



COMMUNITY PLANNING ASSISTANCE TEAM

South Hartsville Heritage Alive: A Neighborhood Revitalization Strategy

South Hartsville, SC
January 2015



American Planning Association
Making Smart Communities Happen

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INTRODUCTION

In September 2014, the American Planning Association (APA), through its professional institute, the American Institute of Certified Planners (AICP), organized a Community Planning Assistance Team (CPAT) project in South Hartsville, South Carolina. South Hartsville is the twentieth community to participate in APA's Community Planning Assistance Teams program.

The project was selected from proposals submitted during CPAT's December 2013 community application review cycle. Brenda Kelly, Senior Planner for the City of Hartsville and Heather Garrison, Planner I, served as APA's primary community liaisons throughout the effort. The strength of the initial application package, ongoing data support, insightful strategizing, and time outside of the work day, provided by these community liaisons was integral to the success of the project.

This report presents the Team's findings, observations and recommendations for the residents and stakeholders of South Hartsville.

THE PURPOSE OF THE CPAT INITIATIVE

The purpose of the Community Planning Assistance Team (CPAT) initiative is to serve communities facing limited resources by helping them address planning issues such as social equity and affordability, economic development, sustainability, consensus building, and urban design, among others. By pairing expert urban planning professionals from around the country with residents and other stakeholders from local communities, the initiative seeks to foster education, engagement, and empowerment. As part of each team's goals, a community develops a vision plan that promotes a safe, ecologically sustainable, economically vibrant, and healthy environment.

APA staff works with the community, key stakeholders, and the host organization(s) to assemble a team of planners with the specific expertise needed for the project. The team meets on-site for three to five days, during which a series of site visits, focused discussions, and analysis are performed. On the final day, the team reports their results back to the community with local press in attendance. A final, more detailed report is issued to the community at a later date.

GUIDING VALUES

APA's professional institute, the American Institute of Certified Planners (AICP), is responsible for the CPAT initiative. It is a part of APA's broader Community Assistance Program. Addressing issues of social equity in planning and development is a priority of APA and AICP. The Community Assistance Program, including the CPAT initiative, was created to express this value through service to communities in need across the United States.

Community assistance is built into the professional role of a planner. One principle of the *AICP Code of Ethics and Professional Conduct* states that certified planners shall aspire to "seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration. Yet another principle is that certified planners should aspire to "contribute time and effort to groups lacking in adequate planning resources and to voluntary professional activities."

PROGRAM BACKGROUND

In recognition of the key role urban and regional planners play in shaping vibrant, sustainable, and equitable communities, the APA Board of Directors established the "Community Planning Team" initiative in 1995. This initiative resulted in a very successful pro bono effort to assist an economically struggling African American community in Greensboro, North Carolina. APA has continued to develop a pro bono planning program that provides assistance to communities in need.

Another Community Assistance Program initiative is the Community Planning Workshop, which is held in the host city of APA's National Planning Conference every year. The workshop is a one-day event that engages community leaders, citizens, and guest planners from around the country (and abroad) in discussing and proposing specific solutions to urban planning challenges. Workshops typically begin with an introduction of individuals involved and a tour of the community, neighborhood, or site. Participants form breakout groups that begin by discussing existing issues, then participants brainstorm new ideas based on community needs and sound planning techniques. Each breakout group "reports out" on its results to the entire group. Facilitators then lead a discussion to form consensus around future goals and ways to achieve these goals. Upon the conclusion of the workshop, the local community composes a final report that incorporates workshop results and specific actions that local officials could take to turn the project vision into reality.

In 2005, program efforts were notably increased after the tragic and devastating effects of Hurricane Katrina in the Gulf Coast region. APA immediately embarked on a number of initiatives and projects including Planning Assistance Teams in the affected cities of Henderson Point, Mississippi, and Mandeville and Slidell in Louisiana. Another Gulf Coast recovery project was the Dutch Dialogues, which brought American planners together with Dutch experts to transform the way that Louisiana relates to and manages its water resources.

AICP broadened the scope of the CPAT program with its 2009 project in Buzzard Point, a neighborhood in Southwest Washington, D.C. Over the course of the site visit, the team met with more than 40 neighborhood groups, government agencies, residents, and other stakeholders. The team advised community leadership on long-range strategies to strengthen both existing and proposed transit links and increase accessibility, improve existing affordable housing developments, position the area as a major gateway to the city, and to deal with dominant industrial areas within the neighborhood.

The last several years of completed projects in Matthews, North Carolina; Story County, Iowa; Maricopa, Arizona; Wakulla County, FL; Dubuque County, Iowa; La Feria, Texas; Franklin, Tennessee; and Augusta, Georgia are important landmarks in the development of the CPAT program. They mark the inauguration of CPAT as an ongoing programmatic effort. The initiative will increase in scope and frequency in coming years, becoming an integrated part of APA's service, outreach, and professional development activities.

More information about APA's Community Assistance Program and the Community Planning Assistance Teams initiative, including full downloadable reports, is available at:

www.planning.org/communityassistance/teams



The American Planning Association's
Professional Institute



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of Certified Planners**

Making Great Communities Happen

Hartsville CPAT Team Members



Marijoan "MJ" Bull, AICP

Marijoan "MJ" Bull, AICP has over 25 years of planning experience at the local and regional level in Massachusetts and Rhode Island. During her career she has designed and implemented planning processes, overseen regulatory reviews, managed improvement projects, and completed research on interdisciplinary participation techniques. Broadly trained as a land use planner with a BS and MCP from MIT, MJ now trains future planners in a Bachelors of Regional Planning program at Westfield State University in Massachusetts. MJ's PhD (Salve Regina University) focused on the use of the humanities in placemaking. Her primary interests include: inclusive participation in land use planning, just sustainability, and housing as a human right.



Bridget Wiles

Bridget Wiles, Chief Operations Officer/TA Director, APD Urban Planning and Management, LLC.

Bridget holds a Master's Degree in Social Administration from Case Western Reserve University with a specialization in community development, and brings over eighteen years of social work and community development experience and expertise to the team. She monitors all APD projects for federal, state and local compliance with funding and program guidelines. She is responsible for development of policy and program guidelines, including program and project evaluation, to ensure sustainable project management and timely project execution. Bridget has extensive experience in management and implementation of CPD programs, budget preparation, program monitoring and auditing, negotiating contracts and subcontract management. She also serves as a community facilitator during visioning planning sessions and provides stakeholder analysis of assets, needs, constraints, to determine detailed recommendations for strategy implementation. Bridget is currently the TA Director for APD's Technical Assistance Program, and has delivered technical assistance and capacity building services simultaneously to several HUD grantees throughout the country



Kimberly Burton, AICP

Kimberly Burton, P.E., AICP, LEED AP ND, is an experienced program and project manager, in addition to a professional engineer, certified planner, and LEED Accredited Professional in Neighborhood Development. She has 15 years of experience working in the public and private sectors and is the President of Burton Planning Services in Westerville, Ohio. Ms. Burton also teaches energy, sustainability and resiliency planning in City & Regional Planning as an Assistant Professor of Practice at the Ohio State University. During her career, Ms. Burton has worked on a wide variety of planning, engineering, and environmental projects. Her skillsets include city and transportation planning, community & economic development, grants, environmental documents, noise & air quality analyses, safety studies, and public involvement activities.



Alina Gross

Alina Gross completed her PhD in Regional Planning at the University of Massachusetts, Amherst in 2014. Her research addresses community engagement in the urban and regional planning process, with an emphasis on social justice and the experience of historically marginalized social groups. Alina has planned and facilitated public participation in a variety of local contexts and has also gained professional planning experience in environmental planning, neighborhood planning, open space and recreation, and economic development. She has taught courses at Westfield State University's Department of Geography and Regional Planning, and has particularly valued developing new pedagogy for helping students understand the social and cultural dimensions of planning issues, in principle and in practice.



Karen Campblin, AICP

Karen Campblin has more than 13 years of experience in the planning industry as a community development planner and project manager. She is the founder of ktcPLAN, LLC and has experience in corridor studies, environmental justice, transit development, and scenic highway studies and has been responsible for the design and implementation of a wide range of public involvement and community coordination programs in support of these transportation studies. Through an understanding of planning techniques, NEPA, and regulatory requirements and diverse experience, Campblin is able to solve challenges by working with the community and agencies to design viable ideas and create cost-effective solutions for sustainable transportation, policy, and community development initiatives.

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Chapter 1. Introduction

With a focus on the business climate, infrastructure upgrades, quality services, and arts and entertainment, Hartsville works to create a vital city of opportunity and community. **Yet the City will not be all it can be until the South Hartsville neighborhood can reach its full potential.** Twenty-three percent of the City's population lives in South Hartsville (this includes 47.5% of the African American population of the City¹). The past two decades have seen decline in this neighborhood, and with the CPAT application the City has brought attention to the needs and aspirations of residents, business owners, and organized groups.

Working closely with these residents, improvement associations, planning staff, and municipal leadership, the CPAT has developed a Neighborhood Revitalization Strategy. The plan is designed to provide background information and data, analysis and assessment of conditions, and recommendations for moving forward based on what we heard from residents and other stakeholders. Five Focus areas are addressed: Housing, Services, Mobility, Economic Vitality, and Identity and Participation. The heritage of South Hartsville retold to us includes tales of resiliency and achievement. Today is a different time, yet these qualities can still be found and must be applied in the movement toward an improved future. **This plan provides a framework but the specifics will be refined and shaped through implementation.** Some of the ideas may be accomplished quickly, others may take many years to become reality, and still others may not come to pass. Nevertheless, the next step should be the community coming together to continue the conversation and then move past discussion to actions.

There is plenty of work to do. It will require partnerships and collaborations, setting priorities, and working through points of disagreement. Commitments from municipal government, funding through state programs and philanthropic groups, and resident leadership and involvement are all required. **The foundation of a caring community is people working together and this needs to be the backbone of the South Hartsville Heritage Alive Neighborhood Revitalization Strategy.**

¹ Census data ACS 2008-2012 B02001, African American does not include 2 or more races.

Chapter 2. Background on South Hartsville

BOUNDARIES AND BARRIERS

One block south of downtown Hartsville begins the northern boundary of South Hartsville—a predominately residential African American neighborhood that was settled during the early-mid 20th century, under the laws of segregation. The neighborhood has a history of resilience having, out of necessity, been self-sufficient in terms of commercial and retail operations, and many public services. During recent years, local and global economic trends have had an impact on the neighborhood. From 1990 – 2010, the neighborhood experienced a 37% loss in population.² **Add to this a decline in jobs, the loss of small businesses, and deteriorating housing conditions, and the neighborhood is clearly one in need of attention.** Long term residents are saddened by the decline, and all residents seek to change the limited opportunities and challenging conditions faced by the current and emerging generations.

This community is generally bounded by Marlboro Street to the north, S. Fifth Street to the east, Russell Road along the south, and Heatley Drive and the S. Ninth Street “ditch” along the west (see Map 1 South Hartsville Boundary). **Some of these map-boundaries combine with other features to become on-the-ground barriers that isolate residents of this neighborhood.** These physical barriers limit mobility for residents and visitors, both via vehicle or via biking/walking.

The S. Ninth Street ditch is a key component of the stormwater system for a large part of the City of Hartsville. Much of the year it contains water and the western side of the ditch includes fencing along the top of the bank at the private property in the Richardson Circle neighborhood. According to the local history book, *Scraps of History: Hartsville 1950-2003* by Wilton Berry,³ the ditch was constructed by slaves to drain the fields of a plantation located on the higher land that is now Richardson Circle. Today the ditch is a real impenetrable boundary along the western side of South Hartsville and impedes safe and easy movement to and from the high school.

Another physical barrier is created by the South Carolina Central Railroad (SCRF) railroad tracks⁴ which divide South Hartsville nearly in half. There are street grade crossings at the intersections of S. Sixth, S. Fifth and W. Washington but no formal crossing at the end of Butler (and Wilkes Circle), Hudson, and Hampton streets. **Residents have created pathways across the tracks in some of these locations and also re-purposed the track ROW for an east-west walking path for traveling to destinations within and beyond the neighborhood.**

² US Census CT 107 BG 1 & 2, 1990 and 2010 through Simply Map based on US Census data P1, see Appendix.

³ See “Ninth Street Ditch” in *Scraps of History: Hartsville 1950-2003*, Berry, Wilton. R.L.Bryan Company: Columbia SC, 2004.

⁴ Now owned by the larger, Genesee & Wyoming, Inc.

A NOTE ON CENSUS DATA FOR SOUTH HARTSVILLE

The boundaries of South Hartsville do not align exactly with the Census data reporting borders. Census geography works as follows: a Census Tract is divided into Block Groups, and the Block Groups are divided into Blocks. Blocks are the smallest unit the Census collects information for—but given how small Blocks are, only population and housing unit counts are provided at this level. That is, the data on household income, homeownership, ownership of vehicles, etc., is only available at the level of Block Group or higher. This report uses Block Group data, as reported by the Census American Community Survey 5 year average for the period 2008-2012. Map 6 indicates Census Tract 107 (CT 107) Block Group 1 and Block Group 2 (BG1 and BG2) closely align with the South Hartsville neighborhood boundary. All of CT 107 BG 1 is in fact in the neighborhood (the blocks outside the neighborhood contain no residential units) and while CT 107 BG 2 includes portions of the city east of S. Fifth, outside of South Hartsville, the South Hartsville portion of CT 107 BG2 represents 69% of the population and 64% of the housing units of CT 107 BG2. The use of CT 107 BG1 & BG2 does leave out a few blocks in the northwest portion of South Hartsville that Map 6 indicates are in fact blocks within CT 105 BG 3. There is no way to extract the data needed for these few blocks.

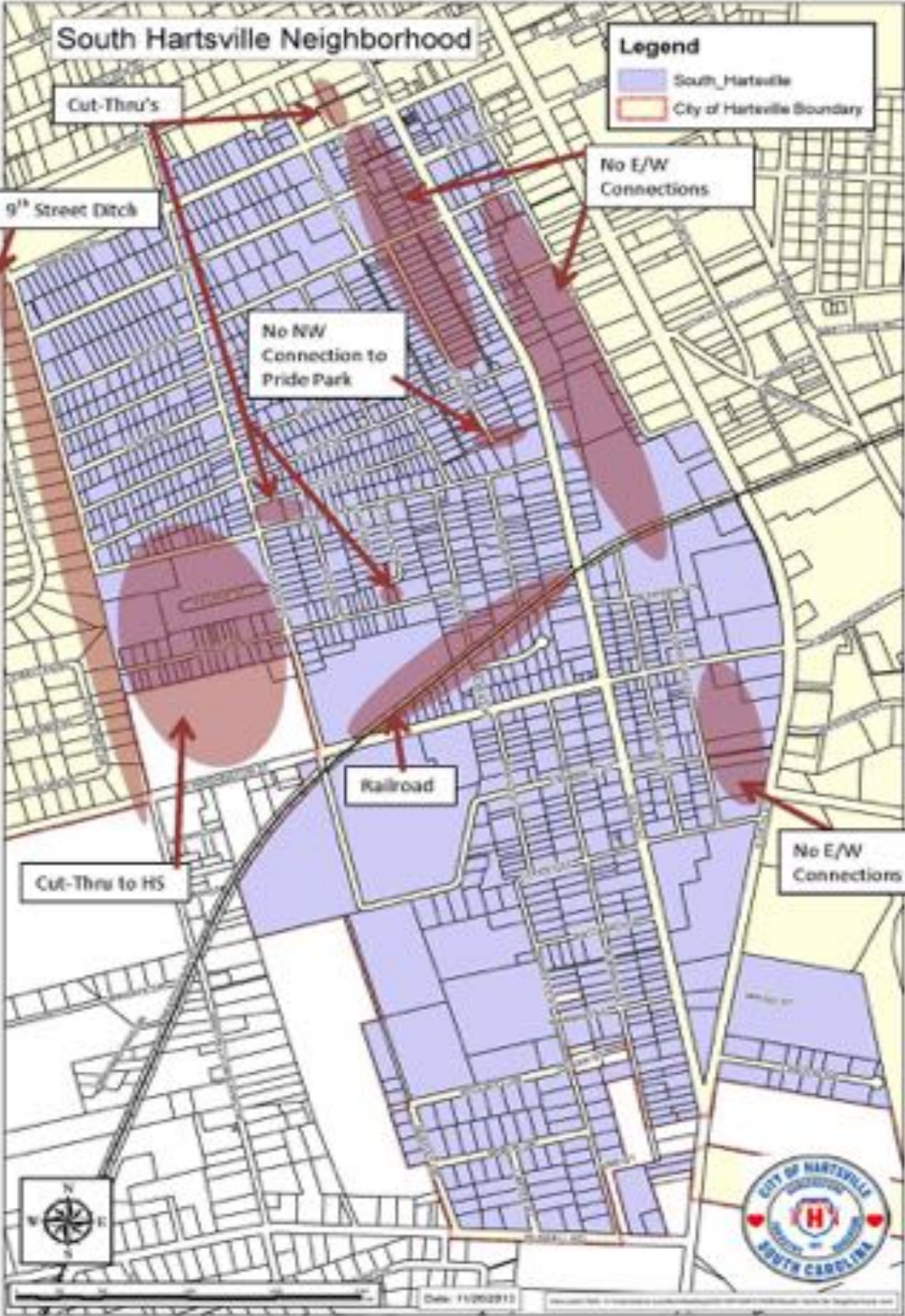
MAP 1: Boundary of South Hartsville.



In addition, the neighborhood is structured around roadways that serve as collectors for numerous short residential roads. While the South Carolina Department of Transportation (SCDOT)⁵ only classifies the north-south running S. Eighth Street and east-west W. Washington as Collectors, S. Sixth Street, Marlboro, and Sumter function as local collectors for the neighborhood due to the

⁵ See Map in Appendix, from http://206.74.144.9/gismapping//pdfs/FunctionalClass/Hartsville_City_FC.pdf

Exhibit 1: Mobility Issues



impenetrable western boundary. S. Sixth Street is seen as the “front-door” of the area as this roadway is a straight connection to downtown and allows entry to the residential road network.

S. Fifth Street is classified by SCDOT as a Minor Arterial and this five-lane heavily traveled roadway (with an average annual daily traffic of over 14,000 vehicles⁶) is another barrier as it is a challenge for pedestrians to cross. With only a few crosswalks and signals available to cross S. Fifth and S. Fourth they essentially function as physical barriers for pedestrians and bicyclists. Exhibit One Mobility Issues, highlights these barriers on a map.

LAND USE

Within the South Hartsville neighborhood there are 1,073 predominately single-family housing units which are home to 1,785 people in 763 households (ACS 2008-2012 data; see Table 1).⁷ The overwhelming character of the area is residential, with 63% of the housing stock constructed before 1979, though over 50% was constructed during 1950-1979 (see Table 2).

Of the 1,073 housing units, 763 are occupied – an extremely high vacancy rate of 29% as compared to the city-wide 19% (see Table 1). In fact, the City reports maintaining a list of 100 severely dilapidated properties (many unoccupied) within the neighborhood. **These substandard conditions are often located adjacent to meticulously well-maintained properties.** The residential development pattern is primarily modest one story homes on 5,000- 7,500 square foot lots. Nearly 300 of the households are owner-occupants (296), and of these, 73% have a head of household that is over the age of 60. There are approximately 358 vacant parcels totaling approximately 93.7 acres of land that are presently vacant land (See Map 2 Vacant Land).

Table 1: South Hartsville Population, Housing Units, and Households						
	Population	Housing Units	Households	Vacant Units	Renter Occupied	Owner Occupied
CT 107						
BG1	936	563	382	181 (47%)	218 (57%)	164 (43%)
BG2	849	510	381	129 (34%)	249 (65%)	132 (35%)
TOTAL	1,785	1,073	763	310 (29%)	467 (61%)	296 (39%)
Hartsville	7,805	3,905	3,175	730 (19%)	1,573 (50%)	1602 (50%)
South Carolina	4,630,351	2,134,456	1,768,255	366,201 (17%)	540,055 (31%)	1,228,200 (69%)

Source: US Census, Tables B0103; B25001; B0919; B25034; B25003; B01001 American Community Survey 5 year 2008-2012.

⁶ See SCDOT: <http://scdot.maps.arcgis.com/> interactive map of 2013.

⁷ This data is from ACS Census 5 year average 2008-2013; CT 107 BG1 & 2, see Table 1. Block Level data from 2010 indicates a population of 1,965 – see box above and Map 6 in the Appendix for explanation. The difference is because the 2010 represents a full count and the ACS is based on a sampling methodology.

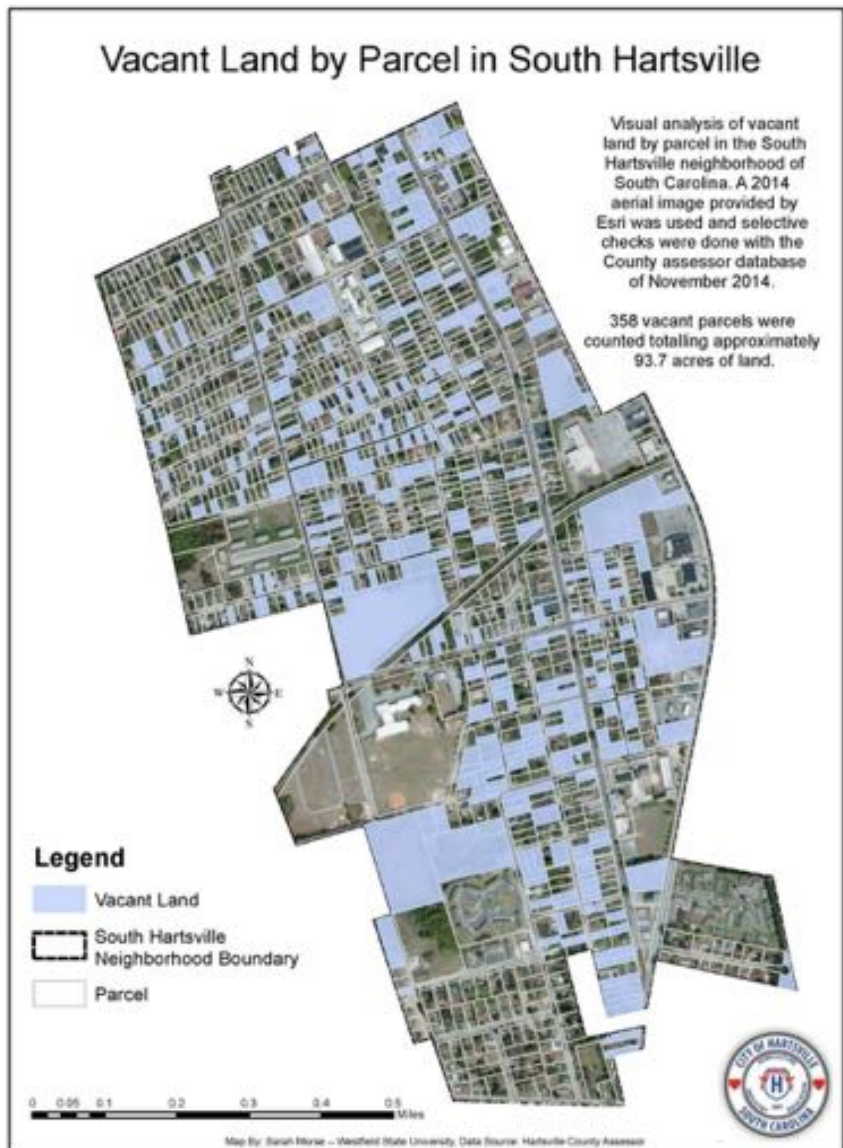
There are three major apartment complexes in the South Hartsville neighborhood– the eight (8) abandoned and deteriorating buildings along Village Street; the newly renovated 89 apartments of the Forest Ridge Apartment development; and the Housing Authority’s South Park Apartments located on the western side of S. Fifth Street on Mingo Street.

Municipal uses within the neighborhood include the renovated Pride Park located along S. Sixth Street that offers play equipment, a gazebo and grassy area, and a covered stage. Other municipal/county properties include the Washington Street Elementary School, and the Emergency Management Services building on the corner of Marlboro and S. Seventh Street.

Non-residential land uses include the industrial Humphrey-Coker Seed Company which maintains a small operation within the neighborhood that is focused on the maintenance and repair of cotton gin equipment. S. Sixth is lined with mixed uses – the many residential homes (a high percentage of which are well maintained) are interspersed with over 10 churches of different sizes, 2 funeral homes, some small office and retail operations, florists, beauty parlors, an entrance to the now vacant strip mall formerly the “Food Lion Shopping Center,” and vacant land/buildings.

The Butler Heritage Foundation campus is at the southern end of S. Sixth Street and is now home to a Council on Aging Center, Boys and Girls Club Youth Services and Teen Center, Head Start classroom space, and a public meeting space.

Map 2: Vacant Land by Parcel in South Hartsville



Along S. Fifth Street, there are fast food restaurants, the popular small food store Piggly Wiggly,⁸ other small department stores, and a high number of vacant commercial strip buildings. Residents of South Hartsville must leave the neighborhood for services including groceries, medical care, department stores, and specialty items. Walmart, located outside the neighborhood east of S. Fifth Street is a major retail destination that lies across the four-lane Minor Arterial.⁹ (See Key Destinations of South Hartsville on next page).

⁸ Noted by residents at September 9, 2014 evening meeting as a key retail destination for residents.

⁹ Noted by meeting attendees 9/9/2014 (and teens at the teen center) as a key retail destination for residents.

Map 3: Key Destinations of South Hartsville

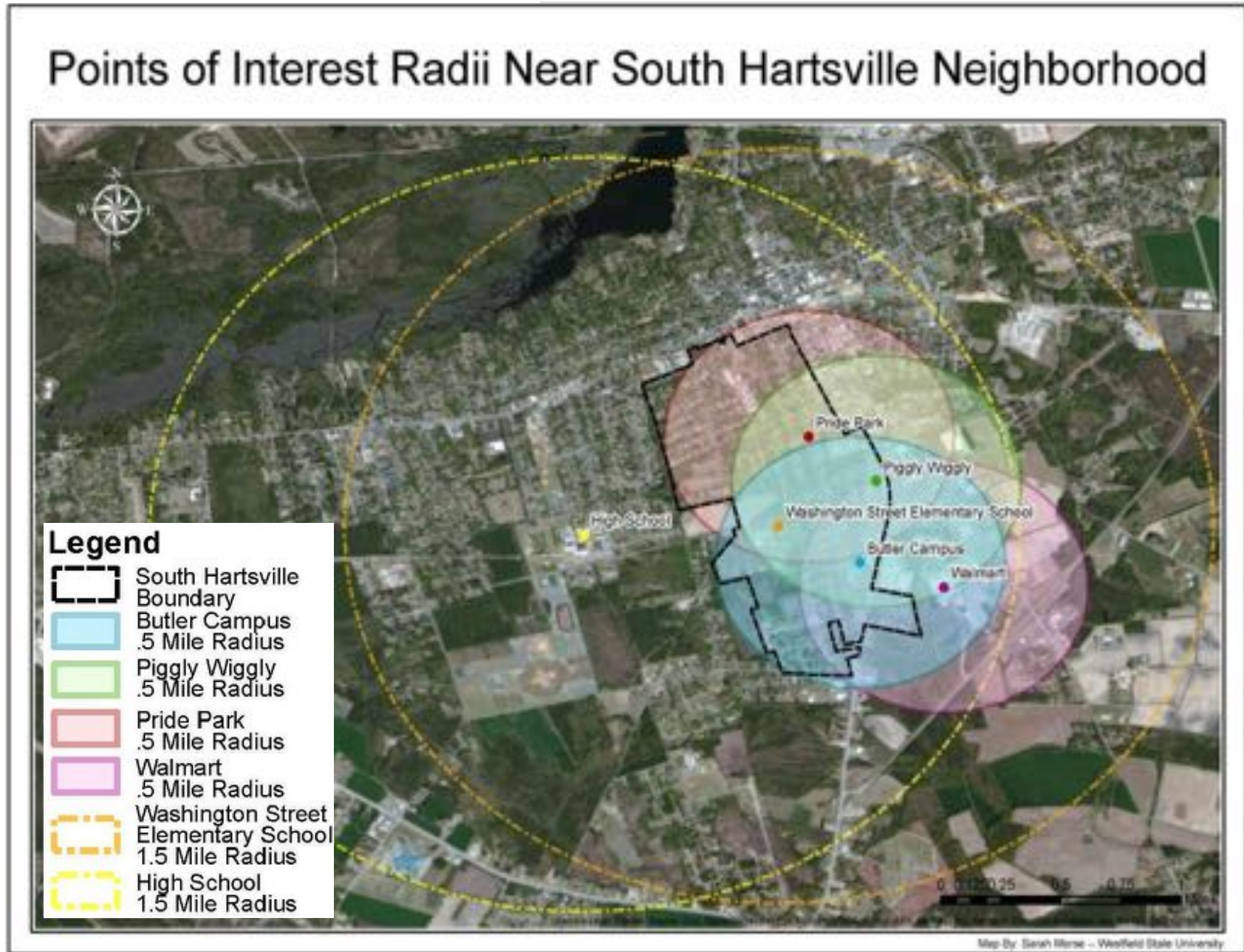


Table 2: Age of Housing Stock				
Year Constructed	CT107 BG1	CT107 BG2	Total	
				%
2010 +	0	0	0	0
2000-2009	0	42	42	4%
1990-1999	16	121	137	13%
1980-1989	88	133	221	21%
1970-1979	168	88	256	24%
1960-1969	110	67	177	16%
1950-1959	113	15	128	12%
1940-1949	23	0	23	2%
1939 or earlier	45	44	89	8%
Pre-1980 Total *			673	63%

Source: US Census, Table B25034 American Community Survey 5 year Estimates 2008-2012;

*Housing at risk for containing lead paint- lead paint was outlawed in 1978.

Table 3: Annual Household Income 2012 South Hartsville				
Income Range	CT107 BG1	CT107 BG2	Total	
Less than \$10,000	79	117	196	26%
\$10-14,999	87	70	157	20%
\$15-19,999	31	57	88	12%
\$20-24,999	0	48	48	6%
\$25-29,999	57	15	72	9%
\$30-34,999	17	5	22	3%
\$35-39,999	0	21	21	3%
\$40-44,999	7	8	15	2%
\$45-49,999	8	0	8	1%
\$50-59,999	54	0	54	7%
\$60-74,999	42	24	66	9%
\$75-99,999	0	11	11	1%
\$100-124,999	0	0	0	0%
\$125-149,999	0	0	0	0%
\$150-199,999	0	5	5	.6%

Source: US Census, Table B19001 American Community Survey, Past 12 months Income, 2012.

Map 4: Zoning of South Hartsville



“Map 4 Zoning of South Hartsville” reflects the vast majority of the land area in the neighborhood is zoned R-2, a residential district allowing single and multi-family housing. The current minimum lot area requirement is for 7,500 sq. ft., while some of the development in the area is grandfathered on parcels of smaller dimensions. R-2 also permits Home Occupations that do not disrupt the residential character, do not change the exterior character of the structure, and take up less than 25% of the total floor area.¹⁰ A small portion of the neighborhood is R-1, a lower density residential zone limited to 1-2 family structures. This zone requires a minimum parcel of 10,000 sq. ft. for a single-family dwelling and more than double that for a two-family dwelling. Again, some of the current development predates these minimums.

The remaining land area in the neighborhood is within the B-2 and B-3 Business Districts. This includes land along S. Sixth and S. Fifth Streets, and interior to the neighborhood, along a portion of Bell and

¹⁰ For full details see City Code available on-line at: <https://library.municode.com/index.aspx?clientId=12381>

Sumter Avenues. These districts have a minimum parcel lot area of 5,000 sq. ft.. According to the City's Code of Ordinances, "the regulations of this district are designed to encourage the development of neighborhood shopping areas offering both goods and products at retail and furnishing selected services."¹¹ Two uses not generally considered neighborhood enhancements that are permitted in these districts are Liquor Stores, and Adult Business and Game establishments. While permitted in these zones, the location of these uses is further limited by establishing buffer zones from churches and schools. The allowed uses for the B-2/B-3 zone includes wide variety of retail and commercial operations including restaurants, theaters, gas stations (service stations), banks, and auto-repair businesses, to name a few. It is a mixed-use zone permitting dwelling units, in addition to the business uses.

CONDITIONS

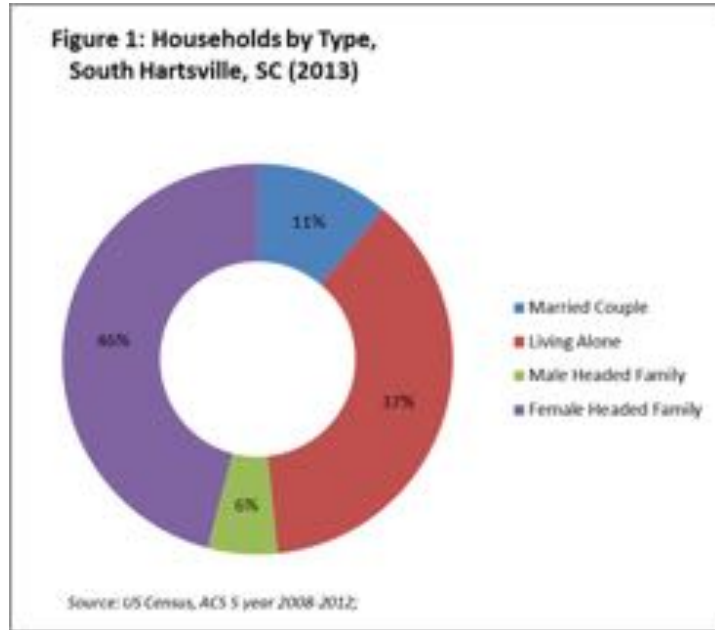
The large amount of abandoned buildings and vacant parcels noted above, has led to overgrowth of vegetation that is both a safety and an aesthetic concern. Residents relayed anxiety about the potential for criminal activity to be helped by this cover, and expressed frustration with the accompanying build-up of trash on and around these "no-man-lands." Crime is a concern for residents in the area, although no separate statistics were available.

According to the definitions and calculations of the federal Department of Housing and Urban Development, **77% of residents in the South Hartsville neighborhood are in households of low or moderate income** (household income less than 80% of the area median income).¹² As indicated by Table 3, 58% of the households have incomes less than \$20,000 a year, with more than a quarter of households at less than \$10,000 a year. The amount of low and moderate income households qualifies the area for a variety of funding programs including, Community Development Block Grants (CDBG) and Community Reinvestment Act initiatives. Census data indicates that of the households in the neighborhood, 37% are single person households, and another 46% are households headed by a single female parent (see Figure 1). This composition is echoed in the population pyramid for South Hartsville which indicates a notable lack of males in the age range of 35-44 as compared to females (see Figure 2).

¹¹ <https://library.municode.com/index.aspx?clientId=12381>; Section 6. B2/B3 (business) zone, subsection a.

¹² HUD 2014 Calculations for South Carolina, 2014 by Block Groups – see: <http://www.hud.gov/offices/cpd/systems/census/sc/index.cfm>.

Table 4 illustrates a distinguishing characteristic of the neighborhood of South Hartsville – fully 35% of the households have no vehicle for transportation. When looking just at renter households, the figure rises as 41% of all renter households lack a vehicle. These are extremely high percentages –especially given that there is no mass transit option in the Hartsville community. These percentages of households without vehicles are comparable to those found in major urban areas with established bus or subway services (e.g. Chicago=26.8% , Philadelphia = 33.7% and Washington D.C. = 36.5%¹³). These households are walking, biking, or finding rides in order to complete essential tasks such as shopping, doctor appointments, and getting to work.



Area	No Vehicles		One Vehicle		Two or More Vehicles	
		%		%		%
Census Tract 107						
BG 1 – Total HH (382)	117		186		79	
Owner Occupied (164)	41		91		32	
Renter Occupied (218)	76		95		47	
BG 2-Total HH (381)	146		158		77	
Owner Occupied (132)	31		24		77	
Renter Occupied (249)	115		134		0	
Total Owner Occupied (296)	72	24%	115	39%	109	37%
Total Rental Occupied (467)	191	41%	229	49%	47	10%
Total All Households (763)	263	35%	344	45%	156	20%
Hartsville	7,618	12.4%	2,623	34.4%		
Darlington County*		6.6%				
South Carolina*		6.6%				
United States*		9.1%				

Source: US Census, Table B25044 American Community Survey 5 year Estimates 2008-2012; *2012 ACS, Table S0201.

¹³ Source: US Census, Table B25044 American Community Survey 5 year Estimates 2008-2012.

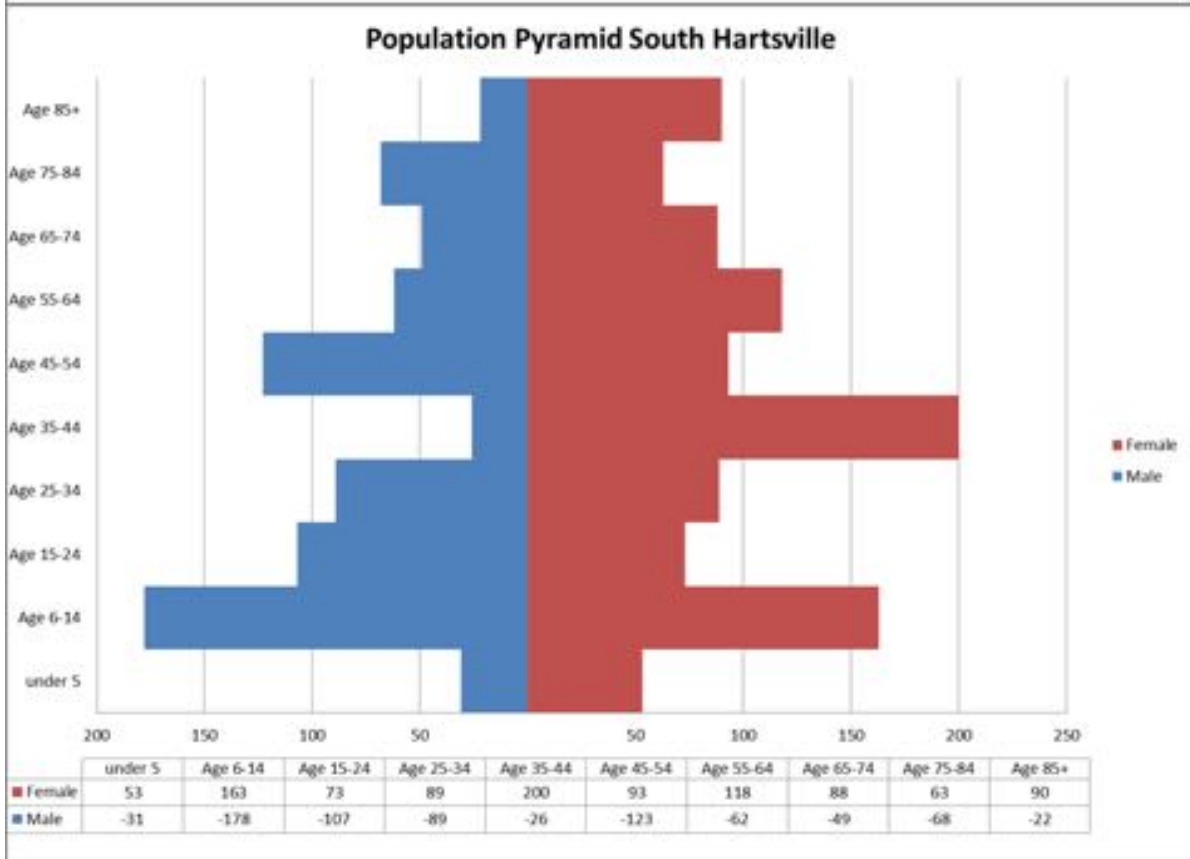
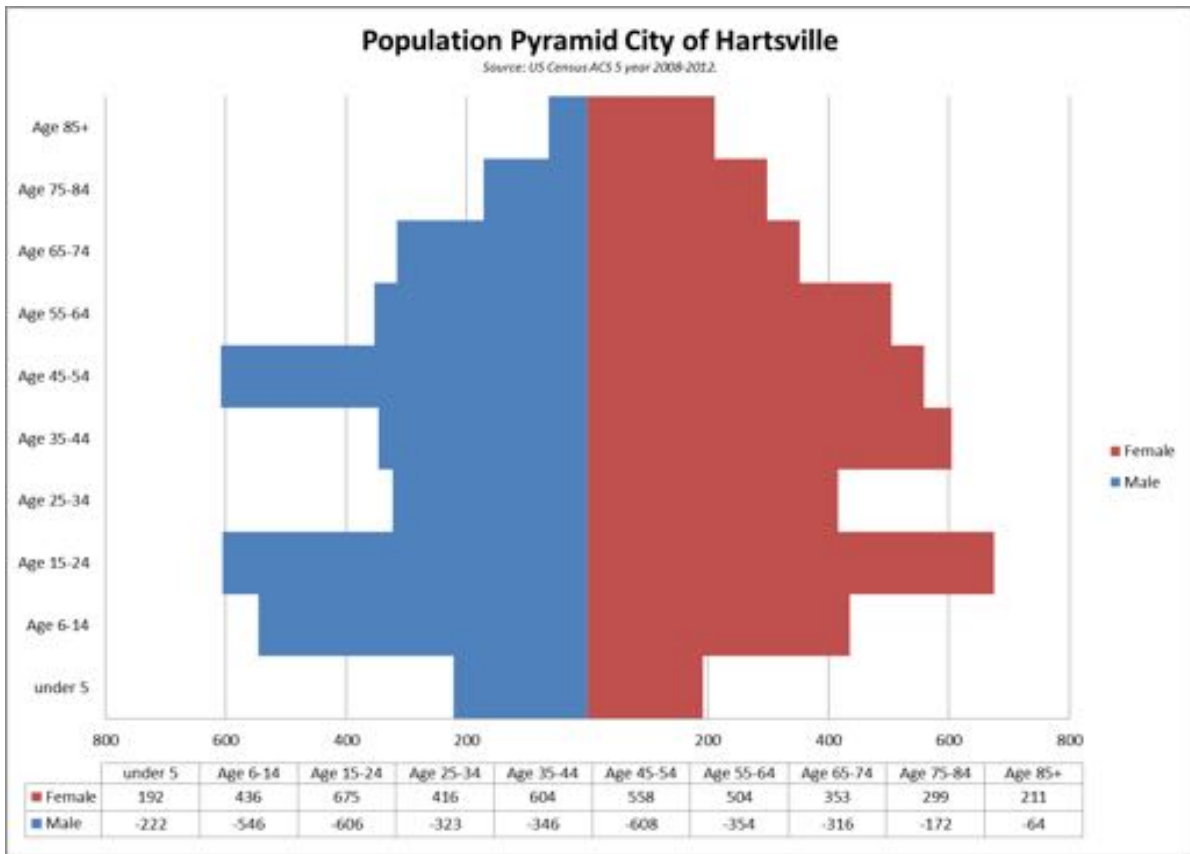


Figure 2: Population Pyramids: South Hartsville vs. Hartsville; Us Census ACS 2008-2012.

Additional conditions in the neighborhood include a finding that 26% of the non-owner occupied parcels are owned by absentee owners who reside out of state, another 18% of these parcels are owned by in-state out-of-town absentee owners, and 56% of these parcels are owned by in-town absentee owners.¹⁴ The City relayed experiences of the out of state owners being “heir properties”- properties owned by multiple owners often located across the country, which can complicate and thwart efforts to clear the title for a sale and ultimate reuse. The physical conditions in the area indicate poor property maintenance, although it seems possible this is due to absentee ownership and/or a lack of financial wherewithal to cover the cost of repairs and routine replacements. These groupings of dilapidated buildings and overgrown lots exist alongside well maintained homes and viable rental properties. **Residents of these buildings suffer from the health and safety risks associated with the adjacent run-down buildings and overgrown lots they do not control.** Such risks include: the possibility of arson; an infestation of rodents; cover for illicit activity; and a decline in property values. **The latter can diminish opportunities for wealth creation and limit the access property owners have to home improvement loans by lowering property value.**

Table 5: South Hartsville Renter Households that are Housing-Cost Burdened

	Renter Households	Rent exceeds 50% of Income	Rent exceeds 40% of Income	Rent exceeds 30% of Income	Households Rent not Computed
CT 107					
BG1	218	83	108	130	41
BG2	249	22	49	101	46
TOTAL	467	105 (22%)	157 (34%)	231 (49%)	87

Source: US Census, Tables B25070, American Community Survey 5 year 2008-2012.

Table 5 indicates a large percentage of renter households fall into the category of “housing-cost burdened.” Housing-cost burdened is defined as households that must pay more than 30% of their annual income on housing costs. When households are extended in this way they are more likely to have to make trade-offs on other necessities such as prescriptions or utility bills. Such high housing costs also mean an illness or temporary layoff could lead to a loss of housing. Spending 30 – 49% of your income on rent is considered moderately housing burdened, while spending over 50% is considered severely housing burdened.¹⁵ **For South Hartsville, 22% of renter households reporting face severe housing costs, and another 27% face moderately high housing costs.**

Other important data includes information on the employment and educational attainment of South Hartsville residents. Census figures indicate a relatively high percentage of unemployed—residents actively looking and unable to find employment. The ACS 5 year 2008-2012 figure reported unemployment at 23% versus 13.7% citywide, and 10.9% statewide (see Table 6).

¹⁴ Calculated from Darlington County Assessor Records during August 2014 available at: <http://www.qpublic.net/sc/darlington/>

¹⁵ See <http://www.census.gov/housing/census/publications/who-can-afford.pdf> .

	Total Population 16 +	Not in Labor Force*	Population in Labor Force**	Employed **	Not Employed **	Armed Forces
CT 107						
BG1	725	382	343	301	42	0
BG2	620	372	248	152	96	0
TOTAL	1,345	754 (56%)	591 (44%)	453 (77%)	138 (23%)	0
Hartsville			58.7%		13.7%	
South Carolina			62.1%		10.9%	

Source: US Census, Tables B23025, American Community Survey 5 year 2008-2012. *According to the census: "This category consists mainly of students, homemakers, retired workers, seasonal workers interviewed in an off season who were not looking for work, institutionalized people, and people doing only incidental unpaid family work (less than 15 hours during the reference week)."

**= Percent Population in Labor force is out of total population 16 +; Percent Employed/Unemployed is out of Total Population in Labor Force.

	Total Population 25 +	8 th grade or less	Some High School	High School Graduate*	Some College	College Associates or Bachelor's	Master's degree or more
CT 107							
BG1	650	187	88	223	90	31	31
BG2	530	45	125	203	97	36	24
TOTAL	1,180	232 (19.7%)	213 (18%)	426 (36.1%)	187 (15.8%)	67 (5.7%)	55 (4.7%)
Hartsville CDC	12,953	5.8%	13.7%	30.1%	17.9%	25.7%	6.7%
South Carolina	3,075,655	5.6%	10.3%	30.3%	20.6%	24.4%	8.7%

Source: US Census, Tables B15003, American Community Survey 5 year 2008-2012. *High School diploma or GED.

With regard to educational attainment, Table 7 illustrates that over a third of the residents over 25 years of age have less than a high school education (37.7%). Another approximate third (36.1%) have a high school diploma, through a traditional 4-year degree or a GED program. This compares unfavorably with the City as a whole and the State of South Carolina. For Hartsville 19.5% have less than a high school education and the same statistic is 15.19% for the state of South Carolina.

While there are many signs of decline, and even apathy about neighborhood conditions, they do not tell the whole story of South Hartsville. There is a core group of residents who actively work to keep South Hartsville a safe, attractive place to live. These residents work diligently despite some overwhelming odds. **This spirit, with the support of other groups and the City, is made manifest in a variety of ways that reflect a commitment and willingness to improve conditions.**

Some examples include:

- **Establishment of the Butler Heritage Campus.** This renovated facility is an anchor in the community, housing every day service needs such as day care, pre-school, and elderly programming. The Master Plan for the campus includes the future addition of a small museum to maintain records on Butler High School and the achievement of alumni, and additional building renovations to provide senior housing options.
- **Church Sponsored Temporary Homeless Shelter.** Seeing a need, leadership and members of the Second Missionary Baptist Church organized during the winter of 2014 to open a small shelter for the homeless. They have managed, running with volunteers, to provide a warm and dry place for up to 10 individuals. This resourceful group seeks training in order to run a safe and efficient operation. In addition to this effort, Mount Olive Word of Life on S. Sixth Street has bought and is renovating a property near their buildings, an effort that improves appearances and supports investment in the area.
- **Gospel in the Park Event.** This annual event brings many to the neighborhood to enjoy music and prayer. The event is well attended, and has a reputation in the region for featuring quality and diverse musical talent. This event brings the neighborhood together and Pride Park becomes host to visitors from outside Hartsville.
- **Habitat for Humanity Infill Construction.** The new single family homes constructed by Habitat for Humanity (25) have been a positive force in the neighborhood as without these investments, the land would be vacant. Habitat's work has provided quality housing and homeownership at affordable levels.
- **Pride Park Renovation.** In 2012 the City upgraded Pride Park, installing new play equipment, constructing a gazebo and covered stage, and fencing it for security and safety. The park is well used. Residents report young children use the equipment, church bible groups meet on the covered stage, and the gazebo provides shade for afternoon gatherings.
- **City Demolition and Code Enforcement.** In response to resident concerns, the City initiated a program to demolish the most severely run-down homes in the neighborhood. Residents see this program as a positive action toward improving conditions. This is a first step, as there are no reuse plans for the lots, and funding for demolitions does not cover the demonstrated need. The City also oversaw a small repair fund that successfully improved 9 homes.
- **Water Line Upgrades and Hydrants.** The City was awarded Community Development Block Grants from the South Carolina Department of Commerce to upgrade the water lines and install hydrants in South Hartsville. A 2010 grant of \$474,850 (city match of \$47,600), followed by a 2011 grant of \$241,938 (city match of \$53,210) were used to upgrade undersized 2" galvanized water lines to 6" PVC lines and provide 19 fire hydrants.

CPAT Project

SCHEDULE

The City of Hartsville applied for a Community Planning Assistance Team in order to develop a neighborhood revitalization strategy for South Hartsville. The CPAT spent its time in Hartsville meeting with various stakeholders, visiting the neighborhood, and listening to residents. The work of September 8-12, 2014 had the following purposes:

- Observe and understand the physical characteristics of the neighborhood;
- Hear from residents about their concerns and aspirations for the neighborhood;
- Gather data and identify needed information on the current conditions and responses;
- Identify resources and assets in the neighborhood;
- Strengthen neighborhood connections and associations; and
- Develop action steps for a neighborhood revitalization strategy.

To gain an understanding of South Hartsville, members of the CPAT met with the following:

- State Senator Malloy,
- Butler Heritage Foundation members Ms. Kirven, Ms. Addison, Ms. McPhail, Dr. Heatley, Pastor Frazier, and Mr. Gilliard,
- Community Foundation for a Better Hartsville members Ms. McGee, Mayor Pennington, Ms. Cox-King, and Mr. Lee,
- Byerly Foundation Director Mr. Puffer,
- Habitat for Humanity Board President Mr. Boiteau and Executive Director Mr. Haenchen,
- Ministerial Alliance members Pastor Blue, Pastor Frazier, Pastor Hawkins, and Pastor Jackson,
- City Department heads including: City Manager, Fire, Police, Public Services, Finance, and Parks and Leisure, and
- Mayor Pennington, City Councilor Mack, City Councilor Wilson, City Councilor Graham, and City Manager Zeigler.

In addition to these meetings, the CPAT hosted three major community engagement events. The week before the CPAT arrived the planning department canvassed the neighborhood with flyers on the events, distributed them to churches and other groups, and communicated with City Councilors and other local leaders. Also, *The Messenger* ran an article announcing the upcoming events. The three events were:

Tuesday September 9th 4:30 pm – 6:00PM

Walk and Talk Tour Location: Pride Park South Sixth Street, Hartsville, SC 29550

- Residents and interested others met CPAT members at Pride Park. A group of approximately 60 walked from the park to the Butler Heritage Foundation Campus, traveling down Marion Avenue to Butler Street, across the railroad tracks past Wilkes Circle, to W. Washington, Hampton, and

Pleasant Lane. Along the way, residents pointed out elements of the neighborhood that concerned them, inadequacies in need of improvement, unsafe conditions, and the properties that reflect pride and care. Participants also completed the Survey on Neighborhood Quality.



Figure 3: Photos from the Walk and Talk Tour starting in Pride Park, by Kim Burton.

Tuesday September 9th 6:30 pm – 8:00PM

Voice Your View – A Conversation on South Hartsville Location: Butler Heritage Auditorium 1103 South Sixth Street, Hartsville, SC 29550

- This evening event was hosted by the Butler Heritage Foundation. Approximately 30 participants attended and voiced their views on a vision for South Hartsville. During the course of the evening, small groups of 5-8 moved among 5 different tables, manned by CPAT members. Conversations were focused on five focus areas: mobility, business/jobs, public services, housing, and community identity and participation. Conversations focused on the challenges and the assets of the neighborhood. Participants spoke of the neighborhood’s heritage, what types of programs were working well, major deficiencies, the need for outside resources, and internal struggles for wide participation.

One activity from this event asked residents to fill in the blank: “South Hartsville is _____.” And, “My wish is that in 10 years, South Hartsville will be _____.” The word clouds below in Figure 4 capture the sentiment residents expressed in reaction to these prompts.

“South Hartsville is _____.”



“My wish is that in 10 years South Hartsville will be _____.”



Figure 4: Resident Sentiments and Wishes for South Hartsville.



Figure 5: Resident at Voice Your View Event Tuesday September 9, 2014.



Figure 6: Left Javonae Shaw presents on September 11, 2014; above Javonae's sketch of an improved South Hartsville.

Thursday September 11th 5:30 pm – 7:00PM

A Framework for Neighborhood Revitalization in South Hartsville Location: Butler Heritage Auditorium
1103 South Sixth Street, Hartsville, SC 29550

- On Thursday September 11th, the CPAT members presented a draft Neighborhood Revitalization Strategy based on input from residents, community organizers, and institutional leaders. The presentation covered the same five focus areas: housing; mobility; public services; economic vitality; and identity and participation. The evening included a reading by a South Hartsville teen from the Boys & Girls Club, Javonae Shaw. Javonae spoke of the history of Hartsville, the spirit of South

Hartsville, and his vision for an improved neighborhood with stores, renovated homes, and safe streets. Those in attendance (approximately 25) provided feedback on the draft ideas of the Neighborhood Revitalization Strategy, noting what they thought would work well, items to be emphasized, and their willingness to work on the actions identified.

It is important to note that the direct resident engagement was heavily biased towards the views of older residents. While the Walk and Talk Tour included some in the 20-40 age group, this group was underrepresented at the evening event. This gap should be addressed as the next steps are taken by identifying other venues for reaching and involving this age group.

Chapter 3. Housing

INTRODUCTION

Vacant and Abandoned Buildings

South Hartsville has a significant number of vacant and abandoned properties, with many of these properties in substandard conditions. Loss of population over the last several years has contributed to the increasing number of vacant and abandoned properties. **There is major overgrowth on vacant lots and Lincoln Village is an eyesore in the community.** Although there are a number of vacant lots and vacant and abandoned properties, the City is not interested in acquiring and holding properties. **In fact, the City is not well suited to serve as either the developer of housing for sale or as a landlord of rental units.**



Figure 7: Vacant and Abandoned Properties

Substandard Conditions

Over 60% of housing units in the study area were built before 1980, putting them at risk for lead-based paint issues if they have not had lead remediation.¹⁶ Many absentee landlords do not keep properties maintained, thus renters are living in deteriorated to poor or substandard living conditions. Substandard conditions include: lead paint, asbestos, poor or inadequate plumbing, bad wiring, use of kerosene to heat homes, and holes in roofs. Christmas in April, a non-profit organization, identifies home repair projects for low income households; however, there is no ongoing minor repair or major home renovation program offered by the City. There are a large number of absentee landlord properties in substandard condition that are heir properties, which present another challenge to revitalization of South Hartsville.¹⁷ **Many of the deteriorated and dilapidated properties are adjacent to well-maintained owner occupied properties, and as a result, have caused these property values to decrease over the years and have contributed to the overall negative appearance of the**

¹⁶ This data is from ACS Census 5 year average 2008-2013; CT 107 BG1 & 2, see Table 1.

¹⁷ <http://legal-dictionary.thefreedictionary.com/Rights+and+Liabilities+of+Heirs>

neighborhood. As Lincoln Village is a vacant apartment complex, it is also a haven to squatters, crime and drug use.

Figure 8: Properties in substandard conditions



Spot Demolitions

The City initiates and pays for a handful of demolitions, putting a lien against the property to recover the costs. Property owners can also seek demolition assistance through the Community Foundation. If the property owner contributes \$500, the Community Foundation will provide a grant to cover the remaining demolition costs, up to \$3,000.

Figure 9: Unmaintained vacant lots



Limited Housing and Affordability Options

Housing affordability and types of housing (single family, duplex, accessory apartments, and multi-family) are limited. **Of important note is a lack of affordable senior, permanent supportive housing.** Over 40% of renters in South Hartsville are paying more than 30% of their disposable income for housing.¹⁸ With the exception of newly constructed Habitat for Humanity homes, available housing is not affordable to renters or those individuals or families wanting to move into South Hartsville. Property values have decreased and appraisal valuation is not the same in South Hartsville as in other parts of the City.

Current Investment and Development

Some housing development and other investment is occurring or has recently occurred in South Hartsville. There have been below ground infrastructure improvements in the last four (4) years completed by the City (water lines, fire hydrants). **Habitat for Humanity has built over twenty five (25) homes in South Hartsville since 2000, and this organization has several vacant lots on which future**

¹⁸See Table 5 in Background, South Hartsville Renter Households (US Census, Tables B25070, American Community Survey 5 year 2008-2012).

development will occur. However, some residents feel Habitat homes do not match the architectural character of the neighborhood and they are easily identifiable (built on 50 foot lots with no crawl space, gravel parking pads in front of homes). Forest Ridge is a recently renovated and well maintained multifamily complex that provides responsible tenant training and preventive maintenance of its units.

Figure 10: Recent and Current Development and Investment; Habitat Homes



RECOMMENDATIONS

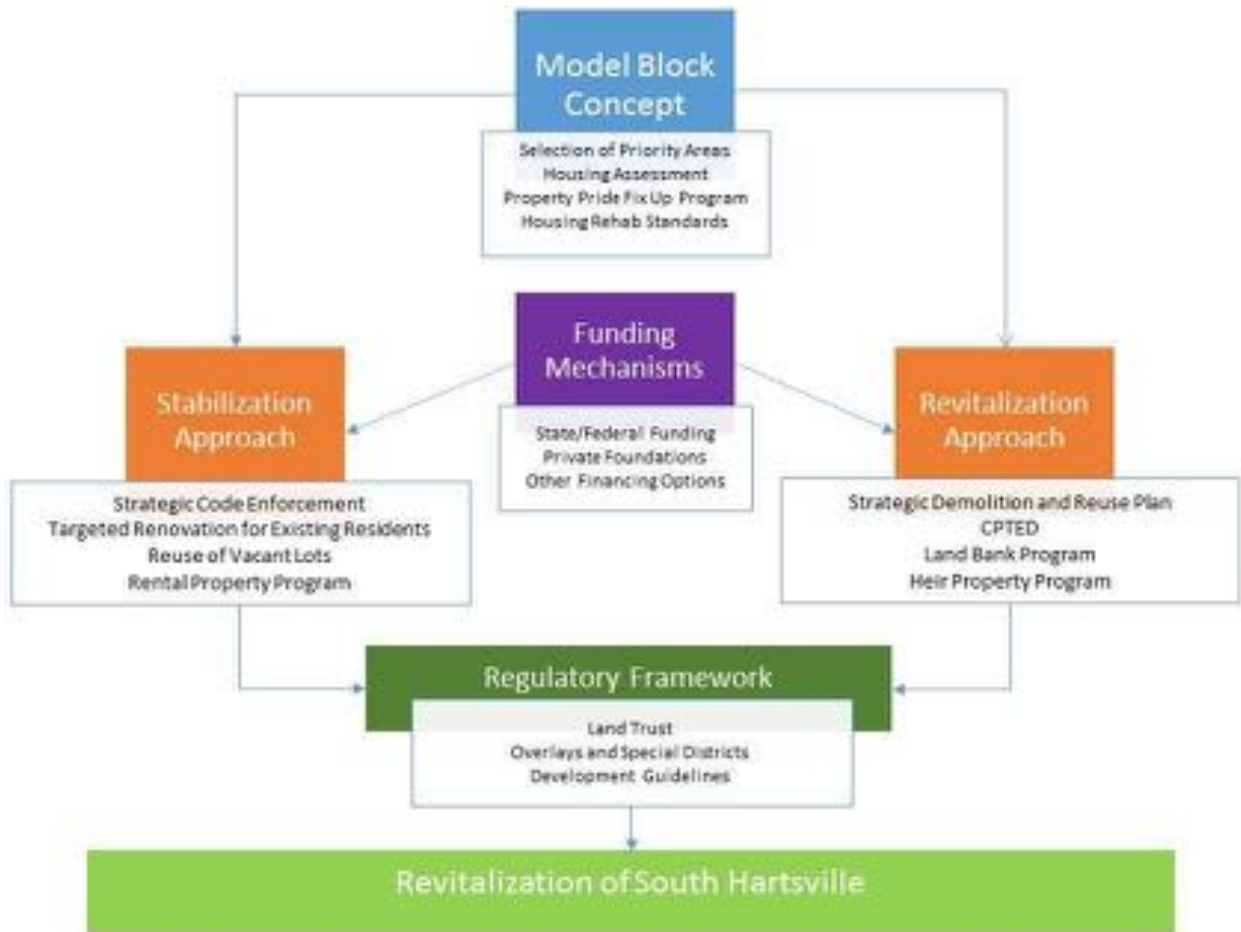
The recommendations below introduce a block by block approach to revitalizing South Hartsville, through two development approaches: stabilization and/or revitalization. A Stabilization approach focuses on programs or initiatives that are targeted for existing residents, while a Revitalization approach is targeted on rebuilding and renovating the neighborhood as a means to attract new residents and businesses. These recommendations are aimed at successfully bringing problem properties back on the City's tax rolls and as a result, increasing property values, increasing public safety, and improving the appearance of South Hartsville. Overall, housing development project approaches for South Hartsville should include several key elements:

- Encourage architectural sensitivity and rehab standards as part of the overall approach to both minor and major rehabilitation;
- Offer housing counseling that prepares families and individuals to transition from rental to owner-occupancy;
- Provide financial incentives that encourage investor-owners to reinvest in their property without passing the cost of reinvestment to lower income tenants;
- Link identification of code violations with financial incentives and technical assistance to encourage reinvestment;
- Develop an outreach and marketing component to be incorporated into the overall approach to encourage rehabilitation, since the rehabilitation of occupied homes are generally met with concerns of displacement and gentrification; and
- Target marketing of vacant/abandoned homes to moderate/middle income homebuyers to facilitate mixed income households moving into South Hartsville.

These recommendations are consistent with the Goals of the Housing Chapter of the City's current Comprehensive Plan. This Chapter calls for infill development of housing in existing neighborhoods; increasing homeownership among renters; providing affordable rental housing, address dilapidated structures and unkempt lots; and adopting a property maintenance code.¹⁹

¹⁹ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, pp.23-26.

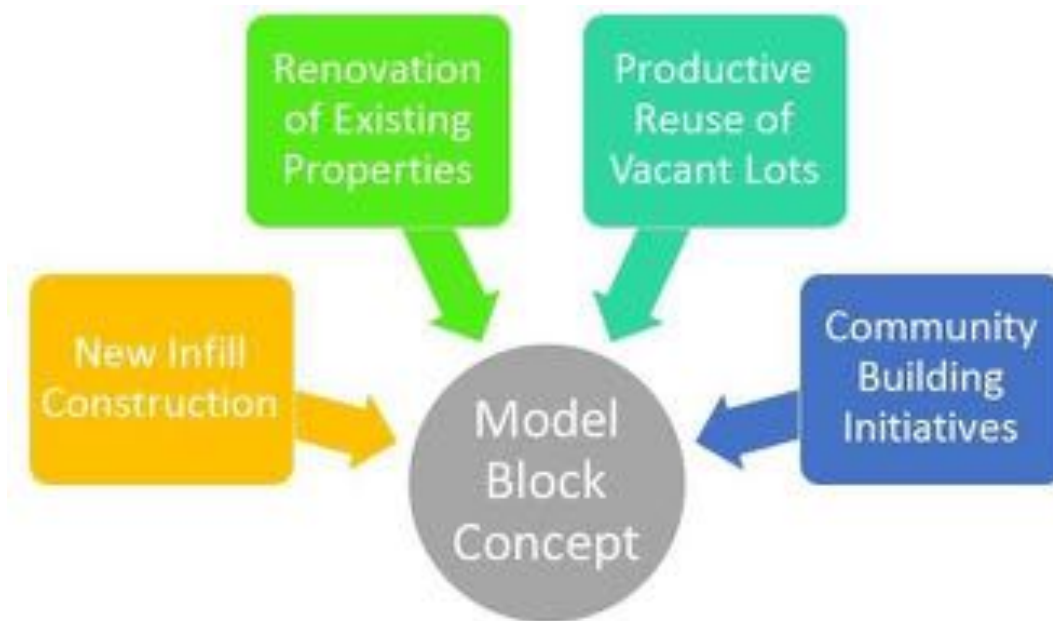
Figure 11: South Hartsville Housing Development Model



BLOCK BY BLOCK CONCEPT

South Hartsville is a large geographic area and dispersed interventions may not successfully strengthen and improve the neighborhood. A block by block approach will change the community one block at a time, gradually expanding the amount of comprehensively revitalized and stabilized living areas. Interventions within blocks will vary but may consist of new infill construction, productive reuse of vacant lots, and renovation of existing properties, as well as community building initiatives.

Figure 12: South Hartsville Model Block Concept



Housing Assessment Studies

Before any blocks are selected or prioritized for housing redevelopment efforts, and in order to strategically address housing needs, three types of data must be collected for South Hartsville:

1. An **existing housing conditions study** should be completed for the area on a parcel by parcel basis, rating the conditions along a scale of excellent condition to dilapidated; identifying major landlords and occupancy status; inventorying vacant land and vacant buildings; and characterizing housing unit types (single-family, duplex, etc). This will help determine the need for owner-occupied rehabilitation, versus absentee owner renovations.
2. A **housing typology survey**, which would help inform design guidelines to facilitate preservation of the architectural character of South Hartsville should be completed. Both the existing housing conditions study and the housing typology survey could employ residents as trained volunteers to conduct the assessments, or be done in coordination with a college class at Coker College. Data from the assessments would help inform design guidelines to facilitate preservation of the architectural character of South Hartsville.
3. A **housing affordability and marketability study** should be commissioned to determine housing affordability levels, housing price points and marketability of the neighborhood in terms of supply and demand. In order to successfully attract new residents and simultaneously develop a housing product for existing residents, it is imperative to determine what affordability looks like and what is marketable for South Hartsville.

Identification of Priority Blocks by Approach

The data from the Housing Assessments studies can be used to prioritize blocks for action and shape the specific responses. In neighborhoods with similar characteristics as South Hartsville, the typical criteria for identifying priority block areas include:

- Proximity/Context
- Owner Occupancy
- Community/Resident Engagement
- Building conditions
- Community resources
- Marketability

After completing the Housing Assessment studies, a map can be developed that shows rated blocks based on the above criteria and the existing conditions analysis. This document would then become the basis for stabilization and revitalization approaches, with actions on the part of the City, other existing partners such as Butler Heritage Foundation, Habitat for Humanity, the churches, and a new housing development entity (see Implementation Chapter).

STABILIZATION APPROACH

There are specific areas or blocks in South Hartsville that have a small amount of blighting influences on otherwise stable blocks. It is important to stabilize these neighborhood blocks to stay the progression of neighborhood decline. Addressing these minor blighting influences represents an opportunity for an immediate positive impact for existing residents.

The Stabilization Approach is a multipronged approach that includes:

- Strategic code enforcement,
- Targeted renovation funds for owner-occupied units,
- Vacant lot reuse, and
- Rental property ordinance.

Strategic Code Enforcement

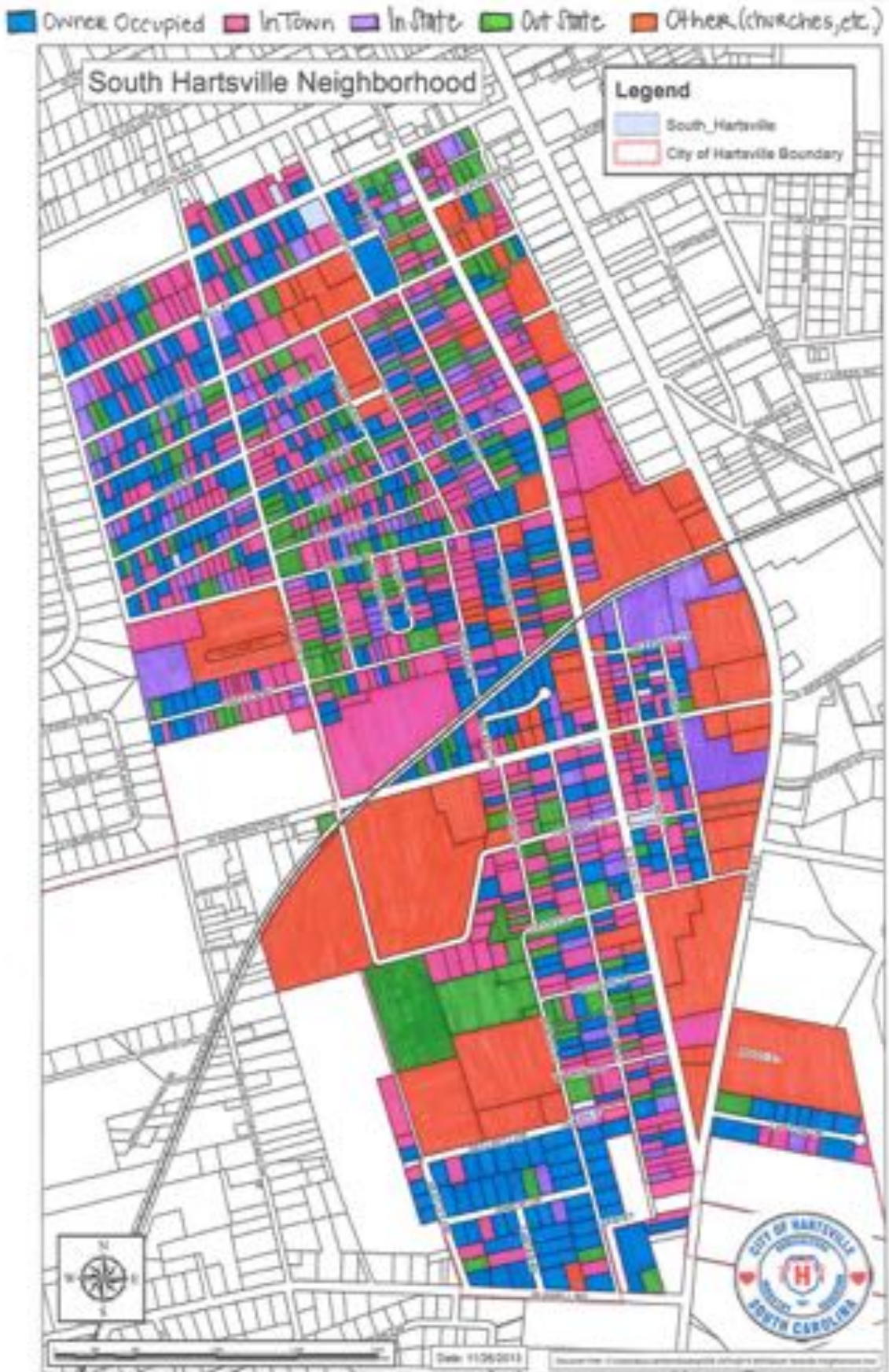
South Hartsville property owners have taken great pride in keeping their homes and surrounding property attractive. Unfortunately, there appears to be a growing trend of residents and property owners who do not have this same ethic or pride of place. Quite often, the disinvestment in a property occurs for a variety of reasons including conversion of a unit from ownership to rental, or an aging homeowner's inability to afford the repairs on the home. **One unsightly home can destroy the look of an otherwise well-maintained block or area.**

Figure 13: Deteriorated or dilapidated homes in South Hartsville



To protect the health and safety of the community, Code Enforcement should strictly enforce housing codes where it is evident that levels of disinvestment is occurring, especially if the area is trending from owner-occupied to investor-owned single family detached property. The City of Hartsville currently relies upon citizen complaints to address code violations using SeeClickFix[®], an online service that allows local residents to help public officials by registering complaints and requesting inspections. Few code violations are addressed as a preventive measure. **A Neighborhood Profile that would provide a map of occupied properties in the community that appear to be in poor, deteriorated or dilapidated condition would help in directing code enforcement resources.** This information could be used to help determine the exact locations of homes that may have code violations (see *Housing Conditions Study* above). As a means of creating an incentive for correcting code violations, it is important to initiate a Strategic Code Enforcement Program in conjunction with a Targeted Rehab Loan/Grant Program as a means of making resources available to lower income residents and investor-owners who rent to lower income residents.

Map 5: Owner occupied properties in South Hartsville.



Targeted Rehab Loan/Grant Program

Addressing existing homeowners housing needs should be a priority regardless of the development approach, particularly those of elderly residents. Over 73% of owner occupied units in South Hartsville are headed by persons over 60 years of age.²⁰ Providing financial options to existing homeowners can enable homeowners to reinvest in their properties. Over 46% of South Hartsville households have an annual household income less than \$15,000, thus some form of financial assistance will be needed to make even minor repairs to homes.²¹ A successful Targeted Renovation strategy would use code enforcement to identify existing code violations, prepare construction/repair specifications that correct existing code violations, repair anticipated code violations, and improve the exterior conditions of impacted property to pre-approved design standards. The Planning Department staff should work closely with Code Enforcement to provide financial assistance, most likely through Community Development Block Grant funds, to address code violations, repair major systems in jeopardy of becoming code violations, and help stabilize targeted blocks.

Vacant Lot Reuse

Vacant and abandoned properties can be seen as a development resource rather than an obstacle to development in neighborhoods with similar characteristics as South Hartsville (see Map 2 in the Background Chapter). Once a parcel assessment has been completed, the existing conditions and location of the lots can be used as a means to determine which lots may be feasible for renovations, temporary uses, or green space development. In a Stabilization Approach, returning vacant lots to productive use can include a side lot program (discussed under *Land Bank*) or temporary uses, such as urban farms or community gardens.²² This is most effective when there is a vacant lot next to a well maintained single family home, and the lot has been maintained by a neighbor or resident on the block. In exchange for maintenance of the vacant lot, the neighbor is deeded the title at low or no cost. The Services Chapter provides more details on the potential for pocket parks or additional green space in the neighborhood.

Tactical urbanism is another mechanism for temporary use of vacant lots in a Stabilization Approach. **Tactical urbanism is a deliberate approach by community members and stakeholders to solve specific problems within their communities in a short time frame (sometimes as a temporary measure) and with minimal resources.** Tools include:

- Use of Vacant Lots - temporary community gardens, pocket parks, urban forestry, and community cleanings.
- Living Walls/Murals - can be permanent and showcase the essence of a community along a wall of a building. These can also be temporary as buildings are boarded up temporarily.
- Informal Bike Parking - increases the supply of bicycle parking where needed. It provides the community members with areas to park their bikes for a temporary period of time. These

²⁰ This data is from ACS Census 5 year average 2008-2013; CT 107 BG1 & 2, see Table 1.

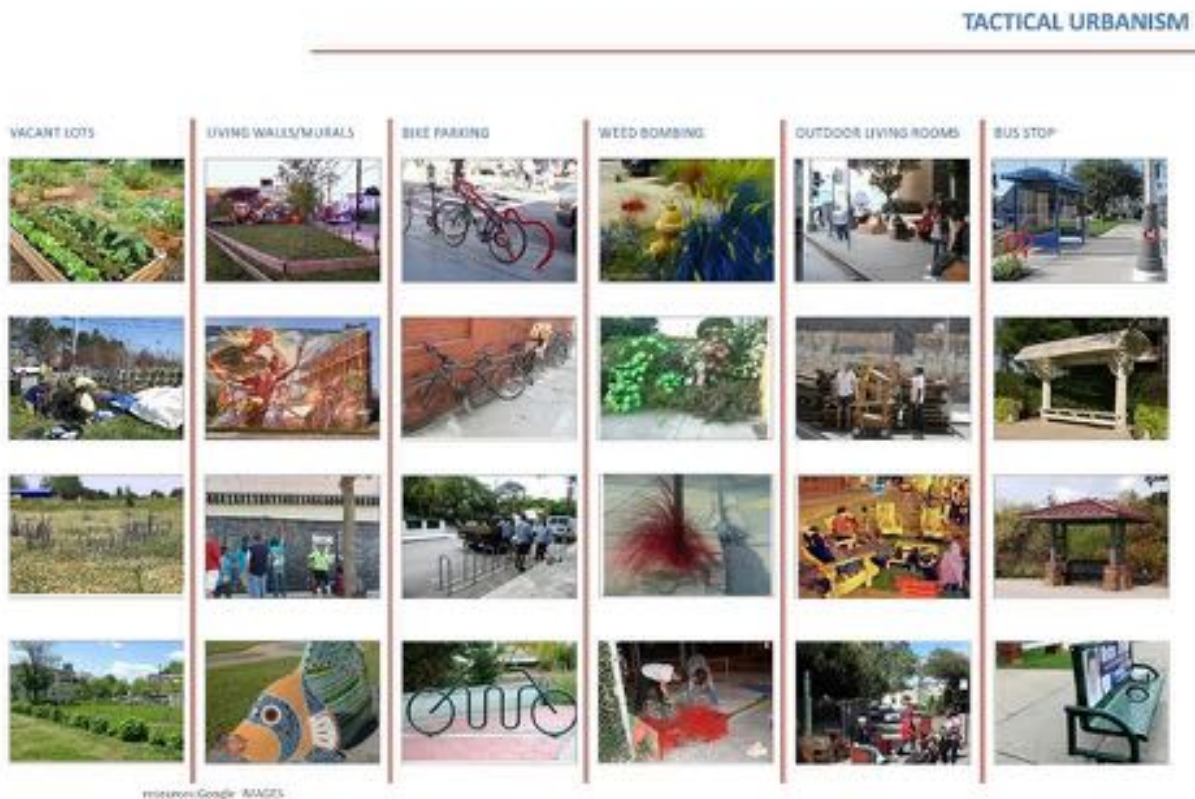
²¹ This data is from ACS Census 5 year average 2008-2013; CT 107 BG1 & 2, see Table 3.

²² "Temporary Urbanism: Alternative Approaches to Vacant Land, Evidence Matters, Winter 2014, <http://www.huduser.org/portal/periodicals/em/winter14>

installations also indicate demand, which can be shown to transportation organizations within the City as a method to persuade them to install safer/permanent bicycle facilities.

- Weed Bombing - weed bombing is the act of converting overgrown weeds into works of street art. Unlike traditional graffiti, weed bombing doesn't damage private or public property and has immediate benefits to quality of life. Weed bombing can make overgrowth in vacant property look more like flowers. They are meant to highlight disparities in where public and private maintenance dollars are spent.
- Outdoor Living Rooms - vignettes of furniture installed in public spaces - simple wood fixtures that give physical form to the social life of the street: waiting for a bus, meeting outside a shop, waiting for the schools bus, etc. The project is an effort to modify street space for human use.

Figure 14: Examples of Tactical Urbanism



Rental Property Ordinance

The City must pass a Rental Property Ordinance to assist identifying problem properties and encourage landlords to address deferred maintenance, and implement good property maintenance practices. South Hartsville has over 60% renter occupied properties within its boundaries, many of which are in deteriorated condition. The area from Washington Street to Jasper Avenue reportedly has the highest concentration of absentee landlords and deteriorated properties. The proposed Rental Property Ordinance requires property owners to hold a business license and register all rental units within in the City of Hartsville, and does allow for random or routine inspections regardless of whether or not a property has code violations.²³ The proposed Rental Property Ordinance should also include a mechanism for identifying single family rental properties (i.e. through utility usage) to help track down out-of-locale landlords. Currently, more than 40% of non-owner occupied buildings are owned by those who do not live in Hartsville or South Carolina.²⁴

As a support to those property owners who do register their properties, landlord and property management training should be provided with access to funds for property renovations (see Targeted Rehab Loan/Grants above) upon completion of training. Other landlord incentives could include tenant screening and placement assistance, responsible renter training, funding pool that covers physical damages or other losses, and expedited eviction process to assist in removing those tenants with continued violations.²⁵ Forest Ridge has developed a strong tenant responsibility program which includes responsible tenant training and preventative maintenance, and could be a model for other property management companies.

Renter incentives could include pre-homeownership counseling similar to Habitat for Humanity programs to encourage conversion from renter to homeowner. The Property Pride Fix-Up Program (see below) could also include tenants as a part of the clean-up and other block-by-block initiatives to encourage stronger community and resident engagement.

REVITALIZATION APPROACH

A revitalization strategy for South Hartsville identifies blocks in need of and ready for, major new development, and focuses on revitalization as a mechanism for attracting new residents and businesses. Elements of the Revitalization Approach include:

- New infill development
- Site planning and streetscape design
- Architectural and rehab design guidelines
- Demolition with targeted end-use and
- Development of green space.

²³ City of Hartsville Rental Property Ordinance (proposed), 2014

²⁴ Darlington County Assessor Records, <http://www.qpublic.net/sc/darlington>, August 2014

²⁵ "When Vacancies Are Assets", American Planning Association, October 2014, <https://www.planning.org>

Strategic Demolition and Reuse Plan

While temporary and short term uses of vacant lots will provide immediate improvement to the aesthetics of a block or area, these uses must be evaluated in the context of a Revitalization approach. There is currently no end use plan for demolished properties in South Hartsville, and properties identified for demolition are selected from a three (3) year old list that gets updated as units are randomly identified. Defined demolition guidelines and standards need to be established, (i.e, a demolition scope of work for each property targeted for demolition and potential lot reuse), that would bring the demolished lot to the highest standard possible. Prioritization of demolitions could be as follows:

- High priority demolition properties are those within the top priority blocks or areas;
- Medium priority demolition properties are those within Stabilization blocks or areas; and
- Low priority properties are those properties to be phased in over time..

Considerations of end use should include:

- Can the lot be deeded and maintained as a side lot or garden by neighbor?
- Is the lot appropriate for a community garden or urban farm?
- How much will it cost the city to maintain and are there resources available for this?
- Is the property located in a place that would be conducive to future redevelopment?
- Could the lot be combined with another for redevelopment?
- Is green space or other community use an option?

As stated previously in *Vacant Lot Reuse*, Code Enforcement and the Planning Department should develop a strategic demolition process designed to complement each specific development approach. Demolition of blighted structures can not only positively change the appearance of a neighborhood; it has the potential to eradicate centers of crime and possibilities for arson. Properties that are recently demolished should be graded and seeded, and sidewalks replaced if they were there previously. Properties can be deemed eligible for demolition if they meet certain criteria. For example, criteria could include physical conditions of the properties, market conditions, and local input.

Engaging the residents of South Hartsville prior to any demolition is key to gaining community buy-in for any future redevelopment project. If the residents are not involved in the decision making process, the opportunity for negative criticism is very high, resulting in a lack of community support for redevelopment projects, which is currently the situation now. If market conditions are weak, lots that are vacant as a result of demolition could be used as green spaces, side lots, or temporary uses such as outdoor living rooms, urban farms or community gardens (see Tactical Urbanism above). Temporary uses of vacant lots can also promote community engagement.²⁶

In other instances, more long term use of key vacant parcels is evident, and this must be considered when determining temporary or short term reuse of vacant lots. If viewed from this perspective, it helps guide the selection of the location of the garden so that it is not in the path of a development project that may be occurring in the short term. Additionally, stormwater management uses are considerations for addressing vacant lots. This is addressed in detail in the Services Chapter recommendations. Regardless of the end use of a recently demolished property, a well-planned demolition and reuse program can reduce the problematic vacant properties and improve aesthetics of South Hartsville.

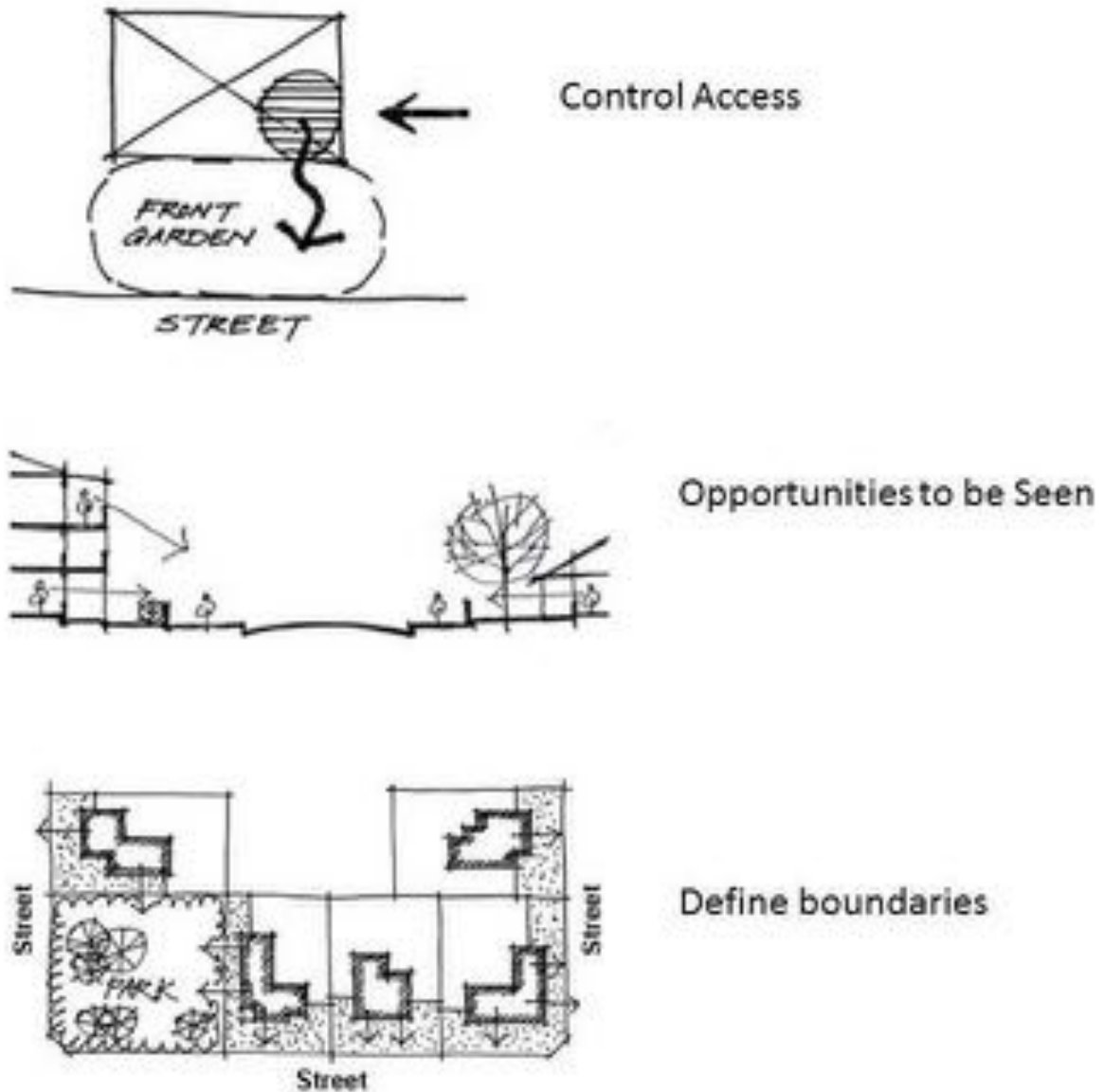
²⁶ “Evidence Matters: Vacant and Abandoned Properties: Turning Liabilities into Assets”, Winter 2014, <http://www.huduser.org/portal/periodicals/em/winter14/index.html>

Habitat for Humanity has been active in redevelopment in the neighborhood and holds vacant land for additional development. It is important that this faith based organization have strong local ties with churches in the area. Church groups can be enlisted to help with construction, and local church members could serve on the Habitat for Humanity Board of Directors.

Crime Prevention through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is a method used to reduce criminal activity and promote safety without community policing. It also encourages development that faces open space, access control, provide opportunities to see and be seen, and encourages the maintenance of the neighborhood. Note that while CPTED is a crime prevention program, it focuses on design, not safety, and on productive use, not security. Design features are “supported” by locks, guards, and alarms. Although CPTED is frequently considered the responsibility of police, many of the tools and techniques are things that fall outside the purview of policing. CPTED is a team effort, one that officers participate in but do not necessarily control. Successful CPTED methods combine code enforcement with the efforts of the Police Department and local property owners and residents, creating a sense of place and ownership that the residents of South Hartsville desire.

Figure 15: Examples of Crime Prevention through Environmental Design (CPTED)



Land Bank

While a Land Bank program is recommended, the state of South Carolina does not have state enabling legislation. There will need to be a mechanism set up to hold and maintain property for a land bank program to work in this situation, which could be a quasi-governmental entity. This organizational structure would have the power to enact the necessary regulatory tools needed to effectively run a land bank, including the ability to petition for a quiet title. “Quiet title” actions are those legal proceedings necessary to establish clear ownership of real property or real estate. In communities similar to South Hartsville in which there are a number of heir properties or abandoned properties, quiet title proceedings are necessary in order for a buyer to claim ownership of a property. **A Land Bank would be used as a strategy to assemble vacant or abandoned properties for larger scale developments that would be attractive to developers interested in urban neighborhoods, and a mechanism to ensure**

those properties will be used in the most productive manner that is consistent with the revitalization and vision of the community. One such productive use would be a side lot program. Properties acquired by land banks often contained a single family unit that has been abandoned or recently demolished. Lot sizes of these types of parcels no longer conform to current zoning, and could be best served as a side lot program if a neighbor is willing to take title and maintain the property. Additionally, acquiring and maintaining these properties will help improve the overall appearance of the block, reducing safety concerns surrounding overgrown vacant lots. While Butler Heritage Foundation has expressed an interest in acquiring and redeveloping properties surrounding the Butler campus, a plan has to be developed in order to begin this initiative.

Understanding the significance of the inventory of vacant, abandoned, tax-delinquent properties with code violations is important to a land bank. Several land banks are charged by law with maintaining as public records an inventory of properties that classifies them according to potential uses. For example, both the Louisville and Atlanta Land Banks are required to “inventory, appraise and classify” the properties they hold and make such records publicly available. The St. Louis Land Bank is required to inventory and appraise its property, and to classify the property as suitable for private use, for use by a public agency or not usable in its present condition or situation.²⁷ Again, as South Carolina does not have state enabling legislation to guide local ordinances, this must be addressed in the organizational structure and established policies of the Land Bank.

Heir Property Program

Land banks can also handle heir properties. Heir properties are problematic as they are owned by heirs of a deceased person whose estate was not handled in probate court. These types of properties are common obstacles in older, historic African-American neighborhoods, such as South Hartsville. A title search, performed by an experienced real estate attorney or title company will reveal potential issues that may hinder or delay the City’s ability to obtain clear title and acquire property for development. Resolving title issues related to heirs’ property can take anywhere from a couple of months to a couple of years. It is recommended that the City begin to establish a working relationship with professionals experienced in resolving heirs’ property constraints to help address this issue. Clearing title to these properties will allow for quicker return of these non-productive properties to the City’s tax rolls, reducing the issues with non-responsive absentee landlords.

Lincoln Village

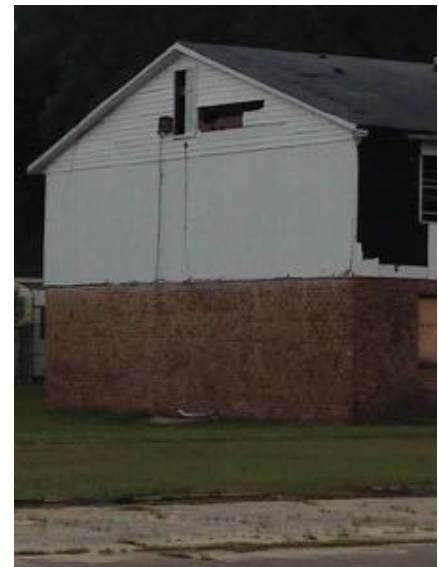
Lincoln Village is an eight (8) building apartment campus located on Village Street at Marion Avenue and Eighth Street. The buildings have been vacant for several years and are now a haven to squatters and criminals. Developers have previously expressed an interest in acquiring the properties and the campus but no deals have come to fruition. Recent reports by the City Manager indicates there may now be a mold or asbestos contamination and will require a minimum of \$300,000 for decontamination. While there are several recommendations outlined here, addressing Lincoln Village must be a priority as this vacant and abandoned deteriorated campus is an eyesore in the community. A task force should be developed to assist in raising the necessary funds to address the decontamination and possible demolition of the buildings on the campus.

²⁷ “Land Bank Authorities – A Guide for the Creation and Operation of Local Land Banks”, Frank S. Alexander. Published by Local Initiatives Support Corporation, April 2005

Figure 16: Lincoln Village

Block Clean Up

A Property Pride Fix-Up Program would provide a strong incentive for property owners to become compliant with existing municipal codes. This is a block by block initiative to strategically address blocks and smaller areas to improve the immediate appearance of the neighborhood in a strategic process. In conjunction with the Planning Department, the community should create a neighborhood block program where block captains are designated to monitor maintenance and upkeep, coupled with an incentive program. The Property Pride Fix-Up Program would include homeowners and renters on a particular block to encourage and strengthen resident engagement. The Property Pride Fix-Up Program could be facilitated on each block by a block captain selected by a neighborhood association or other group developed to implement programs in the community (See Implementation Chapter). Non-profit, church, and youth volunteers can assist the elderly with lawn maintenance and minor housing repairs. Sanitation and street sweepers could remove debris, trash, and dirt from the roads immediately following a Property Pride Fix-Up day. Residents would be informed that Code Enforcement will be inspecting the blocks within the following week and citing for code violations, and awards or incentives would be given to the “winning” block. **The Property Pride Fix-Up Program would provide a strong incentive for property owners to become compliant with existing municipal codes, and for renters to become engaged in community activities.**



REGULATORY FRAMEWORK

In some instances, a Revitalization approach may require a more intensive and long term investment, thus a comprehensive review and application of regulatory tools will be necessary to maximize incentives to attract both private and nonprofit developers. Overlays such as a Neighborhood Improvement District or Conservation District could facilitate a framework for streetscape development, building and design guidelines, green development and even development density within the designated blocks. Although South Hartsville has a number of historic structures, a Historic District is not

recommended due to the stringent guidelines for design and redevelopment, and may be cost prohibitive for existing residents wanting to improve their properties, and a hindrance to maintaining affordability for the neighborhood. An alternative would be to create design guidelines that offer affordable options, similar to the Martin Luther King Jr District in Atlanta, GA.²⁸

Land Trust

Development of a land trust is a consideration to use in maintaining affordability in South Hartsville. This is different from a land bank – a land bank is run and overseen by the local government; a land trust is overseen by the community rather than a municipality. “The Community Land Trust (CLT) model helps low and moderate income families benefit from the equity built through homeownership, and at the same time preserves the affordability of those homes so that future residents will have permanently affordable homeownership opportunities.”²⁹

The sole purpose of a community land trust is to maintain long term affordability in South Hartsville. **The Land Trust would acquire the land and enter into long term ground leases to make land and housing affordable to residents who could not otherwise afford homeownership.** The land is taken off the public market, reducing land appreciation and ensuring long-term affordability and sustainable local community development. The trust owns the land; the individual or other organizations own the buildings on the land. There is a one-time subsidy investment in the unit, not to the buyer, ensuring the home remains affordable to other families if the house is sold. Perpetual affordability is achieved by restricting the resale price of the home, through enforcement of the community land ground lease. This preserves the buying power of the public subsidies, ensuring that rising home prices do not reduce the possibility of owning a home within the neighborhood.³⁰

Figure 17: Balancing Interests of Individual Homeowner and Larger Community in CLTs

CLTs - Maintaining Balance of Interest between Individual and South Hartsville	
Individual Homeowner	Larger Community
Affordability for present generation of low-income homeowners	Preserving affordability for future generations of low-income homebuyers
Enhancement of residential security	Enhancement of neighborhood stability Prevention of resident displacement
Creation of private wealth	Retention of public wealth
CLT Homeowners – enhancement of mobility	Traditional Homeowners – improvement of conditions for everyone

²⁸ Ramsay Leimenstoll, Jo. *Martin Luther King, Jr., Historic District Design Guidelines for Affordable Housing*. City of Atlanta: Urban Design Commission. Print.

²⁹ <http://www.atlantaltc.org/>

³⁰ National Community Land Trust Network, <http://cltnetwork.org/>

A land trust program would require formation of a new nonprofit organization with staff trained to operate and manage the program, which includes future property maintenance and new construction projects. This affordability model is a long range strategy given the timeline required for implementing the process and the capacity building needed within a new organization. **It should be noted that the only way a Community Land Trust can be created is if the South Hartsville community decides it is something they want in their neighborhood.**

Overlays and Special Districts

Overlays can serve neighborhoods similar to South Hartsville in a number of ways. While design guidelines have the ability to protect historically significant architectural features, overlays or special districts also have the capacity to restore and reinforce the character of a community by defining code enforcement guidelines as well. For instance, the guidelines could require that rental properties be inspected by Code Enforcement each time a new lease is created or new tenant moves into the property, further reinforcing the Rental Property Ordinance. By combining design and code enforcement guidelines into an overlay or special district, South Hartsville will not only deter additional housing deterioration and influence quality improvements to the existing housing stock, it will ensure that any new development enhances the existing fabric of the neighborhood. As South Hartsville is identified in the Hartsville 2020 Master Plan as an area ideal for new housing development, an overlay will be crucial to protecting the unique cultural and historic character of the neighborhood, and enforcing property maintenance.³¹

Development Guidelines

As indicated in Map 4 (See Background Chapter), South Hartsville is largely zoned residential (R-2), with primarily single family homes and a handful of multi-family units. Only a small section in the southern part of South Hartsville is zoned R-1 residential, that allows for lower density units with a minimum parcel size of 10,000 square feet. Business zoning occurs along the Sixth Street Corridor, the eastern boundary of South Hartsville at S. Fifth Street, and a small area in the northwestern part of the neighborhood. Unfortunately, if a variance or rezoning of an area is required for redevelopment, variances and rezoning processes can add months to a predevelopment process, and often times, current zoning does not support or promote redevelopment in a manner that reinforces the existing fabric and design character of urban neighborhoods similar to South Hartsville. Thus, close attention should be given to how builders or developers approach new development in South Hartsville.

Development guidelines can be another regulatory tool for providing this type of oversight and guidance in South Hartsville. Development guidelines would be most efficient as a part of an overlay or special district, but can also be implemented as a part of land bank disposition policies. They can also be stand-alone established guidelines to be enforced through an approved development process applicable to disinvested communities such as South Hartsville. New single family infill should follow the existing fabric of the neighborhood (10-35 foot setbacks, 5 foot side setbacks, minimum lot size of 7,500 square feet), multifamily uses should meet the need for affordable housing, and allow for new construction of duplexes. Duplexes can be an option to create homeownership opportunities on one side, while providing for affordable rental options for low to moderate income tenants on the other side. Set guidelines for development must be explored as a regulatory tool to preserve the historical and cultural assets of South Hartsville.

³¹ "Hartsville 2020 Plan," <http://hartsvillesc.gov/government/planning/>

A Pattern Book/Design Guidelines Manual would serve as a guide for existing and new development in South Hartsville and will create a vibrant, safe and walkable neighborhood while developing a sense of place and continuity with the history and culture of South Hartsville. A Pattern Book/Design Guidelines can be utilized in both a stabilization and revitalization approach. Design guidelines and recommendations should address:

- Infill development – sensitive to contextual scale and massing
- Redevelopment - as appropriate for neighborhood stabilization and economic growth.
- Scale/Massing - appropriate to context and location
- Building Placement/Setbacks – should respect the existing setbacks yet provide some consistency on any given street or block
- Green Space/Landscaping – indicate areas that can be used for recreational activity and areas where development should not occur because of site constraints
- Architectural Detail - detail at the pedestrian level is necessary to provide a visually appealing experience. There are types of architectural differences throughout the neighborhood that should be preserved
- Sustainability - use best practices to reduce environmental impacts and operating costs

FUNDING STRATEGIES

State/Federal Funding

The Clemson Study identified a number of potential state/federal funding sources for housing development including the Good Neighbor Next Door/Teacher Next Door program, Community Development Block Grant (CDBG) funds and HOME grants.³² The City of Hartsville is not an entitlement community thus all applications for federal housing funds are submitted to the South Carolina Department of Commerce. CDBG programs include the following:

- Community Infrastructure
- Community Enrichment (economic competitiveness, education and workforce development, and safe and healthy communities)
- Neighborhood Revitalization Program (including Village Renaissance projects) – area or neighborhood must have a locally approved neighborhood plan if applying for implementation phase funds
- Ready to Go Program – requires a 10% local match.

The City currently has a Village Renaissance multi-phased project underway, and is planning to apply for a third phase of funding for that neighborhood. This program should be explored for the South Hartsville neighborhood, as a multi-year commitment of state/federal funds will be required for implementation of these projects in the neighborhood.

³² “Butler High School and Sixth Street Corridor Neighborhood Plan”, Clemson University Department of Planning and Landscape Architecture, Fall 2008.

Private Foundations

The Community Foundation, a local philanthropic foundation, provides funding for individuals desiring to demolish their properties without City funding. If the property owner contributes \$500, the Community Foundation will provide a grant to cover the remaining demolition costs, up to \$3,000. The Byerly Foundation provides funding for economic development, quality of life and education projects but do not accept unsolicited applications. Funds raised and utilized by the Butler Heritage Foundation are currently restricted to the renovation of the Butler campus. There are no other foundations that provide funding for housing development; however, there are national foundations that provide funding for very specific projects, such as historic preservation, affordable housing and even community engagement. This option should be explored for optional funding for redevelopment in South Hartsville. However, it should be noted that foundations are not long term funding sources for housing redevelopment initiatives, and should be viewed as catalyst funding to long term redevelopment initiatives.

Other Financing Options

An important element of financing acquisition/rehabilitation & occupied rehabilitation is the use of conventionally financed mortgage products for acquisition-rehab loans, or to refinance existing debt as a second mortgage behind existing first mortgages. In most instances, conventional mortgage products will be most effective when used for the acquisition of vacant houses requiring extensive rehabilitation. Many local lenders offer an acquisition-rehab mortgage product specifically designed for vacant properties located in neighborhoods similar to South Hartsville. FHA 203k mortgage products are widely used for rehabilitation of owner-occupied homes, but the credit underwriting criteria may be prohibitive for many residents. Local lenders should be approached about financing the acquisition and rehabilitation of vacant homes for owner-occupied purchasers. Conventionally financed mortgage products using acquisition/rehab loans that are leveraged by CDBG or HOME funding would allow for mortgages of up to 120% of market value for the rehabilitation of vacant properties requiring extensive repairs.

The use of conventional financing for owner-occupied renovation will most likely be limited since houses located in South Hartsville have not experienced increases in property values at the same pace as the rest of the City of Hartsville or Darlington County. In addition, South Hartsville may have experienced predatory lending that may have impacted otherwise credit worthy households. Publically funded grants and Deferred Payment Loans (DPL) are the most likely funding mechanism for owner-occupied homes requiring minor to moderate rehabilitation. While it is recommended that grants be limited to very low-income owner-occupied families, there should also be occupancy restrictions or affordability policies to insure families remain in the house for an extended period of time after the repair work is completed. In the case of moderate-income owner-occupied houses and investor-owned houses requiring minor to moderate repairs, below market interest rates loans and DPL are recommended.

A combination of publically funded DPL and conventionally financed bank loans are recommended for investor-owned houses rented by low-to-moderate income households. Since DPL are typically loans in which the principal and interest are deferred until some point in the future, or repaid when the property title is transferred, they can be used to leverage the financing needed to fund minor-to-moderate repair costs, and insure that lower income households remain in the community. DPL could also be converted into grants as an incentive for the investor-owner to sell the house to the renter-occupant, or income-restricted purchaser, creating opportunities for low income renters to become homeowners.

The Community Reinvestment Act requires banks to provide services to low to moderate income communities and provide avenues to deliver financial products to traditionally underserved communities. Banks typically meet CRA obligations through providing mortgage products and/or funding for nonprofits that provide affordable housing or economic development programs. Local banks could set up a CRA pool designated for acquisition/rehab or rehab loans for existing and future residents of South Hartsville. The Federal Home Loan Bank System is an excellent example of this type of product; however, local banks can elect to set up a CRA loan pool independently.³³

Partnerships such as the one with the Clemson University aLINEment program and American Planning Association's CPAT program, should be explored on an ongoing basis as mechanisms to receive free or donated services for technical assistance to implement recommendations outlined above.

CONCLUSIONS

The Housing Recommendations summarized above provide two primary approaches that will allow South Hartsville to preserve and maintain its important historic and cultural significance through housing. These Recommendations use a model block concept to address housing, and are inclusive of:

- Stabilization programs that will allow existing residents (owner occupied and investor occupied units) to make improvements to their homes
- Housing initiatives that ensure that new redevelopment builds on the existing character of the neighborhood and housing remains affordable for existing residents
- Opportunities for South Hartsville residents to be more involved in their neighborhood revitalization inclusive of tactical urbanism techniques that best fit the needs of their community
- Regulatory tools that can provide the framework for how redevelopment can occur
- Implementation of a local community development corporation or similar type nonprofit to provide affordable housing products relative to the market conditions of South Hartsville

These Recommendations set the stage for how South Hartsville can capitalize and leverage upcoming investments, while building on recent redevelopment (Habitat, Butler Heritage, infrastructure improvements). **The Stabilization and Revitalization development approaches will overlap (stabilizing strategies and implementation strategies occurring at the same time), but they are also integrated, i.e. ensuring that existing residents have an opportunity to improve their quality of life and stay in South Hartsville while at the same time attracting new upwardly mobile families into the neighborhood.**

³³ "Community Reinvestment Act" <http://www.ncrc.org/programs-a-services-mainmenu-109/policy-and-legislation-mainmenu-110/the-community-reinvestment-act-mainmenu-80/community-reinvestment-act-q-a-a-mainmenu-159>

Chapter 4. Mobility

INTRODUCTION

As noted in the Background Chapter and illustrated in Exhibit 1, Mobility Issues, there are physical barriers located in and adjacent to the neighborhood. **These physical barriers limit mobility for residents and visitors, both via vehicle or via biking/walking.** Observations of the project area, existing data, and resident conversations, support a need for improvements to facilitate safe, efficient, and complete mobility.

Missing Connectivity

In addition to the barriers, there are three areas in the neighborhood that limit accessibility to S. Fourth and S. Fifth Streets, in addition to portions of S. Sixth Street:

- **Between Seventh/Howard and Sixth:** There are no east-west connections from Marlboro and Sumter and there are no east-west connections from Sumter and Jasper.
- **Between Sixth and Poole/Fifth:** There are no east-west connections from Sumter and the railroad.
- **Between Tuskegee and Fifth:** There are no east-west connections from Washington to Cooley.

There are four additional small areas with paths that have been worn into the ground which indicate cut-through pedestrian traffic and therefore a need for better connectivity:

- **Open area in the northeast corner of Eighth Street and Marion:** there is an unpaved walking path worn through this area traveling southeast to northwest.
- **Pride Park:** has limited connectivity to the neighborhood to the north and northwest.
- **Chaplin Circle:** there is an unpaved walking path worn from the southern curve of the circle south through to Lincoln Ave.
- **Howard & Marlboro:** there is an unpaved walking path worn on the north side of Marlboro where Howard terminates, north toward W. Carolina Ave.

Figure 18: Examples of Physical Barrier Issues

Ninth Street Ditch



Railroad



Fifth Street - Vehicle-Oriented Road



Limited Accessibility

In addition to physical barriers and missing connectivity, accessibility to various types of destinations is limited in several additional ways:

- **Destination Distances:** many destinations are too far to walk/bike. For the people in the neighborhood that do not or cannot drive, some destinations they need to access are too far to get to by means other than driving a personal vehicle.
- **Destination Availability:** some types of stores/amenities are not available or not located within Hartsville. There are other types of commercial and other services that are not readily available to the residents other than by a long trip via personal vehicle, including places of employment.
- **Alternative-Mode Availability:** there is a limited amount of alternative-mode infrastructure available for use by people not driving. The existing sidewalk and bike route facilities were identified within and adjacent to the neighborhood, and there are many gaps in the infrastructure and some infrastructure is not available at all to various destinations. In addition, although a public transit service was formerly available to residents, it was discontinued, so public transit – fixed route or on-demand/on-call – is not available.
- **School Accessibility for Students:** State Law establishes a busing requirement only for students outside of a 1.5 mile radius OR with a specific need (approved by the School Superintendent). For students in South Hartsville, this works out as follows:
 - Grades K-3 walk to Washington Street Elementary (325 Washington Street; Note: The majority of South Hartsville falls within this zone – a very small portion in the northeast corner of S. Hartsville (Marlboro Avenue not Bell Avenue South) has students who would walk to school at Carolina Elementary 719 West Carolina Avenue)
 - Grades 4 and 5 bus to W. Hartsville Elementary (214 Clyde Road)
 - Grades 6-8 bus to middle school (1427 Fourteenth St) and
 - Grades 9-12 walk to High School (701 Lewellyn Drive).

Street Lighting: Sixth St at Night



Crosswalks: Washington & Sixth St



Sidewalk Maintenance Issue



Figure 19: Examples of Safety Issues

Safety Issues

Some safety issues, specifically related to mobility, were also identified in the neighborhood:

- **Vehicle Speed:** although most roads are signed for low speeds, the team observed and many residents affirmed a problem with speeding in the neighborhood. The higher the speed of a vehicle, the more seriously

Exhibit 2: Mobility Plan

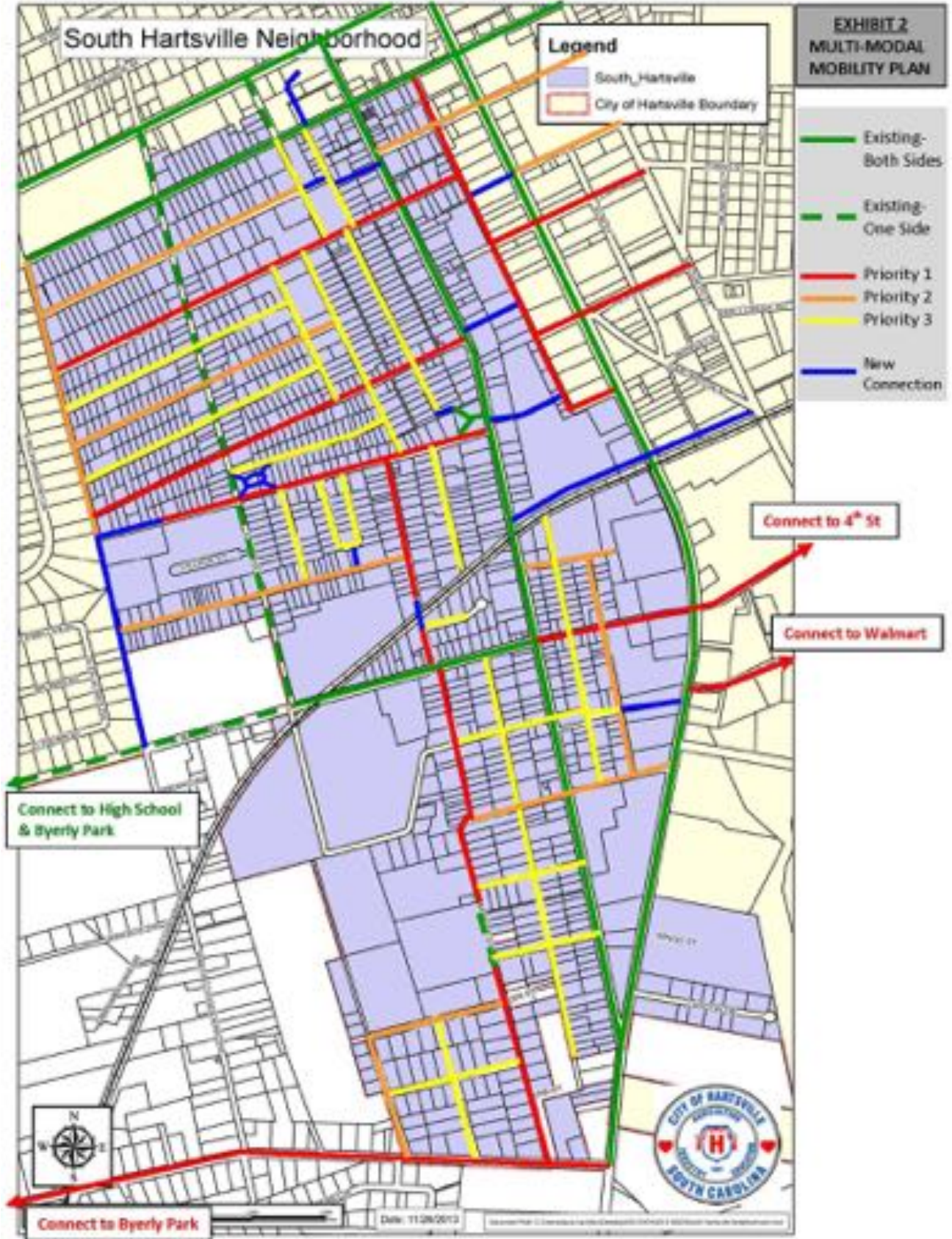


Exhibit 3: Mobility Plan Issues



- injured a pedestrian or bicyclist could be.
- **Mode Separation:** compounded by the speeding issue, many roads within and adjacent to the neighborhood do not have separate facilities for pedestrians and/or bicyclists. When traffic of significantly different speeds and types are *mixed* (i.e. vehicles vs. pedestrians and/or destination- vs. through-traffic), a potential safety issue arises.
- **Street Lighting:** there are locations in the neighborhood where street lighting was either inadequate or absent. It is a critical safety issue for pedestrians and bicyclists to be able to see and be seen by oncoming traffic.
- **Crosswalks:** crosswalks are delineated areas that make drivers more aware of pedestrians crossing a roadway; however, many of the roadway intersections, including those with sidewalks already existing, do not have crosswalks.
- **Infrastructure Maintenance:** the existing mobility infrastructure for vehicles, bicyclists and pedestrians is not currently well-maintained. Poorly-maintained transportation infrastructure causes unsafe conditions and creates potential accidents for pedestrians and bicyclists when attempting to navigate through these areas. Types of maintenance issues identified included:
 - Deterioration of pavement and sidewalks,
 - Presence of debris on sidewalks, roadway shoulders, and bike lanes, which interferes with walking and biking, and
 - Drainage backups resulting in standing water on the roads and sidewalks, thus making some areas unusable and impassable during and right after storm events.

Lack of Mobility Options

Many residents and visitors to the neighborhood do not drive for a variety of reasons, including:

- Elderly: no longer able to drive
- Disabled: not able to drive
- Underage: too young to legally drive
- Affordability: too expensive to buy/maintain
- Limited Access: must share with other members of household
- Choice: do not want to drive

With the large percentage of people in the neighborhood not driving, there is not enough availability of mobility options for neighborhood residents and visitors to be able to travel to work, school, shopping, medical services, etc. **To travel within and to/from the neighborhood, the current infrastructure is focused primarily on personal vehicle usage.** Some sidewalks and bike lanes are present within the neighborhood and do connect to areas outside of the neighborhood, but there are gaps in that infrastructure. Overall, much of the neighborhood and surroundings areas currently have a:

- Lack of sidewalks,
- Lack of bike facilities (bike routes & bike parking), and
- Lack of public transit.

In addition, many residents want to be outside, walking in the community. They value connecting with neighbors, getting physical activity, etc., but they are unable to do so due to the gaps in the infrastructure. This situation also decreases community cohesion because neighbors do not casually and frequently interact with each other.

RECOMMENDATIONS

Recommendations for addressing the issues of connectivity, safety and accessibility include infrastructure improvements, policy and procedures updates, and program enhancements. These are discussed below, including:

1. **Sidewalks**
2. **Bicycle facilities**
3. **Public transit service**
4. **Traffic calming program**
5. **Street lighting**
6. **New walking/biking connections**
7. **Crosswalk & intersection improvements**
8. **Infrastructure maintenance plan**

Many of these recommendations are displayed visually on **Exhibits 2 and 3**. Exhibit 2 includes the Multi-Modal Mobility Plan with a priority phasing of recommendations. Exhibit 3 includes two combined maps: Exhibit 2, Multi-Modal Mobility Plan, overlaid with Exhibit 1, Mobility Issues, illustrating the recommendation in relation to the documented limitation.

Sidewalks

Sidewalks are needed throughout and adjacent to the neighborhood, with ADA-accessible curb ramps (see exhibit for priority locations). A large percentage of people in the neighborhood do not have access to vehicles so they must walk, bike, or share a ride. **Walking on roadways can be unsafe due to negligent drivers, speeding, and vehicle congestion.** Walkways should be provided for all residents so that they can safely travel to and access jobs, shopping, school, entertainment, medical and other necessary services. **Locations for sidewalk infrastructure are prioritized on the Multi-Modal Mobility Plan so that higher-demand locations are addressed before lower-demand locations.** This includes considering the location of major destinations and the connecting role streets play for others. Details for this work include:

- Property owners must be involved in the design of the infrastructure.
- If possible, it is preferred for sidewalks to be separated from the edge of roadway by a minimum of three (3) feet.
- Existing sidewalks that are deteriorating and/or covered in debris or standing water should be updated, cleaned up, and regularly maintained.
- For a short-term, low-cost solution, roads with a pavement width of 30 feet or more, could be striped to include bike/walk lanes on either side of the roadway. They should be a minimum of five (5) feet in width (2 vehicle lanes = 20 feet, 2 bike/walk lanes = 10 feet). These bike/walk



Figure 20: Existing Sidewalk & Bike Lane on Sixth St.

lanes should be signed and the pavement stamped so drivers know to expect pedestrians and bicyclists, for safety purposes. In places where this solution is implemented, if there are speeding issues, ballards or other minor pavement dividers should be installed to help enforce the separation of the vehicles from bikes/pedestrians.

- For roads where bike/walk lanes are implemented and on-street parking is frequent, a minimum of 8 feet on either side of the road should be striped to allow for pedestrians to safely walk around the vehicles. Signage and pavement markings should indicate allowable use too. Thus the roadway width would have to be an additional six (6) feet to maintain ten (10)-foot travel lanes for vehicles.

Priority Locations

Exhibit 2 contains the locations and priorities of sidewalk installations. The key for the priorities include:

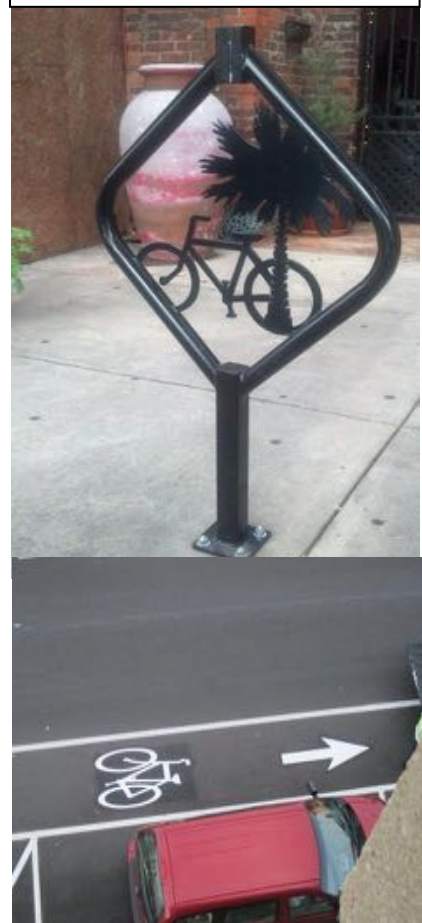
- **Existing-Both Sides of Road** – only maintenance/updates needed
- **Existing-One Side of Road** – other side of road needs sidewalks added
(Please note: for any areas marked as “Existing” – if the notation is incorrect, then these areas would be Priority 1 areas.)
- **Priority 1** – through-streets (Streets connecting multiple blocks, collectors/arterials)
- **Priority 2** – other higher traffic streets
- **Priority 3** – remaining streets
- **New connection** – recommended new pedestrian/bicycle routes, not vehicular

Bike Facilities

Bicycle routes should be added to collector/arterial-level roadways and bicycle parking at high-demand locations, within and adjacent to the neighborhood. Bike routes can include sharrows, bike lanes, or off-street shared-use paths, depending on the roadway details. While exact numbers are unknown, casual observations noted residents do use bicycles to travel. It could be valuable to do a more thorough survey to get an approximate figure. Biking on roadways can be unsafe due to negligent drivers, speeding, and vehicle congestion. **Typically biking on roadways without separation or delineation is safe on primarily residential neighborhood roads with speed limits at 25 mph or less.** However, on higher-traffic roadways with speed limits between 35 mph and ~45 mph, bike routes should be added so that people can safely travel to and access jobs, shopping, school, entertainment, medical and other necessary services. For roadways at 45 mph or greater, off-street shared-use paths should be considered in high-demand areas.

In addition, it is important for bicyclists to have secure facilities where their bicycles can be stored at their destinations, so bicycle parking should be installed at all public facilities (government buildings, parks, schools, etc.) and **also be encouraged to be**

Figure 21: Example of bike racks from downtown Hartsville. And Bike Lane Markings



installed by major employers, retail areas, and other high-demand privately-owned locations.

- Bike lanes should be a minimum of five (5) feet in width.
- Not every roadway needs designated bike routes (see above).
- Update/maintain existing bike facilities that are deteriorating and/or covered in debris or standing water.
- Add bicycle pavement markings to existing bike lanes.
- For streets with on-street parking, if bike lanes are considered, make sure they can fit; if not, instead add sharrows in the vehicle travel lanes.

Priority Locations:

- **Marlboro** – add bike lanes; they should fit, but if not, utilize sharrows)
- **S. Sixth Street** (update existing bike lanes to include bicycle pavement markings and improve maintenance)
- **Washington** – add sharrows due to narrow pavement width, switch to bike lanes when road is resurfaced)
- **S. Fifth Street** – add bike lanes; narrow vehicle travel lanes to 11 feet)
- **S. Fourth Street** – add sharrows due to narrow pavement width, switch to bike lanes when road is resurfaced)
- **Russell** – add sharrows due to narrow pavement width, switch to bike lanes when road is resurfaced)

Public Transit Service

Not all in the neighborhood can walk or bike. In particular the elderly, disabled, and parents with children cannot easily travel by such means. This is also true for people when carrying items like groceries. Due to their mobility limitations, these groups can experience isolation and be cut-off from necessary services. Often they cannot afford to pay for a private taxi service. A fixed-route public transit system and/or on-demand/on-call public transit services would directly address this problem. Federal Transit Administration funds can be used in coordination with human services entities, churches, foundations, etc., to provide a portion of local match with the remaining from the general fund. The County and/or State DOT should have staff available to assist in guiding this effort.

An alternative solution would be a low- to no-cost initiative (but one with lower service potential) run by a nonprofit group, such as the established Ministerial Alliance. **Such a group could establish a locally-run, on-demand transit program that is supported by—not managed or operated by—the City (“support” could mean a monetary investment, vehicle maintenance, staff setup assistance, etc.) but using Church vans or other vehicles.** A great deal of upfront effort would be required for this solution since this type of agreement would be new and would need to be fair and equitable and adhere to all laws, regulations and policies. However, it would address essential critical mobility services for those most in need.

Marlboro



Washington



Russell



Private Taxi



Figure 22: Neighborhood Road Conditions

Traffic Calming

There is a need to address unsafe vehicular speeding in the neighborhood with traffic calming measures. **Unsafe vehicle speeds are a concern for everyone (and in all neighborhoods) - pedestrians, bicyclists, other motorists, and even property owners.** Pedestrians and bicyclists are particularly vulnerable to speeding vehicles and the CPAT learned that speeding is a concern throughout the neighborhood. In addition, some residents noted vehicles used certain routes in the area as short-cuts bringing through traffic to this residential area. **A neighborhood-wide evaluation should be conducted and traffic calming measures explored where safety concerns from speeding are identified.** In addition, the City should implement a City-wide traffic calming program that is setup for all neighborhoods in the City to apply for traffic calming evaluations. Steps include:

- On an annual cycle, residents in neighborhoods complete an application and submit to the City if a majority have concerns about speeding in their neighborhood.
- The City will review applications and select the ones that demonstrate the most need. The selected areas will be evaluated to determine the specific issue and best solution via **temporary** and **removable** traffic calming measures (which are therefore less expensive and reusable for other neighborhoods), so that a final solution can be tweaked to determine the best permanent installation through real-world trials. Temporary traffic calming measures can include traffic cones and barrels, planters, moveable concrete partitions, etc. Permanent traffic calming measures can include road bumps, road lumps, road tables, pedestrian bum-outs, neckdowns, full/partial roadway closures to vehicular traffic, etc.
- **Priority Locations:** based on public comments heard to-date, the first roadways in the neighborhood that should be considered are Washington, Eighth, Pleasant, and in coordination with the Boys and Girls Club.

Figure 23: Traffic calming-roadway closure



Temporary Drop-Off/Pick-Up at Boys and Girls Club 6th Street



Street Lighting

Existing street lighting should be supplemented by new street lighting in order to adequately illuminate all of the neighborhood's roadways and public areas. Street lighting helps to address safety concerns in the neighborhood. In addition to reducing instances of crime (see Services Chapter of this report), lighting supports the mobility needs of residents who can then safely walk/bike after the sun sets and be seen by motorists. Some street lighting already does exist in the neighborhood, so an inventory and evaluation of the existing street lights should be conducted to strategically determine where there are lighting gaps and additional lighting is needed.

When determining the priority locations of new lighting installations, the prioritization recommended in the **Multi-Modal Mobility Plan map (Exhibit 2)** should serve as a guide as those locations are already ranked by pedestrian/bicyclist usage.

Walking/Biking Connections

In response to the identified physical barriers and unpaved walking paths (shown in Exhibit 1, Mobility Issues), the installation of new pedestrian/bicycle routes are recommended in areas identified as used but not served. These new connections will improve connectivity and accessibility for pedestrians and bicyclists in the neighborhood and improve accessibility to high-demand destinations. Physical barriers should be addressed so that those who are walking and biking are able to safely and conveniently access their destinations. As pedestrian and bicyclist travel speeds are much lower and thus trips take longer, and some physical exertion is required, the more direct off-road routes can be the better for the pedestrians and cyclists.

The proposed new connections are shown in Exhibits 2 and 3 in blue. The new connections are recommended as exclusive pedestrian and bicycle routes because costs are lower than if vehicular roadways connections were constructed instead. Pedestrian/bicycle routes (aka shared-use paths) can be constructed for less cost based on their width and more flexibility on materials and design standards.

New connections should be prioritized in relation to the priority of sidewalks

in the Multi-Modal Mobility Plan. If the new connection ties into an existing or Priority 1 sidewalk, then it should be prioritized over other locations that connect to Priority 2 sidewalks, etc. Some of these areas are possible within existing right-of-ways, such as a path along the railroad, others may require procuring an easement, which may limit the feasibility for some of these connections. Such connections could be pursued as redevelopment of areas happen. Site plans can be reviewed with the goal of negotiating for the public connections identified in Exhibit 3.

Figure 24: Example of a new connection for Pedestrians & Bicyclists



Crosswalks and Intersection Improvements

In order to ensure safety, crosswalks are needed at roadway intersections within and adjacent to the neighborhood. In addition, some pedestrian-actuated signals may be needed at key locations. This is especially critical given the school children using the roads to travel to and from home/school each school day of the year.

Figure 25: Fifth Street & Hartsville Crossing Blvd Intersection



Pedestrians need to cross Fifth Street near Hartsville Crossing Blvd. to access stores on the east side of the roadway, especially Walmart, but under current conditions they are unable to safely cross Fifth Street and walk down Hartsville Crossing Boulevard.

A traffic signal at the intersection of Fifth Street and Cooley Street or Fifth Street and Hartsville Crossing Blvd. should be studied to determine if a signal is warranted. If so, then appropriate pedestrian crossing features should be installed in combination with the traffic signal installation. Crosswalks can also take the form of a public art project, incorporating designs from the heritage of the area or from local children’s artwork.

If a traffic signal is not warranted at either T-intersection, then a pedestrian-actuated crosswalk should be installed to enable pedestrians to cross Fifth Street at one of the two locations.

In addition, a signal warrant should be performed at Washington & Fifth Street, in addition to evaluating the feasibility of a roundabout in order to slow down traffic, address vehicles running the stop sign, and better accommodate pedestrians (especially to/from school). Another recommendation would be to complete a Safe Routes to School evaluation working closely with the parents and administrators of the schools to identify key locations for crossing risks.

Overgrown brush should be trimmed at all intersections in the neighborhood that is encroaching on the sight distances at intersections.

Infrastructure Maintenance Plan

An Infrastructure Maintenance Plan should be developed and implemented City-wide. Such a plan would include identification of which roads and sidewalks will be “maintained” each year completing the city over a 10-year cycle (clearly define what is included in “maintained”). The plan would include a weekly schedule of roads and sidewalks to have debris cleaned up each week, year-round. The SeeClickFix tool should continue as it provides extra eyes for the department of Public Works. The maintenance plan should be shared with all residents so that they know when their streets will be visited and what will be done.

Figure 26: Property Maintenance Vehicle removing debris



Chapter 5. Services

INTRODUCTION

The City of Hartsville provides its residents an array of essential services and programs ranging from parks and recreation, law enforcement, fire protection, public works, to waste management. This analysis only addresses issues and deficiencies expressed during the CPAT extensive outreach period, which included community discussions at public meetings, surveys, a walking tour, and small group meetings. Local communities are challenged to deliver quality services with limited resources. The City of Hartsville is no different, which is why it is important to identify cost effective improvements. The recommendations provided rely on all parties collaboratively working together for the common good of the neighborhood.

An effective program offers quality services to the community, meeting needs in a cost efficient, equitable, and sustainable way. **Providing residents with a robust and well-rounded program of essential services will serve as a crucial tool to rebuilding South Hartsville.** Residents of the South Hartsville community share a deep pride for their neighborhood and are committed to rebuilding a vital South Hartsville. It is a place where many families have lived or owned businesses for generations and even though residents have moved to other communities for work, education or family reasons, they still own property in the area and continue to call South Hartsville “home. “

RECOMMENDATIONS

The following recommendations focus on improving existing services, increasing active recreational opportunities, and implementing social programs to ensure a healthy, safe and flourishing environment for residents and visitors alike.

- **Increase Active Recreational and Social Facilities** - Residents expressed a desire to have more meaningful connections and opportunities for active engagement in their community. While youth and young adults were underrepresented at the engagement events, others spoke to a need for additional youth programming.
- **Minimize/Eliminate Flooding and Improve Stormwater Management** – Constant flooding or pooling of rainfall is damaging homes, contributing to overgrowth, and creating an unsafe walking and driving environment for the community.
- **Focus on Community Safety**- Illicit activities are generally concentrated in several small hotspots within the community. Pro-active landlords and residents try to dissuade illegal activities on or near their property; however, this causes individuals to move to another location close by and does little to stop illegal activities. Residents are concerned not only for public safety, but are concerned for the safety of their children.

- **Support Healthy Living Services** - Approximately 35% of South Hartsville households do not own an automobile and rely on car sharing, walking or bicycling. There is no public transportation service available to the community. The closest medical facilities to the area are Carolina Pines Regional Medical Center, a South Carolina Department of Health and Human Services public health clinic on Camden Avenue, and a small private free clinic on West Carolina. These facilities are located outside the study area. Programs provided at the public health clinic, which is the closest medical facility, includes Family Planning/STD/HIV, Immunizations, WIC Certifications and WIC classes. Other health related concerns are a growing elderly population and the need for fresh foods.
- **Increase Pedestrian and Bicycle Safety** - Overgrown vegetation, speeders, poor lighting, and poorly marked streets contribute to a hostile and unsafe environment for walkers, and bicyclists. Residents expressed a desire for a tamer environment. Pedestrian amenities are not clearly marked and visually appear to be a part of the driving environment. Also there are no marked crossing at intersections and mid-block entrances at Pride Park.
- **Enhance Access to Information on City Operations** - Residents expressed a desire to have more meaningful involvement within their community, and better access to public information as well as a better understanding how decisions are made.

Increase Active Recreational and Social Facilities

As discussed in the Mobility Section of this report, travel for residents in the South Hartsville community is encumbered by various obstacles and barriers making travel to and from services difficult for the young, elderly, disabled and transit dependent populations. It is imperative to increase access to programs and active recreational opportunities which means expanding locally available services.

The recommendations presented here are consistent with the City's current Comprehensive Plan, *Hartsville 2020: A Comprehensive Plan for the City of Hartsville*.³⁴

- Chapter V Natural Resources
 - Goal 3: Support the expansion of Hartsville's bike/walking trail network, and
 - Goal 4: Support the additional planting and maintenance of trees/landscaping in Hartsville.
- Chapter VIII Cultural and Recreational Resources,
 - Goal 2 Cultural Resources: To put more community focus on the arts and cultural resources,
 - Goal 3 Cultural Resources: To preserve and protect Hartsville's historic resources and facilities.
 - Goal 1 Recreational Resources: Improve the Coordination and use of recreational programs

Developing a robust recreation system within the South Hartsville community will help to reduce obesity, provide safe and productive activities, improve property values, and foster social interactions. Furthermore, there is a need for close-to-home recreation, which is accessible without an automobile.

Table 8 summarizes the current facilities that are easily accessible to South Hartsville residents:

A basic spatial analysis was conducted in response to the expressed concern about the lack of opportunities for active recreation and social connections in the community. A recommended parks and

³⁴ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, pp. 19, 44, 45, 48.

open space concept is presented for consideration and discussion. Development of these new greenspaces should be coordinated with the Block by Block approach outlined in the Housing Chapter, so the community can assume ownership. A more comprehensive survey and public outreach program should be implemented to confirm the need, identify locations, and determine any additional programming.

Table 8– Existing Recreational Facilities for South Hartsville Residents			
Facility Name	Type	Proximity to South Hartsville	Barrier/ Restrictions
Pride Park	Active Recreation	In the community; located in the east –central portion.	Facilities geared to younger children (playground), families (picnic shelter) and events (outdoor stage). Nothing for older children and adults.
YMCA	Active Recreation Education	Approximately ¼ mile from the northeastern edge of the community.	Provides a wide range of services for a fee, as well as discounted rates depending on income. Located on the east side of Fifth Street which is difficult for younger children, disabled and the elderly to traverse easily.
Centennial Park	Passive Recreation	Approximately ¼ mile from the northeastern edge of the community.	Located on the east side of Fifth Street which is difficult for younger children, disabled and the elderly to traverse easily. No active recreation is available.
Butler Heritage Foundation/The Boys and Girls Club/Elderly Center	Education Cultural	In Community. Located on the southeastern portion of the community.	Provides a variety of social, education and after-school programs. No active recreation opportunities are available.
Byerly Park	Active and Passive Recreation Multi-use Recreation Complex and Sports Facility (93-acres).	Approximately ¾ mile from the southwestern most edge of the community	There are no safe pedestrian/bike routes to the facility. Furthermore, the distance and existing obstacles and barriers (i.e. railroad tracks and lack of connectivity) makes it difficult for the young, elderly and disabled to access.

Four types of facilities were identified as appropriate for the South Hartsville area (1) Mini/Pocket Parks, (2) Arts and Cultural Community Center (3) Rain Garden Demonstration Project- “An Urban Oasis”, and (4) the Heritage Trailhead. A more in-depth Parks Master Plan should be developed in conjunction with the community to identify specific needs and site selection. To control cost, there are many park amenities that could be created using recycled materials.

1. **Mini/Pocket Parks** (1) – Strategically located within the community the pocket park will be small in size, typically 0.25 acres, but large in impact to the health and welfare of the community. A general guideline developed by the National Recreation and Park Association, is for residents to have a mini-park within ¼ mile walking distance.³⁵ The pocket park will provide a great location for informal gathering among friends and neighbors to have a chance to catch-up, play a game of cards or hold communities strategy sessions. The parks should be designed with native shade trees, proper pedestrian scale

³⁵ For a discussion of these standards see: <https://www.mrsc.org/publications/levelservstandard.pdf>, pp. 20-36. The guideline is subject to a local analysis with user input and consideration of unique features of the community.

lighting, trash receptacles, walkways, benches and tables. Pervious or semi-pervious materials should be used for pathways and all other applicable areas normally covered by concrete or other impervious material (i.e. bench pad etc.). A Fit-Trail system could be incorporated into the South Hartsville park system. A Fit-Trail system is an outdoor exercise program installed along outdoor trails to promote active recreation. Various fixed exercise stations are installed at different locations with direction and is suitable for novice to advanced users.

2. Arts and Cultural Recreation Center and Park

This facility could be located in the northwestern portion of the South Hartsville community on no less than 0.5 acres of land. As the Arts and Cultural Recreation Center could provide basic park amenities such as lighting, meandering pathways, native shade vegetation and park furniture. Since this park is larger in size, additional amenities can be included for residents to enjoy; such as a multi-sport game court, a cultural center and education facility.

A multi-sport game court is a game court which uses a variety of pavement markings on the court. Simply removing or adding nets can change the space to accommodate practically any game including



Figure 27: Example of multi-sport game court.

basketball, tennis, volleyball and badminton. Since the pavement marking is customizable the court can have a theme/design that is specific to the area. It is recommended a community art contest be used to reach out to local artists and interested parties to develop a theme and/logo for the court that celebrates South Hartsville.

To minimize construction costs, the selected site should have one (1) occupiable space that will be used as the Arts and Cultural Center. This space should be made available to local artists to practice their art, exhibit their crafts and meet with like-minded neighbors. The site could also serve as an annex campus for the Heritage Butler Foundation, and/or other groups including local colleges. Furthermore, artifacts and narratives of local significance can be stored and displayed at this facility, thus serving as the community historical chapter. Coordination with the City of Hartsville Museum and the Black Creek Arts Council should be explored to develop a community art outreach and exchange program.³⁶

3. Education/Rain Garden Demonstration Park (1) – A vacant or abandoned parcel can be converted into an urban oasis and demonstration project by installing a rain garden and minimal park features. Rain gardens look like regular gardens, but they are designed to manage stormwater runoff. During a rain event, rain gardens fill with water, which slowly filters into the ground rather than overload the stormwater management system, private properties and roads. Rain gardens filtrate approximately 30% more water than a patch of lawn. Rain gardens will also add beauty to the community and are a low maintenance solution for over-vegetation and problem locations.

³⁶ See <http://www.blackcreekarts.org/cms/>.

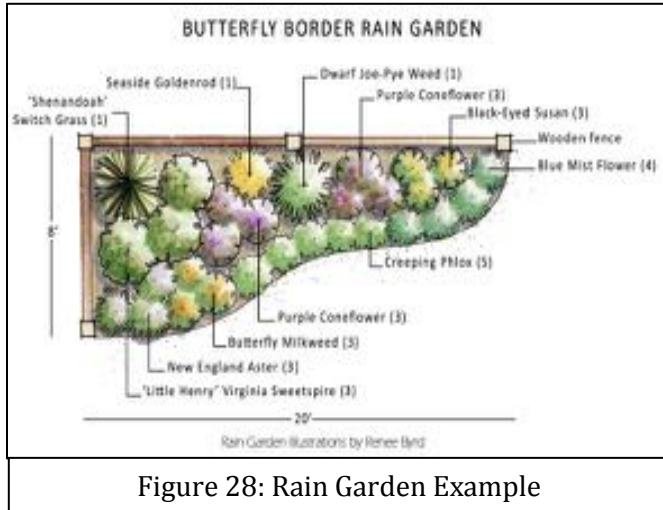


Figure 28: Rain Garden Example

The proposed site should be designed to also serve as a passive park with minimal park furniture, a walkway/trail along the perimeter and a water feature. The Rain Garden Demonstration Project will allow residents a first-hand experience with how a rain garden works, and ways to assimilate similar green infrastructure into their own landscape design. Local colleges, and/or other service organizations, can assist in creating the garden as well as advise property owners on choosing the right plant for the right location. The Clemson Extension has published a

comprehensive listing of recommended plants and shrubs that suitable for rain gardens in the Hartsville community.³⁷ This could build on the experiential knowledge gained in the rain garden project constructed near the Police Station in 2011.

4. Heritage Trail and Trailhead – The Identity and Participation Chapter of this plan proposes the development of a Heritage Trail and Trailhead. Exhibit 4: Proposed Recreational and Cultural Resources, provides a draft trail route. The trailhead could be located at Ninth Street and Marion Avenue. Directional signage could be created using the online program, Walk Your City at WalkYourCity.org. This online tool allows users to quickly and easier create trail markers and providing fun facts on how long it would get to another point along the trail. This online tool was developed in response to the incredible success of the Walk Raleigh project.

A historical marker commemorating the adjacent cemetery and the historical significance of the Ninth Street ditch should be erected at this location. The Heritage Trail will also link with the City’s existing Bicycle Route along streets Fifth, Sixth, and Washington.

Developed in conjunction with roadway and sidewalk improvement recommendations presented in the Mobility Chapter, the proposed Heritage Trail will link the recreational and cultural facilities located within the community as well to other amenities including the downtown area, Hartsville High School, YMCA, Centennial Park and Byerly Park. This site will be small, less than .25 acres and will contain basic amenities such as a park bench.

Due to the proximity to the open Ninth Street ditch, careful consideration to including other amenities should be made such as swings and slide equipment geared to target younger children. If public safety can be maintained, this site should include either a swing



Figure 29: Signage Example from Raleigh NC

³⁷ See http://www.clemson.edu/public/carolinaclear/cc_toolbox/tools_pubs.html#pubs_rg and http://media.clemson.edu/public/restoration/carolina%20clear/toolbox/publication_raingardenmanual_022709.pdf

seat and/or hopscotch court. Whenever additional resources with historic, recreational and/or cultural significance are identified, efforts should be made to expand the trail to include/link to the new resources.

A Streetscape Design Plan and Tree Inventory should be developed to increase the tree canopy along roadways, particularly the Heritage Trail route. Street trees will improve visual aesthetics, minimize speeders by visually narrowing the roadway, provide shade for walkers, joggers and bikers and reduce soil erosion. The Clemson Extension Program has an extensive listing of appropriate street trees. Careful attention should be made to the tree rooting system, space requirements, width and height before selecting the trees. Coordination with a professional tree specialist, Landscape Architect and City staff should be made to develop a streetscape guideline to ensure uniformity, and continuity along the roadway. The newly formed South Hartsville Garden Club should be responsible for leading the program and serve as a liaison between the community, city staff and the professional design team.

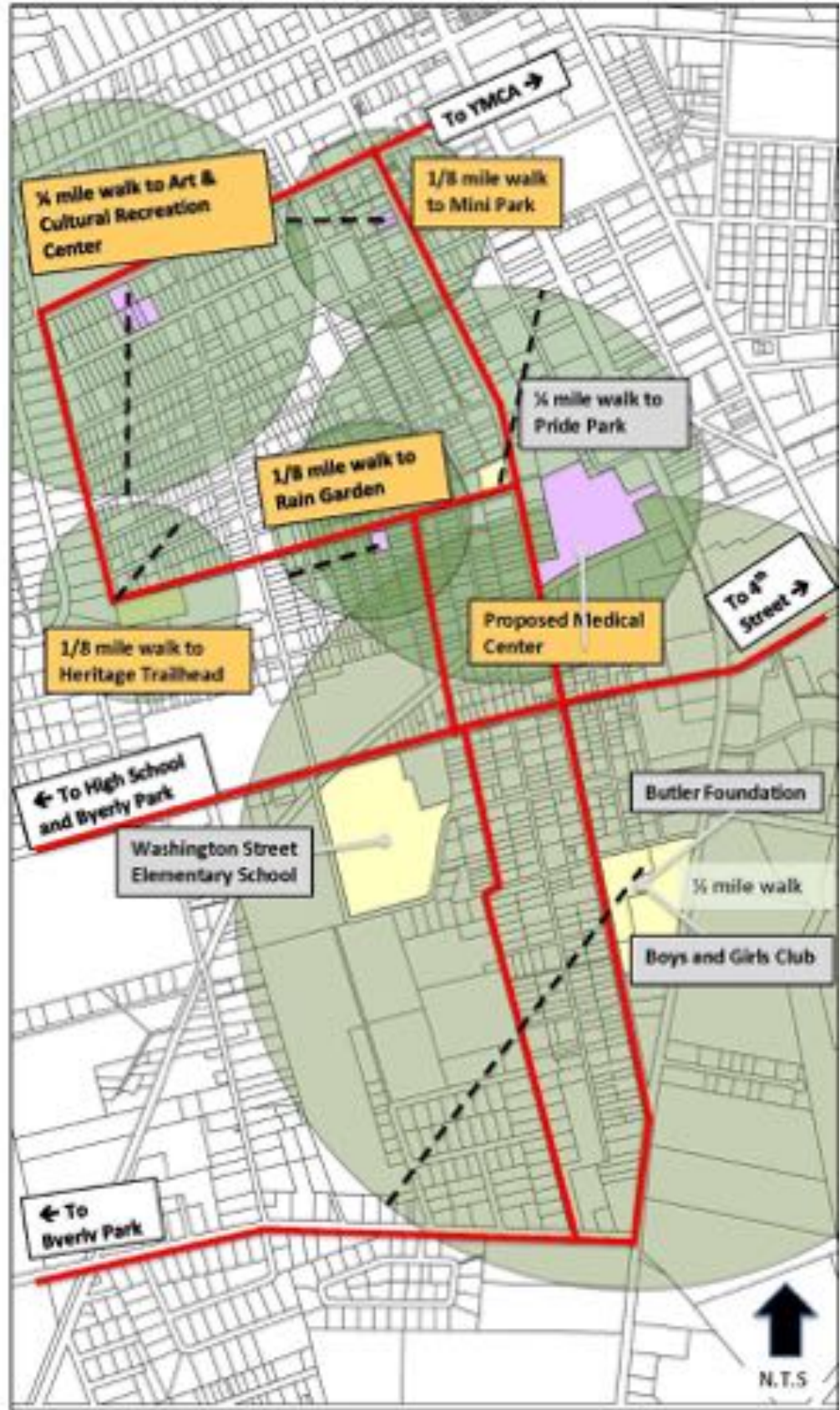
Table 9 – Proposed Recreational and Cultural Resources			
Name	Type	Amenities	Direct Sphere of Influence
Mini/Pocket Park	Active	<ul style="list-style-type: none"> - Swing and slide set - Fit-Trail Station(s) - Tables - Benches - Native vegetation - Shade Trees 	1/4 mile radius located in the northeast portion of the community.
Art and Cultural Recreation Center	Active Recreation Educational Art/Cultural	<ul style="list-style-type: none"> - Multi-sport Court - Benches - Tables - Fit-Trail Station(s) - Native Vegetation - Shade Tree 	1/2 mile radius; located in the northwest portion of the community.
Heritage Trail and Trailhead	Active Recreation	<ul style="list-style-type: none"> - Historical Markers - Benches - Fit-Trail Station(s) - Street Lighting - Street Trees 	Traverses throughout the community and provides crucial links to other amenities.
Rain Garden Demonstration Projects	Passive Recreation Educational	<ul style="list-style-type: none"> - Benches - Tables - Native Vegetation 	Citywide; Located along Marion Avenue

Exhibit 4 - Proposed Recreational and Cultural Resources

Developing an integrated system of mini-parks, arts and cultural recreational center, and a heritage trail will meet the diverse interests and needs of the community and enhance quality of life.

A more comprehensive listing of roadway and sidewalk improvements can be found in Exhibit 2 – Mobility Plan.

-  Proposed Heritage Trail
-  Proposed Facility
-  Existing Facility



Source: City of Hartsville Neighborhood Map, GIS DATA 2013

Minimize/Eliminate Flooding and Stormwater Management

The City of Hartsville, in conjunction with the South Carolina Department of Transportation (SCDOT), owns, operates and maintains a stormwater collection and conveyance system within its municipal boundary. Excess stormwater runoff not subjected to evaporation, transpiration or natural infiltration is collected and conveyed untreated to major outfalls through a typical system of catch basins, underground culverts and open swales/ditches. Starting in the southwest portion of the South Hartsville community, the Ninth Street ditch, an integral and probably the most prominent component of the stormwater system, is responsible for conveying stormwater run-off for a large area within the City. Starting in the southwest portion of the South Hartsville community, the Ninth Street ditch, an integral and probably the most prominent component of the stormwater system, is responsible for conveying stormwater run-off for a large area within the City.

The Ninth Street ditch was originally an irrigation system for low-lying agricultural fields. However, as the City developed and transitioned from agricultural to dense urban uses, the City no longer relied on agricultural lands and the irrigation system was rendered obsolete but the Ninth Street ditch was repurposed and used for stormwater management.

At present, there is no system-wide maintenance plan for the system, and improvements are done when funding is available. The City's Utility Crew regularly inspects and identifies needs or problem areas, and residents and property owners can report system failures. In recent years, no major improvements or upgrades to the stormwater management system have occurred within South Hartsville. The Ninth Street ditch was cleared and the ditch invert was re-established in September 2011 and again in June 2014, and the City's Utility Crew inspects and cleans storm drains using a vacuum/jet truck as warranted.

The City is currently in the process of digitizing the stormwater management system into a Geographic Information System (GIS) database and field crews are manually documenting the placement and location of system elements. GIS is a computer tool used for mapping and to store, manipulate, analyze and manage spatial and geographic data. Having a complete documentation of the stormwater management system will help the City identify system failures and develop effective long-term solutions.



This information will also be necessary for completing the MS4 permitting process and to conduct the Stormwater Master Plan. Attaining the regulated MS4 permit coverage and approving a Citywide Stormwater Master Plan should be the City's top priority. Adequate funding resources and legislative

support should be provided no later than FY2016. Recommendations from this study must be considerate of the environment, equity, and the provision of an acceptable level of service citywide.

This revitalization plan presents recommendations to improve stormwater runoff management through various natural and manmade activities that are aimed to work in tandem with services offered by the City and provide residents options on what they can do to minimizing flooding in their community and on private property. The City and residents should make every effort to make this a part of a coordinated grassroots effort.

This program is a four-prong approach and involves: (1) Evaluate the system, (2) Maintain the system, (3) Educate the users, and (4) Go Green in design. These recommendations are consistent with the Comprehensive Plan's goal of upgrading services provided by the City to make Hartsville a "Clean Community."³⁸

1. Evaluate – In the urban landscape, the processes of evapotranspiration and water retention in the soil are diminished, such that stormwater flows rapidly across the land surface and arrives at the stream channel in short, concentrated bursts of high discharge. This transformation of the hydrologic regime is a wholesale reorganization of the processes of runoff generation, and it occurs throughout the developed landscape. When combined with the introduction of pollutant sources that accompany urbanization (such as lawns, motor vehicles, domesticated animals, and industries), these changes in hydrology have led to water quality and habitat degradation in virtually all-urban streams.³⁹

The National Pollutant Discharge Elimination System (NPDES) permit program, managed by the South Carolina Department of Health and Environmental Control (DHEC), requires municipalities to obtain Municipal Separate Storm Sewer System (MS4S) coverage upon written notification. The MS4 permit includes coverage for systems that discharge stormwater runoff into Waters of the State (WoS). As a part of the MS4s program, municipalities are required to develop a Stormwater Master Plan which covers, public outreach, public participation, illicit discharge detection and elimination, construction site runoff control, post-construction site runoff control and pollution prevention/good housekeeping. The City is currently in the process of developing a Stormwater Management Master Plan.

2. Maintain – Based on visual observation following a storm event on September 8, 2014, where total rainfall was recorded at 4.84 inches with intensities reaching 5.3 inches per hour, existing open channels and swales were overwhelmed and may be too shallow to properly handle the stormwater runoff from impervious surfaces such as rooftops and driveways. Furthermore, water flow within the open swales and ditches was slow or stagnant and produced insufficient energy to maintain channel depth and move sediment. This caused blockages along the channel system. If residents and the City conduct a concerted system-wide effort, simple maintenance efforts will have a lasting impact on the channeling

³⁸ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, p32.

³⁹ National Research Council, Urban Stormwater Management in the United States, The National Academies Press, Washington DC, December 2008

of stormwater overflow during a rain event. At a minimum, these activities should be conducted annually:⁴⁰

- Regular maintenance and clearing of drainage grates of leaves, vegetation and debris. Debris and other obstructions can significantly reduce or impede water flow causing overflow and flooding,
- Regularly inspect embankment of ditches for slope erosion,
- Vegetated Open Channels – Regular inspection of the Ninth Street ditch should be conducted to inspect embankments and replant areas of bare soil or sparse growth, remove obstructions, accumulated sediments, woody vegetation, and debris,
- Remove any obstructions to flow, repair erosion damage at inlets and outlets,
- Remove sediment, vegetation and debris from the bottom of the basin and grates, and clear traps (whenever applicable),
- Make sure debris and lawn cuttings are not placed on or directly adjacent to culverts, ditches or grates or do not impede stormwater runoff flow,
- Landscaping and field crew members should be educated to know the signs when part of the system is under duress and who to report to when flooding, sediment buildup or blockage is evident, and
- Improve demolition practices of abandoned and dilapidated homes by requiring the removal of all construction rubble and debris, including the foundation, and restore permeability of the soils after compaction through adding a layer of topsoil or establishing a native ground covering.⁴¹



Figure 31: Street Flooding during September 8, 2014 Storm event.

Illegal dumping can be observed at various locations within the South Hartsville community. Illegal dumping is the unlawful disposal of household, commercial and industrial wastes such as old appliances, used tires or litter on vacant lots, utility right-of-ways, stormwater ditches and canals or any location normally unsupervised. The City of Hartsville currently provides residential garbage, recycling and seasonal yard debris pickup. Residents are required to call and arrange for the removal of ‘special items’ such as electronics waste and household appliances. A special fee applies and pricing information is provided on a case-by-case basis. The City should establish a trash collection program that is easy, free and more convenient for residents to dispose of special and large items. This would help residents, particularly low-income households, the elderly, and households without a vehicle to transport goods to recycling centers. Recommendations include:

- Free Residential Pickup Days provide special/additional residential refuse pickups on an annual or bi-annual basis at no additional charge to the resident.

⁴⁰ 40 New Jersey Stormwater Best Management Practices Manual, February 2004, <http://www.state.nj.us/dep/watershedmgt/bmpmanualfeb2004.htm> .

⁴¹ US EPA , National Service Center for Environmental Publication, Land Revitalization Fact Sheet: Improving Demolition Practices, available at: http://www.epa.gov/landrevitalization/download/fs_demolition_practices.pdf .

- Free refuse pickup and disposal for community clean up events
- Landscaping and beautification programs help to deter illegal dumping on vacant and abandoned properties.
- Surveillance cameras can be mounted near illegal dumping hot spots such as the Ninth Street ditch to serve as a deterrent and assist in enforcement by recording the identity of the illegal activity. Careful attention should be made when placing the camera to make sure the cameras are pointing directly at the ditch and do not negatively impact the privacy of the surrounding community, passing cars or pedestrians. Since the ditch is located in a residential community, the city should meet with and discuss the program with residents and property owners located within close proximity.
- Reward program awarding residents a pre-determined reward for providing information that leads to a citation can effectively reduce illegal dumping.
- Maintenance efforts should be conducted in conjunction with other projects and major roadway improvement projects, such as milling and resurfacing improvements, constructing new sidewalks and driveways, and major home improvements.

3. Educate – As discussed in the previous section, the responsibility to maintain an effective stormwater management system does not lie solely with the City. The residents of the City should practice proper stormwater management care. A clear and easy to understand education program, “Ditches, Swales and Grates, How To Keep Them Clean, Clear And Working”, should be developed to provide tips and recommendations tailored specifically for the City’s system and disseminated to the public. The purpose of the education program should be to educate and raise the community’s awareness that their property is a part of the City’s Stormwater Management System and how to identify and maintain features, which play a crucial role in proper water flow and storage. Additionally, training programs should be offered for free to interested residents and business and property owners throughout the year.

At a minimum, information regarding the following topics that should be provided includes:

- Proper way to dispose of hazardous materials such as motor oil, antifreeze and fertilizers, debris, cooking grease etc.,
- Alternative ways to dispose of yard clippings, branches and leaves by turning it into mulch for flowerbeds and rain gardens,
- Understanding property owner’s responsibility and the proper way to maintain a drainage ditch located on private property,
- Who to report flooding in a City/County/State drainage feature,
- How to use SeeClickFix to report flooding or drainage blockage or flooding in a City/County/State drainage feature. An outreach campaign should be conducted to educate the public how to use it and track work orders,
- Set up barriers to prevent lawn mulch, decorative stones and/or soil from being washed into drainage basins,
- Raise awareness of the assistance and resources available through the Carolina Clear Program, The Carolina Clear program has a variety of tools, outreach materials and educational videos that are readily available for public consumption. A link to this program should be provided on the City’s website, and



Figure 32: Sample education booklet from Philadelphia, PA

- As a part of the education program, students from local schools, colleges and universities would help to design and construct desired stormwater features and facilities. This component can be used as a part of the Youth Programs discussed in future section, Improve Access to Essential Neighborhood and Social Betterment Services.

4. Go Green – According to the US Environmental Protection Agency, Green infrastructure refers to stormwater controls that mimic the natural hydrologic cycle by capturing, treating and/or using stormwater runoff from public and private properties. Green Infrastructure can easily be integrated into existing developments, redevelopment and new construction. Efforts to implement green infrastructure ranges from complex connected systems to simple solutions. It is anticipated that part of the results from the recommended Stormwater Management Study would include utilizing Green Infrastructure principles. In the interim, residents and the City can implement green infrastructure on a smaller scale by promoting rain gardens, using permeable materials where feasible, encouraging rainwater harvesting, and planting native vegetation, and shade trees.

Stormwater management uses have also become more popular in urban redevelopment. Drainage improvements to accommodate runoff may be necessary to reduce any impediments to development and make the areas within South Hartsville more attractive. Stormwater management can reduce or eliminate flooding from runoff or sedimentation, reduce or eliminate standing water and recycle rainwater. Permeable pavement, rain barrels, curbs and gutter elimination, inlet protection devices, and xeriscaping are examples of low impact development techniques used in urban settings. Green infrastructure can also be viewed as neighborhood amenities. Residential rain gardens, tree box filters, stormwater planters and vegetated filter strips are all examples of use of green infrastructure and stormwater management practices in neighborhood revitalization.

- **Rain Garden**

There are several areas located within South Hartsville that experience heavy flooding. One of which is a three-block area bounded by Marion Avenue to the north, Butler Street to the East, Lincoln Avenue to the south and Eighth Street to the west. As discussed in the previous section a Rain Garden Demonstration Project is recommended in this area. This pilot program is intended to illustrate that simple changes can help minimize floodwaters. It is anticipated the demonstration project will be located on an vacant parcel and examples of tree placement, native vegetation and recommended materials will be installed to educate property owners how to implement a backyard rain garden.

- **Rainwater Harvesting**

Using rain barrels and cisterns to harvest rainwater for reuse would help to decrease stormwater runoff. Property owners should be made aware of the benefits of rainwater harvesting. Harvested rainwater from roof downspouts or rainwater capturing can be used as “soft water” for non-potable water applications such as watering gardens, compost, or toilet flushing. This alternative will also ease the demand on the City’s potable water supply and decrease the volume in the stormwater system.

Safe Communities

Youth Programs

Residents expressed a need for preventative programs that target the younger generation. These programs should focus on training for life skills, encouraging excellence in academia, and preparing them for a prosperous career in the future. According to *“The Impacts of Education on Crime, Health and Mortality and Civic Participation,”*⁴² the effects of education and education-based initiatives can reduce crime rates, improve health, lower mortality rates, and increase high school completion rates. The South Hartsville community will gain from access to expanded after-school and youth-based programs, early childhood learning opportunities, and opportunities for active recreation.

- Expand and Support After-School Youth Programs – The Boys and Girls Club has a new computer center and offers an after-school program. This program should be supported and opportunities for expansion at this location and in satellite sites within the community should be explored. Given the proportion of youth in the community (see population pyramid in Background Chapter) additional programming is warranted.
- Support programs offered by the Butler Heritage Foundation,
- Promote anti-bullying and anti-violence programs, and
- Develop programs in collaboration with churches, social organizations and residents.

Building Trust between the Community and Law Enforcement

The City of Hartsville’s Police Department practices community-based policing, provides technical assistance to conduct security assessments, deploys a Community Action Team that targets criminal activity hotspots, and hosts a Victim Services Division. On October 21, 2014, the Hartsville Police Department hosted the final community meeting for the STAND Program. The Program, which stands for “Stop and Take A New Direction”, is a federal/local program intended to identify alternatives to incarceration when addressing drugs, guns and gang issues. Lower-tier suspects are given the opportunity to lessen charges if they are willing to commit to various services and training.

Re-establishing relationships and partnerships between residents and Law Enforcement would help to lower criminal activity, solve crimes and increase trust in the police. Trust is built when citizens feel that the police department listens and appropriately responds to their valid concerns and opinions. If they feel included through collaboration, though, they will gain a broader appreciation of police work and gain insight into, and consequently trust of, law enforcement.⁴³

⁴² See http://economics.uwo.ca/cibc/cibc_docs/policybrief3.pdf

⁴³ Delattre, E. *Character and Cops: Ethics in Policing*, Fifth Edition. Washington, D.C.: American Enterprise Institute Press, 2006. www.aei.org/docLib/9780844742175.pdf

- Bike Patrols - Bike patrols are a proven and effective form of law enforcement. Bike patrols increase human interaction with the community, and allow residents and the police force to interact on a human level, leading to collaborative work on building a safer South Hartsville. Bike patrols are also cheaper to operate than police cars. It is not anticipated that a special unit would need to be formed with appropriate training. Police officers can be rotated to provide regular bike surveillance within the community.
- Law Enforcement Career Exploring – A training program for young adults ages 14 to 21 years old with an interest in careers in law enforcement.
- Police Youth Academy –The Youth Academy is a three-week summer day camp for young women and men (6th-9th grade students).
- Citizens Police Academy/Ride Along Program – A program designed for citizens interested in learning about their neighborhood police department.
- Use an AllPointsBulletin Service to quickly disseminate emergency alerts to residents via phone text and/or email.

Neighborhood Organizing

Improving communication with the community is an important way to encourage participation and involvement. People may simply be unaware of opportunities to be involved in the community, or may not know how to become involved. The South Hartsville community has a lot of support from various organizations and individuals all working towards a common goal of a brighter future. This may make the task of becoming active with local issues confusing. Residents should establish a formal community-based group to serve as a forum for residents and a vehicle for coordinating work of other social, civic and religious based organizations with initiatives in the neighborhood. A neighborhood newsletter that reports community related information and project updates should be distributed on a regular basis, as well as, an annual 'State of South Hartsville' meeting (see Identity and Participation Chapter and Implementation Chapter for more discussion on this point). An additional idea is a Speaker Series covering a variety of topics and delivering information on services and programs available.

Improve Access to Healthy Living Services

Given the growing elderly population, proportion of low income households, and percentage of households without vehicles, access to health care is a major concern. A major medical facility nearby is the Carolina Pines Regional Medical Center.⁴⁴ This facility is located approximately two (2) miles from South Hartsville. There is also a health clinic run by the South Carolina Department of Health and Human Services on Camden Avenue that provides WIC counseling, well-baby services and immunizations, and family planning services, and a Free Medical Clinic (an interdenominational Christian ministry) at 500 West Carolina Avenue provides basic services to 19-64 year olds who are not eligible for Medicaid and do not have health insurance.⁴⁵ This clinic does not provide well-baby services, nor meet health needs for those over 64 years. A study should be conducted to assess the need for a more accessible location for medical services including: pediatrician and immunizations, general practice

⁴⁴ See <http://www.cprmc.com/>.

⁴⁵ See <http://www.freemedicalclinicdc.org/index.html>

physician, dental services, physical therapy, mental illnesses (in coordination with the South Carolina Department of Mental Health), drug addiction counseling, chiropractor, pain management, and vision/eyecare. Locations along Sixth Street or Fifth Street could be explored, even if the best model is for a part-time facility closer to local residents. In addition, the adequacy of elderly services should be reviewed. Finally, in coordination with community gardens (see Housing Chapter) a Farmer’s Market could be located in the community on a regular basis to bring fresh food to residents.

Pedestrian and Bicycle Safety

Properly placed physical features can help to eliminate hiding places and maximize the ability to see what is occurring in a given space. Individuals are less likely to participate in illicit activities in areas where they feel exposed. If suspicious activity is committed it is easier to observe, witness and report the activity to the police with greater detail. As discussed in the Housing section of this report, crime prevention can occur without community policing through using various design techniques such as access control, visual sight distance and lighting, to name a few. The following provides a few options to improve visual integrity and public safety:

- **Conduct a Lighting Inventory Study** – Proper lighting provides added protection to walkers at night. Not only will they be able to see where they are going, but also passing vehicles will be able to see them before it is too late. A properly lit street gives travelers an early alert to potential dangerous individuals or situations (a person hiding, a physical barrier, a pothole or cracked sidewalk, etc.). Lighting should be angled to avoid casting a glare or causing disturbance to adjacent homes, and allow walkers to recognize others from a minimum of 25’ away.
- **Marked Crosswalks** - A clearly defined walking zone helps to alert drivers they are entering a zone where pedestrians and bicyclist has priority and they will have to reduce speed. There are no notable crosswalks within the study area. Residents should work with staff to identify priority locations that should have crosswalks, such as at the entryway to Pride Park on Sixth Street. The community should sponsor a public art contest, seeking quality graphic designs for key crosswalk locations including the priority crosswalk locations identified in the Mobility Chapter.
- **Property Pride Fix-Up Day**- As described in the Housing Chapter, property cleanup and clearing activities will consist of focusing efforts on areas that present the most risk of personal safety, particularly to children walking to and from school. Such work should be coordinated with the City’s Public Service Department to schedule a yard debris pickup or the community may choose to acquire to rent a wood chipper. Branches can be made into tree mulch for gardens.
- **Native vegetative landscaping** – To provide clear and unobstructed views, shrubs on private property should be no higher than 36” high and trees up 7’ from the ground. A recommended list of preferred vegetation suitable for the soils of the area should be developed and available for the public. The Clemson Cooperative Extension provides a list of Landscape plants, lawns, vegetables, fruit and nuts that are suitable for the Hartsville area.



Figure 33: Example of Art inspired Crosswalk

- **Plant-A-Tree Program** – Street trees can provide a wide variety of benefits, particularly, minimize topsoil erosion, provide shade, reduce stormwater runoff, and help with traffic calming efforts. A tree inventory study should be conducted to determine how best to rid the community of invasive plants and trees that present challenges to public safety. Coordination with Trees for Tomorrow, the City’s forestry program, should be conducted to determine the most feasible approach.

Increase Transparency and Access to Government Information

Government should be transparent. It is what promotes trust and generates public participation. Residents should be able to access information about what decisions are being made and how funds are being spent. A variety of communication tools should be used to ensure city-related information and project updates are readily accessible to interested parties, residents and business owners. This point is also addressed in the Identity and Participation Chapter, but additional possibilities to consider include:

- HartsvilleOnDemand – City government access television station, Time Warner Carolinas cable television or on the city website. Programs may be archived on the city website.
- Pop-Up City Hall – City staff will go out into the community and bring services directly to residents, and property and business owners. Boston is currently testing this approach has with overwhelming success. <http://popupcity.net/bostons-city-hall-on-wheels/>.
- Citizens Academy – A program designed for local residents and individuals interested in learning about the government process.
- Provide citywide free broadband access.

Chapter 6. Economic Vitality

INTRODUCTION

Another focus area related to overall quality of life is that of Economic Vitality. For a community to prosper, residents need jobs and access to goods and services. **The City has seen investment in the downtown area with many associated benefits; neighborhood level and locally owned businesses can complement this downtown development and make a contribution to a strong, flourishing community.** From residents we heard those living in South Hartsville are in need of more job opportunities (especially young males) and S. Sixth Street offers far fewer retail services than in the past. Residents noted the closest businesses for basic goods are the Piggly-Wiggly on S. Fifth Street and the Walmart in Hartsville Crossing off S. Fourth Street—both of which are not easy for walkers to get to and from carrying purchases (see Map 3: Key Destinations in Background Chapter). Another concern raised by residents was that of undesired uses, such as liquor stores, coming to the neighborhood.

Through observations we noted there are a high number of vacant commercial/retail establishments along both S. Sixth and S. Fifth Streets, and Map 2 (see Background Chapter) illustrates the amount of vacant land along these mixed-use corridors. One very large vacant property that was recently sold is the former Food Lion Shopping Center was located, a property with access from both S. Sixth and S. Fifth Streets. Its redevelopment could bring services closer to South Hartsville residents.

Census figures confirm a relatively high percentage of unemployed—residents actively looking and unable to find employment. The ACS 5 year 2008-2012 figure reported unemployment at 23% for South Hartsville versus 13.7% citywide, and 10.9% statewide (see Table 6). The educational attainment figures of Table 7 are also relevant to employment. **With 37.7% of South Hartsville residents with less than a high school education, improving educational outcomes should be a priority as employment prospects are correlated to level of education.**

The City's current Comprehensive Plan, *Hartsville 2020: A Comprehensive Plan for the City of Hartsville*, sets the tone for economic development this way:

First, a thriving community has to be safe, clean and well managed. A thriving community must be one in which all of its citizens are respected and have the opportunity to participate in the benefits of the results of planned economic-development growth. A thriving community must also be one that ensures a strong educational system. A thriving community is one that provides a wealth of opportunities for its citizens to be engaged in the continual job of building that thriving community (emphasis added).⁴⁶

The Comprehensive Plan sets out clear goals and objectives to encourage business development in downtown and on the corridors outside the defined City Center, including Goal 3, Objective

⁴⁶ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, p.51.

3.7 in the Economic Development Chapter and Goal 2 of the Land Use Chapter.⁴⁷ **A strategy for neighborhood oriented business development along S. Sixth and S. Fifth Streets in South Hartsville is consistent with these Chapters of the adopted Comprehensive Plan.**

The conditions along S. Sixth and S. Fifth Streets mirror conditions in many other small towns where in the past decades small “mom and pop” shops have closed down as competition from larger one-stop centers arrived. In addition, the decline in population experienced by South Hartsville (as noted earlier during 1990 – 2010 the area experienced a 37% decline in population- See Appendix) has decreased the customer base for small businesses in the area. **The combination of observations, data, and resident concerns lead to two major objectives for economic vitality in South Hartsville:**

- (1) **Create New Businesses, and**
- (2) **Increase Access to Existing and Emerging Job Opportunities.**

CREATE NEW BUSINESSES

New businesses can improve the quality of life for residents by serving the consumer needs of residents, expanding local job opportunities for both youth and adults, and offering the livelihood option of being an independent business owner. The R-2 zoning of the majority of South Hartsville allows Home Occupations by-right. Small set-ups (less than 25% of the total floor area) that have no more than one assistant can operate within the homes of the neighborhood. This could include businesses such as: tailor, accountant, photographer, art or music instruction, medical billing, and travel consultant, for example. The B-2/B-3 zoning along S. Sixth and S. Fifth Streets is considered a Neighborhood Business zone, and permits a wider range of businesses including the more intensive uses of (for example) automobile repairs, restaurants (including drive-throughs), banks, laundromats, dry-cleaners, nail and spa services, general retail, appliance store, service stations, and adult entertainment businesses. Business owners could also combine a business with a residence in the B-2/B-3 zones. Such live-work options provide small business owners with flexibility and affordability.

The establishment of new commercial and retail operations in these business areas relies on the following basic factors:

- a sufficient customer base within the service area;
- access to capital;
- qualified employees (related to educational obtainment);
- location that protects investment; and
- business friendly city policies.

Customer Base

Depending on the nature of the business, customers can both be those that come with intention to an operation and those that stop in when they are in the area for another purpose. A big difference

⁴⁷ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, pp. 55 & 63.

between S. Sixth and S. Fifth Streets is the level of daily traffic. The SCDOT reports traffic counts including a figure for vehicles known as the Annual Average Daily Trips (AADT). For the year 2013, S. Sixth Street (measured between Marion and Pleasant Lane) had an AADT of 3,300, while the five lane S. Fifth vehicle trips were in the range of 14,400 AADT (measured between W. Camden and Chesterfield).⁴⁸ Clearly the higher volume along S. Fifth Street increases the likelihood of businesses getting pass-by customers. This is an indicator for the types of businesses that might locate on each of these commercial corridors but does not mean business cannot succeed on S. Sixth Street. Businesses can survive with intentional trips and lower pass-by counts, but these are more likely to be smaller or specialty type operations, as distinct from fast food restaurants, for example. Another factor to assess is the location of direct competition – mapping the service area of proposed businesses and existing competition is important to estimating the amount of market capture a business could reasonably project. Additionally, getting private investment in South Hartsville can be supported through the neighborhood rebranding efforts outlined in the Identity and Participation Chapter of this report. **The positive reinforced identity, street enhancements (see below and Mobility Chapter), and consistent signage are elements of Main Street revitalizations that can also be effective in neighborhood business districts.**

As noted above, a second concern for having enough customers is the documented drop in population in South Hartsville since 1990. **Fewer households translates into a smaller customer base, which means less businesses can be supported.** Related to this concern is the plan to continue demolishing condemned buildings in the area. A healthy business climate will rely on a reuse plan for the empty lots being created in South Hartsville. **Continued demolition without reconstruction does not bode well for profitable and diverse neighborhood retail outlets.** The Housing Chapter addresses this concern with recommendations for rebuilding on these lots.

Another characteristic of South Hartsville relevant to a neighborhood business customer base is the larger number of households without access to a vehicle. As noted earlier in Table 4, 35% of all households do not own a vehicle, while 45% of renter households alone are without a vehicle. **Given the lack of mass transit in the area, this means many are looking for goods and services within a walking distance – generally estimated to be a five minute walk or roughly a ¼ mile.** Measuring from the center of South Hartsville, the closest grocery store and drug store exceed this distance (see Map 3 Background Chapter).

Walk Score is a commercial software program that rates the “walkability” of neighborhoods by evaluating travel distance for residents to basic services and goods – grocery store, drugstore, banks, restaurants, coffee shops, parks, schools, and entertainment (see www.walkscore.com). For the interior portions of South Hartsville the score is very low – 33-36 a score which falls in the category of “*Car Dependent – most errands require a car.*” This score indicates those South Hartsville residents without a car must walk further than ¼ mile to complete basic shopping. Figure 34 below is taken from Walk Score and indicates the area a resident from Marion Avenue can travel in a 15 minute walking period.

⁴⁸ See SCDOT data at:

<http://scdot.maps.arcgis.com/apps/OnePane/basicviewer/index.html?appid=d3a7078374ac4f28a201b7ce3b03eb8c>

This map indicates Walmart, a common destination, is more than a one-way 15 minute pedestrian trip. **Considering one would be carrying packages this is a long way to travel and prohibitive for some with health issues.** Businesses along S. Sixth Street would better serve this population, but as previously noted, will also need an adequate number of households in the service area, and a viable capture rate via the competition. Clearly economic vitality of the neighborhood is connected to a stable or increasing residential population and improved ways for residents to travel. **A successful neighborhood revitalization strategy requires coordinated attention to housing, transportation, and economic development.**

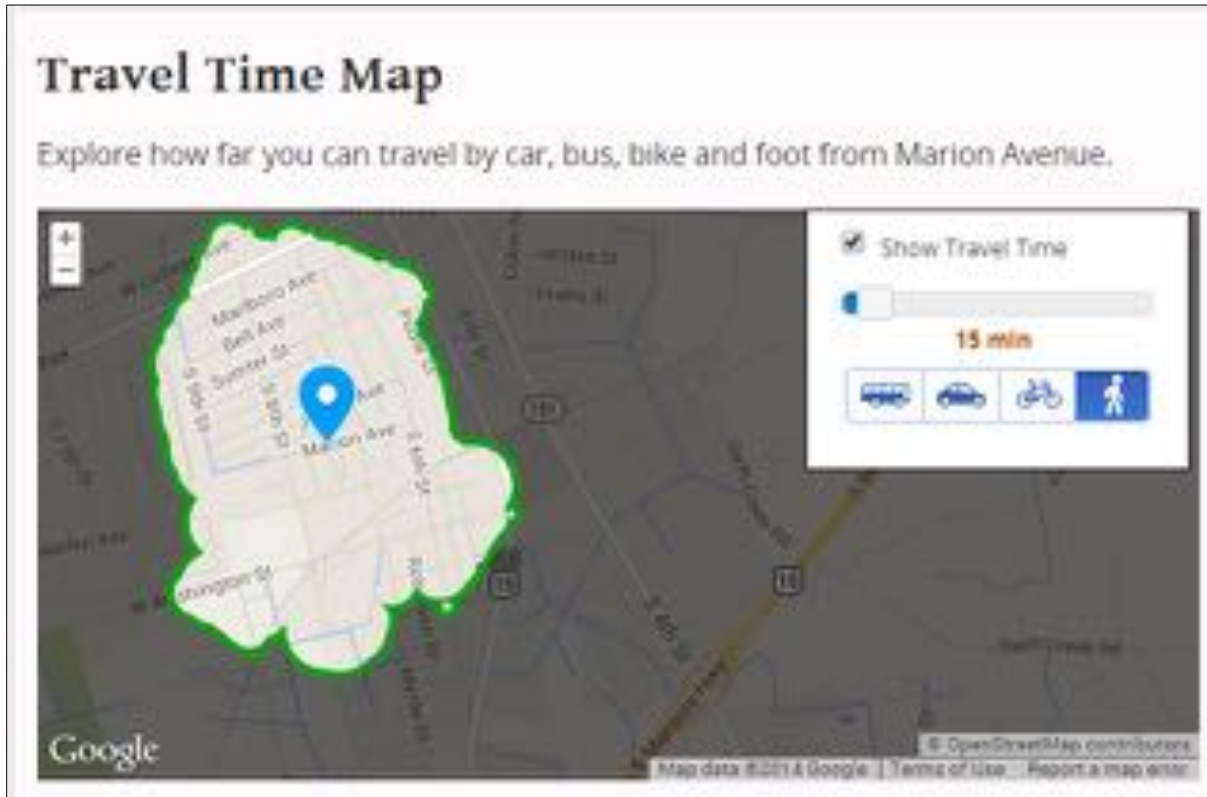


Figure 34: Fifteen Minute Travel Time from Marion Avenue. (Source: www.walkscore.com, accessed October 4, 2014.)

Access to Capital

Starting a small business requires capital and favorable financing. A recent (2014) Research Brief published by the Small Business Administration, noted capital access was particularly problematic for women and minorities, as empirical evidence shows higher denial rates—even when controlling for business credit scores, wealth, and revenue stream.⁴⁹ A recommendation to support small business growth in South Hartsville is to develop a targeted loan program through area banks, as part of the

⁴⁹ See: <http://www.sba.gov/sites/default/files/Issue%20Brief%203%20Access%20to%20Capital.pdf>

banks' Community Reinvestment Act obligations. Passed in 1977, the "*Community Reinvestment Act is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods, consistent with safe and sound operations.*"⁵⁰ Federal regulating agencies rate the performance of banks from Outstanding to Substantial Noncompliance based on the types and quantities of loans, investments, and services the bank provides to the low- and moderate-income communities within its service area. The federal regulators' reviews of the banks' performances, known as a CRA Performance Evaluation (PE), are publically available at the regulators' websites. Data is provided on small business loan activity; mortgage lending activity; and a variety of community development activities.

Table 10: Banks with Hartsville Branches – CRA Performance Ratings

Bank	FDIC #	Branch Address	Deposits	Deposits as % of Listed Banks Total	CRA Performance Evaluation Rating * (Year)
Bank of America, NA	3510	825 S. Fifth Street	60,492,000	19%	Outstanding (2009)
Carolina Bank & Trust	16723	1150 S. Fourth Street	566,000	15%	Satisfactory (2014)
		525 S. Fifth Street 1042 N. Fifth Street (in retail)	47,597,000 0		
First Citizens Bank & Trust	15504	130 S. Fifth Street	72,498,000	23%	Outstanding (2013)
Heritage Community Bank	35076	206 S. Fifth Street	50,005,000	16%	Satisfactory (2012)
Mutual Savings Bank	2999	330 W. Carolina Avenue	24,666,000	8%	Satisfactory (2012)
Wells Fargo Bank	3511	104 N. Fifth Street	58,497,000	19%	Outstanding (2008)

Source: www2.fdic.gov; Get data by choosing FDIC Institution Directory, then FIND BANK function, then chose latest financial information, and finally Summary of Deposits; Accessed October 6, 2014. *The Performance Evaluation is related to the size of the institution and specific criteria that may include: the loan-to-deposit ratio, geographic distribution and borrower types for small business loans, mortgage loans, and community development activity and services; see <http://www.ffiec.gov/cra/ratings.htm>.

The small business loan data is reported at an aggregated level, so it is not possible to assess neighborhood level performance. Table 10 summarizes information on the CRA performance ratings for the six banks with offices in Hartsville. The ratings of the large multi-state banks (Bank of America and Wells Fargo) is based on a sampling of their widespread activity—not just their record in South Carolina. It is recommended that these banks be asked to establish a loan pool for small business development in the South Hartsville neighborhood.

Qualified Employees

⁵⁰ See: http://www.federalreserve.gov/communitydev/cra_about.htm.

As mentioned earlier, educational attainment correlates to income earning potential. In this way, economic development is directly tied to educational policy and reform. **It is critical to create educational pathways for all residents, with attention to the needs of those most left behind, including GED and technical training.**

Location to Protect Investment

Another ingredient essential for neighborhood business success is to have a location with quality public services. Business owners must protect their investment—that is, for financing to work owners must be able to receive loan funds and/or recoup the value they put into any improvements. Such value is related to the surrounding conditions and maintenance of public services such as public safety, water, sewer, roadways, stormwater, and the aesthetics of surrounding public space. The City of Hartsville has seen this work in the downtown district where a coordinated Main Street initiative has established an aesthetically pleasing environment, developed promotion and programming for the district, and provided assistance for small business owners. Some simple improvements along S. Sixth Street would have the same effect of leveraging public investment to spur private investment. In particular physical improvements such as street trees through the Trees for Tomorrow program or strategically located “parklets” which can also function as rain gardens to help with stormwater (similar to the green spaces called for along S. Fifth Street in the Comprehensive Plan—but even more important in this location given the amount of households that rely on walking)⁵¹, unified and neighborhood identifying signage, and infrastructure upgrades should be pursued. One concern is the street flooding witnessed by the CPAT team during the site visit. While this was an extreme event, in general, street flooding is not conducive to business investment. The City should work with residents, neighborhood leaders, organized groups, and the state legislative delegation to have SCDOT address the needed upgrades and/or maintenance for the stormwater system to function appropriately. Routine or even periodic flooding is a disincentive to investment and can decrease customer traffic as well (see the Services Chapter for more specifics).

Also connected to establishing a desirable location for investment, is the work at the Butler Campus. The renovations that have been completed have put life back into this area and improved the image of the area. **Completing development at this site will be important to maintain the momentum begun with its turn around.** The Butler Campus serves as a foundation for South Hartsville’s revitalization so its success is tied to the success of general economic development in the neighborhood.

Business success is also related to the types of adjacent and near-by businesses in the area. Residents expressed a desire to keep liquor stores out of the neighborhood. Under the current zoning of S. Sixth and S. Fifth Streets (B-2/B-3), liquor stores and adult entertainment businesses are permitted. Liquor stores, however, are limited by the requirement that they be spaced 500 feet from churches and schools.⁵² Currently the number of churches along S. Sixth Street would severely limit the locations a liquor store could go. However, it should be realized that if some of these churches were to close, the number of viable locations could increase. The Clemson Study referenced the possibility of rezoning a

⁵¹ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, p. 20.

⁵² See <https://library.municode.com/index.aspx?clientId=12381>; Sec. 6. B-2/B-3 (business) zone subsection b.24.

portion of S. Sixth Street to the P-1 Professional Offices zone. This zone permits personal service operations (tailor, gift shops, medical and dental services) and offices such as lawyers, insurance agencies, payroll operations, for example. P-1 allows some small scale retail including restaurants (less than 3,000 sq. ft.), barber and beauty shops, and florists. The minimum lot size is the same as the B-2/B-3 zones (5,000). The community working with the City's planning department and property owners, may want to do a more intensive review of the S. Sixth Corridor with the intent of determining if P-1 for a portion (or entirety) of the street would be appropriate given the implications for existing uses, allowed uses, and grandfathering issues.

The second category of less desirable uses – Adult Businesses—are permitted in Hartsville only in the B-2/B-3 and M-1/M-2 zones. They are further restricted through stipulations in the City Ordinances on Businesses, Chapter 14 , requiring a distance of at least 1,500 feet from any church, school, park, nursing home, childcare facility or public library.⁵³ With current uses, this would be highly restrictive along S. Sixth Street and the west side of S. Fifth Street. A rezoning to P-1 would also prohibit these uses. **While no immediacy on a rezoning to P-1 may be apparent, when an application for a less compatible use has been filed it is too late to change the zoning designation.**

City Policies

In order to encourage economic development in certain locations and of a certain size threshold, the City has adopted an Economic Development Incentive Program ordinance. As currently structured this ordinance permits the City Council to negotiate with developers proposing a sizeable investment (a minimum of 1 million dollars) for development or redevelopment on a parcel within the mapped economic incentive zone. The zone includes the downtown area and the business zoned areas with frontage along the corridors of S. Sixth, S. Fifth and S. Fourth Streets. Under the terms of the April 2014 ordinance, #4150, such items as water tap fees, building permit fees, business license fees, and other incentives, can be negotiated in order to make the proposal cost effective for the developer and an asset to the City.⁵⁴

As described above, commercial and retail development along S. Sixth Street may take the form of small businesses – the types of proposals that may not meet the 1 million dollar threshold. **Given the benefits of neighborhood commercial, a Neighborhood Economic Development Incentive program could be added to the current ordinance widening the applicability of negotiated economic incentives to smaller businesses in targeted areas.** Looking in particular at the S. Sixth corridor, a Neighborhood Economic Development incentive zone could be less than the entire B-2 zoning, perhaps excluding some of the more predominately residential areas with the thought of creating a village-type node. This Neighborhood Business Economic Development incentive zone could also include a portion of S. Fifth. Such an approach does not eliminate the current incentives – they would stay in place, encouraging larger investments on adequate parcels –but this modification would apply to the smaller businesses that are suitable for the majority of the lots in this area. An appropriate threshold for Neighborhood

⁵³ See <https://library.municode.com/index.aspx?clientId=12381> Chapter 14, Section VIII, Sexually Oriented Businesses.

⁵⁴ See <http://hartsvillesc.gov/wp-content/uploads/2014/04/Ordinance4150.pdf> .

Business would need to be determined, in conjunction with property owners, the Planning Department, community members, City Councilors, and other stakeholders.

One of the primary economic development recommendations of the 2008 adopted plan, *Hartsville 2020: A Comprehensive Plan for the City of Hartsville*, was for the creation of an Economic Development staff position.⁵⁵ To date, the City has not created this position, but if it were to be created, responsibility for implementing neighborhood business actions with a focus on South Hartsville could be part of the job responsibilities. Creating a set of explicit objectives (e.g. creation of 3 new businesses along S. Sixth Street in next 2-3 years) can concentrate and motivate activity.

Entrepreneurship & Financial Literacy Classes

In order to support new business development the City should extend and combine existing entrepreneurship programs, with the objective of connecting to South Hartsville, and targeting business development along S. Sixth or business creation by residents of South Hartsville. The City of Hartsville has a variety of economic development programs and strategies in place. **In some cases, this neighborhood revitalization strategy is less about reinventing the wheel and more about how to elevate awareness of and access to existing initiatives.** For example, the Duke Energy Center for Innovative, a collaboration of Duke Energy, Clemson University, Community Foundation of Hartsville, Byerly Foundation and the City of Hartsville, assists the translation of new inventions into marketable products; it plays the role of a “technology business incubator.”⁵⁶ The Greater Hartsville Chamber of Commerce is active with events such as Business After Hours and Leadership Hartsville, and coordinates with the national Service Corps of Retired Executives (SCORE) program. SCORE offers services in Hartsville where experienced business owners serve as mentors to emerging business owners, assisting with business plan development, and problem solving.⁵⁷ Another resource is the Small Business Development Center in Florence, SC, associated with the Florence-Darlington Technical College. **A specific focus and outreach effort should be designed so that entrepreneurship training and information sharing on business development support could be offered twice a year in a South Hartsville location such as at the Butler Heritage Foundation campus.** Other outreach efforts could include developing a competition for youth with teams from the Boys and Girls Club participating, and final presentations at the Butler Campus.

In addition to Entrepreneurship Training, Financial Literacy classes should also be offered at the Butler Campus. Such classes, offered at no charge, can assist with household budgeting and educating on how to avoid duplicitous financing deals or predatory lending. **Households that are financially stable make more reliable customers for local businesses and a household with reduced financial stress can also be a better home for childrearing.** Under the Community Reinvestment Act, banks can get community development credit for running financial literacy classes targeted at low and moderate income households. There are many good curriculums for Financial Literacy programs; what is needed here is a

⁵⁵ See <http://hartsvillesc.gov/wp-content/uploads/2013/06/Hartsville2020.pdf>, p. 51.

⁵⁶ See <http://hartsvillesc.gov/business/duke-energy-center-for-innovation/> and <http://decenterforinnovation.com/>.

⁵⁷ See <http://www.hartsvillechamber.org/pages/SCORE>.

sponsor to fund and an organization to host these classes in South Hartsville. This can be developed in cooperation with local banks. In fact, First Citizens Bank & Trust reported offering financial literacy and homeownership classes at 75 churches in the Florence MSA as part of its Community Development activity for 2012.⁵⁸

INCREASE ACCESS TO EXISTING AND EMERGING JOB OPPORTUNITIES

Education & Technical Training

The City's Comprehensive Plan acknowledges the role of education in economic development and how having less than a high school education can be a real barrier to entering today's workforce. This neighborhood strategy does not attempt to propose educational reforms deferring to the work of the school department and South Carolina State Department of Education. **It is critical, however, to recognize the fundamental role educational reform plays in professional achievement and job prospects.** A recommended action is to have a GED program available within the South Hartsville area. Given the new GED is computer based, the Boys and Girls Club may be a facility suited to this activity.

Workforce training beyond formal education is consistent with the objective of increasing employment opportunities for South Hartsville residents. Such training exists in Hartsville through the Florence-Darlington Technical College and some of the programming of Coker College. Similar to other programs, workforce development may be less about starting new programs than tackling the question of how to make it accessible and relevant to South Hartsville residents. One possibility to explore is offering such programming at the Butler Campus. **Both of these educational institutions have track records as strong community partners, and thus are likely to bring resources to the table, as a strategy is developed to overcome the barriers of limited mobility for South Hartsville residents, the need for child care for single parent households, and a need for tuition assistance.**

Youth Mentoring & Internships

Research has identified that students of color respond to role models that are people of color.⁵⁹ An additional initiative recommended to further educational attainment and business development, is to match high school students of South Hartsville with successful and achieving African American college students and/or professionals, and business owners. This will require a sponsoring organization (the Boys and Girls Club is one possibility) and the ability to create a network of willing volunteers. The program could include short term commitments such as allowing a student to shadow a professional for a day, or a longer mentoring relationship with monthly meet-ups. This effort would require assistance

⁵⁸ See CRA Performance Evaluation, First Citizens Bank and Trust, December 9, 2013, p. 27.

⁵⁹ See for example: Liang, Belle and Jennifer West, 2007, "Youth Mentoring: Do Race and Ethnicity Really Matter?," Research in Action Issue 9, and Blake-Beard, Stacy et al. 2011. "Matching by Race and Gender in Mentoring Relationships: Keeping our Eyes on the Prize," Journal of Social Issues, 67 (3):622-643.

from many members of the community to serve as mentors and help identify additional volunteers, as well as a source of funding to support staffing and possible travel expenses.

City Policies

In order to support the objective of increasing the access to jobs by South Hartsville residents, the City could consider an additional modification of the existing Economic Incentive program. The program could be expanded to include the potential of establishing a residential preference for job hiring and/or working with the new business to establish worker training programs that target residents, and in particular residents of Hartsville that have not been part of the renewed economic vitality. This idea should be further explored relative to the existing development agreement enabling legislation of South Carolina, and other relevant case law.

Chapter 7. Identity and Public Participation

INTRODUCTION

Obstacles have created challenges for South Hartsville community members individually and collectively, impacting community identity and cohesiveness, as well as connectivity with the city of Hartsville as a whole. However, despite the challenges that South Hartsville has faced, many residents express a sense of hopefulness and pride in the historical richness, cultural significance, strength, and resiliency that the community has maintained throughout the years. **The CPAT’s community outreach with South Hartsville’s residents confirmed both the challenges the community faces, and the perseverance and cultural pride that remain a constant part of this neighborhood’s identity** (See Figure 35).

Figure 35: Identity Words and Phrases by Residents of South Hartsville, South Carolina during the Voice Your View Session of September 9, 2014.

Challenges	Strengths
<ul style="list-style-type: none"> • Isolated • Neglected • Abandoned • Frustration • Misunderstood • Needs improvement • High crime • People don’t know the history • Used to be a part of the city, no longer • Negative assumptions • Overlooked • No connection with city • Dangerous • Stagnant • Impoverished • Poor reputation • Not caring • Rundown • Need to raise awareness of the younger generation • Lost self sufficiency • Used to be thriving, now struggling 	<ul style="list-style-type: none"> • Historical • Cultural • Sense of community • Coming together • Resilient • Beautiful • Good place • Progress in certain areas • Community pride • Community oriented • Familiar • Splendid • Friendly • Gospel • Butler School • Professor Butler • Strong • Strong people- we can come together • Hopeful • Community-minded • Opportunities are tremendous • Close-knit



Figure 36: Photographs from Engagement- above conversations with residents at the CPAT's Voice Your View Session and below on the Walk and Talk neighborhood tour.



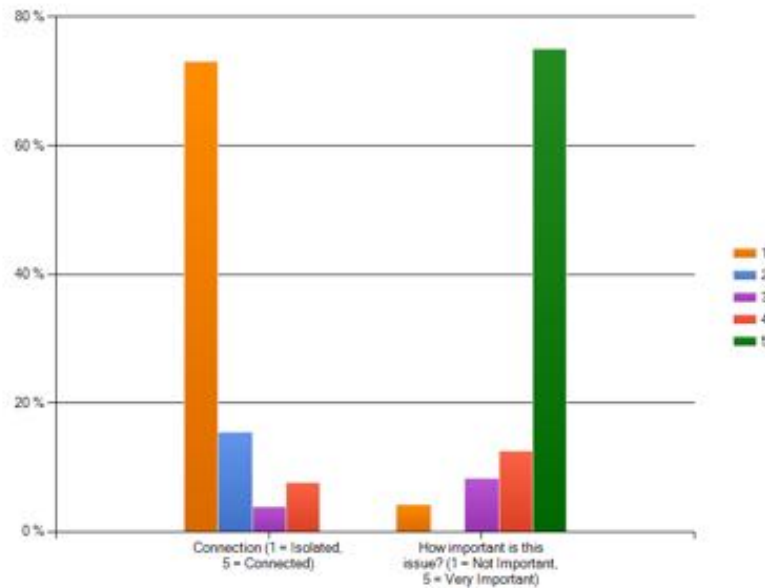
One of the major re-occurring identity themes for the residents of South Hartsville was a feeling of isolation and separation from the City of Hartsville as a whole. This sentiment was overwhelmingly expressed by participants in the CPAT public engagement activities with the neighborhood, and was also evident from the Planning Department's initial CPAT Program application, as well as in meetings with city officials, community groups, stakeholders and residents.

The isolation of residents was strongly echoed in the team's conversations with community members during the Voice Your View session and in the surveys residents completed about the neighborhood. For example, in responding to a question about connectedness of the neighborhood to the City of Hartsville, one resident commented, "You ask the question, do I feel isolated? Yes I do! It's sad and it's not right." Another resident echoed, "It has always been a sad truth that South Hartsville does not get the attention as other parts of the City...we need to feel connected as citizens." Another resident wrote, "I don't feel like we are one city, it feels like there is division." Other identity issues that consistently were brought up by residents were frustration, being misunderstood by outsiders, and a sense that the neighborhood has a poor reputation.

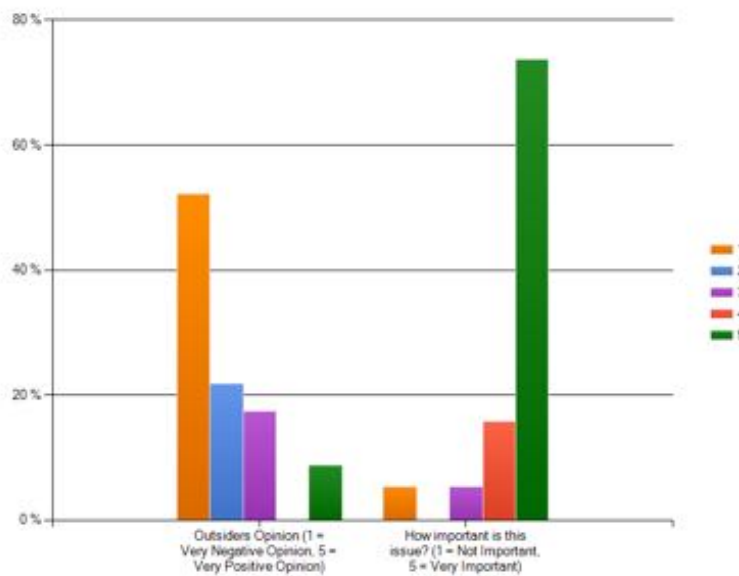
It is also clear that a racial divide exists in the City of Hartsville. Work needs to be done to address this issue. The City of Hartsville should determine a forum for this work, be it a discussion series, formal facilitated training, or other approach. From our time there it appears there is a broken social contract, with residents skeptical of the local government's commitment to them and the area, and the government not understanding the frustration in the community. The local government also believes not enough credit is given for the investments that have been made in the area. The divide prevents information exchange and understanding between the groups. Some outside South Hartsville tend to generalize about or fall back to stereo-types of the area. The problems in the area are complex and cannot be simplified to the inaccurate image of a place where no one works or takes pride in the area, and thus should be written off. This is not an easy task, but awareness and acknowledgement on the part of the City and leadership from the community is needed to continue the work of facing these discomfoting realities and a deep-seated wariness, in order to take steps forward.

Exhibit 5: Resident Responses to Neighborhood Quality Survey Questions (See the Appendix for specifics on the survey data):

Does the South Hartsville neighborhood feel part of the larger Hartsville Community, or does it feel isolated and not included?



What is the perception of South Hartsville by those that do not live here? Ask yourself if outsiders have a negative positive or neutral view of South Hartsville.



On the flip side, many of the sentiments echoed by residents during outreach in South Hartsville had a much more hopeful tone, and spoke to the importance and pride that residents take in the rich cultural history of the area. The sense of community, togetherness, and resiliency were spoken about a great deal, as well as other cultural or historical elements that strengthen the community such as gospel music and the Butler Center.

BUILDING ON SOUTH HARTSVILLE'S STRENGTHS

In order to lessen residents' feelings of isolation and abandonment, strengthen connections, and encourage engagement, the community should build upon positive elements of the neighborhood identity. Though many expressed their isolation and frustrations, many also expressed the strength that remains a constant element of the neighborhood, as well as the cultural richness of the area. **As one resident succinctly expressed the best things about South Hartsville are "the sense of community, the heritage, the history."** Steps towards a more positive future for South Hartsville's neighborhood identity, and the community's participation will:

- Build on cultural identity and history,
- Increase cultural awareness and education for South Hartsville's residents as well as Hartsville as a whole, and
- Encourage and increase community participation and involvement for the residents of South Hartsville of all ages.

RECOMMENDATIONS

Specific actions to achieve the above goals should include the following:

- **Establish a Heritage Trail in South Hartsville to highlight and commemorate people, buildings, homes, and sites that were and are important to the neighborhood's cultural history and identity.** Accompanying signage can note site names, historical information, and include photographs depending on the style of signage selected. Initial site recommendations for inclusion in the Heritage Trail are The Butler Center, the "Hartsville Colored Cemetery" behind Lincoln Village (see below), Pride Park, and the Ninth Street Ditch. The trail could be the basis of walking tours for visitors, and for Hartsville residents learning about South Hartsville's history. It could also function as an excellent opportunity for educational field trips for local students. (See appendix for additional information and resources).
- **Preserve and protect the "Hartsville Colored Cemetery" located behind Lincoln Village.** South Carolina State law (Title 6, Chapter 1, Article 1, Section 6-1-35: Preservation and Protection of Cemeteries) authorizes counties and municipalities to preserve and protect any cemetery located within its jurisdiction which has determined to have been abandoned, and explicitly permits the expenditure of public funds to do so. The law does not require such action, but is

permissive of municipalities determining it is an appropriate action. This cemetery is more than a small family plot, and is an important part of South Hartsville’s cultural history. Critically important is the fact that Reverend Henry Hannibal Butler, the renowned local pastor and High School Principal is buried in this plot. By taking action to maintain and preserve this cemetery, the city would show good will towards the South Hartsville neighborhood and its residents, who have long felt isolated and overlooked with regard to city-initiated improvements. Taking over the care of this cemetery would be a respectful act for the heritage of this area –a tangible action to counter the historical treatment. Preserving this cemetery is also in line with the South Carolina African American Heritage’s mission, which includes increasing the value of African American heritage, encouraging respect for all heritages, and encouraging the documentation of African American Heritage. Work on the property could be coordinated with a class at Coker College or an Eagle Scout project.

Figure 37: Butler headstone in the “Hartsville Colored Cemetery.” Photo by MJ Bull.



- **Identify neighborhood historians and archivists who are collecting, and cataloging information, photographs, stories and other materials about the community.** Support these individuals in their efforts and ensure that they have the proper tools to archive and store things safely and securely. In addition, identifying the extant historic structures – buildings associated with important residents, a significant event, or unique character—is critical and time sensitive. The ongoing demolition program can be contributing to the loss of the heritage of the area. In general, African-American heritage has not been as well documented as dominant history so there is a need to act before buildings are lost or local historians pass on.
- **Develop curriculum on South Hartsville’s history to integrate into K-12 classes.** Local teachers, the Education Department, community leaders, and neighborhood historians should be involved in this process. Lesson plans can address the events and people of South Hartsville, and be integrated into history or social studies classes and help the younger generation to understand significant cultural history of South Hartsville. Taking students on field trips through the established Heritage Trail would be another way of teaching students about this history.

- **Identify community leaders and neighborhood historians from the South Hartsville Neighborhood** to build relationships with local teachers, and utilize such community members to guest speak in classes. Presentations on organizations in South Hartsville, the history of local churches, the Butler Center, or other elements are ways in which youth can learn more about the area’s history and current programming.
- **Expand and improve the City of Hartsville’s Museum to display a more sizeable and comprehensive exhibit on South Hartsville.**
- **Continue to support The Butler Center’s completion of the Butler Center Museum in order to commemorate teachers, students and history related to the Center, and the other programs which make the Center a foundation for the neighborhood.** One particularly useful form of support would be to provide grant writing assistance.
- **Continue on with the Gospel in the Park Series in Pride Park,** building on the program’s success, and finding ways to integrate young people into the planning and execution of the series. This could include helping to design and distribute programs, preparing refreshments and selling them to fundraise towards local neighborhood improvement efforts.
- **Identify additional arts-oriented opportunities for the neighborhood.** These could include Open Mic Night for local teens to showcase musical talents, original poetry, theatre presentations, or other art forms. A Digital Storytelling project with youth focused on the neighborhood could raise awareness of conditions, develop pride in the area, and strengthen connections to place. Arts opportunities can also take the form of participatory public art projects that beautify the neighborhood and supporting youth involvement in neighborhood improvements (See also Services and Housing Chapters).
- **Identify areas for community garden projects in the South Hartsville Neighborhood.** As noted in the Housing Chapter, community gardens can be an active reuse of vacant land that also allows opportunities for social interactions. Also consider sponsoring a Farmer’s Market at the garden site or nearby.
- **Install Entrance Signage** that marks the neighborhood and celebrates its heritage– possible locations the median at S. Sixth and S. Fifth Streets in the south; along S. Sixth in the north; and along W. Washington Street.
- Marketing is an important element that must be addressed in South Hartsville, particularly because the neighborhood is struggling with negative perceptions. In the case of South Hartsville, rethinking the branding and marketing of the neighborhood must be a continual process focusing on the vision of what the neighborhood could be. Rethinking a neighborhood’s “brand” is a process that can relate to many different parts of revitalizing a neighborhood’s identity, including the steps listed above. **The South Hartsville neighborhood should build a plan to change and improve the neighborhood “brand” through consistent messaging and actions, and coordination with other parts of the strategic process listed above.** To achieve this, a marketing team/committee with a designated leader should be in

place, and also coordinate efforts with the residents, ministerial alliance, community leaders, City Council members, and other municipal officials.



Figure 38: Examples of Trail Signage from the Dubois River Garden Park, a site on the Upper Housatonic Valley African American Heritage Trail, Massachusetts

NEIGHBORHOOD ENGAGEMENT AND PARTICIPATION

Community participation is generally based on two beliefs: first, that decision making is improved by including people whose perspectives could otherwise be missing from municipal process; and second, that if the public has more information and increased access to the process, stronger support for plans, policies and other city actions will emerge. **The challenges being faced in South Hartsville such as economic struggle, disinvestment, declines in housing quality, and increases in crime can create barriers to community engagement for many residents.** However, if barriers to involvement can be overcome, there exists the potential for many benefits both collectively and individually. South Hartsville residents discussed the importance of public involvement during CPAT community outreach activities and in their survey responses. One resident wrote, “We need to feel connected as citizens,” and another noted, “community participation is very important.” Others observed a disconnect between municipal leadership and the neighborhood, noting “a lack of communication from city officials through our neighborhood.”

Many benefits to community participation in public process have been identified including understanding new programs and ideas, expressing needs, holding decision makers accountable, building support around an issue, incorporating local values into plans, gaining access to local leaders, developing skills, and negotiating conflicts. Additionally, there is a wide range of benefits for planners and other city officials who reach out and engage communities in public participation efforts. (For a more comprehensive list of goals and benefits for planners and participants see Figures 2 and 3 below).

Figure 39. Potential Participation Goals and Benefits for Community Members
(Adapted and abridged from Alterman, 1982)

To Further Democratic Values

- To receive authority and power
- To obtain resources or distribute them more equitably
- To make their own decisions where they are most knowledgeable
- To influence the decisions of authorities
- To reduce concentration of power
- To express needs
- To oversee officials
- To make decision makers more accountable
- To have a more representative government

To Achieve Planning That is More Attuned to the Needs of Different Groups

- To make decisions in the planning process or influence the decisions of authorities
- To obtain plans that are more attuned to their own and their community's desires
- To achieve a better quality of life
- To make their voices heard about plans
- To prevent negative impacts on public policies on them and their community
- To become more civically conscious

To Learn

- To learn about means for change and expression
- To learn about the topics of the community process in question

To Enable Social or Personal Change

- To further community cohesion and cooperation
- To have the opportunity of choosing or becoming a local leader
- To feel less alienated
- To strengthen the feeling of self-reliance and control
- To become more independent
- To obtain political power
- To meet people, socialize
- To promote radical political change
- To oppose undesirable interests and groups

Figure 40: Potential Participation Goals and Benefits for Officials and Staff
(Adapted and Abridged from Alterman 1982)

To Further Democratic Values

- To delegate authority to groups among the public
- To distribute resources, achieve greater equity
- To permit the most knowledgeable to make the decision
- To reduce concentration of power
- To give expression to the needs and desires of the public

To Achieve Planning that is More Attuned to the Needs of Different Groups

- To involve the public in planning and decision making
- To learn about the needs/desires of various publics
- To achieve better quality of life
- To obtain feedback
- To increase likelihood that goals are obtained
- To prevent mistakes that could arise by not taking need into account

To Educate the Public

- To educate the public regarding the planning process
- To educate the public regarding the necessity to compromise and consider constraints
- To educate the public regarding how planners and officials think
- To educate the public regarding how to use the existing system
- To educate the public regarding topics of the planning process in question

To Enable Social or Personal Change

- To further community cohesion and cooperation
- To enable the emergence of local leadership

To Recruit Support and Legitimacy for Planning

- To gain support for a plan
- To prevent opposition during implementation
- To fulfill legal requirements
- To increase the legitimacy of public planning

In order to achieve these potential benefits from participating in neighborhood planning activities, two overarching steps must happen.

1. The City of Hartsville's Municipal Leadership must better understand the barriers to South Hartsville's involvement in municipal planning activities, and take steps towards lessening those barriers.
2. The South Hartsville neighborhood must find ways to mobilize, organize, motivate, and inform community members, creating a climate of enhancing participation in neighborhood improvement efforts and other community events.

Specific actions that should be taken by the City of South Hartsville's Municipal Leadership to support the involvement of South Hartsville residents include the following:

- **Utilize a diversity of methods for relaying information and announcements to South Hartsville residents.** Many residents expressed frustration about the City's overreliance on technology and a lack of access to information on planning activities from municipal leadership. It is clear that effective communication about these issues must be accessible beyond solely online access, including printed notices, public bulletin board posts, announcements in churches and in classrooms, and through other means. The Services Chapter includes some other ideas including a pop-up City Hall that can go into neighborhoods, and a Citizens Academy.
- As part of addressing the above mentioned issue, improve coordination with local churches and the ministerial alliance to disseminate municipal information about assistance available for clean-up efforts, and other city municipal meetings and events.
- Support current South Hartsville community leaders in their ongoing efforts with local organizations and initiatives.
- Improve coordination and communication with South Hartsville Community leaders, organizers, and residents. Coordinate announced and reoccurring meetings to discuss neighborhood issues needing attention and strategies for solutions. The Butler Center could be an appropriate venue for this.
- Install lockable bulletin boards behind glass in an appropriate setting in Pride Park, near the Butler Center, and in other selected areas of South Hartsville to display the relevant notices about Municipal programs and events

Specific actions towards supporting and improving resident participation in neighborhood events, civic opportunities and improvements include the following:

- Consider developing a Pop-up City Hall that can travel from neighborhood to neighborhood, including South Hartsville (see Services Chapter).
- Utilize local churches and the ministerial alliance to disseminate information about local events and community efforts.
- Support current community leaders in their ongoing efforts with local organizations and initiatives.
- Identify and support new community leaders, particularly those who have opportunities to engage the younger generation of South Hartsville residents. Consider a formal Leadership Training series to be run by the organization developed to support implementation (See Implementation Chapter).
- Develop a South Hartsville Community Newsletter. Content should include local happenings, relevant municipal updates, and ways for community members to get involved in neighborhood improvement efforts. This newsletter should be made available in a printed paper format,

passed out following church services, and to local teens and parents at schools. It can also be posted on the community blog and bulletin boards (see below).

- Create a community blog, to be maintained by South Hartsville teens and overseen by a teacher or supervisor at the Boys and Girl's Club computer lab. Blog content may include items such as neighborhood events, photographs of neighborhood improvement or areas needing attention, local student art and written work, recipes, a forum for discussing neighborhood projects, links to town websites and other relevant websites, and other content.
- Improve coordination and communication with City Council Representatives. Coordinate announced and reoccurring meetings with Council Representatives to discuss neighborhood issues needing attention. The Butler Center could be an appropriate venue for this.

Chapter 8. Implementation

The table of recommendations that follows summarizes the actions identified in each of the five focus areas. In order for this strategy to move forward, an implementation mechanism is needed. The CPAT team offers the following recommendations for guiding the implementation of this Neighborhood Revitalization Strategy:

- This *South Hartsville: Heritage Alive Neighborhood Revitalization Strategy* should be adopted as part of the City of Hartsville's Comprehensive Plan.
- **This strategy must be community led.** This is not as easy as it sounds, as with any neighborhood there are different views and priorities within the community. **Some type of oversight committee with diverse representation could be useful for making decisions in a transparent manner, engaging in respectful dialogue and negotiation, monitoring progress, and coordinating across agencies and groups.** During implementation many decisions will need to be made that are not addressed in detail by this Neighborhood Revitalization Strategy. The community needs a mechanism recognized as fair and transparent, for making such decisions.
- **In order to take advantage of the momentum that has come with the focus put on South Hartsville, we recommend that two immediate actions be undertaken** – the design and installation of gateway signage and art-inspired crosswalks as recommended in the Services, Mobility and Identity and Participation Chapters. These should be able to be completed within 4-8 weeks.
- Work should proceed within all five of the Focus Areas. **As seen in the description, the recommendations complement and support each other.** For example, for employment to increase, mobility must be improved, to support business development infill, residential development must proceed. Change is unlikely if only a few selected improvements are undertaken.
- Where possible responsible parties have been identified for each action. In the Housing Chapter there is a need for an entity that can take on the development of affordable and market rate housing. This is a job the City is not well suited to fulfill. It is up to the community to come together and determine how best to achieve this end. **Possibilities include: create a new Community Development Corporation, establish a new arm of an existing group, or explore affiliation with a larger regional housing organization.** Such a group could take on many of the ideas in this report including coordinating Leadership training, organizing community meetings, directly developing property, running the rebranding campaign, and more. The specific form this takes is a community decision.
- **As described in detail within the Housing Chapter, much of this work should be organized around a Block by Block approach. This will build on areas of existing strengths while generating community involvement and developing a pride of place.** Incremental improvement will expand the stabilized areas within South Hartsville.

- South Hartsville has an aging population. This has implications for the types of services that will be needed, but also for the gaps that will come in terms of leadership. Also, attention should be paid to cultivating leadership in the next generation.
- **Finally, it is always important to celebrate success.** When actions are taken, when a local resident achieves, when groups begin new programs for positive change, there should be recognition of the accomplishment and an opportunity to commend the hard work of those involved.

Implementation				
ACTION		Responsible Party	Timeline	Funding Source Options
8.1	Adopt South Hartsville Heritage Alive Neighborhood Revitalization Plan as part of the City's Comprehensive Plan	Planning Board review and recommendation to City Council for action.	Short term	
8.2	Determine vehicle for moving forward – oversight committee, CDC or other implementation entity	Residents, Community Organizations, working with the City and others	Short-term	

Chapter 3. Housing

Chapter 3. Housing				
ACTION		Responsible Party	Timeline	Funding Source Options
3.1	Create an Entity to Implement Housing Development/ Establish a Land Trust	Community members; organized groups (Ministerial Alliance, Butler Heritage Foundation, People to People, etc.), City, Banks, Business Community	Short-medium term	CDBG; LISC Rural Initiative (doing work in Sumter SC); Foundation support for residents to attend Neighborworks Trainings on How-to create a CDC; Support from a Coalition of Banks
3.2	Develop Model Block Approach	City working with Community Entity	Short-medium term	Operational Costs for Community Entity and Staff time
3.3	Complete Existing Housing Conditions Study	City Planning Department working with Community	Short- term	Could be completed as a class project by Clemson or other college
3.4	Undertake Housing Typology Survey	City Planning Department working with Community	Short- term	Could be completed as a class project by Clemson or other college
3.5	Commission Housing Affordability and Marketability Study	City Planning Department working with Community	Medium-term	Hire a consultant – fund through foundation support or CDBG
3.6	Implement Property Pride Fix-Up Program	City Planning Department working with Community groups	Short- term	Staff time and volunteer time.
3.7	Establish Housing Rehab Standards and Specifications	City Planning Department working with Community	Medium-term	Staff time
3.8	Implement Strategic Code Enforcement	City Planning Department working with Code Enforcement and Community	Short- term	Staff time
3.9	Create Targeted Rehab Loan/Grant Program	City Planning Department working with Community	Medium-term	CDBG; Coalition of Banks CRA fund; HUD funding
3.10	Support Vacant Lot Reuse	City Planning Department working with Community	Medium-term	Incorporate in Block by Block Approach funding needs will vary and be part of end use.
3.11	Adopt Rental Property Ordinance	City working with Community members city-wide and property investors	Short- term	Staff time
3.12	Establish Land Bank			

3.13	Address Heir Property Program	City Planning Department working with Community	Medium-term	No other way than through a court process with a cost – seek funding with a yearly allotment to support block-by-block approach and clear titles on key properties over time.
3.14	Lincoln Village	City working with Community and Potential Investors	On-going	City can try to actively market on a national stage but ultimately funding will be arranged by developer
3.15	A Pattern Book/Design Guidelines Manual	City Planning Department working with Community	Short- term	Could be completed as a class project by Clemson or other college

Chapter 4. Mobility				
ACTION		Responsible Party	Timeline	Funding Source Options
4.1	Sidewalks – Priority 1/ Priority 2 /Priority 3	City construct/ Property owner maintain	Short-Term/Medium - Term/Long - Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.2	Marlboro bike lanes	City/State	Short-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.3	Washington sharrows	City/State	Short-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.4	Washington bike lanes	City/State	Medium-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.5	Fifth St bike lanes/ Fourth St sharrows	City/State	Short-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.6	Fourth St bike lanes Russell bike lanes	City/State	Medium-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.7	Russell sharrows	City/State	Short-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.8	Bicycle Parking	City/Private/Non-Profit	Short-Term	CDBG, SRTS, CMAQ, City General Fund, Private Investment
4.9	On-demand Public Transit Service OR On-demand Public-Non-Profit Transit Service	City/County OR City/Non-Profit	Short-Term	FTA funding, City General Fund Non-Profit funding, City support
4.10	Study Public Transit Service (Routes)	City/County/State	Long-Term	FTA funding, City General Fund, CMAQ
4.11	Traffic Calming Program	City	Short-Term	City General fund / Staff time
4.12	Street Lighting – Priority 1 Priority 2 Priority 3	City	Short-Term/Medium - Term/Long - Term	City General Fund
4.13	New Connections – Locations based on priorities and feasibility	City	Short-Term – Long-Term	CDBG, SRTS, CMAQ, City General Fund, SIB Loan, State DOT funding
4.14	Fifth/Cooley and Fifth/Hartsville Crossing Signal Warrant Analysis	City	Short-Term	City General Fund/Staff time
4.15	Fifth/Cooley or Fifth/Hartsville Crossing Traffic or Pedestrian Signal	City	Short-Term	CDBG, City General Fund, SIB Loan, DOT Funding

4.16	Fifth/Washington Signal Warrant Analysis	City	Short-Term	City General Fund/Staff time
4.17	Fifth/Washington Intersection Improvements (from Signal Warrant Analysis)	City	Medium-Term	CDBG, City General Fund, SIB Loan, DOT Funding
4.18	Sixth St Crosswalk at Pride Park	City	Short-Term	CDBG, City General Fund
4.19	Infrastructure Maintenance Plan (incorporate SeeClickFix)	City	Short-Term	City General Fund/Staff time

Chapter 5. Services				
ACTION		Responsible Party	Timeline	Funding Source Options
5.1	Install a Mini Park	City in coordination with the community and Block to Block approach, Clemson Extension Program, Youth Program, Home Depot, Pee Dee Regional Council of Governments	Medium term	South Carolina Parks and Recreation Development Grant Program, South Carolina Land and Water Conservation Fund, Building Better Communities Grant (December 5, 2014)
5.2	Install an Arts and Cultural Recreation Center	City in coordination with the community, Clemson Extension Program, Youth Program, Home Depot	Medium term	South Carolina Parks and Recreation Development Grant Program, South Carolina Land and Water Conservation Fund, Building Better Communities Grant (December 5, 2014)
5.3	Heritage Trail and Trailhead	City in coordination with the community, Butler Foundation, Byerly/Community Foundation,	Medium term	SC National Heritage Corridor Development Grant Program, National Parks Service Historic Preservation Grants Program
5.4	Rain Garden Demonstration Project	City Staff – Parks and Leisure, Planning, Public Service, Residents, Clemson Extension Program, Youth Program, Home Depot, Pee Dee Regional Council of Governments	Short Term	Building Better Communities Grant (December 5, 2014)
5.5	Acquire MS4 permit	Public Service Stormwater Management Division, Darlington County, Stormwater Division Roads and Bridge Department, South Carolina Department of Transportation, Pee Dee Regional Council of Governments	Short Term	Funding appropriated in City Budget
5.6	Develop a Citywide Stormwater Management Program with Educational Component	Public Service Stormwater Management Division, Darlington County, Stormwater Division Roads and Bridge Department, South Carolina Department of Transportation, Pee Dee	Short Term	Funding appropriated in City Budget; Search for EPA Grants; Consider collaborating with college course or interns

		Regional Council of Governments		
5.7	Building Trust Between the Community and Law Enforcement; Bicycle Patrol	Residents, Law Enforcement, Boys and Girls Club, YMCA, Butler Heritage Foundation, Byerly Foundation, local colleges	Short Term	
5.8	Improve Access to Health and Quality of Life Services: Medical Access, Healthy Food, and Elderly Services	County Health, Planning Department, Byerly Foundation, South Hartsville Neighborhood Group, Ministerial Alliance, Residents, Meals on Wheel Program	Medium Term	State Community Development Block Grant (CDBG) Program, Community Development Block Grants/Small Cities Program/Community Economic Development (CED) grant program (FY2015), Farmers Marketing and Local Food Promotion Program (FMLFPP)/Administration on Aging (AoA) Community Living Program Grants
5.9	Conduct a Lighting Inventory Survey	City staff, Utility provider	Short Term	
5.10	Marked Crosswalks	City staff in collaboration with the community, Butler Heritage Foundation, SC DOT	Short Term	Community Foundation for a Better Hartsville
5.11	Community Clean Up Day	City staff in collaboration with the community, Butler Heritage Foundation, South Hartsville Neighborhood Group, Ministerial Alliance	Short Term and Ongoing	
5.12	Increase transparency and access to government data, processes and public information with Hartsville on Demand and Pop-up City Hall	City staff	Short Term and Ongoing	

Chapter 6. Economic Vitality				
ACTION		Responsible Party	Timeline	Funding Source Options
6.1	Develop Housing Reuse Plan and Infill Development	City with Community input and the creation of an implementing entity	Short term	See Housing Chapter
6.2	Establish a small business loan fund through local Banks as part of their CRA Obligation.	Coalition of Banks working with Community Entity	Short term	Banks Create Pool – goal of \$300,000 to start
6.3	Strengthen Educational Pathways for South Hartsville residents: GED, Technical Trainings, and Associate/ Bachelor degree options.	Darlington Technical College; School Department	Short term	United Way; CDBG Services funding; other education initiatives
6.4	Address Mobility Constraints of Residents.	City, SC DOT	Medium term	See Mobility Chapter
6.5	Modify City’s Economic Incentive program ordinance to create Neighborhood Business threshold and potential for negotiating on workforce training/residential preference options.	City Council Study by Planning Department/Economic Development Staff person	Short term	Staff time
6.6	Leverage private investment along S. Sixth with public investment. -address maintenance and upgrade of stormwater system -green S. Sixth Street with Trees for Tomorrow, and “parklet” bump outs and -establish a unifying neighborhood identity signage program, marking entrances along S. Sixth Street	City with community members and legislative delegation working with SCDOT Need organizing group to oversee design of corridor changes— consider involving the teens at the Teen Center.	Medium Term	Some funds needed for greening and signage – look to Byerly and/or Community Foundation or Sonoco Foundation- Community Development focus area
6.7	Study the potential for	City Planning	Short Term	Staff time; GIS support

	rezoning portions of S. Sixth Street to P-1 in order to eliminate Liquor Stores, contain Adult Entertainment, and assure compatibility with existing residential development.	Department with Property Owners and Community Input.		
6.8	Bring training opportunities to South Hartsville for: -Entrepreneurship -Financial Literacy	Chamber of Commerce/SCORE Banks under CRA Community Development Obligation/Butler Heritage Foundation host	ongoing	Could charge a nominal fee or get grant funding. Banks can provide financial literacy course –need host location. United Way Financial Stabilization= Priority Funding Area
6.9	Develop Youth Mentoring Program	Boys and Girls Club Butler Foundation Network/Alumni Network	Medium Term	Funding for Grant Writer – Byerly/ United Way/Sonoco Foundation

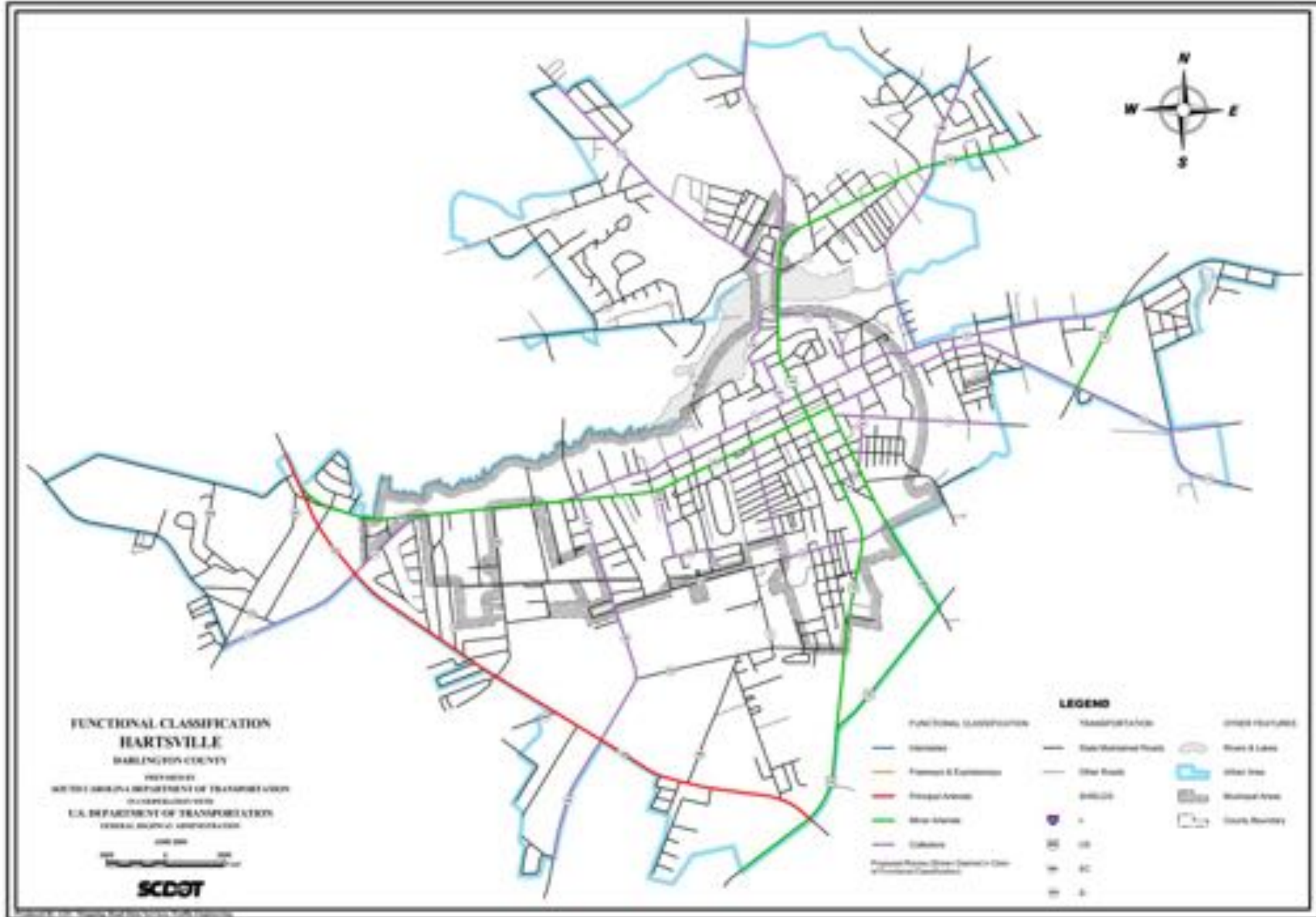
Chapter 7. Identity and Participation

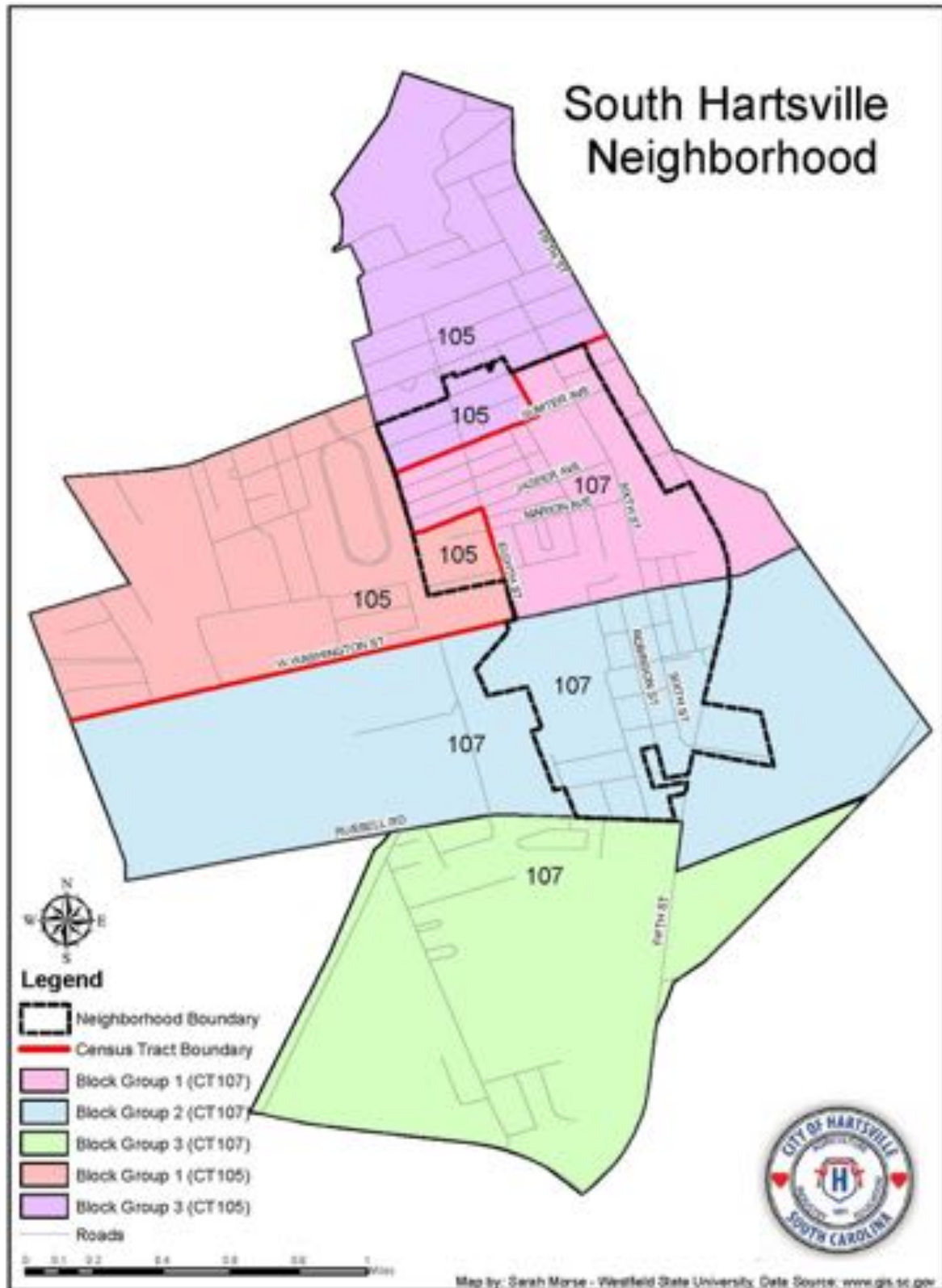
Chapter 7. Identity and Participation				
ACTION		Responsible Party	Timeline	Resources Needed
7.1	Establish a South Hartsville Heritage Trail to highlight and commemorate people, buildings, homes, and sites	City, Community Leaders, Residents	Long Term	Funds, Community Leaders, City of Hartsville Staff, South Carolina African American Heritage Foundation, South Carolina Historic Preservation Office, Public History and/or Museum Studies students
7.2	Preserve and Protect the “Hartsville Colored Association” Cemetery behind Lincoln Village	City, Look to coordinate with Coker College History course or Eagle Scout project	Short-Medium Term	Funds, City of Hartsville Staff, South Carolina African American Heritage Foundation, South Carolina Historic Preservation Office
7.3	Continue the Gospel in the Park Series in Pride Park		Short term, Ongoing	Funds, City of Hartsville Staff
7.4	Identify additional arts-oriented opportunities for the South Hartsville neighborhood, including Digital Storytelling about the neighborhood	Local residents, leaders, Butler Heritage Foundation, Boys and Girls Club, City of Hartsville	Short term	
7.5	Develop curriculum on South Hartsville’s history to integrate into K-12 classes in the City of Hartsville	Hartsville teachers, Education Department, community leaders neighborhood historians	Medium term	
7.6	Identify community leaders and neighborhood historians to build relationships with local teachers and schools and undertake inventory of extant buildings and significant sites,	Residents ,City Staff, State agencies, collaborations with Coker College	Short term	Residents, Community leaders, South Carolina African American Heritage Foundation, South Carolina Historic Preservation Office, SHPO, Certified Local Government grants (once certified)
7.7	Identify neighborhood historians and archivists and support their efforts	Residents, City of Hartsville	Short term	South Carolina African American Heritage Foundation, South Carolina Historic Preservation Office
7.8	Expand the Hartsville Museum’s South Hartsville Display and Collection	South Hartsville Museum staff, Residents, City of	Medium term, ongoing	City funds, South Carolina African American Heritage Foundation, South Carolina

		Hartsville		Historic Preservation Office
7.9	Support the completion of the Butler Center Museum and other projects in part with grant writer support	City of Hartsville	Short term	South Carolina African American Heritage Foundation, South Carolina Historic Preservation Office Byerly Foundation, Community Foundation, Sonoco Foundation, Banks through CD loans and grants
7.10	Identify public art opportunities for beautifying the neighborhood and supporting youth involvement	City of Hartsville, Boys and Girls Club, South Hartsville Youth, Community leaders	Short term	
7.11	Identify areas in South Hartsville, for Entrance Signage and community garden projects.	South Hartsville Planning Department, City of Hartsville, Residents	Medium term, ongoing	City funds
7.12	Address marketing and branding issues for the South Hartsville neighborhood	Hartsville Planning Department, Community leaders, City of Hartsville		Medium term
7.13	Utilize a diversity of methods to relay information and announcements to South Hartsville Residents, such as lockable bulletin boards behind glass in appropriate settings; community blog and/or newsletter	City of Hartsville		Short term
7.14	Identify and support new community leaders, including developing a Leadership Training Program	South Hartsville Neighborhood as a whole	Current community leaders in South Hartsville, youth of South Hartsville	Medium term
7.15	Improve coordination and communication with City Council Representatives	South Hartsville Residents and Community Leaders		Short term

Appendix

Referenced in Chapter 1: SCDOT Functional Classification PDF





Population and Housing Unit Change 1990 - 2010						
Hartsville SC Census Tract 107						
			1990	2000	2010	Change 1990 - 2010
	BG1					
		Total Population	1689	1062 (-37%)	956 (-10%)	-43%
		Total Housing Units	604	539 (-11%)	488 (-9%)	-19%
		Vacant Housing Units	39 (6%)	104 (19%)	119 (24%)	
	BG2					
		Total Population	1601	1173 (-27%)	1129 (-3.7%)	-29%
		Total Housing Units	540	522 (-3%)	537 (3%)	---
		Vacant Housing Units	32 (5.9%)	61 (11.7%)	97 (18%)	
	TOTAL					
		Total Population	3290	2235	2085	-37%
		Total Housing Units	1144	1061	1025	-10%
		Vacant Housing Units	71	165	216	
City of Hartsville						
			1990	2000	2010	Change 1990-2010
		Total Population*	8372	7556 (-9.7%)	7653 (1.2%)	-8.6%

Source: Simply Map 2014, relying on US Census data, and * Hartsville Comprehensive Plan 2020, p.6 and US Census 2010, P1.

Referenced in Housing Chapter:

South Carolina Association of Community Development Corporations, Inc.
658 Rutledge Avenue Second Floor
Charleston, SC 29403
(843) 579-9855

Sumter SC Community Development Corporation Contact Information:

Santee-Lynches CDC
255 Broad Street
SUMTER, South Carolina 29150-4146
803-436-0020

Referenced in Community Identity and Participation Chapter

Helpful Resources and Information:

- South Carolina African American Heritage Commission
 - <http://shpo.sc.gov/res/Pages/SCAAHC.aspx>
- South Carolina State Historic Preservation Office
 - <http://shpo.sc.gov>
- Specifically on maintaining abandoned cemeteries
 - <http://shpo.sc.gov/tech/Pages/Cemeteries.aspx>
- Coker College Museum Studies program
 - <https://coker.edu/academic-programs/specializations/museum-studies>
- Coker College Education program
 - <https://www.coker.edu/academic-programs/wiggins-school/education>
- Coker College History program
 - <https://coker.edu/academic-programs/dept-bss/history>
- University of South Carolina Public History Program
 - <http://artsandsciences.sc.edu/hist/pubhist>

Survey Content

The survey's content was created with input from all CPAT team members, and addressed issues relating to neighborhood quality in the following areas:

- Public services
- Walkability
- Accessibility
- Recreational opportunities
- Safety and security
- Appeal and aesthetics
- Connectedness
- Neighborhood interactions
- Neighborhood vitality
- Opinion of outsiders

The survey also included:

- Comment boxes corresponding to each neighborhood characteristic, allowing participants to write more detailed thoughts relating to each item.
- Opportunities to rate the importance of each area, allowing insight into what the most critical priorities for improvement might be for residents.
- Additional open-ended questions that allowed participants to discuss the top qualities of the neighborhood, as well as what needed improvement most critically.
- Clarifying sub questions or descriptions to ensure that respondents were clear on what questions meant. For example, when asking about safety and security the question was clarified by suggesting respondents think about how safe they felt walking through the neighborhood at night.

In order to keep the survey completion time short and have residents feel most comfortable answering the questions, no demographic information was gathered on those that completed the form.

Distribution

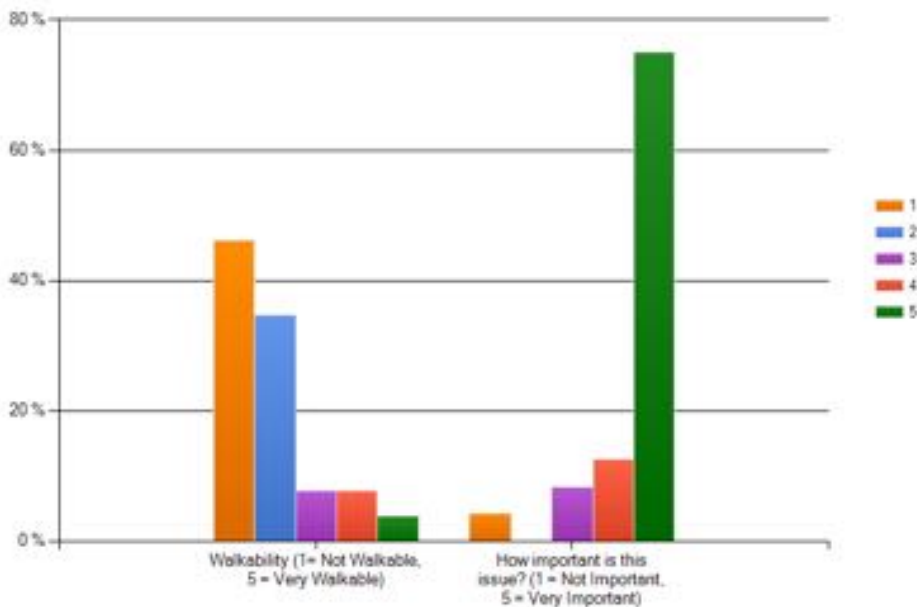
The survey was distributed before, during and following the Walk and Talk neighborhood tour and was also made available at the Voice Your View session. The CPAT team also gave copies of surveys to several community volunteers who took them to be filled out by other residents who were not able to attend the CPAT community engagement events. Those surveys were subsequently collected and analyzed. In this way the survey is not a statistically valid sampling of residents. It provides some starting thoughts but is not necessarily representative of the overall community.

Key Results

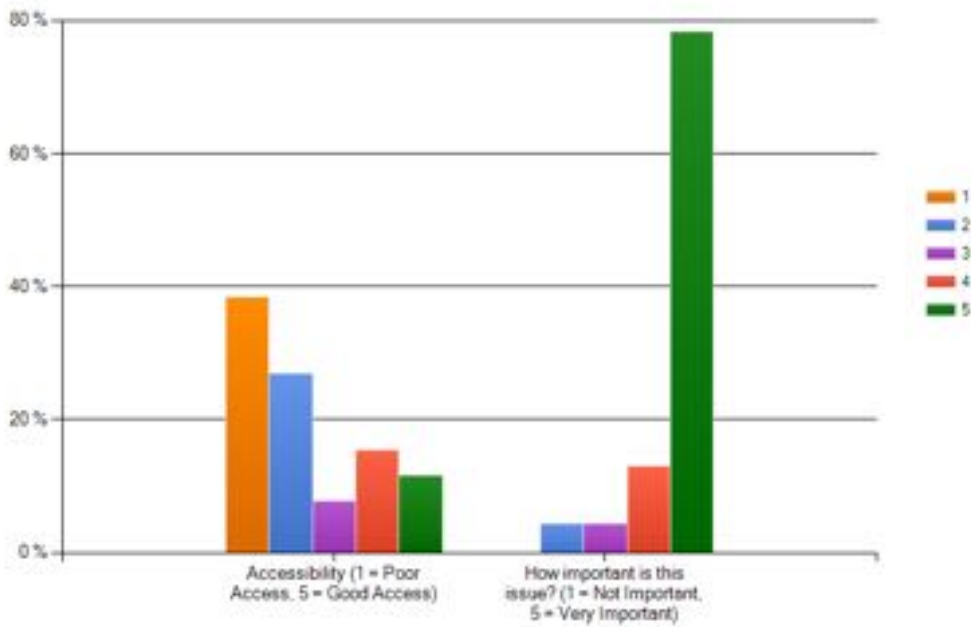
- A total of 30 residents completed the South Hartsville Survey of Neighborhood Quality

- Most people said the quality of public services in South Hartsville is poor to neutral and 78% rated this as Very Important.
- 46% of participants said South Hartsville is not walkable.
- 38% said mobility options are not accessible and 78% rated this as Very Important
- 40% said there is a lack of recreation opportunities and 81% thought this is Very Important
- 38% of people said the neighborhood is not safe and 38% were neutral. 88% said this is a very important issue.
- A majority of people said that the aesthetics of the neighborhood is not appealing and 80% said this is a very important issue.
- 73% of people said that they feel isolated in South Hartsville and rated this as a very important issue.
- Nearly half of people said there are few interactions in the neighborhood and most people rated this as a very important issue.
- An overwhelming amount of people said there are few to no job opportunities for residents, with 90% rating this as a very important issue.
- 42% would not stay in the South Hartsville neighborhood if they had to move out of their current home and only 26% of people said is Important to Stay.

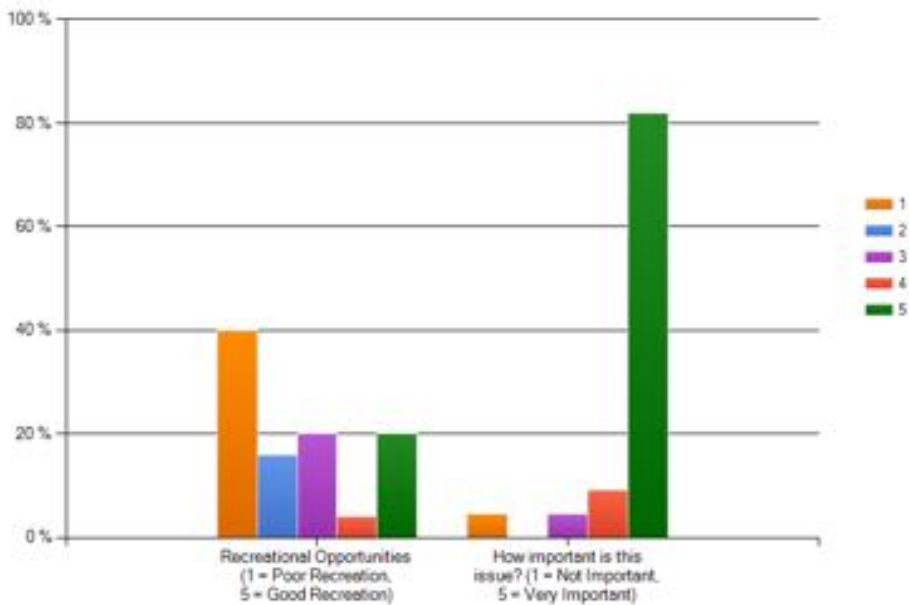
1. Walkability: To what extent is the neighborhood oriented to pedestrians/bicyclists versus motor vehicles?



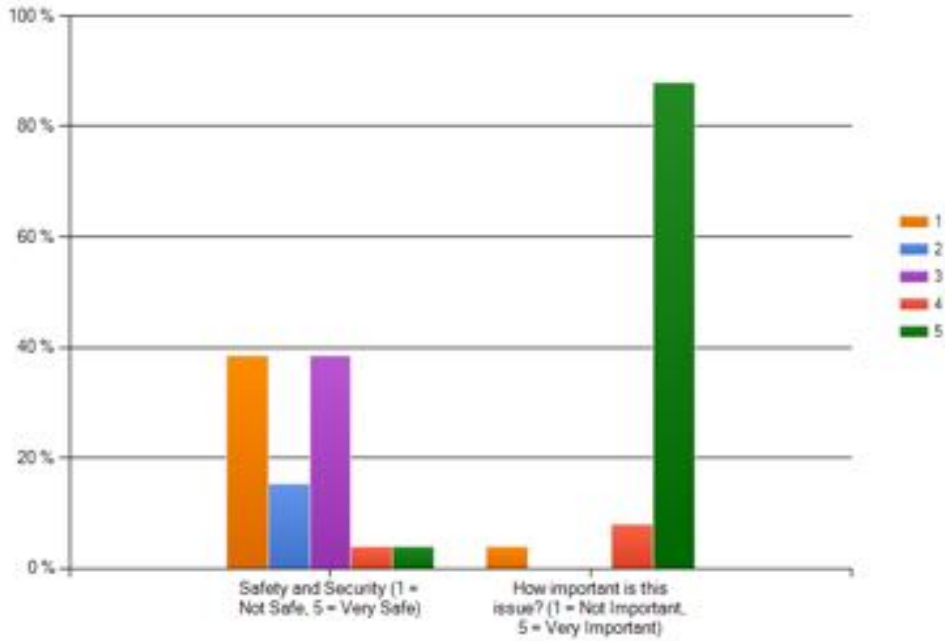
2. Accessibility: How would you rate the mobility options in your neighborhood?



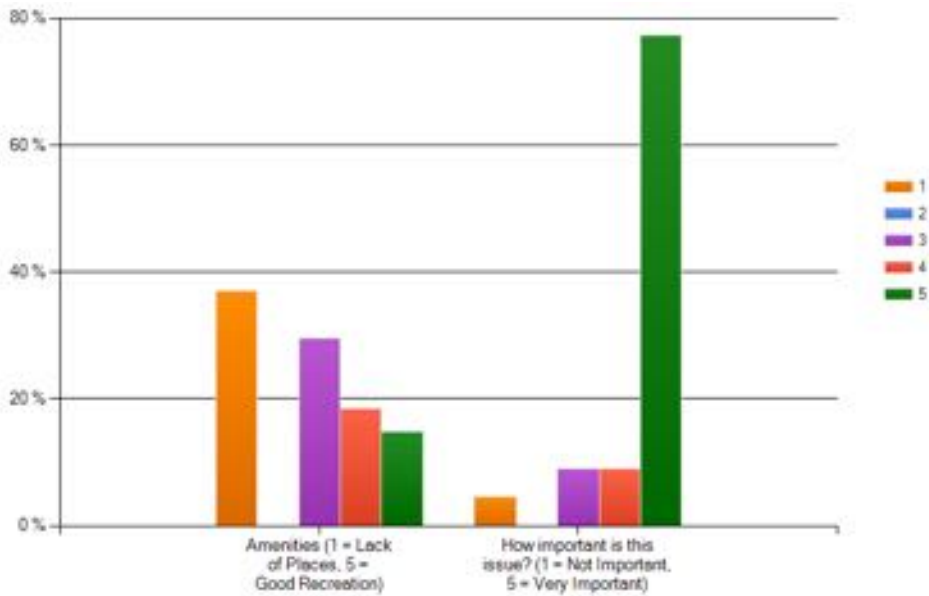
3. Recreational Opportunities: Are there adequate parks, playgrounds, ball courts, or other public recreational facilities within walking distance?



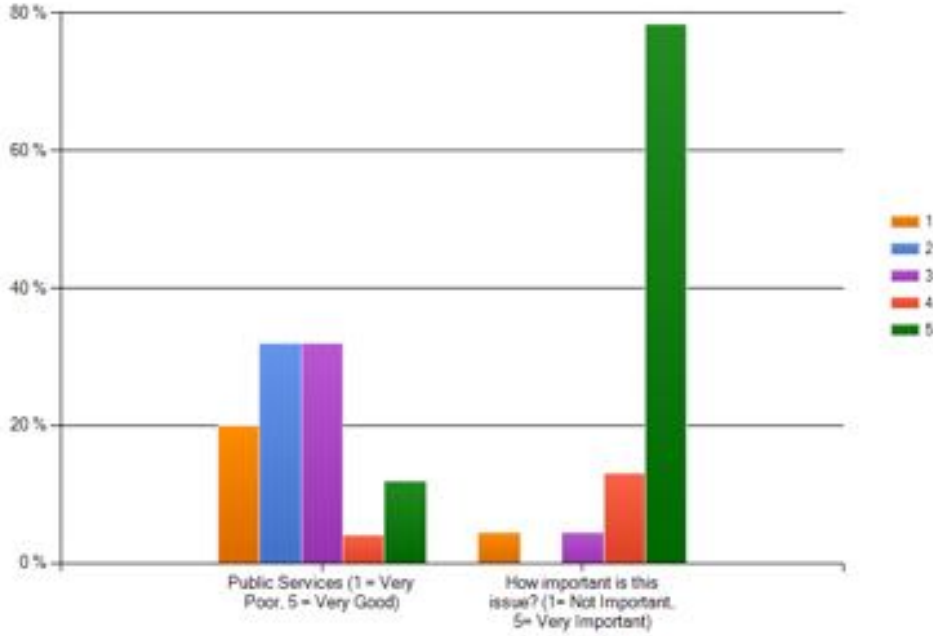
4. Safety and Security: How safe is the South Hartsville neighborhood?



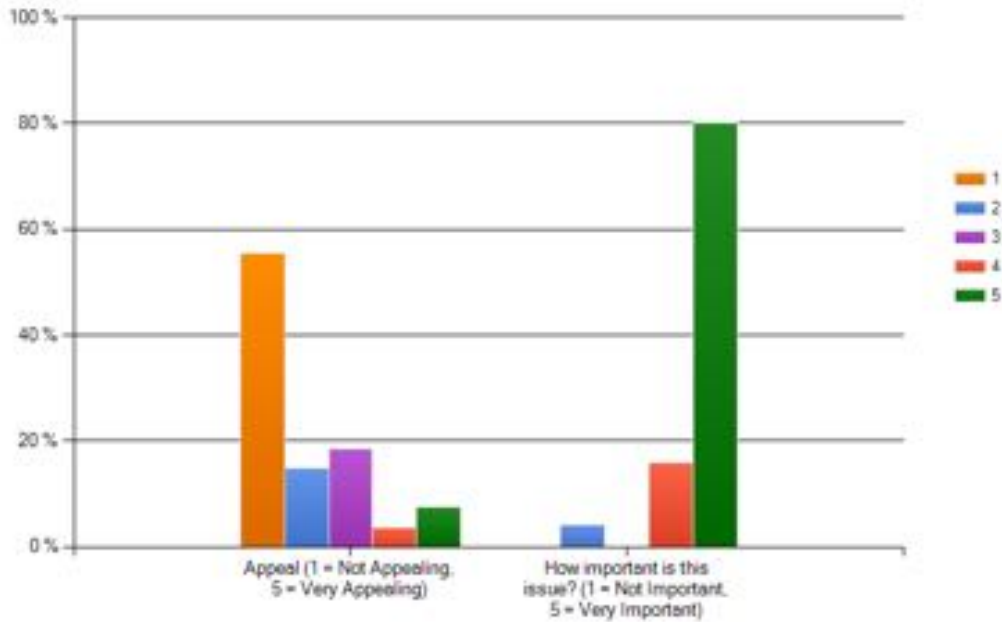
5. Amenities: Does the neighborhood contain the amenities that are important to you?



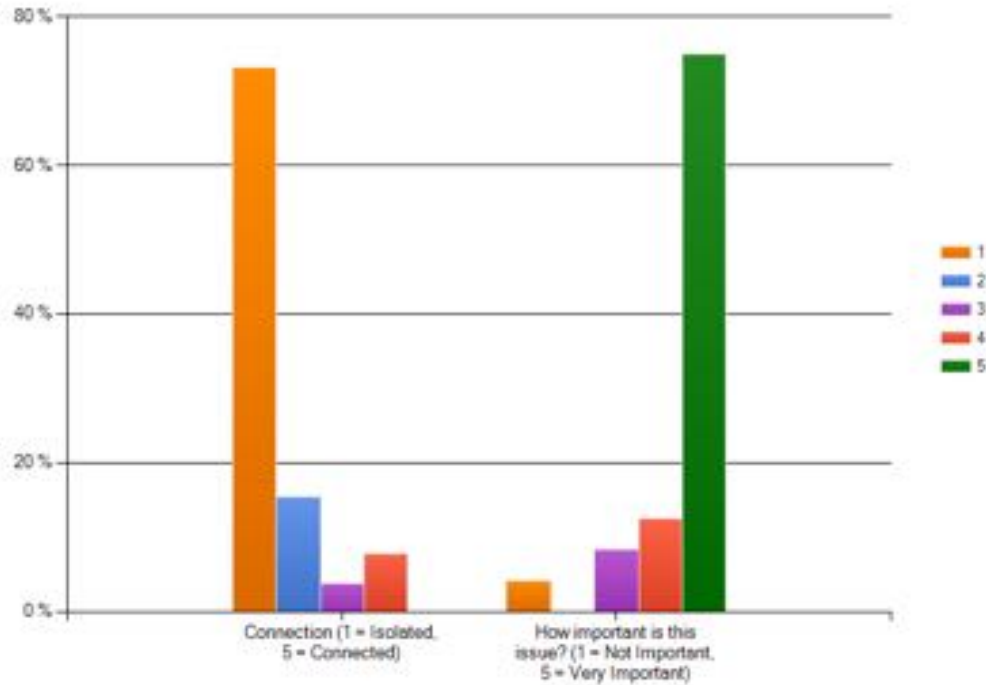
6. How would you rate the public services in the South Hartsville neighborhood?



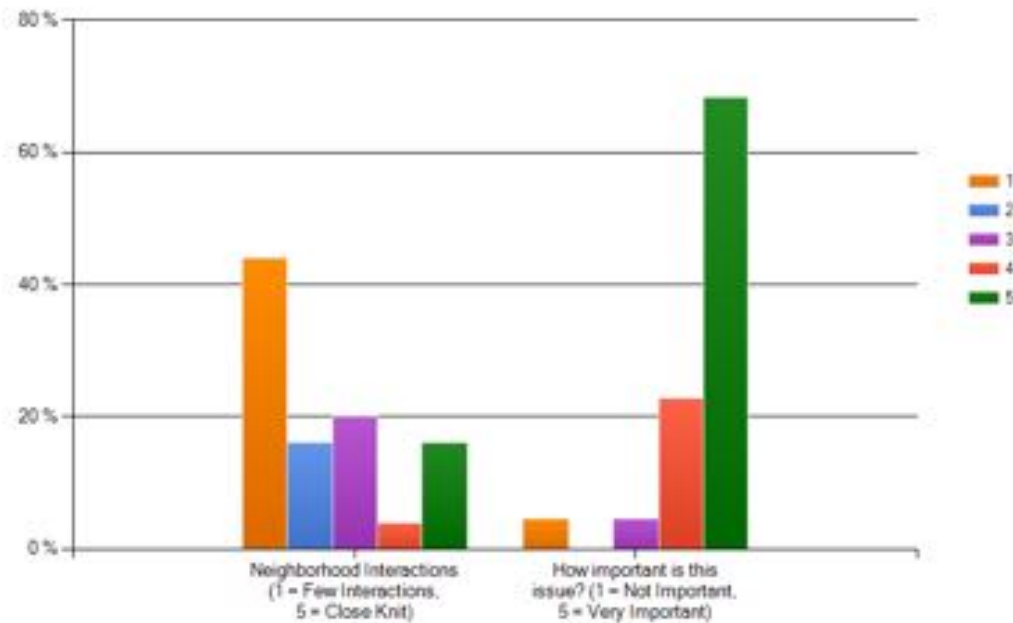
7. Appeal and Aesthetics: Is it pleasant to walk in the South Hartsville neighborhood?



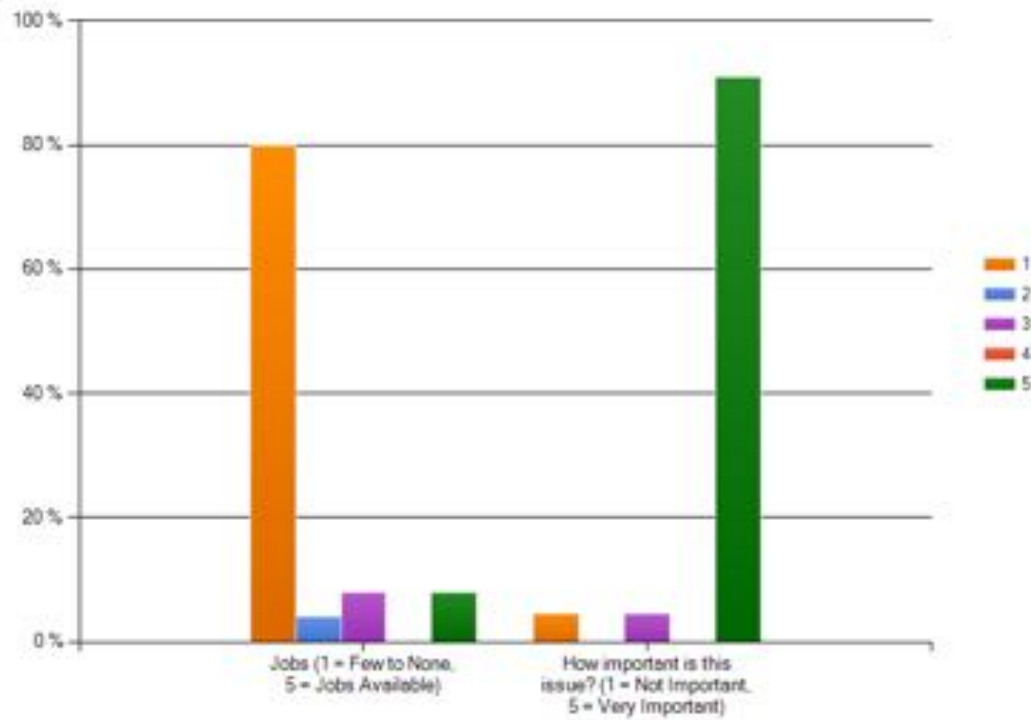
8. Connected Versus Isolated: Does the South Hartsville neighborhood feel part of the larger Hartsville community or does it feel isolated and not included?



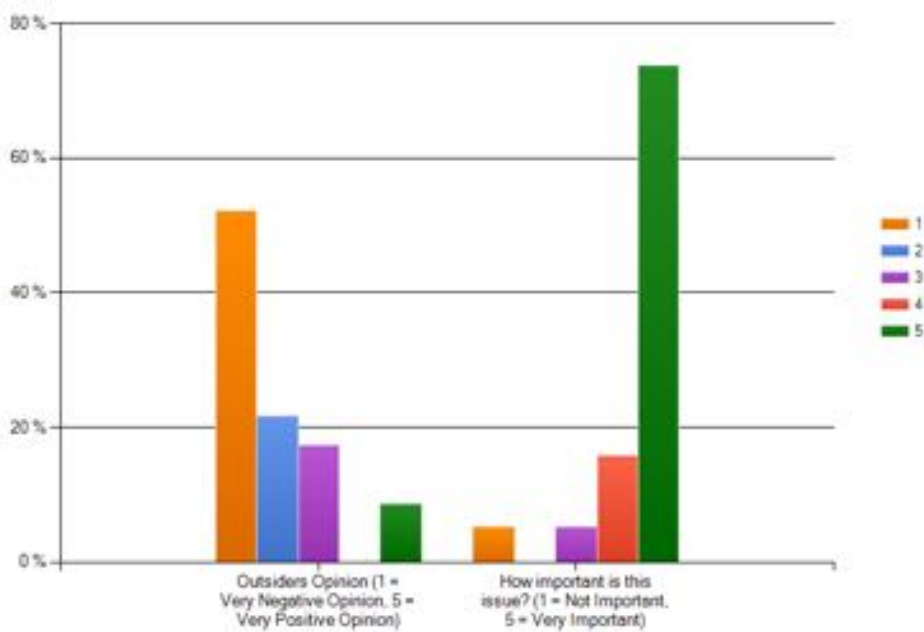
9. Neighborhood interactions: How strong are neighborhood interactions and networks?



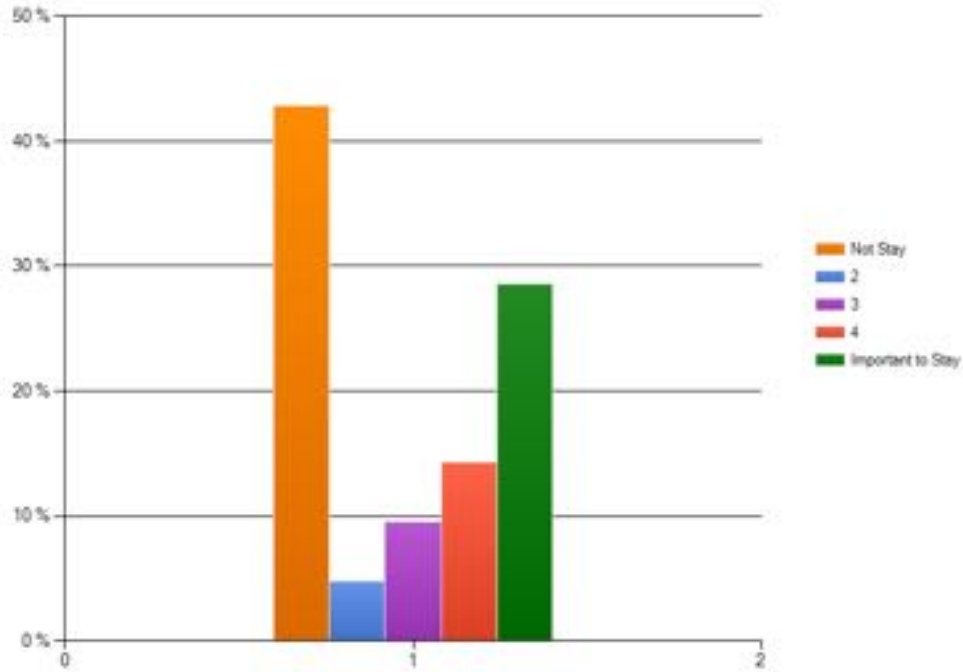
10. Economic vitality: Are there job opportunities for residents (including youth) within the neighborhood or nearby?



11. Opinion of Outsiders: What is the perception of South Hartsville by those that do not live there?



12. Choosing South Hartsville: If for some reason you had to move out of your current home, would you look to stay in South Hartsville?



BLANK COPY OF NEIGHBORHOOD SURVEY

Question 1 -- Safety and Security

How safe is the neighborhood?

How much crime occurs in the neighborhood? How safe do you feel walking down the street? If a crime were committed on the street, how many people would witness it? Are there "eyes on the street"? How confident are you that your neighbors would know if a crime occurred on the street in front of their houses or to their neighbors?

Safety and Security									
Not safe					Very safe				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 2 -- Care and Maintenance

Are the homes, institutional buildings and public facilities (including streets, sidewalks, signs, street lamps, etc) well maintained, or do they show signs of neglect and disrepair?

Does the neighborhood engender a sense of pride and stewardship? Is street litter common? Do residents go out of their way to pick up a piece of trash? Do many buildings need to be painted or repaired? Are the sidewalks broken and cracked? Is there litter or broken glass on the street or in yards?

Care and Maintenance									
Poorly-maintained					Well-maintained				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 3 -- Walkability

To what extent is the neighborhood oriented to pedestrians versus motor vehicles?

Is there a contiguous network of sidewalks that enable you to walk around the neighborhood? Are street crossings adequately marked and equipped for pedestrian safety? Do the cars travel so fast as to scare pedestrians? Does the street seem unnecessarily wide? Do garages dominate the fronts of houses? Are there large parking areas that dominate the landscape?

Walkability									
Not walkable					Very walkable				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 4 -- Accessibility

How would you rate the "mobility options" in your neighborhood?

How long does it take you drive to the nearest store? Are there multiple routes into and out of the neighborhood? Are there barriers that inhibit access to, from, or across your community? Can you easily access adjacent neighborhoods or are you physically disconnected from them? Is there an easily accessible public transit stop?

Accessibility									
Poor access					Good access				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 5 -- Recreational Opportunities

Are there parks, playgrounds, ball courts, hiking trails or other public recreational facilities within walking distance?

Are there certain facilities that the neighborhood is lacking? Do you have to leave the neighborhood to engage in recreation? Are there places for children to play?

Recreational Opportunities									
Few opportunities					Many opportunities				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 6 -- Amenities

Does the neighborhood contain the amenities that are important to you?

Many people today think that neighborhoods should contain a store where you can purchase bread or milk. Some people think that community centers, churches, schools, or libraries are essential elements of a neighborhood. Think about the number of activities that you can perform without leaving your neighborhood. Can you buy basic necessities? Can you go to church? Can you take a walk around a park or visit a playground? Now, think about all of the reasons why you leave your neighborhood. Have you ever wished that the neighborhood included a specific amenity?

Amenities									
Few amenities					Many amenities				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				

1	2	3	4	5	6	7	8	9	10
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Question 7 -- Appeal

Does your neighborhood appeal to or offend your senses of sight, smell, and sound?

Is there sufficient variety in the "sensual streetscape" to delight your senses? Is your neighborhood interesting to your eyes? As you are walking down the street, can your eye wander across different building styles or can you just see blank walls? Is the street lined with trees or other plantings? Do you think the neighborhood is ugly? Remember to consider noises and smells.

Appeal									
Not appealing					Very appealing				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 8 -- Identity

Does the neighborhood present a clear "sense of place" to both residents and visitors?

Does the neighborhood present a clear "sense of place" to both residents and visitors? Is there a compelling image or impression of the neighborhood that most residents share? Is there a dominant landmark that serves as a focal point in the community?

The easiest test for identity is to ask if there is something memorable about the place that distinguishes this neighborhood from others? Memorable features can be building styles, unique street designs or layouts, or special places in the neighborhood like a church, store, or park.

Identity									
No identity					Clear identity				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10

Question 9 -- Street Activity

Is there an appropriate level of activity on the street?

This question tries to determine how well the street activity in the neighborhood matches your optimal level of street activity. Does the street have as much activity as you desire or do you wish there were more or less activity? If you sat on your porch or looked out of your window, how long would it for someone to walk by? Can you see children playing? If you were walking down the street, would you see other people walking or working in their yards? On the other hand, do people frequently loiter on the street? Does the street activity disrupt the residential nature of the neighborhood?

Street Activity									
Inappropriate level					Optimal level				
1	2	3	4	5	6	7	8	9	10
<i>How important is this issue to you?</i>									
Not important					Very important				
1	2	3	4	5	6	7	8	9	10
