

SPARTANBURG DOWNTOWN

Weaving the
Tapestry of
the City

THE LAWRENCE GROUP TOWN PLANNERS + ARCHITECTS

IN ASSOCIATION WITH

KIMLEY-HORN & ASSOCIATES

ROSE & ASSOCIATES

COLEJENEST & STONE

DRAFT

06.14.2007



SPARTANBURG
DOWNTOWN

Acknowledgements

Spartanburg City Council

Mayor William Barnet, III
Mayor Pro-Tem Joe Spigner, District 1
Council Member Renee Cariveau, District 2
Council Member Robert Reeder, District 3
Council Member Junie White, District 4
Council Member Kenneth Smith, District 5
Council Member, Linda Dogan, District 6

Downtown Plan Advisory Committee

Philip Belcher, Mary Black Foundation
Linda Bilanchone, Preservation Trust
Royce Camp, Cantrell Wagons
Shannon Emory, Carolina Gallery
Freddy Foster, Sonny's Brick Oven Pizza
Darrin Goss, Wofford College
Ben Graves, Johnson Development Associates
Mike Henthorn, Beeson Henthorn Development
Albert Jolly, Jr., Jolly & Associates
Steve Jones, Spartanburg Memorial Auditorium
Julia Lyons Brooks, United Way of the Piedmont
Rev. Lewis A. Mills, Greater Hopewell Baptist Church
Harry Price, Price's Menswear
Lee Raines, City of Spartanburg Police Department
Ricky Richardson, Citigroup Smith Barney
Tim Satterfield, Spartanburg Downtown Association
Ron Smith, McMillan Smith & Partners Architects
Betsy Teter, Hub-Bub
Mary Thomas, Spartanburg County Foundation
Betsy Fleming, Converse College

Downtown Plan Staff Team

Mark Scott, City Manager
Evelyn Tice, Deputy City Manager
Ed Memmott, Assistant City Manager
Stephanie Monroe, Planning Director
Susan Schneider, Strategic Marketing & Outreach
Mitch Kennedy, Community Relations Director
A. Tony Fisher, Public Safety Director
C. Steven Grant, PE, City Engineer
Les Mitchell, PE, Assistant City Engineer
Roger Dyar, City Traffic Engineer
Buddy Bush, Building Official
Larry Harmon, Parks & Recreation Director
Mandy Merck, Special Events & Festival Manager
Robert Mullins, Manager T.K. Gregg Center
Steve Raff, Director of Public Works

Lead Agency for the Master Plan

City of Spartanburg Economic Development
Julie Franklin, Director
Cate Ryba, Coordinator
Anna Poole, Assistant

We would like to thank the City of Spartanburg and the hundreds of citizens, property owners, businesses, and institutions who participated in this exciting downtown planning process. This Plan, as a reflection of the community's aspirations, is intended to guide the visionary leaders of Spartanburg for generations to come.

Project Team

The Lawrence Group

Craig Lewis, AICP, CNU, LEED AP
Dave Malushizky, AIA, LEED AP
David Walters, RIBA
Paul Hubbman
Beth Weast, LEED AP
John Cock, AICP
S. Chad Hall
Amanda Huggins
Frank (Trey) Akers, III

Kimley-Horn & Associates

Stephen Stansbery, AICP
Jonathan Guy, PE
Ken Fink, PE

ColeJenest & Stone

Jane Alexander, RLA
Kevin Ammons

Rose & Associates

Kathleen Rose, CCIM



Table Of Contents

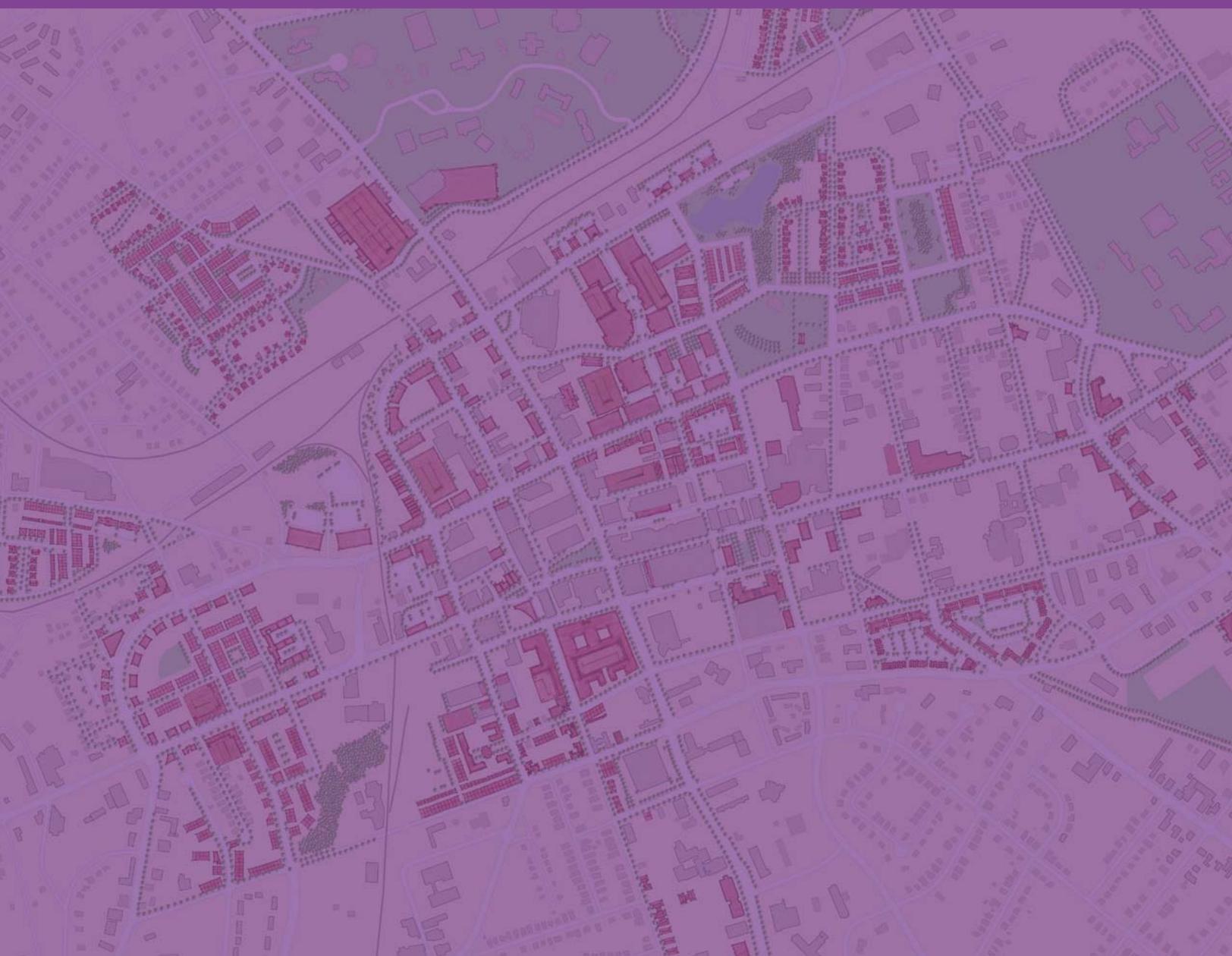
Executive Summary	1
Introduction & Analysis	7
Civic Dialogue & Participation	45
General Recommendations	59
Transportation & Circulation	105
Development Opportunities	127
Development Impact Analysis	177
Implementation Strategies	A1
Development Codes	A2

© 2007 by the City of Spartanburg, South Carolina,
and The Lawrence Group, Inc.
Reproduction Permitted with Credit in Print

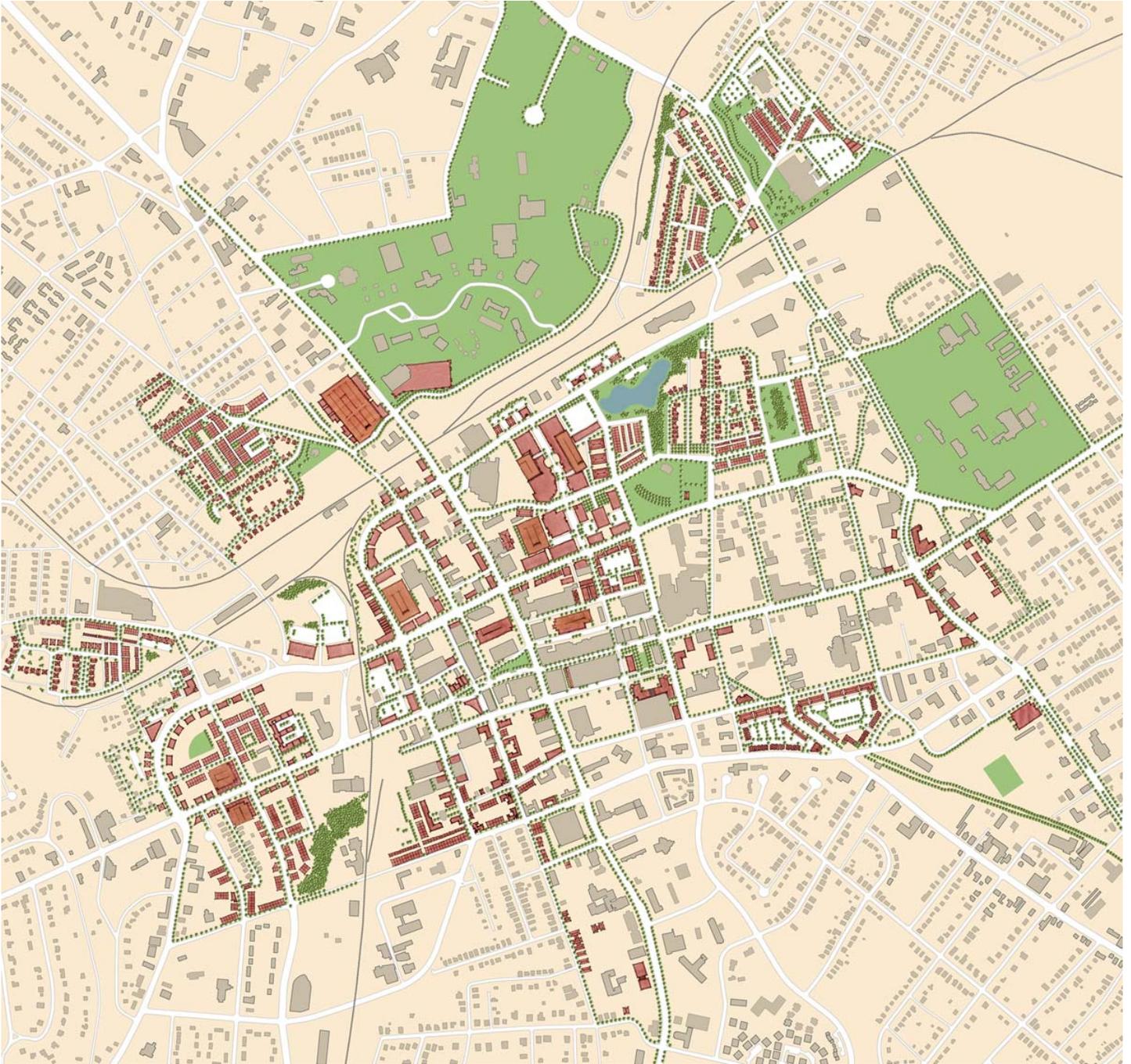


1

Executive Summary



Executive Summary



Established as a city in 1880, Spartanburg has a rich and vibrant history. Though it has frequently changed its physical form, from hamlet, to village to a small but growing city (it had 3,200 citizens in 1880) the downtown has functioned over time much as it did from its earliest days, providing the hub for social interaction, religious observance, institutional care and governance for the area. And, at the center of it all, lies Morgan Square, the oldest and most prominent public space in the city.

In 1789, “settlers decided to locate a jail and courthouse near a spring on Williamson’s Plantation. They placed these public buildings facing each other at either end of a large rectangular plot of open land around which lots were laid out. Thus they formed a nucleus which drew business people of various kinds to settle near the public buildings” (Philip Racine, 1999. *Seeing Spartanburg: a history in images*, p. 23-4). Today, this area is known as Morgan Square, named after Colonel Daniel Morgan, hero of the Revolutionary War battle of Cowpens in 1781. One hundred years later, in 1881, a statue of Morgan was placed in this space on the location of the first courthouse.

Even in its most humble beginnings as a small village, the City fathers understood the value of public space and the role that public buildings could play in activating that space. They understood that the creation of public gathering places would in turn attract lawyers, merchants, and artisans (Racine, p. 24). Fast forward to 2006 and Morgan Square is once again attracting the activities of the community. New restaurants, art galleries, large offices, and shops are complimented by a program of events that enliven the space and reaffirm it as a destination for the community.

Yet, the Morgan Square area represents but a small fraction of downtown. The core area can count among its numerous assets businesses both old and new, two nationally-recognized colleges, a busy performance hall and auditorium, a first-class conference hotel, churches with large and growing congregations, a new central library, a variety of well situated parks, public art and a well connected transportation system. These assets are coupled with an active and energetic citizenry, a diverse arts community, visionary leadership, and a strong philanthropic base.

These positive attributes find their roots in the nineteenth century, while Spartanburg was still a small village. The two colleges downtown were founded in 1854 (Wofford) and 1889 (Converse), indicative of the community’s growth into a regional center. This modernization proceeded apace during the 1880s and 1890s, and brought the city “many of the trappings of the larger cities it emulated” (Racine, p. 61), with gas street lights (later electric), public water supply, a fire department, paved streets, sidewalks and streetcars.

The extensive development of regional railroads in the latter decades of the nineteenth century placed Spartanburg “on the way to almost everywhere” (Racine, p. 63) and cemented the community’s reputation as the “hub city.” These same decades saw the beginnings of the city’s extensive textile industry, fed by the extensive cotton crops from surrounding farms. The first two mills, Spartan Mill and Beaumont Mill, were begun in 1888 and 1890 respectively, and “by 1909, there were nine mills in or near” Spartanburg (Racine, p. 64), each with their own new mill village to house their workers.

The early years of the twentieth century also left their distinctive mark on the downtown area, with the construction of two dramatic “skyscrapers,” the Andrews Building (1912) and the Montgomery Building (1923). The Andrews Building was demolished in 1977, but the Montgomery Building still stands as a somewhat decayed but still proud sentinel at the northern entrance into the downtown area.

The challenges that downtown faces are largely in its geography, as its assets are visually and/or physically separated in a manner that reduces the opportunities for synergy. Synergy occurs in downtowns when uses in close proximity to one another increase the activity of each (e.g. an ice cream store located next to a small park). This synergy between public and private activities provides the context where people of diverse backgrounds can make informal connections with each other, where commerce can be transacted, and where governance can take place.

The role of downtown, therefore, should be to serve as the core of the city, economically, physically, socially, and emotionally. The future of Spartanburg is full of opportunity and this master plan seeks to restore its historic prominence while adapting it for the new century.

This Downtown Master Plan, inspired by visionary leadership and girded by recent investment and success, serves to weave the basic assets of the city into a tightly-knit tapestry.

The following recommendations summarize the highest priorities and goals of this plan. For a complete list of action items and timelines please refer to Section A1: Implementation Strategies.

I: CONNECTIVITY

Downtown Spartanburg has a generally well-defined street grid pattern; however, not every street accommodates pedestrians and bicyclists. In truth, only Main Street provides a clearly defined pedestrian realm; all other streets are heavily weighted towards the automobile. The Downtown Plan suggests that each street should provide greater balance between pedestrian and vehicular modes of travel. In fact, the desired balance should actually favor the needs of the pedestrian in an effort to create an environment that encourages walking and pedestrian activities in the central city.

There are two fundamental elements for a satisfactory pedestrian environment – the destination and the journey. While there are a number of destinations throughout the downtown, they are not always clustered nor are they always convenient depending on the origin of the trip. The best way to manage and encourage the journey between destinations is to improve streetscapes and create more interesting storefronts and building facades.

The Plan proposes improved streetscapes with wider sidewalks and landscaping along the primary pedestrian corridors (Church Street, Converse Street, Liberty Street, East Main Street, Broad Street, Kennedy Street). It also incorporates new bicycle routes connecting the regional trail network with various recreation destinations and the colleges. It encourages ground level service/retail/restaurants along certain streets to provide an interesting trip that draws the pedestrian from one place to the next. Finally, the Plan recommends a conversion of Broad Street from a wide 5 lane street to a service street with on-street parking similar to Dunbar Street. With these improvements, downtown Spartanburg will achieve an urban atmosphere that is comfortable and welcoming.

2: HOUSING

A great downtown is made up of great, diverse neighborhoods. More housing equals more people. More people equals more potential customers and clients for retail and restaurants. The daytime population of office workers, while significant, is not sufficient to support these shops and services long term; they depend on a 12-18 hour environment for success. There are three principal components to ensure a successful housing market.

Bring Back the Middle Class: Based on the demographic analysis, there is a disproportionately

small middle-class within the city limits. The middle-class represents the stable socio-economic base from which retail sales are generated, high-qualified employees are found, and new businesses are formed. The success of regenerating neighborhoods like Hampton Heights with new and renovated housing should be supported and expanded.

High Quality, Affordable Housing: Fragile or threatened neighborhoods, such as the Spartan Mills neighborhood, must be restabilized. New neighborhoods should be mixed-income and the architecture and site planning held to the same high standards as every other neighborhood. The most successful affordable units should be virtually indistinguishable from market rate units.

Urban Housing: New urban-scaled housing immediately adjacent to downtown as well as in the upper floors of new buildings should be actively pursued. Housing that is urban recognizes that density and design can promote a vibrant pedestrian environment. New building types such as narrow lot detached homes, brownstones, flats, condominiums, and live-work units should be introduced around Main Street.

3: MIXED-USE INFILL & REDEVELOPMENT

Great downtowns are built in fine-grained increments. The mega-project rarely saves a downtown and is very difficult - financially and politically - to achieve. In truth, the largest scale projects that might be achievable for a City like Spartanburg have already occurred – the Denny’s Tower, the Marriott Hotel, and the Chapman Cultural Center. The focus now must be on filling in the numerous small-scale gaps with highly-detailed mixed-use buildings that enliven the sidewalks with ground level activity such as shops and restaurants and provide opportunities for employment and housing on the upper floors.

4: DOWNTOWN SHOULD BE URBAN

What makes downtowns different than the shopping mall? In short, it is the urbanism of the downtown - the variety of opportunities for social interaction - that make downtowns desirable locations. This philosophy is as old as Spartanburg itself. From Sales Day in 1888 to Jazz on the Square in 2007 Spartanburg was built on a premise of providing public spaces that every citizen can use.

As an urban environment, the downtown should be pedestrian-friendly and mixed-use. New buildings should be judged not only by their tax value but also by whether they provide street-level activity. Buildings should be built to the sidewalk and have entries accessible to the public

with lots of windows and detailing. Storefront bays should be constructed in increments as small as possible - Main Street was built with facades that are less than 50 feet in width.

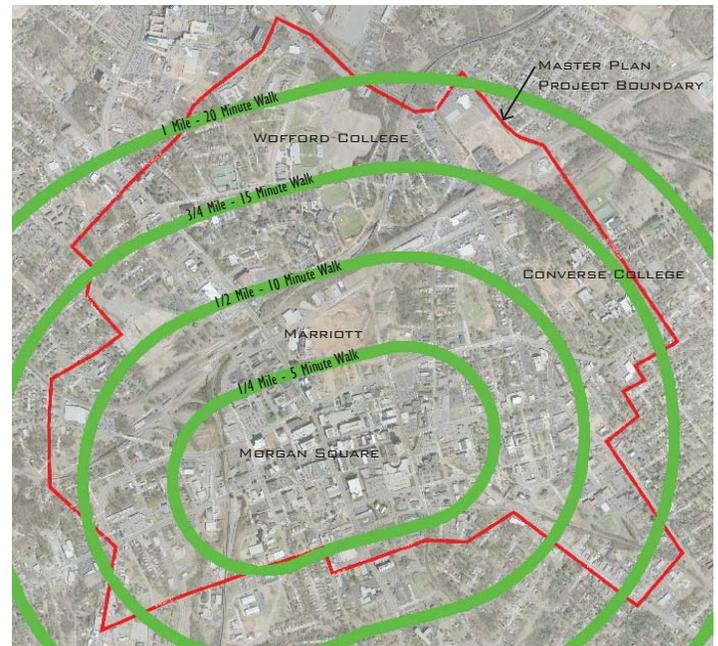
Downtown should have an urban, not a suburban feel. Surface parking should be avoided in favor of parking structures. On-street parking should be provided on every street possible. Street trees and landscaping should accent the storefronts, not obscure them. Lighting at night should come from display windows first, then pedestrian scaled fixtures, and finally by street lights if necessary.

Finally, downtown should be recognized as a neighborhood - but unlike suburbia, it will be a little “messy”. “Messy” does not mean unsafe or dirty; rather it indicates that many different types of people walk on the streets, garbage will be collected early in the morning, and the occasional event will make noise. Not every residential unit will have an attached garage and most parking for a shop will be in a place other than directly in front of the store. This is what it means to be a city.

5: PUT PEOPLE FIRST

Great downtowns follow one golden rule: they put people first. Pedestrians have the upper hand in the transportation system with wide sidewalks, crosswalks, and priority with traffic signals. Pedestrians are entertained along their journey with storefronts, display windows, and active uses such as retail and restaurants on the ground floors. Additionally, they are provided benches to rest, places to relax, and plazas, squares, and parks to recreate.

The image to the right illustrates the distances and travel times that the average adult can walk to Main Street. Students from Wofford College and Converse College can walk to Morgan Square in about 15 minutes. Even the far reaches of the study area are only a twenty minute walk from the heart of downtown. The ability to make Spartanburg a walking and biking community is well within reach if circulation systems sensitive to the needs of pedestrians and bicyclists are considered. The relationship to pedestrians should be the fundamental test for every new building, every road improvement, and every street tree. This evaluation should begin where the pedestrian begins - in the neighborhoods, the college campuses, and the parking decks. Is the route safe, direct, and enjoyable?



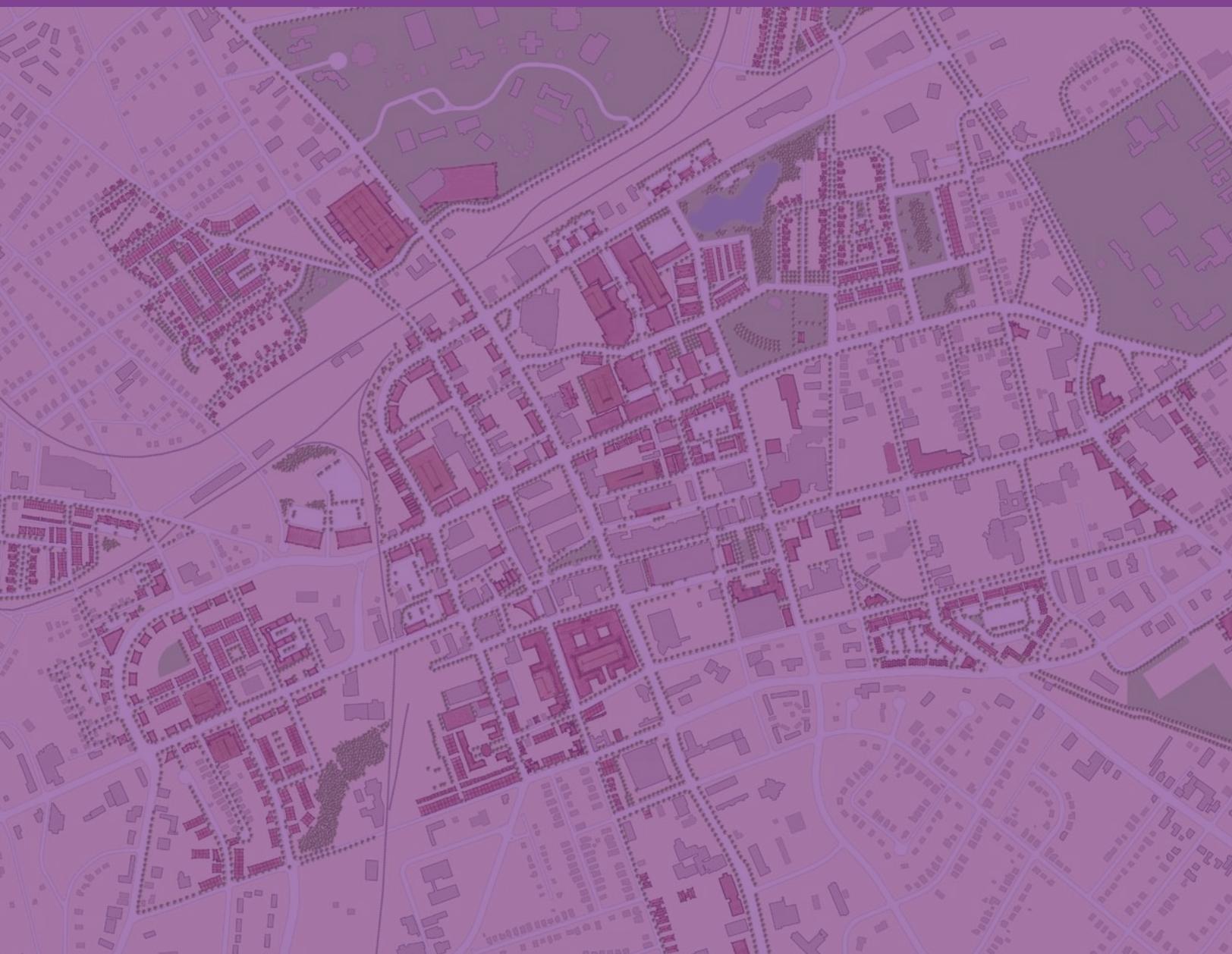
Walking distances from Main Street within the plan area

This page intentionally left blank



2

Introduction & Analysis



This page intentionally left blank



SPARTANBURG
DOWNTOWN

2.1 Welcome to Spartanburg

Nestled in the heart of Upstate South Carolina, the City of Spartanburg is conveniently located at the junction of I-85 and I-26. Proximate to both Atlanta, GA, and Charlotte, NC, the Upstate region has been one of the most successful areas in the United States for new job creation. With new jobs, has come steady population growth throughout the Greenville-Spartanburg-Anderson Metropolitan Statistical Area (MSA).

Growth within Spartanburg County has largely occurred in the unincorporated County area. As of 2005 there were approximately 264,000 people living in Spartanburg County, an increase of 4% from the 2000 census figure. The population of the City of Spartanburg during the same period was approximately 39,000, a decrease of 2.5%. Much of this loss is attributed to the demolition of aging housing projects and the decline of older city neighborhoods.

Spartanburg's "Hub-City" moniker comes from the numerous rail lines that criss-cross the region and intersect around the downtown area. Today, the "Hub-City" also enjoys easy road access to the region and two airports: the Spartanburg Downtown Memorial airport (serving small aircraft) and the regional commercial Greenville-Spartanburg Airport.

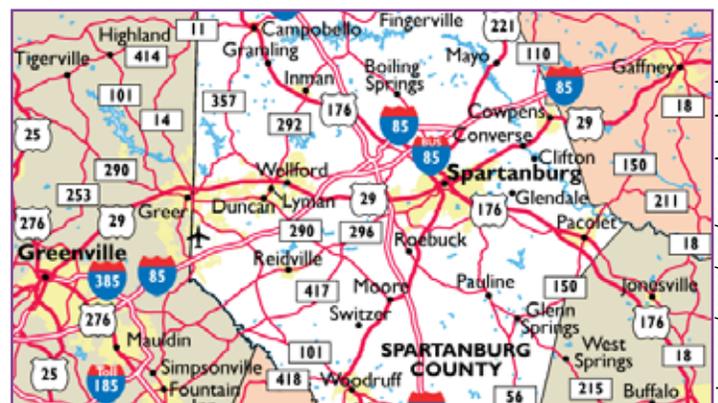
The City of Spartanburg is home to many corporate headquarters, including Milliken & Co., Denny's Corporation, Advance America, and the JM Smith Corporation. Additionally, the downtown area can count among its many cultural assets the Spartanburg Memorial Auditorium, Barnet Park and the Zimmerli Amphitheater, the Chapman Cultural Center, the Showroom at Hub-Bub, and the Spartanburg County Library Central Headquarters. Wofford College and Converse College, two of Spartanburg's six higher learning institutions, are also located adjacent to downtown. Finally, the renovation of Morgan Square, the historical and emotional heart of the City, has attracted a substantial amount of new investment including the Extended Stay America and Advance America buildings and numerous restaurants, galleries, and specialty shops.

Today, Spartanburg is a community of contradictions. While it contains great wealth and philanthropy, the City also has the state's second highest number of public housing units. Within the city limits there is a surprisingly small middle class, a demographic choosing to build homes in the county because the city lacks new housing choices.

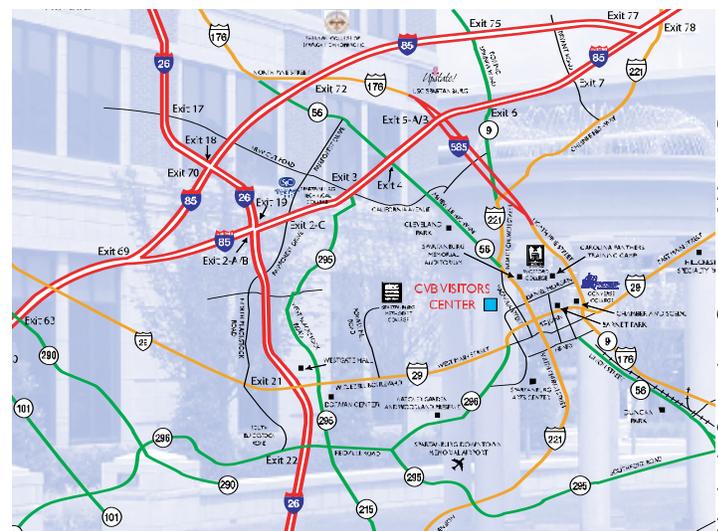
Without a doubt, there is a significant amount of civic momentum for Spartanburg and this plan serves as a cornerstone for the opportunities that lie ahead for the Downtown.



Map by Upstate SC, USA www.upstatescusa.com

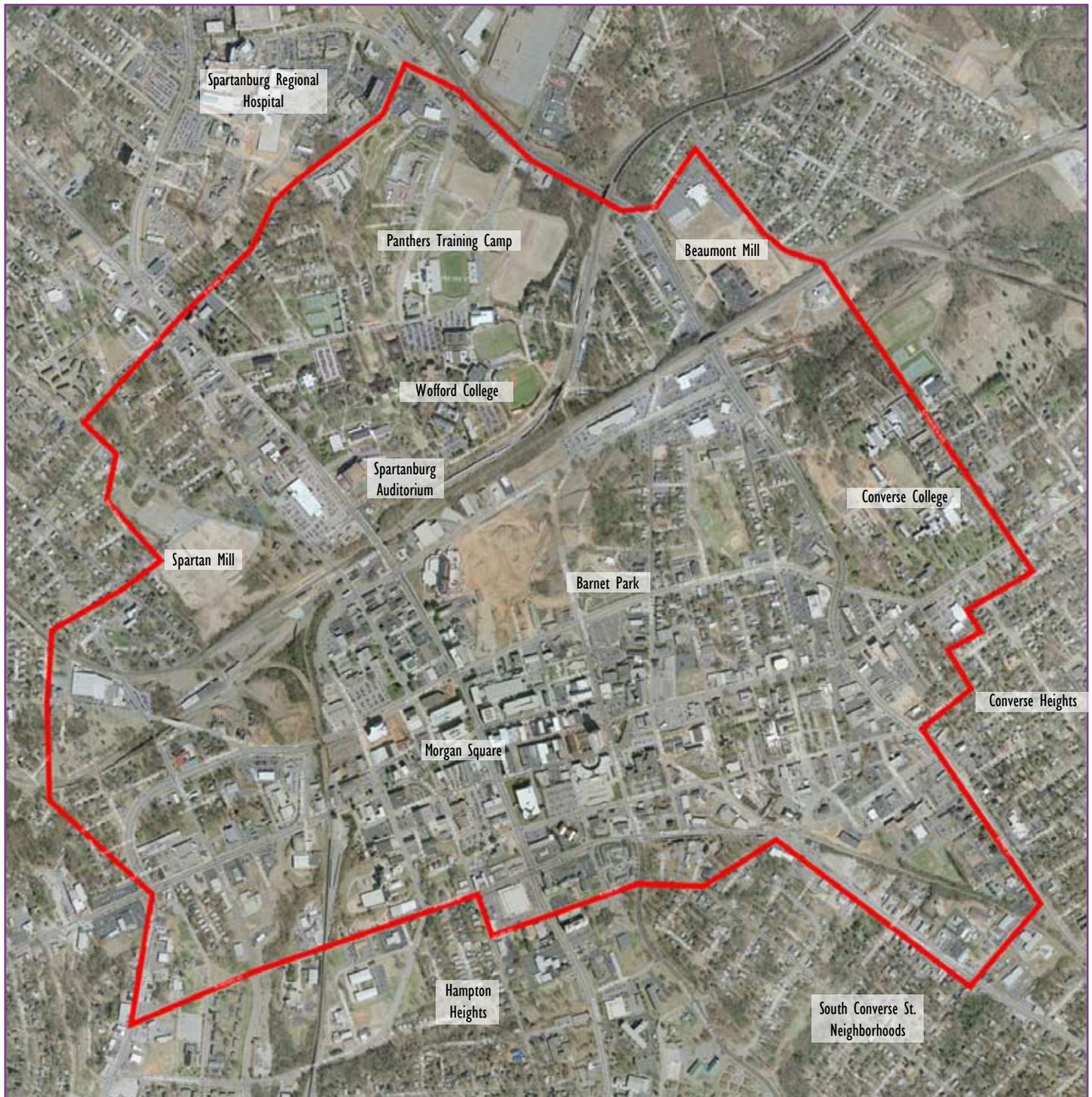


scway.net/maps/cnty/spartanburg.html



Map by the Spartanburg Convention & Visitors Bureau

2.2 The Downtown Study Area



The study area encompasses approximately 960 acres (1.5 square miles). The area is defined to the north by Wofford College and the Beaumont Mill; to the west by JB White Boulevard; to the south by the Hampton Heights and South Converse Street neighborhoods; and to the east by Converse College and the Converse Heights neighborhood.

Established as a city in 1880, Spartanburg has a rich and vibrant history. Though it has frequently changed its physical form—from hamlet, to village to a small but growing city (it had 3,200 citizens in 1880)—the downtown has functioned over time much as it did from its earliest days, providing the hub for social interaction and commerce, religious observance, institutional care and governance for the area. At the center of it all lies Morgan Square, the oldest and most prominent public space in the city.

From its Humble Roots

In 1789, “settlers decided to locate a jail and courthouse near a spring on Williamson’s Plantation. They placed these public buildings facing each other at either end of a large rectangular plot of open land around which lots were laid out. Thus they formed a nucleus which drew business people of various kinds to settle near the public buildings” (Philip Racine, 1999. *Seeing Spartanburg: A History in Images*, p. 23-4). Today, this area is known as Morgan Square, named after Colonel Daniel Morgan, hero of the Revolutionary War battle of Cowpens in 1781. One hundred years later, in 1881, a statue of Morgan was placed in this space on the location of the first courthouse.

Even in its most humble beginnings as a small village, the city fathers understood the value of public space and the role that public buildings could play in activating that space. They understood that the creation of public gathering places would in turn attract lawyers, merchants, and artisans (Racine, p. 24). Fast forward to 2006 and Morgan Square is once again attracting the activities of the community. New restaurants, art galleries, large offices, and shops are complimented by a program of events that enliven the space and reaffirm it as a destination for the community.

Yet, the Morgan Square area represents but a small fraction of downtown. The core area can count among its numerous assets businesses both old and new, two nationally-recognized colleges, a busy performance hall and auditorium, a first-class conference hotel, churches with large and growing congregations, a new central library, a variety of well situated parks, public art and a well connected transportation system. These assets are coupled with an active and energetic citizenry, a diverse arts community, visionary leadership, and a strong philanthropic base.

These positive attributes find their roots in the nineteenth century, while Spartanburg was still a small village. The two colleges downtown were founded in 1854 (Wofford) and 1889 (Converse), indicative of the community’s growth into a regional center. This modernization proceeded apace during the 1880s and 1890s, and brought the city “many of the trappings of the larger cities it emulated” (Racine, p. 61), with gas street lights (later

electric), public water supply, a fire department, paved streets, sidewalks and streetcars.

The extensive development of regional railroads in the latter decades of the nineteenth century placed Spartanburg “on the way to almost everywhere” (Racine, p. 63) and cemented the community’s reputation as the “hub city.” These same decades saw the beginnings of the City’s extensive textile industry, fed by the extensive cotton crops from surrounding farms. The first two mills, Spartan Mill and Beaumont Mill, were begun in 1888 and 1890 respectively, and “by 1909, there were nine mills in or near” Spartanburg (Racine, p. 64), each with their own new mill village to house their workers.

The early years of the twentieth century also left their distinctive mark on the downtown area, with the construction of two dramatic “skyscrapers,” the Andrews Building (1912) and the Montgomery Building (1923). The Andrews Building was demolished in 1977, but the Montgomery Building still stands as a somewhat decayed, but still proud sentinel at the northern entrance into the downtown area.

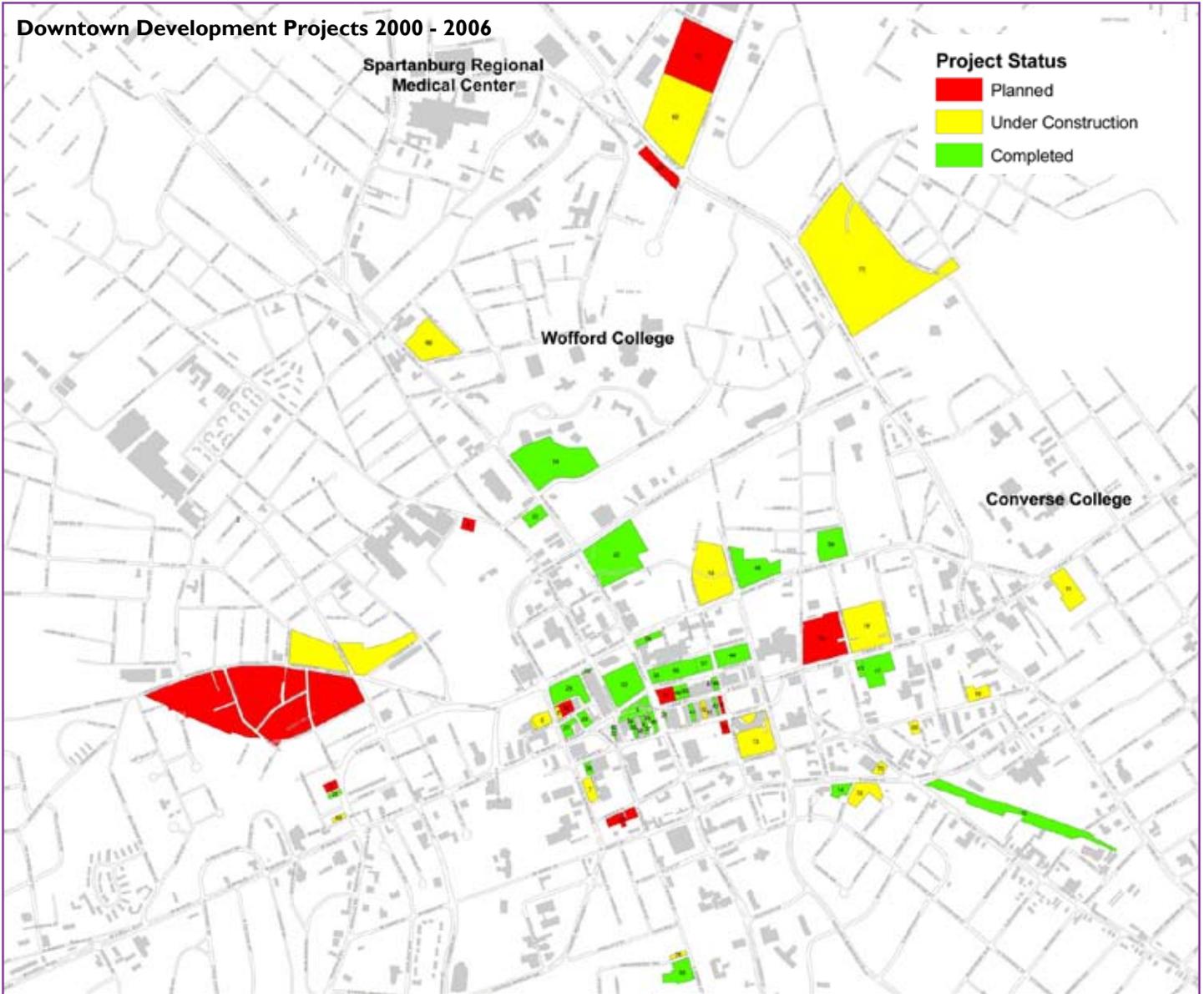
Later in the century, efforts to accommodate the automobile had a larger impact than any one project ever would. Main Street’s designation as US 29 spawned a highway-oriented design that nearly destroyed Morgan Square and much of Main Street with as many as eight lanes of traffic carving its way through the downtown. In 1973, partially in response to the previous two decades of automobile orientation, the City closed Main Street from Church Street to Converse Street and created a pedestrian mall. The mall was demolished and Main Street was reopened in the early 1980’s.

The Development Boom in Spartanburg

The construction of the Denny’s Corporate Center and Plaza in 1990 notwithstanding, the last forty years have represented a long, slow decline for Downtown Spartanburg. It was not until around 2000 when a number of public and private projects in and around the downtown began to have some impact. The construction of the Advance America, Extended Stay America, QS/1 corporate headquarters buildings and the Marriott Hotel added more than 1,000 new employees to the downtown. In addition, since 2000, at least 75 public and private projects have been planned, are under construction, or are completed (see the map on the next page).

In recent years, many smaller projects have begun to fill in the gaps between the larger projects. On East Main Street, the Mary Black Foundation renovation of the old Duke Power offices is an impressive adaptive conversion into a model of energy efficiency and environmental sustainability. The Mary Black Foundation is a hub for funding of various active living and early childhood

Downtown Development Projects 2000 - 2006



Project Status

- Planned
- Under Construction
- Completed

1	Integral Solutions	Office
2	Thompson Street Development	Residential
3	Gooch & Associates	Office
4	Dupre House	Office
5	Warrior Duck	Office
6	Ezell Street Redevelopment (Phase I)	Retail
7	Hub-Bub Complex	Mixed-use
8	A Deva Day Spa	Retail
9	Morgan Square	Public space
10	Bijou International Market	Retail/Residential
11	171/173 E Main Street	Mixed-use
13	Kennedy Garage Renovation	Parking
14	Henry Place	Office
15	Mary Black Rail Trail	Rails-to-Trails
16	Spartanburg County Foundation	Office
17	Mary Black Foundation	Office
18	Carolina First Complex	Office
19	Cultural Arts Center	Entertainment
21	Crossroads Building	Retail/Residential
22	Spartanburg Marriott & Conf Center	Accommodations
23	Krispy Kreme	Retail
24	Memorial Auditorium Addition	Entertainment
25	Gooch & Associates	Office
26	Harrison, White, Smith, Hayes, and Coggins	Office
27	Cantrell Wagon Building	Office/Retail/Residential
28	QS/I Data Systems	Office
29	Subway Restaurant	Retail
30	Broad Street Center	Office
31	178 W Main Street	Retail
32	151 W. Main Street	Retail

32	151 W. Main Street	Retail
33	155 W. Main Street	Retail
34	Beehive	Retail
35	Diva's	Retail
36	A-Deva Day Spa	Service/Retail
37	Delaney's	Retail
38	Monsoon Noodle House	Retail
39	The Palladian Building	Office/Residential
40	Wild Wing	Retail
41	Trammell Building	Office
42	Clyde's	Fitness
43	The Inn on Main	Accommodations
44	First Baptist Church - The Hanger	Civic
45	Zimmerli Amphitheater and Barnet Park	Recreational
46	162 E Main St (Lulu's)	Retail/Residential
47	146 E Main St	Retail
48	McMillan-Smith and Partners	Office
49	Windsor Building	Office
50	White Oak Manor	Office
51	Palmetto Building Condo Conversions	Residential
52	Extended Stay America/Magnolia St. Garage	Office
54	Hub City Coffee	Retail
55	Advanced America	Office
56	Dunbar Street Parking Garage	Parking
57	SPARTA Transit Facility	Transportation/Office
58	350 St. John St	Office
59	Smithworks Jewelers	Retail
60	Ezell Street Redevelopment (Phase II)	Retail
61	Carolina Alliance Bank	Office
62	Pine Street Crossing - Phase I	Retail

63	Pine Street Crossing - Phase II	Office
64	Southside Retail	Retail
65	Pine & Twitty (Starbucks)	Retail
66	Wofford Housing	Residential
67	Converse College Capital Improvements	Mixed-use
68	Montessori School	Institutional
69	Mongo Office Bldg	Office
70	Safe Homes	Institutional
71	Talbots	Retail
72	Unitarian Church Addition	Institutional
73	Beaumont Mill	Mixed-use
74	Montessori School Annex	Institutional
75	St. Paul the Apostle Sanctuary	Institutional

As of July 2006 - Compiled by the City of Spartanburg Economic Development Department

A full-sized map with legible labels is available by contacting the Department at 864.596.2909. This map appears here for illustrative purposes only.

development programs in the communities of Spartanburg County, South Carolina. Across the street from the Foundation is the Carolina First bank and office building, expected to be complete in 2007. Adjacent to the Mary Black Foundation is The Inn on Main, an award-winning bed and breakfast in the former Alexander Music Company, a historic landmark listed on the National Register of Historic Places.

The Marriott Hotel opened in January 2004 ending more than twenty years of the City's pursuit of a full service hotel in the downtown area. The 247 room hotel also has 30,000 square feet of meeting/conference space. Parking for the site is handled primarily through an underground deck constructed and owned by the City and leased by the hotel. When the hotel is host to a major conference or event, the existing site parking is not sufficient and they are currently seeking off-site options to supplement these peak periods.

Large, Growing Churches

The list of downtown assets includes expansions to existing institutions such as the major churches downtown. The First Baptist Church recently completed "The Hangar"—a youth recreation and ministry center that features a cage basketball court, a state-of-the-art auditorium and performance stage, an outdoor sand volleyball court and classrooms. In addition, the church also added a pre-school. The 2,500 family church is currently in the fundraising stage for the construction of a new sanctuary building to accommodate 3,000 seats, a major expansion from their present 1,200 seat building.

Across the street, St. Paul the Apostle Catholic Church is also planning to construct a new church building—expanding from 675 to 1,000 seats to accommodate their growing parish of more than 1,400 families.

Other large churches in the downtown include The Episcopal Church of the Advent Lutheran Church and First Presbyterian Church on East Main Street, Bethel United Methodist Church and Southside Baptist Church on South Church Street, the Metropolitan AME Zion Church on North Dean Street, and the Unitarian Universalist Church on East Henry Street.

The Arts

Across the railroad tracks from the Marriott Hotel to the north is the 3,200 seat Spartanburg Memorial Auditorium (SMA), the largest theater (by seating capacity) in the Carolinas. The SMA, home of the Miss South Carolina Pageant, recently underwent a \$10.5 million expansion and renovation to the theater, facade, and lobby area. It is currently planning a major expansion of its exhibition hall space to accommodate a total of 65,000 square feet of trade shows and events.

The Showroom at Hub-Bub on Daniel Morgan Avenue on the south side of downtown, provides a smaller, more informal venue for independent films and music. The gallery space includes rotating exhibits of contemporary art including those of the artists-in-residence who live above the studio. An outgrowth of the Hub City Writer's Project and hub-bub.com, Hub-Bub is best described by its web site as "a fly-by-the-seat-of-its-pants arts initiative that seeks to support and applaud the creative folks here and everywhere—the artists, musicians, actors, activists, dancers, performers and all the rest in between who may just think outside the box."

Closer to Morgan Square at the corner of Broad Street and South Church Street is the Spartanburg County Public Library. Completed in 1997, this contemporary structure provides an impressive inventory with over 800,000 volumes and a circulation of more than 1,500,000 items per year.

Perhaps one of the most significant public projects in recent history is the Chapman Cultural Center in the Renaissance Park area adjacent to Barnet Park on East St. John Street. The \$36.5 million first phase includes 86,000 square feet in three buildings that provide space for the visual and performing arts, science, and history including:

- 500-seat Community Theater, home of the Spartanburg Little Theatre (including the Youth Theatre) and Spartanburg Repertory Company
- Spartanburg County Museum of Art and Art School
- Spartanburg County Regional History Museum
- Ballet Spartanburg Dance Education Center
- Spartanburg Science Center

In addition, the Arts Partnership has raised \$8 million for an endowment and an annual fund reserve.

College Town SC

One of the area's defining features, Spartanburg's six institutions of higher learning enroll more than 10,000 students each year. The six institutions are part of a consortium known as "College Town" that seeks to promote joint social and academic programming. Wofford Converse Colleges represent the downtown's two most visible schools with more than 100 years of history in each of their locations. Joining them are Sherman College of Straight Chiropractic, Spartanburg Methodist College, Spartanburg Technical College, and University of South Carolina Upstate.

Wofford College, founded in 1854, forms the downtown's northern border. It is home to approximately 1,250 students, 107 faculty, and 220 staff people and has plans to expand that enrollment to 1,450. The College is listed on the National Register of Historic Places and is anchored by the historic Main Building. Additionally, the campus is recognized as a national arboretum. Unique among its peers, Wofford College has an impressive athletic complex due in large part to a strong benefactor base and the presence of the Carolina Panthers summer training camp on its campus. Included in this complex is the 3,200 seat Benjamin Johnson Arena, Gibbs Football Stadium, and the Russell C. King Baseball Field with a seating capacity of nearly 2,500 including 833 permanent seats. Wofford College continues to be ranked in the top 30 percent of the nation's 215 liberal arts colleges by U.S. News & World Report, according to their annual rankings.

Located on the east end of downtown on East Main Street, Converse College was founded in 1889 as a women's school. Unlike Wofford College, which is strictly an undergraduate school, Converse College grants both undergraduate and graduate degrees. Though still an all-female college for undergraduates, Converse offers graduate degrees in a coeducational setting. There are currently 800 undergraduate students, 1,100 graduate students, 84 full time faculty, and 120 staff at the college. Long-term plans include expansion of the undergraduate enrollment to 1,000 students. The school is highly regarded for its visual and performing arts programs and is home to the historic Twitchell Auditorium. Built in 1899 and renovated in 1989 as part of Converse's Centennial Celebration, this 1,500-seat auditorium houses a 57-rank Casavant Freres organ with more than 2,600 pipes and is known for its outstanding acoustics.

In the Neighborhoods

The Downtown is directly surrounded by a number of neighborhood in various stages of prosperity and decline. Beginning from the southeast and working clockwise around the downtown is Converse Heights, the South Converse Street neighborhood, Hampton Heights, Midtowne Heights, the Spartan Mills neighborhood, Wofford College, the Beaumont Mill neighborhood, and Converse College.

Hampton Heights, perhaps the most architecturally and historically significant neighborhood in Spartanburg, is undergoing a complete renaissance thanks in large part to the Preservation Trust of Spartanburg's activities. As the City's only National Register Historic District, this neighborhood has provided Spartanburg with a model of the importance of using design to create value.

By contrast, the Spartan Mill area is one of the most fragile areas in the community with high crime and poverty, and low ownership rates. This neighborhood poses a unique

challenge because of its proximity to downtown, Wofford College, the Farmer's Market, and Spartanburg Methodist College.

Within the downtown, there are approximately 100 upper floor residential units. The most concentrated number is in the Palmetto Building at the corner of Church Street and Main Street. In addition, there is a residential tower planned at the southwest corner of East Broad Street and South Liberty Street with 48 condominiums and some ground floor retail space.

Public Infrastructure

One of the recent physical improvements to the downtown is the Hub City Connector portion of the Palmetto Trail, a 425-mile statewide trail system "Stretching from Mountains to the Sea." The Hub City Connector serves as part of a 12-mile network of greenways, bicycle lanes and safe, signed routes through the heart of Spartanburg.

Across downtown from the current terminus of the Hub City Connector is Barnet Park, a seven-acre urban park located in the heart of the downtown district of Spartanburg at the intersection of East Saint John Street and North Converse Streets. Exquisitely landscaped with many amenities, the park adds tremendous benefits to the City in both in both recreational value and sheer beauty. Barnet Park is the home to two beautiful pieces of artwork "Exuberance" and "Circle of Friendship" as well an interactive fountain and pavilion. The Zimmerli Amphitheater, completed in April 2002, is designed as a conventional outdoor Greek theater (the only one of its kind in the Upstate) with fixed seating for approximately 1,200 people and lawn seating for 5,400.

To provide additional parking infrastructure for the 1,000-plus new employees, shops, and restaurants, the City recently completed the Dunbar Street Parking Garage and the Magnolia Street Garage. These two structures added over 1,000 parking spaces to the downtown area. A \$1.3 million, air-conditioned bus transfer station opened in July 2002 adjacent to the Dunbar Street Garage.

Finally, towards the center of the downtown area another recently completed project is reaping enormous public and private benefits. Morgan Square, the historic center of the community was nearly destroyed by the automobile in the 1950's and 1960's. The last incarnation of the Square was as a parking lot—not by intention, but as a remnant following the rerouting of US 29 onto St. John Street.

In 2003, following an extensive public engagement process, a master plan was developed to guide the complete construction of a public space where people, not cars, were the priority. The \$3.2 million improvements were completed in December, 2005. The statue of Revolutionary War hero, General Daniel Morgan was moved in April,

2005 and relocated to its original 1881 location. It is placed within 20 feet of the geographical center of Spartanburg.

What's Next

Unlike so many downtown where decline is prevalent, downtown Spartanburg is experiencing a rebirth. Due not to any one large project but rather to more than a hundred smaller ones, the City is clearly charting the correct course. This Master Plan seeks to ensure that the build-out of the spaces in-between to create the lively, pedestrian-friendly, and economically sustainable city center that is befitting of the City of Spartanburg.



Aerial view of the downtown looking west



Aerial view of the Morgan Square area looking east



Aerial view of the downtown looking southwest

2.3 The Existing Pedestrian Environment



Walking distances from Main Street within the plan area

Rather than just simply looking at the Central Business District bound by Daniel Morgan Avenue, Henry Street, and Pine Street, the City extended the scope of this study to those areas that serve as traffic generators (pedestrian and automobile) and additional destinations.

The diagram on this page illustrates estimated walking times based on distances from the three primary blocks of Main Street—Daniel Morgan Avenue to Converse Street. Residents of the Hampton Heights and South Converse Street neighborhoods are within a 10 minute walk of Main Street. Students at Wofford College and Converse College can walk to Wild Wing Cafe on Morgan Square in less than 15 minutes. These distances reveal the potential for creating a truly pedestrian-oriented downtown.

Of course, these are “theoretical” distances based on measurements “as the crow flies.” There are a number of factors that increase the real or perceived distances including: a lack of sidewalk infrastructure; large blocks; crossing busy; multi-lane thoroughfares; topography; and pedestrian-restricted railroad tracks.



An auto-dominated street that has a sidewalk, but is otherwise not a place for pedestrians



A pedestrian-friendly street with wide sidewalks, interesting storefronts,

2.4 A Brief History of Spartanburg

The material in this section was compiled by the staff of the Kennedy Room of Local and South Carolina History, 2004 and published at <http://www.infodepot.org/zAbout/Histories/hist/historyspt.htm>. The material is reproduced here courtesy of the Spartanburg County Public Libraries. It has been edited slightly to fit the format of this report.

A treaty struck with the Cherokee Indian nation in 1753 opened the frontier of South Carolina to white people. Elijah Clarke was the first white man known to have ventured into this area. Settlers trickled in for the next decade or so, when the pace of migration picked up, and the district was the farthest west the white population was allowed to settle. What is now Greenville County was the international boundary between the British colonies and the Cherokee Indian nation.

When Ninety Six District was carved up in 1785, a new district was formed, roughly from the North Carolina border in the north, to the Enoree River in the west and south, to the Broad River in the northeast. It was named Spartanburg District, taking its name from the Spartan Regiment formed at the beginning of the Revolution a decade earlier.

Spartanburg bears a proud Revolutionary War heritage. The county has more Revolutionary engagement sites than practically any other locale in the United States. The fiercely independent Upstate settlers rallied 'round the cause early on, with the Spartan Regiment being formed in the late summer of 1775.

As independent as they were, some could not see the sense in breaking away from the crown. Staunchly Loyalist settlers seethed beside neighbor Patriots. The first engagement seen by local troops involved not a single British soldier. That winter, the Spartan Regiment was bloodied along with other Patriot troops in a fight against regional Loyalists in the Battle of the Great Cane Break, along the Reedy River.

In July 1776, a new threat erupted. Alarmed at the news of a British fleet at Charleston, the Cherokee swept over the frontier borders in a maelstrom of violence. Whites fled to forts, but hundreds of settlers in the border areas were killed before a counterattack could be launched.

Colonists all along the western frontier raised a large militia, which pursued the Indian army. As was often the case when European and Indian cultures clashed, many noncombatants suffered. The white militia destroyed scores of Cherokee villages and by mid-1777, Indian aggression collapsed. A treaty was signed in July 1777 forcing the Cherokee to relinquish most of their lands in the Carolinas.

The British regained the colonists' full attention in 1780, when they captured Charleston in May. The Redcoats began their trek inland over three main routes. Initially, the Patriots were discouraged: their situation seemed hopeless, as they faced the might of the greatest military power on Earth. Many laid down their arms and surrendered.

The war very well could have ended then, but for the British troops' savage violation of their own terms for surrender. At the Waxhaws, history records a troop of Virginians were slaughtered after throwing down their arms. Homes of independence-minded Carolinians were burned and their properties seized. The Patriots' anger rose.

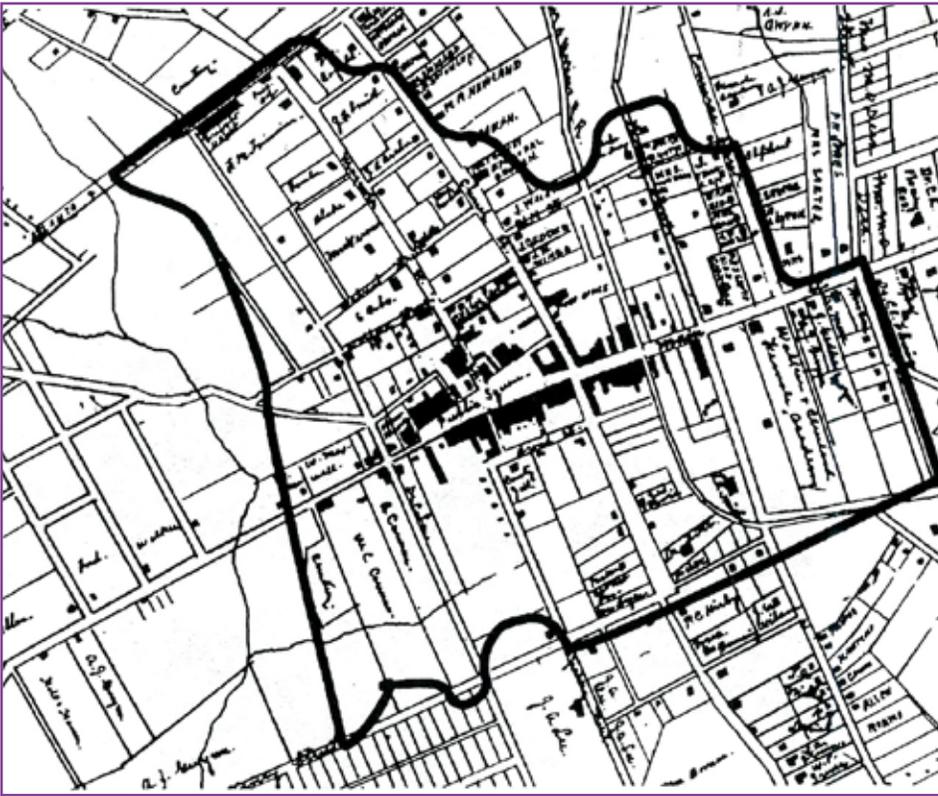
The straw that broke the camel's back was the British order that the Patriots don the red coat to serve the crown. The Rebels took the order another way, concluding that the violation of their surrender released them from their parole. The time for peace had past.

The clashes that ignited during the ensuing months in Spartanburg District sent shock waves across the Atlantic. The area saw six engagements in four weeks, beginning in July with the First Battle of Cedar Spring. In quick secession and escalating violence, there quickly followed the battles of Gowen's Fort, Earle's Ford and Fort Prince; then came the Second Battle of Cedar Spring and the Battle of Musgrove Mill. These battles set the stage for two decisive engagements.

Nearly two months later, Patriot forces assembled from several states scored a major victory at the nearby Battle of Kings Mountain. The Patriot forces suffered less than 30 killed and some 60 wounded, but the troops of the crown bled red – nearly 160 killed, about 150 wounded and a staggering 760-odd taken prisoner. Most of the crown's casualties were American Loyalists.

Kings Mountain was a great victory, but it was a merciless one. The British had not seen fit to honor their own terms of surrender. Now 760 men looked to the Rebels for compassion, but they found only hardened hearts. The prisoners were marched to the North Carolina foothills, where the Patriots held a trial and found 36 men guilty of Tory atrocities. They were sentenced to hang, though all but nine were pardoned.

Three months after Kings Mountain, the conflict returned in full fury to the Spartanburg area, when Gen. Daniel Morgan gave British Col. Banastre Tarleton "a devil of a whipping" (sic) at a crossroads known as the cow pens. The



1882 Map of Downtown Spartanburg by O.W. Gray & Sons, Philadelphia

battle at this holding area for cattle being driven to market put the British on the road to surrender at Yorktown.

After the war, some Loyalists fled to Canada. Other settlers returned to the land, having subdued both the Cherokee and British threats. More settlements grew up in the area, and the new district began to form its government. Court officers originally met at several plantations, but legislative pressure forced them to choose an official site. In January 1787, they approved the purchase of two acres of land from Thomas Williamson for five shillings. The new courthouse was smack in the middle of the county. The town of Spartanburg was born.

Spartanburg began emerging as a bustling hub of industry in the mid-1800s. Indeed, it was literally a hub, as the railroad era changed it from a town traversed by Indian trails trod over by settlers, to a county crossed by steel rails with over 90 trains stopping or passing through daily. Lines from all directions came through Spartanburg, giving the town the look of a wheel hub on maps. “Hub City” became its moniker.

Cotton was what rode the rails. The district boasted two textile mills by 1820. Within 30 years, five mills in the county employed 114 people. The town of Spartanburg itself incorporated in 1831, but it remained a small place. Farming was the main occupation, with most residents living and working outside the town.

The city’s first Town Hall was located in the “Opera House” at one end of Morgan Square. The ground floor of the building housed the guardhouse and offices for City Government. The second floor was leased for theatricals and special events. (Note: In 1903 the City Council ordered the destruction of the Opera House to make possible the widening of Main Street for paving - Subsequent City Halls were constructed in 1914 and 1961.)

The Civil War was felt, more than seen, by Spartans. Best estimates are that the county furnished between 3,000 and 4,000 soldiers to the Confederate cause. Some 24 companies were raised here by 1862. In addition, African-American soldiers made up five Union regiments bearing the name of South Carolina.

Between 13 percent and 35 percent of South Carolina’s white male population died as a result of the war. Spartanburg County suffered the

fourth highest deaths-per-thousand rate in the state with 137.7. William Tecumseh Sherman didn’t show his red head here, a fact that saved property and public records. The area that had been so bloodied some 85 years before stayed free of engagements throughout the Civil War.

Reconstruction was hard on Spartanburg. The economy had atrophied during the war, and the vaunted 7th Cavalry camped on its doorstep. The Carolina Spartan thought it newsworthy to mention the appearance of the relatively new Ku Klux Klan in town in its November 24, 1870, issue. The Spartan intoned: “This is the first time our town has been visited by these outlandish gentry, and we hope it will be the last.”

It wasn’t to be. Klan activity in the Upstate drew such attention that a U.S. congressional subcommittee investigating Southern outlaw groups heard testimony in the summer of 1871 in four S.C. counties: Spartanburg, Union, York and Richland.

Reconstruction’s end in 1877 ushered in a new era in the county’s economic life. The local textile industry began a major expansion around 1880, when Southern industry began to threaten New England’s hold on textiles. Hub City was perfectly poised to become a major player in the field, with its blend of a textile base with easy access to interstate and global transportation. The former little town was incorporated as a City in 1880 by the 13 Original

States and Tennessee.

The end of the 19th century was a remarkable time, as Spartans marched to the clacking of spindles. Between 1880 and 1910, industrialists built nearly 40 textile mills in Spartanburg County. By 1901, the county boasted more than a half-million spindles.

Catastrophes such as fires and floods failed to dim Spartanburg's love affair with cotton. The new century brought new challenges, none as daunting as the World War. Hub City's transportation bounty again placed it in the forefront of the times. In mid-1917, the city leased the federal government nearly 2,000 acres west of town. In a remarkable construction effort, the camp was ready that fall when nearly 30,000 soldiers became the first of more than 100,000 to train at Camp Wadsworth. Spartans did more than support the training camp. More than 4,000 of them are estimated to have served in the Great War, 2,897 as draftees; 138 made the ultimate sacrifice.

After the war, the textile industry continued to gain strength. New England's textile base was waning, spurred by labor woes and costs. The Great Depression proved to be the greatest threat to the textile industry. As the economy atrophied, organized labor strengthened. Mill workers found their united voice, and the result at times was bloody.

It took a second World War to unite the country to a common cause and, again, Spartanburg was ready to do more than its share. Camp Croft was constructed south of Spartanburg in 1940. Final estimates are that between 200,000 and 250,000 infantrymen were trained at the camp in nearly five years including some 18,000 Spartanburg County men (more than 14 percent of the county's total population).

At the height of the war, Camp Croft's payroll was \$2.5 million per month, which paid more than 13,000 military personnel and civilians. This cash flow had a significant impact on the local economy, which benefited through commercial transactions with the camp.

After the war, Americans were ready to get back to work, but Spartanburg's textile-based economy was undergoing a shift. Little did villagers know, but the end of WWII marked the decline and eventual demise of the mill village. Rising wages and automobile ownership unleashed textile workers from the mill. The Korean War stole more men, but the impact on the county as a whole was not nearly as dramatic as previous international conflicts.

The local postwar economy saw a rise in mill consolidation, outside investment and a decline in union membership. By the end of the 1950s, the mill society had virtually disintegrated – the mill villages were gone, village

infrastructures turned over to the county, the heyday of textile-league baseball had past and black citizens were becoming tired of being second-class citizens.

The times, indeed, would change. The 1960s was a time of flux, with African Americans and young people coming to the forefront, demanding new freedoms. Through this, Spartanburg remained a calmer county than many. School integration was achieved quietly, without bloodshed, and blacks began to achieve better footing in the work force.

In 1950, blacks made up less than 5 percent of the county's textile employees; by 1967, that figure had nearly doubled. But in a county where more than 20 percent of the population was African American, it seemed literally the least that could be done.

The county found a new economic source beginning in the 1970s, when international companies began to take notice of local opportunities. As the textile industry began to disintegrate, foreign firms began making substantial investments in the Upstate. Industries such as Michelin, BMG Entertainment and Alcoa Fujikura provided a tax base and jobs for a county whose economic bedrock had all but washed away.

In 1992, the county made international news by landing the BMW Manufacturing Corporation plant. Today, Spartanburg boasts more than 100 international companies, representing some 20 countries, and is a major reason South Carolina is known as a leader in foreign investment.

In 2005, the City of Spartanburg renovated Morgan Square as part of a rejuvenation of its downtown. Today, companies such as J.M. Smith Corp. and Advance America/Cash Advance Centers Inc. have their headquarters in downtown Spartanburg.

Spartanburg remains a Hub City. The spokes of Spartanburg's hub, which once radiated out along Indian trails, then steel rails, now extend wirelessly across international space.

2.5 The Evolution of Daniel Morgan Square

During the past one hundred and twenty years, Spartanburg's Daniel Morgan Square has been marked by significant changes in response to the community's growth and evolving transportation needs. In 1881, a monument of General Daniel Morgan was placed in the square commemorating the 100th anniversary of the Battle of Cowpens. This special space, near the heart of the City of Spartanburg, was chosen due to the battlefield's inaccessibility. The placement of the statue also represented the location of the first courthouse within Spartanburg.

It was during the early 1880s that this unique space closely resembled a public square. The area contained civic space, with the statue of Daniel Morgan prominently displayed in the middle, bounded by important buildings such as the Opera House and the County Court House. Also during this period, merchants and their wagons filled the Square where goods and wares were sold once a week. This event, known as "Sales Day," transformed this area into an enlivened public space within the center of Spartanburg.

Between the late 1890s and the early 1900s, Daniel Morgan Square began its gradual descent from a compact public space within the heart of Spartanburg. During the late 1890s, civic uses within the Square began to disappear. By 1908, the prominent buildings that once anchored the Square and provided a sense of containment for visitors had vanished. The area in and around Daniel Morgan Square began to focus on accommodating traffic and the movement of people. Street car trolleys were prevalent throughout the Square between 1915 and the early 1930s; but, by 1935 busses replaced trolleys as the primary form of public transportation within the City of Spartanburg.

In 1923, a small park was constructed along the eastern portion of Morgan Square. By the late 1930s, a rectangular bandstand, where concerts were held every Sunday afternoon, had replaced this green space. Morgan Square also started to become increasingly more congested with automobiles. Historical photos of the area taken during the 1930s show the presence of four travel lanes, with parallel parking throughout the Square. By the late 1940s, a

covered bus waiting station had been constructed between the bandstand and the confederate soldier's statue, which further contributed to the reconfiguration of the square.

During the 1950s, Morgan Square assumed a major transformation as an entire block of buildings along its eastern portion (presently North Church Street) was demolished to enlarge the Square to accommodate increased automobile movement. In addition, the bus waiting station and the bandstand were removed from the Square during this period. Congestion continued to escalate, and the Square was marked by a proliferation of parking spaces, traffic lanes, and converging streets.

By the 1960s, a portion of Morgan Square had been redesigned as a parking lot to provide store front parking along Main Street. In 1960, the statue of General Morgan was moved from the middle of the Square at Magnolia and Wall Streets to its present location at the eastern portion of the space near North Church Street.

In 2003, the City began the process of reclaiming Morgan Square from the parking lot left over from the former Highway 29 infrastructure. Construction of the new public space was completed in 2005 shortly after the completion of the new Extended Stay America's (ESA) Corporate Headquarters building along the north side of the Square. Today, Morgan

Square is home to numerous restaurants, retail stores, and small businesses. People once again fill the sidewalks and events are regularly programmed at the Square.

*Adapted from Philip N. Racine
Seeing Spartanburg: A History in Images
Hub City Writers Project:
Spartanburg, SC. 1999.*



General Daniel Morgan statue

A Timeline of the Morgan Square Evolution

1881: Monument of Daniel Morgan is placed in the square after the 100th anniversary of the Battle of Cowpens. Spartanburg was chosen because of the battlefield's inaccessibility.

1880s: Sales day was the big event of the week. Every Monday, wagons gathering provisions and goods from the county and NC Mountains gathered in Morgan Square.

1884: Contained civic space, bounded with focal points. Confederate monument in center of square. County Court House faced monument. Opera House located to the west of the square. Public square closely resembled an actual "square." Cistern at the western end of the square

1888: "Daniel Morgan's Monument, 'The Hero of Cowpens' resides in the center of the public square. Cistern cap at the western and eastern ends of the square. Opera House has a clock tower—link to existing clock tower at this end of the square.

1890s: No paving in square. Fountain surrounded by small, bare trees, an iron fence—marks the center of the Square.

1898: No civic uses remain in the square. Grand Opera House remains at the western end of the square with clock tower.

1900: Vitrified brick began to be laid in the square—considered to be the most advanced paving of its time. This gave the square gave it the appearance as a "court yard."

1902: A new fountain is added at the eastern portion of the square near W. Main and Kennedy Place (now Dubar Street).

1908: Focal point/containment disappears with the disappearance of the Opera House.

1915: Trolleys were prevalent throughout the square. Elegant lighting globes that originally lit the square were replaced with less elegant, more efficient globes to light the square.

1920: Spartanburg City Council voted to remove the fountain from Morgan Square and replace it with a drinking fountain.

1923: A park replaces the fountain originally placed at the eastern portion of the square in 1902. Again, a loss of containment and no focal point. A new band stand was added along Spring Street. On-street parking along Main Street and parking occurs around the park.

1935: Last remaining trolley – buses replace trolleys. Buses take over public transportation.

Late 1930s: The iron fountain with trees and iron fence had been replaced with a rectangular bandstand. Bandstand appears in Morgan Square, where concerts were held every Sunday afternoon. Morgan Square is becoming very congested and the City is beginning to regulate traffic by installing traffic islands. Morgan Square has appearance of being very wide.

Late 1940s: A covered bus waiting station had been constructed between the bandstand and the statue.

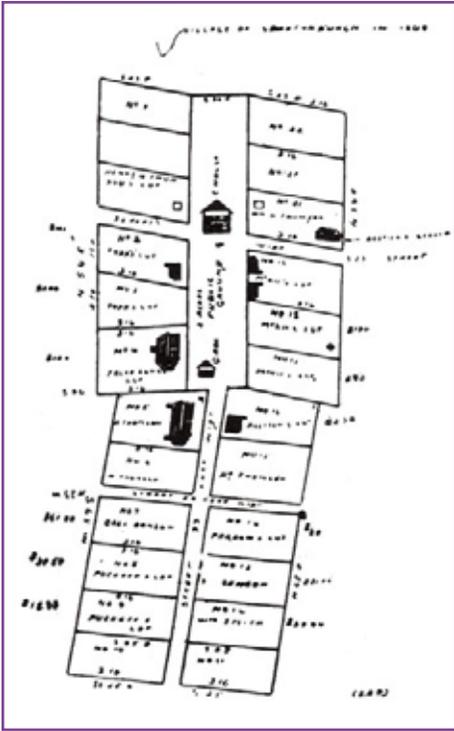
1950s: The block of buildings at the top of Morgan Square had been demolished to enlarge the Square. The square faces North Church Street, and the bandstand and bus waiting area are no longer in existence. The square continued to be a quagmire of congestion. Plagued by parking spaces, traffic lanes and converging streets. Major lane configurations began to take place.

1953: Park is gone as is the statue of Daniel Morgan.

1960s: Parking for the shops along Daniel Morgan Square begins to creep into the roadway, forming an angled parking lot.

Information from Sanborn Maps and Seeing Spartanburg: A History in Images. 1999. Philip N. Racine.

2.6 A Pictorial History of Downtown



Map of Spartanburg in 1809 with "public ground" in center, now site of the Square



1881 - The Statue is placed in the Square



mid-1880's - Sales Day at Morgan Square



1910's



1915 - Note the overhead wiring for the trolley system



1915 - East Main Street



1924 - Panorama of Downtown with the construction of the Montgomery Building in the background



1940 - Automobiles and buses (no trolleys) and a pavilion



1970s - A View of Main Street converted to pedestrian mall; looking East

All images on this page are from Seeing Spartanburg: A History in Images by Philip N. Racine. Hub City Writers Project: Spartanburg, SC. 1999 Original Credits and Sources are contained therein.

2.7 Sanborn Fire Insurance Maps (1884-1923)

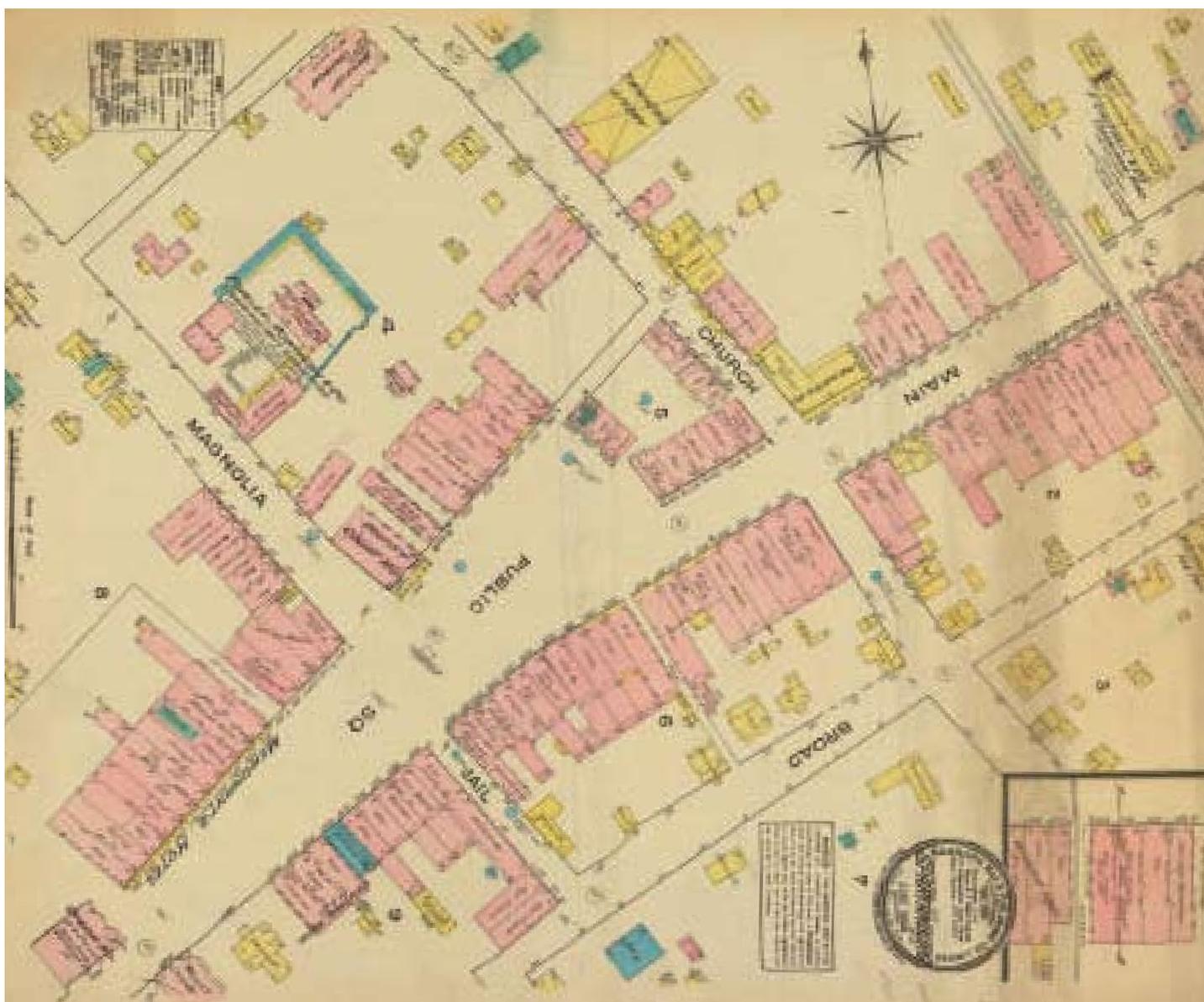
Founded in 1867 by D. A. Sanborn, the Sanborn Map Company was the primary American publisher of fire insurance maps for nearly 100 years. Sanborn maps are valuable historical tools for urban specialists, social historians, architects, geographers, genealogists, local historians, planners, environmentalists and anyone who wants to learn about the history, growth, and development of American cities, towns, and neighborhoods.

They are large-scale plans containing data that can be used to estimate the potential risk for urban structures. This includes information such as the outline of each building, the size, shape and construction materials, heights, and function of structures, location of windows and doors. The

maps also give street names, street and sidewalk widths, property boundaries, building use, and house and block numbers.

Source: <http://sanborn.umi.com/HelpFiles/about.html>

Note: Sanborn maps were prepared in Spartanburg for the years 1884, 1888, 1893, 1898, 1902, 1908, 1912, and 1923.



1884 Sanborn Fire Insurance Map

Source: <http://digital.tcu.sc.edu/>



1898 Sanborn Fire Insurance Map

Opposite Page: By 1884, the Public Square has taken clear shape with buildings lining all of its sides including along its northeastern boundary with Church Street. Main Street extends through the Square and Jail Street (now Wall Street) led to the site of the jail (site of the present City Hall).

This Page: Development extends beyond Church Street and Main Street and a statue of Daniel Morgan is erected in the Square

1908 Sanborn Fire Insurance Map

Source: <http://digital.tcl.sc.edu/>



1923 Sanborn Fire Insurance Map

Opposite Page: Map showing the south side of Broad Street where the present City Hall is located. Note the creek that runs at mid block between Church Street and S. Spring Street.

This Page: The last Sanborn Map, completed in 1923, illustrated the growth that had occurred in less than 40 years. It is interesting to note the Southern Railroad line that ran north-south through the middle of downtown between Church Street and Liberty Street.

Source: <http://digital.tcl.sc.edu/>

2.8 Previous Plans & Studies

More than 25 plans or studies for Spartanburg that encompass the Downtown in their scope have been initiated by various sponsors over the past four decades. In fact, each of these plans has provided motivation for several of the changes implemented Downtown in recent and more distant years.

There is a consistent theme that has emanated from many of the Downtown plans that has led to their eventually shelving: They have all suffered from the “Big Idea” syndrome. That is, they all have focused their energies on a single catalyst project that was simply beyond the political or economic resources of the City at the time.

Often, the plans have floundered because of a lack of political leadership to stick to the plan. Many have very sound recommendations that were either forgotten, ignored, or not fully realized.

The review on the following pages represents an examination of some of the more significant plans or studies undertaken for the downtown area as well as selective editorial commentary about their highlights and/or their success or failure.

Economic Potentials of the Central City - Spartanburg, SC (1973)

(By Hammer Greene Siler Associates for the Chamber of Commerce of Greater Spartanburg)

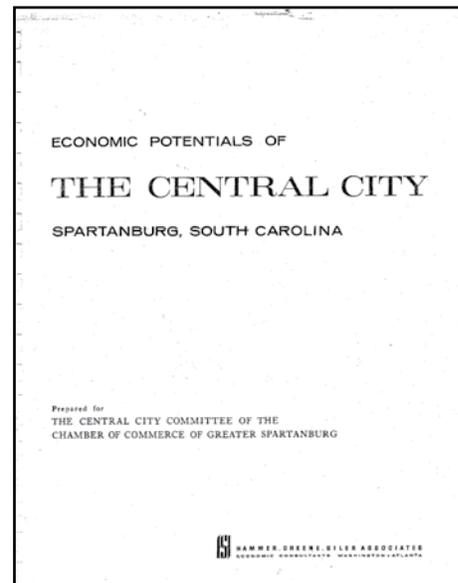
The purpose of this market analysis was to “identify the potential for development in those areas of economic activity appropriate for the central business district.” The scope of the recommendations included public policy, government offices, and courts, parks and recreation facilities.

Reflecting the time period, the top recommendation was the conversion of Main Street between Church Street and Converse Street to a pedestrian mall. In addition it identified an “opportunity block” that would be bounded by St. John, Church, Dunbar, and Magnolia Streets and included Morgan Square. This “big idea” included two 8-10 story office towers, 30,000 square feet of retail space in two levels, a 150-room hotel, two parking decks with up to 600 total spaces. Daniel Morgan Square would be converted into a “major activity complex” with underground parking for 550 cars and the extension of the Main Street Mall westward over a new tunnel carrying Church Street under Main Street.

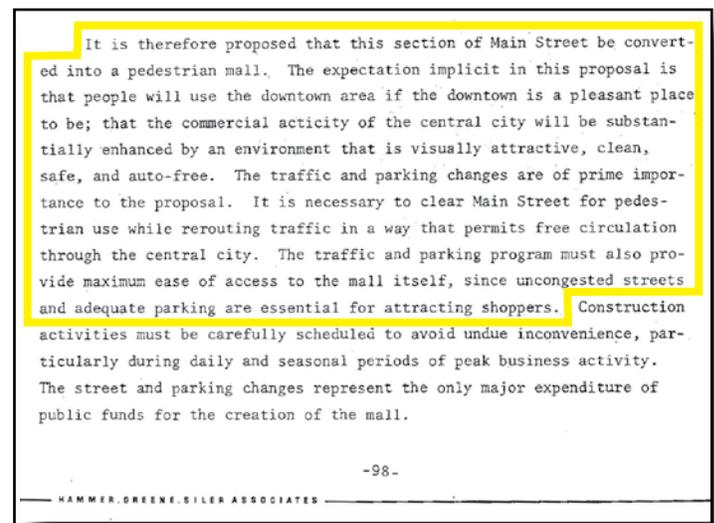
By the conclusion of the study, the design work for converting Main Street to a pedestrian mall had already begun. Additional recommendations included a 70,000

square foot convention center as well as a low rise office park in the block bounded Commerce, Liberty, Converse, and St. John Streets.

Commentary: The closure of Main Street as a pedestrian mall was a colossal mistake that was part of an unfortunate wave that destroyed hundreds of Main Streets across the country. The Opportunity Block was also consistent in this era’s thinking when Downtown rich urban fabric was considered too fine-grained for “modern uses”. The result was the creation of a super block design that emphasized regional activity, uses, and employment.



Cover page from the 1973 Economic Potentials Report



Text from Report recommending the closure of Main Street to automobile traffic

City Scale (1977)

(City of Spartanburg & Nat'l Endowment for the Arts)

The first known plan to address the physical form of the City, this richly illustrated document was created as an urban design supplement to the City's Comprehensive Plan. It attempted to address the decaying center city that had become car dominated with parking lots and wide street. Impressive in its scope and illustration for the time, it nonetheless reflected the popular direction of suburbanizing the City with excessive landscaping and setbacks between buildings.

Central Area Master Plan Update (1985)

(By Land Design/Research Inc. & Morton Hoffman & Company for the City of Spartanburg and the Spartanburg Development Council)

Comprehensive in its scope, this plan addressed four basic principles of downtown development: Mixed-Use Development, Adaptive Re-use of Existing Buildings, Balancing Pedestrian Amenity with Vehicular Access, and Creating a Special Urban Identity. The Master Plan proposed recommendations for eight sub-units within the study area:

- The Town Center Area
- The Opportunity Block & Historic District
- The East Main Street Area
- Government Center
- The Daniel Morgan/St. John Corridor
- The Northeast Neighborhood
- The City Hall Area
- The Kennedy/Henry Area

The 1985 Plan provides general recommendations for each of these sub-areas, however, it focuses particular attention on the Town Center area, where the authors believed that opening the languishing pedestrian mall was the most important element to catalyze downtown development. The plan also proposed construction of the Opportunity Block with an Omni Hotel fronting a renovated Daniel Morgan Square. In addition, the creation of a "Downtown Business Park" for the Church, Daniel Morgan, Converse, St. John Streets block was first put forward in the plan.

This study recommended increasing the amount of housing that targets young people and empty nesters. It noted the lack of demand for new office and retail development due to limited population growth. By re-opening the pedestrian mall to vehicular traffic, the plan aimed to create more developable real estate to meet these needs.

Commentary: There are a number of key recommendations inherent to the plan that are valid today including the promotion of street level retail on Main Street, vertically mixed-use buildings, and the encouragement of urban-scaled housing. The Renaissance Park project has its root in this plan, though the Marriott hotel now at the corner of Daniel Morgan Avenue and Church Street was envisioned to be placed on the Square.

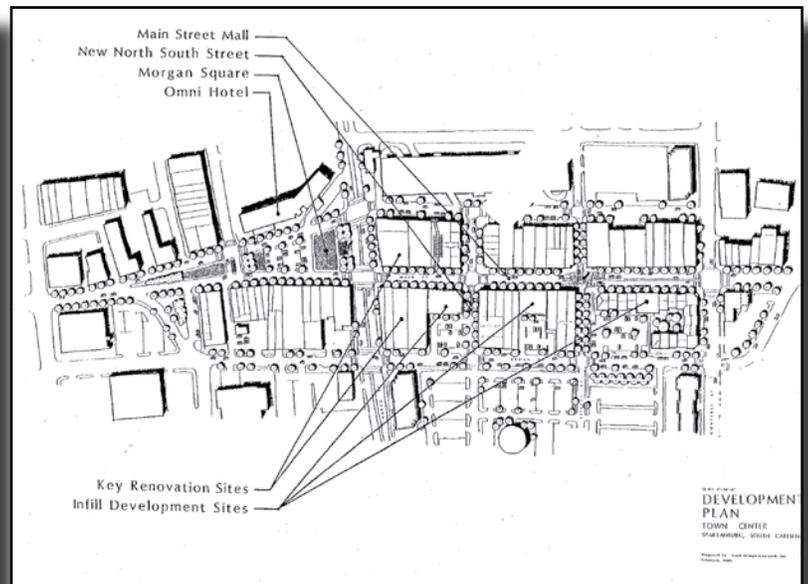
Spartanburg, SC R/UDAT 100 (1988)

(R/UDAT AIA Task Force for the City of Spartanburg)

The R/UDAT team was asked to look at the future vision, role and direction for Downtown, and more specifically to address the proposed impact of opening up the Main Street Mall to traffic. This plan was produced following the



Cover Page from the 1985 Central Area Master Plan Update



Detailed Plan of Main Street from the 1985 Central Area Master Plan Update

“failure of the Omni Hotel...and during the groundbreaking of the Spartan Foods (Denny’s Tower) project.”

First and foremost, the plan encouraged the following immediate actions:

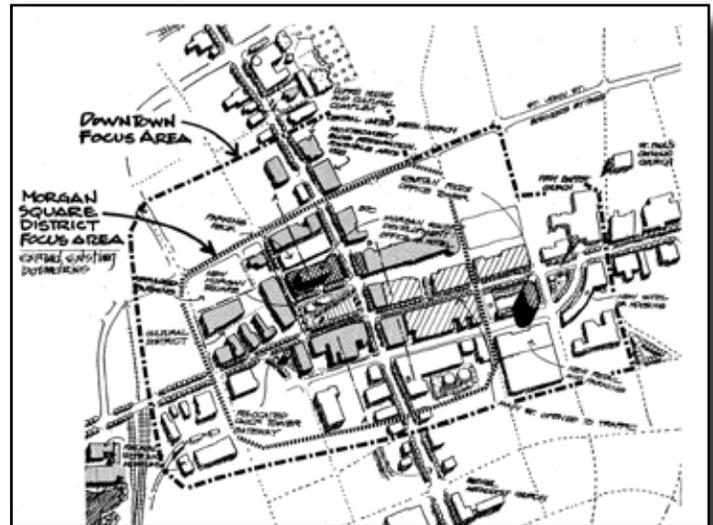
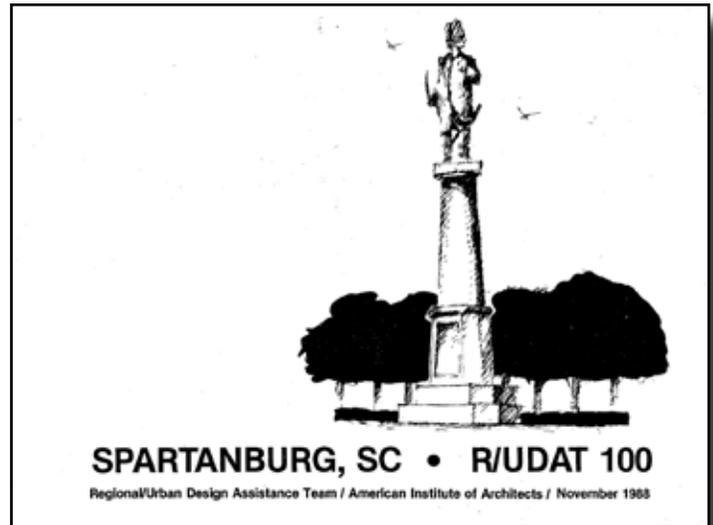
- “Make the commitment to reopen the remaining blocks of the Main Street Mall to two-way vehicular traffic in a straight alignment with drop-off zones, no parking and relocation of the Clock Tower. The Team does not approve the current proposal of a serpentine street alignment with angle parking.”
- “Within the next 60 days, hire an outside urban design consultant to redesign the alignment and treatment of the Main Street Mall and develop an Urban Design Framework Plan for downtown.”
- “With the commitment to reopen Main Street, that the City commit itself to the concept of re-establishing Morgan Square as the major public-oriented, civic, downtown open space and the focus for downtown and adjacent development.”
- “Save the Cleveland Hotel from being demolished by enforcing the commercial maintenance code and pursuing creative ways to restore and reuse the nationally significant historic structure.”
- “Develop the concept of an expanded Morgan Square District.”

Following these recommendations, five key objectives were established:

- Define an image for downtown Spartanburg.
- Create an urban design framework for that image.
- Determine the proper mix of commercial, cultural and residential uses.
- Evaluate current development plans and proposals [for consistency within a larger framework].
- Create a focus that establishes a sense of place for the City.

Commentary: For its time and budget, this report was comprehensive in its scope covering not only physical/land use changes but also political, social, and economic changes as well. The document is easy to read and understand and its recommendations are clear and generally achievable.

It is also important to note that the recommendations in this document were often very direct and critical of previous efforts. The failure of the Main Street Mall



Pages from the 1988 RIUDAT Study

notwithstanding, the document laments the “partial implementation” of previous plans. “The City now lives with the disjointed and unconnected remnants and a lack of sense of place and pride in its downtown... Individual projects are being planned and discussed despite a lack of overall vision and context for development... The community will succeed in the redevelopment of downtown only if the major players can support a single vision and strategy which establish a consensus and policies agreed to by all elements of the public and private sectors, and which can be pursued consistently over a period of time.”

The “big idea” of this plan in both policy and graphic continues to be a major development on the north side of Morgan Square - referred to as the Opportunity Block. Though smaller in scope than previous ideas, the design still suffers from a superblock approach with a single monolithic street wall rather than an approach which attempts to compliment the more fine-grained urbanism on the south side and along Main Street.

Also worthy of note, the report identified the need for the black community to “develop its own agenda and leadership within, in order to deal with the white community as an equal and active player. It also needs to address the issue of its neighborhoods, housing and economic development opportunities.” It appears that this same issue pervades even today nearly twenty years later.

Spartanburg Urban Design Plan (1991)

(Michael Gallis & Associates for the Spartanburg Development Council)

Following the 1988 R/UDAT Report, a more detailed urban design project was undertaken for the downtown area. The project included the following:

- A format for an ordinance defined as a “Downtown Mixed-Use Development Ordinance and Design Guidelines,” which will provide a set of achievable standards by which to visually and aesthetically improve the environs of the Central Business District.
- An analysis of Priority Projects undertaken over a period of time, which would continue the Development District. In particular, the specific projects identified in the 1988 report “Spartanburg, SC R/UDAT 100” should be evaluated - these include a new concept of Morgan Square district, and a review of the Main and Church Streets intersection.
- Coordination of the first two components with the work to be conducted simultaneously for



Cover Page from the 1991 Spartanburg Urban Design Plan

a “Downtown Traffic Circulation and Parking Study”.

- A review of existing City Ordinances and design regulations. Also, previous studies shall be reviewed.

Commentary: While stated as a follow up to the 1988 R/UDAT plan, this document clearly revisits the same issues using a basic SWOT (strengths, weaknesses, opportunities, and threats) analysis. This is not a detailed urban design plan, but rather a regional plan/strategic vision for the entire community. As a result the plan fails to deliver the necessary details that the prior plan had called for.

The reduced plan graphics are not legible in the report because they are too large in scale to provide any reasonable amount of detail. In addition, there are no other graphic representations. The document itself is very difficult to read and its recommendations, if any, are not clear. Finally, the recommended Mixed-Use Ordinance is very generic and not tailored to the City.

The document also presented a plan for the redevelopment of Morgan Square. Though re-opening Main Street to automobile traffic had been proposed by previous plans, this plan’s efforts officially realized the vision. The 1991 Plan re-opened Main Street and Dunbar Street to through traffic and placed a small parking lot for 44 cars in the space of the current square. Additional curb parking is provided along the south side of Main Street.

The Renaissance Project (1995)

(Chapman Griffin Lanier Sussenbach Architects for The Renaissance Project Partners)

In the mid nineties a new plan emerged from a consortium of private landowners and developers including Arthur Cleveland, Norman Pulliam, and John Starr, III. This bold plan envisioned a public, private partnership including both the City and the County to “revitalize a major portion of Downtown Spartanburg.”

They recognized that while numerous studies had been undertaken to revitalize downtown Spartanburg, none had achieved the momentum to move forward. It appeared to them that the reason for this was that no one had envisioned “the synergy that public and private sector cooperation could generate.”

Following a market study for a full-service, four-star hotel, the plan was formulated to create additional amenities that would bolster its long-term success.

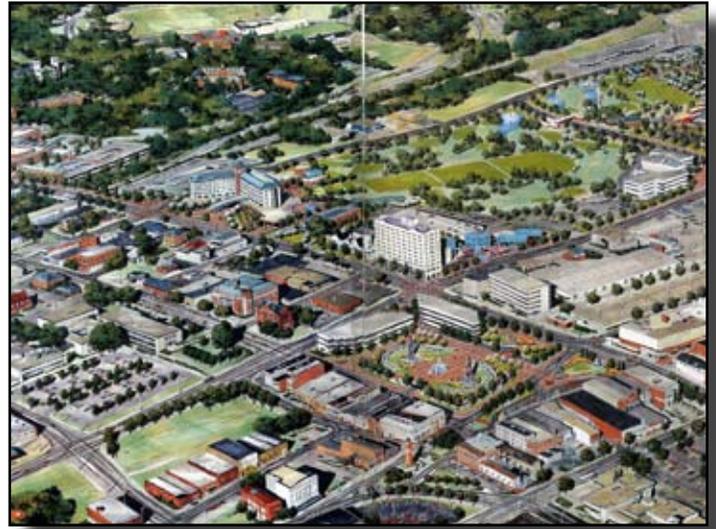
The final document was a full-color marketing brochure that was intended to have a national audience, presumably as a way to attract additional investors to the project.

Additional plan components included:

- A full-service, four-star hotel
- Renovating the Montgomery Building into upscale apartments
- An International Exposition to showcase overseas businesses calling Spartanburg their US home
- High-quality office space
- Several blocks of affordable, single- and multi-family homes
- Renovation of the Auditorium and expansion of the Exhibit Hall
- An open-air amphitheater
- An executive conference and training center
- Parking
- An executive golf course and driving range
- A new museum and/or cultural center and renovation of the Montgomery House Theater
- Streetscape improvements to encourage pedestrian flow
- Green spaces, nature walks and play areas to further enhance downtown’s livability

Commentary: This privately-driven 1995 iteration of “the big idea” included a number of components revised from previous plans. For example, the hotel, previously part of the “opportunity block” on Morgan Square found a new home at the corner of Church Street and Daniel Morgan Avenue.

Unfortunately, the plan was developed during a period



A birdseye perspective of the proposed Renaissance Project (1995)

where suburbanization of the City was quite popular, hence the nine hole golf course and driving range. In addition, the building forms depicted were auto-oriented with street edges that lacked any real pedestrian amenities. This became the fate of the now constructed Marriott as it recesses from the street with odd angles and trajectories and lacks a coherent pedestrian-oriented front door as would be expected in a downtown.

Barnet Park with its amphitheater and the Marriott Hotel appear to be the only two elements implemented from the Plan. There remain a number of laudable goals and ideas of the plan including new housing and streetscape improvements that are worthy of consideration more than a decade later.

Design Manual for the City of Spartanburg (1996)

(The Jaeger Company)

The manual was developed for use in implementing the three historic districts around the Downtown area—specifically the Downtown Spartanburg District, the Hampton Heights District, and the Beaumont Mill Village District. The document is prepared in two parts: Design Review & Analysis, and Preservation Principles & Design Guidelines for Architectural Rehabilitation Projects.

Commentary: This Document provides a very good set of guidelines for the repair, maintenance, and alteration of historic structures, which is its principal focus. It includes some references for new construction, though they are much less substantial. The document is currently only being used in the Hampton Heights Historic District.

Share the Vision (1998)

(Share the Vision Organization for the City of Spartanburg and Spartanburg County)

The Share the Vision initiative was a long-range strategic planning process which had two main goals. The first was to determine what kind of community citizens would like Spartanburg to be 10 or 20 years in the future. The second was to make the vision a reality through shared responsibility of citizens, local government, and community organizations.

After conducting extensive research involving more than 100 statistical indicators, the project conveners organized their efforts around six focus areas/theme groups: A Growing City, The Heart of a World Class Region, Livable City, New Ways of Governance, A Healthy City, A City of Opportunity. From these "Theme Groups" came over 31 different strategies and 170 demonstration projects. The organization focused on implementing their ideas and structured their energies towards achievable tasks.

Specifically, The Heart of a World Class Region considered those elements needed for the Rebirth of Downtown Spartanburg (asterisks* denote those strategies that have been fulfilled or are underway):

- Renovate Memorial Auditorium*
- Build Barnet Park and Amphitheater*
- Build DoubleTree Hotel* (now the Marriott Hotel)
- Build a hotel conference center*
- Build a golf learning center
- Renovate the Montgomery Building
- Undertake downtown parking improvements

- Renovate the Belk Building and convert it into apartments*
- Renovate the depot*
- Establish a farmer's market*
- Acquire key downtown development sites*
- Foster development of class A office space*
- Complete streetscape enhancements*
- Establish an urban design center

Commentary: Of all the planning efforts conducted by the City, this effort appears to have yielded the greatest number of implemented strategies. Of course, a number of those strategies, particularly those related to the downtown, were based on programs or initiatives that had begun prior to this planning process. Regardless, the fruits of this planning process have been very impressive.

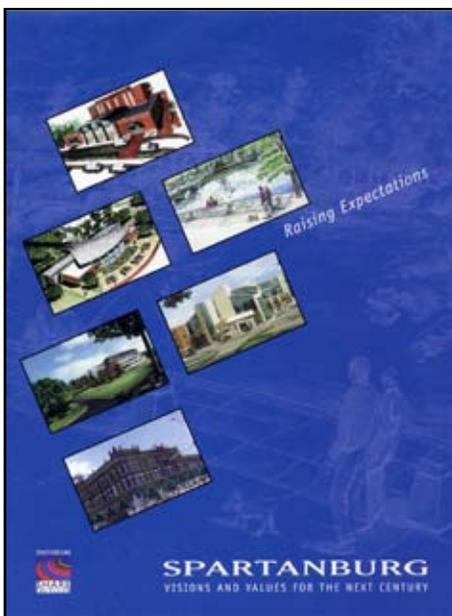
The most impressive part of this planning process was the diverse base from which the leadership was drawn. Rather than the traditional blue ribbon committee of the old guard, this process attracted leadership from a broader base, particularly those from a younger generation. Also of note was that this process was bolstered by funding that enabled the hiring of a full-time executive director/coordinator.

With full-time oversight, the process was able to not only set goals but manage their implementation. Progress reports continue to be issued annually, though the primary oversight duties are now housed within the Spartanburg Chamber of Commerce.

City of Spartanburg Comprehensive Plan (1999) (Appalachian Council of Governments & the City of Spartanburg)

The Comprehensive Plan was prepared in accordance with the 1994 SC Comprehensive Planning Enabling Act and includes seven elements: Population, Economic Development, Natural Resources, Cultural Resources, Community Facilities, Housing, and Land Use. The primary mechanism for obtaining public input was the incorporation of the extensive Spartanburg Share the Vision process and recommendations.

The remaining land use recommendations fall to future land use maps that are intended to guide rezoning petitions. The Downtown area includes all of the Central Planning Area and portions of the Northern, Southern, and Eastern



Share the Vision Report Brochure and Annual Update

Planning Areas.

The Plan includes few recommendations for the Downtown area. Instead, it reiterates the 1993 Plan's recommendation to designate the entire planning division as a Core Activity Center.

Commentary: Based on the formulaic approach of the South Carolina Comprehensive Planning documents, the plan is relatively vague about any many major shifts or changes to the Downtown area. Developed with a very broad brushed approach, the Plan lack any details about downtown or neighborhood level planning needs.

Redevelopment Plans:

- **Thompson Street (2001)**
- **Northside Community (2002)**
- **Hampton Heights (2003)**

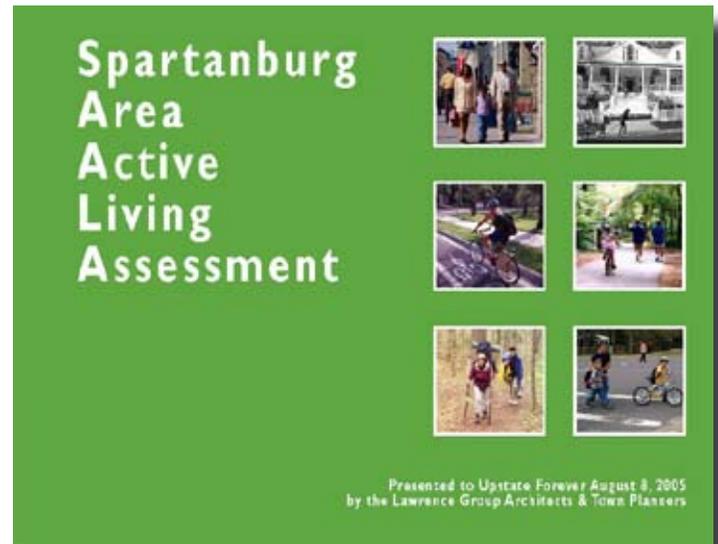
These plans were prepared as a means by which the City could proactively intervene in various declining neighborhoods. They are a necessary precursor to the establishment of a redevelopment area. Essentially, these plans outline a framework by which the City should remove blight, clear land, and acquire old structures within each area.

Commentary: These plans represent an exhaustive inventory of blighted structures within certain geographies. As such, they are reliable sources for the completion of a "ripe and firm" analysis such as found later in this Plan.

Spartanburg Area Active Living Assessment (2005) (The Lawrence Group for Upstate Forever)

Upstate Forever retained The Lawrence Group to conduct an "active living assessment" of the land development regulations and plans for Spartanburg County and the City of Spartanburg and to identify "provisions that impede the development of active living neighborhoods and communities"—neighborhoods that allow and encourage people to engage in regular physical activity, such as bicycling and walking, as part of their daily routine. This report provides a framework for revising City and County regulations and policies to support active living and recommends an action agenda for implementation.

The included matrix (Executive Summary, iii-viii) lists the 70 major recommendations in the report and organizes and prioritizes them based on the factors that will most likely impact their implementation. The bulk of the recommendations in the first two sections of the report relate to changes to existing land development regulations.



Cover page from the Spartanburg Area Active Living Assessment

SPATS 2005-2025 Long-Range Transportation Plan (2004)

(Spartanburg County Planning and Development Department)

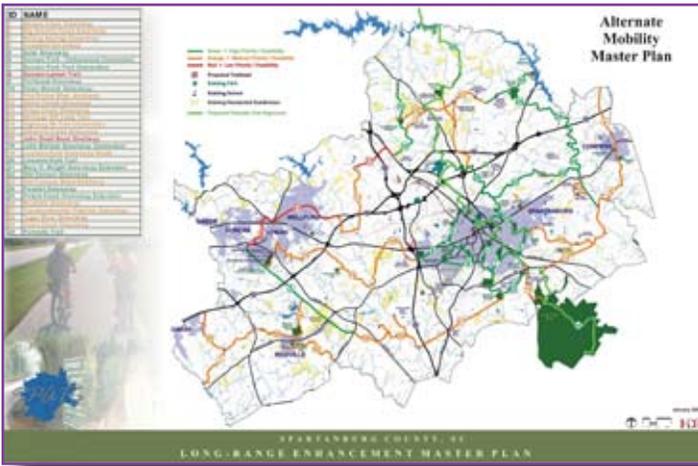
The SPATS Long Range Transportation Plan (LRTP) is a summary of all of the proposed transportation improvement for the Spartanburg Area Transportation Study (SPATS), the area's Metropolitan Planning Organization (MPO). This is a federally mandated process that fiscally constrains the number and types of projects during a twenty year period. Projects typically do not receive funding unless they first appear on the LRTP.

The St. John Street extension, a \$5.7 million grade separated crossing was recommended through this planning process. It was completed in late 2001. There are currently no projects in the long-range within the study area.

SPATS 2005-2025 Long-Range Transportation Plan - Intermodal Addendum (2004)

(Spartanburg County Planning and Development Department)

The *Intermodal Addendum* is a supplement to the Long-Range transportation Plan as required by federal law. The plan covers improvements for aesthetics, transit, and pedestrian and bicycle facilities. It also includes the recommended extension of the Palmetto Trail through the downtown towards the Wofford campus.



A map of the proposed greenway and urban trail improvements in the SPATS long-range transportation plan

Spartanburg County Rapid Parks Assessment (2006)
(The Conservation Fund and Upstate Forever)

“The rapid assessment facilitates identification and prioritization of parkland, greenway, and greenbelt protection opportunities that advance the goals of local park and active living advocates as well as published recreation needs assessments, greenway plans, and active living assessments.”

The plan recommends the creation of an active living zone to promote higher density development within appropriate areas of Spartanburg, including Downtown. In addition, it recommends density bonuses for residential development in this zone where land donation or park dedication is included.

Tracing the Big Idea

The City of Spartanburg has a long history of planning for “the big idea” with some key successes tied directly to these ideas. It is interesting to review the history of “the big idea” noted at the beginning of this Section. Specifically, to track the idea of a the conference hotel through various plans is a lesson in political leadership.

For nearly twenty years, a conference hotel had been envisioned as an anchor project around a revitalized Morgan Square. Then, led by a private consortium, the hotel moved to the Renaissance Project. Rather than being developed as part of an urban mixed-use project or in the heart of the pedestrian-oriented sector of Downtown, the hotel was built on a corner of two automobile-oriented streets—Church Street and Daniel Morgan Avenue. This suburban approach has led to what some archeologists would call “a disconnect in the fossil record,” meaning that certain key elements seemed out of place or difficult to trace in relation to one another.

The result of this relocation was a further dilution of the activity in any one sector of the Downtown. Hindsight is 20/20, but the lesson learned is that great downtowns concentrate centers of activity. To spread various activity generators around an area too sparsely reinforces a disconnect between them and encourages automobile use.

The blueprint for using a conference hotel as the anchor for downtown revitalization has great local precedence in neighboring Greenville, where the Hyatt Hotel anchors Main Street. Combined with an ambitious streetscape program, Greenville’s development activity has largely focused on Main Street itself, creating a linear, coherent, and concentrated urban environment.

The ESA Building now resides on Morgan Square where the hotel was once envisioned. It provides a strong physical presence to the Square and the number of employees it houses represents a significant number of day time shoppers and diners for establishments along Main Street.

2.9 Ripe and Firm Analysis

Before beginning any design work, the project team conducted extensive surveys of the study area in order to analyze the existing conditions in Downtown. The project team identified property conditions through several walking tours and windshield surveys, in addition to meetings with citizens, property and business owners, City officials, and other stakeholders. Numerous members of the community participated in each part of the process, helping to guide the design team and City officials towards specific areas requiring extra focus. The Ripe and Firm Analysis map depicts the community's collective assessment of properties and conditions in the study area. It includes suggestions gathered before, during, and after the public charrette process.

The Ripe & Firm Analysis provides a working map that helps to evaluate the City's current property conditions. Parcels determined to be "Firm" are generally in their final building/land-use pattern and reflect the "highest and best use" according to real estate and appraisal forecasts. Such properties typically require little to no intervention, though improvements might further enhance their appeal.

"Ripe" properties, on the other hand, typically offer significant development/redevelopment opportunities. These include those parcels that are currently undeveloped, underdeveloped (able to accommodate additional on-site expansion/development), or in need of redevelopment (such as a vacant shopping center). Parcels appearing in yellow lie somewhere in-between, or the exact future of the property's future is uncertain/unknown.

This analysis enables the project team to focus efforts on specific, high-priority areas. It also helps to protect areas in the community believes to be important for their civic value or other community interests.



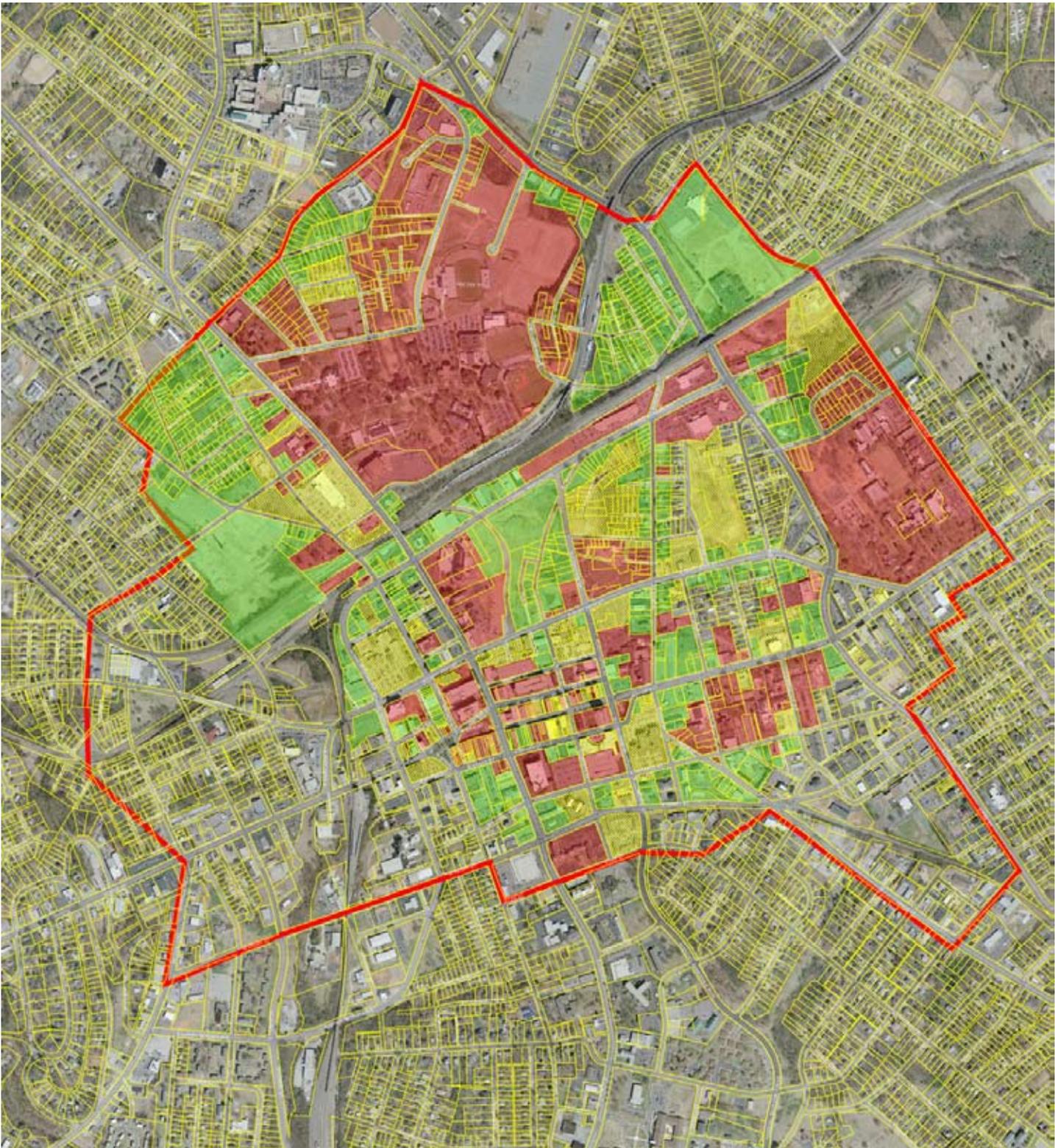
Ripe for Development/Redevelopment
Renaissance Park



Possible Opportunity Site
Broadwalk Building



Firm (No Intervention Needed)
Chapman Cultural Center (under construction)



Ripe for Development/Redevelopment



Possible Opportunity Site



Firm (No Intervention Needed)

2.10 Figure/Ground Diagram



The figure/ground is an illustrative diagram showing the relationship between buildings and publicly accessible space (including streets) by presenting the former in black and the latter as a white background. This analysis illustrates the amount of undeveloped or under-developed land in the Downtown by clearly highlighting the voids. (Note: Information was gathered from existing aerial photography and digital planimetrics, and may not accurately depict existing conditions)

2.11 Economic & Market Analysis Overview

The following material has been adopted from the Market & Economic Analysis conducted by Rose & Associates, Inc. April 2007.

Target Markets & Trade Areas

The primary target market for downtown Spartanburg is the region (County/MSA), as companies seeking to locate here will draw from within the region for employees and consumer dollars. In many markets in the southeast, quality of life indicators as well as the perceived vibrancy of the local economy, will attract not only families relocating for job opportunities, but also those at or nearing retirement seeking new lifestyle options. While some will visit or relocate from other regions, the underlying demand comes first from within this primary market.

Trade areas define the market potential for goods and services within the primary target market. These assist in determining threshold demographics such as population, income, workers, education and other factors required to support various land uses. The trade area for data collection and real estate survey has become commonly defined as a distance radius around a specific intersection/location. This is predominately used to analyze threshold population and consumer dollars for retail uses. In areas experiencing a substantial amount of growth, drive-time analysis is also often used. Drive Time analysis evaluates the dynamics in a more urban environment where traffic congestion can impact the time versus mileage traveled to determine customer trade areas. In other words, consumers may choose destinations to shop or locations to live (distance from their work) based upon the drive time versus distance in miles, depending on time of day and traffic status. Similarly, commuting patterns determine the ability for a company to attract employees.

The Trade Areas were defined and summarized in our preliminary report. The downtown intersection of East Main and North Converse Street was used to define these trade areas. The analysis at the 1 mile, 3 mile, 5 mile, 10 minute and 15 minute drive time around this intersection determined areas of growth and opportunities for both convenience and destination oriented goods/services. The following chart highlights the characteristics of each of these areas, which demonstrate strength in population growth and income in the county and outlying suburbs as compared to the immediate downtown area:

Summary of Preliminary Findings

Pre-Design Workshop & Charrette Scope

Please refer to the “Market & Economic Study, Pre-Design Workshop Report” dated October 2006. Review of the study area, data and demographic information, together with preliminary interviews with City staff, elected officials and key stakeholders of the community, revealed the following observations:

- The market is beginning to respond to the efforts of downtown revitalization - which experienced both public and private investment totaling over \$170 million dollars within the past five years;
- Spartanburg is rich in history, higher education (6 colleges), arts, culture and medical care (2 hospitals), placing it in an enviable position for quality of life indicators;
- Spartanburg benefits from an active and involved citizenry that offers leadership in both the public and private sector, resulting in effective change and

Market & Trade Area Data					
	2000 Census Population	2006 Population Estimates	% Change	Daytime Employment	Median HH Income
County	253,791	271,347	6.92%	120,547	\$44,847
City	39,673	38,842	-2.09%	13,085	\$34,307
Radius					
1-Mile	7,097	6,978	-1.68%	4,734	\$24,924
3-Mile	48,792	48,707	-0.79%	14,850	\$32,198
5-Mile	90,415	91,981	1.62%	33,332	\$38,867
10-Minute Drive	95,335	97,228	1.99%	32,897	\$38,649
15-Minute Drive	135,817	142,450	4.88%	48,229	\$42,452

cooperative investment in the downtown;

- The region has experienced job loss in the manufacturing sector, however as it diversifies its economy, employment is beginning to stabilize and grow;

The preliminary findings suggested a three-pronged strategy for land use and economic development that compliments the underlying goals of the City:

1. Create areas to provide a destination for commerce shopping and community interaction

- Opportunities exist to identify and better define the center of the City as a destination with 24 hour activity - living, working and leisure time.
- The primary intersections along Main Street should form the nucleus of destination-oriented commerce and social interaction among its citizens. Currently considered the Central Business District, this area could be expanded to include additional destination retail, restaurants, Class A professional office and high density residential uses. This should include attractive public spaces that are linked to the Renaissance Park area and the new Cultural Center.

2. Develop economic development strategies to provide tax base and job creation.

- Opportunities exist for the area to expand its economic base by recruiting additional headquarters to the downtown's growing roster of companies, thereby creating opportunities for economic sustainability. Areas such as the Renaissance Park, or other vacant parcels targeted for redevelopment should be considered;
- Projected employment, population and income growth resulting from targeted economic development will drive future demand for commercial space, together with supporting retail. Targeted clusters might include creative and knowledge based industries, benefiting from proximity to the surrounding colleges and cultural facilities;
- Maximize Quality of Life components to recruit and retain business. Establish a marketing strategy that supports economic development efforts by identifying those things that differentiate Spartanburg individually, while also identifying it regionally. Projected growth throughout the region will continue to place development

pressures in this area, therefore the competitive advantages of Spartanburg become critical factors. Communication of a unified vision for business growth is encouraged to support congruent development patterns and provide a balance between jobs (commercial uses) and housing.

3. Create strategies for developing diversification of housing stock.

- New residential product should be designed and constructed/renovated to diversify the current housing stock- to include apartments, condominiums, townhomes and single family in the downtown. This emerging market presents an opportunity to create a mix of housing types/styles including a variety of housing product in a wider range of sizes, styles and prices to serve multiple generations including young professionals, empty nesters, retired couples and individuals, as well as families.
- Alternative housing options, to include condominiums and apartments, should be located primarily in the downtown core, connecting to one another via pedestrian/bike pathways. Attractively designed apartments and/or townhomes/condominiums would provide harmony with the adjacent single-family neighborhoods and an appropriate transition from current commercial uses. Transition to low-density single-family housing in areas adjacent to existing neighborhoods is also recommended. A mix of residential in



Urban townhomes, Savannah, GA

a range of market segments (moderate-luxury, in both rental and for-sale housing) should be considered. Further disaggregation of the housing stock will serve to further define product size, style and price range. Careful attention should be given to creating pedestrian and vehicular connections between civic/recreational, cultural, residential and commercial areas.

Final Conclusions & Recommendations

The following is a summary of the final conclusions and recommendations for downtown Spartanburg. The factors and findings detailing these recommendations are detailed in both the preliminary report and in sections II, III and IV of the Market & Economic Study:

Market Potential for Office Uses

- The demand for downtown office space is dependent upon recruitment for economic development. This includes both of small professional businesses (1-50 employees) and large companies (50+ employees).
- The current overall vacancy for downtown office space is consistent with the overall regional market for all classes of office space.
- There is limited Class A (new) space available, while there is an abundant supply of Class B and C (existing/older) space, a majority of which is obsolete or in need of tenant improvements.
- There is limited available office space with large floor-plates, allowing tenants to occupy more than 10,000 or more square feet per floor.
- Projected job growth supports approximately 300,000 square feet of office space which may be absorbed over a 10-15 year period.
- The Downtown Master Plan proposes approximately 1.5 million square feet, of which approximately 40% is replacement of existing obsolete Class B/C space. The majority of this space will be absorbed organically over time, with full build out estimated to occur over the next decades.
- Target markets include professional and medical services; technology and service sectors; arts and education.



Adaptive re-use office building, Spartanburg, SC

Market Potential for Retail Uses

- The demand for downtown retail space will grow commensurate with residential population and daytime employment, which will provide threshold traffic to attract restaurants and retail to the downtown.
- Downtown should focus on both local and regional tenants in order to provide a unique tenant mix not found in traditional shopping center formats.
- Differentiate trade areas between local, convenience oriented (within 3 miles of downtown) and regional destination oriented (5+ miles from downtown) goods and target retail tenants accordingly.
- Retail should focus on two primary areas: 1) East Main Street between Converse Street and Daniel Morgan Square; and 2) the Renaissance Park area.



Unique retail sign showcases the experience that downtown Spartanburg offers locals and visitors.

- East Main Street can provide a mix of small convenience oriented goods and services for downtown residents and employees, together with locally owned/operated galleries and boutiques.
- Renaissance Park provides an opportunity to create a mixed-use lifestyle center format. To create the synergy to attract larger national tenants, a minimum of 150,000 square feet must be considered to provide a destination which can be branded and marketed as one project/area. This provides opportunities for larger retail formats such as bookstores, specialty food and electronic stores. Given the connection between the Marriott Hotel, Chapman Cultural Arts Center, and the proximity to the colleges, the most appropriate location for this size/scale urban project is the Renaissance Park area.
- Convenience oriented goods and services may be provided by national tenants (i.e. Drug Stores), mixed with destination oriented goods, to include restaurants. There is a limited current supply of retail space in the downtown core, most of which is obsolete or in need of substantial tenant improvements.
- Market dynamics support approximately 200,000 square feet of retail, which may be absorbed over a 10-15 year period.
- The Downtown Master Plan includes approximately 500,000 square feet of space throughout the study area, which includes replacement of existing space in some areas. The absorption of this space is estimated to occur over a period of approximately 7-10 years.



Downtown restaurant, South End, Charlotte, NC

- Target markets include full service restaurants, grocery & specialty food, book, office supply, music and electronic stores in addition to entertainment venues.

Market Potential for Residential Uses

- The demand for downtown living is limited by the availability of alternative housing options.
- The current supply includes predominately traditional single family homes in the neighborhoods surrounding the downtown.



Urban grocery store, Uptown, Charlotte, NC

Highrises, LLC

- A mix of townhomes, condominiums and apartments both for sale and for lease will add the additional population needed to support certain types of retail uses and restaurants.
- There is limited supply of urban upscale condominiums and townhomes in the market. While there is currently little product above \$200,000 available for sale, the downtown has a unique opportunity to create a market where one currently does not exist.
- A variety of products, sizes, styles and prices in both single family and multifamily product should be considered to include bungalows, urban brownstones, townhomes, lofts and apartments/condominiums above retail.

- Market dynamics support approximately 2,594 units of housing in the downtown, which is needed to increase the population to support proposed additional retail.
- Unit mix includes 591 single family; 1,380 multifamily and 623 apartments.
- There are 2,296 units of housing proposed in the Downtown Master Plan, to include 251 single family; 1,413 multifamily and 642 apartments. This housing will be absorbed into the urban fabric of the downtown over a period of the next 20-30 years.



Multi-family housing, Baxter, SC

Other Keys to Downtown Revitalization

- Attitude. Create pride in the downtown through educating the public about strengths and successes in the downtown.
- Marketing. Provide information regarding leasing, investment and development opportunities and promote new ideas through public offerings.
- Public/Private Partnership. Streamline the regulatory and permitting process and provide opportunities for alternative funding sources, such as Tax Increment Financing (TIF).
- Program. Knit together the programming and events of the colleges, the arts and other sources to create an atmosphere in downtown of “go do” in addition to “go buy” retail opportunities.
- Neighborhoods. Promote strong neighborhoods through continued preservation and revitalization efforts. This supports and provides pedestrian traffic and energy for the downtown.



Apartments above retail, City Place, FL



Single-family residential block, Prospect, CO

This page intentionally left blank

3

Civic Dialogue & Participation



3.1 Reconnaissance & Public Input

Prior to the public design charrette, the design team, city staff, and the citizens' advisory committee worked to identify all of the individuals and groups whose input was necessary for the overall success of the plan. These stakeholders were targeted not only for the history that they could provide but also their ability to implement the plan's vision.

Advisory Committee

An advisory committee was appointed by the Mayor to provide oversight and counsel for the downtown planning process.

Representing different constituent groups from the downtown area, the advisory committee provided early guidance on the history of the area, past planning efforts, and key principles for future development and redevelopment.

In addition, the committee assisted the project team with identifying key individuals and stakeholder groups for inclusion in the process as well as facilitating various public relations and advertising efforts related to the public kick-off and charrette.

Advisory Committee Members

Philip Belcher, Mary Black Foundation
Linda Bilanchone, Preservation Trust
Royce Camp, Cantrell Wagons
Shannon Emory, Carolina Gallery
Freddy Foster, Sonny's Brick Oven Pizza
Darrin Goss, Wofford College
Ben Graves, Johnson Development Associates
Mike Henthorn, Beeson Henthorn Development
Albert Jolly, Jr.
Steve Jones, Spartanburg Memorial Auditorium
Julia Lyons Brooks, United Way of the Piedmont
Rev. Lewis A. Mills
Harry Price, Price's Menswear
Lee Raines, City of Spartanburg Police Department
Ricky Richardson, Citigroup Smith Barney
Tim Satterfield, Cobden Properties
Ron Smith, McMillan Smith & Partners Architects
Betsy Teter, Hub-Bub
Mary Thomas, Spartanburg County Foundation
Betsy Fleming, Converse College



Members of the Advisory Committee assist the design team in identifying key plan elements prior to the charrette

Stakeholder Interviews

Pre-charrette interviews were conducted by members of the design team in advance of the charrette. The purpose of these interviews was to elicit thoughts and opinions about the future of the downtown area from key individuals and groups as well as introduce citizens to the charrette process. This information assisted the design team in formulating a master charrette schedule (who do we need to talk to?), creating a preliminary work plan (what do we need to get done?), and identifying stakeholders who would be willing to assist in implementation (how do we get it done?).

More than 16 interview meetings were conducted over four days on September 6th & 7th and October 2nd & 3rd. Meetings included developers, philanthropists, key local institutions, business leaders, and various local government elected and appointed officials. Meetings were also conducted with other city or county agencies to

discuss ongoing or parallel planning efforts (e.g., Share the Vision, Parks and Recreation).

Public Kickoff Workshop

A public kickoff workshop was conducted on October 2nd in the Barrett Room of the Spartanburg Public Library. An overflow crowd of more than 150 people participated in the event.

After an introduction to the process and an overview of the key issues identified to date, the public participated in a visioning and goal-setting exercise. The issues and opportunities articulated by the attendees were as diverse as the crowd itself.

The participants listed dozens of recommendations, issues, and opportunities for downtown that generally fell into twelve strategic action areas:

1. Increase Downtown Living
2. Encourage Quality Design/Development/Preservation
3. Promote Mixed-Use Development
4. Improve Downtown Aesthetics
5. Plan for Multi-modal Transportation/Connectivity
6. Expand Downtown Social/Recreational Amenities
7. Promote Retail Development
8. Enhance Local Economy
9. Strengthen Educational Opportunities
10. Improve Cultural Offerings
11. Develop New Civic/Public Space
12. Improve Downtown Safety/Miscellaneous

A complete listing of participant responses under each category is listed on the following pages. In general, however, the public's vision for the area can be summed up by the "Indicators of Success" for Downtown as articulated by the attendees at the kick-off meeting:

- People downtown—pedestrians, families, young people: even at night!
- Controlled traffic
- Bicycle-friendly, walkable downtown
- Positive self-image
- Consistent programming
- Diverse population in downtown
- High-performing schools



Pictures from the standing-room-only crowd at the Downtown Plan kickoff

3.2 Kick-off Meeting Public Input

The following is the list of stakeholder recommendations and issues for the Downtown area as elicited at the Public Kick-off meeting on October 2, 2006. The list has been categorized into major strategy areas, but the bulleted items are verbatim transcriptions of attendee notes and responses at the meeting. Although this feedback by no means represents a scientific survey of public sentiment, it does provide a very vivid picture of citizen priorities and vision for the Downtown area and represents the basis the plan recommendations.

Increase Downtown Living

- High density housing/mixed-use development
- Affordable downtown lofts
- Condo/apt. housing—affordable
- More affordable downtown living
- Increase population
- Variety of housing options
- Living downtown
- More people living downtown
- Relocate economy; housing with condos

Encourage Quality Design/Development/Preservation

- Infill development needed
- Fill in the gaps
- Fill in empty downtown property
- Development standards
- Continue “Green” progress
- Urban growth boundary: focus growth inward, no sprawl
- “Foot traffic only” shopping district (cobblestone)
- Focus on Main Street, move outward
- Diverse, new architecture
- Exciting architecture that challenges while reassures
- Preservation with rejuvenation
- Preserve the old charm while introducing new buildings to give downtown a face lift
- Historical buildings
- Stop tearing things down in downtown area
- Save DuPre House
- Montgomery Theatre restoration
- Enforce codes on landlord vacant houses
- Need more help from City
- Need City to be more helpful rather than hinder development
- Preservation/flourishing of downtown neighborhoods

Promote Mixed-Use Development

- Integration of residential spaces + retail/services to support residents
- Mixed-Use
- living above stores + restaurants
- Residential, entertainment, social

Improve Downtown Aesthetics

- New streetscapes
- Roadscapes that welcome all modes of human transportation
- Gateways (East Main/Pine St., South Church/North Church)
- Gateways (clean-up Asheville Hwy.): improve downtown entrances
- Points of perspective (Focus points in public realm)
- Canopy trees (Noble)
- More trees
- Windows
- Major water feature
- Japanese Gardens
- Major water feature
- Control signage
- Signage in/around downtown—uniform, zoning ordinance to set sign design standards

Plan for Multi-modal Transportation/Connectivity

- Connectivity
- Connected streets for bikes, people, + cars
- Bridge/Tunnel RR on Main
- Improve ingress/egress to downtown
- RR track should not bisect Main St.
- Decrease automobile dependency
- More walkable streets
- Better system of transportation: red light intersections, cross walks, safer
- Safe street crossings
- More user-friendly, in general; handicap-friendly, specifically
- Need: closeness to downtown, walking/biking
- Walk to work, home, and to exercise
- Walking/Biking Access
- Foot traffic/trolley
- Roadscapes that welcome all modes of human transportation
- Rails to trails bikepath to Saluda, NC & south toward Croft, SC
- Connect Palmetto trail to downtown
- Walking path—clearly lit
- Plan ahead for light rail
- Make public transit more appealing
- Better public transit in downtown core

Expand Downtown Recreation/Social Amenities

- New YMCA (3 mentions)
- More activities & services for children
- Skateboard park
- Social programming
- Public golf course
- Public outdoor swimming
- Mary H. Wright Greenway, water channel, and trail
- Dog park (2 mentions)

Promote Retail Development

- Upscale grocery downtown
- Grocery store
- Department store downtown (Whole Foods, Earth Fare)
- Greek/Medt. Restaurant
- Food co-ops
- More retail
- More places to shop after 5pm
- More diverse retail downtown
- Walking to shops with outside cafes & dining
- Diverse retail
- Restaurants, nightlife
- Vibrant night-life, stores open late
- Small business space < 1000 sq. ft.
- More small, unique retail
- Neighborhood markets, coffee shops

Enhance Local Economy

- Better marketing of our assets
- White collar jobs
- High-tech industry

Strengthen Educational Opportunities

- Downtown branch of community college
- Strengthen schools

Improve Cultural Offerings

- More music: small and big names
- Sculpture Park with modern work
- Arts District (focus areas: arts district)
- Affordable artists' spaces
- Touring shows @ the Auditorium a la Peace Center
- More civic programming
- More downtown events
- Events that bring people downtown
- Arts
- College/cultural retail attractions
- Night-life
- More events @ Barnet Park

Develop New Civic/Public Space

- New City Hall
- More public/green space
- Outside seating
- Something to do outside, i.e. fountains @ Barnet Park
- Parks need to be more user-friendly
- We need a major water feature in Renaissance Park
- Park-like atmosphere, with biking
- Green parks with lots of grass + benches
- Parks and gardens
- Central public spaces (squares w/ benches, trees)
- Open (unfenced) park areas

Improve Downtown Safety/Miscellaneous

- Better security, no vagrants
- Vagrancy downtown
- Safety, perception of safety
- Expand public safety in area
- Communicate opportunities better—community events, new shopping & dining
- Downtown needs to prepare for greatness
- An entry to the city: distinct & welcoming

3.3 Public Planning & Design Charrette

The Downtown Master Plan public design charrette led by The Lawrence Group (in association with Cole, Jenest & Stone, Kimley-Horn & Associates, and Rose & Associates) took place on October 17th – 24th at the Showroom at Hub-Bub on Daniel Morgan Avenue. A public design charrette is an intensive planning and design workshop where many ideas are generated, filtered, and discussed through a very detailed public process.

A 14-member, multi-disciplinary team of planners, architects, urban designers, landscape architects, transportation planners, engineers, and real estate market experts worked with a wide variety of citizens and stakeholder groups to create a market-realistic vision for the downtown area. Hundreds of participants filled the temporary charrette studio every day to observe the design team in action, participate in key stakeholder and interest group meetings, provide feedback, and offer their vision.

Dozens of meetings on specific topics were facilitated at the studio including: Business Owners, Building Code Enforcement & Planning Staff, Traffic & Transportation, Historic Preservation, Infrastructure, Major Property Owners, Parks & Recreation, Elected and Appointed Officials, Special Events Programming, Land Developers, Beautification, Public Safety, Open Space, Active Living & Bicycle Task Force, Art Groups, Downtown Neighborhoods, Airport, African-American Community

Leaders, and College Students and Leaders.

Each day at noon, the charrette team stopped working and pinned up all of the day's drawings and discussions for feedback and criticism by the public. Through the filter of these pin-up sessions, the design team received valuable feedback that led to the approval, refinement, or rejection of various ideas discussed.

“The story tonight” remarked Spartanburg City Manager Mark Scott, “is all the people here, from such different segments of the community, in the Hub-Bub Showroom, working on this plan.”

The activity was intense throughout the week. Participants were immersed in the design process the moment they walked in the door of the design studio. With each day, a conceptual plan slowly emerged for the entire study area, beginning first as a broad framework showing major circulation, then moving to detailed plans for various blocks and buildings. In the end, the various pieces of the plan were pulled together to create a tapestry of fine-grained ideas for nearly every block in the 1.5 square mile study area.

The closing presentation on October 24th was made to a standing-room-only crowd of nearly 200. “The story tonight” remarked Spartanburg City Manager Mark Scott, “is all the people here, from such different segments of the community, in the Hub-Bub Showroom, working on this plan.” Team Leader Craig Lewis outlined a vision of the Downtown that included some near term opportunities and some longer term goals.



Charrette: French term for “little cart” referring to the final intense work effort expended by architects to meet a project deadline. At the Ecole des Beaux-Arts in Paris during the 19th century, proctors circulated with carts to collect final drawings, and students would jump on the “charrette” to put finishing touches on their presentation.

A charrette consists of an opening presentation, numerous public meetings, design sessions, pin-up sessions, and a closing presentation, all conducted over a multi-day period. This intense and focused effort gives the design team the most efficient opportunity to meet with a large number of interest groups and citizens, gather their vision, and produce a detailed series of high quality plans and renderings that accurately reflect the vision of the community.

There are four guiding principles for charrettes:

Involve Everyone from the Start: Anyone who might have an opinion or be affected by the plan should be involved from the very beginning. By making people roll up their sleeves and work with the design team, the process gains mutual authorship and a shared vision.

Work Concurrently and Cross-Functionally: Our design team has many different specialties, but during the charrette, we all become generalists, assimilating everyone’s expertise and reflecting the wisdom of each ability.

Work in Short Feedback Loops: The public needs to be able to propose an idea and see it designed for review in a short period of time. During our process, we hold pin-up sessions every day to garner input on the preferred direction based upon what we heard earlier in the day.

Work in Detail: Only through designing to a level of detail that includes both the details of building types, blocks, and public spaces as well as the big picture of circulation, transportation, land use, and major public amenities can fatal flaws be reduced or eliminated.

SPARTANBURG DESIGN CHARRETTE SCHEDULE

	10/17/2006 Tuesday	10/18/2006 Wednesday	10/19/2006 Thursday	10/20/2006 Friday	10/21/2006 Saturday	10/22/2006 Sunday	10/23/2006 Monday	10/24/2006 Tuesday
8:30 am - Noon	X	8:30 Business Owners	8:30 Real Estate	8:30 Land Development	X	X	9:00 Sherman College-Alan Duesterhaus	Open Design
		9:30 Public Works	10:00 Building Codes & Planning	10:00 Beautification			10:00 Neighborhood Representatives	
Noon	Design Studio Opens w/Pin-Up Session	Pin-Up Session and Project Update	Pin-Up Session and Project Update	Pin-Up Session and Project Update	Pin-Up Session and Project Update	Pin-Up Session and Project Update	Pin-Up Session and Project Update	
1:00 pm	Break for Lunch	Break for Lunch	Break for Lunch	Break for Lunch	Break for Lunch	Break for Lunch	Break for Lunch	Break for Lunch
2:00 pm - 7:00 pm	2:00 Tour of Project Area	2:00 Traffic & Transportation	Open Design	2:00 Open Space Advocates	Open Design	X	Open Design	2:00 Design Studio Closes to Prepare for Final Presentation
	4:00 Market Study Overview	3:30 Special Events		2:00 Major Property Owners			3:00 Active Living & Bicycle Task Force	
	5:30 Advisory Committee	4:30 College Students & Employees	4:30 Officials, Boards & Commissions	4:00 Arts Groups				6:00 Final Presentation and Closing Reception
		5:30 Neighborhood Representatives	5:30 Business Owners					
			(Design Studio Closes at 6:30 pm)		(Design Studio Closes at 5:00 pm)			

3.4 Pre-Charrette Advertising

SPARTANBURG DOWNTOWN MASTER PLAN

OCT 2ND PUBLIC WORKSHOP
 6:00 PM @ THE PUBLIC LIBRARY BARNETT ROOM
 151 S. CHURCH ST

OCT 18TH-24TH PLANNING & DESIGN CHARRETTE
 @ THE SHOWROOM
 149 S. DANIEL MORGAN AVE

SAVE THE DATES!



PLANNING THE NEXT 175 YEARS

Morgan Square is complete, new corporate headquarters have moved in and the sidewalks are enlivened with people day and night. How does the Hub City position this cherished area for the next 25 years? What's missing - what should stay and what needs to go? What things do you need to go buy - what do you want to go do?

On October 2nd in the Barnett Room of the Public Library, the City of Spartanburg will kickoff the development of the Downtown Master Plan. This Plan will position the Downtown area for growth, development, redevelopment, and preservation over the next 25 years.

Following this public kickoff meeting, the City will host a week-long public planning and design charrette on October 18th - 24th at The Showroom (home of hub-city.com) at 149 S. Daniel Morgan Avenue. Planners, architects, landscape architects, urban designers, transportation planners & engineers, and real estate development professionals will work cooperatively with the public to create a detailed vision for the Downtown. Public meetings and design sessions will occur throughout each day. A pin-up session will be held each weekday at 5:30 PM to evaluate the direction of the plan. A final presentation will be held on Tuesday, October 24th at 6:00 pm.

The City expects citizen participation to be high and invites area businesses, local residents and neighbors, and interested community groups to actively participate in this exciting process.

MAKE YOUR VOICE HEARD.
 CREATE THE VISION.
 SHARE THE FUTURE.



NEED MORE INFO:
WWW.CITYOFSPARTANBURG.ORG
 OR CALL 864.596.2972

PLAN THE FUTURE OF DOWNTOWN SPARTANBURG

MORGAN SQUARE IS COMPLETE, NEW CORPORATE HEADQUARTERS HAVE MOVED IN AND THE SIDEWALKS ARE ENLIVENED WITH PEOPLE DAY AND NIGHT, YET THERE REMAINS MUCH TO BE DONE. HOW DOES THE HUB CITY POSITION THIS CHERISHED AREA FOR THE NEXT 25 YEARS? MAKE PLANS TO JOIN US AND SHARE YOUR THOUGHTS, IDEAS, AND VISION FOR THIS AREA.






THE SCHEDULE:

OCT 17TH-23RD OPEN FORUMS DAILY PIN-UPS @ NOON

OCT 24TH CLOSING PRESENTATION

THE LOCATION:

THE SHOWROOM
 149 S. DANIEL MORGAN AVENUE

MORE INFO:
WWW.CITYOFSPARTANBURG.ORG / 864.596.2972

MAKE YOUR VOICE HEARD. SHARE THE VISION. CREATE THE FUTURE.

3: civic dialogue & participation



3.5 Charrette Images: Day 1 & 2



Charrette Day 3



3: civic dialogue & participation

Charrette Day 4



3: civic dialogue & participation

Charrette Day 5 & 6



3: civic dialogue & participation

Charrette-Closing Presentation



3: civic dialogue & participation

This page intentionally left blank



4

General Recommendations



This page intentionally left blank



4.1 Organizing for Success

More than twenty-five years ago, the National Trust for Historic Preservation began to focus their attention on creating a comprehensive, incremental approach to revitalizing America's main streets and commercial business districts. Since that time more than 1900 communities have implemented the Four Points of the Main Street Approach™ - organization, promotion, design, and economic restructuring.

In South Carolina there are presently sixteen participating Main Street communities and probably many more implementing the Main Street Approach™. Successful and active downtowns like Greenville, Columbia, Rock Hill, and Charleston, while not formal members, have clearly implemented elements of the Four Points in charting their success. The Main Street program is implemented at the state level through the Municipal Association of South Carolina (<http://www.masc.sc/affiliates/Main%20Street/msdescription.htm>).

Regardless of formal membership, the National Trust for Historic Preservation-Main Street Center serves as a tremendous resource for downtowns and commercial business districts. Their web site - www.mainstreet.org - is full of information and publications that run the full range of the Four Points and serve as an excellent resource for any community. From promotions to pigeons, they have guidance based on real experience from other communities.

Energize the Downtown Organization

The current downtown organization now needs to provide the leadership required to oversee implementation of this master plan. Because of the wide diversity of interests in the downtown area, the committee should be inclusive of merchants, property owners, residents, city staff, the colleges, the Spartanburg Chamber of Commerce, the Convention and Visitors Bureau, the Marriot Hotel, and other institutions such as Hub-Bub, the Arts Partnership and area churches.

The current City staff support should transition to a full-time person dedicated to the organization, but he or she may remain a local government employee for the purpose of salary and benefits administration. In addition, it is very common to have certain local government employees who are the primary liaisons for their respective organizations. In Spartanburg, the downtown should also maintain a close relationship with Public Safety, Public Works, Transportation, and Parks & Recreations/Special Events.

Continue Seed Funding

The Main Street Center recommends a minimum budget of \$60,000 - \$80,000 per year for a community the size of Spartanburg. This budget estimate includes funding for (but is not limited to) staff support, promotions, and initial program or project start-up costs (i.e. wayfinding/signage system). It is expected that their revenue sources should be diversified to include not only continued seed support from the city, but also private donations, membership fees, and grants from other government agencies and non-profits. Eventually, the base funding might come from a special taxing district known as a Business Improvement District (BID). More on the BID is discussed in Section 7.

Incorporate The Four Point Approach™

While actual membership in the Main Street Program is not essential, the ingredients for success embodied in the Four Points of the Main Street Approach™, shown on the following pages, are time tested and very appropriate for Spartanburg. This master plan is, in fact, a comprehensive framework for success with an implementation program organized to address each of these four points.

The Organizing Committee and the subsequent permanent downtown organization should weigh each policy decision against how it fulfills each of the four points.

THE MAIN STREET FOUR-POINT APPROACH™ TO COMMERCIAL DISTRICT REVITALIZATION

The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street Approach which work together to build a sustainable and complete community revitalization effort. Coincidentally, the four points of the Main Street Approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

1. Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

2. Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

3. Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.

4. Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Source: www.mainstreet.org

KEY RECOMMENDATIONS FOR ORGANIZING FOR SUCCESS

- Re-energize the current downtown organization and orient its mission towards implementation of this plan.
- Continue to diversify the funding.
- Use the Main Street Center's resources and their Four Points as the guiding framework to successfully achieve the plan's goals.

THE MAIN STREET PHILOSOPHY: EIGHT PRINCIPLES OF SUCCESS

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

1. Comprehensive: No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can help revitalize Main Street. But for successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

2. Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate “new things are happening” in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.

3. Self-help: No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

5. Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

6. Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and “cut and paste” efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

7. Change: Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

8. Implementation: To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Source: www.mainstreet.org

4.2 Branding + Marketing

Build the Brand

The development of a brand and the marketing of that brand are central elements to the sale of any product. In business speak, there is a distinct difference between “branding” and “marketing”.

In short, a brand is a customer relationship based on a set of core values that is defined by all the experiences, messages, promises, performance and quality associated with it. Marketing on the other hand is the execution of a business process that generates awareness and demand for a product or service.

The development of a brand is a slow, methodical multi-faceted process while marketing is a quick, often singular communication tool. Strong brands enhance the results of marketing programs. Marketing a product without a brand is like selling the sizzle without the meat. The development of a branding strategy, therefore, is almost a necessary precursor to a successful marketing program.

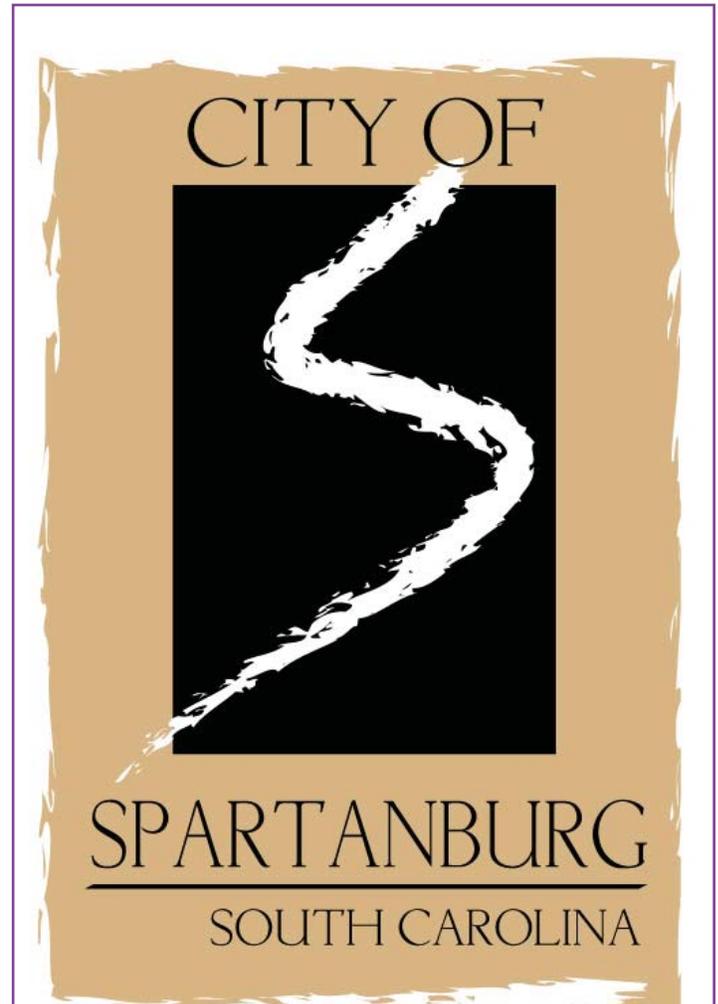
In Spartanburg’s case the “product” is the community itself - the downtown, the neighborhoods, the businesses, the churches, the cultural activities, the people, and everything else that comprises Spartanburg.

In recent years, the city and a number of affiliated groups and organizations including the Convention and Visitors Bureau, the Chamber of Commerce, and the six area colleges have begun working together, primarily on marketing programs. What appears to be lacking however, is a clear and coherent branding strategy that ties all of the elements together and gives the community a unifying message built on a set of core values and promises.

This plan therefore recommends the creation of a Branding Communications Plan consisting of the following:

- Branding Strategy
- Brand Messaging
- Marketing Strategy
- Marketing Programs

The brand’s identity must be unique and memorable and it should be sufficiently differentiated from its closest competitor. When considering the “Downtown Spartanburg Brand” the city should consider the brand as both an organization (city government) and as the entire community. The following elements, as adapted from *Successful Branding: Five Key Elements and One Mantra* (http://www.gotomarketstrategies.com/tip_03_02.htm) should be included:



In February of 2001, City Council approved the newly designed logo for the City of Spartanburg. The concept of the design is derived from the region itself. The S design shows a side view of the rugged terrain of the mountains in the distance, portraying Spartanburg’s location in the foothills of South Carolina. The design also represents a road moving upward, a path leading to the future. The area surrounding the S shows a city that can think outside of the box, and move in a positive direction while overcoming many twists and turns in the road.

The tan and black “S” replaced the city seal that had been used since the early 1900s. The modern “S” replaced vehicle decals, street sign graphics, business cards, letterheads, and uniforms.



A thematic logo was developed for the 175th anniversary of the city's founding. With strong colors, clean lines and the silhouette of the statue of Daniel Morgan, this logo was used extensively during 2006 in media ranging from window decals to street banners.

Brand Position: The Brand Position is the part of the brand that describes what the downtown does and for whom, what its unique value is and how someone such as a resident or business benefits from being a part of the downtown area, and what key differentiation this community has from others at both the regional and national level. Once the brand position has been created, it should be made available in 25, 50 and 100-word versions.

Brand Promise: The Brand Promise is the single most important thing that the downtown promises to deliver to its customers - EVERY time. To come up with your brand promise, consider what customers, employees, and partners should expect from every interaction with the downtown. Every business decision should be weighed against this promise to be sure that a) it fully reflects the promise, or b) at the very least it does not contradict the promise.

Brand Personality: Brand Traits illustrate what the city wants its brand to be known for. Think about specific personality traits you want prospects, clients, employees, and partners to use to describe the downtown. You should have 4-6 traits (5 is ideal), each being a single term (usually an adjective).

Brand Story: The Brand Story illustrates the downtown's history, along with how this history adds value and credibility to the brand. It also usually includes a summary of your products or services.

Brand Associations: Brand Associations are the specific physical artifacts that make up the brand. This is your name, logo, colors, taglines, fonts, imagery, etc. Your brand associations must reflect your brand promise, ALL of your brand traits, and support your brand positioning statement.

One Mantra: Once you've developed and defined a relevant brand, you must begin building the brand with employees, customers, prospects, partners, etc. through CONSISTENT execution. Repetition is key to the success of the branding process.

Document the Brand: Finally, to help ensure you build the habit of consistent brand execution downtown-wide, we recommend you document your Brand Elements in a Brand Book and provide this guideline to every employee for their own use in their daily activity. Then become the downtown's brand ambassador and begin the diplomatic process of self-enforcing its use!

As evidenced by the two logos highlighted in this section, the City has done an admirable job at creating a mark that is clean, contemporary, and spread easily across many applications and media. Further, the city has spread those brand marks and associations throughout the city in both print and online. A special note of excellence goes to the City's Communications Department for the logos themselves as well as the promulgation of graphic standards for their use.

The administration has placed the city logo on their website for easy downloading and has encouraged their use with allied organizations. All collateral materials from stationary to business cards to newsletters have incorporated the logo system in a clear, consistent and professional manner. Further, the mark has been incorporated onto city vehicles, street banners, street signs, and even was adapted for use by the College Town organization. The City also maintains The City Store for the sale of various branded merchandise including ballcaps, t-shirts, bags and coffee cups.

Likewise, the City successfully implemented the special 175th anniversary logo. Set against the silhouette of the Daniel Morgan statue, Spartanburg's most identifiable city icon, the brightly-colored, contemporary image won both local and regional appeal. In this regard, the city successfully integrated the logo as a readily identifiable mark throughout the Upstate South Carolina region—an impressive effort for a community of this size.

The next layer of this brand integration involves taking this formula and applying it to the various components of the city - the downtown, business corridors, and the neighborhoods. Each of these components should be separate and unique yet relate to the overall community. Strong neighborhoods have identifiable edges and features and these are often marked by changes in signage, landscaping, monumentation, or other visible identifiers.

In the downtown, because of its central role in the community, the branding should be a direct subset of the city as a whole - perhaps a marriage between the current seal and image of the statue of Daniel Morgan. Comprised of a number of sub-areas and districts including the Renaissance Park, Main Street (East & West), Morgan Square, and the Hub-Bub neighborhood, the downtown logos and related signage should be designed such that each district is differentiated through the incorporation of wayfinding and signage that is color-coded. More specific recommendation on wayfinding and signage are found in subsequent sections.

Brand Advertising and Marketing

The city needs to market its wonderful resources to a broader audience. Marketing is about attitude and product. Downtown Spartanburg has the product - employment centers, colleges, public spaces & parks, cultural institutions, etc. Now it needs to be backed with the fresh, positive attitude and exuberance that exuded through many of the participants of the charrette. Once the “Downtown Spartanburg Brand” mentioned in the previous section has been solidified, the city and its related agencies and organizations need to create a cohesive and unified marketing and communications plan that has two tiers - one that advertises to the community and the other that advertises to the larger world.

Marketing to the community continues the City’s efforts to reach out to the citizenry to impart a shared responsibility and common purpose, and create a sense of community in the downtown area.

Marketing to the world requires a different approach. While the quality of life elements that are appropriate for internal marketing should be touted, national or international investors also look for a number of other elements including, but not limited to, the quality of the workforce in the area, the proximity of executive housing, and the taxing structure. Uniquely, Spartanburg holds an key bargaining chip in Renaissance Park. Both the property’s size and its consolidated parcels make it alluring to outside investors. This feature, uncommon in most downtown settings, provides an opportunity for the City to attract substantial economic development to the downtown.

Marketing for Economic Development

Efforts to advertise downtown Spartanburg’s economic viability must target a local audience, where considerable economic potential exists. According to the National Center for Small Communities, 55% of all new jobs come from the expansion of existing business: 44% of new jobs are created by a local start-up business; only 1% of all new jobs created in the United States result from the relocation or expansion of existing businesses located outside the community.

This is upheld by the experience in Spartanburg where much of the new job growth in the downtown area has resulted from the expansion of locally grown businesses such as the J.M. Smith Corporation, Extended Stay America, Denny’s (through a purchase by Spartan Food Systems, the parent chain of Spartanburg-born Hardee’s), Advance America, McMillan Smith and Partners Architects, and others.

The differentiating factor for downtowns from a business recruitment standpoint is that they offer a quality of life than cannot be found in an industrial park or isolated office building. Downtowns are centralized in a region; they offer urban amenities such as parks, restaurants, bars, and shops, and provide activities such as after-work music and other cultural events. This is becoming increasingly important from the standpoint of employee recruitment and retention.

The challenge with many downtowns is that they don’t offer an acceptable range of spaces for many office users. Often firms will have to move out of downtown when they outgrow their current space. Given the wide variety of office space available in downtown Spartanburg, it does not seem that this would be the case. Despite this variety, time-worn Class ‘B’ space characterizes much of the current space available downtown. Most of these offerings lack the character and features of standard ‘B’ space expected in a downtown, making the offices difficult to market.

A successful strategy for business recruitment and retention in downtown Spartanburg therefore should focus on the maintenance of an inventory of available space and the marketing of that space to both new and existing tenants. The city should regularly survey existing tenants in the downtown to match their projected needs with available space. The primary goal is to retain those employees in the downtown.

College Town

The College Town initiative is a consortium of Spartanburg's six institutions of higher learning organized to promote joint social and academic programming. Their web site (www.collegetownsc.org) lists the consortium's Goals and Vision as follows:

The consortium is committed to the following goals:

- to advance the reality and the identity of the City of Spartanburg as a vibrant "college town";
- to create opportunities for students' and institutions' connections with the city;
- to enhance students' academic, social and service opportunities through institutional collaborations;
- to seek resource savings and programmatic enrichment opportunities among colleges through collaboration; and,
- to further the missions of member institutions individually.

The consortium's vision is to develop a positive national image and reputation for "The Colleges of Spartanburg" and for Spartanburg as a college town. This initiative appears to have great promise. It should be supported and expanded.



The College Town SC Web Page

KEY RECOMMENDATIONS FOR BRANDING + MARKETING

- Build the Brand. Formulate a Branding Communications Plan that includes the following: Branding Strategy, Brand Messaging, Marketing Strategy, and Marketing Programs.
- Integrate the brand into various city-wide applications, such as cultural and civic centers, business corridors, and other destinations downtown.
- Work with neighborhoods to create identifiable features including gateway landscaping, logos, and signage.
- Establish a unified marketing and communications plan to advertise locally, regionally, and beyond.
- Develop a brand specific to downtown Spartanburg, perhaps uniting element's of the City's current seal with the Daniel Morgan statue image.
- Incorporate the new logo into way-finding signage and displays downtown. Differentiate special areas or districts by color-coding the signage.
- Continue and expand a database of available space in the downtown. Promote this inventory to new and existing tenants.
- Focus Economic Development on the existing small to mid-sized businesses and encourage their expansion in the downtown.
- Continue to promote the College Town Initiative.

4.3 Culture & Events Programming

The breadth and depth of cultural and recreational activities in Spartanburg is quite extensive. A major auditorium, a conference hotel, six institutions of higher learning, a myriad of community arts programs, various city and county departments, a convention and visitors bureau, a chamber of commerce, a new cultural arts facility and numerous other private organizations all program events and activities.

Interestingly, the major cultural institutions in the downtown area - Wofford College, the Spartanburg Memorial Auditorium, the Chapman Cultural Center, Converse College, The Showroom at Hub-Bub, and the Visitor's Center are spread apart from one another. Each is about a five- to ten-minute walk or more from the others. Wofford College and the Memorial Auditorium are the only two major facilities that are close to each other.

The challenge this poses is one of providing the perception of constant activity. While not every facility is fully booked, based on the calendar of events there always seems to be something occurring. Conversely, when there are overlapping events, they are far enough from each other so as not to compete for parking.

Coordinate and Promote the Events Calendars

There appear to be two web sites that currently promote a common calendar – Spartanburg.com and Spartanburgchamber.com. There are some benefits to the presentation of each one; however, neither is optimal. The chamber has an interactive interface that incorporates such features as downloading events to an Outlook Calendar as well as e-mail reminders, yet the direct link to the calendar is cumbersome (<http://www.wliinc3.com/cgi/foxweb.dll/wlx/cal/wlxcalemain?cc=SASCOM>).

The other site has a more direct address (<http://www.spartanburg.com>) yet it is cluttered with ads and not as readable. The City's page is currently linked to the

Chamber's site. As part of the Wireless Hot Spot initiative recommended in Section 4.15, the City should create an easy to navigate login screen that includes a direct link to the Chamber's calendar.

In addition, this calendar's look and feel should be coordinated with any print media advertising the events. And now that Morgan Square is becoming more regularly frequented, the city should consider the implementation of public notice kiosk in key locations to further advertise formal events as well as provide an outlet for advertising other activities around the city.

Promote More Frequent, Smaller Events

Most successful downtown organizations will agree that it is better to have more frequent smaller events than to have one large event. Large once-a-year events like Spartanburg's Fourth of July celebration centered in Barnett Park attract thousands of visitors to the downtown but fail to enduringly support local merchants, many of whom remain closed for the holiday. On the contrary recurring, smaller format events like Jazz on the Square (inaugurated in the fall of 2006), provide activities that people and businesses come to expect and depend upon. They offer seasonally predictable experiences that people eagerly anticipate, much like the movies or performing arts theaters offer holiday/summer entertainment.

Moreover, small events typically prove less disruptive than big events, which often require street closures and other strategic logistics. Finally, they are short in duration and provide opportunities for the participants to eat or go shopping before or after the event.

As part of this smaller format programming, the plan recommends that multi-cultural events be included to diversify the potential user base. Inserting specific, one-time and "theme" events into the normal routine enlivens a program's overall success by creating opportunities for



Promote more frequent smaller events like Jazz on the Square

participants to learn about different cultures, histories, and experiences within the program's recurring cycle. For instance, *Jazz on the Square* could host a special "Latin Jazz" event one week and invite local or regional performers and vendors from the Hispanic community to showcase their talents and goods. In this way, multi-cultural events become educational community forums that foster exchange, dialogue, and celebration between different groups within a civic setting. Another small regular event worth evaluating is an art gallery crawl each month during the warm weather months.

These proposals do not to exclude large events, which should generally be limited to one per season, but emphasize the momentum generated by consistent, smaller initiatives. Also, smaller events should continue to use the range of public spaces found throughout the downtown area; however, the regularity of an individual event in one location like "Jazz on the Square" makes for a reliable, consistent destination for the casual attendee.

Bring the Children Downtown

The regular presence of children in the downtown promotes the value of this area for future generations. Children form relationships with places through their experiences. As such, it is important to program activities for children regularly in the downtown in addition to the other events.



The Hub City Farmers' Market at the Magnolia Street Train Station is a success story for grass-roots event programming. (Images Source: www.spartanburgnutritionalcouncil.org)

The Town of Davidson, NC, has an annual Halloween Parade in their downtown. Beginning at 5 PM, more than a thousand children line up on Main Street in their costumes and parade down Main Street and gather candy from the merchants. This event draws from all of the neighborhoods in the community (and many from outside the town) and is as much a social event for the adults as it is a candy-fest for the children. Seniors in the community set up chairs and enjoy the wide diversity of costumes for the one and a half hour event. After the parade, the restaurants are full of families who eat dinner before heading into the neighborhoods for the formal candy gathering.



The Halloween Parade in Downtown Davidson, NC is a favorite event amongst the Town's children and adults alike

This relatively simple event requires very little effort in the way of logistics. Simple advertising in the city's newsletter and a notice in the school packets are all that might be necessary to kick off this type of activity.

This event is also a good intermediary between the Spring Fling event in May and the Christmas Parade in December.

Support and Expand the Farmers' Market

The city should continue to support the Hub City Farmers' Market and the related activities at the Magnolia Street Train Station. In its first year of operation it has proven to be a success story for a grass-roots event. Sponsored and coordinated by the Spartanburg Nutritional Council (<http://www.spartanburgnutritionalcouncil.org>), the market is open



every Saturday, June through November. In addition to the basic farmers' market, Saturday morning festivities often include live music, cooking demonstrations, and children's activities. This plan suggests expanding the Market's programming, perhaps hosting an "evening market" followed by a movie once a month during the summer. With its abundant parking and the open lawn, the site should take advantage of such opportunities.

Located on the northwestern edge of downtown, the Market's activities add life to an otherwise abandoned corner of the community. In the long term, the success of this event and the other activities at the Train Station should help to serve as a stabilizing element and neighborhood center for the potential redevelopment of the Spartan Mills neighborhood and the northern end of the Courthouse District. This, in fact, represents one of the Market's definitive goals, "To help revitalize a distressed area."

The Farmers' Market's other goals include increasing the demand, availability and access to fresh produce; creating a public space to serve as a tool for social integration; and providing an incubator for small farmers and community gardeners. As much as possible, the City and/or the Downtown Association should maintain an active role in support of the Hub City Farmers' Market, promoting its events and programs. The Market, however, should function as a self-sustaining non-profit, i.e. securing its own funding sources and partnerships concomitant to but independent of Spartanburg's downtown goals.

Bring the College Students Downtown

While there are six institutions of higher learning in Spartanburg with more than 12,000 students, their presence is not readily apparent. Though in recent years more students can be seen downtown, the campuses still tend to focus inward for programming and events. There are, however, a growing number of exceptions to this, including the Wofford College Homecoming Party on Morgan Square (held in years past at Barnet Park).

Therefore, this Plan encourages the College Town consortium, and specifically the colleges in the immediate downtown area (Wofford and Converse), to consider programming more events in downtown. In turn, the community should be sure to cross-market downtown events to the students. Students that are engaged in their community during their undergraduate years are more likely to settle in that community after graduation. Based on anecdotal evidence gathered during the charrette, the numbers of students who stay in Spartanburg as well those who go away to school and return home is on the increase. Well educated, young adults ensure a lively and active community for the next generation.

KEY RECOMMENDATIONS FOR CULTURE + EVENTS PROGRAMMING

- Improve the existing web-based calendar of city events, making it easier to find and consolidate the city and chamber calendars into one location.
- Coordinate the look and feel of the web calendar with other print media.
- Link wireless network users to the events calendar via the proposed Wireless Hot Spot initiative (discussed also in Section 4.13).
- Promote formal city events using public information kiosks strategically placed around the downtown CBD.
- Program smaller, consistent events like "Jazz on the Square" in the downtown area.
- Include multi-cultural experiences within the smaller event schedule, perhaps as special occasion performances and activities.
- Host more children's events downtown. Ideas include a Halloween Parade or "Town Day."
- Continue municipal support for the Hub City Farmers' Market.
- Expand the Farmers' Market programming capacity, hosting events such as an "Evening Market + Movie" during the summer.
- Coordinate with College Town to provide more events for college students in the downtown area.
- Encourage College Town members to host events in downtown Spartanburg, especially those schools adjacent to downtown (Wofford & Converse).
- Cross-market downtown events between Colleges and the City.

4.4 Building Placement & Orientation

Urban design is a vital part of the planning process. It is more comprehensive than the design of buildings and is best defined as the art of making places for people. It includes factors such as community safety, and the way places work, as well as how they look; it structures the patterns of movement and urban form, the relationships between the natural environment and the buildings within it, and above all between people and the places they inhabit. Urban design therefore involves the design of what is known as the “public realm” – the streets, squares, parking lots, town greens, parks, playgrounds and other open spaces shared by everybody in the community.

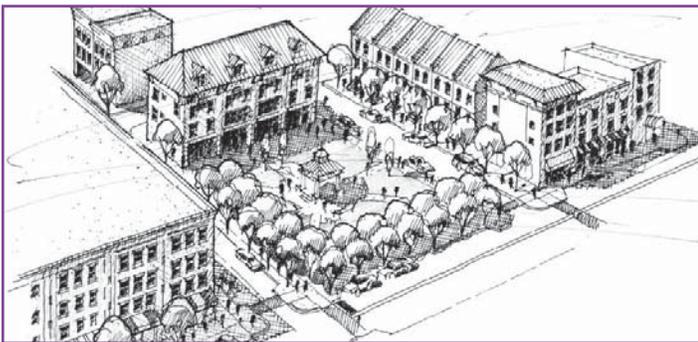
The process of urban design is intended to bring order, clarity and pleasing harmony to the public realm of the city, and to establish frameworks and processes to facilitate successful development. It is central to the proposals and policy statements in this Master Plan by illustrating what the planned future might actually look like. As such, good urban design is indivisible from good planning.

The most fundamental of all urban design techniques is the engagement of the building and its facade with the public realm. As one moves from more rural, auto-oriented areas to urban, pedestrian-oriented centers, buildings should naturally align closer to the sidewalk.

Focus on the “Public Room” for Urban Design

A primary task of all buildings in urban settings is to define the public spaces of streets, squares and plazas as attractive locations that can be safely shared by all citizens. Streets lined with buildings rather than parking lots provide a safer, more interesting path for pedestrians. These streets create a clearly-defined pedestrian realm not devoid of vehicular traffic, but rather appropriately balanced between the needs of each user. Under these circumstances, buildings force roadways to act as more than just automotive corridors. Instead, the structures and their accompanying sidewalks create a definitive, multi-purpose realm where pedestrians may interact—socializing, shopping, dining, or traveling—in a safe, protected manner.

Continuing in this vein, pedestrians enjoy the benefit of having more “eyes on the street.” When designed appropriately, the ground floor windows of urban buildings create the opportunity for visual exchange between those inside and passersby on the sidewalk. This design encourages businesses to set-up storefront displays, restaurants to feature street-side dining (both in- and outside), and offices to maintain an active street presence.



The purpose of urban design is to create great spaces for people

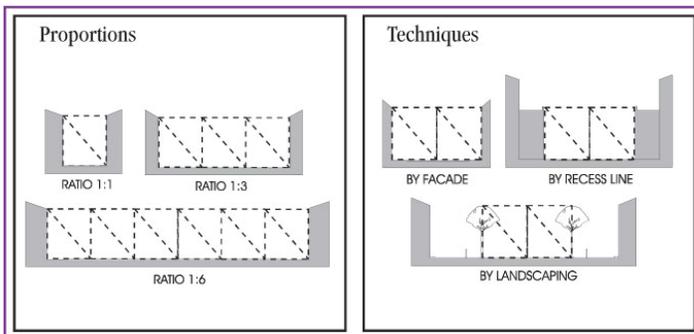


Intimate Wall Street is a good example of an urban street with a 1:1 height to width ratio

Building Design & Placement

Streets are generally defined spatially by buildings and often complimented by regular street tree planting. A critical factor in street design is the “height-to-width” ratio, that is, the height of the enclosing buildings (and/or trees) to the width of the street. This height-to-width ratio generates the feeling of openness or enclosure, the perception of which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses more sky and less street walls, the degree of spatial enclosure is slight. If the street walls become more dominant within the cone of vision, the feeling of spatial enclosure increases.

A 1:6 height to width ratio is the minimum for effective urban spatial definition. A more appropriate average ratio is 1:3. As a general rule, the tighter the ratio, the stronger is the sense of place and memorability.



Accordingly, all buildings in the downtown area should be placed close to the street or other public spaces, with their entrances facing onto and at the grade of the public space. This design creates a more attractive, safer pedestrian realm devoid of the large retaining walls and landscaping berms which characterize some of Spartanburg’s downtown development. At grade entrances enhance the pedestrian environment by preserving an unobstructed right-of-way for sidewalk users, making their walk more pleasant and their movements clearer for passing/turning vehicles.

In combination with these ideas, along certain designated streets the City should require buildings to provide/ reserve space for active retail/restaurant/service uses on the ground floor. This intentional act will set clear (re)development expectations in the downtown and channel growth to specific areas. Concentrating such activity enables the City to develop momentum and, ultimately, this sends a positive message to local business owners.

Urban structures should frame and reinforce pedestrian circulation, with buildings arranged to create view corridors between pedestrian destinations, such as main building entrances, transit stops, public amenities and

KEY RECOMMENDATIONS FOR BUILDING PLACEMENT & DESIGN

- Require building placements at or close to the back of the sidewalk or public space, with entrances fronting on such space.
- Building facades should be unique in design. The City should encourage varied and articulated building fronts.
- Encourage ground level uses to maintain active storefronts, at-grade pedestrian entrances, and a high percentage of fenestration (windows and doors) facing the sidewalk or public space.
- Designate certain streets as “high-traffic” pedestrian zones and implement the ground level building uses (described above) along these avenues.
- Promote pedestrian circulation through the physical layout of buildings and use of visual corridors.
- Prohibit parking on any downtown property’s front layer. Compel properties to locate parking to the side or rear of the building hidden or screened from public view.

urban open spaces. Building facades should be varied and articulated to provide visual interest to pedestrians. Street level windows and numerous building entries from the sidewalk should be expected in the downtown.

Lastly, building placement should screen the majority of on-site parking, loading, and garbage areas from public view. Ideally located to the rear of buildings, such features negatively impact the visual appeal of buildings when placed in the front—where they ultimately compete with other uses, too.



Screened off-street parking using a low wall in Savannah, GA

4.5 Lighting

Generally speaking, three different types of lighting illuminate the urban landscape at night:

- Street lighting
- Pedestrian/sidewalk lighting
- Storefront lighting

The first two effectively provide enough light for most needs, but due to spacing and obstructions such as street trees and signage, even well-placed street and pedestrian lighting can leave some areas in shadow. These dark areas can be attractively and safely illuminated by the third type of urban lighting—indirect light from storefront displays and shop windows. Merchants and storefronts should be encouraged to keep their display window/front window lights on each evening. This simple gesture provides nearly all of the lighting needed for a perceptibly safe sidewalk.

As the City extends streetscape enhancements around the downtown, it should consider using full cutoff fixtures that direct light downward instead of the current “acorn” fixture that primarily directs light upward. The use of

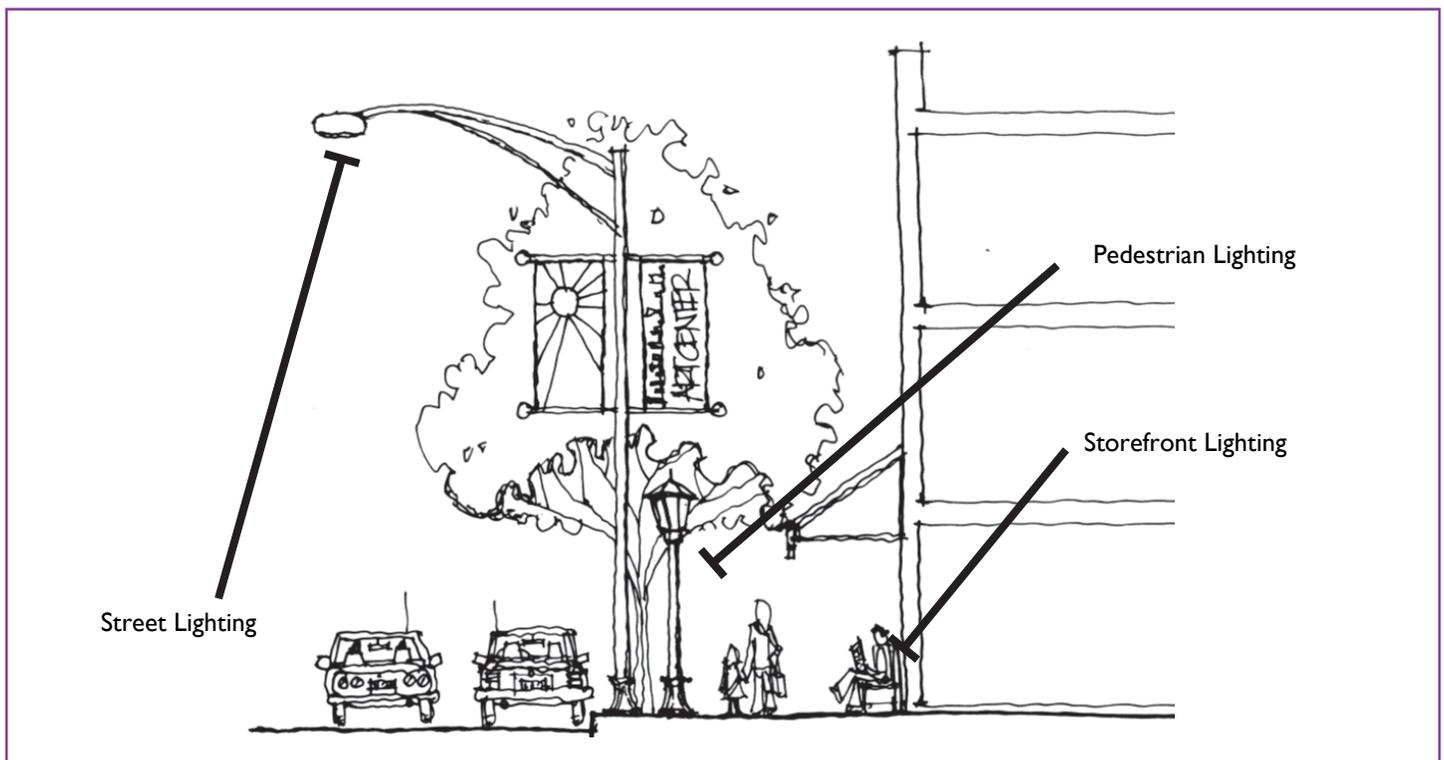


The standard, and problematic, acorn light fixture casts very poor light in an urban setting

this fixture casts more shadows in the pedestrian realm (sidewalk) and often becomes an annoyance to those living in upper story residences. As an alternative, the City should either consider a more appropriate fixture or request that a “hat” and an internal reflector be placed on the top of the globe to partially direct light downward.

One of the most interesting and successful implementations of a street lighting program is on Washington Avenue in downtown St. Louis. This Main Street, lined by blocks of 6-12 story historic factories being converted to lofts, restaurants, and shops, uses versatile lighting fixtures to recollect the avenue’s origins as a garment district. The lighting consists of a custom fixture with three different applications: high diffused “spot” lighting for the street;

medium indirect lighting that reflected downward at 45 degrees to create an overall luminance; and a low, full-cutoff fixture that lights the sidewalks. This lighting is supplemented by the storefront lighting that completes the nighttime illumination.



The three principal sources for urban lighting



Standard “acorn” globe with a “hat”

KEY RECOMMENDATIONS FOR LIGHTING

- Solicit the local power provider to place “hats” on existing acorn-style globes; or, replace light fixtures with a more appropriate product.
- Consider a different decorative light package for future streetscape projects that includes a full-cutoff fixture and an adaptation that casts more light downward.
- Encourage all merchants and ground level spaces to leave the lights on in their display windows and doorways.



Illumination of Washington Avenue in downtown St. Louis

Source: <http://www.kozenywuagner.com/ProjectDisplay/tabid/85/itemid/114/Default>.

4.6 Storefront Signage

The current conditions along Main Street can best be classified as tidy and austere. Most of the insensitive metal cladding so popular in the 1970's has been removed from the facades. And generally, the facades are in very good condition with appropriate ornamentation and historic character. Yet, as one looks down the street, aside from the street trees and light pole banners, the buildings are quite plain and undifferentiated. This condition holds true on the upper stories as well as at the pedestrian level.

Change The Sign Regulations

The Zoning Ordinance currently allows for a wide variety of signage on buildings and lots in the Central Business District. In truth, it is too permissive in some respects and too restrictive in others. Highway and other automobile-oriented signage types like pole signs and monument signs are currently permitted subject only to the maximum sign face area. When buildings are placed close to the sidewalk, as in the downtown area, there is no need for these types of signs.

Projecting signs (signs that are mounted to the building, but project perpendicular from it) are currently permitted, but there are two inconsistencies. First, they may project from the building by up to four feet; however, another section prohibits encroachments into the street right-of-way. Second, projecting signs may not be internally lit, backlit, or use neon; though, monument and pole mounted signs may include these materials.

The language prohibiting encroachments into the right-of-way needs to be adjusted to eliminate this existing discrepancy, meaning that the City simply needs to legalize the practice. Also, the City should consider the use of neon and other illumination techniques to provide interest and flavor, particularly at night.

Encourage the Use of Creative Signage

Old photos of the downtown revealed quite a variety of signage treatments including the use of neon and screw-type bulbs. Some argue against this much variety for fear of a chaotic visual environment. However, the present state is far too reserved and needs some visual interest.

Visual interest helps to supplement activity levels. A barren sidewalk with few people does not appear enticing for pedestrians. People need visual clues that their journey has interest with each block. In an eclectic district like a downtown where pedestrian activity is expected to be heavy, it is inappropriate to encourage uniform and sterile primary signage standards for storefronts. While the City's regulations permit a wide variety of signage in



There is little visual evidence as to the merchants or tenants in each building for the motorist or the pedestrian



These images from the 1960's respectively show a variety of signage types and applications



Make the existing signage legal and encourage more sidewalk level signage to promote activity

Credit: Herald-Journal Willis Collection as reprinted in Seeing Spartanburg

4: general recommendations

the downtown, no merchant has taken advantage of the changes in sign fabrication technology. Merchants should consider projecting signs and three-dimensional signs as a way to not only advertise the store but also to add ornamentation and detail to otherwise plain storefronts. In conjunction with these measures, the plan recommends a “minimum maintenance code” designed to ensure periodic maintenance of building and storefront appearances.

In addition to wall signs and under-canopy signs, which should be provided for nearly every storefront, there are a number of buildings that should consider using wall murals for their end walls as they turn down the block. Wall murals were historically used by individual manufacturers such as Coca-Cola to advertise their products. These, of course, were replaced by billboards when the age of the automobile overtook the downtowns. In many communities (e.g. Salisbury, NC), these murals have become part of the nostalgia of the area and in fact, are being replicated in new suburban locations such as at the SouthPoint Mall in Durham, NC as a way to break up large blank walls.

Professionalize the Incidental Signage

Once customers arrive at a particular store, the storefront signage they see must be clean and concise. Signage on the glass should not obscure the view into the store. Store hours should be clear and regular. All signs in the windows should be professionally prepared. Avoid hand-made signs that look cheap and unattractive as they will give the potential buyer the impression that the contents inside the store are equally unappealing.

This is a constant issue in downtown where there are a number of “Mom and Pop” stores. National retail tenants have a required signage and presentation package for all of their locations and/or franchises. As part of a “Welcome Package” for new downtown merchants and tenants, basic guidelines and suggestions should be included to help standardize this practice. Rather than being overly concerned with regulation mechanisms, the Downtown Organization should focus its efforts on educating business owners.

Signage & Mural Program

A signage improvement and wall mural grant program should be examined with incentives that may be distributed to any applicant within a defined geographic area. The program should specifically encourage new and interesting types of signage or wall murals. The funding for this type of program often comes via a direct allocation from the local government to replace the former facade grant program or by using a Business Improvement District (BID) [see Section 7.4].



Turn utilitarian blank walls into urban canvases appropriate to the history and location of the building like this image from Salisbury, NC



Encourage new signage that reflects the personality of the store or restaurant



Historic storefront signage in Franklin, TN

KEY RECOMMENDATIONS FOR STOREFRONT SIGNAGE & MURALS

- Change the Zoning Ordinance to permit appropriate urban, pedestrian-oriented signage.
- Incorporate signage design, minimum maintenance code, and operating standards (materials used, store hours, night-time lighting guidelines, etc.) into the ordinance. Also, standardize/develop graphic standards for storefronts' incidental signage.
- Educate new merchants on signage guidelines.
- Encourage the use of creative signage that reflects local personality and adds visual interest to the streetscape.
- Identify and catalogue buildings as candidates for wall murals.
- Develop a signage improvement and wall mural grant program.

4.7 Parks & Public Space

Downtown Spartanburg boasts a variety of parks and public spaces. While most downtowns have only one or two areas for public recreation and events programming, Spartanburg contains no less than six. The inventory of public spaces includes Barnet Park, the Magnolia Street Train Station, the Ballfields at TK Gregg Recreation Center, Richardson Park, Denny's Park, and Morgan Square. Concurrent with this master plan, a separate Parks and Recreation Master Plan is underway.

Barnet Park

Barnet Park, along St. John Street, represents one of the best public spaces for activities in the downtown area. Its seven acres currently include an interactive fountain/sprayground, picnic pavilion, 2 miles of paved walking trails, and the 6,600 seat Zimmerli Amphitheater. At more than seven acres, it is the largest park in the downtown area and considered by many to be the crown jewel of the city's parks. In 2006 it was programmed for 16 events, the largest of which is the annual Red, White and Bloom Festival in July. This event attracts more than 7,000 people to the park.

However, the park's current design and configuration means it remains greatly underutilized. The ideal size for any venue means that when 80% of the expected attendees are present, the space *appears* full. In Barnet Park, unless the event draws more than 3,000-4,000 attendees, the space seems largely empty. In fact, Wofford College recently moved its homecoming from Barnet Park to Morgan Square because, even at 2,000 to 3,000 attendees, the school felt it needed a more intimate venue.

Further, while the park also includes an interactive fountain, there are no other activities or facilities in close

proximity that provide a synergy of uses. Additionally, the park contains minimal on-site parking, instead relying upon surrounding, non-city-owned sites to provide parking. The largest available lot within close proximity belongs to First Baptist Church across East St. John Street. This location, however, poses an issue because crossing East St. John proves difficult and dangerous at certain times of the day.

There is some recurring concern about the stage area itself. The tensile canvas structure is visually interesting but has been noted as being too low in some cases to accommodate specialized lighting and sound amplification equipment for larger acts. Also, the stage depth can be limiting for certain events.

And finally, many of the sycamore trees in the park close to East St. John Street have become diseased and will need to be replaced.

Recommendations:

Barnet Park should be master planned to provide a space or spaces to accommodate smaller events. This may be accomplished through landscaping, building location, or other similar design. It should be flexible so as not to draw away from the potential capacity for the one or two larger events that will require the larger space.

Barnet Park will greatly improve when there is more development around it that has some complementary uses. The Chapman Cultural Center will have various performing and visual arts classes that may benefit casual usage of the park. Unfortunately, the orientation of the first phase of the new Chapman Cultural Center lacks a principal, pedestrian-oriented elevation to the park's



The Zimmerli Amphitheater at Barnet Park



The interactive fountain/sprayground at Barnet Park

western border. For the second phase, the Plan encourages the Center to orient the long face of those buildings towards the park and provide a primary entrance along that elevation.

Also, the City should consider expanding or reconstructing the Zimmerli stage area to accommodate the site's performance needs and requirements (as determined by the Parks and Recreation Plan in progress).

Finally, additional streetscaping should be installed on East St. John Street and pedestrian crossings at its intersection with S. Converse Street. And, of course, the diseased trees in the park should be replaced.

Magnolia Street Train Station

This approximately 2-acre site is located between two major rail lines at Magnolia Street. The historic Baggage Claim building is home to the Spartanburg Convention and Visitors Bureau (CVB). Improved in 2006, the site now accommodates the Hub City Farmers' Market, enhanced as the result of a February 2006 Project for Public Spaces Master Plan effort.

Current Issues:

Today, a number of off-site issues have still not been addressed, principally matters of access/connectivity and aesthetics. At present, the site is difficult to find from East St. John Street or Church Street, the area's two major thoroughfares, even though it is only one or two blocks away. There also is very little signage to direct people to that area.

Moreover, the site's location next to a challenged neighborhood causes other problems. Little investment has occurred in the adjacent commercial buildings, whose lots often mirror the structures' decay. These signs of disinvestment certainly color perceptions about the area, but not all is lost—things can change, and the Market may very well be one of the best mechanisms to spur investment in the Spartan Mill neighborhood. Interestingly enough, signs of such hope and opportunity have begun to sprout up in the area. In fact, the relocated DuPre House, one of Spartanburg's most architecturally and historically significant homes, now sits just to the Market's north. By forming creative partnerships at the local level, the DuPre House, Farmers' Market, and neighboring ventures can generate restorative momentum for the Spartan Mill area.

Recommendations:

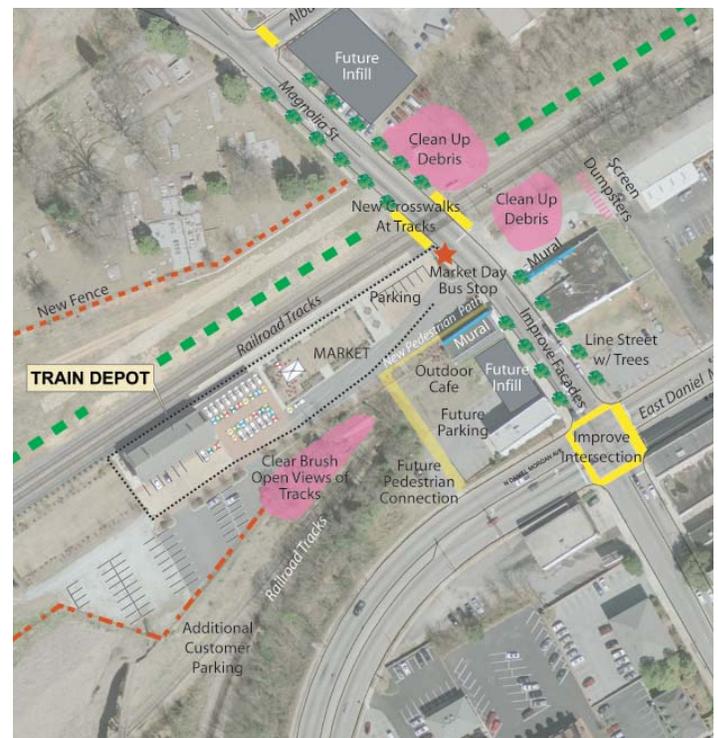
The City and the Spartanburg Nutrition Council should continue funding the Farmers' Market and related activities. The first year's success makes a very compelling story for continued support and funding.

In addition to the on-site improvements, the 2006 Project

for Public Spaces (PPS) led Master Plan recommended several off-site improvements, including: street and intersection improvements on Magnolia Street; surrounding site debris clean-up; the creation of a green trail along the rail corridor; new building infill; and opportunities for public art. Given the Market's initial successes, the City should continue to support these additional improvements; the Market, though, should seek its own funding as an independent non-profit.

Also, as noted below in Section 4.8, Public Art, additional signage and wayfinding should be installed in and around the area. This facility should also be allowed to adopt the blocks around it as an "influence zone" and use signage and landscaping (colors, logo package, street tree type, etc.) that is complementary to the facility.

Finally, the marketing for the Farmers' Market should be combined with the DuPre House. As noted in section 4.12 of this report, the house is scheduled to be stabilized and renovated to accommodate various non-profit agencies and organizations. There are no current plans for the site that surrounds the house. In grand Victorian tradition, this Plan recommends the construction of a series of English Gardens that gracefully encircle the building. Over time, as these gardens fill out, they would be a unique visitor attraction to combine with a Saturday morning trip to the Farmers' Market.



The Master Plan for the Farmers' Market Area by the Project for Public Space and the Spartanburg Nutrition Council

TK Gregg Recreation Center

A former Spartanburg County facility, this aging recreation building includes a full-sized gymnasium and meeting rooms. In addition, the +/- 13.5-acre site has two basketball courts and a baseball/softball field. A stream flowing north towards Pine Street bisects the site north-south.

Current Issues:

The facility itself is very old and in need of major repairs and improvements. The population in the surrounding neighborhood is significantly smaller than it was when the facility was completed and therefore the facility must draw from a much larger area to maintain usage levels. During the charrette, it was discovered that there was some consideration of filling in the valley and piping the stream to create a football/soccer field.

Recommendations:

The facility should be thoroughly evaluated both programmatically and physically by the Parks and Recreation Master Plan. Because of the loss of neighborhood population over time, this is a facility that is no longer central to the population that it serves. As the YMCA seeks to build a replacement facility somewhere in the downtown area, consideration should be given to potential partnering between the City and the YMCA. The TK Gregg site, with its frontage along East St. John Street, should be evaluated as a possible YMCA location. Only one block from Barnet Park, the potential synergies between these two facilities represent a great opportunity.

The stream in that area should remain open. Piping streams is environmentally unsound as it immediately degrades the quality of the water and reduces the potential capacity to convey peak storm events. Much of the downtown area has already been paved or piped. Where sensitive environmental conditions do remain, they should be preserved and enhanced.

Richardson Park

This quarter-acre park, located between East Main Street, Converse Street, and Broad Street, is a formal park that provides areas for passive enjoyment and formal events such as weddings. It is extensively landscaped and fenced around its entire perimeter.

Current Issues:

This park was formed as a residual space to the Broad Street-Main Street connector when a portion of Main Street was converted to a pedestrian mall. Aside from the physical presence of the Denny's tower to the west (which orients towards the Denny's park on the east side of the site), there are no other buildings that physically engage or define the site.



The lushly landscaped Richardson Park is serene and beautiful yet very underutilized by the general public



Surrounded on all sides by busy roads and enclosed by retaining walls and heavy landscaping, the park is very isolated from pedestrians

Though beautiful on the interior, it is an island surrounded by three busy street segments. It is separated from the Denny's building by busy Converse Street, which is not a pleasant environment for pedestrians. The landscaping is so lush that it is difficult to determine who is in the space, even during the day, making casual policing by pedestrians very difficult. Because of this physical and visual isolation, the park is not well-used on a daily basis and is often occupied by vagrants who sleep on the benches.

Recommendations:

This plan recommends the elimination of the Broad Street-Main Street connector (see Section 5.4 & 6.8). As such, there are two principal alternatives for the Richardson Park site.

The first is the opportunity to frame the park properly with buildings that have active ground-floor uses such as retail and restaurants. In this scenario the public space would become an attached square and be open along its perimeter where there are no buildings. In effect, the model for this conversion is Morgan Square. The two parks would be the public space anchors at either end of the core of Main Street.

The other option is the complete abandonment of the

space as a public park and the sale and redevelopment of the site for taxable uses. With the high number of parks and public spaces in the downtown, this one, with its long list of negatives could be considered for removal. With a high percentage of non-taxable property in the downtown area, any opportunity to reclaim a parcel for taxable purposes should be considered, especially one that has a Main Street address. Of course, any restrictions that may ride with the deed of the property should be investigated prior to any further examination of this option.

Denny’s Corporate Center Plaza

Constructed in 1990, the Flagstar Corporate Center (now the Denny’s Corporate Center) and Plaza is an approximately one-acre site that includes a building pad reserved for a second tower equal in footprint (10,000 sq. ft.) to the existing tower. The parcel also contains a lushly landscaped central park area with a 150-foot pergola along Main Street and an 80-foot long sunken *tapis vert* (green carpet) surrounded by a water canal. Access to the Plaza is open to the public but ownership is maintained by Denny’s.

Numerous public and private events are conducted in the space including weddings, corporate receptions, the annual “Dickens of a Christmas”/ Denny’s Tree Lighting and the Music on Main series.

Current Issues:

The principal issues for the public space arise from its current layout and usability. The original design orients the landscape east to west, which addresses the faces of the private building entries, but fails to suitably align with the public realm (i.e. the city’s public streets). As a result, the space “reads” more private than public, with a green



The pergola along Main Street



Perspective view of the Denny’s Plaza and the Broadwalk building beyond



Existing conditions of Denny’s Corporate Plaza



Proposed re-orientation towards the Broadwalk Building and Main Street and a (temporary) interactive reflecting pool

wall along Main Street and hedge along Broad Street.

The footprint area of the unbuilt tower includes a fountain and Yoshino Cherry trees which appear to need replacing.

The *tapis vert* in the center of the space is difficult to access because it is surrounded by a water feature and lies below the grade of the street, thus limiting its programming options. And finally, the ill-functioning water canal requires a significant investment to re-establish.

Recommendations:

At the time that it was constructed nearly twenty years ago, the park design was a very well-intentioned and well-designed landscape response to a 19-story office tower. The introverted nature of the space was oriented primarily toward the rest and recreation of the office workers.

As Main Street continues its renaissance and the potential exists for redevelopment of the adjacent and largely empty Broadwalk Building, it is time to re-consider a fundamental shift in the orientation of the entire site.

This plan recommends that the water canal in the center of the site be eliminated and the *tapis vert* be raised to the grade of the sidewalk. In addition landscaping should be re-oriented to be aligned towards all four axes. This orientation provides a clear connection between the Broadwalk Building and Main Street (more on this is covered in Section 6.18) while still continuing to recognize entries to the tower(s). Opening up the center of the site towards Main Street permits greater flexibility in the orientation of events.

The 10,000 square foot area reserved for a second tower could be converted into a temporary reflecting pool in lieu of the existing landscaping. Like the Crown Fountain in Chicago's Millennium Park, this area would accommodate the large water feature that was frequently requested during the charrette in a centralized location. The Crown Fountain maintains an average water depth of about an inch so it is highly interactive and virtually drowning-proof. When the market for upscale residential condominiums downtown is right, this fountain area could easily be removed and replaced with a new tower.

Morgan Square

As noted in Section 2, Morgan Square has been modified with nearly every new generation. The City completed

its most recent improvements, the most significant in the last 80 years, in 2005. These improvements included the extension of Main Street through the southern side of the Square, a fountain, an open lawn area and lots of opportunities for seating.

This latest design intends to provide a more urban public space that responds to the concentration of activities around it. Extremely permeable and flexible, it responds to the site's varied topography, which has changed over the years due to US 29's construction and widening.

Following the opening of the Square, a number of events have actually moved to the that location, such as the

Wofford College homecoming. In moving from Barnet Park, the college sought a venue that was smaller and more intimate than the expansive Park. In the Fall of 2006, the City also organized "Jazz on the Square" over a series of Fridays which was well attended.

Current Issues:

There are two issues that have arisen following the completion of the improvements. First, there were a number of magnolia and cedar trees planted on the upper level of the Square closest to Church Street. Neither of these species are appropriate in an urban condition to achieve the aesthetic envisioned in the site's master plan. They lack the natural, shade-giving growth of more traditional canopy trees like Oaks and Maples (recommended in the 2005

Plan).

Second, the long term vision for this area includes a pavilion or some other type of covered structure. To frame the proposed permanent structure, the master plan for that area envisioned canopy trees that provided places for people to sit underneath during events or at lunch time.

Recommendations:

Magnolia trees are the quintessential southern tree; however, they are not suitable for seating areas and providing shade. The same holds true for the cedar trees. These trees should be relocated to another location such as Barnet Park where they can be permitted to grow gracefully as the iconic trees they are. They should be replaced with the canopy trees originally envisioned in the master plan so that there are additional shady areas for public seating.



The interactive water feature in the Crown Fountain at Chicago's Millennium Park (Note the minimal water depth)

Keeping with the original master plan's intent, the City should construct a pavilion on the square. This is consistent with the square's history, which had a building anchoring the eastern border. The addition of the structure will increase the number of events and activities that can occur there while maintaining flexible use during the normal course of a day.

Consideration should also be given to reducing the planting beds, particularly in the middle section, that are simply edged from the grassed areas. Unless they are physically protected by some type of seat wall or other barrier, they will continue to be a maintenance issue. The City should replace existing landscape areas adjacent to lawn areas with a lower maintenance landscape material that can tolerate occasional foot traffic. Also, this suggestion leaves the City with two choices as to how to address the remaining lawn area: establish more lawn or physically separate the area. Given the type of usage that the Square has already seen, the larger the area to stand or sit on, the better.

For public space, the amount and types of seating represent the greatest determinant of an area's frequency of use. In Morgan Square, the best way to increase seating without decreasing flexibility is by using moveable chairs. To quote urban space advocate William H. "Holly" Whyte, "the big asset (for seating) is movability... the possibility of choice is as important as the exercise of it," (*The Social Life of Great Urban Spaces*). People can congregate or be solitary in their decision to locate chairs in a public space, moving into the shade or sun as they prefer. Either way, the adaptable seating *invites* persons to interact with the space.

Inexpensive but comfortable, the City can purchase ten chairs for about the same price as one immovable bench. Undoubtedly, the possibility of theft causes hesitancy towards the use of limited public funds to purchase such chairs. In reality, however, chair theft rarely becomes a significant issue. Especially when used in an active public space (i.e. Morgan Square) with high visibility, theft is practically a non-issue. Bryant Park (New York City), the most important American example of such flexible seating arrangements, reports only a few of its hundreds of chairs are stolen each year (*Source: Project for Public Spaces, http://www.pps.org/info/amenities_bb/seating*).



Existing magnolia and cedar trees surrounding the future pavilion area will fail to provide shade



The existing planting beds along the paths tend to be trampled during events



Provide moveable seating in Morgan Square to allow users to congregate and find shade (or sun!).

KEY RECOMMENDATIONS FOR PARKS & PUBLIC SPACE

Barnet Park

- Create spaces in the park that accommodate smaller events and activities.
- Advocate for development around the park that properly fronts onto the park (i.e. the Chapman Cultural Center)
- Evaluate the existing Zimmerli Stage area to determine if it is appropriately sized for the amphitheater's desired events.
- Add pedestrian crosswalks and new streetscaping along the East St. John Street frontage.

Magnolia Street Train Station

- Continue municipal support of the Farmers' Market.
- Make off-site improvements in accordance with the Farmers' Market Master Plan.
- Install signage and wayfinding to the Train Station's "Influence Zone"
- Improve the grounds of the DuPre House and visually connect them to the Farmers' Market— Devise and implement a coherent garden master plan. Lastly, combine marketing and programming efforts for these two sites.

TK Gregg Recreation Center

- Consider partnership opportunities with related organizations such as the YMCA to upgrade or replace the existing facility.
- Maintain and enhance the open stream through the site.
- Encourage development that fronts onto the park space.

Richardson Park

- Open up the park and create an attached square that is related to new buildings along its perimeter; OR
- Remove the park and replace it with tax-generating development.

Denny's Corporate Center Plaza

- Re-orient the plaza so that it addresses both the north - south and east - west axes.
- Raise the central *tapis vert* area to the same grade as the sidewalk.
- Install a temporary, interactive reflecting pool at the location for the future residential tower.

Morgan Square

- Replace magnolia and cedar trees with canopy trees to provide shade for seating.
- Construct the pavilion in accordance with the Morgan Square Master Plan.
- Replace existing landscape areas adjacent to lawn areas with a lower maintenance landscape material that can tolerate occasional foot traffic.
- Add moveable seating to the Square.

4.8 Public Art

Works of art have contributed to the visual quality of cities throughout history, whether as elements of architectural ornament or civic monuments. In contemporary times, public art has become integral to community fabric through the art's potential to enhance neighborhood identity, strengthen economic development and tourism, educate children and adults, and enrich the spirit and pride of its citizens. Public art encourages activity in public spaces, enlivening the atmosphere and often creating places with a child-friendly focus.

Downtown Spartanburg has a fine tradition of incorporating public art into its downtown area, which is graced with numerous examples of sculpture and fountains, courtesy of corporate and private donors, including organizations such as The Group of 100. Property owners should be encouraged to continue to provide outdoor public art on their property and adjacent to public spaces in order to enrich the pedestrian experience and enhance the sense of place. Furthermore, this plan strongly encourages developers of new projects to incorporate artists into the design team from the inception of planning in order to seamlessly integrate works of art into each project.

Diversify the Types of Public Art

The detailed adornment of the public realm is one factor that differentiates a truly public urban environment such as central Spartanburg from a typical shopping center. Public artwork may be similar to the freestanding pieces that currently grace the downtown area (e.g. sculptures or fountains), or it may be embedded into its surroundings as an architectural element (for example, a relief sculpture implanted in a pavement or a wall, a mosaic or mural, or decorative railings).

Other useful possibilities include public art that incorporates lighting or sound effects, such as, for example, solar powered, artist-designed markers that provide spoken and sound-effect narratives of Spartanburg's history. The City should strive to incorporate contemporary, interactive art in the public realm. By bringing artworks outside the traditional context of museums and galleries, public art provides increased access to new art by dismantling barriers to the accessibility of contemporary art and giving artists a unique opportunity to expand their practice. Continuing to raise the artistic profile of the city is one important factor in economic development as it distinguishes the city from its competitors and helping to attract investment to the area, both in terms of new residents and new businesses.

Evaluate the Creation of a Public Art Commission

Given its strong support of the arts, Spartanburg should initiate an "Adopt-A-Street" Program with the local arts community and area schools for the placement of civic art throughout the city. Relevant images might range from Civil War troops to trains, or other, more adventurous interpretations of the city's past, present and future. Relatively inexpensive and easily expanded, this type of artwork adds interesting features for pedestrians.

With the help of local organizations such as the Arts Partnership of Greater Spartanburg, the Spartanburg Museum of Art, the Hub-Bub arts initiative, and Converse and Wofford Colleges, the City should consider the creation of a new and independent Public Art Commission to develop a public art master plan to coordinate the placement of public art throughout the city. This Commission would coordinate with public authorities, private corporations, businesses and donors to create application and selection processes that would facilitate



Interactive public art - "The Writer's Desk" in Charlotte, NC



Public art with a seat in Asheville, NC



Credit: City of Spartanburg



The images on this page illustrate existing public art pieces in the downtown area.

and maintain the highest standards of public art in the city.

Such a commission would comprise an appointed board of volunteer citizens from the arts, education and business sectors. A staff director would be responsible for drafting policies and procedures, as well as overseeing the daily management functions of the Commission.

Dedicate Funding for Public Art

Lastly, city and county authorities should consider adopting ordinances that appropriate 1 percent of eligible capital improvement project funds for public art. This will ensure that artworks enhance Spartanburg's public spaces and become an integral part of urban and economic development efforts. Specifically, the city should reserve locations for public art around all public buildings and facilities, perhaps cataloguing existing potential locations and prioritizing each site.



An interactive art piece in Asheville, NC that plays sounds of transportation that corresponds to images on the dial when it is spun



A utility pole becomes public art denoting the Pearl District, Portland, OR

KEY RECOMMENDATIONS FOR PUBLIC ART

- Encourage property owners, especially those bordering public spaces, to commission/provide outdoor public art experiences.
- Diversify the types and applications of public art, incorporating “interactive” or contemporary artworks into the public setting.
- Develop an “Adopt-A-Street” program, partnering with the local arts community and area schools.
- Create a Public Art Commission to oversee the selection and placement public art around the city.
- Dedicate 1% of all capital funds for public projects towards public art.

4.9 Wayfinding & Cultural Districts

The term wayfinding was coined by Kevin Lynch in his 1960 book, *Image of the City*, which was the result of a five-year study on how users perceive and organize spatial information as they navigate through cities. It refers to the ways in which people orient themselves in physical space and navigate from place to place.

Install a Comprehensive Wayfinding System for the Downtown Area

Like shopping malls, colleges and hospitals, downtowns are complex environments requiring special attention to help potential users find paths through and around the area to the final destination. Wayfinding sign systems have become popular as a means to help guide visitors as well as to convey a positive image of the area.

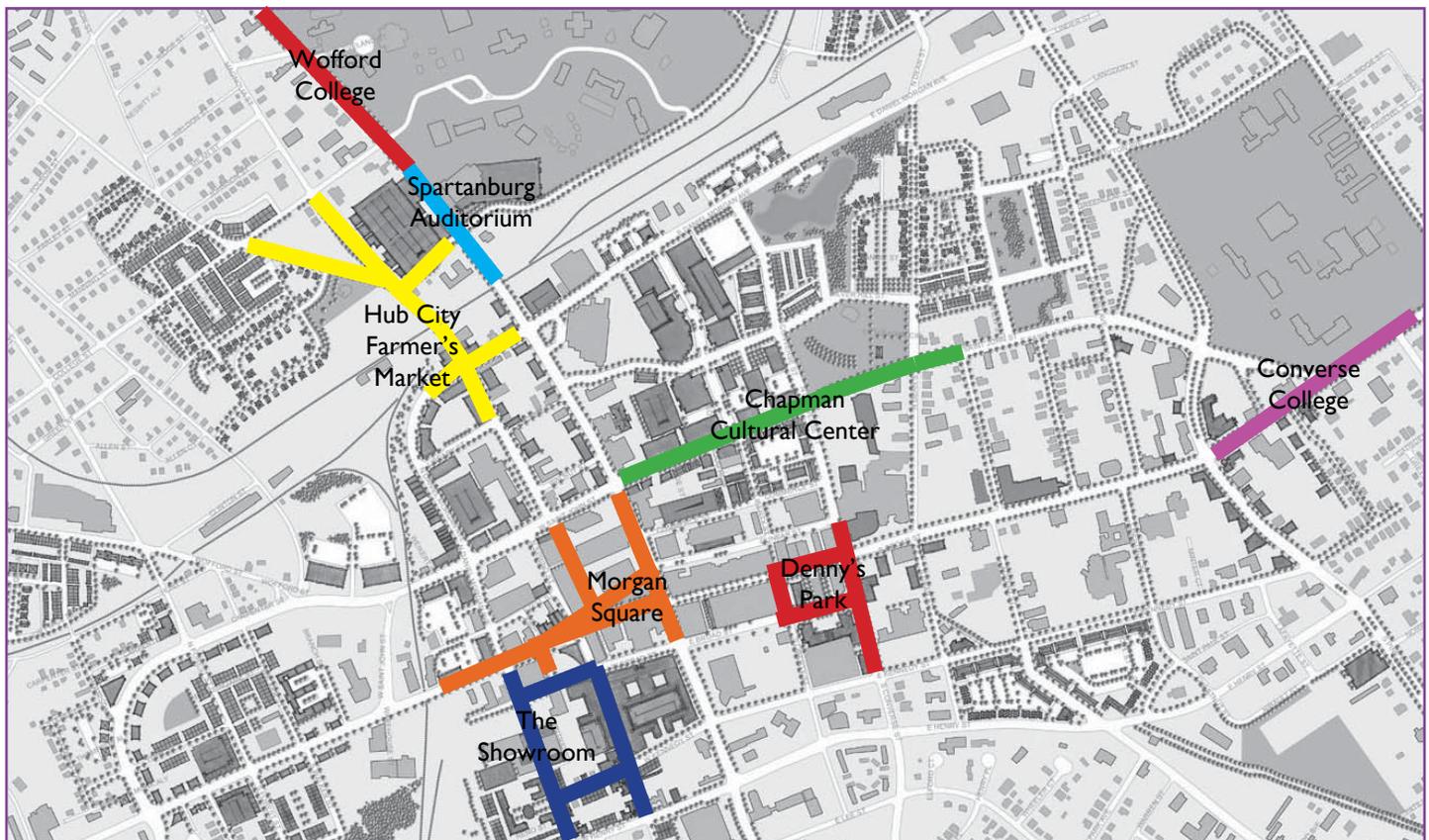
Consistency is the most important rule of thumb when establishing a wayfinding system. Signs need to be placed at regular intervals based on the audience (auto or pedestrian) and the colors, typefaces, and logos should be consistent, though not necessarily the same. In fact, one of the most effective techniques in orientation is the use of a color coded system for various departments, buildings, or blocks.

Create Cultural Districts

Throughout the downtown area there are a number of key institutions that serve as visual and physical anchors. These include Morgan Square, Wofford College, Converse College, the Spartanburg Auditorium, the Hub City Farmer's Market, the Chapman Cultural Center/Barnet Park, Denny's Park, and The Showroom at Hub-Bub. Their presence constitutes defining landmarks for the surrounding neighborhoods or blocks.

To celebrate these institutions/spaces, the City should encourage their surrounding landscapes—including streetscaping and public art—to be varied and adapted from one another, but coordinate an overall scheme within each district reflecting the institution's vision/mission in its use of these spaces. For example, the avant-garde nature of The Showroom at Hub-Bub emanates an edgy, creative feel befitting of the building's art studio as well as the surrounding hardscape (buildings and infrastructure). In turn, public art should be placed around this area which is consistent with the types of pieces that are often found in the studio.

By contrast, the area around the new Chapman Cultural Center will likely be more formal and traditional in detailing. Perhaps here the City's well-known bronze



Map of Proposed Cultural Districts

sculptures and street banners would reflect the downtown's overall programming and architectural themes. This is not to say, though, that certain creative elements (rotating outdoor exhibitions, interactive art, or locally-commissioned art) are to be excluded from the Center. But, in identifying the Center as Spartanburg's cultural "front-door", the City should promote both traditional and contemporary art.

To coordinate these institutions' efforts, the proposed Public Art Commission should provide not only design direction but also fundraising and artist commissioning. This way, the City ensures a coherent framework within which each zone may develop its own creative elements.

KEY RECOMMENDATIONS FOR WAYFINDING & CULTURAL DISTRICTS

- Install a comprehensive wayfinding system for the downtown area.
- Create districts and permit the local institutions to adopt/adapt the streetscape/street banners/public art in these areas.



Decorative street art denotes area-specific location, Coral Gables, FL



Credit: Atlanta Downtown Improvement District

Wayfinding signage facilitates travel to destinations for visitors, increasing the likelihood of return, Atlanta, GA



Large columns mark the entrance into Charlotte's Uptown district, NC

4.10 Retailing

Retailing, both art and science, follows some basic rules of human sociology and psychology. Sophisticated retailers understand that the key to success in specialty shopping is not in high volume and low prices. It is in the experience of the store itself from the greeting of customers by the display window to the rear of the store where the essential, low-margin items are kept.

Rotate Display Windows

Storefront displays should be attractively arranged and regularly changed. Mall stores are often required to change out their display windows at least every week so that regular shoppers will get the impression that there is a new selection of merchandise for sale. This is also a function of how often the average shopper returns to a store. If the average customer comes into the store every two weeks, then the display should be changed that often.

During the charrette, the project team walked by and into a lot of stores. A number of the display windows had signage that was unappealing, as well as merchandise that was obviously dated and full of dust.

To encourage better display rotation, the downtown organization should consider a quarterly award to the best window display. This award should carry with it a cash incentive to be used on storefront improvements as a further incentive for facade reinvestment. Awards should be given for the best individual window display, the best overall displays over a period (quarterly or annually) as well as entering all merchants who rotate their window displays at least once per month during the year into a raffle for a third incentive prize.

Increase the Hours of Operation

Determining the hours of operation is the retailing equivalent of the chicken and the egg as downtown merchants are often resistant to extending hours until there is enough traffic. In shopping centers, however, leases mandate tenants to maintain certain hours. In the fragmented ownership pattern of downtowns, there is no such authority to regulate hours.

Nonetheless, the City should encourage local retailers to extend their hours, starting businesses around Morgan Square. With the high number of restaurants in that area, the evening hours already see a significant amount of after-hours pedestrian traffic. The store hours need to be consistent within the block to avoid shopper confusion, but can be different for weekends than during the week. At a minimum, stores should consider staying open until 8 or 9 PM Thursday-Saturday.



Display windows should be bright, open, and changed often such as this one in Downtown Spartanburg



High margin items should greet each shopper such as at this national retailer

Recruit Local and National Retailers

Spartanburg has a few regional and national franchises/chains in the downtown area already, including Wild Wing Cafe, Subway, and Kimbrell's. Others will want to follow in the future. While there is no ideal healthy balance or golden ratio, a good rule of thumb for Spartanburg is that the locally/regionally-owned businesses should visually appear to be the predominant type (achieved through diverse marketing practices that emphasize local tenants' value within the community).

Local businesses retain several advantages over national-chain retailers, such as offering an original/unique experience, loyal customers, and active community involvement. On the other hand, national retailers often bring vitality to downtown markets by offering longer, consistent store hours (typically 9 am until 9 pm) and aggressively promoting their products and location. Together, these two types of retailers create an attractive and sustainable market blend.

To ensure local merchants' success, however, the City should actively educate and encourage local businesses to develop good businesses practices (see insert below). In addition to facade improvements [*discussed in Section 4.6*], retailers should also consider their merchandising layout in the front section of the store's interior. While high shelving packed with goods may suggest that a store has a wide selection, the shelves should be properly arranged according to basic shopping tendencies.

As a general rule, the highest margin items, those goods that retailers make the most money from, should be placed in the front of the store. Low margin, routine items such as milk, dog food, socks, and bread, should be placed in the back of the store so that patrons will have to walk past other products that they might "want" before purchasing the items that they "need."

15 Retail Tips to Attract New Shoppers

1. Wash your windows at least once a week; wash your front door daily because it is so visible.
2. Polish your brass door handle or scrub your aluminum knob weekly. First impressions matter.
3. Scrape off old stickers from windows - Visa, MasterCard, etc. It is assumed that you take plastic in today's retail environment.
4. If you don't take plastic, begin immediately. It is a proven fact that shoppers using plastic have larger average sales than those using cash.
5. Remove old posters and window clutter so shoppers can see into your store. Look inviting to curious eyes.
6. Post your hours on the door so shoppers know when to come back and make a purchase.
7. Change your window displays frequently. The Gap changes its windows once a week.
8. Replace burned-out light bulbs so your store looks maintained and well lit.
9. Increase the wattage of light bulbs throughout your store. Have you shopped in Benetton lately?
10. Leave your display window lights on at night to highlight your merchandise 24 hours a day. Your windows are free advertising!
11. Remove bars on your windows to show shoppers that the neighborhood is safe. Don't feel comfortable doing that yet? Move the bars inside to the back of the display window.
12. Replace your yellowed Plexiglas windows with clear glass. All the cleaning in the world won't make a difference if your windows look dingy.
13. Ask your customers what they like about the appearance of your business and what they would like to see change. Then, implement the suggestions.
14. Go on vacation. When you come back, you will have a fresh perspective. Walk through your store with a pad in hand and jot down anything "you never noticed before" that should be repaired, cleaned, upgraded, or replaced.
15. Hire a part-time employee and ask what he or she would change. Or, assign your new employee to make the upgrades!

Retail Tips compiled by William McLeod, Executive Director of Barracks Row Main Street at bmcleod@barracksrow.org or 202-544-3188. Adapted from article in Main Street News, October 2003.

Accept Credit/Debit Cards/Terrier Cards Everywhere

If merchants are not taking credit/debit cards, they are missing out on sales. It is a proven fact that credit cards generate higher average sales (18% or more) than cash transactions. Also, because college students rarely carry cash, the downtown merchants should work with Wofford College to accept their Terrier Bucks debit cards.

Expanding upon this idea, the Chamber of Commerce might consider a “downtown college card” specifically targeted at all of Spartanburg’s higher-learning institutions. Under this schema, students could purchase the card through their school or at a downtown business (perhaps at “student discount” rate) and use the card for purchases, instead of carrying cash. Likewise, parents could even buy them for their students to use! Working with the schools, the City could market the cards through home mailings as part of the College Town Initiative.

Recruit A College Town Bookstore

Though currently focused on social and academic programming, the College Town Initiative’s potential for greater partnership opportunities is significant. For example, as a means to encourage more students to use downtown on a daily basis and to visibly engage the city as a true “college town,” the consortium should consider locating a common bookstore on Main Street.

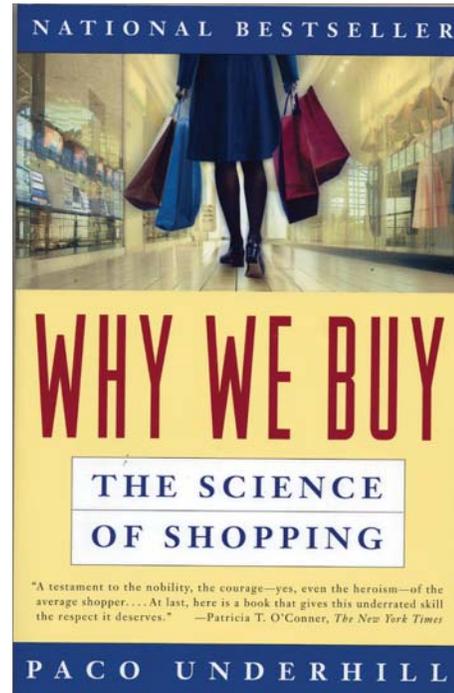
In addition to required books for the various institutions, it would also be the place for students, alumni, and members of the general public could go and buy a school pennant or sweatshirt. Perhaps there would also be the possibility of combining these elements with a general purpose bookstore. Add a coffee shop and you will have created a recipe for potentially enormous success.

The bookstore would then become a destination and an anchor, much like a post office or a department store, that would draw students and the general public alike to the Main Street area. The City should consider a location fronting on Morgan Square as the most appropriate site for such a venture.

Learn The Science of Shopping

The fact remains that many specialty shops in the downtown will compete directly with the highway strip and the mall. Retailers in the this area must become more savvy in merchandising their stores and advertising their location. There is early evidence that downtown has the potential to lead other areas of Spartanburg with an eclectic, yet sophisticated shopping environment. To this end, we highly recommend that every retailer get a copy of the book *Why We Buy - The Science of Shopping* by Paco Underhill. A noted “retail anthropologist”, Underhill has invested thousands of research hours at shopping centers, departments stores, and supermarkets across the country. As a result, he enjoys distinction as a

recognized expert in the retail field, known for “creating a customer” through active design. This book covers everything from signage to sales and is considered an industry primer on retailing.



KEY RECOMMENDATIONS FOR RETAILING

- Encourage the rotation of display windows with education, incentives, and awards.
- Expand overall business hours for all stores into the evenings.
- Provide education/training on store merchandising.
- Accept credit/debit/cards for transactions, including Terrier Bucks cards from Wofford College.
- Expand and market “downtown college card” for debit purchases to other institutions, students, and parents.
- Explore the possibility of establishing a common “College Town” bookstore in the downtown.
- Distribute a copy of “Why We Buy - The Science of Shopping” with every new membership in Downtown Spartanburg Inc.

4.11 Housing

A sustainable city and a successful downtown is made up of vibrant, diverse neighborhoods. In addition to the needed stabilization, revitalization, and/or preservation of the neighborhoods that surround downtown, the downtown itself must also develop a resident population—becoming a *de facto* neighborhood in its own right. This concept was originally introduced to Spartanburg with the *Spartanburg, SC R/UDAT 100 Plan* (1988) and is a fundamental principle in the success of most great cities.

The benefits of housing in the downtown are many:

- It provides an active living lifestyle with pedestrian/bicycle and potentially car-free access to shopping, culture, restaurants, and jobs. This lifestyle is increasingly sought after by many different demographic groups, particularly young professionals and active older, adults.
- More people equals more potential customers and clients for retail and restaurants. The daytime population of office workers, while significant, is not sufficient to support these shops and services long term. They depend on a 12-18 hour environment for success.
- The most loyal customers for any business will often come from the surrounding neighborhood. New housing in downtown creates a built-in neighborhood that can provide the support base for both commerce and culture.
- Housing mixed with other downtown uses provides for an increased number of “eyes on the street” thereby increasing the level of security. Crime Prevention Through Environmental Design (CPTED) advocates the view that people are less likely to commit a crime if they think someone will see them do it.

It is important to note that municipal governments often consider residential development less desirable from a tax assessment standpoint. Like all things, moderation is the key to success. Too much of any one thing can be a detriment to a community. Dallas, Texas, offers a case in point where, for nearly two decades, the downtown was largely an office park. Few restaurants and shops existed because the Central Business District emptied out at five o'clock each day, leaving merchants with no evening or weekend traffic. Since the downtown area depended almost exclusively on employees arriving by car, the congestion was significant. In turn, this led employers to relocate to the suburbs, a move mandated by executives already living in those areas and refusing to fight the congestion associated with downtown Dallas. Ultimately,



Neighborhoods around Downtown, as identified in the *Spartanburg, SC R/UDAT 100 Report*.

this flight left the City of Dallas with an under-utilized, vacant, and overtaxed downtown.

The Dallas example provides many learning points. Chief among these, downtowns must diversify in order to thrive. Downtown residential development (especially mixed-use projects) offers one way to achieve this balance because it efficiently combines a variety of uses and public infrastructure. Spartanburg can maximize its tax base by promoting residential development in its downtown, encouraging residential units above office/retail spaces and permitting shared-parking (a practice that utilizes residential parking spaces for downtown employees during the day, while leaving the spaces available for residents and visitors at night and on the weekends).

The specific strategies and designs in this plan necessarily include housing in both the downtown proper as well as the surrounding neighborhoods.

Bring Back the Middle Class

The principal housing strategy must focus on attracting the middle class back to Spartanburg. Based on the demographic analysis, there is a disproportionately small middle-class within the city limits. The middle-class represents the stable socio-economic base from which retail sales are generated, highly-qualified employees are found, and new businesses are formed. If prices are too high to begin with, development interest can be dissuaded because the product is untested in a conservative marketplace. If the early projects are geared towards low-income households, they will affect potential sales in upper income units because the early “comps”—comparable sales—will be too low to appraise well. This plan advocates that early housing development in the downtown should

focus on middle income households.

Furthermore, the success of regenerating neighborhoods like Hampton Heights with new and renovated housing should be supported and expanded by the public and business sectors. Additional neighborhoods that appear to be ripe for the “next renaissance” include the South Converse Street neighborhood as well as the Beaumont Mill neighborhood. Through renovation and sensitive infill development these areas could attract higher quality investment and protect the historic character at the same time.

Based on market analysis, it is important to provide opportunities for new housing as well as historic renovation. Historic renovation, while cherished by many, appeals to a small segment of the marketplace because of the complexity and nuances presented by the renovation of an old home.

The principal competitors for the middle-class are the subdivisions occurring in the County’s unincorporated areas. Developers typically choose these removed sites based upon low pricing and less stringent development guidelines, those providing the “path of least resistance.” Likewise, buyers follow the low prices out into the suburbs/exurban fringe at the expense of downtown vitality.

In spite of these realities, downtown Spartanburg contains an abundance of historically viable lots, as well as significant opportunities for new residential growth. As such, the City should consider intervening on vacant lots or blocks containing homes that do not contribute to the surrounding neighborhood’s historic character. Though the preferred model is private development, some intervention may be needed by the public sector with regard to infrastructure or acquisition.

Housing prices, therefore, should focus on the middle income housing market to begin with.

High Quality, Affordable Housing

The city must stabilize fragile or threatened neighborhoods around downtown such as the Spartan Mills neighborhood. This neighborhood in particular is distressed. Crime and abandonment have taken over many of the blocks. The concentration of poverty in this area, due largely to amount of public housing units and low quality rental housing in the area, must be de-centralized.

The historical focus of Spartanburg’s housing programs has continued to concentrate poverty. While neighborhoods have been thinned through selective demolition, programs have not fostered a consistent pattern of economic prosperity and home-ownership. New development also has been built in a suburban style with oversized streets,

excessive front setbacks, and a lack of any identifying neighborhood amenities such as parks or playgrounds (predominantly in the Wofford Street area, adjacent to the downtown’s north-western edge).

This plan advocates new, affordable housing that will increase in value. New neighborhoods should be mixed-income and the architecture and site planning should be held to the same high standards as every other neighborhood. The most successful affordable units are virtually indistinguishable from market rate units.

In contrast to concentrating poverty, the most successful models of neighborhood building and affordable housing development around the country have taken a mixed-income, mixed-use approach that offers a wide variety of households the opportunity to take ownership in a neighborhood. Under the US Department of Housing and Urban Development’s (HUD) HOPE VI program, communities are encouraged to abandon the traditional public housing model in favor of a mixed-use, pedestrian-friendly alternative. In Spartanburg, the Collins Park



Affordable ownership and rental units are interspersed with market rate units in the First Ward neighborhood in downtown Charlotte, NC



These units, in Wilmington, NC, have dramatically turned around a formerly distressed neighborhood

neighborhood is being constructed under this program. The plan encourages the City to continue this pattern of development in places like the Spartan Mill neighborhood.

In some communities, like Boulder, CO, and Davidson, NC, the zoning ordinances require that a certain percentage of new housing units be made affordable based on a family that typically earns less than 80-120% of the area median income. Given the already high number of “affordable” units in Spartanburg, this approach would not be appropriate. Rather, the City should actively pursue opportunities to mix incomes within projects through density-based incentives and possible financial partnerships.

Urban Housing

New, urban-scaled housing immediately adjacent to downtown as well as in the upper floors of new buildings should be actively pursued. High quality urban housing shows that density coupled with quality design can promote a vibrant pedestrian environment. New building types such as narrow-lot detached homes, flats, condominiums, and live-work units should be introduced in every block around Main Street.

Urban housing units compete with suburban options when they provide superior interior and exterior environments. Buyers of downtown housing want to be able to enjoy the shopping and the culture when they walk out of their door, but they also want well-detailed interiors. To this end, there are some basic design elements specific to the design of urban housing that should be considered:

- Buildings should be pulled close to the street to maximize the building envelope and provide an active pedestrian environment.
- When units are constructed on the ground level,

they should be raised above the level of the sidewalk at least 18” and preferably 3 feet or more to provide privacy to the occupants.

- In urban environments, the building design should be secondary to the environment of the street with wide sidewalks, street trees in grates, and pedestrian-scaled lighting.
- Facades should generally be simple in form but highly detailed with cornices, window treatments, and accents such as lighting and balconies.
- Public/common space is fine grained with rooftop gardens, intimate courtyards, and small squares or plazas.
- Private spaces such as balconies, rooftop decks, and porches, also afford greater opportunity to enjoy the outdoors.
- Residential parking should be provided but be out of sight. Where possible, provide parking on-street for convenience and to the rear for longer term vehicle storage.
- Parking decks should not front directly on a street. This is tantamount to death for a pedestrian-oriented street as studies have shown that pedestrians will avoid these blocks by choosing alternate routes or simply turning around.

In short, urban housing is unique and serves a specific market niche that does not appeal to everyone. However, studies have shown while the overall percentage may be low, it is dramatically under-served in most markets. Even if only 1% of the households in Spartanburg County desired such a choice, this would equal a potential for perhaps as many as 1,000 units over the build-out period. This number may be higher when divided out amongst the potential variety of urban housing types leading to a complete renaissance of the downtown and its surrounding neighborhoods.



Parking deck surrounded by liner residential building in Post Properties-Uptown Charlotte



Upper story balconies that provide “eyes on the street” in downtown Plano, TX



Good urbanism with a highly walkable environment is not a function of architectural style (Charlotte, NC).



Entries that are raised above the street to provide privacy in the Cedar Mill neighborhood in downtown Charlotte, NC



Simple facades reminiscent of textile buildings above shops and offices on South Boulevard in Charlotte, NC

KEY RECOMMENDATIONS FOR HOUSING

- Focus downtown housing efforts, especially early initiatives, on middle-class and mixed-income projects.
- Expand the public and business sectors’ support of neighborhood revitalization efforts for Hampton Heights, Beaumont Mill, South Converse Street, etc.
- Balance renovation with strategic infill opportunities to attract higher quality investment, all the while preserving historic character.
- Identify vacant parcels and distressed areas that lack any historical value in the neighborhood (the Thompson Street, Northside, and Hampton Heights small area plans contain helpful information). Allocate City resources to aid the private sector in these areas’ redevelopment opportunities.
- Stabilize fragile/threatened neighborhoods adjacent to downtown, such as Spartan Mills.
- Implement HOPE VI’s mixed-use design into public housing/neighborhood revitalization efforts.
- Ensure high standards for the design and construction of all housing, including affordable housing, and minimize parking impacts.
- Encourage and appropriately detail new, urban housing units adjacent to downtown and on the upper floors of existing/new downtown buildings.

4.12 Historic Preservation

Downtown Spartanburg is blessed with many historic buildings and surrounded by neighborhoods rich in architectural and cultural history. These historic neighborhoods and buildings represent critical aesthetic, social, and economic assets to the downtown. They continue to be a significant part of what makes downtown Spartanburg unique and attractive, and should thus be protected and enhanced as part of any downtown revitalization efforts.

Historic Districts

The study area has four historic districts included in the National Register of Historic Places: Downtown Spartanburg; the Hampton Heights neighborhood, which is also a local historic district; Wofford College; and Converse College. (See: <http://www.nationalregisterofhistoricplaces.com/SC/Spartanburg/districts.html>)

Downtown Spartanburg

An area including West Main Street, Wall, Ezell and Spring Streets, totaling 74 acres and including 30 buildings, was placed on the National Register in 1983, and a further 13 acres and 5 buildings in the 100 Block of East Main Street were added in 2000. The buildings consist of a mixture of architectural styles from Early Commercial, Classical Revival and Romanesque, dating variously from 1875-1899, 1900-1924, and 1925-1949. This district comprises the historic and symbolic heart of the community, and represents a very special piece of the community's heritage.

As such, every effort should be made to preserve and enhance this resource, not least because of its economic value as a unique, authentic "place" in an age of increasing urban simulation and replication. The urban design and planning recommendations for this area, noted in Section 6, are all designed to support the historical character of the downtown and equip the city and property owners with the design vocabulary and policy tools to preserve the area's heritage and maximize its impact on the surrounding neighborhoods and districts.

Hampton Heights Neighborhood

This residential neighborhood to the south of Morgan Square was placed on the National Register of Historic Places in 1983, and in 1998 it was designated a local Historic District. The Preservation Trust of Spartanburg was established in 1998 as a nonprofit organization charged with revitalizing the then-distressed Hampton Heights neighborhood. Funded by a host of local agencies (the Mary Black Foundation; the Spartanburg County

Foundation; the Mary Reynolds Babcock Foundation; and the City of Spartanburg), the organization now oversees and coordinates efforts to restore communities city-wide.

Hampton Heights, which developed between 1890 and 1930, was home to numerous middle and upper class citizens of Spartanburg. Despite falling on hard times in later decades, the district remains, in the words of the National Register, "a cohesive and intact collection of early twentieth century houses, representative of the prevalent urban and suburban house types of the era, and of the nature of suburban development in a growing city. Predominant architectural styles . . . include Queen Anne, Bungalow, Craftsman, Four-Square, and Neo-Classical."

This neighborhood has special significance in terms of the master plan proposals noted in Section 6. The key thread to development on the southern edge of the study area is South Spring Street, which forms the main connection for vehicles, pedestrians and cyclists between Hampton Heights and Morgan Square. While conservation efforts should continue to be encouraged throughout the neighborhood, special attention needs to be paid to upgrading South Spring Street, both in terms of its own streetscape quality, and also by means of sensitive infill buildings along its length.

If this important street is negatively impacted by substandard development, or by unscreened parking lots that destroy the domestic character of the neighborhood edge, conservation efforts on other streets will inevitably be affected. This would diminish the value of the considerable financial investments and the "sweat equity" of citizens and property owners in the historic district over recent years. (See Section 6.17)

Wofford College

Wofford, the older of downtown's two colleges, was listed on the National Register of Historic Places in 1974. This historic area, comprising a campus of 300 acres and seven buildings in Italianate and Georgian styles dating from 1850-1874 and 1875-1899, lies just north of the downtown core.

The imposing "Old Main" building designed by Charleston architect Edward C. Jones, and built by slave labor in 1854, is within walking distance of downtown. The condition of North Church Street, however, makes this potentially pleasant walk a challenge, both aesthetically and in terms of pedestrian safety. The master plan does not intervene on the campus, but proposes significant streetscape improvements to North Church Street and the sites flanking this busy road, including the Memorial

Auditorium, the county offices in the old Sears store, and the Montgomery Building (see Section 6.9). These proposed new developments make sense in their own economic and urban design terms, but also in terms of consistency with the historic character of the college.

Converse College

Spartanburg's other historic educational institution in the downtown area dates from 1889, and was placed on the National Register one year after its neighbor Wofford College, in 1975. The historic district on the east side of downtown comprises a 200-acre campus laid out by Charles Hook and a collection of eight buildings in Late Gothic Revival, Romanesque and "other" styles dating from 1889 to 1924. In a similar condition to Wofford College, the academic community at Converse work and live in close proximity to the central area of the city. Like Wofford, too, the walk to downtown is possible but unpleasant and unsafe.

The condition of the main roads around the junction of Pine Street, East St. John Street and East Main Street precludes safe and pleasant walking or cycling. As with Wofford College, this master plan identifies development opportunities and streetscape improvements to the areas between downtown and the college that would render it much easier and more attractive for students, faculty and staff to walk or cycle to downtown. This strengthens the core's economic base (see Section 6.15) and makes it more compatible with the historic character of the campus.

Other Historic Landmarks

Montgomery Building

This landmark historic building, located on North Church Street at the southwest corner of the Renaissance Park project site (discussed in Section 6.12), forms the dominant entry marker into the downtown area from the north. Constructed in 1923-4, on the site where John H. Montgomery had earlier constructed his home, the building comprises a 10-story office block and an adjacent theatre space. This handsome structure was the second "skyscraper" in Spartanburg, the Andrews Building being the first in 1912. (Originally the Chapman Building, the Andrews Building collapsed in 1977 while being prepared for demolition killing five men.)

The Montgomery Building is an excellent example of the Chicago skeletal frame construction skyscraper with a highly developed limestone facing. The 10-story, 9-bay structure is significant for its architecture and its association with the development of the post 1920's textile industry and its association with the Montgomery family, textile leaders in the South for over 150 years.

Lockwood Green Architects and Engineers designed the building and the firm was a tenant in the building from 1925-1966 (Martin Meek, "Statement of Significance for the 1924 Montgomery Building," Spartanburg, S. C., 2005). Lockwood Green was one of the leading textile mill designers in the South, and the firm also designed the attached Carolina Theatre (formerly the Montgomery Theatre) dating from 1925.

Both commercial and entertainment facilities have suffered physically and economically during the last two decades, with the theatre falling vacant, and office spaces on the upper floors of the high-rise becoming partially and decreasingly occupied by a variety of organizations and companies needing low-rent accommodation and willing to accept very basic facilities. The spaces on the ground floor are closed and present a hostile face to pedestrians, discouraging walking between downtown, the Marriott hotel, the Spartanburg Memorial Auditorium and Wofford College.

Despite the building's present state of disrepair, this master plan emphasizes in very strong terms that the structure should be preserved. It is one of the main historic gems in the downtown area and a major local landmark. Initially, special efforts should be made to rehabilitate the street level spaces as shops or small offices. This latter improvement would do much to enhance the pedestrian experience along North Church Street.

At a later date, as and when market conditions allow, the upper floors of the building should be renovated for smaller, unique or specialty offices that do not need the extra-large office floor plates provided in the proposed new class 'A' office buildings nearby in the Renaissance Park project, thus providing a useful mix of different types of space for diverse company needs. Parking for this historic building can be provided by a large parking deck immediately adjacent to the proposed in this plan.

It is very important to get the whole building complex—office tower and theatre—placed on the National Register of Historic Places. This would enable the owners to obtain tax credits to offset the costs of rehabilitation work and help ensure that this renovation work respects and enhances the qualities of the historic architecture. The tax credits primarily comprise two federal programs, the historic rehabilitation tax credit and the New Markets tax credit, that encourage rehabilitation of historic commercial buildings, particularly in older downtowns and neighborhood commercial corridors. Buildings that qualify for one of these national programs may also be eligible for extra state historic tax credits.

Carolina Theatre

The 1,000 seat historic Carolina Theatre (formerly the Montgomery Theatre) was built in 1925, and incorporated into the Montgomery Building. Designed by the architectural firm of Lockwood Green, and originally operated by the Publix chain, it was described, when built, as “The Finest Theatre in South Carolina.” Originally it was intended to be equipped with a theatre organ. Organ chambers, associated wiring, and air ducts were incorporated into the design, but an organ was never installed, a white grand piano being used in its stead (<http://cinematreasures.org/theater/2772/>).

Every effort should be made to rehabilitate the theater to provide a specialist venue to complement the new facilities in the nearby cultural center performance hall. One intriguing possibility is that the space could be renovated to provide a movie house facility that has been absent from downtown for several decades. With the existing Memorial Auditorium and the soon-to-be-completed performance space in the new Cultural Center, together with auditorium spaces in Wofford and Converse Colleges, all within the study area, performance and concert space needs are well covered. Fortunately, “the economic climate for...movie theatres appears to be slowly changing. As regional malls lose their luster, as movie distribution technology evolves to offer new opportunities to independently owned movie theatres, and as preservation organizations become savvier about real estate development finance, downtown theatres may be on the verge of a renaissance” (*Main Street News*, Sept. 2006, p. 3).

A wide range of financing sources can be considered for such a rehabilitation project including the same rehabilitation tax credits potentially available for the Montgomery Building itself. However, the tax credits are not available to non-profit groups themselves (who pay no taxes) and thus any such group would need to partner with a for-profit entity to gain advantage from these programs. An additional complexity is provided by the likelihood that rehabilitation plans and feasibility studies would suggest that the large, 1,000 seat space be converted and reused in ways that subdivide the original volume into multiple, smaller screens to suit contemporary viewing habits. This would change important aspects of the original interior architecture, possibly nullifying the applicability of historic tax credits for this portion of the building.

In this instance, alternative funding sources will need to be evaluated. Save America’s Treasures, a federal program that provides (highly competitive) grants for such projects, is worth consideration. Other information on these topics and funding sources, see *Main Street News*, September, 2006.

Renovate and Preserve the DuPre House

The attractive, Queen Anne style DuPre House is now located just off of Magnolia Street on Howard Street, adjacent to the site of the now demolished Spartan Mill. This house was originally sited where the Marriott hotel now sits, and is the namesake of DuPre’s Restaurant, also originally located in that area. A 1988 plan dating prepared for the city by the American Institute of Architects Regional/Urban Design Assistance Team (R/UDAT) noted that the DuPre House should be listed on the National Register of Historic Places as well as retained on its original site to preserve the structure’s context and historical integrity. The R/UDAT report recommended that the building be converted to provide facilities for a cultural center with a library and museum to the rear of the property.

Because these plans did not materialize, the old house now finds itself displaced by the Marriott hotel and located in a somewhat compromised condition, currently unused, sitting next to a large tract of vacant land, and close to a physically, economically and socially troubled neighborhood. Despite these negative factors, the house retains considerable architectural quality and there is plenty of potential for refurbishing the structure for some creative and/or cultural uses. To this end, as currently planned, the structure should be stabilized in its current condition, and care taken to avoid future deterioration.

The master plan illustrates a design of a new residential neighborhood for the vacant Spartan Mill site (*Section 6.8*) and notes that any design for that tract of land must pay close attention to the DuPre House and accord it due respect by fronting properties onto the land occupied by the historic house. It is essential that new development not back up to this building and its setting if the historic house is to retain its value and reclaim its prestige and usefulness as a community resource. In its current location, this master plan agrees with local sentiment that the best uses for a future conversion are likely to be professional accommodation for a local foundation, or a single arts or cultural group, (or as shared space for a local consortium of such organizations), or perhaps a small meeting and conference facility.

As noted earlier (*Section 4.7*), the new activities and historic character of the old house should be marketed in conjunction with the Farmers’ Market just to the south in the Magnolia Street train station. Although there are no current plans for the site that surrounds the house, this plan recommends the construction of a series of “English Gardens” in the grand Victorian tradition that would gracefully encircle the building. Over time, as these gardens fill out, they would be a unique visitor attraction to combine with a Saturday morning trip to the Farmers’ Market.

Historic Preservation Tax Incentives

The state of South Carolina offers numerous tax incentives for those actively undertaking historic preservation interests. Local and federal tax breaks target a variety of applications, including but not limited to:

- Residential Rehabilitation
- Commercial Renovation
- Textile Mill Rehabilitation
- Mixed-Use Redevelopment
- Conservation Easement Donation

In addition to these measures, other grants exist at the national level through such organizations as the Preservation Services Fund and Save America's Treasures. Given the many historic buildings in downtown and the surrounding neighborhoods, the City should encourage residents and property owners to become involved. Local non-profit organizations like the Preservation Trust of Historic Spartanburg have catalyzed efforts in recent years, and the City should continue to partner with this group and others (Mary Black, Spartanburg County, and Babcock Foundations) to further promote historic preservation in the downtown area.

For more detailed information on South Carolina's historic preservation tax incentives, please contact the State Historic Preservation Office or visit their online web site: <http://www.state.sc.us/scdah/hpfinancialinc.htm>

KEY RECOMMENDATIONS FOR HISTORIC PRESERVATION

- Protect the existing historic resources downtown and use a combination of financial incentives and design guidelines to protect their integrity.
- Upgrade Spring Street in the Hampton Heights neighborhood, balancing the need for historic preservation with key infill developments.
- Preserve the Montgomery Building.
- Renovate the street level of the Montgomery Building to provide more inviting shopfronts along the sidewalks.
- Preserve the Carolina Theater and prepare a feasibility study to determine the most appropriate adaptive reuse.
- Preserve and rehabilitate the DuPre House and develop a site plan that recognizes its importance with proper frontage and elegant site landscaping.
- Prepare an education packet outlining historic preservation tax incentives. Target developers and homeowners, distributing the material as part of the development/renovation application process for designated historic districts.



The DuPre House awaiting some love and attention

4.13 Sustainable Design

Sustainable design and development comprises two main areas of action: building design and site design. Given the preferred level of urbanism, most of the traditional Low Impact Development (LID) standards are not appropriate for areas that are already paved over and are discounted. Parameters and guidance for sustainable building design are best set forth in the United States Green Building Council's (USGBC) LEED standards (Leadership in Energy and Environmental Design) (www.usgbc.org).

Make all New Public Buildings LEED Certified

This Master Plan encourages the use of the LEED guidelines for certifying all new City and County public buildings as energy efficient and environmentally sustainable. Developed by the USGBC membership, the Leadership in Energy and Environmental Design (LEED) Green Building Rating System is a national consensus-based, market-driven building rating system designed to accelerate the development and implementation of green building practices. In short, it is a leading-edge system for designing, constructing and certifying sustainable buildings.

The City and County should consider sustainable building techniques at a minimum LEED Silver level with all new or expanded public buildings. The City of Chicago is implementing a similar requirement across all of its public buildings and is retrofitting many of them to achieve the goals. The most widely publicized of their retrofits is the installation of various roof systems. They are using "green" roofs such as a planted garden or "white" roofs (white painted surfaces to reflect sunlight rather than absorb it) for all new construction, particularly for public uses such as fire stations and schools.

Such roofing systems not only reduce energy costs on the buildings, but garden roofs can also be designed to capture and filter stormwater during a rainstorm. These techniques reduce the environmental footprint of a building and promote sustainable development practices.

Encourage/Incentivize Green Building Standards with Private Developments

The QS/1 Building designed by McMillan, Smith and Partners is the first LEED certified building in Spartanburg. Completed and certified in 2005, this is also the largest building in the State of South Carolina to have received a LEED Silver rating.

The State Legislature of South Carolina will consider a number of "LEED-friendly" bills during the 2007-2008 legislative session including a requirement for all new or expanded state buildings as well as all K-12 schools



The QS/1 Building on West St. John Street was Spartanburg's first LEED certified building



Green roofs such as this garden roof can be usable and functional

to achieve a minimum LEED Silver rating. In addition, legislation will be considered to provide tax incentives and a faster permitting process for private developers seeking to meet the LEED Silver standard.

The City might also want to consider a similar allocation at the local level for developers who consider the use of the LEED rating system for implementing sustainable building practices. While it is generally agreed that the

upfront capital costs average approximately 2% more than conventional construction, the lifecycle costs and return on investment with reduced energy and resource usage more than provides sufficient payback.

Arlington County, VA (www.arlingtonva.us) has a LEED Certification Incentive Program entitled “Building Green, Building Smart.” If projects achieve the minimum LEED certification of Silver then they can receive up to 3 additional stories and/or .35 additional Floor Area Ratio (FAR). The City of Seattle (<http://www.seattle.gov/light/conservesustainability/leed/>) provides direct grant funding and technical assistance for soft costs related to the LEED documentation, building commissioning and certification. This can be quite valuable as these soft costs can run \$10,000 - \$20,000 or more depending on the size of the project.

KEY RECOMMENDATIONS FOR SUSTAINABLE DESIGN

- Require that all new or expanded public buildings meet or exceed LEED Silver certification standards.
- Encourage all new private development to meet or exceed LEED Silver standards using incentives such as streamlined permitting, density bonuses, height exceptions and/or grants.

L.E.E.D Leadership in Energy & Environmental Design

The LEED (Leadership in Energy and Environmental Design) Green Building Rating System® was created to:

- Define “green building” by establishing a common standard of measurement
- Promote integrated, whole-building design practices
- Recognize environmental leadership in the building industry
- Stimulate green competition
- Raise consumer awareness of green building benefits
- Transform the building market

LEED provides a complete framework for assessing building performance and meeting sustainability goals. Based on well-founded scientific standards, LEED emphasizes state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. LEED recognizes achievements and promotes expertise in green building through a comprehensive system offering project certification, professional accreditation, training and practical resources.

LEED standards are currently available or under development for:

- New commercial construction and major renovation projects (LEED-NC)
- Existing building operations (LEED-EB)
- Commercial interiors projects (LEED-CI)
- Core and shell projects (LEED-CS)
- Homes (LEED-H)
- Neighborhood Development (LEED-ND)

Source: <http://www.usgbc.org>

4.14 Government Services

The accommodations for City staff have long been recognized as inadequate and inefficient, with scattered facilities and uneconomical spatial arrangements. The City Hall, circa 1951, is located on West Broad Street and houses City Administration, City Courts, Public Safety, a Fire Station, and a handful of other departments. The City's Economic Development Department is located in rented space on Main Street and the Planning and Code Enforcement Departments are located approximately two miles away in an office building off of East Main Street. City Hall is dramatically inefficient with a high percentage of circulation (hallways) and energy consuming heating and air conditioning equipment. A number of employees presently work in the basement, which has no natural light and functions more appropriately as a fallout shelter than a place for productive government staff.

County staff are housed in the County Administrative Building located on North Church Street in a former Sears building. While being large enough to accommodate more of its core administrative staff, it is equally challenged with virtually no natural light and long, difficult to navigate hallways. Additionally, the County has programmed approximately \$1,000,000 in its Capital Improvements Program (CIP) for repairs and maintenance to the building and site. \$450,000 is programmed for FY 2008/2009 for replacement of more than two thirds of the roof. \$550,000 is programmed the following year for repair and resurfacing of the entire parking lot around the facility.

This Plan suggests a series of possible solutions to these problems, both in terms of the provision of new and improved facilities on other, more suitable sites, and the redevelopment opportunities provided by the existing sites currently occupied by city and county offices once facilities have been relocated. These redevelopment opportunities would provide a useful source of revenue to partly offset the expenses involved in providing new and more efficient accommodation for local government in the community.

In particular, the redevelopment of the underutilized Boardwalk building at the eastern end of Broad Street represents the single most dramatic and symbolic development opportunity in the downtown core. With its associated parking deck, proximity to Denny's Park and the landmark Denny's building, and its relationship to a reconceptualized Broad Street and upgraded Main Street, the site can provide a fitting presence for local government in a convenient and visible location, either by the adaptive reuse of the existing building for combined city-county offices, or building a new structure on the same site for the same purpose.

Nearly 40% of the 2-story, 68,000 square foot building is vacant and available. The bulk of the building is being leased by Denny's as a Test Kitchen. This current floor area is likely undersized and too outdated to adapt for use. It is likely that the existing structure would need to be removed in favor of a new, more efficient 3-story structure that would provide more than 100,000 square feet of usable space.

Because the site is next to the dramatically underutilized Kennedy Street Parking Deck, no parking will need to be constructed to accommodate the new facility. This permits 100% of the funds to go towards the actual space needs. In addition, if City and County offices are combined, they can share common rooms and services including a Council chamber, meeting and conference rooms, GIS, Permitting, and Printing/Support services. The proximity alone will also help to further communication and cooperation between the two entities.

As importantly, this public investment can provide the stimulus for other, private sector development initiatives in accordance with the objectives and proposals contained within this Plan. A wide range of alternative possibilities examined in the master plan are discussed in detail in Section 6.



The existing City Hall building on West Broad Street is too small to house the government's current needs

KEY RECOMMENDATIONS FOR GOVERNMENT SERVICES

- Explore the feasibility of converting the Boardwalk Building into a combined City/County Administration Building.

4.15 Downtown WiFi

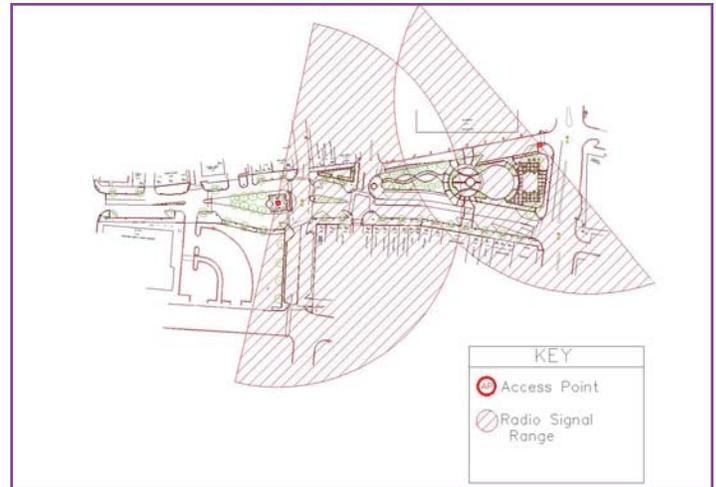
At the time of the charrette, the city was evaluating the implementation of an internet “hot spot” for the Morgan Square area. Using wireless access point technology, the intent is to allow laptop users with a wireless network card to be able to relax on a bench in Morgan Square or eat at an outdoor table at one of the many restaurants and be able to “surf the web” and check e-mail.

The costs to implement such a service continue to decline with new technology that can provide faster speeds, higher bandwidth, and a wider range to the casual users. Cities like Philadelphia, PA, and Spokane, WA, have created a “hot zone” in their downtowns using towers that can provide signals as far away as 4 miles. Ultimately, the purpose behind providing this technology infrastructure is to attract people to the downtown area. Younger generations have grown up with wireless devices and have come to expect readily available high speed Internet access. If the downtown presents an inviting “on-ramp” to the World Wide Web, then people will spend time and money in downtown.

As funds become available, this technology should be implemented throughout the Main Street corridor from Daniel Morgan Avenue to Pine Street. Indeed, the City has already undertaken efforts to develop a new, adaptable WiFi network stretching from just east of Morgan Square to Daniel Morgan Avenue a few blocks west. The network will also extend a few blocks north and south. At a cost of \$16,000, the cost to provide this service is nominal relative to the potential number of users in the downtown area.

Furthermore, the City has chosen to invest in a system that can be expanded both geographically and capacity-wise so that future projects are more affordable and easier to implement. To further expand this opportunity, the City should consider partnering with Wofford College and Converse College, perhaps creating an expanded Hot Zone on both campuses and throughout the Downtown area.

The city should also investigate the creation of a custom login screen for all WiFi users. This screen is an opportunity to provide some advertising space to offset the costs of providing the service for free as well as an outlet for advertising upcoming events in Spartanburg. As proposed in Section 4.3, the City should consolidate and link its two events calendars directly to the WiFi login screen in order to promote events in the downtown area.



Proposed WiFi coverage of Morgan Square area



WiFi extends the reach of the office into the public realm

KEY RECOMMENDATIONS FOR WIFI

- Implement WiFi technology in the Main Street core from Daniel Morgan Avenue to Converse Street.
- Explore partnerships with Wofford College and Converse College to expand the signal availability.
- Create a custom login screen that promotes area events and provides advertising revenue.

This page intentionally left blank



5

Transportation & Parking



5.1 Introduction and Existing Conditions

Downtown Spartanburg has a generally well-defined grid street pattern; however, not every street accommodates pedestrians and bicyclists. In truth, only Main Street provides a clearly defined pedestrian realm, all other streets are heavily weighted towards the automobile. The Master Plan suggests that each street should provide greater balance between pedestrian and vehicular modes of travel. In fact, the desired balance should actually favor the needs of the pedestrian in an effort to create an environment that encourages walking and pedestrian activities in the central city.

The information in this section has been adapted from a technical memo by Kimley-Horn & Associates, a transportation-planning firm hired to assist with the Downtown Master Plan.

Existing Conditions

Streets

Located in the geographic center of Spartanburg County, the City of Spartanburg has long been the region's "hub" of activity. In fact, many railways and major roadways converge in the downtown area, hence the nickname "hub city". Downtown Spartanburg sits just a few miles east of the Interstate 26/85 junction, and 30 miles northeast of Greenville, South Carolina.

Within the study area, many different street types with varying cross sections exist. Major roadways include US 29 (East Main & Saint John Streets) and US 176 (Pine Street). These roadways constitute major arterials running through the study area. Such streets are known as the "workhorse" streets due to the number of vehicles they carry per day, especially during peak periods (morning and even rush hours). Other important but smaller streets complete the roadway framework in downtown Spartanburg. These streets range from minor arterials and connector streets to low-speed side thoroughfares and service streets/alleyways. Capable of moving high-volumes of traffic, this network contains a distinct street hierarchy and multiple route options, which disperses traffic over a broader area. The following descriptions characterize major streets within the downtown area:

- **Main Street:** A major arterial with varying cross-sections, Main Street has a posted speed limit of 15 mph in the downtown core and 35 east of Converse Street. On the east side of Church Street, Main Street chicanes allow on-street parking on each side of every other block between Converse Street and Church Street. East of Converse Street, Main Street is a 4-lane undivided roadway with parallel on-street parking. Sidewalks are located on

both sides of Main Street. In the downtown core they are appropriately spacious, measuring about 12-13 feet at the smallest sections and upwards of 25-30 feet in some areas.

- **Church Street:** Also known as US 221/SC 56, this road is a 4-lane major arterial with intermittent left-turn lanes at major intersections. Church Street facilitates heavy north-south commuter traffic during the peak-hours, and its posted speed-limit is 35 mph through the study area. During the peak hours, left-turn movements slow the flow of traffic and increase the potential conflict risks at several intersections, notably Main & Broad.

- **Saint John Street:** This road is a five-lane major arterial with dedicated left-turn lanes at major intersections. The posted speed limit is 35 mph through the study area. Saint John Street acts as a parallel facility to Main Street, providing a bypass around the core downtown and Main Street. Saint John Street, officially designated US 29, is the major east-west conduit through downtown and facilitates heavy commuter traffic during the peak hours. As a major US highway, the street also carries significant truck traffic through downtown each day. Though sidewalks line the street's sides, these conditions make the walking experience both unpleasant and precarious.



Saint John Street's wide street section makes travel dangerous for motorists and pedestrians alike

- **Pine Street:** Another US Highway (176) bisecting the study area, this major arterial runs north-south and transports heavy commuter and through traffic. Pine Street is located on the eastern perimeter of downtown and serves as a parallel facility to Church Street. North of Main Street, it is a six-lane, median-divided roadway; south of Main Street it is a five-lane section. The posted speed limit is 35 mph through the study area. Because Pine Street lacks adequate pedestrian facilities, the road serves as a major physical and psychological barrier to downtown—especially for the highly walkable and adjacent

Converse College and Converse Heights neighborhood.

- Daniel Morgan Avenue: The road follows a circuitous path through the downtown running east-west between Pine Street and Howard Street; north-south between Howard Street and Henry Street and east-west between Forest Street and John B. White Boulevard. With a posted speed limit of 45 mph, the predominant cross-section is a four-lane undivided roadway with intermittent left-turn lanes present at key locations. Approaching Pine Street, the street is a 4-lane median divided section. South of west Main Street, Daniel Morgan Avenue is mostly oversized for its vehicle usage. (See Average Daily Traffic Map)

- Henry Street: A minor arterial carrying traffic east-west through the study area, this 35 mph corridor primarily contains four undivided travel lanes with dedicated left-turn lanes at major intersections. West of Daniel Morgan Avenue, Henry Street is a two-lane section.

- Converse Street: This minor arterial facilitates north-south movements through downtown. Located in the center of town, Converse Street is a parallel facility to both Pine and Church Streets, providing local circulation rather than facilitating through trips. Converse Street is a five-lane section with a posted speed limit of 35 mph.

- Broad Street: A minor arterial that parallels Main Street, Broad facilitates east-west movement around the downtown core. The section is predominately four lanes. Given its A.D.T. (Average Daily Traffic) counts, however, the roadway as a whole is acutely under-utilized as a vehicular corridor. The most recent figures (2004) show that a mere 1300 cars a day travel down West Broad Street, while just 4900 use East Broad near Converse Street. West Broad includes two eastbound travel lanes with a single westbound travel lane and angle parking on the north side of the road. The current connection between Broad and East Main Streets around Richardson Park is a remnant of a one-way pair system that routed traffic around the Main Street pedestrian mall when it was closed to cars. The on-street parking plays a vital role in supporting adjacent retail land uses as well providing supplemental parking for City Hall patrons.



Daniel Morgan Avenue is currently under-utilized and unattractive



The ineffective and dangerous Main Street chicane



A pedestrian journeys across a wide Saint John Street intersection

Circulation

The Average Daily Traffic counts, last assessed in 2004, for each of the roadways in the study area further reflect the downtown's imbalanced street hierarchy. As expected, the major arterials carry the brunt of both local and through traffic. Church and Saint John Streets lead the way with 19,000 and 14,000 vehicles per day, respectively. Henry Street also transports a good deal of traffic, 14,000 VPD, though the field drastically falls off for the fourth busiest, with Daniel Morgan Avenue carrying only 7,900 cars.

In contrast, the major traffic movements occur just outside the immediate downtown on the study area's periphery. Pine Street moves 34,000 vehicles a day, while Main Street east of Pine has a 21,000 ADT count. Union Street brings 23,000 cars to/from Spartanburg each day, displaying the enormous capacity that the downtown accommodates. These figures partly illustrate the efficiency of the city's street grid; but they also tell the tale of potential patrons being routed around the downtown's most critical commercial areas. For example, Main Street just west of Daniel Morgan carries 8,500 vehicles a day; but three



Average Daily Traffic Map for downtown Spartanburg, SC

blocks to the east at Daniel Morgan Square, only 2,300 cars pass through. East of Pine, it again rises to 21,000 vehicles.

The circulation numbers expose several key issues related to downtown Spartanburg's vitality. First, the downtown has the ability to support traffic resulting from higher density development. Roadways such as Broad, Converse, Main, Daniel Morgan, and Dean can all maintain high levels of service in conjunction with more intense developments. Second, the figures clearly show that, upon reaching the downtown core, many persons are not traveling through the city's primary retail/destination avenues. Instead, they select other routes to circumvent downtown and take them to destinations elsewhere. Third, corridors to/from downtown represent critical transportation avenues not only for cars, but pedestrians and cyclists as well.

With the current vehicle volumes and speeds on Main, Pine, and Church Streets (among others) and the fact that many sidewalks directly abut the street with no buffer, pedestrians perceive the walk to and from downtown as impractical, unpleasant, and unsafe. This is unfortunate, for Spartanburg uniquely contains several prominent institutions, colleges, and enduring neighborhoods within a 10-minute walk of downtown.

Pedestrians, Bicycles, & Non-Motorized Facilities

Pedestrian-friendly cities have a logical system of interconnected facilities that allow for safe travel between origins and destinations. Such facilities do not occur by accident; rather, they are the result of careful planning. Like most downtown settings, sidewalks are present on the majority of streets in the study area. In fact, downtown Spartanburg boasts many large sidewalks along several of its important corridors. Not every street, however, appropriately accommodates pedestrians and bicyclists. In actuality, only Main Street and the Morgan Square district provide a clearly defined pedestrian realm. All other streets are heavily weighted towards the automobile.

Primarily, two fundamental elements contribute to a vibrant pedestrian environment—the destination and the journey. Destination-wise, Spartanburg enjoys a wealth of civic and cultural institutions downtown. The Memorial Auditorium, Public Library, Morgan Square, and Converse and Wofford Colleges are just a few of the many significant destinations. Gaps in the transportation network, though, make accessibility to or between these sites limited, precarious, or unattractive to pedestrians. Indeed, many charrette participants cited a lack of “ambiance” in downtown Spartanburg—a sense that the destination isn't worth the journey. This is unfortunate because several

established neighborhoods and colleges are adjacent to downtown. Regrettably, the majority of these places lack adequate connections or facilities to link these areas to the urban core. During the charrette, students from Wofford and Converse colleges stated that “the walk to and from downtown is viewed as unsafe.”

The two main corridors for pedestrian movements into the downtown area are Main Street (east and west) and Church Street (north and south). On these roads, the sidewalk often directly abuts the street (often two or three lanes in each direction) with no buffer in between. This circumstance places the pedestrian uncomfortably close to fast-moving vehicular traffic. Main and Church Streets are not anomalies, however, as many other important streets (Kennedy, Henry, Saint John, and Daniel Morgan) also present this troubling situation.



Existing conditions along north Church Street show sidewalks directly abutting the high-speed roadway

In addition, obstructions such as utility poles inhibit pedestrian movements. These barriers create an unpleasant environment for pedestrians, making it difficult for two people to pass one another in some areas where the sidewalk is less than five feet in width. Furthermore, much of the downtown lacks pedestrian-scale lighting. Without low-level light sources, many areas remain cloaked in darkness or shadows at night. For example, dark recesses in the Montgomery Building make walking by the building at night an unsafe choice.

Lastly, many of the downtown's intersections lack suitable pedestrian crossing facilities. While there are crosswalks and pedestrian countdown signals at some intersections, conditions frequently force pedestrians to cross multiple lanes of traffic in each direction. The Church Street-Saint John Street intersection is an example of this problem. During the charrette, field surveys revealed that signal timings at this intersection (and others) do not allow enough time for a person to cross the entire

intersection. As a result, the pedestrian is left exposed to oncoming vehicular traffic, which often must wait in order to proceed. This circumstance creates an undesirable situation for all users, and adds to the unpleasantness of the overall pedestrian conditions downtown.

For bicyclists, the current circumstances prove even worse. Unlike sidewalks, marked bike lanes are currently not present in the downtown. This reality forces bicyclists to ride on the street without a designated travel lane, a situation that confuses both drivers and cyclists. Instead of slowing down to properly negotiate maneuvers and right of way however, many users wrongly assume priority—leading to crashes, injuries, and misperceptions about bicyclists/cars. In terms of bike routes, there is only one funded project underway—from Marion to Spring Street—leaving cyclists to navigate their way through downtown without necessary way-finding signs and dedicated facilities.

There is good news, though, for cyclists. Recent efforts by citizens, local advocacy groups, and non-profit organizations such as the Mary Black Foundation, Partners for Active Living, and the City of Spartanburg have catalyzed the movement to make Spartanburg a designated “Bicycle-Friendly Community” by the League of American Cyclists. Numerous workshops with planning professionals as well as the City’s “Bike Town Spartanburg” program have begun to generate momentum within the community. In fact, the City has secured funding for three separate bike facilities in/near downtown. Bike lanes are to be incorporated into the Spring, Forest, and Hollywood Street re-designs by the end of August, 2007. Last year, Spartanburg received an honorable mention from the League of American Cyclists for its efforts.

Undoubtedly, the Palmetto Trail is the City’s most shining example of a well-planned pathway for pedestrians and cyclists. Utilizing an abandoned railroad line that runs adjacent to Pine Street, the trail is part of a much larger concept which aims to create a non-motorized pathway running from the South Carolina mountains to the coast. Originally conceived in 1994 and slated for completion in 2010, the Palmetto Trail is the state’s largest bicycle and pedestrian project. The greenway presently terminates at its intersection with Union Street, but a movement by the City and other community leaders has initiated a study to consider the addition of bike lanes on East Main Street from Converse Street to Pine Street that would extend the trail through Spartanburg’s downtown.

Parking

Unlike many urban areas, Spartanburg enjoys the luxury of ample parking throughout its downtown. In fact, the City boasts three parking garages with a total of 1,962 spaces. Centrally located in the downtown core, the Magnolia, Dunbar, and Kennedy Street garages provide parking for employees and the general public. The decks are well-lit and offer convenient access to downtown businesses and retail.

In addition to its parking garages, the City also has a considerable amount of on-street parking. Most minor arterials (such as Broad, central Main Street, Converse, Dean, and Magnolia) in the study area offer either parallel- or angled-parking at some point along their corridor. Inherent to its design, on-street parking presents many advantages to the downtown environment. Chiefly, the parking gives people immediate access to destinations. In the retail sector, this advantage cannot be underestimated. Likewise, on-street parking creates a better pedestrian environment (also conducive to good business practices). By creating a buffer between the pedestrian and the street, sidewalk users feel safer and enjoy their walk to destinations, as well as window shopping along the way.

Spartanburg has a few streets that embody these principles. The two best examples are Magnolia and central Main Street. Notably, central Main Street has 34 on-street parking spaces. Coupled with sidewalks that range from 12 feet to 30 feet, this design establishes a safe pedestrian atmosphere. It enables businesses to set up displays and cafes with outdoor seating while still leaving enough space for people to gather, shop, or stroll.



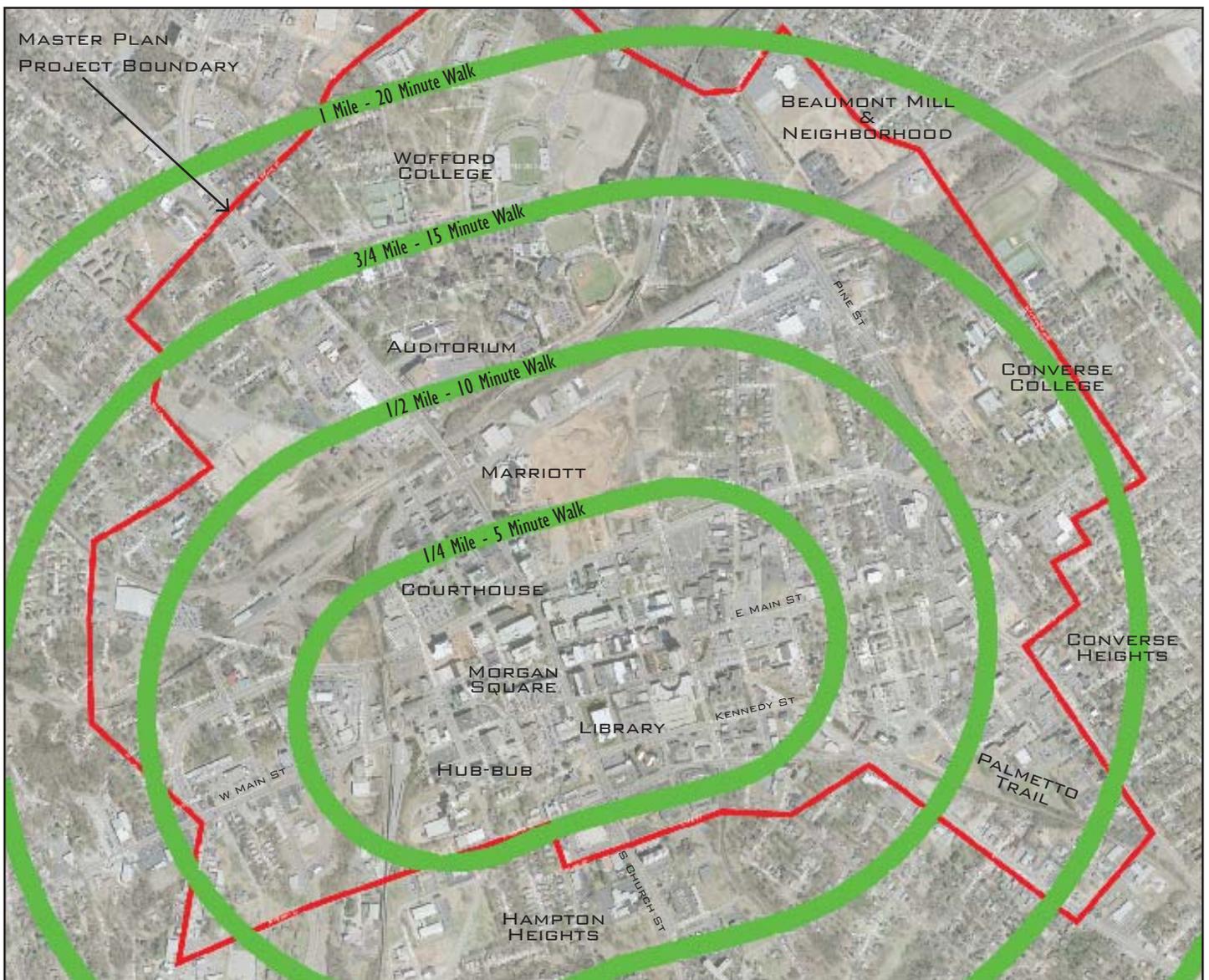
Downtown Spartanburg’s parking garages are centrally located and provide convenient access to businesses and destinations



Main Street in Spartanburg is a true multi-purpose street, utilizing on-street parking and wide sidewalks to create a safe, enjoyable atmosphere where persons may walk, dine, or shop



By contrast, West Main Street entering downtown is a barren, inhospitable corridor



The "Pedestrian Shed" Map indicates the proximity of various downtown destinations by walking

5.2 Proposed Pedestrian & Bicycle Improvements

The following recommendations represent specific changes targeted at improving Spartanburg's pedestrian and bicycling atmosphere. In general, the City should work towards solutions that promote not only connectivity within downtown but to and from the surrounding neighborhoods and colleges as well. Indeed, the vibrancy of Spartanburg's downtown critically depends upon its ability to connect its myriad civic and cultural institutions to the surrounding community both physically and psychologically.

Sidewalk Improvements

Without conducting an exhaustive inventory, the consultant evaluated existing sidewalk conditions and solicited public response during the charrette. The bullets below are a list of key changes to consider:

- *Improve sidewalk connectivity to surrounding neighborhoods and colleges.* As the first picture illustrates, the walk to downtown can be daunting in many ways. The first priority should be to fill in the missing gaps in the system. While undertaking this and future sidewalk improvement projects, the City should keep these ideas in mind:

Most routes into downtown have the sidewalk directly abutting the back-of-curb, a feature that places pedestrians immediately next to high-speed traffic. Combined with lighting scaled to the automobile (rather than set low and spaced more frequently for the person), these features rightly cause uneasiness in pedestrians.

Large, decorated planters placed at the back-curb would help to improve pedestrian feelings of safety while aesthetically enhancing the barren roadscape. Likewise, pedestrian-scaled lighting situated at consistent intervals would further promote walking to/from destinations around downtown. The streets on which to focus the most attention for these things are East Main from Converse College to Converse Street and North Church from Wofford College to the Marriott. Other key corridors are: North and South Pine, Union, South Church, Spring, West Main, Magnolia/Howard, and Dean.

- *Establish a minimum clear width for sidewalks in the downtown area.* The exact width should be determined for each sidewalk according to its street context. A minimum of five feet, however, should be considered as a baseline throughout the study area. This width allows at least two adult persons to pass one another while remaining on the sidewalk. Certain areas (i.e. Main Street and Morgan Square) necessitate higher minimum widths so as to allow multiple persons or groups to pass one

another, merchants to display goods, and restaurants to feature outdoor seating.

- *Encourage street-side buffers.* This design element need not be elaborate. By simply creating separation between the sidewalk and roadway, grass buffers increase pedestrians feelings of safety. In addition, they offer appropriate locations for plantings, utilities, signs, public seating, etc. without obstructing sidewalk movements. Though many streets downtown embody some of these features, they lack consistent implementation or design standards. In the Main Street-Morgan Square area, especially, the City should require a street/landscape plan that indicates locations and sizes of planted areas and plant matter.

- *Develop a sidewalk design manual and pedestrian master plan.* To best assimilate all the recommended changes, this Plan advises the City of Spartanburg to undertake a separate, specific effort to catalog, plan, and implement improvements to the pedestrian realm downtown. This report should serve as a foundation upon which future work can build.



Utility-obstructed sidewalks along high-speed streets make walking dangerous in the study area



This planting on Broad Street improves aesthetic and environmental benefits but complicates pedestrian movements in the downtown



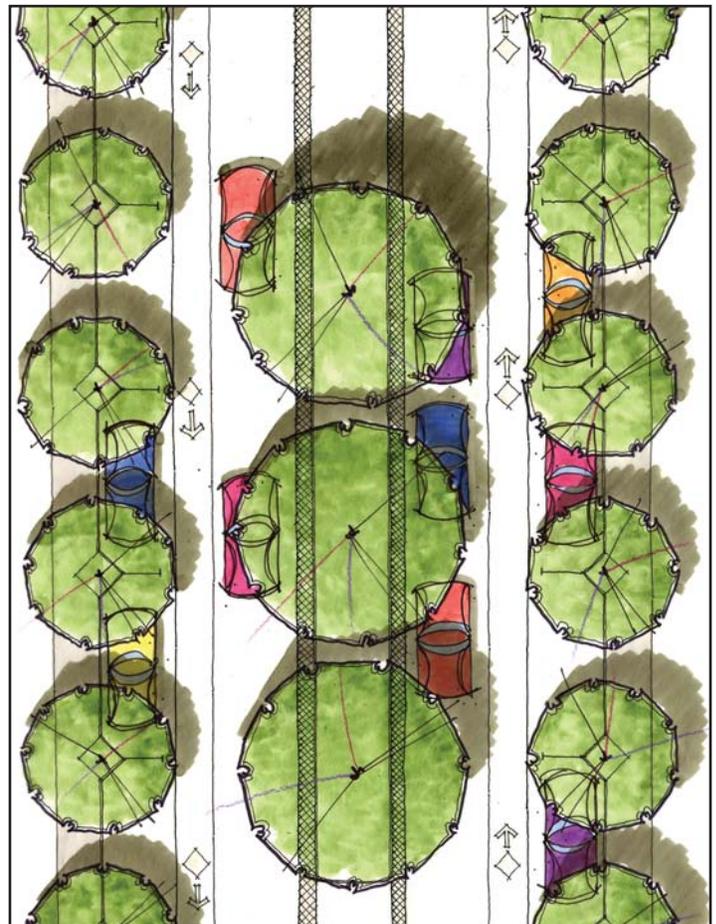
Pedestrian-scaled lighting improves the perception of safety in urban areas. Church and Pine Streets (leading to and from Wofford and Converse Colleges) are good candidates for such treatments



This wide sidewalk, complete with planted buffer strip, makes walking a safe and enjoyable experience in downtown Spartanburg



Main Street's spacious, planted walkways are conducive to multiple activities: Walking, shopping, and dining



This plan view of the proposed East Main street section contains bike lanes (w/ diamond symbol), on-street parking, and generously planted buffer strips that enhance the walk to/from downtown

Intersection Improvements

Suggested upgrades in this section impact not only pedestrians, but other transportation system users. Ultimately, even motor traffic flow stands to benefit from improved pedestrian safety and timing.

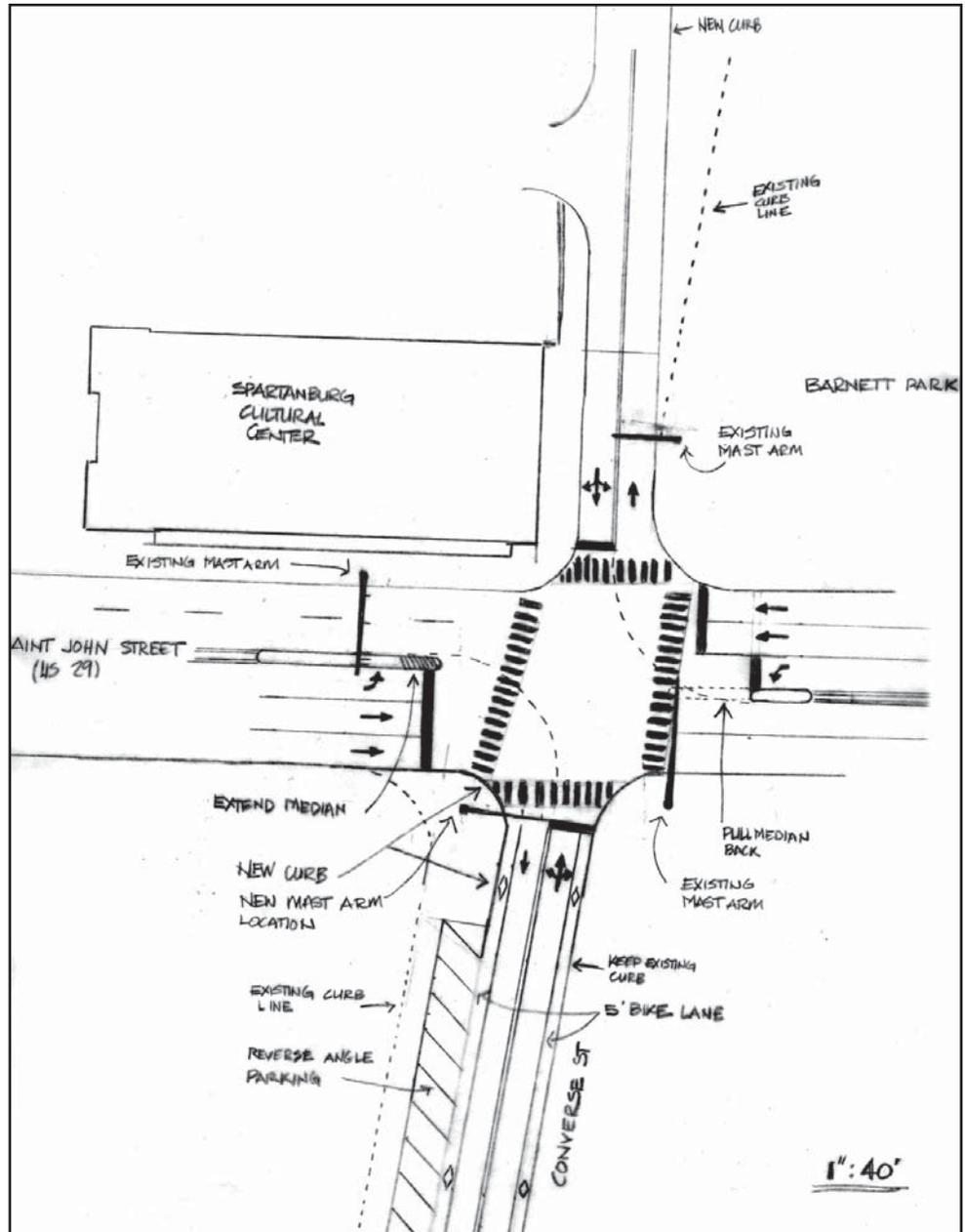
- *Install raised, landscaped medians with pedestrian refuges at removed back-to-back left turns.* The proposed left turn removals (Section 5.4) enable the City to significantly improve downtown Spartanburg’s pedestrian environment by installing attractive, planted medians with designated pedestrian pathways on Church and East Saint John Streets. On Church, this should occur at the Main and Broad intersections; on East Saint John, at the Liberty, Alabama, and Hall intersections.

In addition to aesthetic benefits, the medians allow pedestrians to cross the busy roadways in two segments rather than one. This design reduces the amount of time pedestrians spend exposed to motorists and also improves the traffic flow as vehicles don’t have to wait for pedestrians to cross the entire intersection in one attempt.

- *Incorporate high-visibility crosswalks and pedestrian signals into intersection and street design.* At many major signalized intersections in downtown Spartanburg, certain key elements are missing. Namely, the intersections lack clearly defined crosswalks and appropriately timed/functioning signals for pedestrians. As documented in the existing conditions section, ill-timed signals leave pedestrians dangerously stranded in the intersection while cars must wait for them to pass. These circumstances prove unfavorable and unsafe for all users.

Correspondingly, while many crosswalks exist downtown (both at intersections and mid-block crossings), the vast majority are unable to be seen through an approaching

car’s windshield. Most simply consist of two striped lines that have faded over time. The City, therefore, should invest in crosswalk treatments that notably distinguish the road surface. These methods need not be expensive—several alternatives are available to fit a variety of contexts and needs.



Intersection re-design of Converse and St. John Streets. Proposed changes include extended curb lines and medians, on-street parking, and bike lanes

At mid-block crossings, the City should consider highly reflective materials/patterns to alert the driver to the crosswalk’s location. The City already has distinctive

pedestrian street signs at these sites; the addition of conspicuous road-markings will further enhance these facilities. In particular, the City should ensure appropriate mid-block crossing facilities at the Spartanburg Memorial Auditorium. (See also Section 6.9)

Major intersections also necessitate crosswalk enhancements. In particular, the City should focus on:

- Converse-East Saint John (See plan on opposite page)
- Church-Main/Daniel Morgan/Saint John
- Main-Daniel Morgan Converse/Dean/Pine
- Broad-Spring/Church/Converse

These represent key pedestrian avenues within or gateways to the downtown. For those intersections that serve as gateways into downtown and the Main Street core specifically, the City should consider special asphalt staining treatments and texturing to demarcate the areas as unique entranceways. Many cities have implemented this practice as an inexpensive alternative to costly and high-maintenance brick crosswalks.

In conjunction with these measures, the City should include pedestrian countdown signals at the noted intersections. Sites that serve as high-traffic areas for pedestrians should be considered the highest priority. Namely, efforts should be focused on the areas near Main Street and Morgan Square, but also near major employers, institutions, and gateways into downtown. At a minimum, the City will need to evaluate each intersection to determine the crossing times needed at each site. Typically, it is best to assume average walking rates of 3.5-4 feet per second in order to account for small children, elderly citizens, and disabled persons.

The City may also want to investigate coordinating technologies such as a “Leading Pedestrian Phase,” which provides pedestrians with a short lead time (a few seconds) to enter the crosswalk before traffic movement begins. This design increases pedestrian visibility in the crosswalk and minimizes the potential conflict period between pedestrians and vehicles.



Though signed well, the actual crosswalk on Converse Street fails to alert motorists to potential pedestrian movements



This intersection at Morgan Square contains several outstanding design features such as high-visibility crosswalks, pedestrian signal heads, pedestrian-scaled lighting, and ADA-compliant curb ramps that make the intersection safer for pedestrians and vehicles



Pedestrian refuges like the one shown here provide safe places for users to wait while crossing intersections in two segments, Aiken, SC

Bicycle Facilities Improvements

A growing interest among Spartanburg's citizenry, effective bicycle networks represent another key to mobility downtown. During the charrette various citizens and representatives from Active Living, the Mary Black Foundation, and the American League of Cyclists voiced their concerns over the lack of designated bicycle facilities in and around the downtown area. The development of a connected system of signed bike lanes and routes will not only increased roadway safety for all users, but bolster Spartanburg's attractiveness to individuals, families, and visitors alike. The City should pursue the following measures:

- *Create designated bike-only travel lanes on key downtown corridors.* Currently, there are no bike lanes in downtown Spartanburg, a condition that contributes to the City's perceived "unfriendly" bicycling atmosphere. Bike lane facilities are on-street, sharing the road space with other vehicles but separated by a defined striping or delineation that distinguishes between the motor vehicle and bicycle travel lanes. Such facilities clarify intended travel routes for motorists and cyclists, which increases understanding of roles and expectations for all users.

By the end of August, 2007, the City should have completed its plans to construct three separate bike lane facilities downtown (Hollywood, Spring, & Forest Streets). The Plan recommends that bike lanes also be incorporated into the following roadways' street design:

- East Main from Pine to Fairview
- Converse from Daniel Morgan to Henry (and connecting south along Barksdale to Marion)
- East Pearl from Church to McCarvey/Pine
- Daniel Morgan from Henry north to West Saint John Street

All of these features should, of course, be appropriately demarcated and signed to inform users of destinations, routes, areas of caution, etc.

- *Implement a series of signed bike routes throughout downtown.* To supplement the proposed bike lanes, the City should "fill in the gaps" by designating certain minor thoroughfares and corridors as official bike routes. Like bike lanes, bike routes typically share the same space as vehicles on the roadway; routes, however, lack an on-surface marking. This is because routes follow streets that tend to have relatively lower speed limits and traffic volumes, and incorporate other features such as on-street parking that mitigate against the effects of reckless driving behaviors. Routes should serve as a "connector" to other

facilities, such as bike lanes and greenways, creating safe avenues of passage that enable persons and families to reach their destinations. As Enrique Penulosa, former Mayor of Bogotá, Columbia, states, "A true bicycle network is one that can be safely used by a child."

With this understanding in mind, the Plan encourages the City to consider developing a bike route system using these roadways:

- | | |
|----------------|------------|
| ■ North Forest | ■ College |
| ■ West Pearl | ■ Howard |
| ■ Memorial | ■ Main |
| ■ Dean | ■ Kennedy |
| ■ Henry | ■ Glenland |
| ■ Fariview | ■ Drayton |
| ■ Oakland | |

These streets have been considered for their:

- 1) Connectivity within and to/from downtown; and
- 2) Context: Most are relatively low-speed, low-volume traffic corridors to be preferred over major thoroughfares.

Most importantly, the network should be well-marked with easily understood directional signs. These wayfinding measures should direct cyclists towards destinations and venues downtown, thereby fostering a familiarity with the network and increasing the likelihood of usage. The bicycle route signage may be paired with other downtown wayfinding apparatus; bike-specific directions, though, should be clearly distinguished on such signs.

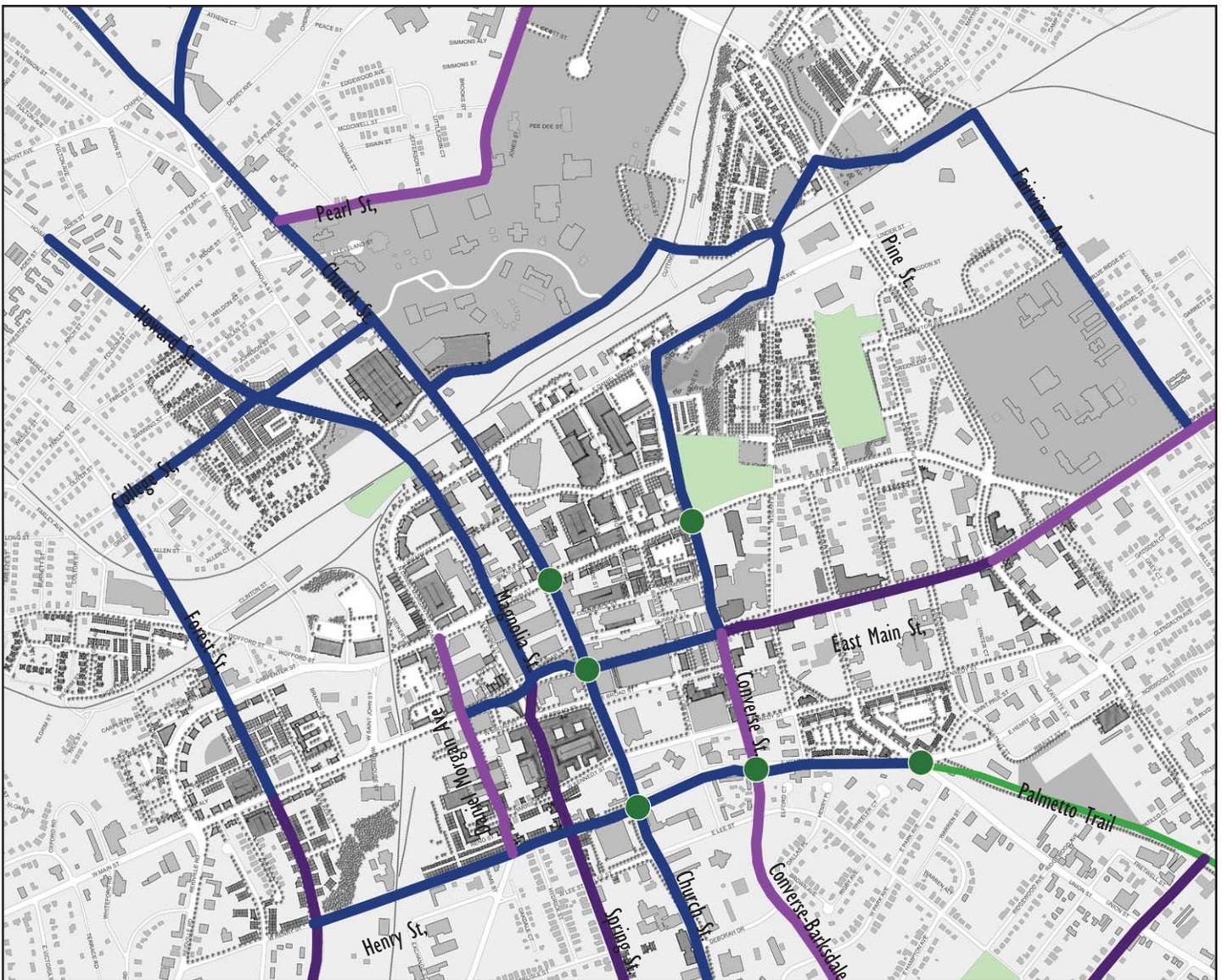
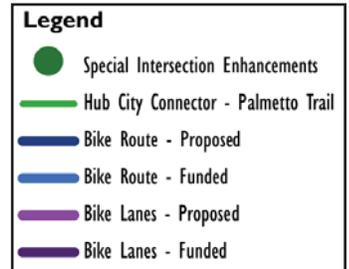


Bike lanes perform many functions. They give cyclists safe operating space while creating buffers for on-street parking and pedestrians. Coupled with on-street parking and a planting strip, bike lanes create a "complete street" in Abacoa, FL

Greenways

■ *Connect Palmetto Trail through downtown Spartanburg.* This project is a must for the City to attain its desired bicycle-friendly status. In order to achieve this goal, the City should clearly delineate a safe, signed-bike path/route through the urban core. Since the route itself may comprise both on- and off-street facilities and bike lanes and routes, the trail's most important aspect will be its signage. The Palmetto Trail's way-finding signs must effectively lead users both clearly and directly through the downtown area. The signs may be part of other bicycle facilities markings but should also be distinguished as specific to the Palmetto Trail. (See Section 6.16 for specific trailhead information)

■ *Extend Lawson's Fork trail north toward Beaumont Mill area.* There exists a great potential to extend the Lawson's Fork hiking trail to the Beaumont Mill area as a multi-use path/greenway. The City should investigate the feasibility of turning the unused (based on field observations) Norfolk rail line into a rails-to-trails project. The pathway would create a great community asset to residents on the downtown's eastside (serving the Converse and Fairview Heights neighborhoods, as well as Converse College), in addition to forming a "green beltway" around the downtown.



Proposed bicycle facilities improvements

5.3 East Main Street Improvements

Main Street continues to evolve as a public space. In years past it has been both a US Highway 29 and a pedestrian mall. Today it is more evenly balanced between cars and people. Its wide sidewalks serve as a space that can accommodate movement (walking) and relaxation (seating on benches and at restaurant tables). The pedestrian-oriented streetscape currently extends from Converse Street to Morgan Square.

Current Issues:

When the most recent improvements were installed a decision was made to “wiggle” the road to permit the inclusion of diagonal parking on each side for customer convenience. This arrangement was a response to the current conditions at the time, which prohibited motor vehicle travel down the pedestrian-only Main Street. As such, merchants were “terrified that customers would be scared away if they couldn’t find a space in the front of the store.”

The “wiggle”, however, has not proved effective as originally designed. According to field observations and interviews with public officials, the traffic calming chicane

fails to encourage safe driving. It also visually obscures views down Main Street to Morgan Square. Together, these features discourage potential patrons from visiting the shops and businesses along Main Street.

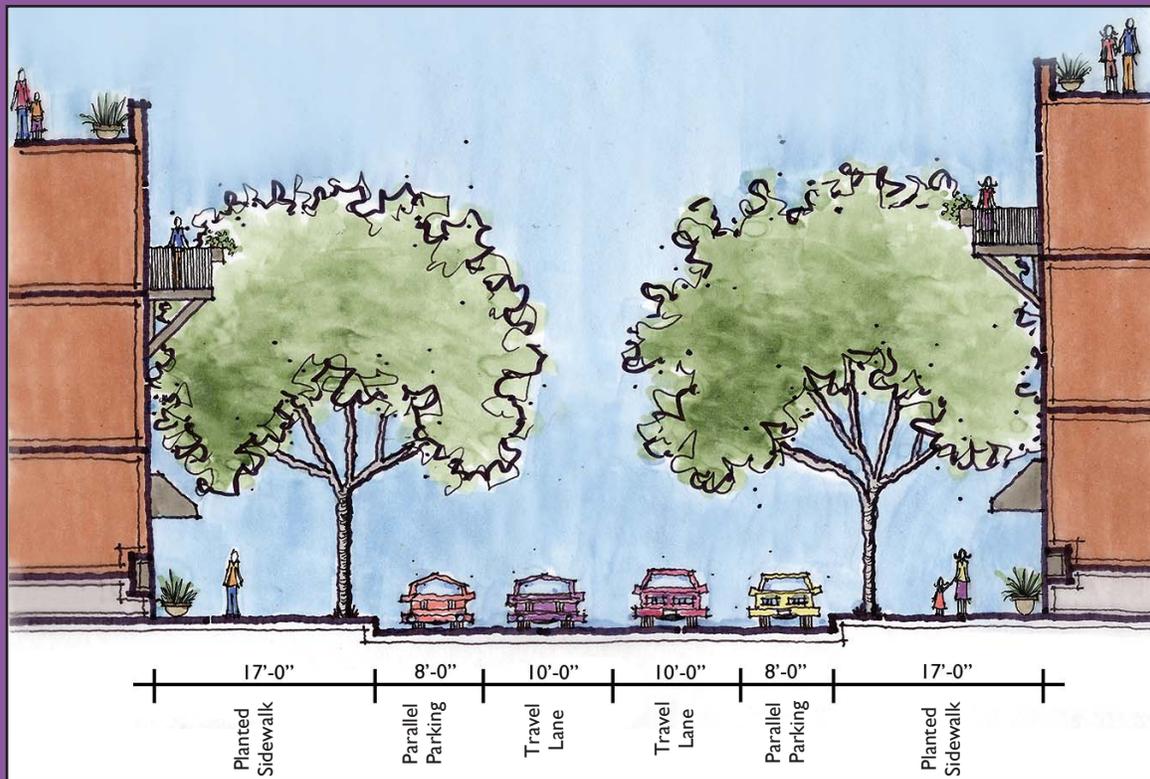
Lastly, though there is a significant amount of development on East Main Street towards Converse College, minimal pedestrian-oriented streetscape exists beyond Converse Street.

Recommendations:

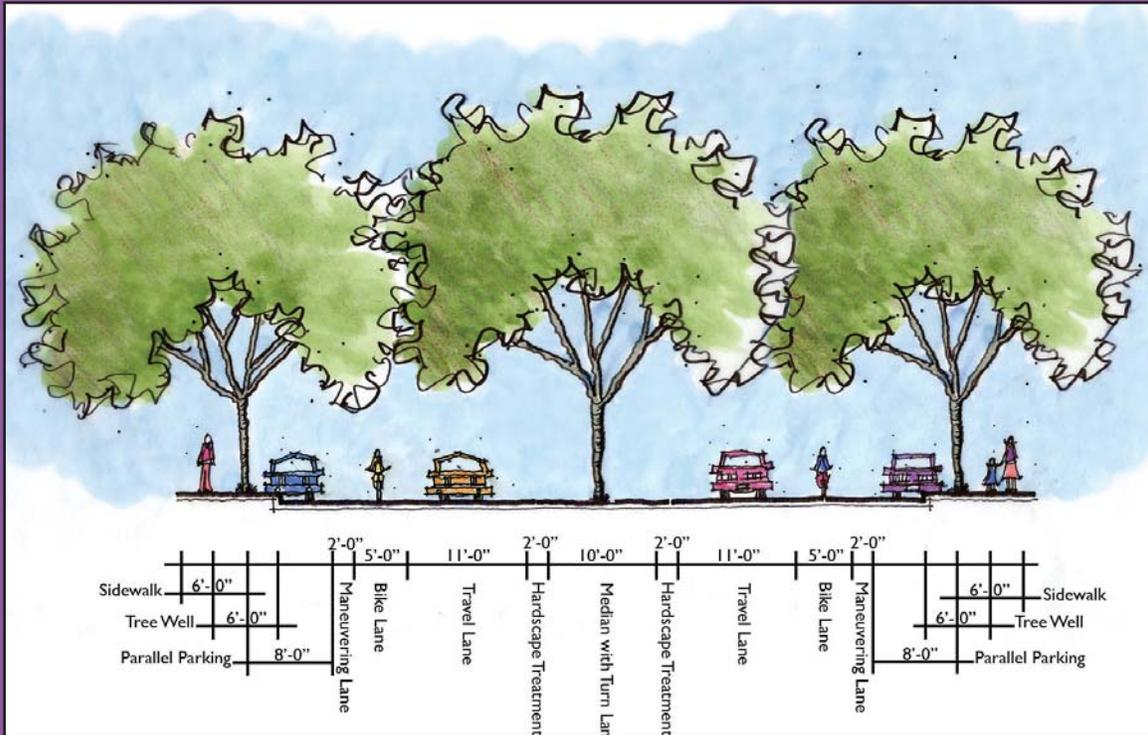
Today, with Main Street now once again extending through Morgan Square, it is important to encourage both pedestrian and vehicle access to stores. The City should straighten Main Street from Church to Converse and reset the parking (without disturbing the curb line) to provide parallel parking on both sides of the street. This measure will fill in the parking gaps and increase capacity in front of stores.

The City should also extend the pedestrian-oriented streetscape east towards Converse College, crossing Pine Street and connecting to the front door of the College.

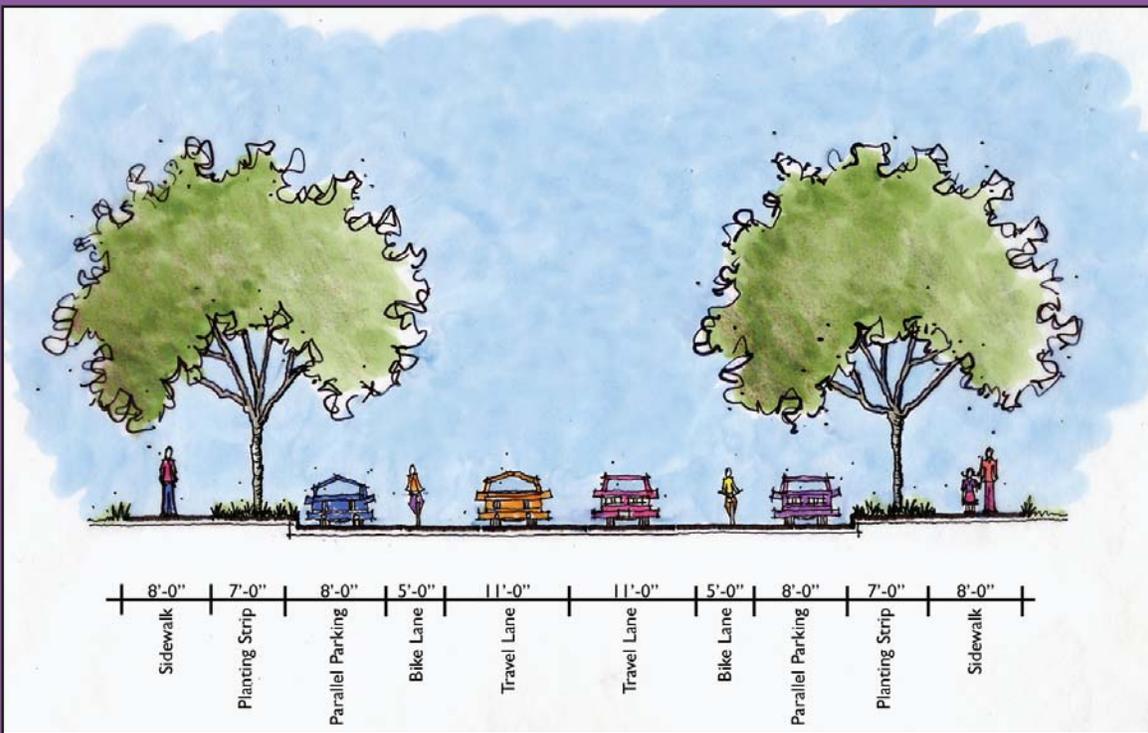
Proposed Main Street Section



East Main Street Section Alternate I



East Main Street Section Alternate II



5.4 Proposed Roadway Improvements

During the charrette, numerous citizens expressed their desires to see transportation conditions improved for all users. Indeed, in order to become a truly vibrant city Spartanburg must address transportation issues through innovative practices that reflect a balanced, comprehensive approach to transportation and urban design. The ensuing recommendations aim to create an efficient, cohesive network of transportation alternatives to bolster the downtown's attractiveness and functionality. The plan recommends the following changes to be implemented across both broad and specific contexts in downtown Spartanburg:

Proposed Roadway Improvements

- *Extend Converse Street north to Daniel Morgan Avenue.* This further enhances north-south connectivity in the study area and also provides new commercial development opportunities within the enormous Renaissance Park block. Ideally, this block should be developed with a grid street network that meshes with the surrounding street pattern. (See proposed cross-section on page 123)

- *Remove back-to-back left turns on Church and East Saint John Streets.* These roadways' current design prohibits smooth traffic flow at key intersection points, especially during peak hour travel. Stopped cars waiting to turn create a conflict for other motorists and pedestrians alike as they impede travel while stopped and endanger others when darting across intersections/crosswalks trying to "beat the traffic." Therefore, the City should remove back-to-back left turns on East Saint John Street at the Liberty, Alabama, and Hall Street intersections.

Likewise, on Church Street (a heavy commuter arterial) the City should remove consecutive left turns at the Main and Broad Street intersections. The Plan also recommends that the City consider a peak-hour left-turn restriction for southbound left-turn movements on Church Street downtown. This measure aims to improve Church Street's traffic flow during peak hours and reduces potential conflict points for motorists and pedestrians. Given the downtown's grid street network, alternate routes will easily provide suitable capacities to accommodate this proposal.

- *Reduce the number of travel lanes on select downtown roadways.* With its grid street pattern, downtown Spartanburg provides a variety of ways in which to navigate the urban core. Because of this design, some streets in the system remain under-utilized—overbuilt for the traffic volumes they serve. The City should consider "road diets" (reductions from four travel lanes to two) on streets whose daily volumes do no warrant more than two

lanes. Candidates for such treatments are:

- Converse Street from East Saint John south to Kennedy
- Daniel Morgan Avenue from Saint John to Henry
- East Main from Converse Street to Pine
- Broad Street

Rather than detracting from the downtown landscape, these improvements enable the City to add features such as on-street parking, bike lanes, and planted medians to its streetscapes, enhancing the downtown's overall efficiency and beauty.

- *Close/Modify Broad and Union Street extensions.* These short roadway connections are not essential to the proper functioning of the downtown street network. Broad Street effectively isolates Richardson Park as an inaccessible public space surrounded by roads while Union Street's extension is under-utilized—most persons use Dean to access Kennedy and Henry Streets. Thus, closing these streets will not diminish downtown mobility.

On the contrary, these redesigns allow the City to open up more land for development opportunities. Broad Street's terminus at Converse Street expands real estate frontage along east Main Street from Dean to Converse, creating more development opportunities on the City's most prominent corridor. A block away, Union Street's closure between Kennedy and Dean Streets forms a more unified city block along Dean Street and makes the Dean-Kennedy corner more marketable. The City should consider preserving the roadway as a one-way service street (south to north) with angled parking to accommodate the block's redevelopment. (See also Section 6.16)

- *Eliminate the chicane from Main Street.* This traffic device, originally intended to slow vehicles down, fails to function effectively on several accounts. Primarily, it does not encourage good driving behavior (see picture on page 107) while also visually discouraging people from traveling down the City's most prominent corridor. Those traveling through downtown, especially visitors, are not given a clear, rational picture of the route. This design dissuades persons from using the street as individuals opt for a more straightforward alternative. Ultimately, this choice negatively impacts the businesses clustered along Main Street, diminishing the street's role as a destination.

The chicane removal allows the City to use the extra space for parallel parking, which increases Main Street's total number of parking spaces. On-street parking provides easy access to stores and helps to attract people to destinations while also creating a safe streetscape for pedestrians—the cars act as a buffer between the sidewalk and street.

It should be noted, however, that this improvement should be considered the lowest tier of funding priorities.

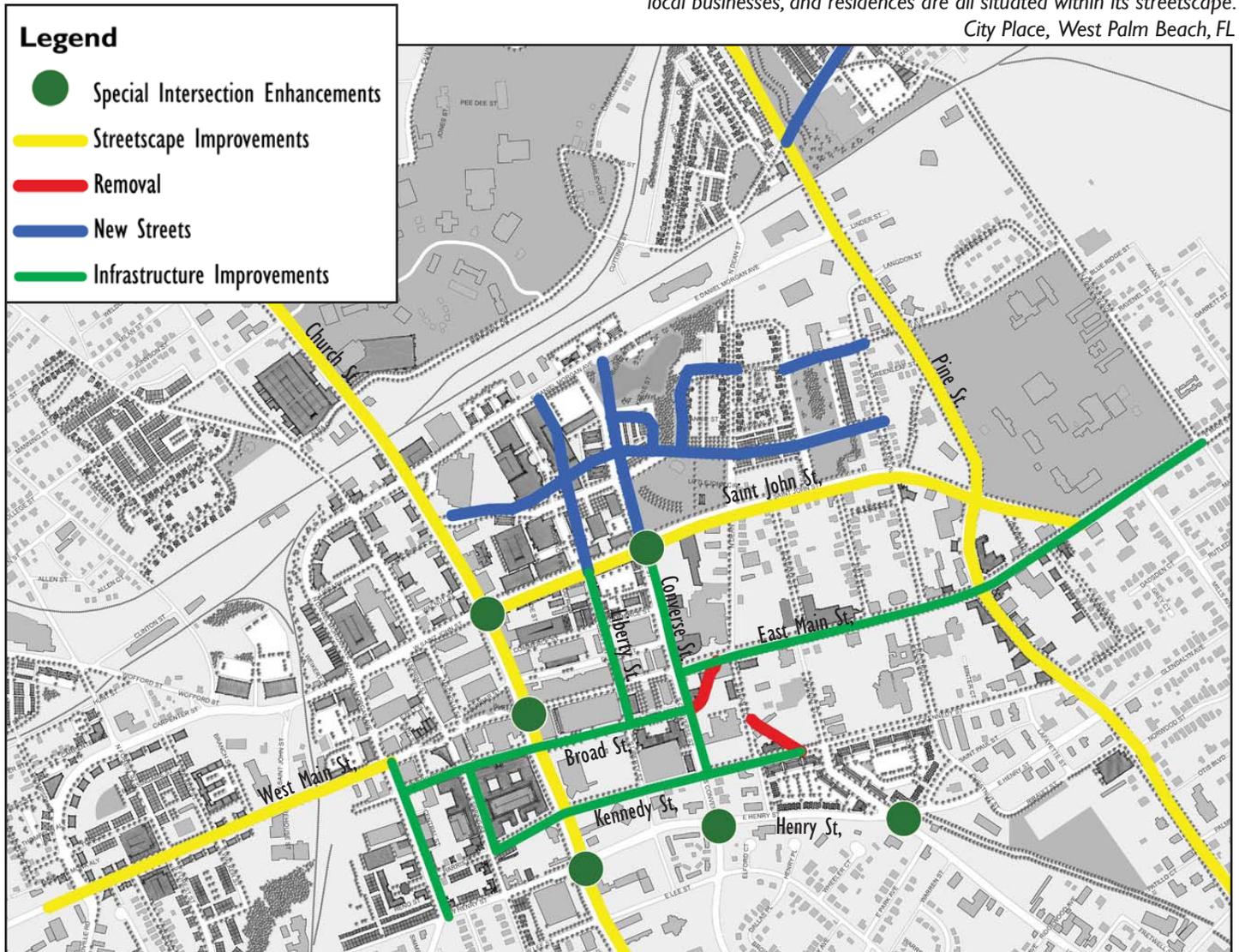
- *Increase connectivity in the downtown's northeast quadrant.* This proposal targets new developments in the Renaissance Park block, but also holds true for the Dean Street neighborhood. The City should encourage new development to establish a low-speed, local street running east-west from Oakland to Church Street. This street, while not a high-traffic thoroughfare, would safely connect residents making local trips to adjacent destinations such as the Chapman Cultural Center and Barnett Park, perhaps even by bicycle or sidewalk.

The City should also strive to ensure north-south connectivity within the area. Extending Liberty, as well as Converse, north to Daniel Morgan will sufficiently enable north-south flow within and through the downtown's northeastern district.



This multi-purpose, low-speed connector street serves many functions: Increased motorized and non-motorized travel routes, parking options, local businesses, and residences are all situated within its streetscape.

City Place, West Palm Beach, FL



Proposed roadway improvements

5.5 Proposed Parking Improvements

Though Spartanburg enjoys a wealth of parking options in its downtown, a few changes will improve the overall functioning of parking in the area.

- *Enforce two-hour parking limits along Main Street.* In order to enhance the perceived accessibility of its downtown core, the City should manage on-street parking more tightly. Frequent parking turnover in downtown areas gives customers direct access to stores and services while ensuring businesses with guaranteed spaces near their buildings. This practice improves the overall functioning by setting up clear expectations of parking availability and access. Initially, this can be accomplished with a parking enforcement officer and, over time, mature into a meter-based system. (See Case Study, page 125)

- *Incorporate on-street parking into street design, especially where lane-reductions occur.* The most effective and inexpensive way to re-use extra asphalt is to create on-street parking along low-volume roadways. This practice simply entails re-striping the road surface and perhaps signing the spaces' availability. Benefits include increased parking capacity, informal speeding deterrents (drivers must watch for persons entering/exiting their cars and spaces), easy access to destinations, and a safer pedestrian realm (the cars acts as a buffer between the road and sidewalk).

There are predominantly two types of on-street parking, parallel and angled. The Plan recommends parallel parking on the following roadways:

- Daniel Morgan Avenue between Main and Henry
- East Main Street from Converse Street to Pine
- Main Street core (when chicane is removed)

This plan also encourages the City to consider *reverse-angled parking* where the angled-lines are striped opposite of typical diagonal parking spaces. This scenario essentially requires a person to parallel park without straightening the vehicle. This practice has many advantages, such as: Clear sight-lines when exiting the space (fear of backing out into traffic is the most common complaint of traditional angled-parking); easy curb-side access to the trunk for un/loading; and door positions that, when open, direct small children towards the sidewalk and away from the street.

Given these design benefits, the Plan encourages the City to consider reverse-angled parking on the following streets:

- Converse from East Saint John to Main
- Broad Street (entire length)
- Other streets currently using angled-parking

- *Install wayfinding signs to and from public parking areas.* As mentioned earlier, Spartanburg enjoys ample parking capacity downtown due to its three centrally-located decks. These decks, however, remain somewhat under-utilized while citizen complaints about parking availability and location rise. In fact, at the charrette many participants voiced a “need for way-finding signs for cars and pedestrians.” The Plan recommends that the City invest in a series of coordinated wayfinding signs to and from parking decks and areas downtown so that visitors may easily navigate their way safely and quickly to their destinations. The signs may be part of a broader effort to improve signage throughout downtown. [See also Section 4.9 for further recommendations]

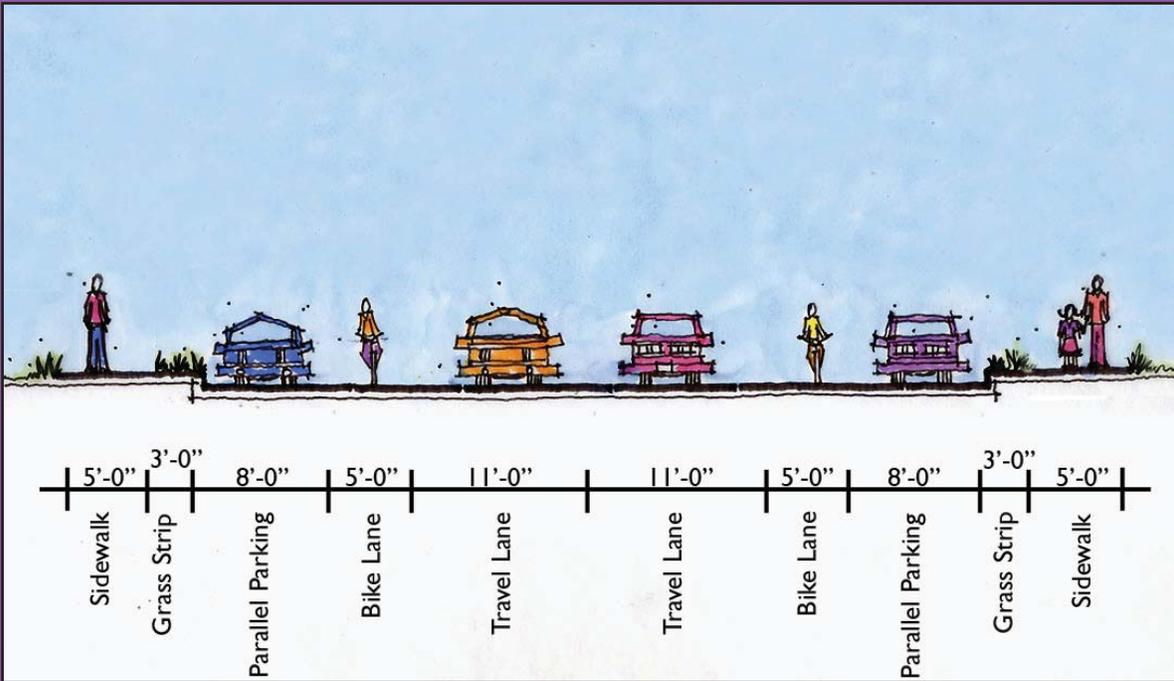


Angled-parking on Main Street, Spartanburg, SC. This Plan proposes reverse-angled parking, which eliminates the danger of backing into on-coming traffic

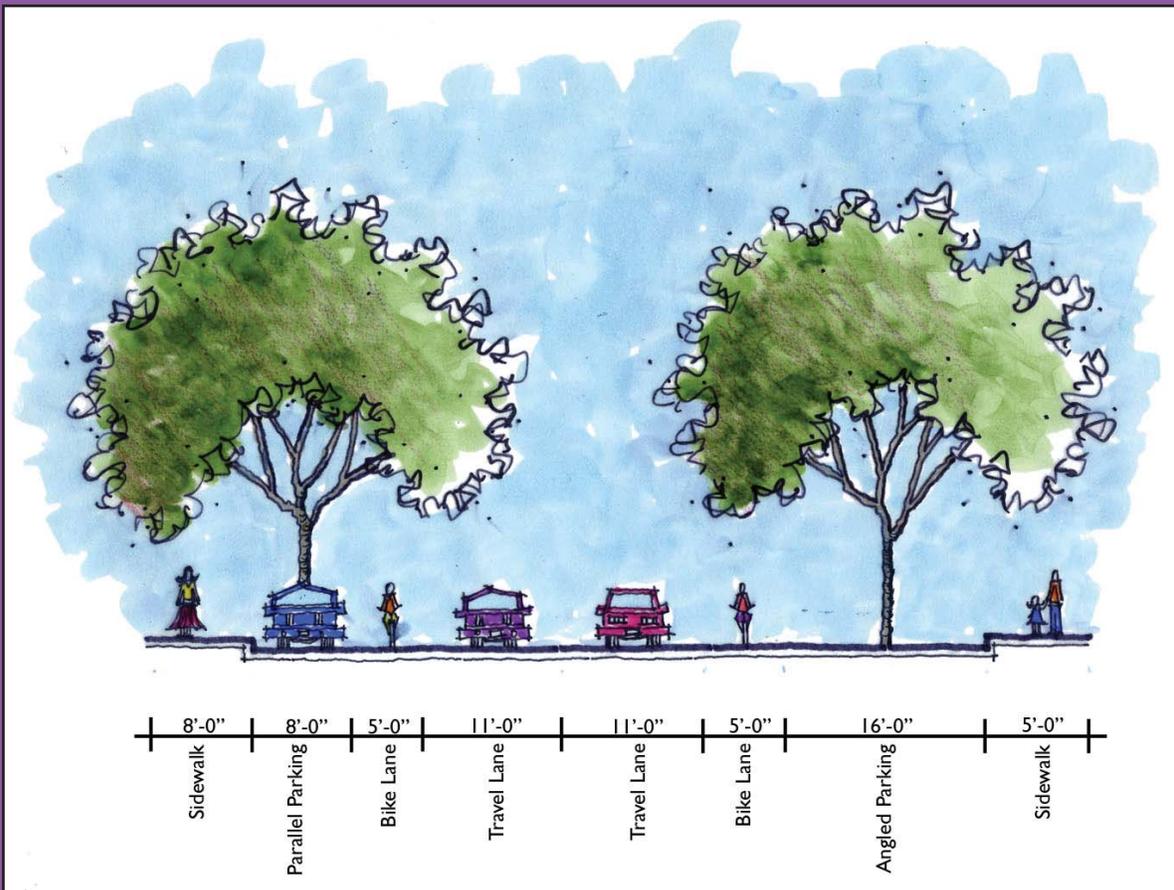


Vibrant way-finding signs direct persons to destinations and contribute to the enjoyment of a downtown experience, Greenville, SC

South Daniel Morgan Avenue Proposed Street Section



North Converse Street Proposed Street Section



Parking Design Principles

Parking lots should not dominate the frontage of pedestrian-oriented streets, interrupt pedestrian routes or negatively affect adjacent developments. Car parking areas should thus be placed behind buildings or in the interior of an urban block whenever possible. Parking, loading or service areas should never be located at a street intersection.

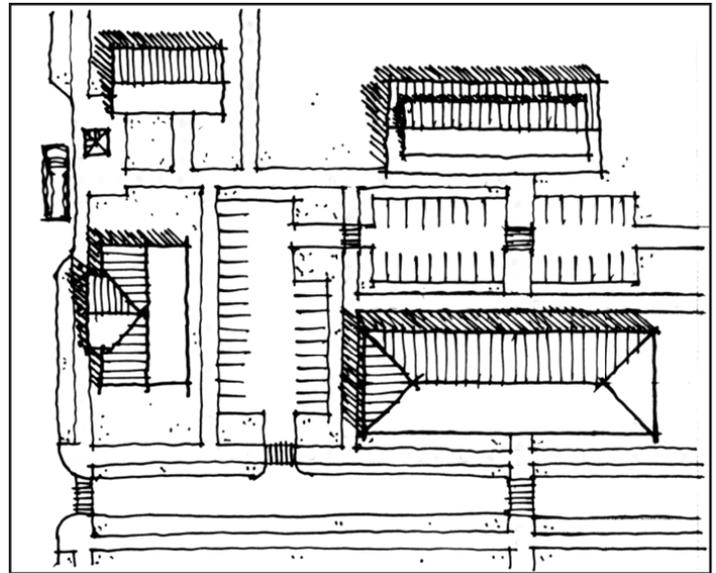
Surface parking lots should connect to each other via alleys or driveways, or with recorded, cross-access easements. This allows for convenient local movements within adjoining sites without having to drive on public streets for short distances. This internal circulation functions as an integral part of the overall transportation network.

The design of parking areas is particularly critical in terms of controlling the amount of surface water run-off from developments in the town center. Efforts to reduce parking lot acreage begin with minimizing required parking ratios, encouraging shared parking between uses, adopting and not exceeding nationally recognized minimum parking dimensions (*The Dimensions of Parking*, 4th ed. Urban Land Institute and the National Parking Association, 2001), grading parking lots to drain rainwater to multiple landscaped areas that can function as rain gardens to absorb and slowdown water run off, and the use of pervious pavement materials such as interlocking concrete pavers (e.g. Grasscrete).

Shared parking is strongly encouraged between adjacent or vertically mixed uses whose peak demands are offset from each other during daytime and evenings. Sometimes parking structures are important and necessary elements in the overall urban infrastructure, but given their utilitarian quality they can have serious negative visual impacts. Wherever possible these decks should be screened by buildings, and where a portion of a deck faces onto a public space, this part of the deck should be finished with materials equivalent to those of principle buildings.



Parking garage hidden behind mixed-use buildings, Birkdale Village, Huntersville, NC



Interconnected parking lots located behind buildings improve mobility and aesthetics while reducing infrastructure costs



Close-up of pervious pavement used to construct "green" parking areas

Case Study: Parking in Pasadena

Adapted from a report by the Transportation Research Center at the University of California.

In the early 1990s, Pasadena, California was like countless other downtowns across the country at that time. Its downtown business district was suffering, losing revenue to nearby suburban shopping centers. These new commercial centers were clean, easy to access, and they offered free parking. By contrast, Pasadena's grubby downtown might have been easy to access, but patrons didn't perceive it as so. The free but two-hour restricted parking spaces were mostly occupied by Pasadena's downtown employees, who re-positioned their cars every so often to avoid ticketing. This circumstance left few available places for potential customers.

Frustrated by their moribund downtown, Pasadena's leaders got together with the local businesses to address the area's problems. To combat the parking issues, the City suggested placing hourly parking meters on downtown streets. Merchants, worried that instituting price mechanisms on the free parking would drive shoppers away, opposed the measure initially. After two years of debate, however, the two sides reached a compromise: The merchants would allow the meters to be installed if the generated revenues were applied directly to improvements in downtown Pasadena.

The City agreed to return all proceeds directly to Old Pasadena's BID (Business Improvement District) and formed the Parking Meter Zone Advisory Board to determine the project's boundaries and advise the City concerning parking-related policies. Concurrently, the City initiated the "Old Pasadena Streetscape

and Alleyways Project" that sought to clean up the downtown's neglected byways. All told, these measures ushered in a series of sweeping changes that reinvigorated Old Pasadena.

Now, nearly 15 years later, Old Pasadena is thriving. The net revenues earned by the parking meters (roughly \$1,712 per meter per year) help to pay for public services provided by the City directly tied to downtown maintenance. The services range from daily street sweeping and police patrols to trash collection and monthly sidewalk steaming—all of which are funded entirely by meter revenue. The City also uses the money to repay the loan borrowed for the streetscape project.

As a true test of success, the program has been so popular that other nearby commercial centers, once the downtown's unassailable competitors, have been imploded and rebuilt in an effort to emulate Old Pasadena's charming streets and storefronts. For Donald Shoup, a UCLA professor and parking expert, the results are simple: "Returning metered-revenue to metered-neighborhoods is the political key to unlocking the public wealth of the City."

The success of this program and others like it warrants an investigative search by the City of Spartanburg. The Plan recommends that the City consider a parking initiative task force to determine the appropriate parking management strategy for Spartanburg's downtown.

Kolozsvari & Shoup, "Turning Small Change into Big Changes," Access, vol. 23. www.uctc.net



Routine sidewalk maintenance enabled by the meter revenues keeps walkways clean and attractive



Pasadena's parking initiative has transformed its downtown streets into vibrant commercial centers

This page intentionally left blank



6

Development Opportunities

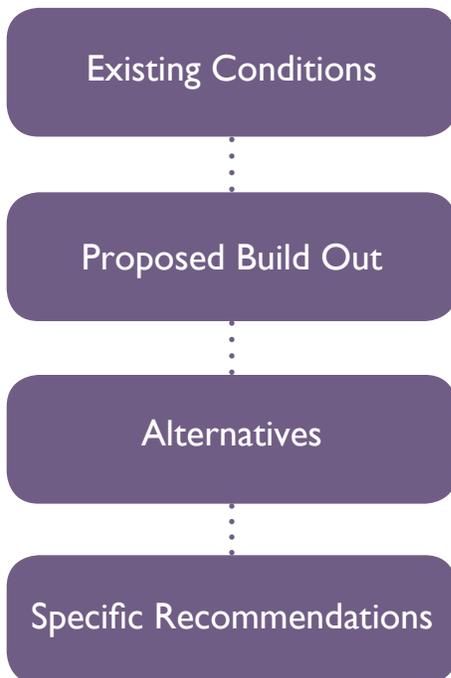


This page intentionally left blank



6.1 Introduction

This section describes the full range of development and redevelopment opportunities contained within the master plan. It does so in approximate geographic order, in an approximate clockwise “spiral,” beginning in the southwest corner of the study area with the so-called “Hub-Bub neighborhood,” and then circling through new developments and redevelopments illustrated in the plan, and finishing at the downtown core around Broad and Main Streets.



Each sub-section follows a similar format: a brief discussion of existing conditions; the proposed build out; and, where appropriate, alternative possibilities. Specific recommendations are highlighted in a text box, prominently displayed on the page.

The plans illustrated in this section and elsewhere represent realistic conceptual build-out scenarios for sites within the study area. When envisioning these preferred development opportunities, the project team considered existing property boundaries, ownership rights and the potential consolidation of parcels along with market conditions and trends.

The plan assumes that site-specific modifications to the arrangements shown here will occur once more detailed studies are undertaken for each site, including more detailed programming and market analyses. Nonetheless, the following considerations embodied in this master plan should be actively incorporated in each design proposal:

- General intensity of development
- Mixture of uses as appropriate
- Urban pattern (i.e. relationships of buildings to streets, public spaces, parking and adjacent properties)
- Street character and pedestrian circulation patterns
- Three-dimensional massing and size of buildings
- Open space provision

The purpose of the designs in the Master Plan is to show appropriate patterns, scales and intensities of development; it is not necessarily expected that new development will always conform to each building as drawn.

Wofford College

Convention/Exhibit Hall Expansion
of Auditorium

County Services Building
Redevelopment with Parking Deck
Shared with Auditorium

Marriott

Spartan Mill Neighborhood

Mixed Use Village Center
Renaissance Park

Morgan Square

Mixed Use Neighborhood

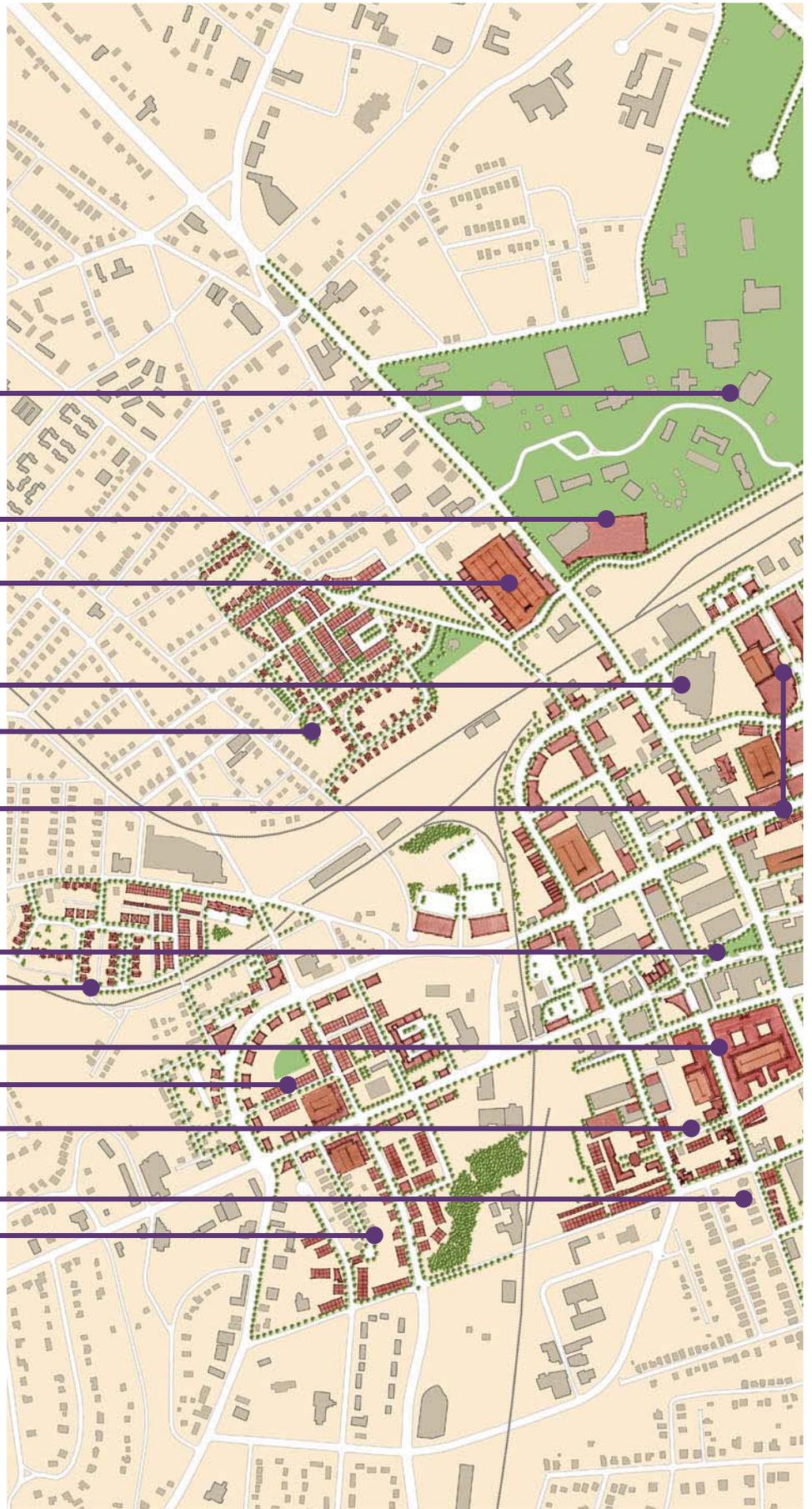
City Hall Block Redevelopment

Mixed Use Neighborhood

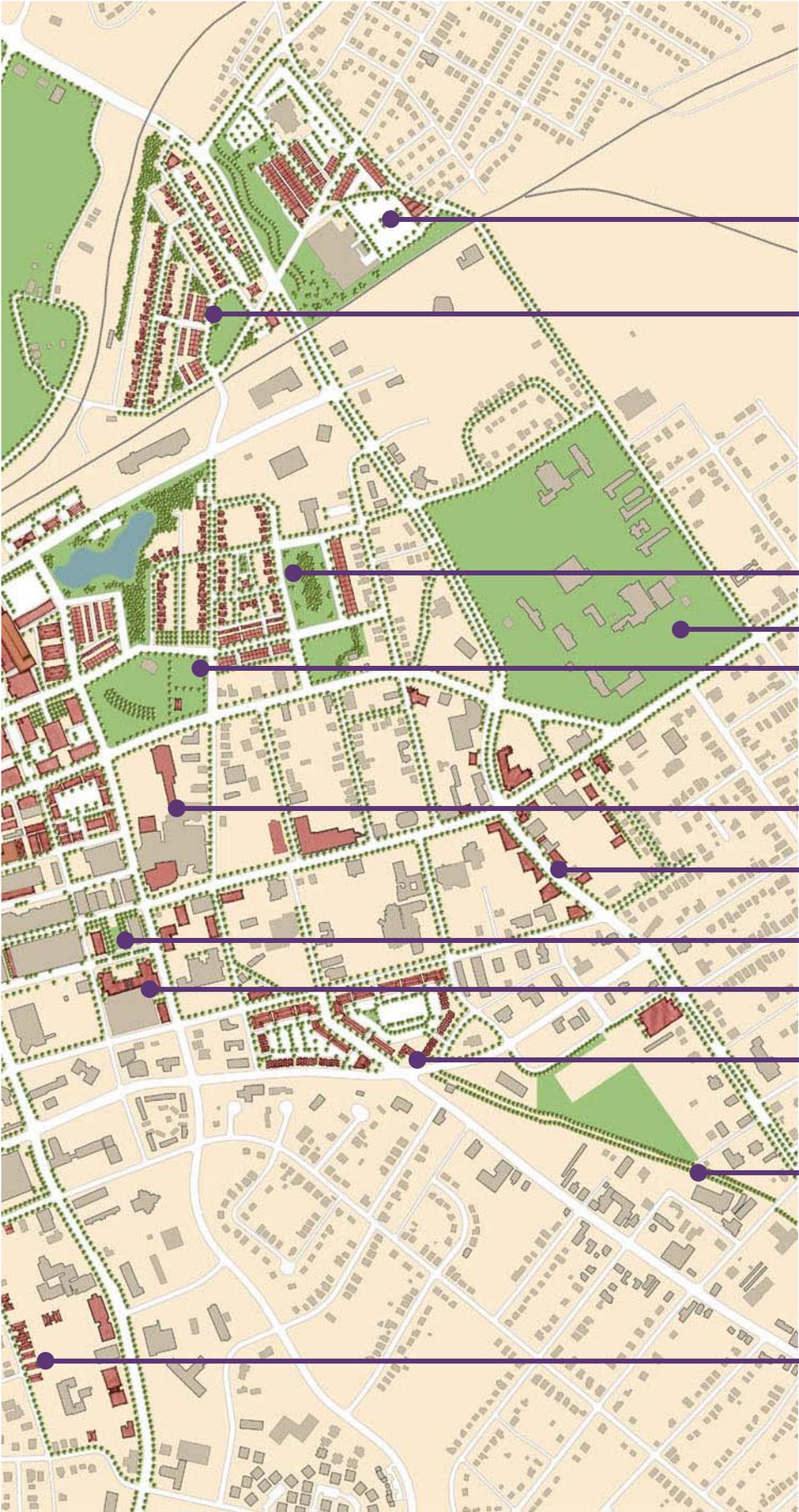
Hub Bub Neighborhood

Infill Housing

Mixed Use Neighborhood



6.2 Master Plan



Beaumont Mill Redevelopment

Mill Village Redevelopment

Mixed Use Neighborhood

Converse College

Barnet Park

First Baptist Church Expansion

Mixed Use Infill

Denny's Park

Broadwalk Redevelopment

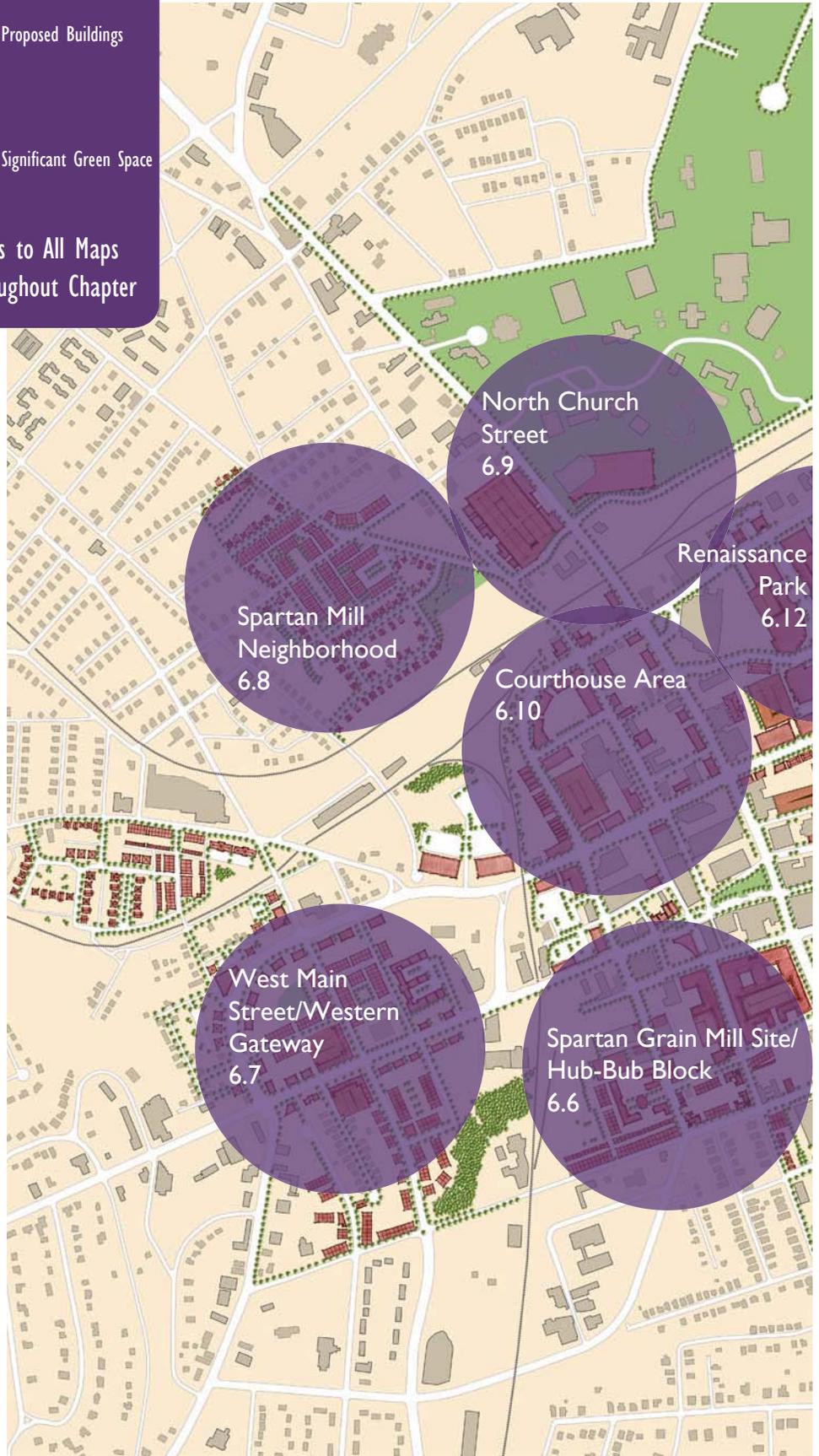
Infill Housing/Mixed Use

Palmetto Trail
Hub City Connector

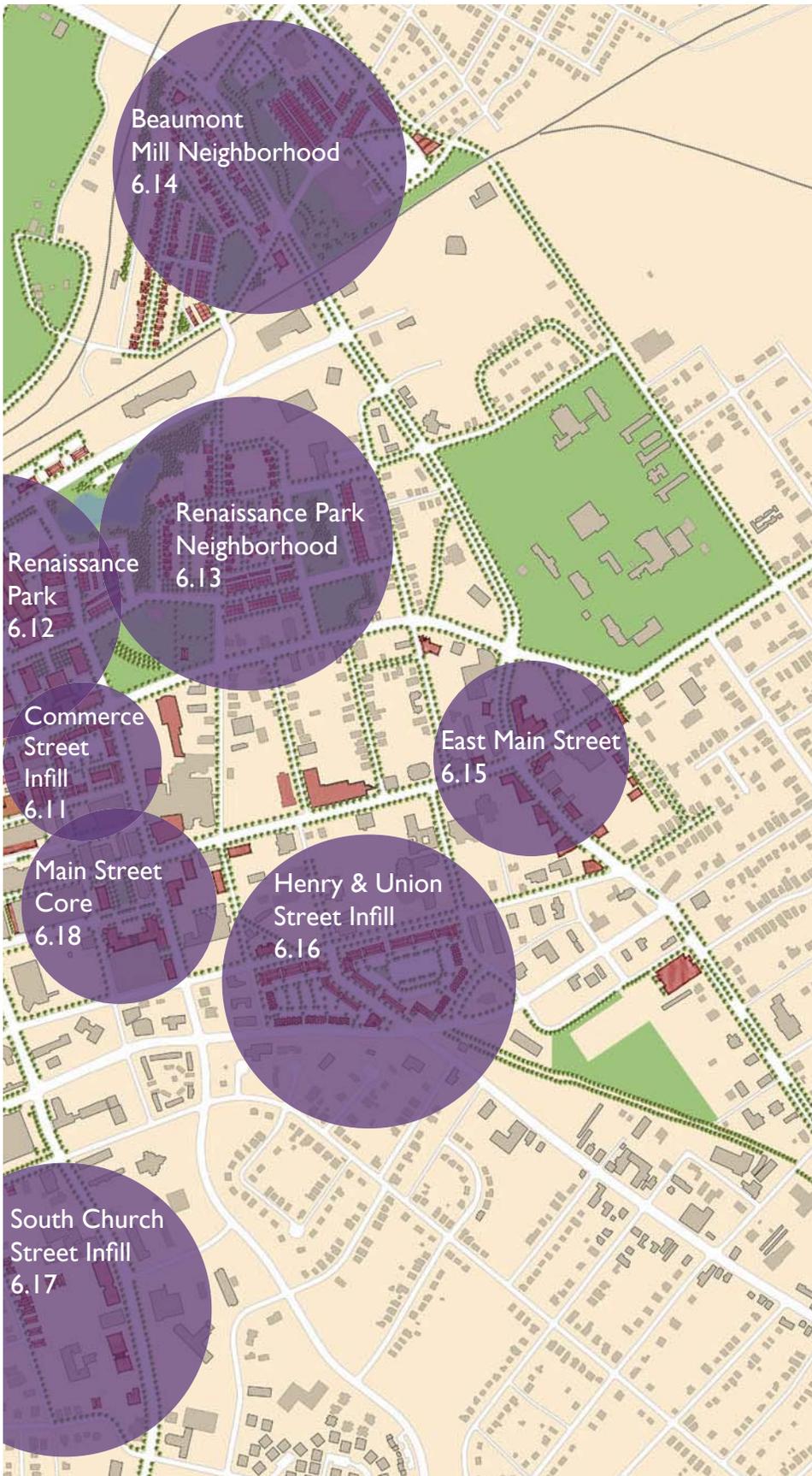
Infill Housing

6: development opportunities

	Circulation Pattern		Proposed Buildings
	Ground Plane		Significant Green Space
	Existing Buildings	*Key Applies to All Maps Found Throughout Chapter	



6.3 Development Opportunities



6.4 Figure/Ground - Existing Conditions



Figure/Ground of Existing Conditions

6.5 Figure/Ground - Proposed Build-Out



Figure/Ground of Proposed Conceptual Plan at Build-Out

6.6 Spartan Grain Mill Site/Hub-Bub Block

Existing Conditions

This area, comprising approximately 45.5 acres, is focused around the existing Hub-Bub facility located on South Daniel Morgan Avenue. Its boundaries are formed on the west by the railroad, on the north by West Main Street, on the east by South Church Street, and on the south by West Henry Street.

Currently a variety of buildings and uses occupy this area, including: industrial premises in old buildings such as the defunct Spartan Grain and Mill Company complex (now partly used as an electrical supply business); existing businesses in a range of new and old buildings in decent condition, (i.e. the newspaper offices and the buildings along the south side of Morgan Square); a small number of houses in average to poor condition; some attractive refurbished buildings such as Hub-Bub; and the existing City Hall on the block between South Spring Street and South Church Street. City Hall, a generally unloved modernist building that has outlived its useful life, fails to provide adequate facilities for the local government functions within it. A fire station sits next to the City Hall, which would benefit from a new location with improved accessibility from major local roads.

Infill Housing

The predominant (re)development pattern in this sub-area comprises three story residential and mixed-use buildings (*illustrated in the Recommended Development plan on page 137*). Housed on existing vacant or potential redevelopment sites, the new buildings are context-sensitive in their design. In other words, they match and enhance the existing scale of buildings in the area. All buildings are oriented to the street in order to enhance the quality of the pedestrian environment. Parking is either integral within buildings, as in the case of some townhomes, organized behind the buildings and serviced by alleys, or re-configured with mid-block parking areas.

In the case of the large and partially decrepit grain mill, key structures such as parts of the main mill building can be preserved and converted into apartments. Likewise, the concrete silos would stay to provide a local landmark. This larger site allows for a more comprehensive redevelopment, with a variety of apartments, townhomes and live/work units, including some specifically for artists facing onto West Henry Street. This 9.5 acre development parcel is served by parking within townhomes, building-screened surface parking, and a small parking deck.

New, small-scale streets and alleys break the large block into smaller areas, while the design also incorporates intimate parks and greens within the arrangement of open space. To give a sense of the mill site's redevelopment

potential, the plan depicted includes 80 apartments, 37 townhomes or live/work units, and 20,000 square feet of mixed-use space for retail or office uses.

South Daniel Morgan Avenue

In particular, this quadrant's development depends in large measure on reclaiming from the automobile a stretch of South Daniel Morgan Avenue. Given its daily traffic demand, the street is grossly over-sized. The street's excessive width and visually barren space create major disincentives to the small-scale business and pedestrian-friendly development envisioned for this area. Therefore, the plan shows reduced lane width and total travel lanes (from two to one in each direction) on Daniel Morgan Avenue between West Main Street and West Henry Street. The lane reductions allow for on-street parallel parking on each side, and the width saved by this redesign creates space for wider sidewalks with enhanced tree plantings in tree wells or behind the sidewalk. Together, these elements foster several of the necessary conditions to support active street life.

Proposed Build Out

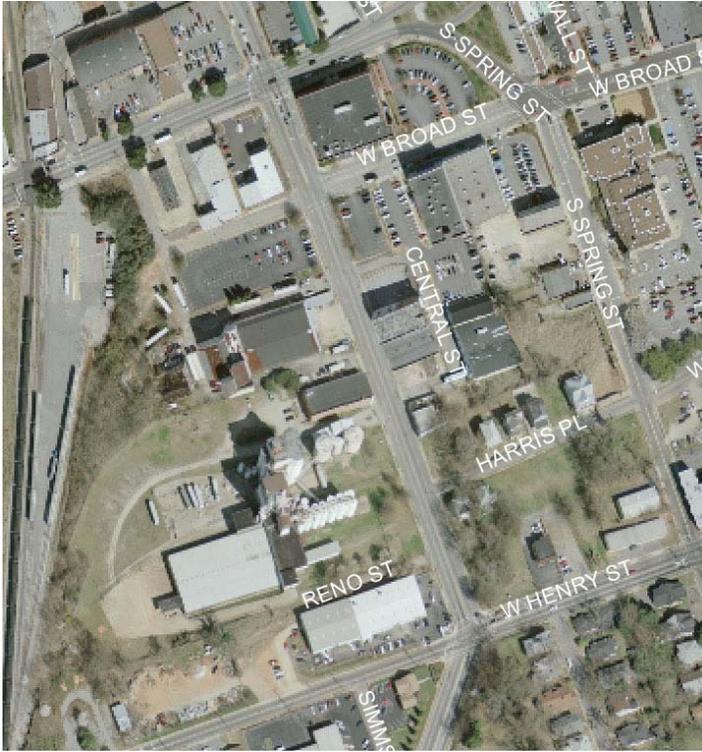
The predominant form of development includes street-oriented infill buildings, which provide a small and intimately-scaled streetscape. This design fits well with the existing buildings already in place, and encourages the upgrading and refurbishing of these structures over time.

The City Hall block, however, represents an exception to this sub-area's general pattern of small-scale development. This plan shows the block, bounded by Spring-Broad-Church-Kennedy Streets, comprehensively redeveloped at higher residential and commercial densities. A parking deck serves the new development from a concealed, mid-block location, thus preserving the uninterrupted pedestrian realm crucial to vibrant downtowns.

Furthermore, because some city-owned property spills across South Spring Street at its junction with Broad Street, the Broad-Spring-Harris-Daniel Morgan block's eastern side provides additional possibilities for higher density development. The diagram on page 137 (top right) portrays this development pattern as comparable to that of the City Hall block, constructing high-density street-fronting buildings that contain a mix of uses and are serviced by internal parking structures.

Alternatively, the block could be developed by infilling the vacant sites with townhomes, live/work units or small apartment buildings at a much lower density with surface parking. This could generate approximately 40 apartments and townhomes, not counting the redevelopment potential of the existing buildings on Broad Street.

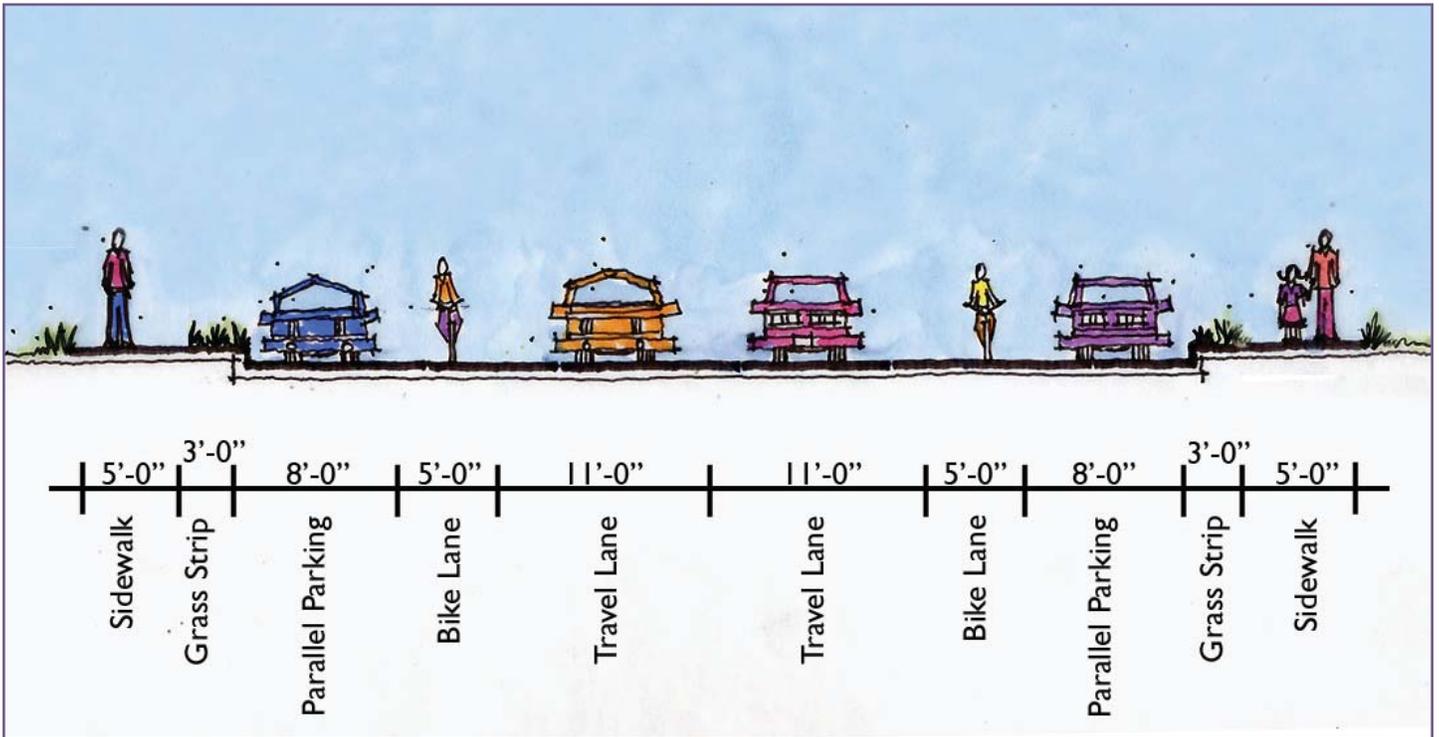
6.6 Spartan Grain Mill Site/Hub-Bub Block



Existing Conditions



Recommended Development



South Daniel Morgan Avenue Section with On Street Parking

6.6 Spartan Grain Mill Site/Hub-Bub Block

Elsewhere on the Hub-Bub block, similar infill opportunities could provide eight to ten live/work units, plus approximately 8,000 square feet of small-scale office space (See the perspective drawing on page 139). This development potential requires reorganization of the mid-block parking areas, which are currently grade-separated, fenced, and isolated from one another. New development plans should endeavor to create a clear, coherent parking plan for the Hub-Bub block.

Just below Hub-Bub, the plan illustrates continued small scale infill development on the block formed by South Spring Street, West Henry Street, South Daniel Morgan Avenue and Harris Place. With consolidated property ownership, a combination of townhomes and small, two-story urban apartment buildings could provide approximately 45 dwellings on this small block. Accordingly, the under-utilized Spring-West Henry corner directly east of this block proves to be an appropriate site for 6 townhomes and 12 apartments, further adding to the downtown residential population and character.

All development scenarios emphasize Spring Street's importance as a pedestrian and bicycle connector linking the Hampton Heights neighborhood directly to Morgan Square and the downtown core. Buildings should present a friendly face to the street, with porches, stoops, and front entrances clearly visible. The streetscape needs to be enhanced through sidewalk improvements and consistent street tree planting.

City Hall Block Redevelopment

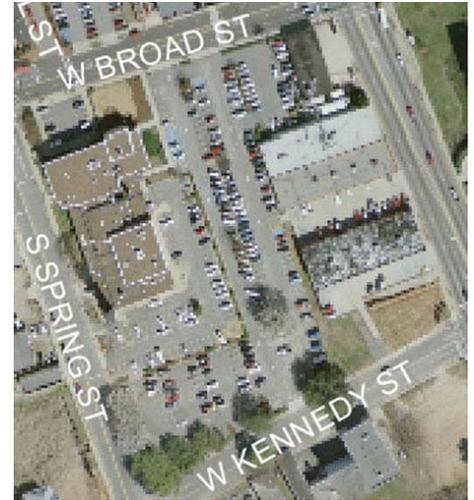
This block has the potential for two scales of development. The first possibility bundles the smaller properties with the larger, government-owned parcels to create a full urban block. The second assumes no unified plan where redevelopment takes place in a more piecemeal fashion in accordance with existing property lines. In both alternatives, the City Hall and adjacent fire station move to new sites within the study area, the city hall to the redeveloped Broadwalk building (see p. 6.46) and the fire station to a new site along East Saint John Street.

Option A Consolidated Block

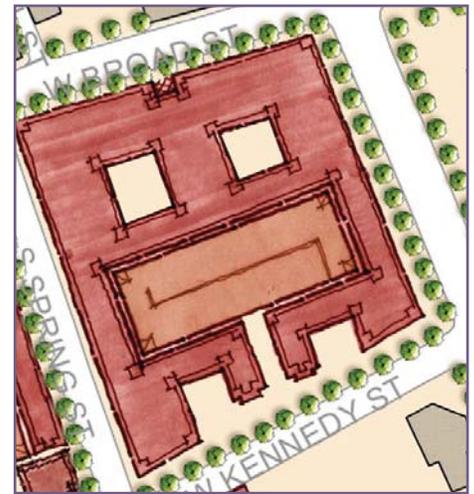
In this scenario, the block is completely redeveloped as a four-story apartment complex organized around a mid-block parking deck. The combination of dwellings can be arranged such that some units face outwards over the street while others are oriented inwards over a series of private courtyards. The development yield of this alternative totals 386 apartments.

Option B Alternative Proposal

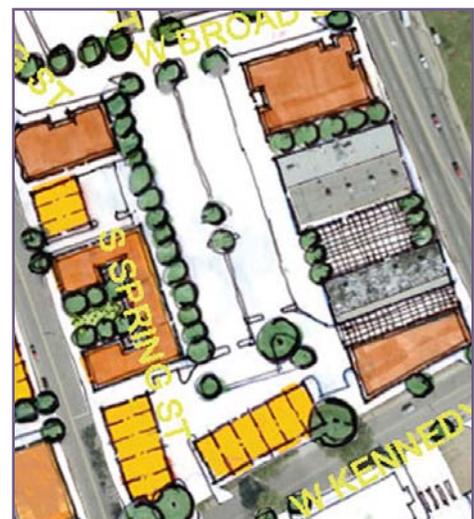
The lower density alternative for the City Hall block comprises a pattern similar to that proposed elsewhere in the Hub-Bub neighborhood – infill mixed-use or residential buildings totalling three stories in height are served by mid-block surface parking. For maximum efficiency, these parking arrangements require some collaborative use of areas under private ownership for communal circulation. Under this scheme, the block can accommodate 14 townhomes or live/work units, approximately 40 apartments, and 25,000 square feet of ground floor retail/office space.



Existing Conditions-City Hall Block



Proposed: Option A for City Hall Block



Proposed: Option B for City Hall Block
(Lower density)

6.6 Spartan Grain Mill Site/Hub-Bub Block



Existing Conditions looking north on Daniel Morgan Avenue



Same view with mixed use infill

6.6 Spartan Grain Mill Site/ Hub Bub Block

Total Build-Out Potential

Denser development option:

- 679 dwellings (apartments, townhomes or live/work units)
- 28,000 square feet of commercial (office or retail)

Less dense development option:

- 287 dwellings (apartments, townhomes or live/work units)
- 53,000 square feet of commercial (office or retail)

KEY RECOMMENDATIONS FOR SPARTAN GRAIN MILL SITE/HUB-BUB BLOCK

- Develop infill buildings oriented to the street and accompanied by a human-scaled streetscape. New development should complement (in style and design) the several existing buildings, which should be refurbished over time.
- Comprehensively redevelop the City Hall block with higher residential and commercial densities; meet parking needs with a concealed, mid-block parking deck.
- Formulate a unified parking plan for the Hub-Bub block as new development occurs.



Public art adorns the sidewalk in Portland's Pearl District, OR. Displays like this one enhance an area's cultural feel and provide a forum for artists to showcase their works



Infill development using contemporary architecture in Charlotte, NC. Such design fits well with the urban feel of downtown areas such as First Ward, Charlotte, and Hub-Bub in Spartanburg

6.7 West Main Street-Western Gateway

Existing Conditions

The site area defined by West Main Street, the Saint John Street extension, Wofford Street, the CSX and Norfolk Southern rail lines, and West Henry Street comprises approximately 70 acres. It is currently home to mostly generic single-story commercial development situated along main traffic arteries. There are also a few small-scale residential areas of medium to low quality whose neighborhoods have suffered decline in recent years, but which have the potential for attractive revitalization.

One factor that strongly works in this area's favor is its geographical location. The area sits atop a ridge that provides excellent downtown views, with a particularly striking axial vista to the clock tower in Daniel Morgan Square. These views of downtown also may be obtained from the higher elevations of the Saint John Street extension. This eye-catching topography provides the impetus to develop this area of the City as a western gateway into downtown, creating a memorable visual experience to further develop Spartanburg's growing downtown ambience and character.

Recommendations

For the downtown's western gateway, the plan recommends a pair of symmetrically sited mixed-use buildings as the primary redevelopment features. With ground floor retail or office space below and apartments above, these primary redevelopment buildings frame the dramatic vista to Morgan Square from the junction of West Main and Forest Streets. The buildings are four stories along West Main, three along Forest, and rise symmetrically to six stories at the twin corners to provide a total of 120 dwellings. Each apartment building wraps a multi-story parking deck that serves the apartments and the approximately 25,000 square feet of ground floor commercial space.

Other properties along both sides of West Main Street may be redeveloped piecemeal as office condos or retail space, but should embody consistent, sound urban design and architectural principles that enhance the street's general environment and walkability. These treatments include consistent build-to lines closer to the street, parking to the rear, and pedestrian-friendly facades. When combined with an improved streetscape, the character of West Main Street can be transformed from a generic commercial corridor to an exciting extension of downtown, with Morgan Square a mere seven minutes' walk away. This low-key redevelopment along both sides of the street can realize up to 60,000 square feet of commercial space.



Existing Conditions



Recommended Development

6.7 West Main Street-Western Gateway

Redevelopment with Infill and Housing

The plan shows the site's remaining areas developed with townhomes and one- and two-story office condos. These buildings, located along both sides of the Saint John Street extension, are served by interconnected surface parking lots located to the buildings' rear. On the extension's north and west sides, this small-scale office development extends northwards to connect with the Midtowne Heights neighborhood redevelopment, noted in Section 6.8. In sum, this development pattern can realize approximately 110,000 square feet of office space and 69 townhomes.

There are two exceptions to this small-scale infill pattern. First, in the triangle formed by the Saint John Street extension, Wofford Street, and the two rail lines, the potential for larger scale office development exists. Here, two standard 'Class A' office buildings with their larger footprints can provide up to 80,000 square feet of leasable space. Second, an apartment building lining North Walker Street that maximizes the opportunity for great downtown views should be considered a worthy exception. The apartments, totaling 74 units, are arranged in a site-specific, 'E'-shaped step formation dropping from four stories along Walker Street to two stories on the hillside, with these elevations surrounding landscaped courtyards. Underneath, two levels of decked parking serve the site's needs.

Along Forest Street from Henry to Main Streets, the plan recommends townhomes with a few two- or three-story apartment buildings. Several new homes overlook a new public park, where the floodplain of the creek that flows parallel to the CSX rail track can be improved to provide a pleasant public amenity. A total of approximately 112 new dwellings can be constructed in this area with a limited amount of property consolidation.

KEY RECOMMENDATIONS FOR WEST MAIN STREET

- Create a landmark entrance into the downtown area from the west via a pair of mid-rise, mixed-use buildings straddling West Main Street at its junction with Forest Street.
- Upgrade street network's infrastructure in areas surrounding landmarks.
- Encourage small-scale commercial develop (retail or office condos) lining major roadways, with parking concealed behind the buildings. Along local streets, implement residential projects including townhomes, single family dwellings, and a small number of apartments.
- Develop a distinctive, stepped apartment building east of Walker Street that acknowledges the area's dramatic topography and provides spectacular views overlooking the downtown core.
- Improve the floodplain east of Forest Street, converting the area into a well-serviced public park.

Total Build Out Potential

- 371 dwellings (apartments, townhomes or live/work units)
- 275,000 square feet of commercial space (office or retail)



Homes overlooking a park in The Kentlands in Gaithersburg, MD



A corner building in Birkdale Village in Huntersville, North Carolina

6.8 Spartan Mill Neighborhood



Existing Conditions

Existing Conditions

The site of the original Spartan Mill, dating from the 1890s, has been completely cleared with the exception of a single tall smokestack. The site is largely flat except for some steep grades along the cleared land's western edge, where it adjoins the remnants of the old mill village. The cleared site area totals approximately 30 acres.

Adjacent to the cleared land on the east is the old DuPre House, a historic structure that has been moved to its present site. This structure requires sensitive redevelopment around its new location in order for the historic structure to regain its dignity, economic vitality, and programmatic usefulness.

Bounded by the Norfolk Southern rail line to the south, the area is surrounded on the west and north by the historic mill village, now troubled by deteriorating housing conditions and high crime levels. To the east, the busy North Church Street corridor lies only one block away. In fact, the site backs up to the rear of the existing county offices (housed in an old Sears strip mall building).

Recommendations

In its cleared state, the mill site can be developed in a comprehensive manner to provide a range of affordable housing options, even acting as a catalyst for redevelopment in the surrounding mill village. The problematic state of the surrounding residential areas, however, suggests that physical redevelopment of the vacant site should be part of a larger neighborhood renewal initiative to tackle problems of poverty, crime and inadequate housing.

The mill site's redevelopment should comprise a variety of small-lot single family dwellings that relate to the surrounding neighborhoods' existing housing stock. To compliment this pattern, higher density townhomes offer variety and different price-points. These are located in the site's central portion, where they line both sides of the property's east-west axis, College Street. Notably, the plan also orients the townhomes around the surviving mill chimney stack, a landmark which should be preserved if possible.

Furthermore, this plan recommends that single family homes front onto a small park area surrounding the restored DuPre House. It is very important that new development fronts, rather than backs onto, the renovated DuPre House so as to appropriately honor and distinguish the site. Moreover, this inclusive design promotes a smooth visual and physical transition from the DuPre House to the surrounding neighborhood. This proves especially critical given the potential role the DuPre House can play



Recommended Development

6.8 Spartan Mill Neighborhood

in the area adjacent to the site. As explained in earlier sections, the DuPre House and Hub City Farmer's Market represent key opportunities to begin revitalization efforts in the neighborhoods northwest of downtown. Designing the DuPre site's physical layout to include the surrounding neighborhood(s) further ties those communities into the prosperity of downtown Spartanburg. It creates a connection to the city as a whole while also benefitting the neighborhood through its proximate location to valued community assets. [For more information regarding specific site details or programmatic suggestions, additional recommendations can be found on pages 4.20 and 4.40]

Adjacent Midtowne Heights Neighborhood

The City should encourage a similar mixed-use redevelopment in the adjacent Midtowne Heights neighborhood, located just to the west across the Norfolk Southern rail line. In this location, a mix of small-lot single family homes, townhomes, duplexes and apartments are arranged around a redesigned and replatted street layout. This development pattern resembles the proposed redevelopment of the original Beaumont Mill village sited immediately to the west of North Pine Street (see p. 6.33).

Total Build Out Potential

- Spartan Mill Neighborhood
 - 83 single family dwellings
 - 104 townhomes
- The approximate build out for Midtowne Heights comprises:
 - 34 single family dwellings
 - 12 duplexes
 - 42 townhomes
 - 18 apartments

KEY RECOMMENDATIONS FOR SPARTAN MILL NEIGHBORHOOD

- Prepare a comprehensive neighborhood plan for redevelopment of the Spartan Mill area, incorporating the vision into a larger city initiative aimed at tackling the problems of poverty, crime and poor housing stock in the surrounding neighborhood.
- Coordinate plans for the Spartan Mill neighborhood with the adjacent redevelopment efforts underway in Midtowne Heights.
- Create a parkway street around the DuPre House to highlight its importance as a civic landmark and potential public space.



Midtowne Heights - Existing Conditions



Midtowne Heights - Recommended Development

6.9 North Church Street

Existing Conditions

This sub-area comprises the Spartanburg Memorial Auditorium (SMA) on the east side of North Church Street and the County Services Building on the west side. The auditorium, the Carolinas' largest theatre space, is planning an expansion to increase its suitability for conferences and a variety of other functions. Property boundaries limit the site's expansion possibilities, however. The Norfolk Southern and CSX railroads bound the site to the south, the busy North Church Street highway to the west, and Wofford College to the north and east. In addition, current parking for events at the auditorium is not adequate—more space is needed.

Recommendations

Auditorium Expansion for Conference Space

The existing structure can be expanded by approximately 100,000 square feet of new conference facilities (about twice what is currently planned). By building over the existing parking lot, which follows the natural site grade down towards the southeast, the enlarged facility can be serviced beneath the new addition, while retaining some on-site parking. Parking needs for the enlarged facility will have to be met off-site, though. The plan recommends developing the County Services site across the street as a large, two or three level parking deck screened by thin "liner buildings." This concept provides not only extra conference facilities, but additional commercial office and retail space.

Streetscape Improvements to North Church Street

If parking for the enlarged auditorium and conference facilities is provided across busy North Church Street, provisions must be made for safe and convenient pedestrian crossing from the parking deck to the main entrance. As a result, the plan proposes altering North Church's streetscape to provide clear visual and tactile signals to pedestrians and motorists by means of stamped concrete and colored crosswalks.

In addition, the offset intersection of Memorial Drive and Alba Court should be realigned. The City should also investigate coordinating this junction's traffic signal with the auditorium's proposed pedestrian-controlled crossing signals further up the block to facilitate both pedestrian and vehicular traffic in the auditorium area.

Redevelopment of County Services Building for Parking Facility and Liner Buildings

The redevelopment of this old strip mall into a two or three-level parking deck provides parking for the auditorium, convention center, and new liner buildings while also screening the proposed deck from Church and Magnolia Streets. This latter improvement is

especially important to the Spartan Mill neighborhood's redevelopment. Rather than facing the backs and service entrances of the old strip mall buildings, the neighborhood instead looks upon new liner buildings, which project a pedestrian and neighborhood friendly face to the residential areas. Combined with the streetscape improvements, the new liner buildings facing North Church Street also create a good impression and landmark feature around the auditorium's entrance.

The realigned Alba Court provides the deck's main access, with supplementary access and exit points on Magnolia and Church Streets. Combined with the aforementioned pedestrian crossing improvements, these alignments will effectively manage area traffic on a daily basis and also during special events by giving persons multiple route options.



The existing Spartanburg Memorial Auditorium (SMA)



A parking deck wrapped with storefronts in Portland, Oregon

6.9 North Church Street



Existing Conditions



Recommended Development

KEY RECOMMENDATIONS FOR NORTH CHURCH STREET

- Enlarge the Spartanburg Memorial Auditorium (SMA) by expanding eastwards over the existing surface parking to provide new conference facilities.
- Redevelop the existing County Services Building site as a two or three level parking deck to serve the enlarged facility. Screen the deck using thin “liner buildings” to create a good “urban face” with the adjacent neighborhood.
- Create new and safe pedestrian crossings between the new parking deck and the SMA’s main entrance by means of streetscape improvements and pedestrian-controlled crossing signals.
- Realign Alba Court with Memorial Drive to create a new intersection. Coordinate this intersection’s timing with the mid-block pedestrian crossings.

Total Build Out Potential

- Commercial or overflow convention meeting space created by the liner buildings

*Approximately 80,000 square feet on two floors
Approximately 120,000 square feet on three floors*

- Two or Three Level Parking Deck
- Potential Auditorium Expansion on Site

100,000 SF

6.10 Courthouse Area

Existing Conditions

This 52-acre sub-area is defined by the curve of the CSX railroad to the west and north, North Church Street to the east, and Morgan Square / West Main Street to the south. The area is bounded and dissected by heavily trafficked thoroughfares, particularly North Church Street, North Daniel Morgan Avenue, West Saint John Street and, for part of its length, West Main Street.

North of West Saint John Street, the county courthouse and jail dominate the site, with most other buildings in the area converted into offices for lawyers or bail bond companies. South of West Saint John Street, the area is marked by several new, large corporate office buildings and their associated parking. Additionally, several smaller, older buildings in the area house a mixture of uses that feed off and support the corporate centers' activity patterns and the nearby Morgan Square.

Recommendations

Central Courthouse District

Future relocation of the existing jail facilities on North Daniel Morgan Avenue will free up land for redevelopment opportunities. Therefore, the plan recommends that small, new office buildings infill this space and other vacant/under-used land in the district. Buildings should be street-fronting with rear-access parking. Once enough properties are consolidated, the plan envisions a small "urban" office park immediately north of the courthouse and within the curve of Daniel Morgan Avenue that will serve the needs of legal professionals. These new buildings would define the edge of North Daniel Morgan Avenue, creating a public face for the district.

Because of its central location, the area directly around the courthouse provides the main catalyst for integrated development. While the plan supports the courthouse's intended expansion (shown on the existing building's south end), the key focus of this block's redevelopment should be on the construction of a new parking deck located between North Daniel Morgan Avenue and the rear of the courthouse building. This facility would serve the courthouse and also provide parking for new, infill offices throughout the "legal" district. This deck would be partially screened by new, street-facing office buildings that could serve as additions to the courthouse space or as independent offices.

On the blocks between Magnolia Street and North Church Street, the existing lawyers' offices, some of which are in historic buildings, can be supplemented by a series of new infill buildings at a similar scale. These would be built up to the street, with parking areas to the rear, and have overflow parking needs met by the new courthouse deck.

Recommendations

South Courthouse District

In the sub-area's southern district, the urban fabric contains many active businesses and a decent building stock. Thus, it provides only limited opportunities for infill redevelopment, most notably west of North Daniel Morgan Avenue and to a lesser extent along Magnolia and West Main Streets.

In all cases these infill buildings should respect the scale and spatial arrangements of downtown, being built to the edge of sidewalk with limited parking behind.

For these small-scale infill buildings the parking standards need to be flexible, with on-site, off-street parking supplemented by on-street parking along adjacent streets. With the proposed narrowing of South Daniel Morgan Street, consideration should be given to on-street parking on the North Daniel Morgan Street block between West Saint John Street and West Main Street. Since the West Saint John Street extension diverts considerable westbound traffic away from this section of Daniel Morgan Avenue, it allows the City to reclaim street space to provide parking that will support new infill development.

Total Build Out Potential

Central Courthouse District

- 510,000 square feet of office space in two-story buildings, most likely devoted to lawyers' offices and related legal functions.

South Courthouse District

- 140,000 square feet of new mixed-use space in two-story buildings

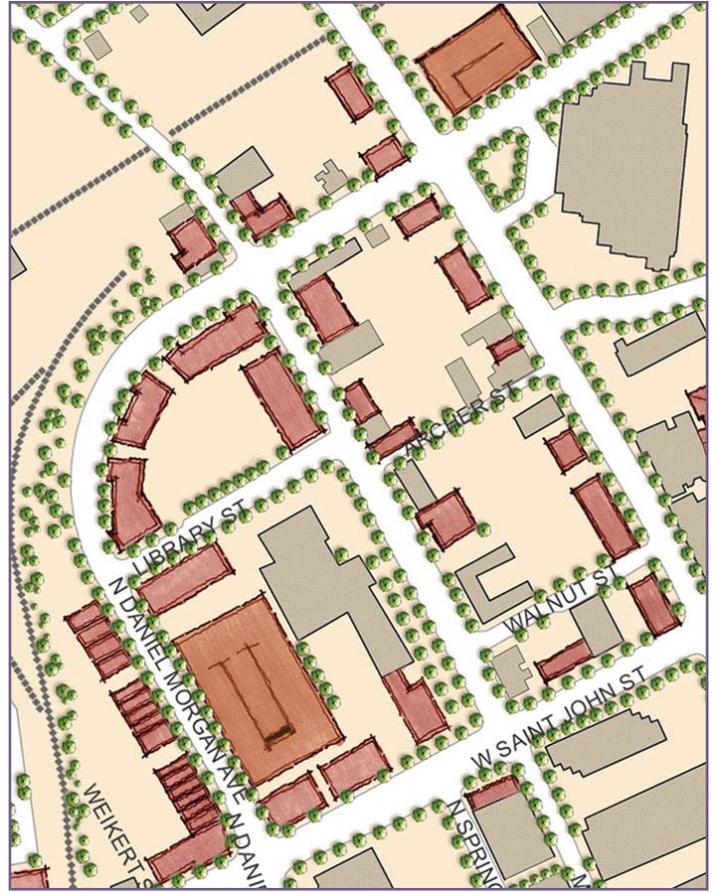
KEY RECOMMENDATIONS FOR COURTHOUSE AREA

- Construct a new parking deck to the rear of the existing courthouse to support the courthouse expansion as well as new legal offices throughout the district.
- Encourage commercial infill development (i.e. small-scale offices) in/around the courthouse area, with new buildings respecting the existing historic structures' scale in design (street-fronting) and parking (concealed in rear).
- Revise the North Daniel Morgan Avenue street-section between West Saint John Street and West Main Street to include on-street parking.

6.10 Courthouse Area



Existing Conditions



Recommended Development



Magnolia Street with buildings pulled close to the street



On-street parking in I'on in Mt. Pleasant, SC

6: development opportunities

6.11 Commerce Street Redevelopment

Existing Conditions

Bisected from east to west by Commerce Street, this sub-area includes the bus station, an existing parking deck, two large office buildings and a mixed collection of commercial buildings. Its parameters are defined by North Converse Street on the east, Dunbar Street on the south, North Church Street on the west, and East Saint John Street on the north.

General Recommendations

The area plays a very important role in connecting Main Street with the developing Renaissance Park area. This places particular importance on pleasant and convenient pedestrian access between Main Street and Renaissance Park, as well as on the creation of a coherent and attractive building frontage along East Saint John Street to face the new buildings in Renaissance Park.

The increased spatial definition of East Saint John Street as a high quality urban corridor will help calm traffic and, with the aid of pedestrian controlled crosswalks at appropriate points, will enable safe pedestrian access across that busy street.

To this end, the plan proposes that this area be infilled with sensitively scaled mixed-use buildings that define and enhance the public spaces of the streets, and which inject additional density and commercial vitality into the area. As part of this infill development process, the hierarchy, character, and function of streets in this sub-area needs to be clarified and improved.

Street Hierarchy

At present the parallel east-west streets of East Saint John Street, Commerce Street, Dunbar Street and East Main Street are somewhat muddled in their character and function. This confusion is compounded by the underutilized condition of East Broad Street on the south side of Main Street. In particular, Commerce and Dunbar Streets present an unresolved mixture of conditions, caught between being service streets and pedestrian-friendly spaces actively fronted by commercial uses.

The existing parking deck between these two streets creates a distinctly back street or service street character. Yet, a variety of commercial operations front both streets—Dunbar contains several small businesses opening onto the street from the backs of Main Street buildings, and Commerce has a large, single-story building that provides business incubator space. Both streets have an unsatisfactory and ambiguous ambience that limits their attractiveness as the setting for new infill development.

As noted earlier, the plan recommends that the main east-west thoroughfare (East Saint John Street) be “urbanized” by streetscape improvements and the creation of “street walls,” which are formed by new buildings built to the back edge of the widened sidewalks on both sides.

To support the new buildings along East Saint John Street and throughout the sub-area, Commerce Street should become a true service street for most of its length between North Church Street and North Liberty Street. This way, it will provide access to both the existing parking deck and a proposed new deck located on the street’s north side. This new deck, on the site of the one story incubator building, supports the additional density in this sub-area.

Between North Liberty and North Converse Streets, the main north-south pedestrian connections between Main Street and the Renaissance Park development, Commerce Street becomes more pedestrian-oriented with new infill buildings lining the street and screening mid-block surface parking. The small dead end street, Wood Row, opening on Saint John Street, is extended to meet Commerce Street and to form a new small urban block that supports new small-scale, mixed-use development with improved accessibility.

While Commerce Street remains a two-way street for its whole length, Dunbar Street’s traffic flow varies along its length. A new one-way link to Dunbar from Main Street can be created through a vacant lot currently used as parking. To the west of this mid-block connection, traffic on Dunbar is one-way west with diagonal parking on the south side; thus, traffic cannot enter Dunbar Street from North Church Street. (This movement into the block with access to the existing and new parking decks is made via Commerce Street). To the east of the new mid-block connection leading to the bus station, traffic on Dunbar is two-way, with parallel parking on both sides of the street.

Proposed Infill and Redevelopment

The main infill opportunities are located between Commerce Street and East Saint John Street. As noted above, to support the area’s necessary increase in development density, a new parking deck would be constructed on the site of the single story office building currently housing small start-up businesses. These businesses could be relocated to new space elsewhere on the block or in the vicinity. The remainder of the blocks north of Commerce Street between North Church Street and North Liberty Street should be infilled with small mixed-use buildings lining all streets to create a dense pattern of pedestrian-scaled streets.

6.11 Commerce Street Redevelopment

Along Dunbar Street, the parking deck's substantial setback from the sidewalk provides the opportunity for a thin one or two-story "liner" building to screen the deck. This increases the corridor's aesthetic value and provides commercial spaces for small or start-up businesses, matching the small business functions located across the street.

Total Build Out Potential

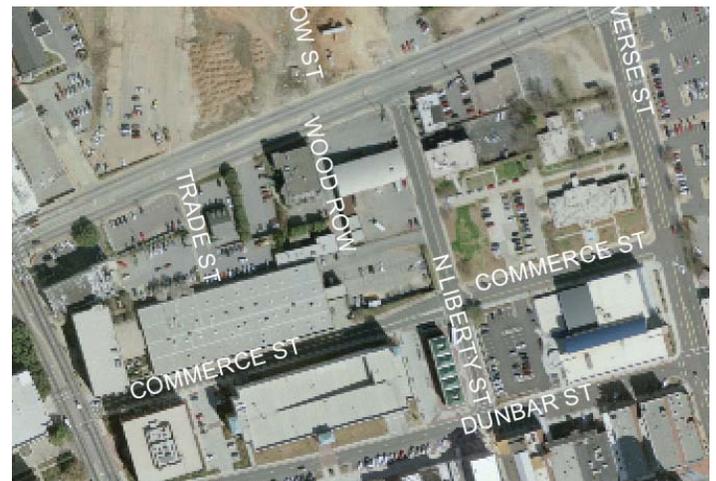
The infill opportunities in this sub-area of the plan total approximately 280,000 square feet in two-story buildings.



Parking deck with commercial liner building, South Beach, Miami, FL
This design creates street-life and additional tax revenue on an otherwise un-developable piece of property.

KEY RECOMMENDATIONS FOR COMMERCE STREET REDEVELOPMENT

- Develop mixed-use buildings that: fill in gaps within the urban landscape; define and enhance the public spaces of the streets through context-sensitive scale; and inject additional density and commercial vitality in the area.
- Clarify and improve the hierarchy, character and function of streets in this sub-area.
- "Urbanize" East Saint John Street through streetscape improvements and new buildings.
- Make Commerce Street a two-way service street between North Church Street and North Liberty Street, providing access to parking decks.
- Construct a new parking deck on the site of the partly occupied single-story office building that currently houses small start-up businesses. Relocate existing businesses to new space elsewhere on the block or in the vicinity.
- Screen the existing parking deck along Dunbar Street with a thin, one or two-story "liner" building that provides small commercial space at street level for small commercial or start-up businesses.
- Create a new one-way vehicular link from Dunbar to Main Street through the current mid-block parking lot (now used for parking).



Existing Conditions



Recommended Development

6.12 Renaissance Park

Existing Conditions

On the downtown's northern edge, the site known as Renaissance Park comprises approximately 40 acres. East Daniel Morgan Avenue creates the northern boundary, a reconstructed Converse Street and Barnet Park line the eastern edge, with East Saint John Street and North Church Street forming the southern/western boundaries. The area has undergone a variety of master planning efforts in recent years, leading to the completion of a large Marriott hotel and conference center in the northwest corner and the new Chapman Cultural Center in the site's southeast corner. The site's remaining land area currently exists in a cleared but undeveloped state awaiting finalization of development plans.

Recommendations

Mixed-Use Village Center

The plan's primary component consists of a mixed-use village center constructed along a northerly extension of North Liberty Street, stretching from East Saint John Street to East Daniel Morgan Avenue. The focus of the development centers on an urban plaza, Renaissance Plaza, created at the intersection of North Liberty Street and a new east-west street created by improving and extending the current access driveway to the Marriott hotel. The proposed street travels from North Church Street to the proposed North Converse Street extension.

The mixed-use center comprises approximately 750,000 square feet of space as a two-story development or 1,125,000 square feet at three stories. (Note: These figures do not include the new cultural center). The development would include locations for high-end specialty retail and "junior anchor" stores, class 'A' office buildings along East Saint John Street, and approximately 40 apartments or condominiums. In addition, the center contains a 25,000 square foot neighborhood grocery store tucked into a lower level beneath "main street" stores, which add approximately 15,000 square feet of associated general convenience retail. East Daniel Morgan Avenue provides the primary access for the grocery store and other shops.

Furthermore, the plan provides a potential site for the relocated YMCA in the heart of the village. The facility, part of a larger mixed-use building, sits at the southwest corner of the new Renaissance Plaza. As an alternative to the YMCA, the building footprint (approximately 45,000 square feet) is suitable for additional retail functions.

Parking is provided by three new multi-story decks, one surrounded by office buildings/the potential YMCA/ existing buildings along North Church Street in the site's southwest corner, and two located to the rear of stores along North Liberty Street in the new village retail center.

The plan also portrays an additional "trayed" deck, located across East Daniel Morgan Avenue on sloping land immediately to the Marriott hotel's north, intended to support hotel-related functions.

The large deck in the southwest quadrant serves the office buildings, the new YMCA, the cultural center and the existing buildings along North Church Street, including the Montgomery building and its attached theatre. This deck, and the two decks serving the main retail component of this sub-area plan, would be partly dug into the site's slope in order to use the adjacent buildings as screens. Other parking is provided in surface lots throughout the development and, importantly, through on-street parking provided on every street within this sub-area.

The village center concept establishes a venue for national chains to supplement, but not compete with, existing downtown businesses in a location close enough to Main Street to generate considerable pedestrian traffic in both directions. Customers and residents can move easily from one to the other along either North Liberty Street or North Converse Street, both of which should undergo streetscape improvements to increase their safety and attractiveness to pedestrians.

In addition, small shuttle buses could provide a regular service between the Marriott, the village center, the cultural center, and the downtown core and Morgan Square, with an extension into the Hub-Bub neighborhood.

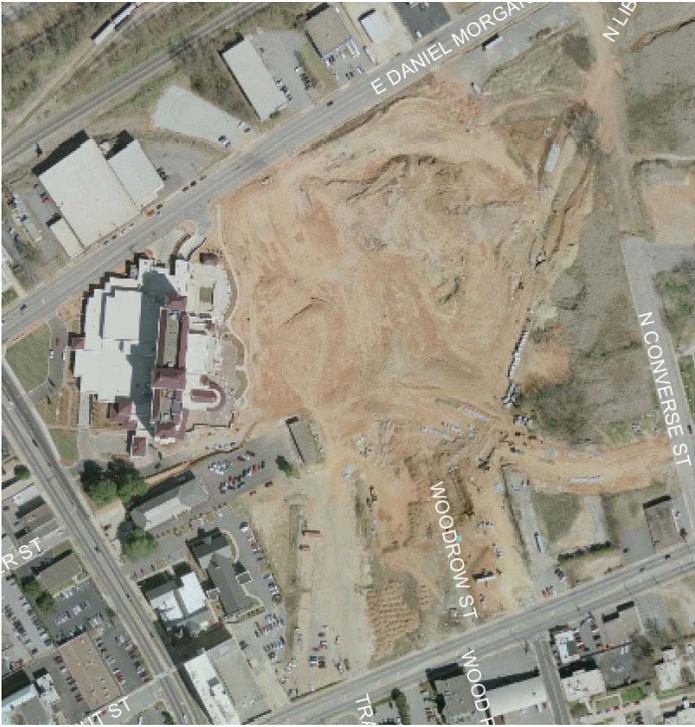
Street Improvements

New Block Structure

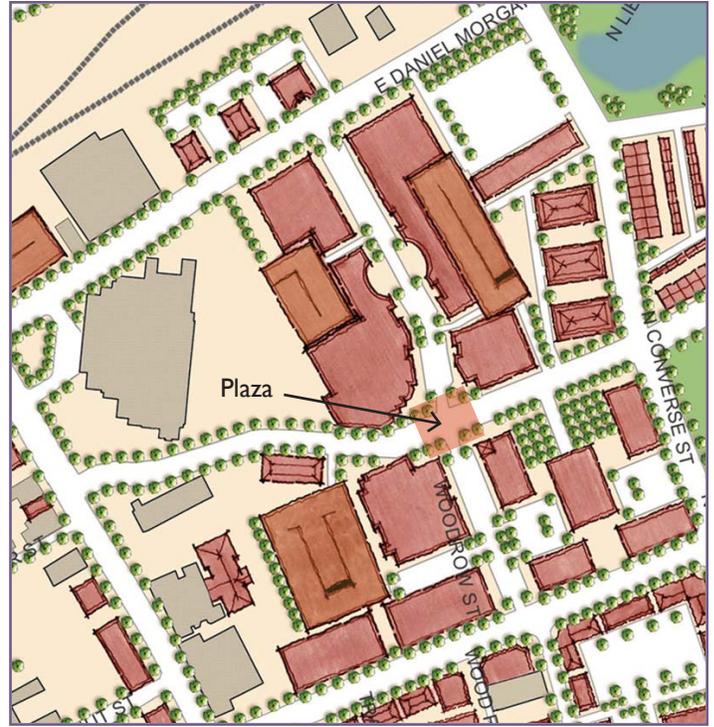
A key component of this sub-area plan is the division of the area into walkable urban blocks by a new street network. These are formed by extending North Liberty Street through the site to meet East Daniel Morgan Avenue; reconstructing North Converse Street alongside Barnet Park and reopening it up to East Daniel Morgan Avenue; and creating a new east-west street from the Marriott's existing entrance driveway from North Church Street, across North Liberty Street and Renaissance Plaza, and continuing behind the cultural center to intersect with North Converse Street.

The new east-west street would continue around the re-configured north side of Barnet Park, cross North Dean and Northview Streets, and meet up with Oakland Avenue. This proposal aids the neighborhood surrounding the existing T. K. Gregg recreation center and park as part of this sub-area's comprehensive redevelopment (see p. 6.32).

6.12 Renaissance Park



Existing Conditions



Recommended Development



Rooftop View of the proposed Plaza in Renaissance Park

6: development opportunities

6.12 Renaissance Park

As mentioned earlier, the plan encourages on-street parking on all streets converging on Renaissance Plaza. Preferably, the parking would be reverse angle, as described in Section 5 of this report. This provides plenty of immediate “convenience parking” for adjacent businesses and promotes lively pedestrian activity around the plaza.

Renaissance Plaza

This intersection of the two proposed main streets is celebrated by its design as a major pedestrian space at the heart of the new mixed-use village. Wide sidewalks are enlarged around the intersection to provide extra space for pedestrian activities, retail opportunities and sidewalk dining. The street is accentuated with a speed table formed with brick pavers or stamped concrete to highlight pedestrian crosswalks and to visually unify the space between the enclosing buildings.

North Liberty Street Extension

This new street creates the main north-south axis through the heart of the mixed-use village and serves the new development’s main retail frontages. The street is designed as a slow-speed, pedestrian-friendly street with one travel lane in each direction. It also contains reverse angled parking (see Chapter 5) on each side to maximize convenience parking, which supports retail activity along the street. Wide sidewalks include regular street trees in tree grates planted at 20-30 feet on-center.

East Saint John Street

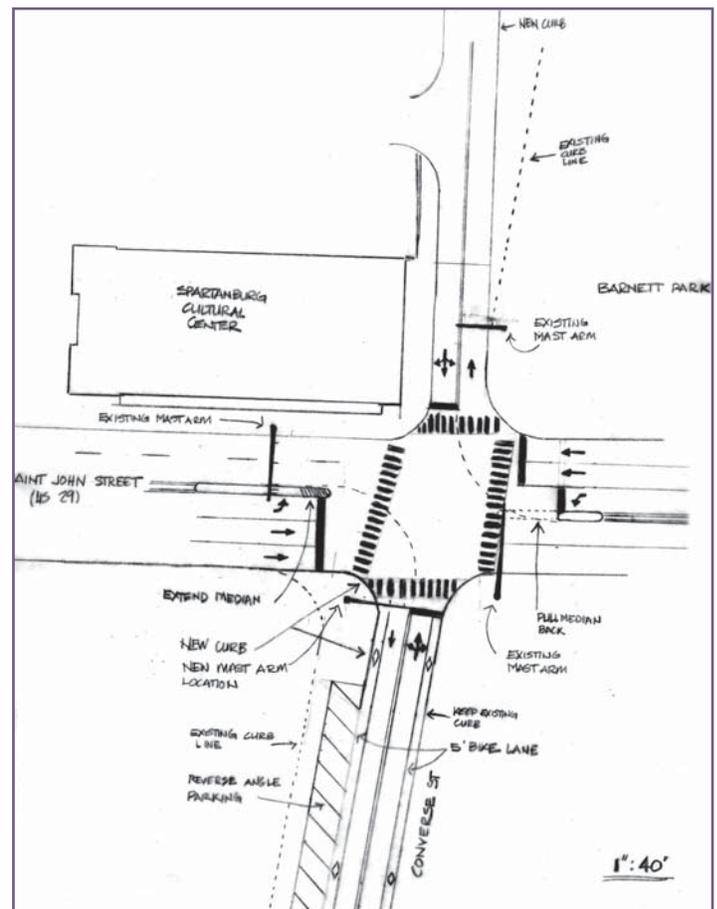
This street, officially designated US Highway 29, carries heavy traffic (including trucks) at certain times of day and comprises one of the major east-west routes through the downtown area. It is constructed generally as a four-lane section with extra turn lanes at intersections. As such, it creates a barrier to north-south pedestrian movement, inhibiting easy travel from the proposed mixed-use village and new cultural center to the downtown area. Unfortunately, SCDOT firmly believes that the roadway should continue to serve as a major thoroughfare with its current cross-section preserved through the downtown.

Therefore, attention needs to be paid to creating good conditions for pedestrians on both sides along its length as it passes through the site area. Specifically, safe pedestrian crossings should be established at North Converse Street, North Liberty Street, and North Church Street to facilitate north-south pedestrian movement. To these ends, each side of East Saint John Street should include 6 foot sidewalks and 6 foot planting strips with street trees planted at 30-foot on-center, with a planted median offering pedestrian refuge wherever possible. On both sides of the street new buildings should be built to the sidewalk’s

back edge in order to create a distinctly urban ambience as a means of traffic calming.

These spatial arrangements will be difficult to achieve in certain situations along the street due to constrained rights-of-way, existing building placement, and utility lines. Because of the crucial need to overcome East Saint John Street’s harsh barrier effect between the downtown core and the Renaissance Park area, these issues demand proactive measures be taken. The plan encourages the City to purchase extra right-of-way and relocate utility lines to the rear boundary of the properties on East Saint John Street’s south side.

Specific streetscape treatments such as stamped concrete or pavers would define the intersection of North Liberty Street and East Saint John Street, communicating the importance of the pedestrian safety at this junction. New office buildings with pedestrian-friendly frontages would line East Saint John Street from the cultural center to the existing Montgomery building to the west.



Proposed Intersection Improvements for Saint John and Converse

6.12 Renaissance Park



Proposed Mixed Use Building looking west on East Saint John Street near the Chapman Cultural Center



Existing View Along East Saint John Street

6.12 Renaissance Park



Urban Grocery Store - Portland, Oregon

North Converse Street Improvements

The North Converse Street-East Saint John Street junction requires special consideration. North of this intersection, Converse Street should be re-configured because the new cultural center's building footprint overlaps part of North Converse Street's original alignment. To the intersection's south, reverse angle parking lines the west side of North Converse with parallel parking on the east side. North of Saint John Street, the alignment is pulled slightly to the east, which straightens the cultural complex's eastern edge and extends Barnett Park's western boundary. Pedestrian crosswalks should be provided in all four directions at this junction.

Chapman Cultural Center

The first phase of the five-building Chapman Cultural Center plan will be completed in October 2007. This initial phase comprises a 500-seat, centrally located performance hall with multi-purpose rooms for dance, music performances, art classes, and other cultural activities. All of these functions, as well as space for three museums envisioned by Phase I, are located in the two buildings facing East Saint John Street. Phase II of this plan envisages two additional buildings housing similar multi-use space to the north of the main performance hall.

This master plan recommends realignment of the Phase II buildings, running north-south instead of east-west. Relative to the new street alignments proposed for this area, this scheme creates a more appropriately proportioned block structure. Service for the complex shifts to this realigned east-west street, while angled on-street parking along the North Liberty Street extension and the sub-area's increased parking deck capacity mitigate the loss of surface parking spaces due to this realignment.

These plans are contingent upon the belief that Phase II's western-most buildings will have a major role in creating the new Renaissance Plaza and framing the edge of Barnett Park.

Grocery Store and Ancillary Commercial Development

As part of the retail center component of the mixed-use village, a small neighborhood grocery store (approximately 25,000 square feet) is located along site's northern edge, at the junction of the North Liberty Street extension and East Daniel Morgan Avenue. Because of the site's substantial topographical fall, the grocery store is tucked partly beneath other retail space, which forms part of the village "main street" at the upper level. This grocery store and its associated small strip retail are served by a conventional surface parking lot accessible from East Daniel Morgan Avenue.

Additional small commercial developments totaling approximately 50,000 square feet are located along the north side of East Daniel Morgan Avenue, backing up to the railroad track and facing the main part of the mixed-use center across the busy street. Because Daniel Morgan Avenue's high traffic volumes and street design, pedestrian connections from the mixed-use center are likely to be very limited. Thus, these small commercial buildings are mainly served by vehicle access from Daniel Morgan Avenue. The new buildings, however, should communicate an urban character compatible with the development across the street, fronting uniformly onto the street with parking to the side and rear.

Additional Residential

North of the Chapman Center on Converse Street, the plan shows approximately 80 apartments or condominiums. These are located in three buildings constructed over covered parking built into land's topographical slope. Further blending the sub-area's mixture of uses, these buildings soften the transition to the extensively redeveloped residential neighborhood surrounding Barnett Park and the T.K. Gregg Center, thus completing the full potential build-out of the Renaissance Park project.

Montgomery Building

Constructed in 1923-4, the Montgomery Building comprises a 10-story office block and adjacent theatre space. Prominently located at the North Church-East Saint John intersection, this important building serves many different functions. First, it anchors Renaissance Park's southwest corner. Second, the building fronts two major streets, creating a strong visual and presence at the intersection. Third, it significantly contributes to the sense of entry into downtown Spartanburg, announcing one's arrival and ushering visitors into the downtown core.

6.12 Renaissance Park

This building should be preserved; it is one of the main historic gems in the downtown area and a major local landmark. To this end every effort should be made to rehabilitate the theatre, perhaps providing a specialist movie venue to complement the new facilities in the nearby cultural center performance hall. At minimum, the main building's street level spaces should be renovated to house shops or small offices. This latter improvement would dramatically enhance pedestrian facilities along North Church Street, significantly improving the pedestrian connections between the Spartanburg Memorial Auditorium, the Marriott hotel, and the downtown core.

The building's upper floors should be renovated for specialty offices that do not need extra-large office floor plates, already provided in the proposed class 'A' office buildings nearby. This supplies a useful mix of different space formats to meet atypical or special company needs. The parking needs of this historic building can be met largely by the proposed large parking deck immediately adjacent to the east.

Find a Master Developer

The opportunities of this site relative to downtown Spartanburg are truly unique. Further, the conditions are such that it should attract investment interest from outside the region. To this end, this master plan encourages the formal re-assemblage of the properties into a coherent tract and the advertisement for a master developer to come in and manage the installation of infrastructure (streets) and the construction of buildings.

The use of the Request for Qualifications/Proposals (RFQ/RFQ) to encourage this type of development/redevelopment activity is becoming commonplace across the county. The City is encouraged to disseminate this RFQ/RFP to a national audience.

Total Build Out Potential

- Small commercial developments along north side of East Daniel Morgan Avenue

Approximately 50,000 square feet

- 80 apartments or condominiums located in three buildings constructed over covered parking
- Village Center

Approximately 750,000 square feet of space as a two-story development or 1,125,000 square feet at three stories. (Note: These figures do not include the new cultural center).

Approximately 40 apartments or condominiums

25,000 square feet neighborhood grocery store

Approximately 15,000 square feet of associated general convenience retail.

- YMCA Alternative

Building Footprint Approximately 45,000 square feet

KEY RECOMMENDATIONS FOR RENAISSANCE PARK

- Develop a mixed-use village center constructed along a northerly extension of North Liberty Street from East Saint John Street to East Daniel Morgan Avenue.
- Line Saint John Street with new, street-fronting office buildings.
- Encourage the establishment of a shuttle system between Renaissance Park, the SMA, and Wofford College and Main Street and Converse College.
- Divide the area into walkable urban blocks by creating a new street network.
- Construct a new plaza defined by mixed-use buildings to be the district's central focus.
- Integrate other institutional uses (as appropriate) into new development projects, incorporating these functions into mixed-use buildings.
- Preserve and refurbish the Montgomery Building.
- Define the edge of Barnet Park with new housing to link to adjacent neighborhood redevelopment.
- Solicit a master developer for the Renaissance Park site by issuing a national request for proposals.

6.13 Renaissance Park Neighborhood



Existing Conditions

Existing Neighborhood Conditions

The area immediately to the east of the mixed-use urban village and the new cultural center comprises the beautiful, but underused, Barnet Park. It also contains a significant amount of undeveloped and partly wooded land as well as a low-density neighborhood of predominantly single family homes along North Dean Street, Northview Street, and Oakland Avenue. The last two streets flank the T.K. Gregg Recreation Center and its adjacent park. Immediately to the recreation center's northside, a large car dealership fronts East Daniel Morgan Avenue. The residential neighborhood is gradually declining as both long-term residents and dwellings age, leaving an increasing number of properties vacant or in poor condition. The once-thriving recreation center and park are now relatively underutilized, requiring great improvements to increase their attractiveness and usefulness to young people and adults in the area.

Recommendations

New Mixed-Income Housing and Street Realignments

Given its proximity to the proposed Renaissance Park mixed-use village, the neighborhood will most likely attract substantial investment in the near future. Accordingly, the area's development pattern calls for a mixture of housing types arranged around a modified and improved block structure that connects new residential streets, incorporates and improves existing streets, and eliminates select roadways.

To improve the three north-south streets, the plan encourages sidewalk repairs and extensions, accompanied by tree plantings. The also plan recommends turning Northview Street 90 degrees to link up with North Dean Street, newly creating a useful block structure. The same configuration can be accomplished east-west by extending and improving Silver Hill Street around Barnet Park. Specifically, the street should intersect with North Converse Street, forming a junction with the major new east-west street through the mixed-use center and linking the new neighborhood directly with the Renaissance Plaza and North Church Street. Under this arrangement Silver Hill Street becomes Woodward Street east of North Dean Street. From here, the plan proposes that Woodward Street remaining extended across the south end of Gregg Park to intersect with Oakland Avenue.

At the park's northern end, the plan proposes realigning Chasander Street between North Dean Street and Northview Street, extending the street east across the park, and forming a full intersection where it connects with Oakland and Drayton Avenues. The plan also extends Chasander Street west to make a loop and connect with



Recommended Development



Existing abandoned home in the Renaissance Neighborhood

6.13 Renaissance Park Neighborhood

the improved Silver Hill Street at Barnet Park's northern tip. Also north of Barnet Park, another small loop street provides the infrastructure to develop 25 townhomes opposite the apartment buildings behind the mixed-use center. This residential mix provides a good transition from the center's higher densities to the lower density of the small-lot single family homes surrounding Barnet Park and the redeveloped T.K. Gregg Center.

Additionally, two other small townhome developments are integrated into the neighborhood's detached single-family design. On the new block created Woodward Street's extension, 30 townhomes establish a suitable transition from the small-scale commercial development lining East Saint John Street to the south. Another 16 townhomes along a new north-south street line the newly refurbished Gregg Park, creating a handsome "frame" for the public green space. These units back up to the row of preserved and refurbished single-family homes along Oakland Avenue. Lastly, a small duplex and apartment building appropriately fit into oddly-angled sites and locations within the residential development.

T. K. Gregg Center Redevelopment & Park

This site plan preserves the recreation center and associated open space as the center of the redeveloped neighborhood. With upgraded facilities and a revised landscaping plan, the center could continue to serve the needs of this important downtown neighborhood and adjacent downtown communities. The park is slightly reduced in area, but improved in terms of its landscaping and edge treatments.

Instead of homes backing up to the public open space with their back garden fences, creating a conflict between public and private space, the park is now structured as a "green room." It is defined on its east and west sides by public neighborhood streets and the fronts and porches of new homes, and on its north side by the refurbished recreation building.

On the south, the park extends to East Saint John Street by means of an open lawn, providing a handsome vista at the end of Hall Street that links the park with the churches and other development along East Main Street.

Fire Station

The relocation of the fire station from the current site at City Hall is recommended in this general area. The southwest corner of the East Saint John Street-Oakland Avenue intersection gives the department better access to the Spartanburg's northside via Pine and Church Streets. Its location on a major thoroughfare like East Saint John Street gives the new 9,000 square foot station prime east-

west access as well.

Barnet Park

Through the property consolidation and revised street layout required for the area's redevelopment, Barnet Park's boundaries are slightly rearranged. Shaving a small area from the Park's northwest frontage allows for the optimum Silver Hill Street alignment. To compensate for the loss of space, the plan redeposits land area to the Park's eastside, land currently occupied by two homes. Overall this creates a more unified public space while visually extending the park northward. This strategy also preserves a substantial stand of trees that flank a small stream, forming an attractive amenity between the new housing areas fronting onto this landscape.

The entire park drains to a low point adjacent to East Daniel Morgan Avenue, where the plan proposes a large landscaped "rain garden." This water retention feature manages storm water run-off from the development while improving the Park's environmental and aesthetic benefits. New townhomes define the remaining frontage along Barnet Park's northern edge, creating an effective transition to the adjacent higher-density urban village.

Total Housing Potential

- 72 single-family dwellings
- 54 townhomes
- 2 duplexes
- 6 apartments

KEY RECOMMENDATIONS FOR RENAISSANCE NEIGHBORHOOD

- Incorporate a mixture of housing types and price points into neighborhood redevelopment.
- Modify and improve the block structure by connecting and extending residential streets throughout the neighborhood.
- Preserve and improve the T. K. Gregg Center and Park by redesigning the open space as a "green room" defined on its east and west sides by public neighborhood streets and the porches of new homes, and on its north side by the refurbished recreation building.

6.14 Beaumont Mill Neighborhood

Existing Conditions

The Beaumont Mill was constructed in the 1890s, but closed later in the 1990s. The extensive main building remains in good condition having undergone some substantial refurbishment in recent years for a development possibility that did not materialize. Although thoroughly carried out, this refurbishment has not matched the standards necessary for historic building tax credits particularly with the inappropriate choice in windows, so this potential source of revenue for future redevelopment may have been eliminated.

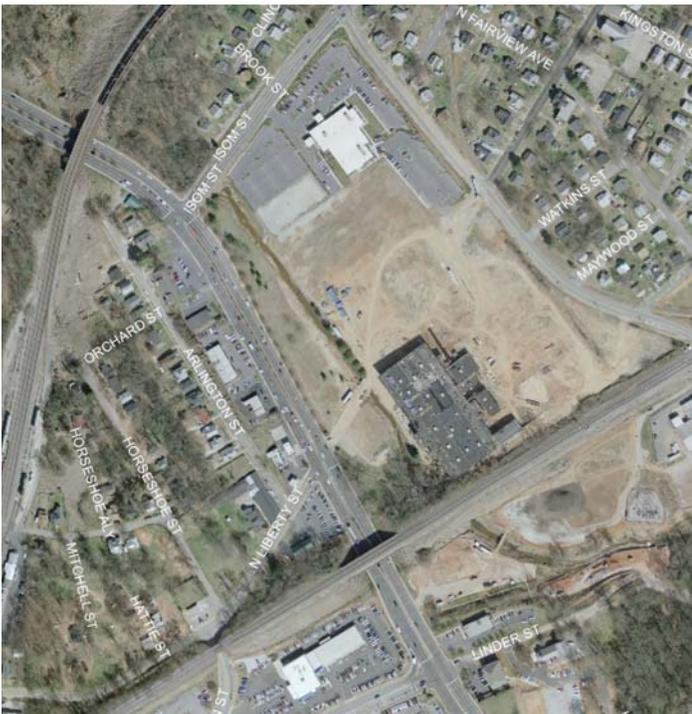
The Southern Conference (SoCon), a college sports organization, currently occupies one of the four smaller adjunct structures on the main building's east side. The interiors of the other three subsidiary spaces are basically sound and well suited for occupation by similar small office uses, or by unique residential units.

The remainder of the interior space is a typical mill interior with heavy duty floor construction supported on six regular rows of columns. The area is approximately 410 feet long by 190 feet wide on two full floors, and includes a substantial half-width basement area. Regularly spaced, large windows light the area well but the building's expansive width makes it too difficult for adequate levels of daylight to penetrate fully into the middle of the floorplan. Where adjunct structures fit against the sides of the main mill building, several bays have no windows on the

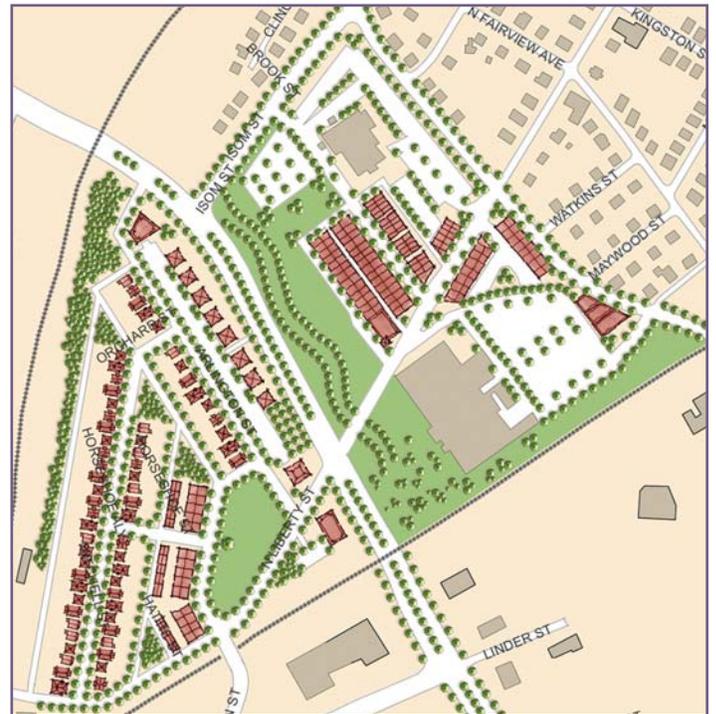
external walls, thus further limiting the interior's daylight. The remainder of the approximately 30-acre mill site is cleared and predominantly flat, except for some gently rising levels in the south east corner. A small modern medical office development is located at the north end of the site and accessed from Isom Street, which forms the northern site boundary. To the east, Beaumont Avenue divides the mill site from the adjacent mill village, and the busy Norfolk Southern rail line forms southern



Existing Mill



Existing Conditions



Recommended Development

6.14 Beaumont Mill Neighborhood



A section through the Beaumont Mill illustrating the introduction of a clerestory and common atrium for residential uses

boundary. On the west, the North Pine Street's busy corridor separates the mill site from another area of workers' housing. Between the mill and this thoroughfare, Chinquepin Creek (a tributary of Lawson Creek) flows from north to south. This regulated floodplain is poorly maintained and heavily eroded leading to a number of flooding issues in the immediate area.

Recommendations

Adaptive Re-Use of the Mill for Residential and Commercial Uses

Where large windows exist, loft-style apartments comprise the most appropriate adaptive reuse of space within the two main floors. For those areas largely dependent on artificial light (where windows are not available) office space represents the best use.

To make the interior's wide spaces habitable, the central bay should be opened up to form a two-story atrium stretching the length of the whole building. Translucent glazing raised above the existing roof level should be installed, forming a vented clerestory. The symmetrical pitches of this rooflight structure would combine with clear glazing and louvers on the vertical sides to allow daylight to be dropped down into the central areas of the building. Coupled with natural ventilation and controlled sunlight penetration, the arrangement would create a sheltered indoor/outdoor ambience along this central spine.

This daylit, vented atrium creates good daylighting conditions along the internal face of the long, thin residential loft spaces and for those office spaces without

access to daylight and fresh air on the external walls. In addition, small rooflights can be strategically positioned above spaces within the top floor units to provide additional daylight and ventilation to those areas. To maximize the atrium's lighting levels, all internal finishes should be light in color and chosen for their reflective qualities. This plan recommends that the existing fixed curtain wall glazing system be replaced with operable windows necessary for residential use. It is possible that this replacement could make the building once again eligible for state and federal historic tax credits.

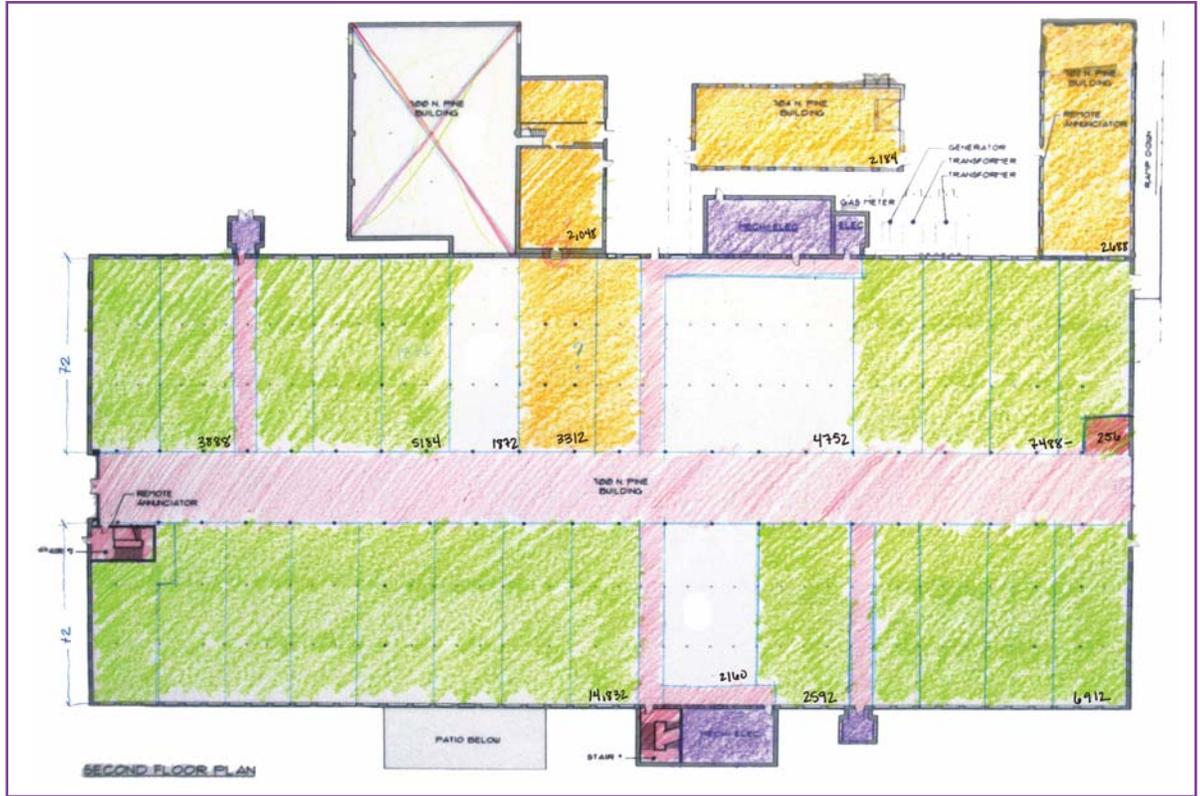
The main building's east side, with direct accessibility from the existing parking area, affords the best access to the main atrium space and all units and can be easily reconfigured to suit the development's full site plan. The half-width basement with external access from the west side of the building should be utilized as storage units for the apartments.

Beaumont Mill Infill Development

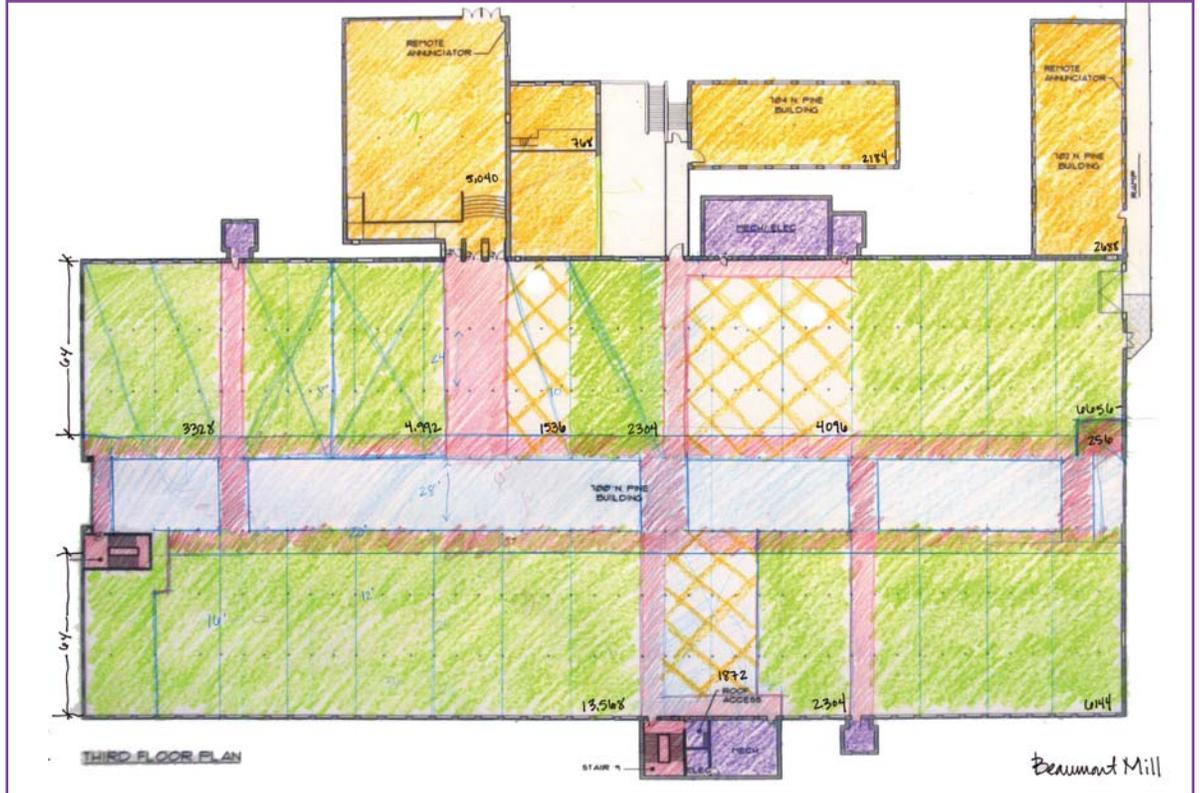
The remainder of the site comprises mainly residential development in the form of townhomes, with a small number of live/work units fronting Beaumont Avenue in the site's south-east corner near the railroad. Additionally, the plan shows a small mixed-use building at the street corner immediately north of the main mill building.

To create the main entrance to the new development the City should extend the North Dean Street fragment, which currently runs from East Daniel Morgan Avenue under the Norfolk-Southern railroad and ends at the intersection with Pine Street, diagonally across the site north of the mill building to its historic intersection with Beaumont

6.14 Beaumont Mill Neighborhood



A proposed demising plan for apartment or condominiums - 3rd Floor



A proposed demising plan for apartment or condominiums - 2nd Floor

6: development opportunities

6.14 Beaumont Mill Neighborhood

Street. On either side of this reclaimed street, townhome development organized on a loose grid completes the site's build-out.

Chinquepin Creek Parkway/Greenway

The Chinquepin Creek, which flows across the mill's frontage along North Pine Street, should be restored and improved to more of a natural condition. To the extent possible, the existing "hardened" and channelized condition should be removed to encourage the natural system to work more efficiently. The landscape area around the creek should be enhanced with additional tree plantings and trails to create a new linear park for the neighborhood and to create a distinctive streetscape along North Pine Street between the two railroad bridges. This is consistent with previous plans for a more extensive greenway system along Chinquepin Creek.

Ultimately, this design creates a distinct visual sequence for travelers to/from downtown. Passing under the CSX bridge, moving past the new linear park with views to the proposed development and the refurbished mill, and then beneath the Norfolk Southern bridge provides a unique entrance experience into Spartanburg's center city when driving south and a clear demarcation of exiting from the downtown core area when driving north.

Adjacent Mill Neighborhood Redevelopment West side of North Pine Street

As part of this experience, the old mill housing area to the west of North Pine Street can be significantly redeveloped by consolidation of the single-family dwellings into a unified development site. An improved block pattern could be the basis for the same kind of neighborhood mixed-use development planned for the Spartan Mill and Midtowne Heights neighborhoods on the west side of the study area.

This particular neighborhood redevelopment comprises a mixture of townhomes and single-family homes (some refurbished but mostly new), with the frontage along North Pine Street formed by a regularly spaced series of small office condominiums or retail buildings. The housing area includes a small neighborhood park defined on its northwestern edge by the new row of townhomes.

Area to the East of the Mill Property

Although outside the study area boundary, the existing neighborhood immediately east of the mill represents another key development piece. In fact, this area's redevelopment potential affects the whole area surrounding the mill and, ultimately, is critical to the successful redevelopment of the mill buildings themselves. In general, the neighborhood has an excellent

circulation network in its grid street pattern. Due to its age, however, the infrastructure is in desperate need of maintenance (especially sanitary sewer, storm sewer and street repairs). Given its historic character and proximity to Beaumont Mill, Converse College, and downtown Spartanburg, the City should make the necessary commitments to upgrade the neighborhood's infrastructure in order to promote redevelopment activities.

This master plan recommends implementing a model similar to the regeneration efforts underway in Hampton Heights. This refers to the homeowner-driven and municipally supported (via the Preservation Trust of Spartanburg) program to encourage redevelopment activities and purchases among homeowners using programs like REACH and Restore. Working in partnership with the City and the Preservation Trust, neighborhood decline can be averted and the compact residential area can become a useful partner to the larger regeneration efforts for the overall mill site.

Total Build Out Potential

- Infill on Mill Site Development Total:
 - 52 townhomes
 - 3 live/work units
 - 14,000 square foot, three-story mixed-use building
- West Side of North Pine Street Development Total:
 - 62 single-family dwellings
 - 14 townhomes
 - 35,000 square feet of commercial space
- Mill Building: Approximate total development areas can be summarized as follows:

Total square footage	~177,600 square feet
Circulation	60,750 square feet (including 2-story atrium)
Total leasable area	116,850 square feet
Residential use	79,650 square feet (~50-60 units)
Office space	37,200 square feet*

** These figures assume that the adjunct structures on the east side of the main building are used for offices.*



6.14 Beaumont Mill Neighborhood



The revamped Cotton Mill in Davidson, NC, now houses offices, a local eating establishment, and on-site apartments. Like the Beaumont Mill in Spartanburg, it sits adjacent to an urban neighborhood. Most importantly, the Mill provides a small node of activity within the larger town setting.

KEY RECOMMENDATIONS FOR BEAUMONT MILL NEIGHBORHOOD

- Balance the use of space inside the mill building, constructing loft-style apartments for each bay where there are large windows, and office space for those areas largely dependent on artificial light or where windows are not available.
- Open a two-story, top lit and vented atrium to allow daylight to penetrate into the central areas of the building.
- Infill the remainder of the site with mixed-use development.
- Extend North Dean Street from its signalized intersection with North Pine Street across the site to reconnect with its original junction with Beaumont Street.
- Restore the Chinquepin Creek and create a linear park along North Pine Street.
- Work with the Preservation Trust to help stabilize and improve the existing Beaumont Mill neighborhood.



Old mill building renovated for condominiums in Belmont, NC

6.15 East Main Street/Eastern Gateway

Existing Conditions

The eastern edge of the downtown area is dominated by the wide and busy highway of Pine Street that handles local and regional north-south traffic and its intersections with East Main Street and East Saint John Street distribute traffic east to west. East Main Street handles mainly local traffic while East Saint John Street is signed for major through traffic. The pattern of intersections creates a confusing triangle of highways at the precise point that should function as a clear entrance into the downtown area from the east side of town. This unsatisfactory condition is highlighted by the fact that students, faculty and staff from the nearby Converse College are within walking and bicycling distance of the downtown but unable to do so safely.

The general conditions of buildings in this immediate area range from satisfactory to underused and untidy, with large asphalt parking areas dominating the cityscape, creating an unacceptable entrance to the downtown core. Once through this messy intersection however, the condition of Main Street improves considerably in terms of visual and building quality. The specific design of the streetscape is in need of further improvement as the street widths are far wider than necessary for a good balance between the needs of vehicles and pedestrians. Proposals for this part of the area thus focus on two sub-areas, the redevelopment of buildings at the junction of Main and Pine Streets, and the redesign of East Main Street. Redevelopment opportunities here are limited due to difficult site configurations, but creative solutions can provide much needed improvements to this important junction.

Recommendations

The existing hotel site at the northeast quadrant can be redeveloped and upgraded with a more urban plan arrangement that defines the corner and street edges along North Pine and East Main Streets. Guest drop off and parking can be tucked behind the building, and screened along the East Saint John Street edge by a dense row of landscaping.

The southwest quadrant provides the most extensive redevelopment opportunities, with a coherent row of new buildings fronting Pine Street with parking behind. The southeast quadrant provides more partial redevelopment opportunities, with small-scale buildings inserted in the gaps in the existing fabric, with parking again located to the rear in order to provide more urban and pedestrian-friendly edges along the street frontages. This same strategy applies also to the northwest quadrant of the intersection where two similar small-scale infill opportunities exist, one on either side of the existing corner building.

Narrowing of Main Street

East Main Street, as it approaches the downtown core, currently boasts a wide, underused four-lane section. The potential exists to reduce this to two travel lanes, adding bicycle lanes and on-street parking, with planting strips for significant street trees and wider sidewalks. This reduction in travel lanes is very feasible due to the modest traffic counts on that stretch of street between Converse Street and Pine Street.

Two alternatives were evaluated during the charrette, one

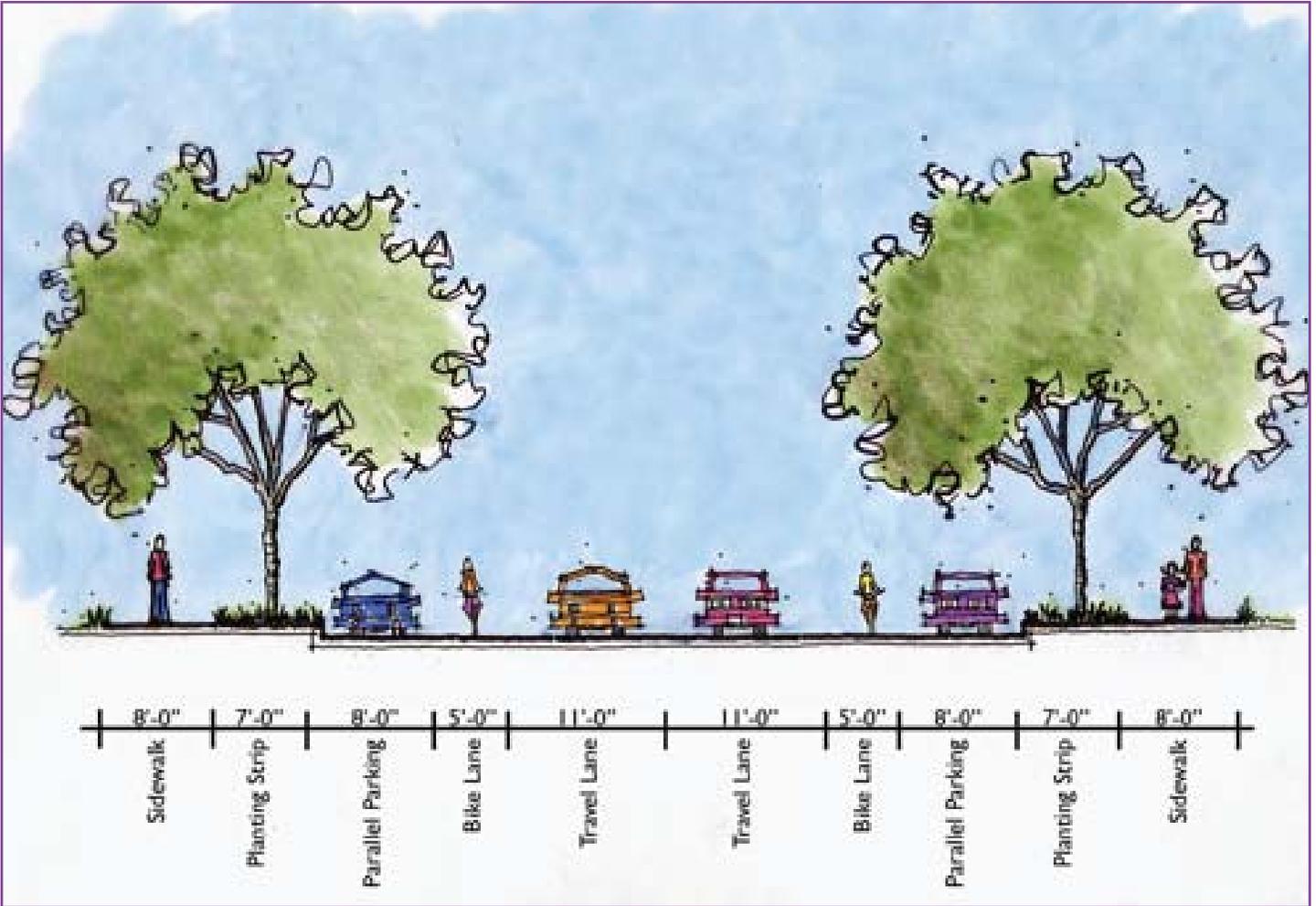


Existing Conditions

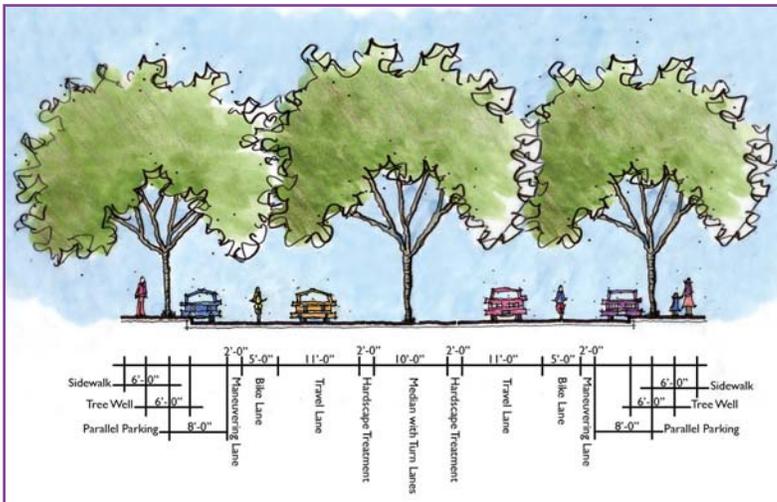


Recommended Development

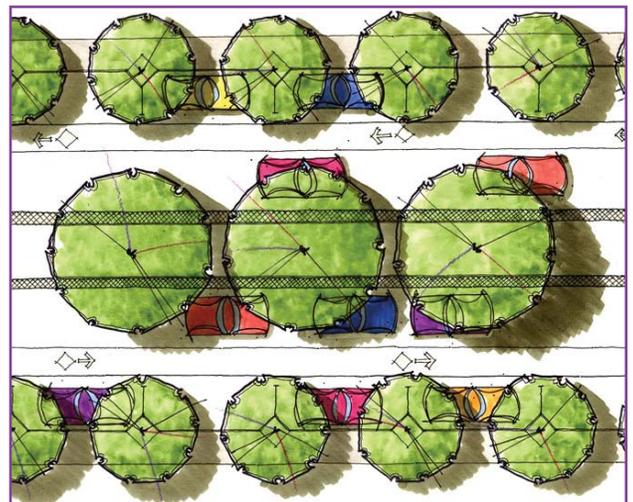
6.15 East Main Street/Eastern Gateway



Preferred Alternative 1 for East Main Street



Alternative 2 for East Main Street



Plan View of Alternative 2 for East Main Street

6.15 East Main Street-Eastern Gateway

with a landscaped median and one without. Both were developed as alternatives to the proposed cross section prepared by the SC DOT, which provided two lanes of travel plus a center turn lane. Bike lanes were provided in the DOT option but to fit everything into the available space, less-than-optimal dimensions were used for several elements of the cross-section.

Site observations during the charrette indicated that turning movements into driveways during peak periods are modest and the lack of significant travel counts in opposing directions means that there would be few conflicts if the center turn lane were omitted and the section was reduced to two travel lanes.

Accordingly, the alternative section with the median would provide for 6-foot sidewalks with trees planted at 20-30-foot centers in tree wells angled at 45 degrees to project between and define the 8-foot wide parallel parking spaces. These parking spaces provide a further 2-foot door opening buffer zone next to a 5-foot wide bike lane with a single 11-foot travel lane in each direction. A 10-foot median is planted with large street trees and defined along each edge by a 2-foot zone of textured pavement in lieu of a standard curb.

This option provides for three rows of “noble trees,” but because of the extra width required for the median, sidewalk dimensions are tight with no space for a proper planting strip. These minimal sidewalk dimensions are not recommended on account of the expected increase in pedestrian traffic along this stretch of East Main Street due to extensive redevelopment plans for major building extensions and infill projects on several sites.

The final recommendation therefore focuses on the second option that omits the median and concentrates tree planting in 7-foot wide planting strips along both sides with ample 8-foot sidewalks, 8-foot parallel parking lanes, 5-foot wide bike lanes and one 11-foot travel lane in each direction. This section provides the best compromise relative to all the competing interests along that stretch of East Main Street.

Total Build Out Potential

- 140,000 sq. ft of commercial space in 1 and 2-story buildings
- 100,000 square feet of hotel space in four stories



This highly-functional street serves many purposes using the same amount of space as a four-lane roadway (similar to East Main Street's current cross-section). Specifically, the street-fronting buildings, in principle similar to those proposed on East Main Street, announce a traveler's arrival to the district's urban core.
City Place, FL

KEY RECOMMENDATIONS FOR EAST MAIN STREET

- Encourage properties around the intersection of Main and Pine Streets to redevelop with buildings that define the corners and street edges. Parking should be located to the rear of buildings to provide more urban and pedestrian-friendly edges along the street frontages.
- Create a narrower street section along East Main Street incorporating 8-foot sidewalks and tree plantings in 7-foot wide planting strips along both sides, 8-foot parallel parking lanes, 5-foot wide bike lanes and one 11-foot travel lane in each direction.

6.16 Henry & Union Street Infill

Existing Conditions

The Hub City Connector trail, part of the state’s extensive Palmetto Trail network, serves as an important link between the heart of downtown Spartanburg and its outlying areas. Because of its key location, the trail should play a valuable role in the downtown’s proposed “green” infrastructure, extending this network of recreation and alternative transportation facilities into outlying areas. Currently, there are no clear connections from the urban core to this trail facility.

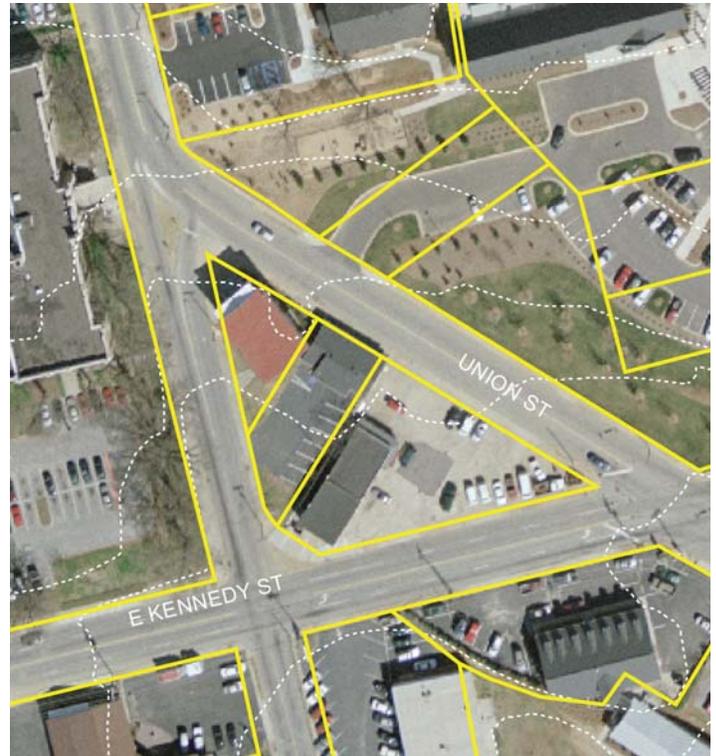
Much of this is due to the uncoordinated urban development in that area. The area immediately north of the trailhead comprises two irregular blocks bounded by South Dean Street, East Kennedy Street, Chestnut Street and East Henry Street—all bisected by the Union Street diagonal. As a result, little formal or spatial coherence exists.

Street Re-Alignments

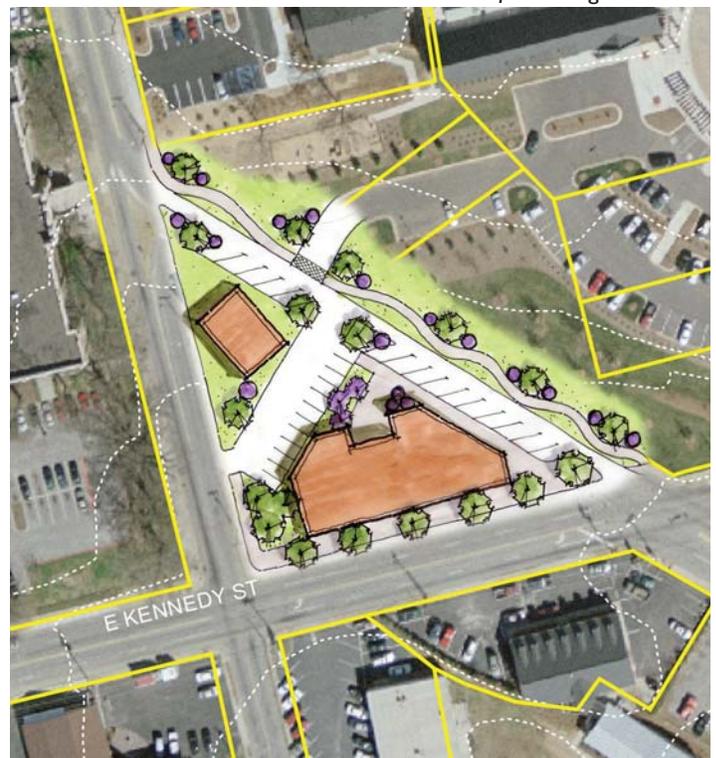
To clarify urban form, the plan recommends closing the Union Street extension that forms an isolated, under-used triangle with Advent and Kennedy Streets. This proposal allows the City to re-align Union Street with Advent Street, creating an intersection with safer turns and extending the development potential of the block bounded by Dean-Kennedy-Union-Henry Streets. Preserving the existing fountain, the City should encourage mixed-use buildings along Kennedy and Union Streets to fill out the newly-formed block and corner.

The plan also suggests redesigning the Union Street extension from Kennedy Street to Dean Street, a move that also creates a larger redevelopment parcel. New development should replace the existing building that backs onto Kennedy Street, instead constructing a building that fronts onto this prominent east-west corridor. While leaving the roadway open to one-way vehicular traffic (south to north flow), the City should add angled on-street parking on one side and implement significant traffic-calming measures (speed bumps, bollards, or even curb extensions) to discourage roadway use as a cut-through.

Additionally, the conversion of this roadway to a low-speed, multi-purpose street allows the City to improve its green infrastructure downtown. The plan encourages the City to extend the Hub City Connector Trail into downtown via the re-aligned Union Street, making a left turn at its intersection with Advent Street, then heading north on the revised connector street to Dean Street. Special consideration should be given to the streetscapes and non-motorized facilities lining the aforementioned streets. Namely, these corridors should appropriately accommodate trail-users with a multi-pose pathway (10



Existing conditions show that roadways and parking dominate this isolated set of parcels at the Union-Dean-Kennedy intersection. These circumstances detract from the pedestrian environment, which is crucial to flourishing downtown.



Proposed revision of Union Street connector. The plan proposes a multi-purpose one-way street with angled parking, new building re-alignments, and the Hub City Connector trail extension.

6.16 Henry & Union Street Infill

feet minimum width) along one side of the road, trail-specific way-finding signage, and improved intersection crossings. Ultimately, this trail extends the Palmetto Trail into downtown and provides a viable connection from the city into its surrounding neighborhoods. [For more information on proposed pedestrian/bicycle facilities, please see 5.2 of the report]

New Infill Housing / Mixed-Use Redevelopment

The proposals mentioned on the previous page change the downtown's urban landscape, offering increased development opportunities. The newly formed blocks create visible, highly-marketable locations in the downtown. The plan recommends small- to modestly-scaled mixed-use buildings lining the roadways. The buildings should be pulled close to the street and sidewalk (as opposed to set far back) in order to create an attractive pedestrian realm. Likewise, parking should be located internal to each block so that the pedestrian realm extends uninterrupted along the building fronts. On-street parking in front of stores and businesses is also appropriate in this context.

The illustration at right shows a combination of mixed-use development, live-work units and urban residential units. Along Kennedy Street, small-scale office buildings line the roadway. Other buildings mix the uses, such as those lining Union Street that could house live/work units or urban apartments above commercial uses. Lastly, the smallest building type featured represents urban townhomes. These buildings front Henry Street as well as other minor streets, providing needed residents and patrons in the downtown area.

Total Build Out Potential

- 100,000 sq. ft. of office space in 1 and 2-story buildings
- 60 townhomes
- 40 apartments



Existing Conditions



Recommended Development

KEY RECOMMENDATIONS FOR HENRY & UNION INFILL

- Realign Union Street at its junction with East Kennedy Street to create a safer right-angled intersection.
- Line the new blocks with a variety of mixed-use and residential buildings, including live-work units, concealing parking behind buildings.
- Revise Union Street from South Dean Street to Kennedy Street as a one-way street, adding on-street parking and accommodating non-motorized travel modes.
- Extend the Hub City Connector Trail into the downtown.
- Highlight the route of the Hub City Connector.

6.17 South Church Street

Existing Conditions

This area, added during the charrette process, extends south from West Henry Street between South Church Street and South Spring Street. It encompasses the several blocks behind the US Post Office building, reaching as far as West Hampton Avenue to include the old school building/local arts center now converted to residential uses. This area is currently home to the Southside Baptist Church which also owns the cleared block immediately to the south between it and the old school building.

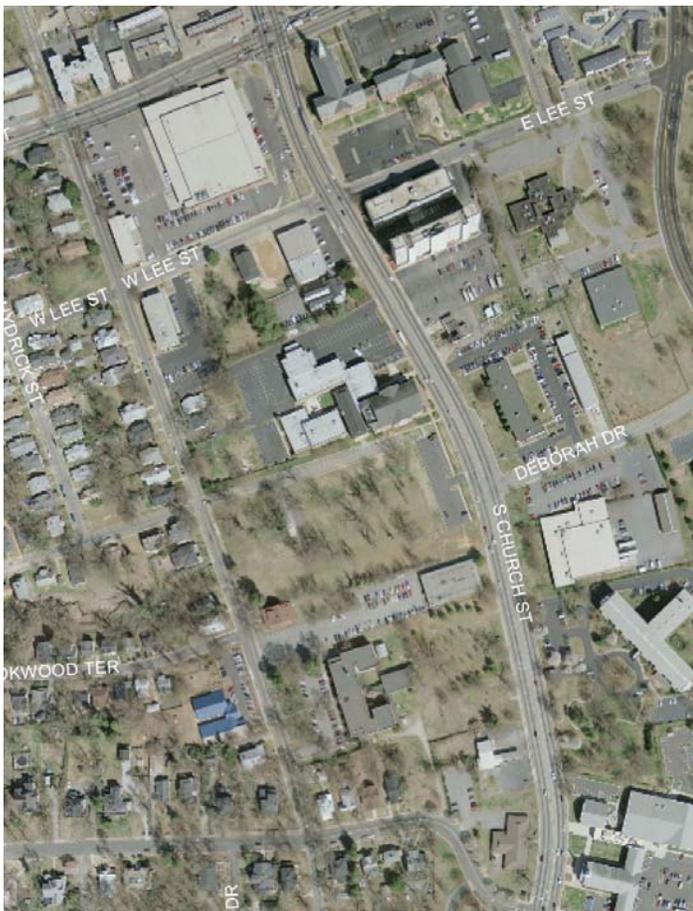
This land area falls within the Hampton Heights neighborhood which, although on the up-swing, still retains some properties in fragile condition. Even with its proximity to downtown, the lack of good pedestrian and bicycling connections along South Spring Street hamper this neighborhood's access to downtown. As the image illustrates, the City should encourage street-fronting redevelopment efforts on the church-owned vacant block. Such development can improve Spring Street as a pedestrian corridor, making the short trip to downtown Spartanburg both practical and enjoyable. Ultimately, such design can shape the overall character of the Hampton

Heights as a pedestrian-friendly, urban neighborhood with great access to city amenities.

New Development along South Spring Street

The redevelopment potential for the land owned by the Southside Baptist Church provides opportunities for increased parking provision within the block and a series of small-scale buildings facing Spring Street and the closed Carlisle Street extension. These residential-scaled buildings can provide affordable residential accommodation or office condominiums. The church may also benefit from income grossed through rents from this residential and commercial development.

Most importantly, new development should screen on-site parking and reserve expansion room for church offices. Screened parking lots (or those internal to a block) preserve the pedestrian environment by creating an uninterrupted flow along the sidewalk/streetscape. Coupled with street-fronting buildings, this design can dramatically shape an area's character. This new small-scale development has the potential to dramatically increase the visual, aesthetic and functional quality of South Spring



Existing Conditions



Recommended Development

6.17 South Church Street

Street while providing a good edge to the Hampton Heights neighborhood and supporting the gradual environmental and housing improvements currently underway in the area. When combined with streetscape improvements (sidewalks and street tree plantings), South Spring Street can provide a much needed pedestrian and bicycle link to the heart of downtown.

One impediment to this pedestrian link is the hostile conditions surrounding the US Post Office. The area contains wire fencing, raised parking lots with retaining walls, and under-used buildings along Spring Street. By redesigning and appropriately situating parking areas at the Post Office building, a thin slice of land can be created to provide a row of seven townhomes facing South Spring Street. Additionally, the plan also creates space for three live/work units fronting onto West Henry Street and facing the attractive older apartment house on Henry Street's north side. This small-scale infill development, combined with the proposed redevelopment opportunities and streetscape improvements in the Hub Bub neighborhood, transforms the area between Hampton Heights and downtown from an uninhabited "no man's land" into a vibrant residential/commercial corner.

New Institutional Buildings along South Church Street

To complete upgrading this edge of the Hampton Heights neighborhood, and to increase the development value of the church-owned land noted above, the vacant church lot's frontage and the open area behind the old school building should be developed into larger floorplate single-story office buildings. Under this scenario, the church may use the buildings, lease them for commercial space, or implement some combination thereof. These buildings can be served by the mid-block parking on both blocks, and time-share parking agreements can be worked out between the daytime office users and the evening and weekend church congregations.

Total Build Out Potential

- 42,000 square feet of office space (fronting S. Church Street)
- 26 duplexes (or office condominium space)
- 7 townhomes
- 3 live/work units



Concrete walls and wire fencing around the Church Street Post Office make the site both visually and physically inhospitable



Pedestrian friendly corridor, Addison Village, TX

KEY RECOMMENDATIONS FOR SOUTH CHURCH STREET

- Improve the streetscape along South Spring Street, adding appropriate pedestrian and bicycle facilities to create a safe and attractive link from Hampton Heights to downtown.
- Encourage infill development along the frontage of South Spring Street—Visually and physically connect this street to the Hampton Heights neighborhood.
- Direct new infill office development onto vacant land fronting South Church Street.

6.18 Main Street Core

Existing Conditions

The core of downtown Spartanburg is focused around three urban spaces, Morgan Square, Main Street and Broad Street. Recent improvements to Morgan Square have capitalized on that space's important role in the city, but the two parallel streets of Main Street and Broad Street remain unresolved. Main Street has been subjected to various "improvements" in recent years, the latest being a "slalom" pattern of driving lanes and irregular on-street parking, while Broad Street has been transformed from a rear service street to a main through traffic route with curved access segments linking to Main Street at east and west ends. Prior to the completion of Saint John Street and its extension, and the designation of that four-lane street as the main east-west route through town, Broad Street functioned as the means of relieving Main Street of through traffic.

The current character of Broad Street is confused and contradictory. Some businesses face onto Broad Street, operating from the backs of deep Main Street properties, while others use Broad Street as a service access. Some new development is planned that faces onto Broad Street, while the recently constructed library backs away across a suburban green space. At the east end of Broad Street is the underperforming and partly vacant Broadwalk development, and two lavishly designed but also underused parks: Denny's Corporate Center Plaza and Richardson Park. The latter is tucked in the triangle formed between Main Street and its eastern Broad Street connector. Because of their limited public accessibility and visibility from the streets, both parks constitute a problem for the local police due to their use by vagrants.

Broad Street

Outside the downtown core area, the recent extension of West Saint John Street to meet West Main Street redirects through traffic away from Main Street and relieves Broad Street from its previous function as a through traffic route. Broad Street is thus completely reconceptualized in this master plan because it has changed from a by-pass to Main Street to a local, secondary partner to Main Street. The proposed redesign of the street is loaded with angled parking to support existing businesses along Morgan Square and Main Street, and also the new businesses fronting Broad Street, both in the rears of Main Street properties and in proposed development facing Broad Street. The new street cross section includes a single travel lane in both directions with angled parking, improved sidewalks and enhanced street tree planting to create a better pedestrian environment.

As part of this redefinition of the street's function, the curved loop from West Main Street onto Broad Street (currently South Spring Street as it curves into Morgan Square) is eliminated and turned into a site for a new mixed use building, screening the parking lot to the newspaper offices and defining a straight line extension of Spring Street into Morgan Square.

Within this overall redefinition of Broad Street, the block between South Liberty Street and South Converse Street receives special consideration due to the proposed adjacent redevelopment of Denny's Park and the aforementioned Broadwalk building.

Broadwalk Redevelopment

The potential of the Broadwalk building with its adjacency to the Denny's headquarters tower and Denny's Park is considerable but unrealized. In part, this is because Broad Street in its current condition of vehicle priority acts as a barrier between Main Street and the Broadwalk building. In addition, the design of Denny's Plaza itself, although lushly landscaped, is not conducive to pedestrian movement from East Main Street to the Broadwalk building.

As noted earlier, the accommodation for city and county administrative staff has long been recognized as inadequate and inefficient, with scattered facilities and uneconomical spatial arrangements. The downtown master plan investigated several possible sites for new and improved facilities, and the redevelopment of the underutilized Boardwalk building represents the single most dramatic and symbolic development opportunity in the downtown core. With its associated parking deck already in place, its proximity to a redesigned Denny's Park and the landmark Denny's building, plus its



Existing Spartanburg Main Street

6.18 Main Street Core

relationship to the redesigned Broad Street and upgraded Main Street, this site can provide a fitting presence for local government in a convenient and visible location. This can be achieved either by the adaptive reuse of the existing building for combined city – county offices, or by a purpose-designed new building on the same site for the same purpose.

As importantly, this public investment can provide the stimulus for other, private sector development initiatives in concordance with the objectives and proposals contained within the master plan.

The decision whether to convert the existing building to suit its new administrative functions or to demolish the structure and rebuild a purpose-designed civic administrative building on the site is beyond the scope of this master plan and will need careful study and analysis of the options. In both cases, however, the parking deck would remain, and the opportunity exists to screen the eastern side of the deck with a thin mixed-use, “liner” building fronting onto South Converse Street. This development opportunity can both provide some revenue to offset part of the public costs of the new civic offices and enhance the pedestrian environment on South Converse Street. A 3-story building in this location can provide approximately 30,000 square feet of mixed-use space.

Regardless of which building option is pursued for the new offices, the redesign of this block of Broad Street and Denny’s Plaza are very important partners to the design of the building and its internal functions.

For the length of this block, the character of Broad Street changes to one that recognizes and celebrates its important civic function as the entrance to the new seat of local government. Two-way travel is maintained with some parallel, short-stay on-street parking, but the cross section is upgraded to include a planted median.

This enhanced streetscape is integrated with a European-style hardscaped plaza with a semi-circular drop-off driveway. This new landscaped space links across the street to tie together with a redesigned Denny’s Park, making it much easier for pedestrians to move between Main Street and the new government offices by reorganizing the landscape design around an open lawn orientated at right angles to the streets.

This park redesign would facilitate the development of a second tower on the park site, one that has been contemplated for several years but never built. To fit in with the city’s objectives and the related premises of this master plan, this tower would be residential on its upper

floors with retail uses lining the streets and park.

Alternatively, in lieu of the residential tower, the park redesign could incorporate a beautiful shallow reflecting pond in the footprint of the tower as the locus for other public art and pedestrian recreation activities. (see Section 4.7)

Richardson Park Redevelopment/Removal of Broad/ Main Connector

The final piece in the comprehensive Broad Street redesign process is the removal of the curved traffic loop at the east end of the street, connecting back to East Main Street, and the redesign of the new urban block thus created between South Converse Street and South Dean Street, immediately north of the old High School building. The triangular site formed by the current street alignments comprises Richardson Park, another lushly designed but very underused civic space due to its isolation as an “island” between streets.

The redesign of this new block replaces the park with an easily accessible small civic plaza on the corner of South Converse Street and East Main Street. This public space is defined by new mixed-use buildings, one fronting Main Street and the larger one facing South Converse Street and (importantly) terminating the vista looking east along the length of Broad Street. Existing buildings along East Main Street are integrated into the design of the block and a small mixed-use building is added to the east frontage, facing onto South Dean Street.

Buildings thus define all three street edges, with parking handled internally within the block and supported by the extensive capacity of the nearby parking deck behind the Broadwalk building. Not counting the old high school and other existing buildings on this reconfigured block, a possible total of 50,000 square feet of mixed use, pedestrian-oriented buildings can be constructed on what is presently a car-dominated space.

An alternative, higher-density design is illustrated in the plan on page 175. This shows a simple, three-story “liner” building wrapping around two sides of a new parking deck. This alternative does not provide any public space on the site, but increases parking provision and provides approximately 63,000 square feet of mixed-use space.

Main Street Streetscape Improvements

At the focus of all the potential new developments, redevelopment and street redesign within the whole study area is East Main Street, the traditional epicenter of the city’s existing urban structure. It is currently a mixture of successful businesses and vacant or partially vacant

6.18 Main Street Core

buildings.

The recent redesign of Morgan Square, immediately to the west, has indicated the importance of good detailed design for successful public space; accordingly this plan proposes a matching simplification and pedestrian enhancement of East Main Street between Church Street and Converse Street. Instead of the unsuccessful and ambiguous “chicane” arrangement of traffic flow and irregular parking opportunities, the improved Main Street features 17-foot wide sidewalks with street trees in tree grates to maintain the urban ambience of the space, and 8-foot parallel parking lanes on both sides of the street. Two 10-foot travel lanes are provided, one in each direction, for slow-speed traffic movement.

The intention is to make the space visually and spatially coherent, with clear provisions for vehicle movement and parking, while giving extra room for pedestrian



Richardson Park Alternative



Existing Conditions



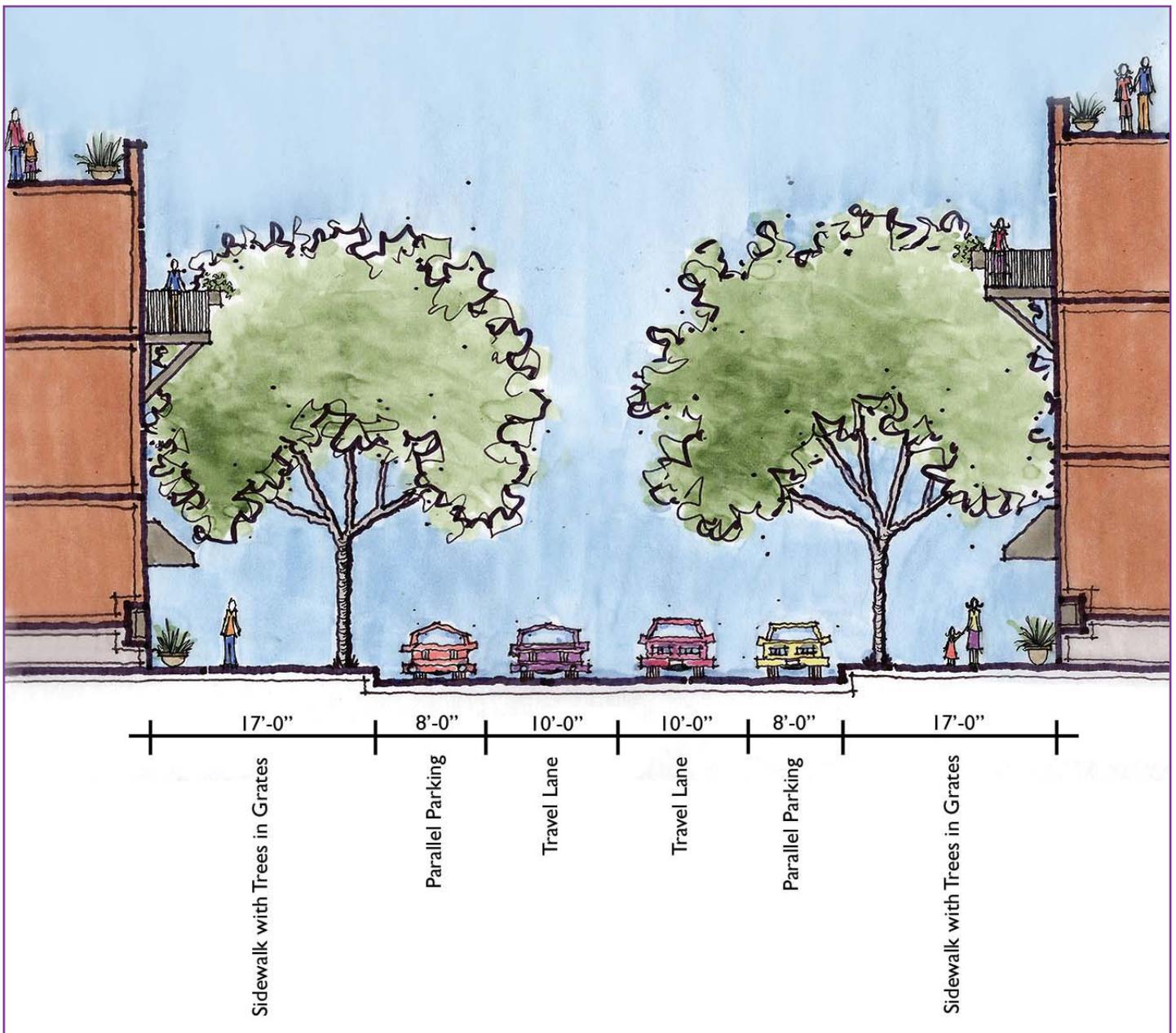
Recommended Improvements and Infill Development showing the elimination of Richardson Park

6.18 Main Street Core

activities such as sidewalk dining and vendor displays. This simplified redesign can help Main Street regain its important role as the historic core of the city, the central place around which all new development fits. In fact, this design, because of its efficiencies, can produce more parallel parking spaces than the present arrangements. However, it is important to note that this modification is not a priority relative to the implementation of this master plan.

Total Build Out Potential

- Broadwalk Redevelopment
30,000 square feet, 3 stories
- Richardson Park Redevelopment
63,000 square feet, mixed use



Main Street Section

6.18 Main Street Core

KEY RECOMMENDATIONS FOR MAIN STREET CORE

- Redefine Broad Street as a local service street supporting adjacent businesses similar to Dunbar Street.
- Eliminate the curved link roads connecting to Main Street at the east and west ends of Broad Street to provide new development sites and opportunities.
- Relocate city and county administrative offices in a converted or reconstructed Broadwalk building.
- Encourage the redesign of Denny's Plaza to provide a more appropriate, open, and safer connection between the Broadwalk building and Main Street.
- Replace the current "chicane" arrangement on Main Street with wider sidewalks, parallel on-street parking, and a single, straight travel lane in each direction.



Existing Birds Eye View Overlooking Denny's Plaza



Birds Eye View overlooking a redesigned Denny's Plaza and Redevelopment of Broadwalk into a Civic Building

This page intentionally left blank



7

Development Impact Analysis



7.1 Market Study: Retail Impact Analysis

The following material has been adopted from the Market & Economic Analysis conducted by Rose & Associates, Inc. April 2007.

Commercial Uses: Retail Potential

Retail Demand Characteristics

Within each defined trade area, there are a number of components which determine which retail operators might find adequate demand for its goods/services, or retail sales potential. These include not only population and households, but most importantly disposable income to spend on those goods/services. Retail sales potential is a function of the average dollars (based on a national average) spent on a variety of goods and services by households in the market area. The preliminary report outlined the potential demand in terms of expenditures for a variety of goods and services within the defined trade areas. This section will develop this concept further to examine supply and gaps (retail opportunities) for the downtown.

Determining the depth and breadth of the market based on income and expenditure projections can be limiting. Geo-demographic segmentation, or lifestyle/tapestry clustering understands that demographic variables exist not only region to region but by neighborhoods and in sub-communities within each neighborhood as well. This type of modeling is based on the premise that people tend to gravitate towards communities and neighborhoods of relative homogeneity. Factors that go into clustering include age, income, education, ethnicity, occupation, housing type and family status. While basic differences in behavior patterns between rural and urban dwellers still exist today, the market has become increasingly complex.

Tapestry Segmentation™ identifies those households with a preference for living in more urban neighborhoods and outlines spending patterns. The preliminary report reviewed the top segments to assist in defining the residential market. Additionally, the spending patterns

of those residents already living in the downtown area should be considered. The top five tapestry segments (by percentage of households) within the 3 and 5-mile radius were reviewed to assist in determining consumer preferences. See table on this page. [The highlights and consumer preferences of these segments are incorporated into the target market recommendations. Details of the Tapestry Segments can be found at this section's end.]

Retail Gaps & Opportunities

In measuring supply in dollars with actual retail sales, the comparison between supply and demand determines the degree of gap between average dollars available for certain goods/services and those spent. Where there is a gap between supply and demand, it can be demonstrated as a positive value, or "leakage" of retail opportunity to outside the trade area. Conversely, a negative value, or "surplus" indicates oversupply, or consumers being drawn into the trade area from outside the area. When factors discourage consumers being drawn to the area, due to competition, ease of access, or perceptions of safety issues, then retail opportunity is hindered, or in terms of space "over supplied."

Retail sales potential must be compared to actual sales figures, as in demand estimates, those operators already in the market are presumably tapping into these dollars. Therefore, each operator must individually assess whether adequate gaps or sales are possible given competitors already existing in the marketplace.

The Retail Marketplace Profile in the final Market & Economic Study includes a comparison view of the city and the primary trade areas to assess both demand and supply factors to determine gaps in the market for the major industry group segments. Positive values (leakage) determine target opportunities for retail in downtown Spartanburg. The profile is first reviewed for the entire city to determine categories that may be underserved. There is a gap in the full service restaurant category for the entire city, which provides an opportunity for the downtown.

Downtown Spartanburg Retail Tapestry Segments 1 & 3 Mile Radius		
Tapestry Segment	1 Mile	3 Mile
Modest Income Homes	34%	7.3%
Social Security Set	24.2%	—
Metropolitan	18.7%	—
City Commons	10.9%	10.7%
College Towns	10.7%	—
Metro City Edge	—	8.8%
Rural Bypasses	—	8.2%
Simple Living	—	7.5%

Retail Target Categories for Downtown Spartanburg

- Full-service Restaurants
- Bars, Clubs and Entertainment
- Grocery & Specialty Food
- Book, Periodical and Music Stores
- Copy & Office Supply Stores
- Electronics & Appliance Stores
- Lawn & Garden
- Arts & Art related

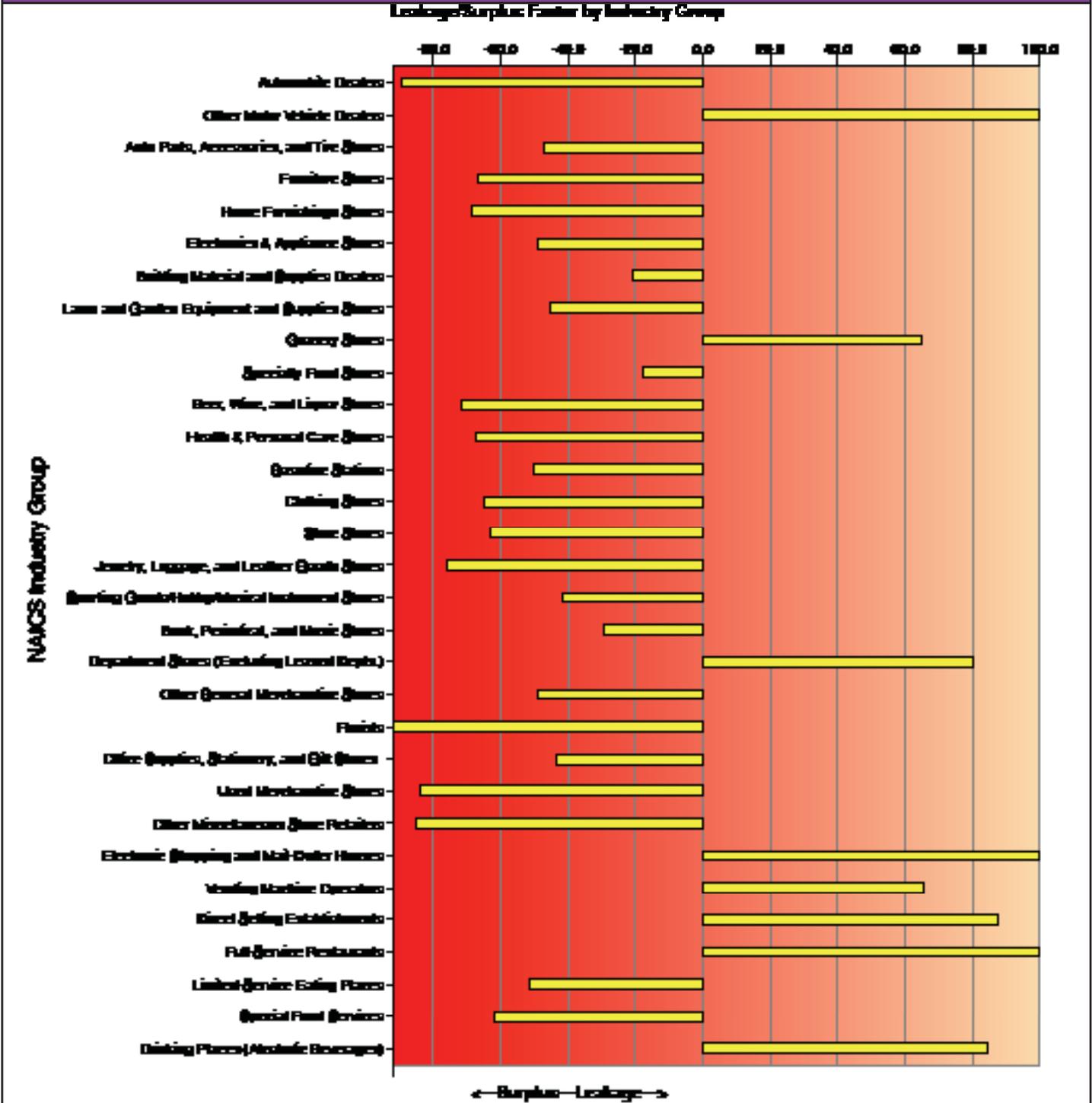
Most notable are the opportunities within the 1 and 3 mile radius—the primary trade area. These include a limited variety of categories consistent with the tapestry segments outlined for consumer preferences.

In the downtown, existing furniture stores, boutiques and restaurants are scattered throughout the Main Street. Clustering of uses such as restaurants can create synergy, which combined with other retailers such as a book store, can be a catalyst for additional operators. Further, local operators such as boutiques, art galleries and other uses may be supported in the downtown core to add unique character and interest to the shopping experience in Spartanburg. Collectively, these suggest and support clustering some categories focused on destination-oriented retail, arts and entertainment, together with complementary convenience and civic/public uses. The primary target market includes college students, professionals working in the downtown and all generations of citizens.

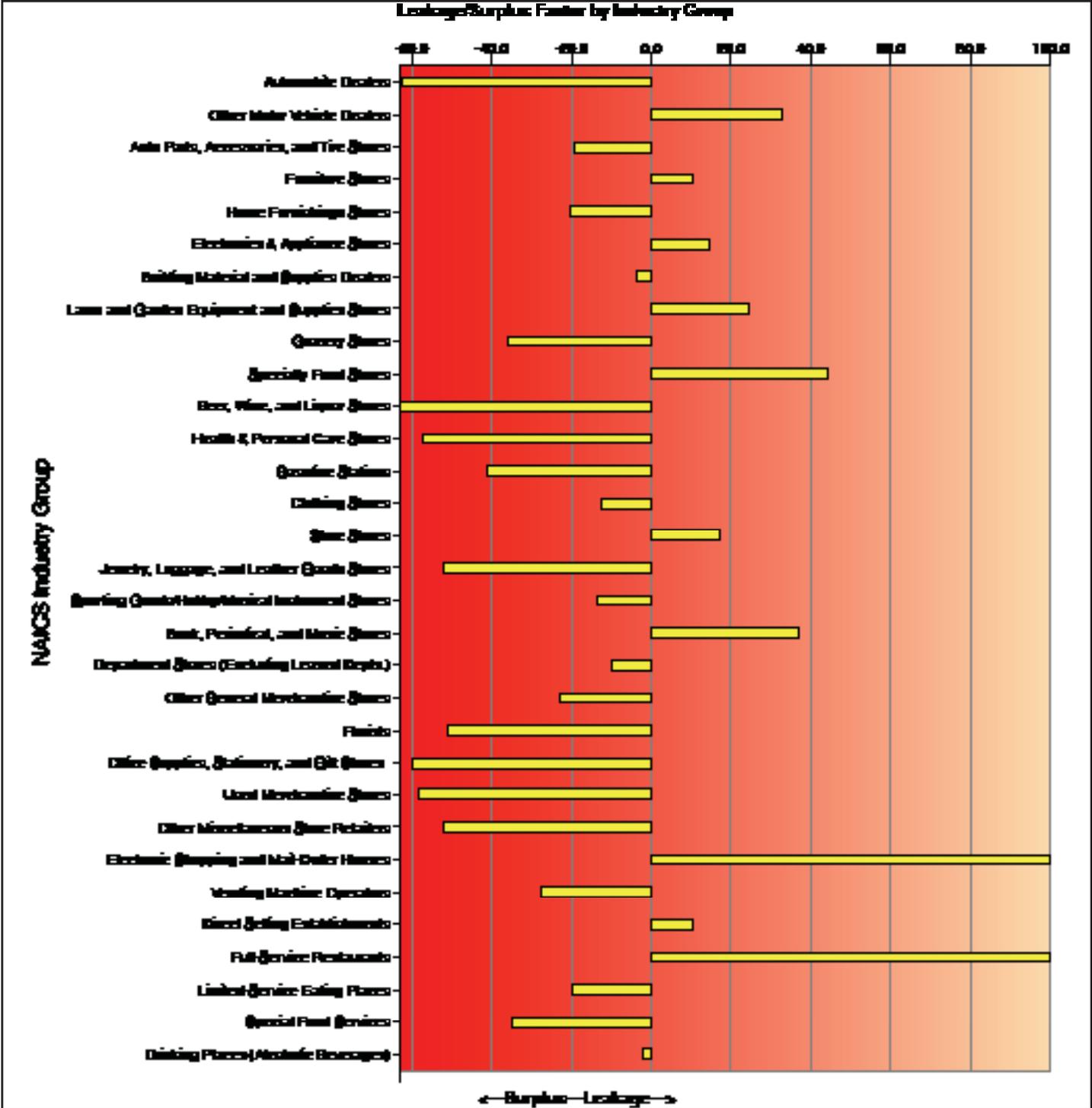


Mixed-use commercial and residential block, Celebration, FL

Downtown Leakage & Surplus Table: 1 Mile Radius



Downtown Leakage & Surplus Table: 3 Mile Radius



7.2 Market Study: Office Impact Analysis

Commercial Uses: Office Potential

Office Gaps & Opportunities

The recent revitalization and investment in the downtown improves opportunities to recruit companies to locate here. The success is largely dependent upon the price and availability of property. The key for economic developers is to have readily available competitive product, to include sites for build to suit or speculative development.

Spartanburg County has been successful in recruiting approximately 500 new jobs to the area in the past year. If this trend were to continue, and 50% of the region's new job growth is captured in the downtown, then the opportunity for office development could support absorption of approximately 21,000 square feet per year or more. This would also provide additional daytime population to support new restaurants and retail uses.



The Extended Stay America building on Morgan Square

Initially, rents in the low to mid \$20's per square foot range can be expected and are supported in the market.

Commercial Uses: Other considerations

What about Hotels, the Arts, & Tourism?

The Marriott at Renaissance Park is the City's primary full-service Class A hotel. It serves as an amenity for the downtown to the area's corporations and colleges which provide demand for room nights and ballroom/conference space. Marriott management touts its advantages in providing quality space and rooms at competitive pricing, enabling it to enjoy a solid occupancy in the market. The development of the balance of Renaissance Park into a mixed-use destination and employment center would prove to be a mutual benefit to the hotel and to office and retail uses, as they complement one another.

Additionally, the Chapman Cultural Arts Center, Spartanburg Auditorium and Hub-Bub arts center create a unique opportunity to connect to one another to form the bookends for the arts and entertainment in downtown Spartanburg. Linking these together, both from a marketing and a physical perspective, with additional daytime and resident population, will form the nucleus of a vibrant downtown that will become a destination for the region, thus expanding the downtown trade area.

Downtown Spartanburg Office Analysis	
New Basic Employees (County)	500
50% Capture for Downtown	250
Economic Base Multiplier	6.15
Total New Employees	1538
New Office Employees (48%)	738
Office Space per Employee	206
New Office Space Demand	152,028
Current Office Space Supply	131,400
New Office Gap (Oversupply)	20,628

Two to four story buildings with 10,000+ square foot floor plates could provide ground floor retail built in a phased plan allowing for market absorption. The opportunities to develop large plate formats and/or headquarter locations in the downtown are limited. The Renaissance Park area offers a substantial opportunity to create an urban office campus in a mixed use format. Office campus environments in and around other supporting amenities such hotels, retail and restaurants, create synergy between these uses, and generally fare better than their stand alone counterparts. Therefore, the downtown market could support approximately 300,000 square feet, which is estimated to be absorbed over a 10 to 15 year period.

Pricing is dependent upon design, construction costs and tenant improvement allowances.

Greenville-Spartanburg, SC Tourism Statistics			
	Occupancy	Average Daily Rate	Revenue Per Available Room
2005YE	61.0%	\$59.97	\$36.56
2006YTD	62.9%	\$63.79	\$40.13
Marriot Renaissance Park	70.0%	N/A	N/A

Source: Smith Travel Research

7.3 Market Study: Residential Impact Analysis

Residential Uses: Housing Opportunities

Housing Supply and Opportunities

The data reveals that the luxury housing market, priced over \$300,000, firmly resides within the City of Spartanburg, as it captures the majority of sales in the higher price categories. Entry level and affordable housing is largely available sold in the districts outside of the City limits.

From the data compiled, the market for townhomes and condominiums fared better than its single-family counterparts in many price segments. In the higher priced categories, the market enjoyed shorter marketing time, better absorption and higher average and median price points. Thus, the opportunity for downtown multifamily housing is viable. Current inventories for multifamily housing in this area indicates a market for luxury housing in the downtown market, in excess of \$200,000, based on sales history in 2005 and 2006.

Based upon capture estimated on the following pages, a demand of approximately 2,594 units of housing can be supported.

Residential Uses: Target Markets

Targeted Buyer Segments

Based upon mobility estimates and demand, the primary target buyers for housing in downtown Spartanburg would come from within the city and/or county. The secondary target would be the region or top inbound states from which families are relocating.

As outlined in retail section 7.1, geo-demographic segmentation, or lifestyle/tapestry clustering understands that demographic variables exist not only region to region but by neighborhoods and in sub-communities within each neighborhood as well. This type of modeling is based on the premise that people tend to gravitate towards communities and neighborhoods of relative homogeneity. Factors that go into clustering include age, income, education, ethnicity, occupation, housing type and family status.

Tapestry Segmentation™ identifies those households with a preference for living in downtowns and other urban neighborhoods. Of sixty five total potential segments, the top twenty segments within Spartanburg County were reviewed, which comprises 86.2% of the total households. After discounting for those segments of the County's potential market that have preferences for traditional single family dwellings in suburban and/or rural locations (78%), the distribution of market potential for new market-rate dwelling units in Downtown Spartanburg is shown on the table below:

Spartanburg County Segmentation Area Profile Target Market for Downtown Spartanburg			
Target Group	Tapestry Segment	Households (2006)	Percent of Households
Factories & Farms	Home Town	5,152	4.8%
Senior Styles	Rustbelt Retirees	2,684	2.5%
Metropolis	Modest Income Homes	2,407	2.2%
Family Portrait	Up & Coming Homes	2,309	2.2%
Family Portrait	City Commons	2,133	2.0%
High Hopes	Great Expectations	2,021	1.9%
Metropolis	Metro City Edge	2,010	1.9%
Senior Styles	Simple Living	1,846	1.7%
Senior Styles	Prosperous Empty Nesters	1,687	1.6%
High Hopes	Aspiring Young Families	1,608	1.5%
Totals		23,857	22.3%

Source: ESRI

Residential Uses: Development Capacity

Capture

Spartanburg is a very desirable metropolitan area and employment center within the southeast. Given the socioeconomic, quality of life and political factors contributing to its location, this trend is expected to grow.

Based upon estimates in various cities across the country, it is estimated that, for new development where few new targeted housing units currently exist, an annual capture of between 10 and 15% of the potential market, depending on housing type is achievable. Based on a 10% capture of for-sale single family and multifamily units and a 15% capture of rental multifamily units, then the market should support the following new units in the downtown:



Urban townhomes in downtown Wilmington, NC

Tapestry Group	Housing Type	Potential Households	Capture Rate	Potential New Units	Percentage
Factories & Farms	Ownership	5,152	10%	515	
Senior Styles	Ownership	6,217	10%	622	
Metropolis	Ownership	4,417	10%	442	
Family Portrait	Ownership	2,309	10%	231	
High Hopes	Ownership	1,608	10%	161	
Subtotal		19,703		1,971	76%
Family Portrait	Rental	2,133	15%	320	
High Hopes	Rental	2,021	15%	303	
Subtotal	Rental	4,154		623	24%
Total		23,857		2,594	100%

Note: Details of Tapestry Target Segments are included at the end of the Development Impact Analysis.



Compact single-family neighborhood, Abacoa, FL



Inter-mixed urban apartments and condominiums, Vancouver, BC

Source: CNU Image Library

Residential Uses: Product Recommendations

The chart on this page represents the potential housing styles and market yield for Downtown Spartanburg based upon the Market and Economic Analysis conducted by Rose & Associates, Inc. Assuming a 10% capture rate for single-family units and a 15% rate for multi-family units, the study projects the following residential opportunities:



Affordable, single-family bungaloes in Davidson, NC

Housing Product Recommendations for Downtown Plan			
	Type & Style	Size & Number of Bedrooms	Number of Potential Units (New Net Units)
Single Family			
	Detached 1 Unit: Bungalow, Infill House	1,200-2,600 sf 3 or 4	493
	Detached 2 Unit Duplex: Bungalow, Infill House	1,000-1,500 sf 2 or 3	98
Multi-Family			
	Attached 2-4 Units: Urban Mansion	1,000-1,500 sf 2 or 3	138
	Condominium 1 Level Flat: Multi-story, Urban	900-2,500 sf 2 to 4	296
	Condominium 2 Level Flat: Multi-story, Urban	900-1,500 sf 2 or 3	197
	Townhome 1 Level: Patio Home, Cottage	1,500-2,600 sf 2 to 4	296
	Townhome 2 Level: Rowhouse, Townhouse	1,200-2,400 sf 2 to 4	256
Rental			
	Apartments: Garden Style, Multi-story	600-1,100 sf 1 to 3	315
	Lofts: Multi-story, Urban	600-1,100 1 or 2	308
Total			2,594

7.4 Local Development Programs

Continue the Downtown Development Loan Program

The City of Spartanburg, the Spartanburg Development Council, the Spartanburg Development Corporation, and eleven local banks have partnered to establish a loan program to assist and attract small retail, service, and professional tenant businesses to downtown Spartanburg. The Downtown Development Bank Loan Program is targeted to higher risk tenant businesses that typically offer equipment, furniture, inventory, and accounts receivables as collateral. The details of the loan plan are summarized as follows:

Maximum Loan: \$50,000 (Up to \$75,000 with approval of credit committee)

Minimum Loan: \$10,000

Maximum Term: 10 years

Interest Rate (Loan): Wall Street Journal Prime + 1%

Origination Fee: 1% paid at closing

Minimum Borrower's Equity: 10% of project costs

These proactive measure taken by the City display the eager public sentiment for downtown development projects and opportunities. Moreover, they generate local investment in the downtown core, where many small businesses desire to be but struggle to afford the high rental rates typically associated with successful urban areas. By establishing this program, however, the City has begun to create affordable avenues by which persons may become active participants in re-building and re-branding downtown Spartanburg.

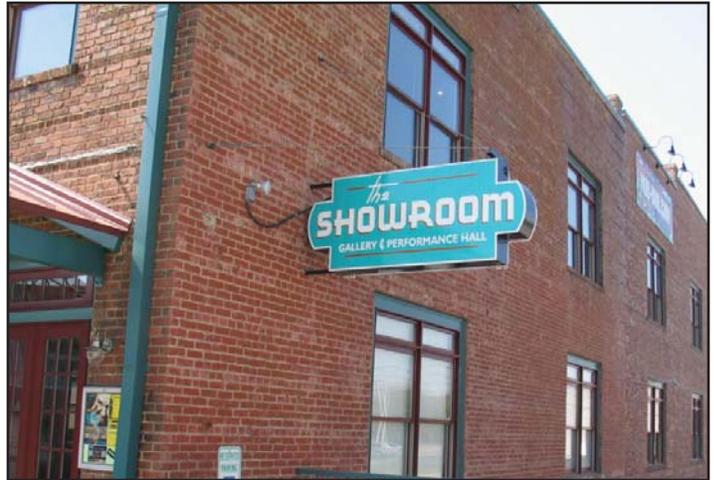
Perhaps most important, the loans appeal to a wide variety of individuals—from the creative class to “mom and pop” operations to entrepreneurial types—thereby increasing the overall attractiveness of the downtown businesses environment and its diversity, too. Coupled with an increased urban residential capacity, which provides a stable customer base, this loan program will catalyze downtown revitalization efforts at the local level.

Expand the Facade Grant Program

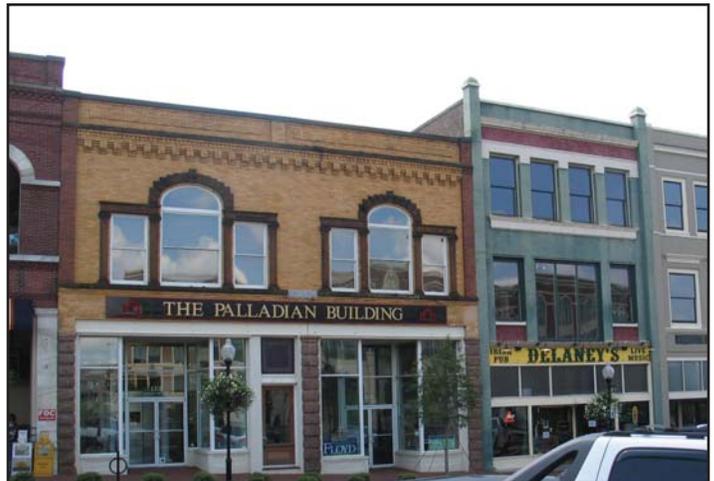
Much of the facade detailing along Main Street has been restored thanks in large part to the facade grant program. Now that the metal paneling has been largely eradicated from the facade, this program should be converted for use with signage. Consistent with the recommendations from Section 4.6, this reconfigured program would help to take the downtown area to the next level by providing it with fresh new signage.



Local businesses lining Magnolia Street, Spartanburg



The renovated “Hub-Bub” building, now a community center and source of civic pride, is a great example of a downtown investment success.



Small-scale retail and services provide a unique downtown experience. A mix of new and old businesses line Morgan Square, downtown Spartanburg.

Evaluate the Implementation of a Business Improvement District

The operations and maintenance of the downtown area has to date been funded largely by the City along with some generous local donors. Today, as the heart of the entire City, and its front door for many potential new businesses, residents, and students, it is appropriate to use city-based funds to subsidize it during this re-birth. Now, as the downtown area begins to mature, and there are more people and successful businesses in the area, the funding should now be borne by the local property owners and merchants to a greater extent as they become equal or better beneficiaries of the economic success of the area.

A Business Improvement District (BID) is a very common tool for charging the local property owners for the direct costs of providing operations, maintenance, and marketing to further care for and promote the area. Many merchants often complain that this surcharge is unfair and will drive them out of downtown. In fact, a merchant that leaves downtown will often find the exact same charge above their existing rent at the local strip center or at the mall. Known in the industry as a “common area maintenance” charge or CAM, this often amounts to additional charge each month that often equal 10-15% of the current rent. Like in the downtown BID, CAM charges cover the costs of taxes, common area maintenance (such as parking areas), trash collection, and group marketing and advertising.

The proceeds from the BID often go directly to the local Downtown organization, in this case the Spartanburg Downtown Alliance, to fund a portion of their activities. The remaining parts of a common downtown organization are funded through grants, contributions and dues from members, and direct allocations from the City. The best part is that the proceeds from a BID must be allocated for use only within the boundaries of the BID. This ensures that the proceeds of the BID is used to benefit primarily those that pay the tax.

KEY RECOMMENDATIONS FOR LOCAL DEVELOPMENT PROGRAMS

- Continue the Downtown Development Loan Program
- Expand the Facade Grant Program.
- Evaluate the implementation of a Business Improvement District.

7.5 Target Segment Descriptions

Tapestry LifeMode Group Descriptions

Tapestry's 65 distinct market segments profile the diversity of the American population and also provide two ways to summarize and simplify these differences—LifeMode summary groups and Urbanization summary groups. Segments within a LifeMode summary group share an experience, such as being born in the same time period, or a trait such as affluence. Urbanization summary groups share a locale, from the urban canyons of the largest cities to the rural lanes of villages or farms.

LifeMode Group: L1 High Society

The markets in High Society are affluent and well educated. Although they represent slightly more than 12 percent of all U.S. households, they generate nearly one quarter of the total U.S. income. Employment in high-paying positions such as professional or managerial occupations is common. As a result, the median household income for this group exceeds \$94,000, almost twice that of the national median. Most households are married couple families residing in affluent neighborhoods where median home values surpass \$290,000. Although this is one of the least diverse groups in the United States, it is one of the fastest growing, increasing by more than 2 percent annually.

LifeMode Group: L2 Upscale Avenues

Prosperity is the overriding attribute shared by the seven markets in Upscale Avenues. Success has been earned from years of hard work. Like High Society, many in this group are also well educated with above average earnings. However, the choice of housing among the segments in this group reveals their distinct preferences. Urban markets of Urban Chic and Pacific Heights prefer townhouses and high-rises; Pleasant-Ville residents tend to choose single-family homes in suburban neighborhoods, while Green Acres residents opt for open spaces. Some have not settled on a home yet, such as renters among Enterprising Professionals residents; others, such as Cozy and Comfortable residents, have been settled for years. The median household income for the group is more than \$65,000, and their median net worth exceeds \$153,000.

LifeMode Group: L3 Metropolis

The six segments of the Metropolis group live and work in America's large and small cities. They live in older, single family homes or row houses built in the 1940s or earlier. Those living in larger cities tend to own fewer vehicles and rely more on public transportation, but the majority of markets in Metropolis feature commuters to service-

related jobs. Depending on the area of the country where they live, the median value of their homes can range from \$51,000 to more than \$300,000. The Metropolis summary group reflects the segments' diversity in housing, age, and income. For example, ages among segments range from Generation Xers to retirees; households include married couples with children and single parents with children. Employment status also varies from well-educated professionals to the unemployed. The median household income of the group is approximately \$37,000.

LifeMode Group: L4 Solo Acts

The Solo Acts summary group features singles who prefer city life. Many are young, start-up households located in America's more densely populated neighborhoods; some are well-established singles who have eschewed homeownership and child rearing responsibilities. Second only to High Society, this group tends to be well-educated, working professionals who are either attending college or already hold a degree. Their incomes reflect their employment experience, ranging from a low median of \$39,800 among the newest households to more than \$87,000 among established singles. Contrary to modern migration patterns that flow away from the largest cities, the Solo Acts segments are moving in to major cities such as New York, Chicago, Washington, Boston, Los Angeles, and San Francisco.

LifeMode Group: L5 Senior Styles

Almost 15 million households in the nine Senior Styles segments comprise Tapestry's largest summary group. As the U.S. population ages, two of the fastest growing American markets are found among The Elders and the Silver and Gold segments. This large group illustrates the diversity within today's senior citizen markets. Although incomes within this group cover a wide range, the median is approximately \$40,000, attributable mostly to retirement income or Social Security payments. Younger, more affluent seniors, freed of their child rearing responsibilities, are traveling and relocating to warmer climates. Less affluent, settled seniors are looking forward to retirement and remaining in their homes. Some of these older, less affluent segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group can reside in single family homes, retirement communities, or high-rises.

LifeMode Group: L6 Scholars and Patriots

This summary group is unique in the Tapestry system. Their shared traits include youth, the attendant lower incomes, and environment: college life or

military service. Due to their transient lifestyle and lifestage, homeownership among them is low. Most live in townhouses or multiunit housing; however, more than one-third live in single-family homes. One segment is dominated by military life; the other two are predominantly students who are pursuing college degrees. Students work part-time at low-paying jobs to support themselves while attending school, while most of the military segment is either on active duty or work in civilian jobs on military bases.

LifeMode Group: L7 High Hopes

This is the smallest Tapestry summary group, made up of just two segments. The High Hopes group seeks the “American Dream” of homeownership and a rewarding job. Most live in single-family houses or multiunit buildings; just under half own their homes. Many are willing to move to a new location to seek better opportunities. The residents in the summary group are young and college educated; one-third of the householders are less than 35 years old. Their median net worth is more than \$79,000—close to 80 percent of the U.S. median. Households in this group include a mix of married couples, single-parent families, or single persons.

LifeMode Group: L8 Global Roots

The common thread among the segments in Global Roots is ethnic diversity. There exists a strong Hispanic influence in this group, in addition to a broad mix of racial diversity found in Urban Melting Pot and High Rise Renters. In general, these households are young with modest incomes and tend to rent in multiunit dwellings. The youth of this group reflects recent immigration trends; half of all households have immigrated to the United States within the past 10 years. The households range from married couples, typically with children, to single parents to individuals who live by themselves. Most of these recent arrivals strive to provide a better future for their children, find better jobs, and achieve the dream of homeownership.

LifeMode Group: L9 Family Portrait

The Family Portrait group is Tapestry’s fastest growing population. This change is driven primarily by the growth in the Up and Coming Families segment. Youth, family life, and the presence of children are the common characteristics across the five segments in the Family Portrait summary group. The group is young and ethnically diverse, with nearly 30 percent of the residents of Hispanic descent. Many own their single-family homes throughout these neighborhoods. The majority of households include married couples with children, who contribute to the

group’s large household size averaging more than three persons per household.

LifeMode Group: L10 Traditional Living

Descriptions of the four segments in the Traditional Living summary group convey what most of us think of as middle America: hardworking, settled families. They work hard to earn a modest living and typically own single-family homes in more established communities. The group’s higher median age of 37 years also conveys their lifestage—a number of older residents who are completing their child rearing responsibilities and looking forward to retirement. Populations in these neighborhoods are experiencing decline as the younger generations migrate in search of better employment opportunities.

LifeMode Group: L11 Factories and Farms

Some might say that life has passed by the segments in the Factories and Farms summary group. Employment in manufacturing and agricultural industries is typical in these small, settled communities across America’s breadbasket. The rural South and Rustbelt areas change very little over time, creating a climate with few employment opportunities, which hinders growth. Many households include married couples or married couples with children; median household incomes are approximately \$37,000. Most own their homes.

LifeMode Group: L12 American Quilt

Common to the four segments in the American Quilt summary group is their location in America’s small towns and rural areas. This group includes Tapestry’s largest segment, Midland Crowd. Rural Resort Dwellers and Rooted Rural include an older population that is anticipating retirement. The residents in Crossroads are young, married couple families with children and single parents who live in small southern and western towns. They own modest, single-family houses or mobile homes. Nearly 30 percent of the workforce in this group are employed as skilled laborers, generally in the manufacturing and construction trades.

This page intentionally left blank



A1

Implementation Strategies



Implementation Strategies

In order for the vision and recommendations expressed by the Downtown Master Plan to be realized, specific implementation steps will need to be taken by the City of Spartanburg. Many of the implementation steps seek to provide the conditions under which the vision can be achieved, by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, encouraging catalyst projects and other actions.

The implementation of this Plan will depend on action being taken to:

- Revise existing development regulations;
- Undertake more detailed studies to resolve and explore the opportunities and constraints identified by this Plan;
- Promote and assist specific objectives; and,
- Make infrastructure investments.

The execution of the implementation steps will likely be phased and is subject to a variety of factors, which determine their timing. These include:

- The availability of personnel and financial resources necessary to implement specific proposals;
- Whether an implementation step is a necessary precursor to or component of the rational evaluation of a new development project;
- The interdependence of the various implementation tasks, in particular, the degree to which implementing one item is dependent upon the successful completion of another item; and,
- The relative severity of the challenge which a particular implementation task is designed to remedy.

In view of these factors, it is not possible to put forward a precise timetable for the various implementation items. The priority for implementation will be listed by the period in which items should be completed. Year 1 items are the highest priority while Year 10+ project could be completed as resources allow. It is expected that Year 1 items would be completed during the 2007-2008 Fiscal Year.

Key:

City - City of Spartanburg
County - Spartanburg County
SCDOT - SC Department of Transportation
RPP - The Renaissance Park Partnership

TO BE COMPLETED

This page intentionally left blank



A2

Development Code Recommendations



This page intentionally left blank