

# GREENVILLE WEST SIDE

## COMPREHENSIVE PLAN



February 19, 2014

**City of Greenville, South Carolina**



### Chapter 1: Executive Summary and Implementation Strategy



NAME Angie

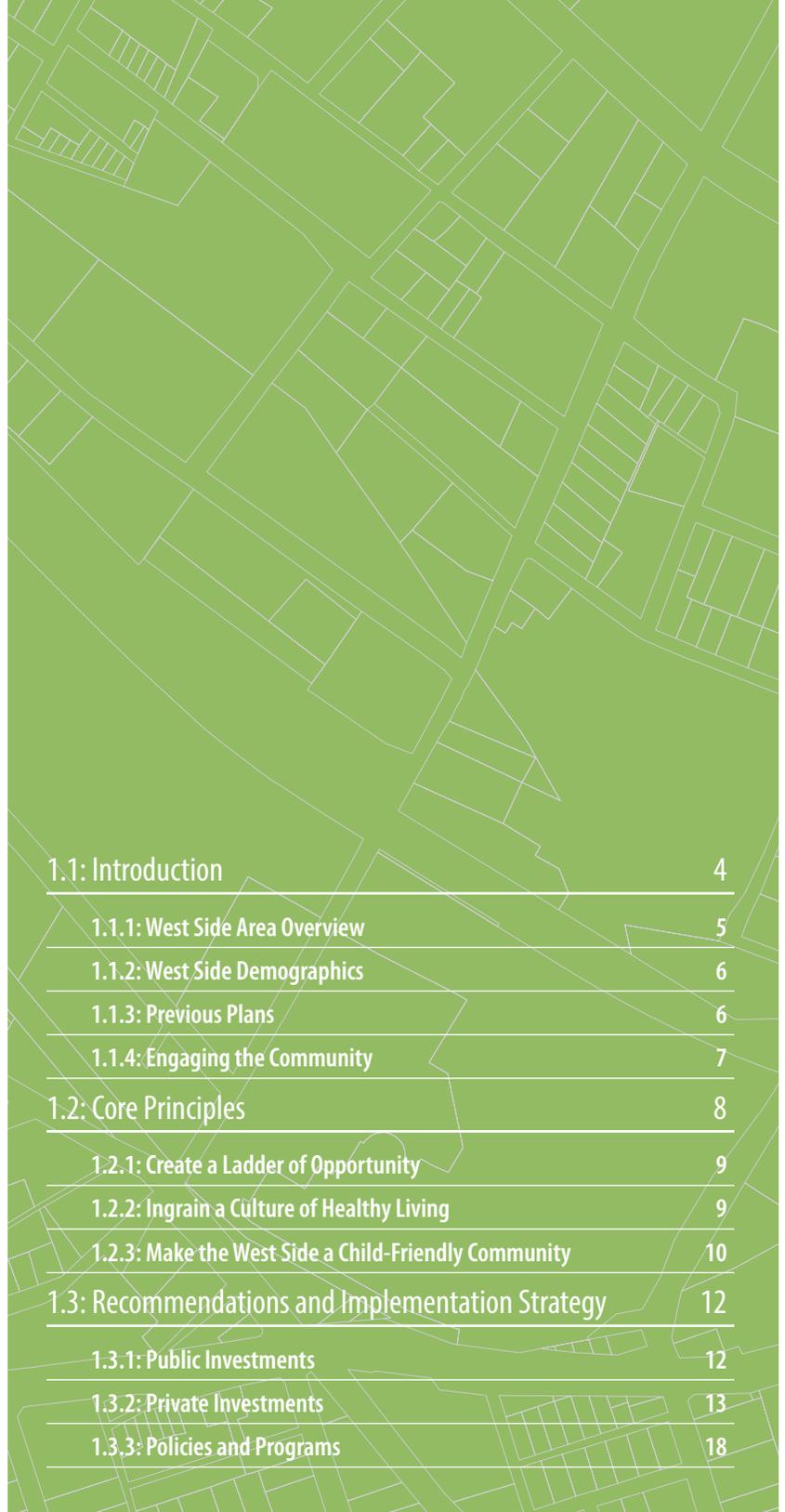
MY FAVORITE PLACES:  
Center

PLACES I DON'T

MY NEIGHBORHOOD  
Crazy

MY DREAM FOR  
Baby Swing

Quartet



|  |    |
|--|----|
| 1.1: Introduction                                    | 4  |
| 1.1.1: West Side Area Overview                       | 5  |
| 1.1.2: West Side Demographics                        | 6  |
| 1.1.3: Previous Plans                                | 6  |
| 1.1.4: Engaging the Community                        | 7  |
| 1.2: Core Principles                                 | 8  |
| 1.2.1: Create a Ladder of Opportunity                | 9  |
| 1.2.2: Ingrain a Culture of Healthy Living           | 9  |
| 1.2.3: Make the West Side a Child-Friendly Community | 10 |
| 1.3: Recommendations and Implementation Strategy     | 12 |
| 1.3.1: Public Investments                            | 12 |
| 1.3.2: Private Investments                           | 13 |
| 1.3.3: Policies and Programs                         | 18 |

# Executive Summary and Implementation Strategy

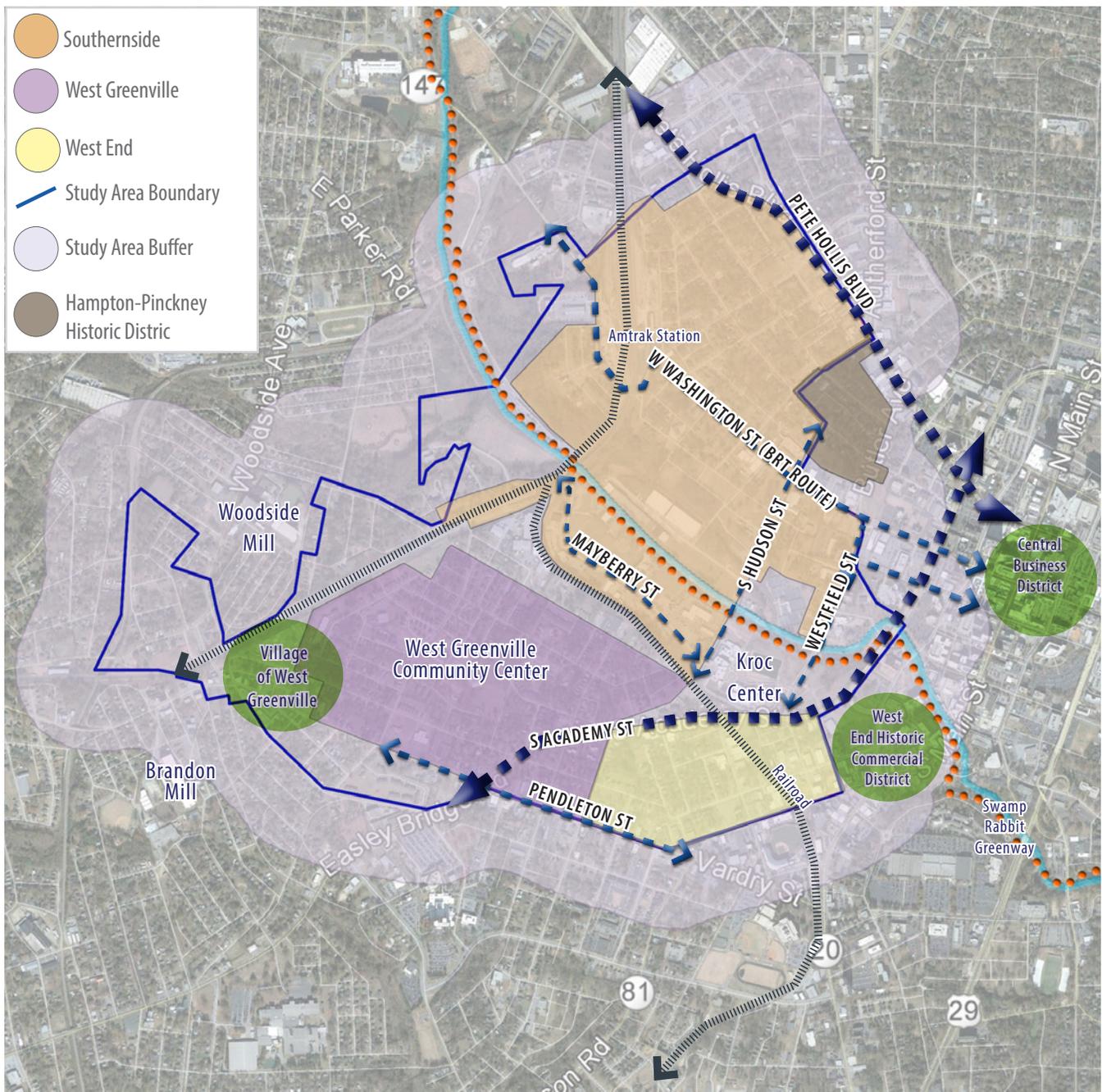


## 1.1: Introduction

*Connections for Sustainability: Linking Greenville's Neighborhoods to Jobs and Open Space* is a City of Greenville project, in partnership with United States Department of Housing Urban Development and United States Department of Transportation, that aims to establish connections between affordable housing, transportation options, economic development opportunities, and open space. In the fall of 2010, the City was

awarded \$1.8 million in grant funding to support a three-year planning effort. As part of the initial phase of the project, three major studies were completed: A city-wide housing strategy; a feasibility analysis of a bus rapid transit system and transit-oriented economic development; and a plan for a potential city park on the West Side of the City of Greenville.

The *Greenville West Side Comprehensive Plan* is the next phase in the *Connections for*



West Side Project Area

*Sustainability* project. This comprehensive plan unifies components of previous studies and provides policy, development and infrastructure recommendations for the West Side based on a robust public engagement process.

### 1.1.1: West Side Area Overview

For the purposes of this plan, the neighborhoods examined within the plan's study area are collectively referred to as the "West Side." The West Side is generally bounded by Pete Hollis Boulevard to the north, Pendleton Street to the south, the Greenville city limits to the west, and the West End and Central Business District to the east.

The West Side study area includes three defined city neighborhoods: Southernside, West Greenville, and West End. This area also encompasses portions of Greenville's historic textile industrial area, including portions of the old mill villages of the Brandon and Woodside Mills. Today, the massive brick structures of Brandon Mill and Woodside Mill remain vacant and offer substantial opportunities for redevelopment.

**Southernside:** Southernside is a large mixed-use neighborhood, bisected by the West Washington Street Corridor, a north-south railroad line and the Reedy River. It is adjacent to the historic Hampton-Pinckney area, and includes a wide variety of housing types,



Woodside Mill

a diversity of socio-economic groups, and various commercial and industrial properties.

**West Greenville:** The West Greenville neighborhood is also a large mixed-use neighborhood. The residential neighborhood is adjacent to the old commercial district of West Greenville, now referred to as the Village of West Greenville, which historically served several of the surrounding mill villages.

**West End:** The West End neighborhood contains traditional single-family residential housing, as well as an old warehouse district. It is adjacent to the historic West End commercial district, which has experienced significant recent growth as an extension of downtown Greenville.

Recent key developments within the West Side include A.J. Whittenberg Elementary School, The Salvation Army Ray & Joan Kroc Corps Community Center, and a variety of high-quality residential projects. Additionally, the Swamp Rabbit Trail, a 17.5 mile regional greenway that follows the Reedy River, brings hundreds of bicyclists and pedestrians through the West Side every day.

Yet, while other areas in Greenville are experiencing a resurgence in economic growth, the West Side continues to struggle with many hardships. These difficulties include underutilized corridors, a high number of residential and commercial vacancies, and a disproportionate share of the region's economic distress. In spite of these challenges, the West Side appears to be on the verge of a renaissance, supported by its proximity to the City of Greenville's booming downtown, recent investments of local, state, and federal resources, the collaboration of neighborhood residents, and strong local leadership.



**West End Neighborhood:** Warehouse district



**West Greenville:** New infill housing



**Southernside:** New infill housing

### 1.1.2: West Side Demographics

---

Developing policies, strategies, and tools for comprehensive planning requires an understanding of the area's socio-economic dynamics. A few findings that informed the strategies in this plan are included below. Additional information is provided in Chapter 2 and the Appendix.

**The West Side population is aging:** Over the past decade, the younger population groups have declined, while the Empty Nester population (age 50 to 64) has grown by almost 50 percent.

**Educational attainment in the West Side is low:** only 14 percent of the population over the age of 25 hold an associate's degree or higher, compared to 45 percent in the City of Greenville as a whole.

**The West Side has some of the lowest median income areas in Greenville:** Median household income in West Side is half of that in the city as a whole. One out of six West Side households is considered low income, earning less than \$25,000 per year.

**The majority of people in the West Side rent their homes (68 percent):** Over the past two decades, the ratio of renter-occupied units has not changed in the West Side, suggesting a stable, but consistent low level of homeownership and investment in the area.

**Downtown Greenville has the highest concentration of jobs within the Greenville region:** West Side's proximity to downtown's businesses is an excellent asset for residents whose job qualifications match the diversity of occupational opportunities in the greater downtown area.

### 1.1.3: Previous Plans

---

Recommendations from previous plans related to the West Side were incorporated in this plan (§2.2-2.3), with special attention to the following three Connections for Sustainability plans:

**City-Wide Housing Strategy:** This plan supports several policy recommendations from the housing strategy. It also recognizes the rate at which additional housing units are predicted within the City of Greenville, as well as the type of housing units likely to be in demand as indicated in the housing strategy. Development recommendations in this plan support the Housing Strategy's goals of capturing a greater share of regional growth by capitalizing on, and strengthening, existing area amenities. Additionally, the infill housing typology and design guidelines were applied to specific sites in the West Side (Chapter 10).

**Bus Rapid Transit (BRT) and Transit-Oriented Economic Development (ToED) Feasibility Analysis:** This plan makes design and transit connection recommendations based on those recommendations in the BRT and ToED analysis study, especially in regards to the West Washington Street alignment (Chapter 7). This plan builds off those recommendations to complete the area's transit network, and, ultimately, to deliver more riders to the potential BRT route.

**City Park Plan:** This plan proposes transportation connections to the potential

City Park (Chapter 7) and a development strategy that would provide residential and commercial activity to support the park (Chapter 10).

### 1.1.4: Engaging the Community

Engaging the community is a key component of the West Side Comprehensive Plan. For this plan to be successful, it is critical that the planning process results in a community consensus of an achievable vision for the future of the West Side. It is also important that this be a community plan, with ownership for implementation by not only the civic entities and their institutional partners, but also the residents and businesses of the West Side.

Using a robust outreach approach and the efforts of many community partners, more than 5,000 households and businesses were contacted. More than 375 people were directly engaged in the West Side Comprehensive Plan planning process and contributed to the plan's recommendations.



**Youth Workshop:** Young people participate in a planning workshop

## Livability Principles

The following is an excerpt from HUD - DOT - EPA Partnership for Sustainable Communities:

### Provide more transportation choices.

Develop safe, reliable, and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.

### Promote equitable, affordable housing.

Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.

### Enhance economic competitiveness.

Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

### Support existing communities.

Target federal funding toward existing communities—through strategies like transit oriented, mixed-use development, and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.

### Coordinate and leverage federal policies and investment.

Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy

### Value communities and neighborhoods.

Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.



## 1.2: Core Principles

This plan is a complex document with recommendations to be implemented by a diverse group of community stakeholders over several decades. While the strategies proposed in this plan range from site-specific projects to wide-reaching policies and programs, three core principles underlie every recommendation:

- **Create a ladder of opportunity:** People of all backgrounds, ages, and income-levels should have opportunities to live and work in the West Side.
- **Ingrain a culture of healthy living:** Healthy meals and exercise should be a part of everyday life for West Side residents.
- **Make the West Side a child-friendly community:** Neighborhoods and transportation systems that work for children work for everyone.

These three principles embody the HUD-DOT-EPA Partnership for Sustainable Community's Livability Principles and make them specific to the vision developed for the West Side. They also provide memorable benchmarks that the community can employ by asking three questions of every future project:

- Does it create opportunities for all people to succeed?
- Does it contribute to a healthy lifestyle?
- Does it work for children?

The sections that follow provide a more detailed explanation of each of these three core principles and a specific example of how a recommendation fulfills it. Additionally, the implementation strategy (§1.3) identifies which core principle(s) guide each recommendation.

### 1.2.1: Create a Ladder of Opportunity

Community revitalization should be a force that benefits all residents. This means everyone can afford to live in decent housing, to feed their household, to invest in education and job training, and to become successful. It also means opportunities exist that assist individuals in creating, and climbing, their individualized ladders of financial success.

One example of using this core principle as a benchmark in the plan is the following:

*Form a community land trust (§9.4.1): This recommendation would set aside houses for affordable homeownership in perpetuity, allowing working-class households an opportunity to live within their means and also build equity for the future.*

backyards and parks, and lovingly cooked in Wednesday night church suppers. It also means residents can walk or bicycle safely to the store, park, work or school, so that they are burning calories and improving cardiovascular health while traveling from one place to another.

One example of using this core principle as a benchmark in the plan is the following:

*Expand mobile farmer's markets (§6.2.2): This recommendation would build off the recent success of mobile markets within West Greenville to increase resident access to affordable, fresh produce. Recommendations include focusing on high-traffic vehicular, bicycle and pedestrian routes and coordinating with gatherings and educational workshops.*

### 1.2.2: Ingrain a Culture of Healthy Living

The best way to make healthy eating and exercise a regular part of West Side residents' lives is to make them fit seamlessly into everyday life. This means being surrounded by fresh fruits and vegetables at the neighborhood market that are grown in





### 1.2.3: Make the West Side a Child-Friendly Community

Children are the most vulnerable segment of our society. So, when we develop our neighborhoods for children, we create environments that are supportive for people of all ages and abilities. Streets that allow our children to walk to school safely, also support our senior adults as they walk to the local store. A neighborhood that offers a variety of recreational and green space opportunities, promotes healthy living for children as well as adults. A community of supportive social networks and “eyes on the street” is a safe place for all.

During the planning process, senior community members who grew up in Southernside, West End, and West Greenville remembered a community from their childhood where children biked to school, played baseball in vacant lots, and roamed freely in the neighborhood. In contrast, many of the parents of young children living in today’s West Side expressed fear about allowing their children this level of independence.

The recommendations in this plan seek to recreate a West Side that is “child-friendly.” By doing so, the West Side becomes friendly for residents of all ages. One example of using this core principle as a benchmark in the plan is the follow:

*Implement South Academy Street Improvements (\$7.2.1): This recommendation, which includes improving intersections and enhancing sidewalks and bike lanes, would make Academy Street a safer part of the transportation network. If the sidewalks are wide and separated from vehicle traffic, and crosswalks are well-marked so that children can navigate the street, then users of any age can travel safely on and across Academy Street.*

## What Does a Child-Friendly Community Look Like?

### A Healthy Built Environment

---

- Neighborhoods are organized around community spaces with natural boundaries, allowing children to find their way around and develop spatial skills.
- Neighborhoods contain a variety of uses that stimulate cognitive development and a better understanding of the world.
- Neighborhoods are composed of small blocks that are easy to navigate, increases the number of shops, businesses, and people on the sidewalks, and builds a supportive community.

### Free range in community, as appropriate to age

---

- Streets and places are physically and perceived to be safe, supporting independence and self-assurance.
- Streets are peopled by familiar adults. Safety is increased when people know and look out for each other.
- Places to walk and bike freely on traffic-free and calm traffic routes provide everyday exercise opportunity.

### Places to interact with nature in variety of ways

---

- There are active and passive recreational areas, improving physical health and reducing obesity.
- Gardens and ecological projects help children learn about stewardship and nurturing behavior.
- Passive, wildlife areas provide opportunities to develop imagination, courage, and self-regulation through exploration and adventure.

### Places to interact with the community in variety of ways

---

- Human scale streets with homes over shops create “eyes on the street” and develop a sense of belonging in a community.
- Community squares, used by diverse social and ethnic groups, build essential social and conceptual skills, as well as values and responsible behavior towards the vulnerable, elderly, and handicapped by observing this behavior in public places.
- Supportive social networks support physical health.

Adapted from The Child-Friendly Communities Alliance : [www.childfriendlycommunities.org/description-program](http://www.childfriendlycommunities.org/description-program)

## 1.3: Recommendations and Implementation Strategy

The plan envisions a revitalized West Side as a loop of regional and neighborhood corridors bisected by the broad green spine of the floodplain. The Swamp Rabbit Trail would invigorate this spine as a connective tissue of urban farms, gardens, and parks book-ended by community institutions. Urban community hubs would dot the West Side corridor loop, serving, employing, and housing residents. The loop's interior would support safe and attractive residential neighborhoods anchored by vibrant community institutions.

Chapters 2 and 3 provide background analysis of the West Side and details about the planning process, respectively. Chapters 4 through 10 discuss recommendations, highlighted as specific “action items,” which are grouped by theme. Action items fall into one of three categories: public investments (§1.3.1), private investments (§1.3.2), or policies/programs (§1.3.3). Action items are catalogued in terms of potential responsible agencies, time line for implementation, and estimated required level of funding.



### 1.3.1: Public Investments

Chapters 7 and 8 of the plan contain recommendations related to public infrastructure improvements, including those related to transportation, public space, and utility service.

#### Transportation Improvements (Chapter 7)

A child-friendly community must provide options for everyone to navigate their neighborhoods safely, independently, and affordably. In the West Side, this means:

- Regional and neighborhood corridors, including Academy Street, Pendleton Street, West Washington Street, and Pete Hollis Boulevard retrofitted with wider sidewalks, bike lanes, and protected crossings with pedestrian refuge areas (§7.2.1-7.2.5)
- The development of a neighborhood street network that provides low-traffic alternatives for pedestrians and cyclists and programs that build a local cycling culture (§7.2.6, §7.3)
- Improved crossings over and under the railroad tracks that divide and isolate neighborhoods (§7.4)
- Increased availability and coverage of local transit routes to provide a low-cost alternative to car ownership for longer trips (§7.5)

#### Public Space & Infrastructure (Chapter 8)

The public investments recommended in Chapter 8 focus on improvements to the public realm related to recreational amenities, open space and protection of the natural environment, as well as providing adequate stormwater and sewer services. This focus on the West Side's green infrastructure would ensure responsible stewardship of the area's natural resources, so that they may be enjoyed by generations to come.

### 1.3.2: Private Investments

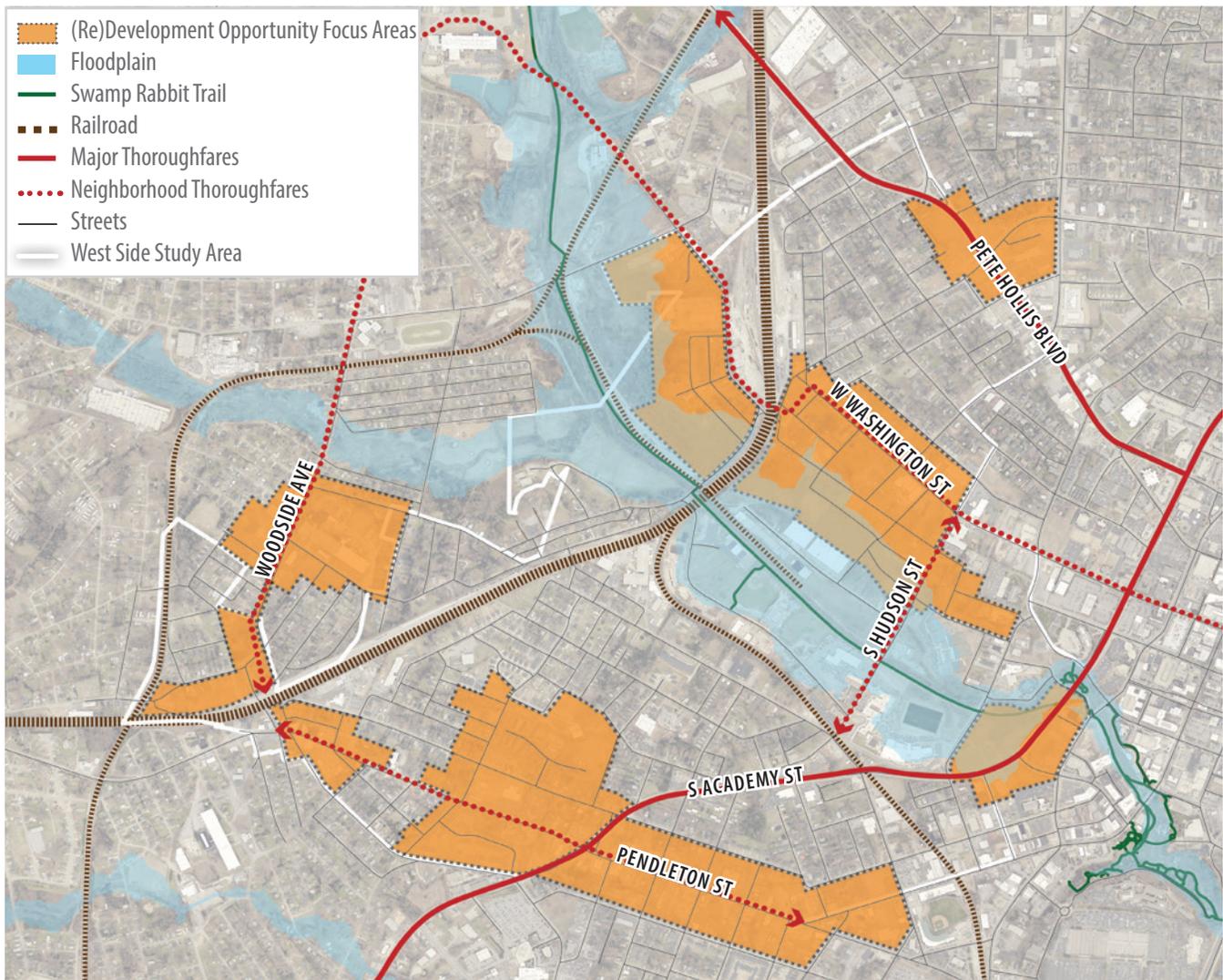
Chapter 10 of the plan develops site-specific design recommendations that logically follow the public investment recommendations.

#### Development Strategies (Chapter 10)

Given the size of the West Side and the scope of this plan, the strategy focuses on key development areas, rather than making recommendations for each individual property. These specific strategies include the major catalyst sites that are expected to drive development over the next several decades. Catalyst sites are generally large properties located along major corridors that are ripe for redevelopment.

The illustrative plans for specific sites show potential development opportunities, based on the type and amount of development that these properties may accommodate and in context of the rest of the recommendations of this plan. The development scenarios are not intended to prescribe specific development outcomes on privately-owned property.

Additionally, this plan is considered a long term plan — a vision for what the West Side may look like 30 or more years from now. The time frame for private development will depend on many factors, including the market's ability to absorb new growth.



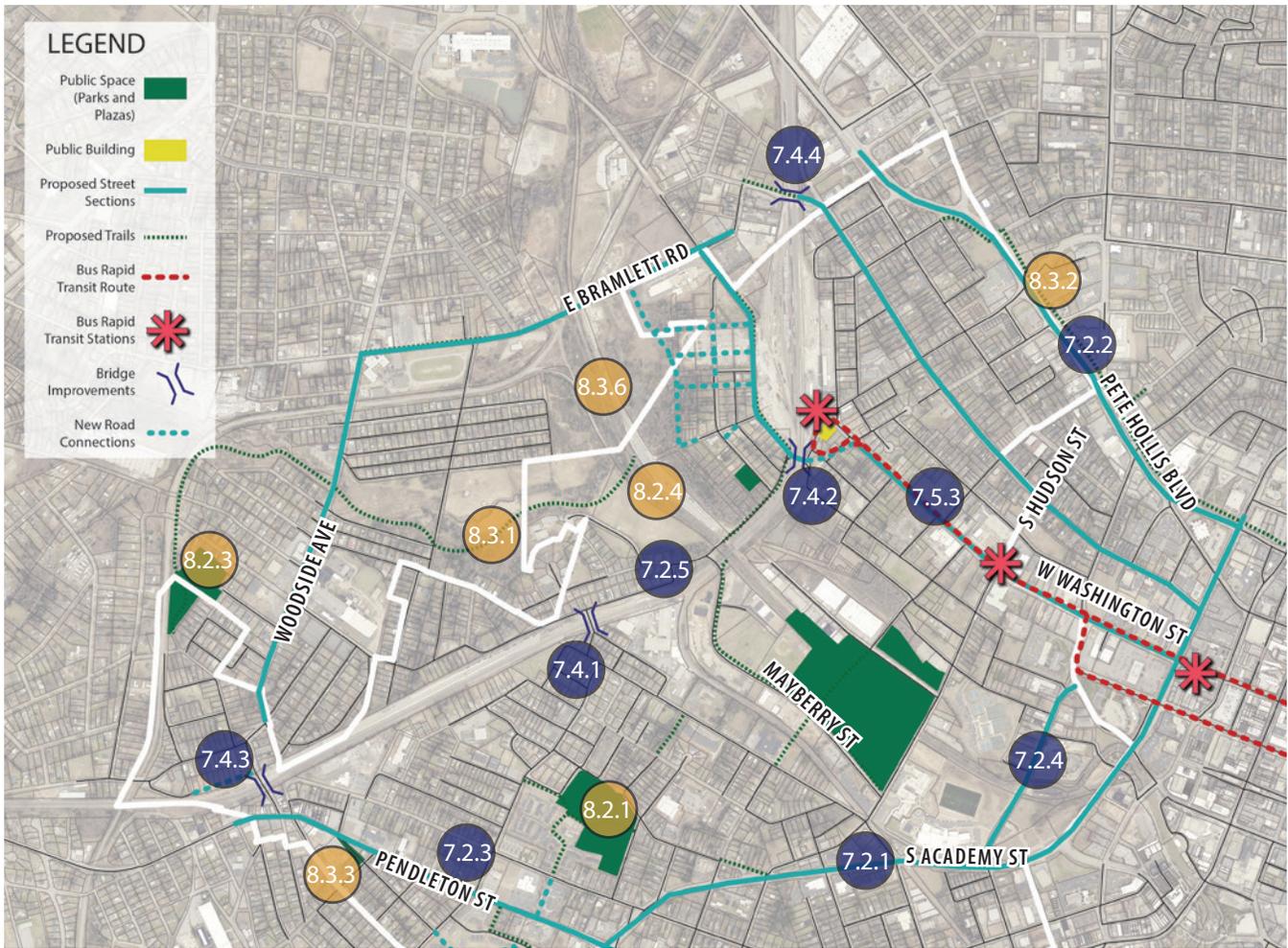
**Analysis of Major Development Opportunities:** This diagram highlights the areas within the West Side where the development and redevelopment strategies are focused



**Private Investment Strategy:** The development strategies recommended in this plan (Chapter 10) are summarized with numbers that correspond to chapter sections

## PRIVATE INVESTMENT STRATEGY

| Geographic Area                     | Section   | Single Family | Cottage/Bungalow | Carriage House | Town-house | Duplex | Multi-family Manor | Apartments |
|-------------------------------------|-----------|---------------|------------------|----------------|------------|--------|--------------------|------------|
| Pendleton St - East of S Academy St | 10.2      | 14            | 9                | -              | -          | -      | 54                 | 42         |
| Pendleton St - West of S Academy St | 10.3-10.4 | 88            | 17               | 8              | 39         | 136    | 34                 | 254        |
| Woodside Mill                       | 10.5      | 56            | 23               | -              | 14         | 50     | 8                  | -          |
| Mayberry Street                     | 10.6      | -             | -                | -              | 48         | -      | -                  | 262        |
| West Washington St & Hudson St      | 10.7      | -             | -                | -              | -          | -      | -                  | 210        |
| South Hudson St Corridor            | 10.7      | -             | -                | -              | 96         | -      | 42                 | 3          |
| West Washington St & Mulberry St    | 10.7      | -             | -                | -              | 7          | 6      | 15                 | 36         |
| Newtown                             | 10.8      | 53            | -                | -              | 51         | -      | 55                 | 20         |
| Pete Hollis Blvd & Mulberry St      | 10.9      | 6             | 7                | -              | -          | 6      | -                  | -          |



**Public Investment Strategy:** All public investments recommended in this plan are summarized with numbers that correspond to action items (Transportation Improvements are shown in blue; Public Space Improvements are shown in orange)

| Senior Housing | Lofts | Commercial | Office    | Civic                   | Surface Parking Spaces | Deck Parking Spaces | Potential Total Investment |
|----------------|-------|------------|-----------|-------------------------|------------------------|---------------------|----------------------------|
| 84             | -     | 71,700 sf  | -         | -                       | -                      | 952                 | \$38,272,200               |
| -              | 39    | 27,850 sf  | -         | -                       | 695                    | -                   | \$103,727,300              |
| -              | -     | -          | -         | -                       | 443                    | -                   | \$31,544,200               |
| -              | -     | 90,000 sf  | -         | -                       | 258                    | 400                 | \$50,745,400               |
| -              | -     | 60,500 sf  | -         | 21,600 sf               | 119                    | 480                 | \$34,504,500               |
| -              | -     | 57,500 sf  | -         | -                       | 185                    | -                   | \$35,209,300               |
| -              | -     | 28,000 sf  | -         | 7,500 sf Transit Center | 67                     | -                   | \$13,290,600               |
| 85             | -     | 4,800 sf   | -         | 144,000 sf              | 260                    | -                   | \$68,257,300               |
| -              | -     | 21,000 sf  | 82,700 sf | -                       | -                      | -                   | \$21,295,000               |

| PUBLIC INVESTMENT IMPLEMENTATION STRATEGY  |                 |  |   |   |
|--|-----------------|--|---|---|
| Action Item  | Core Principle* | Responsible Agent(s)   | Funding Level   | Time Frame  |
| <b>Chapter 7: Transportation Improvements</b>  |                 |  |   |   |
| <b>7.2: Street Design Recommendations</b>  |                 |  |   |   |
| 7.2.1: Implement South Academy Street improvements   | CF              | City of Greenville   | \$\$-\$\$\$\$   | 1-5   |
| 7.2.2: Implement Pete Hollis Boulevard improvements  | CF              | City of Greenville   | \$\$-\$\$\$ for short-term modifications; \$\$\$\$ for long term redesign | 1-5 for short-term modifications; 11-15 for long term redesign  |
| 7.2.3: Convert Pendleton Street to a Complete Street   | CF              | City of Greenville   | \$\$-\$\$\$   | 1-5; 6-10 for expanding sidewalks along with redevelopment  |
| 7.2.4: Improve Woodside Avenue, East Bramlett Road, South Hudson Street, and Westfield Street  | CF              | City of Greenville / Greenville County / SCDOT                         | \$\$-\$\$\$   | 1-5 for South Hudson Street, Westfield Street (Phase I); 6-10 for Woodside Avenue and Bramlett Street (Phase 2) |
| 7.2.5: Build a sidewalk on Willard Street  | CF              | City of Greenville, Norfolk Southern                                   | \$\$  | 6-10  |
| 7.2.6: Construct a neighborhood bike route network   | CF              | City of Greenville / Bicycle Organizations                             | \$  | 1-5   |
| <b>7.4: Connections Over and Under the Railroad</b>  |                 |  |   |   |
| 7.4.1: Improve the Queen Street bridge   | CF              | City of Greenville   | \$\$-\$\$   | 6-10  |
| 7.4.2: Improve the West Washington Street underpass  | CF              | City of Greenville, Private Development Partners                       | \$\$-\$\$\$   | 6-10  |
| 7.4.3: Improve the Lois Avenue / Woodside Avenue underpass   | CF              | City of Greenville   | \$\$-\$\$   | 1-5   |
| 7.4.4: Rebuild the Hampton Avenue bridge   | CF              | Greenville County / State and Federal DOT                              | \$\$\$-\$\$\$\$   | 6-10  |
| <b>7.5: Transit Recommendations</b>  |                 |  |   |   |
| 7.5.1: Increase local bus route coverage and frequency   | CF              | Greenlink  | \$\$-\$\$   | 1-5   |
| 7.5.2: Introduce a West Side trolley route   | CF              | Greenlink  | \$\$  | 1-5   |
| 7.5.3: Phase implementation of bus rapid transit on West Washington Street   | CF / HL / LO    | Greenlink  | \$\$ for Phase 1; \$\$\$\$ for Phase 2                                    | 6-10 for Phase 1; 16-20 for Phase 2   |
| <b>Chapter 8: Public Space and Infrastructure</b>  |                 |  |   |   |
| <b>8.2: Enhance Existing Public Spaces</b>   |                 |  |   |   |
| 8.2.1: Improve existing parks  | CF / LO         | City of Greenville, Greenville County, Residents, Development Partners | \$\$-\$\$\$\$   | On-going  |
| <p><sup>1</sup> Core principle – <b>CF</b> : Make the West Side a <b>child friendly</b> community <b>LO</b> : Create a <b>ladder of opportunity</b> <b>HL</b> : Ingrain a culture of <b>healthy living</b></p> <p><sup>2</sup> Level of funding required – \$: \$1 - \$50,000 \$\$: \$50,000 - \$250,000 \$\$\$: \$250,000 - \$1 million \$\$\$\$: \$1 million+</p> <p><sup>3</sup> Implementation year – <b>1-5</b>: 2014-2018 <b>6-10</b>: 2019-2023 <b>11-15</b>: 2024-2029 <b>16-20</b>: 2030-2035 <b>On-going</b></p> |                 |  |   |   |

## PUBLIC INVESTMENT IMPLEMENTATION STRATEGY

| Action Item  | Core Principle* | Responsible Agent(s)  | Funding Level  | Time Frame |
|--|-----------------|---|--|------------|
| 8.2.3: Restore the historic ballfield in Woodside Village  | CF              | Greenville County Recreational District, History/ Historic Preservation Organizations, Residents, Community Leaders | \$\$   | 6-10       |
| 8.2.4: Enhance the Swamp Rabbit Trail within the West Side   | CF / HL         | City of Greenville (Parks and Recreation), Greenville County Recreation District, Swamp Rabbit Trail Sponsors       | \$\$-\$\$\$  | 6-10       |
| <b>8.3: New Public Spaces</b>  |                 |   |  |            |
| 8.3.1: Build a trail spur along Long Branch Creek  | CF / HL         | City of Greenville (Parks and Recreation)   | \$\$\$   | 11-15      |
| 8.3.2: Extend the cultural trail up Pete Hollis Boulevard  | CF / HL         | Community Organizations, Residents  | \$\$-\$\$\$  | 6-10       |
| 8.3.3: Create a central plaza in the Village   | CF              | City of Greenville, Private Development Partners  | \$\$-\$\$\$  | 6-10       |
| 8.3.6: Reclaim floodway for recreational and passive green space   | CF / HL         | City of Greenville, Private Development Partners, Property Owners, Healthy Food and Other Community Organizations   | \$\$-\$\$\$\$  | On-going   |
| <b>8.4: Public Infrastructure</b>  |                 |   |  |            |
| 8.4.1: Implement a multi-neighborhood stormwater system  | CF              | City of Greenville, Property Owners, Local Land Trusts, Private Development Partners                                | \$ for Program; \$\$-\$\$\$\$ for Infrastructure           | 6-10       |
| 8.4.2: Create a CIP for planned sewer upgrades to facilitate development   | CF              | City of Greenville, Parker Sewer District   | \$\$-\$\$\$ for Analysis; \$\$-\$\$\$\$ for Infrastructure | On-going   |
| <p><sup>1</sup> Core principle – <b>CF</b> : Make the West Side a <b>child friendly</b> community <b>LO</b> : Create a <b>ladder of opportunity</b> <b>HL</b> : Ingrain a culture of <b>healthy living</b></p> <p><sup>2</sup> Level of funding required – \$: \$1 - \$50,000 \$\$: \$50,000 - \$250,000 \$\$\$: \$250,000 - \$1 million \$\$\$\$: \$1 million+</p> <p><sup>3</sup> Implementation year – <b>1-5</b>: 2014-2018 <b>6-10</b>: 2019-2023 <b>11-15</b>: 2024-2029 <b>16-20</b>: 2030-2035 <b>On-going</b></p> |                 |   |  |            |

### 1.3.3: Policies and Programs

---

Chapters 4, 5, 6, 7, 9, and 10 include policy and program recommendations that support the core principles of the plan and complement the above investment strategies.

#### Organizing to Empower the Community (Chapter 4)

---

Participation in the community design workshop highlighted a desire by residents and local organizations to be involved in the City's efforts to revitalize the West Side neighborhoods, rather than to watch passively as City officials pursue plans. This chapter proposes a grassroots organization to empower residents and community groups to play a key role in the implementation of the vision developed in this plan (§ 4.2), and presents a Displacement Prevention Action Plan to address the threat of gentrification in the community (§4.3).

#### Homegrown Jobs (Chapter 5)

---

An important element in building a ladder of opportunity is supporting residents as they gain the skills that will enable them to support themselves. This chapter recommends programs to enhance education, job training, and job placement opportunities (§5.2), as well as programs to support local entrepreneurial activities and recruitment of new businesses (§5.3).

#### Growing a Healthy Community (Chapter 6)

---

The West Side lacks access to healthy food—it has been designated a food desert according to USDA criteria. Yet, several organizations have already initiated programs to try to meet

this need. This chapter proposes strategies to increase access to fresh, healthy ingredients (§6.2), as well as ways to improve residents' cooking skills and use food as a force to unite the community (§6.3).

#### Transportation Improvements (Chapter 7)

---

In addition to transportation infrastructure improvements, this chapter makes program recommendations to encourage walking and bicycling as everyday transportation options (§7.3).

#### Public Space & Infrastructure (Chapter 8)

---

Along with improving public spaces and services, this chapter recommends policy changes and neighborhood-based actions to create additional public space within the community (§8.3).

#### Housing for Everyone (Chapter 9)

---

While areas of the West Side remain characterized by blight and crime, community development projects have begun to tip the neighborhoods toward revitalization. This chapter proposes housing programs to stabilize West Side neighborhoods (§9.2), prevent displacement of residents (§9.3), maintain and increase affordable housing opportunities (§9.4-9.6), and preserve the character of these residential neighborhoods (§9.7).

#### Development Strategies (Chapter 10)

---

In addition to illustrating private investment opportunities, this chapter proposes development regulation changes to guide projects that fulfill the vision of this plan (§10.11).



| PROGRAMS & POLICY STRATEGY IMPLEMENTATION PLAN  |                             |   |   |  |
|---|-----------------------------|---|---|--|
| Action Item   | Core Principle <sup>1</sup> | Responsible Agent(s)  | Funding Level <sup>2</sup>              | Time Frame <sup>3</sup>                        |
| <b>Chapter 4: Organizing to Empower the Community</b>   |                             |   |   |  |
| <b>4.2: Organize</b>  |                             |   |   |  |
| 4.2.1: Form a West Side collaborative led by a community-based organization   | CF / LO                     | Community Organizations, Service Providers  | \$                                      | 1-5 for Implementation; On-going after startup |
| 4.2.2: Encourage small neighborhood-based projects  | CF / LO                     | Neighborhood Associations, Residents, Local Business Owners   | \$                                      | On-going                                       |
| <b>Chapter 5: Homegrown Jobs</b>  |                             |   |   |  |
| <b>5.2: Work Readiness and Access to Training and Jobs</b>  |                             |   |   |  |
| 5.2.1: Fund a West Side “career-ladder” case manager  | LO                          | Greenville Region Workforce Collaborative and Partners, West Side Collaborative Lead Organization               | \$ - \$\$                               | 1-5 ; On-going after startup                   |
| 5.2.2: Expand pool of potential employers for job placement programs  | LO                          | Greenville Region Workforce Collaborative and Partner Organizations, Local Employers                            | \$                                      | 1-5; On-going after startup                    |
| 5.2.3: Expand access to West Side educational facilities  | LO                          | Greenville County School District, A.J. Whittenburg Elementary, Legacy Charter School                           | \$                                      | On-going                                       |
| <b>5.3: Entrepreneur Support and Business Recruitment</b>   |                             |   |   |  |
| 5.3.1 Connect small businesses to existing resources  | LO                          | City of Greenville (Economic Development), Chamber of Commerce, Other Small Business Support Organizations      | \$                                      | 1-5; On-going                                  |
| 5.3.2 Implement a business retention and recruitment program for the West Side  | LO                          | City of Greenville (Economic Development), Chamber of Commerce  | \$                                      | 1-5; On-going after startup                    |
| 5.3.3 Develop a tech incubator on West Washington Street  | LO                          | City of Greenville (Economic Development), Chamber of Commerce, Private High-Tech Businesses                    | \$ for Program; \$\$ for Infrastructure | 6-10   |
| <b>Chapter 6: Growing a Healthy Community</b>   |                             |   |   |  |
| <b>6.2: Purchasing Healthy Food</b>   |                             |   |   |  |
| 6.2.1: Attract a new neighborhood grocery store   | HL                          | City of Greenville (Economic/ Community Development), Private Developers, Community Organizations               | \$\$-\$\$\$                             | 6-10   |
| 6.2.2: Expand mobile farmer’s markets   | HL                          | Mill Village Farms, Loaves & Fishes, Other Healthy Food Organizations, Local Farmers, Neighborhood Associations | \$                                      | 1-5  |
| <b>6.3: Growing Healthy Food</b>  |                             |   |   |  |
| <sup>1</sup> Core principle – <b>CF</b> : Make the West Side a <b>child friendly</b> community <b>LO</b> : Create a <b>ladder of opportunity</b> <b>HL</b> : Ingrain a culture of <b>healthy living</b><br><sup>2</sup> Level of funding required – \$: \$1 - \$50,000 \$\$: \$50,000 - \$250,000 \$\$\$: \$250,000 - \$1 million \$\$\$\$: \$1 million+<br><sup>3</sup> Implementation year – <b>1-5</b> : 2014-2018 <b>6-10</b> : 2019-2023 <b>11-15</b> : 2024-2029 <b>16-20</b> : 2030-2035 <b>On-going</b> |                             |   |   |  |

| PROGRAMS & POLICY STRATEGY IMPLEMENTATION PLAN  |                             |  |  |                         |
|---|-----------------------------|--|--|-------------------------|
| Action Item   | Core Principle <sup>1</sup> | Responsible Agent(s)   | Funding Level <sup>2</sup>               | Time Frame <sup>3</sup> |
| 6.3.1: Develop an urban farm and education center   | HL                          | City of Greenville (Parks and Recreation), Greenville Forward/ Growing for Good, Greenville County School District, Neighborhood Associations, Residents | \$ for Program; \$-\$ for Infrastructure | 6-10                    |
| 6.3.2: Support sales and swaps of locally-grown food  | HL                          | City of Greenville, Greenville County, Healthy Food Organizations  | \$                                       | 1-5; On-going           |
| 6.3.3: Develop an interfaith coalition around healthy cooking   | HL                          | Faith-based Organizations  | \$                                       | 1-5; On-going           |
| Chapter 7: Transportation Improvements  |                             |  |  |                         |
| 7.3: Programs to Promote Active Transportation  |                             |  |  |                         |
| 7.3.1: Expand Safe Routes to School program   | CF                          | School District, Upstate Forever, SCDOT, City of Greenville (Public Works, Engineering, Transportation, Police)  | \$ for program; \$\$ for infrastructure  | 1-5; On-going           |
| 7.3.2: Increase access to bikeshare   | CF                          | Upstate Forever and Community Partners   | \$                                       | 1-5; On-going           |
| Chapter 8: Public Space and Infrastructure  |                             |  |  |                         |
| 8.2: Enhance Existing Public Spaces   |                             |  |  |                         |
| 8.2.2: Improve community access to the Kroc Center  | CF / HL                     | Kroc Center  | \$                                       | On-going                |
| 8.3: New Public Spaces  |                             |  |  |                         |
| 8.3.4: Support a neighborhood-based pocket parks program  | CF / HL                     | City of Greenville, Property Owners, Neighborhood Associations, Healthy Food Organizations   | \$-\$                                    | On-going                |
| 8.3.5: Dedicate green space as part of private development  | CF / HL                     | City of Greenville   | \$-\$\$\$                                | On-going                |
| Chapter 9: Housing for Everyone   |                             |  |  |                         |
| 9.2 Stabilize the Neighborhood  |                             |  |  |                         |
| 9.2.1: Target code enforcement  | CF                          | City of Greenville, Greenville County, Community Organizations, Residents  | \$                                       | On-going                |
| 9.2.2: Use abatements and liens to fix nuisance properties  | CF                          | City of Greenville, Greenville County  | \$                                       | On-going                |
| 9.3 Protect Existing Homeowners from Displacement   |                             |  |  |                         |
| 9.3.1: Legislate a tax-cap for fixed-income homeowners  | LO                          | Greenville County  | \$                                       | On-going                |
| 9.3.2: Create a home-selling education program  | LO                          | Greenville County Human Relations  | \$                                       | 1-5; On-going           |
| 9.4 Increase Affordable Homeownership Opportunities   |                             |  |  |                         |
| <sup>1</sup> Core principle – <b>CF</b> : Make the West Side a <b>child friendly</b> community <b>LO</b> : Create a <b>ladder of opportunity</b> <b>HL</b> : Ingrain a culture of <b>healthy living</b><br><sup>2</sup> Level of funding required – <b>\$</b> : \$1 - \$50,000 <b>\$\$</b> : \$50,000 - \$250,000 <b>\$\$\$</b> : \$250,000 - \$1 million <b>\$\$\$\$</b> : \$1 million+<br><sup>3</sup> Implementation year – <b>1-5</b> : 2014-2018 <b>6-10</b> : 2019-2023 <b>11-15</b> : 2024-2029 <b>16-20</b> : 2030-2035 <b>On-going</b> |                             |  |  |                         |

| PROGRAMS & POLICY STRATEGY IMPLEMENTATION PLAN  |                             |  |  |                         |
|---|-----------------------------|--|--|-------------------------|
| Action Item   | Core Principle <sup>1</sup> | Responsible Agent(s)   | Funding Level <sup>2</sup>                       | Time Frame <sup>3</sup> |
| 9.4.1: Form a community land trust  | LO                          | City of Greenville (Community Development), Local Land Trusts, Community Organizations, Affordable Housing Providers | \$ for Program; \$\$-\$\$\$\$ for Capitalization | 6-10                    |
| 9.4.2: Recruit local job-providers to participate in a employer-assisted housing program  | LO                          | CommunityWorks Carolina; Local Employers   | \$   | 1-5; On-going           |
| 9.5 Protect Renters   |                             |  |  |                         |
| 9.5.1: Preserve affordable housing  | LO                          | City of Greenville (Community Development), Affordable Housing Providers, Community Foundations, CDFI                | \$-\$\$\$  | On-going                |
| 9.5.2: Expand a tenant rights education program   | LO                          | City of Greenville (Community Development), Greenville County (Human Services)                                       | \$   | 1-5; On-going           |
| 9.6 Develop New Mixed-Income Housing  |                             |  |  |                         |
| 9.6.1: Develop a dedicated funding stream through a housing trust fund  | LO                          | City of Greenville, CommunityWorks Carolina, Community Foundations, Private Sector Partners                          | \$ for Program; \$\$-\$\$\$\$ for Capitalization | 6-10; On-going          |
| 9.6.2: Support the homeless population through Housing First Programs   | LO                          | Upstate Homeless Coalition and Partner Organizations, Housing Providers  | \$\$-\$\$\$\$                                    | On-going                |
| 9.7 Preserve Neighborhood Character   |                             |  |  |                         |
| 9.7.1: Target home improvement loans to West Side homeowners  | LO                          | City of Greenville, Property Owners  | \$-\$\$  | On-going                |
| 9.7.2: Create a deconstruction program  | CF                          | City of Greenville, Private Development Partners, Property Owners  | \$-\$\$  | 1-5                     |
| Chapter 10: Development Strategies  |                             |  |  |                         |
| 10.11 Development Regulations   |                             |  |  |                         |
| 10.11.1: Facilitate financing through National Register designations  | CF                          | City of Greenville   | \$   | 1-5                     |
| 10.11.2: Use infill design guidelines to regulate new housing   | CF                          | City of Greenville   | \$   | 1-5                     |
| 10.11.3: Revise the Redevelopment district  | CF                          | City of Greenville   | \$   | 1-5                     |
| 10.11.4: Adopt form-based regulations   | CF                          | City of Greenville   | \$\$   | 6-10                    |
| <sup>1</sup> Core principle – <b>CF</b> : Make the West Side a <b>child friendly</b> community <b>LO</b> : Create a <b>ladder of opportunity</b> <b>HL</b> : Ingrain a culture of <b>healthy living</b> |                             |  |  |                         |
| <sup>2</sup> Level of funding required – \$: \$1 - \$50,000 \$\$: \$50,000 - \$250,000 \$\$\$: \$250,000 - \$1 million \$\$\$\$: \$1 million+   |                             |  |  |                         |
| <sup>3</sup> Implementation year – <b>1-5</b> : 2014-2018 <b>6-10</b> : 2019-2023 <b>11-15</b> : 2024-2029 <b>16-20</b> : 2030-2035 <b>On-going</b>   |                             |  |  |                         |