

Spartanburg Comprehensive Plan: Implementation Matrix

Plan Implementation

The Comprehensive Plan should serve as an essential resource for the City of Spartanburg when it considers new policies, evaluates new development applications, plans new infrastructure, and coordinates with outside agencies. The Plan's use in everyday decision making will guide future growth and development that successfully realizes the community's vision.

This document's recommendations can generally be categorized into one of four types: plans (or studies), projects, policies, and initiatives.

Specific Plans & Studies

A Comprehensive Plan can raise questions or ideas that require further study or elaboration. Plans and studies that address these issues on a more detailed level will help implement the Master Plan.

Capital Projects

Capital projects address existing deficiencies and/or anticipated future year needs. These investments should provide capacity that matches the magnitude and timing of development depicted on the Growth and Conservation Framework Map. Some projects require coordination with other entities such as county, state, or federal agencies.

Policies

In order to implement many of the Plan recommendations, revisions must be made to the zoning regulations as well as to supporting policies and codes.

Initiatives

New initiatives led by the City and partner organizations will address a wide range of topics important to promoting economic development and improving quality of life for residents. These initiatives are a critical opportunity to build local capacity by involving stakeholders, especially citizens, in Plan implementation.

Updates and Amendments

A comprehensive update to this Plan should occur every eight to ten years to take advantage of changing technologies, new market and economic development realities, or other opportunities when they present themselves. Some parts of the document such as the Vision Statement and Guiding Principles should remain constant to keep Spartanburg focused on a path for success. Other sections, such as implementation strategies and the Conservation and Growth Map, may need to evolve over time as conditions change that were not contemplated at the time this Plan was adopted. Proposed changes should be evaluated against the community vision and Guiding Principles to determine if they are in the best long-term interests of Spartanburg's residents, businesses, and property owners.

Implementation Matrix

The Spartanburg Implementation Matrix contains each of the recommendations identified in the Plan. Some of these implementation actions can be completed right away, while others are major or ongoing efforts. For each Implementation Strategy, the City should identify the target start date, the initiative lead (a person, department, or organization), and other supporting parties.

Economic Development: Labor Force and Jobs

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
49	Increase housing diversity. Refer to the Housing Element of the Comprehensive Plan for more specific recommendations.			
49	Increase job training opportunities for existing residents. This recommendation dovetails with the overall recommendations of the 2016 One Spartanburg Economic Development Strategy that points out talent development from “cradle to careers” within the overall community.			
49	Increase access to transit that connects individuals or families to jobs that pay a livable wage.			

Economic Development: Retail/Restaurant Trade

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
52	Consider branches of food hubs like Harvest Park in other neighborhoods, and partnering with local farmers to bring affordable, fresh food options to these areas. An example of such a center is illustrated along South Church Street at its intersection with Crescent Avenue and Bomar Street (refer to the Focus Area Plans for more information). This would provide healthy food options to the many residents			

	who live in the neighborhood while accenting long standing community institutions.			
52	Explore the long-term future of the Westgate mall site. Spartanburg should work with private sector partners to explore a long-term strategy to create a mixed-use development that will re-imagine Westgate Mall. This addresses several issues including providing residential uses close to major retail, capitalizing on a site of regional importance for retail, jobs, hotels, entertainment, and dining. A local group has started working on a West Gate revitalization strategy recently. Partnerships should be explored where initiatives have begun.			
52	Repurpose abandoned retail to meet community needs. The City, in conjunction with OneSpartanburg, should partner to create a portfolio of these spaces, provide incentives for development, create local input mechanisms, and consider public/private financing models to repurpose these spaces to serve the communities in which they are located.			
52	Create a bolstered culinary training program for under-represented residents. This could be modeled after the Climb CDC in Gulfport, MS.			

Economic Development: Downtown Spartanburg

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
55	Consider a micro retail space for start-up retail and dining. The Grain District presents an			

	<p>opportunity for expanding independent retail and restaurant uses, artist galleries, and services that connect historic neighborhoods and foster entrepreneurship for diverse and often under-represented residents of the community.</p>			
55	<p>Continue to invest in connections to neighborhoods. Downtown should continue to be the center of social interaction for Spartanburg residents. Trails and connections to downtown will reinforce adjacent neighborhoods and connect residents to the many independent businesses, job opportunities, and cultural amenities in downtown.</p>			
55	<p>Ensure downtown Spartanburg is welcoming and inclusive for all residents. This could include a range of tools from historic interpretation of the history of Spartanburg from different perspectives, creating amenities and programs that facilitate bringing communities together, and a focus on businesses that are owned by traditionally under-represented populations. Survey BIPOC residents to determine what would make downtown feel more welcoming.</p>			
55	<p>Support initiatives that encourage teens, young adults and college students to spend more time in Downtown Spartanburg.</p>			
55	<p>Communicate with property owners and leasing agents to understand desired tenants/business types, price per square foot costs, and encourage collaboration between them and minority business owners in an</p>			

	effort to combat discriminatory leasing practices.			
55	Create and implement stabilization programs for long term/ minority owned businesses to minimize displacement if taxes rise.			
55	Consider a night market to celebrate local businesses, highlight regional creative talent, and bring the community together.			
55	Encourage Multi-ethnic/racial celebration to be included in the downtown areas where feasible. City messaging should celebrate and encourage diverse cultures, with publicly funded events featuring a variety of vendors, artists, acts, and entertainment.			
55	Design recommendations for downtown should go beyond what works generally, and seek to understand how public spaces function well within different cultures and attempt to integrate these findings into the public realm and physical design.			
55	Ensure cultural awareness and a spirit of inclusiveness are values reflected in the policing of downtown.			
55	Explore opportunities for developing artist live/work space that includes affordable units and shared amenities such as performing space and studio equipment. See the Albany Barn example.			

Economic Development: Minority Business Development

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
59	Continue to support minority economic development programs			

	like Amplify and StartMe and where possible expand the minority economic development loan and grant programs for business development.			
59	Launch a grant program for minority businesses in Spartanburg. The City should partner with OneSpartanburg to launch a “Corridor Challenge” program that would provide incentives to both entrepreneurs and owners of aging/vacant shopping centers along the City’s corridors to spur redevelopment and new businesses in underutilized centers.			
59	Institute policies for City-funded projects or businesses that receive fee and tax breaks to perform local and targeted hiring. This could include hiring from areas of high poverty, minority populations, un/underemployed populations. This could also include partnerships with construction firms and utility companies to offer pathways to employment via the trades with priority given to residents of economically depressed areas, youth leaving foster care, and single mothers.			
59	Continue supporting efforts of OneSpartanburg Inc. to increase diversity and inclusion in the Spartanburg business community.			
59	Establish a program that gives preference to locally owned businesses for city contracts/subcontractors and develop a system for tracking and follow-up.			

59	Remove barriers to employment for those who were formerly incarcerated.			
59	Continue to monitor compliance with the City’s living wage policy for city employees.			
59	Find ways to encourage city contractors and business partners to adopt living wage policies.			
59	Develop a summer youth employment program to provide high school students with internships with local industry.			
59	Develop an undergraduate internship program to connect students at local colleges with opportunities in public administration, and work with other employers within the City to create an “equitable internship pipeline” to help match minority and disadvantaged students with livable-wage paying internships.			
59	Explore opportunities for developing artist live/work space that includes affordable units and shared amenities such as performing space and studio equipment. See the Albany Barn example.			

Housing: Zoning and Development

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
75	Update zoning to include a variety of housing types in most districts, including ADUs, multiplexes, cottage or bungalow courts, townhouses, and live/work units.			
82	Consider amending City zoning to include bonuses for multi-family			

	developments that include affordable housing on a case-by-case basis.			
82	Consider inclusionary zoning, which requires a certain percentage of new housing to be affordable on a case-by case basis.			
82	Update zoning to include a variety of housing types that may be more affordable than conventional single-family detached homes, such as tiny houses, micro apartments, and/or accessory dwelling units (ADUs).			
82	Update zoning to better accommodate affordable housing by reducing lot size requirements, reducing setbacks, and reducing and/or eliminating parking requirements.			
82	Reduce single-family only zoning districts and replace them with mixed-housing zoning districts that allow additional housing types.			
82	Ensure that low-income and affordable housing is interspersed with market-rate housing to create mixed income communities that include options for disabled persons, elderly persons, and those experiencing homelessness.			
82	Ensure that any new low-income and affordable housing is served by public transportation.			
82	Provide assistance to homeowners looking to make repairs or rehabilitate existing low-income housing, especially those that may be in violation of codes.			
82	Allow tenants the opportunity to purchase rental units through a right of first refusal program.			
82	Provide funding mechanisms and programs to provide pathways to homeownership for low- and middle-income residents.			

82	Address dilapidated structures and building code violations through code enforcement.			
82	Consider a “Displacement Free Zone” program similar to the one implemented in the City of Atlanta. Through such an initiative, the City would pay any property tax increases for qualifying homeowners in low-income, disadvantaged parts of the community to prevent current homeowners from being displaced due to rising property values as public and private investments are made in these designated neighborhoods.			
82	Consider impact fees for developments as a long term solution to infrastructure improvements as developments occur in Spartanburg.			
83	Consider forming a Community Land Trust (CLT). CLTs offer a unique process whereby community leaders, residents and the City have a stake in 99-year leased property to protect housing affordability, stabilize neighborhoods, and enhance housing options. CLTs are used widely across the United States. The Grounded Solutions Network (www.groundedsolutions.org) is the nation’s clearinghouse for innovative community land trust programs.			
83	Consider Enterprise Green Communities (www.enterprisecommunity.org) Criteria when constructing new affordable housing. This green building program is designed specifically for affordable housing construction.			
83	Consider a land banking program. As a largely built-out city, Spartanburg’s best opportunities			

	to enhance its existing housing stock are on vacant lots and underutilized properties. Pursue properties with tax liens to be banked as potential sites for redevelopment or renovation. This could be pursued through either the Land Trust Model or the existing Housing Trust Fund.			
83	Consider multi-family housing on aging commercial properties. Spartanburg will continue to undergo transformation as aging commercial corridors with strip style centers become vacant. Sites such as these on key corridors present opportunities for large mixed-use or multi-family infill development. Focus Area Plans provide specific example developments.			
83	Identify underutilized funding sources to include local, state, and federal opportunities. Explore non-traditional funding sources such as the donation of buildings and land for affordable housing.			
83	To protect local interests and investments, new development should engage the public and integrate their feedback into private development plans.			

Housing: Homelessness

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
86	Create a stigma-reducing campaign to provide a consistent definition of the term "homeless." This definition would then be used across all departments and city-wide correspondence. A public service component would include reasons why individuals become homeless, early warning sign indicators and available community resources.			

86	Continue to develop, expand, and improve upon existing agencies and programs to further provide shelter, temporary housing, or transition housing for all segments of the homeless population including men, women, youth, elderly, disabled, veterans, and those with mental illnesses and/or addictions.			
86	Locate shelters and housing for people experiencing homelessness close to public transportation.			
86	Increase and coordinate outreach efforts to the City's homeless population. Consider the creation of a coordinator position to lead outreach efforts and serve as a liaison between City departments, nonprofit agencies, and the community at large.			
86	Provide legal assistance to families to prevent evictions.			
86	Implement Just Cause policies that landlords have to establish a reason to evict tenants, such as failure to pay rent.			
87	Expand employment opportunities to build a more robust employment stability program. This program would work with employees to address barriers to success (i.e. childcare, transportation). The program also would work with employers to help address challenges around gaining and maintaining employment.			
87	Continue to support enhancements to the Opportunity Center which provides lockers, laundry, showers, mailing addresses, and case management support to our homeless population.			

87	Create Community Jobs for the Homeless based on Albuquerque’s “There’s a Better Way” Program.			
87	Create a comprehensive, real-time, by-name data collection tool that would accurately define the extent of homelessness in the City, allow for more tailored solutions for individuals and provide a data-driven strategy for housing investment. The tool would also be utilized to track services and individuals to prove a consistent measurement device to monitor the health of the community. Early identification and early intervention could be implemented by utilizing this data.			
87	Consider becoming a “Built For Zero” Community (https://www.joinbuiltforzero.org).			
87	Continue to cooperate with local Continuum of Care agencies to bolster prevention efforts. Community health workers and social workers should be located in easily accessible sites such as schools, neighborhood centers, faith institutions, workplaces and emergency rooms, where people are seeking assistance for basic problem-solving needs. The emphasis would be on addressing the social determinants of health before crisis or homelessness occurs.			
87	Consider an initiative like the “Community First!” Village in Austin, Texas. This planned community provides affordable, permanent, and semi-permanent housing and a supportive residential program for those transitioning out of chronic homelessness. It includes gathering places, community gardens, a car care center, outdoor kitchens, personal care services,			

	and micro-enterprise opportunities.			
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Transportation: System

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
102	Amend the City Zoning Ordinance to require all future roads be connected to public streets and prohibit dead-end streets, except where limited by site or environmental constraints.			
102	Amend the City Zoning Ordinance to require access roads and interparcel connectivity to reduce the frequency of and increase the spacing between driveway curb cuts.			
102	Examine barriers to implementing recommendations in previously adopted plans, particularly the 2009 Bicycle and Pedestrian Master Plan and the 2016 SPATS Long Range Transportation Plan.			
102	Consider updating the Bicycle and Pedestrian Master Plan.			
102	Maintain and strengthen relationships with Spartanburg County, SPATS, SPARTA, and SCDOT.			
102	Monitor all street resurfacing schedules for the possible implementation of nonmotorized facilities.			
102	Continue investment in Appalachian Regional Travel Demand Model as a key tool for regional transportation projects and programs.			
102	Collaborate with SPARTA to make the Passenger Center a prominent Downtown asset; facilitate future transit facilities through regulatory assistance when necessary (e.g., rezoning).			
102	Explore regional light rail possibilities utilizing the Magnolia			

	Street Depot (Refer to the Focus Areas section for more specific details and recommendations).			
103	Require sufficient widths for landscape areas to support healthy canopy trees and, where appropriate, furnishing zones for public realm amenities (e.g., benches, pedestrian scale lighting).			
103	Reduce minimum vehicle parking standards over time. Consider replacing with maximum vehicle parking standards.			
103	Work with SCDOT to accommodate non-standard lane widths where possible so that bike lanes can be included.			
103	Adopt a Complete Streets Policy that incorporates equitable transportation planning principles.			
103	Ensure transportation and land use planning are integrated.			
103	Codify street design guidance and associated street contexts within the City Zoning Ordinance and Downtown Code.			
103	Conduct a safety review of the transportation system and identify areas that are most vulnerable due to lack of adequate signage and lighting; bicycle/pedestrian infrastructure; enclosed and accessible transit stops; crosswalks and signals; and other safety features. Prioritize these areas for transformation and improvement.			
103	Develop an ADA Transition Plan, either for the Transportation Department alone or as part of a Citywide Transition Plan including other facilities subject to compliance with the Americans with Disabilities Act.			

103	Create an annual budget allocation for sidewalk gaps and curb ramp improvements.			
103	Collaborate with Spartanburg County, SPARTA, and SCDOT as they implement their respective ADA Transition Plans.			
103	Consider hiring a transportation planner to spearhead efforts in the Comprehensive Plan and strengthen transportation in the City and County.			

Transportation: Vehicular

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
104	Create clearly defined spaces with physical separation where needed. Use materials, pavement markings, and signage to indicate where modes are intended to mix or be separate.			
104	Work with Spartanburg County, SPATS, and SCDOT to improve critical intersections.			
104	Amend street maintenance requirements to limit the number of pavement overlays to two 1" overlays before milling must take place.			
104	Ensure pedestrian, bicycle, and transit facilities are kept clear and accessible.			
104	Continue synchronization of traffic signals to alleviate congestion.			
104	Establish maintenance schedules and assessment standards for motorized and nonmotorized facilities to avoid reliance on complaints or requests, which may lead to inequities.			
104	Measure equitable distribution of City resources including street paving funds.			

Transportation: Non-Motorized

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
108	Construct bicycle and pedestrian routes to connect major destinations. Prioritize the construction of new facilities in neighborhoods with lower instances of vehicle ownership where facilities are necessary to reach essential goods and services. Prioritize “destination” facilities over “recreation” facilities.			
108	Establish a timeline for regular sidewalk and bikeway safety audits.			
108	Ensure pedestrian and bicycle facilities are considered during bridge replacement or renovation.			
108	Update geospatial records for nonmotorized facilities.			
108	Collaborate with Partners for Active Living, SPATS, the Spartanburg Police Department, and Spartanburg County Schools to expand Safe Routes to School programming to include additional schools and activities.			
108	Maintain a publicly available online map of all bicycle and shared use facilities throughout the City.			
108	Train all City staff to identify and report unsafe conditions for pedestrians and bicyclists.			
108	Support bicycle training for adults and youth through the Parks & Recreation Department.			
108	Increase connectivity to the trail system.			
108	Consider lighting on trails often used for commuting			
109	Amend the City Zoning Ordinance to require new development and substantial redevelopment projects to construct planned multimodal facilities.			

109	Amend the City Zoning Ordinance to allow off-road trails to count toward useable open space requirements.			
109	Consider hiring a GIS technician to assist the City with data, spatial analysis, and mapping and measuring its Comprehensive Plan progress and equitable distribution of City Resources			

Transportation: Transit

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
113	Require new development and substantial redevelopment projects to provide transit easements and baseline infrastructure (i.e., concrete landing pads).			
113	Support development of efficient, convenient, and affordable transit along major commuter corridors to encourage more ridership and less dependency on a personal vehicle.			
113	Investigate requirements for future implementation of transit technology such as traffic signal prioritization, queue jumps, and transit-only lanes.			
113	Provide first-mile and last-mile nonmotorized connections to transit stops.			
113	Consider relocating existing covered bus stops that are inbound or too close to the transit center to be useful, to high volume stops along existing routes.			

Transportation: Public Art

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
144	Continue to work with Chapman Cultural Center and other local			

	organizations and funding sources to create art on public streets.			
144	Work with SPARTA to incorporate art into buses and bus shelters.			
144	Consider how seating/comfort amenities can be implemented into highly traversed streets, especially in combination with public art.			

Transportation: Air Travel

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
146	Continue to capitalize on recent upgrades to the airport by marketing it to companies and executives looking to relocate to Spartanburg.			
146	Support Partners for Active Living (PAL) efforts to expand The Daniel Morgan Trail to Airport and nearby Airport Park.			

Transportation: Rail Travel

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
147	Prepare for the possibility of expanded passenger rail service in Spartanburg through the creation of Transit-Oriented Development zoning and land use regulations.			

Natural Resources: Green Network

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
155	Prepare a Green Network plan that focuses on building a comprehensive and continuous green infrastructure network with special attention to equitable facilities and outcomes. Prioritize connecting key destinations through green corridors and include greenways to increase regional and local biking and walking trips.			

Natural Resources: Parks and Recreation

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
160	Prioritize creating welcoming and inclusive spaces for people of all ages and abilities. Create a list of goals and a point person to lead this initiative.			
160	Encourage inclusive activation and programming of parks and open spaces for the elderly and persons with disabilities or neurodivergent conditions. Create a list of goals and a point person to lead this initiative.			
160	Regularly engage the community in discussions about parks and recreation facilities in the City to ensure park programming meets the needs of residents who use the system. Work directly with residents to ensure the City provides inclusive and accessible parks and outdoor recreation opportunities.			
160	Ensure equitable access to parks in the City by conducting a neighborhood-level analysis to determine which residential areas lack accessibility to a park within a ten-minute walk. The analysis should be conducted by the recommended GIS Technician, who would analyze the of the number of households served by each park, the walking distance to each park from the homes that it serves, and the quality of the pedestrian connections.			
160	Find opportunities to create smaller, neighborhood-level parks in areas that are currently lacking them. Areas mentioned during the public process include the Park Hills neighborhood and the area around the Mall.			

160	Provide safe connections to parks and recreational facilities from neighborhoods and schools through a system of connected sidewalks and trails that can also serve a recreational purpose.			
160	Evaluate each park and the pedestrian and bicycle routes to the park from the surrounding neighborhoods to ensure maximum accessibility and ADA compliance.			
160	Implement strategies that will increase opportunities for, knowledge of, and access to parks and recreation spaces throughout the City.			
160	Advertise new expanded park access to City residents as they are added. For example, the 8 play spaces and athletic facilities within Spartanburg County School Districts 6 and 7 that are now available to the public during non-school hours.			
160	Consider providing wi-fi in more of the City's parks.			
160	Provide recycling containers in City parks.			
160	Enhance park safety by providing additional lighting and emergency call buttons.			
161	Utilize CPTED (Crime Prevention Through Environmental Design) principles in new and existing parks. One way to improve park safety is to evaluate landscape and hardscape to ensure visibility into and out of the parks.			
161	Work with the community to develop park programming and events to strengthen community unity and provide opportunities for neighbors to gather and get to know one another in the parks near their homes.			

Natural Resources: Playgrounds and Youth Recreation

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
163	Continue to coordinate with Partners for Active Living to explore opportunities to utilize other spaces in Spartanburg for active recreational purposes for youth.			
163	Consider constructing an “adventure playground” that encourages exploration and creativity and would appeal to older children, including teens.			
163	Evaluate existing playgrounds to ensure they provide adequate shade and safety features.			
163	Work with local partners and sponsors to provide free admission to fee-based recreational facilities so that families that may not otherwise have the means can enjoy all that Spartanburg has to offer.			
163	Consider providing rental equipment at the Skate Park for youth who may want to try the sport or cannot afford their own equipment.			
163	Support the development of a Spartanburg Food System Plan.			

Natural Resources: Other Amenities

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
167	Encourage developers to engage the community in discussions about open space amenities included as part of development projects early and often. Working directly with the community will help developers identify the types of amenities and facilities that reflect the culture and character of the existing residents, or the market demographic.			

167	Consider providing new recreational amenities in existing City parks. Survey residents to determine whether amenities such as futsal courts or zip lines may be desirable.			
167	Promote Spartanburg’s lesser-known parks and recreation opportunities such as the Hub Love Geo Trail. Raise awareness of the wide variety of recreation opportunities available and where to find them.			
167	When developing new public parks and park amenities, engage the neighboring community in discussions about specific park features and amenities. Work directly with the residents that will use the park to ensure it meets their needs.			
167	Consider additional dog parks, especially on the north and west sides of the City.			
167	Consider separation of facilities for dog parks between large and small breed sizes, as well as working with public works staff to determine cleaning and new amenity schedules.			
167	Encourage “active aging” by investing in outdoor exercise equipment designed for seniors that can be incorporated into the City’s existing parks and athletic facilities.			

Natural Resources: Trails and Bicycling

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
169	Continue to work with PAL to connect/complete the Daniel Morgan Trail System and to develop new trails in Spartanburg.			
169	Continue to support the B-Cycle program and look for opportunities to provide			

	additional stations. The City should consider asking B-Cycle to provide alternative bicycling options including child-sized and American Disability Act-compliant bicycles.			
169	Look for opportunities to provide better access to drinking water along Spartanburg’s trails.			
169	Invest in path lighting and other safety features to ensure these amenities provide the equipment needed for a safe experience.			

Natural Resources: Social Determinants of Health

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
171	Establish centers that provide integrated services in places that are convenient to access. For example, offer integrated mental health and primary health services to people in their homes, in schools, and at community policing substations.			
171	Incorporate environmental justice principles in planning. All people, regardless of race, income, or other factors should have the same protection from environmental and health hazards. Collaborate with the community to understand environmental justice concerns and help mitigate them through thoughtful planning decisions.			
171	Continue to work with Partners for Active Living, public health officials and area agencies to raise awareness among City leaders of opportunities to improve community health—and the many benefits of doing so—so the community’s health becomes a key consideration in the formulation of local policies. Pursue opportunities, such as			

	training and orientation programs, to educate City officials and employees, especially those who play a key role in developing City budgets, about how the built environment affects health and physical activity.			
171	Utilize spatial analysis to create a SDOH assessment of every neighborhood in the City to better understand and target issues in a tailored manner for each area. This would provide the recommended GIS Technician an opportunity to analyze and utilize the data when determining departmental budget allocations every year.			
173	Continue to utilize technology to help improve community health, such as implementing the use of ArcGIS apps to track data, poll the public, understand city worker response and timing, and analyze existing physical conditions in real-time.			

Natural Resources: Food and Health

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
173	Support the Development of a Spartanburg Food System Plan.			
173	Review and Implement recommendations of the Greenville-Spartanburg Food System Assessment and Plan.			
173	Encourage and incentivize small markets to locate, or existing convenience stores to expand, to offer healthy food in neighborhoods where there is little or no healthy food to access. Consider supporting local entrepreneurs first, and then pursue other models such as a non-profit grocery store, or a			

	small market like the Dollar General Market.			
173	Provide incentives for grocery stores, farmers markets, food carts and other mobile vendors to locate in underserved communities.			
173	Work with the Spartanburg Food System Coalition in developing and implementing a Community Food Center to provide greater access to healthy local food and to scale our local food production and distribution within the city, county, and throughout our state and region via the SC Food Hub Network.			
173	Collaborate with other organizations to further the development of programs that increase the ability of shoppers to use food assistance benefits and the ability of farmers to accept electronic and other forms of payment at farmers' markets and farm stands.			
173	Support solutions like FoodShare Spartanburg that get healthy local food into under-resourced communities.			
173	Incentivize farmers markets and mobile markets to locate in multiple neighborhoods across the city, with a focus on locating in under-resourced neighborhoods with little or no access to healthy fresh food.			
173	Partner with local organizations to provide educational resources that help teach people how to shop for and prepare healthy foods.			
173	Continue to work with PAL and other food agencies to provide increased access to healthy food, especially in disadvantaged neighborhoods without			

	convenient access to a grocery store or fresh food market.			
173	Continue to support PAL's efforts to engage with Spartanburg school districts to support health & wellness.			
173	Implement a traveling produce and fresh foods market that comes to designated locations in specific neighborhoods on a regular schedule.			
173	Consider incorporating edible landscaping, community gardens, pollinator gardens, and/or rooftop gardens into parks and other City-owned buildings and property. Explore opportunities to create related jobs for low-income individuals or utilize volunteer labor and distribute harvested products to low-income neighborhoods.			

Natural Resources: Green Building and Development

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
175	Consider developing a Climate Action Plan, with racial equity and social/environmental justice as its foundation.			
175	Promote energy conservation and efficiency through encouragement, incentives, regulation, and leading by example. Public facilities and buildings should be models for economically viable resource efficiency and renewable energy sources.			
175	Develop a program to educate City staff, local builders & contractors, and developers about sustainable building techniques			

	and available certifications and incentives.			
175	Encourage green building and development techniques in private development projects throughout the City.			
175	Develop programs to aid residents with high energy cost burdens.			
175	Encourage/Incentivize LEED standards so that implementation is not limited to predominantly wealthy institutional developments.			

Natural Resources: Wildlife and Wildlife Habitat

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
177	Continue to work with the South Carolina Department of Natural Resources and Upstate Forever to protect endangered species habitats.			
177	Support the efforts of the Trees Coalition to inspire the Spartanburg community to care for native trees and eradicate invasive species.			
177	Continue to fund and support the efforts of Hatcher Garden & Woodland Preserve. Explore ways to raise awareness of this important asset and make programming more accessible for Spartanburg residents.			
177	Explore options to fund and create similar preserves to Hatcher Garden and the Cottonwood Trail on properties with similar geographic conditions.			
177	Discourage the introduction of invasive or non-native species in public open spaces and on private property.			

177	Evaluate the need for invasive species removal in other parts of the City and find ways to fund projects such as the Ravine Project in neighborhoods that may not have the same resources available.			
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Natural Resources: Trees

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
183	Work with American Forests (americanforests.org) to calculate Spartanburg’s Tree Equity Score to better understand the impact of inequitable distribution of trees in the City and to identify areas in need of trees.			
183	Evaluate the City’s streets and transportation networks through GIS analysis to determine which routes are most frequently utilized by non-vehicular transportation (refer to “Government Employment & Facilities” section). Prioritize increasing the street tree canopy in areas used most by pedestrians and bicyclists.			
183	Evaluate the City’s public transportations stops and plant trees to provide shade for those waiting for a bus.			
183	Evaluate the City’s parks and recreation facilities to assess whether they provide adequate shade trees.			
183	Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.			
183	Consider hiring an urban forester to care for Spartanburg’s existing trees.			

183	Support the efforts of the Trees Coalition by continuing to remove and control invasive species such as ivy and kudzu that can threaten trees.			
183	Assisted by grant funding and guided by City staff, encourage local organizations to take the lead on tree planting along streets and in public spaces and parks.			
183	The City should supplement the urban forest through tree planting associated with any improvements to the public realm, particularly streetscape, park, and trail projects.			
183	Enable the planting of new trees on private property, especially in economically disadvantaged neighborhoods, through City funding or public/private partnerships.			
183	Establish a Tree Preservation Program by including standards for tree conservation and tree planting in the zoning ordinance.			
183	Spend at least \$2 per capita on urban forestry (Tree City USA)			
183	Observe Arbor Day. (Tree City USA)			

Natural Resources: Water and Wetlands

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
185	Support the efforts the Pacolet & Lawson’s Fork Blueway project by identifying additional public access points along Lawson’s Fork Creek and educating the community about this valuable resource.			

185	Mitigate streambank erosion with vegetation and proactive stormwater management.			
185	Consider designating specific areas along Duncan Park Lake for fishing.			
185	Consider allowing non-motorized watercraft on Duncan Park Lake.			
185	Work with property owners and developers to implement stormwater facilities on older commercial properties that currently sheet-flow water due to lack of stormwater standards at their time of development.			

Resiliency: Building Social Capital

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
197	Identify key community gathering spaces and use GIS to map them.			
197	Pursue neighborhood stabilization programs that provide relief for established residents by combatting gentrification and offer neighborhood mobility options for those that want to relocate.			
197	Consider a community benefits agreement (CBA) policy to require CBAs between developers and community groups to ensure community oversight and engagement, and to provide community members leverage in determining how development occurs.			
197	Create a community building microgrant program to incentivize small scale community events and initiatives.			
197	Encourage distribution of affordable housing, small scale housing (e.g., ADUs), and public housing throughout the city.			
197	Offset costs for Neighborhood Block Parties in low-income areas.			

197	Host smaller public events intended to foster relationships between nearby neighborhoods.			
197	Investigate the social impact of and collective response to previous disasters.			
197	Fund neighborhood-scale public art to memorialize experiences with and impacts of natural or manmade disasters.			
197	Host listening sessions to discuss how emergencies and disasters have influenced neighborhood change over time.			

Resiliency: Balanced and Coordinated Growth

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
201	Consider the impact of proposed development permits at the watershed-level to understand collective impact(s) to water quality and stormwater runoff.			
201	Continue partnerships with conservation organizations such as Upstate Forever and SPACE to identify and protect parcels which provide critical ecosystem services.			
201	Embrace infrastructure that serves multiple functions.			
201	Encourage infill development and redevelopment of existing sites.			
201	Establish processes for ensuring existing stormwater management features are protected from development and permanently preserved through easements or other means.			
201	Conduct regular visual inventories of riparian buffers to aid in enforcement of setback requirements.			
201	Require developers to submit maintenance and inspection reports for permanent			

	stormwater control measures (SCMs) on a regular basis.			
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Resiliency: Mitigation

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
203	Identify encampments of people experiencing homelessness that are in flood-prone areas and may require additional outreach or resources during high water events.			
203	Work with Spartanburg County Public Schools to increase awareness of tuition-free degree programs at Spartanburg Community College among neighborhoods of need.			
	Help support applications to the SC Weatherization Assistance Program.			
	Connect neighborhoods with higher populations of unemployed and underemployed people to major employers and workforce training centers via transit.			
	Provide owner-occupied repair programs for elderly and other vulnerable populations.			
	Pursue remediation of brownfields and illicit dumping sites.			
	Incentivize use of porous paving materials such as permeable pavers, pervious concrete, and porous asphalt.			
	Pursue strategies to reduce solid waste.			
	Identify and facilitate upgrades for compromised septic systems.			
	Provide regular emergency service access points along trails and greenways.			
	Ensure access to clean and affordable drinking water for all.			
	Update the Spartanburg County Multi-Jurisdictional Hazard Mitigation Plan to include action			

	steps related to natural resources protection.			
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Resiliency: Disaster Recovery

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
205	Facilitate partnerships among entities that welcome/educate new residents and those that provide disaster preparedness training.			
	Host mobile workshops at the neighborhood scale for disaster preparedness and emergency response.			
	Integrate off-road trails and greenways into evacuation route planning.			
	Establish plans for winter snow storage to keep sidewalks and bicycle lanes clear.			
	Analyze emergency response times for locations along off-road trails and within parks.			
	Help community members access recovery funding and programs. Potential regional, state, and federal resources include Community Development Block Grant Disaster Recovery funds, FEMA Individuals and Households Program (IHP), Palmetto SC Region of the American Red Cross, Central Carolina Community Foundation - One SC Fund, United Way of South Carolina, and USDA Foods Disaster Household Distribution.			

Resiliency: Nature-Based Solutions

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
207	Create an incentive program to reimburse property owners who retrofit their property to include green infrastructure.			

	Identify opportunities to remove areas of impervious surface materials in neighborhoods with disproportionately less green space.			
	Identify opportunities for turning vacant lots into environmental buffers or green space areas.			
	Update landscape standards to ensure diversity of species, to encourage native species, and to reconsider approved species based on anticipated changes due to climate change.			
	Assume City maintenance of street trees in perpetuity.			
	Establish minimum soil volume requirements for trees so roots have enough room to grow.			
	Increase the minimum percentage of native species in riparian buffers.			
	At each green infrastructure site, provide interpretative signage with a QR code to learn about green infrastructure.			
	Work with the County to make green infrastructure GIS data available to the public online.			

Cultural Resources: History

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
215	Continue to meet the requirements for participation in the CLG Program by enforcing the historic preservation ordinance; supporting the historic preservation commission; maintaining a system for the survey and inventory of historic properties; and encouraging public participation in the historic preservation program.			
215	Make a concerted effort to understand what kinds of historic preservation programs are desired			

	by marginalized communities and attempt to acquire SHPO grant funding during the appropriate yearly cycle to implement programs and accomplish tangible goals as it relates to honoring “hidden histories.”			
215	Continue to support the efforts of OneSpartanburg to bring history-related programming, events, and tours to Spartanburg.			
215	Raise awareness of the City’s many historic assets. The City should work with the State Historic Preservation Office, the Spartanburg County Historical Association, One Spartanburg, the Spartanburg County Libraries, and other partners to provide interpretive exhibits that showcase important aspects of the City’s history, and through a review of historic surveys, select the appropriate locations for installations.			
215	Expand the resources available to those seeking to learn about Spartanburg’s Black and immigrant history and the indigenous people that were the original settlers of Spartanburg.			

Cultural Resources: Architectural History

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
217	Develop an inventory of City-owned properties, particularly those that are assumed to have historical value. Have the recommended GIS Tech develop a database of all City-owned structures. As budgeting permits, conduct a physical assessment of all structures.			

217	Promote private preservation efforts in Spartanburg’s historic districts and support the efforts of the Historic Preservation Ordinance and the Board of Architectural Design and Historic Review.			
217	Continue to work with the Spartanburg County Historical Association and the Spartanburg Preservation Fund to promote historic preservation efforts, highlight Black and indigenous history, as well as the impact of other cultures brought by immigration to Spartanburg.			
217	Protect sites, structures and monuments that are important to Spartanburg’s Black history.			
217	Identify other buildings, structures and districts, including the Magnolia Street Train Depot and Beaumont Mill Village, that may be eligible for National Register of Historic Places designation or other protections. Take necessary steps to ensure preservation.			
217	Periodically review and amend the City’s Historic Preservation Ordinance.			
217	Periodically review and amend the Hampton Heights Historic District Guidelines and the Beaumont Mill Village Historic District Guidelines.			

Cultural Resources: Black History

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
221	Acknowledge the impact of slavery, racism, segregation, and discrimination on Spartanburg’s Black community. Understand the role Urban Renewal played in the destruction of Black neighborhoods and businesses through ongoing writing, storytelling, performance, and art.			

221	Find, document, and preserve additional items of importance to Spartanburg's Black community.			
221	Recognize the achievements of Black and African American people in Spartanburg. Celebrate the impacts they have had on the local community throughout the City's history. Create a list of action items that will accomplish this and choose a point person to lead initiative.			
221	Provide opportunities for the Black community to learn about and share their history in Spartanburg. Create a list of opportunities that will accomplish this and choose a point person to lead initiative.			
221	Incorporate Black History at all levels of public education within Spartanburg's school districts.			
221	Explore opportunities for heritage tourism and expand resources on Black history in Spartanburg. Considerations may include a Black history museum or visitor's center, which could be the starting point for the Library's walking tour.			
221	Support the efforts of the Spartanburg Regional History Museum and the Spartanburg County Public Libraries to provide information, materials, and programming related to Spartanburg's indigenous, Black and immigrant history.			

Cultural Resources: Military History

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
224	Protect sites, structures and monuments that are important to Spartanburg's military history.			

224	Explore opportunities for military tourism and expand the resources available to those seeking to learn about Spartanburg's military history.			
224	Support the efforts of OneSpartanburg to provide information, materials, and programming related to the military history of the area.			

Cultural Resources: Transportation History

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
227	Continue to support the efforts of the Hub City Railroad Museum and the Spartanburg Community Aviation Program to preserve Spartanburg's rail and aviation history.			

Cultural Resources: Downtown Cultural District

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
230	Continue collaborating with Chapman Cultural Center, the Downtown Spartanburg Development Partnership, and other organizations to protect and enhance spaces and programming efforts in the Downtown Cultural District. This can be accomplished through the development of a Culture & Arts Master Plan. Residents, businesses and local artists should work collaboratively to identify what cultural facilities are currently lacking; identify existing underutilized assets the City could activate for cultural and economic development purposes; examine possible dedicated funding sources for cultural development; and develop a deeper understanding of where			

	cultural access inequities exist within the City of Spartanburg.			
230	Ensure that the Cultural District reflects the cultural diversity of Spartanburg. . Create a list of goals and a point person to lead this initiative.			
230	Increase pedestrian and visitor activity by ensuring that the Downtown area is safe, walkable, and welcoming to all (refer to Transportation section).			
230	Increase residency and occupancy by looking for opportunities to infill vacant properties and create new spaces for creative people and businesses Downtown.			
230	Attract new enterprises by providing incubator spaces and incentives to creative entrepreneurs with a focus on under-represented populations and business owners from disadvantaged communities.			
230	Foster art and performances in public places by collaborating with local artists. Spartanburg’s creatives should be fairly compensated for their contributions to the City and should not be asked to donate their time or work.			
230	Continue to celebrate and recognize the region’s LGBTQ+ community and the city’s significance as the home of Upstate South Carolina’s first Gay Pride celebration and parade and as a center of LGBTQ+ life in the region.			
230	Celebrate Spartanburg’s evolving cultural identity by celebrating the wide variety of nationalities and cultural identities that call Spartanburg home. More detailed recommendations can be found in			

	the “Festivals & Events” section that follows.			
231	Consider expanding upon the existing Downtown Spartanburg Cultural District by redeveloping underutilized properties in the Grain District. This area is ideal for the development of small shops, artisan maker spaces or live-work units where resident artists could demonstrate and sell their work. It is also an opportunity to explore Spartanburg’s culinary heritage through food halls, incubator kitchens and markets. See Focus Area Plans for more details. More specific recommendations for the Grain District can be found in the Economic Development and Focus Areas elements of the plan.			

Cultural Resources: Equity and the Arts

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
237	Provide destinations and programming for all ages, incomes, abilities, and cultural backgrounds.			
237	Continue to support arts programming in Spartanburg’s public schools in order to provide equitable access to students. Recognize that transportation may be an issue for some families, and that some students are unable to take advantage of extracurricular activities unless transportation is available.			
237	Work with local partners and sponsors to provide free art classes. Avoid creating income-based programs or one-time-only free events that perpetuate inequities in the community.			

237	Encourage and support neighborhood-level arts events like popups, mini galleries, sidewalk art show and walking art tours.			
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Cultural Resources: Festivals and Events

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
239	Support local initiatives to celebrate the city and bring the community together. The City and its partners (including Chapman Cultural Center, the South Carolina Arts Commission, and One Spartanburg) can sponsor and help organize such events to raise awareness of celebration-worthy milestones.			
239	Continue to celebrate international cultures. Consider expanding on the annual International Festival and celebrating other events like Chinese New Year, Diwali, Cinco de Mayo, Dia de los Muertos, year-round.			
239	Many cities in the US and around the world have "Fringe Festivals," which celebrate non-traditional styles of performance art including theater, music, comedy, and light installations. These events are often unjuried and without a selection committee, and performances are short and technically simple. Admission is sometimes free, and inexpensive otherwise. Many of these festivals feature traveling performers, but it can be a good way to showcase local talent as well. The City can work with the Spartanburg Ballet, Philharmonic, and other theater groups.			

239	To ensure broad participation in festivals and events, ensure that public transportation is available; or provide transportation such as a shuttle bus that runs from walkable neighborhood centers or other neighborhood facilities. This can help reduce parking needs and allow events to take place in underutilized parking lots or on closed streets.			
239	Consider bringing smaller events to individual neighborhoods, in order to increase participation in cultural events.			

Natural Resources: Public Art

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
243	Develop a public art master plan. Chapman Cultural Center should play an active role in determining public art selection and placement and implementing a plan for public art. Such master plans are instrumental in obtaining grants from the National Endowment for the Arts (NEA) and similar agencies.			
243	Establish a public art policy and formal selection process, juried and administered by the Chapman Cultural Center in partnership with the City.			
243	Think beyond murals. While murals are a great way to make art available to showcase local artists and achieve a lot of artistic “bang for the buck,” there are many other ways to make art available to the public. Consider sculpture, street performances, and demonstrations.			
243	Find ways to incorporate art into the streetscape through signage, lighting, furniture and displays.			

243	Public transportation is a great way to introduce different media. Bus stops can be mini galleries, featuring changing displays or light installations. Buses can be wrapped in art on the exterior and play music or performances on interior screens.			
243	Look for more opportunities and funding sources to put on public art events like “Lighten Up Spartanburg” and “Seeing Spartanburg in a New Light.”			
243	Make sure that public art is truly public – it should not be concentrated in one area – should be equally distributed and make available and accessible to all.			

Cultural Resources: Sports

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
246	Ensure equitable access to City sports programs.			
246	Work with the Coastal Plain League to offer attendance opportunities for those who may not otherwise be able to attend professional sporting events.			
246	Explore more City sponsored summer and year-round competitive events for residents of the City.			
246	Explore the return of Amateur Athletic Union (AAU) efforts or similar to encourage amateur to professional sports advancement.			

Cultural Resources: Colleges & Universities

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
225	Continue to support the efforts of College Town Spartanburg to strengthen relationships between Spartanburg’s colleges, universities, and the community.			

249	Explore ways for Spartanburg’s existing institutions to create more dynamic African American Studies programs.			
249	Partner with local colleges and universities to provide learning opportunities to disadvantaged communities, by bringing those opportunities directly to neighborhoods.			
249	Encourage Spartanburg’s college and university organizations to partner with local restaurants and venues to bring more students downtown. Examples may include trivia, poetry, storytelling, and open mic nights.			
249	Work with Spartanburg’s college and university organizations on local arts exhibits and arts related programming.			
249	Conduct an ongoing survey of college students from all 7 institutions to understand what would make them want to work and stay in the City of Spartanburg.			

Cultural Resources: Faith-Based Organizations

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
250	Recognize and utilize these organizations as critical channels of communication to members of the community that may not otherwise be reached. Maintain a list of leaders of these organizations and involve them in City wide decision making. They are often representatives of large groups that may not otherwise participate in public events and engagement activities. Utilize them as neighborhood liaisons.			
250	Consider forming a clergy advisory council to meet with City Staff as part of the CAC. Representatives			

	<p>from organizations like Spartanburg Clergy Initiative would be well suited to advise on issues of equity and general needs and concerns of the community. Find ways for Spartanburg’s faith-based organizations to share with the community. A directory of organizations and events that occur in Spartanburg could be a useful resource for the community to become more involved and present. Encourage them to make events or festivals open to the community in order to share their culture and history.</p>			
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Community Facilities: Water Supply, Treatment & Distribution

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
257	<p>Work with Spartanburg Water to identify residential areas in the City that may be the most susceptible to poor water quality based on the age and materials of the piping in those areas to ensure all of Spartanburg’s residents are receiving safe and potable water.</p>			
257	<p>Incentivize or help provide funding to help low- and fixed-income residents replace piping that could be potentially dangerous to health in the event of an emergency.</p>			
257	<p>Partner with and encourage Spartanburg Water to use trenchless piping for updating old six-inch water piping residential neighborhoods. Trenchless piping can be a cheap alternative to traditional piping, and the installation process is generally less disruptive to the natural and built environment than replacing existing pipes with traditional piping.</p>			

Community Facilities: Sewer Systems and Wastewater Treatment

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
259	Partner with and encourage Spartanburg Water to use trenchless piping for updating the older six-inch sewer lines in areas that are targeted for future growth. Trenchless piping can be a cheap alternative to traditional piping, and the installation process is generally less disruptive to the natural and built environment than replacing existing pipes with traditional piping.			

Community Facilities: Stormwater Management

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
261	Consider implementing additional incentives or requirements for commercial developments and areas that have the potential to be redeveloped such that they incorporate modern stormwater management best practices, including but not limited to minimizing impervious surfaces and/or incorporating green stormwater management facilities that can mitigate stormwater quantity and improve stormwater filtration.			
261	Consider enforcing 100-foot riparian buffers throughout the City, especially for new development.			
261	Consider increasing the City's stormwater utility fee: A modest increase in this fee could help the Streets and Storm Water Division hire more staff to inspect and maintain existing			

	stormwater management facilities and/or pay for the construction of more stormwater management facilities.			
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Community Facilities: Solid Waste Management

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
263	Repair and update the existing transfer station. The disused transfer station is still permitted to collect and transfer the City's solid waste and recyclables, but it would require an estimated \$2M to repair and update the facility so that it is suitable for public use again.			
263	Consider creating City wide recycling goals above and beyond those of the state.			
263	Discourage the use of single-use plastic bags at Spartanburg businesses. Partner with local businesses to provide sturdy, no-cost reusable shopping bags, especially to residents of disadvantaged neighborhoods.			
263	Implement a single-use plastic product ban at City events and facilities.			
263	Consider implementing a City wide composting program.			
263	Consider Sutera in-ground solid waste containment systems for areas that lack space for a dumpster. Sutera waste collection containers are between 35% and 95% below ground, utilizing less space than dumpsters, and therefore making solid waste disposal storage easier for areas with denser development. Incentivizing or codifying the use of Sutera would increase its use.			

263	As the City's population and businesses grow, hire additional Solid Waste Division employees to meet the added demand.			
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Community Facilities: Fire Protection

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
265	Depending on the location and density of future growth, as well as the location of any future annexations, the City may need to reexamine the Fire Department's station locations.			
265	Consider consolidating the planned Central Station and Station 3, using the criteria described in the Plan.			
265	As the City grows, the Planning Department, Fire Department and Spartanburg Water should work together to identify water mains that may need to be updated or have capacity expanded in order to provide an adequate water supply for fire suppression.			

Community Facilities: Police Protection

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
267	Consider providing funding for additional officers and/or higher salaries. This will help the Police Department to engage with the communities within their patrol beats and strengthen ties between residents and the City's Police Department.			
267	Consider adopting a Take-Home Car policy for patrol vehicles as an incentive for recruiting and retaining police officers.			
267	The Planning Department should partner with the Spartanburg			

	Police Department as additional commercial development occurs to help mitigate crimes of opportunity.			
267	Consider assigning officers to neighborhoods to “police in partnership” with residents, become a familiar and trusted presence in the community.			
267	Analyze and Update community engagement strategies with a lens of continuous improvement.			

Community Facilities: Emergency Medical Services

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
268	Continue to partner with Spartanburg EMS to address any future needs.			

Community Facilities: Government Employment & Facilities

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
270	Continue to support the Justice planning study that covers all current and projected needs of the City and County Staff.			
270	Consider developing a Transit Planner position, potentially to be housed within traffic administration, in order to manage vehicular transportation demand and encourage safe and efficient biking, walking, and transit options to be implemented within the City.			
270	Consider creating a GIS Technician/Analyst position to assist the City with data, spatial analysis, and mapping and measuring its Comprehensive Plan progress and equitable distribution of City Resources.			
270	Consider hiring an urban forester to care for Spartanburg’s existing trees.			

Community Facilities: Equity

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
275	Continue to evaluate the City's methods of communication and resident outreach to ensure everyone has access to information and engagement opportunities. This should include an evaluation of the languages in which information is communicated.			
275	Require Diversity, Equity, and Inclusion (DEI) training for Staff at all levels to hold everyone accountable.			
275	Consider creating a dedicated page on the City website with information about current development applications. City staff could create a brief, video introduction to explain each project and the process by which it is being evaluated for approval.			
275	Create a set of clearly-defined protocols for notifying residents in advance of City decision-making. Evaluate how residents are notified to ensure the methods are equitable and accessible.			
275	Using outreach and engagement data and community surveys, develop a city-wide equitable communication strategy. This effort should be led by the Community Relations Office and Communications & Marketing Department with input from the Citizens Advisory Council.			
275	Consider changing the navigation bar and other references throughout the City's website to read "resident" rather than			

	<p>“citizen.” Spartanburg is a diverse community of long-time residents, transplants and immigrants, and not all residents are citizens. This recommendation should also apply to press releases and other official city communication.</p>			
275	<p>Consider offering “Welcome to Spartanburg” sessions to new members of the community. These can be online or in-person live events during which a member of City staff can walk new residents through the City website, explaining in general how the government works, what services and facilities are available, and how to find information about topics of interest.</p>			
275	<p>Consider creating a “Welcome Guide” for new residents of the City, with information about municipal services, utilities, and a reference list of “who to call” for various situations and questions. The Guide should offer provide information about getting involved in community events, committees, boards and other special interest organizations.</p>			
275	<p>Explore opportunities to engage with the community through the official website and other online tools more effectively.</p>			
275	<p>Consider an awareness campaign to promote the Hey Spartanburg! app and set a goal for number of downloads based on a percentage of the City population or provide another user-friendly app for residents.</p>			

Community Facilities: Education Facilities

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
276	Continue to work collaboratively with Spartanburg County School System District 6 and District 7 to ensure that school facilities are providing the students and community with the facilities they need for students to flourish.			
276	Conduct a city-wide assessment of pedestrian and bike infrastructure to identify areas where access to schools via non-motorized means is unsafe. With help from the recommended Transportation Planner, the City should then prioritize investing in the infrastructure needed to implement a Safe Routes to Schools program.			
276	Collaborate closely with E.P. TODD Elementary School as future development occurs in this area in order to ensure that the school's facilities and students are not adversely impacted.			

Community Facilities: Libraries

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
277	Continue to work collaboratively with the Spartanburg County Public Libraries to fulfill their 3-Year Action Plan (2019).			
277	Ensure that library programming meets the needs of the community that the library serves.			
277	Ensure connectivity to local libraries by multiple modes of transportation.			
277	Partner with the Library Headquarters to identify what municipal services could be more easily provided to the community at the Library in addition to, or			

	instead of, at City Hall. This could include community orientation materials, licenses, taxes assistance, or language classes.			
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Land Use and Community Character: Street Design Standards

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
304	Establish and implement design standards for City streets that incorporate the elements described in the Plan.			
304	Pursue funding and assist neighborhood associations to pursue grants that will assist in the purchasing and installation of streetscape plantings and furnishings.			

Land Use and Community Character: Update Development Regulations to Ensure High-Quality Development

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
307	Review the current zoning regulations to ensure that the current zoning permits the desired scale and character of development.			
307	Consider the adoption of city-wide or area-specific form-based zoning to promote high-quality design and development. Amendments or revisions to the existing Zoning Ordinance should allow mixed-use development as identified in the Infill Growth Sectors.			
307	As part of the zoning update, develop design standards for architecture, focusing on the materials, scale, orientation, and fenestration, particularly on facades visible from public spaces and streets. These standards can be incorporated into the Zoning			

	Ordinance or can be separate Design Guidelines such as the ones for Beaumont Mill Village and Hampton Heights.			
307	Lead by example by adhering to design standards for public buildings. By doing so, the City can encourage the private sector to employ the guidelines when designing new buildings or renovating existing buildings.			
307	Acknowledge, research, and educate on existing land-use patterns that grew out of segregation fused/inspired designations from Spartanburg's early days, and encourage healthier land uses near or adjacent to any residential areas.			

Land Use and Community Character: Encourage Retrofits and Adaptive Reuse of Buildings

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
308	Prioritize the adaptive reuse of buildings, especially historic structures.			
308	Encourage retrofit and adaptive reuse through the use of grants and other incentives.			
308	Provide information about available resources available to building owners and developers who would like to pursue adaptive reuse projects.			

Land Use & Community Character: Encourage Mixed-Use Development & Implement Best Practices in Mixed-Use Neighborhood Design

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
309	Encourage and support compact, mixed-use development that responds to the wants and needs			

	of residents, workers, students, and visitors. While Downtown has— and should continue to have—the greatest mix of uses at the highest intensities, other areas, as shown on the Growth & Conservation Map, are also appropriate. Such areas are intended to complement, not compete with, Downtown. On a smaller scale, neighborhood centers should also accommodate a mix of uses.			
309	Promote mixed-use development that integrates complementary uses by: <ul style="list-style-type: none"> • Situating homes, workplaces, parks, grocery stores, and services (e.g., laundry, banking, childcare) in close proximity; • Linking uses with safe and comfortable sidewalks and other pedestrian facilities; and • Considering appropriate locations for both the vertical and horizontal mix of uses. 			
309	Pursue LEED for Neighborhood Development (LEED ND) (www.usgbc.org) certification for new development. The goal of LEED ND is to “inspire and create better, more sustainable, well-connected neighborhoods.”			

Land Use and Community Character: Continue Specific/Small Area Planning

PAGE	STRATEGY	TIMEFRAME	LEAD	SUPPORT
314	Further the goals of the South Converse Neighborhood Conservation Plan by conducting specific area planning in the Southside.			
314	Further the goals of the West Main Street Corridor Visioning			

	Project by conducting specific area planning in this neighborhood.			
314	Expand upon the Focus Area plan created for the Westgate Mall property, the Grain District, the South Church Street Corridor, the Union Street Corridor, and the Fairgrounds area by conducting specific area planning in these areas.			
314	Identify additional areas of the City where detailed small area plans are necessary to guide future preservation and development. Priority should be given to economically disadvantaged areas.			