

**SOUTHSIDE AREA
DEVELOPMENT PLAN**

GREENSBORO, N.C.

ADOPTED: SEPTEMBER 5, 1995



**SOUTHSIDE AREA
DEVELOPMENT PLAN
CITY OF GREENSBORO
P.O. Box 3136
GREENSBORO, NC 27402-3136**

ADVISORY COMMITTEE

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DURWOOD LAUGHINGHOUSE**

April 30, 1995

Dear Members of City Council, the Redevelopment Commission,
Planning Board, and Citizens of Greensboro:

By way of this letter, your Advisory Committee for the Southside Area
Redevelopment Plan is pleased to transmit for your consideration the
accompanying report and plan.

This document is the product of a combined effort of your advisory
committee, our city staff team, our consulting team, and the many
citizens who attended the several community meetings held during the
preparation of the plan. As such, it is our best effort to respond to the
needs of the community and the realities of the marketplace, while
adhering to the budget approved by the City's voters. As you can
understand, this was not an easy task, requiring, at times, compromise
and a candid appraisal of priorities.

The problems and challenges facing the Southside area are multi-
faceted and long standing. We recognize, therefore, that the solutions to
these problems must be equally comprehensive and long term. We
believe that the accompanying plan, while not perfect, contains the
necessary strategy and specific actions to respond to this need. We are
hopeful for the Southside area and look forward with promise to the
positive impact that this plan will have on the area.

Please do not hesitate to call upon us if we may be of further assistance.

Very truly yours,

Southside Area Redevelopment Advisory Committee
MacArthur Sims, Chair

- Strategic Planning
- Comprehensive Planning
- Growth Management Tools
- Multi-Jurisdictional Planning
- Design Guidelines and Standards
- Highway & Waterway Corridor Planning

**GLENN
HARBECK**

- Land Use Planning
- Special Area Planning
- Neighborhood Planning
- Redevelopment Area Planning
- Environmental & Resource Management
- Parks, Recreation & Open Space Planning

April 25, 1995

Dear Chairman Sims and Members of the Southside Area Advisory Committee:


On behalf of your consulting team, I am pleased to deliver to you this written summary of the Southside Area Development Plan. Given the potential impact of this plan on the entire south central area of Greensboro, our consulting team is in particularly enthused about the prospects of a truly exciting revitalization of the Southside area. As you are aware, the level of interest that has been expressed in this plan over the past year has been significant; we believe continued interest in the area will ultimately lead to the successful implementation of the plan.

We wish to congratulate the members of the Southside Area Advisory Committee for your commitment of time, energy and ideas over the course of the plan's development. Similarly, project manager Sue Schwartz, community development administrator Dan Curry, and redevelopment planner Jane MacKenzie, as well as other members of the City staff, are to be commended for their organizational skills and thoughtful review of earlier drafts of the plan. Lastly, we would like to acknowledge the efforts of the area residents and property owners who gave of their valuable time to attend the several community meetings held during the course of the plan's preparation.

As we have all understood from the start, the successful revitalization of the Southside area will be the result of a public-private partnership between many interests, including particularly, the City of Greensboro, area financial institutions, area property owners, and prospective development and building interests. Your consulting team believes that the plan delivered to you today presents the proper balance between the public and private sectors, and sets forth a progressive strategy that will positively influence the future of this part of Greensboro for decades to come.

We appreciate the opportunity to have been involved in the preparation of the plan and to have worked with each member of the "team".

Sincerely yours,


Glenn R. Harbeck, AICP
Consulting Team Leader

cc: William Christian, William Christian and Associates
Jim Haden, Edward D. Stone Jr. and Associates
Perry Howard, Dr. Charles Fountain, and John Robinson,
Sustainable Landscape Design Studios



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

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**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 1:
INTRODUCTION AND SUMMARY**

SECTION 1: INTRODUCTION AND SUMMARY

Background: How did this plan come about?

The need for the Southside Area Development Plan emerged largely from discussions begun during the formulation of the City of Greensboro's Center City Development Plan (1990). There was a concern that most of the new investment downtown was being concentrated at the northern end of Elm Street; for a healthy downtown, there needed to be a balance of investment. This area of the city was also identified as an opportunity because of the success of old Greensborough.

The need for definable gateways for the downtown was also discussed at length during this planning process. The Southside area was identified as an important entrance into the downtown. The Center City Development Plan also indicated that Southside was one of the few locations possible for new residential development—a factor felt vital for new commercial growth in this area.

In early 1990, when discussions among the city leadership were being held concerning a possible bond referendum for that Fall, the concept of the Southside redevelopment area emerged. It was felt that multiple objectives could be achieved by investing here. The citizens of Greensboro agreed by approving a bond referendum in November, 1990, which earmarked approximately \$5 million for Southside.

Purpose

The purpose of the Southside area redevelopment plan is twofold:

- (1) to provide a forum for the effective resolution of site analysis, market research, and community input factors related to future improvements in the Southside area, and**
- (2) to provide a specific plan of action to achieve those future improvements.**

Both public and private interests benefit from having an adopted plan in place. City officials, for example, have a specific plan of action for property acquisition, and improvements to public facilities and services. For property owners, investors, and lenders, the plan serves to restore confidence in the area and reduces uncertainty regarding future investments.

The process of preparing this plan in the public arena allows the opportunity to produce a development strategy which recognizes the interest of all parties involved. By assigning specific responsibilities to different interest groups, each group has a greater level of certainty and confidence that their actions will be supported by the actions of others. In this manner, each group's investment receives a higher level of protection. In doing so, this plan also serves to maximize the leveraging capability of the five million dollar bond referendum passed for the specific purpose of revitalizing this area.

Preliminary Site Plan

A preliminary site plan at a scale of approximately 1"=100' is included in the back of this report. The preliminary site plan is a graphic depiction of the key physical design elements of the plan.

- 1. Streetscape improvements (such as sidewalks, lighting, signage, street furniture, bus shelters, etc.),**
- 2. Classic infrastructure such as water, sewer, and power line extensions, upgrades, and relocations, and**
- 3. Site improvements including park development and landscaping.**

The City, in the role of making these improvements, will be operating as the master developer making necessary improvements in a coordinated fashion to support private development activity. Specific horizontal improvements proposed in this plan include:

- Streetscape improvements, including street trees, street lights, street furniture and landscaping along Martin Luther King JR. Drive, Gorrell Street, and several other residential streets in the neighborhood.**
- The creation of bus pullovers and shelters on Martin Luther King Jr. Drive.**
- Water and sewer improvements to aging lines in the neighborhood.**
- The creation of a neighborhood commons, centrally located within the area.**

These improvements are very important to the success of the development effort. First, they demonstrate a clear commitment on the part of the City and the community at large to the restoration of the Southside Area. Such improvements send a signal to current property owners, merchants, and prospective investors that the City cares about its central core area and that this area is upward bound.

Second, the recommended public improvements create the sudden visual impact necessary to get people to take notice. The public improvements are, in essence, a catalyst in the overall strategy to encourage private sector investment.

A more detailed description of these improvements is presented in Section 5 of this plan.

LEVERAGED PRIVATE SECTOR REHABILITATION AND NEW DEVELOPMENT

For the Southside area, this plan suggests that private sector rehabilitation and new development be leveraged in two ways:

- 1. Property Acquisition, Assembly and Resale**
- 2. Gap financing**

1. Property Acquisition, Assembly and Resale

These activities involve the acquisition of vacant land as well as the acquisition of properties with buildings that are slated for rehabilitation or demolition. Both of these City activities will greatly facilitate the redevelopment process. The City is experienced in the acquisition of properties through its other redevelopment activities. With its police and eminent domain powers, the City is in the best position to systematically assemble the land designated for the Southside redevelopment efforts. Once assembled, the City can package the land involved for specific projects and make it available as part of the developer solicitation and proposals process.

In some instances, the City may contribute the land for projects to the developer at little or no cost. In other instances, the City may be able to recoup some of its land acquisition costs, particularly if such resales occur during later phases of redevelopment when land values have been restored. With properties that are to be sold to individuals, as for example with some rehab properties, the City can make these available at discounted prices to help make the feasibility equation balance. Alternatively, where properties slated for rehab are deteriorating under their current ownership, the City can purchase and hold these properties, maintaining them in a condition that is not a blighting influence on the neighborhood until a qualified buyer is found.

Specific property acquisitions proposed in the redevelopment plan are discussed in Section 7 of this plan and identified on the Property Acquisitions Map.

Estimated Bond Expenditures for Corridor Improvements & Opportunity Sites
 Southside Development Area Phase One: First Five Years
 1,000 of \$'s

Corridor	Lighting	Trees	Sidewalks	Furniture	Other*	Contin- gency 15%	Design Fee @ 6%	Totals
MLK Drive	162	72	140	20	335	110	44	884
Gorrell Street	108	48	72	30		40	16	316
McAdoo/Murray Area	112	50	50	36	75	49	20	392
Arlington/Lewis	107	48	75	20	42	45	18	355
SUBTOTALS (CORRIDORS)	\$490	\$220	\$337	\$106	\$452	\$245	\$98	\$1,947

Water and Sewer Improvements	\$250
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Opportunity Site	Acquisition, Demolition, Site Prep & Resale Recoupment	Interest rate write down	Cash Match	Tot Lot Equip and Construct	Low Estimate	High Estimate
Area A: Neighborhood Center District						
A-1 Southside Shops/Offices/Condominiums	300-500				300	500
A-2 Gateway Estate Homes	80	21			101	101
A-3 Skeens Chapel Holiness Church						
A-4 Town Homes on the Common	335-535				335	535
A-5 Arlington Street Professional Offices			45		45	45
A-6 Shared Parking					250	315
A-7 City View Town Homes	250-315					
A-8 Grace Community Church						
Area B: Employment Opportunities						
B-1 Railroad Future Opportunity Site			30		30	30
B-2 Rail Related Industries						
B-3 Shop Industries				50		
B-4 Government Services					50	50
Area C: Single Family Residential						
New Construction	700	100			800	800
Rehabilitated Houses	625	125			750	750
Area D: South of Lee Street						
D-1 Lee Street Commercial						
D-2 Institutional						
D-3 Single Family Residential—New						
D-4 Single Family Residential—New						
D-4 Single Family Residential—Rehab						
SUBTOTALS (SITES)	\$535-1,000	\$236	\$75	\$50	\$2,661	\$3,126

GRAND TOTAL (CORRIDORS + SITES)	\$4,860
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*Other improvements include utility pole relocations, new streets, bus shelters, landscape materials, and signage.
 Note: Numbers in this table may not add due to rounding.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 2:
INVENTORY AND ANALYSIS
OF EXISTING CONDITIONS**

SECTION 2: INVENTORY AND ANALYSIS OF EXISTING CONDITIONS

Redevelopment Area Boundaries

The Southside Planning Area.

The Southside *Planning Area* is located immediately south of the Greensboro central business district. The 60+ acre planning area is separated from the central business by the Norfolk Southern owned rail line and rail yard. The right of way of Edward R. Murrow Boulevard forms the eastern boundary of the redevelopment planning area and separates the area from the Gorrell Street neighborhood to the east. The southern part of the planning area is defined by the right of way of East Bragg Street. Finally, the western limit of the planning area is defined generally as the rear property lines of businesses fronting on South Elm Street. Thus, the planning area is well defined by transportation corridors on three sides and by a well defined commercial district on the fourth side.

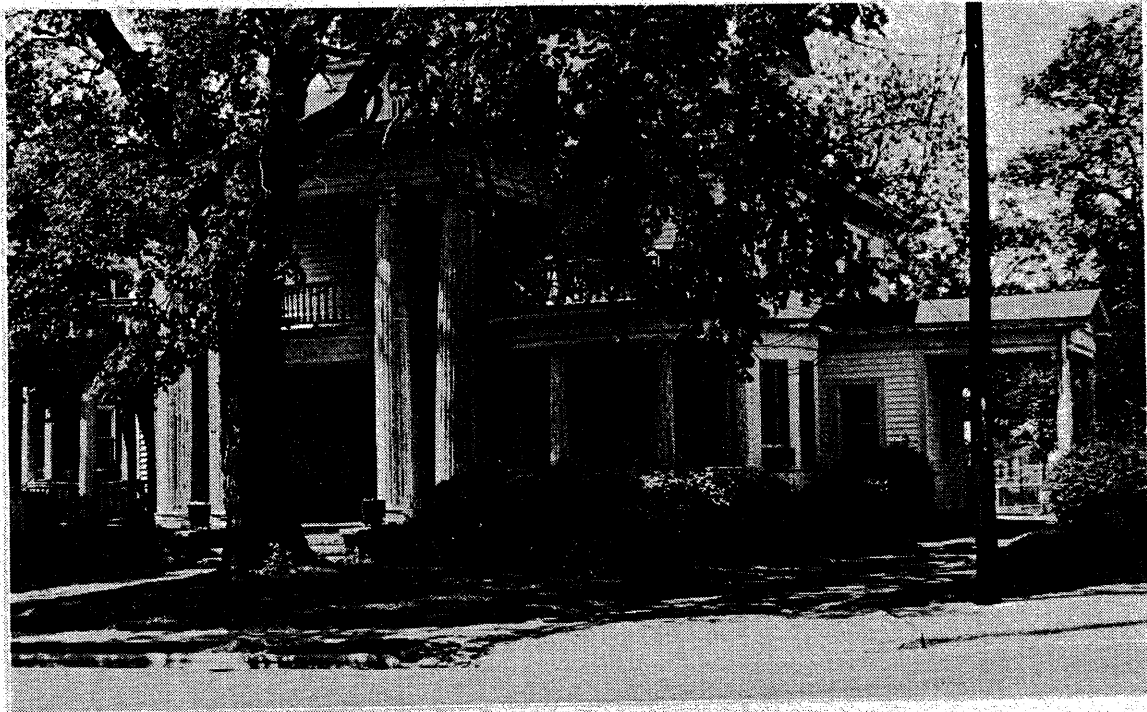
The Southside Redevelopment Area.

Within the geographic limits of the Southside *Planning Area* is a smaller sub-area known as the Southside *Redevelopment Area* : Its purpose may be described as follows:

The North Carolina General Statutes require that *redevelopment* areas be officially "certified" to be eligible for redevelopment actions by local government, including, most significantly, the power of eminent domain. The power of eminent domain allows local governments to acquire land and assemble it for redevelopment purposes. Certification requires statistical proof that the area is indeed in need of strong action to correct situations of urban blight.

The redevelopment statutes require that 2/3 of all structures in a redevelopment area must be *blighted* or *contributing to blight* for the area to be eligible for certification. In the case of Southside, the Greensboro Planning Board certified at their December 1994 regular meeting that 35 of 50 (70%) buildings in the 29.5 acre redevelopment area met this condition. This is the area, therefore, where condemnations of property may occur if necessary.

It should be noted that the area between East Lee and Bragg Street was previously certified as part of the Old Asheboro Redevelopment Area. This area is therefore also eligible for property acquisition employing the powers of eminent domain.



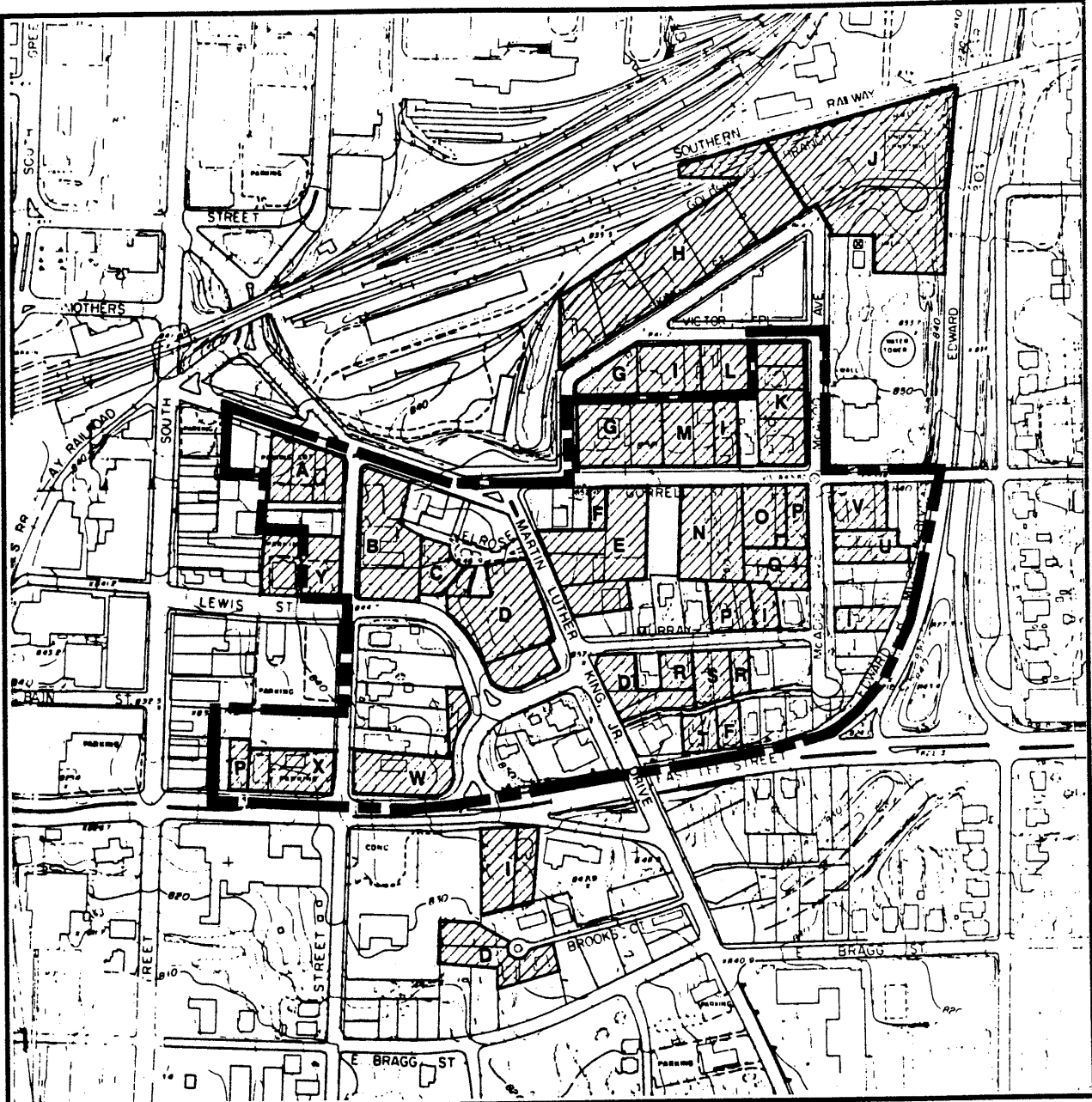
Parcel Ownership

The Parcel Ownership Map shows both the size of land parcels in the area as well as the nature of property ownership within the development area. This map is very useful in determining the extent of potential opportunity sites, in deciding upon necessary property acquisitions, in locating proposed zoning district boundaries, and in determining possible street realignments.

Other than the industrial rail-related properties along the north side, and the City-owned properties near the intersection of MLK and Murray Street, most property ownerships appear to be limited in size.

Utilities

Due to the location and past intensive use and urban character of the area, Southside is well served by utilities. Authorities with the City of Greensboro have identified some \$250,000 in water and sewer line improvements within the Southside area. Most of these improvements are related to the replacement of existing older lines. Beyond these specific improvements, utilities in place in the redevelopment area are generally in sound condition. According to information available on these utilities, they should be capable of accepting new development and rehabilitation of existing structures within the range of possibilities allowed by the existing zoning districts and market demand.



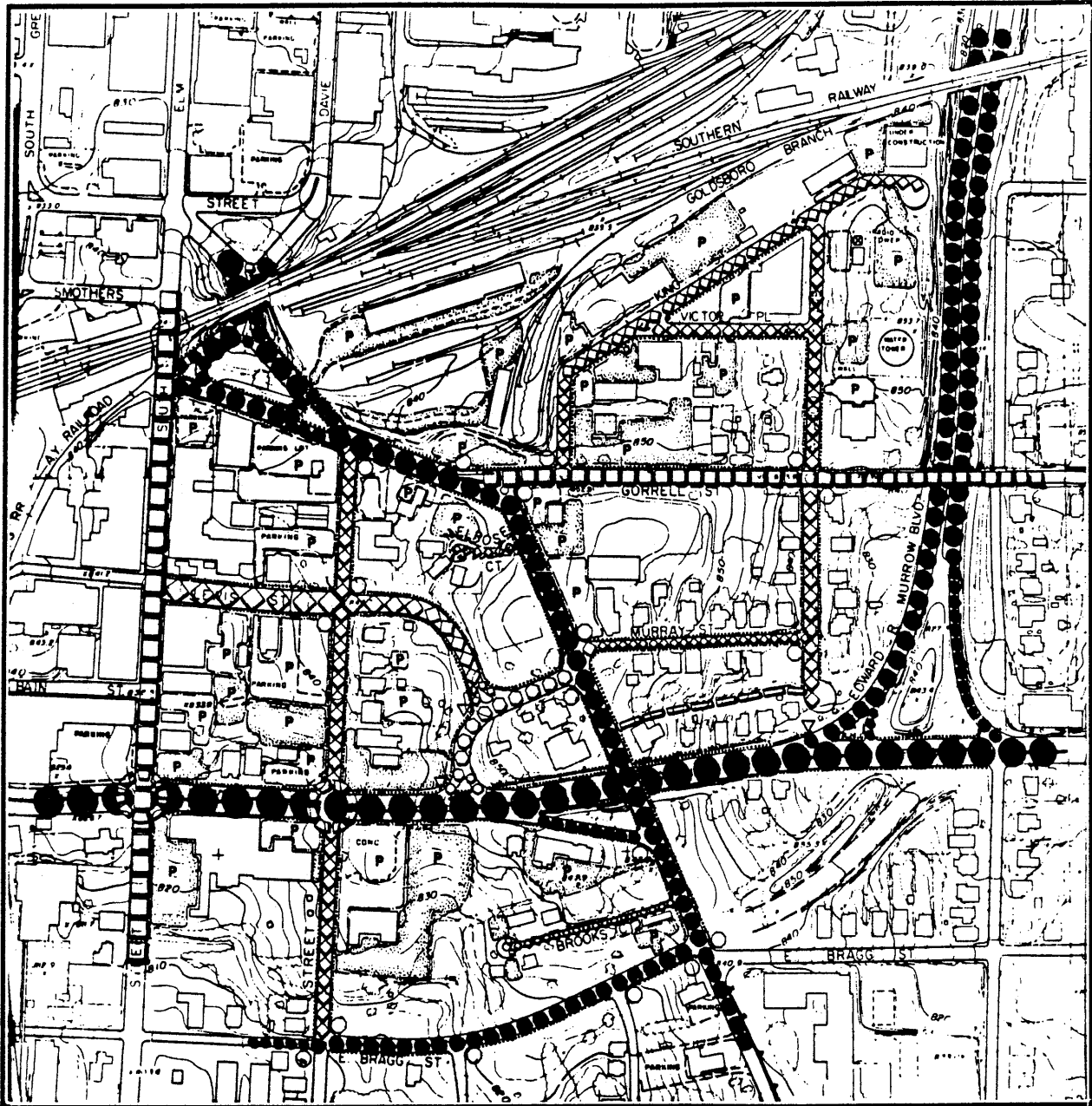
May 3, 1994

NORTH 0' 50' 100' 200' 300'

Redevelopment Area Boundary

Parcel Ownership

- Multiple Parcel Ownership
Common Ownership Designated by Letters
- Single Parcel Ownership
- Property Line



May 3, 1994



Circulation

- Major Thoroughfare
- ▣▣ Collector Street
- ○ Sub-Collector Street
- ◇ ◇ Local Street
- ▬ Alley
- ▭ Paved Parking Area
- ▭ Unpaved Parking Area
- Pedestrian Sidewalk
- ⊙ Signalized Intersection
- Stop Sign Location
- ▽ Yield Sign Location

Circulation

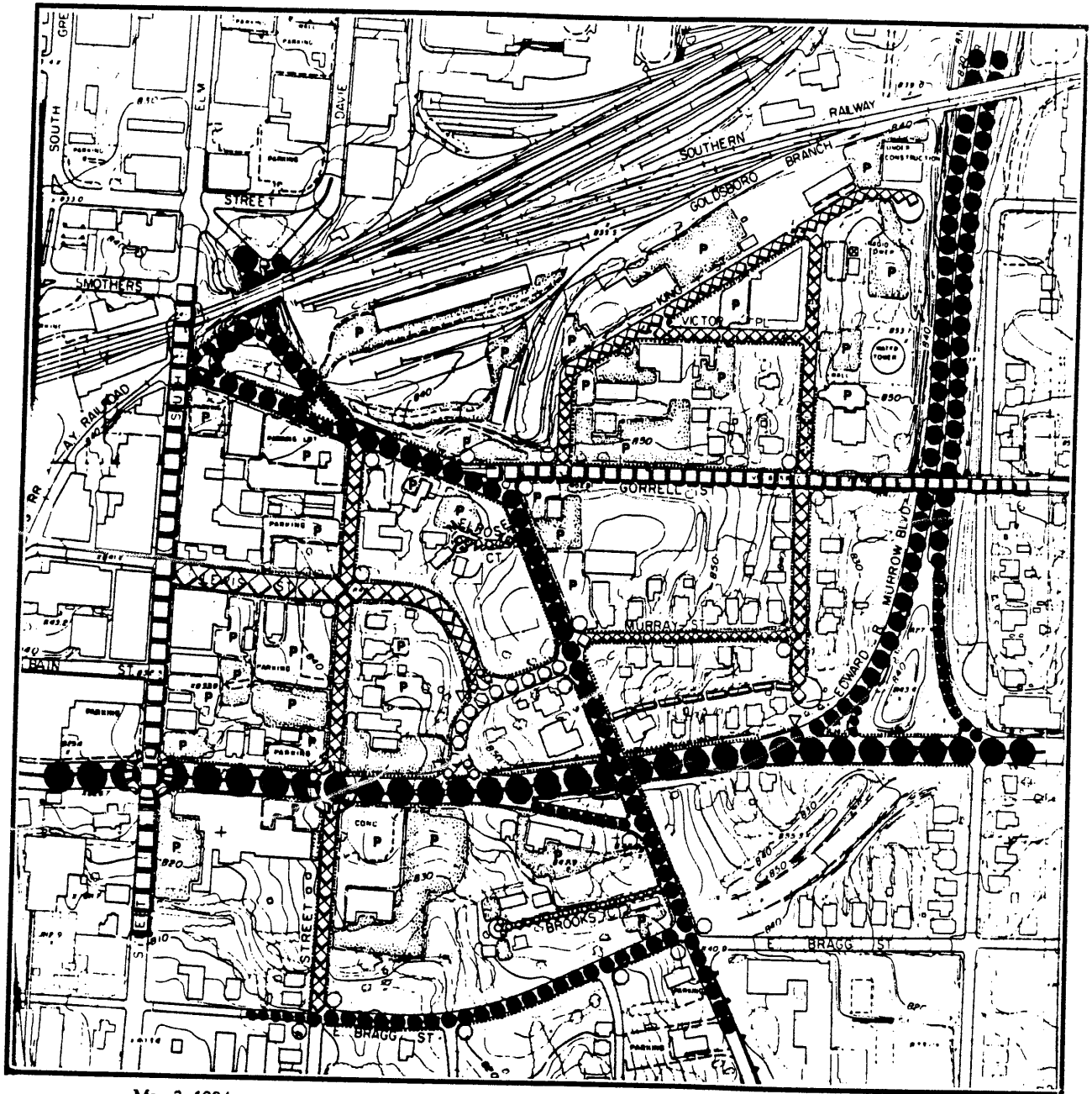
Vehicular and pedestrian travel through and around Southside has a major impact upon the character and use of the area. As noted previously, significant transportation facilities border the development area on three sides. To the north, the Norfolk Southern rail yard and rail line is in active use. To the east, Edward R. Murrow Boulevard, classified as a *major thoroughfare*, defines the border on that side of the development area. According to the City of Greensboro Department of Transportation (GDOT) this portion of Murrow Boulevard has an average daily traffic count of approximately 12,000 to 15,000 vehicles per day. To the south, East Lee Street cuts through the southern part of the development area. East Lee Street is also classified as a *major thoroughfare* and carries an estimated 19,000 to 21,000 vehicles daily.

In addition to these major thoroughfares bordering the development area, Martin Luther King Jr. (MLK) Drive bisects the development area as it approaches the central business district from the southeast. Traffic counts on this portion of Martin Luther King Jr. Drive, however, are significantly less than any of the other major thoroughfares in or near the development area. Average daily traffic counts on MLK are on the order of 7,000 to 8,000 vehicles per day.

Gorrell Street serves as an east-west *collector* bringing traffic into the area from the east while South Elm Street serves as a north-south collector allowing traffic to approach the central business district of Greensboro along the western flank of the development area. The short extension of Murray Street west of MLK to its intersection with East Lee Street is classified as a *sub-collector* street. Traffic counts were not readily available for this sub-collector. All other streets in the development area have been classified as *local* streets and typically carry a very low traffic volume. Of these local streets, Arlington probably carries the largest traffic volume at approximately 1,600 to 1,700 trips per day.

Due to the pedestrian oriented urban character of the area, sidewalks are provided on both sides of nearly all streets in the development area. This information is summarized as graphically on the Circulation Map.

Overall, the modified urban "grid iron" pattern of streets in the Southside Area serves the area well. However, suggestions for two modifications to the street pattern are presented Sections 5 and 8 of this plan.

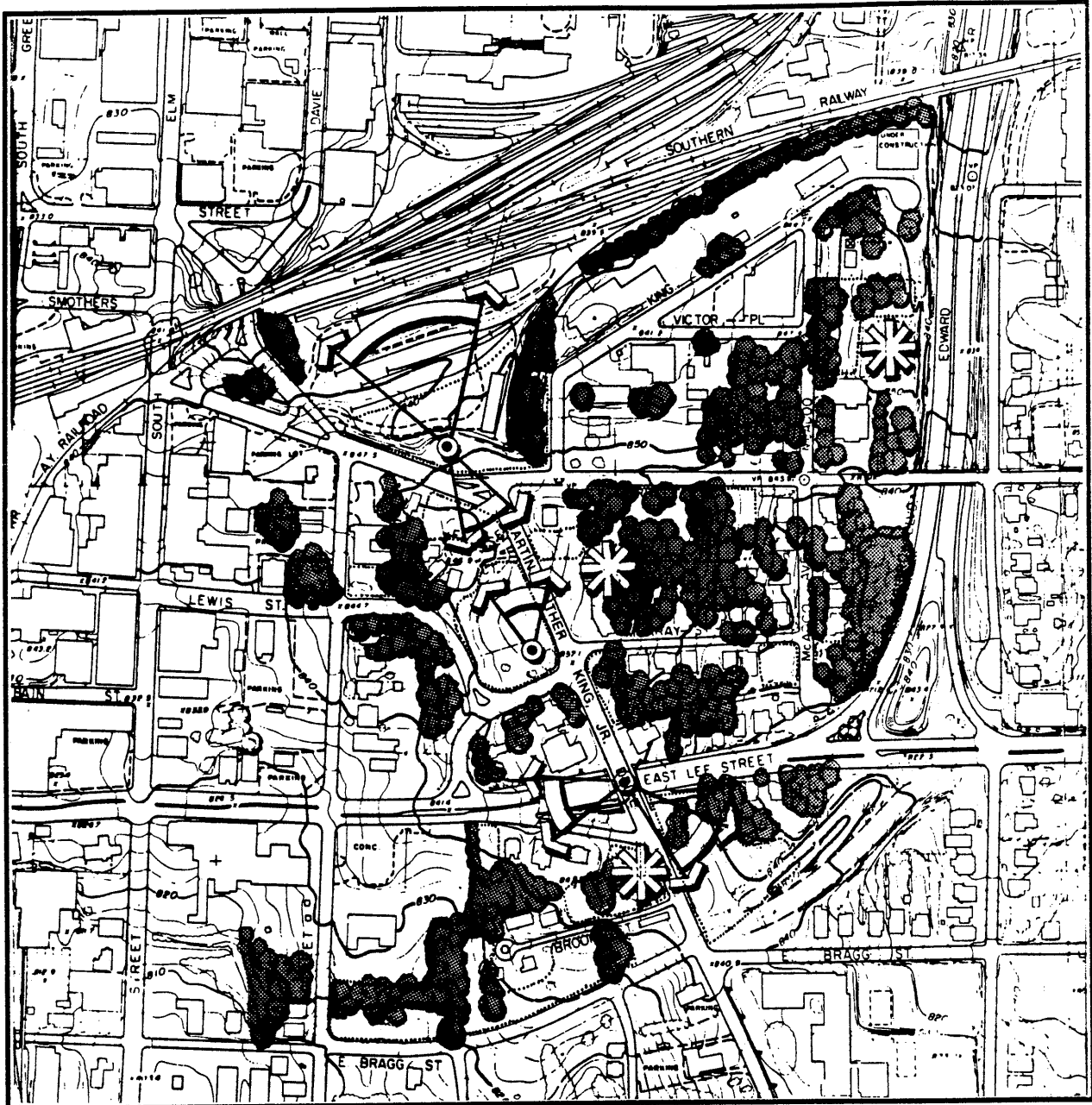


May 3, 1994



Circulation





- Major Thoroughfare
- ▣▣ Collector Street
- Sub-Collector Street
- ◇◇ Local Street
- Alley
- ▭ Paved Parking Area
- ▭ Unpaved Parking Area
- Pedestrian Sidewalk
- ⊙ Signalized Intersection
- Stop Sign Location
- ▽ Yield Sign Location



May 3, 1994



Natural Features

-  Topographic High Point
-  Significant Views
-  Open Space Opportunities
-  Major Canopy Vegetation

Existing Land Use

A windshield survey was completed to determine lot by lot land use within the planning area. The planning area includes all or part of some ten to twelve city blocks. The Land Use/Zoning Map shows the configuration and current use of the area. As the map shows, the area is comprised of a very urban, mixed use development pattern. The predominant land use patterns reveal a transition from commercial uses on the west to residential uses on the east, and from industrial on the north to residential on the south. Consistent with this pattern, most of the land parcels along Arlington and Martin Luther King Boulevard are in use for commercial or office and institutional purposes. The eastern and southern sides of the area consist of a relatively homogenous enclave of turn of the century Victorian housing.

Zoning

The Land Use/Zoning Map also shows the type and distribution of zoning districts within the development area. There are six zoning districts within or immediately adjacent to Southside. Beginning with the "least intensive district" and progressing to "most intensive district", these six districts are:

RS-7 Residential, Single Family District.

This district is intended for development in relative high density single family detached dwellings at an overall growth density of about 5 units per acre or less.

GO-M General Office-Moderate Intensity District.

The GO-M district is intended to accommodate moderate intensity office and institutional uses and moderate density residential uses at 12.0 units per acre or less, as well as supporting service and retail uses.

GB General Business District.

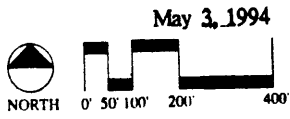
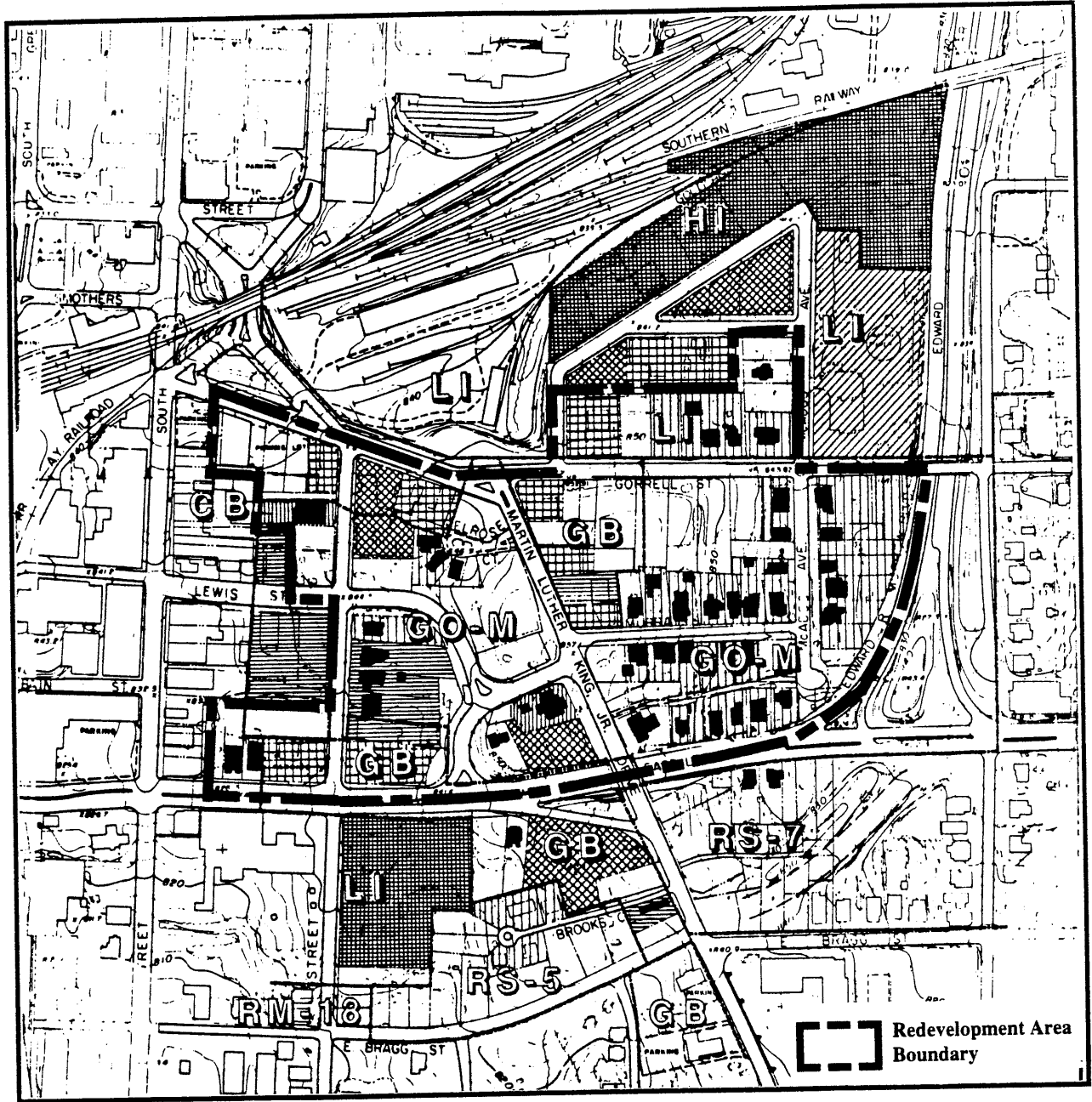
The GB district is intended to accommodate a wide range of retail, service, and office uses. The district calls for a relatively shallow 15' yard setback which makes it relate well to old commercial developments found along some of the city's thoroughfares.

CB Central Business District.

Central Business District zoning is designed to encourage high intensity, compact urban development exclusively in the central core of Greensboro. The district is intended for a wide range of uses including office, retail, service, institutional, and high density residential developments in a pedestrian-oriented setting. Developments in the central business require no front or side yard setback. There are also no minimum off street parking requirements for properties within the central business district. The CB zoning district has been applied to properties fronting on South Elm Street to the west of the development area. Also included are properties on either side of Arlington Street at its intersection with MLK Boulevard.

LI Light Industrial District.

The LI district is intended to accommodate limited manufacturing, wholesaling, warehousing, research and development, and related commercial service activities which, in their normal operations, have little or no adverse affect upon adjoining properties. The LI district occurs in the development area along the entire length of the north side of Gorrell Street. In this location, it takes in (moving from west to east) the rail yard, commercial properties, several single family home and the City's fire station and water tower area.



Land Use / Zoning

Land Uses	
	Single Family Residential
	Multi-Family Residential
	Institutional
	Office / Business
	Retail / Commercial / Distribution
	Industrial / Manufacturing
	Public / Utility
	Vacant / Abandoned

Zoning Districts	
GO-M	General Office - Moderate Intensity
CB	Central Business District
GB	General Business District
LI	Light Industrial District
HI	Heavy Industrial District
RS-5	Residential Single Family District
RS-7	Residential Single Family District
RM-18	Residential Multi-Family District

Architecturally Significant / Historical Structure

HI Heavy Industrial District.

The HI district is intended to accommodate a wide range of assembling, fabricating, and manufacturing activities. The district is intended to accommodate uses which may have significant environmental impacts and which require special measures to insure compatibility with adjoining properties. While the HI district is located on the northern edge of the development area, its location and need for access through the development area warrants attention. The Heavy Industrial district takes in a number of uses that are adjacent to the rail line in the northeast corner of the study area.

Special Setback from MLK

In addition to the above described zoning districts, the Greensboro zoning ordinance also contains a provision for a "Special Setback From Martin Luther King Jr. Drive." Section 30-4-7.3 (R) establishes a special street setback along both sides of Martin Luther King Jr. Drive from its intersection with Gorrell Street south through the planning area. This provision requires that any building adjacent to the MLK thoroughfare to be set back at least 100' from the centerline of the thoroughfare.

Recommendations for Zoning Changes Presented in Section 8

Generally speaking, the mixed use pattern of urban activities in the Southside area is appropriate for its location just south of the central business district and immediately adjacent to the rail yard. In some instances, however, it will be necessary to carefully tailor building setbacks and design standards to allow urban level development to enhance the character and economic viability of the area. At a minimum, front yard building setbacks should be adjusted to create uniform building setbacks consistent with the character of development desired for each street in the redevelopment area. Recommendations regarding changes to be made to the zoning ordinance and map are presented in Section 8 of this plan.

Population and Housing Profile

The table on the next page presents a summary of 1990 US Census information on population and housing within the Southside Planning Area. The Greensboro Southside neighborhood's demographic profile indicates a population that is predominately African-American, younger than the general population, on average well below the poverty threshold of Greensboro, and transitional, with a high tenancy turnover rate and a predominance of renter-occupied housing units.

The estimated median household income of Southside residents of \$17,200, which places households in the study area at about one-half of Greensboro's 1990 median income level. Consistent with the low household income statistic is the low mean rent value in the area of about \$300 per month.

Better than 80% of the occupied housing units in Southside are renter occupied. They are tenanted more often than not (about 65%) by non-family householders. Of the households that are family households— about 30 % — nearly 6 out of 7 of these households are headed by females. The average age of the Southside population is about 35, which mirrors the Greensboro general population mean.

Portions of Southside, notably along MLK Boulevard, the Arlington/Lewis area and in the industrial section in the north/northeast of Southside, contain pockets of employment which are stabilizing and positive influences for the development effort. Based on statistics obtained, about 100 persons are employed within the study area.

POPULATION AND HOUSING

TOTAL POPULATION	195
Black	120 (61.5%)
White	48 (24.6%)
All Other	27 (13.8%)
18 Years and Under	32 (16.4%)
19 to 65 Years	148 (75.9%)
Over 65 Years	15 (7.7%)
HOUSING UNITS	84
OCCUPIED HOUSING UNITS	60
Owner-Occupied Units	11
Renter-Occupied Units	49
MEAN VALUE OF OWNER-OCCUPIED HOUSING UNITS	\$59,500
MEAN RENT	\$288/month
PERSONS/OCCUPIED DWELLING UNIT	3.25
ESTIMATED MEDIAN HOUSEHOLD INCOME	\$17,200

Source: 1990 U.S. Census of Population and Housing

Crime

The incidence of crime within Southside was one of the most frequently mentioned issues at public meetings held during the preparation of the plan. Statistics obtained from the Greensboro Police Administration Office of Crime Analysis, confirm that Southside does have a crime problem, as summarized below:

SOUTHSIDE CRIME STATISTICS

YEAR	REPORTED OFFENSES	RATE/100 POP	% Change
1990	130	66.33	—
1991	109	55.61	-16.2
1992	119	60.71	9.2
1993	94	47.96	-21.0
1994	165	84.18	75.5

While the rate of reported offenses in Southside varies from year to year, the rate per 100 population since 1990 has been consistently very high. With the average rate of reported offenses across Greensboro at about 9 per 100 population the Southside neighborhood experiences about seven times the crime incidence of the city-wide average.

The five most frequently committed crimes are as classified below, indicating the forceful nature of the principal offenses.

1. Aggravated Assault (65)
2. Burglary (58)
3. Vandalism - Malicious (56)
4. Larceny - Auto Accessory (43)
5. Robbery - Individual (37)



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 3:
PLAN OBJECTIVES**

SECTION 3: PLAN OBJECTIVES

Introduction

To be effective, the plan for the Southside Area must be responsive to a broad spectrum of interests. Before specific recommendations can be set forth, it is important that all parties involved agree upon a common set of objectives. These objectives provide the foundation and overall direction necessary for the redevelopment plan. During the course of preparing and reviewing the plan with the public and various boards, these objectives can also be useful in helping to insure that the final plan does not drift off course from the original intent as expressed by area residents, property owners, and community interests.

Twenty-Four Objectives

The following twenty-four objectives emerged from the various community meetings held for the redevelopment plan. On examination, these objectives should be found to be consistent with the ideas and concerns identified at the first community meeting, and reinforced at subsequent meetings:

Objective 1. Encourage home ownership, including opportunities for first time buyers.

It has often been said that home ownership is strongly associated with neighborhood stability and long term maintenance of property values. By contrast, the current instability of the Southside area is evidenced by high levels of investor-owned, renter-occupied housing. Providing quality, affordable, owner-occupied housing is, therefore, at the heart of the redevelopment plan for Southside. Efforts to improve the housing stock of the Southside neighborhood should focus strongly on providing new or rehabilitated housing that lends itself to home ownership opportunities. These opportunities should cater especially to first time buyers, who may be the most likely "pioneers" in bringing the neighborhood back.

Objective 2. Clean up Gorrell and Murray Streets—physically and socially.

The Gorrell/Murray Street area has developed a deserved reputation for having a negative impact on the entire Southside area. The social problems associated with Gorrell and Murray Streets are many. (See objective 5 below regarding blighting influences). These undesirable activities, in turn, have translated into the steady physical decline of these streets. Gorrell Street provides the eastern gateway into the Southside area from Bennett College and areas to the east. Murray Street is the principal residential street leading into the heart of the remaining historic residential area. Therefore, the plan should work to eliminate those undesirable activities along these Streets while at the same time improving the physical appearance of the streetscape and adjacent land uses. *(Note: While Gorrell street was the main object of attention during the early community meetings held for the plan, Murray Street was added later to this objective at the request of several interested citizens.)*

Objective 3. Improve street lighting throughout the area.

Good street lighting is one of the most effective deterrents to criminal activities. Residents attending the first community meeting for Southside were in strong agreement that more street lighting would be of benefit to the Southside area. Consistent with Objective 2 above, the public was especially interested in seeing more lighting along Gorrell Street from its intersection with Martin Luther King Drive eastward toward the Bennett College area.

Objective 4. Promote/nurture new businesses, which serve the area in a positive way.

The promotion and nurturing of new and existing businesses will benefit the Southside area in at least three ways. First, expanding businesses offer the promise of creating new jobs. Second, new business expansions may result in existing sites getting cleaned up and improved. And third, business expansions offer the possibility that additional new businesses may spin off, thereby perpetuating an upward economic cycle.

Objective 5. Remove blighting influences, including junk cars, and undesirable business activities.

Blighting influences in the Southside area have assumed several forms. A review of area conditions, supplemented by citizen concerns expressed at community meetings, revealed the following examples: crack houses, loitering, vagrants, and winos, vacant lots, abandoned or junked vehicles, deteriorated or dilapidated housing, litter, prostitution, and businesses which are conducive to such undesirable activities. Each of these influences operating independently can have a negative impact on the neighborhood, oftentimes leading to the addition of other blighting influences. Operating collectively, their impact can be devastating. Because the problems can be quite complex, finding solutions to them can equally difficult. The plan for Southside must therefore employ a comprehensive approach to the removal of these blighting influences.

Objective 6. Provide low interest or government-backed loans or grants in support of housing rehabilitation.

Experience in declining neighborhoods indicates that housing rehabilitation without substantial support in the form of low interest or government-backed loans or grants is unlikely to occur. The cost of purchasing and restoring an existing deteriorated or dilapidated structure oftentimes exceeds the appraised value of the structure following rehabilitation. The difference between the total cost of restoration and the post-rehab appraised value, may be referred to as the financing "gap". Therefore, one useful function of the plan is to identify targeted financial programs for closing this gap.

Objective 7. Bring a farmers market into the area; consider the rail yard as a potential site.

This concept has been discussed locally on a number of occasions over the past few years, and continues to resurface in conjunction with the south side of central Greensboro. A farmers market is viewed as an effective interim use which could bring shoppers and dollars to the Southside area. Specific locations suggested for a farmers market have included the Crane Building (just outside the study area) or a portion of the rail yard site along the northern boundary of the study area. Recent information, however, reveals that the Crane Building has been earmarked for demolition. And the Norfolk Southern railroad company has indicated little interest in offering any part of their site for a farmers market. In light of these recent developments, this objective may be difficult to achieve under this plan.

Objective 8. Retain/preserve the existing historic and physical infrastructure, features, and flavor of the area.

The development of the Southside area has a history dating back over 100 years. During that time, many new influences have been brought into the area, but its unique turn of the century character continues to manifest itself. This character includes a modified grid iron street pattern, two story Victorian and bungalow homes oriented strongly to the streetscape, magnificent shade trees, and building materials of stone, brick and wood. This unique character is an important part of the history of Greensboro and should be retained as a foundational element of the plan.

Objective 9. Revitalize the area's traditional neighborhood character, including: places to live, places to work, places to shop, and places to gather—all within walking distances.

Despite its economic and physical decline, the Southside area represents one of the best examples of a turn of the century, pedestrian oriented, mixed use urban neighborhood in Greensboro. Within just a few hundred feet of one another may be found residential areas, commercial/retail (S. Elm Street), major transportation services (the railroad), employment opportunities (commercial/industrial uses associated with King and Victor Streets) and community institutions (churches). Due to the proximity of each of these uses, there is a strong pedestrian orientation within the neighborhood. This pedestrian orientation and mixture of uses should be retained rather than attempting to "suburbanize" the area.

Objective 10. Provide for security and safety in the area through greater police presence, including more patrols and possibly a satellite law enforcement station. Introduce community policing.

Perhaps more so than any other single factor, citizens attending the community meetings identified security and safety as the key to bringing the Southside area back. So long as people feel insecure in their homes, businesses, or on the street, their willingness to move back into the area or to reinvest in the neighborhood is strongly discouraged. At the same time, it is recognized that law enforcement "from without" will not be effective without "community policing from within."

Objective 11. Incorporate social programs to deal with human and social problems of the area as well as the physical problems.

Citizens attending the community input meetings recognize that physical improvements alone will not provide a lasting solution for the effective revitalization of the Southside area. Social problems related to drugs, prostitution, education, health care, recreation, and counseling must be provided in tandem with the physical improvements. While the bond money approved for application in the Southside area is not eligible for application to social programs, the City of Greensboro and other agencies and institutions have other ongoing programs and resources which can be brought to bear to the social problems inherent in the Southside area. *(Note: Several area residents requested that it be made clear that this objective did not imply that a social service facility or structure would be placed in the Southside neighborhood; rather only that persons in need of such counseling or treatment would be referred to existing facilities already available in the Greensboro area.)*

Objective 12. Improve public transportation serving the area, particularly to employment centers.

One factor in the attractiveness of any neighborhood to prospective residents is the proximity of that neighborhood to jobs appropriate for area residents. While the neighborhood is very convenient to the central business district of Greensboro, it was noted that many jobs which might be available to prospective new residents of Southside are located in the airport area. While outside the scope of this plan, a coordinated plan for transit service to these employment centers could be supported by transit-related physical improvements installed as part of the development plan for the Southside area.

Objective 13. Treat the rail yard site as a regional resource; plan accordingly.

Many residents of the City of Greensboro view the existing rail yard site as a critical property within the heart of the Greensboro center city. While the rail yard continues to see limited use for rail operations, for all intents and purposes, it is effectively lying dormant, contributing little economically to the Greensboro economy or the central city in particular. If some productive use could be found for this site, it would be of benefit not only to the Southside area, but to the whole city.

Objective 14. Incorporate bicycle facilities into the plan.

Given the pedestrian scale of the neighborhood, and its proximity to the central business district, Bennett College, and South Elm Street, the provision of bicycle facilities would only strengthen the plan. Since most of the streets within the study area have relatively low traffic volumes, bicycle facilities could occur on-street, thereby minimizing the expense of providing such facilities.

Objective 15. Address the design of MLK Jr. Drive through the area, from a functional as well as an aesthetic standpoint. Create an attractive gateway into the downtown from the southeast.

Martin Luther King Jr. Drive is one of the most significant entryways into the heart of the City of Greensboro. In fact, most observers have noted that the view of the central business district skyline as one approaches the downtown area on MLK in the Southside area is one of the best in the city. Enhancing this important gateway into the central city would not only benefit the Southside area and its image for investment, but would also be of benefit to the entire Greensboro community.

Objective 16. Provide for open space and recreation opportunities, especially for children.

If the Southside area is to be attractive to families with children, it will be necessary to provide open space and recreation facilities within the neighborhood. Unlike the large-lot subdivisions of the suburbs, the Southside area must respond to open space and recreation needs through more traditional, common open spaces. In doing so, these common areas will provide opportunity for residents of the neighborhood to come together as a community.

Objective 17. Acknowledge and encourage the continued beneficial development of church/neighborhood relations.

In an era of continued federal and state cutbacks in social service programs, churches are being called upon increasingly as a major resource in addressing social service needs. The Southside neighborhood currently contains two churches whose outreach programs have offered a source of stability to the neighborhood and an effective avenue for human service. Such institutions also offer the possibility of economic investment in the neighborhood should they elect to expand their facilities in conjunction with church growth.

Objective 18. Maximize the leveraging capability of the five million dollar bond.

At first blush, five million dollars may appear to be a substantial sum of money for the revitalization of the Southside area. In fact, given the decline of the neighborhood over the last four decades, five million dollars is a relatively modest amount of money relative to the needs of the neighborhood. For this reason, it is necessary to apply these moneys in a leveraged manner to facilitate the investment of the private sector.

Objective 19. Design new housing for high quality appearance and traditional features: e.g. elevated over crawl spaces functional front porches and the like.

An examination of the existing housing stock in the Southside area reveals the unique, largely two-story, turn-of-the-century Victorian and bungalow housing. The character and charm of the neighborhood must be retained by the rehabilitation of these existing homes where economically feasible, and by the introduction of sensitively designed new housing which reflects the turn of the century character. Homes of low quality, and or inconsistent character would detract from the overall quality of the neighborhood and serve only to contribute to the area's continuing demise.

Objective 20. Seek a balance between saving existing structures and tearing down those which are either a blighting influence or are too far gone to save.

This objective calls for a candid evaluation of the prospects of saving many wood-framed structures in the neighborhood which have undergone decades of neglect and deterioration. Despite their current condition, these structures represent one of the most significant historic inventories of housing stock in the entire city. Ultimately, the balance between restoration and new construction may emerge during plan implementation when specific buyers and their respective niches come to the forefront and are willing to invest in the neighborhood. If the buying market is unable to justify restoration of the structures, even with appropriate public subsidies, it may be necessary for historic preservation interests in Greensboro to step forward with additional incentives to make these homes work, or to abandon efforts to save some structures in favor of sensitively designed new construction.

Objective 21. Emphasize leadership development, community consensus building, and public/nonprofit/private sector partnerships.

At the core of the development plan for Southside is the ability of the process to bring together various interests and their resources in a coordinated plan of action—where all parties benefit in some way from the actions of other parties. Given the breadth of interests involved in this area, this is one of the biggest challenges facing this plan. It is hoped that during the process of preparing the plan, neighborhood and civic leaders will emerge who have the political and financial courage to make the plan work. As stated previously, it is only through strong support and leveraging of the city's five million dollar bond referendum that an effective impact can be made in this area.

Objective 22. Try to resolve the market niche problem—i.e. those with assets are weary of investing in the neighborhood, while those most likely to invest have few assets.

Any plan for the Southside must forge a series of recommendations which allow investors of various financial means to invest in the neighborhood. Solutions to this problem may include the specific product mix offered, the price points of each product, and the ability of the plan to address issues of security and safety. This also is one of the toughest issues facing the redevelopment plan.

Objective 23. Provide for a full range of counseling to prospective home buyers in the area, including home ownership and neighborhood responsibilities.

Successful neighborhood revitalization requires an ongoing program of education to acquaint new home buyers with their responsibilities of home upkeep, as well as the upkeep within the neighborhood at large. The provision of low interest or government-backed loans or grants offers the opportunity to provide home ownership counseling in conjunction with securing these loans.

Objective 24. Encourage a significant amount of new housing.

New housing is perhaps the best way to revitalize the Southside neighborhood, particularly during early stages of plan implementation. The more people there are within the neighborhood, the more "eyes on the street" there will be to insure security and safety in the neighborhood." Also, more new housing brings more households which, in turn, bring larger levels of disposable household income. It is this new disposable household income that provides the economic fuel to drive new businesses serving the area. The key to recruiting any new business to an area is the ability to demonstrate a market area willing to buy goods or services in sufficient volume to support the business venture.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 4:
REAL ESTATE MARKET ASSESSMENTS**

SECTION 4: REAL ESTATE MARKET ASSESSMENTS

Introduction

At the outset of this plan, it was suggested that to achieve its purpose, the development plan must seek to satisfy three important factors:

- (1) Community needs and wants
- (2) Site constraints and opportunities, and
- (3) The realities of the market place.

Section 2 addressed site constraints and opportunities from primarily a physical planning standpoint, while Section 3 outlined a series of specific objectives which grew out of the community's wants and desires. This section addresses the third component of the planning process concerning the *marketability of real estate development products* for the Southside area. This information is presented under three categories:

- Residential
- Commercial/Retail
- Office development.

Residential Market Overview

Existing Housing Conditions

Within the Southside redevelopment certification area it has been noted that least 70% of the houses are in various stages of serious disrepair. The housing stock here was built mostly during the 1900 to 1935 period. The average structure age is about 75 years. Many of the homes have historic and architectural significance. Queen Anne, Bungalow, Craftsman Foursquare, and Neoclassical Revival architectural styles are well represented in the area. Many of the homes are large (average square footage about 2,500 sq. ft.), having been built by prominent professionals and businessmen of the Greensboro community shortly after the turn of the century.

Most of the buildings in Southside are larger than what current owners need, or can afford to maintain. In general, cash flows generated by rental properties do not, based on the experience and testimony of several owners, provide enough to keep the houses in good repair. A similar scenario is occurring with non owner-occupied buildings where conversions to two, three or more rentals have been done. Most of these buildings are in worse disrepair and declining. There is some, but very limited, evidence in Southside of any rehabilitation activity. The problem, quite simply, is that the market is not strong enough to generate the finances to maintain these old, large houses.

Housing Values

The residential market in the Greensboro Southside study area is weak. In fact, very few sales are occurring in the neighborhood to define much of a market. Available data are primarily limited to eminent domain purchases by the Greensboro Redevelopment Commission over the past two years. One of the very few "market driven" purchases in the area occurred in 1994 and involved the acquisition of two residences for a combined price of under \$100,000. The appraisal report prepared for this transaction cited no comparables in the Southside neighborhood.

Review of the current Multiple Listing Service for Greater Greensboro reveals additional housing that is on the market and one sale that recently occurred. These sales and listings, none of which are in Southside, are of limited applicability to development planning for Southside.

Comparables from Outside the Study Area

Several neighborhoods proximate to Southside have significant relevance to Southside's development. In particular, the Asheboro Square neighborhood, that is itself a redevelopment area (completed), is located immediately south of Southside, and is instructive. This neighborhood was built out during the period 1990-1992 with new single family homes. Also instructive are recent sales obtainable from neighborhoods east and south of Southside. The data from these areas is summarized below.

Asheboro Square Neighborhood Sales

Asheboro Square is an area of single family homes located immediately south of Southside. The development is a recently completed City-sponsored (built on City-owned land) project that is comprised of 62 single family homes on lots that are about 1/4 acre in size. The homes range from about 1,000 square feet to 1,400 square feet. The homes sold for prices that ranged from \$55,000 to \$69,000. The project was built and sold out in three years.

The Asheboro Square neighborhood was marketed and sold to buyers similar to buyers that might be expected to purchase single family homes in Southside. These are buyers who have very limited new home ownership opportunities in Greensboro but who can qualify for home ownership under the City's housing programs. This project was built and sold out in less than three years. This could indicate that a similar or larger number of single family homes, if priced right, could be sold in Southside within the first five years of a redevelopment program.

The lots here are bigger than would be appropriate in Southside and the designs are not transferable to the more traditional, turn of the century residential architecture of Southside.

Two other "markets" exist that, although outside the redevelopment area per se, have some influence on and relevance to the Southside area. These include the Hamburger Square apartments across the railroad to the north and the residential rentals on South Elm Street located on the upper floors of these buildings.

Hamburger Square Apartments

The Hamburger Square project is an excellent example of historic preservation and adaptive reuse for residential occupancy. The project was done by the Jefferson-Pilot Co. and remains in the ownership of the company. It is an upscale rental apartment project containing 92 units. Square footages range in size from 575 square feet to a 1,500 square foot penthouse. The information in the table below summarizes the rental statistics on the Hamburger Square project.

According to information provided by the owner, Hamburger Square's market is overwhelmingly professionals, 80 percent white/20 percent black, aged 30-50, 70 percent single/30 percent couples, many of whom work in or near downtown, and who are attracted to the near-in location as well as the fine character of Hamburger Square.

Amenities at Hamburger Square include a swimming pool, sauna, whirlpool and fitness facilities. In addition, substantial security is provided for the facility including cameras, coded locks, and secured parking. One parking space per unit is provided for the tenants.

Because of cost overruns in the rehabilitation process and some bad luck with a fire during construction, the project is not yet producing a profit. Nevertheless, it is very instructive in that it shows that downtown housing is attractive to certain segments of the market and that perhaps this market is not being fully served. Hamburger Square is typically 100% leased and usually there is a waiting list for units.

**HAMBURGER SQUARE PROJECT DATA
(92 TOTAL UNITS)**

UNIT TYPE	SQUARE FOOTAGE	MONTHLY RENT
Studio	575	\$450
1 Bedroom	625-940	\$490-\$550
2-Bedroom	1,000-1,500	\$600-\$850

Elm Street Upper Floor Residential

Residential rentals on the upper floors of buildings on South Elm Street are becoming more prevalent in the 300 to 600 block of South Elm. Recent estimates are that as much as 40,000 square feet or 50 rentals are currently occupied. This is in addition to the owner-occupied upper floor spaces on South Elm.

The phenomenon of rental occupancy of buildings on South Elm is solidifying but only very slowly. As reported by several owners of South Elm Street buildings, there are many requests by prospective renters for space on the upper floors but not enough owners who are rehabilitating these spaces to meet the demand. Absorption of additional units is occurring at a rate estimated at about 10 rentals annually. Rough estimates are that the demand could be double or triple that number. In any case, this represents a trend and an infusion of residents that will only help the neighborhood.

The profile of tenants here is very similar to the profile of tenants previously described for the Hamburger Square apartments. Rental rates for units on South Elm reportedly range from a low of \$350 a month (1 bedroom) up to \$700 a month for larger units.

SUMMARY CONCLUSIONS AND STRATEGY FOR THE RESIDENTIAL MARKET

Conclusions

The foregoing residential market assessment is based on (1) current conditions in Southside and (2) the incremental changes in these conditions that can be achieved as redevelopment and neighborhood transitions take hold. The assessment is also based on a strategy of obtaining successes that are built upon and added to (critical massing) so that new housing products can be introduced to a broader base of targeted buyers as the implementation of the development strategy unfolds.

The residential market inside the boundaries of the Southside area proper is a market without much activity. This market has been on a slow but steady decline over a period of several decades. Without intervention, this decline will continue inexorably simply because many property owners cannot justify improvements or proper maintenance in light of the expected payoff or economic return. In fact, several property owners interviewed for this report indicated that they would prefer to be bought out through the redevelopment process than make investments in their properties.

Greensboro area developers, builders, and realtors characterize Southside as high risk. Not a person interviewed was of the opinion that market rate housing would sell in Southside given present market conditions.

Strategy

The recommended development program for the residential component of the plan is phased and sequenced to cause a diversity of housing opportunities to emerge in Southside over time. The first phase would involve housing initiatives intended to target the buyer who has limited options to purchase in the Greensboro market. The buyer type would be similar to the targeted buyer at

Asheboro Square— single parents, typically female, aged 25-40, and employed earning between \$18,000 and \$22,000.

This plan suggests that a majority of the first phase of development activity be concentrated in the single family neighborhood along Gorrell, McAdoo, and Murray Streets. In this area there are a number of existing homes that date to the turn of the century. Today, many of these homes are in serious disrepair.

Housing development strategies recommended by this plan may be presented under two categories: *housing rehabilitation* or *new construction*. At times during the preparation of this plan, these two types of housing have appeared at odds with each other, given the historic nature of the Southside area. Careful analysis is required to make the trade-off decisions between rehabilitation and new construction. In addition to the historic and architectural significance issues, important criteria such as contextual importance, design compatibility, rehabilitation costs, market fit, economics, private financing, public sources of funds, ownership concerns, entrepreneurial/investor/resident interest, and the probability of long-term success should be applied to help guide decisions about Southside's future. Ultimately, the actual number of new homes versus rehabilitated homes will not be known until the market commitment and acceptance for each product type has been tested in the market place during the first stages of implementation.

Housing Rehabilitation

A key objective of the Southside Development Plan is the retention of the historic resources and character of Southside. Because of the weak market and resultant long term pattern of disinvestment, the rehabilitation process in Southside will require creative solutions, significant resources, good decisions, and a dedicated commitment to the process. To be successful, the housing rehabilitation initiative in Southside must be able to overcome two primary obstacles: (1) Purchase and Rehabilitation Costs in Excess of Appraised Value and (2) Ability of Home Buyers to Afford Upkeep of Large Structures.

(1) Purchase and Rehabilitation Costs in Excess of Appraised Value

Due to the age, relatively poor condition, and large size of most existing homes in the area, the resources required to bring the existing housing stock back to sound condition will be substantial. In most instances during the early stages of the development initiative, the cost of buying and rehabilitating the house may be expected to exceed the appraised value of the home *after rehabilitation*. To overcome this obstacle, it will be necessary to provide a public subsidy to make up the dollar difference so that the home may be financed with acceptable risk to the lending institution. It is the amount of the subsidy that the public is willing to bare, that will determine in large measure, whether an existing structure is saved and rehabilitated or torn down to make room for replacement housing.

(2) Ability of Home Buyers to Afford Upkeep of Large Structures.

Once a home has been rehabilitated, the occupants of the structure must then have the wherewithal to maintain what will likely be a very large home, including expenses such as heating and air conditioning, property taxes, periodic painting, etc. To overcome this obstacle, this plan suggests that the standard model for rehabilitated homes in Southside should take on the form of a *principal residence with an accessory apartment*. Rent paid by the occupant(s) of the accessory apartment will then help offset the overall costs of maintaining the structure. Given the amount of square footage in many of these homes, both the principal residence and the apartment will have ample living space. This approach also offers the advantage of promoting owner-occupied housing in association with closely supervised (as opposed to absentee landlord) rental space.

The narrative description for Opportunity Site C: Single Family Housing in Section 6 of this Plan includes detailed financials suggesting how the leveraging of public bond moneys might be

employed to overcome the Appraised Value and Upkeep issues related to housing rehabilitations in Southside.

New Construction—Single Family Housing

While the buyer of new housing in Southside would have a similar profile to the buyer of housing in Asheboro, the product built for sale would be somewhat different. Single family lot sizes in Southside are smaller—approximately 60' wide x 90' deep. In most instances, it would be the intent of this plan to simply place new compatibly designed homes on existing lots adjacent to rehabilitated historic structures.

Construction quality would be of a higher grade, as would building design, features, and detailing. Emphasis would be given to architectural compatibility with existing residential structures on the same street. The housing plans would include about 1,050 square feet to 1,400 square feet, 3 bedrooms, 1 to 1 1/2 baths and front porches. There would also be considerable flexibility to change exterior elevations and details to improve variety and diversity of architectural appearance within a common architectural style.

New homes would be priced to sell at a subsidized \$70,000. Approximately 30 to 60 of these homes could be placed on single family lots within the area within the first five years of the initiative.

New Construction—Multi-Family Housing

The second and third phases of the development process in Southside are programmed for the introduction of some different forms of housing and a diversification of the buyer profile. The program for these later phases is predicated on the successes of the first phase and the re-creation of an owner-occupied, more secure neighborhood lifestyle in Southside. With these conditions in place, it is possible that buyers who have options to live elsewhere in the Greensboro community can be attracted to Southside. Products such as town homes, condominiums, and luxury rental apartments are proposed in these later phases.

The majority of the sites for these later phase products are to the west of MLK Drive. Because of the proximity of these sites to South Elm Street, the success of a higher priced housing product will also be dependent on the continued revitalization of South Elm Street for retail and residential. Confidence in the housing market will also be supported by the continued presence and expanded investment at Grace Church as well as other investment activity in the western portion of Southside. Finally, the success of the initiative will be determined by the degree to which the area is able to draw strength from its location adjacent to the downtown and the universities (including UNC-Greensboro, North Carolina A&T, Greensboro College, and Bennett College). These employment centers have a combined employment of 18,000 persons.

The Multi-Family Housing Products

The development program and market assessment for *town homes* calls for units sized from 1,200 to 1,800 square feet and priced from \$65,000 up to \$110,000. As a general rule, the pricing would be in the \$60 to \$70 per square foot range. For *condominiums*, the units would be sized from 900 to as much as 1,500 square feet and priced from \$70,000 to \$95,000. As with the single family housing, both of these multifamily products would likely require some form of assistance for economic feasibility, whether it be through land donation, site preparation or financial assistance. The magnitude of this assistance could very well decrease in later stages of the initiative as the attractiveness and image of the area improves and the momentum for development and investment takes on its own inertia.

Commercial (Retail) And Neighborhood Center Market Overview

Existing Commercial Development

Commercial/retail activity in the Southside area is located primarily on MLK Drive and E. Lee Street. These retail establishments provide a variety of services including electrical supplies, car repair, car rental, car sales, and used clothing sales. Most of these businesses are viable and many are proposed to be retained in the plan. These businesses, however, do not provide the basic shopping opportunities that many Southside residents desire. Foremost among these desires is a full service grocery store. To a limited extent, the basic shopping needs of the Southside area are provided by retailers located to the east and west of Southside. To the west are the retailers on South Elm Street and to the east are a handful of retailers on Gorrell Street adjacent to Bennett College.

South Elm Street Commercial

On Elm Street, immediately west of the development area, are numerous commercial/retail establishments. Between the 300 and 600 blocks on South Elm Street at least 100,000 square feet is estimated to be rented for retail operations. Rental rates for this space range from approximately \$10 to \$14 per square foot depending on location, condition of the space, and the amount of space leased.

Some of the South Elm Street merchants serve Southside residents. Primarily these would include a drug store (Fordham's Drug), a small grocery store (Coe's Grocery), and a small clothing store (Economy Store). The majority, however, are retailers who rely upon a much larger trade area that covers Greensboro and beyond for their sales. Beyond basic shopping needs, this district is perhaps more well known for its antique shops and various other craft and specialty stores and service providers.

Although South Elm Street stores do not offer a great deal of basic goods or services to Southside residents, their ability to thrive and expand in this location has considerable importance to Southside. These businesses provide a stabilizing influence on the area and represent a positive investment in a neighborhood where disinvestment is also present. The ability of these businesses to expand and diversify would have positive ripple effects on Southside. Employment opportunities and the expenditures made at these establishments would benefit Southside. It is therefore important that the physical and economic planning for Southside take into consideration the commercial activity on South Elm.

Gorrell Street Commercial

To the immediate east of Southside are the Gorrell Street businesses. They are all small establishments with space occupancies ranging from 250 to 1,200 square feet. About 6,000 total square feet of retail is occupied on Gorrell Street. The rental rates range from \$4.75 to \$9.50 per square foot. The average is \$5.50 per square foot. The retailers here include a small grocery store, a convenience store, a beauty shop, a barber shop, and taxi office.

Impediments to the Retail Market

The relative lack of shopping opportunities in Southside is due primarily to two reasons: (1) the perception of potential security problems that exist for retailers in the area and (2) the lack of purchasing power from area residents in support of retail operations.

Because no competitively-priced, full service grocery stores exist in Southside, most residents of the area shop in shopping centers that are two miles or more from the neighborhood. This conclusion is supported by surveys conducted in the past two years by researchers hired by

the City of Greensboro and Bennett College. The following is a statistical summary of market data relevant to commercial/retail business operations in the Southside area:

SOUTHSIDE COMMERCIAL (RETAIL) MARKET STATISTICS

Trade Area Statistics (.5 mile radius)

• Population	4,059
• Dwelling Units	1,403
• Median Household Income	\$20,714
• Per Capita Income	\$9,100
• Total Disposable Income	\$23,600,000
• Expenditure Potential	\$3,776,000

Commercial Land Statistics (in Southside)

• Rental Rates per Square Foot per Year (range)	\$3.00 - \$6.50
• Rental Rate per Square Foot per Year (average)	\$4.55
• Average Monthly Rental for 1,000 Square Feet	\$380
• Average Value per Square Foot of Existing Space	\$23
• Average Raw Land Value Per Square Foot	\$2.00
• Reported per Square Foot Retail Sales (annual (range))	\$50-\$400
• Average Estimated per Square Foot Sales (annual average)	\$110

SELECTED COMPETITIVE RETAIL CENTERS

- **Cumberland (Market St. & Murrow Blvd.)** **30,250 sq. ft.**
Neighborhood Center, 7 stores, 45% leased, no grocery, night club is largest tenant, lease rates \$6.50-\$7.50/ sq. ft., built 1965, 1/2 mile from Southside.
- **South Elm Plaza** **61,683 sq. ft.**
Neighborhood Center, 19 stores, 95% leased, Food Lion, Rite Aide, Family Dollar, lease rates \$9-10/ sq. ft., built 1988, 1.8 miles from Southside.
- **Spring Valley** **93,281 sq. ft.**
Neighborhood Center, 75% leased, Eckerd Drug Store, lease rates \$7.50-\$9/ sq. ft., built 1967, 2 miles from Southside.

The above data is provided about shopping centers that lie outside the Southside Planning Area. Many of these stores serve the Southside neighborhood resident's primary food and personal shopping needs.

Grocery Store Analysis

During the community input meetings held for the plan, residents expressed considerable interest in the establishment of a major chain grocery store in Southside. Grocery stores are typically anchors of neighborhood and community shopping centers. There are rules of thumb for the survival economics of the grocery store operation. The following will illustrate.

A grocery store of the kind desired for Southside (e.g., a Food Lion, Winn-Dixie, or Harris Teeter with competitive pricing) needs to do at least \$275 of sales per square foot annually based on current economics, to achieve break-even. Thus, for a 30,000 square foot store (the minimum size store any of these companies would be willing to build) at least \$8.25 million in sales annually would need to be generated. This works out to slightly over \$158,000 a week in sales.

To achieve \$158,000 in weekly sales, a store would need a trade area that could supply that level of purchasing power. An industry rule of thumb is that \$21/week/person is the amount of grocery expenditure that can be expected from a trade area. The Southside trade area, as defined in this analysis, has an estimated 4,059 persons within it (about a .5 mile radius). At

\$21/week/person, a total expenditure potential of \$85,239 could be expected from trade area residents for groceries. It is never assumed that all of an area's expenditures for groceries will be spent in one store, but even if all of the Southside's expenditures were made in one store, there is not enough even under that assumption to support a store needing \$158,000 in weekly sales.

A reasonable assumption about capture rate for this grocery store analysis would be that a new store could capture 30% to 50% of the market. The 30% figure is relatively conservative while the 50% figure is aggressive. At a 30% capture rate, the effective trade area would need to expand to a radius of about 1 1/4 miles to generate the expenditures to support a store (see table below). At a 50% rate the trade area would need to be about a one mile radius to generate the required buying power.

SOUTHSIDE TRADE AREA GROCERY SALES POTENTIALS

Trade Area	Population	Weekly Sales Potential	
		@ 30% Capture	@ 50% Capture
1/2 mile radius	4,059	\$25,600	\$42,700
1 mile radius	15,500	\$97,600	\$162,700
1 1/4 mile radius	24,000	\$151,200	\$252,000

Trade areas of one mile and larger are very possible, but Southside's extended trade area has some characteristics that constrain its expansion. One constraint is the existence of the railroad tracks at the northern edge of the redevelopment area boundaries. Psychologically, railroad tracks often present a barrier to households that must cross them to reach a shopping opportunity. This phenomenon is well known to retailers and is a geographic aspect of concern to a shopping center market analyst. In the case of Southside, the potentially large trade area north of the railroad tracks is therefore diminished in terms of the numbers of residents from the area that might cross the tracks to shop.

Another concern with Southside's ability to attract from an extended area is the perception of crime and high security risk that exists in Southside. Southside currently is perceived in this way. To increase the area from which a Southside center would draw business will require significant improvement in the perception of Southside from without. This is particularly true given the competition present in the area beyond, where at least six to eight shopping options exist that will affect the capture rate of a new store in this trade area.

SUMMARY CONCLUSIONS: RETAIL SPACE

Based on the market data, demographic analysis, interviewing, community participation, and other information gathered, this plan suggests the following retail space program for Southside:

Southside Shops

Interest has been expressed in the development of a new neighborhood retail center at the northeast corner of MLK Drive and Gorrell Street. Given the need for a neighborhood retail operation serving the neighborhood, this location is a natural choice. It is already in use for commercial purposes, so it would not present a major impact in terms of land use changes. Second, it is on the outside curve of the MLK Drive, affording good visibility to passing motorists, particularly those leaving the downtown. Third, it is centrally located in the area with good pedestrian access from much of the neighborhood. Initially, a 12,000 to 15,000 square foot center is suggested. This project is recommended to occur in the 2nd Phase of Southside's overall development program, or about approximately year five or six. As demand warrants, the center could expand to 20,000 to 25,000 square feet in later stages. Based on market research done to date and interviews with center developers and potential tenants, the most likely tenants for the new center are:

- 1) a Drug Store (8,000 - 9,000 sq. ft.)
- 2) a Restaurant (1,200 -2,000 sq. ft.)
- 3) a Cleaners (1,200 -1,500 sq. ft.)
- 4) a Beauty Shop (1,000 -1,200 sq. ft.)
- 5) an additional 1,000 to 1,500 sq. ft. of spec. retail space
- 6) Office Space and Residential on the second floor of these buildings.

Initial potential for absorption of 3,000 to 5,000 square feet of space. In the later stages of the Southside Shops development, there is good potential for expansion to include such tenants as a sit-down restaurant, women's clothing shop, flower shop, card & gift shop, barber shop, a bank, and other users. Additional office space absorption could also be expected. Later expansion of the Shops could bring it to as much as 25,000 square feet. Slightly over one acre has been programmed for the Southside Shops site. Details about the Southside Shops development are not yet developed but rental rates for the space will likely be in the \$6 to \$10 per square foot range.

Office Market Overview

The office space market is similar to the residential market in Southside in the sense that it is very undeveloped. Little office space exists in Southside and much of what does is occupied by non-profits who are paying less than market rents. The office space that is occupied in Southside is concentrated primarily in the Arlington Street area. Information obtained on the buildings rented on Arlington indicate that rents range from \$3.75 to \$5.00 per square foot in these buildings. Much of the space that is occupied is tenanted by non-profits.

To the immediate west of Arlington and at the edge of Southside are the commercial buildings on Elm Street. A fair percentage of these buildings are rented for office use. Rents here range considerably higher than the rents in Southside on Arlington. According to data obtained from Elm Street tenants and owners, rents range from \$7 to \$10 per square foot for office space. Between 25,000 and 30,000 square feet of office space is leased in buildings on Elm Street south of E. Washington.

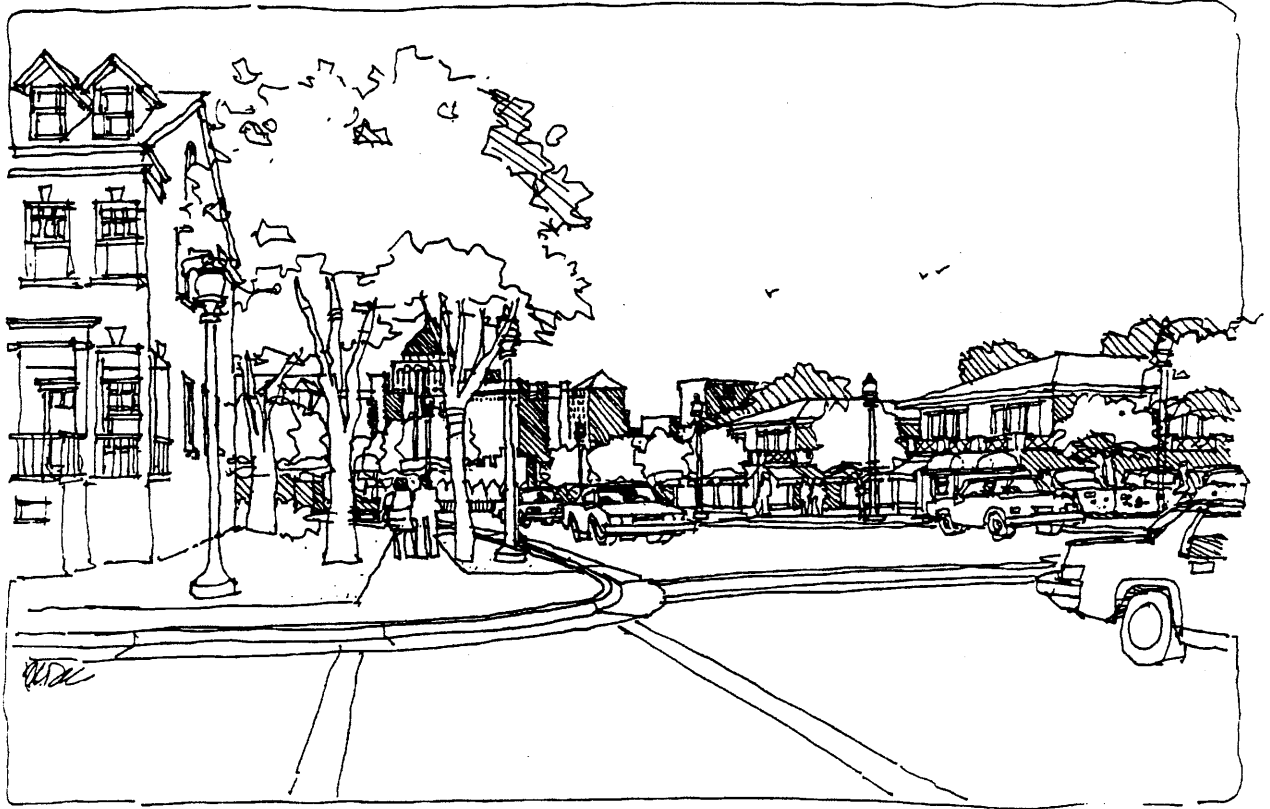
SUMMARY CONCLUSIONS: OFFICE SPACE

For several reasons, office space is not a significant part of the development program for Southside. First, a natural market does not exist and, second, the community has expressed little desire in bringing in office space. The program for office space is to reinforce the existing concentration of space on Arlington Street—adding a small amount on parcels that are currently vacant. In addition, the Southside Shops neighborhood center is proposed to include some office space as demand warrants. Interest has been expressed in office space by potential tenants (including Bennett College CDC) and by the City. Based on current knowledge, up to 5,000 to 10,000 square feet of office space may be included in the Southside Shops development program by buildout.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 5:
STREETScape/ CORRIDOR IMPROVEMENTS**



*Perspective looking down Martin Luther King Jr. Drive toward downtown Greensboro
Townhomes are on left, Southside Shops are on right*

SECTION 5: STREETSCAPE/CORRIDOR IMPROVEMENTS

Introduction

All activities proposed under this development plan relate fundamentally to one of two categories of improvement: (1) Streetscape/corridor improvements or (2) Development projects occurring on identifiable opportunity sites. This section of the plan addresses corridor improvements. Section 6 following will address opportunity sites.

The Martin Luther King Jr. Drive Gateway Corridor

General Intent

The present Martin Luther King Jr. Drive (MLK) is an urban corridor with historical significance dating back to the mid 1800's. (Asheboro Neighborhood Plan, 1993 p. 32) The importance of this roadway corridor in approaching the central business district of Greensboro retains its significance today. A primary objective of the Southside development plan is to enhance the MLK corridor not only to improve the image of the Southside area but also to enhance the image of the entire central business district as one approaches it from the southeast.

In keeping with this objective, the improvements recommended for the MLK Drive address two levels. First, the improvements must have the effect of creating a "gateway" to the immediate downtown area. The significance of MLK as an important thoroughfare and entryway to the downtown must be reflected in the type of streetscape improvements made. Second, the MLK improvements must serve to tie the east and west sides of the area together rather than dividing them or even pushing them apart. Pedestrian movement across the street must therefore be improved, not hindered, by the streetscape enhancements.

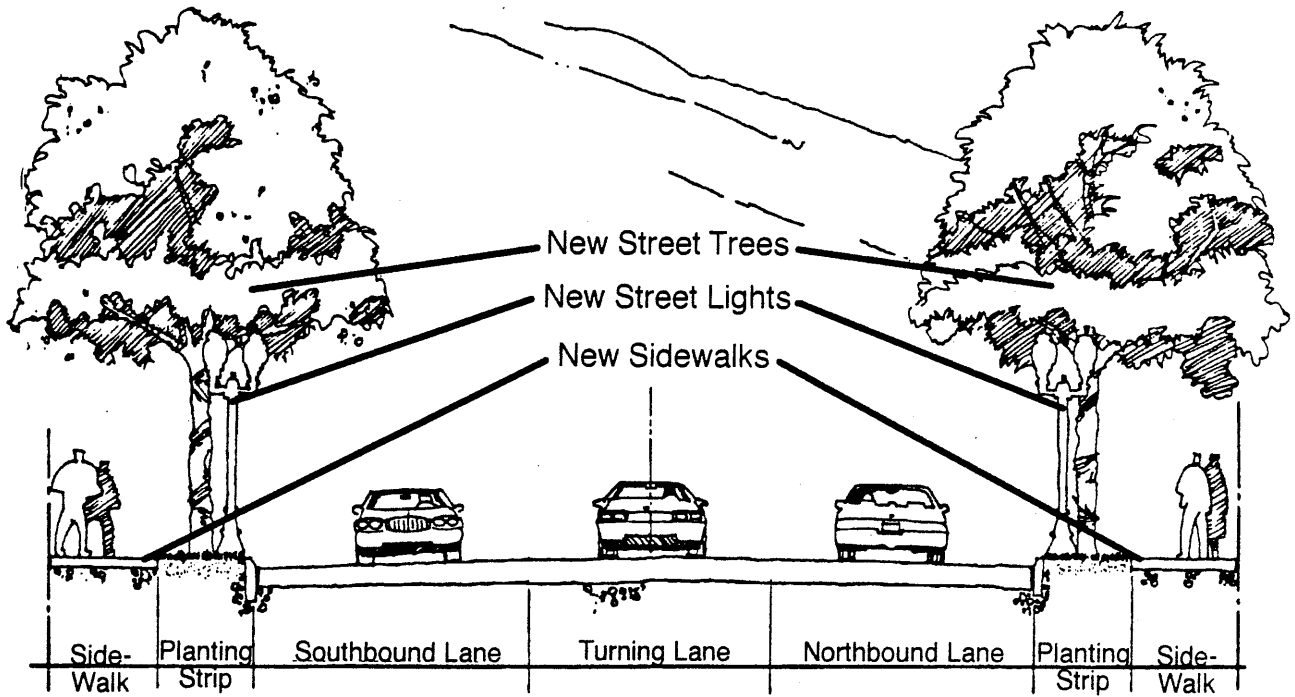
Arrival

The streetscape improvements are designed to create a sense of entry and arrival as the motorist, bicyclist, or pedestrian approaches the overpass at Lee Street on MLK. The sense of arrival is created by the placement of buildings in relation to the street, street trees, street lights, and the noticeable absence of overhead wires.

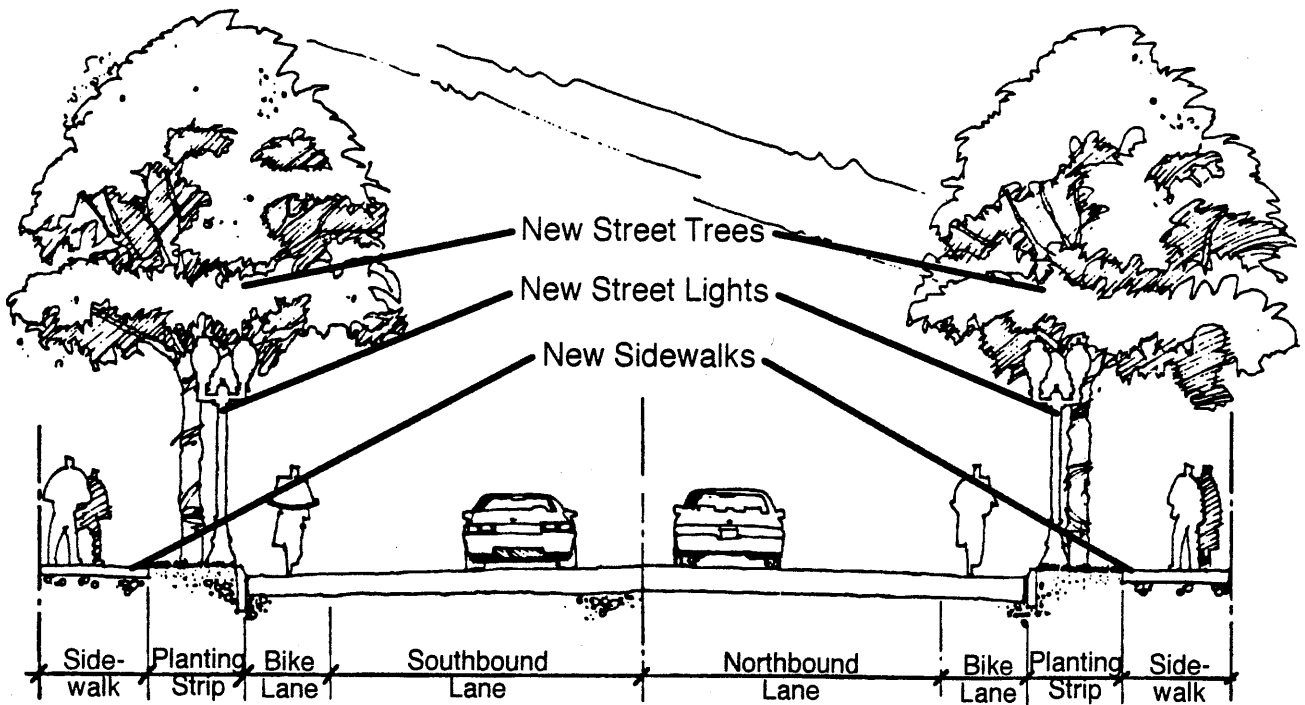
Building Placement

It is important that buildings along the MLK corridor reflect the urban character of the roadway's original development. In this sense, Skeens Chapel Memorial Church and the 1875 Bernard House on the east side of MLK establish the initial building placement and help retain the original street space. This building placement will be reinforced by the retention of the Hodgkin house north of Skeens Chapel Church and the placement of an additional historic residential structure north of the Bernard House.

The relationship of the buildings to the street will also be reinforced by the placement of new architecturally sympathetic townhomes on the northwest corner of MLK and Murray Street, and a well designed two story shopping center and office complex on the east side of MLK between Murray and Gorrell. Also, after veering west toward Hamburger Square, the placement of buildings close to the street will be further reinforced by another section of the Townhomes on the Common and the proposed City View Townhomes on the south side of MLK between Arlington and Elm.



**MARTIN LUTHER KING JR. DR.
WITH TURNING LANE OPTION**



**MARTIN LUTHER KING JR. DR.
WITH BIKE LANE OPTION**

Security/Screening Fence

Restoration of a brick and wrought iron fence along MLK at its border with the rail yard will also serve to enclose and define the street space.

Street Trees

One of the most effective ways of unifying the character of MLK Drive while at the same time restoring its historic charm is to plant street trees in a consistent fashion within the plaza strips on either side of the pavement. It is important that these street trees present a consistent rhythm, spacing, and species. As the motorist drives northwest on MLK, these street trees will frame the view of the central business district skyline.

Street Lights

Pedestrian oriented street lights will be placed along the MLK streetscape in tandem with existing automobile-oriented, "cobra head" lights. These street lights should take on a distinctive historic design but need not replicate turn-of-the-century lamps. Also, by placing these additional lights at closely spaced intervals, the overall lighting in this part of Greensboro should be enhanced significantly, thereby helping to increase the sense of security in the area.

Utility Poles and Overhead Wires

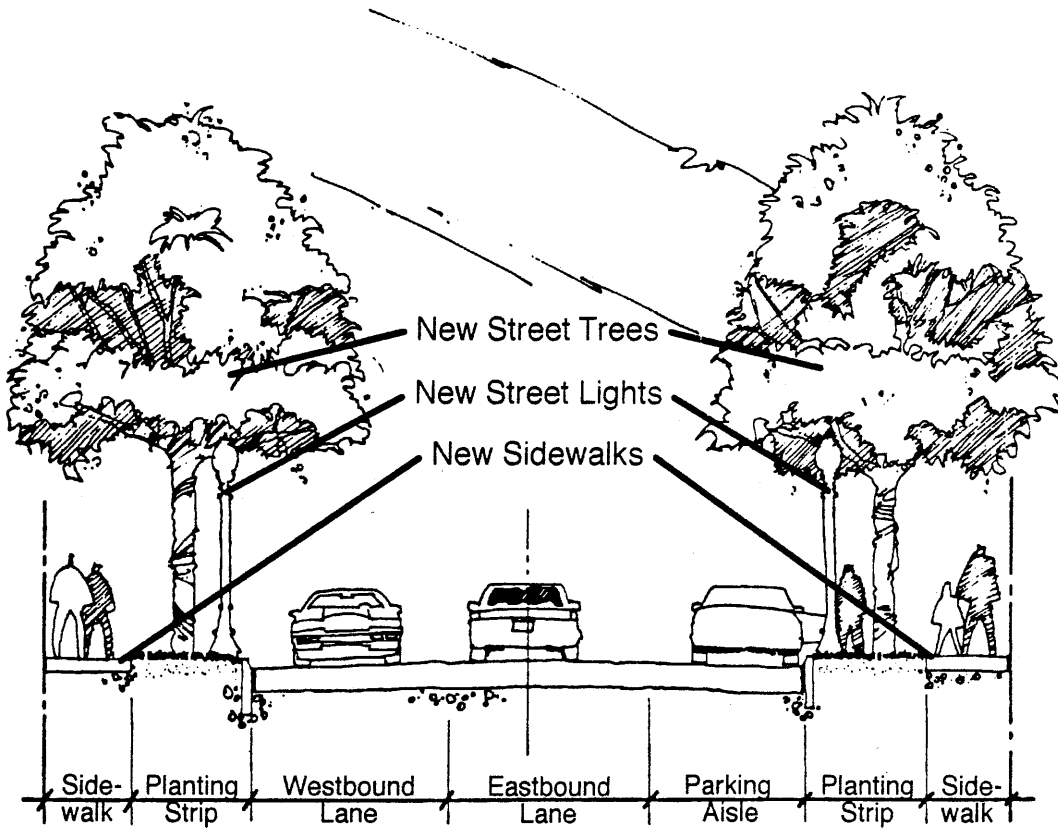
There are fewer than a dozen utility poles with overhead wires within the MLK corridor in Southside area. These poles nevertheless detract visually from the overall entryway to Greensboro. Ultimately, they will also interfere with the healthy, full growth of street trees wherever they are located. For these reasons, this plan recommends that these existing utility poles and wires be relocated to the rear property lines of properties fronting on the east side of MLK. More specifically, this would place the majority of these poles along the rear property line of the proposed shopping center parking lot.

Neighborhood Center

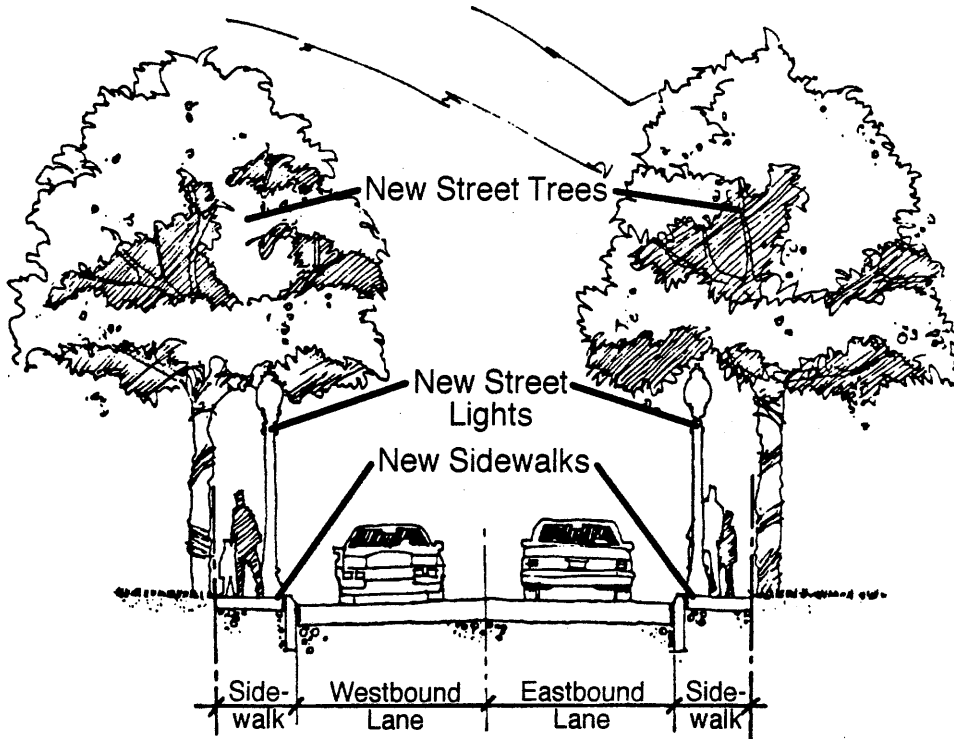
The neighborhood center consists of the urban space and activities created by the neighborhood commons, the shopping center, and the bus stops. This area is planned as a deliberate interruption in the otherwise consistent placement of buildings within the MLK corridor. Just as a neighborhood can be defined more readily with identifiable boundaries and points of entry, a neighborhood center can create an aesthetic and functional focal point for the community. The sense of a neighborhood center should be clear to those passing through the area, also contributing to an improved image of neighborhood cohesiveness.

Street Cross Section and Right of Way Width

This plan recommends that Martin Luther King Jr. Dr. be designed for a 64' right of way. Such a right of way has sufficient size to accommodate a variety of street cross sections, including: (a) two travel lanes, two bike lanes and sidewalks, and (b) two travel ways, a central turning lane and sidewalks (as illustrated on the opposite page). In addition, a 64' right of way is sufficient in size to accept two travel ways in each direction, should such a cross section ever be needed for this segment of MLK Drive. This right of way width is appropriate for the retention of the character and use of this street, while at the same time keeping traffic moving at a speed compatible with the intensely urban nature of this part of the City. To widen the MLK right of way beyond the recommended width would effectively divide the Southside area into two unrelated halves. It would also reduce accessibility to South Elm Street from the primary residential area and from Bennett College. For the most part, the right of way width of Martin Luther King Jr. Drive through this section of Greensboro is close to the recommended 64'. As adjacent properties are acquired, streetscape improvements are made, utility poles relocated, bus shelter pull offs completed, and other new developments occur, it is recommended that the MLK right of way be improved where necessary to provide for the recommended width.



GORRELL STREET



LOCAL STREETS

The Gorrell Street Corridor

Many of the principles that apply to the MLK corridor, also apply to the Gorrell Street streetscape. For example, the entryway into Southside along Gorrell Street is well defined by the overpass at Edward R. Murrow Boulevard. Upon crossing into Southside, the traveler will have an immediate sense of entry into a unique urban neighborhood by the placement of buildings tight to the street, the planting of street trees in the plaza strips, and the use of pedestrian scaled street lights.

Regarding building placement in particular, this plan recommends that the original residential character of homes fronting on Gorrell Street be reestablished. (More will be said about the specific placement of these homes and their architectural features in the narrative for Opportunity Site C: Single Family Residential, under Section 6 of this Plan)

One item worth highlighting, however, is the need to have as many homes as possible with front porches fronting on Gorrell Street so as to place as many "eyes on the street" as possible. *Eyes on the street* is a concept employed in effective community policing, and is but one of many factors that will be necessary to restore a sense of security and safety to the entire Southside area.

The Lewis Street Corridor

If Gorrell Street serves as the main entryway into the Southside area from the east, then Lewis Street offers a unique opportunity for an attractive access to the Southside area from the west. This is particularly important given the connection that Lewis Street offers to the main retail district of historic South Elm Street.

Unlike Gorrell and MLK Drive, however, Lewis Street is very much intended to be a pedestrian oriented access street into the development area. For this reason, shade trees and pedestrian oriented street lights are all the more important. Also in this regard, Lewis Street will serve as one segment of the east-west bicycle trail through the redevelopment area.

Other Local Streets

During the early years of the 20th century, street trees were viewed as a critical element of new neighborhoods. Real estate advertisements of that period often proclaimed that "street trees were already in place" waiting for the new residential lots to be filled with houses. At that time, street trees were not viewed simply as optional ornamentation, but rather as an integral part of the foundation of any good neighborhood. Therefore, this plan recommends the planting of street trees in tandem with the renovation and new construction of residential structures in the neighborhood.

Streetscape/ Corridor Improvement Costs

For budgeting purposes, streetscape improvements within Southside have been grouped by corridors or improvement zones, of which there are four. The four include MLK Drive, Gorrell Street, McAdoo/Murray Area, and the Arlington/Lewis Area. Breakdowns on improvement cost allocations are provided below for the four corridors or improvement zones.

Corridor Improvement Costs in Thousands of \$'s

Corridor	Lighting	Trees	Sidewalks	Furniture	Other*	Contingency 15%	Design Fee @ 6%	TOTALS
MLK Drive	162	72	140	20	335	110	44	884
Gorrell Street	108	48	72	30		40	16	316
McAdoo/Murray Area	112	50	50	36	75 ¹	49	20	392
Arlington/Lewis	107	48	75	20	42 ²	45	18	355
TOTALS	\$490	\$220	\$337	\$106	\$452	\$245	\$98	\$1,947

*Other improvements include utility pole relocations, bus shelters, landscape materials and signage.

¹Convert existing alley which runs parallel to and between Murray and East Lee Street to a loop street (\$75K).

²Close a portion of Murray Street west of MLK and convert to access road and portion of development site for Townhomes on the Common (\$42K).

The proposed timing of the improvements by corridor or improvement zone is summarized in the table below.

Corridor Improvement Phasing Program Expenditures in Thousands of \$'s by Year

Corridor	Year 1	Year 2	Year 3	Year 4	Year 5	TOTALS
MLK Drive	14	30	840			884
Gorrell Street	5	11	300			316
McAdoo/Murray Area		7	13	372		392
Arlington/Lewis Area			6	12	337	355
TOTALS	19	48	1,159	384	337	\$1,947

Project-Wide Water and Sewer Improvements

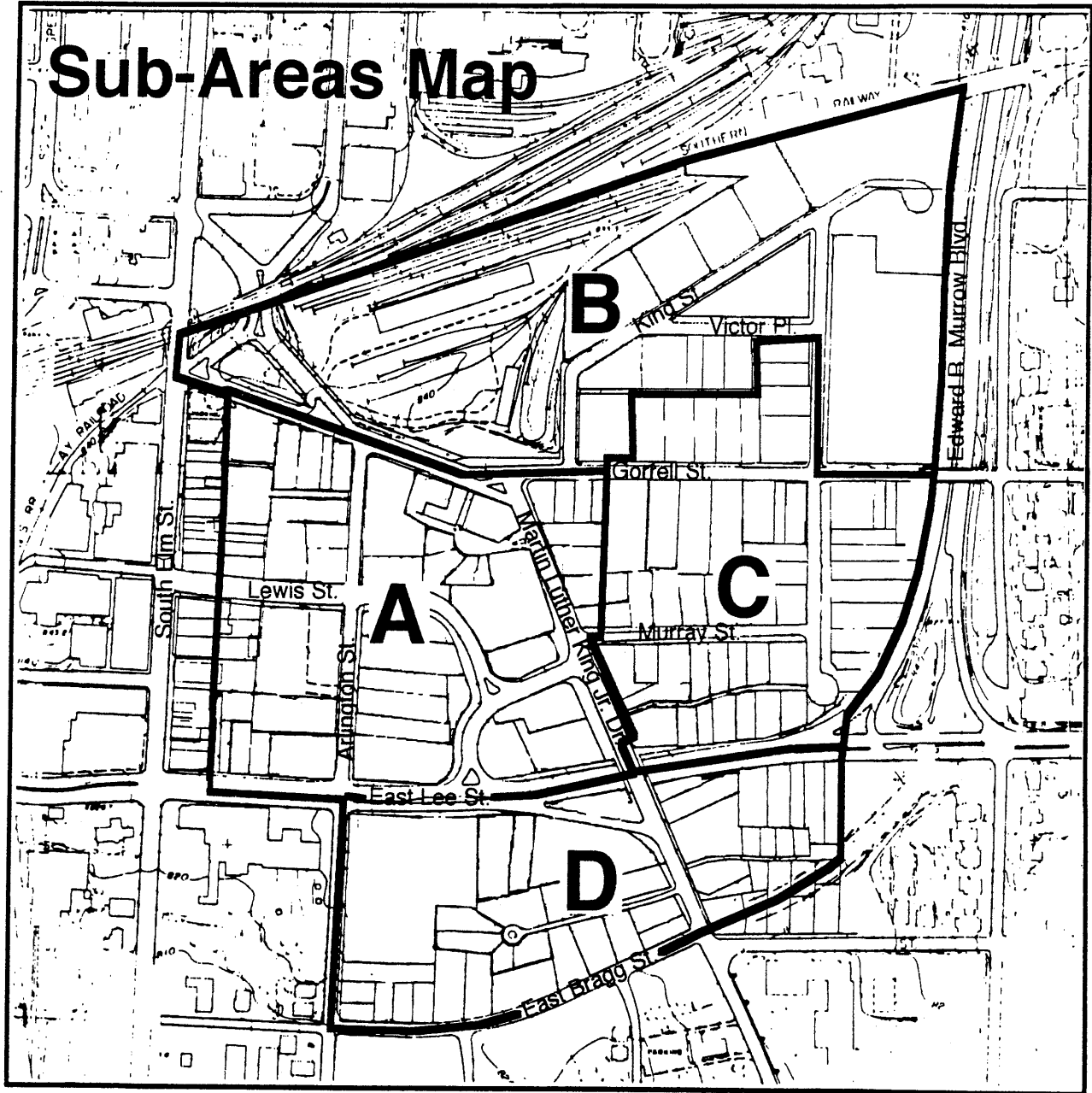
Project-wide water and sewer improvements that have been identified in previous studies by the City amount to an estimated \$250,000. These improvements would be made during the first three years of the redevelopment initiative.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 6:
OPPORTUNITY SITES**

Sub-Areas Map



Area A: Neighborhood Center District
Area B: Employment Opportunities District

Area C: Residential District
Area D: South of Lee Street

SECTION 6: OPPORTUNITY SITES

Introduction

To present the various opportunity sites in the master plan in a systematic way, the development area has been broken into four logical sub-areas:

- Sub-Area A: Neighborhood Center.**
- Sub-Area B: Employment Opportunities**
- Sub-Area C: Single Family Residential and**
- Sub-Area D: South of Lee Street.**

Each of these four sub areas will now be discussed in turn. Detailed descriptions of specific opportunity sites follow.

Sub-Area A: Neighborhood Center

This area has the most urban character of all four sub-areas. It hugs the back of buildings fronting on South Elm Street to the west and connects with Hamburger Square at its northwest corner. For this reason, it is also one of the most pedestrian-oriented and transit-oriented of the four sub-areas.

All four elements of a complete neighborhood are contained within area A:

- places to live
- places to work
- places to shop
- places to gather.

Residential development in sub-area A is comprised of moderate density multifamily housing, namely townhomes. Also included is the neighborhood shopping center, professional offices, churches and the neighborhood commons. All aspects of the transportation system come together within area A: automobiles, buses, bicycles, and pedestrians.

Sub-Area B: Employment Opportunities

The northern sector of the area has been retained for ongoing and future employment opportunities. This area relates strongly to the railroad property and has several ongoing businesses operating within it. So long as these businesses have operations which are compatible within an intensely used, mixed-use, urban neighborhood, the important place of industry and transportation in the heart of the city can be preserved here.

Sub-Area C: Single Family Residential

Single family, owner-occupied residential properties are viewed as the backbone of any effective revitalization plan for the Southside area. Fortunately, there remains a core of historic residences in the southeast corner of the redevelopment area which can be capitalized upon. This area offers the best opportunity to preserve some of the late 19th and early 20th century character of not only the Southside neighborhood, but all of Greensboro. This is also the area of the greatest mature tree cover. These existing trees can be effectively retained through careful siting and lot preparation for those lots requiring new construction. This plan also recommends the retention of a modified grid iron street pattern in keeping with the turn of the century character of the neighborhood.

Sub-Area D: South of Lee Street

Before East Lee Street was widened and made into a major east-west thoroughfare, there was a relatively smooth transition of development and neighborhood character from the central business district south into the old Asheboro neighborhood. With the widening of East Lee Street, however, a major physical and psychological barrier was created between properties north and south of this corridor. For this reason, this plan treats the properties within the study area south of Lee Street as a separate and distinct sub-area within the development plan.

Also worth noting is the long standing proposal within the City's thoroughfare plan to widen Bragg Street into a boulevard-type thoroughfare connecting it to Edward R. Murrow Boulevard along the east side of the development area. If this boulevard were to be created, it would further isolate these properties between Lee Street and Bragg Street. Real estate market forces and site characteristics would then push these properties in the direction of commercial development.

For the purpose of this master plan, it is assumed that Bragg Street will not be made into a boulevard or major thoroughfare. Area D therefore takes on a more balanced character of mixed commercial, office and institutional, and residential development.

Introduction to the project pages

In the pages that follow, site profiles and a recommended development program are presented for each of seventeen "opportunity sites" in the Southside planning area. These opportunity sites have been labeled according to the sub-area in which they are located (A-1, A-2, A-3, B-1, B-2, etc.):

- Sub-Area A: Neighborhood Center Sites**
- Sub-Area B: Employment Opportunity Sites**
- Sub-Area C: Single Family Residential Sites**
- Sub-Area D: South of Lee Street Sites**

For each opportunity site, the following information is provided, as applicable:

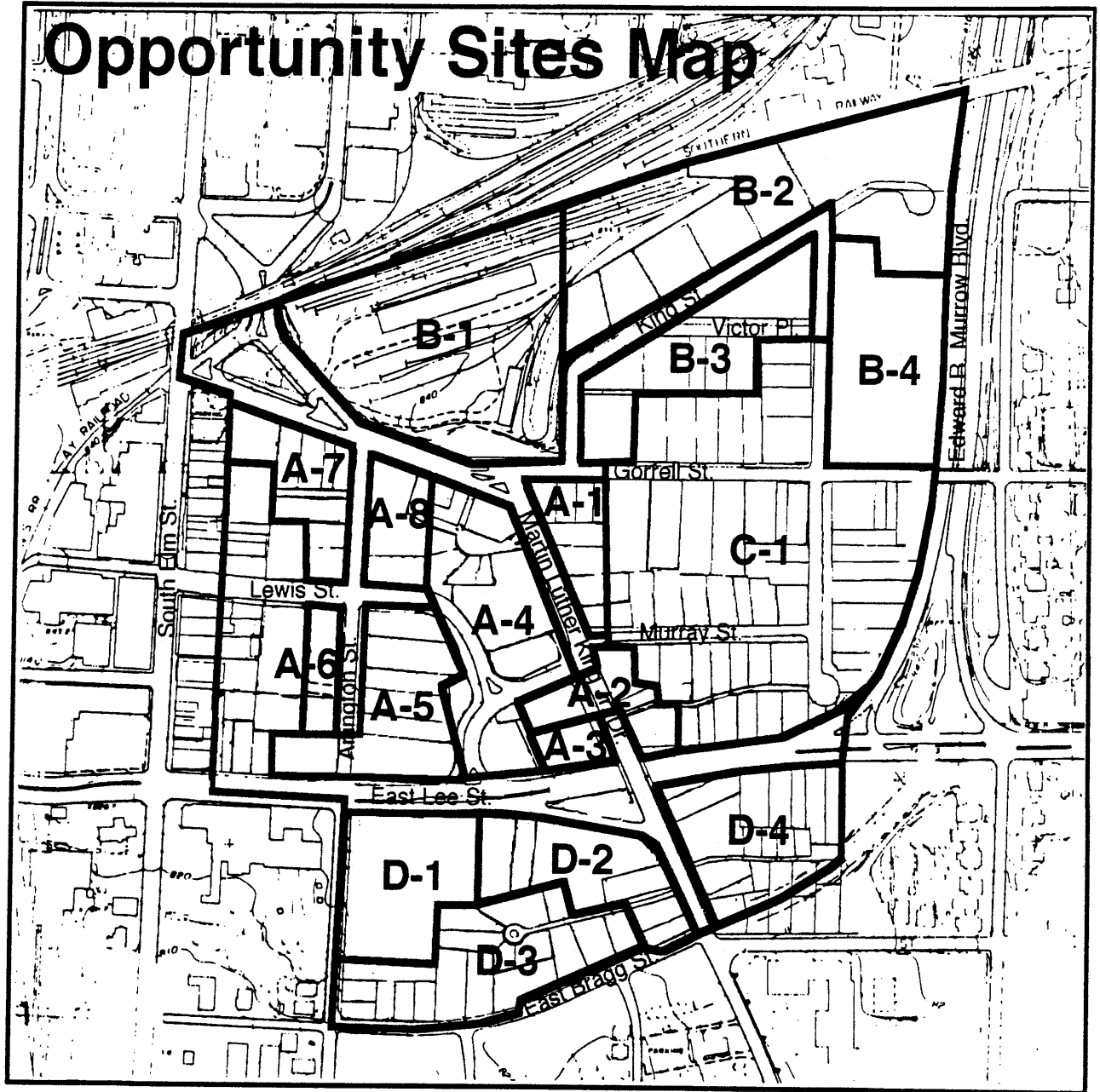
- **A Plan Sketch of the Proposed Site Layout**
- **Existing Land Use Conditions**
- **Proposed Land Use Changes**
- **Site Area**
- **Projected Development Levels In Units and/or Square Feet**
- **Estimated Buildout Period For Each Site**
- **Recommended Phasing Period Within The Southside Development Program.**
- **Character Of Proposed Development**
- **Rationale and Assumptions For Making Each Specific Program Recommendation.**

The rationale and assumptions for each site focus on the community objectives that would be served, the physical character of the program proposals, the economic and market basis for them, and other considerations such as pricing, market, and specific demographic, physical, and social concerns.

For site opportunities involving public sector investment or expenditures, financial pro forma analyses are provided in cash flow format. These pro formas incorporate sales and pricing assumptions, buildout time frames, cost data, and other relevant financial considerations to provide a financial picture of each specific opportunity. For other opportunities a budget estimate without a pro forma analysis is provided.

Finally, actions which should be undertaken by the City to facilitate private sector investment are identified. These actions may or may not include the leveraged use of the Southside Redevelopment bond moneys.

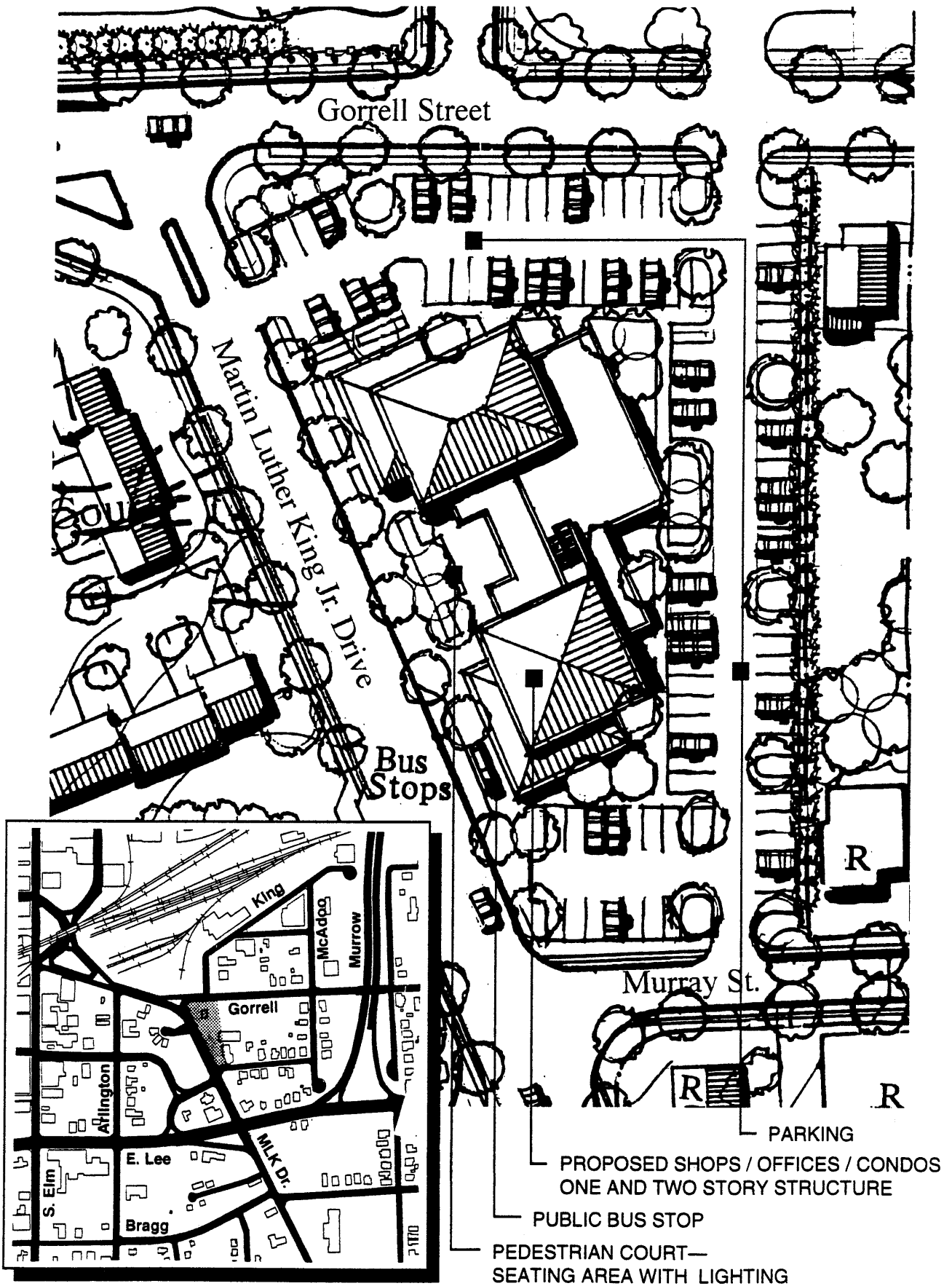
Opportunity Sites Map



Overview of Opportunity Sites and Estimated Development Yields

SITE	YIELD	
	Dwelling Units	New Non-Res. Sq. Ft.
Area A: Neighborhood Center District		
A-1 Southside Shops/Offices/Condominiums		20,000-25,000
A-2 Gateway Estate Homes	8	
A-3 Skeens Chapel Holiness Church		
A-4 Town Homes on the Common	50	
A-5 Arlington Street Professional Offices		4,000-6,000
A-6 Shared Parking		
A-7 City View Town Homes	20	
A-8 Grace Community Church		
Area B: Employment Opportunities District		
B-1 Railroad Future Opportunity Site		50,000-80,000
B-2 Rail Related Industries		20,000
B-3 Shop Industries		10,000
B-4 Government Services		
Area C: Single Family Residential District		
New Construction	20	
Rehabilitated Houses		
Principal Residences	25	
Accessory Apts.	17	
Area D: South of Lee Street		
D-1 Lee Street Commercial		30,000-50,000
D-2 Institutional		1,500
D-3 Single Family Residential		
New Construction	19	
D-4 Single Family Residential		
New Construction	12	
Rehabilitated Houses	3	
TOTALS	174	135,500-192,500

Southside Area Development Plan



Opportunity Site A-1

Southside Shops/Offices/Condominiums

Existing Land Use:

Commercial

Proposed Land Use:

Neighborhood Retail And 2nd Floor Office/Possible Residential

Site Area:

1.8 Acres

Proposed Development Character:

The development program for this opportunity site includes a two-story, mixed-use structure including a ground floor neighborhood-scale retail center, with offices on the second floor. Should demand evolve over time, some portion of the second floor could also be developed into apartments. Motorist visibility of the center should be good, especially for vehicles leaving the central business district, given the position of this site on an outside curve.

The neighborhood scale of this development should be reinforced in the design of the project. The architecture of the structure should be compatible with the turn of the century architecture associated with Southside. (See Perspective Sketch.) In addition to being two stories, the building should be pulled up to MLK Drive, with parking behind, rather than set back from the street, with parking in front as is typical in suburban settings. Also, because of its pedestrian/neighborhood orientation, and good accessibility to the bus system and central business district, the number of parking spaces and associated site acreage allocated to parking should be reduced.

Units Or Square Feet Projected:

The retail portion of the development would serve a trade area of an approximate 1/2 mile radius. (See Commercial/Retail Analysis in Section 4 of this Plan) The development program calls for an initial square footage of 12,000 to 15,000 square feet in retail, expandable to 20,000 - 25,000 square in future phases as demand warrants. Based on market research and interviews with center developers and potential tenants, the most likely initial tenants for this neighborhood commercial center might include:

(1) a drug store	8,000 - 9,000 sq. ft.
(2) a carry-out restaurant	1,200 - 1,500 sq. ft.
(3) a cleaners	1,200 - 1,500 sq. ft.
(4) a beauty shop	1,000 - 1,200 sq. ft.
(5) additional spec. retail space	1,000 - 1,500 sq. ft.
(6) office space and residential on the second floor of these buildings.	

Possible future tenants would include a sit-down restaurant, women's clothing shop, flower shop, card & gift shop, a barber shop, and a bank. Additional office space absorption could also be expected. Parking for the neighborhood retail center should be reduced from the standard 4 spaces per 1,000 square feet to be in the range of 2.5 to 3 spaces per 1,000 square feet. Thus, the initial phase parking requirement for the center would be 30 to 36 parking spaces and at full buildout between 50 to 75 spaces. Rental rates for the retail portion of the Southside Shops will likely be in the \$6 to &10 per square foot range.

Buildout Time Frame:

1 Year

Phasing Period:

Phase II

Development Program Rationale And Assumptions:

The development of a neighborhood retail center within the Southside neighborhood is viewed as important to the full development of the community. Such a center, if properly designed will provide a focal point for the neighborhood and, in conjunction with the neighborhood commons across the street, help create a sense of place within the heart of the area.

The feasibility of a new neighborhood retail facility on this opportunity site is dependent primarily on (1) the successful development of housing in Southside and, more significantly, (2) an overall improvement in the perception and image of the area. There is currently not enough expenditure potential in the Southside trade area as it can now be defined to make the successful development of new retail feasible. (See Commercial Retail Analysis in Section 4). The neighborhood retailers that now serve Southside pay only a fraction of the rent that would be required to cover the debt on new construction.

With the development of the new housing programmed for the first two phases of the redevelopment plan, and an overall improvement in the general perception of Southside, the groundwork would be laid for a better chance of success for a center. More housing will provide for an increase in the expenditure potential from the immediate trade area, and an improvement in the way Southside is perceived in the larger trade area. This change in image will be important if the shops are to be able to capture the outside business necessary for the center to survive. The ability to attract retailers of the caliber that are desired for this center will also depend on these factors.

If the residential program elements and neighborhood improvements planned for Phases I and II can be successfully implemented, the Southside area could be ready to attract a quality neighborhood center by sometime in the mid to late stages of Phase II. By that time, there should be sufficient changes in the economics and image of the area to recruit the kinds of retail establishments sought. Quality retailers will then be able to pay the rents and make the sales required to operate successfully.

CONSTRUCTION COSTS PRO FORMA
(in \$000's and by quarter)
Southside Shops -First Phase

Quarter	I	II	III	IV	V	VI	TOTALS
COSTS							
Land Acquisition/Demolition	500	-					500
Construction(Site and Bldg.)	-	200	300	250	-	-	750
Tenant Allowances				50	-	-	50
Landscaping, Signage	-	-	-	20	-	-	20
Total Hard Costs	500	200	300	320	-	-	1,320
Indirect Costs	15	15	15	15	15	-	75
Interest	6	15	20	25	20	-	86
Lease-Up Costs	-	-	-	5	15	15	35
TOTAL QTRRLY COSTS	521	230	335	365	50	15	1,516
CUMULATIVE COSTS	521	751	1,086	1,451	1,501	1,516	1,516

The first phase of the Southside Shops development is programmed for 15,000 sq. ft. of retail and office space.

STABILIZED OPERATING PRO FORMA SOUTHSIDE SHOPS
YEARS 2 THROUGH 5
(in \$000's by year)

Year>	2	3	4	5
Gross rental income	108	144	168	180
Less: Vacancy	(72)	(36)	(12)	-
Effective Gross Income	36	108	156	180
Operating Expense				
Less Operating Expenses	(1)	(3)	(4)	(5)
Less Management Fee	(3)	(10)	(12)	(14)
Less Reserves	(2)	(4)	(5)	(6)
Total Operating Expenses	(6)	(17)	(21)	(25)
Net Operating Income	30	91	135	155
Debt Service	(108)	(108)	(108)	(108)
Cash Flow	(78)	(17)	27	47

ROLE OF THE CITY

Actions

- The City would acquire the necessary property, demolish existing structures, assemble the land into a single parcel, and resell it to a developer at a substantial markdown (for as little as \$1), the amount of the markdown to be determined by the value of the land at the time of sale.
- The City would make streetscape improvements along the MLK, Gorrell and Murray Street frontages including the relocation of utility poles and power lines, installation of new street trees and lights, and the construction of a new bus shelter and stop in front of the shopping center.

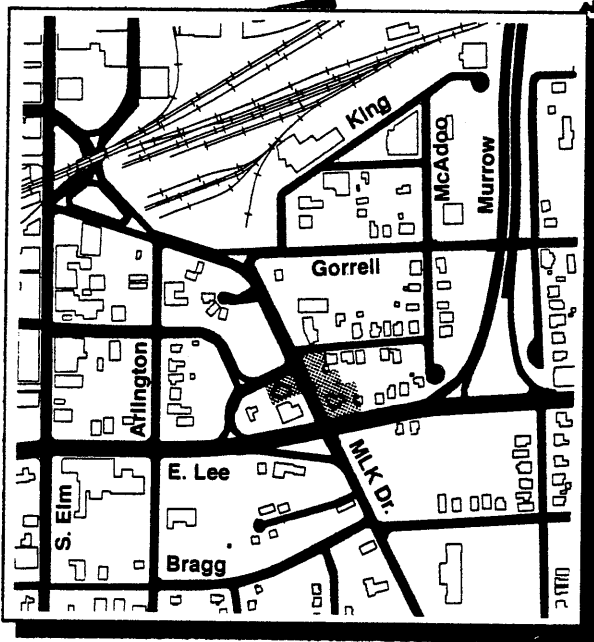
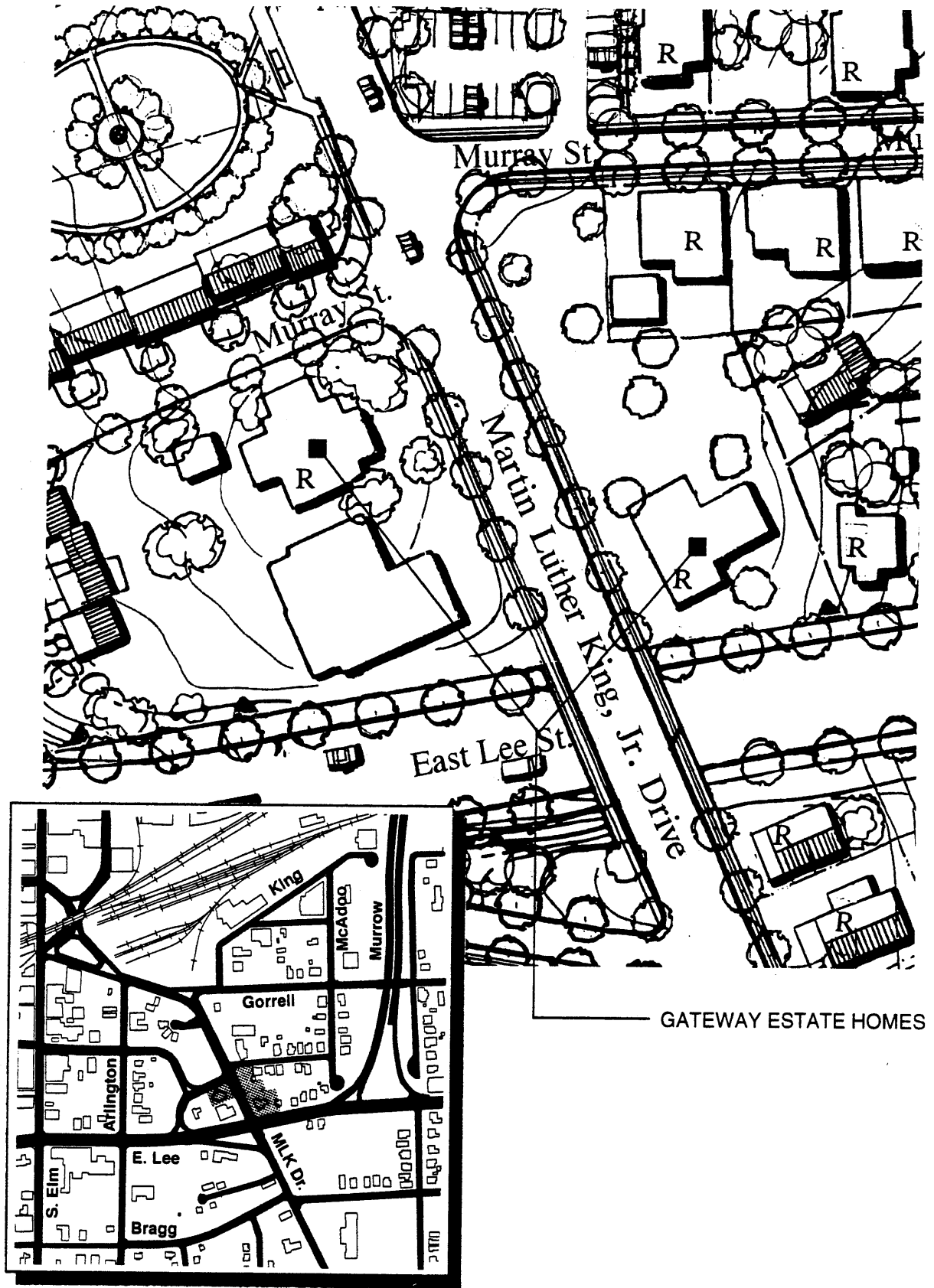
Use of Bond Money

Land Acquisition and Land Assembly, Demolition,	\$300,000-500,000
Range is due to amount of resale recovery	
<u>Streetscape Improvements</u>	<u>Covered under Streetscape Budget</u>
TOTAL	\$300,000-500,000

Other City Program Assistance

None

Southside Area Development Plan



GATEWAY ESTATE HOMES

Opportunity Site A-2 Gateway Estate Homes

Existing Land Use:

Single Family Residential and Vacant

Proposed Land Use:

- Principal Residence with accessory Apartments (Bernard House)
- Multifamily/Apartments (Hodgin House)

Site Area:

1.1 Acres

Units Or Square Feet Projected:

- 1 Principal Residence with up to 3 Apartment Units (Bernard House)
- 1 Multifamily structure with up to 6 Apartments (Hodgin House)

Buildout Time Frame:

1 Year

Phasing Period:

Phase I

Development Program Rationale And Assumptions

At the turn of the century, residential land uses predominated along what is today MLK Drive. An important objective of this plan is to maintain residential land uses, to the extent possible, along this street. This is particularly important when it concerns the first few "entryway" lots into the Southside area (See locator map).

Fortunately, these first few lots on MLK after crossing Lee Street contain some of the most significant architecture in the redevelopment area. For example, the first structure on the west side of MLK is the 1910-13 Asheboro Street Friends Church, now Skeens Chapel. (More will be said about this structure in the narrative for Opportunity Site A-3 following.) Immediately after the Friends Church building is the circa 1910-13 John A. Hodgin House, the only residential example of the Neoclassical Revival style in the South Greensboro Historic District. This large, former estate residence, has been converted to multi-family rental use. Across MLK Drive from the Friends Church building is the 1875-96 Bernard House. Built in the Italinatate style, this large structure contains over 4,000 square feet. It is currently vacant and has been for some time.

The current adaptive reuse of the Hodgin House for apartments appears to be a viable economic use for the property. This plan, therefore, recommends that this use continue. To help ensure the long term preservation of this important structure, the City may wish to explore the possibility of a leveraged loan or grant (e.g one public dollar per x number of private dollars) to the property owner for appropriate rehabilitation of the property.

The Bernard House presents a particular challenge for rehabilitation and reuse, primarily due to its large square footage and on-going vacancy. Given the current market and the costs of building upkeep, conversion to exclusive single family use is not considered feasible. However, a primary objective of this plan is to encourage more home ownership in the area, when opportunities allow. This plan recommends, therefore, that this house be renovated for use as a principal residence with up to three accessory apartments. The rental income from the apartments would then be employed to help offset the upkeep costs of the structure.

**Project Financial Pro Forma Estimates And Assumptions
Bernard House**

Property Purchase & Rehabilitation Cost	\$225,000
Total Monthly Debt Service	
@ 80% of Investment @ 9.5% interest	\$1,514
Rental Income Potential from 3 Apts.	\$1,050
Monthly Debt Service Shortfall	
—Not paid by rental income	\$464

ROLE OF THE CITY

Actions

- **Hodgin House**— If the current owner of the Hodgin house wishes to undertake an appropriate rehabilitation of the property, the City may want to offer the possibility of a leveraged loan and/or grant assistance on a matching basis. Otherwise, the money can be employed to assist the rehabilitation or new construction of another residence elsewhere in the redevelopment area.
- **Bernard House**— If the current owner of the Bernard house did not wish to undertake the renovations, (with grant assistance and interest rate write down) the City would acquire the house and resell it to an interested owner occupant at less than market value.
- **Streetscape Improvements**—The City would make streetscape improvements along the MLK and Murray Street frontages including the relocation of utility poles and power lines, and the installation of new sidewalks, street trees and lights.

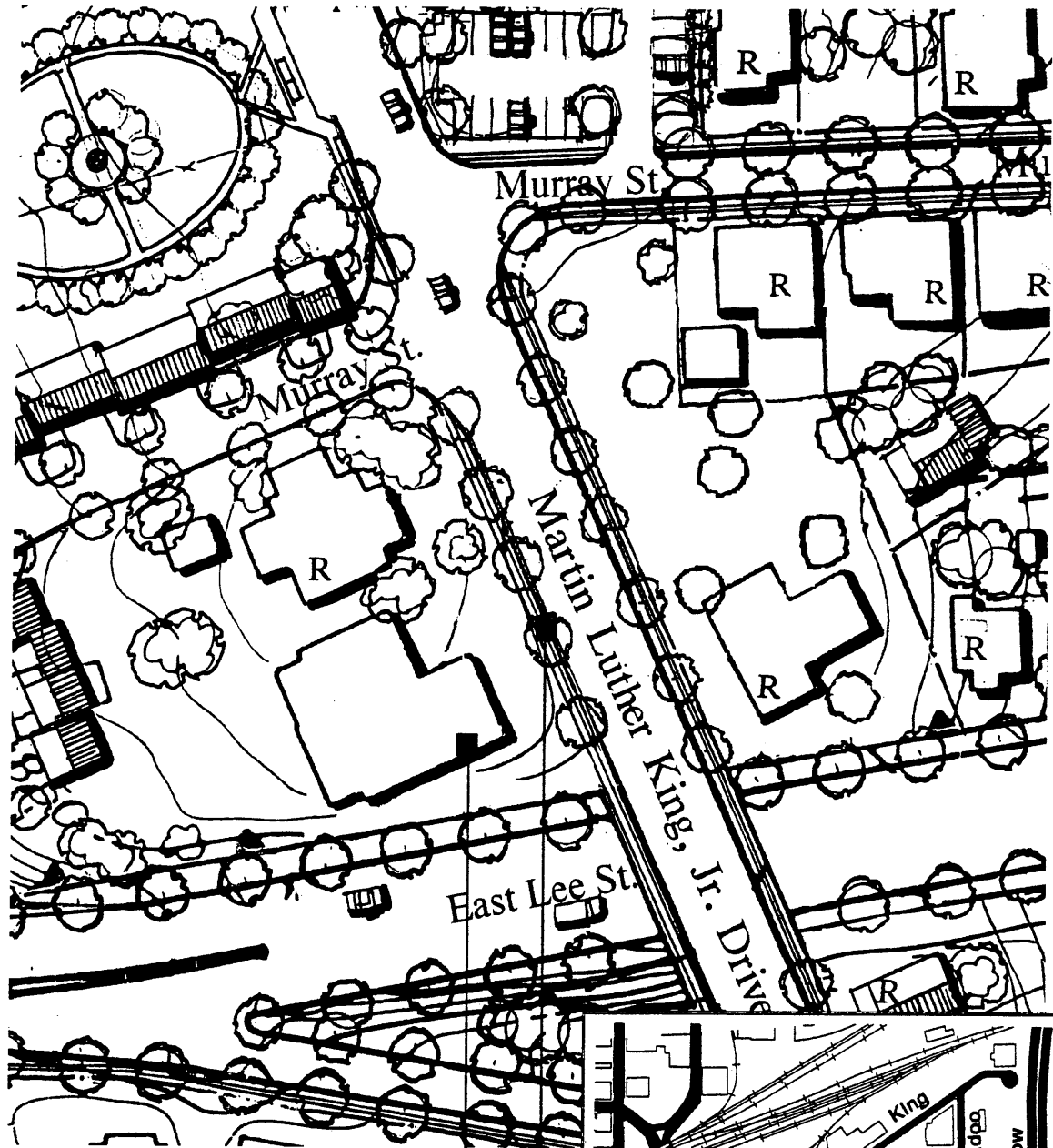
Use of Bond Money

Bernard House property acquisition, rehabilitation cost, and interest rate write down, plus a possible loan or matching grant for the rehabilitation of the Hodgin House	\$101,000
<u>Streetscape Improvements Covered under Streetscape Improvements Budget</u>	
Total	\$101,000

Other City Program Assistance

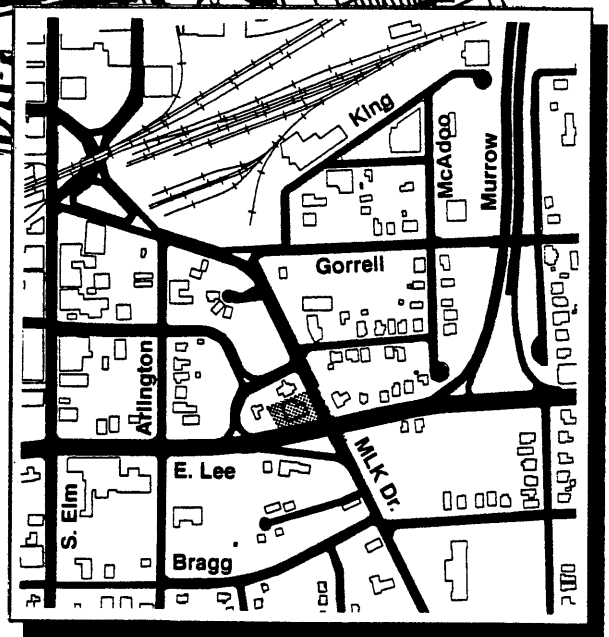
None

Southside Area Development Plan



SKENS CHAPEL HOLINESS CHURCH

STREETScape IMPROVEMENTS



Opportunity Site A-3 Skeens Chapel Holiness Church

Existing Land Use: Institutional (Church)

Proposed Land Use: No Change

Site Area: .5 Acres

Development Program Rationale And Assumptions

Skeens Chapel Holiness Church, originally built 1910-13 as the Asheboro Street Friends Church, is the only non-residential example of neoclassical revival architecture in the South Greensboro Historic District. Significantly, it is also the first structure on the west side of MLK Drive after entering the redevelopment certification area. As such, it is of strategic importance in preserving an important part of the history of Southside and in setting the tone and image for rehabilitation and new construction in the redevelopment area.

In addition, it is one of only two churches located in the redevelopment area. Churches were identified during the community meetings for Southside as having a positive influence on the area, from both a real estate stabilization perspective, and from the standpoint of social intervention/community relations. This plan therefore recommends that this structure and present use be retained.

ROLE OF THE CITY

Actions

- The City would make streetscape improvements along the MLK frontage including the installation of new sidewalks, street trees and lights.

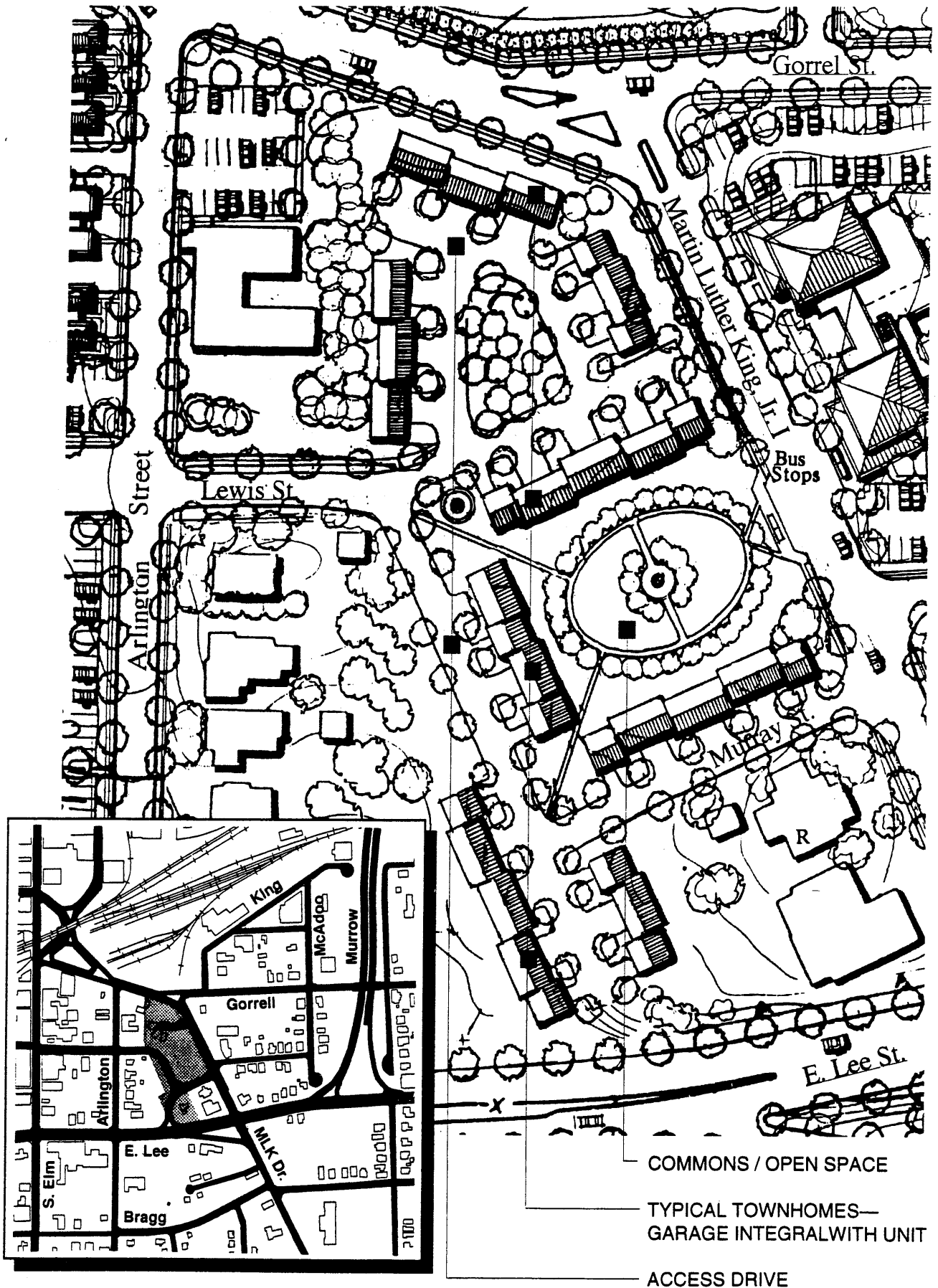
Use of Bond Money

Streetscape Improvements *Covered under Streetscape Improvements Budget*

Other City Program Assistance

None

Southside Area Development Plan



Opportunity Site A-4 Town Homes on the Common

Proposed Land Use:
Town Homes

Site Area:
Approximately 4 Acres

Proposed Development Character:

These would be well done, upscale townhomes oriented to take advantage of both the proposed open space in the Neighborhood Commons and the views of downtown Greensboro, where available. The units would be sized at 1500 to 1900 square feet, two-story, and would include garages. The interiors would incorporate two to three bedrooms (a majority with three bedrooms), two to two and one-half baths, large kitchens, and quality interior finishes. The exteriors would be brick or another high quality, high-durability, low maintenance material; sundecks (+150 square feet); windows and other features of good quality. These townhomes are projected to sell in the \$90,000 to \$110,000 price range.

Units Or Square Feet Projected:
50 Town Homes.

Buildout Time Frame:
12 Months

Phasing Period:
Phase II

Development Program Rationale And Assumptions

These townhomes are programmed for development in Phase II. The intent is to build upon the success and momentum established in the redevelopment area through the rehabilitation and new construction of single family housing during Phase I.

The program for this site would attract buyers who could buy elsewhere in Greensboro but who would be drawn to this housing product by the excellent value and convenient access to the central business district and South Elm Street. With pricing in the range of \$90,000 to \$110,000, buyers with incomes of \$35,000 and up would be the target market for purchases in this development. This would bring in residents who would add another income dimension to the area property owners. As noted previously, income and economic diversity is an objective that is important to the overall, long-term success of the Southside community.

The buyer profile for this product would be single or dual income families, some with children (perhaps one-third to one-half), professional, with an average household income of \$40,000. They likely would be employed in Greensboro's central business district, at one of the universities, the hospital, or another nearby employment center. This is not necessarily an age-specific project.

CASH FLOW PRO FORMA
(in \$000's and by quarters)
Town Homes on the Common
50 unit @ \$100,000 sales price

Quarter>	I	II	III	IV	V	VI	TOTALS
SALES	-	-	1,500	1,500	1,500	500	5,000
COSTS							
Land Acquisition ¹	200	-	-	-	-	-	200
Demolition	5	-	-	-	-	-	5
Utilities, Paving	150	150	-	-	-	-	300
Survey, Grading, Drain	40	40	-	-	-	-	80
Entry, signage Lghtg.	-	-	15	-	-	-	15
Construction ²	-	800	1,500	1,500	1,000	300	5,100
Subtotal Hard Costs	395	990	1,515	1,500	1,000	300	5,700
Contingency @ 7%	28	69	106	100	70	21	394
Total Hard Costs	423	1,059	1,621	1,600	1,070	321	6,094
Admin. Overhead	30	30	30	30	30	30	180
Interest	6	16	17	17	10	7	73
Selling Expense			75	75	75	25	250
CASH FLOW	(459)	(1,105)	(243)	(222)	315	117	(1,597)
Cum. Cash FLOW	(459)	(1,564)	(1,807)	(2,029)	(1,714)	(1,597)	(1,597)

¹Includes acquiring approximately 1.5 acres

²50 units @ 1700 sq. ft. average @ \$60 / sq. ft. construction cost

ROLE OF THE CITY

Actions

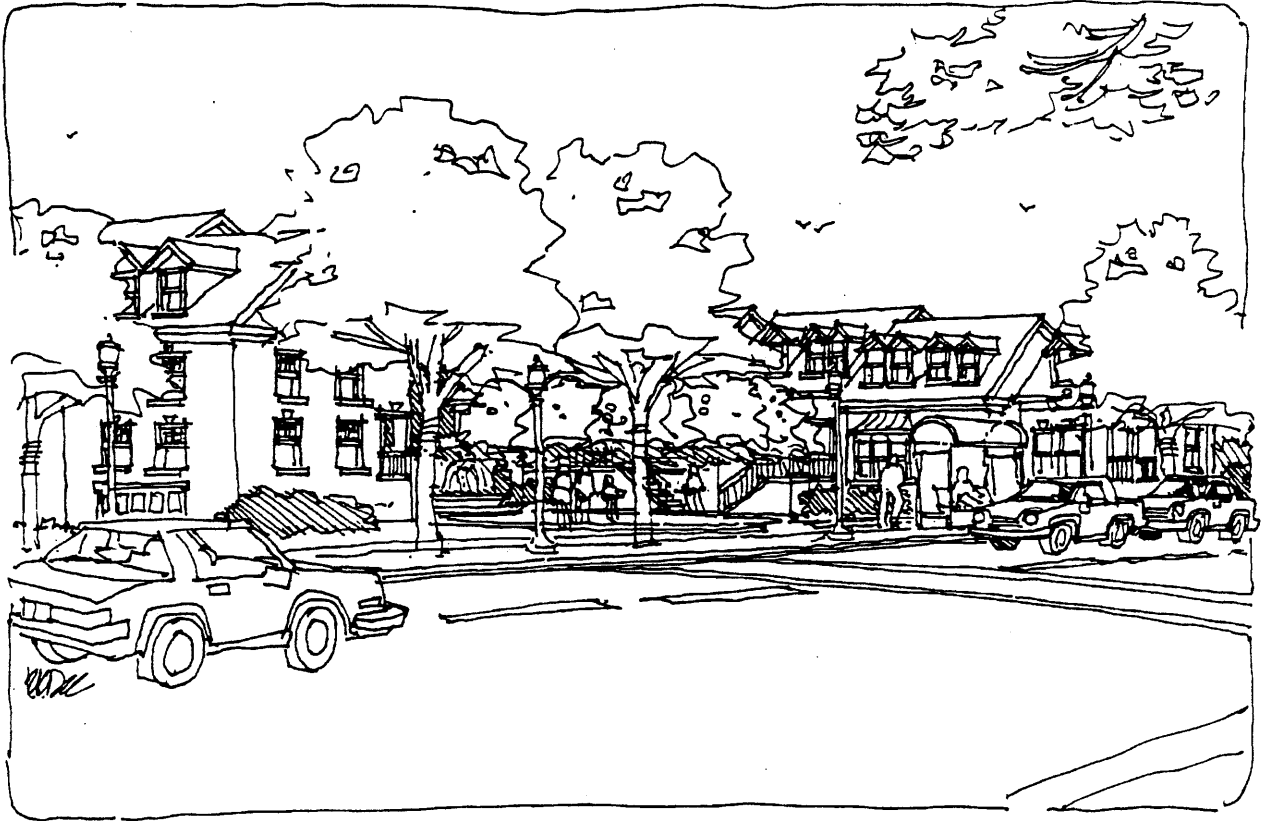
- The City would acquire the necessary property not already in the City's ownership, move or demolish existing structures, assemble the land into a single parcel, and resell it to a developer at a substantial markdown (for as little as \$1), the amount of the markdown to be determined by the value of the land at the time of sale.
- The City would make streetscape improvements along the MLK, Arlington, Murray, and Lewis Street frontages including the installation of new sidewalks, street trees and lights, and the construction of a new bus stop and shelter where the neighborhood commons meets the MLK Streetscape.

Use of Bond Money

Property Acquisition/Demolition/Utilities/Site Prep	\$335,000-535,000
Move Existing Structures on Murray and Melrose	
<i>Streetscape Improvements</i>	<i>Included under costs for Sites A-2 and D-4)</i>
<u>Total</u>	<u><i>Included under Streetscape Improvements Budget</i></u>
	\$335,000-535,000

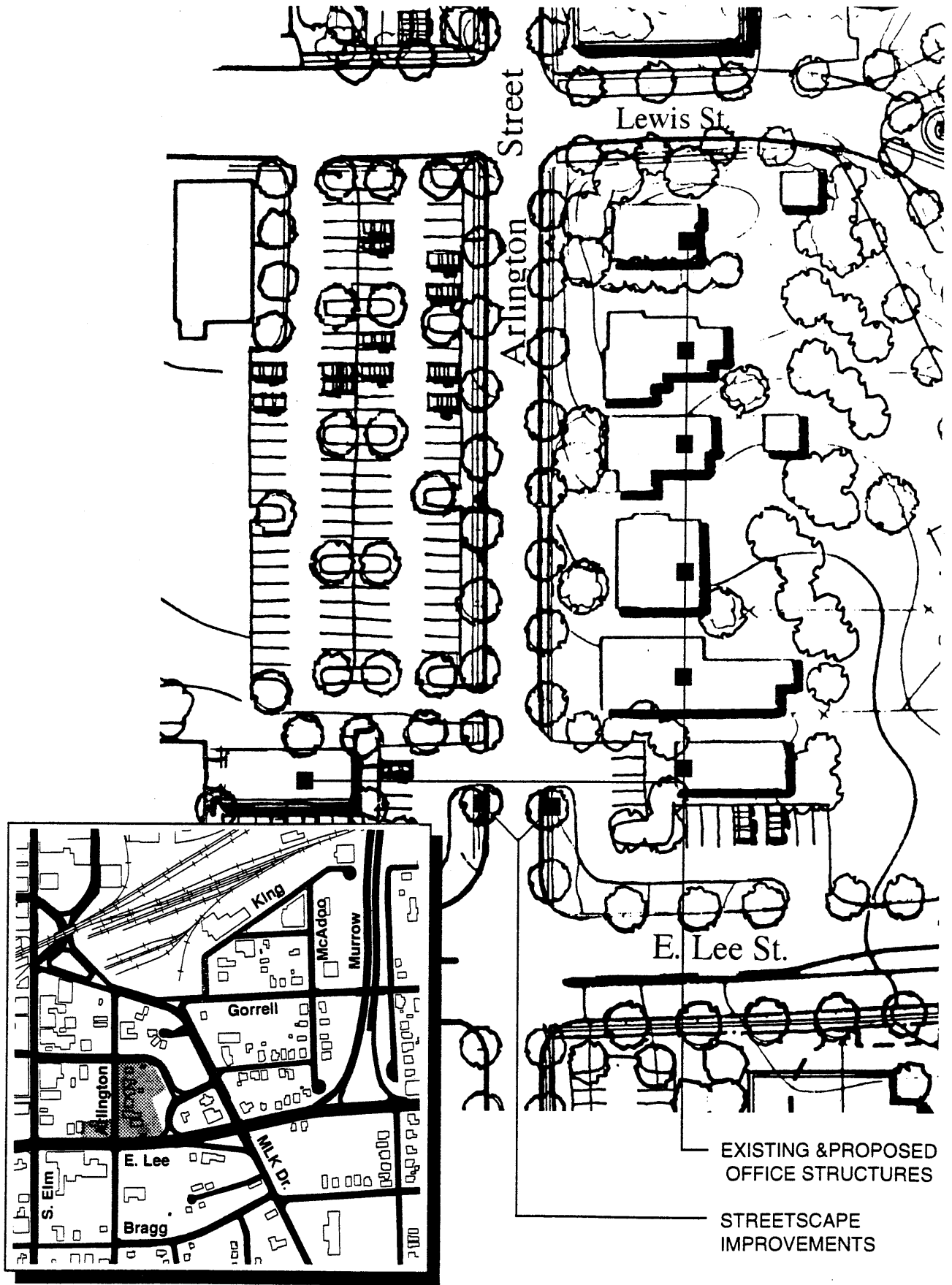
Other City Program Assistance

It is acknowledged that a significant negative cash flow is occurring with this project. It is anticipated that other City housing programs could be applied to make up the difference.



*Perspective of Townhomes on the Common
as viewed from across Martin Luther King Jr. Drive*

Southside Area Development Plan



Opportunity Site A-5 Arlington Street Professional Offices

Existing Land Use:

Office Buildings And Used Car Lots

Proposed Land Use:

Office Space

Site Area:

2.6 Acres

Proposed Development Character

Currently, the two lots at the northwest and northeast corners of Arlington & East Lee Street are out of conformity with the historic residential architecture of the rest of this block. These two lots are occupied by used car sales activities. This plan recommends that these two lots be redeveloped for office use. However, rather than expending limited bond moneys on land acquisition and development at this location, this plan suggests that natural, market-driven forces be allowed to produce this result.

To be compatible with the other historic structures on this section of Arlington, any new office building should exhibit a massing, scale, and architectural character consistent with the other structures in this block.

Units Or Square Feet Projected:

2,000 to 4,000 square feet of new construction on each of the two corner lots.

Buildout Time Frame:

1 Year

Phasing Period:

Phase I Or Phase II

Development Program Rationale And Assumptions

The east side of Arlington Street, between Lee Street and Lewis Street, contains a well preserved row of historic, residential structures. For the most part, these homes have been converted to office uses. In addition to preserving the historic character of this street, these offices function as low density employment sites that have a positive influence on the neighborhood. Included among this grouping of buildings is the historic William Fields House, headquarters for the Old Greensborough Preservation Society, and one of only about a dozen structures remaining in Greensboro built before 1879. Across the street from these buildings is an off-street parking lot, which this plan recommends for upgrading. (See description of Opportunity Site A-6)

The proposed land use and development program for this section of Arlington is designed to retain and improve upon existing, non-blighting office uses, while further expanding the development of similar compatible uses. This section of Arlington has healthy, professional offices that are good for the community. The ultimate replacement of the used car sales activities at the corner of Arlington and Lee would take uses of substantially "non-contributing" character away and create an attractive, secondary entry portal into the Southside area.

ROLE OF THE CITY

Actions

- The City will participate in improvements to the off street parking lot located on the west side of Arlington Street.

Southside Area Development Plan

- The City will make streetscape improvements along the Arlington, East Lee, and Lewis Street frontages including the installation of new sidewalks, street trees and lights.

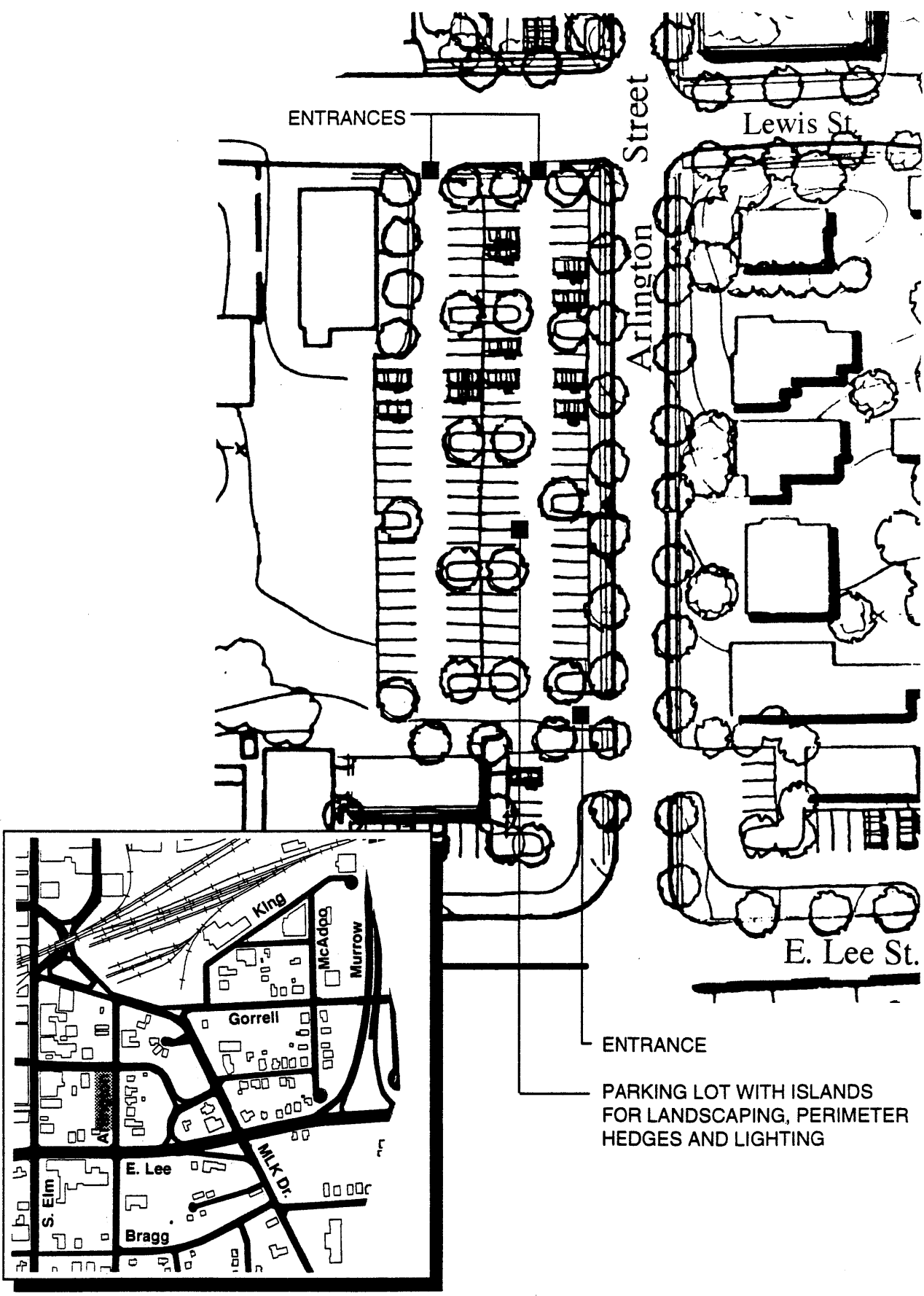
Use of Bond Money

Parking Lot Improvements
Streetscape Improvements

*Included under Budget for Opportunity Site A-6
Included under Streetscape Improvements Budget*

Other City Program Assistance

None



ENTRANCES

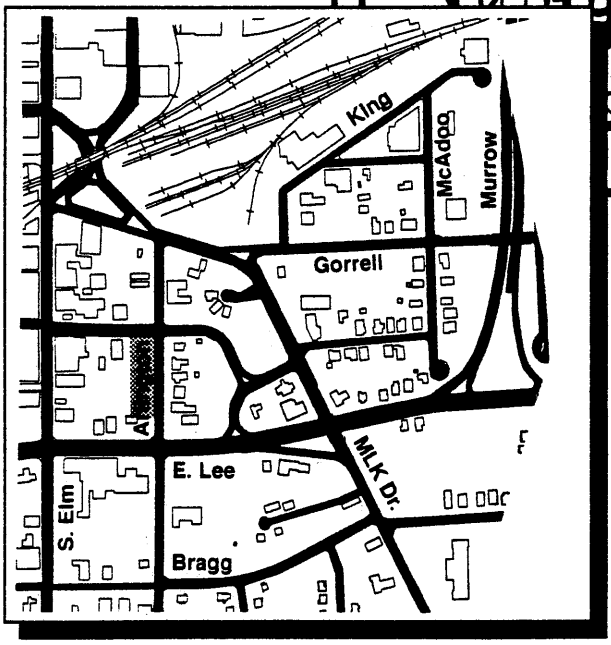
Arlington Street

Lewis St

E. Lee St.

ENTRANCE

PARKING LOT WITH ISLANDS FOR LANDSCAPING, PERIMETER HEDGES AND LIGHTING



Opportunity Site A-6 Shared Parking

Existing Land Use:

Parking Lot And Vacant Lot

Proposed Land Use:

Shared Parking For Nearby Land Uses

Site Area:

1.0 Acres

Proposed Development Character:

A Well Designed, Well Landscaped Surface Parking Lot.

Units Or Square Feet Projected:

This Site Should Accommodate Parking For 90 To 100 Automobiles.

Buildout Time Frame:

3 Months

Phasing Period:

Phase I or II

Development Program Rationale And Assumptions

Parking currently exists on a portion of this site. Public input received during the community meetings and from in-depth interviews revealed that parking is a critical issue for businesses on South Elm Street and elsewhere nearby. At the same time, Grace Community Church makes use of the parking on this tract on Sundays on a shared use basis.

Given the on-going demand for additional parking in this part of Greensboro, expansion of this lot would clearly be beneficial to existing and future businesses. The master plan suggests an efficient layout for an expanded surface parking lot. The total number of spaces illustrated exceeds 100.

In addition, the design illustrates the creation of adequate internal planting islands and perimeter landscaping/tree planting. Improvements in the design and landscaping of the existing lot will contribute to the goal of enhancing the overall image of the Southside area, especially to visitors to the area who may use the lot.

Given the current and anticipated demands for parking near the South Elm Street Business area, this plan suggests that the City employ bond moneys in the form of a 25/75 cash match to expand and upgrade this parking lot. The owner of the lot would be offered the opportunity to upgrade the lot for a 25% discount off the actual cost. The owner would then be able to recoup costs through monthly rentals of parking spaces. The City would be able to justify the expenditure based upon the taxes contributed by area businesses (in need of parking) and by the positive impact that the upgrade would have on the image of the Southside area. Also, by keeping the lot in private ownership, the lot would also continue to contribute to the tax base.

"PRO FORMA"

Cost: to construct/improve and landscape 100 space parking lot @ \$1,800/space =	\$180,000
Cost Sharing Split 25% City =	\$45,000
75% Property Owner =	\$135,000
Yearly Income from parking Space Rentals 80 out of 100 spaces @ \$30 per month =	\$28,800

ROLE OF THE CITY

Actions

- The City will make bond moneys available in the form of a 25/75 cash match to encourage the present owner to expand and upgrade this parking lot.
- The City would make streetscape improvements along the Arlington and Lewis Street frontages including the installation of new sidewalks, street trees and lights.

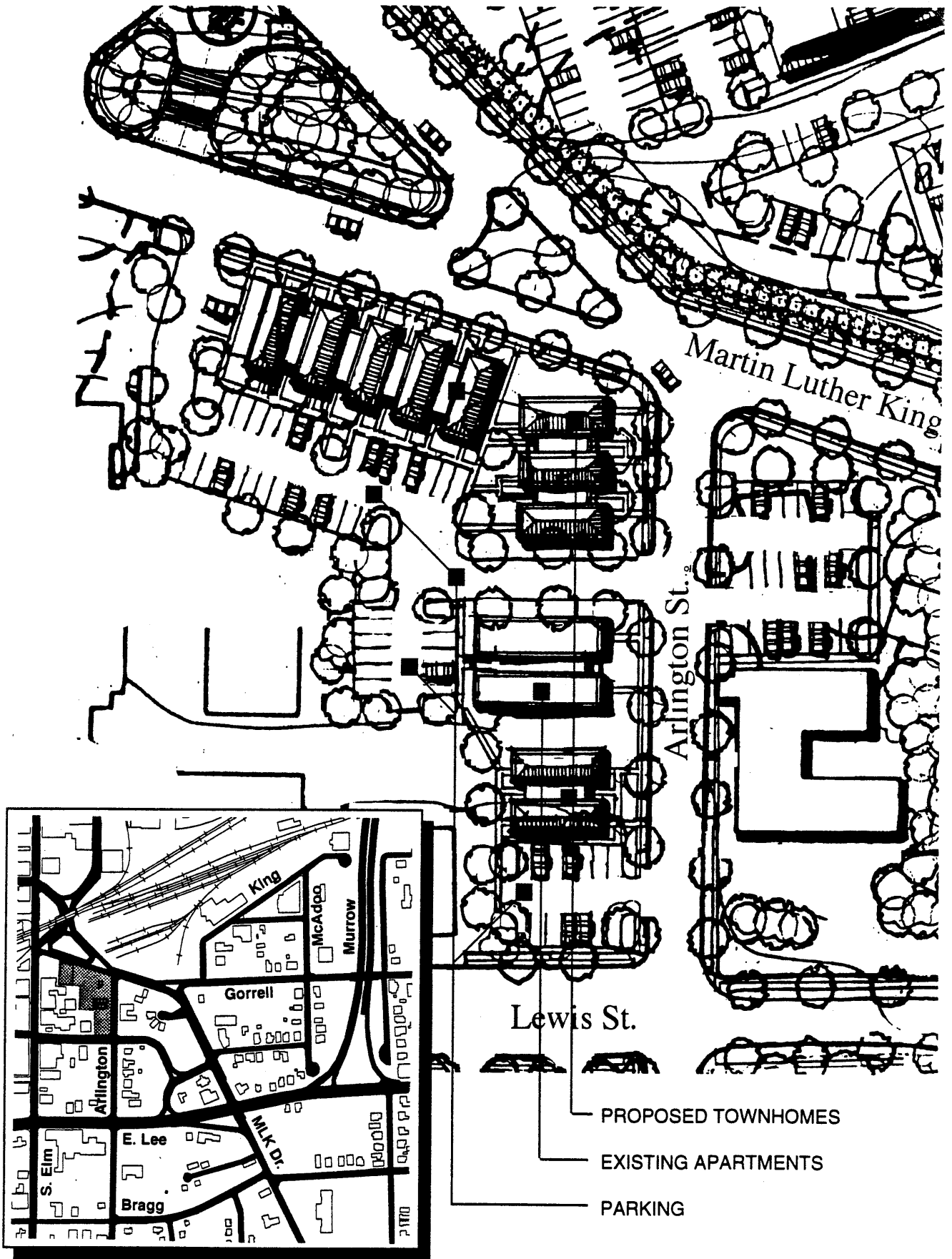
Use of Bond Money

Cash Match @25% of \$180,000	\$45,000
<u>Streetscape Improvements <i>Included under Streetscape Improvements Budget</i></u>	
Total	\$45,000

Other City Program Assistance

None

Southside Area Development Plan



Opportunity Site A-7 City View Town Homes

Existing Land Use:

Commercial Uses And Vacant Lots

Proposed Land Use:

Attached Single Family Residential

Site Area:

1.7 Acres

Proposed Development Character

Because this site is the most convenient to both South Elm Street and Greensboro's central business district, the redevelopment plan recommends that this parcel be developed for medium density townhomes. (10 to 12 units per acre) Appropriately, this level of density would make the site the most intensely developed residential property in the Southside area.

In seeking an appropriate architectural character for these townhomes, this plan suggests that this project be designed to accommodate and complement the existing brick "duplex" buildings located on Arlington street within the opportunity site. The relative height, brick exterior, gabled roof lines and front porches suggest strong design elements which can be incorporated into the design of the townhomes. To obtain the desired density, however, and achieve a townhome look for the overall project, residences within the new sections of the project would be attached in traditional townhome buildings. The master plan illustrates as many as ten townhomes in the largest of the buildings.

The target market for this product would be single and dual income households, most without children. The residents would likely be employed in the Central Business District, at one of the universities, or another nearby employment center. These units should be two- to three-bedroom, two baths, and sheltered parking. Average size: 1,400 square feet; price range: \$85,000 to \$95,000.

Units Or Square Feet Projected:

20 Units

Buildout Time Frame:

12 Months

Phasing Period:

Phase III (This site, which includes the old furniture store and a small sales building, might be acquired during Phase I).

Development Program Rationale And Assumptions

This L-shaped opportunity site offers good promise for the development of a relatively high quality townhome project. The portion of the site fronting on MLK Drive overlooks the plaza park at Hamburger Square and commands an excellent view of the City's skyline. It is the closest parcel of land to the central business district and is also very convenient to the businesses on South Elm Street. The proximity of the site to these two service and employment centers convey upon this site some of the best potential for market rate housing. In addition, the site is framed by church property to the east, which provides for some measure of real estate stability on that side. The development program for this opportunity site helps meet the objective of providing market rate housing in Southside by offering a product that has strong appeal.

Because of the linkage of this site to the South Elm Street area, the ultimate potential for the product envisioned for this site will be dependent on the fullness and durability of the revitalization of the South Elm Street area. This will be particularly true regarding the housing

aspect of that revitalization. If the housing market in the South Elm Street area solidifies and broadly expands, this site would be prime for new construction.

CASH FLOW PRO FORMA (in \$000's by quarters)
City View Town Homes—20 units @ \$90,000 sales price

	I	II	III	IV	TOTALS
SALES	-	-	900	900	1,800
COSTS					
Land Acquisition ¹	300	-	-	-	150
Demolition	15	-	-	-	15
Utilities, Paving	150	-	-	-	150
Surveys, Grading, Drainage	30	10	-	-	40
Entry, Signage, Lighting	-	-	10	-	10
Construction ²	-	560	560	560	1,680*
Subtotal Hard Costs	495	570	570	560	2,195
Contingency @ 7%	35	40	40	40	154
Total Hard Costs	530	610	610	600	2,350
Admin./Overhead	20	20	20	20	80
Interest	4	14	27	23	68
Selling Expense	-	-	54	54	108
CASH FLOW	(554)	(644)	189	203	(806)
CUM. CASH FLOW	(554)	(1,198)	(1,009)	(806)	(806)

¹Acquisition of 1.5 acres including 2 structures to be razed.

²Construction of twenty (20) units @ 1400 sq. ft. average @ \$60/ sq. ft. construction cost

ROLE OF THE CITY

Actions

- The City could acquire the necessary property, demolish existing structures, assemble the land into a single parcel, and resell it to a developer at a substantial markdown (for as little as \$1), the amount of the markdown to be determined by the value of the land at the time of sale.
- The City would make streetscape improvements along the MLK, Arlington, and Lewis Street frontages including the installation of new sidewalks, street trees and lights.

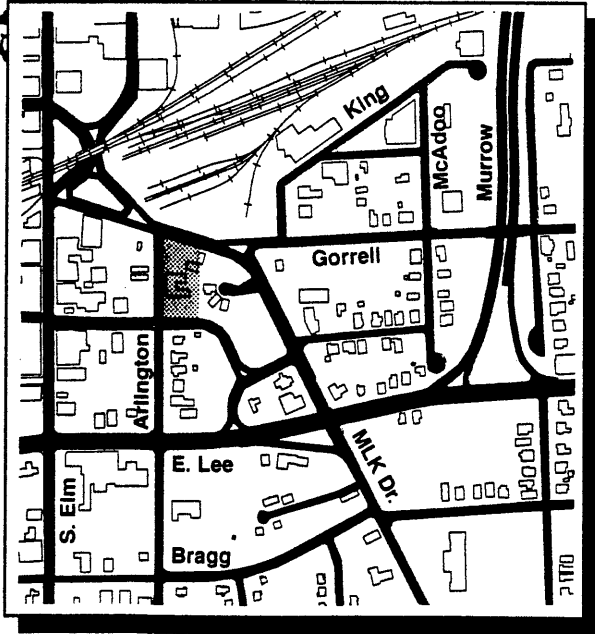
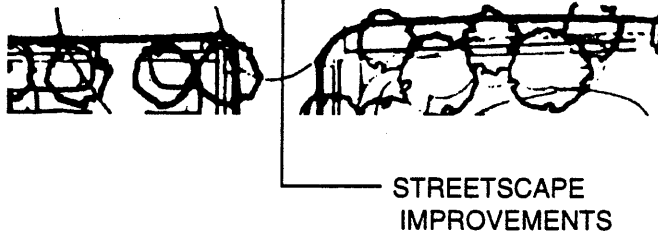
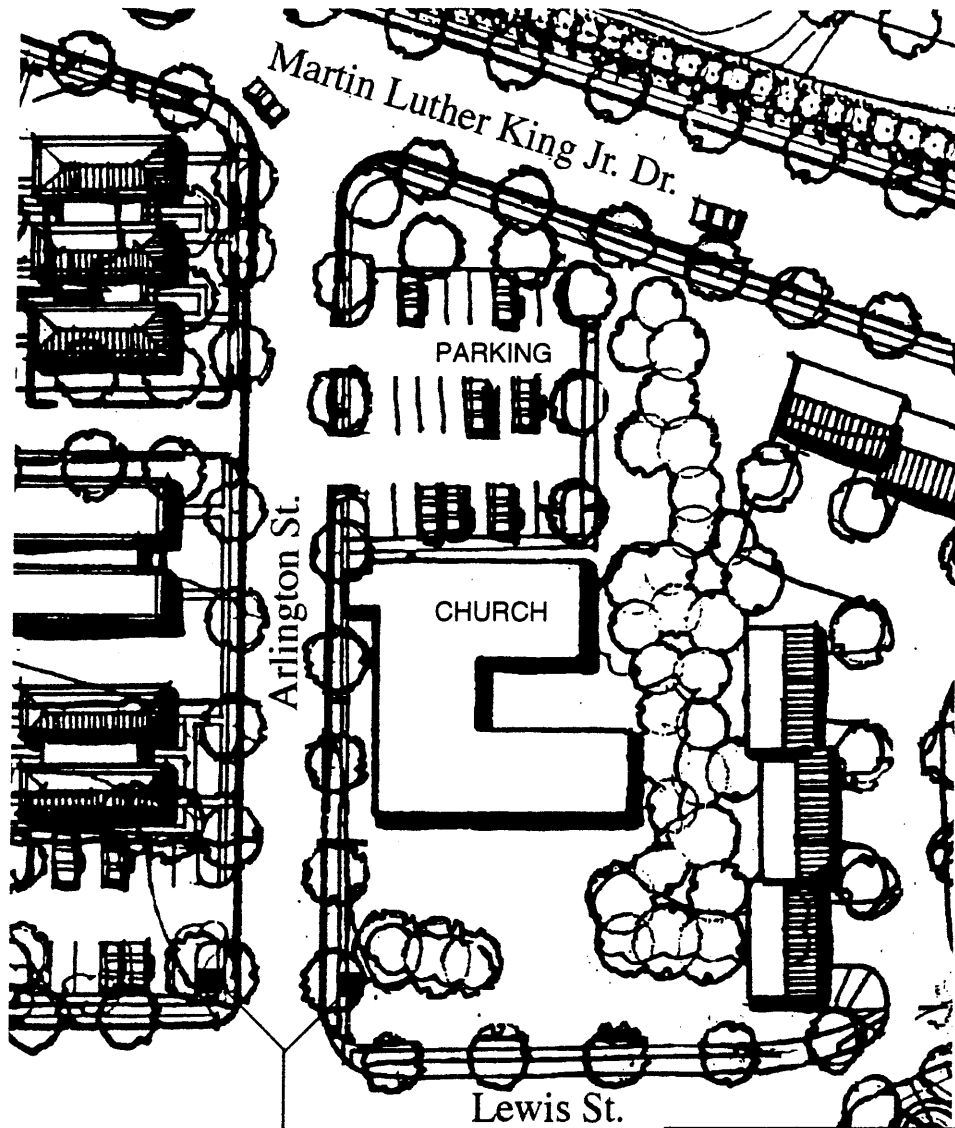
Use of Bond Money

Property Acquisition/Demolition	\$250,000-315,000
Includes resale recoupment	
<u>Streetscape Improvements</u>	<u>Included under Streetscape Improvements Budget</u>
Total	\$250,000-315,000

Other City Assistance

- It is acknowledged that a significant negative cash flow is occurring with this project. It is anticipated that other City housing programs could be applied to make up the difference.
- While not a part of the budget for this plan, the City will eventually want to make landscape improvements to the Plaza Park at Hamburger Square. Given the relationship of this site to the Plaza Park, the proposed town homes would derive considerable benefit from enhancements at this open space area.

Southside Area Development Plan



Opportunity Site A-8 Grace Community Church

Existing Land Use:

Grace Community Church

Proposed Land Use:

Church Or Other Institutional Use (No Change)

Site Area:

Approximately 1 Acre

Development Program Rationale And Assumptions

Grace Community Church has been established at this location for about ten years. For the past several years in particular, Grace Community Church has played a positive role in the betterment of the Southside community. The church has provided outreach services within the Southside area and beyond, and until recently, had made plans to provide greater programs and services, including educational programs, child care, tutoring, and small group programs.

In the early stages of this plan, church leaders had indicated their intent to begin construction of a building expansion in excess of \$1 million at this site. Recently, however, church sources have indicated a re-direction of the church's building plans to an alternative site outside the Southside area. At the time of this writing, the church congregation is reportedly undecided as to what to do with the current church facility on Arlington Street.

In light of this development, this plan can only recommend that the current building, which is in sound condition, be preserved. With regard to use, there would appear to be two options at this time which have some likelihood of occurring: (1) the facility may continue to be used by Grace Church as an ancillary facility to their main church property or (2) the facility may be sold or leased to another church. Beyond these two logical outcomes, other potential uses would be sheer speculation.

Grace Community Church, or another church like it, has the potential to be a powerful anchor to attract reinvestment in Southside. This church site, including both the building and program, can continue to be an important player in the development strategy and process.

ROLE OF THE CITY

Actions

- The City would make streetscape improvements along the MLK, Arlington, and Lewis Street frontages including the installation of new sidewalks, street trees and lights.

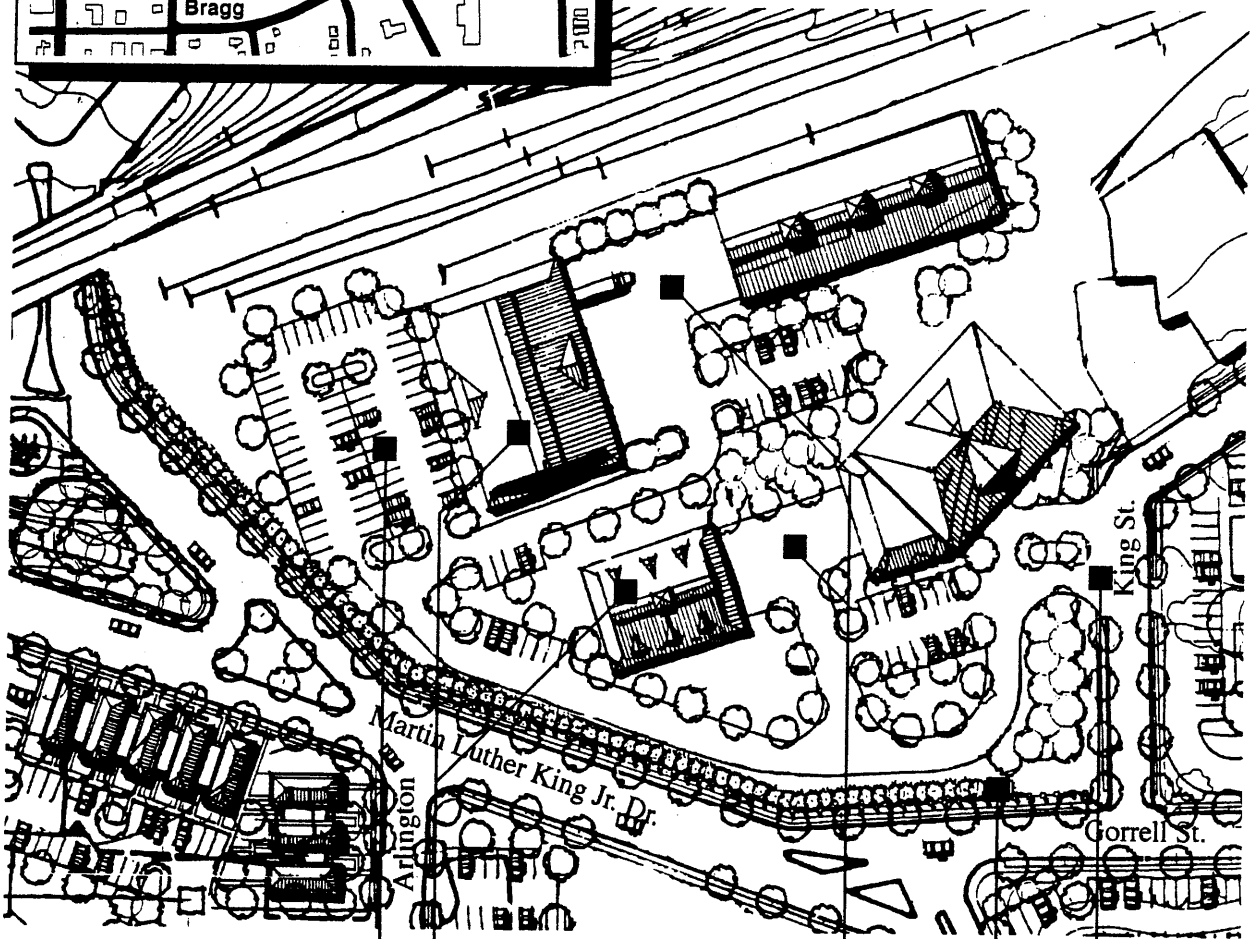
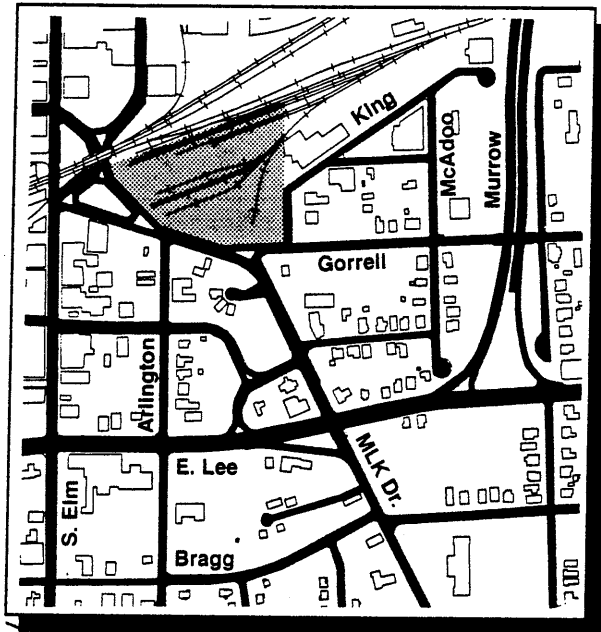
Use of Bond Money

Streetscape Improvements *Included under Streetscape Improvements Budget*

Other City Program Assistance

None

Southside Area Development Plan



PARKING — LANDSCAPED

SERVICE / LOADING DOCK

PROPOSED STRUCTURES

STREETSCAPE / PERIMETER FENCING

ENTRANCE

Opportunity Site B-1

Railroad Future Development Site

Existing Land Use:
Rail Yard

Proposed Land Use:
Rail Related Commercial/Manufacturing/Distribution

Site Area:
Approximately 6 Acres

Proposed Development Character:

This plan envisions a business-park-like setting with relatively low profile buildings arranged in association with adequate parking, loading, and limited open space areas. Low profile buildings (i.e. no more than the equivalent of two conventional stories in height) are suggested to ensure that future buildings do not block the vista/viewshed looking toward the central business district while approaching the city on MLK Drive. This same viewshed is important to many of the Townhomes on the Common, adding value to the attractiveness of these residential units. At the same time, low profile buildings are consistent with building forms associated with current manufacturing and distribution processes. For this reason, the objectives of both the property owner, the City and area residents should be equally well served.

In addition to relatively low profile buildings, this plan suggests the addition of a screening and security wall along the southern boundary of the site, adjacent to the MLK Drive corridor. The design character of the wall may be described as having a two foot brick foundation with columns, with six foot wrought iron fencing above for a total fence height of eight feet. A single row of medium density, broad leaf evergreens (e.g. holly, thirty feet on center) would be planted immediately behind the fence to partially screen the rail yard from the MLK corridor travelers. It would also help frame the MLK streetscape corridor, further extending a sense of street space all the way to Hamburger Square.

Units Or Square Feet Projected:
50,000 to 80,000 Square Feet

Buildout Time Frame:
15 Years

Phasing Period:
Phase III

Development Program Rationale And Assumptions

This important, six-acre site is owned by Norfolk Southern Corporation. It is currently leased to the North Carolina Railroad, a private company that is 75% owned by the State of North Carolina. Norfolk Southern's objective for the rail yard is to maximize the rail cargo generating and revenue producing capacity of this site. The company also holds this site in reserve as an alternative to Norfolk Southern's main yard southwest of town, in the event something were to happen to put that yard out of service. Company officials have indicated that they would support uses and activities at this site that promote Norfolk Southern's ability to develop business for the rail line. The logical corollary to this position is that rail officials would generally not be supportive of more general commercial activities which do not draw upon the availability of rail service at the site. Thus, this plan takes the position that bond moneys should not be expended in an attempt to leverage economic development at this site which may be inconsistent with rail company objectives.

As noted above, this plan suggests that the old site perimeter wall along the south side of the site adjacent to MLK be rebuilt. This wall will provide an attractive partial screen of rail-related activities on the site. The wall would also serve to provide some measure of security to the railroad from trespassers on the rail yard property. (Safety issues related to rail accidents have increased in importance in recent years; such a wall would help increase security and control over rail yard access, and reduce liability for the rail company.) This screening wall would help complete the total sequence of "Gateway" improvements along the length of MLK Drive through the redevelopment area.

Cost estimate for fence and related vegetative buffer: \$60,000, split 50/50 between the City and the Norfolk Southern Rail Road

COST SHARING

Cost: to construct security wall and install landscaping	\$60,000
Cost Sharing Split	
50% City	\$30,000
50% Property Owner	\$30,000

ROLE OF THE CITY

Actions

- The City will make bond moneys available in the form of a 50/50 cash match to partnership with the railroad in building the security and screening wall.
- The City would make streetscape improvements along the Gorrell and MLK Street frontages including the installation of new sidewalks, street trees and lights.

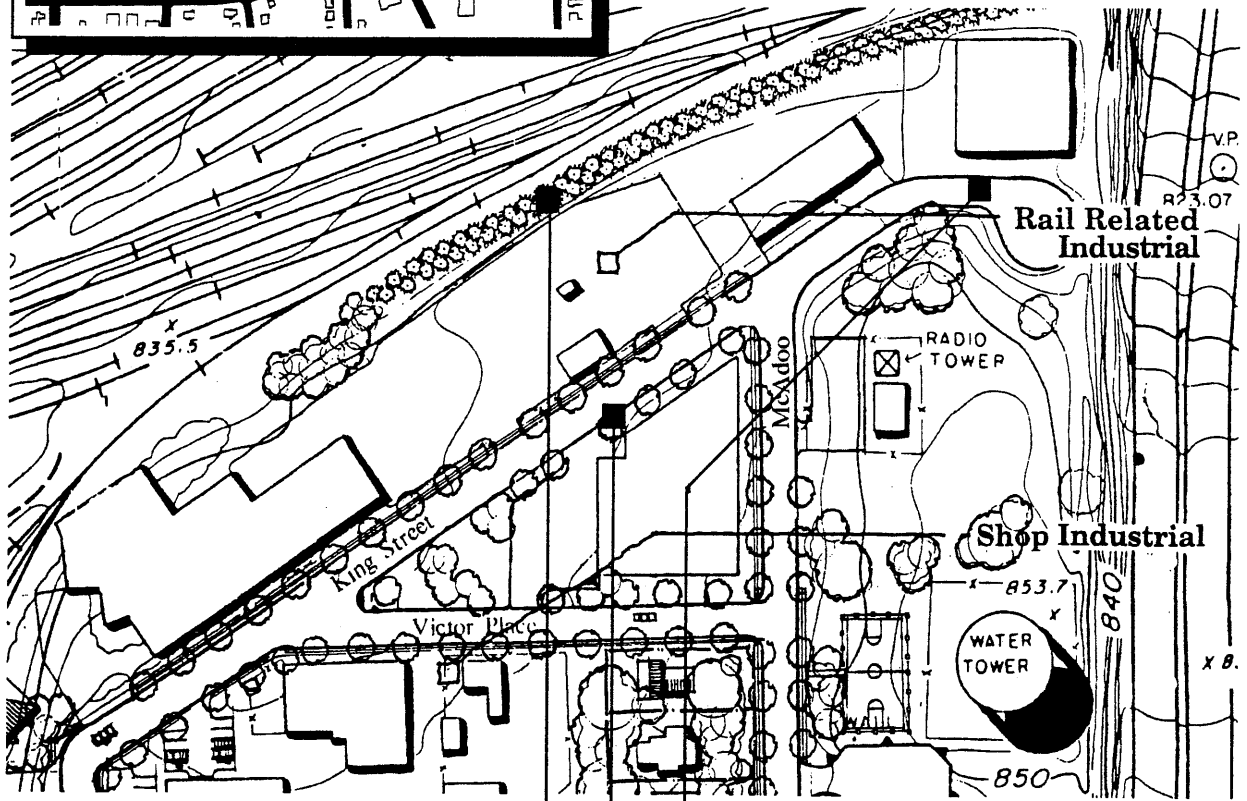
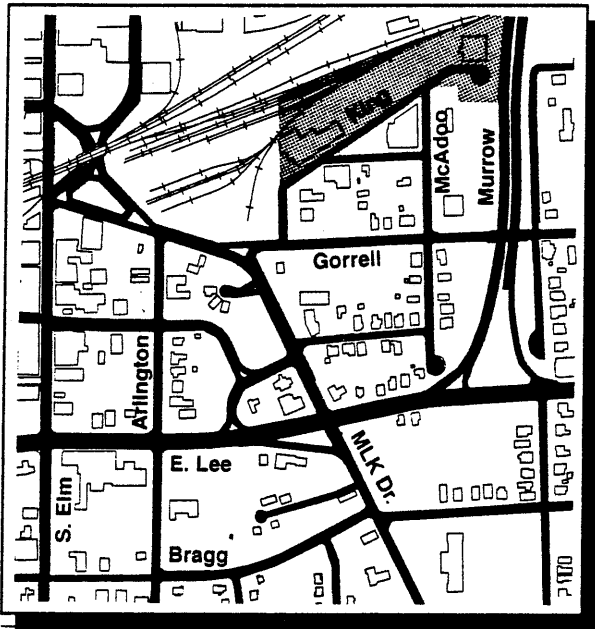
Use of Bond Money

Cash Match @50% of \$60,000	\$30,000
<u>Streetscape Improvements</u> <i>Included under Streetscape Improvements Budget</i>	
Total	\$30,000

Other City Program Assistance

None

Southside Area Development Plan



- BUFFER PLANTINGS
- STREETScape IMPROVEMENTS
- AREA OF GENERAL CLEANUP

Opportunity Site B-2 Rail Related Industries

Existing Land Use:
Industrial

Proposed Land Use:
Industrial; Particularly Industrial Operations That Are Rail-Dependent

Site Area:
Approximately 6 Acres

Proposed Development Character:
Existing industrial operations on King Street and McAdoo Avenue should be retained as viable, tax paying employers to the Greensboro community. Due originally to the influence of the railroad, this area of Greensboro has a tradition of industry and commerce dating back to before the turn of the century.

While this plan supports the on-going use of this site for industrial use, this recommendation is not without some measure of qualification. A general cleanup of some outdoor areas appears to be warranted to ameliorate potentially hazardous situations. Just as significantly, a comprehensive cleanup will make the entire district in general more attractive. Where code violations exist, they should be brought to the attention of the owners using normal notification and due process.

To the extent that new industries may be recruited to replace existing businesses, the objective should be bring in businesses that can contribute to railroad business and activities.

Units Or Square Feet Projected:
Up To An Additional 20,000 Square Feet

Buildout Time Frame:
15 Years

Phasing Period:
All Phases.

Development Program Rationale And Assumptions
The businesses that operate in this district appear to be stable, economically viable operations, most of which can remain in business for the long term. These relatively small businesses have modest employment, but with potential for growth. The objective of the plan is to promote and support these businesses and to make them a part of the Southside planning initiative.

ROLE OF THE CITY

Actions

- The City will make a concerted effort to enforce code requirements for public health and safety in this area.
- The City would make utility improvements in the area as needed.
- The City would make limited streetscape improvements along the King Street frontage including the installation of new sidewalks, street trees and lights, where appropriate.

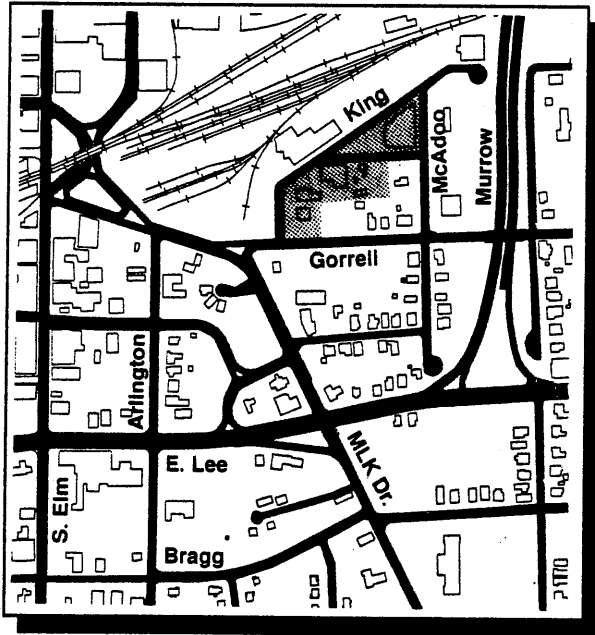
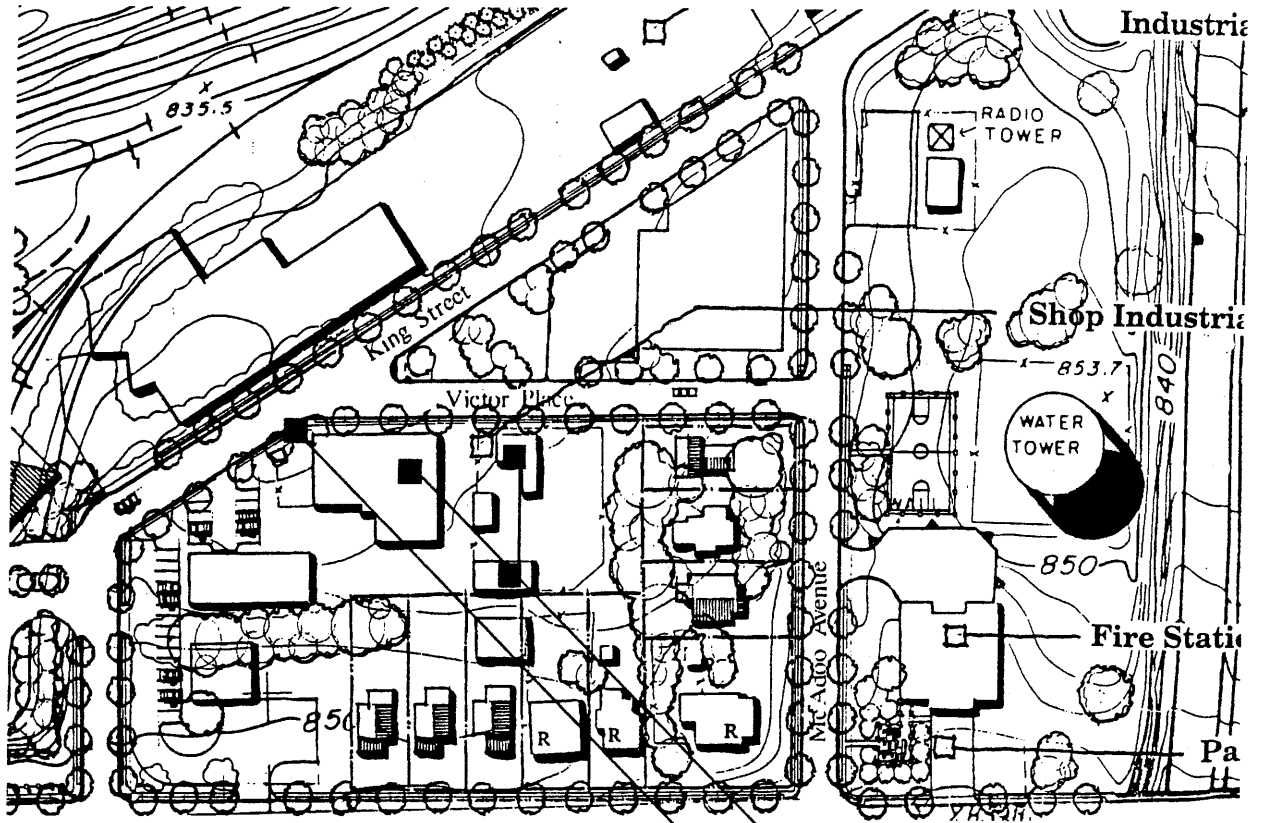
Use of Bond Money

Utility Improvements
Streetscape Improvements

*Included in Overall Capital Budget for Redevelopment Area
Included under Streetscape Improvements Budget*

Other City Program Assistance
None

Southside Area Development Plan



TYPICAL SHOP INDUSTRIAL BUILDINGS

POSSIBLE STREETSCAPE IMPROVEMENTS

Opportunity Site B-3 Shop Industries

Existing Land Use:
Industrial

Proposed Land Use:
Cottage/Shop Industries

Site Area:
2.5 Acres

Proposed Development Character

The program for the shop industries area is to reinforce the existing uses of this area and to promote business expansion using existing buildings and building expansions. With appropriate expansion, these businesses have the potential of generating additional jobs that could provide employment opportunities for Southside residents.

Units Or Square Feet Projected:
Up To An Additional 10,000 Square Feet

Buildout Time Frame:
15 Years

Phasing Period:
All

Development Program Rationale And Assumptions

The establishments operating in this area are businesses that are economic and of value to the community. None of the businesses pose a threat to the area and all of the structures are rated sound. The program for these businesses is to enhance their ability to do business here and expand as a part of the Southside development initiative.

The properties and buildings which comprise this opportunity site have the character of an older, modestly-scaled industrial district. The buildings are relatively small with minimal street setbacks. The area has street spaces and a pedestrian orientation not found in today's automobile serving industrial districts. Given this character, there would appear to be opportunity to create a cottage or shop industry district creating products for sale in both the wholesale and retail market. Such industries could include cabinet making, broom making, furniture making and refinishing, specialty woods, upholstering, building component (doors, mantels, windows, etc.) salvage and resale.

Finally, this area may also have minor code violations regarding storage of junk or other materials dangerous to the public health and safety of workers and nearby residents, both existing and future. In like manner to the Rail Related Industry Site, the City should identify code violations as necessary and bring them to the attention of the owners using normal notification and due process.

ROLE OF THE CITY

Actions

- The City will make a concerted effort to enforce code requirements for public health and safety in this area.
- The City would make utility improvements in the area as needed.
- The City would make limited streetscape improvements along the King Street, Victor Place and McAdoo Ave frontage including the installation of new sidewalks, street trees and lights, where appropriate.

Use of Bond Money

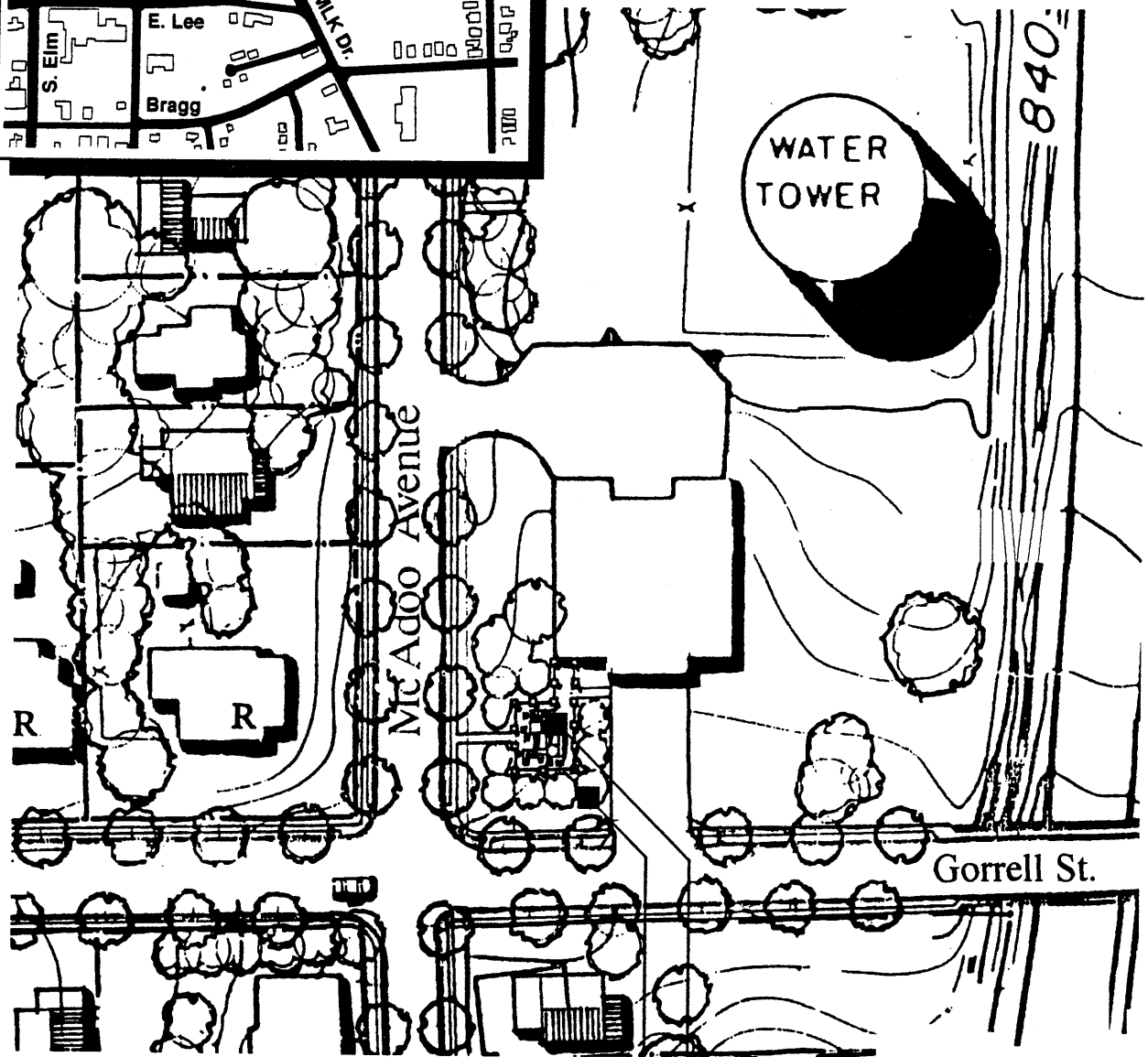
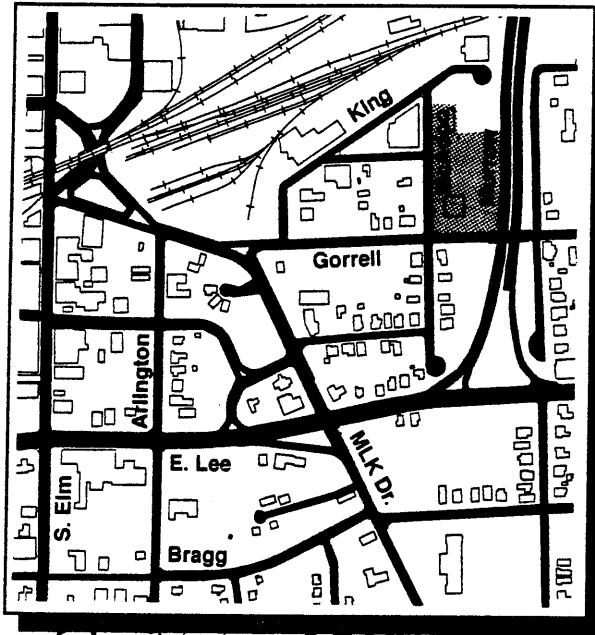
Utility Improvements *Included in Overall Capital Budget for Redevelopment Area*

Streetscape Improvements *Included under Streetscape Improvements Budget*

Other City Program Assistance

None

Southside Area Development Plan



SMALL PARK WITH TOT LOT

LANDSCAPING

Opportunity Site B-4 Government Services

Existing Land Use:

City Of Greensboro Fire Station And Water Tower

Proposed Land Use:

Same, With A Small "Tot Lot" On The Fire Station Site.

Site Area:

3.4 Acres

Proposed Development Character:

No change is proposed in the basic use or function of this area. The addition of a "tot lot" would result in a very minimal alteration of a small portion of the fire station site.

Units Or Square Feet Projected:

N.A.

Buildout Time Frame:

3 Months

Phasing Period:

Late Phase 1 Or Early Phase 2

Development Program Rationale And Assumptions

A primary objective of this plan is to bring back as much housing to the neighborhood as possible. New housing in turn, calls for various types of services, including access to parks and recreation. The addition of a small tot lot at the fire station site would help fulfill this requirement.

The fire station site offers several distinct advantages for the placement of a tot lot facility. First, the property is already in City ownership, thereby eliminating the time and expense involved in property acquisition. Second, the property and grounds are already cared for, minimizing any additional maintenance costs to the city. Third, while the firemen on duty at the fire station should not be expected to supervise the play area, their mere presence on the site would render a positive, cautionary influence over children at play. The proximity of the play area to the fire station would also be instrumental in preventing the area from becoming a hangout or loitering site for teenagers or adults.

Equipment at the site would include a modern playground set of swings, slides, and climbing apparatus.

ROLE OF THE CITY

Actions

- The City will purchase and install the tot lot equipment.
- The City will make streetscape improvements along the Gorrell and McAdoo Ave frontage including the installation of new sidewalks, street trees and lights.

Use of Bond Money

Public park (tot lot) equipment purchase and construction budget estimate:	\$50,000
<u>Streetscape Improvements</u> <i>Included under Streetscape Improvements Budget</i>	
Total	\$50,000

Other City Program Assistance

None

Opportunity Site C: Single Family Residential District

Existing Land Use:

The existing land use in this area is scattered single family homes and vacant lots. Most of the homes are in various stages of deteriorated condition.

Proposed Land Use:

The proposed land use for this area is single family homes, both new and renovated, at the current level of density. In the case of the larger, existing residential structures, the addition of one accessory apartment per structure is recommended during renovations.

Site Area:

The site area contains approximately 9.5 acres, not including street rights of way.

Proposed Development Character:

The proposed development character for this area is to recreate, within the realm of today's real estate market, the charm and character of a turn of the century urban neighborhood. To do this successfully will require both renovations to existing historic homes in the area, as well as the construction of new homes with designs which are sympathetic to the historic character of the neighborhood.

Renovated Structures—Due to the large size of most of the existing residential structures in the area, renovations will call for the creation of a principal residence plus an accessory apartment within each building. The ground floor, for example, could contain the principal residence in which the owner of the structure would live. Some or all of the second floor could then be renovated for use as an accessory apartment. Rents from the accessory apartment would help pay for the upkeep of the structure. Section 4.0 of this plan entitled "Market Assessments" contains a full description of a typical scenario involving a home renovation under these conditions.

New Housing—For new construction, this plan recommends owner-occupied, single family homes on existing lots, or on lots dimensioned approximately 60' wide by 100-115' deep. The homes would contain approximately 1,000 to 1,400 square feet, including two to three bedrooms and one or two baths. In keeping with the historic character of the neighborhood, all homes would have walk-up porches and walkways. Front yard setbacks would 20 to 25 feet. Side yard setbacks would be a minimum of 10 feet. The usable rear yards would contain as much as 2,500 square feet with minimum setbacks of 30 feet. It is proposed that these new homes be designed and constructed in the "bungalow" or "bungaloid" style, a style which is exhibited in many existing homes in the Southside area that were constructed during this architectural style's heyday in the 1920's and 1930'S. Homes built in this style can be very attractive, simple to build, elegant in their functionality, space efficient and expandable.

Units Or Square Feet Projected:

25 rehabilitated structures, containing 25 principal residences and 17 accessory apartments.
20 new houses.

Buildout Time Frame:

5 Years.

Phasing Period:

Phase I.

Southside Area Development Plan

⁶ Average house 2,400 sq. ft. and average rehab cost \$90,000. Total units projected for rehab—25

Ultimately, the actual number of new homes versus rehabilitated homes will not be known until the market commitment and acceptance for each product type has been tested in the market place during the first stages of implementation.

ROLE OF THE CITY

Actions

- The City would make streetscape improvements along the Gorrell, Murray, and McAdoo Street frontages including the installation of new sidewalks, street trees and lights.

For Rehabilitations, Specifically

- First option would be given to any current owner-occupant who wished to participate in the "Owner Occupant Rehabilitation Program" consisting of a \$25,000 grant (on average) and interest rate write down.
- For those current owners, resident or non-resident, who did not wish to participate in the "Owner Occupant Rehabilitation Program", the City would acquire the property and resell it to either (1) an interested developer who would then renovate it and resell it to an owner occupant or (2) directly to an interested owner occupant, on condition of renovation commitment, plans and contracts. The resale price to either the developer or the prospective owner occupant would be \$25,000 (on average) less than the fair market price that the City paid for it. The City would also provide the same interest rate write down, in cooperation with participating banks, as that offered to current owner occupants.

For New Construction, Specifically

- The City would acquire the necessary vacant and dilapidated house lots, assemble and resubdivided as necessary, clear and prepare the lots for as to be ready for new construction, and resell them to a developer for as little as \$1 each.
- The City would also fund construction loan interest write-downs on behalf of the developer.

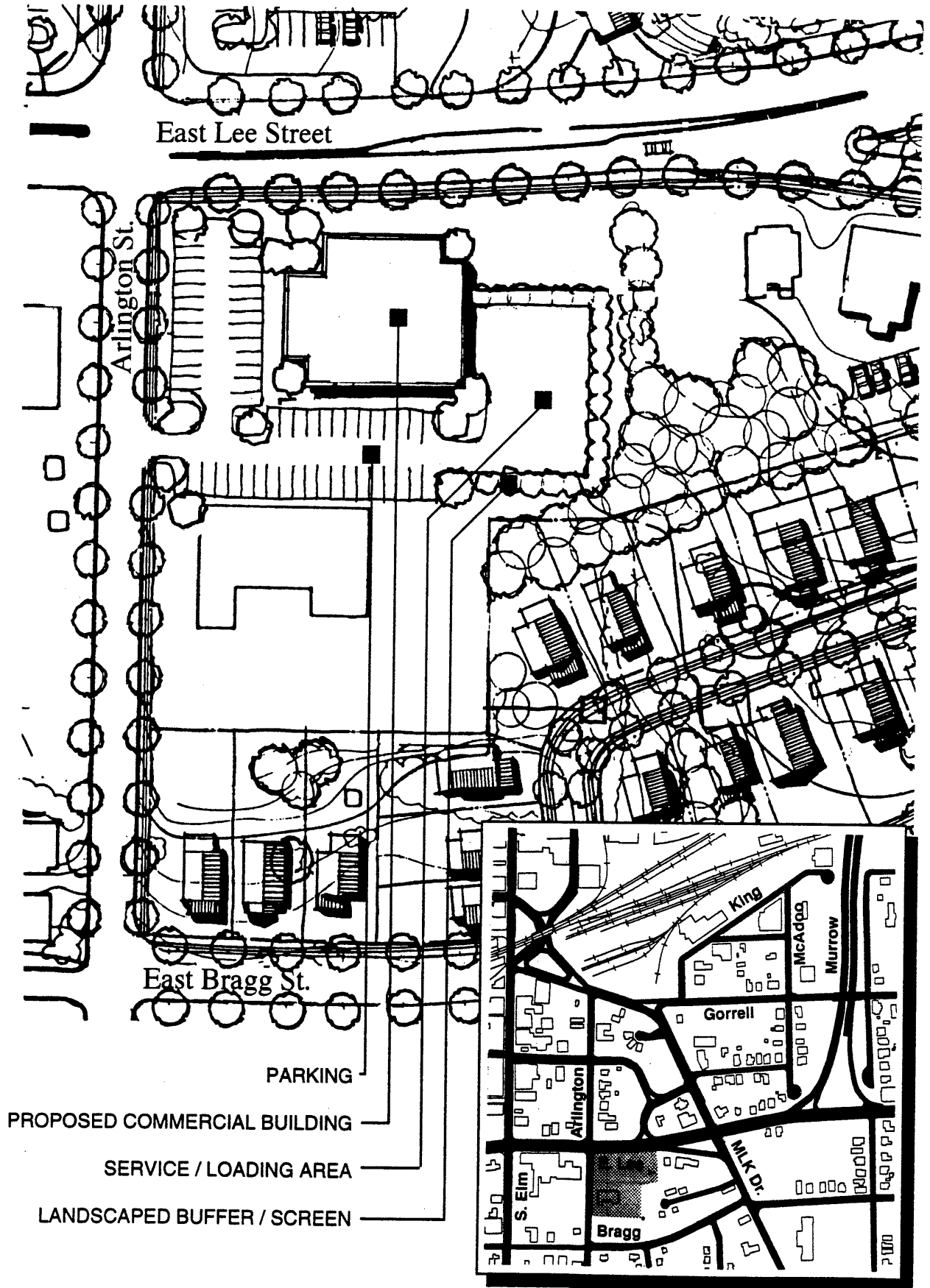
Use of Bond Money

Property Acquisitions/Demolitions for New Construction	\$600,000
House Acquisitions/Resales @ ave. \$25K discount per each of 25 structures	625,000
Interest rate write downs @ \$5K per each of 25 rehabilitated structure	125,000
Cnstr loan interest rate write downs @ \$5K per each of 20 new structures	100,000
Lot development costs @ \$5K per each of 20 new structures	100,000
<u>Streetscape Improvements</u>	<i>Covered under Streetscape Budget</i>
TOTAL	\$1,550,000

Other City Program Assistance

None

Southside Area Development Plan



Opportunity Site D-1 Lee Street Commercial

Existing Land Use:

Commercial - Vehicle Rental Office And Parking

Proposed Land Use:

General Commercial— Higher And Better Use

Site Area:

2.5 Acres

Proposed Development Character:

Site Improvements and addition of one or more buildings with necessary parking and loading areas.

Units Or Square Feet Projected:

Floor Area Ratio Of .3 To .5, or 30,000 to 50,000 Square Feet.

Buildout Time Frame:

1 Year

Phasing Period:

Phase III

Development Program Rationale And Assumptions

With the successful redevelopment of Southside, properties such as this, located on a main artery, should transition to higher and better uses than vehicle storage. A natural market driven transition is anticipated for this site.

ROLE OF THE CITY

Actions

None

Use of Bond Money

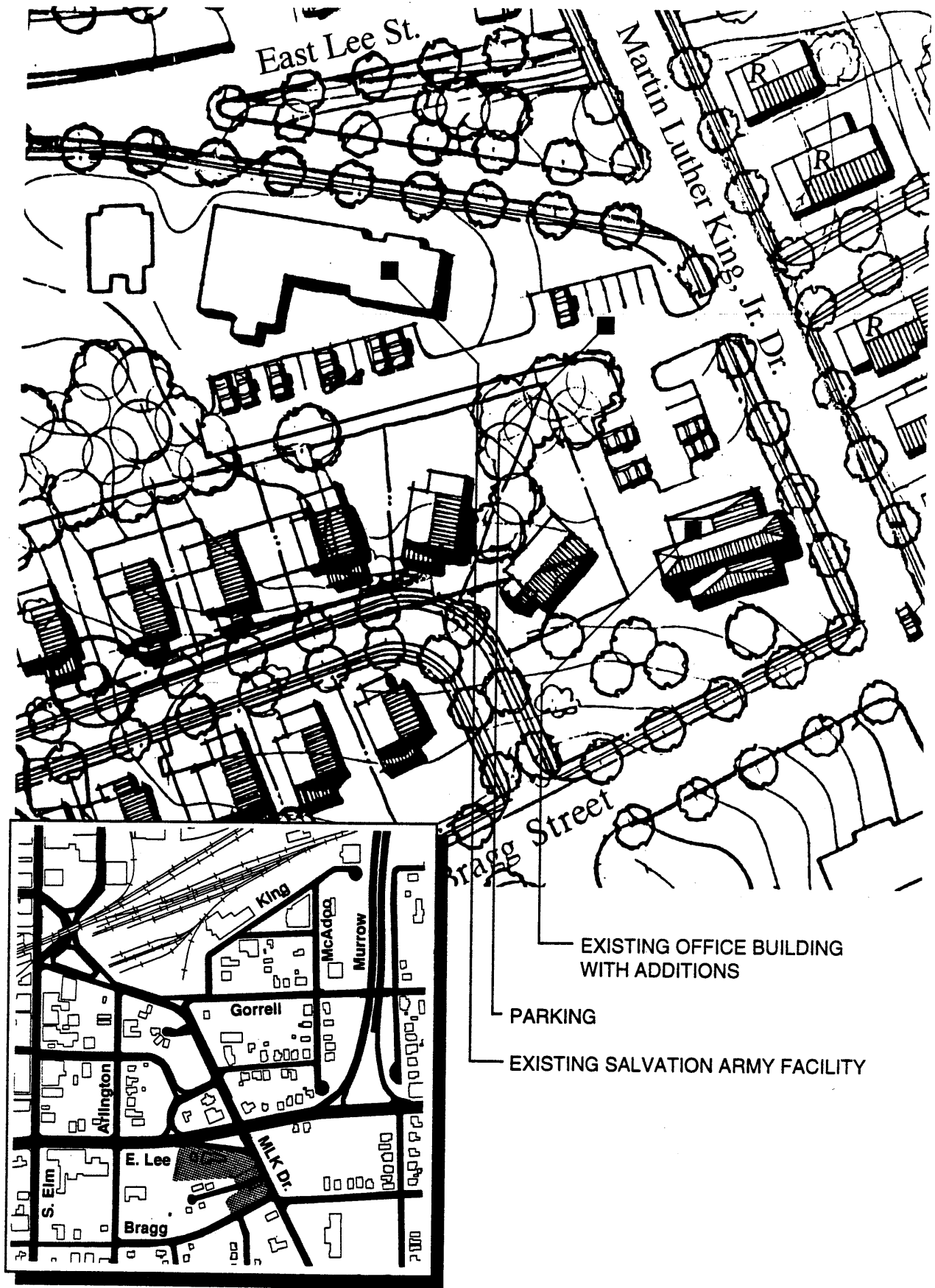
Streetscape Improvements Along E. Lee

Covered under Streetscape Budget

Other City Program Assistance

None

Southside Area Development Plan



Opportunity Site D-2: Office and Institutional

Existing Land Use:
Office and Institutional

Proposed Land Use:
Office and Institutional

Site Area:
2.1 Acres

Proposed Development Character:
A business park type setting combining the operations of the Salvation Army (existing) with those of a potential community services center. These two facilities could share parking.

Units Or Square Feet Projected:
1,500 Sq. Ft. Addition to the existing "fire station" building

Buildout Time Frame:
N.A.

Phasing Period:
N.A.

Development Program Rationale And Assumptions

Currently, the old fire station building at the southwest corner of Bragg and MLK Drive houses professional offices. At the time of this writing, the property is for sale. At one point during the course of preparing the plan for Southside, this building was identified as a potential location for a community services center. This plan supports this concept, to the extent that such services are much in need for the general area in and around Southside. For illustrative purposes, and to enable such a community services center to be larger than the present fire station building would allow, the conceptual development plan shows the addition of two building wings of about 750 square feet each. Also illustrated is shared access and parking for the Fire station building and the Salvation Army operations. Regardless of whether the community services center locates here, these design concepts make good planning sense for the site.

ROLE OF THE CITY

Actions

None

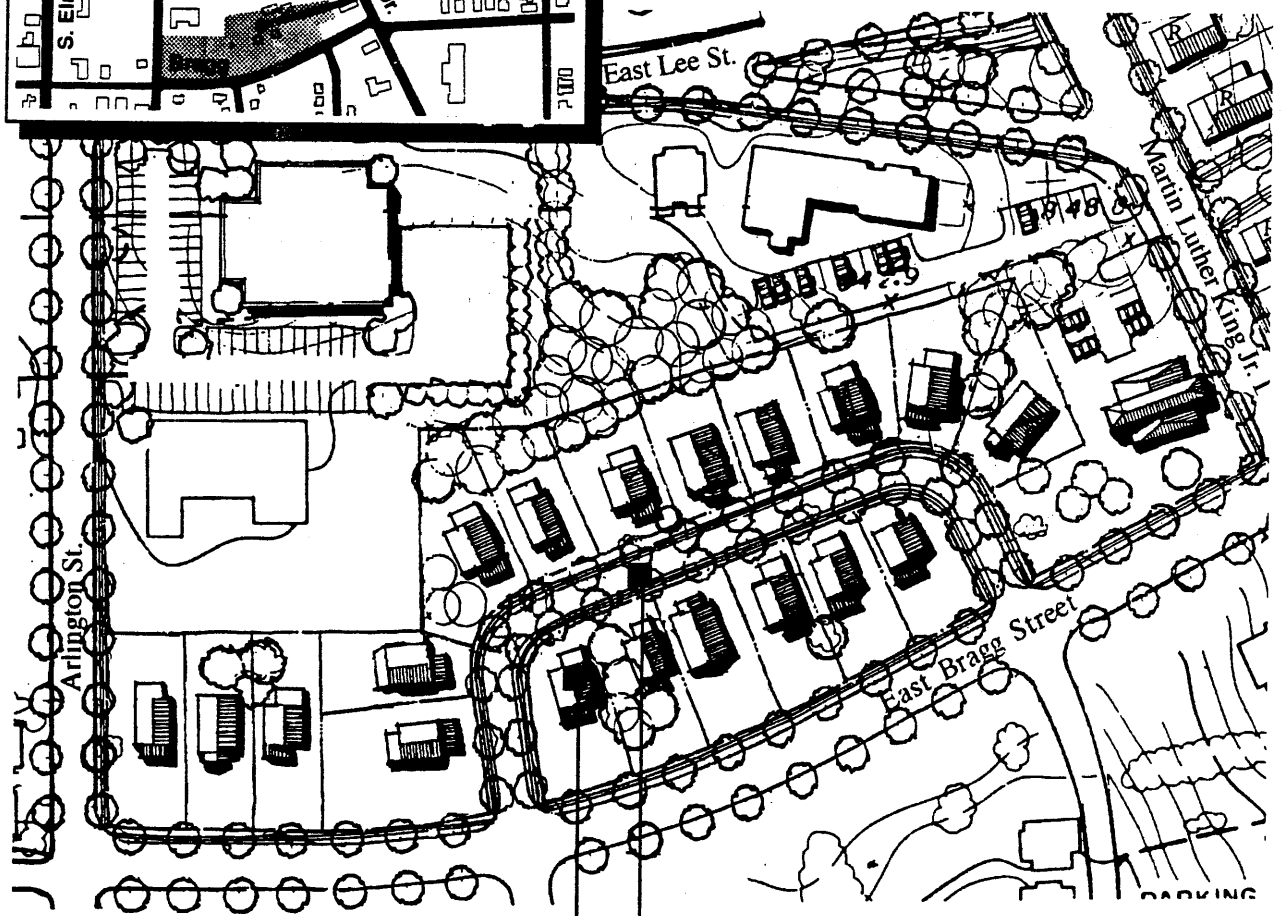
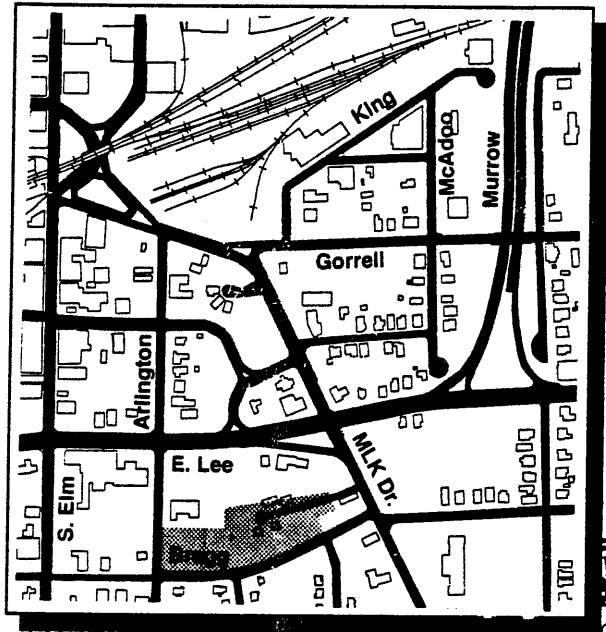
Use of Bond Money

None eligible

Other City Program Assistance

None

Southside Area Development Plan



PROPOSED NEW STREET

TYPICAL NEW SINGLE FAMILY HOUSE AND LOT

Opportunity Site D-3 Single Family Residential—New Construction

Existing Land Use:

The existing land use in this area is primarily vacant with three to five single family housing units clustered off Brooks Court. These housing units are in poor condition.

Proposed Land Use:

The proposed land use for this area is new single family housing.

Site Area:

2.9 Acres

Proposed Development Character:

The proposed program for this area would provide for new single family housing built on 60' wide x 100' deep lots. The market for the housing here will be very similar to the buyer profile in Asheboro. This suggests three bedroom, two bath homes with 1,150 to 1,450 square feet. Sales prices are projected to average \$70,000. The housing styles should be different from Asheboro, however, to introduce the transition to the Southside neighborhood. Potentially, this opportunity site could be combined with site D-4 across Martin Luther King, Jr. Drive. The development programs for both sites are very similar.

Units Or Square Feet Projected:

20 units of single family housing.

Buildout Time Frame:

18 Months.

Phasing Period:

Phase I or Phase 2.

Development Program Rationale And Assumptions

The proposed development program is geared to one of the most important Southside plan objectives: bringing new single family housing into the area. Immediately south of this area is the Asheboro Square neighborhood—a City-sponsored redevelopment area that has been successful. This opportunity site could be a transitional extension that would connect the Asheboro neighborhood with the Southside neighborhood. The program for this area, however, would require a slightly smaller lot than was employed in Asheboro to fit better with the old Southside neighborhood and with the program proposals for other opportunities in Southside's redevelopment.

CASH FLOW PRO FORMA
(in \$000's)
Brooks Court Area
20 units @ \$70,000 sales price

	I	II	III	IV	V	TOTALS
SALES	-	350	350	350	350	1,400
COSTS						
Land Acquisition ¹	175	-	-	-	-	175
Demolition ²	20	-	-	-	-	20
Utilities, Paving	100	87	-	-	-	187
Survey, Grading, Drain	-	-	10	-	-	10
Entry, Signage, Lighting -	-	-	10	-	-	10
Construction ³	-	294	294	294	294	1,175
Subtotal Hard	295	381	314	294	294	1,578
Contingency (@) 7%	21	27	22	20	20	110
Total Hard Costs	316	408	336	316	314	1,690
Admin./Overhead	15	15	15	15	15	75
Interest	3	11	18	19	8	59
Selling Expense	-	21	21	21	21	84
CASH FLOW	(334)	(105)	(40)	21	8	(450)
CUM. CASH FLOW	(334)	(439)	(479)	(458)	(450)	(450)

¹ Land acquisition of approximately 4 acres

² Demolition of 4 structures

³ 20 units, average size 1250 sq. ft. @ \$47/ sq. ft. construction cost

ROLE OF THE CITY

Actions

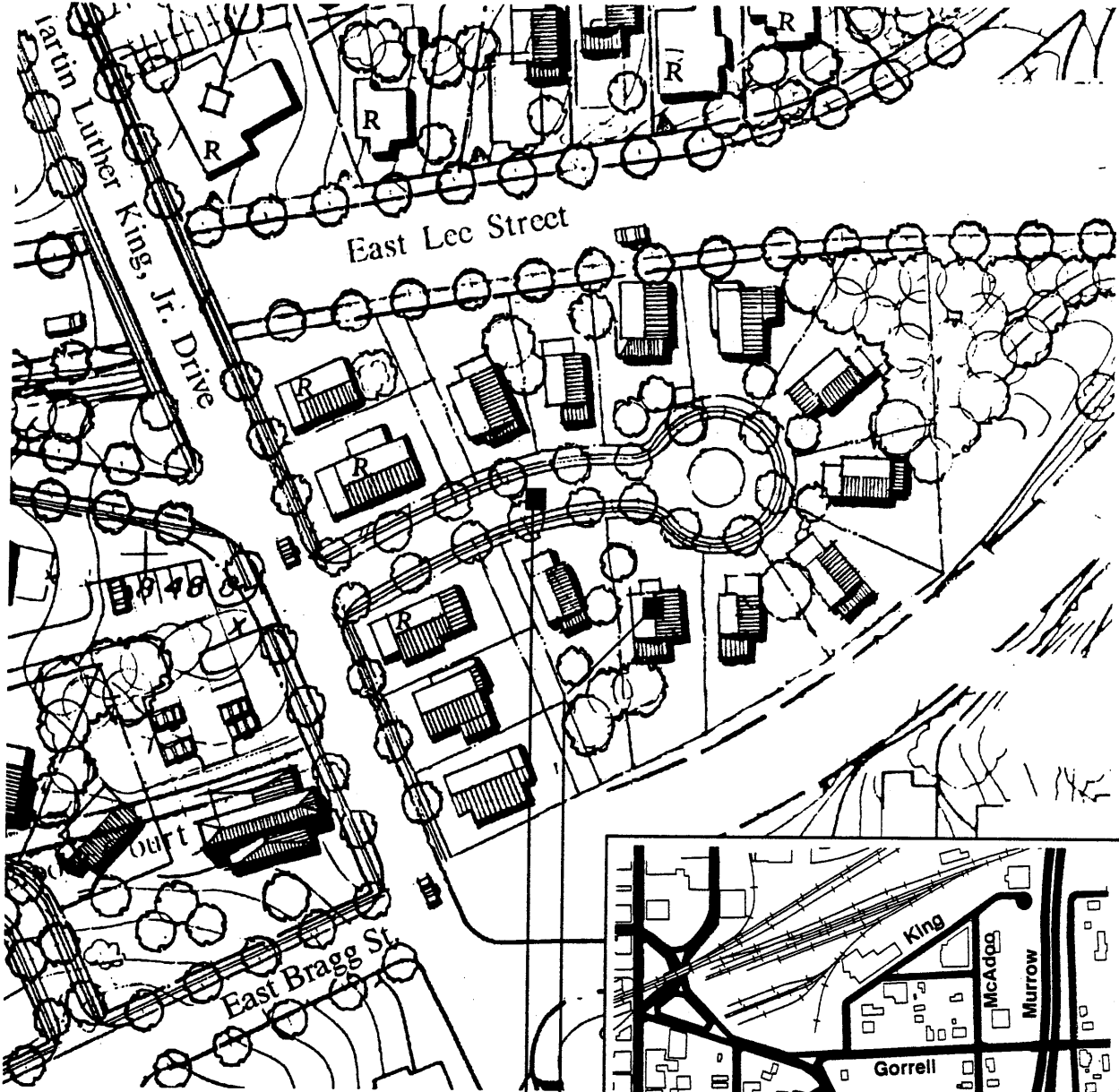
- The City would make streetscape improvements along the Brooks Court and MLK Street frontages including the installation of new sidewalks, street trees and lights.
- The City would acquire vacant and dilapidated house lots (not already owned by the City), assemble and resubdivided as necessary, clear and prepare the lots for as to be ready for new construction, and resell them to a developer for as little as \$1 each.
- The City would also fund construction loan interest write-downs on behalf of the developer.

Use of Bond Money

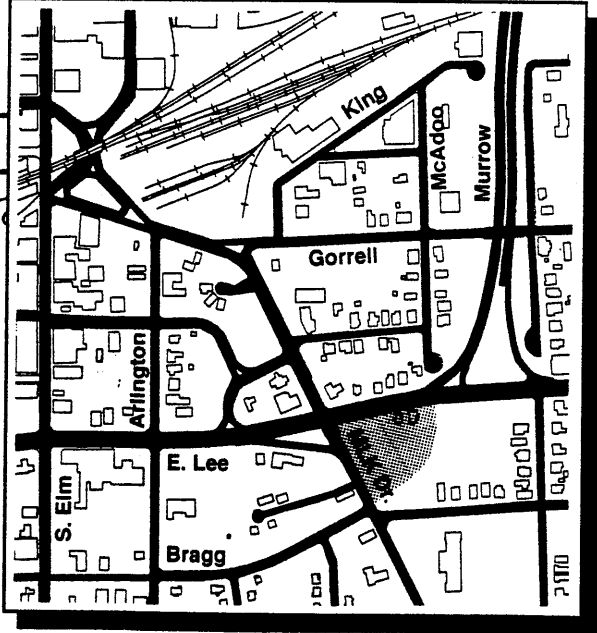
None eligible. This project is to be implemented through the use of other funding sources arranged by the City.

Other City Program Assistance

See above.



PROPOSED NEW STREET AND CUL DE SAC
TYPICAL NEW SINGLE FAMILY HOUSE AND LOT



Opportunity Site D-4: Single Family Residential—New Construction

Existing Land Use:

Primarily Fill Dirt Storage; Two Single Family Homes

Proposed Land Use:

Single Family Housing

Site Area:

2.4 Acres

Proposed Development Character:

Proposed single family housing on lots sized similar to lots developed for other new Southside housing infill areas (approximately 60' wide x 110' deep).

Twelve of fifteen homes will be similar in character and construction to those proposed for construction in Opportunity Site D-3 (Brooks Court). These homes will relate as much (or more) to the single family neighbors to the southeast and southwest as they will to the Southside neighborhood. Nevertheless, the buyer profile will be the same as what has been identified in this study. The architectural style can draw from the styles historically prevalent in this area, including Victorian and Bungalow.

In addition to the 12 new homes, 3 other residential structures would be moved to lots fronting on MLK Drive from their current location on Melrose Circle (near the intersection of MLK and Gorrell. (Melrose circle is proposed to be closed and replaced with Town Homes as part of The Townhomes on the Common project.) See Opportunity Site A-4.)

Units Or Square Feet Projected:

12 Units of New Construction

3 Houses moved to the Site and Rehabilitated.

Buildout Time Frame:

1 Year

Phasing Period:

Phase I or Phase 2

Development Program Rationale And Assumptions

This opportunity site would provide the necessary acreage for a total of 15 housing units. Three of the fifteen would have historic character, and would contribute to the enhancement of the MLK Drive Streetscape, particularly as motorists approach the redevelopment area from the South.

CASH FLOW PRO FORMA
(in \$000's)
New Single Family Residential
12 units @, \$70,000/ unit sales price

	I	II	III	IV	TOTALS
SALES	-	-	420	420	840
COSTS					
Land Acquisition	100	-	-	-	100
Demolition	10	-	-	-	10
Utilities, Paving	65	70	-	-	135
Survey, Grading, Drainage	60	-	-	-	60
Entry, Signage, Lighting	-	-	10	-	10
Construction*	-	235	235	235	705
Subtotal Hard Costs	235	305	245	235	1020
Contingency (@,) 7%	16	21	17	16	70
Total Hard Costs	251	326	262	251	1090
Admin./Overhead	15	15	15	15	60
Interest	3	7	8	6	24
Selling Expense	-	-	26	26	52
CASH FLOW	(269)	(348)	109	122	(386)
CUM. CASH FLOW	(269)	(617)	(508)	(386)	(386)

*12 units (@ 1250 sq. ft. average per unit) @ \$47/ sq. ft. construction cost.

ROLE OF THE CITY

Actions

- The City would make streetscape improvements along the new street frontage and MLK including the installation of new sidewalks, street trees and lights.

For Rehabilitations, Specifically

- The City would acquire three houses on Melrose Court and resell them to the developer of Opportunity Site D-4. The resale price to the developer would be \$25,000 (on average) less than the fair market price that the City paid for them. The developer would then move the structures to their new lots on MLK and renovate the houses for resale to owner occupants. The City would then fund an interest rate write down, in cooperation with participating banks.

For New Construction, Specifically

- The City would acquire vacant and existing house lots (not already owned by the City), assemble and resubdivided as necessary, clear and prepare the lots for as to be ready for new construction, and resell them to a developer for as little as \$1 each.
- The City would also fund construction loan interest write-downs on behalf of the developer.

Use of Bond Money

None eligible. This project is to be implemented through the use of other funding sources arranged by the City.

Other City Program Assistance

See above.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 7:
PLAN IMPLEMENTATION**

SECTION 7: IMPLEMENTATION

Implementation of the Southside Development Plan may be discussed in two dimensions:

- (1) Who Should Do What?**
- (2) In What Order?**

Each of these two dimensions will now be presented in detail:

(1) Who Should Do What?

Implementation of the development plan will require a series of coordinated actions to be accomplished by a number of interests and organizations. Generally, all actions will fall into one of the following categories:

- **PROPERTY ACQUISITION AND ASSEMBLY**
- **HORIZONTAL IMPROVEMENTS**
- **FINANCING**
- **DEVELOPER SOLICITATION AND SELECTION**
- **OTHER REDEVELOPMENT ACTIVITIES**

General coordination of all activities shall be handled by the Redevelopment Commission of Greensboro. The following summarizes these actions and suggests the party to be responsible for carrying out that particular component of the plan:

PROPERTY ACQUISITION AND ASSEMBLY

Property acquisition and assembly will be necessary for specific opportunity sites, as well as for street realignment and construction. Property acquisition and assembly shall be carried out by the Redevelopment Commission of Greensboro under its normal procedures.

HORIZONTAL IMPROVEMENTS

Streetscape Improvements Water and Sewer Improvements Street Construction

Design, bidding and installation of horizontal improvements funded by the bond referendum shall be contracted out under competitive bid. Project supervision shall be handled by the City of Greensboro Engineering Department with planning coordination from the Department of Housing and Community Development.

Demolitions and Site Preparation

Demolitions and site preparation activities shall be contracted out under competitive bid. Project supervision shall be handled by the Redevelopment Commission and staff.

FINANCING

Creation of Loan Pool

This plan recommends that a loan pool be created for the purpose of offering less-than-market-rate financing for eligible development projects in the Southside area. The establishment of this loan pool shall be orchestrated by the City of Greensboro Department of Housing and Community Development, working in cooperation with participating financial institutions.

Loan Origination and Servicing

Loan originations shall be handled by the City of Greensboro Department of Housing and Community Development. A loan review committee comprised of representatives of the City, participating financial institutions, and the community shall have authority to approve or deny loan applications. Loan servicing shall be handled by the Department of Housing and Community Development under the department's existing structure and procedures.

DEVELOPMENT FACILITATION AND SUPERVISION

Developer Solicitation and Selection

As an incentive for developer participation in the redevelopment process, the Redevelopment Commission shall acquire properties and assemble such properties into development parcels for re-offering to prospective developers. Less than market rate financing and other incentives may also be offered, depending on the specific project. Developers will then be invited to submit competitive proposals for projects involving the use of acquired properties and below market financing. The process of soliciting such proposals and evaluating them for approval shall be handled by the Redevelopment Commission of Greensboro.

Housing Rehab and New Construction Supervision

Housing rehab and new housing supervision, including inspections and draws, shall be handled by the Department of Housing and Community Development through normal procedures.

OTHER REDEVELOPMENT ACTIVITIES

Home Buying Counseling

Home buying counseling shall be conducted by loan origination personnel within the Department of Housing and Community Development

Zoning Changes

Zoning amendments will be necessary to allow certain developments recommended in the redevelopment plan to be built. Such zoning amendments shall be handled by the Greensboro Planning Department through normal amendment procedures.

Code Enforcement

Code enforcement refers to the application of a broad spectrum of ordinances and controls currently applicable in the City of Greensboro. Included in this category would be the City's minimum housing code, zoning ordinance, junked vehicle ordinance, lot cleaning program, anti-loitering ordinance, ABC regulations, food stamp fraud law, and traffic and parking controls. Some of these laws are administered directly by the City of Greensboro, while others require careful coordination with other government agencies.

Even with the removal of the most significant blighting properties from the Southside area, blighting activities related to undesirable social behaviors will continue to hamper revitalization and improvement prospects for the neighborhood if comprehensive action is not taken. All of these activities have one thing in common: they are all pushing the limits of what the law allows. The plan offers the opportunity to bring together the capabilities of a cross section of City agencies to address these multidimensional problems. It is therefore suggested that the Southside Area be made the first priority for a concerted code enforcement effort coordinated by Department of Housing and Community Development and the Police Department.

Law Enforcement and Community Policing, Specifically

Security and safety were identified as critical issues to the revitalization of the Southside area. This plan recommends that a concerted effort be implemented to remove and/or displace undesirable activities from the Southside area. Without such action, the chances of a successful redevelopment initiative are seriously undermined. Implementation of this strategy may require the establishment of a satellite police station in the area and or constant police presence. The specifics of designing and carrying out such a strategy should rightfully rest with the Police Department. Initiatives already underway to involve area residents and property owners as part of an overall community policing program should be stepped up, with plans to sustain the effort over an extended period of time.

Fire

The Greensboro Fire Department offers educational programs for City residents and property owners, particularly in the older central city where fire problems are more severe. Part of this education is targeted toward safe and unsafe home heating and cooking operations. The Fire Department also conducts fire safety inspections to help identify potential problems. Fire code enforcement in dilapidated buildings continues as an on-going function.

Public Transit Service

As noted earlier in this plan, bus service passes directly through the Southside Area on Martin Luther King Jr. Blvd. and Gorrell Street. Other routes are also available within 2-3 blocks walking distance. Public transit is vital for the employment, shopping, and health care needs for many residents of the Southside Area. This is because levels of automobile ownership in this neighborhood are typically lower than other parts of the City of Greensboro. Public transit service should therefore be maintained at current levels and reviewed for an increase in service, particularly on Sundays.

Community Garden

Community gardens have been successful in some urban neighborhoods as a means of bringing neighborhood resident together for a common activity. Any such garden should be within walking distance of area residences, and should have access to a source of running water. If such a garden were to be located in conjunction with a satellite police station, it might also be possible to arrange for garden equipment and supplies to be stored on-site.

Church Involvement and Action

Churches have a strong physical and social presence in the Southside area of the City. This plan would be remiss to overlook the positive influence churches can exert for the betterment of the neighborhood. Opportunities for church involvement are considerable and can include providing meeting places, indoor recreation, communication, networking and counseling, service on neighborhood councils, fix-up/paint up events, etc. The extent of church involvement is limited only by the determination and resolve of the various congregations in the area.

Other Neighborhood-Based Programs and Services

As the neighborhood becomes more organized, other means of promoting neighborhood unity, self image and self direction should be pursued. Examples could include an annual Southside street festival or picnic, an adopt-a-lot clean up program, a neighborhood newsletter, further expansion of the community gardening concept, etc.

(2) In What Order?

Revitalization will proceed more smoothly if certain activities occur in a particular sequence, or at least early in the process. Principal activities by plan phase are outlined in the budget summary presented in Section 1 of this plan. As an example of a detailed tasking plan, however, the following checklist is provided for year one and two of the redevelopment program:

Year One Implementation

1. Adopt the Southside Development Plan.
2. Finalize the financial package offerings suggested in this plan with area financial institutions.
3. Using this plan as a focus for discussions, begin soliciting developer interest in the single family new construction program.
4. Using this plan as a focus for discussions, begin soliciting owner and or developer interest in the housing rehabilitation program.
5. Announce a major crackdown on crime in Southside and follow through, perhaps with the establishment of a satellite police station within the area.
6. Begin the process necessary to acquire the properties identified in Section 8 of this plan. (Priority should be given to properties adjacent to the Martin Luther King, Jr. Corridor, as well as those residential properties in Area C targeted for the initial block of rehabilitation and new construction.
7. Select a design firm and begin preliminary designs for streetscape improvements along MLK and Gorrell Streets.
8. Select a design firm and begin preliminary design work for water and sewer improvements as necessary within the area, coordinating this as necessary with streetscape improvements.
9. Using this plan as a focus for discussions, begin negotiations with the "railroad" for the design and construction of the security wall and visual buffer along the south and west sides of the rail yard adjacent to MLK.
10. Initiate the process of implementing the Recommended Zoning Changes.
11. Begin construction under the new housing and housing rehabilitation programs.
12. Establish an on-going *Southside Area Neighborhood Advisory Committee*, with appropriate encouragement and support from the City Council, the Redevelopment Commission and City staff.

Year Two Implementation

1. Initiate the redesign of the alignment of Lewis Street and Murray Street west of MLK Drive.
2. Initiate the action to redesign and relocate the unnamed alley parallel to Murray and East Lee Street
3. In association with the railroad, construct the security fence along the rail yard site.

4. Acquire several of the properties identified in Section 8 of this plan, in accordance with priorities for plan phasing.
5. Prepare engineering/construction level drawings for streetscape improvements along MLK and Gorrell Streets. Put the work out for competitive bid.
6. Prepare engineering/construction level drawings for the water and sewer improvements as necessary within the redevelopment area. Put the work out for competitive bid.
7. Begin preliminary design work for streetscape improvements in the McAdoo-Murray section of the redevelopment area.
8. Continue acquisition and construction under the new housing and housing rehabilitation programs.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 8:
REDEVELOPMENT PLAN**

REDEVELOPMENT PLAN FOR SOUTHSIDE

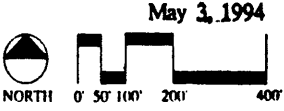
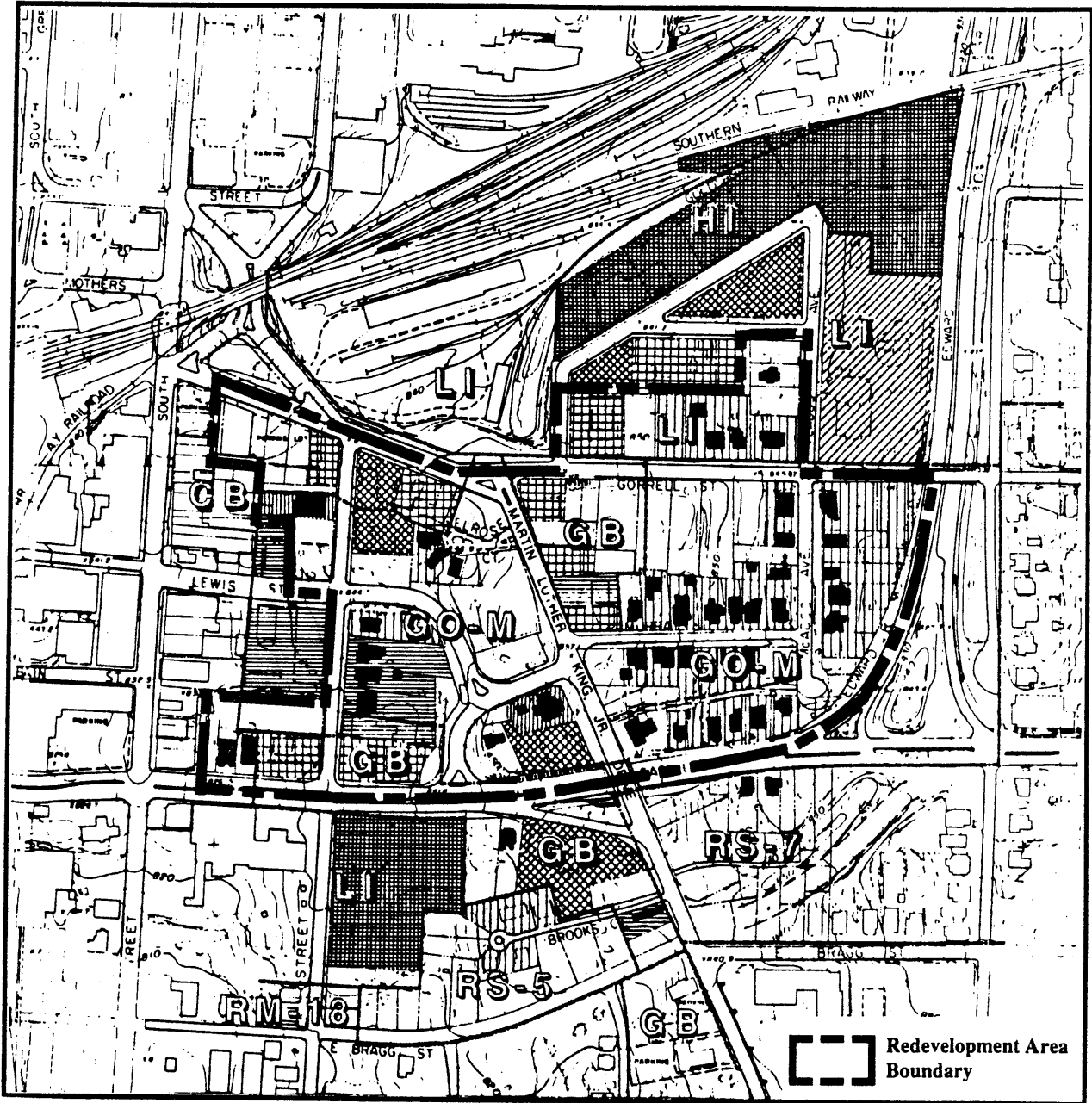
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MAP EXHIBITS

RP-1.... Existing Land Use, Zoning & Revelopment Boundary	
RP-2.....	Proposed Land Use Map
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RP-4.....	Proposed Zoning Map
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Map RP-1



Land Use / Zoning

- Land Uses**
- Single Family Residential
 - Multi-Family Residential
 - Institutional
 - Office / Business
 - Retail / Commercial / Distribution
 - Industrial / Manufacturing
 - Public / Utility
 - Vacant / Abandoned

- Zoning Districts**
- GO-M General Office - Moderate Intensity
 - CB Central Business District
 - GB General Business District
 - LI Light Industrial District
 - HI Heavy Industrial District
 - RS-5 Residential Single Family District
 - RS-7 Residential Single Family District
 - RM-18 Residential Multi-Family District

Architecturally Significant / Historical Structure

Existing Land Use, Zoning & Redevelopment Boundary

REDEVELOPMENT PLAN

Authority For Plan Preparation

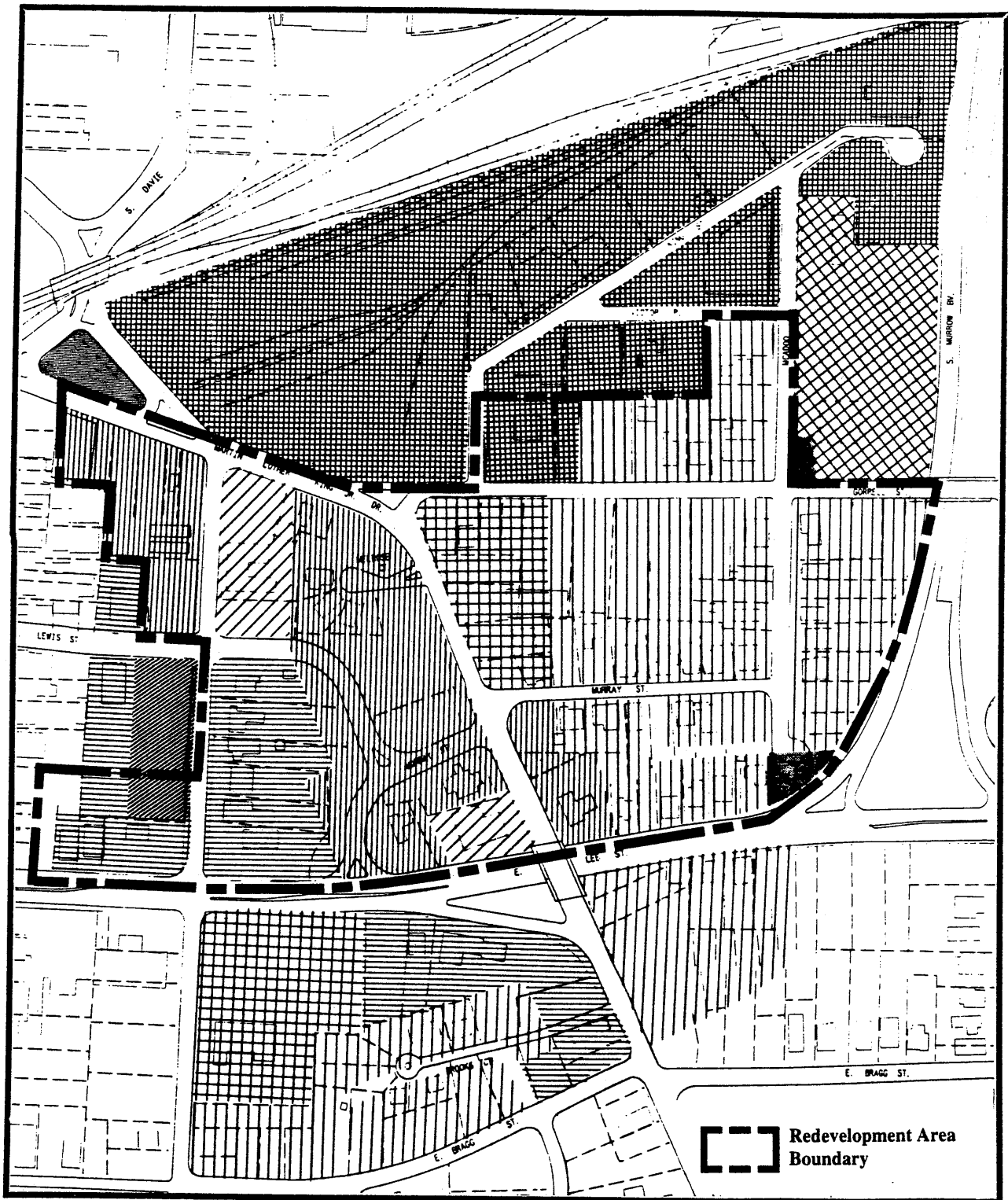
The Redevelopment Plan for the Southside Area consists of 9 pages of text and five map exhibits numbered RP-1 through RP-5. This Plan has been prepared by the Redevelopment Commission of Greensboro, in consultation with the Southside Area Advisory Committee, pursuant to the North Carolina Urban Redevelopment Law (General Statutes of North Carolina, Chap. 160A, Art. 22 et. seq., as amended). These activities are to be carried out by the Redevelopment Commission of Greensboro under contract with the City of Greensboro.

Southside Boundary Description

BEGINNING AT A POINT, which is the intersection of the center lines of Victor Place and McAdoo Avenue; thence, south along the center line of McAdoo Avenue to its intersection of the centerline of Gorrell Street; thence, east along the centerline of Gorrell Street to its intersection with the western right of way line of Murrow BLVD.; thence, following the western right of way line of Murrow BLVD. to its intersection with the centerline of unopened McAdoo Avenue; thence south along the centerline of McAdoo Avenue to its centerline of E. Lee Street to a point, said point being approximately 40' south of the southwest corner of a lot at Tax Map #7-2-11; thence north 40' to the southeast corner of Tax Map # 7-2-11; thence north along the eastern line of an unpaved alley to its intersection with the southern property line of the lot at Tax Map 7-2-19; thence eastward approximately 290' to the eastern right of way of Arlington Street; thence north to the intersection with the centerline of Lewis Street, thence west along the centerline of Lewis Street approximately 100 feet; thence north along the western property line of the lot at Tax Map # 7-1 10 to its northwest corner; thence west along the northern property line of Tax Map 7-1-11 to its northwest corner; thence north approximately 130' to the southern edge of an unnamed alley; thence west approximately 110' along the southern edge of said alley to its southwest corner; thence north along the western edge of said alley to the centerline of Martin Luther King Jr. Drive to its intersection with the centerline of Gorrell street; thence along the centerline of Gorrell Street to a point, said point being approximately 25' south of the southwest corner of the lot at Tax Map 16-5-9; thence north approx.. 170' to the northwest corner of the lot at Tax Map # 16-5-9; thence to its intersection with the eastern line of an unnamed alley; thence north approximately 185' to the centerline of Victor Place; thence following the centerline of Victor Place to the point and place of BEGINNING. These boundaries are shown on the "Existing Land Use, Zoning and Redevelopment Boundary Map", RP-1.

Background

In early 1990, when discussions among the city leadership were being held concerning a possible bond referendum for that Fall, the concept of the Southside redevelopment area emerged. It was felt that multiple objectives could be achieved by investing here. The citizens of Greensboro agreed by approving a bond referendum in November, 1990, which earmarked approximately \$5 million for Southside.



Proposed Land Use



NORTH



0 100 200 300 400
Scale in Feet

- | | | | |
|--|--|--|-----------------------------|
| | Single Family Residential/
Accessory Apartments | | Manufacturing/ Distribution |
| | Multi-Family Residential | | Public/ Utility |
| | Institutional | | Special Off-Street Parking |
| | Office | | Park/ Open Space |
| | Commercial/ Retail | | |

Redevelopment Area Boundary

Plan Objectives

The Redevelopment Plan for this area, when carried out as hereinafter delineated, will accomplish the following objectives:

- (a) Remove structurally substandard buildings;
- (b) Eliminate blighting factors;
- (c) Revise land uses;
- (d) Assist in the rehabilitation of existing housing units; and
- (e) Upgrade certain public improvements.

Types of Proposed Action

At the core of the redevelopment plan for the Southside area is a public/private partnership made up of two fundamental, complementary and equally critical types of action:

- 1. Horizontal Improvements—primarily streetscape and corridor improvements**
- 2. Leveraged, private sector rehabilitation and new development**

To allow for implementation of Action Element 2, the Redevelopment Commission of Greensboro will purchase properties so designated on Map RP-5, "Property Acquisition". It will be the responsibility of the Redevelopment Commission to provide relocation assistance to all occupants displaced from the project area. Removal of all existing structures scheduled for demolition will also be the responsibility of the Redevelopment Commission of Greensboro.

Underlying this two-part action strategy is the need to upgrade the image of Southside, restore confidence in the area as a place for investment, and reduce the amount of risk to any investments made, whether public or private.

Land Use Plan

Proposed Land Use Map

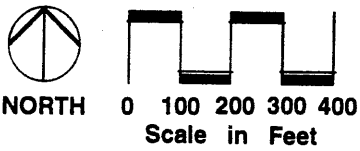
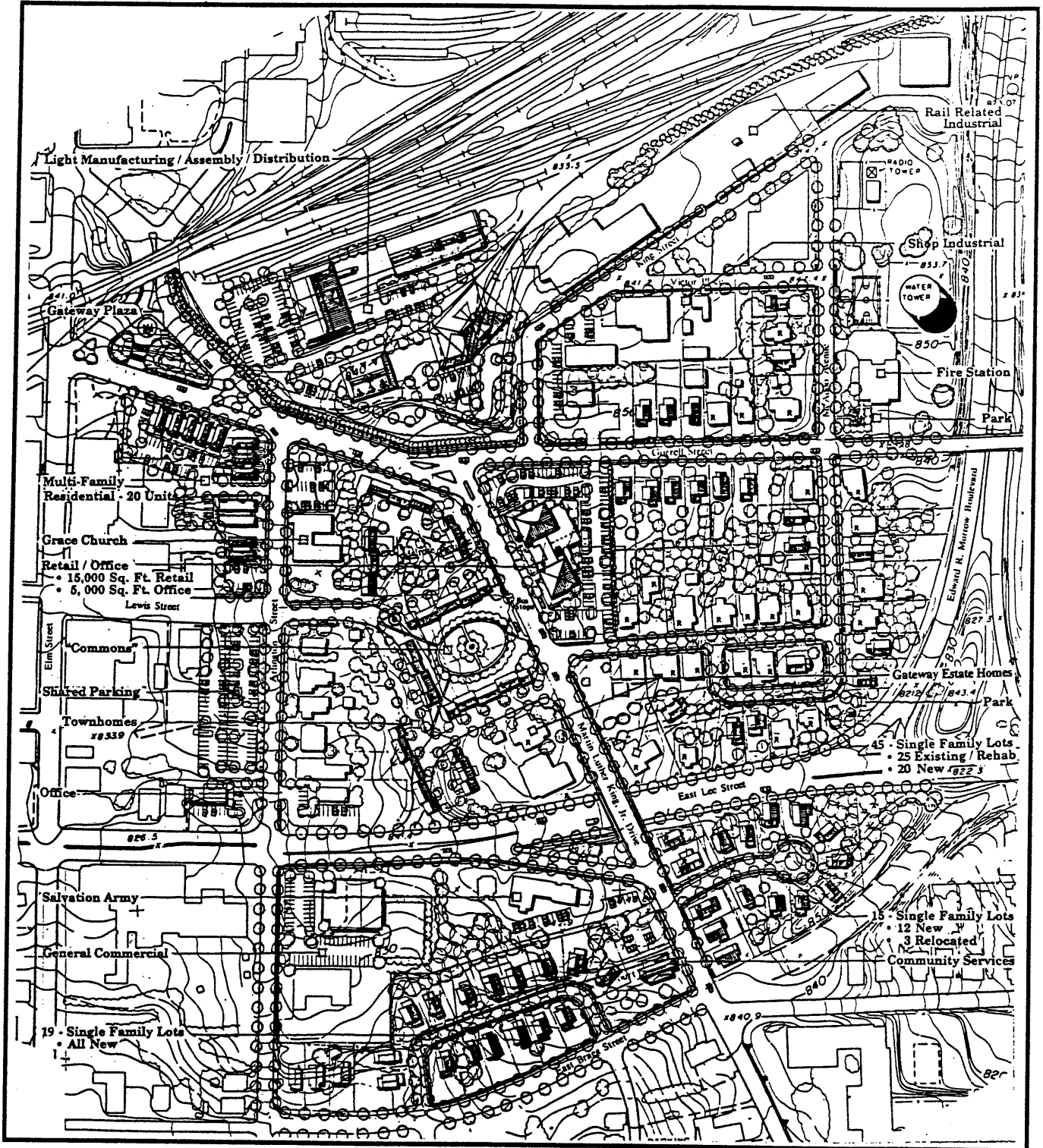
Map RP-2 represents a composite land use scheme, bringing together each of the proposed land uses for various properties within the redevelopment area into a single, mapped future land use configuration.

Land Use Provisions and Building Requirements

Property acquired and sold by the Redevelopment Commission of Greensboro will be reused as indicated on the "Proposed Land Use Map". The provisions of the City of Greensboro Zoning Ordinance, as amended, together with deed restrictions, will control.

Restrictions on Uses of Land

No covenant, agreement, lease, conveyance, or other instruments shall be effected or executed by the Redevelopment Commission of Greensboro or the purchasers or lessees from it (or any successors in interest or such purchasers or lessees), which restrict land in the area on the basis of creed, race, or color in the sale, lease, or occupancy thereof.



Preliminary Site Plan

SOUTHSIDE AREA REDEVELOPMENT PLAN

Preliminary Site Plan

Map RP-3, "Preliminary Site Plan", shows a tentative scheme of development for the Southside Area. Generally, the site plan illustrates a mixed use neighborhood at an urban level of density. The various site features may be describes as follows:

- Martin Luther King Jr. Drive is the prominent transportation feature through the planning area. The site plan illustrates how MLK Jr. Drive is to be enhanced with streetscape improvements, including most prominently, street trees and attractive, pedestrian scaled street lights. The purpose of these improvements is to transform MLK Dr. into an attractive southeastern gateway into the heart of the City.
- At the approximate center of the development area is a neighborhood focal point comprised of a neighborhood commons and neighborhood shopping center/office complex. A well designed transit stop and shelter is located on either side of MLK Blvd. near the focal point.
- Around the neighborhood commons are townhomes. Townhomes are also shown in the northwest corner of the area, closest to the central business district.
- Existing industrial uses have been retained along the northern edge of the area, adjacent to the existing rail yard.
- Generally east and south of the neighborhood center are single family residences. Some of the residences shown are rehabilitated post-turn-of-the-century structures. The remaining structures are new construction, designed and placed to be compatible with the existing Victorian and Bungalow style architecture of the area.
- West of the neighborhood center are existing and proposed professional offices, providing a suitable transition to the more intensive retail uses along south Elm Street.
- Finally, scattered within the development area are several existing institutional type uses, including two churches.

This preliminary site plan may be modified as proposals for redevelopment are accepted.

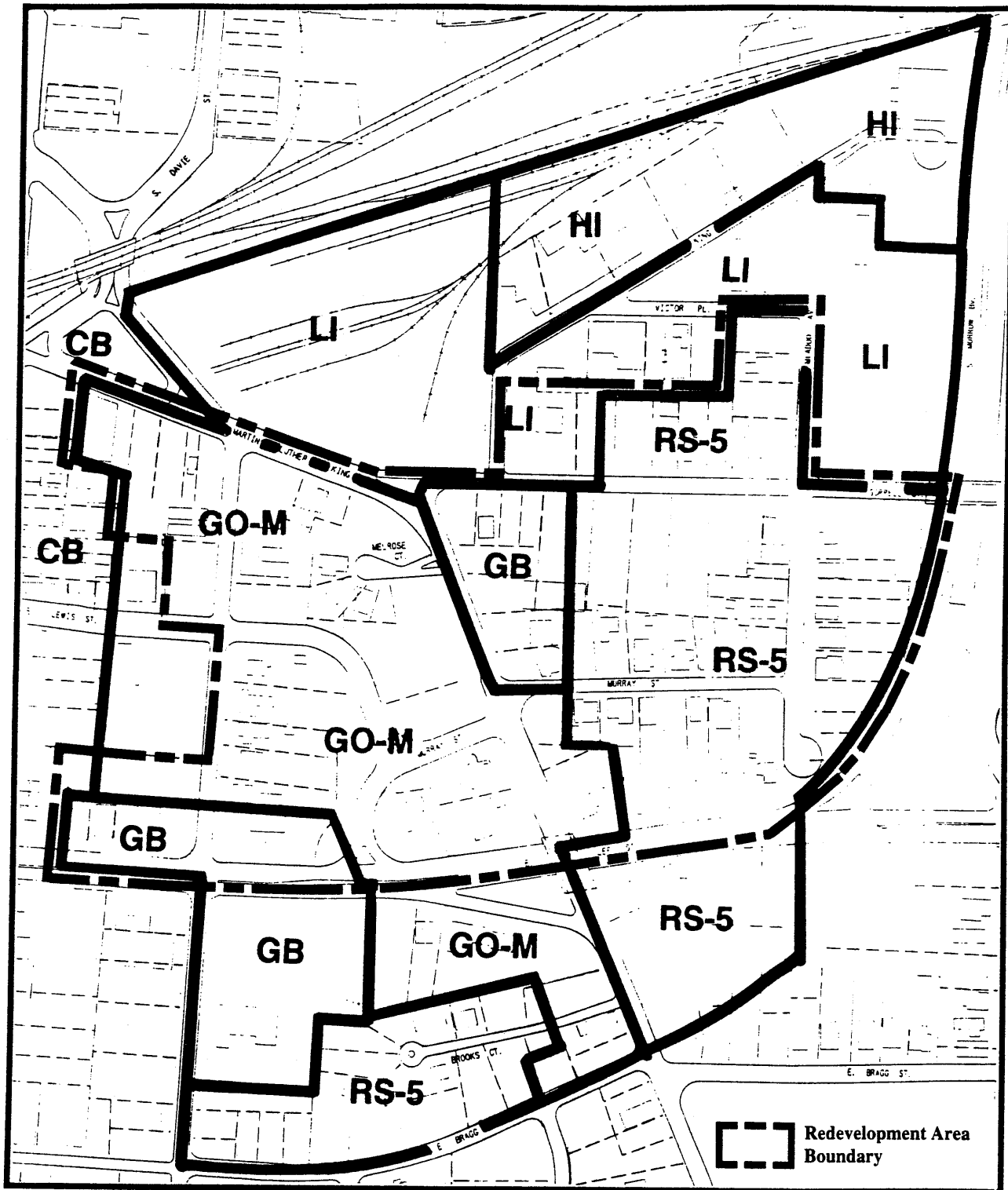
Changes in Zoning and Proposed Zoning Map

The following proposed zoning changes are to be implemented as a part of this redevelopment plan:

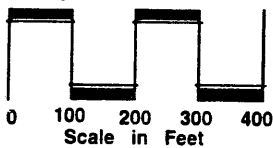
1. Create A Southside Area Overlay District Within The City's Existing Zoning Ordinance to Allow for Changes in Dimensional and Design Standards.

The establishment of an overlay district will not alter the applicability of the underlying zoning districts already in place for the Southside Area. However, it will allow building setbacks and design standards to be specifically tailored to fit the existing urban character of the area, as well as the desired development configurations recommended in this plan. While the area of applicability for the overlay should be fully studied before implementing, it is important that any such overlay be grounded in its relationship to the objectives of the Southside Area Redevelopment Plan.

2. All single family lots within that part of the redevelopment area between Martin Luther King, Jr. Drive and Murrow Blvd. should be rezoned from LI, Light Industrial District and GO-M, General Office Moderate Intensity District, to RS-5 Single Family Residential. (See Proposed Zoning Map RP-4)



Proposed Zoning



- RS-5 Residential Single Family
- GO-M General Office - Moderate Intensity
- CB Central Business District
- GB General Business District
- LI Light Industrial District
- HI Heavy Industrial District

Note: The entire Southside Planning Area would be subject to a special redemption area overlay, allowing for special development standards and setbacks.

This plan calls for the entire southeast section of the redevelopment area to be retained for residential purposes. The existing light industrial district (LI) along the north side of Gorrell Street from King to McAdoo does not allow for the development of single family detached dwellings, two family dwellings, or townhouse dwellings. At the same time, the general office district (GO-M) allows for many non-residential uses that would be detrimental to the establishment and retention of a stable residential area. It will therefore be necessary to rezone the above noted properties in order to carry out the redevelopment plan.

3. Remove the special thoroughfare setback requirement from Martin Luther King Jr. Drive within the redevelopment area.

The current 100' setback from either side of the center line of Martin Luther King Jr. Drive will not allow the redevelopment plan, as proposed, to be implemented. A fundamental objective of the redevelopment plan is to restore the urban streetscape that was once evident on this section of MLK Drive. One hundred foot setbacks from the center line would eliminate the possibility of achieving this objective. The zoning ordinance should therefore be amended to move the applicability of the 100' setback requirement from its current termination point at the Gorrell Street intersection south to the intersection of East Lee Street and MLK.

Other zoning changes are as indicated on the "Proposed Zoning", Map RP-4.

Changes in Street Layout or Street Levels

The existing street pattern in the Southside Area serves the needs of the area well. For the most part, therefore, this Redevelopment Plan for the Southside Area calls for the retention of the existing street layout and capitalizes on its present configuration. Major changes in street layout or level would also be costly and counterproductive in light of budgetary considerations and the plan's emphasis on practical, realistic, do-able solutions.

The plan does recommend, however, two strategic changes in the street layout. These two changes in street layout create development opportunities sufficient to warrant their implementation:

- (1) The alley that runs parallel to Murray and lies between Murray and East Lee Street is to be converted to a loop street. This improvement will enhance the real estate marketability of the homes located on this alley and will improve the neighborhood concept overall.
- (2) The portion of Murray Street west of MLK connecting MLK to East Lee Street is to be closed. This action will create a larger tract of developable land for the proposed townhomes. Some of the existing paved right of way will be closed and converted to driveway access for the townhomes. Lewis Street will end at its intersection with Arlington.

These street changes appear on the Preliminary Site Plan—Map RP-3.

Estimated Costs and Methods of Financing

Estimated costs for all public improvements, land acquisition and gap financing are as summarized on the following page. All expenditures shown are to come from the proceeds of the City's 1990 bond referendum for Southside.

The balance of the financing for the redevelopment plan is to come from the private sector, either through the investments of developers, prospective homeowners, non-profits and/or private financial institutions.

Estimated Bond Expenditures for Corridor Improvements & Opportunity Sites

Southside Development Area 1,000 of \$'s Phase One: First Five Years

Corridor	Lighting	Trees	Sidewalks	Furniture	Other*	Contin- gency 15%	Design Fee @ 6%	Totals
MLK Drive	162	72	140	20	335	110	44	884
Gorrell Street	108	48	72	30		40	16	316
McAdoo/Murray Area	112	50	50	36	75	49	20	392
Arlington/Lewis	107	48	75	20	42	45	18	355
SUBTOTALS (CORRIDORS)	\$490	\$220	\$337	\$106	\$452	\$245	\$98	\$1,947

Water and Sewer Improvements	\$250
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Opportunity Site	Acquisition, Demolition, Site Prep & Resale Recoupment	Interest rate write down	Cash Match	Tot Lot Equip and Construct	Low Estimate	High Estimate
Area A: Neighborhood Center District						
A-1 Southside Shops/Offices/Condominiums	300-500				300	500
A-2 Gateway Estate Homes	80	21			101	101
A-3 Skeens Chapel Holiness Church						
A-4 Town Homes on the Common	335-535				335	535
A-5 Arlington Street Professional Offices						
A-6 Shared Parking			45		45	45
A-7 City View Town Homes	250-315				250	315
A-8 Grace Community Church						
Area B: Employment Opportunities						
B-1 Railroad Future Opportunity Site			30		30	30
B-2 Rail Related Industries						
B-3 Shop Industries						
B-4 Government Services				50	50	50
Area C: Single Family Residential						
New Construction	700	100			800	800
Rehabilitated Houses	625	125			750	750
Area D: South of Lee Street						
D-1 Lee Street Commercial						
D-2 Institutional						
D-3 Single Family Residential—New						
D-4 Single Family Residential—New						
D-4 Single Family Residential—Rehab						
SUBTOTALS (SITES)	\$535-1,000	\$236	\$75	\$50	\$2,661	\$3,126

GRAND TOTAL (CORRIDORS + SITES)	\$4,860
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*Other improvements include utility pole relocations, new streets, bus shelters, landscape materials, and signage.
Note: Numbers in this table may not add due to rounding.

Property Acquisition

Map RP-5 depicts those sites earmarked for acquisition as part of the redevelopment strategy. This acquisition is necessary to achieve the objectives of this Plan with respect to proposed clearance and redevelopment. Acquisition shall be carried out in compliance with applicable State Law. First priority should be given to the acquisition of properties as follows:

Priority: Designated properties adjacent to the MLK, Jr. corridor

Properties adjacent to the MLK, Jr. corridor should receive a high priority for acquisition. Once these properties have been acquired, right of way adjustments and streetscape improvements can then be implemented.

Priority: Single family residential by sequential block faces

Properties located within the single family residential area in the southeast corner of the redevelopment area are to be acquired in accordance with a "sequential block face" strategy. This means that properties should be acquired and "redeveloped" (i.e. both rehabilitation and new construction, as the case may be) along both sides or "faces" of a single city block. Once that initial block has been redeveloped, the Redevelopment Commission should then address a second city block, again acquiring properties facing each other on both sides of the street. Following the second complete city block face would come the third, and so on.

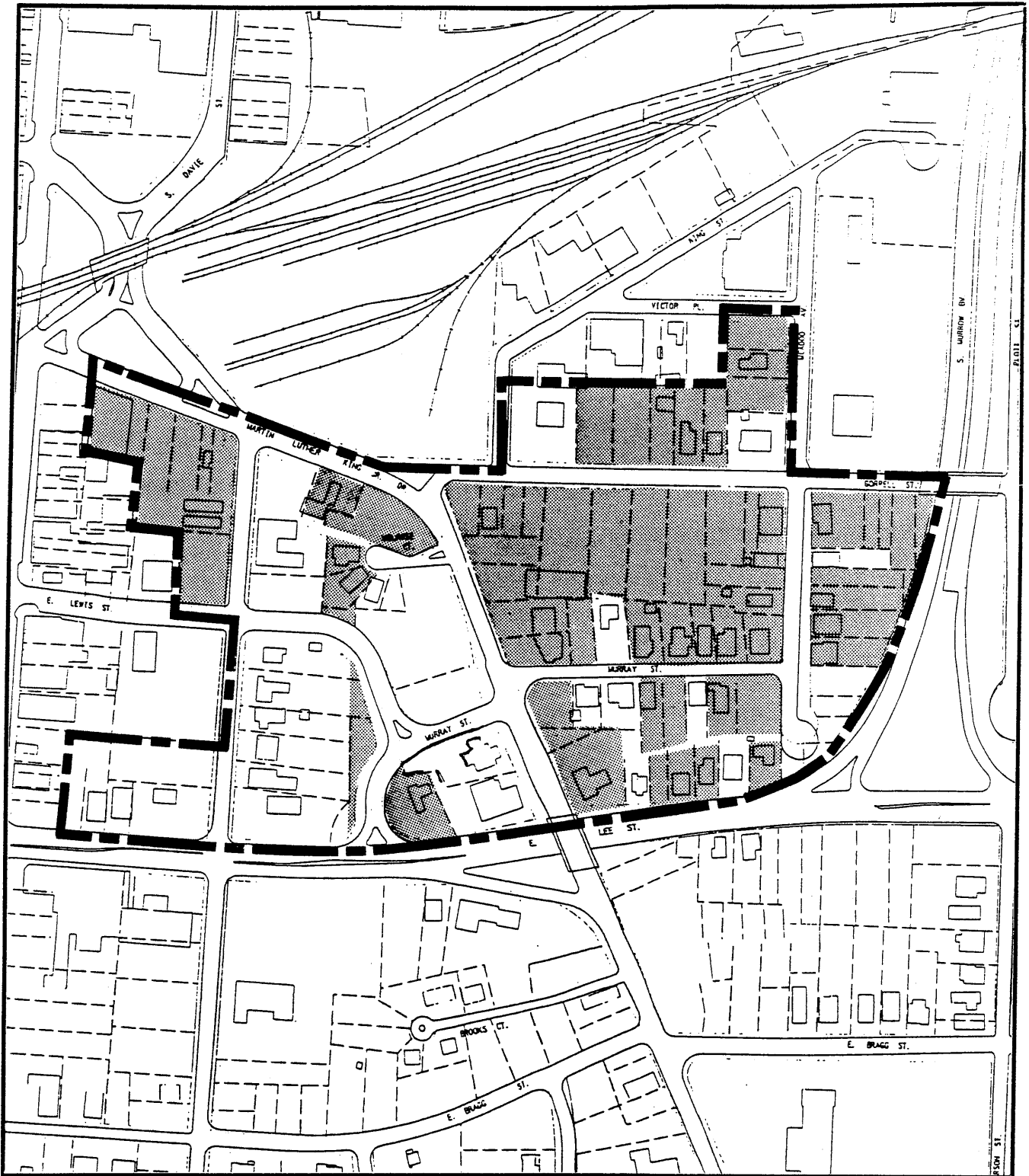
This strategy allows the City to focus its resources on leveraging the improvement of one block at a time, thereby creating a critical mass of improvements, and establishing a sense of stability for those developers and homeowners who choose to invest in the Southside neighborhood. Conversely, it avoids the problem of "scattershot" acquisitions, which can result in the boarding up of acquired properties and an unwillingness on the part of investors to risk their savings in a city block for which a clear pattern of investment has not been established.

Retention, Removal and Demolition of Structures on Land to be Acquired

All structures will be demolished, removed, or demolished and removed, from land to be acquired except that parcels may be acquired on which are located structures that, in the opinion of the Redevelopment Commission of Greensboro, are suitable for residential rehabilitation. The Redevelopment Commission of Greensboro may elect to sell reuse parcels with such structures located thereon on the condition that said structures be rehabilitated and used in accordance with requirements of this Plan. Further, the Redevelopment Commission of Greensboro may elect to rehabilitate the structures located thereon and then dispose of said structures and accompanying land subject to the requirements of this Plan.

Relocation Procedures

For properties purchased by the Redevelopment Commission in accordance with this plan, any necessary relocations shall be carried out in accordance with the "City Relocation Policy. Copies of this policy document are available from the Department of Housing & Community Development.



Property Acquisition Map



NORTH



0 100 200 300 400
Scale in Feet

Properties to be acquired are shaded.

Redeveloper's Obligations

Disposition of the land comprising the area will be on the basis of affording maximum opportunity, consistent with the sound needs of the locality as a whole, for the redevelopment of such area by private enterprise. The land will be disposed of by sale to private parties or donation to the City of Greensboro for subsequent conveyance to non-profit organizations for redevelopment by them in accordance with the provisions of this Redevelopment Plan and their contracts with the Redevelopment Commission of Greensboro and/or the City of Greensboro.

The Redevelopment Commission of Greensboro, in disposing of the land in the area to be redeveloped by private or public parties, will, in its contracts and deeds or other instruments with such parties, include such terms and conditions as in the judgment of the Redevelopment Commission of Greensboro will be necessary or advisable to insure redevelopment of the area and its use thereafter in accordance with this Redevelopment Plan, and to prevent a recurrence of conditions of blight in the area. Such provisions will be contained in such contracts, deeds, or other instruments, irrespective of whether or not they duplicate in whole or in part requirements of existing or proposed zoning ordinances or other local laws or regulations with respect to the area, so that such obligations may operate independently of such zoning or other laws or regulations. In all instances, the improvements to be constructed in the area will be constructed in accordance with: applicable zoning ordinance provisions and regulations and the building, housing, and other codes and ordinances; the requirements of this Redevelopment Plan; and such other requirements as may be set forth in the contracts between the Redevelopment Commission of Greensboro and the redevelopers.

Such contracts, deeds, or other instruments, in addition to including such other terms and conditions as the Redevelopment Commission of Greensboro may find desirable in order to implement and effectuate the objectives of this Redevelopment Plan, will obligate the purchasers of land in the area and their successors in interest to:

- (a) Devote the parcels owned by them to and only to the uses specified in this Redevelopment Plan;
- (b) Diligently prosecute the construction of the improvements agreed upon in the disposition contract and to begin and complete such improvements within a reasonable time as determined in the contract (this obligation, however, will not be made applicable to mortgagees and their successors in interest);
- (c) Make no changes in such improvements after completion of their construction that are not in conformity with this Plan;
- (d) Assign no contract right, nor to resell or otherwise transfer the land (or interests therein) purchased by them prior to the completion of the improvements thereof, without the approval of the Redevelopment Commission of Greensboro, and except on basis satisfactory to the Redevelopment Commission of Greensboro, nor to speculate in or with respect to such land.

Population Density, Land Coverage, and Building Intensity

The Redevelopment Plan recommends that the development character of the area be returned to an urban level of density appropriate to its location just south of the central business district. Residential development densities will range from a minimum of about 4 units per acre up to a maximum of about 10 units per acre. Commercial development will also be encouraged to take on an urban rather than suburban form. It will be important to the success of the redevelopment initiative to restore density and life to this area for aesthetic, economic and security reasons. Therefore, population density should increase from its current level. Land coverage and building intensity will also increase, given the need to create new development on currently vacant properties.

Rehabilitation Standards

All residential structures in the redevelopment area must meet the City of Greensboro Housing Code. Properties purchased by the Redevelopment Commission of Greensboro and sold for rehabilitation shall meet the standards set forth in the "City of Greensboro Rehabilitation Standards" adopted June, 1993. Copies are available from the Department of Housing & Community Development.

Project Design Criteria

The following design criteria are intended to strike a proper balance between the need for design control and the need for design flexibility to encourage redevelopment and allow design creativity. For the purpose of this plan, redevelopment shall be defined as any rehabilitation or new construction activity.

General

- All redevelopment, whether residential or commercial, shall reflect an urban rather than suburban design character.

Residential Structures, Generally

- Structures shall be elevated over a crawl space.
- All roof forms shall be principally gabled.
- Siding materials shall be principally of wood or masonry construction

Residential, Single Family and Single Family with Accessory Apartments

- Shall reflect or be architecturally compatible with a bungalow or Victorian style of design.
- Shall be one and one half to three stories in height.
- Shall face the street and have a functional front porch no less than 7 feet in depth.

Residential Structures, Multi-family

- Shall be two to four stories in height.

Commercial Structures, Non-industrial

- Siding materials shall be principally of masonry construction.
- Signage shall be sympathetic to a post turn of the century design and size.

Wholesale, Industrial or Warehousing

- Shall be visually screened and buffered from any residential area.
- Access to such activities shall be discouraged from streets with residences.

Competitive Project Proposals Evaluation Criteria

The following design criteria are intended to provide guidance and objectivity in deciding upon the eligibility of development proposals within the Southside area.

1. Does the proposal demonstrate design qualities that will make the project harmonize with existing and future construction and architecture in Southside?
2. Does the proposal's plans and specifications indicate what the construction quality will be of the standards expected in Southside?
3. Does the proposer (developer) have a strong track record with developing similar projects and working in this market, successfully?
4. How well does the entire proposal package (marketing & sales, shelter product, amenities, etc.) target the sought-after buyer?
5. Will this project make a special contribution to Southside's neighborhood revitalization efforts overall? Will it stimulate more activity and investment from the private sector?
6. Is this proposer likely to maintain an ongoing involvement in Southside by doing more projects and making more investments in Southside? Does this proposer have an existing investment in Southside?
7. Can this proposer be expected to take on a leadership role in bringing about a revitalized Southside?
8. What is the financial wherewithal of this proposer? Is it sufficient for this project?
9. Has the proposer prepared an adequate market study and assessment and made adequate financial projections to improve chances of success?
10. Does the proposer understand and has the proposer made provision for home buyer education/counseling services for this project in their proposal?
11. Has proposer submitted commitment letter(s) from financial institutions for Construction financing? What are the terms? What is the ratio of private to public dollars in the project?
12. Has the project received any special support or endorsement from the Southside community or, conversely, has it been received unfavorably by the community?

Procedure For Changes In Approved Plan

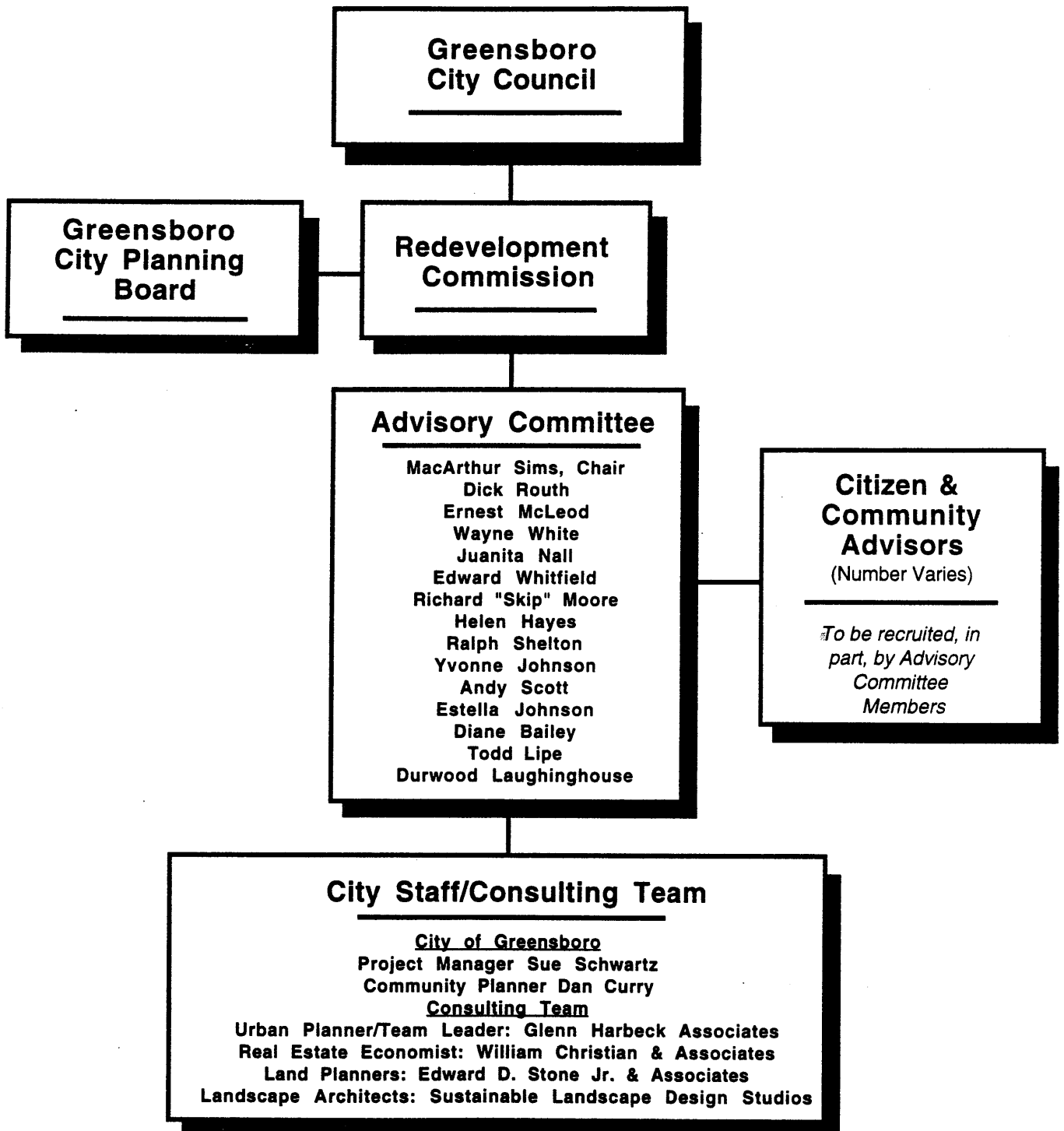
The Redevelopment Plan may be modified at any time by the Redevelopment Commission of Greensboro provided that if it is modified after the lease or sale of property affected by the change, the modification must be consented to in writing by the owner of such property. Where the proposed modification will substantially change the Redevelopment Plan as previously approved by the City Council of the City of Greensboro, the modification must similarly be approved by the City Council of the City of Greensboro. Where the proposed modification would alter the plan of acquisition or specific lots in any manner not otherwise permitted under the provisions contained in this document, then the modification must similarly be approved by the City Council.



**SOUTHSIDE AREA
DEVELOPMENT PLAN**

**SECTION 9:
ORGANIZATION AND MANAGEMENT
DURING PREPARATION OF THE PLAN**

Southside Area Redevelopment Plan Organization and Management



- * *City Council holds at least one public hearing to receive public input before adopting the redevelopment plan.*
- * *Redevelopment Commission holds at least one public hearing for public input before recommending the plan to City Council.*
- * *Planning Board reviews plan and provides recommendations to Redevelopment Commission, which are then forwarded to City Council.*
- * *Advisory Committee acts as a sounding board for the community, provides guidance to the City Staff/Consulting Team in preparing an adoptable plan, and helps facilitate public meetings.*
- * *Citizen Advisors provide input and additional perspectives.*
- * *City Staff/Consulting Team prepares plan and facilitates three key public meetings and meetings of the Advisory Committee.*

9.0: ORGANIZATION AND MANAGEMENT DURING PREPARATION OF THE PLAN

Participants in the Planning Process

The organization and management scheme necessary to prepare this plan was determined in large measure by state law. The specific interests involved, their relationship to one another and their specific roles may be described as follows:

Greensboro City Council

As the highest decision making body of the City of Greensboro, City Council alone is authorized to adopt the redevelopment plan as official public policy.

Redevelopment Commission

As required under state law, the Redevelopment Commission is the official City commission charged with responsibility for procuring and recommending redevelopment plans to City Council. The Redevelopment Commission is required to hold at least one public hearing on the plan before recommending it to City Council.

Planning Board

As the appointed City board most involved in city planning issues, the Greensboro Planning Board is responsible for reviewing the plan and submitting comments on it to the Redevelopment Commission. The Redevelopment Commission may then forward the plan to City Council, along with comments, if any, from the Planning Board.

Southside Area Advisory Committee

The Advisory Committee was specifically created by City Council to serve as a sounding board for the greater Greensboro community and to provide direction to the City Staff/Consulting Team in preparing the redevelopment plan.

City Staff/Consulting Team

The City Staff and Consulting Team members worked together in a technical capacity to:

- (a) facilitate community input,
- (b) conduct a site inventory and market analysis of development potential and
- (c) formulate an action plan for consideration by the Advisory Committee, the Planning, Board, the Redevelopment Commission and the City Council.

Citizen and Community Advisors

Any interested resident of the City of Greensboro may provide input to the formulation of the redevelopment plan by participating in the public meetings held during the formulation of the plan as well as during its formal review and adoption. The entire organization and management structure for the redevelopment is designed to provide meaningful community involvement as well as a system of checks and balances to help insure that all interests are heard.

Southside Area Redevelopment Plan Steps In Planning Process

0

Gearing Up

Advisory Committee Creation and Orientation.

March 23, 1994



1

Existing Conditions, Major
Issues, and Market Trends

Public Meeting No. 1: Identification Of Issues

May 3, 1994



2

Conceptual
Planning Response

Public Meeting No. 2: Plan Preferences

June 7, 1994



3

Preliminary Master Plan

Public Meeting No. 3: Present Preliminary Plan

August 10, 1994

Special Plan Preview:
Open House

October 18, 1994



4

Final Master Plan

Delivery Of Adoptable Plan and Related Materials

March, 1995



5

Plan Adoption

*Public hearings by Planning Board,
Redevelopment Commission and City Council.*

Spring/Summer
1995

Planning Process

The planning process employed in the preparation of the Southside Area redevelopment plan sought to blend three important factors:

- 1-community input and consensus building**
- 2-market analysis and restate development feasibility**
- 3-site development potential**

The specific steps taken to accomplish this task are described below. It should be noted that each step builds on the work of the previous step and each suggests a level of detail greater than the previous step.

March 1994

Step 1 — Gearing up

Selection of Consulting Team

The City conducted an extensive screening and selection process to decide upon a consulting team for the preparation of the redevelopment plan. This process resulted in the selection of Glenn Harbeck Associates (team leader, community planning and public involvement), William Christian Associates (real estate market analysis), Edward D. Stone Jr. and Associates (land planning and urban design) and Sustainable Design Studios (landscape architecture) as the consulting team.

Appointment of Advisory Committee

A fifteen member advisory committee was appointed representing a broad spectrum of interests. These interests included the development community, financial and other institutions, historic preservation interests, community interests, the City Council, affordable housing interests, churches, and a representative of the railroad.

Full team orientation

On March 23, 1994, the entire planning team, comprised of the Advisory Committee, the City staff, and the consulting team met in an orientation session to go over the objectives for the plan, the roles of the various interests involved, a tentative schedule for project completion, as well as a preview of community involvement activities and technical aspects of plan development.

May 1994

Step 2— Existing Conditions, Major Issues And Market Trends.

Existing conditions

The consulting team, with assistance from the City staff, conducted an inventory and analysis of the physical, social, and economic makeup of the Southside study area.

Major issues

The first of several community input meetings was held on May 3, 1994. The primary purpose of the meeting was to allow area residents, property owners, and others interested in the Southside area to voice their concerns and ideas for the redevelopment of the study area. These concerns and ideas were documented for later use.

Market trends

The consulting team began the process of examining current real estate values, rent levels, existing business activities, etc. within the study area. The purpose of this exercise was to establish a baseline from which to evaluate proposed economic improvements.

May to June 1994

Step 3—Conceptual Planning Response

During this phase the following tasks were accomplished:

Affirm concerns and issues.

The concerns and issues identified at the first community meeting were documented and sorted into categories of common concern.

Formulate common objectives.

Out of the numerous concerns and ideas identified at the first community meeting, some 24 objectives were established which responded directly to the issues and ideas identified by the public.

Suggest preliminary use and development program.

In addition to the inventory of existing conditions within the study area, the consulting team presented a preliminary land use map showing the general distribution and amount of land area within the study area allocated to various land uses: i.e. single family residential, town homes, commercial/retail, industrial, open space, etc.

Present conceptual planning response at public meeting number 2.

The above noted information was presented to the community at a second public meeting held on June 7, 1994.

June to October 1994

Step 4—Preliminary Master Plan.

This step consisted of the following tasks:

Prepare refined redevelopment master plan

Based on comments received at the second community meeting, a preliminary development program and master plan map was prepared.

Suggest implementation strategies and phasing.

Suggestions for the potential use of the five million dollar bond referendum proceeds were presented in preliminary form at this stage. A phasing plan was also presented to suggest those parts of the master plan which would logically occur during the first, second and third phases of plan implementation.

Present the preliminary master plan.

The preliminary master plan was presented in two successive meetings as follows:

• Open House.

On August 10, 1994 a special "open house" was held to allow the public to preview the work of the consulting team on the preliminary master plan—in progress. This meeting was not designed to be a formal presentation nor was it geared to receiving official public comment, but rather it allowed for informal, one-on-one exchange of ideas between the Advisory Committee, the City staff, the consulting team, and interested publics.

• Community Input Meeting Number 3.

The preliminary master plan was officially presented at a third official community meeting held on October 18, 1994. This plan illustrated not only the relative distribution of land uses within the study area, but also suggested preliminary building forms, parking, vehicular and pedestrian circulation, and other more detailed aspects of the development program.

Planning Process

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- 1-community input and consensus building**
- 2-market analysis and restate development feasibility**
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Market trends

The consulting team began the process of examining current real estate values, rent levels, existing business activities, etc. within the study area. The purpose of this exercise was to establish a baseline from which to evaluate proposed economic improvements.

November and December 1994

Step 5—Final Master Plan.

This step consisted of the following tasks:

• *Revise Master Development Plan.*

Based on comments received during the open house and third official community meeting, the final master plan was created.

• *Define Implementation Strategy And Phasing.*

This task includes specific financing mechanisms and suggested timing of various components of the master plan.

• *Deliver Final Master Plan.*

In March 1995, the final master plan and full plan report were delivered to the Southside Area Redevelopment Advisory Committee. Copies of the full report were made available for release to interested parties.

Spring and Summer 1995

Step 6—Plan Review and Adoption

The review and adoption process for redevelopment plans is specified in the North Carolina General Statutes. The process is as follows:

1) *Redevelopment Commission Public Hearing.*

The Redevelopment Commission of the City of Greensboro must hold an official hearing at which any additional comments from the interested public are received.

2) *Planning Board Review And Comment.*

The Redevelopment Commission must refer the proposed redevelopment plan to the City Planning Board for review and comment. The Planning Board must provide comments, if any, within 45 days of receiving the proposed plan from the Redevelopment Commission.

3) *Delivery Of Plan To City Council By Redevelopment Commission.*

Following completion of the review and comment period by the City Planning Board, the Redevelopment Commission may then forward the plan to City Council along with any comments received from the Planning Board.

4) *City Council Public Hearing.*

Before taking any action on the plan, the Greensboro City Council must hold a formal public hearing to receive any final comments on the plan.



SOUTHSIDE AREA DEVELOPMENT PLAN

City of Greensboro, North Carolina

ADVISORY COMMITTEE

MACARTHUR SIMS, CHAIR

**DICK ROUTH
ERNEST MCLEOD
WAYNE WHITE
JUANITA NALL
EDWARD WHITFIELD
(DR.) RICHARD "SKIP" MOORE
HELEN HAYES**

**RALPH SHELTON
YVONNE JOHNSON
ANDY SCOTT
ESTELLA JOHNSON
DIANE BAILEY
TODD LIPE
DURWOOD LAUGHINGHOUSE**

CITY OF GREENSBORO STAFF

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DIRECTOR, PLANNING DEPARTMENT
CHUCK MORTIMORE, AICP**

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WILLIAM CHRISTIAN, AICP
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CHAPEL HILL, NORTH CAROLINA
LAND PLANNER
JAMES F. HADEN, ASLA
EDWARD D. STONE JR. AND ASSOCIATES
CHARLOTTE, NORTH CAROLINA
LANDSCAPE ARCHITECTS
PERRY HOWARD, ASLA
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GREENSBORO, NORTH CAROLINA**