COLLEGE HILL Neighborhood Plan

COLLEGE HILL

GREENSBORO

March 17, 2015

College Hill Neighborhood Plan

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 preserve its historic character, ensure a high quality of life, and promote 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 Association Board:

James Keith, President
David Arneke, Vice President
Judy Horn, Secretary
Marjorie Bagley, Treasurer
Janet Frommann, Board Member
Larry Horn, Board Member
Amanda Keith, Board Member
Jane Moore, Board Member
Lyddan Pawlowski, Board Member
Cindy Sheppard, Board Member
Terry Weaver, Board Member

Other College Hill Neighbors Who Participated:

Larry Armburgen
Aleks Babic
Babette Barbosa
Melanie Bassett
Ian Beatty
Kate Black
Bill Burckley
Jennifer Burns
Kathy Burton
Joel Bush
Lori Campbell
Terri Cartner
Shawn Cavanaugh
Dawn Chaney
Paul Clark
Darin Cline
Dottie Cooke
Pam Cooper
Brian Crean
Christine Cromar
Jim Cummings
Judy Cummings
Dan Curry
Julie Davenport
Patrick Deaton
Brad Deuterman
Lyudmila Dmitriyeva
Skeeter Durham
Jim Dutton
A. Sylvia Eidam
George Ewing
Tara Ewing
Daniel Foil
Ronald K. Fulp
Lynn Gagnier
Ginny Gardan
Aaron Gross
Virginia Haskett
George Haskett
Thomas Essa
Cyndy Hayworth
Charles Hebert
Dave Hemm
Don Hemrick
Miriam Herin
Tom Herin
Joy Herndon
Lane Herndon
Dan Hitchcock
Shirley Horth
Michael Jackson
Pam Jordan
Spoma Jovanovic
Hawke Kelley
Clara Kelly
Patrick Kelly
Rouben Keshguerian
Beth Langlois
Kim Langlois
Tommie Lauer
Anna Levi
Timothy Lindeman
David Little
Patrick Lucas
Dennis Lynch
Whitney McDavid
William J. Moore
Carl Myatt
Gretchen Porter
Tanya Ricker
Jake Robinson
Matt Russ
Ken Rutan
Pat Schweninger
William Shand
Jessamyn Stanley
Larry Story
W. Barnes Tatum
Joe Thompson
Louis J. Towne
Edward R. Van Deusen
Hooker D. Van Deusen
Terri Wallace
Ronald Walters
Jeffrey A. Warren
Skipper West
Joe Wheby
Sarah Wimbish
John Wimmer
Betty Work
Tim Wrinkle
Doris Yeattes
Dorn Yeattes
John Yeattes

Contents

Page

Preface: Let's Begin 5

How to Use this Plan 5
Future Plan Amendments 6

Chapter 1: Introduction 7

A. Purpose of the Plan 7
B. Developing the Plan 8
C. Vision Statement 13
D. Neighborhood Goals 14
E. History of College Hill 15
F. Previous Planning Initiatives 16

Chapter 2: Our Neighborhood Today 20

A. Neighborhood Trends 20
B. Market Conditions 33
C. Resident & Property Owner Perspectives 37
D. Key Issues 39
E. Active Players & Programs 46

Chapter 3: Future Land Use and Reinvestment 50

A. Housing Choices 51
B. Future Land Use 52
C. Potential Infill and Reinvestment Opportunities 58

Chapter 4: Strategic Actions 61

A. Housing and Historic Character 62
B. Crime and Safety 62
C. Communications and Governance 63
D. Neighborhood Development 63
E. Parking and Traffic 63
F. High Quality of Life 63

Appendices 65

1. Detailed Strategic Action Table 66
2. Definitions: Acronyms & Abbreviations 81
3. Supplemental Data Tables 83
4. Municipal Service District Planned Projects, 2013 – 2014 89
5. Ideas for Enhancing Neighborhood Vitality 90

Charts, Tables, & Maps

Maps

Map 1: College Hill Location & Context 8
Map 2: Community Features 12
Map 3: Aerial Photograph, 2014 19
Map 4: Historic Features 28
Map 5: Code Compliance Cases 31
Map 6: Reported Crimes 32
Map 7: College Hill 5-Minute Drive Time Trade Area 34
Map 8: Existing Land Use 36
Map 9: Pedestrian Environment 42
Map 10: Street Network & Traffic 44
Map 11: Current Zoning 49
Map 12: Future Land Use 57
Map 13: Potential Reinvestment Opportunities 60

Charts

Chart 1: College Hill Racial Diversity 21
Chart 2: College Hill Age Groups 21
Chart 3: College Hill Household Types 22
Chart 4: College Hill Education Levels 22
Chart 5: College Hill Household Income 23
Chart 6: College Hill Housing Tenure 24

Tables

Table 1: Race and Ethnicity 83
Table 2: Age Group Distribution 83
Table 3: Household Types 83
Table 4: Educational Attainment 84
Table 5: Household Income Ranges 84
Table 6: College Hill Employment 85
Table 7: Housing Tenure Data 85
Table 8: Additional Demographic Data 86
Table 9: Comparison of Construction Permit Data 86
Table 10: Assessed Value of Rehabilitated Properties in College Hill 1972-2004 26
Table 11: Total Property Value and Value per Acre 26
Table 12: College Hill Code Compliance Cases by Type, 2009 to 2013 87
Table 13: College Hill Reported Crimes by Type, 2009 to 2013 87
Table 14: College Hill Reported Crimes by Severity, 2009 to 2013 88
Table 15: Retail Market Categories and Market Gaps 33
Table 16: Five-Minute Trade Area Retail Marketplace Gap 88

Preface: Let's Begin

How to Use this Plan

The College Hill Neighborhood Plan will be used to guide and assist College Hill residents and property owners towards achieving their vision. The Plan's recommendations and policies are sorted into the following four Plan Elements:

Plan Elements

- **Key Issues**
- **Vision and Goals**
- **Future Land Use Plan**
- **Strategies and Actions**

These Plan Elements are the interrelated products of intensive study and evaluation completed by the College Hill Neighborhood Association (CHNA) 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 herein should be used by the neighborhood, developers, civic and business organizations, the University of North Carolina at Greensboro (UNCG), Greensboro College, and individual citizens when giving their viewpoints to City Council, appointed Boards and Commissions, and staff. They should be referenced on issues such as rezoning, provision of services, economic opportunities, transportation, code enforcement, environmental quality, and housing.

To guide future development activity in College Hill consistent with its unique character, this Plan includes a Future Land Use Map to promote appropriate redevelopment, infill development, land use changes, and transitions between types of land uses. The College Hill Future Land Use Map (Map 12) serves a function similar to the City's

Generalized Future Land Use Map (G-FLUM). It defines the boundaries of future land use categories at a greater level of detail, and once adopted, supersedes the G-FLUM for the area within the boundaries of the College Hill Neighborhood. Full information about the College Hill Future Land Use Map can be found in Chapter 3.

Future Amendments

This Plan is flexible enough to stay relevant over time. The Plan should not be subject to frequent or trivial revisions. Proposed amendments may include modifications to the Future Land Use Map, the Detailed Strategic Action Table, or other sections as appropriate, according to the following procedure:

- Proposed amendments to this Plan (prepared on the standard form for Comprehensive Plan amendments) shall first be presented to the CHNA, at an open meeting, for review and consideration. The CHNA will then have 60 days from the date of such presentation, within which to submit written comments on the proposed amendment to the Greensboro Planning Department.

- Upon receipt of written comments from the CHNA, or the expiration of the 60-day comment period (whichever occurs first), the proposed amendment may be submitted to the Greensboro Planning Department, and advance through normal steps for amending the Comprehensive Plan.

- Planning staff review of, and recommendations on, a proposed amendment should include an analysis of: the CHNA's written comments on the proposal (if any), the immediate needs for the proposed amendment, and consideration of the long-term effects and implications, if any, the proposed amendment may have on the College Hill Neighborhood, on other parts of the College Hill Neighborhood Plan, or on the Connections 2025 Comprehensive Plan.

Introduction

Chapter 1

College Hill is a neighborhood rich in history with a story to tell. Greensboro's oldest community and first historic district, College Hill has undergone a variety of physical and social changes over the past century. As the community continues to evolve, it's residents and leaders are steadfast in working to preserve its unique character and better the quality-of-life for residents and business owners. The Plan serves as a guiding document for such, beginning with this first chapter which sets forth the foundation on which the College Hill Neighborhood Plan came to be.

Chapter Contents:

A. Purpose of the Plan
B. Developing the Plan
C. Vision Statement
D. Neighborhood Goals
E. History of College Hill
F. Previous Planning Initiatives

A. Purpose of the Plan

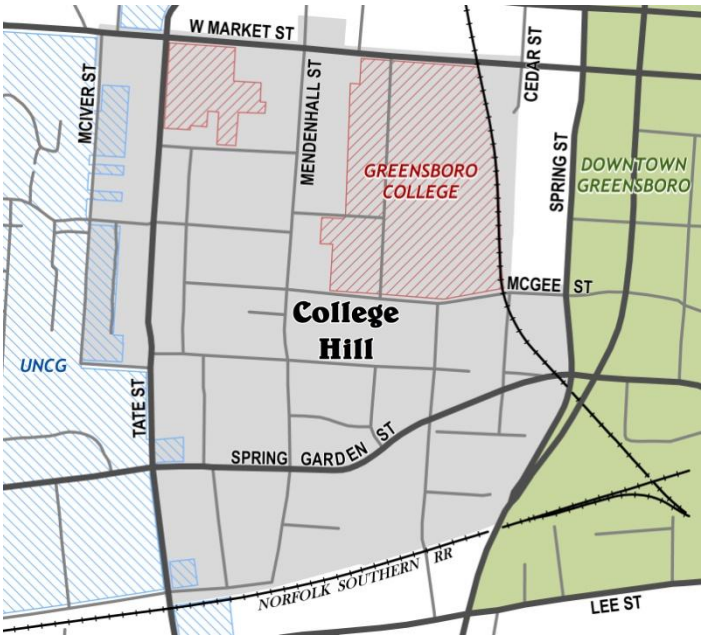
The primary purpose of this neighborhood plan is to present practical strategies and policy recommendations for enhancing desirable conditions and reducing undesirable conditions in College Hill.

The College Hill Neighborhood Plan is a guide for making future decisions about how resources should be allocated, what kinds of development activity are appropriate, and ways to address issues residents and property owners are concerned about. It is a statement of what the College Hill neighborhood wants to achieve and become, as well as a roadmap for the City of Greensboro and the College Hill Neighborhood Association to use cooperatively to reach that vision.

The College Hill Neighborhood Planning Process continues Greensboro's proactive approach to partnering with neighborhoods to determine needs and concerns, evaluate alternatives, outline strategies, determine implementation procedures, and identify 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 for the City, neighborhood leaders, residents, public and private institutions, and other organizations. The continual participation of residents, neighborhood leaders, UNCG, Greensboro College, and business owners is required to successfully achieve the goals, objectives and strategies identified herein.

Map 1 – College Hill Location and Context



This plan is an integral part of the City's long range planning program, including implementation of 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.

B. Developing the Plan

In fall 2008, the leadership of the College Hill Neighborhood Association met with City staff from the Housing and Community Development Department (now Planning Department) to prepare an outline for the process to develop a neighborhood plan for College Hill.

A steering committee, including members of the CHNA, representatives of UNCG, Greensboro College, neighborhood business operators, churches, students, and 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. Summit attendees also suggested changes to the draft vision statement.

A second Neighborhood Summit was held on April 16, 2009. Those attending the second summit expressed 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.

During that summer, a major rezoning was requested for the site of the Newman Machine Company, to construct an apartment complex aimed at the college student market, capable of housing as many as 725 residents. The College Hill Neighborhood Association decided that the neighborhood planning process needed to be put on hold, so that the neighborhood could direct its full attention to the proposed rezoning and development project. Accordingly, the process was suspended as in November, 2009.

In spring 2013, the CHNA Board informed City staff that they were ready to resume the neighborhood planning process. Staff began reintroducing the Board to neighborhood planning concepts, the steps in the process, and the roles and expectations involved. The planning process was officially re-launched with a pair of Neighborhood Summits

on October 21 and 26, 2013. At each session, participants were presented with a status report on the neighborhood planning process and were asked to discuss the Draft Vision, Goals, and Actions. Input received during these Summits was integrated into the Draft plan document.

City Staff and the consultant team then updated and revised the draft plan document to reflect the changes that had occurred in College Hill over the intervening years, and to incorporate more recent demographic and other data. The revised draft plan was presented to the CHNA Board for discussion on April 28, 2014. A fourth Neighborhood Summit was held on June 16, 2014 to present the final draft plan to the neighborhood and community stakeholders, receive comments, and prioritize the Plan's Action Steps.

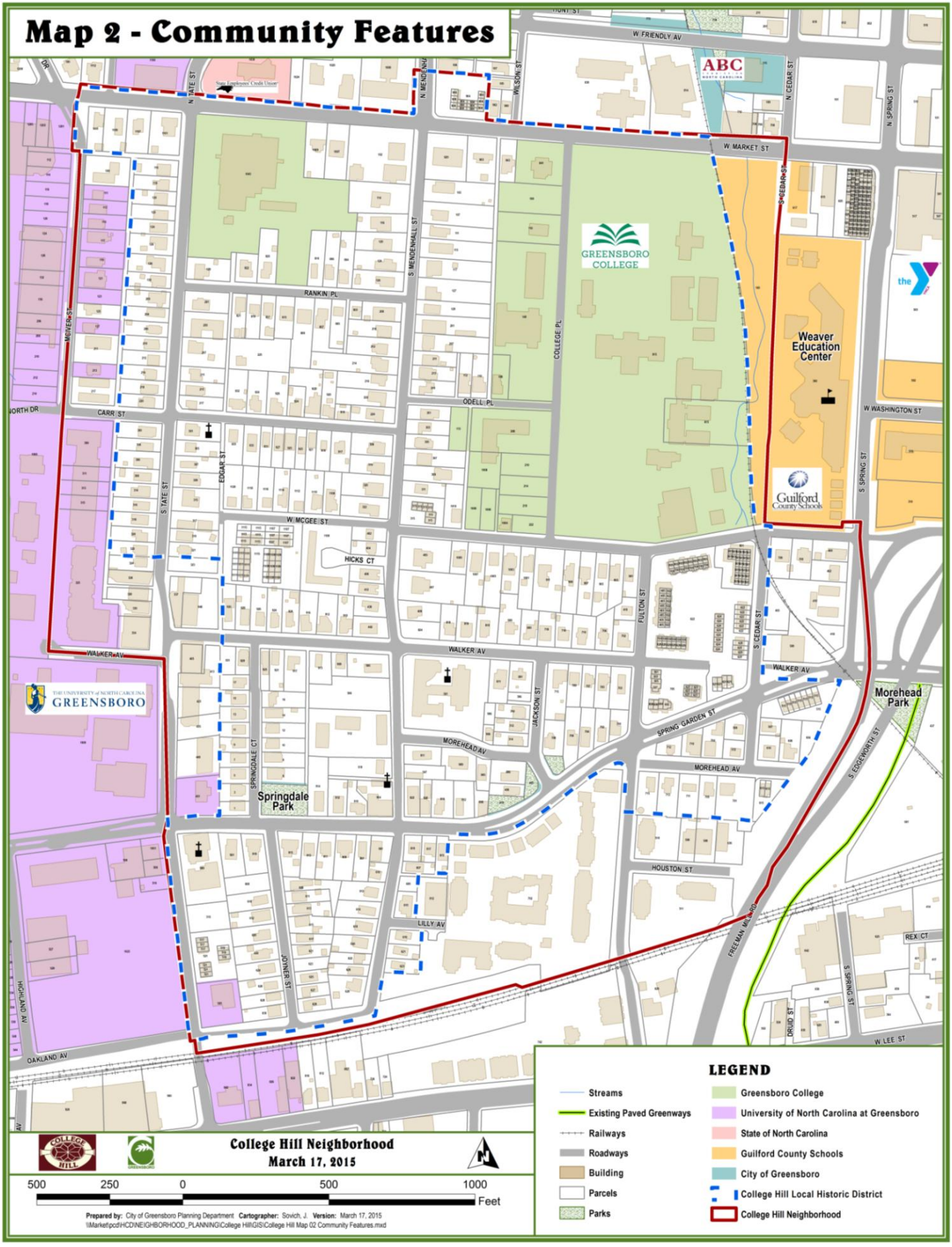
The CHNA Board reviewed and adopted the completed College Hill Neighborhood Plan on June 23, 2014. The Plan was then presented to the following City of Greensboro boards and commissions:

- Historic Preservation Commission – June 25, 2014
- Redevelopment Commission – July 2, 2014
- Planning Board – July 16, 2014

During the Planning Board public hearing, the Planning Board reviewed the draft Plan and, based on the information presented and public comments heard, voted to continue the item in order to provide time for further refinement of the Plan. Planning staff made various refinements to the Plan, in response to the concerns expressed by speakers and the Planning Board during the public hearing.

Staff then intitiated supplemental public engagement activities intended to provide additional opportunities for stakeholders to discuss the Plan, ask questions, receive information, and state their opinions, preferences, and concerns. On Friday, September 12, an all-day on-site open house was held at three businesses on Tate Street (3 ½ hours each at Tate Street Coffee, Taste Yogurt Bar, and Slices Pizza). Then on Saturday, September 27 Planning staff hosted an exhibitor tent at the Tate Street Festival. Visitors were invited to "Imagine when College Hill . . ." Eighteen individual responses to this open-ended prompt were received, in the form of words or drawings on cardstock. Visitors were also asked to indicate their preferred response to a question about residential issues in College Hill. Concurrently, interested individuals could also contribute their input through an electronic survey available on the Plan website. These additional engagment efforts yielded involvement by 39 individuals who had not previously participated in the process; this translates to a 62% increase in the number of people whose voices were heard and considered in the development of the College Hill Neighborhood Plan.

The comments received were then used to further revise the draft Plan, including the proposed Future Land Use Map, in preparation for a second public hearing before the Planning Board. During its meeting on January 21, 2015, the Planning Board recommended that the Greensboro City Council adopt the Plan and incorporate the Future Land Use Map (Map 12) as an amendment to the citywide Generalized Future Land Use Map. On March 17, 2015, the Greensboro City Council reviewed and unanimously adopted the Plan, to become effective immediately upon adoption.


Map 2 - Community Features
W FRIENDLY AV
W MARKET ST
N TATE ST
N MENDENHALL ST
WILSON ST
N CEDAR ST
N SPRING ST
S MENDENHALL ST
S CEDAR ST
GREENSBORO COLLEGE
COLLEGE PL
Weaver Education Center
RANKIN PL
MEYER ST
CARR ST
ODELL PL
W WASHINGTON ST
S SPRING ST
Guilford County Schools
EDGAR ST
S TATE ST
W MCGEE ST
HICKS CT
FULTON ST
WALKER AV
THE UNIVERSITY of NORTH CAROLINA GREENSBORO
JACKSON ST
SPRING GARDEN ST
Morehead Park
MOREHEAD AV
SPRINGDALE CT
Springdale Park
S EGGLESTON ST
HOUSTON ST
LILLY AV
FREEMAN MILL RD
REX CT
DRUID ST
W LEE ST
HIGHLAND AV
OAKLAND AV
College Hill Neighborhood
March 17, 2015
500 250 0 500 1000
Feet
Prepared by: City of Greensboro Planning Department Cartographer: Sovich, J. Version: March 17, 2015
\\Market\pcd\HCD\NEIGHBORHOOD_PLANNING\College Hill\GIS\College Hill Map 02 Community Features.mxd
LEGEND
Streams
Existing Paved Greenways
Railways
Roadways
Building
Parcels
Parks
Greensboro College
University of North Carolina at Greensboro
State of North Carolina
Guilford County Schools
City of Greensboro
College Hill Local Historic District
College Hill Neighborhood

C. Vision Statement

A vision statement is a concise expression of the neighborhood's desired future. The Vision describes the type of neighborhood that College Hill strives to become, as a result of implementing this Plan:

> 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 preserve its historic character, ensure a high quality of life, and promote 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.

D. Neighborhood Goals

The Goals below present a series of general attributes that College Hill, in partnership with the City and others, will focus its efforts on, in order to achieve the stated Vision. Note: The order of the goals, as presented below, does not indicate priority.

Character

Strengthen College Hill's rich social mosaic and distinct neighborhood identity, while building greater social cohesion. Promote a built environment that is more consistently high quality and reinvigorate the neighborhood's historic character.

Reinvestment

Ensure that College Hill is an attractive, family-friendly neighborhood; is kept safe through a diverse array of preventive measures; and presents a variety of housing options at prices affordable and inviting to households in a wide range of income levels.

Property Maintenance

Develop among property-owners, landlords, and tenants, a commitment to appropriate maintenance of residential structures, inside and outside, to ensure that all dwellings are safe, healthy, and attractive places to live.

Opportunities

Seek and support more retail and dining opportunities to meet the needs of neighborhood residents, while supporting historic character.

Open Space

Provide more open space within the neighborhood, address non-native/ invasive plants along stream, and pursue additional walking and bicycling connections.

Partnerships

Reinforce partnerships with UNCG, Greensboro College, students, businesses, neighborhood churches, and other key stakeholders to work toward long range neighborhood stability and prosperity.

Property Use

Encourage use and reuse of property that: is sensitive to historic context and neighborhood character; respects the strengths and limits of neighborhood capacity; and appropriately considers the impacts of development on traffic, parking and public safety in the neighborhood.

E. History of College Hill

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

According to the "College Hill Concept Plan" adopted by the City Council 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, College Hill was home to many of Greensboro's most prominent families."

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 Street and Tate Street along with grocery stores and other non-residential uses. After World War II, smaller homes were built, along with more retail uses, churches and many single-family homes were converted or replaced by multiple family homes.

F. Previous Planning Initiatives

As Greensboro continued to grow after the Second World War, 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 revitalization efforts began in earnest. Conventional wisdom of the time called for "urban renewal", essentially the clearance of blighted property and construction of new dwellings. But College Hill's leaders recognized the value of older, historically significant buildings as valuable resources that could anchor neighborhood revitalization. The 1974 "Summary Report, Toward a Better Community", recommended rehabilitation and selective clearance. Meanwhile, the physical decay of properties, abandonment of structures, and high degree of homelessness and crime added to the neighborhood's decline, blight and eligibility for Federal funding.

In 1975, aided by the City of Greensboro's first Community Development Block Grants (CDBG), College Hill began a slow, steady, and remarkable recovery. Nurtured by active community involvement, in partnership with public and private investment in housing 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, designation of a Historic District, land-use and zoning, infrastructure, gateways, neighborhood character, establishment of a municipal service district, and creation of a neighborhood organization. The plan was groundbreaking in its form and content, and an effective a roadmap to success.

In 1979, the Redevelopment Commission of Greensboro designated College Hill as a Community Development Target Area and adopted the "Redevelopment Plan for College Hill," which identified specific projects and tasks that

Neighborhood Timeline

1950's
Post World War II, the City of Greensboro continues to grow, making new homes more desirable than their historic counterparts.

1960's
"Urban Renewal" calls for the clearance of blighted properties and construction of new dwellings.

1970's
College Hill spearheads revitalization efforts and begins organized neighborhood and city planning.

1974
"The Summary Report, Toward a Better Community" is released, recommending building rehabilitation and selective clearance.

1975
College Hill utilizes Community Development Block Grants to support recovery.

1978
"College Hill Concept Plan", a comprehensive neighborhood revitalization plan, is adopted.

1979
City designates College Hill a Redevelopment Area and adopts Redevelopment Plan.

1980
City designates College Hill as the City's first Historic District.

1989
College Hill property owners vote to establish a Municipal Service District, to provide the funding for enhanced landscaping and infrastructure suitable to its historic status.

would be carried out primarily using CDBG and other federal funds, to address issues related to housing conditions, parking, traffic safety, historic preservation, land use and zoning, infrastructure, gateways, and neighborhood character. Over the next twenty years, the City of Greensboro implemented the Redevelopment Plan, which resulted in the following accomplishments:

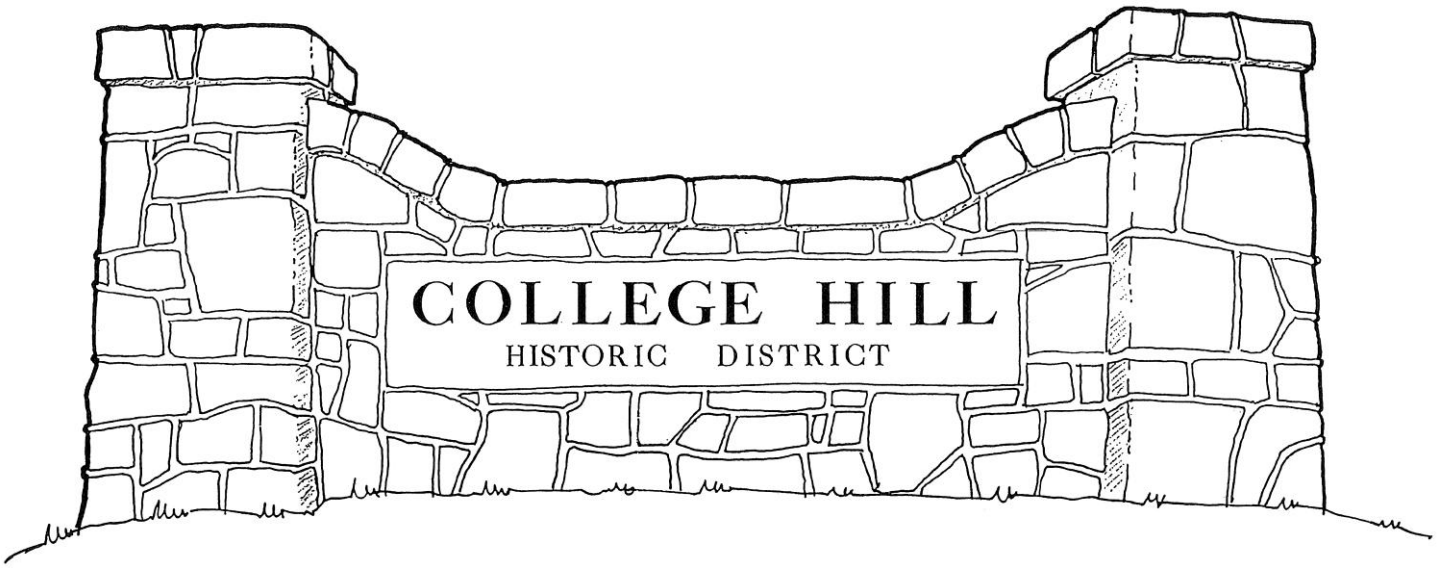
- 27 Historic Houses Restored;
- Over 100 Houses Rehabilitated;
- 6 New Houses Constructed;
- 96 New Condominium Units Constructed at two locations;
- Renovation of Historic Wafco Mill to create 28 Condominium Units;
- Water, Sewer, and Storm Sewer Lines Replaced;
- Intersection Improvements for Pedestrian and Traffic Safety;
- Tree Lined Median Installed on Spring Garden Street;
- Sidewalk Improvements on Tate, W. McGee, Odell, S. Mendenhall, Joyner, & Cedar Streets; and
- Demolition of 12 existing structures.

In 2005-6, the City's Housing and Community Development Department (now Planning 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 found, in part, that . . .

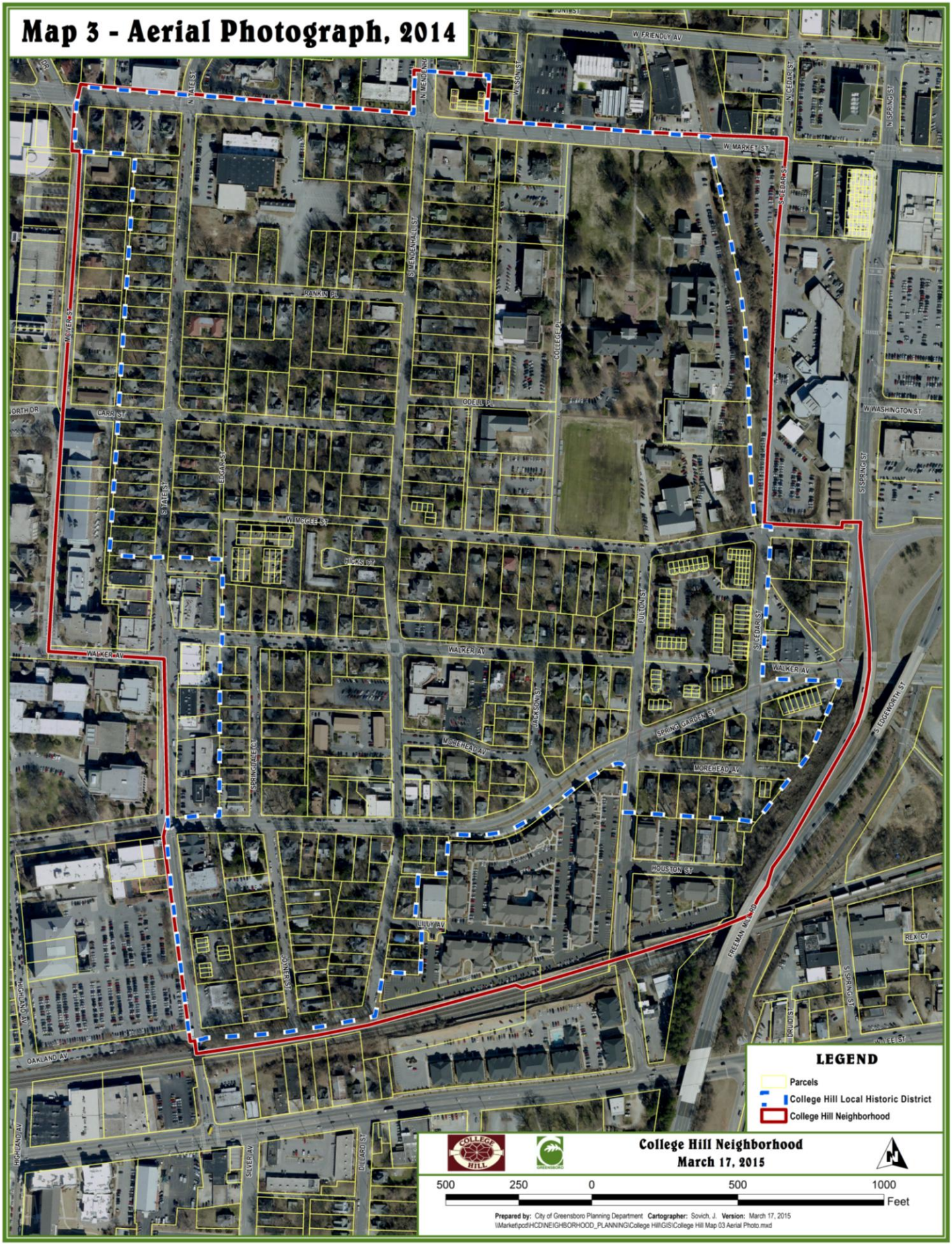
> *"By most standards, the revitalization effort in College Hill has been a huge success. Approximately 100 houses have been substantially rehabilitated and nearly 150 new housing units have been built. The housing market is strong and property values have increased more than comparable neighborhoods. 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 results in a return to decline. This College Hill Neighborhood Plan is a result of CHNA's efforts to reexamine, reconsider, and reestablish a consensus on the steps necessary to continue to revitalize the neighborhood.



Map 3 - Aerial Photograph, 2014



Our Neighborhood Today

Chapter 2

Successful neighborhood plans reflect a comprehensive perspective that connects all neighborhood elements, i.e. residents, leaders, visions, goals, neighborhood trends, and market conditions. This chapter looks to those elements by providing an analysis of trends and conditions, a summary of neighborhood perspectives, and an overview of key issues.

Chapter Contents:

A. Neighborhood Trends
B. Market Conditions
C. Resident/Owner Perspectives
D. Key Issues
E. Active Players and Programs

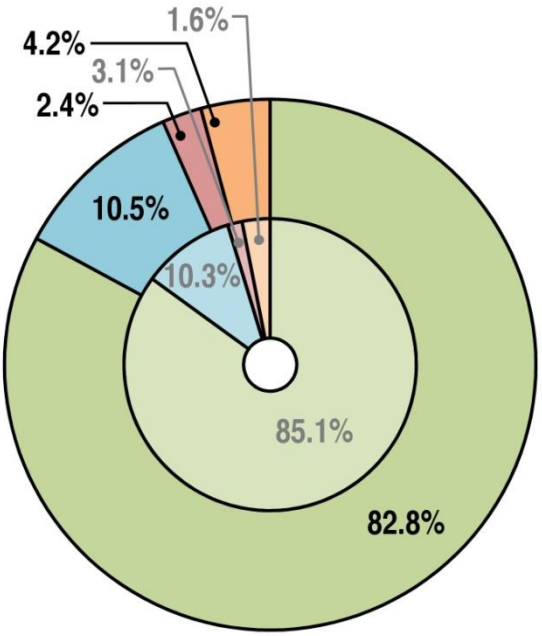
A. Neighborhood Trends

In order to have a foundation for neighborhood strategies, the Plan provides updated demographic, housing, retail, and market data for College Hill and compares it with that of City Council District 3 and Greensboro as a whole. The charts and data that follow highlight key neighborhood information from which key trends and findings are summarized. Data tables can be found in Appendix 3.

Demographic Data and Trends

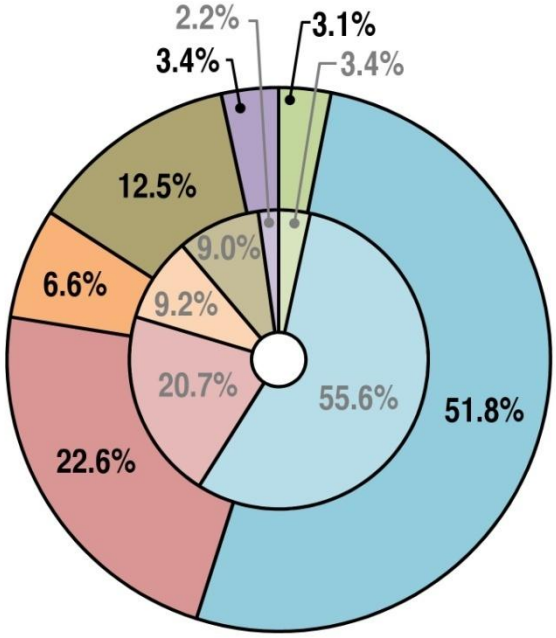
College Hill has a total 2013 population of 1,565, residing in 757 households. With a land area of 0.26 square miles, the neighborhood's population density is 6,020 persons per square mile, which is nearly 3 times the average residential density for the city as a whole.

Chart 1: College Hill Racial Diversity



2000 2010 White
2000 2010 African-American
2000 2010 Asian
2000 2010 All Other Races

Chart 2: College Hill Age Groups



2000 2010 0 to 14 years
2000 2010 15 to 24 years
2000 2010 25 to 34 years
2000 2010 35 to 44 years
2000 2010 45 to 54 years
2000 2010 55 years or older

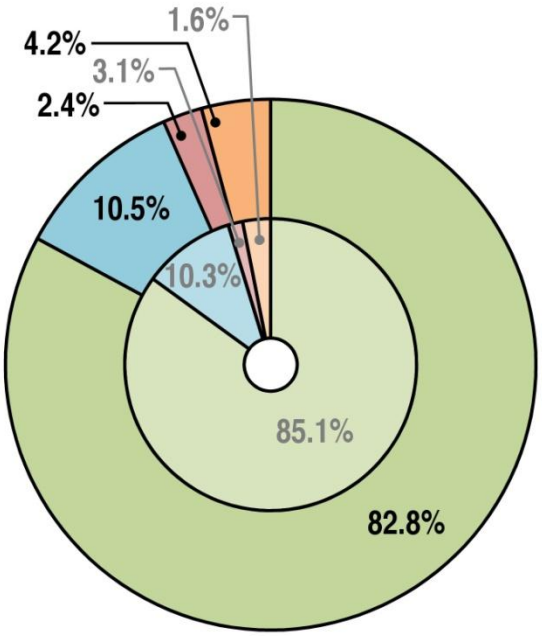
Source: US Census Bureau.

Racial and Ethnic Diversity – Compared with Council District 3 and the City as a whole, College Hill has a very low level of racial and ethnic diversity. Chart 1 helps to illustrate that although College Hill's racial diversity remains relatively low at only 17% non-white, it increased slightly between 2000 and 2010. As of 2010, 3% of College Hill's population reported being of Hispanic ethnicity, which is less than half the city-wide ratio (see Table 1, Appendix 3).

Age Groups – Relative to Council District 3 and the City as a whole, College Hill has a very high proportion of persons in the 15 to 24 year age group, which is clearly a result of its large college student population. College Hill also has a very low proportion of persons in the 0 to 14 year age group, which reflects the degree to which College Hill is perceived as a neighborhood not oriented toward families with children. The neighborhood can use its newly reinvigorated marketing strategy, and the goals and actions of this plan to change this perception over time. Also of concern in the age group distribution data is the fact that although persons aged 45 and older comprise only 15% of College Hill's population, they form the overwhelming majority of

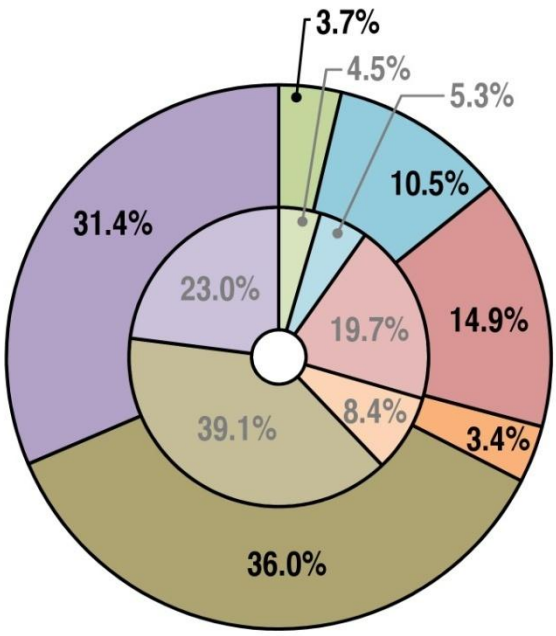
participants at most College Hill Neighborhood Association meetings and events. Chart 2 presents the distribution of age groups in College Hill (see Table 2, Appendix 3).

Chart 3: College Hill Household Types



2000 2010 Households with 1 person
2000 2010 Married Parent Families
2000 2010 Single Parent Families
2000 2010 Non-family Households (2+ People)

Chart 4: College Hill Education Levels



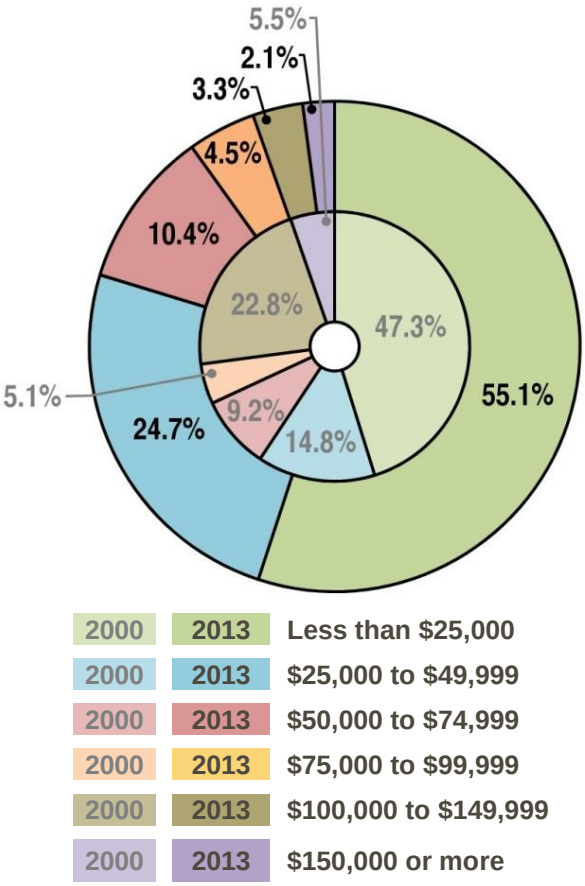
2000 2010 No High School Diploma
2000 2010 High School Graduate
2000 2010 Some College, No Degree
2000 2010 Associate's Degree
2000 2010 Bachelor's Degree
2000 2010 Master's Degree or Higher

Source: US Census Bureau.

Household Types – Relative to Council District 3 and the City as a whole, College Hill has a very high proportion of households with one person and non-family households with 2 or more persons. This is a reflection, again, of the high number of its large college students residing in the neighborhood. Chart 3 depicts the distribution of household types in College Hill in 2000 and 2010 (see Table 3, Appendix 3).

Educational Attainment – Relative to Council District 3 and the City as a whole, College Hill has very high and increasing levels of educational attainment, with over 67% of its residents holding Bachelor's degrees or higher in 2010. This is reflective of the high numbers of both college students (either recent graduates or graduate degree students), college professors, and other professionals living in the neighborhood. Chart 4 illustrates the distribution of education levels in College Hill (see Table 4, Appendix 3).

Chart 5: College Hill Household Income



Source: US Census Bureau.

Household Income – Relative to Council District 3 and the City as a whole, College Hill has significantly higher numbers of households at lower income ranges and significantly fewer households at higher income ranges. This probably reflects, in part, the high proportion of students and recent graduates, but may also include a significant proportion of persons who are either under-employed for their education level, or retired. The average per capita income in College Hill was $18,085 in 2013, which is also significantly lower than for District 3 or City-wide. Chart 5 illustrates the distribution of household income ranges in College Hill (see Table 5, Appendix 3).

Employment - Analysis of employment in College Hill, reveals a total of 856 jobs located in the neighborhood. Not surprisingly, the largest share of these jobs is in the Educational Services category, with 453, followed by Accommodation and Food Services with 123. By contrast, the range of industry sectors in which College Hill residents are employed is significantly more diverse. The largest number of College Hill residents is employed in the Retail Trade sector with 162 followed by Health Care and Social Assistance, with 123, and Accommodation and Food Services, with 107. Surprisingly only 76 College Hill residents work in the Educational Services sector.

Remarkably, nearly all (99%) of the persons employed at jobs located in College Hill live elsewhere, and similarly, 99% of College Hill's employed residents travel outside the neighborhood for work. Moreover, despite the highly walkable character of College Hill and its surroundings, relatively few College Hill residents work within a reasonable walking distance of the neighborhood, with over 83% traveling greater than 10 miles to their place of employment (see Table 6, Appendix 3).

Key Findings: Demographics

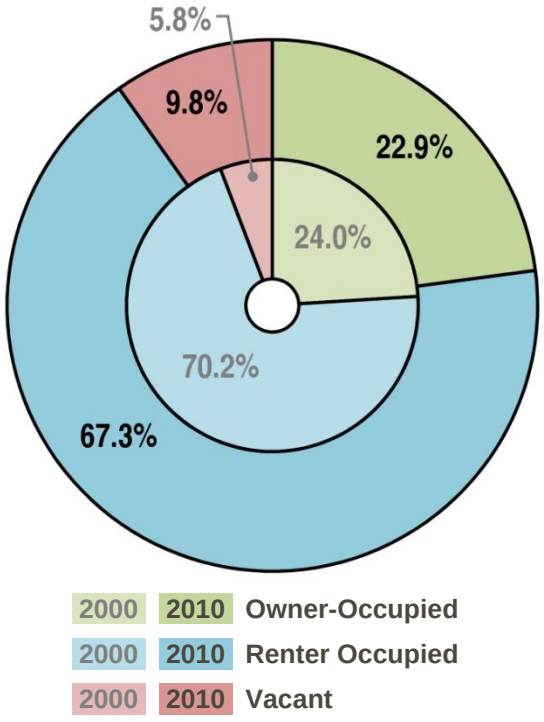
- College Hill's population, which is predominantly white, non-hispanic, has very low racial and ethnic diversity compared with District 3 and the city as a whole.

- Nearly 83% of College Hill's population lives in one-person households, also a significant contrast with the District 3 and city-wide distributions.
- The proximity of UNCG and Greensboro College has meant that the median age of residents is young; 24 years, compared to 34 years citywide.
- College Hill residents have very high levels of educational attainment, with 36% of residents having earned a Bachelor's degree and 31% have earned a Master's degree. This compared to the City of Greensboro where 23% of residents have earned a Bachelor's degree and 11% have earned a Master's degree.
- There are 856 jobs located within the neighborhood, of which nearly 53% are in Educational Services. The next largest sector, Accommodation and Food Services, makes up 14% of available jobs.
- Only 1% of employed College Hill residents work at jobs located within the neighborhood.

Housing and Construction Data and Trends

Housing Tenure – Based on the 2010 Census, there are 829 housing units in College Hill, of which 188 were owner-occupied, 552 were renter occupied, and 89 were vacant. Comparing 2000 and 2010 housing tenure data, College Hill has a significantly higher proportion of renter occupied housing units than District 3 or the City as a whole. This is not surprising, given College Hill's prominence in the student housing market. However, over the period from 2000 to 2010, the rate of vacancy increased more in College Hill. This higher rate of vacancy represents a distinct opportunity for the neighborhood to begin turning vacant units into owner-occupied units, through implementation of the goals and strategies of this plan. Returning just half of these vacant units to owner-occupancy would boost the share of owner-occupied units in College Hill to over 27%. Chart 6 illustrates the change in the mix of housing tenure in College Hill from 2000 to 2010 (see Table 7, Appendix 3).

Chart 6: College Hill Housing Tenure



Source: US Census Bureau

Construction Activity – College Hill generally has a relatively low number of construction permits issued each year; about 8 on average. A major exception to this pattern occurred during 2010 and 2011, with construction of the Province Apartments,

which involved 218 separate permits and an estimated total construction value of nearly $15 million. This project comprised more than 17% of the neighborhood's taxable property value (see Table 9, Appendix 3).

A key aspect of the land base in College Hill is that nearly 40% of the total property value is exempt from property tax, either as a religious institution, a government entity, or an educational facility. By comparison, only 16% of the property value in District 3 is exempt, while just 14% of the property value city-wide is exempt. Clearly, in order to maintain the viability of the Municipal Service District, it is crucial to minimize the number of properties that become exempt in the future.

Comparing construction permit activity over the past decade in College Hill, District 3, and Greensboro as a whole, a distinct trend emerges. In College Hill, the value of construction that occurred from 2009 to 2013 (after the housing market crash) was 18 times the value of construction that took place between 2004 and 2008 (before the crash). However this extraordinary increase is skewed by the Province project in 2010-11. Excluding the $14.9 million construction value of the Province, College Hill's post-crash construction activity experienced just a 3% drop versus pre-crash levels. Over the same period, District 3 saw a nearly 29% drop in construction value, while city-wide, the decrease was even larger at 41%. Despite having a much smaller land area and total property value, and significantly higher proportion of exempt property value, College Hill's post-crash construction activity has out-performed District 3 and the City as a whole. Clearly College Hill continues to attract new investment.

Key Findings: Housing and Construction

- The number of historic renovations per year has declined, and owner-occupied housing remains low, at approximately 24.8% of the housing stock.
- Excluding The Province, there has been an average of just under 8 permits per year in College Hill since 2004, and the average value per permit is significantly lower than District 3 or the City average.
- Median Home Value is significantly higher than citywide – over $40,000 higher than the median citywide of $105,000.
- Nearly 40% of the property value in College Hill is exempt from property tax, a factor which should be considered carefully for the future of the Municipal Service District.
- The housing market crash, which hit Greensboro beginning in 2009 had little effect on the rate of construction investment in College Hill.

Historic Rehabilitation Data and Trends

Table 10 clearly illustrates the positive impact on property values in College Hill that resulted from historic rehabilitations. These rehabilitations occurred either as publicly funded implementations of College Hill's Redevelopment Plan, or as private

investments spurred by its designation as a local and National Register Historic District. These combined investments have paid dividends in the form of increased property tax revenues and improved quality of life in the neighborhood for many years.

Table 10: Assessed Value of Rehabilitated Properties in College Hill 1972-2004

	1972-1980	1980-1988	1988-1996	1996-2004
Total # of Properties	**243**	**243**	**243**	**240**
% of Properties that Increased in Assessed Value	100%	99%	93%	100%
% of Properties that Increased 100% or More in Assessed Value	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 Ramsay Leimenstall, University of North Carolina at Greensboro

Table 11: Total Property Value and Value per Acre, 2007 - 2014

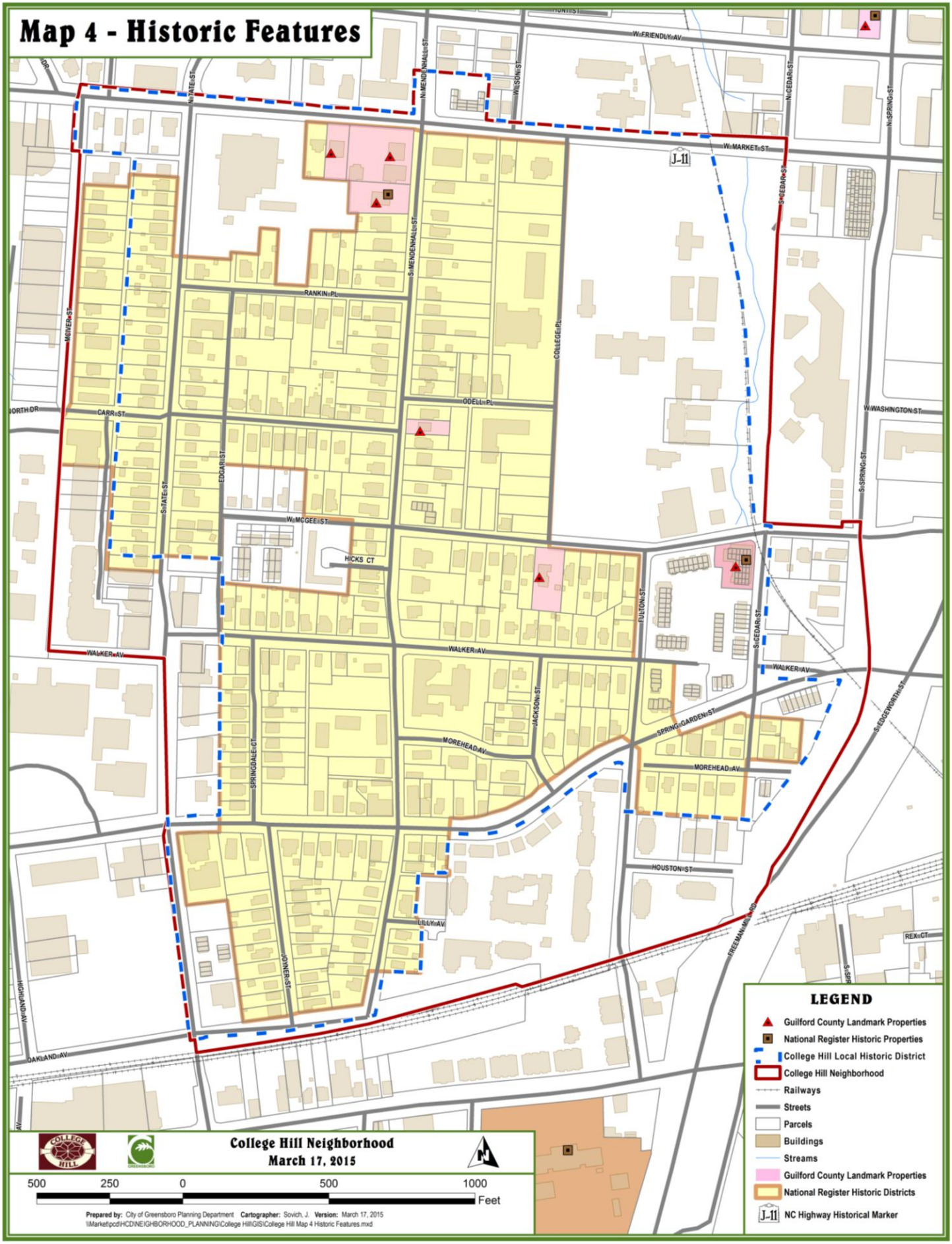
		2007	2014	% Change
College Hill	Total Value	$128,861,350	$90,023,223	-30.1%
	Value per Acre	$988,474	$687,086	-30.5%
District 3	Total Value	$6,879,904,472	$6,131,490,383	-10.9%
	Value per Acre	$421,559	$380,051	-9.8%
Greensboro	Total Value	$22,569,436,827	$20,169,093,066	-10.6%
	Value per Acre	$310,302	$277,845	-10.5%

Source: City of Greensboro analysis of data from Guilford County Tax Department parcel records

Table 11 tells a different story. A comparison of property values in College Hill, City Council District 3, and the entire City of Greensboro shows that between 2007, at the peak of the so-called housing market 'Bubble,' and 2014, in the aftermath of the housing market 'Crash' and the subsequent 'Great Recession,' property values in College Hill experienced a much sharper decline than properties throughout District 3 or City-wide. Part of the reduction can be explained by the 2012 Guilford County Property Tax Revaluation. In this most recent revaluation, the assessed values of all properties in the County were reviewed and revalued to reflect condition of properties and market trends, as well as an effort to reduce the regressive impacts of property tax assessments on areas of the County with high concentrations of low income homeowners. Despite a loss of over 30% of its assessed property values during the past 7 years, College Hill's properties are still valued 80% higher per acre, than the average for properties throughout District 3, and 147% higher than properties throughout Greensboro. College Hill retains much of its value, prestige, and marketability, yet there are opportunities to enhance the neighborhood and establish its reputation as one of Greensboro's premier residential locations.

Key Findings: Historic Rehabilitation

- College Hill is home to over 100 rehabilitated properties, from owner-occupied homes to the historic rehabilitation and adaptive re-use of the Wafco Mills building into townhomes.
- Research by Jo Ramsay Leimenstall of the University of North Carolina at Greensboro 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.


Map 4 - Historic Features
W FRIENDLY AV
N MENDENHALL ST
N TATE ST
N WILSON ST
N CEDAR ST
N SPRING ST
W MARKET ST
J-11
S MENDENHALL ST
S CEDAR ST
RANKIN PL
COLLEGE PL
MCIVER ST
CARR ST
ODELL PL
W WASHINGTON ST
S SPRING ST
S TATE ST
EDGAR ST
W MCGEE ST
HICKS CT
FULTON ST
WALKER AV
JACKSON ST
SPRINGDALE CT
MOREHEAD AV
SPRING GARDEN ST
S EDGEWORTH ST
HOUSTON ST
LILLY AV
FREEMAN MILL RD
REX CT
HIGHLAND AV
OAKLAND AV
College Hill Neighborhood
March 17, 2015
500 250 0 500 1000
Feet
Prepared by: City of Greensboro Planning Department Cartographer: Sovich, J. Version: March 17, 2015
\\Market\pcd\HCD\NEIGHBORHOOD_PLANNING\College Hill\GIS\College Hill Map 4 Historic Features.mxd
LEGEND
Guilford County Landmark Properties
National Register Historic Properties
College Hill Local Historic District
College Hill Neighborhood
Railways
Streets
Parcels
Buildings
Streams
Guilford County Landmark Properties
National Register Historic Districts
J-11 NC Highway Historical Marker

Code Compliance Cases and Reported Crimes Data

Code Compliance – An analysis of Code Compliance cases over the most recent five years reveals that College Hill has experienced an overall average of 89 cases (all types) per year, although the trend has generally declined, from over 170 cases in 2009 to just 65 cases in 2013. A large portion of this decline is attributable to changes in State statutes which eliminated the authority of municipalities to conduct proactive annual inspections of rental properties. As a result, beginning in 2011, Greensboro's Rental Unit Certificate of Occupancy (RUCO) inspections could only be conducted in response to specific complaints. The number of RUCO cases in College Hill dropped from 84 in 2009, to 53 in 2010, to under 10 per year for 2011 through 2013.

The next most common type of Code Compliance case in College Hill from 2009 to 2013 has been in response to Nuisance complaints, with an average of over 40 cases per year. Nuisance violations include such issues as: auto parts, appliances, building materials, furniture, excessive pet waste, yard waste or other debris in yards; broken windows or doors; unrepaired fire damage; graffiti; overgrown lawns; or standing water. Violations of the City codes related to junk, abandoned, or unlicensed motor vehicles were the third most common issue, with an average of 12 cases per year. Violations of the City's Minimum Housing Standards Code averaged just 2 cases per year. Map 5 depicts the geographic distribution and frequency of Code Compliance cases in College Hill from 2009 to 2013. In Spring 2014, the City of Greensboro launched a new online application called "Greensboro Fix-It" (coordinated with the website SeeClickFix.com) that allows concerned citizens to report possible code violations and other issues, and track progress of City staff in responding to and resolving those issues. Although it is too soon to tell, the convenience and openness of this system may result in increased numbers of code violations being reported, and ultimately resolved. Over the long term, this should substantially improve the appearance and condition of public and private property throughout Greensboro, including College Hill (see Table 12, Appendix 3).

Reported Crimes – Analysis of Reported Crimes in College Hill, during the 2009 to 2013 timeframe, reveals that, there was an average of just under 150 offenses reported per year over this period, although no clear trend was evident. The Greensboro Police Department categorizes offenses into 27 distinct types. Four types accounted for 79% of all reported crimes in College Hill over this period: Larceny 35.9%; Vandalism 16.8%; Burglary 14.0%, and Drug Offenses 12.6% (see Table 13, Appendix 3).

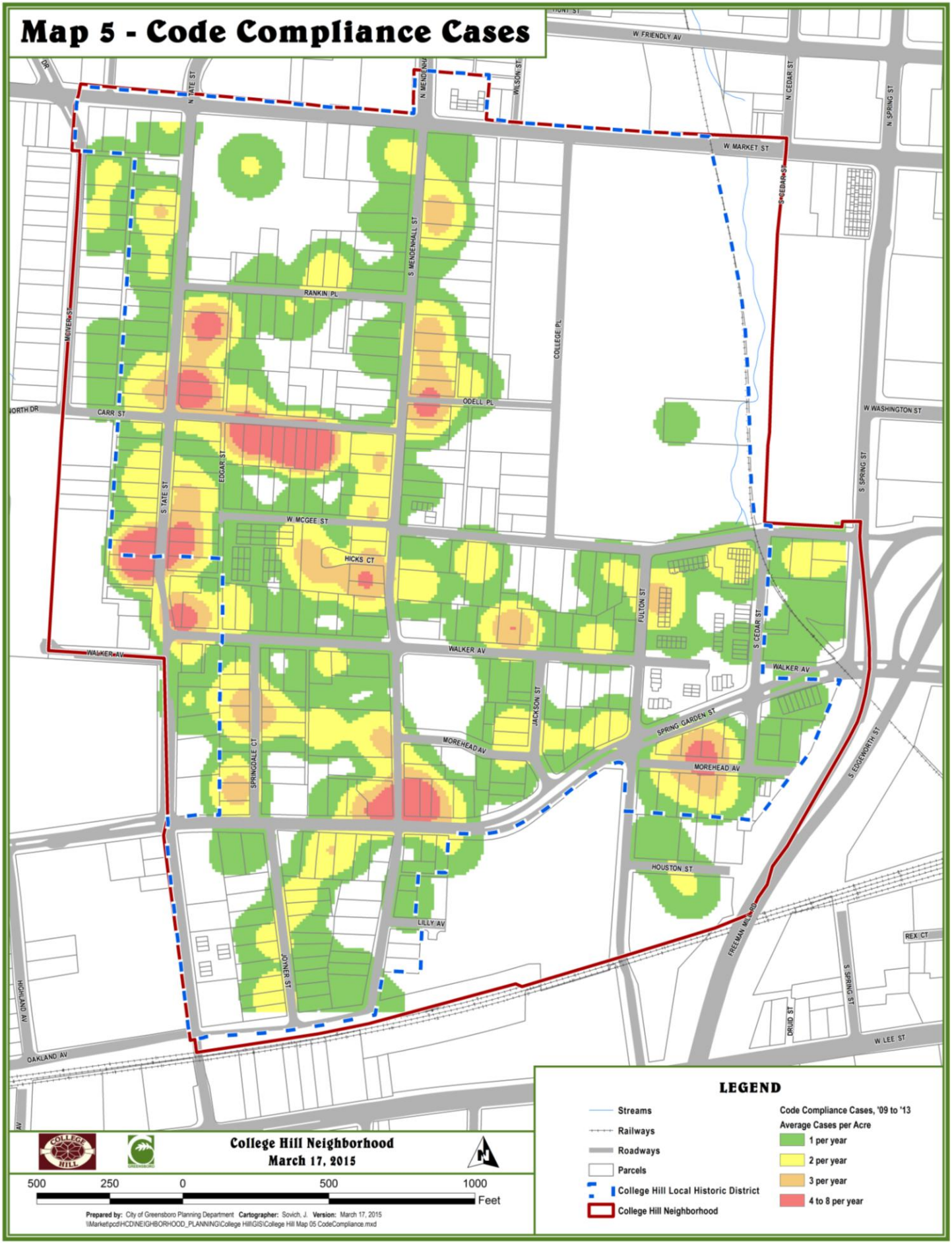
GPD's offense types can be grouped into 4 'Severity Levels': Violent; Non-Violent Conspicuous; Property; and Inconspicuous. From 2009 to 2013, only 8.5% of the reported crimes in College Hill would be classified as Violent, while 70% would be classified as Property related offenses. Map 6 depicts the geographic distribution and frequency of Reported Crimes in College Hill from 2009 to 2013. While no distinct

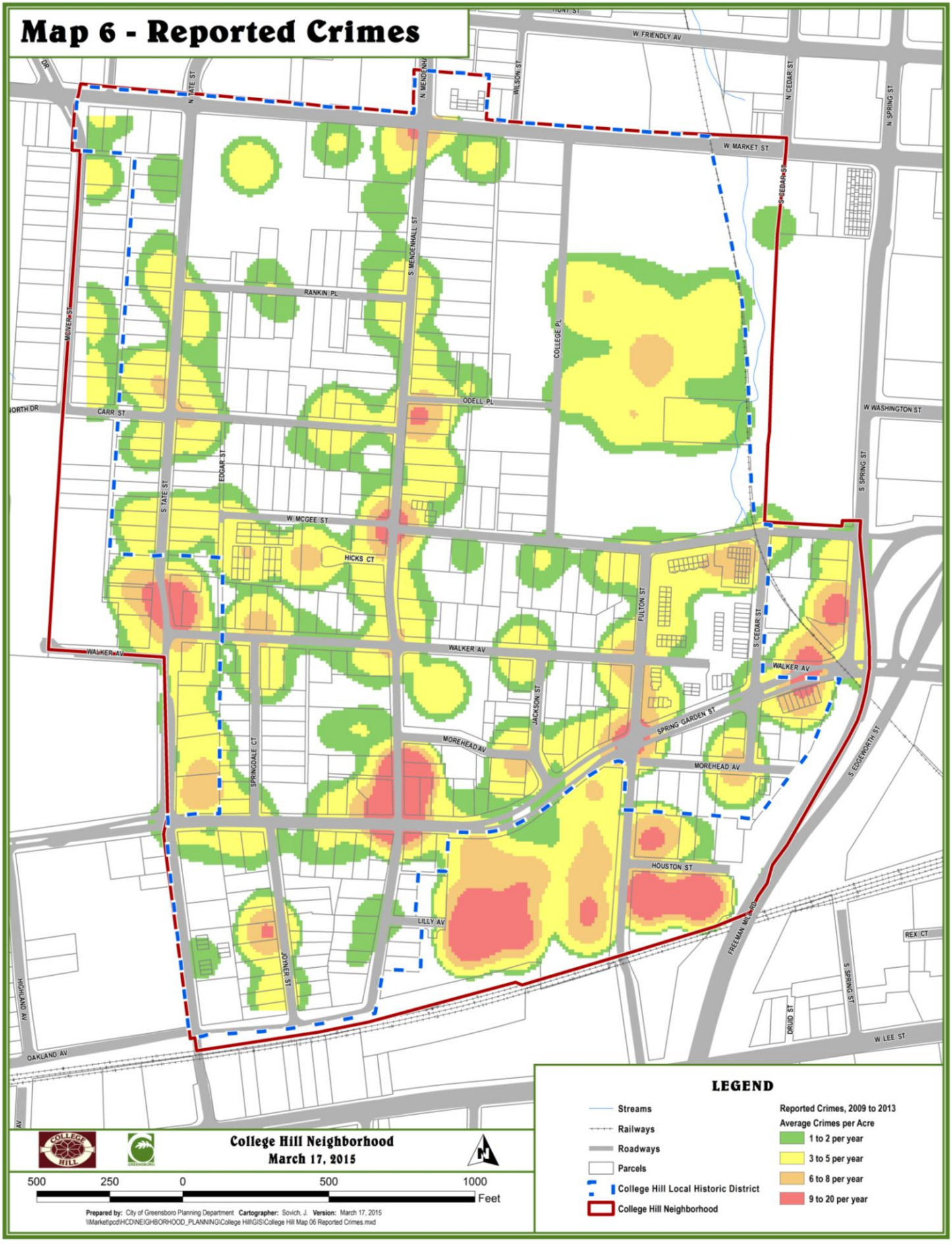
chronological trend emerged from the data, it may be significant to note that during the 3 years in which the Province has been occupied, a total of 138 crimes were reported on its property, accounting for 28% of all reported offenses in College Hill for those 3 years. Of this total, 93 would be classified as Property-related crimes (mostly Burglary, Larceny, and Vandalism), while 28 would be classified as Non-Violent Conspicuous offenses (all Drug related). Only 11 offenses (8.0%) at the Province would be classified as Violent (see Table 14, Appendix 3).

Key Findings: Code Compliance Cases and Reported Crimes

- The average annual number of Code Compliance cases in College Hill has exhibited a downward trend during the period 2009 to 2013, although much of the decrease can be attributed to elimination of municipal authority to conduct proactive inspection of rental dwellings (RUCO).
- General nuisance complaints make up nearly 48% of all Code Compliance cases over this period (63% since elimination of proactive RUCO authority).
- Availability of a new tool for reporting and tracking code violations may yield an increase in the number of cases, but over time could facilitate improved neighborhood appearance and quality of life.
- The average annual number of Reported Crimes in College Hill during the period 2009 to 2013 has remained relatively steady at around 150 per year.
- During this period, 79% of all Reported Crimes were one of the following 4 types: Larceny 35.9%; Vandalism 16.8%; Burglary 14.0%, and Drug Offenses 12.6%.
- Only 8.5% of the Reported Crimes in College Hill would be classified as Violent, while 70% would be classified as Property crimes.

Map 5 - Code Compliance Cases




Map 6 - Reported Crimes
W FRIENDLY AV
W MARKET ST
N TATE ST
N MENDENHALL ST
WILSON ST
N CEDAR ST
N SPRING ST
S MENDENHALL ST
RANKIN PL
COLLEGE PL
ODELL PL
CARR ST
W WASHINGTON ST
S SPRING ST
S TATE ST
EDGAR ST
W MCGEE ST
HICKS CT
FULTON ST
S CEDAR ST
WALKER AV
JACKSON ST
SPRING GARDEN ST
MOREHEAD AV
SPRINGDALE CT
S EDGEWORTH ST
HOUSTON ST
LILLY AV
FREEMAN MILL RD
REX CT
S SWING ST
DRUID ST
W LEE ST
OAKLAND AV
HIGHLAND AV
LEGEND
Streams
Railways
Roadways
Parcels
College Hill Local Historic District
College Hill Neighborhood
Reported Crimes, 2009 to 2013
Average Crimes per Acre
1 to 2 per year
3 to 5 per year
6 to 8 per year
9 to 20 per year
College Hill Neighborhood
March 17, 2015
500 250 0 500 1000
Feet
Prepared by: City of Greensboro Planning Department Cartographer: Sovich, J. Version: March 17, 2015
\\Market\pcd\HCD\NEIGHBORHOOD_PLANNING\College Hill\GIS\College Hill Map 06 Reported Crimes.mxd

B. Market Conditions

As is common in traditional neighborhoods, College Hill has a mix of residential and non-residential land uses. A wide array of retail goods and services is available in the neighborhood, however among full-time residents, there is a lack of awareness of these offerings and a general mis-perception that they are focused exclusively on the college student customer base. While it is true that some businesses are strongly oriented to the student market, most recognize the importance of support from full-time residents, especially during the summer when most students are away. Accordingly, an important goal involves improving awareness among all College Hill residents of the products and services available from neighborhood businesses and patronage of those businesses from within College Hill. Simultaneously, it will be important for operators of businesses in the neighborhood to enhance their appeal to the full spectrum of clientele in College Hill.

Analysis of the demand and supply of retail goods and services reveals potential gaps in the current retail market (retail demand that is not met within the study area) within College Hill and within a 5-minute drive, as shown in Table 15. Nearly all retail categories have gaps within the boundaries of the College Hill neighborhood, but almost all of these gaps are satisfied within the larger 5-minute trade area (depicted in Map 7), which the average time residents will drive for most retail goods and services.

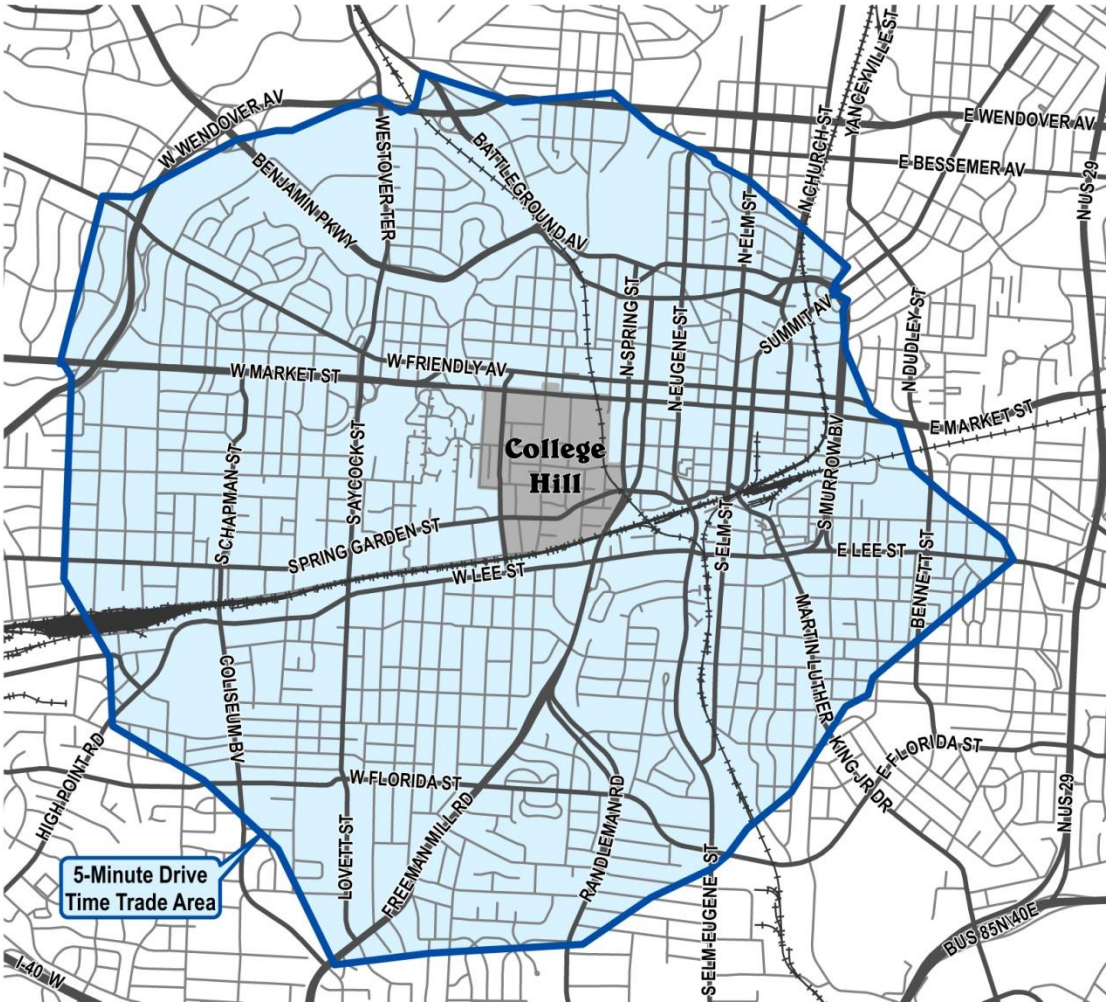
Table 15: Retail Market Categories and Market Gaps

Retail Market Category	5-Minute Trade Area Retail Market Gap
General Merchandise Stores	$38,976,618
Food & Beverage Stores	$19,085,139
Clothing & Clothing Accessory Stores	$5,737,696
Building Materials, Garden Equipment, & Supply Stores	$2,749,512

Source: ESRI analysis of Dun & Bradstreet data

Retail Market Analysis

Map 7: College Hill 5-Minute Drive Time Trade Area



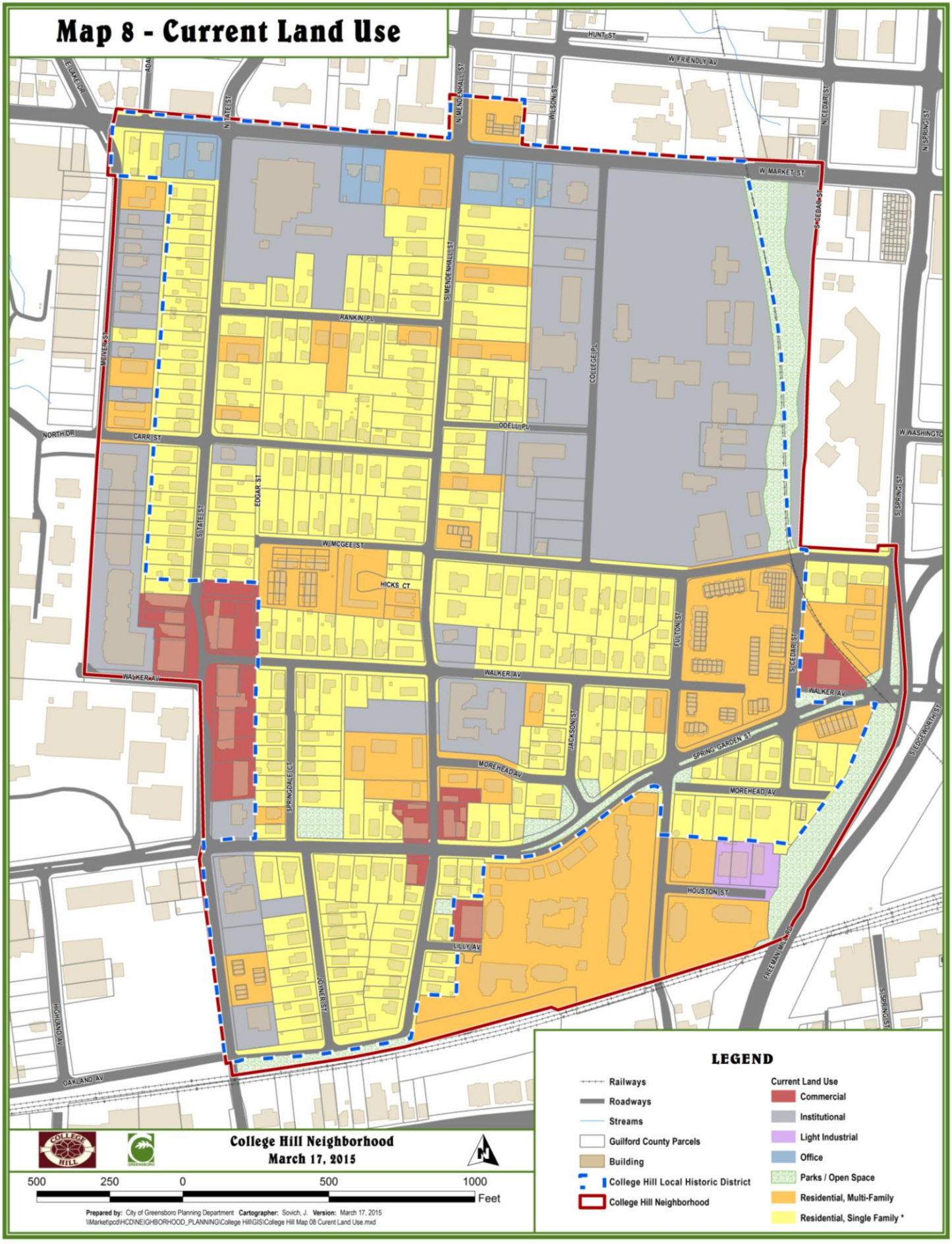
Source: ESRI

The Potential Reinvestment Opportunities Map (Map 13) identifies two sites which could be suitable for future retail or mixed-use development. This information will help the neighborhood examine future retail development proposals. Even with sufficient market gap within the 5-minute trade area, CHNA will need to carefully examine proposed retail operations to determine whether they would make sense in College Hill. The retail gap analysis should be interpreted with caution. When all retail market categories are considered, the 5-minute trade area presents a total retail surplus of $106 million. This means that the annual supply of retail sales ($333 million) within a 5-minute drive of College Hill exceeds the retail demand ($226 million) of households within that area by 47% (see Table 16, Appendix 3).

Key Findings: Retail Market Analysis

- Some key retail goods and service categories are currently under-supplied within both College Hill and the 5-minute trade area. These categories should be able to support additional stores/sales, some of which would be appropriate in College Hill.
- The analysis moderately supports the desires of neighborhood residents, particularly for increased grocery and general merchandise retail opportunities. New retail opportunities could arise within existing retail zoned sites, either within College Hill or elsewhere in the 5-minute trade area, or could be established on sites currently zoned for other uses.
- Within the 5-minute trade area, the unmet demand for a grocery store is less than half of the industry standard of approximately $40 million for a full-service grocery store. The 5-minute trade area would likely not be able to support an additional full-service grocery store. However a convenience type store or specialty food store could establish a successful operation, especially in a walkable neighborhood with high residential density, such as College Hill.

Map 8 - Current Land Use



C. Resident & Property Owner Perspectives

The College Hill Community Survey was one early step in the neighborhood planning process, that provided interested residents and business owners the opportunity to provide feedback and to ensure their input and desires regarding neighborhood concerns and issues were reflected. A print version of the survey was developed and distributed to College Hill residents and stakeholders at the first Neighborhood Summit. After the Summit, the survey was converted into an online format, available on the project website. The accessible nature of the online survey enabled further feedback to be gathered from individuals who were unable to attend the Summit.

The survey elicited a broad range of viewpoints, concerns and comments. The responses received from both the paper and online versions of the survey are collectively summarized below, in no particular order:

More Effective Code Compliance Efforts

Residents noted that regulatory code clarity and stricter enforcement was needed to address occupancy issues, absentee landlords, parking on lawns, signage, etc. 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.

Development Considerations

Respondents 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 strong desire by residents for a neighborhood-scale grocery store and a broader mix of pedestrian-oriented retail development, thereby avoiding the need for significant additional parking.

Respondents also noted with concern the deep lots that have historically and informally established significant open spaces in the middle of blocks. Those blocks bounded by Mendenhall, McGee, Tate, and Carr Streets have lots which far exceed the minimum lot size, and could be vulnerable to aggressive lot assembly and redevelopment for incompatible development that undermines the existing, walkable urban residential form. Zoning tools to protect these blocks from predatory developers should be investigated.

Owners, Renters, and the Need for Affordable Housing

There are distinct differences between the attitudes of renters and owners regarding housing maintenance. Renters stated in the online survey that they feel poor housing upkeep and disorderly conduct is not inherent to whether homes are renter-occupied versus owner-occupied. 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 liveliness.

65% of online survey participants own homes compared to 22% who rent. The majority of survey respondents stated the top three priority issues facing College Hill are the need to increase owner-occupancy and preserve the historic significance of homes in the community.

Reduce Visibility of Trash

Respondents stated dissatisfaction with unsightliness and disarray resulting from insufficient awareness of, and compliance with, the City's solid waste pick-up requirements. Problems generally revolve around proper times and locations to place trash and recycling cans for pick-up; prompt removal of cans following pick-up; proper storage of cans between pick-ups; and proper schedule and placement of bulk waste items for pick-up.

Reduce Crime and Increase Safety

Crime and Safety ranked as the number one issue facing College Hill in the next five years. Additionally, a number of unsafe factors were noted including, inadequate lighting, vacant properties, high number of cars parked on streets and panhandlers. Key locations were listed that should be concentrated on due to criminal activities and general feelings of insecurity. A series of action points was mentioned to eliminate such issues and problem areas.

Preserve and Restore Historic Housing

Respondents noted a 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.

D. Key Issues

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 the single-family homes of Greensboro's elite. After its decline, and 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 homes are difficult to maintain and without continued vigilant repair and maintenance, will deteriorate again. Once divided into apartments, such homes can be very difficult, both technically and financially, to return to single-family use. During the preparation of this Plan, the local, regional and national housing markets moved through a cycle of significant retraction, into a deep recession. High unemployment rates, compounded by the banking crisis, drove widespread foreclosures. As the economic woes of property owners spiked, property maintenance declined, further exacerbating the decline in marketability of homes in neighborhoods nationwide.

Locally, the economic recession and high unemployment rates led to increased enrollment at vocational schools, colleges, and universities, including UNCG, which experienced record numbers of applications. These conditions placed added pressure on the neighborhood as many properties have remained viable as legally or illegally divided informal apartment houses. Students and other renters, as neighbors, are not a problem, as was stated several times at neighborhood planning workshops. However, problems can arise from a combination of weak tenant/landlord relationships, inconsistent code compliance efforts, and the difficulty of holding landlords accountable for poor building maintenance and inappropriate tenant behavior.

The College Hill neighborhood was originally developed as a primarily single-family residential area. Over time, changes in the housing market and other factors led to deterioration of many single-family homes in the neighborhood, making them less desirable as owner-occupied dwellings. As a result, some houses became uninhabitable and were demolished. Many others have been divided into 3 or more apartment units for rental occupancy. In some cases, these informal apartment houses are poorly maintained, typically when the owner does not live on-site or nearby, and their appearance and condition detract from the overall quality of the neighborhood. In addition, several sites where single-family homes once stood, are now occupied by suburban-style apartment buildings constructed from the 1950s to the 1990s. The architecture and site design of these apartment buildings are noticeably out of step with the historic character of their surroundings. Now, the economic recession has ended, the housing market has largely recovered in most metropolitan areas, and College Hill has all the ingredients to be among the most desirable walkable urban neighborhoods.

Currently, one-quarter of the structures in College Hill that were originally built as single family dwellings, now contain an average of over 4 dwelling units each (some contain as many as 9 units). This circumstance explains very concisely why some of the owner-occupants feel somewhat outnumbered and overwhelmed by the generally less engaged renters, even though owner-occupied units account for nearly 50% of all the structures originally built as single family dwellings. These same facts also help to explain why some rental tenants feel marginalized and overshadowed by the generally higher income owner-occupants, even though renter-occupied units account for just over 50% of all the structures originally built as single family dwellings.

The large number of apartment units recently constructed in or nearby College Hill, along with additional nearby planned apartment projects, suggest that housing market demand is shifting away from informal apartment houses as the preferred housing choice among students. This shift may result in market incentives that encourage some of College Hill's informal apartment houses to be voluntarily converted back to single-family use.

Far from being an attempt to keep students or other renters out of the neighborhood, this plan aims to cultivate a strong, cooperative, and mutually respectful relationship among all College Hill stakeholders (homeowners, landlords, tenants, students, business owners, places of worship, schools, etc.). CHNA hopes that implementation of this plan will broaden recognition of the importance of ensuring an appropriate mix of housing types and price points.

Some College Hill stakeholders may express concerns about gentrification, but gentrification is not, in itself, a negative phenomenon. At its core, gentrification is revitalization, restoration, and improvement of the community's built and social environments. However, gentrification can, and often does, have unintended negative consequences, most commonly in the form of reduced affordability, displacement of low income and minority residents, and loss of socio-economic diversity. But tools and techniques are available that can minimize these negative consequences, while also enhancing the positive effects of gentrification. Similarly, renter-occupancy and affordably priced housing are not negative phenomena, but they can have negative consequences when they occur in high concentrations. The key lies in understanding, and taking appropriate measures to mitigate, these potential negative side effects.

Importance of Details

As a neighborhood that encompasses both a locally designated historic district and a National Register Historic District, College Hill truly has the potential to be one of Greensboro's premier residential communities. However, College Hill is not generally perceived in this light. A major factor that may be preventing College Hill from attaining

this premier status, has been identified from analysis of existing conditions and key issues. Specifically, the cumulative effect of neglected details in the condition of homes, yards, businesses, public infrastructure, and private utilities throughout the neighborhood combine to significantly detract from the visual quality of the environment.

These individually minor, but widespread degradations of College Hill's physical appearance greatly erode the neighborhood's perceived value and desirability. Correcting these small issues within a short timeframe could produce a correspondingly positive effect on College Hill's neighborhood prestige. A finely-manicured appearance can make the difference between a neighborhood that is struggling and one that is fully functioning and attracting long-term owner-occupants, rather than investors and other less engaged property owners. Diligent use of the City of Greensboro's "Greensboro Fix-It" system to report and track code violations, in combination with creating incentives and recognition for improved property maintenance, may significantly help to move College Hill forward on the scale from neglected, to premier.

Security and Crime

Security, and a perception of vulnerability to crime, have direct, observable impacts on neighborhood quality of life, the 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, and dark pathways through the neighborhood. Increased coordination with the Greensboro Police Department and with the campus security personnel of UNCG and Greensboro College, in conjunction with a reinvigorated Neighborhood Watch organization may produce substantial improvements in the perceived and actual levels of crime and safety in College Hill.

Retail Goods and Services

Two small retail and service areas exist within the neighborhood, but the majority of College Hill's retail needs are supplied by much larger nearby shopping centers and in Downtown Greensboro. The Tate Street district, centered 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 1970s 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 Avenue. The streetscape features are of a period and design that does not match the historic character of the neighborhood or of Spring Garden Street to the south.

Map 9 - Pedestrian Environment

The second commercial district forms on three corners of the intersection of Mendenhall Street and Spring Garden Street. The northwest and southwest corners were built as commercial structures, the northeast corner includes two Victorian homes and a historic firehouse that have been converted to commercial use.

Parking and Traffic

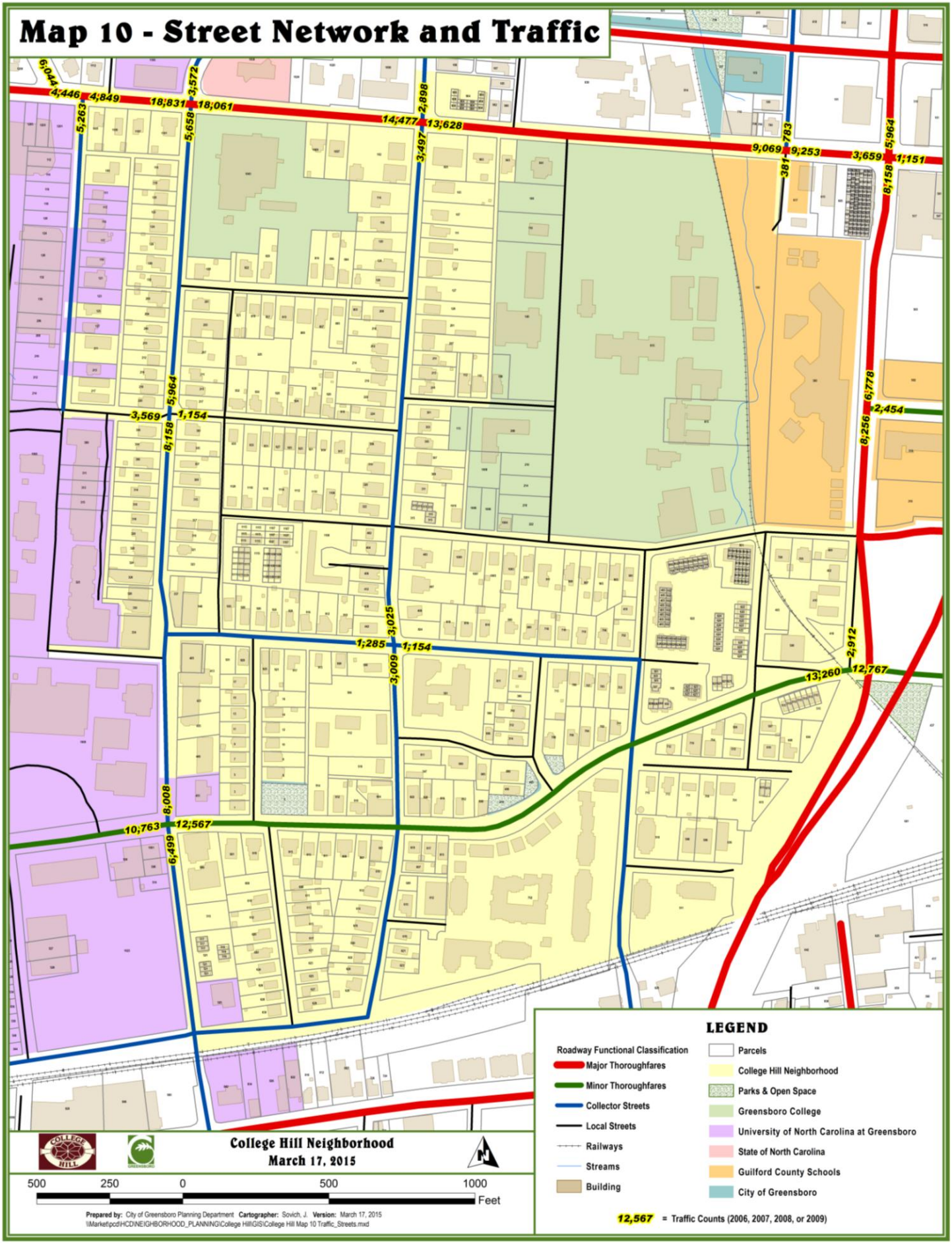
Parking and the impact of buses moving through narrow streets were some of the most talked about issues in the neighborhood survey, summits, and conversations with neighbors. Little was expressed related to traffic congestion as a problem. The immediate proximity of Downtown, Market Street and West Lee Street were perceived as assets more than liabilities. Speeding and unnecessary trips through the neighborhood aggravated by a one way street, and streets closed by Greensboro College or UNCG were the most common traffic complaints. Residents stated a desire for the character of interior streets in College Hill to be returned to that of safe, neighborhood streets designed for people, rather than thoroughfares designed for high speed, high volume motor vehicle traffic.

Parking as an issue relates to demand and capacity, along with the lack of enforcement of parking regulations. A high number of students park on neighborhood streets in order to walk to class. Additionally, the large number of informal apartment houses, containing as many as nine units, without adequate off-street parking, is a major contributor to recurring shortage of available on-street spaces.

College Hill is exceptionally well-served with public transportation options. Routes 1, 2, 7, 8, 9, 25, and 26 of the Greensboro Transit Authority (GTA) and Routes 71, 72, 73, and 76 of the Higher Education Area Transit (HEAT) system travel through the neighborhood. Some College Hill residents perceive that the buses used may be oversized for the streets they travel on, or for the number of riders. Neighbors do not want to lose the service these systems provide, but they do urge a rethinking of the routes, bus size, and the need for safe and courteous bus driver behavior.

Bicycle Routes 3 and 6, along Spring Garden Street, connect 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 Bicycle Route 12 along Florida Street. Mendenhall Street provides an excellent connection to the north for College Hill, since its northern end is situated at the confluence of the Lake Daniel Greenway, the Latham Park Greenway, and the planned corridors of the A&Y Greenway and the Downtown Greenway. The primary bicycling connections to the south are Tate Street (which includes a grade separated crossing under the Norfolk Southern Railroad and a traffic

Map 10 - Street Network and Traffic



signal at West Lee Street) and the constructed portions of the Downtown Greenway (extending from Spring Garden Street south to West Lee Street, then south and east to South Eugene Street).

University and College

The University of North Carolina at Greensboro and Greensboro College are integral to the character, viability and vitality of College Hill. Representatives of the two schools were active participants of the steering committee and neighborhood summits. Relationships between colleges or universities and adjoining neighborhoods often present issues and opportunities that call for a creative, collaborative approach. UNCG's enrollment is at an all-time high and is anticipated 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, as well as ongoing development of a major campus expansion, "Spartan Village," to the south. The Campus Master Plan also anticipates future redevelopment of properties that the University has acquired along McIver Street and the west side of Tate Street for larger university buildings. The University's plans to enhance the gateways into the campus, particularly along West Lee Street and at the NC Railroad underpasses spanning Aycock and Tate Streets, are compatible with this Plan. If UNCG proposes future expansion within the College Hill neighborhood, beyond the properties currently owned by the University, such a proposal would signal the need to initiate discussions about whether this Plan should be amended to accommodate such expansion.

Greensboro College, which anchors the neighborhood on the northeast, has substantially expanded over the last decade. 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, and its contribution to culture, employment, faculty and student residents, the College remains an asset and a defining presence in the neighborhood. If Greensboro College proposes future expansion within the College Hill neighborhood, beyond the properties currently owned by the College, such a proposal would signal the need to initiate discussions about whether this Plan should be amended to accommodate such expansion.

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 uses that are either incompatible or no longer viable. College Hill residents do not view change as the greatest threat to the neighborhood. Rather, they see market pressure for

incompatible redevelopment as the greatest threat to College Hill's historic neighborhood character and delicate balance of residential development types. The perceived loss of neighborliness and threat of a few badly behaved landlords and tenants is also of concern.

E. Active Players & Programs

The College Hill Neighborhood Association

The College Hill Neighborhood Association was formed by active members of the community who saw the need to implement 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. CHNA influences the Historic District regulations through its involvement with the Historic Preservation Commission, and guides the use of the Municipal Service District funds through its cooperation with the City of Greensboro. CHNA has no direct, sustaining funding source or authority. It acts as a central convener in the neighborhood for organizing events, communicating, and acting together.

The College Hill Historic District

The College Hill Historic District was established in 1980 as the first historic district in Greensboro. Designation was established through the City's Zoning Ordinance and requires that changes to building exteriors and the neighborhood setting be reviewed by the Greensboro Historic Preservation Commission to ensure that the historic character of the district is preserved. Such changes are required to seek approval of a Certificate of Appropriateness, and comply with adopted Historic District Design Guidelines.

The Tate Street Merchants' Association

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. Since 1973 the TMSA has coordinated and supported the Tate Street Festival.

The City of Greensboro

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 neighborhood value, quality, safety, and stability. The City also

recognizes that no single approach (regulatory, investment, code enforcement, community policing), will result in successful neighborhood conservation and revitalization.

Educational Institutions

UNCG is a component of the North Carolina State University System which is projected to see substantial growth over the next decades. UNCG anticipates 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 neighborhood on the stability and attractiveness of their campuses. As such, both UNCG and Greensboro College have been consistently engaged in this planning process and have demonstrated real interest in being partners with the neighborhood.

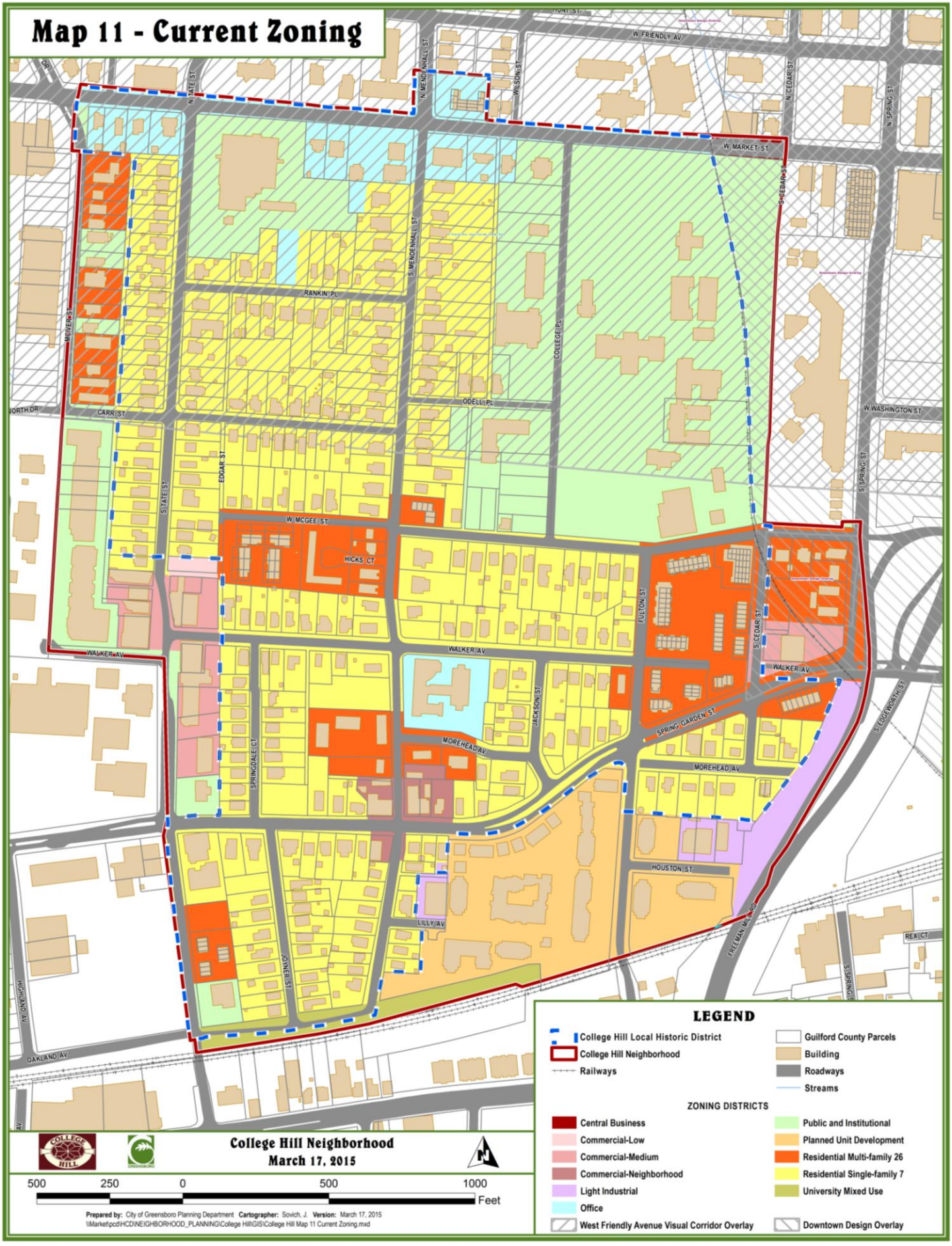
Landlords and Renters

Despite their significance and impact on the neighborhood, landlords and renters have been underrepresented at neighborhood meetings, including in this planning process. Resident concerns regarding property maintenance have primarily been directed at rental property owners, while their concerns about disorderly or un-neighborly conduct, and related issues of parking and traffic have been mainly focused on renters. Because renters (especially students) generally relocate much more frequently than owner-occupants, they are far less likely to be aware of, or take active roles in, neighborhood issues and events. Likewise, many of the owners of rental property in College Hill do not live in Greensboro; some do not even live in North Carolina. As a result, it is often very difficult for these absentee landlords to participate in neighborhood meetings or initiatives. Yet, without increased participation by both of these groups, implementation of the plan will suffer. Also important will be raising awareness among renters, of how their actions may adversely affect quality of life for the owner-occupants of the neighborhood.

Places of Worship

There are two major places of worship in College Hill: College Place United Methodist Church (509 Tate Street), and the Presbyterian Church of the Covenant (501 South Mendenhall Street). These two congregations have generally been strong partners in promoting quality of life in the neighborhood and have been proactive in minimizing the

potential effects of parking, traffic, property maintenance, related to their relatively large structures and land holdings. Several smaller congregations are located in the neighborhood, but do not have as significant an influence on College Hill's physical or social environment.


Map 11 - Current Zoning
W FRIENDLY AV
N TATE ST
N MENDENHALL ST
W SON ST
N CEDAR ST
N SPRING ST
W MARKET ST
S CEDAR ST
S MENDENHALL ST
RANKIN PL
COLLEGE PL
ODELL PL
W WASHINGTON ST
S SPRING ST
CARR ST
EDGAR ST
S TATE ST
W MCGEE ST
HICKS CT
FULTON ST
WALKER AV
JACKSON ST
SPRING GARDEN ST
MOREHEAD AV
SPRINGDALE CT
S EDGEWORTH ST
HOUSTON ST
LILLY AV
JOHNSON ST
FREEMAN MILL RD
REX CT
HIGHLAND AV
OAKLAND AV
LEGEND
College Hill Local Historic District
College Hill Neighborhood
Railways
Guilford County Parcels
Building
Roadways
Streams
ZONING DISTRICTS
Central Business
Commercial-Low
Commercial-Medium
Commercial-Neighborhood
Light Industrial
Office
West Friendly Avenue Visual Corridor Overlay
Public and Institutional
Planned Unit Development
Residential Multi-family 26
Residential Single-family 7
University Mixed Use
Downtown Design Overlay
College Hill Neighborhood
March 17, 2015
500 250 0 500 1000
Feet
Prepared by: City of Greensboro Planning Department Cartographer: Sovich, J. Version: March 17, 2015
\\Market\pcd\HCD\NEIGHBORHOOD_PLANNING\College Hill\GIS\College Hill Map 11 Current Zoning.mxd

Future Land Use and Reinvestment

Chapter 3

Chapter Contents:

1. Housing Choices
2. Future Land Use
3. Reinvestment Opportunities

One of the many challenges facing College Hill is the interaction among the various residential and non-residential land uses. This chapter is divided into three sections: Housing Choices, Future Land Use, and Reinvestment Opportunities. The Housing Choices section seeks a balance among the many types of housing in College Hill, that will enhance long term stability and quality of life for all residents. The Future Land Use section is intended to help address concerns that arise from interactions between adjacent land uses, by designating areas of the neighborhood that are deemed to be appropriate for several broad types of land use. Finally, the Reinvestment Opportunities section proposes several sites in College Hill that are currently occupied by land uses or development patterns that are significantly out of step with their surroundings, and appear to have potential for reinvestment, that would bring them into closer alignment with the Vision Statement and Goals of this Plan.

Due to College Hill's historic significance and its comparatively small size, it is important that any future development in the neighborhood be designed to be compatible with the character of the historic development patterns and architectural styles that define College Hill. Much of the neighborhood is protected by the Local Historic District Design Guidelines, though there have been cases in which the Guidelines were not adhered to or were complied with only after irrevocable changes have been made. Increased

vigilance and consistent administration are needed to ensure the Guidelines are implemented correctly and completely within the boundaries of the College Hill Historic District.

Beyond the historic district boundary, long term quality of life and neighborhood vitality depend upon ensuring that future development is guided by appropriate building orientation, transitions in building height and setbacks, with landscape or constructed buffering where needed. While land use regulations and the permit approval process significantly shape the outcome of development proposals, market forces often play a much stronger role in influencing the types of proposals that are submitted. National trends in the housing market suggest College Hill is poised to benefit from a significant increase in demand for traditional walkable urban communities. Consequently, the recommendations of this section focus on measures that will enhance the desirability of the neighborhood, while minimizing negative impacts of this increased demand.

A. Housing Choices

The principal use of land within the neighborhood consists of residential uses occupying residential buildings. At one time, the vast majority of these were single-family detached dwellings (one home on one lot, not connected directly to another dwelling). However, the construction of apartments and creation of many informal apartment houses to accommodate multiple tenants, have resulted in less than one third of the existing dwellings in the neighborhood currently being single-family detached dwellings.

The primary focus of this plan with regard to housing is on ensuring appropriate maintenance, inside and outside, so that all dwellings are safe, healthy, and attractive places to live. This will be accomplished by identifying and prioritizing a limited number of specific residential structures that appear to:

- have the greatest historic or architectural significance;
- have the greatest potential for producing a stabilizing effect in the neighborhood;
- be in greatest need of revitalization; and/or
- be least likely to displace or negatively impact existing College Hill residents, if revitalized.

Once a limited number of such structures has been identified and prioritized, efforts will be undertaken, where possible, to encourage revitalization of these structures. Structures that are repeatedly out of compliance with applicable codes, or that are severely deteriorated, will readily distinguish themselves as being in need of revitalization, which may include one or more of the following actions:

- discussion with property owner to encourage appropriate maintenance and advise of available resources and assistance;

- required repair or renovation to comply with applicable codes and ordinances;
- fines, penalties, and/or condemnation for failure to comply;
- public acquisition of properties listed for sale;
- complete rehabilitation;
- historically accurate restoration;
- reduction of the number of individual units (in existing IAHs); or
- reconversion to single-family use (for existing IAHs).

Implementation of this plan will also seek to ensure an appropriate mix of housing types and price points, and to the extent possible, seek to carefully avoid excluding or displacing students or other renters from College Hill. Despite the desire by many that single family dwellings be owner-occupied, land-use regulations do not allow for the control of owner-occupancy status, only the form of the structure and its use type. The goals, strategies and actions stated in this plan are intended to stabilize and re-invigorate the market for housing in the neighborhood by building on its most important asset as a historic district with numerous finely restored historic homes. These implementation strategies will rely on mainly voluntary changes driven by trends in the local and national housing market, but could be supplemented through the use of available incentives and other tools.

B. Future Land Use

To guide future development activity in College Hill consistent with its unique character, this plan includes a Future Land Use Map that promotes appropriate redevelopment, infill development, land use changes, and transitions between types of land uses. The College Hill Future Land Use Map (Map 12) serves a function similar to the City's Generalized Future Land Use Map (G-FLUM). It defines land use boundaries at a greater level of detail, and once adopted, supersedes the G-FLUM for the area within the boundaries of the College Hill Neighborhood.

The College Hill Future Land Use Map is to be interpreted only in conjunction with the Vision, Goals, and Strategies set forth in the text of this plan. The map has no independent significance without reference to the CHNP. The Future Land Use Map does not change the underlying zoning of properties in the neighborhood. Only a specific re-zoning request approved by the Greensboro Zoning Commission and City Council can alter zoning classifications. If a requested re-zoning is inconsistent with the College Hill Future Land Use Map, the College Hill Neighborhood Plan would first need to be amended, in accordance with the steps described on page 6.

The College Hill Future Land Use Map proposes eight categories of future land uses, each subject to the limitations and standards of the underlying zoning districts. Great care has been taken in the development of the Future Land Use Map to avoid creating

incompatibilities between existing well-maintained, appropriately zoned uses and their future land use designations. For areas of College Hill where no clear consensus has emerged as to which future land use category is most suitable, the Future Land Use Map assigns a future land use category that corresponds with the existing zoning of the area. The future land use categories are described as follows:

Industrial / Corporate Park

This designation applies to areas where present or anticipated uses include light industrial activities, such as manufacturing, assembly, and fabrication; wholesaling and distribution; and corporate office and technology parks, which may be introduced to replace older heavy industrial uses. It is the intent of this plan to discourage future construction of new industrial development, outside of the areas specifically designated as Industrial / Corporate Park on the Future Land Use Map. Although new residential development is discouraged in areas designated for this land use category, existing residential uses may be present in or adjacent to these areas. As established industrial areas redevelop, residential, institutional, or similar uses should be protected from adverse impacts such as heavy truck traffic, significant outside storage, noise, dust, and glare. This can be achieved through performance-based standards, buffers, and proper separation from noxious uses.

Institutional

This designation includes public or private institutional development, including schools, government facilities, medical/health care facilities, and non-profit organizations. Institutional uses are encouraged to incorporate features that facilitate access by pedestrians and bicyclists, including conspicuous and secure bicycle parking facilities. Institutional uses, particularly UNCG and Greensboro College, are significant neighborhood assets and primary influences on the neighborhood. However, recognizing the influence that such institutions can exert, especially upon a highly confined and vulnerable neighborhood such as College Hill, this land-use designation reflects only known existing limits of the UNCG and Greensboro College campuses, respectively. No additional expansion of University or College activities or land holdings within the College Hill neighborhood is envisioned by this plan. If UNCG or Greensboro College propose future expansion within the College Hill neighborhood, beyond the properties they currently own, such a proposal would signal the need to initiate discussions about whether this Plan should be amended to accommodate such expansion. In the case of redevelopment, whenever possible, existing residential structures with architectural and/or historical significance should be either preserved on site, or if necessary relocated, preferably to another site within the

College Hill Neighborhood. Ensuring that buildings are of the appropriate scale and intensity is critical.

Mixed-Use Office

The Mixed Use Office category provides areas on the fringes of the neighborhood that allow for a creative mix of non-residential uses, including small to medium scale offices and professional services, with residential uses, including townhouses, condominiums, or a mix of office and residential uses within the same structure, thereby creating the potential for live-work units.

Neighborhood Serving Commercial

This designation includes commercial development that provides goods or services, drawing clientele primarily from among the immediately surrounding residential areas. Such uses are readily accessible by pedestrians and bicyclists, generate minimal auto traffic, and attract few auto trips originating more than 1 mile away. Though these businesses may be attractive to customers throughout Greensboro, their primary customer base is within College Hill or within walking distance. Conspicuous and secure bicycle parking facilities should be provided. Ensuring that buildings are of the appropriate scale and intensity is critical.

Parks and Open Space

This designation includes areas designated for active or passive recreational use, or for environmental protection, which are expected to remain as open space in perpetuity. Such areas include neighborhood parks, stream buffer easements, and public athletic fields. Except for Springdale Park, 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 recently created Morehead Park is a trailhead for the Downtown Greenway, located on Spring Garden Street just east of College Hill. The Plan calls for the extension of the Downtown Greenway along the railroad right-of-way at the eastern edge of the neighborhood, and for establishment of a new community garden or pocket park at 609 South Mendenhall Street, which is owned by the College Hill Neighborhood Association.

Residential, Multi-Family

This future land use category is intended to accommodate primarily multi-family residential development at a net density of not more than 18 units per acre, notwithstanding the maximum residential density permitted by the underlying zoning district. Construction of *new* multi-family residential units will be

encouraged only within the areas specifically designated on the Future Land Use Map as Residential, Multi-Family. Where possible, creation of *new* informal apartment houses will be discouraged.

When multi-family residential development does occur, it will be essential to ensure that such development adheres to the Historic District Design Guidelines, and that buildings are of the appropriate scale and intensity to minimize potential negative impacts on the historic character and architectural significance of College Hill's walkable urban form. Whenever possible, existing residential structures with architectural and/or historical significance should be preserved either on site, or if necessary relocated, preferably to another site within the College Hill Neighborhood. Multi-family residential developments are encouraged to incorporate features that facilitate access by pedestrians and bicyclists, including good sidewalk connectivity, appropriate lighting, and conspicuous, secure bicycle parking facilities.

College Hill is home to a unique mix of historic small-scale multi-family development, and recently constructed large-scale multi-family development. Ensuring that new multi-family development appropriately addresses bulk, scale, and off-site impacts will be important issues for neighborhood stability and revitalization. Design and construction of new large-scale multi-family development without due consideration of the historic and architectural character of its surroundings can negatively affect the entire neighborhood. Carefully crafted design standards for height, bulk, maximum number of bedrooms per dwelling, and architectural design features not commonly necessary in other locations will be critical to protect the integrity of the Historic District.

Residential, Single-Family

This future land use category is intended to consist primarily of single-family detached dwellings (ie: separate buildings designed for and occupied exclusively by one family) and other existing residential uses with compatible form, scale, character, and impacts, at an average density of 5 to 7 dwelling units per acre, notwithstanding the maximum residential density permitted by the underlying zoning district. Places of worship and their ancillary uses are considered to be compatible with the Residential, Single Family future land use category. Twin homes are considered to be compatible with the Residential, Single Family future land use category.

There are currently many existing structures within this future land use category that were originally built as single family detached dwellings, but which have been converted into multiple unit informal apartment houses. Some of these

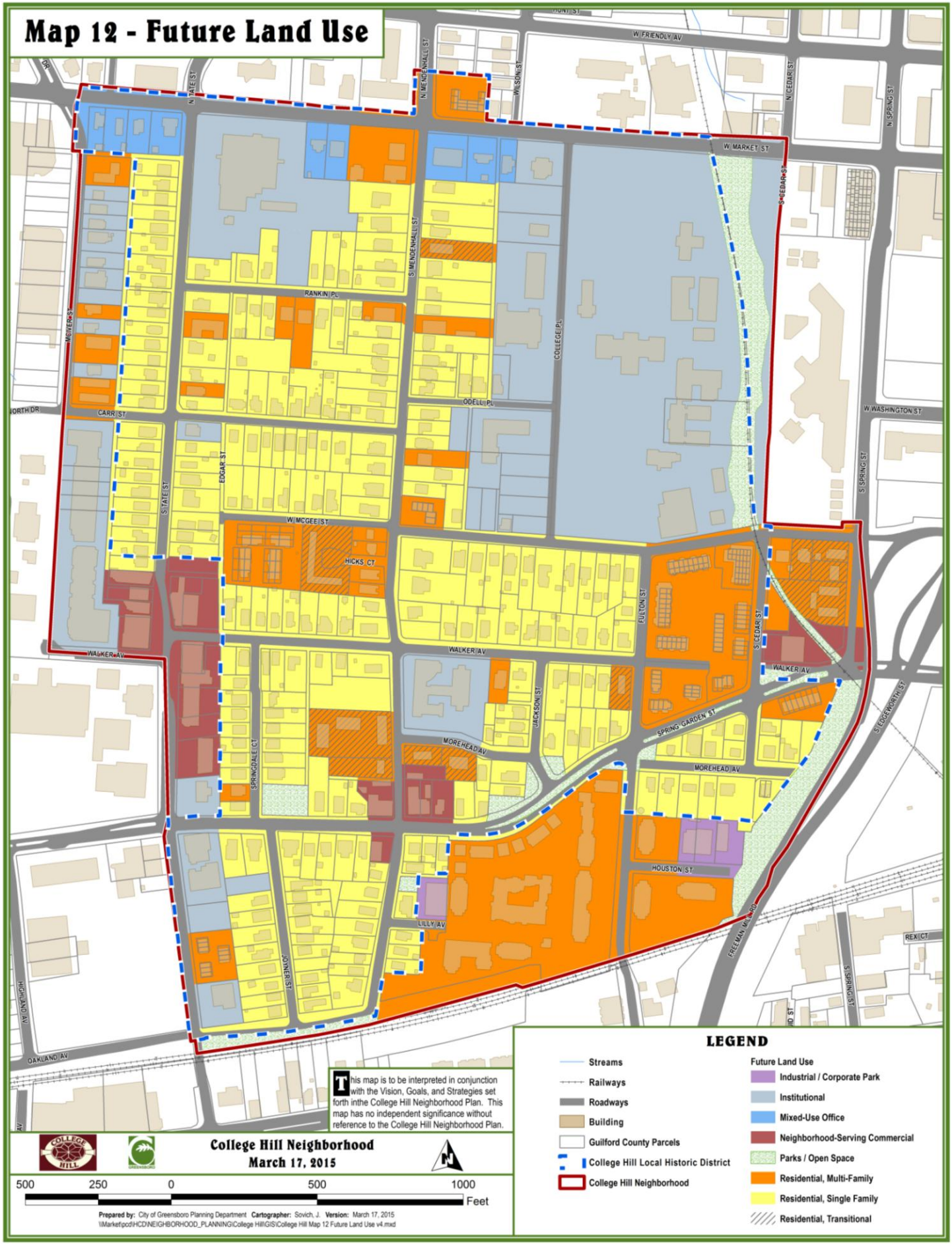
informal apartment houses are not consistent with the intent of this future land use category. Reconfiguration of existing informal apartment houses to be more appropriate in density, form, and character will be encouraged, where possible within this future land use category. Where possible, creation of *new* informal apartment houses within this future land use category will be discouraged (through voluntary, non-regulatory means). Rezoning to categories other than Single Family Residential will also be discouraged within this future land use category.

The Future Land-use Map is not a zoning map. The map designation does not suggest that only single-family detached uses will be allowed or that other existing residential uses will be deemed non-conforming. Rather, it is anticipated that, over time, reuse and redevelopment of property in the area designated as Residential, Single Family will result in an increasing proportion of dwellings with density, form, scale, character, and impacts, compatible with the character of this future land use category.

Residential, Transitional

This future land use category is intended to encourage, where possible, voluntary transition of existing residential development to a residential use more appropriate to its current zoning classification and/or to a site design and architectural configuration more appropriate to its context within a historic neighborhood.

Map 12 - Future Land Use



C. Potential Infill and Reinvestment Opportunities

Several sites in College Hill have been identified as an opportunity for a) restoration and adaptive reuse of existing buildings or b) infill of new buildings or uses. These sites were chosen as a result of their current under-use, perceived conflicts, or incompatibilities with surrounding neighborhood uses. The following site descriptions correspond to the circled numbers on Map 13.

Opportunity One – 0.9 acres:

The suburban-style apartment building at Hicks Court presents an opportunity for reconfiguration as a compact single-family development, along the lines of the 'Pocket Neighborhood' concept advocated by Ross Chapin or the 'Not So Big House' concept advocated by Sarah Susanka. Careful design of the site and structures, consistent with the Historic District Design Guidelines and applicable City of Greensboro ordinances, and use of high quality construction materials, would strongly reinforce College Hill's established residential development pattern, and support its historic, walkable, urban form.

Opportunity Two – 0.94 acres:

This site is currently occupied by a suburban-style apartment complex, located on the west side of the ramp connecting southbound Spring Street to Spring Garden Street. This site presents a good opportunity for development of neighborhood-serving commercial uses, that would be within easy walking distance for households throughout College Hill, and easily accessible by other neighborhoods via Bicycle Route 6 and the partially completed Downtown Greenway. The site would need careful design to mitigate potential negative impacts on the existing dwellings situated to the north.

Opportunity Three – 1.38 acres:

Very similar in circumstances to Opportunity #1, the four suburban-style apartment buildings on the west side of Mendenhall Street at Morehead Street present an opportunity for reconfiguration as a compact single-family development, along the lines of the 'Pocket Neighborhood' concept advocated by Ross Chapin or the 'Not So Big House' concept advocated by Sarah Susanka. Careful design of the site and structures, consistent with the Historic District Design Guidelines and applicable City of Greensboro ordinances, and use of high quality construction materials, would strongly reinforce College Hill's established residential development pattern, and support its historic, walkable, urban form.

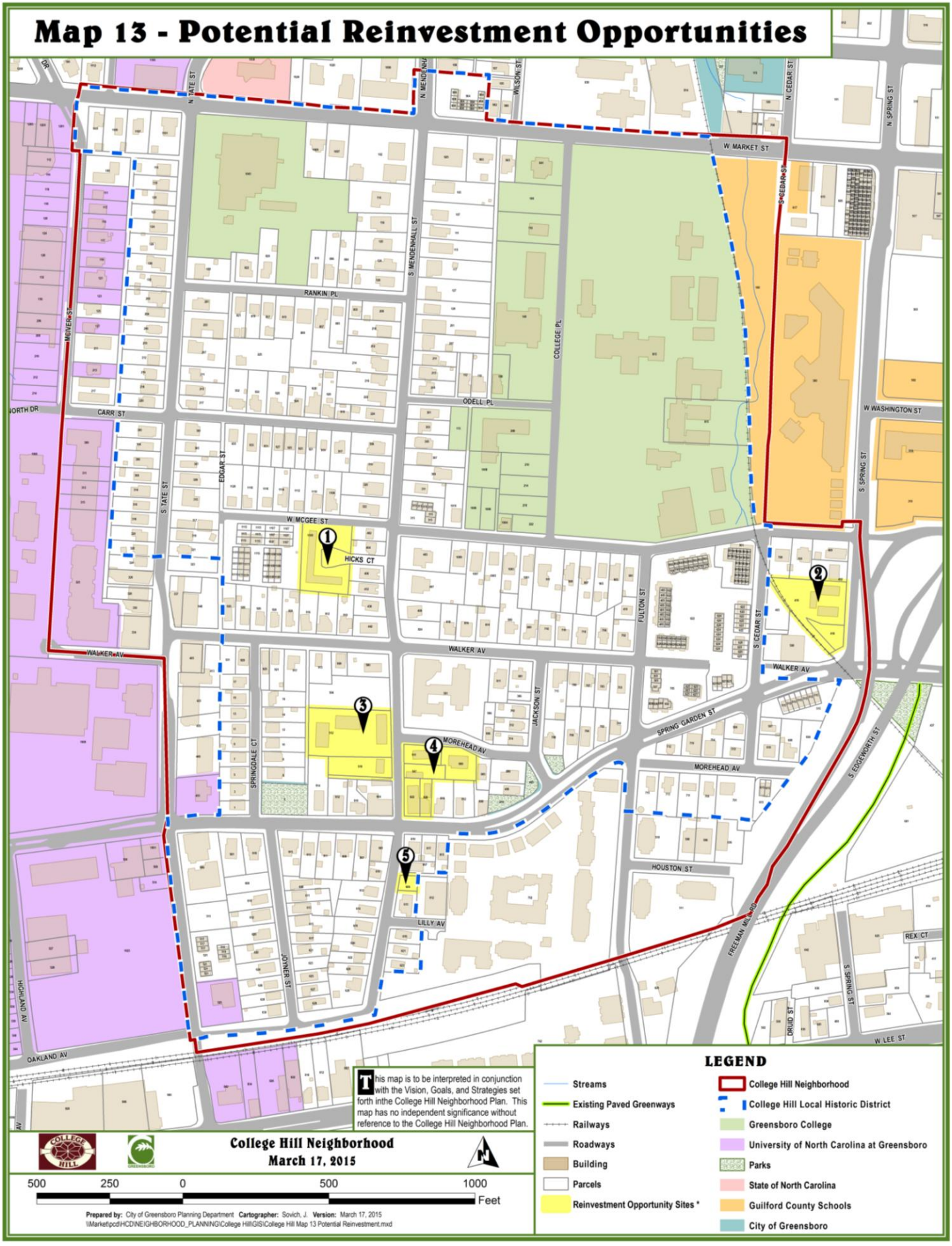
Opportunity Four – 0.9 acres:

Adjacent to Spring Garden Street, this site consists of: two historic single-family homes that have been converted to use as commercial buildings with substantial modification; a free-standing commercial building; a tri-plex home; and a quad-plex home. The neighborhood's preference is full restoration and return to single-family residential use. However, if efforts to preserve and restore these two homes are unsuccessful, the Future Land Use Map identifies Neighborhood Serving Commercial as an appropriate alternative for reconfiguration of this site. This site's current mix of commercial and residential uses, its prominent location, and its proximity to other existing commercial development, make it well-suited for carefully designed development that integrates residential and commercial uses, possibly in the form of live-work units. Successful design of this site would need to comply with the Historic District Design Guidelines and would require consideration of its surroundings to avoid negative impacts on existing adjacent residential development.

Opportunity Five – 0.075 acres:

The College Hill Neighborhood Association owns the small vacant lot at 609 South Mendenhall Street. This site could be used for a small single-family home, but because it is owned by the neighborhood, there is greater ability to define the future of this parcel. Considering the lack of dedicated parks and open spaces in College Hill and the limited opportunities for increasing such space, this site appears to be an excellent opportunity for creation of a community garden, rain garden, or pocket park.

Map 13 - Potential Reinvestment Opportunities



Strategic Actions

Chapter 4

Plans are not made to sit on a 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 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.

Chapter Contents:

1. Housing and Historic Character
2. Crime and Safety
3. Communications & Governance
4. Neighborhood Development
5. Parking and Traffic
6. Quality of Life

There are many anticipated results embedded in this plan, and no one stakeholder is responsible for all of the work that is necessary to accomplish these results. Where human or financial resources are limited, a coordinated effort among all stakeholders is necessary to accomplish the Vision and Goals of the Plan. A well-organized approach that lists specific prioritized tasks and identifies responsible stakeholders will help ensure success.

The Strategic Actions for implementing the College Hill Neighborhood Plan are outlined on the following pages, including strategies to achieve the neighborhood's goals and specific actions. A detailed Strategic Action table can be found in the Appendix that relays key players, responsibilities and priorities for each strategy.

A. Housing and Historic Character

1. Encourage appropriate maintenance of residential structures, inside and outside, to ensure that all dwellings are safe, healthy, and attractive places to live, at prices affordable to households in a wide range of income levels.
2. Actively promote the restoration, preservation, and celebration of College Hill's historic architecture and land uses.
3. Raise awareness of existing programs to aid property owners, including tree replacement program, building rehab, energy efficiency, and weatherization programs, that also maintain historic neighborhood character.
4. Hold workshops/ open houses highlighting the benefits related to historic preservation, landmark status, tax exemptions, and other "tips of the trade" sessions.
5. Give "orchids" and "onions" awards: Actively identify landlords and use a carrot and stick approach to induce involvement/ engagement in neighborhood planning and activities.
6. Organize a tenant association to support better property conditions and improved tenant/landlord/neighborhood relations.
7. Assist the City in identifying code enforcement priorities.

B. Crime and Safety

1. Elevate neighborhood watch and community policing programs.
2. Partner with students, the University and College regarding student behavior.
3. Utilize CPTED (Crime Prevention through Environmental Design) to facilitate natural surveillance and to reduce crime.

C. Communications and Governance

1. Strengthen the College Hill Neighborhood Association: Institute the means to ensure open, honest, effective neighborhood-wide discussion on issues that affect neighborhood sustainability and the expenditure of public and private resources.
2. Establish and maintain strong, effective partnerships with relevant organizations, to advance neighborhood interests.
3. Establish and maintain a robust webpage portal and mobile device app for advancing neighborhood interests through the use of technology.
4. Develop a comprehensive neighborhood marketing strategy that emphasizes College Hill's unique assets, in order to attract prospective buyers who value historic character.

D. Neighborhood Development

1. Increase coordination, timeliness, openness, and effectiveness of the administration of land development processes.
2. Ensure that all development activity is appropriately sensitive to context (adjacent properties and the broader neighborhood).
3. Encourage enhancements to the quality of available business sites, and establishment of businesses that serve neighborhood needs.

E. Parking and Traffic

1. Reduce the negative impact of parking on the neighborhood.
2. Reduce the negative impact of motor vehicle traffic on the neighborhood.
3. Improve the connectivity and quality of the sidewalk/pedestrian walkway system.

F. High Quality-of-Life

1. Pursue environmentally sound neighborhood activities.
2. Conduct neighborhood events that build neighborly interaction.
3. Enhance the aesthetic quality and usability of public and semi-public spaces throughout College Hill.

A detailed Strategic Action Table, containing specific Action Steps, can be found in Appendix 1. The detailed Strategic Action Table also identifies Key Actors responsible for implementing each Action Step, and the relative priority of each Action. Implementation of Short-term Action Steps is anticipated to begin within 1 to 2 years of adoption of this Plan. Likewise, implementation of Mid-term Action Steps would begin within 3 to 5 years, and Long-term Action Steps would begin within 5 to 10 years. Not all Action steps may be implemented over the life of the Plan. Some may not be possible due to resource constraints. Some may not be necessary due to changing circumstances. But the array of Action Steps in the Plan is like a menu of options that are available to address the issues College Hill is facing.

Appendices

1. Detailed Strategic Action Table
2. Definitions: Acronyms & Abbreviations
3. Supplemental Data Tables
4. Municipal Service District Planned Projects, 2013 – 2014
5. Ideas for Enhancing Neighborhood Vitality

A. Housing and Historic Character

Strategies	Actions	Key Actors	Priority
1. Encourage appropriate maintenance of residential structures, inside and outside, to ensure that all dwellings are safe, healthy, and attractive places to live, at prices affordable to households in a wide range of income levels.	a. Support zoning and code compliance that encourages safe, healthy, and attractive dwellings.	NDD, Planning	Short
	b. Where possible, in areas designated on the Future Land Use Map as "Residential, Single-Family," discourage creation of *new* informal apartment houses and *new* multi-family residential uses.	CHNA, NDD, Planning	Short
	c. Promote development or revitalization of housing of appropriate tenure (ownership or rental), appropriate type (single family or multi-family), and appropriate density (units per acre), in appropriate locations within College Hill.	CHNA, NDD, Planning, CCED, PGI	Short
	d. Develop a "Housing Revitalization Guide" that includes consistent, objective criteria and process for identifying and prioritizing existing residential structures in need of revitalization, including range of available strategies and resources, etc.	CHNA, NDD, Planning, CCED, PGI	Short
	e. Partner with development and housing organizations to introduce an appropriate mix of housing types, suited to the sites identified on the Potential Reinvestment Opportunities Map, and compatible with College Hill's walkable urban form and historic character.	Builders, CHS, Planning, CCED	Mid
	f. Develop resources to better understand future demand for all categories of housing.	GNC, GRRA, TREBIC	Long
2. Actively promote the restoration, preservation, and celebration of College Hill's historic architecture and land uses.	a. Ensure that area realtors are aware that the location of a property within a local historic district and/or municipal service district are required disclosure items in real estate transactions.	GRRA, Planning	Short
	b. Leverage the unique character and historic quality of the neighborhood to attract quality new investment.	GRRA, HPC, PGI, Planning	Mid

	c. Work with local realtors to help them better understand the unique historic character of College Hill, and more effectively match prospective buyers with available properties.	GRRA	Mid
	d. Significantly improve availability of information about the Certificate of Appropriateness process, and ensure timely notification of property-owners whose properties are subject to COA requirements.	GCT, Planning	Long
	e. Collaborate with businesses to increase compatibility of commercial properties with historic district design guidelines.	EDBS, TMSA, Planning	Long
	f. As appropriate, pursue National Register of Historic Places nomination for eligible structures or sites so they qualify for applicable tax credits.	HPC, PGI, Planning, SHPO	Long
	g. Inform prospective home buyers about availability of the HUD 203(k) program, which allows the costs of home renovation and related expenses to be financed into the home mortgage.	GRRA, PGI, Planning	Long
3. Raise awareness of existing programs to aid property owners, including tree replacement program, building rehab, energy efficiency, and weatherization programs, that also maintain historic neighborhood character.	a. Prepare an FAQ regarding available information and assistance to improve energy-efficiency, especially as may be compatible with historic preservation.	CSC, Planning, NDD, TGSO	Long
	b. Distribute FAQs to residents and property owners, and hold Workshops within the neighborhood to raise awareness of various sources of assistance.	CHNA, Planning, PGI	Long
	c. Inform low-income owner-occupants about assistance for housing rehabilitation and repair available from the Neighborhood Development Department, Community Housing Solutions and other entities.	NDD, CHS	Long
	d. Inform owners of qualifying properties about assistance for historic renovation available from Preservation Greensboro.	Planning, PGI	Long
	e. Inform prospective home buyers about available assistance from North Carolina Housing Finance Agency.	CHNA, Planning	Long

4. Hold workshops/ open houses highlighting the benefits related to historic preservation, landmark status, tax exemptions, and other "tips of the trade" sessions.	a. Raise owner and landlord/property manager understanding of current financing and incentive programs.	GLA, TAA, Planning, PGI	Long
	b. Develop a list of topics/interests; identify speakers; establish a schedule in conjunction with other association meetings or events.	Planning, PGI	Long
5. Give "orchids" and "onions" awards: Actively identify landlords and use a carrot and stick approach to induce involvement/ engagement in neighborhood planning and activities.	a. Encourage active reinvestment in neighborhood and its historic homes and buildings by recognizing the good efforts of its property owners/management organizations.	CHNA, GBI	Mid
	b. Encourage residents to report home and yard maintenance issues to the City, through the Greensboro Fix It app to facilitate quick repairs.	CHNA	Long
	c. Establish a quarterly "Clean-Up Day" to encourage improved property upkeep.	CHNA, GBI	Long
	d. Establish standards, nomination and review process, criteria, judges, awareness, and sponsorship.	CHNA, GBI	Long
	e. Work with the City to reward owners who incorporate best practices with preferred status for grants/ services/approvals.	CHNA, Planning	Long
6. Organize a tenant association to support better property conditions and improved tenant/landlord/ neighborhood relations.	a. Improve the enforcement of rental dwelling issues and minimum housing code.	NDD	Short
	b. Support for better leases and landlord/tenant cooperation.	GHC, GLA, TAA	Long
	c. 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 CHNA website as a resource to both tenants and landlords.	Elon, GHC, GLA, TAA	Long
	d. Create education materials & opportunities for landlords and tenants on rental expectations.	GHC	Long
	e. Develop strategies aimed at increasing the average length of residence in College Hill by renters who are good neighbors and, for interested renters, facilitating their transition to home-ownership in College Hill.	GHC, GLA, TAA, CHNA, Planning	Long

7. Assist the City in identifying code enforcement priorities.	a. Develop ways the City and neighborhood can work together on enforcement issues.	CHNA, NDD, Planning	Short
	b. Ensure that foreclosed homes comply with applicable codes.	NDD, Lenders, Planning	Mid
	c. Improve code compliance efforts throughout College Hill, including a clear process and information/outreach to property owners.	NDD, Planning	Mid
	d. Develop an “early warning system” on code compliance delinquencies.	NDD, GFI	Long
	e. Adopt an anonymous means to collect and convey evidence of violations, declining maintenance and other enforcement issues.	NDD, GFI	Long
	f. Improve enforcement of early morning noise ordinance.	NDD, GPD	Long
	g. Improve enforcement of zoning requirements.	NDD, Planning	Long
	h. Address "gaps" in ordinance enforcement (responsibility, communication, timeliness, thoroughness).	NDD, Planning	Long
	i. Improve enforcement of maximum number of occupants in rental units.	NDD, Planning	Long

B. Crime and Safety

Strategies	Actions	Key Actors	Priority
1. Elevate neighborhood watch and community policing programs.	a. Establish strong contact and collaboration between CHNA and local law enforcement agencies.	CHNA, GPD, UNCG, Sheriff	Short
	b. Develop a policing strategy to address issues related to large parties on private properties.	GPD, UNCG	Mid
	c. Continue to recruit additional residents to participate in College Hill Community Watch and annually identify captains for each block.	CHNA, GPD	Mid
	d. Provide training, contact info, placard, and elevated status for volunteer captains.	CHNA, GPD	Long

	e. Clarify responsibilities of UNCG police as neighborhood partners in crime prevention; including UNCG police capacity to ticket and monitor parking.	UNCG	Long
	f. University/City exchange MOU clarifying law enforcement authority and protocols.	GPD, UNCG	Long
	g. Coordinate with police to ensure presence for conspicuous “post drinking” events; establish map and calendar to track and anticipate events.	GPD, UNCG	Long
2. Partnership with students, the University and College regarding student behavior.	a. Work with sororities, fraternities and clubs to advocate for neighborhood association membership and involvement of students.	GC, UNCG	Long
3. Utilize CPTED (Crime Prevention through Environmental Design) to facilitate natural surveillance and to reduce crime.	a. Build in CPTED into all new development and exterior improvements to existing uses/buildings.	GPD, E&I, NDD, Planning	Long
	b. Embed CPTED into design/development review standards.	GPD, E&I, NDD, Planning	Long
	c. Collaborate with Police to develop outreach strategy for conducting household and business security audits.	GPD	Long
	d. Encourage residents to report graffiti and vandalism issues to the City, through the Greensboro Fix It app, to facilitate quick correction.	CHNA	Long

C. Communications and Governance

Strategies	Actions	Key Actors	Priority
1. Strengthen the College Hill Neighborhood Association: Institute the means to ensure open, honest, effective neighborhood-wide discussion on issues that affect neighborhood sustainability and the expenditure of public and private resources.	a. Establish a neighborhood welcome / orientation program.	CHNA	Mid
	b. Initiate a CHNA membership drive to increase participation among residents and property owners; organize committees to initiate various community efforts.	CHNA	Long
	c. Set goals and conduct Neighborhood Association activities which build membership and neighborhood involvement.	CHNA	Long
	d. Share and post calendar of events.	CHNA	Long
	e. Appoint and maintain liaison and contact information.	CHNA	Long
	f. Prepare survey and distribute to residents, property owners and businesses to determine how to increase the value of Neighborhood Association membership and involvement.	CHNA	Long
	g. Encourage College Hill residents, especially CHNA Board Members to participate in the City of Greensboro's "City Academy" program, to build organizational capacity.	CHNA	Long
	h. Act with transparency.	CHNA	Long
	i. Establish a regular neighborhood and committee meeting schedule, accessible to all, and post meeting agendas and minutes on the CHNA website.	CHNA	Long
	j. Establish and maintain kiosks for posting information about issues and events of interest to College Hill residents.	CHNA, Planning	Long
	k. Incorporate kiosks into neighborhood streetscape and prominent locations (park, school, business).	CHNA, Planning	Long
	l. Conduct walking tours/pamphlet to raise awareness, especially with students.	CHNA, PGI	Long
	m. Document/Map historic homes and sites. List docent resources available on the Website.	CHNA, PGI	Long

2. Establish and maintain strong, effective partnerships with relevant organizations, to advance neighborhood interests.	a. Proactively build relationships with the Tate Street Merchants Association and other neighborhood businesses, and engage with same as members of the Neighborhood Association.	TSMA, Businesses	Short
	b. Leverage the value of nearby colleges: professors, students, and cultural & educational resources.	Elon, GC, UNCG	Short
	c. Develop a focused relationship with universities based on the shared values each party brings.	CHNA, Elon, GC, UNCG	Mid
	d. Strengthen partnership between City and CHNA.	CoG, CHNA	Mid
	e. Appoint a CHNA liaison to the UNCG Neighborhood Consortium.	UNCG	Mid
	f. Establish a partnership with the Guilford County Schools' Weaver Academy.	GSC	Long
	g. Establish clear roles and responsibilities with City staff and City Council Members.	CoG, CHNA	Long
	h. Work to address concerns about relationship with City Staff/City Council, and heal the sense of betrayal.	CoG, CHNA	Long
	i. Develop relationship with Action Greensboro and SynerG.	AG, SynerG	Long
	j. Work with the University and College to integrate the students and faculty into neighborhood activities; and, university and college activities into neighborhood life.	Elon, GC, UNCG	Long
	k. Collaborate with the service learning programs of UNCG, Greensboro College and others, to engage students in implementing the recommended Strategies and Actions of this Plan.	Elon, GC, UNCG	Long
	l. Work with the Greensboro Neighborhood Congress to build leadership and membership development, with particular support for greater student involvement.	GNC	Long

3. Establish and maintain a robust webpage portal and mobile device app for advancing neighborhood interests through the use of technology.	a. Active use of website, newsletter and list serve to open constructive dialog with neighborhood members.	CHNA	Long
	b. Recruit neighborhood volunteers to head-up a website committee to disseminate community information and happenings via a website an online newsletter.	CHNA	Long
	c. Integrate a business portal and web services.	CHNA	Long
	d. Set up an e-Business section on the webpage to list local businesses, advance sales, customer service and further convenience.	CHNA	Long
	e. Provide training for residents and businesses on the use and benefits of an integrated neighborhood website portal.	CHNA	Long
	f. 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.	CHNA	Long
	g. Create and distribute a neighborhood newsletter.	CHNA	Long
	h. 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.	CHNA	Long
	i. Create neighborhood brochure w/info for students/renters.	CHNA	Long
4. Develop a comprehensive strategy for marketing the neighborhood, with emphasis on College Hill’s unique assets, in order to attract prospective buyers who value its historic character and quality of life.	a. Promote College Hill's "walkability" and convenience to destinations as key assets, to attract new owner-occupants.	CHNA, GRRA	Short
	b. Meet with Greensboro Regional Realtors Association, relocation specialists, University, and others to advance the positive image of the neighborhood.	CHNA, GRRA, Elon, GC, UNCG,	Short
	c. Develop tools to tell the story of College Hill: historic district aspects, and roles and responsibilities of landlords, tenants, & owner-occupants.	CHNA, GRRA	Mid
	d. Tell the story: Support the image and marketing of College Hill as a family-friendly environment.	CHNA, GRRA	Long

D. Neighborhood Development

Strategies	Actions	Key Actors	Priority
1. Increase coordination, timeliness, openness, and effectiveness of the administration of land development processes.	a. Monitor development proposals for sites in College Hill, especially those identified in the Potential Reinvestment Opportunities Map, as they arise, and proactively engage with the City and developers, to encourage appropriate outcomes.	CHNA, Planning	Short
	b. Collaborate with the City and developers to implement the land use patterns recommended in the College Hill Future Land Use Map.	CHNA, Planning	Mid
	c. Strive to develop neighborhood consensus about future development and redevelopment before individual /site development proposals file for approval.	CHNA	Long
	d. Where appropriate, contact property owners to discuss the possibility of strategic re-zonings to reinforce the College Hill Future Land Use Map.	CHNA	Long
	e. Collaborate with the City and developers to negotiate re-zoning conditions as development occurs, to ensure compatibility with the College Hill Future Land Use Map.	CHNA, Planning	Long
	f. Support establishing Certificate of Appropriateness fees to partially cover cost of City staff review time.	HPC, Planning	Long
	g. Improve quality and quantity of communication and input opportunities on relevant development plans.	E&I, GDOT, Planning	Long
	h. Improve accessibility of and increase awareness of City zoning requirements.	NDD, Planning	Long
	i. Review zoning designations and consider pursuing closer correlation between zoning and the College Hill Future Land Use Map.	CHNA, Planning	Long
	j. Compile a detailed timeline of events leading to approval of rezoning for Province Project.	CHNA, Planning	Long

2. Ensure that all development activity is appropriately sensitive to context (adjacent properties and the broader neighborhood).	a. Set standards which induce high quality infill developments compatible with the historic character of College Hill, emphasizing that the density and configuration of development must be appropriate to the traditional, walkable neighborhood context.	NDD, Planning	Mid
	b. Encourage developers to consult with the CHNA and the Planning Department early in the development process, to promote quality, context-sensitive uses, site configurations, and designs.	Planning, TREBIC	Long
	c. Establish and maintain appropriate 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.	NDD, Planning	Long
	d. Investigate options to reduce the severity of conflicts among existing residential and non-residential uses.	Planning	Long
	e. Support adoption/mapping of appropriate zoning tools and design standards to ensure any new development is appropriate to the neighborhood context.	NDD, Planning	Long
3. Encourage enhancements to the quality of available business sites, and establishment of businesses that serve neighborhood needs.	a. Support and encourage the expansion of local retailing and services.	EDBS, GMA, TSMA	Short
	b. Enhance connection between College Hill and Downtown.	AGSO, DGI, GDRA	Short
	c. Collaborate with businesses to develop a directory of shops in College Hill and the types of products/services they offer, to encourage increased patronage by all College Hill residents.	Businesses, TSMA, CHNA	Long
	d. Explore feasibility of establishing a recurring open-air farmers' market on an appropriate site in College Hill.	Businesses, TSMA, CHNA	Long
	e. Hold land-use and design workshops to plan for changing use of business sites south of Spring Garden St.	Businesses, CHNA, Planning	Long
	f. Support tenant recruitment efforts to fill vacant spaces with priority given to business operators actively participating in neighborhood and business district association.	GMA, TSMA	Long

	g. Consider working with the City and the Greensboro Neighborhood Congress to establishing a College Hill Neighborhood Development Corporation.	CHNA, Planning, GNC	Long
	h. Work with local banks to create low-interest loan programs for business to implement storefront and interior space upgrades.	EDBS, Lenders	Long

E. Parking and Traffic

Strategies	Actions	Key Actors	Priority
1. Reduce the negative impact of parking on the neighborhood.	a. Consider adding bike lanes and eliminating on-street parking, on the 100-300 blocks of Tate Street.	BIG, GDOT, TSMA	Short
	b. Work with landlords to minimize on-street parking violations by renters, resulting from inadequate off-street parking for rental units.	Landlords	Mid
	c. Clearly delineate/expand areas for resident-only on-street parking restrictions.	GDOT	Long
	d. Identify suitable locations for additional bicycle parking and install new racks, to help reduce the need for motor vehicle parking.	BIG, GDOT	Long
	e. Strictly enforce off-street parking requirements for each occupied dwelling unit.	GDOT, NDD	Long
	f. Improve enforcement of front yard parking ban.	NDD	Long
	g. Consider limiting on-street parking to one side only, where appropriate.	GDOT	Long
	h. Resolve or clarify apparent inconsistencies in parking signage and striping along McGee Street; consider requesting Greensboro College to join the neighborhood parking 2-hour permit zone.	GC, GDOT	Long
	i. Explore options for ensuring adequate supply of employee parking for businesses on Tate Street.	CHNA, GDOT,TSMA	Long

2. Reduce the negative impact of motor vehicle traffic on the neighborhood.	a. Collaborate with Greensboro College and Guilford County Schools to re-route parking lot access via West Market Street, instead of McGee Street.	GC, GCS, GDOT	Mid
	b. Collaborate with GDOT to evaluate intersections, and identify & prioritize needed improvements for safety and/or functionality, for all road users.	GDOT	Mid
	c. Collaborate with GPD and UNCG Campus Police to improve enforcement of posted speed limits and other traffic laws.	GPD, UNCG	Long
	d. Collaborate with GDOT to prohibit or limit trucks and other over-size vehicles on narrow streets near Greensboro College.	GDOT	Long
	e. Consider requesting Greensboro College to reopen College Place to vehicular access.	GC, GDOT	Long
	f. Work with GTA, UNCG, & GC to minimize, to the extent practicable, the impact of buses traveling through the neighborhood.	GC, GTA, UNCG	Long
	g. Identify, plan, and construct needed improvements on Edgar Alley and Springdale Court.	GDOT	Long
	h. Ensure that when construction activity affects streets, granite curbs and brick gutters continue to be retained/repaired, where present.	GDOT	Long
	i. Collaborate with GDOT to develop strategies for addressing identified traffic concerns, that incorporate the 5Es.	GDOT	Long
	j. Collaborate with GDOT and GPD to ensure that posted speed limits on all streets in the neighborhood are consistent and appropriate for the combination of adjacent development pattern, motorized and non-motorized traffic volumes, and physical constraints.	GDOT, GPD	Long
	k. Collaborate with GDOT to revisit and, as appropriate, implement “Transportation Improvements for the College Hill Neighborhood”.	GDOT	Long

3. Improve the connectivity and quality of the sidewalk/pedestrian walkway system.	a. Improve maintenance of trees and hedges along sidewalks; get dirt/mud ruts planted and maintained, or filled where planting not feasible.	GDOT,	Short
	b. Map and post way-finding signage along the most common pedestrian routes and ensure adequate lighting and sight distance for personal safety.	GDOT, Planning	Mid
	c. Enhance (add to) the street lighting, as needed.	Duke Energy, GDOT	Mid
	d. Collaborate with GDOT to identify, plan, and construct needed repairs/improvements of sidewalks, crosswalks, wheelchair ramps and other pedestrian safety and accessibility features.	GDOT	Long
	e. Prepare list of critical improvements for city action/use of Municipal Service District funds.	Planning	Long
	f. Favor connected streets, not cul-de-sacs or gated communities in infill and redevelopment.	GDOT	Long
	g. Utilize streetscape funds to extend streetscape to Downtown.	GDOT, Planning	Long
	h. Encourage residents to report damaged sidewalks and other infrastructure issues to the City, through the Greensboro Fix It app, to facilitate quick correction.	CHNA	Long

F. High Quality of Life

Strategies	Actions	Key Actors	Priority
1. Pursue environmentally sound neighborhood activities.	a. Establish and maintain additional open spaces, and public space improvements to serve the neighborhoods diverse needs.	P&R, Planning	Mid
	b. Collaborate with City staff to identify further opportunities to use Redevelopment Commission funding (and, as appropriate, in conjunction with Municipal Service District funds).	Planning, RCG	Mid

	c. When feasible, use MSD funds to address emergent development issues, such as foreclosures, critical multi-family units, and critical locations.	Planning	Mid
	d. Learn and disseminate environmentally sensitive property maintenance practices.	CSC, GB, P&R, TGSO	Long
	e. Utilize university and college resources as workshop speakers.	GC, UNCG	Long
	f. Establish additional public open spaces at the time of property redevelopment.	P&R, Planning	Long
	g. Promote more and improved site landscaping.	GB, Planning	Long
	h. Invite speakers from NCA&T's Natural Resources & Environmental Design program to speak at workshops on sustainable landscapes.	NCA&TSU	Long
	i. Consider use of MSD funds as match in applying for grants to conduct landscaping improvements.	Planning	Long
	j. Work with the City to make the most effective use of limited code enforcement resources; active neighborhood support.	NDD, GFI	Long
	k. Improve certificate-of-occupancy process to ensure compliance with codes, and property maintenance at the time of tenant changes.	E&I, Planning	Long
	l. Conduct a thorough review and update of MSD program, rules, and priorities.	Planning	Long
2. Conduct neighborhood events that build neighborly interaction (and to have fun together).	a. Create and distribute a student/parent brochure on character and information and phone numbers for parking, trash, enforcement, and other issues.	CoG, GC, Elon, GPD, UNCG	Short
	b. Establish a "Taste of College Hill," "Rediscover Tate Street," or other seasonal festival; re-instate the "Tate Street Festival," participate in National Night Out; establish Evening Promenade walks, etc.	CHNA	Mid
	c. Elevate and integrate the Tate Street Merchants Association into neighborhood activities.	CHNA, TSMA	Mid
	d. Engage students in the establishment and maintenance of a safe and attractive neighborhood.	GC, Elon, UNCG	Mid

3. Enhance the aesthetic quality and usability of public and semi-public spaces throughout College Hill.	a. Fix broken street lamps; resolve inconsistencies in light levels.	DEC, GDOT Planning	Short
	b. Reduce sign clutter, replace damaged signs, improve sign placement, enhance signage to identify 'Historic College Hill'.	GDOT, Planning	Mid
	c. Request utilities to remove unused overhead lines and abandoned poles.	Utilities	Mid
	d. Explore the feasibility of implementing a neighborhood-wide Wi-Fi system.	CHNA	Mid
	e. Request modification of solid waste pick-up schedule for businesses (including those at Spring Garden / Mendenhall intersection) to Monday, to get weekend trash removed sooner.	Businesses, TMSA, CHNA, FOD	Long
	f. Collaborate with businesses to identify suitable locations for additional outdoor waste receptacles and appropriate emptying schedule.	Businesses, TMSA, CHNA, FOD	Long
	g. Collaborate with businesses to develop options for improved management of outdoor smoking activity and proper disposal of cigarette butts and ashes.	Businesses, TMSA, CHNA, FOD	Long
	h. Collaborate with businesses to develop strategies for preventing graffiti and vandalism, and for more timely notification and remediation of same.	Businesses, TMSA, CHNA, NDD	Long
	i. Apply for funding from the Community Foundation of Greater Greensboro's "Building Stronger Neighborhoods" program and the City of Greensboro's "Neighborhood Small Projects" program.	CFGG, Planning	Long
	j. Evaluate cost and feasibility of burying overhead utility lines, or relocating to rear of lots, where appropriate.	Utilities, Planning	Long
	k. Collaborate with Duke Energy and GDOT to resolve issues related to correct style decorative street lamp purchase and installation.	DEC, GDOT Planning	Long

Appendix 2 – Acronyms and Abbreviations

5Es ..... Refers to Education, Encouragement, Enforcement, Engineering, & Evaluation in transportation improvements
AGSO ..... Action Greensboro
BIG ..... Bicycling In Greensboro, Inc.
C2025 ..... Connections 2025, the City of Greensboro's Comprehensive Plan
CC ..... Code Compliance (a function of the Greensboro Neighborhood Development Department)
CCED ..... UNCG's Center for Community Engaged Design
CHNA ..... College Hill Neighborhood Association
CHS ..... Community Housing Solutions of Greensboro
CIP ..... City of Greensboro Capital Improvements Program
CMO ..... Greensboro City Manager's Office
COG ..... City of Greensboro
CPTED ..... Crime Prevention Through Environmental Design (aka SafeScapes)
CPUMC ..... College Place United Methodist Church
CSC ..... Greensboro Community Sustainability Council
DGI ..... Downtown Greensboro Incorporated
DEC ..... Duke Energy Corporation
E&I ..... Greensboro Engineering and Inspections Department
EDBS ..... Greensboro Economic Development & Business Services Office
Elon ..... Elon University School of Law
FOD ..... Greensboro Field Operations Department
GBI ..... Greensboro Beautiful, Inc.
GC ..... Greensboro College
GCPR ..... Guilford County Parks and Recreation
GCS ..... Guilford County Schools
GCT ..... Guilford County Tax Department
GDOT ..... Greensboro Department of Transportation
GDRA ..... Greensboro Downtown Residents Association
G-FLUM ..... Generalized Future Land Use Map, City's Connections 2025 Comprehensive Plan component
GFI ..... Greensboro Fix-It!, City of Greensboro online form to submit and track code compliance issues
GLA ..... Greensboro Landlords Association
GMA ..... Greensboro Merchants Alliance
GNC ..... Greensboro Neighborhood Congress
GPD ..... Greensboro Police Department
GRRA ..... Greensboro Regional Realtors Association
GTA ..... Greensboro Transit Authority
GUM ..... Greensboro Urban Ministries
HEAT ..... Higher Education Area Transit
HPC ..... Greensboro Historic Preservation Commission
HUD ..... US Department of Housing and Urban Development
LDO ..... Land Development Ordinance (City of Greensboro planning and zoning laws)
MCPD ..... Mayor's Committee on Persons with Disabilities
MHSC ..... Greensboro Minimum Housing Standards Commission
MSD ..... Municipal Service District; a special taxing authority, that funds improvement of City facilities in College Hill, at a level above and beyond City standards
NCA&TSU ..... North Carolina Agricultural & Technical State University
NCDOT ..... North Carolina Department of Transportation
NCHFA ..... North Carolina Housing Finance Agency
NDD ..... Greensboro Neighborhood Development Department
P&R ..... Greensboro Department of Parks and Recreation
PB ..... Greensboro Planning Board
PCC ..... Presbyterian Church of the Covenant
PEH ..... Partners Ending Homelessness
PGI ..... Preservation Greensboro, Inc.
Planning ..... Greensboro Planning Department
RCG ..... Redevelopment Commission of Greensboro
RUCO ..... Rental Unit Certificate of Occupancy
Sheriff ..... Guilford County Sheriff's Department
SHPO ..... North Carolina State Historic Preservation Office

SoG ..... University of North Carolina School of Government
SynerG ..... Action Greensboro's young professionals networking and events organization
TAA ..... Triad Apartment Association
TGSO ..... Transition Greensboro
TREBIC ..... Triad Real Estate and Building Industry Coalition
TSMA ..... Tate Street Merchants' Association (may be defunct)
UNCG ..... The University of North Carolina at Greensboro
WRD ..... Greensboro Water Resources Department
ZC ..... Greensboro Zoning Commission

Table 1: Race and Ethnicity

	College Hill		District 3		Greensboro	
Race	2000	2010	2000	2010	2000	2010
White	85.1%	82.8%	80.9%	75.6%	57.9%	49.6%
Black	10.3%	10.5%	14.9%	16.8%	35.3%	39.4%
Asian	1.6%	2.4%	1.6%	3.6%	2.8%	4.0%
All Other Races	3.1%	4.2%	2.5%	4.0%	4.0%	7.0%
Hispanic Origin	2.7%	3.3%	2.8%	4.0%	4.1%	7.6%

Source: ESRI analysis of US Census Bureau data.

Table 2: Age Group Distribution

	College Hill		District 3		Greensboro	
Age Group	2000	2010	2000	2010	2000	2010
0 to 14	3.4%	3.1%	17.5%	17.1%	19.2%	18.6%
15 to 24	55.6%	51.8%	14.0%	13.2%	16.8%	18.2%
25 to 34	20.7%	22.6%	17.4%	14.5%	16.5%	14.6%
35 to 44	9.2%	6.6%	15.9%	13.7%	15.2%	13.1%
45 to 64	9.0%	12.5%	22.7%	27.0%	20.7%	23.6%
65+	2.2%	3.4%	12.5%	14.6%	11.7%	11.9%

Source: ESRI analysis of US Census Bureau data

Table 3: Household Types

	College Hill		District 3		Greensboro	
Household Type	2000	2010	2000	2010	2000	2010
Households with 1 Person	54.8%	50.9%	36.5%	38.3%	31.6%	33.8%
Married Family Households	14.7%	13.7%	43.6%	40.3%	41.8%	35.8%
Single Parent Households	5.7%	4.3%	10.9%	12.7%	18.0%	20.9%
Non-family Households (2+ People)	24.8%	31.1%	9.0%	8.6%	8.6%	9.6%

Source: ESRI analysis of US Census Bureau data

Table 4: Educational Attainment

	College Hill		District 3		Greensboro	
Education Level	2000	2010	2000	2010	2000	2010
Less than 9th Grade	0.9%	3.7%	2.4%	2.7%	4.8%	4.9%
9th to 12th Grade (No Diploma)	3.6%	0.0%	4.5%	4.7%	10.3%	8.1%
High School Graduate	5.3%	10.5%	15.3%	16.1%	22.3%	24.4%
Some College (No Degree)	19.7%	14.9%	21.9%	19.8%	22.3%	21.7%
Associate Degree	8.4%	3.4%	5.5%	7.1%	5.8%	6.2%
Bachelor's Degree	39.1%	36.0%	33.5%	31.8%	23.7%	23.3%
Master's/Professional/Doctorate Degree	23.0%	31.4%	16.9%	17.8%	10.8%	11.4%

Source: ESRI analysis of US Census Bureau data

Table 5: Household Income Ranges

	College Hill		District 3		Greensboro	
Income Range	2000	2013	2000	2013	2000	2013
Less than $15,000	24.2%	36.7%	12.5%	13.2%	14.6%	17.1%
$15,000 - $24,999	23.1%	18.4%	9.9%	10.0%	13.7%	13.3%
$25,000 - $34,999	13.6%	12.7%	13.6%	11.0%	14.2%	13.3%
$35,000 - $49,999	1.2%	12.0%	16.0%	13.1%	17.2%	14.7%
$50,000 - $74,999	9.2%	10.4%	19.4%	18.5%	19.1%	18.0%
$75,000 - $99,999	5.1%	4.5%	9.8%	11.3%	9.1%	9.7%
$100,000 - $149,999	22.8%	3.3%	10.0%	11.2%	7.2%	7.6%
$150,000 or more	5.5%	2.1%	8.8%	11.8%	4.9%	6.2%
Per Capita Income	$16,272	$18,085	$33,151	$36,953	$23,504	$25,462

Source: ESRI analysis of US Census Bureau data

Table 6: College Hill Employment

Industry Category	Jobs in College Hill	Jobs held by College Hill residents
Accommodation and Food Services	123	107
Administration & Support, Waste Management and Remediation	26	89
Agriculture, Forestry, Fishing and Hunting	0	1
Arts, Entertainment, and Recreation	17	11
Construction	22	17
Educational Services	453	76
Finance and Insurance	11	45
Health Care and Social Assistance	61	123
Information	4	23
Management of Companies and Enterprises	0	22
Manufacturing	51	52
Mining, Quarrying, and Oil and Gas Extraction	0	0
Other Services (excluding Public Administration)	9	20
Professional, Scientific, and Technical Services	7	42
Public Administration	0	23
Real Estate and Rental and Leasing	27	6
Retail Trade	42	162
Transportation and Warehousing	0	43
Utilities	0	1
Wholesale Trade	3	28
Total	856	891

Source: US Census Bureau 2011 data

Table 7: Housing Tenure Data

	College Hill		District 3		Greensboro	
Tenure Type	**2000**	**2010**	**2000**	**2010**	**2000**	**2010**
Owner Occupied	24.0%	22.9%	55.1%	53.2%	51.8%	47.5%
Renter Occupied	70.2%	67.3%	38.9%	37.8%	41.4%	42.5%
Vacant	5.8%	9.8%	6.0%	9.0%	6.8%	9.9%

Source: ESRI analysis of US Census Bureau data

Table 8: Additional Demographic Data

	College Hill		District 3		Greensboro	
	2010	2013	2010	2013	2010	2013
Population	1,538	1,565	53,811	54,995	269,094	275,749
Households	740	757	24,679	25,295	111,546	114,546
Average Household Size	2.08	2.15	2.18	2.17	2.41	2.41
Area (square miles)	0.26	0.26	19.8	19.8	127.9	133.2
Population Density (persons per square mile)	5,915	6,019	2,718	2,778	2,103	2,070
2010 Poverty Rate	20%		28%		12%	
2010 Median Home Value	$145,635		$115,558		$105,361	

Source: ESRI analysis of US Census Bureau data

Table 9: Comparison of Construction Permit Data

		College Hill		District 3		Greensboro	
	Year	Permits[1]	Value[2]	Permits[1]	Value[2]	Permits[1]	Value[2]
Pre- Housing Market Crash	2004	10	$76,488	652	$64,823,549	3,106	$223,490,132
	2005	11	$261,200	704	$57,348,640	2,912	$244,217,157
	2006	1	$20,000	670	$41,024,009	3,073	$224,938,637
	2007	12	$374,550	586	$32,611,040	3,363	$213,032,823
	2008	3	$135,500	620	$40,693,862	3,668	$196,955,364
Post- Housing Market Crash	2009	12	$158,953	356	$24,647,980	2,320	$135,254,531
	2010	62	$4,288,101	518	$24,546,690	2,567	$116,857,945
	2011	166	$10,957,946	776	$41,030,231	2,761	$125,587,001
	2012	10	$236,945	640	$48,902,458	2,245	$137,543,948
	2013	9	$82,950	463	$29,770,296	2,282	$134,286,608
Total		296	$16,592,633	5,985	$405,398,755	28,297	$1,752,164,146
Province only		218	$14,883,466				
All Other		78	$1,709,167				
Post-Crash vs Pre-Crash			1812.2%				
Post- vs Pre- (minus Province)			96.97%		71.4%		58.9%
Total Taxable Value			$90,023,223		$6,131,490,383		$20,169,232,266
Exempt Value			$54,898,050		$1,164,896,974		$3,346,482,340
Percent Exempt			37.9%		16.0%		14.2%

Source: City of Greensboro and Guilford County Tax Department

Notes:

1 - Total permits issued, for which a final inspection has been conducted.

2 - Total estimated construction value for all permits, for which a final inspection has been conducted.

Table 12: College Hill Code Compliance Cases by Type, 2009 to 2013

Type	2009	2010	2011	2012	2013	Total	Annual Average	Percent of Total
Housing	5	1	2	1	2	11	2.2	2.5%
Nuisance	69	19	41	43	41	213	42.6	47.9%
RUCO	84	53	8	5	9	159	31.8	35.7%
Vehicle	15	2	25	7	13	62	12.4	13.9%
Total	**173**	**75**	**76**	**56**	**65**	**445**	**89.0**	

Source: City of Greensboro

Table 13: College Hill Reported Crimes by Type, 2009 to 2013

Type Code	Type Description	Part	Severity	2009	2010	2011	2012	2013	Type Total	Annual Average	Percent of Total
1	Aggravated Assault	1	1	4	1	1	0	1	7	1.4	0.9%
2	Arson	1	1	0	0	1	1	0	2	0.4	0.3%
3	Assault	2	1	6	1	6	3	7	23	4.6	3.1%
4	Auto Theft	1	3	6	8	4	5	1	24	4.8	3.2%
5	Burglary	1	3	19	19	21	32	14	105	21.0	14.0%
6	Drug Offense	2	2	8	7	11	36	32	94	18.8	12.6%
7	Driving While Intoxicated	2	4	2	4	2	8	6	22	4.4	2.9%
8	Embezzlement	2	4	0	1	1	0	0	2	0.4	0.3%
9	Family Crime	2	1	0	0	1	1	0	2	0.4	0.3%
10	Forgery	2	4	0	1	3	2	1	7	1.4	0.9%
11	Fraud	2	4	6	3	3	7	7	26	5.2	3.5%
12	Gambling	2	4	0	0	0	0	0	0	0.0	0.0%
13	Homicide	1	1	0	0	1	0	0	1	0.2	0.1%
14	Larceny	1	3	56	43	75	39	56	269	53.8	35.9%
15	Liquor Law Violation	2	4	0	0	1	1	0	2	0.4	0.3%
16	Suicide/Attempted Suicide	2	2	0	2	0	0	1	3	0.6	0.4%
17	Blackmail/Extortion	2	4	0	0	0	0	0	0	0.0	0.0%
18	Shooting at Dwelling	2	1	0	1	1	1	0	3	0.6	0.4%
19	Stalking	2	2	0	0	0	0	0	0	0.0	0.0%
20	Trespassing	2	3	0	0	0	1	0	1	0.2	0.1%
21	Prostitution	2	2	0	0	0	0	0	0	0.0	0.0%
22	Rape/Attempted Rape*	1	1	-	-	-	-	-	0	0.0	0.0%
23	Robbery	1	1	2	7	3	6	8	26	5.2	3.5%
24	Sex Crime	2	1	0	0	0	0	0	0	0.0	0.0%
25	Sale/Possession of Stolen Property	2	3	0	0	0	0	1	1	0.2	0.1%
26	Vandalism	2	3	33	20	26	24	23	126	25.2	16.8%
27	Weapons Law Violation	2	2	1	0	1	1	0	3	0.6	0.4%
	Total All Crimes			**143**	**118**	**162**	**168**	**158**	**749**	**149.8**	

Source: Greensboro Police Department Data

Table 14: College Hill Reported Crimes by Severity, 2009 to 2013

Severity Code	Severity Level	2009	2010	2011	2012	2013	Type Total	Annual Average	Percent of Total
1	Violent	12	10	14	12	16	64	12.8	8.5%
2	Non-Violent Conspicuous	9	9	12	37	33	100	20.0	13.4%
3	Property	114	90	126	101	95	526	105.2	70.2%
4	Inconspicuous	8	9	10	18	14	59	11.8	7.9%
	Total All Crimes	**143**	**118**	**162**	**168**	**158**	**749**	**149.8**	

Source: Greensboro Police Department Data

Table 16: Five-Minute Trade Area Retail Marketplace Gap

Retail Category	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Bldg Materials, Garden Equip. & Supply Stores	$5,876,590	$4,176,676	$1,699,914
Clothing & Clothing Accessories Stores	$13,528,433	$7,790,737	$5,737,696
Electronics & Appliance Stores	$5,868,673	$17,000,497	-$11,131,824
Food & Beverage Stores	$32,845,930	$13,760,791	$19,085,139
Food Services & Drinking Places	$24,211,318	$62,431,196	-$38,219,878
Furniture & Home Furnishings Stores	$4,812,889	$5,874,703	-$1,061,814
Gasoline Stations	$23,281,074	$77,665,031	-$54,383,957
General Merchandise Stores	$40,323,172	$1,346,554	$38,976,618
Health & Personal Care Stores	$16,124,868	$28,516,032	-$12,391,164
Miscellaneous Store Retailers	$5,072,218	$9,822,322	-$4,750,104
Motor Vehicle & Parts Dealers	$38,622,521	$88,697,991	-$50,075,470
Non-store Retailers	$10,853,617	$7,996,652	$2,856,965
Sporting Goods, Hobby, Book & Music Stores	$5,149,502	$8,175,764	-$3,026,262
Total	$226,570,805	$333,254,946	-$106,684,141

Source: ESRI analysis of Dun & Bradstreet data

Appendix 4 – Municipal Service District Planned Projects, 2013 - 2014

The following items are identified in the *College Hill Municipal Service District Progress Report and Plan Update, Summer 2013*: as projects that the neighborhood will seek to implement, using Municipal Service District funds:

- Landscaping of Spring Garden Street
- Landscaping at west end of Morehead Avenue at Fulton Street
- Install additional period streetlights
- Install additional pedestrian trash receptacles
- Install benches and/or shelters at bus stops
- Replace chain link fence at McGee Street culvert with decorative handrail
- Landscaping at corner of S. Cedar and W. McGee Street
- Restore granite curbs, brick gutters and repair sidewalks
- Landscaping to screen parking lots
- Replant strip between sidewalk and curb with more suitable plant materials
- Resume signature corner landscaping treatment at internal intersections
- Street tree planting and pruning program

Appendix 5 – Ideas for Enhancing Neighborhood Vitality

The following pages list projects, events, and strategies that can be used to boost the vitality and neighborliness of virtually any neighborhood. These ideas have been adapted from various sources as noted:

Adapted from StrongTowns.org and BetterBlock.org:

Generate Ideas from Within – Hold a "Neighborhood Challenge" contest to seek ideas for neighborhood improvements from its residents, businesses, etc. Round 1 – Implement 15 winning projects, each with estimated cost of $100 or less. Round 2 – Implement 5 winning projects, each with estimated cost of $500 or less. Round 3 - Implement 1 winning project with estimated cost of $2,500 or less. Result: 21 new neighborhood enhancements with a total cost of just $6,500! Projects might include:

- Bike racks
- Pedestrian crossing improvements
- Planting the 'Right Tree in the Right Place'
- Intersection pavement mural
- Strategic tree trimming / thinning
- Use 'temporary' installations to test feasibility before making permanent changes
- Murals and/or mosaics on blank featureless building walls
- Bus shelter – artistically designed by the neighborhood
- Neighborhood information kiosk
- Little Free Library
- Wayfinding signage with 'It's an X minutes walk to _____'
- Pop-up art gallery, café, or parklet.
- "Open street" event with arts & crafts vendors, food, beverages, music, games, and socializing

Adapted from *The Great Neighborhood Book* by Jay Walljasper:

Smile. Wave. Greet Everyone. – Make it your mission to spread a little cheer all around. You may improve more than your neighborhood; you might help save human civilization.

Spark a Revival of Good Old Fashioned Neighborliness - Organize a 'progressive dinner party' or take a casserole to the neighbor down the street coping with an illness, a death, or a colicky baby.

Give Yourself a Break – A frantic, harried, pace of life can be the greatest threat to the sense of community that defines strong neighborhoods. Create opportunities to slow down and enjoy what's most satisfying about your neighborhood.

Go Out for a Stroll – Organize a recurring neighborhood promenade, following a closed loop of about 1,500 feet (3 to 4 laps per hour at a comfortable pace). Choose a route with various things to see and do along the way, to keep it interesting, and invite your neighbors to join you!

Look at Familiar Places with Fresh Eyes – Become an expert on your neighborhood by walking every single block, looking for things you hadn't seen before.

Establish a community garden – organize periodic group work days, annual swaps of seeds, seedlings, or cuttings, and a harvest festival feast to share the bounty (and favorite recipes); don't forget to include folks who have backyard gardens.

Don't Bowl Alone – Neighborhoods need investments of social capital to become strong and vibrant – joining or forming local civic organizations, book clubs, athletic leagues, knitting circles, chess clubs, trivia challenges, board game nights, or other groups creates the community connections that are crucial sources of social capital.

Make the most of What You've Got – Build on key existing physical assets in your neighborhood by ensuring that these focal points provide as many different things to do as possible. A hot spot that has at least 10 different available activities will almost inevitably become a popular destination.

Offer people a place to sit – A bench or chairs can transform a lonely space into a lively place.

Think small for Big Results – Look for opportunities that will produce some short-term wins with visible changes within 6 to 12 months, resulting from the effort. This generates credibility and discourages cynics. Start with petunias. Flowers can brighten up any place and reassure passersby that someone is committed to planting, watering, and weeding the flowerbed. And don't dismiss the effectiveness of intermediate steps toward a grander long-term goal.

Rediscover the front yard or porch – You can greet your neighbors, make new acquaintances, and keep an eye on what's going on down the block. It's a wonderful spot to eat meals in warmer months or set up a reading lamp and comfy chairs to catch the cool evening breezes.

Improve Neighborhood Traffic Safety – Wave to motorists, sit on a chair or bench in your front yard, add antlers to your bicycle helmet, dress your kids a dragons when they're out playing, anything to break down the barriers between drivers sealed in their cars and everyone else.

Calm the Traffic – Implementing traffic calming measures on neighborhood streets can not only reduce speeds, but can actually decrease traffic in general as people make fewer trips in their car, either by running errands on one outing or by switching to biking, walking, or taking public transit. Traffic calming features can also greatly reduce road noise and improve safety for all road users.

Leave Crime Nowhere to Hide – Keep a watchful eye on the streets, and watch troublemakers move on.

Eat, Drink, & Be Merry - Ask a local restaurant, café, or tavern to designate one table – preferably a big one! – for neighborhood residents who want to share a conversation with their neighbors, and add to map of neighborhood amenities.

Create a place to ‘Go’ – Ask local businesses to post signs, making their restrooms available for public use, as a convenience to pedestrians, and add to map of neighborhood amenities.

Establish a Kids’ Day – Create a day when enterprising children are encouraged explore their natural creativity and to sell whatever they want, wherever they want in the neighborhood – on sidewalks, in their front yards, in parks, etc.

Harness the power of “Zealous Nuts” – Identify people in the neighborhood who are its over-enthusiastic champions and empower them (within your comfort level) to tackle the projects that have been long-standing unfulfilled neighborhood goals.