

CHAPTER 1: BACKGROUND & ANALYSIS

GENERAL FEATURES

Location

Greenwood is the county seat of Leflore County, Mississippi and is located at the eastern edge of the Mississippi Delta, approximately 96 miles north of Jackson, Mississippi and 130 miles south of Memphis, Tennessee.

Natural Features

The city has a total area of 9.5 square miles, of which 9.2 square miles is land and 0.3 square miles of it is water (3.15%). Greenwood is located where the Tallahatchie and Yalobusha rivers join to form the Yazoo River. In fact, Greenwood is one of the few places in the world where you can stand between two rivers, the Yazoo and the Tallahatchie Rivers, flowing in the opposite direction.

The flood plain of the Mississippi River has long been an area rich in vegetation and wildlife, feeding off the Mississippi and its numerous tributaries. Long before Europeans migrated to America, the Choctaw and Chickasaw Indian nations settled in the Delta's marsh and swampland. In 1830, the Treaty of Dancing Rabbit Creek was signed by Choctaw Chief Greenwood Leflore, opening the swampland to European settlers.



Picture: Greenwood's Grand Boulevard once named one of America's ten most beautiful streets by the U.S. Chambers of Commerce and the Garden Clubs of America.

History

The first settlement on the banks of the Yazoo River was a trading post founded by John Williams in 1830 and known as Williams Landing. The settlement quickly blossomed, and in 1844 was incorporated as "Greenwood," named after Chief Greenwood Leflore. Growing into a strong cotton market, the key to the city's success was based on its strategic location in the heart of the Delta, on the easternmost point of the alluvial plain and astride the Tallahatchie River and the Yazoo River. The city served as a shipping

point to New Orleans, Louisiana; Vicksburg, Mississippi; Memphis, Tennessee and St. Louis, Missouri. Greenwood continued to prosper until the latter part of the American Civil War.

During the war, Greenwood played an important, if little-known, role in the famous Siege of Vicksburg. In early 1863, a hastily constructed Confederate fort was placed between the two rivers at Fort Pemberton. Here the Confederates met the oncoming Union flotilla with fierce resistance and the sinking of the paddle wheeler "Star of the West" in the channel of the Tallahatchie River, successfully stopping their advance. As a result, Grant abandoned the Yazoo Expedition and retreated north to the Mississippi River to assault Vicksburg by another route.

The end of the Civil War in the mid-1860s and the following year of Reconstruction severely diminished the cotton industry and crippled the city's previously thriving economy. Greenwood saw very little growth during these years of hardship.

The arrival of railroads in the 1880s saved the city, with two lines running directly through downtown Greenwood, close to the Yazoo River. As a result, Greenwood once again emerged as a prime shipping point for cotton. Downtown's Front Street bordering the Yazoo bustled with cotton factories and other related businesses, earning that section the name Cotton Row. The city continued to prosper in this way well into the 1940s. Recent years have seen a decline in cotton planting in favor of corn and soybeans.

From 1962 through 1964, Greenwood was a center of protests and voter registration struggles during the Civil Rights Movement. Due, in part, to history made during the Civil Rights Movement, the African-American contribution to the Greenwood region is invaluable and continues today.

The Delta has exported as much music as cotton, sprouted from the spirit of the people. The spirit was fed by the town and country churches, including the area's oldest African-American church, Wesley United Methodist in downtown Greenwood, organized in 1870. The spirit was shaped by centers of learning such as Mississippi Valley State University, which has borne generation of historic figures, from sports stars and Olympians to civil rights leader and present-day civic leaders.

Leflore County has produced extraordinary music stars, from the early bluesmen such as Mississippi John Hurt from nearby Teoc, Mississippi, and Walter "Furry" Lewis to the talent of today including B.B. King, Hubert Sumlin and Denise LaSalle. Another famous blues musician, Robert Johnson, has three memorial gravestones in the Greenwood area.

Greenwood Today

Greenwood is experiencing a cultural renaissance with physical improvements being made in its downtown area. Its historic downtown boasts dozens of completed renovations with several others in progress. There are upscale shops, unique dining experiences, a boutique hotel, galleries and museums. All the while, Greenwood has retained its small-town beauty, Delta personality and deep-South hospitality.

The establishment of Greenwood as a tourist destination came with the revitalization of Howard Street in historic Downtown Greenwood. Because of Viking Range Corporation's investment in downtown Greenwood, the city has become a culinary destination, including the opportunity to stay at a four diamond boutique hotel, enjoy fine dining, participate in a cooking class or demonstration, as well as purchase from the upscale Viking line of kitchen products, all within a few city blocks.

Mississippi Blues Trail Markers

Radio station WGRM on Howard Street was the location of B.B. King's first live broadcast in 1940. In dedication to this event, the Mississippi Blues Trail has placed its third historic marker in this town at the

site of the former radio station. Another Mississippi Blues trail marker is placed near the grave of blues singer Robert Johnson just one mile north of Greenwood. There is also a Blues Trail marker at the Elks Lodge in south Greenwood, as well as one in the Baptist Town neighborhood at McKinley Chapel.

Greenwood Culture

Greenwood hosts many annual events. The numerous festivals, productions, parades, celebrations, and concerts all bring an element of family fun that draws people from all over the world. From the largest Christmas parade in the southeastern United States to a community-wide Independence Day celebration, Greenwood prides itself on playing host to a variety of community and cultural events.

Museums & History

- Greenwood Blues Heritage Museum & Gallery
- Cottonlandia Museum
- Fort Pemberton and Star of the West

Media & Publishing

Newspapers, Magazines and Journals

- The Greenwood Commonwealth
- Leflore Illustrated

Television

- WABG - ABC Affiliate
- WMAO-TV - PBS Affiliate

Radio

- WABG, 960 AM and 87.7 FM (ABC Broadcasting)
- WGNG, 106.3 FM (Hip-Hop, Urban Contemporary)
- WGNL, 104.3 FM (Adult Contemporary/Blues)
- WMAO-FM, 90.9 FM (NPR)
- WYMX, 99.1 FM (Top 40/Popular Music)

Education

Post-Secondary Educational Institutions

- Mississippi Valley State University - Greenwood Center
- Mississippi Delta Community College - Greenwood Branch

Greenwood Public Schools

- Greenwood High School
- Greenwood Middle School
- Greenwood Career and Technical Center
- Greenwood Alternative School
- Threadgill Elementary School
- Davis Elementary School
- W. C. Williams Elementary School
- Bankston Elementary School

Private Schools

- Pillow Academy
- North New Summit School

Parochial Schools

- St. Francis of Assisi

Transportation

Railroads

Greenwood is served by two major rail lines, the Canadian National (north south) and Columbus and Greenville. (east-west) lines. Amtrak, the national passenger rail system, provides twice-daily service to Greenwood, connecting New Orleans to Chicago from the Greenwood railway station.

Air Transportation

Greenwood is served by Greenwood-Leflore Airport which is located midway between Jackson, Mississippi and Memphis, Tennessee and about halfway between Dallas, Texas and Atlanta, Georgia.

The Greenwood-Leflore Airport, located at 502 A-Airport Road, has 45,000 aircraft operations annually, ranging from Boeing 747s to Cessna 172s. Approximately 80 aircraft call the airport home, including recreational aircraft, helicopters, and multi-million dollar business aircraft. The military routinely uses Greenwood-Leflore Airport to conduct training flights from a multi-state area.

With Funding from the U.S. Department of Transportation and the Mississippi Department of Transportation, Division of Aeronautics, The Greenwood Leflore Airport is building a new air traffic control tower that is expected to open in early 2011.



Existing ALP



Airport Land Use Plan

Highways

U.S. Highway 82 runs through Greenwood on its way from Alamogordo, New Mexico east to Brunswick, Georgia, connecting with Interstate 55 just 30 miles east of Greenwood in Winona. U.S. Route 49 passes through Greenwood as it stretches between Piggott, Arkansas south to Gulfport, Mississippi. Highway 7 connects Greenwood with the neighboring community of Grenada, also at Interstate 55.

Sidewalks and Trails

Greenwood's older area has a good system of sidewalks following the city's traditional grid system of streets, making these areas amenable to walking. Most of the areas enjoy a nice mature tree canopy that provides the shade needed for an enjoyable walk for recreation or transportation. Newer residential and commercial areas do not have the same kind of sidewalk network due to an almost exclusive emphasis on the automobile after World War II.

Greenwood has a chance to accomplish many goals with the re-establishment of a sidewalk network and a nature trail system. Connecting the proposed Greenwood-Yazoo River Natural Area with the downtown and other commercial areas will bring nature tourists to restaurants and shops. The proximity of this 45-acre nature reserve in the heart of the city provides a tremendous opportunity to develop a new tourism/recreation focus for Greenwood.

Greenwood’s older part of town already boasts a walkable/bikeable development pattern that is the envy of communities that have been sprawling for years. Reconnecting this network, and connecting it to other parts of the city can provide another form of transportation, as well as a favorable built environment for exercise in a state that, unfortunately, is the fattest in the nation.

Nature trails can also become part of the city’s green infrastructure, helping with stormwater control and recharging important potable water aquifers.

Greenwood has also received grant funds for a trail project along the rail line in the downtown area of the city. This critical pedestrian way can connect pedestrians to the Amtrak station, restaurants, shops, lodging and parks.

Figure 1. The Greenwood-Yazoo River Natural Area is a great location for hiking and enjoying nature.



Source: City of Greenwood

POPULATION ANALYSIS

City of Greenwood

Greenwood is the principal city within the Greenwood Micropolitan Statistical Area and the seat of Leflore County.

In April of 2000 (2000 Census date), there were 18,425 people, 6,916 households, and 4,523 families residing in the city. The population density was 1,997.8 persons per square mile, and there were 7,565 housing units.

The racial makeup of the city was 32.82% White, 65.36% Black, 0.11% Native American, 0.91% Asian, 0.08% Pacific Islander, 0.24% from other races, and 0.48% from two or more races. Hispanic or Latino persons of any race were 1.03% of the population.

Of the 6,916 households, 34.0% had children under the age of 18 living with them. Thirty-three and four tenths percent (33.4%) of those households had married couples living together, 27.4% had a female householder with no husband present, and 34.6% were non-families. Thirty-one and four tenths of all households were made up of individuals and 12.7% had someone living alone who was 65 years of age or older. The average household size was 2.59 and the average family size was 3.29.

The median income for a household in the city was \$21,867, and the median income for a family was \$26,393. Males had a median income of \$27,267 versus \$18,578 for females. The per capita income for the city was \$14,461. Thirty-three and nine tenths percent (33.9%) of the population and 28.8% of families are below the poverty line. Out of the total population, 47.0% of those under the age of 18 and 20.0% of those 65 and older were living below the poverty line.

Table 1 shows the recent history of Greenwood's population change. Table 2 indicates Leflore County's historic population change. Table 3 compares the City of Greenwood's population change with that of other Mississippi cities of similar size.

A new census of the population is currently being conducted and will be released in February 2011.

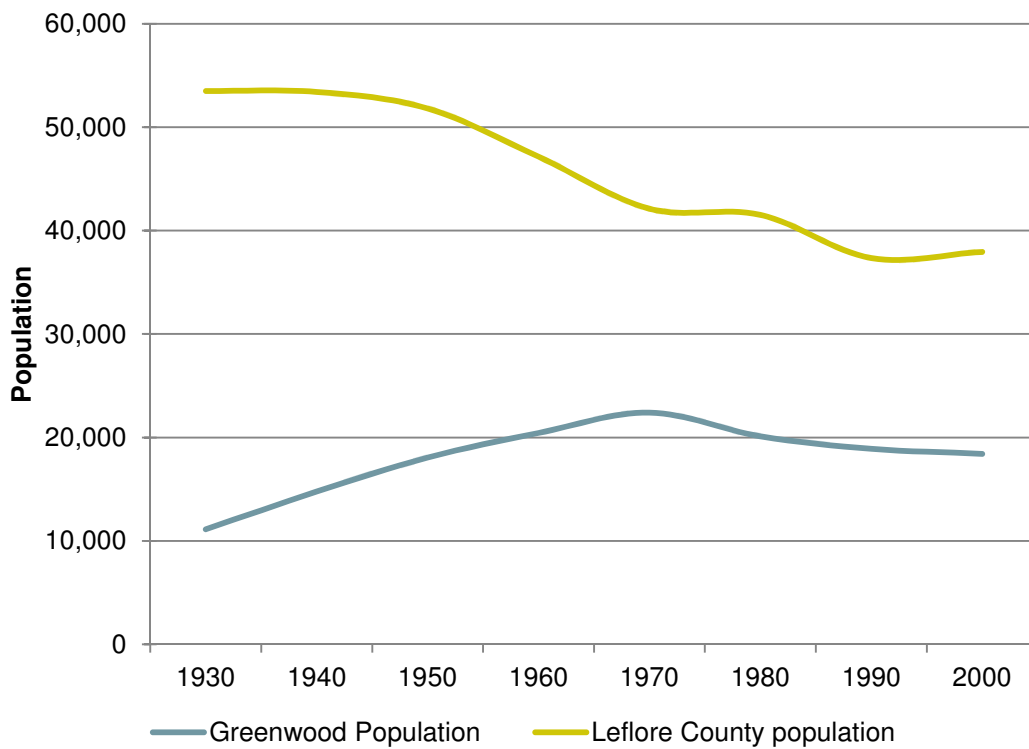
- City Pop. Est. - 16,084, July 1, 2008
- 18,425 population in 2000/18,906 in 1990
- Median age -31.7 years in 2000 (state was 33.8)
- Total households 6,916 (occupied housing units) - in 2000
- 49.3 % owner occupied housing units
- 50.7 % renter occupied housing units
- 75 % of homes are single-family detached/attached
- 23% are multi-family (duplex and above)
- 2 % mobile homes
- Labor force 7,338/ 6,489 employed (2000 Census)
- Almost 80% of the housing stock (2000 Census Data) was constructed before 1970 compared to 60% for the state.
- Median Household Income - \$21,867/\$31,330 State
- Per Capita Income - \$14,461/15,853 State

Table 1. Population Change
Greenwood and Leflore County, 1930-2000

Year	Greenwood	Leflore County
1930	11,123	53,506
1940	14,767	53,405
1950	18,061	51,813
1960	20,436	47,142
1970	22,400	42,111
1980	20,115	41,525
1990	18,906	37,341
2000	18,425	37,947

Source: U.S. Bureau of the Census, 1930-2000.

Chart 1. Population Change
Greenwood and Leflore County, 1930-2000



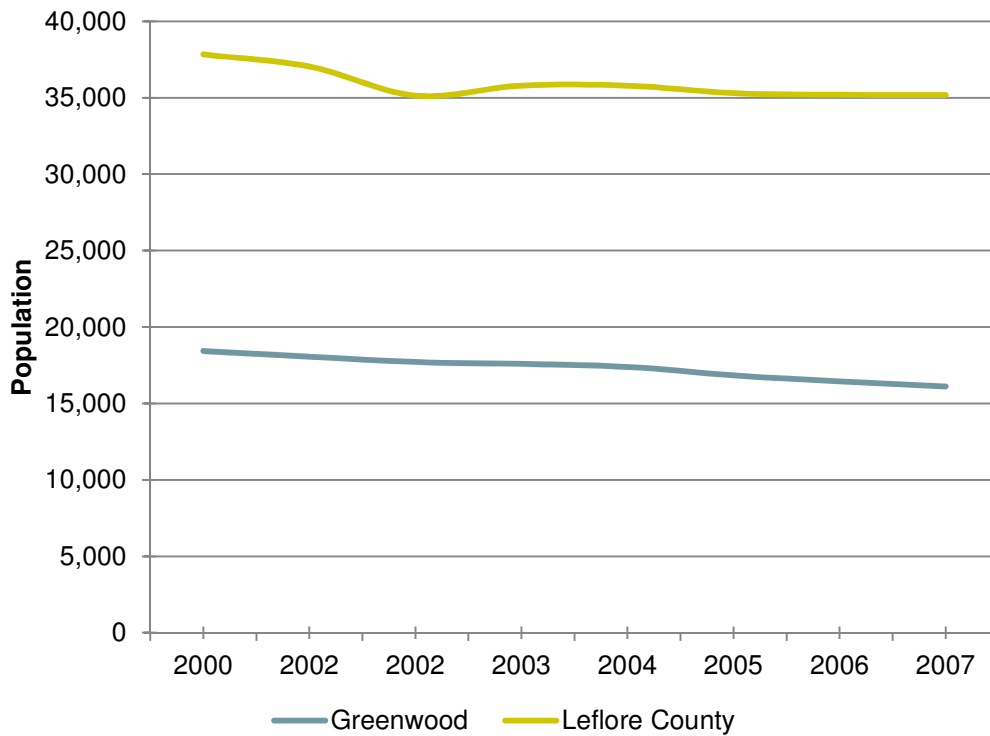
Source: U.S. Bureau of the Census, 1930-2000.

Table 2. Population Estimates
Greenwood and Leflore County, 2000-2008

Year	Greenwood	Leflore County
2000	18,441	37,831
2001	18,060	37,043
2002	17,711	35,138
2003	17,588	35,791
2004	17,394	35,791
2005	16,834	35,303
2006	16,446	35,190
2007	16,112	35,173
2008	16,084	36,185

Source: U.S. Bureau of the Census, Estimates 2000-2008.

Chart 2. Population Estimates
Greenwood and Leflore County, 2000-2008



Source: U.S. Bureau of the Census, Estimates 2000-2008.

Other Leflore County Communities

It does not appear that Greenwood is losing population to other communities in Leflore County but to areas outside of Leflore County and somewhat to the unincorporated portion of the county (14% increase from 1990 to 2008). Itta Bena, Morgan City, Schlater, and Sidon all lost population or saw gains from 1990 to 2000, only to see losses in 2008 estimates

Special Report: Mississippi Valley State University

A look at Mississippi Valley State University's growth potential is important to the City of Greenwood. Its proximity to Greenwood means that the student population can be a market for retail and housing outlets in the city. The Delta Research and Cultural Institute can be a draw for industries wishing to avail themselves of the applied research being carried out at the University.

Mississippi Valley State University, located in Leflore County, is a Carnegie Master's I institution that has historically drawn the majority of its students from throughout the Mississippi Delta. MVSU offers concentrated study in the arts, business, education, humanities, public services, pre-professional services, social sciences, sciences, social work, and technology. Master's level programs are offered in criminal justice, business administration, teaching, elementary education, special education, environmental health and rural public policy.

MVSU emphasizes the study and applications of technology, basic and applied research, service learning, health and wellness, and economic and cultural affairs. The Delta Research and Cultural Institute provides an avenue for faculty and students to engage in theoretical and applied research on subject matter related to the cultural, social, economic and political concerns of the Delta.

Student enrollment trends are important because the students at MSVU can have a large impact on many facets of life in Greenwood, including retail sales. Enrollment had been steadily increasing to a high of 3,621 students in 2004 and then began a slow decline.

**Table 3. Ten-Year Enrollment Trend by Total Headcount
Mississippi Valley State University, 1998-2008**

Year	Enrollment
1998	2,354
1999	2,409
2000	2,569
2001	2,822
2002	3,170
2003	3,506
2004	3,621
2005	3,165
2006	3,162
2007	3,009
2008	2,929

Source: Mississippi Institutions of Higher Learning, Fall Enrollment Book, 2008.

Comparative Population Growth

Most cities of comparable size to Greenwood saw population increases in the twenty-year period from 1980 to 2000. Greenwood, Clarksdale, Laurel, Natchez, and Columbus saw declining growth rates over that 20-year period. All of the declining cities continued to show declines even to 2008 estimates of population, except Laurel, which showed a slight increase in population growth. The largest increases in growth were seen in two of the state's three metropolitan areas, and in a university community.

Table 4. Comparative Population Growth
Greenwood and Other Like-Size Communities in Mississippi, 1980-2000

City	1980	2000	# Change	% Change
Columbus	27,383	25,944	-1,439	-5.25%
Clinton	14,660	21,847	7,187	49.02%
Vicksburg	25,434	26,407	973	3.83%
Natchez	22,015	18,464	-3,551	-16.13%
Starkville	15,169	21,869	6,700	44.17
Laurel	21,897	18,393	-3,504	-16.00%
Clarksdale	21,137	20,645	-492	-2.33%
Pearl	20,778	21,961	1,183	5.69%
Ridgeland	5,461	20,173	14,712	269.40%
Olive Branch	2,067	21,054	18,987	918.58%
Greenwood	20,115	18,425	1,690	-8.40%

Source: U.S. Bureau of the Census, 1980-2000.

Natural Increase and Migration

The migration study indicates what is generally known, that Greenwood is losing population due to out-migration. There is growth associated with natural increase (births minus deaths). Public meeting and stakeholder input indicates that outmigration is due primarily to the perceived lack of quality of the public education system in Greenwood, as well as post secondary education scholarship opportunities in neighboring counties.

Table 5. Natural Increase and Migration Components
Greenwood

2000 Population	18,425
1990 Population	18,906
Difference	-481
Growth due to natural increase (births minus deaths)	1,781
Loss due to out-migration	-2,262
Population added due to annexation	N/A

Source: U.S. Bureau of the Census, 1990, 2000; Mississippi Department of Health - Statistics.

Population Projections

Population growth is important because people are markets for businesses, and more people and businesses help spread the tax burden around. Greenwood's growth depends upon the city's willingness and ability to adapt to changing economic realities. Communities will have an advantage over other communities if they can quickly mobilize the best people, resources, and capabilities required to turn

innovations into new business ideas and commercial products. The competition for these people is strong and communities who will win are those who are willing to create attractive and sustainable high quality places. The strategies for doing this are located in the analysis of implementation tools.

Transition from the Old Economy to the New Economy

Old Economy

Slow and linear
 Fossil fuel, auto oriented
 Disposable
 Mono-skilled workforce
 Large industrial firms

New Economy

Fast and unpredictable
 Multi-modal transportation
 New energy, Reuse, Recycle
 Multi-skilled, flexible workforce
 Innovative, entrepreneurial, knowledge-based firms

The transition from the old economy to the new economy means that Greenwood needs to place more emphasis on community amenities that attract entrepreneurial people and firms, the quality of the workforce and a faster and more flexible way of doing business. In addition, agencies with economic and community development responsibilities need to work together from one strategic plan. Greenwood will continue to lose population to neighboring communities unless it responds to these changes. Becoming a destination of choice means the city is responsive to entrepreneurs, the creative class, and young people. These groups are the future and their demands are specific. They want a livable city – walkable, bikeable, environmentally sound, great schools, good housing, personal safety, and activities (many of them centered on the outdoors).

These projections of population for Greenwood reflect the latest Census projections for Leflore County as they are based upon the city’s percent of the county’s population and historic trends for Greenwood.

Table 6. Population Projections
 Greenwood and Leflore County, 2010–2030

	2010	2015	2020	2025	2030
Greenwood	15,629	15,273	15,134	14,979	14,947
Leflore County	35,522	34,712	34,396	34,043	33,970
City % of County	44%	44%	44%	44%	44%

Source: Center for Policy Research and Planning, Mississippi Institutions of Higher Learning, 2010-2020, Leflore County.

Greenwood, 2010-2030; Leflore County 2025-2030, Johnstone & Associates.

Age Characteristics

Table 7 presents population composition by age. The table illustrates several important trends in the characteristics of the population.

Table 7. Composition of the Population by Age
Greenwood, State of Mississippi, and U.S., 2000

Age Category	Greenwood		Mississippi		United States	
	2000	% of Total	2000	% of Total	2000	% of Total
Under 5	1,488	8.1%	204,364	7.2%	19,175,798	6.8%
5-9 years	1,645	8.9%	216,920	7.6%	20,531,152	7.3%
10-14 years	1,589	8.6%	218,742	7.7%	20,528,072	7.3%
15-19 years	1,556	8.4%	233,188	8.2%	20,219,890	7.2%
20-24 years	1,336	7.3%	212,947	7.5%	23,112,088	8.2%
25-34 years	2,376	12.9%	381,798	13.4%	39,891,724	14.2%
35-44 years	2,544	13.8%	425,372	15.0%	45,148,527	16.0%
45-54 years	2,119	11.5%	361,981	12.7%	33,561,641	11.9%
55-59 years	721	3.9%	132,202	4.6%	13,469,237	4.8%
60-64 years	593	3.2%	113,621	4.0%	10,805,447	3.8%
65-74 years	1,146	6.2%	185,710	6.5%	18,390,986	6.5%
75-84 years	915	5.0%	114,922	4.0%	12,361,180	4.4%
Over 85 years	397	2.2%	42,891	1.5%	4,239,587	1.5%
TOTAL	18,425	100.0%	2,844,658	100.0%	281,435,329	100.0%
Median Age	31.7		33.4		35.3	

Source: U.S. Bureau of the Census, 2000

According to the 2000 Census, 31% of the population was under the age of 18, 10% were from 18 to 24 years of age, 27% from 25 to 44, 19% from 45 to 64, and 13% were 65 years of age or older. The median age was 31.7 years of age. For Mississippi, the median age was 33.4 year of age. For every 100 females, there were 84.2 males. For every 100 females age 18 and over, there were 75.9 males.

Greenwood is a young city, being one year on average younger than the state as a whole. This is a reflection of the fact that the city has more females of childbearing age, which has led to a large natural increase component in population change. The percent of children is higher than both the state and the nation.

Despite a younger than average median age, it is important to not forget the impact of the general trend in aging in this country on Greenwood. The country's and the state's median age is the oldest it has ever been and will continue to increase as the baby boomers age. During the next 50 years, the five to one ratio of working Americans to retired Americans will decline to two to one. Most of this older population is expected to remain living where they currently reside.

These baby boomers have dictated market and cultural trends because of their huge numbers and will continue to do so. They generally have comfortable incomes and have accumulated wealth. They tend to own their own homes, they will often leave their jobs with good retirement packages, financial assets, fairly good health and expectations of continuing to work and participate in the community. Expect them

to call for increased efficiencies in government and school consolidation. Their household incomes are currently \$10,000 to \$15,000 higher than the median for all households in the nation.

Moreover, with this older group, housing will be the major concern. The aging baby boomer will own, and often be looking for small units with amenities – a quiet and quality living environment, wired for high speed Internet access, and offering fitness centers, swimming pools, walking trails, etc.

On the other hand, the oldest baby boomer will turn retirement age in 2011. Although the group is healthier than those that came before it, they will still require health and recreation facilities nearby. Smart communities will beef up local healthcare facilities and develop recreation/cultural programs designed to attract this demographic bubble to its community.

Greenwood will want to continue its efforts to become a Certified Retirement Community (funding issues at the state level). There is no state income tax on qualified retirement income, including Social Security and there is a bonus exemption on property taxes for people 65 and over. These, along with the state’s mild winter climate, casinos, and natural outdoor amenities are attractions for retirees.

Composition by Sex

Table 8 provides data on the population by sex for Greenwood, Leflore County and the State of Mississippi. As indicated, females comprise a larger percent of the population in Greenwood, Leflore County and the State of Mississippi. The percent of females has decreased in all geographies noted from 1990 to 2000. The statistical significance of having more females than males is reflected in the age analysis (higher percentage of children) and generally means that there are more children born in the community.

Table 8. Composition of the Population by Sex
Greenwood, Leflore County, and Mississippi, 1990-2000

	Greenwood		Leflore County		Mississippi	
	1990	2000	1990	2000	1990	2000
Male	45.2	45.7	46.3	48.0	47.8	48.3
Female	54.8	54.3	53.7	52.0	52.2	51.7

Source: US Bureau of the Population, 1990 and 2000.

Educational Attainment

Sixty-six percent (66%) of those 25 years of age and older in Greenwood have completed high school. This compares to 80% for the nation and 73% in the state of Mississippi. Only 18% have completed a Bachelor’s degree or higher, compared to 24% for the nation and 17% for the State of Mississippi. The relationship between education and poverty is well documented.

According to a white paper on solving the poverty problem in Mississippi by Marianne Hill, Ph.D., Mississippi Institutions for Higher Learning, “education is basic to well-paid employment: high school graduation is required for most jobs that pay a living wage.” She continues, “...heads of households are likely to find that earning certificates and degrees beyond a high school diploma is the most feasible means of enhancing employability and earning ability.”

Mississippi has a net loss of over 1,000 college graduates per year to outmigration. To meet the goals for the changing economy, the state and its communities must stem this tide. Mississippi is making investments in resources that are then leaving, a double blow to the state. To turn this around,

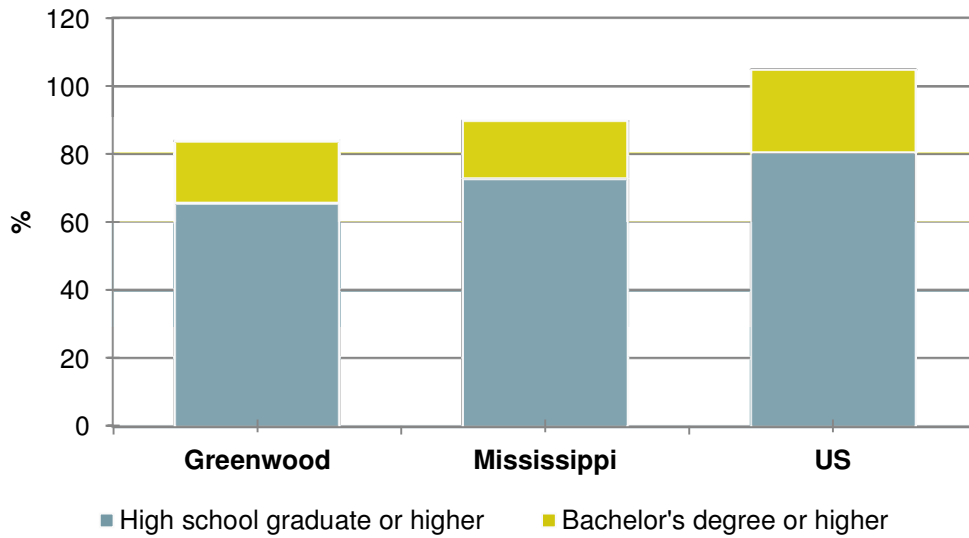
Mississippi’s communities need to become places that attract Mississippi college graduates to live, work, raise families, and otherwise contribute to the local and state economy.

Table 9. Educational Attainment
Greenwood, State of Mississippi, and U.S., 2000

	Greenwood	Mississippi	United States
High School Graduate or Higher	65.6%	72.8%	80.4%
Bachelor's Degree or Higher	18.1%	16.9%	24.4%

Source: U.S. Bureau of the Census, 2000

Chart 3. Educational Attainment
Greenwood, State of Mississippi, and U.S., 2000



Source: U.S. Bureau of the Census, 2000

Table 10. Dollar Amount Returned to State by Level of Education
State of Mississippi

Costs	Dropout	High School Diploma	Some College or AA Degree	Bachelor's Degree	Graduate or Professional
K-12 Education Cost	\$44,014	\$52,702	\$52,702	\$52,702	\$52,702
Medicaid & Incarceration	\$38,712	\$19,766	\$17,595	\$6,497	\$5,775
School Cost Beyond H.S.			\$8,612	\$24,120	\$37,520
Total Cost to State	\$82,726	\$72,468	\$78,909	\$83,319	\$95,997
Tax Returns to the State	\$59,097	\$87,412	\$117,696	\$177,445	\$229,810
Net Returns to the State	-\$23,629	\$14,944	\$38,787	\$94,126	\$133,813
Returns Per \$1 Invested	\$0.71	\$1.21	\$1.49	\$2.13	\$2.39

Source: Mississippi Institutions of Higher Learning

Other Growth and Performance Indicators

Building Permits

Building permits show the trends in new buildings as well as renovations, additions, demolitions and signs by type (commercial, residential and industrial). The first number before the slash is residential and the number after the slash is commercial. There was only one industrial construction permit issued, and that was in 2005, as well as a sign for an industry in 2007 and an industrial addition in 2009. Two cell towers were constructed in 2008.

Like the rest of the nation, Greenwood saw a drop off in new construction permits after 2008. The recession has hit new residential construction hard and commercial is slated to follow unless there is a turn-around in the economic situation. Greenwood continues to have an active code enforcement program with regard to dilapidated housing as evidenced by the number of demolitions. A good housing conservation program, however, as well as strong redevelopment strategies requiring a sympathetic response to the existing neighborhood could help the city retain its significant historic architectural fabric. Strong enforcement of the city's Property Maintenance Code can help preserve valuable affordable single-family housing, keep the city's grid system development pattern intact, and avoid problems associated with vacant lots.

Table 11. New Construction Building Permit Trends by Type
City of Greenwood

Year	Repair/ Alteration	Addition	New	Demo	Sign
2005	54/16	40/10	21/9	6/1	0/20
2006	59/30	30/3	8/14	16/3	0/19
2007	64/28	37/3	9/12	15/2	0/20
2008	62/38	39/6	76/10	8/2	0/12
2009	64/23	32/7	3/15	20/1	0/12
2010 (to date)	26/7	12/1	5/2	3/2	0/7

Source: City of Greenwood Inspection Division.

ECONOMIC ANALYSIS

An understanding of Greenwood’s existing economy and its potential for economic growth is essential to formulation of sound planning decisions. The growth of the City is primarily dependent upon its economic potential. The amount of land required by different types of uses will be governed in a large measure by the relative importance of various segments of the economy and by the number and character of the city’s labor force. Similarly, the potential for expanding manufacturing, trade, and service activities is the major determinant of the city’s future population, land use and traffic patterns.

The economic analysis contributes to a better understanding of the city’s ability to expand economic development, and create additional sources of revenue. The analysis is essential to sound fiscal planning as well as development of the physical plan for community growth. Sectoral components of the local economy are examined here and these sectors have been identified as being either positive, near equilibrium, or requiring imports.

Pull Factor

A common method for analyzing the health of a local retail sector is called the ‘pull factor’. Pull factors measure the size of a local retail sector in relation to the local population it serves. They are calculated by dividing a local area’s per capita sales by the statewide per capita sales, adjusting for local income differences. A pull factor of greater than one (1) indicates that the local retail sector is selling to people outside the local area. Conversely, a pull factor less than one (1) implies that local citizens are traveling outside the city/county (area) to do some of their retail shopping, commonly known as retail ‘leakage’.

Table 12. Pull Factor by Geography
Greenwood and Mississippi

	Population as of July 2007 ¹	FY 2008 Total Retail Sales ²	2007 Per Capita Income ³	Trade Area Capture	Pull Factor
Mississippi	2,938,608	\$47,087,215,758	\$27,028	2,938,608	1.00
Greenwood	18,425	\$381,778,975	\$25,308	25,445	1.38

Source: ¹U.S. Bureau of Census, *Estimates of the Population of Counties*, ²Mississippi State Tax Commission, *Annual Report, FY 2008*, ³Regional Economic Information System, Bureau of Economic Analysis, U. S. Dept. of Commerce (County level data).

**Table 13. Pull Factor by Economic Sector
Greenwood and Mississippi**

	FY 2008 Retail Sales		Trade Area	Pull
	Greenwood	Mississippi		
Automotive	84,387,412	6,083,872,883	43,531	2.36
Machinery, Equip, Supplies	33,379,807	2,962,977,289	35,355	1.92
Apparel & General Merch.	78,151,019	7,339,220,395	33,418	1.81
Misc. Retail	38,442,457	3,743,748,953	32,226	1.75
Food & Beverage	73,098,029	7,502,427,799	30,577	1.66
Public Utilities	34,773,872	4,225,267,647	25,828	1.4
Misc. Services	23,129,032	2,823,848,983	25,705	1.4
Furniture and Fixtures	7,062,232	959,992,238	23,087	1.25
Recreation	304,302	134,763,029	7,086	0.38
Lumber & Bldg Materials	6,658,886	3,423,567,374	6,104	0.33
Contracting	2,391,209	7,887,529,164	951	0.05
Total	381,778,260	47,087,215,758	25,445	1.38

Source: Mississippi State Tax Commission, Annual Report, FY 2008

A Special Look at Agriculture

The needs of agricultural enterprise created the conditions for the formation and development of Greenwood. In addition to its role as the county seat, and as a regional shopping center, Greenwood still relies on its role as an agriculture center that dominated its early economic life. Though employing far fewer people than it once did, the income generated from agriculture and the spin off and support enterprises still heavily influence the city today. As such, a brief orientation to current trends is helpful to understanding the local economy.

Land and Production

Table 14 summarizes the trends related to land devoted to agricultural use. From 1997 to 2007, the number of farms, land in farms and average size of farms increased in Leflore County.

**Table 14. Agricultural Statistics
Leflore County, 1997 and 2007**

	1997	2001
Farms	246	296
Land in Farms	267,357	314,989
Average Size Farm	1,087	1,064
Farms by Size		
1-9 acres		0
10-49 acres		26
50-179 acres		62
180-499 acres		71
500-999 acres		45
1000 acres +		92
Market Value of Ag Products Sold (\$1,000)		162,062

Selected Crops Harvested (acres)	
Corn for grain	59,995
Corn for silage	-
Wheat for grain	622,977
Oats for grain	-
Sorghum for silage	3,154
Soybeans for beans	-
Cotton, all	87,111
Forage	63,900
Rice	968
Sunflower seeds	10,375
Peanuts for nuts	-
Vegetables harvested	-
Land in orchards	171

Source: USDA, 1997, 2007 Census of Agriculture

Labor Force and Employment

Historical trends in labor force and employment in Leflore County from the US Bureau of the Census are noted on Tables 15 and 16. More recent data for Leflore County is noted in the analysis.

Table 15. Employment by Occupation by Percent of Employed
Greenwood and Leflore County, 1999

	Greenwood		Leflore County	
	#	%	#	%
Civilian population 16 years +	13,375		27,964	
Management, professional, and related	2,085	32.1%	3,493	28.1%
Service	1,034	15.9%	2,005	16.1%
Sales and office	1,508	23.2%	2,919	23.5%
Farming, fishing, and forestry	59	0.9%	386	3.1%
Construction, extraction, and maintenance	367	5.7%	979	7.9%
Production, transportation, and material moving	1,436	22.1%	2,648	21.3%
Not in the labor force	6,037	45.2%	13,167	47.1%
Employed	6,489	48.5%	12,430	44.5%
Unemployed	841	6.3%	2,353	8.4%
Total	13,367	100.0%	27,950	100.0%

Source: US Bureau of the Census, 2000.

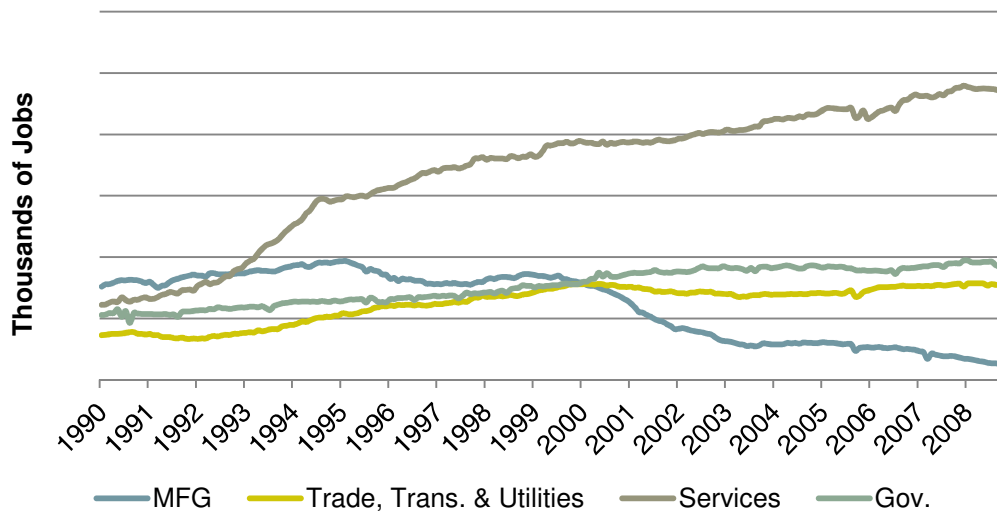
Table 16. Employment by Industry
Greenwood and State of Mississippi 1990

Category	Greenwood		Mississippi	
	#	%	#	%
Agriculture, Forestry, Fishing, Hunting, Mining	153	1.4%	39,473	3.4%
Construction	428	3.8%	88,818	7.6%
Manufacturing	943	8.5%	215,203	18.3%
Transportation, Warehousing, Utilities	273	2.5%	63,189	5.4%
Information	148	1.3%	21,449	1.8%
Wholesale Trade	147	1.3%	39,717	3.4%
Retail Trade	1,150	10.3%	138,646	11.8%
Finance, Insurance, Real Estate, Rental, and Leasing	399	3.6%	55,744	4.8%
Professional, Scientific, Management, Administrative, Waste Management	655	5.9%	60,557	5.2%
Educational, Health, Social Services	4,648	41.7%	236,382	20.1%
Arts, Entertainment, Recreation, Accommodation, Food Services	861	7.7%	97,698	8.3%
Other Services	358	3.2%	56,215	4.8%
Public Administration	970	8.7%	60,223	5.1%

Source: US Bureau of the Census, 2000.

Manufacturing numbers continue to decline in Leflore County, and unemployment rates are on the incline. The latest reported measure of unemployment from the Mississippi Department of Employment Security is March of 2010 at 15.1%. The annual average unemployment rate for 2009 was 12.7%. The civilian labor force in Leflore County is half of what it was in the last census. While manufacturing is decreasing, retail trade, government, and agriculture, forestry and fishing are sectors that show slight increases. The message in these numbers is that the city needs to look at the way in which wealth is now generated in communities. With the omnipresence of the internet and a flexible population, commerce can be conducted almost anywhere. Startup companies are looking for community amenities and an educated workforce. Out of the box thinking is a must.

**Chart 4. Mississippi Employment by Major Industry
1990-2008**



Source: Mississippi Department of Employment Security..

**Table 17. Top 12 Employers in the Greenwood Area Based on Employment
2003**

Employer	Type of Business	# of Employees
Greenwood Public Schools	Education	475
Greenwood-Leflore Hospital	Health Care	1041
City of Greenwood	Government	250
Viking Range	Manufacturing	900
Mississippi Valley State University	Education	500
Heartland Catfish	Agriculture	400
America's Catch Catfish	Agriculture	380
John Richard	Manufacturing	250
Milwaukee Electric Tool Corp.	Manufacturing	400
J.J. Ferguson Sand and Gravel	Mining	260
CCA	Prisons	240
Leflore County School District	Education	475

Source: Mississippi Development Authority, Greenwood Leflore County Economic Development, 2009

Sales Tax

Sales tax revenue is the lifeblood of most general revenue budgets for cities in Mississippi, and Greenwood is no exception. It is important to note that sales tax revenue is sensitive to the fluctuations in the economy and should be treated as such. Sales tax revenue is also cash flow for cities because the funds are received monthly as opposed to annually as is the case for property tax revenue.

From a development perspective, cities can make the mistake of trying to cure cash problems with development at all cost, not factoring in the price of poor planning and development. Hoping to raise

revenue to help solve the problems caused by development (need for new infrastructure, increased maintenance costs, etc.), cities rush to approve any development (and particularly those in outlying areas) that will bring sales tax revenue into the city. This is shortsighted and should be avoided. Good quality developments result in sustainable communities.

While finding new sources of revenue is important, Greenwood should make the most of its sales tax gains by limiting the amount of investment it must make in servicing new businesses. The best way to do this is to encourage infill development in those areas that already have city services. Offering property tax abatements in areas needing redevelopment (downtown areas and historic districts are covered by statutory ability to do this) could bring more sales tax income in without huge investments in new infrastructure.

Table 18. Gross Sales by Industry Group
Greenwood, 2009

	\$ Amount	# of Establishments
Apparel and General Merchandise	\$83,623,534	65
Food and Beverage	\$72,883,550	160
Automotive	\$65,311,491	107
Machinery, Equipment, and Supplies	\$36,665,810	40
Miscellaneous Retail	\$36,061,184	192
Public Utilities	\$35,217,238	4
Miscellaneous Services	\$20,386,005	46
Furniture and Fixtures	\$6,340,595	16
Lumber and Building Materials	\$5,987,352	27
Contracting	\$2,710,011	19
Total	\$365,186,770	676

Source: Sales and Tax by Industry Group, Mississippi State Tax Commission, 2009.

Personal Income

Table 19 indicates that median family, household and per capita incomes in Greenwood, and the State of Mississippi. Greenwood has underperformed the state in all income categories for 1989 and 1999.

Table 19. Income Trends (MFI, MHI, PCI)
Greenwood and State of Mississippi, 1989 and 1999

	Greenwood		Mississippi	
	1989	1999	1989	1999
Median Family Income	\$21,311	\$26,393	\$24,448	\$37,406
Median Household Income	\$15,398	\$21,867	\$20,136	\$31,330
Per Capita Income	\$10,749	\$14,461	\$9,648	\$15,853

Source: US Bureau of the Census, 1990-2000.

Note: Median Family Income refers to the median family income for all families. A family includes one adult household member (the householder) and one or more persons living in the same household who are related to the household owner by birth, marriage, or adoption. Per Capita Income is the mean

income computed for every man, woman and child. Household income is the sum of money income received in the calendar year by all household members 15 years old and over, including household members not related to the householder, people living alone, and other nonfamily household members. Included in the total are amounts reported separately for wage or salary income; net self-employment income; interest, dividends, or net rental or royalty income or income from estates and trusts; Social Security or Railroad Retirement income; Supplemental Security Income (SSI); public assistance or welfare payments; retirement, survivor, or disability pensions; and all other income.

The percent of households receiving public assistance in Greenwood is one and a half times the percent for the state as a whole. Movement from reliance on public assistance to earned income is critical to a community moving its citizens from poverty to well functioning, economically. The impact is circular and affects all social factors, including education, housing, etc.

Table 20. Public Assistance Income by Percent of Households
Greenwood and State of Mississippi, 1989 and 1999

	Greenwood		Mississippi	
	1989	1999	1989	1999
With public assistance	21.1%	6.4%	13.0%	3.5%
Without public assistance	78.9%	93.6%	87.0%	96.5%

Source: US Bureau of the Census, 2000

Income is an important indicator of how well a community is performing. The correlation between Greenwood’s education levels and income levels are important to note. Table 21 shows the relative value of having advanced degrees to earning more income in the state of Mississippi.

Table 21. Relationships of Median Earnings to Education Level
State of Mississippi

Education Level	Median Earnings	% Employed
Not a high school graduate	\$20,285	48.2%
High school graduate	\$23,381	67.0%
Some college	\$26,850	74.2%
Bachelors degree	\$34,411	82.2%
Advanced degree	\$41,816	85.9%
Total working full time, age 21-61	\$26,285	68.4%

Source: US Bureau of the Census, 2000

General Land Use in Greenwood

Residential

Residential use occupies the largest segment of Greenwood's land. According to the 2000 Census, approximately 50.8% of the housing units in the city are rental and 49.2% owner-occupied. The city has numerous multi-family developments, and this can be a concern as more stable communities tend to have higher percentage of home ownership.

Commercial

Commercial uses appear (1) in the Central Business District, (2) in "strip" developments along the city's major arterials, and (3) in scattered areas, including neighborhoods, throughout the city.

Development of measures to eliminate commercial activities where they are incompatible with the healthy development of the surrounding area is an important goal of the Comprehensive Plan. In addition, because of the scope of vacant, deteriorating and dilapidated structures, it is critical that the city create policies that encourage infill development and rehabilitation of buildings. Mixed uses are a good alternative and help create a more walkable and bikeable community. They should generally be part of an overall strategy or master plan, and accompanied by good design standards.

Future expansion of the Central Business District probably will occur through property conversions and rehabilitation of existing properties. Any adjacent land slated to transition commercial around the CBD should be zoned for that type of commercial (as opposed to a highway commercial type zone). It is recommended that buildings stay as much the same as possible to retain the fabric of this community through design standards and the existing and expanded Historic Preservation ordinance/districts as well as through the Main Street Program.

Strip commercial patterns should be avoided for any new commercial areas. For already established commercial strip areas, like Highway 82, infill commercial developments should be master planned, if possible.

Industrial

Heavy industrial uses comprise those uses that generate smoke, noise, odors, and fumes or have other similar objectionable qualities. Light industries are more compatible with business and other industrial uses in terms of objectionable characteristics.

Although most of the city's industry is now located in clusters in the industrial park, there are scattered sites throughout the city (some obviously just storage areas) that should become non-conforming uses, especially if the prospect of them being used for industrial production activities is doubtful. Given the projections for manufacturing employment in the state, county and city, it is not anticipated that there will be a need for additional land for manufacturing. However, Mississippi Valley State University may provide some possibilities for applied research and manufacturing activities. The city should focus on luring corporate headquarters to Greenwood, but must first deal with recruitment issues, like improving curb appeal in the city and improving the education system.

Public and Semi-public

Land uses in these categories include governmental uses, fire stations, public buildings, churches, and private clubs. The total amount of land devoted to public buildings is not a particularly important consideration. Projections for future needs for public buildings, where needed, are made in the public facilities portion of the plan.

According to the National Recreational Association, a city should provide one acre of land devoted to recreational uses for each 100 residents. Based on the current population of the city, parklands appear to be sufficient. With a goal of providing more open space, the city should have some scattered smaller green spaces, which might be accomplished with redevelopment efforts. These areas need not have any activities associated with them other than a walking track, seating or public garden.

Flood Plains and Water

Almost all of the constrained lands in the city are in the floodplain or floodway. Steep slopes are not a developmental issue for any type of development. There is ample land available for all types of development, especially if the city adopts a policy of encouraging infill development and rehabilitation of existing buildings. Prime agricultural lands are an important part of Greenwood's economy and should not be encroached upon for urban development while there are existing vacant lands or rehabilitation possibilities in the city.

Vacant Land

Two basic types of vacant lands exist in the City of Greenwood: infill lands and frontier, or outlying lands. Infill land is that land which exists in developed areas of the city and has either never been developed or has previously been occupied but now lies vacant due to removal or deterioration of structures. Infill land is usually serviced by existing municipal services and streets. Infill development is often associated with neighborhood and commercial revitalization strategies.

Frontier land is that which lies at the edge of existing development on the fringes of the city. This land is eligible for development but usually requires the extension of municipal services and the construction of roads. Some infill opportunities and redevelopment possibilities exist in the older neighborhoods and commercial areas where properties have deteriorated or have been vacant for a while. There is especially a need for redevelopment attention to lots and buildings in the downtown area. If the city follows the consultant recommendation to adopt site and design standards and an amortization schedule for sign control, redevelopment could be a great tool for improving both the function and the aesthetic appeal of Greenwood.

An issue of vital concern to the city is the lack of land use planning, codes and ordinances in the county. The city should place conditions on the extension of sewer to these areas and work with the county to jointly plan and control development.

The city should not consider annexing unless it is to control development on the outskirts of town or if there is a revenue producing activity planned for the area. Requests for sewer and/or water service or annexation should be accompanied by requirements to develop to city standards, including site and design review, if adopted.

Summary

The City of Greenwood has experienced frontier development, particularly along Highway 82 West, and redevelopment in the downtown area, which is now thriving again. Continued efforts at redevelopment of some beautiful older buildings in the downtown area will pay big benefits. Other beautification efforts, as well as the adoption of strong policies to require good town design in new and redeveloping projects will increase Greenwood's potential for economic success in the new economy. The adoption of Site and Design Standards and a Sign Ordinance will greatly improve Greenwood's economic possibilities in the new economy. The city needs to become a destination of choice for the young, entrepreneurial and creative. Rezoning strategies to help move incompatible uses out (such as industrial that is no longer feasible) can be an effective tool to redevelop areas.

Transportation Facilities

Automobile Circulation

The City is served by U. S. Highway No. 82 (east-west) and 49 (north-south), and Mississippi State Highway 7, as well as a series of local arterials, collectors and local roads.

Recommended Improvements

Traffic counts on Table 22 show the changes in traffic counts in the ten-year period between 1999 and 2009. The highest traffic counts in the city are on Highway 82 in front of Greenwood-Leflore Hospital, Highway 82 east in front of Greenwood Country Club, between the river and Park Avenue and in front of Wal-Mart.

It is recommended that the city adopt policy that promotes a grid system of streets with many options for route choices. Reducing choice, particularly in neighborhood streets, causes undue traffic congestion. In addition, Greenwood can put some of its streets, like Robert E. Lee, on a “road diet.” These wider streets, once thought to be necessary to carry ever-increasing volumes of traffic, are too wide and promote speeding. Bike lane striping

Lighting along Highway 82 should be reviewed with MDOT, as it is unnecessarily dark around the overpass area and certain entrances into town, including Main Street and Highway 7.

Changes in traffic volume over the last two years are noted in the following table:

Table 22. Traffic Volume Trends by Selected Studied Roadways
Greenwood, 1997 & 2008

Name of Street	1997	2008
Highway 82 East	8,800	24,000
Highway 82 East (Greenwood CC)	17,000	19,000
Highway 49 East (S. of 82)	8,600	7,200
Highway 82/7/49E	21,000	24,000
Highway 82/7/49E (between Claiborne and Park)	23,000	19,000
Highway 82/7/49E (Walmart)	16,000	17,000
Park Street	12,000	13,000
Claiborne Street	57,000	6,700
Highway 7	9,800	11,000
Grenada Street	6,900	6,900
Carrollton Street	8,700	6,200
Fulton Street	8,900	8,100

Source: Average Daily Traffic Counts, Mississippi State Department of Transportation.

Functional Classification of Streets and Highways

Streets and highways serve two separate and conflicting functions, one to carry traffic and the other to provide access to abutting property (land use). The more traffic a road carries, the greater the difficulty in accessing property directly from the road. As the number and density of access points increases, safety is compromised and speed limits need to be lowered, reducing the traffic carrying capacity of the street or highway. Streets and highways are classified by function. This ranges from the sole purpose of carrying traffic to that of primarily providing access to property. Classification is important as it is used as a reference point in the Zoning Ordinance and the Subdivision Regulations. Future streets may be provided by several methods. First, land for future streets may be acquired by condemnation and eminent domain proceedings in which the City purchases property for street construction. Secondly, future streets may be mapped on the Future Land Use and Transportation Plan. This method permits reservation of rights of way. No development may occur on planned rights of way. Enforcement of this legislation is accomplished using the Subdivision Regulations and by refusing building permits that encroach in mapped rights of way.

New streets will be constructed primarily in association with new private development. The location and function of these streets should strictly adhere to the design standards for streets contained in the subdivision regulations. Traditional Neighborhood Developments and other planned developments may have narrower streets, especially if some of the transportation is handled via walking and biking. It is recommended that alleys be permitted in neighborhoods to help carry out other policies. Narrower streets will not need extensive rights-of-way, as they are not intended to become larger streets in the future. The narrower roads will have an added benefit of reducing the amount of impervious surface, reducing storm water runoff and associated pollutant loads. They will also be less expensive to build and to maintain. Narrower streets also tend to lower the speed of vehicles and act as traffic calming devices. When designed properly, they can easily accommodate emergency vehicles.

Following is a generally accepted classification and functional characterization of highways and streets:

Major Thoroughfare – A street or highway designed and given preference to carry traffic, but also providing access to abutting property. Cross traffic is accommodated at at-grade, signalized intersections for streets with high traffic levels, and at at-grade intersections without signals, for streets with moderate or low traffic levels. If intersections do not have signals, through traffic flow is given preference to the principal arterial.

Access Controlled – A fully access-controlled highway designed for high-speed travel with the sole purpose of facilitating non-stop traffic flow without obstruction from cross traffic. Access is not provided to abutting property and access is only provided to other streets or highways at grade-separated interchanges. Freeways are a design type of Major Thoroughfare.

Limited Access – A partially access controlled highway designed for high-speed travel for the sole purpose of facilitating traffic flow with minimal obstruction from adequately spaced cross traffic. No access is provided to abutting property and access is provided to other streets or highways at grade-separated interchanges for streets with high traffic levels, at at-grade, signalized intersections for streets with moderate traffic levels and at at-grade intersections without signals, for streets with low traffic levels. Limited access roads are a design type of Major Thoroughfare.

Major Street – A street or highway designed to both carry traffic and provide access to abutting property. Cross traffic is accommodated at at-grade intersections without signals for streets with low traffic levels. The primary purpose of the major street is to serve moderate length neighborhood trips and to channel traffic from collectors and local streets to major thoroughfares.

Collector—A street or highway designed to carry traffic and provide access to abutting property. Cross traffic is accommodated at at-grade intersections with local streets. No signals are provided. The primary purpose of the collector is to serve short length neighborhood trips and to channel traffic from local streets and abutting properties to major streets and major thoroughfares.

Local Street—A street or rural road designed to provide access to abutting property and only incidentally channel traffic short distances to collectors or minor arterials. The hierarchy of street and highway types forms a network that allows travel from most points of origin to most points of destination by motor vehicle at any time of day using the minimum time/distance combinations. The typical trip begins and ends on a local street.

On the US and state highway system, where traffic carrying capacity is of primary concern, the response to loss of carrying capacity due to development allowed by local government land use decisions has been to relocate the highway as a bypass. Unless adequate access control is designed into the relocated roadways, local government land use decisions will likely degrade the traffic carrying capabilities of the roadway (i.e. strip commercial development on bypasses).

The traditional linear development pattern, along with unchecked signage and lack of design controls, is almost solely responsible for the visual clutter along major thoroughfares in communities. Commercial development should be accomplished in a nodal fashion at intersections, interspersed with residential development, and hopefully, mixed use developments. Curb cuts should be regulated, as should signage clutter as these can contribute to the amount of automobile accidents.

Greenwood’s subdivision regulations note the following functional classification of streets and their minimum design rights-of-way.

Minor streets	50 feet of Right-of-Way
Collector streets	60 feet of Right-of-Way
Major streets	80 feet of Right-of-Way
Major Thoroughfare	100 feet of Right-of-Way

The following Major Thoroughfares, Major Streets and Collectors are identified in Greenwood. All other streets are considered minor or local.

Table 23. Listing of Streets by Functional Classification
Greenwood

Major Thoroughfares	Major Streets	Collector Streets
US Highway 82 Bypass	Walthall/Poplar Street	Garrard Avenue
State Highway 7 Bypass	East Market Street	Leflore Avenue
US Highway 49 Bypass	River Road	
Grand Boulevard	Grenada Boulevard	
West Park Avenue	West Johnson Street	
Carrollton Avenue	Strong Avenue	
Main Street	Sycamore Avenue	
East Market Street	West Henry Street	
East MLK, Jr. Drive		

Source: *Traffic Volume Counts, MDOT.*

Bike and Pedestrian Paths

Since World War II, communities in the United States have concentrated most of their efforts and funds on the development of improved circulation for automobile traffic. Greenwood is no exception. Because of changes in demographics, increasing fuel costs and growing levels of obesity, communities are once again discovering the value of bike and pedestrian programs and facilities. The number of people willing to walk and bike is generally related to the facilities and signage available. People will walk and bike where facilities are both safe and attractive. The poverty levels in the community also indicate that there is probably a higher percentage of persons who are required to walk or bike for transportation.

It is recommended that Greenwood take a more balanced approach to transportation. Paramount to this approach is a coordinated planning effort by the city, county, MDOT, and bike/walk advocacy groups. In addition, it is recommended that the city adopt a plan for sidewalk construction, building a few miles each year and requiring new sidewalks with the construction of new developments and redevelopment efforts. Many communities are adopting Complete Streets Policies. A sample Complete Streets Policy is located in the Appendix.

A vital part of the transportation/circulation plan for the City of Greenwood are walking and biking. Increases in both will help reduce traffic congestion (and thus, fewer funds needed for expensive capital transportation facilities), and pollution/runoff, as well as help improve the health of people in the city. This feature is also very popular with visitors to an area. Bike paths can be striped on existing streets and specific areas for bike paths built into new street plans. Signs should be placed in appropriate areas to let automobile drivers and bikers alike know that the area is a designated bike path.

Of special importance is providing a walking “trail” from the river nature trail area to the downtown area. This trail can guide nature walkers to restaurants, shops, lodging, etc.

Air Transportation

Greenwood is served by the Greenwood-Leflore Airport. The airport has 45,000 aircraft operations annually at the, ranging from Boeing 747s to Cessna 172s. Approximately 80 aircraft call the airport home, including recreational aircraft, helicopters, and multi-million dollar business aircraft. The military routinely uses Greenwood-Leflore Airport to conduct training flights from a multi-state area.

The airport is managed by the Greenwood-Leflore Airport Board.

The Mississippi Development Authority offers economic and tax incentives for job creation, investment and research and development activities around the airport and in Greenwood, in general.

Water Transportation

The nearest full-service port is the Greenville, Mississippi port.

Railroads

Greenwood is served by the Canadian National (north-south) and Columbus and Greenville (east-west) railroads with freight service. Although some rail companies are abandoning tracks in communities, freight rail transit can still be viable, depending upon the nature of the industries in the community.

Abandoned rail lines should be rail banked for use as Rails to Trails projects.

Housing

Existing Conditions

Greenwood’s housing pattern is similar to the pattern found in many southern communities. The city’s older homes are located generally in and adjacent to the Central Business District and along the older streets radiating out from the core of the city. The newer residential areas are predominantly in the northern and western sectors of the City. Prevailing housing conditions are summarized from existing Census data.

Satisfactory housing consists of those dwellings in a good state of repair and requiring only normal maintenance to be kept in such condition. Substandard dwellings consist of those dwellings that have deteriorated to some degree and where remedial measures are necessary to reverse the trend toward dilapidation. Critical housing includes those dwellings which constitute a detriment to public health and safety and which have deteriorated to the point where repairs are impractical or probably cannot be made at a reasonable cost in relation to the current value of the home. Greenwood has an active housing demolition program. It is recommended the city develop a plan each budget year for the structures it will target, using the above noted criteria, for repair or demolition that year (mapped and with numerical goals).

Table 24. Comparative Median Home Values over \$90,000
Greenwood and Other Mississippi Communities (Ranked)

Ranking City	2000	Median Value	Metro	Micro
Madison	14,692	\$133,900	yes	
Olive Branch	21,054	\$125,800	yes	
Oxford	11,756	\$123,400	no	yes
Ridgeland	20,173	\$118,000	yes	
Brandon	16,436	\$114,400	yes	
Flowood	4,750	\$109,700	yes	
Pass Christian	6,579	\$ 99,500	yes	
Ocean Springs	17,225	\$ 98,900	yes	
Florence	2,396	\$ 97,600	yes	
Starkville	18,000	\$ 97,200	no	yes
Clinton	23,347	\$ 96,200	yes	
Senatobia	6,682	\$ 93,000	yes	
Tupelo	34,211	\$ 92,800	no	yes
Biloxi	50,644	\$ 92,600	yes	
Bay St. Louis	8,209	\$ 92,400	yes	
Long Beach	17,320	\$ 92,100	yes	
Southaven	28,977	\$ 91,400	yes	
Greenwood	18,425	\$ 64,100	no	yes

*Note: Metro- Metropolitan Statistical Area, Micro- Micropolitan Statistical Area
Source: US Bureau of the Census, 2000*

Greenwood ranks very low in comparison with other cities its size like Ridgeland, Starkville, Clinton, and Olive Branch when it comes to median housing value. The best way to protect property values is to instill confidence that housing in the city is worth the investment. This translates into consistently enforced land use controls and property maintenance code. Housing values are also directly related to

incomes. Improvement in the overall economic condition of the city, primarily through improvements to the public education system and the curb appeal of the city, will go a long way to helping to improve the value of housing and property.

Table 25. Summary of Housing Characteristics
Greenwood, 2000

Total Households	6,916	
Average Household Size	2.59	persons per household
Average Family Size	3.29	persons per family
Total Housing Units	7,675	
Occupied Housing Units	6,916	
Vacant Housing Units	649	
For seasonal, recreational, or occasional use	34	
Homeowner vacancy rate	2.0%	
Rental vacancy rate	9.0%	
Occupied housing units	6,924	
Owner-occupied housing units	3,410	49.3%
Renter-occupied housing units	3,506	50.7%
Average household size of OO units	2.59	persons per household
Average household size of RO units	2.59	persons per household

Source: US Bureau of the Census, 2000.

Table 26. Summary of Housing Conditions by Plumbing Facilities and Occupants per Room
Greenwood, 2000

Total Housing Units	6,916		
Owner Occupied	3,410	Renter Occupied	3,506
Complete plumbing facilities		Complete plumbing facilities	
1.01-1.51 or more occupants/room	14	1.01-1.51 or more occupants/room	207
Lacking complete plumbing facilities		Lacking complete plumbing facilities	
1.01-1.51 or more occupants/room	0	1.01-1.51 or more occupants/room	18

Source: US Bureau of the Census, 2000.

Composition

Single-family detached and attached housing dominates the owner-occupied housing market in Greenwood. Multiple-family housing constitutes the larger share of the rental market although there

continues to be a strong single-family rental constituency. Most of the housing (91%) in Greenwood was built prior to 1980. This older stock has become a source of good starter homes, both rental and owner. To keep neighborhoods stable, the Property Maintenance Code and other city codes regulating where cars can be parked, grass cutting, etc. should be strictly enforced. There is at least the perception that neighborhoods that are predominantly rental can deteriorate quickly.

There is a surprisingly small amount of mobile homes compared to most cities in Mississippi. More than likely the aggressive strategies of the Housing Authority in providing housing, as well as zoning restrictions have limited the number.

Table 27. Composition of Housing Units by Type
Greenwood, 2000

Type	Renter Occupied		Owner Occupied	
	#	%	#	%
Single Family	1,929	54.8%	3,254	95.6%
Duplex	315	8.9%	29	0.9%
Multi Family	1,200	34.1%	27	.8%
Mobile Homes	76	2.2%	86	1.4%
Total	3,520	100.0%	3,404	100.0%

Source: U. S. Bureau of the Census, SF 3 Sample Data, 2000. Does not include RVs, boats, vans.

Table 28. Housing Tenure by Age of Construction and Number of Units
Greenwood

	Owner Occupied	Renter Occupied	Total
Total Units	3404	3520	6924
Built 1999 - March 2000	29	27	56
SF	23	0	23
2-4 Units	0	9	9
5-19 units	0	18	18
MH	6	0	6
Built 1995 - 1998	56	129	185
SF	34	45	79
2-4 Units	0	68	68
5-19 units	0	8	8
MH	22	8	30
Built 1990 - 1994	119	217	336
SF	105	82	187
2-4 Units	0	64	64
5-19 units	0	27	27
20-49 units	0	21	21
MH	14	23	37
Built 1980 - 1989	256	559	815
SF	223	165	388

2-4 Units	0	157	157
5-19 units	0	162	162
20-49 units	0	38	38
50 or more	0	21	21
MH	25	16	41
Built 1970 - 1979	532	758	1290
SF	514	330	844
2-4 Units	0	163	163
5-19 units	8	220	228
20-49 units	0	0	0
50 or more	0	23	23
MH	10	22	32
Built 1960 - 1969	791	776	1567
SF	778	507	1285
2-4 Units	4	159	163
5-19 units	0	65	65
20-49 units	0	38	38
MH	9	7	16
Built 1950 - 1959	758	530	1288
SF	750	392	1142
2-4 Units	8	59	67
5-19 units	0	60	60
20-49 units	0	11	11
50 or more	0	8	8
MH	0	0	0
Built 1940 - 1949	466	276	742
SF	449	252	701
2-4 Units	17	17	34
5-19 units	0	7	7
MH	0	0	0
Built 1939 or earlier	397	248	645
SF	378	156	534
2-4 Units	0	86	86
5-19 units	19	6	25
MH	0	0	0

Note: Does not include boats, RVs and vans. Source: US Bureau of the Census, 2000

Preservation and Redevelopment Opportunities

It is recommended the city continue its program of condemning housing which has become an eyesore and safety hazard and to consistently enforce the city's Property Maintenance Code to help conserve housing.. Although presently confined primarily to the older sectors of the city, the dilapidated housing problem areas could continue to spread and eventually infiltrate into the now satisfactory residential neighborhoods unless proper remedial steps are taken. As a result, there are opportunities to undertake

redevelopment programs in order to revitalize older neighborhoods, protect single-family residential areas from commercial and multiple-family encroachment through zoning, and protect neighborhoods with historical and architectural value by expanding the Historic Preservation controls to residential districts.

Housing preservation is important for a number of reasons. First, quality housing is viewed as a means to neighborhood stability and Greenwood's economic viability. Preserving housing is a matter of protecting many individual homeowner investments and preserving a local community resource. Oftentimes, a domino effect is noted when one or two homeowners improve their property. Good quality housing can be one of the most important draws to people who are looking for a place to relocate.

Preserving housing helps local governments sustain their tax base. Housing typically accounts for a substantial share of that tax base. Even though it is not the largest share of revenue for the general fund of a city in Mississippi, property tax revenues are more permanent and more stable.

Preservation of existing units helps retain the unique and small-town atmosphere Greenwood is trying to keep, and helps prevent sprawl. It also allows for a good source of affordable housing, without necessarily increasing density in new developments (one of the few ways affordable housing is possible in new developments). That being said, residents of all ages are increasingly interested in new smaller housing units in more densely populated developments. Baby boomers in particular are less interested in spending time on property upkeep. There should be a variety of housing types available for all age groups and lifestyles, with commensurate amenities.

Implementing Regulatory Strategies for Housing Preservation

Because more problems are associated with rental property (generally) than with owner-occupied housing, the city could keep track of rental housing and its condition by requiring inspections of renter-occupied housing for property maintenance code violations (at least exterior property problems like peeling paint and broken steps) every time the house is rented. Licensing property owners would help to do this.

Every non-occupant owner renting to tenants would be required to make application for an annual permit from the building department to rent a single-family dwelling. An annual inspection would be required for these rental units. The landlord would be required to stipulate in writing that the lease for the dwelling unit contains notification to the tenants as to the maximum number of unrelated persons who may lawfully inhabit the dwelling and the number and location of on-site, off-street parking spaces available for the rental dwelling, and a statement of the penalties for failure to comply (usually a fine). This could be posted in the dwelling unit in a conspicuous place with the names of individuals who have signed the lease.

Owners would continue to be responsible for health and safety related upkeep like mowing, weed control, etc. Inspections would uncover code violations that would have to be repaired before the unit could be rented again. This could be coordinated by the Fire Department and the Housing Authority if appropriate. Some neighborhoods can form Neighborhood Associations (Homeowners Associations) and adopt covenants that restrict or regulate rentals.

To help reduce the public resources for enforcing housing-related codes the city should do all it can to encourage voluntary compliance. Ways to achieve voluntary compliance include publicizing code requirements, using incentives to reward initial compliance, and offering technical assistance to violators.

Other ideas include:

- The city should publicize the codes and building officials should hold a contractor/developer seminar to discuss building/housing code requirements.
- The city should continue to use available federal funds (HOME, HOPE VI, CDBG, AHP) to help upgrade eligible housing areas.
- The city could offer property tax abatements for redevelopment areas. State tax credits are available for historic residential areas.
- Residential structures near the Central Business District should be preserved (even if not used for housing) if at all possible through Historic Preservation controls and/or zoning.
- New affordable housing design should be context sensitive, complementing the architectural precedent set by the older, historic housing stock in the immediate neighborhood.

The Greenwood Housing Authority has the responsibility for administering the city's housing programs. The Authority is reviewing workforce income and low income housing that is more creative than the standard apartment complex, including developing single-family home subdivisions. More of this creativity should be encouraged, including strategies such as infill development and adaptive reuse of older historic structures for affordable housing.

Community Appearance and Design

Background

Although the zoning ordinance is the most recognizable implementation tool for the goals, objectives and policies set in the Comprehensive Plan, it is usually not the best way to help improve the way the city looks. The city certainly has the ability to control design aspects of development through its regulatory process, as discussed below.

In *Berman v. Parker*, a U.S. Supreme Court decision made in 1954, Justice Douglas stated:

“The concept of the public welfare is broad and inclusive...the values it represents are spiritual as well as physical, aesthetic as well as monetary. It is within the power of the legislature to determine that the community should be beautiful as well as healthy, spacious as well as clean, well-balanced as well as carefully patrolled.”

The court later re-emphasized this view in the landmark *Penn Central Transportation Co. v. New York City* case. “We emphasize what is not in dispute...This court has recognized in numerous settings, that states and cities may enact land use regulations or controls to enhance the quality of life by preserving the character and the desirable aesthetic features of a city...”

In addition to properly and assertively enforcing the existing ordinances the city should adopt Site and Design Standards, create a design review board, adopt sign regulations, and require that more development be “planned” development.

Design controls are essential for helping to guarantee a good outcome for development projects in the city. The Site and Design Standards ordinance is able to give the city a structured and legal way to help guide the development the city would like to see using the 14 “building blocks” of design, including:

1. Horizontal building blocks
 - a. Parking spaces and lots
 - b. Streets
 - c. Open spaces and yards
 - d. Sidewalks
2. Vertical building blocks
 - a. Building facades
 - b. Trees and other permanent vegetation
 - c. Signs
 - d. Light poles, towers and utilities
3. Building blocks related to depth
 - a. Building setback and lot placement
 - b. Façade recesses, projections and ornamentation
 - c. Property and land uses
4. Softscape elements
 - a. Lighting
 - b. Street furniture
 - c. Seasonal landscapes and plantings
5. Site preparation
6. Grading, storm water drainage
7. Parking and Traffic Circulation
8. Lighting
9. Pedestrian Circulation
10. Building Form and Materials
11. Landscaping (including maintenance of existing trees)
12. Bufferyards

Greenwood has major design issues. Some of the poor outcomes are the result of the lack of proper codes and ordinances to meet the city’s goal of being an attractive community. A new design standards ordinance can solve that problem. In addition, some of the current ordinances have not been properly administered and/or enforced, primarily due to lack of understanding of the ordinances and possibly the city’s desire to “bend over backwards” to accommodate developers. This is usually done so that the city is not thought of as “anti-business.” Quite the opposite is true. A well-planned and attractive city is absolutely necessary for sound economic development.

Downtown Redevelopment

Greenwood’s downtown is the traditional heart of the community. Because downtown is the context in which the community’s cultural and historic assets are centered, its vitality is of prime importance to the general welfare of the city. Redevelopment plans as well as continued participation in the Main Street Program and strategic planning and promotion help from the Chamber, Convention and Visitors Bureau and others can help keep the downtown area vital.

The downtown area has experienced a renaissance thanks primarily to the work of Viking Range Corporation and other private companies, including the Bank of Commerce and Staplcofn. The downtown is vibrant and offers great retail shops and restaurants, as well as the Alluvian Hotel. It is obvious from public meeting comments that the Alluvian Hotel and the downtown area are points of pride for the community.

Other Area Redevelopment

There are vacant commercial buildings in need of redevelopment and they should be given special attention by the city and the private development community. It is recommended that the city continue to make use of the resources of the landscape architecture and architecture schools at MSU and other resources to develop designs for redevelopment of certain areas of the city.

Areas that should be slated for redevelopment will be noted on the Future Land Use Map.

Historic Sites and Areas

The following sites in Greenwood are listed on the National Register of Historic Places:

- Austin Hill House (Marclare)
- Boulevard Subdivision Historic District
- Central Commercial and RR Historic District
- Cotton Row Historic District
- Falls Site
- First Methodist Church of Greenwood
- Fort (Point) Leflore
- Fort Pemberton
- Four Corners Historic District
- Greenwood High School
- House at 308 Lamar Street
- House at 312 George Street
- House at 710 S. Boulevard
- Keesler Bridge
- Provine House
- River Road Residential Historic District
- Rosemary-Humphreys House
- Star of the West
- Wesley Memorial Methodist Episcopal Church
- Wesley Methodist Church Historic District
- W.M. Whittington House
- Williams Landing Residential Historic District
- Wright House (Daisy)

Although Greenwood does have local protections for commercial property, it is recommended that the city do the same for residential properties and other historic districts by extending the boundaries of the Greenwood historic district to include additional commercial areas and new residential areas.

Entryways and Signs

Major entryways into the community are critical to conveying a sense of attractiveness and order to potential visitors as well as to existing residents. Currently, the visual qualities of entryways are uncontrolled and visual clutter is prolific, particularly regarding signage. It is unclear when one has actually entered the city, especially from the east. The city should erect consistent signage marking all major entrances into the city.

Public Facilities

Public facilities for the city of Greenwood consist of the city's real property and improvements that have been constructed or acquired for the purposes of providing municipal services to citizens. The capital

facilities under the direct control of the City of Greenwood have been assessed for adequacy in meeting current and future need based on plan data and conclusions. It is beyond the scope of this plan to assess maintenance needs of Greenwood’s capital facilities.

Administrative Buildings

City Hall

Greenwood’s City Hall is an attractive center of the community and is functional, despite its age. It is centrally located and a vital part of the downtown area. The beaux-arts building is historic, having been built in 1930. The exterior of the building should be preserved, with efforts made to return the building to its original state. Similarly, City Hall is overdue for interior renovations, including painting, flooring, and other updates as necessary to make City Hall a great place to conduct the business of the city. In particular, the City Council chambers could be enlarged or redesigned for a higher capacity, as meetings are well attended by the constituency.

Since the population is not growing, it is not expected that the city will need any additional administrative space.

Police Department

The old jail should be renovated to increase the amount of administrative space for the Greenwood Police Department. The existing space is cramped and functionally obsolete. It is best that the department continue in its current location as opposed to being relocated.

Incarceration is a joint function between the city and the county. The jail is located near the industrial park and managed by Correctional Corporation of America.

Fire Department

The City of Greenwood currently has a Class 4 fire insurance rating from the Mississippi State Rating Bureau, an excellent rating for a city the size of Greenwood. A city or fire district’s rating is based upon the following factors:

Feature	Percent
Water supply	39%
Fire Department	39%
Fire Service Communications	9%
Fire Safety Control	13%

Source: Mississippi Rating Bureau

The city currently has four fire stations providing protection to city residents. Station 1 is located at 404 Main Street, Station 2 is at 801 Carrollton Avenue, Station 3 is on Tallahatchie Street, and Station 4 is located at 216 Highway 7 North. The Department only services fire protection for the city, and does not provide Emergency Medical Services.

The city has a low fire rating and is not currently working towards a Class 3 rating. The department does enforce a Fire Code and has a fire inspector.

The Department operates with fifty-four (54) personnel, all career with no volunteer firefighters. Fifty-one (51) have completed Fire Academy training. The Fire Department has six pumper trucks, two rescue vehicles, and five other vehicles.

The department does enforce a Fire Code and has a fire inspector.

Water pressure and the location of fire hydrants is very important to the city's adequate provision of service and its rating. The city does have sufficient quantity of water as well as good water pressure.

Should the city decide to adopt a Site and Design Review staff process, the Fire Inspector and Chief should be on the Committee reviewing new construction and renovation in Greenwood.

Library

The Greenwood-Leflore Public Library is located at 405 W Washington Street in downtown Greenwood. The library not only offers traditional library services such as research materials and books on loan, but they also offer computer classes, art exhibits, community collection displays, and programs and cultural events. The collection of the library contains 87,334 volumes, and the library circulates 58,653 items per year. The main library currently keeps irregular hours and should consider extending its afternoon hours, as well as weekend hours. The library also should offer wireless Internet service, if it does not already do so.

The Jodie Wilson Branch Library is located at 209 Stone Street and the Old Greenwood-Leflore Public Library is located across the street from the main library on West Washington Street. The Old Library is currently vacant and in a state of disrepair and should be considered for rehabilitation and use as an educational facility in the Greenwood community once again.

Education

Greenwood residents' educational needs are served by the Greenwood Public School District. In addition, there are private and parochial schools serving the residents of Greenwood and Leflore County.

The Greenwood Public School District is accredited, but is listed as "at risk of failing." Except for Bankston Elementary, which is "high performing," the other schools are "at risk of failing" or on "academic watch."

Growth status is either "met" or "not met." Bankston, Greenwood Middle, and W.C. Williams Elementary have met Growth Status. Davis Elementary, Greenwood High, and Threadgill Elementary have not met Growth Status. Overall, the district is listed as "not met" Growth Status.

The Greenwood Public School District had a fall 2009-2010 enrollment of 2,922 students.

The eight schools in the district are noted below:

1. Greenwood High School
2. Greenwood Middle School
3. Greenwood Career and Technical Center
4. Greenwood Alternative School
5. Bankston Elementary
6. Davis Elementary
7. Threadgill Elementary
8. W.C. Williams Elementary

From the Public Forum:

Much discussion at the Public meeting centered on the perceived failure of the public school system and its impact upon the lack of quality of life, and thus growth, in Greenwood.

Skill and education levels of the workforce are thought to hurt recruitment of business and industry. Many said the schools were dated (some actually indicated that the school facilities are “terrible” and that both the public and the private schools should be great) and that the community would not support a bond issue to improve them. Other participants noted that the public schools need discipline and need to embrace new ideas. Also, that there is a need for everyone to participate.

One participant noted that the successful school districts were in areas where there was only one district, and that with resources combined a school district could be stronger.

Recreation and Cultural Activities

Standards

An evaluation of parks, recreation, cultural activities and open space needs involved measuring existing facilities against accepted standards for the future population of the city to the year 2030. The standards used here are those contained in the Mississippi State Comprehensive Outdoor Recreation Plan (SCORP). The SCORP contains prototype standards for various classifications of parks and facilities based upon acres or units needed for every 1,000 persons. School facilities were not inventoried unless they were available for active use by the community outside of school-sponsored functions. Privately owned facilities are noted but not included in space need calculations.

Governance

Recreation activities are under the direction of the Greenwood Parks Commission and administered by the Department of Public Works’ Parks and Recreation staff under the direction of the city.

Recreation Programs at Greenwood Parks

The City of Greenwood does not administer recreation programs at the city’s facilities. Basketball, little league baseball and softball programs are offered by private organizations that use city facilities. The City Parks and Recreation Department offers a Summer Program at six of the city parks.

Prototype Standard

The SCORP contains prototype standards for eight classifications of parks/recreational facilities and open space facilities. However, the first two classifications, playlots and neighborhood playgrounds, are not included in this evaluation of future needs. Playlots are parks that are intended for use by young children and are generally located at an elementary school. These playlots can also be accomplished through exactions from developers for Planned Unit Developments and usually are not inventoried. Neighborhood playgrounds, which are intended for both preschool and school-aged children are also commonly located on a public school site or can be part of the recreation/open space exaction from a developer of a PUD. Therefore, for the purposes of this plan, it is assumed that most of the city’s needs for playlots and neighborhood playgrounds will be met through use of public school facilities or existing or future exactions.

Neighborhood Parks

Description: Neighborhood parks usually provide a variety of recreational opportunities, both passive and active, potentially organized or unorganized for all age groups.

Facilities: Neighborhood parks usually include children's play apparatus, paved multi-purpose courts, sports fields, small picnic areas and shelters, drinking fountains, walking/jogging or nature trails, off-street parking, and lighting.

Minimum Population Served: 5,000

Acres per 1,000 Persons: 3.5 acres for every 5,000 persons in the service area.

Service Area: 1 mile in urbanized areas; 3 miles in rural areas.

Optimum Size: 5-7 acres.

Population Served: All ages.

Location: Neighborhood parks are usually located central to the population being served, without the need to cross arterial streets or highways. These parks are commonly located in an area characterized by some natural features. In smaller population cities, neighborhood parks often serve as parks for the entire community.

Community Playfields

Description: Community playfields are large outdoor recreational areas, primarily athletic complexes designed to serve the active competitive and recreational needs of children, preteens, teenagers, and adults. Playfields may provide a variety of organized activities and may have the potential to provide for competitive events and tournaments.

Facilities: The predominant facilities in this classification are athletic fields for sports such as soccer, football, baseball, etc. Playfields may also include courts games such as tennis. Other potential facilities including lighting, sanitary facilities, concession, storage areas, adequate parking, and spectator seating. Playfields may include some picnic facilities, shelters, children's play areas, and special purpose facilities such as a swimming pool.

Minimum Population Served: 10,000

Acres per 1,000 Persons: 10 acres for every 10,000 persons in the service area.

Service Area: 5 miles in urbanized areas; 10 miles in rural areas.

Optimum Size: Entire population of a community, focusing on ages 9-39.

Location: Playfields may be located on the outskirts of a community, or may be a portion of a major community park. In areas around public schools, the physical education and athletic facilities may be located in conjunction with other major outdoor recreational areas or facilities such as lakes and reservoirs.

Community Playfields Inventory: Whittington Park and Stribling Park

According to the standards, Greenwood should have at least two community parks. However, because Whittington Park is so large with many programs, it meets the criteria for at least two community playfields.

In addition to these recreational facilities, Greenwood should also have small playlots within proximity to residential neighborhoods and areas designed just for passive use – walking, picnicking, etc.

Major Community Parks

Description: A major community park is a large, natural and/or landscaped area, designed to accommodate large numbers of people for a wide variety of both intensive uses and passive pursuits.

Greenwood is most lacking in this area of recreational pursuits. This would include activities no more intensive than a walking track. Florewood State Park was recently closed, but every effort should be made to see that it is reopened as a park for the Greenwood and Leflore County community.

General Future Needs

Sidewalks should be built to and from recreational areas where they do not now exist. As mentioned earlier in the Transportation section, the city should require the construction of sidewalks with new developments and encourage multi-purpose paths, playlots and/or passive enjoyment areas in common areas of planned developments. Although sidewalks and bike paths are transportation facilities, they are also useful for recreational biking and walking.

The City should set up a designated fund for parkland purchases. The Planning Commission could waive dedication of common areas in planned developments if the city is better suited by the developer donating funds in lieu of lands. These funds could be used toward the purchase of large parcels of land for parks.

The City of Greenwood should work with Greenwood Public Schools to have joint use of recreational facilities.

Cultural Activities

Greenwood boasts many cultural activities, including Viking Cooking School classes, performances at the Greenwood Little Theatre, book signings at Turnrow Book Co., exhibits at Cottonlandia Museum, the annual First Presbyterian Church Singing Christmas Tree performance, the Roy Martin Delta Band Festival, the Chamber of Commerce’s Holiday Open House, Main Street Greenwood’s Art Alfresco, and Stars and Stripes in the Park.

Improving the scope and number of cultural activities is vital to the city’s continued growth. Leisure time activities should be as varied as possible to help meet the city’s goal of being the destination of choice for permanent residents, businesses, students and visitors.

Health-Related Activities

Greenwood Leflore Hospital was established in a converted house in 1906 by the King’s Daughters’ Society with the help of the City of Greenwood and Leflore County. It is a not-for-profit health care organization that exists to provide high quality, cost-effective healthcare services in partnership with its medical staff to the residents of Leflore County and surrounding communities in North Central Mississippi. The hospital offers the following services:

The Child Life Program

The Child Life Program, located on the Bernet Pediatric Wing, fulfills emotional, social, physical, and developmental needs of hospitalized children. The program also prepares children for surgery, diagnostic tests and other invasive procedures through education and hands-on experience with

appropriate medical equipment. The Pediatric Playroom is generously equipped by the Greenwood Junior Auxiliary.

Diabetes Education Center

The Diabetes Education Center is fully accredited by the American Diabetes Association. It provides outpatient education to patients with diabetes and their family members..

Emergency Room

The Greenwood Leflore Hospital Emergency Room is staffed by six full-time ER physicians and operates 24 hours a day, 7 days a week. The department consists of four trauma rooms, two cardiac trauma rooms, nine examination rooms, an x-ray room and a large, comfortable waiting area.

Free Clinic

The Free Clinic was established by Dr. Jeff Moses, Emergency Room physician, when he saw there was a need for access to medical services for people with no insurance or payor source. The Free Clinic staffs local physicians, nurses and others who volunteer their time to provide needed medical services to eligible people and families.

Labor and Delivery

The hospital has a 5-unit Labor/Deliver and Recovery maternity center, with ICU and well-baby nurseries adjacent to the suites..

Leflore Rehabilitation Center

The Leflore Rehabilitation Center provides a comprehensive rehabilitation program for patients who have suffered functional loss due to a disabling illness or injury, including the following: stroke (CVA), hip fractures, major joint replacements, amputations, polyarthritis and other disabling impairments.

MRI

Greenwood Leflore Hospital offers Magnetic Resonance Imaging,

Sleep Disorders Center

The Sleep Disorders Center is under the direction of Dr. John Hey, who is board certified by the American Board of Sleep Medicine. The center is fully accredited by the ASM (American Academy of Sleep Medicine) and Joing Commission.

Subacute Nursing Unit

This specialized program provides short-term restorative and rehabilitative care to older adults who are ready to be discharged from the hospital's acute care units, yet are not strong or well enough to return home.

Wellness Center

The staff at the Wellness Center is committed to the promotion of wellness and to meeting the fitness needs of the surrounding community at a reasonable cost.

Women's Diagnostic Center

The Women's Diagnostic Center performs a complete battery of female diagnostic testing including manual breast exams, routine mammograms, bone density testing and other more advanced diagnostic procedures, as well as offering continuing education.

Wound Care Center

The Wound Care Center specializes in the treatment of diabetic foot ulcers, venous leg ulcers, bedsores,

burns and traumatic wounds. Treatments include advanced dressings for diabetic foot ulcers, compressive therapy, long-term silver dressings, and other advanced technology.

The hospital also offers an extensive clinic system to serve the primary care needs of residents in north central Mississippi and the Delta.

Electrical Service

Electrical service is provided by Greenwood Utilities, a water and electric municipal utility that has been owned by and located in the city of Greenwood, Mississippi since 1904. Greenwood Utilities is governed by a board of three commissioners, who are appointed by the Greenwood Mayor and approved by the City Council. The commissioners are a policy-making board that serves 3-year staggered terms. All operating decisions are made by the General Manager. Greenwood Utilities has approximately 100 employees, operating a main office and two generating stations as well as maintaining water and electric distribution systems.

From 1904 until 1977, Greenwood Utilities generated all the electric power utilized by its customers. As the demand for power increased, it became prudent for Greenwood Utilities to establish an interconnection program to provide an alternate source of electricity in the event of a catastrophic failure of the generation capacity or a natural disaster.

Since 1977, three interconnection projects have been completed which together help ensure that customers will have the most reliable electric power possible. Local generation capacity for power is approximately 74 Megawatts. Greenwood Utilities has the ability to burn multiple fuels for generation, including coal, natural gas, and diesel. In addition to the Utilities' generation capacity, they have interconnections between Entergy Mississippi and the Henderson, Wright, and South Substations to give a combined transformer capacity of approximately 121 Megawatts. The all-time peak demand on the system occurred on July 19, 2000 when the load reached 79.4 Megawatts.

Greenwood Utilities gives appropriations to the city in lieu of taxes as well as providing free electricity and water for a wide range of community facilities including: City Hall, Police Department, Fire Stations, Public Works, Libraries, Greenwood City Schools, Fire Hydrants, Street Lights, Traffic Signals, Parks and Playgrounds, Sanitary Sewer Pumps, Treatment Plant, Ione Street Landfill, Storm Pumps and various other benevolent institutions.

Sanitation

The City uses the Leflore County Municipal Landfill, which is located on Highway 49 South. The city is in the process of developing a drop-recycling program for residents in partnership with Leflore County, but also recycles tires and white goods at certain times during the year. Curbside recycling is a long-term goal of the city and county.

The city and county are currently exploring the idea of reopening a jointly operated rubbish field near the Leflore County Civic Center off Highway 7. This would save fuel by allowing rubbish to be disposed of at a location much closer to the city center than the present landfill.

The department has indicated a need for a front loader upgrade and dumpsters, as well as a tub grinder, which would be used to mulch rubbish and provide mulch to the city and its residents for a minimal fee.

Trash pickup service is included in the monthly garbage fee, and is offered once a week. A contractor picks up "white goods." It has been noted that solid waste is not a money generating operation and should be investigated along with Leflore County as a potential service to be outsourced or privatized.

Water and Sewer

Greenwood Utilities pumps its water from the Meridian Upper Wilcox Aquifer located 600 - 800 feet below ground level. There are various wells throughout the city that pump into the storage tanks and distribution mains that disperse water to the consumers. Greenwood Utilities chlorinates water at each well site before being released into the system. Greenwood Utilities customers consume an average of 3.6 million gallons of water every day.

Greenwood has seven wells with the following performance (noted in gallons per minute):

- #1 - 1,114
- #2 - 1,026
- #3 - 915
- #4 - 610
- #5 - 572
- #6 - 920
- #7 - 1,085

100% of Greenwood residents are connected to the city’s water system. There are no other water providers (community associations) serving Greenwood residents.

The department has twelve personnel. There are no reported health problems, as illustrated by the lack of boil water notices or studies indicating problems.

There are 35 sewer lift stations in the city. 100% of Greenwood residents have centralized sewer service. Effluent is treated with a trickling filter system, and the plant is located on Ione Street. As with most communities, the inflow/infiltration problem with the lines is considered significant. The treatment facility is at 50% capacity. The department has 21 personnel.

Streets

Streets in Greenwood are maintained by the Public Works Department.