooms and two and one-half baths. The single-story floor plans have 1375 square feet with three bedrooms and two full baths. These homes are targeted for working class families and individuals with workforce housing, whose incomes are at or below the HUD area median income. Buyers may be eligible for a $10,000.00 G.A.P. Grant funding and other low interest rates through the City of Columbia's loan program and their partner banks.

All homes meet ENERGY STAR Version 3 Certification to provide lower energy consumption cost for homeowners. Other specifications include: appliance packages to include washer and dryer; over the range microwave; tank-less water heater; kitchen backsplash and cultured marble bathroom counter tops; crown molding in master bedroom and great room; smooth ceilings;. The exterior consists of hardi-board, architectural shingles; privacy fenced backyard and front yard irrigation with centipede sod.

Located 1 mile northeast of downtown Columbia, young professionals and empty nesters who are looking to downsize will find the location convenient to entertainment districts, sports venues, hospitals and doctor's offices. The community is also located along public transportation routes.

The City of Columbia Community Development Department is providing $564,779.00 in federal HOME dollars to finance this project.

7.7 Fair Housing Plan

The East Central Columbia Transformation will include all policies and procedures with mandatory adherence to Department of Housing and Urban Development (HUD) requirements, including Fair Housing and Equal Opportunity (FHEO), Systematic Alien Verification for Entitlements (SAVE) and Violence Against Women Act (VAWA). Management staff internal safeguards, practices, and training tools will be employed to ensure adherence to HUD policies and procedures related to intake management, tenant re-certifications, criminal screening, and rent calculations. The owner entities of each phase of development will be required to certify that each development will comply with all Fair Housing and Americans with Disabilities Act (ADA) requirements including those dealing with accessibility.

Affordable rental and affordable ownership unit advertisements will be placed in local and regional newspapers, newspapers that serve minority groups, non-English speaking publications, and other groups protected under fair housing laws. Notices will also be given to area churches, civic groups, social service agencies, lending institutions and non-profit organizations. Rental units will be listed in www.schousingsearch.com which serves the entire state as a comprehensive listing of available rental units. Advertising/marketing will not indicate any preference or limitation, or otherwise discriminate based on race, color, disability, religion, sex, familial status, sexual orientation, gender identity, national origin, genetic information, ancestry, children, marital status or public assistance recipiency. All advertising and marketing materials portraying persons will depict members of classes of persons protected under fair housing laws, including majority and minority groups as well as persons with disabilities. Accessibility for the hearing impaired is provided by a TTD/TDY telephone service provider and interpreters are provided on an as needed basis. CHA also utilizes the Relay Service, which is a service for individuals with hearing and speech disabilities. The Fair Housing logo and slogan "Equal Housing Opportunity" will be included in all marketing materials. Staff and management entities will be required to attend fair housing training sponsored by HUD and by the South Carolina Human Affairs Commission to stay current with changes to fair housing laws.

7.8 Green Building

The developer Mungo Construction certifies that they will meet the standards of a recognized green rating program such as Enterprise Green Communities, the National Green Building Standards, LEED for Homes and/or LEED New Development in the design and development of all new and rehab construction. Thom Chumney, Division President of Mungo Construction, is a Certified Green Professional, a LEED AP Homes and a member of the Green Building Council. He was principally responsible for CHA's Rosewood Hills HOPE VI Development becoming the first all–LEED certified new community in South Carolina and winner of the National Green Building Council's 2009 Outstanding Affordable Green Community Development. MUNGO has engaged The Home Energy Group, an independent HERS rater, to consult in the design and implementation of green standards throughout the development process. CHA and the Developer will make every effort feasible to insure that all phases of the development score the highest possible points on the LEED for Neighborhood Development Project Scorecard.

9 IMPLEMENTING THE PLAN

8 IMPLEMENTING THE PLAN

8.1. Implementation Process

The implementation of the Transformation Plan will encompass continuous efforts to assure that the Choice Neighborhoods vision remains aligned and integrated with existing plans and programs including:

- The Bull Street Neighborhood Plan
- City of Columbia Consolidated Plan 2010-2015
- East Central City Plan 2004
- Five Points Master Plan 2006
- Lower Waverly Catalyst Redevelopment Plan 2006
- The Columbia Plan 2018 5 Year Update
- Columbia Housing Authority 2014-2015 Annual Plan and 2010-2015 Five Year Plan

The principle of building upon and leveraging existing plans and resources ensures that synergies will be achieved wherever possible, while avoiding duplication of efforts and expenditures. This will contribute to both financial sustainability as well as consistency in policy and vision.

Next steps in the implementation process will include:

- Refine Implementation Plan Timeline and Resources
- Continue Community and Stakeholder Engagement
- Develop Memoranda of Understanding with Partners
- Finalize Relocation Plan for Gonzales Gardens (already approved for Allen Benedict Court)
- Continue Implementation of Supportive Services Strategy
- Finalize Funding and Phasing for Redevelopment
- Initiate Economic Development Strategy
- Secure Funding for Respective Phases

8.2. Housing Plan

Columbia Housing Authority has procured a partner, Mungo Construction and NixDevCo, for Co-Development Services and has entered into a Development Agreement. Mungo Construction and NixDevCo are already engaged in beginning to consider the overall development plan, infrastructure needs, housing types, phasing and funding strategies. They were instrumental in developing the phasing plan and development budget for the Final Transformation Plan.

8.3. People Plan

The Columbia Housing Authority Family Self-Sufficiency Department has the primary responsibility for the implementation of the people portion of the Transformation Plan. As outlined in Section 5 of the Transformation Plan, many of the partners in providing supportive services are in place and have been engaged with CHA throughout its two HOPE VI developments. CHA will continue to engage partners, strengthening and enhancing the services to residents through Memoranda of Understanding with the partners and leveraging resources within the community to implement the People portion of the Plan. CHA staff and partners continue to pursue the possibility of becoming a Purpose Built Community.

8.4. Neighborhood Plan

CHA will continue to engage its strategic partners for the purposes of implementing the Neighborhood Plan with the objective of formalizing instruments of cooperation such as Memoranda of Understanding (MOU) that describe the specific cooperative actions, contributions and commitments that each party will make to ensure programmatic success and implementation of the Plan. Each MOU will include means of engagement, roles of accountability, and will include performance goals and milestones sufficient to ensure sustainability over time. Key partners for the implementation and sustainability of the Neighborhood Plan include HBCU's Allen University and Benedict College, Providence Hospital,

Richland Cooperative Health Centers, Richland School District One, Richland Library, United Way of the Midlands, The City of Columbia, Richland County Sherriff's Department, Columbia Police Department, U.S. Attorney's Office and the Neighborhood Churches.

8.5. Financing and Budget

CHA will continue to work closely with Mungo Construction and NixDevCo to refine the overall project budget and identify the optimum funding sources for implementation of each phase of the Transformation Plan in the most expeditious and economically feasible manner. The overall estimated construction budget is detailed in Appendix F of the Transformation Plan. CHA and the Developer are preparing for an early 2015 Low Income Tax Credit application for two off-site parcels controlled by the Developer as implementation of Phase I of the Transformation.

8.6. Implementation Schedule

An implementation schedule will be established through close collaboration with the Co-developer and stakeholders in the community, with consideration to the needs of the residents in the community and the timely identification of funding sources to implement the Plan, commencing in 2015 with LIHTC applications and establishing of a relocation plan and schedule for residents.

8.7. Data Collection

The East Central Columbia Choice Neighborhood Transformation Plan activities and investments are anticipated to have a measureable impact on economic, demographics and housing market conditions within the target area and surrounding neighborhoods. Data collection and analysis will be utilized through the implementation of the Plan to evaluate the improvements achieved over time in a broad range of categories including, but not limited to health, safety, education achievement, job training, employment, income levels, economic development and the overall quality of life for the residents of East Central Columbia.

Exhibit C

GONZALES GARDENS - ILLUSTRATIVE PLAN

Exhibit D

Total Development Cost (TDC) Limit and Housing Construction Cost (HCC) Limit Calculations

DEVELOPMENT NAME AND PHASE: Gonzales Gardens

using TDC and HCC limits published in HUD Notice PIH 2011-38 (HA) for: COLUMBIA, SOUTH CAROLINA

Step 3. Unit Mix (Note: enter info on the "Unit Mix" worksheet)					HCC Limits		TDC Limits	
Structure Type	BRs	Rehab of Existing Pub. Hsg.	New Const.	Acq. with or w/o Rehab	(new const. only) Per Unit	(new const. only) Phase Totals	Per Unit	Phase Totals
Detached/Semi-Detached	1	-	-	-	$ 95,198	$ -	$ 166,596	$ -
	2	-	12	-	$ 111,876	$ 1,342,507	$ 195,782	$ 2,349,387
	3	-	8	-	$ 132,718	$ 1,061,745	$ 232,257	$ 1,858,054
	4	-	-	-	$ 155,887	$ -	$ 272,802	$ -
	5	-	-	-	$ 170,720	$ -	$ 298,760	$ -
	6	-	-	-	$ 184,740	$ -	$ 323,295	$ -
Row House	1	-	-	-	$ 78,881	$ -	$ 138,043	$ -
	2	-	130	-	$ 93,549	$ 12,161,401	$ 163,711	$ 21,282,452
	3	-	134	-	$ 114,290	$ 15,314,857	$ 200,007	$ 26,801,001
	4	-	-	-	$ 136,015	$ -	$ 238,026	$ -
	5	-	-	-	$ 150,045	$ -	$ 262,579	$ -
	6	-	-	-	$ 163,234	$ -	$ 285,660	$ -
Walkup	0	-	-	-	$ 54,381	$ -	$ 95,167	$ -
	1	-	-	-	$ 73,653	$ -	$ 128,892	$ -
	2	-	-	-	$ 93,668	$ -	$ 163,919	$ -
	3	-	-	-	$ 122,500	$ -	$ 214,374	$ -
	4	-	-	-	$ 152,121	$ -	$ 266,212	$ -
	5	-	-	-	$ 171,267	$ -	$ 299,717	$ -
	6	-	-	-	$ 190,145	$ -	$ 332,754	$ -
Elevator	0	-	-	-	$ 62,469	$ -	$ 99,951	$ -
	1	-	112	-	$ 87,457	$ 9,795,176	$ 139,931	$ 15,672,281
	2	-	-	-	$ 112,445	$ -	$ 179,911	$ -
	3	-	-	-	$ 149,926	$ -	$ 239,882	$ -
	4	-	-	-	$ 187,408	$ -	$ 299,852	$ -
	5	-	-	-	$ 212,395	$ -	$ 339,833	$ -
	6	-	-	-	$ 237,383	$ -	$ 379,813	$ -
		-	396	-		$ 39,675,686		$ 67,963,175

Step 6. Enter Demo & Replacement Units (total, all phases)

Number of public housing units to be demolished or lost to conversion (total, all phases)	-		(This portion of demolition cost is excluded from TDC limit)
(Minus) the number of replacement PH units to be built back on the original site (total, all phases)	(-)		
Equals PH units demolished and not replaced on the original PH site (total, all phases)	-	% of units: 0%	

Step 7. Enter all Sources of Public Housing Capital Assistance

PH Capital Assistance incl. CFP, HOPE VI Revitalization, HOPE VI Demo-only Funds	$ 67,693,175	
Borrowed Funds to be Repaid with Public Housing Capital Assistance	$ -	
Total Sources of Public Housing Capital Assistance		$ 67,693,175

Step 8. Enter All Uses of Public Housing Capital Assistance

	HUD Bdgt Line Item		
Community and Supportive Services ("CSS" -- for HOPE VI projects only)	1408	$ -	
Management Improvements, PHA	1408	$ -	
Administration, PHA	1410	$ 3,487,489	
Fees and Costs (planning, prog mgmt, insurance, initial oper deficit, etc.)	1430	$ 5,000,000	
Site Acquisition (cost of sites w/o structures to be retained as housing)	1440	$ -	
Site Improvement (streets, site improvements and public improvements)	1450	$ 15,000,000	
Dwelling Structures, **Rehab** (cost to rehab existing PH units only)	1460	$ -	
Dwelling Structures, **New Const** (w/OH+P, finish landscape + on-site util's)	1460	$ 37,675,686	
Dwelling Structures, **Acquisition** (acq. of existing units, + rehab cost)	1460		
Dwelling Equip, **New Const** (for new construction units only)	1465	$ 2,000,000	
Dwelling Equip, **Rehab or Acq.** Units (for existing PH and Acq. units)	1465	$ -	
Nondwelling Structures (community facilities, social service space, etc.)	1470	$ 2,000,000	
Nondwelling Equipment (e.g., vehicles)	1475	$ 300,000	
Demolition (enter total of all demo & environmental remediation costs)	1485	$ 2,000,000	
Relocation (moving expenses, & PHA cost of full-time relo staff)	1495	$ 500,000	
Total Uses of Public Housing Capital Assistance			$ 67,963,175

Step 9. Confirm:

Sources = Uses

Total Sources (Step 7) must equal Total Uses (Step 8)

----> Difference: ($270,000)

Error: Total Sources, Step 7 do not = Total Uses, Step 8.

(± $5 rounding allowance)

Excluded Demolition and Abatement Cost Calculation

Total Cost of Public Housing Unit Demo & Associated Env. Abatement (BLI 1485)		$ 2,000,000
Times % of Demo Costs Excluded as "Additional Project Costs" (% from **Step 6**)	x	0%
Equals Amount of Demo Costs Excluded from TDC Limit as "Additional Project Costs"		$ -

Step 10. Enter Extraordinary Site Cost (must be approved by HUD) $ -

Community & Supportive Services ("CSS" -- for HOPE VI projects only)	-	
(Minus) Total of "Extraordianry Site Costs" and CSS (excluded from TDC limit)		-
Total Uses of Public Housing Capital Assistance (amount subject to TDC Limit)		$ 67,963,175
Total Development Cost Limit (from Step 3 above)		$ 67,963,175

Step 11. Review Results

TDC Limit Analysis:
Total Development Cost (PH Capital Assistance only) as Percentage of TDC Limit

100.00%

Public Housing Capital Assistance for Housing Construction Costs

Dwelling Structures, New Const (w/OH+P, finish landscape + on-site util's)	1460	$ 37,675,686
Dwelling Equipment, New Const (if not already included in 1460)	1465	2,000,000
Total Housing Construction Cost		$ 39,675,686
Housing Construction Cost Limit (if any, from Step 3 above)		$ 39,675,686

HCC Limit Analysis:
Housing Construction Cost (PH Capital Assistance only) as Percentage of HCC Limit

100.00%

Exhibit E

Richland County Council

Anthony G. Mizzell
Chairman
District Eleven

L. Gregory Pearce, Jr.
Vice-Chairman
District Six

Doris M. Corley
District One

Joyce Dickerson
District Two

Valerie Hutchinson
District Nine

Damon Jeter
District Three

Paul Livingston
District Four

Joseph McEachern
District Seven

Mike Montgomery
District Eight

Bernice G. Scott
District Ten

Kit Smith
District Five

June 26, 2006

Mr. Gilbert Walker, Executive Director
Columbia Housing Authority
1917 Harden Street
Columbia, SC 29204

RE: Hope VI Grant Application

Dear Mr. Walker:

Richland County is pleased to be supportive of the Housing Authority's efforts to secure Hope VI Grant funding for the development of the Allen-Benedict Court Community in Columbia, South Carolina.

Richland County has demonstrated a public commitment to affordable and law to moderate income housing through its Community Development Program.

The Housing Authority's Hope VI application provides the County with another opportunity to carry on its commitment to affordable housing in Richland County.

The County is making a commitment to provide $1,000,000.00 of in kind and/or cash contributions.

Richland County is proud to support the grant application of the Columbia Housing Authority in its efforts to continue to provide affordable housing for it citizens.

The County is looking forward to partnering with the Housing Authority in this venture. Good luck with the Grant Application.

Sincerely,

Anthony Mizzell, Chair
Richland County Council

P.O. Box 192*** Columbia, South Carolina 29202 ***Phone (803) 576-2060

Richland County Council Request of Action

Subject:

Request for Easement - Hiller Road

Notes:

At the November D&S Committee meeting, the Committee deferred this item to a future Committee meeting to allow staff time to address Mr. Malinowski's questions regarding this item. At this time, staff is working to gather additional information to respond to Mr. Malinowski's questions. Once this information is available, staff will bring this item back to the Committee for review and action.

Richland County Council Request of Action

Subject:

Motion to Explore all Options for Providing County Assistance with a Public Housing Project

Notes:

At the September 9, 2015 Richland County Council meeting, Mr. Rose brought forth the following motion:

> "Move to have staff explore all options to provide County assistance with an important public housing project. The Columbia Housing Authority (CHA) completed its Choice Neighborhood Plan in August, 2014. HUD awarded the Planning Grant to CHA in 2012 for this project. The CHA plans to demolish Gonzales Gardens (GG) and Allen-Benedict Court (ABC) public housing communities as soon as funding is available. In preparation for losing 520 units, the CHA is currently identifying housing to purchase so GG/ABC residents can be relocated. CHA purchased a 123 units at Village at Rivers Edge. CHA plans to acquire and/or construct an additional 127 units of housing in the near future, but that still leaves the need for 270 more units for relocation purposes."

Staff is working to identify possible funding options pertaining to Mr. Rose's motion. Staff will bring this item to the Committee for their consideration at a future Committee meeting.

Richland County Council Request of Action

Subject:

Comprehensive Youth Program

Notes:

Staff and the Clerk's Office are working in conjunction with the Sheriff's Department, Magistrate's Office, Solicitor's Office and the Alvin S. Glenn Detention Center to develop a plan of action regarding a comprehensive youth program. Once completed, Staff and the Clerk's Office will report this information back to the Committee for their review and action.

Richland County Council Request of Action

Subject:

Motion to Have a Subcommittee Examine the County's EMS Services Department with input from EMS workers

Notes:

At the December 15, 2015 Special Called Council meeting, Mr. Rose brought forth the following motion:

> "Move to have a subcommittee examine the County's EMS Services Department with input from EMS workers"

Staff is working to identify possible options for moving forward with Mr. Rose's motion. Staff will bring this item to the Committee for their consideration at a future Committee meeting.