High Point Core City Plan

Master Plan

Adopted by the
High Point City Council
February 8, 2007

THE WALKER COLLABORATIVE

Acknowledgements

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Bill Bencini - High Point City Council

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Aaron Clinard - Downtown Improvement Committee

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Acknowledgements (continued)

The City of High Point Mayor and City Council, Core City Plan Steering Committee and Advisory Committee, and the staff of the High Point Planning and Development Department would like to thank the many individuals and organizations for their assistance with the Core City Plan project. We thank you for contributing your facilities and equipment for meetings, your assistance with survey distribution and collection, and your time to assist us with our project needs.

High Point University
Dr. Nido Qubein
Dr. Donald Scarborough
Christopher Dudley
Scott Holloway
Judy Ray
Lindsey Morgan

Guilford Technical Community College
Dr. Donald Cameron
C. Cuyler McKnight
Janette McNeill
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Housing Authority of the City of High Point
Rev. Michael Ellerbe
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Elm Towers
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High Point Theatre
Louisa Hart, Director, and staff

St. Mary's Episcopal Church
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Judy White

English Road Baptist Church
Rev. Jim Summey
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High Point Parks & Recreation
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Macedonia Family Resource Center
Yvonne Short

High Point Public Library
Kem Ellis, Director, and staff

High Point Chamber of Commerce
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Tonia Stephenson
Larry Craven
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Downtown Improvement Committee
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First Baptist Church
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High Point Regional Health System
Jeffrey Miller
Brenda Myers
Loren Spainhour
Lynette Tysinger

Southern Film Extruders
John Barnes

North State Communications
Royster Tucker

High Point Kiwanis
Alice Moore

Acknowledgements (continued)

Hispanic Center of High Point
Tania Castillero

High Point Convention and Visitors Bureau
Charlotte Young

Marsh Furniture
Reid Marsh
Bill Bumgarner

Radisson Hotel High Point
Joyce Lyle Freeman

Guilford County Government

Glenn Chavis

High Point Customer Service
Warren Larson, Director, and staff

High Point Rotary
Banks Cochran

High Point Museum
Barbara Taylor
Jennifer Burns
Edith Brady

High Point Market Authority
Brian Casey

Planning and Zoning Commission
Jay Wagner

Simon Jewelers
Gary Simon

We also thank the many core city businesses and real estate professionals who contributed their time and input to the study, as well as the many City of High Point employees who have provided their expertise, assistance, equipment, and resources to make this project possible.

Finally, a special thank you to Thomas Terrell for graciously taking on the role of Chairman of the project Steering Committee, his involvement with community presentations on the plan, and his work on the project video.

Resolution

A RESOLUTION ADOPTING THE HIGH POINT CORE CITY PLAN

WHEREAS, the Core City area is the historical part of the city encompassing downtown and surrounding neighborhoods, institutions, commercial corridors and industrial areas; and

WHEREAS, it has been identified that there are development, redevelopment and revitalization needs of the Core City area; and

WHEREAS, a strong Core City area promotes a strong City of High Point; and

WHEREAS, the downtown is unique and houses the High Point Market of local, regional, and state-wide economic significance; and

WHEREAS, it is expected that development interest in the Core City area will increase with infrastructure and other improvements and initiatives, thus precipitating a re-examination of the assumptions used in formulating the adopted Land Use Plan; and

WHEREAS, this re-examination has resulted in the preparation of the High Point Core City Plan; and

WHEREAS, public hearings were held before the High Point Planning and Zoning Commission on January 23, 2007 and before the City Council of the City of High Point on February 5, 2007 regarding the adoption of said High Point Core City Plan;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HIGH POINT, NORTH CAROLINA that the High Point Core City Plan recommended for adoption by the Planning and Zoning Commission on January 23, 2007 be adopted as a guide for future development of the Core City area.

Adopted by City Council,
this 8th day of February, 2007

Lisa B. Vierling

Lisa Vierling, City Clerk

City of High Point North Carolina

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High Point Core City Plan

Executive Master Plan Summary

Adopted by the
High Point City Council
February 8, 2007

THE WALKER COLLABORATIVE

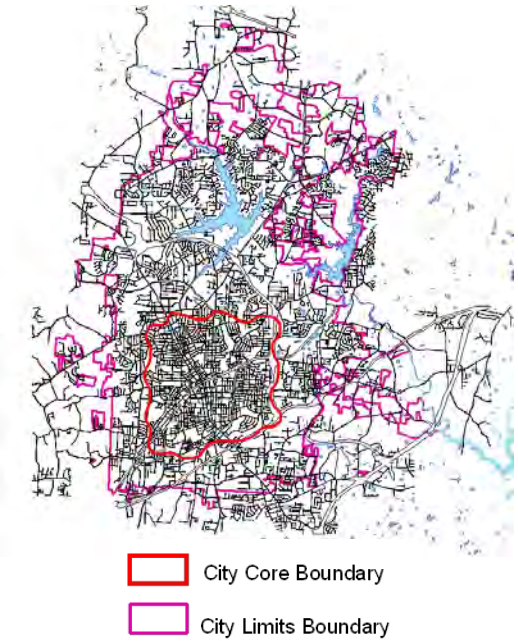
Purpose & Process

Project Purpose

The purpose of creating the High Point Core City Plan is to provide a clear blueprint for improving the physical, economic and social facets of High Point's central core area. Reflecting the collective vision of the community, the plan document employs text and graphics to convey specific ideas that can be successfully implemented through a partnership between the City, other levels of government and the private sector. Upon adoption of the plan, other City policies will be adapted for consistency with the plan, including zoning, development regulations, and capital improvement projects. In addition to the main focus on the Core City, this project also forged a communty-wide Vision as a framework in which the Core City Plan and other future plans can fit.

Study Area

The Core City study area includes downtown, the various neighborhoods, commercial districts, industrial areas, and corridors that surround the downtown. Approximately one-third of the City's population resides within the Core City, and it includes historic neighborhoods such as East Central, Macedonia, Southside, Washington Drive, West End, and Emerywood. The boundaries of the study area as shown at right above were preliminary, and the ultimate boundaries, shown on the subsequent pages, were determined later during the planning process. The roads that define the Core City area boundary include: Eastchester Drive, North College Drive and East Lexington Avenue on the north; US 311 Bypass on the east; Business 85, Surrett Drive and West Market Center Drive on the south; and Westchester Drive on the west.



Project Methodology

The approach used to prepare the High Point Core City Plan is a six-step process in which each step is logically sequenced to build upon the previous step. Each step also includes opportunities for public input. The process includes the following key tasks:

Task 1.0: Research & Analysis
Task 2.0: Community-Wide Visioning
Task 3.0: Core City Visioning & Delineation

Planning Charrette

Task 4.0: Charrette & Core City Concept Plan
Task 5.0: Preparation of the Core City Plan
Task 6.0: Plan Presentation & Revisions

Project Goals

1) Provide a clear vision and direction for the future.

2) Identify and analyze the issues and needs.

3) Analyze the viable development / redevelopment tools and options.

4) Delineate focus areas for redevelopment and revitalization activities.

5) Outline practical implementation strategies.

6) Demonstrate the marketability of the plan recommendations.

7) Determine the fiscal impacts of the plan recommendations.

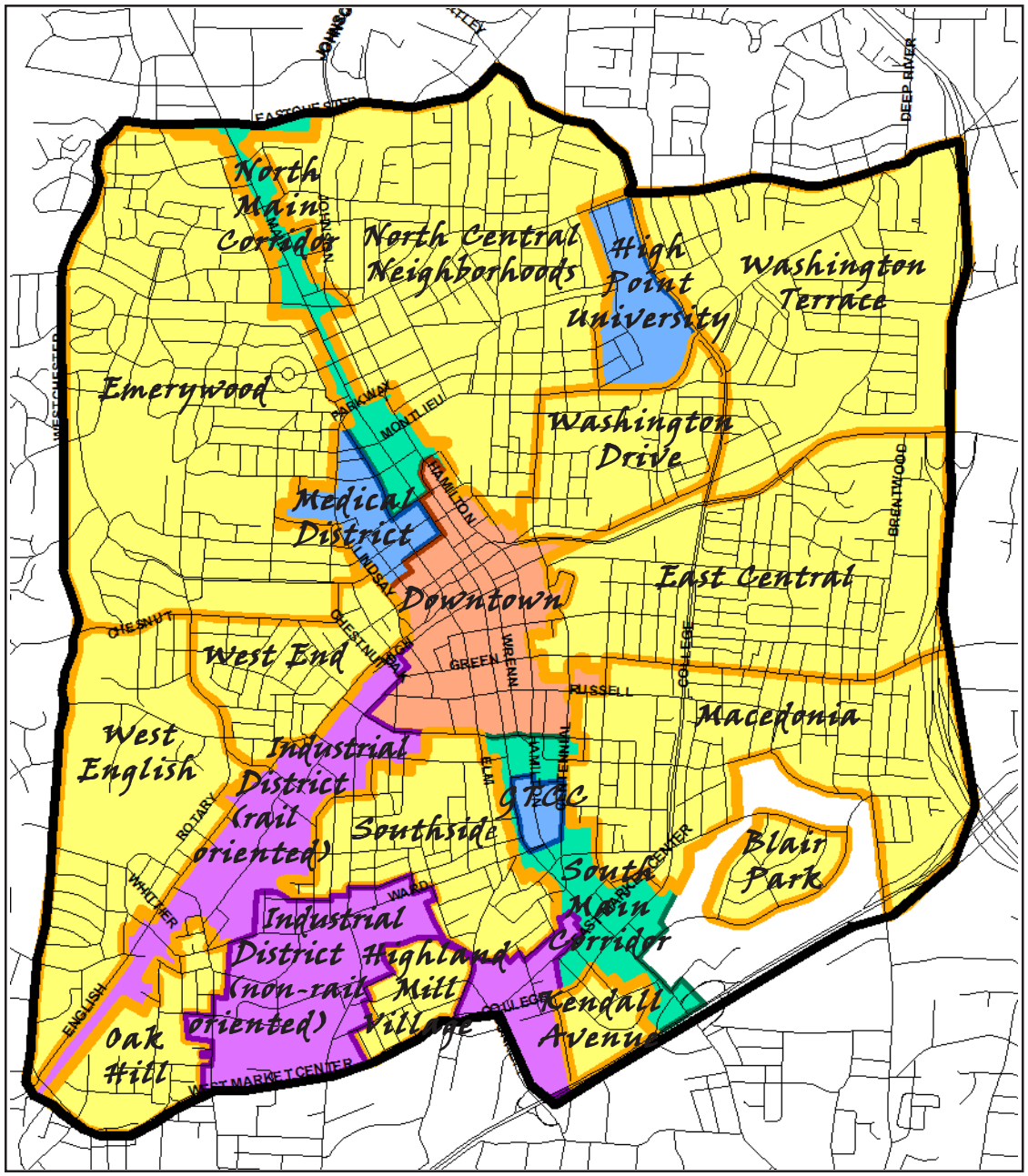
- City's Request for Proposals (RFP) June 2, 2005

Existing Conditions: Districts, Corridors & Neighborhoods

Because so many important areas of a community become diluted and eroded at their edges, resulting in a lack of "place identity," a major goal of this plan has been to reinforce and better define the Core City's various districts, corridors and neighborhoods. The following colors are used on the map at right to highlight districts, corridors and neighborhoods.

- Downtown District
- Institutional Districts
- Corridors
- Neighborhoods
- Industrial

Downtown is the most centrally located district, and the North Main Street and South Main Street corridors extend out from either end of Downtown. The three institutional districts include High Point University in the northeast, GTCC in the south, and the medical district directly northwest of Downtown. Although they are physically adjoining, the two industrial areas in the southwest portion of the Core City can be distinguished by the rail-oriented district and the district not oriented to the railroad to the east. Thirteen distinct neighborhoods have been identified on the map. However, because some lack historic names, they have been named for the purposes of this plan.



Summary

The Plan

The maps at right and on the following page provide a graphic representation of the key ideas of this master plan for High Point's Core City. Although the plan features much more detail, these maps reflect the most central concepts.

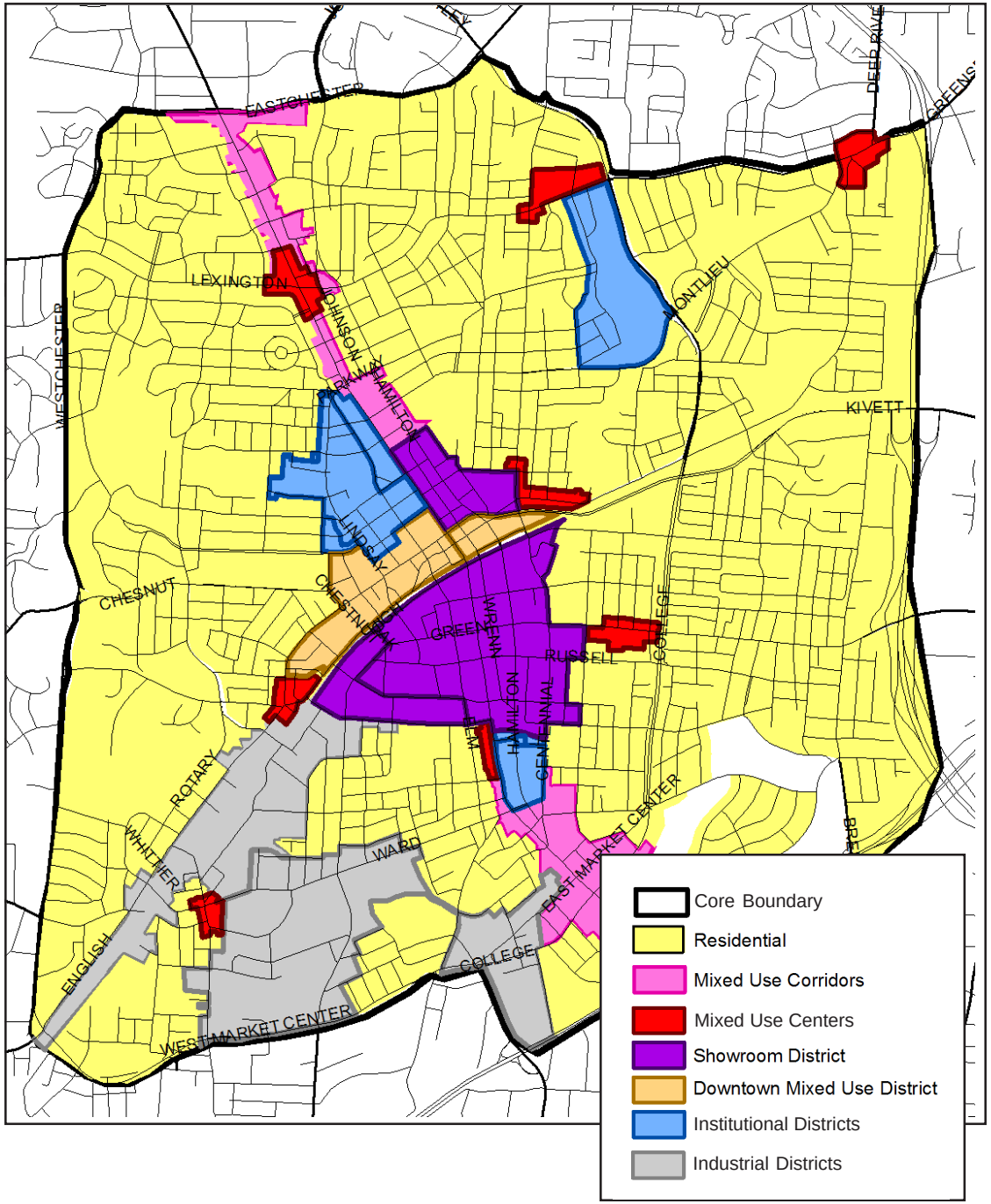
- *Showroom District* - This is the only district in High Point in which new furniture showrooms are permitted. Shown at right in purple, one such district is located north of Kivett Drive, while the larger one is south of Kivett Drive. See pages 42-43 of the plan for details.

- *Downtown Mixed Use District* - This district prohibits new showrooms and encourages more traditional uses, such as retail, dining, offices, housing and entertainment. Shown at right in beige, this district runs along an east-west axis on the north side of the railroad. See page 44 of the plan for details.

- *Mixed Use Corridors* - There are two such corridors shown in pink at right, the North Main Corridor and the South Main Corridor. See pages 51-53 of the plan for details.

- *Industrial Districts* - Shown in gray at right, there are essentially three Industrial Districts, the rail-oriented on on the far west, and the two non-rail oriented districts. See pages 49-50 of the plan for details.

- *Neighborhoods* - Strategies for improvement are both general and neighborhood-specific. See



The Plan

the map on page ii for neighborhood boundaries and names. See pages 81-118 of the plan for details.

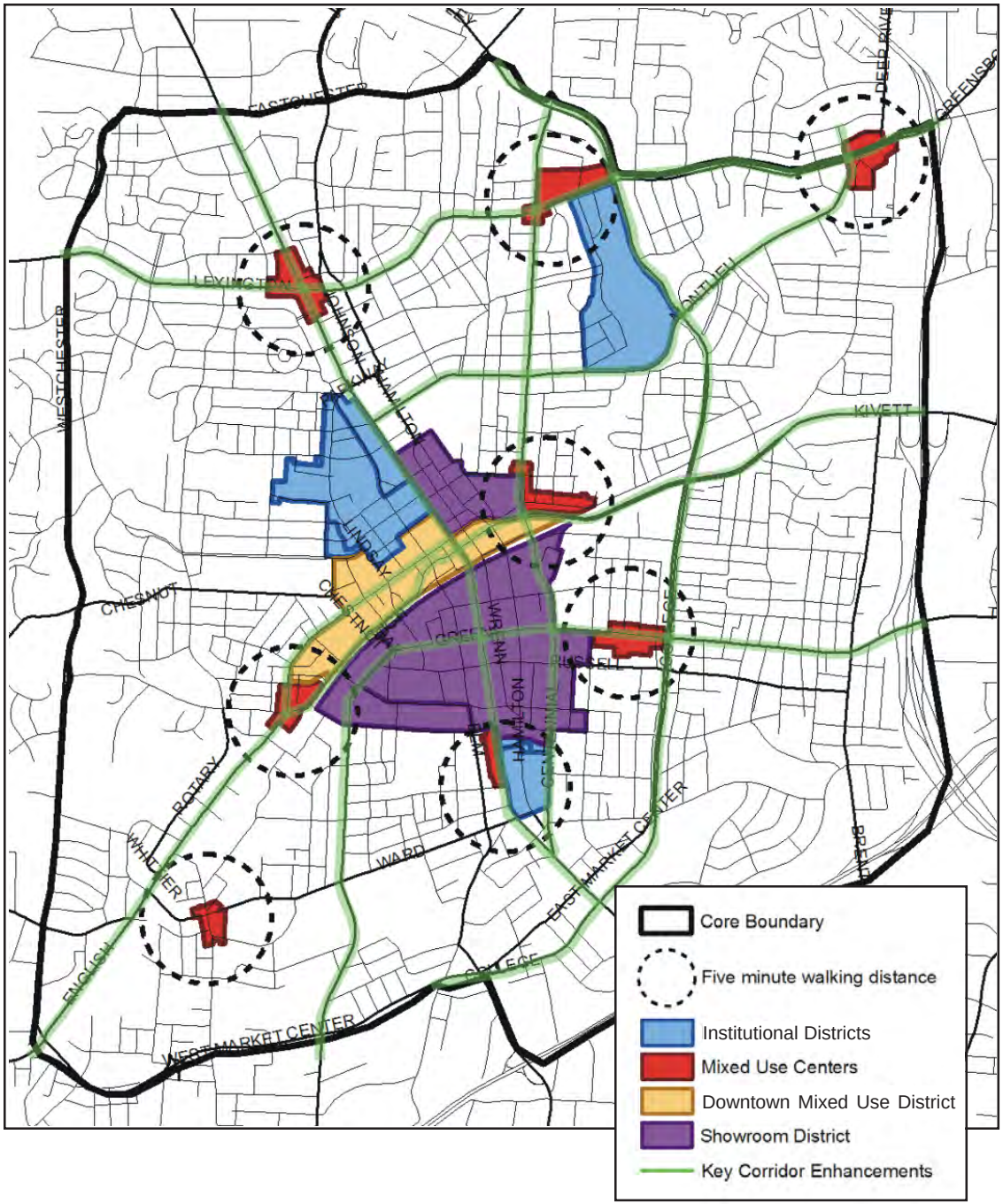
- *Institutional Districts* - These three districts, depicted in blue at right, include the Medical District, High Point University and Guildford Technical Community College. See pages 45-48 of the plan for details.

- *Mixed Use Centers* - Eight mixed use centers, shown in red at right, should be developed and/or revitalized. See pages 54-80 of the plan for details.

- *Key Corridor Enhancements* - At least eight key roads should be physically enhanced both functionally and aesthetically. The types of improvements proposed, as appropriate, include: sidewalks, bike lanes, street trees, crosswalks and landscaped medians. See pages 15-18 of the plan for details.

Other transportation improvements include the conversion of some one-way street pairs into two-way streets, traffic calming measures, and an upgrade to the existing transit system (see pages 19-32 of the plan for more details).

Based upon this plan's market analysis, a specific business mix was proposed for the downtown districts and several mixed use centers by business type in square feet (see pages 121-129 of the plan for more details).



Summary

Plan Implementation

Organization

Core City Entity

The lead role in revitalizing the Core City should be spearheaded by an organization with that goal as its singular mission.

Key Partners

Successful implementation of this plan will require a partnership that includes the private sector and numerous existing organizations, including the following (see pages 157-160 of the plan for more details):

- City of High Point
- Guilford County
- State & Federal Governments
- Academic & Medical Institutions
- Religious Institutions
- Business Organizations
- Neighborhood Associations
- High Point Market

Financial Incentives

The following financial incentives for revitalization are recommended, and others should be investigated as well (see pages 139-148):

- Facade Rehabilitation Loans & Grants
- Business Micro Loans
- Payments in Lieu of Tax Abatements
- Retail Entrepreneur Grants & Subsidies
- Business Technical Assistance

Priorities

Core City Entity - critical to plan success

Downtown Districting - will concentrate and strengthen the furniture market and encourage other uses

Development Design Standards - insure appropriate urban development and protect neighborhoods from incompatible infill housing

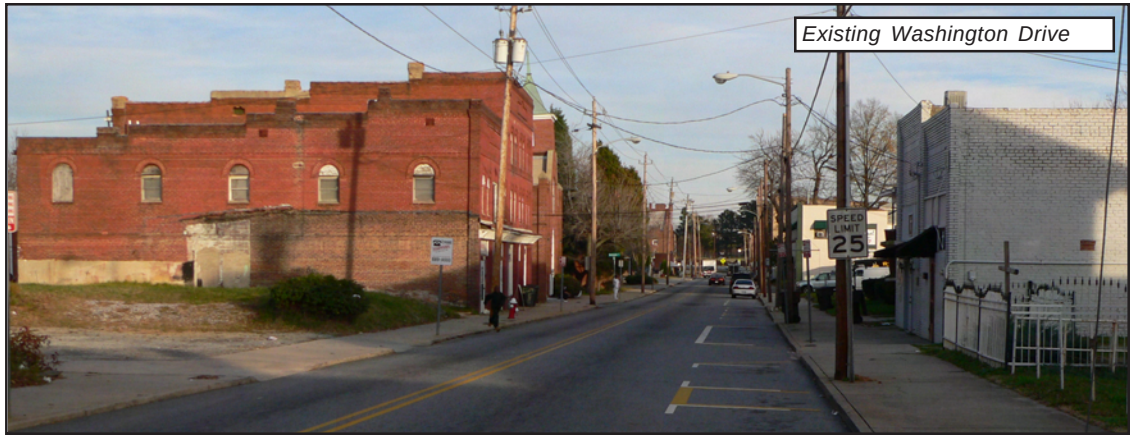
Mixed Use Centers - Washington Drive "Coltrane" District is a top priority

Neighborhood Investment Districts - targeting code enforcement, financial incentives and infrastructure improvements to specific areas

Key Street Improvements - sidewalks, street trees, crosswalks, landscaped medians, etc.

Commercial Incentives - targeted to the downtown districts and new mixed use centers

Industrial Upgrades & Marketing - physical improvements, greater definition, and proactive marketing as with industrial parks



Existing Washington Drive

Proposed Washington Drive

Summary

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Districts, Corridors & Neighborhoods

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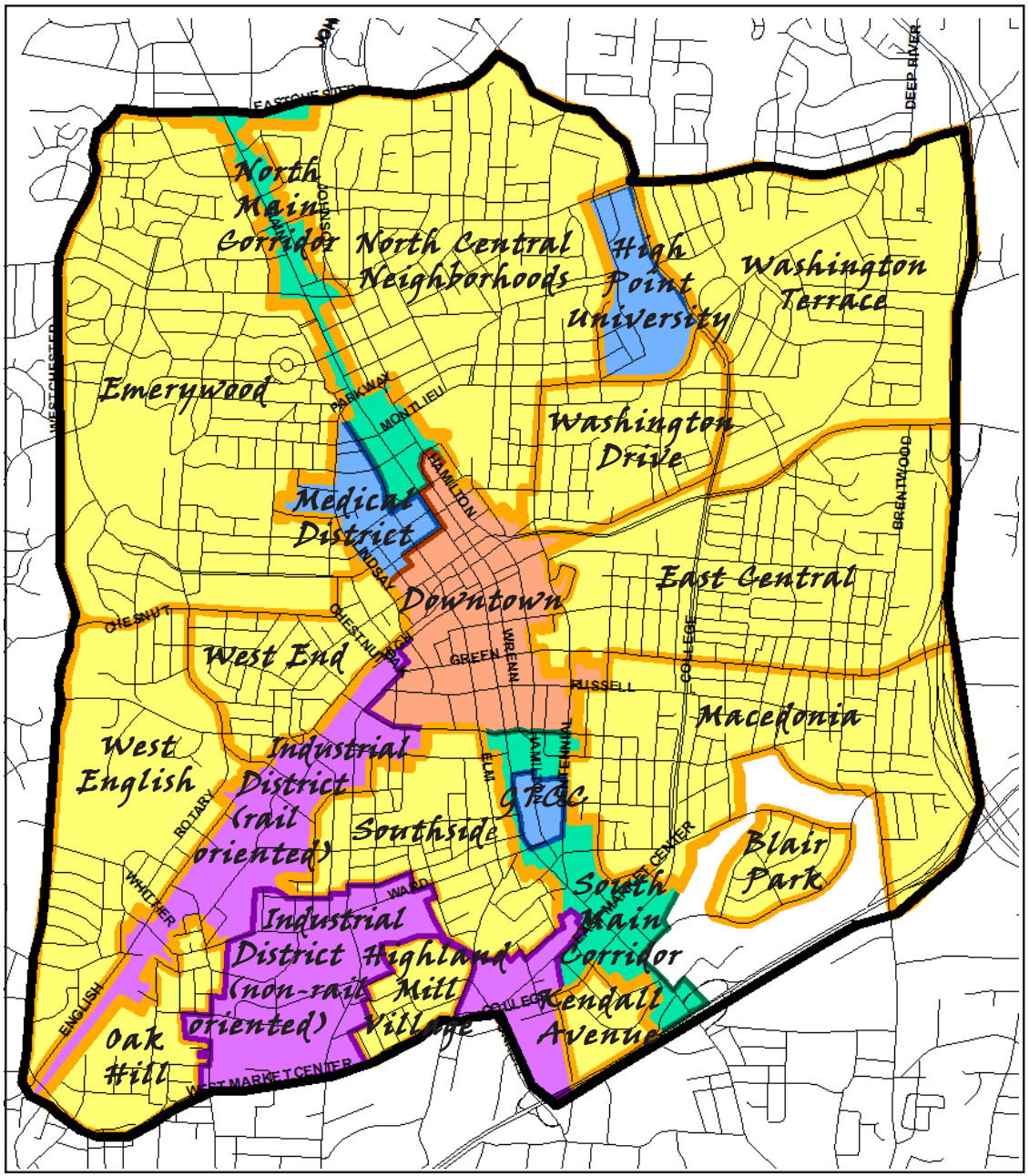


Master Plan Overview

The map at right provides a graphic representation of the key ideas of this master plan for High Point's Core City. Although the plan features much more detail than can be conveyed by this map, it reflects the most central concepts, as listed below:

- *Showroom District* - This is the only district in High Point in which new furniture showrooms are permitted.

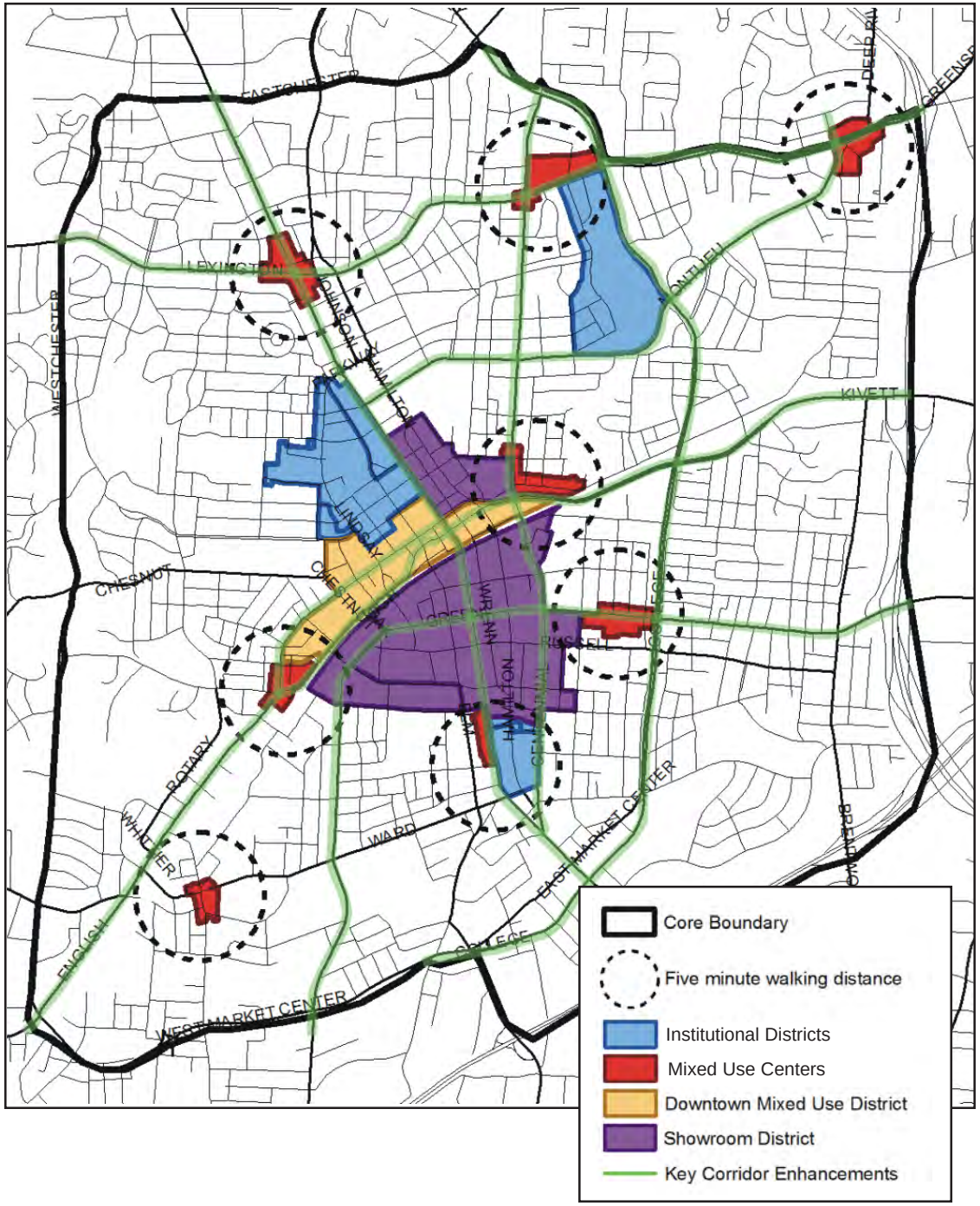
- *Downtown Mixed Use District* - This district prohibits new showrooms and encourages more traditional downtown uses, such as retail, dining, offices, housing and entertainment.

- *Institutional Districts* - These three districts include the Medical District, High Point University and Guilford Technical Community College.

- *Mixed Use Centers* - Eight (8) mixed use centers should be developed and/or revitalized.

- *Key Corridor Enhancements* - At least eight (8) key roads should be physically enhanced both functionally and aesthetically.

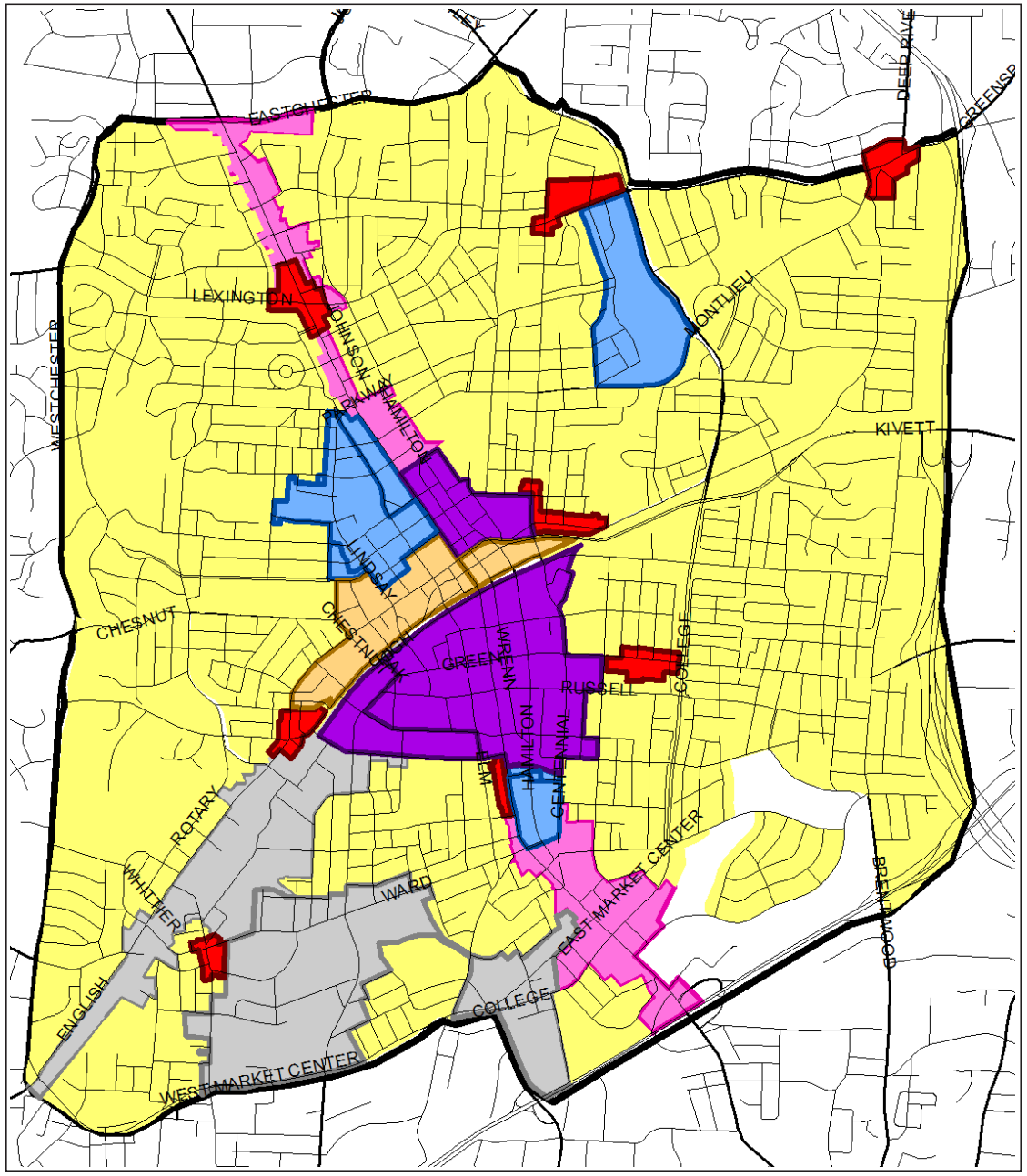
- *Neighborhoods* - Strategies for improvement are both general and neighborhood-specific. See the map on the previous page for neighborhood boundaries and names.



Land Uses

The map at right for proposed land uses includes elements of the maps provided on the previous two pages. On one hand, it recognizes and sustains the neighborhoods, mixed use corridors along Main Street, institutional districts, and industrial areas reflected on the page 1 map of Districts, Corridors and Neighborhoods. However, it also conveys the central ideas of the page 2 map for the Master Plan Overview, including eight proposed mixed use centers and two distinct downtown districts - one to accommodate furniture showrooms and one to encourage a mixture of more traditional downtown uses. In keeping with the scope of this plan, this map is not intended to address land uses on a parcel-specific basis, but instead to provide an approximation of the proposed land use classifications for the Core City. This map would need further refinement to become transformed into a zoning map to implement this plan.

- Core Boundary
- Residential
- Mixed Use Corridors
- Mixed Use Centers
- Showroom District
- Downtown Mixed Use District
- Institutional District
- Industrial District



Land Uses

Below is a summary of each proposed general land use category illustrated on the prior page:

Showroom District

Intent: The primary purpose of this district is to protect the economic viability of the furniture showrooms. Based upon the importance of the showrooms and the furniture market to the local economy, no restrictions are proposed to control the degree to which showrooms exist in this area. It is understood that this approach will continue the trend of inflated real estate prices driven by showrooms, and that it will be difficult for other less profitable uses to occur.

Application: This designation is applied to the core area of downtown where existing showrooms already dominate, as is illustrated in the existing land use map on page 10 of this plan's *Background Study* (see page 1 of *Appendix A* of this plan document). It "rounds out" the showroom fringe areas by creating more definitive boundaries, which will be important to avoiding real estate speculation that unneccesarily discourages beneficial land uses. This designation is applied to two distinct areas that are not contiguous. One is on the north side of Kivett, with Hamilton and Wrenn Streets serving as the primary spine. It features an area that extends east to Centennial Street, between Richardson Avenue and Washington Drive. The other larger district is bound on the north by Kivett and it extends south to Taylor Avenue. It is bound on the west side by Kivett and on the east side by Centennial, although portions of it extend a block or two east of Centennial.

Downtown Mixed Use District

Intent: Although this downtown district currently contains a small number of showrooms, new showrooms would be prohibited in the future. As the existing land use map illustrates in this plan's *Background Study* and on page 1 of Appendix A of this plan, this area contains a diverse mixture of uses, including retail, services and vacant parcels, but furniture showrooms are pushing into it. It is a goal of this plan to avoid this area becoming a single-use area that lacks around-the-clock vitality. Instead, it should function more like a conventional downtown, including shopping, dining, entertainment, offices, institutional uses, cultural facilities, and housing. This mixture of uses should include mixed use buildings.

Application: As illustrated on the previous page, this district extends along the north side of the railroad, and approximately two-thirds of it is located on the west side of Main. It extends as far north as Ferndale Blvd., which constitutes the southerly boundary of the medical area's Institutional District.

Mixed Use Center District

A total of eight (8) mixed use center districts are proposed, although others might warrant designation in the future. Some of these districts once flourished as such centers, but are now in need of greater definition and revitalization. Examples include Five Points, Washington Drive, and the Green Drive mixed use center. Others, such as the intersection of Lexington and Main, have not been historically recognized as identifiable mixed use centers, but have the potential to and should. The intent is to create diverse mixed use areas where people can live, work, shop and play. It is also intended for high-density housing in or nearby so that residents can easily access goods and services, particularly those having limited transportation options.

Mixed Use Corridor District

Intent: This district is intended to reinforce the Core City's existing commercial spine along Main Street. While the area features numerous retail and service uses, it is an objective of this plan that other compatible uses also occur here, including offices, high-density housing and institutional uses. The key difference between this designation and the Mixed Use Center designation is that the latter is a more intensively-developed district providing a strong focal point.

Application: This designation is applied to all frontage along Main Street that is not designated as a Showroom, Downtown Mixed Use, Mixed Use Center or Instititutional district. It also flares out to the east and west in an irregular pattern, extending as many as four blocks from east to west on South Main.

Land Uses

Institutional District

Intent: The intent of this district is to accommodate the existence and future growth of the Core City's three key institutional areas: High Point University, Guilford Technical Community College, and the hospital-anchored medical district. Unlike other areas of the Core City, which need to feature a well-integrated street system, buildings related strongly to their streets, and compatability with adjacent development, Institutional Districts can be more campus-like with an inward orientation, less of a focus on streets, and more of a focus on formal open spaces. Regardless, their edges should still project an attractive face to the rest of the community, rather than featuring parking lots, storage areas, and/or low quality development.

Application: This designation has been applied to three (3) areas within the Core City: High Point University, Guilford Technical Community College, and the medical district. As illustrated on page 3, this district includes not only the existing campus boundaries, but some adjacent areas proposed for future expansion based upon the plans of the respective institutions.

Residential District

Intent: It is the intent of this designation to protect and enhance the qualities of the Core City's neighborhoods that make them positive places to reside. The Core City's residential areas should allow for a range of housing types at high to moderate densities. The higher density housing should be located closer to mixed use centers, the downtown area, parks, and key street corridors. Although housing types should include apartments, condominiums, townhouses, attached single-family dwellings and detached single-family houses, they should all be compatible with one another through design standards. Given that the Core City has a limited number and mixed use centers and they are not readily accessible to everyone, it is acceptable for small-scale neighborhood commercial uses to occur at key intersections so long as they are designed in a compatible manner with off-street parking located behind buildings. Parks and institutional uses, such as schools and houses of worship, should also occur with residential areas.

Application: This designation applies to the majority of land within the Core City. In fact, all of the other land use plan categories combined equal a lesser land area than the proposed Residential District.

Industrial District

Intent: The purpose of the proposed Industrial District is to protect the existence and future expansion of an important component of High Point's economy - industries. It is a goal of this plan that such areas can experience greater economic vitality and physical enhancement in a manner that they can be marketed more in terms of "industrial parks" rather than as a random and deteriorated industrial area.

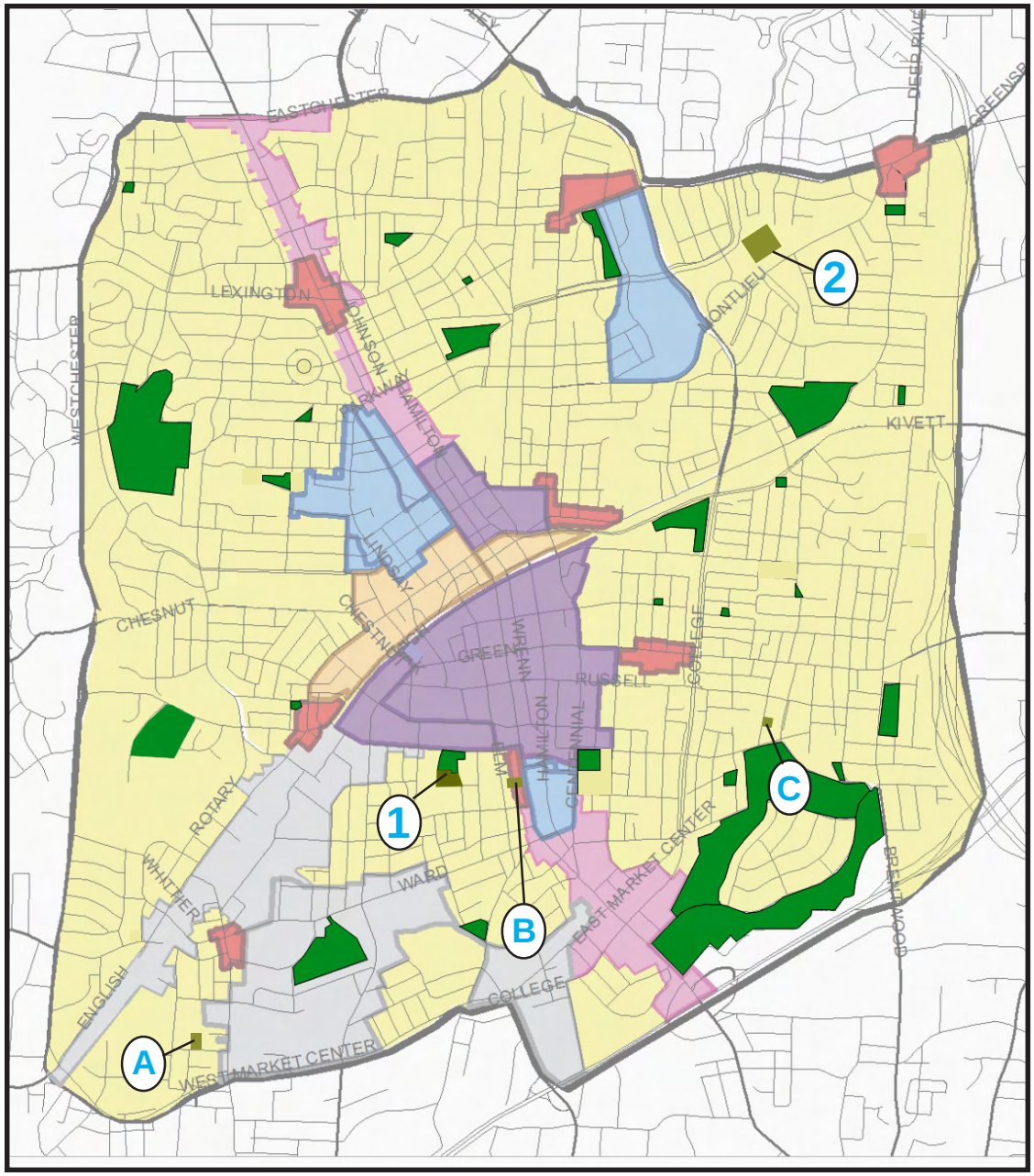
Application: The Industrial District designation has been applied to areas already dominated by industrial uses within the southwest quadrant of the Core City. However, it has also been applied in a manner that will give these areas greater definition by sharpening their boundaries and by eliminating isolated industrial parcels that constitute intrusions into neighborhoods and other contrasting areas. There are three (3) distinct areas that are designated as Industrial. One is a linear area aligned with the railroad tracks along West English Road, and these properties have historically depended upon rail access. The other two industrial areas are located to the east of this corridor and split into distinct halves by the Highland Mill Village Neighborhood.

Public Spaces: Parks & Plazas

The Core City is currently blessed with a total of 25 parks, two recreation centers, two golf courses, and a greenway (see page 21 of this plan's *Background Study* or Appendix A of this *Master Plan* document for a full inventory). However, some of the existing parks and facilities are in need of repair and enhancement, more than two recreation centers are needed to serve the entire Core City, and the existing greenway system is extremely limited in its length and needs to be expanded. Also, one of the two golf courses is part of a private country club. The areas most deficient in parks include downtown, both ends of Main Street, and the southwest quadrant. However, those areas are also the most thinly populated (both residents and employees), so the lack of parks in those areas is not necessarily an issue until such areas increase in population.

- Core Boundary
- Residential
- Mixed Use Corridors
- Mixed Use Centers
- Showroom District
- Downtown Mixed Use District
- Institutional District
- Industrial District
- Existing Parks
- Proposed/Expanded Parks

Note: Parks designated with a number were proposed by the City prior to this planning effort, and those with a letter are proposed per this Master Plan.



Public Spaces: Parks & Plazas

The map on the previous page depicts existing parks and facilities, as well as proposed new or expanded ones. Those mapped as being proposed for development or expansion and designated with a number are based upon the planning efforts prior to the preparation of this Master Plan and include the following (map numbers match those indicated here):

1) Southside Recreation Facility
Expansion of an existing facility to the south, nearly doubling the property's land area

2) Garry G. Burnett Park
Guilford County, the school district and the City are currently developing a park next to Montlieu Elementary School on Montlieu Avenue.

In addition to the proposed new and/or expanded parks and facilities listed above, which are described in more detail in their respective neighborhood plans later in this document, there are three small public spaces recommended within the various neighborhood and mixed use center plan sections of this plan. They have been designated with letters on the map on the previous page, and they include the following:

A) Oak Hill Park
This new park would provide a focal point for new residential development. See pages 93-94 for more information on this new park.

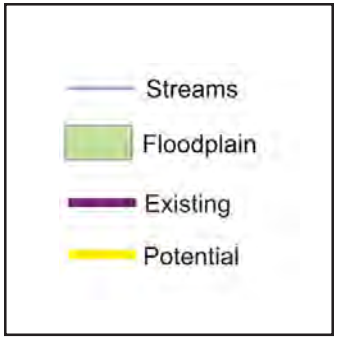
B) South Main Plaza
This new plaza would serve as the anchor for a new Latino-oriented mixed use center located on the west side of South Main Street across from GTCC. Relative to the Core City's other public spaces, in keeping with Latino traditions, this one would be more hardscaped than the more typical grassy park. See pages 69-73 for additional information on this plaza.

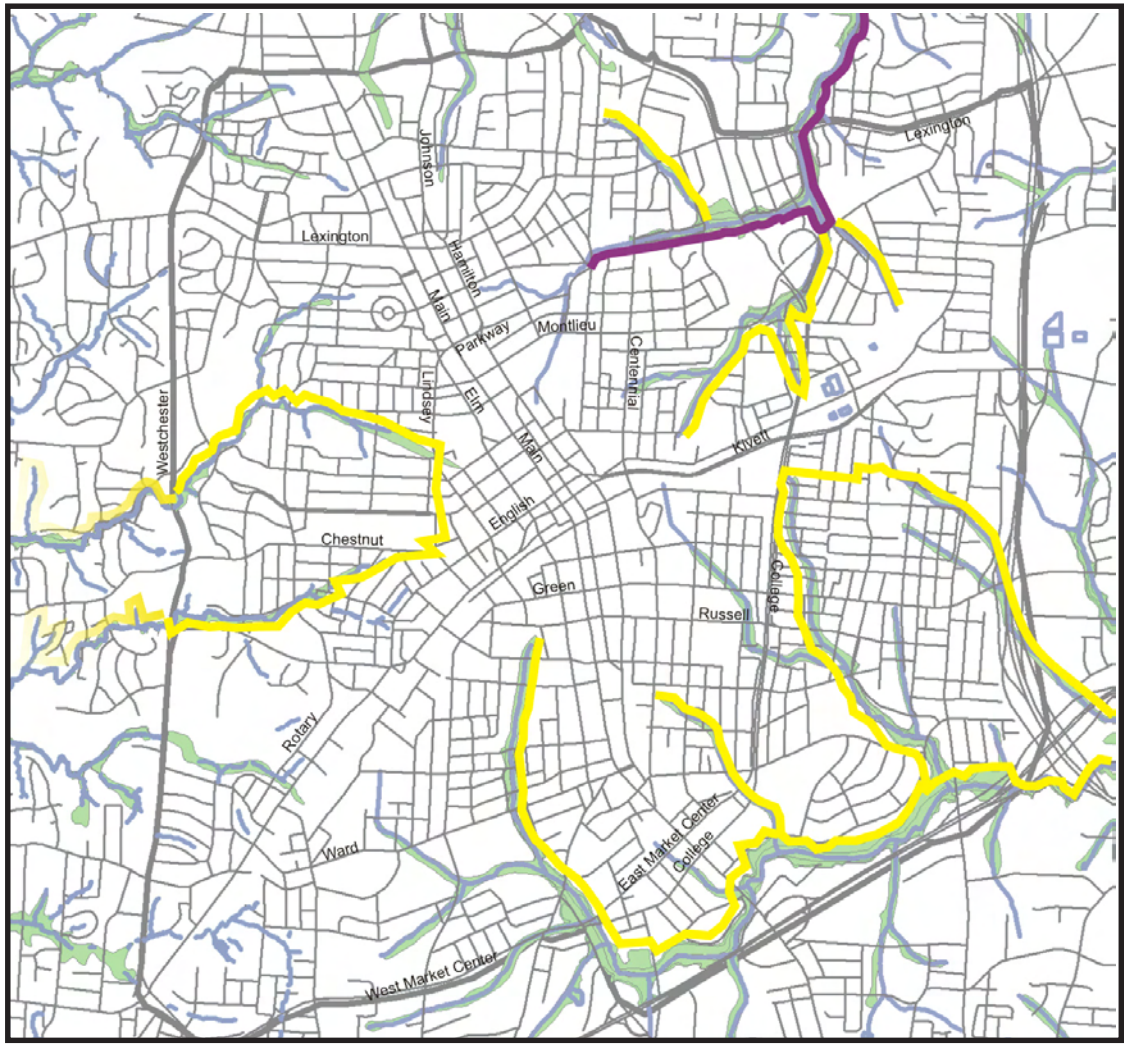
C) Hines Street Park
This park, located in Macedonia just north of the Blair Park Golf Course, would provide a focal point for new residential development. It technically already exists as a park, but it is currently undeveloped because of floodways. It is proposed that the vacant land across the street be added to this park to expand its overall size. See pages 96-99 for more information on this park.

Before creating new parks, a top priority for the Core City should be the enhancement of existing parks. Triangle Park, located in the Emerywood Neighborhood, could benefit from improved and expanded recreational equipment. Aesthetically, planting shade trees around the park's periphery would make it more attractive, define the space more effectively, and help visually screen the overhead wiring.

Public Spaces: Greenways

Greenways can take many different forms, but they are essentially linear parks that create a network for recreation and transportation. They often follow floodplains because they are affordable lands void of development, and they are typically improved with a paved path for pedestrians, cyclists and similar modes of transportation. As the map of existing parks and recreational facilities on page 21 of this plan's *Background Study* and *Appendix A* of this plan reveal, the Core City currently has a very limited greenway system. In fact, there is only a single segment of greenway extending from Forrest Street to the east along East Farriss Avenue. It follows a stream. As it approaches Lexington Avenue, it splits off at an angle to the northeast following the stream, where it extends north of the Core City study area boundary (see map at right).





Public Spaces: Greenways

It is proposed that the Core City's existing greenway system be substantially expanded. This plan proposes seven potential new trail segments for the Core City's greenway system. All follow floodplains, but all must be researched further as part of a detailed and comprehensive greenway plan to determine if existing development and ownership patterns are favorable for the implementation of these trails. The potential trails include the following:

- Two branching segments that follow floodplains that split off of the existing northern greenway segment.
- A segment following a major stream near the southeastern boundary of the Core City. It traverses the Blair Park Golf Course and would extend to a point just east of GTCC.
- A relatively short leg extending north from the Core City's only existing greenway trial along Farriss Avenue
- A segment extending from the main stream along the Core City's southeasterly boundary and following a meandering southeast to northwest alignment somewhat along the US 311 Bypass before it turns west toward College Drive
- A segment roughly parallel with, and approximately ten blocks to the west of, the segment described above
- A trail extending north from the end point of the most southerly greenway proposal and connecting to the existing Southside Recreation facility
- A looping greenway near the westerly boundary of the Core City area and traversing the Ferndale Middle School property

The potential new greenway segments are strategically located to connect with important community resources. Among those are Armstrong Park, Leonard Street Park, Ferndale Middle School, Goldston Park, Council Park, Washington Terrace Park, Macedonia Park, Blair Park Golf Course, and the High Point Country Club.

As noted, the potential new greenway segments described here will require much greater study to confirm their feasibility. Consequently, it is recommended that a detailed greenway plan be prepared for the Core City and perhaps a broader area, such as citywide.

The Core City's only existing greenway, above, serves as a good model for the design of its expansion.

Design Principles: Urban & Mixed-Use Infill

NO: Inappropriate

YES: Appropriate

Height & Setback

Building heights within any of the Core City's mixed use centers should not exceed four stories. The front setback shown above is much too deep. Off-street parking should not be located between the building and its associated street.

Commercial buildings within the Core City's mixed use centers should be one to four stories in height and be located close to the street. More generous setbacks are acceptable if outdoor dining is provided. Off-street parking should be located behind buildings.

Attached housing in mixed use centers should not exceed three stories and it should have relatively shallow front setbacks. Setbbacks might include a planting strip in the sidewalk (above), a shallow front yard, or a courtyard oriented to the street.

Roof Forms

The Core City's older commercial buildings typically feature flat roofs with parapet walls. Pitched roofs are uncommon and none have their roof edges encased in a large cornice, as shown above. There is also no local precedent for pyramidal roofs.

Commercial and mixed use buildings can have either flat or pitched roofs, but flat roofs should be screened by parapet facades. Also, flat roofed buildings, which look more urban, should be encouraged for the mixed use centers and for the tallest buildings, with pitched roofs transitioning to residential uses at the edges.

Multi-family buildings in the Core City's mixed use centers can be either flat or pitched, as shown above. However, if flat, they should be screened with a parapet facade along their street frontage. Dormer windows are also encouraged for pitched roofs, but they should be appropriately proportioned.

Design Principles: Urban & Mixed-Use Infill

NO: Inappropriate

YES: Appropriate

Massing

This building fails to achieve the facade massing that is appropriate for a human-scaled and pedestrian-friendly mixed use center. Rather than being broken up into multiple masses through a series of vertically-oriented bays, its facade consists of a single uninterrupted plane with windows that create a horizontal rather than vertical orientation.

Projecting pilasters (attached pillars) are used on this new building to break up the facade into a series of three vertically oriented bays. This pattern of facade massing is not only attractive, but it fits an environment to be experienced at less than 5 miles per hour rather than 50 miles per hour.

A series of projecting vertical bays punctuating the roof line have been used to create distinct massing for this new townhouse development. Although pitched roofs are appropriate as an alternative within mixed use centers, this roof type conveys a more urban feel.

Facade Design

No street-facing buildings within any of the Core City's mixed use centers and urban areas should feature a blank facade, particularly at the street level. Likewise, windows with heavily tinted or reflective glass should not be allowed.

Not all commercial buildings in mixed use centers should be required to have such a traditional storefront design, but they do need this approximate percentage of glazing, in addition to vertically oriented doors and windows.

This multi-family housing facade design includes vertically-oriented bays created by facade projections and a series of gabled roofs above the second story and shed roofs on the ground floor.

Design Principles: Residential Infill

While the design of houses may seem like a trivial issue to some people relative to meeting the most basic needs for shelter, it is not. The historic character and visual cohesiveness that many older neighborhoods are blessed with is frequently one of their few competitive edges that can be leveraged for revitalization. Each time an incompatible building is added to a historic neighborhood, the area's unique character is diluted and future long-term revitalization efforts will become that much more difficult. Thus, design can be crucial and have tremendous economic implications.

Incompatible Infill Design

Common design problems of many infill houses in the Core City, most of which apply to the house at right (middle), include the following:

- Lack of a raised foundation
- Lack of a front porch
- Incompatible exterior materials (brick in areas dominated by clapboard)
- Square-shaped windows and shutters that do not fit the window
- Incompatible roof pitches
- Driveways and/or garages dominating the front of the house

Compatible Infill Design

The following standards should be applied to the Core City:

- Raised foundation with a minimum height of 18 inches
- Front porch where appropriate, to include a minimum depth of 8 feet
- Compatible exterior materials and no material changes at corners
- Vertically-oriented windows and, when used, shutters that fit
- Roof pitches that are compatible with those of the surrounding area
- No front-loaded garages, and driveways only if historic precedents exist and compatible siting and design are employed

Historic vernacular style cottage common to many Core City neighborhoods

Incompatible new house design within a block of the house pictured above

Compatible new house design in the Springbrook Meadows neighborhood

Design Principles: Historic Rehabilitation

One of the greatest existing strengths that High Point's Core City currently enjoys is its surviving stock of historic buildings. These buildings are important because they provide a unique character that cannot be replicated today. Also, those qualified income-producing buildings needing substantial rehabilitation and following federal standards can benefit from the federal investment tax credit worth 20 percent of the total rehabilitation costs. There is also a tax credit at the state level that can add up to another 20 percent credit. These credits can often be the difference between an economically viable project and one that is not. The Secretary of the Interior's Standards and Guidelines for Rehabilitation are as follows:

1) A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.

2) The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.

3) Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.

4) Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.

5) Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic property shall be preserved.

6) Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.

7) Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.

8) Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.

9) New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.

10) New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

More detailed materials related to these standards can be acquired from the US Department of the Interior, National Park Service.

Design Principles: Historic Rehabilitation

The two historic buildings shown at the right feature many of the characteristics common to those of High Point's Core City. The brick commercial building has substantial historic significance to the Washington Drive area, but it has experienced some inappropriate alterations. Those include: 1) An entrance area being bricked in; 2) Clerestory windows above the storefronts being visually obscured; and 3) Alteration of two second floor windows (not visible in this photo). The historic house shown below the commercial building remains essentially intact, although it has been covered in vinyl siding. Fortunately, these alterations to both structures are reversible and they can both be successfully rehabilitated in the future.

The demolition of historic buildings, such as this one, continues to occur on a regular basis in the Core City.

Key Street Enhancements

The Core City's key streets are extremely important elements of the area. Not only must they function effectively in order for people and goods to travel comfortably and in a timely manner, but people experience the Core City primarily from its key streets. Their perceptions of the area are formed from the key streets, so they must not only function well, but their corridors must be attractive.

Targeted Streets

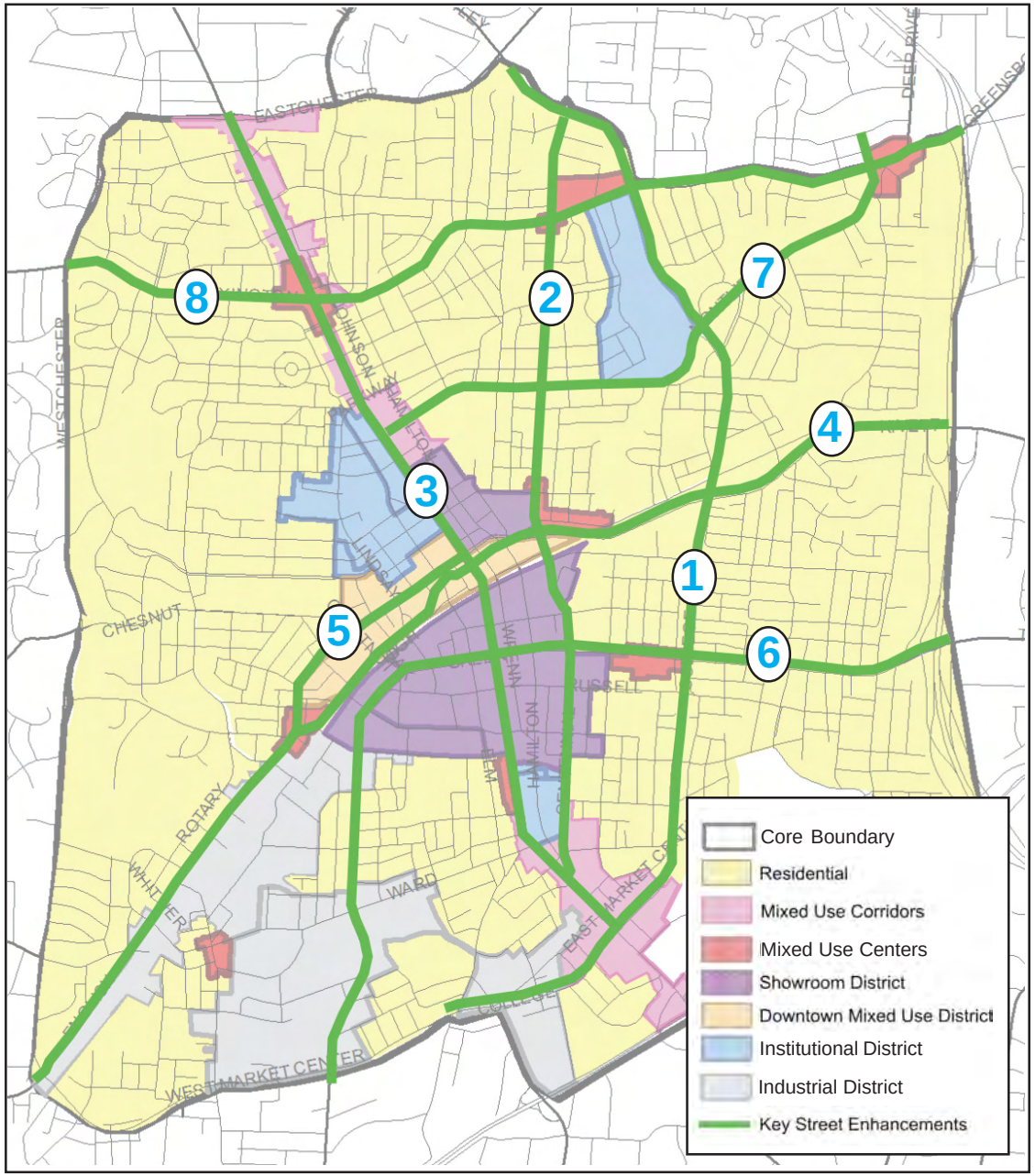
The map at right highlights the key streets targeted for enhancements, including:

1) College Drive
2) Centennial Street
3) Main Street
4) Kivett Drive
5) West English Road
6) Green Drive
7) Montlieu Avenue
8) Lexington Avenue

Proposed Street Improvements

The following types of enhancements are proposed, as appropriate to each:

- Sidewalks
- Bike lanes (where feasible)
- Street trees
- Crosswalks
- Landscaped medians (where feasible)



Street Design

Road Classification Systems

For traffic engineering purposes, roadways are identified as “arterials”, “collectors” and “locals.” These functional classifications are based on the length of trip (local or longer distance) and the degree of access to individual properties provided by the road. Arterials provide for longer trips with limited land access, while local roads provide for shorter trips with much greater land access. The anticipated traffic volume, or capacity, determines whether the facility is further classified as “major” or “minor,” while the trip length and access type help to determine design speed. Despite this set of principles, determining functional classification is not an exact science.

This road classification system works well in rural areas and low-density suburbs, but it is often inappropriate for urban areas, and many suburban areas as well, where land use becomes a major determinant of road function. Also inappropriate is the common road building practice of having the street cross-section be consistent throughout the corridor, regardless of its context. This ill-advised practice has resulted in highways being forced through urban neighborhoods and suburban areas alike, creating access barriers and eroding community cohesion.

Alternatives to Classifications

One result of past practices has been the development of a new approach often referred to as “Context Sensitive Solutions” (CSS) or “Context Sensitive Design” (CSD). This approach has been accepted by both the Federal Highway Administration and North Carolina Department of Transportation.

A key element of CSS is flexibility. High Point has already demonstrated its flexibility through such actions as the Johnson-Hamilton couplet – choosing to use existing streets as part of one-way pairs rather than widening Johnson through an established neighborhood. Continued flexibility is needed to implement the types of enhancements outlined in the preceding page, as well as other transportation improvements noted throughout this plan.

Urban vs Suburban Roads

Urban arterial and collector streets are much more closely tied to land use and property access than roadways with the same functional classification located in more suburban and rural areas. Urban streets must be designed for multi-modal traffic – not only moving cars, but parked cars, as well as buses, bicycles and pedestrians. Travel speeds are slower and property access is higher within urban areas. Traffic signals and intersections are the major determining element of travel speed and how many vehicles a road can move, so wider roads do not help with traffic, but can harm land development. In short, urban areas must accept higher congestion levels than suburban and rural areas. In fact, congestion resulting from local trips should be seen as a positive indicator of economic health, since having too many people trying to reach a destination is preferable to having too few.

General Design Guidelines

As land use density increases, design speeds typically decrease. As land development intensifies, so do multi-modal transportation systems. Design guidelines must be flexible to meet current or future traffic types and facility function, but the following general guidelines are offered by road type:

<u>Urban Arterials</u>

- 2 to 6 through lanes
- Posted speeds of 25 to 45 mph
- On-street parking may be appropriate in dense commercial areas with high pedestrian volumes and low vehicle speeds
- Medians provide: right-in/right-out driveway access; pedestrian refuges; enhanced landscaping; and reduced left turn conflicts with through traffic, bicycle and pedestrians
- Median crossovers can allow U-turns prior to signalized intersections
- Preferred site access is from cross-streets; driveways should be shared whenever possible
- Sidewalks along both sides are buffered by wide (6’ to 8’) planting strips

Street Design

- Crosswalks need pedestrian actuated signal phases, including mid-block crossings
- Horizontal traffic calming devices may be used as needed (see pages 24-26)
- May have bike lanes, off road paths, or alternate parallel routes
- Major transit stops should have shelters and informational signs

With four through lanes and a central turn lane, North Main Street is an example of an Urban Arterial street lacking some desirable features.

Urban Collectors

- 2 to 4 through lanes
- Posted speeds of 25 to 35 mph
- On-street parking is generally appropriate along at least one side of the street
- Medians allow right-in/right-out driveway access; pedestrian refuges; enhanced landscaping; reduce left turn conflicts with through traffic, bicycles and pedestrians
- Median crossovers can allow U-turns prior to signalized intersections
- Driveways should be shared whenever possible
- Sidewalks along both sides are buffered by a 6' minimum planting strips when on-street parking is absent
- Crosswalks need pedestrian actuated signal phases; unsignalized but marked mid-block crossings may be considered
- Curb extensions, raised crosswalks, and similar horizontal and higher speed vertical traffic calming devices may be used as needed
- May have bike lanes or wide outer lanes
- Major transit stops should have shelters and informational signs

Although it is lacking many of the more positive features described above, Washington Drive would fit within the Urban Collector category of Core City streets.

Urban Locals

- 2 through lanes
- Posted speeds of 15 to 25 mph
- On-street parking along one or both sides
- Sidewalks along both sides preferred; along one side required except for very low speed, very low volume shared streets
- Sidewalks should be buffered by a 4' or larger planting strips
- Crosswalks should be marked
- Horizontal and vertical traffic calming devices may be used as needed
- May have bike lanes or wide outer lanes on busier streets; other streets have shared lanes
- Transit stops should be clearly marked and have informational signs

It is lacking on-street parking, sidewalks and other amenities, but Ward Avenue near Prospect would be classified as an Urban Local street.

Street-Specific Design Proposals

When considering the eight key streets recommended for improvements per page 15 of this plan, it must be understood that each will have a different cross-section design at any given point, depending upon its surrounding context. For example, within an urban context, driving lanes should be relatively narrow for traffic-calming purposes, and on-street parking should be provided where feasible. In fact, proposed cross-sections and plans are provided for several of the recommended mixed-use centers addressed on pages 54 through 80 of this plan. On the other hand, when passing through industrial or residential areas where the adjacent development is buffered and essentially "turns its back" on the street, it can be designed for faster moving traffic. Even in that scenario, however, it is important that sidewalks, bicycle lanes, and pedestrian cross-walks be provided where appropriate. In short, the design profile of any one street will need to change from segment to segment. Nevertheless, some general design treatments and priorities can be suggested here in advance of a more detailed study that will be needed as a follow-up to this plan to implement street improvements.

Integrated vs Buffered Streets

While pages 16-18 provide design parameters for specific street types, most streets within the Core City can be split into two general categories: those that are physically integrated into their adjacent development and those that are not. Below are some enhancement recommendations for each.

Integrated Street Segments

All eight of the key streets proposed for enhancements per this plan feature segments that traverse development that is, and that should be, physically integrated with the street. Examples include much of Main Street; the segments of Centennial that traverse the proposed Lexington & Centennial Mixed Use Center, the downtown area; and segments of Lexington traversing the proposed Lexington & Main Mixed Use Center, the proposed Lexington & Centennial Mixed Use Center, and the proposed Five Points Mixed Use Center. Such areas require driving lanes that are wide enough to move traffic, yet narrow enough to slow it down. They also need on-street parking where practicable both for traffic-calming and commercial viability purposes. Sidewalks, street trees and human-scaled lighting are equally important. Similarly, segments of the streets traversing residential areas need to be compatible with their context.

Buffered Street Segments

While most segments of the key streets identified for enhancements are the type that should be carefully integrated into their surrounding development, there are exceptions. Examples include where College Drive traverses residential areas and the segment of East Kivett Drive from Downtown east to US 311 Bypass. Such street segments divide neighborhoods and the adjacent development is no longer oriented toward it. Consequently, a buffering approach designed to mitigate the negative impacts of traffic is most appropriate for such segments. The design objectives for these types of street segments should include further buffering with landscaping, sidewalks and bicycle lanes where feasible, and pedestrian cross-walks.

Priorities

As has been proposed elsewhere in this plan, it is recommended that the top priority for street enhancements be given to the segments traversing the proposed mixed use centers, and they should be phased based upon the phasing of the mixed use centers. The next level of priority should be given to street segments that currently function as a barrier splitting otherwise cohesive neighborhoods, such as many segments of College Drive.

Future Street Widenings

Given the common suggestion of street widenings as the proposed remedy for improving streets in many communities, it is important to note that this plan proposes no street widenings.

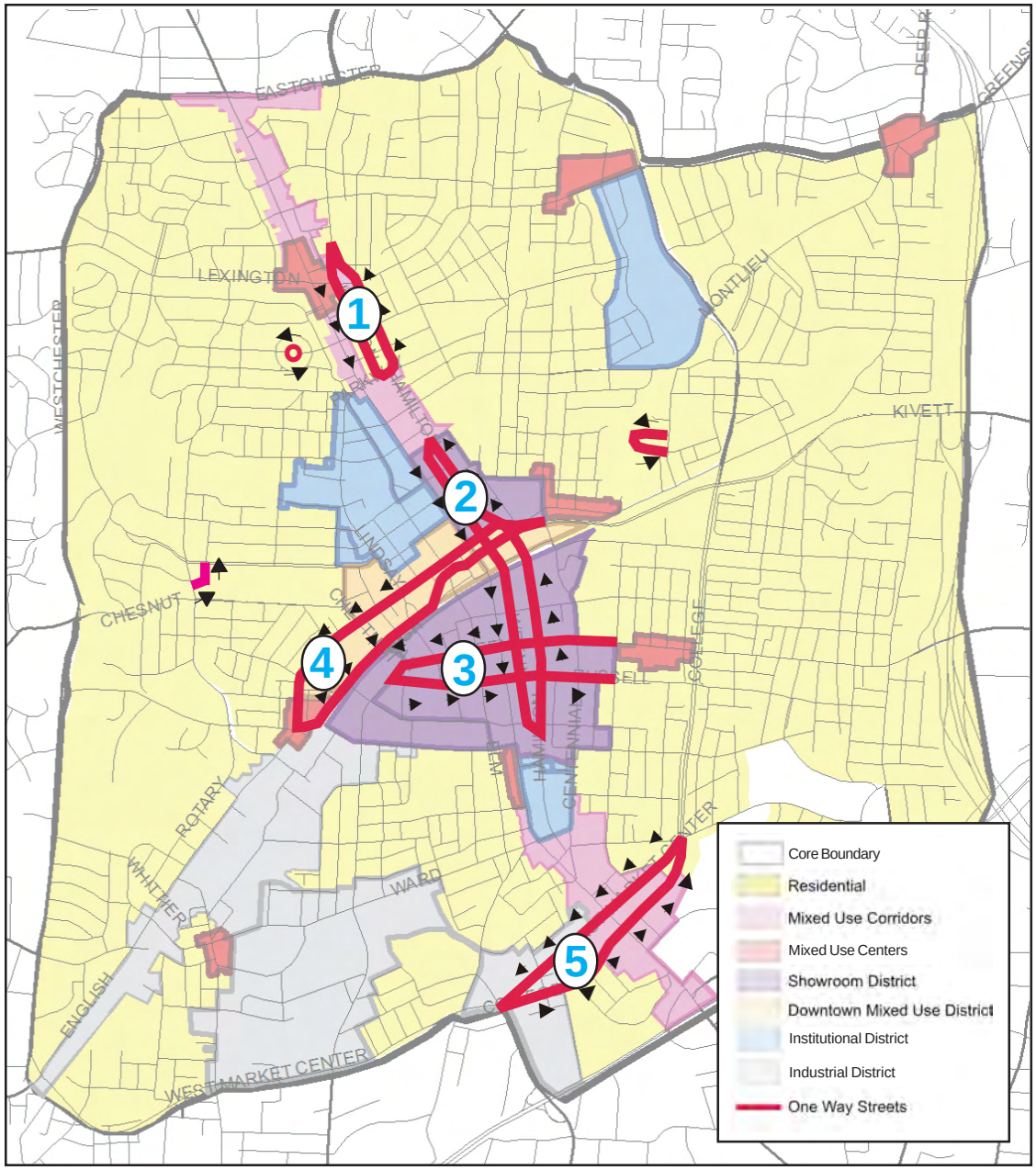
One-Way Street Pairs

The majority of the Core City's streets are intended for two-way traffic flow, although there are exceptions. The Core City's one-way streets are limited to the downtown area of the Core City, as well as isolated areas north and south of downtown. Specifically, they include the following (numbers below match with map at right):

1) Johnson Street & Hamilton Street
2) Wrenn Street & Hamilton Street
3) Green Drive & Russell Avenue
4) English Road & Kivett Drive
5) Market Center Drive & College Drive

Ardmore Circle, Day Place and Arbordale Avenue are also one-way streets, but they are not paired with a corresponding one-way street.

As explained in this plan's *Background Study*, one-way streets have both benefits and drawbacks. Their positive aspects include the ability to move more traffic more quickly within existing rights-of-way, and reducing the number turning conflict points at intersections. However, they can also encourage drivers to drive too fast, making them less safe and often resulting in them being perceived by pedestrians as barriers to cross. They are also confusing for drivers, especially out-of-town visitors. One-way pairs can require indirect routing to reach a destination, and making drivers turn more can negate the safety benefits of reduced turning conflicts. The following four pages address each of the street pairs listed above.



One-Way Street Pairs

English & Kivett

This one-way pair is the continuation of the Kivett Drive thoroughfare west from Centennial. The couplet portion does not have as high a travel demand as the multi-lane "highway" portion, but field observations indicate it functions as a local truck route and carries a substantial number of large vehicles.

English is a relatively straight corridor from Wrenn Street to just past Chestnut Drive, where it begins a long left curve before curving right at the junction with West Kivett at Phillips Avenue. Kivett is much less regular, with some substantial and fairly abrupt horizontal curvature between Lindsay and Main Streets. Sight and stopping distance constraints exist along portions of each corridor, particularly as these apply to oversized, heavy vehicles.

Prior to this planning process being initiated, residents of the West End neighborhood suggested that the one-way pair revert so that both streets become two-way. This plan's proposals for areas adjacent to these corridors include mixed use development in a walkable pattern. Most of the land between Kivett and the railroad right-of-way is undevelopable, so access to the area is unnecessary. Reversion to two-way traffic to provide better access would benefit areas north of Kivett.

To implement this plan for the Core City, primary emphasis has been placed on "road dieting" the Kivett/English pair. The term "road diet" refers to reducing the number of, or the width of, through-lanes on a multi-lane road. The eliminated lane or narrowed portion may be converted to bicycle lanes, sidewalks, planting areas and/or on-street parking. The right-of-way remains the same, but the street space is reallocated. Road diets potentially offer benefits to both drivers and pedestrians. Fewer and/or narrower travel lanes, especially with the addition of on-street parking, may reduce travel speeds and lane changes, which could potentially reduce the number of accidents. Pedestrians may benefit by having less distance to cross and by traffic moving more slowly. Parked cars or additional planting areas can also buffer pedestrians from traffic.

Three street alternatives were assessed:

- Reverting to two-way traffic throughout the corridor
- Reverting to two-way traffic west of Lindsay, while maintaining one-way pairs to the east
- Maintaining one-way pairs throughout the corridor

<u>Alternative 1</u>

Reverting to two-way traffic throughout the corridor would make the travel pattern simple to comprehend, as well as enhance property access throughout the area. However, with the volume of oversized vehicle traffic using this corridor and the limited sight distances through much of it, making all of Kivett and English two-way may increase accident rates. Further, accident severity may increase, as potentially some of these crashes would involve head-on and side-impact collisions between large trucks and automobiles. In some areas, it would be difficult to safely combine on-street parking with large volumes of oversized vehicle traffic.

Alternative 1 provides the most property access, but the least vehicle "through put." If the City decides to proceed with Alternative 1, the following options are recommended:

- English would become a two-lane street with a center turn lane, or with "turning pockets" at intersections, and on-street parking along the south side only. Driveways along both sides of the street should be limited – driveways should be shared or located along side streets whenever possible to minimize conflicts with pedestrians using sidewalks.
- Through trucks would be prohibited from English, while Kivett would be a designated truck route.
- Kivett would become a two-lane street with dedicated "turning pockets" at intersections and key driveways where sight lines and street width permit. On-street parking may be provided where deemed feasible, and where it is not, planting strips may be expanded.

One-Way Street Pairs

Alternative 2

Reverting to two-way traffic only along the segment of the corridor west of Lindsay Street would require clear signage to make the travel pattern easily understandable. This alternative provides easier property access along the western segment of the corridor, while reducing conflicts between large vehicles and automobiles within the eastern segment where sight distances and horizontal curvature impose serious limitations.

Alternative 2 is a compromise, so it does not provide as much property access or vehicular throughput as Alternatives 1 and 3, respectively. If the City decides to proceed with Alternative 2, the following options are recommended:

- West English would become a two-way, two- lane street with "turning pockets" at intersections and on-street parking along the south side only. East English would become a one-way, two-lane street with on-street parking along the north side only if large vehicles are restricted to the left lane. Driveways along both sides of the street should be limited – driveways should be shared or located along side streets whenever possible to minimize conflicts with pedestrians using sidewalks.
- Eastbound through trucks would be prohibited from West English and instead directed onto eastbound West Kivett. Westbound through trucks would continue to use English as redirecting high numbers of large vehicles at Lindsay does not appear to be feasible.
- West Kivett would become a two-lane street with dedicated "turning pockets" at intersections and key driveways where widths and sight lines permit. If most westbound trucks travel on English, on-street parking may be provided along the north side of West Kivett where deemed feasible and, where it is not, planting strips may be expanded. East Kivett would become a one-way, two-lane street with on-street parking.

Alternative 3

Maintaining one-way pairs throughout the corridor would provide the highest level of vehicle throughput, while keeping the travel pattern relatively simple to comprehend. Using the road diet technique to reduce travel speeds, this couplet configuration should have a lower overall accident rate and fewer injury crashes than would the other two alternatives. Alternative 3 provides less direct property access but, as the corridor has multiple cross streets and excellent cross connectivity, the difference in delay between going around the block and waiting to turn left across traffic does not appear to be substantial.

Alternative 3 provides the most vehicle "through put," but the least property access. If the City decides to proceed with Alternative 3, the following options are recommended:

- English would become a two-lane street with on-street parking along the north side, but only if large vehicles are restricted to the left lane. Driveways along both sides of the street should be limited – driveways should be shared or located along side streets whenever possible to minimize conflicts with pedestrians using sidewalks.
- Kivett would become a two-lane street with on-street parking along the north side only if large vehicles are restricted to the right lane.

Recommendation

In order to accommodate local truck traffic, maintain adequate levels of service while slowing travel speeds, provide on-street parking, and reduce pedestrian crossing distances, Kivett and English should be narrowed and reduced to 2 travel lanes as part of a "road diet." Alternatives 1 and 3 are both supported by this plan for the Core City, as each, in their own way, seeks to balance pedestrian and vehicular access with vehicular throughput. Alternative 2 may be too confusing to travelers and too compromised on access versus mobility to support land development. If an alternate route can be created to remove most trucks from this couplet, then Alternative 1 is preferred. Until then, Alternative 3 should be pursued.

One-Way Street Pairs

Green & Russell

This one-way pair runs between West Green Drive and Park Street on either side of Main Street. This couplet may exist primarily to meet access needs associated with the High Point Market. It may also be aimed at accommodating peak commuter traffic demand, but if this were the case, one would expect the pair to intersect with College Drive.

Most of this couplet exists within an urban "downtown" setting, at least physically, with the bulk of abutting land uses associated with the High Point Market. On the one hand, the couplet configuration appears to do a good job of flushing vehicular traffic into and out of the downtown area. On the other hand, the Green/Russell pair, in conjunction with the Wrenn/Hamilton pair, does a poor job of providing vehicular access within downtown due to indirect routing.

Conventional wisdom holds that one-way intersections are safer for pedestrians because fewer conflict points exist. Unfortunately, real world evidence indicates that this reduction in conflict points is offset by an increase in vehicles required to turn due to indirect routing. Further, while two legs at such intersections experience a virtual elimination of turning vehicle/pedestrian conflicts, the other two exist in an almost constant state of conflict, increasing delays and discomfort for pedestrians.

This plan's proposals for areas adjacent to these corridors include High Point Market oriented uses in a walkable, transit-friendly pattern. Also, an area on East Green is proposed as a mixed use center (see pages 64-66).

Recommendation

Reverting Green/Russell to two-way traffic is strongly supported by this plan, as it should improve pedestrian and vehicular accessibility in the Showroom District, while also providing a more direct vehicular connection to the proposed Green Drive Mixed Use Center.

Market Center & College

This pair runs between Surrett Drive and Kearns Avenue on either side of Main Street. College Drive itself is a multi-lane arterial roadway – along much of its southern length having a wide median. A couplet configuration was less land consumptive than the limited access highway cross section of the adjacent College segment.

Much of this couplet serves heavy commercial and industrial areas. South Main, at this point, is a commercial strip within relatively close proximity to I-85 Business.

This plan's proposals for the Main Street corridor adjacent to this couplet include making Main a gateway boulevard with a landscaped median. While this area is expected to remain an auto-oriented destination, improved pedestrian accommodations are proposed as well. Unlike a higher intensity downtown setting where a network of one-way pairs increases vehicle-pedestrian conflicts, the relative isolation of the Market Center and College one-way intersections with two-way Main Street may be preferable for pedestrians, particularly if the couplet configuration keeps street cross sections as narrow as possible.

Recommendation

Converting the Market Center/College one-way pair to two-way traffic does not appear likely to have any noticeable positive or negative effects on this Core City plan. If this couplet is to be studied further, the effects of increased delay on air quality must be considered. However, at this point in time, reverting this couplet does not appear to be warranted.

Johnson & Hamilton

This pair runs between Neal Place and East Parkway Avenue roughly parallel with, and a block east of, Main Street. Johnson Street continues to the north and northeast to connect with Eastchester Drive and US 311. A couplet configuration allowed Johnson's traffic to flow through an established residential neighborhood using existing streets without widening Johnson. Field observations indicate that speeding is common.

This plan's proposals for the Main Street corridor west of this couplet include converting

One-Way Street Pairs

Main to a gateway boulevard and may remove travel lanes to provide on-street parking. While some longer distance through trips may divert from Main to US 311, some shorter distance through trips may be redirected onto the Johnson/Hamilton pair.

Recommendation

Reverting the Johnson/Hamilton one-way pair to two-way traffic is not proposed as part of this plan. If this change is to be studied, it must be considered in concert with plans for North Main Street. Regardless of whether this couplet configuration is continued or reverts to a two-way pattern, both Johnson and Hamilton Streets need a comprehensive traffic calming program to ensure travel speeds are appropriate for a residential neighborhood.

Wrenn & Hamilton

This pair functionally exists in two parts – the northern segment runs between East Ray Avenue and Kivett Drive, while the southern segment runs between Kivett and East Grimes Avenue. Wrenn/Hamilton is basically a continuation of the Johnson/Hamilton pair. Here a couplet configuration allowed Johnson's – and now Hamilton's – traffic to flow through an established business district using existing streets without widening Wrenn or Hamilton. The couplet pattern continues south of the tracks within the Showroom District.

This plan's proposals for areas adjacent to northern Wrenn/Hamilton include mixed use development in a walkable pattern, as well as a showroom district. The couplet configuration appears to do a good job flushing vehicular traffic into and out of the downtown. The southern Wrenn/Hamilton pair, in conjunction with the Green/Russell pair, do a poor job of providing vehicular access within the downtown due to indirect routing.

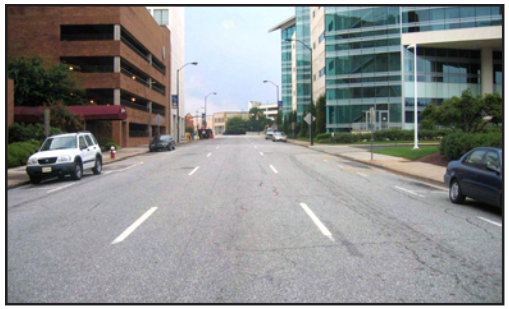
This plan's proposals for the Main Street corridor west of this couplet include converting Main to a gateway boulevard. While some longer distance through trips may divert from Main to US 311, some medium distance through trips may be redirected onto the Wrenn/Hamilton pair.

Recommendation

Reverting all of, or only the southern segment, of the Wrenn/Hamilton one-way pair to two-way traffic is consistent with this plan, as it appears likely to improve pedestrian and vehicular accessibility within the downtown core, and possibly within the Wrenn/Hamilton corridor as well. While reverting the southern segment is consistent with land development and property access goals, it runs counter to current City practices aimed at accommodating High Point Market traffic, including transit and vanpooling efforts. City staff have serious reservations about implementing temporary travel pattern changes and similar techniques that might allow two-way traffic during most of the year, along with one-way pairs during the High Point Market.

The primary reason it may not be preferable to revert the northern segment is the need to accommodate medium distance traffic redirected from North Main Street, but the need to accommodate such travel demand must be assessed against the improvement to local property access within the downtown itself. As the access needs of this area change, the utility of maintaining the couplet configuration should be reexamined.

Reverting the Wrenn/Hamilton one-way pair to two-way traffic is not proposed as part of this plan for the Core City until the conflict between year-round local access and High Point Market mobility goals are resolved. With respect to the northern segment, if this change is to be studied, it must be considered in concert with plans for North Main.



While a two-way traffic flow on Wrenn would benefit downtown on a year-round basis, its current one-way orientation is driven by the High Point Market.

Traffic Calming

Traffic calming, as used in this plan, refers to engineering measures that influence motorists to drive more slowly and deliberately and, thus, reduce speeding, improve safety, expand opportunities for pedestrians and bicyclists, and enhance overall quality of life. Traffic calming techniques fall into two categories – vertical and horizontal speed control measures.

Vertical Measures

Vertical measures deflect vehicles upwards and require the driver to slow before passing over the calming feature. Specific techniques include speed humps, speed tables, raised crosswalks, raised intersections and textured pavements. Raised crosswalks and raised intersections also accommodate pedestrians, particularly children, the elderly and the disabled. Rumble strips were included in this category in the past, but prove to be so noisy and removed with such frequency that this technique is now considered obsolete.

Horizontal Measures

Many horizontal measures require drivers to shift the vehicle to the side so that drivers must slow down and pay attention to steer through the calming feature. Specific techniques include roundabouts and traffic circles, chicanes and modified T intersections, and pavement narrowing, which requires the driver to slow down in order to negotiate the constricted space. Narrowing techniques include neckdowns (also known as bulb-outs), chokers, and center island narrowings. Neckdowns at intersections reduce the distance pedestrians must cross while exposed to traffic. When combined with mid-block crossings, center island narrowings not only help reduce crossing distances, but provide a pedestrian refuge as well. Another calming method is to reduce curve radii at intersections so that drivers must turn more slowly.

Comparison of Measures

Vertical measures are the most common because they are often the least expensive and the most simple to install within an existing street cross section. Horizontal measures tend to be more effective at encouraging deliberate driving, but these can be expensive and difficult to retrofit into an existing street pattern. Roundabouts, in particular, often require additional right-of-way. Use of speed humps and similar vertical techniques along roads frequently used by fire trucks can be a concern for fire departments. Split speed humps, speed cushions and other modified vertical devices may be used to address these concerns.

Summary of Specific Measures

Specific traffic calming techniques are described as follows:

Speed Humps

Speed humps are rounded raised pavement areas typically 12' to 14' in length. They are often very effective when used is a series along a street, spaced 300' to 600' apart. Speed humps are for residential streets and similar lower speed, lower volume roads, but are inappropriate for major roads, bus routes and emergency response routes, or roads with high volumes of oversized vehicles.

Speed Tables

Speed tables are speed humps with a flat top – often long enough to accommodate a car's wheelbase, making them less abrupt than a speed hump. Because of this characteristic and the ability to drive over them at a slightly higher speed (25 mph), speed tables may be more appropriate than speed humps for collector type roads and busier streets, and tend to be preferred over speed humps by fire departments.

Raised Crosswalks

A raised crosswalk is a speed table with a sidewalk-level crosswalk on top. Pedestrians have a better view of traffic when elevated slighty, and they are also more visible to drivers on raised crosswalks.

Raised Intersections

A raised intersection is a flat, sidewalk-level raised area covering the entire intersection. This measure is very pedestrian friendly, as it slows vehicle speeds through intersections - including slowing emergency vehicles to approximately 15 mph.

Roundabouts & Traffic Circles

Roundabouts and the much smaller neighborhood traffic circles require drivers to steer around a center island within an intersec-

Traffic Calming

tion. Entering drivers must yield to those already within the intersection. Small traffic circles are for neighborhood streets where large vehicles are infrequent. They typically replace stop signs. Roundabouts are appropriate for higher volume intersections and must be sized accordingly to accommodate anticipated transit buses and other large vehicle traffic.

Although they are a rarity in the Core City, this small traffic circle is located in Highland Mill Village at the intersection of Jordan and Textile. Because Jordan features a "dog leg" at this intersection, otherwise resulting in excessive driving area, this traffic circle is particularly important to provide clear direction for drivers.

Chicanes

Chicanes are a series of mid-block curb extensions that shift from one side of the street to the other to create an "S" or "Z" shaped curve. Chicanes work best when traffic is balanced in both directions to ensure adequate friction to slow drivers.

Chokers

Chokers employ a narrowing technique that essentially makes part of the street one lane wide, requiring that drivers must yield to those already within the choker. Chokers are used primarily on residential streets. Charlotte is an example of one North Carolina community that has used chokers on connector streets between subdivisions. This technique is generally inappropriate for use on streets shared between vehicles, bicycles and pedestrians.

Neckdowns / Bulb-Outs

Neckdowns or bulb-outs are curb extensions designed to narrow the travel lanes. This technique is frequently used at intersections in combination with curve radii reduction, and sometimes with raised crosswalks. The combination gives pedestrians a better view of traffic, while increasing their visibility to drivers. It also reduces the street crossing distance. In addition to intersections, these curb extensions can also be used in mid-block locations to narrow streets when on-street parking is infrequent.

This mixed use center utilizes both mid-block neckdowns/bulb-outs and a raised crosswalk using brick pavers.

Narrowing

Overly wide streets can be narrowed through the installation of medians or mid-block center islands. This technique may be particularly useful on streets with frequent driveways that would make edge narrowing difficult or cost prohibitive. Enhanced landscaping, as well as providing a pedestrian refuge for mid-block crossings, may help mitigate reduced driveway access.

Curve Radii Reduction

Reducing the curve radius at an intersection will greatly reduce the speed at which drivers can turn right. This can be especially important at intersections where right-turn-on-red or right turn slip lanes conflict with pedestrian crossing movements or on-street parking. In lower volume situations, it is generally acceptable to expect stopped traffic to back up in order for an oversized vehicle to complete a right turn. In higher volume situations, as well as areas with large amounts of oversized vehicle traffic, curve radii reduction must take into account that some vehicles will mount the curb during turning movements. Due to the very low speeds involved, this is not as much of a threat to pedestrians as it is to fixed objects. Therefore, utility poles and other street furniture must be set back accordingly.

Traffic Calming

While it is beyond the scope of this plan to conduct a comprehensive evaluation of needed traffic calming measures throughout the Core City, based upon field observations, the following is a sample of potential measures for specific streets:

Showroom District Streets
- Bulb-outs at intersections
- Curb extensions/tree wells mid-block

North Main Street
- Bulbouts at intersections
- Narrowing via on-street parking and medians
- Median pedestrian refuges

Johnston/Hamilton
- Bulb-outs at intersections
- Speed tables
- Raised crosswalks
- Mid-block curb extensions / tree wells

Wrenn/Hamilton
- Bulb-outs at intersections

Green/Russell
- Bulb-outs at intersections

Kivett/English
- Bulb-outs at intersections
- Narrowing via on-street parking or lane elimination

East Kivett Drive
- Bulb-outs at intersections

Lexington Avenue by High Point University
- Bulb-outs at intersections
- Raised crosswalks

Montlieu Avenue by High Point University
- Bulb-outs at intersections
- Speed tables

Washington Drive
- Raised crosswalks

Chestnut Drive
- Bulb-outs at intersections

Leonard Avenue
- Speed tables
- Chicanes

Brentwood Street
- Bulb-outs at intersections

Park at Russell and Green
- Roundabouts

Franklin Avenue at various intersections
- Neighborhood traffic circles

Ward Avenue
- Bulb-outs at intersections

Phillips Avenue
- Bulb-outs at intersections

Edgewood Drive
- Bulb-outs at intersections

Lindsay Street
- Bulb-outs at intersections
- Curb extensions / tree wells mid-block

Ferndale Boulevard
- Bulb-outs at intersections

W. Westwood Avenue
- Bulb-outs at intersections

Lexington Avenue in Five Points
- Bulb-outs at intersections
- Median pedestrian refuges

The lack of sidewalks in the Core City's neighborhoods, including East Central, underscores the need for traffic calming. Of course, the addition of sidewalks would be the optimal solution.

Parking

In areas where on-site parking is mandated by ordinance, development financing requires it, the market demands it, and/or there is a lack of alternative transportation choices, parking dictates the built environment. Parking lots are the most prominent feature of conventional commercial development. In areas with high land values, some parking may need to be accommodated in multi-level structures. In places with transportation options augmenting the car, on-site parking can be reduced through on-street parking, shared parking, and the use of other transport modes. Given that the Core City's most signifcant parking issues are tied to the downtown area and the High Point Market, this plan section will focus on those issues.

Structured Parking

The Showroom District is unique in that, most of the time, its supply of surface parking lots, structured parking, and on-street parking exceeds demand. However, for a few weeks during the year, parking demand far outstrips supply. A challenge facing High Point is the need to accommodate peak High Point Market demand through a combination of in-district structured parking with remote parking connected by transit, while the High Point Market continues to grow and prosper in a manner that still encourages people to return time after time.

Garage Locations

Where the Showroom District can be served by transit is also where the highest intensity, multi-level buildings should be located, as well as structured parking. Most high intensity uses should be within three blocks of a high frequency transit route, and none should be farther away than six blocks. Structured parking should be scattered along these transit routes, in part so that transit can spread out parking demand, but primarily so that parking and transit work together to support compact, walkable urban design and high-value land development. At present, the City owns and operates three public garages - one is located next to the Radisson Hotel on Main Street, another is on West Commerce, and the third is on East Broad Avenue. The City also owns a parking lot on West High Avenue (see map on page 30).

Garage Design

The design of structured parking is as important as its location. Garages built only for the purpose of vehicle storage create dead streets lacking pedestrian activity. When located on commercial-oriented streets, structured parking should have street level commercial uses, or at least retail-type display windows. Garages can also be placed behind buildings with only mid-block driveways fronting streets. Also, the facades of parking structures should be made to resemble traditional urban buildings by breaking the structure up into distinct human-scaled masses. Because it is so important that structured parking not dampen street life, these principles should be mandated by City ordinance.

This parking garage blends in with its downtown context by massing the facade into distinct bays resembling individual buildings, as well as using architectural detailing such as cornices, window sills and lintels.

Although this garage has limited aesthetics, the ground level is wrapped in retail uses to help activate the street and avoid a dead space.

If designed well, garages can be converted to other uses, such as commercial and housing, should transit gains lessen the need for garages. That was the case for "The Garage," a mixed-use building in Cambridge, MA.

Parking

Off-Street Parking

Meeting Parking Demands

Where the Showroom District cannot be served by structured parking and transit, parking must be accommodated by surface parking lots. Much like a tiered wedding cake, development intensity must step down as the district moves out from its walkable and transit-friendly core supported by structured parking. These outlying developments must be able to accommodate the traffic they generate, as it is too expensive and inefficient to provide ever larger transit loops and more distant parking garages. This fact also underscores the need for the Showroom District to not sprawl outward, but to instead grow within designated boundaries.

For all of the Core City, parking requirements should be reassessed to ensure that no more than adequate parking is required on-site, rather than the common practice of mandating peak demand capacity. In fact, the City should consider prohibiting the provision of more parking than is necessary to avoid the Core City's potential vitality from becoming physically diluted by too much surface parking. Also, for sites having adjacent on-street parking, credit for such parking should be given toward meeting the City's parking requirements. See page 3 of Appendix A for a map of existing parking.

Parking Lot Use & Location

In parts of the Core City beyond the downtown area, off-street parking will continue to be necessary, but conventional suburban parking practices are inappropriate. Adjacent parking lots should be connected to provide off-street connectivity. Such connectivity improves opportunities for shared parking, where two or more adjacent uses with differing peak-hour parking demands are able to maximize their use of parking facilities. In the downtown and the proposed mixed use centers, the location of parking lots behind buildings should be mandatory. Elsewhere, it should be strongly encouraged that parking be located behind buildings or to the side. When parking is located between a building and its street, it should be limited to one or two parking rows, and it should not interfere with pedestrian connections from the sidewalk.

Parking Lot Design

Parking lots can be unattractive, create dead spaces on the street, and eliminate the desirable street edge. Nevertheless, visually "walling off" parking areas can make users feel insecure and create legitimate safety risks, while tall metal fences such as those existing in and near the Showroom District give the impression of a menacing public realm. The key objectives for peripheral walls, fences and landscaping should be to provide a pedestrian-scale street edge and to visually screen automobiles and asphalt (see page 30 map). However, the screening of parking should be secondary to creating a comfortable pedestrian realm and an attractive streetscape. This can be accomplished through articulated walls and fences with architectural detailing, softened with human-scaled landscaping. Despite the fact that the South Main Street corridor will likely remain auto-oriented for the foreseeable future, its visual character should not derive from open expanses of asphalt, but instead from high-quality streetscapes and architecture. In addition to landscaping and other design treatments, human-scaled lighting should be provided for security purposes.

Source: Pedestrian & Bicycle Information Center
Photographer: Dan Burden

The parking lot treatment above is much more urban in character than the treatment below, but both offer effective screens that maintain the desired street edge.

Source: Pedestrian & Bicycle Information Center
Photographer: Dan Burden

Parking

On-Street Parking

On-street parking is vital to the success and vitality of urban areas. It is not only a valuable public resource in and of itself, but it also helps bridge auto-oriented and pedestrian-oriented areas. Convenient on-street parking is critical to the economic success of many retail and service businesses. In addition, parked cars are a form of traffic calming by slowing traffic speeds, and they provide pedestrians walking on sidewalks both a real and psychological buffer from moving vehicles.

Design Options

On-street parking along major streets is usually parallel. In the case of side streets and destination streets with low travel speeds, angled parking can provide up to 50% more parking than parallel parking. Angled parking is often more comfortable and convenient for drivers, while being safer for bicyclists, as exiting vehicles are easier to see and moving slower. Also, the potential for getting "doored" is eliminated.

Convenient on-street parking is critical to the economic success of businesses, and it provides a buffer between pedestrians and moving traffic.

Parking Designation

Areas with high demand for on-street parking, such as North Main Street, should have parking spaces painted or otherwise marked along the curb. Areas with more moderate demand, such as Green Drive, may only need to have parking zones denoted by signs. Along streets with light parking demand, especially those where on-street parking is limited to one side, signs should clearly indicate where parking is permitted. Streets featuring on-street parking can be further defined by the use of tree wells and curb extensions or "bulb-outs" at pedestrian crosswalks (see the previous section on traffic calming for more on these treatments).

Green Parking

"Green parking" refers to techniques that reduce the impervious surfaces of parking areas. Shared, on-street, and structured parking have already been discussed, and because bio-retention is beyond this plan's scope, this section provides an overview of alternative pavers.

With much of High Point's Core City being within a water supply watershed, reducing stormwater run-off, while increasing groundwater recharge, are important objectives. Alternative pavers include pervious concrete, pervious asphalt, turf block systems, unmortared cobbles, stone and brick, gravel, and mulch. Alternative pavers require proper installation and more maintenance than do conventional concrete and asphalt surfaces. It must be remembered that some alternative surfaces may not meet the federal Americans with Disabilities Act (ADA) requirements or may only be suitable for occasional use. Therefore, handicapped parking may need to be paved with conventional materials, and alternative pavers may need to be limited to overflow parking. Showroom District parking lots that are seldom used outside of the High Point Market periods should, when feasible, be as green as possible to minimize the environmental impacts of surface parking.

Parking Management

Although conventional parking practices focus on increasing supply, for the High Point Market, High Point cannot feasibly provide enough supply to meet the short-term demand levels. Instead, the City should focus on providing the right balance between adequate parking and good urban design. This balance can be accomplished, in part, through innovative parking management.

Innovative parking management includes policies and programs that make more efficient use of limited parking resources. These approaches include high-density parking linked with transit and high-intensity urban development, shared parking, appropriate pricing, and marketing. Facilities oriented towards employees that allow parking on a "first come-first served" basis can usually provide parking for up to 15% more customers than can facilities that reserve specific spaces.

Parking

Individual districts, whether as large as the downtown area or as small as the proposed Washington Drive mixed use center, can provide coordinated information on the location, availability and cost of parking. Techniques vary from traditional approaches using wayfinding signage and brochures with maps to more contemporary methods, such as web-based information, up-to-the-minute GPS space tracking, and "smartcards."

One issue that must be addressed as commercial districts become revitalized and more popular is the effective management of on-street parking. In particular, abuses by employees who park on-street can be a serious problem, which hurts businesses because convenient customer parking is unavailable. One possible solution that High Point should keep in mind, if relevant, is the issuance of special stickers for all vehicles of commercial district employees. Such a program might be initiated as voluntary, but if it does not work within a few months, a higher fine structure might be adopted for parking violations committed by commercial district employees.

High Point is already an innovator in connecting the High Point Market with remote parking via transit. The key principle is that parking management should be comprehensive and integrated, recognizing that parking is not facility-specific, but rather an essential component of urban design, walkability, the transit system, and the street network. The focus must be on the efficient and cost-effective use of resources.

Multi-Modal Transportation

The Core City's multi-modal transportation issues can be categorized into two general groups - those related to the High Point Market and those more relevant to people who live and/or work in High Point on a regular basis. Below are ideas addressing each.

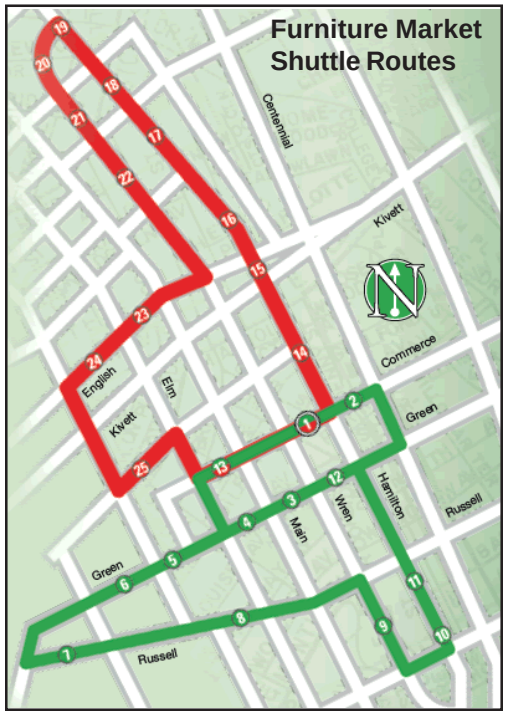
High Point Market Transit

When it comes to meeting customer demands during High Point Market periods, the City has one of the most innovative transit systems in the state, if not the country. Market visitors are offered free shuttle services from the Piedmont Triad International Airport, as well as from dozens of hotels across the region. These free shuttle services include: 1) two fixed-route transit loops within the Showroom District core (see map at right), 2) shuttle connectors north and south to remote parking areas, and 3) demand-responsive shuttles to any destination within three miles of High Point's city limits.

These shuttle services are centered on the Mendenhall Station, a state-of-the-art facility located on Commerce Avenue between Wrenn and Hamilton Streets. The Station provides multiple information displays about transit arrivals and departures via an informational kiosk, while staff are available to assist visitors with their individual transit needs. The Market Authority website allows visitors to select destinations they want to visit and then print a map relating each destination with the closest shuttle stop. The Market Authority's transit efforts show that high quality transportation services that are flexible, frequent, and reliable can attract large numbers of riders and substantially reduce private vehicle trip and parking demand. At the same time, this effort has required almost $2 million in State operating subsidies and over $4 million in federal support funding to date. The current transit services provided cannot be sustained on local government or Market Authority revenues.

The downtown loops and remote parking shuttles are critical elements of urban design, transportation, parking and walkability goals for the Showroom District. These services should continue to be offered and should continue to be free or at low cost because of their importance to the downtown. The demand-responsive shuttles, however, enable Market-related uses to sprawl into areas outside of the Showroom District, where they compete for space with local industrial, commercial and residential development. A free shuttle to scattered locations is not cost effective transportation. Such shuttles are much more like taxpayer-subsidized taxis than transit services. If any service is to be discontinued, or operated at least at cost - if not at a profit, it is this demand-responsive shuttle, as it is counter to a walkable, transit friendly, sustainable and efficient Showroom District.

Park-and-ride shuttles are clearly planned in concert with parking availability. Planning for downtown loops must be coordinated with the development of publicly-owned and open-to-the-public parking garages within the Showroom District. Opportunities for temporary public services should also be explored in conjunction with remote parking facilities and downtown structure parking. Currently, the HOPE medical care unit is stationed in the Showroom District to provide walk-in medical care, while the YWCA a few blocks north of the Showroom District provides some short-term child care services. Major transit hubs,



Source: High Point Market Authority

Multi-Modal Transportation

particularly those at parking facilities and garages, could become temporary centers for medical care, child care, and informational/concierge services, both human and digital.

In general, transit services associated with the Showroom District must be seen as key infrastructure helping to give form and functionality to the district, not just as a service chasing ridership without regard to cost. To this end, High Point Market-related transit needs to stop chasing ridership where it cannot be provided in a cost-effective manner so it can better focus on its core mission of melding high-frequency transit, high-density parking, and high-intensity development to create an efficient, vibrant, enjoyable, successful, and sustainable Showroom District.

Hi tran Bus Transit

Outside of the High Point Market periods, Hi tran, the city's transit system, does not have the resources to provide such flexible, customer-driven services at no cost to the rider. Nor, outside of the Showroom District, does it have the use intensity, development density, or walkability to enable it to provide such services. Where Market-oriented transit must focus on its core mission of melding high-frequency transit, high-density parking, and high-intensity development, Hi tran must be prepared to support the proposed mixed-use centers as they develop. However, it must also be recognized that the transit needs of the proposed Green Drive Mixed Use Center or the Oak Hill Mixed Use Center may be substantially different from the proposed mixed use centers of Five Points or English and Kivett. The innovation, flexibility and customer focus of the High Point Market transit system should apply to these new mixed use centers as resources allow. Furthermore, during visioning sessions associated with this plan, residents expressed an interest in seeing transit service provided during later hours than are currently available. While that fact alone may not warrant extended service hours, it is an issue that should at least be researched further and perhaps addressed.

Multi-Modal Hub

Hi tran and PART (Piedmont Authority for Regional Transportation) share a multi-modal transit hub on Broad Avenue across from the passenger rail station. Currently, High Point is served by both the Carolinian and Piedmont passenger trains. The Carolinian connects Charlotte with New York City, while the Piedmont connects Charlotte with Raleigh. See the map at right for an illustration of these routes. High speed rail services, connecting regionally from Atlanta to Washington, DC and beyond, may become a reality in the foreseeable future.

PART provides the Amtrak Connector, an express bus connection between Winston-Salem's Transportation Center and High Point's rail station, and the High Point Express, which connects High Point's multi-modal hub with PART's regional hub in Greensboro. Currently, the multi-modal hub does not generate enough traffic from outside of High Point to have any effect on development patterns or land uses. However, this plan's proposed new mixed use centers, as well as the mixed use North Main Corridor ("Uptown"), just north of where the hub is located, in combination with transit access, may encourage visitors to experience High Point without a car, whether they arrive in town via an airport bus or step off the train, are daytripping from Winston-Salem, weekending from Charlotte, or are on an extended stay from elsewhere in the country. At that point, transit, land use and development patterns can achieve a mutually-supportive relationship.

High Point's Existing Rail Routes

Source: North Carolina Department of Transportation Rail Division

Railroad Tracks

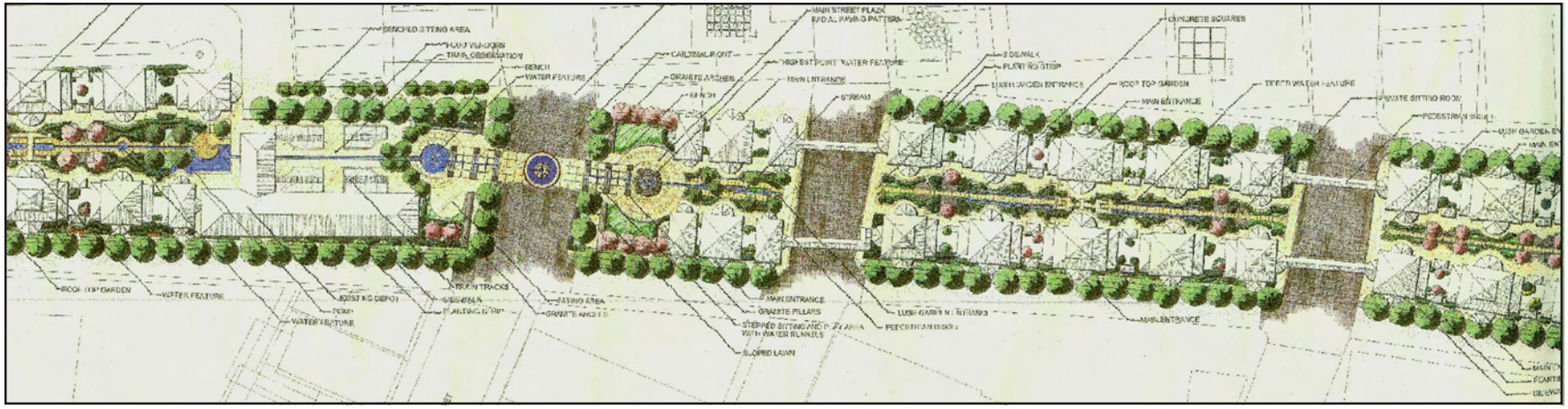
Issue

Cutting through the middle of Downtown High Point along an east-west axis is a railroad line. Owned by the North Carolina Railroad (NCRR), it is leased by the Northfolk & Southern Railroad. In fact, a historic railroad station serving this rail line is located where the tracks intersect Main Street (on the west side of Main Street), and passenger service operated by Amtrak stops regularly at the station. Because the tracks were lowered below grade level in 1937, the downtown is fortunate to not be plagued by the traffic disruptions that many downtowns across the country experience. Regardless, some downtown supporters are concerned with the track area's appearance, as it often collects litter. Furthermore, this corridor is viewed as a lost opportunity for development, particularly development that might provide another dimension to Downtown High Point beyond the furniture industry, such as retail, dining, entertainment and housing.

Building Over the Tracks

For several years now, there have been discussions of building over portions of the depressed railroad line within the core of Downtown High Point. One of the main proponents of this concept is the City-designated High Point Downtown Improvement Committee (HPDI), which was created approximately six years ago. One of the inspirations for this scheme is Chicago's Millenium Park, which covers 25 acres of railyard. In addition to eradicating an eyesore, the primary goal is to create developable land that can be used for purposes other than furniture related, such as retail, restaurants, entertainment, housing and public space. In fact, a detailed feasibility study was recently prepared to explore the idea of building over the tracks, and NCRR paid for half of the study's $77,000 cost. This study projected a cost of $69 to $100 million to build over the tracks alone, not including related development costs. Another serious look at developing the tracks was taken by landscape architecture students at North Carolina A & T University. Their scheme

Some see the depressed rail line as both an eyesore and an untapped opportunity for development within the corridor's air space.



This concept plan, prepared by landscape architecture students at North Carolina A & T University, illustrates a development scheme for the rail line.

Railroad Tracks

proposed a double row of buildings with a heavily-landscaped central pedestrian mall traversing the length of the corridor.

Benefits & Challenges

Below is a summary of the various pros and cons of pursuing the concept of building over the railroad tracks:

Benefits

1) The creation of new real estate that might be considered off-limits to furniture showrooms would allow retail, services and housing, as well as public space, to occur to the benefit of the High Point Market and downtown in general.

2) Existing voids in the current streetscape for Main Street and other north-south streets would be eliminated, thereby increasing a greater sense of cohesiveness and vibrance.

3) Nuisances such as noise and litter along the tracks would be eliminated, although this issue is relatively minor given the depressed nature of the tracks.

Challenges

Challenges facing this concept include:

1) The costs for building over the tracks have been estimated at anywhere between $69 and $100 million, necessitating the need for substantial federal and/or state funding to be feasible.

2) While the rail line's owner supports the idea, the leasee does not.

3) The amount of attention that a project of this magnitude would require might distract the City and other stakeholders from more valuable initiatives to improve the Core City.

Recommendation

It is recommended that this concept be given a relatively low priority in light of more pressing needs for the Core City, but its potential merits make it worthy of keeping the idea alive for a time when outside funding might become available for implementation. If the railroad corridor were High Point's only option for acheiving a bonafide downtown in light of the furniture showrooms' domination, it might be considered a more critical project. However, given the alternatives suggested by this plan, including the proposed Downtown Mixed Use District, the North Main Corridor ("Uptown"), and the various proposed mixed use centers throughout the Core City, the original downtown is not High Point's only option to experience an urban, mixed use and pedestrian-friendly environment. Furthermore, "big fix" projects rarely turn a downtown around on a sustained basis, and given the resources and attention that the project would absorb, even with substantial federal and/or state funding, it might compete too much with other initiatives. Nevertheless, given that the idea may have some merit with the right timing and available resources, the following considerations should be kept in mind should implementation proceed:

- Lands created by building over the tracks should only be used for non-showroom uses. In fact, a study to determine the optimal tenant mix to help the downtown area should be conducted and only those uses should be pursued, in addition to public space.

- The existing street grid should be preserved and extended across the railroad corridor. In order to retain the existing streets running parallel to the tracks on either side, High Avenue and Broad Avenue/Kivett Drive, it appears that there is only enough space to accommodate a single row of buildings along this corridor. Although such an arrangement would preclude the use of alleys, requiring each new building's loading area to directly front a street, the general lack of alleys in Downtown High Point negates that issue. Each building would need to have essentially two front facades to orient to the existing streets running parallel to the tracks.

- The internal pedestrian mall concept proposed by North Carolina A & T's scheme should not be pursued unless it is treated in a secondary manner and the primary facades and entrances of buildings are oriented toward a street. Despite having been tried by countless communities, a specific set of conditions are needed to make them economically viable, and those would not exist in this case.

Railroad Tracks

Appearance Along the Rail Corridor

Even if the idea of building over the railroad becomes a reality, in the meantime, its appearance could use some improvement. Current aesthetic challenges include litter and a general lack of maintenance. Potential solutions relate primarily to landscaping and controlling litter. Although more detailed research and thought will be required before specific actions can be implemented, the following ideas should be explored:

- Install evergreen landscaping along the top of either side of the railroad cut. Specific species selected should require little to no maintenance and should be located only where sufficient planting area widths exist.

- Conduct periodic clean-ups to remove litter. Potential participants might range from citizen volunteers to Boy Scouts to supervised inmates. Regardless, safety liability issues must first be addressed.

Any of these proposed solutions will require the approval of the railroad owner - the North Carolina Railroad (NCRR), and may even require the blessing of the Northfolk & Southern Railroad, which leases the railroad from the owner.

The most likely solutions to improve the railroad's appearance include landscaping and litter control.

Downtown Streetscapes

The public realm of downtowns referred to as "streetscapes" includes the full spectrum of where the public travels, whether by car, foot, bicycle or other means. Streetscapes include the street, curb, sidewalks, landscaping, lighting, streetscape furnishings and adjacent building facades. Because of the importance of streetscapes to the downtown, the City of High Point prepared a *Downtown Streetscape Master Plan* in 1996. It pointed out the many deficiencies that still exist, including a lack of landscaping and furnishings, such as benches, and a disjointed design theme. A key streetscape shortcoming that was also highlighted in that plan was the many blank building facades that line some of the downtown's primary streets. Addressing that streetscape issue alone would go far in enhancing the downtown's public realm.

Current Conditions

As the images at right reveal, Downtown High Point - the area that has evolved into the Showroom District, faces many design challenges preventing it from being a pedestrian-friendly environment. While most of its streets feature adequate sidewalks for walking, the blank building facades do little to contribute toward an interesting and attractive streetscape. Among the many characteristics of downtown's ground floor facades are blank walls, reflective glass, heavily tinted storefronts, and interior shades that obscur the interior of the building.

Recommendations

Recommendations for Downtown High Point's streetscapes are broken into two categories - building facades and the pedestrian right-of-way, as follows:

<u>Building Facades</u>

Because the design of adjacent building facades has such a significant impact on a streetscape's character, and because of the limitations of incentive-based tools to control building design, it is recommended that an urban design overlay zoning district be applied to new downtown buildings, as well as those in the proposed mixed use centers throughout the Core City. Although a variety of design issues should be addressed, a particularly important standard

Blank facade

Reflective glass facade

Blank facade softened with landscaping

Heavily tinted glass facade

Downtown Streetscapes

would be one that prevents the further proliferation of blankbuilding facades such as those pictured on the previous page. Facade standards should include the following principles:

- Building facades should be massed into distinct vertically-oriented bays using facade plane off-sets, material and/or roofline changes, pilasters, and similar features.
- Flat roofed buildings should feature parapet walls to hide the roof.
- Minimum glazing (glass) requirements should be required to avoid blank facades, and reflective or heavily-tinted glass should be prohibited.
- The primary entrance of the building should front onto the street.

See pages 10-11 regarding design principles, and page 149 regarding zoning measures.

Pedestrian ROWs

- Sidewalks should be designed with at least two zones: the pedestrian zone and the utility zone. Should space allow, a third zone - the dining zone, should be accommodated.
- The pedestrian zone should include a minimum unobstructed width. Paving materials can range from special pavers to concrete.
- The utility zone should be located along the street curb. It should include landscaping, street lights, trash receptacles, utility poles, and similar features.
- Where space is limited, street trees should be located in tree grates rather than landscaping strips that are less space efficient.
- Streetscape furnishings, including benches, trash receptacles, and street lights should be coordinated in design. Lights should be human scaled.

The style of the existing streetscape furnishings along Main Street within the core of downtown, including the trash receptacle above and the bench below, should be expanded throughout the downtown.

This North Main Street streetscape serves as a good model for the balance of Downtown High Point and the proposed mixed use centers.

Utilities

Electricity

The City of High Point Electric Department (HPED) and Duke Power are responsible for maintenance, expansion and operation of the City's electric distribution system. Within the Core City, Duke Power services many of the older industrial customers, while HPED services most of the residential and commercial customers.

Most of the immediate downtown electric service is underground. A few of the oldest segments are between 30 and 40 years old and will need to be replaced in the near future. The City has an on-going program to bury downtown's overhead electric service, and $200,000 are budgeted annually for the program. These funds allow for the wiring for approximately one city block per year to be put underground. A capital budget item for streetlighting includes replacement in the Core City of older mercury vapor fixtures with sodium vapor fixtures, which are more efficient and provide better light quality.

Overhead lines on wooden poles are prevalent outside of downtown. These overhead utilities could be buried or relocated to rear lot line easements for an improved streetscape appearance in this plan's proposed mixed use centers (see pages 54-80) and along key enhancement streets (see page 15). Other Core City electrical improvements include relocating and/or burying overhead utilities, and installing new street lighting as part of the current Kivett Drive gateway improvements.

Water, Sanitary Sewer & Stormwater

The City of High Point Public Services Department is responsible for maintenance, expansion and operation of the City's drinking water distribution system, sanitary sewer system, and stormwater system.

Water

Adequate water service is currently available throughout the Core City. On-going capital budget improvements of water lines in the Core City include repair or replacement of obsolete lines, which is budgeted at $1 million annually city-wide. There are no current bond projects. The most recent replacement was along Westwood Drive, between Hamilton and Rockford, increasing the line from an 8" to a 12" line. Other lines in the area are repaired by cleaning and epoxy relining at a rate of approximately one project per year.

Sanitary Sewer

Adequate sanitary sewer service is available throughout the Core City. On-going capital budget improvements of sewer lines in the Core City also include repair or replacement of obsolete lines, which is budgeted at $1 million annually city-wide. There are no current bond projects for sanitary sewers.

Stormwater

Several stormwater system improvement projects within the Core City were approved in a 2004 bond package. Projects in the Core City that are under construction or planned for completion by 2009 include:

- Sherbrook Drive
- North Rotary Drive / West Farriss Avenue
- Jacobs Place / West Green Drive
- West Ray Avenue and Hospital area
- North Hamilton Street / Montlieu Avenue

The Public Services Department maintains a program to assist with certain storm drainage problems on private property for the purpose of improving natural stormwater drainage. Work includes cleaning out debris and obstructions to improve water flow, performing bank and slope stabilization, and installing pipe to contain flow.

Gas

Gas service is provided by Piedmont Natural Gas and is available throughout the Core City. No significant issues related to gas within the Core City have been identified.

Key Potential Developments

The provision of major community facilities can go far in helping to revitalize areas in need. While they are rarely the "quick fix" that they are often touted to be prior to their construction, they give people a reason to travel to a part of town that they might not otherwise frequent, and nearby retail and restaurant businesses can benefit from their traffic during peak times of use. Therefore, when communities consider spending substantial funds on new public facilities, they should think strategically in order to maximize potential benefits.

There are two key potential new developments for the Core City that have been identified through this planning project. Both are only tentative projects at present, as they would require detailed feasibility studies to confirm their viability. Regardless, these project include the following two:

Arena/Convention Center & Hotel

Identified Needs

- High Point University may in the future need a facility that can host large gatherings, such as basketball games, that, for example, may accommodate 6,000 to 12,000 people.
- A few large trade shows have recently rejected High Point due to a lack of enough unobstructed space (free of support columns).

Facilities such as this can maximize seating for basketball games, but remove the court and most immediate seating (see blue areas above) for trade shows and similar events.

Source: Gaylord Entertainment Center

- There is a need for additional high-end hotel rooms for both the High Point Market and year-round.

A rough model as an example for this facility is Rupp Arena in Lexington, Kentucky, which is physically integrated with a high-end hotel, dining, shopping and meeting space.

Recommendations

Conduct a thorough feasibility study to confirm the validity of this idea. The study should focus particularly on the projected level of market demand and financial viability. If sufficient feasibility is determined, subsequent steps should include the following:

- Identify a site on the fringe of the Showroom District based upon specific locational criteria (see criteria and map on the following page).
- Create a partnership between the University, the City, and a hotel developer to pursue this concept further.

Design Center

As in the case of the arena/conference center and hotel complex, this idea needs much more evaluation for feasibility, but it is based upon other design centers in communities such as New York, Washington, DC, Atlanta and Charlotte. These centers are targeted to design professionals such as interior designers and architects. They are a resource for learning about various products, such as materials used in construction. Designers often bring their clients to such a facility to make product choices.

It must also be recognized that a "High Point Design Center" already exists, but it is a network of participating showrooms rather than a single facility. This showroom network includes dozens of showrooms, particularly in the Wrenn and Hamilton Streets corridor, that are open year round. Nevertheless, the

Key Potential Developments

concept proposed here is based upon the idea of a single physical structure. It is recommended that the same factors employed to decide on the location of the arena/convention center and hotel complex be used for this facility. Likewise, a rigorous feasibility study will be required.

Site Selection Criteria

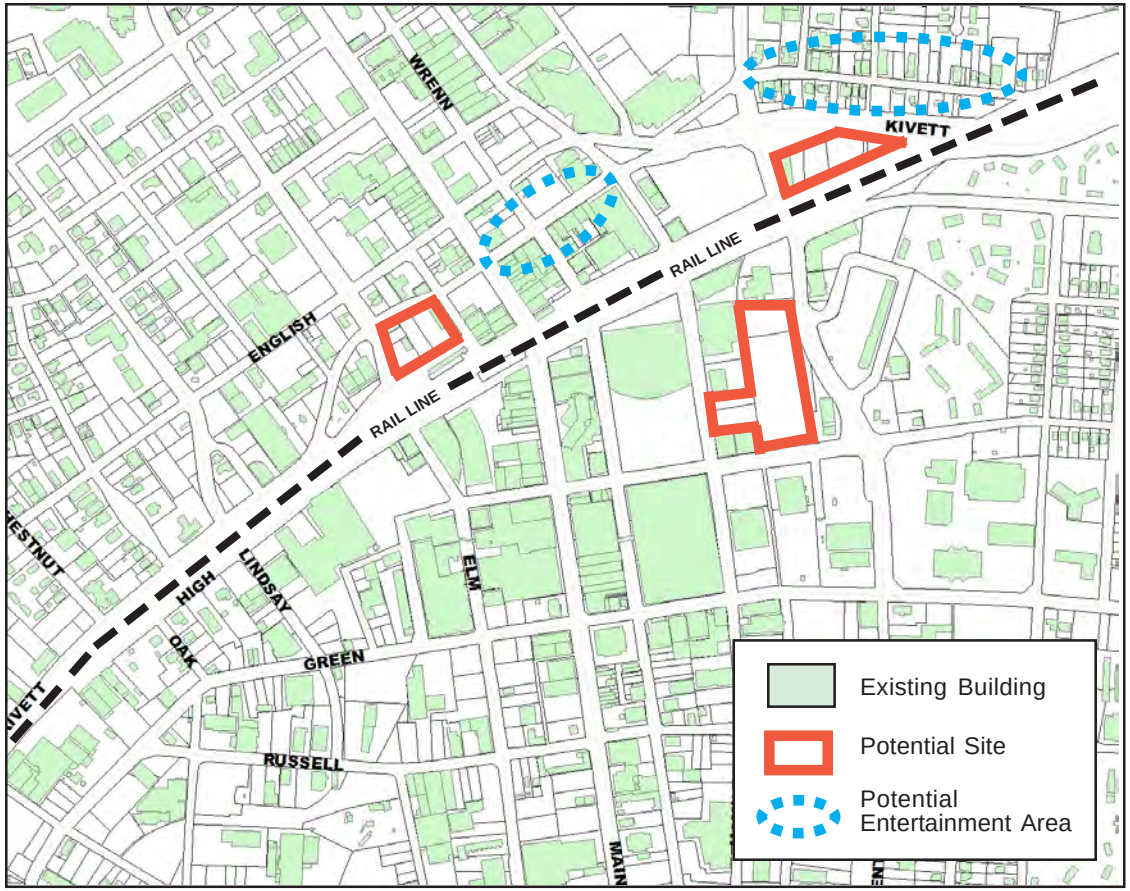
The following criteria might apply to both the arena/convention center and hotel complex and the design center:

1) Close proximity to the Showroom District
2) Good access to accommodate large volumes of peak traffic
3) Avoid the demolition of significant historic buildings or other important resources
4) Potential to leverage economic spin-off benefits to nearby businesses (existing and/or future businesses)
5) Avoid, to the extent possible, the interuption of the street grid, which is needed for efficient traffic movement and pedestrian activity
6) Avoid land assemblages involving numerous property owners

Potential Entertainment Areas

If a major anchor-type development is to be developed downtown, it will be beneficial if a nearby entertainment district occurs as an amenity. There is potential for at least two such entertainment districts within the area targeted for a major downtown development (see map below). One is the proposed Washington Drive Mixed Use Center, described on pages 56-60, and the other is the two blocks of E. Kivett between Main and Hamilton.

The two blocks of E. Kivett between Main and Hamilton have potential for a small entertainment district because of the human scale and historic architecture that give it a strong sense of character.

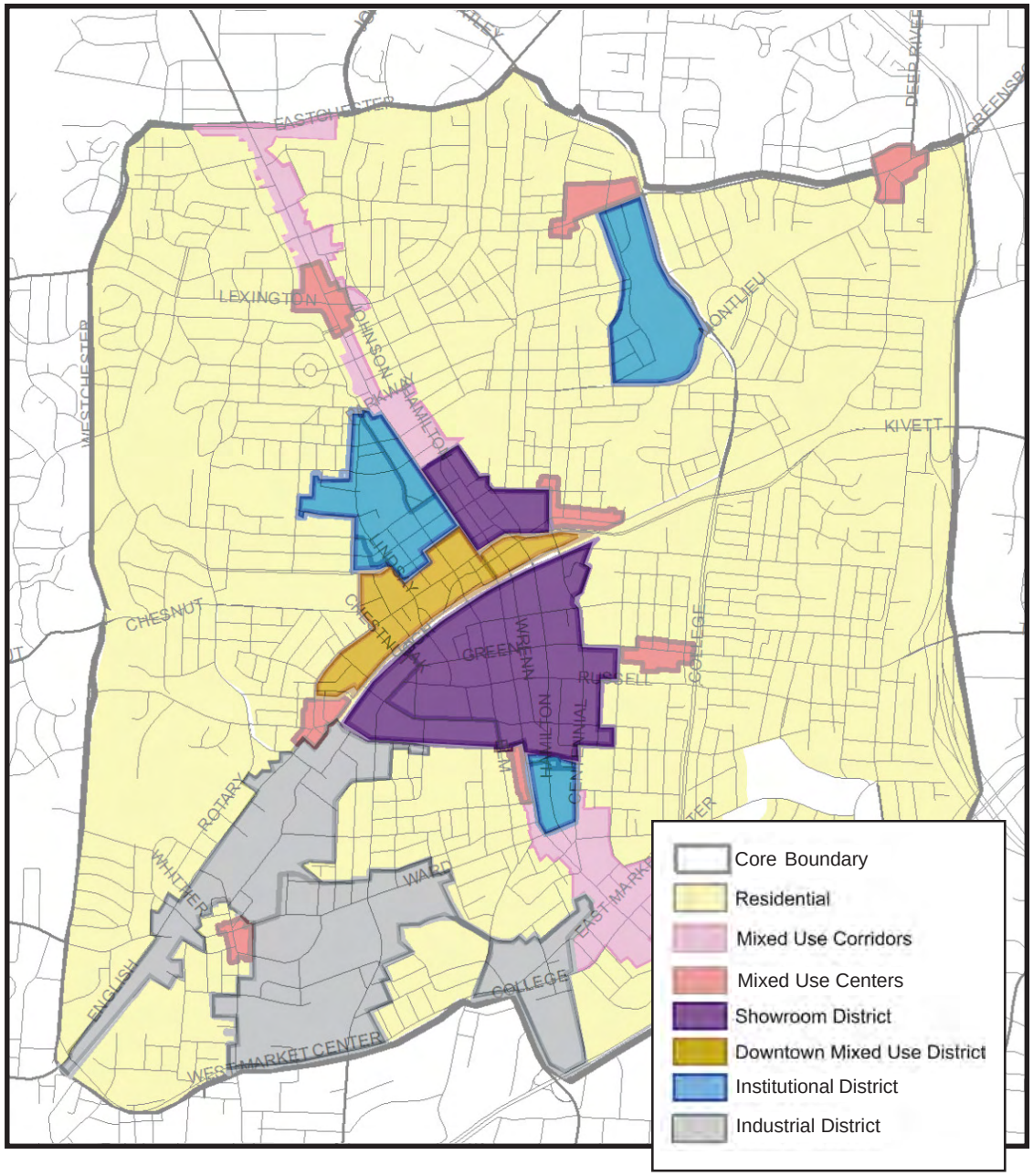


Districts

As the map on page 1 of this plan illustrates, the most effective manner to understand and address the Core City is by first recognizing it as a network of distinct places. This plan has delineated these places as districts, corridors, and neighborhoods. A district is considered to be a discernable place in which specific functions occur and a common physical identity exists. When the boundaries of districts are defined and strengthened, and when the positive characteristics of districts are reinforced, the districts themselves benefit, as does the larger whole. In this case, the "larger whole" is the Core City. This plan's identification of distinct districts is a combination of recognizing existing conditions and proposing what should occur in the future. The following districts have been identified for the Core City plan:

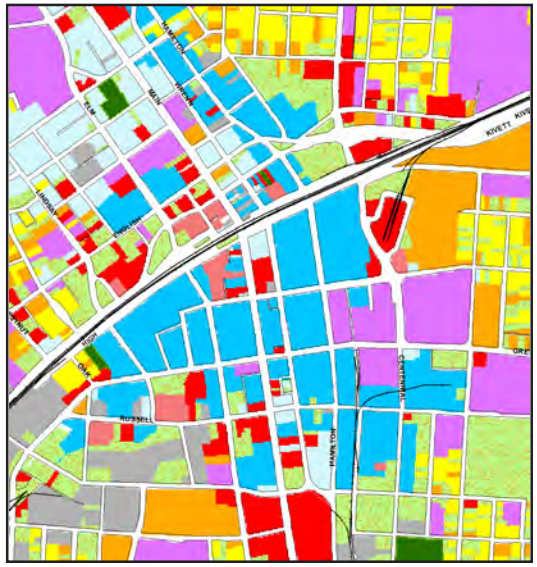
- Showroom District
- Downtown Mixed Use District
- Medical District (Institutional)
- High Point University District (Institutional)
- GTCC District (Institutional)
- Industrial District

It is noteworthy that, in addition to districts, corridors and neighborhoods, this plan has also designated eight (8) mixed use centers. Because these areas are defined more by their focal points than their boundaries, they have been addressed separately (see pages 54-80).

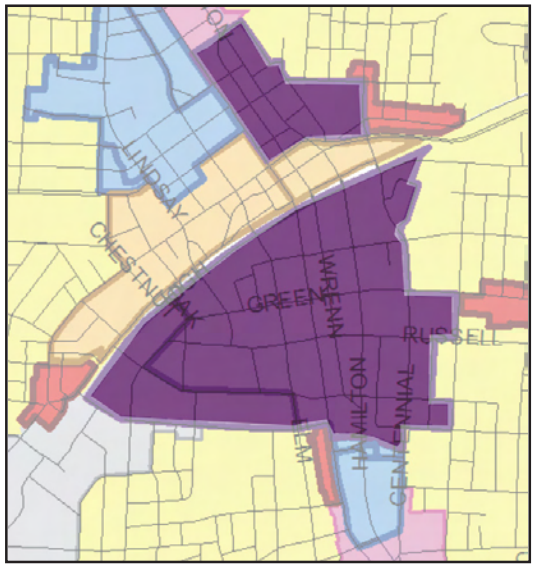


Showroom District

A major issue that has been debated in High Point long before this plan's preparation, as well as throughout the planning process, is the future of Downtown High Point. The area that once constituted the community's traditional downtown has transformed itself from a downtown into a Showroom District. While some of the characteristics of a downtown have survived, including its central location and numerous historic commercial buildings, it has ceased to function as a downtown. One of the most revealing traits of a genuine downtown is the rich mixture of different land uses that make it vibrant at all hours of the day. That trait has been missing from High Point's downtown for many years. In fact, the North Main corridor has taken on much more of that character, becoming in effect the "de facto downtown."



This existing land use map of Downtown High Point highlights the dominance of furniture showrooms in blue.



This map highlights in dark purple the proposed application of the Showroom District designation to two areas of the Core City.

Key Considerations

In deciding on the best course of action for the future of this important part of the Core City, the following factors must be considered:

- The High Point Market provides High Point with an invaluable international reputation that cannot be purchased with money.
- The two annual furniture markets constitute the single largest economic events in the state each year, and they contribute tremendously to High Point's employment base, tax revenues, and economic spin-off benefits.
- The High Point Market must improve to survive because of new competition from Las Vegas.
- The furniture showrooms are too spread out geographically. As a result, the High Point Market functions inefficiently, transportation costs increase as it sprawls further outward, and many showroom operators would prefer to be more centrally located in order to be more profitable.
- Rents preclude the types of non-showroom uses normally found in a downtown, such as retail, restaurants, entertainment and cultural facilities. The existence of such amenities could benefit both the High Point Market patrons and the community in general.
- Real estate speculation at the fringes of the Showroom District precludes the future development of supporting districts that could serve as amenities for the High Point Market, such as an entertainment district, a shopping district or a residential district.
- Each time a furniture showroom outbids an alternative potential use, it represents a lost opportunity for High Point and the Core City. Meanwhile, should the High Point Market ever cease to exist, the result would be similar to numerous "big box" retail stores closing simultaneously and leaving behind their empty shells.

Showroom District

Recommendations

Although several alternatives were explored, there is a strong consensus that the existing Showroom District needs to be further protected and, in fact, enhanced to increase its competitive position. While this approach will result in the further loss of the historic downtown as a functioning downtown, other adjacent areas can continue to fulfill that need, such as the area directly north of the downtown. Also, it must be emphasized that non-furniture businesses, including dining and retail, should continue to be encouraged within this district.

While the furniture showrooms bring countless benefits to High Point, many of their negative aspects stem from their geographically sprawling nature and the district's lack of greater definition. Consequently, regulatory boundaries have been determined as the most effective tool to remedy the negative aspects and improve the High Point Market. The following criteria were used in delineating the district boundaries:

Avoid

- Negative impacts to neighborhoods
- Viable mixed-use areas

Pursue

- Vacant and underutilized areas
- Opportunities for positive change

Applying these principals results in boundaries that avoid encroaching into the existing "de facto" downtown along the North Main Street corridor, as well as viable residential areas to the east. Instead, the district allows for growth of future showrooms to the south and southwest where vacant and underutilized industrial lands predominate. It "rounds out" the showroom fringe areas by creating more definitive boundaries, which will be important to avoiding real estate speculation that unneccesarily discourages beneficial land uses.

This designation is applied to two distinct areas that are not contiguous. One is on the north side of Kivett, with Hamilton and Wrenn Streets serving as the primary spine. It features an area that extends east to Centennial Street, between Richardson Avenue and Washington Drive. The other larger district is bound on the north by the railroad and it extends south to Taylor Avenue. It is bound on the west side by the railroad and on the east side by Centennial, although portions of it extend a block or two east of Centennial.

Although it looks much like a conventional downtown from the air looking north, Downtown High Point has become a primarily single-use district dominated by furniture showrooms and supporting uses.
Photograph courtesy of the High Point Economic Development Corporation

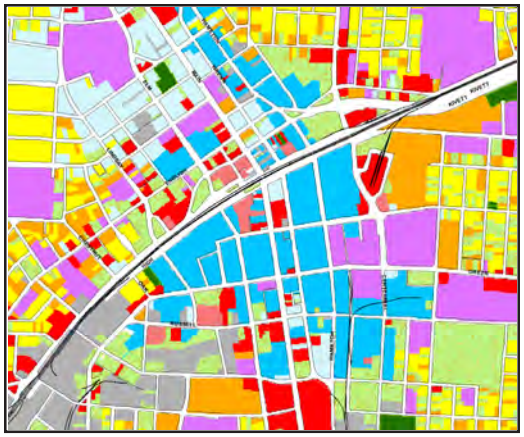
Downtown Mixed Use District

District Objectives

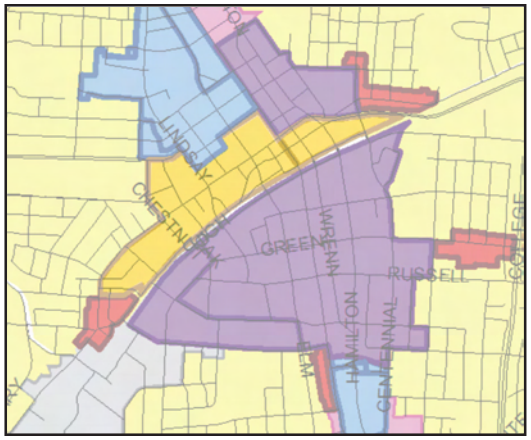
As the previous pages have explained, this plan advocates the concept of sustaining and improving the existing Showroom District that constitutes the historic downtown so that it can thrive economically into the future. While the proposed Downtown Mixed Use District would permit existing showrooms to continue, it would require that new uses be more consistent with those traditionally found in a downtown. As the existing land use map conveys on page 1 of Appendix A, this area contains a diverse mixture of uses, including retail, services and vacant parcels, but furniture showrooms are pushing into it. It is a goal of this plan to avoid this area becoming a single-use district lacking around-the-clock vitality. Instead, it should function more like a conventional downtown, with retail, restaurants, services, offices, housing and institutional uses. Moreover, this district should include a "design sub-district" with a concentration of design-oriented businesses, as described further on pages 121-123. To encourage such uses, it is recommended that financial incentives be targeted to this area (see pages 139-148 for information on incentives).

District Boundaries

As illustrated on the map in the upper right corner of this page, this district extends along the north side of the railroad, and approximately two-thirds of it is located on the west side of Main Street. It extends as far north as Ferndale Boulevard, which serves as the southerly boundary of the medical area's Institutional District.



This existing land use map of Downtown High Point highlights its mixed use nature.



This map highlights in gold the proposed application of the Downtown Mixed Use District.

District Design

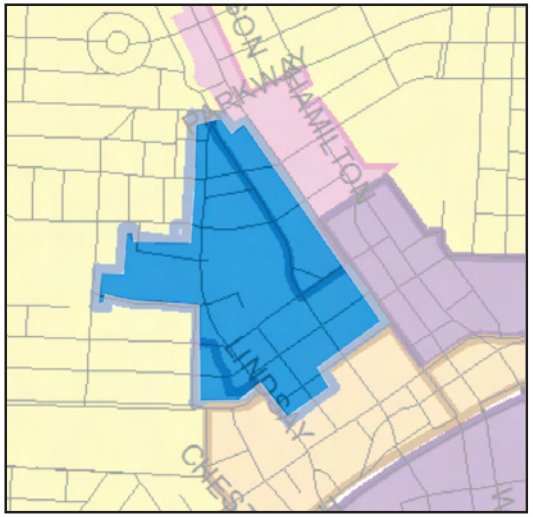
Although this district is located immediately south of the Medical District, which has a relatively intensive suburban medical complex character, it is still very much a part of the historic downtown area. Consequently, this district should strive to maintain an urban form, including buildings that front onto the street and parking lots that are behind buildings. Parking garages should also be encouraged, but those fronting a street should be lined with ground floor retail or similar active uses. New structures with large footprints should be sited and designed in a manner that avoids interupting the street grid to the greatest extent possible.

The proposed Downtown Mixed Use District as it appeared looking from the north in 1998. The large IHFC building can be seen south of this area, and Showplace had not yet been built.

Photograph courtesy of the High Point Economic Development Corporation

Medical District

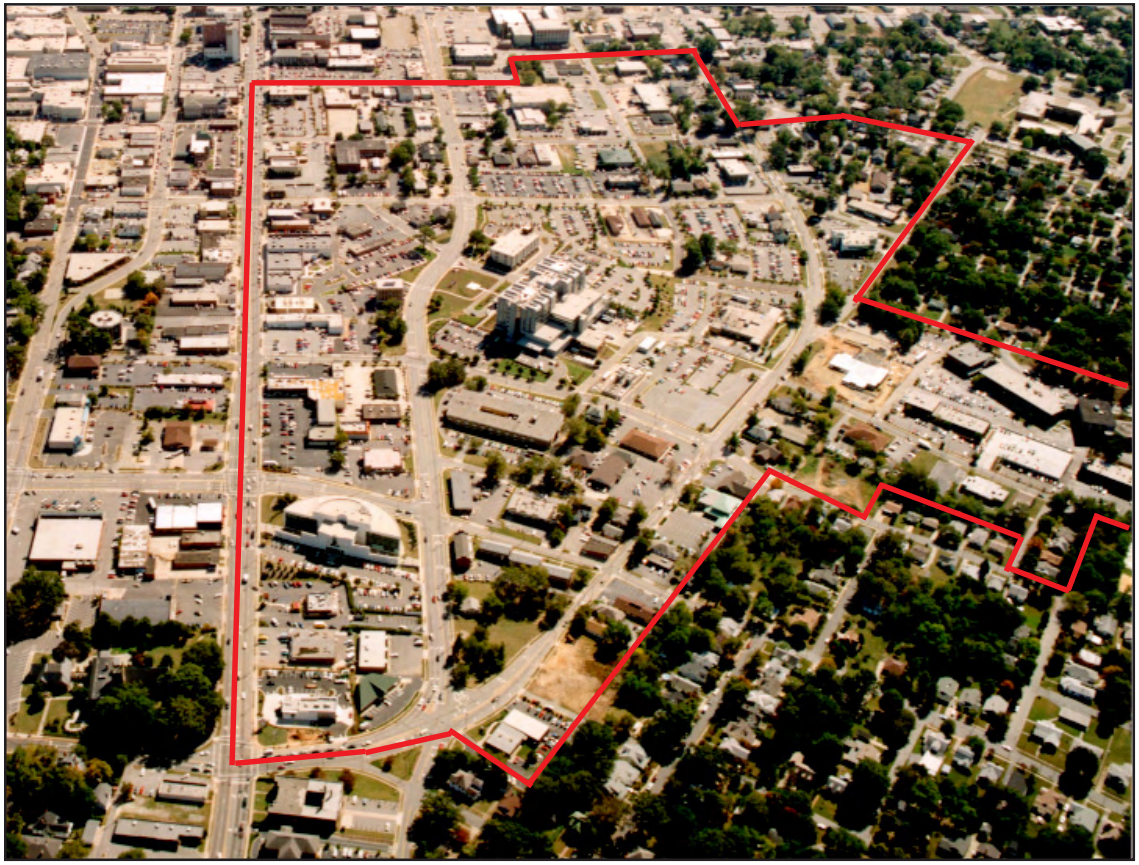
The Medical District is one of three institutional districts within the Core City, the other two being the High Point University District and the Guilford Technical Community College (GTCC) District. Although other areas of the Core City need a well-integrated street system, buildings that are strongly oriented to their streets, and compatability with adjacent development, institutional districts can be more campus-like with an inward orientation, less of a focus on streets, and more of a focus on formal open spaces. Nevertheless, their edges should still convey an attractive face to the rest of the community, rather than featuring parking lots, storage areas, and/or low quality development.



The Medical District, highlighted above in blue, serves as a transition between the downtown showrooms area to the south and east with the North Main Corridor to the north.

District Boundaries

The boundaries for the Medical District were based on a variety of factors, including future growth plans of the hospital anchoring the district, and adjacent land uses and development patterns. In this particular case, the hospital's only substantial planned growth at this time is to expand within its existing general boundaries, as opposed to expanding outwardly. Also, the district is bound on its west side by a stable and intact neighborhood. Consequently, the proposed boundaries are relatively conservative. They include: 1) Main Street on the east boundary; 2) the rear of properties along the west side of North Lindsay Street to define the west boundary, with the exception of a westerly section that extends to Council Street; and 3) to just south of Church Avenue on the south boundary.



This photograph of the Medical District, as it appeared from the north in 1998, underscores the degree of landscaping that distinguishes the neighborhoods to the immediate west (right).
Photograph courtesy of the High Point Economic Development Corporation

Medical District

Design Character

Because so much of this area is under the same ownership and management, there has been a good deal of success sustaining a high level of development quality and maintenance within this district. It is recommended that a concerted effort be made to continue this same level of quality. The following principles should apply:

- The general development character of the district should be that of a high-end corporate campus.

- Architecture should be comprised of mid-rise buildings with contemporary design.

- Structured parking is encouraged to increase land use efficiency and to enhance the district's aesthetics.

- Generous amounts of landscaping should be used to tie together the various areas of this district, and landscaping should be used to screen surface parking and define space.

The Medical District's existing character of a mid-rise campus with contemporary architecture and well-maintained landscaping should be reinforced through all future development in the area.

High Point University District

Located in the northerly portion of the Core City, this institutional district is one of two focused on academic institutions, the other being the GTCC District. The High Point University District incorporates the existing campus, as well as a minimal amount of peripheral land that is likely to become part of the campus at some point in the future. Given that the university has established interest in lands beyond its current boundaries and that does not appear to be in conflict with community-wide goals, it is not the objective of this plan to make recommendations counter to the university's plans.

Design Character

With respect to the long-term development character of the campus, this plan recommends the continued reinforcement of its visual qualities, as follows:

- The general development character of the district should be that of a traditional academic campus.
- Architecture should consist of low to mid-rise traditional designs, such as Georgian and Federal styles, with an abundant use of brick.
- Parking should be strategically located to not interupt the relationship between key buildings and formal green spaces.
- Landscaping should emphasize open lawn areas, shade trees, and screening of unattractive views.

Connections

In addition to the character of the campus, a focus should be placed on how it connects and interfaces with adjacent corridors and areas, as follows:

College, Montlieu & Lexington

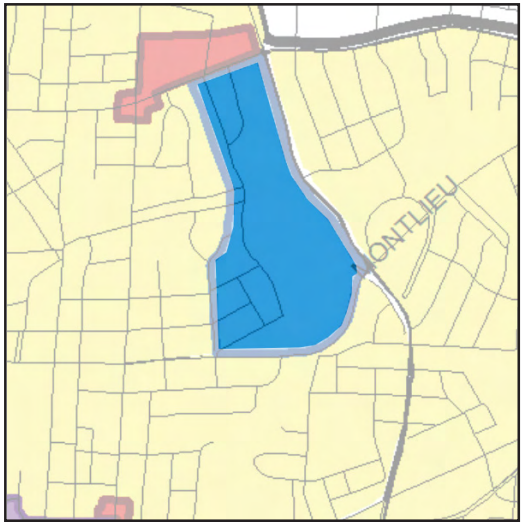
These three streets were identified as being among the key corridors targeted for physical enhancements. Given their relevance as gateways to the university, their condition is particularly important within this area. Improvements should be both functional and aesthetic, as described on pages 15-26 of this plan.

Adjacent Neighborhoods

Given the existing boundaries of Montlieu on the south and College on the east, as well as commercial development on the north side of Lexington, future expansion of the university into existing neighborhoods to the west is a logical future trend. A similar scenario with other universities in other communities has resulted in a pattern of fringe residential areas first becoming run-down and depreciated in value prior to university acquisition. This pattern needs to be avoided in this instance.

Lexington & Centennial Mixed Use Center

A mixed use center has been recommended as a potential use for the existing commercial center on the north side of Lexington at Centennial. While there is a chance that this area might ultimately be needed for future expansion of the university, a mixed use center serving both the university and the surrounding neighborhoods should also be considered. See pages 78-80 for details on this potential center.



HPU's campus, highlighted in blue, is located within a primarily residential area, although its northern edge fronts onto Lexington Avenue and associated commercial uses.

HPU's campus is characterized by expansive green lawns and traditional architecture.

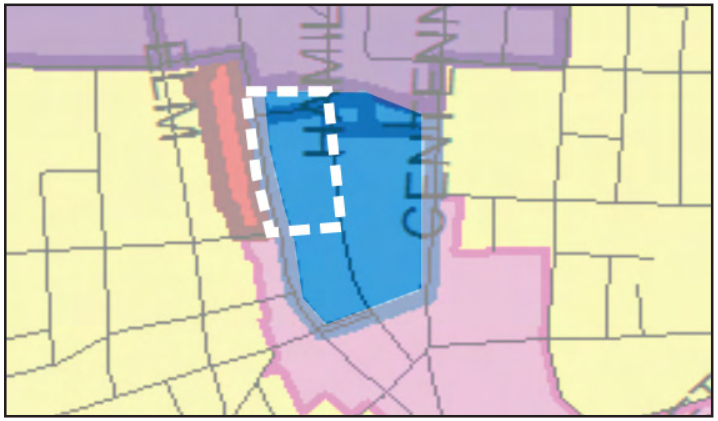
GTCC District

Guilford Technical Community College (GTCC), High Point Campus, is a key anchor within the Core City's South Main corridor. It not only serves as a stablizing influence in the area that attracts people at all hours of the day, but GTCC has also made a concerted effort to reach out to the community to serve as a resource. In fact, some GTCC adult education courses that target residents of the surrounding neighborhoods have been conducted within community centers. At present, the campus is bound roughly by GTCC Place on the north, Main on the west, Hamilton on the east, and approximately where Vail Avenue intersects Main on the south. However, future plans would extend those boundaries south to Ward and east to Centennial.

Design Character

Unlike the more traditional campus character of High Point University, with its abundant use of red brick, classical architectural styles, and expansive lawns, GTCC has a much more urban and contemporary character. That character, which conveys a relatively "high tech" image, is appropriate for GTCC and should be continued. Future efforts should be made to minimize the visual impacts of surface parking through landscaping. Structured parking should also be considered. Student gathering spaces should be emphasized in the future. See pages 69-73 on the proposed South Main Mixed Use Center to be located on South Main across from GTCC.

GTCC's existing architecture, at right, exemplifies the character of a high-tech oriented urban campus.



The map at right illustrates both the approximate existing boundaries of GTCC (white dashed lines) and the proposed future boundaries (solid blue).

GTCC's campus has an urban and contemporary look. It is a key anchor for the South Main corridor.

Industrial Districts

Existing Conditions

Although the manufacturing sector in High Point has declined over the past few decades, it has begun to stablize more recently. Among the existing conditions that predominate within the southwest portion of the Core City are:

- Vacant land
- Vacant buildings
- Old and functionally obsolete buildings

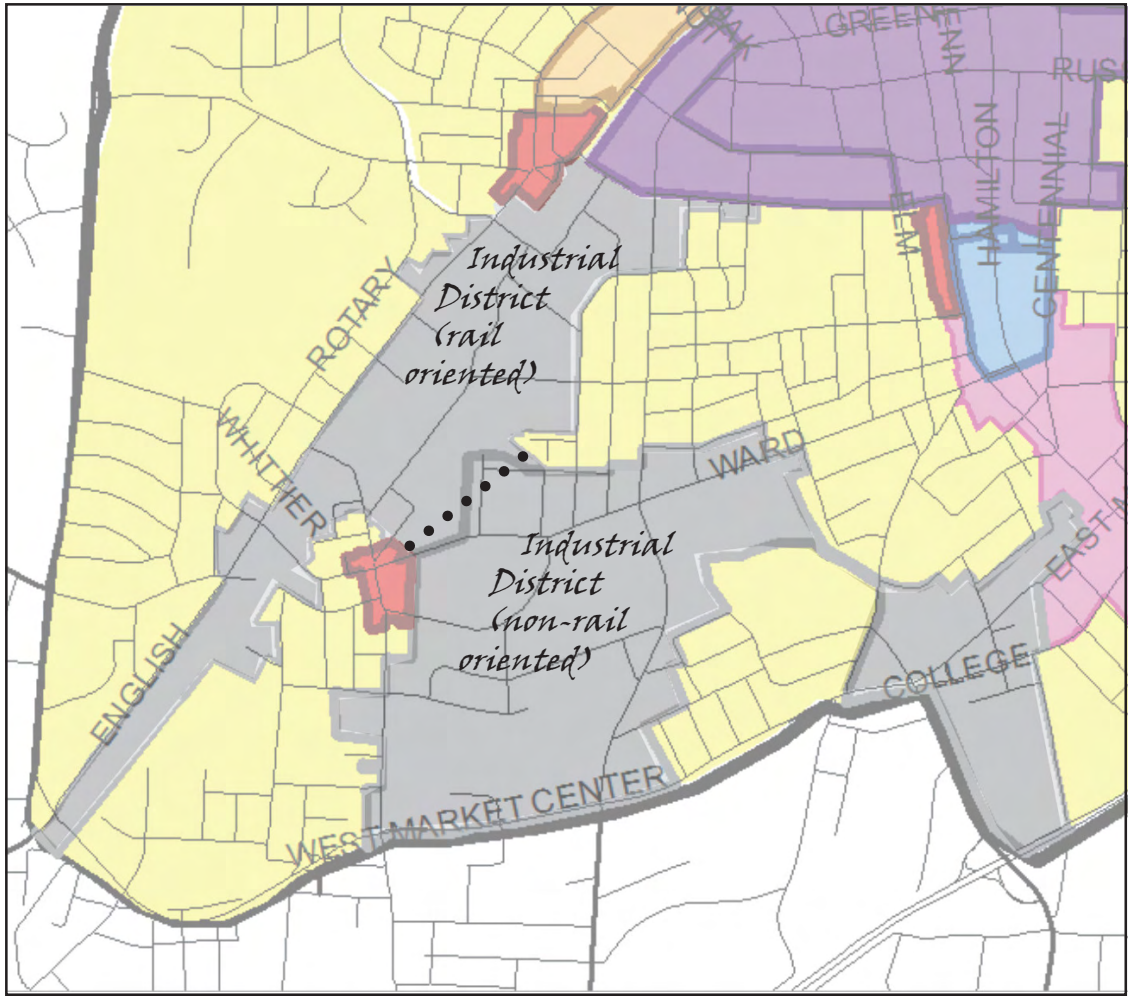
It is important that this industrial area revitalize for two specific reasons. First, the area needs to improve simply so that the industrial sector can strengthen as a key component of High Point's economy. In particular, the area needs to be used more intensely and efficiently for the purposes of job creation. Secondly, the area needs to improve in order to enhance other areas that are adjacent to it, including neighborhoods.

General Recommendations

A key focus should be to bring greater definition to this industrial area, as follows:

- Treat this area as two distinct districts - one that is rail oriented and one that is not (see dashed line on map for approximate boundary)
- Aggressively market existing space
- Assemble land for new industrial development
- Organize, manage and promote the industrial districts in a manner similar to higher-end industrial parks

Although several of the manufacturing plants within the Core City's industrial areas now sit vacant, there are plenty, such as this furniture manufacturer, that are still operational.



Design Strategy

It is important that the appearance and overall image of the Core City's industrial areas become enhanced. Efforts should be made to improve existing facilities and design standards should be established for future new development, including the expansion of existing facilities. Design strategies, which could be limited to areas visible from streets and residences in order to not be cost-prohibitive, should include:

- Avoid chain link fences from fronting onto key streets. Where such fencing is necessary, visually screen it with evergreen plantings.
- Screen large parking areas along street frontages with shrubs, and provide shade trees both along the street frontages and in parking lots.
- Locate or otherwise screen loading and storage areas from view from streets.
- For areas having high visibility along streets, avoid low-end exterior building materials, such as metal and exposed smooth-faced concrete block. Instead, utilize materials such as brick, split-face block and glass to project a more corporate image. Where such higher-end materials cannot be used, landscaping should be used to obscure the architecture.
- Clearly articulate the building's main entrance through design and orient that entrance toward the street.
- Where possible, relocate power poles and overhead lines from key streets to the backs of properties.

Market Strategy

It is proposed that the Core City's industrial areas be better organized, defined and marketed. Marketing efforts should treat the area more like a modern industrial park. See pages 135-138 of the "Development & Marketing Strategy" section of this plan for details on marketing the Core City's industrial areas.

Even the more economically viable properties within the Core City's Industrial District could benefit from physical enhancements that would help to better market the area. Efforts should be made to avoid chain link fences and outdoor storage along key street frontages.

While not every industrial use can look like a slick corporate office, most industrial uses have some supporting office functions. They should have a higher level of design to serve as the "face" for the balance of the facility.

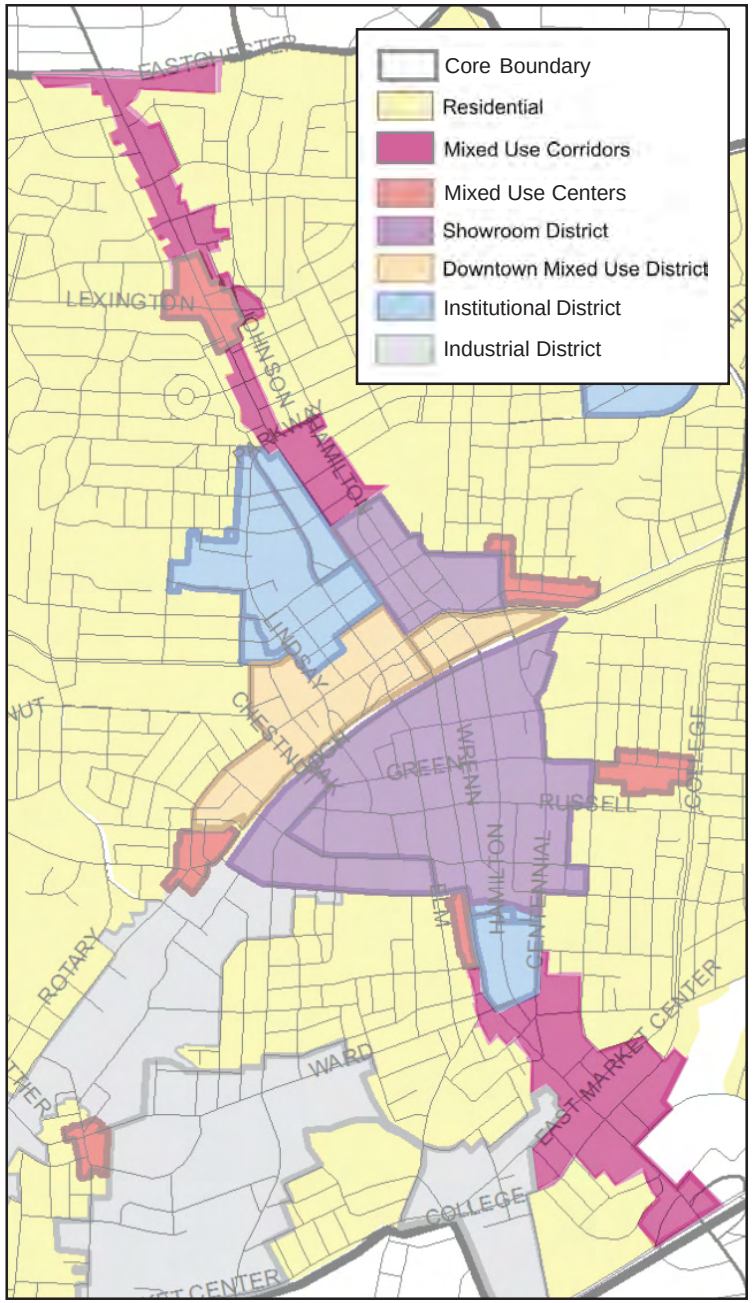
Corridors

For the purposes of this plan, corridors are essentially districts having a linear orientation. They are aligned along a central spine, and in the case of High Point's Core City, that spine is Main Street. The Core City has two corridors, the North Main Corridor and the South Main Corridor (see magenta colored areas on map at right). Given that so many people who visit the Core City arrive and depart on Main Street in either direction, these two corridors serve as gateways to the Core City and, in particular, Downtown High Point. Not only are these corridors important for many tangible reasons, such as their transportation functions and economic roles, but they are also significant for symbolic reasons. They serve as the figurative "front doors" to the Core City, providing both a first and last impression for those visiting this important part of town.

While the North Main and South Main areas might both be deemed "corridors," they are different both in their existing traits and their accompanying recommendations from this plan, as the following two pages explain.

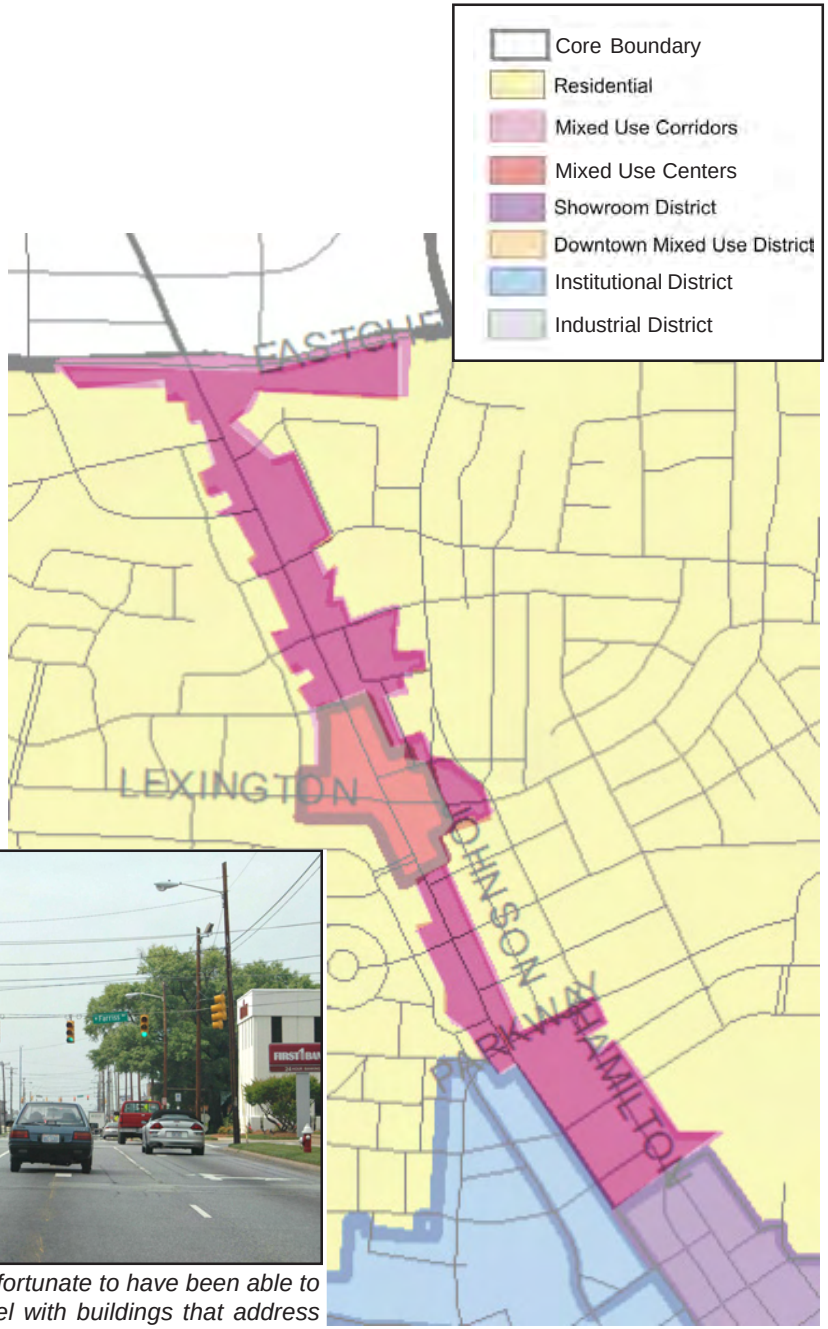
North Main
Existing Conditions

South Main
Existing Conditions



Sub-Area Plans

North Main / Uptown Corridor



Issues

Because the furniture showrooms have transformed Downtown High Point over the past decades into something other than a conventional downtown, a "de facto" downtown has evolved along North Main Street. Given that this plan advocates allowing High Point's traditional downtown to serve as primarily a single-use area - the Showroom District (see pages 42-43), this mixed use pattern for North Main should be reinforced in order to provide the community with an alternative to downtown.

Recommendations

- Encourage the development of at least one higher-density mixed use center at the intersection of Main and Lexington (see pages 55-57), and perhaps others at other key intersections.

- In addition to commercial uses, encourage alternative uses throughout this corridor, such as high-density housing and institutional uses.

- Adopt design standards to insure that an urban development pattern continues through the adoption of an urban design overlay district.

- Organize and market the corridor in a manner similar to traditional downtowns by using centralized retail management (CRM) techniques:
  - Coordinate days and hours of operation
  - Adopt a "North Main" or "Uptown" logo
  - Organize joint advertising among businesses
  - Organize special events / sales promotions
  - Encourage "opening day" standards for customer service
  - Pursue business retention, expansion and recruitment

The North Main Corridor is fortunate to have been able to retain a relatively urban feel with buildings that address the street and a "street wall" defined by facades and tree lines to lend a pedestrian character.

North Main / Uptown Corridor

Existing Condition

Phase 1: Public Improvements

Phase 2: Infill on East (Left) Side of Street

Phase 3: Infill on West (Right) Side of Street

South Main Corridor

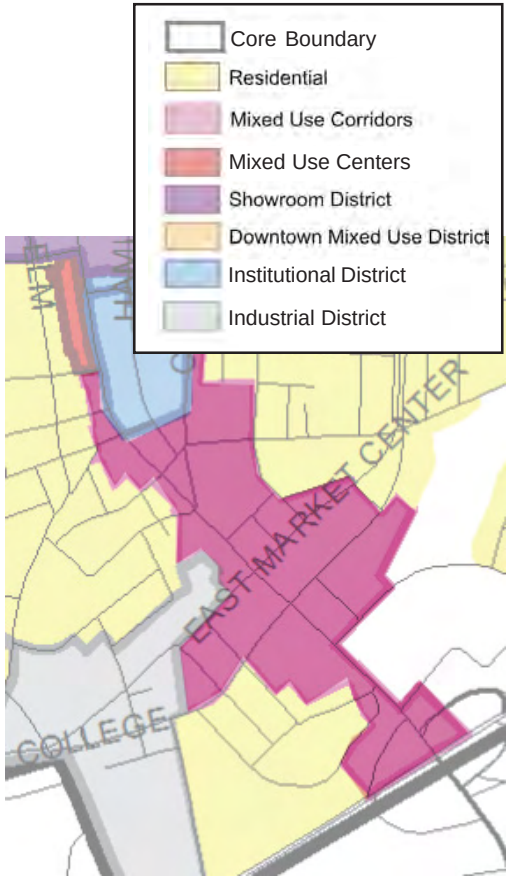
Issues

Unlike the North Main Corridor, which has many advantages, including a relatively intact urban fabric, a diverse mixture of thriving businesses, and some adjacent middle to upper-income neighborhoods, the South Main Corridor faces more challenges. Its one-time urban fabric has been eroded by strip commercial development, it lacks a strong mix of prospering businesses, it is surrounded by low-income neighborhoods, and it adjoins the Core City's deteriorated industrial district. However, positive attributes on which to build include the existence and continued growth of GTCC, a growing Latino-oriented commercial district on the other side of South Main from GTCC, good access via Main Street, and potential improvements to nearby residential and industrial areas. While it does not appear to have the same potential as the North Main Corridor to become the "de facto" downtown within the near future, it could several years from now. In the meantime, efforts should be placed on physical enhancements and economic stablization.

Recommendations

- Building upon the fledgling Latino-oriented district, encourage the development of a mixed use center on South Main Street across from GTCC (see pages 69-73 and 126-127). There may be future potential for other centers at key intersections.
- In addition to commercial uses, encourage alternative uses throughout this corridor, such as high-density housing and institutional uses.
- Adopt design standards to nurture a more urban and pedestrian development pattern via the adoption of an urban design overlay district. If funding is unavailable to bury or relocate power poles and lines, they should be screened with street trees.

As explained later in this plan, branding this area's cultural strengths can create destination appeal that attracts market inflow from other parts of the region and supports the corridor's businesses. Thus, an identity marketing concept for South Main is recommended that focuses on the area's Hispanic culture by creating a special "Mercado" (merchant) business district. This concept is not meant to imply that non-hispanic businesses are somehow disengaged or excluded from the benefits of the district. The concept is meant only as an identity marketing "hook" that provides destination appeal in the same way that many other cities market their "Chinatowns" or that Chicago markets its ethnic neighborhoods - through distinct urban design, event programming, and similar methods. Identity marketing also helps to establish definition for the corridor that it currently lacks.



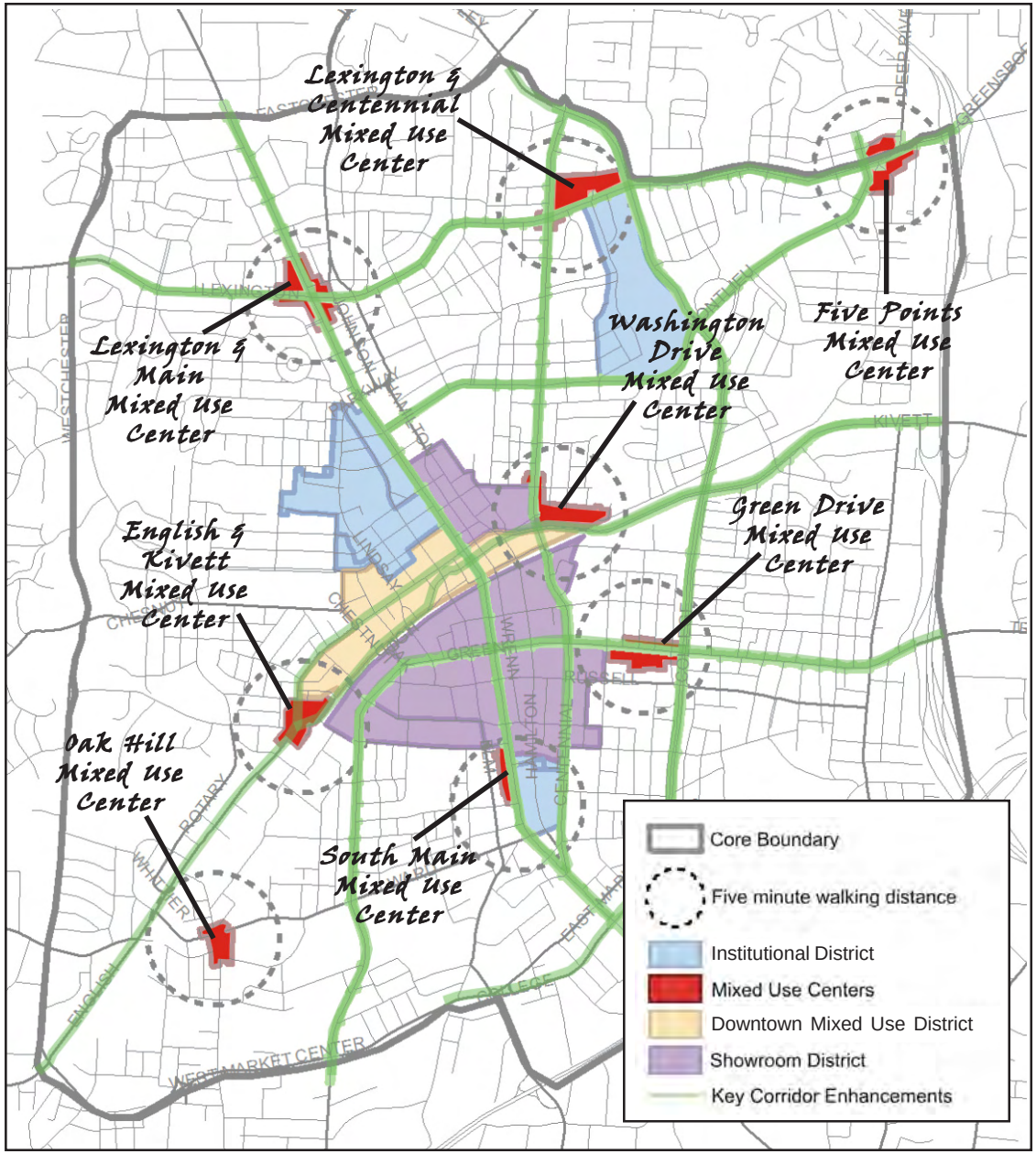
Unlike its counterpart to the north, the South Main Corridor has lost most of its original urban character. Diluted by street-fronting parking lots and flanked by high-profile utility poles with overhead wiring, projects a negative image for the Core City.

Mixed Use Centers

Mixed use centers can include retail, services, offices, housing, institutions and other uses, depending upon the particular center and its market potential. Their merits include reduced automobile trips, convenience to nearby neighborhoods, an efficient use of land, and the provision of vital goods and services to people who either cannot drive or simply choose not to drive. In particular, those too young or old to drive, and those who cannot afford to drive, benefit from mixed use centers.

The Core City's proposed mixed use centers are shown on the map at right. They are highlighted in red and encircled by rings indicating an approximately five minute walking distance. They have been geographically dispersed to serve as many people as possible, while being located at key intersections for good access and economic viability. It should also be emphasized that additional mixed use centers might occur in the future. However, before being initiated, careful thought must be given to avoid new mixed use centers economically undermining existing centers.

It is difficult to categorize the proposed centers. With respect to the trade areas they will serve, the proposed Oak Hill center, for example, will primarily serve the surrounding neighborhoods and perhaps some industrial employees. The Lexington and Main center, on the other hand, will serve both nearby residents and through traffic. Also, their stage of evolution will vary greatly. While the Washington Drive Mixed Use Center, for example, represents the remnants of a historic mixed use center, the proposed South Main Mixed Use Center across from GTCC will be a new one.



Lexington & Main
Mixed Use Center

Existing Conditions

As presently developed, this important intersection is not pedestrian-friendly. Instead, it is designed primarily for automobile access in the tradition of "strip commercial" development. Although the two northerly corners are very inconsistent with an urban mixed use center, the two southerly corners are excellent resources to build upon. The southwest corner features a retail development (Time Square), while the southeast corner features a bar and billiards club (Triangle Billiards). Both buildings are built relatively close to the corner and have no parking between their front facades and their primary street. The concept plan on the following page illustrates a combination of existing development and proposed redevelopment.

The development on the southwest corner (above) is compatible with an urban mixed use center, but the development on the northwest corner (below) is not.

Lexington & Main Mixed Use Center

Target Market

With strong tenants that serve as destinations, this area could be a draw for the entire community. However, the primary market segments will include through traffic on North Main Street and Lexington Avenue, as well as the Emerywood Neighborhood and residential areas to the east and north.

Recommendations

The following recommendations apply to this center (see pages 124-125 on marketing the broader North Main "Uptown" Corridor):

- Redevelop the car dealership (northeast corner) and service station (northwest corner) with buildings that front directly onto the streets and parking in the rear.

- Enhance Triangle Billiards by extending outdoor seating closer toward the corner. This recommendation is contingent upon finding alternative parking to the rear of this building or elsewhere within the area.

- Adapt North Main Street from a four-lane street with a continuous central turn lane without on-street parking to a two-lane street with on-street parking and a landscaped median with turn lanes (see the next page for alternatives to this proposed design).

- Enhance the intersection with "pedestrian bulbs" at each corner and paved crosswalks and street trees.

- Adopt development standards to insure that all future development in this area is urban in form.

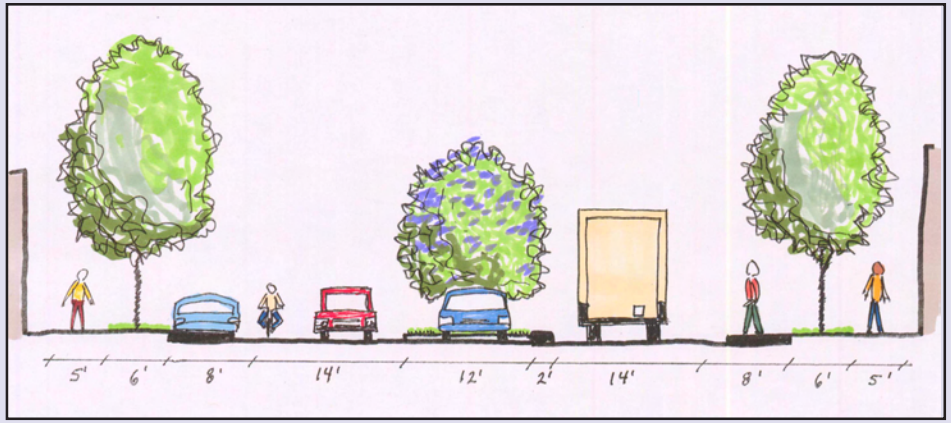
Lexington & Main Mixed Use Center

Alternatives to the proposed street design, illustrated below, include the prohibition of on-street parking during morning and evening peak traffic hours, which will provide the current four travel lanes, and a mountable median with special pavers instead of landscaping.

Although buildings might be taller if sufficient parking can be provided and the architectural character might be different, this image conveys the general urban form of the proposed Lexington and Main Mixed Use Center.

Existing Main Street Design

- 4 driving lanes (2 in each way)
- 1 central turn lane
- Planting strips and sidewalks
- No trees
- No on-street parking



Proposed Main Street Design

- 2 driving lanes (1 in each direction)
- Landscaped median with turn lanes at points
- On-street parking
- Planting strips, trees and sidewalks

Washington Drive Mixed Use Center

Existing Conditions

Once an economic and cultural hub for High Point's African American community, today's Washington Drive district is plagued by a variety of challenges, yet blessed with several strengths, as described below:

Challenges

- Vacant buildings and lots
- Deteriorated buildings
- Highly-visible overhead utilities
- Physically and economically deteriorated surrounding neighborhood

Strengths

- Older buildings having both a strong character and important historic significance
- Potential "brand loyalty" within High Point's African-American community
- Existing uses that continue to attract people, including a restaurant, church and nearby school
- Historic association with jazz legend John Coltrane, including his surviving boyhood home located nearby and now owned by the City

Target Market

This area's target market will depend greatly upon the tenants that occupy it. To the extent that the suggested entertainment component can develop, this mixed use center can become a regional destination, including drawing tourists and furniture market patrons. If basic goods and services are also sold, nearby Washington Drive residents will comprise part of the market.

Photograph courtesy High Point Museum, High Point, NC

Jazz legend John Coltrane, pictured as a young boy above at left, spent a great deal of time in the Washington Drive area while growing up in High Point.

Washington Drive Mixed Use Center

Recommendations

Key recommendations for revitalizating this important area include the following:

• Rehabilitate existing historic buildings in accordance with federal preservation standards (see pages 13-14). The federal and state investment tax credits for historic rehabilitation should be promoted as a means of making such projects economically viable.

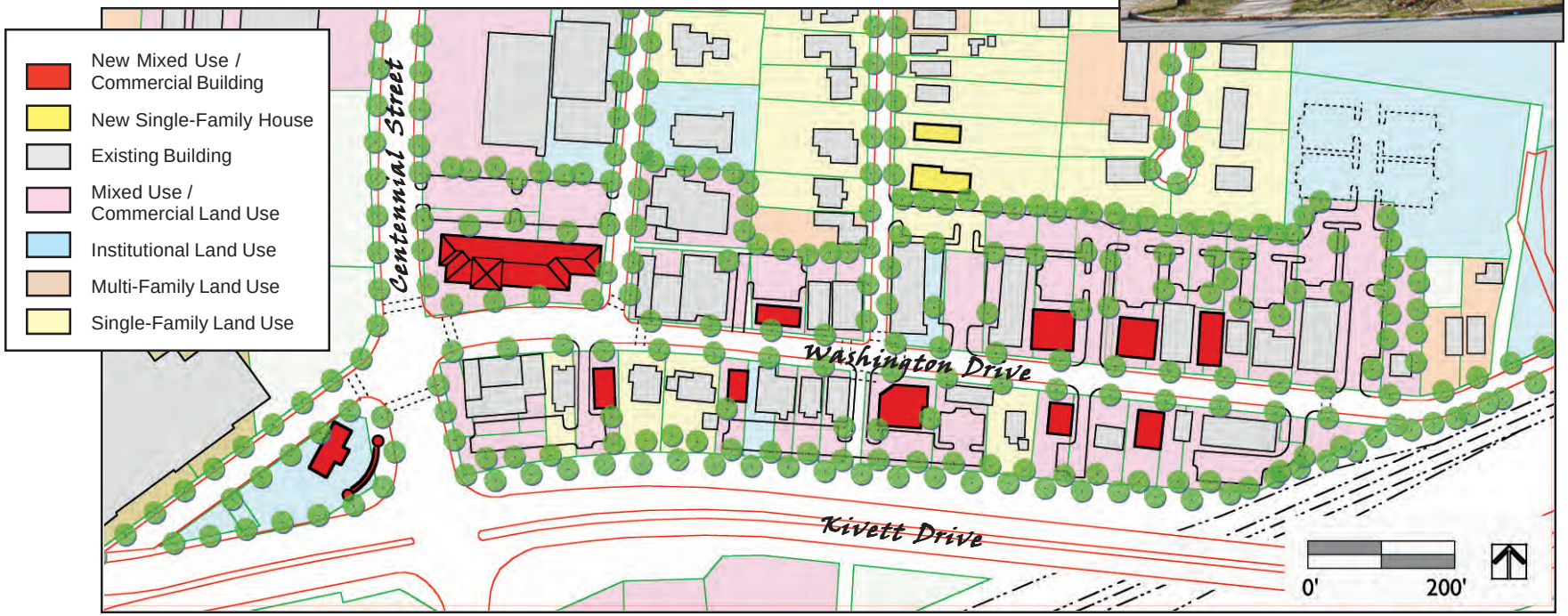
• Develop compatible infill buildings on vacant or underdeveloped lots lacking historic buildings. As shown on the concept plan below, buildings should front onto streets and parking lots should be located behind.

• Streetscape improvements should include new sidewalks, buried or relocated overhead utility lines, street trees, and pedestrian-scaled lighting.

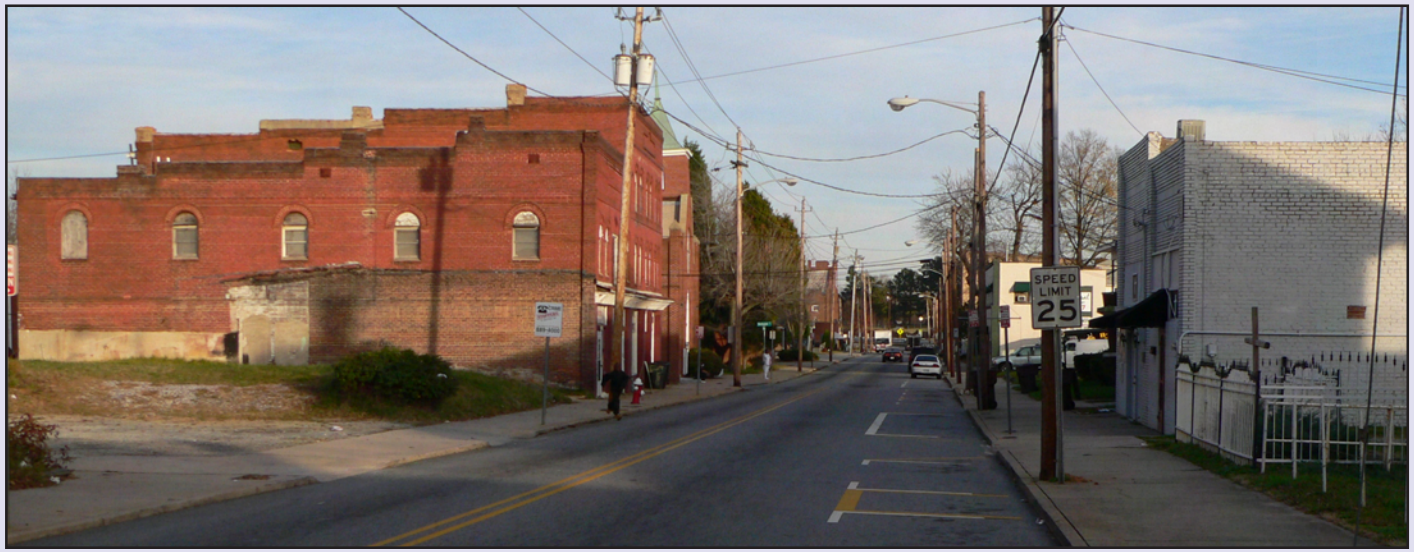
• Develop parking behind buildings, particularly at the east and west ends of the district, including near the Penn-Griffin Middle School.

• Recruit new businesses, including entertainment such as a jazz club, to leverage the area's John Coltrane legacy. See pages 128-129 for more detail on marketing this area.

• Interpret and promote the area's John Coltrane legacy, as well as local African American heritage in general. The John Coltrane boyhood home, recently purchased by the City, should be restored to its appearance of historic significance, and operated and promoted as a tourist attraction.



Washington Drive
Mixed Use Center



Existing Condition

Proposed Condition

Sub-Area Plans

Five Points
Mixed Use Center

Existing Conditions

The Five Points area is located in the northeast corner of the Core City study area. Located where Lexington Avenue becomes Greensboro Road at the intersection of Montlieu Avenue, this area has been a recognized distinct commercial district for several decades. Although it features a minority of early-twentieth century commercial structures that front onto their streets, strip commercial development replaced most such buildings during the second half of the twentieth century. A combination of street width expansions and the proliferation of large parking lots fronting onto streets has undermined the urban and pedestrian-friendly character that Five Points once enjoyed.

Much of Five Points' identity has been eroded because of strip commercial development such as this, which is characterized by expansive parking lots void of landscaping, large footprint buildings, power poles supporting overhead wiring, and excessive signage.

While much of Five Points' historic fabric has been lost over time, this row of early-twentieth century commercial buildings on the east side of Montlieu lends the area some surviving character.

Five Points Mixed Use Center

Target Market

The most likely target market segments for the Five Points Mixed Use Center will include the existing residents of the area and through traffic on Lexington/Greensboro Road. However, given this mixed use center's excellent access off of the US 311 Bypass, a community-wide draw could be attracted to worthy destinations.

Recommendations

The following recommendations are proposed for the Five Points area:

- Redevelop key non-historic properties in a more urban and pedestrian-friendly manner. New buildings should be located close to their streets. The highest priority should be given to properties closest to the intersection of

In order to once again be an economically vibrant, mixed use and pedestrian-friendly district, both physical and economic interventions will be needed. In addition to public sector financial incentives to attract businesses, physical enhancements are needed, such as buildings located near the street, good architectural design, on-street parking and street trees.

- New Mixed Use / Commercial Building
- New Attached Housing
- New Single-Family House
- Existing Building
- Mixed Use / Commercial Land Use
- Multi-Family Land Use
- Single-Family Land Use
- Institutional Land Use

Five Points Mixed Use Center

Lexington/Greensboro and Montlieu Avenue. Larger buildings should be designed in a manner to break up their massing through the use of facade off-sets, pilasters, material and roofline changes, and similar techniques.

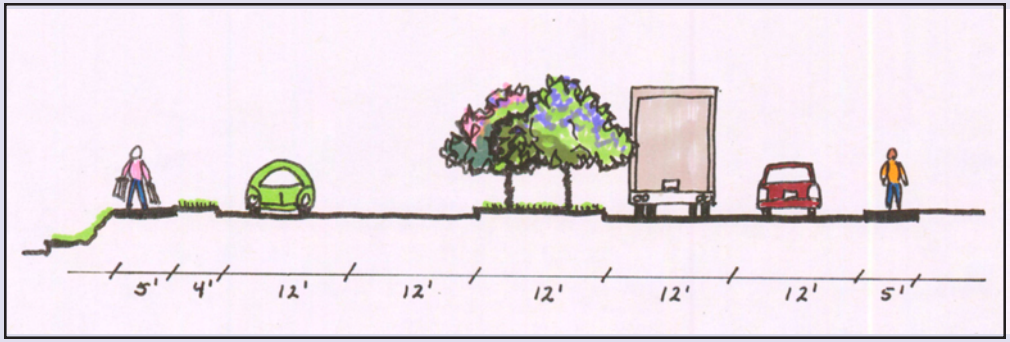
- On-street parking should be provided where ever possible (not including Lexington/ Greensboro), and most off-street parking should occur behind or beside buildings.

- Streetscapes should include broad sidewalks, street trees, human-scaled street lights, and benches.

- Higher-density housing should be used as a transition between commercial uses and single-family housing. It is proposed that the large shopping center on the northeast corner of Lexington/Greensboro and Montlieu be redeveloped so that the existing building footprint is replaced by attached housing. Such housing would be located immediately north of new commercial development fronting Lexington/Greensboro, and south of the existing single family houses on the north side of Dallas Avenue.

Existing Greensboro Road Design

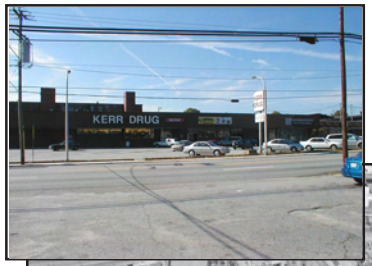
- 4 driving lanes (2 in each way)
- 1 central turn lane
- Sidewalks in limited segments
- No street trees
- No on-street parking



Proposed Greensboro Road Design

- 4 driving lanes (2 in each direction)
- Landscaped median with turn lanes at points
- No on-street parking
- Sidewalks on both sides of street
- Planting strips and trees where widths permit

Green Drive
Mixed Use Center



Existing Conditions

This area straddles the East Central Neighborhood on the north and the Macedonia Neighborhood on the south, as Green Drive is the boundary. Existing conditions in this area include:

- The former Clara Cox public housing development, which has been razed in hopes of a future mixed-income housing development, is located one block south of Green Drive.
- The City's Public Works facility, which includes several utilitarian buildings, is located immediately north of the former Clara Cox site and fronts onto the south side of Green Drive.
- Many of the existing commercial buildings along Green Drive house economically marginal businesses, and most of the buildings are in need of better maintenance.
- Within the surrounding neighborhoods, there are numerous vacant lots, particularly on the north side of Green Drive.
- Like many of the Core City's lower-income neighborhoods, this area is plagued by crime, both real and perceived.

Target Market

Within the near future, this area's primary target market will continue to be residents of the surrounding neighborhoods. However, should

Green Drive Mixed Use Center

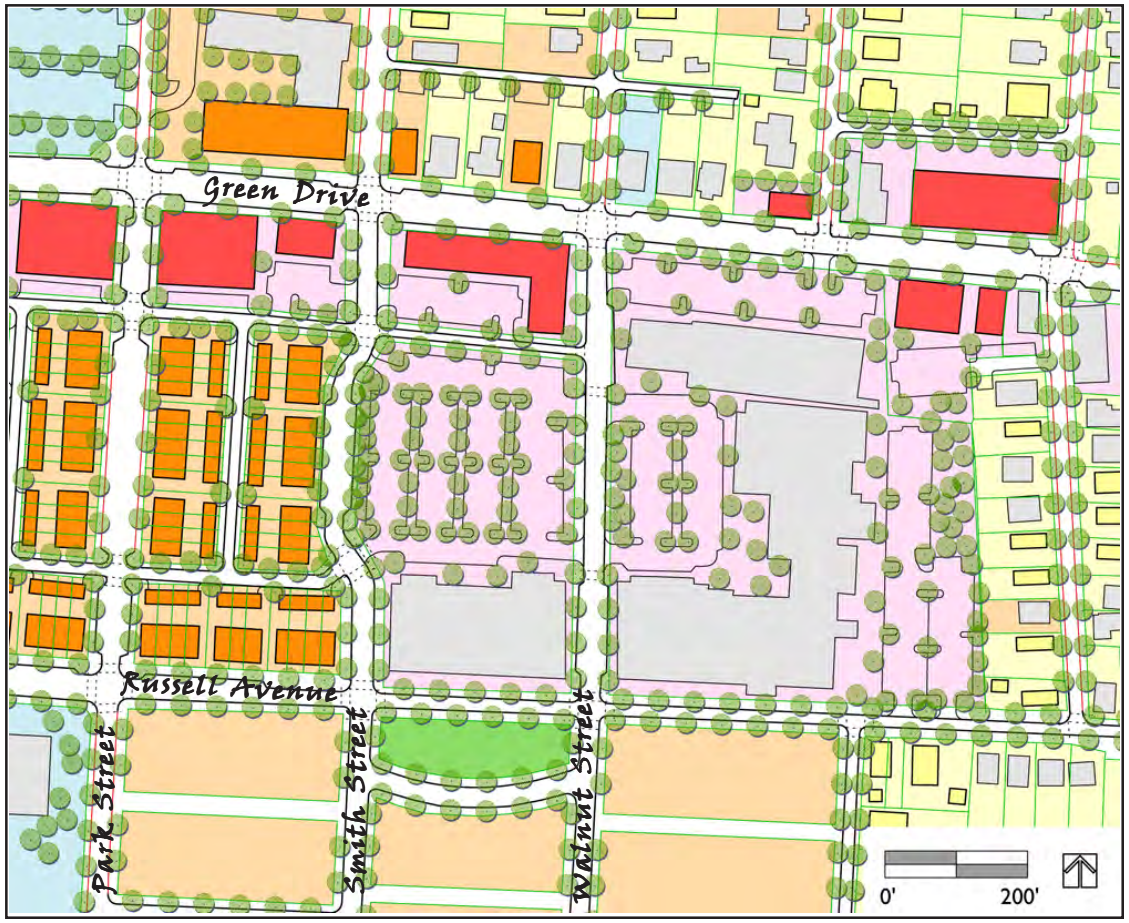
the area become revitalized in the future, including better retail and restaurant options, as well as a higher level of public safety, the adjacent downtown area's employees might become a targeted market segment, especially for dining.

Recommendations

The following recommendations are offered for the proposed Green Drive Mixed Use Center:

- If the City's Public Works operation can be relocated elsewhere, those older buildings that are structurally sound, adaptable for other uses, and have some level of architectural character, should be preserved and adapted for housing, with the following exception. The building that fronts onto Green Drive might be used for commercial uses. Federal and State investment tax credits for rehabilitation might be available for these adaptive reuse projects if the buildings and design qualify and the resulting uses are income producing.

- Develop new retail and service buildings along the south side of Green Drive. They should front onto the street with parking located to the rear, and they should be architecturally compatible with the area (see pages 10-11 for design principles). Because the proposed street cross-section, illustrated on the following page, allows for only an 8 ft. sidewalk despite Green being a relatively high-traffic street, it is acceptable for buildings to set back from the ROW line up to approximately 5 ft. so long as that area is treated as an extension of the public sidewalk. Depending upon the prevailing market conditions, there may be potential for the development of some of these buildings as live/work units.



Green Drive Mixed Use Center

- Develop attached housing on the north side of Green Drive, as well as on Park Street south of Green Drive.

- Extend Smith and Walnut Streets south of Green Drive for greater connectivity.

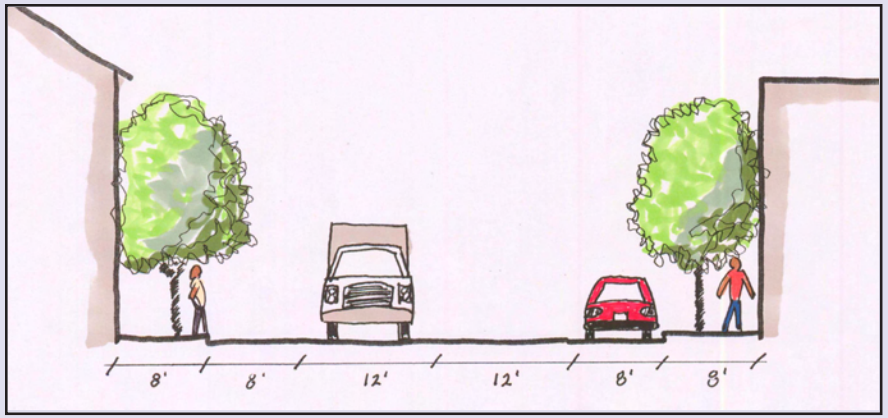
- Follow through on the Housing Authority's plans to redevelop the former Clara Cox site using New Urbanist / Traditional Neighborhood Development (TND) principles. This mixed use center will benefit economically to the extent that a portion of this redevelopment includes "market rate" housing for middle-income residents.

- Develop new infill single-family houses on vacant lots using compatible designs. See page 12 for more detailed recommendations regarding the design of such infill housing.

- Provide financial incentives for commercial development/redevelopment within this mixed use center when consistent with this plan. See the "Development & Marketing Strategy" section for more detailed recommendations regarding such incentives.

Existing Green Drive Design

- 4 driving lanes (2 in each direction)
- Sidewalks without planting strips or street trees
- No on-street parking



Proposed Green Drive Design

- 2 driving lanes (1 in each direction)
- On-street parking both sides
- Sidewalks with trees planted in tree grates

Oak Hill Mixed Use Center

Existing Conditions

The Oak Hill Neighborhood is located in the middle of an expansive industrial area in the Core City's southwest corner. The neighborhood was developed during the early-twentieth century for factory workers. Oak Hill Elementary is now a key institutional anchor for the area, and a struggling commercial hub is centered on the intersection of West Ward Avenue and Prospect Street. The area's commercial structures are primarily single-story and constructed of brick. Although many of the residences in the surrounding neighborhood are well-maintained, the commercial area lacks economic strength. While the street configuration has urban design interest, even the Ward and Prospect intersection lacks sidewalks.

Most of the commercial buildings in the Oak Hill area are single-story and simple in their design. This building, located on the northwest corner of Ward and Prospect, relates well to both streets via a corner entrance.

Housing in the Oak Hill Neighborhood was built primarily for people who worked in the nearby factories. Most dates from the early to mid-twentieth century. Bungalows and cottages are popular architectural styles.

Oak Hill Mixed Use Center

Target Market

Because of its relative geographic isolation, the proposed Oak Hill Mixed Use Center's primary market will be its surrounding residents, as well as employees of nearby industrial businesses.

Recommendations

The following recommendations are offered for this mixed use center:

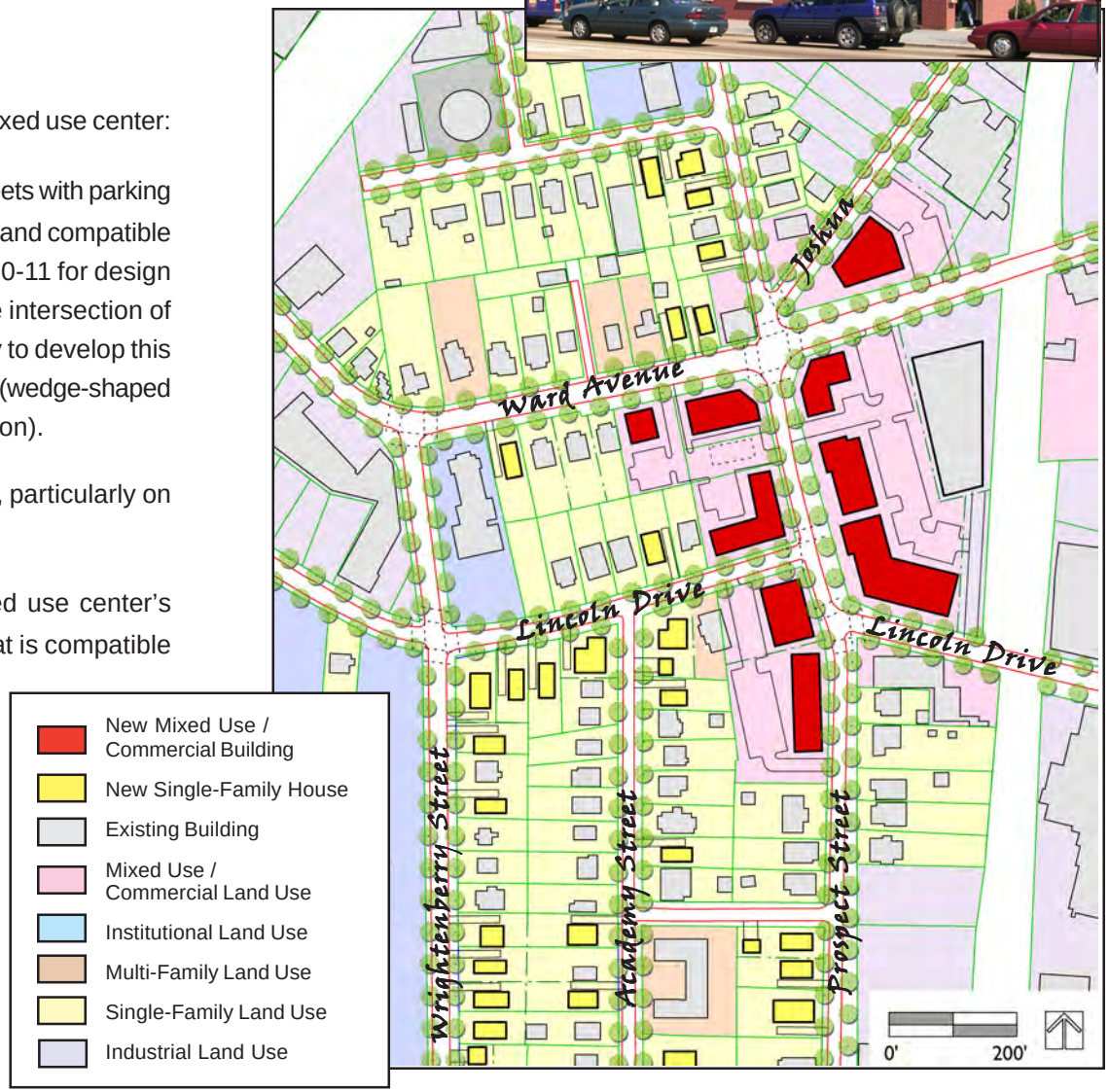
- Construct new mixed use buildings that front onto streets with parking in the rear. Their design should be pedestrian-friendly and compatible with the area's surviving older buildings (see pages 10-11 for design principles). The wedge-shaped parcel that forms the intersection of West Ward and Joshua provides a unique opportunity to develop this mixed use center's very own signature "flatiron" building (wedge-shaped building that tappers to a point at the street intersection).

- Install sidewalks throughout this mixed use center, particularly on Ward Avenue and Prospect Street.

- Develop infill housing on vacant lots in the mixed use center's outlying neighborhood. Design them in a manner that is compatible with the existing housing stock (see page 12 for design principles).

- Target financial incentives to encourage investment in this mixed use center (see pages 139-148 of the "Development & Marketing Strategy" section for more on incentives).

One and two-story commercial buildings such as this one would be appropriate for the recommended urban form of the Oak Hill Mixed Use Center.

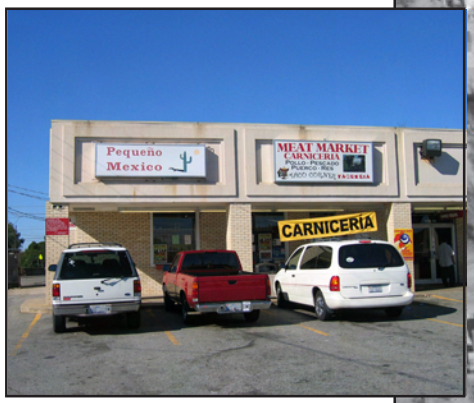


South Main
Mixed Use Center

Existing Conditions

This proposed mixed use center is located on South Main Street across the street from Guilford Technical Community College (GTCC). Unlike North Main, which has become High Point's "de facto" downtown because of the domination of furniture showrooms in the original downtown, the South Main corridor has a less urban feel. It has a more suburban character because of buildings that sit back from the street and feature front parking lots. As the gateway to downtown from Business I-85, this corridor has a more auto-oriented character, including large parking lots, excessive signage, and a lack of landscaping. One potential strength for this area is that there are businesses in this corridor that cater to a predominately Latino market. South Main has a concentration of thriving Latino-owned or marketed businesses, many with Spanish names, such as:

- Pequeno Mexico Carniceria (meat market)
- Panaderia Pastelena (bakery)
- La Fabulosa Tienda Carniceria
- Variedades Carmen (apparel)
- Joyeria Luna (jeweler)
- Durango Western (apparel)
- Mir Camarones (seafood)
- Salon de Belleza (hair salon)
- El Azteca (bakery)
- Campanitas de Oro
- Joyeria Donely (jeweler)



South Main
Mixed Use Center

Target Market

This proposed mixed use center has the potential to attract multiple significant market segments, including GTCC students and faculty, the local Latino population, and through traffic on South Main Street. Furthermore, if the recommendations below are realized, this area can become a regional destination for Latino-oriented goods and services, including dining and entertainment.

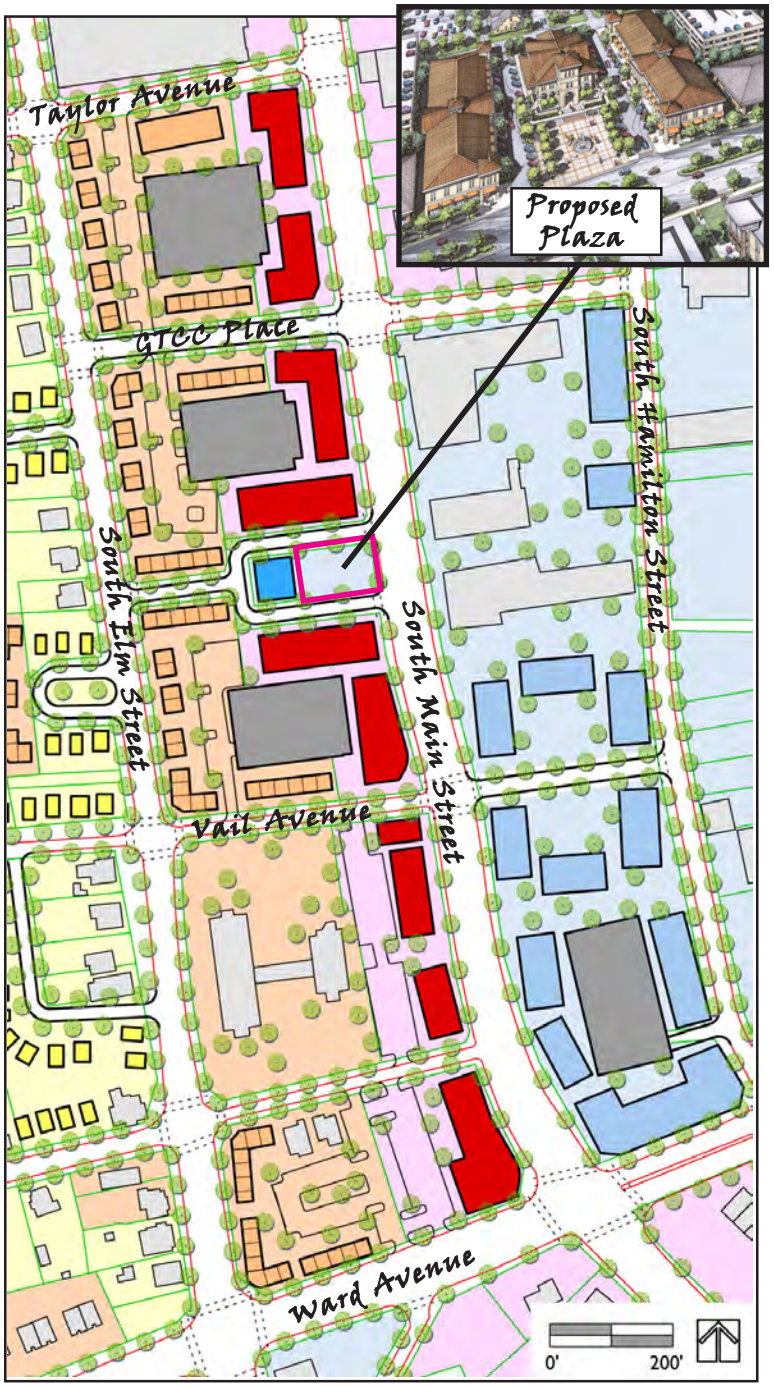
Recommendations

The following recommendations are offered for this proposed mixed use center:

- Build upon the area's current trend of becoming an economic and cultural hub for High Point's Latino community. Help it to become a destination for the entire region's population for Latino dining and culture.

- Using the same general design principles outlined on pages 10-11 for good urban design, develop buildings that have a human scale and that relate to their streets. In this particular case, however, a Latino character might be encouraged (tile roofs, stucco exteriors, arcades along the front facade, interior courtyards for dining, etc.). Also, outdoor dining should be encouraged to front onto the proposed plaza (see recommendation below).

- Develop a central plaza to front onto South Main Street across from GTCC, as shown on the conceptual drawing to the right. In the tradition of plazas found in Mexico, Spain and other Latin countries, it should be surrounded on three sides by buildings, some of which might feature arcades on the facade. It should also include primarily hardscaped surfaces utilizing special pavers with shade



- New Mixed Use / Commercial Building
- New Attached Housing
- New Single-Family House
- Civic / Institutional
- Parking Garage
- Existing Building
- Mixed Use / Commercial Land Use
- Multi-Family Land Use
- Single-Family Land Use
- Institutional Land Use

South Main Mixed Use Center

trees to define the space. A central fountain should be provided as a focal point, and there should be plenty of seating areas and human-scaled lighting. This space should not be used for parking, with the exception of on-street parking on the surrounding streets.

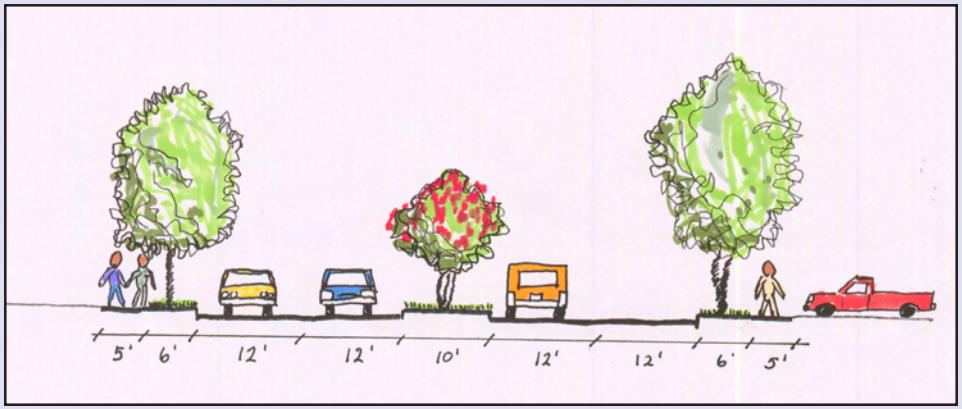
- A public or semi-public use should be considered as an anchor for the westerly end of the plaza to serve as a backdrop when viewed from South Main Street. Historicially, Latino plazas would often feature a church or governmental building. As an alternative, perhaps a community center employing both a civic and Latino character might occur here, including a vertical architectural element such as a clock tower.

- In addition to the general public, market this area specifically to the Latino population, GTCC students and employees, tourists and furniture industry visitors. See pages 126-127 for details on a marketing strategy for this area.

- In designing the plaza, accommodate special events and consider establishing a regular farmer's market for the plaza.

Existing South Main Street Design

- 4 driving lanes (2 in each direction)
- Paved central median with turn lanes
- Sidewalks with narrow planting strips
- No street trees
- No on-street parking



Proposed South Main Street Design

- 4 driving lanes (2 in each direction)
- Curbed and landscaped median with turn lanes at intersections
- Sidewalks with trees planted in planting strips where room allows
- No on-street parking

South Main
Mixed Use Center

Branding Concept

As explained in more detail on page 126, by recognizing the market shifts currently underway and branding the area's cultural strengths, destination appeal can be created that attracts people from other parts of the region to support the corridor's businesses. The recommended identity marketing concept for South Main would focus on the area's Hispanic culture by creating a special "Mercado" (merchant) business district. This concept is not meant to imply that non-hispanic businesses are somehow disengaged or excluded from the benefits of the district. The concept is meant only as an identity marketing "hook" that provides destination appeal in the same way that many other cities market their "Chinatowns" or that Chicago markets its ethnic neighborhoods - through distinct urban design, event programming, and similar methods. Identity marketing also helps to establish "branding" and definition for the corridor that it currently lacks.

These images illustrate the general character suggested for this mixed use center, including a central plaza, arcaded building facades, outdoor dining, and a civic looking structure with a vertical architectural element. The following page provides a conceptual illustration of the proposed plaza.

South Main
Mixed Use Center

With GTCC shown in the foreground, this concept for the focal point of the proposed South Main Mixed Use Center is one of several ways that the area might be designed. Should structured parking not ultimately be economically feasible, more surface parking might be an alternative if not fronting key streets.

English & Kivett Mixed Use Center

Existing Conditions

This proposed mixed use center is extreme in both its challenges and its potential. Among its challenges are the many nearby industrial uses that generate a substantial amount of truck traffic, the shallow building setbacks, the limitations to introducing on-street parking to both English and Kivett, the level of vacancies for existing commercial buildings, and the relatively low household incomes for surrounding residential areas. On the other hand, there is a strong concentration of historic commercial buildings that have retained a high degree of architectural integrity. It is quite conceivable that theses structures could be rehabilitated for a variety of commercial uses on the ground floor and offices and/or housing on the upper floors.

The segment of West English Road immediately south of its intersection with Kivett Drive has some of the most cohesive historic commercial architecture in the Core City.

This panoramic photograph is taken from Phillips Avenue (the street on the right foreground) at the intersection of West English Road. The service station sign is located on the corner of Phillips and English.

English & Kivett Mixed Use Center

Target Market

This proposed mixed use center has the greatest potential to attract residents from the surrounding area, as well as employees of area industries and those in the furniture business.

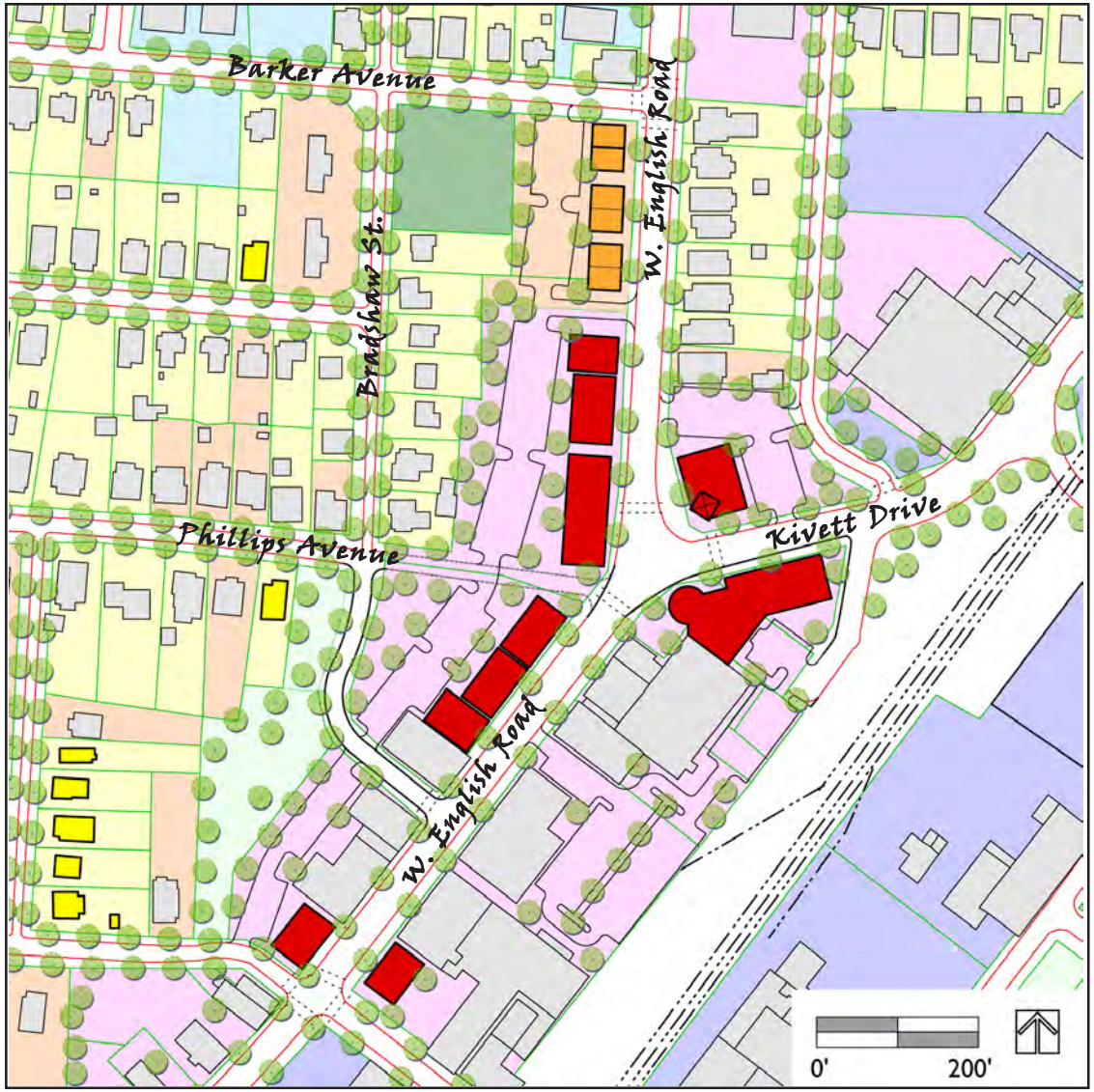
Recommendations

- Adopt design standards that insure the architecturally appropriate rehabilitation of historic buildings and compatible infill development (see pages 10-14).

- Develop new mixed use buildings having ground floor retail and restaurant uses and upper floor office and housing. The best development opportunities existing within the immediate vicinity of the intersection of Kivett and English.

- Rehabilitate historic commercial buildings for mixed uses, particularly those concentrated on English immediately south of its intersection with Kivett.

- Develop new infill housing, both single-family detached and attached, where vacant lots exist on the periphery of this proposed mixed use center. To encourage such infill housing, as well as the rehabilitation of existing housing, adopt a Neighborhood Investment District (NID) surrounding this area (see page 131).



New Mixed Use / Commercial Building
New Attached Housing
New Single-Family House
Existing Building
Mixed Use / Commercial Land Use
Multi-Family Land Use
Single-Family Land Use
Industrial Land Use
Bradshaw Park

English & Kivett Mixed Use Center

• Enhance Bradshaw Park - Located at the intersection of Bradshaw and Barker, this half-acre park is the only public space within close proximity of this proposed mixed use center. While it currently features a playground, efforts should be made to physically enhance it. Also, streetscape improvements should be made on Barker to give it a stronger link with the core of this mixed use center to the east. It is noteworthy that an undeveloped open space currently exists along the west side of the proposed Bradshaw Street extension between Phillips and West English. It is privately owned, but may have future potential as a public park.

• As described in detail on pages 20-21, there are three alternative scenarios for the directional flow and street design of English and Kivett, both currently being one-way streets north of the English/Kivett intersection. Although an ideal scenario for the good of the proposed mixed use center would feature two-way traffic for both streets, as well as on-street parking, that scenario is not feasible unless truck traffic can be rerouted.

• Consider eliminating the segment of Phillips Avenue between English and Bradshaw Street to avoid a conflict with the English/Kivett intersection. In order for this concept to be viable, at least two other street issues must be addressed, as follows:

1) Bradshaw Street should be extended south beyond its current termination at Phillips and connect with English substantially south of the English/Kivett intersection (see concept plan on the previous page).

2) Barker Avenue, the street parallel to and north of Phillips, must be able to accommodate the additional traffic that would result from closing the one block segment of Phillips that connects with English. In particular, potential negative impacts on residences on Barker must be considered.

While the suggestions above for Phillips Avenue could be beneficial to this proposed mixed use center from an urban design and pedestrian perspective, their feasibility with respect to vehicular traffic circulation will require much greater study.

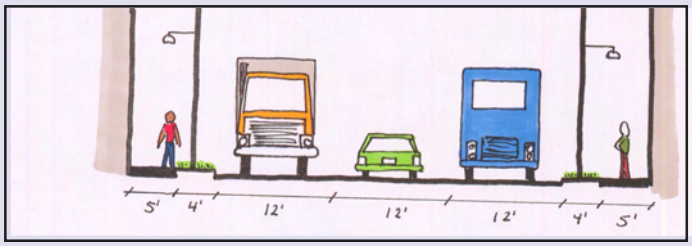
It is also noteworthy that the installation of a traffic circle was contemplated for the intersection of English and Kivett during the early stages of this plan, but it was determined that a traffic circle here would create more problems than it would solve.

Given that this area's existing historic buildings are typically at least two stories in height, constructed of brick, and sited close to the street, new infill development such as this should follow similar patterns.

English & Kivett
Mixed Use Center

Existing English Road Design (South of English/Kivett)

- 4 driving lanes (2 in each direction)
- Sidewalks without planting strips or street trees
- No on-street parking

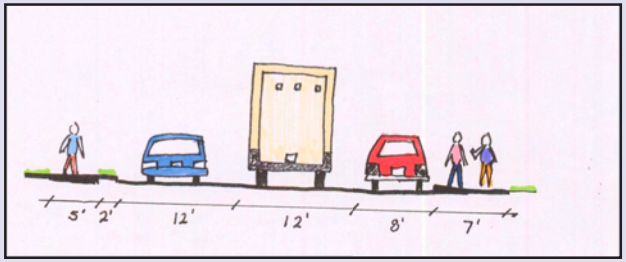


Proposed English Road Design (South of English/Kivett)

- 2 driving lanes (1 in each direction)
- 1 central turn lane
- Sidewalks with planting strips on both sides
- No on-street parking

Existing Kivett Drive Design

- 3 driving lanes (all in one direction)
- Sidewalks without planting strips or street trees
- No on-street parking



Proposed Kivett Drive Design

- 2 driving lanes (all in one direction)
- Sidewalks without planting strip on one side
- 1 on-street parking lane

Lexington & Centennial Mixed Use Center

Existing Conditions

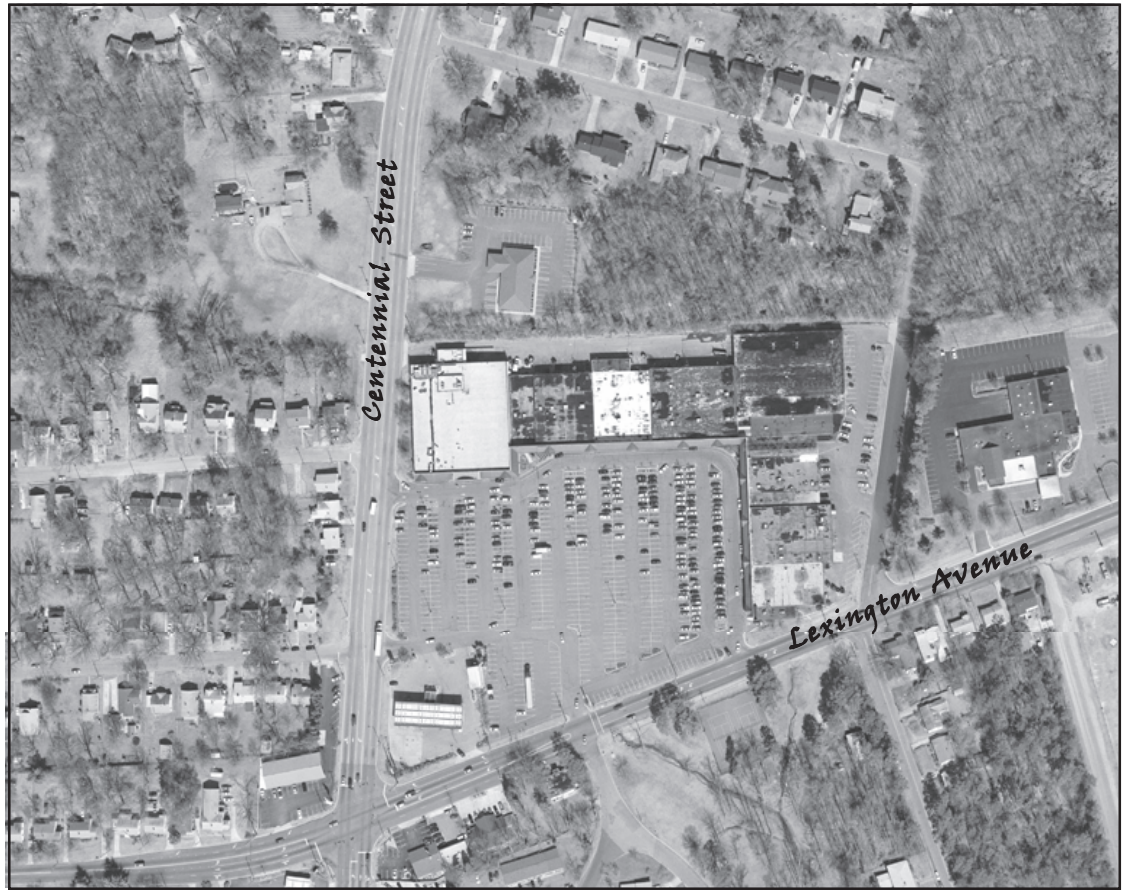
The intersection of Lexington Avenue and Centennial Street is characterized by a traffic signal, numerous driving lanes, expansive paved surfaces, and auto-oriented development at all four corners. The most significant development is College Village, located on the northeast corner. It consists of over 142,000 square feet of building space with Food Lion grocery store as the anchor tenant. There is also an Advanced Auto store, as well as several smaller specialty retail businesses. Physically, these buildings are adjoined to one another and feature large footprints and single story heights. The expansive parking lot that fronts onto both Centennial and Lexington has no landscaping. The other three corners of this intersection have much smaller developments, including a service station and various retail businesses. In fact, given the barrier created by the two primary streets and the adjacent intact residential areas containing those three corners, extending a mixed use center to those corners is not a viable option.

Target Market

This area has several potential target markets, including the surrounding neighborhood residents, through traffic on Centennial and Lexington, and nearby High Point University students and employees.

The intersection of Lexington and Centennial is currently dominated by asphalt, overhead wiring, traffic signals, and auto-oriented development. This view features the northeast corner.

The parking lot of this shopping center, located at the intersection's northeast corner, is totally void of landscaping. Of the four, this corner is the only viable option for a mixed use center.



Lexington & Centennial Mixed Use Center

Alternative Scenarios

The College Village shopping center is clearly an important source of goods and services for many people living in the area. Being at the intersection of Lexington and Centennial, it also has a strategic location that could translate into high real estate value. However, because its physical form is so inconsistent with the objectives of this plan, it is an obvious candidate for redevelopment as a more diverse and urban mixed use center. On the other hand, because this site has been informally identified as a potential area for future expansion by High Point University, ideas related to it becoming a mixed use center are only tentative and need to remain flexible. The three most likely scenarios for this site are as follows:

Enhanced Suburban Shopping Center

This scenario would retain the general physical form and tenant mix that currently exists, but it might be physically enhanced through landscaping of parking areas, streetscape type improvements along storefronts, and perhaps even a new exterior architectural treatment. In this scenario, a grocery store would continue as the anchor tenant, which is important to the surrounding residential areas, as no other grocery store is as conveniently located.

High Point University Campus Expansion

This scenario would eliminate all of the current uses and, most likely, result in the complete physical redevelopment of the site. Serving as an extension of the existing campus, potential uses might include academic buildings, administrative offices, student housing, and athletic facilities. While this scenario might be advantageous to the Uni-

Lexington & Centennial Mixed Use Center

versity, which is an extremely important component of the Core City, the loss of a grocery store and other businesses would negatively impact nearby residents.

Mixed Use Center

This scenario would be the most consistent with the balance of this plan for the Core City. As the map on page 54 reveals, not having a mixed use center at this approximate location would leave somewhat of a service area gap. It is noteworthy that, because of existing development patterns - including neighborhoods, the other three corners of this important intersection area do not have sufficient developable land to accommodate a mixed use center.

Recommendations

It is recommended that the City initiate a dialogue with this site's owner and High Point University administration to help determine its future. If an urban mixed use center similar to the other such centers proposed in this plan appears viable, it is recommended that a plan consistent in principle with the concept plan on the previous page be pursued. If the mixed use center alternative is indeed pursued, the following recommendations are provided:

- Retain the largest footprint building existing along the site's easterly edge, but redevelop most of the rest of the site in a manner that gets buildings closer to the two streets.

- Retain a large portion of the existing parking lot in a manner that makes it central to the site, and provide extensive landscaping.

- Develop attached housing at the rear of the site as a transition to the existing single-family housing along the site's northern boundary.

- Extend cross streets on the other side of Centennial and Lexington into the site and design them like urban streets (sidewalks, on-street parking, and street trees) even if they function essentially as key driving aisles within a large parking lot. Similarly, the proposed residential street in the very northwest corner of the concept plan on the previous page would be a new street.

It is recommended that this plan remain flexible to accommodate the future needs of High Point University. However, even if this site does not transform into a mixed use center, this general concept should serve as a model for adapting similar sites within the Core City.

This new development at Belmont University in Nashville, Tennessee, could serve as a general model for High Point University. In addition to housing a variety of university uses, such as assembly space, its primary street frontage where the campus and community interface features a restaurant and several retail spaces for businesses operated by Belmont students.

Neighborhoods

Identifying Characteristics

There is no magic formula for identifying distinct neighborhoods. In fact, within the Core City, many residents have differing opinions regarding where boundaries exist for various neighborhoods, as was revealed through this plan's public input process. Regardless, most discernable neighborhoods feature one or more of the following characteristics:

- *Natural or Man-Made Boundaries* - Natural boundaries include ridge lines, streams, and floodplains, while man-made boundaries include rail lines, streets, and differing land uses and development forms/character.

- *Legal Subdivision* - Just as today's developers create new residential areas through subdivision approvals by the City, the same general process occured during the late-nineteenth and early-twentieth centuries in High Point. The area deemed in this plan as the "North Central Neighborhoods," in particular, consists of several distinct subdivisions that occured during the early-twentieth century.

- *Shared Development Patterns* - Distinct neighborhoods typically share a common physical form with respect to lot sizes, building setbacks, building orientation to the street (perpendicular vs parallel), architectural styles and materials, and the lack or existence of front porches, sidewalks, street trees, driveways and alleys.

- *Common Economic Conditions* - Although some neighborhoods can feature areas that are significantly more affluent than others, in general, most neighborhoods have a relatively consistent economic level. This fact also has visible physical implications, such as the level of property maintenance.

Highland Mill Village has many characteristics that make it identifiable as a distinct neighborhood including: boundaries defined by streets and non-residential land uses/development; consistent lot sizes, house setbacks and orientation to the street; the existence of alleys and the lack of sidewalks; and a common architectural design (one-story, pitched roofs, clapboard siding, and front porches).

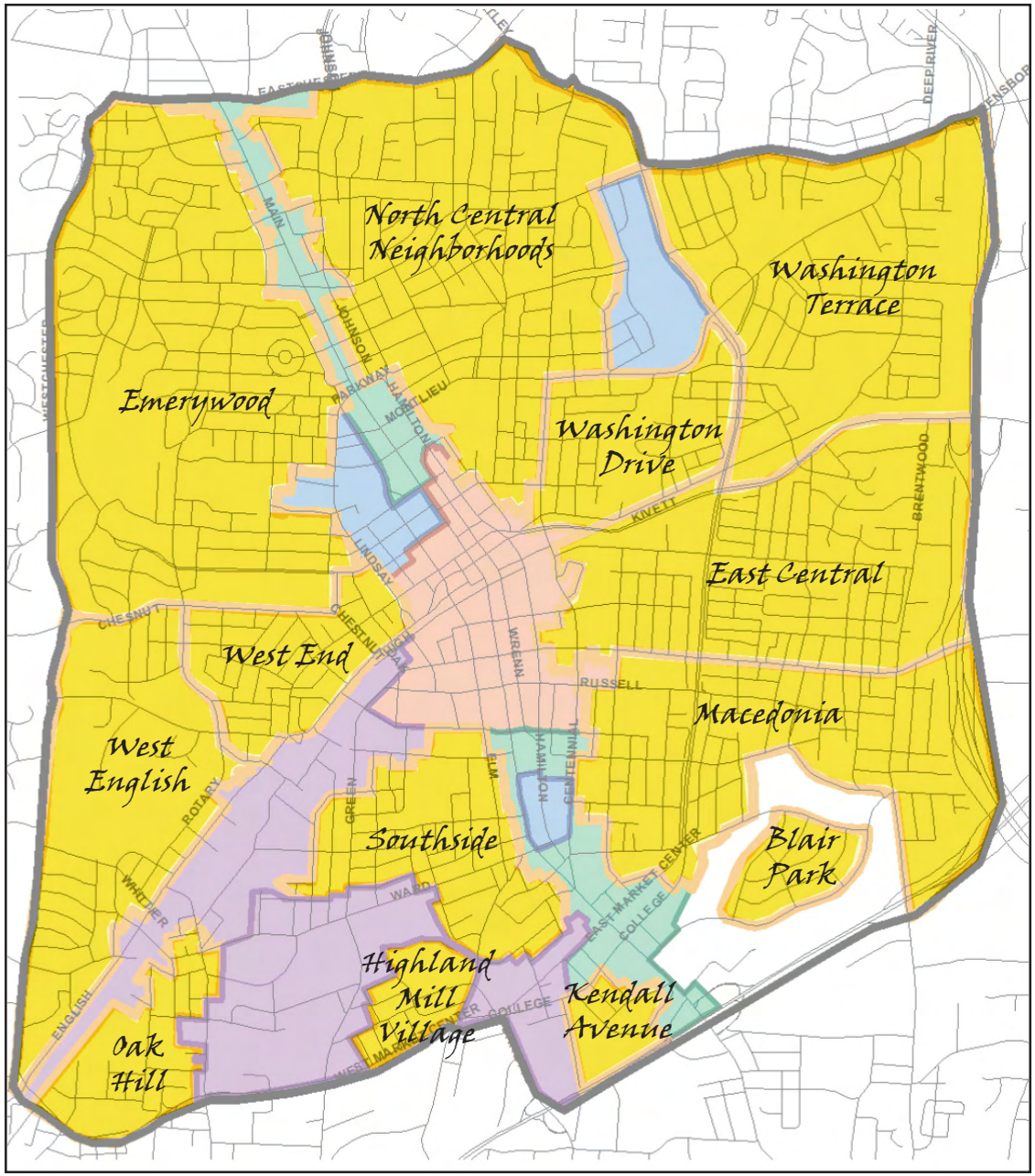
Neighborhoods

Neighborhood Planning Principles

The Core City is blessed with a rich variety of neighborhoods that serve as the area's backbone. Economically, they range from middle to upper-income neighborhoods such as Emerywood, to lower-income neighborhoods such as Macedonia and East Central. Physically, most of the Core City's neighborhoods were developed during the first half of the twentieth century, although there are also post-war residential areas having a more suburban character, particularly in the northeast portion of the Core City. Such areas are characterized by deeper front yards and houses oriented perpendicularly to their street relative to more urban pre-WWII neighborhoods. A key objective of this plan is to stabilize and strengthen the Core City's neighborhoods by minimizing their existing negative conditions while reinforcing their positive qualities. The following principles should be applied when planning for the revitalization of the Core City's neighborhoods:

- *Discernable Boundaries* - Do not allow neighborhoods to get chipped away at their edges by incompatible uses and development forms. Employ design measures to accentuate their boundaries through features such as gateway treatments and street tree plantings.

- *Varied Housing Options* - Neighborhoods should be diverse by offering a range of housing types, including single-family houses, multi-



family units, townhouses, and similar options. Neighborhoods should respond to a range of income levels, and they should meet the housing needs of people during every stage of their lives so that people are not forced to move to another part of the community simply because they reach a new stage of their life.

• *Older & New Housing* - The vast majority of existing housing within the Core City dates from prior to 1950. While there are some houses so deteriorated that demolition and replacement is the most viable option, most houses are in relatively good condition. Most of those that are not can be and should be rehabilitated. It is their older architecture that gives these neighborhoods their positive character, and it is one of their competitive advantages that will attract new residents as revitalization occurs. Consequently, rehabilitation must me done in accordance with recognized preservation standards that retain important architectural elements. Because there will always be a certain percentage of the market that desires new housing, and given that vacant lots are a detriment to neighborhoods, new infill housing is also an important element of neighborhood revitalization. For the same reason it is vital that older houses be rehabilitated appropriately, it is critical that new housing be architecturally compatible with its context. See page 12 for housing design principles. The only way to insure that appropriate design occurs is for the City to adopt very specific design standards that are mandated for all rehabilitation and new development.

• *Mixed-Use Neighborhood Centers* - Neighborhood centers can range in scale from a small corner store to one of the several mixed use centers proposed in this plan. Regardless of its specific characteristics, every neighborhood should have some sort of center either in it or near it for convenience goods and services, for socializing, to encourage pedestrian travel, and to serve as a cultural focal point for the neighborhood that helps to lend the area its identity.

• *Parks & Recreation Facilities* - A variety of park and recreation facility types should be available to every neighborhood. Parks can range from "tot lots" to larger parks with recreational fields and courts. Likewise, recreation centers can come in a wide variety of forms hosting a range of activities. To the extent possible, park and recreation facilities should be located near existing public facilities or mixed use centers in order to allow the community to informally police them with "eyes on the street." See pages 6-7 regarding parks.

• *Sidewalks & Infrastructure* - As confirmed through a combination of field investigations and neighborhood meetings, it is clearly evident that some of the greatest needs in the Core City's neighborhoods are simply remedial improvements to bring neighborhoods up to acceptable standards. Many streets completely lack sidewalks, and those few that are blessed with them are frequently in disrepair. Similarly, street lights are inadequate in many areas and need to be improved. In fact, the most basic infrastructure will be critical for areas attempting to attract private sector investment in housing rehabilitation and new infill development.

• *Revitalization Area Targeting* - Housing rehabilitation and infill development, as well as the improvement of its supporting infrastructure, should be carefully targeted to specific areas. Rather than randomly improving geographically dispersed lots, specific areas should be rehabilitated on a block-by-block basis. It must be recognized that precious funds are wasted if a new house is located near vacant and deteriorating housing and the area is plagued by crime. Instead, areas need to be controlled in order to protect the investment. See page 131 regarding Neighborhood Investment Districts.

• *Building Social Networks* - As implied above, the social context of an area can be a tremendous determinant of the level of success rehabilitation efforts can achieve. Social services such as day care and community centers and their programs are an important component of revitalization. Events that allow residents to meet one another are useful, and programs such as neighborhood crime watches are critical to attaining success.

Neighborhoods

The Oak Hill Neighborhood, located in the southwest corner of the Core City, is illustrated at right as an example of how the planning principles described on the previous two pages might be applied in practice, as follows:

Mixed-Use Center

The proposed mixed-use center entails the redevelopment of existing older commercial and light industrial buildings into a more urban, mixed use and attractive form. Buildings are kept to a human scale to blend well with nearby houses, and they address the street more strongly by keeping parking lots to the rear.

Infill Housing

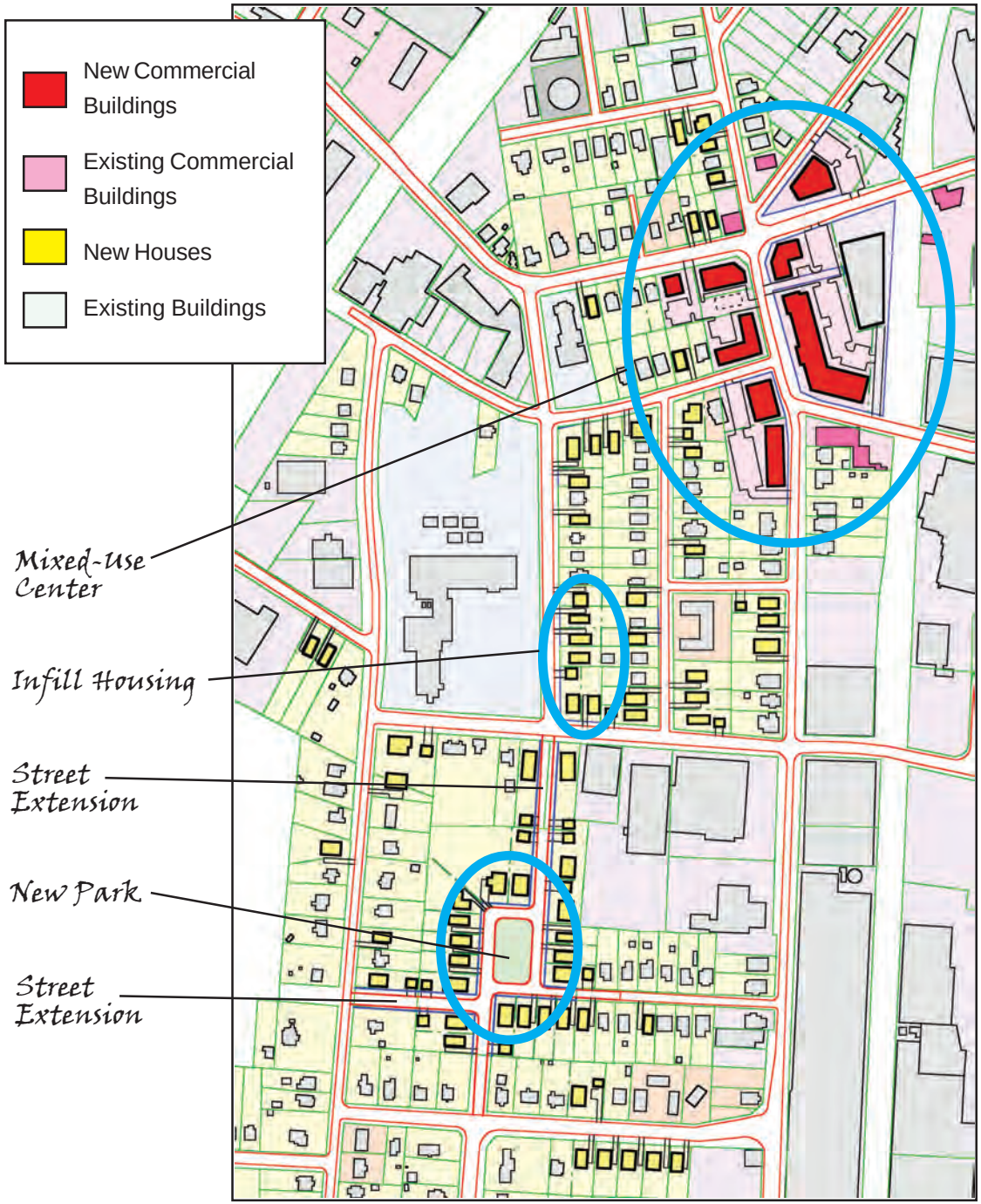
Rather than developing a small number of houses in a random and scattered pattern, groups of new houses are provided to create a critical mass of good housing, thereby controlling entire areas rather than merely individual lots. Houses have a front setback and orientation to the street consistent with the historic development pattern.

Street Extensions

Existing street patterns are extended to create greater connectivity for both driving and pedestrians, as well as developable real estate.

New Park

The proposed new park is a small passive space that creates an amenity for residents and added lot value.



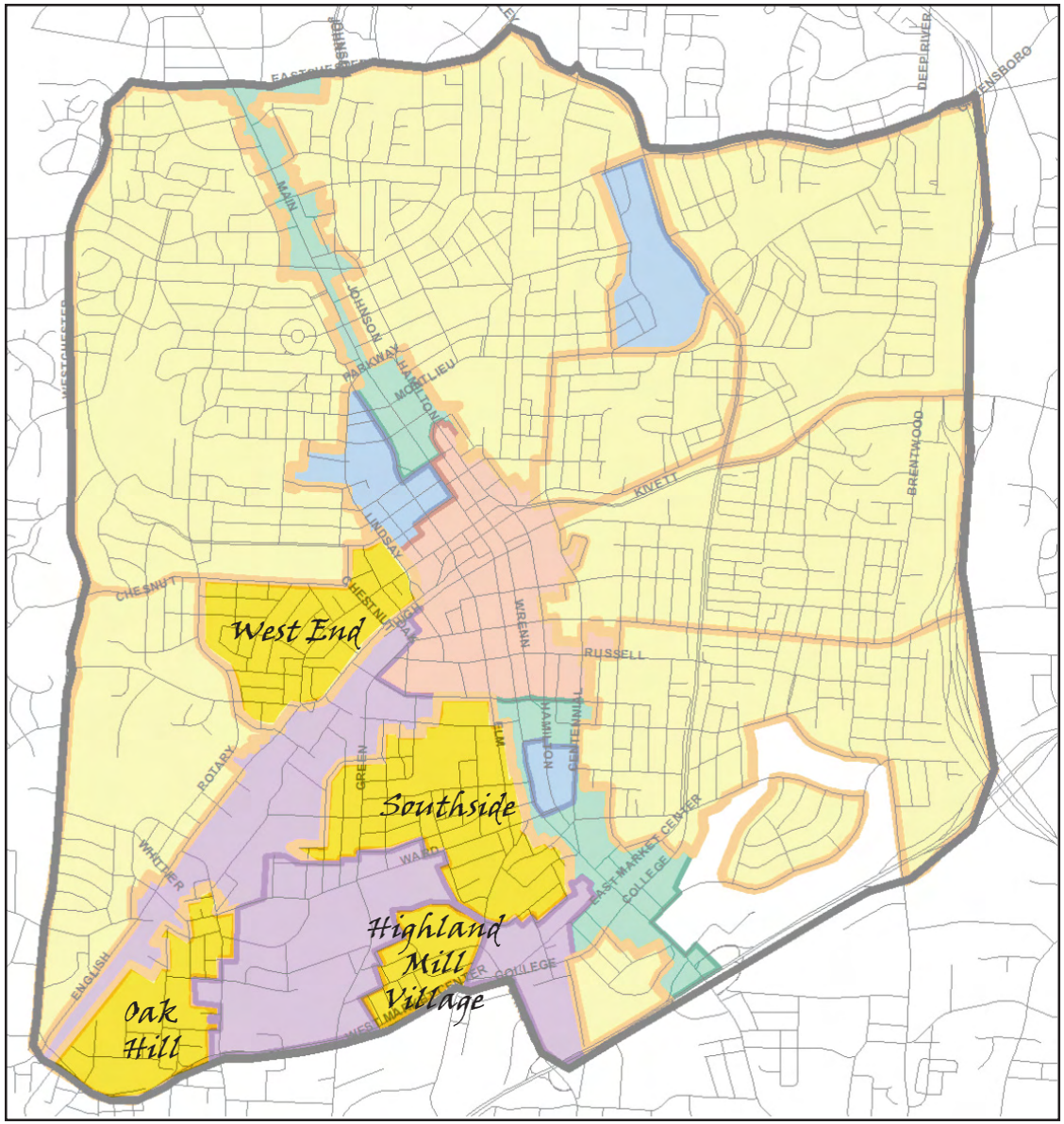
Neighborhoods: Mill Residential Islands

The southwestern quadrant of the Core City, bounded approximately by Westchester (west), Chestnut (north), Elm (east), and West Market Center (south), consists primarily of industrial and related uses. However, several small residential neighborhoods developed to house mill workers populate this area like small "islands" in a sea of industrial uses. Each of these neighborhoods is surrounded by aging industrial businesses, railroads, trucking routes, utility services, abandoned buildings, and/or vacant land. In addition to these small mill neighborhoods, there are two larger neighborhoods not established for mill housing, but nonetheless heavily impacted by adjacent industrial uses. Despite ethnic and cultural differences between these neighborhoods, all share the following characteristics:

- Visually impacted by adjacent industrial and/or railroad uses
- Low-quality and/or lacking infrastructure
- General lack of amenities (parks/recreation, neighborhood shopping districts, protected natural features, civic facilities, etc.)
- Proximity to Downtown High Point and good regional accessibility

With respect to the following two issues, conditions vary more from neighborhood to neighborhood:

- Poverty and social problems - Highland Mill Village, for example, is a middle-income neighborhood, while pockets of poverty and associated problems are found in neighborhoods such as Southside.
- Vintage/historically interesting housing stock - as with the income levels, some neighborhoods are stronger than others.



Sub-Area Plans

West End Neighborhood

Existing Conditions

Located between Kivett Drive and Rotary Drive, and between Phillips Avenue and Chestnut Drive, this predominately low-income area is within walking distance of middle and high-income neighborhoods to the north and west, while industrial areas border the area to the south and east. The adjoining campuses of Ferndale Middle School and High Point Central High School serve as a boundary that separates West End and high-income Emerywood to the north. This neighborhood does benefit from its proximity to jobs and services provided by High Point Regional Health System, just five blocks to the northeast.

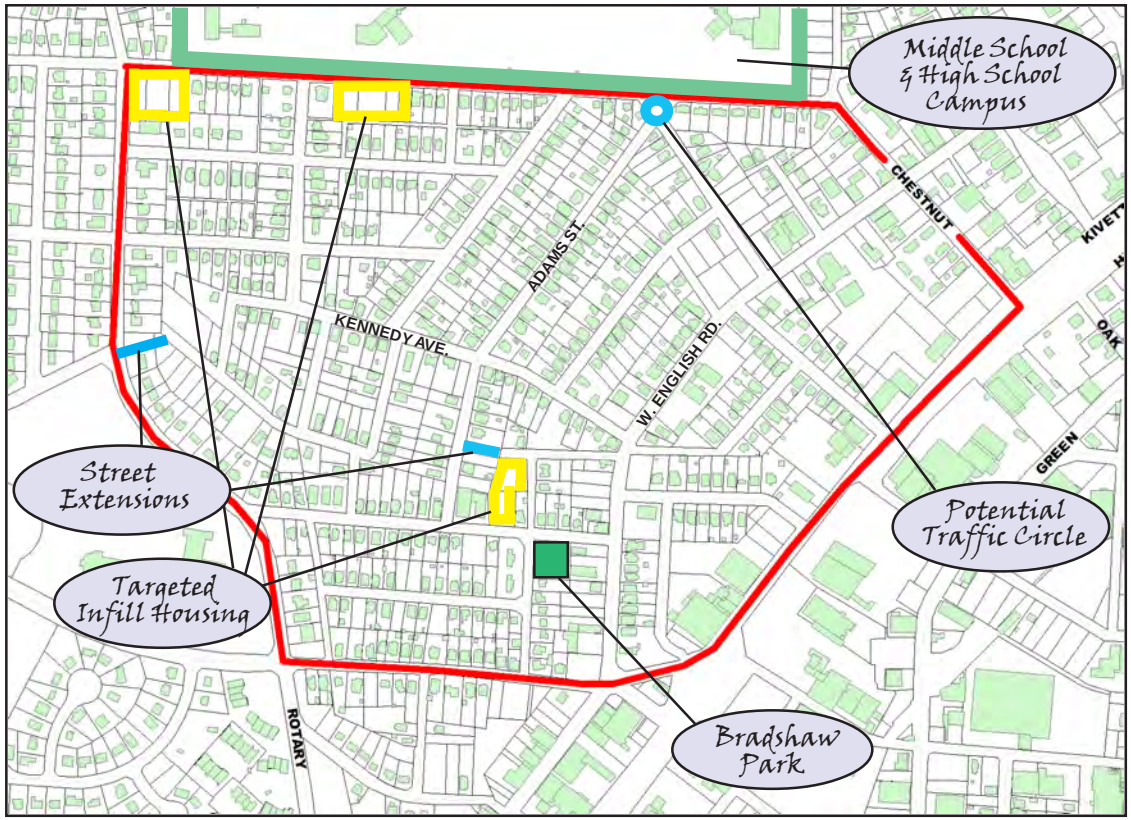
Over time, West End has become a fragmented residential area consisting of small clusters of Depression-era cottages, including low-quality housing. Some areas of the neighborhood are characterized by vacant lots and under-utilized parcels. Much of the land situated between West English Road and West Kivett Drive is underdeveloped or occupied by vacant commercial buildings. Such properties impact on the overall image and marketability of West End's single-family housing since they constitute the "face" of the neighborhood to those traveling on through streets.

Of West End's 383 inventoried houses, only 132 (34.5%) are owner-occupied, while 251, or nearly two-thirds, are rentals. This inventory excludes multi-family housing, suggesting an even lower owner-occupancy rate overall. Rental properties are particularly concentrated on several blocks, including the 300 block of Pickett Place (north side), the 200-500 blocks of Barker Avenue, most of West English, the 200-300 blocks of Kennedy Avenue, the 1100 block Campbell (east side), Adams Street, and the 600 block of Hedrick. Homeownership is concentrated in only a few blocks, including the east side of Tipton Street, the south side of Pickett Place, and Chandler Avenue.

Recommendations

Leverage West End's Parks and Campuses

West End Park, located on Phillips Avenue, consists of 18.5 acres and includes a playground and three multipurpose fields. It is actually located just west of the area defined as the West End Neighborhood. Bradshaw Park, located on the southeast corner of Bradshaw and Barker, is only a half acre in size and features a playground. The following approaches to leveraging these resources are recommended:



West End Neighborhood

Create stronger physical connections with the campus and parks. In addition to being stronger physical connections, there needs to be stronger psychological connections as a means of better marketing the area. Streetscape enhancements, including sidewalks, street trees and lighting, should be targeted to streets such as Barker, Carr, Tipton and Phillips to strengthen the connection.

Phase revitalization efforts to target housing rehabilitation and infill development near the campus and Bradshaw Park. In particular, vacant lots on Chestnut across from the schools and on Bradshaw and Barker near Bradshaw Park should be targeted.

Utilize the middle school and high school as anchors for neighborhood social programs. In lieu of a bonafide community center, the schools should be used extensively for various neighborhood meetings and social events to help solidify stronger social networks that will make West End a safer place.

Make Traffic Improvements Where Viable

Make street connections where existing right-of-way and/or vacant lots lend themselves. Opportunities exist at the western end of Albert Avenue and at the western end of Everett Lane.

Investigate the potential for providing a small traffic circle at the intersection of Allred, Adams and Chestnut. The current configuration lends itself to "fender benders" and it is confusing. A very small traffic circle would not only enhance safety, but it would serve as a new landmark to help provide a greater sense of identity to the neighborhood and help to better orient visitors.

Provide "bulb-outs" at appropriate locations. Bulb-outs, also referrred to as "pedestrian bulbs," are curbed extensions of the sidewalk and landscaping into the street intersection to delineate an area to accommodate pedestrians and prohibit vehicles. They are often the width of adjacent on-street parking, and they protect the end vehicles from being hit by moving vehicles, while serving as anchors for crosswalks that connect the bulb-outs at either end. Within the West End Neighborhood, the two streets identified as being most appropriate for bulb-outs at street intersections are Chestnut Drive and Phillips Avenue. For more information on traffic calming measures, see pages 24-26.

Achieve Compatibility Between Differing Uses

The southeast edge of the neighborhood features a series of industrial uses that are oriented linearly along Kivett Drive and the railroad. Many of these buildings have a historic commercial character and will be well-suited for adaptation to mixed uses as part of the proposed English & Kivett Mixed Use Center (see pages 74-77 for more on this proposed center). Because this scenario lends itself to physically intergrating these buildings with adjacent housing rather than trying to buffer them, design standards intended for compatibility should be adopted for the area.

Leverage the Proposed Mixed Use Center

As described on pages 74-77, a new mixed use center is proposed for the intersection of West Kivett and West English. Located in the southeast corner of the West End Neighborhood, this center will be an important amenity to attract new residents to the neighborhood. As proposed elsewhere in this plan, revitalization efforts for residential properties located near proposed mixed use centers should be given a higher priority than other areas, assuming that all other factors are equal. This principle applies to the West End Neighborhood as well.

Although it is currently in physical and economic decline, the area surrounding the intersection of Kivett Drive and English Road is blessed with historic architecture and has the potential to one day become a vibrant mixed use center.

Southside Neighborhood

Existing Conditions

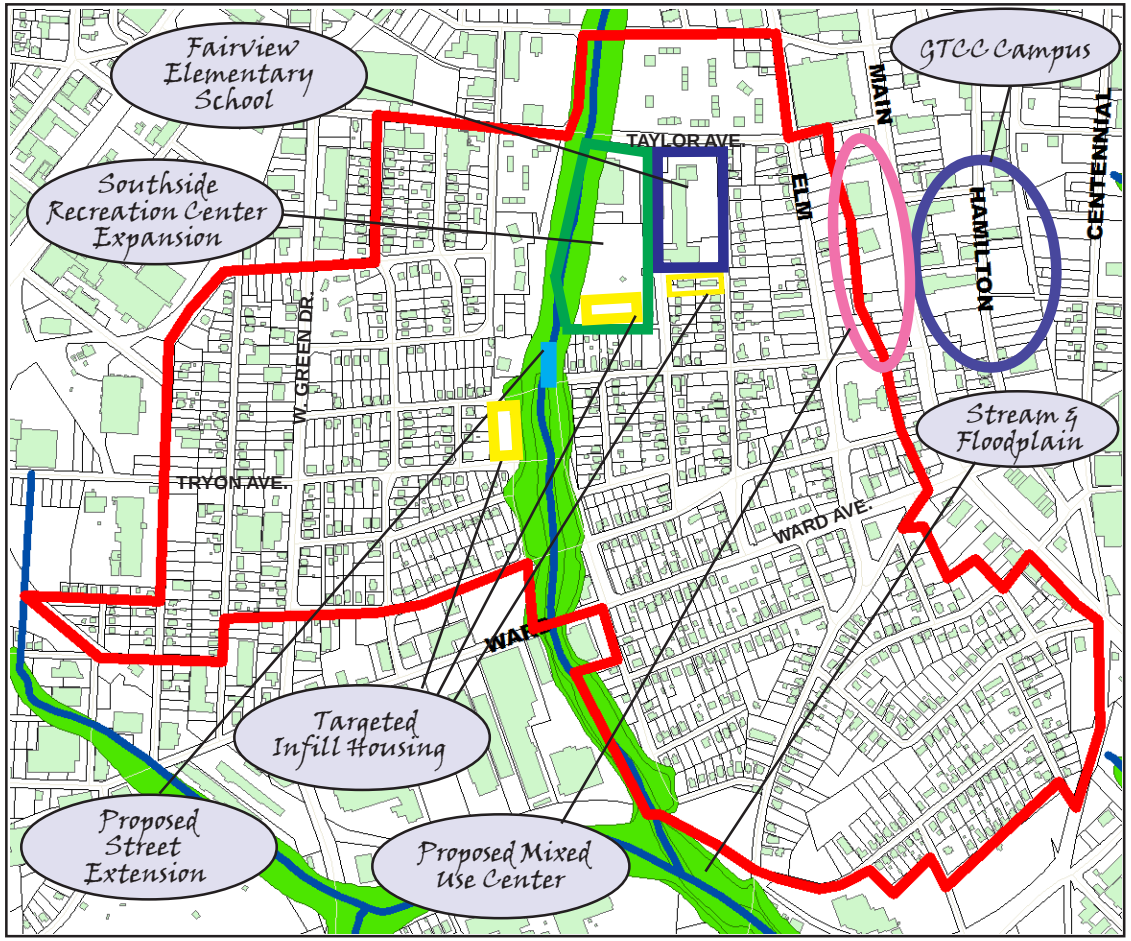
Southside is an established neighborhood located generally east of West Green Drive and west of South Elm Street. Portions of the neighborhood extend north past Taylor Avenue towards a railway yard, and industrial uses surround the area on three sides. Southside is also influenced by highway commercial uses along South Main Street, directly to the east.

Like West End, some areas of the neighborhood are occupied by vacant land. A ravine branches north and south through the center of Southside. Land, understandably, remains undeveloped within this drainage corridor. There is also vacant land on the east side of the neighborhood along Elm Street near Taylor Avenue. Located on the east side of Elm is Elm Towers, a senior apartment building. This high-rise building acts as a boundary between Southside and the South Main Street commercial corridor.

The western portion of Southside has been targeted for scattered site public housing units, while the southern portions have vacant land and poor housing conditions. Although it is not a particularly attractive neighborhood, it does have some vintage housing stock and it offers excellent proximity to classes and services offered by GTCC, located on the east side of South Main Street. The area also has proximity to manufacturing jobs and retail employment.

Southside Plan (2004)

Entitled the *Southside Neighborhood Revitalization Plan*, this plan covers an area extending further east than the neighborhood has been defined in this plan, going as far as to South Main Street. The plan's goals and objectives include pedestrian and mixed-use development; preserving the neighborhood fabric and single-family character; providing affordable housing and rehabbing existing housing stock; building businesses, especially needed commercial services, in the existing area next to the city's central business district; expanding the park and installing a greenway near The Branch; and adding street trees, lighting, and sidewalks at key / gateway locations. Seven "Principles of Sound Neighborhood Design" outlined in the plan describe the desired physical environment for Southside. These include human scale,



mixed uses, and a well-defined community with an identifiable center, edges, and usable open space. Implementation steps recommend land use and zoning changes; housing infill and rehab; creation of an economic development strategy; urban design guidelines for infill housing; and community organizing and education strategies. A particularly noteworthy recommendation is for the design of a new north-south street that would parallel the stream and connect to the Southside Recreation Facility to the north. This plan for the Core City concurs with all of the Southside plan's ideas, although further evaluation would be required to determine the feasability of the proposed new street.

Recommendations

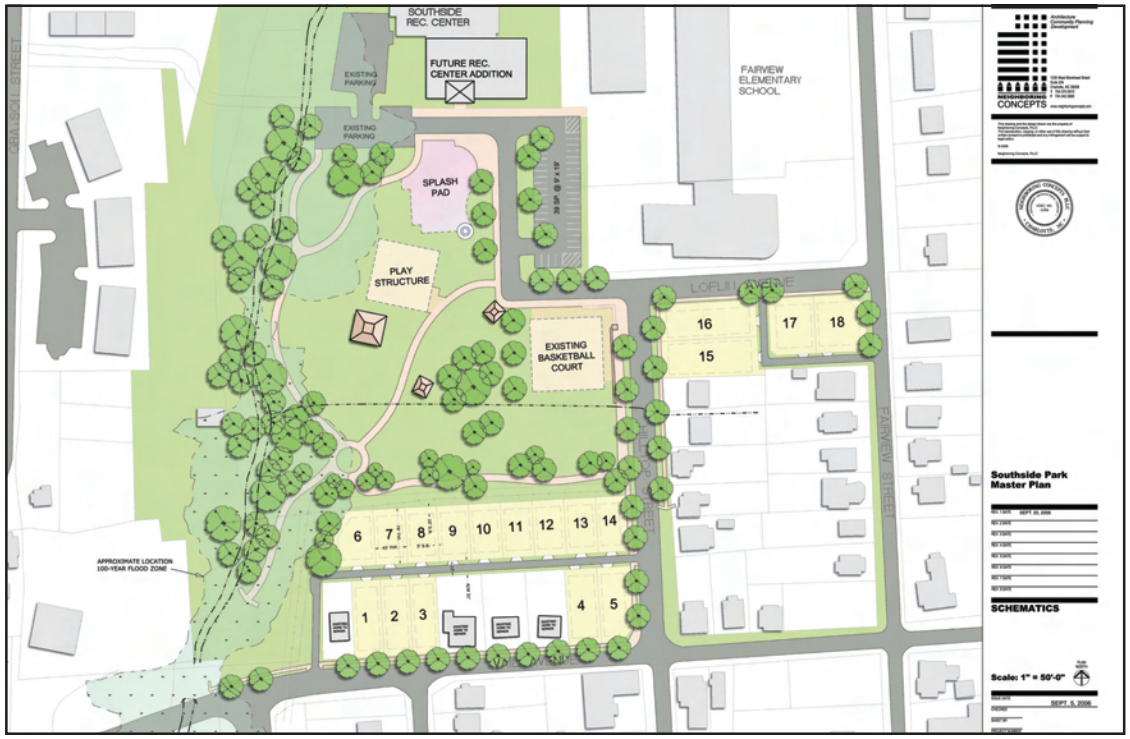
Leverage the Southside Recreation Center

Located on Taylor Avenue, this 11.7-acre property features a gymnasium, two game rooms, a playground, a multipurpose field, four tennis courts, one picnic shelter, and one hard-surfaced playing court. Although it is the neighborhood's only park or recreation facility, it is a substantial one. Fortunately for the neighborhood, a new plan was recently completed for the property to expand facilities (see plan at right). The following recommendations are offered for leveraging this important property:

Create stronger physical connections with the Southside Recreation Center. As in the case of the recommendations for West End, connections should be strengthened both physically and psychologically as a means of better marketing the area. Streetscape enhancements, including sidewalks, street trees and lighting, should be targeted to streets such as Taylor, West Green and South Elm. The potential for creating a greenway connection from the northerly termination of Cassell Street to the recreation center should also be explored, although the timing for implementation may be contingent upon the area revitalizing more and becoming safer. This corridor is proposed on pages 8-9 of this plan as a potential greenway segment, and the 2004 Southside Plan also proposed the same idea.

Continue to pursue the expansion of the recreation center and its facilities. The City has been advocating this idea, as does the Southside Plan. This plan also recommends this expansion on page 7 in making recommendations for the Core City's parks. Fortunately, a $150,000 bond was issued recently and a plan prepared (see below) for improved recreation facilities, including a play structure, a splash pad, and pathways accessing the site's land to the south.

Phase revitalization efforts to target housing rehabilitation and infill development near the Southside Recreation Center. In particular, vacant lots anchoring the south end



New Southside Park Plan prepared by Neighboring Concepts

of the recreation center and along the proposed new north-south street (should it come to fruition) should be targeted.

Make Traffic Improvements Where Viable

Make street connections where the existing right-of-way and/or vacant lots lend themselves. The primary street extension proposed in the 2004 Southside Plan is the north-south street located along the west side of the creek that traverses the Southside Recreation Facility site. If detailed studies determine that this project is indeed viable, it should be pursued.

Keep the Southside Plan's concept of introducing traffic circles alive, but make them a low-priority objective. The plan's proposed traffic circles are a worthy idea and could advance both transportation and urban design objectives, but in light of the neighborhood's more pressing issues, it should be kept as a low priority.

Provide "bulb outs" where feasible. As already indicated on page 26 in the plan section addressing traffic calming, Ward Avenue is one of several streets identified as one that could benefit from the introduction of bulb outs. These curbed extensions provided at street intersections lessen the distance that pedestrians must walk in order to cross the street. Additional streets in the neighborhood that might accommodate bulb outs should be identified.

Capitalize on Nearby Community Resources

Leverage the proposed South Main Mixed Use Center to the benefit of Southside. As explained in more detail on pages 69-73, a Latino-oriented mixed use center is proposed on the west side of South Main across from GTCC. Although this area is just beyond the Southside Neighborhood's boundaries as defined by this plan, it should be considered and marketed as an important neighborhood amenity to help attract new residents.

Promote GTCC educational programs within the Southside Neighborhood. GTCC has done a tremendous job of reaching out to the outlying neighborhoods to offer educational programs. The Southside Neighborhood should take advantage of this community resource.

Utilize the Fairview Elementary School to the greatest extent possible. Given that the Southside Recreation Center is currently the only other public focal point for this neighborhood, it is important that this school be appreciated by nearby residents. While the adjacent recreation center is the more likely venue for community meetings and similar activies, this school should be used as an alternative facility when needed.

Develop Single-Family Infill Housing

Redevelop the block bound by Cassell Street on the east, George Place on the west, Vail Avenue on the north, and Tryon Avenue on the south. As highlighted on the map on page 88, this block is currently undeveloped, with the exception of the western edge fronting George Place. Although the easterly portion of this area cannot be developed because of an existing stream and floodplain, the central portion appears to have development potential, as illustrated by the aerial photograph below.

The area of potential development is outlined in red above.

Reconsider the design of lots as currently proposed east of the recreation center per the Southside Plan. As illustrated on the previous page, four lots are proposed directly south of the elementary school. Lots 17 and 18 are designed to front onto Loflin Avenue, but they should be oriented instead toward Fairview Street in order to be consistent with the area's historic development pattern. It is recommended that the "L" shaped alley currently proposed be eliminated, thereby providing more space to accommodate this recommended change.

Highland Mill Village

Existing Conditions

Highland Mill Village, one of the mill neighborhood "islands," is located east of West Green, north of West Market Center, west of South Elm, and south of the rail road. This area was developed as housing for workers at the adjacent Highland Yarn Mill, which is now vacant. While the area lacks sidewalks, as with most residential areas of the Core City, much of the housing has historic value and there are also some newer housing units. Key components of the neighborhood include three streets that bound the area - West Market Center Drive, Elm Street and Green Drive, and two nearby parks, both located just beyond Highland Mill Village.

Recommendations

Capitalize on Nearby Parks

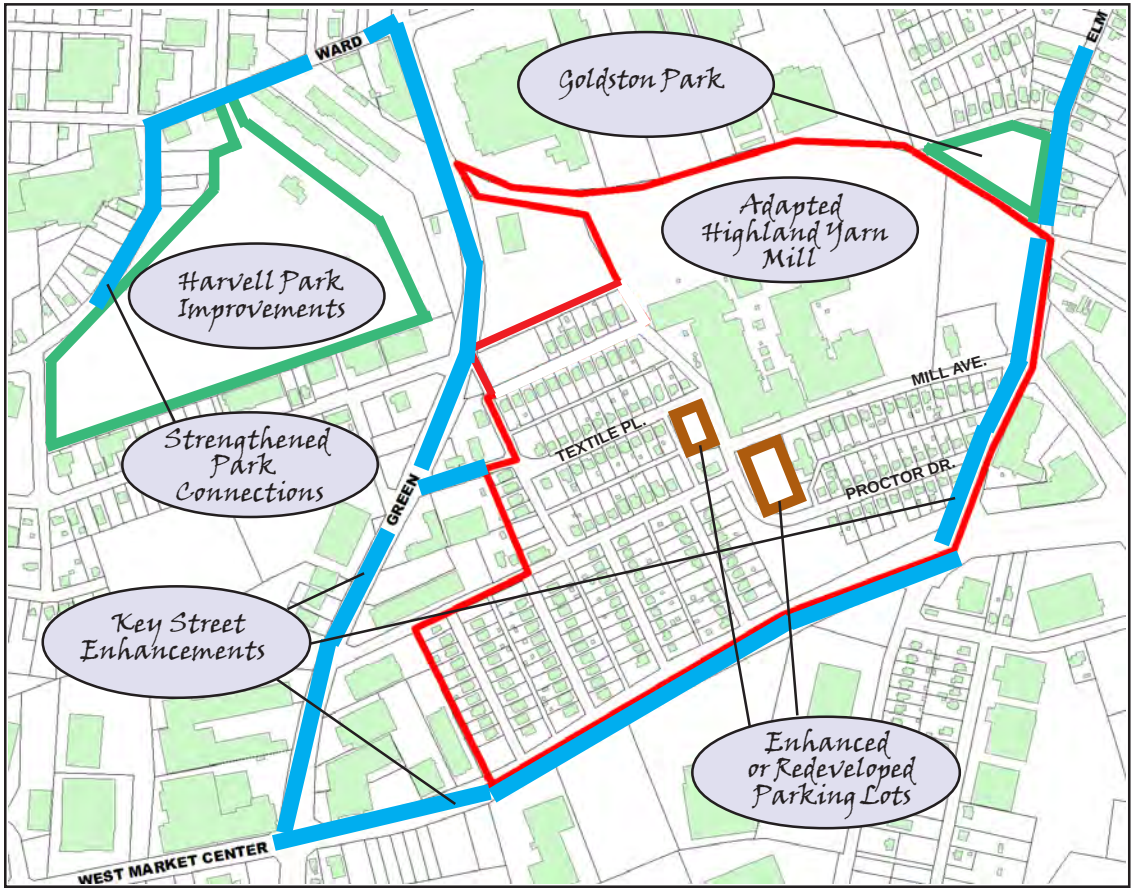
There are two nearby parks - Harvell Park and Goldston Park. The latter is only a 2.7 acre park containing a gravel parking lot, a single playground, and one basketball court, but it is well-maintained and sees substantial use. Harvell Park consists of 21.4 acres and features one playground, one basketball court, one baseball field, a small brick restroom building, and a large paved parking lot. While there are no recommendations for Goldston Park, recommendations related to Harvell Park are as follows:

Expand Bleachers at Harvell Park

The existing bleachers at the baseball field are extremely small in scale and need to be added to in order to accommodate crowds of any reasonable size.

Consider providing another playing field in the southwest corner of Harvell Park. Although there is likely insufficient space for any sort of regulation sized playing field, and because there is a relatively expansive and level surface in this area, the possibility of a small soccer field should be explored.

Strengthen the connection between Harvell Park and the neighborhood. This park is accessed on Lincoln Drive via Ward Avenue and Green Drive. These streets lack sidewalks and have a weak connection with the Highland Mill Village neighborhood. It is recommended that sidewalks and pedestrian scaled street lights be provided for this route. Also, the potential for a pedestrian connection linking Green Drive with the southeast corner of the park should be studied.



Highland Mill Village

Improve Key Streets to the Neighborhood

The need to strengthen the connection to Harvell Park via Lincoln Drive and Ward Avenue was discussed on the previous page. There are three highly-traveled streets that border this neighborhood - West Market Center on the south, Green on the west and Elm on the east. The following recommendations are offered:

West Market Center Drive

This major thoroughfare receives relatively large volumes of traffic and has a wide right-of-way. Regardless, it is presently designed solely for automobiles. Sidewalks, pedestrian-scaled street lights, and street trees should be provided on both sides of this street.

Green Drive

Defining the western boundary of the neighborhood, this gently winding road, like West Market Center, is designed exclusively for motorized vehicles. It too should be enhanced with sidewalks, pedestrian-scaled street lights, and street trees on both sides.

Elm Street

Like the other key streets discussed, this narrow and windy road is ill-suited for pedestrians, cyclists and similar users. However, its narrower right-of-way and existing development patterns will make enhancements more challenging. Regardless, the potential for sidewalks, at a minimum, should be studied further.

Redevelop the Highland Yarn Mill Area

Adaptively reuse the vacant mill complex

As is discussed in more detail on page 136 of this plan, the vacant mill complex has tremendous potential to be renovated for alternative uses because of its architectural interest and the quality of its surrounding neighborhood. Potential uses include a recreation center, an arts center and other civic uses.

Removal of the bricked-in arched windows, overhead wiring and obscuring landscaping would reveal an architectural treasure in this former yarn mill.

Enhance/redevelop the adjacent parking lots

There are two large and unattractive parking lots located adjacent to the vacant mill building. One is on the southeast corner of Proctor and Mill (next to the Highland United Methodist Church), while the other one is located on the southwest corner of Proctor and Textile. Both are surrounded by chain link fences and lack landscaping and maintenance. At the very least, it is recommended that the fencing be removed. Assuming that the lot next to the church will be used by the church indefinitely, it should be enhanced with peripheral landscaping. The treatment of the other lot will depend upon its future use.

Parking lot west of the Methodist Church

Adaptively Reuse the Goldston Park Building

A small, vacant, masonry building is located on the southwest corner of Cassell and Elm. Physically adjacent to Goldston Park, it appears to have been designed for commercial purposes. The park's gravel parking lot is located directly behind it. Ideally, it could be renovated for public restrooms to serve the park, although a commercial use compatible with the neighborhood might be an option.

Vacant building adjacent to Goldston Park

Oak Hill Neighborhood

Existing Conditions

As in the case of Highland Mill Village, the Oak Hill Neighborhood is one of the smaller and more isolated mill neighborhood "islands." It is bound by the railroad tracks on its west side, West Market Center on its south end, an irregular boundary on its east that somewhat follows Prospect Street, and it tappers at the north where the east and west boundaries intersect. That same northern area features a cluster of older commercial and light industrial buildings. The neighborhood appears to have been developed as housing for workers at the nearby mills. Although the housing dates from the 1940s and 1950s and lacks a high level of architectural interest, there is a relatively high level of property maintenance among the single-family houses. An important anchor for the neighborhood is Oak Hill Elementary School. Fire Station Number 8 serves as another public use in the northern corner of the area. The area completely lacks parks, and the closest one to the neighborhood is Harvell Park to the east.

Recommendations

Because they share so many similar circumstances, as well as elements such as Harvell Park and West Market Center, there are many parallels between the recommendations for the Oak Hill Neighborhood and those described on the previous pages for Highland Mill Village. Also, see page 84 for a concept plan for the core area of this neighborhood.

Capitalize on Nearby Harvell Park

Located south of Ward Avenue between the Oak Hill Neighborhood and Highland Mill Village, this 21.4 acre park was described on page 91. Recommendations related to Harvell Park are as follows:

Improve Harvell Park

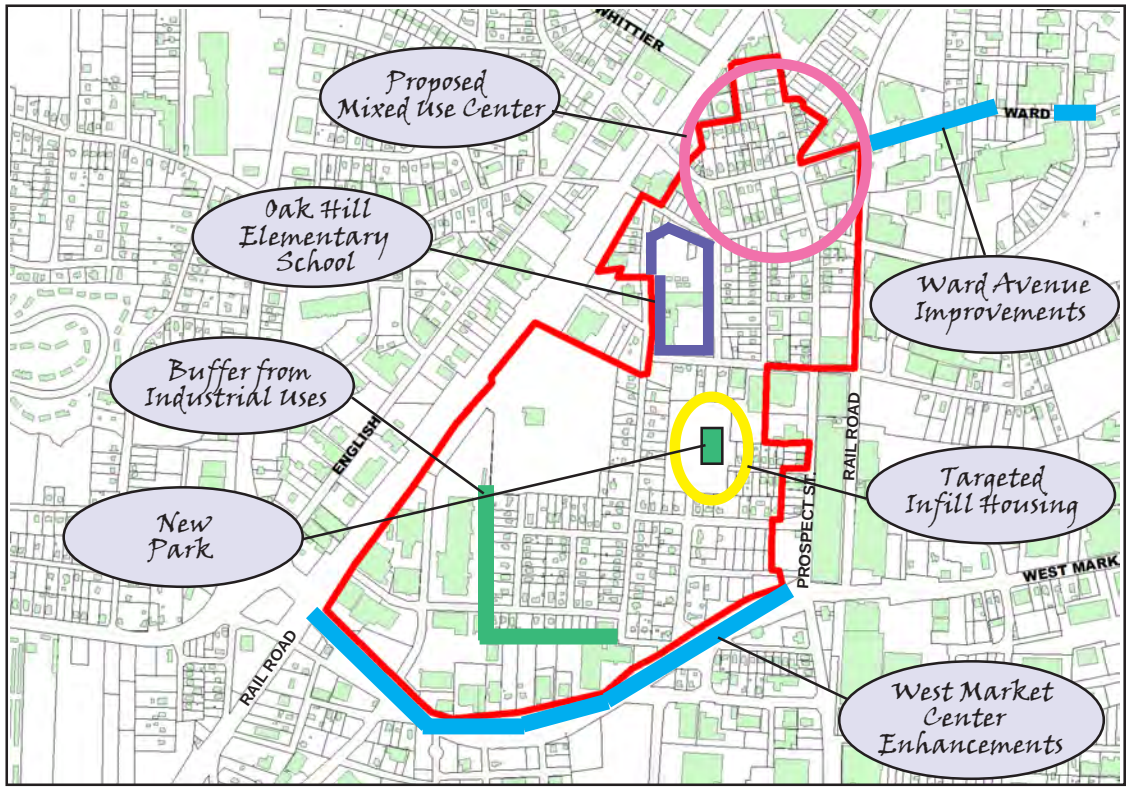
As already explained on page 91, this park has potential for additional bleachers and a small playing field.

Strengthen the connection between Harvell Park and the neighborhood. See specific recommendations on the following page under the issue of traffic improvements.

Utilize Oak Hill Elementary as a Resource

Use the school as an anchor for neighborhood social programs. In lieu of a bonafide community center, the schools should be used extensively for various neighborhood meetings and social events to help solidify stronger social networks that will make Oak Hill a safer place.

Utilize the school grounds as a park for the neighborhood. The Oak Hill Neighborhood is one of only a few in the Core City that



completely lacks a park. The elementary school's grounds and recreational facilities are a tremendous resource. They currently include two playgrounds and basketball courts. While it is likely that the school is already being used informally in this capacity, a more formal arrangement should be pursued.

Create and Leverage a New Park

Develop a new park for the Oak Hill Neighborhood. As illustrated on page 84, this park would be located approximately one block south of the existing school, on the corner of an extended Wrightenberry Street and an extended Chase Avenue, and would become the neighborhood's first bonafide park.

Leverage the proposed new park for attracting new infill housing development. As also conveyed on pages 84 and 93, this proposed park could serve as the focal point for the development of several new single-family houses. As is discussed throughout this plan, it is important that new infill housing be compatible with the existing architecture of the neighborhood.

Make Street Improvements Where Viable

Make street connections where existing ROW and/or vacant lots lend themselves. As illustrated on page 84, specific opportunities exist by extending Wrightenberry south to connect with Eugene Avenue, and extending Chase Avenue west to connect with Van Buren Street.

Strengthen the neighborhood's connection to Harvell Park via Ward Avenue. Even with the development of a new park, as is proposed by this plan, the neighborhood will still have a need for a larger park having more recreational facilities, such as playing fields and courts. Given that Ward Avenue is the primary connection between the Oak Hill Neighborhood and the park, it should be enhanced through the provision of sidewalks, street trees and human-scaled street lights.

Provide sidewalks throughout the neighborhood. The only sidewalks that currently exist are near the elemetary school. The highest priority should be given to the highest traffic streets, such as Ward and Prospect.

Improve West Market Center Drive. For the same reasons that this recommendation was provided for Highland Mill Village, it is recommended that sidewalks, street trees and human-scaled lighting be provided along this highly-traveled street.

Buffer the Neighborhood from Industrial Uses

Because the neighborhood is essentially surrounded by industrial lands, it is unrealistic to attempt to buffer it from all such uses. However, the western and southerly portions of the neighborhood feature industrial uses that are oriented linearly along the railroad. It is recommended that a buffering treatment be applied to mitigate negative views, noise and other impacts caused by both trains and industrial uses. Although a substantial amount of deciduous vegetation already exists along some of these points, it is insufficient for winter months. Supplemental buffering might include a wooden fence and evergreen landscaping. While an emphasis must be placed on the buffer's function, it should also be measurably more attractive than the existing views it will screen. Also, relative to other recommendations for this neighborhood, the proposed buffering should not be a high priority, and it should be funded by the adjacent industries rather than the City.

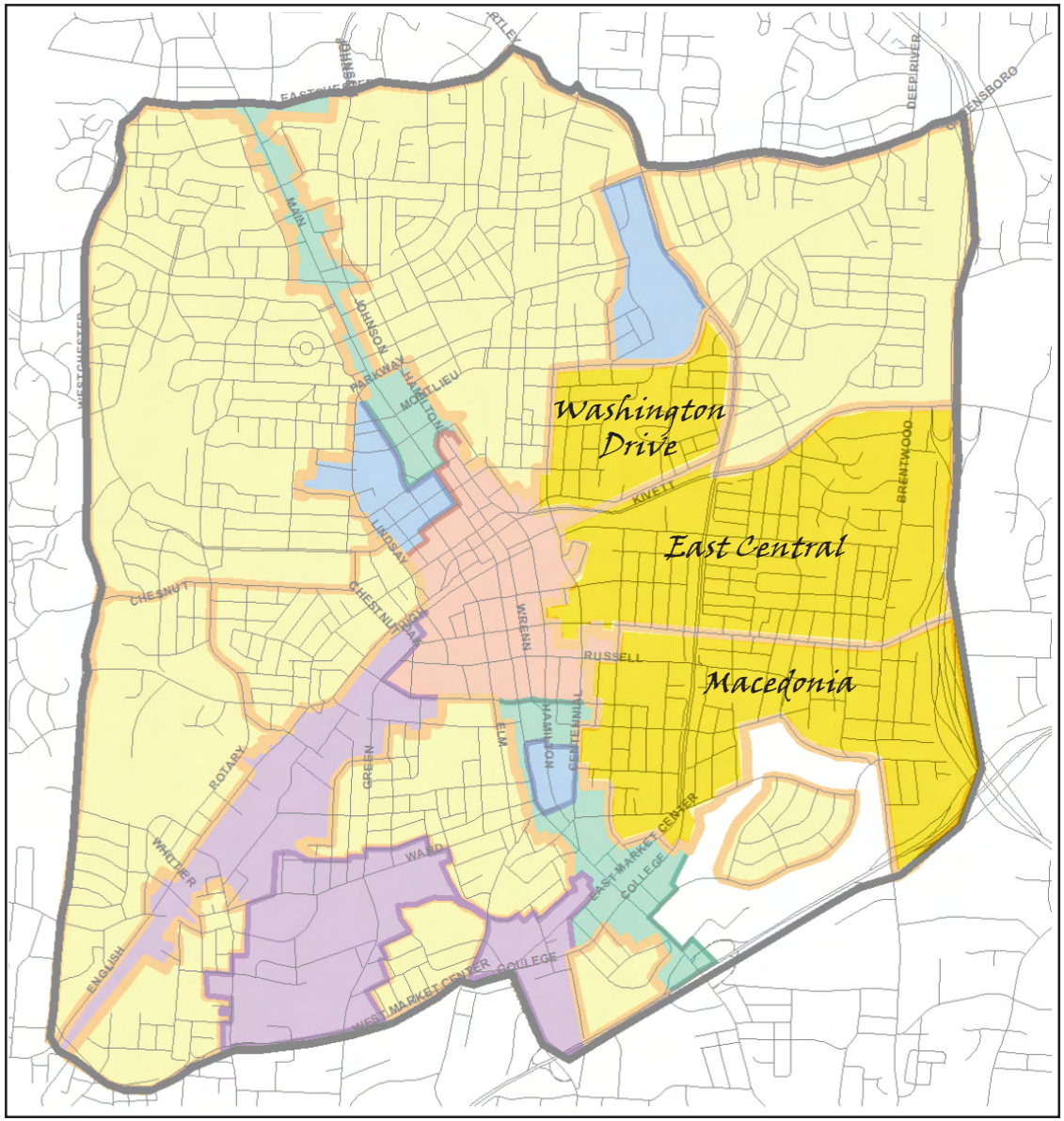
Existing buffering between industrial uses (left) and the rear of houses fronting onto the west side of Clifton Street.

Leverage the Proposed Mixed Use Center

As is described in more detail on pages 67-68 of this plan, a new mixed use center is proposed for the northern end of the neighborhood where some older commercial and light industrial buildings currently exist. This area will undoubtedly become a tremendous resource for the neighborhood in providing convenient goods and services. More importantly, it will give the neighborhood a stronger identity, and it can help market the area.

Neighborhoods:
East Side

The three East Side neighborhoods - Macedonia, East Central, and Washington Drive - share strong cultural and historical ties to High Point's African-American community. Unfortunately, these neighborhoods have been impacted by the exodus of middle-class households, and the proliferation of drugs and other social ills. A concentration of poverty and poor housing conditions have combined with these factors to impact on the marketability of the neighborhoods. Even so, portions of the Core City's East Side have managed to retain their sense of cultural identity and civic pride. High Point's Community Development and Housing Department and the High Point Housing Authority are also investing in redevelopment of housing in the East Side area.



Sub-Area Plans

Macedonia Neighborhood

Existing Conditions

This neighborhood, named after Macedonia Creek, is generally defined as the area located south of East Green Drive, east of downtown and South Main Street, west of the US 311 By-pass, and north of Wesley. The area includes a range of housing stock. For example, conditions had deteriorated in older housing on the west side of the neighborhood, but recent efforts have improved parts of the area through redevelopment based on the *West Macedonia Redevelopment Plan* and planning for redevelopment of the former Clara Cox site. The area is also served by two small commercial districts along Green Drive. Housing located near Wesley Drive benefits from the adjacent Blair Park golf course that adds amenity value to this portion of Macedonia.

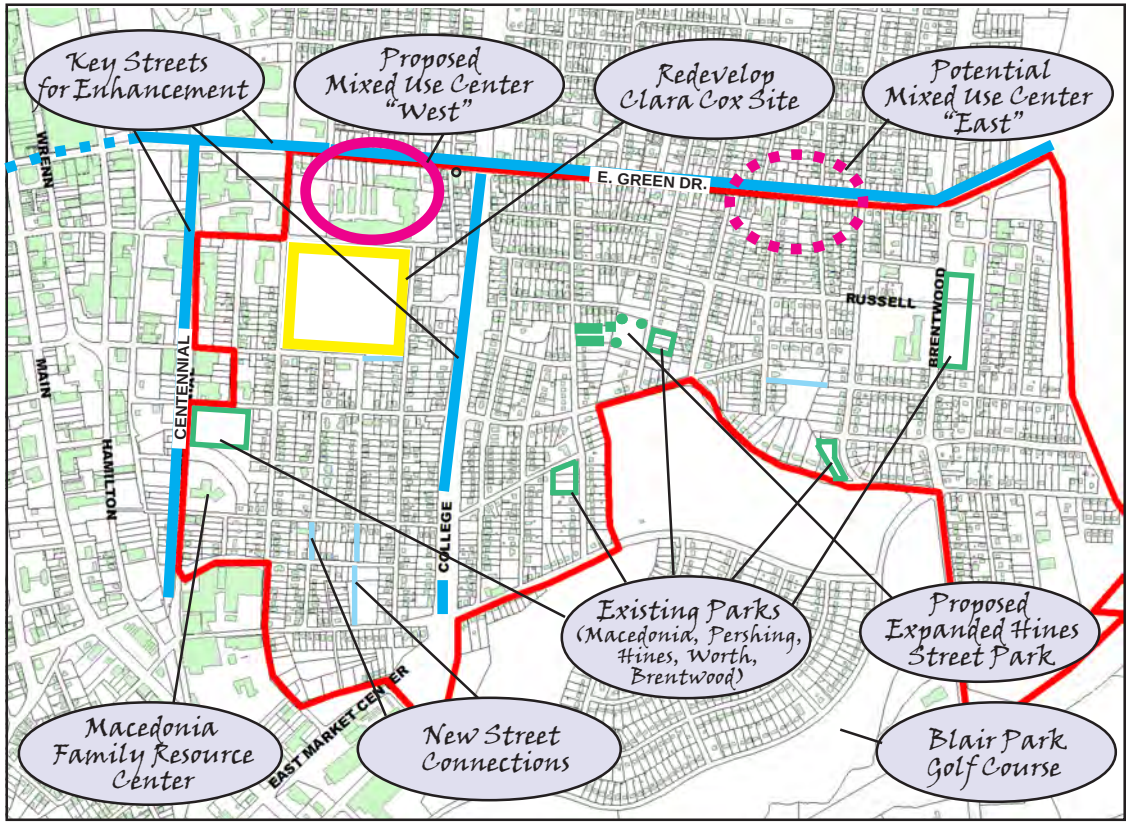
A City analysis of single-family housing tenure focused on the western portion of the Macedonia and East Central Neighborhoods identified a total of 335 single-family dwellings in the area studied. Of that number, only 88 (26.3%) were owner-occupied, while the remaining 73.7% were rentals. Because the analysis only covered single-family dwellings and not multi-family buildings, the actual rental percentage may be even higher. There are only a few portions of this part of Macedonia where homeownership is concentrated, namely 916-924 Randolph Street. Most other homeowner units are scattered among the many rental houses.

West Macedonia Plan (1999)

Entitled the *West Macedonia Redevelopment Plan,* this plan was produced as a prelude to the 1999 designation of the West Macedonia neighborhood (bounded by East Green, South College, East Kearns, and South Main) as a redevelopment area pursuant to the redevelopment statute. Overall objectives of the plan are to:

- Bring vacant and underutilized industrial and commercial property back into productive use
- Increase job opportunities for residents of the neighborhood
- Improve housing stock and increase home ownership
- Provide recreational, educational, and training opportunities for residents

Toward these ends, the plan makes several recommendations. It recommends marketing solutions for industrial and commercial



properties, including creation of a business incubator near GTCC, development of flex industrial/office space, and office space for furniture companies near new showrooms. The plan also recommended rehab and new construction of housing, along with conversion of rental units to owner-occupied dwellings and loan pools for homeownership and home repairs. A transitional area would provide a buffer between industrial and residential areas in the neighborhood, and a new greenway along Macedonia Creek would provide open space and recreation. The plan also recommends rezoning single-family areas east of Park Street from multi-family (RM-12) to single-family (RS-7).

Since the West Macedonia plan was formulated, a number of goals have been successfully implemented. These include redevelopment of blighted properties, new residential construction, park improvements, and the establishment of a family resource center. This plan for the Core City concurs with the key recommendations of the West Macedonia Plan to the extent that they are still relevant and do not pertain to the industrial areas located west of where this plan for the Core City defines Macedonia. In fact, the proposed Greenway along Macedonia Creek is included within the greenway section of this plan (see pages 8-9).

Recommendations

The map on the preceding page illustrates many of the key planning concepts that are described below:

Develop Mixed Use Centers

Develop the Green Drive Mixed Use Center - West within the near-term. Building upon a core of existing commercial buildings, a mixed use center is proposed on the south side of Green between Centennial and College. If the City's public works operation can be relocated, the proposed mixed use center could be substantially larger and incorporate existing buildings that might be adaptable for new uses. See pages 64-66 for more details on this proposal.

Develop the Green Drive Mixed Use Center - East within the long-term. Although it is not among the key mixed use centers proposed by this plan, there is long-term potential for a second mixed use center on Green Drive at some point in the future. Such a center is particularly important given the lack of other opportunities for this portion of the East Central and Macedonia neighborhoods.

Improve Transportation in Macedonia

Enhance Centennial, College and Green. These important corridors for the Core City have been identified among those deserving special attention. College, in particular, is a problem because it functions as a barrier splitting the neighborhood into halves. Both functional and aesthetic improvements are recommended, as described in more detail on pages 15-18.

Create street connections where viable. Although the Macedonia Neighborhood currently enjoys a relatively high level of connectivity provided by a fine-grained grid street system, there are isolated locations for improvement. The plan for the proposed Green Drive Mixed Use Center illustrates the potential to extend one or more north-south streets from the north side of Green Drive to the south side (pages 64-66). The same opportunity exists for the former Clara Cox site.

Introduce traffic calming measures where needed. Examples of streets in the neighborhood that have been identified as in need of traffic calming include Brentwood, Green and Russell, which would all benefit from bulb-outs at intersections (see page 26).

Provide sidewalks throughout the community, especially on key streets. This issue applies to most of the Core City's neighborhoods, and particularly Macedonia.

Macedonia pedestrians need sidewalks.

Macedonia Neighborhood

Revitalize and Develop New Housing

As a general rule, housing development and revitalization efforts in Macedonia should be focused on specific areas where multiple types of resources can be targeted, as opposed to "scattered site" approaches. Because of the amenity value that they offer, housing sites near parks are often strong candidates for targeted areas.

Rehabilitate existing older houses. Much of the older housing stock in Macedonia has some architectural interest and options to rehabilitate it should always be chosen over replacement when economically viable. Rehabilitation should follow the principles outlined on pages 13-14 of this plan.

Develop new infill housing. New infill housing for Macedonia can be grouped into two categories. The first category is the former Clara Cox housing development. That site has been cleared and funds are being sought to redevelop it. As is already planned, this new development should be modeled, at least in part, after the Springbrook Meadows HOPE VI development located just southeast of the Core City.

The second caterogy of infill housing is single-family homes developed on individual existing lots. Again, this type of redevelopment should occur within targeted areas and use the infill design principles outline on page 12 of this plan.

Leverage Existing Public Facilities

Take advantage of GTCC's many benefits. Of all the Core City's neighborhoods, because of its location, Macedonia residents are in the best position to take advantage of the many educational programs that GTCC has to offer. Some GTCC classes are even offered in neighborhood community centers as a means of reaching out to residents who might feel more comfortable there than going to the campus. GTCC should continue to be promoted in Macedonia as an invaluable resource.

Continue to fully utilize the Macedonia Family Resource Center. This new facility, located in the neighborhood's western edge on Lake Avenue, is already used extensively by the neighborhood, and that trend needs to continue.

Promote the use of Blair Park Golf Course. Although Macedonia's economics are relatively inconsistent with the profile of typical golfers, Blair Park is a public facility and, given its proximity to the neighborhood, its use should be promoted more with residents. Also, private sector donations should be sought to help subsidize the costs of providing golf lessons to children who could not otherwise afford them.

Improve Parks and Create New Parks

Enhance Macedonia's existing parks. Not including facilities such as the resource center on Lake Avenue and the nearby Blair Park golf course, there are five existing parks in Macedonia. Macedonia Park, located on Centennial, is an important resource for the nearby Macedonia Family Resource Center. Pershing Street Park, located in the south-central part of Macedonia, consists of only 1.4 acres and a single playground. Worth Street Park, located on the northwest corner of Wesley Drive and Worth Street, is completely unimproved. While its small size and creek/floodplain are extremely limiting factors, it is recommended that a pathway and picnic bench be provided there. By far the most substantial park in Macedonia is Brentwood Park located on the east side of Brentwood Street at the eastern terminous of East Russell Avenue. This 5.9 acre park includes multiple athletic fields. While the physical maintenance of the park appears to be good, restroom facilities are limited to a portable toilet. If funding can be identified, given the park's heavy use for soccer on weekends, more substantial facilities

Worth Street Park is currently unimproved.

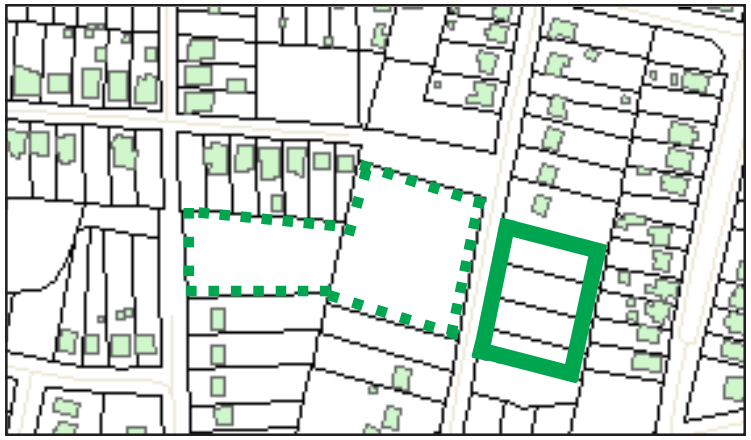
Macedonia Neighborhood

should be considered.

Expand and improve the Hines Street Park. Compared with the western half of the neighborhood, Macedonia's eastern half is presently not blessed with many potential catalysts for revitalization. Although further study is needed to verify feasibility, one potential park expansion and improvement has been identified on the map on page 96. The Hines Street Park is located on the east side of Hines Street approximately one block north of the golf course, and it is undeveloped because of existing floodways. The adjacent property on the other side of Hines Streets is privately-owned, but it is also undeveloped because of the floodplains. It is recommended that this adjacent property be considered for acquisition for an expanded park, and improvements such as a trail loop and a multi-use athletic field should be explored. These improvements might serve as a catalyst for nearby residential revitalization.

Improve and utilize the existing recreational facilities at the school property on Brentwood. Located across Brentwood Street from Brentwood Park, the rear-located facilities fronting Worth Street include a soccer field and basketball courts. While they are presently in great disrepair, they could be enhanced and programmed for use by the surrounding residential areas.

Develop the Macedonia Creek Greenway. As illustrated on the proposed greenways map on page 8 of this plan, a greenway along Macedonia Creek is proposed for the Core City. It was also proposed in the 1999 *West Macedonia Plan*.



The existing Hines Street Park is outlined in solid green at left, while the potential park expansion is outlined in the green dashed line.

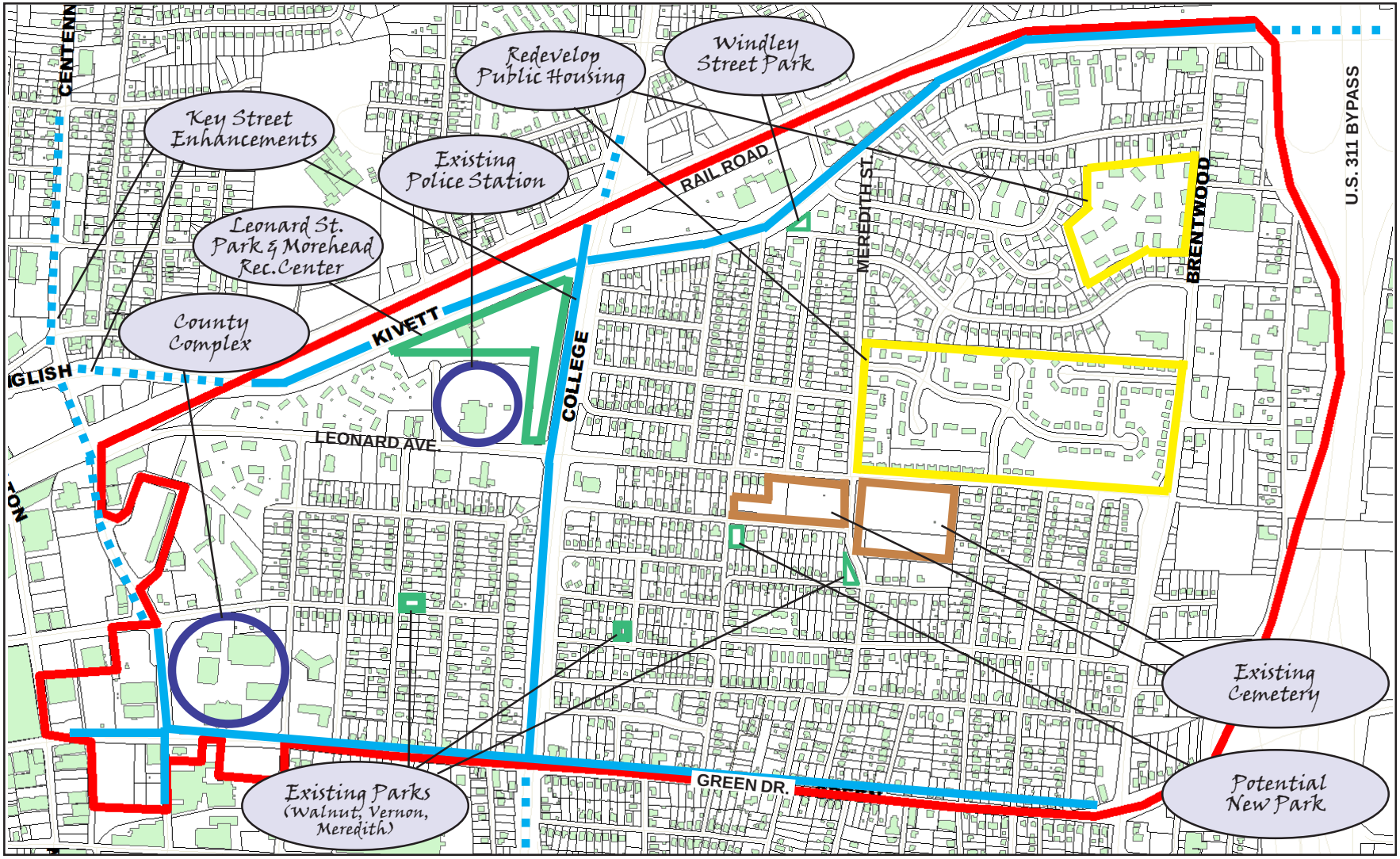
The proposed Hines Street Park expansion area is presently an undeveloped floodplain.

East Central Neighborhood

Existing Conditions

This predominately African-American neighborhood lies opposite of Macedonia on the north side of Green Drive, and extends north to Kivett. The area's western edge is bound by downtown, and the US 311 Bypass bounds the neighborhood's eastern edge. While it serves as an effective route for through traffic, College Drive acts as both a physical and psychological barrier that cuts the neighborhood in two. It is also unfriendly to modes of transportation other than vehicles, including pedestrians and cyclists.

This large area has some of the most diverse housing stock in the Core City, including high-rises, historic buildings, 1960s and 1970s



East Central Neighborhood

suburban ranch-style housing, large mid-rise apartment complexes, and small cottages. Likewise, the neighborhood's housing conditions vary significantly from block to block. A cluster of vacant and boarded-up housing is located in the center of the neighborhood near South College and East Commerce, and low-quality housing is interspersed with vacant lots on the west side of the neighborhood. Several large apartment complexes, including Beamon Courts, are clustered on the north side of Leonard Avenue and off of Price Street near the Morehead Recreation Center. High-rise senior public housing is found near East Green close to downtown.

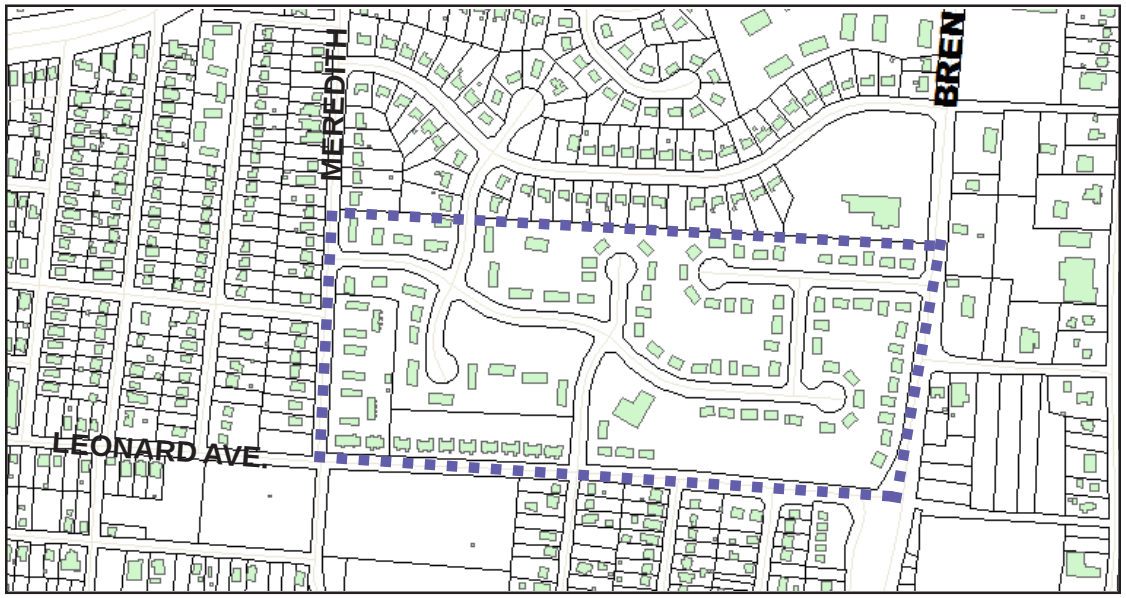
Recommendations

Revitalize and Develop New Housing

As stressed elsewhere in this plan, housing development and revitalization efforts in the East Central Neighborhood should be focused on specific areas where multiple types of resources can be targeted, as opposed to "scattered site" approaches. Given the amenity value provided by parks, housing sites near parks are often strong candidates for targeted redevelopment areas.

Rehabilitate existing older houses. Because many of the older houses in East Central have architectural character, options to rehabilitate should always be strongly encouraged over replacement when economically viable. When rehabilitation is the selected option, it should follow the design principles outlined on pages 13-14 of this plan.

Redevelop public housing sites in the northeast corner of East Central. There are two candidate areas for major redevelopment. One is the Carson Stout development. It is bound by Leonard on the south, Meredith on the west, and Brentwood on the east. Unlike the balance of the neighborhood, this development features a system of curving streets and cul de sacs. The other candidate site for redevelopment is located just north of this site. J.C. Morgan Courts is located on the west side of Brentwood in the northeast corner of the neighborhood. As with so many post-WWII public housing developments, this one lacks an internal street system and apartment buildings are randomly oriented without relation to public streets. Both developments are typical of those that HUD has, in recent years, attempted to completely redevelop in accordance with Traditional Neighborhood Development (TND) principles via the HOPE VI program. The Springbrook Meadows development located just southeast of the Core City would be a good model to follow for redevelopment, although more variety in the types of housing should be considered. It is also important that the surrounding street grid systems be extended into these sites.



The development pattern of the Carson Stout public housing development, outlined in dashed blue lines, and adjacent land to the north is markedly different from East Central's historic grid pattern.

East Central Neighborhood

Provide new houses on individual vacant lots. As noted among the recommendations for other similar neighborhoods, this type of redevelopment should occur within targeted areas. For all such infill development in East Central, the infill design principles outline on page 12 of this plan should be followed in order to achieve compatibility with the neighborhood's positive qualities.

Improve Existing Parks and Create A New Park

Enhance East Central's existing parks. Although they are not spread evenly geographically within the neighborhood, East Central is fortunate to have five parks of various sizes and facilities, and one recreation center. These include the following (see map on page 100 for locations):

- Windley Street Park: .5-acre park with a playground
- Walnut Street Park: .3-acre park featuring a playground
- Leonard Street Park / Morehead Recreation Center: 10-acre site with a gymnasium, an activity room, a craft room, a playground, two multipurpose fields, four horseshoe pits, two shuffleboard coursts, and a picnic shelter with a grill and four tables
- Vernon Street Park: .3-acre park with a basketball court
- Meredith Street Park: .5-acre park with basketball court

Given the number of existing parks in the neighborhood, and the fact that most could be enhanced in some manner, it is recommended that improvements to these existing facilities occur before any new parks are developed. For example, some could be improved with benches, shelters and picnic tables. However, not all parks have substantial room for improvement. Because Meredith Park has only .5 acres and is oddly shaped, it can accommodate little more than the basketball court that already exists. With respect to priorities, if park improvements must be phased over time as funding becomes available, such phasing should be coordinated with nearby residential rehabilitation and development.

Develop a new park at Woodbury and R. C. Baldwin. There is potential for a new park on the southeast corner of Woodbury Street and R. C. Baldwin Avenue. Given that this vacant lot is next to an existing day care center, the park could greatly benefit the center.

Improve Transportation in East Central

Enhance Centennial, College, Green and Kivett. These corridors have been identified among several key streets in the Core City deserving special attention. Both functional and aesthetic improvements are recommended, as described in more detail on pages 15-18 of this plan. Kivett is presently being improved by the City.

Create street connections where viable. As noted before, it is recommended that the neighborhood's historic street grid be extended into the two public housing areas that are proposed in this plan for redevelopment, and there may be other smaller opportunities throughout the neighborhood for street extensions. It is important that any new street segments respect the historic street cross sections, although sidewalks should obviously be included even in areas not currently featuring sidewalks.

Leverage Existing Public Facilities

Police Station. East Central is fortunate to play host to the city's police station. Given the frequency of patrol cars that come and go from the station, thereby enhancing both the real and perceived safety and marketability of nearby areas, such areas should be targeted for new and revitalized housing.

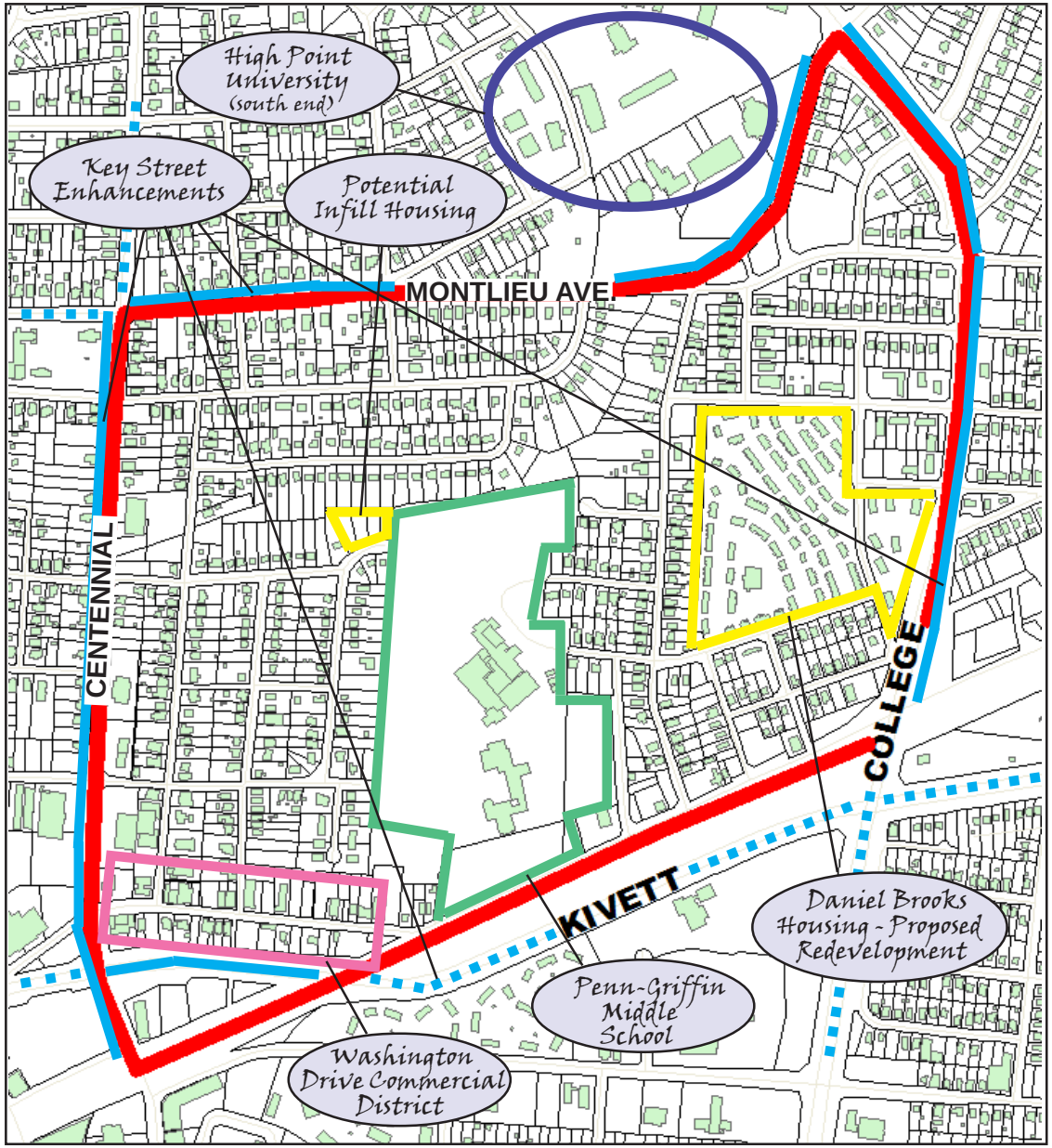
Morehead Recreation Center. In addition to this center's many outdoor recreational facilities, the center's building is suitable for neighborhood meetings, GTCC off-campus classes, and other programs. It should continue to be promoted and used extensively to the benefit of the neighborhood.

Washington Drive Neighborhood

Existing Conditions

This historic neighborhood was home to world-famous jazz musician John Coltrane and to various civic leaders. The neighborhood has a long history as the pre-eminent African-American residential and business district of High Point. The 1995 plan for the neighborhood indicates that the area is eligible for inclusion in the National Register of Historic Places and includes numerous historic non-residential structures, including the former High Point Normal and Industrial Institute (now Penn-Griffin Middle School), the Kilby Hotel, the Odd Fellows Temple, and the First Baptist Church. Another place of note is the Daniel Brooks housing project, designed by the prominent architects Voorhees and Everhart.

Located between Kivett and Montlieu, and between Centennial and College, this neighborhood consists primarily of two areas on either side of a large ravine, in addition to an historic commercial district in the neighborhood's southwest corner. The western side of the neighborhood, closer to downtown, is characterized by older, relatively poor-quality housing stock. The east side includes vintage 1920s housing, some of which is in fair condition. Within the eastern half is a cluster of public housing south of Montlieu Avenue - the Daniel Brooks public housing development. It stands out on a map because it has such a contrasting development pattern from the balance of the neighborhood. Rather than single-family houses, it consists of buildings with multiple units, and lacks individual lots and a street system. Despite being home to a large public housing devel-



Washington Drive Neighborhood

opment and the existence of many deteriorated privately-owned houses, based on Census data, the neighorhood has an overall owner-occupancy rate that is measurably higher than several of the Core City's other lower-income neighborhoods.

Washington Drive Plan (1995)

Entitled the *Washington Drive Redevelopment Plan,* this plan was based upon meetings with the Washington Drive Neighborhood Association and other stakeholders. It identified the following issues: deteriorating housing conditions, vacant lots and abandoned properties, a lack of homeownership, a lack of sidewalks along College Drive, a need for traffic calming on College and Montlieu, insufficient street connectivity, and the need to revitalize the Washington Drive commercial district.

Because the issue identified as most important was improving housing conditions, the plan recommended: assistance to both homeowners and owners of rental property for housing improvements; assistance with the development of new houses on vacant lots; and assistance to low- and moderate-income homeowners. The plan also recommended that eminent domain be used to acquire vacant, abandoned, and dilapidated properties from "uncooperative property owners" who showed no interest in either redeveloping or repairing their properties, so they could be rehabilitated/developed for resale to first-time homebuyers. The plan contained few recommendations for the commercial segment of the neighborhood other than private sector activity and general recommendations of the four-point "Main Street" approach. The plan did not recommend any zoning changes, nor did it advise pursuing designation of the neighborhood as a National Register District.

Although this plan for the Core City concurs with these general recommendations in principle, it does believe that various zoning changes will be required to improve the neighborhood, and National Register designation should be pursued for targeted eligible areas. The Washington Drive commercial district, in particular, could benefit by such designation because of the federal and State investment tax credits that would become available for qualified building rehabilitation projects.

Recommendations

Revitalize and Develop New Housing

Although this neighborhood has its share of deteriorated housing in serious need of rehabilitation, it does not seem to have as high of a percentage of vacant lots as some of the Core City's other neighborhoods.

Rehabilitate existing older houses. As noted previously, the eastern half of the Washington Drive Neighborhood tends to have the better quality surviving architecture. The rehabilitation of those houses that are viable to do so should be pursued over demolition and replacement. Rehabilitation projects should follow the design principles outlined on pages 13-14 of this plan to insure that the architectural character and integrity of both the house and the surrounding neighborhood are preserved. Because of the strong potential that the Washington Drive commercial district has for revitalization and heritage tourism, houses within a few blocks of this district should be given particular attention to historic authenticity.

Redevelop the Daniel Brooks public housing property. This public housing development is atypical of many of the candidates for HOPE VI type of redevelopments in which all of a site's buildings are completely razed and replaced with mixed-income traditional neighborhood developments. The buildings in this development have an architectural quality that is higher than those common to the 1950s through 1970s, and the buildings are configured in an aligned manner that might lend itself to the integration of a more urban internal street system. Consequently, options for redeveloping this site should strongly consider reuse of many or even most of the existing buildings, if feasible. The integration of a more formal street system should also

Washington Drive Neighborhood

be considered, as well as the introduction of some market rate housing.

Provide new houses on individual vacant lots. Relative to some of the Core City's other neighborhoods, this one has fewer infill opportunities, particularly groupings of vacant lots within any one particular area. However, an exception to this rule is at the end of Mint Avenue where it terminates along the western boundary of the Penn-Griffin Middle School property. Page 12 of this plan includes a set of principles for infill residential development aimed at achieving architectural compatibility.

The Daniel Brooks public housing development has an internal access lane and flanking "head-in" ninety degree parking between every other row of buildings. If this site is redeveloped in a manner that utilizes most of the existing buildings, a formal urban street system could be created, complete with on-street parking, sidewalks and street trees.

Fully Utilize the Penn-Griffin Middle School

The Washington Drive Neighborhood is the largest Core City neighborhood identified in this plan as not having a public park. However, the Penn-Griffin Middle School property, which includes a substantial amount of open space, is centrally located within the neighborhood and occupies approximately one fifth of the entire neighborhood's land area. Its current recreational resources are quite limited and amount to only an informal running track. It is recommended that the site's recreational facilities be enhanced/expanded, and that these facilities and the school buildings be fully utilized by the neighborhood for various activities and programs. As an example, once the nearby Washington Drive Mixed Use Center begins to revitalize, the school property could be used for both parking and as a venue for special events, such as a potential jazz festival that leverages the area's John Coltrane legacy.

The Penn-Griffin Middle School represents both beautiful architecture and an untapped resource for the surrounding neighborhood.

Leverage the Washington Drive Commercial District

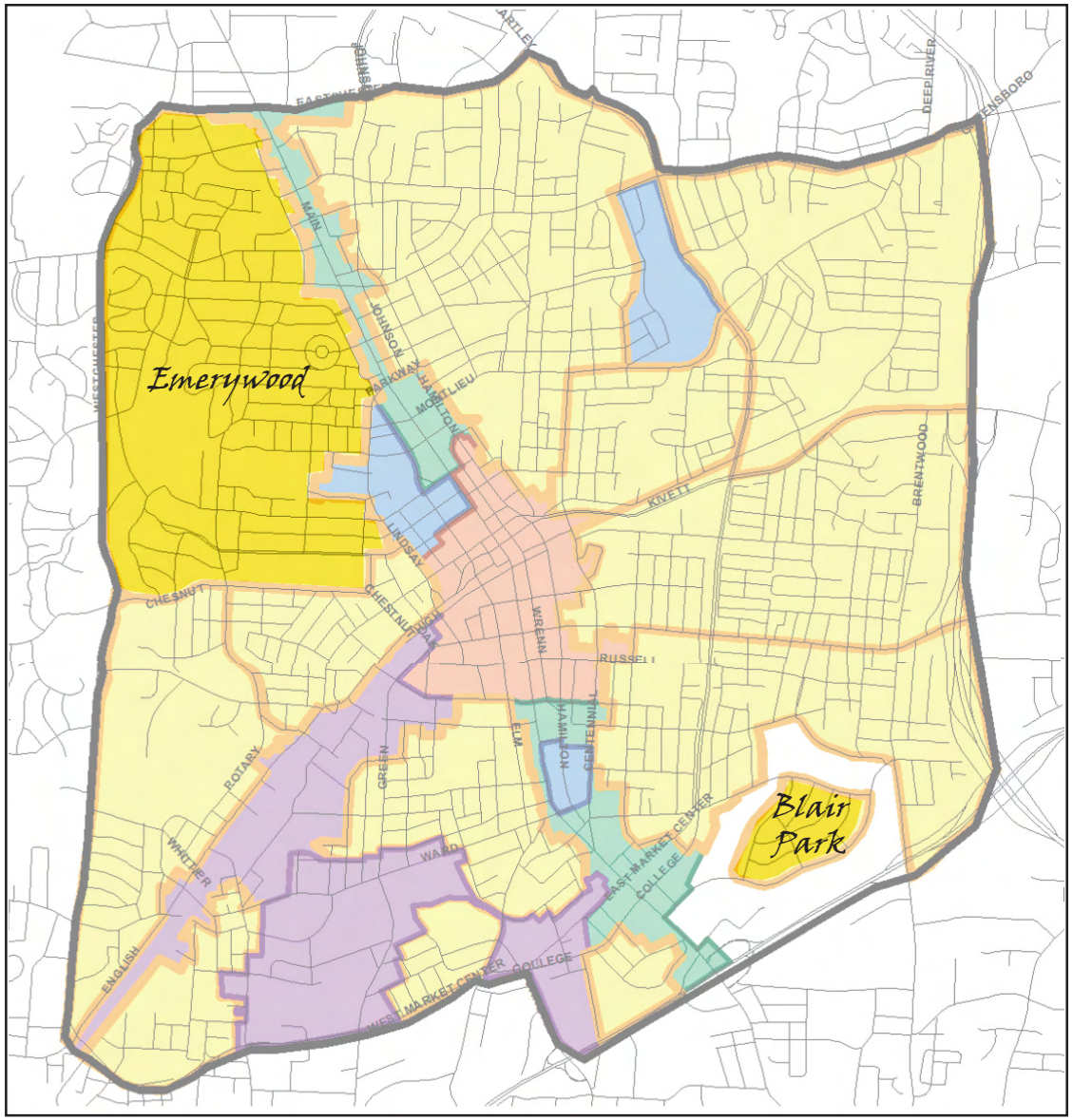
As explained on pages 58-60 of this plan, it is proposed that the historic Washington Drive commercial district be revitalized as a vibrant mixed use center. Although it is physically deteriorating and economically depressed at present, this district's rich heritage and architectural character make it one of the neighborhood's most promising future resources. This fact is reinforced by the marketability of its John Coltrane legacy, as well as the City's recent purchase of the John Coltrane House for preservation and interpretation. As is proposed in this plan's "Development & Marketing Strategy" (pages 131-132), a focus on housing revitalization in the area surrounding this mixed use center should occur, including the designation of a Neighborhood Investment District (NID).

Enhance Streets Bordering the Neighborhood

As is proposed on page 15 of this plan, eight key streets throughout the Core City have been targeted for functional and aesthetic improvements. Four of those serve as boundaries to this neighborhood - Montlieu, Kivett, College and Centennial. All are important gateways to the Washington Drive Neighborhood, and plans for their improvements must be considered with the neighborhood in mind. In particular, traffic calming measures are needed to make the neighborhood more pedestrian-friendly (see pages 24-26 for more on this issue).

Vintage Urban Neighborhoods

There are at least two older neighborhoods with housing originally developed and marketed primarily for middle and upper-income residents during the early to mid-twentieth century - Emerywood and Blair Park. While these neighborhoods are located in separate ends of the Core City and they are vastly different, they share a distinct pattern of development initially marketed primarily to the community's elites and middle class. Both neighborhoods, however, have a broader appeal today. Recommendations for Emerywood and Blair Park are provided on the following pages.



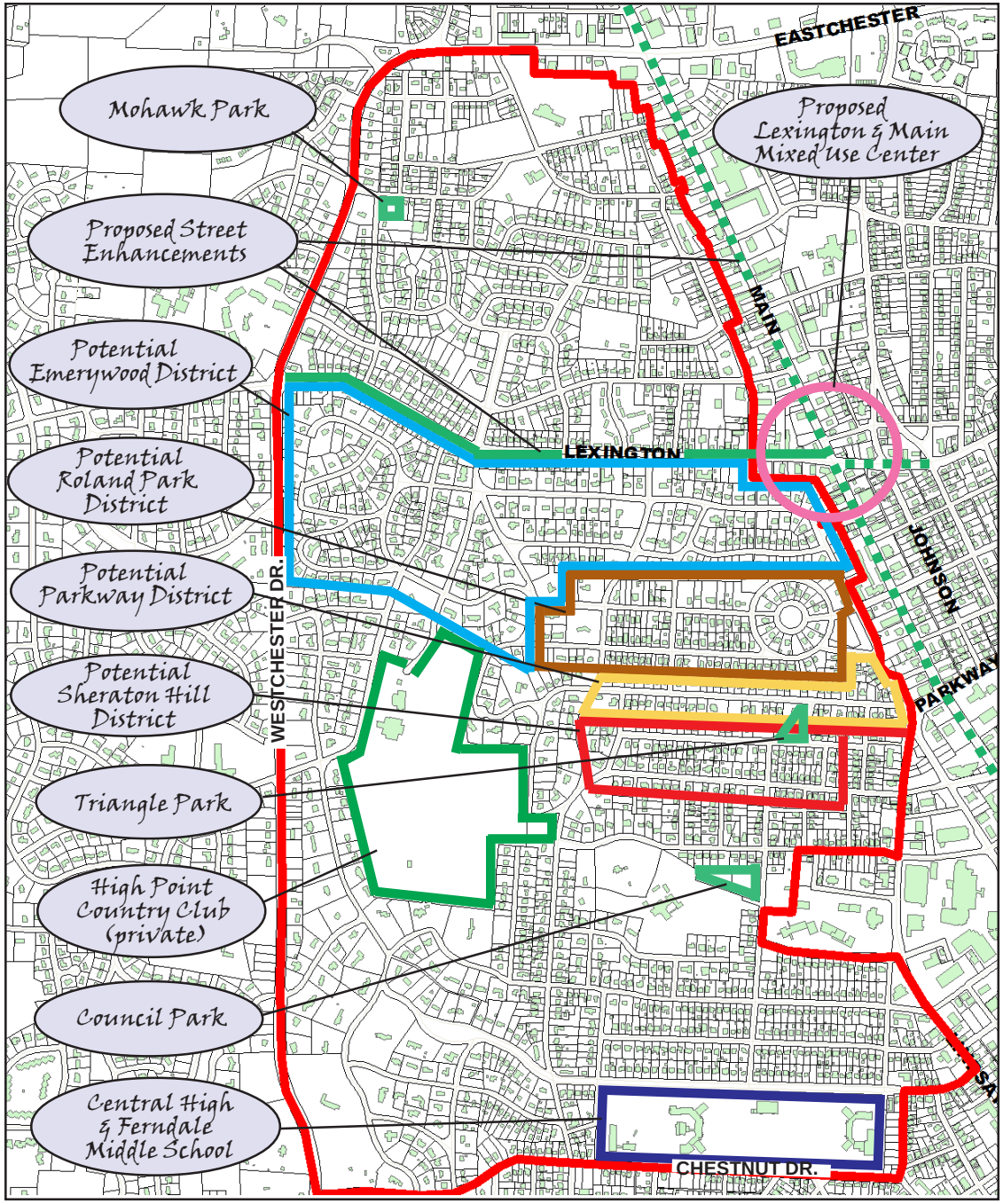
Sub-Area Plans

Emerywood Neighborhood

Existing Conditions

Located in the northwest portion of the Core City, the community's premier neighborhood still caters to higher-income households, but Emerywood's vintage 1920s houses are now more attractive to younger workers and professionals for their affordability. The location of the private High Point Country Club on its western edge is indicative of the neighborhood's historical socio-economics.

The heart of this neighborhood is located near Brantley Circle, or between Rotary Drive and North Main Street, between Lexington and Ray. However, the neighborhood's name actually extends beyond those areas to encompass most of the area between Lexington and Chestnut. Relative to the balance of the neighborhood, the southern portion of this area is characterized by higher-density housing closer to the school campuses on Chestnut. That campus is comprised of two public schools - High Point Central High School and Ferndale Middle School. Although these adjoining campuses are located where Emerywood and the West End neighborhoods converge, for the purposes of this plan, the campuses have been included within the Emerywood Neighborhood. There are three parks in the neighborhood - Triangle Park, Council Park and Mohawk Park (see map at right).



Note: The boundaries of the potential historic districts are generalizations and inexact.

Emerywood Neighborhood

Recommendations

Because of Emerywood's relatively strong economic position, which translates into generally positive physical conditions, the recommendations of this plan are not nearly as extensive as those for more challenged areas such as the "mill island" and East Side neighborhoods. Nevertheless, attention must be given to Emerywood to maintain, and even elevate, its current positive circumstances.

Protect Emerywood's Design Character

The map on the previous page shows rough potential boundaries for locally designated historic districts. These potential districts have been defined through a historic sites survey within the past few years, but would require further study. It is recommended that, if a significant majority of property owners within the proposed areas agree, local level historic zoning designation be considered. Such designation would be a design overlay that does not impact lands uses and densities permitted through the underlying "base" zoning. It would control demolitions, infill development, and alterations to "contributing" buildings when visible from the public right-of-way. If there is insufficient support for historic zoning, an alternative for consideration would be conservation zoning, which is a less restrictive version of historic zoning. It is often the more politically viable option.

Enhance the Neighborhood's Parks

Mohawk Park is 1.8 acres in size and located on the southeast corner of Parkwood and Pinehurst Drives. It has two tennis courts and a playground. Because a stream bisects it and much of the area is floodplains, no enhancements are recommended for this park.

Physically enhance Triangle Park

Bordered by Council Street, Colonial Drive and Colonial Place, this 1-acre park features two swing sets, a slide, a multi-purpose play facility, and some benches. Because of the park's relatively small size and focus on younger children and passive activities, it is not recommended that additional recreational facilities be provided. However, to enhance the park's aesthetics, it is recommended that shade trees be provided around its perimeter to better define the space and obscure overhead wires.

Enhance Council Park

Council Park is located on Council Street, only two blocks south of Triangle Park. This 5.2-acre park has a basketball court and an accompanying hard-surfaced multi-purpose court. Because a creek traverses the park and floodplains exist, there does not appear to be enough space to accommodate additional recreational facilities. However, future aesthetic improvements and furnishings might be considered.

Key Street Improvements & Mixed Use Center

While both ideas are Core City-wide, they also have a direct link with Emerywood, as follows:

Pursue the proposed key street improvements

There are two key streets that border or traverse Emerywood that have been proposed for functional and aesthetic enhancements - Main Street and Lexington Avenue. Because of the relatively good existing conditions that Emerywood enjoys relative to sidewalks and traffic calming, these improvements are not as critical to Emerywood as they might be for other neighborhoods through which these key streets travel.

Pursue the proposed mixed use center

Among this plan's eight proposed mixed use centers, one is located at the intersection of Main and Lexington. Because of its location on two major streets, as well as strong demographics in nearby areas such as Emerywood, this proposed mixed use center may have the greatest market potential of all of them. For details on this mixed use center, see pages 55-57 of this plan.

Unlike so many of the Core City's other neighborhoods, which are in need of remedial work, Emerywood is blessed with a good "bone structure," including sidewalks, broad planting strips for street trees, and high-quality architecture worthy of local historic zoning designation.

Blair Park Neighborhood

Existing Conditions

This neighborhood is located off of South Main Street immediately south of the Macedonia Neighborhood. It is completely surrounded by the Blair Park Golf Course and associated park land, effectively functioning as another "residential island" within the Core City. However, unlike the others, which are surrounded by industrial lands, Blair Park has the fortunate position of being enveloped in green space. Regardless, this area of modest, "working class" cottages was originally developed with a middle-income clientele in mind. One advantage of the Blair Park Neighborhood is its relative proximity to Business I-85, the US 311 Bypass, and the South Main Street commercial corridor, which bring the benefits of good access and convenience to goods and services.

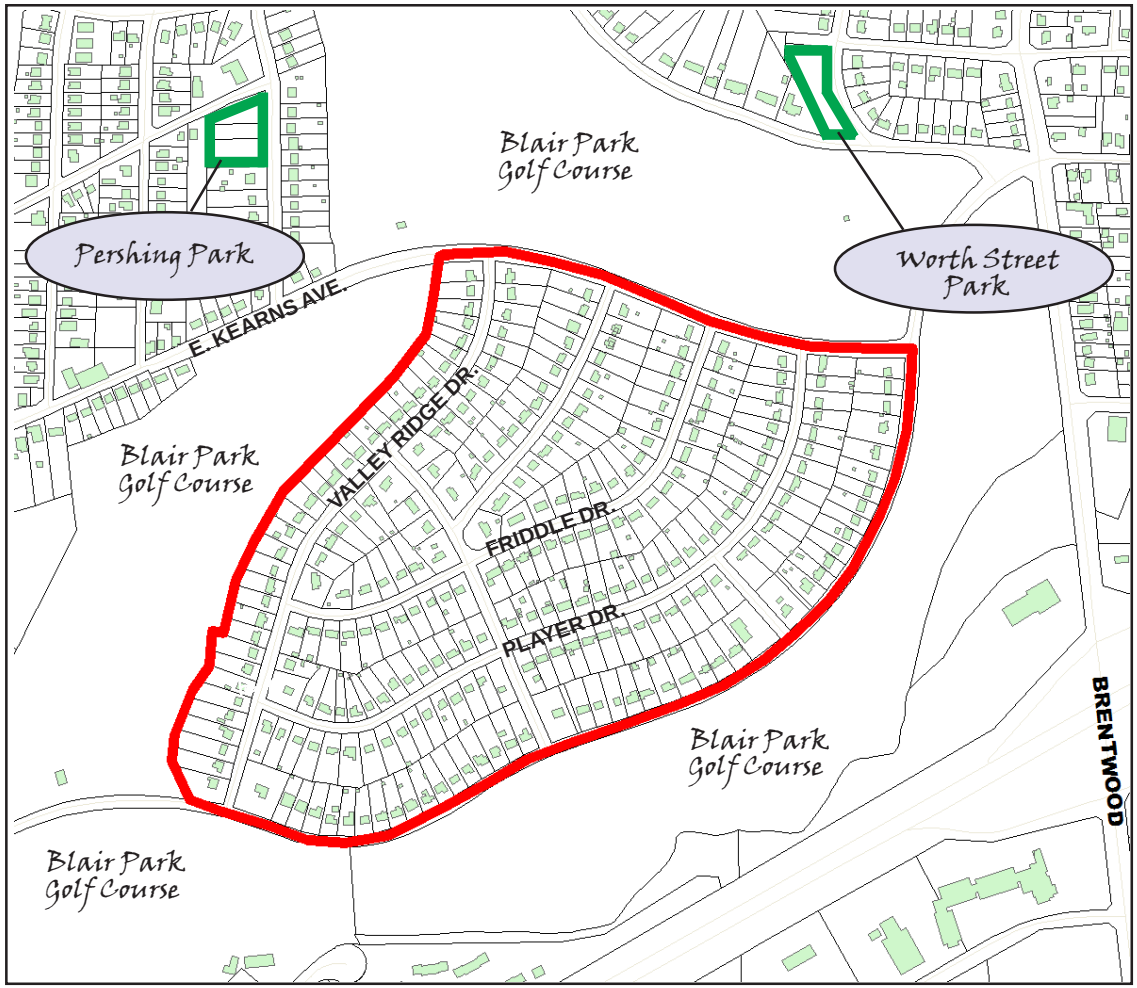
Recommendations

Because of the small size of this neighborhood and its relatively good conditions, recommendations for enhancement are limited to the following:

1) Enhance existing parks peripheral to the neighborhood to the extent needed, and closely monitor on-going maintenance to insure that parks remain in sufficient condition.

2) Focus on the sufficient maintenance of existing houses. Should demolition and replacement of houses ever become a trend, adopt design standards to yield compatible new development per the design principles suggested on page 12 of this plan.

3) Develop a neighborhood crime watch program. Given Blair Park's proximity to relatively high-crime areas, as well as its geographic isolation, security should always be a concern.

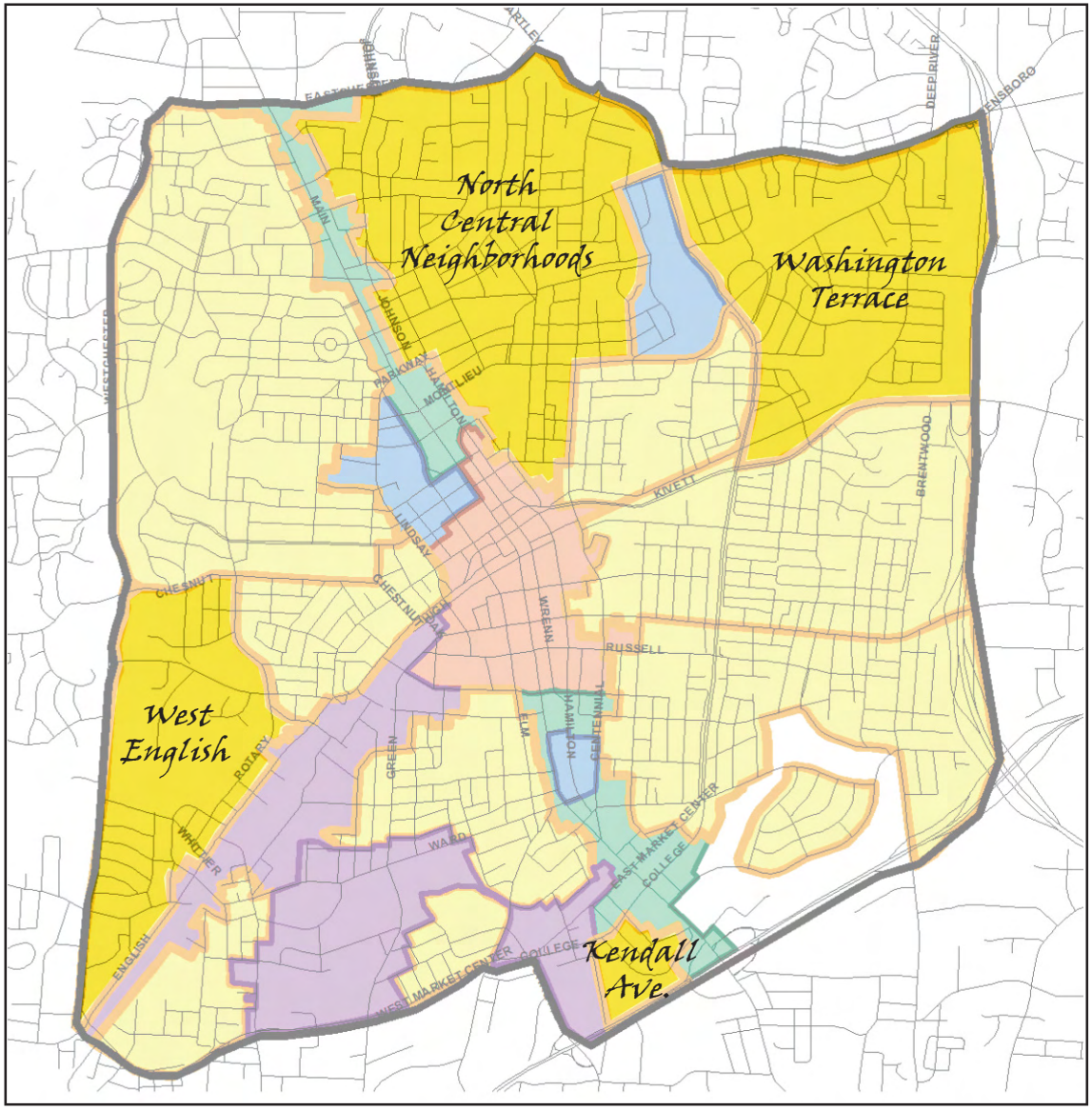


Suburban Neighborhoods

Most of the remaining neighborhoods within the Core City not already addressed share common characteristics as more typical 1940s through1960s suburban neighborhoods. These areas comprise most of the northeast quadrant of the Core City, framed by Kivett Drive, North Main Street, Eastchester/Lexington, and the US 311 Bypass, with the exception of the Washington Drive Neighborhood. These areas have generally good housing conditions and some amenity value, including two locally-designated historic districts.

The other two areas comprising these "suburban" neighborhoods of the Core City are the West English Neighborhood and the Kendall Avenue Neighborhood, both in the southwest quadrant of the Core City. In general, these neighborhoods are less economically/socially stable and physically intact than those described above in the northeast portion of the Core City.

Regardless of their individual distinctions, all of these neighborhoods must compete with newer, more marketable suburban housing stock throughout the region. The fact that few real estate professionals or residents can identify any of these neighborhoods by name further impacts on their marketing and marketability when competing with the region's newer housing stock.



Washington Terrace Neighborhood

Existing Conditions

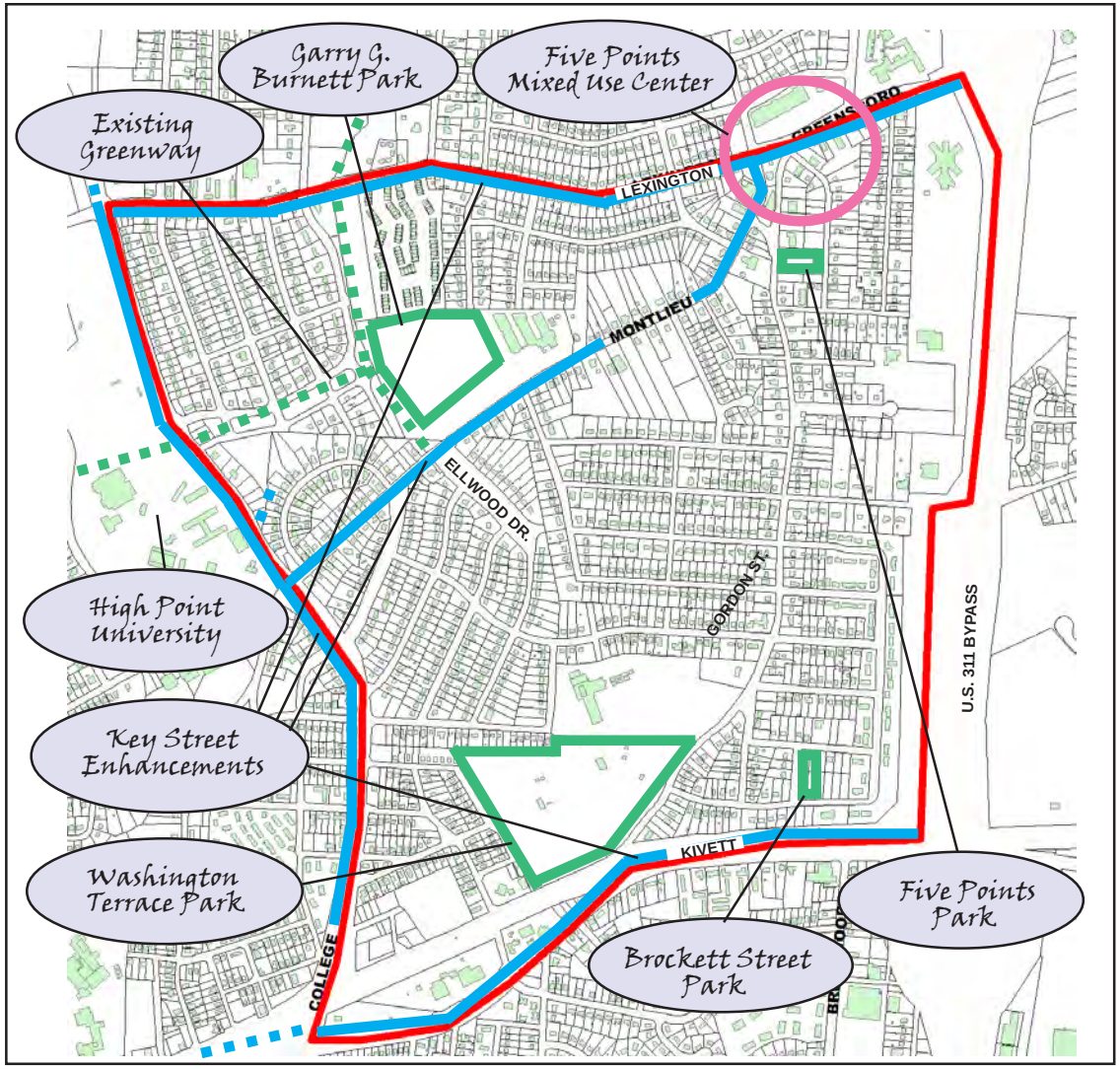
This neighborhood represents the most northeasterly portion of the Core City, and it is bound by Lexington on the north, Kivett on the south, US 311 Bypass on the east, and North College on the west. Other important streets include Gordon Street and Montlieu Avenue, both of which traverse the heart of the neighborhood along a southwest to northeast axis. This neighborhood is home to the Core City's only existing greenway, as well as four parks and two elementary schools. It is also directly adjacent to High Point University to the west. Despite these many resources, the Five Points commercial district, located in the neighborhood's northeast corner, contains several businesses that appear to be economically marginal.

Recommendations

Many of the recommendations applicable to the Washington Terrace Neighborhood are equally relevant to the Core City's other neighborhoods. In an effort to avoid being too repetitive, most of the following recommendations will be general.

Enhance Washington Terrace's Parks

The neighborhood has four parks. The most significant is Washington Terrace Park, a 27-acre property with two playgrounds, three tennis courts, two basketball courts, a volley ball court, picnic shelters, a trail, a softball field, swimming pool, community center and other facilities. Currently under construction is Garry G. Burnett Park, a joint project between the County, the school system, and the City. This park will include lighted athletic fields, a walking track, a playground, a field house with restrooms, and a connector to the greenway. The other two parks are Five Points Park, a .8-acre park with a playground, a multi-purpose court, and a basketball court, and Brockett Street Park, a 1.5- acre park featuring a playground and basketball court. The following recommendations are provided:



Washington Terrace Neighborhood

Washington Terrace Park

As noted on the previous page, this park features a variety of recreational facilities. Also, a shelter was recently completed and an addition to the community center is being designed. While the the park's large size might accommodate limited additional facilities, such considerations should be part of a comprehensive area-wide evaluation of recreational needs.

Brockett Street Park

Although this park is much smaller than Washington Terrace Park, it currently features a playground and basketball court, and could accommodate additional facilities. This park lacks spatial definition, as its edges seem to blur into the adjacent residential properties. Landscaping should be used to better define the park. The park also lacks an improved parking lot, which should be provided once funding is available.

Five Points Park

Because of this park's close proximity to the proposed Five Points Mixed Use Center, it would benefit both the park and its surrounding area to experience greater use and visibility. However, given that the .8-acre park is already occupied by two playing courts and a playground, any new facilities must be small, such as benches, picnic tables, and/or a horseshoe throwing pit. Although the existing parking facility is relatively small, the large parking lot located on the west side of Gordon Street can informally serve for overflow parking. Also, should it be determined through comprehensive recreation planning that additional facilities are needed here, the two vacant parcels to the immediate south of Five Points Park might be considered for acquisition.

The solid green lines above represent the boundaries of Five Points Park, while the dashed lines illustrate the adjacent vacant parcels.

Improve Key Streets

There are four streets within this neighborhood that have already been targeted for Core City-wide improvements - Montlieu, Lexington, Kivett and College. These improvements are addressed on pages 15-18 of this plan. In particular, it is critical that the segments of Montlieu and Lexington that traverse the Five Points Mixed Use Center be urban in form, even though other segments should be more residential. Throughout, these streets should balance the needs of drivers with those of pedestrians, cyclists and other forms of transit.

Expand Pedestrian Access

This neighborhood could be made more pedestrian-friendly in the following manners:

Expand the existing greenway

As the map on the previous page illustrates, the Core City's only existing greenway traverses the northwest corner of the Washington Terrace Neighborhood. Recommendations provided on pages 8-9 of this plan for expanding the system should be pursued.

Provide sidewalks in high-priority areas

While it may not be realistic to provide sidewalks throughout the neighborhood, streets located within close proximity to the proposed Five Points Mixed Use Center should be given a high priority.

Like so many of the Core City's residential areas, sidewalks are needed in the Washington Terrace Neighborhood.

Develop the Five Points Mixed Use Center

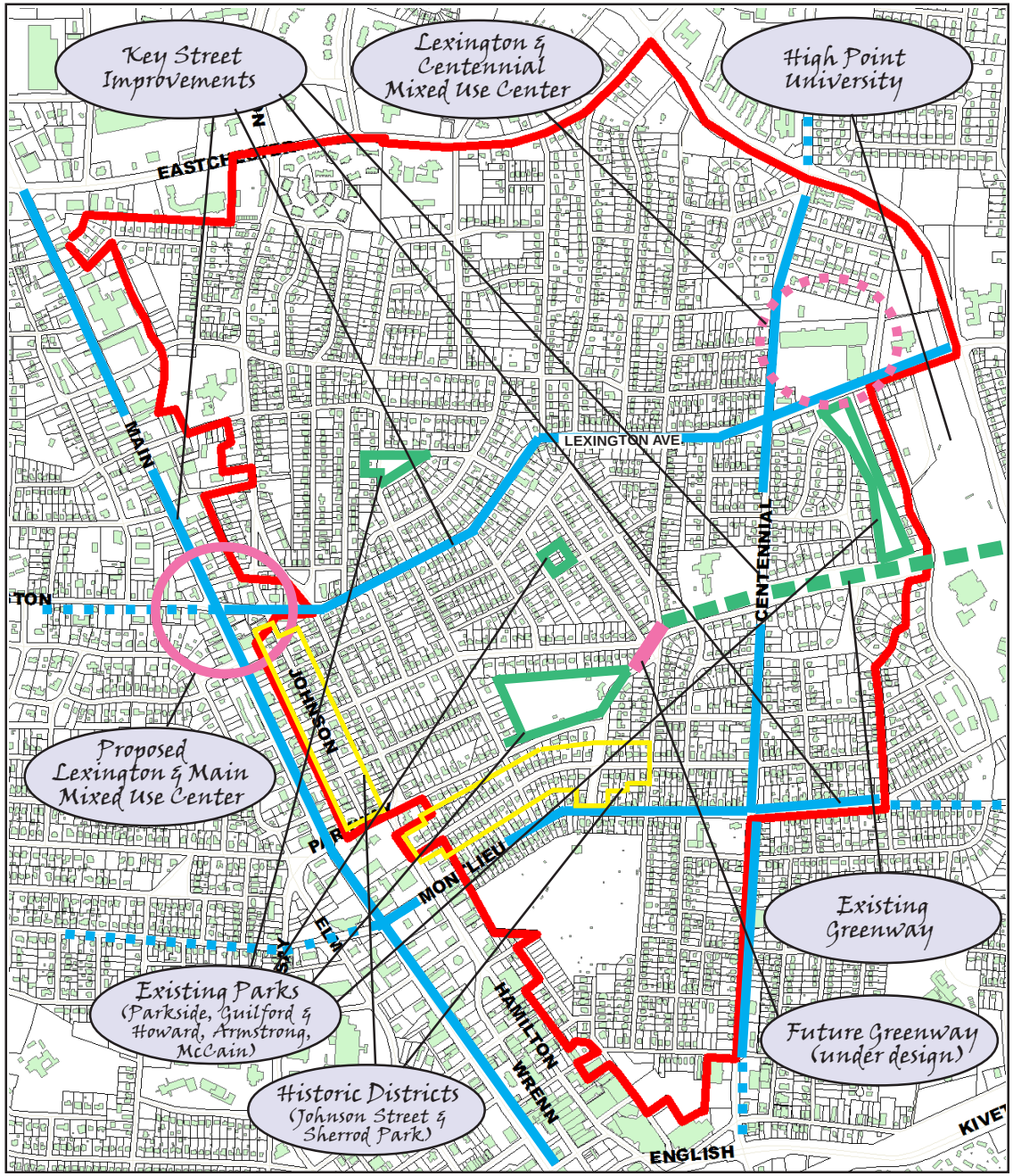
Among this plan's eight proposed mixed use centers, one is the revitalization of the existing Five Points commercial district. This area was once more urban in form, but has since evolved into more of a commercial strip center dominated by barren parking lots that front the area's key streets. For details on this mixed use center, see pages 61-63 of this plan.

North Central Neighborhoods

Existing Conditions

This large residential area has no commonly recognized name, but it is bound by North Main on its western boundary, an irregular boundary on the east that follows the west side of HPU, Eastchester on its north, and the northerly portion of the downtown area at the south. Key streets traversing this residential area include Lexington, Montlieu and Centennial. The area is actually a composite of several subdivisions that occured during the first half of the twentieth century, including Johnson Place (1907), North Park (1929), Willoubar Terrace (1931), Sherwood Park (1939), Park Place (1940), and Blairwood (1941). While the lack of a name makes the area difficult to market, people do recognize the many smaller neighborhoods that comprise the area and that go by some of the names listed above. Also, two locally-designated historic districts are included within this area - the Johnson Street Historic District and the Sherrod Park Historic District. The latter is a National Register district as well.

This area has four parks. Parkside Park is a 2.4-acre triangular space that features a playground, a multi-purpose field, and a basketball court. Guilford & Howard Park, the smallest of the area's four parks, has only .5 acres and no recreational facilities. Armstrong Park,



North Central Neighborhoods

the area's largest at roughly 10 acres, includes a baseball field, tennis courts and playground. A small segment of greenway is currently being designed to connect the existing segment east of Armstrong Park to the east side of the park. McCain Park, located on the west side of HPU, consists of 5.4 acres and has two tennis courts. Relative to most of the Core City's other neighborhoods, this residential area has a substantial variety of parks and recreational facilities.

Recommendations

Leverage the Future Mixed Use Centers

One way to combat the area's general lack of identity is to more strongly associate it with its mixed use centers.

Lexington & Main Mixed Use Center

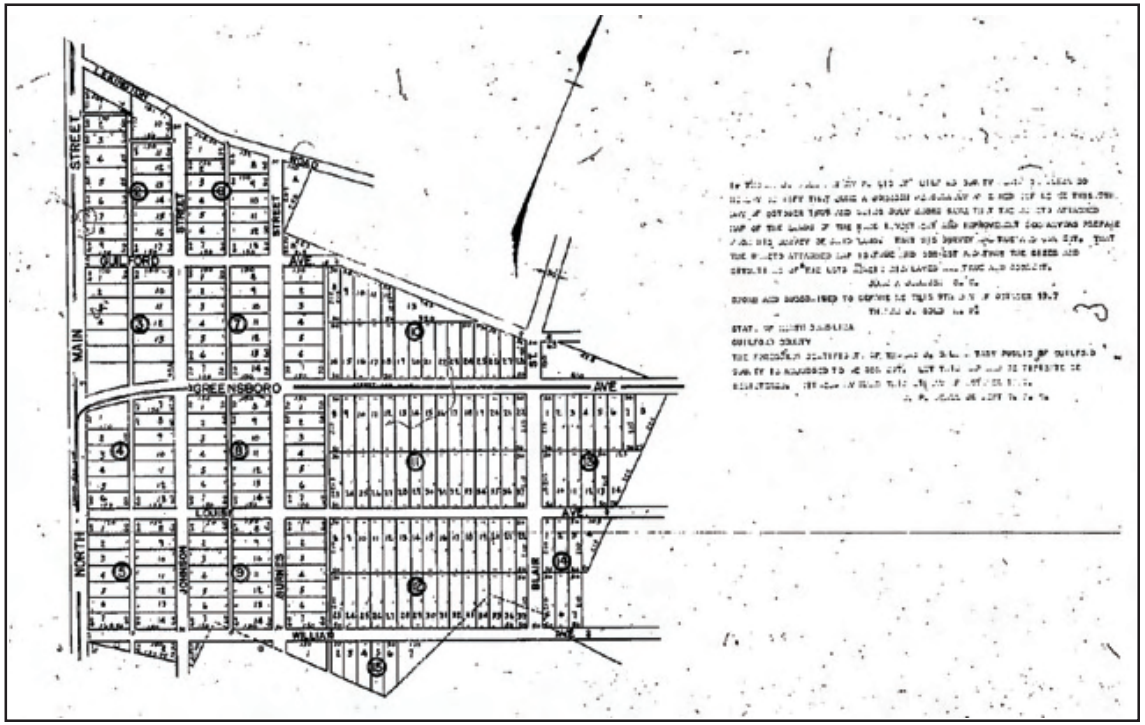
This proposed mixed use center may have greater market potential than any of the others that are proposed because of the amount of through traffic it enjoys and the surrounding demographics. It will be a strong amenity to help market residential areas to the immediate east of it. For more information on this mixed use center, see pages 55-57.

Lexington & Centennial Mixed Use Center

Relative to all of the other mixed use centers proposed in this plan, this one is the most tentative because of the possibility that High Point University may need to expand into the area in order to meet its future growth needs. However, if it does come to fruition, this mixed use center will provide a valuable amenity to the residential areas surrounding it. For information on this mixed use center, see pages 78-80.

Pursue Key Street Enhancements

Among the streets traversing or bordering this area that have been identified in this plan for enhancements are Lexington, Montlieu, Main, and Centennial. Recommended improvements include the provision of sidewalks, street trees, pedestrian crosswalks and landscaped medians where applicable. For more information on these improvements, see pages 15-18. Montlieu Avenue, in particular, has a strong residential quality that should be protected through traffic calming measures (see pages 24-26 for more on this subject). These improvements can greatly increase the quality of life for residential areas nearby, especially the pedestrian-friendly qualities that will result.



Johnson Place, subdivided in 1907, serves as a model for good planning. Among its merits are the use of alleys, human-scaled block sizes, and a clear street hierarchy. Although many of the principles applied to this development were ignored by planners during the second half of the twentieth century, they are being rediscovered again via the New Urbanism movement.

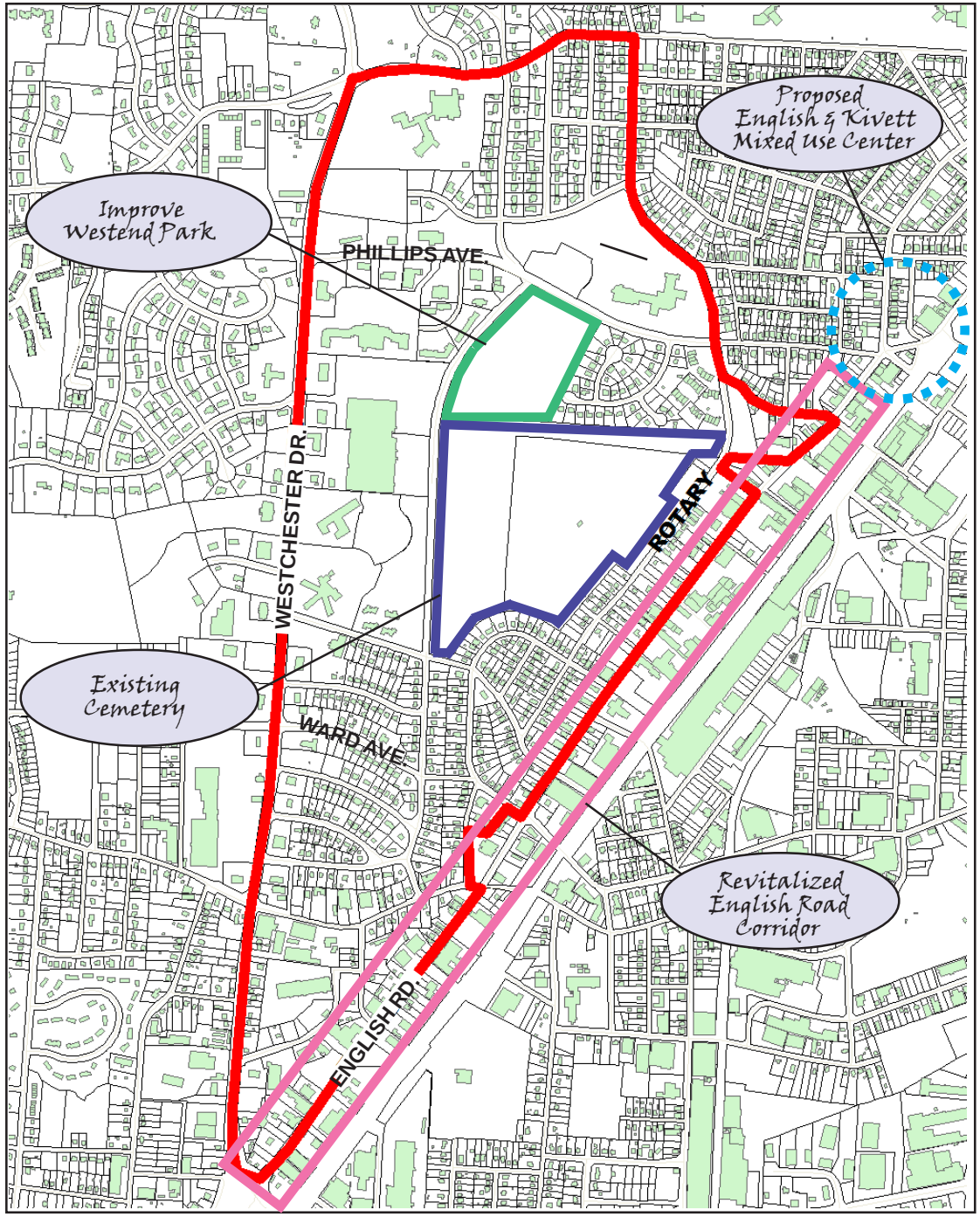
West English Neighborhood

Existing Conditions

Given the name "West English" Neighborhood only for the purposes of this plan, this triangular-shaped residential area is bound by Westchester on the west, the railroad tracks on the east, and Emerywood and West End on the north. This area is perhaps one of the most multi-faceted within the Core City. The southerly portion is dominated by relatively dense single-family housing with a significant Hispanic population. The household incomes appear to be low, and many residences are in need of better maintenance. The northern end, on the other hand, features a large, well-designed and well-maintained church, as well as an adjacent private school. The housing in this area has a high quality, and Westend Park is located directly to the south. This park is dominated by soccer fields, which are heavily used. Bordering either side of this area are two very different commercial corridors. While Westchester is a suburban "strip commercial" corridor, English has a much more urban character. Although it is somewhat economically depressed, it features older buildings oriented close to the street, giving it a much more urban feel.

Recommendations

<u>Leverage the English & Kivett Mixed Use Center</u>
While it is located just northeast of this residential area, the proposed mixed use center can be



West English Neighborhood

extremely useful in marketing the area and providing it with a more definitive identity. See pages 74-77 for more details.

Develop Compatible Infill Housing

There are several opportunities within this residential area for infill housing development. This plan advocates the designation of Neighborhood Investment Districts (NIDs) for areas surrounding proposed mixed use centers as a means of creating synergy between such centers and adjacent residential areas. One candidate area for infill housing just southwest of the proposed English & Kivett Mixed Use Center consists of a few vacant lots on the northeast corner of West Point Avenue and Hobart Place. Unfortunately, the infill housing already existing on the north side of West Point, between Hobart and Rotary Drive, is incompatible with the surrounding context. It will be important in the future that the design principles suggested on page 12 be followed to ensure that neighborhood character is maintained and the neighborhood can better leverage long-term revitalization.

Revitalize the English Road Corridor

The stretch of English Road extending southwest from the proposed English & Kivett Mixed Use Center has some of the most cohesive older commercial building stock in all of the Core City. If its economic challenges can be overcome, as well as the negative impacts of heavy truck traffic, this area has tremendous potential to serve as a linear extension of mixed use development once the mixed use center comes to fruition. As with new infill housing, it is important that attention be paid to design by revitalizing existing older buildings and developing new buildings that relate strongly to the street (see pages 10-11 and 13-14 for design principles).

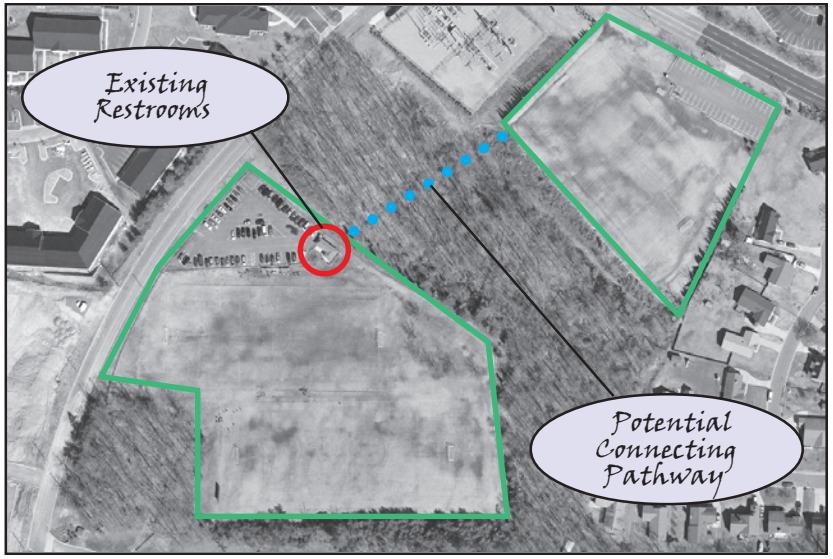
The historic North Carolina National Guard Building, located on English Road, has tremendous adaptive reuse potential.

Enhance Westend Park's Access

This 18.5-acre park consists of three multi-purpose fields, one north and two south, that are physically separated. Both have parking lots, but only the southerly area has permanent restroom facilities, as Playing Field #3 relies on temporary facilities. There are also no sidewalks peripheral to this park. Sidewalks should be provided to the perimeter, and internal pathways should link the two areas.

Enhance Streets & Pursue Traffic Calming

English Road is among the eight key streets proposed for enhancements per page 15 of this plan. Likewise, the traffic calming recommendations described on pages 24-26 should be applied to this neighborhood as appropriate. As with most residential areas in the Core City, sidewalks are needed. Priority should be given to the east-west street segments linking with English Road.



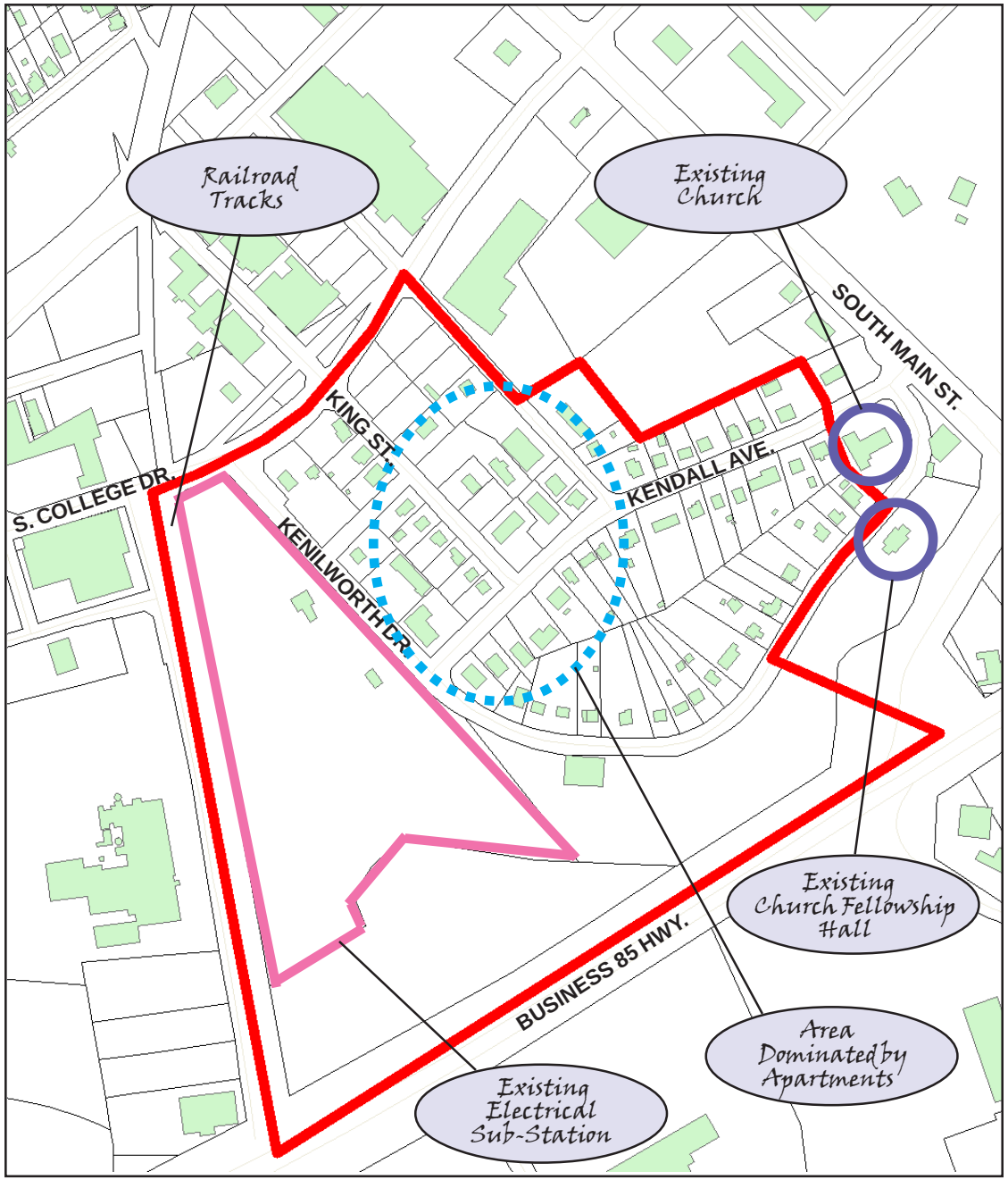
Providing a strong physical connection between the two distinct areas of Westend Park will help in the cohesiveness of the park and offer access to restroom facilities. It is recommended that a paved and lighted pathway be provided to connect the two areas and that safety concerns be adequately addressed. The two separate improved park areas are outlined at right in green.

Kendall Avenue Neighborhood

Existing Conditions

Given this name only for the purposes of this plan, this small residential area is quite isolated because of the many barriers surrounding it, including US 85 Business on the south, railroad tracks and industrial uses on the west, more industrial uses on the north, and South Main on the east. However, the area's proximity to the South Main corridor is also a positive attribute by providing the convenience of nearby goods and services. Furthermore, the neighborhood benefits from its proximity to the Blair Park Golf Course, a major amenity for the southerly half of the Core City. Perhaps the single most positive feature of the area is the existing church fronting Main and the associated fellowship hall southeast of the neighborhood.

Despite its virtues, the neighborhood faces its share of challenges. They include an expansive electrical sub-station anchoring the western end of the neighborhood, and several poorly designed apartment buildings centered around the intersection of Kendall Avenue and King Street. These apartment buildings appear to date from roughly the 1970s or 1980s, they feature parking lots in the front, and they are poorly maintained. Furthermore, there are no sidewalks in the neighborhood, and most of the single-family housing dates from the 1950s and 1960s and lacks aesthetic value.



Kendall Avenue Neighborhood

Recommendations

It is recommended that future efforts to improve this neighborhood focus on leveraging the existing church, providing sidewalks, and improving the quality of multi-family housing, as follows:

Leverage the Existing Church

The Pentecostal Holiness Church is an important anchor for the neighborhood. Serving as a key landmark for those entering the neighborhood off of South Main Street, this institution consists of the church building, the nearby fellowship hall and the adjacent parking lot. As has been recommended for other neighborhoods in the Core City that are fortunate to have such institutions, efforts should be made to strengthen the relationship between the church and its surrounding neighborhood. If the church is willing, this facility might be used for a variety of neighborhood activities, including meetings and programs.

Provide Sidewalks & Street Trees

As noted on the previous page, this neighborhood has a complete lack of sidewalks. It is recommended that sidewalks and street trees be provided, with street segments closest to South Main Street being given the highest order of priority.

Improve the Quality of Multi-Family Housing

One of the primary drawbacks of this neighborhood is the design and condition of its apartment buildings. They feature unlandscaped parking lots in the front, and the building facades are lacking in aesthetic quality. It is recommended that future or redeveloped multi-family housing include the following design characteristics:

- Parking lots should be behind buildings (front parking that remains should be landscaped)
- Facade designs should provide a more vertical orientation by breaking the facade up into a series of vertically-oriented bays

Also, this area should be targeted for code enforcement to ensure that safety concerns are met.

The Pentecostal Holiness Church is a positive influence on the Kendall Avenue Neighborhood.

The Kendall Avenue Neighborhood's multi-family housing features front parking lots that detract from its appearance.

Commercial Area Marketing & Development

This plan section includes specific recommendations for marketing, development and financing within the key commercial areas in the Core City. A review of the findings from the earlier retail market analysis and the office opportunities assessment is summarized first, followed by strategic recommendations for four key areas: 1) the two Downtown Districts, 2) the North Main Corridor, 3) the South Main Corridor, and 4) the Washington Drive Mixed Use Center. The two Downtown districts include the Showroom District and the Downtown Mixed Use District. In addition to these distinct areas, recommendations are provided for other commercial areas within the Core City.

Commercial Market Summary

A retail market analysis was conducted to forecast the demand for retail space by type of business in the Core City (see Appendix C). This analysis indicates gross demand for 1.64 million square feet of retail space, increasing to 2.05 million square feet by 2010. Given the existing supply, there will be warranted (net new) demand for 413,500 square feet by 2010. This is substantial demand that can be captured in the Core City, assuming an aggressive marketing and redevelopment effort that creates opportunities for retail and other commercial tenants. Retail demand is detailed by type of good. As noted in the market analysis, there is an over-supply of some goods, including pharmacies/personal care stores, automotive dealerships and supplies, furniture stores, appliance businesses, and some personal service establishments. However, there is untapped potential for additional general merchandise and department stores, restaurants and bars, entertainment facilities, miscellaneous shopper goods, specialty food stores, and apparel and shoe stores. Within the major categories, there is warranted demand for the following: approximately 34,000 square feet of convenience uses; 206,000 square feet of space for shopper goods; 123,000 square feet of eating and drinking space; and 60,000 square feet of entertainment space.

Even beyond the filling of vacant space, there is warranted demand for almost 300,000 square feet of additional retail and entertainment space in the Core City. However, the current situation makes efforts to capture this potential difficult because of a dearth of available, affordable retail space and the lack of a proactive marketing program that targets the opportunities for attracting regional shoppers and tourists to the Core City. While the High Point Market certainly impacts negatively on the availability and cost of space for retail tenants, it is also an important part of the marketing identity of the city and has a positive impact on regional visitation and tourism. Retail opportunities can still be captured outside of the showroom districts or by working with the showroom districts' framework.

While an office market analysis is beyond the scope of this plan, an "Opportunities Assessment" suggests that the Core City's office market has been negatively impacted by a decrease in financial and professional service employment in the county, as well as by supply-side constraints relating to the High Point Market. There are also possible marketing opportunities that build on resident demand for small office uses in the commercial corridors. Additionally, there is an opportunity to expand and diversify the downtown area's strength as a hub for the home furnishings industry by recruiting design, advertising, industry association, and related companies to occupy downtown area office space and generate spin-off demand for retail uses. Recommendations for maximizing these opportunities are described on the following pages.

Public Surveys
Community surveys were conducted during this planning project to solicit the public's perceptions, opinions and preferences regarding the Core City. Many of the findings are reflected in the recommendations of this plan, and particularly in this plan section. See Appendix D for survey results.

Commercial Area Marketing & Development

Regional Retail Market

The key finding with respect to the role of High Point in the competitive regional retail marketplace is that tourism and day visitation needs to be developed further. The likelihood that High Point can attract downtown department stores and other competitive retail is low in the near future due to the variety of reasons given in this plan. However, the market analysis clearly identified the opportunity for destination restaurants and entertainment, cultural venues, and other activities that would draw visitors from Greensboro, Winston-Salem, and beyond to downtown High Point as a destination. Once this destination market begins to develop, then other retail activities will follow. More work is needed to explore the market specifically for anchor visitor activities (such as museums or unique retail destinations) targeting "day tripper" residents of the Triad, the Triangle, and beyond, in addition to overnight tourists. This issue is also relevant in the cross-country competition emerging for the home furnishings market and attendant activities.

Marketing Program

It is recommended that a Core City Commercial Marketing Committee be established, to include representatives of the City's Department of Planning and Development, Community Development and Housing, the Economic Development Corporation, the Chamber of Commerce, the High Point Market, property owners, real estate brokers, and key retail and office tenants in the Core City. The role of the committee would be to study the findings and recommendations of this plan, and to delegate responsibility for "big picture" issues such as transportation, design and traffic improvements, public facilities, funding, business recruitment, marketing, and entrepreneurial development. See pages 158-160 for details on how this committee would fit into the proposed larger organizational structure for the Core City. Business recruitment activities by this committee would include the following key elements:

- Establish a database of buildings, sites, and property owners in each commercial area.
- Contact owners of key vacant sites and buildings to discuss possible opportunities for the utilization of those properties.
- Partner interested property owners with committee representatives to work on direct outreach to target potential tenants and/or developers based on the findings and recommendations of this plan.
- Partner interested tenants with developers.

Because the marketing concepts for each commercial area relies on differentiating them from suburban commercial areas, there is the need to recruit local and independent retailers and businesses with an interest in the revitalization effort. In some cases, these businesses may not already exist. Hence, the marketing strategy calls for "entrepreneurial development" as a program to recruit and develop potential entrepreneurs from within the High Point area. Representatives from the committee would work on establishing or expanding this program with assistance from the local office of the U.S. Small Business Administration (SBA) and area colleges. Other marketing activities would include development of advertising and promotional material for each commercial area, as well as for all of them collectively.

Achieving high-quality commercial infill development within older urban areas often requires a concerted effort by both the public and private sectors.

Commercial Area Marketing & Development: Downtown Districts

"Downtown" High Point has, in effect, shifted north and south along Main Street due to the strong presence of the High Point Market in the downtown business district. This situation is unique in many respects, and a traditional downtown merchandising strategy simply does not apply to Downtown High Point. Given the rent structures and the demand for furniture showroom space, and given the need to accommodate the High Point Market and ensure its long-term competitiveness, there is a need to establish two distinct downtown districts with clear boundaries. These boundaries are meant to enhance the High Point Market's long-term competitiveness by allowing room for nearby entertainment and other diverse uses. By creating more regional visitor destination potential within the downtown area, High Point is much more likely to attract hotel uses which, in turn, enhance the competitiveness of the High Point Market. At the same time, nudging showrooms expansion in certain directions can help alleviate rent pressures in prime retail areas, while encouraging redevelopment of more industrial zones. Overall, it is in High Point's long-term interest to diversify its downtown mix and ensure its health as a city.

Two District Concept

The High Point Market is still strong as a global trade show. However, it faces long-term competition from upstart Las Vegas. High Point cannot yet offer the efficiencies of a large single-building trade center, nor the access of an international airport. Further, while most people attend the market to work, Vegas does appeal to those who are also there for the dining, networking and entertainment. High Point will, in the long run, benefit from establishing a strong and unique product, while also ensuring that the appropriate amenities are available for those who want them.

The downtown "Showroom District," as described on pages 42-43 of this plan, should be defined to include showrooms. However, accompanying this economic engine for High Point should be the adjoining "Downtown Mixed Use District" that includes entertainment, hotels, museum/visitor attractions, offices, and restaurants, in addition to the few furniture showrooms already existing. As explained on page 44, this district is proposed to be situated to the north of the Showroom District, and to help create a link between the Showroom District and the specialty shopping and dining offered in the North Main "Uptown" Corridor. While new furniture showrooms would be excluded from the proposed Downtown Mixed Use District, they would be allowed to expand in other directions, particularly to the south. Ideally, showroom expansion would push into several of the under-utilized industrial areas to the south and west of downtown, helping to revitalize those areas.

A portion of the proposed Downtown Mixed Use District could also include a High Point Design Sub-District along the rail line, which would offer public access and space for several restaurants, as well as for interior design, landscape architecture, architecture, and other design-related offices. This small sub-district would help provide amenity value to the High Point Market and help alleviate the monotony and economic inefficiency of the otherwise empty buildings during the non-market periods. Likewise, the creation of a complimentary office node with year-round activity can help generate demand for restaurants and convenience uses.

Recommended Business Mix

In order to re-capture the potential for retail stores and employment-generating office tenants within the downtown area - specifically, within the proposed Downtown Mixed Use District, High Point will need to build on its existing tourism market and draw more day trippers and visitors downtown. This effort will require an assessment of the potential for anchor uses, such as entertainment or cultural facilities, along with a tenanting and merchandising strategy that creates an exciting, destination attraction. Such activity will also help to generate demand for hotels, which would serve to benefit the High Point Market. Without drawing

Commercial Area Marketing & Development: Downtown Districts

on the region's tourism base, it will be difficult to attract hotels downtown, and the High Point Market will continue to suffer from a lack of on-site hotel rooms, as well as from peak market pricing.

While the proposed Downtown Mixed Use District would allow existing furniture showrooms to continue, it would also encourage the establishment of several key entertainment and/or cultural anchors, such as a museum or other visitor attraction, large nightclub, or theater; or alternatively, from a combination of these as part of a mixed-use project. Such attractions, along with the establishment of land use regulations for this proposed new district, retail incentives, and a proactive marketing and recruitment program, can help build and capture market support for the other retail uses. This plan's market analysis has assumed the implementation of such a proactive effort as the basis for retail demand. The following business mix is based on the findings from that analysis, as well as upon the office market opportunities assessment (see list at right).

Downtown Districts:
Proposed Business Mix

RETAIL:	SQ. FT.
Miscellaneous Shoppers Goods	25,000
Restaurants/bars	45,000
Convenience shop	2,500
Apparel / Accessory store	3,500
Re-merchandised furniture store	10,000
Home furnishings	10,000
Sporting goods	12,000
Books/music	5,000
General merchandise/dept store	45,000
Computer/Telecommunications	6,000
Anchor Attraction/Entertainment	50,000
TOTAL	214,000

OFFICE/OTHER:
Regional offices (finance, insurance, real estate)
Interior design companies
Sales and marketing representative offices
Advertising agencies
Graphic design houses
Architects & landscape designers
Home builders
Event planners
Industry association offices
Related home furnishings supplier uses
Fitness center

Marketing & Development Strategy

The proposed Downtown Mixed Use District should be intended to attract local and regional visitors, as well as tourists. Since this strategy relies on the development of one or more anchor uses, it is highly recommended that the City examine the potential feasibility for a museum or other tourism attraction, along with a major entertainment facility. A restaurant and entertainment area would be developed concurrently with any anchor attractions on North Main Street. Preferably, restaurants and entertainment would be located in existing buildings or infill spaces along Main Street, north towards the hospital. Once boundaries are formally adopted for limiting the northward expansion of furniture showrooms through the proposed Showroom District and the Downtown Mixed Use District (as described on pages 42-44 of this plan), then the building prices and rent structure will realign with the real estate market. Thus, it is imperative that the City coordinate the delineation of these boundaries with the concurrent development of a proactive marketing strategy to assist property owners with fiscal and other incentives aimed at attracting restaurant, entertainment, office, and retail uses. Such an approach can help alleviate the concerns of property owners on the north side of downtown where new zoning will preclude new showroom space, some of whom are counting on an unbridled expansion of furniture showrooms. See page 139 on incentives.

Commercial Area Marketing & Development: Downtown Districts

Fiscal incentives can be packaged specifically for the Downtown Mixed Use District. In particular, the City should consider payments in lieu of property tax abatements or other fiscal incentives to benefit property owners that are impacted by the designation of district boundaries. City-owned property should also be targeted for leveraging anchor uses and spin-off development. If there is an opportunity for an anchor attraction / entertainment venue, the City might also consider designation of the area as a Tax Increment Financing (TIF) District (see page 148). The City could then finance facilities or public improvements to leverage the development of the anchor attraction. The City should also encourage development of a transit link via a shuttle bus system along Main Street connecting the downtown districts with the North Main "Uptown" Corridor, and eventually with the South Main Corridor and the Washington Drive Mixed Use Center. See pages 31-32 on transit.

Either the City's Economic Development Corporation should expand its focus or a new entity should be created to attract the various design firms to the potential design sub-district that could exist within the proposed Downtown Mixed Use District. In addition, other businesses should be attracted, including furniture sales and marketing representatives, advertising agencies, home builders, event planners, furniture and home furnishings industry associations, and related businesses that would benefit from their exposure to the home furnishings market and each other. Attracting these businesses will help solidify High Point's reputation as a furniture and home furnishings center beyond the fact that the world's largest furnishings trade show is held there and the city once had a large furniture manufacturing industry. Furthermore, by attracting these specialty firms, the downtown area can be differentiated from the business parks and other peripheral areas that the City is already promoting for business. Over time, as smaller businesses in these fields are attracted back to the downtown area, along with restaurants and entertainment facilities, larger finance and professional service firms will begin to reconsider a Downtown High Point location. The Economic Development Corporation or a newly-created entity should help recruit those firms as the downtown redevelops.

Of the estimated 214,000 square feet of potential demand for downtown retail space, it is projected that 45,000 square feet of that space could be for restaurants and bars.

Commercial Area Marketing & Development: North Main Uptown / Corridor

The boundaries and general concepts for this corridor were described previously on page 52 of this plan. As noted previously, North Main Street already functions as High Point's "de facto downtown" to the extent that it now contains many of the city's civic, community, and retail business uses. The City's library and new Chamber of Commerce are located within this corridor, along with several of High Point's older churches. Many of the city's smaller specialty retailers and independent stores are also located in this area, especially within the sections bordering the Emerywood Neighborhood.

Marketing Concept

The marketing strategy should focus on strengthening this area as a "walkable" specialty shopping district that serves both as a neighborhood convenience area and a destination for specialty shopper goods, dining and entertainment. In addition to its geographic location "up" from the downtown, the name "Uptown" implies higher-amenity, higher-end merchandising, which would be appropriate to the marketing of this area. The heart of this corridor is presently located on North Main between Ray and Lexington. However, it could expand further north and south as the area's marketing becomes more successful. The corridor itself is the "face" for surrounding neighborhoods, so strengthening the amenity value of this area will have the added benefit of enhancing the marketability of housing in adjoining residential neighborhoods. One example of a comparable, successful specialty shopping district that is located just outside of the traditional downtown core is Carytown, located in the area known as "The Fan" in Richmond, Virginia. That area has a mix of specialty shops, personal services, convenience goods, and a vintage 1920s era movie theater.

Recommended Tenant Mix

This "Uptown" area already has a core of businesses that are oriented to the specialty shopping and personal service market, such as The Golden Lilly, Southern Market, Grateful Bread, Grace Flowers, Doodlebug's, Vita Bella, Carolina Dancewear, Silver Spoon, Golden Butterfly, Day Spa, Personally Yours, Pomodoro Restaurant, Simon Jewelers, Merle Norman, Just Priceless, Indigo Bead Studio, NEST Antiques, Sew-Unique, Mills Square Salon, Beautiful Skin-Beautiful You, and others. This plan's market analysis suggests that there is demand for expanding on this existing mix, along with additional professional services, with the following uses added over time (see list at right).

North Main / Uptown Corridor: Proposed Business Mix

RETAIL:	SQ. FT.
Specialty food store	12,000
Peripheral Gas / Convenience (design standards imperative)	3,500
Apparel & Accessories (ladies dress, bridal/formal, jewelry)	15,000
Shoe Store(s)	8,500
Home Furnishing (antique stores, modern furnishings)	3,500
Hobby (painting/pottery, art supply, etc.)	5,500
Books/CD/Music (bookstore linked to Bienenstock Library)	7,000
Lawn & Garden	5,600
General Merchandise	6,500
Computer/telecommunications	3,500
Miscellaneous Shopper Goods (toy store, etc.)	4,500
Restaurants (on par with Pomodoro)	10,500
TOTAL	85,600

OFFICE:
Finance, insurance and real estate
Attorneys
Health spas / fitness clubs
Medical doctors, dentists, and specialized health care practitioners
CPAs and tax preparers
Computer repair services
Other small professional service firms

Commercial Area Marketing & Development: North Main / Uptown Corridor

Physical Improvements

Although the proposed general physical improvements for this area have already been discussed on page 52, as well as recommendations for the proposed Lexington and Main Mixed Use Center on pages 55-57, urban design will play a critical role in translating the area's recommended marketing concept into reality, and in leveraging efforts to recruit businesses to this corridor. Urban design is part of this commercial area's marketing effort. The corridor should be given physical definition through urban design improvements such as distinctive street lights and sidewalk patterns, crosswalks, streetscape furniture, and other pedestrian amenities. The historic and vintage character of much of the building stock should be emphasized and leveraged. Adjoining historic residential districts should be incorporated, where possible, into the overall design overlay or development standards for the district. Design standards are recommended to ensure that new construction or redevelopment is consistent with a lower-rise, street-front character. New construction should be restricted to small-scale infill commercial and mixed-use buildings, including upper-floor residential units, in accordance with the standards proposed on pages 10-11 of this plan. Development of public spaces that help to add prominence and serve the area's civic uses should be encouraged. Traffic improvements should also emphasize pedestrian access and slower automobile movements.

Public transit, such as the proposed Main Street shuttle bus, should operate to link this Uptown corridor with the hospital, downtown, and other destination districts. At the same time, there should be sufficient parking allowed behind commercial structures to cater to shoppers and diners, and traffic and parking impacts on surrounding neighborhoods should be minimized.

Marketing & Development Strategy

The strengths of this North Main "Uptown" Corridor would include its smaller, independent and local stores, and its more intimate and pedestrian-oriented scale. In order to compete with the regional shopping centers and malls that dominate the surrounding retail landscape, North Main will need to be differentiated by streetscape amenities, as discussed earlier, and oriented to the specialty goods shopper. In short, the strategy aims to strengthen the area's role as High Point's "new downtown." For additional marketing and development ideas that are applicable to this and other targeted commercial and mixed use areas within the Core City, see page 120.

The North Main / Uptown Corridor has inadvertently become the "de facto downtown" for High Point. New infill development within this corridor should be faithful to its traditional urban form. This development, above, would serve as a good physical model.

Commercial Area Marketing & Development: South Main Corridor

South Main has a concentration of automobile-oriented businesses and Latino merchants serving the growing Hispanic population. The corridor is adjacent to older industrial areas that lend a "shabby" feel to the building stock. In particular, vacant buildings located in the 1200 to 1400 blocks of South Main contribute further to negative perceptions of the area.

Marketing Concept

Revitalization of this commercial corridor depends, to some extent, on marketing to the area's existing strengths, namely the large and growing Hispanic population and its concentration of Latino businesses. That concentration already includes Pequeno Mexico Carniceria (meat market), Panaderia Pastelena (bakery), La Fabulosa Tienda Carniceria, Variedades Carmen (apparel), Joyeria Luna (jeweler), Durango Western (apparel), Mir Camarones (seafood), Salon de Belleza (hair salon), El Azteca (bakery), Campanitas de Oro, Joyeria Donely (jeweler), and others.

Recognizing the market shifts underway, and branding the area's cultural strengths, can also create destination appeal that attracts market inflow from other parts of the region and supports the corridor's businesses. Thus, an identity marketing concept for South Main is recommended that focuses on the area's Hispanic culture by creating a special "Mercado" (merchant) business district. This concept is not meant to imply that non-hispanic businesses are somehow disengaged or excluded from the benefits of the district. The concept is meant only as an identity marketing "hook" that provides destination appeal in the same way that many other cities market their "Chinatowns" or that Chicago markets its ethnic neighborhoods - through distinct urban design, event programming, and similar methods. Identity marketing also helps to establish "branding" and definition for the corridor that it currently lacks.

Recommended Tenant Mix

In addition to the existing mix of businesses in this corridor, the following additional tenants are recommended in order to strengthen the mix and capture a larger share of the potential market over the next five to ten years (see list at right). The projected amount of market demand by square feet is based upon this plan's market analysis conducted earlier in the process.

South Main Corridor: Proposed Business Mix

RETAIL:	SQ. FT.
Ethnic Grocery	10,000
Specialty Food Store/Bakery	6,500
Florist/Miscellaneous	
Convenience Store	2,500
Apparel & Accessories (children's)	3,500
Shoe Store	3,600
Sporting Goods (Army-Navy)	5,000
Hobby (sewing goods) & Computer	6,500
Books & Music	3,500
Hardware & Building Supply	10,000
General Merchandise	10,000
Restaurants (specialty/ethnic with regional appeal)	9,000
TOTAL	70,100

OFFICE:
Medical Doctors, Dentists, Clinics, and other Health Care Practitioners
CPAs, Computer Repair, and Tax Preparers
Language Services, Senior Services
Labor Recruiters and Personnel Companies

PUBLIC USES:
Plaza
Senior/Community Center
Soccer Field

Commercial Area Marketing & Development: South Main Corridor

Marketing & Development Strategy

The "Mercado" area should be established to celebrate the local and regional Hispanic community's cultural strengths and capture more of the growing Latino market for retail goods and services. This area, anchored by the proposed South Main Mixed Use Center (see pages 69-73 for details), would provide branding and definition to strengthen the entire South Main Corridor. As with the proposed North Main "Uptown" Corridor, there would be physical enhancements to differentiate this district from the balance of the Core City. Improvements could also be made to reduce the number of curb cuts and better link the numerous parcels with shared parking. However, the same level of pedestrian-scale development and urban design improvements as proposed for North Main would not be required here. Rather, this area could continue to be more auto-oriented, but with constant physical reminders that this is a unique district (signage, Latino architectural elements, Mexican flags, etc.).

A key element of the marketing strategy would be "soft" programming, to include at least one annual Mexican-American festival, plus several smaller events year-round. A farmer's market might also be accommodated in this area and cater to the large local market. As proposed on pages 69-73 of this plan, a public plaza should be established to accommodate community events and the recommended farmer's market. Other physical improvements that would enliven and strengthen this area as a family-oriented ethnic commercial district could include: recreation facilities, such as a soccer field and skateboard park; educational facilities, including the further extension and interaction with GTCC, such as through establishment of a college bookstore within the corridor; health care facilities; and community facilities, such as a senior center or general community center. In particular, this area can offer more amenities for the existing, growing senior population, as well as to nearby GTCC students.

The potential 70,000 square feet of additional retail space, plus office uses, will not be sufficient to fill the many vacant buildings and sites scattered throughout this corridor. Therefore, it is recommended that the City consider purchasing sites where there is a concentration of vacant land, such as in the 1200 to 1400 blocks of South Main, for development of the aforementioned public amenities. Such amenities include the proposed public plaza, community meeting space, soccer field, skateboard park, and senior center. By doing so, the City can help create an anchor use in the corridor and reduce the amount of vacant land there. Marketing should otherwise focus on creating or strengthening commercial nodes by encouraging infill development of housing targeting seniors and/or college students.

The proposed Core City Commercial Marketing Committee should work on transportation, design and traffic improvements, public facilities, funding, recruitment outreach, marketing, and entrepreneurial development in the South Main "Mercado" Corridor as they would in the other targeted commercial and mixed use areas. Special attention would be given to public facilities and the creation of a public anchor for this area. Community Development Block Grant (CDBG) funds might be allocated for such facilities, with the clear mandate for serving community needs, while also encouraging reinvestment and revitalization of the corridor. City agencies should also focus on key social and education programs that are particularly relevant to the marketing of this district and surrounding neighborhoods, including language / ESL, senior services, entrepreneurial development, public safety, and various education services associated with GTCC. Initially, a strong police presence would benefit the revitalization of this area since perceptions of crime are impacting on its overall marketability. A heightened sense of security would also benefit the community college and its students. This area offers an opportunity for GTCC to further strengthen its relationship with the Core City.

Commercial Area Marketing & Development: Washington Drive Mixed Use Center

Washington Drive is a small, but well-known, commercial area in High Point's oldest African-American neighborhood. As noted in the market analysis, this aging cluster of businesses and institutional uses includes self storage, a vacant gas station, a "soul food" restaurant, a resource center, three barber shops, a beauty shop, a dentist office, a church, a school, and a funeral home. There are no retail stores, but the remaining businesses do cater to the community and help the neighborhood retain its historic character. More importantly, the Washington Drive area also boasts its place in American music history as the home of famed musician John Coltrane. See pages 58-60 for physical improvement recommendations designed to revitalize this important area as a more vibrant mixed use center.

Marketing Concept

As the home of John Coltrane, this small business district already has a "leg up" in terms of identity marketing. In order to re-establish its vibrancy and expand its offering, this area is conceptualized as a small, but lively, historic entertainment district that would attract locals and visitors alike. There is a need for an anchoring visitor facility, such as a Coltrane Museum, and/or an entertainment use, such as a jazz club, to solidify the area's identity. In order to strengthen the area's identity further, an annual jazz festival or similar event should occur that directly relates to the community's heritage. There are many examples of similar African-American heritage entertainment districts, albeit on a larger scale, such as 18th & Vine in Kansas City, Beale Street in Memphis, and U Street in Washington, DC. Closer to home, Rocky Mount, North Carolina, is in the process of developing a similar district within the Douglas Block area by playing off of Thelonious Monk's legacy there. In many ways, the Washington Drive area would offer a comparable event program to the proposed South Main "Mercado" Corridor, thus highlighting the city's ethnic diversity.

Recommended Tenant Mix

The Washington Drive "Coltrane" Mixed Use Center is not envisioned as a major commercial node or "main street" type retail district. For one, the existing business district is physically constrained by roads and housing. It is not entirely accessible or visible from the main arteries in the way that Main Street is. Furthermore, the market for retail uses would be constrained at this location and in competition with the other districts. Nevertheless, some additional uses are recommended that would build on the existing mix in order to create more synergies for attracting destination visitors, as follows (see list at right).

Washington Drive Mixed Use Center: Proposed Business Mix

RETAIL:	SQ. FT.
Restaurants / Bar	10,000
Entertainment / Jazz Nightclub	12,000
Music Store (jazz / specialty store)	4,000
Hobby – Musical Instruments	3,500
Convenience Food	4,000
TOTAL	33,500

OFFICE/OTHER:
Daycare
City/Non-profit arts organization
Professional services
Coltrane Museum / Cultural Center

While the concept for a Coltrane Museum or Cultural Center has not been market-tested, it would help create an anchor to generate spin-off demand for retail and other uses in this area. It is recommended that further analysis be completed to examine the feasibility of such a facility. The additional uses that would benefit from such an anchor use include: restaurant/bar; nightclub or jazz club; music store, such as a regional specialty store that caters to the jazz aficionado; hobby store; and convenience food/take-out business. Other uses might include a daycare facility, offices for non-profit organizations, such as an arts organization, and professional services.

Commercial Area Marketing & Development: Washington Drive Mixed Use Center

Marketing & Development Strategy

The Washington Drive "Coltrane" Mixed Use Center would celebrate High Point's African-American cultural history and community. The proposed Core City Commercial Marketing Committee should help work on key "big picture" issues, but it is also recommended that the City work with cultural and community entities to establish an organization focused on the legacy of Coltrane and High Point's African American heritage, as either a new entity or an expanded existing entity. This organization could be funded in part by membership fees, foundation grants, and City arts/cultural grants. It should have its own board with members selected from the community, the Coltrane family, and area institutions, and it should examine the potential and feasibility of a museum in the Washington Drive area. The organization should also focus on soft programming, including exhibitions and a jazz or related music festival that could be held in the area. Such a festival could be held at the Penn-Griffin Middle School property and/or on a closed Washington Drive. The organization should also help work with property and business owners in the Washington Drive area, and on entrepreneurial development and business recruitment. The organization should also develop marketing materials, including a brochure for Washington Drive as a revision and/or expansion of the area's existing brochure.

If possible, this area should be recommended for historic designation, both locally and nationally. National Register designation would provide very limited protections, but would pave the way for leveraging the federal and state investment tax credits for historic rehabilitation for qualified projects. Local designation, on the other hand, would provide the "teeth" needed to preserve buildings and to insure that future rehabilitations and infill development are compatible with the area's character. Redevelopment within this area would be confined to infill projects that preserve the historic character and enhance the marketing concept, as described on pages 10 and 11 of this plan.

Urban design improvements, such as street lights, sidewalks, street trees, building facades, signage, and other elements should be developed in such a way as to reinforce the local historic vernacular relevant to the Washington Drive area. Improvements to the design infrastructure in this area would provide the best opportunity for leveraging redevelopment and revitalization in the surrounding residential neighborhood. Thus, there may be funding mechanisms, such as CDBG funds, that would be applicable because of the area's direct relationship to revitalization of adjoining neighborhoods.

An annual jazz festival playing off of the noteriety of John Coltrane could draw thousands of people to the Washington Drive area, giving the district a stronger identity and providing it with much greater exposure to the public.

Neighborhood Housing: Housing Opportunities

This plan section provides strategic recommendations relating to the revitalization of housing in neighborhoods within the Core City. In some cases, the objective is merely to increase or enhance the competitiveness of existing high-quality housing. In other cases there is a need to reinvest in housing or in the supporting neighborhood infrastructure. The first part of this section on housing summarizes the findings from the earlier housing opportunities assessment. This section serves as a basis for the second section, which provides recommendations for redeveloping and marketing housing.

Housing opportunities were identified first for those existing residents who may have the ability to "move up" into homeownership, thereby stabilizing neighborhoods. Enhancing the housing opportunities for existing residents can also help leverage new investment and promote an influx of new residents that create demand for redevelopment of vacant buildings and land. Secondly, housing opportunities were identified for attracting very specialized niche markets to existing and potential new housing within the Core City neighborhoods.

Homeownership

Based on the income required for a house at typical prices, approximately 180 Macedonia households would be income qualified, with a homeownership target of 74 credit-worthy households that are not already in owner-occupied housing. While this target assumes that the housing could be made available without any improvements, a more detailed analysis of cost and affordability would need to be conducted as part of a full market and pro forma analysis. Of the 270 existing West End households with sufficient income to purchase, approximately 155 would have homeownership potential, based on the homeownership opportunities analysis (see Appendix A: Market Analysis of this plan's *Background Study* for details explaining these statistics).

Other Market Opportunities

Homeownership is critical as one tool for stabilizing inner-city communities and improving existing conditions. This effort must be coupled with a marketing strategy that attracts residents back into the Core City from elsewhere for new and rehabilitated housing. The Core City's market housing opportunities relate most to niche markets within the region, such as:

- Home furnishings buyers and industry representatives who are attracted by the High Point Market and client base, but who must also have access to Core City amenities
- First-time home buyers who are risk averse and interested in the purchase of vintage single-family housing stock
- Singles and DINKS (dual income, no kids) who are attracted by the potential of a revitalized downtown and neighborhood retail amenities so long as there is appropriate downtown and neighborhood housing
- Black homebuyers, particularly single workers/DINKS who would be attracted by the aforementioned amenities, to include cultural heritage assets and entertainment (see Downtown Districts and Washington Drive strategies)
- Latino immigrant family homebuyers from throughout the Triad region, including first-time buyers and other move-ups in the existing High Point market (see South Main Corridor strategies)
- Senior "move-downs" from within the Core City and throughout High Point who might be attracted by new senior housing products
- Hospital and medical office workers interested in in-town affordable housing

The scope/scale and specific housing demand - in terms of niche demand, new versus existing, locations, tenure, and the type of housing - can only be tested through a full housing market analysis. Nevertheless, these niches may offer opportunities for the marketing of market-rate housing, whether in targeted homeownership areas, such as East Central, West End, Macedonia, Washington Drive, and Southside, in the mill "island" neighborhoods, or in more stable neighborhoods in northeast and northwest portions of the Core City.

Neighborhood Housing: Ownership Strategies

Within key Core City neighborhoods, such as East Central, West End, Macedonia, Washington Drive, and Southside, there is the need to encourage proactive reinvestment in housing for homeownership. A Neighborhood Investment District (NID) initiative is recommended to accomplish this objective through stronger regulation, as well as through financial and other incentives.

Basic Reinvestment Program

The Neighborhood Investment District (NID) program is recommended to encourage investment in basic housing and infrastructure through a series of regulatory mechanisms coupled with fiscal incentives and direct public investment, as follows:

Regulations ("Sticks")

Code enforcement and other regulatory tools are important for increasing the quality of the housing stock and the physical environment, and they can be used to "weed out" bad managers and landlords. In addition to stronger code enforcement, there is the opportunity to develop a rental licensing program like those found in other North Carolina communities. Such a program requires landlords to meet certain standards in order to receive renewal of their licensing for rental property. Added regulatory mechanisms such as these will provide the City with more power to control the quality of the housing stock in these neighborhoods.

Investment Incentives ("Carrots")

There are several incentives that can also be implemented in tandem with stricter enforcement of regulations to improve housing quality and enhance opportunities for homeownership. Payments in lieu of tax abatements, as discussed for commercial properties, can be provided based on the cost of rehabilitation (investment) made into properties. The City can also establish a linked-deposit program for low-interest rehabilitation loans to encourage property owners to reinvest in their housing.

As with commercial investors, the City can also provide technical assistance, such as through a "Paint & Porch Program" that brings out specialists to work for free with property owners on the best ways to rehabilitate and upgrade their houses. Technical assistance can be coupled with rehabilitation loans or grants as part of the Paint & Porch Program.

Infrastructure Improvements

There are also opportunities for the City to improve infrastructure in parts of these neighborhoods that lack basic curb and gutter stormwater management, sidewalks, street lights, or public amenities. These basic improvements would help to increase the competitiveness of these neighborhoods for attracting private investment in the existing housing stock and in the development of new infill units. Such improvements can be funded through basic revenue bond programs or CDBG funds.

Neighborhood Investment District Locations

Given the range of resources that must be applied in concert to establish Neighborhood Investment Districts (NIDs), not every residential area within the Core City can be an NID. Consequently, it is recommended that NIDs be targeted to areas having the following two characteristics: 1) a relatively high odds of success for revitalization, and 2) the potential to leverage benefits to other adjacent areas needing enhancement. Based upon those considerations, it is recommended that NIDs be targeted to the following two types of areas: 1) residential areas adjacent to the two downtown districts (Showroom District and the Downtown Mixed Use District), and 2) residential areas surroundng the eight proposed mixed use centers. See the following page for a map that highlights such potential locations for NIDs.

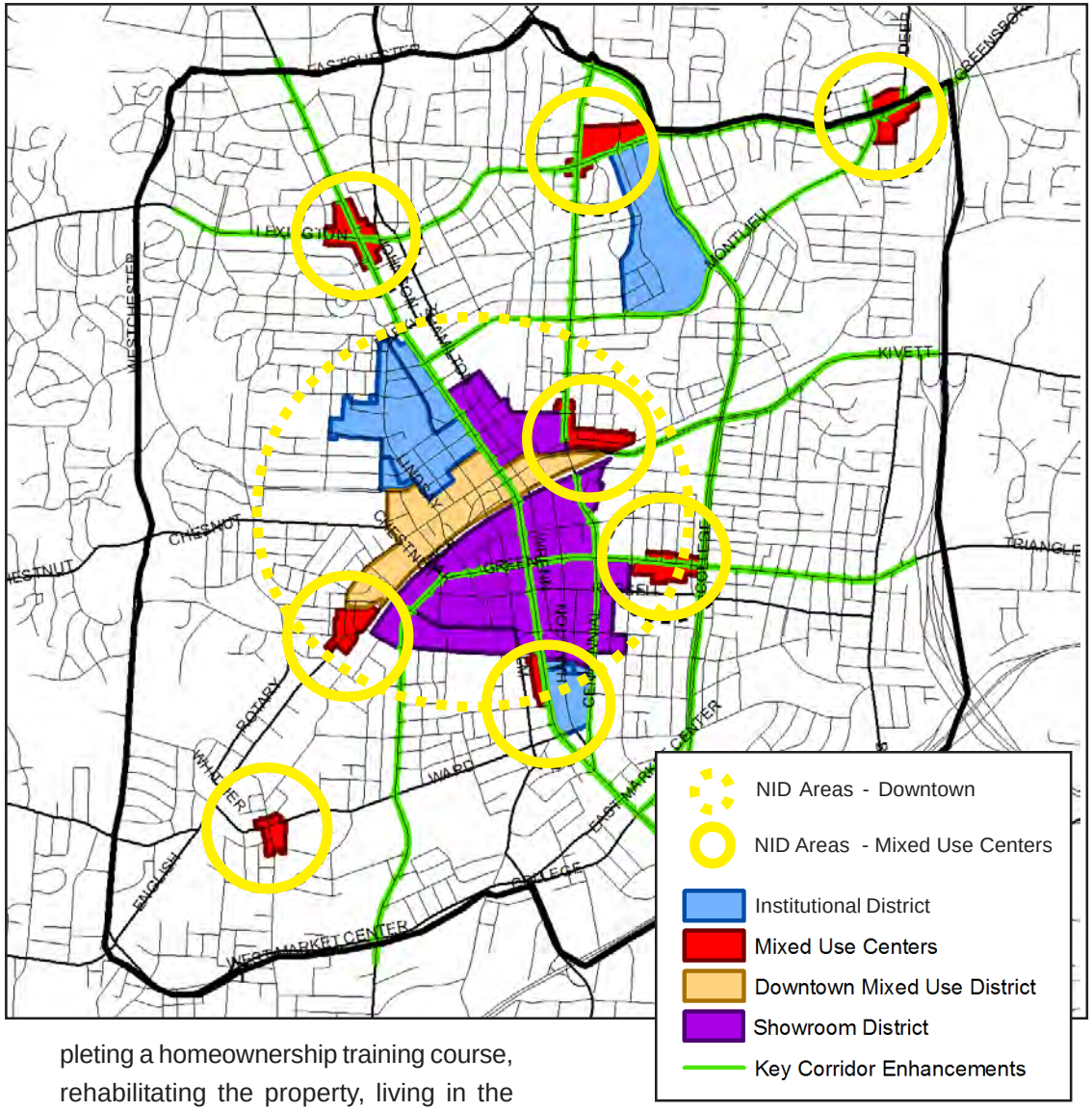
Finance & Purchase Programs

The City can strengthen its incentives for first-time homebuyers to encourage homeownership. Such programs can be coordinated directly by the City or facilitated through the creation of a non-profit Community Development Corporation (CDC) to identify and work with residents through a variety of homeownership needs. A homeownership program could include the

Neighborhood Housing: Ownership Strategies

following elements, some of which already exist among High Point's housing initiatives:

- *Continue direct assistance for closing costs*, including appraisal, origination, and application fees, or other costs associated with the purchase of property for homeownership within a specified NID (existing program).
- *Continue interest-free and low-interest loans* for qualified residents for purchasing houses within the targeted districts. Residents accepted into the program are eligible for loans for downpayment and closing costs. The extent of this assistance is based on various factors, such as income, assets, and household size (existing program).
- *Grants or deferred loans for employees of the City* of High Point for the purchase of housing within the targeted NID neighborhoods (recently proposed, but not approved).
- *First Right purchase assistance for tenants* who wish to purchase the houses in the neighborhoods in which they currently rent. Such assistance typically includes either short- or long-term financing for moderate income residents to use for purchase and/or for rehabilitation of property for homeownership within the NID areas.
- *Homesteading program* allowing first-time homebuyers to purchase tax-delinquent housing and HUD foreclosures for a nominal fee in exchange for the homebuyer completing a homeownership training course, rehabilitating the property, living in the house for a minimum period of time, and returning it to the tax rolls. Gap financing is also sometimes made available for such programs.
- *Removing multi-family zoning* from struggling neighborhoods is a critical factor in both: (1) retaining existing homeowners and encouraging them to reinvest in their homes, and (2) encouraging conversion of rental houses to owner-occupancy.



Neighborhood Housing: Niche Markets

A number of niche market opportunities have been identified for attracting homebuyers and developers back into the Core City neighborhoods. As with the commercial districts discussed previously, it is recommended that High Point create a marketing committee to work with brokers and property owners to increase the visibility of the older housing within the local and regional market. Strengthening the existing housing stock and increasing homeownership will help re-establish the market for housing and generate demand for new development. The committee should also develop marketing materials that would highlight the various available incentives. This committee would also coordinate with the commercial district committee as part of an overall marketing program for the Core City. See pages 158-160 on organization.

The Role of Rental Housing

There will always be a need for good-quality rental housing to accommodate the needs of young professionals, new residents, and others just starting out in life in High Point. This type of housing can best be accommodated in the hospital area and/or on the periphery of North Main Street, where the services and retail business base is available and provides an attractive environment for young professionals to interact. South Main Street is also potentially a good location for this type of housing, building out from the downtown area. With the latter, the development of new housing would help generate new demand for existing and new businesses in the South Main corridor. Housing can also be developed more affordably in South Main because of the lower land values than on North Main. Mixed-use development that would include workforce housing and new retail would be especially attractive in the South Main area.

However, the traditional residential neighborhoods surrounding downtown should be avoided as locations for rental housing, since a key objective for these areas should be to increase overall homeownership in order to stabilize these communities. Younger rental tenants will be less involved in and committed to improving these communities.

Marketing Themes

As noted previously, the key residential niche market opportunities include furnishings industry professionals, first-time homebuyers, singles, DINKS, African-American and Latino move-up homebuyers, senior "move-downs," and medical workers. The marketing strategy for each of these groups is very different. However, all share the common themes that would be incorporated into marketing materials and other proactive marketing efforts for the Core City's existing housing, as follows:

- Relatively high-quality, low-cost housing in revitalizing neighborhoods
- Buyer incentives within the NIDs
- Transportation access to the Triad's employment base
- Amenities, including up-and-coming commercial districts, restaurants, and entertainment
- Access and proximity to the High Point Market
- Unique historic character and architectural craftsmanship that cannot be found in outlying suburban areas

Clearly, the amenity value of these neighborhoods would need to be developed concurrently as the housing is marketed. Thus, the reason is apparent for coordination between the proposed Commercial Marketing Committee and the proposed Housing Marketing Committee. Furthermore, it supports the rationale for targeting NIDs to residential areas adjacent to the two downtown districts and the proposed mixed use centers.

Security

While the Core City's perceived level of safety will need to be enhanced as part of its overall revitalization, the issue is especially important for neighborhoods. An increase in the visibility of police officers is an obvious objective, but not always sustainable over a long period of time because of budget constraints. Nevertheless, programs that have succeeded in many communities include the following:

Neighborhood Housing: Niche Markets

- Officers on bicycles who can be more in touch with residents and what occurs in the neighborhoods than those in squad cars
- "Crime Watch" programs that organize residents and help to coordinate their efforts with local police
- Anti-grafitti programs designed to eradicate grafitti soon after it occurs in order to avoid it from attracting more of the same
- Increased street lighting

Development & Redevelopment

While the emphasis of this housing strategy is on rehabilitation and homeownership in existing housing, there is also the need to gradually encourage infill and redevelopment of housing areas to attract new markets. Development of several products, in particular, is needed to attract certain niche market segments, including adults 55 years old and older. Among the more viable products for these target markets are new "patio" home developments, clusters, independent living communities, and revitalization of the Core City's mill "island" neighborhoods. Among the best opportunities for the latter is the Highland Mill Village Neighborhood, which could also be expanded to include a recreation/art center or other community amenity facilities. A community of smaller, historic single-story homes that could be incorporated into a homeowners or condominium association for common area maintenance and security can be appealing to the age 55+ group. Cluster and patio home development may be attractive to this same group if located near shopping and amenities, such as the North Main "Uptown" Corridor or the Washington Drive "Coltrane" Mixed Use Center. Since there is underutilized land in the Washington Drive area, there may be opportunities for development of a small cluster or patio home development targeting retirement-age residents of east Core City neighborhoods who would otherwise move out of the city. If such housing were to be co-branded with the Washington Drive "Coltrane" Mixed Use Center, the opportunities are strengthened for attracting both existing and new residents.

The City can help attract housing developers to the Washington Drive area by assembling property in that area to create sites large enough to accommodate a moderate-density housing development. In coordination with the proposed Core City Housing Marketing Committee, the City might then recruit developers through a competitive request for proposals (RFP) process. Similarly, in the Highland Mill Village Neighborhood, it would be most appropriate for a single developer to refurbish and market the housing concept in coordination with existing property owners and residents. The vacant Highland Yarn Mill is especially well-suited as an artists "colony" or "arts-and-crafts village" that may attract some artists, but more retirees who are drawn by a cultural amenity. Such amenities might include artist studios or a recreation/craft center that offers classes to the general public.

A graduated care or independent living community may be best suited for locations proximate to the hospital, such as the Emerywood Neighborhood and the North Main Corridor. While there are also sites just south of the hospital that are well-located for such a facility, the image of that area would first need to improve, such as through the development of a design district. Again, none of these concepts have been tested in the market. Instead, they are conceptualized based on the findings from this plan's opportunities assessment and on the analysis of existing conditions.

A trend of young families moving into urban neighborhoods is occuring across the country because of the attraction of architectural character, density levels and front porches that encourage social interaction and convenience to shopping, dining and entertainment.

Industrial Areas: Opportunities Review

The Core City's industrial areas are perhaps the most challenging in terms of revitalization. With the long-term shift in furniture manufacturing away from High Point, the Core City's industrial zones are beginning to more closely resemble aging, under-performing industrial areas in many other inner cities. These "second-tier" industrial areas are often dependent on industrial services that are inherently drawn to central locations within a metropolitan area. The City's Economic Development Corporation has not focused on marketing these areas, but some of them remain quite viable for certain existing and potential manufacturing, industrial service, and related industrial uses. On the other hand, some of the Core City's industrial areas are no longer competitive and might be best suited for higher and better uses allowed under different zoning. It is strongly recommended that the City examine these areas in greater detail to determine where there should be a change in zoning to commercial, residential, or other uses. The following summarizes the findings from the market opportunities assessment, and then describes several strategies for improving the competitiveness of selected industrial areas and recruiting or assisting businesses.

As "second-tier" industrial areas, the southwest portions of the Core City could be competitive for typical inner-city industrial uses, such as regional transportation and delivery services, security services, food manufacturing for local consumption (e.g., baked goods, specialty foods, fresh salads, meats, and other fresh food products), catering services, box manufacturers and packaging services, and cold storage uses. As noted in the opportunities assessment, these types of local and regional-serving businesses are generally missing from the inventory of existing uses within High Point's Core City industrial areas.

While few finished goods are now distributed by rail, there are nonetheless opportunities for rail throughput and general distribution that should be examined further as they relate to the Core City and High Point's relatively central location in North Carolina. Small, specialty manufacturers are also drawn to older, second-tier industrial space, often because of the availability of buildings at relatively low cost. In the case of High Point, there should be opportunities to attract small entrepreneurs engaged in the manufacture of specialty home furnishings products beyond furniture. Artists, designers, and specialty craft producers provide an excellent recruitment opportunity for the Core City, especially where there is a "lifestyle" component that can be woven in with industrial uses. While these opportunities relate to the existing assets of the Core City or to gaps in its current market, such opportunities should be explored and tested further through more detailed economic assessment as the basis for target marketing.

Industrial Definition & Marketing

One of the key components of an industrial revitalization strategy for the Core City is the requirement for more physical definition of the individual industrial areas. Many of the industrial zones in the Core City developed haphazardly and incrementally over time. They lack names, identity, and physical definition, although they are generally clustered along or near railroads. Many of these areas intersect with each other, but they also engulf small residential neighborhoods. In fact, some of the worst housing and industrial conditions in the Core City exist where the older industrial uses abut or overlap with neighborhoods. Therefore, it is strongly recommended that key industrial districts be defined and mapped, then identified for marketing and redevelopment purposes. Several suggestions for definition are provided below:

<u>West Kivett / Rail Corridor</u>

This triangular area, bounded by West English and West Green, has among the largest inventory of industrial space and land in the Triad region. However, up to 22% of the industrial building stock and significant pockets of land may be vacant. While originally oriented to rail transportation, one of the area's largest uses today is a bus transportation company. Thus, heavy transportation continues to play an important role in the area, along with polymers, wood products, and bedding manufacturers.

Industrial Areas: Opportunities Review

Portions of this area remain competitive for industrial uses. However, there is probably too much land available to accommodate the near- to mid-term demand for industrial activities. In addition, industrial uses infringe upon residential "islands" and neighborhoods adjoining this corridor. Ideally, as furniture showrooms and related uses are constrained from growth on the north side of downtown, the Showrooms District would evolve further west and south into the northern portions of this industrial zone. Furniture showrooms are compatible with industrial uses, and several showrooms have been established in this area alongside industrial uses for quite some time. As the showrooms continue to expand in the future, there will be a need for a proactive City policy that encourages growth of the market into the southwest portion of the Core City. See page 138 for a map of the potential area for the Showroom District expansion. To support such a policy, the City would need to establish a more visible presence in terms of public safety, and improvements to infrastructure conditions would need to occur in the area.

The City should also consider rezoning those areas where "islands" of residential exist within industrial zones. Existing land uses and the economic "highest and best uses" should be examined for these areas in order to determine the optimal policy for land use in such locations. See page 138 for a map highlighting the general area having the greatest potential for a rezoning to residential.

Remaining sections of the West Kivett / Rail Corridor offer opportunities for expansion of existing industrial businesses, as well as recruitment of second tier industrial uses, including food production and distribution, delivery services, catering, electronic equipment repair and servicing, security services, packaging services, and cold storage. The latter should be examined in greater detail as part of an overall assessment of High Point as a logistics center for rail and highway transport. If there is potential for food distribution from High Point, then the Core City can become a competitive location for companies that might manufacture, store, and distribute food products using rail.

Highland Yarn Mill Area

The area located between West Green and South Main, south of Ward Avenue, has been heavily influenced by the Highland Yarn Mill. While the Highland Yarn Mill is vacant, surrounding industrial areas have remained relatively viable and appear to have relatively low levels of vacancy. Many of the existing industrial uses in this area are still in the furniture and home furnishings manufacturing sector, including Drexel Heritage, Manchester Furniture, Sedgewick Industries, Henredon, Decca Furniture, and Sun Fabricators. This smaller active industrial area is characterized by more modern industrial buildings, relatively good infrastructure, and active industrial activity. As such, it could be separated from Highland Yarn and defined as its own industrial park – perhaps as one of multiple "High Point Furniture & Home Furnishings Industrial Parks." The opportunities assessment conducted as part of this planning process did not determine ownership of property in this area, but assumed that most buildings are company owned. However, there are opportunities for shared maintenance and management. The City's Economic Development Corporation should consider active discussions with the businesses in this area to confirm their needs and opportunities for establishing a more formal industrial park structure.

The Highland Yarn Mill itself could be coupled with the Highland Mill Village Neighborhood as part of an overall arts and crafts housing marketing concept as defined in the previous section (see page 134). The vintage mill buildings might be refurbished as recreation, craft and education facilities with live-work space for artists and craftspeople if there is sufficient market potential and it is financially feasible. Furthermore, the Highland Yarn Mill is quite likely eligible for the federal and state tax credits for historic rehabilitation if the project were to follow federal preservation standards and other related project requirements.

Industrial Areas: Opportunities Review

Centennial / Main Street Industrial Area

The industrial area east of Main Street near Centennial Street and East Market Center Drive relates to the railway spur that extends along Centennial. This area is somewhat isolated from the other two industrial zones, which are both located on the west side of Main Street. Because this area is geographically small and ill-defined, it has not been mapped on the following page as a distinct designated industrial area. As with the West Kivett / Rail Corridor, this area might be examined further to determine whether there are opportunities for rezoning and reducing of industrial land in favor of higher and better uses. This area may have even less long-term viability for industrial uses than the West Kivett / Rail Corridor, and it has similar impacts on neighboring residential communities, although it does have good highway access. Marketing concepts for this area should also focus on second-tier industrial uses in the short term. However, further analysis is necessary to determine the area's overall competitiveness and targeted industrial uses.

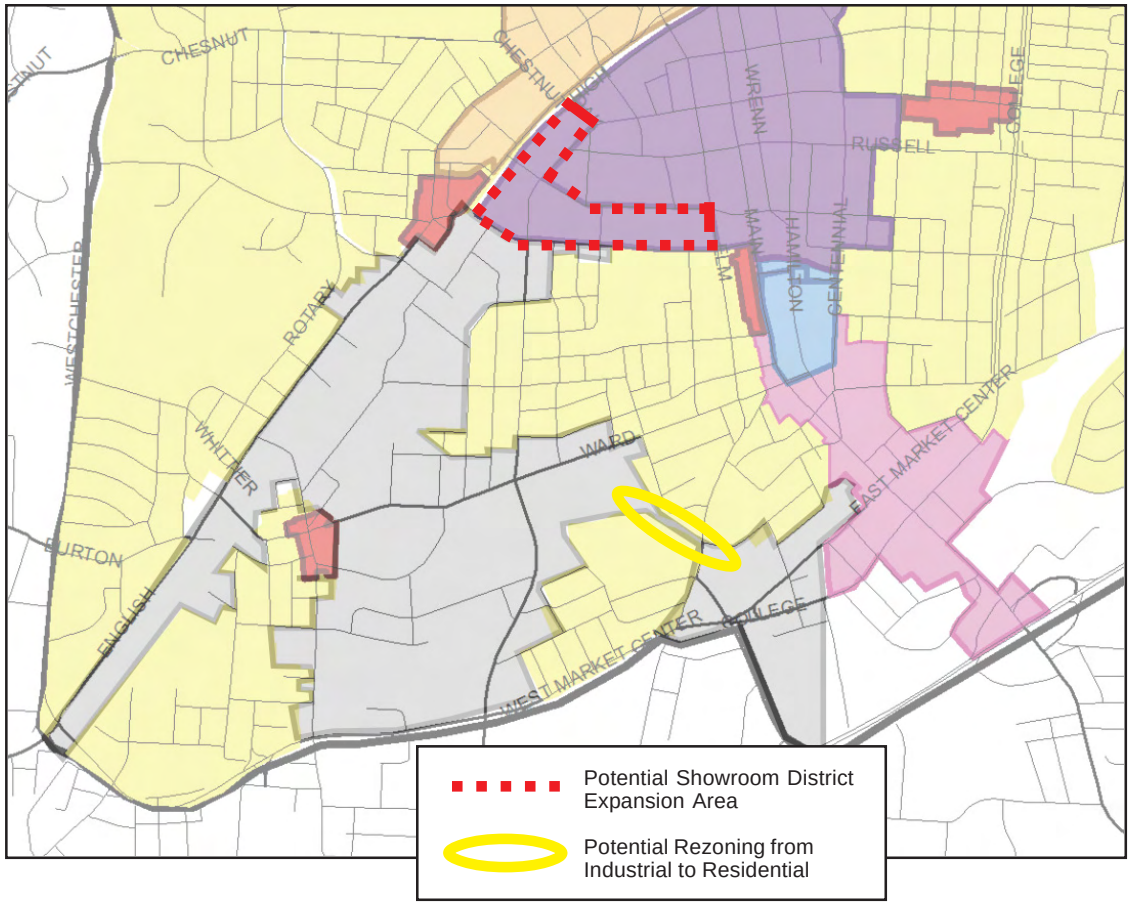
Brightleaf Square, located near Downtown Durham, is a tremendous example of the successful adaptive reuse of a warehouse complex into restaurants, specialty retail shops and other small businesses.

Industrial Areas: Policy Recommendations

Market Analysis & Policy Evaluation

Clearly, there is a need for a more detailed review and analysis of existing zoning and industrial land use policy within High Point, especially as it relates to the interaction between industrial and residential land uses. An assessment of the economic potentials for industrial uses in the city would also help to refine industrial marketing strategies and land use policies, with the most competitive locations identified for key target uses.

Overall, however, there is a need for the City's economic development entities to provide more attention to these "second tier" industrial areas, which were once the economic driver for the region. Business assistance and fiscal incentives, as appropriate, should be offered where possible to smaller food, security, and other targeted businesses that might be well-suited to these inner-city locations. Where there are opportunities to co-brand industrial areas with the High Point Market, these opportunities should be explored and maximized as part of the overall marketing concept. The expansion of furniture showrooms into industrial areas, in accordance with the map at right, should be encouraged as the alternative to growth to the north where the Downtown Mixed Use District is proposed. A "carrot-and-stick" approach is recommended that would restrict showroom growth on the north side of downtown, but provide supporting infrastructure and/or other assistance to encourage furniture showrooms growth south and west into the West Kivett / Rail Corridor industrial area.



Financial Tools & Programs

Primary Commercial Tools & Programs:
In all of the Core City's targeted commercial areas, there is a need for incentives that make it easier and more desirable for businesses to locate there and for investors to improve property and develop small-scale, infill commercial and mixed-use buildings. Various incentives could be included as part of an overall package for businesses within defined development areas to attract investors. Among the potential incentives are the following:

City Facilitator
An existing City staff member who would assist property owners and developers with overcoming hurdles in the approvals process for improving buildings or land in these areas. Assuming that this role might occupy approximately 25 percent of this staff person's time, it is estimated that perhaps $9,000 and $13,000 might be budgeted for this role, depending upon the experience and pay scale of the individual.

Façade Rehabilitation Loans & Grants
There are funds available through the Community Development Block Grant (CDBG) and other programs to assist communities with rehabilitation of building stock in their business districts (see page 143 for more information on the CDBG program). Local banks should be encouraged to offer low-interest loans (no more than a point or two above "prime" interest rates), and design standards should be a requirement for approval. Facade grants that could be funded through CDBG funds or other sources might range between $5,000 and $20,000 per project, and they might require a match of some minimum percentage (20 percent to 50 percent) from the grant recipient. Such financial incentives might also be targeted to specific areas, such as the proposed mixed use centers and the recommended new Downtown Mixed Use District.

Business Micro Loans
Local banks should establish a revolving loan fund in concert with the City government to assist small businesses located within the targeted commercial areas. As in the case of recommended facade rehabilitation loans, their interest rates should be kept as low as is reasonably possible in order for them be serve as a legitimate incentive to locate and/or keep businesses in the Core City. As with facade loans and grants, they might also be geographically targeted with the Core City.

Payments in Lieu of Tax Abatements
While property tax abatements are not permitted in North Carolina, cash payments can be provided that might approximate tax abatements if designed to increase the local tax base, employment levels, and/or economic activity via commercial or industrial development. The City can offer stepped payments to qualified investors in district properties based upon their amount of investment, the objectives met, and other criteria. This incentive should be targeted to the Downtown Mixed Use District, the proposed mixed use centers, and the designated Neighborhood Investment Districts.

Retail Entrepreneur Grants & Subsidies
Some developers offer temporary rental assistance or direct subsidies to attract small specialty retailers to projects where they are trying to market housing. This incentive is increasingly offered by local governments for revitalization and is recommended for approval on an individual basis within targeted areas. Such subsidies could vary widely, from several months of completely free rent to a more modest monthly discounted rate, such as 20 percent.

Business Technical Assistance
The City may offer to bring in a merchandising specialist or other technical assistance on a one-time or annual contract to work with local entrepreneurs or small businesses within the targeted commercial areas, as well as with those who wish to locate within such areas. While rates charged by a consultant could vary substantially, approximately $1,000 to $1,750 per day for such an individual, plus expenses, should be budgeted.

Other Financial Tools & Programs
While the most relevant financial tools and programs are summarized above, the following are other potential tools and programs:

Financial Tools & Programs

Federal Funding & Incentives

Existing federal funding and incentives cover a wide range of redevelopment activities, such as the historic rehabilitation of buildings, affordable housing development, small business development, infrastructure, facilities development, land acquisition, and assistance with cleaning up contaminated industrial sites. Below are some of the most relevant federal programs for the Core City.

Historic Rehabilitation Tax Credit

The Federal Historic Preservation Tax Incentives program is available for buildings that are National Historic Landmarks, that are listed in the National Register, that are determined as being National Register eligible and/or that are contributing to National Register Historic Districts and certain local historic districts. Properties must be income producing, such as office, retail, hotel and apartment projects, and must be rehabilitated according to standards set by the Secretary of the Interior. A federal tax credit worth 20 percent of the eligible rehabilitation costs is available for qualified buildings and projects. Eligible project costs generally must exceed the value of the building itself (not including the land) at the beginning of the project. Most rehabilitation costs are eligible for the credit, such as structural work, building repairs, electrical, plumbing, heating and air conditioning, roof work and painting. Certain types of project costs are not eligible for the credit, such as acquisition, new additions, furniture and landscaping. The IRS also allows a separate 10 percent tax credit for income-producing buildings constructed prior to 1936, but not listed in the National Register.

Since this program is not one that involves limited financial resources that must be carefully targeted to specific areas for the maximum leveraging, it is applicable throughout the Core City for individual properties and projects that meet the program criteria. However, areas that would appear to have particularly high concentrations of potentially eligible properties include the proposed Downtown Mixed Use District, the Showroom District, the Washington Drive Mixed Use Center, the North Main / Uptown Corridor, the English & Kivett Mixed Use Center, and the Industrial District. Examples of properties with strong potential for using the investment tax credit is the North Carolina National Guard Building located on English Road and the Highland Yarn Mill on Mill Avenue.

Certified Local Government (CLG) Program

The CLG program provides funding to enable local communities to develop programs and participate in the state's preservation process. Only cities and counties officially designated as a CLG by the State can apply for these grants. CLG communities must have a legitimate historic preservation program, such as historic zoning and a preservation commission. High Point is currently a designated CLG community.

CLG grants are funded with money appropriated from Congress for preservation efforts through the National Park Service Historic Preservation Fund (HPF). CLG grants require a 50 percent cash or in-kind service match from the community. Because a total of only $65,000 have been available annually in the state during recent years, securing grants is extremely competitive, and most individual grants range between $5,000 and $15,000.

Eligible grant projects include, but are not limited to: training for local preservation commissions; completing or updating surveys of historic resources; producing historical walking or driving tour brochures, videos or other educational materials; preparing preservation plans; and preparing National Register of Historic Places nominations. In some cases, funds can be used toward physical restoration projects. Examples of potential CLG-funded projects for the Core City might include National Register nominations for key historic properties within targeted locations to encourage use of the federal investment tax credit for rehabilitation, as well as a brochure for the Washington Drive area's history. Furthermore, a potential oral history project to document recollections of seniors regarding the history of the Washington Drive commercial district might be a good candidate for CLG funding.

Save America's Treasures Programs

These funds are appropriated by Congress,

and the program is administered by the National Park Service (NPS) in partnership with the President's Committee on the Arts and the Humanities, the National Endowment for the Arts, the National Endowment for the Humanities, and the Institute of Museum and Library Services. Initiated in 1998, grants are limited to the preservation and conservation of nationally significant historic and cultural resources. These resources include historic districts, sites, buildings, structures and objects. Gants help fund the preservation and/or conservation work on nationally significant intellectual and cultural artifacts/collections and nationally significant historic structures and sites. Eligible applicants include nonprofit, tax-exempt 501(c), U.S. organizations, units of state or local government, and federally recognized Indian Tribes. Grants are awarded through a competitive process and require a dollar-for-dollar, non-federal match. The minimum grant request for collections projects is $25,000 federal share; the minimum grant request for historic property projects is $125,000 federal share. The maximum grant request for all projects is $700,000 federal share. In 2006, the program awarded $7.6 million to 42 projects, including Birmingham's Civil Rights Landmark the Sixteenth Street Baptist Church and the Nebraska State Historical Society's Native American Collection. The average grant size for collections was $132,000 and $223,000 for historic properties. One property within the Core City that may be a potential candidate is the John Coltrane boyhood home, which was recently acquired by the City of High Point.

HOME Program

Although this is a federal program established in 1990 and administered nationally by HUD, in North Carolina it is administered by the North Carolina Housing Finance Agency. The program provides multi-year housing strategies for participating jurisdictions to strengthen public-private partnerships and provide more affordable housing through block grants. HOME provides formula grants to states and localities that communities use, often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people. The eligibility of households for HOME assistance varies with the nature of the funded activity. For rental housing and rental assistance, at least 90 percent of benefiting families must have incomes that are no more than 60 percent of the HUD-adjusted median family income for the area. In rental projects with five or more assisted units, at least 20 percent of the units must be occupied by families with incomes that do not exceed 50 percent of the HUD-adjusted median. HOME funding can be used to develop for-sale housing to those earning between 80 and 120 percent of the area median income. Allocations are made on an annual basis by a formula based on several criteria. The program's flexibility allows States and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancement, or rental assistance or security deposits. The program requires that participating jurisdictions (PJs) match 25 cents of every dollar in program funds.

Given the flexibility built into this program, there are a variety of ways that these funds could be used within the Core City, including the renovation of existing housing and the development of new housing. As with most of the other revitalization tools proposed in this plan, it is recommended that HOME funds be targeted to high priority areas, such as in and around the eight proposed mixed use centers. Likewise, historic housing that is in risk of being lost should also be given priority, and recognized federal preservation standards should be employed for all rehabilitation work (see pages 13-14 of this plan). The adaptive reuse of older industrial buildings for affordable housing is another potential use of HOME funds within the Core City.

Low & Moderate Income Housing Tax Credit

Authorized by Congress in 1987, federal housing tax credits now finance virtually all new affordable rental housing being built in the United States. In the case of rental properties using the credit, they are privately

owned and privately managed. This HUD program provides a federal income tax credit of approximately 70 percent of the eligible costs of a project, which are primarily the hard costs of rehabilitation or new construction. In exchange for the financing provided through the tax credit, owners agree to keep rents affordable for a period of between 15 and 30 years. The tax credits are competitively allocated by the State, and they go towards housing available to those earning no more than 60 percent of the area median income (AMI). The AMI is determined by HUD by region.

The North Carolina Housing Finance Agency monitors the properties during the compliance period to ensure that rents and residents' incomes do not exceed program limits and that the properties are well-maintained. The owners are eligible to take a tax credit equal to approximately 9 percent of the "Qualified Cost" of building or rehabilitating the property (excluding land and certain other expenses). The tax credit is available each year for ten years, as long as the property continues to operate in compliance with program regulations. Major financial institutions, such as banks, insurance companies and government-sponsored enterprises make equity investments in exchange for receiving the tax credits.

Equity from the sale of tax credits reduces the amount of debt financing that the property owner incurs. This process reduces the monthly debt service for the property, lowers the operating costs, and makes it economically feasible to operate the property at below-market rents. Residents are responsible for their own rent payments, unless rent subsidies are available from other programs. The tax credit can be used in conjunction with the HOME program described previously. It might also be used towards the same types of housing projects within the Core City suggested above for the HOME program.

New Market Tax Credit Program

On December 21, 2000, the Community Renewal Tax Relief Act of 2000 was signed. The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period. In each of the first three years, the investor receives a credit equal to five percent of the total amount paid for the stock or capital interest at the time of purchase. For the final four years, the value of the credit is six percent annually. Investors may not redeem their investments in CDEs prior to the conclusion of the seven-year period. NMTCs are allocated annually by the Fund to CDEs under a competitive application process. These CDEs then allocate the credits to investors in exchange for stock or a capital interest in the CDEs. In the case of High Point's Core City, either existing or newly created CDEs might serve as the vehicle for the New Market Tax Credit.

Transportation Enhancement Funds

The "Safe, Accountable, Flexible, and Efficient Transportation Equity Act" (SAFETEA) includes opportunities for funding within its Enhancement Program. The Enhancement Program is a federally funded program that promotes diverse modes of surface transportation, increases benefits to communities, and encourages citizen involvement. In North Carolina, the program is administered by the North Carolina Department of Transportation (NCDOT). There are twelve categories from which local governments may apply for reimbursement funding, mostly related to: scenic beautification, historic preservation, and pedestrian and bicycle facilities. All qualified projects must have some relationship to surface transportation. Cost reimbursement for eligible projects can range from $1,000 to $1 million. Streetscape projects are a common enhancement funds project and might include lighting, historic sidewalk pavers, benches, planting containers, decorative walls and walkways, signs, public art, historical markers, or other simi-

lar elements. These funds can also be utilized to upgrade or create bike and pedestrian pathways. Based upon NCDOT data from 1999 through 2004, a total of 751 applications for funding were submitted, while 340 projects were funded. Those projects collectively received $56,964,116, which translates to an average of $167,542 per project. Examples of projects recommended for the Core City that might attract federal transportation enhancement funds include the development of greenways per pages 8-9, the development of new streetscapes within the proposed mixed use centers, and the installation of sidewalks within various neighborhoods.

Community Development Block Grants

CDBG funds are available each year to be awarded for specific program categories including: community revitalization, scattered site housing, infrastructure, economic development, housing development, urgent needs, and capacity building. Each program has specific requirements. Entitlement cities, such as High Point, receive CDBG funds directly from HUD as opposed to such state programs. Funds are allocated on a formula basis. These funds can be used for a wide range of community development activities and must prioritize benefits to low and moderate income persons. Qualified activities include: property acquisition, relocation and demolition, rehabilitation of buildings, construction of infrastructure, limited public services, and assistance to job-creating businesses. Local public hearings must occur before any activity can proceed. Given the flexibility with which CDBG funds can be used, as well as the certainty of their availability, the City might consider using them to help fund operations of the organization recommended in this plan (see page 158) to spearhead the Core City's revitalization.

Section 108 Loan Guarantees

Section 108, the loan guarantee provision of the Community Development Block Grant (CDBG) program, is one of the most potent and important public investment tools that HUD offers to local governments. It allows them to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects that can renew entire neighborhoods. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. Such public investment is often needed to motivate private economic activity, providing the initial resources or simply the confidence that private firms and individuals may need to invest in distressed areas. Section 108 loans are not risk-free, however; local governments borrowing funds guaranteed by Section 108 must pledge their current and future CDBG allocations to cover the loan amount as security for the loan. Eligible applicants include metropolitan cities such as High Point. Eligible activities include: any economic development activities eligible under CDBG; acquisition of real property; rehabilitation of publicly owned real property; housing rehabilitation eligible under CDBG; construction, reconstruction, or installation of public facilities (including street, sidewalk, and other site improvements); related relocation, clearance, and site improvements; payment of interest on the guaranteed loan and issuance costs of public offerings; and debt service reserves.

Small Business Programs

The federal Small Business Administration (SBA) can provide grants, loans and technical assistance to small businesses. The SBA does not offer grants to start or expand small businesses, but it does offer a wide variety of loan programs. While the SBA does offer some grant programs, these are generally designed to expand and enhance organizations that provide small business management, technical, or financial assistance. These grants generally support non-profit organizations, intermediary lending institutions, and state and local governments. "7(a)" loans are the most basic and most used type loan of SBA's business loan programs. Its name comes from section 7(a) of the Small Business Act, which authorizes the Agency to provide business loans to American small businesses. All 7(a) loans

are provided by lenders who are called participants because they participate with SBA in the 7(a) program. Not all lenders choose to participate, but most American banks do. There are also some non-bank lenders who participate with SBA in the 7(a) program, which expands the availability of lenders making loans under SBA guidelines. 7(a) loans are only available on a guaranty basis, which means they are provided by lenders who choose to structure their own loans by SBA's requirements and who apply and receive a guaranty from SBA on a portion of this loan. The SBA does not fully guaranty 7(a) loans. The lender and SBA share the risk that a borrower will not be able to repay the loan in full. The guaranty is a guaranty against payment default. It does not cover imprudent decisions by the lender or misrepresentation by the borrower. Under the guaranty concept, commercial lenders make and administer the loans.

In addition to its loan programs, other SBA programs include small business development centers, small business investment companies, preferred and certified lenders, micro-loan information, and export assistance. Another helpful organization for small businesses is the Service Corps of Retired Executives (SCORE). The SCORE Association, headquartered in Washington, D.C., is a non-profit association dedicated to entrepreneurial education and the formation, growth and success of small businesses nationwide. SCORE's extensive, national net- work of 10,500 retired and working volunteers are experienced entrepreneurs and corporate managers/executives. They provide free business counseling and advice as a public service to all types of businesses, in all stages of development. SCORE is a resource partner with the SBA. In High Point, the program is operated out of the Chamber of Commerce. The SBA's future involvement in the Core City has the greatest potential in targeted areas needing commercial revitalization, such as the proposed Downtown Mixed Use District and the eight proposed mixed use centers.

Brownfields Economic Development Initiative
The BEDI is a key competitive grant program that HUD administers to stimulate and promote economic and community development. BEDI is designed to assist cities with the redevelopment of abandoned, idled and underused industrial and commercial facilities where expansion and redevelopment is burdened by real or potential environmental contamination. BEDI grant funds are primarily targeted for use with a particular emphasis upon the redevelopment of brownfields sites in economic development projects and the increase of economic opportunities for low-and moderate-income persons as part of the creation or retention of businesses, jobs and increases in the local tax base. HUD emphasizes the use of BEDI and Section 108 Loan Guarantee funds to finance projects and activities that will provide near-term results and demonstrable economic benefits. Both CDBG entitlement communities, such as High Point, and non-entitlement communities are eligible to receive loan guarantees. HUD does not encourage applications whose scope is limited only to site acquisition and/or remediation (i.e., land banking), where there is no immediately planned redevelopment. BEDI funds are used to enhance the security or to improve the viability of a project financed with a new Section 108 guaranteed loan commitment. The minimum BEDI to Section 108 ratio is 1:1. A total of $10 million in BEDI funds were awarded in 2006, and the maximum amount that can be awarded toward any single project is $1 million. Within the Core City, this program might apply to any scenario in which redevelopment is proposed for a known or potentially contaminated property. The industrial area dominating the southwest quadrant of the Core City would likely have the most candidate sites.

State Funding & Incentives
Many of the State's funding and incentive programs are, in effect, State versions of their counterpart federal programs. As with the federal programs, they assist in a broad range of redevelopment activities, including the historic rehabilitation of buildings, affordable housing development, business devel-

opment, and assistance with cleaning up contaminated industrial sites. There are also programs to assist the arts programs and parkland creation. Below are some of the most applicable State programs for the Core City.

State Historic Rehabilitation Tax Credits
In 1997, the North Carolina General Assembly approved the most comprehensive state historic preservation tax credit program in the nation. Two tax credit packages were approved:

1. A 30 percent state income tax credit for certified rehabilitations of non-income-producing certified historic structures, including personal residences that do not generate income. Qualified rehabilitation expenses must exceed $25,000 within a two-year period.

2. A 20 percent state income tax credit for certified rehabilitations of income-producing certified historic structures, such as commercial, rental, and retail buildings. This credit can be combined with the 20 percent federal tax credit for the same type of structure. Qualified rehabilitation expenses must exceed the greater of the "adjusted basis" of the building or $5,000 within a two-year period (or five-year period for phased projects).

The tax credit amounts are derived from percentages of the amount spent on the rehabilitation, and are credited to the owner of the historic structure. A "certified rehabilitation" is defined as that which has been approved by the State Historic Preservation Office or the National Park Service. All work must adhere to the Secretary of the Interior's Standards for Rehabilitation in order to qualify for the credit.

Unlike the process of seeking grants through a competitive process, which may or may not be successful, qualified projects are guaranteed to enjoy the benefits of tax credits. The types of potential Core City projects suggested previously in the section on the federal investment tax credit for historic rehabilitation (see page 140) would equally apply to the State's 20 percent tax credit. However, since there is currently no such federal tax credit for non-income producing properties, the 20 percent State tax credit for such rehabilitation projects is particularly important. This credit could apply to the vast majority of residential areas within the Core City to the extent that the specific rehabilitation projects meet the program requirements.

Mill Rehabilitation Tax Credit
This relatively new State tax credit was signed by the Governor in June of 2006. The intent is to provide a financial incentive to rehabilitate vacant historic mill buildings, regardless of their intended future use. In fact, the credit has two programs, one for income producing properties and one for non-income producing properties. In the case of income producing properties, the tax credit is worth 40 percent of the qualified rehabilitation expenses in tier one, two or three "enterprise areas." It is worth 30 percent of the expenses in tier four or five enterprise areas. For non-income producing properties, the 40 percent credit is available for tier one, two or three enterprise areas, but it is unavailable for tier four or five areas. For either program, the subject property must have been at least 80 percent vacant for the past two years, the minimum rehabilitation cost within a 24-month period must be at least $25,000, and the credit may not exceed a total of $3 million for the entire site. The property must also qualify as being historic per state standards, and the rehabilitation project must follow state preservation standards. There are several mill structures within the Core City that might qualify, particularly within the area's southwest quadrant, and an example would be the Highland Yarn Mill complex.

State Low-Income Housing Tax Credit
In conjunction with the North Carolina Department of Revenue, the North Carolina Housing Finance Agency has a program to support the construction and/or rehabilitation of affordable housing through tax rebates or through the conversion of an allowable tax credit into a loan. Eligible housing de-

velopments can receive a benefit of 10 percent, 20 percent, or 30 percent of the costs of construction, depending on the development's location in a low, medium, or high-income county or city. Housing developments are considered eligible by achieving a variable set of criteria based on the percentage of units that are affordable compared to the area's median income. During the application process, the owner of an eligible development must elect whether to receive the benefit in the form of a direct tax refund, or as a loan generated by transferring the tax credit to the Housing Finance Agency. Either option requires that the refund or loan be used to pay down a portion of the existing construction debt. With respect to the Core City, the types of projects suggested previously on the federal low and moderate income housing tax credit (see pages 141-142) would equally apply to this state level credit.

Urban Progress Zones Program

As part of North Carolina's "Article 3J" tax credits program, the Agrarian Growth Zone (AG Zone) and the Urban Progress Zone (UP Zone) programs provide economic incentives to stimulate new investment and job creation in economically distressed areas. In order to establish a zone, a qualifying unit of local government must apply for zone designation to the North Carolina Department of Commerce, Division of Community Assistance. Zones become effective on the date the zone application is approved, and remain in effect through December 31 of the subsequent year. Each zone must meet the minimum criteria specified in the General Statutes. An Urban Progress Zone is defined as an area comprised of one or more contiguous census tracts, census blockgroups, or both, or parts thereof, in the most recent federal decennial census that meets all conditions of the program, as follows:

1) All land in the zone must be within a municipality with a population of at least 10,000.

2) Every census tract and census block group that composes part of the zone must meet at least one of the following conditions:

- More than twenty percent (20%) of its population is below the poverty level according to the most recent federal decennial census.
- At least fifty percent (50%) of the area of the portion within the primary corporate limits of the municipality is zoned as non-residential and the census tract or census block group is adjacent to a census tract or block group of which at least twenty percent (20%) of the population is below the poverty level.

3) The area of the zone zoned as non-residential shall not exceed thirty-five percent (35%) of the total area of the zone.

There are other minor limitations as well. Based upon that criteria, a considerable percentage of the Core City could qualify. Neighborhoods such as West End, Southside, Macedonia, East Central and Washington Drive would likely qualify based upon the household incomes. Perhaps several other areas might as well. Similarly, proposed mixed use centers such as the Green Drive Mixed Use Center, South Main Mixed Use Center, English & Kivett Mixed Use Center, and Washington Drive Mixed Use Center might potentially qualify because of their proximity to relatively low-income neighborhoods. Because this program is a new one, it is difficult to predict the likelihood of succeeding with designation within the Core City. Regardless, it is recommended that this program be pursued where determined applicable within the Core City in order to bring additional financial incentives to areas in need of assistance in their revitalization. Given that the Washington Drive Mixed Use Center and the South Main Mixed Use Centers are two high priority projects for implementation, they and their surrounding neighborhoods would be good starting points.

Parks and Recreation Trust Fund

The North Carolina General Assembly established the Parks and Recreation Trust Fund (PARTF) on July 16, 1994 to fund improvements in the state's park system, to fund grants for local governments, and to increase the public's access to the state's beaches. The Parks and Recreation Authority, an eleven-member appointed board, was also created to allocate funds from

PARTF to the state parks and to the grants program for local governments. PARTF is the primary source of funding to build and renovate facilities in the state parks, as well as to buy land for new and existing parks. The PARTF program also provides dollar-for-dollar grants to local governments. Recipients use the grants to acquire land and/or to develop parks and recreational projects that serve the general public. The fund is fueled by money from the state's portion of the real estate deed transfer tax for property sold in North Carolina. Although 65 percent of the funds are allocated toward state parks and another 5 percent go toward a coastal program, the remaining 30 percent of the funds are used for dollar-for dollar matching grants to local governments for park and recreation purposes. Grants for a maximum of $500,000 are awarded yearly to county governments or incorporated municipalities, and factors considered by the Authority as it selects grant recipients include, but are not limited to:

- the criteria contained in the scoring system
- the geographic distribution of projects across the state
- the presence or absence of other funding sources
- the population of the applicant
- the level of compliance with prior grant agreements

This plan's "sub-area plans" for neighborhoods place a strong emphasis on parks. While it does not recommend the creation of many new parks, improvements are proposed for numerous existing parks. They are also treated as potential neighborhood anchors that can be used to leverage nearby residential rehabilitation and infill development. This state program should be used for such activities.

State Park & Tree Grants

The North Carolina Division of Forest Resources of the State's Department of Environment and Natural Resources (DENR) administers the Urban and Community Forest Grants program. Annual grants range from $1,000 to $10,000 to promote sustained urban and community forest programs. This grant is awarded to projects that focus on involving community groups and initiating or advancing the development of urban forestry programs. Past grantees have developed pocket parks, tree ordinances, and established urban forestry programs, among other projects. This grant is not simply about planting trees. In fact, grant applications for the sole purpose of tree planting or beautification are discouraged. Tree planting should happen within a larger project which is aimed at promoting and enhancing the tree population already present in the community. Although communities and interest groups may apply for grants annually, when funding is limited, first-time applications are typically selected before repeat applicants. In addition, grant funding is not meant to support on-going programs, such as planting, maintenance or staffing. The initiation of a program, as well as the education, training, or initial hiring of an urban forester for a community, are considered eligible. Within the Core City, this plan's numerous recommendations to enhance neighborhood parks should be considered with this program in mind.

North Carolina Brownfields Program

This program of the North Carolina Department of Environment and Natural Resources (DENR) encourages the reuse of abandoned properties that have some measure of "environmental impairment." Under a "brownfields agreement" with a prospective developer, DENR defines the necessary cleanup and land management actions, and the prospective developer receives liability protection from DENR that allows them to obtain previously unobtainable loans for the project. In doing so, the program serves as a tool to turn these abandoned properties into productive use. Authorized by the state statute known as the Brownfield Property Reuse Act, this program provides a mechanism to treat prospective developers of brownfield sites differently than the parties responsible for contaminating them. Prospective developers negotiate a brownfields agreement with the program that defines activities needed to make the site suitable for reuse, rather than cleaning up the site to regulatory standards (which responsible parties are required to

do). State-wide, there are 93 completed projects and 120 active projects. While none are in Guilford County, there are completed and/or active projects in Forsyth, Randolph, Rowan, and Iredell Counties. With respect to how this program might be utilized within the Core City, see the previous section on the federal Brownfields Economic Development Initiative (see page 144), since the state program might be coupled with the federal program.

Local Funding & Incentives

Although they are quite competitive and many of these programs are limited in their ability to provide assistance, there are numerous federal and state programs to help with urban redevelopment and related activities. Opportunities for local level funding and incentives, on the other hand, are much more limited.

Municipal Service Districts (MSDs)

Referred to in most places outside of North Carolina as business improvement districts (BIDs), MSDs are an allowable tool for revitalization and redevelopment under the North Carolina General Statutes, as authorized in NCGS §160A-535. MSDs can be established by a city to provide, finance, or maintain a variety of services, facilities, or functions within a specific area, including: installation of street lighting, landscaping, specialized street and sidewalk paving, or specially designed street signs and street furniture. Funds can also be used to improve the district's water, sewer, and gas mains, as well as on and off-street parking facilities. An MSD may also fund efforts to relieve traffic congestion, improve access, reduce crime, and generally promote the economic health within the district's boundaries. The process for establishing a MSD is relatively straightforward. A report must first be prepared, then a public hearing is held and a resolution passed. MSDs may increase or decrease in size over time as needed, and may also be consolidated with other districts or abolished as needed provided that a public hearing is held. The range of services and projects included within an MSD may also change over time as dictated by the perceived needs of the district. In order to provide funding for facilities, services, or functions, the jurisdiction is authorized to levy a limited amount of additional property taxes within the service district through approval by a majority of voters residing in the district. In addition to tax levies, a jurisdiction may utilize general obligation bonds to finance services, facilities, or functions within an MSD. Within the Core City, this tool would be most applicable to the proposed Downtown Mixed Use District and the eight proposed mixed use centers, although sufficient support among property owners and public officials would need to be present.

Tax Increment Financing (TIF)

Only recently approved in North Carolina for use by local governments, this mechanism funds the development of public facilities and infrastructure by allowing governments to issue bonds to fund improvements that are subsequently paid off by the increase in nearby property tax revenues caused by the public improvements. Although the state's laws regarding TIF are very loose on how they are used, it is recommended that, in High Point, they be narrowly limited to revitalization within the Core City in accordance with strict criteria. It is also recommended that a detailed study to determine the viability of a TIF district within the Core City be conducted first before this concept is pursued.

Public Policy Revisions

To achieve the ideas expressed in this plan, a number of specific implementation measures are recommended. Among these measures are adjusting public policies to advance the plan goals. While such recommendations are detailed in Appendix B of this plan, below is a concise summary of the key recommendations, which build upon the Public Policy Report (Appendix B) of the previous *Background Study* for this plan.

Building Code

- Continue to train inspection staff in applying the North Carolina Rehab Code
- Host workshops for local design professionals on how to utilize the Rehab Code effectively

Zoning Ordinance

Procedures

- Conduct a thorough review of development regulations to reduce procedural hurdles to desirable development types wherever possible

Residential Development

- Study older neighborhoods to determine their predominant dimensional characteristics and then revise the setbacks, lot sizes, frontage requirements and lot widths in the applicable zoning districts to reflect the prevailing traditional pattern
- Building setback requirements should be reformulated as "build-to lines," or they may set a limited maximum-minimum range
- If the same zoning district applies to multiple neighborhoods, each of which has a very different dimensional pattern, an overlay applying dimensional standards for each neighborhood should be applied
- Adjust dimensional standards for local historic districts, such as front setback requirements, to reflect the as-built pattern and ensure that existing structures are not unnecessarily made non-conforming
- Apply design guidelines to neighborhoods to ensure that new development, and changes to existing development, continues the traditional streetscape pattern and character in accordance with pages 12-14 of this plan

Commercial Zoning

- Revise the Central Business (CB) District to reflect the establishment of two distinct downtown districts - the Showroom District and the Downtown Mixed Use District, as described on pages 42-44 of this plan
- Apply design and form standards to the downtown districts, the Main Street corridors and the proposed mixed use centers in accordance with the principles described on pages 10-11 of this plan
- Instead of exempting the downtown districts from landscaping standards per the CB District standards, formulate a set of landscaping standards tailored to a dense urban context
- Remove the North Main Corridor from the General Business (GB) District and place it in a new district consistent with the proposed characteristics of this corridor per page 52 of this plan. Revise the GB District as it applies to the remaining lands to add high-density residential uses, and evaluate the permitted non-residential uses for their appropriateness
- Remove heavy commercial uses from the permitted uses within the GB District, such as those involving vehicular storage, sales, or repair
- Consider adopting a special hospital district to accommodate medical uses, other hospital-related services, retail, and general offices as an alternative to High-Intensity General Office (GO-H) and Moderate-Intensity General Office (GO-M)
- Add design and form standards to the recommended special hospital district for a quality streetscape and pedestrian orientation
- The LB (Limited Business) District, which tends to occupy small scattered locations within neighborhoods, should be revised to add development standards that avoid negative impacts on surrounding residences

Residential Zoning

- Revise the extensive areas currently zoned RM-8 (Multi-Family - 8 units/acre) and RM-12 (Multi-Family - 12 units/acre), largely southeast of Kivett and High, to a single-family district to reflect the areas' historic development patterns and to stablize them

Public Policy Revisions

- To tailor the needs of such areas as described above, adopt dimensional and density standards to accommodate single-family densities greater than the current maximum of 5 dwellings per acre

Other Zones

- Revise the existing HI and LI industrial districts to provide for rail-oriented uses in the areas located along the rail corridor
- Evaluate the LI district concerning its impacts on neighborhoods and create development standards to address them
- Distinguish the zoning rules used for areas around large institutions from the rules applied to parks and golf courses, as these uses are too distinct to be adequately addressed by the same provisions
- Create special districts for the areas around the hospital, GTCC and High Point University tailored to address the specific challenges that are associated with these large institutional uses per pages 45-48 of this plan

Permitted Uses

Conduct a review of the allowable uses in each zoning district with the goal of including a wider range of uses, with acceptable development standards, as appropriate. For example:

- In the General Business (GB) District and other appropriate commercial districts, allow residential uses such as condos, live-work units, short-term luxury rentals, and townhouses
- Modify the industrial zoning districts to include supplemental, compatible uses to ensure that alternatives exist for reuse of industrial space that is underutilized
- Eliminate zoning provisions that specify that only one use type or principal use is allowed per building or per development site
- Add live-work units to the list of allowed uses, either permitted by right or by special use permit, in appropriate zoning districts, including as a transition between commercial/industrial areas and residential areas
- Consider making accessory dwelling units a use by right in additional zoning districts, particularly in some of the single-family districts found in the Core City - such as RS-15, RS-12, RS-9, and RS-7, but only when either the principal dwelling or the accessory unit is owner-occupied, and when standards exist to ensure that accessory dwellings are compatible with the primary housing

Creation of New Districts

The creation of several new districts was already discussed on the previous page, including two new downtown districts, districts for the North and South Main Street corridors, and districts for the three key institutions in the Core City. Additional such recommendations include:

- Create a “Mixed Use Center” district in accordance with the use and development objectives described on pages 54-80 of this plan
- Apply local historic district overlay zoning to additional historic areas beyond the two existing districts, and create a less restrictive “conservation zoning” category focused on the preservation of neighborhood character and older housing stock (see pages 12-14 for design standards)
- As time and funding allow, proceed with the adoption of additional scenic corridor overlays, such as those already planned for the West Wendover Avenue and Business I-85 corridors, to compliment the existing Eastchester/NC Highway 68 corridor overlay

Neighborhood Zoning Issues

General

Pages 82-84 feature a series of neighborhood planning principles as an introduction to neighborhood-specific recommendations. Zoning is one tool to help implement those general principles. With respect to the principle of reinforcing “discernable boundaries” for neighborhoods, it is recommended that zoning for neighborhood edges that is inconsistent with the boundary should be changed. For example, remove unsuitable General Business (GB) or multi-family zoning from neighborhood edges where the as-built use is single-family houses and these continue to be desired and viable uses. One example where such an approach should be applied is the eastern part of the West End Neighborhood. Any neighborhood-support-

ive commercial uses should occur under Neighborhood Business (NB) zoning or, if applicable, a new mixed-use center zoning. In either circumstance, appropriate design and form standards should be applied.

Oak Hill Neighborhood

This neighborhood is addressed on pages 93-94. Its current zoning is a combination of light and heavy industrial, multi-family, and public-institutional. Rezoning is recommended as follows:

- A single-family district with dimensional standards that accommodate the existing built pattern should be applied to areas built with single-family houses.
- The proposed new zoning district for mixed-use centers should be applied to the lands indicated for the mixed-use commercial node within the northeast part of this neighborhood.

West End Neighborhood

This neighborhood is addressed on pages 86-87. The current multi-family (RM-8 and RM-18) and General Business (GB) zoning, which has chipped away at the northern, southern, and eastern edges of this neighborhood, should be changed to a single-family district with dimensional standards that accommodate the existing built pattern of houses. Also, like other neighborhoods, this one could benefit from a design overlay to ensure that infill houses continue the vintage visual character per this plan's recommended design principles on pages 10-12.

Southside Neighborhood

This neighborhood is addressed on pages 88-90 of this plan. At present, this neighborhood's multi-family zoning (RM-8, RM-12, and RM-18) tends to discourage homeowner investment in this area. On blocks built with single-family houses, it should be changed to a single-family district with dimensional standards that accommodate the existing built pattern. Also, the visual character of existing houses could form the basis for a design overlay to ensure that infill houses enhance the overall neighborhood character.

Macedonia Neighborhood

This neighborhood is discussesd on pages 96-99, and one of the challenges noted is the neighborhood's low homeownership rate. One factor pushing down owner investment in Macedonia is that almost the entire area is zoned multi-family (RM-8, RM-12, and RM-18). Notably, one of the stronger sections of the neighborhood is one of the only ones in single-family zoning (RS-7) along Wesley Drive. There is some RS-7 zoning across Brentwood as well. In areas built with single-family houses, multi-family zoning should be changed to a single-family district with dimensional standards that accommodate the existing built pattern. Also, infill design standards should be applied to ensure that new houses enhance neighborhood visual character. The General Business (GB) and Limited Business (LB) zoning around the two proposed mixed-use centers should be rezoned to the proposed new mixed-use center district discussed under "Creation of New Districts" in the Public Policy Recommendations (see Appendix B).

East Central Neighborhood

This neighborhood is addressed on pages 100-102. The multi-family zoning (RM-8, RM-12, and RM-18) in East Central is not supportive of homeowner investment in this area. In areas built with single-family houses, the zoning should be changed to a single-family district with dimensional standards that accommodate the existing built pattern. As with most of the Core City's neighborhoods, the visual character of existing houses could form the basis for a design overlay to ensure that infill houses enhance the overall neighborhood character.

Washington Drive Neighborhood

This neighborhood is discussesd on pages 103-105. As already recommended for several other neighborhoods, the multi-family zoning (RM-12 and RM-18) in areas built with single-family houses should be changed to a single-family district with dimensional standards that accommodate the existing built pattern. Also, a design overlay to ensure compatible infill housing should be applied. The Central Business (CB) zoning of the pro-

Public Policy Revisions

posed Washington Drive Mixed Use Center should be rezoned to the new mixed use center district discussed under "Creation of New Districts" in the Public Policy Recommendations (see Appendix B).

Washington Terrace Neighborhood

This neighborhood is addressed on pages 111-112 of this plan. To stablize the southeast and southwest corners of Washington Terrace and encourage greater investment, it is recommended that existing multi-family zoning (RM-8) be eliminated where already developed with single-family houses. Instead, a single-family zoning should be applied, with dimensional standards that reflect the as-built pattern so that existing houses are not made non-conforming and so new development is compatible.

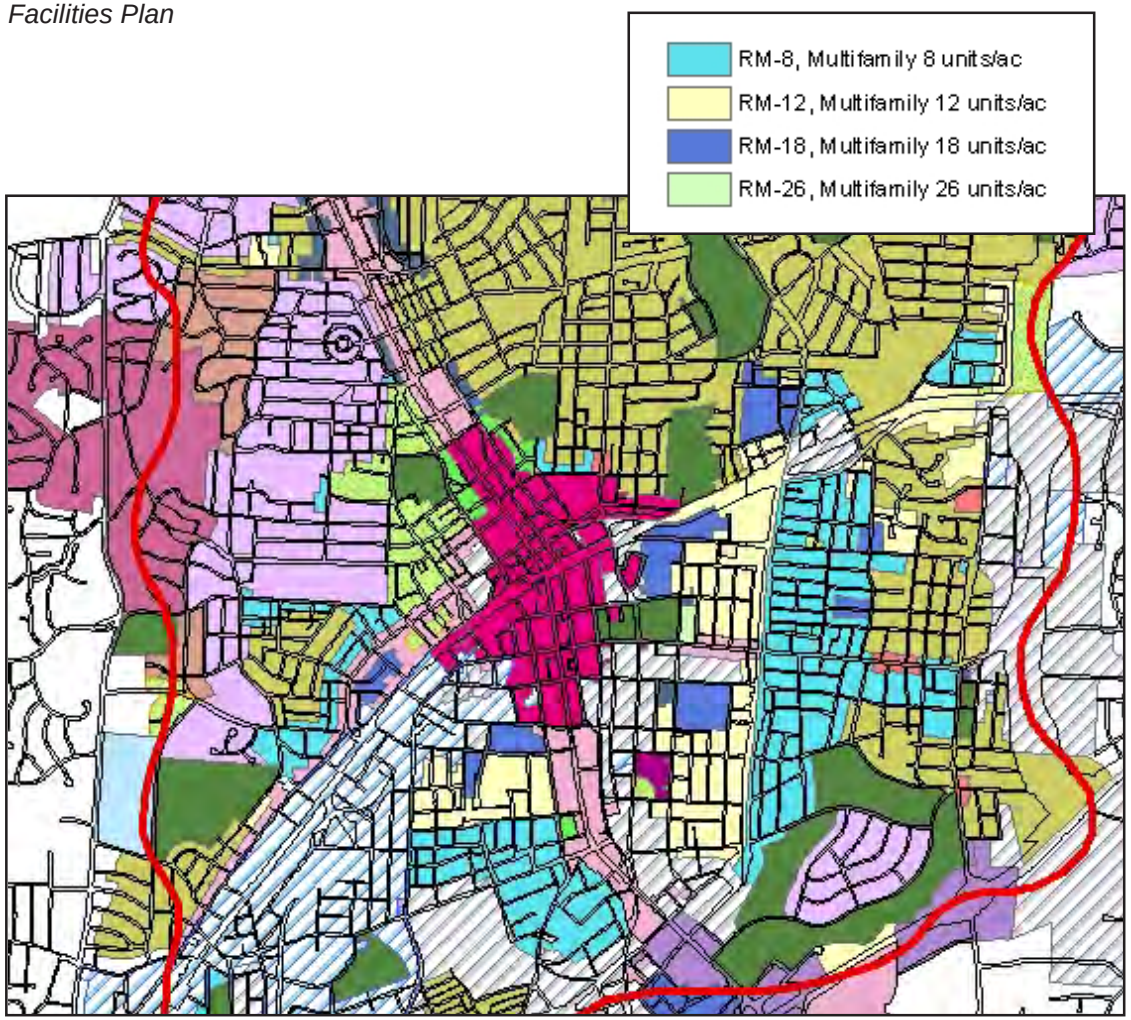
Other Zoning Recommendations

In addition to the various zoning recommendations summarized so far, there are numerous additional specific recommendations in Appendix B of this plan. They address issues such as supplemental standards, parking, clustering, non-conformities, sidewalks, landscaping, and environmental protection.

Planning Documents

Appendix B of this plan's *Background Study* critiqued the various recent plans impacting the Core City, and Appendix B of this document provides specific recommendations. Among the most significant recommendations are:

- Revise the City's 2000 *Land Use Plan* to be consistent with this plan's proposals
- Take this plan for the Core City into consideration when updating the 2001 *Community Facilities Plan*



As this map indicates, there are currently extensive areas within the Core City that are zoned for multi-family residential development despite being dominated by single-family development. Such areas should be rezoned to better match the existing conditions.

Fiscal Implications

The term "fiscal" refers to the financial dimensions of governmental entities. Within the context of urban planning, the term is frequently applied to the consideration of public costs and benefits in light of specific actions or programs. Because there are numerous important reasons for revitalizing areas of communities where revitalization is needed, fiscal considerations should never be a sole factor. However, it is certainly one of many considerations that should be understood by decision makers.

While it is beyond the scope of this plan to conduct a full-blown fiscal impact analysis for this plan in which all likely governmental costs and benefits are projected, it is not beyond the plan's scope to consider the fiscal consequences of plan implementation for a particular area in order to draw broader conclusions for the entire Core City. Because the Washington Drive area's revitalization has been designated in this plan as a high-priority project,and because it is representative of proposed improvements for other mixed use centers within the Core City, the fiscal implications will be considered for this area.

The physical improvements proposed for the Washington Drive Mixed Use Center, illustrated above and below, are described in detail on pages 58-60.

Fiscal Implications

Mixed Use Center Costs

Below are rough cost estimates for implementing the public improvements proposed by this plan for Washington Drive. Costs are estimated based upon cost-per-unit standards provided by the City of High Point. The subject area consists of a 1,400 foot length of the street.

Burying Overhead Wires
$100/ft. @ 1,400 ft. = $140,000

Street Resurfacing
$11.55/ft./lane @ 1,400 ft. X 3 lanes = $48,510

Street Marking
$4/ft. @ 1,400 ft. = $5,600

Sidewalk Replacement
$5.11/sq.ft. @ 28,000 sq.ft. (10 ft. X 1,400 ft. X 2) = $143,080

Handicapped Ramps
$1,300/ramp @ 16 = $20,800

Street Trees
$100/tree @ 28 (100 ft. spacing) = $2,800

Tree Grates
$600/grate & frame @ 128 = $16,800

Street Lights
$2,500/light @ 28 (100 ft. spacing) = $70,000

These figures total to $447,590, and with a 25% contingency for unforeseeable costs, the total is $559,488 or approximately $400 per linear foot ($399.63). It is noteworthy that streetlights, street trees and tree grates do not include installation costs, while other costs do include labor.

Assuming a design cost of approximately 10 percent of the "hard costs" of implementing these public improvements ($55,949), and the cost of drafting zoning and design standards for the area to be approximately $25,000, the total project cost might be roughly $640,437.

Mixed Use Center Revenues

For the purposes of this basic assessment, the fiscal benefits were defined as the net tax revenues that would be generated by direct private investment as described in the plan, as well as the indirect benefits such as increased value for neighboring property owners. The analysis focuses on real property and retail sales taxes, but other forms of revenue were also considered. It should be noted that these are recurring benefits that would accrue on an annual basis. Therefore, they cannot be compared directly with the one-time costs of infrastructure investments as described elsewhere in this fiscal assessment. It is possible, however, to assume that costs are financed and carried as annual bond payments, which could then be compared with the annual tax benefits achieved at full build out.

Real Estate Tax Revenue

Data on each parcel within the Washington Drive Mixed Use Center area were collected from Guilford County GIS tax records. Based on this data, it was determined that there is a total of about 140,000 square feet of existing building space, plus a number of vacant lots, some of which are used for parking. The total assessed value of this property is calculated at $6,710,600 from the actual tax records. According to representatives from the Guildford County's Tax Office, assessments are averaging approximately 35% of actual market value.

Increase in Property Value

Based on the development program as proposed in the Core City Plan for this area, there would be an increase in direct investment of approximately $1.0 million in new retail/mixed-use and residential property. This increase does not include investment in City or non-profit offices or in a Coltrane cultural facility that may operate as a non-profit and would, therefore, be tax exempt. However, the combination of private and non-profit investment, along with public infrastructure improvements, would result in spin-off benefits in increased value to surrounding properties. This spin-off value is estimated at almost $7.6 million. Coupled with the direct investment, the total value would be approximately $8.6 million. Given the current valuation of $6.7 million, the net benefit (in terms of increased value) would total al-

Fiscal Implications

most $1.9 million.

REAL PROPERTY TAX NET BENEFITS GENERATED BY WASHINGTON DRIVE PLAN & IMPROVEMENTS

VALUATION

Current	$6,710,600
Gross Benefit	$8,564,904
Direct Investment	$969,142
Spin-Off Areas	$7,595,762
NET BENEFIT	$1,854,304

ANNUAL TAX REVENUES

	City	County	Total
Current	$36,799	$40,037	$76,835
Gross Benefit	$53,010	$57,675	$110,685
Development	$6,828	$7,429	$14,256
Spin-Off Areas	$46,182	$50,246	$96,428
NET BENEFIT	$16,211	$17,638	$33,849

Sources: Guilford County Government & Randall Gross / Development Economics

Net Property Tax Benefit

This increase in property value within the Washington Drive area would result in a net annual benefit in property tax revenues of $16,200 to the City and $17,600 to the County, or a total net property tax benefit of about $34,000 per year. Again, this amount only represents the net gain in revenue and is only calculated for the very small Washington Drive Mixed Use Center area.

Sales Tax Revenues

The City also benefits from a retail sales tax of 6.75% (which may be reduced to 6.5% in 2007). There are a number of commercial buildings in the Washington Drive area, but several of those buildings are vacant and are therefore not generating retail tax revenue to the City. Based on site reconnaissance on existing occupancy and on sales assumptions, it is estimated that the Washington Drive area is generating at most $430,000 in retail sales on about 6,000 square feet of retail/commercial space.

Increase in Retail Sales

Based on the addition of 20,000 to 30,000 square feet in retail space in Washington Drive, it is estimated that additional sales of almost $8.0 million would be generated annually. Local visitors and tourists attracted by the Coltrane cultural center concept and entertainment would help drive this increase in sales activity, including an overall increase in sales to $250 per square feet.

RETAIL SALES TAXES GENERATED BY WASHINGTON DRIVE PLAN & IMPROVEMENTS, AT BUILDOUT

Factor	Amount	Assumptions
Retail Sales		
Existing (Est)	$428,750	57% Vac / $175 psf
New Retail/Svc	$7,956,250	5% Vac / $250 psf
TOTAL	$8,385,000	
Tax Revenues		
Existing (Est)	$27,869	6.5% Rate
New Retail/Svc	$517,156	6.5% Rate
TOTAL	$545,025	

Note: Existing vacancy estimated based on site reconnaissance

Source: Randall Gross / Development Economics

Net Sales Tax Benefit

The increase in retail sales would result in a dramatic increase in sales tax revenues, from a base of less than $28,000 at present, to more than $545,000 per year at full build out (representing an increase of $517,000 in revenues).

Other Revenues

There would be other net new fiscal revenues generated by the implementation of the plan in the Washington Drive Mixed Use Center area. Such revenues are described briefly below.

Vehicle Tax

The plan calls for the addition of just two residential properties, so the increase in vehicles (and therefore vehicle taxes) would be nominal. Assuming the addition of three vehicles, the City may benefit from an additional $1,500 per year on a likely depreciated value.

Occupancy Tax

Since there are no lodging rooms called for in the mixed-use area plan for Washington Drive, there would be $0 in direct occupancy tax benefits. However, there are likely to be indirect tax benefits generated by tourists who may come to visit the Coltrane cultural center as envisioned in the plan. While the tourists would not be staying in Washington Drive, they would be more likely to occupy rooms elsewhere within the Core City.

Rental Car Tax

Similarly, there would be $0 in direct rental

car tax benefits generated from within Washington Drive. But, such benefits could be generated by tourists who rent cars from agencies located elsewhere in the Core City. Thus, visitor attractions (such as the Coltrane cultural center), entertainment, and specialty retail as envisioned by the marketing concept for this area would potentially generate indirect benefits for the City of High Point. Without an assessment of the visitor potential for the Coltrane center, it would be difficult to estimate the fiscal benefit from these visitors to the city.

Summary of Costs vs Benefits

Infrastructure improvements, coupled with a strong marketing and recruitment effort that results in the development of a visitor attraction, entertainment, and new retail, will ensure that Washington Drive generates significant new fiscal benefits to the City of High Point. Implementation of the plan in this area would help ensure an increase of almost $1.9 million in property values and $8 million per year in retail sales. Over $550,000 in direct, net new tax revenues would be generated each year at full-build out for this area. This amount does not include the potential to generate indirect impacts in occupancy, rental car, and other tax revenues city-wide from an increase in tourism. As indicated on page 154, the total public cost of implementing the proposed physical improvements to the Washington Drive area is projected to be approximately $640,437. While the one-time costs of implementing this project would exceed the projected annual public revenues by roughly $90,437, the second year of sustaining such projected annual revenues (which might take a few years to initially achieve) would more than compensate for that initial short-fall. Thus, there is significant potential for fiscal benefit from the implementation of the Core City Plan, as illustrated by the changes that could occur within a small area like Washington Drive.

Organization

Successful revitalization of High Point's Core City will rely upon a concerted effort among multiple organizations. There must be a clear understanding of which entities will be responsible for specific roles, as follows:

City of High Point

Planning & Development Department

This department is critical to the revitalization of the Core City, as evidenced by its key role in the preparation of this plan. Primary responsibilities for the implementation of this plan should include:

Planning Initiatives & Code Revisions

- *Initiation of mixed use center plans*, which will require a more detailed level of analysis and planning to build upon pages 54-80 of this plan
- *Revisions to current zoning and development regulations* consistent with this plan and summarized on pages 149-152, which might be done either in-house (if sufficient staffing is available) or through the use of consultants

Planning Staff

- *Appoint a "City Facilitator"* who would assist property owners and developers in overcoming hurdles in the approvals process for improving buildings or land within the Core City
- *Hire a qualified Preservation Planner* who could address both planning and preservation issues to better insure the protection of historic resources within the Core City and citywide, including appropriate infill development

Parks & Recreation Department

- *Initiation of parks and greenway plans* and detailed designs in accordance with pages 6-9 of this plan

Transportation Department

- *Initiation of key street enhancement plans* and detailed designs in accordance with pages 15-25, including the conversion of specific one-way couplets to two-way traffic flow

Community Development & Housing Department

In coordination with the Housing Authority, to the extent relevant, work on the following projects:

- *Implement new design standard*s for appropriate rehabilitation of older houses and new infill development per pages 12-14 of this plan
- *Continue to pursue redevelopment of the former Clara Cox site* for new mixed-income housing
- *Pursue physical improvements in Core City neighborhoods*, including sidewalks, streetlights, stormwater management, and parks
- *Market the Core City neighborhoods* in accordance with pages 130-134 of this plan

Economic Development Corporation

The High Point Economic Development Corporation will continue to be a key player in the creation of future job opportunities within the Core City. As such, it should implement the following plan recommendations:

- *Take a lead role in the enhancement, redefinition, and marketing of the Core City's industrial areas* in accordance with this plan's recommendation on pages 135-138
- *Work closely with the City's Planning & Development Department on the proposed new zoning amendments* for industrial districts to insure they are sympathetic to the unique needs of the area's property owners and businesses

City of High Point Housing Authority

In coordination with the City's Community Development & Housing Department, to the extent relevant, work on the following projects:

- *Adopt and implement new design standard*s for appropriate rehabilitation of older houses and new infill development, in acccordance with pages 12-14, to be applied to developments of the Authority
- *Continue to pursue redevelopment of the former Clara Cox site* for new mixed-income housing
- *Initiate new redevelopment projects for existing public housing developments based upon the same proposed model for the Clara Cox site*

Organization

Downtown Improvement Committee

The City's existing committee has worked hard for several years to pursue improvements to the downtown, but it has never had the authority or resources - financial or human - to implement its ideas. Consequently, this committee should be transformed into a stronger entity, as described below.

Core City Entity

It is recommended that an organization be created specifically for the revitalization of the Core City. Along with the City government, this will be the most critical single entity for reclaiming the Core City. It should have the following characteristics:

- A City-appointed board of directors
- Professional staff consisting of an executive director and an administrative assistant, at an absolute minimum, but hopefully additional staff support could be funded
- Funding from membership dues, City appropriations, state and federal grants, and private donations, with the long-term potential for a special tax generated by property and/or sales within the Core City

Similar to the National Main Street program's system of committees to focus on key issues for downtown revitalization, a similar system of committees should be utilized by this entity for the Core City, as follows (committee names are subject to change):

A Core City Commercial Marketing Committee should be established, to include representatives of key City departments, the Chamber of Commerce, the High Point Market, property owners, real estate brokers, and retail and office tenants. The role of the committee would be to help implement this plan's recommendations for commercial and mixed use areas related to issues such as transportation, design improvements, public facilities, funding, business recruitment, marketing, and entrepreneurial development. See page 120 of this plan for more detail on this committee's proposed activities, including business recruitment strategies.

A Core City Residential Marketing Committee should be established to work with the City's Community Development & Housing Department to help develop and market housing within the Core City per this plan's recommendations on pages 130-134. That role would include sponsoring request for proposals (RFP) processes designed to attract developers to redevelop key properties within Core City neighborhoods. Rather than simply functioning as a committee within the proposed Core City entity, such a group might even evolve into a Community Development Corporation (CDC) to take a more direct role in housing development.

A Core City Industrial Marketing Committee should be established as an important arm of the new Core City entity to work closely with the City's Economic Development Corporation in accordance with recommendations on pages 135-138 of this plan. Also, working with property owners and existing businesses, the committee needs to pursue zoning revisions, infrastructure enhancements, greater definition of industrial sub-districts, the adoption of financial incentives, and aggressive marketing.

County Government

High Point is one of the two major communities within Guilford County, Greensboro being the other, and the County government has key facilities within the Core City. Consequently, it is a major stakeholder in the Core City's future, and the County should be looked toward to help assist in the Core City's revitalization. While the County will not play the major role that the City will play, its decisions regarding properties and facilities within the Core City should be made with the area's best interest in mind. Also, it should be strongly encouraged that any new County facilities that might be developed or expanded should consider the Core City before doing so. The County should also participate in funding for the proposed Core City entity.

State & Federal Governments

The primary role that the State and federal governments will play in the implementation of this plan will be through financial support via grants and similar appropriations. See

pages 139-148 for a summary of potential funding sources and financing programs. Also, many of the roadway improvements proposed in this plan, such as the reduction of driving lanes on Main Street to accommodate the proposed Lexington & Main Mixed Use Center, will require NCDOT approval.

Local Institutions & Organizations

In addition to governmental entities, High Point has several institutions and organizations whose involvement will be critical to the success of this plan. The proposed Core City entity should include representatives from these institutions among its various committees.

Academic & Medical Institutions

The Core City is blessed to be home to three major institutions, as well as several public schools:

High Point Regional Health System

Although the hospital has no plans for significant growth within the foreseeable future, its employees are part of the targeted market for commercial businesses and housing within the Core City, and it is also a major employer within the area.

High Point University

This growing institution serves as a stabilizing anchor within the northeast segment of the Core City. Its students and employees constitute an important market segment for the Core City's commercial and mixed use centers, including the proposed Lexington & Main Mixed Use Center, the Five Points Mixed Use Center, and the Lexington & Centennial Mixed Use Center. The university may also need in the future a basketball arena (see pages 39-40). There is also a great potential for students to record oral histories from older residents as part of the interpretation program for the proposed Washington Drive Mixed Use Center.

Guilford Technical Community College

GTCC continues to expand on its South Main Street campus, and it has done a tremendous job of reaching out to surrounding neighborhoods offering various academic programs. The college's students and employees will be an important target market for the proposed South Main Mixed Use Center per pages 69-73 of this plan.

Public Schools

There are numerous public schools within the Core City, and many are important stabilizing influences on their surroundings. Examples include the benefits of Central High School and Ferndale Middle School provided to the West End and Emerywood neighborhoods, Oak Hill Elementary's influence on the Oak Hill Neighborhood, and Penn-Griffin Middle School's potential to serve the Washington Drive Mixed Use Center for special events (performance venues and parking). In particular, their existing recreational facilities and meeting space can be important amenities to surrounding neighborhoods.

Religious Institutions

Churches and other houses of worship are important to their surrounding areas. In particular, churches have historically been an important cultural element for lower-income neighborhoods and they can, in fact, double as community centers. Their many benefits should be appreciated and leveraged as part of the revitalization process.

Business Organizations

The High Point Chamber of Commerce is one of the business organizations for the community. Not only can the Chamber greatly benefit the Core City's existing and future businesses, but its new headquarters are located on North Main within the Core City, making them a bonafide stakeholder. In particular, the proposed Core City entity should work closely with the Chamber, including representation on its various committees.

Neighborhood Associations

At present, there are four existing neighborhood associations within the Core City: East Central, Southside, Five Points and Macedonia. There are also two neighborhood crime watch programs: one for Windley Street and one for 4th Street / Washington Drive. It is important to the future revitalization of the Core City that these organizations grow and expand their efforts. Addi-

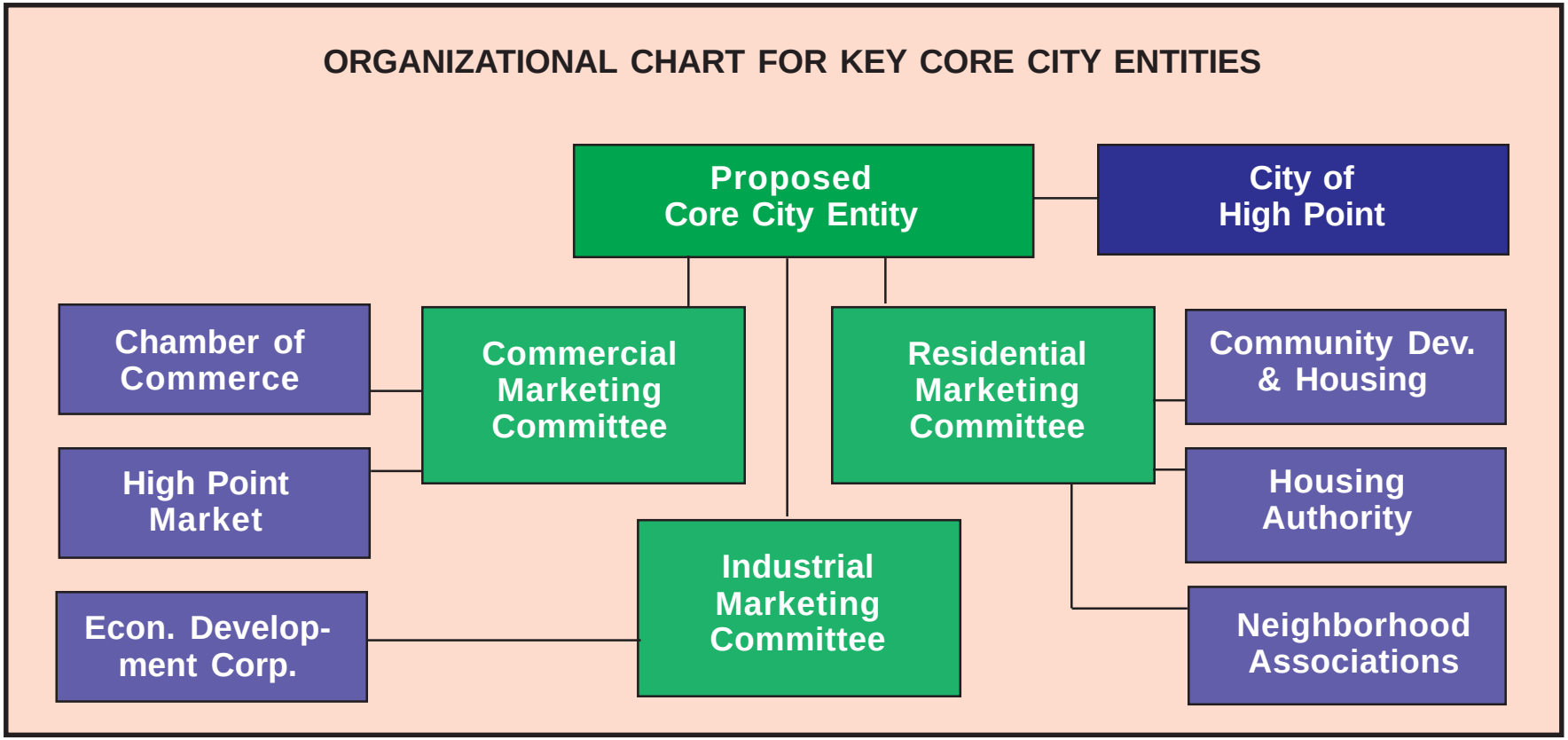
Organization

tional associations are needed for neighborhoods such as West End, Washington Drive, Blair Park, Oak Hill and Emerywood. The proposed Core City entity should serve as an umbrella for the neighborhood associations.

High Point Market

Clearly, the High Point Market is an extremely important entity for the Core City, for the city in general, and for the region. This organization's support will be critical to the establishment of the two proposed downtown districts - the Showroom District and the Downtown Mixed Use District, as described on pages 42-44. It will also be an important player in the proposed Design Center as described on pages 39-40. It will be important that the High Point Market be well-represented within the proposed Core City entity. Not only will this plan's many recommendations proposed for the downtown area greatly impact the High Point Market, but the market can benefit substantially from improvements to the residential areas surrounding the Showroom District.

Below is a chart illustrating the proposed relationships between some of the key entities that will be involved with the Core City's revitalization, but certainly not all of them.



Priorities & Sequencing

As the "Implementation Matrix" on the following pages reveals, this plan contains countless specific recommendations for enhancing the Core City. Consequently, it is important to have a clear understanding of which ideas are most critical, as well as any relevant sequencing issues. Below are the plan's most important components:

1) Core City Entity

Unless market forces and other external factors are extremely favorable, urban and neighborhood revitalization does not simply occur on its own. While a parternship among various organizations and individuals is required for success, there must also be a single entity to take the lead role. Although the City government is clearly a key partner, an organization with the singular mission of implementing this plan is needed. Upon this plan's adoption by the City, this entity's creation should be the very first step in moving forward with the plan. As with most such efforts, crafting a politically-viable funding structure will be the greatest initial challenge. See page 158 for details on the proposed Core City entity.

2) Downtown Districting

The creation of the proposed Showroom District and the proposed Downtown Mixed Use District is critical for multiple reasons. Not only will concentrating showrooms within a defined area help to strengthen the advantages of the High Point Market in light of Las Vegas and other competition, but avoiding real estate speculation driven by the showrooms will allow peripheral areas to develop with non-showroom uses that could benefit both the High Point Market and the community's citizens in general. Such uses include specialty retail, dining, entertainment and cultural activities. The districting approach will also help to accommodate the development of key facilities near the downtown, such as the potential Design Center and the arena/hotel/conference facility (see pages 39-40). Once the two downtown districts are created, an identical effort should occur for the North Main / Uptown Corridor, which has become the "de facto" downtown. For more information on the districting concept, see pages 41-44, 121-123 and 149.

3) Development Design Standards

This plan proposes design guidelines for development throughout the Core City. For example, blank walls or those with reflective or heavily tinted glass on groundfloor facades must be avoided in the downtown, and new mixed use centers call for human-scaled buildings that relate strongly to their streets by placing parking lots behind them. Perhaps most urgent, however, is the application of design guidelines to the Core City's older neighborhoods. One of the greatest strengths that such areas have is their architectural character, but if inappropriate rehabilitations and infill development occur, that potential marketing strength is negated. See pages 10-14 and Appendix B (Public Policy Adjustments) for more on the adoption of design guidelines.

4) Mixed Use Centers

A total of eight mixed use centers are proposed as either the revitalization of existing areas (Five Points) or the development of new ones (Lexington & Main). Mixed use centers are important not only for marketing nearby residential areas, but because they serve as a definitive focal point on which resources can be targeted. By attracting public and private investment, these areas can become strong anchors around which residential revitalization can occur and spread outward. Of the eight proposed mixed use centers, it is recommended that the first three to be pursued include Washington Drive, Lexington & Main, and South Main. All three have strong potential for success. The Washington Drive area will have a draw for its John Coltrane and African-American heritage, the South Main area will have a draw because of its Latino theme, and the Lexington & Main area will benefit from high traffic volumes and its proximity to the Emerywood Neighborhood. For more information on mixed use centers, see pages 54-80 and 124-129 of the plan.

5) Neighborhood Investment Districts

NIDs are delineated residential areas where a variety of resources are targeted for revitalization. Among the NID components recom-

mended are more vigorous code enforcement to "weed out" bad landlords, financial incentives, infrastructure improvements, and technical assistance, such as the "Paint & Porch" program suggested in the plan. It is recommended that NIDs be targeted to residential areas surrounding downtown and the eight proposed mixed use centers. This strategy will be mutually beneficial in that residential areas near mixed use centers will be easier to market, and healthy adjacent neighborhoods will increase the odds of success for the proposed mixed use centers. Likewise, furniture industry people might be interested in living near the Showroom District if high-quality residential development is available and the creation of safer edges enhances the District. More information on the proposed NIDs is found on page 131.

6) Key Street Improvements

Eight streets within the Core City have been identified for physical improvements: College Drive, Centennial Street, Main Street, Kivett Drive, West English Road, Green Drive, Montlieu Avenue, and Lexington Avenue. There are two primary reasons why it is important to enhance these streets: 1) Many of them serve as barriers that split neighborhoods, such as College Drive, and they are in need of measures to turn them into "zippers" that pull neighborhoods back together; and 2) Most people experience the Core City primarily from streets, particularly these streets, so their enhancement will tremendously impact how the area is perceived. With respect to priorities, it is recommended that improvements not be ranked by street, but instead by street segments tied to specific areas. For example, rather than enhancing the entire length of Lexington Avenue with sidewalks, street trees, crosswalks and, where feasible, bike lanes and a landscaped median, such improvements should instead be targeted to the three proposed mixed use centers at Lexington & Main, Lexington & Centennial, and Five Points. See pages 15-17 for general street improvements, and pages 54-80 for street improvements as they relate to proposed mixed use centers.

7) Commercial Incentives

Financial incentives for commercial development are important for two reasons in particular. First, given the proposed prohibition of new showroom space within the proposed Downtown Mixed Use District in the northern portion of downtown, financial incentives to make other commercial uses more attractive and profitable are needed. Secondly, such incentives will also be important to attract investment into the North and South Main Corridors, as well as the proposed mixed use centers. Among the various potential incentives suggested are facade rehabilitation loans and grants, business micro loans, payments in lieu of tax abatements, retail entrepreneur grants and subsidies, and various forms of technical assistance. Page 139 contains additional information on this plan's proposed financial incentives for commercial development.

8) Industrial Upgrades & Marketing

Although High Point's industrial sector has learned to adapt over time to world-wide changes, it was once best known for its furniture manufacturers. While much of that component of the furniture industry has moved over seas, some manufacturers still remain. Furthermore, the physical facilities of that industry have survived, and the potential for growth in both complimentary and differing industries remain strong. Consequently, two primary efforts are now needed: 1) physical upgrades of industrial areas, particularly with respect to basic infrastructure and aesthetics as viewed from key streets, and 2) greater definition and marketing to package specific areas more like industrial parks than random and tired industrial areas. For more information on these concepts, see pages 49-50 and 135-138 of this plan.

Implementation Matrix

No.	Recommendation	Page #	Responsible Party	Time-Frame
A.	**Districts & Corridors**			
A-1	Adopt two new downtown zoning districts - Showroom and Downtown Mixed Use	42-44, 149	City	Near Term
A-2	Enhance and repackage the industrial area in the model of an industrial park	49-50, 135-138	City, Econ. Develop. Corp.	Near Term
A-3	Adopt two new corridor zoning districts - North Main & South Main	51-53, 149	City	Near Term
A-4	Adopt design guidelines for the downtown districts and both Main Street corridors	10-11, 13-14, 141	City	Near Term
A-5	Continue to study and consider building over the railroad tracks for development	33-34	City, North Carolina Railroad	Long Term
A-6	Study the feasibility of an arena/convention center/hotel complex near downtown	39-40	City, HPU, Chamber of Com.	Near Term
A-7	Study the feasibility of developing a design center near downtown	39-40	City, H. P. Mkt., Chamber of Com.	Near Term
B.	**Mixed Use Centers**			
B-1	Adopt a new mixed use zoning district to apply to the eight proposed centers	54-80, 150	City	Near Term
B-2	Adopt design guidelines for proposed mixed use centers	10-11, 13-14, 150	City	Near Term
B-3	Prepare detailed plans - Washington Dr., Main/Lexington, S. Main St.	15-18, 55-73	City	Near Term
B-4	Prepare detailed plans - English/Kivett, Green Dr., Five Points	15-18, 61-77	City	Mid Term
B-5	Prepare detailed plans - Oak Hill, Lexington/Centennial	15-18, 67-80	City	Long Term
C.	**Neighborhoods**			
C-1	Develop new parks and expand existing parks	6-7	City	Near Term
C-2	Adopt design guidelines to discourage demolition and require appropriate infill	10-14, 149-150	City	Near Term
C-3	Designate and implement Neighborhood Investment Districts	131	City	Near Term
C-4	Rezone areas now zoned multi-family where single-family patterns predominate	149-152	City	Near Term
D.	**Transportation**			
D-1	Study and develop "potential" greenway segments per this plan where feasible	8-9	City	Long Term
D-2	Make improvements to key streets where they traverse mixed use centers	15-18, 54-80	City	Opportunity Driven
D-3	Make improvements to key streets throughout the Core City	15-18	City	Long Term

Implementation Matrix

No.	Recommendation	Page #	Responsible Party	Time-Frame
D.	**Transportation**			
D-4	Transform the Green/Russell pair to two-way / Apply road-dieting to English/Kivett	20-22	City	Near Term
D-5	Continue to study the other three one-way street pairs for two-way conversion	22-23	City	Mid Term
D-6	Based upon further study, provide traffic calming measures where needed	24-26	City	Needs Driven
D-7	Adopt parking garage and parking lot design standards for urban areas	27-30	City	Near Term
D-8	Further study and consider extending hours of Hi tran bus service	32	Hi tran	Near Term
E.	**Marketing, Management & Public Policy**			
E-1	Adopt a package of financial incentives for targeted commercial / mixed use areas	139	City	Near Term
E-2	Establish a new Core City Entity to plan, manage and promote the Core City	158, 160	City, Chamber of Commerce	Near Term
E-3	Pursue business retention/expansion/recruitment per the recommended tenant mix	120-129	Proposed Core City Entity	Near Term
E-4	Apply centralized retail management (CRM) practices in targeted urban areas	52	Proposed Core City Entity	Near Term
E-5	Define and market industrial areas like industrial parks (once physically improved)	135-139	City, Econ. Develop. Corp.	Near Term
E-6	Train staff and promote the use of the North Carolina Rehab Code	149	City	Near Term
E-7	Rezone commercial and residential areas per recommendations A-1, A-3, B-1, C-4	149-152	City	Near Term
E-8	Adopt design standards per recommendations A-4, B-2, C-2, D-7	149-150	City	Near Term
E-9	Adopt all other key zoning recommendations, such as permitted uses and densities	149-152	City	Near Term

Appendices

Appendix A: Background Study Maps

Appendix B: Public Policy Recommendations

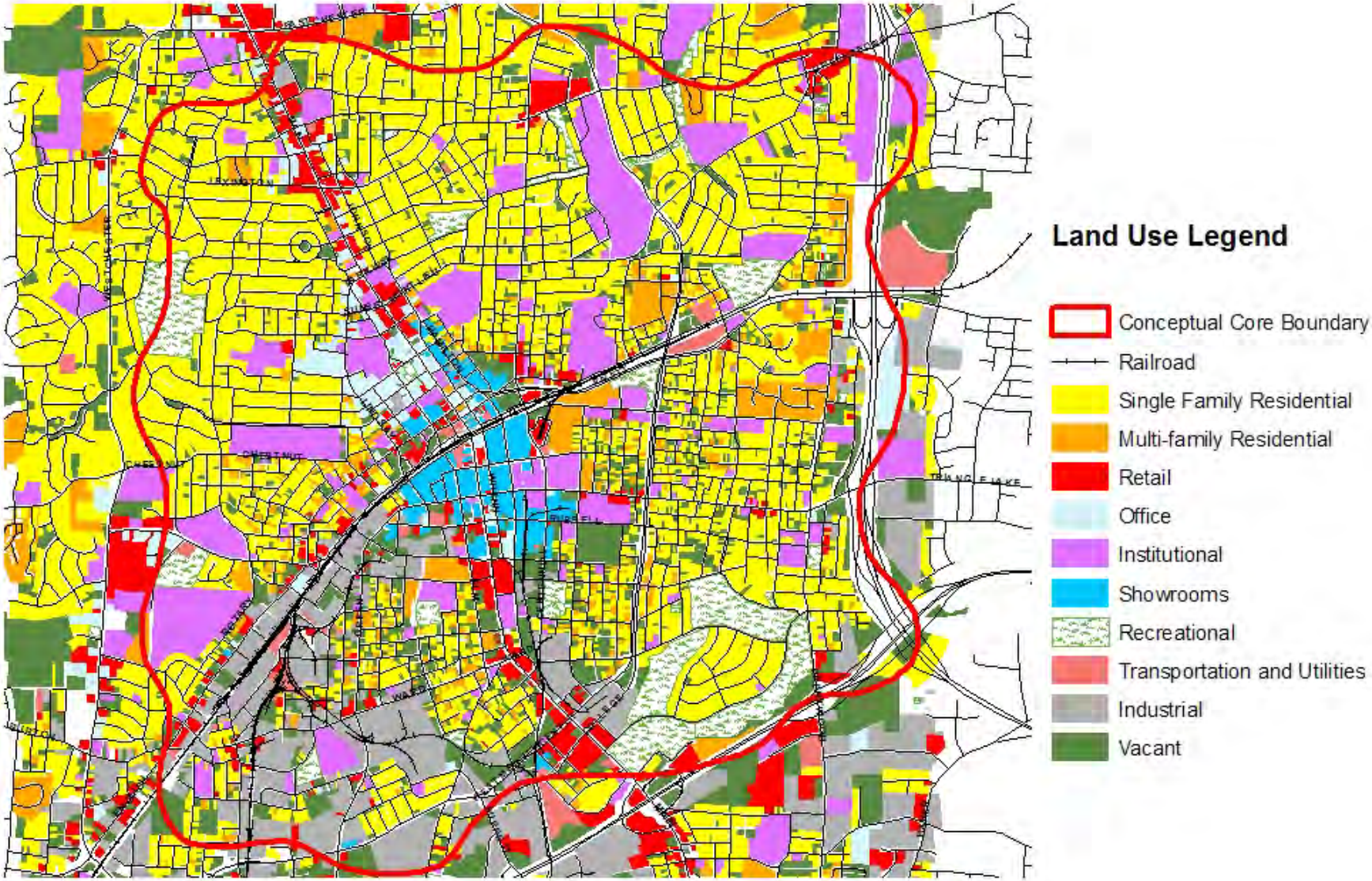
Appendix C: Retail Demand Analysis

Appendix D: Consumer Survey Results

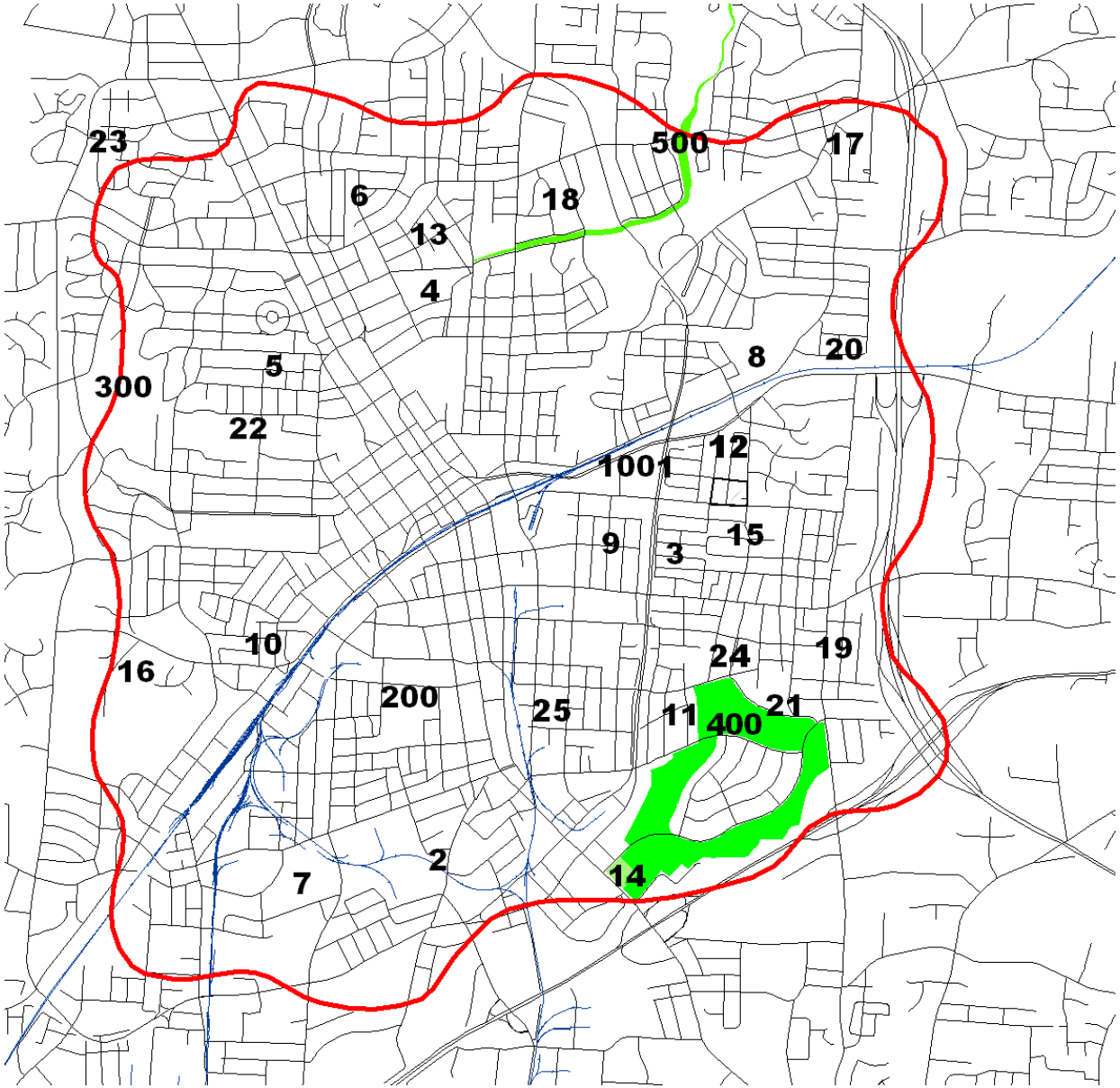
Appendix A

Background Study Maps

Existing Land Uses



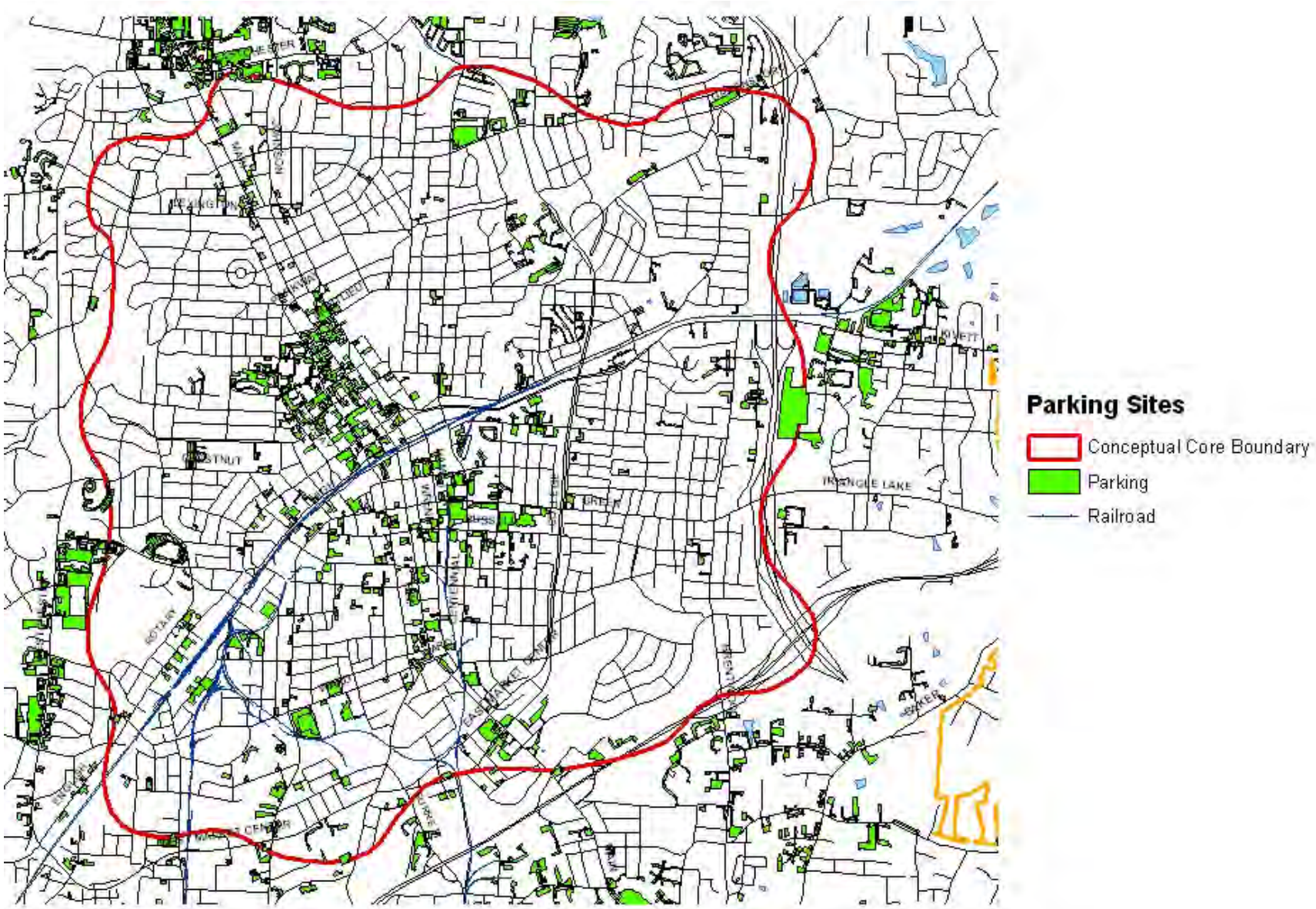
Existing Parks



Park and Recreation Sites

- Conceptual Core Boundary
- Railroad
- 1, Leonard St. Park
- 2, Goldston Park
- 3, Evans St. Park
- 4, Armstrong Park
- 5, Triangle Park
- 6, Parkside Park
- 7, Harvell Park
- 8, Washington Terrace Park
- 9, Walnut St. Park
- 10, Bradshaw Park
- 11, Pershing St. Park
- 12, Windley Park
- 13, Guilford And Howard Park
- 14, Blair Park
- 15, Meredith St. Park
- 16, Westend Park
- 17, Five Points Park
- 18, McCain Park
- 19, Brentwood Park
- 20, Brockett St. Park
- 21, Worth St. Park
- 22, Council Park
- **23, Mohawk Park**
- **24, Hines St. Park**
- **25, Macedonia Park**
- 100, Morehead Recreation Center
- 200, Southside Recreation Facility
- 300, High Point Country Club (Private)
- 400, Blair Park Golf Course
- 500, High Point Greenway

Existing Off-Street Parking



Appendix B

Public Policy Recommendations

High Point Core City Plan:
Public Policy Recommendations

Summary

To achieve the vision expressed in the High Point Core City Plan, a number of implementation measures are recommended. Among these implementation measures are adjusting public policy to advance the plan goals.

While the City's public policy – including the existing land use plan, zoning and related standards in the development ordinance, and building codes – is for the most part sound, in certain cases changes are needed to achieve the results that citizens have said they want. This report includes recommendations for changes and adaptations to development regulations and other public policies to serve the public interest and advance the city's goals.

I BUILDING CODE

High Point applies the North Carolina State Building Code and other related requirements to structural development. In the case of older buildings that were constructed prior to the application of current requirements, a revised building code is in use that was formulated for older structures. The North Carolina "Rehab Code" (effective January 1, 2006) makes rehabilitation of older structures, such as many found in the High Point Core City plan area, economically more feasible. The Rehab Code is currently in use in High Point.

Recommendations:

- To help property owners take advantage of the new code and reduce obstacles to its use, the City should make sure that inspection staff continue to be trained in applying it, and make funding available for that purpose.
- To inform local design professionals of the code's availability and how to use it effectively, the City should also consider holding workshops (or publicizing workshops sponsored by other entities) using the PowerPoint presentation and other training resources available at www.ncrehabcode.com.

II ZONING

Zoning regulations are critically important in implementing any plan. Substantive zoning rules – concerning the use of land, urban form and design of buildings, parking, and landscaping, and similar matters – must reflect the plan goals, or they will stand in the way of plan realization. This is also true of zoning procedural rules; the zoning approval process must facilitate development that is in accord with plan goals, rather than presenting a lengthy or unpredictable process that serves as a barrier to good proposals.

This report recommends certain changes to High Point's zoning regulations – both substantive and procedural – that will be necessary if plan goals are to be attained.

Some of the substantive provisions where changes are needed have to do with community form. As a general rule, the form-related zoning provisions that apply to the Core City area are based on a suburban template that does not fit urban lots or building types. The current rules about physical placement and pattern of development (including dimensional standards about setbacks and lot dimensions, and nonconforming provisions) make it harder for commercial and residential property owners in the Core City to use and reinvest in their property.

Instead, zoning for the heart of the city should make urban typology the rule and suburban typology the exception. In other words, it should allow "by right" the physical features that are typical of the Core City (such as reduced or zero setbacks and smaller lot sizes).

Other areas of substantive regulations where changes are needed include the allowed uses and supplemental standards. Many of the zoning districts in the Core City should allow a wider range of uses, while others should eliminate incompatible uses. Supplemental standards – for site features such as parking and landscaping, and special standards that apply to particular uses – should require minimum quality standards that promote the development of a vibrant urban core and surrounding neighborhoods.

A full analysis of the city's zoning rules with a comprehensive list of changes that are needed would be a stand-alone implementation task that is well outside the scope of this report. However, the following recommendations are intended to provide a clear idea of the degree and type of changes that are needed, and they have been particularized as much as possible within the scope of the Core City planning project.

A. Procedures

An overall goal for the city to consider is ensuring that desired policy outcomes are not inhibited by procedural hurdles. In other words, if development that is high on the city's wish list is more difficult or time-consuming than less desirable or lower-priority development types, the desirable development is less likely to be accomplished. It is important to review development regulations – especially zoning – with an eye to reducing procedural hurdles for desirable development types wherever possible.

Thus, if the city seeks to promote older, traditional patterns of development (narrow streets, short blocks, minimal setbacks, mix of uses, etc.), then these patterns should be achievable without applicants having to seek special exceptions to the rules or go through lengthy additional processes, when compared to the process for developing conventional suburban layouts (which in most communities is the default, "by-right" process that is easier to do.)

In general, the goal for the Core City should be, wherever possible, to incent desired development and re-investment in Core City neighborhoods and commercial areas by reducing procedural hurdles to development in the Core City area, making it easier to accomplish in comparison to sprawl and inefficient development in suburban and outlying areas.

Recommendation:

- Conduct a thorough review of development regulations – especially zoning – with an eye to reducing procedural hurdles to desirable development types wherever possible.

  For example: Remove lengthy additional processes that hinder reinvestment in older, traditional patterns of development. Eliminate situations where applicants have to seek special exceptions to land development rules to build or reinvest in traditional patterns. Instead, make traditional development patterns permissible by right, as conventional suburban layouts are.

B. Substantive standards

There are three basic substantive areas governed by the zoning: physical form, type of land use, and performance or quality standards. This report makes recommendations within each of these three areas.

Community physical form is increasingly recognized as an essential component of creating livable, marketable places where people want to be. In most conventional zoning codes, as in High Point, physical form is governed primarily by setback and lot size standards and similar dimensional requirements that emphasize separation. These typical provisions of conventional zoning have two main drawbacks. First, the standards are simply too large. They reflect a suburban, low-density physical pattern that (1) is over-consumptive of raw land; (2) is not realistic or logical when applied to denser, more urban places like the Core City, and (3) compels everyone to drive everywhere because of the distances created by large empty spaces between buildings.

The other main deficiency is that these standards (emphasizing separation as they do) only cover how much space must be provided, at a minimum, between structures and lot lines, and they don't address more important place-making elements of community form. For example, most suburban codes fail to address whether the buildings along a block create a regular, orderly visual presentation (such as a build-to line that creates a comfortable sense of a defined public area); whether the facades of buildings present a "mannerly" face to the street by use of such humanizing elements as porches, windows, and special treatments marking the building entry.

Rules about *type of use* govern what purposes land or buildings may be used for in the various zoning districts. Many of the districts in the Core City should allow a wider range of uses to promote the profitable re-use of property, to reflect current zoning practice favoring the compatible mixing of uses, and to add vigor and activity to the Core City. An expanded range of uses can be compatible when the supplemental standards that are applied – such as landscaping and parking requirements, minimum aesthetic standards, and performance standards to prevent noxious impacts on nearby properties – ensure that the community's expectations for quality development are met.

At the same time, this report recommends removing some of the less compatible uses from certain zoning districts. For example, multi-family uses are allowed without special review or standards in some residential zoning districts that are developed with single-family residences, and this appears to be suppressing reinvestment in owner-occupied housing in these areas. In another example, heavy commercial uses such as auto repair and storage are inappropriately sited along some major entry corridors to the

Core City. Thus, this report recommends adjusting the range of uses in some of the Core City zoning districts to remove incompatible uses.

Supplemental standards are those applied to particular uses or to site features such as architectural character or non-structural site features such as parking lots, landscaping, lighting, and utility/service areas. Having strong, clear supplemental standards will result in a more attractive community with fewer conflicts between land uses. Also, having adequate supplemental standards makes a wider mix of uses possible, since the standards require different land uses to be "good neighbors." Current zoning trends favor mixing uses to the greatest compatible degree; a range of potential uses makes property more marketable, and uses that are active during more hours of the day produce vibrant, livable places. However, the greater range of land use possibilities also requires supplemental standards to control potential negative impacts and conflicts.

All of the recommendations that follow affect one or more of the above three substantive areas. In some cases, revisions to existing zoning districts, or the addition of a new district to serve a special purpose, are recommended. Recommendations are also made for supplemental standards.

Community Physical Form

Dimensional requirements

Dimensional requirements of zoning include setbacks, height limits, lot size requirements, bulk and massing standards for buildings, and the like. Considered together, these requirements have a determinative effect on urban form. The dimensional standards of the High Point development ordinance are much like those found in typical, modern zoning ordinances in communities of similar size and situation. This type of ordinance tends to emphasize a suburban standard as the norm for most development, applying rather generous minimum street setbacks, yards, and lot width/frontage/size requirements, but otherwise not specifying a great deal about the form, massing, and orientation of individual buildings that make up the overall streetscape.

A primary disadvantage of applying a conventional suburban approach to dimensional requirements in downtown neighborhoods is that it tends to marginalize – even outlaw – the traditional patterns of development found in downtowns, main streets, and older residential neighborhoods, patterns that often have more character and livability from a pedestrian and mixed-use standpoint.

Many conventional zoning ordinances, in limited recognition of this fact, include some provision or allowance for situations that do not conform to the suburban template.

An example is Section 9-4-12(b), "Prevailing Street Setback," in the High Point ordinance. This section provides for an exception to conventional zoning standards to make them more accommodating of traditional older developed sites. It specifies that when a block side is developed with at least 50% nonconforming street setbacks, new structures may apply the average setback of the structures on both sides.

However, the provision does not go far enough. It provides no allowance for nonconforming side yards. Also, if a site or an older building has the bad luck to be located between newer buildings with deeper modern front setbacks, the allowance provides no help – the traditional neighborhood pattern will be replaced by a more suburban setback. Moreover, even where the allowance is useful, it still places a small extra burden on those who seek to develop sites according to a traditional, human-scaled urban pattern – a burden that is not borne by those seeking to build according to suburban principles (large setbacks, parking in front, etc.)

Basically, the approach taken here is to make an exception for traditional urban development patterns. Instead, traditional urban development patterns should be the rule – not the exception – in traditional urban areas.

Recommendations:

- Review older neighborhoods in the core city to determine the predominant dimensional characteristics of these areas, and then revise the setbacks, lot sizes, frontage requirements, and minimum lot widths in the applicable zoning districts to reflect the prevailing traditional pattern.
    - The existing urban pattern and dimensions, including street network and scale, should form the basis or be used as a starting point for the new standards. Where the new standards deviate from the existing pattern, it should be because a different pattern is clearly found to be desirable and the effect of creating nonconformities is outweighed by the advantages of changing the pattern. In most cases, however, the existing pattern should be conserved and respected in the zoning standards.
    - The setbacks should be reformulated as "build-to lines," or they may set a limited maximum-minimum range. This will prevent gaps in the traditional pattern as properties are developed or redeveloped.

- If the same zoning district applies to multiple neighborhoods, each of which has a very different dimensional pattern, an overlay applying dimensional standards for each neighborhood should be applied to reflect the dimensional pattern of that neighborhood.
- In the local historic districts, adjust dimensional standards such as setback requirements to reflect the as-built pattern and ensure that existing structures are not unnecessarily made nonconforming. This can be done by changing the dimensional standards in the zoning district (if a particular zoning district's boundary happens to coincide with the area where a typical setback prevails), or by applying a modified dimensional standards to the historic overlay (where a typical setback prevails in only a section of the area covered by a based zoning district, or across different base zoning districts).

Infill Development

As noted in the section of the Master Plan, the visual character of new houses developed on lots in Core City neighborhoods often fails to reflect the traditional character around them. This undermines the charm and visual cohesiveness of these neighborhoods, which is a key competitive edge that can be leveraged for revitalization if it is not destroyed. Both private investors and governmental institutions have constructed infill structures that are incompatible with their surroundings. It is necessary to stop undermining older neighborhoods by ensuring that new development is compatible with existing character.

Visual compatibility need not add significantly to the cost of a dwelling. Moreover, both the occupants and the neighbors benefit when an affordable dwelling resembles the other dwellings on the block.

Recommendations:

- Apply building design guidelines, particularly in infill situations, to prevent oddly placed or incompatible-looking buildings and ensure that new buildings and changes to existing buildings continue the traditional streetscape pattern.

- Adopt policies to ensure that new affordable houses on infill sites developed by the City and/or nonprofit organizations reflect the basic design and urban character of existing housing stock, such as:

- Streetyards with step-downs or terraces to provide a sense of the boundary between public and private space
- Orientation (i.e., narrow or wide side of building facing front, front- or side-facing gables)
- Roof pitch (shallow or steep)
- Vertical or horizontal massing of major building elements
- Avoidance of interruptions to the streetscape such as front-loaded garages and driveway cuts

Zoning districts

The following adjustments to zoning districts in the Core City study area are recommended. Specific recommendations are provided for a number of key zoning districts. For other districts, similar principles apply, but specific recommendations are not made as a full-blown zoning analysis is outside the scope of the Core City planning effort. The City should consider a formal review and update of its zoning policy as part of plan implementation.

CB (Central Business): The provisions of this district, which covers the largest, central part of the most intensive commercial area downtown, should be revised to better accomplish its stated goals, which are to allow high intensity, compact urban development and a wide range of uses in a pedestrian-oriented setting. It is exempt from parking and landscaping standards.

Recommendations:

- Revise allowed uses to allow high-density residential uses, offices, and commercial uses appropriate to a central business district and tailored to reflect the dominant industries, as well as ground-floor active uses including retail and service businesses as well as showroom space. (The showroom boundary overlay districts will apply appropriate limitations on showroom uses.)
- Include design and form standards for a quality streetscape and pedestrian orientation. For example, require transparent windows on the ground floor of structures, limit first-floor uses to a range of active uses, and prohibit blank walls that face the sidewalk. (This could be accomplished through an overlay applied to much of the downtown commercial area, not just this district.)

- Instead of exempting the district from landscaping and parking standards, formulate a set of landscaping and parking standards that are tailored to the dense, business-oriented downtown setting, and apply those as an overlay to the entire densest downtown area as appropriate (not limited to the CB).

GB (General Business): This district includes a narrow strip along North Main (north of the central core) approximately one parcel to one block deep on each side of the street; it is also one parcel deep along English, and one block deep along South Main Street, south of the CB central core. It is also found at a multi-block stretch along East Green and a node at the northeast edge of the core area where Greensboro Street intersects Montlieu. The district's stated purpose is to accommodate a wide range of commercial (retail, service, and office) uses, in areas that have tended to develop with minimal front setbacks. It does not allow residential uses.

Recommendations:

- Remove the North Main Street area from this district and place it in a new, amended district as described in the North Main Street section of this report.
- Revise the GB district as it applies to the remaining lands to add high-density residential uses and institutional uses, and evaluate the non-residential uses in the district to determine their appropriateness for the areas where it is applied. Refer to the "Mixed Use Corridors" section of the plan document for guidance about these areas.
- Remove heavy commercial uses from the district (such as those that involve vehicular storage, sales, or repair); if there are lands covered by the district where these heavy uses are seen as appropriate, the zoning should probably be changed to a different zoning district. Heavy commercial uses are, for the most part, inappropriate for arterial streets that serve as entries to the downtown, such as South Main Street.
- Add design and form standards to the district (or as an overlay district) for a quality streetscape and pedestrian orientation.

GO-H (High Intensity General Office) and GO-M (Moderate Intensity General Office: Much of the land in the vicinity of the hospital is in this category, with the land east of the hospital and adjacent to Main occupying the higher intensity district.

Recommendations:

- Consider the use of a special hospital district to accommodate medical uses and other hospital-related service, retail, and office uses while also ensuring that these do not unduly impact surrounding residential neighborhoods. For guidance, refer to successful hospital districts that have been applied in central-city neighborhoods in other cities.
- Add design and form standards to the district for a quality streetscape and pedestrian orientation. For example, disallow parking between buildings and the street, and create setback standards that mandate a truly urban siting of buildings (while also allowing for variations to accommodate access needs that may in some cases prevent building entries from fronting immediately on the sidewalk).

RM-8 (Multi-family, 8 units per acre): Significant amounts of residential areas (largely southeast of Kivett and High) are zoned as this multi-family district. However, corresponding quantities of multi-family dwellings were not apparent from a tour of these areas. The multi-family zoning of these lands is not appropriate because they appear to be largely single-family in actual land use.

The blanketing of large areas with multi-family zoning that does not reflect the single-family built characteristics has a number of potentially negative consequences for residents and property owners in these areas, and tends to depress suitable reinvestment (particularly by owner-occupants). Supporting this observation, the stressed area on the south side of Chestnut Drive includes many properties in this zoning district, while the more resilient area to the north is zoned single-family.

Interestingly, there is no single-family district in High Point that allows more than 5 dwellings per acre. The City needs a zoning category that fits the as-built and as-used characteristics of these single-family neighborhoods, and this district should be converted to a single-family district with small lot sizes and relatively higher densities. This will remove a significant obstacle to reinvestment in the area by owner-occupants.

Recommendations:

- Revise this multi-family district to a single-family district to reflect the dominant single-family uses in the area that is covers. Multi-family uses can continue as nonconforming uses, or they can continue to be allowed by special use or conditional use, with design and performance standards to ensure that they do not negatively impact single-family homes.

- The dimensional standards of the district should also be revised to accommodate the small lot size and relatively higher density of single-family dwellings in these areas (since there is no single-family district that allows more than 5 dwellings per acre).

RM-12 (Multi-family, 12 units per acre): Significant amounts of residential land (largely southeast of Kivett and High) are zoned as this multi-family district that allows 12 units per acre. The observations here are similar as for the RM-8 district.

Recommendations:

- Just as recommended for the R-8 district, the zoning for RM-12 should be revised to reflect its use and development characteristics – primarily single-family dwellings on small lots – with dimensional standards (setbacks, minimum lot sizes) that accommodate the prevailing pattern in the area.

LB (Limited Business): A few areas of limited extent are in this zoning district. Most applications of the district are not more than one block in length and occupy scattered locations within residential neighborhoods. The purpose statement for the district indicates that it is intended to serve nearby residential areas with moderate intensity shopping and services. However, the district lacks development standards to ensure that negative impacts on surrounding residences are limited, while still allowing convenient nearby commercial uses.

Recommendations:

- Revise this district to help it carry out its purpose of serving nearby residential areas with moderate intensity shopping and services. The revisions should add development standards for commercial development to ensure that negative impacts on surrounding residences are limited, while still allowing convenient nearby commercial uses.
- As detailed in the recommendations under the "Creation of New Districts" section of this report, the LB district could form the starting point for one or more zoning districts intended to serve the mixed-use centers discussed in the Core City Plan.

HI (Heavy Industrial): In the Core City, most of the land occupying this zoning district is found near the railroad corridors and English Drive in the southwest quadrant. There are also two or three other areas just inside or outside the far eastern edge of the study area. A significant portion of the HI lands are not currently in use for heavy industrial purposes.

LI (Light Industrial): This zoning occurs on a significant portion of the lands in the southern quadrants of the Core City, but not in the northern quadrants. In many cases it is located immediately adjacent to residential neighborhoods

Recommendations:

- Revise the existing HI and LI industrial districts to provide for rail-oriented uses in the areas located along the rail corridor.
- Allow additional, compatible uses to ensure that alternatives exist for re-use of industrial space that is underutilized. Opportunities identified in the Market Report, Part 2, include the following:
    - Flex-space, service/technical, and supply uses
    - Delivery services
    - Security services
    - Food manufacturing for local consumption (baked goods and other fresh foods)
    - Catering services
    - Packaging services
    - Cold storage
    - Artists, designers, and specialty craft producers
- Evaluate the LI district concerning its impacts on neighborhoods and create development standards to address them. Visual quality adjacent to neighborhoods is especially important.
- Include design standards for building materials, entries, and landscaping. Parking areas and loading/utility areas should be appropriately handled to improve their appearance from through-roads and from adjacent residential districts. However, these elements are not as critical along side streets and away from residential areas.
- Consider whether some areas that are currently zoned LI or HI should be rezoned (or designated for potential rezonings, at owner request) for mixed-use commercial, using the revamped LB district or the specially created mixed use district, described in this report under “Creation of New Districts”).

- This will provide opportunities for the amenity uses that attract small entrepreneurs, artists, designers, and specialty craft producers to second-tier urban industrial areas, as described in Part 2.3 of the Market Report (Industrial Market Opportunities Assessment: Key Opportunities).

PI (Public and Institutional): These lands are typically larger tracts in use for higher educational or medical institutions, parks, golf courses, and so forth. Most of the tracts are found north of Kivett/High; the southern quadrants of the study area have fewer incidences of this district compared to the northern quadrants.

Recommendations:

- Distinguish the zoning rules used for areas around large institutions from the rules applied to parks and golf courses; these uses are too distinct to be adequately addressed by the same provisions.
- Create special districts for the areas around the hospital and High Point University, tailored to address the specific challenges that are associated with these large institutional uses. Refer to special zones created by other cities to address medical districts and institutions of higher learning.

TN (Traditional Neighborhood) District: An interesting zoning district that does not appear to have been applied in the Core City, but could be important in the development of the rest of the city, is the Traditional Neighborhood (TN) district. This district is notable as one that diverges from a conventional suburban development pattern and incorporates aspects of "new urbanist" or "neo-traditional" planning principles, especially those that pertain to mixed use and urban design.

As such, the TN district includes standards and guidelines that are intended to accomplish many good things, such as mixed uses, human scale, streets as public spaces, location of civic buildings on prominent sites, and an average gross density (8 units per acre) that reflects traditional town densities of single-family neighborhoods prior to 1945. The district supplies standards to avoid long monotonous, windowless building walls; to create ground-floor interest in retail uses, with windows and front entrances; and to provide for compatibility in design and massing of new buildings with older examples.

Recommendations:

- To facilitate the use of the TN district, revise the TN provisions so that they are simpler to apply. Summarize the textual descriptions in Section 9-4-3(b)(1) in a table so that the district's applicability and exemptions are clearer. Reduce the 26 pages of procedural and substantive standards by summarizing them in a matrix. Review the district for opportunities to reduce procedural hurdles in comparison to conventional suburban-style development by right.

Schedule of Permitted Uses

The zoning regulations contain a schedule of permitted uses which for the most part appears typical of many larger communities in North Carolina and the region. A review of the allowed uses strongly suggests promoting mixed-use development by including a wider range of uses (with acceptable development standards) in some districts, including commercial, residential, and even industrial categories. Some specific recommendations are listed above within particular districts, but a fuller review should be conducted as part of plan implementation.

Recommendations:

- Conduct a review of the allowable uses in each zoning district with the goal of including a wider range of uses (with acceptable development standards) as appropriate, including commercial, residential, and even industrial categories. For example:
  - In the General Business district and other appropriate commercial districts, allow residential uses such as condos, live-work units, short-term luxury rentals, and townhouses, along with accessory uses. Tailor the allowable densities to each district, with generally higher densities in the most intense districts.
  - Modify the industrial zoning districts to include supplemental, compatible uses to ensure that alternatives exist for re-use of industrial space that is underutilized. Review the market potential analysis prepared as part of the Core City planning effort for potential additional uses to add to the industrial zoning districts.
- Ensure that mixing of uses vertically in one building is allowed in commercial districts, and specify standards that allow active uses on the ground floor.

- Eliminate zoning provisions that specify that only one use type or principal use is allowed per building or development site.
- Add live-work units to the list of allowed uses (either permitted by right or by Special Use permit) in appropriate zoning districts. (A live-work unit is defined as a dwelling, part of which may be used as a business establishment, that is the principal residence of the business operator.) The creation of live-work units creates an automatic "jobs/housing" balance, tends to support housing affordability, and makes business space more affordable to entrepreneurs and startups.
    - Allow live-work units in a variety of physical forms and settings, depending on the zoning district and geographic section of the city – within traditional single-family houses, in commercial downtown buildings, or loft or warehouse space in industrial areas.
    - In considering where live-work units should be allowed, keep in mind that they can help revitalize the core of a community by providing activity and populating the city's center around the clock, as well as enabling productive and entrepreneurial economic activity. They are well adapted to creating buffer zones between industrial and residential neighborhoods in locations that do not support traditional family housing.
- Consider making accessory dwelling units a use by right in additional zoning districts, particularly in some of the single-family districts found in the Core City, such as RS-15, RS-12, RS-9, and RS-7. (They are currently allowed by right in the multi-family districts, and by Special Use permit in the single-family zones.) This will densify areas with underutilized infrastructure and public facilities, reduce sprawl, and promote housing affordability (both by increasing the stock of affordable rental housing and by making homeownership more affordable with supplemental rental income from the on-site accessory unit), and promote reinvestment in existing neighborhoods.
- Adopt appropriate development standards to ensure that accessory dwelling units are compatible with owner-occupied housing. Consider allowing occupancy of the accessory unit only when either the principal dwelling or the accessory unit is owner-occupied.
- Remove off-site parking lots as a permitted principal use in residential zoning districts in areas near GTCC, the medical center, university campus and expansion areas for the campus

Creation of New Districts

In some cases, new base or overlay districts would be useful in accomplishing Core City plan goals. Because of unique local market conditions such as the High Point Market and High Point's history as a major manufacturing center with a large amount of industrial land, the market needs of the Core City are rather unusual when compared to other communities. Special districts can accommodate these needs.

Recommendations:

- Adopt two overlay districts that coincide with the boundaries mapped in the "Showroom District" section of the Core City Plan. Limit showroom uses to these districts.
  - In the primary district south of Kivett, allow showrooms as a primary use on any floor of a building. In the smaller district along Hamilton and Wrenn Streets, allow showroom uses but not as the sole ground-floor use for any one property.
  - The purpose of these overlay districts is to strengthen the furniture showrooms district, allow for supporting and complementary uses (such as entertainment and high-end residential) in nearby areas, and prevent the vacancies that result from speculative pressures at the edges of the showroom neighborhood.
- Adopt special base districts for the areas affected by High Point University and the medical complex. These should be crafted to address the specific challenges that are associated with these large institutional uses. Refer to special zones created by other cities to address medical districts and institutions of higher learning.
  - Include landscaping provisions and rules governing the location and screening of parking (including rules that encourage structured parking) to ensure a high-quality streetscape.
- Create a new district for the area identified in the "North Main Street" section of the Core City Plan. The mix of allowed uses should include typical downtown main street uses, commercial, high-density residential, institutional, and offices, with standards to promote the active use of ground floor space (such as allowing primarily walk-in uses – banking, retail, and dining – on ground floors and along the streetfront of buildings, or limitations on the percent of ground floor space that may be occupied by back-office uses).

- The allowable intensity of use should be higher at key intersections, while areas between intersections should allow high-density housing and selected institutional uses that are compatible with a downtown main street.
- The district should also contain design and community form standards that promote an active, pedestrian-friendly streetscape, including a requirement that commercial structures come up to the front lot line on primary pedestrian streets, a prohibition on parking between buildings and the street, and requirements to prevent blank walls on the street sides of buildings, such as requiring a minimum amount of glazing, and requiring non-tinted and non-reflective glass.
- Landscaping standards should avoid suburban-style plantings of spreading or ground-hugging shrubs, heavily mulched beds, and irregular groupings of trees; instead, landscaping requirements should specify street trees, container plantings, and the use of distinctive urban materials like metal, stone, and cast concrete (as opposed to landscape timbers or wood chips). (The landscaping standards appropriate for this district may also be applied throughout the urban commercial area, not just the North Main Street District. It may be appropriate to apply these landscape standards in a comprehensive downtown overlay – with parking, landscaping, and related standards – that covers the North Main Street District, the showroom district, and other downtown commercial areas characterized by high lot coverage and a very urban feel.)

- Create a new zoning category for the areas identified in the "Mixed Use Centers" section of the Core City Plan.
  - The mix of allowed uses should include convenience service and retail uses of a size and type to serve surrounding residential areas, including small-footprint retail, services, offices, housing, institutions and other uses, depending upon the particular center and its market. Attached housing should be used where appropriate to provide transitions between commercial areas and single-family detached residential areas.
  - It is essential that the district also contain design and community form standards to ensure quality mixed-use districts with good urban form and a pedestrian orientation.
    - Basic design principles for all the Mixed Use Centers include placing the fronts of buildings close to the street; designing building fronts to have transparent windows, awnings, and streetfront entries; outdoor seating areas; breaking up the massing of building facades to avoid a monolithic effect; street trees and planters to provide pedestrians with a sense of separation from road traffic; physical integration of uses within individual buildings or nearby adjacent buildings; requiring adequate sidewalks; and appropriate siting of off-street parking areas (i.e., not between buildings and the street).

    - The “Design Principles” section of the plan, along with the “Downtown Streetscapes” pages, contain specific guidelines that should be incorporated as zoning requirements for the mixed-use centers.
    - The design principles could be incorporated directly into the base zoning district, or could be applied as a set of overlays (most of the design principles would be the same, but certain Mixed Use Districts need tailored additional standards as detailed below).
- In the alternative to creating a new district, the City could consider adapting the existing LB business district to reflect the above-recommended uses and form standards, and apply it to the mixed-use centers designated in the Core City Plan as well as to its existing locations.
- Regardless of whether created new or from the LB district as a starting point, the mixed-use center zoning district would apply the same basic standards across all mixed-use center locations, plus a few certain variations tailored to specific details in the Plan for individual centers, as follows:
    - The zoning for the Washington Drive Mixed Use Center should specifically allow for entertainment and visitor-oriented uses.
    - The Green Drive Mixed Use Center may need a specially tailored district of its own to accommodate the particular mix of uses that are planned for that site (attached and single-family detached housing and retail) in the different sections of the site.
        - Community form standards would need to vary by block face and location (closely following the plan recommendations for the various sections) to reflect the New Urbanist approach to redevelopment and infill in that area.
        - The building setback for commercial areas should be close to the front lot line, but because the sidewalks in this area are narrow, the building setback should allow about 5 feet to accommodate active uses on the sidewalk such as outdoor seating for restaurants.
    - The zoning standards for the Oak Hill center should ensure that infill housing is compatible in form with existing bungalow housing types. One and two-story commercial buildings would be appropriate.
    - Additional community form standards for the South Main Mixed Use Center district should ensure sidewalks and street trees according to the plan recommendations for this district, outdoor dining areas, appropriate

landscaping, and emphasis on Latin American building elements such as arcades and a plaza with a vertical landmark architectural element (such as a clock tower).

- Establish additional local historic districts for eligible Core City neighborhoods (in addition to the two existing local districts, Sherrod Park and Johnson Street) to protect historic areas from inappropriate exterior alterations and demolition of historically significant structures.
    - Among other potential historic districts, the Washington Drive neighborhood should be designated as a local historic district to improve its opportunities for revitalization as a special place, and to protect its character from incompatible infill construction and additions.
- Seek National Register historic district or landmark designation to enable property owners to qualify for significant federal and state tax credits for rehabilitation and reinvestment in historic buildings.

Neighborhood Conservation Districts

Some neighborhoods may not qualify for or need historic protections, yet would still benefit from standards to prevent incompatible infill. The primary tool for addressing this need is the neighborhood conservation overlay. This type of overlay typically applies less stringent requirements than a local historic district and does not require Certificates of Appropriateness for exterior alterations. Instead, the neighborhood conservation overlay requires new buildings to reflect the basic typology of their surroundings: front or side orientation of gables, roof pitch, window and door placement and vertical or horizontal emphasis, building scale (height, massing, bulk), garage placement, front porches of usable size, and other features that are prevalent in the existing pattern of development. Significant changes to structures are still possible, so long as they meet the standards of the district. Thus, basic compatibility of new buildings and additions is ensured, without the need for full historic review.

Recommendation:

- Apply neighborhood conservation overlay districts to older neighborhoods that need character protection but where a full-fledged historic district would be overly strict.

Scenic Corridors

A Scenic Corridor overlay district for the Eastchester/NC Highway 68 corridor provides some aesthetic and related controls for a road corridor of importance to the community's image. Additional corridor plans exist, but no overlay has yet been adopted, for West Wendover Avenue and Business I-85.

Recommendation:

- As time and budgets permit, the city should proceed with the adoption of additional corridor overlays as appropriate.

Supplemental Standards

A good set of supplemental standards is needed to ensure a minimum quality of development in terms of architectural character of buildings and also for non-structural site features such as parking lots, landscaping, lighting, and utility/service areas. In some cases, minimum quality standards should be added or updated to apply to development throughout the City, while in other cases, the supplemental standards that are needed relate only to development in the central city areas (especially the commercial core).

Recommendations:

- Apply some or all of the urban design and form standards of the Traditional Neighborhood (TN) district to all new residential and commercial development throughout High Point. Found in Section 9-4-3(b)(3) a. through d., the standards promote human scale in buildings and streets as public spaces, with requirements to avoid long monotonous, windowless building walls; create ground-floor interest in retail uses with windows and front entrances; and ensuring compatibility with old buildings in the design and massing of new buildings.
    - The standards of subsections b. and c. in particular could serve as a starting point for drafting new development standards that apply to new residential and commercial development throughout High Point.
    - The architectural standards in subsection h. are good, basic architectural standards that reflect current practice. They should be considered for general application throughout the city.

- The same is true of Section 9-4-3(4), Design Guidelines for Use Categories; consider applying these standards throughout the city.
- The standards for location and screening of parking in the TN district should be applied citywide (with the exception of the central business district and associated commercial areas, where special parking standards tailored to the area's urban needs should be applied through an overlay, as described further below).
- The dimensional standards table (Table 4-3-1) for the TN district specifies setback and lot standards that are more nearly appropriate for much of the Core City area than the dimensional standards in the conventional zoning districts that are currently applied. This suggests that a revised version or versions of the TN could be converted to a by-right conventional zoning district(s) and then applied to Core City lands as appropriate.

- Consider selected standards from the Scenic Corridor overlay for application to additional areas or city-wide. Appropriate standards for city-wide application include prohibitions on changeable copy and animated signs and posters; screening for detention ponds, service areas, trash receptacles, and rooftop equipment; and limitations on metal and vertical-sided buildings. Exceptions may be allowed in heavy industrial districts.

Parking standards

Vehicle storage, or parking, presents a significant design constraint on development sites. This being the case, development requirements for parking should be tailored with care to ensure that they do not exacerbate the problems naturally associated with accommodating parking at development sites.

The parking requirements of the development ordinance are typical of those found in many cities. Like most ordinances, the High Point provisions require fairly generous minimum amounts of off-street parking and specify dimensional, configuration, and landscaping standards for parking areas.

The ordinance allows for some relief from parking requirements in certain situations. An exemption from minimum parking requirements is provided for all properties in (or surrounded by) the CB district. This exemption is good as far as it goes, and the city should consider expanding it.

The exemption from minimum parking requirements should also be enhanced by placing appropriate parking *caps* – maximums – on Core City areas (and potentially outside the Core City as well). As the parking exemption currently reads, development applicants apparently *may* include parking areas in the CB district at their option, and they may also choose to provide quantities of parking in excess of minimum requirements. Many cities have decided that large amounts of extra asphalt – particularly directly fronting streets – produce undesirable effects on urban form, walkability, and economic activity, in addition to the obvious environmental impacts of so much impervious surface.

The following changes will help promote the re-use and redevelopment of Core City areas, where parcel size and other physical limitations make large parking lots especially difficult to locate and install, and where large areas of surface parking can have a very negative effect on urban form and pedestrian appeal.

Recommendations:

- Revise standards for parking in the densest commercial areas of the central city. Parking standards could be part of a downtown overlay and tailored to the needs of specific areas (around the hospital or educational campuses, and the north section of Main that functions as a traditional downtown). Among the specific areas that should be addressed:
    - On-street spaces should be counted against parking requirements. The application of parking maximums (caps on the number of spaces) may also be warranted for certain areas or uses.
    - Eliminate surface parking lots as an allowed use in core commercial areas where a continuous pedestrian-oriented streetscape is critical to success.
    - Where surface parking lots are allowed, ensure that they are located internally on development sites (rather than between buildings and the street) and that they are adequately screened according to an urban typology (for example, with the use of masonry screening walls as opposed to berms or excessive plantings).
    - Consider applying a parking exemption to certain areas; or provide city-financed parking structures in designated areas, along with a requirement that development pay a fee in lieu of providing its own parking on site, with fee revenues applied to the cost of the constructing and operating the parking structure.
        - Parking exemptions or adjustments could include additional parts of the Core City that are outside the CB district but that similarly reflect a fairly dense and compact development pattern of commercial uses. (For example, the part of North Main Street north of the CB boundary has developed with uses more typical of a

conventional downtown than the furniture market-related uses in much of the CB district, and could benefit from application of tailored parking standards.)

- Additional revisions to consider include reducing or limiting parking requirements where transit is available; evaluating specific uses (especially those which principally occur in the Core City zoning districts) for possible reductions in the amount of required parking; and applying uniform decreases in parking minimums or maximums to specified portions of the Core City via an overlay district.
- Development standards imposed upon parking should expand upon the screening and locational requirements for parking as set forth in the TN district standards. These should be converted into generally applicable requirements in some or all of the Core City, and consideration should be given to applying them in suburban areas. New parking decks (structured parking) should be required to be "wrapped" with retail or other active uses along street frontages.
- The ordinance should clarify that a change in use in an existing building, as set out in Section 9-5-6(c), does not trigger a requirement that parking comply for the new use (at least within the commercial core.
- Disallow off-site parking as a principal use in residential zoning districts, which tends to cut "holes" into older neighborhoods near commercial areas and promotes the demolition of existing houses.

Clustering Provisions

The High Point ordinance makes allowance for clustered development. Provisions such as "Zero Side Setback" (Section 9-4-11(a)(3)) are good, as far as they go. However, the preferred methodology nowadays is to provide more specific guidance on site development, with clearer standards for protection of designated natural areas or whatever similar goal is behind the need for clustering.

Some communities have found that it is more useful to apply targeted development requirements that clearly lay out when and why clustering is required, and then provide standards to achieve those goals – whether to protect sensitive natural areas or to ensure a specific urban form. These provisions often take the form of a conservation subdivision ordinance or low-impact development (LID) standards. These approaches are most useful in outlying, undeveloped areas, and have proven very effective for preservation of open space and mitigation of stormwater impacts.

Recommendations:

- Amend the clustering provisions to provide more specific guidance on site development, with clearer standards to advance the goal of clustering (such as protection of designated natural areas). Keep the "Zero Side Setback" provision in Section 9-4-11(a)(3), but also update the clustering provisions with more targeted development requirements that clearly lay out when and why clustering is required. Set forth specific standards designed to achieve those needs.
- Add provisions for "conservation subdivision" provision and low-impact development (LID) standards to preserve of open space and mitigate stormwater impacts in outlying, undeveloped areas.

Nonconformities

As previously noted, the zoning rules that apply to the Core City area are based on a suburban template that does not fit urban lots or building types. Currently, many such elements of urban form are made nonconforming by the zoning rules, or property owners have to go through an exception or variance process to legitimize them. Nonconforming structures and nonconforming lots are two instances where beneficial changes could be made.

a. Nonconforming structures

The High Point zoning rules prohibit any enlargement or alteration of a nonconforming structure (i.e., one that does not conform to dimensional standards such as setbacks) except so as to conform to current dimensional requirements. This rule is common to many zoning ordinances, and typically can interfere with reinvestment in existing housing stock and commercial sites, by preventing the expansion of a structure in a way that conforms to existing historical development patterns. (For example, the side wall of a house may be four feet from the side lot line, and expansion along this same wall towards the rear would be prohibited even though it does not exacerbate the existing conditions.)

This approach tends to undercut the existing urban pattern by superimposing "suburban-style" standards of large setbacks and other overly generous dimensional requirements

Recommendations:

- Amend the zoning regulations to remove provisions that create significant areas of nonconforming development in the core city.
    - As stated above in the recommendations under "Dimensional Standards," the preferred method would be to evaluate the existing development pattern (setbacks and lot sizes) of the neighborhoods and commercial areas of the Core City, and, based on this, develop a revised set of dimensional standards that would be applied either through conventional zoning districts applied to selected areas or through an overlay that supersedes dimensional standards of the underlying district.
    - This approach would legitimize the existing urban pattern, rather than superimposing "suburban-style" standards of large setbacks and other overly generous dimensional requirements and then attempting to craft a series of exemptions and allowances that make the zoning rules hard to administer and confusing for owners and applicants.
- To facilitate reinvestment in existing housing stock and commercial sites in the core city, rewrite the nonconforming structure language to permit expansion or alteration of buildings in the core city so long as the proposed development would not reduce the distance of the structure from the existing building line.

b. Nonconforming lots of record

Like High Point, many cities have older central areas where numerous platted lots of record are below the current-day minimum dimensional requirements for development. While these lots reflect an (often desirable and human-scaled) historic pattern, unfortunately, the nonconforming aspects of the lots limit reinvestment in these areas. Nonconforming status of lots can make it harder to improve or expand existing structures, or to build new structures. This tends to depress investment, whether it be in new and improved housing stock or in revitalizing commercial activity. Unused vacant lots can be deleterious to a residential area, and lack of new investment has a self-perpetuating effect.

In High Point, under the current zoning standards, nonconforming lots of record are allowed to be developed as long as setback requirements may be accommodated. If more than one contiguous lot along a street frontage is in the same ownership, the lots must

be combined to create conforming lots. These requirements, while they provide some relief for owners of nonconforming lots, do not make sufficient allowance in the zoning rules for the continuation of the traditional or historic development pattern in the Core City.

Nonconforming lots should be allowed to be developed if safety considerations permit. Allowing these lots to be developed serves several important objectives.

It will promote reinvestment and new building by removing barriers to improvement and expansion of existing structures. Continuing investment in new and improved housing stock is critical to neighborhood success, and unused vacant lots have negative effects on residential neighborhoods.

Moreover, small lots that are nonconforming by suburban standards are often representative of both traditional/historical neighborhood patterns and newer "walkable" or New Urbanist communities.

Finally, there is good reason to promote appropriate infill and reasonable amounts of densification – including new housing units on small lots – where schools, infrastructure, and other facilities capacity is underutilized, as in much of the Core City area.

Recommendations:

- Examine the occurrence, location, and typical range of dimensions of nonconforming lots of record in the Core City, and draft rules that allow development of these lots, including reductions in minimum dimensional requirements to accommodate buildings, as long as minimum separation requirements for safety are met.
    - Some of the problems with meeting dimensional requirements will go away if dimensional requirements are revised to fit the traditional pattern instead of suburban standards.)
- Allow nonconforming lots of record to be developed so long as development will comply with the typical pattern of lot widths and setbacks in the surrounding area. For lots at least 35 feet wide, remove the requirement that nonconforming lots in contiguous ownership be combined to create conforming lots.

Sidewalk standards

The development ordinance requires the installation of sidewalks upon development of property requiring site plan approval. There is an exemption for development "within an areas consisting predominantly of existing single-family residential development, where no sidewalks are present." This exception exempts much of the residential land in the Core City where sidewalks are lacking. Unfortunately, that result is contrary to public opinion expressing strong interest in new sidewalks in these areas.

Recommendations:

- Remove the existing exemption for installation of sidewalks "within an area consisting predominantly of existing single-family residential development, where no sidewalks are present" (which prevents sidewalk installation from occurring upon redevelopment).
    - Instead, require that sidewalks be installed along the street perimeter of property, if the property is located in an area that is part of a sidewalk plan or where sidewalks are an identified need.
    - Identify streets in the core city where sidewalks are needed according to the Core City plan document, and include them in an adopted sidewalk plan with a map indicating streets and the location or type of needed sidewalk improvements (new installation, addition of ramps or curb cuts, etc.)
    - As new sidewalk segments are installed, the type, width, and design should conform to the Core City plan recommendations for the district or neighborhood where the sidewalk will be located.

Landscaping standards

As in most communities, the High Point development ordinance provides minimum landscaping standards. In terms of its application to the Core City, one feature of the landscaping section is particularly noteworthy. The ordinance exempts development in the CB district entirely from landscaping standards. Although many sites in the CB district are currently attractively maintained and landscaped, the danger here is that having no requirement at all will tend to promote, over time, a barren urban environment devoid of green relief from the hard edges of buildings.

Recommendations:

- Adopt a set of landscaping standards that are tailored to the needs and limitations of the CB district (and other nearby commercial areas, such as those along North and South Main Street), rather than exempting such areas entirely.
    - Landscaping standards in these areas should reflect urban typologies, substituting planters and street trees in appropriate grates for the berms and informal shrub beds of suburban areas.
    - The lists of recommended plant materials can also be adjusted to include species that are well adapted to urban conditions as well as aesthetically suitable for use in core commercial areas.
    - The standards could be appropriately applied through an overlay whose boundaries coincide with the more dense and compact development pattern of commercial uses in the Core City.
- The exemption from landscaping standards should also be inapplicable when parking is installed in the CB district (or other areas where the ordinance limits parking). Parking areas in the commercial district, if they are installed, should still be subject to landscaping standards, even if the standards are relaxed somewhat in recognition of the more urban character of these locations and their physical and space limitations.

Environmental regulations

A major consideration for development in High Point is the city's location in relation to a number of protected watersheds. Approximately 80% of the city, including much of the Core City area, is located in watershed overlays that impose constraints on site development – typically in the form of impervious surface limitations, requirements for stormwater controls, and limitations on uses that may be sources of specific polluting or hazardous substances.

The watershed protection overlay districts contain an exemption applying to lots of record of less than 40,000 square feet in the "Downtown Area" shown on the Water Supply Watershed Map. Clearly, this is an important exemption for much of the Core City area. However, recombination of lots can trigger application of the standards.

Much of the city's suburban area is also located in watershed protection zones. Because most properties in the core are either already developed or have a high percentage of impervious or built-upon area, development and redevelopment in the Core City typically represents no net gain in impervious surface and in most cases no additional impact on water quality and quantity.

Development rules should take into account and maximize this inherent advantage of redevelopment in the Core City. Applying sufficient environmental protection standards in suburban and undeveloped areas (such as the conservation subdivision or LID options discussed above under "Dimensional Requirements), while exempting the already developed lands of the Core City, may make investment and redevelopment in the Core City more attractive from a financial standpoint – which happily corresponds with the community's need to protect the public fiscal health by promoting more intensive use of existing, underutilized public infrastructure in those areas.

Recommendations:

- Explore opportunities to incent development in the Core City, where the environmental impacts of development are presumably much less, or have already occurred, as opposed to the more detrimental impacts of greenfield development.
- Arrange for the City to act as an institutional partner in the redevelopment of certain parcels in the Core City requiring significant stormwater management investments – for example, by putting landowners or developers in touch with technical experts concerning stormwater management, providing alternative financing options, or entering into maintenance and operational agreements for stormwater BMPs.

III PLANNING DOCUMENTS

The City's planning documents that were in existence prior to the Core City planning effort called for a number of strategies having to do with different components of planning and public policy, from affordable housing to transportation to economic development and more. Many of the positive strategies in the existing plans will be advanced by the implementation steps in the Core City Plan. As one major example, the zoning recommendations above are targeted, in part, to advance the goals of existing plans as well as those of the Core City Plan. Below are recommendations that follow up existing plans that were previously noted and discussed in the Public Policy Report (Appendix B of the Background Study for the Core City Plan).

A. General Planning Documents

Land Use Plan (2000)

Strategic goals of the "Land Use Plan for the High Point Planning Area" include the promotion of compact, cost-efficient development; discouraging sprawl and haphazard growth; giving citizens greater security for their neighborhoods; protecting and enhancing property values; providing greater certainty for developers making investment decisions; environmental protection, especially the protection of open space and water supply watersheds; increasing the supply of affordable housing and revitalizing older neighborhoods through new residential investment. Another related goal is to efficiently use existing infrastructure by promoting infill, mixed-use, cluster, and higher density development at appropriate locations. Coordinating new residential development with school capacity is targeted as well.

A major policy objective of the Land Use Plan concerns the need to address suburban sprawl. The Plan notes that the density of the city has decreased in the decade from 1990-1999. It also observes that "existing state-mandated watershed protection regulations actually promote suburban sprawl by restricting development intensity within areas covering over half the current corporate limits of the City," and points out that sprawl contributes to long commutes, higher costs for public services and facilities, air quality problems (including EPA non-attainment) and other negative effects.

In this regard, the Plan recognizes that what happens in suburban areas is very much connected to the future of the Core City, and vice versa. Noting that the City is now "fairly certain about its ultimate growth limits" because of the annexation agreements with surrounding jurisdictions, the Plan acknowledges the need to manage the remaining available lands in an efficient way, including protection of open space and concentrating development in designated nodes in an efficient, coordinated way.

In the Core City area, the Plan designates five neighborhoods as "Neighborhood Revitalization Target Areas." These are Washington Drive, Kennedy/Adams, Coltrane, West Macedonia, and Windley/Woodbury. A coordinated revitalization process with targeted public and private investment is envisioned for these areas. The Plan also recognizes the need for conservation of other older, established residential neighborhoods in the Core City that are subject to a variety of pressures.

Adoption of the Land Use Plan introduced a new land use concept (future growth), as well as the need to focus development inward toward existing urbanized areas. Other concepts and amendments since its initial adoption are also worth noting. Policies to guide the location of the TN district were established in 2001. In 2002, the Plan was amended to reflect the city's policy on the application of the newly adopted Traditional Neighborhood District. An amendment to the Plan in 2003 made changes to manage the anticipated noise impact of the FedEx air cargo hub and introduced the Mixed Use land use concept, which is being implemented at

Wendover Ave. and Samet Drive and at Barrow Road and Clinard Farms Road. Also in 2003, an amendment to the Plan introduced the Rural Residential land use concept. This was in response to the water quality requirements of the Randleman Lake Rules. While the Plan discusses neighborhood conservation areas, no specific areas have been implemented yet.

Recommendations:

- Adopt the zoning and regulatory changes recommended in this report in order to curb sprawl, re-use existing public facilities and infrastructure in the Core City, promote the health of neighborhoods including those identified as revitalization target areas.

Community Facilities Plan (2001)

This plan, the Thoroughfare Plan, and the Land Use Plan together make up the adopted Comprehensive Plan for the city. The Community Facilities Plan serves as the primary guide for planning, prioritizing and siting the services and infrastructure needed to serve growth and development, as well as for the Capital Improvement Plan and the annual capital budget, from FY 2001-2002 through FY 2015-2016. Together with the Land Use Plan, the Community Facilities Plan gives guidance and information on the timing of improvements relative to the development of land – linking growth with infrastructure needs. Many of the current bond projects of the city were listed in the Plan.

The objectives of the facilities plan are to sequence and locate required facilities in a timely and resource-efficient way, to ensure that the needs of the community are met as it grows and develops, and to maintain effective feedback and evaluation processes in budgeting and planning for facilities, whether this involves updating existing facilities or installing new infrastructure. The plan advocates maintaining "an appropriate balance between the size, location and density of new urban development as recommended in the city's adopted Land Use Plan and the availability and demands upon public services and facilities required to serve such development, … an ongoing evaluation process with respect to the location and adequacy of existing and proposed community facilities when considering all new development; and … [encouraging] the wisest and most efficient use of community resources through directed growth were possible and through the proper maintenance of existing community facilities and services."

The community facilities plan provides for a full-scale review and update every five years to accommodate changes in development policy, growth trends, and financial considerations. Because it was adopted in 2001, the plan will be up for the first of these periodic evaluations in the near future.

In terms of achieving the facilities plan objectives, it is clear that the availability of existing infrastructure and public services makes infill and redevelopment of areas within the Core City a cost-effective way for High Point to accommodate growth. Given the large proportion of project costs dedicated to transportation and utility infrastructure, re-use of existing buildings as well as infill development on vacant properties – as opposed to directing development toward the outer fringes of the city – would reduce the burden on taxpayers and utility customers by keeping facilities costs down.

Recommendations:

- When the community facilities plan is updated, review the Core City Plan for goals and strategic recommendations that related to community facilities, and include them in the facilities plan update to ensure that official city policy for community facilities advances the Core City Plan goals.
- Adopt the zoning changes recommended in this report to ensure that land use regulations encourage re-use and reinvestment in properties in the Core City, where infrastructure is already in place and capital expenditures of taxpayer funds are likely to be lower than in greenfield areas.

B. Neighborhood and District Plans

Southside Neighborhood Revitalization Plan (2004)

This neighborhood revitalization plan begins with a description of the history and existing condition of the Southside neighborhood. Current challenges include dilapidated housing and other buildings, vacant lots, a lack of pedestrian amenities, and a planned four-lane thoroughfare directly through the heart of the neighborhood along a stream corridor. Strengths include historic buildings, availability of all city services and abundant existing infrastructure capacity, housing stock that can be refurbished, the potential of the creekside (“The Branch”) for use as a greenway, plenty of neighborhood spirit, commercial opportunities along Main

Street, and institutional anchors such as churches, a school, and a recreation center. The expanding campus of Guilford Technical Community College is also within walking distance of the neighborhood.

The plan notes that 80% of housing in the neighborhood is rental; it points out that housing is mostly in the form of single-family detached houses, although the zoning is largely RM-8 and RM-12 (both of which are multi-family districts).

Goals and objectives for the neighborhood include pedestrian and mixed-use development; preserving the neighborhood fabric and single-family character; providing affordable housing and rehabbing existing housing stock; building businesses, especially needed commercial services, in the existing area next to the city's central business district; expanding the park and installing a greenway near The Branch; and adding street trees, lighting, and sidewalks at key / gateway locations. Seven "Principles of Sound Neighborhood Design" outlined in the plan describe the desired physical environment for Southside. These include human scale, mixed uses, and a well-defined community with an identifiable center, edges, and usable open space.

A list of implementation steps recommends specific land use and zoning changes; housing infill and rehab; development of an economic development strategy; urban design guidelines for infill housing; and community organizing and education strategies. A particularly noteworthy recommendation is for the redesign of the proposed north-south thoroughfare as a two-lane neighborhood street.

The plan recommends creative ways to utilize vacant land, including many site-specific concept plans for redevelopment of underutilized or public-owned parcels. The re-use envisioned for these sites includes new housing, new commercial development, parks, and institutional uses, all of which follow physical design principles of human scale and walkability.

Recommendations:

- Continue to pursue the implementation of this high-quality neighborhood plan using the implementation steps it provides.
- Adopt the zoning revisions recommended above. In particular, the RM-8 and RM-12 districts are critical to the success of the Southside neighborhood and the ability of residents to re-invest in homeownership. Also, the district around GTCC can benefit from a careful review of the zoning needs of the area and how existing zoning may or may not advance the plan recommendations.

- Approach new infill housing with concern for neighborhood character protection, including the visual compatibility elements for infill recommended above in this report.

West Macedonia Redevelopment Plan (1999)

This plan was produced as a prelude to designation in 1999 of the West Macedonia neighborhood (bounded by East Green, South College, East Kearns, and South Main) as a redevelopment area pursuant to the redevelopment statute. The neighborhood is characterized by now-closed textile and furniture plants that once provided jobs for residents of the neighborhood and nearby areas. Non-residential uses now include furniture showrooms and institutions such as the High Point campus of Guilford Technical Community College, the High Point Housing Authority. Residential uses are mostly single-family and two-family houses, less than one-third of which are owner-occupied. There are some apartments, mostly owned by the Housing Authority. About eighty percent of the residents are minorities.

Challenges in the neighborhood include a high percentage (41%) of deteriorated or unsafe/dilapidated housing; lack of sidewalks and curb-and-gutter; and a 17.2% unemployment rate at the time the plan was developed. No public parks existed, and there were no recreational facilities for adults.

Overall objectives of the plan are to:

- bring vacant and underutilized industrial and commercial property back into productive use
- increase job opportunities for residents of the neighborhood
- improve housing stock and increase homeownership
- provide recreational, educational, and training opportunities for residents

Toward these ends, the plan makes several recommendations. It recommends marketing solutions for industrial and commercial properties, including creation of a business incubator near the GTCC and development of flex industrial/office space and office space for furniture companies near new showrooms. The plan also recommended rehab and new construction of housing, along with conversion of rental units to owner-occupied dwellings and loan pools for homeownership and home repairs. A transitional area would provide a buffer between industrial and residential areas in the neighborhood, and a new greenway along Macedonia Creek

would provide open space and recreation. The plan also recommends rezoning single-family areas east of Park Street from multifamily (RM-12) to single-family (RS-7).

Since the West Macedonia plan was formulated, a number of goals have been successfully implemented. These include redevelopment of blighted properties, new residential construction, park improvements, and the establishment of a family resource center.

Recommendations:

- Continue to pursue the implementation of this neighborhood plan using the recommendations it provides.
- Adopt the zoning revisions recommended above in this report, paying particular attention to the following:
    - Review the ways that industrial and commercial zoning should change to advance the business and economic development goals of the West Macedonia plan.
    - Rezoning of the RM-12 neighborhood to a single-family designation will promote the homeownership and homeowner reinvestment goals of the plan; however, the single-family zoning district should reflect the as-built characteristics of the neighborhood in terms of dimensional standards such as lot sizes and setbacks – otherwise, the new zoning may make many lots and dwellings nonconforming, which would tend to depress reinvestment.
    - Ensure that sidewalk provisions in the zoning ordinance mandate new sidewalks in areas not currently served by them upon development or redevelopment of property. (Refer to recommendations in the zoning section for a fuller discussion of this issue.)

Washington Drive Redevelopment Plan (1995)

This plan was developed prior to the designation of the Washington Drive neighborhood as a redevelopment area pursuant to the state redevelopment statute. The neighborhood has a long history as the pre-eminent minority residential and business district of High Point. The plan notes that the neighborhood was eligible for inclusion in the National Register of Historic Places and includes numerous historic non-residential structures, including the former High Point Normal and Industrial Institute, the Kilby Hotel, the Odd Fellows Temple, and the First Baptist Church. Other places of note include Washington Terrace Park, developed in the 1930s as a

WPA project and originally designated for the city's "colored" population, and the Daniel Brooks housing project by the prominent architects Voorhees and Everhart.

Desegregation, along with suburban development, undermined the former importance of Washington Drive, yet the area retains characteristics of its heritage and is in fairly good shape in comparison to some other neighborhoods in the Core City. At the time the plan was developed, the population was still 91% African-American and continued to have a strong presence of owner-occupants of housing, with 42% of dwellings resident-owned and over 70% of all dwellings occurring in the form of single-family houses. Most of the residential property in private ownership is zoned as single-family. Amenities such as paved streets, curb-and-gutter, sidewalks, and street lighting are found in the vast majority of blocks in the district, in contrast to some other central neighborhoods.

Concerns expressed by the Washington Drive Neighborhood Association and other stakeholders included deteriorating housing conditions, vacant lots and abandoned properties, encouraging homeownership, adding sidewalks along College Drive, traffic calming on College and Montlieu, improving street connectivity, and revitalizing the Washington Drive commercial area.

The issue identified as most important was improving housing conditions. The plan recommended assistance for improvements to both homeowners and owners of rental property, development of new houses on vacant lots, and assistance to low- and moderate-income homeowners. The plan also recommended that eminent domain be used to acquire vacant, abandoned, and dilapidated properties from "uncooperative property owners" who showed no interest in either redeveloping or repairing their properties, and rehab/resale to first-time homebuyers.

The plan contained few recommendations for the commercial segment of the neighborhood – other than private sector activity and general recommendation of the four-point "Main Street" approach – even though 25% of commercial buildings were recorded as being in poor condition or worse. The plan did not recommend any zoning changes. It did advise pursuing designation of the neighborhood as a National Register District.

Recommendations:

- Pursue zoning changes as recommended in the zoning section of this report, including review of the commercial zoning designation to ensure that it addresses the special needs of this area. Among other changes, the regulations should ensure appropriate community form standards and character for this noteworthy and historic area. In addition, the zoning changes

should analyze whether some of the problem with vacant lots in the neighborhood stems from the inability to use nonconforming lots, and then make any necessary amendments to those provisions to ensure that lots are buildable unless there is an overriding public safety concern because of their size.

- Pursue designation of the neighborhood as a National Register Historic District and apply local historic district protections to exterior changes and new development.

Downtown Streetscape Master Plan (1996)

Because this plan was created almost ten years ago, the public comment and description of existing conditions are dated, but many of the conclusions and recommendations still have merit. The plan points out some problem areas in the streetscape of the central business district. These include lack of maintenance; vacant buildings and lots; lack of cohesive design in signs and building elements; disunity in the style of street fixtures (such as utility poles and signals); lack of public areas, seating, and pedestrian amenities; a general lack of vegetation and landscaping; inadequate maintenance or replacement of existing improvements; and exposed vehicular and service areas.

The plan divides the downtown streetscape into several districts and recommends specific improvements for each area. These include installing unified utility fixtures; kiosks with directions and information; pedestrian crossing improvements; providing public areas with benches and trash receptacles; replacing overgrown plant materials and dated planters; adding seasonal banners and other thematic accessories; and using an overlay district to apply standards for streetscape elements (landscaping, screening, lighting, signage, among others, as well as requirements for appropriate maintenance).

The City has invested in streetscape improvements in the 100 block of North Main Street. Design standards were also adopted for downtown furnishings and landscape materials, and have been applied when private property owners wished to invest in streetscape improvements.

Recommendations:

- Adopt new landscaping and parking standards, as well as other supplemental standards for lighting and other features, for the downtown commercial areas as recommended in the zoning policy recommendations section of this report.

- Adopt streetscape character standards as recommended in the zoning policy recommendations section of this report to ensure that building fronts create a pleasant pedestrian experience.
- Revise zoning districts that apply to the downtown commercial areas to ensure active uses are placed in ground-floor and streetfront portions of buildings. As recommended in the zoning section of this report, to the extent possible, prohibit non-active uses from these locations to the extent possible.
- Encourage re-use and better maintenance of buildings and their sites by revising zoning districts to allow a mix of uses in buildings, including high-density residential and other uses that are active after 5 pm and on weekends. Another step to improving property maintenance is to promote a better financial return on properties that are currently underutilized by limiting showroom uses where necessary (as described earlier in this report) or expanding the allowable uses of buildings in commercial districts.

Hospital Area Development Assessment (1996)

This small area plan focused on the land use plan for the hospital district (an area of about 240 acres). It reevaluated the 1992 Citywide Land Use Plan to determine appropriate land use designations in light of the expansion of the hospital and related commercial development. The area contains a diverse mix of uses including residential, office, institutional, and commercial uses in close proximity. Highlights include a high school and middle school; a National Register historic neighborhood; non-residential uses concentrated near English Road and North Elm Street; and public parks and other recreational facilities. Many residents were concerned about the encroachment of medical uses into residential areas, as well as residential rental conversions and deteriorating housing stock.

The plan recommended updates to the land use maps indicating where commercial expansion could occur (including adaptive re-use of the old Adams-Millis factory). It recommended applying design and compatibility standards for transitions between medical uses and residential areas, including the designated office expansion area adjacent to residential neighborhoods. For residential areas, the plan recommended marketing, code enforcement, and loan and grant assistance for both homeownership and maintenance/repair. The plan also made recommendations concerning pedestrian and vehicular circulation, particularly near thoroughfares, and street lighting and stormwater management. Overall, the plan addressed the encroachment of medical office development into established neighborhoods. As a result, the medical area has remained within the defined area of the plan.

Recommendations:

- Based on the ten years that have elapsed since the formulation of this small area plan, review the area's needs and make any needed updates to zoning regulations, particularly those designed to address impacts of the hospital and medical uses.

C. Transportation and Corridor Plans

High Point MPO 2030 Long-Range Transportation Plan (2004)

The long-range transportation plan was performed to meet the requirements of the Intermodal Surface Transportation Efficiency Act (ISTEA), which requires that all major transportation projects be consistent with the objectives of the plan. The plan comprises an "issues identification" section, including public survey results; planning factors, goals and objectives, including the consideration of economic development, individual mobility, energy efficiency, cultural and natural environment, safety, and transportation system management factors; a multimodal transportation plan, including roadway, transit, bicycle/pedestrian, aviation, and rail elements; a congestion management plan; a financial plan; and a public involvement component.

Objectives that relate to Core City transportation issues include improving mobility generally for city residents, reducing the hazards to pedestrians from traffic (including installation of sidewalks where they are needed), and promoting alternative modes of travel to single-passenger automobile trips.

Most roads identified in the plan as congested lie outside or at the periphery of the Core City area. Within the Core City, traffic movement is not overly congested on most road segments, except during the High Point Market. This suggests that new development and in some cases modest densification of the city's central core would utilize existing road infrastructure and be more cost-effective than spending funds widening and improving already congested roads in the peripheral and suburban areas. Using this approach would also tend to limit the increase in nonattainment in federal air quality standards; the transportation plan notes that the High Point Urbanized Area is in nonattainment for the 8-hour ozone standard.

Recommendations:

- To conserve taxpayer funds and clean air, promote infill development, densification, and re-use of properties in the Core City where transportation infrastructure is generally not congested (other than during special events).
- Revise land development regulatory policy to require the provision of sidewalks upon development or redevelopment of areas in the Core City where they are needed. Pursue assessments or other methods of financing sidewalk provision in areas not likely to be developed or redeveloped in the near future.
- Convert certain one-way streets to two-way traffic as specified in the Core City Plan.

Short-range Transit Plan, FY 2003 to FY 2010 (2002)

City transit services include fixed-route bus service and door-to-door service for elderly and disabled persons, and service focuses on the central part of High Point, much of which is in the Core City study area. Among relevant recommendations in the short-range transit plan was the need to provide more transportation to the NC 68 (Eastchester) corridor in response to the shift in entry-level jobs from the industrial to the service sector. The plan also recommended installing more sidewalks – because 74% of riders walk to stops – and bus shelters.

Recommendations:

- Continue pursuing the recommendations of the short-range transit plan, especially those that relate specifically to mobility needs of the Core City area.
- When the Short-Range Transit Plan is updated, review the Core City Plan for relevant recommendations and include them in the update.

High Point Urbanized Area Thoroughfare Plan (2001)

This plan, prepared by the High Point Urban Area Metropolitan Planning Organization (HPMPO), shows the designated and planned major and minor thoroughfares, freeways, interchanges, and grade separations for streets in the city. The Core City area is

crisscrossed by the highest concentration of thoroughfares anywhere in the city, particularly north-south and east-west corridors including Main, Elm, Centennial, Lindsay, Wrenn, Green, College, Kivett, Montlieu, Russell, Chestnut, Ward, and Lexington. While these roads provide abundant access throughout much of the study area, in some cases these busy streets create hazards and barriers to pedestrians and divide neighborhoods.

Recommendations:

- Refer to the "Key Street Enhancement," "Proposed Street Design," "One-Way Street Conversions," and "Traffic Calming Measures" sections of the Core City Plan and pursue the recommendations that relate to thoroughfare planning.
- When the Thoroughfare Plan is updated next, review the Core City Plan for relevant recommendations and include them in the update.

US 311 Bypass Interchange Study (2002)

This study contains recommendations and implementation strategies to guide development of the US 311 Bypass (which will be part of Interstate 74) and its interchanges from Eastchester Drive to Interstate 85. The road corridor passes to the east of the Core City study area; thus, the US 311 study area includes the eastern edge of the Core City study area, including the entry points from the bypass to the Core City via Kivett and Green.

Goals outlined in the plan for the US 311 study area include:

- Ensuring that new development occurs as walkable, attractive mixed-use areas
- Providing more housing choices (including new houses on vacant lots and multi-family as part of mixed-use sites)
- Retaining and attracting businesses, including revitalizing Five Points and Washington Drive with appropriate and needed commercial uses
- Using parks and school buildings (such as Brentwood School and William Penn School) as focal points and community destinations
- Redeveloping strip commercial areas according to traditional, walkable forms

- Addressing the impacts of industrial areas near residences
- Managing driveways and access points
- Installing street improvements, sidewalks, bikeways, better lighting, and bus shelters
- Applying aesthetic controls for signage and landscaping
- Providing public art, banners, and thematic displays
- Using existing, underutilized infrastructure in the area through appropriate infill and redevelopment

Recommendations:

- Refer to the "Key Street Enhancement," "Proposed Street Design," "One-Way Street Conversions," and "Traffic Calming Measures" sections of the Core City Plan and pursue the recommendations that relate to the US 311 study area.
- Adopt zoning revisions as recommended above in the zoning section of this report to promote the goals of the US 311 study, including changes to the commercial districts that cover the Five Points and Washington Drive centers, adding community form standards to commercial zoning to ensure walkable places, adding standards to address the impacts of industrial areas on residences, updating design and quality standards for signage and landscaping, and promoting infill development and re-use in areas where existing infrastructure is underutilized.

Business Interstate 85 Corridor Plan (1997)

Business I-85 runs just south of the Core City and has interchanges with roads in the study area (Kivett, Baker, Brentwood, Main, Surrett, and West Green). The primary objectives stated in the corridor plan are addressing aesthetic issues (building and site design, tree preservation, controlling billboards and telecom towers); maintaining traffic flow on the road as it receives increasing use by commuters; and making land use recommendations for large amounts of vacant land.

The plan recommends using conditional use zoning to control aesthetic matters. It advises that creating an overlay district for the corridor would be premature (as of 1997), since it was not under heavy development pressure at the time of plan adoption. It recommends designation of almost 500 acres for additional heavy industrial or light industrial use. In addition, the plan discusses

watershed protection in development areas through conditional use zoning review. The plan also recommends that NCDOT deny requests for at-grade access to Business I-85 and encourage the preservation of vegetation through its review of permits for clearing.

Recommendations:

- Adopt citywide supplemental standards for site design, screening of utility areas, landscaping and other site features as recommended in the zoning section of this report.
- Review the designation of additional acreage for heavy and light industrial use and consider zoning changes in light of the needs of the Core City area and economic trends that have taken shape since the adoption of the Business I-85 Corridor Plan in 1997.

Eastchester Corridor Plan, Phase I (1994)

Phase I of the three-phase Eastchester Corridor plan addresses the segment nearest the edge of the Core City area (from North Main Street to Lassiter Drive). The plan proposes locations for retail, office, institutional, and residential land uses. It confirms that the Eastchester Drive Scenic Overlay (a zoning overlay district) resulted in attractive development where it had been applied since an earlier corridor plan (1986) and recommends that it be retained and continued. The plan also discussed the management of congestion and delays at the intersections of Eastchester/Main and Eastchester/Centennial. It recommended a traffic study and other tools to address the increasing traffic in the "primary retail area" developing in the mid-1990's north of Lexington Avenue around North Main Street and North Johnson Street.

Recommendation:

- Based on the successful results of the Eastchester Drive Scenic Overlay, extend citywide the application of supplemental standards for site design, screening of utility areas, landscaping and other site features as recommended in the zoning section of this report.

D. Other Plans

Community Development 2005-2010 Consolidated Plan (2005)

The Community Development and Housing Department, as the lead agency for community development, created this consolidated plan as a required part of its application for funding for federal Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) funds. It is intended as a coordinated plan to meet housing and community development needs in the High Point area.

The plan contains demographic, economic, and employment information, as well as a housing market analysis and needs assessment and a homelessness assessment. A five-year strategic plan emphasizes the following goals: providing affordable housing for lower-income households; providing housing for homeless populations with special needs; promoting neighborhood and economic development; and promoting neighborhood stability and quality of life. The annual action plan details how funds will be used on specific projects, including the repair of existing houses and new construction of houses on vacant lots.

Recommendations:

- To ensure the stability of neighborhoods and to enhance their attractiveness as walkable places with sought-after traditional character, approach new infill housing, and exterior changes to existing housing, with concern for neighborhood character protection, including the visual compatibility elements for infill recommended above in this report.
- Promote neighborhood stability by adopting zoning changes in this report designed to protect owner investment in existing residences and promote owner occupancy, especially the removal of multi-family zoning from large areas of single-family residential neighborhoods, and the revision or creation of zoning dimensional standards that are based on as-built characteristics rather than unrealistic suburban standards.

High Point Community Development and Housing Department Standard Operating Procedures (excerpts) (2006)

The High Point Community Development and Housing Department operates a number of programs designed to improve and increase the supply of affordable housing in the city. Among these are programs for housing rehabilitation; down payment and closing cost assistance; purchase-rehab-resell; and voluntary acquisition of land.

To promote the rehabilitation of existing housing stock, the City makes low-interest loans available for low- to moderate-income homeowners for bringing substandard housing up to code and adding desired amenities. It also provides emergency home repair grants up to $7,500 for severe deficiencies that may present safety hazards, and provides "investor-owner" rehab loans for low- to moderate-income rental owners. Eligibility for these programs requires that rehab costs not exceed 50% of the current or 66% of the after-rehab value of the dwelling.

Down payment and closing cost assistance is available to enable low- to moderate-income citizens to purchase homes and protect them from predatory lending practices. Purchasers must attend six hours of counseling about the financial and legal aspects of homeownership, and the assistance is available for single-family residence or condo/townhouse purchases.

The City's "purchase-rehab-resell" program focuses on removing blighting influences in low- to moderate-income neighborhoods by purchasing substandard dwellings, rehabbing them to like-new condition, and selling them to homebuyers. This program is also designed to increase the stock of decent housing and create homeownership opportunities for first-time buyers. Finally, the voluntary land acquisition program allows the City to acquire sites eligible under the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA).

Recommendations:

- To ensure the stability of neighborhoods and to enhance their attractiveness as walkable places with sought-after traditional character, approach new infill housing, and exterior changes to existing housing, with concern for neighborhood character protection, including the visual compatibility elements for infill recommended above in this report.
- Promote neighborhood stability by adopting zoning changes in this report designed to protect owner investment in existing residences and promote owner occupancy, especially the removal of multi-family zoning from large areas of single-family

residential neighborhoods, and the revision or creation of zoning dimensional standards that are based on as-built characteristics rather than unrealistic suburban standards.

- Wherever feasible, make vacant nonconforming lots buildable (unless there is an overriding public safety concern because of their size) by making necessary amendments to nonconforming provisions or dimensional standards.

Marketing Plan for High Point (2003)

This plan was developed by the High Point Economic Development Corporation with the assistance of ElectriCities of NC, Inc. The plan focuses on marketing efforts at all levels from international down to local. Recommendations relevant to the Core City planning effort include creation of a downtown development district with targeted incentives to encourage specific types of development, identifying and securing land for a new business park to be privately developed, and maintaining a list of available buildings for use by entrepreneurs and small business start-ups. Identified target industries include expanding existing industries, as well as their customers and suppliers; logistics, distribution, transportation, and shipping; biotech and medical technology; automotive parts manufacturers and suppliers; information technology; office, distribution and light assembly of furniture companies; and back offices.

Recommendations:

- Revise the Table of Permitted Uses to include a wider variety of uses to make available properties more marketable. Include the identified target industries as allowed uses in appropriate business and industrial districts.
- Proceed with recommended revisions to zoning regulations to promote quality of life, community appearance, and Core City vitality as market advantages for industry recruitment and retention.

Appendix C

Retail Demand Analysis

High Point Core City Plan

PART 1: ECONOMIC OVERVIEW & RETAIL MARKET ASSESSMENT

Prepared for The Walker Collaborative
On behalf of the City of High Point
Revised August, 2006

By Randall Gross / Development Economics

Introduction

This Part I Market Report provides a brief overview of key economic trends and a Retail Market Analysis for the Core City Area of High Point. A separate Part II Market Report includes Market Opportunities Assessments for housing, office, and industrial uses in the Core City. Finally, the Part III Report provides the Marketing Strategy in support of redevelopment and revitalization. These three reports together constitute the market components of the Core City Plan for High Point.

For the purposes of edification and simplification, and in order to analyze demographic and economic data for the market studies, the Core City Area has been delineated with specific boundaries in a separate memorandum dated December 15, 2005. The boundaries include Westchester Drive on the west, US311 Bypass on the east, W. Market Center Drive / I-85 Business on the south, and Eastchester Drive / N. College and Lexington Avenue on the north. That memorandum also delineated and recommended sub-areas for more targeted analysis, including the downtown, gateways, hospital district, southwest industrial quadrant, and east side neighborhoods.

In this report, the Retail Market Analysis determines the economic potentials for retail, restaurants, entertainment, and personal services in the Core City Area. Inputs to that analysis include an assessment of trade area household expenditure potentials as well as tourism sales potential, coupled with an analysis of the competitive framework. Existing retail supply and operating conditions are also described as part of this analysis. Overall findings, in terms of the demand for retail space, are presented in this report. However, recommendations for the market mix and a targeted marketing strategy are presented in the Part III Report.

1. ECONOMIC OVERVIEW

This section provides a brief overview of the underlying economic conditions and trends impacting on the market for development and revitalization within the High Point Core City Area. The overall economic base including employment trends are analyzed in the context of the region and Guilford County, and in relation to several critical industries. Key demographic factors are assessed as they relate to the population, households, income, and housing stock as part of the Retail Market Analysis and Housing Market Opportunities Assessment.

Piedmont Triad

The Greensboro-Winston-Salem-High Point region (known as the Piedmont Triad) was traditionally known as a center for manufacturing. Even today, the region has approximately 125,000 manufacturing jobs accounting for about 20% of its employment base (compared with 12% nationwide). However, services have increasingly come to dominate the region's economy, now accounting for almost 44% of all jobs. Retail trade is also important, with 12% of the region's employment.

Among the key service sectors are health & social services, with about 70,000 jobs and 12% of the region's employment, and accommodations & foodservice. Accommodations account for about 8% of area jobs, but were the fastest growing sector in the regional economy between 1998 and 2002. In fact, while most other industries were declining during the recession, Triad accommodations employment actually increased by almost 21.6%, adding more than 8,000 jobs. Accommodations & food service is an important part of the region's growing tourism industry cluster.

While accommodation services increased during the recession, employment in most other sectors fell between 1998 and 2002. Private sector employment totaled 583,876 in 2002, down by 14,526 or 2.4% from 1998, as shown in Appendix Table 1. Manufacturing saw the fastest decrease in employment, losing more than 24,000 jobs or 16.2% of the area's workforce in that sector. This loss mirrored national trends in manufacturing industries buffeted by international competition and adjusting to new, less labor-intensive technologies.

Guilford County

Guilford County, which includes High Point as well as Greensboro, was also impacted by the recession consistent with the region, losing 5,752 jobs or 2.2% of its 2000 employment base of 253,000. Guilford continues to represent about 42% of the region's economic base as measured in terms of jobs. Guilford is slightly less dependent on manufacturing than the region as a whole, with about 17.0% of its jobs in that sector. Manufacturing employment fell by 16.5% from 1998 to 2002, but actually increased in 2003 by about 0.6% (250 jobs). In fact, many industries in the county saw a turnaround, with employment growth in 2003.

The Piedmont Triad, including High Point and Guilford County, has long been famous for its furniture and home furnishings manufacturing industry (as well as hosiery production). The High Point name is particularly synonymous with furniture marketing and this town of 94,000 people is recognized worldwide because of furniture. Much of the region's furniture manufacturing has long since moved overseas, however there are still tens of thousands of people employed in furniture production. Within Guilford County, about 6,000 people work in furniture manufacturing, representing about 2.3% of the employment base. That base continues to erode at a modest pace, with the loss of slightly more than 100 jobs between 2002 and 2003, as shown in Appendix Table 2.

While manufacturing is stagnant in Guilford County, several industries are growing rapidly. These include transportation (which added 2,100 jobs or 22.8% between 1998 and 2003), information services (2,200 jobs or 41.6%), heath care & social services (2,660 jobs or 11.1%), and accommodation (2,350 jobs or 12.4%). Interestingly, aside from information services, the fastest growth sector in Guilford County was arts, recreation, and entertainment services, which added about 700 jobs or 30% between 1998 and 2003.

High Point / Core City

At-place employment and establishment trends in High Point were determined based on an analysis of zip codes in the area. Based on this data, High Point had a total of 3,423 businesses in 2003, up by 48 from 1998. Employment

increased by almost 500, from about 58,100 in 1998 to 58,590 by 2003. However, the number of businesses fell in all but one of High Point's zip codes and employment fell in four of six zip codes during this period.

The city's business and employment growth is concentrated in zip code 27265, located on the city's suburban north and north-west flank. This area added 229 businesses and 5,514 at-place jobs between 1998 and 2003, accounting for most of the city's economic growth. Zip code 27261 lost 55 businesses, but gained 1,213 jobs, according to the Census Bureau. Meanwhile, the four other zip codes representing primarily the Core City Area, lost business base and employment during the 1998 to 2003 period. These trends are summarized in the following table.

Table 1. AT-PLACE EMPLOYMENT & ESTABLISHMENT TRENDS, HIGH POINT AREA, 1998-2003

	1998		2003		1998-2003 Change	
Zip Code	**Business**	**Jobs**	**Business**	**Jobs**	**Business**	**Jobs**
27260	851	18,934	794	16,505	(57)	(2,429)
27261	148	4,702	93	5,915	(55)	1,213
27262	1,057	14,120	1,021	12,099	(36)	(2,021)
27263	769	13,177	746	11,609	(23)	(1,568)
27264	47	1,670	37	1,452	(10)	(218)
27265	503	5,491	732	11,005	229	5,514
TOTAL	**3,375**	**58,094**	**3,423**	**58,585**	**48**	**491**

Sources: U.S. Bureau of the Census and
Randall Gross /Development Economics.

A total of 6,236 jobs and 126 businesses were lost in the four central-city zip codes in High Point between 1998 and 2003. In all likelihood, a number of businesses moved or expanded out of the central city and into the growing suburban areas on the north side of High Point or closer to Greensboro.

As noted earlier, manufacturing has played an important role in High Point's economy. However, the city has diversified its business mix through the development of business parks and economic development efforts are targeting high tech industry. Still, the heritage of manufacturing continues to impact on the city's economy, with large mill buildings still used for production or converted for in the Core City Area for use in the International Home Furnishings Market (IHFM). The Furnishings Market is the largest furnishings trade show in the world and for two weeks every six months, this huge event has a significant impact on economy of not only the Core City and High Point, but throughout the region.

Interestingly, the areas with the largest concentrations of manufacturing were not the areas with the greatest economic decline. For example, Zip Code 27261, where 25% of the businesses in 1998 were manufacturing, actually gained 1,200 jobs. Meanwhile, downtown zip code 27262 only had 4% of its employment in manufacturing, but lost over 2,000 jobs during the period. Most of the businesses and a large share of the 1998 employment in that area were in the *retail and professional services* sectors, along with health care. The reasons for downtown's sharply declining retail and professional services business and employment base are explored further in the market analyses.

2. RETAIL MARKET ANALYSIS

A Retail Market Analysis was performed to determine the existing and future economic potential for retail, entertainment, personal service, and related uses in the Core City Area. Several underlying assumptions are made with respect to marketing and other interventions that would influence the ability of the Core City Area to capture its fair share of the potential market. The market findings are predicated in part on these assumptions.

Existing retail conditions in the Core City are described below as a basis for understanding the existing retail market and the role of the International Home Furnishings Market in downtown High Point real estate. Trade area retail expenditure potential is forecasted and the competitive framework analyzed. Finally, Core City retail demand is forecasted in square feet, based on trade area household-generated demand and on retail sales generated by tourists.

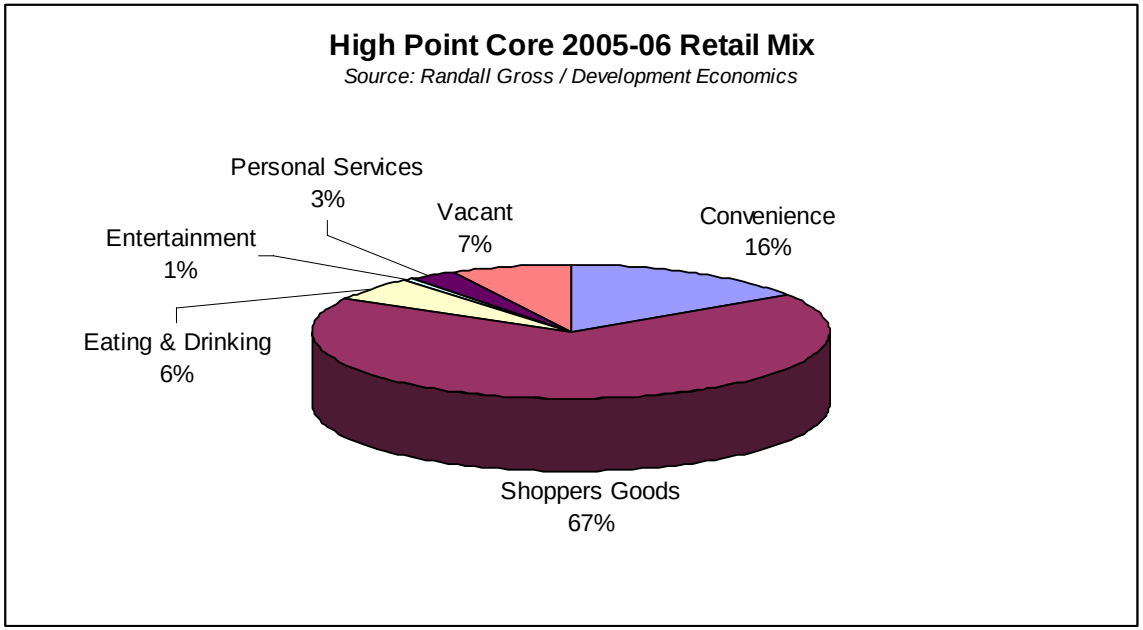
Existing Retail Conditions

The following description of existing retail conditions is based on extensive site reconnaissance, data analysis; and on input from interviews with a variety of businesses, government staff, and real estate professionals. The review of existing conditions includes an inventory of the existing retail and showroom space.

Retail Inventory & Business Mix

The High Point Core City study area has a total estimated retail inventory of almost 1.8 million square feet, or more retail space than a super-regional shopping mall. About 67% of that space is in shoppers goods (stores that carry goods for which consumers comparison shop), with 16% in convenience goods, 6% in restaurants & bars, and 3% in personal services establishments. Entertainment represents less than 1% of Core area businesses.

Chart #1



The mix of retail businesses in this area is heavily weighted towards two categories:

- Furniture & home furnishings (31%) and
- Automotive sales & supply (15%)

The fact that home furnishings dominate the retail landscape is no surprise, given High Point's historic role as the center of America's furniture manufacturing industry and also the home of the International Home Furnishings Market (IHFM or "Furnishings Market"). The 550,000 square feet of furniture retail space inventoried for this analysis does not include the huge stock of wholesale and trade show space used primarily for the semi-annual Furnishings Market. It also

does not include the millions of square feet of furniture retail space located outside of the study area in the Business 85 Corridor and elsewhere in the High Point region, discussed later in this report under the Competitive Framework.

That High Point's core city is also an important automotive retail center results in part from the fact that automotive dealerships concentrated there long ago due to its central location and haven't relocated elsewhere. Even without furniture and automotive, the High Point Core still includes almost 1.0 million square feet of retail space.

Table 2. **HIGH POINT CORE RETAIL INVENTORY, HIGH POINT, 2006**

Category	Number of Businesses	Estimated Square Feet	Percent of Total
Convenience	61	280,200	15.8%
Shoppers Goods	162	1,191,600	67.2%
Furniture & HF	*30*	*545,700*	*30.8%*
Automotive	*32*	*263,900*	*14.9%*
Eating & Drinking	38	102,200	5.8%
Entertainment	2	12,000	0.7%
Personal Services	49	54,700	3.1%
Vacant	*38*	*131,300*	*7.4%*
TOTAL	350	1,772,000	100.0%
Non-Auto/Furniture	288	*962,400*	*54.3%*

Note: Includes actual and estimated numbers.

Sources: Businesses & building owners, real estate brokers, U.S. Bureau of the Census, and Randall Gross / Development Economics.

The study area also has an unusual concentration of pharmacies (four on North Main alone) and other personal care retail establishments. Altogether, there are about 350 retail businesses, of which 160 are shoppers goods stores, 61 are groceries and other convenience-oriented businesses, and almost 50 are personal service establishments such as hair salons. There are almost 40 restaurants, including full-service and fast-food businesses.

Occupancy. An estimated 130,000 to 140,000 square feet or 7.4% of the retail space in this area is vacant, based on site reconnaissance and data from brokers. This is not an extremely high vacancy rate, although vacancy tends to be concentrated in several blocks particularly along South Main Street (1200-1400). Some smaller spaces are vacant downtown largely because they are not marketable for IHFM tenants.

Again, this amount does not include available space in buildings that are marketed solely or primarily for Furnishings Market tenants. The many downtown buildings that appear vacant are actually utilized for the Furnishings Market during its seven-day runs twice each year. Leases are structured to accommodate those tenants on an annual or semi-annual basis, even if they are only using the space during the Furnishings Market itself. Actual utilization in these spaces is difficult to calculate because some tenants use the spaces for storage, while others bring in designers, and still others have no operations at all in the spaces during off-Market seasons.

Lease Rates & Sale Prices

Retail space is priced at a premium in the downtown area and along North Main Street, in part due to the lack of available space for retail use. Even then, retail tenants are not able to pay the rents charged for IHFM showroom tenants. Retail rents are generally found in the $9.00 to $10.00 per square foot range, while property owners often achieve rents of $15.00 per foot or higher for showroom leases in the same space. Sale priced for commercial buildings range from $65 to $150 per square foot, according to brokers and available data. This compares with prices of $170 or higher for retail in some areas outside of the Core City.

Distribution of Retail Activity

High Point's commercial activity was once concentrated in the very center of town on Main Street, north and south of the railroad. Like many small and large downtowns across the country, High Point's downtown declined as a regional

center for retail trade and commerce thanks to suburban competition, changing demographics, and alternative transportation patterns.

"Downtown." However, High Point is exceptional in that retail activity has almost ceased to exist within the traditional downtown commercial core. Within a five to six-block radius of the intersection of Main Street and Broad Avenue, there is an estimated total of less than 30,000 square feet of retail space in about 10 businesses. Downtown accounts for only 1.7% of all retail use in the study area (and less than 1% of all retail in High Point). Even poorly functioning downtowns in communities one-tenth the size of High Point often have more commercial activity than that. A single office building in many large cities may have up to 30,000 square feet of retail space, just to serve its tenants.

The lack of retail uses in Downtown High Point can be traced not only to competition for demand, but also competition for supply of space. Whereas other cities that host major trade shows have dedicated space for that purpose, High Point's Furnishings Market has expanded through utilization of existing retail / commercial space and land. Lease rates for IHFM uses outstrip those for "normal" retail by **67%**. Plus, landlords are not saddled with the ongoing need for maintenance or wear-and-tear on their buildings, and they are signing with major companies with strong credit. Given the lower operating costs, lower risk, and higher returns, it is no surprise that downtown property owners prefer leasing to Furnishings Market tenants.

Table 3. DISTRIBUTION OF OCCUPIED RETAIL SPACE WITHIN HIGH POINT CORE, 2006

Sub-Area	Number of Businesses	Estimated Space (SF)	Percent of Total
"Downtown"	11	28,600	1.7%
North Main	115	377,250	23.0%
South Main	72	629,350	38.4%
Shopping Centers	52	382,590	23.3%
Neighborhoods	62	222,910	13.6%
TOTAL	**312**	**1,640,700**	**100.0%**

Note: Downtown excludes Atrium Furniture Mall.

Sources: Businesses & building owners, real estate brokers, U.S. Bureau of the Census, and Randall Gross / Development Economics.

Among the few central downtown commercial tenants that have held on or found a niche are barber shops, news stands, and food places. Furniture retail uses account for about 40% of the Atrium Furniture Mall space, while wholesale uses take up the other 60%. Perkinson's Jewelers is one of the few remaining non-furniture shoppers' goods stores.

South Main. The South Main Street area (south of Taylor Avenue) has about 38% of the occupied retail space in the Core, or 630,000 square feet. Retail in this area includes a number of automobile dealers such as Idlerton, as well as auto supply and service businesses. Many of the businesses in this corridor clearly cater to a predominately Latino market. South Main has a concentration of busy Latino-owned or marketed businesses, many with Spanish names, such as:

- Pequeno Mexico Carniceria (meat market)
- Panaderia Pastelena (bakery)
- La Fabulosa Tienda Carniceria
- Variedades Carmen (apparel)
- Joyeria Luna (jeweler)
- Durango Western (apparel)
- Mir Camarones (seafood)
- Salon de Belleza (hair salon)
- El Azteca (bakery)
- Campanitas de Oro
- Joyeria Donely (jeweler), etc.

Older mills and other run-down industrial uses predominate just off of South Main Street, lending this commercial corridor a shabby feel. There is also a concentration of vacant commercial building stock and land in the 1200 to 1400 blocks of South Main Street, which contribute further to negative perceptions of the area.

North Main. North Main Street benefits from proximity to higher-income neighborhoods and regional commuter patterns. Even so, portions of North Main Street suffer from issues similar to South Main relating to the under-utilization of commercial parcels and low-quality retail building stock.

The North Main Street Area has an estimated total of about 375,000 square feet of retail use or 23% of the Core City total. However, North Main has by far the largest *number* of businesses, with many smaller stores and eating establishments. North Main Street could be considered the new “downtown” of High Point because of its large concentration of retail businesses and more diverse mix of retail, housing, and office space than in other areas.

North Main can be disaggregated into several nodes, each with a different mix and operating characteristics. These nodes include a hospital-oriented service area near downtown, the more “urbane” Emerywood retail district in the middle, and a sprawling highway commercial zone at the north end.

Hospital Support. The area between Westwood and Ray is influenced by the hospital, which has driven demand for medical office space and several related retail uses (e.g., uniforms, florists, support shoes, etc) in the area.

De Facto High Point "Downtown." North of Ray, the corridor transitions more towards a neighborhood-serving convenience and specialty shopping district marketed partly to residents of Emerywood. Aside from a cluster of convenience stores (CVS, Walgreens, Kerr Drugs, Clover Leaf Grocery), the Emerywood retail area is characterized by a more "upscale" collection of specialty shoppers goods stores, restaurants & accommodations, and personal service establishments, several of which are housed in or crowded adjacent to historic houses. A sample of these small, "upscale" businesses includes:

- Mills Square:
  - Just Priceless, Indigo Bead Studio, NEST Antiques, Sew-Unique, Mills Square Salon, Pilates Studio, Beautiful Skin-Beautiful You
- Time Square:
  - Pomodoro Restaurant, Black Tie Formals, Simon Jewelers, Merle Norman, Home Health Professionals
- Lindale Plaza:
  - Vita Bella, Carolina Dancewear, Silver Spoon, Golden Butterfly, Day Spa, Personally Yours, etc
- J.H. Adams Inn
- The Golden Lilly (decorative accessories)
- Southern Market
- Grassy Knoll
- Grateful Bread
- Grace Flowers
- Doodlebugs Children's Boutique
- Paper & Party Place, and others

The Emerywood portion of North Main Street also has several civic or institutional uses that further strengthen the notion that this has become High Point's new civic center. Such uses include the new High Point Library, First Presbyterian Church, Bienenstock Furniture Library, High Point Chamber of Commerce (current), St. Mary's Episcopal

Church, and others. In light of its concentration of civic uses and retail shopping (as well as office use), this portion of North Main Street has become a de facto "downtown" for High Point.

Highway Commercial "Sprawl." Beyond Lexington Avenue, however, this higher-density and smaller-scale "downtown" area gives way to more typical suburban highway commercial. While many highway commercial uses long-ago moved and expanded to areas north of the Core City, this portion of North Main still has the older "ancestors" of such uses, in the form of strip centers, drive-through fast food businesses, and auto dealerships similar to development on South Main. Rent-A-Center, Duron Paints, Kentucky Fried Chicken, High Point Kia dealership, McDonald's, and Eckerd Drugstore are among the typical businesses found in this area.

Shopping Centers. In addition to small strip centers, the Core City area also has several larger community shopping centers. These centers have a total of about 440,000 square feet, accounting for roughly 25% of the total retail inventory in the study area (383,000 occupied square feet, or 23% of occupied space). These shopping centers include:

- Eastchester Market. (60,589 square feet). Anchored by Office Depot and Mattress Firm. Tenants include H&R Block, pizza, and a hair salon, among others. Located on the south side of Eastchester, east of Main Street.
- College Village. (142,081 square feet). Anchored by Food Lion and Advanced Auto. Located at North Centennial and East Lexington, not far from High Point University.
- Southgate Shopping Center. (75,750 square feet). Anchored by National Home Furnishings Center and also including specialty shops. Located off of South Main near 85 Business.
- Westchester Commons. (80,585 square feet). Anchored by Lowe's Foods and including several convenience and specialty stores. Located at Westchester and Phillips.

While not a "shopping center" per se, Providence Place (1701 Westchester) has marketed 106,000 square feet of retail and office space as part of its religious-themed mixed-use redevelopment. Aside from a restaurant and a few ancillary uses, the area has not attracted significant retail.

Neighborhoods. There are also several neighborhood retail nodes within the Core City, most notably on the east side along East Green Drive as well as on Washington Drive. Retail along East Green Drive generally serves

neighborhood residents and commuters. However, Washington Drive has long served as a commercial center for the African-American community.

A small, aging cluster of service uses is all that remains of the once vibrant Washington Drive business area. Remaining uses in this strip include self storage, a vacant gas station, a "soul food" restaurant (Becky's), a resource center, three barber shops, a beauty shop, church, school, and funeral home. While the area lacks retail stores, its barbers, down-home food, funeral home, church, and school serve an important civic function much in the same ways that North Main Street's libraries, churches, and beauty salons serve the community. The Washington Drive area can also boast a role in American music, as the home of famed musician John Coltrane. The area's significant history is also captured through such sites as the Kilby Hotel and Penn-Griffin Middle School.

The Five Points area also has a small cluster of commercial and other non-residential uses, including several retail businesses and institutional uses. Surrounding communities are actively promoting revitalization of this area as an important community commercial district. Five Points lies on the boundary of the study area, but provides an important gateway into the central city.

Furniture Wholesale / Showroom Space

The Core City and, in particular, the traditional High Point downtown area, has one of the world's largest concentrations of furniture and home furnishings showroom space. IHFM boasts a total of 12 million square feet in the Furnishings Market, with an estimated 8 to 10 million square feet of space held as showroom space in the Core City area.

Almost all of that space is utilized in support of the International Home Furnishings Market held twice per year for a total of 14 days. During the remainder of the year, that space is either vacant (even if fully leased), or is used for wholesale trade, warehousing & storage, or by appointment for occasional tours and meetings with designers. For all intents and purposes, an estimated 80% of High Point's traditional downtown is vacant for most of the year. If the several banks, churches, hotels, and City Hall are excluded, 99% of downtown High Point could be perceived to be vacant most of the year.

Table 4. **ESTIMATED FURNITURE SHOWROOM SPACE WITHIN HIGH POINT CORE, 2006**

Use	Square Feet	Share
Intl Home Furn Ctr	3,500,000	35.0%
Merchandise Mart	2,200,000	22.0%
Tomlinson Factory	*1,100,000*	*11.0%*
Market Sq. on Main	*1,100,000*	*11.0%*
Capstone Propty Grp	880,000	8.8%
Showplace	*450,000*	*4.5%*
200/320/330 Hamilton	*295,000*	*3.0%*
101 S Main (SPW)	*135,000*	*1.4%*
Center Point Bldgs	521,000	5.2%
Independent/Other	2,748,100	27.5%
Atrium Furniture Mall	*223,000*	*2.2%*
Vacant	150,900	1.5%
TOTAL	**10,000,000**	**100.0%**

Notes: SPW is Showplace West.

Independent space is estimated based on Published totals. Site reconnaissance identified approx. 8.5 million square feet.

Sources: International Home Furnishings Center, Merchandise Mart, Capstone, High Point Convention & Visitors Bureau, and Randall Gross / Development Economics.

About one-third of IHFM showroom space downtown is concentrated in the International Home Furnishings Center (IHFC), with about 3.5 million square feet under roof. Thus IHFC is the primary hub of activity during the Furnishings Market, and much of the other showroom space is located within walking distance from IHFC. The IHFC buildings themselves include vintage, 9-story mill & warehouse buildings with walkway connections. Offices are located directly on South Main Street.

The Merchandise Mart buildings include about 2.2 million square feet under roof, primarily in the Market Square on Main and former Tomlinson Furniture Factory & high-rise building. Market Square, located directly across the street from the IHFC offices, actually consists of a number of smaller buildings that have been consolidated for various showrooms.

Locally-based Capstone Property Group has built a growing collection of showroom buildings totaling about 880,000 square feet and including the relatively new Showplace trade show building. The eight-story 101 South Main office building that once housed GE Capital, Centura Bank, and other office tenants, has been converted mostly into showroom space as Showplace II. Other Capstone holdings include the 200, 320 and 300 Hamilton buildings.

Another significant cluster includes the Center Point and related buildings, which have a total of about 521,000 square feet. Based on the total estimate of 8 to 10 million square feet, there is also another 2.7 million square feet in downtown area showroom space owned by smaller investors or individual furnishings companies. Much of the other furnishings showroom space is clustered in the Hamilton-Wrenn District off of North Main, which includes a number of smaller showrooms that have formed a joint marketing group. The Atrium Furniture Mall, located on South Main, also includes year-round furniture retail space that is open to the public. This is the only significant furniture retail operation remaining in the downtown area, with large retail showrooms clustered on competitive locations outside downtown near 85 Business.

Trade Area Retail Demand

Retail expenditure (sales) potential within the Core City Trade Area was forecasted through 2010 as a basis for determining the potential for retail businesses located in the study area. The trade area is defined below, followed by a summary of findings from analyses of demographic trends and forecasts and finally retail expenditure potential.

Trade Area Definition

High Point is the third largest city in a region of over 1.1 million, and would thus normally draw from a significant regional market base. The retail trade area for the Core City area was determined based on the potential market draw given regional transportation, driving times and commutation patterns; natural and man-made boundaries, residential densities, regional draw and urban economic hierarchy, among other factors. Thus, the trade area represents that area from which the Core City ***should*** logically draw its market, not necessarily its current trading pattern. Thus, trade area demographics provide the basis for determining the existing and future ***potential*** retail demand.

The High Point Core City's Primary Retail Trade Area generally includes a roughly triangular area bound by Interstate 40 on the north (including portions of Greensboro) east to interstate 85 and south along US Highway 220 into Randolph County towards U.S. Highway 64, plus almost all of Davidson County and southeast Forsyth County. Remaining portions of the Triad region including all of Greensboro and Winston-Salem are part of the Core City's Secondary Trade Area, from which there should be inflow for certain destination goods and services.

Within this Primary Trade Area are several sub-markets as defined below:

- Core City (study area), as defined earlier in this report.
- "Destination" sub-market, including:
    - Southwest Guilford County from US 220 west and I-40 south (excluding the Core City study area), and
    - All of Davidson County, plus north-west Randolph County

This is the area from which the Core City's retail businesses should garner 80% of their household-generated sales. Demand for convenience goods would be generated from households located primarily within the Core City itself and immediately surrounding neighborhoods. The market for shoppers goods and "destination uses" like dining and entertainment is driven by households within the Core City as well as those in the "Destination" sub-markets outside of the Core. Again, there is inflow from households located throughout the Piedmont Triad Secondary Market Area. Additionally, there is tourist-generated demand from beyond the Triad that is calculated in a separate analysis.

Demographic Trends

High Point is part of the Piedmont Triad, which includes the metropolitan areas of Greensboro-High Point and Winston-Salem. This area is experiencing stable growth patterns, with the Core City located near some of the fastest growth areas.

Population. The Triad added an estimated 57,700 people from 2000 through 2005, or about 5.4% over the five-year period. On average, the region has added more than 11,500 people per year over the last five years, according to the Census Bureau. Population in the Greensboro-High Point portion of the Triad increased by 4.1% during this period.

Within the Destination sub-markets, population has increased even faster, adding 12,300 people or almost 8.0% since 2000. Thus, more than 20% of the ***region's*** population growth has been clustered in the Core City's primary destination market, which now has an estimated population of almost 170,000.

The fastest growing portion of this sub-market is southwest Guilford (outside of the study area), which added almost 2,000 people per year for a growth rate of almost 10% over the five-year period. This area is experiencing rapid growth in part because it is a centrally-located yet relatively undeveloped zone between the cities of Greensboro and High Point. Thus, both cities are growing outward towards this central area. In fact, much of High Point's new housing construction is concentrated north of town towards Skeet Club Road, with residential and commercial development growing along Wendover Avenue and Route 68 to and from Greensboro.

Table 5. POPULATION TRENDS, HIGH POINT CORE RETAIL TRADE AREAS, 2000-2005

			2000-2005 Change		
Area	**2000**	**2005**	**Number**	**Percent**	**Per Year**
TRIAD	1,065,391	1,123,129	57,738	5.4%	11,548
Metro G-HP	643,430	669,744	26,314	4.1%	5,263
Destination	154,866	167,129	12,263	7.9%	2,453
SW Guilford	94,094	103,260	9,166	9.7%	1,833
David-Randph	60,772	63,869	3,097	5.1%	619
Core Area	30,768	30,417	(351)	-1.1%	(70)

Sources: U.S. Bureau of the Census; Claritas, Inc.; and Randall Gross / Development Economics.

Populations in Davidson and northwest Randolph counties are growing, but at a slightly slower pace than the region as a whole. This sub-market added more than 3,000 people since 2000 or about 620 per year, for a five-year growth rate of 5.1%. Davidson County remains relatively rural outside of the towns of Thomasville and Lexington. Thomasville, which borders High Point, is an important market source for Core City retailers and both cities are situated along important commuter routes that pass through High Point (I-85 and Business 85). Randolph County commuters also use I-85. However, I-85 bypasses the Core City and without a strong marketing base, the study area loses the opportunity to capture potential retail sales generated by nearby Davidson and Randolph County households.

Unlike the destination sub-market, the Core City area lost population between 2000 and 2005. Population in the study area fell by an estimated 350 or 1.1% from 2000 to 2005, to a total of about 30,420. Like many central cities, the study area has lost population and households to growing suburban and exurban areas. However, many cities have been able to turn this trend around through revitalization and redevelopment of their downtowns and inner-city neighborhoods.

Households. The number of households in the region also increased since 2000, adding 11,500 or 2,300 per year in the Metro Greensboro-High Point area alone. The number of households increased at a faster rate than population

because of a continuing decrease in household size causing a higher rate of household formations. Thus, the number of households in the Destination sub-market increased at 8.3% while population only increased by 7.9% since 2000.

Table 6. HOUSEHOLD TRENDS, HIGH POINT CORE RETAIL TRADE AREAS, 2000-2005

			2000-2005 Change		
Area	**2000**	**2005**	**Number**	**Percent**	**Per Year**
Metro G-HP	256,315	267,846	11,531	4.5%	2,306
Destination	61,823	66,943	5,120	8.3%	1,024
SW Guilford	37,710	41,466	3,756	10.0%	751
David-Randph	24,113	25,477	1,364	5.7%	273
Core Area	11,771	11,526	(245)	-2.1%	(49)

Sources: U.S. Bureau of the Census; Claritas, Inc.; and Randall Gross / Development Economics.

The Core City study area saw a decrease in the number of households by 245 or 2.1% since 2000. Demographers have estimated that household size in the Core City study area has actually increased during this period, counter to the regional trend, causing the rate of household formation to decline faster than population.

Income. Household incomes nationwide fell in real terms since the economic boom year of 2000. The regional numbers are consistent with this trend, with the metropolitan Greensboro-High Point area's average household income falling by $6,000 or 9.2% in real (inflation-adjusted) terms. Overall, metro area household incomes were estimated to average $59,600 in 2005.

Within the Destination sub-market, household incomes fell by 10.6% in real terms on average, to $59,200. However, incomes fell at a much higher rate in the more rural areas of Davidson and Randolph counties than they did in southwest Guilford County. Average household incomes are also about 17% higher in the suburban Guilford areas (at $62,600) than in the Davidson-Randolph sub-market (at $53,700).

The Core City area had average household incomes of almost $50,000 in 2000, but the area's incomes fell by almost 15% in real terms to only $42,000 by 2005. Thus, the Core City area was impacted more dramatically by the recession of 2001-2003 than other portions of the trade area.

Core City incomes are, on average, only 67% of those in other portions of southwest Guilford County. Clearly, higher-income households have relocated out of the central city and/or new higher-income housing is constructed primarily in the suburban areas. However, the Core city's declining incomes may result from a complex mix of factors. First, lower-income households are more dependent on economic cycles and central High Point's economy was hard hit by a national recession noted for its rapid loss of manufacturing jobs. But also, well-paid manufacturing jobs may have been replaced by lower-paid service jobs whose wages have driven down the city's average incomes.

Table 7. HOUSEHOLD INCOME TRENDS, HIGH POINT CORE RETAIL TRADE AREAS, 2000-2005

			2000-2005 Change		
Area	**2000**	**2005**	**Amount**	**Percent**	**Per Year**
Metro G-HP	$ 65,633	$ 59,570	$ (6,063)	-9.2%	$ (1,213)
Destination	$ 66,228	$ 59,204	$ (7,024)	-10.6%	$ (1,405)
SW Guilford	$ 69,150	$ 62,590	$ (6,560)	-9.5%	$ (1,312)
David-Randph	$ 61,658	$ 53,693	$ (7,965)	-12.9%	$ (1,593)
Core Area	$ 49,180	$ 41,961	$ (7,219)	-14.7%	$ (1,444)

Sources: U.S. Bureau of the Census; Claritas, Inc.; and Randall Gross / Development Economics.

The lower incomes has no doubt impacted on the ability of some retailers to remain viable in portions of the Core City, and has also made central High Point less attractive to some higher-end retail businesses yet more attractive for discounters and other low-end retail.

Primary Trade Area Household and Income Forecasts

Demographic forecasts were made as a basis for forecasting Primary Trade Area retail expenditure potential. In general, demographers are forecasting continuing household growth and renewed income growth in the trade area as a whole. The number of households within the Core City is likely to continue declining, but at a slower rate than in the recent past. Market interventions could also alter the change in housing development and household patterns.

Households. Households in the Destination sub-market are forecasted by Claritas, Inc. to increase by 24.4% or 16,335 over the next five years, adding almost 3,300 per year. This is a dramatic increase over recent trends and is no doubt based in part on planned subdivision development outside of the Core area in southwest Guilford County.

In fact, southwest Guilford is forecasted to add 36.2% to its household base to a total of 56,500 by 2010. Growth in the Davidson-Randolph sub-market is expected to actually slow to 5.3% over the five-year period, as opposed to a trend of 5.7% from 2000 through 2005. Even so, that area would add about 1,400 households, based on the Claritas, Inc. projections, by 2010.

Table 8. HOUSEHOLD FORECASTS, HIGH POINT CORE PRIMARY RETAIL TRADE AREA, 2005-10

			2005-2010 Change		
Area	**2005**	**2010**	**Number**	**Percent**	**Per Year**
Destination	66,943	83,278	16,335	24.4%	3,267
SW Guilford	41,466	56,462	14,996	36.2%	2,999
David-Randph	25,477	26,816	1,339	5.3%	268
Core Area	11,526	11,327	(199)	-1.7%	(40)

Sources: U.S. Bureau of the Census; Claritas, Inc.; and Randall Gross / Development Economics.

As noted before, the Core City area's household base will continue declining over the next five years, but at a slower rate than in the recent past. The area will lose about 200 households accounting for 1.7% of its total household base, by 2010.

Income. Incomes have stabilized and are expected to increase in real terms over the next five years as the country and the region emerge from the recession. Claritas, Inc. has projected income growth of 11% within the Destination sub-market, with income growth higher in suburban Guilford County than in the Davidson-Randolph area.

Table 9. HOUSEHOLD INCOME FORECASTS, HIGH POINT CORE PRIMARY RETAIL TRADE AREAS, 2005-2010

			2005-2010 Change		
Area	**2005**	**2010**	**Amount**	**Percent**	**Per Year**
Destination	$ 59,204	$ 65,721	$ 6,517	11.0%	$ 652
SW Guilford	$ 62,590	$ 69,207	$ 6,617	10.6%	$ 662
David-Randph	$ 53,693	$ 58,382	$ 4,689	8.7%	$ 469
Core Area	$ 41,961	$ 45,199	$ 3,238	7.7%	$ 324

Sources: U.S. Bureau of the Census; Claritas, Inc.; and Randall Gross / Development Economics.

Household incomes are also expected to increase in the Core City area. Average household income would increase by 7.7% or $3,200 to $45,200 by 2010. Still, the Core City will increasingly lag behind other portions of the trade area unless income growth accelerates with an influx of higher-income residents or higher-wage jobs for existing residents.

Household Expenditure Potentials

Household expenditure (retail sales) potentials were forecasted for the Primary Trade Area based on the household demographic forecasts for that area. Households are the primary generator of year-round retail demand, although tourism is also important to this market. Tourist expenditure potential is analyzed separately.

Total Personal Income (TPI). Total personal income (TPI) was forecasted for the Primary Trade Area based on the household and income forecasts.

Table 10. TOTAL PERSONAL INCOME FORECASTS, HIGH POINT CORE RETAIL TRADE AREAS, 2005-2010

	TPI in Thousands		2005-2010 Change	
Area	**2005**	**2010**	**Amount (000)**	**Percent**
Destination	$ 3,963,294	$ 5,473,137	$ 1,509,844	38.1%
SW Guilford	$ 2,595,357	$ 3,907,566	$ 1,312,209	50.6%
David-Randph	$ 1,367,937	$ 1,565,572	$ 197,635	14.4%
Core Area	$ 483,642	$ 511,969	$ 28,327	5.9%

Source: Randall Gross / Development Economics.

TPI totaled about $4.5 billion in the Primary Trade Area in 2005, and is expected to increase to $6.0 billion by 2010, an increase of $1.5 billion in total income in the area. Almost two-thirds of this income is concentrated in suburban southwest Guilford County outside of the Core City area. TPI in this area is forecasted to increase by over 50% during the next five-plus years due to expected rapid household and income growth. Within the Core City, TPI is expected to increase by almost 6.0% by 2010, a positive sign even as the household base continues to shrink.

Category Expenditure Potential. Primary Trade Area expenditure potentials were forecasted based on the share of household income that is spent on each category of retail good or service. Thus, these numbers represent the average retail sales potential from all households within the Primary Trade Area. The individual categories have been consolidated for the purposes of summarizing the forecasts in the table below.

Table 11. RETAIL EXPENDITURE POTENTIALS, HIGH POINT CORE PRIMARY MARKET AREA, 2005-2010

Primary Retail Category	Expenditure Potentials (000) 2005	2010	Change (000)
Convenience	$ 780,071	$ 1,036,234	$256,163
Shoppers Goods	$ 1,550,573	$ 2,079,353	$528,780
Eating & Drinking	$ 286,962	$ 384,194	$ 97,232
Entertainment	$ 8,894	$ 11,970	$ 3,076
Personal Services	$ 22,235	$ 29,926	$ 7,691
TOTAL	**$ 2,648,735**	**$ 3,541,676**	**$892,942**

Source: Randall Gross / Development Economics.

Retail expenditure potentials totaled an estimated $2.6 billion in 2005 and are expected to increase by almost $900 million to $3.5 billion by 2010. Of this amount, $1.0 billion would be in convenience goods sales, $2.1 billion in shoppers goods, $400 million in eating & drinking, $12 million in entertainment, and about $30 million in personal services.

Competitive Framework

The Core City competes for these trade-area retail dollars not only with retail businesses in other parts of High Point and the trade area, but also with shopping malls and specialty destination centers throughout the Triad as well as with downtown Winston-Salem, downtown Greensboro, and smaller downtown main streets throughout the region. Each

of these competitors offers goods, services, or destination attractions that siphon off demand from households located within the Core City's Primary Trade Area. Several key nodes are described below and detailed in the Appendix.

Eastchester Drive

High Point Mall and Oak Hollow Mall are located on the north/west side of Eastchester adjacent to the City Core study area and could almost be included in its retail inventory. These shopping centers, along with other retail along Eastchester Drive within the city, serves primarily a High Point market.

Wendover / I-40

The Wendover Avenue area near Interstate 40 has become a prime location for "big box" retail uses coupled with major office park development. Aside from K-mart, Wal-Mart, CostCo, and other typical box stores are shopping centers like Landmark Crossing, Waccamaw, and Wendover Place. While the area has the typical mix of a highway commercial corridor, it's most unique characteristic is a free-standing Hecht's department store located off of Guilford College Road at I-40. This store is one of the Hecht Company's only free-standing units and is a model for the company's experimentation in new consumer shopping patterns. With department stores like Hecht's, this location has all of the components of a regional shopping destination.

Friendly Shopping Center

Friendly Shopping Center in northwest Greensboro (west Friendly Avenue off of Wendover Avenue), is one of the region's more popular shopping centers. This center has undergone renovations and upgrading that have helped it become an attractive out-door-oriented shopping area that provides an alternative to other enclosed malls.

Four Seasons Town Centre

Four Seasons Mall is located on I-40 near High Point Road. This mall's trade area extends north through Greensboro into Rockingham County and south into Randolph County, where it is in competition with High Point.

Downtown Greensboro

Downtown Greensboro has not functioned as a regional shopping destination for some time. However, revitalization and housing development in the downtown area have helped build demand for businesses in specialty districts such as along Elm Street, between West Market and the railroad.

Specialty Districts

State Street Station, located on the north side of Greensboro just south of Cornwallis Drive offers specialty shops geared toward an upscale niche market. Old Salem caters more to the tourist market, also through specialty stores related to its heritage theme. A number of other competitive retail nodes and districts were inventoried for this analysis.

Core City Retail Potentials

Based on the analysis of the competitive framework, the Core City area's capture of household trade area retail expenditure potential was determined along with inflow from within the Piedmont Triad region. In addition, tourist-generated potential was also calculated. Overall demand in square feet for retail uses within the Core City was then determined based on these potentials.

Household-Generated Retail Demand

The Core City can capture household-generated demand for almost 1.2 million square feet of retail space, increasing to 1.6 million square feet by 2010. This additional demand for 414,000 square feet represents an increase of 35.1% during the forecast period, assuming a pro-active marketing and redevelopment effort is implemented in support of the Core City's role in the Primary Trade Area and the Secondary Trade Area (Piedmont Triad region) as a whole.

Table 12. HOUSEHOLD-GENERATED RETAIL DEMAND FORECASTS, HIGH POINT CORE, 2005-2010

	HH Demand (Sq Ft)		2005-2010 Change	
Type of Good	**2005**	**2010**	**Number**	**Percent**
Convenience	262,525	310,159	47,633	18.1%
Shoppers Goods	716,695	972,052	255,357	35.6%
Non-Automotive	*609,560*	*831,070*	221,510	36.3%
Eating & Drinking	127,941	207,216	79,275	62.0%
Entertainment	38,698	60,002	21,304	55.1%
Personal Services	32,720	42,655	9,935	30.4%
TOTAL	**1,178,579**	**1,592,085**	**413,505**	**35.1%**
Automotive	*569,019*	*761,015*	*191,996*	*33.7%*

Source: Randall Gross / Development Economics.

Demand in 2010 will support almost 1.0 million square feet of shoppers goods, 310,000 square feet of convenience use, 200,000 square feet of eating & drinking, 60,000 square feet of entertainment, and 43,000 square feet of personal service uses in the Core City. This household-generated demand is disaggregated by individual store type in Appendix Table A3.

Tourism Expenditure Potentials

In addition to retail sales generated by trade area households, High Point also attracts significant tourism that generates retail sales. Tourism expenditure potentials were calculated based on potential capture of existing convention and furniture shopping visitors, aside from those who are registrants in the Furnishings Market (included as business in-flow). The tourism numbers include regional day-trippers as well as over-night visitors. The Core City's capture was determined based on the assumption that a more aggressive tourism marketing strategy would be implemented to target opportunities for further capture and development of the tourism market. Overall growth in regional tourism was not

forecasted as part of this analysis. Rather, it is recommended that a tourism market analysis & development strategy be conducted to assess the potential for additional tourism attractions, convention facilities, and support services that can grow these markets for High Point.

Table 13. CONVENTION & SHOPPING TOURISM VISITOR RETAIL DEMAND, HIGH POINT CORE, 2006

Type of Good	Convention	Shopping	TOTAL
Convenience	$ 854,000	$ 300,000	$ 1,154,000
Shoppers Goods	$ 522,000	$ 164,000,000	$ 164,522,000
Eating & Drinking	$ 5,406,000	$ 1,125,000	$ 6,531,000
Entertainment	$ 1,138,000	$ 112,000	$ 1,250,000
Personal Services	$ 190,000	$ 67,000	$ 257,000
TOTAL	**$ 8,110,000**	**$ 165,604,000**	**$ 173,714,000**

Sources: High Point Convention & Visitors Bureau; N.C. Department of Commerce, Division of Tourism, Film, & Sports Development; and Randall Gross / Development Economics.

Based on data from a variety of sources on the number of convention and shopping visitors to High Point, expenditure potentials were calculated and the Core City's capture determined. This analysis determined that there is existing retail expenditure potential totaling $173.7 million per year from tourists that can be captured within the Core City. Of this amount, $8.1 million is generated by convention visitors and $165.6 million is generated by furniture shoppers and other tourists (with a significant share of total expenditures captured in the 85 Business Corridor and elsewhere outside of the Core City). Not surprisingly, the majority of these potential expenditures are in the shoppers goods category which includes furniture and home furnishings, among others.

Warranted Retail Demand in Core City

Warranted demand was determined based on the combined, gross retail demand generated by trade-area households, regional inflow, and tourists; less the existing supply of retail space within the Core City study area. This analysis indicates gross demand for 1.64 million square feet, increasing to 2.05 million square feet by 2010. Given the existing *occupied* inventory of 1.64 million square feet, there would be warranted (net new) demand for **413,500** square feet. This is substantial demand that can be captured in the Core City, assuming an aggressive marketing and redevelopment effort that creates opportunities for retail tenants.

Table 14. WARRANTED RETAIL DEMAND FORECASTS, HIGH POINT CORE, 2005-2010

Type of Good	Gross Demand (SF) 2005	Gross Demand (SF) 2010	Existing Uses	Warranted Demand
Convenience	266,800	314,500	280,200	34,300
Shoppers Goods	1,142,700	1,398,100	1,191,600	206,500
Non-Automotive	*1,035,600*	*1,257,100*	*927,700*	*329,400*
Eating & Drinking	145,100	225,100	102,200	122,900
Entertainment	50,100	72,000	12,000	60,000
Personal Services	34,400	44,500	54,700	(10,200)
TOTAL	**1,639,100**	**2,054,200**	**1,640,700**	**413,500**
Non-Automotive	*1,532,000*	*1,913,200*	*1,376,800*	*536,400*
Vacant Space			*131,300*	
Net New Space				**282,200**

Source: Randall Gross / Development Economics.

Given the amount of vacant space in the Core City (131,300 square feet), some of this retail demand could be accommodated in existing space. However, even if it is assumed that retail demand would be accommodated in existing vacant spaces, there would still be net demand for more than 280,000 square feet of new retail space, or roughly the size of a large community shopping center or a small shopping mall.

Demand by Type of Good. Demand by type of good is detailed in Appendix Table A-4 and summarized in the table above. There is warranted demand for most retail uses except for pharmacies/personal care stores, automotive dealerships & supplies, furniture stores, and personal service establishments, where there is an over-supply of these uses in the existing market. There is also a slight over-supply of appliance businesses.

At the same time, there is significant warranted demand for general merchandise & department stores, restaurants & bars, entertainment facilities, miscellaneous shoppers goods, specialty food stores, apparel & shoe stores, and others. Within the major categories shown in the table above, there is warranted demand for about 34,000 square feet of convenience uses (although not enough to support another grocery store and there is an over-supply of pharmacies); 206,000 square feet of shoppers goods; 123,000 square feet of eating & drinking; and 60,000 square feet of entertainment. As noted before, there is an over-supply of personal service establishments (barbers, hair salons, alterations, etc).

Again, this analysis is based on the assumption that the area would be marketed aggressively and appropriately for retail uses and that appropriate, affordable space would be available for retail tenants. Also, it should be noted that this demand can also be translated into potential sales growth or expansion space for existing businesses, at least in part.

Summary. Overall, there is significant untapped potential for retail, restaurant, and entertainment space in the High Point Core City Area. Even beyond the filling of vacant space, there is warranted demand for almost 300,000 square feet of additional space for general merchandise, restaurants, entertainment, specialty goods, apparel, and other retail businesses. However, the current situation makes efforts to capture this potential difficult because of a dearth of available, affordable retail space and the lack of a pro-active marketing program that targets the city's opportunities for attracting regional shoppers and tourists to the Core City Area. While the International Home Furnishings Market certainly impacts on the availability and cost of space for retail tenants, it is also an important part of the marketing identity of the city and has a positive impact on regional visitation and tourism to High Point. Retail opportunities can still be captured outside of

the Market district or by working with the Market framework. These opportunities are explored further in the Marketing Strategy component of this plan.

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APPENDIX

Table A-1. **AT-PLACE EMPLOYMENT TRENDS, PIEDMONT TRIAD, 1998-2002**

			1998-2002 Change	
Sector	**1998**	**2002**	**Number**	**Percent**
Utilities	1,750	1,750	N/A	N/A
Transportation	19,745	19,090	(655)	-3.3%
Construction	33,849	33,630	(219)	-0.6%
Manufacturing	149,251	125,059	(24,192)	-16.2%
Furniture	*37,500*	*17,500*	*N/A*	*N/A*
Wholesale	34,301	34,307	6	0.0%
Retail Trade	73,095	71,423	(1,672)	-2.3%
Finance	35,706	35,485	(221)	-0.6%
Real Estate	7,500	7,500	N/A	N/A
Services	233,089	254,212	21,124	9.1%
Information	*7,500*	*17,500*	N/A	N/A
Professional	*20,080*	*20,050*	*(30)*	*-0.1%*
Management	*17,500*	*17,500*	N/A	N/A
Administration	*39,384*	*35,845*	*(3,539)*	*-9.0%*
Education	*17,500*	*17,500*	N/A	N/A
Health/Social	*62,443*	*67,175*	*4,732*	*7.6%*
Arts/Entertain	*7,500*	*7,500*	N/A	N/A
Accomodation	*37,500*	*45,606*	*8,107*	*21.6%*
Other Services	*23,684*	*25,538*	*1,854*	*7.8%*
TOTAL	**598,402**	**583,876**	**(14,526)**	**-2.4%**

Note: N/A means Not Applicable - Utilities data for 1998 & 2003 averaged based on Census ranges.

Sources: U.S. Bureau of the Census and Randall Gross /Development Economics.

Table A-2 **AT-PLACE EMPLOYMENT TRENDS, GUILFORD COUNTY, 1998-2003**

				1998-2003 Change	
Sector	**1998**	**2002**	**2003**	**Number**	**Percent**
Utilities	750	659	750	N/A	N/A
Transportation	9,397	9,674	11,539	2,142	22.8%
Construction	15,125	13,686	13,159	(1,966)	-13.0%
Manufacturing	50,663	42,281	42,519	(8,144)	-16.1%
Furniture	*6,343*	*6,094*	*5,986*	*(357)*	*-5.6%*
Wholesale	21,011	19,960	20,920	(91)	-0.4%
Retail Trade	31,730	29,926	30,214	(1,516)	-4.8%
Finance	18,636	17,147	15,887	(2,749)	-14.8%
Real Estate	4,081	4,405	4,515	434	10.6%
Services	101,680	109,583	111,239	9,559	9.4%
Information	*5,397*	*7,221*	*7,641*	*2,244*	*41.6%*
Professional	*10,601*	*10,030*	*10,027*	*(574)*	*-5.4%*
Management	*7,475*	*12,119*	*8,386*	*911*	*12.2%*
Administration	*19,476*	*16,517*	*19,501*	*25*	*0.1%*
Education	*4,310*	*4,237*	*4,678*	*368*	*8.5%*
Health/Social	*24,052*	*26,323*	*26,713*	*2,661*	*11.1%*
Arts/Entertain	*2,328*	*2,862*	*3,017*	*689*	*29.6%*
Accomodation	*18,855*	*20,257*	*21,202*	*2,347*	*12.4%*
Other Services	*9,186*	*10,017*	*10,074*	*888*	*9.7%*
TOTAL	**253,073**	**247,321**	**250,742**	**(2,331)**	**-0.9%**

Note: N/A means Not Applicable - Utilities data for 1998 & 2003 averaged based on Census ranges.

Sources: U.S. Bureau of the Census and Randall Gross /Development Economics.

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Table A-3. HOUSEHOLD-GENERATED RETAIL DEMAND FORECASTS, HIGH POINT CORE, 2005-2010

	HH Demand (Sq Ft)		2005-2010 Change	
Type of Good	**2005**	**2010**	**Number**	**Percent**
Convenience				
Grocery	116,162	138,033	21,871	18.8%
Specialty Food	19,597	22,941	3,344	17.1%
Pharmacy/Pcare	65,327	79,026	13,700	21.0%
Gas	38,729	44,847	6,117	15.8%
Misc Conv	22,710	25,311	2,601	11.5%
Sub-Total	**262,525**	**310,159**	**47,633**	**18.1%**
Shoppers Goods				
Apparel/Access	64,044	88,843	24,799	38.7%
Footwear	11,880	15,485	3,605	30.3%
Furniture	12,878	17,174	4,296	33.4%
Home Furnish	18,771	24,616	5,846	31.1%
Sporting Goods	18,392	23,464	5,072	27.6%
Hobby, Sew, etc	31,683	43,840	12,157	38.4%
Books & Music	20,021	27,680	7,659	38.3%
Appliance/Electr	24,008	31,700	7,692	32.0%
Hdwr/Bldg Supply	60,639	80,332	19,693	32.5%
Lawn & Garden	14,130	19,116	4,986	35.3%
General Mdse 1/	222,183	291,971	69,788	31.4%
Auto / Transp	107,134	140,982	33,848	31.6%
Computer	12,697	16,444	3,747	29.5%
Misc S.G.	98,234	150,404	52,170	53.1%
Sub-Total	**716,695**	**972,052**	**255,357**	**35.6%**
Restaurants	101,271	168,542	67,270	66.4%
Bars	26,670	38,675	12,005	45.0%

Entertainment	38,698	60,002	21,304	55.1%
Personal Svces	32,720	42,655	9,935	30.4%
TOTAL	**1,178,579**	**1,592,085**	**413,505**	**35.1%**

Source: Randall Gross / Development Economics.

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Table A-4. **WARRANTED RETAIL DEMAND FORECASTS, HIGH POINT CORE, 2005-2010**

Type of Good	Gross Demand (Sq Ft) 2005	2010	Existing Uses	Warranted Demand
Convenience				
Grocery	116,200	138,000	126,900	11,100
Specialty Food	19,600	22,900	3,100	19,800
Pharmacy/Pcare	65,300	79,000	99,800	(20,800)
Gas	41,200	47,400	27,700	19,700
Misc Conv	24,500	27,200	22,700	4,500
Sub-Total	**266,800**	**314,500**	**280,200**	**34,300**
Shoppers Goods				
Apparel/Access	65,200	90,000	68,800	21,200
Footwear	12,300	15,900	1,600	14,300
Furniture	374,300	378,600	473,900	(95,300)
Home Furnish	78,800	84,600	71,800	12,800
Sporting Goods	18,400	23,500	5,500	18,000
Hobby, Sew, etc	32,000	44,200	34,800	9,400
Books & Music	20,700	28,300	11,400	16,900
Appliance/Electr	24,000	31,700	40,400	(8,700)
Hdwr/Bldg Supply	60,600	80,300	70,000	10,300
Lawn & Garden	14,100	19,100	13,500	5,600
General Mdse 1/	222,200	292,000	16,200	275,800
Auto / Transp	107,100	141,000	263,900	(122,900)
Computer	12,700	16,400	3,800	12,600
Misc S.G.	100,300	152,500	116,000	36,500

Sub-Total	**1,142,700**	**1,398,100**	**1,191,600**	**206,500**
Restaurants	113,300	181,000	97,400	83,600
Bars	31,800	44,100	4,800	39,300
Entertainment	50,100	72,000	12,000	60,000
Personal Svces	34,400	44,500	54,700	(10,200)
TOTAL	**1,639,100**	**2,054,200**	**1,640,700**	**413,500**
Existing Vacant 2/			*131,300*	
Net New Space				**282,200**

Notes: 1/ Excludes lumber yards.
2/ Excludes space marketed for showrooms.

Source: Randall Gross / Development Economics.

Appendix D

Consumer Survey Results

Important Notes Regarding the Consumer Survey:

The Core City Plan Consumer Survey was administered through a number of ways including providing it on the project website for download, handing it out at Core City Plan neighborhood and stakeholder group meetings, sending it to the Core City Plan mailing list, and distributing it to several businesses and organizations to provide it to their employees and membership.

360 surveys were returned. The tabulated results are on the following pages.

The Consumer Survey was intended to find out about consumer habits, opinions and preferences within the downtown and core city area. The survey was not designed to be a scientific survey, but rather to obtain input on how consumers feel about the core city, what types of businesses they would like to see, and their shopping habits. Thus, the results should not be used in market analyses, economic assessments, and other similar studies requiring scientific data and analysis.

RESULTS: High Point Core City Plan Consumer Survey

The City of High Point has embarked on an exciting process to create a plan for the Core City area. Your input is essential to this effort. This survey seeks information on how you perceive the Core City, your consumer habits, the types of businesses that you would like to see Downtown, and other important issues. Please check the option for each question that most closely matches your answer. For questions that refer specifically to the "Downtown" or "Core City" areas, please see the map at the end of this survey to see how those areas are delineated for the purposes of this survey. This survey is anonymous, so please do not provide your name. If you have any questions about this survey, please contact the City of High Point Planning and Development Department at 883-3328. Your assistance is greatly appreciated.

Note: Because the "no answer" category has not been added to each question's results, most results do not total 100%

Your Habits

1) Where do you *most often shop* for each of the following items? (please check only one option per business type)

	Downtown High Point	Oak Hollow Mall	North Main / Eastchester Dr. Area	South Main / Fairfield Rd. Area	Other
a. Convenience: grocery, pharmacy, etc.	7.37%	2.83%	45.33%	10.76%	30.59%
b. Shopping: clothes, furniture, etc.	2.55%	47.88%	15.01%	3.68%	26.35%
c. Personal Services: hair salon, etc.	9.07%	5.38%	32.86%	9.07%	37.11%
d. Restaurants	9.35%	8.50%	45.04%	11.33%	22.66%
e. Entertainment	2.83%	12.18%	21.81%	1.70%	51.84%

Other areas where you shop: _____

2) During which *days of the week* do you most often shop for "non-convenience" items such as clothes and furniture?

25.21% Weekdays 67.71% Saturdays 4.82% Sundays

3) What *time of day* do you most often shop for "non-convenience" items such as clothes and furniture?

20.11% 9:00 AM-Noon 50.71% Noon-5:00 PM 20.40% 5:00-7:00 PM 7.37% 7:00-10:00 PM

4) How *frequently* do you visit Downtown High Point?

49.58% At least weekly 13.03% At least monthly 22.95% A few times a year 13.03% Once a year or less

5) What *street* do you most frequently use to get to Downtown?

44.76% N. Main 21.53% S. Main 11.61% E. Kivett 4.82% W. Kivett 16.43% Other (please note)

6) When you drive to Downtown High Point, where do you *most frequently park*?

27.76% On-Street (parallel) 23.23% Public Parking Lot 28.61% Private Parking Lot 18.13% Not Applicable

7) What is your *most frequent reason* for visiting Downtown High Point?

38.24% Work 6.23% Shopping 4.25% Church 9.92% Government 7.93% Dining 26.06% Passing Through

_____ Other (please note)

8) During the *furniture markets*, which best describes how often you visit Downtown High Point? (check only one)

7.93% Much more often than usual 4.25% Somewhat more often than usual 39.94% The same as usual

10.76% Somewhat less often than usual 36.26% Much less often than usual

Your Opinions

9) *How important* is the future well-being of Downtown High Point to the community? (check only one)

71.39% Very Important 21.81% Somewhat Important 3.68% Not Very Important 1.13% Unimportant

10) What is Downtown High Point's *greatest strength*? (check only one)

a. 10.20% Historic Character
b. 16.43% Walkability
c. 3.68% Shopping / businesses
d. 5.38% Friendliness of people
e. 53.82% Furniture showrooms
f. 7.08% Other (please note): _____

11) What is Downtown High Point's *greatest weakness*? (check only one)

a. 20.40% Lack of businesses / high quality businesses
b. 6.80% Lack of available or convenient parking
c. 55.24% Nothing to do / not enough to draw me there
d. 4.53% Unattractive
e. 6.23% Furniture showrooms
f. 4.53% Other (please note): _____

12) How would you rate the *availability and convenience of parking* in Downtown High Point?

1.13% Excellent 17.00% Good 43.34% Average 22.95% Below Average 12.75% Poor

13) How would you rate the *overall appearance* of Downtown High Point?

3.68% Excellent 26.35% Good 42.78% Average 19.26% Below Average 6.23% Poor

14) How would you rate the diversity and desirability of Downtown High Point's *retail offerings*?

0.28% Excellent 3.97% Good 16.43% Average 38.81% Below Average 38.24% Poor

15) How would you rate the diversity and desirability of Downtown High Point's *dining and entertainment options*?

0.28% Excellent 6.80% Good 18.13% Average 39.38% Below Average 32.58% Poor

16) How would you rate the *customer friendliness* of Downtown High Point's retail and restaurant employees?

4.53% Excellent 36.54% Good 42.21% Average 5.10% Below Average 5.38% Poor

17) What best describes the *overall trend* for Downtown High Point over the past few years?

16.15% Improving 47.31% Stable 32.29% Worsening

Your Preferences

18) *How interested are you* in seeing the following types of businesses in Downtown High Point? (please check only one option for each business type)

	Extremely Interested	Somewhat Interested	Not Interested
a. Food store / grocery	29.18%	31.16%	32.01%
b. Health store / pharmacy	27.20%	35.41%	28.61%
c. Clothing & accessories	47.59%	34.56%	11.90%
d. Shoe store	40.23%	34.56%	18.13%
e. Video / DVD rental	16.43%	27.48%	45.33%
f. Electronics	17.00%	33.99%	37.68%
g. Hardware & building supplies	17.85%	31.44%	40.23%
h. Automotive parts & supplies	11.33%	28.05%	47.03%
i. General merchandise / discount store	34.56%	37.68%	18.13%
j. Department store	50.14%	30.03%	11.90%
k. Restaurants	73.37%	17.85%	3.40%
l. Personal services (hair salon, watch repair...)	37.68%	34.28%	18.13%
m. Gift, hobby and specialty stores	48.16%	29.46%	13.88%
n. Entertainment	62.04%	22.66%	9.63%

19) Are there any *specific business types* not listed in question #18 that you would like to see in Downtown High Point?

54.96% No 23.51% Yes (which ones?): _____

20) How much are you willing to *pay for a dinner*, per person, in Downtown High Point?

9.07% $5-$8 17.00% $9-$11 26.35% $12-$15 23.80% $16-$20 11.61% $21-$25 7.08% $26+ 2.27% No Interest

21) How interested are you in *outdoor dining* as a dining option in Downtown High Point?

40.23% Very Interested 41.64% Somewhat Interested 15.01% Not Interested

22) Which days/hours would you prefer to *shop and/or dine* in Downtown? (PLEASE CHECK ALL THAT APPLY)

36.54% Weekdays 48.72% Weekday Evenings 56.37% Weekend Evenings 54.67% Saturdays 27.76% Sundays

23) If you are interested in living in or near Downtown High Point, *which type of housing* do you prefer?

5.38% Upper Floor Apartment 17.85% Townhouse/Condo 1.70% Attached Unit (duplex/tri/quad)

14.73% Single-Family House 52.97% Not Interested

24) If you are interested in a Downtown apartment, what is the highest amount you are *willing to pay monthly*?

6.52% $400-$499 7.37% $500-$599 6.52% $600-$699 3.40% $700-$799 3.40% $800-$899

0.28% $900-$999 2.55% $1,000+ 57.51% Not Interested

Basic Demographics (Remains Anonymous)

25) What is your current *age range*?

0.85% 17 or younger 1.70% 18-24 11.90% 25-34 21.53% 35-44 27.20% 45-54 21.53% 55-64 12.46% 65+

26) What is your *gender / sex*?

32.29% Male 64.02% Female

27) Which most closely describes your *ethnicity / race*?

69.41% White 19.83% African-American 0.28% Asian 0.28% Hispanic 0.85% Other

28) Which *best describes* you?

72.24% Employed full-time 7.93% Employed part-time 3.68% Unemployed 1.70% Student 10.76% Retired

29) What is your *annual household income* range (before taxes)?

11.05% $19,999 or less 18.41% $20,000-$39,999 13.03% $40,000-$59,999 15.01% $60,000-$79,999

10.20% $80,000-$99,999 8.78% $100,000-$124,999 1.98% $125,000-$149,999 9.07% $150,000+

30) Which, if any, of the following apply to you? (PLEASE CHECK ALL THAT APPLY*)

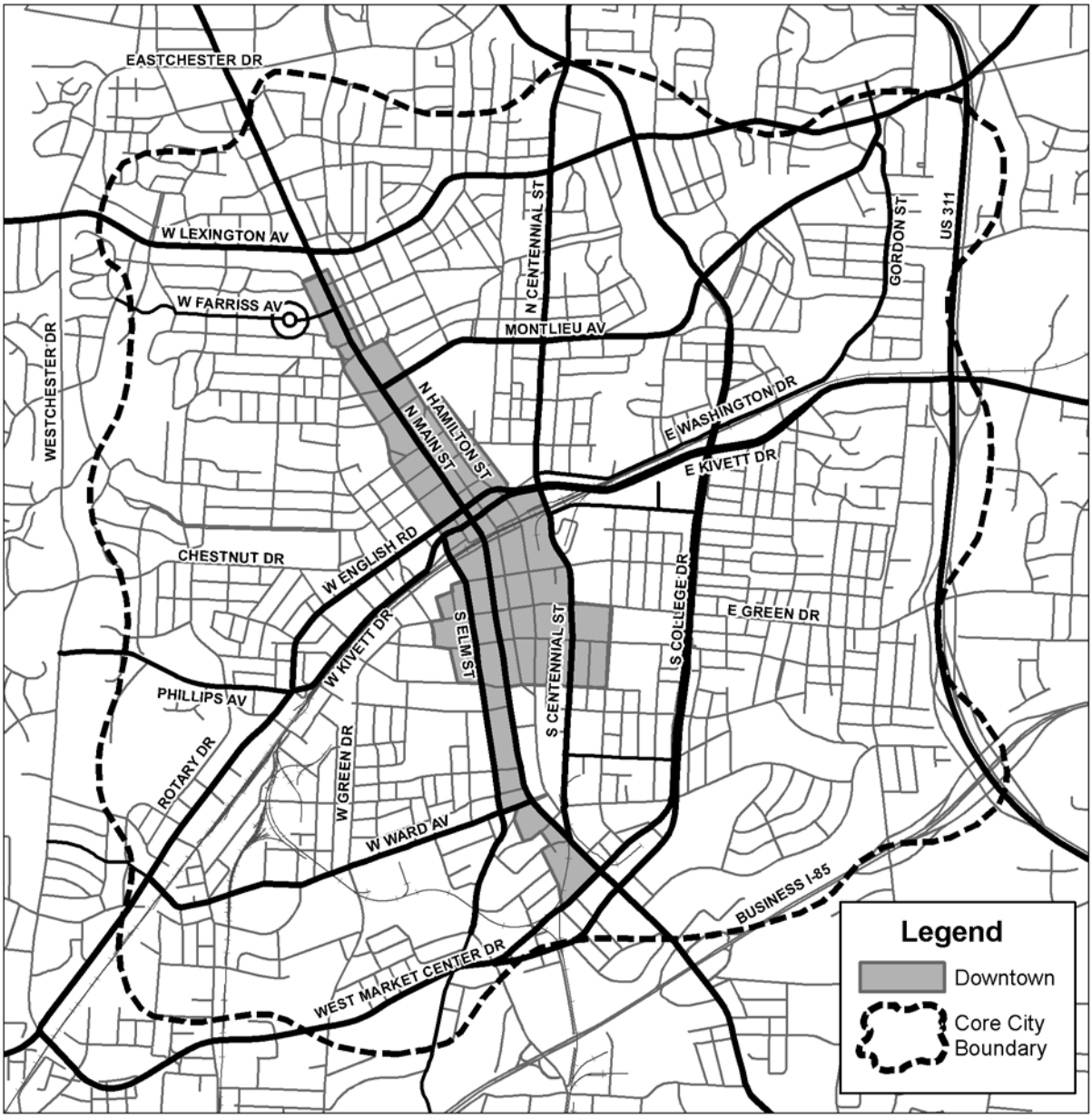
7.93% D'town Resident 2.83% D'town Business Owner 32.01% D'town Employee 2.83% D'town Property Owner

29.46% Core City Res. 5.09% Core City Bus. Owner 36.26% Core City Employee 11.61% Core City Property Owner

* Note: Because Downtown is within the Core City, all answers checked for Downtown should also be checked for the Core City.

Please mail, fax or e-mail the survey to:

City of High Point Planning & Development Department
Attn: Core City Consumer Survey
211 South Hamilton Street / PO Box 230
High Point, NC 27261
Fax - (336) 883-3056 / E-mail - corecityplan@highpointnc.gov

Downtown & Core City Map

Many of the questions in this survey refer to the “Downtown” and “Core City” areas. Although the specific boundaries of those areas must still be determined through the Core City planning process, for the purposes of this survey, the map below shall serve as the tentative boundaries. Also, Downtown should be considered to be located within the larger Core City area.