

Greenwood Comprehensive Plan

City of Greenwood, Mississippi

2010 – 2040



FINAL PLAN

Adopted by the Greenwood City Council
October 19, 2010

Prepared by
the Greenwood Comprehensive Plan Steering Committee
with technical assistance from:

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Honorable Ronnie Stevenson, President – Ward 3

Honorable Charles McCoy, Sr. – Ward 4

Honorable Tennill Cannon, Ward 5

Honorable David Jordan, Vice President – Ward 6

Honorable Carl Palmer – Ward 7

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EXECUTIVE SUMMARY

WHY PLAN?

Communities have the opportunity to control their destiny by mapping out their future on paper before actually moving forward with permanent actions. This gives them the opportunity to see what alternatives best suit the needs and the desires of the citizenry and the officials who have been chosen to lead them. Richard Moe of the National Trust for Historic Preservation said it best, when he noted, “Communities can be shaped by choice, or they can be shaped by chance. We can keep on accepting the kind of communities we get, or we can start creating the kind of communities we want.”

The comprehensive plan is the kind of blueprint that helps communities develop the way they want to. If properly followed it can result in a community where residents have the kind of quality of life they often travel to other areas to experience. No town, city, or county is locked into the way it has been in past or currently exists. Downtown Greenwood is a great example of how intervention reversed the course of a deteriorating neighborhood. The study of urban development in this country shows that communities can use democratic ideals and court-tested practices, as well as innovative private and public investment to create the kind of community they want. This plan, which was developed with the input of a 20-member steering committee of stakeholders in Greenwood, as well as public input, analyzes the city’s current situation, but does not let that hold it back.

The plan is a guide and that is why it is adopted by resolution. Although it is legally required to support zoning amendments, it acts primarily as a roadmap for the future. Most of the tools that implement the plan are familiar to the community – the zoning ordinance, subdivision regulations, sign control, code enforcement, building and housing codes, etc. Some newer policies, like mixed-use zones, and design standards are reflective of the lessons learned about the shortcomings of the biggest tool – zoning. We know now that zoning is not the best tool for creating a quality community. It was historically a blunt response to incompatible uses residing next to each other – smokestacks near homes, specifically. However, rising oil prices and an epidemic of obese Americans taught us that separating uses was not necessarily the policy for meeting ALL of our community goals.

This executive summary attempts to explain, in a concise manner, what Greenwood should do to meet its goals over the next 30 years. The recommendations are a mix of policy changes, improvements in enforcement, and projects and programs.

FINDINGS & GOALS

1. Significant Finding – The city should be consistent and diligent in enforcing regulations.

Recommendations:

- Ensure that building, code enforcement and zoning/subdivision regulations/design standards administration are under the direction of a city planner.
- Set goals and measurable objectives each budget year for code enforcement and meet them (how many structures will be demolished, etc.)
- Improve training for staff, Planning Commission and Mayor and City Council.
- Join the American Planning Association and the Mississippi Chapter of the American Planning Association (Commissioner training and publications).
- Increase fees to help offset costs of additional staff and training.
- Develop GIS capabilities by partnering with Leflore County and Greenwood Utilities.

- Be more comprehensive in enforcing property maintenance code.
- Require registration of rental property with yearly inspection and appropriate fines.

2. Significant Finding – The city needs better curb appeal.

Recommendations:

- Restrict commercial zoning to nodes around intersections of major arterials and collectors.
- Adopt and enforce Site and Design Review Standards.
- Adopt and enforce sign ordinance.
- Expand code enforcement scope.
- Clean up city-owned property (along streets and sidewalks, in parks and public spaces, etc.)

3. Significant Finding – The city should improve existing ordinances; add more master planned Future Land Use districts and planned zones to map and text plan.

Recommendations:

- Add more planned zones; begin to shift from straight zoning to encouraging more planned zones. In addition to standard land use classifications in the Future Land Use Plan, add Master Planned Commercial (C-4 zoning), and mixed use classifications and zones (Traditional Neighborhood Development, Central Business District mixed use (PUD zoning), Neighborhood Mixed Use (PUD or C-4 zoning), historic district overlay for residential areas, environmental overlay for sensitive environmental areas and flood zones, and a redevelopment area.
- Allow more density to help curtail urban sprawl, protecting prime agricultural lands, and encouraging redevelopment in existing neighborhoods and commercial corridors.
- Extend Historic Preservation District to provide local protections to additional commercial and new residential districts.
- Change zoning ordinance to permit existing smaller non-conforming lots with narrow widths to retain “urban” look, promote affordability, and encourage walking and biking.

4. Significant Finding – Look at zoning on map and in text.

Recommendations:

- Rezone the areas around and near Greenwood Leflore Hospital as medical office zones to reserve this area for the growing medical facilities needs. Will also improve the curb appeal of this section of Highway 82.
- Allow significant densities only with a planned (PUD) development, where common space is dedicated and design is reviewed.
- Possibly rezone certain areas to encourage redevelopment where there are too many non-conforming uses. .
- Overlay all agricultural land within the city limits for master planned communities.
- Rezone downtown area to encourage mixed uses – retail and office on first floors and residential on upper floors. Encourage residential development with a view of the rivers.

5. Significant Finding – Improve circulation system; appropriately balance auto, pedestrian, and biking.

Recommendations:

- Adopt a Complete Streets Policy to consider alternative modes of transportation.
- Construct bike lanes with new roadway development/work with MDOT to do this for state road development. Identify/stripe/sign bike lanes on existing roads.
- City should construct/rehabilitate sidewalks with a priority on sidewalks that are in the most disrepair or in areas that have significant foot traffic.

- Conduct a sidewalk/trail inventory and develop a plan for improvements.
- Adopt Site and Design Review Standards that require sidewalks to be constructed as part of any new residential subdivision, or new or rehabilitated commercial, multiple-family, institutional, and industrial building.
- Allow use of golf cart-type vehicles on local streets to cut down on automobile use.
- Pursue the 4-laning of Highway 7 to better connect Greenwood to Interstate 55.

6. Significant Finding – Public facilities improvements are needed

Recommendations:

- Develop a separate parks and recreation department when funds permit to be able to improve on existing park system.
- Accept donations from developers in PUDs in lieu of land set asides, and use for general open space/parks land acquisition and/or development of existing parks.
- Consider passage of an additional 1% tax on restaurants and hotels to benefit public improvement and economic development projects
- Review any annexation plans carefully, weighing all costs and benefits. Encourage the redevelopment of areas that are deteriorating/dilapidated already in the city limits.
- Develop a comprehensive annexation plan for the future – timing, financing, etc.

7. Significant Finding – Some areas in the city are deteriorating and need redevelopment.

Recommendations:

- Develop strategic redevelopment plans (using student labor like that done for Baptist Town). Work with Main Street, MSU Landscape Architecture School, Carl Small Town Center, Mississippi Development Authority and others to design redevelopment strategies.
- Identify and log all vacant/abandoned buildings/lots and develop specific plans for encouraging their reuse/redevelopment.
- Identify state-owned properties and make them available for redevelopment.
- Pursue funding for homeowner reconstruction and new affordable housing development through programs such as HOME, HOPE VI, CDBG, AHP, etc.
- Encourage the involvement of neighborhood associations in partnering for redevelopment.
- Adopt a redevelopment overlay zone to encourage renovation in deteriorating areas.

8. Strategic Goal: Promote Economic Development through effective Marketing & Development

Recommendations:

- Make full use of the natural resources and cultural heritage to promote Greenwood as a destination of choice for visitors, especially the Tallahatchie and Yazoo Rivers.
- Insure that the education system is of the highest quality possible.
- Continue the downtown renaissance and expand redevelopment to other areas of the city.
- Adopt design standards and enforce them vigorously to achieve greater curb appeal as quickly as possible; partner this with a strategic clean up and landscape plan by the city.
- Adopt sign standards; amortize existing signs that would not be in conformance.
- Tie analysis from First Impressions, asset mapping, Greenwood Cultural Plan, and strategic plans from Main Street, Chamber of Commerce, and Greenwood Leflore Carroll Economic Development Foundation together into one strategic plan.
- Promote local entrepreneurship and use of good agricultural lands for food farming.
- Improve the local public schools.
- Look at re-opening the C&G rail line from Greenwood to West Point.
- Continue improvements to the airport and the industrial park.

- Balance industrial development with nature and heritage tourism.
- Take full advantage of the City's shores, by zoning for and encouraging development of residential uses with a view of the rivers.

9. Strategic Goal: Become a Healthy and Green Community

Recommendations:

- Review the city's built environment to ensure that it represents at least some of the components of "healthy zoning," food planning (like protection of prime agricultural lands), walkable/bikeable development pattern, community gardens, food stores selling healthy foods in neighborhoods, community supported agricultural programs, sidewalks, bike lanes, sufficient amount of parks and recreation programs, etc.
- Secure grants from organizations like the Robert Wood Johnson Foundation and the Mississippi State Department of Health to help plan for a healthier community.
- Reduce the amount of impervious surface allowed in developments (adopt standards that encourage narrow local streets and the use of permeable parking areas, among others).
- Permit and promote more density in areas already paved, allowing more retail space to be constructed in areas where parking has been overbuilt (Highland Park, Greenwood Mall).
- Encourage more, but smaller, parking lots in an effort to bring people closer to their destination. Use landscaping liberally in between these smaller lots.
- Allow and clearly mark on-street parking where appropriate.
- Adopt and enforce Green Infrastructure Plan for the community.
- Adopt and enforce Smart Growth policies that limit sprawl.
- Plant trees and native plant materials on city property and in public rights of way.
- Absolutely forbid clear cutting of trees and inappropriate land grading for development in non-agricultural areas. Restrict clearing to the minimum area needed for the building footprint, construction access and setbacks. Trees to be kept should be clearly marked.

10. Strategic Goal: Get Results through Effective Administration

Recommendations:

- Increase fees to offset costs in Planning and Building Department.
- Work with Leflore County on zoning of land immediately outside of Greenwood in an effort to restrict sprawl development.
- Require all development outside the city limits requesting city services to meet development plan, subdivision regulations and building code requirements and to initiate annexation (so the city will not inherit public facilities that will be very expensive to bring up to city standards).
- Require developers to construct at least one lane of projected improvements in collectors and arterials when their development fronts that road where needed.
- Improve the attractiveness of the city and develop a plan for becoming the destination of choice for residents, businesses, and visitors in the New Economy, thereby improving sales and property tax revenues.
- Take advantage of Mississippi Valley State University and Delta State University expertise when needing technical assistance for community planning and development.
- Add more planned development Future Land Use districts and encourage planned commercial, residential and mixed-use areas.
-

INTRODUCTION

This Comprehensive Plan for the City of Greenwood is the city's blueprint for the economic, social and physical development for the future. A comprehensive plan is defined by Mississippi state statute to include four elements – land use, goals and objectives, transportation, and public facilities. Its primary purpose is to help a city be proactive in managing its growth and development. The plan does this in the following four ways:

- It helps **coordinate** the city's activities with other entities,
- It is the **legal** foundation for implementation ordinances like the zoning ordinance,
- It is **educational**, telling the community and developers where the city is going, and
- It provides **guidance** by helping with interpretation of implementation ordinances through clearly stated goals and objectives.

Unplanned growth is unsightly and results in incompatibilities in land use and poor design that can hurt property values and the general form and function of the city. It also can result in higher public costs; planning helps coordinate and time needed capital improvements.

This plan replaces the city's latest plans, which were adopted by the Mayor and City Council in 1963, 1970, and 1978. The City's Planning Commission was established in 1959 and Boards of Adjustment for both Zoning and Housing Codes were established in 1973 and 1978, respectively.

Recognizing that Greenwood faces new challenges and opportunities, the Mayor and City Council directed the Greenwood Comprehensive Plan Steering Committee to review, revise and update the City's planning and development goals, policies and implementation ordinances. The new Greenwood Comprehensive Plan tracks the major community changes over the past decade, assesses prospects for future development, and sets forth the community's vision for the next 30 years. It provides new goals and directions for development policy, and it provides revised development regulations and other planning tools to carry out these new directions.

The plan was developed in accordance with generally accepted planning principals and is divided into five chapters. Chapter 1 provides introductory and background analysis related to planning and development issues within the city. Chapter 2 sets forth findings and issues and outlines the city's important goals, objectives, and policies, which are designed to be the starting point for action plans. Chapter 3 spells out the recommended general development plan and Chapter 4 gives recommendations for implementation.

In order to receive input from residents, the city conducted public meetings. The results of the input received from the meetings are listed in the Appendix. Education about the plan and the process was given at the hearings and was aided by excellent coverage from the Greenwood Commonwealth, local television stations, and meetings and speaking engagements at various civic organizations in Greenwood.

It was clear the citizens of Greenwood realize that the city is at an important juncture in its history. The common threads running through comments made at the public meetings are outlined herein.

The Comprehensive Planning process took about one year to accomplish. The Plan was developed by the Comprehensive Plan Steering Committee with input from the community at large and the assistance of a city planning consultant.

CERTIFICATION STATEMENT

I, Shelly Johnstone, AICP, do certify that, to the best of my knowledge and belief:

1. The statements contained herein are true.
2. All information is presented in a manner that is accurate and unbiased.
3. The work was prepared according to the AICP Code of Ethics and Professional Conduct as well as AICP Technical Standards of the professional practice of planning.
4. Compensation was not based upon a specific finding, professional opinion, or approval by a regulatory body.

Michele M. Johnstone, AICP

#018562

May 18, 2010

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'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.

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.

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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.

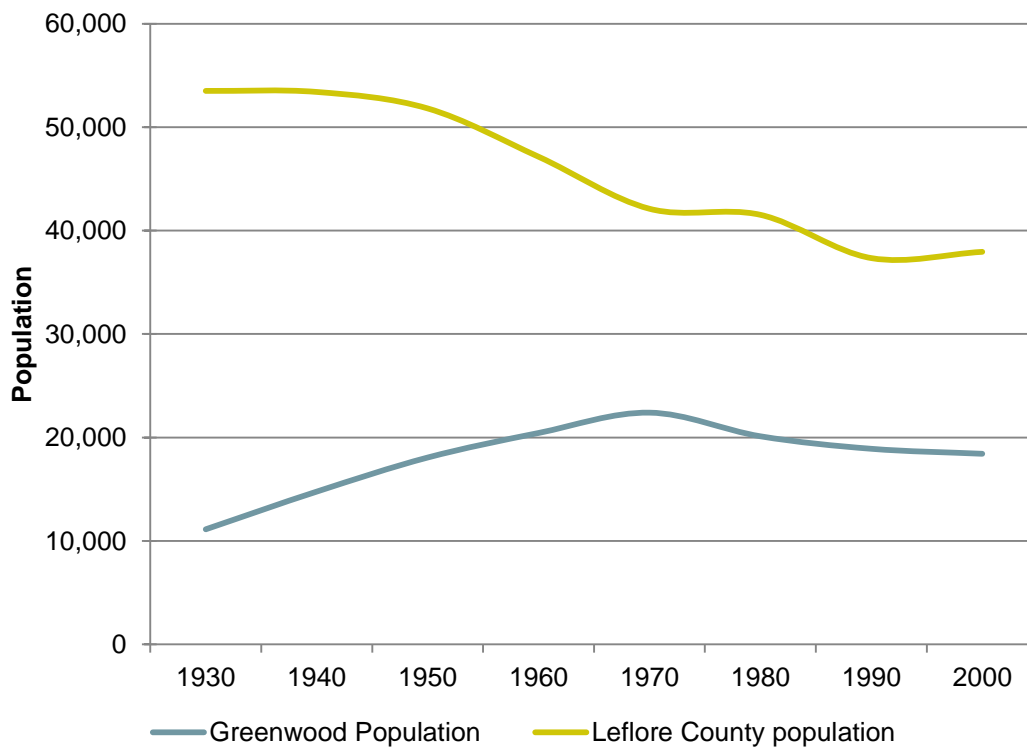
- City Pop. Est. – 16,084, July 1, 2008
- 18,425 population in 2000/18,906 in 1990
- Median age –31.7 years in 2000 (state was 33.8)
- Total households 6,916 (occupied housing units) – in 2000
- 49.3 % owner occupied housing units
- 50.7 % renter occupied housing units
- 75 % of homes are single-family 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



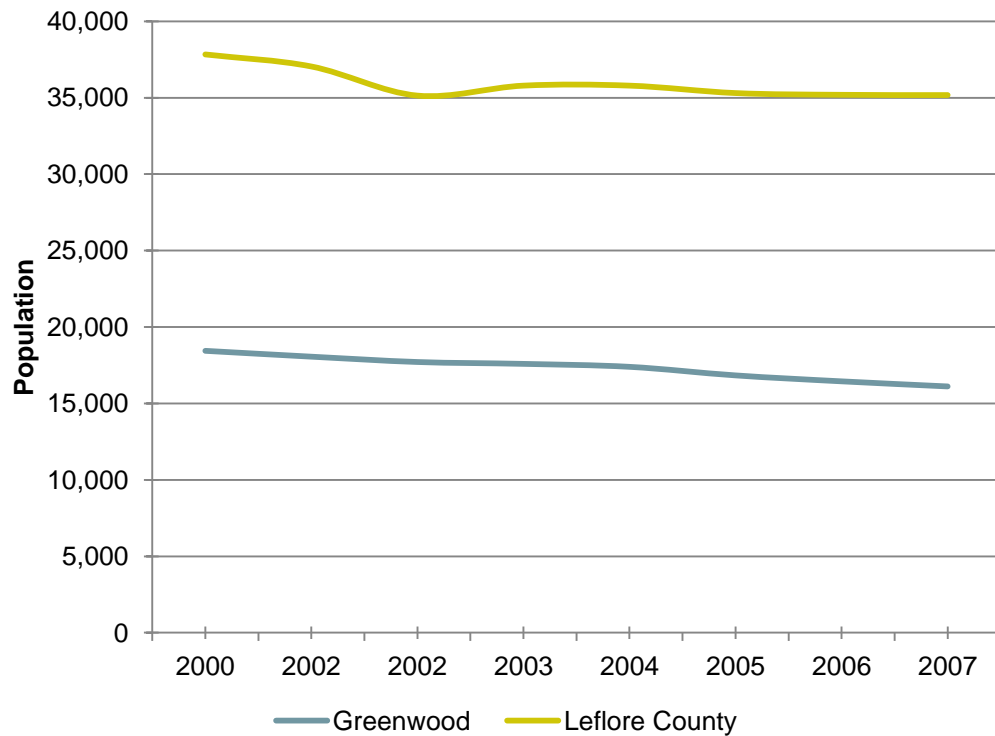
Source: U.S. Bureau of the Census, 1930-2000.

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,

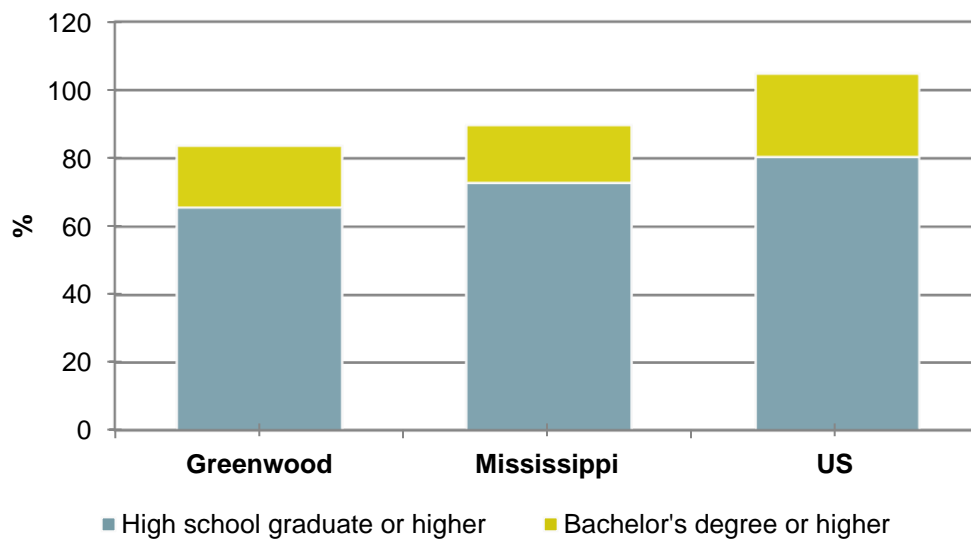
Mississippi's communities need to become places that attract Mississippi college graduates to live, work, raise families, and otherwise contribute to the local and state economy.

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.

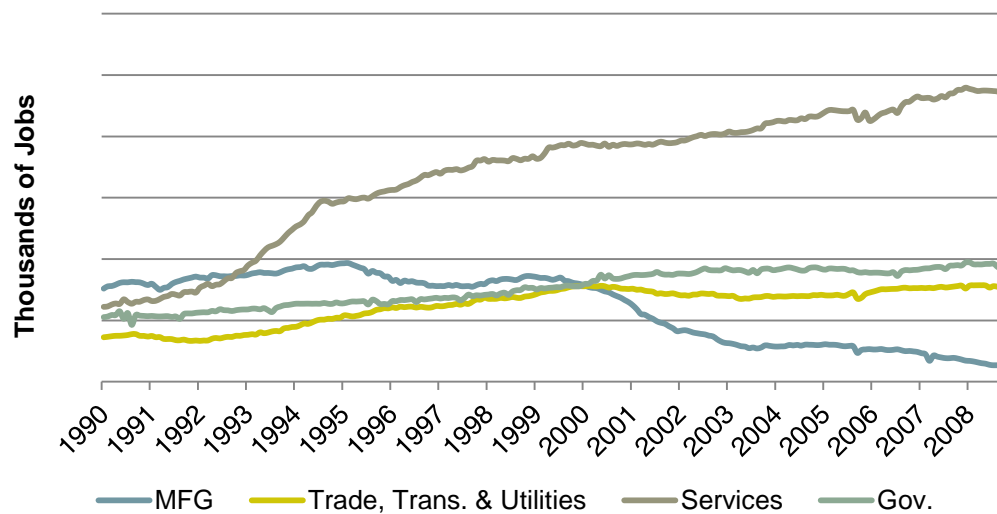
Table 16. Employment by Industry
Greenwood and State of Mississippi 1990

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 Staplcoth. 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 Bernier 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.

CHAPTER 2: FINDINGS OF FACT, VISION, GOALS, OBJECTIVES & POLICIES

Based on the background and analysis considerations set out in Chapter 1, findings of fact are made regarding the existing planning and development aspects of the City of Greenwood. The Steering Committee makes the following findings, and the findings serve as a basis for development of Goals and Objectives. The Committee finds as follows:

VISION STATEMENT

Greenwood is the heart of the Mississippi Delta, a historic and friendly community that has spawned creativity known throughout the world! Its unique history has placed Greenwood right in the middle of some of the most important movements in the country's history. It wishes to preserve this history and uniqueness by taking care of its historic and architecturally significant buildings and sites, and ensuring that the new built environment fits well into the fabric of the community.

Greenwood understands the need to conserve the natural environment so that the city is a sustainable, healthy and attractive community, welcoming to visitors and existing residents alike.

It knows that without a strong, viable and healthy citizenry, the community cannot thrive.

While recognizing its position as the county seat of government, it wants to promote job and revenue-producing opportunities in a diverse economy including industrial, retail, and service sectors. It desires to be a "complete" city, with the requisite living, working, medical, entertainment, and shopping, cultural, educational and recreational amenities. The City of Greenwood desires to be a destination of choice for permanent residents, businesses and visitors, and a leader in eco and heritage tourism.

The city recognizes the need to continue to build on the renaissance already taking place in its downtown area, and to extend that philosophy to the entire city.

Greenwood desires to be a well-managed, well-planned community that anticipates public facility requirements, and plans for them well in advance of need, instead of reacting to problems and issues.

Greenwood wants to ensure a high quality of life for its residents with diverse, high quality, housing types, land use policies that maintain a sustainable city, and buildings that are durable and attractive.

The City wishes to improve the base on which the future is built – schools and young people.

Greenwood wants to promote among its residents a strong sense of community, including working cooperatively regardless of race or economic status.

SIGNIFICANT FINDINGS, GOALS, OBJECTIVES & POLICY RECOMMENDATIONS

Population and the Economy

SIGNIFICANT FINDING 1: Greenwood lost population from 1990 to 2000, and indeed has been losing population for decades. While population grew from natural increase (births minus deaths), over 2,000

residents migrated out of Greenwood in that ten-year period. Projections indicate that both Leflore County and Greenwood will continue to lose population if strategies are not developed to stem that tide.

GOAL 1: A growing community as a result of in-migration and sensible, financially feasible annexation.

OBJECTIVE 1: Become a destination of choice for businesses, permanent residents and visitors by creating the kind of city people want to live in, visitors want to visit, and businesses want to do business in.

POLICY 1: Develop design standards and other policies that create the kind of environment that produces an attractive, durable and interesting city to help recruit people and businesses to Greenwood, including a sign ordinance and site and design review standards.

POLICY 2: Start, with assistance from the Chamber of Commerce, GLCEDF, and Main Street Greenwood, a business incubator/mentor program that helps local businesses get established and stay successful.

POLICY 3: Promote cultural, heritage, and nature tourism activities with existing partners – Main Street, Chamber of Commerce, Greenwood-Leflore Economic Development Foundation, Cottonlandia Museum, and others.

OBJECTIVE 2: Annex additional land into the city in a planned and sensible manner.

POLICY 1: Pursue periodic strategic annexations that meet the 12 indicia of reasonableness set out by the Mississippi Supreme Court, if it is determined that annexation is necessary and feasible.

POLICY 2: Require county neighborhoods that tie into city services to meet zoning, subdivision regulations, and building codes, so that when annexation of the neighborhood occurs, the city does not inherit substandard infrastructure.

SIGNIFICANT FINDING 2: Greenwood’s median household income is over \$10,000 less than the state average, and the city has a larger than average percent of the population at or below the poverty level. A higher percentage of the residents rent rather than own their own homes. A higher percentage of residents live in multi-family rather than single-family homes.

GOAL 1: Improved employment possibilities for Greenwood residents, including better paying jobs.

OBJECTIVE 1: Improve education and skill training to ensure a better-prepared workforce.

GOAL 2: Affordable housing opportunities from existing infill development.

OBJECTIVE 1: Encourage redevelopment of existing areas of the city by reducing nonconforming lots of record and performing development on smaller lots (more affordable owner-occupied housing) and in keeping with the architectural traditions of the city.

POLICY 1: Secure state-owned lands to sell to land developers for owner-occupied housing development.

POLICY 2: Amend the zoning ordinance to permit development on existing smaller lots of record (not require re-subdivision).

GOAL 3: Larger percentage of owner-occupied homes.

OBJECTIVE 1: Encourage a public housing strategy with goals for more home ownership.

OBJECTIVE 2: Encourage Non Governmental Organizations, banks, Realtors, and mortgage companies to teach credit and other financial counseling classes to help citizens become credit worthy for home ownership.

Excellent Project and Environmental Design

SIGNIFICANT FINDING 1: Because Greenwood is the business and cultural center of a multi-county region, it has a unique opportunity to create and sustain a vital, livable and sustainable community. Through good design practices, it can grow, prosper and maintain a healthy place in which to live, work, worship, shop and recreate. Greenwood has a wealth of significant architectural and historic resources that should be preserved for future generations (community memory) and cultural and heritage tourism strategies. Greenwood could benefit from more infill development and less “frontier” development to help replace deteriorating and dilapidated areas with redevelopment.

GOAL 1: A beautiful and unique community, with a strong sense of place and a high quality of life.

OBJECTIVE 1: Preserve historically, culturally, and architecturally significant buildings in Greenwood.

POLICY 1: Expand the City’s Historic Design Guidelines and regulations to include more commercial and new residential areas.

POLICY 2: Implement the principals of excellent small town design, by adopting Site and Design Standards for commercial, multiple family, institutional and industrial development and redevelopment.

POLICY 3: Adopt a sign ordinance for areas outside of the Historic Districts to reduce the amount of visual clutter and make streets safer.

OBJECTIVE 2: Promote durable, sustainable, and attractive new development.

POLICY 1: Adopt and enforce Site and Design Standards.

POLICY 2: Adopt and enforce a sign ordinance.

POLICY 3: Incentivize redevelopment of blighted commercial and residential areas.

GOAL 2: An environmentally sound city with minimum soil erosion, local flooding and pollution.

OBJECTIVE 1: Minimize flooding and pollution from runoff, reduce sedimentation of streams and other water bodies, reduce soil erosion, and retain sufficient aquifer recharge areas.

POLICY 1: Preserve existing mature trees in Greenwood; develop a landscape ordinance to assist with stormwater issues and beautify the city.

POLICY 2: Minimize the acreage devoted to impervious surfaces, utilizing creative parking designs such as overflow green areas and other measures (via Site and Design Standards Ordinance).

POLICY 3: Encourage infill development, utilization of existing buildings, and efficient development in frontier areas contiguous to the existing city (especially due to need to preserve prime agricultural lands and reduce urban sprawl).

POLICY 4: Require pre-construction grading permit and riparian buffers.

POLICY 5: Explore the use of conservation easements for open space preservation.

OBJECTIVE 2: Promote excellent town design in new and redeveloped residential, business, industrial, transportation, and public facilities and encourage master planned developments.

POLICY 1: Encourage the use of pattern books.

POLICY 2: Evaluate and implement traffic calming devices such as traditional streets, traffic circles and bike lanes.

POLICY 3: Discourage single-use zoning and encourage planned developments.

Transportation

SIGNIFICANT FINDING 1: Growth in automobile transportation trips has been commensurate with the population and housing growth in Greenwood.

GOAL 1: A community that is both easy and convenient to get to and around by automobile. Minimized impact of traffic problems on the quality of life in the city.

OBJECTIVE 1: Develop a circulation plan that consistently anticipates growth in automobile traffic demands well in advance of problems and encourages a smooth flow of traffic throughout the city.

POLICY 1: Promote efficient street patterns that encourage connections among and between neighborhoods without developing short cuts through residential areas.

POLICY 2: Ban the use of cul-de-sacs and other street designs that restrict connectivity.

OBJECTIVE 2: Provide for safe and attractive local streets that encourage reasonable speeds by nature of the design of the roadway/streetscape.

POLICY 1: Use traffic circles, on street parking, bike lanes, and other traffic calming devices to slow traffic on high traffic volume roads and streets.

POLICY 2: Require street trees, sidewalks, and a wide planting berth between sidewalk and roadway on all new road construction and retrofit existing streets to these standards when feasible to do so.

POLICY 3: Encourage the creation of boulevards with divided medians.

POLICY 4: Put wide streets on a “road diet” by installing striped bike lanes and/or traffic calming devices.

SIGNIFICANT FINDING 2: Other forms of transportation, including walking and biking are growing in popularity and can help reduce traffic problems and pollution. New forms of development (smart growth) encourage walking and biking by keeping origins and destinations in proximity to one another (mixed-use developments).

GOAL 1: An interconnected system of sidewalks, bikeways (on- and off-street), and linear parks that allow residents the option of moving about in a non-motorized way.

OBJECTIVE 1: Provide sidewalks and bike paths/striped lanes in the city.

POLICY 1: Adopt and enforce a Complete Streets Policy.

POLICY 2: Enforce the requirement for sidewalks and green breaks (subdivision regulations) and require sidewalks in all commercial, multiple family, institutional and industrial developments in the city.

POLICY 3: Construct bike paths and bike striping on streets that are wide enough to accommodate them and require their construction whenever new roads are built.

POLICY 4: Construct sidewalks and bike paths where necessary to improve the interconnectedness of the sidewalk system.

POLICY 5: Develop and implement a master sidewalk and bike path plan.

SIGNIFICANT FINDING 3: Transportation gateways into Greenwood are not as attractive and inviting as they could be.

GOAL 1: Community gateways that give a positive first impression of the community.

OBJECTIVE 1: Protect and enhance the four primary entrances into Greenwood (Highway 82 East and West, Highway 49 South, Highway 7 North).

POLICY 1: Install aesthetically pleasing, well-landscaped entrance signs.

POLICY 2: Use Site and Design Standards to help ensure a good first impression.

POLICY 3: Partner with MDOT to install attractive landscaping in the median of the three highways leading into and through the city.

Recreation and Open Space

SIGNIFICANT FINDING 1: Well-placed open space helps retain the character, attractiveness, and unique sense of place so important to the city, helps the environment (especially storm water drainage), and provides residents places for passive recreation activities.

GOAL 1: A visually attractive city with significant vistas and plenty of parks and open space for passive recreational activities.

OBJECTIVE 1: Protect the visual integrity of Greenwood and offer space for passive recreational activities.

POLICY 1: Develop an Open Space Plan and secure through purchase and/or dedication, land for open space and parks in areas of the city where this is needed.

POLICY 2: Require open space in planned residential developments and any redeveloping area.

POLICY 3: Permit natural conservation areas, as well as active recreation areas, where appropriate.

POLICY 4: Develop a walking/biking/landscape corridor between downtown Greenwood and the proposed nature trail area.

SIGNIFICANT FINDING 2: Active recreation programs are a desirable and essential element for fun and personal development.

GOAL 1: An active and growing recreation program for all ages and cultures in Greenwood, including sports, the arts, etc.

OBJECTIVE 1: Grow the city's Parks and Recreation programs by providing space and programs commensurate with activities desired by the public.

POLICY 1: Develop interconnectedness between existing and future parks with a linear park/greenway system.

POLICY 2: Secure funding/budget for additional programming in the city's parks.

POLICY 3: Investigate the passage of an additional 1% tax on restaurants and hotels to benefit public improvements and economic development projects.

POLICY 4: Restructure Parks and Recreation's fee schedule to be in line with comparable cities.

SIGNIFICANT FINDING 3: Open space areas and natural recreational areas can provide tourism opportunities for the city while assisting with environmental goals.

GOAL 1: A community with abundant natural areas for nature tourism activities.

OBJECTIVE 1: Support tourist-oriented and regional recreation sites as an expansion of the city's economic base.

POLICY 1: Design and build a system of multi-purpose trails and rest stations in the Greenwood-Yazoo River Natural Area.

POLICY 2: Promote the use of the boat landing as the load-in point for kayaks, canoes, and other non-motorized boats.

POLICY 3: Redesign Whittington Park to accommodate RVs, campers, and other similar vehicles for tourists.

POLICY 4: Lobby for the reopening of Florewood State Park.

GOAL 2: Open space areas to be used for water and air quality preservation.

OBJECTIVE 1: Require land developers to set aside at least 10% of planned developments for open space. Require riparian buffers around creeks, streams, and ditches to allow for overflow and to reduce pollution.

OBJECTIVE 2: Develop a Green Infrastructure Plan for the city with one of the goals being water and air quality preservation.

OBJECTIVE 3: Consider voluntary adherence to public education efforts in Phase II of NPDES program.

Public Facilities

SIGNIFICANT FINDING 1: Greenwood must ensure that its public facilities anticipate change and keep up with it. It should review all possibilities for funding public facilities, including alternative sources.

GOAL 1: A city where the citizens feel safe from violence, property crimes, and fire, and where the water is clean and plentiful, streets and sidewalks are well maintained, drainage and erosion problems are mitigated, and sewer systems are safe and in good working order.

OBJECTIVE 1: Ensure that new development neither increases the infrastructure and public service cost for existing residents and businesses nor reduces the overall quality of service.

POLICY 1: Work to lower the city's fire insurance rating.

POLICY 2: Institute a curbside recycling program.

POLICY 3: Annex only when financially feasible. Promote infill development first.

SIGNIFICANT FINDING 2: Cultural activities are an important element present in successful communities. They can revitalize a historic downtown area, have a civilizing effect on residents, and help a city become a destination of choice for visitors and permanent residents.

GOAL 1: A community with thriving cultural facilities, including museums, community theaters, art galleries and other cultural amenities.

OBJECTIVE 1: Encourage the continued development of cultural facilities and activities in the city, especially in the downtown area.

POLICY 1: Build a cultural/convention center and museum in downtown Greenwood.

POLICY 2: Raise startup capital required to recruit a YMCA to Greenwood.

POLICY 3: Support organizations like Main Street Greenwood and Communities in Schools that foster local arts.

POLICY 4: Promote public art through the creation of murals, sculptures, and other forms of civic art, including bike racks, park benches, and water features.

Housing and Residential Land Use

SIGNIFICANT FINDING 1: As the population ages, there will be a need for a broader variety of housing types and sizes, but not a reduction in the desire and need for a high quality living environment.

GOAL 1: Well-planned and well-designed quality living spaces, with a variety of housing types and sizes available.

OBJECTIVE 1: Encourage the development of high quality living areas, regardless of the type of housing, density of development, or price, through good construction and design standards.

POLICY 1: Continue administration of the latest version of the International Building Code. Review possibility of a requirement for Pattern Books for certain residential developments.

POLICY 2: Encourage planned developments rather than single-use zoning districts.

POLICY 3: Pursue redevelopment and infill development to provide new and renovated housing (80% of the housing in the city was constructed before 1970) and to eliminate blighted areas.

SIGNIFICANT FINDING 2: Some of Greenwood's residential areas are in poor repair and suffer from varying degrees of neglect and lack of maintenance. These areas are typically characterized by older housing stock, deferred maintenance, and the introduction of incompatible uses.

GOAL 1: A high quality living environment in all areas of the city.

OBJECTIVE 1: Protect older residential neighborhoods that might have undergone some transition in the past, from disruptive uses such as encroaching industrial and commercial uses.

POLICY 1: Use code enforcement and sound land use policies to protect and revitalize older, transitional neighborhoods.

POLICY 2: Adopt and enforce a Rental Registration ordinance to prevent rental property from becoming a blight on existing neighborhoods.

POLICY 3: Utilize vacant land adjoining transitional areas or occupied land to be redeveloped for residential, public/semipublic uses, unless specific revitalization plans (e.g. involving neighborhood-serving commercial or mixed uses), approved by the Planning Commission and the Mayor and City Council, dictate otherwise.

POLICY 4: Phase out uses that are incompatible with the residential character of transitional areas and replace with compatible uses, or appropriately planned mixed-use developments.

POLICY 5: Initiate, or cooperate in, redevelopment programs designed to improve blighted or deteriorating areas.

SIGNIFICANT FINDING 3: Those existing residential areas that are stable and viable are valuable to the city's overall development.

GOAL 1: Protect and retain stable residential areas, which exhibit a high level of maintenance and consist of compatible mixtures of land uses and housing types.

OBJECTIVE 1: Continue to protect stable residential areas from disruptive uses such as incompatible higher density residential structures, and encroaching industrial and inappropriate commercial uses.

POLICY 1: Encourage routine maintenance and upgrading by private property owners. Utilize code enforcement if necessary.

POLICY 2: Utilize vacant land adjoining stable residential areas or occupied land to be redeveloped for residential, public/semipublic, or master planned mixed uses like traditional neighborhood development.

POLICY 3: Make new residential development compatible with surrounding residential areas through the use of open space, buffers and contextual design. Significant difference in densities shall require master plans and pattern books under planned unit development requirements.

POLICY 4: Restrict proposed residential development that has a significantly different size, height, or mass from adjacent existing development if the proposed differences detract from the use and privacy of the adjacent development.

POLICY 5: Require appropriate buffers and contextual design for commercial uses to be developed adjacent to stable residential areas (Site and Design Standards).

SIGNIFICANT FINDING 4: Greenwood will continue to experience some development of vacant or “frontier” areas into residential areas commensurate with population growth, but should concentrate on infill and redevelopment strategies.

GOAL 1: Well-designed, environmentally sensitive residential developments, or mixed-used traditional neighborhood developments, of varying housing types and interconnected with other areas.

OBJECTIVE 1: Review plans relative to the impact of the development on adjacent land use, transportation and traffic, sanitary sewer and water demands/capacities, encroachment on the natural environment, potential storm water runoff hazards, and other public facilities.

POLICY 1: Require the design of residential neighborhoods as neighborhood units to include amenities for residents such as park and recreation facilities, and connectedness to existing neighborhoods.

POLICY 2: Protect developing areas from disruptive uses such as incompatible residential structures, encroaching industrial uses, or scattered and strip retail uses through the use of buffers or properly designed mixed-use areas.

POLICY 3: Make new residential development compatible with surrounding residential areas through the use of open space and buffers. Significant difference in densities shall require master plans and pattern books under planned unit development requirements.

POLICY 4: Require all new developments to have safe, convenient sidewalks, and bike paths if feasible; a safe, convenient vehicular street system that is interconnected but

discourages the passage of high speed through traffic on local streets, outdoor active and passive recreation or open space facilities.

SIGNIFICANT FINDING 5: More Greenwood residents rent than own housing; twenty-three percent live in multi-family rather than single-family residential situations; Almost 80% of the housing stock was constructed before 1970 compared with 60% for the state as a whole.

(See Goal 3, Population and Economy)

GOAL 1: better-maintained single-family areas predominated by renters.

OBJECTIVE 1: Institute rental registration, consistently enforce the Property Maintenance Code, and reduce non-conforming lots of record by allowing smaller lots to be maintained in the Zoning Ordinance.

Commercial Land Use

SIGNIFICANT FINDING 1: The City of Greenwood possesses a historical, vital central business district that serves as the heart of the community. Its value lies in the appropriate use of the CBD and protection of the historical and architectural resources present there.

GOAL 1: A beautiful and vibrant commercial and governmental core of the City of Greenwood.

OBJECTIVE 1: Reserve the CBD for appropriate entertainment, retail commercial, office, professional, residential and governmental functions.

POLICY 1: Encourage the use of the first floors on multi-storied buildings for retail commercial establishments and second and higher stories to be used for office and residential uses.

POLICY 2: Preserve the residential character of areas in transition from residential to commercial.

POLICY 3: Avoid abrupt changes in zoning classifications in this area, using buffer areas where needed. Expansion of the CBD zone is preferable.

SIGNIFICANT FINDING 2: Nodal highway commercial development patterns concentrates development in a convenient and safe manner for the consumer, and mitigate problems associated with “strip” commercial development (confusing signage and too much of it, frequent turns, expense of frontage roads, etc.).

GOAL 1: Attractive and functional automobile-serving commercial activities at the intersection of two major streets (collectors and arterials).

OBJECTIVE 1: Develop new highway commercial areas as planned developments and only in a nodal fashion, at the intersection of two major roads.

POLICY 1: Require all developments of this type be planned developments, place commercial in a nodal fashion on the General Development Plan Map to reflect this philosophy.

POLICY 2: Promote the redevelopment of existing commercial areas in which parking was overbuilt.

SIGNIFICANT FINDING 3: Neighborhood commercial areas, when properly designed and located, served a vital need. Design standards can significantly reduce the negative impacts of neighborhood commercial areas on nearby residential areas. More specifically, traditional neighborhood developments, which incorporate a mix of uses, can allow the needed commercial and public uses in an acceptable manner.

GOAL 1: Properly located and well-designed neighborhood commercial areas.

OBJECTIVE 1: Allow and provide for convenient neighborhood commercial areas that have a “sympathetic or contextual design response” to adjacent residential areas.

POLICY 1: Require design standards and appropriate buffers for neighborhood commercial uses, so that negative impacts upon adjacent residential areas are eliminated.

POLICY 2: Place neighborhood commercial zones in areas that are within walking distance of residential areas.

Mixed Uses

SIGNIFICANT FINDING 1: Mixed-use development is an efficient and attractive way to develop Commercial, industrial, public/semi-public and residential lands. A Traditional Neighborhood Development is one method of accomplishing this type of development. Such development is generally compact; designed for human scale; provides a mix of uses in proximity to one another within the neighborhood; provides a mix of housing styles, types and sizes to accommodate households of all ages, sizes and incomes; incorporates a system of relatively narrow interconnected streets with sidewalks, bikeways that offer multiple routes for motorists, pedestrians and bicyclists; retains existing buildings with historical features or architectural features that enhance the visual character of the community; incorporates significant environmental features into the design; and is consistent with the comprehensive plan.

GOAL 1: A community with traditional neighborhood developments and mixed-use developments in appropriate locations.

OBJECTIVE 1: Provide for a Traditional Neighborhood Development zone and other mixed use planned zones in the zoning ordinance.

POLICY 1: Add a TND zone to the Greenwood Zoning Ordinance as a floating zone.

POLICY 2: Illustrate appropriate locations for such development on the General Development Plan Map.

POLICY 3: Promote mixed uses, including residences and offices on second and higher floors.

Industrial Land Use/ Employment Centers

SIGNIFICANT FINDING 1: In order to be a relatively self-sufficient and complete city, Greenwood should encourage industrial development that offers well-paying jobs to city residents. Costs and benefits for such developments should be considered. Encouraging corporate employment centers is an

important component to the future economic development of the city, and may work well with the city's proximity to Mississippi Valley State University.

GOAL 1: Attractive, low impact industrial facilities that offer a significant number of well-paying jobs to local citizens.

OBJECTIVE 1: To encourage the development of industries providing the greatest benefit to the community

POLICY 1: Utilize the industrial zoning classification for areas that are used for primarily fabricating, processing, storage, warehousing, wholesaling, and transportation services.

POLICY 2: Centralize industrial activities of the current type and smaller industries in industrial parks. Blighted and vacant industrial areas should be phased out and redeveloped as planned mixed-use areas.

POLICY 3: Use deep buffer zones where industrial activities abut other, less intensive uses.

POLICY 4: Locate distribution centers and warehouses on sites with direct access to state and federal routes that do not require truck routes through residential areas.

POLICY 5: Locate all major employers in areas in which negative impact to the natural environment and existing and planned neighborhoods can be minimized.

POLICY 6: Encourage the development of corporate employment opportunities by setting aside sufficient lands in strategic locations for such uses.

Creation of Healthier Communities

SIGNIFICANT FINDING 1: Communities need healthy adults and children to be more productive at work and in school.

GOAL 1: A healthy community.

OBJECTIVE 1: To work in partnership with other health advocates to adopt policies that support the goals of a healthy community, including anti-obesity efforts and other preventive health measures and ensuring sufficient health personnel to serve the population.

OBJECTIVE 2: To adopt measures to improve the built environment so that intrinsic exercise can be accomplished through walking and biking. These include requirements for sidewalks and bike paths, city-sponsored walkway improvements,

OBJECTIVE 3: To support local eating and growing through Farmers Markets and Community Gardens.

POLICY 1: Continue ongoing support of the Downtown Greenwood Farmers Market and expand. Apply for USDA Farmers Market Promotion grants. Maintain certification.

POLICY 2: Utilize vacant lands for neighborhood gardens.

OBJECTIVE 4: Encourage the development of local food growers.

Administration and Enforcement/Miscellaneous

SIGNIFICANT FINDING 1: The city's implementation tools are insufficient and/or improperly administered or enforced to create the desired community.

GOAL 1: Desired community development pattern.

OBJECTIVE 1: To develop new ordinances where appropriate, and revise current ones when necessary to create the desired objective of being a high quality city where businesses and residents want to locate.

POLICY 1: Adopt and enforce Site and Design Standards (to include landscape standards) and a sign ordinance.

SIGNIFICANT FINDING 2: Because the county does not engage in planning or land use controls, the lack of planning and control can have a negative impact upon the city.

GOAL 1: Cooperation between the city and county on development and administration of land use controls.

OBJECTIVE 1: Work with Leflore County to jointly administer a zoning ordinance, or work cooperatively in an area 1 mile outside the city limits.

SIGNIFICANT FINDING 3: Many entryways to the city need further definition and beautification.

GOAL 1: Great first impression for visitors to Greenwood.

OBJECTIVE 1: Improve enforcement of City codes.

POLICY 1: Ensure that lots are regularly mowed and cleaned.

POLICY 2: Construct new entrance signs into the city. Align them better with the actual city limits.

CHAPTER 3: DEVELOPMENT POLICIES (LAND USE, DESIGN, ENVIRONMENT, TRANSPORTATION)

INTRODUCTION

Land use is one aspect of Greenwood's development that the city and its citizens have the opportunity to control. Decisions regarding land uses have an impact on both the economic development of the city as well as the quality of life. Traditional comprehensive planning has generally called for the use of future land use categories such as low density residential, highway commercial, etc. in the development of comprehensive city plans.

While the application of these categories is useful in classifying and locating desired future development, these categories fall short when overall design quality and character are a community priority.

This traditional classification system conveys little of the sense or meaning of a particular area to lay person seeking to understand the qualitative direction of future development. When accounting for design quality and character, a more descriptive and meaningful classification system is necessary. A system has been devised by the New Urbanists called the transect concept. However, the application of its T-1 through T-6 system cannot be readily discernable without a steep learning curve consistent use by experienced professionals.

Rather than a highly technical system such as the transect, a more natural and intuitive classification system can be used to better engage citizen planners in the planning process and make planning documents more accessible, understandable, and useful.

Elements of paths, nodes, edges, landmarks, and districts as five fundamental elements of the composition of developed space make up the design of a town. The fundamental concepts have been further refined to yield a matrix of design element readily accessible, understandable, and applicable to town design process for both professionals and citizens.

The following policies have been defined to help the city's decision makers, public and private, interpret the colors and notes on the General Development Plan Map and achieve the vision for future development of the city as identified in the Comprehensive Plan.

The following planning elements have been identified as most appropriate to address the development goals and objective of the City of Greenwood:

Activity Districts	Zoning	Other Review
Institutional District	Various zones	S & D
Neighborhood Retail District	C-1, C-4	S & D
Auto-Oriented Commercial Districts	C-2, C-4	S & D
Large Scale Commercial Districts	C-3, C-4	S & D
Recreation Districts	Various zones	S & D
Medical Districts	C-4	S & D
Employment Districts	Zoning	Other Review
General Industrial Districts	I-1, I-2	S & D
Corporate Office District	C-4 or PUD	S & D

Residential Districts	Zoning	Other Review
Agricultural/Rural Residential	A-1	
Existing Single Family Low Density	R-1-10	
Existing Single Family Medium Density	R-1-7	
Existing High Density (Multi-Family)	R-1-5	
Multi Family Residential	R-2, R-3	S & D
Planned Districts	Zoning	Other Review
Master Planned Commercial	C-4 or PUD	Plan Approval
Master Planned Residential	PUD	Plan Approval
Mixed Use Districts	Zoning	Other Review
Traditional Neighborhood Development	TND	Plan Approval
Central Business Mixed Use	PUD	Plan Approval
Neighborhood Mixed Use	PUD	Plan Approval
General Mixed Use	PUD	Plan Approval
Overlay Districts	Zoning	Other Review
Environmental Overlay	F-1	Flood Regs.
Preservation Overlay	PO	Special Review
Redevelopment Overlay	RO	Plan Approval

Mississippi Planning Enabling Legislation sets forth four minimum elements that are required to be addressed in a comprehensive or general development plan, those being Land Use, Transportation, Goals and Objectives, and Public Facilities. In addition to these items addressed in this plan, there are included the additional elements of Architectural and Site Design, Environmental issues and Historic Preservation.

The General Development Plan and Map is based upon the following:

- The overall vision statement of the community (developed from stakeholder and public input)
- The overall goals of the planning area
- Existing development patterns
- Existing zoning patterns
- Environmental conditions/constraints
- Future plans for public services and/or facilities.

To be systematic and consistent, the preparation of the General Development Plan Map adheres to the following general rules:

- The land use district applied to areas of existing non-residential development is the district that most closely corresponds to the present character or pattern of development in the area.
- The land use category applied to areas of future non-residential development is that category which most closely corresponds to the existing non-residential zoning in the area or that district which most effectively advances Greenwood's development goals
- All nonresidential land use areas are supported by a clear public interest or a previously established zoning or land use pattern.
- The land use category and policies applied to existing residential developments to be preserved and maintained is that which most closely corresponds to the current density of the area. In areas

that contain non-uniform size lots in a haphazard pattern, the land use policy applied is one that reflects a density consistent with the smaller lots in the area.

- Most developing residential areas are designated for Master Planned Residential.

The categories of future land use districts have been developed around the overall characteristics of activity, employment, residential, mixed use, and overlay districts. Activity Districts are those that involve intense non-employment activity, travel, provision of goods and services, etc. Employment Districts are those in which the primary purpose of Land Use is for the production and distribution of goods on large scale. Residential Districts are oriented primarily to accommodation of the housing and residential neighborhood needs of the community. Mixed-use districts include a variety of land use activities from among the other categories. Such uses are mixed in a complementary way and may occur on a variety of scales from neighborhood to regional. Finally, Overlay Districts are those areas within which additional characteristics and considerations need to be added to the standard Land Use categories, such as preservation, redevelopment or environmental considerations.

ACTIVITY DISTRICTS

Institutional District

Purpose

The purpose for the institutional district is to provide land for public and private schools, places of worship, government and civic facilities, community centers, libraries, museums, cemeteries, some cultural facilities, and similar community-oriented uses providing a public or semi-public service. Outdoor recreational activities area generally not included in this category.

Location Policy

Institutional uses should be located near arterial streets to provide convenient access. Elementary and secondary schools should be located adjacent to public parks and open space where possible. Elementary and Middle Schools should be located in areas with existing or planned residential neighborhoods & within walking/biking distance.

Land Use Policy

The primary land uses intended for the Institutional category includes schools, churches, libraries, civic and governmental facilities, cemeteries, cultural facilities, etc.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street opportunities should be examined. Sidewalks/bike paths in conjunction with some institutional uses, especially schools, are considered important and should be located in a way in which residents from nearby areas may access the site by foot or bicycle.

Buffer Policy

Institutional uses should be located to minimize potential conflict with adjacent uses, particularly residential uses. Screening, planting, fencing and other methods will be provided between institutional uses and adjacent residential uses to establish an adequate buffer.

Zoning Policy

Institutional uses are permitted in various zones.

Policy Considerations

Planning for the joint use of facilities provided by different public agencies is encouraged, with particular emphasis on community and educational facilities.

Other Considerations

Site and Design Standards would apply to developments in this category.

Neighborhood Retail District

Purpose

The purpose of the Neighborhood Retail Activity category is to provide for small to moderate scale commercial activities serving adjacent neighborhoods. They should be designed to be visually compatible with neighboring residential areas and pedestrian and bicycle accessible.

Location Policy

Typically situated adjacent to neighborhoods. May transition to a neighborhood mixed use area.

Land Use/Density Policy

Uses may include specialty retail, community gathering businesses such as coffee shops, studios, or housing above retail establishments. Floor area ratio of .3-.5 with building footprints of less than 10,000 square feet.

Circulation/Parking Policy

Consideration for parking to the side and rear of the building where feasible, with pedestrian and bicycle access provided. Drive-thrus prohibited. Build to lines rather than setbacks are a key element.

Buffer Policy

Adequate buffering adjacent to completely screen residential areas should be provided.

Zoning Policy

The applicable zoning classification is C-1 or C-4 Planned Commercial with C-4 preferred

Other Considerations

Site and Design Standards would apply to developments in this category.

Auto-Oriented Commercial Districts

Purpose

The purpose of the Auto-Oriented Commercial Districts Activity category is to provide areas for commercial and office development focused primarily on the needs and convenience of the motorist, without losing pedestrian access and connections.

Location Policy

Auto-oriented Commercial District areas should be located at the intersection of two major streets.

Land Use/Density Policy

The Auto-Oriented Commercial District category provides for retail sales of all product types requiring transportation of goods, and professional, technical and financial services. Residential uses are prohibited. F.A.R. within a .25 to .4 range and footprints usually less than 50,000 square feet.

Circulation/Parking Policy

While consideration for parking to the side and rear of the buildings is desirable and should be considered as an option, the Districts anticipate traditional parking arrangements.

Buffer Policy

Adequate buffering adjacent to screen residential areas should be provided.

Zoning Policy

The appropriate zoning classifications are C-2 and C-4 Planned Commercial with C-4 preferred.

Other Considerations

Design Standards apply to developments in this category. The following factors shall be considered in reviewing proposals for new and/or expanding community retail areas:

1. The project has a primary trade area population appropriate for the intended use.
2. Adequate municipal services are available. Auto-Oriented Commercial District developments require nearby police and fire protection, arterial road access and access to public utilities.
3. The anticipated traffic will not result in through traffic in surrounding residential areas
4. The site should be located on a major arterial road.
5. Sufficient, but not excessive, on-site parking is required.
6. The site plan promotes safe, convenient, and barrier-free pedestrian travel within the site, and between the site and adjacent uses.
7. The number and location of vehicular access points shall be limited to minimize disruption to traffic flows and to minimize the impact on local streets.
8. The site plan includes features that integrate the retail area with surrounding uses.
9. Off-street parking areas shall be located, to the extent possible, to the sides and rear of the retail area.

Large Scale Commercial Districts

Purpose

The purpose of the Large Scale Commercial Districts activity category is to provide areas for a wide range of region-serving commercial activities that can help make Greenwood a destination of choice for shoppers in the region and provide City residents with varied shopping choices. Uses include malls, shopping centers, lifestyle centers, big box retail with associated surrounding retail and service uses, but only ancillary office use and no residential uses.

Location Policy

Large Scale Commercial Districts should be located on relatively large sites at the intersection of major arterials/regional transportation routes as the uses are oriented primarily to the motorist.

Land Use/Density Policy

The following uses may be permitted within a Large Scale Commercial Districts: all types of retail uses, malls, shopping centers, “big box” stores, supermarkets and food stores, and personal service uses; financial institutions and services; business, ancillary office uses; entertainment, recreation and other community facilities such as libraries and day care centers. Residential uses are prohibited. Floor area ratio is .25-.35 with building footprints in excess of 50,000 square feet.

Circulation/Parking/Storage Policy

No outside storage shall be permitted except for automobile, boat and recreational vehicle sales. Sufficient off-street parking shall be provided with a preference for Green Infrastructure practices in parking lots. Development should have improved pedestrian/bike connections to and through the site.

Buffer Policy

Significant buffer zones should be utilized to mitigate any negative effects on surrounding property.

Zoning Policy

The appropriate zoning classification is C-3 and C-4 Planned Commercial with C-4 preferred.

Other Considerations

The following factors shall be considered in reviewing proposals for new and/or expanding regional retail areas:

1. The project has a primary trade area population appropriate for the intended use.
2. Adequate municipal services are available.
3. The anticipated traffic will not result in through traffic in surrounding residential areas
4. The site should be located at the intersection of two major arterial roads
5. Sufficient on-site parking is provided.
6. The site plan promotes safe, convenient, and barrier-free pedestrian travel within the site, between the site and adjacent uses.
7. The number and location of vehicular access points shall be limited to minimize disruption to traffic flows and to minimize the impact on local streets.
8. Site and Design Standards would apply to sites and buildings.
9. The site plan includes features that integrate the retail area with surrounding uses.
10. Off-street parking areas shall be located, to the extent possible, to the sides and rear of the retail area.
11. May include regional green infrastructure for water shed protection
12. Site design to include generous landscaping of parking areas, heavy buffering of adjacent residential, improved pedestrian/bike connections to and through the sites.

Recreation Districts

Purpose

The Recreation District category includes those lands that provide various outdoor park sites and recreational areas and private lands that provide outdoor recreational opportunities, such as recreational vehicle parks, campgrounds, private golf courses, and equestrian activities. Commercial uses, which are associated with private recreational facilities, may be permitted provided they serve users of the recreational facility only (e.g., convenience grocery for recreational vehicle parks, pro shop for golf courses).

Location Policy

The specific locations of future parks are not shown on the General Development Plan Map, but general locations are indicated based upon needs analysis. Future park commitments are to be obtained by open space requirements in planned developments and through City purchase of land or through donations.

Land Use/Density Policy

Public open space areas should be linked with trails or linear parks, provide an alternate circulation system for the community, and accommodate walking and biking for recreation.

Circulation/Parking Policy

Sufficient parking shall be provided to accommodate proposed facilities.

Buffer Policy

Buffering shall be dependent upon the nature and intensity of use of proposed facilities.

Zoning Policy

Permitted in all zones.

Medical Districts

Purpose

The purpose of the Medical Districts category is to provide for an area encompassing the medical campuses of concentration of medical office and adjacent areas that support them with related commercial and residential uses in the fringe areas of the district.

Location Policy

Medical uses should be located near arterial streets to provide convenient access.

Land Use/Density Policy

The Medical category is intended for the following general categories of uses: hospital, medical clinic, blood bank, dental laboratory, dental supply house, florist, gift shop, pharmacy, medical laboratory, optometry sales, orthopedic appliance sales, nursing home, office building, restaurant (not including drive through), home health office, home equipment supply store. Density increases from fringe areas to taller buildings in the core.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking opportunities should be examined. Area is characterized by pedestrian-oriented design - sidewalks are required and pedestrian connections to nearby areas encouraged if appropriate.

Buffer Policy

Significant buffer zones should be utilized to mitigate any negative effects on surrounding property.

Zoning Policy

The appropriate zoning classification is Planned Office Park and C-4 Planned Commercial.

Other Considerations

1. Character and Aesthetics: Site & Design standards apply to uses in this category. Linear extension of these areas is not recommended. Viewsheds should be preserved.
2. Site/Master Planning: Master plans are required for uses in this category.
3. Infrastructure: Medical developments require nearby police and fire protection, arterial road access and access to public utilities.

EMPLOYMENT DISTRICTS

Industrial Districts

Purpose

Industrial activities place a heavy demand on local resources, have the greatest impact on the surrounding environment, and characteristically have less flexibility in location choice than do other types of economic activities. The land use policies should promote the efficient utilization of industrial land resources if optimum industrial development is to be realized. This land use category provides for appropriate lands for areas for manufacturing, processing, and other activities that may have off-site impacts and are generally isolated from other uses or buffered from them.

Location Policy

Sites should have direct access to a major regional transportation system. Continued centralization of industrial activities in existing Industrial Parks is encouraged.

Land Use/Density Policy

Appropriate uses in this category include fabricating, processing, storage, warehousing, wholesaling, and transportation services. The allowable industrial uses should be flexible enough to accommodate variable market demand (distribution centers, as well as manufacturing concerns).

Circulation/Parking Policy

Sufficient off-street parking should be provided.

Buffer Policy

Significant buffer zones should be utilized to mitigate any negative effects on surrounding property.

Zoning Policy

I-1 for light industrial activities and I-2 for heavy industry and those industrial activities involving toxic chemicals.

Other Considerations

Master plans are required for this land use category. Industrial parks and sites should be attractively designed and well landscaped. Internal buffer areas should be established between production activities and administrative and research functions. Site and Design Standards apply to this category. Performance standards for environmental and nuisance mitigation should be utilized. Industrial developments require nearby police and fire protection, arterial road access and access to public utilities.

Corporate Office

Purpose

The purpose of this category is to provide for office and corporate office land uses including low-rise office parks, single freestanding office buildings, banks, and residential structures converted to office use.

Location Policy

Development may occur as a redevelopment, infill, transition or revitalization effort, including out of industrial use or zoning.

Land Use/Density Policy

Corporate office environments and related accessory uses.

Circulation/Parking Policy

Parking shall be related to the scale of proposed facilities and may include parking garages. In all cases, parking areas shall be design to as to minimize the visual impacts of automobile through the use of berms screens, and buffers.

Buffer Policy

Significant buffer zones should be utilized to mitigate any negative effects on surrounding property.

Zoning Policy

The appropriate zoning classification is Planned Unit Development (PUD).

Infrastructure Policy

Office developments require nearby police and fire protection, arterial road access and access to public utilities.

Other Considerations

1. Master plans are required for developments in this category.
2. Site and Design Standards apply to developments in this category.

RESIDENTIAL DISTRICTS

Agricultural/Rural Residential

Purpose

The purpose of the Rural Residential category is to provide for areas of single-family lots at least one acre in size. Agricultural activities and hobby farms are encouraged in these areas.

Location Policy

Rural residential development typically occurs where municipal scale services are unavailable.

Land Use/Density Policy

Rural Residential development should occur at densities less than one dwelling unit per acre. The principal land uses intended for this category include single-family detached dwellings and suitable secondary uses, subject to conditions, including:

1. Public and private non-profit community services that do not have an extensive impact (large campus high schools and large church complexes would require a master plan).
2. Utility installations.
3. Low impact non-structural recreational uses in flood-prone areas (passive recreation).
4. Allowable accessory uses.
5. Customary home occupations
6. Neighborhood parks
7. Uses incompatible with the residential character of dependent high-density residential areas should be phased out and replaced with compatible uses.
8. Non-residential land uses should be encouraged within residential neighborhoods ONLY when they provide necessary convenience activities, which do not require a service area greater than that of the neighborhood. Non-residential structures should not exceed 5,000 square feet and would require Site and Design Review.

Circulation/Parking Policy

Sufficient off-street parking should be provided.

Buffer Policy

Densities of new adjoining residential development should be compatible with the existing residential areas, and a buffer may be provided when there is a significant difference in densities. These residential land uses should be adequately buffered from incompatible uses such as industry, commercial centers, or other potentially incompatible activities.

Zoning Policy

The appropriate zoning category is A-1.

Infrastructure Policy

Sanitary sewer services and public water supplies are preferred but not required for development in this category.

Other Considerations

Site and Design Standards apply to commercial and institutional developments. Conservation development preferred.

Single-Family Low Density Residential

Purpose

The continued care of single-family residential land uses is critical to keeping an environment of stable, tranquil, and high-quality residential settings. These areas are essential to a good quality of life for existing residents, and attract permanent residents.

Location Policy

It is preferred that Single-Family Low Density Residential developments be located on at least a collector street for ease of traffic circulation.

Land Use/Density Policy

Single-Family Low Density Residential development occurs at densities greater than one and less than three dwelling units per acre. The principal land uses intended for this category include single-family detached dwellings and suitable secondary uses, subject to conditions, including:

1. Public and private non-profit community services that do not have an extensive impact (like large campus high schools and large church complexes).
2. Utility installations.
3. Low impact non-structural recreational uses in flood-prone areas (passive recreation).
4. Allowable accessory uses.
5. Customary home occupations
6. Neighborhood parks
7. Uses incompatible with the residential character of dependent single-family residential areas should be phased out and replaced with compatible uses.
8. Non-residential land uses should be encouraged within residential neighborhoods ONLY when they provide necessary convenience activities, which do not require a service area greater than that of the neighborhood. Non-residential structures should not exceed 5,000 square feet.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking possibilities should be examined.

Buffer Policy

Densities of new adjoining residential development should be compatible with the existing residential areas, and a buffer may be provided when there is a significant difference in densities. These residential land uses should be adequately buffered from incompatible uses such as industry, commercial centers, or other potentially incompatible activities.

Zoning Policy

The appropriate Zoning classification for this category is R-1-10.

Infrastructure Policy

Sanitary sewer services and public water supplies are required for development in this category.

Character/Aesthetics Policy

The conservation, rehabilitation, or renewal of existing residential areas shall be encouraged when necessary to maintain a sound residential environment. Special care should be taken to protect historical areas and promote the preservation of Greenwood's unique historical assets.

Connection Policy

Streets of one development should be connected to a new development to provide for improved traffic circulation.

Single-Family Medium Density Residential

Purpose

This land use classification allows the development of single-family detached dwellings on moderate sized lots of at least 6,000 square feet. This category includes the type of single-family residences known as patio homes, townhomes, condominiums and zero lot line homes. The care of existing medium-density single-family residential land uses is necessary for the provision of smaller (and often more affordable) housing units. They are essential to providing a diverse selection of housing types and styles in the city.

Location Policy

Dependent Single-Family Medium Density Residential developments should be located on at least collector streets.

Land Use/Density Policy

Dependent Single-Family Medium Density Residential development occurs at densities of 3 to 7 dwelling units per acre. Appropriate uses include single-family detached housing, and suitable secondary uses, subject to conditions, including:

1. Public and private non-profit community services that do not have an extensive impact (large campus high schools and large church complexes would require a master plan).
2. Utility installations.
3. Low impact non-structural recreational uses in flood-prone areas (passive recreation).
4. Allowable accessory uses.
5. Customary home occupations
6. Neighborhood parks.
7. Uses incompatible with the residential character of dependent single-family residential areas should be phased out and replaced with compatible uses.
8. Non-residential land uses should be encouraged within residential neighborhoods ONLY when they provide necessary convenience activities, which do not require a service area greater than that of the neighborhood. Non-residential structures should not exceed 5,000 square feet and be subject to Site and Design Review.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking possibilities should be examined.

Buffer Policy

Densities of new adjoining residential development should be compatible with the existing residential areas, and a buffer may be provided when there is a significant difference in densities. These residential land uses should be adequately buffered from incompatible uses such as industry, commercial centers, or other potentially incompatible activities.

Zoning Policy

The appropriate Zoning classifications for this category are R-1-7 and R-1-5.

Infrastructure Policy

Sanitary sewer services and public water supplies are required for developments in this category.

Aesthetic/Character Policy

The conservation, rehabilitation, or renewal of existing residential areas shall be encouraged when necessary to maintain a sound residential environment. Special care should be taken to protect historical areas and promote the preservation of Greenwood's unique historical assets.

High Density Multi-Family Residential

Purpose

The purpose of the High Density Multi-Family Residential category is to allow the development of apartments or duplexes on arterial streets or highways, which have the capability of carrying higher traffic volumes generated by residences of this density (up to 12 units per acre).

Location Policy

All new high-density residential areas are in the Master Planned categories, Traditional Neighborhood Development, or Mixed Use categories.

Land Use/Density Policy

The Dependent High Density Multiple-Family Residential Category occurs in excess of seven dwelling units per acre. The principal land uses intended for this category include single-family dwellings, duplexes, multi-family dwellings, town homes, condominiums, zero-lot-line housing, and suitable secondary uses, subject to conditions, including:

1. Public and private non-profit community services that do not have an extensive impact (large campus high schools and large church complexes would require a master plan)
2. Utility installations.
3. Low impact non-structural recreational uses in flood-prone areas (passive recreation).
4. Allowable accessory uses
5. Customary home occupations
6. Neighborhood parks
7. Uses incompatible with the residential character of dependent high-density residential areas should be phased out and replaced with compatible uses.
8. Non-residential land uses should be encouraged within residential neighborhoods ONLY when they provide necessary convenience activities, which do not require a service area greater than that of the neighborhood. Non-residential structures should not exceed 5,000 square feet and are subject to Site and Design Review.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking possibilities should be examined.

Buffer Policy

Adjoining lower density residential land uses should be adequately buffered from the existing higher density uses. New adjoining developments, such as industry, commercial centers, or other potentially incompatible activities should provide a buffer between these uses and the high-density residential use.

Zoning Policy

The appropriate Zoning classifications for this category are R-2 and R-3.

Infrastructure Policy

Sanitary sewer services and public water supplies are required for development in this category.

Character/Aesthetics Policy

The conservation, rehabilitation, or renewal of existing residential areas shall be encouraged when necessary to maintain a sound residential environment. Special care should be taken to protect historical areas and promote the preservation of Greenwood's unique historical assets.

MASTER PLANNED DISTRICTS

Master Planned Commercial

Purpose

The purpose of the Master Planned Commercial land use category is to provide for new, viable, master planned commercial centers that encourage innovative commercial design with a relationship to the natural environment and the historic town development pattern of the City of Greenwood. This category strives for the highest quality private-and public sector development. Distribution centers are not permitted.

Location Policy

The Master Planned Commercial areas should have access to one or more arterials, proximity to existing employment centers, and sites of more than 5 acres.

Land Use/Density Policy

The Master Planned Commercial category is intended for the following general categories of uses: "big box" stores, retail establishments, personal and professional services, consumer and business services, eating and drinking establishments, hotels, and gas stations. Densities should not exceed a floor area ratio of 1.00 (one square foot of building floor area for every one square foot of site area.)

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking opportunities should be examined. Sidewalks are required and pedestrian connections to nearby areas encouraged if appropriate.

Buffer Policy

Significant buffer zones should be utilized to mitigate any negative effects on surrounding property.

Zoning Policy

The appropriate zoning classification for this category is C-4 or PUD.

Infrastructure Policy

Master Planned Commercial developments require nearby police and fire protection, arterial road access and access to public utilities.

Site Planning Policy

Master plans are required for uses in this category.

Character/Aesthetics Policy

Site and Design standards apply to uses in this category. Linear extension of these areas is not recommended.

Master Planned Residential

Purpose

The Master Planned Residential designation is intended to give the developer the ability to be flexible and creative for development of a residential project, while at the same time give the City adequate control over the design and impact of the project. The MPR designation allows the developer and the City the opportunity for a well-integrated design that is responsive to the unique locational and physical features of a site.

Location Policy

Master Planned Residential areas should be located on an arterial or collector.

Land Use/Density Policy

Maximum density is five units to the acre.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking opportunities should be examined.

Buffer Policy

The project should be designed to be integrated into the existing community.

Zoning Policy

The zoning classification is Planned Unit Development.

Site Planning Policy

It is intended that MPR designated land be developed based on an overall plan (master plan) prepared by the developers of the property and approved by the City. In instances where this designation covers contiguous parcels, all individual parcels should be included in the master planning effort. The master plan should detail site and street improvements, as well as the timing (phasing) of the project. The overall plan will be evaluated upon its adequacy in the following areas:

1. Compatibility with the natural contours of the land and a drainage/erosion control plan that emphasizes water quality as well as erosion control and flooding issues.
2. The development is well connected to surrounding areas, with stub out streets on all sides.
3. The development provides a complete circulation system within the neighborhood.
4. The development preserves mature tree canopy as much as possible and provides for appropriate street trees and landscaped entrance features.
5. The development provides a variety of housing types in a single project.
6. The development provides a residential pattern book detailing the quality of the architectural features of the housing units, accessory structures, lighting, landscaping, mailboxes, traffic signs, and amenity buildings and structures.

Other Considerations

Residential Pattern Book required.

MIXED USE DISTRICTS

Mixed Use areas are needed where higher density development, redevelopment, and/or a broader spectrum of land uses can be encouraged. Mixed-use areas provide convenient access to shopping and services, use land efficiently, and should be located at the intersections of major thoroughfares as well as within infill, redevelopment and/or revitalization areas. Regional mixed-use areas are appropriate for a mix of uses to include light industrial, regional commercial, and medium to high density residential. Community mixed-use areas would have a mix of retail, residential and office uses that would serve a smaller trade area and have residential uses on second floors and above. Neighborhood mixed-use areas would allow retail, office and residential but for a smaller trade area, with a maximum building size for commercial at 5,000 square feet, and with residential on upper floors only.

Traditional Neighborhood Development

A TND is a type of development that has a discernable center and edge, public space at the center, contains a range of uses within a 10-minute walk, pedestrian friendly street design, quality architectural design, and maximum residential densities at four dwelling units per acre. Characteristics:

- 4 to 8 units to the acre
- Mix of housing types and uses
- Adherence to New Urbanism principles of development
- Pattern Book required

Purpose

The purpose for the Traditional Neighborhood Development category is to provide for the design of commercial, industrial, public/semi-public and residential uses in proximity to one another without negative effects. A TND generally is compact; designed for human scale; provides a mix of uses in proximity to one another within the neighborhood; provides a mix of housing styles, types and sizes to accommodate households of all ages, sizes and incomes; incorporates a system of relatively narrow interconnected streets with sidewalks, bikeways, and sometimes, transit, that offer multiple routes for motorists, pedestrians and bicyclists; retains existing buildings with historical features or architectural features that enhance the visual character of the community; incorporates significant environmental features into the design; and is consistent with the comprehensive plan.

Location Policy

Along collectors and/or arterials depending on size

Land Use/Density Policy

Includes a range of housing styles, open space and parks and focal points, civic spaces, and commercial and office spaces.

Circulation/Parking Policy

Street types shall be designed to reduce traffic speeds and facilitate pedestrian activity and movement. Rear access alleys may be common. Off-street parking is generally to sides and rear of buildings.

Buffer Policy

Designed to work seamlessly with adjacent neighborhoods, though significant changes in density and scale may require buffers.

Zoning Policy

The zoning classification for this category is TND.

Other Considerations

Master plans are required for this category.

Central Business Mixed Use

Characterized by a mix of commercial, office, public, institutional, and residential uses of varying densities of smaller scale design (less than 20,000 square feet). Generally, the district applies to the downtown area and its environs.

Purpose

Central Business Mixed Use areas which are intended to provide flexibility in design and land uses in order to protect and enhance the character of the area, provide convenient access to shopping and employment, and be more pedestrian and bicycle friendly. Community-serving areas provide a wide range of retail and service commercial uses for a trade area larger than the neighborhood, but less than the regional mixed-use area.

Location Policy

Community Mixed-Use areas should be located as a buffer between more intensive retail uses and residential uses, at the intersection of two major arterials, and/or along major roadways.

Land Use/Density Policy

Uses include higher density residential development, specialty retail, dining and entertainment services, art studios, office and non-industrial employment, pedestrian and bicycle amenities.

Circulation/Parking Policy

The anticipated traffic should not result in through traffic in surrounding residential and business areas or detrimental impacts on local roads. Sufficient off-site parking is provided. On-street parking opportunities are encouraged.

Buffer Policy

Developments are to be designed to fit seamlessly into the area.

Zoning Policy

The appropriate zoning categories include PUD, TND, and C-4.

Infrastructure Policy

Central Business mixed-use developments require nearby police and fire protection, and access to public utilities.

Other Considerations

Master plans are required for developments in this category.

Neighborhood Mixed Use

Purpose

The purpose of the Neighborhood Mixed Use category is to provide an area of transition between more intensive uses and purely residential neighborhoods. This includes conversions of houses to office of live/work spaces.

Location Policy

Typically situated adjacent to neighborhoods.

Land Use/Density Policy

Uses may include limited commercial-only space oriented to neighborhoods or specialty retail markets, community-gathering businesses such as coffee shops, studios, and residential uses. Floor area ratio of .25 – .4 for commercial uses with building footprints of less than 10,000 square feet.

Circulation/Parking Policy

Parking should be limited and placed to the side and rear of commercial buildings, pedestrian and bicycle access should be provided when possible, and drive-thrus are prohibited. Build to lines rather than setbacks should be required. On street parking should be considered.

Buffer Policy

Buffering adjacent to residential areas should be provided.

Zoning Policy

The appropriate zoning categories include PUD and TND.

Character/Aesthetics Policy

Site and Design Standards apply to developments in this category.

Other Considerations

Site design should maintain largely residential building character. Commercial uses should be adjacent to non-residential or other mixed-use areas.

OVERLAY DISTRICTS

Environmental Overlay

Purpose

The purpose of the Environmental Overlay category is to provide protection for lands with severe development limitations or high natural resource or scenic value.

Location Policy

This area includes flood plains, viewsheds, sensitive streams and creeks, and significant tree cover.

Land Use/Density Policy

Permitted uses include low intensity uses such as trails, parks, open space, etc.

Circulation/Parking Policy

N/A

Buffer Policy

N/A

Zoning Policy

F-1

Character/Aesthetics Policy

Viewsheds should be protected.

Other Considerations

Low intensity use such as trails predominate

Preservation Overlay

Purpose

The purpose of the Preservation Overlay category is to protect land exhibiting historic character and worthy of preservation, particularly in the original town core. The areas fall within the review of the Preservation Commission.

Location Policy

This area includes all areas of the community included in National Register Districts and other areas of historic value identified by the city as needing protection.

Land Use/Density Policy

Permitted uses allowed in the underlying district zoning district.

Circulation/Parking Policy

Sufficient off-street parking should be provided. On-street parking opportunities should be examined. Curbing, sidewalks and green strips between the sidewalk and curb will be re-established where missing.

Review Policy

Review by Historic Preservation Commission.

Character/Aesthetics Policy

The Historic District regulations apply to this area. Dimensional requirements shall include a build-to rather than setback line. Off-street parking will be encouraged to be to the side and rear of buildings.

Redevelopment Overlay

These areas are characterized by housing or building stock clearly in need of substantial rehabilitation.

Purpose

The purpose of the Redevelopment Overlay category is to identify areas characterized by housing or building stock that is clearly in need of substantial rehabilitation and develop strategies for improving that stock.

Location Policy

Redevelopment areas identified by the city.

Land Use/Density Policy

Could be any category of land use.

Circulation/Parking Policy

Re-establish good parking and circulation if it has been compromised. Pedestrian and bicycle access encouraged. Re-establishment or establishment of streetscape with sidewalk, green break, street trees, bike lane where feasible.

Buffer Policy

Determined during master planning process.

Zoning Policy

Any zone.

Other Considerations

Master site planning required. Mixed uses encouraged.

MISCELLANEOUS DEVELOPMENT POLICIES

Policies for accommodating selected uses based on locational criteria independent of the General Development Plan Map.

Consideration may be given to accommodating small-scale offices for transitional purposes and convenience retail activities based on the locational and other criteria contained in this section; conformance of these uses with the General Development Plan Map is not required. The applicable criteria are as follows:

Small-Scale Transitional Offices (applied in the Zoning Ordinance)

Small-scale office activities used principally for transition and buffering between residential uses and incompatible non-residential activities may be considered on their merits in accordance with the following guidelines and criteria:

- The proposal should conform to the land use and intensity policies in sections that apply to the commercial neighborhood land use category.
- The requirements of this plan regarding support services should be met.
- The site should not be subject to adverse impacts of an existing, adjoining, incompatible, nonresidential land use that cannot be reasonably mitigated through landscaping, fencing, screening, or similar methods of buffering.
- The site should be suitable for the proposed use based on its physical site characteristics. Sites that are steeply sloping, prone to flooding, or contain other sensitive environmental features, are inappropriate.
- The site should be of sufficient size and suitable shape to satisfactorily accommodate the proposed use and achieve an acceptable design relationship with the adjoining uses. As a rule, site width should be in the range of 100 to 150 feet and site depths should be in the range of 300 to 350 feet to achieve well-designed and functional offices and suitable landscaping and buffering.
- Access to the site should be from the adjoining non-residential area or a side street that leads directly into the non-residential area, and safe ingress/egress should be assured. To the extent practicable, transitional office sites with double frontage should be avoided. Where double frontage is necessary for adequate site size, access should be provided that has the least adverse impact on the residential area.

Policies for Areas and Sites with Historic Significance (applied in the Historic Preservation Ordinance)

Because this plan supports the protection and preservation of historic features, the following policies apply to areas and sites that are historically significant:

- Emphasis should be given to the upkeep and enhancement of publicly owned historic features.
- Owners of private property that contain historic features should be encouraged to preserve those features in conjunction with any proposed development of the site and work closely with the Preservation Commission and any private historical society in Greenwood.
- Application of regulatory measures designed to support the preservation of historically significant properties should be supported.
- The potential impacts of proposed developments on historic sites or areas should be carefully considered, and appropriate measures should be required to mitigate any adverse impacts.

Stormwater Management Policies (applied in the Subdivision Regulations and Design Standards)

- The increased urbanization of Greenwood could produce significant effects on properties that are located adjacent to rivers, streams, or waterways within the City. This Plan strongly encourages the review of current stormwater management measures in the City, and provide revisions, where necessary, to ensure the mitigation of potential negative effects due to increased urbanization in the City.

- In general, on proposed development or redevelopment sites, post-development stormwater runoff and water quality must not differ significantly from pre-development conditions.
- No construction, whether by private or public action, shall be performed in such a manner as to materially increase the degree of flooding in its vicinity or in other areas, whether by flow restrictions, increased runoff, or by diminishing channel or overbank storage capacities.

Policies for Non-conforming Activities (applied in the Zoning Ordinance)

- The following policies shall apply to existing development that is not in conformance with the policies and other provisions under the detailed land use categories of this plan.
- The territorial expansion or on-site intensification of existing activities that are not in conformance with the land use policies covered in this plan is not recommended.
- Existing activities that already exceed the specified intensities for the area should not be further intensified.
- Proposals that would result in the termination of an existing nonconformity and move toward conformity with the policies for the area should be considered on their merits. Changes in use that would not reduce the degree of policy nonconformity are inappropriate.

Cluster Development Policies (applied in the Zoning Ordinance)

- Cluster development, a design technique that concentrates building on a part of the site to allow the remaining land to be used for recreation, common open space, and preservation of environmentally sensitive features, should be encouraged. Clustering permits a rural atmosphere to be preserved for both the residents of the development and the surrounding community.
- It is the objective of the City to preserve open space through cluster development alongside public roadways bordering the development, so that views from the roads are largely ones of open space, rather than ones of conventional house lots lining the road; and/or along rivers, streams, and creeks and their associated flood plains and wetlands, to protect the natural functions of these water bodies; and/or to protect agricultural land by clustering development of agricultural land in the forested/wooded areas of the farm or on the marginal farming areas of the site, thus allowing agricultural practices to continue in the open spaces; and/or to protect woodlands by locating development in fields or along open areas.

General Bufferyard Policies (applied in the Zoning Ordinance)

Accomplishing adequate buffering between varying land use activities poses one of the most difficult land development problems facing planners, developers, and affected neighborhoods. While the General Development Plan Map designates general areas appropriate for varying land uses, it does not illustrate the need for buffering between potentially conflicting land activities, such as manufacturing or commercial uses adjacent to residential areas or residential uses of differing densities. Decisions concerning the buffering between conflicting land uses should be guided by the following policies:

- Buffers should be provided when a proposed development could result in a land use conflict with adjacent activities. The burden of providing adequate buffers should be with the new development, even when the new development is of lower intensity, as with residential areas.

- Existing physical barriers should be used to separate and buffer incompatible land uses, where possible. These physical barriers include natural features, such as ridges, steep break sin topography, rivers, streams, lakes, and flood plains; or man-made barriers, such as streets, alleys, rail lines, utility or scenic easements, tree lines, shrub lines and fences or screens.
- In many cases, particular land use activities can serve as an effective break between incompatible activities. Land use intended as buffers should be used primarily to protect residential areas from the adverse impact of high intensity commercial and industrial activities. Buffer land uses include low-rise offices, surface parking facilities, and limited impact community services, such as churches. High intensity residential uses may be appropriate, provided they area also afforded the protection required to ensure privacy and freedom from nuisances of non-residential development. Additionally, open space areas, such as cemeteries, parks, and natural areas, should serve as buffers, where convenient and appropriate. In general, land use activities should be used as buffers only when other means of providing buffering are inadequate.
- Effective landscape screening and the provision of maintained open space or buffer yards can provide effective transitions between adjacent land uses that may be in conflict. Buffer yards are required wherever proposed developments interface with areas in which the existing land use classification or zoning district varies significantly from the permitted uses, densities, or standards of an adjacent land use classification or zoning district.
- Plantings shall be maintained by the developer, including watering and weeding at least through the first growing season. Dead and dying plants shall be replaced by the developer during the next planting season. Thereafter, the owner or property manager shall be responsible to maintain the buffer yard in accordance with the original intent. Buffer yard areas shall be maintained and kept free of all debris, rubbish, weeds, and tall grass. Mulch beds shall be periodically replenished. Periodic pruning, in accordance with recommended practices, shall be done to preserve the scale, fullness, and texture of the plantings.
- Masonry wall copings and mortar joints shall be properly maintained to preserve the integrity of the wall.
- No buildings, structures, storage of materials, or parking shall be permitted in the buffer yard area; either during construction or after construction is completed.
- Unless specifically provided for in the proposed master development plan, signage, lighting, and accesses shall not be permitted within a buffer yard area.

Miscellaneous Design Standards and Policies for Commercial Property Adjacent to Residential Properties (applied in Design Standards)

The following standards apply to commercial development within commercial areas when the development is adjacent to a residentially developed area:

- **Outdoor Lighting:** Lighting shall be directed and shielded in such a manner that there is no glare within the boundaries of any adjacent residentially developed property. Lighting standards shall not exceed 25 feet in height. Building mounted yard lights that face a residential area are not permitted.
- **Building Setback:** Buildings shall be set back from property lines adjacent to residentially developed areas a minimum of 60 feet.

- **Roof Mounted Mechanical Equipment:** For all categories, roof mounted equipment shall be acoustically baffled from exposure to residentially developed property and the baffles shall be visually compatible with the architectural character of the commercial structure.
- **Vehicular Access:** Driveways into commercial developments shall not be from a residential street. They shall be either from an arterial street (preferred) or from a collector street if there is no alternative. Driveway access shall be consolidated, whenever possible, to serve more than one commercial establishment. Separate access ramp locations shall be reviewed under the PUD site plan review process subject to recommendations of the Greenwood Engineer. Signage: Site information signs shall be located and detailed on the plans for PUD or Planned Commercial approval. They shall follow a design theme that is related and complementary to other elements of the overall site design and should be interdependent and complementary with site lighting. Signs should not be permitted within required buffers along streets or at residential interfaces. Directories and composite signs that contain a listing of business in the center may be permitted at driveway entrance locations.

Additional Flood Plain Overlay Policies (applied in the Flood Plain Ordinance and the Zoning Ordinance)

Overall, this land use overlay category supplies an additional set of policy guidelines and restrictions for areas depicted in the Flood Plain. The purpose of this land use overlay is to protect environmentally sensitive areas from unplanned, environmentally negligent development. Generally, the category applies to areas within the 100-year flood plain along major streams, rivers, and steeply sloping sites. In areas subject to flooding that are already developed, solutions to alleviate the flooding problems are intended. In areas subject to flooding that are underdeveloped, the intent is that they be preserved to the greatest extent possible and/or developed in a planned/innovative approach that minimizes flood plain reclamation without a corresponding amount of equal displacement. Generally, this plan recommends that updated storm water management regulations be prepared for flood-sensitive corridors, and that a system of Parks/Open Space land use areas be incorporated into the developments along these environmental areas.

This land use overlay category is intended to provide additional land use control to the base land use categories (i.e. Residential Low Density, Neighborhood Commercial, etc.). The basic policy for areas subject to environmental constraints is, to the extent possible and where development has not yet occurred, preserve these areas in an undisturbed state and maintain the natural environmental habitats. If development is proposed in the Flood Plain Overlay category, the following policies would apply:

- To discourage alteration and development of environmentally sensitive areas, the corresponding density of the base zoning is recommended to be reduced by 50 percent in residential and non-residential land use categories for areas of a site that are contained wholly within a Flood Plain Overlay area. If some portion of a property is located within an FPO area, the development potential of the property should occur by allowing development on the buildable portion of the site (outside the FPO area), and under the provisions of the PUD Overlay zoning approach. Generally, the FPO areas are defined by area located within the 100-year flood plain.
- Low intensity non-structural recreational uses that offer some beneficial use of these areas without altering them or creating impediments to flood waters may be considered on their merits, subject to the provision of adequate access, necessary services, and compatibility with the adjoining, existing or planned use as specific on the General Development Plan Map.

TRANSPORTATION PLAN

The Future Transportation Plan sets out the desired future transportation patterns and their facilities for the City of Greenwood.

The plan addresses transportation for vehicles, pedestrians and cyclists, rail and air transport.

The Transportation Plan is developed based upon community goals, traffic projections, and the needs of projected future land use and illustrated as a path type (Arterial, collector, local road; pedestrian walkway, bike path, nature trail, linear park, etc.)

Applications of the various path types are illustrated on the Future Land Use and Transportation Map and are listed as follows:

- City-Sponsored Projects or Partner projects.
 - “Rails to Trails” project in downtown Greenwood along the abandoned rail line.
 - Nature Trail to downtown walking path.
 - Budget for improvements in sidewalks and bicycle signage.
- Leflore- County Sponsored Projects
- MDOT- Sponsored Projects
 - Highway 7 four-laning.
- Airport

Sidewalks will be required for all new and redeveloped areas.

CHAPTER 4: IMPLEMENTATION STRATEGIES

ZONING

The City of Greenwood's existing zoning ordinance has been analyzed for effectiveness in implementing the recommendations of the Comprehensive Plan. The new ordinance is included as part of the Appendix. The analysis indicates that some revision is needed. In addition, new development policies and goals set forth by this plan require that zoning provisions be consistent with these items. Proposed revisions to the zone ordinance are as follows:

- Eliminate Board of Adjustment. Planning Commission and Development Plan Review Committee can issue variances & handle other duties.
- Add a new Traditional Neighborhood Development overlay zone. Developers will be drawn to the zone because of high densities, but overall design will be more aesthetically pleasing than current high-density developments.
- Restrict Manufactured homes to Manufactured Home Parks and Subdivisions in only one zone. Disallow mobile homes as defined by HUD.
- The term "special exception" should be changed to "conditional use" and only those uses on which conditions can be placed should be included in this category (some spelled out, others determined by the Planning Commission).
- Home occupation rules should be strengthened and clarified (will become significantly more frequent).
- Area around the hospital should be rezoned as a medical office zone to reserve this area for the growing medical facilities needs.
- Adult Entertainment provision.

SUBDIVISION REGULATIONS

The City of Greenwood's existing subdivision regulations have been analyzed for effectiveness in implementing the recommendations of the Comprehensive Plan.

It is also recommended that regarding the definition of a subdivision the following provision be removed: "...provided, however, that the following shall not be included within this definition, nor be subject to the subdivision rules and regulations of this municipality (a.) The division of land into parcels greater than five (5) acres, and where no additional street right-of-way dedication is involved."

Other recommendations include:

- Remove prohibition for alleys in residential districts.
- Add provision that subdivision development cannot make runoff problems any worse.

HISTORIC PRESERVATION

Expand the local Historic Preservation protections to residential properties/districts.

COMMUNITY DESIGN & APPEARANCE

Community design and appearance should be addressed in the implementation measures through the Historic Preservation Design Standards (expanded for residential properties/districts) and the adoption

of a Site and Design Standards ordinance, Sign Ordinance and Landscape Ordinance (or to be made a part of the Zoning Ordinance).

The City has sought evaluations and advice from the Mississippi Development Authority's Asset Mapping Program, the Main Street program and the First Impressions Program from MSU.

The City should continue to expand upon its active code enforcement program.

HOUSING

There will continue to be a need for a broad variety of housing types and sizes, especially as the city competes for young, well-educated professionals, and retirees. The City of Greenwood will respond to housing demand with well-planned and well-designed living spaces, with a variety of housing types and sizes available to serve the entire community. Specific policies include the following:

1. Utilize pattern books in master planned developments to encourage overall building quality and design.
2. Develop a Comprehensive redevelopment plan for areas undergoing transition or that are dilapidated, that includes rehabilitation of existing substandard housing stock.
3. Maintain standard housing stock at that level. Substandard housing should be improved to standard condition if it is economically feasible to do so. If housing units are dilapidated and unsuitable for rehabilitation, the units should be removed from the housing stock through the City's code enforcement program.
4. Allow accessory living units in certain conditions.
5. Administer the most current International Construction Code and Maintenance Code.
6. Set measureable goals each year for removal or renovation of dilapidated housing stock.

COMMUNITY FACILITIES

Law Enforcement

- Ensure enough police officers, equipment and crime reduction programs to keep the crime rate low.

Fire Protection

- Retain Class 4 Fire Insurance Rating.
- Continue improvements in the department and water system.

Water System

- Improve water flow; replace lines and increase line sizes where needed.
- Develop policies that protect groundwater aquifer recharge areas such as rain gardens, swales along roads, below ground porous storage areas for water, etc.

Sewer System

- Continue inflow/infiltration testing and improvements to lines.

Solid Waste

- Adopt curbside recycling.

Drainage and Floodplain Management

- Adopt pre-construction grading ordinance.

Educational Facilities

- School board should develop its facilities plans in concert with the City's Comprehensive Plan and in cooperation with the Greenwood planning staff, the Planning Commission and the Mayor and City Council

Parks

- Improve existing parks and programs.
- Secure additional parklands through exactions from developers when appropriate.
- Include green space in redeveloping areas.
- Develop Greenwood Nature Trail.
- Make full use of the city's rivers – sponsor with other organizations, kayak and canoe races, etc.
- Use existing and future sidewalks and future trails to provide connectivity between parks, historic sites, downtown, and other sites of interest.
- Conduct a site analysis showing the following when developing new recreational facilities:
 - Impact of solar aspect – Pay attention to how sun path changes the suitability of potential uses especially sports fields and play settings.
 - Existing Drainage Patterns – Note how surface water flows – look for indicators of erosion, high water marks or evidence of standing water
 - Environmental Considerations – Investigate the potential for environmental regulation such as wetland areas, water quality disturbance, evidence of dumping, etc
 - Existing access points for both vehicles and pedestrians. Assure that emergency vehicles have reasonable access to developed parts of the site. Note presence or lack of ADA access points.
 - Access to existing and proposed public transportation links.
 - Links to existing or proposed Greenway system
 - Availability of utilities both existing and anticipated.
 - Location and condition of existing vegetation – coordinate with community tree standards.
 - Views into and from the site – Note proximity to residential areas in particular.
 - Special or significant contextual influences such as materials, forms, colors or architectural features that could be incorporated into the design solution to visually link park features to the surrounding neighborhood or community.

STRUCTURE, STAFFING & ENFORCEMENT

The recommendations for new and revised implementation ordinances in this Comprehensive Plan will take a well-trained staff to administer. To adequately implement the Comprehensive Plan, a professional planner should be hired by the city to consistently pursue enforcement and offer professional advice to the Planning Commission and the Mayor and City Council. The planner would carry a title of Director of Planning and Community Development. A sample job description follows:

CITY OF GREENWOOD JOB DESCRIPTION

JOB TITLE: Director of Planning and Community Development

QUALIFICATIONS: A bachelor's degree in planning, sociology, political science, public policy, geography, or other related field. Masters degree in planning or related field preferred. Membership in American Institute of Certified Planners (AICP) preferred, but not required. Minimum of 3 years planning experience required.

SALARY: Based on education, experience, and qualifications.

RESPONSIBILITIES:

- Directs all operations related to city planning (land use, open space and conservation activities, zoning, etc.) and community development (grants, public/private partnerships, special projects, etc.).
- Acts as senior advisor to the Mayor, City Council, and Planning Commission on matters related to planning for healthy communities.
- Identifies opportunities for and recommends changes to the built environment that will promote active lifestyles and alternative modes of transportation.
- Researches and makes specific, measureable, achievable, relevant, and time-framed policy recommendations for passage by the Greenwood City Council that encourage healthy lifestyles and/or discourages unhealthy lifestyles.
- Undertakes a variety of planning projects, which may include the formulation and implementation of community plans, strategies, ordinances, agreements, legislation, programs, projects and policies that encourage physical activity and healthy lifestyles.
- Researches, applies for, coordinates, and administers grant programs on behalf of the City of Greenwood in an effort to obtain funding for special projects related to healthy communities.
- Works with the Industrial Board, Chamber of Commerce, Convention and Visitor's Bureau, Main Street Greenwood, and other development organizations to enhance community development efforts in Greenwood.
- Conducts public forums, seminars, and presentations as part of community outreach in an effort to educate citizens, city officials, and planning commissioners on planning and community development related topics and programs.
- Coordinates with developers, residents, consultants and public and private entities on all matters relevant to active living in the City of Greenwood.
- Reviews and evaluates commercial, industrial, residential, and mixed-use development plans, proposals, designs, applications, occupancy certificates, code amendments, variance requests, technical documents, and special permits.

In addition, staff training should be strengthened and a part-time uniformed police officer assigned to the Community Development and Planning Department. The Planning Commission and the City Planner should be members of the American Planning Association and the Mississippi Chapter of the APA.

Code enforcement should answer to the Director of Planning and Community Development. The City Engineer's office may be separate, answering to the Mayor, but working in concert with the Planner in reviewing site and other plans for engineering issues. The office should retain clerical staff and add new code enforcement staff as is determined by the Director of Planning and Community Development to effectively administer the city's Development Code and building/housing codes. The city should strengthen its GIS capabilities and use it more effectively in addressing city problem areas.

One of the major issues identified in this planning process was lax or inconsistent enforcement of existing ordinances. The presence of new ordinances will not alleviate this problem. As mentioned above, in Staffing, the city needs departmental leadership in the form of a seasoned, experienced city planner. New ordinances will require more negotiating skill and fewer adherences to a checklist. It is important that the new planner have experience in dealing with land developers.

It is important that the department operate with consistent Standard Operating Procedures, and set goals and measurable objectives each budget year. Part of the SOP would include provisions for a "tickler file" for home occupations and conditional uses that must be re-approved annually.

It is recommended that the city eliminate the Board of Adjustment. The new multi-disciplinary site plan review committee can take care of recommendations for variances, etc. to the Planning Commission.

Construction Codes

In implementing the Comprehensive Plan, the City of Greenwood should ensure that it continues to operate under the most current version of construction codes available from the International Construction Code.

Departmental Financing

Planning department funding should be partially financed by application fees, filling fees and permit fees consistent with those allowed by State Law. Administrative fees associated with successful grant proposals should also be used to underwrite departmental costs, if possible. In addition, the city should adopt registration/licensing of rental units with a registration fee of \$10 per unit. The funds can help offset the cost of inspecting the units for code compliance. Rental registration is one way to give the city a better idea of how many rental units are in the city and help the city communicate important rental information and requirements to property owners.

Recommended fees are listed below:

Recommended Action Fees

- Preliminary Subdivision: \$100 + \$3/lot
- Final Subdivision: \$100 + \$3/lot
- Subdivision Revision: \$50 + \$3/lot
- Vacate Plat: \$100
- Rezoning Request: \$250 for unplanned district/\$500 for planned district
- Residential Variance: \$100
- Commercial Variance: \$300

- Residential Conditional Use: \$100
- Commercial Conditional Use: \$300
- Fence permit: \$35
- Sign permit: Based upon the building permit formula.
- Building permit: According to the recommendations of ICC.
- Rental Registration: \$10
- Fines for infractions: \$1,000 per day per infraction.

CAPITAL FACILITIES FINANCING MECHANISMS

Sources and Methods

Ingenuity and sound financial policies should be exercised in obtaining capital improvements. While certain methods are better suited to particular needs and situations, there is no one ideal way to acquire all capital improvements. Some of the suggested sources and methods found desirable in most cities are discussed below:

General Obligation Bonds

General obligation bonds are usually financed out of the property taxes. Assessed valuation of property in the City is, in a sense, pledged as security towards payment of these bonds. Legal limits exist for bonding in the State of Mississippi set at ten percent of the assessed valuation within the municipality. There is no limit to the number of projects needed or desired by a city and it is possible to sell within this legal limit as many bonds as the market will bear. As the community's general obligation debts outstanding approaches this mark it is generally found that higher interest rates are incurred. General obligation bonds should not be issued for a period of longer than 30 years and generally should be limited to shorter periods. As a practical rule, the Mayor and City Council should keep its debt requirement so scheduled that at least 25 percent of the principal is due for amortization within a five-year period. Serial bonds are recommended because these come due in successive years and are from current funds each year, permitting lower interest rates in some cases. Serial bonds are sometimes refinanced to take advantage of lower interest rates. If revenues from a particular tax or from a limited property tax levy are pledged, the bonds are known as limited tax bonds. Sometimes general obligation bonds are sold with the stipulation that revenue from a facility will be used to retire the bonds and only in the event that this revenue is insufficient will the full faith and credit of the city be used. A combination of term and serial bonds are used to finance a revenue producing facility whose earning revenue cannot be readily determined.

Revenue Bonds

If both principal and interest costs are to be met exclusively from the earnings of a facility to be constructed the bonds are known as revenue bonds. Interest rates on this type of bond depend upon the type of facility and its economic feasibility. Extension of sewer and water utility systems are often financed in this manner. Revenue bonds are limited in Mississippi by the Fifteen Percent Rule, which says that a municipality cannot collectively issue revenue bonds in excess of fifteen percent of its assessed valuation. Revenues must be sufficient to cover principal and interest in this type bonds. Again it is desirable for their term to be held to as short a period as possible.

Special Taxing Districts

Special benefit assessment or improvement districts are another financing alternative. Taxes levied on certain properties benefited by the improvements are often called district. Special assessments may be levied on property fronting on a road to be paved, for example, or for street lighting in a particular area.

Tax Increment Financing

Under this finance mechanism, a bond instrument is used to raise capital for public improvements related to an economic development project. Additional tax dollars raised by the new economic development activity are then pledged to retire the previously issued bonds.

Pay as You Go

Financing from current revenue or the “pay as you go” policy has both advantages and disadvantages. When expenditures of comparatively large amounts occur at varying intervals, it may not work. Current revenues available for capital expenditure are those funds left over after all operating expenses have been taken care of. Excess funds, when they occur, may be set aside for future improvements. Having available funds at any specified time is not dependable.

Subdivision Regulations

The subdivision regulations require that subdividers provide certain public improvements at the time a new subdivision is constructed. Local streets and major street right-of-way, paving, water main, storm and sanitary sewerage and sidewalks may be required when the subdivider takes the responsibility for construction. A performance bond is required to guarantee that all improvements are installed in accordance with the specified standards of construction. Improvements must be made and inspected before approval of the final subdivision plat is granted.

State and Federal Loans

Considerable amounts of money are provided by other units of government to aid cities with needed public improvements. State highways, where they are within a city are eventually built, widened, or otherwise improved by the State. Libraries, schools, hospitals, and parks may be financed in part for both land and construction costs from other government funds. Hospitals, parks, sewerage and water systems are supported by federal grants. In some cases, matching funds must also be provided by the city to obtain this aid. That is, the city puts up one dollar for each dollar or more received from the state or federal government.

Grants

A number of sources are available to the city for bequests, grants, donations, etc., of land, money or building equipment. A local company may build a facility for the city or an estate or trust may specify in money or land to be put up for a public park. Care should always be exercised that a particular gift is an economic asset to the city and will not become a white elephant. A building donated for public use is not necessarily free, as it may be obsolete and cost more to remodel than construction of a new building. Land that is too small or inaccessible to the public for a park will become a burden because of a continuing maintenance cost.

CAPITAL BUDGETING METHOD

This public improvements program presents a schedule of capital, public, and physical improvements for the City of Greenwood, Mississippi. A five-year time span is used to accommodate the anticipated growth and development within the city. Capital improvements are one-time expenditures, nonrecurring in nature, and generally have long life expectancy, usually between 20 and 50 years. Their scheduling is based on a series of priorities established by the city through its planning process reflecting the city's present and anticipated needs, desires, and the importance of the various proposed improvements, along with its present and anticipated future financial condition. The benefits derived from capital improvements programming are many and include the following:

1. Assurance that projects will be carried out in accordance with a predetermined priority and the city's ability to finance them.
2. Protection for the city from undue influence of aggressive partial interest groups and consideration of the best interests of the entire community.
3. Reduction of possible opposition to needed projects by showing special interest groups that their projects will be taken care of at a proper time.
4. Assurance of impartial treatment to all citizens.
5. Means for foreseeing and anticipating bond issues and tax income.
6. Realization of efficiency through the ability to foresee needed construction over several years including the avoidance of purchasing additional equipment or technical services when several related projects might justify the use of the same resources.
7. Saving of desirable, but not urgently needed projects for periods when the economy of the community can better accommodate them.
8. Lengthening of the period of time available for technical design of long-range public improvements to provide for better long term planning and coordination of various city projects.
9. Provision for advance acquisition of land by purchase at favorable market prices and conditions when feasible.

It is essential that Greenwood projects its intermediate-range capital improvement needs and chart an intermediate range financial plan. With increased demands for public service, the cost of government is continually increasing. Providing fire and police protection, streets, schools, and other public services is consuming a larger part of the annual revenue dollar, leaving fewer funds each year for adding new capital improvements. Consequently, a well-analyzed, economically sound intermediate-range financial program is an important management tool derived from the Comprehensive Plan for developing the city in order to provide adequate community facilities.

The capital improvements program provides a link between the Comprehensive Plan and actual construction of public improvements. Because of the influence attendant to the provision, nature, and location of public facilities and its effect on the pattern of urban growth, the capital improvements program is one of the most important implementation tools available for implementation of the community's Comprehensive Plan. The zoning ordinance and subdivision regulations guide certain aspects of private development. The capital improvements program guides decisions as to how and when improvements that support private development will be built.

The general purpose of the capital improvements program provides a schedule for the acquisition, construction, and alteration of public property and facilities within the City of Greenwood over the next 5 years. This program includes recommendations from several of the Comprehensive Plan elements in order of relative need, merit, and economic desirability.

The capital improvements program is not a rigid schedule, which must be followed regardless of unforeseen changes, nor does its adoption constitute such a commitment; rather, it is a framework for decision-making. The program should be reviewed and revised annually to remain relevant. As each year of the schedule is carried out, an additional year should be added to it containing new projects. This annual review is primarily for the purpose of adjusting to individually changing circumstances. In order that this program can, in fact, provide the desired framework, it should become policy of the city that no major community improvement be undertaken without the Planning Commission's review in light of the Capital Improvements Program.

The capital improvements program is but one phase of the Comprehensive Plan for Greenwood. The study involves the combination of findings of several previous planning elements that should be consulted for reference if additional background is needed. The usual procedure after preparation, adoption, and hearing on the Capital Improvements Program is for the Mayor and City Council to adopt the first year of the capital budget and incorporate it as part of the annual budget. The Mayor and City Council then should tentatively authorize the remainder of the program subject to annual revision and reauthorization. As the City of Greenwood grows it must not only renew and replace structures and equipment that have become old and worn out, destroyed or obsolete, but it must also improve its facilities and services to support its population.

APPENDIX

A. NOTES FROM GREENWOOD COMPREHENSIVE PLAN PUBLIC MEETING, NOVEMBER 10, 2009

Parking Lot (Miscellaneous issues)

- Job creation important – use local agricultural resources (specific example is to grow vegetables and process them for value added jobs)
- Skill and education of workforce a problem.
- Schools are dated - community won't support a bond issue to improve the schools but they will allow a prison!
- Chamber noted the First Impressions program – a group of outsiders came into the city to critique. The Chamber is looking forward to this report.
- Transfer payments a large part of income generation here.
- Mississippi State Valley University is a good resource – could attract corporations with research and development activities.
- Need to expand city boundaries.
- Some are afraid to speak their minds.
- Public schools – need discipline and to embrace new ideas.
- Need a movie theatre.
- Don't forget The Bridge Circle – November 19th at 6:00 p.m. at the Episcopal Church.
- Highway 82 east/west is very dark.

Describe Greenwood to a Stranger

- Hospitable/friendly
- Small town – people can find their own place to put themselves in the community.
- Tolerance? Community in decline.
- Great potential – have not learned how to work together as blacks and whites.
- Public schools (need for everyone to participate).
- Good place to retire.
- Turn-of-the-century buildings on a river.
- West central part of Mississippi, etc. (Paige)
- Urban forestry.
- Easy to get around in (biking and walking).
- Heart of the Delta.
- Culmination of 2 rivers.
- Generous community.
- Great characters.
- Has come a long way – but still has a long way to go.
- Great resources (natural + built environment).
- Lots of opportunities with blues history, museums, etc.
- Good hospital and physicians.
- Good professionals.
- In the flyway.
- Caring people – giving people. Will get what you give.

Where have you been that you liked and why?

- Grenada – because they have good communication there. Left Greenwood due to being jobless. People work together there.
- Tupelo – one school district/school is the foundations.
- Salt Lake City – Public art, safe to walk, trees.
- Oxford – Beautiful, walking and biking, arts, good school system.

What has happened in the last 10 years that concerns you?

- Drug abuse.
- Children not being taught to respect.
- Not respecting people's rights and thoughts.
- New businesses hurting "mom and pop" stores.
- Too much low income housing.
- Not annexing when should have.
- School facilities are terrible. Bond issues have not passed. Too obsessed with race. Make both private and public schools excellent.

What has happened in the last 10 years that is good?

- Tangible examples of how we can restore the community (downtown).
- Industrial park – great asset.
- Tourism.
- Satellite campuses – MSU, MDCC, MVSU...
- Downtown area is vibrant.
- Mississippi Valley State University.
- Clean environment.
- Foodie destination.
- Great airport/ Ag center.
- Lot of people who live in Greenwood are from somewhere else – geographic diversity.
- Downtown Greenwood Farmers Market.
- Community Kitchen.
- Excellent foundation on which to build.
- Amtrak – 3rd busiest in the state.
- River(s).
- Cottonlandia, and other museums.
- Excellent agricultural resources.
- 13 City parks!
- Beautiful churches.
- Grand Blvd.
- Fort Pemberton.
- Other than big box retail (destination shopping/boutique).
- 25 corporate headquarters in Leflore County/21 in Greenwood.
- Strong boys and girls clubs (2 in the county).
- Best hotel between here and NYC.
- Greenwood Little Theatre.
- 8 new patients from out of state (cancer center).
- Blues concert.
- Local newspaper.

B. STEERING COMMITTEE GOAL SETTING EXERCISE, AUGUST 20, 2009

Describe Greenwood to a Stranger

- Home of Viking Range
- Very diverse, a lot of history
- Heart of the Delta – confluence of three rivers
- Historically unique – lot of town characters!
- Incredible amount of creativity
- Flat
- Downtown – change that has occurred in the downtown provides lots of opportunities for visitors
- Great food
- Blues history
- Great place to grow things
- Civil Rights history – ground zero for the civil rights movement. Greenwood was the national headquarters for the Students for Non-Violent Change
- Women's rights history
- Has come a long way, but has a long way to go
- Friendly
- Home
- Ship that changed the course of the Civil War sunk in river
- Take care of the elderly – good facilities
- Lot of lazy people/welfare recipients
- Lot of medical specialties

Where have you been that you liked, and why?

- Seaside, FL – welcoming, comfortable, clearly built to resemble a community – family centered.
- Celebration, FL – ditto
- Charleston, SC – history, mixed use community that happened organically. Original architectural elements.
- Destin, FL- Outlet mall
- Savannah, GA – beautiful, history, clean, parks
- Cruise Bay St. John, VI – birds singing, nature, etc.
- Athens, GA – good university town
- Fairhope, AL-
- Thermopolis, WY – natural hot springs, little bitty western town
- Jackson Hole, WY –
- Minneapolis, MN – large but doesn't feel large. Mayor rides his bike.

What has happened in the last 10 years that concerns you the most?

- Greenwood allowed growth beyond the urban limits and did not annex when they should have
- Outmigration to Carroll County due to Sumner Grant
- Vacant housing – due to new building, leaving other buildings behind to become dilapidated
- Public schools have not improved – hard to recruit industry and professionals like physicians

- Development of Park Avenue – sucked the life and energy out of downtown and was developed in conventional suburban design
- Not made as much progress with racial issues – some feel it is a courtesy issue – lack of respect, children not being taught manners.

What have been the most positive actions in Greenwood in the last 10 years?

- Downtown Renovations.
- Viking Range.
- Community Kitchen, Boys and Girls Club, Cottonlandia, Museum, growth in churches, Little Theatre, major institutions – have expanded to all parts of the city.
- Chamber has grown.
- Leadership class.
- Main Street Program.
- Tourism/CVB.
- “The Bridge” racial reconciliation program. “Found people who I would have missed out on if I hadn’t done it”.
- Big renovation in the early ‘90’s. 2003, 2005 financial turnaround.

What would you like to see for Greenwood in 5-10 years and what is in the way of that happening?

- Everyone get along well – be neighbors.
- Leader in eco tourism.
- “Top 50 small towns”, other rankings.
- Recycling program.
- Movie theatre.
- Golf cart ordinance (ability to use golf carts to get around in some locations).
- Public schools safer/ maybe consolidation of city and county schools/better qualified teachers/Level 5.
- Consolidation of city/county for public facilities (due to shrinking tax base).’
- Better educated work force.
- Optimize proximity to Mississippi Valley State University. Research and Development leading to jobs, etc.
- Have a domestic violence center/homeless shelter.

C. SAMPLE RESOLUTION TO ADOPT A “COMPLETE STREETS” POLICY

WHEREAS, City of Greenwood policy as stated in the Comprehensive Plan is to reduce the number of car trips, increase energy efficiency, and encourage walking and bicycling as safe, convenient and widely available modes of transportation for all people; and

WHEREAS, increasing walking and bicycling offers the potential for improved health, reduced traffic congestion, a more livable community, and more efficient use of road space and resources; and

WHEREAS, the City of Greenwood General Development Plan calls for the development of a pedestrian friendly community with sidewalks and bike paths; and

WHEREAS, the Complete Streets guiding principle is to design, operate and maintain streets to promote safe and convenient access and travel for all users, including residents who do not or cannot drive, such access to include sidewalks, bicycle paths, multi-use paths, vehicle lanes, and freight lines; and

WHEREAS, other jurisdictions and agencies nationwide have adopted Complete Streets legislation including the U.S. Department of Transportation, the State of Tennessee, and communities in Alabama and Arkansas; and

WHEREAS, the City of Greenwood will implement a Complete Streets policy by designing, operating and maintaining the transportation network to improve travel conditions for bicyclists, pedestrians, cars, transit and freight in a manner consistent with, and supportive of, the surrounding community; and

WHEREAS, the City of Greenwood will implement policies and procedures with the construction, reconstruction or other changes of transportation facilities to support the creation of Complete Streets including capital improvements, re-channelization projects and major maintenance, recognizing that all streets are different and in each case user needs must be balanced; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY OF GREENWOOD AS FOLLOWS:

Section 1. The City of Greenwood will plan for, design and construct all new City transportation improvement projects to provide appropriate accommodation for pedestrians, bicyclists, motorists, and persons of all abilities, while promoting safe operation for all users, as provided for below.

Section 2. The City of Greenwood recognizes the importance of sidewalks and bicycle paths and will incorporate the Complete Streets principles as follows:

A 4' wide paved shoulder shall be included with construction of all new roadways constructed or with the resurfacing or reconstruction of a roadway when roadways traffic is greater than 1,000 vehicles per day. Paved shoulders have safety and operational advantages for all road users in addition to providing a place for bicyclists and pedestrians.

Sidewalks, shared use paths, street crossings (including over and under passes), pedestrian signals, signs, street furniture, transit stops, and other facilities, shall be designed, constructed, operated, and maintained so that all pedestrians, including people with disabilities, can travel safely and independently.

Bicycle and pedestrian ways shall be established in new construction and reconstruction projects in keeping with the proposals of the Comprehensive Plan unless one or more of these conditions exist:

Bicyclists or pedestrians are prohibited by law from using the roadway. In this instance, a greater effort may be necessary to accommodate bicyclists and pedestrians elsewhere within the right of way or within the same transportation corridor.

The cost of establishing bikeways or walkways would be excessively disproportionate to the total cost of the transportation project.

Severe topographic or natural resource constraints exist that preclude expanding roadway paving without incurring excessive costs.

There is very low population density and scarcity of residents or other factors indicate an absence of present and future need.

Section 3. Complete Streets principles will not apply where extraordinary circumstances exist, such as:

During ordinary maintenance activities designed to keep assets in serviceable condition (e.g., mowing, cleaning, sweeping, spot repair and surface treatments such as chip seal, or interim measures on detour or haul routes);

Where the Governing Authority issues a documented exception concluding that application of Complete Street principles is inappropriate because it would be contrary to public benefits or safety;

Where other parallel accommodation exists; or

Where there is a demonstrated absence of present and future need.

Section 4. Complete Streets may be achieved through single projects or incrementally through a series of smaller improvements or maintenance activities over time. It is the City Council's intent that all potential sources of transportation funding be considered to implement Complete Streets. The City of Greenwood believes that maximum financial flexibility is important to implement Complete Streets principles.