

GREENSBORO
Connections 2025



City of Greensboro

*2nd Annual
Comprehensive Plan Annual Report*

July 2004 - June 2005

Greensboro Connections 2025 Comprehensive Plan
2004-05 Annual Report
Executive Summary

General

Year Two of Connections 2025 Plan implementation has again proven to be very busy and productive. Many citizens and staff were involved in carrying out or monitoring the proper implementation of the Plan. Of the 56 implementation measures called for in the adopted Plan to be carried out or started by this year, 5 were completed, 34 are in-progress, 10 are on-going, and 7 are planned to begin in the coming year. Details on these projects are included in the attached materials.

There are four particular challenges continuing to face the Greensboro community in successfully implementing the Comprehensive Plan. First is the need to encourage more mixed-use development in designated locations. Keys to accomplishing this include developing more detailed mixed use guidelines, carrying out mixed use education efforts, and identifying specific opportunities for mixed use projects. An important part of this effort is to implement and revise, as needed, mixed use development within the designated 13 Activity Centers and 7 regional transit stations in the Plan.

Another major issue is modifying the City's water-sewer policies, boundaries and development tiers, to ensure that fringe area development is occurring in a quality and consistent fashion. The City Council review of a proposed new draft water-sewer policy is underway.

A third major issue is the coordination of several major planning and regulatory efforts occurring in the Downtown area. These include work on streetscape standards, design overlay and other zoning issues, strategic planning in key locations, and planning for key capital facility needs in the area.

Lastly, there is a need to develop and fund a capital facility planning system for the City that can assure both an adequate infrastructure to support quality growth and which will provide funds needed to carry out various strategic planning initiatives, such as a number of corridor planning efforts, as called for in the Plan.

2004-05 Plan Amendments

Staff processed its first set of staff-initiated amendments including five Generalized Future Land Use Map Amendments, six text amendments and two amendments to the Community Structure Map. There were seven citizen-initiated amendments that were made in association with rezoning cases. All citizen-initiated cases were heard, with accompanying rezoning requests, before a joint meeting of the Planning Board and Zoning Commission and the final decision was made by City Council.

2005-06 Goals

Staff will continue to work on all of the unfinished tasks however, the following is a list of the larger projects that will consume the majority of staff time for the next year: LDO Rewrite, Roadway Design Standards, Fringe Area Development/ Growth Tier Implementation, Infill Development, Downtown Development Initiatives, Neighborhood Planning, the Bicycle/Pedestrian and Master Trails Plans, and Achieving Reconciliation and Equity (second class of the Mosaic Program and second annual Latino Forum). Additionally, as mentioned earlier, staff will work to develop mixed use guidelines to give more guidance to the Boards, Commissions, and Council when making land use decisions in designated mixed use areas. These guidelines will also serve as a basis for developing mixed use zoning districts in the new LDO.

The entire report, including detailed year-end reports and links to supplemental documents (not included in this report), can be viewed online at: www.greensboro-nc.gov/comp_plan/.

ANNUAL REPORT

This is the second Annual Report of the *Greensboro Connections 2025 Comprehensive Plan*. The report covers the progress made on implementation from July 1, 2004 – June 30, 2005. The report includes:

- a summary of the activity that has taken place during Year Two of Plan implementation;
- goals for the next year; and
- a list of Plan amendments that have been processed over the course of the year.

I. SUMMARY OF ACTION PLAN STATUS REPORTS

The following is a summary table of the status of the 56 Year Two projects:

Table 1. FY04/05 Project Status

Number of Projects	Status	Definition
5	Complete	Project is done
34	In-progress	The project is well underway, but not yet complete
10	On-going	The project is underway, but it has no ending point.
7	Planned	This project is in the work plan, but for varying reasons has not been started (e.g. contingent on other projects being completed or relying on assistance from another entity that is currently unavailable to assist.)
56	Total	

As shown in the table above, there are 56 projects on staff's work plan for Years 2-3 (FY04/05-05-06). Twelve new projects were added in Year Two. These projects are derived from the Action Plan (Table 10-1) of the Comprehensive Plan. Staff is continuing to work on unfinished projects from Year One (FY03/04) and has begun to work on many of the Mid-Term projects which span two fiscal years (FY04/05 - 05/06). Five projects were completed in FY04/05, 34 are in-progress, 10 are considered on-going, and 7 are planned to get underway in the next fiscal year. Of the five completed projects three are in the Community Character chapter and two are in the Economic Development chapter. The projects are: Open Space and Greenways Strategic report, Parks and Recreation Master Plan Update, Community-

wide Tree Planting, Economic Development Objectives and Incentives, and Appeals Process. The following is a brief description of the five completed projects. For a complete list of projects with brief summaries see *Table 2. Project Summaries* at the end of the report.

COMPLETED PROJECTS

Community Character: Parks, Open Space And Natural Resources

Policies: 4G.4, 5A.1, 5A.3, 5A.4

Open Space and Greenways Strategic Report –The Parks, Open Space and Greenways Report was completed in August 2004. Implementation of the recommendations is dependent on the development of ordinances during the LDO rewrite. After the rewrite is complete the recommendations will need to be revisited and those not accomplished in the rewrite will need to be pursued.

Parks and Recreation Master Plan Update – The planned Parks and Recreation Master Plan update of the original 1998 Comprehensive Parks & Recreation Master Plan was a result of Parks & Recreation's on-going long range and strategic planning efforts. The updated plan acknowledges and supports the proposed Open Space and Greenways Strategic Report produced by the Connections 2025 Parks, Open Space and Greenways Committee. In addition, the updated plan projects future system-wide needs relative to facilities, programming and administration based on a thorough review of demographics, physical conditions, existing facilities and programming, and citizen input. The Comprehensive Parks and Recreation Master Plan Update was adopted by the Greensboro Parks & Recreation Commission May 11, 2005.

Community-wide Tree Planting Project – A public/private tree planting partnership was developed between Greensboro Beautiful Inc. and the City of Greensboro. The group held its first NeighborWoods tree planting project on November 20, 2004 in Eastside Park. A process was developed for selecting future NeighborWoods tree plantings and an application package was developed. One neighborhood will be selected each year. Additionally, a brochure was developed about the program to be distributed to the public. A grant was received to create a letter campaign to raise monies for the "tree fund". Fund-raising letters were sent out in May 2005 to residents soliciting monies for the tree fund.

Economic Development

Economic Development Objectives/Incentives (Policies 7A.1 and 7A.5) - The city's economic development objectives and strategies were reviewed and revised.

The revised guidelines accomplish the following objectives:

- (1) Clarifies the purpose and statutory basis for the program.
- (2) Identifies key industry clusters that the city has a strategic interest in targeting for growth.
- (3) Establishes investment and job creation thresholds required to qualify for incentives, establishes alternative qualifying criteria.
- (4) Outlines a formal staff review process.

- (5) Requires that an economic benefit analysis be performed as a component of the staff due diligence process.

The Economic Development Guidelines were reviewed and approved by City Council.

Review “Appeals” Process (Policy 7B.2) - The Technical Review Committee (TRC) revamp will allow a portion of the weekly meeting agenda to be set aside for developers to raise issues related to development projects on which they have been working. This will establish an on-going weekly “appeal” opportunity on development matters. The Director of Engineering and Inspections has also set up a similar review process for matters concerning building inspections. If the matters are unable to be resolved at the TRC meeting or by the Director of Engineering and Inspections, then there is an opportunity for a review by the City Manager’s Office prior to going through the formal appeals process. July 1, 2005 was the start date for a portion of the new TRC meeting format. Staff will be working with the development community over the course of the next few months to refine other possible changes to the TRC process.

IN-PROGRESS PROJECTS

There are 34 projects that are currently in-progress, all of which are shown in *Table 2 Project Summaries*. One of the in-progress projects that will have the biggest impact on implementing many of the policies (4C.1, 4C.2, 4C.3, 4G.1, 5A.3, 5F.2, 5F.3, 6A.4, 6C.1, 6C.2, 6C.3, 7A.6, 4G.3, 8C.3, 8E.3) of the Plan is the **Land Development Ordinance (LDO) rewrite** project. Among other things this rewrite will address: compact development standards, open space dedications, development design standards, diversification of new housing, home occupation regulations, neighborhood design guidelines (conservation district), and shared parking. The last rewrite of the Unified Development Ordinance (UDO) took place in the early 1990’s, the current rewrite will modernize many of the current ordinances, make the document more user-friendly with tables and graphics, and utilize new technology to make the ordinance not only accessible on our website, but also interactive with hyperlinks and search engines to give the user quick access to the specific information that they are seeking. Over the past year we have developed a request for proposal, interviewed three consulting firms, and hired Duncan Associates as lead firm. The City Manager appointed a Citizen Advisory Team (CAT) to guide the process. Staff kicked-off the project in April 2005 with stakeholder interviews, an initial meeting with the CAT, and three public meetings. In May, the Consultants produced a summarized comments report from the kick-off and they are currently drafting a diagnostic report to give policy direction for developing the new ordinance. This project is estimated to take approximately 18 months to complete and ordinance adoption is currently anticipated in February 2007.

Other in-progress projects, to note a few are:

Infill - Over the course of the year staff focused mostly on the identification of barriers. They started by looking at barriers within the organization i.e. conflicting

policies, ordinances, etc. and are in the beginning stages of identifying external barriers i.e. difficulty with financing, developers unfamiliar with how to build and market such a project, etc. The identification of infill barriers that are related to the development ordinance will be incorporated into the LDO rewrite.

Growth Tier Implementation/Funding Source for Phased Capital Improvements – The City Manager’s Office is currently in the process of revising the Water/Sewer Boundary policy and the City/County Water Sewer Agreement to align with the goals and policies of the Comprehensive Plan that address proactively funding infrastructure to promote growth and establishing policies that further refine and support the growth tiers.

Heritage Tourism – Work is well-underway in planning for the bicentennial celebration through the establishment of a Bicentennial Commission created under the Mayor’s leadership.

Neighborhood Planning Initiative – The Lindley Park Plan was adopted and is in the implementation phase and the Cedar Street area is in the beginning stages of a small area strategic plan.

Housing Maintenance Program - The Rental Unit Certificate of Occupancy (RUCO) program is up and running.

Housing Programs – SocialServe.com, an online affordable housing listing service, was launched in November 2004.

Brownfield Identification and Improvement – The South Elm Street brownfield project is underway. The consultants have been doing site research and they held the first round of public meetings in June 2005. They are planning to conclude the study in the fall of 2005.

Collector Street Map – The Collector Street Map was drafted through the cooperation of all jurisdictions within the Greensboro Metropolitan Planning Organization (MPO). The map has been endorsed by the MPO Technical Advisory Committee and it is in the process of being scheduled for review and adoption by all jurisdictions.

Bicycle and Pedestrian Plan – The bicycle and pedestrian plan are in the process of getting started and they will work in coordination with the Trails Master Plan that was initiated by the Parks and Recreation Department in the spring of 2005.

Regional Transit – Staff is continuing to work with PART to support the various phases of the Regional Rail Study. During the LDO rewrite a Transit Oriented Development (TOD) District will be explored as a new zoning district.

Roadway Design Standards – This project is just getting underway and progress in close coordination with the LDO rewrite. This project will review and address standards for items such as horizontal and vertical alignment for local streets and

thoroughfares, bike lanes, sidewalks traffic calming on new streets, private streets, connectivity, utility location, planting strips, on-street parking, etc. This project is anticipated to take 18 months to complete.

Achieving Reconciliation and Equity – The City initiated the Bicentennial Mosaic Partnership Program which is designed to increase communication, trust, and cooperation among the city's racial and ethnic groups. The project consists of three phases. The first phase is for established community leaders, the second is for growing leaders, and the third is open to the general public. It is hoped that the participants in each phase will be inspired to expand their experience into other social, civic, and professional groups to which they belong. The City also initiated the first day long Latino forum, Abriendo Puertas de Oportunidad/Opening Doors of Opportunity during Fair Housing month (April). The forum was a big success and it is anticipated to become an annual event.

All of the remaining projects that are either in-progress, on-going or planned are shown on Table 2 Project Summaries. For more detailed information see the full reports in Appendix A.

II. PROCESSED PLAN AMENDMENTS

See *2005 Annual Report Comprehensive Plan Amendment History Table* at the end of this report for a full list of Comprehensive Plan Amendments. Highlights of processed amendments are as follows: staff processed its first set of staff initiated amendments including five Generalized Future Land Use Map Amendments, six text amendments and two amendments to the Community Structure Map; and seven citizen initiated amendments that were in association with rezoning cases. All citizen initiated cases were heard before a joint meeting of the Planning Board and Zoning Commission and then the final decision was made by City Council.

All Plan amendment cases can be viewed on the Comprehensive Plan website at: http://www.greensboro-nc.gov/comp_plan/AmendmentTable.htm.

III. MONITORING COMMITTEE

The Council-appointed Monitoring Committee consisting of nine citizen members met eight times over the course of the year to monitor the progress of Plan implementation.

IV. SUMMARY OF COUNCIL BRIEFINGS

As part of implementation, the Council was briefed approximately four times over the course of the year on various aspects of the Plan. The main items discussed were:

- Mixed-use guidelines
- Downtown Design overlay;
- Infill Development; and
- Land Development Ordinance rewrite.

V. GOALS FOR NEXT YEAR

Staff will continue to work on all of the unfinished tasks however, the following is a list of the larger projects that will consume the majority of staff time for the next year: LDO Rewrite, Roadway Design Standards, Fringe Area Development/Growth Tier Implementation (revisions to the water/sewer extension policies), Infill Development, Downtown Development Initiatives, Neighborhood Planning, the Bicycle/Pedestrian and Master Trails Plans, and Achieving Reconciliation and Equity (second class of the Mosaic Program and second annual Latino Forum). Additionally, as mentioned earlier, staff will work to develop mixed use guidelines to give more guidance to the Boards, Commissions, and Council when making land use decisions in designated mixed use areas. These guidelines will also serve as a basis for developing mixed use zoning districts in the new LDO.

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
Land Use					
Infill	Y1: 4A.1, 4A.2, 4A.3, 4D.4 Y2: 8E.2	In-progress	Sue Schwartz	Self diagnostic (internal barrier identification completed). Beginning stages of external barrier identification Refined definition Including Objectives and Measures Infill inventory initiated	Provide data and feedback to LDO team on infill regulatory issues. Develop staff and public education. Complete infill inventory.
Infill Capital Improvements Assessment	Y2: 4B.1, 4B.2	Planned	Sue Schwartz/Larry Davis/Dick Hails		Schedule an initial assessment meeting in July 2005
LDO Rewrite: Compact Development standards, open space dedications, development design standards, Diversification of New Housing, Home Occupation regulations, Neighborhood Design Guidelines (conservation district), shared parking	Y1: 4C.1, 4C.2, 4C.3, 4G.1, 5A.3, 5F.2, 5F.3, 6A.4, 6C.1, 6C.2, 6C.3, 7A.6 Y2: 4G.3, 8C.3, 8E.3	In-progress	Heidi Galanti	Developed a Request for Proposal Interviewed three consulting firms Hired Duncan Associates as lead firm City Manager appointed a Citizen Advisory Team (CAT) Kicked off project in April 2005 with stakeholder interviews, initial meeting with the CAT, and held three public meetings Consultants produced summarized comments report from the kick-off Drafting Diagnostic Report to give policy direction for developing the ordinance	Draft and Review New Land Development Ordinance
Fringe Area Land Use Plan/ Growth Tier Implementation	Y1: 4F.1-3, 4G.2, 9A.1, 9A.5 Y2: 4F.4-5	In-progress	CMO	Policy 4F.1 requires a joint effort by the City and the County to complete. Awaiting the completion of the County Comprehensive Plan to start this joint project.	Begin working with the County on a Fringe Area Land Use Plan Adopt and implement the new

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				<p>Drafted a revised Water/ Sewer Policy to align with the objectives of the Comprehensive Plan, which addresses policies 4F.2-4.</p> <p>Policies 4F.5 and 4G.2 will need to be pursued following the adoption of the new w/s policy and work in conjunction with the Fringe Area Land Use Plan.</p> <p>9A.1 - Completed the water and sewer mapping project of which the City's existing water and sewer infrastructure has been archived into a ArclInfo digital format, allowing the system to be overlaid with other ArclInfo layers to determine preferred routings and sizings. Work continues on the modeling phase of the project which will further refine the ability to size infrastructure and model future development scenarios.</p> <p>9A.5 - Modified the method of responding to feasibility studies to allow consideration for the water and sewer boundary line, the impact on other service departments and the goals of the Comprehensive Plan.</p>	<p>Water/Sewer policy</p>
<p>Activity Center Planning/Mixed Use Guidelines</p>	<p>N/A</p>	<p>In-progress</p>	<p>Ben Woody</p>	<p>Preliminary stages of compiling data regarding guidelines for mixed use districts and activity centers.</p>	<p>To establish guidelines for mixed use development that will provide guidance to Boards, Commissions and Council when making land use decisions.</p> <p>Refine the Activity Centers into types based on location and use (e.g. suburban, urban, employment, etc.). Refine</p>

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Project	Policies	Status	Lead Staff	Highlights	Goals
					<p>boundaries of centers to match logical location of intensity and density.</p> <p>Use guidelines to draft ordinances for mixed use districts, activity centers and transit-oriented development districts in the new LDO.</p>
Legislative Initiatives	Y1:4D.6	On-going	Blair Carr	<p>Amendment One was passed by state-wide referendum allowing Tax Increment Financing. During the 2005-2006 Legislative Session, several bills have been introduced promoting an increase in economic development not only for large employers but for small business, tourism and certain industries. Lastly, two Bills have been introduced that modernize and update the planning and zoning statutes to bring them in line with current practices. On the local level, the City created a new development district known as a Business Improvement District (BID) to promote development and revitalization in the downtown business district</p>	
Downtown					
Downtown Development Initiatives	Y1:4E.2	In-progress	Dick Hails/Melissa Begley	<p>City staff met with downtown merchants to begin discussion of creating an overlay district and design guidelines for downtown.</p> <p>Created a downtown streetscape committee that meets bi-monthly to develop a downtown streetscape master plan.</p> <p>In coordination with Action Greensboro and Downtown</p>	<p>Complete the downtown streetscape master plan.</p> <p>Continue to progress on the greenway, center city park, and downtown overlay district.</p>

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Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>Greensboro Inc., City staff is participating in the development of a downtown greenway and center city park.</p> <p>Established a monthly Downtown Development Advisory Committee made up of City staff and Downtown merchants to proactively address problems or concerns in the downtown area.</p>	
Downtown Historic Resources	Y1:4E.3	In-progress	Stefan-leih Kuns/ Mike Cowhig	Downtown historic survey is complete with updated digital images. The survey is currently being converted for use with GIS.	Complete conversion to GIS so that Downtown historic resources can be easily accessed and identified on the City website and considered during the development review process.
Community Character					
<p>Open Space and Greenways</p> <ul style="list-style-type: none"> • Strategic Plan 	Y1:4G.4, 5A.1, 5A.3, 5A.4	Complete	Mike Simpson and Candice Bruton	<p>Proposed Parks, Open Space and Greenways Report completed in August 2004.</p> <p>Implementation of the recommendations is dependent on the development of ordinances during the LDO rewrite.</p> <p>After the rewrite is complete the recommendations will need to be revisited and those not accomplished in the rewrite will need to be pursued.</p>	To address proposed incentives in the Parks, Open Space and Greenways Plan during the LDO re-write process and reconvene the committee if necessary to revisit the proposed recommendations.
<ul style="list-style-type: none"> • Comprehensive Trails Master Plan 		In-progress	Candice Bruton and Mike Simpson	<p>Greenways, Inc. selected to complete the plan.</p> <p>Data collection and corridor review underway</p> <p>Close coordination with GDOT's Pedestrian and Bicycle Facility</p>	<p>Identify opportunities propose corridors address missing links address underserved areas</p> <p>recommend funding strategies</p> <p>recommend maintenance standards</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
<ul style="list-style-type: none"> • P&R Master Plan update 				Networks (non-motorized plan)	Completion anticipated 6-06
		Complete	Candice Bruton and Mike Simpson	Supports the work of the Parks, Open Space and Greenways 2025 Committee Makes recommendations for the following: <ul style="list-style-type: none"> • Acquisitions • Facilities • Programs • Administration P&R commission adopted update May 2005	Implementation of recommendations in a phased manner.
Tree Protection and Landscaping	Y1:5B.1, 5B.2,	In-progress	Melissa Begley	Creating incentives has been deferred to the LDO rewrite. Draft recommendations on landscaping include: <ul style="list-style-type: none"> ○ standards for all new single family developments. As drafted, developers can choose from six different options to achieve a 20% tree canopy cover, including: street tree planting, planting trees on private property, creating planting yards along boundaries of the subdivision, tree preservation, reforestation or fee in lieu of or any combination thereof. ○ Increase parking lot standards from one tree per every twelve parking to one tree per ten parking spaces. Add a provision that requires additional trees and parking lot planters to be added when the minimum parking requirements have been 	Take proposed ordinance to City Council for adoption or roll into the LDO rewrite.

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Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>exceeded.</p> <ul style="list-style-type: none"> o Modifications have been made to allow for developers to plant trees in the City R-O-W instead of only on private property. 	
Stream Corridors and Floodplains	Y1:5B.3, 5B.4	In-progress	Kenney McDowell	<p>Stormwater Advisory Committee met several times and recommends Citywide 50' buffers on intermittent streams and 100' buffers on perennial streams with the first 30' to be undisturbed. Within these buffers certain allowable usages would be permitted also with a possibility of granting variances as appropriate.</p> <p>New Floodplain Maps for the City have been completed and are currently under review at the State level. Expanded area coverage of previously unmapped streams will allow for greater floodplain coverage within the City. The Committee recommends that once these maps are adopted as official that the City modify ordinance to regulate to the future conditions to proactively address future flooding concerns. Discussions on options to discourage floodplain development have been held but there are no current recommendations for this issue.</p>	<p>Further discussions of the committee recommendations with the focus of working towards the development of revised ordinances to implement desired changes.</p> <p>Stream Buffer recommendations need to be further examined to ensure that future NPDES phase II and possible nutrient removal concerns are adequately addressed by the current recommendations prior to implementing ordinance changes.</p>
Community-wide Tree Planting	Y1:5C.1	Complete	Melissa Begley	<p>Developed a public private partnership with Greensboro Beautiful Inc. and the City of Greensboro.</p> <p>Held first NeighborWoods tree planting project on November 20, 2004 in Eastside Park.</p>	<p>Continue to hold annual NeighborWoods tree plantings</p> <p>Continue to raise monies for the tree fund.</p>

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Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>Developed process for selecting future NeighborWood tree plantings and an application package was developed. One neighborhood will be selected each year. A brochure was developed about the program to be distributed to the public.</p> <p>A grant was received to create a letter campaign to raise monies for the "tree fund". Letters were sent out in May 2005 to residents soliciting monies for the tree fund.</p>	
Gateways and Landmarks	Y2: 5C.2, 5E.1	Planned	Urban Designer & Parks and Recreation		Develop a Gateway Plan in FY06/07 and then implement through the CIP starting in FY 07/08.
Historic Survey/Protection	Y1:5D.1, 5D.2	Planned	Stefan-leih Kuns	<p>The downtown historic survey was used as a pilot project for a city-wide architectural survey. While the pilot was successful we learned that the time and expertise needed for a city-wide survey would necessitate hiring an architectural historian to conduct the survey.</p> <p>In the meantime, staff has conducted two additional small area surveys; an update for the Charles B. Aycock local historic district; and a survey of the South Elm Street Brownfield site.</p>	Develop a strategy for conducting a County-wide architectural survey, pursue partnership with the County and then seek funding in the FY06-07 budget.
Heritage Tourism	Y1:5D.3	In-progress	Stefan-leih Kuns	<p>Under Mayor Holliday, a preliminary planning group has been meeting to organize and establish the structure of the governing body for the bicentennial.</p> <p>City Council passed resolution at 5/17/05 meeting creating Bicentennial Commission.</p>	Hire an executive director

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Project	Policies	Status	Lead Staff	Highlights	Goals
				CC members to appoint commissioners over the next month to begin planning.	
Design Guidelines for Public Buildings and spaces	Y2:5E.2	Planned	Urban Designer		Initiate in FY05-06 through the assistance of our Urban Designer position
Scenic Corridors	Y1: 5F.1 Y2: 5C.2, 4G.5	In-progress	Ben Woody	Staff field surveyed and prioritized potential scenic corridors for designation. Staff felt that it would be best to start with the designation of roadways that would fit the existing Scenic Corridor Overlay (SCOD) 1 & 2 districts and then draft ordinances for SCOD's 3 & 4 which would be applied to thoroughfares.	Proceed with SCOD 1 & 2 designations on priority roadways following direction from City Managers Office.
Reinvestment Corridors /Visual Enhancement Corridors	Y2:5F.4, 4B.3, Figure 4-3, Figure 5-2	Planned	Heidi Galanti /Urban Designer	Established list based on identified corridors on Figures 4-3 and 5-2.	Establish design/improvement standards Prioritize corridors for improvement through the CIP Initiate improvement project
Housing and Neighborhoods					
Neighborhood Planning Initiative <ul style="list-style-type: none"> • Lindley Park • Cedar Street • Summit Avenue 	Y1:6A.1	In-progress	Sue Schwartz	Evaluation Report completed on Lindley Park Planning process. Implementation of LP Plan begun	Get process approved to systematically initiate neighborhood plans. Begin next neighborhood plan.
		In-progress	Caroline Wells	Existing conditions study initiated.	Plan creation pending City Council review June 05.
		In-progress	Stefan-leih Kuns	Initiated the study of the Summit Avenue Corridor as directed under the Strategic Plan for the Aycock Neighborhood.	Complete corridor study by Jan 06 and begin implementation
HOPE VI Application	Y2:6A.2	In-progress	Dyan Arkin	Completion and lease-up of 150 tax credit rental units and start of single family home construction.	Complete Phase II infrastructure improvements, 60-unit tax credit rental project, community center, continue construction of single family for-

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					sale units, and begin planning process for neighborhood commercial component.
Housing/Neighborhood Condition Monitoring Strategy	Y2:6A.3	Planned	Caroline Wells	Identified in City's 05-10 HUD Consolidated Plan as priority	Project initiation.
Substandard Housing Elimination	Y1:6B.1	On-going	Cyndi Blue	<p>260 housing units made lead safe.</p> <p>2nd HUD Lead Safe Housing Grant awarded to City.</p> <p>SCORE (strategic coordination of resources) program launched to coordinate resources to problem areas.</p> <p>Funding provided to Habitat's Project infill to encourage scattered site homeownership opportunities.</p>	<p>Identify and provide assistance to eliminate or improve 1-2 high profile nuisance properties.</p> <p>Implement the SCORE Program in 1 or more areas to bring together multiple city services to address community concerns and conditions.</p> <p>Continue the city's homeownership assistance programs, including new homeownership developments launched in the Ole Asheboro and Willow Oaks neighborhoods.</p>
Historic Rehabilitation	Y1:6B.2	In-progress	Mike Cowhig	<p>Worked to develop a program to acquire historic properties in College Hill and sell them with deed restrictions attached to ensure their restoration and preservation for the future. Funding proposed from remaining bond funds in the College Hill Target Area Program and other sources. Program not funded.</p> <p>Developed a restoration matching grant program for owners of historic properties for up to \$10,000 to assist in restoration of historic features.</p>	Work with Preservation Greensboro, Inc. to find alternative funding sources for purchase/rehab program for the College Hill Historic District.
Create Housing Maintenance Program	Y2:6B.3	In-progress	Dan Curry	RUCO (rental unit certificate of occupancy) inspection process	Continue implementation of the RUCO program.

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				<p>underway.</p> <p>HCD continues the housing rehabilitation, repair and Lead-Safe Housing program</p> <p>Support provided to Housing Greensboro rehabilitation program.</p>	<p>Continue support of Housing Greensboro, Inc. homeowner repair program.</p> <p>Undertake study of rental rehabilitation funding program options to determine feasibility of increasing participation in rental rehab programs.</p>
Housing Programs	Y2:6B.4, 6B.5, 6B.6	In-progress	Cyndi Blue	<p>SocialServe.com, an on-line affordable housing listing service was launched in November 2004.</p> <p>Completed 5 year strategic plan for housing activities.</p> <p>Funded final phase of Partnership Village transitional housing development.</p> <p>Completed Homeless Prevention funding study.</p>	<p>Continue to provide direct financial support for the development of affordable rental units for low income families.</p> <p>Study feasibility of expanding SocialServe system to include owner-occupied units.</p> <p>Undertake a comprehensive plan to identify strategies to end chronic homelessness.</p> <p>Aggressively pursue additional housing funding options from other potential public and private funding sources, including local and regional foundations.</p>
Economic Development					
Economic Development Objectives/Incentives	Y1:7A.1, 7A.5	Complete	Ben Brown and John Shoffner	<p>The city's economic development objectives and strategies were reviewed and revised.</p> <p>The revised guidelines accomplish the following objectives:</p> <p>(1) Clarify the purpose and statutory basis for the program.</p> <p>(2) Identifies key industry clusters that</p>	<p>Continue incorporating the new economic development guidelines into the framework within which the city considers economic development projects.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>the city has a strategic interest in targeting for growth.</p> <p>(3) Establishes investment and job creation thresholds required to qualify for incentives, establishes alternative qualifying criteria.</p> <p>(4) Outlines a formal staff review process.</p> <p>(5) Requires that an economic benefit analysis be performed as a component of the staff due diligence process.</p> <p>The Economic Development Guidelines were reviewed and approved by City Council.</p>	
Home Grown Businesses	Y1:7A.2	On-going	John Shoffner and Ben Brown	<p>City held a seminar in the NC State Development Zone in December of 2004 to further explain the federal Historically Underutilized Business Zone "HUBZone" and the tax credits associated with locating or expanding within the boundaries of the NC State Development Zone.</p> <p>The targeted loan pool provided funding for three new and one existing business that either started operations or relocated to the NC State Development Zone. These four businesses have committed to create 60 to 90 full and part-time job opportunities within the boundaries of the development zone.</p> <p>Economic Development staff have been actively consulting with entrepreneurs within the community to assess where they are in starting</p>	<p>Continue to promote and support the creation of jobs and capital investment in the NC State Development Zone via providing financing through the targeted loan pool.</p> <p>Meet with in excess of 100 entrepreneurs and provide the necessary consultive guidance to make their business idea a reality.</p> <p>Program and host another educational seminar within the NC State Development Zone.</p> <p>Identify and contact all of our currently existing businesses that are located within the State Development Zone and/or HubZone and explain how they can use this information to grow</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>their business, providing guidance in-house or via our Small Business Consortium non-profit partners to assist in preparing a business plan, obtaining financing or working with City/County departments.</p> <p>Staff met with 111 entrepreneurs through May 1, 2005 as well as consulted via telephone with hundreds of others.</p>	<p>their businesses.</p>
<p>Economic Development Business Assistance</p>	<p>Y1: 7B.1 Y2: 7A.3, 7A.4, 7D.2, 7D.3, 7D.4</p>	<p>On-going</p>	<p>John Shoffner</p>	<p>In-line with Council's designation of economic development as a priority focus area, economic development services have been transitioned over to the City Manager's Office to be carried out by the Assistant City Manager for Economic Development (added 3 years ago) and the newly added Economic Development Program Manager.</p> <p>The targeted loan pool has been designated to invest capital investment and job creation for new and expanding businesses in the NC State Development Zone, which primarily consists of eastern Greensboro. We have also taken the opportunity to speak to numerous civic groups and hold seminars to reach out to the citizens of Greensboro to inform them of the available assistance at the city/county/state and federal levels to empower individuals to build a better life for themselves through starting a business or enhancing their skills to become employable at an existing</p>	<p>Continue working with entrepreneurs, new and existing businesses to build on the established pro-business environment. Continue to facilitate the increase in capital investment and the creation and retention of jobs.</p> <p>Continue to work with the joint Millennial Campus to facilitate its ultimate growth and development.</p> <p>Continue to work with entrepreneurs and developers to ease the process of reviewing development plans and starting or growing their business by offering consultative services and providing financing opportunities to generate additional growth in the State Development Zone via our targeted loan pool.</p> <p>Continue to speak at community events and</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>business.</p> <p>The city's Minority and Woman Owned Business Enterprise (M/WBE) office takes an active role in working with minority owned small businesses to make sure they are aware of and being considered for city contracting opportunities. The MWBE office also helps small businesses become better connected to the citywide small business community through the Small Business Consortium.</p> <p>The new economic development guidelines provide a framework to evaluate the city absorbing some of the cost in extending infrastructure for economic development projects that provide a sufficient return to justify the expense.</p> <p>The Economic Development Review Team is enabling the city to review development plans early in the process and creatively work with the developer to expedite the review, revision and approval phase of the process.</p> <p>The city has taken an active role in facilitating and pulling together public/private partnerships, such as in the city and 8 local banks providing a \$1 Million loan fund annually for small businesses seeking to locate or expand in the NC State Development Zone as well as evaluating options for public participation in the ongoing revitalization of downtown</p>	<p>educational seminars on the means of starting and growing businesses in the city.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>Greensboro and the East Market Street corridor.</p> <p>The research park on NC A&T farm property is also well underway and has received funding at the State level via the creation and development of the UNCG/NC A&T Joint Millennial Campus.</p>	
Review "Appeals" Process	Y1:7B.2	Complete	Dick Hails	<p>The Technical Review Comitee (TRC) revamp will allow a portion of the weekly meeting agenda to be set aside for developers to raise issues related to development projects on which they have been working. This will establish an on-going weekly "appeal" opportunity on development matters. The Director of Engineering and Inspections has also set up a similar review process for matters concerning building inspections. If the matters are unable to be resolved at the TRC meeting or by the Director of Engineering and Inspections, then there is an opportunity for a review by the City Manager's Office prior to going through the formal appeals process. July 1, 2005 was the start date for a portion of the new TRC meeting format. Staff will be working with the development community over the course of the next few months to refine other possible changes to the TRC process.</p>	<p>Review and evaluate effectiveness of new TRC format six months after start date in regards to the "appeal" opportunity.</p>
Results-Oriented Economic Development	Y1:7B.3	On-going	John Shoffner	<p>City Council has established economic development as a priority focus area for FY04/05 and FY05/06.</p> <p>The Assistant City Manager for Economic Development heads up a</p>	<p>Team will continue to meet monthly and work with new and expanding businesses in Greensboro to facilitate the expansion or relocation process.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>team-based initiative, that meets on a monthly basis to discuss various economic development projects that are either underway or being considered so as to creatively work with the business community in establishing a pro-business environment in Greensboro.</p>	<p>CMO staff and department heads will continue to emphasize to line department personnel the importance of economic development to the well-being and prosperity of the community and proactively work with existing and new companies to ensure an efficient and pro-business climate in all business dealings with the City of Greensboro.</p> <p>The CMO will publish a report on a periodic basis outlining various economic development initiatives and their current status.</p>
Land Inventory	<p>Y1: 7C.1 Y2: 7C.2</p>	In-progress	Heidi Galanti	<p>These tasks are being handled through a couple of different efforts:</p> <ul style="list-style-type: none"> • The infill team is experimenting with ways of finding and keeping an inventory of under-utilized sites. • Staff has been working on ways of encouraging development to occur within the Mixed Use Corporate Park (MUCP) area on the east side of the city by analyzing the road network, availability of infrastructure, topography, land use, and property ownership. We will package the data for use by our economic development partners. The proposed revisions to the water/sewer extension policy will have an impact on 	Continue to improve ways of inventorying properties and promoting desired development.

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				development in this area, so we are waiting on the outcome of the proposed policy revisions.	
Brownfield Identification and Improvement	Y2:7C.3	In-progress	Caroline Wells	S. Elm Street initial brownfield project is underway. Planning process begun. Environmental testing begun. Held the first round of public meetings in June 2005.	They are planning to conclude the S. Elm Street study in the fall of 2005. HCD work plan (05-06) includes development of brownfields identification.
Technology Development Zone	Y2:7C.4	In-progress	John Shoffner	<p>Exploration and development of a zone specifically focused on growing and nurturing technology-based businesses has not been completed. Efforts are underway to inventory our current population of technology businesses and identify whether they are clustered or dispersed throughout the city.</p> <p>City staff has also been in consultation with the newly established NC A&T/UNCG Millennial Campus to better assess progress and evaluate ways in which the city can spur the growth and development of the concept.</p>	<p>Complete the inventory of technology-based businesses in Greensboro and assess their perceptions, via a survey or on-site visits, of the business climate and elements that may be missing locally to enable them to maximize their potential.</p> <p>Continue working with the Millennial Campus to spur the rapid implementation of the development of the project and the creation of new jobs for the area.</p>
Economic Development Agency Funding	Y1:7D.1	On-going	Ben Brown and John Shoffner	<p>City currently provides funding to the Greensboro Economic Development Partnership (GEDP), Downtown Greensboro, Inc. (DGI), the Service Corps of Retired Executives "SCORE," and East Market Street Development Corp. (EMSDC) to further our economic development initiatives across the city.</p> <p>Performance based contracts have been implemented with all of these agencies except EMSDC to outline</p>	<p>Meet with GEDP, DGI, EMSDC, and "SCORE" to agree upon performance measures and objectives for FY05/06 and execute performance-based funding contracts with each agency.</p> <p>Continue to require quarterly reporting from each agency detailing progress towards achieving defined goals and objectives prior to releasing</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>performance objectives and measures that they will accomplish. Quarterly reports are required outlining accomplishments and progress towards achieving goals. Progress reports are reviewed to make sure the agency is staying focused on achieving agreed upon objectives prior to disbursing funds to the organization.</p> <p>This assessment and recommendation is a component of the package that is reviewed by the Targeted Loan Pool loan committee.</p>	<p>additional funding.</p>
Connecting Workers to Jobs	Y1:7D.5	In-progress	Tyler Meyer	<p>Implementation continues to be handled indirectly through two other plan elements, namely Enhance GTA System and Roadway Network & Traffic Management.</p>	<p>Increase frequency on all GTA routes to 30 minutes during AM and PM peak periods.</p> <p>Completion of Florida Street extension feasibility study.</p>
Transportation					
Roadway Network and Traffic Management	<p>Y1: 8A.1, 8A.2, 8A.3, 8A.5, 8A.11</p> <p>Y2: 8A.12</p>	In-progress	Adam Fischer	<p>Implemented data stream system and work management database application to establish a thorough and comprehensive ongoing maintenance program.</p> <p>Conducted GPS inventories of transportation data including signage, assets and amenities at all signalized intersections, sidewalks, curb & gutter and wheelchair ramps.</p> <p>Initiated a review of sidewalk maintenance backlog and associated costs; working on options for reducing this backlog.</p> <p>Continued implementation of the Corridor Improvement Program.</p> <p>Gearing up for signal system</p>	<p>Adoption and implementation of Collector Street map by jurisdictions within MPO area, as endorsed by TAC.</p> <p>Initiation of signal system replacement design process.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>replacement project design effort. Ongoing bond project implementation. Continued work with NCDOT on project development activities and systems planning activities. Various feasibility studies and assessments including of Horse Pen Creek Road, the Cone Boulevard Extension, and the Florida Street / Youngs Mill Extension projects. Battleground Corridor Assessment underway. MPO Collector Plan complete: local government adoption in 2005-2006.</p> <p>Participation in Neighborhood and area planning activities, including on Summit Avenue, Lindley Park, the Downtown Greenway initiative, and MLK Drive / Southside.</p> <p>Implementation continues with revised signal timing plans, intersection improvements, improvements in real-time travel data, and safety and congestion management programs</p> <p>Continued implementation of TDM initiatives by PART, including RSVP and Park n' Ride lots. Continued efforts by GTA to enhance services.</p>	
Collector Street Plan/Connecting Under-Served Areas	Y1:8A.4, 8A.8	In-progress	Craig McKinney	Proposed Collector Street map developed through cooperative effort among staff from Guilford County, Greensboro, Oak Ridge, Pleasant Garden, Sedalia, Stokesdale, Summerfield in series of work sessions.	Adoption and implementation of Collector Street map by jurisdictions within MPO area, as endorsed by TAC. Completion of Florida Street extension feasibility study.

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>Four public involvement meetings held in February and March, 2005.</p> <p>Transportation Advisory Committee (TAC) of the MPO adopted a resolution on April 27, 2005, endorsing Proposed Collector Street map and encouraging area jurisdictions to adopt and implement.</p> <p>Feasibility study underway on extensions of Florida Street and Youngs Mill Road</p>	
Road Improvements for Economic Development	Y1:8A.9, 8A.10	In-progress	Tyler Meyer	<p>Worked with NCDOT to maintain project schedule of northern Urban Loop between Lawndale Drive and US 70, and on funding for upgrades to US 29 interchanges between Urban Loop and Reedy Fork Parkway.</p> <p>NCDOT established project ID for Urban Loop interchange at Cone Boulevard and will design Hines Chapel Road crossing, to facilitate that interchange.</p> <p>Preliminary design for Urban Loop interchange at US 29 to significantly improve traffic flow between these facilities.</p> <p>Draft 2006-2012 Transportation Improvement Program shows delay of Urban Loop; segment from US 70 to US 29 and segment from US 29 to Lawndale Drive delayed from construction beginning in 2008 and 2009 respectively, to construction beginning 2013 or later.</p>	<p>GDOT will continue to work with NCDOT in exploring opportunities to return construction of the Northern/Eastern Urban Loop to original accelerated schedule.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
Pedestrian and Bicycle Facility Networks (non-motorized plan)	Y1:8B.1, 8B.2, 8B.3, 8B.4	In-progress	Tyler Meyer	<p>Project scoping and consultant selection are complete for the "Comprehensive Pedestrian and Bicycle Plan" (CPBP).</p> <p>Initiated coordination with Parks & Recreation staff on Trails and Greenways Master Plan.</p> <p>Types and locations selected for first year of public bicycle rack installation program</p> <p>Work underway to support future extension of the Battleground Rail Trail (BRT) into downtown</p>	<p>Completion or near-completion of CPBP by June 30, 2006; implementation commencing upon completion.</p> <p>Selection of types and locations for second year of public bicycle rack installation program.</p> <p>Completion of BRT corridor acquisition strategy. Complete feasibility assessment of BRT trailhead facility options.</p> <p>Initiate a study of roadway reconfiguration and trail routing options once the rail is removed.</p> <p>Continue to support and coordinate with Action Greensboro's "Downtown Greenway" design process.</p>
Enhance GTA System	Y1: 8C.1, 8C.2 Y2: 8C.4, 8C.5	In-progress	Sharon Smiley	<p>Prepared Mobility Greensboro Implementation Plan and Financial Plan.</p> <p>Prepared detailed Transit Staffing Plan.</p> <p>GTA staff met with Planning staff and MPO staff; initiated integration of Mobility Greensboro Plan with both Connections 2025 and 2030 Long Range Transportation Plan.</p> <p>Began development of Transit Infrastructure Guidelines Manual.</p>	<p>Begin implementation of Mobility Greensboro Plan.</p> <p>Launch University and College Service in January, 2006.</p> <p>Increase frequency on all routes to 30 minutes during AM and PM peak periods.</p> <p>Seek ongoing support from stakeholders through public forums.</p> <p>Pursue transit supportive land use regulations through the</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				Established agreements with colleges and universities for creation of University and College Service.	LDO rewrite process.
Regional Transit System	Y1: 8D.2 Y2: 8D.1	In-progress	Tyler Meyer	<p>Suitable locations identified for regional park and ride lots, and stations for the Triad Regional Commuter Transit System (RCTS).</p> <p>Numerous public outreach events held to publicize RCTS planning process including: land use forums, site visits and design charettes to discuss transit system alternatives, land use, and transit supportive development.</p> <p>Completed a review of purpose and need for the RCTS; identified route and mode alternatives to be analyzed.</p> <p>Mode-choice component developed for regional travel demand model, to facilitate analysis of proposed RCTS route and mode alternatives.</p> <p>RCTS listed as an FTA New Starts appropriation recipient in proposed Surface Transportation re-authorization bills; if approved, would provide federal funding for Preliminary Engineering through Operations. Regardless of status of re-authorization, Preliminary Engineering can proceed using \$371,000 in approved state funding, with equal share match from PART.</p>	<p>Begin estimates of mode-choice travel demand in summer, 2005. Complete mode and route alternatives analysis by fall, 2005, followed by Locally Preferred Alternatives selection.</p> <p>Prepare draft financial management plan, late 2005.</p> <p>Apply to FTA to enter Preliminary Engineering phase, early 2006. Perform FTA user benefit analysis; project ranking along with mode-choice analysis will determine approval for entry into Preliminary Engineering.</p> <p>Promote establishment of transit supportive land use regulations among jurisdictions; GSO will support through LDO rewrite.</p>
Downtown Parking Strategy	Y1:8E.4	In-progress	Michael Cramer	<p>Davie Street angle parking and one-way to two-way conversion complete.</p> <p>Lindsay Street and Bellmeade Street,</p>	Completion of Greene Street and remainder of McGee Street one-way to two-way conversion, with roundabout.

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>one-way to two-way conversions complete.</p> <p>McGee Street one-way to two-way conversion complete, east of Elm Street.</p> <p>Greene Street and remainder of McGee Street one-way to two-way conversion, with roundabout underway.</p> <p>Inventory of existing public bicycle parking facilities, including downtown, complete.</p>	
Transportation Development Standards	<p>Y1: 8F.1 Y2: 8A.6, 8A.13</p>	In-progress	Adam Fischer	<p>Revised Driveway Manual completed August, 2004.</p> <p>Initiated development of roadway design standards to work along with the LDO rewrite.</p> <ul style="list-style-type: none"> • hired consultant to provide assistance <p>Initiated preparation of sidewalk design and construction manual.</p>	<p>Continue development of roadway design standards within LDO re-write process, to address connectivity, public versus private streets, local street widths, traffic calming, etc.</p> <p>Preparation of sidewalk design and construction manual to be complete by fall 2005.</p>
Community Facilities					
Funding Source for Phased Capital Program	<p>Y1:9A.2-4</p>	In-progress	Allan Williams/ Dick Hails/ CMO/ B&E	<p>The City Manager's Office is currently working on revisions to the existing Water and Sewer Policy that will make some change to the existing City/County Consolidated Water and Sewer Agreement and the Water/ Sewer Extension policy. If approved this will offer assistance to economic development projects that are within the Water/Sewer Boundary and in compliance with the Comprehensive Plan.</p>	<p>Adopt and implement the new Water/Sewer policy.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>With the changes to the water and sewer policy the City is expecting to set aside \$1,000,000 per year (\$500K for water and \$500K for sewer) in addition to the funds that have been set aside as part of the old water/sewer agreement.</p>	
Plan for Solid Waste	Y1:9B.1	In-progress	Greg Dingman	<p>Transfer Station site approved for construction and put out for bid in May 2005.</p>	<p>Construction of Transfer Station delayed due to budget.</p>
Long-term water and wastewater planning	Y2:9B.2-3	On-going	Allan Williams	<p>Participated with the development community in oversizing reimbursements for 1,800 lf of new water mains and 3,860 lf of new sewer mains serving new areas within our service area.</p> <p>Completed the water inter-connection with the City of Burlington, providing Greensboro with the ability to purchase up to 5 mgd of treated water.</p> <p>Completed the construction of the Reedy Fork Sewer Improvements project which enabled additional capacity for growth northeastern Greensboro/Guilford County.</p> <p>Completed the construction of the Gallimore Dairy Road Sewer Improvements project which enabled additional capacity for growth southwestern Greensboro.</p> <p>Began construction of the Bledsoe/Cardinal Sewer Improvements project enabling additional capacity for growth</p>	<p>Continue the mapping and begin the property acquisition for the Randleman Transmission main.</p> <p>Complete evaluation of the Rock Creek basin to accommodate handling Burlington/Greensboro sewer in the area as well as determine the necessary system improvements to allow growth to continue in the area.</p>

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>occurring in northwest Greensboro/Guilford County. Completed the route selection for the Randleman to Greensboro water transmission main. Began property surveying and mapping in anticipation of beginning right-of-way acquisition in 2005-06.</p>	
Stormwater Design Standards	Y1:5B, 9B.4, 9B.5	On-going	Kenney McDowell	<p>Stormwater Master Planning efforts continue with the use of internal staff and consultant services.</p> <p>Stormwater Design standards are continually evolving and are routinely updated by staff for use in plan review and construction.</p> <p>Best Management Practices (BMPs) are used in accordance with established acceptance criteria and new proposed alternatives are reviewed for possible acceptance.</p>	Continue the on-going efforts of continually improving design standards for future use to address both Stormwater quantity and quality.
<p>Community Facility Planning - Programming/ services and facilities for:</p> <ul style="list-style-type: none"> • Multiple use • Computer links to services • Facilities in mixed use centers • City services in neigh. Resource centers • Meeting needs of diverse population groups 	Y2: 9C.1-2, 9D.1, 9D.3, 9E.1, 9E.2, 9E.3	Planned	CMO/ B&E/Planning	<p>The manager appointed a task force headed by Sandy Neerman to pursue Library, Recreation Center and Fire Station locations in the Reedy fork Civic Core. The result was submission of CIP requests for a Library to be built in connection with a school and an adjoining Recreation Center. Those CIP requests were approved and staff will pursue inclusion in a 2006 bond Issue.</p>	Establish an Interdepartmental task force in FY05/06 to discuss establishment of a Community Facility Planning System
Services to Annexed Areas	Y1:9C.3	In-progress	Alec MacIntosh and Dick Hails	Began submitting map & data on petitioned annexations to Police, Fire,	To coordinate plans for future city-initiated annexation areas

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>& Solid Waste Departments. Planning met with them to discuss submission of service degree-of-difficulty responses in a standard format.</p> <p>Police officers added to force in 2004-05 increased City's ability to service annexation areas.</p> <p>CIP for 2005-2011 includes additional fire stations, several specifically in response to service needs for anticipated future annexation areas.</p>	<p>with planned locations of future fire stations.</p> <p>To frame service-provision estimates from departments in more of a Level of Service format.</p> <p>To send information to departments farther in advance of Planning Board meetings.</p>
School Siting/Joint Facilities	Y1:9C.4, 9D.2	In-progress	Art Davis	<p>Created website and gathered various articles compiled for education of the team</p> <p>Conducted 7 water and sewer feasibility studies for school sites</p> <p>Produced maps of existing and proposed school sites showing relationship to existing and proposed community facilities and infrastructure</p> <p>The manager appointed a task force headed by Sandy Neerman to pursue Library, Recreation Center and Fire Station locations in the Reedy fork Civic Core. The result was submission of CIP requests for a Library to be built in connection with a school and an adjoining Recreation Center. Those CIP requests were approved and staff will pursue inclusion in a fall 2006 bond Issue.</p>	<p>Prepare fall 2006 bond referendum to support Reedy Fork Project</p> <p>Complete comprehensive report with overview of infrastructure facilities in relation to existing and proposed school sites for presentation to the Guilford County school staff</p> <p>Establish quarterly meetings with Guilford County school system staff to provide updates on all City projects and programs related to joint facilities and school siting initiatives</p> <p>Review City programs and facilities in relation to school policies and programs for potential collaboration at future school locations</p>
Safest City	Y1: 9F.1, 9F.2, 9F.3	On-going	Matt Lojko	Collaborative efforts on-going with other law enforcement partners - task	Increased emphasis on leadership - provide leadership

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
	Y2: 9F.4, 9F.5			<p>forces, forensic initiatives, and leadership training.</p> <p>On-going partnerships with the community, local businesses and other City departments to address crime and quality of life issues – City SCORE Program, Operation BASE, Randleman Road initiatives, and the Glenwood Community.</p> <p>New and on-going crime and safety programs – National Night Out, Safety Town, Youth Leadership Program, Gang Awareness, and GHSP initiatives – Booze It and Loose It, Ticket Today – License Delay, etc.</p> <p>Cultural Awareness and improved diversity – enhanced marketing plan to recruit and retain quality employees that reflect our diverse community – Active involvement in various cultural awareness programs, i.e., Other Voices, Mosaic Partnership, etc.</p> <p>Employee compensation and career advancement – Career Advancement Program, enhanced pay and compensation program based upon market.</p>	<p>development opportunities to GPD employees through training and mentoring - change performance evaluation instruments.</p> <p>Facilities - develop and effectively utilize our physical resources in concert with the department's vision.</p> <p>Review our current strategies to ensure we are as effective and efficient as possible.</p> <p>Analyze the various departmental processes to ensure they are accomplishing desired outcomes.</p>
Overall Plan Goal					
Achieving Reconciliation and Equity	Educational Achievement, Social Problems, Communication and Participation	On-going	Yamile Walker	<p>In the FY04/05 Budget, improving community relations was listed as a Council Service Priority.</p> <p>Committee of 100 held city-wide community forums on matters such as the achievement gap, drop-out rates and the disproportionate rate of</p>	To continue participating in and supporting all of the aforementioned programs and projects.

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>disciplinary action taken against African-American male students in the Guilford County school system.</p> <p>The Human Relations Commission also sponsored a summer program in to enrich and enhance City of Greensboro youth. The Youth Leadership Program is designed to enhance participants' awareness of human relations matters, how government works, leadership development, and hands on work experience.</p> <p>The Human Relations Department staff members are working with the Crime Free Multi-family program in partnership with the Greensboro Police Department to address crime prevention methods for multi-family housing in Greensboro. The Human Relations Department offer training seminars on awareness of our immigrant and refugee populations with an emphasis on understanding the Spanish-speaking community present in Greensboro, Guilford County and the State of North Carolina.</p> <p>Through the fair housing enforcement division of the Human Relations Department, staff continues to offer training to housing providers and the public on their rights and responsibility under the anti-discrimination housing laws of the City of Greensboro. The first day long Latino forum was held in Greensboro,</p>	

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>Abriendo Puertas de Oportunidad/Opening Doors of Opportunity during Fair Housing month (April).</p> <p>Kicked off in November 2004, the Greensboro Bicentennial Mosaic Partnerships Program is a project designed to increase communication, trust, and cooperation among the city's racial and ethnic groups. The project consists of three phases. The first phase, is for established community leaders, the second is for growing leaders, and the third is open to the general public. It is hoped that the participants in each phase will be inspired to expand their experience into other social, civic, and professional groups to which they belong. The process consists of guided partnerships between two people of different races. Everyone attends 16 meetings over a year with his/her partner. During the program year, a small group of six to eight partners will meet about every six weeks with a coach or facilitator and go through a program designed to stimulate interaction and further their partnerships.</p> <p>Lastly, the Human Relations Department financially supports and allows staff to be an integral and vital element in the leadership and augmentation of the Other Voices Leadership Development program. Other Voices, a human relations, leadership development program</p>	

Table 2. Project Summaries

Project	Policies	Status	Lead Staff	Highlights	Goals
				<p>gives city residents an opportunity to learn, interact, become familiar and establish friendships with many of the different ethnicities, religions/faiths, races and members of different social economic status in order to build bridges amongst this City's very diverse community; to create understanding, networking opportunities, awareness, and to enhance individuals comfort levels in order to communicate with less tension, anxiety, and uneasiness.</p>	

2005 Annual Report Comprehensive Plan Amendment History

Amendment Type	CP#	Location	From	To	Acreage	Initiated By	Staff Rec.	PB Rec.	City Council Action
Map	CP-04-01	US220 @ Old Battleground	Low Residential	Commercial	24.59	Citizen	Denial	Approval 2/18/04	Withdrawn
Map	CP-04-02	US220 @ Old Battleground	Low Residential	Mixed Use Residential	119	Staff	Approval	Denial 4/21/04	Approved 5/18/04
Text	CP-04-03	Chapter 10	NA	NA	NA	Staff	Approval	Approval 6/16/04	Approved 7/20/04
Area Plan	CP-04-04	Lindley Park Plan	NA	NA	NA	Staff & Citizen	Approval	Approval 6/16/04	Approved 8/18/04
Map	CP-04-05	Lovett St.	Low Residential	Mixed Use Commercial	2.45	Citizen	Approval	Approval 11/8/04	Approved 12/07/04
Map	CP-04-06	Hicone Rd.	Low & Mod. Res.	Institutional	98.24	Citizen	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-07	Freeman Mill	Low Residential	Mixed Use Commercial	16.36	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-08	E. Washington St.	Low Residential	Mixed Use Residential	70.24	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-09	W. Friendly Ave Area A	Low Residential	Mixed Use Commercial	12.06	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-09	W. Friendly Ave Area B	Low Residential	High Residential	31.12	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-09	W. Friendly Ave Area C	High Residential & Mixed Use Commercial	Low Residential	3	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-09	W. Friendly Ave Area D	Low Residential	High Residential	13.85	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-10	W. Market @ Meadowood St.	Low & High Residential	Mixed Use Commercial	29.48	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-11	Penry Rd. near Wendover Ave.	Low Residential	Institutional	30.35	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Text	CP-04-12	Chapter 4	NA	NA	NA	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-04-13	Figure 5-2 Proposed Scenic Corridor - Pisgah Church Road	NA	NA	NA	Staff	Approval	Approval 1/19/05	Approved 2/15/05
Map	CP-05-01	Chance/Fleming Rd.	Low Res, MUCP, Industrial	Mixed Use Commercial	63.76	Citizen	Denial	Denial 4/21/04	Approved 4/05/05
Map	CP-05-02	Pleasant Garden/US421	Mixed Use Residential	Commercial	12.34	Citizen	Denial	Denial 5/18/05	Approved 7/19/05
Map	CP-05-03	Friendly Ave/Lindley Rd.	Low Residential	Moderate Residential	3	Citizen	Denial	Denial 5/18/05	Withdrawn
Map	CP-05-04	Air Harbor Rd./Church St.	Tier Three	Tier One	66.5	Citizen	Approval	Approval 5/18/05	Approved 6/21/05
Map	CP-05-05	Air Harbor Rd./Church St.	NA	Low Residential	66.5	Citizen	Approval	Approval 5/18/05	Approved 6/21/05