

Glendale Community Outdoor Learning Center and Leadership School

Envision Glendale, Together

Final Report on Potential Adaptive Reuse Strategies
for Glendale United Methodist Church



Schematic Site Diagram

the PALMETTO
CONSERVATION
FOUNDATION

Glendale, South Carolina
March 2006

PALMETTO CONSERVATION FOUNDATION

**Glendale Community
Outdoor Learning Center &
Leadership School**

ENVISION GLENDALE...TOGETHER

Potential Adaptive Reuse Strategies for
Glendale United Methodist Church

March 2006

Glendale, SC



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Parsonage

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Introduction

Until dwindling membership forced its closure in 2005, Glendale United Methodist Church was deeply embedded in the fabric of this small community in southern Spartanburg County. The congregation could trace its roots to the 1700s and the current site – which includes a parsonage, cemetery and fellowship -- had been in operation since the early 1900s.

That's why in December 2005, community leaders formed a study committee and held a community-center planning process to learn how they could save the now-shuttered buildings and redevelop them into a place that could one day again become the soul of Glendale. The church began working with the Palmetto Conservation Foundation on "Imagine Glendale... Together," a visioning process that sought citizen input in the redevelopment plans. The process was funded by the Mary Black Foundation.

A series of community meetings began in December and culminated with the development of potential redevelopment strategies and a schematic site plan. By starting with a blank slate and casting a wide net, community leaders hoped to encourage fresh ideas – one of which ended up becoming the final proposal. Still, the goal was a feasible plan that is consistent with the surrounding community.



Glendale Cemetery

"We want the church to continue to play a significant role in sustaining and improving the viability of the Glendale community," said Bob (BG) Stephens, a former member of the Glendale congregation who grew up in the area and is now retired from Wofford College. "The possibilities for adaptive reuse of this site are tremendous but we have no preconceived notions about what it could be

"We think the site will benefit from a critical analysis by interested parties and further study. We want to hear what the community has to say and we know that any number of great ideas could emerge from some brainstorming sessions."

The meetings began on Tuesday, December 6, 2005 with a luncheon at the church and tour of the site. Participants learned about the history of the church and of the larger Glendale community before retiring to the Fellowship Hall for a brainstorming session led by community planners from Palmetto Conservation.

A public drop-in and final plan presentation took place in early 2006. Please see the Executive Summary and following report for recommendations. Now, community leaders will decide how to pursue funding for redevelopment and take the next steps towards adaptive reuse.

"We are very excited to see how this process plays out because this church is important to so many people," said Rev. Larry Hyder, the immediate past pastor and last minister of Glendale United Methodist Church. "Glendale is a wonderful community and with opportunities such as the (now burned) Glendale mill we know we will have an exciting future."

Executive Summary

This plan for adaptive reuse of the Glendale United Methodist Church in the Glendale community of southern Spartanburg County, South Carolina is the direct result of a three-month visioning process and series of study committee meetings held on site. This vision of the future is intended to inspire and guide redevelopment of the site and should be view as a multi-phase plan to encourage community-wide revitalization in Glendale. The plan provides a balanced mix of potential uses from housing choices to employment and retail opportunities, along with a significant investment in public amenities.

The major elements of the plan include:

- ✓ Development of an “athletes-in-residence” program to include
 - Adaptive reuse of the Glendale United Methodist Church sanctuary into an Outdoor Training Center
 - Adaptive reuse of the Fellowship Hall to become an Outdoor Learning Center
 - Addition of gravel, public parking
 - Renovation of adjoining housing into living facilities for resident athletic instructors, Outdoor Training Center managers and site caretakers
- ✓ Development of an Intense Fitness Training Park complete with trails, fitness stations and site improvements including park structures and/or rock climbing walls
- ✓ Development of small Neighborhood Fitness Course Park with climbable public art and site furniture designed to promote interaction with Glendale community residents
- ✓ Development of corridor connections to neighboring Glendale Mill via natural (i.e. trail) connections and on-street improvements

This plan illustrates the conversion of a six (6) acre area with an estimated value that is largely undetermined by the most recent Spartanburg County tax valuation. (According to 2006 Spartanburg County Assessors Records, the land use types include Religious Activities; Funeral, Cemetery Services and Undeveloped Land with the site’s lone single-family housing site appraised at \$27,000 (land and building) in Tax Year 2006.)

A significant influx of private, grant funding or other investments will be required to convert the site into an Outdoor Leadership School and Learning Center if the Property Study Committee chooses to pursue a not-for-profit model with current estimates ranging upwards of \$600,000.

Private sector investment in the redevelopment of this area, along with project public improvements such as parks and multi-modal transportation corridors are expected to have a ripple effect raising the property values of the surrounding neighborhood. While the specifics are likely to change over time, this plan presents the Glendale United Methodist Property Study Committee’s vision for the future and could serve as a guide for the revitalization of the Glendale area.

Key Facts

About the church...

- ✓ The Glendale United Methodist Church (UMC) can trace its roots back to the late 1700s as a congregation and to 1852 as a congregation with a church building. The current church building was built in the early 1900s, and has been modified, improved, and modernized over time.
- ✓ A recreation and fellowship building was constructed in the late 1940s. The clapboard church building includes a sanctuary with modern pews, nine classrooms and a basement with three rooms. It has central heating and air. The brick fellowship building consists of two medium-sized rooms upstairs, a large room and kitchen downstairs, and two restrooms. There is also a bungalow that once served as a parsonage on the property.
- ✓ The church property – about 6 acres -- is larger than would be expected due to the acquisition of several adjacent lots over time. The property includes a cemetery that is no longer “active,” although two plots have been set aside for two persons still living.
- ✓ The church was discontinued effective June 12, 2005 as a result of declining membership and inadequate finances; the remaining members were transferred to the Ben Avon United Methodist Church, which is about three miles away.
- ✓ The South Carolina Conference of the UMC (the UM governing body in SC) conveyed the Glendale property to Ben Avon church, which is responsible for determining the future of the property.

About the Glendale community...

- ✓ Textile manufacturing began in what is now called Glendale in 1832 when John Bivings purchased land and formed the Bivingsville Cotton Manufacturing Company. The rapids on Lawson Fork Creek provided the water power required for the operation of a textile manufacturing plant.
- ✓ Bivingsville became Glendale with the construction of adjacent manufacturing plants in the mid and late 1800s (the “old” mill and the “new” mill). The mills did not close during the Great Depression, and were in operation 24 hours a day at least six days a week during World War II. They closed as operational plants in the 1970s, and were relegated to storage and small, specialized, textile-related projects.
- ✓ Both mills mysteriously burned in March 2004. The remaining buildings that were part of the plant “complex” include the company office (brick), the company store (brick; currently houses the Glendale Post Office), a warehouse (metal), and a wooden structure originally used as a gymnasium.
- ✓ The houses constructed for workers and owned by the company passed to private ownership after World War II. Almost all of the original ones still stand and generally are occupied.

About 'Envision Glendale'

Engaging a broad spectrum of the public in Spartanburg County

The purpose of this community planning process is to determine the practicality and potential for adaptive reuse of the Glendale United Methodist Church in Glendale, SC. The scope of the 'Envision Glendale... Together' was a multi-part process that included the following components:

Initial Site Inventory: Information gathered for reproduction in a format for use during community planning sessions and in community plan.

Initial Stakeholder Meeting: The Property Study Team convened a roundtable brainstorming session at the church site for community leaders, governmental organizations and local developers to gather ideas about redevelopment of the area and the specific site.

Schematic Site Plan: PCF prepared a Conceptual Site Utilization Plan (bubble diagram) to indicate space utilization of the site. A Schematic Site Plan was developed to hardline various site program elements such as buildings, parking, etc.

Community Meeting: A community drop-in was scheduled at the church to present current ideas for redevelopment and seek additional public input.

Stakeholder Team Follow-up Meeting: Within two weeks of the Community Drop-In, an Executive Committee gathered to discuss draft plans and initiate additional input.

Final Presentation: A final meeting for all stakeholders was held to present final site plans. The product included: one (1) Concept Site Utilization Plan (bubble diagram) and one (1) Schematic Site Plan, plus related text-based reports including Summary of Existing Conditions, Public Input & Strategic Actions.



Site Visit with Property Study Committee

The following methodology for completion of the study was established in the scope of work:

I. Involve the Public

The visioning process for Glendale UMC was intended to engage a broad spectrum of the public in Spartanburg County. A Property Study Committee was established to facilitate communication between project staff, officials and community leaders. The media was engaged and regularly informed of updates related to “Envision Glendale... Together” and a series of public meetings were held to gather additional input.

Additionally, information was made available via regular e-mail list, US Postal Service mailings and via the Palmetto Conservation Foundation website at www.palmettoconservation.org.



BG Stephens addresses the committee in the church.

II. Compile Physical Inventory and Site Assessment

To acquire the background information necessary to conduct a detailed site assessment, PCF consulted with Spartanburg County’s GIS department and the Metropolitan Planning Organization, the S.C. Department of Natural Resources GIS data clearinghouse, the GIS data server at the University of South Carolina and local tax maps. Using this data, PCF then conducted a field analysis of the site to determine opportunities and constraints.

Also identified were locations of historic sites,

endangered species (none on site), scenic properties and outdoor recreational opportunities and water bodies. Photographs of the field visit depicting areas on site that offered opportunities and constraints are included in this report.

The field analysis provided the required detailed information necessary to make specific recommendations regarding feasibility, potential implementation, and access. Aerial maps of the site identified environmental and natural features, surrounding land uses, connecting roads, community developments and community assets, site analysis data and construction element locations. Schematic plans associated with the site demonstrate potential redevelopment strategies.

III. Explore Background & Potential Adaptive Reuse

An overview of the project area was developed using sources such as GIS documents, historical documents and property research, the 2000 Census Data and the county (or SC DNR) → Geographic Information Systems (GIS) data. The analysis also examined population projections for the region and an estimate of potential usage levels of the recreation facilities was derived from the demographic and socioeconomic profile of the region.

IV. Outline Feasibility

The feasibility for adaptive reuse of the site is contingent on many factors, chief among them the potential to raise the capital necessary for recommended improvements. An outline of potential

funding sources including grants, loans and equity investors that focus on adaptive projects is included in the next section.

V. Implementation Plan

Upon establishing feasibility for the site plan, the Glendale UMC Property Study Committee will need to identify an Implementation Plan and strategies for next steps. These strategies include:

- ✓ Helping the current Glendale UMC Property Study Committee merge into a “friends-of” organization and creating a Multi-Jurisdictional Task Force comprised of local governmental representatives and some state-level representative to assist in capital improvements phase of the trail corridor. A competent project manager should serve as staff to this “friends-of” group.
- ✓ Identifying and securing local government resources or private funding sources to be used as leverage for existing state and federal grants.
- ✓ Soliciting commitments of support from private sector groups and volunteer groups that will involve themselves in the development and management of the proposed Outdoor Learning Center & Leadership School.
- ✓ Continuing to promote awareness and benefits of adaptive reuse and active living projects for the Spartanburg area.



Committee members discuss the future of Glendale.

Project Objectives

Early in the planning process, community members identified common goals and objectives for “Envision Glendale... Together.” These were identified as follows:

GOAL 1: Enhance Economic Vitality

- ✓ Recognize that the adaptive reuse of the Glendale UMC and Glendale Mill go hand-in-hand. One may not be feasible without the other.
- ✓ Draw on Glendale’s history and unique qualities
- ✓ Maintain and reinforce small town character
- ✓ Expand and connect the pedestrian realm
- ✓ Develop guidelines to promote design quality
- ✓ Create opportunities to expand active living amenities
- ✓ Reveal and interpret history, nature and ecology

GOAL 2: Improve Quality of Life & Encourage Active Living

- ✓ Build on the long-term value of this community
- ✓ Use incentives to stimulate private sector investment
- ✓ Encourage reinvestment in under-utilized land through innovative programs that may focus on active living amenities, parks and outdoor recreation
- ✓ Develop the most marketable mix of land uses
- ✓ Create and maintain living wage jobs
- ✓ Explore more opportunities for youths

GOAL 3: Restore & Improve Natural and Environmental Qualities

- ✓ Connect to other potential development sites and natural amenities such as the Lawsons Fork
- ✓ Enhance existing open space as community amenity
- ✓ Improvement Lawsons Fork water quality and the ecological integrity of all natural areas
- ✓ Create new opportunities for public amenities
- ✓ Realize full potential of recreational areas

The Concept of Adaptive Reuse

Finding a use that fits the structure and meets the needs of the community

Adaptive Reuse is a term that refers to changing an existing, often historic, building to accommodate a new function while retaining its original historic features. The trend of adaptive reuse has become extremely popular for small communities that want to retain their “small town” charm while expanding to accommodate “big city” amenities. Over the years, the national historic preservation movement has resulted in an increased awareness of the built environment and the reinvestment in our existing urban areas. The challenge to any town or city looking to adaptively reuse its historic resources is finding a use that fits the structure as well as the community.

Steps to a successful project

A first and crucial step is to create a working group of interested community members and leaders to come up with a compatible use for the structure(s) in question. The committee must establish goals and criteria that will drive the project and the decision making process. When brainstorming for a compatible use for the building/site, it is important to consider the following: the demographics of the community for which the building will be reused, the size and condition of the structure, and the cost of the proposed project.

7 Steps to a Successful Adaptive Reuse Project

- ✓ Choose your structure
- ✓ Research community needs & demographics
- ✓ Evaluate the condition of the structure
- ✓ Develop a project plan
- ✓ Develop a project budget
- ✓ Seek out major funding sources
- ✓ Work on public relations and community support

Community Demographics

Community demographics are the key to any development plan, whether it is an adaptive reuse or a new build project. Common sense will tell you that any venture that does not fill the needs of the community is not going to be a success.

Some good questions to address are: What is the average age of community residents? What service does the community lack? What service does the community need? What type of operation would stimulate community growth & expansion?

The Glendale community was surveyed during the 2000 Census and is represented in Spartanburg County by Census Tract 221. A complete demographic breakdown of the area can be found in the Appendix, but some of the key Demographic, Housing and Economic Characteristics of the area are:

General Demographic Characteristics

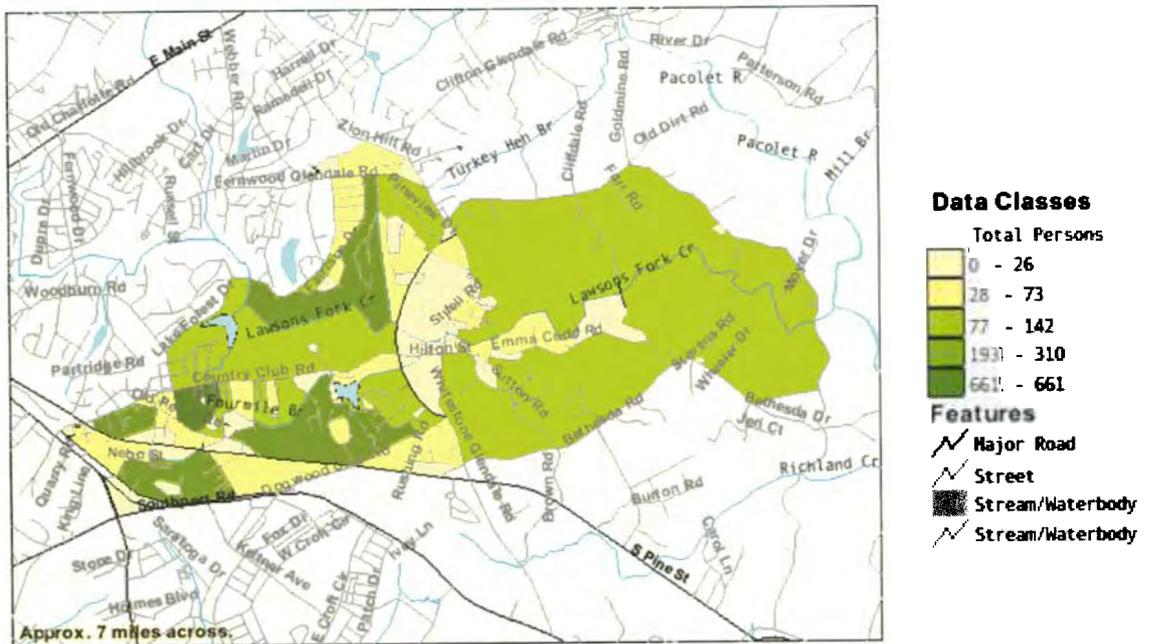
- ✓ The total population of Census Tract 221 is 5,321 and includes 2,590 males and 2,731 females
- ✓ The median age is 39.1
- ✓ Some 67.8 percent of households in the area are families
- ✓ The average household size is 2.39 and the average family size is 2.94
- ✓ There are 2,204 occupied housing units in Census Tract 221 with 1,581 (71.7 percent) are owner-occupied housing units and 623 (28.3) are renter-occupied housing units.

Selected Economic Characteristics

- ✓ The employed civilian population (those 16 and older) is 2,796 people
- ✓ Of this population, some 1,207 (43.2) work in management, professional and related occupations
- ✓ The median household income is \$46,788
- ✓ The median family income is \$60,217
- ✓ Per-capita income is \$26,103
- ✓ Median earnings for male, full-time, year-round workers is \$41,625 and \$31,588 for women

Selected Housing Characteristics

- ✓ There are 2,204 occupied housing units in Census Tract 221 and 1,550 (70.3 percent) are single-unit detached
- ✓ Most homes in this area 613 (27.8 percent) were built from 1970-79 and most owners moved in from (557 or 25.3 percent) in 1999 through March 2000.
- ✓ The median value of homes in this area is \$133,700



Source: US Census

Condition of the Structure

Upon addressing community demographics, you also must choose a use that is compatible with the structure. The size and layout of your building are going to be determining factors in what you chose. A building that has a small, segmented interior is not going to transform easily into a meeting hall, nor is a large, open space going to be a good fit for office units. The key to adaptive reuse is finding an alternate use for your building's space, while retaining the original feel and flow of the interior.

It is important to remember that "adaptive reuse" means just that—the reuse of the existing interior spaces. The project should involve minimal demolition or construction within the building's interior and must certainly not substantially alter those spaces that involve such activity. Demolition may be necessary when walls and ceilings have been added at a later date and are not historic. For example, in many commercial spaces, dropped ceilings have been added to accommodate new lighting or HVAC systems. Removal of those types of inappropriate additions will expose the historic interior fully and will add to the appeal of your building's interior space.

Square footage should also be examined. An ideal project will involve minimal interior demolition/construction and will use the spaces that already exist.

With any adaptive reuse project, thoughtful consideration should be given regarding the condition of the structure involved. Every aspect of the project from timeline to budget will be determined by that one issue. A highly deteriorated or damaged structure is going to require a great deal of capital investment and it will lengthen the timeline of your project.

After a building has been singled out and chosen, a licensed architect or engineer should do a thorough investigation of the building. The resulting Conditions Assessment Report will outline the current condition of the building and the steps that need to be taken to bring it up to current building code standards.

Project Costs

There are a number of factors that are going to influence the cost of your project. As mentioned above, the extent of rehabilitation work needed on the building will be the number one budget factor, followed shortly by whatever work is needed to up-fit the structure for your needs. As a rule, the more volunteers that you can utilize and the more pro-bono work that can be done, the better!

Look to the community for help. Is there an architect or engineer that lives in the area or that might have a personal interest in the project? Approach him/her for help! Do you have experienced carpenters that would be willing to do work at a reduced price? Take them up on the offer! Get the community involved and your project will be that much more successful.



Exterior Church Sign

Funding Sources

Once a firm project budget has been established, there are several options that the community can use for funding.

SC State Grants: Grants offered through the SC Department of Archives and History are available on an annual basis. Moneys are 50-50 matching funds and can be used for survey and planning projects and building weatherization. Inquiries should be made to Brad Sauls at (803-896-6167).

Federal & State Rehabilitation Tax Credits: In South Carolina owners of historic buildings that produce income—such as offices, retail stores, and rental housing—may qualify for federal and state income tax credits.

- ✓ *20% Federal Historic Rehabilitation Tax Credit:* Owners and some lessees of historic buildings used to produce income may be eligible for a federal income tax credit equal to 20% of their rehabilitation costs under the Tax Reform Act of 1986.
- ✓ *10% State Historic Rehabilitation Tax Credit:* In South Carolina, taxpayers who qualify for the 20% federal income tax credit may also qualify for a state income tax credit of 10% of their rehabilitation costs under the South Carolina Historic Rehabilitation Incentives Act.

Both credits require that the building/site either be determined eligible or listed in the National Register of Historic Places. It also requires all work to conform to the Secretary of Interior's Standards for historic preservation. All work done as a part of the tax credit program must be reviewed and approved by the SC State Historic Preservation Office before work is started.

Grants from other organizations: It may be possible for your group to obtain grants from other private preservation organizations depending on the project.

- ✓ *Historic Preservation Grants Fund, National Park Service:* Each year, the U.S. Congress appropriates approximately \$37 million to the Historic Preservation Fund (HPF). The HPF provides matching grants to encourage private and non-federal investment in historic preservation efforts nationwide, and assists State, local governments, and Indian tribes with expanding and accelerating their historic preservation activities nationwide. Funding is used by States, tribes, and local governments to pay part of the costs of surveys, comprehensive historic preservation plans, National Register nominations, brochures and educational materials, as well as architectural plans, historic structure reports, and engineering studies necessary to repair listed properties. For more information, contact Brad Sauls at the SC State Historic Preservation Office (803-896-6167).
- ✓ *The Preservation Services Fund* provides nonprofit organizations and public agencies matching grants from \$500 to \$5,000 (typically from \$1,000 to \$1,500) for preservation planning and education efforts. Funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as preservation education activities to educate the public.

Loans: The National Trust Loan Funds provide loan financing to support a variety of preservation projects. For more information, visit the National Trust web site: www.nationaltrust.org

- ✓ *The National Preservation Loan Fund* provides loans to establish or expand local and statewide preservation revolving funds; to acquire and/or rehabilitate historic buildings, sites, structures and districts; to purchase easements; and to preserve National Historic Landmarks.
- ✓ *The Inner-City Ventures Fund* finances the rehabilitation of historic buildings that serve the economic and community development needs of low-, moderate-, or mixed-income neighborhoods.

Equity Investments: The National Trust's for-profit subsidiary, the National Trust Community Investment Corporation invests equity into historic rehabilitation projects that qualify for federal historic tax credits and in some cases, state historic tax credits and New Markets Tax Credits.

- ✓ *The National Trust Small Deal Fund* invests in historic tax credit projects that generate between \$200,000 and \$650,000 in historic tax credit equity.
- ✓ *The National Trust Community Investment Fund* invests in historic tax credit projects that generate at least \$650,000 in federal/state historic tax credit equity.

Site Conditions

Glendale United Methodist Church parcels

The topography, soils and extensive wetlands in this area have had a significant impact limiting development of real estate along the Lawson's Fork and in the mill village of Glendale. The Glendale United Methodist Church is set on a high point in Glendale with the surrounding area to the south and east sloping dramatically towards the Lawson's Fork. The full six-acre Glendale UMC site is terraced and offers an exceptional change in elevation towards the north.

At the southern edge of the UMC site, the property is bordered by extensive mill village homes and the Glendale Fire Station lies on the western edge of the property. As noted above, there is a dramatic change in elevation to the northeast and southeast which may offer some opportunities. For instance, structures placed on the lower portion of the site could be taller (or as tall) as surrounding structures without obstructing the sun or views and seemingly overwhelming out of scale.

The scope of this study did not include geographical testing or analysis. However, according to developer Pat Cecil of Polaris Construction (who has worked on redevelopment of the nearby Glendale Mill Site) the blue granite bedrock will affect any potential redevelopment strategies that require extensive structural work.

Utilities, Infrastructure & Stormwater

The existing utility uses in the Glendale area include relatively low demand services (electricity, water, sewer and natural gas) and most of the existing infrastructure is older but in good operating condition. Redevelopment of the Glendale Mill site – particularly if the plan includes a large number of new housing units – will create the need for new services. The financial analysis for the adaptive reuse of the Glendale UMC did not assume the cost of upgrading and expanding services as a component of redevelopment since it is not expected that the project will necessitate extensive new housing.

Stormwater runoff is a significant concern in the area especially since Glendale is a low-point discharge for the Spartanburg Water System & Sanitary Sewer District. Because all the runoff currently flows into the Lawsons Fork (contributing to poor water quality) any significant redevelopment project may require new stormwater ponds to filter runoff before it enters the creek.



Aerial Photograph

**GLENDALE COMMUNITY
OUTDOOR LEARNING CENTER AND**
Spartanburg County, South Carolina



LEADERSHIP SCHOOL

7 February 2006

Strategic Actions: Glendale UMC

How an 'athletes-in-residence' program might promote community-wide revitalization

When religious congregations are forced to close, both for-profit and not-for-profit developers often see opportunities in former churches and the adjoining structures. Steeped in history and culture, the Glendale United Methodist Church site may offer one of the best opportunities for adaptive reuse in Spartanburg County. The six-acre site located in the heart of a once thriving mill village has the potential – particularly when combined with redevelopment of the much larger Glendale Mill – to spark a community-wide revitalization which could include a balanced mix of potential uses from housing choices to employment and retail opportunities.

In its community meetings and subsequent informational sessions, the Glendale UMC Property Study Committee strongly proposed an adaptive reuse plan that would satisfy its three primary goals of:

- ✓ Enhancing Economic Vitality
- ✓ Improving Quality of Life and Encouraging Active Living
- ✓ Restoring & Improving Natural and Environmental Qualities

The adaptive reuse strategy that best encompasses these goals would create a distinctive destination point in Glendale, building on the fabric of the community while incorporating new amenities and future opportunities for the UMC. The major elements of the plan are:

(1) Development of an “athletes-in-residence” program to include

- ✓ Adaptive reuse of the Glendale United Methodist Church sanctuary into a Outdoor Training Center
- ✓ Adaptive reuse of the Fellowship Hall to become a Outdoor Learning Center
- ✓ Addition of gravel, public parking
- ✓ Renovation of adjoining housing into living facilities for resident athletes (who double as Outdoor Training Center managers and site caretakers)
- ✓ *Please see Page 23 for more discussion about this program.*

(2) Development of an Intense Fitness Training Park complete with trails, fitness stations and site improvements including park structures and/or rock climbing walls

(3) Development of small Neighborhood Fitness Course Park with climbable public art and site furniture designed to promote interaction with Glendale community residents

(4) Development of corridor connections to neighboring Glendale Mill via natural (i.e. trail) connections and on-street improvements



Schematic Site Diagram

**GLENDALE COMMUNITY
OUTDOOR LEARNING CENTER AND**
Spartanburg County, South Carolina



LEADERSHIP SCHOOL

7 February 2006

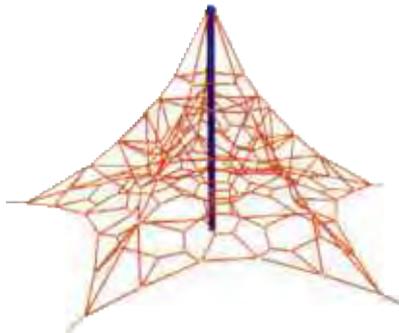
This plan illustrates the conversion of a six (6) acre area with an estimated value that is largely undetermined by the most recent Spartanburg County tax valuation. (According to 2006 Spartanburg County Assessors Records, the land use types include Religious Activities; Funeral, Cemetery Services and Undeveloped Land with the site's lone single-family housing site appraised at \$27,000 (land and building) in Tax Year 2006.)

Initially, Palmetto Conservation Foundation recommends potential active living improvements to the property between Church Street and Wheeling Circle. This **Pocket Park** is highly visible and accessible to the entire community and could include:

- ✓ 10 Station Fitness Course to serve the community - typical stretching and balance exercises to generate enthusiasm in the community for fitness and health.

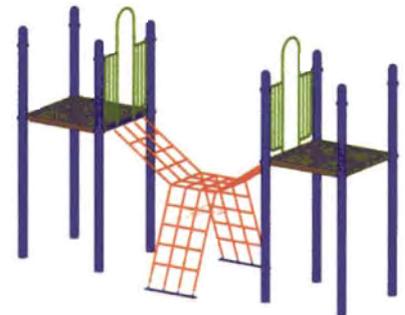


- ✓ Webscape (intermingled webs of fun rope climbing adventure)



Aquarius

- Our largest single, pentagon-shaped Webscapes event
 - Offers kids five fun sides of rope climbing adventure
- Height: 18' 8" (5.7m) | Diameter: 45' 3" (13.8m)*



The Little Dipper Webscapes Connection Bridge/Climber

- Attach our many Webscapes configurations to your playsystem decks
 - Adds intrigue, appeal, and absolutely more fun
- Min. Width: 5' 7" (1.7m) | Max. Deck Height: 6' Deck to Deck Distance: 8'*

- ✓ Creative and inspiring play equipment, particularly which inspires children to more active play



For the **Intense Fitness Training Park**, the Glendale UMC Property Study Committee envisions a course connected with trails. The course would include specialized stations that focus on stimulating certain muscle groups required for the activities the center is promoting, i.e. rock climbing, kayaking, etc.



Special work out stations such as this one could focus on stretching and lifting exercises in an outdoor environment.

A rock tower could become another installation.



In addition, developers may seek to add stationary land benches that simulate actual water movements to further training techniques without accessing the water while other training exercises we may choose to accommodate might include zip lines. The Glendale UMC Property Study Committee recommends that the site be developed in a creative manner that encourages active living to a broad spectrum of the community.



Budget figures for development of this aspect vary greatly. The rock climbing tower is a \$40,000 item while smaller improvements such as zip lines, etc. would be more in the \$10,000 range. Developers could easily spend \$150,000 adding five fitness stations and short trails, clearing underbrush, etc.

Costs for additional site improvements also vary:

HOUSING

- ✓ Addition of two bedrooms and bath: \$25,000
- ✓ Renovations to existing house (wiring, plumbing etc): \$50,000
- ✓ Furnishings: \$20,000

TRAINING CENTER

- ✓ Renovations to existing sanctuary building to convert into a rock climbing wall could run upwards of \$200,000

LEARNING CENTER

- ✓ Renovations to existing Fellowship Building to create a classroom setting and stock the Center with books, periodicals, and other educational items could run upwards of \$80,000

PARKING

- ✓ Gravel parking area and landscape improvements to site could be \$75,000

POCKET PARK

- ✓ A budget figure for development of the Pocket Park would be \$30,000. This would include installation of a play structure and play surface as well as minor site improvements such as grassing and trees.

In addition, future development should include development of connecting corridors to the mill.



Aerial Photograph



GLENDALE COMMUNITY
OUTDOOR LEARNING CENTER AND LEADERSHIP SCHOOL
Spartanburg County, South Carolina

7 February 2006

About the 'Athletes-in-Residence' Program

An "athletes-in-residence" approach for the Glendale Community Outdoor Learning Center and Leadership School would be intended to support the residency of elite athletes who practice outdoor sports (i.e. bicycling, paddling, rock climbing, trail running). The Glendale community is well-situated to host athletes who focus on these sports. The temperate climate of the Piedmont, many excellent water bodies and paddling streams, good roads for cycling and access to some of the best rock climbing areas in the eastern United States mean Spartanburg is centrally located to some of the premier outdoor activities in the country.

Program Aim

The Glendale Community Outdoor Learning Center & Leadership School offers an excellent opportunity to support the residency of an elite athlete in a manner that could be mutually beneficial to the Glendale UMC and the athlete. First, the residency of an athlete could foster active lifestyles in the community by serving as caretaker and manager of the Outdoor Learning Center & Leadership School. Like an "artist-in-residence," the resident athlete would be expected to work in an interactive way with the surroundings, and should contribute recognizably to the life and work of the community by encouraging interaction with local youth and managing the outdoor amenities developed on the Glendale UMC site. This interaction would be in the form of school site visits and community educational sessions.

The arrangement would be beneficial to the athlete because he/she would receive free housing and be encouraged to work a flexible schedule in pursuit of athletic excellence. The arrangement would be expected to be in place for at least six months but possibly up to two years. Applications for interested athletes should come jointly signed by elite training coaches, sponsors or team managers.

Eligible Fields

Athletes currently ranked at "elite" levels in the following sports may be included: Running, Bicycling, Paddling, Rock Climbing/Mountaineering. Other athletes may be included as necessary.

Duration

A typical residency might be for a full year (12 months) based on the athlete being present for at least two days per week. Residencies of a shorter duration, perhaps with the athlete present for a higher number of days per week, would also be considered.

Eligible Costs

Grant funding or income generated by operation of the Outdoor Learning Center and Leadership School would go into **stipends** for the resident athletes, plus up to \$4,000 for **costs** associated with the athlete's activity, e.g. consumables or materials. The maximum total cost could be expected to be in the range of \$24,000 overall for a typical residency. The Glendale Outdoor Leadership School would need to generate approximately \$50,000 in net operating income on an annual basis to cover the associated costs for having two athletes on site.

Applicants that can demonstrate existing sponsorship funding will be given priority

Ineligible Costs

Equipment (including e.g. bicycles, outdoor sports gear, computers, etc) are not included

Application Procedure

The initial application should be made by the team or elite athlete coach acting in full consultation with the athlete. In the first instance, a joint letter including signatures of both the host and the athlete should be sent to the Glendale UMC. This letter should describe the proposed program for the residency, the timing of the collaboration between the athlete and Glendale and details of proposed outcomes (e.g. active living events, school site visits or publications). The anticipated benefits of the residency for both parties should also be stated. **There are no closing dates for such preliminary letters.**

GOALS OF THE 'ATHLETES-IN-RESIDENCE' PROGRAM

- To develop new insights and understanding of how role models may promote active living in certain communities
- To enhance the role of Glendale United Methodist Church as a center for the community
- ✓ To initiate internal and public discourse about the relationships among active living, public health and community development
- To elucidate, by example, the role that athletes can play in modern society

Implementation & Next Steps

How do we get Glendale moving?

Glendale residents and local community leaders have demonstrated a strong commitment to adaptive reuse of the Glendale United Methodist Church site through their participation in this planning process.

However, it is important to understand that the church was discontinued in June 2005 and the South Carolina Conference of the United Methodist Church (the UM governing body in South Carolina) conveyed the Glendale property to Ben Avon United Methodist, which is responsible for determining the future of the property. Without support from Ben Avon and the South Carolina Conference of the UMC, this process cannot even begin and it can be anticipated that both Ben Avon and the South Carolina Conference of the UMC expect to cover certain financial obligations.



Fellowship Hall

It is also important to understand that implementation will rely on certain market forces – an effective marketing campaign for the “athletes-in-residence” program, Outdoor Learning Center and Leadership School; location issues – to attract at least some private sector development interest. The primary purpose of this plan is to act as a catalyst for this new investment.

To accomplish this ambitious goal, the project will need community support, both financially and politically. As redevelopment begins, the County (and even possibly the City of Spartanburg) will need to encourage infrastructure improvements that promote active living (i.e. bicycle lanes, transit options) and demonstrate that this development will increase the property value and tax base to justify public investment. Any project proposed as result of this plan will be required to pass all standard county review and construction approval processes. The County may also consider implementation of certain land use controls, such as a zoning overlay district, to guide the community-wide redevelopment process and assure compliance with the original intent of the plan.

Next Steps

The development proposed in this plan will most likely be accomplished over a period of time and occurring in phases. However, the most logical implementation plan will almost certainly begin with the establishment of a true **public-private partnership** to move forward. This partnership – perhaps a state-sponsored community development corporation or even a program associated with another local non-profit – will need to move ahead with the initial fundraising phase of the process as soon as possible to capitalize on current interest in the site.

The Glendale UMC Property Study Committee

This committee was assembled to guide development of this plan and represents a coalition of organizations and stakeholders in Glendale. Following completion of this planning document, the Glendale UMC Property Study Committee should remain intact and active to serve as a mechanism for keeping together the multiple organizations with strong interests and ties to Glendale. It will also allow for sharing of information among various participants, all of whom maintain the common vision for Glendale and the implementation of this plan.

Membership on the Glendale UMC Property Study Committee should remain open to represent community members, neighborhoods, local merchants and property owner associations both in the Glendale vicinity and in the general area. In addition to organizational representatives, the Property Study Committee should also continue to solicit the input of local governments and interested investors.

The future role of the Property Study Committee should be outlined by an executive committee. Generally, such a committee would exist to oversee the implementation of the plan and would maintain an advocacy role on behalf of the adaptive reuse project. In the event that the Committee should choose to roll itself into a separate non-profit or community development corporation, an Executive Committee should remain to recommend amendments to this strategy as may be needed in the future.

Strategies Requiring Immediate Action (within six months)

- ✓ Outline a Memorandum of Understanding with Ben Avon United Methodist Church to ensure the planned redevelopment strategy is consistent with planned use and long-term goals of the South Carolina Conference of the UMC
- ✓ Encourage the executive committee of the Glendale UMC Property Study Committee to actively begin fundraising for the Outdoor Learning Center and Leadership School
- ✓ Determine the feasibility of donating or selling the church (with restrictive covenants) to a for-profit development agency that may have the capacity to generate private investments as well as take advantage of significant historic rehabilitation tax incentives

Strategies to be Implemented in Years 2007-2011

- ✓ Coordinate potential streetscape improvements and other community-wide improvements with other local planning bodies and/or efforts
- ✓ Improve site-specific schematics and planning documents
- ✓ Acquire adjoining sites that may be needed for projected building footprints

Appendix

US Census Data

DP-1: Profile of General Demographic Characteristics: 2000

DP-3: Profile of Selected Economic Characteristics: 2000

DP-4: Profile of Selected Housing Characteristics: 2000

DP-1: Profile of General Demographic Characteristics: 2000

Data Set: Census 2000 Summary File 4 (SF 4) - Sample Data

Geographic Area: Census Tract 221, Spartanburg County, South Carolina

Universe: Total population

NOTE: Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, definitions, and count corrections see <http://factfinder.census.gov/home/en/datanotes/expsf4.htm>.

Subject	Number	Percent
Total population	5,321	100.0
SEX AND AGE		
Male	2,590	48.7
Female	2,731	51.3
Under 5 years	391	7.3
5 to 9 years	386	7.3
10 to 14 years	353	6.6
15 to 19 years	279	5.2
20 to 24 years	250	4.7
25 to 34 years	666	12.5
35 to 44 years	866	16.3
45 to 54 years	842	15.8
55 to 59 years	277	5.2
60 to 64 years	232	4.4
65 to 74 years	487	9.2
75 to 84 years	190	3.6
85 years and over	102	1.9
Median age (years)	39.1	(X)
18 years and over	4,014	75.4
Male	1,905	35.8
Female	2,109	39.6
21 years and over	3,850	72.4
62 years and over	904	17.0
65 years and over	779	14.6
Male	337	6.3
Female	442	8.3
RELATIONSHIP		
Population	5,321	100.0
In households	5,289	99.4
Householder	2,211	41.6
Spouse	1,190	22.4
Child	1,512	28.4
Own child under 18 years	1,259	23.7
Other relatives	203	3.8
Under 18 years	48	0.9
Nonrelatives	173	3.3
Unmarried partner	57	1.1
In group quarters	32	0.6
Institutionalized population	0	0.0
Noninstitutionalized population	32	0.6
HOUSEHOLDS BY TYPE		
Households	2,211	100.0
Family households (families)	1,498	67.8
With own children under 18 years	673	30.4
Married-couple family	1,236	55.9
With own children under 18 years	572	25.9
Female householder, no husband present	217	9.8
With own children under 18 years	80	3.6
Nonfamily households	713	32.2
Householder living alone	620	28.0
Householder 65 years and over	232	10.5

ENVISION GLENDALE... TOGETHER

Subject	Number	Percent
Households with individuals under 18 years	697	31.5
Households with individuals 65 years and over	747	33.8
Average household size	2.39	(X)
Average family size	2.94	(X)
HOUSING TENURE		
Occupied housing units	2,204	100.0
Owner-occupied housing units	1,581	71.7
Renter-occupied housing units	623	28.3
Average household size of owner-occupied unit	2.61	(X)
Average household size of renter-occupied unit	1.86	(X)

(X) Not applicable.

When an ancestry group is selected, the data in this table refer to the ancestry of the person or householder.

Source: U.S. Census Bureau, Census 2000 Summary File 4, Matrices PCT1, PCT3, PCT4, PCT8, PCT9, PCT10, PCT11, PCT12, PCT14, PCT15, PCT23, PCT26, HCT2, and HCT7.

DP-3: Profile of Selected Economic Characteristics: 2000

Data Set: Census 2000 Summary File 4 (SF 4) - Sample Data

Geographic Area: Census Tract 221, Spartanburg County, South Carolina

Universe: Total population

NOTE: Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, definitions, and count corrections see <http://factfinder.census.gov/home/en/datanotes/expsf4.htm>.

Subject	Number	Percent
EMPLOYMENT STATUS		
Population 16 years and over	4,060	100.0
In labor force	2,886	71.1
Civilian labor force	2,886	71.1
Employed	2,796	68.9
Unemployed	90	2.2
Percent of civilian labor force	3.1	(X)
Armed Forces	0	0.0
Not in labor force	1,174	28.9
Females 16 years and over	2,135	100.0
In labor force	1,357	63.6
Civilian labor force	1,357	63.6
Employed	1,291	60.5
Own children under 6 years	424	100.0
All parents in family in labor force	326	76.9
COMMUTING TO WORK		
Workers 16 years and over	2,710	100.0
Car, truck, or van -- drove alone	2,313	85.4
Car, truck, or van -- carpooled	274	10.1
Public transportation (including taxicab)	0	0.0
Walked	16	0.6
Other means	22	0.8
Worked at home	85	3.1
Mean travel time to work (minutes)	21.0	(X)
Employed civilian population 16 years and over	2,796	100.0
OCCUPATION		
Management, professional, and related occupations	1,207	43.2
Service occupations	313	11.2
Sales and office occupations	651	23.3
Farming, fishing, and forestry occupations	0	0.0
Construction, extraction, and maintenance occupations	243	8.7
Production, transportation, and material moving occupations	382	13.7
INDUSTRY		

ENVISION GLENDALE... TOGETHER

Subject	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	10	0.4
Construction	175	6.3
Manufacturing	496	17.7
Wholesale trade	142	5.1
Retail trade	316	11.3
Transportation and warehousing, and utilities	64	2.3
Information	76	2.7
Finance, insurance, real estate, and rental and leasing	206	7.4
Professional, scientific, management, administrative, and waste management services	247	8.8
Educational, health and social services	579	20.7
Arts, entertainment, recreation, accommodation and food services	295	10.6
Other services (except public administration)	111	4.0
Public administration	79	2.8
CLASS OF WORKER		
Private wage and salary workers	2,233	79.9
Government workers	388	13.9
Self-employed workers in own not incorporated business	175	6.3
Unpaid family workers	0	0.0
INCOME IN 1999		
Households	2,211	100.0
Less than \$10,000	196	8.9
\$10,000 to \$14,999	180	8.1
\$15,000 to \$24,999	223	10.1
\$25,000 to \$34,999	238	10.8
\$35,000 to \$49,999	313	14.2
\$50,000 to \$74,999	439	19.9
\$75,000 to \$99,999	273	12.3
\$100,000 to \$149,999	212	9.6
\$150,000 to \$199,999	74	3.3
\$200,000 or more	63	2.8
Median household income (dollars)	46,788	(X)
With earnings	1,796	81.2
Mean earnings (dollars)	64,538	(X)
With Social Security income	595	26.9
Mean Social Security income (dollars)	11,199	(X)
With Supplemental Security Income	56	2.5
Mean Supplemental Security Income (dollars)	5,638	(X)
With public assistance income	24	1.1
Mean public assistance income (dollars)	9,954	(X)
With retirement income	268	12.1
Mean retirement income (dollars)	14,615	(X)
Families	1,498	100.0
Less than \$10,000	62	4.1
\$10,000 to \$14,999	63	4.2
\$15,000 to \$24,999	114	7.6
\$25,000 to \$34,999	154	10.3
\$35,000 to \$49,999	201	13.4
\$50,000 to \$74,999	349	23.3
\$75,000 to \$99,999	243	16.2
\$100,000 to \$149,999	184	12.3
\$150,000 to \$199,999	65	4.3
\$200,000 or more	63	4.2
Median family income (dollars)	60,217	(X)
Per capita income (dollars)	26,103	(X)
Median earnings (dollars):		
Male full-time, year-round workers	41,625	(X)
Female full-time, year-round workers	31,588	(X)
POVERTY STATUS IN 1999 (below poverty level)		
Families	80	(X)
Percent below poverty level	(X)	5.3
With related children under 18 years	38	(X)
Percent below poverty level	(X)	5.5

ENVISION GLENDALE... TOGETHER

Subject	Number	Percent
With related children under 5 years	0	(X)
Percent below poverty level	(X)	0.0
Families with female householder, no husband present	44	(X)
Percent below poverty level	(X)	20.3
With related children under 18 years	33	(X)
Percent below poverty level	(X)	35.1
With related children under 5 years	0	(X)
Percent below poverty level	(X)	0.0
Individuals	386	(X)
Percent below poverty level	(X)	7.3
18 years and over	301	(X)
Percent below poverty level	(X)	7.5
65 years and over	100	(X)
Percent below poverty level	(X)	12.8
Related children under 18 years	85	(X)
Percent below poverty level	(X)	6.5
Related children 5 to 17 years	85	(X)
Percent below poverty level	(X)	9.3
Unrelated individuals 15 years and over	166	(X)
Percent below poverty level	(X)	18.1

(X) Not applicable.

Detailed Occupation Code List (PDF 42KB)

Detailed Industry Code List (PDF 44KB)

User note on employment status data (PDF 63KB)

Source: U.S. Census Bureau, Census 2000 Summary File 4, Matrices PCT55, PCT57, PCT58, PCT79, PCT81, PCT85, PCT86, PCT87, PCT88, PCT89, PCT94, PCT98, PCT99, PCT100, PCT101, PCT103, PCT107, PCT108, PCT109, PCT110, PCT112, PCT113, PCT130, PCT139, PCT142, PCT150, PCT151, and PCT157.

DP-4: Profile of Selected Housing Characteristics: 2000

Data Set: Census 2000 Summary File 4 (SF 4) - Sample Data

Geographic Area: Census Tract 221, Spartanburg County, South Carolina

Universe: Total population

NOTE: Data based on a sample. For information on confidentiality protection, sampling error, nonsampling error, definitions, and count corrections see <http://factfinder.census.gov/home/en/datanotes/expsf4.htm>.

Subject	Number	Percent
Occupied Housing Units	2,204	100.0
UNITS IN STRUCTURE		
1-unit, detached	1,550	70.3
1-unit, attached	171	7.8
2 units	76	3.4
3 or 4 units	18	0.8
5 to 9 units	52	2.4
10 to 19 units	46	2.1
20 or more units	211	9.6
Mobile home	80	3.6
Boat, RV, van, etc.	0	0.0
YEAR STRUCTURE BUILT		
1999 to March 2000	72	3.3
1995 to 1998	127	5.8
1990 to 1994	183	8.3
1980 to 1989	417	18.9
1970 to 1979	613	27.8
1960 to 1969	386	17.5
1940 to 1959	296	13.4
1939 or earlier	110	5.0
ROOMS		
1 room	0	0.0
2 rooms	89	4.0
3 rooms	124	5.6
4 rooms	369	16.7
5 rooms	442	20.1

ENVISION GLENDALE... TOGETHER

Subject	Number	Percent
6 rooms	342	15.5
7 rooms	221	10.0
8 rooms	278	12.6
9 or more rooms	339	15.4
Median (rooms)	5.7	(X)
YEAR HOUSEHOLDER MOVED INTO UNIT		
1999 to March 2000	557	25.3
1995 to 1998	480	21.8
1990 to 1994	309	14.0
1980 to 1989	335	15.2
1970 to 1979	218	9.9
1969 or earlier	305	13.8
VEHICLES AVAILABLE		
None	133	6.0
1	714	32.4
2	971	44.1
3 or more	386	17.5
HOUSE HEATING FUEL		
Utility gas	695	31.5
Bottled, tank, or LP gas	142	6.4
Electricity	1,116	50.6
Fuel oil, kerosene, etc.	216	9.8
Coal or coke	0	0.0
Wood	35	1.6
Solar energy	0	0.0
Other fuel	0	0.0
No fuel used	0	0.0
SELECTED CHARACTERISTICS		
Lacking complete plumbing facilities	10	0.5
Lacking complete kitchen facilities	19	0.9
No telephone service	10	0.5
OCCUPANTS PER ROOM		
Occupied housing units	2,204	100.0
1.00 or less	2,171	98.5
1.01 to 1.50	33	1.5
1.51 or more	0	0.0
Specified owner-occupied units	1,430	100.0
VALUE		
Less than \$50,000	193	13.5
\$50,000 to \$99,999	383	26.8
\$100,000 to \$149,999	222	15.5
\$150,000 to \$199,999	266	18.6
\$200,000 to \$299,999	270	18.9
\$300,000 to \$499,999	67	4.7
\$500,000 to \$999,999	14	1.0
\$1,000,000 or more	15	1.0
Median (dollars)	133,700	(X)
MORTGAGE STATUS AND SELECTED MONTHLY OWNER COSTS		
With a mortgage	945	66.1
Less than \$300	0	0.0
\$300 to \$499	78	5.5
\$500 to \$699	130	9.1
\$700 to \$999	212	14.8
\$1,000 to \$1,499	228	15.9
\$1,500 to \$1,999	173	12.1
\$2,000 or more	124	8.7
Median (dollars)	1,100	(X)
Not mortgaged	485	33.9
Median (dollars)	251	(X)
SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME IN 1999		

ENVISION GLENDALE... TOGETHER

Subject	Number	Percent
Less than 15 percent	652	45.6
15 to 19 percent	182	12.7
20 to 24 percent	227	15.9
25 to 29 percent	138	9.7
30 to 34 percent	64	4.5
35 percent or more	141	9.9
Not computed	26	1.8
Specified renter-occupied units	623	100.0
GROSS RENT		
Less than \$200	10	1.6
\$200 to \$299	16	2.6
\$300 to \$499	235	37.7
\$500 to \$749	257	41.3
\$750 to \$999	44	7.1
\$1,000 to \$1,499	0	0.0
\$1,500 or more	7	1.1
No cash rent	54	8.7
Median (dollars)	513	(X)
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME IN 1999		
Less than 15 percent	151	24.2
15 to 19 percent	89	14.3
20 to 24 percent	90	14.4
25 to 29 percent	23	3.7
30 to 34 percent	58	9.3
35 percent or more	149	23.9
Not computed	63	10.1

(X) Not applicable.

Source: U.S. Census Bureau, Census 2000 Summary File 4, Matrices HCT2, HCT11, HCT14, HCT15, HCT17, HCT21, HCT24, HCT29, HCT31, HCT32, HCT41, HCT43, HCT51, HCT52, HCT59, HCT64, HCT66, HCT75, HCT76, and HCT79.

