



Richland  
*Renaissance*

REVIVIFY RICHLAND

# Revivify Richland:

Forward Toward Excellence

*A Strategic Framework for the Abatement of Decrepitude in Richland County*

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# REVIVIFY RICHLAND

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## Introduction

Richland County seems replete with *Quail Atolls*, areas that have become blighted due to abandonment, illegal dumping and/or natural events. Simply reacting to complaints neither achieves the goal of area revivification nor facilitates the move to excellence.

As such, an assignment to identify, inventory and assess the deficiencies present in the *Quail Atolls* throughout Richland County was given to Planning and Public Works staff [Appendix A]. What follows is a series of analyses for the development of a proactive strategy to remediate decrepitude in Richland County and achieve revivification.

## Framing the Issue

Revivify Richland began in response to constituent concerns about declining conditions, particularly illegal dumping and abandoned housing, along Timberlane Drive. This area is situated at the edge of Rosewood and South Kilbourne neighborhoods along Gills Creek. Its proximity to the creek lends to the neighborhood's long history of flooding, which was exacerbated during the 1,000-year flood event. The 2015 natural disaster devastated Timberlane Drive, leaving it all but destroyed, only a small portion of the street remaining habitable. Post flood, the majority of the street consists of derelict homes, which have since become vacant and are neighbored by lots that continue to develop as dumping grounds for trash and abandoned vehicles or become sites for criminal activity.

Timberlane presents just one example of issues and conditions that are widespread throughout Richland County and call for immediate attention. Neighborhoods small and large, urban and rural, rich and poor are experiencing similar problems. Areas have become blighted, abandoned and desolate as impacts of developmental decay and natural hazards compound creating undesirable conditions. Increasingly so, constituents experience prolongation of deteriorating

surroundings, making urgent the need for strategic action from the County and its partners.

Prior to this initiative, solutions to these issues have been entirely reactionary. Current mitigation efforts, which vary across divisions, are handled via a notification and response system without any preemptive measures in place. The reactionary nature of County efforts to date has made difficult the remediation of declining conditions, increasing the demand on resources while adversely affecting efficiency. Reactionary methods can, at best, mitigate some factors that contribute to the overall condition; however, proactivity is necessary to achieve revivification and deter the perpetuity of decline.

The question posed is this: *what can be done to reverse decline in Richland County and facilitate area resurgence?* The answer presents itself as Revivify Richland: A Strategic Framework for the Abatement of Decrepitude in Richland County.

## Goals and Objectives

The strategic framework asserts an overall goal of moving forward toward excellence. This goal is complex as it entails a diversity of outcomes and objectives.

## Beautification

Revivify Richland endeavors to move beyond an expansive clean-up mission and assert itself as a catalyst in the resurgence of the County. Beautification, then, is a critical component of this framework and must be approached in the same strategic, comprehensive manner as all other elements thereof. Richland County, while expansive, lacks identity and, in some areas, appropriate amenities. Revivify Richland's beautification component aims to address the aforementioned via the implementation of gateway signage; active and passive green spaces such as pocket parks,



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greenways and trails; complete streets; streetscaping and façade improvements.

Beautification and branding are critical in the diminution of blight and, concurrently, attract investment of citizens and businesses alike increasing the economic viability of an area. Counties have begun to establish themselves as destinations via beautification and branding and efforts like “Yeah, That Greenville” have proven successful in cultivating civic pride and attracting development. Likewise, Revivify Richland has the power to revitalize Richland County.

## Enhanced Codification & Enforcement

While remediating issues associated with the development of blight, Revivify Richland also serves to better align internal functions around a common goal. This strategy will increase the need for interdepartmental collaboration and better ensure that each department and division are acting as parts of a whole rather than developing independent policies and “operating in silos.”

This is to be accomplished via enhanced codification. Clarity of definitions, policies and ordinances is paramount. Codification of terms such as *Quail Atolls* allows for increased efficiency in assessing further instances thereof and a more streamlined approach to their remediation. When the problem is clearly defined, the solution is more obtainable. As such, enhanced codification will also allow for enhanced enforcement of the policies that are derived from this framework.

## Systematic Response

As mentioned earlier, one of the objectives of this strategy is greater efficiency and increased effectiveness of internal processes and procedures. The issue of the overabundance of *Quail Atolls* present in the County is a multifarious one and therefore requires that Richland County Government be

methodical in addressing it.

Enhanced codification lends itself to the development of systematic responses, which may present as policies, ordinances or procedural guidelines, and are to govern the actions of departments and divisions moving forward. Establishment of a fixed plan, or systematic response, makes the County more likely to be successful in the remediation of widespread blight.

## Community Compliance

A component of the systematic response developed by Richland County Government should focus on education with the intention of increasing community compliance. Several of the factors identified as creating or contributing to the expansion of *Quail Atolls* in Richland County directly correlate to the behavior of its citizens.

Education and enforcement, therefore, become critical aspects of Revivify Richland. Increased awareness of the County’s codes and stricter enforcement for not adhering to them encourage responsibility in County citizens and address the root cause of many factors that contribute significantly to the development of *Quail Atolls*. Greater compliance, in even one neighborhood, can have far-reaching effects as pertain to the greater community and significantly lessen the need for resources intended to mitigate or remediate QAs.

## Proactive Mitigation

In addition to education, efforts should be made toward proactive mitigation. Revivify Richland suggests several strategies aimed at supporting this objective, to include: the development of a “workers-on-watch” policy for the County’s inspectors and code enforcement personnel, establishment of an enhanced “Clean Sweep” framework in conjunction with Revivification Priority Areas (RPAs) and establishment of a Revivify Richland Task Force for the oversight of all related



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initiatives.

The intent is to move beyond reactionary notification and response methods of dealing with factors that have been identified as creating or contributing to the development of *Quail Atolls* and implement proactive mitigation measures aimed at eventual remediation.

## **Place-based Investment & Redevelopment**

Specificity in measures associated with this framework is essential. When addressing issues as complex and widespread as are these, a one-size-fits-all approach is hardly sufficient.

Place-based investment and redevelopment become important next steps in re-establishing the economic viability of previously blighted areas, which is central to achieving revivification. Revivify Richland should work in conjunction with the County's Land Development Code and Zoning Ordinance Rewrite to explore the possibility of incentivizing development in targeted areas. Design guidelines must be considered to ensure that development occurs in ways that enhance priority areas.

## **Revivification**

To revivify is to restore to life; give new life to; revive. Each objective as specified above endeavors to support the eradication of decrepitude in Richland County and, ultimately, to revitalize its citizens and communities.

Due to the expansive nature of this concept, disaggregation is necessary to arrive at more manageable objectives which can then be supported via the development of systematic responses that make clear the path forward toward excellence.

Each recommendation that follows in the strategy toolkit is not only derived from preliminary analyses but is in support of the aforementioned goal and objectives, as well as those established as priority via the adoption of the 2015 Richland County Comprehensive Plan.



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## Data & Analyses

Revivify Richland continues to develop as a phased process deriving from the necessity of assessing, inventorying, classifying and prioritizing all elements associated with revivification. These phases have, at this juncture, been broken down into two major categories: analysis and strategy development. The analysis portion of the initiative is the genesis of the framework from which all preliminary factors and prescriptive elements are derived. Analysis is then further disaggregated into four sub-categories: identification and inventorying (1), existing conditions (2), prioritization (3) and priority outcomes (4).

## Identification & Inventorying

The identification component of the analysis focused on defining the issue, clarifying the scope of the initiative and then, once clearly defined, compiling a list of factors identified as contributing thereto.

A collaborative group consisting of various County Departments and Divisions, to include Community Planning and Development, Public Works and Administration, was formed to aid in facilitating the identification process. Members of the team were identified based on their relevance to work addressing factors associated with *Quail Atolls*. The assembly of the *Quail Atoll Strategy Team* (QAST) helped shape the initiative by providing division specific insight and details about each group's role in the mitigation of blight. The information provided by QAST proved critical in ensuring that the definitions, strategies and assertions in Revivify Richland are comprehensive and precise.

In defining the scope of the project, initial conversations endeavored to arrive at a working definition of *Quail Atolls*. For the purpose of the remediation of issues unique to the context of Richland County, *Quail Atolls* is defined as follows:

**Quail Atolls (QAs):** areas exhibiting signs of decrepitude

with the potential of adversely affecting economic viability and/or property values in a locale; especially where poses a possible risk to future development and/or negatively impacts public perception.

Such signs of decline include: illegal dumping, overgrown lots, non-compliant and dilapidated structures, foreclosures, tax delinquency, business closures, property vacancies, vehicle violations, crime such as vandalism and graffiti, declining property values and build-up of debris, natural or otherwise.

Quail Atolls, while defined as areas of decline, may be characterized by various risk factors and indicators, or combinations thereof, and are classified accordingly. These categories are derived from pairing like factors for the purpose of streamlining prioritization and remediation efforts and are not intended to suggest that challenges unique to the locale of individual QAs do not occur, which may require further analyses, prioritization and remediation efforts to achieve revivification.

As a means of pairing indicators for prioritization and remediation purposes, QA indicators are classed based upon their scale within the applied landscape. Scale is a means by which to measure effect and derive outcomes for efficiency of strategy development and understanding of geographic impact.

*Structural Indicators:* non-compliant and dilapidated structures; condemned and demolished structures; property crimes including burglaries, vandalism and graffiti; vacant structures; business closures; Forfeited Land Commission (FLC) properties (with improvements and manufactured housing); tax delinquent properties with structures.



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*Lots & Rights-of-way:* overgrown vegetation, illegal dumping, debris/ litter, vacant & abandoned vehicles, FLC property (no improvement), tax delinquent properties without structures and delayed construction.

*Neighborhoods:* vacancy rate, flooding inundation, illegal land use and non-compliant land uses.

The inventorying component of the analysis consisted of gathering datasets from various departments, divisions and external partners. Upon receipt, datasets were compiled into a single project geodatabase with figures pertaining the qualification of Quail Atolls or prioritization. As Revivify Richland moves into implementation, a comprehensive inventory of data points is critical. As such, the inventory should continue to be updated and expanded as additional factors are discovered. Current datasets include:

- Illegal Dumping Sites
- Litter/ Debris on Lots
- Non-compliant Structures
- Foreclosures
- Forfeited Land Commission Property
- Demolished and Condemned Structures
- High Water Marks
- Areas of Inundation
- Business Closures
- Postal Service Vacancies
- RCSD Data

## Existing Conditions

The analysis of existing conditions consisted of examining known instances of QA factors, as listed above, to assess the extent and magnitude of Quail Atolls in Richland County. In examining where QA density occurs, a preliminary list of problem areas presents itself as a reasonable point of

departure for further investigation and strategy development. Density visualization, which presents itself as a “heat map,” as shown in Figure 1, allows for a comprehensive understanding of area conditions.

The existing conditions analysis was performed using ArcGIS software. Datasets were compiled from various sources and converted from shapefiles or Excel spreadsheets into a Quail Atoll feature dataset within the Revivify Richland geodatabase. Shapefiles were able to be directly converted into the appropriate database using the software while Excel spreadsheets were first formatted appropriately so as to function within ArcGIS and then geocoded utilizing Tax Map Submap (TMS) numbers or Global Positioning System (GPS) Coordinates. Each dataset was merged to form a single feature class. These were dated and stored to assess the change in conditions as new data became available. These merged features were then analyzed via the Kernel Density tool, which provided a magnitude-per-unit area for QAs across the County. These steps were performed each time new or updated QA datasets were received. With each repetition of the process, it became apparent where and to what extent Quail Atolls occur. The data-driven evaluation of conditions both confirmed instances of blight that coincide with the perception thereof and revealed new areas in need of remediation efforts.

The full analysis of existing conditions shows 16,166 instances of Quail Atolls in Richland County (Figure 2). For ease of understanding, the County has been divided into five planning areas as derived from the 2015 Richland County Comprehensive Plan (Figures 3 & 4) as follows:

## The Northwest Planning Area

The Northwest planning area is bounded by Newberry and Fairfield Counties on the north, I-20 on the south, Broad River on the east and Lexington County on the west and is comprised of roughly 85 square miles. The existing conditions



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analysis revealed 2,307(15%) instances of Quail Atolls in the Northwest planning area (Figures 5 & 6).

### The North Central Planning Area

The North Central planning area is bounded by Fairfield County on the north, I-20 on the south, Syrup Mill Rd, Blythewood Rd, Fulmer Rd, Beasley Creek, North Branch Crane Creek, and Fairfield Rd on the east and the Broad River and Fairfield County on the west and is comprised of roughly 84 square miles. The existing conditions analysis revealed 931 (6%) instances of Quail Atolls in the North Central planning area (Figures 7 & 8).

### The Northeast Planning Area

The Northeast planning area is bounded by Fairfield County on the north, Percival Rd, I-20, and I-77 on the south, McCord’s Ferry Rd, Fort Jackson, and Kershaw County on the east and Syrup Mill Rd, Blythewood Rd, Fulmer Rd, Beasley Creek, North Branch Crane Creek, and Fairfield Rd on the west and is comprised of roughly 130 square miles. The existing conditions analysis revealed 5,638 (35.7%) instances of Quail Atolls in the Northeast planning area (Figures 9 & 10).

### The Beltway Planning Area

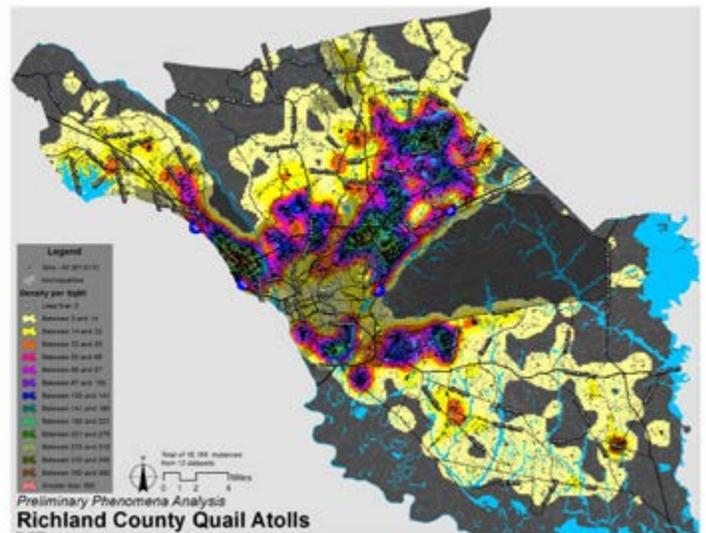
The Beltway planning area is bounded by I-20 on the north, I-77 on the south, I-77 on the east and the Broad and Congaree Rivers on the west and is comprised of roughly 58 square miles. The existing conditions analysis revealed 4,290(27%) instances of *Quail Atolls* in the Beltway planning area (Figures 11 & 12).

### Southeast Planning Area

The Southeast planning area is bounded by I-77, Percival Rd, Screaming Eagle Rd, and McCords Ferry Rd on the north;

Congaree River on the south and west; Wateree River on the east and is comprised of roughly 415 square miles. The existing conditions analysis revealed 2,633 (16.3%) instances of *Quail Atolls* in the Lower Richland planning area (Figures 13 & 14).

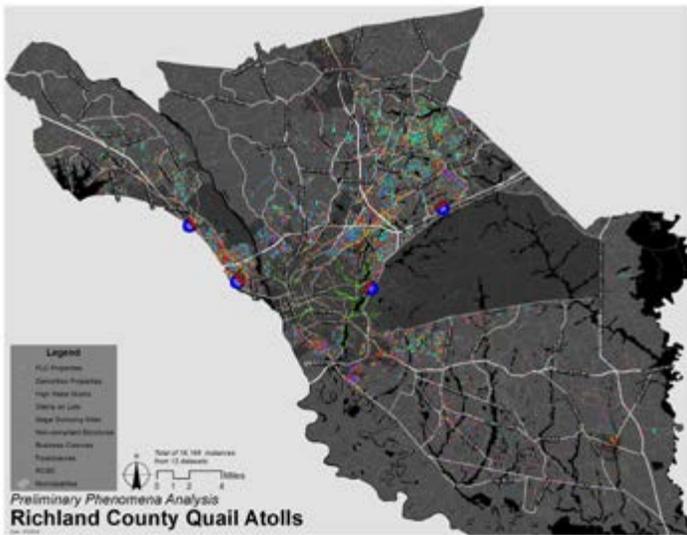
This framework assumes the existence of Quail Atolls which have yet to be identified as well as the consideration of others that may have already undergone, or are currently undergoing, mitigation efforts. It is the intention of staff that analyses continue to be performed and findings updated as this initiative progresses. Please see Appendix B for full page



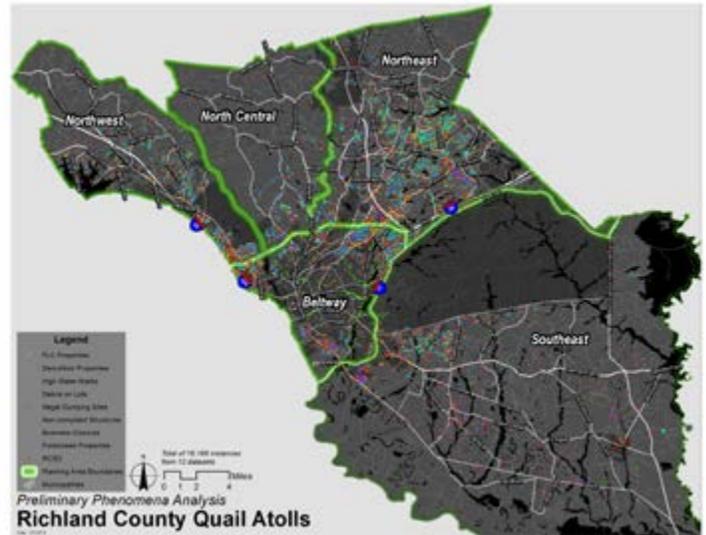
(Above) Figure 1. Existing Conditions Heat Map.



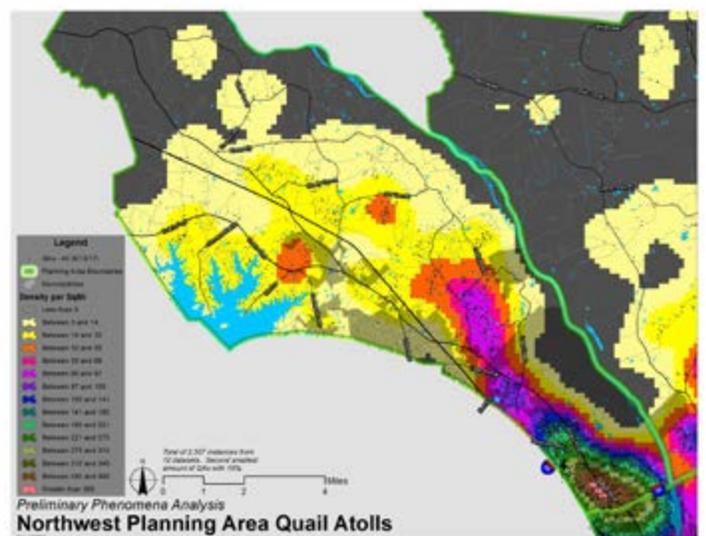
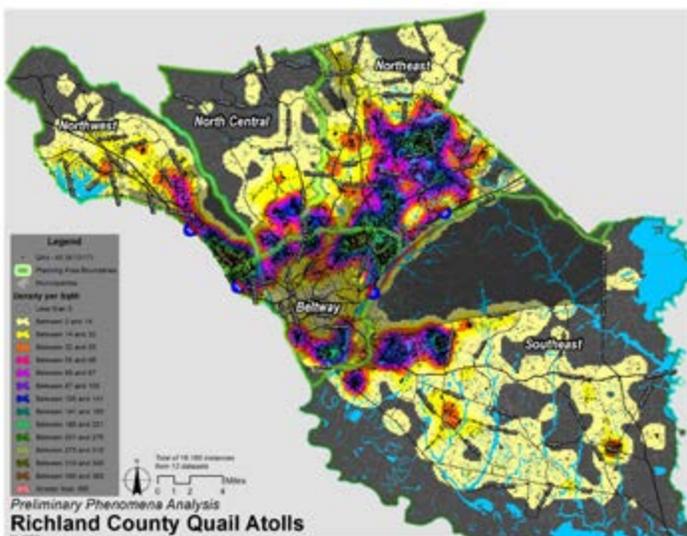
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(Above) Figure 2. Existing Conditions Location Occurrence  
(Below) Figure 3. Planning Area Heat Map

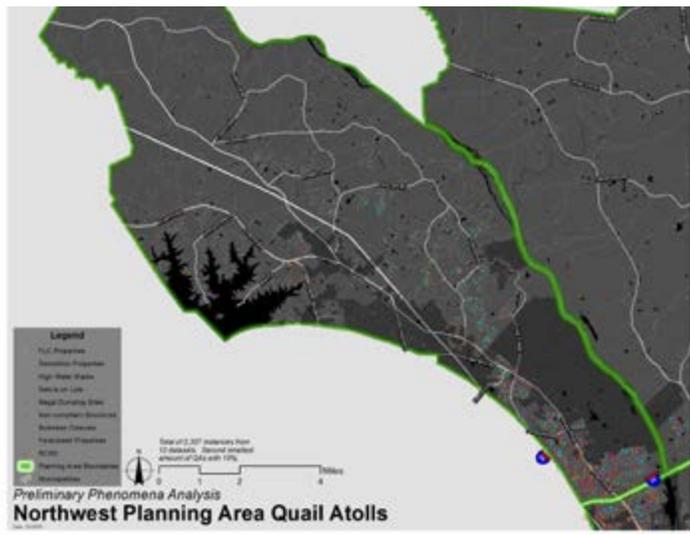


(Above) Figure 4. Planning Area Location Occurrence  
(Below) Figure 5. Northwest Planning Area Heat Map





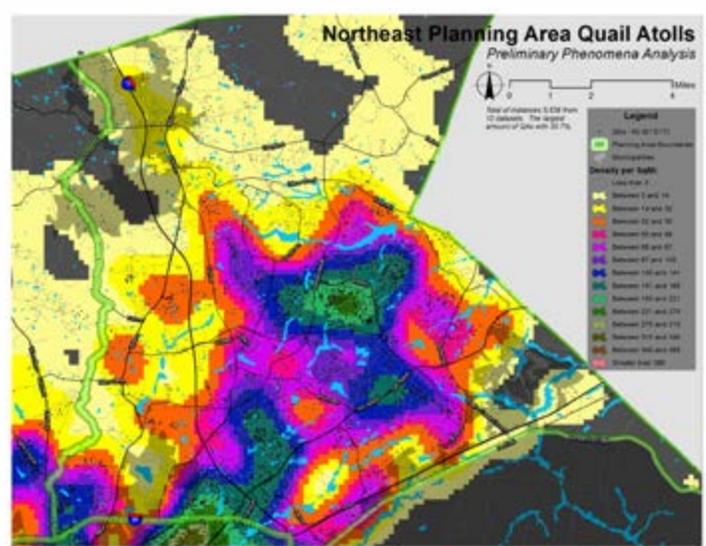
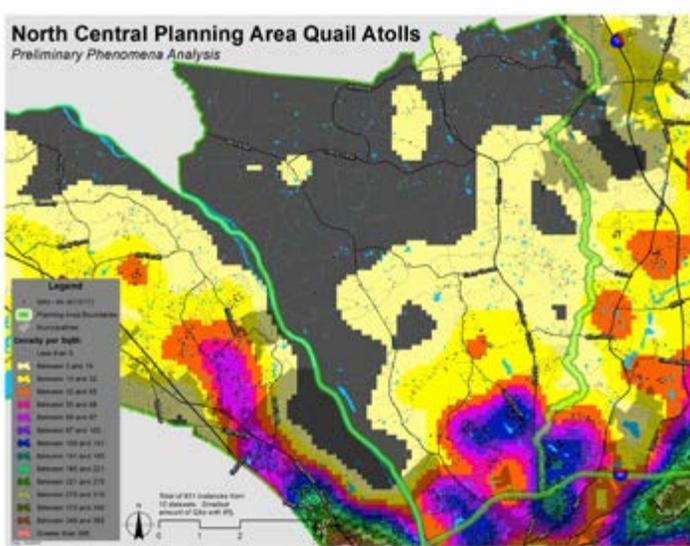
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(Above) Figure 6. Northwest Planning Area Location Occurrence  
 (Below) Figure 7. North Central Planning Area Heat Map

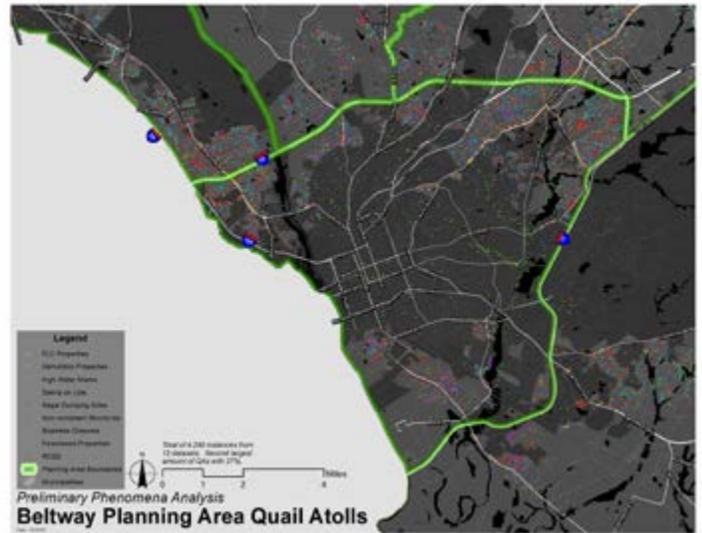
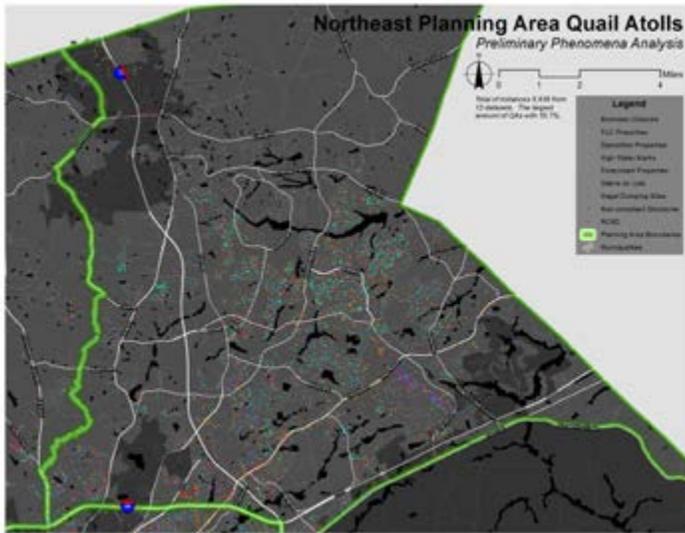


(Above) Figure 8. North Central Planning Area Location Occurrence  
 (Below) Figure 9. Northeast Planning Area Heat Map



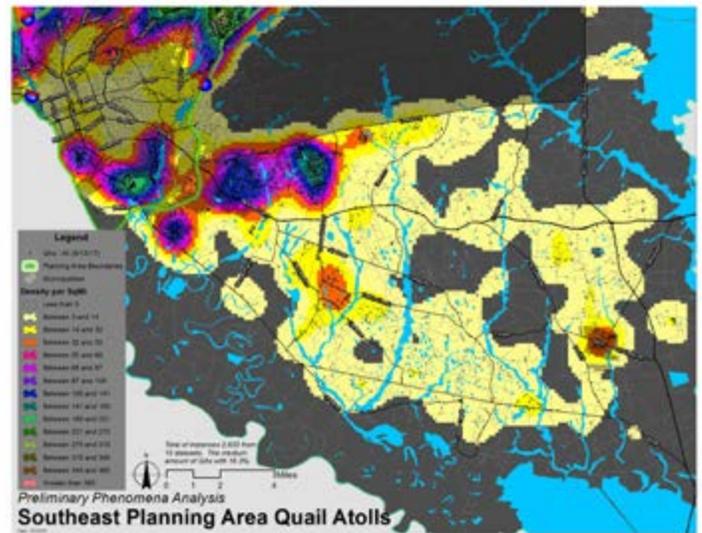
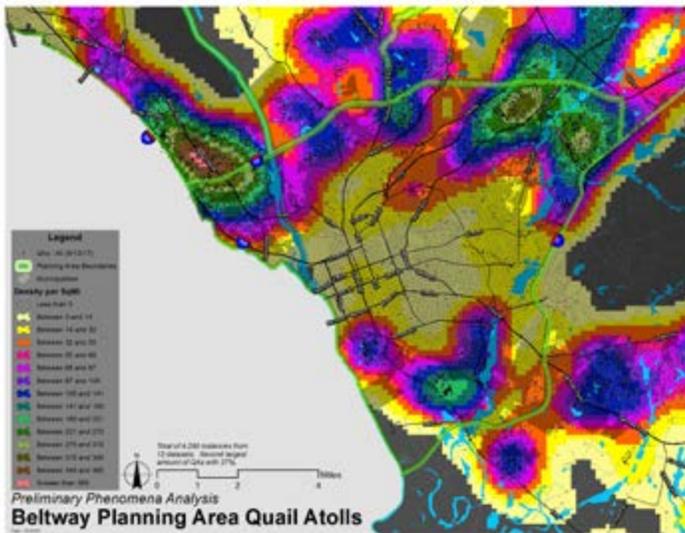


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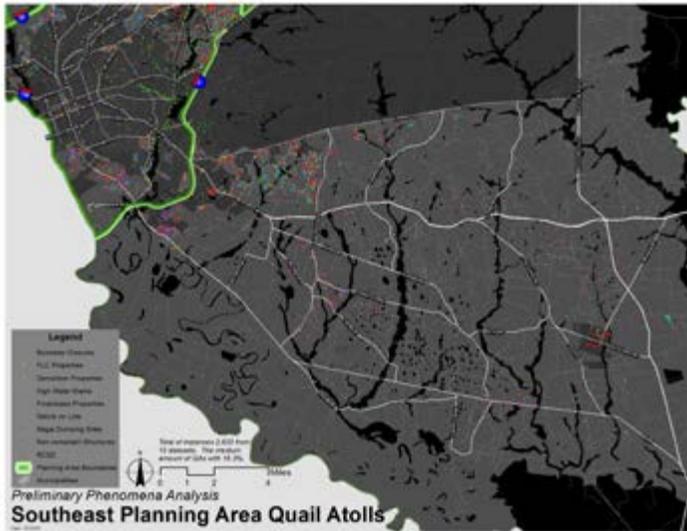
(Above) Figure 10. Northeast Planning Area Location Occurrence  
 (Below) Figure 11. Beltway Planning Area Heat Map

(Above) Figure 12. Beltway Planning Area Location Occurrence  
 (Below) Figure 13. Southeast Planning Area Heat Map





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(Above) Figure 14. Southeast Planning Area Location Occurrence.

versions of the existing conditions maps.

## Prioritization Analysis

Prioritization is necessary for further development of a strategic framework which shapes the path forward. Prioritization Analyses function by establishing a methodology for scoring and ranking elements to determine areas of focus. This is to be a scalable, purpose-driven analysis that drives strategy development and details where the greatest need(s) exist(s) allowing for the most efficient and impactful allocation of resources to include funding and personnel.

Prioritization is achieved by setting parameters that directly relate to the overall goal and its objectives. Based upon the parameters established, criteria are then developed and used to categorize elements. Geographies are determined and the parameters and their criteria, which determine how factors are weighted, are then applied for value scoring. Post selection and weighting of all criteria, the prioritization

scheme is applied to the focal elements. The outcome of this process is establishment of areas of priority that then serve as a foundation for all related strategies, policies, procedures and implementation plans.

While categories and criteria relevant to the Revivify Richland strategic framework have been established, staff recognizes the need for input from County Administration and Council on the weight of each factor. The current methodology as proposed by staff in accordance with principles and best-practices of the Planning profession is as follows.

The Revivify Richland prioritization analysis relies upon data from a variety of sources to include internal departments and divisions, the US Census Bureau ACS 5-Year Estimates and USPS/HUD Vacancy Data. The prioritization scheme includes four categories: Quail Atolls (1), Neighborhood Forces (2), Improvement Zones (3) and Funding Allocation (4).

Three of the four categories are assigned a maximum value, with Quail Atolls being the exception as they are considered the primary weighting factor. The other three categories are push-and-pull factors that help in parameterizing the overall analysis and assessing which criteria most affect QA development and should therefore have the greatest influence on the County's response(s) and resource allocation. Each category, described below, is further divided into sub-categories allowing for greater precision in evaluation.

## Quail Atolls

Quail Atolls consist of three major components: structural indicators, lots and rights-of-way and neighborhoods, as derived from their definition and application within the landscape. Being the primary weighting factor in prioritization, QAs do not have a maximum value possible but, instead, are weighted according to their scale. Quail Atolls then have the ability to be the highest or lowest weighted factor considered for a particular geography depending on the density with



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which the various factors associated with their existence occur. This approach is meant to allow Quail Atolls to be weighted based on the level of direct impact they have on the areas in which they occur. The values of individual factors associated with the development and/or expansion of Quail Atolls is as follows:

- Abandoned Vehicles
- Vacant Lot
- FLC Property (Lot)
- Tax Delinquent Property (Lot)
- Delayed Construction
- High Water Marks

**Building/Structure** **1.5 points per occurrence**

Buildings and structures are the smallest, and therefore lowest weighted, scale considered in QA development but can be an extremely harmful indicator thereof. These pose a great nuisance to citizens as well as various safety concerns. Preliminary analyses reveal that this factor is among those most prevalent in Richland County’s Quail Atolls.

- Non-compliant/Dilapidated Structure
- Condemned/Demolished Structure
- RCSD Property Crime Data
- Vacant Structure
- Business Closure
- FLC Structure
- Foreclosed Property
- Tax Delinquent Property

**Lots & Rights-of-Way** **3 points per occurrence**

Lots and Rights-of-Way are assessed as the next sequential level of impact according to their scale. While not occurring as frequently, these indicators are highly visible and potentially have more consequences. QAs with a greater prevalence of this indicator often compound leading to the formation of other QA factors within neighborhoods that, if not mitigated expeditiously, result in systemic issues that are more difficult to remediate.

- Overgrown Lot
- Illegal Dumping
- Debris/Litter

**Neighborhood** **up to 70 points**

Neighborhood scale indicators of Quail Atolls often develop as consequences of non-remediation of smaller scale instances. Neighborhood level QAs can become severe and are often the most difficult to remediate as they compound over long periods of time increasing in complexity as they do so. While current analyses consider only two types of neighborhood scale Quail Atolls, illegal land use and zoning non-compliance should be added as data is compiled via the progression of this initiative.

- Vacancy Rates
  - Less than 5% 5 points
  - Between 5% and 10% 12 points
  - Between 10% and 17.5% 20 points
  - Between 17.5% and 25% 27 points
  - Greater than 25% 35 points
- Areas of Inundation
  - Less than 5% 5 points
  - Between 5% and 10% 12 points
  - Between 10% and 17.5% 20 points
  - Between 17.5% and 25% 27 points
  - Greater than 25% 35 points

**Neighborhood Forces**

The neighborhood forces classification is comprised of socio-economic components, which directly reflect the shifts in the market drivers. Examination of factors in this classification



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reveals potential risks associated with future development in specific locations and speaks to the power of Quail Atoll remediation as an effective means by which to improve the economic viability of an area. The neighborhood forces classification is comprised of nine sub-categories with a maximum value of 150 points.

## Sales Value Change up to 15 points

Sales value change is an indicator of private market strength. The change in sales values shows whether neighborhoods are improving, stable or distressed. Improving and stable neighborhoods, which require fewer resources and less time for remediation efforts, should be prioritized highest while distressed neighborhoods, which often have systemic issues requiring extensive remediation efforts, should be assigned a lower level of priority.

- Less than -30% 2.5 points
- Between -30% and -15% 5 points
- Between -15% and -5% 7.5 points
- Between -5% and 5% 15 points
- Between 5% and 15% 10 points
- Between 15% and 30% 7.5 points
- Greater than 30% 5 points

## Total Sales up to 10 points

Similar to sales value change, the total number of sales in a given locale can be an indicator of private market strength or vulnerability. Area sales not only exhibit the amount of activity in an area but may also be an indication of how the area is perceived.

- 0 to 5 Sales 5 points
- 6 to 11 Sales 7.5 points
- 12 to 17 Sales 10 points
- 18 to 27 Sales 7.5 points
- Greater than 27 Sales 5 points

## Median Household Income up to 20 points

Median Household Income is a socio-economic indicator detailing the levels of income that exist within a given locale. Neighborhoods with medium to high income levels may have greater access to resources and require less intervention from the County in the way of staff time resource allocation. Similarly to Sales Value Change, these communities should be prioritized higher as they are able to be remediated more quickly and a lack of urgency in doing so would allow that they fall further into decline. Neighborhoods with lower income levels may exhibit the inverse and require more time and resources making them longer-term endeavors. This component is scored using a ratio of neighborhood level MHIs as compared to the overall County average MHI.

- Ratio less than 35% MHI 5 points
- Ratio between 35% to 65% MHI 10 points
- Ratio between 65% and 80% MHI 15 points
- Ratio between 80% and 100% MHI 20 points
- Ratio between 100% and 120% MHI 15 points
- Ratio between 120% and 150% MHI 10 points
- Ratio greater than 150% MHI 5 points

## Population Change up to 15 points

Population change is another indicator of neighborhood stability. This factor considers neighborhood dynamics where population increase is possible indication of revitalization or reinvestment in areas resulting in an influx of residents. Population decrease likely indicates the inverse.

- Less than -30% 2.5 points
- Between -30% and -15% 5 points
- Between -15% and -5% 7.5 points
- Between -5% and 5% 15 points
- Between 5% and 15% 10 points
- Between 15% and 30% 7.5 points



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- Greater than 30% 5 points

## Market Value Change up to 15 points

Appraised values give further indication of current neighborhood dynamics, detailing how neighborhoods are shifting in value. Stable and value increasing neighborhoods are those most likely to have fewer occurrences of Quail Atolls and greater ability to mitigate them; value decreasing neighborhoods exhibit inverse characteristics. Neighborhoods with the highest value have more influence in the market and a greater ability to avoid development of expansion of Quail Atolls.

- Less than -30% 2.5 points
- Between -30 and -15% 5 points
- Between -15 and -5% 7.5 points
- Between -5 and 5% 15 points
- Between 5 and 15% 10 points
- Between 15 and 30% 7.5 points
- Greater than 30% 5 points

## Average Market Value up to 15 points

Similar to Market Value Change, the average appraised value of a neighborhood shows the strength and vitality of an area. Lower average values demonstrate areas with limited market potential, while higher average shows a stronger market. As with Median Household Income, medium range locales should be more highly prioritized since they have greater ability to be remediated quickly and kept from further decline.

- Less than \$50K 5 points
- Between \$50 and \$85K 7.5 points
- Between \$85 and \$120K 10 points
- Between \$120 and \$150K 15 points
- Between \$150 and \$185K 15 points
- Between \$185 and \$250K 10 points

- Between \$250K and \$325K 7.5 points
- Between \$325K and \$500K 5 points
- Greater than \$500K 2.5 points

## Median Gross Rent up to 10 points

Median Gross Rent provides a mechanism by which to gauge housing values beyond owner occupied structures. Rent is an indicator of neighborhood conditions, private market strength and the perception of an area.

- Less than \$450 2.5 points
- Between \$450 and \$600 5 points
- Between \$600 and \$750 7.5 points
- Between \$750 and \$850 10 points
- Between \$850 and \$1,000 7.5 points
- Between \$1,000 and \$1,250 5 points
- Greater than \$1,250 2.5 points

## Median Year Built up to 15 points

Assessing median year built provides the basis of a methodology for identifying areas which have greater potential to develop Quail Atolls based upon characteristics that are typical of housing stock from certain time periods. Dwelling units constructed during the earlier periods of suburbanization have a higher likelihood of deterioration. Knowing this allows for proactive remediation in areas with aging housing stock.

- Built Prior to 1935 5 points
- Built 1936 to 1950 10 points
- Built 1951 to 1970 15 points
- Built 1971 to 1995 15 points
- Built 1996 to 2007 10 points
- Built 2008 to 2011 5 points
- Built Current (2012-) 2.5 points

## Total Permits up to 20 points



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The number of permits filled in an area is a direct indication of private market activity. This factor indicates how and where private funding is being invested in Richland County. A high number of permits demonstrates that an area is stabilizing, expanding or being newly developed.

- Less than 15 5 points
- Between 15 and 40 10 points
- Between 40 and 75 15 points
- Between 75 and 135 20 points
- Between 135 and 200 15 points
- Between 200 and 275 10 points
- Greater than 275 5 points

## Tax Value up to 15 points

Tax value is measured as a means by which to assess the potential loss of revenue where occurs excessive blight, vacancies or underutilization of properties.

- Ratio greater than 95% 5 points
- Ratio between 95% and 80% 8.5 points
- Ratio between 80% and 65% 15 points
- Ratio between 65% and 40% 8.5 points
- Ratio less than 40% 5 points

## Improvement Zones

Improvement zones are areas within Richland County that have been designated as priority via the planning processes undertaken by County divisions and/or partner entities. Improvement zones are scored according to direct relevance of content to Quail Atoll formation, expansion and remediation and the process by which they came to be. Improvement zones that have been vetted by Richland County Council are most heavily weighted. The improvement zone classification consists of three components and can be awarded a maximum of 40 points.

## Neighborhood Master Plan Study Areas 15 points

Neighborhood Master Plan study areas are County Council approved priority focal areas for the Neighborhood Improvement Program with the primary focus of community revitalization.

## Priority Investment Areas 10 points

Per the SC Priority Invest Act, local governments are required to designate areas where future public investment should be focused along with the development of market-based incentives, reduction of regulatory requirements and encouragement of traditional neighborhood development. Richland County Government satisfied this obligation by designating Priority Investment Areas in the 2015 Comprehensive Plan.

## Future Land Use Categories up to 15 points

The future land use (FLU) categories as established in the 2015 Comprehensive Plan are used to help decide future land use throughout unincorporated Richland County. The FLU guides zoning decisions, land use designations and development patterns. These categories are directly related to the formation and expansion of Quail Atolls as QAs are often outcomes of poor development decisions and sprawl.

- Conservation 5 points
- Rural – Large Lot 5 points
- Rural – Small Lot 2.5 points
- Neighborhood Low Density 2.5 points
- Neighborhood Medium Density 7.5 points
- Neighborhood High Density 10 points
- Mixed-use Corridor 15 points
- Economic Development Center 15 points
- Military Installation 2.5 points



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## Funding Allocation

Funding allocation is an important factor to be considered in the prioritization scheme. This classification is an assessment of how the County has been allocating financial resources and the relationship that potentially exists between County investments, the lack thereof and the development of Quail Atolls. This category consists of ranges of dollar amounts spent on revitalization or development in and by Richland County. The maximum score of 70 points represents areas that have received relatively low levels of investment and may therefore exhibit greater need while the minimum score of 5 is indicative of the inverse.

- |                             |           |
|-----------------------------|-----------|
| • Less than \$5,000         | 70 points |
| • Between \$5,000 and \$15K | 65 points |
| • Between \$15K and \$25K   | 60 points |
| • Between \$25K and \$50K   | 55 points |
| • Between \$50K and \$75K   | 50 points |
| • Between \$75K and \$100K  | 45 points |
| • Between \$100K and \$150K | 40 points |
| • Between \$150K and \$225K | 35 points |
| • Between \$225K and \$375K | 30 points |
| • Between \$375K and \$500K | 25 points |
| • Between \$500K and \$700K | 20 points |
| • Between \$700K and \$825K | 15 points |
| • Between \$825K and \$1.5M | 10 points |
| • Greater than \$1.5M       | 5 points  |

As such, a work session is to be scheduled to conduct a visual preference survey for the purpose of facilitating an impartial approach to the weighting of factors. This allows for emphasis to be placed on which indicators have the greatest impact on the development and perpetuity of QAs and, therefore, the greatest need for remediation rather than prioritizing factors according to where they occur.

Post weighting of factors, staff will perform calculations based on instances of Quail Atoll factors, neighborhood forces and funding allocations according to “neighborhood areas,” as defined by the Richland County Assessor’s Office. Each neighborhood group will then be assigned an overall score, which will dictate its level of priority. RPAs will then be structured in an implementation plan according to the level of priority assigned via this two part process.

Because this is a County-wide initiative, RPAs should be established via careful consideration of existing conditions in areas identified as needing remediation, the extent of resource allocation necessary to remediate said areas to include personnel, time and funding and the impact on the economic viability of the communities in question and, ultimately, Richland County as a whole. The widespread nature of the issue of QAs in Richland County means that the aforementioned factors are critical and should be more heavily weighted than factors such as Council Districts or jurisdictional boundaries.

## Prioritization of Revivification Priority Areas (RPAs)

The factors in the prioritization scheme must be, in some way, combined to arrive at priority outcomes and a list of Revivification Priority Areas. It is critical that the methodology applied here be comprehensive and rely on both a data-driven approach which considers the results of preliminary analyses and the objective weighting of factors identified as creating or contributing to Quail Atolls by Richland County Council.



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## Revivification Strategic Framework

The strategic framework consists of outcomes developed via a thorough analysis of existing conditions. As Revivify Richland seeks to be a catalyst in Richland County's move toward excellence, it is imperative that the framework be aligned with all current high-level administrative efforts. This is paramount to its success. All facets of the strategic framework and its continued development and implementation should be established with full consideration of current and forthcoming County initiatives.

Additionally, the Revivify Richland framework asserts itself as a planning document and builds upon the principles established in the Richland County Comprehensive Plan, which is the long range vision for growth and development in unincorporated Richland County. Consideration of the goals and objectives of the Comprehensive Plan ensures appropriately integrated and streamlined processes that further facilitate the move toward excellence and are poised to have maximum impact. The goals, guiding principles and implementation steps of the 2015 Comprehensive Plan, PLAN Richland County, most relevant to this initiative are outlined below.

## PLAN Richland County Guiding Principles

1. Promote investment in existing communities and support redevelopment opportunities.
2. Support economic development by investing in targeted areas.
3. Improve quality of life by fostering development of livable communities.

## PLAN Richland County Goals

- P 3 To encourage mixed use development and redevelopment, especially in priority investment areas

- P 4 To target underserved communities with neighborhood master plans, community infrastructure improvements, affordable housing and neighborhood retail infill and redevelopment, and transportation connections to jobs
- LU 1 To reduce challenges to redevelopment efforts in urban and suburban communities
- LU 2 To increase the number of successful urban and suburban infill development projects
- LU 8 To maintain water quality and protect water resources while providing new recreational access opportunities to public waterways
- H 2 To focus neighborhood revitalization efforts in areas that are in need
- H 4 To adjust the County Land Development Code requiring upkeep of abandoned buildings
- H 5 To focus infill development in existing neighborhoods providing housing for a growing population, maximizing use of infrastructure and creating alternatives for sprawl
- ED 1 To develop and maintain a balanced economy ensuring a sustainable quality of life for all Richland County residents
- ED 2 To promote Richland County as an attractive location for economic development
- NR 6 To increase open and green space throughout the County by creating incentives to preserve land
- NR 7 To establish and maintain parks and greenways
- CF&SE 1 To ensure the equitable distribution of community services and resources among all areas of the County
- PI 3 To provide adequate public facilities and services in a fiscally prudent manner



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## PLAN Richland County Implementation Steps

- Protection of lands along impacted watersheds and in floodplains
- Priority Investment Targets in redevelopment areas
- Capital Improvement Planning

The Revivify Richland strategic framework looks to advance the aforementioned goals, principles and implementation steps as they directly impact the development of Quail Atolls or offer guidance on the remediation thereof. Likewise, the strategies devised are derivative of at least one guiding principle, goal or implementation step but most often relate directly to multiple components of the Comprehensive Plan. Through consideration of these various elements, the framework looks to apply a multifaceted, multi-phased approach to eradicating Quail Atolls throughout Richland County while deterring the establishment of new instances thereof.

## Implementation Phases

The Strategy Toolkit is categorized into three implementation phases. These are immediate, short-term and long-term. Immediate strategies are efforts that should commence immediately following adoption of the Revivify Richland strategic framework and may require up to two years for completion. Short-term strategies are those that require further vetting and planning before they can be implemented and therefore begin two or more years post adoption and may require up to five years for completion. Long-term strategies target systemic issues which cannot be adequately addressed in a lesser time-frame due to having more intricate factors that must be carefully considered. Long-term strategies are those requiring a time period of greater than five years post adoption for completion. The categories of implementation phasing are further summarized in the chart below.

Implementation Phasing	
<i>Immediate</i>	< 2years
<i>Short-term</i>	Between 2 and 5 years
<i>Long-term</i>	> 5 years

## Strategy Toolkit

The Strategy Toolkit is a valuable resource for guiding the mitigation and remediation of Quail Atolls in Richland County. The toolkit is conceptualized in a way that allows many of the strategies within it to serve as test-bed components for the remediation of QAs. This affords the opportunity to experiment with initial programming to determine what aspects of the strategy outcomes are successful or require further development. Though some strategies have been specifically designated as ideal pilot programs, any of the toolkit strategies are able to function on an experimental and investigative basis.

- Codification of *Quail Atolls* (QAs)
- Establishment of Revivification Priority Areas (RPAs)
- Undertaking of a parcel level survey of property conditions within newly established priority areas
- Establishment of a “Clean Sweep” framework in conjunction with Revivification Priority Areas
- Consolidation of code enforcement software from current systems to full integration with Trakit and all necessary packages
- Establishment of a Revivify Richland Task Force
- Creation of “Workers on Watch” policy
- Activation of educational outreach services for constituents regarding issues involving QAs, including but not limited to zoning, maintenance, building programs and other related elements
- Formation of Placemaking programs and policies



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- for County Beautification
- Development of a Complete Streets policy for Richland County
- Establishment of more, local CDCs for community specific redevelopment
- Development of a Vacant Property Registry
- Development of a Rental Property/Landlord Registry
- Formation of a Richland County Land Bank
- Establishment of a Mow-to-Own program in conjunction with vacant properties
- Modification of condemnation and demolition procedures for properties
- Modification of code enforcement penalties/fines for repeat violations and property offenses
- Demolition of all flood hazard properties, including subsequent greening and re-naturalization of consecutive properties
- Pursuance of floodway and floodplain re-naturalization
- Establishment of further, more stringent restrictions for floodplain development in Richland County
- Utilization of Tax Increment Financing for redevelopment purposes in directing investments and local improvements
- Pursuance of an overall infill development program for localized neighborhood revitalization
- Establishment of Transfer-of-Development Rights for redevelopment purposes in conjunction with creation of an Urban Growth Boundary for the County
- Utilization and development of vacant commercial property incentives for adaptive re-use, rehabilitation and industrial development as per SC Code of Law 12-67
- Modification of ordinances to restrict and remove ability for QA propagation due to statutory limitations and ineffective policy measures



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## Codification of Quail Atolls (QAs)

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	-	X	X	-	X	X	-	-	X	-	-	-	X

### Comprehensive Plan Principles:

- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate

### Objective:

To achieve clarity in the definition of Quail Atolls for the purpose of giving specificity to the issues persisting within Richland County. Further, to establish a legal framework by which to pursue enforcement efforts more effectively.

### Rationale:

The codification of the Quail Atoll definition allows for collaboration between staff, administration and elected officials on the establishment of policies and procedures for the purpose of eradicating instances thereof throughout the County. This process also provides clarity as to what, exactly, QAs are, how they function and what the repercussions of contributing to their establishment or expansion shall be.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Council

Support: Richland County Planning; Richland County Legal

**Iterative Model:** Quail Atoll Ordinance

### Definition:

**Quail Atolls (QAs):** areas exhibiting signs of decrepitude with the potential of adversely affecting economic viability and/or property values in a locale; especially where poses a possible risk to future development and/or negatively impacts public

perception.

Such signs of decline include: illegal dumping, overgrown lots, non-compliant and dilapidated structures, foreclosures, tax delinquency, business closures, property vacancies, vehicle violations, crime such as vandalism and graffiti, declining property values and build-up of debris, natural or otherwise.

Quail Atolls, while defined as areas of decline, may be characterized by various risk factors and indicators, or combinations thereof, and are classified accordingly. These categories are derived from pairing like factors for the purpose of streamlining prioritization and remediation efforts and are not intended to suggest that challenges unique to the locale of individual QAs do not occur, which may require further analyses, prioritization and remediation efforts to achieve revivification.

As a means of pairing indicators for prioritization and remediation purposes, QA indicators are classed based upon their scale within the applied landscape. Scale is a means by which to measure effect and derive outcomes for efficiency of strategy development and understanding of geographic impact.

*Structural Indicators:* non-compliant and dilapidated structures; condemned and demolished structures; property crimes including burglaries, vandalism and graffiti; vacant structures; business closures; Forfeited Land Commission (FLC) properties (with improvements and manufactured housing); tax delinquent properties with structures.

*Lots & Rights-of-way:* overgrown vegetation, illegal dumping,



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debris/ litter, vacant & abandoned vehicles, FLC property (no improvement), tax delinquent properties without structures and delayed construction.

*Neighborhoods:* vacancy rate, flooding inundation, illegal land use and non-compliant land uses.

The iterative model suggests use of the above definition as a starting point for the development of a Quail Atoll ordinance. Further work would be necessary to develop a policy detailing mitigation and remediation efforts as well as enforcement. Much of the language that should shape the development of the QA ordinance is found within this strategic framework.



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## Establishment of Revivification Priority Areas (RPAs)

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	X	X	X	X	X	X	-	X	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate Pilot

### Objective:

To establish defined focus areas of a manageable scale as a means by which to more effectively and efficiently allocate County resources toward the proactive mitigation and remediation of Quail Atolls throughout Richland County.

### Rationale:

At the present, Richland County Government lacks consistency across departments and divisions in regards to how resources and staff time are directed toward the mitigation of Quail Atolls. As such, divisions develop individual policies and priorities, sometimes in conflict with one another, which decreases the operational efficiency of the organization as a whole. Administration must, therefore, establish areas of priority for all of Richland County which serve as a foundation on which individual departments and divisions can build to achieve revivification and better serve the citizens of the County. Via the establishment of priority areas, it becomes clear where resources should be directed though means of doing so will vary by department and division as is specific to the scope of their work. Moreover, the development of RPAs will call for greater interdivisional cooperation and coordination limiting duplication of efforts

and wasteful expenditures. A more streamlined approach to resource allocation via the establishment of County-wide areas of priority allows for greater impact to be made by aligning all of the organization’s departments to move in concert with one another and function as a whole.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Public Works  
 Support: Richland County IT GIS; Other Richland County Government staff as necessary

**Iterative Model:** Establishment of Revivification Priority Areas (RPAs)

### Pilot:

RPAs would be a direct outcome of the preliminary analysis. The prioritization scheme utilized for the analysis of Quail Atolls broken down by neighborhoods areas will be the basis for the establishment of RPAs.

Three (3) areas of priority should be selected based upon their pre-established level of priority.

The selected RPAs would function as geographic test regions for the implementation of pilot projects from the Strategy Toolkit. RPAs exhibiting a wide range of QA indicators and having various needs in terms of remediation should be selected, if possible, to allow testing of pilot projects in a multitude of settings and in response to multifaceted issues to assess the success of strategy outcomes.



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The experimentation phase for the RPAs should last no more than one year, after which time all strategies tested should be refined as necessary. Post testing, a refined long-term strategy for remediation within RPAs, which details the most appropriate allocation of County resources, should be implemented.

**Full Model:**

RPAs should be refined using a combination of the preliminary analysis, its prioritization scheme and the outcomes of a parcel level survey. The RPAs should be established as subcategories of the Planning Areas as established in the 2015 Comprehensive Plan and would allow for only rank-ordering changes rather than the altering of geographies.

The Planning Areas will serve as macro scale districts. The five (5) Planning Areas would then be subdivided into neighborhood areas that have been established therein to arrive at manageable geographies for remediation efforts.

Each Planning Area's neighborhood areas would then be ranked utilizing the same methodology used for the prioritization scheme in the preliminary analysis to arrive at phased task matrices ordered by rank.



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## Undertaking of a Parcel Level Survey of Property Conditions within Newly Established Priority Areas

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	-	X	X	X	X	X	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term

### Objective:

To achieve clarity and exactness in assessing the scope and extent of localized conditions within priority areas as a means of gathering further information critical to effective remediation strategy development.

### Rationale:

A parcel level conditions survey will allow for a comprehensive understanding of the scale and scope of Quail Atolls present within priority areas. This survey will then aid in the establishment of an inventory that will allow for further refinement of priority areas according to localized conditions. The refined assessment will aid in the development of place-specific strategies.

### Critical Personnel:

Lead(s): Richland County Planning; Richland County IT GIS; Richland County Public Works  
 Support: Richland County Government staff as necessary

**Iterative Model:** Richland County Parcel Level Survey [Modeled after Bluff City Snapshot; Memphis, TN]

Pilot + Full Model:

Development of an app (or further exploration of the capabilities of in-house GIS software) for utilization in a windshield survey to obtain parcel level information.

The app should provide the ability to go parcel by parcel and, in a checklist type of manner, obtain the following:

- Photo-documentation of current conditions
- A conditions score ranking
- Presence of individual QA indicators  
 i.e., vacancy, graffiti, litter, abandoned cars and other factors associated with the development of blight.

For the pilot, the survey should begin within the preliminary priority areas. These selected neighborhoods would provide an opportunity to test the functionality of the application.

As a full model, every parcel in Richland County (whether only unincorporated or inclusive of incorporated areas is still to be determined) would be surveyed and would be scheduled sequentially based on level of priority determined by preliminary analyses.

Parcel level survey would need to be conducted at regular intervals to allow for continual reassessment of priority areas.

Surveys could then be paired with reappraisals and new tax parcels, to reflect changes in the property conditions taking place.



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## Establishment of a “Clean Sweep” Framework in Conjunction With Revivification Priority Areas

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	-	X	-	X	X	-	-	X	X	-	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate

### Objective:

To mitigate physical conditions in blighted areas, facilitate the removal of litter, increase education and encourage code compliance in an attempt to eradicate Quail Atolls in Richland County.

### Rationale:

The cleanliness and safety of neighborhoods is critical to the remediation of Quail Atolls. The enhanced “Clean Sweep” framework moves beyond reactionary measures toward proactive resolution of the issues within Richland County neighborhoods. The program would allow for targeted mitigation of issues moving forward as a collaborative effort. SWAT-like teams would be formed and immediately commence targeted efforts in the neighborhood of greatest apparent need. Physical clean-ups, code compliance assessments, enforcement efforts and civic education will be the primary focus of these tactical teams.

### Critical Personnel:

Lead(s): Richland County Public Works  
 Support: Richland County Government staff and external partners as necessary

### Iterative Model: Richland County “Clean Sweep”

The Solid Waste and Special Services divisions of DPW has begun to prepare monthly reports on illegal dumping activity. These reports should be used to establish a trend and staff monitoring of those areas frequently impacted should increase. The Department will identify a “Top 10” list of locations that should be regularly and frequently monitored by staff. The goal here is to more quickly identify and remedy the activity, in an effort to reduce the length of time debris is visible at a location and remove the onus of citizens having to alert the County.

While there are limits on our ability to be proactive in the traditional sense of the word, we can minimize our reaction time through effective coordination between Ombudsman (receipt of reports), Refuse Control / SWR (investigation), and, if necessary, Special Services (clean up).

Currently, DPW is using a SWAT team approach to handle illegal dumping and other violations around the County. This should continue, but with a focus on areas identified as priority.

Also, the County should consider developing a “Workers on Watch” program that would capitalize on the hundreds of County employees that are in the field everyday performing their work (including from the Sheriff’s department). Training and easy to use information should be provided to all field employees that would help them identify illegal dumping (and a host of other frequent violations), so they too can assist DPW in remedying the issue more expeditiously. These other line County employees could also be polled to



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identify “hot spots” which are prone to illegal dumping for monitoring and surveillance.

Frequent review of our Solid Waste smart phone app and web page for current and accurate information will also help facilitate compliance.

Taking the “Workers on Watch” idea a step further is the development of an ex-inmate or at-risk youth community service program. This program could provide the labor needed in blighted areas to help with debris pick-up, as an augmentation to the County-funded collection provider, and even assist in areas of beautification, particularly where the neighborhood’s citizens may be predominately elderly or occupied by absentee landlords.

In an attempt to eliminate the activity, the County should consider the following actions:

- Update our service collection contract to include collection of commonly dumped items
- Implement strategies within the County’s Revivification Plan (currently under development) that will help bring investment areas including the positive residual effects of such.
- Reinforce partnership with our local Keep America Beautiful affiliate as well as Palmetto Pride.
- Further development and promotion of the County’s Solid Waste and Recycling application as a means of facilitating proper disposal, encouraging recycling and managing of the solid waste stream.
- Investigate development of an anti-littering application similar to that used in Greenville County in order to provide rapid response to litter trouble spots
- Develop a “Litter Ends Here” program with a task force/ ad hoc committee
- Purchase litter vacuum pick-up trucks and develop a schedule of routes that are routinely littered.



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## Consolidation of Code Enforcement Software from Current Systems to Full Integration with Trakit

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	X	X	-	-	X	X	X	X	X	-	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate

### Objective:

To more effectively monitor and address Quail Atolls throughout Richland County.

### Rationale:

Utilization of a single system in which information is processed, stored, complied and tracked for a coordinated response by all relevant departments and divisions would allow for increased efficiency.

### Critical Personnel:

Lead(s): Richland County Planning; Richland County IT; Richland County Public Works  
 Support: Richland County Ombudsman; Richland County Government staff as necessary

### Iterative Model:

Trakit

All relevant divisions and offices should be trained on and begin utilization of Trakit. Full systems integration between all parties relevant to the Revivify Richland strategic framework should be facilitated.



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## Establishment of a Revivify Richland Task Force

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	-	X	X	-	X	X	-	-	X	-	-	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate
- *Ongoing*

### Objective:

To provide an organized body dedicated to the operation and maintenance of Revivify Richland. This task force will oversee the further identification of Quail Atolls, research of enhanced remediation practices, and the coordination, review and recommendation of strategies as revivification efforts progress.

### Rationale:

Revivify Richland is a massive undertaking with a multifarious set of issues and various elements requiring continuous and careful consideration. As such, it is critical that the task force exists as a collaboration between Administration and County staff to oversee and keep Council apprised of the status of the initiative. This task force will also be entirely responsible for recommending amendments to the Revivify Richland strategic framework as is necessary.

### Critical Personnel:

Lead(s): Richland County Administration,  
Support: Richland County Government staff as appointed by the County Administrator

### Iterative Model: Revivify Richland Task Force

The Revivify Richland Task Force should be made up of the County Administrator [or proxy], Directors of Community Planning & Development and Public Works and other relevant staff as appointed by the County Administrator.



# REVIVIFY RICHLAND

## Creation of a “Workers on Watch” Policy

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	X	X	-	X	X	X	-	X	X	-	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate
- *Ongoing*

### Objective:

To encourage the County’s inspectors and code enforcement personnel to address instances of Quail Atoll indicators that are observed while on duty.

### Rationale:

Inspectors and enforcement personnel are, inherently, the eyes of the County in regards to Quail Atolls. The creation of a policy that requires or incentivizes personnel to take action when in the field will aid in achieving proactivity in the remediation of QAs.

### Critical Personnel:

Lead(s): Richland County Administration  
 Support: Richland County inspection and enforcement personnel

### Iterative Model: Richland County Workers on Watch Policy

Administration staff should work to develop a policy that requires and incentivizes the participation of inspection and code enforcement personnel in the strategies set forth within the Revivify Richland strategic framework.



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## Activation of Educational Outreach Services for Constituents Regarding Issues Involving QAs

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	X	X	X	X	X	X	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate
- *Ongoing*

### Objective:

To educate County citizens on Quail Atolls, the factors that contribute to them and how best to avoid their development or expansion.

### Rationale:

Transparency and civic participation are critical to the success of public sector processes, programs and initiatives. An outreach program would facilitate the education of citizens about the issues associated with Quail Atolls and inform them of the work that Richland County Government is doing on their behalf.

### Critical Personnel:

Lead(s): Richland County Planning; Richland County Public Works; Richland County PIO  
 Support: Richland County Council; Richland County Sheriff's Department; Richland County Neighborhood Council

### Iterative Model:

Richland County's Revivify Richland Initiative  
 The Richland County Public Information Office should collaborate with Planning and Public Works staff to develop a Revivify Richland campaign. The campaign should include public/ neighborhood meetings, community conversations, pamphlets and handouts, media advisories and other methods of outreach. Information should be provided on what Quail Atolls are, the various methods of mitigation and remediation citizens can participate in or lead and the benefit in doing so for community and the County as a whole.



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## Formation of Placemaking Programs and Policies for County Beautification

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	-	X	X	-	-	X	X	X	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Critical Personnel:

Lead(s): Richland County Planning  
 Support: Richland County Council; Richland County Administration; Richland County PIO; Richland County Government staff as necessary

### Implementation Phasing:

- Immediate [policy development]
- Long-term [implementation of placemaking + beautification efforts]

### Iterative Model:

Richland County’s “Blight to Light” Initiative  
 The Planning Division of Richland County’s Community Planning and Development Department should lead in the development and implementation of placemaking and beautification plans for the RPAs established via the Revivify Richland strategic framework.

### Objective:

To promote the revitalization of neighborhoods and corridors via placemaking practices; gateway signage; active and passive green spaces such as pocket parks, greenways and trails; complete streets; streetscaping and façade improvements.

### Rationale:

Beautification and branding are critical in the diminution of blight and, concurrently, attract investment of citizens and businesses alike increasing the economic viability of an area. Counties have begun to establish themselves as destinations via beautification and branding and efforts like “Yeah, That Greenville” have proven successful in cultivating civic pride and attracting development. Likewise, Revivify Richland has the power to revitalize Richland County.



# REVIVIFY RICHLAND

## Development of a Complete Streets Policy for Richland County

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	-	-	-	X	X	X	X	X	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate [development of policy]
- Long-term [implementation of policy]

### Objective:

To enhance the County’s critical thoroughfares making them multimodal, safe and aesthetically pleasing to improve the quality of life of Richland County citizens and catalyze investment in targeted areas.

### Rationale:

In accordance with the National Complete Streets Coalition, Richland County believes complete streets are a vital part of livable communities. Equity in access to safe and attractive pathways to community destinations whether walking, biking, driving or utilizing public transit is essential to the economic viability and livability of every 21<sup>st</sup> century county.

### Critical Personnel:

Lead(s): Richland County Planning; Richland County Public Works  
 Support: Richland County Council; Richland County Administration; Richland County Government staff as necessary

### Iterative Model:

Richland County Complete Streets Policy  
 The Planning Division of Richland County’s Community Planning and Development Department should lead in the development and implementation of a complete streets policy for the entirety of Richland County. Phase I implementation should be focused on enhancing connectivity in and around RPAs.



# REVIVIFY RICHLAND

## Establishment of more, Local CDCs for Community Specific Redevelopment

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	-	X	X	-	X	X	-	-	X	-	-	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term  
· *Ongoing*

### Objective:

To support local community redevelopment via community driven investment, workforce development and neighborhood engagement.

### Rationale:

Community Development Corporations (CDCs) are non-profit developers that work in specific locales, often within targeted neighborhoods or larger community areas to catalyze the revitalization thereof. While most known for the development of affordable housing, CDCs are involved in various initiatives central to community health such as economic development, streetscaping, neighborhood planning, education and social services.

### Critical Personnel:

Lead(s): Richland County Planning,  
Support: Richland County Council; Richland County Administration; Richland County PIO; Richland County Government staff as necessary

### Iterative Model:

Richland County CDCs for Revivification

The Community Development Division of Richland County's Community Planning and Development Department should lead in the development of critical partnerships that lead to an increase in the number of CDCs in Richland County working toward the goals and objectives presented in the Revivify Richland strategic framework.

Case study: Sweet Auburn Works, Atlanta GA



# REVIVIFY RICHLAND

## Development of a Vacant Property Registry (VPR)

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	-	X	X	-	X	X	-	-	X	-	-	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]

### Implementation Phasing:

- Immediate
- *Ongoing*

### Objective:

To address the adverse effects of vacant properties as relates to neighborhoods and particularly their role in the formation of Quail Atolls as results from lack of proper maintenance, absentee landlords and general negligence.

### Rationale:

Vacant properties pose hazards for local neighborhoods. They are a major contributor to the propagation of various QAs, i.e. decrepit structures, public dumping and overgrown lots. Through the establishment of a Vacant Property Registry, Richland County Government would have a means by which to inventory where vacant properties are and identify responsible parties. The VPR is a mechanism through which mitigation of the harmful effects of vacancies can be initiated, be it through SWAT-like tactical teams, legal recourse or a combination thereof.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Legal  
 Support: Richland County Council; Richland County Planning; Richland Sheriff's Department; Richland County Government staff as necessary

**Iterative Model:** Richland County Vacant Property Registry (VPR) [Modeled after Sumter, SC]

Richland County Administration, in concert with Richland County Legal staff, should develop a policy that guides the establishment of a Vacant Landlord Property Registry.

### Vacant Real Property

Property intended for habitation:

Has not be inhabited, or occupied (for business), for 60 days;

Has no evidence of utility usage within the past 60 days;

Is partially constructed or incomplete with outstanding permits of 90 days or longer for residential and 120 days or longer for commercial.

### Registration

Must register property within 21 days of it becoming vacant.

Owners who do not reside within Richland County must name a local agent.

Registration is not required for 45 days after the sale of property.

After a period of 45 days and the property has not become inhabited or occupied, registration must be filed.

Active duty military will observe limited exemptions.

Failure to register will result in a \$250 fine per property not registered.



# REVIVIFY RICHLAND

Each month not registered would result in an additional fine.

Courts could reduce fine to \$50 per property if property registered within 4 business days of a summons.

Registration forms would be required and would be electronic or paper. Forms would require:

- Owner's name, address, mailing address, phone, email, and other pertinent info
- (If non local owner) The same info for the local agent
- Property address and tax parcel number
- Deed info and owner conveyance

If change in status (becoming non-vacant) occurs, registration should be updated within 21 days of the event.

No fee for change of status.

Registration remains valid for a period of 6 months from the date of filing.

If ownership changes during this period, the new owners should file an amended registration within 21 days after taking ownership.

Registration will be deemed the first biannual registration if the property has been continuously occupied for 120 days since the registration was filed.

Burden of proof will be on the owner.

If a property has been continuously occupied then vacated causing the need to file a new registration, after the third registration a fee of \$0.75 times the total number of days on the registry.

## Fees

First registration will be at no cost (\$0).

Second biannual (6 months) \$50 registration.

Third biannual (a full calendar year/12 months) registration \$150.

Thereafter (18 months) registration \$375

After 18 months registration will be \$375 plus an additional 5% of the fee time the number of months it has been registered vacant beyond 18.

i.e., if vacant for 36 months a fee of \$375 will be paid plus an additional amount of \$337.75  $\{337.75 = (375 \times .05) \times 18\}$  for a total fee of \$712.50

## Maintenance of property

Owners have 21 days to secure property against entry.

Post vacancy notice with contact info of responsible party, owner or agent.

Maintain in accordance to all local codes.

## Removal from registry

Application for removal should have all corroborating evidence of occupancy.

Removal application shall be responded to with 21 days of submission.

If not responded to within 21 days, it will be granted automatically.



# REVIVIFY RICHLAND

## Development of a Rental Property + Landlord Registry

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	-	-	X	-	X	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Immediate
- *Ongoing*

### Objective:

To provide a legally enforceable mechanism by which to regulate absenteeism among rental properties and landlords within unincorporated Richland County.

### Rationale:

While rental properties are, in many ways, beneficial to neighborhoods there are often problems associated with absenteeism and property maintenance that directly contribute to the formation of Quail Atolls. Implementation of a Rental Property Registry (RPR) would provide a mechanism to monitor rental properties and serve as a method to increase code compliance, housing standards and safeguard renters and adjacent property owners. The implementation of an RPR would allow for value stabilization for proximate housing via enhanced code enforcement and stricter oversight. The registry would also function as a way to decrease problem properties via disallowance of permitting and increased fines.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Legal  
 Support: Richland County Council; Richland County Planning; Richland Sheriff's Department

**Iterative Model:** Richland County Rental Property Registry (RPR) [Modeled after Columbia, SC]

Richland County Government should consult the City of Columbia's Ordinance # 2015-099 [Rental Housing Regulations], which went in effect July 1, 2016, and draft a similar ordinance for unincorporated Richland County. Reference to the City of Columbia's ordinance will increase jurisdictional collaboration and streamline processes across boundaries.



# REVIVIFY RICHLAND

## Formation of a Richland County Land Bank

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	X	X	X	X	X	-	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term
- Ongoing

### Objective:

To acquire, consolidate and reutilize vacant and tax-delinquent properties to ensure more productive uses of those parcels aligned with goals benefitting the public welfare.

### Rationale:

The current processes that tax-delinquent properties undergo in moving through the tax sale and eventually entering the Forfeited Land Commission (FLC) perpetuates revolving properties and the potentially negligent ownership thereof. There currently exists no methodology for ensuring FLC or tax delinquent properties are sold to owners who exhibit intent that aligns with the goals of the Richland County Comprehensive Plan, Neighborhood Master Plans or revivification efforts. The formation of a Richland County Land Bank would allow for greater control of the ownership of these properties. A Land Bank can ensure that properties that once contributed to the development of Quail Atolls are remediated and transitioned into more productive uses.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Treasurer; Richland County Assessor; Richland County Legal

Support: Richland County Council; Richland County Planning; Richland Finance; Richland County Government staff as necessary; South Carolina State Representatives as necessary

**Iterative Model:** Richland County Land Bank [Modeled after Cuyahoga Land Bank; Cleveland, OH]

Richland County Government should utilize the Cuyahoga Land Bank as a case study for conceptualizing and implementing its own Land Bank. Richland County Administration should work in concert with legal, County Council and the necessary State Representatives to develop policies that guide this initiative.

Case Study: Cuyahoga Land Bank; Cleveland, OH

The mission of the Cuyahoga Land Bank is to strategically acquire properties, return them to productive use, reduce blight, increase property values, support community goals and improve the quality of life for county residents.

When Cuyahoga County found itself at the epicenter of a nationwide foreclosure crisis starting in 2006, a collaborative group of minds, including then Cuyahoga County Treasurer Jim Rokakis, current Land Bank President and General Counsel Gus Frangos, Senators Tim Grendel, Bob Spada and chief legislative sponsor Tom Patton, State Representative Matt Dolan, Cleveland Council Members Jay Westbrook and Tony Brancatelli and members of the county's non-profit and academic community came together to do something about it. These efforts resulted in innovative approaches and policies and the formation of the Cuyahoga County Land Bank as a separate non-profit, government-purposed entity tasked to:



# REVIVIFY RICHLAND

1. strategically acquire blighted properties
2. return them to productive use through
  - a. rehabilitation
  - b. sale to new private owners
  - c. demolition
  - d. preparation for traditional economic development
  - e. creative reuse such as gardening, green space, storm water management
  - f. or other innovative and ecological purposes
3. increase property values through these efforts
4. support community goals through collaborations with Cuyahoga's individual communities, governments, lenders, and individual property owners;
5. and improve the quality of life for Cuyahoga County's residents through its efforts

The Cuyahoga Land Bank has the ability to acquire vacant and abandoned foreclosed properties from a variety of sources, including those held by banks, by government sponsored enterprises such as Fannie Mae or by federal and state agencies, such as HUD, as well as real estate lost to tax foreclosures and donated properties.

Each city in Cuyahoga County is a major partner regarding decisions about the future of Land Bank-owned properties within its borders. For example, the Land Bank's partnership with the City of Cleveland which has its own land bank, includes handing over title to all vacant land after completing demolition. The goal of the Cuyahoga Land Bank's partnerships with local municipalities is to promote collaboration, spread risk and to make joint code enforcement and nuisance abatement operations possible.

The Cuyahoga Land Bank is funded by a variety of sources. The primary funding comes from the accumulation of penalties and interest on collected delinquent real estate taxes and assessments. Because much of this particular funding results from the addition of penalty and interest on collected delinquent real estate taxes, very little if any primary levied taxes are used to fund the operations of the Land Bank. This primary revenue stream is supplemented by grants from Cuyahoga Land Bank's partners, the Cuyahoga Land Bank's sale of acquired properties to qualified rehabbers and housing developers, as well as the donations of recoupment of funds from various banks.



# REVIVIFY RICHLAND

## Establishment of a Mow-to-Own Program in Conjunction with Vacant Properties

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	X	-	X	X	-	-	X	-	X	X	X	X	-	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term
- *Ongoing*

### Objective:

To develop a cost effective measure for the maintenance and eventual transfer of ownership of vacant lots and tax-delinquent properties through sweat equity in conjunction with the Richland County Land Bank.

### Rationale:

Maintenance of vacant lots and tax-delinquent parcels can have an extreme financial impact for the County. Overgrown lots also pose issues for adjacent properties. A Mow-to-Own program would allow for adjacent property owners to become stewards of the vacant lots while working to acquire the property for themselves. The program has the ability to function as a cost reduction measure and a way to encourage reuse of vacant and tax-delinquent properties.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Treasurer; Richland County Assessor; Richland County Legal Support: Richland County Council; Richland County Planning; Richland Finance; Richland County Government Public Works

### Iterative Model: Richland Mow-to-Own Program [Modeled

after St. Louis, MO & Columbus, OH]

Case Study: Mow-to-Own; City of St. Louis

The ‘Mow to Own’ Program is designed for City residents who wish to acquire a vacant lot owned by LRA. LRA has owned and maintained many small parcels in its inventory for a number of years, and as time has passed it has become clear that these parcels are unlikely to be developed to create new housing, industry or jobs. LRA was created to accomplish these goals, but also to return formerly tax-delinquent properties to the tax rolls. This program will aid in accomplishing that task.

The ‘Mow to Own’ Program is a ‘sweat equity’ program where residents may take immediate ownership of a vacant lot that is located next to an occupied residential property that they own, for a nominal fee. Participants must agree to continually maintain the lot, including regular mows and debris removal, for twenty-four months. The LRA Board of Commissioners must approve each transaction. Following approval by the Board of Commissioners, the successful applicant will receive a deed to the property with a maintenance lien, allowing the property to be reacquired by LRA should the applicant fail to maintain the lot. After twenty-four months, if there are no findings of violation from the City’s Forestry Division and no complaints, LRA will remove the maintenance lien and the owner will own the property.

### Preparation

Step 1: Identify an Eligible Lot

Eligible Lots are:



# REVIVIFY RICHLAND

- Lot may not exceed 30 feet frontage
- Lot may not be contiguous to three or more LRA, LCRA, or PIEA owned parcels
- The lot must be the property of the LRA for a minimum of three years

## Step 2: Applicant Qualifications

An applicant to qualify must:

- Applicants must have paid all real estate taxes on all properties that they own in the City of St. Louis, and have no outstanding violations on those properties
- Applicants must live in and/or own the occupied residential building adjacent to the lot for which they are applying

## Step 3: Maintenance Requirements

During the 24 month period, the applicant must agree to:

- Keep property free and clear of debris and excess vegetation
- Comply with City ordinances, including keeping grass cut to no higher than seven inches
- Pay current real estate taxes assessed on the lot

## Instructions

To apply for the Mow to Own Program:

1. [Download the Mow To Own application](#) or pick up an application in the LRA office at 1520 Market St., Suite 2000
2. Fill out the application and return it to the LRA office along with the \$25.00 processing fee.
3. Submit the application by 12:00 noon on the

following dates in order to be presented to the Commission for their consideration.

- **February 2nd** for the February 22, 2017 meeting
- **March 9th** for the March 29, 2017 meeting
- **April 6th** for the April 26, 2017 meeting
- **May 11th** for the May 31, 2017 meeting
- **June 8th** for the June 28, 2017 meeting
- **July 6th** for the July 26, 2017 meeting
- **August 10th** for the August 30, 2017 meeting
- **September 7th** for the September 27, 2017 meeting
- **October 5th** for the October 25, 2017 meeting
- **November 15th** for the December 6, 2017 meeting

## Fees

- **\$25.00** application processing fee, cashier's check or money order (nonrefundable).
- **\$100.00** administrative fee, which includes recording costs for the initial deed and the subsequent release of the maintenance item.
- There is no additional cost for the land itself

Note: Participants may choose to acquire title insurance at their own cost.

## What to Expect

Each application to the Mow to Own program will be reviewed by staff to determine if the parcel meets the program's requirements.



# REVIVIFY RICHLAND

Staff will provide a recommendation to the board of Commissioners regarding the application.

The application will be presented to the Commission at the next available meeting.

If the application is approved by the Board of Commissioners, the successful applicant will receive a deed to the property with a maintenance lien allowing the property to be reacquired by LRA should the applicant fail to maintain the lot.



# REVIVIFY RICHLAND

## Modification of Condemnation and Demolition Procedures for Properties

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	X	X	X	-	-	X	X	X	-	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term

### Objective:

To simplify the procedures for condemning and demolishing properties so as to lessen the time it takes to do so and eliminate perpetuity of Quail Atolls due to the inability to do so in a timely fashion.

### Rationale:

The condemnation procedure, as it currently exists, is extremely time and resource intensive. As such, various obstacles occur resulting in the lack of ability to demolish problem structures in a timely fashion thus contributing to the development of Quail Atolls. Modifying the procedural policies guiding the condemnation process will help to alleviate stagnation and allow for timely remediation.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Legal; Richland County Building Inspections  
 Support: Richland County Council; Local Magistrates; State Representatives as necessary

**Iterative Model:** Richland County Condemnation and Demolition Procedural Guide

Richland County, in concert with all necessary external partners, should work to develop a procedural guide and supporting policies for the timely condemnation and demolition of properties in the unincorporated area.



# REVIVIFY RICHLAND

## Modification of Code Enforcement Penalties for Repeat Violations and Property Offenses

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	-	X	-	-	-	X	-	-	X	-	-	X	X

### Comprehensive Plan Principles:

- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Short-term
  - *Ongoing*

### Objective:

To provide an enhanced method of enforcing codes especially as relates to repeat offenders.

### Rationale:

Current penalties for violations of Richland County Code are, in most cases, minuscule fines that do not escalate with repetitive violations. Modification of the penalties associated with code violations to a tiered approach, which escalates when offenses are repetitive would likely reduce the multiplicity of violations. This would aid in mitigation of factors that contribute to the formation and expansion of Quail Atolls throughout the County.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Legal; Richland County code enforcement personnel  
 Support: Richland County Council; Richland County Planning; local magistrates

### Iterative Model:

Richland County Code Violations Ordinance

Richland County Government should develop a code violation ordinance that details the new, tiered approach to penalties to be assessed for violations of County code.



# REVIVIFY RICHLAND

## Demolition of All Flood Hazard Properties; Subsequent Greening and Re-naturalization of Properties

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	X	X	-	X	X	X	X	X	X	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To fulfill the obligations of CDBG-DR funding provided for demolishing flood hazard properties via the greening and re-naturalizing of lots for public or ecological uses.

### Rationale:

The FEMA buy-out process requires demolition of properties and restricts future development within the floodplain. Re-naturalization of the floodplain then becomes priority and is often accomplished through reclamation, restoration or ecological development of passive greenspace for public uses. These options require minimal maintenance of sites post demolition and development while meeting all requirements of the FEMA buy-out and mitigating Quail Atolls.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Flood Management; Richland County Community Development  
 Support: Richland County Council; Richland County Public Works; FEMA

**Iterative Model:** Richland County Flood Hazard Properties Plan

Richland County Government should, in accordance with all FEMA regulations, develop a plan for the reclamation, restoration and reuse of flood hazard properties identified in RPAs.



# REVIVIFY RICHLAND

## Pursuance of Floodway and Floodplain Re-naturalization

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	-	X	X	-	X	X	X	X	X	X	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term  
    · *Ongoing*

### Objective:

To reduce flooding and negate the resultant formation of naturally induced Quail Atolls while providing a mechanism for beautification within local communities.

### Rationale:

The re-naturalization of the floodway and floodplain expounds upon the FEMA buy-out strategy but would look toward the mitigation of properties within the extended floodway, which do not qualify for buy-out funds. This strategy would be a part of a more comprehensive beautification effort and would look to mitigate the effects of Quail Atolls via re-naturalization of properties and the development of passive greenspaces for public use.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Flood Management; Richland County Community Development  
Support: Richland County Council; Richland County Public Works; FEMA

**Iterative Model:** Richland County Flood Hazard Properties Plan

Richland County Government should, in accordance with all FEMA regulations, develop a plan for the reclamation, restoration and reuse of flood hazard properties identified in RPAs.



# REVIVIFY RICHLAND

## Establishment of more Stringent Restrictions for Floodplain Development in Richland County

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	-	X	X	X	-	X	X	X	X	X	X	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To deter development within floodplains throughout Richland County to reduce the negative consequences associated with flooding that leads to the formation and expansion of Quail Atolls.

### Rationale:

Many indicators of QAs revolve around issues associated with flooding. By increasing restrictions associated with private development in the floodplain there would likely be a reduction in the amount of Quail Atolls that develop as a result of flooding.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Flood Management; Richland County Community Development  
 Support: Richland County Council; Richland County Public Works; FEMA

**Iterative Model:** Richland County Floodplain Development Standards Update

Richland County Flood Management staff should work with necessary partners to update the County's Floodplain Development standards and restrictions.



# REVIVIFY RICHLAND

## Utilization of Tax Increment Financing (TIF) for Redevelopment Purposes

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	X	X	X	X	-	X	-	X	X	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Legal; Richland County Finance  
 Support: Richland County Council; State Representatives as necessary

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Iterative Model:

Richland County Tax Increment Financing  
 Richland County Government, led by Administration, should research the use of TIFs as a public financing method allowing a subsidy for redevelopment, infrastructure and other community improvement projects.

### Objective:

To establish a funding mechanism to incentivize redevelopment projects requiring significant investment in targeted areas.

### Rationale:

Tax Increment Financing (TIF) is an economic development tool often utilized for redevelopment or infrastructure improvements. TIFs work by freezing taxes at a base rate and capturing future increases to pay for specific projects in priority areas.



# REVIVIFY RICHLAND

## Pursuance of an Infill Development Program for Localized Neighborhood Revitalization

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	X	X	X	-	X	-	X	X	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To establish and implement place-based development strategies while working toward Quail Atoll remediation in priority areas.

### Rationale:

Revivification will require elements that move beyond the direct remediation of Quail Atolls. One such element is new development. Infill development should be encouraged, and incentivized, in the County's priority investment areas to aid in the revitalization thereof.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning  
 Support: Richland County Council

**Iterative Model:** Richland County Infill Development Incentives

The Planning Division of the Richland County Community Planning and Development Department should work with the Clarion consultant team to ensure that the Land Development Code Rewrite, which is currently underway, considers incentives that encourage infill development in the County's priority investment areas.



# REVIVIFY RICHLAND

## Establishment of Transfer-of Development Rights (TDR) in conjunction with the Establishment of an Urban Growth Boundary (UGB)

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	X	-	X	-	X	X	-	X	X	X	X	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To introduce another, more effective method of urban development and redevelopment while preserving greenspace, conservation lands and rural character within the County.

### Rationale:

Transfer-of- Development Rights (TDR) is a voluntary, incentive based program that allows local landowners to sell development rights from their land to a developer or other interested party who then utilizes these rights to increase the density of development permitted at another designated location. The seller of the development rights maintains ownership of the land and can continue using it, however, an easement is placed on the property that prevents future development. TDRs function well in conjunction with Urban Growth Boundaries (UGBs) as there needs to be a sending and a receiving area. An Urban Growth Boundary delineates where urban development can occur limiting growth outside of the boundary in an effort to restrict sprawl. Areas inside the UGB would then be designated as receiving areas while areas outside of the boundary would be sending areas.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Legal  
 Support: Richland County Council; City of Columbia; State Representatives as necessary

### Iterative Model: Richland County TDR + UGB

The establishment of TDR in conjunction with an Urban Growth Boundary is a long-term strategy that would require much collaboration and coordination with neighboring jurisdictions, particularly the City of Columbia, and state representatives. This strategy has the power to reduce the occurrence of Quail Atolls while also dealing with issues of annexation. Should Richland County Government be interested in future development of a TDR and UGB, Administration should lead the development of policies necessary to facilitate this effort by researching areas like Montgomery County Maryland [TDRs] and Portland Oregon [UGB].



# REVIVIFY RICHLAND

## Utilization of Vacant Commercial Property Incentives for Adaptive Reuse per SC Code of Law Section 12-67

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	P11
	X	X	X	-	-	X	X	X	X	X	-	-	X	X

### Comprehensive Plan Principles:

- Promote Investment and Support Redevelopment [Principle 1]
- Support Economic Development [Principle 2]
- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To incentivize the rehabilitation and adaptive reuse of vacant commercial structures.

### Rationale:

Many vacant commercial structures go uninhabited for extended periods of time due to the extensive improvements required to bring older structures into compliance with current County codes. In an effort to remedy this, incentives should be developed for rehabilitation and adaptive reuse of current vacant properties.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning  
 Support: Richland County Council

**Iterative Model:** Richland County Commercial Development Incentives for Adaptive Reuse

The Planning Division of the Richland County Community Planning and Development Department should work with the Clarion consultant team to ensure that the Land Development Code Rewrite, which is currently underway, considers incentives that encourage the rehabilitation and adaptive reuse of vacant commercial properties in the County's priority investment areas.



# REVIVIFY RICHLAND

## Modification of Ordinances to Restrict Quail Atoll Propagation

Comp. Plan Goals	P3	P4	LU1	LU2	LU8	H2	H4	H5	ED1	ED2	NR6	NR7	CF&SE1	PI1
	-	-	X	-	-	-	X	-	-	X	-	-	X	X

### Comprehensive Plan Principles:

- Improve Quality of Life [Principle 3]

### Implementation Phasing:

- Long-term
  - *Ongoing*

### Objective:

To remove barriers to effective and timely remediation of Quail Atolls.

### Rationale:

Many aspects of mitigation and remediation of Quail Atolls are made more complicated by statutory and legal restrictions. The County is then limited in what can be accomplished in a timely and impactful manner resulting in decreased operational efficiency. Policies should be updated where possible to allow for necessary steps to be taken regarding the eradication of Quail Atolls in Richland County.

### Critical Personnel:

Lead(s): Richland County Administration; Richland County Planning; Richland County Legal  
 Support: Richland County Council

### Iterative Model:

Richland County Ordinance Amendments  
 The relevant internal departments and divisions of Richland County Government should work to modify ordinances as necessary for the effective remediation of Quail Atolls throughout the County.



# REVIVIFY RICHLAND

COUNCIL REVIEW + COMMENTS

FORMATION OF REVIVIFY RICHLAND TASK FORCE

STAFF REVISIONS

COMMUNITY CONVERSATIONS

STAFF REVISIONS

CO

## Forward Toward Excellence

The Revivify Richland strategic framework asserts itself as the genesis of the move toward Richland County renaissance and the foundation on which all other strategies pertaining hereto should be built. This multifaceted, multi-phased approach to the eradication of Quail Atolls, revitalization of neighborhoods and beautification of Richland County will, if appropriately applied, catalyze area redevelopment, improve the quality of life and inspire a resurgence of the County making it a more attractive, livable place for all of its residents.

It is critical to understand that Revivify Richland is not, in and of itself, the answer to the question of what Richland County Government can do to facilitate the move toward excellence and eradication Quail Atolls in Richland County but, instead, is meant to function as a high-level guide for the development of future policies, procedures and plans that accomplish the aforementioned.

Though comprehensive in its analyses, Revivify Richland does not endeavor to be “complete” in that the next steps necessary to move this framework from concept to implementation are many. Immediate action items that endeavor to facilitate the move to application are outlined below.

### I. Council Review + Comments

County Council will review the Revivify Richland strategic framework, provide comments and participate in an interactive work session with a primary focus on weighting

factors identified herein as contributors to the development and expansion of Quail Atolls throughout Richland County.

### II. Staff Revisions

Post review of County Council, staff will enter a revision period to make any requested amendments and to finalize prioritization of Revivification Priority Areas (RPAs) based on the factor weighting by Council.

### III. Community Conversations

Post revision, staff will host community conversations to educate Richland County residents about the Revivify Richland strategic framework and get feedback and buy-in.

### IV. Formation of a Revivify Richland Task Force

Formation of an internal Revivify Richland Task Force will move concurrently with staff revisions and community conversations at the direction of the County Administrator. It is important that this task force be assembled as quickly as possible as they should take ownership of the Revivify Richland strategic framework, oversee its revisions and be involved in the development of task matrices and implementation plans. This task force will also ensure County Government operations do not conflict with the goals of Revivify Richland.

### V. Staff Revisions

Post community conversations, staff will enter a second period of revision to allow for any feedback received from the public to be incorporated into the framework where appropriate.



# REVIVIFY RICHLAND



## VI. Council Review + Approval

Staff will move the revised framework back to Richland County Council for review and approval.

## VII. Development of Task Matrices

Once the framework has the approval of Richland County Council, the Revivification Task Force will begin development of phased task matrices according to established areas of priority and rank order.

## VIII. Implementation

Post development of task matrices, Richland County Government will begin to deploy tactical teams for the implementation of Revivify Richland. This will be an ongoing, long-term effort. The Revivify Richland Task Force will be responsible for keeping Administration and Council apprised of the progress of the initiative according to a schedule to be developed by the aforementioned parties.



# REVIVIFY RICHLAND

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