

great place
inclusive
walkable
desirable
vibrant
diverse
income
strong
use
progress
education
dynamic
equitable
productive
non-gentrified
affordable
livable
housing
live
thriving
mixed
community
culture
revived

ATLANTIC–ARLINGTON CORRIDOR LAND USE STUDY



ROCKY MOUNT
DEVELOPMENT SERVICES
THE CENTER OF IT ALL

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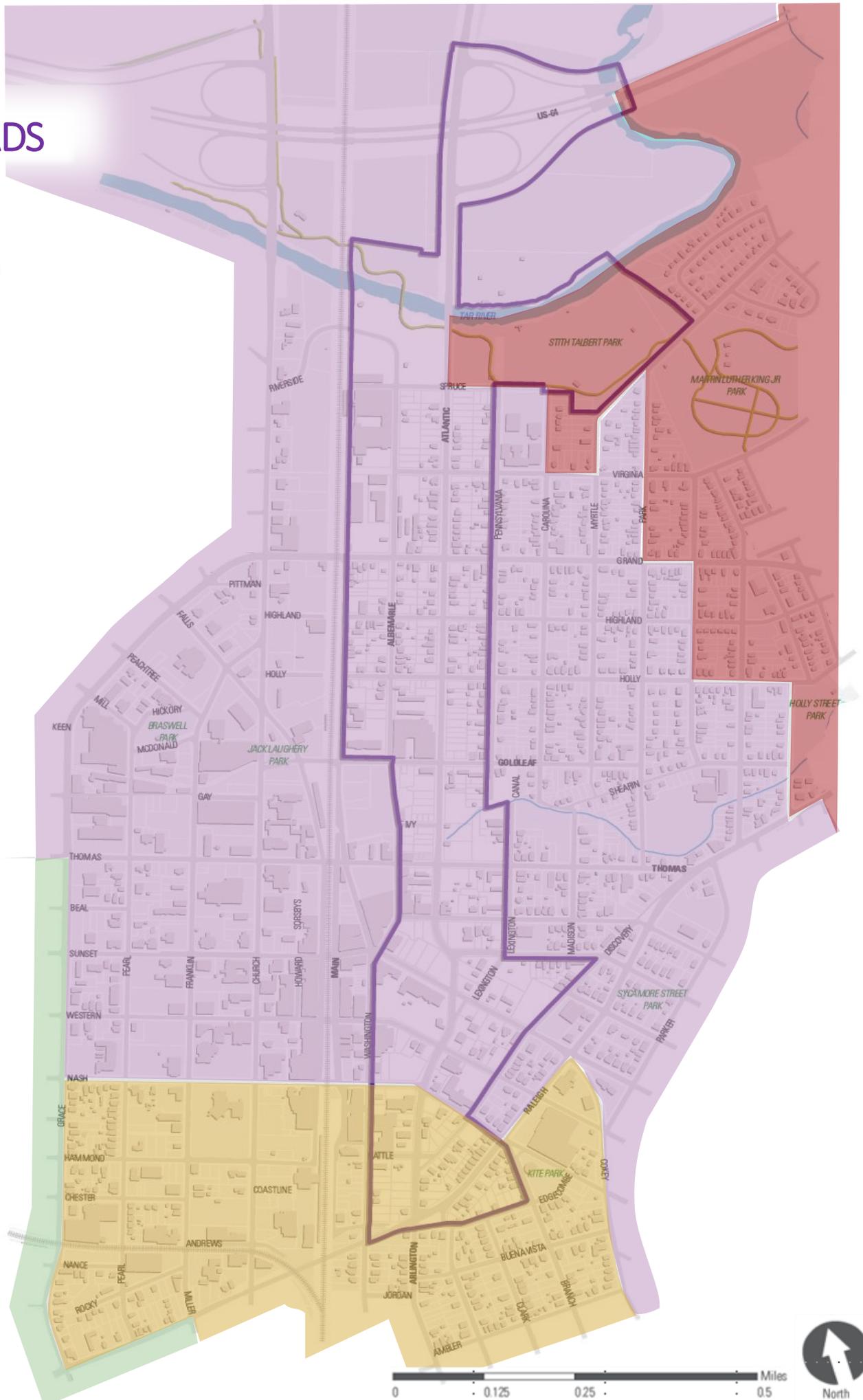
Appendix D: Final Open House Notes

CITY WARDS

Legend

 Study Area Boundary

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-  4



INTRODUCTION

STUDY AREA

The Atlantic Street – Arlington Street Corridor Land Use Study Area is an area of Rocky Mount roughly bounded by: US Highway 64 and Stith-Talbert Park, at the north; NE Main Street, Albemarle Avenue, and S Washington Street, to the west; Raleigh Boulevard and Edgecombe Street, to the south; and Branch Street, Discovery Street, Lexington Street, and Pennsylvania Avenue, to the east. The study area is comprised of 425 parcels with an approximate area of 150 acres, excluding the public right-of-way. The majority of the study area is located on the eastern half of downtown Rocky Mount, sometimes referred to as the Central City Area. The study area also includes portions of the Downeast, Holly Street, and Southeast Rocky Mount neighborhoods. The proximity to the Rocky Mount Event Center (RMEC) and the amount of land within the study area that lends itself to being revitalized has intensified development potential.

PURPOSE

In 2018, the City of Rocky Mount initiated engagement with stakeholders as the groundwork for the corridor land use study. The study was commissioned as a follow-up to the Downtown Implementation Strategies Plan. The driving force behind both planning efforts was the expected pressure from private investors seeking to capitalize on the opening of the RMEC and other public investment taking place in downtown Rocky Mount. As the City plans for the future, it must focus on strategies to combat and mitigate the potentially hazardous impacts of unprecedented economic growth and investment in the area.

This corridor land use study is a guide for residents, property owners, developers, city staff, and elected officials to make responsible recommendations for future development within the study area. The leading principle of the study is to promote the health, safety, and general welfare of those who live, work, and travel along the corridor through proactive policies and implementation strategies on the topics of land use, urban design, transportation, public facilities and infrastructure, equitable housing, and targeted redevelopment and economic opportunities.

RELATED RECENT AND ONGOING PLANS

The City's comprehensive plan, *Together Tomorrow – Tier I Smart Growth Comprehensive Plan for the City of Rocky Mount*, which was adopted on June 9, 2003, is an all-inclusive vision for long-range policy related to land use decisions and development applicable to the city's entire municipal limits, about 44 square miles. The comprehensive plan is considered a living document which responds and expands as time and conditions warrant.

When adopted by the Rocky Mount City Council, this plan will be considered a sub-plan—an appendix to the comprehensive plan. While sub-plans are plans designed to apply the principles, values, and goals of *Together Tomorrow*, they also offer customized solutions to issues that reflect the unique character within a focused geographic area.

Several sub-plans have been prepared since the adoption of *Together Tomorrow*. Many of these documents have related ideologies and overlapping geography and informed the development of the Atlantic-Arlington Corridor Land Use Study. It is intended that this study will be used along with these existing sub-plans to achieve the desired outcomes for the study area:

- Together Tomorrow - Tier I Smart Growth Comprehensive Plan (2003)
- Douglas Block Master Plan (2004)
- Urban Streetscape Plan (2008)
- Twin Counties Competitive Assessment (2010)
- Gateway Corridor Plan (2012)
- Crossroads to Prosperity Housing Study (2015)
- Rocky Mount Event Center (2015)
- Comprehensive Parks and Recreation Master Plan (2015)
- Monk-to-Mill Greenway (2016)
- Downtown Implementation Strategies (2017)
- Rocky Mount Bike Plan (2018)

COMMUNITY ENGAGEMENT AND PLAN DEVELOPMENT

The Atlantic-Arlington Corridor Land Use Study saw extensive community engagement to ensure an inclusive blend of stakeholder feedback was collected. The process began with establishing a core committee of City staff that established the boundaries of the study area, set goals for the study, identified stakeholder groups, and reviewed existing plans, studies, and resources.

Key to the early stages of moving the study forward were the interviews conducted with stakeholder groups. These groups included leaders from neighborhoods within, and adjacent to, the study area, business owners, faith-based leaders, the development and real estate community, governmental representatives from the city's boards and commissions, and representatives of institutions of higher education and economic development.

Also critical to gaining valuable insight were bus tours of the study area to allow real-time observation and assessment of existing conditions by stakeholders including: community residents, local historians, institutional leaders, elected and appointed city officials, and city staff from the departments of development services, public works, community and business development, and human relations.

Two public open house meetings were directed by specialists—RATIO Design and WPR Consulting—contracted to assist with coordination of the study. Although, the meetings were approached with different formats—one an initial presentation, followed by self-guided visual note-taking with maps of existing conditions; and the other, with guided discussion from city department heads and follow-up small group discussions—each meeting enabled contact with a great representation of interested citizens and residents of the study area resulting in an abundance of feedback. WPR's Atlantic-Arlington Corridor Study Community Conversation Feedback report highlighted various concerns as identified by the community. Many of the community's major concerns were summarized and presented via written comments on behalf of the Steering Committee for the Community Academy.

Additional outreach included two presentations to the City Council at Committee of the Whole meetings, and monthly meetings with the “Community Academy”—an improvised steering committee that proved invaluable in guiding the process to completion with project updates project updates, sharing ideas and concepts, and gathering input on significant issues.

Throughout the planning process stakeholders were encouraged to express their individual experiences and desires as they relate to the study area and what it will be moving into the future. Notes and reports from each of these activities are included as an appendix.

Schedule of Engagement Events:

Rocky Mount City Council Presentation – February 12, 2018

Stakeholder Interviews: Neighborhood Interests – March 7, 2018

Stakeholder Interviews: Commercial Interests – March 7, 2018

Stakeholder Interviews: Faith-based – March 13, 2018

Stakeholder Interviews: Institutional/Governmental Interests – March 13, 2018

Bus Tour Community Input – April 17, 2018

RATIO Design Public Open House – April 17, 2018

WPR Consulting Community Conversation – December 13, 2018

Community Academy Steering Committee Meeting – March 14, 2019

Community Academy Steering Committee Meeting – May 16, 2019

Community Academy Steering Committee Meeting – June 13, 2019

Community Academy Steering Committee Meeting – July 25, 2019

Planning Board Informational Presentation – August 13, 2019

Community Academy Steering Committee Meeting – August 22, 2019

Rocky Mount City Council Committee of the Whole Presentation – August 26, 2019

WPR Consulting Public Open House – September 17, 2019

Community Academy Steering Committee Meeting – October 4, 2019

Planning Board Public Hearing – October 15, 2019

Rocky Mount City Council Adoption Public Hearing – October 23, 2019

HISTORY AND CONTEXT

HISTORY OF CORRIDOR

Rocky Mount is a city with a wealth of heritage. The influence of the city's African-American residents came to the forefront as the most prominent historic theme within the study area. According to oral history, the neighborhoods along the corridor have been regarded as the social epicenter for professional African-Americans that helped the city make a name for itself. The Atlantic-Arlington thoroughfare, and the surrounding area, are rich with landmarks related to music, sports, and the civil rights movement that create a trail of cultural significance unique to Rocky Mount.

The Henry and Willie Mitchell House at 402 Albemarle Avenue housed world-famous entertainers such as Duke Ellington, Cab Calloway, Count Baise, Lena Horne, Ella Fitzgerald, Sarah Vaughn, and Billie Holiday visiting during the annual "June German" dances. The dances were a regional destination hosted in tobacco warehouses attracting tens-of-thousands of attendees and covered by print media across the east coast. Also, the Mitchell House accommodated visiting athletes, including the Harlem Globetrotters, during visits to the city for competitions.

The Walter "Buck" Leonard House at 605 Atlantic Avenue was home to the Hall of Fame baseball player, through the time of his death in 1997. The home has been designated a local historic landmark by the City. As important as his career playing ball, are the impacts Leonard had on youth in Rocky Mount. Leonard served as a mentor to young African-Americans that were referred by a local juvenile court judge, and a youth development program centered on baseball and literacy.

The former Booker T. Washington High School for African Americans is currently home to the Opportunities Industrialization Center (OIC) and community center. The OIC is an organization offering workforce development, supply chain management, and medical services to the residents of the study area and greater Rocky Mount region. The former high school is also the site of a Dr. Martin Luther King, Jr.'s speech, given in November 27, 1962, which used a number of expressions that made their way into his landmark "I have a dream" speech at the Lincoln Memorial, part of the March on Washington on August 28, 1963. There is a North Carolina Highway Historical Marker at the southeast corner of Atlantic Avenue and Spruce Street signifying this occasion.

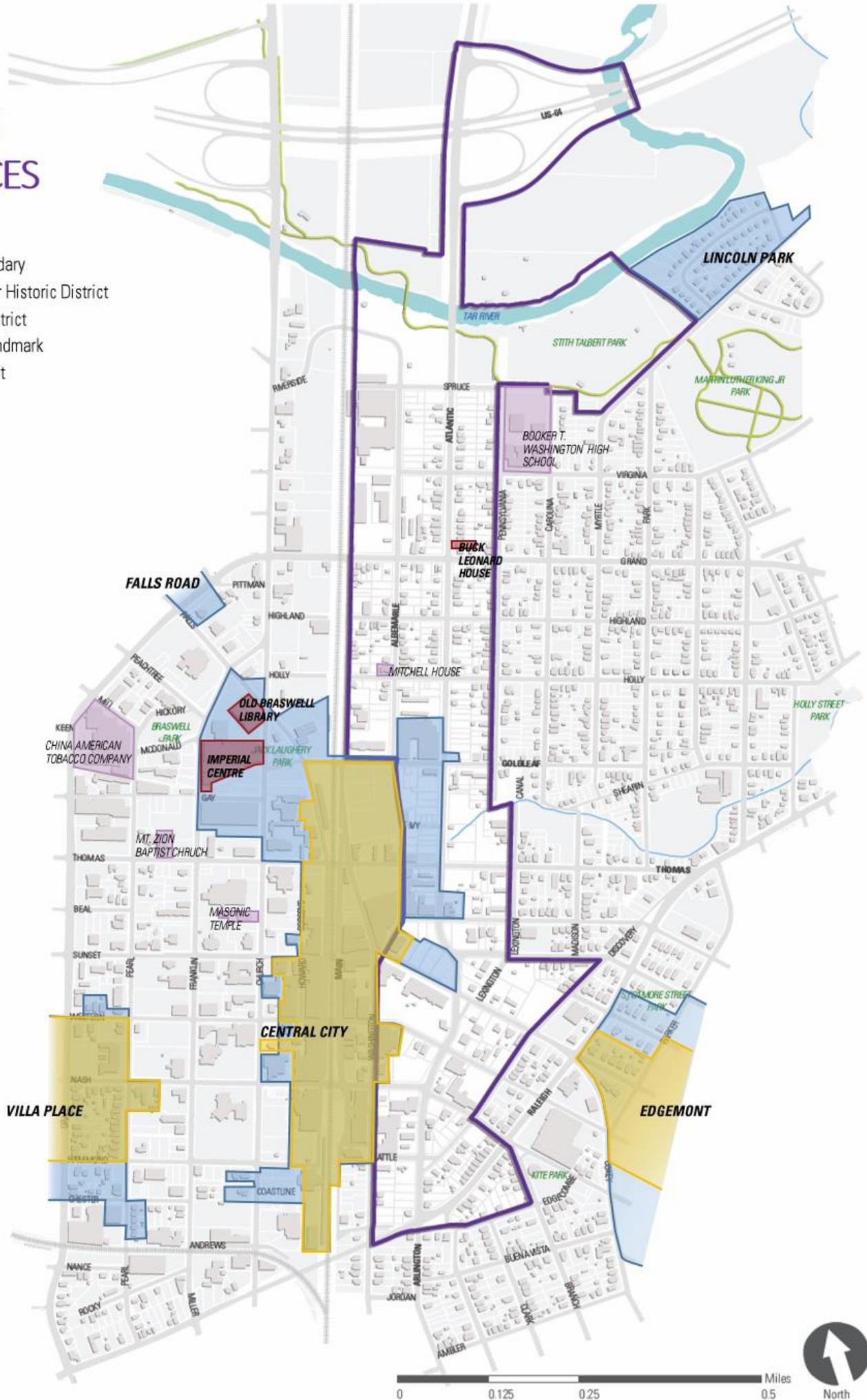
Another NC Highway Historical Marker is located at the southwest corner of Atlantic Avenue and Spruce Street that commemorates the July 1978 city sanitation workers' strike. The sanitation workers in Rocky Mount walked out in a show of support for Alexander "Preacher" Evans, an African American coworker, who was charged with theft on the job and then not supported by his supervisors. The sanitation strikes, unaffiliated with labor unions and based on the desire of the workers to be treated with dignity and respect, galvanized the African American community in Rocky Mount. Additionally, the strike was critical to the development of a generation of local leaders who would continue the fight for voting and civil rights.

There are several accounts of a considerable middle class comprised of African American ministers, doctors, teachers, and other adept working class persons and professionals that called the corridor home. During segregation and the period that followed, the neighborhood maintained a proud heritage sustained by the will of the residents to achieve financial security, home ownership, and a sense of purpose.

HISTORIC RESOURCES

Legend

-  Study Area Boundary
-  National Register Historic District
-  Local Historic District
-  Local Historic Landmark
-  Historic Study List



CONTEXT AND CURRENT CONDITIONS

In the present day, the Atlantic-Arlington Corridor is home to a concentration of minority and low to moderate income residents, and many minority and women owned businesses. The study area is contrasted by longstanding anchor institutions and businesses with highly visible stretches of properties that are suffering from disinvestment. Strategically, the thoroughfare is on the edge of a new chapter in the City's history with the opening of the catalytic Rocky Mount Event Center and additional public and private investments that are poised to bring new residents and entrepreneurs into the neighborhood.

The study area is almost entirely located within Opportunity Zones, a federal economic development tool designed to stimulate growth and job creation in highly distressed census tracts. Designation as an opportunity zone underscores the instability of the study area: to qualify, at least half of households must have an income of less than 60% of the \$37, 607 Area Median Gross Income (2013-2017 American Community Survey). Rocky Mount's 2018-2021 Consolidated Plan reported that within the city, 37.5% of the households are cost burdened—paying more than 30% of their gross monthly income for housing.

The City has been attentive to the need to direct resources to the study area in efforts to improve the quality of life for residents along the corridor and the greater Central City Area. As identified in Rocky Mount's 2018 Assessment of Fair Housing report, responding to residents' stated gentrification concerns, the report's goals include specific community revitalization strategies that the City will employ to prevent residential displacement. The Central City Revitalization Panel and the Workforce Housing Advisory Commission are citizen appointed boards with a mission to create policies and guide capital to programs designed to bring equity and renewed prosperity to the corridor and other neighborhoods near downtown identified as Targeted Areas of Opportunity, in the Crossroads to Prosperity Housing Study.

The priorities most commonly identified during the public outreach, include:

- Preserving the cultural history and heritage of the corridor
- Maintaining the overall form of the existing built environment
- Ensuring the affordability of housing choices for all residents
- Protecting existing small businesses and incentivizing the creation of new small businesses
- Connecting neighborhoods with the economic growth occurring downtown

VISION

*The Atlantic-Arlington Corridor
is the principal place within
Rocky Mount
for equitable development,
business, and housing opportunities,
and the foremost destination for
African-American heritage tourism.*

TARGETED REDEVELOPMENT AND ECONOMIC OPPORTUNITIES

To date, within the corridors' neighborhoods and the greater Central City Area, the City has proactively intervened to stimulate redevelopment by coordinating planning efforts, funding programs [housing assistance programs, partnering with community development organizations to supplement housing development, and downtown business assistance grants] and catalytic public projects [streetscape investment, Douglas Block rehabilitation, and Rocky Mount Event Center]. The *Together Tomorrow* comprehensive plan identifies the corridor as being in the Downtown Smart Growth Planning Area. The plan calls for directing incentives and assuming portions of inherent risk in projects to aid growth-inducing new development within smart growth areas.

Within the Atlantic-Arlington corridor exist surface parking lots, underutilized existing buildings, and auto-oriented development that are counterproductive to a thriving urban neighborhood and successful downtown. There are several areas identified with these conditions that all offer opportunities to spur redevelopment and economic growth:

- The area immediately adjacent to the Rocky Mount Event Center is expected to play a pivotal role to jump-start investment and activity in the corridor and Central City Area. Redevelopment should give emphasis to highly active, publicly accessible ground floor use to take advantage of the high volume of visitors to the event center. Priority should be on hotel and/or retail, and include a range of housing opportunities and choices, including affordable housing. An inescapable reality, is the need to construct a parking deck to support the influx of visitors, workers, and residents that new development would bring about. The buildings should offer distinctive architecture with consideration given to massing and materials that soften the scale of floors above the height of other buildings in close proximity. Any ground level housing units with direct entrances should have minimal setbacks and be landscaped.
- The area north of Holly Street, especially along Atlantic Avenue and Pennsylvania Avenue, has a lower scale and single-family residential character than areas to the south. Opportunity for change is lesser in this area, and is more suitable for adaptive reuse of existing buildings and infill of new single-family and two- to four-unit multifamily dwellings. With respect to the existing character of this portion of the corridor, maintaining the building setbacks and scale of one- to three-stories, and limiting surface parking is the most appropriate treatment for new development. Infill housing will have positive fiscal impacts on the city, adding property tax revenue while having a minimal burden on city services.
- The block on the east side of Atlantic Avenue, between Goldleaf and Thomas Street, is a prime location to expand the city's park and open space system. While there is currently a mix of residential, commercial, and institutional uses, the properties are located within the 100-year floodplain and susceptible to loss. The area could be a highly visual showcase for sustainability featuring a park with stormwater treatment features, urban gardening, a greenway trail, and a civic urban plaza for gatherings, small events, and neighborhood interaction. Design treatment within the site should be of high quality to complement the landscape and induce investment in adjacent property overlooking the park.

- ▣ The area along Tarboro Street should be redeveloped to create a continuous edge of ground-floor active uses and habitable upper-floor development similar to development on Main Street. This pedestrian oriented style of development would help connect the core downtown area with the surrounding neighborhoods. Buildings should have direct entrances from the sidewalk with service and parking areas located at the rear. Architectural components and vertical breaks on the building facades are design considerations that add character and visual interest.
- ▣ The area south of Hill Street is currently a mix of uses that features two of the larger multifamily developments within the study area. The southern gateway into the corridor is in great need of infill development that makes an impression as you enter. The City should implement development standards that reduce the importance of the land use and instead give more prominence to the design quality and impact of development regarding the neighborhood character. Service and parking access should be in the rear.

Development within the Atlantic-Arlington corridor should bring a significant number of new residents and businesses to help support activity in the broader neighborhoods and Central City Area. In order to promote equitable development, the City must take an intentional balanced approach so that long-term residents can benefit from the newly developing community, improved infrastructure, commercial options and downtown amenities. It is vitally important that these influences be counteracted with policies that allow for existing inhabitants of the study area to continue to live, work, and enjoy the growth from where they are. Collaboration, expertise, and education between the city and leadership of neighborhoods that will be impacted is imperative to ensure that residents have a voice in shaping the changes that will take place in the near future.

Ultimately, the pattern of existing development within the study area represents a solid structure for the targeting of policies for redevelopment and economic opportunities. The analysis and recommendations put forth in the following sections address five fundamental areas—land use and zoning, urban design, housing, transportation, and public facilities and infrastructure—to provide a framework for a predictable and flexible approach to ensure new development aligns with the stated vision of this study: *the Atlantic-Arlington Corridor is the principal place within Rocky Mount for equitable development, business, and housing opportunities, and the foremost destination for African-American heritage tourism.*

RECOMMENDATIONS

- ▣ Build on the 2019 market analysis research conducted by the Development Finance Initiative to determine specific uses that could be supported, adaptive reuse opportunities, and market potential for vacant areas. The market study presents an important opportunity to work with key property owners to learn of current considerations for these sites and specific challenges and barriers to development.
- ▣ Work with property owners and pursue public/private development partnerships to attract high quality development for areas identified for development or redevelopment.
- ▣ Promote development flexibility, inclusive of parking requirements.
- ▣ Entice development of vacant areas.
- ▣ Foster the coordinated development of a compatible and balanced mix of mutually supportive living, working, shopping, educating, entertainment and recreating uses.

LAND USE AND ZONING

EXISTING CONDITIONS

The Atlantic-Arlington Corridor contains a full-spectrum of land uses and zoning districts that include everything from single-family dwellings, apartments, and offices, to higher education, retail services, and light industry. This diversity of land use and zoning mix gives strength to the study area by providing activity at various times of the day. Commercial uses are accessible by walking, or bicycle, to the residents in the neighborhoods along the corridor.

A majority of the study area is comprised of single-family detached dwellings, the northern half of the study area almost exclusively, with additional homes at the southern extreme of the corridor. Almost all of the dwellings were constructed more than 50 years ago, lending to an aged and vulnerable housing stock, in many cases.

Multi-family dwellings are scattered in surprisingly small numbers through the corridor, given the proximity to the heart of downtown. The most prominent multifamily developments within the study area are small-scale buildings that cater to senior residents [RM Wilson Apartments; Vivian Lucille Powell Village].

There are opportunities for infill development of new dwellings throughout the corridor as many lots have seen their structures demolished in the past.

A major contributor to the loss of structures, especially at the north end, is the presence of the 100-year floodplain and major flooding from the Tar River, in the past. Just south of the river, is Stith-Talbert Park, containing 28 acres of recreational amenities. Other open space and recreational facilities within the corridor include RM Wilson Gymnasium, community gardens, and Discovery Park, maintained by the Down East Partnership for Children.

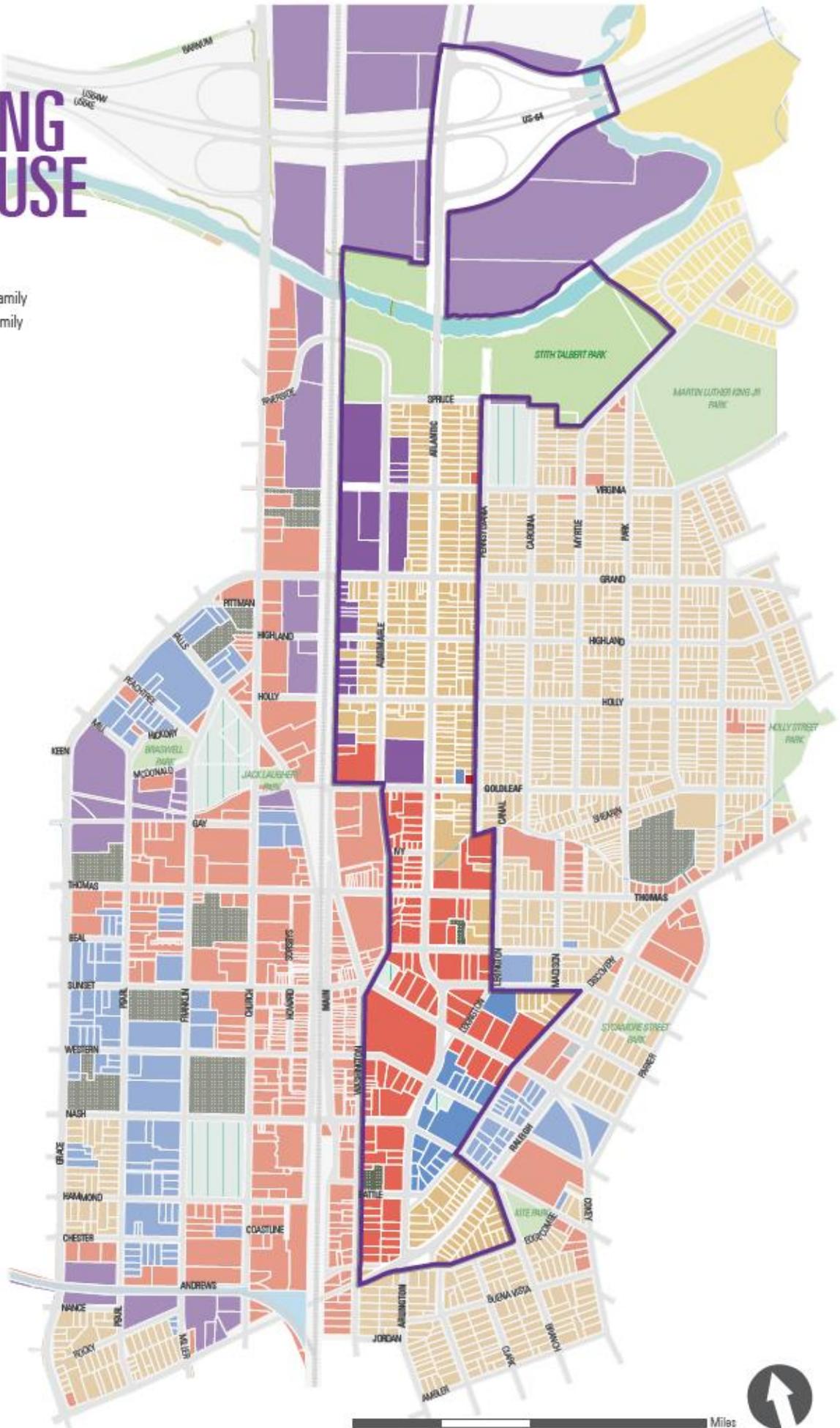
Governmental and/or institutional uses have a presence within the corridor. The City of Rocky Mount Field Services Center lies at the northwest corner of the study area, occupying four city blocks. Edgecombe Community College anchors the midpoint of the thoroughfare as an activity center, with the Edgecombe County Health Department nearby. Faith-based facilities are concentrated near the RMEC. There are pockets of land zoned for office use, however, there are virtually no primary office uses.

Commercial services within the corridor are primarily small businesses. The southern half of the study area, south of Goldleaf Street, is zoned for commercial activity as would be expected given its inclusion in the Central City Area. The Stretchlon USA Building at the corner of Goldleaf Street and Atlantic Avenue is the sole industrial facility within the corridor, although other properties along NE Main Street having an industrial zoning designation.

EXISTING LAND USE

Legend

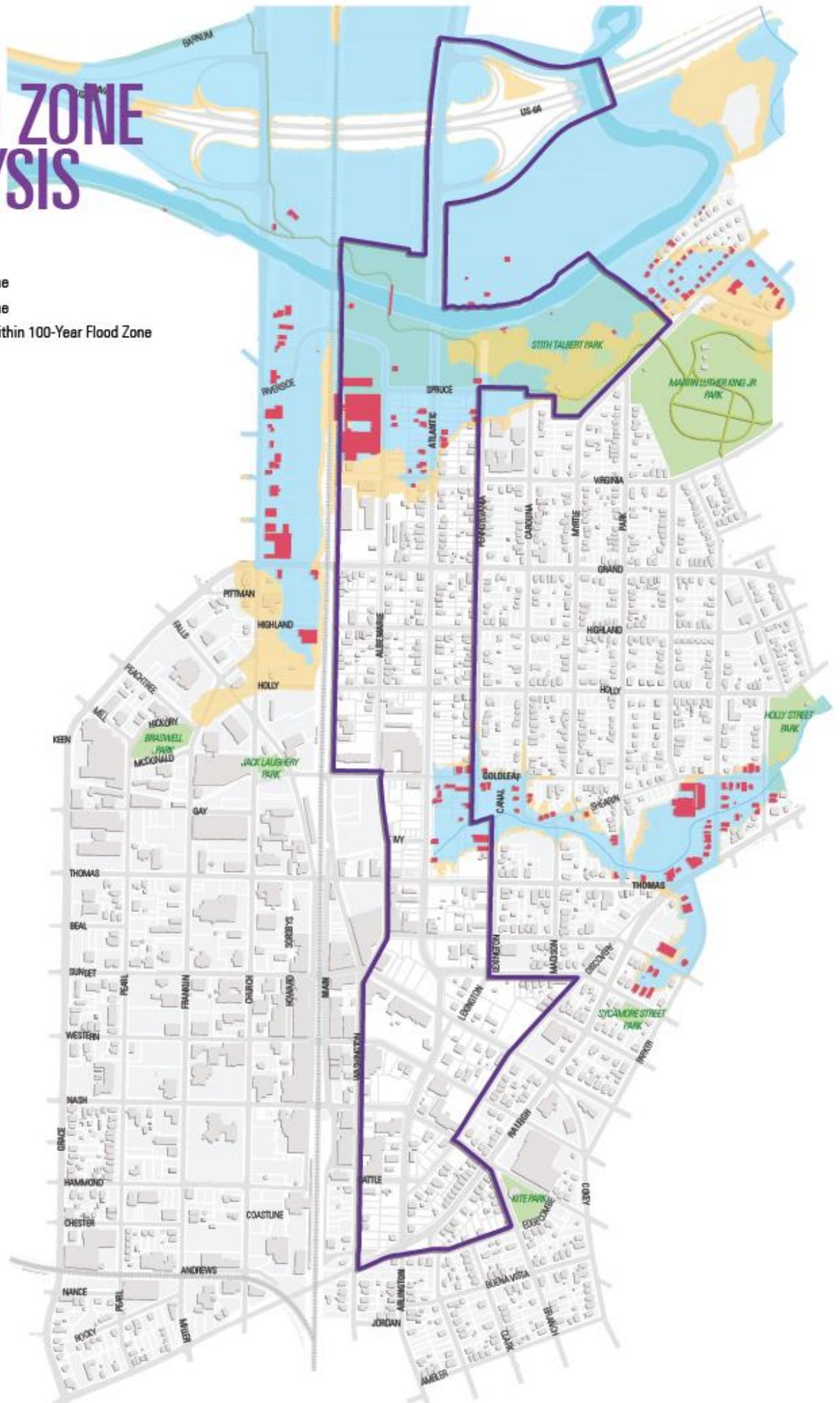
-  Study Area Boundary
-  Residential - Single Family
-  Residential - Multi-Family
-  Office
-  Commercial
-  Industrial
-  Split Land Use
-  Park



FLOOD ZONE ANALYSIS

Legend

-  Study Boundary
-  100-Year Flood Zone
-  500-Year Flood Zone
-  Building located within 100-Year Flood Zone



GOALS

Develop regulations that provide flexibility while preserving residential neighborhoods, supporting commercial development, and encourage mixed use development.

OBJECTIVES & STRATEGIES

- Balance development to allow for growth while supporting the needs of existing residents and businesses.
- Preserve existing housing and maintain affordability for residents.
- Increase the number of housing units and variety of housing options.
- Promote infill development.
- Support neighborhood retail.

RECOMMENDATIONS

- Review the Land Development Code (LDC) regulations for areas identified for future development and ensure that the current zoning classification permits the desired scale of development. Ensure that the existing zoning in place for any new areas identified for development does not permit undesirable uses or building patterns.
- Ensure that new residential development is constructed adjacent to, or opposite, existing residential uses *and* in locations where it would serve to diversify the existing land use.
- Encourage new multi-family developments to provide an allotment of affordable units, through incentives for developers such as density bonuses, an expedited permitting processes, conditional use zoning, or other similar strategies.
- Amend the existing standards for accessory dwellings to allow units to be occupied by residents other than relatives of the primary dwelling to increase affordable options.
- Stimulate walking trips within the corridor by permitting neighborhood commercial uses at intersections.
- Incentivize existing and new businesses that provide affordable, healthy food options.

URBAN DESIGN

EXISTING CONDITIONS

Urban design is characterized by the scale and style of buildings and how they are grouped, the layout of the transportation network—including vehicular travel lanes and pedestrian amenities, public spaces, art, the natural features, and how people connect and interact within this environment.

Within the study area, one- and two-story buildings are the predominant form of construction. Many of these buildings, especially those that have traditionally been occupied as residences, and the older commercial and industrial uses, maintain a relatively close setback from each other and the street when contrasted with contemporary construction that has occurred in areas of the city farther from downtown. This closeness helps create a scale that adds to the comfort of the pedestrian traveling the corridor. There is also newer development from the mid to late 20th century south of Rose Street that is tailored to access by an automobile, categorized by being placed farther from the street and having parking in the front yard of the building.

Connectivity within the corridor benefits from the transportation network having a grid layout with north-south streets intersecting with east-west streets. Nearly every block within the study area has sidewalks installed adjacent to the street on each side adding to its walkability. However, the experience is reduced by standard street lighting directed to vehicle travel lanes, a visual cluttering of above-ground utilities and a lack of street furnishings.

There are a fair number of mature trees along the corridor; landscaped street buffers are particularly noticeable with recent development where it has been dictated by requirements within the land development code. The natural areas at the north end of the corridor within Stith-Talbert Park represent the only public space within the corridor. Public art and other gateway monuments that would typically help create a civic identity, or define an overall image, within the corridor are not present.

URBAN CHARACTER ANALYSIS



Potential Development Catalyst Site

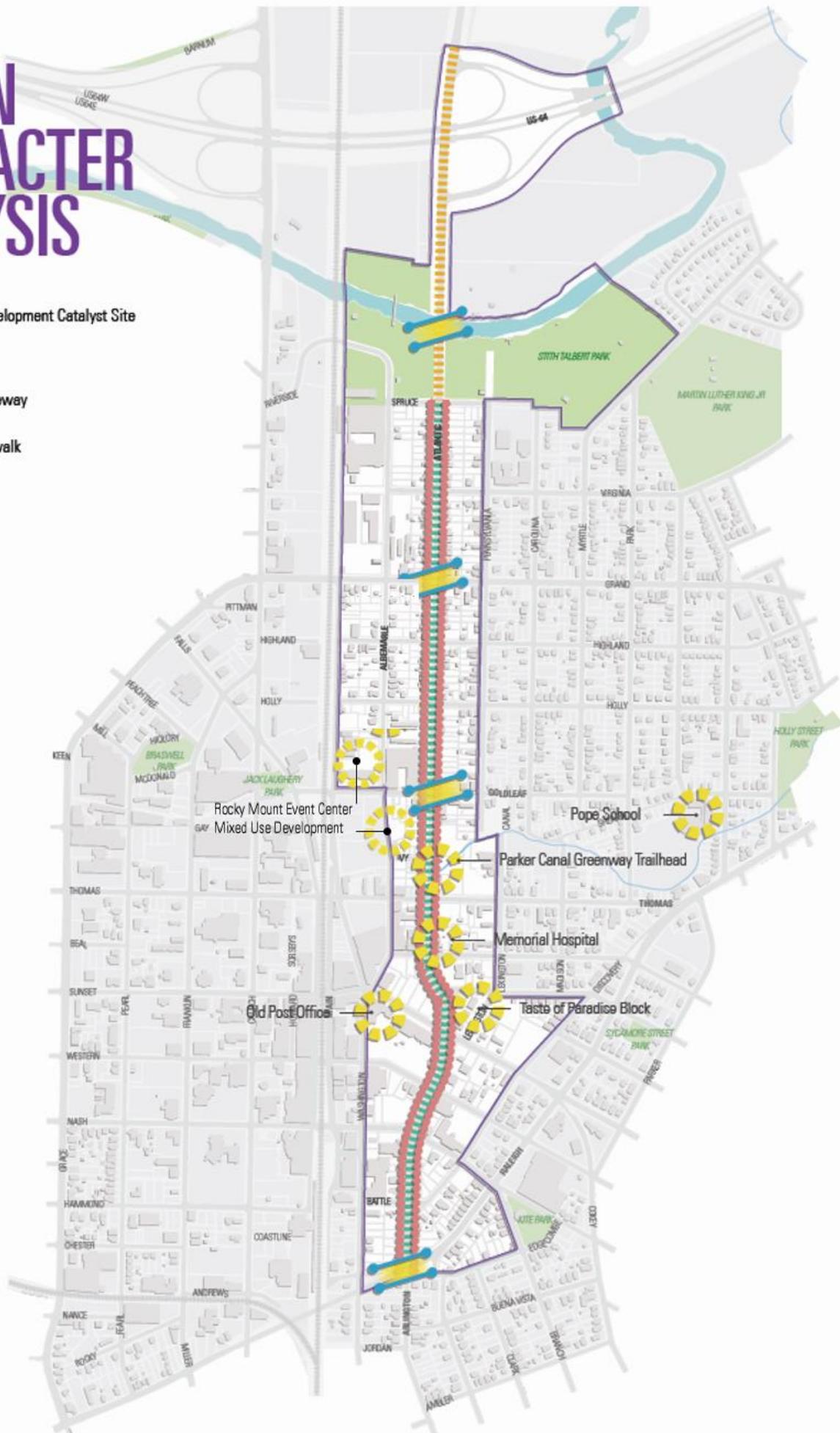


Potential Gateway



Narrow Sidewalk

Current Speed Limit



Rocky Mount Event Center
Mixed Use Development

Pope School

Parker Canal Greenway Trailhead

Memorial Hospital

Old Post Office

Taste of Paradise Block

GOALS

Enhance the corridor through promotion of development standards that visually enrich the built environment and inspire economic and social vitality.

OBJECTIVES & STRATEGIES

- Advocate for consistent standards that are functional and sustainable, covering all aspects of the built environment inclusive of buildings, public amenities, and improvements within the right-of-way.
- Promote the cultural history of the study area as a means to create pride and social interest.
- Build on the sense of place and identity of the existing neighborhoods within the corridor.

RECOMMENDATIONS

- Create form-based districts to facilitate mixed-use development by establishing character districts with standards tailored to complement the prevailing scale, style, and proportion of surrounding buildings found in the corridor, and adjacent downtown. Coordinating this effort with input from residents of affected neighborhoods is a high priority and must occur within one-year from adoption of this plan.
- Revise the zoning dimensional standards to reduce the prescribed building setbacks to allow for infill development.
- Ensure development provides infrastructure for pedestrians and bicycles, including sidewalks, pathways, bike lanes and bicycle parking.
- Introduce gateway enhancements (signage and/or public art) at entrances and focal points within the corridor to add to the sense of place and distinctiveness.
- Identify the cultural and historic sites within the study area to create a heritage trail. Utilize technology [mobile apps, internet, and augmented reality] to support educational programming and marketing.
- Commission the installation of historic markers for Thomas Stith, Sr. and Mary Burnett Talbert at the corner of Atlantic Avenue and Spruce Street.
- Maintain natural resources and add to the existing park, open space and recreational opportunities within the corridor to support active living. Trees should be placed in the sidewalk buffer where width allows, or located on the other side of the sidewalk where the buffer is too narrow.
- Explore the use of urban agricultural strategies as a means of activating communities within the study area [similar to the model of the Down East Community Neighborhood Association where a vacant property was converted into community garden at Lexington and Rose Streets].

HOUSING

EXISTING CONDITIONS

The Atlantic-Arlington corridor is home to historically significant buildings and distinctive cultural amenities. In contrast, the study area is also burdened with relatively low household incomes, high unemployment, a shrinking population, and high numbers of distressed residential assets. Despite some signs of improvement in the Rocky Mount housing market, heavy concentrations of dwellings with vacancies and deferred maintenance are a major constraint on housing supply and demand, and to the revitalization of neighborhoods within the corridor.

The Crossroads to Prosperity Housing Study (2015), identified 74 residential neighborhoods within the Rocky Mount. Of those 74, 14 of them were identified as “Targeted Areas of Opportunity,” or TAOs. The TAOs are characterized as an intersection of tremendous opportunity and need, and are all located central to the city’s geography, around downtown. Three of the fourteen TAOs—Central City, Down East, and Holly Street—are within the Atlantic-Arlington corridor. The neighborhoods were identified as having experienced extended periods of economic and physical decline and thus are susceptible to exposure to factors that threaten their stability and social character. On the bright side, the housing study recommends the neighborhoods for the highest prioritization for efforts directed to attract investment and revitalization.

Within the study area, there are 327 housing units within 196 residential structures. Many of these buildings are vacant. A majority of these units are single-family detached dwellings. There are about 30 multi-family buildings within the corridor: 22 buildings have four units or less, and eight buildings have a range of units, from five up to fifty.

There are 77 lots that are currently vacant, or undeveloped, and have a residential zoning designation within the study area.

Recently, there has been an increase in the number of transactions in the corridor and other TAOs from real estate investors. 145 of the total 425 properties are owned by entities outside of Rocky Mount. Of the residential units, an estimated 35% are owner-occupied. With this low-level of ownership, the residents of the study area that are renters are subject to potential displacement with anticipated shifts in the demand in the near future for housing within the Central City Area.

Recognizing the challenges and prospects within Rocky Mount’s unstable neighborhoods, the City has prioritized housing, making resources available focused on housing rehabilitation, and partnerships with private non-profit, and for-profit, developers to create new infill development.

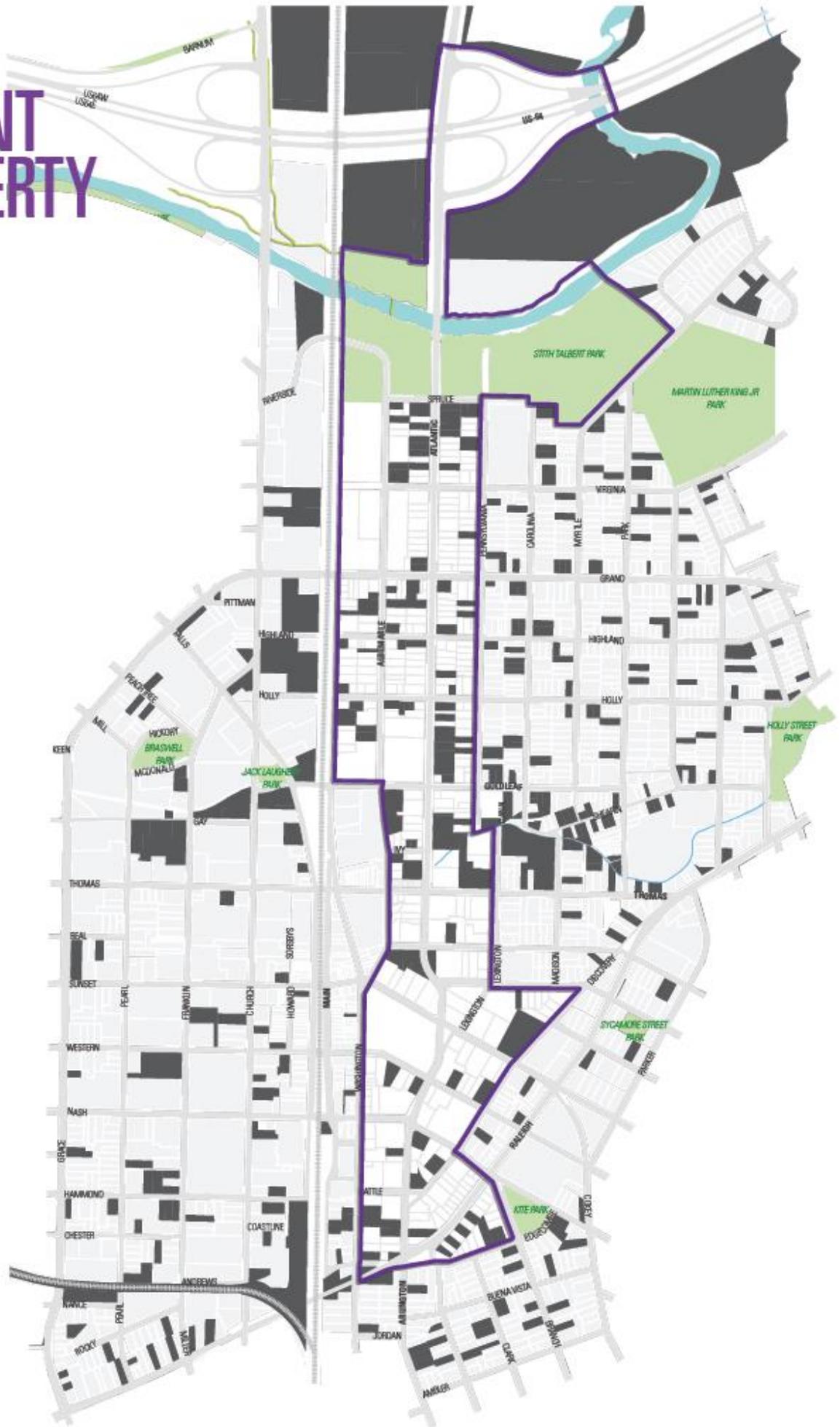
Likewise, the City’s Department of Community and Business Development is committed to guiding neighborhoods across the city to stability administering funding from HUD (US Department of Housing and Urban Development) and serving as liaison to the citizen appointed Redevelopment Commission and newly-formed Workforce Housing Advisory Commission. The Community Appeals Board is another citizen appointed board tasked with developing work plans with property owners to remedy orders related to dwellings that have been identified as having conditions below the minimum standards for habitation.

VACANT PROPERTY

Legend

 Study Boundary

 Vacant Property



GOALS

An improved housing supply accessible for a diversity of citizens in age, income level, household type, and lifestyle that is safe, affordable, and preserves the character of existing neighborhoods.

OBJECTIVES & STRATEGIES

- Employ comprehensive strategies to preserve and improve housing supply.
- Increase homeownership among low-income households.
- Increase the quantity of affordable housing units.

RECOMMENDATIONS

- Continue to implement the Annual Action Plan for Housing and Community Development.
- Implement strategies put forth in the Crossroads to Prosperity Housing Study and the City's 2018 Fair Housing Assessment report.
- Continue to support the City's Redevelopment Commission.
- Develop a Workforce Housing Advisory Commission.
- Strengthen linkages between city organization, residents, and civic organizations to enhance capacity to shape neighborhoods.
- Publicize housing assistance programs that allow homeowners to repair and maintain existing single-family homes.
- Facilitate the construction of affordable housing through community partnerships and with developers and investors.
- Enhance existing housing through equitable enforcement of housing and building codes and renovation and reuse of existing buildings.
- Encourage the location of new housing within walking distance of services and community facilities.

TRANSPORTATION

EXISTING CONDITIONS

The City of Rocky Mount has made multi-modal transportation a priority through its bicycle and pedestrian planning and downtown streetscape improvements. The City recognizes the multiple benefits of transportation options. Creating livable, “complete streets” enhances the community and natural environment, enables transportation and recreation for residents, and can stimulate economic development. In 2012, the City adopted the Gateway Corridor plan, which identified the Atlantic-Arlington thoroughfare as one of four important roadway corridors that traverse the City leading people from the US 64 Bypass and US 301 Bypass into the historic downtown. The Gateway Corridor Plan provided recommendations for the enhancement of the corridor including bicycle/pedestrian treatments, landscaping/aesthetic improvements, and gateway signage.

Within the study area, Atlantic Avenue leads directly from the US 64 Bypass to the eastern edge of the Central City Area. Likewise, Arlington Street leads directly into downtown from Raleigh Boulevard. Along this primary north-south route, exists a relatively low-traveled, four-lane roadway. There are a number of cross streets that intersect the main corridor and others that run parallel. The cross streets are mostly two-lane roadways, other than Tarboro Street, a three-lane one-way road going west to east out of downtown, and E Grand Avenue, a four-lane west-east roadway that intersects the corridor at its northern end.

Walking is the most basic means of transportation, providing the pedestrian with convenience and economy when presented as a feasible option. Within the study area, sidewalks are relatively abundant. Nearly every block has sidewalk installed adjacent to the street on each side adding to its walkability. Many of the sidewalks have space between the walkway and the roadway creating a buffer adding to the comfort of the pedestrian. One particular segment where sidewalk is noticeably absent is a direct connection to the Tar River Greenway Trail, at the north end of Atlantic Avenue. Another opportunity for enhanced connectivity that would link places east of the study area to downtown is a trail along Parker’s Canal, about midway through the corridor, which is proposed as part of the City’s greenway system in the Rocky Mount Bike Plan (2018).

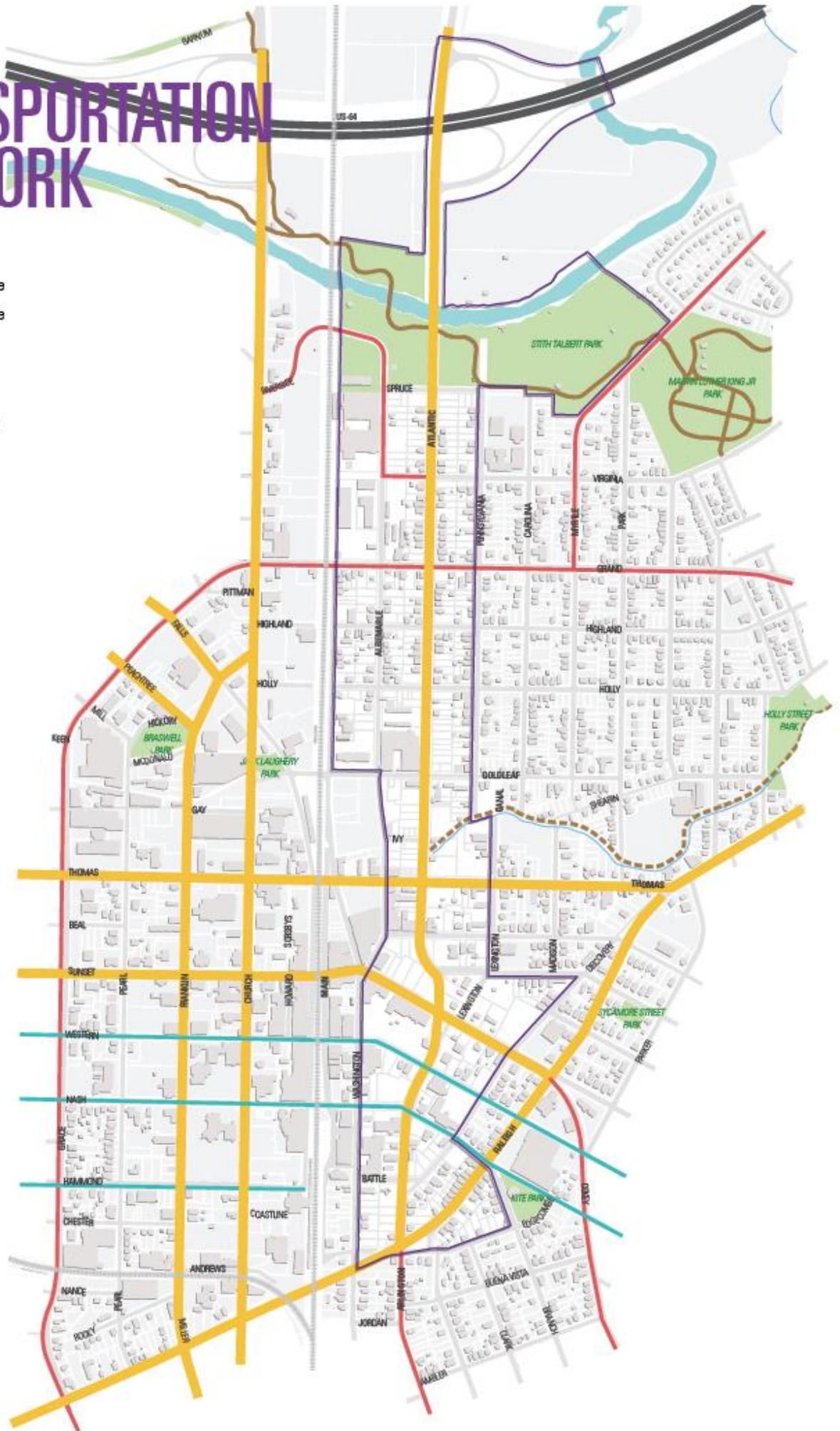
Cycling is another means of transportation that affords a multitude of economic, health, mobility, environment, safety, and quality of life benefits. At present, Rocky Mount’s bicycle facilities are limited to a one-half mile section of shared-lane markings along Albemarle Avenue, and signed bicycle routes on a handful of downtown streets—including Atlantic Avenue—but these roadways are just preferred routes for bicyclists, and do not include any bike-specific facility or treatment. The aforementioned bike plan was adopted in 2018 as part of the Rocky Mount Urban Area Metropolitan Planning Organization (MPO) [the governmental agency responsible for regional transportation planning] regular long-term plan update.

Public Transportation is provided within Rocky Mount by Tar River Transit via affordable fixed-route bus service throughout the City and Rural General Public para-transit transportation for Nash and Edgecombe counties. The Atlantic-Arlington corridor is served by three bus routes: 1 (Meadowbrook), 2 (Oakwood), and 4 (Hillsdale).

TRANSPORTATION NETWORK

Legend

-  Study Boundary
-  Major Thoroughfare
-  Minor Thoroughfare
-  Collector
-  Freeway
-  Bike Trail
-  Proposed Bike Trail



SIDEWALKS

Legend

 Study Boundary

 Sidewalk



TRANSIT

Legend

 Study Boundary

Bus Routes

 1 (Meadowbrook)

 2 (Oakwood)

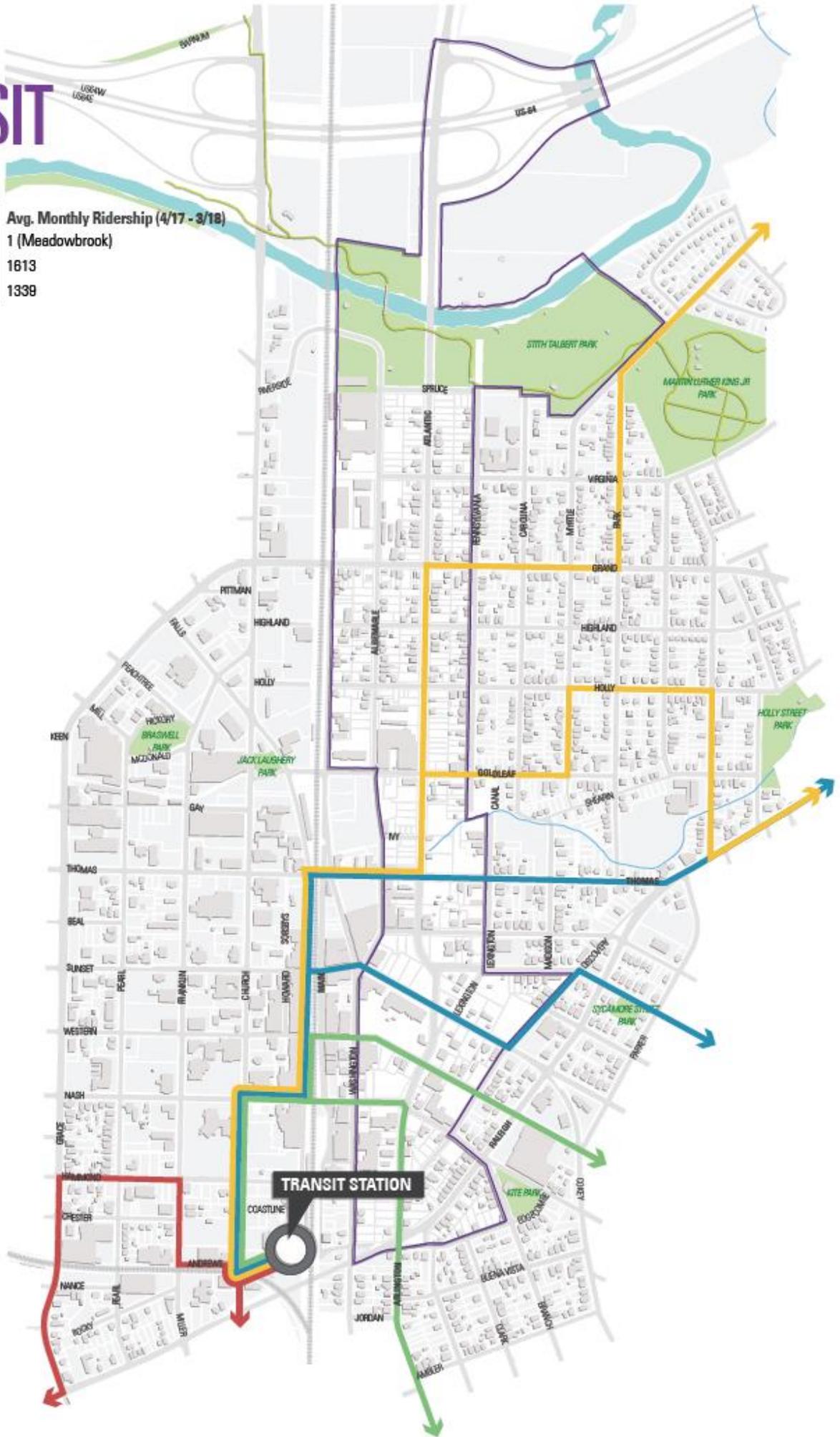
 4 (Hillsdale)

Avg. Monthly Ridership (4/17 - 3/18)

1 (Meadowbrook)

1613

1339



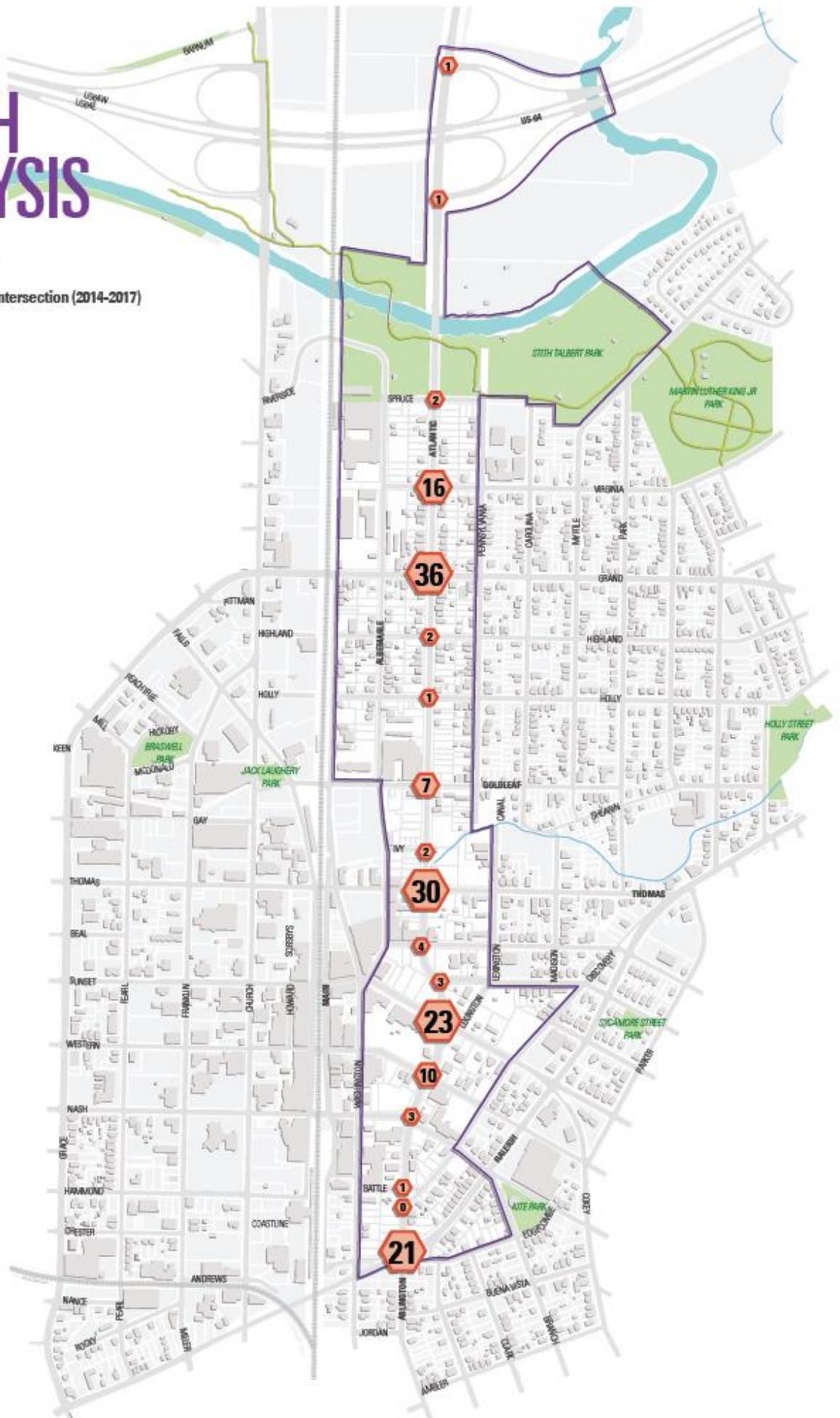
CRASH ANALYSIS

Legend

 Study Boundary

4-year crash totals at intersection (2014-2017)

-  0-5
-  6-10
-  11-20
-  >20



GOALS

A transportation network optimized for safety that includes multiple options for all users with improved pathways for pedestrians, bicycles, transit, and automobile traffic flow.

OBJECTIVES & STRATEGIES

- Provide for the safety and comfort of pedestrians, bicyclists, transit, and other vehicles with an overarching objective of zero fatalities and serious injuries.
- Improve access to a well-connected pedestrian and bicycle network for everyone, especially to populations that have the greatest need with dependence on biking or transit as modes of transportation.
- Enhance quality of life through health and wellness achieved through transportation options.
- Minimize the impact of transportation infrastructure on the natural environment.

RECOMMENDATIONS

- Revisit the Gateway Corridor Plan (2012) to ensure recommendations to reduce automobile travel lanes on Atlantic and Arlington Streets are still practical in light of construction of the Rocky Mount Event Center and other expected development.
- Implement the Wayfinding Signage Program to highlight places of interest and enhance the sense of place within the study area and greater community.
- Continue to work with NC DOT to come up with solutions to improve traffic into and around the corridor while protecting the character of the area.
- Emphasize design features which accommodate various modes of transportation by adopting guidelines for each type of roadway.
- Perform an analysis of existing minimum automobile parking requirements and revise as warranted to ensure standards align with demonstrated market need.
- Introduce requirements for minimum bicycle parking as a development standard.
- Construct a clearly-defined and attractive connection to the Tar River Greenway Trail to make this community asset more visible and accessible.
- Install pedestrian crossing enhancements at intersections to improve safety.

PUBLIC FACILITIES AND INFRASTRUCTURE

EXISTING CONDITIONS

Public facilities and infrastructure are critical to the quality of life within the Atlantic-Arlington corridor, as they are through the greater Rocky Mount community. These facilities include buildings, land, equipment, and services of water, sanitary sewer, stormwater management, natural gas and electricity.

The City of Rocky Mount Field Service Center on Albemarle Avenue, north of Grand Avenue, houses the survey, water and sewer field operations crew, street sign shop, fleet maintenance center, and serves as storage for public works equipment and transit vehicles. Edgecombe Community College covers one city block and comprises three buildings. The college's newest structure, the Lamm Building, opened on the Rocky Mount campus in January 2016. The state-of-the-art, 45,000-square-foot building features a simulated hospital environment that is raising the standard of healthcare education throughout the region. The Edgecombe County Health Department maintains an office, at Atlantic Avenue and Eastern Avenue, serving to protect, promote, and deliver quality, cost-effective services for community, personal, and environmental health.

Stith-Talbert Park is the only public park located within the Atlantic-Arlington corridor. The Tar River Greenway trail passes through the site connecting points east, at MLK, Jr. Park, and west, at City Lake.

The City's water distribution system in the study area is readily available and provides sufficient flows for most development that would occur in the study area. It consists primarily of a grid system of ductile iron pipes having diameter ranging from 2" to 20", positioned within the public right-of-way.

The sanitary sewer system in the corridor is sufficient to handle existing loads as well as future flows from increased development. Within the study area, the system consists of 8" diameter pipes, and a 24" pipe in the NE Main Street right-of-way.

The stormwater drainage system in the study area consists of pipes, ditches, and similar facilities to transport stormwater to the Tar River. Within the corridor there exists a culvert that begins near SW Main Street and traverses over to Atlantic Avenue that has been identified for replacement. The replacement is a significant project estimated to cost approximately ten million dollars.

The City of Rocky Mount is a nationally recognized Reliable Public Power Provider (RP3) and a recipient of the Gold designation in the System Operation Achievement Recognition (SOAR) program. The RP3 award is given by the American Public Power Association to cities that provide the highest degree of safe and reliable electric service. The SOAR award is given by the American Public Gas Association to public gas utilities that demonstrate excellence in worker safety, workforce development, system integrity, and system improvement. Electricity and natural gas are available throughout the study area.

COMMUNITY FACILITIES

Legend

- Government Institution
- Non-Profit
- Religious Institutions
- Other Facilities

Existing Community Facilities

- 1 Rocky Mount Utilities and Maintenance Facilities
- 2 Booker T. Washington Community Center
- 3 Opportunities Industrialization Center (OIC)
- 4 God In Christ Deliverance Church
- 5 North End Missionary Baptist Church
- 6 East End Baptist Church
- 7 Braswell Memorial Library
- 8 Imperial Centre for the Arts and Sciences
- 9 Tri-Faith Ministries
- 10 Mt. Pisgah Presbyterian Church
- 11 Church of the Good Shepherd Episcopal Church
- 12 Rocky Mount Event Center (Under Construction)
- 13 St. John AME Zion Church
- 14 First Presbyterian Church
- 15 St. James Missionary Baptist Church
- 16 Church in the Lord Jesus Christ
- 17 Down East Partnership for Children
- 18 Edgecombe County Health Department
- 19 First United Methodist Church
- 20 Edgecombe Community College
- 21 Tar River Academy
- 22 First Baptist Church
- 23 RM Wilson Athletic Center
- 24 Fire Station
- 25 City Hall
- 26 US Post Office
- 27 Our Lady of Perpetual Health Catholic Church
- 28 Our Lady of Perpetual Health Catholic School
- 29 Rocky Mount Senior Center
- 30 Train Station
- 31 Rocky Mount Edgecombe CDC
- 32 Mt. Zion Christian Church



GOALS

Provide facilities that support a variety of community and individual needs and ensure a sufficient infrastructure of modern, adequate, convenient and affordable services.

OBJECTIVES & STRATEGIES

- Upgrade and maintain existing municipal facilities and services.
- Improve the park system.
- Expand cultural facilities.
- Enhance educational facilities.

RECOMMENDATIONS

- Incorporate potential public utility infrastructure improvements within the priorities such as storm sewer upgrades, water main replacement, undergrounding of utilities, or other improvements as appropriate, as coordinated with City Departments.
- Continue to promote programs that encourage and recognize voluntary enhancement and beautification projects.
- Investigate the feasibility of burying or relocating above ground utilities to less visible locations.
- Continue to proactively plan, maintain, and manage city utility systems including water, wastewater, stormwater, natural gas and electric.
- Develop new parks facilities including connections to the Tar River Greenway and other public facilities.
- Continue to provide and promote demand-responsive public transit.
- Foster educational and workforce partnerships between school systems and employment leaders.
- Ensure all city facilities comply with the Americans with Disabilities Act.
- Continue to sponsor and support local festivals.
- Investigate the feasibility of initiation of an urban agricultural strategy and ordinance development.
- Incentivize development that is environmentally responsible and resource-efficient.

Appendix A: Stakeholder Interview, Bus Tour, and Open House Notes



PROGRESS MEETING SUMMARY

RATIO

Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

Project: Rocky Mount Atlantic – Arlington Land Use Corridor Study
RATIO Project No.: 17116.000
Date/Time: June 6, 2018
Purpose: April Open House Public Input
Held at: City Manager's Office, 331 S. Franklin St., Rocky Mount, NC
Participants: RATIO - Charles Dillard, CRM – Matt Tillery, Brad Kerr, Kellianne Davis, John Jesso, Joseth Bocook

Participants

- See Attachment

What do you love about your community?

- Its history
- The train station and the city's railroad history
- Historical Landscapes
- Historic Homes
- The people and the hope they have
- Proximity to Downtown
- Its small-town feel
- Its walkability
- O.R. Pope School
- Its trees

What do you not love about your community

- Trash
- Cars on lawns
- Bargaining (?) in front yards
- Sofas/furniture on porches
- Kitchens on porches
- Lack of community participation and pride
- Train traffic
- 18-wheelers parking in yards
- Condition of Parkers Canal
- Lack of food options, especially fresh, healthy food
- Dollar stores
- Lack of job opportunities, especially for low-income millennials
- Lack of assisted living facilities
- Police brutality
- Boarded-up and dilapidated homes
- Lack of lighting
- Lack of sidewalks and poor existing sidewalk conditions
- Lack of businesses serving the neighborhood
- Lack of police protection
- Lack of business and homeowner assistance programs
- The community garden

What do you want to see here in 5-10 years?

- Preserve historic homes
- Funding to assist homeowners with housing/interest payments
- Housing repair assistance program

- Install new signs with correct information
- Remove the “Leaving Myrtle Avenue Now” sign on Leggett Rd.
- Meeting facilitation between developers and community
- Community needs to be involved at all steps of planning and development process
- Yard maintenance code enforcement
- Restaurants on Atlantic/Arlington
- Retail – especially clothing, household goods, etc.
- Food pantry
- Programs to provide mental health services
- Homeless assistance programs
- Assistance for the elderly
- More resources for small, women-owned businesses
- Develop and foster partnerships among small businesses and organizations with similar missions
- Mobility assistance resources, including scooter rental facility
- A youth, or teen, center
- Taller buildings – at least one high rise
- Bakery
- Improved sidewalks and bicycle lanes
- Promote diversity of food options – including ethnic restaurants and food stores
- Healthy corner stores throughout neighborhood
- Good, healthy, quick food options
- Inclusionary Zoning
- A form-based-code
- Adequate parking
- Secure ownership of community garden
- Expanded community garden
- Safe, affordable senior housing options
- More businesses on Edgecombe County side
- Speed bumps on Eastern and Rose
- A plan that prevents displacement
- Preserve the history of the black middle class, especially during the Jim Crow era
- Create an affordable housing construction fund
- Create an affordable housing ordinance (bonus, fund, mandate, etc.)
- A form-based code that preserves open space and low-density areas as well as encourages redevelopment in certain areas
- More mixed-use zoning
- Mixed-income development
- A parking deck to consolidate parking and reduce surface lot coverage
- Diversity among small business owners
- Small business support programs
- Preserve history and heritage of corridor
- Develop an Entertainment District with museums/uses that highlight history, including jazz and sports history of community (similar to 18th and Vine in Kansas City, MO)
- Maintain housing from Virginia Street to Goldleaf Street
- Promote/maintain business development from Goldleaf Street to Raleigh Blvd.

Any additions or corrections to these Minutes should be submitted in writing to RATIO Architects, Inc., within ten (10) days of receipt. Otherwise, these Minutes stand as correct.

Respectfully submitted,

Charles Dillard

Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000

Name

Email

Martha Mince

Dorothy Tucker

Frances Batts

Jackie King

King F. Koo

Shirley Whitaker

Gregory Foster

Teisha Harrison

Mary Brake

Sharon A. Evans

Jamena L. Jaffe

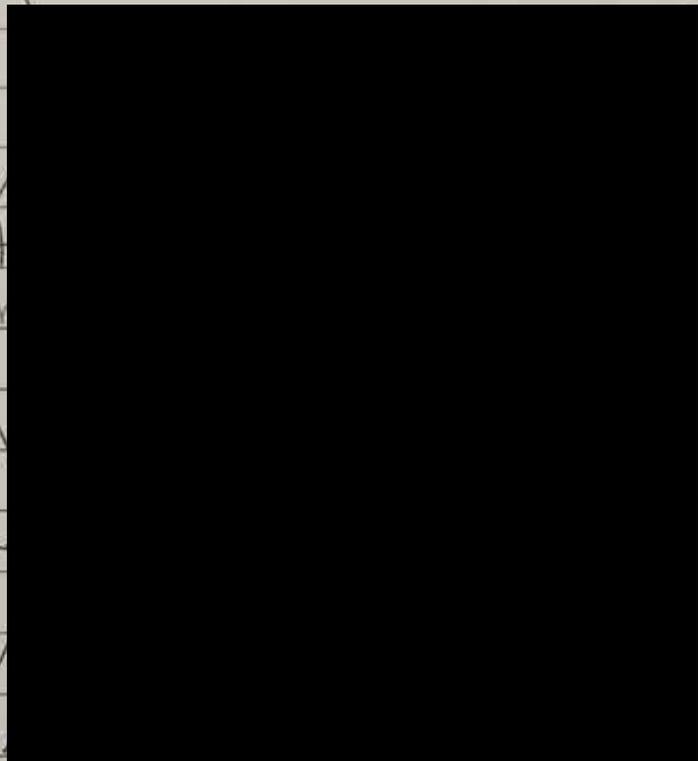
~~Hannelle J. Jaffe~~

Cynthia A Bynum-Willet

Cynthia G. Davis

Kelvin Macklin

ANN SYKES



Registration

- Name

Email

919 272 4147

Alice Hunt Davis

Sarah Hankerson

Emma Sessoms

Ruby W. Jenkins

Matthew Tillery

Rose Hunter

Anne Williams

Victor Jones (Jones)



PROGRESS MEETING SUMMARY

RATIO

Architecture
 Preservation
 Interior Design
 Landscape Architecture
 Urban Planning & Design
 Graphic Design

Project: Rocky Mount Atlantic – Arlington Land Use Corridor Study
 RATIO Project No.: 17116.000
 Date/Time: June 6, 2018
 Purpose: April Bus Tour Community Input
 Held at: City Manager’s Office, 331 S. Franklin St., Rocky Mount, NC
 Participants: RATIO - Charles Dillard, CRM – Matt Tillery, Brad Kerr, Kellianne Davis, John Jesso, Joseth Bocook

Route

- See attachment

General Comments

- Reuben Blackwell – code enforcement is an issue in the community, particularly with respect to car and truck parking and storage, yard maintenance, and exterior building conditions
 - Joseth Bocook – CRM will need to analyze allowed uses and begin screening residential and commercial areas for infractions
- Home at 330 Rose Street is a perfect location for a bed and breakfast
- New Jerusalem Pentecostal Church of Christ maintains a food distribution service at 305 Madison Street – this is considered an important service, in the face of the community’s status as a food desert
- Check cashing businesses are problematic in the community, one was identified at the intersection of Coleman Ave. and Raleigh Blvd.
- The old service station at the intersection of Tarboro Rd. and Arlington St. (301 Tarboro Road) maintains many cars that seem to be beyond repair. A number of participants suggested the City implement a screening requirement for such uses.
- Karim’s Supermarket, on the Taste of Paradise block, is a significant nuisance in the neighborhood due to alcohol sales as well as ongoing illicit drug sale and activity on the property. In light of the development of Discovery Park, the Community Garden and the Down East Partnership, the Plan should recommend a redevelopment of this block (while maintaining existing business that are serving the community well, such as Taste of Paradise).
- A number of participants, including Sue Perry-Cole expressed the desire for an affordable housing requirement (inclusionary zoning or fee-in-lieu to a fund) for future development in the Downtown and Atlantic-Arlington study area.
- Memorial Hospital, which is a focus area for the Corridor Study, was discussed. Joyce Dickens suggested the building could be retrofitted for residential use.
- RMECDC-developed homes – participants noted this has been a huge success for the community. Joyce Dickens noted that the units are fully occupied, aside from one vacant commercial property. This model should be expanded throughout the Down East and Holly Street neighborhoods.
- O.R. Pope School – Joyce Dickens noted that the sale of the property is being handled through the upset bid process. A number of participants expressed a desire to see the school brought back to life as a use that supports the community – education/service-oriented/commercial particularly
- Large vacant lot at intersection of Carolina Ave./Madison St./Thomas St. was formerly the site of business, among them Madison Seafood and florists. This history should be remembered and these types of businesses encouraged.
- A number of participants recommended clear cutting overgrown lots and maintaining trees as a way to improve safety, community cohesion and character.
- A number of participants supported the idea of an urban agriculture program throughout the city, particularly in the Holly Street and Down East neighborhoods.
- Rose Hunter spoke about a number of properties on and around Albemarle Ave. north of Goldleaf St.
 - 402 Albemarle –house was owned by Henry and Willie Mitchell – they housed visiting musicians during the June Germans, visiting athletes (including the Harlem Globetrotters); Edgecombe CC is partnering with the Buck Leonard Association to restore the home. NC SHPO is also involved. Many participants acknowledged that this building could be a catalyst for regeneration in the community. Plans for the building include a computer lab for local residents, activities supporting the Association’s baseball-driven community development initiatives, physical fitness and endurance training equipment and a baseball learning center. Rose Hunter also said there will be exhibits and a library on site.

- In the roughly six block area between Goldleaf St. and Grand Ave., with Albemarle Ave at the center, Rose Hunter and others discussed the potential of the area to serve as a Heritage Trail and location for a short-term rental district (AirBnB), particularly for families visiting for the Event Center.
- OIC/BTW – OIC eas established in 1968 and maintains the building, while the City maintains the exterior; building was the site of the famous MLK Jr. speech

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Respectfully submitted,

Charles Dillard
Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000

1:30 PM: DOWN EAST NEIGHBORHOOD TOUR

- Meet at Down East Partnership for Children located at **215 Lexington Street** to begin tour

- 1. Down East Partnership for Children, Discovery Park and Community Garden
 - a. Depart Lexington St, west towards Atlantic Avenue
 - b. Left turn onto Atlantic Ave (heading North), continue 1 block to Rose St.
 - c. Stop at Old Hospital
- 2. Old Hospital
 - a. Right turn onto Rose St (heading East), continue 3 blocks to Discovery St
 - b. Right turn onto Discovery St (heading South), continue 3 blocks to Hill St
 - c. Right turn onto Hill St (heading West), continue 2 blocks to Washington St
 - d. Right turn onto Washington St (heading North) to Harambee Square
- 3. Harambee Square
 - a. Continue on Washington St (heading North) for 1 block to Tarboro St
 - b. Right turn onto Tarboro St (heading East), continue 1 block to Lexington Street Site
- 4. Lexington Street Site
 - a. Left turn onto Lexington St (heading North), continue 1 block to Eastern Ave
 - b. End at starting point 215 Lexington St

3:00 PM: HOLLY STREET NEIGHBORHOOD TOUR

- Meet at Tri-Faith Ministries located at **140 E. Goldleaf Street** to begin tour

- 1. Tri-Faith Ministries
 - a. Left turn to depart Tri-Faith Ministries onto Albemarle Ave (heading North), continue 1 block to 402 Albemarle Ave at Holly St intersection
- 2. 402 Albemarle Ave
 - a. Continue on Albemarle Ave (heading North) for a half of a block to Jessie Pash Family Homeplace
- 3. Jessie Pash Family Homeplace
 - a. Continue on Albemarle Ave (heading North) for a half of a block to E Highland St
 - b. Right turn onto E Highland Ave (heading East), continue for 1 and a half blocks to Wimberly Cleaner and Homeplace
- 4. Wimberly Cleaner and Homeplace
 - a. Continue on E Highland Ave (heading East) for 4 blocks to Woodland Ave

- b. Right turn onto Woodland Ave (heading South), continue 1 block to Holly St and RMECDC Redevelopment Properties
- 5. Rocky Mount Edgecombe Community Development Corporation (RMECDC) Redevelopment Properties
 - a. Right turn onto Holly St (heading West), continue 2 blocks to Myrtle Ave
 - b. Left turn onto Myrtle Ave (heading South), continue 1 block to Goldleaf St
 - c. Right turn onto Goldleaf St (heading West), continue 3 blocks to Atlantic Ave
 - d. Right turn onto Atlantic Ave (heading North), continue 3 blocks to Buck Leonard Houses
- 6. Buck Leonard Houses
 - a. Continue on Atlantic Ave (heading North) for 1 block to Virginia Ave
 - b. Right turn onto Virginia Ave (heading East), continue 1 block to OIC-BTW Center at Pennsylvania Ave
- 7. OIC-BTW Center
 - a. Continue on Virginia Ave (heading East) for 1 block to Carolina Ave
 - b. Right turn onto Carolina Ave (heading South), continue 3 blocks to Holly St
 - c. Right turn onto Holly St (heading West), continue 3 blocks to Albemarle Ave
 - d. Left turn onto Albemarle Ave (heading South), continue to Tri-Faith Ministries
 - e. End at starting point 140 E Goldleaf St (Tri-Faith Ministries)

Atlantic Avenue/Arlington Street Corridor Stakeholder's Tour

April 17, 2018

1:30 PM:
DOWN EAST NEIGHBORHOOD TOUR

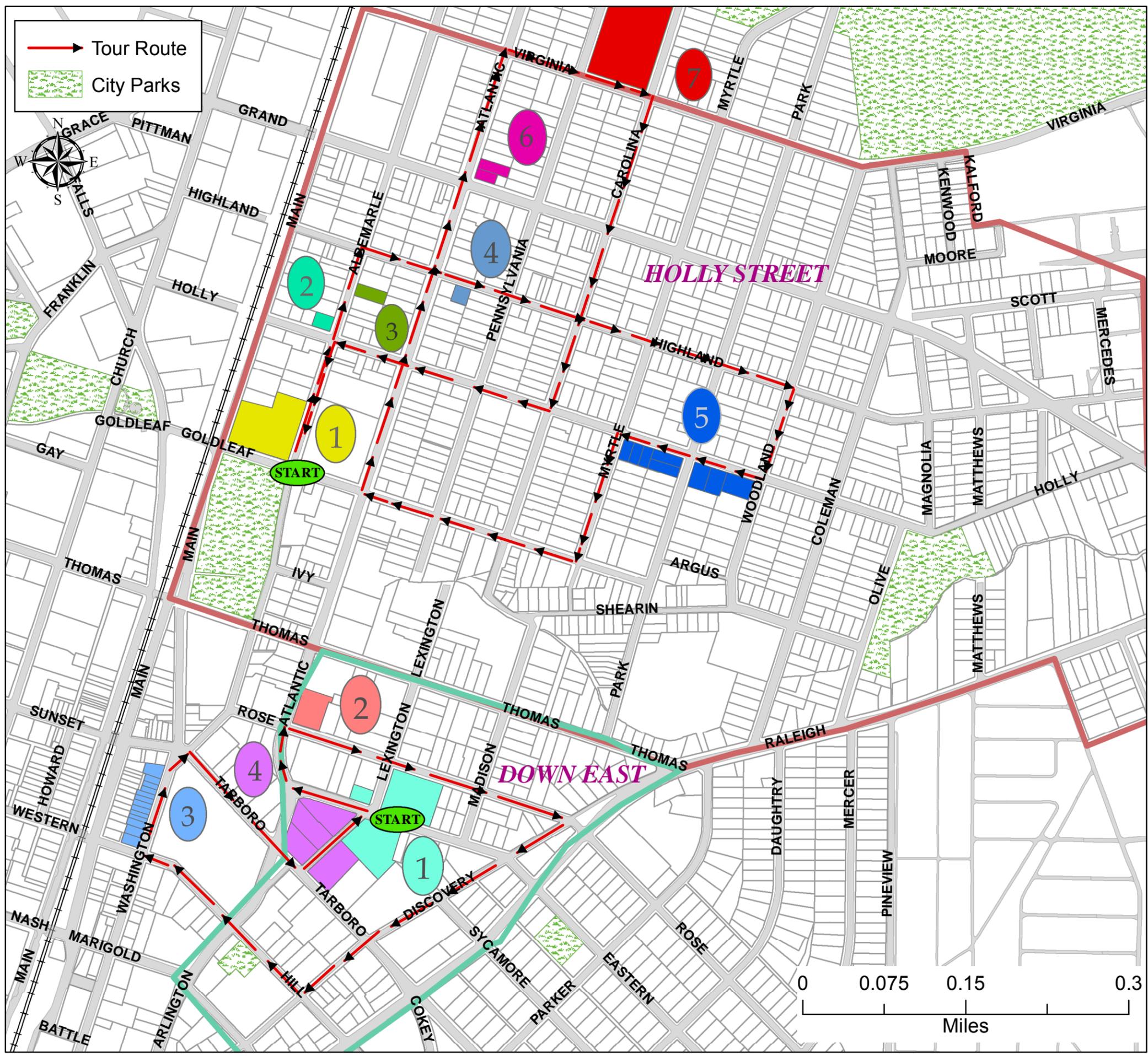
Meet at 215 Lexington Street
(Down East Partnership for Children)
to begin tour

1. Down East Partnership for Children, Discovery Park and Community Garden
2. Old Hospital
3. Harambee Square
4. Lexington Street Site

3:00 PM:
HOLLY STREET NEIGHBORHOOD TOUR

Meet at 140 E. Goldleaf Street
(Tri-Faith Ministries) to begin tour

1. Tri-Faith Ministries
2. 402 Albemarle Ave
3. Jessie Pash Homeplace
4. Wimberly Cleaner
5. RMECDC Redevelopment Properties
6. Buck Leonard Houses
7. OIC-BTW Center





PROGRESS MEETING SUMMARY

RATIO

Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

Project: Rocky Mount Atlantic – Arlington Land Use Corridor Study
RATIO Project No.: 17116.000
Date/Time: March 13, 2018
Purpose: Stakeholder Interviews – Faith-based
Held at: City Manager’s Office, 331 S. Franklin St., Rocky Mount, NC
Participants: RATIO - Lisa Esterrich, Charles Dillard, Lesley Roth; CRM – Rochelle Small-Toney, Peter Varney, Brad Kerr, Landis Faulcon

Participants

- Matt Tillery – Tri-Faith Ministries
- Delton Famer – St. John A.M.E. Zion Church
- Kellianne Davis – community Development, City of Rocky Mount

Strengths

- Churches have great history in the community
- Many potential catalyst sites (e.g. Memorial Hospital, Douglas Block)
- Large number of Community College students, faculty and staff present opportunities for economic development
- Booker T. School Alumni Association is a great community asset
- Rehab code already allows for easier permitting and development of adaptively reused property
- Downtown will always have a courthouse presence

Weaknesses

- Traffic is already a concern – could grow worse with Event Center
- Truck traffic on Atlantic/Arlington is heavy and speeds are fast
- Church congregations drive in for services and then leave – missed opportunity for community
- Perception of crime
- Safety and security are concerns for students, faculty and staff at Edgecombe CC
- Area is a food desert
- Perception of “other” or “wrong” side of tracks hurts economic development opportunities
- Convenience store next to Taste of Paradise is an eyesore and safety concern
- Recently developed open spaces (i.e. community garden and playground) attract loiterers
- Little to no police presence encourages crime and loitering
- Many abandoned houses – lack of investment in properties
- Many absentee landlords
- Dangerous intersection at Atlantic Ave. and East Thomas St.
- Panhandling is a major issue
- Difficult to work with CSX/other railroad interests
- Freight traffic on Atlantic Avenue
- Gateways are non-existent

Opportunities

- Church parking could be coordinated with other uses
- Encourage businesses and residential amenities that could attract seniors to return/move to RM, rather than coming into town for church services and then leaving
- Engage Lodge community (Goldleaf Street) – very active community stakeholder
- Interest from outsiders is a positive movement for RM
- Create a land-banking program
- Establish a police substation in the community
- Encourage businesses that cater to students so they stay in community before, during, and after classes

- Edgcombe CC curriculum could inform economic development initiatives (allied health, general education)
- Provide attractive gateways for visitors coming in off US-64
- Provide sidewalks throughout residential neighborhoods
- Albemarle could be major gateway to Event Center
- Encourage streetscape project in order to make walking safer and more comfortable
- Recruit anchor retail and office tenants in order to attract smaller firms
- Improve business environment by improving pedestrian infrastructure
- Subsidize, via grants or otherwise, the up-fit of retail and office buildings
- Enhance police presence in area
- Repurpose/redevelop city-owned lots
- A number of historic houses in north end could be catalysts
- Highlight area's proud history
- Encourage people who have left the neighborhood to return

Threats

- Concern that streetscape project could cause traffic problems on Atlantic Ave.
- Perception of crime could hinder economic development
- Traffic from Event Center will be a big concern
- Increased railroad traffic could make connectivity more difficult
- Fear of gentrification could impede revitalization of corridor and adjacent neighborhoods
- Negative perception of RM city gov't could deter economic development and improvement of residential properties

Plan Goals and Objectives

- Form-Based Code (for new development and adaptive reuse)
- Affordable housing ordinance
- Create a MWBE incentive policy
- Identify preferred development zones
- Allocate preferred density for sub-areas
- Transit improvements
- Bike/Ped Infrastructure
- Marketing campaign – tours of neighborhoods to highlight history and opportunities
- Revise code to require sidewalks in residential neighborhoods
- Capital investment in street repaving
- Improve transit services and amenities

Development Opportunity Sites

- Lot at NE corner of Atlantic/E. Thomas St. (block with canal/stream)
- Blocks with preponderance of boarded up homes
- Memorial Hospital
- Lot at NW corner of Arlington St./Tarboro St. (across from Edgcombe CC)
- North and south end gateways
- Taste of Paradise bloc (incl. convenience store)

Study Boundary

- Extend study area northward to US-64 (reason for current boundary is because Corridor Study is seen as an extension of the ISP boundary)

Miscellaneous

- Walking tour guided by stakeholders

Potential Meeting Locations

- Imperial Center
- City Hall
- Down East Partnership for Children

- OIC
- Library
- Chamber of Commerce

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Respectfully submitted,

Charles Dillard
Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000



PROGRESS MEETING SUMMARY

RATIO

Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

Project:	Rocky Mount Atlantic – Arlington Land Use Corridor Study
RATIO Project No.:	17116.000
Date/Time:	March 7, 2018
Purpose:	Stakeholder Interviews – Neighborhood Interests
Held at:	City Manager's Office, 331 S. Franklin St., Rocky Mount, NC
Participants:	RATIO - Lisa Esterrich, Charles Dillard, Lesley Roth; CRM – Rochelle Small-Toney, Peter Varney, Brad Kerr, Landis Faulcon

Participants

- Savannah Copeland – NC Association of Community Development Corporations
- Sharron McNeil-Davis – Edgemont Neighborhood Association
- Mae Parker – Holly Street Neighborhood Association
- Susan Perry-Cole – Down East Neighborhood Association, NCACDC
- Anne Williams – Down East Partnership for Children, Holly Street Neighborhood
- Archie Jones – Director of Human Relations, City of Rocky Mount
- Kellianne Davis – Community Development Manager, City of Rocky Mount
- Shiana Thomas-Humphrey – Parks and Recreation, City of Rocky Mount

What are your first thoughts when you hear Atlantic-Arlington corridor?

Strengths

- Strong community engagement commitment (e.g. Holly Street Park)
- Young people in the community
- Community garden near Down East Partnership
- History as affluent African-American community
- Many beautiful historic homes
- Holly Street Park volunteers have kept park clean – community is committed when allowed to be involved

Weaknesses

- Many abandoned houses
- Poor gateway/introduction from US-64
- Poor code enforcement
- Poor enforcement of “junk car” ordinances
- Lack of sidewalks
- Madison Street in need of improvements
- Goldleaf St. has too many properties in disrepair

Opportunities

- Re-use of Pope School
- Market public open house as a “fireside chat”
- Ideal location for affordable housing
- Community is at a crossroads – big opportunity
- Install blue lights throughout community to improve safety
- Repurpose old hospital
- Install Main St. lighting on Atlantic Ave.
- Create dialogue with Triangle real estate group
- Create hiring opportunities for area youth
- Historic resources (i.e. Buck Leonard, old hospital, Pope School)
- City ownership of vacant lots

- Make Atlantic Ave. a welcoming gateway off of US-64

Threats

- Repeated promises of development – little to nothing has occurred
- Traffic from Event Center
- Out-of-town investors buying and developing property without community in mind
- Lack of opportunity leads youth to gangs
- Impending development will cause housing costs to increase and existing business displacement

Plan Goals and Objectives

- Form-Based Code
- Affordable housing ordinance
- Create a MWBE incentive policy
- Identify preferred development zones
- Allocate preferred density for sub-areas
- Transit improvements
- Bike/Ped Infrastructure
- Marketing campaign – tours of neighborhoods to highlight history and opportunities
- Capital investment in street repaving

Development Opportunity Sites

- Lot at NE corner of Atlantic/E. Thomas St.
- Old hospital
- Lot at NW corner of Arlington St./Tarboro St.

Study Boundary

- Extend study area northward to US-64

Miscellaneous

- Walking tour guided by stakeholders

Potential Meeting Locations

- Imperial Center
- City Hall
- Down East Partnership for Children
- OIC
- Library

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Respectfully submitted,

Charles Dillard
Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000



PROGRESS MEETING SUMMARY

RATIO

Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

Project: Rocky Mount Atlantic – Arlington Land Use Corridor Study
RATIO Project No.: 17116.000
Date/Time: March 7, 2018
Purpose: Stakeholder Interviews - Commercial Interests
Held at: City Manager's Office, 331 S. Franklin St., Rocky Mount, NC
Participants: RATIO - Lisa Esterrich, Charles Dillard, Lesley Roth; CRM – Rochelle Small-Toney, Peter Varney, Brad Kerr, Landis Faulcon

Participants

- David Farris – Rocky Mount Chamber of Commerce
- Rose Hunter – Buck Leonard Association for Sports and Human Enrichment
- Charles Mullen – Home Builders Association
- Tarrick Pittman – Downtown Merchants Association
- Joseth Bocoock – Development Services, City of Rocky Mount
- John Jesso – Downtown Development Manager, City of Rocky Mount

Strengths

- Booker T. School Alumni Association is a great community asset
- Rehab code already allows for easier permitting and development of adaptively reused property
- Downtown will always have a courthouse presence

Weaknesses

- Many abandoned houses – lack of investment in properties
- Many absentee landlords
- Dangerous intersection at Atlantic Ave. and East Thomas St.
- Panhandling is a major issue
- Difficult to work with CSX/other railroad interests
- Freight traffic on Atlantic Avenue
- Gateways are non-existent
- Speed of traffic is too fast
- Truck traffic near post office makes it uncomfortable for all users of the ROW
- RM has a perception as being a very difficult place to do work with the city, in terms of permitting, inspections
- Very difficult to find good contractors, builders, etc. who are willing to work in RM due to negative perception of permitting process
- People, process and procedures need to change in city gov't (more staff, commitment to helping, and better technology)
- New residential permits are low in RM but high in surrounding areas because of negative perception of city permitting

Opportunities

- Repurpose/redevelop city-owned lots
- Economic growth without displacement
- A number of historic houses in north end could be catalysts
- Highlight area's proud history
- Encourage people who have left the neighborhood to return
- Market study area as "The Neighborhood"
- Capitalize on Event Center and related development to revitalize the corridor
- Create attractive gateways at either end of corridor
- Reduce traffic speed
- Installing bike lanes is important to growth of city
- Integrate established community organizations, like the Booker T. Alumni Association

- Change name of some streets to reflect history of the community
- Market the Holly Street area as “The Neighborhood”
- Expand industrial sectors to provide well-paying, high-skilled jobs
- Raised pedestrian paths (i.e. catwalks) will be necessary to allow pedestrian traffic to cross railroad to and from Event Center and Atlantic Avenue side
- Make walking safe, accessible and enjoyable
- Affordable real estate could be magnet for revitalizing catalysts
- Create pilot program – “one-stop shop” – for permitting in the corridor area to change image of city gov’t (city pursuing this idea already)
- Focus on renewable energy
- Retain students during and after school hours to support businesses
- Establish a co-op grocery store
- Office space inventory is good – spaces just need to be made contemporary
- Few vendors will be in Event Center - good opportunity for business development on Atlantic and Albemarle
- Recruit a sporting goods store downtown to cater to users of Event Center
- Market Imperial Center and destinations along Atlantic Ave. as “down-time” destinations for visiting athletes
- Develop guidelines, zoning ordinances that require respect for built and community heritage
- Consider an “Airbnb District” where short-term rentals are allowed and encouraged – close to Event Center
- Consider land use/zoning changes where single-family residential uses are no longer feasible
- Convert large houses into short-term rental, retail, commercial and other uses
- Use Mill project as a model for development and growth
- Market area as attractive, affordable residential option – 10,000 people commute into RM every day

Threats

- Traffic from Event Center will be a big concern
- Increased railroad traffic could make connectivity more difficult
- Fear of gentrification could impede revitalization of corridor and adjacent neighborhoods
- Negative perception of RM city gov’t could deter economic development and improvement of residential properties

Plan Goals and Objectives

- Form-Based Code (for new development and adaptive reuse)
- Affordable housing ordinance
- Create a MWBE incentive policy
- Identify preferred development zones
- Allocate preferred density for sub-areas
- Transit improvements
- Bike/Ped Infrastructure
- Marketing campaign – tours of neighborhoods to highlight history and opportunities
- Capital investment in street repaving

Development Opportunity Sites

- Lot at NE corner of Atlantic/E. Thomas St. (block with canal/stream)
- Blocks with preponderance of boarded up homes
- Memorial Hospital
- Lot at NW corner of Arlington St./Tarboro St. (across from Edgecombe CC)

Study Boundary

- Extend study area northward to US-64 (reason for current boundary is because Corridor Study is seen as an extension of the ISP boundary)

Miscellaneous

- Walking tour guided by stakeholders

Potential Meeting Locations

- Imperial Center
- City Hall
- Down East Partnership for Children
- OIC
- Library
- Chamber of Commerce

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Respectfully submitted,

Charles Dillard
Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000



PROGRESS MEETING SUMMARY

RATIO

Architecture
Preservation
Interior Design
Landscape Architecture
Urban Planning & Design
Graphic Design

Project:	Rocky Mount Atlantic – Arlington Land Use Corridor Study
RATIO Project No.:	17116.000
Date/Time:	March 13, 2018
Purpose:	Stakeholder Interviews – Institutional/Governmental Interests
Held at:	City Manager's Office, 331 S. Franklin St., Rocky Mount, NC
Participants:	RATIO - Lisa Esterrich, Charles Dillard, Lesley Roth; CRM – Rochelle Small-Toney, Peter Varney, Brad Kerr, Landis Faulcon

Participants

- Samuel Davis – Redevelopment Commission
- Stephanie Fisher – Edgecombe Community College
- Kevin Harris – KGH Sustainability Solutions
- James Mills – Redevelopment Commission

Strengths

- Many potential catalyst sites (e.g. Memorial Hospital, Douglas Block)
- Large number of Community College students, faculty and staff present opportunities for economic development
- Booker T. School Alumni Association is a great community asset
- Rehab code already allows for easier permitting and development of adaptively reused property
- Downtown will always have a courthouse presence

Weaknesses

- Perception of crime
- Safety and security are concerns for students, faculty and staff at Edgecombe CC
- Area is a food desert
- Perception of “other” or “wrong” side of tracks hurts economic development opportunities
- Convenience store next to Taste of Paradise is an eyesore and safety concern
- Recently developed open spaces (i.e. community garden and playground) attract loiterers
- Little to no police presence encourages crime and loitering
- Many abandoned houses – lack of investment in properties
- Many absentee landlords
- Dangerous intersection at Atlantic Ave. and East Thomas St.
- Panhandling is a major issue
- Difficult to work with CSX/other railroad interests
- Freight traffic on Atlantic Avenue
- Gateways are non-existent

Opportunities

- Establish a police substation in the community
- Encourage businesses that cater to students so they stay in community before, during, and after classes
- Edgecombe CC curriculum could inform economic development initiatives (allied health, general education)
- Provide attractive gateways for visitors coming in off US-64
- Provide sidewalks throughout residential neighborhoods
- Albemarle could be major gateway to Event Center
- Encourage streetscape project in order to make walking safer and more comfortable
- Recruit anchor retail and office tenants in order to attract smaller firms
- Improve business environment by improving pedestrian infrastructure
- Subsidize, via grants or otherwise, the up-fit of retail and office buildings
- Enhance police presence in area

- Repurpose/redevelop city-owned lots
- A number of historic houses in north end could be catalysts
- Highlight area's proud history
- Encourage people who have left the neighborhood to return

Threats

- Concern that streetscape project could cause traffic problems on Atlantic Ave.
- Perception of crime could hinder economic development
- Traffic from Event Center will be a big concern
- Increased railroad traffic could make connectivity more difficult
- Fear of gentrification could impede revitalization of corridor and adjacent neighborhoods
- Negative perception of RM city gov't could deter economic development and improvement of residential properties

Plan Goals and Objectives

- Form-Based Code (for new development and adaptive reuse)
- Affordable housing ordinance
- Create a MWBE incentive policy
- Identify preferred development zones
- Allocate preferred density for sub-areas
- Transit improvements
- Bike/Ped Infrastructure
- Marketing campaign – tours of neighborhoods to highlight history and opportunities
- Revise code to require sidewalks in residential neighborhoods
- Capital investment in street repaving
- Improve transit services and amenities

Development Opportunity Sites

- Lot at NE corner of Atlantic/E. Thomas St. (block with canal/stream)
- Blocks with preponderance of boarded up homes
- Memorial Hospital
- Lot at NW corner of Arlington St./Tarboro St. (across from Edgecombe CC)
- North and south end gateways
- Taste od Paradise bloc (incl. convenience store)

Study Boundary

- Extend study area northward to US-64 (reason for current boundary is because Corridor Study is seen as an extension of the ISP boundary)

Miscellaneous

- Walking tour guided by stakeholders

Potential Meeting Locations

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Respectfully submitted,

Charles Dillard
Urban Planner

cc: Brad Kerr – City of Rocky Mount
RATIO Personnel –
RATIO Architects, Inc. / CF 17116.000

Appendix B: Community Conversation Feedback Report



WPR - LLC

**ATLANTIC-ARLINGTON CORRIDOR STUDY
Community Conversation Feedback
December 13, 2018**



**ATLANTIC-ARLINGTON
CORRIDOR STUDY
COMMUNITY CONVERSATION**



*"Courage is what it takes to stand up and speak out.
Courage is also what it takes to sit down and listen."*

~ Winston Churchill ~

December 28, 2018

Mr. Brad Kerr, PE
Director of Engineering
331 S. Franklin St.
Rocky Mount, NC 27802-1180

Dear Mr. Kerr:

WPR Consulting, LLC is pleased to transmit this report which contains community feedback from the December 13, 2018 community engagement forum held at Tri-Faith Ministries in Rocky Mount. This community engagement was an interactive community conversation to gather community input on the planning process for the Atlantic-Arlington Corridor Study. The conversation process provided over 100 participants with a safe space to engage in open dialogue which allowed for constructive and honest feedback on the Corridor Study. The goal on December 13th was to provide a community driven mechanism where community members received a better understanding of the plans affecting their community; and where they had an opportunity to listen to one another's feedback; and to react to and engage the Corridor Study panelists and planners.

During the forum, I was impressed with the number of community members who showed up and shared their perspectives and input, as well as their receptiveness to the panelists. I believe that the City of Rocky Mount took a major step forward to show residents of the corridor that they matter and that going forward they will continue to be active participants, with the City, in what goes on in the community where they live, work and play. It was about building trust and accountability with all parties involved.

We appreciate your cooperation and support as we did this work, as well as that of your fellow employees, elected officials, stakeholder groups and other interested parties. We also appreciate the assistance of everyone who supplied us with data and information as we completed this process. It was our pleasure to serve the City of Rocky Mount and the residents and business interests of the Atlantic-Arlington Corridor.

Sincerely,

Willie Ratchford

Willie Ratchford, President and CEO
WPR Consulting, LLC

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COMMUNITY CONVERSATION PURPOSE

To provide an opportunity for open community conversation, input and feedback around an important community issue: **the Atlantic-Arlington Corridor (AAC) Study**. The idea is to focus on gaining community input on expected redevelopment along the AAC from Grand Ave to East Raleigh Boulevard. The goal tonight, with the community's input, is to create a plan that will guide expected redevelopment along the corridor. "The goal of the study is to promote redevelopment and ensure that future development results in a diverse, vibrant and livable community that acknowledges the cultural history of the area, creates opportunity for all and addresses concerns of existing residents and businesses."

COMMUNITY CONVERSATION MEETING AGENDA

A facilitated panel discussion and small group sessions to:

- Define what the Atlantic-Arlington Corridor Study is and what it hopes to achieve.
- Discuss the types of development and amenities the community would like incorporated into redevelopment plans.
- Address how to balance redevelopment and opportunity and achieve equitable development.
- Receive suggestions on how to create and preserve quality, inclusive housing in the area and address concerns about displacement of existing residents and small businesses.

QUESTIONS FOR THE PANELISTS

- *What is the Atlantic-Arlington Corridor study and how will it impact residents who live in the corridor? What are some of the experiences of other cities that have undergone a corridor study, including issues and concerns?*
- *What is being done to assure that the corridor study will focus on equitable development that is inclusive and balanced, and will be prosperous for the residents of the corridor as well as Rocky Mount?*

- *What, if anything, will be done to address the concerns of corridor residents to preserve the history and heritage of the corridor, including African American heritage and historic resources?*
- *What actions will be taken to protect existing neighborhood-based businesses in the corridor and to assure diversity of ownership of small businesses moving forward?*
- *What, if anything, will be one to include strategies to protect and create quality inclusive housing opportunities in the corridor study area?*

QUESTIONS FOR REFLECTION - PARTICIPANTS

- *What is your name? Who do you represent? How long have you lived in or near the Atlantic-Arlington Corridor?*
- *What is your initial reaction to what you heard from the panel regarding the planning process for the Atlantic-Arlington Corridor Study?*
- *What did you not understand about the process and would like to hear more of?*
- *What are your concerns, ideas and comments regarding the planning process for the Atlantic-Arlington Corridor Study?*
- *What feedback (top 3-5) do you have for the Corridor study planners?*
- *What questions (3-5) do you have for the Corridor study planners?*
- *As a community, if you are to be successful with the Atlantic-Arlington Corridor Study process and follow up, what are you personally willing to do to make that happen?*

ANNOTATED AGENDA

Atlantic-Arlington Corridor Study
Community Conversation Agenda

*December 13, 2018 - 6:00 p.m.
Tri-Faith Ministries, 140 Goldleaf Street*

5m Welcome & Agenda Review/Process *Consultant*

5m Opening Comments and AAC Study PowerPoint *Brad*

30m Panel Discussion *Consultant*

• **Introduce Panelists / Questions & Responses**

1. *What is the Atlantic-Arlington Corridor study and how will it impact residents who live in the corridor? What are some of the experiences of other cities that have undergone a corridor study, including issues and concerns?*
2. *What is being done to assure that the corridor study will focus on equitable development that is inclusive and balanced, and will be prosperous for the residents of the corridor as well as Rocky Mount?*
3. *What, if anything, will be done to address the concerns of corridor residents to preserve the history and heritage of the corridor, including African American heritage and historic resources?*
4. *What actions will be taken to protect existing neighborhood-based businesses in the corridor and to assure diversity of ownership of small businesses moving forward?*
5. *What, if anything, will be done to include strategies to protect and create quality inclusive housing opportunities in the corridor study area?*

1h Community/Small Group Conversations *Consultant*

- a. *Introductions*
- b. *Questions for Reflection*
- c. *Conversation & Responses*

20m Small Group Report Outs *Table Moderators*

20m Q&A with the Panelists *All*

7m How Are You Leaving? *Consultant*

2m Next Steps *Brad*

1m Close *Consultant*

ATLANTIC-ARLINGTON CORRIDOR COMMUNITY CONVERSATION



Guidelines for Table Moderators

- Ensure everyone gets to speak during the small group conversation and that no one individual dominates.
- Pay attention to the directions from the facilitator.
- Attend to time!
- Listen to the feedback and comments at your table.
- Paraphrase and summarize as appropriate.
- Make a few notes if you like; but it is more important to focus on the conversation and feedback from the participants.
- Work with the scribe to capture the feedback and responses to the questions.

YOU will have a role in the following activities:

Table Introductions: *Name / Who do you represent? How long have you lived in or near the Atlantic-Arlington Corridor?*

Remind them of participant guidelines which are on the participant handout.

Small Group Conversation: After the introductions and reflection time, hear from each person about their response to the questions and have some general dialogue. Go in order around the table first to ensure that everyone has a chance to talk.

Small Group Feedback/Headlines: You or participants at the table can share themes / highlights that emerged from the table conversation and responses to the questions.

If you have any questions or issues at your table let the facilitator know by raising your hand. The session facilitator will be moving around among all the tables.

Panelists - Summary of Opening Comments

Facilitator

Willie Ratchford, WPR Consulting, LLC

Panelists

Joyce Dickens, CEO, Rocky Mount/Edgecombe CDC

JoSeth Bocook, AICP, Interim Director of Planning and Development, The City of Rocky Mount

Archie Jones, Human Relations Director, The City of Rocky Mount

Brad Kerr, PE, Director of Engineering

Landis Faulcon, PhD., Director of Community & Business Development

Joyce Dickens

- Grew up in the neighborhood and worked in development for the last 30 years.
- The county and the city are changing. Being present today
- Historically, Edgecombe County has had the highest unemployment but it is now one of the most economically aggressive parts of the state.
- The Rocky Mount CDC was a Co-developer of the Douglass Block and Harambee Square
- Our goal is to touch all 14 distressed neighborhoods in the area
- Things are changing in Rocky Mount and people from around the state and nation are moving here to take advantage of the opportunities. We want to make sure that the local people are also benefitting from these things.
- Affordable housing, entrepreneur and small business opportunities, improve infrastructure, and making sure that Rocky Mount is a thriving community across the board.
- District Wayfinding Analysis and Recommendations
 - It will have various districts that focus on development, tourism, and holding on to history and culture
 - Mills District
 - Downtown
 - Thelonious Monk District
 - Monk to Mill Trail from Thelonious Monk Park to the Mill with focuses on educational opportunities about Rocky Mount and Thelonious Monk
 - Douglass Block focus
 - Buck Leonard's homeplace
 - It will have kiosks and other things that focus on the culture and history of the area.
 - Proposed District: Around the Booker T Washington High School and Martin Luther King park area

- What actions will be taken to protect existing neighborhood owned business in the corridor and to ensure diversity of ownership of small businesses moving forward
 - We will continue to support small businesses and those who wish to start small business
 - Assessing needs, and matching with tech and support
 - Business development manager: Kevin Harris
- What if anything will be done to include strategies to protect and create quality inclusive housing in the corridor area
 - City staff is very concerned with inclusive housing
 - Katrese Hale, Community Development Planning Specialist & Cornelia McGee, Community Development Administrator

Archie Jones

What organizations are present?

Brad Kerr

- Study area overview map
 - Gave a definition of the area that we are studying
 - We understand that whatever we do may cross this border
- District Wayfinding Analysis and Recommendations
 - Develops signage and multimedia tools
 - Goal is to help first time visitors find where they want to go
 - To get people to and from the EC
 - Do this citywide and implement it in phases
 - Want to take people from gateway hotel areas further into town
 - Potential future districts
 - Monk park
 - MLK park future district (name TBD)
- Monk to Mill Trail
 - Connects Monk Park to downtown
 - From meeting input, heritage walk will be extended
- Demonstration of what signs look like
- Will the signs be throughout Rocky Mount?
 - For now, they will, but they will grow into other districts and between
 - First phase is underway in spring
- Are the signs informational Rocky Mount?
- Sign on corner of East Grande has been removed
 - Will consider this after meeting

1. What is the Atlantic-Arlington Corridor Study and how will it impact residents who live in the corridor? What are some of the experiences of other cities that have undergone a corridor study, including issues and concerns?

JoSeth Bocook

- *Address problems through present and future needs*
- *Comprehensive plan was policy guide*
 - *Other studies supplemented this plan*
 - *Development pressures (investments) spurred these studies*
- *Private investment is following the Event Center, so we want to do a study here*
- *The most important part of all the steps of planning is community engagement*
- *You have an opportunity to define what the impact of the study will be*
 - *Streetscape, landscape, modes of transportation, parks and open spaces*

Archie Jones

- *The only way to preserve history is to have meetings like this*
- *If we do not capture this history, information will be lost*

2. What is being done to assure that the corridor study will focus on equitable development that is inclusive and balanced, and will be prosperous for the residents of the corridor as well as Rocky Mount?

Dr. Faulcon

- *Here to reconfirm that focus is on equitable development*
- *Ensure equitable development through meetings like these*
- *We will not be successful if we don't plan for equitable communities through public input, we will not overlook existing residents*
- *We want citizens to feel free to communicate in between meetings*
 - *Workforce advisory group*
 - *Community academy*
- *Public engagement is an important part of any corridor study*
- *Give your best thoughts about what you want to see*

Brad Kerr

- *We are here to engage with you and hear your feedback*
- *This meeting will build on existing efforts*

3. What will be done to preserve history of corridor, especially African American heritage and historic resources?

Archie Jones

- *First, what we are doing tonight, sharing history*
- *Please share the history with us*

Brad Kerr

- *Cultural Heritage walks are in progress, but we need content for them*
- *We want to hear from you about what we need to include*
- *Think about what type of development you would want to see that both promotes development and opportunity while preserving history*

JoSeth Bocook

- *The fact that the question was posed says that we want to preserve the history*
- *We will make the area its own district*
- *We are talking with residents and are working to get Buck Leonard home designated as a monument*
- *Working on Highway Markers*
- *We hope to preserve on history based on feedback*
- *Talking about sharing of history in city, what kind of committee in group do you already have to share this history with you, or are you going to form one?*

Brad Kerr

- *We are looking for feedback on how to share this information, we will need help and ideas on how to preserve history, but there is no formal group at this time.*

4. What actions will be taken to preserve existing neighborhood businesses?

Dr. Faulcon

- *Continue working to serve small businesses and those that wish to start them*
- *We have a range of providers that serve small businesses*
- *Match needs with technical assistance and what they need to be successful*
- *Business development manager is Kevin Harris*
- *We spend time in community answering concerns*

5. What if anything will be done to be include strategies to protect and include quality inclusive housing in this area?

Dr. Falcon

- *Our department works with organizations throughout the community*
- *City Council and Manager are committed with housing as a priority o Concerned with inclusionary development*
- *Introduces Cornelia and Katrise*

Community Feedback and Input

<p>1. What is your initial reaction to what you heard from the panel regarding the Atlantic-Arlington Corridor Study?</p>	<ul style="list-style-type: none"> • Panelists appeared to know what they are talking about. • Good first approach and that the input finds its way into action • Everything the panel said, I am in agreement with • Positive reaction • Excitement • Panel discussion “sounded” good. • I am pleased with what I heard the panel say, glad that we are getting started, I hope the momentum continues, I hope they are on target. • Having the panel was a good idea • Something good will happen; think positively • Listen – be positive • Purpose of tonight: clarity • I am encouraged equitable development policies will come from this • Liked that we had representatives from city council, city manager, and key individuals in departments that can make sure the people's ideas and needs move forward • As residents of the targeted neighborhoods, we must hold City officials accountable for implementing all pledges and commitments made at tonight’s community meeting • Need to hold people accountable • Hopeful, in terms of allowing community to participate and give ideas, last session was not as helpful and did not allow for as much participation. Glad to see this change. • Very pleased with the plan to include input from the community. • Residents must continue to participate in the process if they hope to influence any plan developed for the area • Happy to hear the history of the corridor was taken into consideration. • Preserve the issues; input from the people by including the people. • They’re going to do what they wanted without including the people was the first impression. Glad it wasn’t. • Did not involve the public in the beginning • The Corridor wants citizens to come up with solutions, they should after citizens give feedback. • Community needs to be involved in the process – all of the process
--	--

- City Manager came with a pre- planned script
- The strategy for the area is already mapped out; the City officials are just not giving residents the information
- Residents need to know what is about to happen
- A plan for the area already exists
- There is a plan already in place
- Gave a forum; but what is done will be most expedient
- The questions from the moderator were one thing, but not all of the issues were raised concerning the broad situation
- The officials are not really listening to residents; they already have developed a plan for the area
- Have already pre-determined what will happen
- I think they already have a goal
- This setting – not conducive for good conversation
- There needs to be a balance between sharing ideas and gathering input
- It's an open book, everything is open, no one talked about who would come to the area. Historic preservation commission-what is happening with the properties, didn't hear a lot about what the panel was focused on with regard to helping people develop existing properties
- What will be historic preservation?
- What's the history, what needs to be preserved? What needs to happen?
- We should continue to captivate
- We should keep what is original
- Hold history in high esteem
- They generalized, but no specific details to prevent gentrification
- Are they going to preserve the housing?
- Why don't they just call the historic society when it comes to preserving the history
- Utility bills are crazy because you can't replace things with energy efficient utilities
- North Carolina finance agency has applications out for repairs, but they don't count on the historic properties
- The idea behind spending a lot of money to preserve history is to preserve the cost and keep the heritage
- Can we get representation and partnerships from the historical society?
- They want to designate certain people but not areas to serve historic housing
- If you go historic, you gentrify
- People cannot afford historically preserved homes
- People buy up these houses trying to convert them into rental homes and find themselves disappointed when they find that historic restrictions don't allow them to do what they want
- Don't displace existing residents in the targeted neighborhoods, because they can't afford to relocate.
- How are they going to put all of this together and how is this going to impact the community?
- Progress to area, what benefit will take place?
- Whatever happens, everyone will be affected.
- Who are the new people that will come to the area?
- Who are the investors?
- There are a lot of new people

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

- As a community we need to get to know the new folk and get them to feel more comfortable
- We are dealing with people who've been here for years and the new people should listen to us
- We are here to find a medium
- We need to bring in stakeholders and not just landowners
- Housing authorities want to get in control of properties with a lot of interest
- Left Rocky Mount and came back several times; This has been on the table for 30 years - I am glad that someone now is willing to get something started
- Is this really going to make a difference in the end or is this a formality. Is it trustworthy – same people around the table for 40 years.
- Not enough feedback/follow up
- No one calls people back
- This process is better
- No chance for follow up
- People w/o the final say, so try to answer questions
- Panelists did not really answer the questions posed, we want to hear genuine answers
- Panelists really don't have the answers to the questions presented
- These things have already been addressed and it seems like a waste of time
- Heard it all before
- The questions being asked are ones they have solicited beforehand
- Whole process of what panelists were saying, hoping that we will make it very comprehensive as opposed to doing something without the horse behind the cart Don't build something without the infrastructure to support whatever will come and make it successful
- There needs to be a plan to do things that will generate entrepreneurship that will make people volunteer to develop the area. Business development grows where the traffic is, need traffic and support
- Displacement will happen as they build hotels and restaurants for people to stay and eat when they come into town
- Whether the parking issue will be addressed?
- Handicap accessibility - Was difficult for mother to get to the Event Center, hope that we can steer panel to focus on more than structures; Want to focus on the development of youth in Rocky Mount to draw children back to Rocky Mount - Panelists did not mention anything about youth or handicap accessibility
- If route changed, it will be hard to get to the center without going through the city
- The building of our area and infrastructure
- Need to address improvement in access to public works in the neighborhoods; water from City pipes bubbles up near one resident's home; pipes are bursting in residents' neighborhoods
- Streets and infrastructure need repair in the neighborhoods targeted by the corridor study
- Sidewalks, safe area, food
- Residents voiced concern about placing speed bumps in their neighborhood
- Need to build off of a solid foundation. Historically, business and economic development concerns dominate the conversation and interest. People issues and neighborhood

	<p>concerns are usually not the focus of interest, because we don't prioritize people. We should not put business issues before the interests of the people</p> <ul style="list-style-type: none"> • I don't want is to be like Harlem • Why this corridor? • Other meetings are needed? • Too many meetings • Why didn't we have the panel questions? • First community conversations over the confederate statue happened between city staff and moderators of this event • Jobs? • Notes have been lost at previous meetings, these notes will be taken up and cataloged into a consensus report and will be preserved by the city • No info on what has already taken place • Some cities do a better job than others of preserving affordability • See examples from some other studies • Make sure Edgecombe gets their due • New to area – in search of community input and feedback • This is our opportunity to fight for our side of the issue • What is said tonight will be addressed • What will be developed around the corridor? • Have plans for Atlantic Ave? • What are they planning to do?
<p>2. What are your thoughts or ideas about how the corridor study might impact food insecurity issues in the corridor?</p>	<ul style="list-style-type: none"> • I don't see anyone being affected by the lack of food, we have a lot of farming • Lots of farm land, I don't see food being a problem • We should explore the development of a farmer's market facility on the Edgecombe side of the City • Get a Farmer's Market across the track. Farmers from Edgecombe County could bring their produce. • I know that we have attracted many small businesses which is good, but there is an economic crisis coming with this as more employees come in • I think we have more than enough food and restaurants • Food insecurity might not be an issue for this project • We have grocery stores, there is not a food desert because people have access to stores with nutritious food • We will beg to differ on whether Rocky Mount is a food desert • I would love for this study to steer towards bringing local farmers to the table so that we can have access to fresh produce instead of importing it to stabilize food insecurity • Farm to Table food • Get the shed downtown turned into a farmer's market • There has been an approach for the shelter by the railroad • There is a huge liability to sell food without a secured license • There is a liability issue • Re-examining policies and procedures • What are the ways around regulations • Could be pop ups • Doing 21 pop up gardens in Rocky Mount Down East communities • There needs to be a reinvestment in those who grow food

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

- There isn't a big enough return on investment
- Our people need livable wages to secure food.
- I agree that we don't have a food insecurity issue, we have an income insecurity issue to buy nutritious foods
- Food access points should use EBT cards not just cash or credit
- We don't have Harris Teeter in "the hood"
- We need the city of Rocky Mount to help recruit a grocery store
- We need another grocery store; have been trying to get a grocery store for 20 years
- Franchises come based on income
- Have been trying to get low income housing tax credits but you have to be within 2 miles of a grocery store
- Grocery stores don't want to pay a lot
- We need other franchises and other housing options
- Grocery stores impact housing
- Want a TGIF by 64
- Franchise recruitment
- Bojangles was 5 years of negotiation and almost giving the land away
- It's been hard to bring things across the railroad
- Food security does not include just only the Corridor
- Grocery stores are needed
- Lack of produce and meats, need better grocery stores
- Do not have access to healthy food
- Raise the awareness of lack of food stores
- Make sure every way into the city looks good. City address and accept all ideas
- It should help
- It creates micro opportunities
- Could create more community gardens
- ECPS and health care is purchasing from the community gardens
- A lot of people to canning which could help with a lot of sickness and disease
- We will need something for the winter as well
- We need to build a culture of food that used to exist in the African-American community
- We need to return to the old African American tradition of growing our own food. We should explore a coordinated strategy to promote the development of community gardens throughout the City's underserved neighborhoods so that hungry and cash strapped residents can affordably grow their own food, flowers and herbs
- No one used to grow up without a garden, a pantry, a smoke house
- Everyone had vegetables in the winter
- We shifted to a culture of fast and unhealthy food
- It's the biggest commodity but also the highest regulated
- Gap certification went up to \$10,000 per crop
- Small growers that try to stay sustainable struggle, they can't afford the certification market per crop
- Rocky Mount Human Relations Commission
- Someone went to small stores asking them to carry fresh food and it failed terribly because their clientele who would buy the products were intimidated by the regular customers
- There were grocery stores that have closed but grocery stores are closing which adds to the problem
- Have examined other places who have food processing plants that are grocery stores
- If people buy from that store they put the money right back into that system
- We must do a better job of holding the Department of Social Services accountable for providing benefits

	<ul style="list-style-type: none"> • Some benefits are being distributed. But we are not looking out for the needs of hungry senior citizens in our area. Our focus is centered on the unmet food needs of children. The hunger challenge regarding senior citizens is a big problem among the elderly in NC. There is also concern about the displacement of the elderly segment of the population in our area • The distribution mechanism for food items among the needy in our neighborhoods needs to be addressed. • We need more affordable and accessible grocery stores in our area. This concern also relates to the need for improvements in transportation. • Adequate access to fresh fruits and vegetables is lacking for neighborhood residents in our area. • A recommendation was made that the City explore development of a planning framework for urban agricultural development. Many local governments are beginning to see the connections among comprehensive planning, neighborhood development and revitalization, health, food policy and sustainability. Urban agriculture is typically seen as a strategy to achieve larger social or environmental goals, and it relates to many elements within the comprehensive planning process. The American Planning Association has some materials on this subject on its website. • Building on the model that Rev. Joyner has created in Conetoe, as a component of an urban agricultural strategy, we should also explore how an urban agricultural approach can focus on helping individuals find jobs and provide basic job skills and support within their communities, all while using urban agriculture to provide productive and empowering transitional employment. • Will food be affordable in the area? • More jobs? • Downtown grocery store; Trader Joe • Study should address it because it will benefit resident • People that live and work in the community does not have to go far • Affordable marketplace fresh food stores within walking distance. • A marketplace within walking distance • What are some people supposed to do about store, restaurant, access, etc? • Sit down with remaining residents who can give a historical perspective to what the neighborhood was. Different kinds of gentrification as it relates to business and residential
<p>3. What does gentrification mean for you? How should the corridor study address gentrification?</p>	<ul style="list-style-type: none"> • Harlem was a black Mecca, but with gentrification there are less black people in Harlem now • Gentrification is about who can move forward and capture the moment • Move with those that are like minded • Gentrification is not an issue • In Manhattan they are running out of real estate for wealthy people, that's why they are moving into Harlem, and that is gentrification

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

- When higher income levels come in and economics/property values increase to where people can no longer afford to live there that would take 200 years in this area
- It is happening everywhere. It is happening in this area, old houses, average house is 100 years or older
- Need to get rid of / renovate these houses
- Older people are dying and younger people cannot or won't move back
- People can't afford to live and work for tips
- Area is turning over to have new cultures coming in, we have smaller houses that cost the same
- People are using gentrification as a scary word to scare people
- Definition is to improve to a middle-class taste
- According to this definition, I am gentrifying by spending thousands of dollars to renovate properties by fixing it to a middle-class taste
- We should encourage more people to come in and bring places up to middleclass tastes
- I think that we need a clear definition
- If everyone has a different definition, it turns into a ghost
- What it means to me is displacement where costs get so high that existing people can't afford to live there. In my opinion we are light years away from that and we should not scare people away from that
- The definition is clear
- The problem is that lower income people are clustered in one area and they are not able to maintain these properties
- I have seen turnovers in places like this
- What do we do about that, people here are howling and screaming but WHAT DO YOU WANT?
- If people stay together we need to do something about what people are talking about
- Some peoples' houses are run down and need repairs
- Gentrification can result in displacement
- This study is important because the city should push developers to set aside a certain amount of affordable units
- Outside development is not bad, we just need to have strategies to make it work for current residents
- People being forced out because of development
- Reserve what is there, the history
- Continue to beautify was there
- Maintain history
- Prices increasing for homes
- People forced out, flip houses with higher rent
- Owners, rentals, businesses Dash make it affordable to stay
- Make sure I have a solution
- Using the mills as a model of what will happen
- People are coming from bigger town and are corporate people, that is what we don't want to happen
- It is happening in every neighborhood
- Investors are coming in from everywhere to buy houses, fix them up, and then rent them out for higher rates
- It's amazing to look at 10,000's of jobs in the next 10 years, all of those people will need somewhere to leave
- We can't lose a neighborhood to affordable housing
- It is when existing residents can't afford to live where they currently reside
- There is an opportunity to help people stay in the home through forgivable loans
- We need a housing bond in Rocky Mount, Chapel Hill and Charlotte just got one
- We just borrowed for the Event Center
- We need collaboration with county and city

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

- Pay attention to other cities because it is the same people and the same developers
- We need some money
- If you look at the community development budget, very little of the money goes to housing
- We need a way to invest in home
- Feds keeps cutting what comes to housing
- We need a land bank (when an org like the HA or CDC buys up property and refurbishes them for the betterment of the community)
- If we had a land bank we could be buying up property
- Stop advertising our vulnerabilities as opportunities
- Since 1988 we've never had consistent investment from the city or county
- There are a lot of stipulations with the grants for homeowners; Energy efficiency;
- Need to revisit the stipulations and who can get the money; Make the requirements less restrictive; May be federal money that the city maintains; it is so limited; A bond referendum could address this
- Look at the people who were in other cities before and after gentrification
- No matter what we do, if our housing units end up in someone else's hands that don't look like us we've lost our community
- We need to make sure people re-invest in us; Want to maintain some housing on Atlantic; Want to keep the business owners here
- If we can be intentional about the business we can bring we can be intentional about the residents we can bring
- We need to draw in people who want to live here and not just make money here
- We need to draw people into a life in Edgecombe county; How does the overall program affect the poor?
- Put plaques in front of the historical homes, since history means different things to different people
- Gentrification should have a definition, it shouldn't mean different things to different people
- Create a fund for home ownership, and new business development for existing residents but not limited to them
- Create opportunity zones
- Job insecurity is a greater issue than food insecurity
- Consider flexible zoning so that people who live in the neighborhood can have home based businesses
- When looking at workforce/affordable/inclusive housing you must also examine if you have a wage issue
- How to ensure equitable and fair housing if money is the driving factor; Diversity will not be enough
- We need diversity with diversity; Race; Economics
- Look at cooperative ownership and rent control
- We don't want the effects of gentrification to be felt
- Gentrification involves the displacement of current low-income neighborhood residents. Affordability of housing prices now and in the future is part of this discussion
- More affordable housing is needed in the area
- Elderly residents in our neighborhoods need to downsize from larger homes. But there are not readily available affordable options to meet these elderly residents' housing needs.
- Local realtors are not being held accountable
- There is fear that corridor residents will be displaced in the near future. There will be a trend to push out existing residents. We must fight these displacement trends.
- Individual homeowners will have to make decisions about their displacement

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

	<ul style="list-style-type: none"> • We must have an interest and goal concerning bringing the millennial generation into our neighborhoods as changes occur • There is a conflict between keeping the historic character of the targeted neighborhoods and neighborhood revitalization. We need to develop a plan for reconciliation of this conflict. • What qualifies as “historic?” Would Dr. Armstrong’s house qualify as historic? • No matter what, the outcome will be the same—displacement of existing low-income residents • Neighborhood residents must use their collective power to ensure that new policies, programs and practices are enacted by the City as anti-gentrification measures for the protection and expansion of affordable housing and to protect existing residents from impoverished neighborhoods from displacement. • The corridor study is a good place for the City to begin to outline what these new policies, programs and practices are to mitigate gentrification • Welcomed change/beautification • People pushed out • People not apart/not able to be apart • Renovations/fixing old homes • Impoverished pushed out be developers • Development good – provide people an opportunity to return • People mistreated • Land bank • Caps on rent/rent control • Property values increase • Housing where family friendly housing • Displacement/pushed out • Plan in place before it takes place • Single family homes/need low income housing available for low income • What would they be doing to improve housing. Will prices be increased for lodging on the corridor? • Renters are the most vulnerable • Will run the drug dealers out • What will happen to the black businesses • It can push out the entire neighborhood • Must hold the planners accountable • Must preserve the elderly and the people • Something old, something new, needs to be complimentary • Folk that don’t look like me will eventually move me out • Take a strong look at potential developers that are coming in. • Let there be an equal opportunity to be a part of the development component • What are the existing developers plans for the community? Who are they? What are their track records? How will development impact the area residents? • It’s about information – how will monies be available for redevelopment? • What resources are available? • Co-op the community to partner with incoming developers. • Investors financial incentives, safety, property tax incentives for homeowner and landlord, trees, open space, walk-ability • Homeowner protected not overlooked
<p>4. What are your concerns, ideas and comments regarding racial and economic</p>	<ul style="list-style-type: none"> • Racial diversity will not change in the neighborhoods • Political rhetoric, such as empty promises, undermines the intelligence of neighborhood residents • It’s OK to have some newcomers move into our neighborhoods. However, this should not occur at the

<p><i>diversity in the corridor and how they might be impacted by the corridor study?</i></p>	<p>expense of longtime low-income residents being forced out of our homes in these neighborhoods. We recognize that displacement is the major pattern in other cities that redevelop their downtown areas</p> <ul style="list-style-type: none"> • With growth and investment comes the threat of increases in the affordability of housing costs. But we need to maintain the cultural and historic character of our neighborhoods • We need diverse incomes in our City. But we also need to promote inclusive neighborhoods • We want diverse (minority) small business ownership in the corridor study area. • In order to accomplish the goals and outcomes outlined here in response to this question, the City will have to enact a set of intentional and smart new policies and programs to ensure that the benefits discussed above materialize for low come and people of color residents. The corridor study can begin to frame and identify what some of these policies and programs involve. • We would like to explore development of a tiny home model in our neighborhoods to expand access to affordable housing. • We would like to hold the Chamber of Commerce accountable for business development in our neighborhoods • Diversity not enough/equitable access/resources and training for business • Racial representation not enough • People in neighborhood pipeline to opportunity variety of people • Excited by the development • Make sure history is preserved • The city ordinances • Not always good being in a historic district. People may not have the resources to restore the property to its original state. • How do they decide what houses are to be dilapidated? • Coding needs to be equitable. • Those with the capital will be able to impact
<p><i>5. What feedback (top 3-5) do you have for the corridor study planners?</i></p>	<ul style="list-style-type: none"> • No one is speaking about the poor, there is only poor and rich • Recognize historical houses by putting a placard in front of the home with details about the history to bring recognition • Create a fund for new home owners to incentivize/offset closing costs as well as new businesses (fund/grant) • Investigate and research an opportunity zone • Jobs (well-paying jobs that take care of basic needs) • Jobs are the solution that will take care of all of this (food/housing, everything) • Consider flexible zones for the properties along the corridor and the neighborhood to allow home-based business so that people may create their own jobs (home bakery example) • Having a place where people will be able to hear each other. Have affordable homes. Have separate rooms for groups to go for discussion • These types of meetings have happened before, so are the leaders trustworthy in doing what they say • There is some skepticism, some people express the view that there is already a plan • There were a lot of pledges and commitments made at the front of the room and we intend to hold them accountable • There is a need for transportation • Urban agriculture strategy • Preservation yet need for renovation • Policies need to be created and enacted to protect existing residents in the corridor

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

	<ul style="list-style-type: none"> • We want to use our collective power to stay engaged and get what we want • Infrastructure development, concerned about the things that need to be maintained • People need incentives to come and fix up housing • Notion that there was already a plan in place; skepticism is born out of past experiences and perceptions • Find the people who know the community who aren't here at the meeting • We need a committee familiar with the history of the community • The city should be up front with plans and ideas just as the city would like the residents to be upfront with ideas and concerns; there needs to be more transparency; sometimes we need to take things to the people • We need to ensure that the people already doing work here for the community will be able to stay and function well • The city should be as transparent as possible in their timeline for completion and milestones; Estimated dates of completion and actual dates of completion; Follow up meeting in a more conducive environment • Questions asked have very little to do with the actual corridor Will it be 2 lanes or 4 lanes? • What commercial development will take place? • How pedestrian friendly will it be? • We want the conversation to actually be about the development • We need more investment in infrastructure and public works in our neighborhoods, including streets, pipes and ditches etc. Right now, we have to stay on City officials constantly to get a response to our public works concerns. • We need to pay attention to the upkeep of existing homes in our neighborhoods as well as increasing housing options for the elderly. More information about housing opportunities and plans needs to be shared with neighborhood residents. • Biggest concern is affordable housing for elderly and low-income neighborhood residents. These residents also need access to more employment opportunities. • A major concern is making small business opportunities available to neighborhood residents. • Primary concern is increasing affordable housing and small business development opportunities for neighborhood residents • Don't just plan/act/not take years or decades • Bike lanes • Transportation is an issue • More facility discussions – different/better way of voicing • Ideas/include young audience • Timeline of completion • More information before discussion • These questions don't pertain to Atlantic area • Beautification without displacement • Parking (high rise) • Hotels • Restaurants • Safety • Bike policeman • What do we have in place to clean up community (drug houses, etc.) • What will happen to people that live on corridor • Displacement? • Community needs to be more informed • Plan is already pre-determined (more transparency)
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6. What questions (3-5) do you have for the corridor study planners?

- How is this different from other studies that the city has completed? Other studies are collecting dust
- What about the poor and impoverished?
- Plans for youth?
- Comprehensive plan that would include putting the horse before the cart
- Don't build something before we have the infrastructure to support it
- Do what needs to be done beforehand to make the corridor successful
- We mentioned middle class tastes, how will the poor be affected?
- Timeline? When will people know the process and will they (the panelists) be back?
- Have you considered beautification without displacement - Hotels - Restaurants - Parking?
- What will be in place to clean up the community?
- What will happen to the people who live on the corridor?
- Are you qualified to do what you are proposing to do?
- What accountability systems will be in place?
- Why do we prioritize business and profits over people?
- What tools and policies will be used to materialize what we discussed?
- What do the planners have in store for the corridor?
- We need to know what gentrification means to both the planners and developers, and the residents?
- Will money be directed to new homeowners?
- How will safety be ensured during construction and renovation?
- Will there be any zoning changes and what will they be?
- What are the plans for affordable housing?
- Are there people who have already approached the city about developing in the area, what is their track record?
- How will they incorporate the community members?
- Why do local leaders prioritize economic gain and profits over the needs of people?
- What has been the outcome of prior corridor studies mentioned by a panelist at this meeting today? We never get information about the outcomes after we provide feedback for such studies. Also, what information was generated by the participants at the April 17, 2018 session of the Atlantic-Arlington corridor study previously convened at Tri-Faith Ministries and how will this information be used?
- To address the City's unmet affordable housing needs, and as new developers create a presence in our City, will existing developers like Rocky Mount CDC continue to play a role in the future?
- We want access to information about what the City is planning for the neighborhoods which are targeted in the corridor study.
- What are the City's plans to improve access to transportation for residents of neighborhoods targeted by the corridor study?
- What are the City's plans for increasing small business development in our neighborhoods? We need more commercial development beyond just establishment of Dollar General stores.
- What is the status of continued development at the Crossing at 64 site? When will development activities advance?
- What resources are available to help neighborhood-based entrepreneurs start small businesses?
- In attempting to start a local small business, we made inquiries at the City about facade grant funds, for example, and we were informed these funds were not available.

ATLANTIC-ARLINGTON CORRIDOR STUDY COMMUNITY CONVERSATION FEEDBACK

	<ul style="list-style-type: none"> • The City is enforcing many rules and regulations that create barriers to small business development. How can the City ease these regulatory burdens for potential entrepreneurs? • In addition to fast-food franchises, does the City have a plan to recruit more restaurants to the Edgcombe side of Rocky Mount? • What are the City's affordable housing plans to address the needs of the elderly and other low-income residents in our neighborhoods? • What are the City's plans to enact new tools, policies and programs needed to ensure that the commitments made by City representatives at tonight's meeting actually materialize? • History/committee on historian, people who know the history • Forum • What changes have been made/things that have already happened? • How much experience do they (the panelists and the planners) have and are they qualified? • Do they have experience working in cities going through gentrification? • What city models are they looking at? • Curb-appeal • Can we have a timeline on what and when the AAC is being developed? • How are communities going to be participating concretely in the actual planning? • Zoning changes? • Have any private developers approached the city about this area? • What are the plans for affordable housing? • East Grande will they go from 4 lanes to 2 lanes • What is the city's vision besides the people in the crowd?
<p>7. As a community, if you are to be successful with the Atlantic-Arlington Corridor Study process and follow up, what are you personally willing to do to make that happen?</p>	<ul style="list-style-type: none"> • I am willing to work with anyone here to move forward, following up and discussing further • Whatever is necessary • Serve as a volunteer in the community to help disadvantaged residents reach a higher standard of living. • Continue to be involved in on-going discussions that build upon tonight's community conversation. • Stay engaged in the conversation and help expand access to information about the progress of the corridor study and neighborhood revitalization efforts through our community-based networks and other relationships • Stay engaged, and continue to build residents' collective power to present demands to the City and secure approval of what we want • Staying engaged with city • Propose a set of demands that neighborhoods residents can unify around and support that will furnish benefits for underserved neighborhoods across the board • Accountability • Attend meetings • Be present at City Council meetings • Inform our neighbors

Consultant Recommendations

- Be intentional about taking the needed steps to build trust and accountability with the **residents of the neighborhoods** who will be most impacted by the corridor study process
- Be intentional about taking the needed steps to build trust and accountability with the business **owners** who will be most impacted by the corridor study process
- Provide frequent updates to those who will be most impacted by the actions spurred by the corridor study process - use social media, electronic and print media, neighborhood association meetings, more community meetings, etc.
- Assign a lead staff person (City staff / planner) to specific areas of the corridor - this person will serve as the key contact to respond to questions and provide updates on the corridor study process as it progresses
- Take steps to ensure that homeowners and existing small businesses are aware of infrastructure, security, and facade improvement grants/loans because of the corridor study process
- Explore ways to preserve affected neighborhoods either through grandfathered property tax rates, grandfathered zoning, street renaming, etc.
- Work with the CDC to provide education workshops on investors buying property in the corridor, including the purchase of businesses and residential housing
- Create a timeline for the infrastructure work to be done because of the corridor study and share with the residents and businesses located in the corridor, especially those who will be directly impacted
- Once the corridor study plan has been finalized, share it with business owners and residents of the corridor area and allow for their feedback on the final plan and hear their hopes, fears and hesitations - their expectations

Appendix C: Community Academy Steering Committee Notes

Legal Aid of North Carolina, Inc.

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June 15, 2018

City of Rocky Mount
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**RE: Atlantic-Arlington Corridor Study
Submitted on behalf of the Steering Committee for the Community Academy**

The following comments on the City of Rocky Mount (the “City”) Atlantic-Arlington Corridor Study (“Corridor Study”) are submitted by Legal Aid of North Carolina, Inc., on behalf of the Steering Committee of the Community Academy (“client” and “Community Academy”). Our client appreciates the opportunity to share their comments on the Corridor Study planning framework and action plan. The Community Academy welcomes any future opportunities to participate in this important discussion on ensuring the equitable development of the Atlantic-Arlington Corridor and the City of Rocky Mount.

We understand that the Corridor Study is in the process of being developed, and that an Existing Conditions Report will be made public during the planning process. We recognize that a Corridor Study Open House was held on April 17 to gather community input on the planning process.

We are submitting these comments on behalf of our client in response to the April 17 Open House and the method that was used to gather public input. During the Open House, community members were instructed to write their comments on the Corridor Study on sticky notes. Community members were not able to engage in an open dialogue about their feedback, and our client believes that the format of the Open House stifled audience participation. Our client is concerned that community members were deprived the opportunity to meaningfully discuss the plans that will impact their neighborhoods, and would like to offer the following comments as their input on the Corridor Study.

At the Open House on April 17, it was discussed that a public hearing on the Corridor Study may be conducted in early June 2018. Our client requests that the following comments be incorporated into the Corridor Study before the plan is discussed at the public hearing.



1. The community engagement process used to gather public input for the Corridor Study should be open and collaborative.

As stated above, the community has expressed concerns that at the April 17 Corridor Study Open House, input on the Corridor Study was gathered through written comments on sticky notes rather than an open, collaborative discussion. The community members did not feel this method facilitated the most constructive feedback on the Corridor Study.

For future public participation opportunities, it is important that community members are able to listen to one another's feedback, as well as have the opportunity to engage in dialogue with the Corridor Study planners. An open, interactive process allows the community to provide meaningful feedback and have a shared discussion regarding concerns, ideas, and comments.

Additionally, when materials and documents related to the Corridor Study are made available, such as the maps posted on the walls at the April 17 Open House, it is important that the materials are explained to the community. In isolation, these planning materials can be difficult to interpret. It is critical that community members have a full understanding of the important plans affecting their community. Moving forward, our client proposes that the community engagement process should be revised to reflect a more collaborative, interactive approach.

2. The Corridor Study should focus on equitable development to ensure an inclusive, balanced, and prosperous city.

Today the Atlantic Arlington Corridor is home to a high concentration of minority and low to moderate income residents. As the City plans for the future, it must focus on strategies to combat and mitigate the potentially hazardous impacts of unprecedented economic growth and investment in the area. These hazardous impacts may include displacement of longtime residents and commercial enterprises, as well as the displacement of cultural traditions.

Our client proposes that the city take an equitable development approach to guide and support future development along the corridor to ensure that people of all incomes benefit from the enhanced economic development. Our client believes that as the City moves forward with planning and implementation, it should seek collaborative strategies that leverage resources, build public support, and coordinate investment opportunities across sectors.

3. The meaningful history and heritage of the corridor needs to be preserved.

Rocky Mount has a rich African American heritage. The individual accounts of self-determination and financial achievements of the corridor's residents during the period preceding and throughout desegregation add up to a substantial African American middle class. During this period, the African American middle class encompassed ministers, morticians, doctors, famous professional athletes, teachers, and others. In its prime, the African American residents of the Atlantic-Arlington corridor (in what is now the Holly Street neighborhood) could often be assured prominent social status by gaining steady employment and earning enough money to own a home. Many housing units in this unique neighborhood harken back to the community's proud heritage. Our client believes that it is crucial that the corridor's heritage is protected. Today, the preservation of these low density housing units will ensure that they convey a sense of pride, purpose, and inspiration for generations to come.

Our client requests that the City consider using a form based code land use policy to maintain the overall character and identity of the Atlantic-Arlington community. This will help ensure new development is balanced with the preservation of both the community's existing character and affordable housing options. This strategy was adopted in Arlington, Virginia with the Columbia Pike Corridor.¹ Form based code is a key tool for achieving urban form goals, including creating sustainability and guiding movement toward a more walkable, mixed-used community.

Form based code can function through the designation of "conservation zones" and "redevelopment areas." "Conservation zones" could be created to maintain the existing form of development and preserve affordable housing. "Conservation zones" could be characterized by low density, existing low scale buildings, open space, and landscaping such as tree cover. New development would not be planned for these areas. However, opportunities for building renovations, building expansions ("bump outs" to enlarge housing unit sizes), or other site improvements could be permitted in order to improve pedestrian circulation or to screen parking.

Simultaneously, other areas could be designated as "redevelopment areas." These areas could accommodate an increase in density, and serve as the location for mixed-use and mixed-income developments. These areas would be close to the corridor and existing mixed-use nodes. Increasing allowable density creates a significant amount of value for existing property owners and creates an incentive to redevelop older (and presumably less expensive) housing stock. Form based code policy could provide developers with relief from substantive requirements of as-of-right zoning and relief from procedural requirements of the special exemption process.

4. The Corridor Study should include strategies to protect and create affordable housing opportunities in the study area.

Our client wishes to propose the following strategies:

Inclusion of a Housing Component. The City should consider including a housing component in the Corridor Study. This housing component should outline the current level of affordability, the future need for affordable units, and the ability of the market to deliver affordable units through the use of incentive. Creating a portion of the plan that specifically addresses housing ensures that affordable housing and preventing displacement remains a priority.

Affordable Housing Ordinance. Arlington County, Virginia has enacted an affordable housing ordinance that includes an affordable housing investment fund (AHIF).² The AHIF is the County's main financing program for affordable housing development and has created thousands of rental units that benefit low and moderate income households. In conjunction with the affordable housing ordinance, the AHIF is a revolving loan fund that provides incentives for developers through low interest loans for new construction and acquisition and rehabilitation of affordable housing. The AHIF can be funded through local tax revenue, recordation fees, repayments of past loans, federal funds (CDBG and HOME), developer contributions, and other

¹ Columbia Pike Form Based Codes, Arlington County Virginia, <https://projects.arlingtonva.us/neighborhoods/columbia-pike-form-based-codes/>

² Affordable Housing Investment Fund, Arlington County Virginia, <https://housing.arlingtonva.us/development/affordable-housing-investment-fund/>

income. The AHIF is often used in combination with other affordable housing financial programs.

For example, the Philadelphia City Council is currently considering a bill to create a Construction Impact Tax, which could generate as much as \$22 million each year for the Philadelphia Housing Trust Fund to invest in affordable homes. When an entity applies for a building permit, either for new construction or to significantly rehab an existing building, they report the cost of the project on the application. The Construction Impact Tax would be a new 1 percent fee on that reported cost, and the city would deposit the revenue into the Philadelphia Housing Trust Fund, which would then make those funds available for affordable housing.

Public Land Use Strategies. Public land use strategies have been used as a tool to ensure that a portion of large-scale catalytic redevelopment projects remain affordable. Our client is asking the city to consider the inclusion of strategies and policies surrounding public land acquisition and disposition for affordable housing. These strategies should be coordinated with the City and County's economic revitalization activities.

Form Based Code and Inclusionary Zoning. As described above, form based code is a strategy that balances the creation of new development with the preservation of the existing community. Form based code can also be used as a tool to protect and create affordable housing.

Form based code can include an inclusionary zoning feature, as well as reduced parking ratios for committed affordable housing units in excess of base requirements. Inclusionary zoning is an affordable housing tool that refers to a municipal or county planning ordinance that requires or encourages developers to set aside a given share of new construction to be affordable by people with low to moderate income. New developments could include a set aside of 20% or more of affordable units. This ensures that lower-income residents have access to affordable housing in the midst of new development.

5. The Corridor Study should create a program to support and protect small businesses from the consequences of new development.

There is a strong community need to grow small business jobs to help reduce inner city unemployment. When neighborhoods experience transformation, small business can encounter changes in consumer demand, changes in start-up and operating costs, and disruption from construction work. Resources to stabilize small business should be identified to help small businesses remain in place. Our client believes that to ensure the viability and racial diversity of small business located within the corridor, a small business support program should be created. This program can include support such as a small business forgivable loan program, technical assistance services, marketing, and buying campaigns.

6. The Corridor Study should address solutions to Downtown parking and traffic that the development efforts may bring.

The development efforts, particularly the creation of the Rocky Mount Event Center, could give rise to parking challenges downtown. The Rocky Mount Event Center is able to accommodate 4,000 people, while there are only 400 available parking spaces.³ Our client is

³ *City Weighs Event Center Parking*, Rocky Mount Telegram, <http://www.rockymounttelegram.com/News/2018/05/16/City-studies-event-center-parking-plan.html>

concerned that as the downtown area continues to grow and attract visitors, there will be traffic congestion and a lack of parking. They are concerned that the parking shortage could push visitors to park in the outskirts of downtown into the bordering neighborhoods.

The City should address solutions to both the parking shortage and traffic congestion issues in the Corridor Study. Further, we understand that the City has plans to change Atlantic Avenue from four lanes to two lanes in order to accommodate two new bicycle lanes. Given the potential for traffic congestion, our client recommends that the City refrains from narrowing Atlantic Avenue from four lanes to two lanes. Even with four lanes, Atlantic Avenue currently faces heavy traffic. Narrowing Atlantic Avenue has the potential to cause even more congestion.

On behalf of our client, we thank you for your consideration of their concerns. We look forward to the City's continued engagement of its citizens regarding these important matters.

Sincerely,



Legal Aid of North Carolina, Inc.
Staff Attorney
Sara Matecun



Yolanda L. Taylor
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/sm



The Steering Committee
of the Community Academy
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July 11, 2019

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RE: Atlantic-Arlington Corridor Study Submitted on behalf of the Steering Committee for the Community Academy

The following comments on the City of Rocky Mount (the "City") Atlantic-Arlington Corridor Study ("Corridor Study") are submitted by Legal Aid of North Carolina, Inc., on behalf of the Steering Committee of the Community Academy ("client" and "Community Academy"). Our client appreciates the opportunity to share its comments on the Corridor Study planning framework and action plan. The Community Academy welcomes any future opportunities to participate in this important discussion on ensuring the equitable development of the Atlantic-Arlington Corridor and the City of Rocky Mount.

We understand that an updated Corridor Study is in the process of being developed. We recognize that a Corridor Study Open House was held on April 17, 2018 and on December 13, 2018 to gather community input on the planning process. The identified strategies are a direct result of community feedback from the December 13th session and suggestions from the Community Academy.

On behalf of the Steering Committee of the Community Academy, we request that the following comments be incorporated into the Corridor Study before the plan is discussed at the public hearing.

The Corridor Study should focus on equitable development to ensure an inclusive, balanced, and prosperous City

The Fair Housing Act requires that the City do more than just prohibit housing discrimination. The City is required to take meaningful actions to overcome patterns of racial housing segregation and foster inclusive communities free from barriers that restrict access to opportunity. As a recipient of federal CDBG and HOME funds, this obligation to affirmatively further fair housing extends to all of the City's activities associated with housing and urban development. Residents from across the City have also informed these comments as Rocky Mount developed its 2018 Assessment of Fair Housing.

Today the Atlantic-Arlington Corridor is home to a high concentration of minority and low to moderate income residents. As the City plans for the future, it must focus on strategies to combat and mitigate the potentially hazardous impacts of unprecedented economic growth and investment in the area. These hazardous impacts may include displacement of longtime residents and commercial enterprises, as well as the displacement of cultural traditions.

Our client proposes that the City take an equitable development approach to guide and support future development along the corridor to ensure that people of all incomes benefit from the enhanced economic development. Our client group recommends the following equitable development framework for the City to focus its planning efforts regarding the Atlantic-Arlington Corridor Study.

- **Zoning Recommendations**
 - **Preservation and Expansion**
 - **Inclusion**
 - **Leveraging Public Land/Property Acquisition**
 - **Integrate Transportation and Land Use Planning**
- **Other New Policies and Practices**
 - **Protection**
 - **Revenue Generation**
 - **Incentives**
 - **Income and Asset Creation**
 - **Equitable Strategies for Improving Health, Access to Healthy Food and Revitalizing Communities**

Our client believes that as the City moves forward with planning and implementation, it should seek collaborative strategies that leverage resources, build public support, and coordinate investment opportunities across sectors. Legal Aid organized the suggested strategies into two main categories under the equitable development framework: **Zoning Recommendations** and **Other New Policies and Practices**.

I. Zoning Recommendations

A. Preservation and Expansion

Preservation and expansion refers to preserving and expanding the supply of affordable housing units. Toward the goal of supporting the preservation and expansion of affordable housing, our client requests that the City use a **Form-Based Code** approach to promote great development and maintain the overall character and identity of the communities surrounding the Atlantic-Arlington corridor.

Most conventional zoning fails to encourage walkable, mixed-use development because it is designed to separate uses. A form-based code on the other hand focuses first on the shape, scale of the buildings and intensity of development, features of the streets and other public places related to the community's form. Significantly, because a form-based

code starts with a community vision or plan, these codes are more likely to preserve the features and character that that community members cherish. They also encourage urban form goals, including sustainability and guide movement toward a mix of uses and walkability that is so important for vibrant places. Further, this approach will help ensure that the valuable new development potential for residential and commercial builders is balanced with the preservation of the community's existing character and affordable housing options. This strategy was adopted with the Columbia Pike Form-Based Codes, Arlington County Virginia.

A community engagement forum was convened on December 13, 2018 which was designed to gather resident feedback and input on the planning process for the Atlantic-Arlington Corridor Study. The conversation process involved over 100 participants. During the December forum residents, to reinforce a "sense of place" and preserve and enhance the existing character of their communities, articulated the following goal:

"To maintain the cultural and historic character of our neighborhoods."

Rocky Mount has a rich African American heritage. The individual accounts of self-determination and financial achievements of the corridor's residents during the period preceding and throughout desegregation add up to a substantial African American middle class. During this period, the African American middle class encompassed ministers, morticians, doctors, lawyers, famous professional athlete, teachers and others. In its prime, the African American residents of the Atlantic-Arlington corridor (in a section of what is now the Holly Street neighborhood) could often be assured prominent social status by gaining steady employment and earning enough money to own a home. Many housing units in this unique neighborhood hearken back to the community's proud heritage. Our client believes it is crucial that the corridor's heritage is protected. Today, the preservation of these low density housing units will ensure that they convey a sense of identity, pride, purpose and inspiration for generations to come.

Form-based code can function through the designation of "**Conservation Zones**" and "**Redevelopment Zones**." "Conservation Zones" can be areas where the existing form of development and preservation of affordable housing is maintained and where new development is limited. "Conservation zones" could be characterized by low density, low scale buildings, open space, and landscaping including tree cover. New development would not be planned for these areas. However, opportunities for building renovations, building expansions ("bump outs" to enlarge housing unit sizes) or other site improvements could be permitted.

Simultaneously, the City could designate other areas as "Redevelopment Zones." These areas would condition additional development opportunities (such as higher densities or heights) on the provision of affordable housing. These areas would also serve as the location for mixed-use and mixed-income developments. These areas would be close to the corridor and existing mixed-use nodes. Increasing allowable density creates a significant amount of value for existing property owners and creates an incentive to redevelop older (and presumably less expensive) housing stock. Form-based code policy

could provide developers with relief from substantive requirements of as-of-right zoning and relief from procedural requirements of the special exemption process.

Another strategy to preserve affordable housing is “**Equitable Code Enforcement.**” Equitable Code Enforcement can serve important purposes for community revitalization efforts, such as addressing deteriorating and abandoned properties, housing safety, and the overall strength of a neighborhood’s market. The City should set forth guiding principles for its code enforcement system to ensure that the system is fair, equitable, and balanced.

Furthermore, the City could utilize “**In Rem Penalties**” such as initiating property tax liens and pursuing tax foreclosures on vacant and abandoned homes in order to acquire those homes and use some of them for the rehabilitation or development of affordable housing. Some of the City acquired vacant and abandoned homes could also be re-used for other public purposes that benefit the community.

B. Inclusion

Inclusion in the housing context is about ensuring that a share of new development is affordable. The City should outline the current level of housing affordability in the Corridor area, identify the future need for affordable units, and use ordinances, policies, and incentives for developers to provide affordable housing. **Ensuring affordability** is a key concern among many residents of Rocky Mount. 36% of residents in Edgecombe and 33% of residents in Nash Counties are cost burdened. HUD defines cost-burdened families as those who pay more than 30 percent of their monthly gross income for housing. Further, according to HUD guidelines, households making 80% of the Area Median Income (AMI) are considered “low income”; those making 50% of the AMI are considered “very low income”; and those making 30% of the AMI are considered “extremely low income.” These income limits dictate eligibility for HUD housing programs and can serve as a guide for affordable housing costs. It is important that affordable housing is accessible to the City’s lowest income residents. While it is important that there are programs for those at 80% of the AMI, there must be options carved out for residents at 30%-50% of the AMI as well.

According to HUD’s 2018 calculations for a family of four in Rocky Mount, 80% of the AMI is \$42,400¹. Nearly 11,000 households in Rocky Mount are low income (earn less than 80% AMI).² Below is a graphical representation of the Rocky Mount low- income limits per household:

Income Limits by Household Size	1 person	2 person	3 person	4 person

¹ FY 2018 Income Limits Summary, HUD, <https://www.huduser.gov/portal/datasets/il/il2018/2018summary.odn>.

² Tarboro 60 Unit Work Force Housing Unit : DFI Presentation to the City of Rocky Mount, April 2 2019.

Low Income (80% AMI)	\$29,700	\$33,950	\$38,200	\$42,400
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One strategy the City could consider to foster housing inclusion is to adopt an **“Inclusionary Zoning Ordinance.”** The ordinance could require a portion of new housing construction to be affordable by people with low to moderate incomes. For example, new developments could include a set aside of 20% or more of affordable housing units. Enacted in 2010, the Town of Chapel Hill adopted an Inclusionary Housing Ordinance that mandates a set aside percentage of all housing units in new developments that propose five or more units to provide 15% (10% in the Town Center) of the units at prices that are affordable to low-to-moderate income households. Additionally, the City could consider **“Inclusionary Up-zoning”** which would link greater housing development to requirements or incentives for affordable housing. For example, the City could allow a zoning change which permits a developer to have taller building height or greater density in exchange for the developer including a portion of affordable housing units.

Another tool that can be used to include affordable housing is for the City to designate **“Affordable Housing Overlay Zones.”** Housing overlay zones are added layers on top of existing zoning ordinances that provide incentives for developers to build housing, particularly affordable housing, within a specific district such as a downtown area or a transit corridor. These zones can offer developers incentives to build affordable housing. Incentives could include streamlined permitting process, increased density bonus, lower parking restrictions, increased building heights, and allowing housing development in locations not zoned for residential uses.

Furthermore, the City could research **“Tiny Homes”** or “micro units” of around 400 square feet. The underlying concept is to make more intimate, shared and community-focused housing available while reducing housing costs. This approach might be compatible with the “downsizing” of housing and other possessions many individuals undergo as they continue to age. Tiny House Community Development Inc. has constructed six such homes in West Greensboro and has 10 tiny homes under construction in High Point which serve as permanent affordable housing for homeless people.

C. Leveraging Public Land/Property Acquisition

Leveraging public land and property acquisition is about facilitating the acquisition of land for affordable housing. One strategy is for the City to consider transferring City owned- vacant land to a **“Community Land Trust”** for the purpose of affordable housing development. Community land trusts can help lower-income households access

stable housing and build assets while preserving affordability by limiting the resale price to what is affordable to the next low-income buyer.

The City could also research the use of **Land Banking as a function**. Although actual **land bank formation and operation** would require state enabling legislation; the City is permitted to acquire and hold land, such as abandoned and tax delinquent land, as well as permitted to convey land to developers. The City should place a greater emphasis on acquiring and conveying land for the purpose of affordable housing development.

Integrate Transportation and Land Use Planning

The City should focus on achieving a better transportation and land use linkage that leads to supportive land development patterns which create a variety of transportation options. The development efforts, particularly the creation of the Rocky Mount Event Center, could give rise to parking challenges downtown. The Rocky Mount Event Center is able to accommodate 4,000 people, while there are only 400 available parking spaces. Our client is concerned that as the downtown area continues to grow and attract visitors, there will be traffic congestion and a lack of parking. They are concerned that the parking shortage could push visitors to park in the outskirts of downtown into the bordering neighborhoods.

Furthermore, the City should create a multimodal transportation system within the corridor study area that supports active living and healthy lifestyles. The transportation system should promote walking, cycling, and transit use while minimizing the need to drive long distances to get basic daily needs or to get to work. The transportation system should be designed in close coordination with land use patterns and the urban form so that all transportation facilities encourage people to drive less, walk more, and have greater access to jobs, healthy food, and community resources. It could also provide a central location point for transportation to the Kingsboro Megasite in Edgecombe County where there is abundant job creation. In addition to focusing development in neighborhoods in dire need of investment and locating near major transit corridors, healthier transportation networks can also be achieved by creating attractive and safe facilities for all users, including vehicles, pedestrians and bicyclists, and by promoting high-quality transit service.

Furthermore, the City should address solutions to both the parking shortage and traffic congestion issues in the Corridor Study. In the near future, Atlantic Avenue will confront increasingly heavier traffic flow from vehicles headed to activities located at the Event Center. Therefore, the City should not narrow Atlantic Avenue from four lanes to two lanes. Furthermore, it's important that the City does not limit the transportation options to the Tar River Transit system. Instead, the City should increase transportation options/routes to accommodate anticipated, increased traffic due to the planned development of this area.

II. Other New Policies and Practices

A. Protection

Protection refers to helping long-time residents who wish to stay in their neighborhoods. One strategy the City could explore is a **Housing Assistance Displacement Program**, especially for renters. Although the Atlantic-Arlington Corridor Study development should minimize the number of residents displaced, those who will be displaced should have the opportunity to seek program support to relocate within their neighborhoods. This Housing Assistance Displacement Program could help residents faced with displacement with resources including, but not limited to, finding another affordable home (City staff assistance or local non-profit partner assistance); providing a security deposit for a new home; paying utility connection fees; and offering first month's rent for a new home. The Town of Chapel Hill has adopted a Housing Assistance Displacement Program which can serve as an example for creating this type of program.³

B. Revenue Generation

Revenue generation focuses on harnessing growth to expand financial strategies and resources for affordable housing. One long-term strategy that should be evaluated to create affordable housing is the use of "Bonds." The City should specifically explore **General Obligation Bonds and Housing Bonds or Revenue Bonds**. A General Obligation Bond can be used to finance public projects that do not produce revenue and is typically repaid through taxation. A Housing Bond is a type of revenue bond used to finance low-interest mortgages for low and moderate-income homebuyers. A Housing Bond can also finance the acquisition, construction, and rehabilitation of multifamily housing for low-income renters. It is repaid through the revenue generated by the project. Our client understands that using Bonds will be a long-term strategy, but since Bonds can be effective in raising funds for affordable housing development, then the City should strategically evaluate and determine the timing of pursuing them.

Another revenue generation strategy is for the City to adopt an affordable housing ordinance that includes an "**Affordable Housing Investment Fund (AHIF)**." For example, Arlington County, Virginia enacted an affordable housing ordinance that includes an affordable housing investment fund (AHIF). The AHIF is the County's main financing program for affordable housing development and has created thousands of rental units that benefit low and moderate income households. In conjunction with the affordable housing ordinance, the AHIF is a revolving loan fund that provides incentives for developers through low interest loans for new construction and acquisition and rehabilitation of affordable housing. The AHIF can be funded through local tax revenue, recordation fees, repayments of past loans, federal funds (CDBG and HOME), developer contributions, and other income. The AHIF is often used in combination with other affordable housing financial programs.

Further, a **Housing Trust Fund (HTF)** is a distinct fund established by a city, county or state government that receives ongoing dedicated sources of public funding to support the

³ Town of Chapel Hill Housing Displacement Assistance Program, <https://www.townofchapelhill.org/town-hall/departments-services/housing-and-community/funding/housing-displacement-assistance-program>

preservation and production of affordable housing and to increase opportunities for families and individuals to access decent affordable homes. HTFs systematically shift affordable housing funding from annual budget allocations to the commitment of dedicated public revenue. While HTFs can be a repository for private donations, they are not public/private partnerships nor are they endowed funds operating from interest and other earnings. HTFs are inherently flexible. Defining the key elements of a housing trust fund proposal is a critical first step toward establishing a HTF that will be efficient, effective, and responsive to community needs.

C. Incentives

The City should create incentives for the development of affordable housing. One incentive is to offer developers “**Expedited Permits**” or “**Fee Waivers**” in exchange for including affordable housing in developments.

Another incentive is to allow “**Density Bonuses**” for certain developments which permit developers to build more housing units than allowed in an area in exchange for the developers agreeing to make some housing units affordable. This option increases affordable housing units while allowing the developer to benefit financially from additional units.

D. Income and Asset Creation

Income and asset creation are critical for ensuring resident well-being as the neighborhood economy improves. One of the major concerns highlighted in the December 13, 2018 Corridor Study community input session involved small business displacement as development occurs. Strategies to maintain and expand small businesses are essential to ensure they are part of the local economy in the long-run. Changes in consumer demand, increased operating costs, and nearby construction work can cause local small businesses to struggle. Also, the influx of larger businesses can force small businesses to close or relocate outside of the corridor. The City should collaborate with local small businesses, local non-profits, and colleges to create a plan to help preserve existing small businesses during and after the redevelopment. The City should also consider using zoning policies or practices to limit large-scale business development in the Corridor area so that small businesses have to opportunity to continuing operating in the Corridor.

Additionally, there is a strong community need to grow small business jobs to help reduce inner city unemployment. Our client believes that to ensure the viability and racial diversity of small business located within the corridor, a small business support program should be created. This program can include support such as a small business forgivable loan program, technical assistance services, marketing, and buying campaigns. In addition, the City can assist businesses in navigating local regulations, or can allow more leeway for small businesses to comply with permitting, licensing, and other local requirements. This proposed program can also incorporate efforts to increase minority and women business participation with creation of a City-sponsored Minority and

Women Business Enterprise (WMBE) Outreach Plan. The City can prioritize using local small as well as minority and women businesses for the City's procurement process.

D. Equitable Strategies for Improving Health, Access to Healthy Food and Revitalizing Communities

The City should continue to promote positive environmental, social and economic impacts of small-scale agricultural uses and community food-system activities in the urban setting. On September 10, 2018, the Rocky Mount City Council adopted a resolution approving the development of a municipal model food system plan aimed at increasing access to fresh foods in underserved communities. Echoing this resolution, the Atlantic-Arlington Corridor plan should adopt specific strategies to increase the neighborhood's access to healthy foods. Lack of access to healthy foods disproportionately affects low-income neighborhoods and communities of color. As the City Council's September 10th resolution points out, "the City of Rocky Mount has limited access to fresh, healthy foods within reasonable distance" in its underserved neighborhoods. Limited access to healthy food contributes to obesity, diabetes, and other diet-related health concerns. This is reflected in the CDC's statistics: "adult obesity rates are 51 percent higher for African Americans than Whites and 21 percent higher for Latinos." Black and Latino children are also more likely to struggle with obesity.

The City should focus on the development of new grocery stores that offer options for fresh, healthy, and affordable food. The City can offer incentives to attract new grocery stores such as waiving fees, offering flexibility with zoning and development requirements, and advertising financial benefits that may be available to the grocery stores, such as local CDBG funds or tax credits. One program, the Fresh Food Financing Initiative (FFFI), provides one-time loans to incentivize fresh food grocery stores to develop in underserved communities.

Development of new grocery stores should be targeted in the neighborhoods that lack access to healthy foods. Not only will grocery stores provide food access, but they can also create local job opportunities and contribute to the economic development of the community. The City can also explore the creation of more farmer's markets and community gardens by using vacant public spaces as venues.

The City should also promote Urban Agriculture in its effort to revitalize communities. Access to healthy food has been linked to better health outcomes, spurred economic development, and ultimately stronger and healthier neighborhoods. In recent years, city governments, working with local stakeholder groups including food policy councils, are pursuing enactment of urban agricultural ordinances that provide a blueprint for a new economic future grounded in sustainable food production in urban centers. Many of our client neighborhoods are concerned about the issue of food equity and they participate in the Just Foods policy council. Moreover, as an expression of their interest in community-based food production, several years ago the Down East Community Neighborhood Association converted a vacant land site into a community garden located near the corridor study area at Lexington and Rose Streets.

Regarding ideas about how the corridor study might impact food insecurity issues in the corridor, residents attending the December 2018 community engagement forum provided the following feedback:

“We need to build a culture of food that used to exist in the African American community.”

“Adequate access to fresh fruits and vegetables is lacking for neighborhood residents in our area”

Minimally, the City could collaborate with relevant stakeholders including the Just Foods policy council. Specifically, the Just Foods policy council could oversee creation of an Urban Agricultural Task Force which would be charged with recommending to the City Council a cohesive urban agricultural policy to better promote and govern urban agriculture in Rocky Mount. Topics to be discussed could include detailed zoning and ordinance development that focuses on local food production, enhancement of community gardens, farmers market development, food trucks, and small urban growers, appropriate agricultural training for beginning farmers and area youth, and local businesses focused on neighborhood stabilization. Overall, it is important for the City to adopt strategies that promote food security as part of a holistic approach to bettering the Atlantic-Arlington Corridor.

In addition to the equitable framework and strategies described above, our client group had two other major recommendations pertaining to the Atlantic-Arlington Corridor Study.

The City should be transparent with the community about the Atlantic-Arlington Corridor Study Planning Process

During the December 13, 2018 Corridor Study community participation meeting, some residents voiced their concerns about the City’s lack of transparency about the Corridor Study planning process. This concern surrounding the lack of transparency was also reflected in WPR’s Atlantic Arlington Corridor Study Community Conversation Feedback report. Some of the residents stated that the City already initiated plans for the development of the area and no details were communicated to residents. The lack of transparency can lead to skepticism which hinders the spirit of collaboration that is essential for equitable community development. Therefore, the City should be transparent on a frequent basis about the remaining steps in the Corridor Study planning process. WPR suggested that the City create a timeline for the infrastructure work to be done within the Corridor. This information should be shared with the residents and businesses located in the Corridor, especially those who would be directly impacted. Transparency will provide awareness, build trust, and help foster cooperation between the City and residents.

The City should mitigate the effects of gentrification

When asked about how the corridor study should address gentrification, residents attending the December 2018 community engagement forum provided the following responses:

“Gentrification can result in displacement. It can push out the entire neighborhood.”
“If people stay together we need to do something about what people are talking about. Outside development is not bad; we need to have strategies to make it work for current residents.”

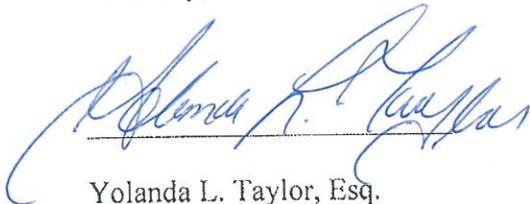
The Atlantic -Arlington Corridor Study should include strategies that “will ensure the retention of the current residential makeup in the Community while directly combating the threat of gentrification.” It is crucial that specific, intentional anti-gentrification strategies are put into place. Job growth, new commercial developments, and increasing recreational opportunities can trigger the gentrification process. When new, higher income residents are attracted to an area, this often results in the displacement of the area’s current longtime residents. Timing is crucial in mitigating this risk of displacement. Researchers have pointed out that:

“[W]hen gentrification is just beginning [...] steps taken early to limit adverse effects of the process seem to have the greatest effect. As gentrification proceeds and both positive and negative effects become clearer, residents and policymakers have fewer opportunities for intervention, less time to pass laws or secure approval for and build affordable housing, fewer degrees of freedom. In a hot economy, the window for affecting change may be short, but many of the most effective tools take time to implement.”

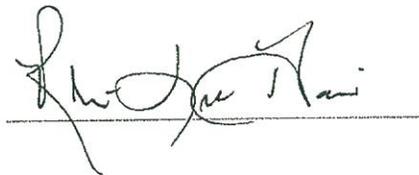
It is extremely important for the City to take a multi-faceted approach to mitigating the effects of gentrification. This should involve the implementation of multiple, intentional, coordinated strategies that will foster healthy neighborhoods from all angles, including the preservation and creation of housing, job opportunities, transportation, and other community benefits. Promoting the equitable development framework and strategies discussed above can be instrumental in mitigating the effects of gentrification and allow the entire City of Rocky Mount to prosper.

On behalf of our client, we thank you for your consideration of their concerns. We look forward to the City’s continued engagement of its citizens regarding these important matters.

Sincerely,



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Robert Davis Chair, The Steering Committee
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August 2, 2019

Mr. JoSeth Bocook, AICP, Planning Administrator
Mr. William Deaton, Director of Development Services
City of Rocky Mount
331 S. Franklin Street
PO Box 1180
Rocky Mount, NC 27802-1180

RE: Follow-Up on the Atlantic-Arlington Corridor Land Use Study

Dear Mr. Bocook and Mr. Deaton:

On behalf of our client, the Steering Committee of the Community Academy, we would like to thank you for providing us with a draft of the City's Atlantic-Arlington Corridor Land Use Study (Study). Our client appreciates the City's collaboration, and its mission to improve and better the lives of the people living in and near the Atlantic Arlington Corridor. However, our client also realizes that despite good intentions, reinvestment is a catalyst for a downtown market that can rapidly accelerate and become uncontrollable when developers put profit over the interests of long term residents. Therefore, our client is hopeful that this collaboration with the City will serve as a tool for community input which will be reflected in the City's development policies and plans.

After the City reviews this letter, our client requests that the City will provide an updated draft of the Atlantic-Arlington Corridor Land Use Study for review prior to the scheduled August 13th Planning Board presentation. Furthermore, our client looks forward to scheduling its next meeting with you and your staff prior to the August 26th meeting with the Rocky Mount City Council to discuss the updated draft Study.

In reviewing the July 25th version of the draft plan the following additions are recommended on behalf of our client, the Steering Committee of the Community Academy:

1. Page 2 Edits:

a. Paragraph 1

- i. Include the "Southeast Rocky Mount neighborhood" within the study area.

b. Paragraph 2

- i. Include the following sentence "As the City plans for the future, it must focus on strategies to combat and mitigate the potentially hazardous impacts of unprecedented economic growth and investment in the area."

2. Page 3 Edits:

a. Paragraph 4

- i. Include the following sentences “WPR’s Atlantic-Arlington Corridor Study Community Conversation Feedback report, highlighted various concerns as identified by the community. Many of the community’s major concerns were summarized and presented via written comments on behalf of the Steering Committee for the Community Academy.”

3. Page 4 Edits:

a. Include the following statement within the Schedule of Engagement Events “Open House and Planning Board Presentation August 13, 2019.”

- i. Please ensure that appropriate advertising occurs through notices to individual residents, the government site and other mediums.

4. Page 7 Edits:

a. Paragraph 2

- i. Rocky Mount’s 2018-2021 Consolidated Plan reported that within the city, 37.5% of the households are cost burdened. HUD defines cost-burdened households as those who pay more than 30% of their gross monthly income for housing.

b. Paragraph 3

- i. Include the following statement after the first sentence: “As identified in Rocky Mount’s 2018 Assessment of Fair Housing report, responding to residents’ stated gentrification concerns, the report’s goals include “specific community revitalization strategies that the City...will employ to prevent residential displacement.”

5. Page 8 Edits:

a. Paragraph 3

- i. The first bullet should be changed from “potentially including housing” to “include a range of housing opportunities and choices, including affordable housing.”

b. 2nd bullet

- i. Include the following sentence: “Furthermore, the City will consult with **area** residents to implement a form-based code approach to preserve the historic character, cultural heritage and identity of certain sub-parts of the Holly Street neighborhood. The City will explore protecting certain sub-parts of the neighborhood as “conservation zones” where new development will be limited. The City will also explore designating certain parts of the broader study area as “redevelopment zones” where development can occur at a higher density and can serve as areas for mixed-used and mixed-income development.”

6. Page 10 Edits:

a. Paragraph 3

- i. Include the following sentence after the first sentence: “In order to promote equitable development, the City must take an intentional, balanced approach so that long term residents can still benefit from the

newly developing community, improved infrastructure, commercial options and downtown amenities.”

b. Recommendations, 1st bullet

- i. To save time and minimize expense, the Steering Committee of the Community Academy recommends building on the 2019 market analysis research the Development Finance Initiative has already presented to the Rocky Mount City Council.

7. Page 15 Edits:

a. Recommendations Section, 3rd bullet

- i. Replace the current sentence with the following: “Consider strategies to increase affordable housing including requiring new multi-family developments to obtain a special-use permit with a requirement for an allotment of affordable units, incentives for developers such as density bonuses or expedited permitting processes, conditional use zoning or other similar strategy with a requirement for an allotment of affordable units.”
 1. **Inquiry for the City:** The client requests the City explain why it chose a special-use permit as the strategy to increase affordable housing. Also, the client requests the City’s input about using conditional use zoning to increase affordable housing as was under consideration by the Raleigh City Council in April 2019.

8. Page 18 Edits:

a. Recommendations, 1st bullet

- i. Include the following sentence: “In creation of these districts, it is important that “**Conservation Zones**” and “**Redevelopment Zones**” are discussed and included. “**Conservation Zones**” can be areas where the existing form of development and preservation of affordable housing is maintained and where new development is limited. “Conservation zones” could be characterized by low density, low scale buildings, open space, and landscaping including tree cover. New development would not be planned for these areas. Simultaneously, the City could designate other areas as “**Redevelopment Zones.**” These areas would condition additional development opportunities (such as higher densities or heights) on the provision of affordable housing. The City would need to further confer with area residents in the future to determine the exact boundaries of the identified areas.”
- ii. Furthermore, the Steering Committee of the Community Academy recommends inclusion of a specific time frame within the study report in which the process for development of zoning changes such as the form-based districts or special-use permit, etc would be completed and presented to the City Council for approval. The recommended time frame is 6 to 12 months.

b. Recommendation Section, 7th bullet

- i. Recognizing that the Down East Community Neighborhood Association has already converted a vacant land site at Lexington and Rose Streets into a community garden, use of urban agricultural strategies will be also be explored as a means of revitalizing communities located in the study area.

9. Page 21 Edits:

a. Recommendations Section, 2nd bullet:

- i. Implement strategies put forth from both the City's Crossroads to Prosperity Housing Study and the City's 2018 Fair Housing Assessment report.

b. Recommendations Section, 4th bullet:

i. Implement a Workforce Housing Advisory Commission.

1. Creation of the Commission has already been approved by the City Council; however, our client has no current information on the status of its governance or participants. Further information is needed on maintenance and implementation of this group.

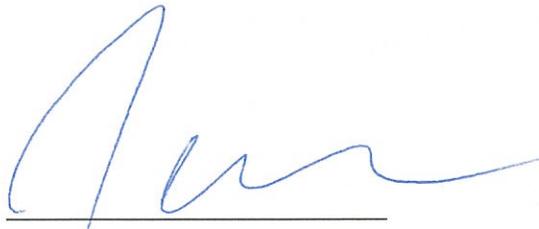
10. Page 30 Edits:

a. Public Facilities and Infrastructure Section , recommendations add a new bullet:

- i. Investigate the feasibility of initiation of an urban agricultural strategy and ordinance development.
 1. The Study mentions urban agriculture options on page 8, but does not specifically identify it as a recommendation.

We welcome any future opportunities to continue this dialogue, and look forward to having these comments incorporated into the final Plan. We look forward to obtaining an updated draft of the Study and scheduling the next meeting to review it.

Sincerely,



Jocelyn Bolton-Wilson, Esq.

Alecia Amoo, Esq.

Yolanda L. Taylor, Esq.

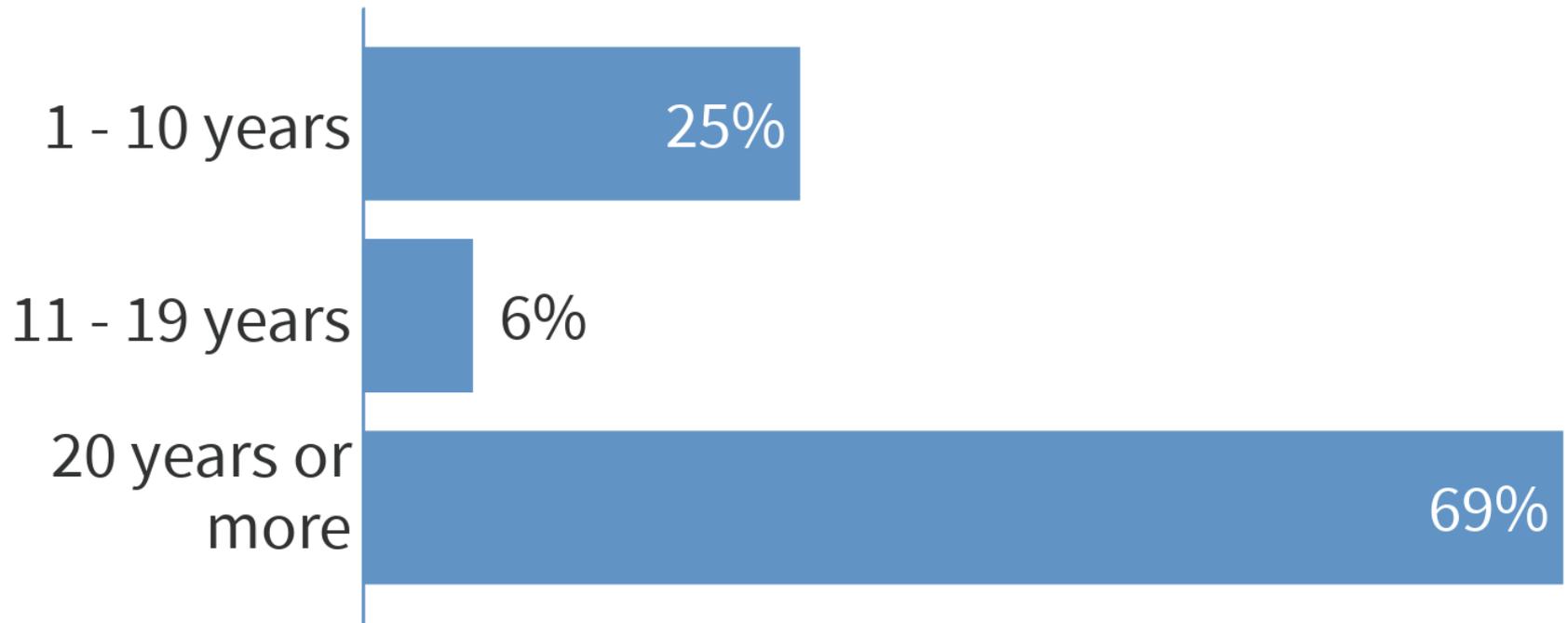
Legal Aid of North Carolina, Inc.- Wilson Office

Appendix D: Final Open House Notes

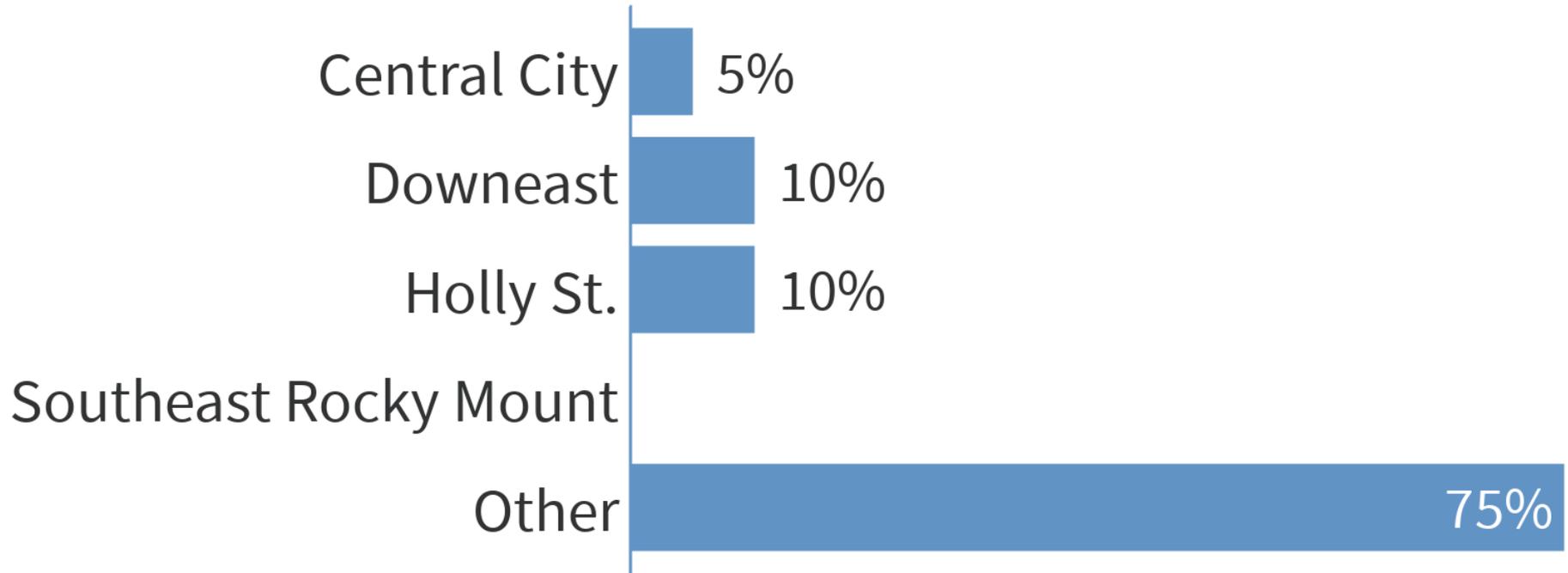
AACS September 17, 2019 Open House Text to Poll Results



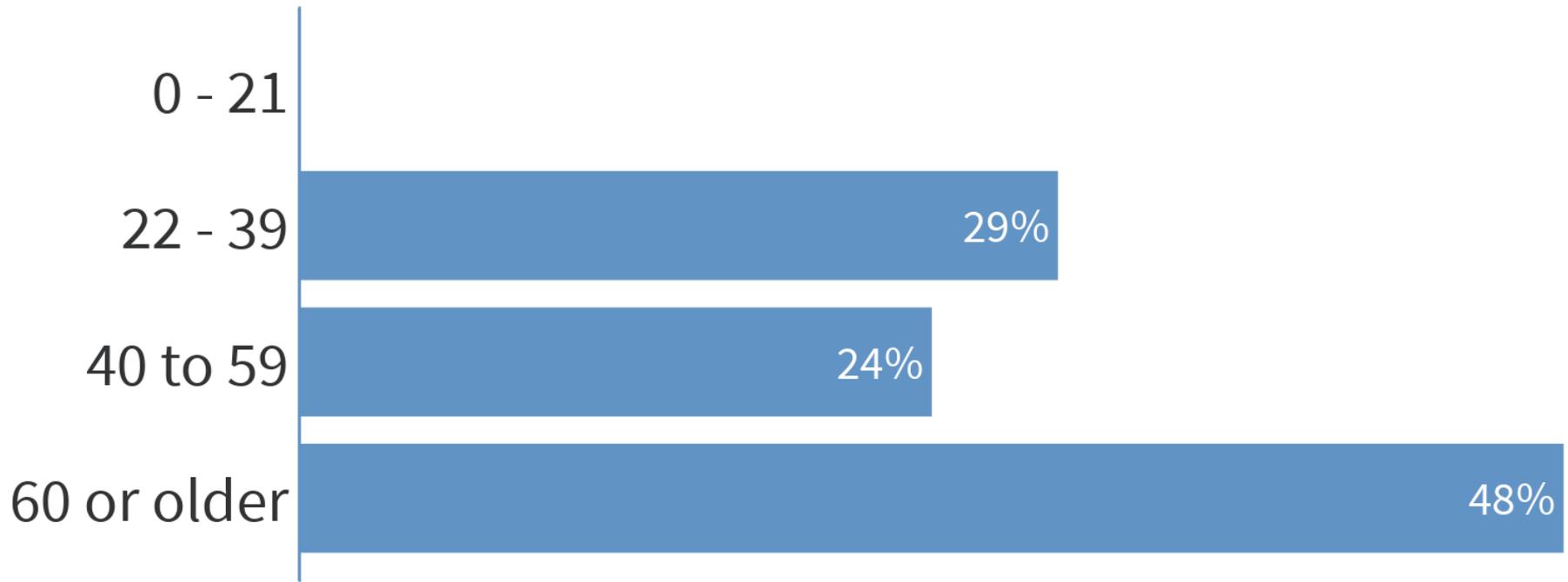
How long have you been a resident of Rocky Mount?



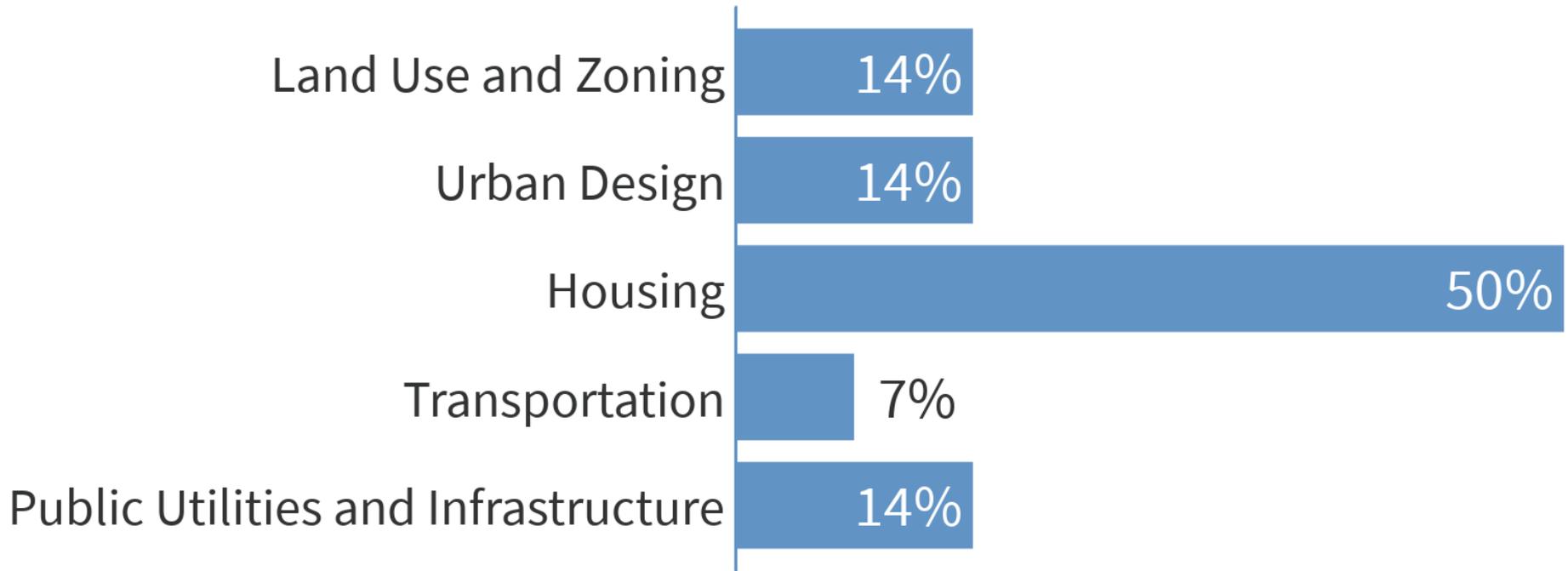
What is your neighborhood?



What is your age?



What is your top priority for the Atlantic-Arlington Corridor?



In 5 years, what is one word/phrase you hope would describe the Atlantic—Arlington Corridor?



Provide one word which describes how you are leaving tonight's meeting?



Atlantic Ave – Arlington Street Land Use Study

Open House

Tuesday, September 17, 2019

Booker T Theater

Sign-In Sheet

Name:

Address:

Phone/Email

Mae Parker

Rosa A. Bratie

Richard Jaynes

Chris Beschler

Max Aweat

Stephany Huggins

Tayeka Norman

Ann William

Damian Whitaker

Tom Rogers

Kelvin Macklin

Natasha Hammon

Herman T. Jones

Catherine Amington

Heroldie Pearce

Esther Jones

Patricia Johnson

William Fulkler

Jackie King

Atlantic Ave – Arlington Street Land Use Study
Open House
Tuesday, September 17, 2019
Booker T Theater

Sign-In Sheet

Name:

Address:

Phone/Email

Ernest Taylor Jr.

Shirley Taylor

Theresa Stokes

Jill Pymal

George Denys Kene

Nehemiah Smith, Jr.

TIM FORBES

Larry Skiff

William T. Mayfield Jr

Talene Joyner

Cheryl Bryant

Daule Portee

Martha Murrell

Frances Bath

Kurt Bullard

Sharon A. Evans

Lige Daughtridge

Cynthia Cobb

Dr. Wallace Chetney

Atlantic Ave – Arlington Street Land Use Study

Open House

Tuesday, September 17, 2019

Booker T Theater

Sign-In Sheet

Name:

Address:

Phone/Email

Matthew Tilley

Chris Miller

Cameron McFadden

Otis Jordan

Elga Agbaw

Deborah Mercer

Querethy Tucker

Annette D. Jones

Rodrick B. Davis

Monica Taylor

Michelle Small

Will Deaton

Andre Knight

John Manning

Christina McFee

Urmila J. Janki

Hattie Washington

Mavis Smith

Atlantic Ave – Arlington Street Land Use Study
Open House
Tuesday, September 17, 2019
Booker T Theater

Sign-In Sheet

Name:

Address:

Phone/Email

Ernestine Barber

Ernestine Barber

Cathy Peoples

James Wrenn

Tom Walker

Rose Hunter

Kevin Harker

Michael Bone

May Walker

Benjamin Blackwell

Dr. Evelyn Shaw Wilson

Akmalin Best

ROBERT ALSTON

Bronson Williams

JANISHA JONES

Paul Robinson

Anna Robinson