

Heath Community
Strategic Plan

RESOLUTION ADOPTING THE HEATH COMMUNITY STRATEGIC PLAN

WHEREAS, the City of Greensboro in conjunction with the neighborhoods of the Heath Community and the East Market Street Development Corporation has developed a strategic plan to provide a general framework for improvements in the community; and

WHEREAS, a series of community meetings and steering committee meetings were held in 2012 and 2013 to encourage citizen involvement in the planning process; and

WHEREAS, a plan has been developed with a set of goals and strategies prioritized by the neighborhood that include transportation, building community, land use and economic development, the environment and housing; and

WHEREAS, the goals, strategies and priorities of this Plan have been reviewed by the neighborhood at a public meeting on February 4, 2013 and the Plan was recommended for approval by the Greensboro Planning Board on May 15, 2013.


NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GREENSBORO:

That the Heath Community Strategic Plan is hereby adopted.

THE FOREGOING RESOLUTION WAS ADOPTED
BY THE CITY COUNCIL OF THE CITY OF GREENSBORO
ON THE 18th DAY OF JUNE, 2013.

APPROVED AS TO FORM


CITY CLERK


CITY ATTORNEY

ACKNOWLEDGEMENTS

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Special thanks to the Gethsemane Baptist Church, Clinton Gravely, and the Guilford County Agricultural Extension for the use of their facilities for meetings and to the East Market Street Development Corporation for their support.

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CONTENTS

Acknowledgements	i
Introduction	iii
Executive Summary	iii
How To Use This Plan	iv
Neighborhood Planning.....	v
The Neighborhood in Brief.....	1
Plan Goals.....	2
Priority Strategies.....	4
Highest Priorities	4
Secondary Priorities	6
Additional Strategies.....	8
Transportation.....	8
Building Community	8
Land Use and Economic Development.....	9
Environment.....	10
Housing.....	11
Existing Conditions.....	12
LAND USES.....	12
Zoning.....	13
Surrounding Land Uses.....	14
Demographics.....	15
Transportation.....	18
Parks	20
Water Supply Capacity	21
Crime	21
The Planning Process	23
Appendices.....	25

INTRODUCTION

EXECUTIVE SUMMARY

The Heath Community consists of a group of neighborhoods that are bound together by their proximity, type of development and by the many of the common challenges that they face. Though the neighborhoods have individual neighborhood associations, there is an umbrella neighborhood association as well. Implementing the broader strategies in this plan will take the cooperation of these neighborhood groups, though each of these groups will be able to maintain their independence. Some processes, such as petitioning for street lights, can be done by smaller groups.

The goals and recommendations in this plan were developed in a year-long planning process that involved four major neighborhood meetings and regular neighborhood steering committee meetings. The process began with developing a common set of goals, identifying immediate improvements that could be made to the neighborhood during the planning process, creating strategies to meet these goals, and prioritizing these strategies to give the neighborhood associations and the City a place to begin implementation.

Greensboro Parks and Recreation partnered with Planning and Community Development to engage community stakeholders in the development of a master for Heath Park, which is a large park in the center of the area.

The goals of the plan are to:

- Increase traffic safety
- Improve community spirit in the neighborhood
- Reduce code violations
- Improve adjacent land uses
- Improve maintenance to streets, stormwater facilities, and creeks
- Encourage economic development
- Improve public safety

The Heath Community area is almost entirely residential, consisting primarily of single-family detached housing. Although residents expressed some desire for more local-serving retail and job opportunities, most of these opportunities lie outside the neighborhood along East Market Street or in existing light industrial space along Banner Avenue and Holts Chapel Road. The Generalized Future Land Use Map designates the areas as Low Residential, except for adjacent land use categories that spill into portions of Heath Community parcels. Changes to the Future Land Use map in this plan reflect a clarification of the boundaries of these adjacent land uses and designating Hahn's Lane as Moderate Residential to reflect its higher density.

HOW TO USE THIS PLAN

This plan combines research and analysis with publicly determined goals of residents and stakeholders to create a set of action steps and policy recommendations to move the Heath Community forward. The plan is primarily a tool for the neighborhoods in the Heath Community to use in working with the City to improve the area. Developers, planners and decision makers can also use the plan to guide and inform decisions relative to zoning, design, economic development and other changes occurring in the neighborhood. The background materials used to develop the recommendations can be found in subsequent chapters. The plan was created to complement Greensboro's *Connections 2025 Comprehensive Plan* and the *East Market Street Corridor Development Plan*, using a process consistent with other neighborhood planning efforts in Greensboro.

This plan is divided into several sections:

- The Neighborhood in Brief. This includes significant features in and around the neighborhood and the neighborhood's origins. This chapter does not contain any detailed analysis or research, but is a starting point to quickly familiarize the reader with the Heath Community.
- Goals and Recommendations. This includes the goals that the neighborhood set for its future during the planning process, and the planning recommendations for achieving those goals. The recommendations were created by City of Greensboro staff, the East Market Street Development Corporation and the neighborhood based on best practices and creative thinking. These recommendations were then prioritized by the community in meetings to provide focus for implementation. The remaining recommendations are divided into:
 - Transportation
 - Building Community
 - Land Use and Economic Development
 - Housing
 - The Natural and Built Environment

The neighborhood may shift the priorities in the plan as circumstances change and implementation takes place. This section includes a table of goals and timelines.

- Existing Conditions. The third section gives a more detailed analysis of the existing conditions in the neighborhood, including demographics, current physical condition and the results of a detailed housing study.
- Planning Process Overview.

While the plan allows for flexibility, to be effective it should not be frequently revised and actions taken that are not in keeping with the plan should be made based on sound reasoning with the plan taken into consideration. Specific times when a change may be appropriate include:

- Changes in zoning that do not concur with the Future Land Use Map;
- A review of benchmarks in the implementation strategy that indicates a need to adjust the recommendations;
- Updated census data, housing analysis or other information that indicates a need for changes.

The process for amending the plan is as follows:

- The neighborhood and the East Market Street Development Corporation must review and be allowed to comment on any proposed amendments, however if no comments are received within 60 days the amendments may proceed with the review and consideration of the proposal;
- Amendments will be reviewed by and receive a recommendation from the Greensboro Planning Board and then forwarded to City Council for a public hearing and final decision;
- Amendments shall take into consideration the intent and underlying reasoning of the plan, the long-term impact of the amendment on other portions of the plan, and the reasoning for the requested change.

NEIGHBORHOOD PLANNING

The City of Greensboro works with residents to create neighborhood plans that build on the strengths and deal with the threats in their particular neighborhood. City resources are more efficiently and effectively delivered when they are focused directly on a neighborhood's needs. Community groups and neighborhood associations likewise find their efforts are more successful with active cooperation and participation with the City. Ultimately, the neighborhood planning process creates a long-term, team environment.

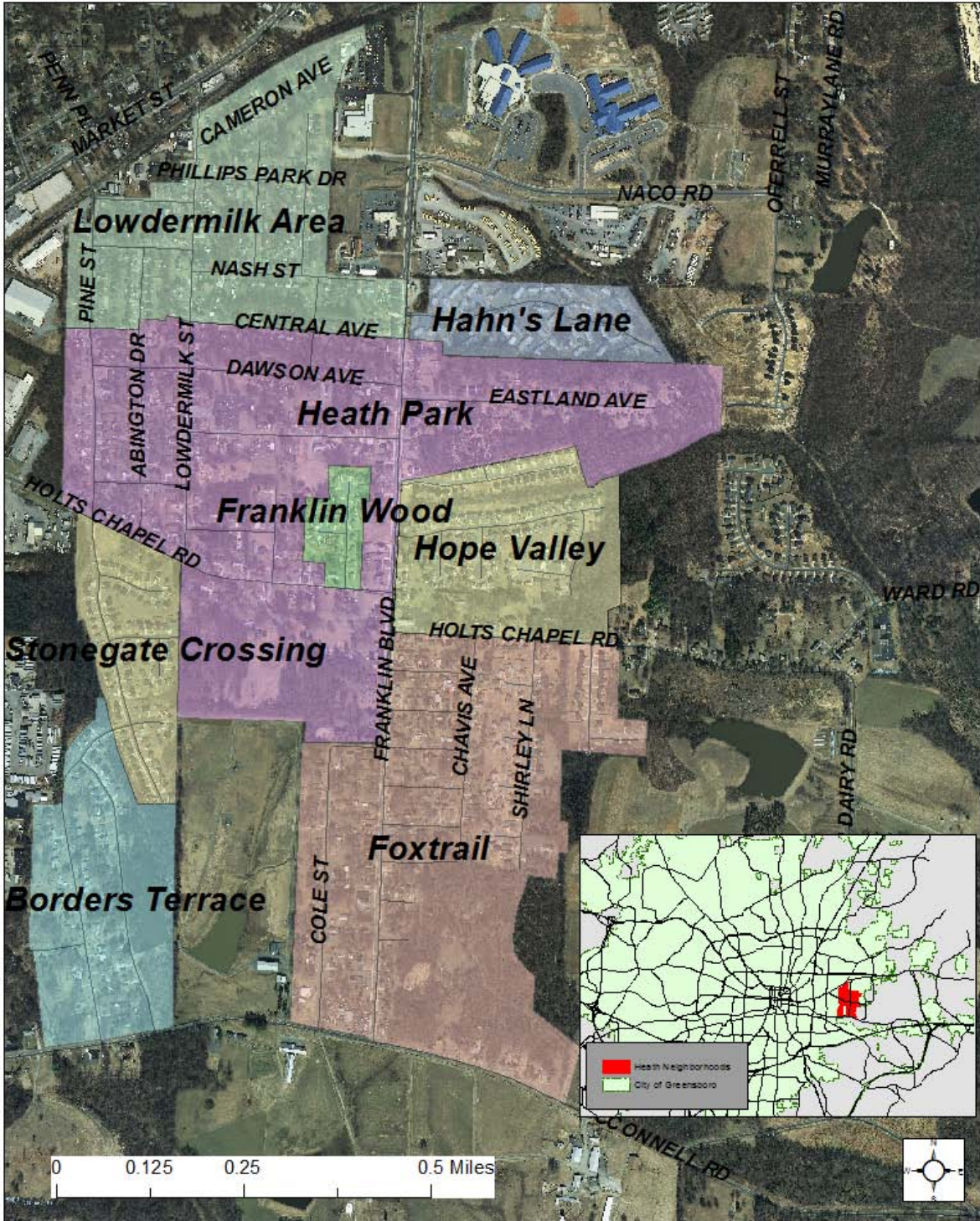
The Heath Community Strategic Plan was created to work in coordination with two other plans: the City's comprehensive plan, *Connections 2025* and the *East Market Street Corridor Development Plan (EMSCDP)*. It is designed to implement and support key elements from both plans. In cases where there is a conflict between the plans, the Heath Community Strategic Plan should take precedence.

As for *Connections 2025*, this plan supports and implements the following objectives:

- Utilizing the land use categories of the Future Land Use section, section 4.3
- Improving a Reinvestment Corridor, Section 4.4.1
- Reinvestment/Infill, section 4.5.1
- Preserving community character, policy 5E and 5F
- Improving the housing stock, section 6.2
- Improving the transportation network in the neighborhood, policies 8A and 8F
- Improving the neighborhood's community resources, policies 9C, 9D, 9E and 9F
- The neighborhood Future Land Use Map is a more specific extension of the Generalized Future Land Use Map, Figure 4-2

The maps and illustrations in this plan are integrated into and illustrate the text of the plan; no maps, illustrations or charts should be considered sufficient to use as standalone documents without the supporting text.

Heath Community Neighborhoods



THE NEIGHBORHOOD IN BRIEF

The Heath Community is located between McConnell Road and East Market Street, just inside current City limits approximately 3 miles from downtown. The area is comprised of five independent neighborhoods: the Lowdermilk Area, Hope Valley, Heath Park, Franklin Wood and Foxtrail. During this process, the Hahn's Lane apartment complex, Border's Terrace and Stonegate Crossing expressed interest in participating. These neighborhoods are bound together in several ways:

- There are located between two major east/west thoroughfares; East Market Street on the north and McConnell Road to the south
- Franklin Boulevard serves as the central spine to the neighborhoods
- With the exception of Hahn's Lane, they are almost entirely comprised of detached, single family housing
- The lack of significant roads or natural features separating them from each other.

Most of the Heath Community area was originally farm land and has only been developed in the last 60 years and brought into the City. The area to the north along Bessemer Avenue has a longer history as a neighborhood. Most of the Heath Community developments were small, and developed a few blocks at a time by a wide variety of developers.

Though these neighborhoods were originally very suburban in nature, uses surrounding the area continue to intensify. More housing units have been built in the neighborhood and to the east. Heath Community neighborhoods have not benefited from this growth in the form of economic opportunities, or increased access to retail or other services. This disconnect has created several issues:

- Increased traffic on streets without curb and gutter or sidewalks, creating dangerous conditions for pedestrians
- Parks that lack sufficient facilities or programming
- Few public gathering spaces for large groups
- A lack of retail and commercial services relative to other parts of the city
- Surrounding land uses that took advantage of less expensive land, such as institutional and industrial uses that do not necessarily benefit the neighborhood.

Residents have worked to find solutions to these problems: petitioning for sidewalks and park facilities and seeking funding for projects through various grants and programs. One purpose of the strategic planning process is to gather these individual efforts, prioritize them and understand the collective impact.

PLAN GOALS

The neighborhood steering committee formed during this planning process developed the following goals based on neighborhood input. In the first meeting residents respond to the following questions:

- What do you like about the neighborhood?
- What would you like to change?
- What are some threats to the neighborhood?
- What would you like to see in 10 years?

The second meeting focused on these responses by in more detail, and identified specific areas of concern. Responses were then sorted by the steering committee into groups and worded as goal statements. See the Planning Process section of this report for the detailed responses from these meetings.

1. INCREASE TRAFFIC SAFETY

Residents expressed a need for more sidewalks as well as some types of traffic calming measures, particularly on straight streets. Many streets do not meet the City's current guidelines suggesting one street light every 200 feet, and the neighborhood has been working with the City to remedy this. Residents mentioned both the need for more bus stops and the need for improving existing bus stops with shelters or seating.

2. IMPROVE THE COMMUNITY SPIRIT IN THE NEIGHBORHOOD

Residents expressed a variety of opinions on the sense of community in the neighborhoods, which varied from location to location. However, based on the number of comments, it is clear that this is an important issue. Comments included the need for neighborhood signage, more organized activities especially for children, more park facilities, and improving the appearance of the neighborhood, and building social capital and increasing "neighborliness".

Some in the community expressed a need for an actual community center. The City has determined that there is currently no need for a new facility in the neighborhood, as Windsor and Peeler Recreations Centers are both within two and half miles from the neighborhood; the City standard is to have a center within three miles of a neighborhood. Being in between centers and out of walking range makes it difficult for residents, especially children, to have convenient access.

3. REDUCE CODE VIOLATIONS

In many areas, property owners are not adequately maintaining homes, businesses or yards. In some areas this is a significant problem affecting the quality of life of neighbors.

4. IMPROVE ADJACENT LAND USES

Though the Heath Community is almost entirely residential, the area is surrounded by a wide variety of land uses. Some of these are beneficial, but many do not have a positive impact on

the neighborhood. The North Carolina Armory, for example, is a well-maintained property that does not detract from the neighborhood, but does not offer shopping, employment or any other amenity.

East Market Street is the closest business corridor, and although the City has targeted the corridor for redevelopment the quality is variable. There are nearby light industrial and office facilities that may be ready for redevelopment that could serve the neighborhood by offering more opportunities for employment. NC A&T owns significant property on the southern edge of the neighborhood used for agricultural research that could be developed at some point in the future. If Florida Street is extended to McConnell Road, development along East Lee Street will have a larger impact on the neighborhood.

5. IMPROVE MAINTENANCE TO STREETS, STORMWATER FACILITIES AND CREEKS

Residents noted problems with street maintenance in some areas, including potholes and streets in need of repaving.

Many neighborhood streets lack curb and gutter. Residents reported that the roadside ditches are sometimes clogged with debris, or have standing water. Similarly, there are several shallow creeks in the neighborhood that are impeded by debris jams.

6. BRING IN ECONOMIC DEVELOPMENT

Residents noted the location of the neighborhood as both a positive and a negative. On the one hand, neighbors have good access to highways and major roads that go to a variety of shopping areas. However, there are few options for shopping directly adjacent to the area. Both East Market Street and Bessemer Avenue offer limited retail access.

The City has recently paid significant attention to the imbalance in economic opportunity in east Greensboro, including the Heath Communities. Limited street connectivity is one issue; the Heath Community should benefit from the proposed Florida Street extension as the future extension of Cone Boulevard.

7. IMPROVE PUBLIC SAFETY

Many residents reported crime and safety issues. Though this is not present throughout the community, it is cause for concern. Several issues contribute to a feeling of a lack of safety including loitering, and dogs allowed to roam free.

PRIORITY STRATEGIES

After identifying goals, the neighborhood and City staff developed a set of strategies to move the neighborhood forward. The neighborhood prioritized these strategies at a subsequent meeting into highest priorities and secondary priorities.

Planning and Community Development staff will continue to work with neighborhood groups and other City departments to implement these strategies.

HIGHEST PRIORITIES

FUTURE SIDEWALK NEEDS

The first step in prioritizing the need for future sidewalk construction will begin with the inventory of existing sidewalks, the timeline for future sidewalks that are scheduled and have funding, and those that are on GDOT's list but do not have funding. With that in place, future sidewalk needs can be prioritized. This process will include an analysis of high demand locations, need for curb and gutter and secondary impacts from changes made to the street network.

Timeline:

- | | | |
|--|-------------|-----------------------|
| • Review current and planned sidewalks | Summer 2013 | City and Neighborhood |
| • Prioritize future requests | Summer 2013 | Neighborhood |
| • Seek funding | Fall 2013 | Neighborhood |

REDUCE SPEED LIMITS WHERE APPROPRIATE

The Greensboro Department of Transportation is planning to reduce the speed limit on several roads, including Chavis Avenue. There may be other streets where the size and length of the street make a reduction in the speed limit appropriate. These changes should be paired with targeted education and enforcement activities.

Timeline:

- | | | |
|---|-------------|------|
| • What is scheduled for reduction | Summer 2013 | City |
| • Determine what other reductions
Are possible | Fall 2013 | City |

LOCAL ECONOMIC DEVELOPMENT

Economic development in the neighborhood and in east Greensboro in general has been a priority for the neighborhood and for the City as a whole. The City is actively working on a variety of initiatives, including ongoing work in the East Market Street corridor; investing in the local road network; and developing tools to market available sites.

The neighborhood can play an important role in this process by continuing to participate in rezoning cases, supporting local businesses and communicating with them when problems arise, and by participating in long-term infrastructure projects.

Timeline:

- | | |
|-----------|-------------------|
| • Ongoing | City, EMSDC, EMMA |
|-----------|-------------------|

IMPROVE HEATH PARK

The neighborhood has been interested in improving Heath Park for many years. A 2006 request to the Neighborhood Small Projects Program resulted in the removal of a bathroom that had become a site of criminal activity and the installation of new lighting.

During the development of this strategic plan, Greensboro's Parks and Recreation Department worked to create a new vision and plan for the park. The plan, adopted by the Greensboro Parks and Recreation Commission in March of 2013, includes several improvements to the park:

- A new entrance, parking areas and signage,
- Shade structures,
- Improvements to the baseball field and basketball court,
- New play and exercise equipment.

Although this plan represents a significant achievement, it will be important for the neighborhood to work with Parks and Recreation as the plan is implemented. The neighborhood can take a more active role by forming a committee to organize activities in the park, including clean up days, and plantings. Other activities could include garden clubs, regularly scheduled play for specific age groups, or dog-owner's clubs. The dog-owners clubs can have the added benefit of possibly reducing problems with stray dogs noted by the neighborhood.

Timeline:

- The timeline for park improvements is currently under development.

PROVIDE SAFE ACTIVITIES FOR NEIGHBORHOOD YOUTH

Residents at meetings listed loitering and the lack of activities for youth as major issues in the area. Since Heath Park is a neighborhood park, it is not used by Parks and Recreation to host activities or programming, and there are no other gathering or recreation areas in the neighborhood. The Park could be used by the City for selected youth programming. Churches could also develop programs for area youth.

Timeline:

- Meet with Parks and Recreation Staff Summer 2013 City, Neighborhood
For Youth Programming to begin process

EDUCATE RENTAL PROPERTY OWNERS REGARDING THEIR RESPONSIBILITIES

The neighborhood has consistently mentioned badly maintained and managed rental properties as a problem. An education campaign for property owners and renters would be a first step in remedying this problem. The City and the Greensboro Housing Coalition have materials that can be used for this purpose.

Timeline:

- Develop Materials Summer 2013 City
- Develop Delivery Strategy Fall 2013 City, Neighborhood
- Distribute Fall 2013, 2014 Neighborhood

EXPLORE OPTIONS FOR COMMUNITY ACTIVITIES

The City has no plans to build a community center or gathering place in the neighborhood as there are two recreation centers within 3 miles which is the service standard: Peeler Center is approximately 2 miles from the center of the community, and Windsor is within 2 and a half miles from the center of the Community. However, these centers are not in the neighborhood, and pedestrian and bike access is difficult. Besides two small churches, there are no gathering spaces for meetings or activities in the neighborhood.

In the absence of current plans to build a center, the neighborhood does have the opportunity to think creatively and find space, either in Hairston Middle School or possibly in the office and industrial space around the neighborhood. Programs for residents, particularly youth, could use these spaces on an ad hoc basis if necessary. Community gardens, park committees and similar neighborhood groups could help to add social cohesion to the neighborhood.

Marketing activities and programs at both Peeler and Windsor Recreation Centers could help more Heath Community residents take advantage of the centers.

Timeline:

- | | | |
|--|-------------|--------------------|
| • Explore programming at Peeler and Windsor Centers | Summer 2013 | Neighborhood, City |
| • Look for other programming or Opportunities to improve the community | 2014 | Neighborhood |
| • Determine what activities would be popular (e.g. a community garden) | 2014 | Neighborhood |

LOOK FOR FUNDING GRANT SOURCES

Though there is a lot of competition for grant funding, there are opportunities to fund specific projects both on a large and small scale. The City's Neighborhood Small Projects Program and the Community Foundations Building Stronger Neighborhoods grant are both local, small-scale opportunities.

SECONDARY PRIORITIES

SPEEDING ENFORCEMENT AND EDUCATION

Both the Police Department and GDOT have portable trailers that tell drivers how fast they are going. The neighborhood can periodically request to have these placed on streets with speeding problems. These begin to lose impact if they remain in one place too long.

The experience of GDOT and the Police Department in neighborhoods across the City is that neighborhood residents are the main offenders for speeding, running stop signs and other offenses in their own neighborhoods. A door to door campaign to remind residents to obey all the traffic laws in the neighborhood could help to calm traffic without the installation of expensive devices that do not always work, such as speed bumps.

EDUCATE RESIDENTS ABOUT MINIMUM HOUSING STANDARDS

Renters are frequently unaware of their rights and their responsibilities. Distributing materials and making sure that residents are aware of resources that they have, both through the City and through outside organizations such as the Greensboro Housing Coalition, could help better maintain the housing stock and appearance of the neighborhood.

IDENTIFY PERSISTENT OFFENDERS OF HOUSING, JUNKED CARS, AND LOT MAINTENANCE

The City and neighborhood could take a more proactive approach to neighborhood appearance by better tracking code compliance problems and their resolution. Properties that show up on the list frequently could be inspected more frequently, and annual problems could be anticipated and fixed more quickly.

APPLY FOR A NEIGHBORHOODS GRANT

The City and Greensboro Beautiful jointly sponsor the NeighborhWoods program, which partners with neighborhoods to plant a large number of trees on private and public property. This program could add up to 150 trees which would have a positive long-term impact on the appearance of the neighborhood.

As an added benefit, participation in the Neighborhoods program will increase community spirit. The program requires the neighborhood to identify where trees will go and participation of the individual property owners.

COORDINATE NEIGHBORHOOD ASSOCIATIONS

The Heath Community Strategic Plan is the product of a group of independent neighborhoods coming together to solve common problems. In order to implement this plan, residents and neighborhood associations across the area will need to work together towards common goals. This does not imply any loss of autonomy on the part of any neighborhoods in the area. The City of Greensboro does not officially recognize neighborhood boundaries and the creation and adoption of this plan does not create any “official” neighborhood group.

The individual Heath Community neighborhoods face similar challenges, and each neighborhood would benefit from having a common focus on these issues and advocating for each other. The current umbrella organization can serve this purpose, though this does not mean that this organization should speak on behalf of other organizations. In fact, the neighborhoods strengthen their positions by having more people speaking to and working on a problem or opportunity. Continued Heath Community neighborhood meetings can serve as an opportunity to coordinate these efforts, given the City and other groups a common point of contact, and provide a forum for the community to discuss issues that they have in common.

Other organizations, such as a park committee and crime stoppers, could participate in this effort as well.

ADDITIONAL STRATEGIES

TRANSPORTATION

Residents expressed concerns with street lighting, as discussed under the “Increase Traffic Safety” priority above. More specifically, strategies were suggested to:

- Compile the location and timeframe for streets already slated for streetlight improvements;
- Further evaluate streetlight needs, for example Naco Road was indicated as a road needing additional lighting;
- Provide more consistent reporting of outages;
- Get information on adding lights to poles outside of City control for those that request them, for instance if this deters crime in certain areas.

The need for covered bus shelters and to have garbage cans to reduce littering was listed as a strategy, and was given one sticky dot as a priority at the public meeting. The location and visibility of stop signs and speed limit signs was listed as a concern as well.

BUILDING COMMUNITY

Several strategies are designed to build the social capital in the neighborhood, or the strength of the people in the neighborhood to help each other. This includes

- Increasing the number of activities for residents to engage in: adopting a stream, road or park; participating in NeighborWoods (listed above as a priority) which requires a great deal of volunteer work by the neighborhood; hosting park events, which received one vote as a priority.
- Leveraging the strengths of long-term residents and forming a sub-committee to work on youth programming. This could be coordinated with the Parks and Recreation youth programming.
- Identifying existing programs for youth offered by other agencies, such the YMCA or local colleges.
- Building a list of community assets in the neighborhood, such as churches, scout troops, and other groups that represent organized opportunities to contribute to the neighborhood
- Bringing area leadership together to form an implementation committee; this could also be done through the existing neighborhood group.
- Looking at models for community centers, such as the one at Eastside Park, and investigating spaces around the neighborhood that can serve this purpose.

Other strategies under this heading include:

- Improving public safety by strengthening community watch groups and continuing to participate in National Night Out .
- Increasing the awareness of the neighborhoods in the area with signage. This could either be with monument-style signs or as a part of the City’s sign-topper program. Funding would need to be identified in either case. Residents that pursue signage could represent individual

neighborhoods or the area as a whole. The City of Greensboro does not officially recognize neighborhood boundaries or organizations, so applicants will need to provide some type of assurance that the residents of an area are in some agreement on their neighborhood name.

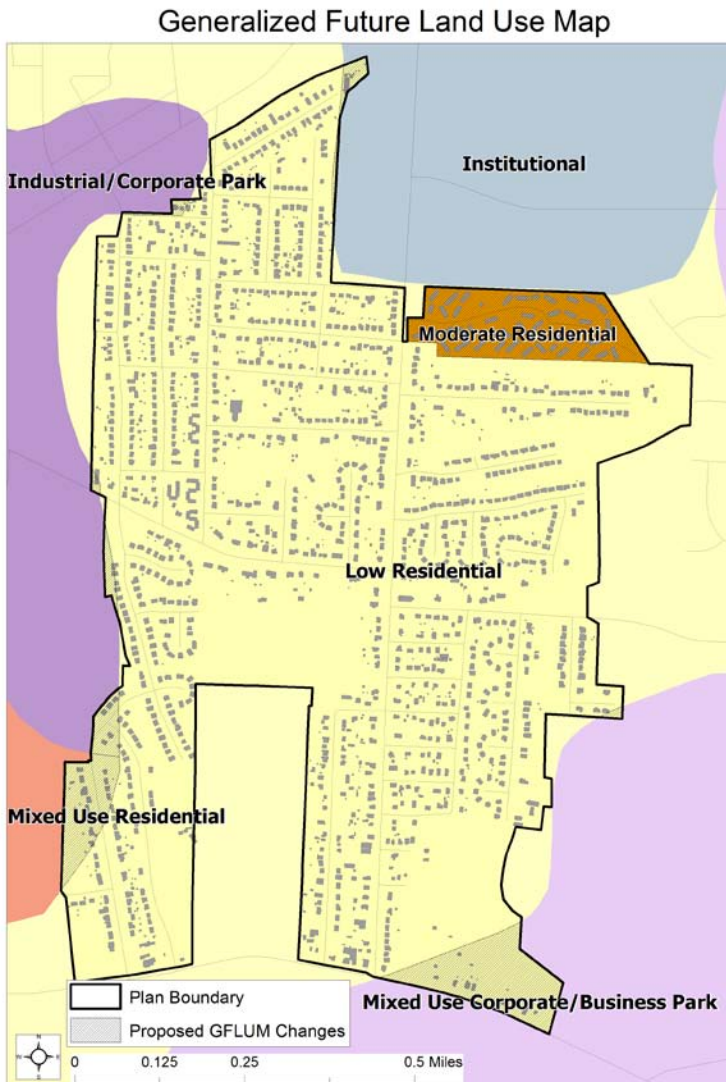
LAND USE AND ECONOMIC DEVELOPMENT

Residents have expressed concerns about the land uses and economic development around their neighborhood, but not as many inside the planning area boundaries. Some residents have voiced

support for a local, neighborhood-scale store, but that has not been as wide spread as concerns about improving existing businesses along East Market Street and nearby industrial sites, and bringing in new sources of employment and retail services.

With this in mind, this plan does not recommend any uses the current Generalized Future Land Use Map designation of “Low Residential” for the neighborhood with “Moderate Residential” in the Hahn’s Lane area. Small sections near the ends of Beaumont Avenue, Borders Terrace and Greensboro Street currently developed as single family residential, would need to change from Mixed Use Residential and Industrial/Corporate Park. These designations are appropriate for the areas adjacent to the Heath Community, but not in the neighborhoods themselves.

Greensboro’s Comprehensive Plan, Connections 2025, defines Low Residential as a housing density of up to 3 to 5 dwelling units per acre and



Moderate Residential from 5 to 12 dwelling units per acre. More specifically, the Plan defines these land uses this way:

Low Residential

“This category includes the City's predominantly single-family neighborhoods as well as other compatible housing types that can be accommodated within this density range.

Although there are some existing residential areas in the City developed on lots greater than 1/3 acre, future residential developments and "conventional" subdivisions should generally maintain a gross density of no less than three dwellings per acre, except where environmental constraints (e.g., the Watershed Critical Area) prevent such densities from being achieved. Compact developments that include clustered, small lots with substantial retained open space are encouraged."

Moderate Residential

This category accommodates housing types ranging from small-lot, single-family detached and attached single-family dwellings such as townhomes to moderate density, low-rise apartment dwellings.

Neighborhood-scale retail development along Franklin Boulevard would be consistent with the development pattern of the neighborhood and with opinions expressed during meetings. However, there has been no indication either from public comments or from market studies that would support designating all of Franklin Boulevard at a higher level of commercial activity. There is also not a specific location along the street that makes more logical sense for development from a planning perspective.

Regarding retail uses near the neighborhood, the following strategies are suggested:

- Working the City, EMSDC and the East Market Street Merchants Association (EMMA) to identify potential commercial opportunities;
- Work with area businesses on concerns over loitering, poor lighting, or other conditions that make shopping difficult;
- Write a letter from the neighborhood to Food Lion to raise neighborhood profile;
- Educate local businesses about parking and sign standards;
- Participate in the Florida Street extension process, or if this process fails to move forward encourage other enhancements to the road network, especially north/south connections, that would help improve economic conditions in the area long-term.

ENVIRONMENT

Throughout the process residents have discussed making the neighborhood more clean and attractive, with additional trees and landscaping, less illegal dumping and better control of dogs. Suggested strategies include:

- Increasing the number of trees and appropriate landscaping; the NeighborWoods program mentioned as a priority would have a major impact on this issue
- Planting and managing a community garden
- Considering an Adopt a Road or Stream program
- Targeting the Big Clean-up event in April as a major neighborhood work day
- Creating a club of dog owners to promote self-policing of leash laws and pickup up after dogs, and educating neighbors to contact animal control

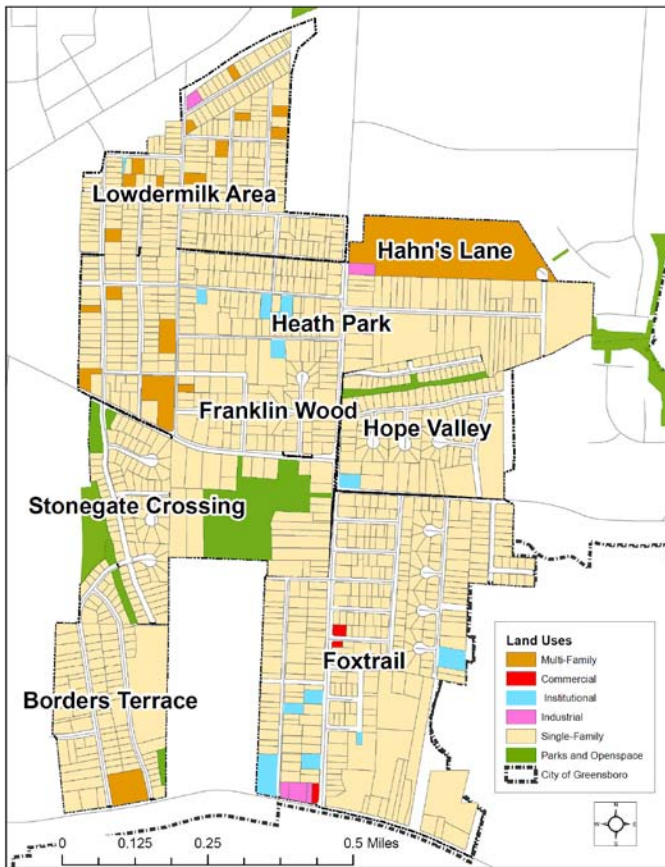
An additional problem in this category is the need for more consistent reporting and maintenance of the streams and stormwater culverts in the neighborhood. During the planning process, some problem spots were mentioned to Greensboro's Water Resources department and these problems were fixed. The neighborhood will need to continue to inform this department when problems arise.

HOUSING

Although the neighborhoods in the Heath Communities are almost entirely made up of either single or multi-family housing, few of the goals and strategies of the plan deal directly with housing issues. One big exception is the properties in the neighborhood that have code violations. Several strategies have been mentioned as priorities, but others include educating landlords and management companies about minimum housing and code compliance, similar to targeting residents.

EXISTING CONDITIONS

LAND USES



Detached, single family housing is the predominant land use for the Heath Community neighborhoods. Multi-family uses are generally east of Franklin Boulevard, though they are not concentrated in one area. The commercial uses in the neighborhood are comprised of two auto repair shops and one day care. The automotive repair shops are in older structures, with much of the work and storage occurring outside, and are isolated from other commercial uses. They do not qualify as neighborhood-serving retail. Institutional uses include churches, parks and a fire station.

The economic and real estate downturn that started in the late 2000's hit east Greensboro harder than the rest of the City, and the neighborhoods are no exception. The map on page 31 shows how the neighborhood fared relative to the rest of Greensboro.

Land Use	Value		Acreage	
	Total	% of Total	Total	% of Total
Commercial	\$197,000	.2%	.7	.2%
Institutional	\$27,700	.03%	24	5.9%
Multi-Family	\$5,465,300	7.3%	30	7.4%
Single Family	\$68,403,500	92%	347	86%
Industrial	\$27,700	.5%	2	.5%
Totals	\$74,449,300	100%	404	100%

SOURCE: GUILFORD COUNTY TAX DEPARTMENT; CITY OF GREENSBORO GEOGRAPHIC INFORMATION SYSTEM

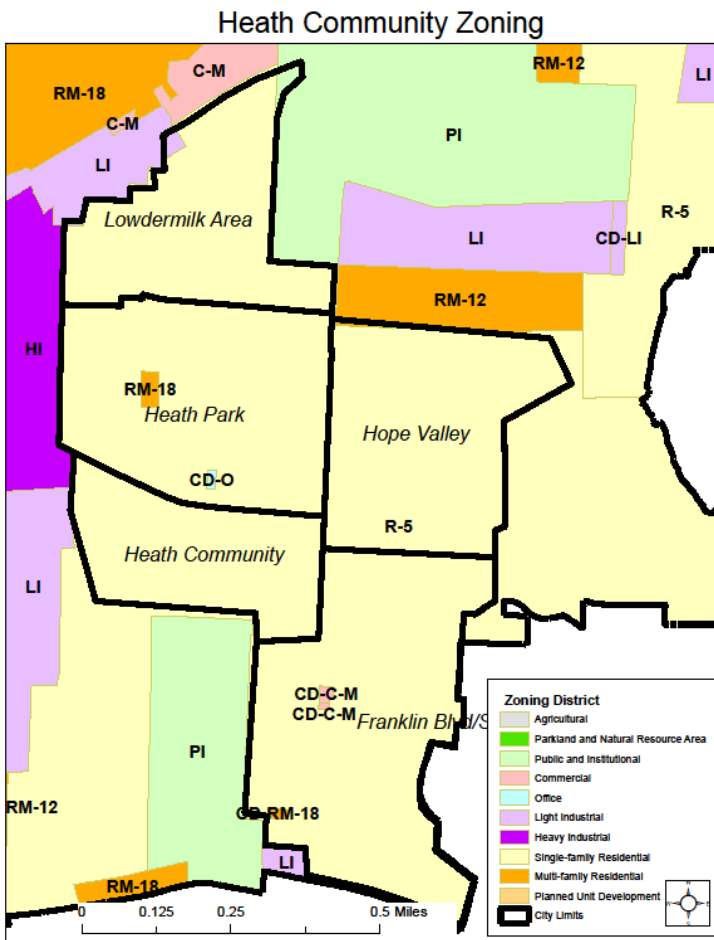
ZONING

The neighborhood is primarily zoned R-5, except for one small are neighborhood that is zoned RM-18 and one that is zoned Conditional District-Office and RM-12 in the Hahn’s Lane. R-5 is intended to accommodate low-density, single-family detached residential development of no more than 5 units per acre. This averages to about 8,000 square feet per parcel, which generally matches what exists in the neighborhood. About 16 percent of the lots in the neighborhood are smaller than 7,000 square feet,

with concentrations in a few areas: Mountainridge Drive in Hope Valley; Pine Street in Heath Community; and in the Franklin Blvd/Shirley Lane area.

The Heath Community is adjacent to a variety of zoning including multi-family and industrial. Much of the land to the East of the area is zoned industrial, including a large amount of property along Holts Chapel Road. The neighborhood is cognizant of and concerned about potential impacts from increases in adjacent industrial uses, and the impact that abandoned businesses and buildings have on the area’s image.

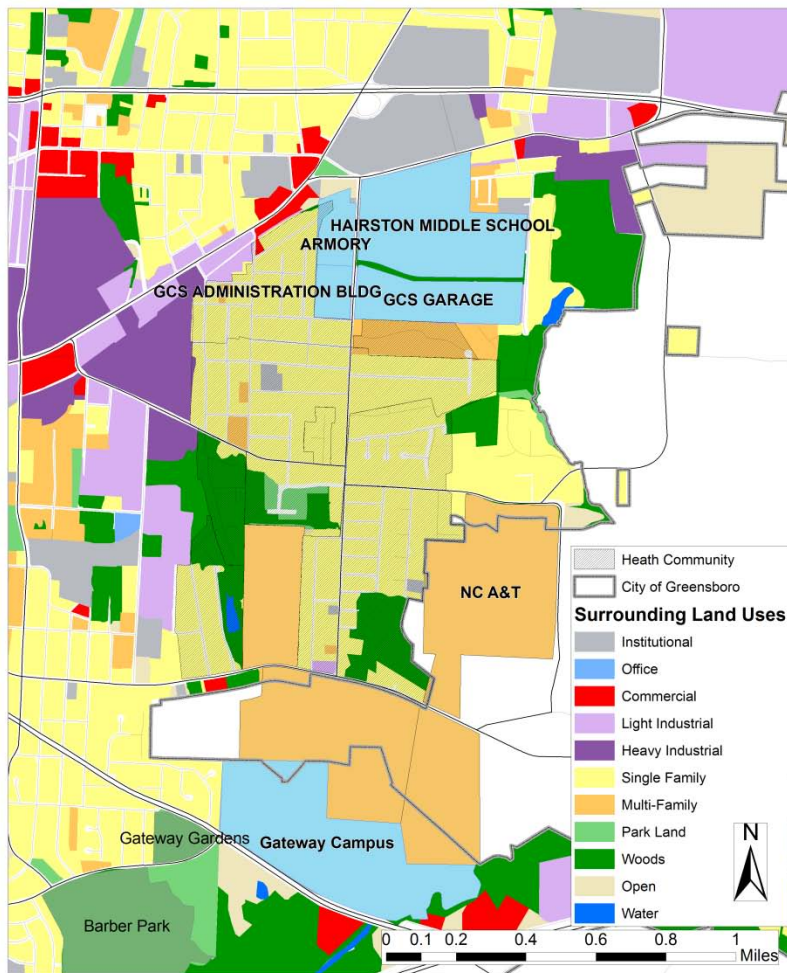
Neighborhood leaders were very involved in a rezoning in June 2009; they met with business owners and took a trip to Charlotte to see another site owned by the business. The case concerned a conditional use permit for an auto-salvage yard; the company stated that they worked to be environmentally safe and not intrusive to the neighborhood.



The business would have partially cleaned up an adjacent industrial site that had been an auto salvage yard. The applicant offered some additional conditions to the rezoning, but in the end the neighborhood opposed the rezoning, which was denied. The neighborhood’s main concerns were attracting cleaner uses more compatible to residential areas and future economic development, which does not necessarily rule out light industrial uses.

SURROUNDING LAND USES

Area Land Uses



Land uses near Heath Communities are varied. Single family housing is still prevalent, but several large areas of multi-family housing are nearby, including a large apartment complex just to the northeast. Several large offices are nearby, and there are large industrial uses along East Market Street, Holts Chapel Road and Banner Avenue. Many of these are currently vacant. Commercial uses line East Market Street. The large commercial use along Naco Road is a Guilford County School District bus repair facility.

Several institutions hold large areas of land nearby:

- Guilford County Schools operates Hairston Middle School, a bus repair facility and an administrative building near

the northeastern corner of the community on Franklin Boulevard.

- The National Guard has an armory across Franklin Boulevard.
- NCA&T owns several large tracts of land that are used as part of their agricultural educational program, and are generally of a rural/agriculture nature.

Several changes are occurring to the South along Lee Street. NCA&T has developed some of their farm property on the north side of Lee Street for the Gateway Research University Park. UNCG and NCA&T launched this joint project to build upon the strengths of both institutions, and plan to expand the facility in the future. Greensboro Parks and Recreation and Greensboro Beautiful have created Gateway Gardens, a new regional park just to the south across Lee Street, and other development is planned for property on that side of Lee Street. Increased activity levels may positively impact the Heath Community.

DEMOGRAPHICS

Tracts, block groups and blocks are the three types of geographical areas that the census aggregates its data into, from largest to smallest. Census data for the neighborhood provides some general background, though with a couple of caveats. The first is that some of the data is from the 2000 Census. There are updates to that from the 2010 census and other data sources, but that information is not as detailed. The second is that the community in census tracts that are significantly larger than the neighborhood itself. While this helps establish context for the community, it does not necessarily speak directly to the state of a particular part of the community. This problem is not as significant for census block groups and blocks.

INCOME

From the 2000 census:

This information is available at the tract level, and of the census tracts that the Heath Communities are in, the median family income is at or below the poverty level. This same trend line pertains to families in poverty as well.

Combining all three tracts that the Heath Community neighborhoods are in:

- 41 percent of families in the three census tracts are headed by a married couple, 11 percent are headed by a single male, and 48 percent are headed by a single female;
- 76 percent of families were above the poverty line; however, 41 percent of female headed households were below the poverty line and nine percent of male headed households were below the poverty line.
- 20 percent of all families are headed by a single female and are living below the poverty line.

Census Tracts	Median Household Income	Percent of families in poverty
11101	\$19,017	37%
12707	\$30,417	19%
12803	\$35,574	11%

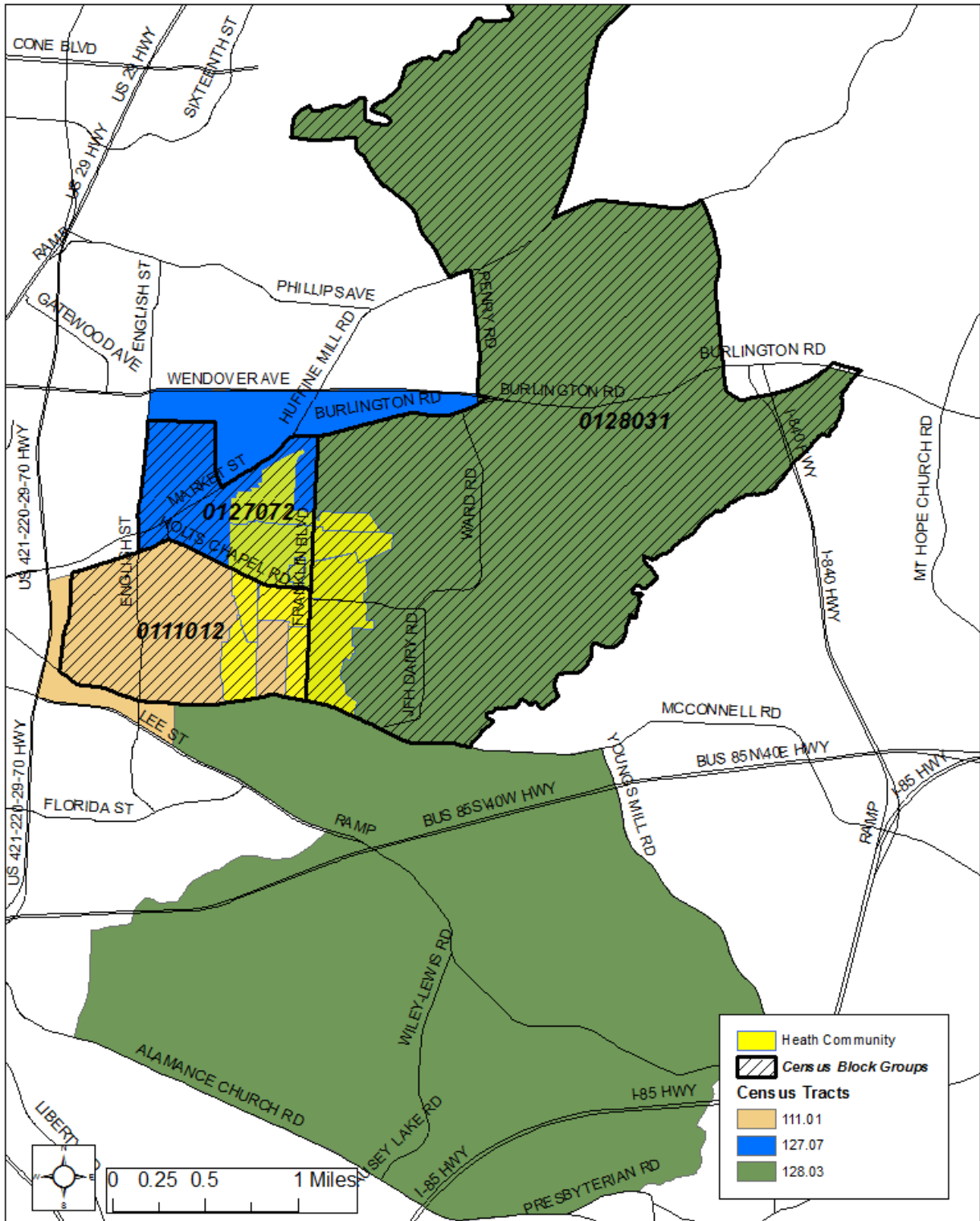
SOURCE: US CENSUS, CITY OF GREENSBORO GEOGRAPHIC INFORMATION SYSTEM

Current data is only accurate for the planning area as a whole, and not for smaller sections. This is based on current dollars.

	Heath Communities 2000	Heath Communities 2011	City-wide 2011
Median Household Income	\$32,344	\$31,322	\$44,009
Mean (Average) Household Income	\$37,324	\$39,945	\$62,323

SOURCE: US CENSUS, CITY OF GREENSBORO GEOGRAPHIC INFORMATION SYSTEM

Heath Community Census Tracts and Block Groups



EDUCATION

Education data is available at the block group level from the 2000 Census. For males and females, a High School diploma is the most common level of educational attainment. A relatively high percentage of females have attended some college, and in one block group there was a significant number of females with Bachelor's degrees.

RACIAL MAKEUP

Data from the US Census Bureau shows that the racial makeup the neighborhood did not change drastically between 2000 and 2010. The "Black Alone" population remains the majority in the area, increasing from 69% to 75.7% while the "White Alone" population has declined from 22% to 14.3%. The 2000 Census-block level data shows that there is significant variation between individual Census blocks regarding racial makeup, rather than a general distribution. Other significant increases between 2000 and 2010 are "Hispanic Origin (Any Race)" which rose from 7.2% to 10%, and "Some Other Race Alone" that rose from 4.6% to 6.4%. The above categories of race are offered as choices when filling out the Census.

HOUSING

As detached, single family housing is the primary land use in the Heath Community, the condition of housing is a prime concern. Conditions vary from one neighborhood to another, though there is some consistency as to the size and value of housing across neighborhoods. Much of the data available from the 2000 Census is at the block group level, which covers a larger area than just the neighborhoods in the Heath Community. There is little in the 2010 Census to suggest that this pattern has changed significantly:

- Typical houses have 4 or 5 rooms, with very few having 6 or more;
- Most were constructed in the 50s, 60s or 70s, though census block-group 0111012 has some slightly older homes, and census block-group 012803 shows an increase in construction in the early 90s
- The bulk of homes are valued in the \$50,000 to \$80,000 range, with census block-group 012803 having another group of houses in the \$90,000 to \$110,000 range.

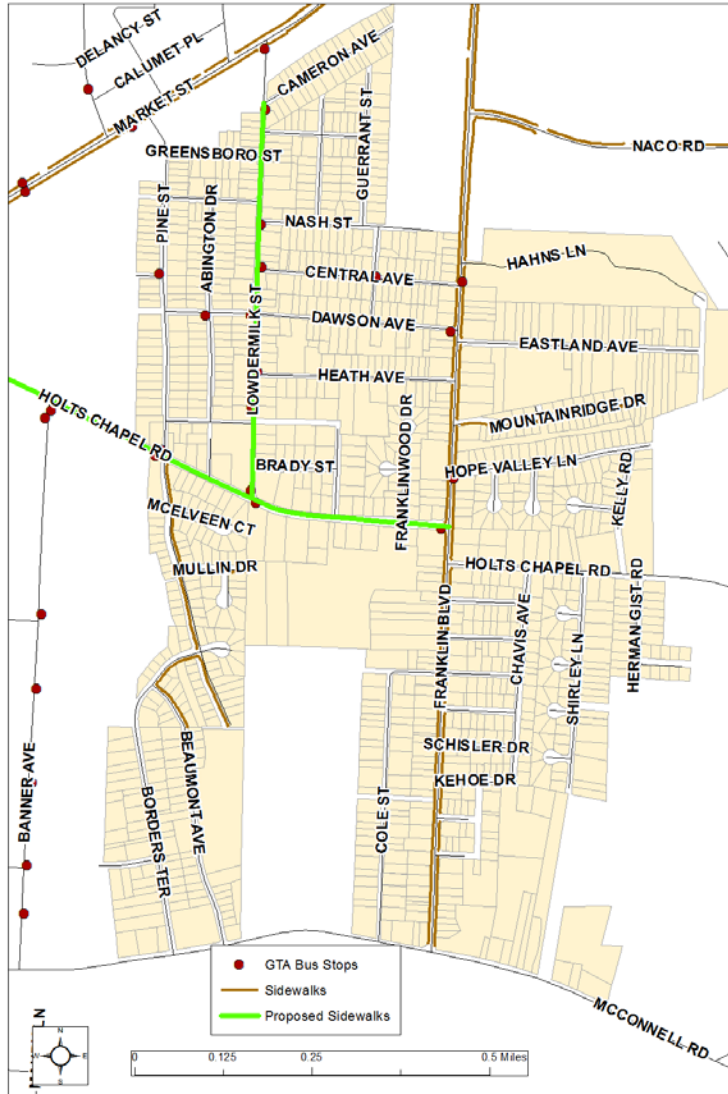
The rate of homeowner-occupancy held steady between 2000 and 2010, moving from 51% to 50%. The 2000 census shows a wide range of home-owner occupancy rates across the neighborhoods, from 30 percent to 80 percent. The highest homeowner occupancy rates at that time tended to be in the southwest section of the area, and lowest in the northeast though that number may be influenced by apartment complexes that are in the census block but not in the study area.

TRANSPORTATION

Holts Chapel Road and Franklin Boulevard are the major streets connecting the interior of the

neighborhood to the surrounding transportation system. Franklin Boulevard underwent major improvements in 2005, with road widening and sidewalks, funded by a bond voted on in 2000. There are plans to align the two segments of Holts Chapel Road where it intersects with Franklin Boulevard, but are unlikely to be implemented.

Sidewalks and Bus Stops



SIDEWALKS

Sidewalk connectivity and the lack of sidewalks are a major issue in the neighborhood. Many residents walk to work, to the bus and to nearby schools. Many roads in the neighborhood are without sidewalks, and adding them is complicated by the fact that they also lack curb and gutter. Current City regulation and policy require curb and gutter to be in place before sidewalks can be constructed, which increases the cost and complexity of sidewalk installation in this area.

Current GDOT plans include widening Lowdermilk Street to 26 feet, adding curb and gutter where necessary,

and installing sidewalks on both sides of the street, from Cameron Street to Holts Chapel Road. Holts Chapel Road between East Market Street and Franklin Boulevard will be widened to 40 feet, and will have curb and gutter and sidewalks on both sides of the street. Construction for these projects is expected to start in 2015.

EXTERNAL CONNECTIONS

The Heath Communities are located between two major East/West connectors: East Market Street and East Lee Street. McConnell Road is not heavily travelled, though it does lead from the County almost into downtown. Travel to the north is not as convenient, as Sykes Street is the only street connecting to Bessemer Street and Wendover Avenue. Several roads connect to the south, though none align directly

with Franklin Boulevard. The community is very close to a major highway access point at the Lee Street intersection with I-40/I-85, which leads to the major travel routes connecting Greensboro to the rest of the region.

The only major change under consideration for the road network surrounding the Community is the extension of Florida Street, a thoroughfare east/west across southern Greensboro. The final alignment of the extension has not been determined. This potential connection will become more important as development activity increases around the Florida and Lee Street intersection.

East Market Street is also convenient to US 29, a major route to the north. Burlington Road, which leads to the east, is becoming a more important route into Greensboro as more residential development occurs in eastern Guilford County and Alamance County. Increasing traffic along this route may trigger changes in land uses for some of the abandoned industrial buildings in the area.

RAIL

The train tracks that run parallel to East Market Street have some impact on the neighborhood. The NC Department of Transportation Rail Road Division (NC Rail) would like to reduce the number of at-grade crossings in the area, and is planning to close Pine Street south of East Market Street. Lowdermilk Street will be realigned to connect to Sykes Avenue, creating a better and safer connection to the north. NC

Rail is willing to pay for sidewalks in conjunction with street realignments related to road closings, and the City may find the installation of a traffic signal more feasible due to the reduction in intersections and increased traffic. NC Rail is also planning to replace the at-grade crossing at Franklin Boulevard with a grade separated crossing, which may enable the completion of the sidewalk to Burlington Road, where it would connect with sidewalks to Bessemer and East Market Street.



Other potential rail impacts include: the addition of a second, parallel track; the removal of existing buildings and businesses in the 100 foot buffer claimed by NC Rail; the possibility of high-speed rail service slated for this line.

Bus

The neighborhood is well connected regarding bus service. Routes travel down Lee Street and East Market Street to downtown and the main Depot. From there connections can be made to other parts of town. Most residents live well within a quarter mile of a bus stop, though not all of the streets that have bus stops also have sidewalks. GTA is currently studying several models and may make significant

changes to routes in the area; any potential changes to the routes in the neighborhood will need to be coordinated with sidewalk construction.

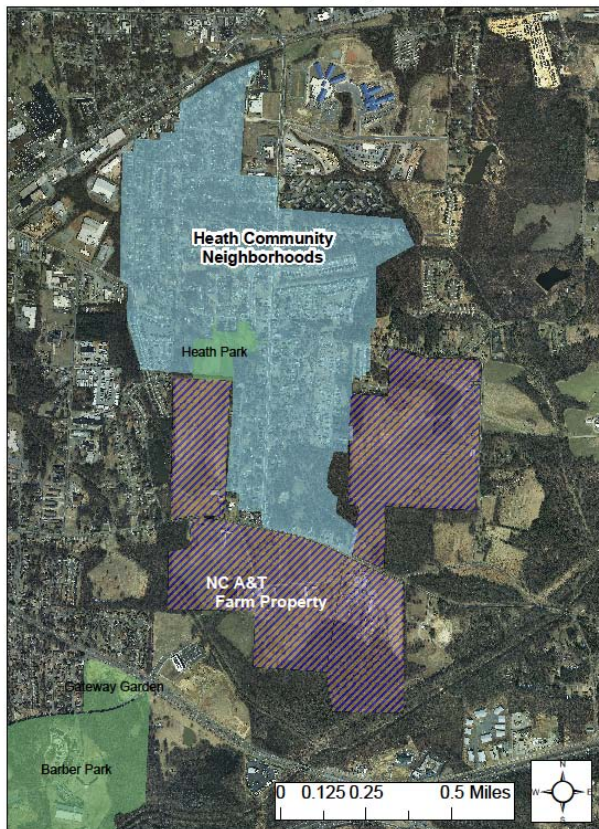
PARKS

Heath Park has been an area of concern for the neighborhood. The park is large and borders more green space, which is not open to public access. Amenities within the 12-acre park include open play areas, a basketball court, playground, and a softball practice field. The topography and wooded areas, along with houses that sit between the park and the road in many places, create blind spots. Crime has been a concern, particularly vandalism, drug use and sales.

The Parks and Recreation Department developed a plan for Heath Park in conjunction with this plan. The Heath Park plan includes several improvements:

- A new entrance, parking areas and signage
- Shade structures
- Improvements to the baseball field and basketball court
- New play and exercise equipment.

Major Parks and Open Space



South of the area along Lee and Florida Streets is a cluster of recreational uses. These include Gateway Gardens and Barber Park, both of which are regional park facilities. Barber Park has a wide range of active and passive facilities. Gateway Gardens is a recent addition, with gardens, trails and an activity building under construction. Additionally, a YMCA is slated to open at this intersection with a ground breaking expected in the near future.

WATER SUPPLY CAPACITY

Water supply in the neighborhood is sufficient for current density levels. Water pressure might not be sufficient for new multi-family or higher intensity uses, but there is little development pressure in the neighborhood. At this time water pipes are scheduled for rehabilitation in a few locations, but based on the age, material and capacity pipes in this area generally do not need immediate repair or replacement.

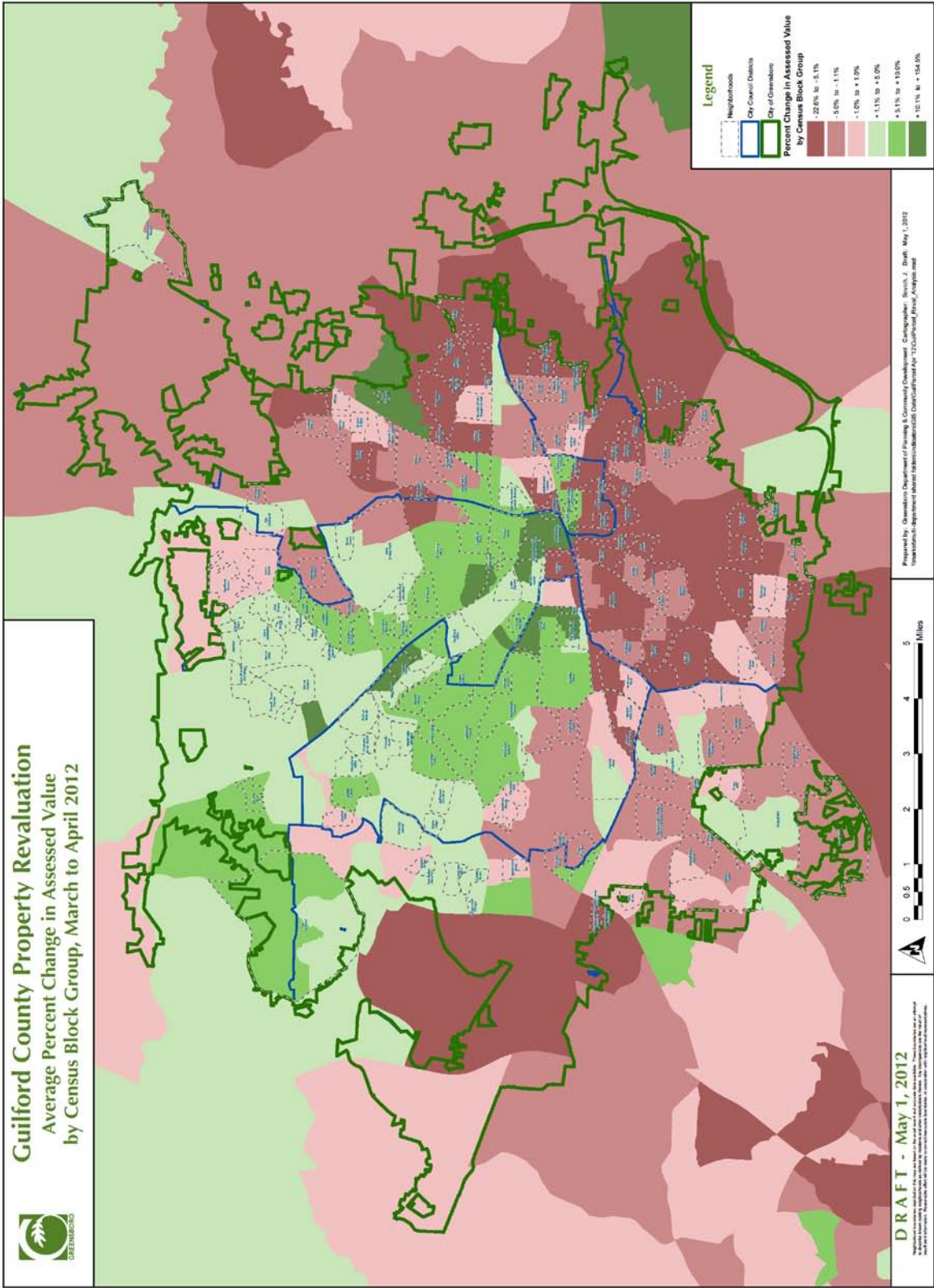
A few sewer lines in the community have been rehabilitated, primarily in the northern end of the community. The other sewer lines in the area are not of sufficient age to need replacement or repair.

CRIME

Statistics from the Police Department show that in 2011, crime rates varied across the Heath Community planning area. The Greensboro Police Department aggregates crimes into two categories: Part 1 for the most serious offenses, and Part 2 for less serious. When comparing the planning area to the City as a whole for “Part 1” offenses, the southern end of the area had rates slightly above the median of 27 incidents per police tracts, while areas to the north had significantly higher crime rates. Data showing actual locations of the crime shows some areas are more directly affected than others in the community.

Police tract boundaries do not exactly follow the planning area boundaries. The Heath Communities are on the southern border of the Eastern Division of the Police Department, close to the Southern Division. Both of these divisions have higher Part 1 crime rates over the last three years than the Central or Western Divisions.

As always, crime statistics only reflect reported crimes, and all criminal activity negatively impacts on quality of life. Residents at neighborhood association meetings report feelings of insecurity and of intimidation in some instances.



THE PLANNING PROCESS

The results from the meetings are listed in the Appendix.

FIRST MEETING

February 4, 2012

This meeting was held in Gethsemane Baptist Church at 10 a.m. on a Saturday morning. About 30 residents were in attendance. After a brief introduction to the process, residents were broken into small groups and asked to answer 4 questions:

- What do you like about the neighborhood?
- What would you like to change?
- What are some threats to the neighborhood?
- What would you like to see in 10 years?

Their answers were put on flip charts and posted around the room. Each person then got 3 sticky dots to put on the answers they thought most important. The group reassembled to see the results. Staff also used this meeting to ask for interest in a steering committee and described the role that the committee would play: helping to drive participation in meetings and acting as a sounding board before and after the larger public meetings.

STEERING COMMITTEE

April 26, 2012

The steering committee held its first meeting in April at the offices of Clinton Gravely. The main focus of the meeting was to review the results of the first public meeting and to make goals for the plan based on those results. To do this, the group took the comments from the first public meeting, and organized them into like groups, and then named goals based on those groups.

SECOND MEETING

May 24, 2012

This meeting was held at the Agricultural Extension Center on Burlington Road. The purpose was to review the goals as set by the steering committee and to get more detailed answers to traffic, drainage, and crime problems and opportunities in the neighborhood. This helped to solve more immediate problems in the neighborhood and to better inform the long-range solutions in this plan. The meeting was also an opportunity for the Parks and Recreation Department to get input on the plan for Heath Park.

THIRD MEETING

September 6, 2012

After the second meeting, Planning and Community Development staff met with the staff of other departments and agencies such as Habitat for Humanity to begin to create strategies to help address the goals and concerns of the area. These were presented to the steering committee on August 1st for review and additional ideas. These were then grouped into 5 categories and presented to the

neighborhood on September 6th. The neighborhood was asked to prioritize the strategies so that the City and neighborhood would know what to focus on first. These priorities are listed and expanded in the front section of this plan. The entire list of strategies is listed in the appendix as prioritized in the meeting, with items that got three or more sticky dots highlighted in yellow, those that got two sticky dots highlighted in blue, and those that got one sticky dot highlighted in green.

FOURTH MEETING

February 26, 2013

Staff held this final meeting at the Gethsemane Baptist Church. About 25 people attended to review the plan's priority strategies, see what the next steps in the process are, and to see a presentation from Parks and Recreation staff on the Heath Plan.

Heath Communities Strategic Planning

Meeting One, February 4, 2012

Identification of Issues, Concerns, and Ideas

(What is good and not so good about the community?)

During the first community meeting, the following questions were presented for discussion:

1. What do you like about your neighborhood?
2. What would you like to change?
3. What are some threats to the neighborhood?
4. What would you like to see in 10 years?

Working in small groups, participants recorded their answers for each question on flip charts. All groups' responses were posted on the walls and participants were invited to identify their top priorities for each question by a simple voting process.

The following pages contain a list of the responses identified during the first meeting. The items have been summarized from well over 100 responses and have been sorted into categories. The assignment of any one item to a particular category is a judgment call and is subject to other equally valid viewpoints. Based on the responses to the questions, common themes may emerge which can then be used to generate neighborhood goals and objectives.

Q1: What do you like about your neighborhood?

Response	Number of dots
<u>LOCATION</u>	
Close to Highways/Transportation Networks	7
Shopping / Retail Nearby	4
Neighborhood Schools	4
Churches in neighborhood	2
Location in general	1
Close to downtown`	1
<u>LIVABILITY</u>	
Maintained Homes and Neighborhoods	5
Neighbors	5
Low Crime/Good Patrol and Response	4
Quiet/Secluded	3
Affordable	1
Historical Value of area	1
<u>COMMUNITY RELATIONS</u>	
Neighborhood Walk With City Council	1
Effort to Change	1

Heath Communities Strategic Planning

Meeting One, February 4, 2012

Heath Park Clean Up	1
<u>AMENITIES</u>	
Street Lights	2
City Trash Pick Up	1
Park	1
Sidewalks	1

Q2: What would you like to change?

Response	Number of dots
<u>PROPERTY CONDITIONS AND NEIGHBORHOOD MAINTENANCE</u>	
Lot Clean-up/Litter/ Property Maintenance <i>(Includes dogs, front yard parking, trash)</i>	9
Better Street Conditions/Maintenance	3
Increase City response for lot clean-up	1
Maintenance of Storm Drains	1
<u>TRANSPORTATION</u>	
Control Traffic and Speeding	6
Bus Pick Up Locations (Pine-Holts Chapel)	1
<u>CRIME/PUBLIC SAFETY</u>	
Less Crime, More Policing	3
<u>COMMUNITY RELATIONS</u>	
Better Community building activities	3
Landlord/Renter Issues (RUCO replacement)	2
<u>AMENITIES</u>	
More Street Lights	2
More, better quality sidewalks	2
Address Heath Park fence, paving, entrance	2
Need More Retail/Economic Development	3

Heath Communities Strategic Planning

Meeting One, February 4, 2012

Q3: What are some threats to the neighborhood?

Response	Number of dots
<u>PROPERTY CONDITIONS AND NEIGHBORHOOD MAINTENANCE</u>	
Vacant properties	3
Industrial properties (pollution)	4
Poorly maintained properties/trash/junk cars	3
Environmental and stormwater issues	3
Rental properties (High Turnovers)	2
<u>CRIME AND PUBLIC SAFETY</u>	
Crime	10
Traffic (Speed and Noise)	3
Loose dogs	3
<u>COMMUNITY RELATIONS</u>	
Loitering	2
Lack of Activities for Youth	2

Q4: What would you like to see in 10 years?

Response	Number of dots
<u>PROPERTY CONDITIONS AND NEIGHBORHOOD MAINTENANCE</u>	
Neighborhood Welcome signs	3
Cleaner more attractive neighborhood	4
Better street conditions	4
Beautification Efforts	2
Fewer Vacant Homes/More renovations	2
No Littering and No Parking Signs	2
Better City maintenance	1
<u>INCREASED ECONOMIC DEVELOPMENT OPPORTUNITIES</u>	
Increased economic development (Retail, restaurants, food choices, medical facilities, black owned businesses, appropriate industry)	21
Conformity to Development	1
<u>CRIME AND PUBLIC SAFETY</u>	

Heath Communities Strategic Planning

Meeting One, February 4, 2012

Lower Crime	5
Increased Police Patrols	2

COMMUNITY RELATIONS

Community Center/Activities for all ages	6
Stronger community ties	4
Increase pride in neighborhood and neighbors	2
Landlord rental screenings	1

AMENITIES

More Sidewalks	9
Update Heath Park	2

Heath Communities Steering Committee Meeting
At the office of Clinton Gravely
April 26, 2012

ATTENDEES

- Russ Clegg, City of Greensboro
- Karen Markovics, City of Greensboro
- Pat Alexander
- Marie Coleman
- James and Marietta Douglas
- Eileen King
- Rose Murphy
- Mary Oliver
- Nikkie Pinnix
- Mark Vincent

IDENTIFICATION OF BROAD GOALS

- 1| Improve traffic safety.**
 - a. Sidewalks
 - b. Speed bumps (traffic calming measures)
 - c. Street lighting
 - d. Bus Shelters

- 2| Community Improvements**
 - a. More community
 - b. Beautify the neighborhood
 - c. Neighborhood identification
 - d. Neighborhood Center
 - e. Neighborhood "Welcome" Sign
 - f. Heath Park facilities
 - g. Street-scaping (trees/landscaping)
 - h. Safe kid activities

- 3| Code Violations**
 - a. Rental Property Maintenance/Clean-up
 - b. Code violations
 - c. Minimum building standards for businesses and homes
 - d. Car Parking
 - e. Loose dogs
 - f. Front yard parking
 - g. Junk Vehicles
 - h. Boarded houses/properties
 - i. Better environmental management
 - i. Trash/litter
 - ii. Grass and yard maintenance

- 4| Land Use**
 - a. Industrial land uses near to neighborhood

Heath Communities Steering Committee Meeting
At the office of Clinton Gravely
April 26, 2012

5| Street and Stormwater Maintenance

- a. Better street maintenance
- b. Poor stormwater drainage
- c. Sidewalks
- d. Street Cleaning

6| Economic Development

- a. East Market Street
- b. Street Connectivity
 - i. Bessemer/Huffine Mill Rd Connection (an amenity, such as a traffic circle)
 - ii. Better connections outside the neighborhood
- c. Economic development within the neighborhood
- d. Retail options nearby

7| Creek Drainage

- a. Flooding/Overflow issues

8| Public Safety

- a. Rental property tenants (quality of tenants)
- b. Drugs
- c. Crime
- d. Loitering

Heath Community Draft Plan Strategies

Traffic Safety

	Time Frame	Priority
Street Lighting		
Identify the location of and the timeframe for street lights which have already been approved by GDOT.	Short	
Evaluate existing street lighting and repair outages throughout the study area.	Medium	
Prioritize neighborhood needs for additional street lights and initiate petition process.	Medium	3
Determine options for lighting on private properties that are outside the scope of the City's responsibility.	Medium	
Additional street lights on Naco Road	Long	
Sidewalks		
Create an inventory and timeline for currently proposed sidewalk locations.	Short	3
Determine future sidewalk needs and initiate the petition process.	Medium	3
Bus Shelters		
Increase the number of bus shelters and include garbage cans to reduce littering	Long	1
Speeding		
Periodic radar trailer on main roads	Short	2
Check stop sign locations for good visibility, particularly at school	Short	
Door to door education campaign	Short	2
Increase the number of high visibility speed limit signs	Medium	
Drop speed limits where appropriate	Medium	3

Housing

Education		
Educate landlords and management companies about minimum housing standards and code violations	Medium	1
Educate residents about minimum housing standards and code violations	Short	2
Identify volunteers that may be able to distribute materials	Medium	
Assist residents that may have health problems that prevent them from maintaining their yards	Medium	
Enforcement		
Identify persistent neighborhood offenders	Medium	2
Prioritize how Ordinance Compliance officers canvas the neighborhood	Short	

Heath Community Draft Plan Strategies

Land Use and Economic

Economic Development

Work with City, EMSDC, and EMMA to identify potential commercial opportunities	Long	
Work with area businesses on concerns over loitering, poor lighting, or other conditions that make shopping difficult	Medium	
Write letter from neighborhood to Food Lion, with multiple signatures, to raise neighborhood profile	Short	
Educate local businesses about parking and sign standards	Short	
Increase security in parking lots and not just in stores	Long	
Participate in Florida Street extension process	Long	
Create targeted marketing for businesses in the area		3

Land Use

Identify potential land use conflicts or opportunities	Medium	
Identify areas for mixed-use development, be it retail, office or compatible industrial uses	Medium	

Environment

Neighborhood Beautification

Increase the number of trees and appropriate landscaping	Medium	1
Apply for Neighborwoods Grant	Short	2
Reduce illegal dumping through surveillance and identification of dump sites	Medium	
Consider Adopt a Road or Adopt a Stream programs	Short	
Plant and manage a community garden	Short	
Educate neighborhood on Animal Control phone number	Short	
Contact animal control for increased surveillance	Short	
Create club of dog owners to promoted self-policing of leash laws and picking up after dogs	Short	1
Target Big Clean-up day in April	Short	

City Infrastructure Maintenance

Continue to work with Water Resources as problems emerge	Medium	
Provide residents with magnets to with City's Contact Center to report problems	Short	
Identify and prioritize drainage problems	Medium	
Continue with Heath Park planning process	Short	3

Heath Community Draft Plan Strategies

Building Community

Build on Social Capital

Increase the number of activities for residents to participate in	Short	1
Adopt a Road/Stream/Park	Short	
NeighborWoods	Short	
Park Events	Short	1
Leverage the strengths of long-term residents as a resource	Medium	
Better coordinate neighborhood associations	Medium	2
Create a youth programming sub-committee	Medium	
Identify programs for youth, such as at the Y	Medium	
Build list of community assets inside the neighborhood	Medium	
(Churches, schools, businesses such as Salvage America and Lorillard)		1
Create a plan implementation steering committee with representatives from each area	Short	1

Public Safety

Coordinate Community Watch programs in the area, fill in gaps	Medium	
Continue to participate in National Night Out	Medium	1
Provide safe activities for neighborhood youth	Medium	3
Educate rental property owners regarding their responsibilities	Short	3
Identify and target problem properties	Medium	2

Physical Improvements

Develop a plan to determine neighborhood signage needs	Medium	
Research funding sources for signage	Medium	
Explore options for a Community Center	Long	3
Research model at Eastside Park	Medium	
Identify existing businesses/buildings that may be willing to share space	Medium	1
Determine level of capacity and commitment	Medium	
Look for funding and grant sources, such as the Kellogg Foundation	Medium	3