



## Comprehensive Plan Committee

### AGENDA

Monday, March 28, 2016, 5:30-7:00 PM  
Sheppard Memorial Library, Room A

530 Evans Street  
Greenville, NC 27858

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1. Project Update	Leigh Anne King, Clarion Associates	5:30p
2. Presentation and Discussion of Draft Building Great Places Chapter	Leigh Anne King, Clarion Associates	5:35p
3. Presentation and Discussion of Draft Maintaining Fiscal Responsibility Chapter	Leigh Anne King, Clarion Associates	6:05p
4. Presentation and Discussion of Draft Growing the Economic Hub Chapter	Leigh Anne King, Clarion Associates	6:25p
5. Area Plans	Leigh Anne King, Clarion Associates	6:45p
6. Adjourn		7:00p

#### Handouts

- Draft Building Great Places Chapter
- Draft Enhancing Maintaining Fiscal Responsibility Chapter
- Draft Growing the Economic Hub Chapter
- Draft Memorial Drive / Arlington Blvd Area Plan
- Draft Medical Area Plan

#### For Non-Committee Member Meeting Attendees

Members of the public are welcome to attend meetings of the Comprehensive Plan Committee as observers. Although these working committee meetings are public meetings, they are not public hearings and as such, a public comment period is not included on the agenda. Comments from the public are welcome and can be submitted to Thomas Weitnauer, AICP, Chief Planner at [weitnauer@greenvillenc.gov](mailto:weitnauer@greenvillenc.gov) for subsequent distribution to Committee members. There will be ample opportunity for public input and discussion at other meetings as the Comprehensive Plan is being prepared.



## **CPC Meeting March 28, 2016**

### **Chapter 1: Building Great Places, Chapter 3: Maintaining Fiscal Responsibility, Chapter 4: Growing the Economic Hub, Medical Area Plan, Memorial Drive / Arlington Boulevard Area Plan**

#### **Meeting Summary**

Monday, March 28, 2016, 5:30-7:00 PM  
Sheppard Memorial Library, Room A

530 Evans Street  
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#### **1. Welcome**

Thomas Weitnauer welcomed CPC members and introduced Roger Johnson, Economic Development Manager, who joined the meeting as a resource for relevant chapters.

#### **2. Project Update**

The work program includes four phases in order to initiate the project (Phase I), analyze community conditions (Phase II), draft the plan framework (Phase III), and then finalize and adopt the plan (Phase IV). Leigh Anne King provided a project update, describing the progress on of Phase III. She reviewed how Phase II and Phase III dealt with different sections of each framework chapter, and that the focus of review in this phase would be goals, policies, and actions.

#### **3. Draft Building Great Places Chapter (CH1) Presentation and Discussion**

Leigh Anne King walked through the Building Great Places chapter, with particular emphasis on goals, policies, and actions. Chapter 1 also contains three items outside the pattern of the other chapters: (1) the principles for growth, (2) the future land use and character map, and (3) the tiered growth map. Additional supporting diagrams and graphics were included. The CPC discussed the chapter. Oral and written comments are in attached documents.

#### 4. Draft Maintaining Fiscal Responsibility Chapter (CH3) Presentation and Discussion

Leigh Anne King walked through the Maintaining Fiscal Responsibility chapter, with particular emphasis on goals, policies, and actions. This included the supporting diagrams and graphics. The CPC discussed the chapter. Oral and written comments are in attached documents.

#### 5. Draft Growing the Economic Hub Chapter (CH 4) Presentation and Discussion

Leigh Anne King walked through the Growing the Economic Hub chapter, with particular emphasis on goals, policies, and actions. Chapter 4 also contains the Economic Opportunities Map. Additional supporting diagrams and graphics were included. The CPC discussed the chapter. Oral and written comments are in attached documents.

#### 6. Area Plans

Leigh Anne King oriented CPC members to the four special area plans, noting two would be covered at this meeting, and two would be covered at the next meeting. She reviewed how Phase II and Phase III dealt with different sections of each area plan, and that the focus of review in this phase would be the intent for the area in the future and land use and design recommendations. She presented the relevant sections of the Medical Area plan and the Memorial Drive / Arlington Boulevard Area plan. The CPC discussed the area plans. Oral and written comments are in attached documents.

#### 7. Adjourn

#### 8. Next Steps

The following dates include important upcoming meetings with City Council, the CPC, the Planning and Zoning Commission, and the public:

- **May 2:** Next CPC Meeting
- **May 3:** Southwest Bypass Area Public Open House
- **June 20:** Public Open House to Unveil Draft Plan
- **July 19:** Planning & Zoning Commission Public Hearing
- **August 11:** Council Public Hearing

### **Appendix Items**

- CPC March Presentation
- Meeting Responses for Chapters
- Meeting Handwritten Responses for Chapters
- Additional Responses Later Handed or Emailed to Staff



# Comprehensive Plan Committee Meeting



Monday, February 22, 2016

# Agenda

1. Welcome
2. Project Update: Vision Framework Chapters
  - Ch 1. Building Great Places
  - Ch 3. Maintaining Fiscal Responsibility
  - Ch 4. Growing the Economic Hub
3. Area Plans
  - Medical Area
  - Memorial Drive / Arlington Blvd
4. Next Meeting (Early May)
  - Ch 6. Fostering a Resilient City
  - Ch 7. Growing A Healthy City
  - Ch 8. Growing Together
  - Southwest Bypass Area Plan
  - Airport Corridor Area Plan



# Horizons 2026

GREENVILLE'S COMMUNITY PLAN



- How Will We Grow Workshops
- Future Land Use / Character Map
- Policy Framework
- Implementation Plan

## One More CPC Meeting to Go!

# Chapter Elements

Reviewed in  
Phase II  
("Analyze")

- In this Chapter
- Overview
- Planning Influences

Reviewing in  
Phase III  
("Draft")

- Goals & Policies
- Actions



# Chapter 1: Building Great Places

## Vision Framework

An important component for every community plan is a vision statement. A vision statement should identify the broadly held public values and aspirations of citizens. Horizons 2026 includes a Vision Framework, which was developed from the public input provided in Phases 1 and 2 of this process. This Vision Framework is similar to the vision statement in the 2010 Horizons Plan in that it describes the long-term aspirations of the community. It is different because it does this in several separate statements for each of the plan's eight chapters. Following is a list of the eight policy chapters in this plan, along with the vision statement for each.

### 1 Building Great Places

Greenville will be home to active, vibrant, and distinct places that are linked through a high quality, walkable, and beautiful built environment. These places, including mixed-use centers, neighborhoods, corridors, and innovation districts, will build on Greenville's existing land patterns and provide new walkable and connected developments that enrich the distinct visual appearance of the city and foster a growing sense of pride, while conserving key natural areas and well-defined rural edges.

### 2 Enhancing Mobility

Greenville's transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive travel networks for bicyclists, pedestrians, drivers, and users of public transportation. Compact development and street designs that serve all types of users (drivers, walkers, bikers, and transit riders) will reduce automobile collisions and improve travel safety throughout Greenville. The city will be regionally accessible with an airport established as the primary hub for air travel in eastern North Carolina, exceptional interstate roadways, a navigable and inspiring built environment for visitors, and future planning for regional rail service.

### 3 Maintaining Fiscal Responsibility

Greenville will embrace a culture of transparency and fiscal responsibility in all aspects of city management. The city will foster business investments and collaboration through open governance and a business-friendly culture. Intergovernmental collaboration will strive to develop solutions to complex problems. Management of public facilities and services will focus on providing a high quality of life for residents while also achieving fiscal responsibility. Partnerships will help build collaborative spaces and increase access to cutting-edge technology that sparks new ideas and efficiencies in industry and education. Physical planning efforts will grow the city's tax base sustainably and ensure the long-term efficient delivery of Greenville's high quality services.

### 4 Growing the Economic Hub

Greenville, a city that supports business development, entrepreneurialism, and labor force training, will have high quality employment opportunities for an increasingly diverse population. The regulatory environment, business incentives, and partnerships will help to grow and sustain local companies, create an adaptive and well-trained workforce, and foster a thriving public education system. New jobs will emerge in a variety of locations throughout the city, including existing industrial parks, new well-planned employment centers, and urban mixed-use innovation districts. The city's high quality of life will help retain an excellent and creative workforce.

### 5 Creating Complete Neighborhoods

Greenville will offer a variety of excellent living options for its growing and increasingly diverse population, and support established neighborhoods and their existing residents. Complete neighborhoods will offer a variety of housing types, an integrated network of walkable and bikeable streets, access to transit, public schools and civic space in prominent locations, and proximity to grocery stores and neighborhood-serving commercial services needed by residents on a regular basis. With an assortment of high quality housing options that support a variety of income levels, neighborhoods will support multiple generations of families that allow someone to grow up, raise a family, and retire in the same neighborhood.

### 6 Fostering a Resilient City

Greenville will be North Carolina's greenest city. Greenville will grow safely by protecting the city's natural water systems and managing development in hazardous areas. The city will be prepared for increasingly powerful storms, intensified by the local effects of global climate change and sea level rise. And it will grow sustainably by using design approaches that serve to minimize impacts on the natural environment. This includes the adaptive reuse of current structures, which is one of the most sustainable actions the city can embrace. Conservation efforts will maintain the health of the Tar-Pamlico River and Neuse River watersheds, manage stormwater flows, and help to guarantee supplies of clean water for future generations. Energy conservation will be achieved by supporting renewable energy initiatives, clean transportation opportunities, and green building technologies. Greenville will be a green city by incorporating nature not just in parks, yards, and open spaces, but along streets, in open lots, and atop buildings.

### 7 Growing a Healthy City

As the cultural and healthcare hub of eastern North Carolina, Greenville will offer residents and visitors rich arts and entertainment opportunities, inspiring parks and civic spaces, excellent health services, and healthy local food options. Public art will become incorporated into new developments, making it a truly unique southern city. Residents will have access to community gardens, farmer's markets, and high quality grocery stores. Sidewalks, greenways, and bike lanes will promote active travel by connecting housing to jobs, recreation, healthy foods, and shopping.

### 8 Growing Together

Institutional partnerships have been an important part of the city's history, and are critical to achieving Greenville's future. Collaborative planning and actions involving the City of Greenville, Pitt County, East Carolina University, Vidant Medical Center, Greenville Utilities Commission, and nearby municipalities will be woven into the implementation of Horizons 2026. Partnerships with neighborhood organizations and citizens' groups are also critical to the implementation of the City's long-range community vision.

# Chapter Elements

Reviewed in  
Phase II  
("Analyze")

- In this Chapter
- Overview
- Planning Influences

Reviewing in  
Phase III ("Draft")

- Goals & Policies
- Actions
- Principles for Growth
- Future Land Use & Character Map
- Tiered Growth Map



# Building Great Places

Greenville will be home to active, vibrant, and distinct places that are linked through a high quality, walkable, and beautiful built environment. These places, including mixed-use centers, neighborhoods, corridors, and employment districts, will build on Greenville's existing land patterns. They will provide new walkable and connected developments that enrich the distinct visual appearance of the city and foster a growing sense of pride, while conserving key natural areas and well-defined rural edges.

## In this Chapter

**Key Community Issues:** This section highlights important trends, conditions, policies, and community concerns that impact Greenville's Built Environment.

**Concepts and Best Practices to Address Community Concerns:** This section presents fact-based approaches to solving complex interrelated development policy challenges.

**Future Land Use and Character:** This section provides principles about how and where development in Greenville should occur.

**Goals & Policies:** This section lists the goals our community seeks to accomplish and the policies to help guide us there.

**Actions:** This section provides key proactive actions that the city and interjurisdictional and community partners will take over the coming decade to bring us closer to our community's vision.

## Overview

Greenville has developed into the region's main activity center, drawing thousands from around the state to its educational campuses, industrial areas, uptown and suburban office buildings, parks, recreation facilities, restaurants, bars, and retail stores. Opportunities now exist to shape the built environment and create connected compact and vibrant places, truly great places that inspire Greenville's residents and visitors.

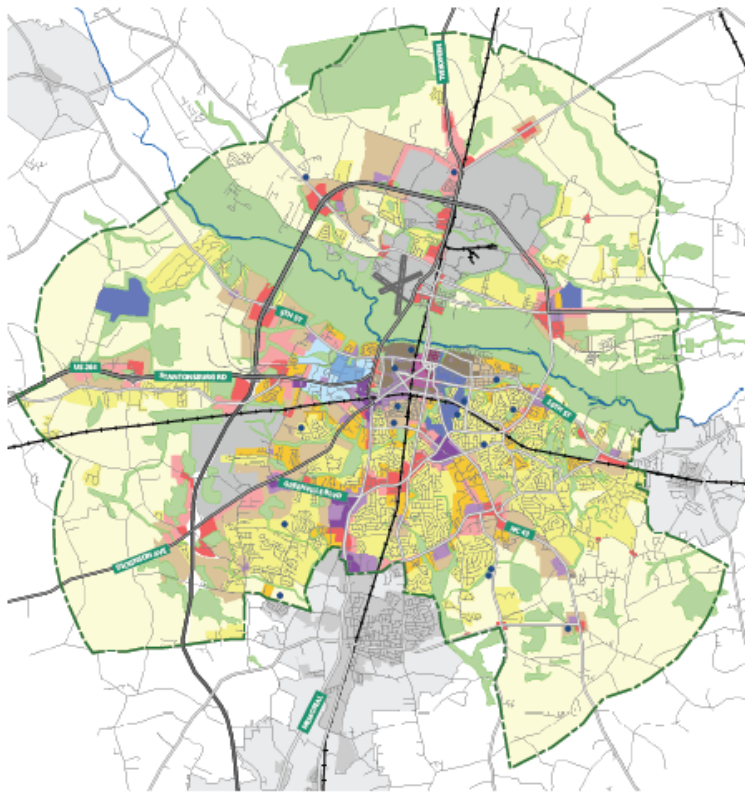
The built environment directly impacts the daily lives of Greenville's workers, visitors, and residents. It is important that the urban form provide a unique sense of place and enhance the live-work-play atmosphere that citizens increasingly demand.

This chapter establishes principles for sound land development that transforms and evolves areas around the city into vibrant places, while preserving the key natural, cultural, and residential areas that our citizens already love. This is a unique community and the built environment should reflect our values and serve all of our citizens.

Previous Page Photo Credit: Aileen Devlin



# Building Great Places: Tiered Growth



## LEGEND

- Uptown Core
- Uptown Edge
- Mixed Use Center, High Intensity
- Mixed Use Center
- Commercial Corridor
- Office / Institutional Corridor
- University Institutional
- Medical Core
- Medical Transition
- Industrial / Logistics
- Uptown Neighborhood
- Traditional Neighborhood, Medium-High Density
- Traditional Neighborhood, Low-Medium Density
- Residential, High Density
- Residential, Low-Medium Density
- Conservation / Open Space
- School locations

## UPTOWN CORE

Uptown is Greenville's historic core. It is the most urban and mixed-use area of the city with buildings located close together and near the street. Small blocks, on-street parking, and street trees create a pedestrian-friendly district. New development is encouraged to fill-in vacant sites such as underutilized parking areas.

### INTENT

- Infill vacant lots
- Encourage vertical mixed-use development (residential or office above commercial)
- Adapt and reuse historic buildings
- Reduce/consolidate surface parking
- Maintain and expand public realm features such as street trees, lighting, and wayfinding signs

### PRIMARY USES

- Vertically mixed
- Commercial
- Institutional

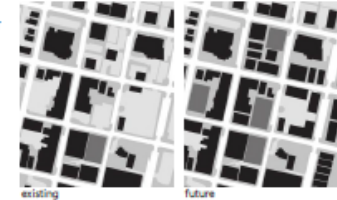
### SECONDARY USES

- Office
- Multi-family residential
- Attached residential (townhomes)

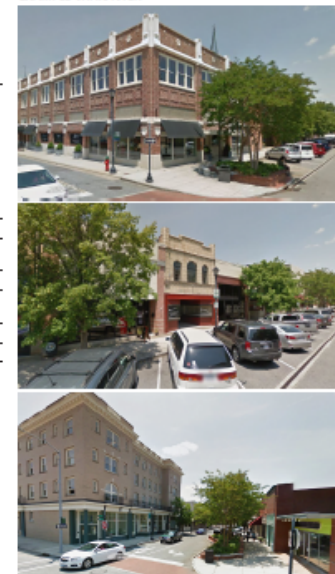
### BUILDING BLOCKS

Building Height	2-5 stories
Building Setback (front)	0-10 feet (generally consistent within a block)
Lot Coverage	60-90%
Street pattern / connectivity	linear, grid-like / high
Block Length	300-350 feet
Parking Provision	on-street & behind buildings

### EXAMPLE PATTERN



### EXAMPLE CHARACTER



# Building Great Places: Tiered Growth

## Tiered Growth Framework

The Tiered Growth Framework is a policy tool that can help manage growth of the city's corporate limits by setting out areas to be served and developed in the next phase of planning, as well as priority areas for growth and development within the planning horizon (10 years). It aligns the Horizons Future Land Use and Character Map, and the Greenville Utilities Commission's (GUC) future water and sanitary sewer service plans, and ensures these plans are supportive of economic development targets for the city. The purpose of the Tiered Growth Framework is to:

1. Encourage long-term fiscally sustainable growth by better managing the extension of taxpayer-funded city services.
2. Encourage infill development.
3. Provide more predictability to developers, landowners, and farmers about future growth and annexations.
4. Provide better policy guidance to the Greenville City Council regarding annexations, city service provision, development fees and incentives, and locations for capital improvements.
5. Better coordinate interjurisdictional long-term planning between the City of Greenville, adjacent municipalities, Pitt County, and Greenville Utilities Commission.

The map sets out primary, secondary and future service areas that define the preferred timing of growth within the city's planning area, as well as areas to encourage growth.

**Primary Service Area:** Areas where annexation, development, and redevelopment is encouraged within the 2026 timeline.

Area includes:

- Existing incorporated areas
- Some development outside of city
- Areas that are or can easily be served by water and sanitary sewer)

**Secondary Service Area:** Areas where annexation is discouraged but not prohibited within the 2026 timeline.

Area includes:

- Remaining ETJ area
- Areas that GUC has identified as having sanitary sewer extension capabilities
- West side of Southwest Bypass
- Incorporated edge areas that are non-contiguous to the rest of the city limits

**Future Service Area:** Areas for development beyond the 2026 timeline.

Area includes:

- Areas currently outside of GUC's current plans for sanitary sewer extension

**Preferred Growth Areas:** The map also sets out areas where the city encourages growth to occur. These include:

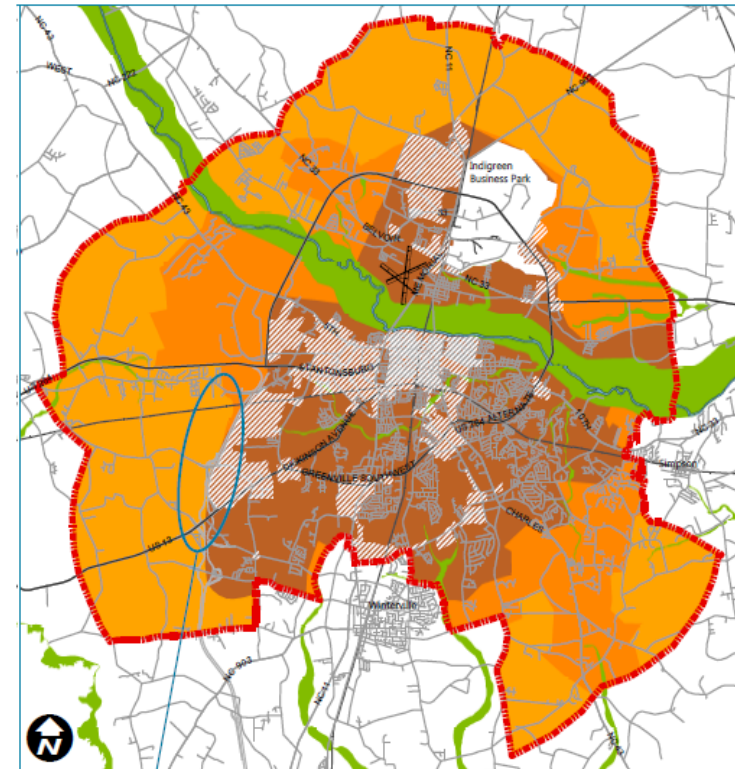
- Uptown Greenville and surrounding areas
- Economic development targets for new employment developments, including near the Southwest Bypass
- ECU campus and Millennial District properties
- The Medical District

## How To Use the Tiered Growth Map

The Tiered Growth Map can be used in three main ways:

1. **Guide annexation decisions.** This map provides leaders with a rational basis for making annexation decisions and is supported by policies in this chapter.
2. **Identify Areas to Provide Incentives.** This map identifies areas where growth is preferred and can be encouraged through incentives. One incentive example is to allow higher density development by-right, as opposed to requiring a special use permit in preferred growth areas.
3. **Coordinate Planning.** The Tiered Growth Framework sets out a framework for coordinating the plans of the city, GUC, and Pitt County on an ongoing basis as part of five year updates to the Horizons Plan.

## Tiered Growth Map



Note: The western portions of the Southwest Bypass Area fall outside of GUC's extension capability for existing gravity sewer and therefore are located in the Future Service Area. This is an area to discuss further.

- |  |   |
|--|---|
| <span style="display: inline-block; width: 20px; height: 10px; background-color: #8B4513; border: 1px solid black;"></span> Primary Service Area   | <span style="display: inline-block; width: 20px; height: 10px; background: repeating-linear-gradient(45deg, transparent, transparent 2px, black 2px, black 4px); border: 1px solid black;"></span> Preferred Growth Areas |
| <span style="display: inline-block; width: 20px; height: 10px; background-color: #FFA500; border: 1px solid black;"></span> Secondary Service Area | <span style="display: inline-block; width: 20px; height: 10px; background-color: #FFDAB9; border: 1px solid black;"></span> Future Service Area   |

# Building Great Places: Goals & Policies

## Goals & Policies

### Goal 1.1. Promote Implementation of the Future Land Use & Character Map

Greenville will have a variety of mixed-use districts, employment centers, neighborhoods, and community corridors throughout the city that have distinct characteristics and are anchored by higher intensity transit supporting nodes.



#### Policy 1.1.1. Guide Development with the Future Land Use and Character Map

The Future Land Use and Character Map is the primary guide for planning and policy, development proposals, and rezoning requests. New public and private development should be consistent with the map and character districts.

#### Policy 1.1.2. Promote Transit Supportive Nodes

Promote the development of a network of compact nodes of walkable mixed-use development that can support transit.

#### Policy 1.1.3. Maintain Valued Areas

Improve and maintain the walkability, on-street character, and integrity of areas that Greenville's citizens value as designated in this plan and in future local advocacy. Special attention should be placed on residential neighborhoods.

#### Policy 1.1.4. Evolve Commercial Areas

Promote the evolution of commercial areas from primarily automobile-oriented to walkable mixed use areas as identified in the future land use and character map. This evolution will likely occur incrementally and over time.

#### Policy 1.1.5. Transform Key Nodes and Districts

Promote compact and walkable mixed use development within key nodes throughout the city as identified by the Future Land Use and Character and Future Growth Framework Maps in this chapter.

#### Policy 1.1.6. Guide Development Using Tiered Growth Approach

Use the Tiered Growth Map to guide decision-making regarding development approaches, and consider providing incentives to developments located within the Preferred Growth Area.

#### Community Voices: We Want...

- Greenville to be full of unusual and beautiful buildings.
- Increased development density and more infill.
- Greenville to be more walkable.
- More quality of life amenities.
- Greenville to be a destination of choice for transitioning veterans and military retirees
- To include artists.
- More accessible grocery stores.
- Attractive public spaces.
- Growth and development north of the river.
- More nodes of mixed use walkable development.
- Uptown-style development all over Greenville.
- More activities for young people.
- Greenville to be a place to move back to in late retirement.
- Great jobs in walking distance.
- More independent coffee shops and nightspots.
- Attractive housing close to downtown shops and restaurants.

#### Policy 1.1.7. Coordinate Land Use and Transportation Planning

The city should coordinate land use and transportation planning to ensure that transportation infrastructure is compatible and promotes the Future Land Use and Character Map.

### Goal 1.2. Promote the Development of Active & Vibrant Places

Growth and development will build off of Greenville's unique character - its cultural history and local architecture - to create exciting, meaningful, and vibrant places that improve the city's livability and foster civic pride.



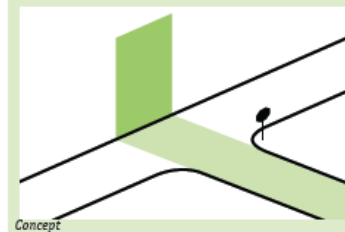
#### Policy 1.2.1. First Floor Building Facades

First floor building facades along important pedestrian corridors, particularly in uptown, should include a minimum percentage of windows or other design strategies where you can see through to activity in the building as specified in zoning requirements in order to improve the walkability and safety of streets.

#### Policy 1.2.2. Terminating Vistas

Developments should consider built and natural terminating vistas at "T" intersections to enhance the public realm and create memorable places for residents and visitors.

##### Terminating Vistas



Concept

#### Policy 1.2.3. Frame Public Space

Great spaces are defined by their border. The borders of parks, plazas, and other public spaces should have windows and active storefronts that provide vibrance and safety. When possible, avoid blank walls and high speed roads on these borders.

#### Policy 1.2.4. Develop Cohesive Streetscapes

Streetscapes should include pedestrian amenities including sidewalks on both sides of the street, street trees, pedestrian-scaled lighting, and where possible on street parallel parking and protected bicycle lanes. There should be a cohesive streetscape design within a neighborhood or district.

#### Policy 1.2.5. Reduce Off-Street Parking

Off-street parking should be located behind commercial buildings and parking lots or structures should be shared between proximate businesses, residences, and mixed use structures. The city should work with developers to reduce the amount of surface parking constructed and the negative environmental impacts of impermeable surface area resulting from excess pavement.

#### Policy 1.2.6. Discourage Strip Mall Development

One-story strip commercial development, with parking lots located between the building and the street, is discouraged in new development and redevelopment projects.



Flags capping Evans St.

Horizons 2026: Greenville's Community Plan | 43



# Building Great Places: Goals & Policies

## Policy 1.2.7. Support Urban Farming

Support urban farming on empty lots, city parks, and residential lawns. Ensure the city does not have barriers to allowing vegetable gardens on residential property. Allow community garden plots to flourish on public and private lands.

## Policy 1.2.8. Promote a Mix of Housing Types

Promote a mix of housing types that support a variety of household incomes and family sizes within and in walking distance to mixed use developments that coincide with regional and community activity centers.

## Policy 1.2.9. Support Special Events

Support special events, including festivals, parades, musical performances, and some sporting events in and around the Uptown area.

## Goal 1.3. Support High Quality Infill and Redevelopment

Infill and redevelopment strategies will be pursued. Empty lots in developed areas will be built on. Aging sites served by infrastructure and utilities will be remediated and revitalized. Gaps between developed areas will be filled with transitions that respect uses they currently separate.



## Policy 1.3.1. Support Infill and Redevelopment

Promote development and redevelopment within the Uptown Core of the Future Land Use and Character map and the Primary Service Area of the Tiered Growth Map in order to balance the city's tax base, reduce service and maintenance expenditures, and make smart long term investments that use taxpayer dollars wisely. This is generally preferred over new peripheral development.

## Policy 1.3.2. Support Transitioning Mixed Use Centers

Support the transition of automobile-oriented commercial areas where parking is located between the street and the building to walkable mixed use centers where buildings are located in front of parking and close to the sidewalk.

## Goal 1.4. Create A Vibrant Downtown

Greenville will have a beautiful and vibrant downtown with active public spaces. Safe and exciting streets will be active throughout the morning and evening. Diverse housing choices will be offered in uptown for people of all ages where there are also excellent shopping opportunities, a unique connection to River Park North and a variety of employment spaces for companies large and small.



## Policy 1.4.1. Activate Town Common and First Street

Activate Town Common by promoting compact, inspiring, mixed use buildings along First Street that are oriented toward adjacent streets.

## Policy 1.4.2. High Density Infill Development

Foster public-private partnerships to develop high density mixed use buildings in and around Uptown that create a more vibrant pedestrian environment and provide a mix of new housing and office spaces.

## Policy 1.4.3. Street-oriented Design

All new buildings and redevelopment of existing buildings in the downtown area should be oriented toward the street and enhance the pedestrian realm and vibrancy of the street.

## Policy 1.4.4. Support and Control Uptown Nightlife

Promote Uptown as Greenville's vibrant and walkable nightlife district that supports a variety of high quality and responsible drinking and restaurant establishments. A thriving nightlife can attract and retain the young professional workers that in turn attract high quality employers. This does not mean nightlife activities need to be allowed to run out of control. Appropriate standards for these businesses should be enforced so that Uptown can be enjoyed safely and responsibly.

## Policy 1.4.5. Signage

Signage in downtown for businesses and traffic should enhance the character of downtown. Ideally traffic signage should be limited where alternative options are available.

## Policy 1.4.6. Context-Sensitive Transportation Infrastructure

Transportation infrastructure should be designed and built considering the development context, and designed to improve navigability of downtown for pedestrians, bicyclists, and drivers. Public art can be used to soften the impact of necessary hard infrastructure. Two-way streets should replace one-way streets where possible.

## Policy 1.4.7. Preserve Historic Landmarks and Areas

Cultural and historic buildings should be restored and reused in order to foster a sense of place, promote green building practices, and emphasize Greenville's unique heritage. New buildings in historic areas should be compatible with the surrounding neighborhood. Continue to use and maintain Greenville's Historic District and Local Landmark Design Guidelines. Historic cemeteries should be preserved for their heritage.

## Policy 1.4.8. Work with ECU on a Campus in Uptown

Work with ECU on the development of a campus in Uptown. There should be harmony between the needs of the university and the plans of the city. Campus buildings can contribute to quality design in Uptown.

## Policy 1.4.9. Enhance Gateways

Gateways should mark the entrance into the Uptown area in order to brand the districts and create a sense of place. They should represent the cultural, economic, and environmental values of Greenville.

## Policy 1.4.10. Plant Street Trees

Street trees should be placed within short increments along all possible streets. In commercial parts of Uptown, street trees should be placed in tree wells to maintain wide and accessible sidewalks.

# Building Great Places: Actions

## Actions

### 1.1. Adopt Unified Development Ordinance

Through a robust public engagement process, the city should adopt a unified development ordinance that incorporates modern best practices in development regulations and streamlines the permitting process in order to improve the built environment, promote economic development, and use staff time efficiently. The city may consider an ordinance with form-based districts for future mixed use areas that enhance readability of the code and incorporate design standards for key mixed use, employment, and commercial areas throughout the city.

### Action 1.2. Adopt Mixed Use Zoning Districts

The city should move quickly to adopt a minimum of two new mixed use zoning districts that are consistent with the descriptions, intents, and building blocks of the Mixed Use, High Intensity (MUHI) and Mixed-Use (MU) character districts outlined in this chapter. Additionally a strategy should be developed for implementing the Uptown Core (UC) and Uptown Edge (UE) districts that may be enacted through new zoning districts or overlay districts. The city may consider implementing a form-based code district in certain areas. To ensure the application of the zoning district, incentives could be provided for new development within these areas.

### Action 1.3. Rezone Parcels in Areas Designated for Future Mixed Use

Upon adoption of new zoning districts, carry out city-initiated rezoning procedures on parcels that fall within mixed use areas on the Future Land Use and Character Map. This should be done in order to ensure cohesive mixed use environments within these strategic locations.

### Action 1.4. Adopt Mandatory Design Standards in Uptown

Because of the importance of a vibrant Uptown District for Greenville's economic success and quality of life improvement, the city should adopt mandatory design standards within and around the Uptown District that will eventually become incorporated within the city's updated development ordinance.

The city should also consider adopting design guidelines for mixed-use areas as indicated on the Future Land Use and Character Map and provide incentives to promote adherence to the guidelines.

### Action 1.5. Implement Dickinson Avenue Corridor Study

The city should continue to work with public and private partners throughout the community to implement the Dickinson Avenue Corridor Study which was adopted in November of 2014. This Horizons 2026 plan incorporates many of the actions of the Corridor Study, though the city should continue to carry out the near- and mid-term actions and monitor progress in the plan's implementation.

### Action 1.6. Simplify the Entitlement Process

The city should perform a comprehensive review of the development permitting process and work to continue simplifying and enhancing the review process in order to foster high quality development. The city should continue or begin to:

- Consider providing an online permit manager
- Set up a one-stop-shop for permitting of most development projects
- Provide an online zoning map
- Create a new ombudsman position to facilitate private development projects, particularly for uptown or mixed use areas
- Consider pre-approved site plans and building types in certain areas

### Action 1.7. Redevelop Properties Along First Street

Given the critical function of uptown and the overwhelming public support of activating Uptown and Town Common, engage with Pitt County to develop a strategy for redeveloping county-owned parcels along First Street. Development considerations for this area should consider inspiring mixed use anchor projects that activate adjacent streets and the Town Common.

### Action 1.9. Develop a Historic Preservation Plan

Develop a historic preservation plan that builds off of existing inventories and other historic preservation resources and sets out a comprehensive strategy for preserving the city's important heritage and cultural resources.



**An Iconic Bridge Would Connect Two Key Destinations**

Completed in 2004, the Liberty Bridge in Greenville, South Carolina replaced a six lane highway bridge to connect Falls Park with the city's downtown district. The bridge helped spark investment and revitalization in the downtown. Image Source: Rosales + Partners

Outdated one-story properties along 1st Street present an enormous redevelopment opportunity to revitalize Uptown. As a part of developing zoning for districts, Greenville should educate developers and residents about the development potential.





# Chapter 3: Maintaining Fiscal Responsibility

## Vision Framework

An important component for every community plan is a vision statement. A vision statement should identify the broadly held public values and aspirations of citizens. Horizons 2026 includes a Vision Framework, which was developed from the public input provided in Phases 1 and 2 of this process. This Vision Framework is similar to the vision statement in the 2010 Horizons Plan in that it describes the long-term aspirations of the community. It is different because it does this in several separate statements for each of the plan's eight chapters. Following is a list of the eight policy chapters in this plan, along with the vision statement for each.

### 1 Building Great Places

Greenville will be home to active, vibrant, and distinct places that are linked through a high quality, walkable, and beautiful built environment. These places, including mixed-use centers, neighborhoods, corridors, and innovation districts, will build on Greenville's existing land patterns and provide new walkable and connected developments that enrich the distinct visual appearance of the city and foster a growing sense of pride, while conserving key natural areas and well-defined rural edges.

### 2 Enhancing Mobility

Greenville's transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive travel networks for bicyclists, pedestrians, drivers, and users of public transportation. Compact development and street designs that serve all types of users (drivers, walkers, bikers, and transit riders) will reduce automobile collisions and improve travel safety throughout Greenville. The city will be regionally accessible with an airport established as the primary hub for air travel in eastern North Carolina, exceptional interstate roadways, a navigable and inspiring built environment for visitors, and future planning for regional rail service.

### 3 Maintaining Fiscal Responsibility

Greenville will embrace a culture of transparency and fiscal responsibility in all aspects of city management. The city will foster business investments and collaboration through open governance and a business-friendly culture. Intergovernmental collaboration will strive to develop solutions to complex problems. Management of public facilities and services will focus on providing a high quality of life for residents while also achieving fiscal responsibility. Partnerships will help build collaborative spaces and increase access to cutting-edge technology that sparks new ideas and efficiencies in industry and education. Physical planning efforts will grow the city's tax base sustainably and ensure the long-term efficient delivery of Greenville's high quality services.

### 4 Growing the Economic Hub

Greenville, a city that supports business development, entrepreneurialism, and labor force training, will have high quality employment opportunities for an increasingly diverse population. The regulatory environment, business incentives, and partnerships will help to grow and sustain local companies, create an adaptive and well-trained workforce, and foster a thriving public education system. New jobs will emerge in a variety of locations throughout the city, including existing industrial parks, new well-planned employment centers, and urban mixed-use innovation districts. The city's high quality of life will help retain an excellent and creative workforce.

### 5 Creating Complete Neighborhoods

Greenville will offer a variety of excellent living options for its growing and increasingly diverse population, and support established neighborhoods and their existing residents. Complete neighborhoods will offer a variety of housing types, an integrated network of walkable and bikeable streets, access to transit, public schools and civic space in prominent locations, and proximity to grocery stores and neighborhood-serving commercial services needed by residents on a regular basis. With an assortment of high quality housing options that support a variety of income levels, neighborhoods will support multiple generations of families that allow someone to grow up, raise a family, and retire in the same neighborhood.

### 6 Fostering a Resilient City

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### 8 Growing Together

Institutional partnerships have been an important part of the city's history, and are critical to achieving Greenville's future. Collaborative planning and actions involving the City of Greenville, Pitt County, East Carolina University, Vidant Medical Center, Greenville Utilities Commission, and nearby municipalities will be woven into the implementation of Horizons 2026. Partnerships with neighborhood organizations and citizens' groups are also critical to the implementation of the City's long-range community vision.

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## In this Chapter

**Key Community Issues:** This section highlights important trends, conditions, policies, and community concerns that impact Greenville's fiscal responsibility.

## Concepts and Best Practices to Address

**Community Concerns:** This section presents fact-based approaches to solving complex interrelated fiscal policy challenges.

**Goals & Policies:** This section lists the goals our community seeks to accomplish and the policies to guide us there.

**Actions:** This section provides key proactive actions that the city and interjurisdictional and community partners will take over the coming decade to bring us closer to our community's vision.

## Overview

The fiscal health of the city impacts the quality of services Greenville provides to its residents and how much those services are expected to cost the city's taxpayers. Greenville carefully manages its budget to address current and expected needs for capital infrastructure and for operational expenses. Capital needs include parks and recreational facilities; public safety facilities and equipment, bus transit, stormwater management systems, road maintenance, and general government facilities. Operational expenses include all government personnel, city programs, and other non-capital expenditures.

The city's budget is dependent on a few large categories of income, with the largest proportion coming from property taxes. This means that the approach the city takes to managing future growth has a direct impact on the city's tax revenue generation. The locations of development can also have an impact on the cost of service incurred by the city. And decisions to annex areas into Greenville have an impact both on public revenues and costs.

This chapter establishes principles for maintaining fiscal responsibility as a criterion for making land use and development decisions that positively impact Greenville.



# Maintaining Fiscal Responsibility: Goals & Policies

## Goals & Policies

### Goal 3.1. Build on Past Investments

Greenville will maximize the benefits of its existing infrastructure and services by encouraging infill development in appropriate locations.



#### Policy 3.1.1. Promote Infill Development on Underutilized Sites in the Core

Promote the development of underutilized sites within the urban core of the city through development incentives and active advertisement to potential developers or business tenants. The city will investigate any current barriers to development and identify solutions to make infill development a more feasible and valued option.

#### Policy 3.1.2. Encourage Development to Locate Near Existing or Planned Infrastructure

Encourage new development to occur in areas that can be served by existing or planned infrastructure, particularly public water and wastewater.

#### Community Voices

- Tax base could be improved with better utilization
- Have already paid for infrastructure. Preserve green space, increase walkability
- We need to do a much better job using space within the city and stop sprawling further and further out into the country
- Invest in the core of the city — Uptown and adjacent neighborhoods, and control development on the periphery so that a good mix of commercial and residential can develop in the core

### Policy 3.1.3. Promote Rehabilitation and Reuse of Commercial and Industrial Buildings

Promote the rehabilitation and reuse of existing commercial and industrial buildings as another means of achieving the benefits of infill development.

### Goal 3.2. Manage Expansion

Greenville will take a strategic approach to expanding municipal borders and growth.



#### Policy 3.2.1. Use Horizon 2026 Map Tools in Decision-making

Consult the Future Land Use and Character Map as well as the Tiered Growth Map when considering annexation of new areas planned for future development.



#### Policy 3.2.2. Consider Benefits and Costs of Proposed Annexations

Consider the full range of impacts when deciding to approve or pursue an expansion. The city will evaluate the financial benefits and costs for the short- and long- term, as well as the public or community benefits of a proposed expansion.

### Policy 3.2.3. Advertise Appropriate Development Opportunities

Communicate the location of buildings, lots, and general opportunities that support the development of sites located in Preferred Growth Areas and Primary and Secondary Service Areas as shown on the Tiered Growth Map.

### Policy 3.4.2. Increase Government Transparency

Support and expand upon practices and systems that are open and accountable to the public.

### Goal 3.3. Create a Better Fiscal Balance

Greenville will create a better fiscal balance by attracting new development to locate within the city.



#### Policy 3.3.1. Promote Development and Relocation of Businesses into Greenville's Taxable Land

Explore opportunities to encourage development within the city's corporate limits through the use of incentives and through marketing the benefits of locating within the city.

### Goal 3.4. Provide and Open and Transparent Government

Greenville will serve its citizens by providing clear and transparent information about government operations and services.



#### Policy 3.4.1. Expand Government Communications

Continue to explore the feasibility and benefits of future communication technologies throughout the city in coordination with other governmental, non-profit, and private organizations.

# Maintaining Fiscal Responsibility: Actions

## Actions

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### Action 3.1. Develop a Fiscal Impact Analysis Model for Evaluating Proposed Annexations and Capital Projects

Build a financial impact analysis model that calculates a broader picture of ongoing benefits and costs associated with annexation. This can help the city make fully informed decisions.

### Action 3.2. Work With the Greenville Utility Council, Police and Fire Departments, and Pitt County Schools to Plan Expansion

Review service extension policies to ensure a unified strategy consistent with the Tiered Growth Map and the Future Land Use and Character Map when evaluating expansion, development proposals, or extensions of public services to new areas.

### Action 3.3. Market Desirable, Taxable Land to Developers, Investors, and Tenants

Publicize the Horizons 2026 plan and maintain a list of infill sites or other development opportunities so that staff can direct developers to targeted housing or employment areas.



# Chapter 4: Growing the Economic Hub

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# 4

## Growing the Economic Hub

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**Goals & Policies:** This section lists the goals our community seeks to accomplish and the policies to guide us there.

**Actions:** This section provides key proactive actions that the city and interjurisdictional and community partners will take over the coming decade to bring us closer to our community's vision.

### Overview

Since its post-Civil War history as the largest tobacco trading market in North Carolina, Greenville has transformed into a center of research, medicine, and higher education. Greenville is doing a lot of things right, and now finds itself on the cusp of an economic renaissance. Opportunities abound, and increasingly robust industries and economic development partnerships are growing.

A strong local economy includes a balance between a specialized base - key economic drivers like East Carolina University, Vidant Medical Center, and industry clusters - and an ecosystem supporting locally-based innovation, entrepreneurship, and homegrown businesses. A diverse workforce helps to support both.

This chapter explores strategies for bolstering ongoing economic development efforts, supporting an inclusive economy that works for everyone including historically marginalized populations, and thrusting Greenville to the forefront of the new economy.



# Growing the Economic Hub: Goals & Policies

## Goals & Policies

### Goal 4.1. A Vibrant & Growing Economic Hub

As the economic hub of Eastern North Carolina, Greenville will continue to experience strong economic growth, with expansion of the city's existing economic drivers, specialized industry clusters, and a growing business community.



#### Policy 4.1.1. Promote Recruitment and Collaboration

Support Pitt County Development Commission, NC East Alliance, and the Chamber of Commerce in their ongoing efforts to enhance workforce development and company recruitment of large stable employers. Continue to foster collaboration and synergy among ECU, Vidant, and manufacturing companies.

#### Policy 4.1.2. Expand Role as the Hub of Eastern North Carolina

Continue to be the leader of economic and cultural opportunities in Eastern North Carolina and throughout the state, leveraging partnerships with key economic and educational institutions like ECU, Vidant Medical Center, and Pitt Community College.

#### Policy 4.1.3. Support the Economic Base

Continue to support and offer resources for existing businesses seeking to expand in Greenville. Attract and retain companies within target sectors that benefit from clustering.

In particular:

- Back office and data centers
- Digital media / software / simulation
- Pharmaceutical manufacturing
- Medical device manufacturing
- Advanced manufacturing

#### Policy 4.1.4. Support a Positive Business Climate

Continue to market Greenville's excellent business climate. Where appropriate, promote flexibility in development regulations to ensure a business climate that encourages growth and expansion. Support business growth, expansion, and retention through strategic public improvements. Ensure land use regulations align with target industry needs.

#### Policy 4.1.5. Maintain Adequate Access to Regional Transportation Infrastructure

Continue to develop, enhance, and maintain high quality regional transportation accessibility for local industries, including roads and interstates, air travel, and potential future rail.

### Goal 4.2 Abundant Employment Space

Greenville will be an excellent place to start and grow businesses because it will have employment space to grow a variety of industries, including heavier industries, suburban office buildings, and high tech shared spaces within innovation districts.



#### Policy 4.2.1. Ensure an Adequate Supply of Employment Space

Using the Future Land Use and Character Map, ensure an adequate supply of appropriately located employment space for a variety of industries, including heavy and light manufacturing, office, high tech industry, flexible work space, laboratories, and commercial space.

#### Policy 4.2.2. Build Innovation Districts

Promote the Uptown District, Dickinson Avenue Corridor, Medical Area, and other mixed use centers as innovation ecosystems: fostering the synergistic relationship between people, firms, and place in a way that facilitates idea generation, knowledge spillover, and commercialization of innovation into the market. Provide free high speed wifi in public spaces throughout the city.

#### Policy 4.2.3. Promote Flex Office Space

Promote development of co-working spaces with programs to support idea and firm generation in the Uptown District and to provide affordable and collaborative environments for burgeoning companies.

#### Policy 4.2.4. Promote a Green Economy

Welcome the development and attraction of industries that are part of the green economy and which develop and manufacture sustainable products using socially and ecologically responsible practices.

#### Policy 4.2.5. Harness Sustainable Design

Encourage and incentivize the use of renewable energy, green infrastructure, and eco-friendly design Greenville should strive for economic development that is responsible to the environment. Environmental practices can decrease long-term costs, and improve energy efficiency for Greenville's businesses while decreasing environmental pollution for the community.

### Goal 4.3. A Stable & Resilient Economy

As local and global economies become interlinked, Greenville's increasingly diverse economy and adaptable workforce allows it to flourish during times of economic growth and bounce back and adapt during global and national economic recessions due to a diverse economy that emphasizes local businesses.



#### Policy 4.3.1 Modernize and Diversify Local Economy

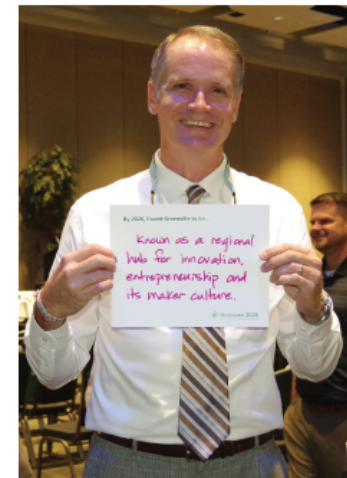
Support the growth of a variety of employment opportunities and businesses that diversify Greenville's economy and provide workers with a range of skill sets and training. Encourage business growth within incorporated areas to expand and diversify Greenville's tax base.

#### Policy 4.3.2. Foster Entrepreneurship

Support Greenville SEED (Supporting Economic & Entrepreneurial Development) and other initiatives that work to provide the knowledge needed to build new businesses, enhance horizontal collaboration, and promote a culture of openness and network building.

#### Policy 4.3.3. Expand & Enhance Retail Options

Improve and expand retail options and the shopping experience in order to strengthen Greenville's role as the primary shopping and entertainment destination of Eastern North Carolina.





# Growing the Economic Hub: Goals & Policies

## Policy 4.3.4. Implement Anchor Projects

Support catalyst projects in and around the Uptown District and other potential innovation districts that encourage activity and development and stimulate additional investment in those areas.

## Policy 4.3.5. Support Small Businesses

Continue to provide small business support in Uptown and expand small business support in mixed use nodes throughout the city.

## Goal 4.4. Effective Workforce Training

The Greenville region continues to provide some of the best higher education options in the Southeast, and through partnerships and collaboration, fosters opportunities for workforce training that prepare current and future residents for high quality local jobs.



### Policy 4.4.1. Support Pitt Community College

Support Pitt Community College by enhancing accessibility to the campus and various satellite buildings and offering activity space for classes and workshops. Foster collaboration between PCC, ECU, and employers in the region.

### Policy 4.4.2. Support ECU and Vidant Medical Center

Continue to provide ongoing support for and cooperation with East Carolina University and Vidant Medical Center as they expand, redevelop, and modernize their programs and facilities.

### 4.4.3. Promote Local Hiring

Collaborate with local employers and other partners to attract and expand employer-provided workforce recruitment and training. Encourage employers to hire locally so that Greenville can retain the talented residents it invests in.

## Goal 4.5. A High Quality of Life

Quality of life is a critical component of Greenville's economic development strategy, in order to retain skilled workers and entrepreneurs for business, research, medicine, advanced manufacturing, and other industries. Greenville will be a vibrant, diverse, and inclusive city with myriad cultural opportunities, exciting places, and healthy living options for residents and visitors of all ages, backgrounds, and abilities.



### Policy 4.5.1. Expand Walkable Development

Implement the Horizons 2026 future growth framework, which encourages walkable mixed use development, connected street patterns, and nodal activity centers. There are many indirect benefits to creating a walkable city, though one reason is to make Greenville a more desirable city to live in for workforce retention.

### Policy 4.5.2. Enhance Civic Opportunities

To cultivate, attract, and retain a high quality workforce including recent ECU graduates, young professionals, and families, promote tourism and engaging activities, and foster a sense of place, the city should bolster civic opportunities like urban farms, recreation facilities, parks, libraries, and museums.

### Policy 4.5.3. Promote Great Public Schools

Collaborate with Pitt County Schools and other education partners to support and promote the community's public schools both inside and outside of the classroom to improve quality of life and opportunities for families in Greenville, and build a high quality 21st century workforce.

## Policy 4.5.4. Provide Diverse Housing and Neighborhood Options

Support the development of a variety of diverse housing and neighborhood options located close to employment areas and accessible to commercial needs. Encourage a mix of housing options and prices within new developments and infill areas. Promote walkable neighborhood patterns. This policy provides multiple living options for a variety of workers.

### Policy 4.5.5. Promote Jobs-Housing Balance

Maintain a balance of housing and jobs in areas throughout the city. Promote a mix of uses in redevelopment and new development projects.

### Policy 4.5.6. Create a Healthcare Destination

Encourage development and marketing efforts that establish Greenville as a healthcare destination, where patients and their families choose Vidant Medical Center not only because of high quality care, but also because of the variety of excellent choices in food, shopping, lodging, entertainment, and public space amenities located around the hospital and other areas of the city, with access by transit.

### Policy 4.5.7. Build a Green City

Continue to invest in green transportation, energy, and environmental initiatives. Build a strong brand for Greenville as responsibly sustainable. This will keep open the possibility of attracting businesses that use sustainable practices as a part of their own corporate identity.

### Policy 4.5.8. Create Signature Corridor Gateways

Enhance Greenville's gateways into the city, Uptown District, and Medical Area from surrounding communities and the airport.

## Goal 4.6. An Equitable & Inclusive Economy

Greenville citizens will have access to high quality economically-mobile job opportunities that pay fair wages regardless of social or economic background.



### Policy 4.6.1. Promote Workforce Housing

Promote workforce housing near transit, education institutions, and places of employment. Encourage and incentivize affordable housing units within new developments and redevelopment projects.

### Policy 4.6.2. Enhance Transit & Accessibility,

Support a high quality and accessible transit system that provides convenient, fast, and reliable transportation options for students and workers without cars and as an alternative transportation option. Support transit-oriented development patterns around key nodes that improve the viability of reliable and affordable transit service.

### Policy 4.6.3. Support Living Wage Jobs

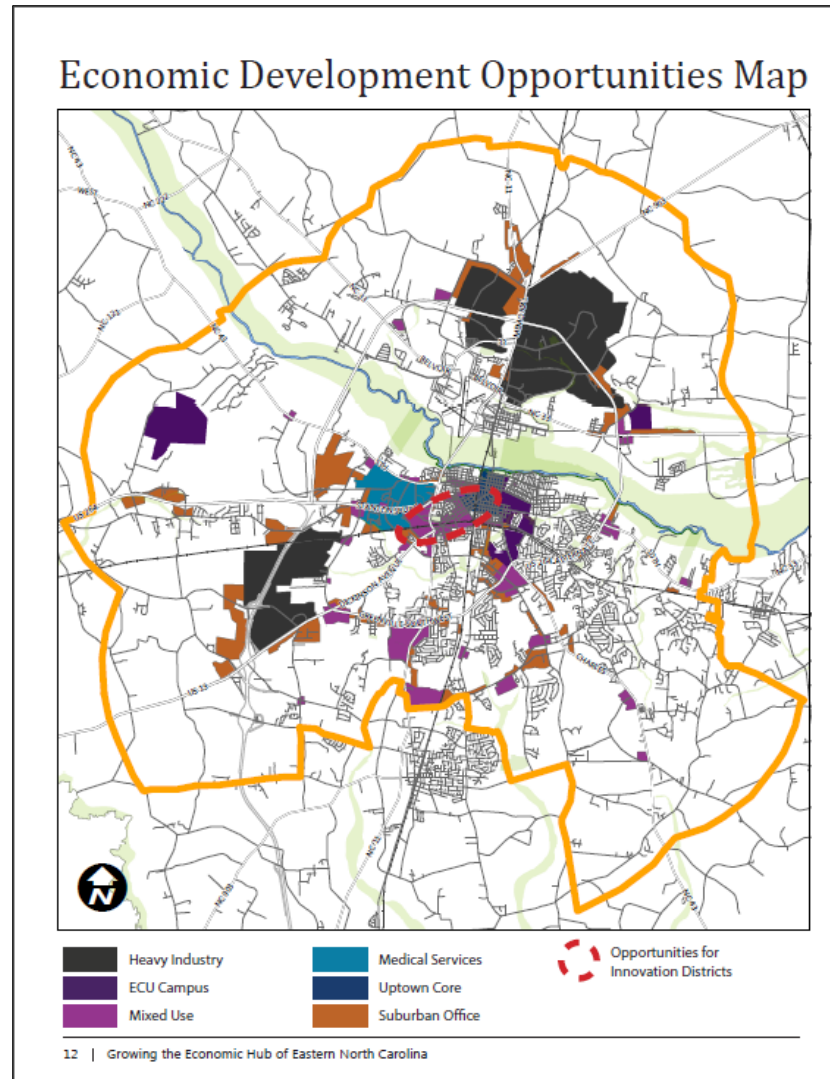
Because living wage jobs enhance the local economy by increasing the spending power of local workers and recycling capital throughout the local economy, the city should look to attract employers and provide incentives for hiring workers at living wages.

### Policy 4.6.4. Support Affordable Childcare

In order to promote workforce retention, quality of life, gender equity, and economic opportunity for all, the city should work with United Way of Pitt County, Head Start, and other community organizations to invest in social infrastructure and facilitate and expand free and affordable access to childcare services for Greenville working families.



# Growing the Economic Hub: Economic Opportunity Map



# Growing the Economic Hub: Actions

## Actions

### Action 4.1. Rezone Parcels Identified for Economic Development Growth

Initiate rezonings on parcels that have been designated for light industrial/office in the Horizons Future Land Use and Character Map and this chapter's Economic Development Opportunities Map. The purpose of this action is to ensure that there is an adequate and diverse supply of land for industry and other employment uses, especially those that require large building footprints, within Greenville's Extraterritorial Jurisdiction.

### Action 4.2. Create an Incentive Program for Development

Create an incentive program that promotes well-designed development in Preferred Growth Areas consistent with the Future Land Use and Character Map and the Tiered Growth Map. This can help grow mixed use centers, industrial development outside of Indigreen within the city limits, and other targeted opportunities.

Incentives should be tied to complying with the ideal of an area's prescribed character. Implementation of the Horizons plan can include both mandatory and voluntary guidelines. Access to the most comprehensive incentives should be tied to complying with voluntary guidelines as well.

In other cities, these types of incentives include: expedited permitting, density bonuses, low-interest loans, infrastructure development, city financing, and assistance from a city business and development ombudsman.

### Action 4.3. Implement and Update Greenville's Economic Development Plans

Implement the actions of the Strategic Economic Plan for Greenville and the 2013 Greenville Economic Development Assessment. Continue to use these documents for policy guidance. Update and consolidate the plans to reflect progress that has been made in accomplishing each plan's actions and establish new economic development initiatives.

Many of the goals in those plans remain relevant today. For example, the Greenville Economic Development Assessment includes several strategic recommendations that enhance and complement the Strategic Economic Plan, including:

- Prepare, certify, and develop shovel-ready sites for industries across business sectors;
- Develop and expand the recommended industry products, including innovation center, medical research park, multi-jurisdictional park, airport development, public-private partnerships, and short-term product development;
- Enhance internal and external marketing;
- Leverage partnerships with regional economic development organizations; and,
- Create incentives for growth.

### Action 4.4. Convene Key Economic Partners

Enhance partnerships between leaders from Greenville's drivers of innovation, entrepreneurship and economic development to foster synergistic clustering within the area identified as *Opportunities for Innovation Districts* on the Economic Development Opportunities Map, particularly around the ECU Millennial Campus. Consider additional opportunities to collaborate with ECU's Office of Innovation and Economic Development, Pitt Community College's Small Business Center, and the Chamber of Commerce with its investment in Greenville SEED (Supporting Economic Entrepreneurial Development).

The purpose of this action is to establish a strong platform for communication and collaboration between economic drivers and promote geographic clustering. Greenville has the ingredients for a robust and resilient economy and opportunities remain to coalesce entrepreneurs, leaders in business, education, and government; venture capital firms, legal council, patent attorneys, and local companies in a way that facilitates idea generation and that supports an entrepreneurial and innovation ecosystem.

This action also provides a path to updating targeted employment sectors as the market shifts. Targeted sectors currently include:

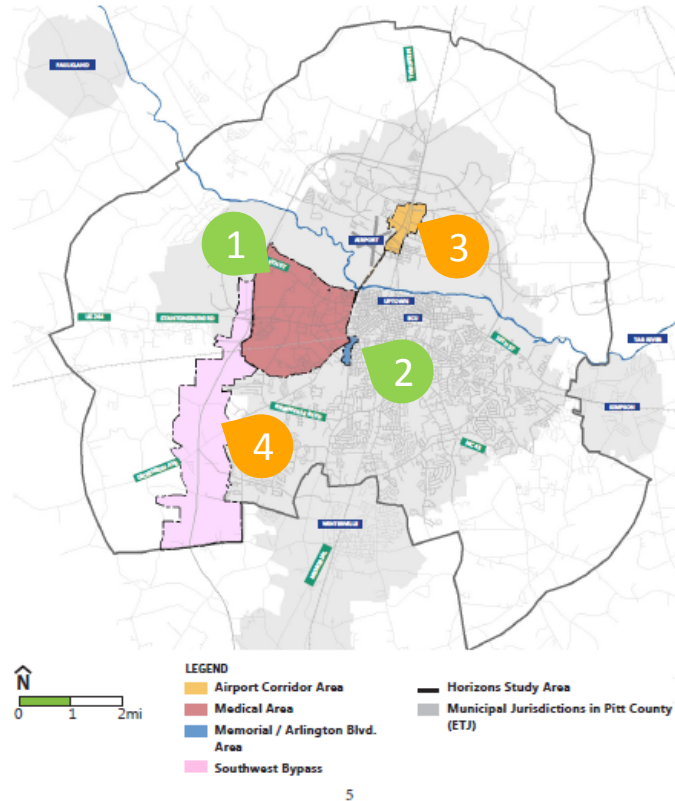
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# Special Area Plans

WORKING DRAFT

## SPECIAL AREA PLANS

The special area plans take a closer look at four areas of strategic importance to the city and offer recommendations that are consistent with the overall direction of the Horizons 2026 Comprehensive Plan. The focus of the area plans is to provide additional guidance related to the desired land use and character.



1. Medical Area Plan

(Today)

2. Memorial Dr / Arlington Blvd Area Plan

(Today)

3. Airport Corridor Area Plan

(Next CPC)

4. Southwest Bypass Area Plan

(Next CPC)

# Area Plan Elements

Reviewed in  
Phase II  
("Analyze")

- The Area Today: Context

Reviewing in  
Phase III  
("Draft")

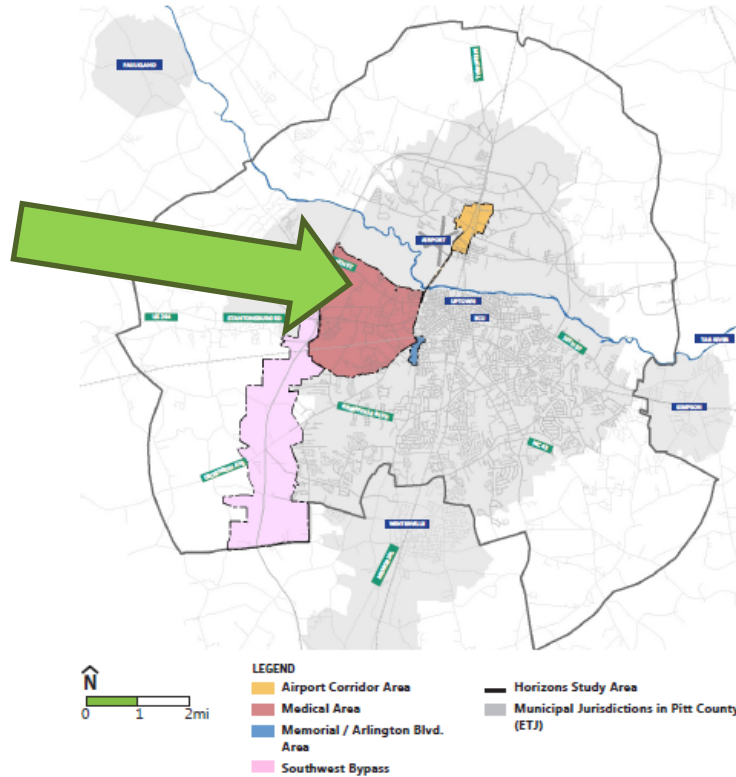
- The Area Tomorrow: Our Intent
- Land Use and Design Recommendations

# Special Area Plan: Medical Area

WORKING DRAFT

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# Medical Area

WORKING DRAFT



11

WORKING DRAFT

## THE AREA TOMORROW: OUR INTENT

As a vital economic engine for the city, the plan for the Medical Area will reinforce the growth of medical and related institutional uses while strengthening the area's overall competitiveness by adapting to changing market conditions and strengthening the built environment.

This special area plan is intended to supplement the previously adopted plans for the area with strategic recommendations that are consistent with the overall direction of the Horizons Comprehensive Plan. The following statements describe the overall direction for the area and are depicted conceptually on the adjacent concept diagram map. These statements are detailed on the following pages.

### LAND USE AND DESIGN DIRECTION

**1. Within the medical core: Maintain the primacy of medical uses while encouraging more efficient and intense development.**

Growth of medical, institutional and related office uses will be encouraged to occur primarily through infill development and redevelopment on existing sites utilizing multi-story buildings and minimizing surface parking in favor of parking structures or shared off-site shuttle lots. While medical is the primary use, it should not preclude the development of limited commercial services should they enhance the core.

**2. Provide additional amenities for visitors and employees such as locally-serving retail, accommodation, restaurants and services.**

While the area known as Medical Transition that surrounds the Medical Core will emphasize uses that benefit from proximity to the major institutions (office, research and medical), integrating a greater mix of uses is key to district's long-term health.

**3. Encourage the development of mixed-use activity centers at nodes dispersed through the area.**

At key nodes, mixed-use centers will integrate places to live, work, and shop in a walkable configuration. Typical of these activity centers is a vertical mixing of uses where multi-story buildings include office or residential above ground-floor commercial space.

**4. Encourage development patterns that better balance the needs of pedestrians, bicycles, and vehicular traffic.**

Future development throughout the area will take a more compact form, with multi-story buildings placed nearer to the street and clustered with shared parking located between or behind buildings. Neighborhoods should be connected to each other and to activity centers through multiple street connections with sidewalks.

### OTHER RECOMMENDATIONS

**5. Improve transit service frequency, accessibility, and connectivity with other centers within Greenville.**

**6. Leverage the collaborative efforts between Vidant, ECU, and PCC to develop a medical research park or innovation district within the area.**

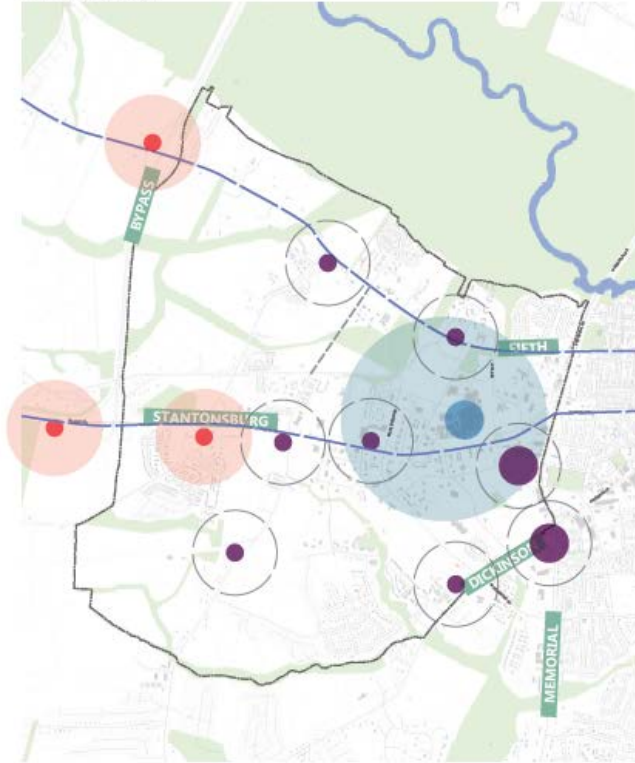
12



# Medical Area

WORKING DRAFT

Concept Diagram



0 .25 5 mi

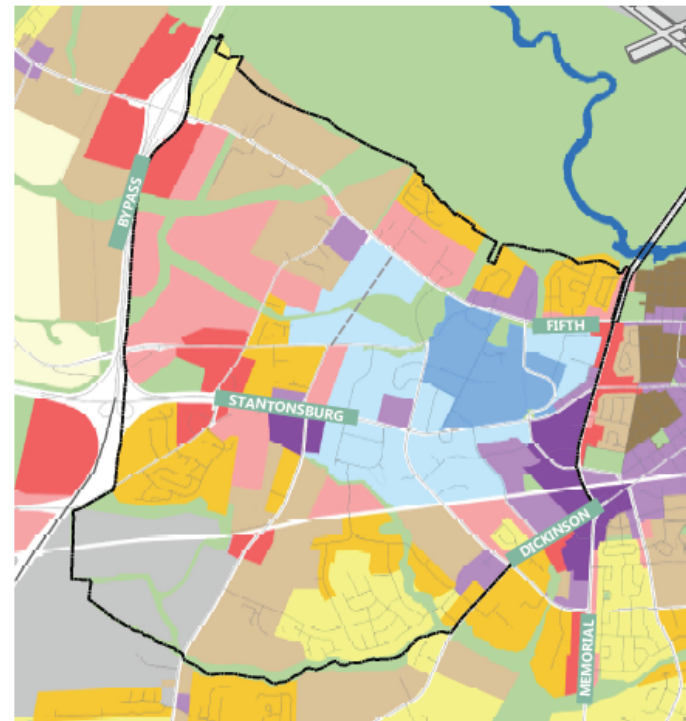
LEGEND

- Area Boundary
- Signature Corridor
- - - Proposed Roadway
- Pedestrian Shed
- Conservation/Open Space
- Medical Core
- Medical Transition
- Mixed Use Center
- Commercial Center

13

WORKING DRAFT

Proposed Character Types



0 .25 5mi

LEGEND

- Mixed Use Center, High Intensity
- Mixed Use Center
- Commercial Corridor
- Office/Institutional Corridor
- Residential, High Density
- Area Boundary
- - - Proposed Roadway
- Residential, Low-Medium Density
- Traditional Neighborhood, Medium High Density
- Uptown Neighborhood
- Medical Core
- Medical Transition
- Conservation/Open Space
- Industrial/Logistics

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# Medical Area

WORKING DRAFT

## LAND USE AND DESIGN RECOMMENDATIONS.

**1. Within the medical core, maintain the primacy of medical uses while encouraging more efficient and intense development.**

**Increased Density.** Encourage greater utilization of land within the medical core by supporting a combination of an increase in building height, reduced building and parking setbacks and flexible parking requirements.

**Structured Parking.** Encourage surface parking to be located primarily at the outer edges of the Medical Area while accommodating parking within the core primarily through structures. Encourage parking needs to be met through off-site shuttle lots.

**Pedestrian Connections.** Encourage pedestrian connections and bike facilities within the Core. ECU and Vidant should coordinate development to ensure that pedestrian infrastructure within their campuses is well connected.

**2. Provide additional amenities for visitors and employees such as locally-serving retail, accommodation, restaurants and services.**

**Support Uses.** Encourage more support uses proximate to the medical core including the "medical transition" character area. Such uses should be secondary to the medical office and institutional emphasis of the area.

**3. Encourage the development of mixed-use activity centers of various scales at key nodes dispersed throughout the area.**

**Integrated Places.** Create mixed-use centers as indicated on the Future Land Use and Character map each could contain places to live, work, and shop integrated in a walkable pattern. These centers may include an integrated mix of building types and uses (residential, office, and retail etc.) and could include vertically mixed buildings that generally include commercial on the ground floor and office space or residential on upper floors.

**Proximate Pedestrian Infrastructure.** Prioritize areas within one-quarter to one-half mile from each mixed use center for initial improvements to pedestrian infrastructure (sidewalks, lighting, crossings) to encourage walking.

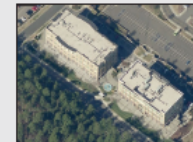
15

WORKING DRAFT

## PRECEDENT: MIXED USE DEVELOPMENT ADJACENT TO A MEDICAL CAMPUS

Erwin Road, a major corridor around Duke University Medical center has been undergoing redevelopment in recent years in response to changing market conditions. The new development offers a range of mixed use buildings. The new development illustrates the potential for new types of uses and development patterns near Greenville's Medical Core.

Erwin Terrace offers office space above ground-floor commercial. There is a generous setback (40 feet) from Erwin Road, which is used for a prominent landscape feature and outdoor dining. Parking is accommodated in a surface lot behind the buildings.



Trinity Commons offers residential apartments above ground-floor retail space. Parking is accommodated in a centrally located garage which is screened by retail liner buildings.



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# Medical Area

## WORKING DRAFT

### 4. Improve connectivity and safety for pedestrian, bicycle and vehicular traffic.

**Street Pattern.** Improve connectivity by developing a more connected grid-like street pattern throughout the area, ensuring that adjacent development sites are connected through shared vehicular and pedestrian access, and designing streets to balance the needs of various users.

**Connections.** Make multi-use connections to the previously proposed greenways will provide a recreational amenity for area residents as well as offering an alternative mode of commuter transportation.

**Complete Streets.** Design new roadways as complete streets with street parking and pedestrian crosswalks. These measures and others will lend towards a slower traffic pattern, promoting walkability especially in the medical campus core.

**Road Diet.** Implement a "road diet" on portions of Stantonsburg Road between Arlington and Memorial Boulevard that could include narrowing traffic lanes, wider sidewalks, crosswalks, pedestrian refuge islands, landscaping, or dedicated bike lanes. Numerous studies have indicated that streetscape improvements that balance the needs of all users strongly correlate to decreases in accidents and fatalities. See Chapter 2: Enhancing Mobility for further information on this topic.

**Sidewalks.** Add sidewalks in the medical transition areas that connect to the medical campus and allow for safer routes.

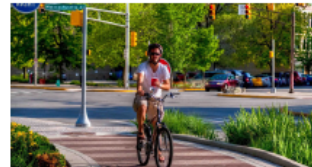
An example of an arterial roadway after a "road diet" and streetscape improvements such as wide sidewalks, crosswalks, pedestrian islands, and access management.



Central Ohio Greenways offer trails intended for recreation and commuting covering over 125 miles throughout the region.



Midtown Greenway in Minneapolis, Minnesota utilizes an existing rail bed to connect population and employment centers.



The Indianapolis Cultural Trail seamlessly connects neighborhoods, cultural districts and entertainment amenities while serving as the downtown hub for central Indiana's vast greenway system.



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## WORKING DRAFT

### 5. Improve transit service frequency, accessibility, and connectivity with other centers within Greenville.

**Transit Service.** Expand and coordinate existing transit service to connect activity centers within the medical area with other destinations throughout Greenville. With three existing bus systems serving the area, there is likely opportunity to better coordinate the services or provide potential users with information that will make using the systems easier. These systems currently utilize GPS technology to provide on-demand schedule updates and bus locations for riders. Addressing perceptions about the existing transit system may involve marketing.

### 6. Leverage the collaborative efforts between Vidant, ECU, and PCC to develop a medical research park or innovation district within the area.

**Medical Research Park.** The idea for a medical research park has been recommended in past plans, most recently in the city's 2013 economic development strategy. Such a development would give the Greenville much needed product for pharmaceutical and medical products manufacturing, and related research in and near a research and healthcare environment.

**Partners.** The city should engage private and public partners to assess the feasibility and location of a research park or more broadly defined innovation district within the Medical Area.

STREETSCAPE RENDERINGS

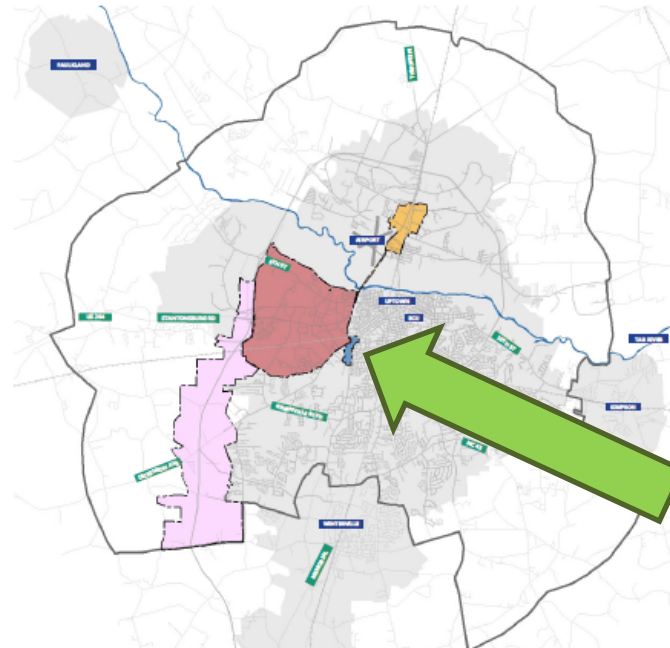
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# Special Area Plan: Memorial/Arlington Blvd. Area

WORKING DRAFT

## SPECIAL AREA PLANS

The special area plans take a closer look at four areas of strategic importance to the city and offer recommendations that are consistent with the overall direction of the Horizons 2026 Comprehensive Plan. The focus of the area plans is to provide additional guidance related to the desired land use and character.



### LEGEND

- Airport Corridor Area
- Medical Area
- Memorial / Arlington Blvd. Area
- Southwest Bypass

- Horizons Study Area
- Municipal Jurisdictions in Pitt County (ETJ)

# Memorial Dr./Arlington Blvd. Area

## WORKING DRAFT

### THE AREA TOMORROW: OUR INTENT

As a major crossroads linking the Medical Area with Uptown Greenville, the Memorial / Arlington area plan envisions more intense redevelopment with a mix of uses in a more walkable environment and serves as a demonstration of the potential for other similar areas within the city.

The following statements describe the overall direction for the area and are depicted conceptually on the adjacent concept diagram. These statements are detailed on the following pages.

### LAND USE AND DESIGN RECOMMENDATIONS

#### 1. Encourage mixed-use development at increased intensities.

Future development within the planning area should aim towards a higher density with a vertical mixing of uses. Proposed buildings should relate to the street with parking shared between facilities. Focus will be placed on the establishment of street corners and placing parking interior or behind structures. This will afford pedestrians the right-of-way and promote interaction within the community.

#### 2. Improve pedestrian and vehicular safety.

Proposed buildings should relate to the street with parking shared between facilities. Adding medians along Memorial Drive will allow pedestrians to more safely cross streets, connecting future development with the residential communities to the east. Sidewalks and non-automotive corridors throughout proposed development will allow for safe travel not currently offered.

#### 3. Increase connectivity for pedestrian, bicycle and vehicular traffic.

Developing a more grid-like street pattern throughout the area will ensure that adjacent development sites are connected through shared vehicular and pedestrian access, and designing streets to balance the needs of various users. These measures will slow traffic by providing a more enclosed space and will reduce the amount of curb cuts which currently exist. Connections should be made to the previously proposed Hooker Road greenway as well as connecting to the future Green Mill Run greenway via the north-south stream adjacent to the planning area.

#### 4. Define a streetscape experience (buildings, lighting, landscaping, signage).

Creating a specific design standard for future development will provide a consistency in building and streetscape aesthetics throughout the area. This will add character and provide a transition to the architecture of surrounding areas. Consistency with streetscape design and open spaces will unite the proposed developments into a neighborhood.

# Memorial Dr./Arlington Blvd. Area

WORKING DRAFT

Concept Diagram



LEGEND

- Mixed Use Centers, High Intensity
- Mixed Use
- Area Boundary
- Signature Corridor
- Enhanced Streetscape
- Proposed Roadways
- Commercial
- Office / Institutional
- Traditional Neighborhood,
- Medium-High Density
- Proposed Open Space
- Conservation / Open Space
- Existing Building

WORKING DRAFT

Development Concept

This conceptual development design illustrates an improved road network and the pattern of the character types applied to the study area. An improved intersection at Memorial and Dickinson would ease traffic and provide a node of interest. The concept shows a maximum capacity and is not meant to reflect current market demand. As investors consider the area, proposed development should align with the character, form, and intensity presented.



LEGEND

- Mixed Use Centers, High Intensity
- Mixed Use Center
- Open Space
- Planning Area Boundary
- Commercial
- Office / Institutional
- Traditional Neighborhood,
- Medium-High Density
- Proposed Building



# Memorial Dr./Arlington Blvd. Area

WORKING DRAFT

## LAND USE AND DESIGN RECOMMENDATIONS.

### 1. Encourage mixed-use development at increased intensities.

**Vertically integrate uses within future development.** In addition to a mixing of uses horizontally, stacking residential on commercial office space for example activates the area throughout a single day. As described in the character type definitions, the area shown as Mixed Use Center, High Intensity should have the most intense development with average building height of 3-4 stories transitioning to 2-3 stories within the Mixed Use Center and Traditional Neighborhood, Medium-High Density types.

**Public Realm Interaction.** Align buildings with street corners and minimize setbacks to engage with the street. Allow businesses to interact with the streetscape through sidewalk patios for example to capture a walking audience.

**Central Open Space.** Provide a central gathering area and recreational connection to offer a civic space in the area and a connect the existing greenway network to Guy Smith Park. The central gathering space could be used for formal functions such as

concerts or holiday celebrations.

**Diversity of housing options.** A variety of higher density residential types are recommended for the far west of the study area in the Traditional Neighborhood, Medium-High character areas. These housing types may include townhomes (individual dwellings attached on one or two sides) or multi-unit buildings and will vary in size, price-point.

**Small mix of uses east of Memorial.** The shallow lots fronting on the east side of Memorial could support a variety of smaller format uses. Those sites would be most viable if improvements were made to the design of Memorial (see following recommendations). Small format office, institutional and small mixed-use structures could be built with parking behind the structures. These sites could also support compact residential types such as townhomes.



Images represent the mixing of uses both vertically and horizontally and providing public open space throughout development. As well as a variety of housing options at different densities and typologies.

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WORKING DRAFT

### 2. Improve pedestrian and vehicular safety.

**Shared Parking.** Allow for sharing of parking between users and between different peaks of use throughout each day/week. Structured parking and street parking will be important in this strategy. When there is surface parking it will be masked by structures and placed at the rear, promoting walkability.

**Memorial Drive Medians.** Install medians along Memorial Drive to allow pedestrians to more safely cross the roadway. The medians provide traffic calming for the vehicles traveling the corridor each day and allow a physical connection to be made with the residential communities to the east of Memorial Drive.

**Minimize Curb Cuts.** Minimize the use of curb cuts for individual sites, thereby reducing the frequency of potential pedestrian-vehicle conflicts. Instead provide shared access points that serve multiple buildings.

**Increase Sidewalks.** Sidewalks should be designed to buffer pedestrians from vehicular traffic by landscape treatments and/or by utilizing on-street parking (east-west streets).

### 3. Increase connectivity for pedestrian, bicycle and vehicular traffic.

**Street Pattern.** Create a more street connections to allow for easier access for both pedestrians and vehicles. This street pattern should be reinforced by buildings fronting the street and creating visual corridors. Future streets will be designed to balance the needs of pedestrians, cyclists, and drivers alike.

**Neighborhood Connections.** Connect to surrounding neighborhoods through a modified grid-like street pattern. With an additional north-south roadway, pressure on Memorial Drive will be on relieved for trips within the area.

**Greenway Connections.** Provide connections to the previously planned Hooker Road greenway as well as to Green Mill Run. Green Mill Run could be accessed via the north-south stream adjacent to the planning area. The recreational connection to both greenways and the surrounding public parks will be an important asset to the residential community which will be added through development.



Above image represents retail wrapping a parking garage structure with mixed-use buildings facing the street.



The image at right is an example of a formal open space that is designed as a pedestrian and bicycle connection through the development.

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# Memorial Dr./Arlington Blvd. Area

## WORKING DRAFT

### 4. Refine streetscape experience (buildings, lighting, landscaping, signage).

**Design Standards.** Develop a clear set of design standards for future development. These standards will provide guidelines for building materials, sidewalk widths, building setbacks, parking strategies, tree planting requirements and more. Establishing these standards early in the process will enhance the unity of the neighborhood.

**Street Design.** Design streets to include on-street parking and curb bump outs to accept pedestrian crosswalks, modeling after a complete streets approach.

**Street Trees.** Street trees will be added and provide several uses within the public street realm. They soften the surrounding streetscape materials and offer shade for traveling pedestrians. Trees also give pedestrians a physical barrier to vehicular traffic and provide solar insulation to adjacent structures.

**Green Space.** The addition of an open space and street trees will provide a

transition to the surrounding residential areas and stream corridors. Current conditions offer limited foliage with surface parking as the street's main facade.

**Open Space Stormwater Management.** Provide public green space to serve both an aesthetic and practical purpose. Green space is an effective method of storm water management in urban areas. Increasing the amount of permeable surface for groundwater penetration will reduce the need for retention basins.

**Sign Standards.** Building upon the city's graphic regulations, the area should use consistent signage as a component of the area's branding. Such signage will include street signs, store location maps, parking, etc.



Consistent lighting with day time interest adds function and aesthetic appeal to a vehicular corridor.

Image at left displays traffic calming, street vegetation, site furnishings, and buildings interacting with the street.

# Next Steps

- May 2: Next CPC Meeting
- May 3: Public Open House for SW Bypass
- July/August: Public Adoption Hearings



**CPC Meeting March 28, 2016**

**Chapter 1: Building Great Places, Chapter 3: Maintaining Fiscal Responsibility, Chapter 4: Growing the Economic Hub, Memorial Drive/Arlington Blvd Area Plan, Medical Area Plan**

**Meeting Responses**

---

**Chapter 1**

- **Future Land Use & Character**
  - Future Land Use & Character Principle 4: Local/ Arterial Dichotomy can conflict with the Connected Grid also called for. High speed arterials need to accommodate everybody
  - (With Above) Southwest Loop and 10<sup>th</sup> Street Connector- there can be a bicycle lane, unlike Firetower
  - Creative uses of existing streets, we should look at these especially when we don't have other options
  - Streets may need to be right-sized
  - Change interior streets to one way and add bike & pedestrian
  - What can we do to make sure tree canopy is not just cut
  - Enhancing foot traffic in Uptown, should be a part of principle 5
  - (With Above) We need vertical parking
  - Parking decks still mean traffic on the streets
  - What about creative solutions so we don't have as many cars?
  - Future Land Use & Character Districts- Uptown Districts: Manage curb cuts and preserve pedestrian streets
  - Future Land Use & Character Districts- Uptown Districts: Especially if adding vertical parking, intensify uptown height
  - Future Growth Framework Map (page 21): Get the southeast employment center onto the map to encourage
  - Where does "Mixed Use" go into Zoning?
- **Tiered Growth Map**
  - There are subdivisions with a hole without sewer that become too expensive to annex



- **Goals & Policies**
  - Support development of north-south bike connections (into Goal 1.1, 1.2, or transportation chapter)
  - Add design guidelines [clarified currently in actions]
- **Actions**
  - What happens at the intersection of the Historic District and Uptown Design Standards? And do you write it into code?
  - “We didn’t save what Greenville used to be”...Maintain classic appeal [had general agreement voiced from many]
  - (With above) But who enforces?
  - What of the River District? From the Tar River Legacy Plan
  - Citizens want the park. “We need that much green space. It’s not really that much” (on Town Common)
  - Look at sites with potential to be blighted – such as 1<sup>st</sup> Street

#### Area Plans

- **Memorial Drive / Arlington Blvd**
  - Add Dickinson to the name
  - Add Mohawk facility to the area
  - Southwest Bypass leaving to a traffic decrease in the city could be the impetus for some of this
  - There are historic buildings on this corridor – should be reflected in development concept image
  - Look at old Salvation Army land
- **Medical Area**
  - All ECU Land in the Medical Area is designated Millennial Campus by ECU



**CPC Meeting March 28, 2016**

**Chapter 1: Building Great Places, Chapter 3: Maintaining Fiscal Responsibility, Chapter 4: Growing the Economic Hub, Memorial Drive/Arlington Blvd Area Plan, Medical Area Plan**

**Meeting Handwritten Responses**

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Building Great Places (Chapter 1)  
Comments of Support

- (1) Town Common not included in Urban Core?

Comments of Concern

- (1) Currently, Uptown exists as a single URBAN CORE. As development and redevelopment continue to be successful – subdistricting is natural to ensure authenticity. I don't feel they should be noted as distinct districts, but rather subdistricts within URBAN CORE. If you prefer distinction, it should be noted that each district is within urban core and its boundaries consistent with urban core overlay (or proposed to expand)
- (2) Preserving key natural, cultural, and residential areas that our citizens love is a major concern.
- (3) Planning department does not work to protect streams – etc.

Other Ideas

- (1) Town Common should be included in Urban Core
- (2) I think it is important to discuss zoning while we are planning – zoning now will incorporate the progressive thinkers on this committee
- (3) I think it very important to protect Town Common for citizens – I love mixed use development on the south side of 1<sup>st</sup> street.

## Maintaining Fiscal Responsibility (Chapter 3)

### Comments of Support

- (1) BID or MSD for Urban Core
- (2) River District?

### Comments of Concern

- (1) Consistent policies to incentivize development
- (2) Addressing branding of Urban Core
- (3) 3.1.2 Developers have used this policy to justify building in sensitive areas around the Green Mill Run
- (4) Much flooding as a result of inappropriate building along Green Mill Run

### Other Ideas

- (1) Downtown Subdistricts
  - a. Uptown
  - b. Dickinson
  - c. River
  - d. Neighborhood A
  - e. Neighborhood B...

## Growing the Economic Hub (Chapter 4)

### Comments of Support

- (1) Hold

### Comments of Concern

- (1) Hold

### Other Ideas

- (1) Hold



**CPC Meeting March 28, 2016**

**Chapter 1: Building Great Places, Chapter 3: Maintaining Fiscal Responsibility, Chapter 4: Growing the Economic Hub, Memorial Drive/Arlington Blvd Area Plan, Medical Area Plan**

**Additional Comments Received After the CPC Meeting**



*I do have some concerns as to whether or not this whole process of establishing a committee to give input to the 2026 Horizons Plan is just a formality (since the plan is just a guide and does not have the "weight of law" re: implementation). I think the consultants are doing a phenomenal job in providing a framework, engaging the public, as well as incorporating the views of the committee members. I also really appreciate the responsiveness and communication the Chief Planner has established with the committee.*

- *As I stated at the last NAB meeting, I'd like to know to what extent the previous comprehensive plans were followed/implemented and how they have impacted the development of the city?*
- *Since zoning regulations/ordinances are what drive the development, what part can the committee play in the establishment of new regulations or modification of old regulations for purposes of the Horizons Plan (i.e., issuance of special use permits, prevention of a proliferation of the same type of businesses from saturating the city --- ex. Mattress Firm has 3 locations on Greenville Blvd. within walking distance of each other, just to name one). So many of the **same type of businesses** can't possibly be sustained in such a small area and eventually in my opinion will cause urban blight. The citizens desire more variety and comment about this seemingly unplanned development. I believe this concern comes under the chapter: **Creating Complete Neighborhoods: Key Community Issues - "designing future neighborhood to provide important amenities..."***
- *Is the LEED ND rating system currently in use or will it be a requirement for future neighborhood development?*
- *Will the budgeting process allow for the continued development and adoption of neighborhood plans for aging neighborhoods, and the audit of current plans?*
- *Has the Dudley Street Grassroots Model (Dudley Street Neighborhood Initiative/ Boston, MA 1984) pg. 11 been considered for Greenville neighborhoods? If not, how can we implement such an initiative?*
- *How can section 5.5.3. - Community Involvement - "promote transparency and openness, and engage with community members whenever development proposals affect existing neighborhoods" (pg. 14) become a requirement and not just a recommendation?*

*I'm not sure if these are the type of comments the staff and consultants want, but these are **just a few** of my thoughts, if considered, would help me determine if this effort has been worthwhile. Thank you.*



## Comment Form / Comprehensive Plan Committee

### Building Great Places (Chapter 1)

Comments of Support 1) "Reverse outward growth" to improve built environment. Agree!

I like: 2) Use of concrete terms: "short blocks", "adaptive reuse of underutilized bldgs.", "sidewalks in new developments" etc -  
" " 3) Actual images of Greenville used as examples - or other places but identified as to where they are

Comments of Concern 1) A lot of very subjective language - such as "quality design", "attractive, distinctive public realm", "balance function, appearance, + affordability" - too vague - what does this mean in actual practice?

2) Don't use images of unidentified places - or at least, say "this is a conceptual image of what it could look like" Other Ideas We need to think about what Greenville does not like" want to become - are we aiming at growing → another Raleigh, by default or lack of imagination?

### Maintaining Fiscal Responsibility (Chapter 3)

Comments of Support 1) Location of dev't have impact on cost of services - need to emphasize! infill of "holes" important.

2) "Road Diet"! agree!

3) "Returns in value per acre" - agree -

4) Action 3.1 - Develop a Fiscal Impact Model - this makes sense!

Comments of Concern

~~Don't know how to do this - see next section~~  
~~needs clarification~~ →

Other Ideas in the analysis money.  
Include cost of gasoline - which leaves the city + county -  
(approx. estimates) 2 gal. per person per day = 400,000 gal. per day (Pitt County)  
@ \$1.60 per gal = \$640,000 per day - most leaves the county.  
= \$233 million/year in Pitt County spent on gasoline -  
if 20% were saved, could build a new wing on the hospital. Cost savings to community are huge by building

PAGE 1 OF 3

a walkable, bikable city -  
let's actively discourage  
auto traffic!

CLARION

planning  
**NEXT**  
moving communities forward

## Medical Area Plan

### Comments of Support

### Comments of Concern

### Other Ideas

### Additional Comments:

- ① In Harmony with Nature and/or Healthy Community:  
need to include a reference to Carol Cities  
adopted by Greenville (Mayors' Climate Protection  
Agreement) in 2007 - as well as carbon footprint  
& clean air policies that impact health - esp.  
children. Bicycling needs to be encouraged as part  
of this.
- ② We need to officially recognize that growth + dev't  
are limited by natural forces - flooding! We can't  
afford to allow building in areas prone to flooding.  
Also - Greenville has a Stormwater plan +  
ordinance - needs to be included emphatically  
in our plan.
- ③ Grammar + usage - I don't like "build off of" - <sup>instead,</sup> say  
important! "build on" - ~~used~~ in several places  
Run Spellcheck! in the document.

PAGE 3 OF 3

Thanks for the opportunity  
to comment - Emilie Kane  
CPC member  
4/4/16

CLARION

planning  
**NEXT**  
moving communities forward.

CLARION

planning  
**NEXT**  
moving communities forward.

Brian Glover

Horizons Plan Meeting, 3/28/16: Drafts of Chapters 1, 3, 4

Hello. First, comments on substance:

Chapter 1.

p. 17:

- **"The street pattern will aim to keep local traffic off of major arterials and high-speed through-traffic off of local streets."** This may be in conflict with the goal of making bicycle connections possible. We need to make it clear that bicycles are part of through traffic and need to be served by routes equally useful as those made available for use by citizens in cars.
- **"Bicycle and pedestrian paths and supporting amenities will be integrated into new development and areas undergoing redevelopment."** Definitely not strong enough. We need to include cycleways, not just bicycle paths.
- Add: "Streets will be redesigned to promote slower automotive speeds and better pedestrian safety, with narrower lanes, bulb-outs at intersections, and better-defined crossing areas than have previously been used in Greenville."

p. 42: Under Policies and Goals 1.1, add: "Develop plans for cycleways on major North-South corridors, including Evans St., Charles Blvd., and Memorial Dr., that currently prevent citizens from moving about the city by bicycle."

*— Possibly better in Transportation chapter?*

Special Area Plans:

**Memorial/Arlington**

p. 8. Under **"Absence of pedestrian infrastructure,"** add: "Citizens have been killed in this corridor in recent years."

After **"Absence of pedestrian infrastructure,"** add: "Absence of bicycle infrastructure. Along with Evans St., Charles Blvd., and Hooker Road, Memorial Drive is one of only a few roads that allow travel from north to south in Greenville. This wide, high-speed corridor is essentially unusable by bicycle. It should receive modern, separated cycleways."

pp. 12-13. The proposed "Open Space Greenway" makes sense only in conjunction with a plan to



develop bike and pedestrian infrastructure on Dickinson. Otherwise, it's a greenway to nowhere.

p. 14. You're saying it should connect to a Hooker Rd. Greenway — this has indeed been discussed, but hardly planned, in a formal sense. I'm not sure it makes sense to suggest connections to a facility whose feasibility has not even been tested. I'd much rather see a suggestion for a modern, separated bikeway on Memorial itself; for examples, look to Boulder, Colorado: 2800 E. Pearl St. (Target/Whole Foods); 30th St. and Canyon Blvd.; 2080 30th St.; Arapahoe Ave at 33<sup>rd</sup> St.

### Medical District

p. 10: After "The large land area covered by the medical core, the road network of high-capacity thoroughfares and long blocks, and the fact that buildings are set back from the street behind parking lots, all work to discourage walking in the area despite the presence of sidewalks," add "several citizens have been killed in this corridor in recent years."

p. 12. At the end of "Future development throughout the area will take a more compact form, with multi-story buildings placed nearer to the street and clustered with shared parking located between or behind buildings. Neighborhoods should be connected to each other and to activity centers through multiple street connections with sidewalks," add "and cycleways."

p. 15. After "**Proximate Pedestrian Infrastructure.** Prioritize areas within one-quarter to one-half mile from each mixed use center for initial improvements to pedestrian infrastructure (sidewalks, lighting, crossings) to encourage walking," add "**Connected Bicycle Infrastructure.** Prioritize bikeway connections between the medical district and other areas of the city."

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**Next:** Here are my notes on the style (as opposed to substance) of the 3/28/16 draft of Greenville's *Horizons* plan. I did not note every moment in which I disagree with you about the use of commas, or other matters of preference; these are moments where the draft's style and usage make it genuinely difficult to figure out what is meant.

Ch I.

3 (of document; p. 5 of file). "**connected compact and vibrant spaces**" — where should the commas go, exactly? Are we talking about spaces that are connected, compact, and vibrant, or about compact

and vibrant spaces that are connected? There's a difference.

Please do not use **"evolve"** transitively. A better version would be: "sound principles that will help areas around the city develop into vibrant places," or, if you must, "sound land-development principles that will help areas around the city grow and change into vibrant places."

4. **"Mixed use development, where different non-residential and/or residential uses may be integrated in the same building, are almost exclusively located within the Uptown area and Greenville has very little mixed use development compared to cities of a similar size."** Fix subject/verb agreement and subordinate. Also, please use hyphens in compound adjectives. A better version: "In comparison to other cities, in Greenville mixed-use development (that is, areas where different non-residential and/or residential uses may be integrated in the same building) is quite rare, and located almost exclusively in the Uptown area."

11. Two "n"s in **"Millennial."** Really, though, wouldn't "young people" do just fine?

**"Many successful tools are being replicated and modified to fit specific places, and several address land use."** *Subordinate.*

**"Today, some of the same rules that were designed to address the problems of the early twentieth century cities continue to be applied to the cities of the 21st century."** Again, hyphenate the compound adjectives. Are you talking about early-twentieth-century cities, or early twentieth-century cities? Those are two different things. Same goes for "smart-growth development policies" vs. "smart growth-development policies" and, on p. 12, "high-quality communities." Please attend to this type of phrase throughout the document.

16. **"Eight Principles describe the intent about "how" (character attributes) and "where" (conceptual location) growth and development in Greenville should occur."** Better version: "Eight principles describe how (in character attributes) and where (in conceptual location) Greenville intends that growth and development should take place."

**"it will be done in a manner to minimize demand for"** This ought to be "in such a manner as to" or simply "so as to."

42. Again, please don't use **"evolve"** transitively. I recognize that you're trying to use a single verb for each subheading here, but "promote progress" would certainly be a better choice.

43. **"Growth and development will build off of Greenville's unique character - it's cultural history and local architecture - to create exciting, meaningful, and vibrant places that improve the city's**

**livability and foster civic pride.**” “Build off of” is not standard English. It should be “build on.” Also, get rid of the apostrophe in “it’s [sic] cultural history” and, in the right-hand column, insert hyphens in “on street,” “mixed use,” and “strip mall.”

46. **“the Dickinson Avenue Corridor Study which was adopted in November of 2014.”** Unless you’re trying to distinguish the Dickinson Avenue Corridor Study of November 2014 from other Dickinson Avenue Corridor Studies, you need to insert a comma between “Study” and “which.”

[I didn’t have time for thorough attention to style in chapters 3 and 4. Here, however, are a few notes.

Chapter 3:

p. 4: **“The operating budget includes all the city’s annual expenditures including personnel, debt service, public programs and services, city equipment and vehicle fleets, and many other items.”** We need a comma between “expenditures” and “including.” Also, how about “The operating budget governs,” or “comprehends,” rather than “includes”?

5. **“Like many communities throughout North Carolina”** should be “As in many communities throughout...”

Chapter 4:

TITLE: **Please don’t use “grow” transitively**, unless you’re talking about something with the literal capacity to grow (such as potatoes, hair, or an extra finger). “Expanding the Economic Hub” would do just fine.

[General tip: It’s seldom a good idea to use “having” as a grammatical subject.]