

Pickens CDBG Neighborhood
Revitalization Plan for
The Southern Pickens Neighborhood



2017

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Disclaimer

This report was prepared by the City of Pickens staff; therefore, any opinions, findings, conclusions, or recommendations expressed herein are those of the City of Pickens.

Assurances of Non-Discrimination (U.S. Department of Labor, Executive Order 11246, and Section 504 of the Americans with Disabilities Act)

Future projects outlined in this report may also be supported by the Community Development Block Grant program. As such, the City of Pickens will continue to carry out the plan in conformance with ***the Civil Rights Act and related laws that prohibit discrimination*** on the basis of race, color, religion, sex, national origin, familial status, age, or disability.

The City of Pickens will also continue to work in conformance with ***Section 504 of the Rehabilitation Act of 1973, as amended***, on projects supported by the Community Development Block Grant program. The City of Pickens agrees that no otherwise qualified individual with disabilities shall, solely by reason of his/her disability, be denied the benefits, or be subjected to discrimination including discrimination in employment, any program or activity that receives the benefits from federal Assistance.

Executive Summary

The following 2017 *Revitalization Plan* for the neighborhood south of Main Street in Pickens, South Carolina:

- Was prepared by the City of Pickens staff;
- Is the product of a citizen-driven planning process which involved guidance from the entire neighborhood, City Council Members and City staff throughout the summer of 2017;
- Describes the history, condition and location of the neighborhood, as well as its current problems associated with the condition of (1) infrastructure and public facilities, (2) crime & safety, (3) financial condition, and (4) affordable housing.
- Describes the strategic goals developed by the community meetings as they correspond with the desired outcomes of the Neighborhood Revitalization Program;
- Recommends comprehensive strategies, time frames, responsible parties, and partners for producing long-term revitalization solutions in the neighborhood.

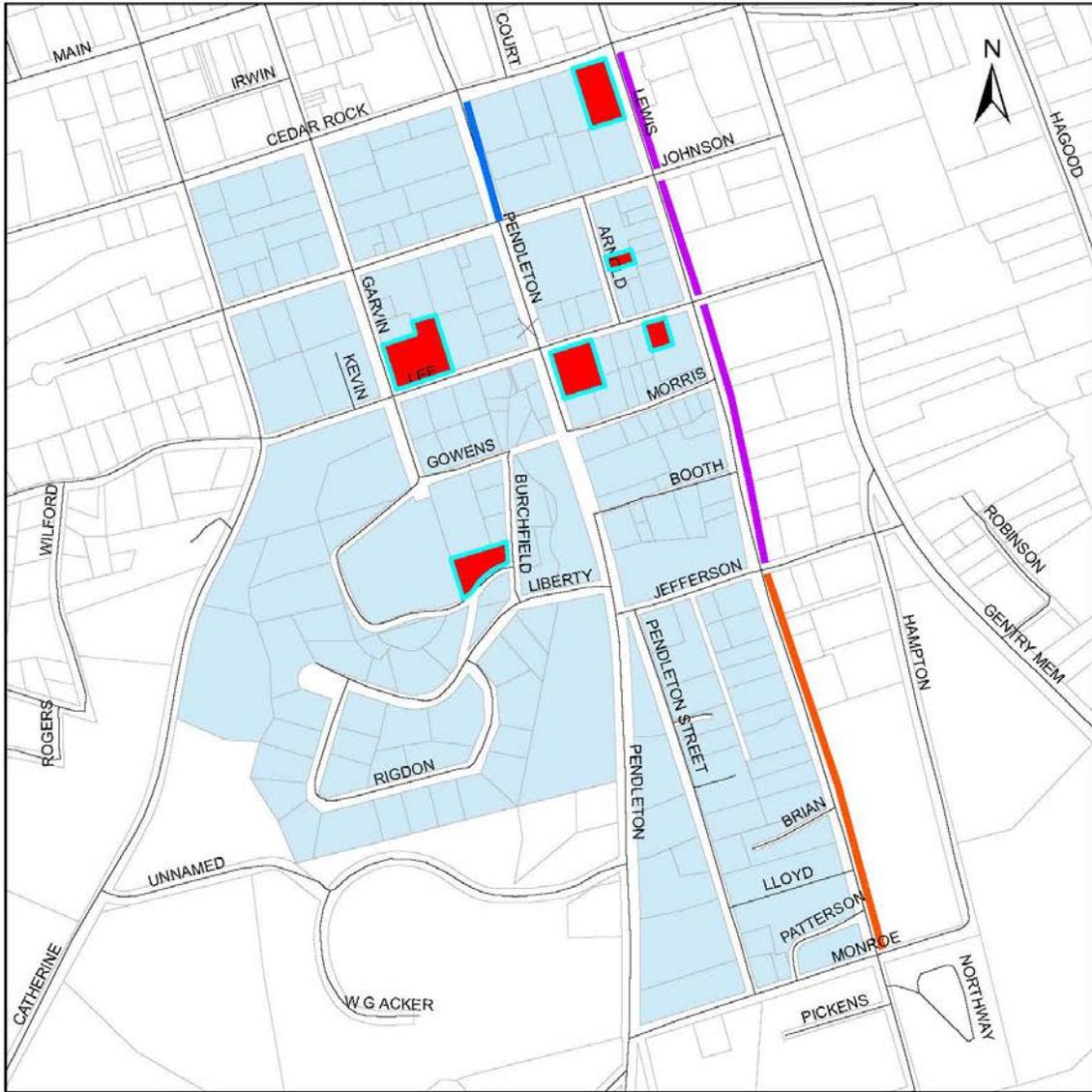
It is necessary to prioritize a list of capital projects for future CDBG Neighborhood Revitalization funding consideration. There were several high priorities found during this process, which Phase II of the Neighborhood Revitalization implementation (2018-2019) will address. Restoring sidewalks and selectively repairing existing ones where there is a need in high-foot traffic areas in order to provide safe, walk-able pathways in this neighborhood where access to transportation is a challenge is a top priority. With the neighborhood's close proximity to downtown and other important resources such as the new Pickens Doodle Park, an investment in sidewalks would have a great impact, especially the much needed addition of sidewalks along S. Lewis Street. Phase II will also include the demolition of dilapidated structures within the Study Area to ensure the safety of the community at large. During Phase II, the City will also address the replacement of an old asbestos cement water main with galvanized services along Pendleton Street and asphalt patching where the work takes place; as this is a large main it will be phased into Phase III to complete that problem area.

Activities recommended for a proposed Phase III of Neighborhood Revitalization implementation (2020-2021) include the addition of a marked walkway on the existing asphalt with flexible delineators to allow for residents along Booth and Morris to have a safe path on those two one-way streets within the Study Area. Street resurfacing of Garvin Street, installation of new sidewalk along Liberty Drive, the second phase of the Pendleton Water Main replacement, and the demolition dilapidated structures within the Study Area will also be included in Phase III.

The City of Pickens realizes the needs in this area and will continue to apply for future grant funding to phase in additional projects which the community feels there is a need.

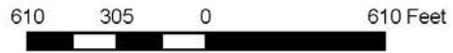
City of Pickens CDBG Neighborhood Revitalization Improvements: Cost Breakdown & Timeline			
<i>Phase I</i>			
Time Frame	Activity	Cost Estimate	Funding Source
2017	Citizen-Driven Neighborhood Planning Process	-	-
			-
<i>Phase II</i>			
Time Frame	Activity	Cost Estimate	Funding Source
2018 - 2019	Repair existing and addition of new sidewalks along S. Lewis Street	\$311,330	CDBG
	Demolition of dilapidated structures	\$75,000	CDBG
	Water Line replacement along Pendleton Street (Phase 1)	\$109,350	CDBG
	Project Engineering	\$49,568	City of Pickens
Total Phase II Cost Estimate		\$545,248	\$495,680-CDBG \$49,568-City
<i>Phase III</i>			
Time Frame	Activity	Cost Estimate	Funding Source
2020-2021	Street resurfacing Garvin Street	\$167,570	CDBG
	Marked walking path with delineators along Morris and Booth Street	\$18,400	CDBG
	New sidewalk along Liberty Drive	\$88,900	CDBG
	Demolition of dilapidated structures	\$30,000	CDBG
	Water Line replacement along Pendleton Street (Phase 2)	\$105,970	CDBG
	Project Engineering	\$41,084	City of Pickens
Total Phase III Cost Estimate		\$451,924	\$410,840-CDBG \$41,084 -City

Pickens Neighborhood Revitalization Phase II Grant Application

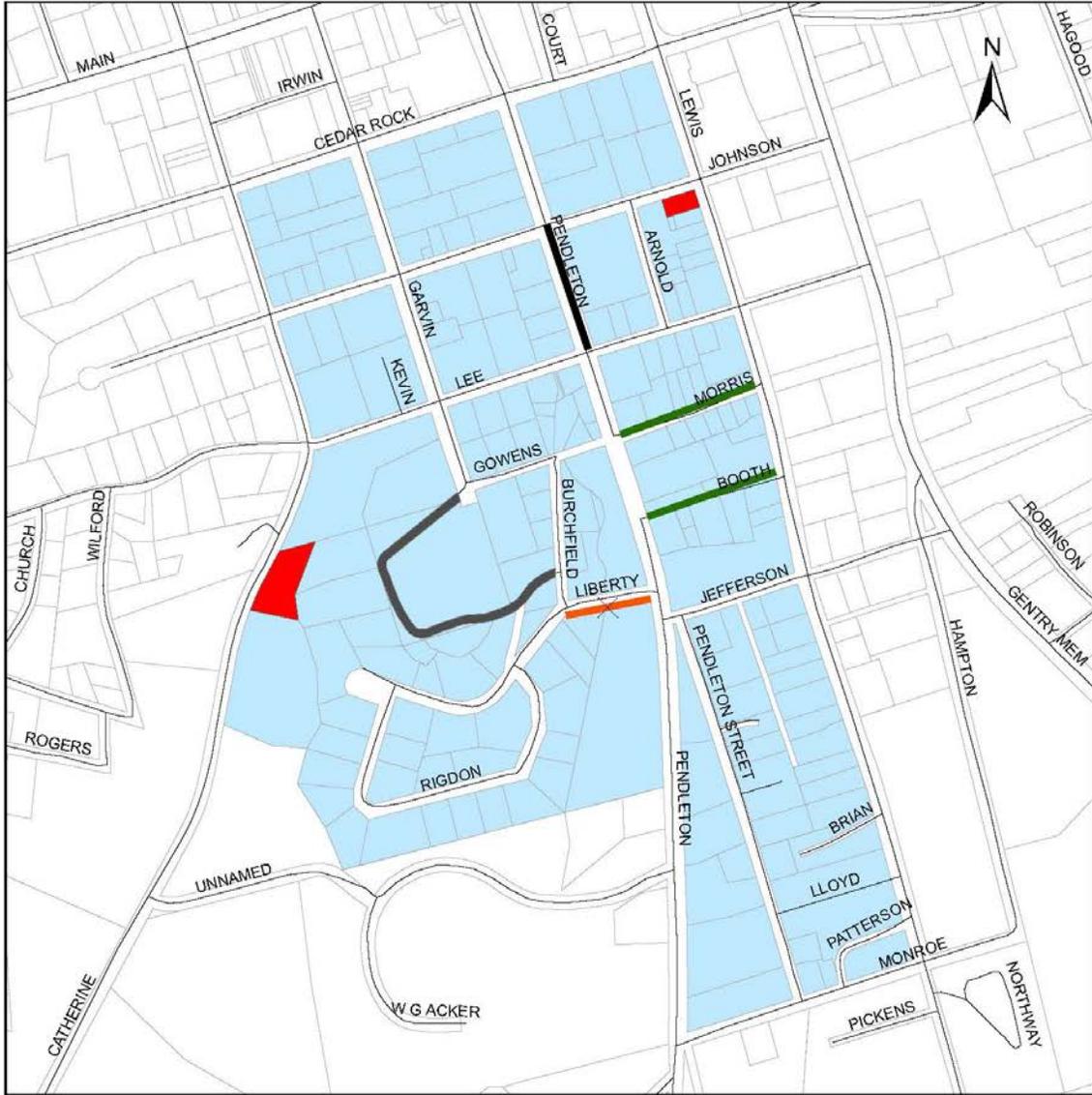


Legend

- Phase 1 Line Replacement
- CDBG_Study_Area
- Housing Demo
- Proposed New Sidwalks
- Proposed Sidewalk Restoration

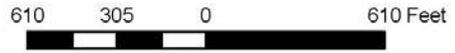


Pickens Neighborhood Revitalization Phase III Grant Application



Legend

-  Walkway with Delineators
-  Proposed New Sidewalk
-  Proposed Street Resurfacing
-  Housing Demo
-  CDBG_Study_Area
-  Phase 2 Water Line Replacement



Section I: Introduction to Grant Process

The Neighborhood Revitalization Program

The Neighborhood Revitalization Program is “designed to assist in the development of sustainable communities through revitalization on in-town residential neighborhoods.”¹ Successful local government recipients of these Neighborhood Revitalization grants apply on behalf of neighborhoods in need of revitalization which are adjacent to (within ½ mile of) the community’s downtown or business center.

In December 2010, the City of Pickens was awarded funding to create a strategic 5 Year Revitalization Plan for the neighborhood south of Main Street. This report was created by the Appalachian Council of Governments. With the creation of this strategic plan, the City saw there were areas of the neighborhood which needed improvements and as such they applied for the next phase of the Village Renaissance Plan.

From the grant awarded to the City based on their application, from 2012 through 2014, the City worked to replace an 8 inch sanitary sewer collector along Rigdon Circle. This project included 2,900 linear feet of 8 inch line including 16 manholes, 36 service connections, pavement restoration, and rehabilitation and “pigging” to include root cutting of 1,700 linear feet of an existing 8 inch collector. In addition to the sewer replacement, there were sidewalk improvements and new sidewalk construction.

2017	2018	2019	2020	2021
Phase I: Citizen-driven plan development	Receive Phase II Implementation award (\$500K)	Construction	Receive Phase III Implementation award (\$500K)	Construction
Submit plan to SC DOC in September	Begin construction in Summer 2018	Complete Phase II construction; close grant award in December	Begin construction in Spring 2020	Complete Phase III construction
Submit Phase II Grant Application for Implementation in September	Construction	Submit Phase III Grant Application for Implementation in September	Construction	Close grant award in December

“The plan should identify community needs, prioritize activities designed to comprehensively revitalize the neighborhood with CDBG and other funds” with the aim to achieve the following revitalization outcomes:²

- Improve neighborhood involvement and interaction
- Provide neighborhood safety and pride

¹ SC Department of Commerce Grants Administration – CDBG Application Guidelines, 2017-2018, pg. 2

² SC Department of Commerce Grants Administration – CDBG Application Guidelines, 2017-2018, pg. 3

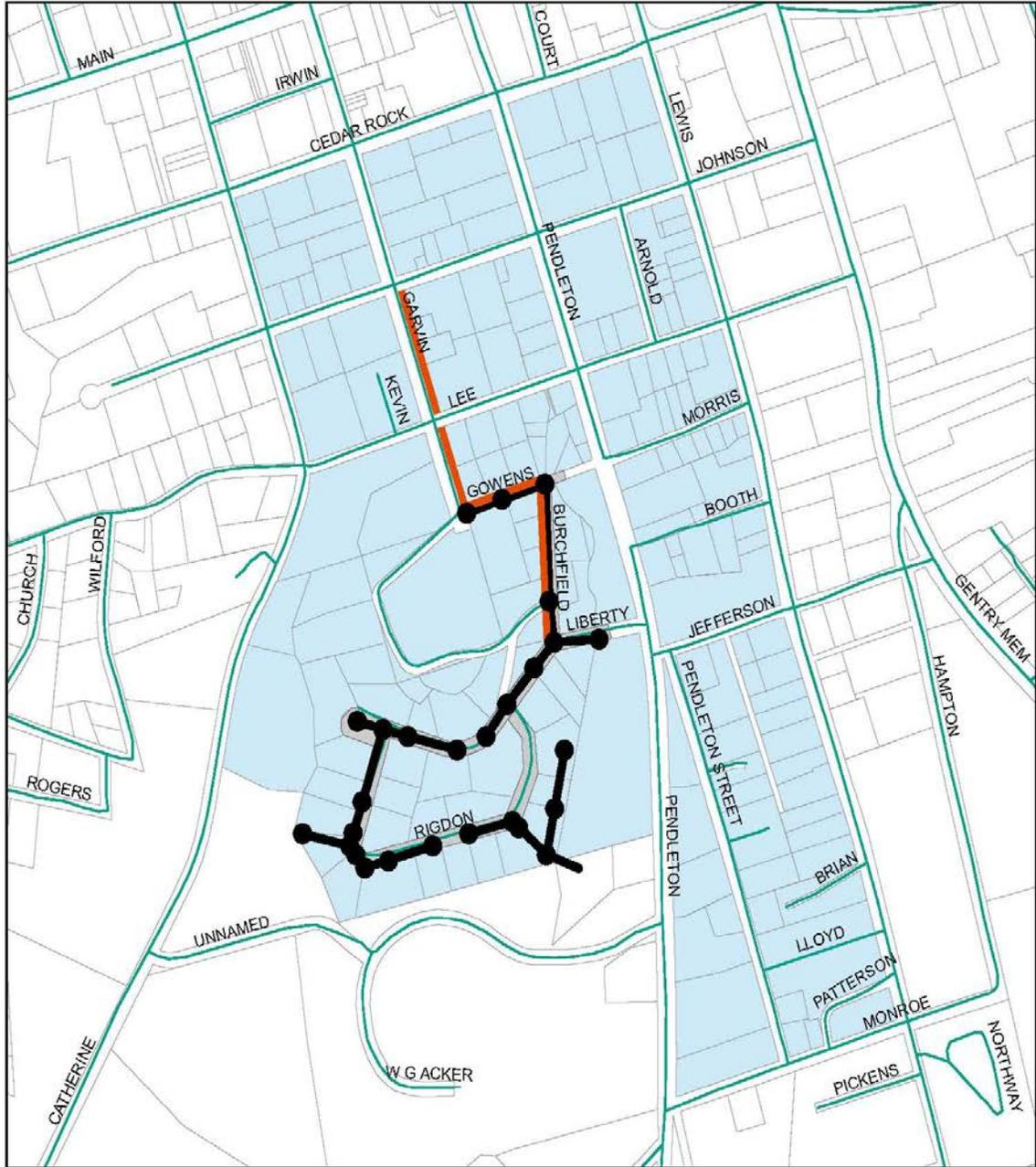
- Address infrastructure and public facilities needs
- Identify in-fill housing opportunities
- Improve physical appearance and property values
- Promote sustainability and conservation

In order to help achieve these neighborhood revitalization outcomes, the following table includes a list of possible funding activities for Phases II & III of the Neighborhood Revitalization program³:

Possible Areas of CDBG Neighborhood Revitalization Funding for Phase II & III	
<p>Public Facilities</p> <ul style="list-style-type: none"> -Sidewalks -Security Lighting & Cameras -Police/Fire Substation -Technology -Multi-Service Centers designed to address crime risk factors -Walking Trails -Green Space -Landscaping 	<p>Housing</p> <ul style="list-style-type: none"> -Infrastructure/Other Activities to Support Workforce Housing -Painting of Exterior Facades or Minor Exterior Repairs -Exterior Improvements to increase energy efficiency -Demolition/Clearance of Vacant/Dilapidated Properties
<p>Infrastructure</p> <ul style="list-style-type: none"> -Water -Sewer -Drainage -Roads 	<p>Public Services</p> <ul style="list-style-type: none"> -Crime Watch Program -Drug or Gang Education, Awareness & Prevention Programs

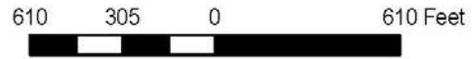
³ SC Department of Commerce Grants Administration – CDBG Application Guidelines, 2017-2018, pg. 4

2012 Village Renaissance CDBG Grant Award Work Completed



Legend

-  2012 Village Rena. Sewer
-  2012 Village Rena. Sidewalk
-  CDBG_Study_Area
-  2012 Village Rena. Street Resurfacing
-  parcels



The Citizen-Driven Planning Process

Allowing citizens to guide the development of this Plan was a key priority for the City of Pickens. The citizen-driven planning process was executed at three different levels: (1) periodic updates provided by staff at Pickens City Council meetings, (2) Neighborhood-wide “Open House” events, and (3) a committee of volunteers who are stakeholders and familiar with the neighborhood who met in the summer of 2017.

City Council Updates

Pickens Mayor and City Council received updates on the Neighborhood Revitalization planning process at all of the following events which were advertised and open to the general public.

- May 15: Public Hearing for the Community Needs Assessment where the number one priority was neighborhood revitalization; i.e. clean-up, code enforcement, in-fill housing opportunities, infrastructure.
- June 5: Public Hearing Announcement of Application of the Neighborhood Revitalization Program
- July 10: Neighborhood Open House at Griffin Ebenezer Church
- July 12: Neighborhood Open House at City Hall
- July 17: City Council Session- Volunteer/Income Survey Data Update
- August 21: City Council Work Session, Draft Plan Overview
- September 11: Special Called City Council Meeting, Final Plan Review

Neighborhood-Wide “Open House” Events

In order to involve residents of the entire Study Area in the planning process, the City of Pickens held two publicly advertised “Open House” event. The first event was held on July 10th at 6:30 p.m. at the Griffin Ebenezer Baptist Church. The historic African American church is located inside the Study Area at 450 Garvin Street and is a central meeting place for citizens of this neighborhood. For residents who could not attend on this date, a second Open House was held at City Hall (also inside the Study Area) on July 12th at 5pm. Fliers were sent out within the community, on City social media outlets and the event was advertised in June 2017 in the *Pickens County Courier*.⁴

City officials welcomed attendees and a Neighborhood Revitalization program overview was provided by City staff. A spirited town hall-style discussion took place about the neighborhood with many valuable comments and questions coming from residents.

A survey on neighborhood issues was distributed to all Open House attendees.⁵ In addition to the numerous “extra comments” given by respondents, the survey included 28 total questions on the following topics:

- Neighborhood Involvement and Interaction

⁴ See Appendix I for copy of flier and newspaper advertisements.

⁵ See Appendix II for copy of the Residential Open House Survey and results.

- Neighborhood Safety and Pride
- Neighborhood Infrastructure and Public Facilities
- Neighborhood Physical Appearance and Property Values
- Guiding the Future of the Neighborhood

The survey response from this Open House event provided the City with invaluable, representative neighborhood data for the planning process. Throughout the course of this Plan, data from this survey will be referenced—particularly in regards to issue identification.

The Volunteer Organizations

City Council worked hand in hand with several local Pickens organizations on this project who helped to lead the discussion and gather the necessary income survey data.

Name	Organization
Ms. Cheryl Bailey	AFTA: Arise from the Ashes Non-profit
Ms. Betty Robinson	AFTA: Arise from the Ashes Non-profit
Ms. Mary Jo Holley	Neighborhood Resident
Mr. Carlton Holley	Neighborhood Resident/City Council Member
Mr. Wilson Perkins	Pickens Revitalization Association
Mr. David Owens	Mayor of the City of Pickens
Mr. Bruce Evilsizor	City Administrator
Ms. Becky Horace	City Project Manager
Ms. Hope Warren	City Intern

Each member is highly familiar with the neighborhood – whether they grew up there, live there presently, direct a business there, or direct a non-profit which is currently working there. Mayor David Owens and Council member Carlton Holley, a lifelong Pickens resident and Griffin Ebenezer Baptist Church member, served as a champion for this Neighborhood Revitalization effort on behalf of City Council. City Department Heads also attended the open house to show support and to supply information to residents.

Like the survey data provided in the neighborhood Open House, the volunteer organizations and residents present at the open house provided information which will be referenced throughout the course of this Plan. One particularly helpful activity completed was a “S.W.O.T. Analysis”, which helped identify the neighborhood’s greatest *Strengths, Weaknesses, Opportunities, and Threats*. Below is a visual display of this analysis.

Pickens Neighborhood Revitalization S.W.O.T. Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> • Small community/knowing your neighbor • Family & faith • Quiet & friendly • Recreation Department • Easy access • Doodle Trail • Azalea Festival 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Car traffic – lack of stop signs • Water runoff • Street lighting • Overgrown trees over streets/powerlines • Street dips/street infrastructure • Sidewalk infrastructure • No park for small children
<p>Opportunities</p> <ul style="list-style-type: none"> • Park for small children • Sidewalks • Teen activities & church involvement • Improving church basketball court • Police Community Engagement Committee • Home improvements 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of code enforcement • Criminal activity- drug sale/manufacturing • Old/dilapidated homes – used by homeless and for drug activity • Groundhogs tunneling under roads

Section II: Neighborhood History, Condition and Location

History of the Neighborhood South of Main Street

The history of the neighborhood just south of Main Street is just about as old as the incorporated City itself. The land was Cherokee Indian territory through the time of the American Revolution, after which it became inhabited by Scottish-Irish settlers who developed local businesses and farms. After being left destitute by the American Civil War, the land which is now Pickens became incorporated in 1868 when Elihu Griffin donated 40 acres for a Courthouse just north of the Study Area on what became Main Street. The County Courthouse still stands in that location today. Only three years later in 1871, newly emancipated African Americans established *Griffin-Ebenezer Baptist Church* within the Study Area at the intersection of Garvin St. and Johnson St. The church moved to its present location in 1879—only two blocks away at the intersection of Garvin St. and Gowens St. The history of this church is, in essence, the history of this neighborhood because it was the most notable development for residents south of Main Street. By default, the neighborhood around it became the African-American *side of town*.⁶ Now a racially diverse neighborhood, the church continues to be its most central meeting place.



The church moved to its present location in 1879—only two blocks away at the intersection of Garvin St. and Gowens St. The history of this church is, in essence, the history of this neighborhood because it was the most notable development for residents south of Main Street.



⁶ Historical facts taken from the book *Pickens: The Town and the First Baptist Church*, by Jane Boroughs Morris, published 1991.

The Neighborhood Today: General Challenges and Opportunities

Financial Condition

Through 1940, the local economy was based almost entirely on agriculture and primarily on the cotton industry. By the 1970s, however, a structural shift had taken hold. Roughly 99% manufacturing plants employed 15,000 residents in Pickens County, or a quarter of the entire County population.⁷ In the rest of the southeastern U.S., however, many of these plants were textile-based and eventually relocated to overseas destinations in the following decades.

Even in a rural area of the country with a comparatively high unemployment rate, the neighborhood does not compare favorably in its financial condition. Staff research created a *Comparative Market Profile Analysis* of Census Tract 104.2 Block Group 5, which makes up the majority of the Study Area, and its surrounding area. Below is a table of some key findings:

Comparative Market Profile of the Pickens Study Area and Surrounding Areas			
2010 Data	Census Tract 104.2 BG 5	Pickens	Pickens County
Population	561	3,149	119,224
Age (median Yr 2010)	43.9 years	38.7 years	32.8 years
Race/Ethnicity (Yr 2010)	Caucasian – 68% AFAM – 30.8% Other – 1.2%	Caucasian – 80.5% AFAM – 15.3% Other – 4.2%	Caucasian – 90.1% AFAM – 7.2% Other – 2.7%
Owner Occupied Households	24.9%	57.3%	69.2%
Average Rent (Yr 2010)	\$578 per month	\$697 per month	\$704 per month
Median Household Income	\$28,617	\$33,250	\$41,459
Median Home Value	-	\$86,400	\$123,000
Per Capita Income	\$13,212	\$16,869	\$21,222
Unemployment Rate, 16+ and in Labor Force	48.6%	10.1%	10.9%
Age 25+, no High School Diploma	42.38%	18.8%	16.2%

Source: 2010 Census and 2015 American Community Survey

In a door-to-door income survey executed during the application process for the Phase I Neighborhood Revitalization Plan in June/July of 2017, 65.19% of Study Area households qualified as being of “Low-to-

⁷ *Pickens County: A Brief History*, written for “*Pickens County Heritage*” by G. Anne Sherriff.

Moderate Income” (LMI), according to U.S. Housing and Urban Development (HUD) standards, with 91% being LMI persons. LMI equals 80% or below of an area’s median income.

Esthetics Condition

The esthetics condition of the Study Area mirrors its financial condition. The neighborhood is primarily residential and the housing stock is aging quite rapidly. As noted above, there is little residential income to address maintenance and deterioration. In Census Tract 104.02 Block Group 5, which the majority of the Study Area is located, nearly 43% of the neighborhood homes were built between 1960 and 1979, with 78% of the homes being 28 years or older. The median year for homes constructed within the City of Pickens is 1968.⁸

78% of neighborhood homes are at least 28 years old, and most of them older. The median year in which homes within the City of Pickens were constructed was 1968.

Other concerning issues associated with housing appearance include the facts that home ownership from 2010 to 2015 dropped 58% while the vacancy rate from 2010 to 2015 increased 53%. Approximately 3.6% of the housing stock is made up of habitable mobile homes. There are several which are vacant and in need of demolition.

In addition to the general housing stock, which is in need of esthetics improvement, there are several empty and overgrown lots which also negatively affect neighborhood appearance. Such lots are scattered throughout the neighborhood and will be discussed in further detail in the *Housing and Physical Appearance* section of this Plan.



One of many vacant homes in the Study Area.

Small trailer parks like this one across from the church are located throughout the Study Area.



⁸ Source: U.S. Bureau of the Census, 2010 Census of Population and Housing. All housing statistics cited in the “Esthetic Condition” section of this report were taken from this source.

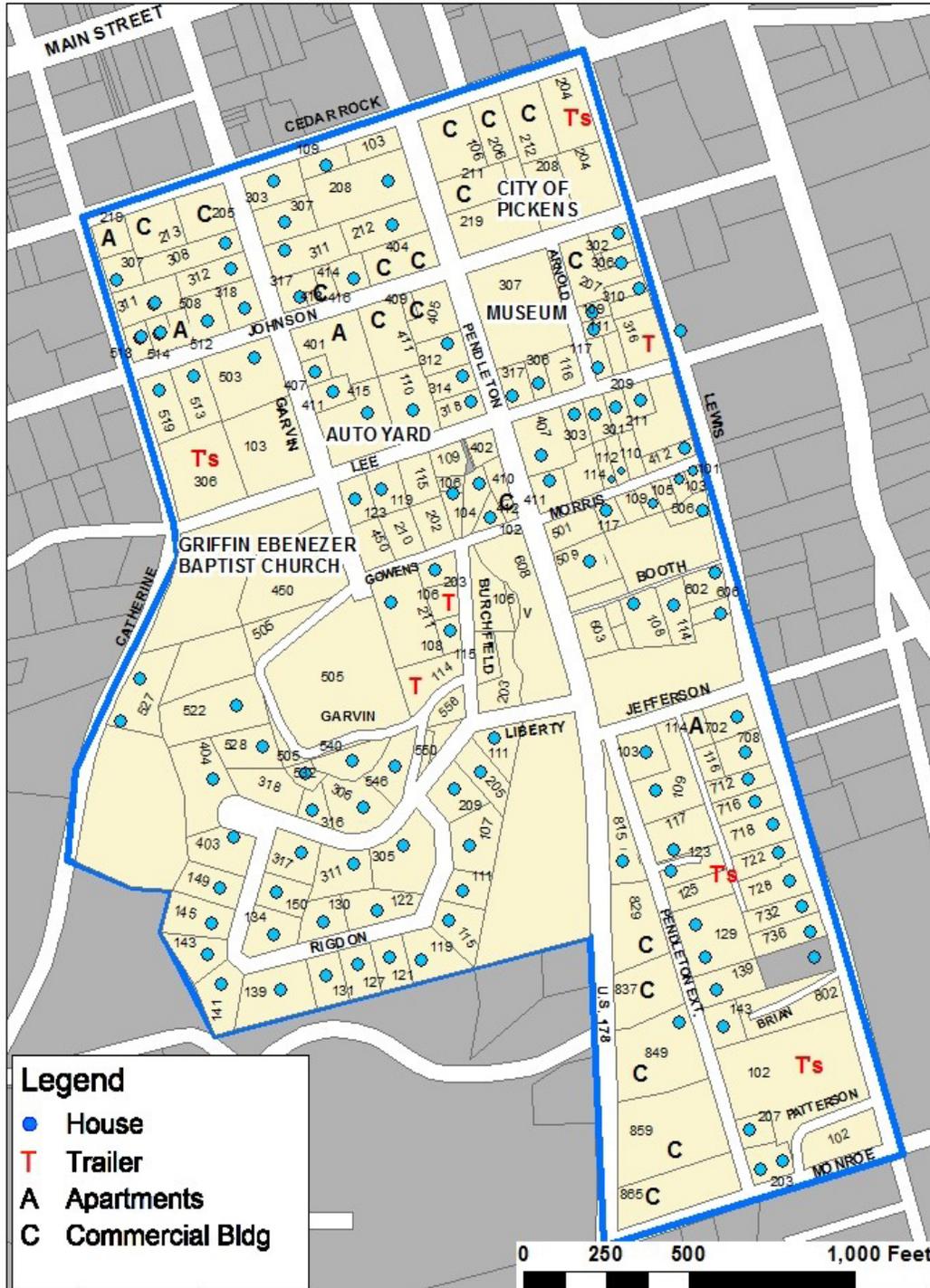
Location and Proximity to Resources

With respect to location, the Study Area was a great fit for the Neighborhood Revitalization grant program with its walk-able proximity to downtown and other important resources. According to data from the U.S. Census Bureau, approximately 12.4% of the households in Pickens do not have access to a vehicle making the factor of *walking distance* an extremely important part of daily life⁹. With the exception of recreational amenities such as the Pickens YMCA, the Study Area is situated in a geographically convenient place for residents who do not have automobile access.

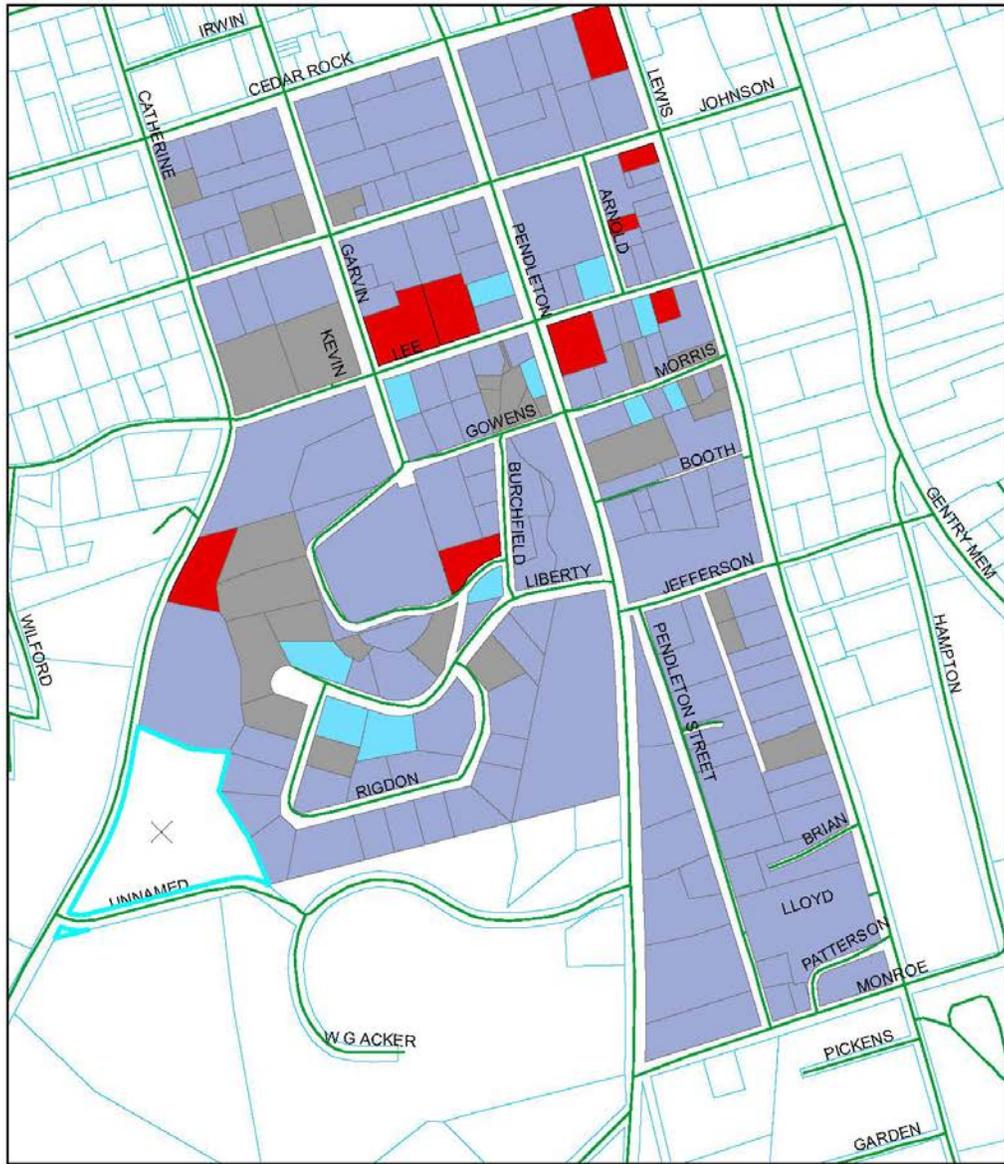
Resource	Distance from Center of Study Area (miles)	Drive Time (min)	Walk Time (min)
<i>Government Services</i>			
Pickens City Hall	Within Study Area	NA	NA
Pickens Post Office	0.3	1	7
Pickens Police Station	Within Study Area	NA	NA
Pickens Fire Department	Within Study Area	NA	NA
Pickens Village Library	0.7	3	12
<i>Community Services</i>			
Museum	Within Study Area	NA	NA
Pickens YMCA	2.4	5	49
<i>Social Services</i>			
American Red Cross	0.4	1	4
Pickens Community Center	1.2	4	14
Pickens County WIC Program	0.7	1	14
WINGS Program	0.7	1	13
<i>Medical Services</i>			
AnMed Health Cannon Hospital	0.5	2	10
Pickens Mental Health Clinic	0.6	2	14
<i>Education Facilities</i>			
Pickens Elementary School	0.6	2	13
Hagood Elementary School	1.3	4	28
Pickens Middle School	0.8	3	17
Pickens High School	2.0	5	40
<i>Recreation</i>			
Outdoor Baseball Field/Basketball Goals at Griffin Ebenezer Church	Within Study Area	NA	NA
Town Creek Bike Park	1.8	6	38
Doodle Trail/Pickens Doodle Park	0.6	2	13
Pickens Amphitheater	0.4	2	9

⁹ Source: U.S. Bureau of the Census, 2010 Census of Population and Housing

CURRENT LAND USE OF PICKENS STUDY AREA



Pickens Neighborhood Revitalization Housing Condition Assessment



Legend

- Good (Includes Vacant and Commercial)
- Major Repairs
- Minor Repairs
- Demo.
- parcels



City Center & Gateway Corridor Overlay District

U.S. Highway 178 (Pendleton Street) splits the Study Area in half from east to west as it leads northward to downtown Pickens. With only two blocks of the Study Area being located in the City Center Overlay, the remainder of Highway 178 is classified as being a part of its “Gateway Overlay District”, which is “...designed to promote a quality impression of the community, and to provide integration between existing or established neighborhoods and market driven pressures for increased mixed-use development resulting from the location of transportation infrastructure in adjacent areas.”¹⁰ Through this statute, it is the desire of the City to preserve the residential *neighborhood feel* of this Study Area even in light of the fact that there is a frequently trafficked highway running through the center of it.

Ordinance on Future Mobile Homes

Another significant piece of local zoning legislation which affects this neighborhood is the City’s ordinance dealing with future mobile homes. While 3.6% of the Study Area’s present housing stock is made up of mobile homes, the City of Pickens passed a zoning ordinance which only allows for modular homes to be constructed in certain areas of the City and those homes must meet strict design standards that the Board of Zoning Appeals has to approve.¹¹ Existing mobile homeowners may *replace* their mobile homes only under certain conditions, but by and large, the City is working to increase traditional affordable housing availability for mobile home residents.

Ordinance on Code Enforcement

Another significant piece of local zoning legislation which affects this neighborhood is the City’s recently passed ordinance dealing with nuisances and unsafe structures.¹² In the Study Area, there are several homes which are uninhabitable and dilapidated and pose a safety concern to residents. The more detailed lists of nuisances, creation of the Nuisance Review Board, a detailed process of removing dilapidated and dangerous structures, and a more active code enforcement presence will be a benefit not only this Study Area to remove unwanted trash and hazards but it will create a more appealing esthetics to investors and potential residents looking to relocate to the Upstate.

¹⁰ Pickens Municipal Code, Section 413.3: Gateway Overlay District Regulations.

¹¹ The Official Zoning Ordinance of the City of Pickens South Carolina, Number 2010-10, adopted 08/30/2010.

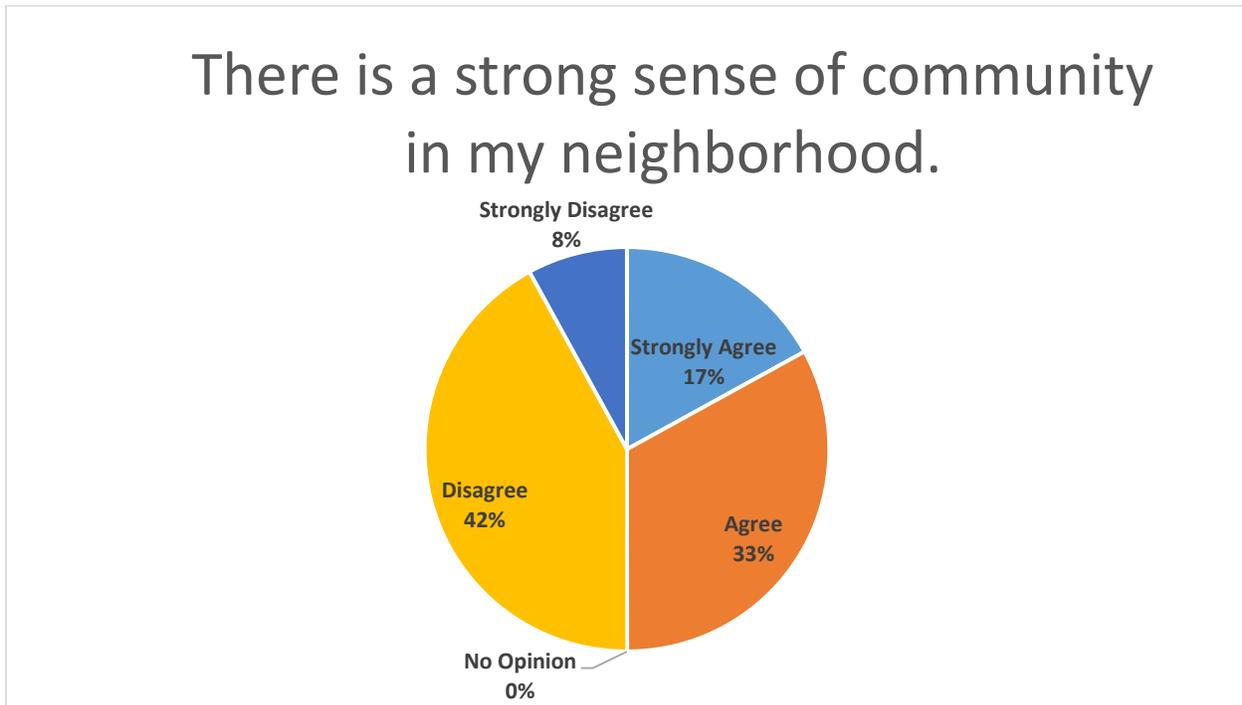
¹² The Official Zoning Ordinance of the City of Pickens South Carolina Number 2017-06 adopted 07/17/2017.

Section III: Neighborhood Involvement and Interaction

In order to produce long-term success with any revitalization effort, it is essential for neighborhood residents to work together and communicate effectively. People in strong neighborhoods know one another and help each other in times of need. They improve security by forming crime watch programs and by keeping an eye out for suspicious occurrences or unfamiliar visitors. They bond with one another through neighborhood meetings in which community events are planned and in which serious issues are discussed. The City of Pickens believes neighborhood coordination is an essential component for future success.

Resident Feedback on Neighborhood Involvement and Interaction

Survey data from the Open House events revealed that neighborhood involvement and interaction is an asset of the Study Area. Half of the survey respondents answered that there was “a strong sense of community” in their neighborhood, while 50% disagreed. Half of respondents stated that “residents often help each other out”. When asked about residents working and volunteering together, only 34% of respondents provided a negative answer.



Source: Pickens Neighborhood Revitalization Open House Survey, July 2017.

All citizens present at the open house reinforced the positive perception of neighborhood involvement and interaction through its *Strengths-Weaknesses-Opportunities-Threats* (S.W.O.T.) analysis. The factor of a “small community” was considered by far to be the greatest *Strength*, while “quiet and friendly” and the “Doodle Trail” also made the list of strengths. While infrastructure issues and lack of a park in the neighborhood were considered to be a *Weakness*, the group also saw a strong *Opportunity* with the creation of the Pickens Doodle Park and to create a Police Community Engagement Committee to ensure safety for all.

Neighborhood Buy-In and Ownership

The idea of neighborhood-wide “buy-in” and “ownership” of the revitalization process was determined to be a top priority by the group and City Council. To make people feel as if they are a part of something that brings about positive change will inspire them to volunteer more and to feel an increased sense of pride and ownership in *their* neighborhood. This phenomenon was proven at the Neighborhood Revitalization Open House events when more than 50 people attended to discuss the Neighborhood Revitalization grant. Most of the residents are not happy with the physical decline of properties and the safety of the neighborhood, but they do believe their neighbors are willing to devote their time and energy.

Neighborhood Organization: Pick Up Pickens



The “Pick Up Pickens” Initiative, a part of the revitalization efforts in Pickens, is planned to begin in the fall of 2017. The City of Pickens is working to make the community a more beautiful place to live and work by strengthening the City’s nuisance code, working to hire a code enforcement officer, educating residents of existing sanitation services offered to them, creating a town wide cleanup event plan and rewarding the current residents who maintain pristine properties.

With the town wide cleanup plan, the City has been divided into five sections. Each section will have their own designated cleanup event to take place on a Saturday from 8am-12pm. With the help of Pickens County, the City will bring in dumpsters and will utilize the Streets Department heavy machinery to move large “junk” items. Throughout the entire city all residents will be notified of their cleanup event date 30 days prior to the event, along with the updated nuisance code, and information on existing sanitation services. The hope is to encourage those residents with “junk” in their yards to make an effort to clean up their properties. After the cleanup event, a code enforcement officer will return to the section of town which had their cleanup day to enforce the current nuisance code. The most improved properties after the cleanup day will receive an award presented by the Police Department.

The cleanup events planned through the Pick Up Pickens Initiative will kick start the City’s new code enforcement directive and ensure the safety and esthetics of the City will remain inviting to individuals and businesses looking to relocate to Pickens.

Strategic Plan: Neighborhood Involvement & Interaction

Neighborhood Revitalization Grant Program Desired Outcome

“Improve neighborhood involvement and interaction.”

Pickens Neighborhood Revitalization Goals

- “Increase neighborhood optimism and sense of ownership.”
- “Increase residential familiarity with one another so that people work together.”
- “Retain residents and attract new ones by enhancing the esthetics of the neighborhood through city wide cleanup events.”

Supportive Findings

- Open House Survey data revealed that the Study Area contains a strong sense of community.
- In the *Strengths-Weaknesses-Opportunities-Threats* analysis, the “small community” was considered to be the neighborhood’s greatest *Strength*, while good *Opportunities* were to “create a Police Community Engagement Committee” to ensure safety for all and the creation of a “park” the neighborhood has access to.
- It was confirmed that there is a need for a code enforcement officer to address nuisance complaints within this area.

Recommendations

In order to help sustain its positive momentum, the City of Pickens should support the community.

Recommended activities:

1. Form partnership between Pickens Police Department and religious organizations to organize a neighborhood crime watch program and Police Community Engagement Committee.
2. Partner with City Sanitation and Pickens County for Pick Up Pickens Clean-Up Day events.
3. Partner with neighborhood residents and City Administration to report dilapidated structures and nuisance issues and code violations.
4. Coordinate relationship-building activities between Pickens Police Department and neighborhood residents, including recreational coaching by officers, neighborhood cookouts, or community events.

Time Frame

1-4. The partnership between the neighborhood and City Leadership has begun and should continue indefinitely.

Responsible Parties

- City of Pickens (Administration, Police Department, Sanitation)

Partners

- Neighborhood and nearby faith-based organizations
- Pickens County for the Pick Up Pickens Events

Section IV: Neighborhood Crime

Resident Feedback on Neighborhood Crime

City Council members and neighborhood residents believe that neighborhood crime has risen in recent years and that economic struggles have contributed greatly to this trend. Residents have expressed a distinct concern about visiting drug dealers and other non-residents who bring criminal activity to the neighborhood and then leave. The Pickens Police Department (PPD), on the other hand, desires to establish a stronger relationship and line of communication with residents in order to ensure that more crimes are successfully reported and pursued.

The table below reveals the Neighborhood Revitalization Open House survey results regarding residential perception of crime. The topics of drugs, theft, and night-time safety were revealed as the areas of greatest concern.

Open House Survey Neighborhood Safety and Pride	
Safety/Crime Topic	% who think it's a problem
Feeling safe when walking/riding bike during DAY	25%
Feeling safe when walking/riding bike during NIGHT	50%
Child safety while playing in neighborhood	50%
Drugs	50%
Theft	42%
Violence	25%
Vandalism	25%

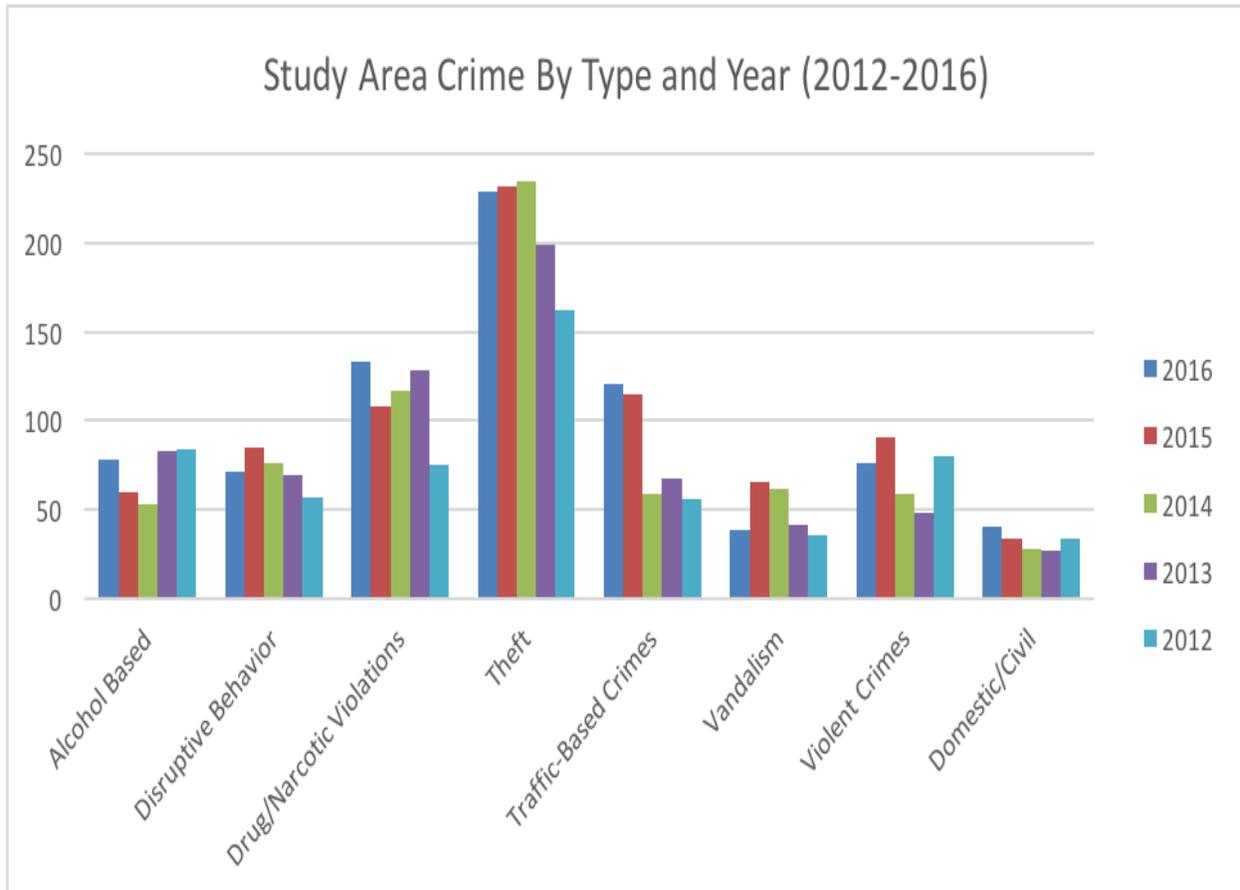
Source: Pickens Neighborhood Revitalization Open House Survey, July 2017.

Residents voiced concerns about neighborhood crime in its *Strengths-Weaknesses-Opportunities-Threats* (S.W.O.T.) analysis. The area of “car traffic and lack of stop signs” was considered a *weakness*. The two greatest *Threats* to the neighborhood were “crime”, “drug activity- manufacturing and sale”, and “dilapidated, vacant structures”. The creation of a “Police Community Engagement Committee” was considered to be a good *Opportunity*.

Crime Data from the Pickens Police Department

Five years' worth of crime data provided by the Pickens Police Department from their *FBI Uniform Crime Reports* revealed that residential perception of neighborhood crime is justified. The following tables reveal significant crime trends by year and type.

By Type and Year

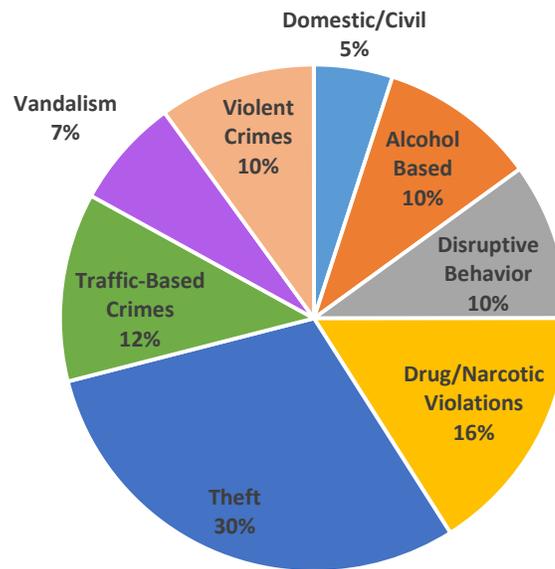


Source: Pickens Police Department, FBI Uniform Crime Reports.

Analysis: Study Area crime levels seem to be trending slightly upward during the past five years. The Study Area saw pretty consistent crime levels between 2012 and 2013, but beginning in 2014 the trend began to move upwards. Theft was up in 2014, which is the most common crime in the Study Area. Although disruptive behavior, theft, vandalism and violent crimes began to go back down in 2016, there was still a significant increase in alcohol, drug, traffic, and domestic related crimes.

By Crime Category

Study Area Crime Breakdown by Type (2012-2016)



Source: Pickens Police Department, FBI Uniform Crime Reports.

Analysis: When Study Area crime data is broken down into percentages by crime type, one finds that theft is by far the most common crime issue in the area, representing 30% of all crime. The neighborhood resident's concerns regarding traffic based crimes (12%) and drug/narcotic violations (16%), together representing 28% of all crime in the city is justified. Alcohol, violent crimes, and disruptive behavior represent 10% each, with vandalism and domestic/civil crimes being the least common type of crime in this area.

Strategic Plan: Neighborhood Crime

Neighborhood Revitalization Grant Program Desired Outcome

“Provide neighborhood safety and pride.”

Pickens Neighborhood Revitalization Goals

- “Build strong relationship with Pickens Police Department and create a Police Community Engagement Committee.”
- “Remove vacant, dilapidated structures where criminal activity is taking place.”
- “Increase patrol for traffic based crimes and install additional stop signs.”
- “Decrease crime and nuisance activity.”
- “Improve public image and reputation of neighborhood.”

Supportive Findings

- Open House survey data revealed that a majority of residents have significant concerns about safety, drugs, and traffic violations.
- The S.W.O.T. analysis revealed the neighborhood saw “drugs- use, manufacturing and sale” in dilapidated buildings throughout the city limits as a *Threat*.
- Data from the Pickens PD reveal a majority of crimes involve theft, drugs and alcohol.

Recommendations

1. Facilitate partnership between residents and Pickens PD to form a Police Community Engagement Committee with regular meetings in addition to developing a neighborhood watch.
2. Demo dilapidated, vacant structures throughout the City Limits to remove the opportunity for criminal activity.
3. Partner with *Duke Energy* (service provider) to increase street lighting in dark areas of the neighborhood where criminal activity is more likely to take place (see *Public Facilities* section of this Plan for street light assessment).

Time Frame

1. The Police Community Engagement Committee and Neighborhood Crime Watch discussions are on-going. Once established, this City/Neighborhood partnership should continue indefinitely.
2. Fall 2017, begin the process as established by City Council in the City Code of identifying structures that need to be demolished city wide, notify the owners, and remove the structure with the help of Pickens County.
3. See *Public Facilities* section of plan.

Responsible Parties

- City of Pickens Police Department
- City of Pickens Administration

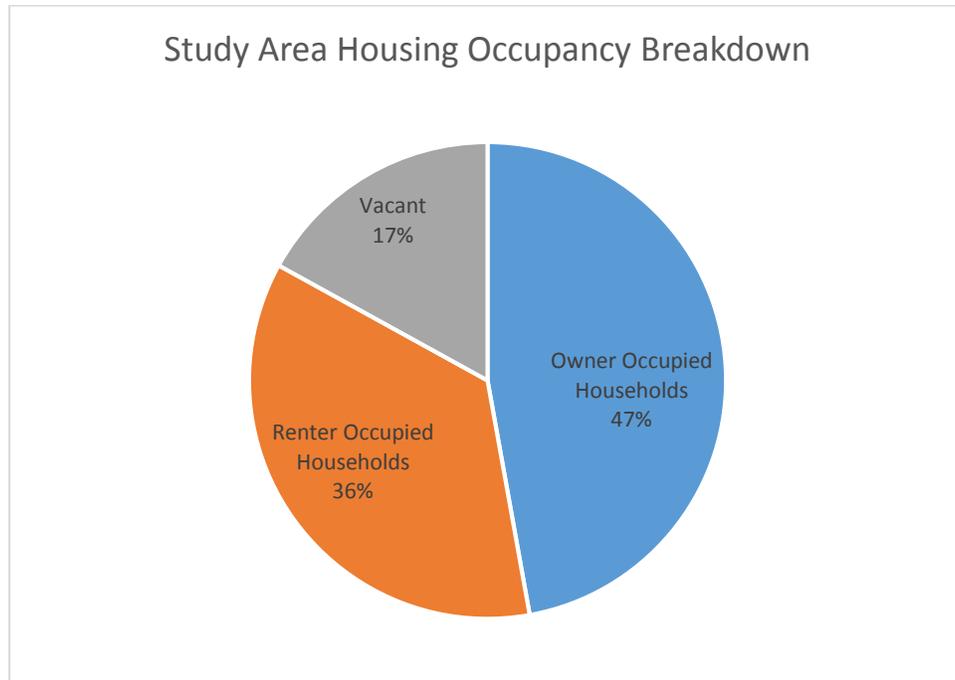
Partners

- Griffin Ebenezer Baptist Church and nearby faith-based organizations.
- Pickens County – demolition.

Section V: Neighborhood Housing and Physical Appearance

As discussed in the *History, Condition and Location* section of this Plan, the housing stock of the Study Area is aging rapidly. Nearly 78% of neighborhood homes in Census Tract 104.02 are at least 28 years old, and most of them much older—with a median construction date of 1968. As a low income neighborhood, maintenance of these aging structures is a significant challenge for residents. The Census Tract vacancy rate is up to 27% in 2015.¹³

Home renters make up a little less than half of the Study Area population. Among the renters, the estimated average rent of \$120 per month is less than both the City and County averages.



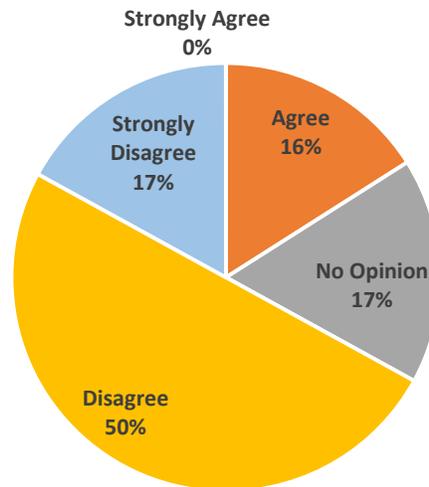
Source: 2017 Income Surveys

Resident Feedback on Neighborhood Housing and Physical Appearance

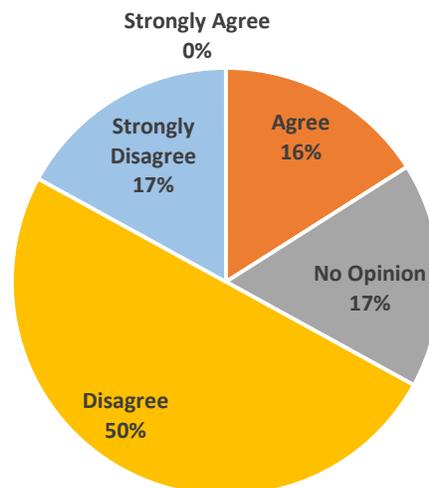
Open House survey data reveals that residents are mostly unsatisfied with the condition and appearance of homes in the Study Area. Over half, at 58% of the respondents stated that the neighborhood today is a more desirable place to live than it was 25 years ago. Over half of respondents, at 67% stated that empty houses make the neighborhood less attractive, while 58% suggested that empty lots make the neighborhood look less attractive. When asked about the basic physical condition and attractiveness of neighborhood housing, the following pie charts summarize an overall negative perception:

¹³ Source: U.S. Bureau of the Census, 2010 Census of Population and Housing. All housing statistics in this section are taken from this source.

Most houses in my neighborhood look attractive when I pass by.



Most houses in my neighborhood are in decent physical condition.



Source: Pickens Neighborhood Revitalization Open House Survey, July 2017.

The residents in attendance at the Open House echoed this negative perception in their *Strengths-Weaknesses-Opportunities-Threats* analysis. One of the *Threats* identified was "old, dilapidated homes."

Windshield Assessment

City Staff performed a “Windshield Housing Assessment” of the Study Area while gathering addresses for the income surveys. While driving through the neighborhood the homes were surveyed from the outside and assessed as being in one of the following categories:

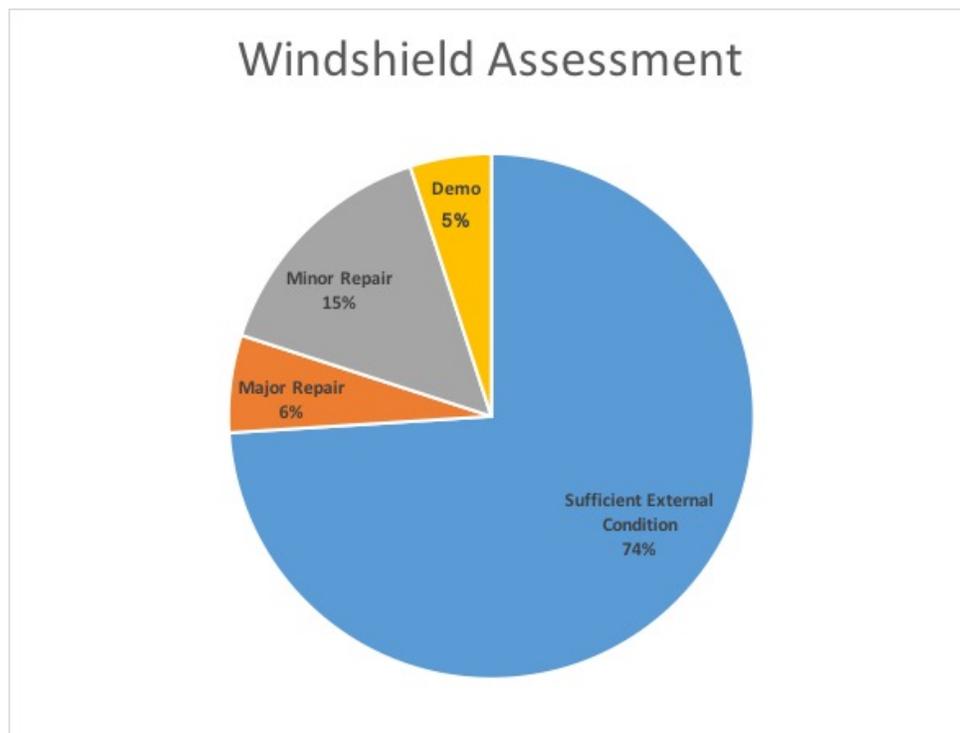
Sufficient External Condition – home facades which were in good enough shape but needed new paint or to be pressure washed;

Minor Repair – home facades which were in relatively decent condition, but which were in need of minor repair improvements such as hand rails, guard rails, porch repair, etc.;

Major Repair – home facades which were in need of not only the minor repairs mentioned above, but also a new roof, new windows, gutter repair, fascia repair, eave repair, etc.

Demo – homes which are beyond repair, dilapidated, and in need of being removed from the study area.

The assessment found roughly 74% of the homes were in sufficient external condition, 15% were in need of minor repairs, 6% were in need of major repairs and 5% of the homes needed to be demolished.



Major Repairs



Minor Repairs



Sufficient External Condition



Potential Demolition Homes in the Study Area

Within the Study Area there are several abandoned, dilapidated structures in need of demolition. In addition to giving the Study Area a look of slum and blight, the Pickens Police Department confirms that such structures present opportunities for criminal activity. The Police Department has said that they will get calls for illegal activity taking place in the dilapidated structures throughout the city but as they arrive on scene, the perpetrators have left to where no official report is filed. One of the greatest *Threats* identified during the Neighborhood Meeting was the illegal activity taking place in vacant dilapidated structures not only in the Study Area but throughout the entire city. Performing the due diligence associated with identifying and demolishing houses which are beyond repair will remain an important priority for the City in its revitalization efforts.

Examples of Vacant, Dilapidated Homes in the Pickens Study Area



Mobile Homes

Mobile trailers make up 3.6% of the Study Area, many of them are packed densely on to relatively small, single lots. There are three such small trailer parks in the Study Area:

1. **At the intersection of S. Lewis Street and Cedar Rock Street:** This group of trailers is not only on the same block as City Hall, it is also just one block south of Main Street. This trailer park is now vacant and the structures are deteriorating. In the early summer months of 2017, a vagrant overdosed on heroin in one of the vacant trailers and the Police found the body several days later, posing a serious safety and health risk.
2. **Across Lee Street from Griffin Ebenezer Baptist Church:** Although half of the mobile homes have been removed, there are still mobile homes that are in need of removal or repair.
3. **The southeastern border at the intersection of S. Lewis Street and Monroe Street:** This mobile home park has been sold, the owner, Easley Downtown Investments, LLC has reported to the City that all trailers are in the process of being removed although many of the homeowners have left debris, “junk”, and pieces of their trailers in the abandoned lot.

Three Mobile Home Lots



Vacant Mobile homes at the intersection of S. Lewis Street & Cedar Rock Street



Mobile homes across Lee Street from Griffin Ebenezer Baptist Church



Vacant Mobile homes at the intersection of Monroe Street and S. Lewis Street

As discussed in the *Land Use Overview* section of this plan, the City of Pickens passed a zoning ordinance which only allows for modular homes to be constructed in certain areas of the City and those homes must meet strict design standards that the Board of Zoning Appeals has to approve.¹⁴ Existing mobile

¹⁴ The Official Zoning Ordinance of the City of Pickens South Carolina, Number 2010-10, adopted 08/30/2010.

homeowners may *replace* their units under certain conditions, but by and large, the City is working to create a broader market of affordable home options for mobile home dwellers.

On-Going Efforts to Address Affordable Housing

Allen Temple Community and Economic Development Corporation

During the summer of 2010, a valuable partnership developed between the City and the non-profit *Allen Temple Community and Economic Development Corporation* from nearby Greenville to develop some new and attractive low income homes within the Study Area at 312 S. Lewis Street. Clearance of dilapidated houses took place in the summer of 2011. Several attractive, 900 square foot, energy efficient houses were constructed for families whose incomes are 60% or less of the area's median income. Allen Temple utilized federal HOME grant funds and partnered with *Pickens Savings and Loan Bank* to finance the project. Allen Temple serves as landlord for these families, and, per its HOME grant requirements, ensure that the rent level will remain appropriate for low-to-moderate income tenants. As part of the agreement to occupy these new houses, tenants will undergo annual training through Allen Temple on topics relating to home ownership and personal finance. Currently, the City would like to continue working with Allen Temple but due to changes in management at Allen Temple and federal funding for the grants to allow for this type of project, additional work of this nature has been put on hold.

LMI Houses by the Housing Non-Profit *Allen Temple Community & Economic Development Corporation*



Photo on the left of the LMI houses under construction at 312 S. Lewis Street were taken in September of 2011. Photo on the right taken 2017

Easley Downtown Investment, LLC

Easley Downtown Investments, LLC comprised of two local businessmen have purchased the trailer park located at the south of the Study Area on Patterson Street. They have removed all of the dilapidated trailers and are in the process of removing all of the “junk” that was left behind. They have a plan to invest \$1.5 million dollars to create a housing development that will have 25 units at 800 square feet, two bedroom and two bath homes. These homes will be priced between \$110,000 and \$130,000. They believe their target market will be smaller young families or the elderly. The City is very excited to work with this developer to remove a slum and blight area prone to criminal activity into a housing development, which will enhance the neighborhood in esthetics and property values.

Vacant Lots

With 58% of the Neighborhood Revitalization Open House survey respondents suggesting that empty lots make their neighborhood look less attractive, it is important to develop creative in-fill development strategies. In addition to working with Allen Temple CEDC and Easley Downtown Investments, LLC on in-fill housing initiatives, the City is eager to identify and fill any vacant lots throughout the city limits.

Code Enforcement

As part of the Neighborhood Revitalization initiative, the City of Pickens will continue to provide enhanced code enforcement surveillance of the neighborhood. Another significant piece of local zoning legislation which affects this neighborhood is the City’s recently passed ordinance dealing with nuisances and unsafe structures.¹⁵

The City in the past had adopted the International Property Maintenance Code as the code to use in determining unsafe and uninhabitable structures that would need to be demolished. With this update to the code, the City now has an established procedure in how a piece of property will be reviewed by the creation of a Nuisance Review Board. In the Study Area, there are several homes which are uninhabitable, dilapidated and pose a safety concern to residents. The more detailed lists of nuisances and more active code enforcement will be a benefit to not only this Study Area to remove unwanted trash and hazards but it will create a more appealing esthetic to investors and potential residents looking to relocate to the Upstate.

The City has applied for the *COPS* grant, to be able to staff a Community Relations Officer who can play an active part within the community but also to serve as the Code Enforcement Officer for the City. The officer will aggressively monitor trash dumping, overgrown lots and other code violations in the neighborhood which have diminished its physical appearance. This activity is a key strategy for meeting the Neighborhood Revitalization desired outcome of improving physical appearance and property values.

¹⁵ The Official Zoning Ordinance of the City of Pickens South Carolina Number 2017-06 adopted 07/17/2017.

Strategic Plan: Neighborhood Housing and Physical Appearance

Neighborhood Revitalization Grant Program Desired Outcomes

- “Improve physical appearance and property values”
- “Identify in-fill housing opportunities”

Pickens Neighborhood Revitalization Goals

- “Revitalize the appearance of neighborhood properties which are in poor physical condition.”
- “Demolish dilapidated structures throughout the project area and city limits.”
- “Increase the amount of attractive and affordable housing structures on vacant and dilapidated properties.”

Supportive Findings

- Open House survey data revealed that residents are unsatisfied with the condition and appearance of housing and vacant lots.
- The S.W.O.T. analysis revealed several *Weaknesses* and *Threats* based on housing; housing improvement was seen as a good *Opportunity*.
- A windshield housing survey revealed that 26% of Study Area houses are in need of repair or demolition.
- Mobile home lots make up 3.6% of neighborhood housing.
- Low residential income provides few resources for individual home improvement.

Recommendations

1. Seek Federal HOME funding as it becomes available for housing renovation and new in-fill development on vacant lots and future demolition sites throughout neighborhood.
2. Support/partner with local developers to develop more affordable housing options.
3. Continue to devote Police Department resources to enhanced code enforcement.
4. Seek funding to demolish dilapidated structure to ensure citizen safety.

Time Frame

1. Seek Federal HOME Funds: regular applications to be submitted funding cycles are announced.
2. Seeking out new partnership with developers is on-going and should continue indefinitely.
3. Enhanced code enforcement is on-going and should continue indefinitely.
4. Seeking out funding for demolition and ensuring funds are allocated in the next fiscal year’s budget is on-going.

Responsible Party

- City of Pickens

Partners

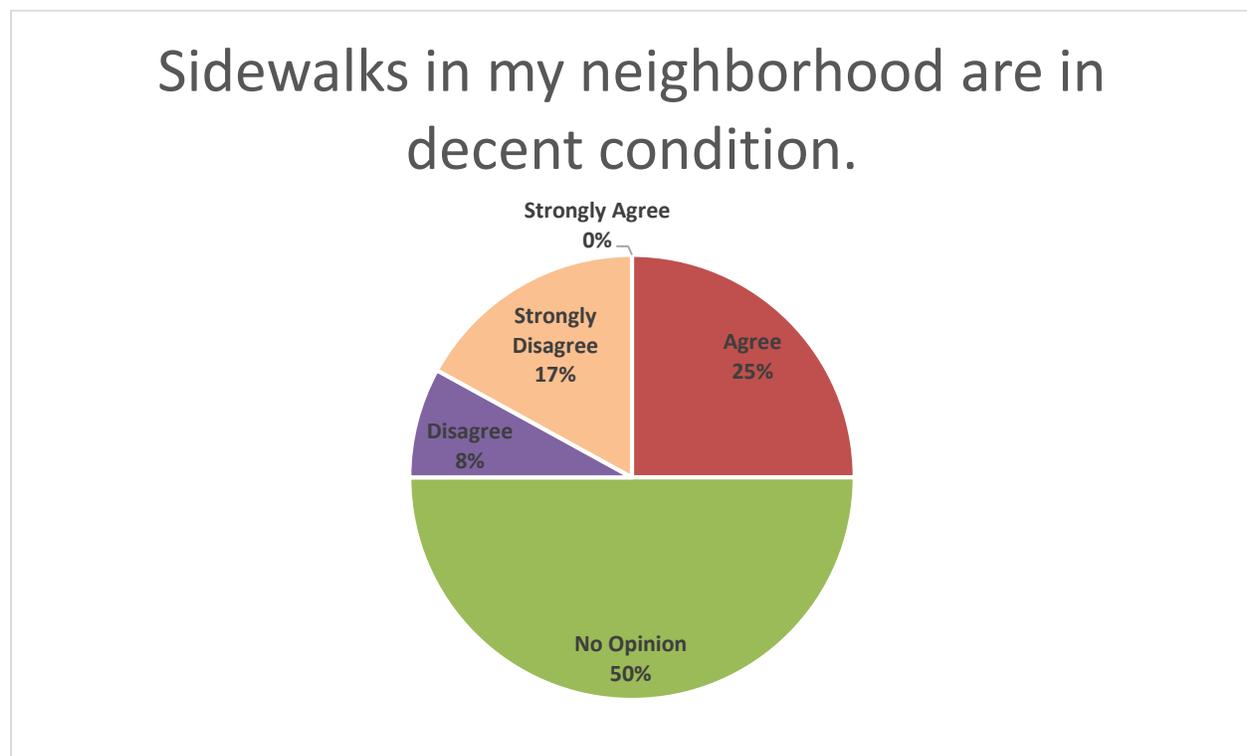
- South Carolina CDBG Program
- Federal HOME Program and other comparable sources

Section VI: Neighborhood Public Facilities

Neighborhood public facilities such as sidewalks, street lights and parks are vital components for any healthy neighborhood. For residents to be able to spend less time in their cars by walking to places such as downtown, to a park, or to City Hall is valuable not only from a public health standpoint, but also from an economic standpoint. Within the City of Pickens 12.4% of residents do not have access to a vehicle, making *the* factor of *walk-ability* an extremely important part of their lives¹⁶. As part of the Neighborhood Revitalization planning process, it is important to assess the adequacy of the public facilities which enable residents to exercise and to access destinations by foot.

Resident Feedback on Public Facilities

Open House survey data revealed that Study Area residents are unsatisfied with the condition of public facilities in their neighborhood. Only 16% of respondents suggested that there were adequate recreational facilities for children in the neighborhood, while only 42% suggested that there were adequate meeting places in general. A mere 16% of respondents expressed satisfaction with the current state of neighborhood street lighting, and the general opinion of neighborhood sidewalks was not much better. The 50% “no opinion” response on the condition of the sidewalks could be due to the fact that where the respondent lives there might not be any sidewalk present.



Source: Pickens Neighborhood Revitalization Open House Survey, July 2017.

It was revealed during the *Strengths-Weaknesses-Opportunities-Threats* (S.W.O.T.) analysis, the lack of a park for their young children near their neighborhood was considered a *Weakness* but they also saw it as

¹⁶ Source: ESRI forecasts for 2010; U.S. Bureau of the Census, 2000 Census of Population and Housing

an *Opportunity*. They also found that road and sidewalk conditions along with the need for additional street lighting was a *Weakness*.

Study Area Sidewalks

The map on the following page displays a visual “Sidewalk Assessment” conducted by City Staff and the Professional Engineer on staff. Sidewalks in the map are classified in this map as being one of the following three categories:

- **Proposed Sidewalks** – no sidewalk is present and the street is therefore unsuitable for foot traffic.
- **Proposed Sidewalk Restoration** – deteriorated sidewalks characterized by deficiencies such as no curb protection, trees and roots growing through concrete, and jagged, broken concrete. This classification of sidewalk was considered to be unsuitable for safe foot traffic.
- **Existing Sidewalks** – sidewalks considered to be in suitable condition for safe foot traffic.

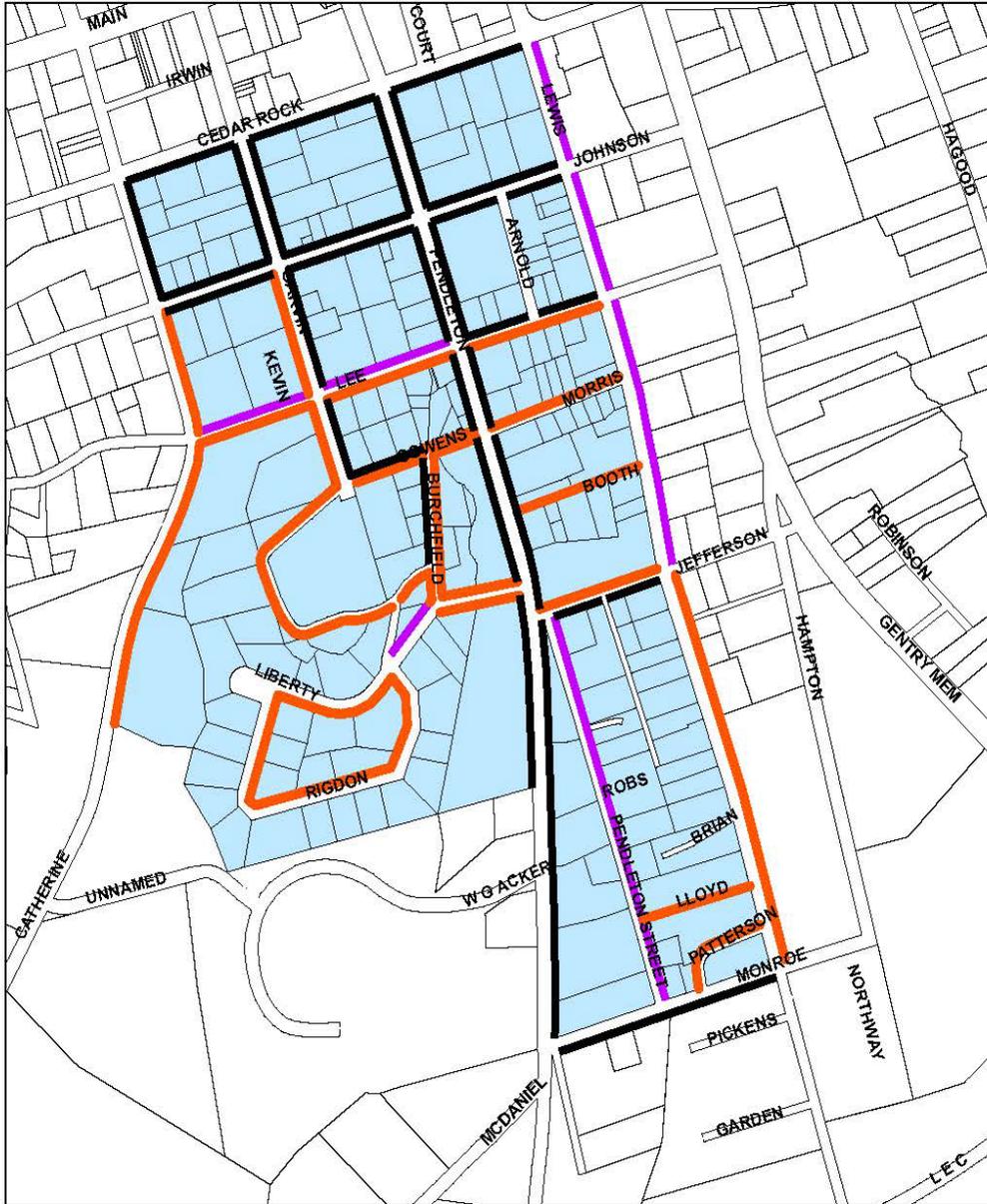
Key findings from the assessment include:

- Despite limited transportation access, most neighborhood residents are in need of sidewalks.
- A critical high foot traffic area is on the eastern side of the neighborhood along **S. Lewis Street**. Aside from being densely populated, the streets in this area connect neighborhood residents not only to downtown Pickens, the Doodle Trail, and future Pickens Doodle Park to the north, but also to a variety of commercial businesses to the east along State Highway 8/Hampton Ave. Being able to walk safely to these locations is critical for low-to-moderate income residents with limited transportation resources.
- At the boarder of the study area located at Lloyd and Patterson Street there are not sidewalks currently, but this location is used as a cut through from the local grocery and shops to several apartment buildings.
- The installation of new sidewalks at Liberty Drive will allow for better connectivity within the study area.

In order to maximize the amount of improved walk-ability that could be achieved with scarce financial resources, the restoration/construction should occur only on one side of each recommended road in the improvement area (with restoration of *existing* being a priority over the construction of *new*, where possible). The following map provides an inventory of existing sidewalk condition, and recommended sidewalk improvements.

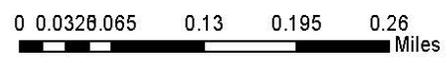
**The Phase 2 and 3 creation of additional sidewalks will not require any land acquisition due to the right of way currently located where the sidewalk will be installed.*

Pickens Neighborhood Revitalization Sidewalk Assessment



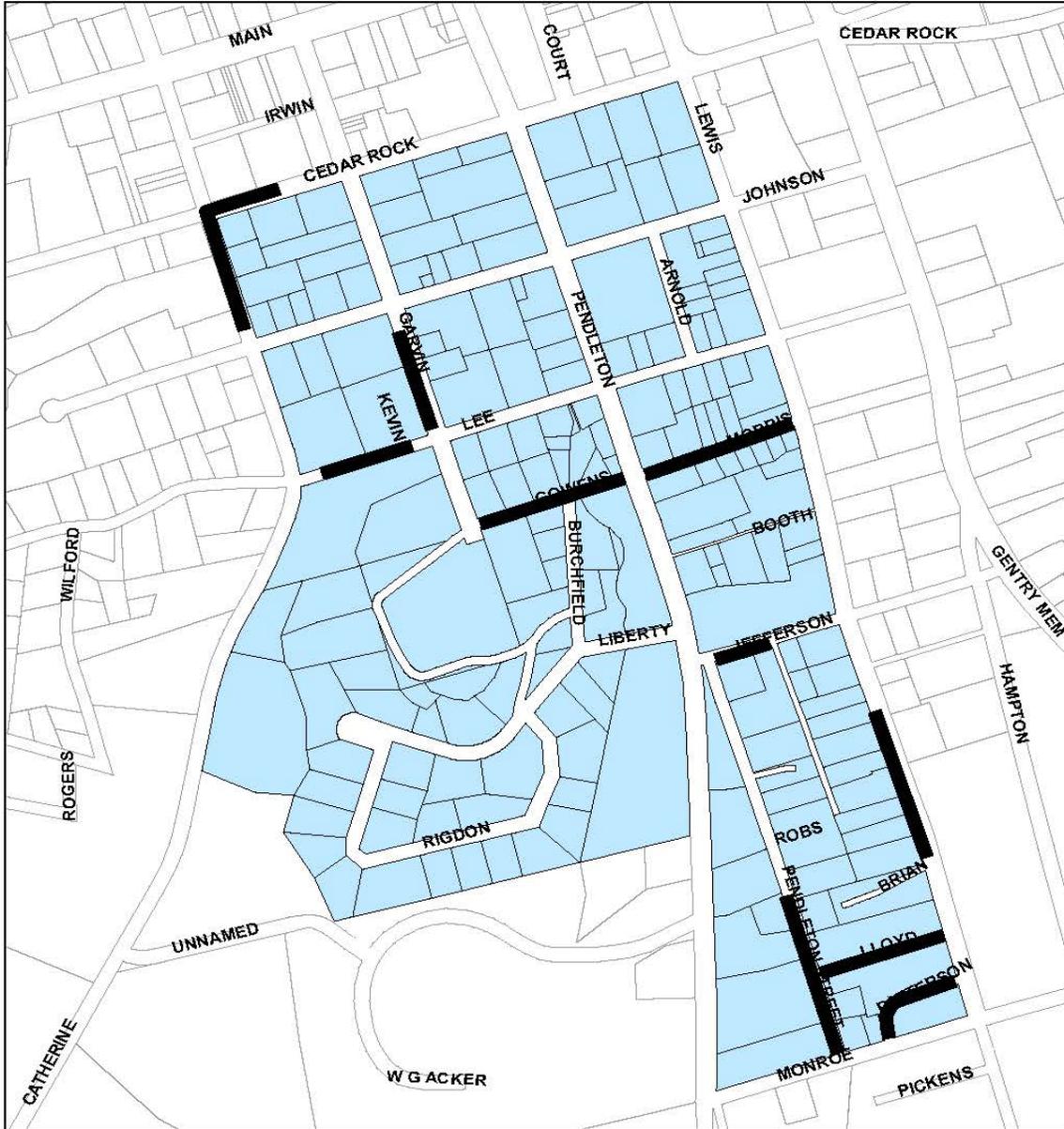
Legend

-  Existing Sidewalk
-  Proposed Sidewalk
-  Proposed Sidewalk Restoration
-  CDBG Study Area
-  <all other values>



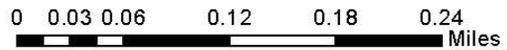
Study Area Street Lights

Pickens Neighborhood Revitalization Street Light Assessment



Legend

-  CDBG Study Area
-  Parcels
-  Dark Areas



It is worth repeating that only 16% of Open House survey respondents expressed satisfaction with the state of neighborhood street lighting. City Staff performed a street light assessment during night hours to identify dark areas of the neighborhood. The Pickens Police Department suggests that dark areas often conceal illegal behavior from the public eye and are therefore inviting places for criminal activity. Furthermore, poorly lit areas can increase the likelihood of vehicular accidents. The map on the following page identifies the most prominent dark areas of the neighborhood. Improving the lighting conditions of these areas will be an important step for the City in its revitalization efforts. *Due to the fact that the power company, Duke Energy, owns neighborhood street lights (which they lease to the City), this plan will recommend working with Duke outside of the CDBG process (since it is non-public infrastructure) to increase lighting where needed.*

Public Services

The City of Pickens provides many safety services for their residents. The City has its own Police Department with 13 full time officers and one K9 officer. The City also has its own Fire Department with full time staff. Both of these departments are located within City Hall, which is at the center of the Study Area. The City also has their own sanitation, streets, grounds, and water crews, in addition to the Waste Water Treatment Plant and Water Plant providing drinking water and sewer services to all residents.

All residents of the City, have access to one high school, one middle school, and two elementary schools within the city limits. In regards to healthcare, Pickens is the home to the local hospital, AnMed Cannon Health, in addition to several doctor's offices throughout the city limits, and the drug rehabilitation and screening clinic Behavioral Health Services located on Main Street.

There are many County services located within Pickens, such as DHEC, DSS, Pickens County School District Offices, the County Courthouse, County Jail, Law Enforcement Center for the County and more.

Public Places for Meeting and Recreation

As discussed in the *History, Condition and Location* section of this Plan, the Study Area's central location and proximity to downtown affords residents close access to several important locations, including commercial, government, social, medical, educational, community, and recreational resources.

While these resources are geographically close to the neighborhood, it is just as important residents have convenient access to them. Addressing this issue adequately involves provision of quality roads and sidewalks by the City as well as neighborhood volunteer and coordination efforts such as those discussed in the *Neighborhood Involvement and Interaction* section of this Plan. As part of the revitalization process, the City will continue to support residential access to nearby resources on both fronts.

Resource	Distance from Center of Study Area (miles)	Drive Time (min)	Walk Time (min)
<i>Government Services</i>			
Pickens City Hall	Within Study Area	NA	NA
Pickens Post Office	0.3	1	7
Pickens Police Station	Within Study Area	NA	NA
Pickens Fire Department	Within Study Area	NA	NA
Pickens Village Library	0.7	3	12
<i>Community Services</i>			
Museum	Within Study Area	NA	NA
Pickens YMCA	2.4	5	49
<i>Social Services</i>			
American Red Cross	0.4	1	4
Pickens Community Center	1.2	4	14
Pickens County WIC Program	0.7	1	14
WINGS Program	0.7	1	13
<i>Medical Services</i>			
AnMed Health Cannon Hospital	0.5	2	10
Pickens Mental Health Clinic	0.6	2	14
<i>Education Facilities</i>			
Hagood Elementary School	1.3	4	28
Pickens Elementary School	0.6	2	13
Pickens Middle School	0.8	3	17
Pickens High School	2.0	5	40
<i>Recreation</i>			
Outdoor Baseball Field/Basketball Goals at Griffin Ebenezer Church	Within Study Area	NA	NA
Town Creek Bike Park	1.8	6	38
Doodle Trail/Pickens Doodle Park	0.6	2	13
Pickens Amphitheater	0.4	2	9

Note: Distance and transportation times are estimates generated by Google Maps from the center point of the Study Area.

Potential Location for a Neighborhood Park

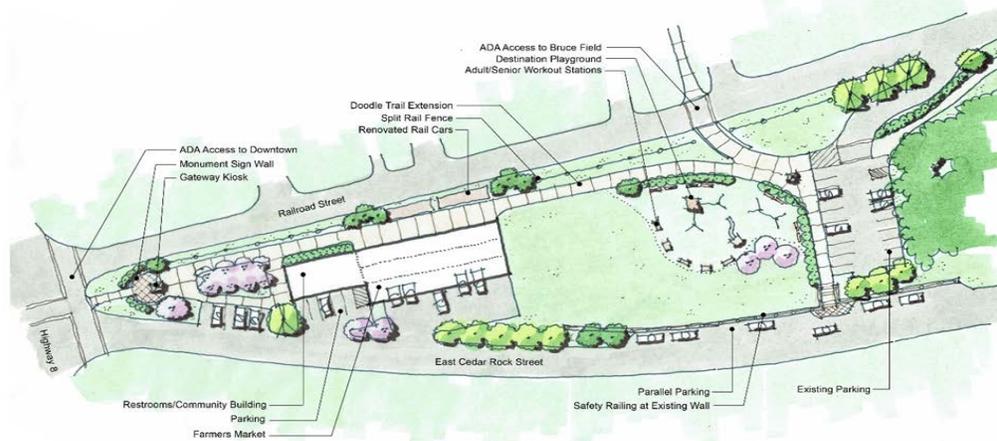
As previously discussed, the Open House survey revealed that only 16% of residents are satisfied with neighborhood venues for children's recreation, while only 42% are satisfied with neighborhood public meeting space. The need for a park for small children within the neighborhood was addressed multiple times during the Neighborhood Meeting; this factor was seen as one of the greatest *Weaknesses* but also one of the greatest *Opportunities*. The City is currently addressing this need and residents will soon have

a new recreation park facility at the Pickens Doodle Trail Head scheduled to open in May 2018. This new public facility, only a half a mile away from the Study Area, will greatly enhance our residents' quality of life, and, as a by-product, improve the neighborhood's physical appearance.

The Pickens Doodle Park is the City's newest initiative to help the community see the importance of focusing on a healthy lifestyle. Not only is the idea of another recreation center one that is fun for families to enjoy but there is a health epidemic which is plaguing Pickens County that must be addressed. The Pickens County Health Coalition conducted a study which found the death rate in Pickens County is higher than South Carolina's death rate in chronic diseases such as heart disease, stroke, lung cancer, colorectal cancer and all cancers. The more troubling data found through this study is that 65.3% of the population is overweight to obese with 22.5% being physically inactive. This behavior will affect the next generation in that inactivity breeds more inactivity which will produce more of an unhealthy living epidemic, but the Doodle Trail and Park can change all of that for the better. As found in the Clemson University Doodle Trail Study, 63.7% reported they would participate less or not at all in their preferred trail activity if the Doodle Trail was not available!

This new park facility will continue the revitalization within the City of Pickens and will provide new experiences, equipment, and venue for locals to enjoy a healthy lifestyle as a family. Pickens Doodle Park will feature an open air farmers market designed as a replica of the original Pickens Railway Depot, outdoor seating, ADA accessible family restrooms with baby changing tables, ADA accessible playground equipment and outdoor exercise equipment, and incorporate environmentally sustainable features such as solar and on-site storm water retention.

Although this park is not located in the Study Area, it is in very close proximity. In Phase II of the Neighborhood Revitalization Plan, the City would like to ensure accessibility to the Pickens Doodle Park and Doodle Trail for all within this neighborhood by restoring the sidewalks down the length of South Lewis Street. The addition and upgrade of sidewalks down S. Lewis Street are a necessity when 12.4% of residents within the city limits do not have access to vehicles. This sidewalk would be the connector to the Downtown, as previously mentioned via the Downtown Doodle Connector as well as the connector to the Doodle Trail.



Strategic Plan: Neighborhood Public Facilities

Neighborhood Revitalization Grant Program Desired Outcomes

- “Address infrastructure and public facility needs.”
- “Promote sustainability and conservation.”

Pickens Neighborhood Revitalization Goals

- “Improve the condition and accessibility of neighborhood road, sidewalk, street light, water, sewer and drainage facilities where this public infrastructure is found to be inadequate.”
- “Create the opportunity for a new park facility.”

Supportive Findings

- Open House survey respondents suggest neighborhood sidewalks and street lights are inadequate.
- Open House survey respondents are dissatisfied with neighborhood public meeting and recreational venues.
- The S.W.O.T. analysis revealed that “roads, sidewalks, & street lights” and the “lack of park facilities” is a neighborhood *Weakness*.

Recommendations

1. Use CDBG Neighborhood Revitalization implementation funds to construct sidewalk renovations along South Lewis Street to allow for a safe passageway to the new Pickens Doodle Park and Downtown and increasing connectivity by installing new sidewalks along Liberty Drive.
2. Partner with *Duke Energy* to enhance street lighting in dark areas.

Time Frame

1. Sidewalk upgrades: 2018–2019- South Lewis Street during Phase II of CDBG Neighborhood Revitalization Implementation funding. 2020-2021 - Liberty Drive during Phase III.
2. Enhance street lighting: coordination with Duke Energy is on-going.

Responsible Party

- City of Pickens

Partners:

- Duke Energy (street light utility provider)
- South Carolina Department of Commerce – Grants Administration

Section VII: Neighborhood Infrastructure

The foundation of any healthy neighborhood is its infrastructure. Without adequate water, sewer, drainage, and road infrastructure, a neighborhood is limited in its ability to grow and flourish. As part of this planning initiative, the current condition of infrastructure was analyzed.

Resident Feedback on Infrastructure

Accurately assessing the condition of infrastructure is a technical exercise, thus it is possible for a neighborhood to have underground infrastructure problems, which are not always evident to residents. Signs which might make such problems noticeable include dirty drinking water, sewage back-ups, and overflowing manholes. Residents were asked several questions about infrastructure in the survey administered at the Neighborhood Revitalization Open House. The table below is an aggregated summary of their responses:

Open House Survey Neighborhood Infrastructure	
Infrastructure Topic	% who are concerned
Water	42%
Overflowing Sewer	41%
Drainage	50%
Roads	58%

Source: Pickens Neighborhood Revitalization Open House Survey, July 2017.

Short of obvious physical signals which would indicate bad water lines, backed up sewer lines or flooding conditions, the area of roads is the most visible form of infrastructure for residents. Not surprisingly, that area received the greatest negative survey response.

In the *Strengths-Weaknesses-Opportunities-Threats* analysis, the topics of “roads, sidewalks and street lights” and “water runoff” were listed as weakness. None of the *Strengths* named by the residents involved infrastructure.

Professional Assessment of Infrastructure

The current condition of Study Area infrastructure was analyzed by Cory Cox, Public Works Director and Professional Engineer, as well as Blake Sanders of Alta Planning. Below is a general summary of the core infrastructure areas which need to be addressed:

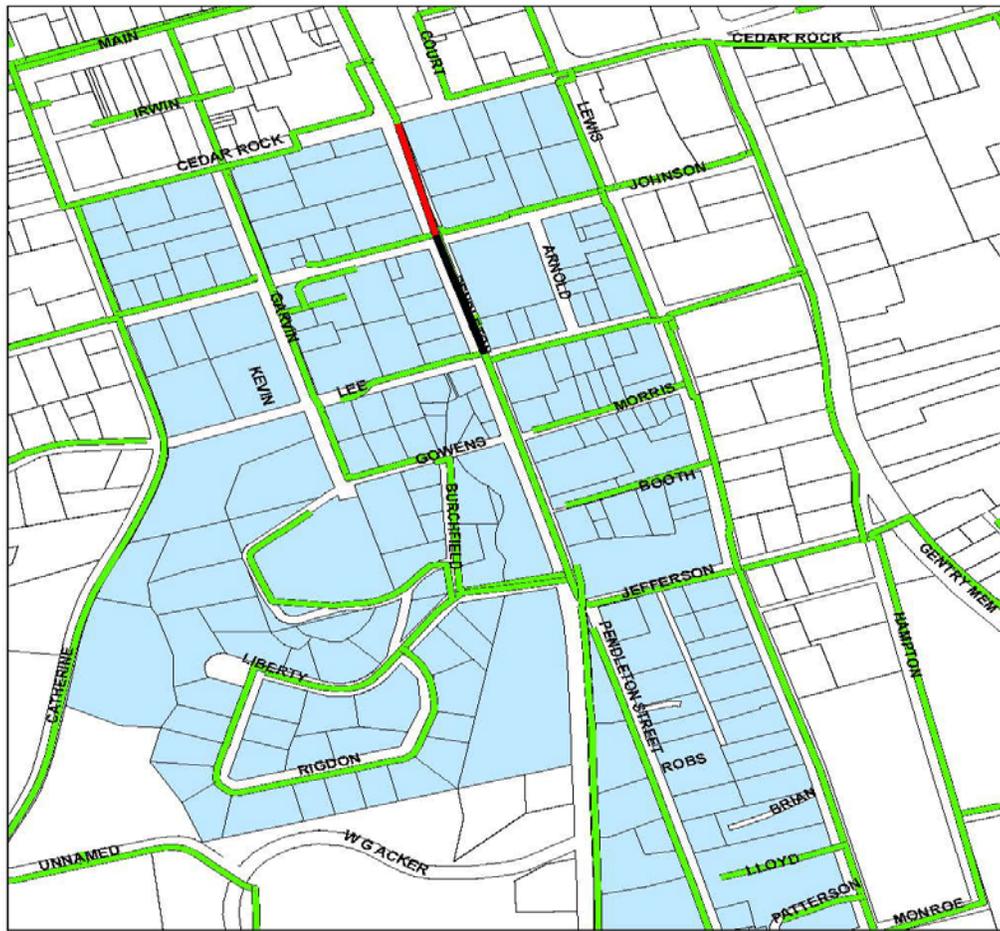
Drainage

Because it is located on a downward slope from Main Street, a significant amount of rain water does travel down-hill to and through the neighborhood. From a health and safety standpoint, it is important for this water to flow into adequate drainage facilities and not to pool above ground for long periods of time. Although most roads within the Study Area are SC DOT roads, the City will continue to work with SCDOT to mitigate issues that arise. As the need for improved drainage stretches beyond the border of this CDBG Study Area, the City will look to other funding sources as they become available to address this issue.

Water

Substantial investment in neighborhood water lines has taken place over the last two decades. The City is always updating the water system to modern industry standards. The Water Department continually works on water mains, service lines, and meters through local and grant funding. The replacement of an asbestos cement water line with galvanized series which are heavily tuberculated along Pendleton Street, including asphalt patching where the work takes place, will be a two phased project throughout Phase II and Phase III of the CDBG Neighborhood Revitalization Grant. The series along this line break constantly causing issues with service to residents in the area.

Pickens Neighborhood Revitalization Water Line Improvements



Legend

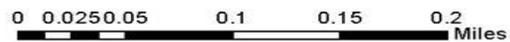
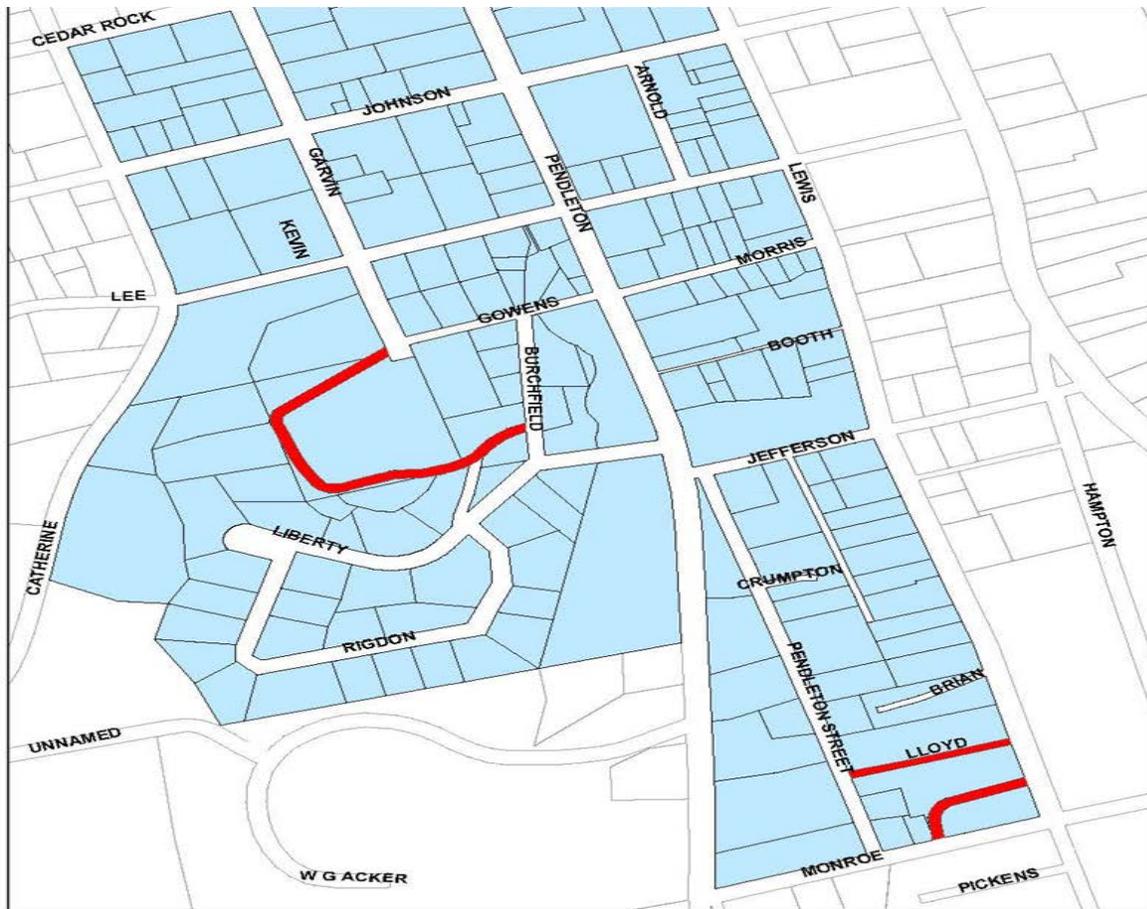
- Phase 2 Line Replacement
- Phase 1 Line Replacement
- Water Lines
- CDBG Study Area
- <all other values>



Roads

Within the Study Area, most roads are in decent condition for transportation, although there are some roads that the City will have to work with the South Carolina Department of Transportation in having them resurfaced or repaired. There are a few areas which are in need of resurfacing; Garvin, Patterson and Lloyd Street. These are City-owned roads which will require a significant investment. These narrow and deteriorated roads present vehicular transportation and safety challenges for neighborhood residents and visitors alike. Their physical condition also negatively affects neighborhood appearance. The Easley Downtown Investment, LLC have committed to resurfacing Lloyd and Patterson Streets to make way for their new development. The resurfacing of Garvin Street is recommended for funding during Phase III proposed CDBG Neighborhood Revitalization implementation round (Years 2020-2021).

Pickens Neighborhood Revitalization Street Resurfacing Improvements



Legend

- Prop. Street Resurfacing
- CDBG Study Area
- Parcels



Strategic Plan: Neighborhood Infrastructure

Grant Program Desired Outcome

- “Address infrastructure and public facility needs.”

Pickens Neighborhood Revitalization Goals

- “Improve the condition and accessibility of neighborhood road, sidewalk, street light, water, sewer and drainage facilities where this public infrastructure is found to be inadequate.”

Supportive Findings

- Water lines along Pendleton Street will need replacement as there are several service breaks along this main.
- Open House survey respondents suggest neighborhood sidewalks and street lights are inadequate.
- The S.W.O.T. analysis revealed that “street and sidewalks infrastructure” is a neighborhood *Weakness*.

Recommendations

1. Use CDBG Neighborhood Revitalization implementation funds to construct sidewalk renovations along South Lewis Street to allow for a safe passageway to the new Pickens Doodle Park and Downtown.
2. Search for other funding sources and working with SCDOT to address needed drainage improvements which are needed beyond this neighborhood’s borders.
3. Use CDBG Neighborhood Revitalization implementation funds to resurface the City streets in the Study Area that are in need or improvements.
4. Use CDBG Neighborhood Revitalization implementation funds to replace the water line along Pendleton Street in two phases.

Time Frame

1. Sidewalk upgrades: 2018–2019, during Phase II of CDBG Neighborhood Revitalization Implementation funding.
2. The search for funding sources to address the more broad drainage issues is on-going.
3. Street upgrades: 2020-2021, during Phase III of the CDBG Neighborhood Revitalization Implementation funding.
4. Water Line replacement: Phase 1- 2018-2019, during Phase II of the CDBG Neighborhood Revitalization implementation funding & Phase 2- 2020-2021, during Phase III CDBG Neighborhood Revitalization implementation funding.

Responsible Parties

- City of Pickens

Partners

- South Carolina Department of Commerce – Grants Administration
- Other grant funding sources, such as the SC Department of Transportation, Rural Infrastructure Authority, and the U.S Department of Agriculture as funding opportunities become available.

Section VIII: Conclusion

General

The citizen-driven revitalization planning process which has taken place in the neighborhood south of Pickens Main Street throughout the summer of 2017 revealed numerous challenges but also a variety of creative solutions. Neighborhood residents and the City set out to develop strategies based on the following desired outcomes of the Neighborhood Revitalization program:

- Improve Neighborhood Involvement and Interaction
- Provide Neighborhood Safety and Pride
- Improve Physical Appearance and Property Values
- Promote Sustainability and Conservation
- Address Infrastructure and Public Facility Needs
- Identify In-Fill Housing Opportunities

For each of these topic areas, this Plan recommends strategies which will be both effective and realistic for a 5-year time frame and beyond. By virtue of having these strategies and all of their supporting data organized into a single document, the City has a blue print by which to support revitalization.

Future CDBG Neighborhood Revitalization Implementation

While all of the recommended strategies are important, it was necessary to prioritize a list of capital projects for future CDBG Neighborhood Revitalization funding consideration. In addition to these projects being both essential for revitalization and comprehensive in scope, they also had to be good, eligible fits for the grant program. There were several high priorities found during this process, which Phase II of the Neighborhood Revitalization implementation (2018-2019) will address. Restoring sidewalks and selectively installing new ones where there are none in high-foot traffic areas in order to provide safe, walk-able pathways in this neighborhood where access to transportation is a challenge is a top priority. With the neighborhood's close proximity to downtown and other important resources such as the new Pickens Doodle Park, an investment in sidewalks would have a great impact, especially the much needed addition of sidewalks along S. Lewis Street. Phase II will also include the demolition of dilapidated structures within the Study Area to ensure the safety of the community at large. During Phase II, the City will also address the replacement of an old asbestos cement water main with galvanized services along Pendleton Street and asphalt patching where the work takes place; as this is a large main it will be phased into Phase III to complete that problem area.

Activities recommended for a proposed Phase III of Neighborhood Revitalization implementation (2020-2021) include the addition of a marked walkway on the existing asphalt with flexible delineators to allow for residents along Booth and Morris to have a safe path on those two one-way streets within the Study Area. Street resurfacing of Garvin Street, installation of new sidewalk along Liberty Drive, the second phase of the Pendleton Water Main replacement, and the demolition of any additional dilapidated structures within the Study Area will also be included in Phase III.

Section IX: Summary List of Strategic Plans by Topic

Strategic Plan: Neighborhood Involvement & Interaction

Neighborhood Revitalization Grant Program Desired Outcome

“Improve neighborhood involvement and interaction.”

Pickens Neighborhood Revitalization Goals

- “Increase neighborhood optimism and sense of ownership.”
- “Increase residential familiarity with one another so that people work together.”
- “Retain residents and attract new ones by enhancing the esthetics of the neighborhood through city wide cleanup events.”

Supportive Findings

- Open House Survey data revealed that the Study Area contains a strong sense of community.
- In the *Strengths-Weaknesses-Opportunities-Threats* analysis, the “small community” was considered to be the neighborhood’s greatest *Strength*, while good *Opportunities* were to “create a Police Community Engagement Committee” to ensure safety for all and the creation of a “park” the neighborhood has access to.
- It was confirmed that there is a need for a code enforcement officer to address nuisance complaints within this area.

Recommendations

In order to help sustain its positive momentum, the City of Pickens should support the community.

Recommended activities:

1. Form partnership between Pickens Police Department and religious organizations to organize a neighborhood crime watch program and Police Community Engagement Committee.
2. Partner with City Sanitation and Pickens County for Pick Up Pickens Clean-Up Day events.
3. Partner with neighborhood residents and City Administration to report dilapidated structures and nuisance issues and code violations.
4. Coordinate relationship-building activities between Pickens Police Department and neighborhood residents, including recreational coaching by officers, neighborhood cookouts, or community events.

Time Frame

1-4. The partnership between the neighborhood and City Leadership has begun and should continue indefinitely.

Responsible Parties

- City of Pickens (Administration, Police Department, Sanitation)

Partners

- Neighborhood and nearby faith-based organizations
- Pickens County for the Pick Up Pickens Events

Strategic Plan: Neighborhood Crime

Neighborhood Revitalization Grant Program Desired Outcome

“Provide neighborhood safety and pride.”

Pickens Neighborhood Revitalization Goals

- “Build strong relationship with Pickens Police Department and create a Police Community Engagement Committee.”
- “Remove vacant, dilapidated structures where criminal activity is taking place.”
- “Increase patrol for traffic based crimes and install additional stop signs.”
- “Decrease crime and nuisance activity.”
- “Improve public image and reputation of neighborhood.”

Supportive Findings

- Open House survey data revealed that a majority of residents have significant concerns about safety, drugs, and traffic violations.
- The S.W.O.T. analysis revealed the neighborhood saw “drugs- use, manufacturing and sale” in dilapidated buildings throughout the city limits as a *Threat*.
- Data from the Pickens PD reveal a majority of crimes involve theft, drugs and alcohol.

Recommendations

1. Facilitate partnership between residents and Pickens PD to form a Police Community Engagement Committee with regular meetings in addition to developing a neighborhood watch.
2. Demo dilapidated, vacant structures throughout the City Limits to remove the opportunity for criminal activity.
3. Partner with *Duke Energy* (service provider) to increase street lighting in dark areas of the neighborhood where criminal activity is more likely to take place (see *Public Facilities* section of this Plan for street light assessment).

Time Frame

1. The Police Community Engagement Committee and Neighborhood Crime Watch discussions are on-going. Once established, this City/Neighborhood partnership should continue indefinitely.
2. Fall 2017, begin the process as established by City Council in the City Code of identifying structures that need to be demolished city wide, notify the owners, and remove the structure with the help of Pickens County.
3. See *Public Facilities* section of plan.

Responsible Parties

- City of Pickens Police Department
- City of Pickens Administration

Partners

- Griffin Ebenezer Baptist Church and nearby faith-based organizations.
- Pickens County – demolition.

Strategic Plan: Neighborhood Housing and Physical Appearance

Neighborhood Revitalization Grant Program Desired Outcomes

- “Improve physical appearance and property values”
- “Identify in-fill housing opportunities”

Pickens Neighborhood Revitalization Goals

- “Revitalize the appearance of neighborhood properties which are in poor physical condition.”
- “Demolish dilapidated structures throughout the project area and city limits.”
- “Increase the amount of attractive and affordable housing structures on vacant and dilapidated properties.”

Supportive Findings

- Open House survey data revealed that residents are unsatisfied with the condition and appearance of housing and vacant lots.
- The S.W.O.T. analysis revealed several *Weaknesses* and *Threats* based on housing; housing improvement was seen as a good *Opportunity*.
- A windshield housing survey revealed that 26% of Study Area houses are in need of repair or demolition.
- Mobile home lots make up 3.6% of neighborhood housing.
- Low residential income provides few resources for individual home improvement.

Recommendations

1. Seek Federal HOME funding as it becomes available for housing renovation and new in-fill development on vacant lots and future demolition sites throughout neighborhood.
2. Support/partner with local developers to develop more affordable housing options.
3. Continue to devote Police Department resources to enhanced code enforcement.
4. Seek funding to demolish dilapidated structure to ensure citizen safety.

Time Frame

1. Seek Federal HOME Funds: regular applications to be submitted funding cycles are announced.
2. Seeking out new partnership with developers is on-going and should continue indefinitely.
3. Enhanced code enforcement is on-going and should continue indefinitely.
4. Seeking out funding for demolition and ensuring funds are allocated in the next fiscal year’s budget is on-going.

Responsible Party

- City of Pickens

Partners

- South Carolina CDBG Program
- Federal HOME Program and other comparable sources

Strategic Plan: Neighborhood Public Facilities

Neighborhood Revitalization Grant Program Desired Outcomes

- “Address infrastructure and public facility needs.”
- “Promote sustainability and conservation.”

Pickens Neighborhood Revitalization Goals

- “Improve the condition and accessibility of neighborhood road, sidewalk, street light, water, sewer and drainage facilities where this public infrastructure is found to be inadequate.”
- “Create the opportunity for a new park facility.”

Supportive Findings

- Open House survey respondents suggest neighborhood sidewalks and street lights are inadequate.
- Open House survey respondents are dissatisfied with neighborhood public meeting and recreational venues.
- The S.W.O.T. analysis revealed that “roads, sidewalks, & street lights” and the “lack of park facilities” is a neighborhood *Weakness*.

Recommendations

1. Use CDBG Neighborhood Revitalization implementation funds to construct sidewalk renovations along South Lewis Street to allow for a safe passageway to the new Pickens Doodle Park and Downtown and increasing connectivity by installing new sidewalks along Liberty Drive.
2. Partner with *Duke Energy* to enhance street lighting in dark areas.

Time Frame

1. Sidewalk upgrades: 2018–2019- South Lewis Street during Phase II of CDBG Neighborhood Revitalization Implementation funding. 2020-2021 - Liberty Drive during Phase III.
2. Enhance street lighting: coordination with Duke Energy is on-going.

Responsible Party

- City of Pickens

Partners:

- Duke Energy (street light utility provider)
- South Carolina Department of Commerce – Grants Administration

Strategic Plan: Neighborhood Infrastructure

Grant Program Desired Outcome

- “Address infrastructure and public facility needs.”

Pickens Neighborhood Revitalization Goals

- “Improve the condition and accessibility of neighborhood road, sidewalk, street light, water, sewer and drainage facilities where this public infrastructure is found to be inadequate.”

Supportive Findings

- Water lines along Pendleton Street will need replacement as there are several service breaks along this main.
- Open House survey respondents suggest neighborhood sidewalks and street lights are inadequate.
- The S.W.O.T. analysis revealed that “street and sidewalks infrastructure” is a neighborhood *Weakness*.

Recommendations

5. Use CDBG Neighborhood Revitalization implementation funds to construct sidewalk renovations along South Lewis Street to allow for a safe passageway to the new Pickens Doodle Park and Downtown.
6. Search for other funding sources and working with SCDOT to address needed drainage improvements which are needed beyond this neighborhood’s borders.
7. Use CDBG Neighborhood Revitalization implementation funds to resurface the City streets in the Study Area that are in need or improvements.
8. Use CDBG Neighborhood Revitalization implementation funds to replace the water line along Pendleton Street in two phases.

Time Frame

5. Sidewalk upgrades: 2018–2019, during Phase II of CDBG Neighborhood Revitalization Implementation funding.
6. The search for funding sources to address the more broad drainage issues is on-going.
7. Street upgrades: 2020-2021, during Phase III of the CDBG Neighborhood Revitalization Implementation funding.
8. Water Line replacement: Phase 1- 2018-2019, during Phase II of the CDBG Neighborhood Revitalization implementation funding & Phase 2- 2020-2021, during Phase III CDBG Neighborhood Revitalization implementation funding.

Responsible Parties

- City of Pickens

Partners

- South Carolina Department of Commerce – Grants Administration
- Other grant funding sources, such as the SC Department of Transportation, Rural Infrastructure Authority, and the U.S Department of Agriculture as funding opportunities become available.

Appendix I: Open House Flier and Newspaper Advertisements

The Southern Pickens Neighborhood Revitalization Grant Program



will be hosting an **Open House** on **Monday, July 10th** from **6:30 p.m. to 7:30 p.m.** at **Griffin Ebenezer Baptist Church** to hear from citizens regarding the state of their neighborhood and develop a neighborhood revitalization plan for an area which is located in southern Pickens on the following streets:

ARNOLD, BIRCHFIELD, BOOTH, BRIAN, CATHERINE, CEDAR ROCK, CRUMPTON, GARVIN, GOWENS, JEFFERSON, JOHNSON, KEVIN, LEE, LEWIS, LIBERTY, MONROE, MORRIS, PATTERSON, PENDLETON (U.S. 178), PENDLETON EXT., AND RIGDON.



DESIRED OUTCOMES

- Address Infrastructure & Public Facilities • Identify In-Fill Housing Opportunities
- Improve Physical Appearance & Property Values • Promote Sustainability, Walk-Ability, & Conservation
- Encourage Community Involvement & Interaction • Strengthen Neighborhood Safety & Pride

WE ENCOURAGE ALL CITIZENS & BUSINESSES TO DROP IN, LEARN MORE, AND PROVIDE FEEDBACK FOR THE REVITALIZATION EFFORT!

For more information, including for those citizens who require special services to attend the Open House, please call City Hall at

864.878.6421

The Southern Pickens Neighborhood Revitalization Grant Program

City of Pickens will be hosting an
Open House on Monday, July 10th
from **6:30 p.m. to 7:30 p.m.**
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to hear from citizens regarding the state of their neighborhood and develop a neighborhood revitalization plan for an area which is located in southern Pickens on the following streets:

ARNOLD, BIRCHFIELD, BOOTH, BRIAN, CATHERINE,
CEDAR ROCK, CRUMPTON, GARVIN, GOWENS,
JEFFERSON, JOHNSON, KEVIN, LEE, LEWIS, LIBERTY,
MONROE, MORRIS, PATTERSON, PENDLETON
(U.S. 178), PENDLETON EXT., AND RIGDON.

Appendix II: Residential Open House Survey and Results



The City of Pickens has decided to apply for a Neighborhood Revitalization Grant through the South Carolina Department of Commerce CDBG program as determined as a top priority during the Community Needs Assessment that took place during a public hearing on May 15, 2017. The Study Area is comprised of the following streets: **Catherine, Garvin, Pendleton (U.S. 178), Pendleton Ext., Lewis, Johnson, Cedar Rock, Lee, Rigdon, Morris, Booth, Jefferson, Kevin, Gowens, Birchfield, Liberty, Monroe, Patterson, Brian, Arnold, Crumpton.** City staff is working to create a Neighborhood Revitalization Plan that can be phased in with the help of grant funding. **We need your feedback to be successful.** Please take a few minutes to answer the following questions. We also encourage you to speak with City staff about the neighborhood issues which are important to you. Thank you for your participation!

PLEASE BE OPEN AND HONEST! YOUR OPINION IS RESPECTED AND CONFIDENTIAL AMONG OUR STAFF.

Neighborhood Issue	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Do not Know
NEIGHBORHOOD INVOLVEMENT & INTERACTION						
There is a strong sense of community in my neighborhood.						
The residents of my neighborhood often help each other out.						
Residents work & volunteer together to make my neighborhood a good place to live.						
NEIGHBORHOOD SAFETY & PRIDE						
I feel safe when walking or riding my bike during the day time.						
I feel safe when walking or riding my bike during the night time.						
Children are safe when playing in my neighborhood.						
Drugs are not a significant problem in my neighborhood.						
Theft is not a significant problem in my neighborhood.						
Violence is not a significant problem in my neighborhood.						
Vandalism is not a significant problem in my neighborhood.						
INFRASTRUCTURE & PUBLIC FACILITIES						
Roads in my neighborhood are in decent condition.						
My home is served by a sidewalk.						
PLEASE CONTINUE SURVEY ON THE BACK OF THIS PAGE						

INFRASTRUCTURE & PUBLIC FACILITIES, CONT.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Do not Know
Sidewalks in my neighborhood are in decent condition.						
Sidewalks or other pedestrian pathways make it easy for me to walk or ride a bike in my neighborhood.						
There are adequate sidewalks which allow me to walk or ride a bike to the downtown area and to other public places (library, church, etc.).						
I am satisfied with the street lighting of my neighborhood.						
After it rains, water drains from the roads, sidewalks and ditches in a reasonable amount of time.						
After a heavy rain, sewer manholes <u>do not</u> overflow with water.						
I am satisfied with the quality of drinking water in my neighborhood.						
There are adequate public places for children to play in my neighborhood.						
There are adequate public meeting places for residents in my neighborhood.						
PHYSICAL APPEARANCE & VALUE OF PROPERTIES						
To the best of my knowledge, my neighborhood is now a <u>more desirable</u> place to live than it was 25 years ago.						
To the best of my knowledge, my neighborhood is now a <u>more desirable</u> place to live than it was 50 years ago.						
Most houses in my neighborhood are in decent physical condition.						
Most houses in my neighborhood look attractive when I pass by.						
While there are some empty houses, I <u>do not</u> think they make the overall neighborhood look less attractive.						
While there are some empty lots (where houses have been torn down), I <u>do not</u> think they make the overall neighborhood look less attractive.						
GUIDING THE FUTURE OF THE NEIGHBORHOOD	Yes	No				
I would like to participate in voluntary meetings this year for this Neighborhood Revitalization Grant and the improvements it will bring to my neighborhood.						
Would you like to share additional thoughts? Please write them here.						

We consider you to be the best way to learn about helping your neighborhood, so we may want to contact you to learn more:

Resident Name: _____ Resident Address: _____

Resident Phone #: _____ E-mail (optional): _____

Pickens Open House Survey Tally Sheet

NEIGHBORHOOD INVOLVEMENT & INTERACTION	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
There is a strong sense of community in my neighborhood.	17%	33%	0%	42%	8%
The residents of my neighborhood often help each other out.	17%	33%	0%	33%	17%
Residents work & volunteer together to make my neighborhood a good place to live.	17%	25%	25%	17%	17%
NEIGHBORHOOD SAFETY & PRIDE	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
I feel safe when walking or riding my bike <u>during the day time</u> .	50%	17%	8%	25%	0%
I feel safe when walking or riding my bike <u>during the night time</u> .	25%	25%	0%	42%	8%
Children are safe when playing in my neighborhood.	25%	17%	8%	33%	17%
Drugs are not a significant problem in my neighborhood.	0%	25%	25%	17%	33%
Theft is not a significant problem in my neighborhood.	0%	33%	25%	25%	17%
Violence is not a significant problem in my neighborhood.	17%	50%	8%	8%	17%
Vandalism is not a significant problem in my neighborhood.	17%	50%	8%	17%	8%
INFRASTRUCTURE & PUBLIC FACILITIES	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
Roads in my neighborhood are in decent condition.	0%	42%	0%	33%	25%
My home is served by a sidewalk.	0%	42%	8%	17%	33%
Sidewalks in my neighborhood are in decent condition.	0%	25%	50%	8%	17%
Sidewalks or other pedestrian pathways make it easy for me to walk or ride a bike in my neighborhood.	8%	17%	42%	25%	8%
There are adequate sidewalks which allow me to walk or ride a bike to the downtown area and other public places (library, church)	8%	17%	33%	33%	8%
I am satisfied with the street lighting of my neighborhood.	8%	8%	17%	42%	25%
After it rains, water drains from the roads, sidewalks and ditches in a reasonable amount of time.	8%	8%	33%	33%	17%

After a heavy rain, sewer manholes <u>do not</u> overflow with water.	17%	25%	17%	25%	17%
I am satisfied with the quality of drinking water in my neighborhood.	8%	42%	8%	25%	17%
There are adequate public places for children to play in my neighborhood.	8%	8%	17%	33%	33%
There are adequate public meeting places for residents in my neighborhood.	0%	42%	0%	25%	33%
PHYSICAL APPEARANCE & VALUE OF PROPERTIES	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
To the best of my knowledge, my neighborhood is now a <u>more desirable</u> place to live than it was 25 years ago.	8%	50%	17%	17%	8%
To the best of my knowledge, my neighborhood is now a <u>more desirable</u> place to live than it was 50 years ago.	8%	50%	17%	17%	8%
Most houses in my neighborhood are in decent physical condition.	0%	17%	17%	50%	17%
Most houses in my neighborhood look attractive when I pass by.	0%	17%	17%	50%	17%
While there are some empty houses, I <u>do not</u> think they make the overall neighborhood look less attractive.	8%	17%	8%	25%	42%
While there are some empty lots (where houses have been torn down), I <u>do not</u> think they make the overall neighborhood look less attractive.	8%	25%	8%	25%	33%
GUIDING THE FUTURE OF THE NEIGHBORHOOD	Yes	No			
I would like to participate in voluntary meetings this year for this Neighborhood Revitalization Grant and the improvements it will bring to my neighborhood.	92%	8%	0%	0%	0%

**Appendix III: Open House
*Strengths-Weaknesses-
Opportunities-Threats*
(S.W.O.T.) Analysis**

Pickens Neighborhood Revitalization S.W.O.T. Analysis	
<p>Strengths</p> <ul style="list-style-type: none"> • Small community/knowing your neighbor • Family & faith • Quiet & friendly • Recreation Department • Easy access • Doodle Trail • Azalea Festival 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Car traffic – lack of stop signs • Water runoff • Street lighting • Overgrown trees over streets/powerlines • Street dips/street infrastructure • Sidewalk infrastructure • No park for small children
<p>Opportunities</p> <ul style="list-style-type: none"> • Park for small children • Sidewalks • Teen activities & church involvement • Improving church basketball court • Police Community Engagement Committee • Home improvements 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of code enforcement • Criminal activity- drug sale/manufacturing • Old/dilapidated homes – used by homeless and for drug activity • Groundhogs tunneling under roads

Appendix IV: Low-to-Moderate Income Survey Determination

Low-to-Moderate Income Survey Determination

A Study Area-wide low-to-moderate income survey was administered in June/July of 2017. Below were its key findings:

Door-to-Door Survey of CDBG Target Area, July 2017		
Totals	#	%
Total Properties in Target Area (includes units & vacant lots)	199	
Total Houses in Target Area (vacant and occupied)	135	100%
Total Vacant, Habitable Units	18	13%
Total Vacant, Uninhabitable or Commercial	45	33%
Total Houses Responding	91	67%
Total Units not Responding	20	15%
Total Persons Surveyed	243	100%
Total LMI Persons	222	91%
Total LMI Households	88	65%

All Survey Results:

Summary of Survey Results Form					
Unit #	Street Address	Total # Persons	# Persons in a LMI Household	Owner/Renter/Vacant	Committed to Participate
306A	E Cedar Rock Street	1	1	Renter	yes
117	Pendleton Street Ext.	6	6	Renter	yes
143	Pendleton Street Ext.	4	4	Renter	yes
849	Pendleton Street	1	1	Owner	yes
140	Pendleton Street Ext.	4	4	Renter	yes
207	Pendleton Street Ext.	1	1	Renter	yes
736	Lewis Street	2	2	Owner	yes
728	Lewis Street	3	0	Owner	yes
722	Lewis Street	1	0	Owner	yes

129	Pendleton Street Ext.	2	2	Renter	yes
109	Pendleton Street Ext.	4	4		yes
109	Rob's Lane	3	3	Renter	yes
137A	Pendleton Street Ext.	3	3	Renter	yes
137B	Pendleton Street Ext.	3	3	Renter	yes
114C	Jefferson Street	1	1	Renter	yes
118	Jefferson Street	1	1	Renter	yes
114B	Jefferson Street	2	2	Renter	yes
712	Lewis Street	2	2	Owner	yes
708	Lewis Street	4	0	Renter	yes
718	Lewis Street	1	1	Owner	yes
732	Lewis Street	2	0	Owner	yes
403	Garvin Street	1	1	Renter	yes
107	Rigdon Circle	5	5	Owner	yes
111	Rigdon Circle	1	1	Renter	yes
115	Rigdon Circle	4	4	Renter	yes
119	Rigdon Circle	2	2	Owner	yes
127	Rigdon Circle	2	2	Renter	yes
130	Rigdon Circle	3	3	Owner	yes
131	Rigdon Circle	4	4	Owner	yes
134	Rigdon Circle	4	4	Owner	yes
141	Rigdon Circle	3	3	Renter	yes
143	Rigdon Circle	3	3	Owner	yes
145	Rigdon Circle	2	2	Owner	yes
149	Rigdon Circle	8	8	Owner	yes
150	Rigdon Circle	1	1	Owner	yes
527	S. Catherine Street	1	1	Owner	yes
522	Garvin Street	3	3	Owner	yes
528	Garvin Street	2	2	Owner	yes
111	Liberty Drive	3	3	Renter	yes
103	Liberty Drive	1	1	Owner	yes
205	Liberty Drive	3	3	Owner	yes
206	Liberty Drive	3	3	Renter	yes
305	Liberty Drive	2	2	Owner	yes
316	Liberty Drive	1	1	Renter	yes
317	Liberty Drive	2	2	Owner	yes
318	Liberty Drive	5	5	Renter	yes
403	Liberty Drive	2	2	Owner	yes
404	Liberty Drive	2	2	Owner	yes
532	Garvin Street	4	4	Renter	yes

540	Garvin Street	2	2	Owner	yes
546	Garvin Street	4	4	Owner	yes
556	Garvin Street	2	2	Renter	yes
411	Pendleton Street	2	2	Owner	yes
317	Pendleton Street	3	3	Owner	yes
318	Garvin Street	1	0	Owner	yes
412	S. Lewis Street	2	2	Renter	yes
401A	Garvin Street	1	1	Renter	yes
407	Garvin Street	3	3	Renter	yes
317	Garvin Street	6	6	Renter	yes
314	S. Lewis Street	2	2	Renter	yes
310	S. Lewis Street	4	4	Owner	yes
318	S. Lewis Street	4	4	Renter	yes
311	Garvin Street	5	5	Owner	yes
308	Garvin Street	2	2	Owner	yes
306	Lee Street	2	0	Owner	yes
206	Lee Street	2	2	Renter	yes
303	Garvin Street	4	4	Owner	yes
105	Birchfield Street	2	2		yes
602	Lewis Street	1	1	Owner	yes
114	Booth Street	4	4	Owner	yes
108	Booth Street	2	2	Owner	yes
112	Morris Lane	5	5	Renter	yes
702	Lewis Street	1	0	Owner	yes
740	Lewis Street	2	2	Owner	yes
114A	Jefferson Street	1	1	Renter	yes
203	Monroe Street	2	0	Owner	yes
125	Pendleton Street Ext.	4	4	Renter	yes
123	Pendleton Street Ext.	1	1	Renter	yes
103	Pendleton Street Ext.	1	1	Owner	yes
300	W Lee Street	2	2	Renter	yes
102	Gowens Street	1	1	Owner	yes
202	Lee Street	1	1	Renter	yes
109	Kevin Drive	2	2	Renter	yes
111	Arnold Drive	2	2	Renter	yes
109	Morris Lane	6	6	Renter	yes
509	Pendleton Street	3	3	Owner	yes
414	Johnson Street	3	3	Renter	yes
122	Rigdon Circle	2	2	Owner	yes
519	Johnson Street	2	2	Owner	yes

103	Morris Lane	5	0	Owner	yes
514	Johnson Street	1	1	Owner	yes
101	Morris Lane	1	1	Renter	yes
211	Gowens Street	1	1	Owner	yes
119	Lee Street	1	1	Owner	yes
303	Lee Street	2	2	Renter	yes
506	S. Lewis Street	1	1	Owner	yes
109	Cedar Rock Street	2	2	Owner	yes
TOTALS					
Total Vacant, Habitable Units		18			
Total Vacant Uninhabitable or Business		45			
Total Units Not Responding		20			
Total LMI Units		88	65.19%		
Total Non-LMI Units		9	34.81%		
Total Units in Target Area (not vacant lots)		180	100%		
** Any vacant, habitable units and households not responding must be counted as non-LMI to determine eligibility. Only occupied unit figures should be listed on Target Plan.					
Units Responding		91			
Total LMI Units:		88	65.19%		
Total Non-LMI Units:					
Total Habitable Units (may be vacant or occupied)		135			
Total Properties (with units or vacant lots)		199	100%		
Vacant habitable		18			
Total # Persons Surveyed		243	100%		
Total LMI Persons		222	91%		

Appendix V: Comprehensive Needs Assessment and Prioritization of Needs

City of Pickens, South Carolina

Community Needs Assessment 2017

I. Introduction

The City of Pickens, South Carolina recently undertook a community-wide needs assessment to identify the residents' priorities for community development efforts. On May 15, 2017, the City of Pickens held a public hearing in order to receive input from residents on the needs of the community. The City's cooperative effort, (both government and its residents), was to determine Pickens' community development, housing and economic development needs, and identify potential community development projects. Pickens officials worked diligently to ensure the participation of the community in the needs assessment public hearing. This was undertaken as part of the application process for a grant through the Community Development Block Grant (CDBG) that will be administered by the City of Pickens (for the SC Department of Commerce).

A variety of issues were discussed at the public hearing, however, the community focus was on the need for neighborhood revitalization, improvements and addition of infrastructure and the esthetics of the community at large. Residents and council members expressed a need to improve the housing stock throughout the City through the demolition of dilapidated homes in addition to housing rehabilitation efforts. Another issue discussed regarding housing, was the need for housing options such as retirement communities and assisted living facilities, as most senior citizens who need these services currently have to go out of town to find such support.

The public hearing was advertised in the May 3, 2017 edition of *The Pickens Courier*. Five (5) citizens and city officials attended the public hearing to provide input. All comments from the hearing, as well as other comments provided to the City Hall have been included in this document. In addition, a detailed list of priorities for the community identified at the public hearing was established and will be discussed later in this document.

II. Comprehensive Plan 2012

The City of Pickens, in order to facilitate community improvement efforts, updated their Comprehensive Plan in 2012. The document identifies a vision for the community and identifies goals that will help direct future community improvement efforts in Pickens. These goals were beneficial to the needs assessment analysis for this application. Goals included in the comprehensive plan include:

1. Emphasize pedestrian oriented development to achieve a complete system of bicycle lanes and sidewalks that connect to neighborhoods, parks, schools, offices, commercial area, and other public spaces.
2. Improve the condition and appearance of housing in the City of Pickens.
3. Provide a diversity of housing opportunities for city residents.

4. Increase economic development activities, increase downtown revitalization efforts, and publicize on-going economic development activities within the City.

An important priority in the community was improving the City's image and business district through improvements to downtown and surrounding neighborhoods. Initial efforts included a streetscape along Main Street with new sidewalks, lighting, and street trees that has enhanced the downtown. The new amphitheater is located right across for the Court Street/Catherine Street area and improvements to the area will enhance the amphitheater area even more.

III. Demographics

The City of Pickens is located in the northern portion of Pickens County and is the County Seat. Table 1 indicates the population of Pickens in relation to other municipalities in Pickens County, as well as municipalities in close proximity to Pickens.

Table 1					
Municipal Population Trends, 1980, 1990, 2000, 2010					
Municipality	1980	1990	2000	2010	% Change 2000-2010
Central	1,914	2,399	3,522	5,159	46.5
Clemson	8,336	11,145	11,897	13,860	16.5
Easley	14,264	15,179	17,754	19,961	12.4
Liberty	3,167	3,228	3,009	3,269	8.6
Norris	903	970	847	813	-4.0
Pickens	3,199	3,000	3,012	3,126	3.8
Six Mile	470	562	553	675	22.1

Source: U.S. Bureau of the Census, 2010.

Pickens is the fourth largest municipality in Pickens County. Table 1 indicates that Pickens population remained steady between 1990 and 2000. This is compared to a six (6) percent decline between 1980 and 1990. The City of Pickens has the lowest increase of change since 2000 but has seen a steady increase since 1990.

Table 2 represents the same municipalities with population distribution by race. The City of Pickens, as of the 2010 Census, consists of 80.4% white population, 13.4% black population, and 3% percent Hispanic population. The cities of Pickens and Clemson has the closest percentages when breaking down the population by race.

Table 2					
Municipal Population by Race, 2010					
Municipality	Total Population	White	Black	Other	Hispanic
Central	5,159	3,913	789	195	262
Clemson	13,860	10,994	1,437	1,165	308
Easley	19,961	16,594	2,273	260	834
Liberty	3,269	2,833	299	6	131
Norris	813	740	52	5	16
Pickens	3,126	2,515	418	88	105
Six Mile	675	654	8	8	5

Source: U.S. Bureau of Census, Census 2010

Other = American Indian, Alaskan Native, Asian, Native Hawaiian & other Pacific Islander & others

Table 3 provides a summary of housing counts by jurisdiction between 1990 and 2010. The City of Pickens has a slight increase over the last twenty years in the number of housing units. All other municipalities in the county with the exception of the Town of Norris has seen more than a five percent increase since 2000.

Table 3				
Housing Counts for Municipalities in Pickens County, 1980 - 2000				
	1990	2000	2010	% Change 2000-2010
Central	1,262	1,832	2,230	21.7
Clemson	4,874	5,679	6,636	16.6
Easley	6,356	7,932	9,072	14.4
Liberty	1,357	1,404	1,508	7.4
Norris	399	400	384	-4.0
Pickens	1,356	1,438	1,481	3.0
Six Mile	206	223	303	35.9
Pickens County	35,866	46,000	51,323	11.6

Sources: U.S. Bureau of the Census.

IV. Community Development Needs

A. Downtown Rehabilitation

Residents want to see additional business activity in Pickens, especially downtown. Efforts to extend streetscaping and lighting further from the Main Street Corridor and improve appearances along the gateway corridors are part of initial efforts to improve the overall marketability of the City. These efforts are intended to improve business recruitment to the area.

In addition to the beautification efforts, the residents and city officials believe the Doodle Trail is an asset the City can utilize when recruiting new businesses to the area. The Doodle Trail revitalization and creation of the trail head is a pivotal element that will positively impact a visitor's first impressions of the City. The City is currently working with SCDOT to install way-finding signage to lead bike riders and pedestrians from the Doodle Trail to Main Street, in addition to other grant options the City is applying for to create a Downtown Doodle Connector along W. Cedar Rock to Main Street via S. Lewis Street.

B. Economic Development and Obstacles to Competitiveness

As discussed in the public hearing both council members and citizens agreed to be competitive with surrounding towns there is a need for more quality restaurants and for some type of lodging. During the meeting the suggestion of the City creating a campground location or finding a smaller hotel chain or bed and breakfast who might be interested in opening in the area. To assist with the idea for lodging, it was suggested that the City focus on creating events that would put "heads in beds" and require the need for an overnight location in the city.

Council members and citizens both agreed the obstacles to competitiveness could be addressed through a better marketing effort on the City's part regarding events that are happening within city limits. One citizen suggested the City create a kiosk with important information where visitors can see what is going on in the city.

C. Neighborhood Revitalization

Neighborhood revitalization in Pickens is a concern Council Members and residents see as an issue that needs to be addressed by identifying properties which are in need of demolition or rehabilitation. This growing concern was mentioned several times, with one citizen suggesting the City begin the revitalization with an old trailer park at the end of S. Pendleton Street Extension and S. Lewis Street. Several years ago, the City enacted a plan that would provide financial assistance to individuals who could not afford to demo their own property. The City worked with the County, who came in to do the actual demolition and removal of rubble. The County did not charge for labor but they did charge a tipping fee. There are additional properties in town which residents believe there is a need to be addressed. By revitalizing the neighborhoods, Council believes more visitors to Pickens will want to make the City their home.

One citizen suggested encouraging azalea growth by giving awards to local homes who have outstanding yards and properties as a way to grow the very successful Azalea Festival. Another citizen voiced his concerns regarding zoning and code enforcement, but City officials explained City staff works on this issue daily and will continue to do so.

D. Housing

Residents at the meeting expressed the need for additional housing options for residents, especially the older generation and the homeless of the community. As our residents reach the age of needing an assisted living facility, retirement community or housing that is ADA compliant they have to move away from their family to a location out of Pickens to find a home in surrounding towns.

E. Infrastructure

Water and sewer infrastructure in Pickens is a work in progress for the community. The City has upgraded several areas where water and sewer lines had significant deficiencies. However, there are still needed improvements for other areas that utilize aging lines built over 50 years ago. It is a priority in the areas surrounding downtown. I&I problems (inflow and infiltration) are very costly and it is difficult to “band aid” this problem. Council members expressed the need for a long term plan for Capital Improvements.

F. Public Safety

Residents expressed that Pickens has need for new and updated equipment and patrol cars. In order to adequately protect the health, safety and welfare of its citizens, additional police officers and firemen are seen as vital to improved public safety as the City continues to grow.

G. Public Facilities

Residents and council expressed the need for additional or expanding the recreation facilities due to the increasing number of children wishing to participate in recreational sports. Citizens and officials both see the need to grow the Police and Fire Department by creating a new facility adjacent to City Hall.

H. Workforce Development

Council members stated that there needs to be a stronger connection between the schools and prospective employers to determine needs for future employment opportunities. They also mentioned collaboration between the schools and businesses to have events that promote STEM and the arts.

V. Priorities

The City of Pickens used the needs assessment public hearing to assess its community needs for 2017. The following needs were prioritized based on the number of times the issue was addressed during the public hearing.

1. The City would like to pursue grant funding to revitalize neighborhoods by removing dilapidated structures, upgrading sidewalks and streets, and storm water improvements.
2. The City would like to explore additional housing options for several different demographic groups in town.
3. The City also saw there was a need for infrastructure improvements by creating and/or updating the long term capital improvement plan.

CDBG Public Hearing Minutes: Community Needs Assessment

May 15, 2017

Present: Mayor David Owens, Council Member Patti Welborn Porter, Fletcher Perry, Carlton Holley, Donnie McKinney, Lois Porter and Patrick Lark

Mayor Owens called the Public Hearing to session at 6:02pm.

Mrs. Becky Horace started the hearing by giving a brief description of CDBG grants and their goals and activities as well as a breakdown of how the money is allocated for different purposes. Mrs. Horace stated that the Citizen Participation Plan is available at City Hall if any citizen would like look over the document.

Mrs. Horace introduced questions to those in attendance at the hearing in hopes to have an open discussion.

Question 1: What do you like best about your community?

Citizens mentioned the following:

- Good Police Department
- The people
- There are no traffic jams
- Doodle Trail
- Natural design potential
- That it is small and they want to keep it small

Question 2: What are the greatest challenges in the community?

- Low tax base
- People not taking pride in their community (littering, trash)
- Blighted areas of town are a big problem and need clean up
- Esthetics need to be improved (citizen mentioned doing something similar to what Greenville did around the airport as a way to improve esthetics coming into town)

Mrs. Horace then asked for everyone's thoughts on each of the 8 topics below:

1. Infrastructure: There is a lack of long term planning.
2. Housing: Zoning and working with the county to clean up dilapidated housing coming into the city were discussed.
3. Public facilities: Citizens mentioned that the City has great recreation, but would like to see the Doodle Trail extended to Hagood Mill. There is a need for additional recreational facilities and additional parking at the Recreation Center on Sangamo Road. The Mayor stated there is a need for a new, more accessible Police Department.
4. Public safety: Fire and Police Departments will need to continue to grow as the City grows.
5. Economic development: The need for more quality restaurants and the potential for some type of lodging was discussed. Citizens suggested a campground or bed and breakfast and events that would put "heads in beds" overnight in the city. Another citizen also suggested a kiosk where visitors can see what is going on in the city. A Council Member mentioned that he feels events communication overall is lacking, as some people do not rely on social media to find out about events.

6. Workforce development: There is a need to collaborate with employers and education to see their needs to help with unemployment.
7. Neighborhood revitalization: One citizen suggested encouraging local property owners to grow azaleas by giving awards, this in turn will help to grow the successful Azalea Festival. There were several mentions that there are many areas of town that need to be revitalized. One citizen suggested starting with the end of S. Pendleton Street Extension and S. Lewis Street as that would be an ideal place for new housing.
8. Downtown revitalization: The Director of the Pickens Revitalization Association mentioned new planters were installed on Main Street and they will improve the appearance of downtown. Citizen mentioned the lack of knowledge about amphitheater location and events, and suggested a large sign to catch the eye of drivers.

Finally, Mrs. Horace asked those present which of the above eight should be the top 3 priorities that the City should focus on for this grant application.

1. Neighborhood revitalization was chosen as number one concern.
2. Housing was chosen as number two. Citizens mentioned that there is a lack of housing and that there has been very little new construction and many citizens are moving out of the city when they decide to downsize or retire. One Council Member recommended partnering with nonprofits to work on this issue or creating affordable housing.
3. Infrastructure was chosen as number three and working with nonprofits was suggested.