

# IMPLEMENTATION

## Chapter 6

This plan establishes a shared vision as to how Florence should develop over the next 20 years and beyond. With the vision in place, the community must now direct its resources to implement the plan. Each of the goals, policies, and recommended action statements identified throughout the preceding chapters of this plan must now be transformed into specific programs, initiatives, and/or new standards. The purpose of this chapter is to integrate the elements of the plan together to provide a clear path for sound decision making. This chapter outlines the organizational structure necessary to implement the plan, strategic directions, priorities for implementation, and a process for regular evaluation and appraisal of the plan to ensure it is kept relevant and viable. Implementation is an essential step in the plan development process. It requires the commitment of the City's leadership, including the Mayor and City Council, Planning Commission, other City boards and commissions, and City staff. It is also necessary for there to be close coordination with and joint commitment from other organizations that significantly influence Florence and its growth, including the following:

- ◆ Florence County
- ◆ South Carolina Department of Transportation (SCDOT)
- ◆ Florence Public School District One
- ◆ Florence Area Transportation Study (FLATS) Policy Committee

- ◆ Neighboring cities (Quinby and Darlington)
- ◆ Florence-Darlington Technical College
- ◆ Francis Marion University
- ◆ Greater Florence Chamber of Commerce
- ◆ Florence Downtown Development Corporation
- ◆ Florence County Economic Development Partnership
- ◆ Florence County Progress, Inc.
- ◆ Other organizations, agencies, and groups.

Each chapter of this plan outlines specific issues to be addressed to achieve what is envisioned by community residents. Emanating from the recommended action plan initiatives is a large number of potential actions that relate to regulatory changes, program initiatives, and capital projects. While these recommendations are far-reaching and intended to be accomplished over the 20-year horizon of this plan, near-term strategies must be put in place to take the first steps toward implementation.

These strategies must then be prioritized, with decisions as to the sequencing of activities, the capacity to fulfill each initiative, and the ability to obligate the necessary funding. Those determined as being top priorities and viewed as feasible in the short term are placed in a five-year action plan. In addition to implementing these targeted strategies, the broader policies set forth by the plan text and maps may be used in making decisions related to the physical and economic development of the community.

## METHODS AND RESPONSIBILITY FOR IMPLEMENTATION

To be successful, the City must regularly use this plan; and the plan's recommended strategies, actions, and initiatives must be integrated into ongoing governmental practices and programs. The recommendations must be referenced often and widely used to make decisions pertaining to the timing and availability of infrastructure improvements; City-initiated and owner-requested annexations; proposed development/redevelopment applications; zoning map amendment requests; expansion of public facilities, services, and programs; and annual capital budgeting, among other considerations.

Each City Council member, staff person, and member of boards, commissions, and/or committees has an obligation to use this plan in guiding their decisions. The plan is designed to guide the growth and economic development of the community. It is intended to guide staff – of all departments – in managing their individual activities, annual work programs, and capital projects. The primary means of implementation include:

- ◆ **Regulatory Changes.** Current regulations need to be reviewed and updated to ensure a quality and character of development that reflects the community's vision. Florence's zoning and subdivision ordinances, in particular, must be updated to reflect local conditions, improve land use compatibility, protect natural resources and open space, preserve the character and integrity of neighborhoods and valued areas, improve the quality of site design, improve the efficiency of facility and service provisions, and contribute to, fiscally responsible pattern of urban growth.
- ◆ **Formation of New Policies.** As new development or redevelopment plans are proposed, staff and the City's advisory boards, together with the City Council, must abide by the policies and recommendations of this

plan. The text of this plan, coupled with the future land use, thoroughfare, and community investment plans, should weigh heavily in future decisions by the City officials, residents, and other stakeholders in achieving the shared community vision.

- ◆ **Priority Investment Programming.** The City should regularly update its State-mandated list of priority investment initiatives: a ten-year plan that identifies capital projects for street infrastructure; water, wastewater, and drainage improvements; park, trail, and recreation facility provisions; and other public buildings and municipal services. These capital improvements must be coordinated with the objectives of this plan and implemented in a consistent manner with the future land use and growth plans, the thoroughfare plan, parks and recreation system recommendations, and other relevant plans.
- ◆ **Special Projects.** The City should identify special projects, programs, and initiatives to achieve organizational, programmatic, and/or developmental objectives presented in this plan. In some instances, these may include further studies, detailed special area plans (individual neighborhoods, downtown, or designated corridors), or initiating or expanding on key existing City programs. These tend to be more administrative in nature, which may support or influence physical improvements or enhancements, but themselves focus on community betterment.

## PLAN ADMINISTRATION

A host of community leaders must take "ownership" of this plan and maintain a commitment for its ongoing, successful implementation. The City's management and staff, together with its boards, committees and organizations, will have essential roles in implementing the plan and, thus, ensuring its success. As future regulatory, policy, or administrative decisions are made, the responsible parties must continually refer to the plan for guidance on such actions.

### Education and Training

A necessary first step is to conduct individual training workshops with the Planning Commission, City Council, and City department managers, as well as each of the other boards and committees that have a role in plan implementation. These are the groups which, individually and collectively, will be responsible for implementation. The importance of their collaboration,

coordination, and communication cannot be overstated. The training initiative should include:

- ◆ Discussion of the roles and responsibilities of each individual commission, board, or committee and their function in the organization.
- ◆ A thorough overview of the entire plan, with particular emphasis on the segments that most directly relate to their charge.
- ◆ Implementation tasking and priority setting, allowing each group to establish its own one-, two-, and five-year agendas in coordination with the strategic agenda of the Mayor and City Council.
- ◆ A concluding question-and-answer session.

### **Role Definition**

The City Council will assume the lead role in implementing this plan. Its chief responsibility is to decide and establish the priorities and time frames by which each action will be initiated and completed. In conjunction with the City Manager and subordinate departments, they must manage the coordination among the various groups responsible for carrying out the plan's recommendations. Lastly, it is also responsible for the required funding commitments, whether it involves capital outlay, budget for expanded services, additional staffing, further studies, or procedural changes. The hierarchy and roles of implementation are as follows:

#### **City Council**

- ◆ Establishes overall action priorities and time frames by which each action of the plan will be initiated and completed.
- ◆ Considers and sets the requisite funding commitments.
- ◆ Offers final approval of projects/activities and associated costs during the budget process.
- ◆ Provides direction to the Planning Commission, City Manager, and departmental staff.

#### **Planning Commission**

- ◆ Recommends to City Council an annual program of actions to be implemented, including guidance as to the time frames and priorities.

- ◆ Prepares an Annual Progress Report for submittal and presentation to the Mayor and City Council (see the Plan Amendment Process later in this Chapter for more detail).
- ◆ Ensures decisions and recommendations presented to the City Council are consistent with the plan's policies, objectives, and recommendations. This relates particularly to decisions for subdivision approval, site plan review, major street and utility extensions, zoning map amendments, ordinance text amendments, and annexation.
- ◆ Ensures that the plan influences the decisions and actions of other boards and committees.

### **City Departments and the Director of Urban Planning & Development**

All departments are responsible for administering this plan, specifically as it relates to their function within the organization. Several City departments were involved in the formation of this plan and are, therefore, familiar with its content and intended outcomes. They are vested as implementers and should ensure that their budgets and annual work programs are in line with the plan.

#### **Intergovernmental Coordination**

Jurisdictions have long acknowledged that many growth management issues are regional, rather than local, in nature. Watershed and environmental protection, economic development, land use, transportation patterns, housing, and the effects of growth and change are issues that usually cross the borders of communities and impact not only Florence, but also Florence County, Quinby, Darlington County, and other nearby communities.

As a result, the financial health of Florence is partly affected by the County and neighboring communities, meaning that the well-being and success of one can be largely affected by the other. In addition, cooperation is now more important than ever due to the severe limitations of public sector resources brought on by the recent economic recession. Coordinating among entities allows for more efficient service provision. Therefore, the idea of managing the growth of the City, for instance, will not be effective without the effective coordination of Florence County and its adherence to its own recently updated comprehensive plan.

In the past, peripheral, unplanned growth has had grave impacts on the City and its ability to provide adequate public services and meet the expectations of its future constituency. The type and quality of this development not only impacts the character of Florence, but also impacts its resources as residents living in these unincorporated areas often drive into the City for their shopping and service needs.

In many respects, the locational identity of a significant number of “Greater Florence” residents has been blurred because important institutions such as the school system and public library have been established to serve City and non-City residents, alike. The City boundary itself is highly complex and non-distinct. With the City’s responsibility to provide infrastructure, police and fire protection, and other services, the need for intergovernmental coordination is more crucial than ever.

In a related matter, the responsibility for nearly all of the programming and funding responsibilities for street system improvements in the City have been vested in the South Carolina Department of Transportation (SCDOT). The SCDOT receives significant planning input from the Florence Area Transportation Study (FLATS), which is administered by the Florence County Planning Department. This overlap in responsibility underscores the need for both agencies to continue to coordinate their long-range and current planning efforts – and for the City to retain its fair share of transportation funding through this process.

The elected officials of Florence and Florence County must recognize their interdependence and the need to cooperate in the administration of sound growth management policies. Strong intergovernmental cooperation will be instrumental in effective implementation of this plan and the continuing financial health of both jurisdictions. Each of the governmental agencies shares common interests and goals, including enhancing economic development, and providing for quality housing, services, and infrastructure needs. These goals can be more effectively achieved through mutual cooperation and coordination.

### Recommended Strategies for Intergovernmental Cooperation

- ◆ Create a City/County planning advisory council, which should include both elected officials and representatives from each agency’s planning

commissions. The council should meet regularly to consider and act on projects and initiatives that are of mutual interest and benefit.

- ◆ Develop a memorandum of understanding between City and County elected officials, with a goal of enhancing the City’s ability to manage its future pattern of development and municipal boundaries, protect the resources of both parties, and ensure sound fiscal management practices for delivery of urban- and rural-level public services.
- ◆ Modify the terms of the 2002 water and sewer “Consolidation Agreement” between the City and County to provide the City greater flexibility, discretion, and adherence to planning principles in determining the location, size, and timing of future sewer and water system extensions into unincorporated areas. The current agreement expires in 2022, but can be extended indefinitely in five-year increments. However, in order for the agreement to conform with current State law, the terms of the Agreement need to be reconciled with the 2007 Amendments to Section 2-29-510(D)(9) of the 1976 South Carolina Code (Priority Investment Act), which requires the coordination of all relevant jurisdictions’ staff and planning commissions in the process of programming future infrastructure projects and funding.

## IMPLEMENTATION STRATEGIES

Shown in **Table 6.1, Community Investment Action Items**, (at the conclusion of this Chapter) are the key action items and capital projects recommended for implementation, with more detail found within the individual plan chapters. These strategies and investments highlight the steps to be taken by the City, often in coordination with other jurisdictions, organizations, or agencies. This table is intended as a quick reference. It is designed to be kept up to date and used on an annual basis as part of the regular review process, in accordance with the South Carolina Priority Investment Act. Each year, the projects that are substantially complete should be removed, with the corresponding years advanced one year, and a fifth year of programmed actions added. In this way, this table may be used on an ongoing basis and provided to the City Council to keep them apprised of the progress of implementation.

## Code Amendments

Currently, the City has separate zoning and subdivision codes. As an extension of this comprehensive plan update, the City has embarked in a comprehensive update of its current Zoning Ordinance. The review and possible update of the City's Subdivision Regulations are expected to follow.

## Zoning Ordinance

Because the City's zoning administration function was consolidated with Florence County for an 11-year period between 1997 and 2008, there was only one code for both City and County. When this joint relationship was ended in 2008, the City brought forward the regulations it had used with the County as an interim measure until a revised ordinance is prepared. Amendment of the zoning ordinance is imperative, and work has begun to rewrite it based on this adopted comprehensive plan.

Key changes that are under consideration include:

- ◆ Develop new zoning districts that are based on desired community character outcomes rather than specific land uses. This includes the possible consolidation of zoning districts.
- ◆ Control setbacks and building mass to maintain the design integrity of existing neighborhoods.
- ◆ Adopt compatibility and residential design (not architectural style) standards for elements such as building massing, materials, quality of detailing, building orientation and elevation, roof design, and minimum yard landscaping requirements.
- ◆ Recalibrate the business zoning districts to address downtown planning objectives while remaining sensitive to the market conditions for commercial land. Simplify existing commercial development design standards.
- ◆ Establish "Green Building" standards that promote efficient energy use, minimize stormwater runoff, and optimize use of the site.
- ◆ Establish streamlined review and approval processes that expedite compliant applications. With clearly outlined performance standards, the process may be eased with greater reliance on sound administration of a well-written development code.

- ◆ Identify opportunities for administrative approval of routine applications to shorten the time of application acceptance.
- ◆ Reformat the code to enhance understanding and usability.

## Subdivision Code

The current subdivision ordinance and approval processes should be addressed as adoption of the revised Zoning Ordinance proceeds. Changes are likely to be required in response to modifications of zoning standards, district configuration, approval processes, and possible changes in intergovernmental agreements.

## Growth Management

**Map 2.4, Future Land Use Plan**, identifies future growth and infill areas within the planning area boundaries. Implementation of this plan is essential if the City is to forge fiscally responsible future development, preserve its character, protect views and open space, secure the protection of sensitive resources, and effectively control its destiny. While current South Carolina annexation laws and the 2002 City/County utility Consolidation Agreement complicate the means by which the City may accomplish its growth management objectives, following is the advisable approach:

- ◆ First and foremost, prepare infill development standards to allow new development to occur on infill tracts and ensure it is of comparable scale and character to the surrounding development. The City should establish expedited review standards to serve as an incentive. Existing economic incentives for infill development should be continued and expanded.
- ◆ Prepare a three- to five-year annexation plan for lands designated for development in the Future Land Use Plan. In most instances, the basic framework for streets, utilities, and other public services has been established in these areas – providing appropriate justification for municipal annexation.
- ◆ Prepare a fiscal impact model to determine the relative impact of the proposed annexation and the proposed future development, including an assessment of the expense of providing the required City facilities and services. The fiscal evaluation must occur concurrently with the annexation

plans to allow sound decisions as to the inclusion or exclusion of certain areas.

### Priority Investments Plan

Closely related to the ability of the City to manage its growth is the adequacy of its existing infrastructure and its ability to maintain it. The requirement to keep pace with development in terms of increasing capacities and service needs is significant. This strengthens the cause for managing growth to ensure that new development occurs within the areas where infrastructure and services already exist.

Capital improvement strategies include:

- ◆ Tie the capital improvements program to the growth plan, allowing the City to assess its long-term infrastructure needs and to stage improvements concurrent with growth.
- ◆ Prepare financially constrained infrastructure improvement plans. Resources should be directed to serving infill projects followed by those that are contiguous to the service area. All projects should be within the defined growth area.
- ◆ In coordination with the Future Land Use Plan, approve new development project applications and zoning map amendments only in areas where there is existing adequate street and utility infrastructure or where they may be readily extended without financial burden on the City.
- ◆ Amend current utility extension policies that strictly adhere to the growth policies of both the City's and County's respective comprehensive plans.
- ◆ Consider the establishment of density bonuses that provide incentives for development clustering and reduce the need for infrastructure construction since there are fewer roads and utility lines needed. This optimizes the efficiency of roads and utility services.

### Downtown Redevelopment

The current *Florence Downtown Master Plan* (2010-2015), included in **Appendix A**, includes a series of three- to five-year implementation measures. They focus on the physical, economic, and organizational changes that are needed to revitalize downtown and reestablish its role as the dominant focal point of Florence. Specific implementation measures include:

- ◆ Modification of the zoning provisions of downtown in accordance with the requirements of the redevelopment plan.
- ◆ Refinement of the "Cultural Campus" district for the Pine Street area.
- ◆ Development of residential and nonresidential design guidelines for building scale and massing; relationships to the street front; pedestrian facilities and amenities; parking location and design; site lighting; service, loading, outdoor storage, and mechanical areas; building design (facades, articulation, exteriors, fenestration, blank walls, etc.); and signs and awnings.
- ◆ Increased urban living options within and immediately adjacent to downtown.
- ◆ Improved access and interactivity between downtown and the McLeod Medical Campus.
- ◆ Continued expansion of the amenities associated with the FMU Performing Arts Center, Cultural Museum, and other elements recommended in the Florence Downtown Master Plan (2010-2015).
- ◆ Preparation of a working business plan for a new Artisan Center/Art Trail Gallery that would define its business model, identify sources of funding, recruit board membership, recruit tenants, and manage the facility.
- ◆ Establishment, funding, and organization of a business improvement district (BID).

### Highway Corridor Beautification

The unattractive highway entrance corridors have been identified as significant detriments to the City. Specific areas identified in the FLATS Transportation Planning Study include:

- ◆ Palmetto Street (US 76/US 301) – East of Florence, from Ballard Street to Williston Road/McCurdy Road.
- ◆ Pamplico Highway (SC 51) – From South Irby Street to Howe Springs Road/Claussen Road.
- ◆ Lucas Street (US 52) – The entire length of the highway, from I-95 to Irby Street.



The community needs to make concerted efforts to remove abandoned buildings and signs, enhance landscaping, and make physical roadway improvements to these corridors.

- ◆ The City should pursue a long-term annexation policy to bring all properties that front these corridors into Florence. This will subject the corridors to the City's zoning and sign control standards.
- ◆ As the annexation process recommended above is likely to occur over a long period of time, the City needs to work now with Florence County to upgrade the County's development and sign control standards to improve the appearance of unincorporated properties.
- ◆ The City and County should secure SCDOT funding, in accordance with the Florence Land Use and Transportation Study (FLATS), to provide street improvements, landscaping, and improved access management control for these designated corridors.
- ◆ The City and County should pursue all available legal and code enforcement remedies to remove the abandoned buildings from these corridors as they are unsightly, dangerous, and conducive to crime.

### **Park, Open Space, and Trail System Master Planning**

While Florence has an excellent system of parks and trails, many references in Chapters Two and Five, along with the five-year Florence Downtown Master Plan (2010-2015), are made to recommendations for further improvements. The City should consider preparing a detailed parks, open space, and trails system master plan that is coordinated with this comprehensive plan.

Such a master plan should include:

- ◆ An updated inventory of all existing public parks, open space lands, and trail segments, including preparation of a map and GIS database.
- ◆ An updated inventory of all existing public trails and sidewalks, as well as existing and committed (platted and planned) private trails.
- ◆ Refinement of per capita recreational acreage and facility calculations to compare Florence with national park and recreational standards.
- ◆ Preparation of a gap analysis to identify locations where improvements may be made to connect existing sidewalks and trails.

- ◆ Preliminary assessment of available rights-of-way, easements, and publicly- owned properties suitable for possible park and trail development.
- ◆ Development of a long-range parks plan indicating areas where future parks will be required in response to land development, as well as a network of connecting trails that complement Florence's existing trail and pathway system.
- ◆ Preparation of a comprehensive parks, recreation, open space, and trails master plan indicating the general locations of future parks, improvements to existing parks, and potential alignments of off-street trails.

### **Improvement of Neighborhoods and Housing Conditions**

The affordability of housing to all Florence citizens remains an important issue for the community. In the interest of accommodating persons of all economic strata, mechanisms must be put in place to allow for attainable housing, in addition to and support of that being provided by Florence Affordable Homes. In addition, the City must act to protect, stabilize, and strengthen neighborhood environments, while revitalizing "tired" neighborhoods and rehabilitating the older housing stock

Key strategies to improve neighborhood quality and housing affordability include:

- ◆ Continue the administration and funding of housing and neighborhood improvement programs described in Chapter Five, Housing and Neighborhoods. These include:
  - » Acquisition and demolition of abandoned houses, with the resale of cleared properties.
  - » The Housing Authority of Florence (HAF) Home Improvement Rebate Program. Neighborhood "clean-up, fix-up" programs such as the Great » American Cleanup.
  - » The City's "Fix a Block" program.
  - » Creation of affordable housing ownership developments, such as the North Pointe Subdivision.
- ◆ Establish additional investment programs that promote the improvement of neighborhoods and home ownership:

- » Financial incentives and expedited approvals for the construction of new housing units on vacant lots in existing neighborhoods.
- » Adoption of a mandatory, biennial rental housing inspection » program.
- ◆ Secure SCDOT and other funding to redevelop neighborhood streets and sidewalks in redevelopment areas to standards that are comparable to all residential areas in Florence.
- ◆ Include the following provisions in the Zoning Ordinance, which is currently being rewritten:
  - » Provisions for inclusionary housing under certain specified » circumstances, which may be accomplished by way of a housing bonus program whereby a subdivider may achieve greater overall density (using alternative housing types or via lot size adjustments) in exchange for providing affordable units.
  - » Use of a lot size formula that provides for an average rather than a » minimum size lot in new subdivisions. This allows a mixture of lot sizes, thereby accommodating different floor plans, sizes, and prices of units while fending off monotony at the same time.
  - » Provisions for market rate housing, whereby the increment created by » density bonuses is used to write-down the lot and infrastructure costs for a specified percentage of units, making them more affordable.
  - » Providing a range of development options within each district, with » density bonuses for planned development. To achieve higher densities within a planned environment, a minimum of two or three housing types are required, which helps to achieve community affordability objectives.

The City should reinstitute its neighborhood planning programs. In coordination with individual neighborhoods, at least one small area plan should be developed each year. These plans would focus on specific area improvements and relevant code enforcement issues, which would identify and prioritize future capital projects, zoning district amendments, enhancement projects, or other special initiatives or programs.

## Economic Development

The City should continue to work closely with Florence County Economic Development Partnership (FCEDP) in attracting new industries and promoting economic development at a strategic level. As outlined in Chapter Four, Economic Development, a more tactical local support effort is needed to augment the existing County and State programs. This City-level initiative would strengthen the promotion of entrepreneurship, public-private and inter-institutional partnerships, and downtown redevelopment.

Specific implementation measures include:

- ◆ Formation of a City economic development committee and the eventual creation of a permanent economic development coordinator position for Florence.
- ◆ Re-establish the City's micro-loan program for downtown redevelopment.
- ◆ Work with local bankers to create a City revolving loan fund as part of the Community Investment Act. This program would provide low-interest loans and loan underwriting for commercial development and redevelopment projects within the City. Establish a single-point-of-contact protocol to expedite the approval of new development and business permit applications.
- ◆ Establish a City welcoming committee to attract promising businesses, professional site selectors, and high-quality developers.
- ◆ Work with Florence's two major medical centers, the University of South Carolina, and medical-related private-sector firms to attract a greater share of interdisciplinary medical research to Florence.

## Plan Amendment

This plan must remain flexible and allow for adjustment to change over time. Shifts in political, economic, physical, and social conditions, and other unforeseen circumstances will influence the priorities of the community. As future development and redevelopment continue, new issues will emerge, while others may no longer be relevant. Some action statements may become less practical, while other plausible solutions will arise. To ensure that it continues to reflect the vision and remains relevant and viable over time,



this comprehensive plan must be revisited on a routine basis, with regular amendments and warranted updates.

Revisions to the plan are two-fold; minor plan amendments should occur bi-annually, and more significant updates handled every five years. Minor amendments may include revisions to the land use and growth plan or thoroughfare plan as the development pattern unfolds. Major updates will involve reviewing the base conditions and growth trends; re-evaluating the goals, policies, and recommendations; and formulating new ones in response to changing needs and priorities.

### **Annual Progress Report**

A progress report should be prepared annually by the Planning Commission, with the assistance of the Urban Planning & Development Department staff and presented to the Mayor and City Council. This ensures that the plan is regularly reviewed and modifications are identified for the minor plan amendment process. Ongoing monitoring of plan consistency with the City's ordinances must be an essential part of this effort.

The Annual Progress Report should include:

- ◆ Significant actions and accomplishments during the past year including the status of implementation for each programmed task.
- ◆ Implementation constraints including those encountered in administering the plan and its policies.
- ◆ Proposed amendments that have come forward during the course of the year, which may include revisions to the plan maps, or other recommendations, policies, or text changes.
- ◆ Recommendations for needed actions, programs, and procedures to be developed and implemented in the forthcoming year including a recommendation of projects to be included in the CIP, programs and initiatives to be funded, and priority coordination needs with public and private implementation partners.

### **Amendment Process**

Plan amendments should occur every two years, allowing proposed changes to be considered concurrently so that the cumulative effect may be understood.

Amendments may need to be made in a lesser time, in the event of a major opportunity for development.

Any proposed amendments must be consistent with the goals and policies originally set forth in the plan. Careful consideration should also be given to guard against site-specific plan changes that could negatively impact adjacent areas and uses or detract from the overall vision and character of the area.

Factors that should be considered include:

- ◆ Consistency with the goals and policies of the plan;
- ◆ Adherence with the future land use, thoroughfare, and downtown redevelopment plans;
- ◆ Compatibility with the County plan and related plans of surrounding areas;
- ◆ Impacts on the provision of infrastructure and public services;
- ◆ Impact on environmentally sensitive and natural areas; and
- ◆ Contribution to the vision of the plan and character of the community.

### **Five-Year Update/Evaluation and Appraisal Report**

A more formal evaluation and appraisal report should be prepared every five years. This report should be prepared by the Urban Planning & Development Department staff and approved by the Director, with input from various City departments, Planning Commission, and other boards and committees. The report involves evaluating the existing plan and assessing how successful it has been in implementing the vision and goals. The purpose is to identify the successes and shortcomings of the plan, evaluate circumstances that may have changed, and make recommendations on how the plan should be modified. The report should review baseline conditions and assumptions about trends and growth indicators, and it should evaluate implementation potential and/or obstacles related to any unmet goals, policies, and recommendations. The result of the evaluation report will be a revised comprehensive plan.

More specifically, the report should identify and evaluate the following:

- ◆ Summary of plan amendments and major actions undertaken over the last five years.
- ◆ Major issues in the community and how these issues have changed over time.

- ◆ Changes in the assumptions, trends, and base studies including the following:
  - » The rate at which growth is occurring relative to the projections put forward in the plan;
  - » Shifts in demographics and other growth trends;
  - » The area of urban land that is designated and zoned and its capacity to meet projected demands;
  - » City-wide attitudes and whether changes necessitate amendments to the vision and goals; and,
  - » Other changes in the political, social, economic, or environmental conditions that dictate a need for plan amendment.
  - » Ability of the plan to continue to successfully implement the vision. Individual statements or sections of the plan must be reviewed and
    - » rewritten to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
  - » Conflicts between goals and policies that have been discovered in the implementation and administration of the plan must be resolved.
  - » The action agenda should be reviewed, and major actions accomplished should be highlighted. Those not accomplished should be re-evaluated to ensure their relevancy and/or to revise them appropriately.
  - » The time frames for implementing the individual actions should be re-evaluated. Some actions may emerge as a higher priority given new or changed circumstances, while others may become less important.
  - » Based upon organizational, programmatic, and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered to ensure timely accomplishment.
  - » Changes in laws, procedures, and missions may impact the ability to achieve the goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

**Table 6.1: Community Investment Action Items**

Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
<b>Land Use and Management of Future Development</b>						
Update/Amend Zoning Ordinance	L	X			CITY	CITY
Update Sign Ordinance	L	X				
Regulatory provisions for State-mandated NPDES Phase 2 Stormwater Management requirements	L	X				
Review and amend, as needed, the Subdivision Ordinance	L	X				
Establish a long-term City annexation strategy with identified areas	P	X				
<b>Utility Systems</b>						
Downtown area stormwater management improvements	CI	X			CITY PUBLIC WORKS DEPARTMENT	CITY
Wastewater treatment plant expansion	CI	X				CITY/US EPA
Water distribution system line extensions and improvements	CI	X	X			UTILITY SYSTEM REVENUE
30-inch water transmission main along 301 Bypass to Pamlico Highway	CI		X			
Continuing sanitary sewer system I/I corrections	CI	X	X	X		
Modify the rural utility extension terms of the City/County "Consolidation Agreement"	P			P		N/A
<b>Parks, Trails, and Beautification</b>						
Update the park, recreation, open space and trails master plan	P	X			CITY PARKS AND BEAUTIFICATION DEPARTMENT	CITY
Signage improvements for designated on-street bicycle routes	P	X				
Rail-trail extensions	CI	X	X	X		
Establish new rail-trail along Lucas St.	AS OPPORTUNITY BECOMES AVAILABLE					

Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
Parks, Trails, and Beautification						
Establish a new neighborhood park on part of the existing West H.S. site when the school is relocated	CI		X		CITY PARKS AND BEAUTIFICATION DEPARTMENT	CITY
Approach corridor beautification	CI	X				
Downtown Redevelopment						
Recruitment of a Director for the FDDC	P	X				CITY/PRIVATE PARTNERSHIPS
Establishment of a downtown façade grant/loan program	P	X				
Downtown Property Maintenance Code	L	X				
Zoning map changes for special downtown subdistricts	L	X				
Downtown marketing campaign	P	X				
Update downtown development guidelines	L	X				
Amendment of TIF project plans to include property acquisition and developer financing	P	X				
Advance planning of cultural campus design	P	X				CITY/DONATIONS
Land assembly/redevelopment in Irby/Palmetto area and "triangle" site	P/CI	X				CITY/PRIVATE PARTNERSHIPS
Capitalize the downtown development revolving fund	P/CI		X			
Farmers market/expo grounds development planning	P		X			
Expansion of Coit Village	CI		X			
Transportation						
Development of a new downtown transportation center	CI	X			CITY/COUNTY/SCDOT	CITY/SCDOT
Pine Needles Road widening from Southborough Road to South Ebenezer Road						SCDOT (FLATS)

Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
Transportation (cont.)						
US 378 widening from US 52 near Lake City to SC 41 in Kingsburg	CI	X			CITY/COUNTY/SCDOT	SCDOT (FLATS)
TV Road widening to four lanes from Wilson Road to I-95	CI		X			
Pamplico Highway widening SC 51 from Claussen Road to US 378 in Kingsburg	CI		X			
US 301 Bypass completion from US 76 near Timmonsville to the intersection of US 52/US 301 and Howe Springs Road	CI		X			
Widen Cashua Drive between Second Loop Road (SC 51) and S Parker Drive to 5 lanes with a two-way left-turn lane	CI		X			
Widen Claussen Road between SC 327 and just past SC 51/Pamplico Highway to a 3 lane facility with a two-way left-turn lane	CI			X		
Widen W. Darlington Street between N Cashua Drive and Irby Street (US 52) to 5 lanes	CI			X		
Widen Ebenezer Road between Pine Needles Road and W Palmetto Street (US 76) to 4 lanes with a median	CI			X		
Widen Ebenezer Road/Pisgah Road between Industry Boulevard and Pine Needles Road to 5 lanes with a two-way left-turn lane	CI			X		
Widen Ebenezer Road/Radio Drive between David H McLeod Boulevard (I-20 Business) and near Industry Boulevard to 4 lanes with a median	CI			X		

Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
Transportation (cont.)						
Widen Freedom Boulevard between Freedom Florence Recreational Facility and National Cemetery Road to 4 lanes with a median	CI			X	CITY/COUNTY/SCDOT	SCDOT (FLATS)
Widen Hoffmeyer Road between Anderson Farm Road and Tivoli Drive to 4 lanes with a median	CI			X		
Widen I-95 between David H McLeod Boulevard (I-20 Business) to W Palmetto Street (US 76) to 6 lanes	CI			X		
Widen National Cemetery Road between S Church Street and Stockade Drive to 4 lanes with a median	CI			X		
Widen Oakland Avenue between E Lucas Street and Wilson Road to 3 lanes with a two-way left-turn lane	CI			X		
Widen Southborough Road between N Sally Hill Road and Pine Needles Road to 4 lanes with a median	CI			X		
Widen Third Loop Road between S Marsh Avenue to S Irby Street to 3 lanes with a two-way left-turn lane	CI			X		
Widen US 301 Bypass Extension/Alligator Road between Palmetto Street (US 76) and Irby Street to 4 lanes with a median	CI			X		
Construct half cloverleaf interchange at I-95 and McIver Road	CI			X		
Construct 2-lane roundabout at the Five Points intersection	CI			X		
Access management improvements to Palmetto Street (US 76/US 301) corridor—Ballard Street to Williston Road/McCurdy Road	CI	X				



Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
Transportation (cont.)						
Access management improvements to Pamlico Highway (SC 51) Corridor – Irby Street to Howe Springs Road/Claussen Road	CI				CITY/COUNTY/SCDOT	SCDOT (FLATS)
Access management improvements to Lucas Street (US 52) corridor I-95 to Irby Street	CI		X			
Economic Development						
Establishment and staffing of a City economic development department	P	X			CITY	CITY
Initiation of Foreign Trade Zone establishment process at the airport or proposed industrial/logistics park	P	X				CITY
Additional or extended CSX industrial rail sidings	CI	X	X	X		CITY/DEVELOPER
I-95 to industrial park truck route designations	P	X				CITY/SCDOT
Establishment of business development revolving fund	P	X				CITY/LOCAL BANKS
Establishment of downtown business incubator	P	X				CITY
Establishment of a City "welcoming committee" to attract new business development	P	X				CITY
Establishment of a new downtown hotel	CI		X	X		CITY/DEVELOPER
Establishment of an arts incubator facility	P		X			CITY
Establishment of an urban business park along the Baroody Street corridor	CI		X		CITY	

Action Recommendation	Type	1-3 Years	4-6 Years	7-10 Years	Lead Agency	Source of Funds
L = Legislative P = Programs CI = Capital Improvements						
Housing and Neighborhoods						
Preparation of detailed neighborhood redevelopment plans	P	X	X	X	CITY	CITY
Adoption of updated duplex and multi-family residence design standards	L					
Improvement of neighborhood street and sidewalks in identified target areas	P	X	X	X		
Removal of abandoned structures	P	X	X	X		U.S. HUD
Continuation of existing CDBG-funded housing programs	P	X	X	X		
Establishment of a rental housing inspection program	P	X	X			CITY
Establishment of an incentives program to convert rental housing units to owner-occupancy	P	X				
Establishment of incentives for lot-infill housing construction	P	X	X			
Formation of a home buyer education program	P	X				