College Hill Neighborhood Plan

2010 Update

November 16, 2009 Draft

draft

College Hill Neighborhood Plan

College Hill Vision Statement:

"College Hill is a neighborhood which bridges the past and the future of Greensboro, where resident owners, landlords, tenants, businesses and institutions are working together to assure a high quality of life and lasting neighborhood value. It is a lively, vibrant, walkable, and safe environment where the mix of well-maintained historic homes, public places, and neighborhood businesses, all contribute to a unique sense of place within the greater Greensboro community."

Acknowledgements: College Hill Neighborhood Steering Committee

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Introduction

Purpose of the Plan

The College Hill Neighborhood Planning Process continues Greensboro's proactive approach to partnering with neighborhoods through a program to determine needs and concerns, evaluate alternatives, outline strategies, and determine implementation procedures and resources. The Plan and the contributions of community members who have engaged in the planning process represent a significant investment in the future of College Hill.

Through the plan, participants worked to delineate areas of responsibility of the City, neighborhood leaders and residents, and public and private institutions and organizations. The continual participation of all residents, neighborhood leaders, UNCG, Greensboro College, and business owners is required to successfully achieve the goals, objectives and strategies identified in this plan.

This plan is part of the City's long range planning and integral to the continued pursuit of citywide plans and projects including the Connections 2025 Comprehensive Plan. Housing and Neighborhoods is a major element of the Comprehensive Plan that addresses specific initiatives related to neighborhood conservation, monitoring of housing conditions, and maintenance of existing housing stock.

College Hill Early On

College Hill's unique location between downtown Greensboro and Greensboro College on the east and the University of North Carolina at Greensboro on the west, contributes to the energy brought by the diversity of its residents, including students, faculty families and seniors. It is a community rich in history and identity; with amenities of convenience, architectural charm, human scale, and a sense of character.

Development of the College Hill neighborhood began at the earliest

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stages of Greensboro's development. College Hill is recognized as Greensboro's oldest neighborhood, dating from the 1890's. Planning, as we know it in the US, began to emerge just as this neighborhood began to emerge. Land owned in the large estates was subdivided for homes, first, the Cyrus P. Mendenhall estate in 1890, followed by the estate owned by the North Carolina Governor John Motley Morehead in 1891. The Lenora Subdivision followed in 1891, offering one of the first planned real estate developments. Land continued to be divided and homes built through the first and second decades of the twentieth century. With final subdivision of Springdale Court owned by Gaston Ward, just at the end of World War I.

According to the "College Hill Concept Plan" adopted in 1978, "In contrast to neighborhood areas where random sized lots were sold, the subdivided areas of College Hill are orderly and symmetrical. The new subdivisions opened the area for more intensive development and resulted in the construction of many large Victorian houses..." In its peak period, this neighborhood was home to many of Greensboro's most prominent families. The neighborhood was not solely residential. Even by the turn of the twentieth century heavy industrial uses of lumber, foundry and mills formed the southern boundary of the neighborhood along the railroad. By World War I, the neighborhood had paved streets, sewer and water utilities, and electric streetcars cars on Spring Garden and Tate Street along with grocery stores and other non-residential uses. Later, particularly after the Second World War, smaller homes were built, along with more retail uses, more churches and many single-family homes were converted or replaced by multiple family homes.

History of College Hill Neighborhood Revitalization

After the Second World War, as Greensboro's continued to grow, other neighborhoods of new homes became more desirable, and properties within College Hill declined in value, maintenance, and investment. By the early 1970's the neighborhood had weakened severely and organized neighborhood and city planning and revitalization efforts had begun in earnest. The conventional wisdom, if it could be called such, called for "urban renewal", essentially the clearance of blighted property and the construction of new dwellings. But wiser heads prevailed, recognizing the value of the older, historically significant buildings as valuable resources that could anchor neighborhood revitalization. The 1974 "The Summary Report, Toward a Better Community" recommended building rehabilitation and very selective clearance. The physical decay of properties, abandonment of structures, high degree of homelessness and crime, added to a troubling decline to blight and eligibility for Federal funding.

Aided by the first of the City of Greensboro's Community Development Block Grants in 1975, the neighborhood began a slow, steady and remarkable recovery nurtured by active community involvement in partnership with public and private investment in housing

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rehabilitation and historic preservation. In 1978, the City adopted the" College Hill Concept Plan", a comprehensive neighborhood revitalization plan. The plan established objectives and action steps to address the critical issues confronting the neighborhood at the time: housing, parking, alleys, the designation of an Historic District, land-use and zoning, infrastructure, gateways, neighborhood character, the establishment of a municipal service district, and the creation of a neighborhood organization. The plan was groundbreaking in its form and content, and effective as a roadmap to success. In 1980, the City of Greensboro designated the College Hill Historic district, the city's first.

In 2005-6, the City's Housing and Community Development Department conducted an analysis of the impact of planning and community development efforts, and prepared "A Report on Revitalization Activities in the College Hill Neighborhood". That report finds, in part, that…

> "By most standards, the revitalization effort in College Hill has been a huge success. Approximately 100 houses have been substantially rehabilitated and nearly 150 new housing units have been built. The housing market is strong and property values have increased more than comparable neighborhoods. Roughly $14 Million in public funds have been invested in the neighborhood. Several times that amount has been invested privately in rehabilitation and new construction…
>
> "It is clear that the public investment in College Hill has paid generous dividends in terms of the neighborhood's contribution to the city's tax base. A newspaper article published in 2004 had this to say: 'Homes in the established neighborhoods around downtown – Fisher Park, Westerwood, Aycock and College Hill – increased in value twice as fast as the rest of the city in the past eight years, according to a News & Record computer analysis. By contrast, property values in newer neighborhoods at the city's edge crept up only slightly…Leading the way is College Hill, where the value of the average house went up 74% since 1996. Many homes there saw their values double or triple after owners invested in restoring the vintage structures"

For all the right reasons, the College Hill Neighborhood Association was not satisfied with this success. It had learned the lesson that resting on past successes leads to a complacency that, inevitably is rewarded with a return to decline. This 2009 update to the College Hill Plan is a result of the Neighborhood Association effort to reexamine, reconsider, and reestablish a consensus on the steps necessary to continue to revitalize the neighborhood.

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Updating the Plan

In the late fall of 2008, the leadership of the College Hill Neighborhood Association, in conjunction with the staff of the City of Greensboro's Housing and Community Development Department, met to prepare an outline for a planning process to update the neighborhood plan. A steering committee, including members of the College Hill Neighborhood Association, representatives of the UNCG, Greensboro College, neighborhood business operators, churches, students, and the City Staff, was formed to guide the development of the updated plan. On January 27th, 2009 the Steering Committee hosted the first College Hill Neighborhood Summit to discuss and examine three important issues: Housing, Crime and Safety, and Neighborhood Development. The results of that Summit, combined with the results of a survey of neighbors, were used by the Steering Committee to prepare a first draft of strategies for the neighborhood plan. Two additional areas of concern, quality of life, and organization/communication were added to the original areas of Housing, Crime and Safety, and Neighborhood development. The Summit attendees also suggested changes to the draft vision statement which guides the development of this document so that it reads:

> ***College Hill Vision Statement***: *"College Hill is a neighborhood which bridges the past and the future of Greensboro, where resident owners, landlords, tenants, businesses and institutions are working together to assure a high quality of life and lasting neighborhood value. It is a lively, vibrant, walkable, and safe environment where the mix of well-maintained historic homes, public places, and neighborhood businesses, all contribute to a unique sense of place within the greater Greensboro community."*

A second Neighborhood Summit was held on April 16, 2009. Those attending the second summit provided considerable support for the draft strategies, offering feedback, examples, and additional strategies for Steering Committee consideration. During the summer of 2009, the Steering Committee met several times to review revised strategies and to advance the discussion of site specific and neighborhood-wide land use plans.

Space for dates of final summit and other steps.

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How to use the College Hill Neighborhood Plan

The policies and recommendations that will be used to guide College Hill residents and property owners towards achieving their vision are laid out in four elements found later in this document:

- **Key Issues in Our Neighborhood**
- **Vision and Goals of the Neighborhood**
- **Future Land Use Plan, and**
- **Strategies and Actions**.

Each of these plan elements are closely related and are the product of an intensive study and evaluation of the neighborhood, completed by the College Hill Neighborhood Association (CHDA) in conjunction with the City of Greensboro. Incorporating the Plan elements into the decision-making and planning activities of the CHNA and the City of Greensboro will result in a College Hill that closely resembles the vision for which it strives.

The policies and recommendations contained in this Plan should be used by the neighborhood, developers, civic and business organizations, UNCG and Greensboro College, and individual citizens when giving their viewpoints to City Boards, Commissions, and Council. These goals and policies should be referenced on issues such as rezoning, provision of services, economic opportunities, transportation, code enforcement, environmental quality, housing, etc.

While this Plan provides for considerable flexibility to maintain its relevance over time, it should not be subject to continuous revisions. The Plan may, however, be subject to occasional revisions or amendments:

- Amendments shall not be considered until the neighborhood has reviewed and made comments on the proposed amendments
- Amendments to the College Hill Neighborhood Plan shall first be reviewed by the Greensboro Planning Board, and then forwarded to City Council for a public hearing.
- Amendments may include modifications to the Future Land Use Plan or to Strategies and Actions.
- Amendments should not be made without an analysis of the immediate needs, the consideration of the long-term effects, and the implications, if any, the amendment may have for other parts of the plan or the Connections 2025 Comprehensive Plan.

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The Market and Our Neighborhood Today

Conditions and Trends

In order to have a foundation for neighborhood strategies, the plan updates data for College Hill and compared the data with District 3 and Greensboro as a whole. Despite both public and private reinvestment, historic renovations have slowed, and owner-occupied housing remains low, at approximately 26% of the housing stock. On average, there has been just one permit per year in College Hill since the year 1999, although the value is significantly higher than District 3 or the City average. While only 234 residents identify themselves as students or staff, there is a great deal of interconnection between the neighborhood, UNCG and Greensboro.

	College Hill	**District 3**	**Greensboro**
2000 Occupied Dwelling Units	798	22,626	93,825
2000 % Owner Occupied	26%	60%	54%
2000 % Renter Occupied	74%	40%	46%
1990 Occupied Dwelling Units	832	18,446	79,337
1990 % Owner Occupied	24.0%	57%	54.8%
1990 % Renter Occupied	76.0%	43%	45.2%
1990 to 2000 % Change in Renter Occupied	-6.96%	14%	21.46%
2005 UNCG Students	181	502	3314
2005 UNCG Staff	53	1000	1342
1999 to 2007 All New Const. Permits	9	4125	17,594
1999 to 2007 Annual Avg Permits	1	458	1,955
1999 to 2007 Average New Const. Permit Value	$176,571	$95,242	$71,510
2006 Section 8 Units	2	120	2,143
2006 Section 8 Total Rent	$778	$67,806	$1,297,486
2006 Section 8 Avg. Rent/Unit	$389	$565	$605

Per capita income	$16,449	$13,639	$23,461
Percent in Poverty	20%	28%	12%

Source: U.S. Census and City of Greensboro

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The proximity of UNCG and Greensboro College has meant that the median age of residents is young (25 years, compared 36 years citywide), but also a very high education attainment, with 39% of residents over age 25 having earned a Bachelor's degree and 23% having earned a Master's degree. This is twice the level of the 5 minute drive-time trade area. Median home value is significantly higher than citywide – over $40,000 higher than the median citywide of $105,000.

	College Hill	**5 Minute Trade Area**	**Greensboro**
Population	1725	35,151	236,713
Median Age	25	28	36
White Alone*	82%	44%	51%
Black or African American Alone*	12%	49%	39%
Hispanic	4%	6%	7%
Bachelor's Degree (over 25 years of age)	39%	21%	24%
Master's Degree (over 25 years of age)	23%	11%	11%
Number of owner-occupied homes	161	5,014	48,759
% of housing owner-occupied	24%	38%	55%
Home Value			
Less than $40,000	0	1.5%	2.77%
$40,000-$59,999	5.59%	8.08%	7.55%
$60,000-$79,999	6.83%	16.49%	16.68%
$80,000-$99,999	1.86%	16.99%	20.37%
$100,000-$149,999	38.51%	22.32%	24.48%
$150,000-$199,999	16.77%	14.76%	12.30%
$200,000-$299,999	21.74%	12.88%	9.03%
Above $300,000	8.07%	6.99%	6.82%
Median Home Value	**$145,635**	**$115,558**	**$105,361**

Source: Teska Associates analysis of Claritas data, 2008 *Census terminology describing non-hispanic respondents

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College Hill is home to over 100 rehabilitated properties, from owner-occupied homes to the historic rehabilitation of the Wafco Mill building.

Research by Jo Ramsay Leimenstall of the University of North Carolina at Greensboro has documented that the designation of the College Hill Historic District has been a factor in the neighborhood's revival. The total assessed value of 243 properties increased from an average of $16,941 to $191,900, a difference of 1,187%. This has been a significant factor in rejuvenation of the neighborhood and lays a foundation for future strategies.

	1972-1980	**1980-1988**	**1988-1996**	**1996-2004**
Total number of properties	243	243	243	240
% of properties that increased	100%	99%	93%	100%
% of propties that increased 100% or more	79%	71%	1%	23%
% increase in assessed value	169%	142%	19%	81%

Source: Update of "Assessing the Impact of Local Historic Districts on Property Values in Greensboro, North Carolina," by Jo Ransay Leimenstall, University of North Carolina at Greensboro

Market Conditions

As is common to traditional neighborhoods, College Hill is not solely residential land uses. As noted above, there have been significant losses of retail and service business, as well as the employment within the neighborhood. One of the primary goals identified in neighborhood meetings has been the desire to attract a greater variety of retail to the neighborhood. In advance of preparing change and potential redevelopment of non-residential properties, the neighborhood considered the retail potential given demographic and market conditions. The analysis finds that there is significant local demand for additional retail based on local residents. In addition, the large employment base provides even greater demand for retail in this underserved area.

A market analysis was conducted primarily at two levels – the College Hill Neighborhood and the five and ten minute drive time trade areas shown in Figure 1. For the sake of this analysis, the College Hill neighborhood characteristics are being compared with the five minute drive time trade area, which most closely relates to the distance that residents will easily travel. The College Hill Neighborhood represents the characteristics of the actual boundaries of the area, while the trade area analyses are the traditional unit of measure for retailers to assess market demand and supply. Just as residents of College Hill will shop beyond the neighborhood boundaries, the area attracts shoppers from a larger trade area to shop at stores within the neighborhood.

Figure 1: 5 and 10 Minute Drive Time Trade Areas

Source: Claritas, 2008

Retail Opportunities

The area is currently underserved for many retail goods. Table 1 shows retail opportunities for both the College Hill Neighborhood, as well as the 5 minute drive time trade area. As shown in Figure 2, the 5 minute drive time represents the closest market area that attracts shoppers from College Hill. There may also be retail opportunities for large format stores from a larger trade area, such as the 10 minute drive time area shown in Figure 2, although this analysis focuses in on the smaller trade area that is more likely to be served by College Hill stores. Key retail goods currently underserved (able to support additional stores/sales) in both College Hill and the 5 minute trade area include (See Appendix 1):

- Grocery stores $34,183,090
- General merchandise $26,366,679
- Clothing stores $11,842,059
- Electronics and appliance stores $ 4,723,353
- Lawn, garden equipment $ 2,749,512

These numbers support the desires of neighborhood residents, particularly for grocery and general merchandise. In addition, there are some areas that are current retail attractions that show a current niche in the community. Full-service restaurants, for example, have a net surplus of over $1.5 million, yet it appears that there may be potential for additional growth as the trade area has a retail gap of nearly $3 million. Similarly, specialty food stores show a slight surplus at $161,668, but a trade area gap of $736,922.

The next step of the analysis would compare which of these goods that currently show retail opportunities would match local sites and desired development in the neighborhood. These opportunity sites are identified in the Future Land Use Plan section. For example, the demand for a grocery store is very close to the industry standard of approximately $40 million for a full-service grocery store. It would need to be determined whether a grocery store would make sense in College Hill, or in an adjacent neighborhood that is also part of the trade area that may have better site opportunities.

Workplaces

Teska also looked into the number of employees that work within the neighborhood, shown in Appendix 2. There are 1,604 jobs within the neighborhood, with most of these jobs, just over half (56%) in the private sector. In fact, only 708 of these jobs are in the public or non-profit sectors, including education. These jobs are at 110 employers located in the neighborhood, 89 of which in the private sector, and 21 in the public/non-profit sector. Most of the private employers are small businesses, with an average of 10 employees per employer.

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These workplaces, plus those at the two nearby colleges, represent both stability for the neighborhood, as well as additional customers to support retail stores. The strong employee base may also signal the need for additional office space within College Hill.

Summary of Key Market and Demographic Findings

- *The College Hill neighborhood has higher than median income levels, a diversity of population, and a relatively young population*
- *Historic preservation strategies have led to appreciating values of homes, over 1100% since 1972*
- *The area contains fewer retail businesses than would be expected given the strength of the disposable income, and population characteristics, and can support new and expanded retail development, especially in the area of food and beverage and general merchandise*
- *College Hill and its immediate surroundings have a strong employment base with over 1,600 employees. Economic development and retail attraction strategies should serve not only the residential base, but the employees, providing a wider range of day-time, evening and weekend demand for goods and services.*

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Resident/Property Owner Perspectives

In an effort to gain insightful community feedback regarding neighborhood issues and desires, a written survey was developed and distributed to College Hill residents and stakeholders at the first Neighborhood Summit held on January 27th, 2009. After the Summit, the survey was converted into an online format and posted to the project website. The accessible nature of the online survey enabled further feedback to be gathered from those individuals who were unable to attend the Summit. The College Hill Community Survey was an early step in the neighborhood planning process that provided interested residents and business owners the opportunity to provide feedback and to assure their input and desires were reflected.

The summarization below characterizes a broad range of viewpoints, concerns and comments which are included here without priority. overall findings from the Summit and survey are collectively summarized below:

More Code Enforcement

- Residents noted at the Community Summit that regulatory code clarity and stricter enforcement was needed to address occupancy issues, absentee landlords, parking on lawns, signage, etc. This point was reaffirmed by survey respondents. Many respondents noted that if they could change one thing in College Hill it would be strengthening code enforcement. They stated their dissatisfaction with random furniture being on porches and frustration over absentee landlords.

Preserve Historic Housing

- Findings from both the Summit and survey noted residents' desire to maintain historic homes within the neighborhood. The architectural significance and renovation of homes within College Hill is a major point of pride for residents.

Owners vs. Renters: The Need for Affordable Housing

- There are noticeable disagreements between the attitudes of renters and owners regarding housing maintenance. Renters and students stated in the online survey that they feel poor housing upkeep and disorderly conduct is not inherent to whether homes are rented vs owned. They also related that they think home owners shouldn't look down upon renters and students, stating that college students and renters heighten the overall feeling of community livelihood.

- This being said, more affordable housing and rental properties are necessary; not everyone can afford to own a home and the student population requires rental units. Redevelopment options to satisfy this affordable, rental niche should be considered

if residents feel that the rental of historic homes is reducing the quality of such structures.

- 65% of participants in the online survey owned homes vs. 22% that rent. The majority of survey respondents stated that one of the top three priority issues facing College Hill is the need to increase ownership status and preserve the historic significance of homes in the community.

- The number of residents that own property outnumbers the number of individuals who rent. There is a sense of social discomfort between these two parties that requires attention. Stronger code enforcement, substantial reduction in absentee property ownership and the development of rental properties that are not historic homes are steps towards peaceful, community cohabitation.

Reduce Crime – Increase Safety

- Survey respondents ranked Crime and Safety as the number one issue facing College Hill in the next five years. Additionally, Summit participants noted a number of unsafe factors including, inadequate lighting, vacant properties, high number of cars parked on streets and panhandlers. They gave a list of key locations that should be concentrated on due to criminal activities and general feelings of insecurity. They also listed a series of action points to eliminate such issues and problem areas.

Grocery Stores Wanted

- Both the survey and Summit findings suggest the need and strong desire by residents for a neighborhood grocery store.

Development Considerations: More Retail, More Parking

- Summit and survey participants stated that one of the things they enjoy most and want to preserve within College Hill is the walkable, diverse atmosphere. Stemming from this point is the desire to enhance the pedestrian feel by developing a broader mix of retail stores and with it, more parking.

Trash – Reduce Visibility

- Both the survey and Summit participants stated their dissatisfaction with the visibility of trash cans along streets and in front of homes. Placement of trash cans and related storage bins should be placed in less visible locations for pick-up.

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Key Issues in Our Neighborhood

Housing quality and diversity. College Hill is a neighborhood that has been up and down and back again. In its heyday, it was strong, diverse in character, and dominated by single-family homes of Greensboro's elite. After its decline, and the subsequent concerted efforts of neighbors, property owners and the City, more than 100 homes have been restored or rehabilitated in beauty and utility. But historic (older) homes are difficult to maintain and without continued vigilant repair and maintenance will decline again. Once divided into apartments, landlords rarely voluntarily return them to single-family use. During the preparation of this plan update, the local, regional and national housing markets moved through a cycle of significant retraction, into a deep recession and unemployment compounded by a banking crisis which drove widespread foreclosures, to slight improvement in market demand. As the economic woes of property owners spiked, property maintenance declined, further exaggerating the decline in marketability of nearby homes.

While recession and unemployment caused some to be more attracted to continued or advanced education, universities, including UNCG attractive record applications for enrollment. All of these conditions have placed added pressure on the neighborhood as many properties have remained most viable as legally or illegally divided apartments for students. Students, as neighbors, are not a problem, as was repeated several times at neighborhood planning workshops. The problems result from bad tenant/landlord relationships, poor code enforcement, and the difficulty of holding landlords accountable for bad building maintenance and poor tenant behavior.

Security and crime. Personal and property security, and a perception of vulnerability to crime, have direct and perceivable impacts on neighborhood quality of life, value of homes and businesses, and neighborhood stability. College Hill is no exception. Despite relatively low crime conditions compared to other areas within Greensboro, neighbors often speak of the sense of insecurity induced by reports of home break-ins, confrontations with aggressive or inebriated strangers, badly behaving patrons of drinking or liquor sales establishments, dark and threatening pathways from campus, and a lack of adequate physical presence of police patrols in the neighborhood. As the City struggles to maintain a consistent level of service, code enforcement and policing in light of diminishing revenues and increased demand for services in other neighborhoods, the neighborhoods struggles to assure itself that it is not being ignored.

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Retail and commercial services. Two primary retail and commercial districts exist within the neighborhood, while the majority of retail goods and services are present nearby in shopping centers and in Downtown Greensboro. The Tate Street district, centering predominantly on the intersection of Walker and Tate has a "campus-town" orientation, serving the needs of non-neighborhood students as much as neighbors. Many of the older buildings have a pedestrian friendly orientation to the sidewalk, and contain smaller shops and businesses with a campus-eclectic feel. Others, have a distinctly 70's suburban strip mall appearance. Tate Street itself has an unusual layout, with diagonal parking off parallel driving ways, center islands, and two offset "T" intersections that run in opposite directions at Walker Ave. There are intentional streetscape elements, but they are of a period and design that does not match the historic character of the neighborhood or of Spring Garden St. to the south.

The second commercial district forms on three corners of the intersection of Mendenhall St. and Spring Garden St. The northwest and southwest corners are commercial buildings, the northeast corner is a conversion from a Victorian home to a commercial uses. Other commercial uses, including the conversion of an historic firehouse to the "University General Store" have a decidedly mixed character, maintenance and reputation. In whole, this second district would benefit from the re-tenanting and in several cases redevelopment into a commercial or commercial dominated mixed use district.

Parking and Bus Traffic. Parking and the impact of buses moving through narrow streets were some of the most talked about issues in the survey, summits and conversations with neighbors. They were issues when the first neighborhood plan was prepared, and may have changed, but are yet unresolved. Little was expressed related to "traffic" as a problem; the immediate proximity of Downtown, Market St. and W. Lee street were perceived as assets more than liabilities. Speeding, not traffic congestion, and unnecessary trips through the neighborhood aggravated by one way streets, and streets closed by Greensboro College or UNCG were the most common "traffic" complaints. Parking as an issue relates to demand and capacity, along with the lack of enforcement of parking regulations. Neighbors see high number of students parking on neighborhood streets and walking into class. They also perceive that the split of single-family homes into multi-family "dorms", without adequate off-street parking is a major contributor to lack of available on street spaces for neighbors and visitors.

Both the HEAT buses, and GTA buses move through neighborhood streets. Neighbors perceive that the buses used are oversized for the streets they travel through, and for the number of riders that uses them. Neighbors do not want to lose the service these systems provide, but the do urge the rethinking of the routes, bus size, and the need for more courteous bus driver behavior.

University and College. What would College Hill be if it were not for the College and University? These are elements which are integral to the character, viability and vitality of the neighborhood. Representatives of the two institutions were active participants of the steering committee and of the neighborhood summits. As in the case of all community/college relationships, there are always issues and opportunities to share and to resolve together. The UNCG enrollment is at an all time high and will continue to grow into the foreseeable future. The university has recently updated its campus master plan which calls for the consolidation of core academic facilities on campus, with infill and potential relocation of recreation and residential activities off-campus. At a minimum, this will involve the redevelopment of properties that the University has acquired along McIver St. and the west side of Tate Street for larger university buildings. The University's plans to enhance the gateways into the campus, particularly the West Lee Street and NC Railroad underpasses at Aycock and Tate Streets are compatible with the neighborhood plans.

Greensboro College, which anchors the neighborhood on the northeast, has substantially expanded over the last decade. After facing a period of serious challenges, Greensboro College appears to be entering a new phase with a record freshman class enrollment in 2009. The College is the single largest landowner within the neighborhood. With its recreation fields and open space helping to reduce the appearance of overall neighborhood density, its contribution to culture, employment, faculty and student residents, the College remains an asset and a defining presence in the neighborhood.

Infill and Development. There are many divergent perspectives among neighbors regarding the benefits and threats posed by the infill of new homes and businesses in place of existing properties. The greatest threat is not perceived to be that of "change"; it is perceived as the potential erosion of historic neighborhood character and of the potential further erosion of the balance of predominantly single-family residential environment that is perceived to be the inevitable result of market-driven redevelopment. The perceived loss of neighborliness and threat of badly behaved landlords and tenants is also of concern.

Active players/programs

The College Hill Neighborhood Association—The College Hill Neighborhood Association was formed by active members of the community who foresaw the need to pursue implementation of the 1978 College Hill Concept Plan and partner with the City in the oversight of the College Hill Historic District. The Association is a voluntary group of residents and property owners. Although it influences the Historic District regulations through its involvement with the Historic Preservation Commission, and influences the use of the existing Municipal Service District funds, through its cooperation with the City of

Greensboro, it has no direct, sustaining funding source or authority. It can act as a central organization around which the neighborhood may organize events, communicate, and act together.

The College Hill Historic District was established in 1980 as the first historic district in the City. Designation was established through the City's Zoning Ordinance and requires that changes to the building exterior and the neighborhood setting be reviewed by the Greensboro Historic Preservation Commission to ensure that the historic character of each district is preserved.

The Tate Street Merchants' Association is a loose affiliation of merchants, property owners and active business operators. Their past activities have included advocacy for traffic and streetscape improvements, and annually, since 1973 (and in some cases semi-annually) the Merchant's Association has coordinated and supported the Tate Street Festival.

College/University UNCG is a component of a university system which is likely to see substantial growth over the next decades. UNCG's own plans anticipate thousands of additional student enrollments, along with an increased number of students housed in university owned or university supported housing on or near its campus. The University's responsibilities and interests do not end at the boundaries of its campus. It actively pursues enforcement of both university rules and state laws on its campus and has the authority to use its police enforcement off-campus, including within the College Hill neighborhood. The University and Greensboro College both recognize the impact of their student activities on the neighborhood as well as the impact of the strength of the neighborhood on the stability and attractiveness of their campuses. As such, both the UNCG and Greensboro College have been consistently engaged in this planning process and have demonstrated real interest in being partners to College Neighborhood successes.

Landlords and Students- Despite their significance and their impact on the neighborhood, landlords and students have been underrepresented at neighborhood meetings, including in this planning process. Much of the resident complaints regarding property maintenance have been leveled at landlords, while much of their complaints about disorderly or un-neighborly conduct and related issues of parking and traffic are leveled at students and student behavior. Without an increase in participation of both of these groups, implementation of the plan will suffer.

The City of Greensboro uses neighborhood plans as its guide for public investment in infrastructure, community facilities, and in decisions on the provision of public service. Having worked closely with residents and property-owners to adopt the first College Hill Concept Plan, Historic District, Municipal Service Area, site-by-site rehabilitation and other revitalization projects, the City recognizes the impact of successful plan implementation on

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neighborhood value, quality, safety, and stability. The City also recognizes that no single approach, (regulatory, investment, code enforcement, community policing), nor the acts of the City independent of the planning process will result in successful neighborhood conservation and revitalization.

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Vision

"College Hill is a neighborhood which bridges the past and the future of Greensboro, where resident owners, landlords, tenants, businesses and institutions are working together to assure a high quality of life and lasting neighborhood value. It is a lively, vibrant, walkable, and safe environment where the mix of well-maintained historic homes, public places, and neighborhood businesses, all contribute to a unique sense of place within the greater Greensboro community."

Goals of the Neighborhood

As expressed in the neighborhood summits and steering committee working sessions, the neighborhood will pursue the following goals for physical change and neighborhood strength:

- Return the neighborhood to a predominantly Single-family, owner occupied, historic character.
- Assure that the neighborhood is family-friendly, safe and attractive, inviting new owner-occupants and reinvestment in homes and properties.
- Develop a commitment among property-owners, landlords and tenants to property maintenance
- Seek and support more retail opportunities to meet the needs of neighborhood residents
- Provide more open space within the neighborhood and more extensive walking and biking connections
- Reinforce the partnership with UNCG and Greensboro College in working toward long range neighborhood stability and prosperity.
- Encourage the use and reuse of property respectful of the strengths and limits to neighborhood capacity, including development impact on traffic, parking and public safety.

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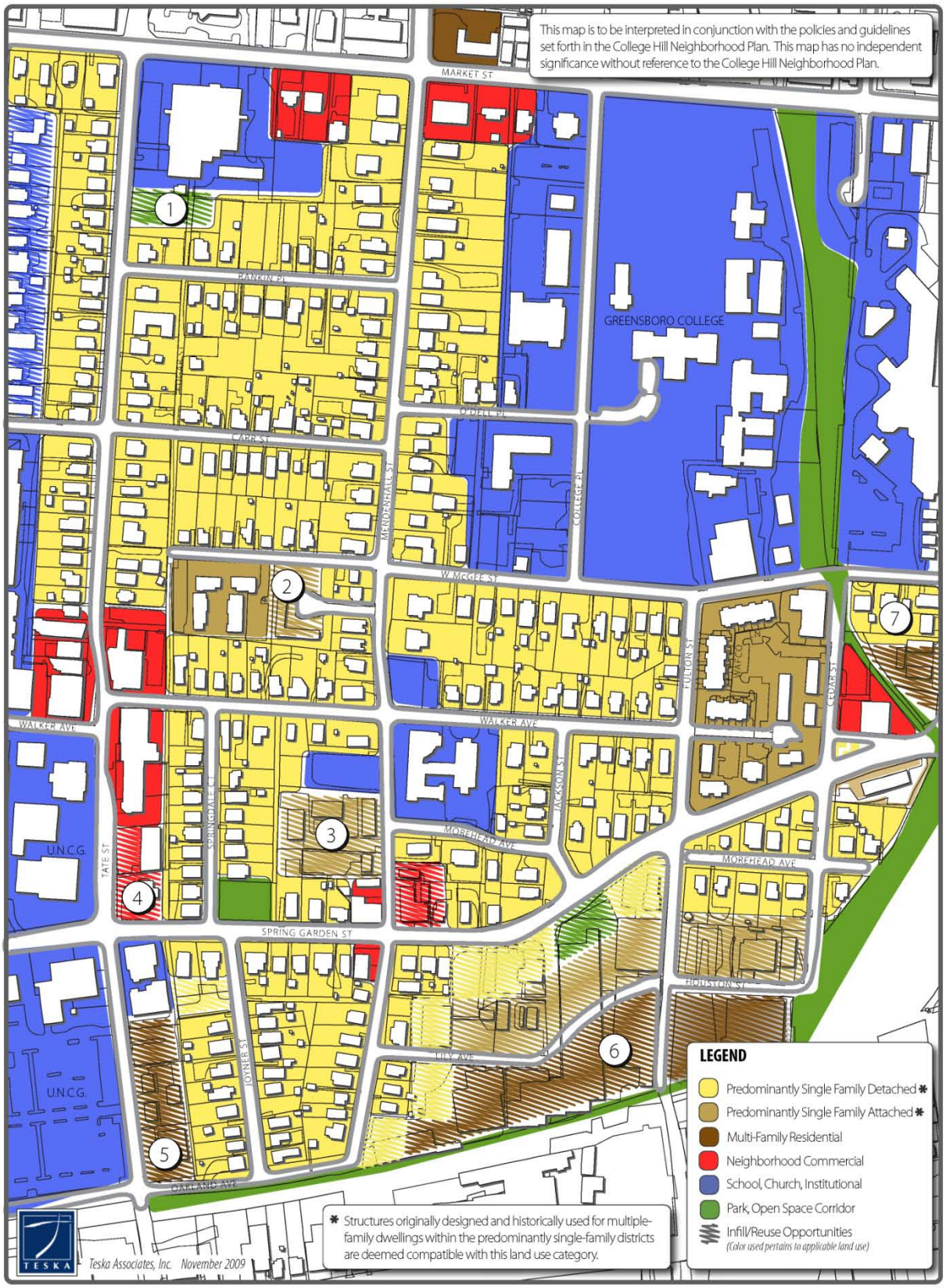
COLLEGE HILL FUTURE LAND USE MAP



Future Land Use

The College Hill Future Land Use Map is dominated by two colors representing the majority of land uses that exist and are anticipated to exist into the future: predominantly single-family detached dwellings, and School/Church/Institutional. The western edge of the UNCG campus and the Greensboro College campus are represented within this latter designation. Other use areas within the neighborhood include predominantly single-family attached, multi-family, neighborhood commercial, and park/open space corridor.

Predominantly Single-Family Detached

The principal use of land within the neighborhood is for residential uses occupying residential buildings. At one time, the vast majority of these were single-family detached buildings (one home on one lot, not connected directly to another home). However, new construction of apartments and the modification of many buildings to accommodate more than one family or multiple tenants, occurring for the most part after WWII, have resulted in less than one third of the dwellings in the neighborhood being single-family detached dwellings. This is not a zoning map. The map designation does not suggest that only single-family detached uses will be allowed or that other residential uses will be non-conforming. This plan calls for the reconversion of multi-tenant buildings to single-family homes, and the construction of new single-family detached dwellings to replace buildings not appropriate for preservation, to reestablish the majority of dwellings within this designated area to their original single-family form and use. Through the use of incentives, and changes to the demand for single-family dwellings, the strategy anticipates that the return to the predominantly single-family detached balance would be voluntary and market driven.

Predominantly Single-Family Attached

A single-family attached building is a residential structure that contains more than one dwelling unit within a single building, each of these dwelling units being designed and intended for occupancy by a single family, and capable of being owned along with the lot upon which the unit is built. Despite the desire by many that such structures be owner-occupied, land-use regulations do not allow for the control of ownership type, only the form of the structure and its use. As such, twin-homes, townhomes and row-homes are the most common form of single-family attached dwellings, while other forms of buildings which are designed to accommodate single-family occupancy of dwelling units above or below other dwelling units, even where they are individually owned by the occupant in a condominium ownership, are typically not defined as single-family attached dwellings. Again, the College Hill Future Land-use Map is not a zoning map. The map designation does not suggest that only single-family attached uses will be allowed or that other residential uses will be non-conforming. It is intended that, overtime, reuse and

redevelopment of property in this area will accommodate predominantly single-family attached units and only a minor proportion of multiple family structures.

The community noted with concern the deep lots that have historically and informally established significant open spaces in the middle of blocks. Those blocks between Mendenhall, Edgar, Tate and McGee have lots which far exceed the minimum lot size, and could be vulnerable to aggressive lot assembly and redevelopment for denser development that undermines the existing quiet, low density residential environment. Zoning tools to protect these blocks from predatory developers should be investigated.

Multi-Family Dwellings

Multi-family dwellings (or multiple-family dwellings) are most commonly apartments or condominium buildings containing more than two independent dwelling units in a building. Again, this is not a zoning map, and though ownership and occupancy are not addressed by a land-use plan, bulk, scale and offsite impact of development are important issues of neighborhood stability and the success of revitalization. The College Hill neighborhood is an Historic District, and although most of the area designated as multi-family falls outside the Historic District boundary, it is immediately adjacent and would have significant impact on the character and quality of nearby historic homes. Care in the establishment of design standards for height, bulk, maximum number of bedrooms per dwelling, and other architectural design features not commonly necessary in other locations will be critical within the designated multi-family areas in order to protect the integrity of the vulnerable Historic District.

Neighborhood Commercial

Neighborhood Commercial accommodates retail and personal or professional service businesses that serve or benefit the neighborhood by providing goods and services to residents and other neighborhood businesses and institutions. These are business that are not intrusive within a neighborhood setting. It may be easier to define what neighborhood business are not: they are not auto-oriented or "extensive" businesses such as highway oriented or "big-box" retail or wholesale businesses which require large sites, significant impervious surface area for off-street parking, nor trucking, delivery nor vehicular storage requirements with significant off-site impacts. Though these businesses may be attractive to customers throughout Greensboro, their primary customer base is within the neighborhood or within walking distance.

School/Church/Institutional

Church is used here as a short-cut reference to any religious place of assembly, and is not intended to limit or indicate preference of one religion over any other. Schools, and churches have long been focal points and significant stabilizing elements within College

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Hill. Institutions, particularly UNCG and Greensboro College, are at least significant neighborhood assets and partners and perhaps more realistically the primary influences on the neighborhood. The land-use designation reflects existing or the known planned limits of the UNCG and Greensboro College campuses, respectfully. No additional expansion of University or College activities or land holdings is accommodated.

Park/Open Space Corridor

The neighborhood benefits by the recently renovated Springdale Park. With that one exception no other public parks exist within the neighborhood, though considerable open space exists on the Greensboro College Campus and to the west on the UNCG campus. The Plan call for the creation of an additional park in the northern portion of the neighborhood, and calls for the extension/interconnection of the Downtown Greenway along the railroad right-of-way at the southern edge of the neighborhood. The Spring Garden Street Bike route connects the neighborhood to the west and to the east into Downtown. Additional bike routes are appropriate to connect north and south and to interconnect to the Florida St. biker route. Mendenhall may an appropriate secondary north south interconnect down to Spring Garden, but primary interconnection is likely to occur on Tate Street which accommodates a grade separated crossing with the NC Railroad and a traffic light at W. Lee Street.

Infill/Reuse Opportunity

In addition to the color coded land use designations, several sites are also coded with diagonal markings indicating that the pose an opportunity for infill of a new building and use or for adaptive reuse of existing buildings. Many of these sites were chosen as a result of their current under use or perceived conflicts or incompatibilities with surrounding neighborhood uses. The following numbered explanations refer to the circled numbers on the future land-use map.

1. **Opportunity One**. South of the Greensboro College facility, formerly the YMCA at W. Market and Tate Street, this under used site is appropriate for a small park to serve the northern half of the College Hill neighborhood, compatible with both the Greensboro College activities and as a buffer to the neighborhood.
2. **Opportunity Two.** An older, unattractive poorly maintained apartment building at the end of Hicks court (south and west of the intersection of Mendenhall and McGee streets) would make a good infill site for single-family attached dwellings more compatible with the neighborhood.
3. **Opportunity Three**. An apartment complex on the West side of Mendenhall Street, between Walker Ave. and Spring Garden Street (across from the Presbyterian Church of the Covenant) would make a good infill site for single-family attached dwellings more compatible with the neighborhood. Some consideration, at the time such a market

driven change in use occurs, as to the continued need or viability of the parking lot to the north which currently serves the Church of the Covenant. If it is not necessary, it may be most valuable as an additional lot area for assembly and reuse along with this site for Opportunity Three.

4. **Opportunity Four**. The northeast quadrant of the intersection of Tate Street and Spring Garden Street. This site, currently occupied by the UNCG police department (a former bank building) and the strip shopping center which accommodates FedEx/Kinko's and other uses, may be viable businesses, but the building form, site orientation, parking, and suburban style are both inconsistent and not likely the highest and best use of the site. Infill with a new building, oriented to the street with parking to the side or rear, with first floor retail and potential commercial offices above would better serve to enhance the pedestrian-friendly character of this student oriented/neighborhood commercial district.
5. **Opportunity Five**. At the southwest corner of the neighborhood, this mix of parking, multi-family and the former post office site (now occupied by the UNCG print services) poses a great opportunity for a redevelopment for multi-family uses, which due to proximity of the UNCG campus across Tate Street, are likely to serve the needs of students and faculty. Given the University's plans for a sizeable parking structure and expansion of the Cone Center, directly to the west, such a redevelopment posses a great opportunity to help frame the entry to the neighborhood, buffer/transition single-family uses to the east, and support the form of housing that may relieve the pressure on single-family conversions to multi-family student occupancy.
6. **Opportunity Six**. This site which was originally the site of foundries, mills and other industrial uses is now partially occupied by lighter industry, and building and contractor offices. It is the subject of recent and ongoing interest by residential developer/investors who seek to assemble several separately owned properties with the intent of constructing a residential or mixed use development. Due to the reported density/intensity of development, and the anticipation that such a facility will attract large numbers of students to multi-bedroom "private student housing", immediate neighborhood reaction has been negative. None the less, the likelihood is that industrial uses and even commercial uses in these buildings will not be viable long term uses for the site. This would suggest that the plan must pose a compatible reuse of this site. The existing uses provide local employment and some of he existing buildings have an attractive historical character, this plan anticipates a redevelopment of these properties. The neighborhood must work with the City to set standards for what is an acceptable use and character of development that can be compatible with the neighborhood's goals. Several key elements of a reuse or redevelopment should be included:

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a. ***There must be transition between existing neighborhood residential areas and the density and intensity of new development***. This may include stepping down of building height, physical setbacks, open space and other physical separation. Buildings should be designed so that their occupancy does not aggravate the balance of a predominantly single-family residential historic neighborhood. The three homes facing Mendenhall, just south of Lilly Street are particularly sensitive to the impact of redeveloping the property to the east. Special caution should be placed on the "J" shaped property that borders these homes to assure adequate land use transition and buffering.

b. ***The most significant density/intensity of buildings should be sited closest to the railroad, furthest from the historic district***. Multi-family uses are shown to the south, with a band of single-family attached residential separating a band of new single-family detached residential abutting the neighborhood.

c. ***Roadway interconnection and reconnection should be assured***. The new development should relate/connect to the remainder of the neighborhood and not overload local streets with traffic.

7. **Opportunity Seven**. Adjacent to an arterial connector to Downtown, Spring Street, this area is a collection of converted single-family homes and some deteriorating apartments. The homes could be returned to single family use and the apartment site would likely benefit from the strengthening downtown market to drive a redevelopment of a more attractive multi-family building type that is more compatible with the historic district

Strategic Action Plan

Plans are not made to sit on the shelf, and the act of adopting a plan, no matter how insightful, does not induce change that will result in the implementation of the plan. People implement plans. In this case, the active stakeholders described above: The College Hill Neighborhood Association, The Tate Street Merchants' Association, UNCG and Greensboro College, Landlords and students, and the City of Greensboro through its elected and appointed officials and staff members will implement the plan.

There are many anticipated results imbedded in this plan, and none of the active stakeholders is responsible for all of the work that is necessary to accomplish these results. It is essential that where there are limited resources (both human and financial) to accomplish the work, a well orchestrated effort, a strategic action plan, with distinguishable roles and responsibilities for the active stakeholders is necessary. On the pages which follow, the strategic action plan for implementation of this College Hill Neighborhood Plan is outlined. It includes strategies to achieve the neighborhoods goals, and specific actions, responsibilities and priorities for each strategy.

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Strategies and Actions Housing and Historic Character	Tasks	Role	Priority
Encourage reconversion of dwellings so as to establish owner occupied single-family dwellings as the predominant dwelling type for the Neighborhood.	• Leverage the unique character and historic quality of the neighborhood to attract quality new investment • Support redevelopment of (non-historically significant) property where home ownership opportunities are compatible and appropriate within the neighborhood plan. • Partner with existing and new development organizations (i.e. local community development corporation) to introduce a broad mix of housing types, suited to the identfied housing opportunties, with an emphasis on owner occupancy. • Support zoning and code enforcement which encourages owner-occupancy	HCHNA , CoG, Property Owners	
Raise awareness of existing programs to aid property owners, including tree replacement program energy efficiency and weatherization programs that also maintain historic neighborhood character.	• Prepare FAQ regarding existing energy programs. • Distribute FAQ's to residents and property owners. Hold Workshops within the neighborhood.	CoG	
Hold workshops/ openhouses highlighting the benefits related to historic preservation, landmark status, tax exemptions, and other "tips of the trade" sessions.	• Raise owner and landlord / management 's understanding of current financing and incentive programs. • Develop a list of topics/interests; identify speakers; establish a schedule in conjunction with other association meetings or events.	HCHNA , CoG	
Give orchids and onions awards: Actively identify landlords and use a carrot and stick approach to induce involvement/ engagement in neighborhood planning and activities.	• Encourage active reinvestment in neighborhood and its historic homes and buildings by recognizing the good efforts of its property owners/management organizations. • Establish standards, nomination and review process, criteria, judges, awareness, and sponsorship. • Work with the City to reward owners who incorporate best practices with preferred status for grants/ services/approvals.		
Organize a tenant association to support better property conditions and improved tenant/landlord relations.	• Support for better leases and landlord/tenant cooperation. • Work with Faculty/students at Elon University Law School and the Greensboro Regional Realtors association to establish standards for equitable leases, dispute resolution, and management practices; and use the HCHNA WebSite as a resource to both tenants and landlords.	CoG, HCHNA	
Assist the City in identifying code enforcement priorities.	• Early warning system on code delinquencies. • Adopt an anonymous means to collect and convey evidence of violations, declining maintenance and other enforcement issues.	CoG, HCHNA	

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Crime and Safety	Tasks	Role	Priority
Elevate neighborhood watch and community policing programs.	• Annually Identify captains for each block. • Provide training, contact info, placard, and elevated status for volunteer captains.	HCHNA	
	• Clarify responsibilities of UNCG police as neighborhood partners in crime prevention; including UNCG police capacity to ticket and monitor parking. • University/City exchange MoU clarifying authority and protocols. • Police/Association exchange of contacts and liaison with NCHNA.	CoG/UNCG	
	• Coordinate/target police presence for conspicuous "post drinking" events. • Mapping and Calendaring anticipated events.	CoG	
	• Develop a policing strategy to address issues related to large parties on private properties. • Establish block party and "assembly/celebration" permit system with penalties for violation, parking, post-party clean-up.	HCHNA, CoG	
Partnership with students, the University and College regarding student behavior.	• Work with sororities, fraternities and clubs to advocate for neighborhood association membership and involvement of students.	HCHNA	
CPTED (Crime Prevention through Environmental Design): Utilize environmental design to facilitate natural surveillance and to reduce crime.	• Build in CPTED into all new development and exterior improvements to existing uses/buildings. • Embed CPTED into design/development review standards.	CoG	

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Communications and Governance	Tasks	Role	Priority
Strengthen the College Hill Neighborhood Association: Institute the means to assure open, honest, effective neighborhood-wide discussion on issues that effect neighborhood sustainability and the expenditure of public and private resources.	• Expand membership and role of the Neighborhood Association; organize committees to initiate various community efforts. • Set goals and conduct Neighborhood Association activities which build membership and neighborhood involvement.	HCHNA	
	• Tell the story: Support the image and marketing of College Hill as a family-friendly environment. • Meet with realtor board, relocation specialists, University, others to advance the positive image of the neighborhood.	HCHNA	
	• Work with the University and College to integrate the students and faculty into the neighborhood activities; and, university and college activities into neighborhood life. • Share and post calendar of events. • Appoint and maintain liaison and contact information.	HCHNA	
	• Engage the Tate Street Merchants Association and other neighborhood businesses as members of the Neighborhood Association.	TSMA and HCHNA	
	• Work with the Greensboro Neighborhood Congress to build leadership and membership development, with particular support for greater student involvement.	HCHNA	
	• Survey residents, property owners and business operators to determine how to increase the value of Neighborhood Association membership and involvement. • Prepare a questionnaire for distribution to residents and businesses.	HCHNA and CoG	
	• Act with transparency. • Establish a regular neighborhood and committee meeting schedule, accessible to all, and post meeting agendas and minutes on the WebSite.	HCHNA	
	• Establish and maintain posting kiosks • Incorporate kiosks into neighborhood streetscape and prominent locations (park, school, business).	HCHNA, CoG, UNCG, College, TSMA	

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Communications and Governance	Tasks	Role	Priority
	• Conduct walking tours/pamphlet to raise awareness, especially with students. • Document/Map historic homes and sites. List docent resources available on the Website.	HCHNA, G'boro Historic Preservati on Program	
Establish and maintain a webpage portal for advancing neighborhood interests through the use of technology.	• Active use of website, newsletter and list serve to open constructive dialog with neighborhood members. • Recruit neighborhood volunteers to head-up a website committee to disseminate community information and happenings via a website an online newsletter.		
	• Integrate a business portal and web services. • Set up and e-Business section on the webpage to list local businesses, advance sales, customer service and further convenience.		
	• Provide training for residents and businesses on the use and benefits of an integrated neighborhood website portal. • Hold workshops to encourage residents and business owners to register information/events online; explain the benefits and "how-to's" of the community web portal and how such a tool can be used to their advantage.		
	• Create a neighborhood newsletter & get it out. • Recruit local volunteers to head-up a newsletter committee; utilize the neighborhood web portal to allow residents to send in articles, photographs, art, etc. to be published in the newsletter.		
	• Create neighborhood brochure w/info for students/renters.		

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Neighborhood Development	Tasks	Role	Priority
Develop community consensus about future development and redevelopment before individual /site development proposals file for approval.	• Reverse the trend of conversion from single-family owner occupancy to multiple family and rental units. • Investigate other community successes that have used compensation and other tools to encourage conversion back to single-family status • Oppose the conversion of property to student oriented rental dwellings, at all scales	HCHNA , CoG	
	• Establish and maintain transitions and buffers between residential portion of the neighborhood and more intense uses, including the University and College edges, commercial districts and industrial/railroad uses. • Support adoption/mapping of appropriate zoning tools and design standards to assure any new development is appropriate to the neighborhood context.	HCHNA , CoG	
	• Set standards which induce high quality infill developments compatible with the historic character of College Hill, emphasizing owner-occupied development at densities appropriate to the neighborhood context. • Hold land-use and design workshops to plan for changing use of business uses south of Spring Garden St.	HCHNA , CoG	
	• Support and encourage the expansion of local retailing and services. • Support tenant recruitment efforts to fill vacant spaces with priority given to business operators actively participating in neighborhood and business district association.	TSBA	
	• Consider establishing a College Hill Neighborhood Development Corporation. • Work with City and Neighborhood Congress to establish a model development corporation.	HCHNA , CoG	
	• Work with local banks to create low-interest loan programs for business to implement storefront and interior space upgrades.	CoG	
	• Enhance connection between College Hill and Downtown. • Utilize streetscape funds to extend streetscape to Downtown.	HCHNA , CoG	

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Parking, Traffic	Tasks	Role	Priority
Reduce the negative impact of parking and traffic on the neighborhood.	• Identify/expand areas for resident-only on-street parking restrictions. • Reinstitute, with penalties, a residential parking permit system.	CoG, HCHNA	
	• Work with University, College and GTA (Greensboro Transit Authority) to minimize the impact of HEAT and Shuttle buses traveling through the neighborhood. • Add bike lanes, and consider eliminating parking in favor of bike lanes on the 100-300 blocks of S. Tate Street. • Re-route HEAT buses off of Tate to McIver. • Reopen College Place to vehicular access.		
	• Work with landlords to prevent overcrowding due to inadequate off-street parking for rental units. • Strictly enforce off-street parking requirements for each occupied dwelling unit.	CoG	
Improve the connectivity and quality of the sidewalk/pedestrian walkway system.	• Inventory broken links and unsafe conditions; set priorities for improvements. • Prepare list of critical improvements for city action/use of special benefit district funds. • Favor connected streets, not cul-de-sacs or gated communities in infill and redevelopment	**CoG**	
	• Establish Safety Routes. • Map and Post the common pathways and assure adequate lighting and observation for personal safety. • Enhance (add to) the street lighting.	HCHNA , CoG	

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High Quality of Life:	**Tasks**	**Role**	**Priority**
Pursue environmentally sound neighborhood activities.	• Learn and disseminate environmentally sensitive property maintenance practices. • Utilize university and college resources as workshop speakers.	HCHNA,	
	• Establish and maintain additional open spaces, and public space improvements to serve the neighborhoods diverse needs. • Establish additional public open spaces at the time of property redevelopment.	CoG	
	• Promote more and improved site landscaping. • Invite speakers from NCA&T landscape architecture department to speak at workshops on sustainable landscapes. • Use MSD funds in support of grants for site landscaping improvements.	HCHNA	
	• Work with the City to make the most effective use of limited code enforcement resources; active neighborhood support. • Utilize an advanced certificate of occupancy to assure compliance with codes, and property maintenance at the time of tenant changes.	HCHNA, CoG	
Conduct neighborhood events that build neighborly interaction (and to have fun together).	• Establish a "Taste of College Hill" or other seasonal festival. • Elevate and integrate the merchants association into neighborhood activities.	HCHNA,	
	• Engage students in the establishment and maintenance in a safe and attractive neighborhood. • Student/parent brochure on character & parking/trash /enforcement/phone #'s.	HCHNA	

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Appendices

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Appendix 1: College Hill Retail Opportunity Gap

Retail Stores	Consumer Demand	Retail Supply	Gap/Surplus	5 Minute Trade Area Gap/Surplus
Motor Vehicle and Parts Dealers-441	5,332,320	32,668	5,299,652	(243,290)
Furniture and Home Furnishings Stores-442	488,612	833,306	(344,694)	(17,440,051)
Electronics and Appliance Stores-443	775,123	152,313	622,810	4,723,353
Building Material, Garden Equip Stores -444	1,610,845	11,673	1,599,172	(46,850,454)
Building Material and Supply Dealers-4441	1,460,767	11,673	1,449,094	(49,599,967)
Lawn, Garden Equipment, Supplies Stores-4442	150,078	0	150,078	2,749,512
Food and Beverage Stores-445	2,671,400	2,148,219	523,181	33,020,706
Grocery Stores-4451	2,323,255	91,095	2,232,160	34,183,090
Supermarkets, Grocery (Ex Conv) Stores-44511	2,182,944	6,813	2,176,131	33,368,442
Convenience Stores-44512	140,311	84,283	56,028	814,648
Specialty Food Stores-4452	67,694	229,362	(161,668)	736,922
Beer, Wine and Liquor Stores-4453	280,452	1,827,762	(1,547,310)	(1,899,305)
Health and Personal Care Stores-446	1,174,638	6,822	1,167,816	1,074,929
Pharmacies and Drug Stores-44611	1,032,579	0	1,032,579	2,017,996
Cosmetics, Beauty Supplies, Perfume Stores-44612	39,547	0	39,547	(525,694)
Gasoline Stations-447	2,651,931	134,993	2,516,938	1,324,869

Clothing and Clothing Accessories Stores-448	1,615,722	3,252	1,612,470	7,933,204
Clothing Stores-4481	1,223,530	3,252	1,220,278	11,842,059
Shoe Stores-4482	214,212	0	214,212	289,324
Jewelry, Luggage, Leather Goods Stores-4483	177,980	0	177,980	(4,198,179)
Sporting Goods, Hobby, Book, Music Stores-451	948,035	1,631,569	(683,534)	2,491,497
Sporting Goods Stores-45111	222,248	48,875	173,373	1,303,928
Hobby, Toys and Games Stores-45112	92,831	446,555	(353,724)	476,693
Sew/Needlework/Piece Goods Stores-45113	21,195	0	21,195	164,590
Musical Instrument and Supplies Stores-45114	50,681	837,750	(787,069)	164,590
Book, Periodical and Music Stores-4512	561,080	298,389	262,691	1,187,569
General Merchandise Stores-452	3,258,741	752,582	2,506,159	26,366,679
Department Stores Excl Leased Depts-4521	1,647,546	0	1,647,546	16,892,506
Other General Merchandise Stores-4529	1,611,195	752,582	858,613	(4,525,947)
Miscellaneous Store Retailers-453	717,241	1,156,163	(438,922)	(10,456,240)
Florists-4531	37,972	0	37,972	(1,049,464)
Office Supplies, Stationery, Gift Stores-4532	299,152	747,892	(448,740)	(2,135,097)
Foodservice and Drinking Places-722	3,057,182	4,985,595	(1,928,413)	(20,992,989)
Full-Service Restaurants-7221	1,419,028	2,933,013	(1,513	2,944,118
Limited-Service Eating Places-7222	1,219,244	2,052,582	(833,338)	(12,834,842)
Special Foodservices-7223	249,847	0	249,847	(6,980,813)
Drinking Places -Alcoholic Beverages-7224	169,064	0	169,064	(4,131,451)

Source: Teska Associates Analysis of Claritas, 2008

Appendix 2: College Hill Workplaces

Business Description	Total Establishment	Total Employees	Employees Per Establishment
Industries (All)	110	1,604	15
Industries (Private Sector)	89	896	10
Industries (Government and Non-Profit)*	21	708	34
Agriculture (All)	2	9	5
Mining (All)	0	0	0
Construction (All)	5	43	9
Manufacturing (All)	6	234	39
Transportation, Communications/Public Utilities	2	12	6
Wholesale Trade (All)	2	27	14
Retail (All Retail)	38	254	7
Building Matls and Garden Supply	0	0	0
General Merchandise Stores	1	1	1
Food Stores	2	14	7
Auto Dealers and Gas Stations	0	0	0
Apparel and Accessory Stores	1	3	3
Home Furniture, Furnishings and Equipment	4	16	4
Eating and Drinking Places	14	144	10
Miscellaneous Retail Stores	16	76	5

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Finance (All)	7	80	11
Bank, Savings and Lending Institutions	4	71	18
Security and Commodity Brokers	0	0	0
Insurance Carriers and Agencies	2	7	4
Real Estate	1	2	2
Trusts, Holdings and Other Investments	0	0	0
Service (All)	46	899	20
Hotel and Other Lodging	3	103	34
Personal Services	9	79	9
Business Services	6	15	3
Motion Picture and Amusement	0	0	0
Health Services	0	0	0
Legal Services	4	12	3
Educational Services	7	536	77
Social Services	2	26	13
Misc, Membership Orgs and Nonclassified	15	128	9
Public Administration (All)	2	46	23

Source: Teska Associates, Inc. from Claritas Business-Facts and InfoUSA.

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