

Sterling Community Master Plan



July 2010



Prepared for:
City of Greenville, South Carolina
Greenville County Redevelopment Authority
Bon Secours Saint Francis Health System
Sterling Phoenix League

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1.0 Introduction and Background

1.1 Community History

The history of Sterling is intricately tied to the history of Greenville. As home to several churches, the city's first black high school, and the first local neighborhood developed exclusively for African-Americans, Sterling was a center of social, spiritual, and educational life for Greenville's African-American community.

From the beginning, the Sterling neighborhood and Sterling school had an intertwined history. In 1896 Dr. Daniel Melton Minus of the Silver Hill / John Wesley Methodist Episcopal Church of Greenville established a school for African-Americans in the City of Greenville. Known originally as Greenville Academy, the small school grew quickly in enrollment and in 1902, moved to Greenville County. The new school was named Sterling Industrial College, after Mrs. E. R. Sterling who funded the education of Reverend Minus. Of special interest is that Mr. W. R. Sewell, one of Greenville's leading black contractors, constructed the school. The overall funding of the school was an early example of racial cooperation in Greenville involving the leadership of both the black and white business community.

Mr. Thomas F. Parker of Monaghan Mills and the founder of the Parker School District was the primary financier of the school building itself. He also was the developer of the first lots and streets in the neighborhood. He named the streets in honor of school trustees – Sterling, Middleton, Minus, Malloy and Valentine. Properties were sold only to black persons and purchasers were given 5-10 years to pay for the properties.



Sterling High School Photograph, Courtesy of Greenville Cultural Exchange Center

In 1929, the Greenville County School District purchased the building, renamed it Sterling High School, and reopened it as the first black public high school in the County. The school curriculum included basic educational courses, as well as technical training in various trades – masonry, carpentry, tailoring, upholstery, cosmetology, auto mechanics, homemaking, and cooking. Sterling High School became an educational and social anchor for the neighborhood and for Greenville's African-American population. Small businesses grew around the school to serve the neighborhood. They clustered along Jenkins and Calhoun Streets and included a

florist, a laundry, and the Huddle — a restaurant that would be a central gathering place for the neighborhood for many years.

The neighborhood and school grew to become one of the nerve centers for African-American life in Greenville. In many ways, the neighborhood itself looked after the young people from across the City who gathered in school each day. This “it takes a village to raise a child” approach made Sterling fertile ground to cultivate many community leaders, civil rights advocates, and respected professionals in Greenville and throughout the region and nation. Some of the well-known graduates include: Reverend Jesse Jackson (civil rights advocate), Senator Ralph Anderson (State of SC), Dr. Thomas Kerns (Greenville County School District), Alberta Tucker Grimes (educator, creator of Greenville Head Start), Lieutenant Colonel Paul Adams (Tuskegee Airman and educator), Dr. J. Arthur Jones (educator and mathematician), Eskew Reeder (musician), The Dixie Hummingbirds (musicians), Theo Mitchell (attorney, SC legislator), Dr. Charles Whittenberg (Greenville pediatrician), Dr. Ruth Ann Butler (historian), and Greenville’s long time Mayor Pro-Tempore Lillian Brock Flemming, and County Councilwomen Xanthene Norris, and Lottie Beal Gibson.

In 1967, a fire destroyed the historic school, leaving only the gymnasium, which still stands today as a cherished symbol of Sterling High School and its dynamic social influence. Without the school as its centerpiece, the Sterling neighborhood went through a period of decline as many families dispersed elsewhere in Greenville. Straddling the City Limit line for Greenville further complicated providing improvements and services to the neighborhood. The remains of the high school itself became the Sterling Community Center, which provides senior, child, and youth services to the greater Sterling area.

Today the neighborhood remains a symbolic center of African-American history in Greenville. More than a symbol, though, the neighborhood is still a home to many families and individuals from all walks of life.

1.2 Grassroots Community Revitalization

Over the past two decades, there have been several initiatives by interested residents, community agencies, and church groups in working toward improvements in the Sterling Neighborhood. Work began in the 1980s and 1990s as the United Way helped create a grassroots neighborhood association and the Greenville County Redevelopment Authority began rehabilitation work to houses within the community. This group, the Concerned Citizens of Sterling, remains a key force in the neighborhood today.

It was also during that time that Fourth Presbyterian Church began working with the residents of the neighborhood. The Day of Healing/Day of Hope celebration was a product of this partnership. In 2001 Christ Church Episcopal solidified its partnerships with the neighborhood with the completion of the Sterling Hope Center which has evolved into an after school program serving children in the community. Minus Chapel and Macedonia Missionary Baptist Church, both churches within Sterling, are also involved in the neighborhood’s future.

The church involvement in the community has been a key partnership that led to several meetings and retreats (in 2003 and 2006). The 2006 retreat involved five neighborhood churches, representatives from the Sterling Community Center and residents from the neighborhood. This retreat produced a strategic plan for Sterling whose elements form the basis for many of the elements in the request for a master plan in the neighborhood that would come in 2009.

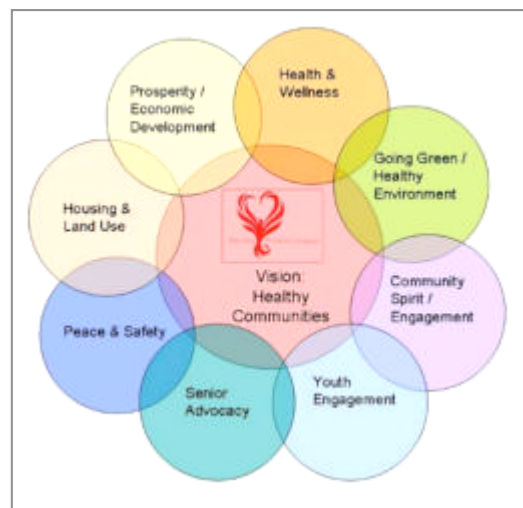
In 2008, Bon Secours St. Francis Health System became actively engaged in the health of the Sterling neighborhood. For the first time, the Sterling Community had a dedicated professional whose purpose was to foster collaboration and create solutions to the challenges facing the neighborhood.

Maxim Williams, Director of Community Relationship Building for Bon Secours St. Francis, brought together the many partners involved in Sterling to create the Sterling Phoenix League. The Sterling Phoenix league employed a ground up effort led by Sterling residents to assemble all of the stakeholders in Sterling. The Phoenix League's purpose is to develop a strategy for ensuring that Sterling is an affordable and healthy neighborhood for diverse people of all ages.

A "Sterling Summit of 2008" successfully assembled residents and community interests to address overall community spirit and wellness. As a result of the summit, eight "action teams" were formed to pursue various community issues, identify priority community improvements, and engage residents and partners in implementing changes to make a difference. Those teams are: health and wellness, going green/healthy environment, prosperity/economic development, housing and land use, peace and safety, senior advocacy, youth engagement, and community spirit.

A direct by-product of the Summit was the suggestion that a master plan be created for the Sterling Community. In early 2009, the Sterling Phoenix League and Bon Secours St. Francis approached the Greenville County Redevelopment Authority and the City of Greenville and requested funding for the development of a Master Plan for the Sterling Community. The goals of the Master Plan would be to:

- Promote sustainable and viable development measures;
- Revitalize underutilized and vacant properties in the neighborhood and provide more park and green spaces;



- Develop, maintain and manage an adequate, safe, accessible, and environmentally-sound transportation system;
- Evaluate public infrastructure and recommend appropriate improvements;
- Strengthen pedestrian linkages within and to surrounding neighborhoods;
- Design an implementation strategy and recommend policy tools to ensure results;
- Provide a relevant, readable visioning guide for the neighborhood;
- Recommend practical marketing and implementation of the plan;
- Establish public/private partnerships to enhance and carry out capital improvements;
- Involve all interested parties, groups, agencies, and residents in the planning process;
- Establish funding strategies for implementation;
- Develop a Master Plan that promotes Sterling as a mixed-income community;
- Provide a creative, theme-based plan that promotes the historic significance of Sterling High School, green development strategies, and education excellence; and
- Develop a Master Planning Process that reflects involvement and feedback from community residents and interests.

Both the City of Greenville and the Greenville County Redevelopment Authority (GCRA) agreed to a partnership with Bon Secours St. Francis to fund the plan. This represents a remarkable level of cooperation to create such a plan in Greenville and is emblematic of the importance of a vibrant and successful future for Sterling. A Steering Committee comprised of residents, alumni, and representatives of the funding groups then solicited proposals and selected a consulting Project Team who would assist the Sterling Phoenix League in developing a Master Plan. This plan is the direct product of the master plan process.

1.3 Report Format

The report is divided into eight subsequent chapters. Following this introduction, Chapter two outlines the public process for Sterling. Chapter three presents the master plan drawings as a whole and allows for a “bird’s eye view” of the master plan elements and how they interact with one another. Chapter three serves as a reference point for the following five chapters.

Chapters four through eight are arranged around five key themes identified by residents in the planning process as being essential elements of the plan. These are: infrastructure, housing, business development, community image, and organizational development. Each of these chapters presents “findings and issues” related to the theme that form the basis of each recommendation. A goal statement and action items follow the findings and issues. The action items are divided into short, medium, and long-term projects. Short-term projects will be completed in 2010 and 2011, medium-term projects will occur in the 2012-2013 time frame, and long-term projects will occur from 2013 to 2015.

The report concludes with chapter nine which puts each of the strategies together into an implementation and action plan. A “strategy board” that arranges the recommendations into a one sheet matrix that shows the themes, the recommendations, the time frames, and the vision for each theme is included in this chapter. This synopsis is a convenient way for all of the partners in Sterling to check progress on items and report back to the community as the plan progresses.

1.4 Acknowledgements

This plan is a product of a remarkable partnership of city and county government, the private sector, community agencies, churches, and citizens. Special thanks to the members of the steering committee comprised of representatives of each of these groups. The steering committee provided valuable insight into the community and important discussion about the plan’s recommendations through many meetings. These members are recognized at the end of the report.

Thanks goes to the staff of the Sterling Recreation Center who made room for the project team and helped coordinate meeting space for all of the public meetings. Thanks goes also to Macedonia Missionary Baptist Church for providing much needed space as well. A particular thanks goes to Maxim Williams who coordinated the public involvement, rallied participants to meetings, and deftly navigated through many different interests to seek understanding from every perspective. Finally, thanks goes to the citizens of Sterling as well as those whose lives have been touched by Sterling the neighborhood and Sterling High. Your participation in this plan was important, inspiring, and essential. This plan is dedicated to the elders of Sterling whose legacy it honors and to the children of Sterling who will inherit that legacy.

2.0 Plan Process

2.1 Roundtable Discussions

The development of the Sterling Neighborhood Master Plan began in August 2009 with an extended series of roundtable meetings with stakeholders. Over three days, the Project Team met with the Sterling Steering Committee, the Sterling Phoenix Action Teams, community interest groups, and neighborhood residents. In addition to the small group sessions, the roundtable discussions included interviews with approximately twenty individuals who owned property or were involved in projects within the neighborhood. At the end of each of the three workdays, the project team invited the public to open neighborhood meetings to share gathered information and obtain any needed clarifications.



Roundtable discussions and interviews included the following participants:

✓ Concerned Citizens of Sterling Leaders	✓ Bon Secours St. Francis Representatives
✓ Sterling Phoenix League Representatives	✓ Owners of Multiple Properties
✓ Sterling High School Alumni Association	✓ City & County Departments – <i>Planning, Police/Sheriff, Recreation, Transportation, Utilities</i>
✓ Sterling Residents	✓ Community Development Entities – <i>Allen Temple CDC, Homes of Hope, Nehemiah Community Rehabilitation Corp., Upstate Homeless Coalition, Greenville Housing Futures, Sunbelt Human Advancement Resources (SHARE), Habitat for Humanity of Greenville County, Sterling Land Trust</i>
✓ Neighborhood Churches – <i>Fourth Presbyterian, Christ Church, Macedonia Missionary Baptist Church</i>	✓ Community Agencies – <i>Leadership Greenville, Upstate Forever, Phoenix Center, YMCA, Greenville Cultural Exchange, Upstate Visual Arts</i>
✓ Housing Developers – <i>For Profit</i>	✓ Universities – <i>Furman University, Clemson University</i>

Following the roundtable discussions, project team members gathered pertinent background information on existing housing, infrastructure, land development patterns and ownership, and future development and improvement initiatives. The team also reviewed relevant community plans and documents to ensure understanding of long-range planning recommendations.

2.2 Community Design Workshop

In late September 2009, the Project Team hosted a three-day design workshop at the Sterling Community Center and Macedonia Missionary Baptist Church Fellowship Hall. During a series of work sessions with various groups alongside neighborhood residents, designers and planners discussed various issues and alternative development concepts for Sterling. Resident and interest feedback was received each day during open house style meetings.



To broaden the planning input, the community workshop included a special session with youth from the community center in a youth “design your neighborhood” event that engaged students ages 6 through 14.



What I would like to see in my neighborhood...

Drawings from Youth Design Workshop



Community open house events and a wrap-up presentation at the end of the design workshop allowed the design team the chance to share preliminary neighborhood planning recommendations with all participants, additional residents, and City/County leaders.



As a result of the multiple discussions with residents and interests, several common themes surfaced:

- Crime and safety are major concerns of residents that must be a part of Master Plan recommendations;
- Key strengths of the neighborhood are: children and families, the legacy and history of Sterling, and the Sterling Community Center;
- There is a need for improved homes, increased home ownership opportunities, improved rental properties, and multiple choice of housing for persons of all ages;
- The poor physical condition of streets, stormwater management, sidewalks, and pedestrian access and safety must be addressed;
- Increased economic opportunities must be available to provide residents with jobs and services, and to sustain pride in Sterling; and
- Implementation and the long-term success of the Master Plan will require continued coordination of recommended strategies and strong partnerships between residents, organizations, and public agencies.



2.3 Continued Steering Committee and Resident Involvement

Throughout the master planning process, the Project Team maintained communication with the Steering Committee and City and County agencies regarding the progress and direction of the plan. In addition, there was continued coordination with interested partners (housing agencies, churches, civic organizations, etc.) regarding organization mission, planned activities, and potential interest in partnering on specific revitalization projects. Numerous meetings occurred with these stakeholder groups in October, November and December.



2.4 Draft and Final Plan Phases

In early January, the project team presented an update to the Steering Committee. This was followed in February by two open house meetings. The first was a “marketing and image” workshop designed to craft a brand identity that would represent Sterling. This was followed one week later with an interim teamwork session and public open house to share updated information and receive feedback on recommended strategies for implementing the plan in a phased manner (1-year, 2 to 5-year, and +5-year strategies).

A subsequent steering committee meeting was held in early March to present the final draft plan, gather feedback, and outline a plan for a public celebration of the plan. The final plan was presented in a public meeting on the evening of April 8th with over eighty stakeholders in attendance.



3.0 The Sterling Neighborhood Study Area and Overall Plan

3.1 Sterling Today

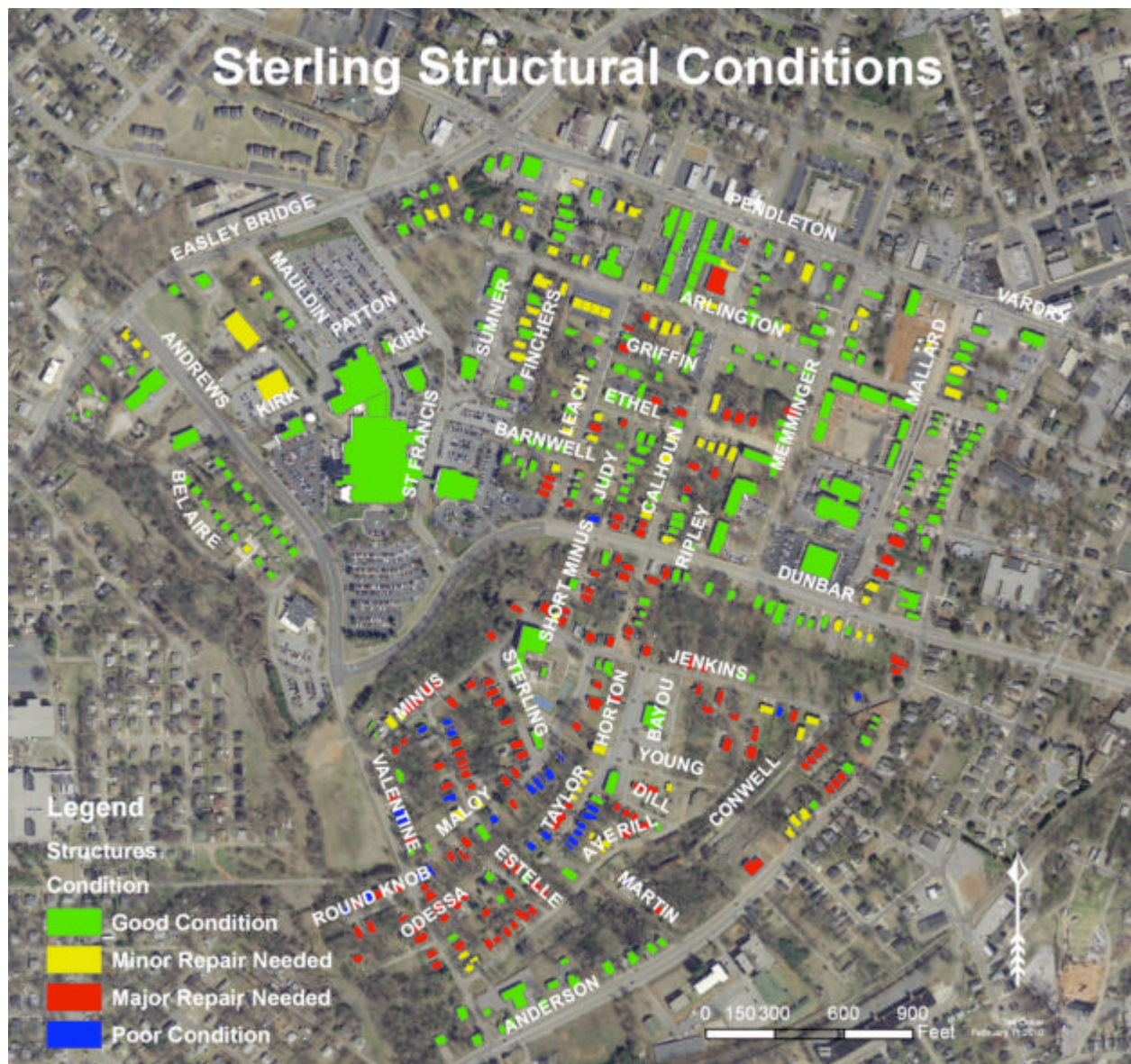
The plan study area for Sterling is a large district comprising roughly 200 acres and 500 structures. It is bounded by Pendleton Street to the north, Easley Bridge Road to the west, Brushy Creek to the south, and Anderson Road to the east. Both Dunbar Street and the Greenville City Limit line bisect the study area, which roughly correspond to one another though not entirely. The entire downtown campus of Bon Secours St. Francis Hospital takes up a large portion of the study area. Meetings with Bon Secours indicate that the campus is built out and is unlikely to continue to grow over the coming decade. Consequently, it is a stable anchor to one portion of the neighborhood.



Other parts of Sterling are characterized by substandard housing, inadequate infrastructure, and concentrated poverty. At the same time, the neighborhood is located along the edge of the rapidly redeveloping West End Historic District, and has seen some measure of gentrification along its northeast flank (as evidenced by the Pendleton West mixed-use development). Sterling is also less than a mile from the under-construction A.J. Whittenburg Academy and Kroc Center as well as the soon-to-be-completed Swamp Rabbit Trail. Sterling is also home to a number of community facilities, including the Sterling Community Center, Sterling Senior Center, Sterling Youth Center, and Sterling Hope Center, as well as several churches and social service providers.

Sterling has a high number of vacant parcels in Sterling especially south of Dunbar Street. If one considers the total acreage of the neighborhood, 30 percent of Sterling is vacant residential and 4 percent is vacant commercial. North of Dunbar, only 17 percent of the total acreage is vacant residential and 7 percent is vacant commercial. South of Dunbar Street, these figures are 43 percent vacant residential and less than 1 percent vacant commercial. Although many of these vacant parcels have complex title histories, the precise number of so-called heirs' properties is currently unknown.





By 2009, Sterling’s housing stock, much of which predated the Second World War, was in fair-to-poor shape. Market research firm Claritas estimated the 2009 median value of all owner-occupied housing units at \$59,318.

A dashboard survey conducted by Arnett Muldrow in March 2010 found that half of the neighborhood’s housing stock was in good repair (i.e., in no obvious need of external repairs). However, this figure is misleading. While two thirds of all residential structures north of Dunbar Street were in good repair, just one quarter of residential structures south of Dunbar were in good condition. Furthermore, Arnett Muldrow found that 51 percent of residential structures south of Dunbar were in need of major structural repairs, and 12 percent were either recently condemned or clearly beyond repair.

	<i>Good Condition</i>	<i>Minor Repairs Needed</i>	<i>Major Repairs Needed</i>	<i>Poor Condition</i>	<i>Vacant</i>
North of Dunbar	183	61	27	1	59
South of Dunbar	56	26	115	27	159
Entire Neighborhood	239	87	142	28	218

Despite an overall neighborhood population decline, the growing popularity of downtown living and the successful redevelopment of the West End Historic District have generated gentrifying pressures on the housing stock in Sterling, particularly in the blocks north of Dunbar Street. A Multiple Listing Service search conducted on January 1, 2010 demonstrates this gap clearly. The asking price for a new, “1000-1199” square foot cottage at 113 Mallard Street was \$189,900. The unit is part of Pendleton West development, a recently developed mixed-use project of located in the neighborhood’s northeast corner. In contrast, the asking price for a fifty-plus year old, two-bedroom, one-bathroom, “700-999” square foot house at 8 Horton Street was \$13,900.

In addition to these problems, Sterling faces a host of other difficulties, including inadequate infrastructure, high incidence of crime, lack of transportation accessibility, and frequent landlord-lessee disputes. Conversations with neighborhood residents revealed that homeowners and renters alike were unaware of city, county, or nonprofit programs that may benefit them.

3.2 The Neighborhood Master Plan

The Master Plan for the Sterling Neighborhood is organized around improvements in five topic areas:

- *Infrastructure* – How to Make Neighborhood Connections
- *Housing and Residential Development* – How to Build Back the Neighborhood
- *Business Development* – How to Encourage Investment and Increase Economic Opportunities
- *Community Image* – How to Strengthen the Heart and Legacy of the Community
- *Organizational Framework* – How to Get the Job Done.

The first three topic areas target physical improvements that should further property investment and economic opportunities over both the short and the long-term. These targeted improvements are summarized in the Sterling Master Plan shown on the following page. The recommendations for specific areas identified on the Master Plan are discussed in greater detail in the following sections.

The Implementation Strategy and Action Plan section of this document provides a more in-depth discussion of recommended phasing and methods for implementation.

Summary of Sterling Master Plan Elements	
Element No.	Description of Element
1, 2	Bon Secours St Francis – Hospital grounds and meditative park/gardens
3	Arlington Property Enhancement – Redevelopment opportunity at Arlington and Leach Street for underutilized medical building
4	Pendleton & Calhoun Streets Gateway Enhancements – Primary gateway improvements that include Sterling historic marker and link to trail system
5, 6	Pendleton Street Enhancements and Gateway Improvements – Streetscape and intersection improvements along Pendleton to improve business corridor
7	Calhoun Street Enhancements – Streetscape improvements to Calhoun to include greenway connection to Swamp Rabbit Trail
8, 9	North Sterling Playground and Dunbar/Calhoun Street Gateway – New children’s play area on Calhoun Street and intersection improvements at Dunbar and Calhoun Street, the gateway to Sterling Center and Sterling Village
10, 11	Torchier Common and Court – New cluster housing development and garden single-family homes between Dunbar and Jenkins Streets at Hartsell Street
12	Sterling Village – New neighborhood business center on Jenkins Street featuring rehabilitated buildings for business and residential use and new live-work units
13	Sterling Community Center – Continued improvements to historic grounds to include better defined parking, lighting, outdoor children’s garden, small amphitheater and stage, and historic sign
14, 15	Minus Chapel and Leadership Green – Improvements to lawn area around Minus Chapel at Dunbar Street and outdoor amphitheater adjacent to Sterling Tiger Path greenway
16, 17, 18	Dunbar Street Enhancements, Sterling Tiger Path, and Dunbar Circle – Streetscape and greenway improvements at Dunbar Street and Valentine Street, including a small traffic round-a-bout and greenway connection
19, 20, 21	Brushy Creek Greenway Park, Athletic Fields, and Valentine Street Improvements - New greenway connection adjacent to Sterling, improved athletic fields, and streetscape improvements to Valentine
22, 30	Sterling Gardens, Anderson Road Gateway – Community gardens adjacent to Brushy Creek near Valentine Street; Anderson Road gateway improvements
23, 24, 25	Anderson Road Enhancements, Sterling Greenway and The Cove – Gateway enhancements on Anderson Road and new stormwater management facilities in form of greenway and small lake from Brushy Creek to Conwell Street
26, 27	Sterling Silver Senior Living and The Cove Cottages – New housing developments overlooking the Cove, one for seniors and another for homes
28	Macedonia Life Center and Parking – New life center for Macedonia Church that could include expanded business fronts on Jenkins Street
29	Easley Bridge Road Gateway – Street and intersection improvements at Easley Bridge Road and Valentine Street



- | | | |
|---|-------------------------------|--------------------------------------|
| 1 Bon Secours St. Francis Health System | 10 Torchier Commons | 19 Brushy Creek Greenway Park |
| 2 St. Francis Park | 11 Torchier Court | 20 Athletic Fields |
| 3 Arlington Property Enhancement | 12 Jenkins Village | 21 Valentine Street Enhancements |
| 4 Pendleton and Calhoun Street Gateway Enhancements | 13 Sterling Community Center | 22 Sterling Gardens |
| 5 Pendleton Street Enhancements | 14 Minus Chapel | 23 Anderson Road Enhancements |
| 6 Pendleton Gateway Enhancements | 15 Dunbar Green | 24 Sterling Greenway |
| 7 Calhoun Street Enhancements | 16 Dunbar Street Enhancements | 25 The Cove |
| 8 North Sterling Playground | 17 Dunbar Greenway | 26 Sterling Silver Senior Living |
| 9 Dunbar and Calhoun Street Gateway Enhancements | 18 Dunbar Circle | 27 The Cove Cottages |
| | | 28 Macedonia Life Center and Parking |

4.0 Infrastructure: Making Neighborhood Connections

4.1 Issues and Assessment

4.1.1 Community Input and Team Observations

- Improved streets, sidewalks, connections, accessibility by school buses, and handicapped accessibility were all key issues for residents of Sterling.
- Many existing streets are narrow, have no sidewalks and open drainage ditches.
- Sterling has no stormwater drainage system in the major portion of the neighborhood south of Dunbar Street.
- Dunbar is a major collector street dividing the neighborhood and is a dangerous street to cross due to the speed of traffic.
- Sterling should connect inside the neighborhood as well as to other parts of Greenville.
- Trail networks are planned for the neighborhood connecting to other areas within the city.
- Better street connections make for better crime prevention.

4.1.2 Streets and Pedestrian Access

The project team conducted an assessment of the existing streets to define current conditions within the community. A map and detailed summary table of the existing street conditions are included in Appendix C. (This summary table outlines specific road length, rights of way, jurisdiction, pavement width, curbing, sidewalks and overall condition.)

In general, the roadways located north of Dunbar Street have well-established rights of way with curb/gutter, curb lawns and sidewalk. Connections are well established to the main thoroughfares of Dunbar Street, Pendleton Street, S.C. Hwy. 123 and Anderson Road. There are several platted alleyways that could be abandoned and dedicated to adjoining property owners.

In contrast, the roadways south of Dunbar Street have limited rights of way without curb/gutter, curb lawns or sidewalks. Many of the rights of ways are limited to 30 feet or less. Due to the proximity of many homes to the right of way, increasing the width of the roadway is not a viable option. Some streets are so narrow that they are suitable only for one-way traffic. In addition, connectivity of the streets in the southern portion of the neighborhood is very poor, especially between Jenkins Street and Valentine Street.

4.1.3 Domestic Water

The Greenville Water System (GWS) owns and maintains all water lines within the community. Capacity is available to serve all residential and light commercial proposed development within the community. In the event of a large commercial project with significant fire protection requirements, GWS should be consulted early in the Schematic Design to evaluate potential upgrade requirements. Over the past ten years GWS has systematically replaced and/or upgraded portions of the system throughout the community. As redevelopment occurs, GWS will replace and/or upgrade the existing lines located within existing road right of ways. The existing lines

will be replaced by GWS at no cost to the developing agency. Advance notice should be provided to GWS to allow for design and construction of the replacement. Where new roads are constructed, the cost of any new water lines will be the responsibility of the developing agency. Currently GWS requires a capacity fee of \$1,320 for a typical 5/8" residential meter. Capacity fees increase as meter sizes increase. A more detailed map of the water line system in the Sterling Neighborhood is found in Appendix B.

4.1.4 Sanitary Sewer

Sanitary sewer within the Sterling neighborhood is provided by two agencies. All property within the city limits is served by the City of Greenville. All property in Greenville County is served by Parker Sewer & Fire Subdistrict. All sanitary discharges from both community providers are treated by Renewable Water Resources (ReWa).

The City of Greenville has implemented a program to examine all existing lines using closed circuit television and is systematically performing repairs and upgrades of all lines within the City limits to eliminate inflow and infiltration to the system. No capacity issues are known at this time. However, significant redevelopment activity associated with increased density may require replacement and/or retrofitting of line segments adjoining the development.

The Parker Sewer & Fire Subdistrict sanitary sewer lines are mostly vitrified clay lines that are approximately 80 years old. Many of the lines have significant inflow and infiltration. Most all lines will require replacement as new development activity occurs within the community. While Parker Sewer has expressed a desire to work with the community, limited capital funds will require creative solutions on the part of the county and other public entities. As specific plans develop for projects within the community, Parker Sewer should be consulted to negotiate replacement cost and schedules. There are three main sewer lines connecting to the ReWa trunk line along Brushy Creek. These main arteries will require replacement and/or retrofitting as development activity is increased in the community. These mains, while owned by Parker Sewer also transport sanitary sewer from many of the City of Greenville's sewer lines. A more detailed map of the existing sanitary sewer system (ReWa, City of Greenville, and Parker Sewer) is provided in Appendix B.

4.1.5 Stormwater Runoff

Stormwater runoff in the community generally flows in a south/southwesterly direction through the neighborhood. All stormwater runoff within the community ultimately drains to Brushy Creek, which forms the western boundary of the community. North of Dunbar Street in the City of Greenville is a stormwater drainage system within the streets which connects to a stormwater drainage system along Dunbar Street. The Dunbar Street system has two primary outfalls. The first is located at the creek near Minus Street the second is south of the intersection of Dunbar Street and Anderson Road. A more detailed map of the existing stormwater drainage basins is provided in Appendix B.

The remaining portion of the Sterling community between Dunbar, Anderson Road and Valentine Street has minimal storm drainage. As this portion of the community is revitalized,

significant improvements will be required to manage stormwater and reduce flooding, particularly in the vicinity of Conwell Street, Averill Street and Valentine Street.

A portion of Valentine Street at its intersection with Averill Street is within the 100-year flood plain. Consequently, it routinely floods during major storm events.

The existing culvert and outflow piping at Valentine and Minus Street flowing through the Sterling Field Park to Brushy Creek is deteriorating and appears to be undersized.

4.1.6 Open Space

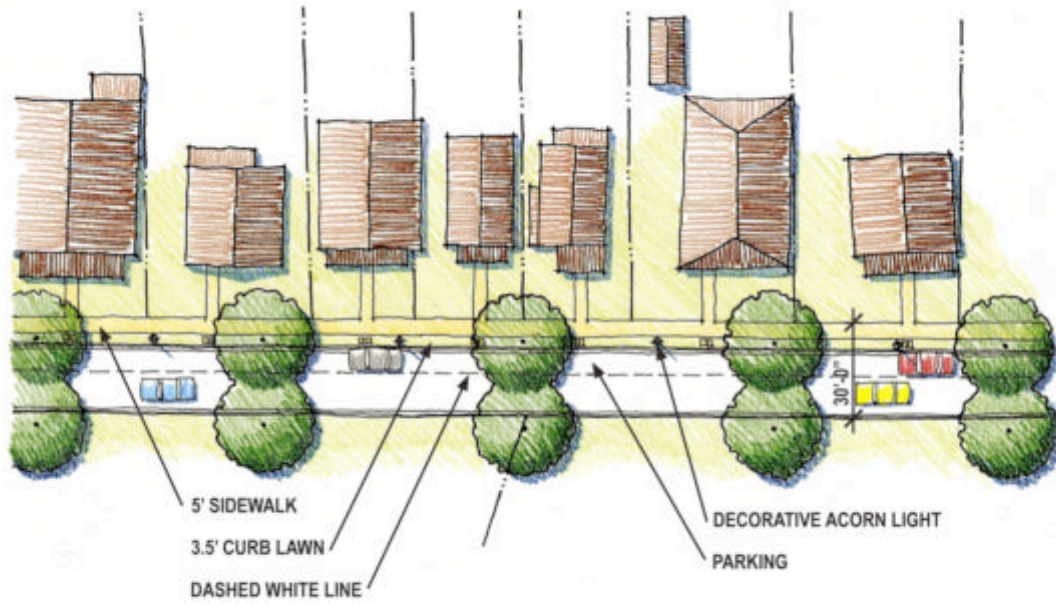
Currently open space within the community is limited to the Sterling Community Center and Sterling Field Park. The community center, owned by the Greenville County Recreation District, provides tennis courts, picnic shelters, basketball court, and a playground. The Sterling Field Park, owned by the Greenville County Recreation District, provides an athletic field for football and soccer activity with additional open space. Recent field and site improvements have been completed as well.

4.2 Infrastructure Recommendations

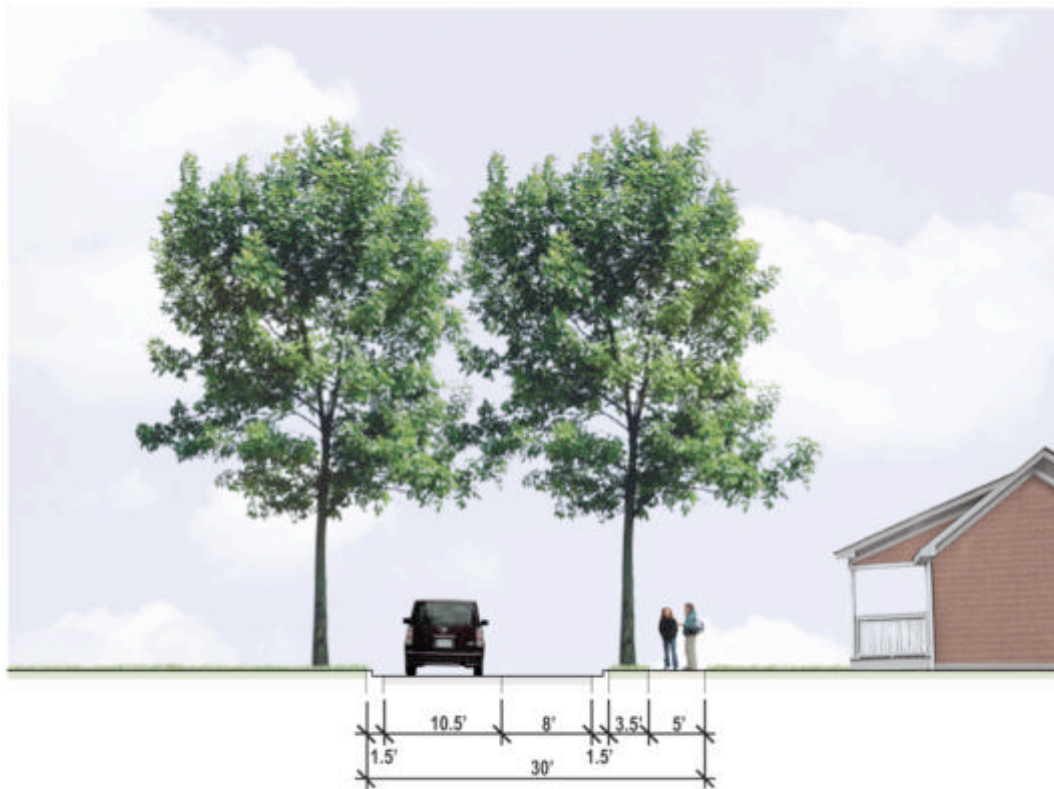
4.2.1 Streets and Pedestrian Access

In order to provide for better street connectivity, improved access and pedestrian safety, the Sterling Master Plan recommends several proposed street improvements and modified traffic patterns. These recommendations are depicted on the map and the typical cross-sections found on the following pages. Generally, the recommendations fall into the following categories:

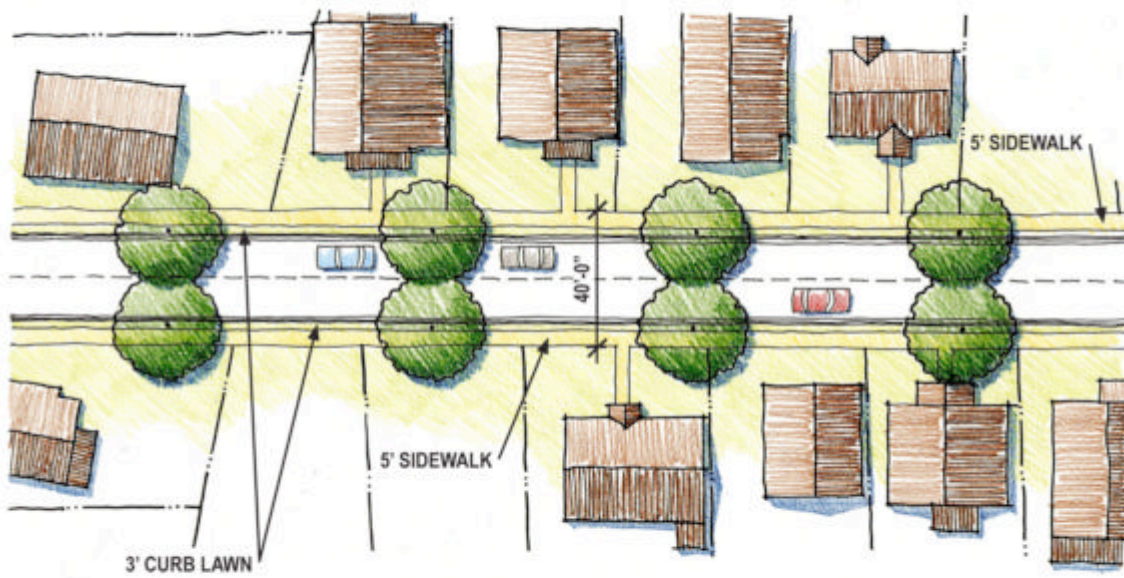
- *One-way Street Improvements* - Because many homes in Sterling are very close to the road right of way, increasing the width of the roads is not a viable option. Consequently, the plan recommends that a number of the streets be converted to one-way streets to provide safer traffic circulation, on street parking, and maintain the character of the neighborhood.
- *Two-way Street Improvements* – As new investment and revitalization occurs, roadways and sidewalks should be repaired and replaced to enhance connectivity and safety.
- *Major Thoroughfare Street Improvements* - To enhance connectivity within the community and to neighboring communities, Dunbar Street should be reduced from a five-lane road section to a three-lane road section and include on street parking, bike paths and a landscaped median. Similarly, Anderson Road should be reduced to the same three-lane road section along the southern boundary of the neighborhood.
- *New Connector Streets* - Valentine Street is the major connector from Dunbar Street to Anderson Road with a 50-foot right of way, curbing and a sidewalk on the western side of the roadway. In order to develop better connectivity within the southern portion of the community south of Dunbar Street, several new connector streets are recommended. These include: (1) Dunbar/Jenkins connector, (2) Memminger/Hartsell connector to Averill, (3) Martin Row Extension, and (4) Taylor/Odesa connector.



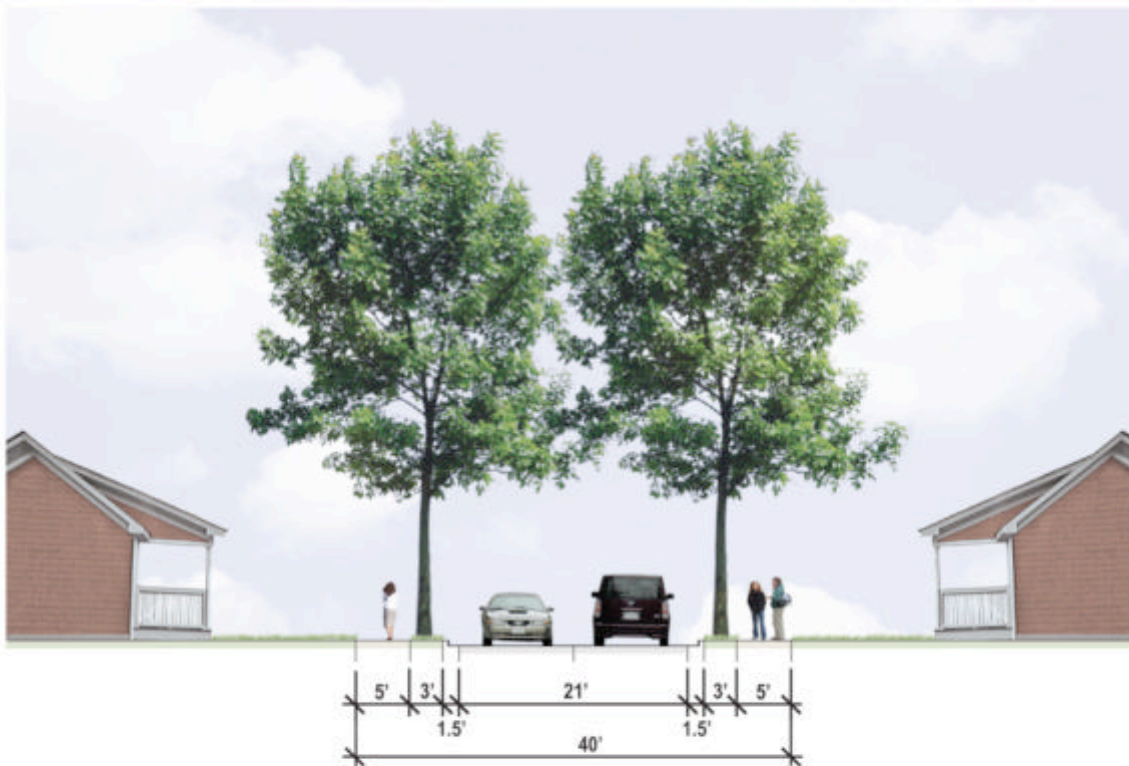
TYPICAL ONE WAY STREET: PLAN VIEW



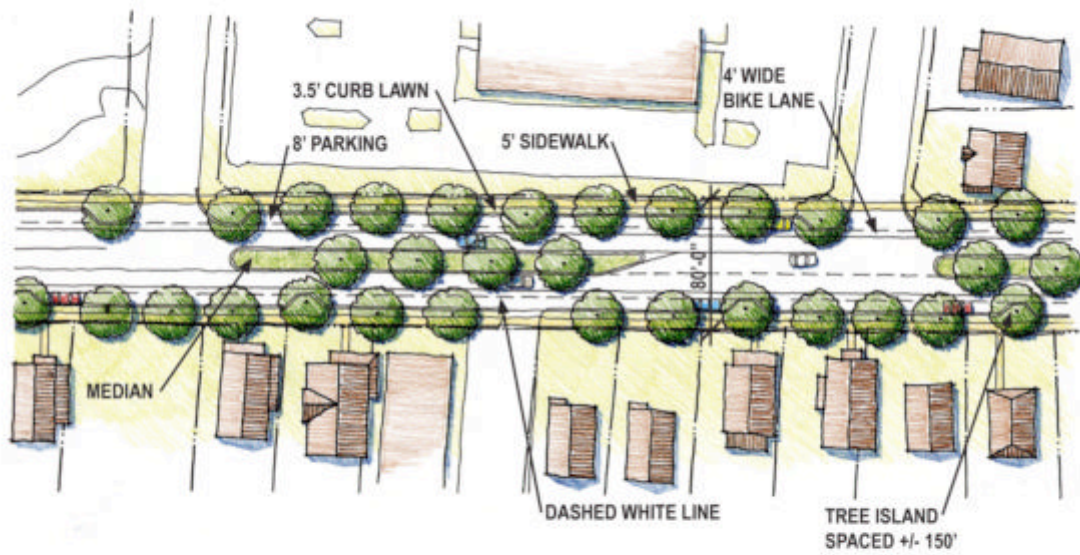
TYPICAL ONE WAY STREET: SECTION VIEW



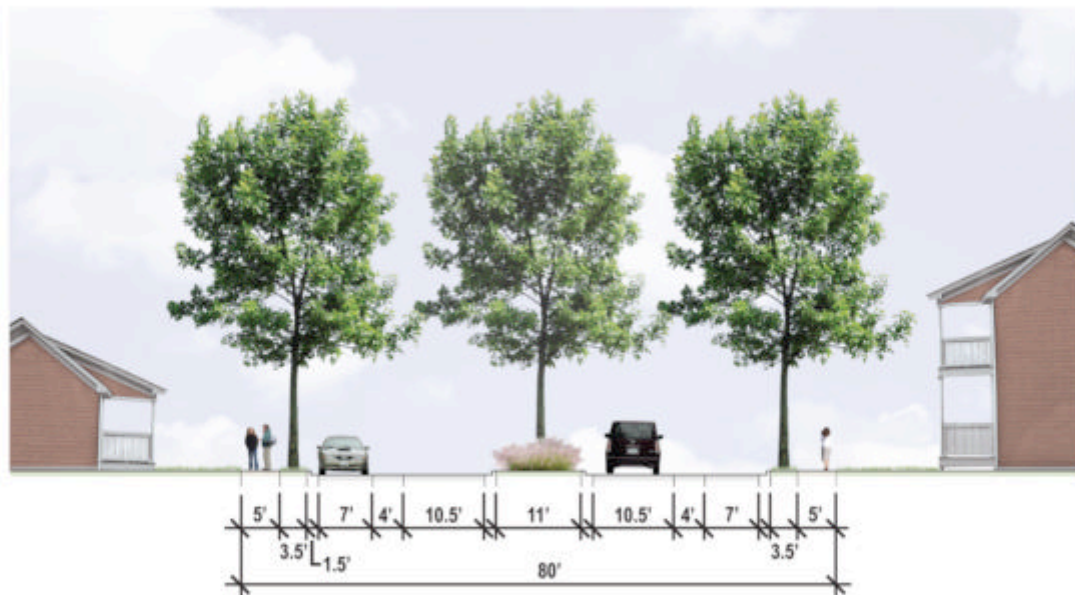
TYPICAL TWO WAY STREET: PLAN VIEW



TYPICAL TWO WAY STREET: SECTION VIEW



DUNBAR/ANDERSON STREET: PLAN VIEW



DUNBAR/ANDERSON STREET: SECTION VIEW

4.2.2 Water and Sewer

As specific plans develop for projects within the community, Parker Sewer should be consulted to negotiate replacement cost and schedules. There are three main sewer lines connecting to the ReWa trunk line along Brushy Creek. These main arteries will require replacement and/or retrofitting as development activity is increased in the community. These mains, while owned by Parker Sewer, also transport sanitary sewer from many of the City of Greenville's sewer lines.

The Greenville Water System will upgrade water lines as necessary to facilitate development and as streets are improved. Any new development will require new water lines at the expense of the developer.

4.2.3 Stormwater Management

The Sterling Neighborhood between Dunbar, Anderson Road and Valentine Street has minimal storm drainage to control runoff. As this portion of the community is revitalized, significant improvements will be required to accommodate stormwater management. A wet detention pond, shown as "The Cove" on the Master Plan, is proposed to provide detention and water quality for approximately 64 acres of the community. This detention pond will be designed to help reduce flooding at the intersection of Valentine Street and Averill Street. A Schematic Stormdrain Piping System has been developed to demonstrate a future stormwater drainage system for this portion of Sterling (see map on next page). It is recommended that a drainage study be prepared for the community to prepare a final design of the stormwater basin and appropriate pipe sizing for the road network as street improvements commence. Further analysis of several existing culverts on Valentine Street and Martin Row should be performed during the master drainage study. See Appendix A for neighborhood stormwater drainage maps.

4.2.4 Parks, Trails, and Recreation

The Greenville County Recreation District has developed an overall master plan for expansion of the Swamp Rabbit Trail system, including creating trails along Brushy Creek from Anderson Road to Easley Bridge Road. The Swamp Rabbit Trail Master Plan includes additional connector routes for connection with the Sterling Community Center and St. Francis Hospital. The Leadership Greenville Class of 2010 is currently working on the Sterling Community Center Connector Trail.

The Sterling Master Plan also recommends a connection from Brushy Creek to "The Cove," continuing northeast to Dunbar Street. Sidewalks and a speed table on Anderson Road are recommended to provide for safe pedestrian access from the Fuller Normal School to the Sterling Community Center.

Park space is currently limited to the Sterling Community Center and Sterling Field Park. Development of "The Cove" detention pond will provide open space and potential recreational opportunities. An amphitheater at the intersection of Minus Street and Dunbar Street will create additional open space. Community Gardens are recommended for the floodplain area along Brushy Creek adjoining the Swamp Rabbit Trail in the southwest corner of the neighborhood.

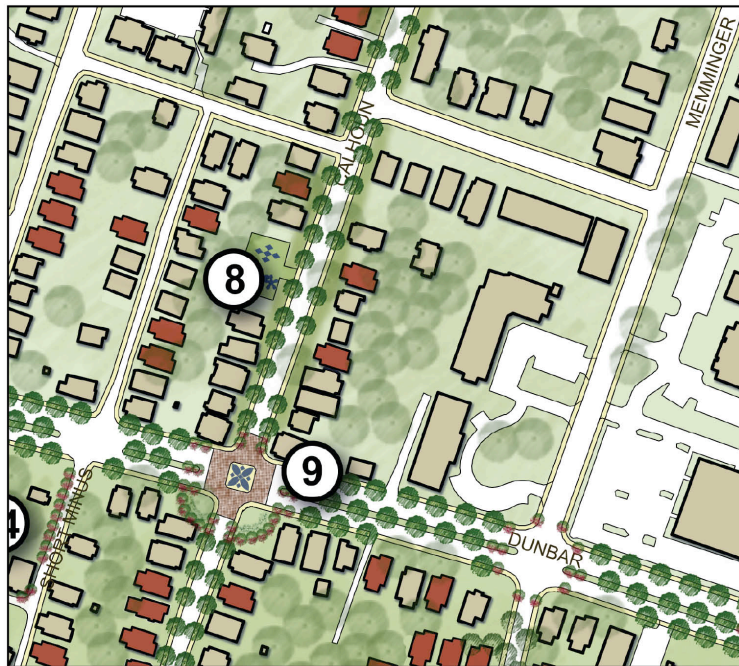
The following master plan elements detail the parks, trails, and recreation improvements recommended in the plan.

Master Plan Element 8. North Sterling Playground will give children and families on the north side of Dunbar a place to hold outdoor activities such as barbecues and cook-outs while giving kids a place to play after school. By having this playground facility located in the heart of a residential neighborhood, it will allow residents to keep an eye on the children using the facility and should reduce crime and vandalism. Also, this location improves the ability of neighborhood children to access the site.

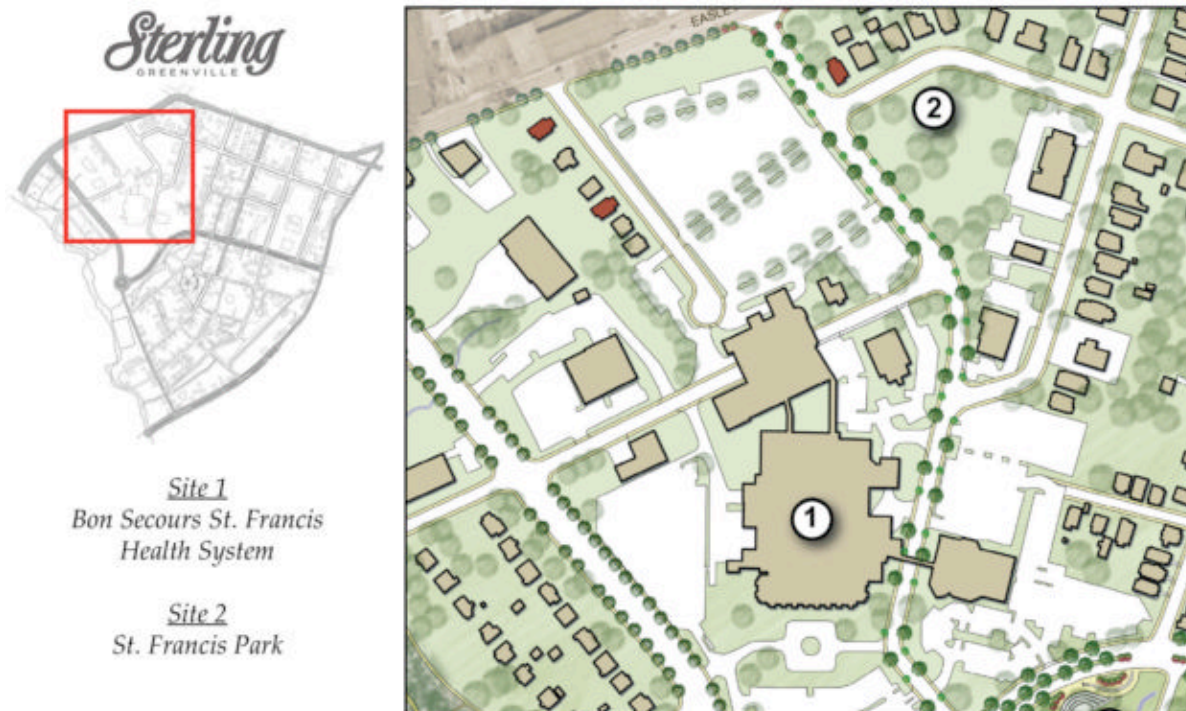


Site 8
North Sterling
Playground

Site 9
Dunbar and Calhoun
Street Gateway



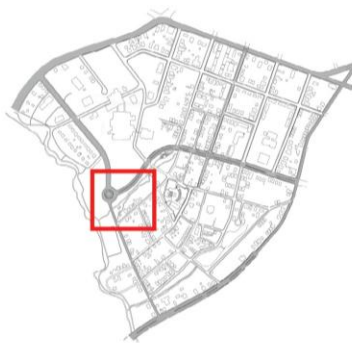
Master Plan Element 2. St. Francis Park will be developed at the corner of Arlington Avenue and St. Francis Drive. The park site is currently a tree-filled green space currently owned by the hospital. St. Francis Park will provide a place for quiet meditation and prayer, as befitting the mission of the hospital. The park may feature a labyrinth or formal garden that could be used for special occasions. St. Francis Park will benefit neighborhood residents, St. Francis employees, and hospital patrons alike.



Master Plan Element 16. Dunbar Street Enhancements turn a wide multilane roadway into a tree-lined boulevard. By creating a full canopy of tree cover over the road, this will mark the prominence of the street and the neighborhood and give it a more pedestrian friendly and comfortable scale. An improved crosswalk system will allow the northern and southern portions of Sterling neighborhood to once again be connected. As it is now, Dunbar Street acts as a barrier to pedestrians on either side of the street due to poor crosswalk designations and heavy traffic along the road.

Master Plan Element 17. Sterling Tiger Path is named for the old Sterling High School's mascot, the Tiger. This greenway will connect the Brushy Creek Greenway to the Dunbar Green and Dunbar Street. The green way will follow alongside the creek, south of Dunbar Street.

Master Plan Element 18. Dunbar Circle is a proposed traffic circle at the intersection of Valentine and Dunbar designed to reduce inefficiencies of a normal traffic light, especially at peak rush hours. This circle will reflect the landscaping of many of the intersection gateway areas throughout Sterling.



Site 16
Dunbar Street
Enhancements

Site 17
Sterling Tiger Path

Site 18
Dunbar Circle



Master Plan Element 19. Brushy Creek Greenway Park follows the eastern side of Brushy Creek, continues along the south side of Dunbar Street and connects to Calhoun Street where it eventually links with Greenville's Swamp Rabbit Trail. The Brushy Creek Greenway provides an important access between Sterling and nearby elementary schools. Enhancements along the greenway will include signage and landscaping. Lighting is not normally included along neighborhood greenways.

Master Plan Element 20. Athletic Fields along Valentine Street will be connected to the community by the trail system and pedestrian crosswalks in strategic areas.



4.3 Infrastructure Recommendation Time Frames

4.3.1 Short Term: 2010-2011

- Complete Leadership Greenville Trail section from Valentine Street to Sterling Community Center and amphitheatre at Minus Street and Dunbar Street. Develop design and begin improvements to Minus Street infrastructure and streetscape.
- Develop design of Calhoun Street south of Dunbar. Commence stormwater master plan study and apply for permits for regional stormwater pond adjacent to Conwell Street.
- Program Jenkins Streetscape Improvement into capital budget for City. Identify funding sources for improvements on county side.
- Program Dunbar Street improvements into capital budget for City of Greenville.
- Identify funding sources for Memminger-Hartsell-Averill Street connector.
- Identify funding sources for Odessa-Taylor-Horton Street connector.
- Identify funding sources for Butler-Martin-Maloy Street connector.
- Identify funding sources for Anderson Street improvements.
- Develop design for North Sterling Playground on Calhoun Street.
- Develop design for St. Francis Park at corner of Arlington Avenue and St. Francis Drive.
- Develop overall neighborhood infrastructure design package, including completed engineering drawings and cost estimates from GLDTC.
- Explore possible funding for state-managed and -owned roads. This could options such as handing over ownership of some roads to the county.

4.3.2 Medium Term: 2012-2015

- Connect Horton/Taylor to Odessa.
- Connect Butler/Martin to Maloy.
- Extend Memminger south to Jenkins across to Hartsell and pick up Averill.
- Complete Greenway trails along Brushy Creek.
- Program and implement Dunbar Street diet/streetscaping.
- Program and implement Anderson Road diet/streetscaping.
- Complete regional stormwater pond adjacent to Conwell.
- Construct North Sterling Playground.
- Construct St. Francis Park.

4.3.3 Long Term: 2015+

- Connect Jenkins to Dunbar via bridge across the creek.
- Complete Valentine streetscape.
- Complete traffic circle at intersection of Dunbar, Andrews and Valentine.
- Develop passive park and trail around the stormwater pond on Conwell.

5.0 Housing & Residential Development: Building Back the Neighborhood

5.1 Issues and Assessment

5.1.1 Community Input and Team Observations

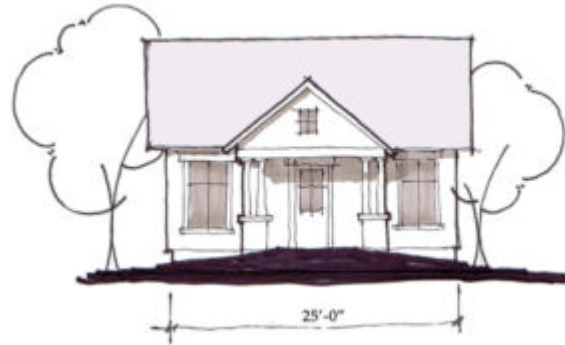
- Sterling has a mixture of housing types ranging from single-family homes to multi-family developments with the primary housing type being single-family.
- There are numerous housing challenges in Sterling that must be addressed if the community is to be improved and attract new residents. These include: lack of infrastructure, substandard lots (with suburban zoning development standards), overgrown vacant lots, complex tax liens on properties, absentee landlords, lack of code enforcement, poor energy efficiency of homes, and need for increased home ownership and affordability.
- Residential improvements and development must first focus on existing residents to:
 - Create opportunities for owners to remain in and maintain their homes,
 - Provide renters increased opportunities to own their own homes,
 - Require and ensure that landlords properly maintain rental properties,
 - Provide increased housing options for seniors and persons with special needs to remain in the neighborhood, and
 - Maintain the affordability of housing, while ensuring that gentrification does not displace current residents.
- There is a need to provide more housing resource information to residents and interested persons who may want to invest in or move back to Sterling.
- The future of Sterling depends on reducing crime and improving the safety of the neighborhood.

5.1.2 Neighborhood Housing and Development Patterns

In general, the Sterling Neighborhood exhibits a traditional neighborhood pattern with small lots (average 40 feet) and a connected, gridded street system (20-40 feet in width). Neighborhood housing consists primarily of small one and two-story homes of vernacular and cottage styles. There are only few large-scale apartment or condominium structures. Typically, the buildings are set close to the street, with setbacks of 20 feet or less.

The area north of Dunbar Street varies in character, and in land uses, from the south of Dunbar Street. The northern portion of the neighborhood exhibits a more improved infrastructure (streets with curb, gutter, sidewalks, street trees, etc.) and hosts a greater mixture of uses – residences, offices, and multi-family buildings. The southern portion of the neighborhood has more narrow streets and in most places, lacks curb and gutter, sidewalks and street trees.

In both the northern and southern areas of Sterling, the average lot is 40 feet with shallow front yards (approximately 15 feet) and combined side yards between houses of 10-15 feet. The average house in Sterling is a 25-foot wide by 35-45-foot long wood, one-story cottage with a front porch, large double hung windows, decorative front door and brick or stucco foundation. Roofs are medium pitched (6:12 to 8:12 roof pitch) of asphalt shingles with eave overhangs in excess of 16 inches, often with exposed rafter tails. Interspersed throughout the neighborhood are several two story houses but these are rare. There are very few, if any, brick houses.



Above: Sterling Neighborhood Housing North of Dunbar Street

Below: Sterling Neighborhood Housing South of Dunbar Street



5.1.3 Housing Conditions, Tenure, and Ownership Patterns

As part of the neighborhood planning process, the project team undertook a windshield survey of housing in Sterling to assess exterior housing conditions. In addition, the team reviewed property records to determine rental/ownership patterns and identify large tract property owners. Maps

summarizing tenure (rental/owner occupied) and some of the common ownership patterns are found in Appendix C.

Based on the field assessment, the Project Team noted the following housing conditions and ownership patterns:

- Much of the housing stock in Sterling was constructed from 1930 to 1950. Although the Sterling Neighborhood is important historically from a cultural standpoint, the housing stock is of simple architectural detailing. It is important to retain as much of the existing housing stock in order to maintain the identity and authenticity of the neighborhood.
- The northern portion of the Sterling Neighborhood contains houses that are in better condition than the southern portion. Most of the housing north of Dunbar Street can be described as being in good condition or needing minor cosmetic repairs (e.g., paint, masonry or siding repairs, etc.).
- The southern portion of Sterling south of Dunbar Street contains houses that are in need of major repairs (e.g., roofing, windows, foundation, etc.) or are in poor condition (e.g., structural elements).
- Most of the houses in good condition south of Dunbar Street are new infill structures that have been constructed by non-profit housing agencies in recent years.
- Most of the housing in Sterling is rental housing; owner-occupied housing accounts for less than 25 percent of the existing housing stock.
- Of the publicly held properties, the largest landowners are St. Francis Hospital and various churches.

5.1.4 Existing Zoning and Future Land Use

The existing zoning pattern and planned future land use for the Sterling Neighborhood are shown in the maps to the right. Most of the residential properties in Sterling are zoned for high-density multi-family residential development of up to 20 units/acre or more (green and light tan areas). Single-family areas (darker tan) are zoned for development on lots that are 7,500 square feet or more; this does not reflect the existing development pattern of lots less than 5,000 square feet. In both the City and the County, single-family residences are required to be setback at least 20 feet from the street and building heights can be up to 40-45 feet.



Above: Sterling Zoning, Below: Sterling Future Land Use

According to the Comprehensive Plans of the City and County, the proposed future land use pattern for Sterling is *Urban Residential*, 16-20 units/acre (City) and *Residential 3*, minimum 6 units/acre (County). These future land use designations conflict with the existing development pattern of the neighborhood and the recommended future land development pattern.

Both of these land use patterns call for a multi-family development pattern that can become quite dense.

The neighborhood has strongly voiced a desire to preserve, to the degree possible, the look and feel of a single-family neighborhood with limited well-designed smaller scale multi-family



developments internal to the neighborhood and the possibility of a larger multi-family development along Anderson Road. Large-scale multi-family developments would be incongruent with the current and proposed land uses.

Some possible solutions to the existing zoning and future land use issues would be to consider the RDV zone inside the city limits and a compatible zone in the county. An overlay zone could also deal with design issues that would preserve the single-family look and feel of the neighborhood while preserving some flexibility of underlying use.

5.1.5 Housing Development Activity

For the most part, new housing development in Sterling consists of scattered new construction by regional and local non-profit housing agencies.

The northern portion of the neighborhood has been influenced by increased investment in the West End Neighborhood and by commercial investment along Pendleton Street. This area of Sterling has experienced at least two major redevelopment projects—a condominium development on Arlington Avenue between Memminger and Mallard Streets, and a series of new homes on Judy Street just north of Dunbar Street.



New Houses on Judy Street

The southern portion of the neighborhood has had fewer new houses constructed and less housing maintenance. Absentee landlords who have not made property improvements own much of the rental property. This disinvestment has been furthered by a lack of public investment in the community's infrastructure. Also, struggling homeowners are unable to undertake essential home maintenance. While there are current programs and partners available to assist with property maintenance issues and tenant rights, there is a need for greater coordination and sharing of information on the appropriate programs, agencies and application processes.

5.1.6 Mission/Goals

Future investment in the neighborhood should be guided by the following goals in order to revitalize the Sterling Neighborhood and promote housing opportunities that will retain existing residents and attract new ones:

- Preserve the current housing stock of the neighborhood wherever possible. Although the housing fabric of Sterling is not architecturally significant, it represents a special sense of place and must be respected to ensure a continued feeling of community and neighborhood identity.
- Encourage increased housing opportunities for home ownership and an improved balance between housing ownership and rental. The overall goal is to provide a range of housing opportunities and types.
- Ensure sanitary, safe and energy-efficient housing for homeowners and renters. Promote home maintenance programs, encourage responsible management of rental properties, and enforce applicable building maintenance codes.
- Encourage diverse housing types within the neighborhood to provide housing for persons of all ages and life needs.
- Encourage quality building rehabilitation and new construction that complements existing buildings and the context of the neighborhood, and incorporates EarthCraft, Energy-Star, and Universal Design standards.

5.1.7 Types and Forms of Housing

A variety of housing types and forms are needed in Sterling in order to provide for the diverse persons who live in the neighborhood, or wish to move there. In addition to offering a variety of housing types and forms, it is important to ensure that there is an effective balance among the types so that they work collectively to provide a positive and rewarding living environment for all community residents.

The predominate housing form in Sterling is the single-family house. Consequently, the Master Plan recommends that existing houses be rehabilitated if at all possible. Much of the new housing in the neighborhood should reflect the existing single-family housing development pattern. Although other housing types should be encouraged provided they are sensitive to the character of the neighborhood. The Sterling Design Guidelines included as Appendix A provide design advice for all housing construction.

Another form of housing that may be suitable for Sterling is the duplex. Any duplex structure, however, must be designed to appear as a single-family house with a single, central entrance. In addition, development should be

Common Housing Types

Affordable Housing: Housing for individuals and families whose income is below 60% of area median income.

Workforce Housing: Housing for working individuals and families with incomes between 60% and 120% of area median income.

Market Rate Housing: Housing for individuals and families with incomes at or above 85% of area median income.

Upper Story Housing and Live-work Housing: Housing that is located above a retail or commercial space. Generally, live-work housing refers to a development pattern where the housing is owned or rented by an entrepreneur who lives above the business.

Transitional Housing: Housing for individuals or families who are going through a transitional period in their lives due to catastrophic family events, loss of jobs, incarcerations, etc. This housing provides temporary assistance until they can become sufficiently stable. Programs require strong supervision and maintenance by the sponsoring agency to ensure community harmony and individual responsibility.

Common Housing Forms

Single Family House: A one family dwelling that is situated on a single lot with front, side and rear yards. In Sterling, they range from one to two-stories.

Duplex: A housing unit developed for two families in one structure. These can be constructed so that they are above and below one another or beside one another.

Cluster Housing: A housing group that is made up of three, and sometimes four, attached units. Typically, they appear as individual houses.

Multi-family Housing: A housing group that includes multiple units within a larger building.

scattered, rather than several grouped together.

In some instances, cluster housing may be suitable for certain parts of Sterling where there is a larger space to be developed. This is one of the densest housing development forms recommended for Sterling. This type of housing allows for density while preserving the single-family character found in Sterling. Sites for cluster housing should be very carefully selected.

One additional housing form that could be considered for Sterling is multi-family housing. Because of the density of this housing form, it should be located on the perimeter of the neighborhood, closer to major transportation corridors. The scale and footprint of any proposed development should respect the scale of the surrounding structures and should complement the neighborhood architecture.

5.2 Recommendations

Currently, housing in Sterling consists of scattered new construction by regional and local non-profit and for-profit housing agencies, minimal maintenance of rental property by absentee landlords, and minimal maintenance of homes by struggling homeowners. With several exceptions in the Sterling neighborhood north of Dunbar, true housing development has not occurred. In order to maximize the benefits associated with housing development (i.e. utility infrastructure, streets with curb and gutter, sidewalks, trees, lighting, marketability of a new community, etc) an effort must be made to concentrate housing development in strategic areas within the Sterling neighborhood rather than to continue scattered site development. This can be achieved in several ways:

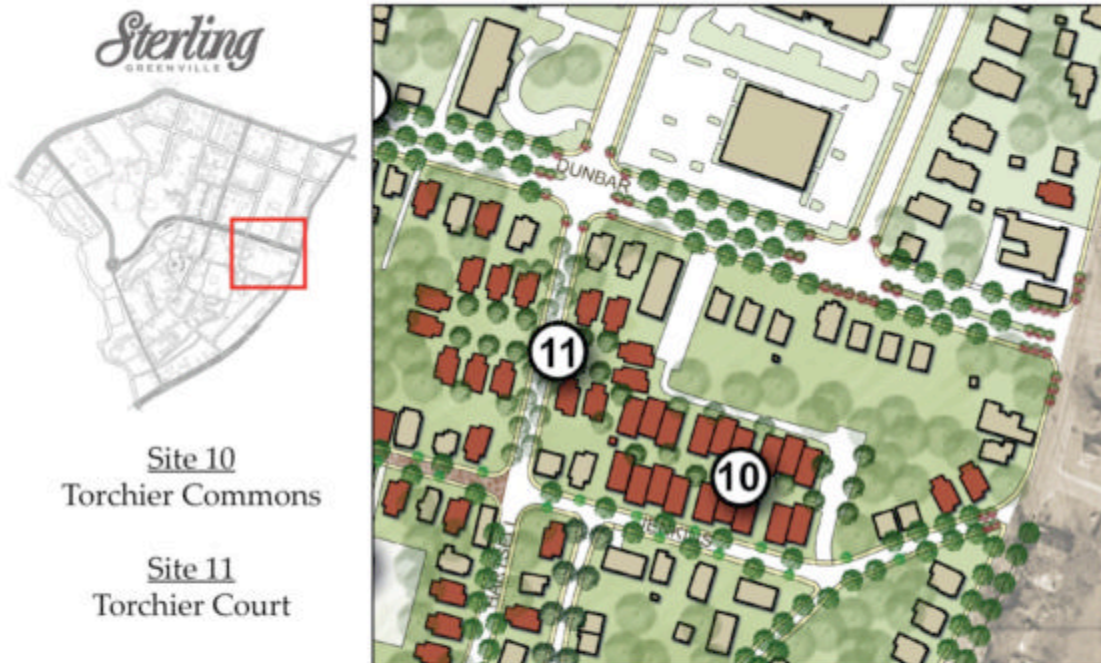
- *Create a Housing Coalition* whose mission is to identify and prioritize areas within the Sterling neighborhood that can be considered for true concentrated development and discuss the real time issues and tasks that need to be addressed and accomplished in order for this type of development to occur. This Coalition should be comprised of non-profit and for-profit development agencies, private property owners, representatives from the neighborhood, and representatives from Greenville City and County.
- *Conduct Joint City-County Planning Commission Meetings* to ensure master plan goals for Sterling are addressed in a comprehensive, neighborhood-focused manner. In many ways, Sterling provides a unique opportunity to forge new organizational partnerships. In the spirit of collaboration, the City and County Planning Commissions should host a series of joint meetings to review the proposed neighborhood design guidelines, examine zoning and land use issues, and discuss ways to encourage the development of Sterling in accordance with the master plan.
- *Identify a Common Target Area* where several agencies are currently developing new housing. Work together with these agencies and the City and/or County in an effort to get infrastructure and street improvements made, along with the addition of curb and gutter, sidewalks, trees, and lighting. Work with these agencies to acquire additional property and houses in their target area in an effort to increase the percentage of developed property in the area. Work with these agencies to identify all available funding streams by working with

them and the City and/or County. Encourage these agencies to develop housing that meets the *Sterling Design Guidelines* included as an addendum to this Master Plan. Encourage other non-profit agencies and for-profit developers to work together in an effort to complete the development of the area.

- *Identify an Redevelopment Area* within the Sterling Neighborhood that, through land acquisition, infrastructure development, street improvement, addition of sidewalks, curb and gutter, trees, and lighting, rehabilitation and new construction of homes, and collective marketing, can become the neighborhood's first new housing development. Or similarly, identify an area within the neighborhood currently owned by no more than two entities that are interested in selling the property or in becoming involved in housing development. Create housing redevelopment as described above without the delay of property acquisition.
- *Host a Housing Fair* to share housing resource information. Many current homeowners, renters, and absentee landlords need help to be able to stay in the neighborhood and improve and/or maintain their current homes or apartments. There are many programs currently available to assist property owners in making needed improvements and identifying their rights as homeowners, renters, and landlords. The difficulty is in getting this information to the homeowners, renters, and landlords in a format that makes it easy for them to determine what programs best suit their needs and how they should go about pursuing these opportunities. A Housing Fair can present available programs and funding opportunities. More specific housing programs and perhaps a dedicated housing resource officer could then follow.
- *Implement the Sterling Design Guidelines* included as an addendum to this master plan. The design guidelines have been created to educate residents, developers, and community development agencies on the proper character for new and rehabilitated residential development in the community. They are designed to be easy to use and flexible by offering a "menu of services" for those doing work to improve the neighborhood. Nevertheless, City and County staff and officials must address the question of how the design guidelines will be administered. Options include using the guidelines as a suggested "best practices" guide to development, developing a staff review process, or creating an overlay district for the neighborhood.

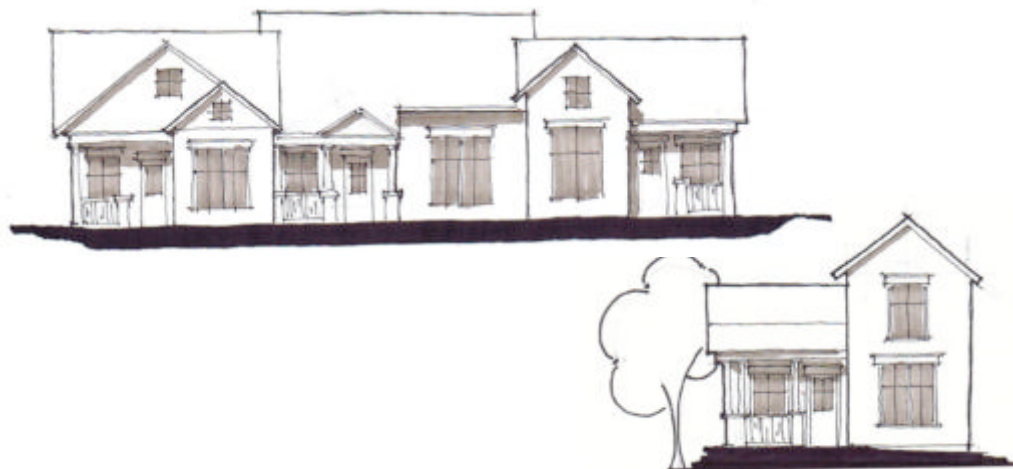
The Sterling Master Plan recommends several housing initiatives to revitalize the neighborhood and build back the residential fabric. These special initiatives are:

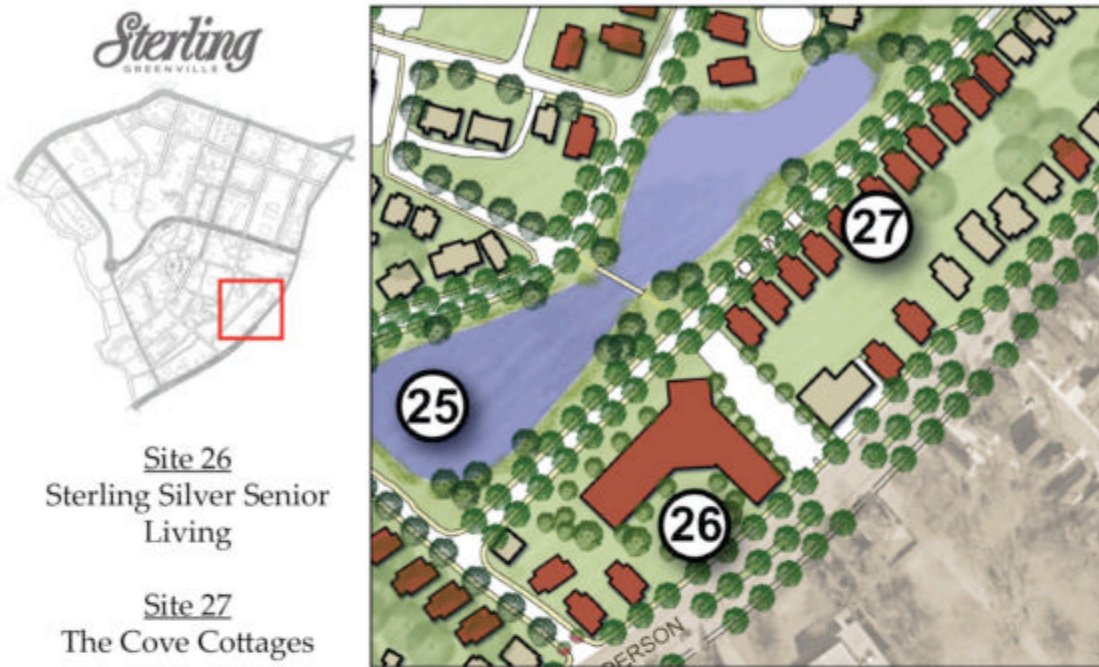
- Rehabilitated single-family housing throughout the neighborhood
- New infill single-family and duplex housing development throughout the neighborhood
- Master Plan Element 10. Torchier Common (cluster housing)
- Master Plan Element 11. Torchier Court (single-family garden cottages)
- Master Plan Element 26. Sterling Silver Senior Living at The Cove (senior living facility)
- Master Plan Element 27. The Cove (single-family cottages)



Master Plan Element 10. Torchier Common is envisioned to be a small cluster of 14-18 condominiums or townhouses developed on the Christ Church property for senior living or other special needs housing identified by the community and the Church. It is shown here as attached, 1-1.5 story units, 3 or 4 in a group, with a garden courtyard that provides shared open-space in the center. It is envisioned that each unit will provide 2-3 bedrooms and have 1.5 baths. The character of the houses should reflect the character of the neighborhood and include front porches, double-hung windows, clapboard siding and pitched roofs.

Master Plan Element 11. Torchier Court is envisioned as an infill development of single-family residences fronting on a central garden courtyard. This property also belongs to Christ Church. These units would be targeted to individuals and families of all ages and offer 1.5-2 story, 2-3 bedroom homes with 2 baths. Like Torchier Commons, the design would reflect the character of the neighborhood.



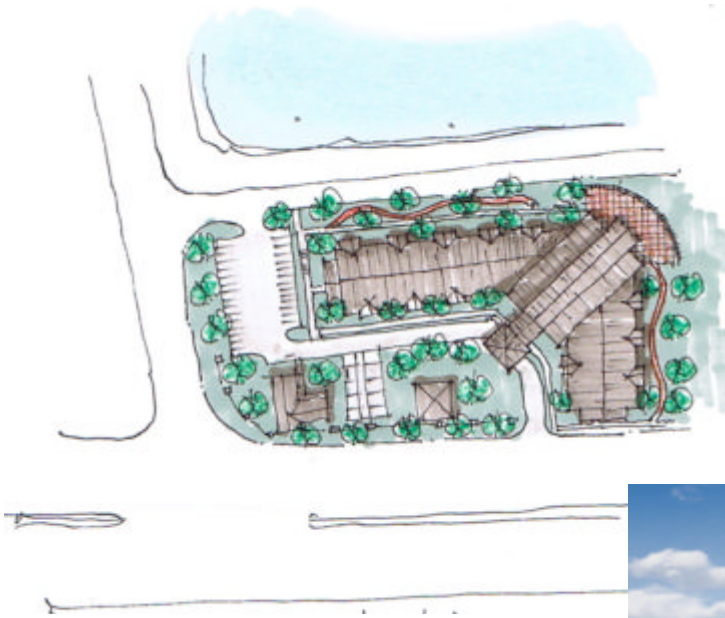


Master Plan Element 26. Sterling Silver Senior Living would be a new senior-living facility on Anderson Road with spectacular views of The Cove. It should not exceed three stories and be residential in character with exterior clapboard siding. Facility is envisioned to include up to 70 units with community spaces. Site development should include parking, pedestrian walkways and opportunities for infill development on outparcels for complementary residential and commercial development.



*Cross section of The Cove looking from Valentine Street up Averill Street
Neighborhood single family homes in Sterling Neighborhood with new senior living facility on Anderson Road*

Master Plan Element 27. The Cove Cottages provide infill development opportunities for single-family homes directly across from The Cove. The cottages are envisioned to be 1 to 1.5 story units with 1-2 bedrooms, approximately 900-1,200 square feet. Their design character should be complementary of nearby housing with front porches, clapboard siding, pitched roofs and a front yard facing the Cove.



Above: Conceptual Site Development Plan for Senior Living Facility overlooking The Cove

Right: Example of Senior Living Facility



5.3 Recommended Housing & Residential Development Timeline

5.3.1 Short Term: 2010-2011

- Host a Housing Fair for the neighborhood to share housing resource information.
- Implement the Sterling Design Guidelines and develop an effective collaborative process between the County and the City to administer these guidelines. This could be a pilot program to link the City's Design Review Board Neighborhood Panel with a companion program at the Greenville County level. Ongoing discussions between the City and County could work out the details of this process.
- Establish a Housing Coalition of multiple partners to identify mutual project areas of interest for more strategic housing development.
- Continue infill and rehabilitation of single-family cottage developments north of Dunbar Street along with necessary infrastructure/streetscape improvements to Ethel, Griffin, Barnwell, Ripley, Judy, and Finchers Street.
- Continue rehabilitation and infill in the Arlington-Pendleton mixed-use live/work district; housing may be market rate or subsidized.
- Implement Housing Rehabilitation around the Sterling Green to encourage preservation and enhancement of existing housing on Sterling and Maloy Streets. Consider creating a Model Block Program that can be replicated throughout Sterling.
- Discuss existing zoning and future land use patterns with City and County planners and pursue appropriate amendments to Comprehensive Plans and development regulations.

5.3.2 Medium Term: 2012-2015

- Continue housing rehabilitation program in Sterling, with an emphasis south of Dunbar Street. Promote development of single-family units and increase home-ownership.
- Work with Housing Coalition Partners to continue targeted housing approaches in Sterling.
- Implement the Sterling Village live/work units and add other housing infill along Jenkins and Calhoun Streets.
- Work with Christ Church to develop cluster housing development on Jenkins Street.
- After infrastructure improvements in southern Sterling, continue housing infill.

5.3.3 Long Term: 2015+

- Continue housing infill throughout Sterling, moving toward Brushy Creek.
- Develop "The Cove" housing projects – single-family cottages and senior facility.
- Pursue additional infill on newly completed Memminger Street Extension between Dunbar and Jenkins.

6.0 Business Development: Encouraging Investment and Economic Opportunities

6.1 Issues and Assessment

6.1.1 Community Input and Team Observations

- Sterling was once a center for Greenville's African American community with a florist, a diner, cleaners, a barber, and other businesses clustered along Jenkins Street adjacent to Sterling High School.
- While all of the old businesses of Sterling have long since been closed, enterprising residents are emerging as creative business owners operating both out of their homes and even out of what remains of the commercial space in Sterling.
- Outside of the "core" of the neighborhood, Sterling has a number of opportunities for additional commercial investment concentrating along Arlington Avenue and Pendleton Street which is a major commercial corridor connection into downtown and home to numerous businesses.
- Anderson Road, once home to a limited number of businesses, has more limited opportunities for future commercial growth.
- Sterling should have a place where a small number of businesses can locate near where people live providing economic opportunity and day-to-day services.
- Sterling residents and their partners are currently working on a number of community gardens that will have the potential to be economic generators for the neighborhood.

6.1.2 Commercial Districts

As mentioned above, Sterling has several opportunities for economic development within and on the periphery of the community. There are three major focus areas for economic activity in the designated Sterling area.

The first is along Pendleton Street. This has traditionally been a commercial corridor serving the surrounding neighborhoods and the traffic that uses the corridor to enter downtown. Currently, the corridor is a mixture of office, retail, and service uses. Pendleton Street represents the greatest market driven corridor for future economic development. However, many in Sterling do not perceive Pendleton Street to be part of Sterling. In fact, businesses along the corridor identify more with West Greenville and/or the West End than with Sterling. However, it is these businesses that are most likely to serve residents of the community.

The second focus area is along Arlington Avenue. This corridor was for many years a mixture of residential houses and doctors' offices. Today, many of the offices are gone and large empty buildings line Arlington and the blocks between Arlington and Pendleton. These office spaces represent an opportunity for redevelopment both as office and service space but also as mixed use residential and office.

The final focus area and perhaps most important in the life of the center of Sterling is the Jenkins Street corridor near its intersection with Calhoun Street. This area was once home to a number of African-American owned businesses and was the symbolic heart of the community due to its adjacency to Sterling High School. The potential for pure “market driven” retail in this location will be limited because it now serves a much smaller population, the population it does serve is not longer segregated from using traditional retail in other locations, and much of the commercial infrastructure here is gone. However, this area could serve as a creative “nerve center” for future economic activity in the neighborhood.

6.2 Business Development Recommendations

6.2.1 Redevelop “The Huddle”

Outside of Sterling High School itself, the Huddle is perhaps the most widely identified site in the community. Once serving as the community’s “dining spot,” the Huddle was a gathering place for students and adults in Sterling. The Huddle building itself should be reused for office and gathering space in the community. The offices located here could be a regional housing ombudsman (mentioned later in this report), job training or small business coaching, and much needed meeting space for Sterling to relieve pressure from the always busy Sterling Community Center.

6.2.2 Arlington/Pendleton Corridor

The City of Greenville is currently re-assessing all of its commercial corridors to determine whether the existing zoning classification along the corridor is consistent with the current and desired future uses. Pendleton Street is one of the targeted corridors. The City should encourage mixed-use development along the corridor to include small-scale retail, service, office, and even upper floor residential use.

A particular effort may be to target a small grocery store for the Pendleton Street corridor. Neighborhood groceries were mentioned many times by residents. Traditionally small grocers were located in virtually every neighborhood in Greenville including Sterling. Over the years as the grocery industry changed and stores got larger, accessibility to a neighborhood grocery store got further and further away from Sterling. The City of Greenville should consider recruiting a small format grocer such as Aldi to the Pendleton Street corridor.

The City might also consider the RDV Redevelopment zoning classification for this corridor. The master plan element below is an example of how some of the properties along the Arlington/Pendleton Corridor might develop.

Master Plan Elements 5 and 6. Pendleton Street Enhancements and Infill illustrates how new infill development should be encouraged to locate close to the street, provide parking in the rear, and enhance the streetscape. This will encourage improved business storefronts and better pedestrian access.

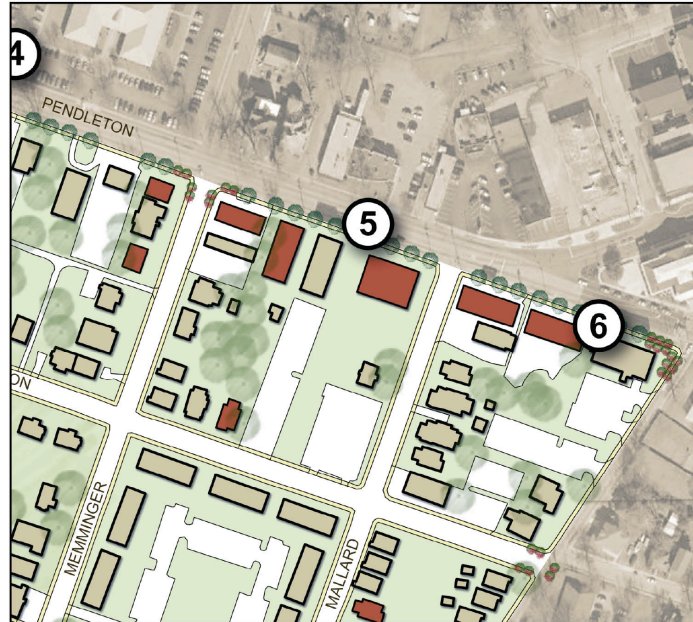


Site 5

Pendleton Street
Enhancements

Site 6

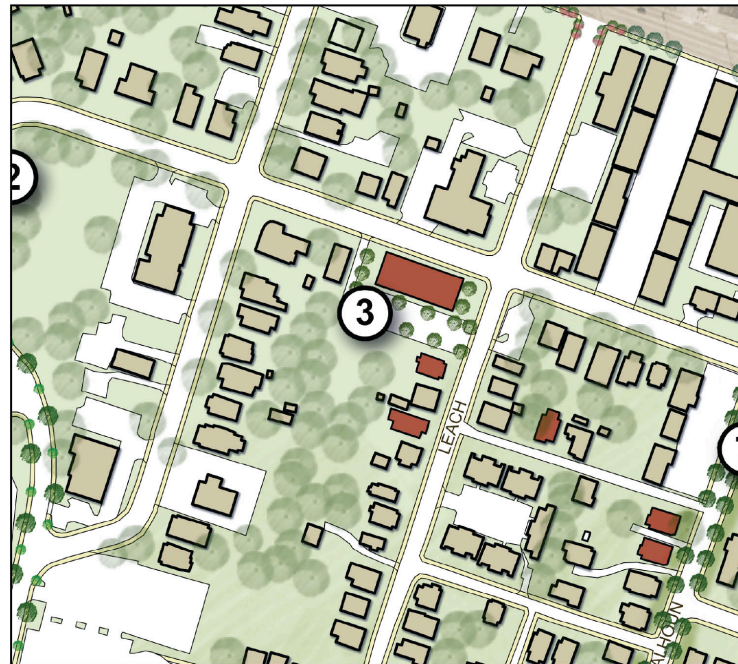
Pendleton Gateway
Enhancements



Master Plan Element 3. Property Enhancements at the Corner of Arlington Avenue and South Leach Street will provide a model development opportunity for other parts of the Sterling neighborhood north of Dunbar Street. The existing site layout (deep building setback and prominent parking area in front) is typical of older commercial and medical buildings in the area. As currently developed, the site is underutilized and does not relate well to the street or adjacent properties, and detracts from an otherwise important street corner. This property, and others like it, could be rehabilitated or redeveloped with new buildings set closer to the street to improve the property's relationship to the surrounding residential neighborhood. The site plan and rendering below provide an illustrative example (rather than a definitive design) of a new structure with parking relocated to the rear of the building, additional plantings and buffers, and improved lighting that is more sensitive to adjacent properties.



Site 3
Arlington Property
Enhancement



One Redevelopment Option for
Property at the Corner of



6.2.3 Sterling Village

Master Plan Element 12. Sterling Village is proposed as the neighborhood business center of Sterling. It is one of the most important and creative parts of the Sterling Master Plan. Located near Sterling Center on Jenkins Street, the neighborhood center is accessible from Calhoun Street and Dunbar Street. It is envisioned that small businesses would utilize the existing commercial buildings on Jenkins Street and several new “live-work” buildings would be added to provide additional economic vitality to the business village. In these live-work units (approximately 12 on the Master Plan), small businesses would occupy first floor spaces and apartments would occupy the second floors. Property owners or occupants could operate a business on the first floor, while living on the upper story of the same building. The streetscape and environs of the Village would be improved to provide an attractive business environment that complements the surrounding neighborhood. The plan recommends specialty paving on the street, wide sidewalks, street trees, decorative lighting, trees and landscaping, and street furnishings such as benches and trash containers.

The goal of Sterling Village is to encourage small business and entrepreneurial opportunities. The master plan does not dictate the types of uses that might locate in Sterling Village but it is likely that they will run the gamut from basic rent from an entrepreneur to more creative partnerships with community service agencies and area churches. These groups might facilitate and host business cooperatives such as ones targeted for community agriculture, art, and building trades. The Huddle could serve as the “nerve center” for Sterling Village offering partnerships with area higher education institutions for training and business coaching.





Sterling Village – Jenkins Street live-work buildings looking toward Sterling Community Center



Calhoun Street serves as the main gateway entrance into Sterling Village from Dunbar Street. Some of the first steps toward implementing Sterling Village will be to improve the infrastructure of Calhoun Street, provide appropriate new infill housing, and undertake the rehabilitation of existing residential and commercial buildings (e.g., The Huddle) at the intersection of Calhoun and Jenkins Street.



Calhoun Street connection from Dunbar Street to Jenkins Street, looking toward Sterling Village Business District

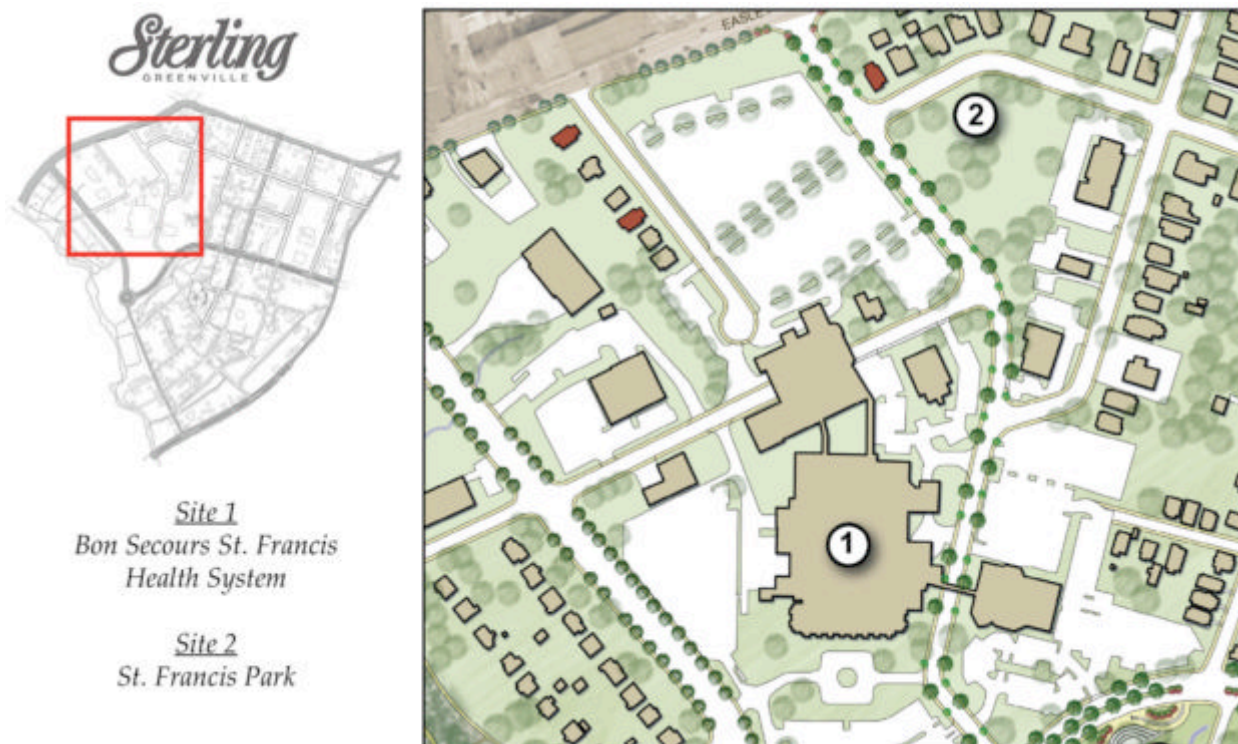


6.2.4 Community Gardens

Create a community garden and corner produce market. Bon Secours St. Francis and the youth of the Sterling Neighborhood have created a community garden along the Easley Bridge Road corridor. The Sterling Master Plan identifies several additional areas for community gardens particularly focusing on the low-lying areas to the south of Valentine Street that cannot be built on due to flooding. This area was once home to gardens for neighborhood residents and could again become a center for “home grown” produce that could serve the neighborhood or be sold in the Sterling Village area.

6.2.5 Bon Secours St. Francis

Master Plan Element 1. Bon Secours St. Francis Hospital is a committed partner in the revitalization of Sterling. Furthermore, the hospital is the largest landholder in the neighborhood. Bon Secours St. Francis was one of the key founders of the Sterling Phoenix League and it is funding through the hospital that has allowed both a community organizer and neighborhood medical provider on site in the neighborhood. St. Francis has also taken a leadership role in the early community garden efforts outlined above. While there are no immediate plans for campus growth at St. Francis, any future development that occurs within and around St. Francis-owned properties will have a major influence on land development patterns within the neighborhood. It is recommended that any future planning for the hospital follow the proposed *Sterling Design Guidelines* and land development initiatives recommended in this document.



6.3 Business Development Recommendation Time Frames

6.3.1 Short Term: 2010-2011

- Redevelop “The Huddle.” Possibilities for this project include a housing ombudsman office, job training/microenterprise center, or meeting facility.
- Encourage mixed-use development along Arlington-Pendleton corridor. Consider the City’s redevelopment zoning classification for the district.
- Develop a targeted retail recruitment program for grocery store use along Pendleton Street to serve the neighborhood.
- Pursue grant funding for live/work units along Jenkins Street and Dunbar/Calhoun resulting in Sterling Village.
- Develop a business plan for Sterling Village partnership program between groups such as churches, “angel” investors, and local entrepreneurs to foster small businesses.
- Create a community garden and corner produce market in conjunction with neighborhood seniors and youth.

6.3.2 Medium Term: 2012-2015

- Implement the Sterling Village partnership with selected businesses along Jenkins Street. Possible ventures include an art market, farm/food market, housing rehabilitation/hardware store, or a pharmacy/wellness center.
- Pursue higher education/training opportunities within Sterling possibly locating at the Huddle to provide job training, entrepreneurial coaching, and other resources for residents.

7.0 Community Image: Strengthening the Heart & Legacy

7.1 Issues and Assessment

7.1.1 Community Input

- Sterling is one of the most important historic neighborhoods in Greenville, South Carolina.
- The history of Sterling is the history of Greenville as the residents of Sterling helped make this city great.
- Reverend Minus and his legacy live on in the Sterling Community Center and Minus Chapel.
- As home to Sterling High School, the neighborhood was “everyone’s neighborhood” for black Greenvillians.
- The heart and soul of the community center on the Sterling High School site, the Huddle, Jenkins, Minus, Calhoun, and other streets in the center of the neighborhood.
- This plan must acknowledge and tell the story of this important history.

7.1.2 Team Assessment

From the beginning of the Sterling Neighborhood Master Plan, the consulting team knew they were working on “sacred ground.” The history of neighborhood and Sterling High School as intertwined as any community can be. The initial streets of the neighborhood were named for trustees of the school. What remains of the school from the 1967 fire is a symbolic heart of African-American history in Greenville.

With this in mind, the consulting team worked on a daylong branding work session with neighborhood residents. Designed as an “open house,” close to thirty residents, alumni, and interested citizens participated in the work session. The goal of the session was to produce logos and designs that can be used to celebrate both the history and the future of the Sterling neighborhood.

7.2 Community Image Recommendations

7.2.1 The Sterling Brand

The Sterling brand starts with some of the fundamentals of the community. The color of the brand is a rich royal blue juxtaposed against white. These are the colors of Sterling High School and were important to keep in any brand identity.

The font for Sterling was taken from 1960’s era band and basketball uniforms as a nod to the history. The font, however, is an elegant script that is timeless and not overly “trendy.”



Some versions of the brand incorporate the torch. This is a powerful symbol as it has two meanings. The first is a direct reference to the academic heritage of Sterling High School as The Torch was the name of the yearbook and a frequent symbol of the school. The torch also has a more modern meaning for the future of Sterling as residents, alumni, and their partners still “carry the torch” for the future of Sterling. The torch is represented in orange in a full color logo pattern which gives a slight nod to the orange color of the Sterling Tiger as well. The most common use of the torch will be diagonally faded behind the Sterling font type.

The blue and white with orange accent logo system can be adapted to future uses as well.

The community brand for Sterling has several different types that can be used in a variety of ways as shown below. In addition, the Sterling font can be used on sign toppers, gateway signs, banners, and other applications whenever the Sterling name is used.





7.2.2 Neighborhood Gateway Enhancements

One way to build up the image and pride of the community is through its entryways. The master plan recommends a series of improvements to the primary gateways to the Sterling neighborhood. Gateways provide important perceptions of the overall health and vibrancy of a community. As one of the first landscapes of the neighborhood that visitors often see, it is important that the entrance experience is positive and that the inside experience is worthwhile. Elements of gateways help define the character of the community and distinguish a neighborhood from others. These elements include such things as signature flowering trees, wayfinding signage and historical markers, decorative lighting, traffic-calming measures, and pedestrian features such as crosswalks and ADA curb ramps.

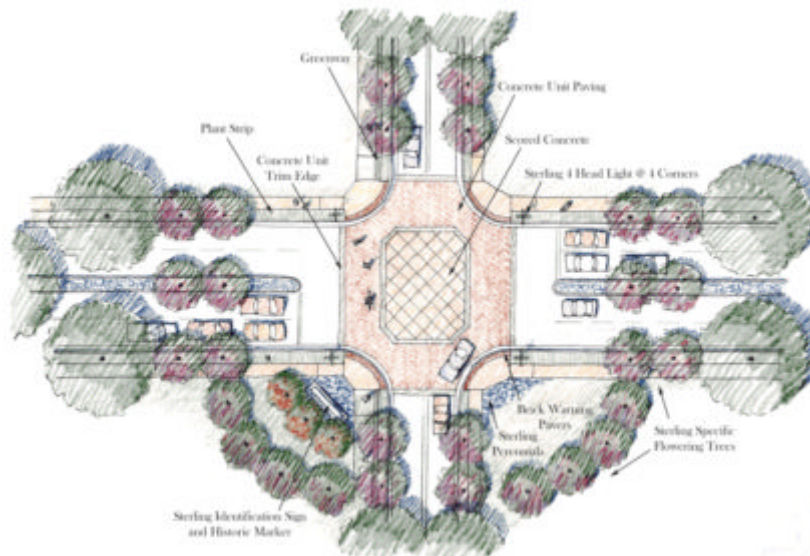


The master plan map shows four designated neighborhood gateways, placed at the following intersections: Valentine Street and Anderson Road; Easley Bridge Road and Andrews Street; Dunbar Street and Anderson Street; and Pendleton Street and Calhoun Street, and Valentine and Anderson.

Master Plan Element 4. Pendleton and Calhoun Street Gateway Enhancements are recommended because this intersection represents one of the key gateways into Sterling. This “primary gateway” intersection hosts the Sterling High School historic marker and provides linkage to the Swamp Rabbit Trail. The economic prosperity and overall vitality of the neighborhood depends on improved ability to draw persons into the neighborhood. Finally, this key intersection can be instrumental in calming an already busy Pendleton Street and promoting connectivity to Sterling via Calhoun Street.



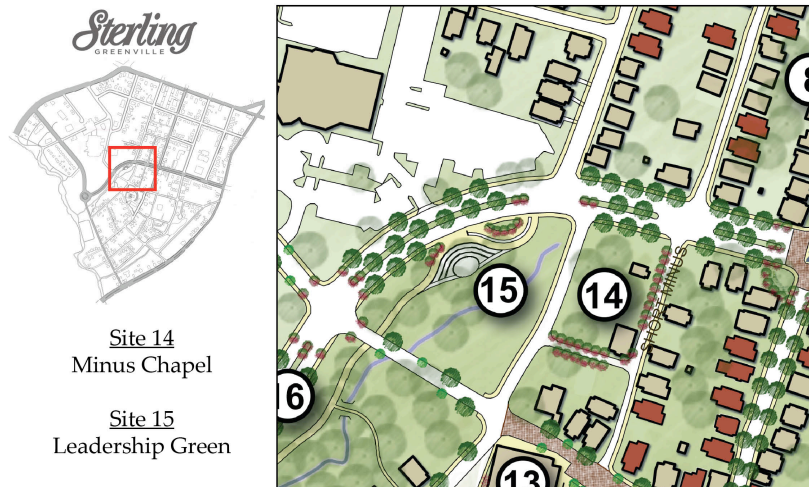
Site 4
Pendleton and
Calhoun Street
Gateway Enhancements



7.2.3 Cultural Recognition and Features

Master Plan Element 14. Minus Chapel is the oldest church building in Sterling. Named after Reverend Minus who established Sterling High School, it fronts on Dunbar Street on a beautiful lawn with large trees. Like Sterling Center, this institution provides an important sense of place for the community. The Master Plan shows the property open space with additional landscaping to enhance the views from Dunbar Street.

Master Plan Element 15. Leadership Green is located on the neighborhood greenway (Sterling Tiger Path) between Minus Chapel and St. Francis Hospital. This space includes an outdoor amphitheatre, which is a special initiative of Leadership Greenville (2009). Future improvements to Leadership Green might include a “heroes of Sterling” program to honor the leaders who have emerged from Sterling High School and the community itself.





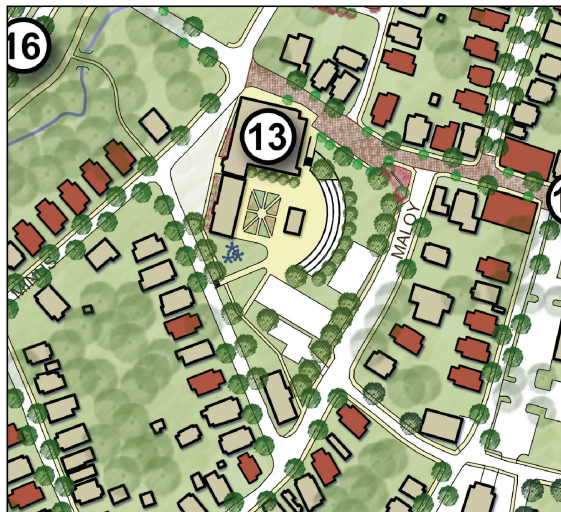
Improvements to Minus Chapel area include landscaping, streetscaping, park, and commemorative wall.



Master Plan Element 13. Sterling Community Center occupies the gymnasium of the Sterling High School, which is the only portion of the historic school that remains on the property. The Center has been improved over the years and in 2009, was expanded to include a new community room, restrooms, and playground. Today, the Sterling Community Center and the historic gym serve as the “heart” of the community – providing social and recreational activities to residents and after-school care for children. While there have been recent improvements to the facility and the grounds, there are some additional improvements that could further enhance the facility and the surrounding neighborhood. The Sterling Master Plan proposes additional trees and landscaping along the streets and on the grounds; improved and better defined parking areas; decorative exterior lighting; historic sign and site marker; outdoor children’s garden (the square), and a small outdoor stage with tiered seating for outdoor activities and special events.



Site 13
Sterling Community
Center



7.3 Community Image Recommendation Time Frames

7.3.1 Short Term: 2010-2011

- Implement the Sterling brand
- Apply the Sterling brand to collateral organizations and materials.
- Develop a “Heroes of Sterling” program
- Implement a “Sign Topper” program with the Sterling brand

7.3.2 Medium Term: 2012-2015

- Implement gateway signs at key locations in the neighborhood:
- Jenkins/Dunbar/Anderson
- Calhoun/Dunbar
- Calhoun/Pendleton
- Valentine/Anderson
- Easley Bridge/Andrews
- Develop banner program along Pendleton, Dunbar, and Calhoun
- Implement improvements to the grounds of Minus Chapel
- Implement ongoing site improvements to Sterling Community Center

8.0 Organizational Framework: Getting the Job Done

8.1 Issues and Assessment

8.1.1 Community Input and Assessment

- The Sterling Phoenix League is one of the most unique partnerships ever created in Greenville. Led by Bon Secours St. Francis, the Sterling Phoenix League.
- Many agencies, residents, interest groups, and volunteers are active in the success of Sterling.
- Yet, complications will happen in a neighborhood that straddles a City/County line and where investment has been sporadic over many years.
- In fact, many neighborhood residents are skeptical that a plan can and will be implemented.
- This plan will take time, commitment, and money; no solution will be instant but the time to act is now.

8.1.2 Organizational Partners

The Sterling neighborhood has many partners that play an active role in the community. Some of the partners listed below work almost exclusively in the neighborhood while others have a citywide, countywide or regional scope. Some partners listed below are not currently active in the neighborhood while others are working closely with the neighborhood on a regular basis. The partners are listed in alphabetical order.

Allen Temple Community Economic Development Corporation (CEDC)

(www.allentemplecedc): Established in 2001, Allen Temple CEDC specializes in the development of new affordable rental housing. In 2009, Allen Temple CEDC was awarded \$585,000 to develop 11 rental-housing units (which must serve residents at or below 80 percent of AMI). In Sterling, the organization has constructed several housing units, mostly along Judy and Calhoun Streets.

City of Greenville Community Development Division

(www.greenvillesc.gov/commdev): The City of Greenville Division of Community Development is responsible for administering the City's federal CDBG and HOME funds. The division has formed partnerships with many CDCs and nonprofit organizations to develop and implement programs in the City's Special Emphasis Neighborhoods. Current City initiatives include the LADDER Program, KEY Program, New Home Ownership Program, GAP Program, Community Improvement Program, Emergency Repair Program, Rental Rehabilitation Program, and World Changers Program.

Genesis Homes

(www.geneshomessc.org): Established in 2006, Genesis Homes is a 501©(3) nonprofit that offers an array of community development programs, including rental and homeowner-occupied

housing. In 2009, Genesis Homes was awarded \$346,000 to develop 4 rental-housing units (which must serve residents at or below 80 percent of AMI).

Greenville County Human Relations Commission

(http://www.greenvillecounty.org/Human_Relations/HousingSearch/RentalSearch.asp): This county-funded organization provides many housing-related services, including foreclosure prevention, homebuyer education (Key Program), and housing counseling. The Human Relations Commission also investigates fair housing complaints, serves as a mediator in landlord-tenant disputes, and works with law enforcement officials to remedy housing problems. The Human Relations Commission also maintains a database of available affordable rental properties, including Section 8 units.

Greenville County Redevelopment Authority (GCRA)

(www.gcra-sc.org): GCRA is a county agency that provides affordable housing opportunities for low- and moderate-income households. GCRA secures and allocates Community Development Block Grant and HOME program monies, and has established partnerships with many organizations, including the United Way of Greenville County. GCRA programs include rental, homeownership, and rehabilitation services.

The Greenville Housing Fund (GHF) (www.greenvillehousingfund.org): GHF is a non-profit housing trust that provides funding for workforce and affordable housing. GHF funds may cover homeowner and rental units, as well as expenses related to new construction, rehabilitation of existing homes, property acquisition, predevelopment expenses, and gap financing.

Greenville Housing Futures, Inc. (www.greenvillehousingfutures.org): This community housing development organization is a nonprofit developer of low- to moderate-income households within the City of Greenville. Greenville Housing Futures has developed over 50 homeowner-occupied units and over 160 affordable rental units.

Habitat for Humanity of Greenville County (www.habitatgreenville.org): Habitat for Humanity of Greenville County, an affiliate of Habitat for Humanity International, offers homeownership opportunities for low-income households. The organization requires housing counseling and helps new homeowners secure a 25-year zero-interest mortgage.

Homes of Hope (www.homesofhope.org): In addition to job training programs and counseling services, Homes of Hope operates four housing-related programs: rental housing, homeownership, manufactured housing, and home repair. Home of Hope has been active in a number of low-income Greenville neighborhoods, including Sterling.

Housing Authority of the City of Greenville (www.hacgsc.net): The Housing Authority administers the City's HUD-financed Public Housing and Section 8 Housing Choice Voucher programs, both of which serve low- and very low-income households throughout the county. The agency also offers supportive services for its clients.

Mercy Housing Southeast (www.mercyhousing.org): Atlanta-based Mercy Housing Southeast is the regional business center for Mercy Housing, a national non-profit developer of affordable

housing. Services include housing construction, financing, and preservation initiatives such as foreclosure prevention and weatherization programs. Mercy Housing Southeast is familiar with federal and state tax credit programs, and it often partners with local governments and organizations to develop its projects.

Nehemiah Community Revitalization Corporation (www.nehemiahcrc.org): Nehemiah CRC is a statewide non-profit that provides a broad range of services related to low-income housing opportunities. Nehemiah's mission also includes the creation of strategic partnerships with other non-profit housing management and community development corporations.

The Randolph Group (TRG) (<http://www.trgcommunities.com/home.php>): TRG is a for-profit developer of traditional subdivisions as well as urban infill projects. TRG is the developer of Pendleton West.

Quinn Satterfield Inc. (www.quinnsatterfield.com): Quinn Satterfield is a for-profit developer of market-rate high- and low-income housing. Quinn Satterfield has worked closely with Hopes of Hope, and has already constructed several low-income units in the Sterling community as well as single-family units in the higher-income Pendleton West project.

Soteria Community Development Corporation (www.soteriacdc.org): Soteria CDC offers several a number of programs for low- to moderate-income renters and homeowners. Soteria's First Time Homeownership Program assists first time homeowners at or below 80 percent of area median income (AMI). Soteria's Owner-Occupied Rehabilitation Assistance program offers help to homeowners at or below 50 percent of AMI. Additionally, Soteria offers transitional housing and homeowner counseling services.

Sterling Land Trust: The Sterling Land Trust is a neighborhood-based organization dedicated to the development and preservation of affordable housing in the Sterling neighborhood. The Sterling Land Trust has recently obtained 501(c)3 certification, as is currently in the planning stages for its first project.

Sunbelt Human Advancement Resources (SHARE) (www.sharesc.org): SHARE is a nonprofit CDC that offers a variety of programs for low- and moderate-income households. SHARE's Community Services Division serves low-income households in crisis with direct assistance in eviction prevention, utility services preservation/restoration, and provision of emergency fuel. The Low Income Home Energy Assistance Program (HILEAP) assists eligible households with residential heating and cooling needs. SHARE also offers an array of counseling programs, including housing and money management.

Upstate Homeless Coalition of South Carolina (www.upstatehomeless.com): Upstate Homeless Coalition is a nonprofit that offers several housing-related programs, including its HOME program, which secures permanent housing for disabled persons; Shelter Plus Care, which services a similar demographic; R.A.V.E., which provides permanent rental housing to chronically homeless people; and Transitions 2000, a transitional housing program that offers case managements and supportive services. The organization also offers several housing counseling programs to help clients achieve self-sufficiency.

Urban League of the Upstate, Inc. (www.urbanleagueoftheupstate.org): The Urban League of the Upstate's Housing and Supportive Services Center is a HUD-approved housing counseling entity. The organization also operates Gandy Allmon Manor I and II on Memminger Street, which provide 59 units of affordable senior housing.

8.2 Organizational Recommendations

8.2.1 Short Term: 2010-2011

- **Create a “plan implementation” position.** This person would be responsible for implementing all facets of the plan and coordinating with the many agencies and partners involved in Sterling. This position would also work closely with but not duplicate the efforts of the Director of Community Relationship Building at Bon Secours St. Francis. Over time, this position might evolve into a more permanent housing resource officer to coordinate housing issues for residents of Sterling and all neighborhoods of Greenville. Potential staffing and funding partners include the City and GCRA as well as various non-profits and churches.
- **Obtain organizational 501(c)3 status and develop an annual work plan.** The task of master plan implementation should process under the aegis of a nonprofit organization. This organization would be responsible for hiring plan implementation staff and would be eligible to receive charitable contributions used to fund neighborhood development projects and initiatives. The 501(c)3 designation would also require the creation of annual plans, reports, and regular progress reports. These suggestions would formalize implementation efforts and would ensure that resources are allocated towards effective programs.
- **Develop a plan for the long-term role of the Sterling Phoenix League in the neighborhood.** The Sterling Phoenix League has done a remarkable job of uniting all of the agencies and partners involved in Sterling. The future of the Phoenix League should be carefully considered to ensure that some sort of ongoing coordination happens for all of Sterling. Although the Phoenix League itself may not continue to exist as the organization of choice, the neighborhood will nevertheless require a body to orchestrate neighborhood activities and develop a shared community vision.
- **Conduct semi-annual neighborhood meetings to update community on master plan progress.** The City of Greenville's Community Development Department and the Greenville County Redevelopment Authority should conduct twice-yearly updates to Sterling Residents to let them know how the plan is progressing, answer questions, and provide a forum for dialogue on changing and emerging issues.
- **Consider creating a special Sterling Policing Task Force and Neighborhood Substation to coordinate efforts of Sheriff's Department and Greenville City Police.** Several years ago both the Sheriff's Department and the Greenville City Police conducted joint operations in the neighborhood. The two agencies should consider re-instituting this practice for the coming few years to clear out the remaining criminal elements in Sterling. Furthermore, the Sheriff's Department should consider the development of a substation (which could be

located in the Huddle) that could be used by both City and County officers as a neighborhood-based, coordinated policing center.

- **Reexamine zoning throughout Sterling to ensure the plan can be implemented.** Both the City of Greenville and the Greenville County Planning Department are in the process of implementing new zoning practices that will have great positive impacts on Sterling. The zoning categories for the community currently do not coincide with the recommendations of this plan. Both the City and the County should explore new zoning categories to apply in this neighborhood.

8.2.2 Medium Term: 2012-2015

- Continue ongoing meetings to update the neighborhood on master plan progress.
- Continue to support the Phoenix League's effort to foster communication among different groups in the community.

9.0 Implementing the Plan: Action!

9.1 Implementation Strategy Board

The attached “Strategy Board” summarizes all of the projects and recommendations included in the Sterling Neighborhood Master Plan. The board is designed as working document for benchmarking and ongoing evaluation of the implementation process. Each recommendation that is presented in brief on the strategy board is supported in this report documentation.

9.1.1 Plan Strategies

Each of the plan strategies are outlined in the strategy board. It is important to remember the ultimate development strategies that each project supports. Of course, each of these strategies is linked with one another, but failure to achieve any one objective does not negate the ability to achieve others.

9.1.2 Time Frames

The projects are divided into three time frames. The first series of projects are short-term projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first two years after the plan is adopted. The second set of projects is labeled “next steps.” Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the 2012-2015 time frame. The final series of projects are long-term or plan completion projects. These projects are designed for the 2015-2018 time frame and in some cases beyond.

The strategy board and its recommendations represent a “living document.” As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation strategy board should be evaluated periodically, no less than annually by a partnership of the Sterling Phoenix League, the City of Greenville, and Greenville County Redevelopment Authority. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects. Progress on the plan should also be shared with the community on an annual basis as outlined in the organization section of the master plan.



Sterling Community Master Plan: First Steps

Themes	2010-2011
Business Development: Encouraging Investment and Economic Opportunities	<ul style="list-style-type: none"> • Redevelop "The Huddle." Possibilities for this project include a housing ombudsman office, job training, microenterprise center, or meeting facility. • Encourage mixed-use development along Arlington-Pendleton corridor. Consider the City's redevelopment zoning classification for the district. <ul style="list-style-type: none"> ▪ Develop a targeted retail recruitment program for grocery store use along Pendleton Street to serve the neighborhood. • Pursue grant funding for live/work units along Jenkins Street and Dunbar/Calhoun resulting in Sterling Village. • Develop a business plan for Sterling Village partnership program between groups such as churches, "angel" investors, and local entrepreneurs. • Create a community garden and corner produce market in conjunction with neighborhood seniors and youth.
Community Image: Strengthening the Heart and Legacy	<ul style="list-style-type: none"> • Implement the Sterling brand. • Apply the Sterling brand to collateral organizations and materials. • Develop a "Heroes of Sterling" program. • Implement a "Sign Topper" program with the Sterling brand.
Organizational Framework: Getting the Job Done!	<ul style="list-style-type: none"> • Create a "plan implementation" position. • Develop a plan for the long-term role of the Sterling Phoenix League in the neighborhood. • Conduct semi-annual neighborhood meetings to update community on master plan progress. • Consider creating a special Sterling Policing Task Force to coordinate efforts of Sheriff's Department and Greenville City Police. • Reexamine zoning throughout Sterling to ensure the plan can be implemented.





Sterling Community Master Plan: First Steps

Themes	2010-2011
Infrastructure: Making Connections	<ul style="list-style-type: none"> Complete Leadership Greenville Trail section. Develop design and begin improvements to Minus Street infrastructure and streetscape. Develop design of Calhoun Street south of Dunbar. Begin stormwater master plan study and apply for permits for regional stormwater pond adjacent to Conwell Street. Program Jenkins streetscape improvements into capital budget for City and GCRA. Program Memminger, Hartsell, Averill Street connector into capital budget for City and GCRA. Program Odessa, Taylor, Horton Street connector into capital budget for GCRA. Program Butler, Martin, Maloy Street connector into capital budget for GCRA. Program Dunbar Street improvements into capital budget for City of Greenville. Program Anderson Street improvements into capital budget for GCRA. Develop design for North Sterling Playground on Calhoun Street. Develop design for St. Francis Park at corner of Arlington Avenue and St. Francis Drive.
Housing and Residential Development: Building Back the Neighborhood	<ul style="list-style-type: none"> Package and promote existing incentives for downtown investment. Create marketing grant program for local businesses. Host a Housing Fair for the neighborhood to share housing resource information. Implement the <i>Sterling Design Guidelines for the neighborhood and develop an effective, voluntary process for administering them. Promote collaboration rather than regulation.</i> Establish a Housing Coalition of multiple partners to identify mutual project areas of interest for more strategic housing development. Continue infill and rehabilitation of single-family cottage developments north of Dunbar Street along with necessary infrastructure/streetscape improvements to Ethel, Griffin, Barnwell, Ripley, Judy, and Finchers Street. Continue rehabilitation and infill in the Arlington-Pendleton mixed-use live/work district; housing may be market rate or subsidized. Implement Housing Rehabilitation around the Sterling Green to encourage preservation and enhancement of existing housing on Sterling and Maloy Streets. Consider creating a Model Block Program that can be replicated throughout Sterling. Discuss existing zoning and future land use patterns with City and County planners and pursue appropriate amendments to Comprehensive Plans and development regulations.





Sterling Community Master Plan: Next Steps

Themes	2012-2015
Infrastructure: Making Connections	<ul style="list-style-type: none"> Connect Horton/Taylor to Odessa. Connect Butler/Martin to Maloy. Extend Memminger south to Jenkins across to Hartsell and pick up Averill. Complete Greenway trails along Brushy Creek. Program and implement Dunbar Street diet/streetscaping. Program and implement Anderson Road diet/streetscaping. Complete regional stormwater pond adjacent to Conwell. Construct North Sterling Playground. Construct St. Francis Park.
Housing and Residential Development: Building Back the Neighborhood	<ul style="list-style-type: none"> Continue housing rehabilitation program, with an emphasis south of Dunbar Street. Promote development of single-family units and increase homeownership. Work with Housing Coalition partners to continue targeted housing approaches. Implement the Sterling Village live/work units and add other housing infill along Jenkins and Calhoun Streets. Work with Christ Church to develop cluster housing development on Jenkins Street. After infrastructure improvements in southern Sterling, continue housing infill.
Business Development: Encouraging Investment and Economic Opportunities	<ul style="list-style-type: none"> Implement the Sterling Village partnership with selected businesses along Jenkins Street. Possible ventures include an art market, farm/food market, housing rehabilitation/hardware store, or a pharmacy/wellness center. Pursue higher education/training opportunities within Sterling, possibly locating at the Huddle, to provide job training, entrepreneurial coaching, and other resources for residents.



Sterling Community Master Plan: Next Steps

Themes	2012-2015
Community Image: Strengthening the Heart and Legacy	<ul style="list-style-type: none"> Implement gateway signs at key locations in the neighborhood: <ul style="list-style-type: none"> Jenkins/Dunbar/Anderson Calhoun/Dunbar Calhoun/Pendleton Valentine/Anderson Easley Bridge/Andrews Develop a banner program along Pendleton, Dunbar, and Calhoun. Implement improvements to the grounds of Minus Chapel. Implement ongoing site improvements to Sterling Community Center.
Organizational Framework: Getting the Job Done!	<ul style="list-style-type: none"> Continue ongoing meetings to update the neighborhood on master plan progress. Continue to support Phoenix League efforts to foster communication among different groups in the community.





Sterling Community Master Plan: Long Term

Themes	2015+
Infrastructure: Making Connections	<ul style="list-style-type: none"> ▪ Connect Jenkins to Dunbar via bridge across the creek. ▪ Complete Valentine streetscape. ▪ Complete Traffic circle at intersection of Dunbar, Andrews, and Valentine. ▪ Develop passive park around the stormwater pond on Conwell.
Housing and Residential Development: Building Back the Neighborhood	<ul style="list-style-type: none"> • Continue housing infill throughout Sterling, moving towards Brushy Creek. • Develop "the Cove" housing projects—single-family cottages and senior facilities. • Pursue additional infill on newly completed Memminger Street extension between Dunbar and Jenkins.

9.2 Potential Funding Sources

Revitalization of the Sterling Neighborhood will take many public and private partners in involve a variety of collaborative efforts. Local government and residents cannot do it alone; it will require continued progressive planning, capital improvement allocations, and hard work on the part of varied interests to make the dream of a renewed Sterling a reality. Building the capacity of the neighborhood is essential, and is important to continuing project oversight and guidance for the future. In addition, this organizational capacity will strengthen the foundation of technical partners and financial investors.

There are a variety of potential funding sources that can be considered for implementing the Sterling Neighborhood Revitalization Master Plan. Some of these funding sources are described in the matrix in Appendix B of this report. Special attention will be needed in the future to solicitation of funds (e.g., applicable grants, deadlines for submittals, supporting grant materials and leveraging partners, etc.).

9.3 Monitoring Progress

To ensure the continued success of master plan implementation, the nonprofit organization in charge of plan implementation (in cooperation with other development partners) should develop an annual work plan as well as a report of its activities. These documents would enable Sterling partners and residents to celebrate noteworthy accomplishments, learn from their shared endeavors (and recalibrate their efforts accordingly), embrace all members of the Sterling community, and monitor and hold those in leadership positions accountable for their performance and proficiency.

9.4 Conclusion

The Sterling neighborhood will again emerge as one of Greenville's most innovative neighborhoods offering a diverse mix of housing, a dynamic system of parks and recreational amenities, creative solutions to longstanding infrastructure problems, and enhanced economic opportunities for residents. Implementing this plan will take time, patience, and hard work on the part of many partners. This plan is the product of countless hours of citizen commitment and represents the highest ideals of the founders of the Sterling Community over a century ago.



STERLING NEIGHBORHOOD DESIGN GUIDELINES



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Prepared by Hill Studio
Roanoke, VA Greenville, SC

A.1 Purpose of These Guidelines

These design guidelines provide a framework for encouraging appropriate building rehabilitation and new construction in the Sterling Neighborhood. They will ensure that work done on properties complement the overall development context and architectural styles of the neighborhood. Whether you are a homeowner planning to renovate a residence, or a developer preparing to build commercial or housing units, the overall result should be quality, influential investment. In general, these guidelines:

- ✓ Provide user-friendly, illustrated document for citizens, developers, governmental staff, interested partners;
- ✓ Provide direction to homeowners, investors and developers for the appropriate rehabilitation of existing buildings and quality new construction to maintain and enhance the neighborhood;
- ✓ Enable citizens and governmental reviewers to work with potential development partners and neighbors to encourage quality development;
- ✓ Assist residents in maintaining existing houses and buildings;
- ✓ Assist residents and businesses in incorporating Crime Prevention through Environmental Design (CPTED) principles in development to promote neighborhood safety and well-being.

A.2 How to Use These Guidelines

These guidelines are intended to be used voluntarily by residents to maintain and rehabilitate their homes. They are intended to be used as a cooperative guide by governmental administrators and investors to ensure quality design in renovation projects and new development.

These guidelines include the following sections:

- ✓ **Neighborhood Development Patterns and Forms** – one and two story homes on small lots
- ✓ **The Basic Design and Parts of a House** – porch, roof, doors, windows, siding, paint, additions, accessory buildings and structures (garages, decks, and fences)
- ✓ **Additional Design Considerations** – yards, universal design, safety, energy efficiency
- ✓ **New Houses** – lot placement, building form/mass, design features
- ✓ **Neighborhood Commercial and Institutional Buildings** – lot placement, design features, landscaping, lighting

A flowchart is provided on the following page that describes the process for rehabilitating an existing house or building a new building.

Design Review Process

**Rehabilitation of
Existing House**

Step 1: Check to see what city/county zoning and building permits are needed.

Step 2: Review design guidelines for recommendations. Carefully look at features like porches, windows, doors, roofs and building materials. These make a difference!

Step 3: Share information and talk with your contractor and other neighborhood advocates about preferred building approaches and materials.

**New House or
Commercial Building**

Step 1: Review design guidelines for recommendations on building design and site development. Ensure that information is coordinated with designer or contractor.

Step 2: Work with city/county planning staff to determine zoning requirements and to review proposed building design and site development guidelines.

Step 3: Share proposed development plans with neighbors and neighborhood advocates. Be willing to consider suggestions to benefit the neighborhood.



A.3 Sterling Development Patterns and Forms

The Sterling Neighborhood consists primarily of small one- and two-story homes, with some townhomes, churches and commercial buildings. Generally, the neighborhood can be described as having a traditional neighborhood pattern with narrow streets (20-40 feet in width), small lots (average 40') and buildings set close to the street (setbacks of 20 feet or less). The area north of Dunbar Street is somewhat different in character than the south of Dunbar, exhibiting a greater mixture of uses – residences, offices, and multi-family buildings.

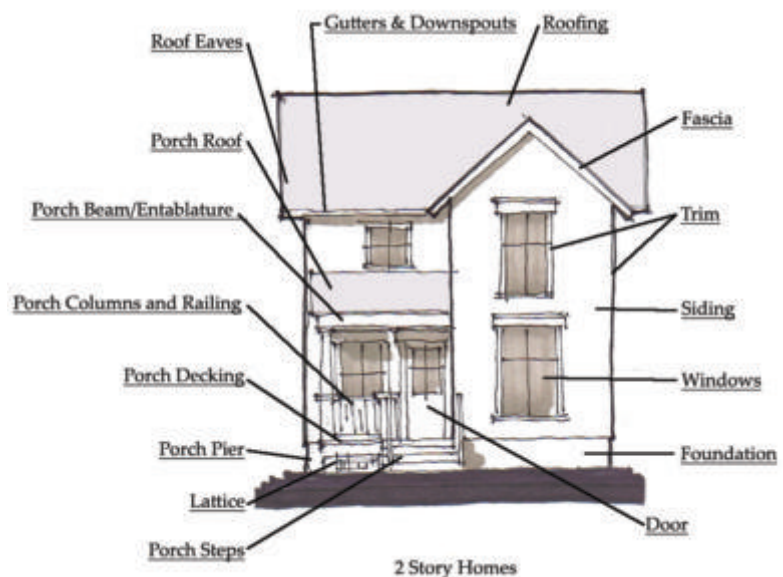
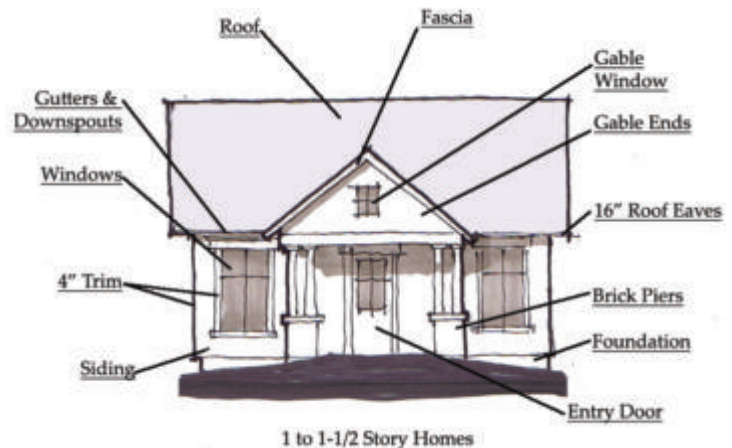
A.4 The Parts of a House

A house has “key parts” that are important design features for the building, the streetscape, and the neighborhood. These parts must be carefully constructed when renovating an existing home or building a new home in the neighborhood. The house and the yard must “fit together” to have curb appeal and enhance the overall character of the neighborhood. These contributing design “parts” are: the front porch, roof, windows/doors, siding, accessory structures and the front yard.

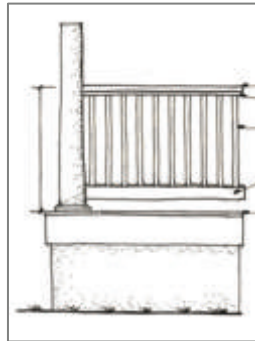
The Front Porch

The Front Porch adds important character and visual interest to the front of a house and to the street. Homes in the Sterling Neighborhood need a front porch. It is especially important in creating curb appeal and it encourages social interaction among neighbors. The front porch should be a prominent feature of the front of the house.

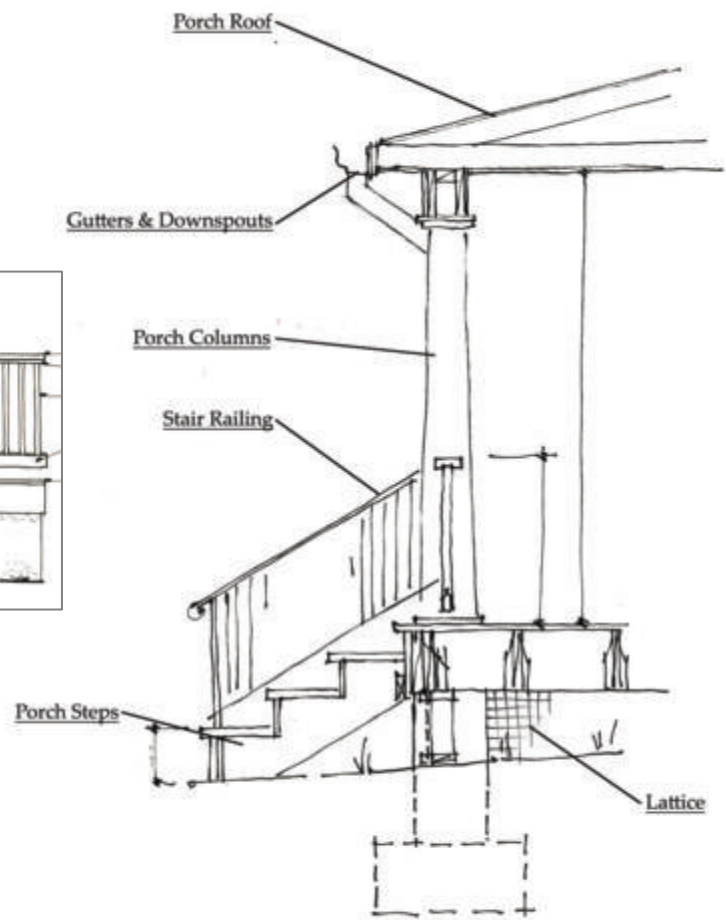
- ✓ Porches should be maintained and kept in good repair. Replace rotted floorboards and columns with similar architectural materials and sizes. Replace broken lattice work and attach it to the underside of the porch skirt board.



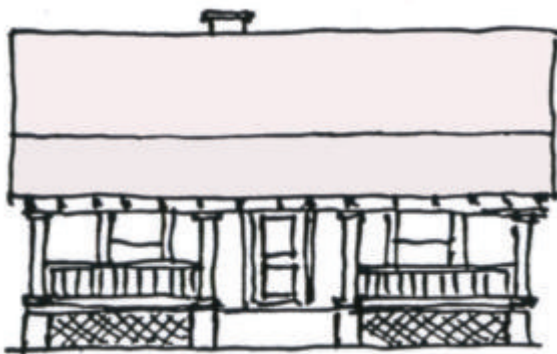
- ✓ Typically, a front porch should extend at least one-half the width of the front of the house. In addition, a front porch should be deep enough to accommodate seating with comfortable leg room (6-8' minimum).
- ✓ Porch rails and balusters should match the architecture of the house and meet minimum building code standards. Balusters should be attached to top and bottom rails, rather than to the porch deck or stairs.



- ✓ Porch columns should match the architectural style of the house. In Sterling, most columns are simple, rectangular wood columns. Repair existing columns where possible; if they need to be replaced, use columns of same style and materials.
- ✓ All wood on porches should be painted. If pressure treated wood is used, it should be properly prepared, primed, and painted as soon as possible to match house trim.
- ✓ An existing front porch should not be enclosed; it should be an outdoor space that relates to the street and neighborhood.

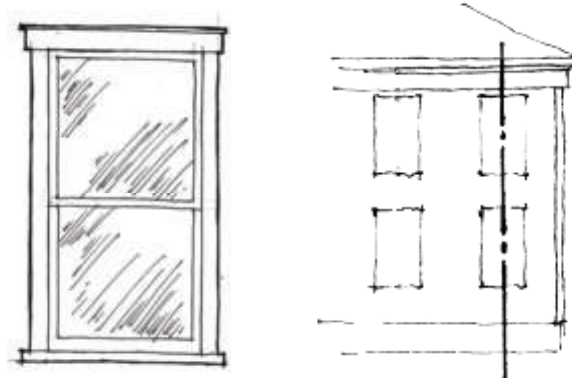


Side elevation of typical front porch and elements



Doors and Windows

Doors and windows add character and symmetry to the front, sides and rear of a house. Like the front porch, the front door and windows are important architectural elements that add to a building's character when viewed from the street.



Left: Most windows in Sterling are one-over-one, double hung style.

Right: Windows should fit original openings and be aligned.

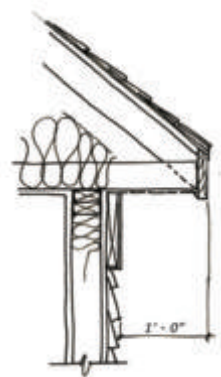
- ✓ The front of a house should be designed to clearly define the primary entrance. One entry door should be located on the front of the house. The front door should be appealing and welcoming, drawing the eye and visitors to it. A front porch centered on the front door accentuates the primary entrance.
- ✓ A two-family building should have only one single door entry on the front elevation; if a second entrance is required, it should be located on the side or the rear of the building.
- ✓ All sides of the house should have windows, doors, and other architectural details; there should be no blank walls. Windows on the same floor should be the same height and arranged symmetrically; windows on different floors should be aligned. Generally, windows should be two times as tall as they are wide.
- ✓ Windows that are replaced should fit the original opening and maintain the proportion of the original window.

Roof

The roof of a house is a major structural feature that is important to the overall functioning and integrity of the house. The design qualities of a roof can make or break the overall look of the house from the street. Roof pitch and materials add character and dimension to the overall house.



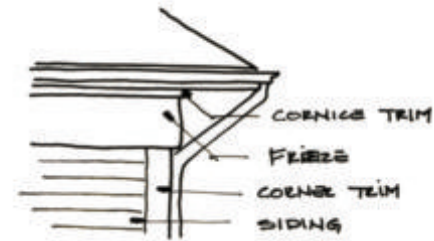
- ✓ Roof pitch is important! Roofs in Sterling are typically side and front gable roofs with a minimum pitch of 6:12. Some roofs, like a hip roof, have a pitch of 8:12.
- ✓ Roofing materials in Sterling are primarily asphalt shingles. There are some metal roofs, particularly on porches and accessory structures. Architectural grade shingles are preferred because they provide a more attractive surface with deeper shadow lines, and last longer.
- ✓ Roofs need to have a sufficient overhang -- at least 12 inches and preferably, 16 inches. This provides good drainage away from the sides of the house and adds shadow-lines that help define architectural character.



Siding and Paint

Like the roof, the exterior side walls of a house provide character and are important to the overall structural stability and energy efficiency of the house. In Sterling, most of the houses have wood siding; there are few brick houses. Because siding must withstand exterior conditions, painting is required. In addition to the quality of the paint, the preparation of the siding before painting and where the paint is applied affect the overall attractiveness of the house and durability for the long-term.

- ✓ Siding should be horizontal wood or cement fiber (e.g., Hardy Plank) -- these are the preferred materials. Siding should have 4" to 6" vertical trim at all windows, doors and outside corners.
- ✓ Although vinyl siding may be cost-efficient in the short-term, it is not recommended as it is not as durable and fades over time. Vinyl siding should only be used if this is the only affordable option. If it is used, it should match the width of the existing siding and be applied so that it does not cover over architectural details or frames for windows and doors.
- ✓ Paint should be applied on a well-prepared surface. One primary color should be used for the main body of the house and a contrasting, complementary color used for the trim. An additional color could be chosen for accenting special details or an entry door. However, a good rule of thumb is to stick to two colors, and no more than three.

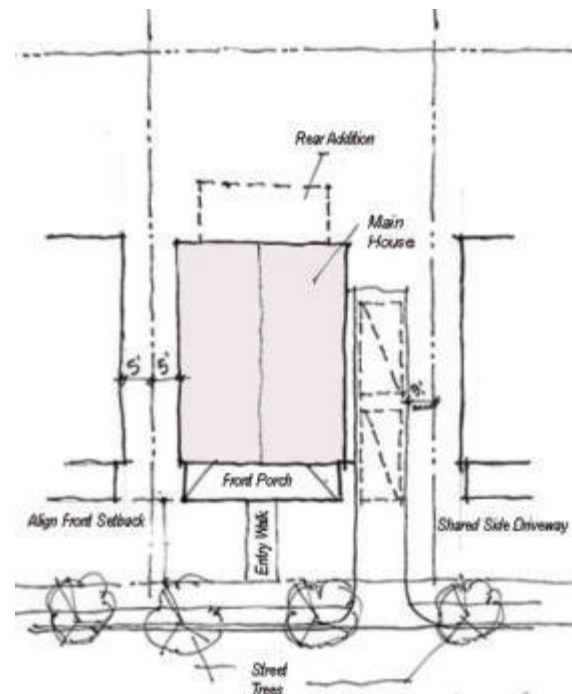


Detail of Siding & Trim Application

Additions and Decks

The design and placement of home additions and decks are important to maintaining the overall appearance of the house from the street. Carefully consider how additions relate to the main structure and be sure that any new construction meets local codes.

- ✓ Building additions should be placed to the side or rear of the existing structure and positioned such that they are setback slightly from the original building. Additions should be lower in height than the main body of the house, and set back from the front wall.
- ✓ A side addition should not increase the width of the house by more than one-third.

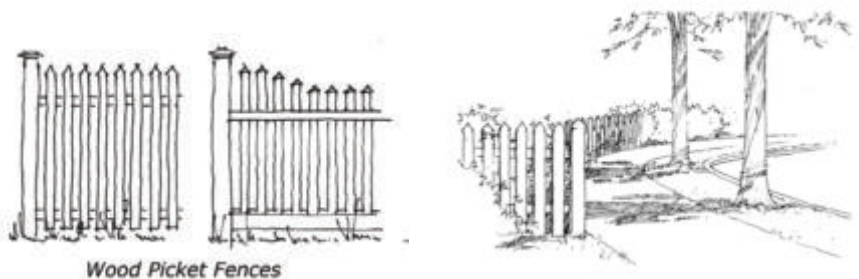
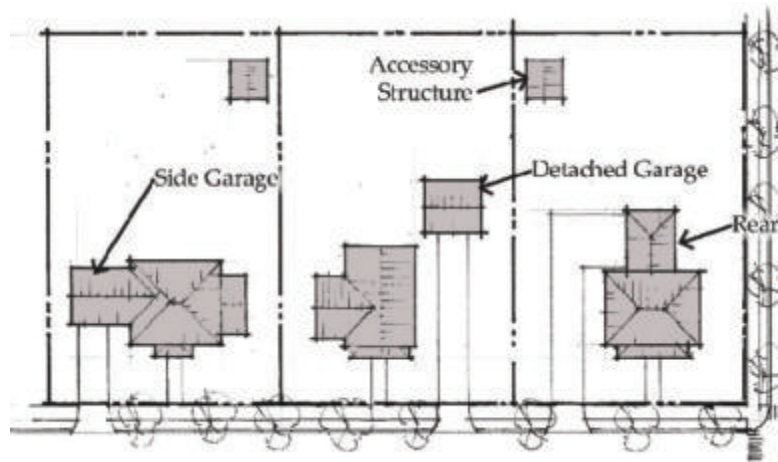


- ✓ All exterior walls on an addition should include windows, doors and other details that match the original house.
- ✓ Building additions on the front of the house should maintain the front building line of the existing house and the common setback established by adjacent houses on the street.
- ✓ Adding a second floor to a one-story home should not make the home appear significantly larger than adjacent homes.
- ✓ Decks and patios should be located at the side or rear and if possible, screened from view of the street to ensure privacy.

Accessory Structures - Garages, Fences, Storage Buildings

Garages, fences, and other accessory buildings should be carefully positioned on the lot to enhance the appearance of the primary building and yards.

- ✓ Accessory buildings should be smaller than the main house.
- ✓ Accessory buildings like garages and storage buildings should be located at the rear of the property, to minimize their visibility from the street.
- ✓ Accessory buildings should be constructed of similar exterior materials and architectural details to those on the main house.
- ✓ If possible, locate garages to allow access from the side or from a rear alley. If a garage must be attached to the side of the house facing the street, it should be setback from the front of the main house and oriented to minimize view of the garage door. (The front door and porch of the house should be the primary visual elements.)
- ✓ If fencing is desired, use a wooden, painted picket fence in the front yard or areas visible from the street. Use chain link or solid privacy fencing only in rear yards that are not visible from the street. Consider a maintainable hedge for the front yard in lieu of a fence; keep it lower than 3.5 feet.



Wood Picket Fences

A.4 Additional Design Considerations

Yards

The yard is an important outdoor space that shapes the overall attractiveness of a house and the neighborhood. It should be carefully planned to enhance the house and provide attractive spaces for outdoor activities.

- ✓ Keep the front yard organized and well-maintained. Keep any trash bins, toys or stored materials at the rear or side of the house, away from view from the street.
- ✓ Plant shrubs or trees where they will not interfere with underground/overhead utility lines or obscure prominent features like windows, doors, or the front porch. Use low shrubs and flowers to accent the foundation of the house.
- ✓ Use natural wood mulch in planting beds, rather than ornamental rock.



Accessibility and Universal Design

It is always a good idea to improve the exterior and interior accessibility of a house when considering maintenance or renovations. Barrier-free access can provide both residents and visitors with flexible options for access, no matter what age or physical condition. Some simple things to look for and consider include:



- ✓ Ground entrances, with no stairs or thresholds.
- ✓ Wider entry and interior doors (36" wide openings preferred) and hallways (min.42" width).
- ✓ Lever handles on doors, rather than door knobs.
- ✓ Touch control lighting and switches set no higher than 48" above the floor. Receptacles at 18" above the floor
- ✓ Single lever faucets at sinks. Front controls on ranges and side by side refrigerators.
- ✓ Kitchen and bathroom layouts sized to allow easy access when in use.

Safety

Ensure that your property is secure by using crime prevention principles commonly known as Crime Prevention through Environmental Design (CPTED). These principles emphasize visibility, defining boundaries, controlling access, and maintaining property to encourage natural surveillance and prevent crime.



Boost Visibility:

- ✓ Provide a clear view to the street. Trim bushes and trees to allow a good view of the street from inside your house.
- ✓ Ensure that the front door is visible from both the street and the driveway.
- ✓ Install lighting at all exterior doors. Illuminate walkways. Be sure lights do not shine into neighbors' windows or beyond your property.
- ✓ Install low landscape materials around the foundation, rather than large landscape plants that can grow and obstruct views and the building.
- ✓ When constructing a new house, include a front porch with windows that provide "eyes" on the street.

Define Boundaries:

- ✓ Use attractive fencing or low plantings to define property lines and direct people to entrance walkways and the front door.
- ✓ Carefully choose appropriate plant materials around the perimeter of the property and under ground-floor windows. Trees and shrubs are attractive and important design features that must be maintained and placed carefully in the yard.

Control Access:

- ✓ Ensure that all exterior doors are secure, fit tightly in door frames, and have locks that are durable. Use dead bolt locks on all exterior doors.
- ✓ Make sure all windows are operable and have working locks.
- ✓ Install "peep hole" viewers in exterior doors.

Maintain the Property:

- ✓ Maintain your property and the landscaping. Make the property appear well cared for and inhabited.
- ✓ Replace any broken windows or doors immediately. Remove graffiti promptly.



Energy Efficiency

An energy efficient home is more comfortable and cost efficient! How the house is placed on the lot and the types and placement of landscaping can make a big difference in terms of natural features and energy use. In addition, the physical construction of the house has a direct relationship to energy usage. It is important to look at wall and roof insulation, window and door construction, and interior household appliances.



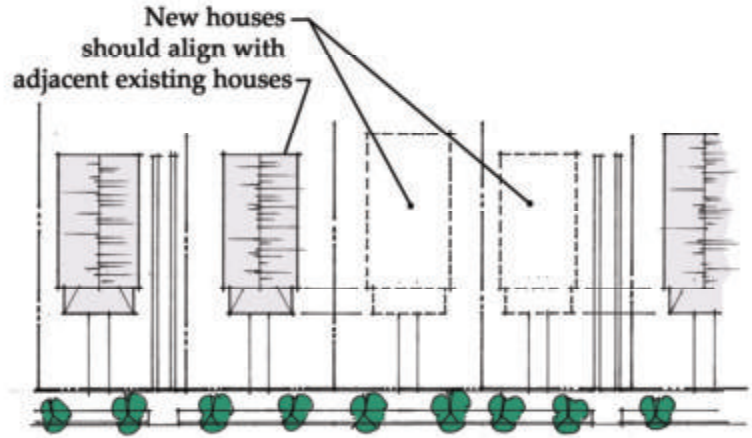
- ✓ Maintain trees on your property – they can help reduce energy costs. Plant deciduous shade trees on the south side of your home to reduce cooling costs during summer months.
- ✓ Use energy efficient light bulbs for exterior and interior lighting. Use solar-powered landscape lights along walkways.
- ✓ Check for any air leaks in the walls, floor and ceiling. Seal any gaps, especially around windows (and window air conditioners), and exterior doors. Repair window sashes and caulk glazing. Replace windows and doors that cannot be effectively repaired with Energy Star rated units that match the size and architectural profile of the existing units. Seal around furnace flues and chimneys. Insulate electrical outlets and light switches on exterior walls.
- ✓ Check the amount of fiberglass (batting) or cellulose (blown in) insulation in floors, exterior walls and the attic. Insulation in attics should be at least 12 inches (R38); insulation in basement ceilings should be at least 6 inches (R19); and insulation in exterior walls should be at least 3.5 inches (R11 to R15).
- ✓ Replace large kitchen or laundry appliances and air conditioning units with Energy Star appliances. Insulate the hot water heater and pipes leading from it; replace with an Energy Star unit.
- ✓ Maintain furnace and air conditioning systems on a regular basis. Change filters and have units serviced annually.



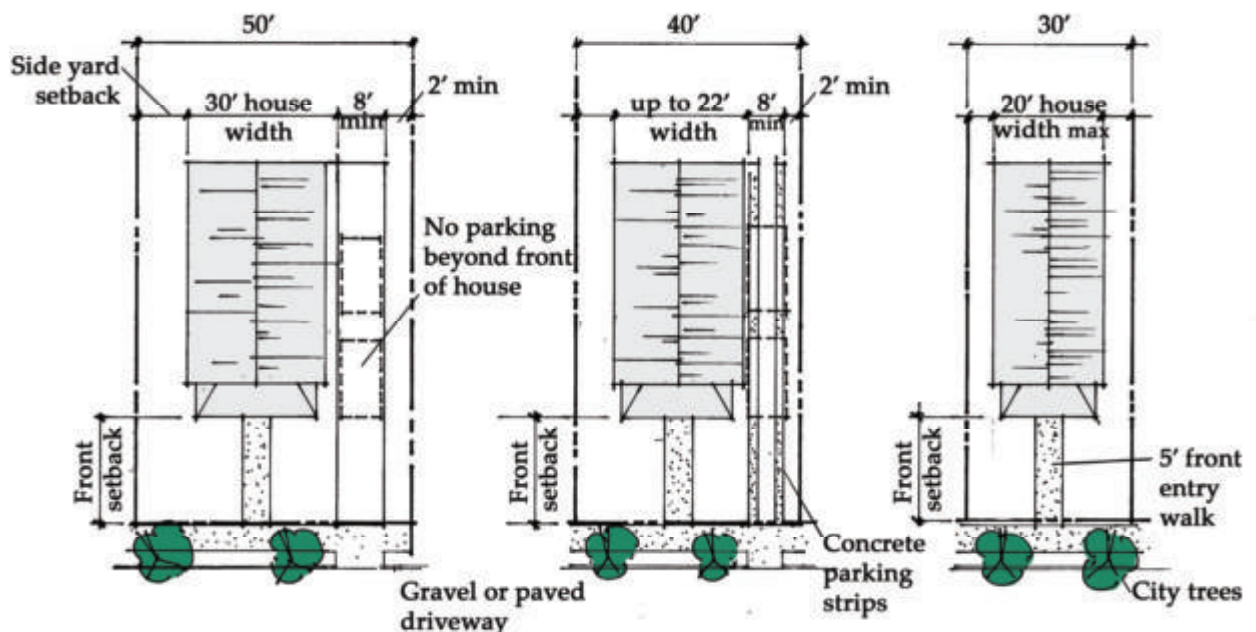
A.5 New Houses

Site Placement

The orientation of a house on a lot makes a difference! It can determine how houses fit together on the block and how a house functions. Maintaining building setbacks and establishing consistent plantings or lawns along the street can enhance the look of the block from the street (the streetscape). Also, careful placement on the lot is important for good access to rear yards and friendly spaces between neighbors.

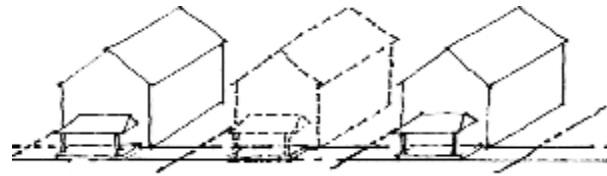


- ✓ New houses should align with adjacent houses and maintain the existing setback patterns.
- ✓ The front door should face the street. If there are two entrances required (as with a duplex), one of the entrances should be from the side or a single, combined entrance should be used.
- ✓ Parking should be located on the side of the house or in the rear of narrow lots. Pavement in the front yard should be kept to a minimum. Recommended options include permeable pavers or concrete strips for driveways that allow rainwater to filter through to the ground.



Building Mass and Scale

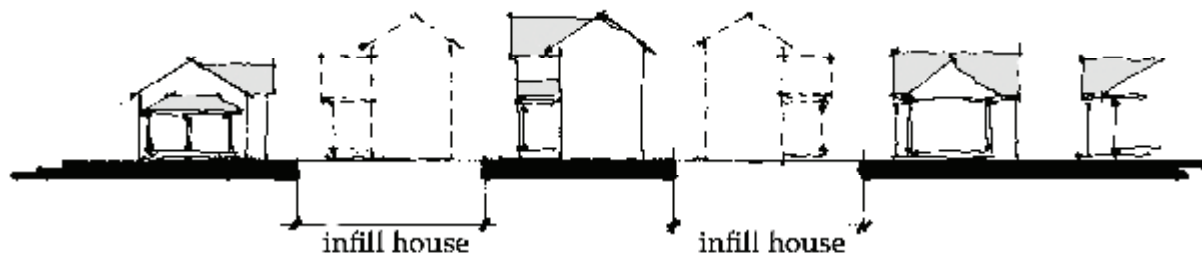
New houses should relate to adjacent houses in height and width. It is important that new houses maintain the consistency along the street and not overwhelm other houses on the block.



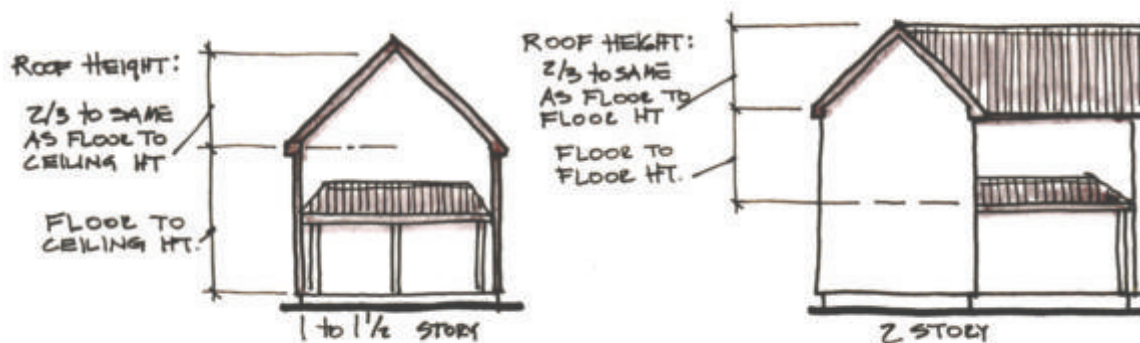
In Sterling, most of the houses are 1 or 1.5 stories.

Ideally, new houses should be of a similar mass and scale.

- ✓ Since many of the existing houses are small, new residents may want increased living space and perhaps a two-story house. If a two story house is proposed, it should include a one-story porch in order to relate to an adjacent one-story house.



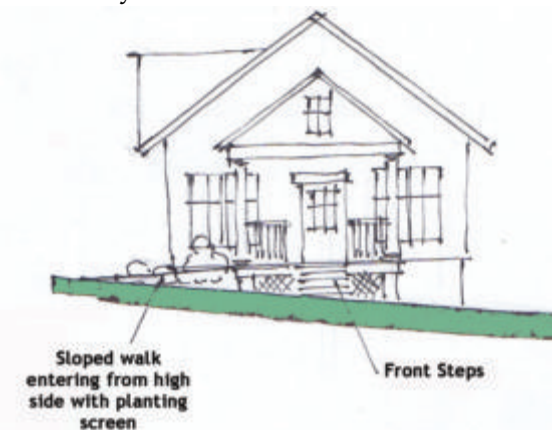
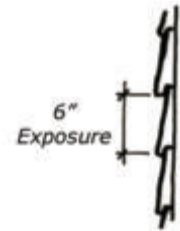
- ✓ Roofs should be pitched to match similar roof patterns and scaled to reflect approximately 2/3 of the floor-to-ceiling distance of the main story of the structure.



Building Materials and Architectural Features

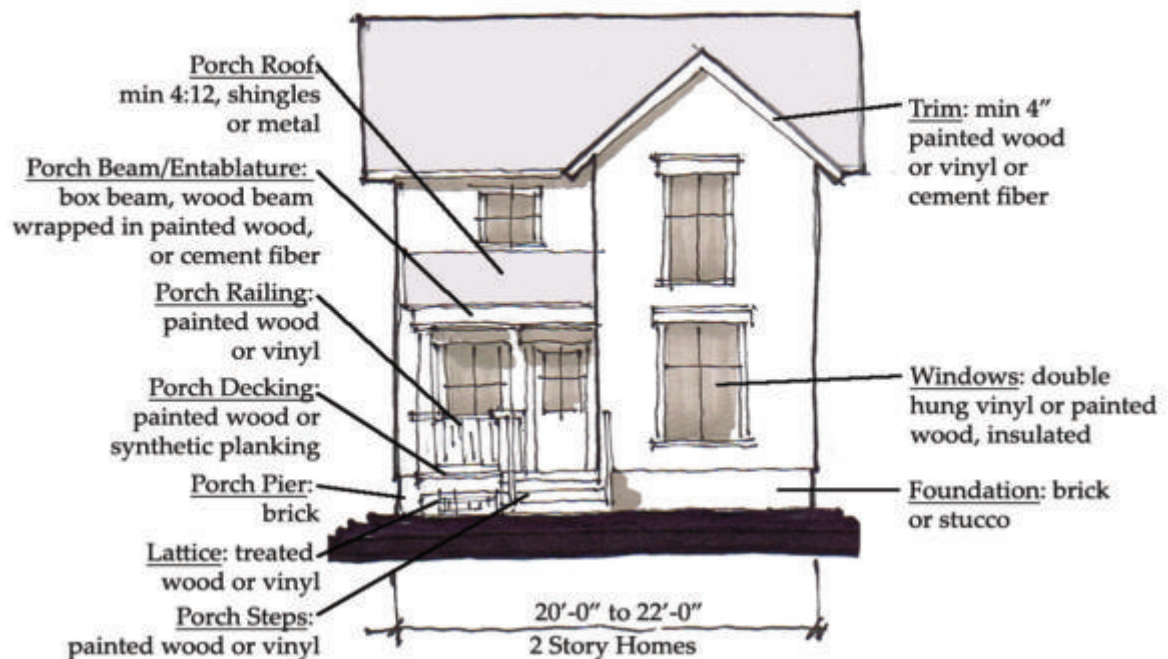
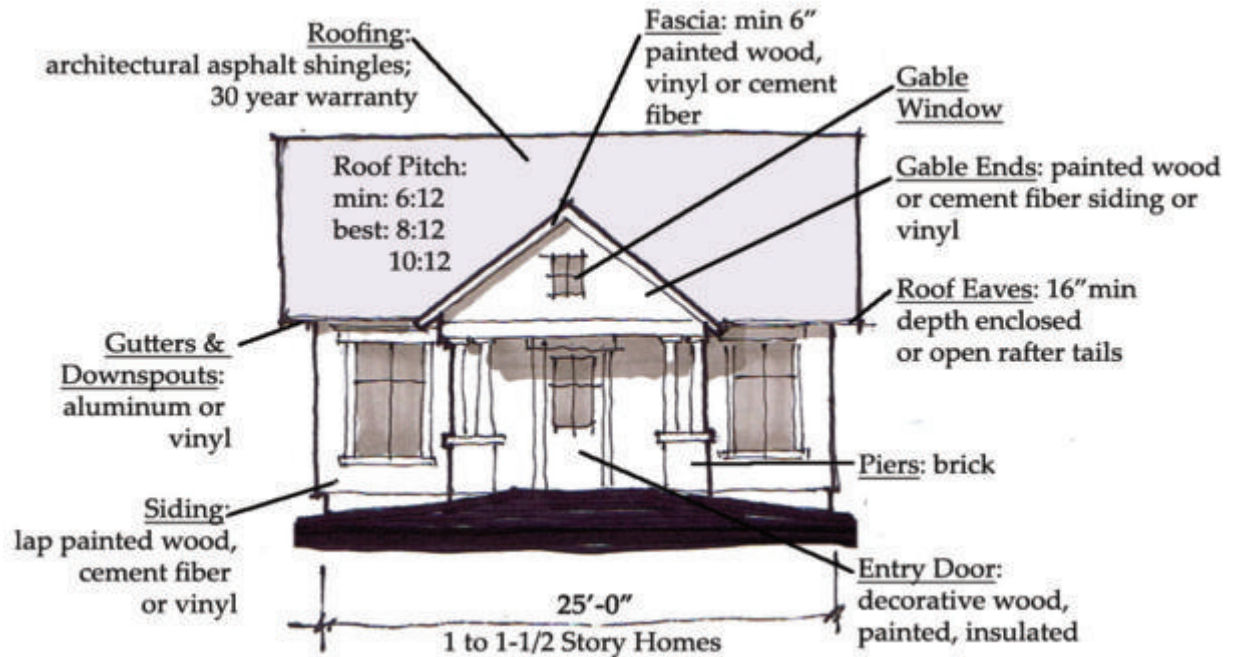
New houses should fit with the existing neighborhood character and reflect the architecture and the building materials of existing houses on the street. They should include universal design features that allow flexibility in use and access.

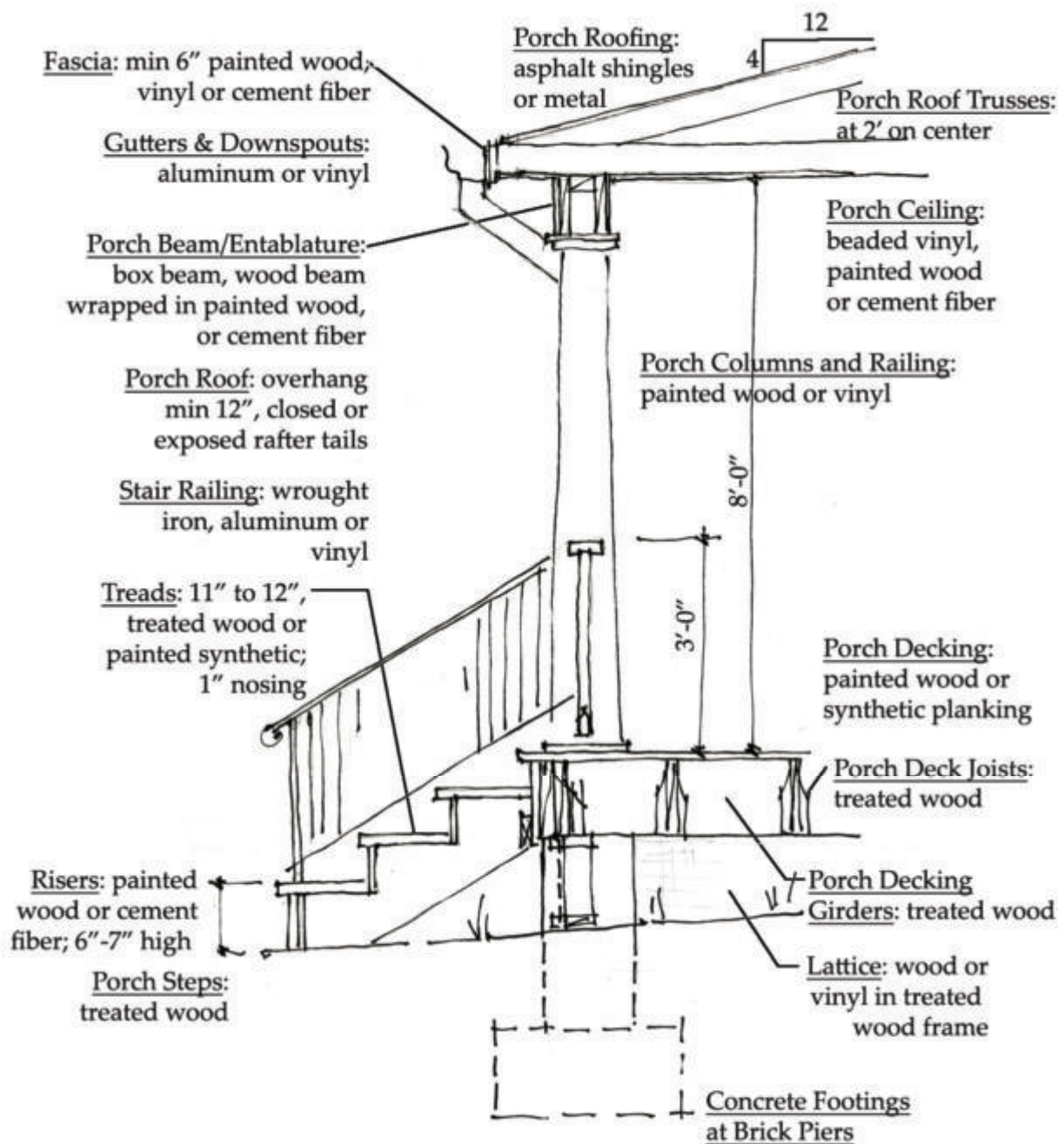
- ✓ In Sterling, most of the houses are sided with 6-inch wood clapboard. Thus, the preferred exterior materials for new construction are wood or cement fiber board for siding and trim. Although another common material is vinyl, it is easily damaged, can fade over time, and is not as structurally durable as other materials. Vinyl siding should only be used if it is the only affordable solution.
- ✓ New houses should have similar characteristic features of existing houses – site orientation, front porch, roof pattern/pitch, and window patterns. Look at the houses that surround the property and repeat design features such as porches, siding windows, roof pitch and direction, door placement and yard patterns.
 - ✓ **Front porch** should be prominent and extend at least one-half to two-thirds the width of the front of the house.
 - ✓ **Windows** should be double-hung and placed symmetrically on the building. Window panes with mullions are acceptable; however, the mullions should be applied to the exterior and integrated into the glazing, rather than between the glass.
 - ✓ **Roofs** should have a pitch of at least 6:12 (higher pitches of 8:12 or 10:12 may be appropriate if it is a two story house). Roofs should have an overhang of at least 12-16 inches to make the eaves of the house prominent. Use architectural shingles.
 - ✓ **Siding** should be wood or cement fiber (typical, 6-inch lap); vinyl should only be used if other materials are not cost effective. Siding should incorporate 4-6-inch trim on all corners, windows, and doors.
 - ✓ **Entry doors** should be a prominent feature on the front. They should be insulated for energy efficiency and painted.
 - ✓ **Yards** should be landscaped with lawns and trees. Walkways should be well-defined and house foundations should be planted with appropriate shrubs and flowers.
 - ✓ **Accessibility ramps** (if required) should be carefully integrated into the landscape of the yard. Ideally, adjust the grade of the ground to meet the necessary height adjustments for access, rather than use structural elements to adjust the grade. Architectural details used for ramps should match porch and railing details and be painted. Simple metal railings are an option.



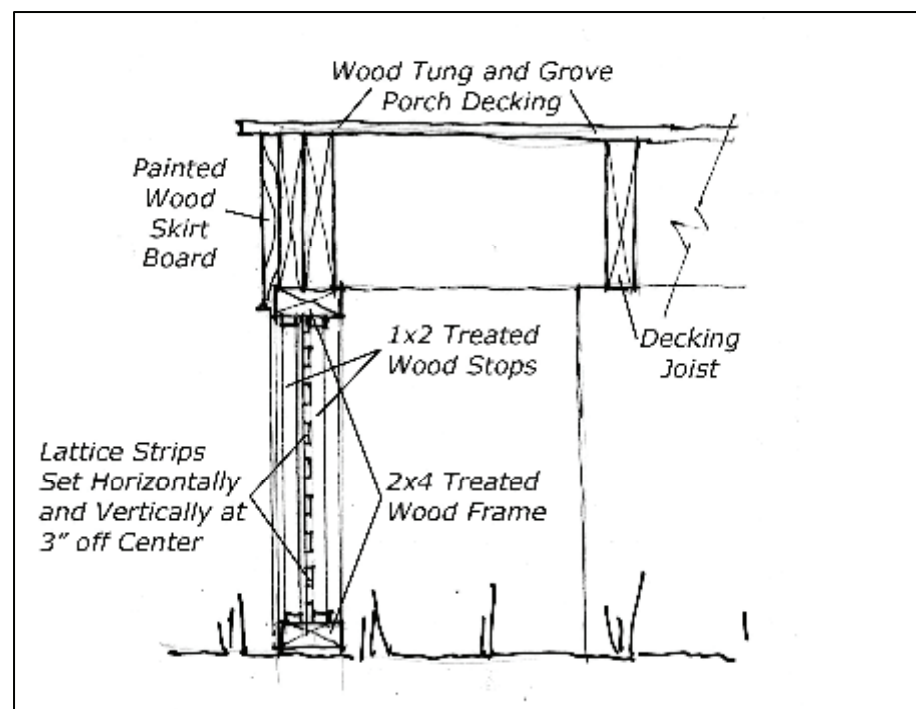
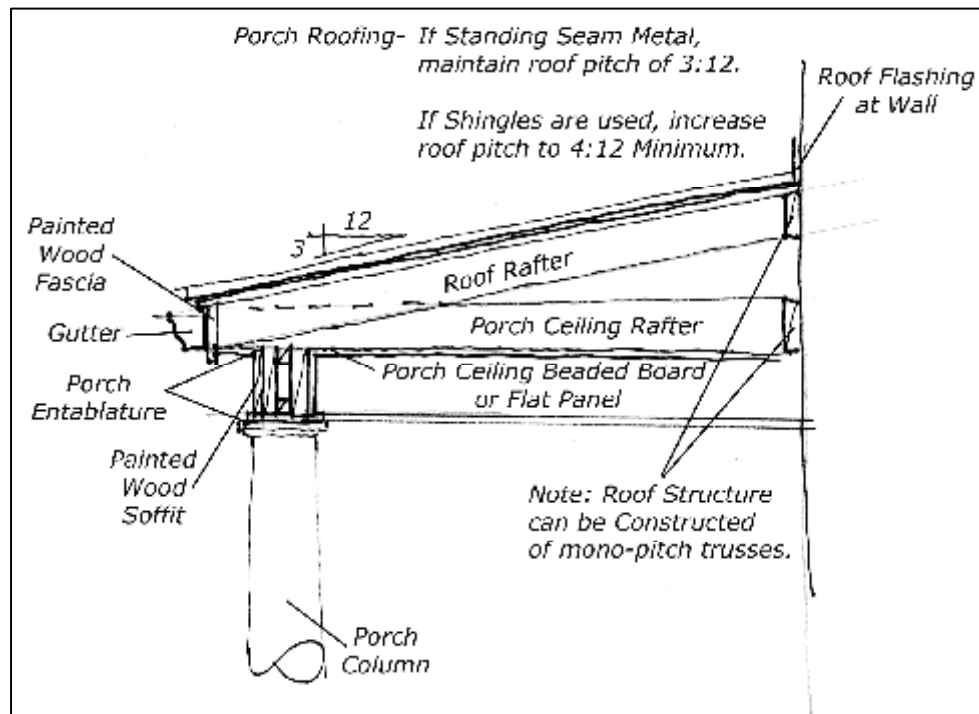
Architectural Details for Builders

The following graphics provide more in-depth details to guide basic home construction in the Sterling neighborhood.

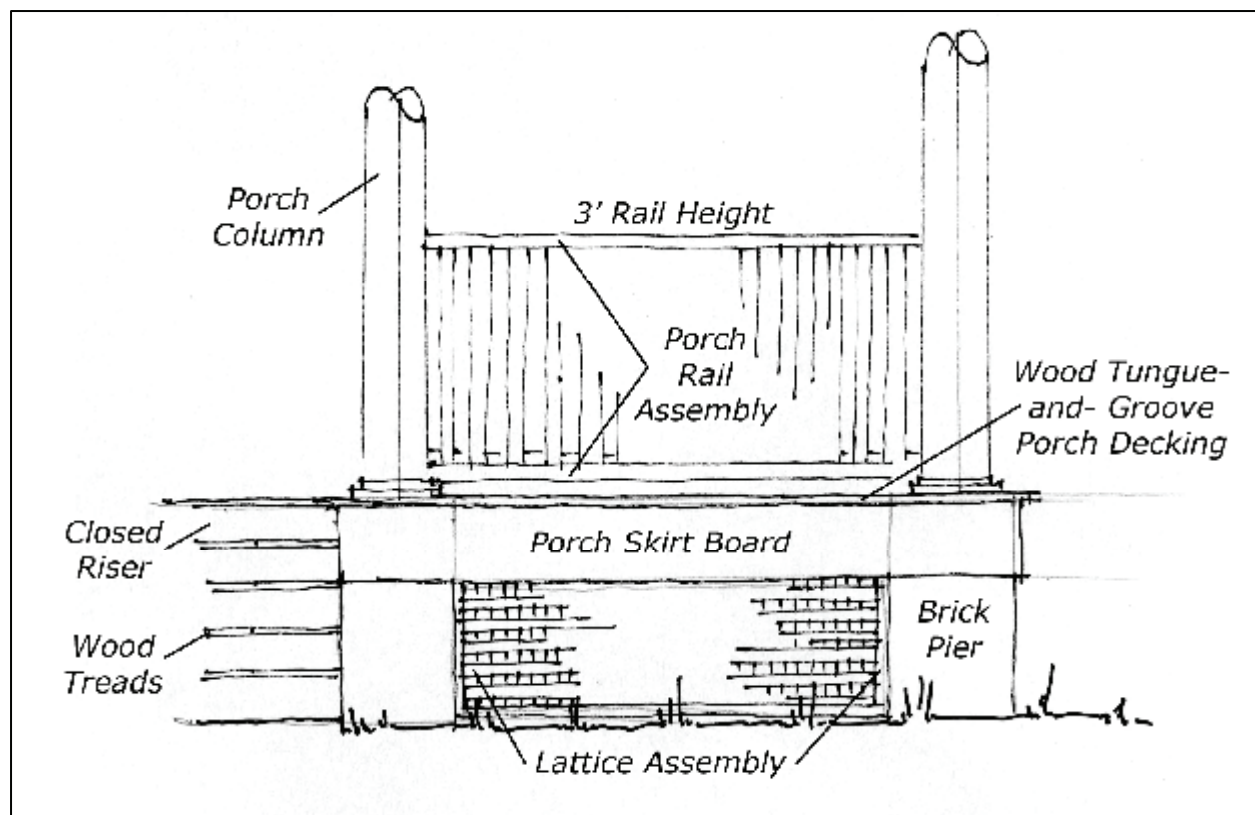
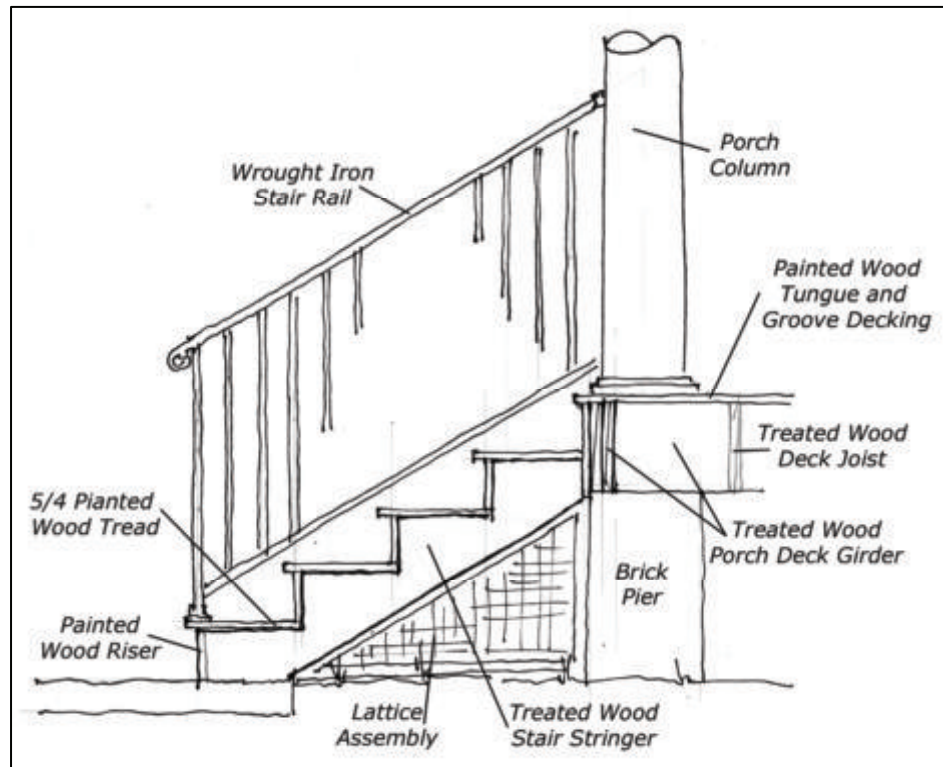




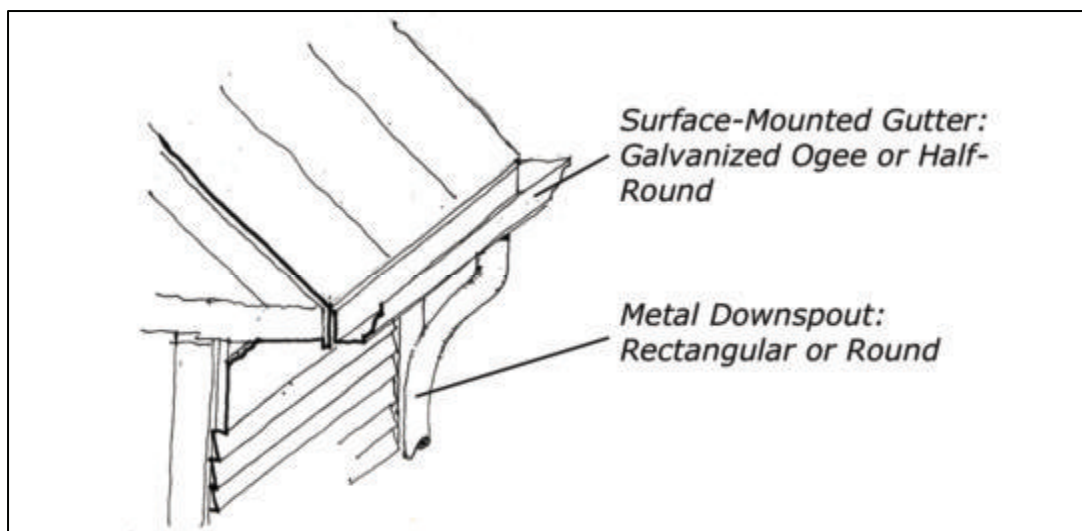
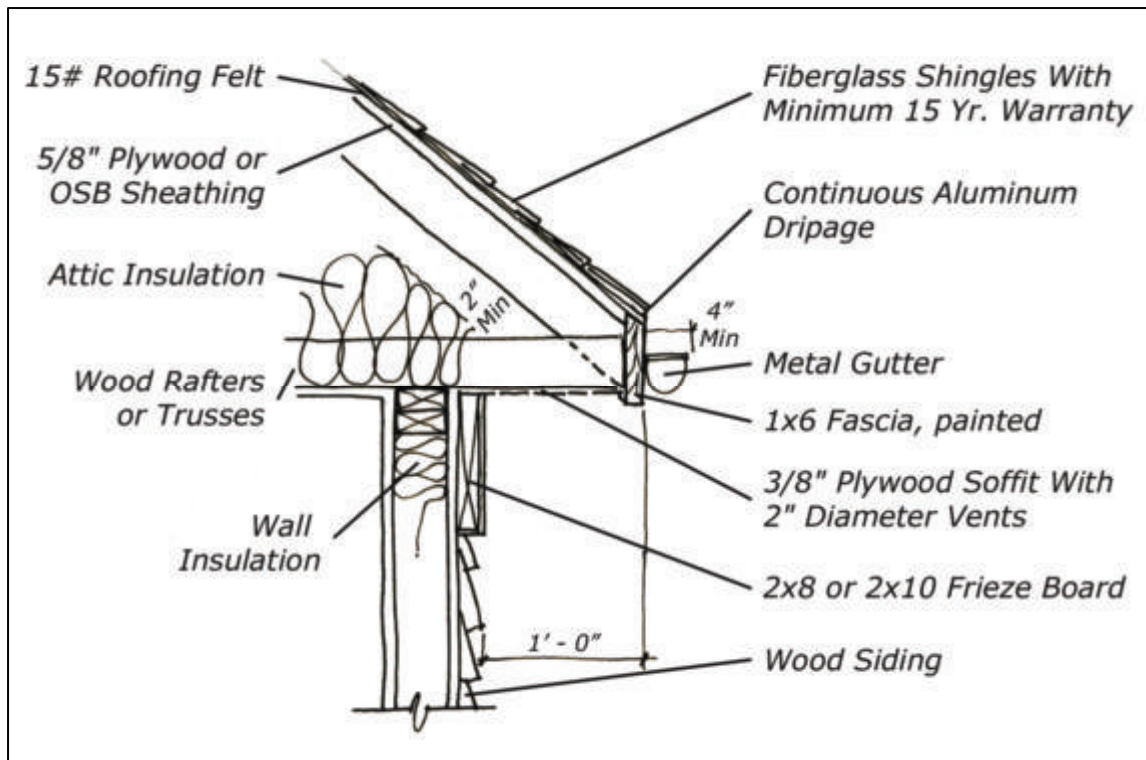
Sample Details of Interest: Porch Roof and Decking



Sample Details of Interest: Stair and Railing Details



Sample Details of Interest: Roof and Gutter Details



A.6 Neighborhood Commercial and Institutional Buildings

In addition to residential buildings, the Sterling Neighborhood contains commercial and institutional buildings along the perimeter of the neighborhood, as well as within the northern portion between Arlington Road and Pendleton Street. Over the years, commercial and institutional buildings have replaced residential structures and created areas of transition. Now, these transitional areas need special attention and guidance in order to direct the land use and development pattern desired for the neighborhood and recommended by the Sterling Neighborhood Master Plan. It is important that any new commercial or institutional expansion or development recognize the surrounding neighborhood context and land development features and that it enhance and complement those elements in any land use, building architecture and site development pattern. In addition, it is essential that there be good communication with surrounding neighbors and the larger neighborhood, thus strengthening community relationships.



Above: Commercial office development adjacent to residential at Arlington Road and Leach Street.

Below: Neighborhood commercial on Jenkins Street.



Mass and Scale

New buildings should be of similar size to neighboring buildings and not overwhelm them in mass and scale.

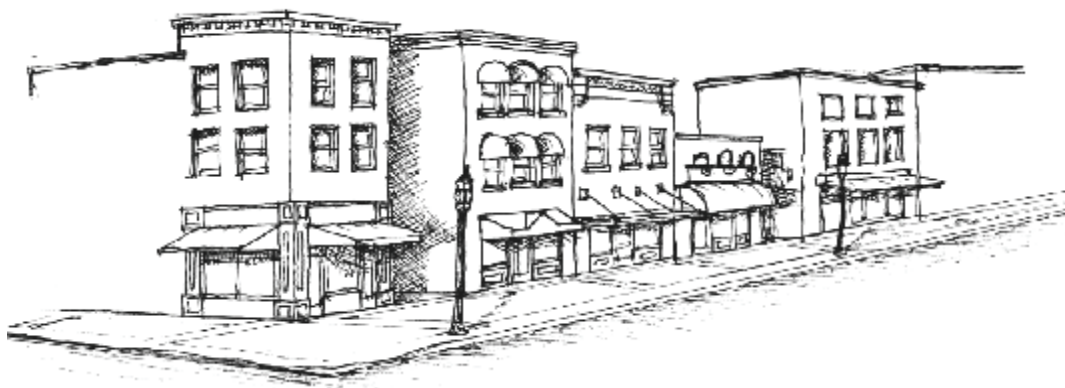
- ✓ If the building is to be located on the perimeter of the neighborhood, a building height of up to 3 stories (35-45 feet) is acceptable; if it is to be located on the interior of the neighborhood, a 1.5 to 2 story building (20-30 feet) is more appropriate.
- ✓ Small buildings should be simple in architectural form and relate to the pedestrian scale of the neighborhood by using traditional storefront designs, simple signage, directed lighting and awnings.
- ✓ Larger buildings should have varied heights and dimensions, such as offsets in walls and roofs. Porches and canopies should be used to reduce building mass.



Architectural Features and Materials

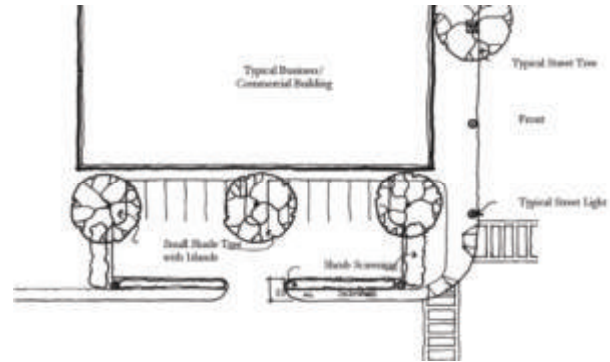
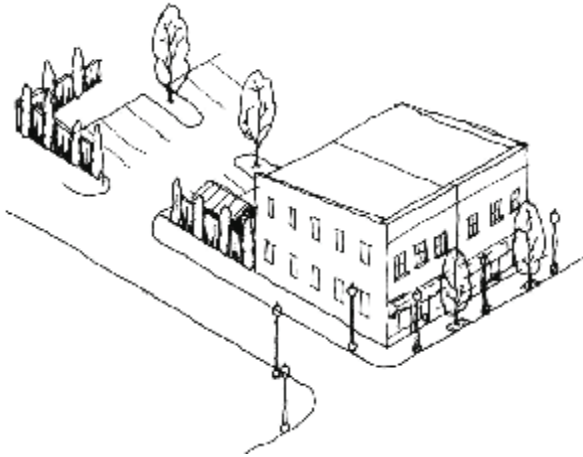
Buildings should reflect the architectural features and materials of the neighborhood.

- ✓ A primary entrance should face the street and there should be sidewalk entrance from the street (as well as from the parking area).
- ✓ Place windows and architectural details on all façades.
- ✓ The preferred building materials for commercial buildings are wood or masonry.

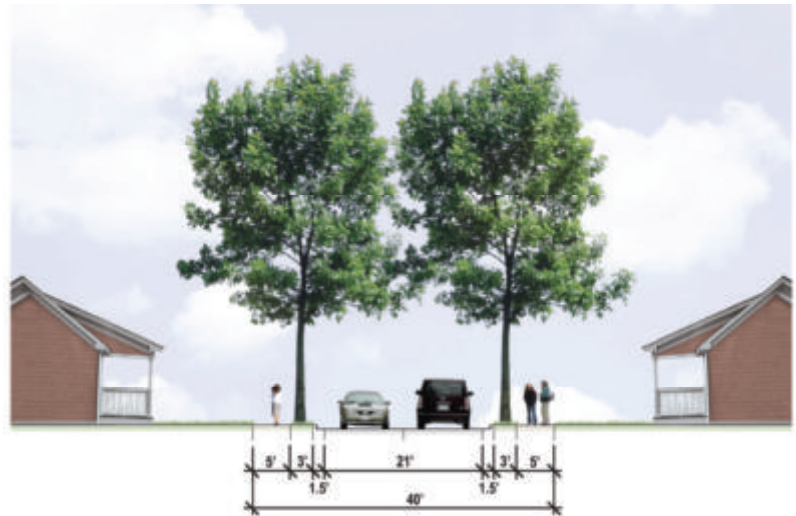


Parking, Streets and Sidewalks

- ✓ Locate parking to the side and rear of buildings. Share parking and driveways where feasible. Minimize the width of entrances and the number of curb cuts. Landscape parking lots with canopy trees at the street and provide plantings within large lots for shade.



- ✓ New streets should connect with and follow patterns of existing streets in the neighborhood. Pavement should be reduced to manage traffic speed and preserve neighborhood accessibility. All streets should include pedestrian sidewalks and a minimum 3-5 foot planting strip. Street trees are preferred.
- ✓ Accessory structures such as trash receptacles and ground HVAC units should be located to the side or rear and screened from streets and adjacent residences.



TYPICAL TWO WAY STREET: SECTION VIEW

Landscaping

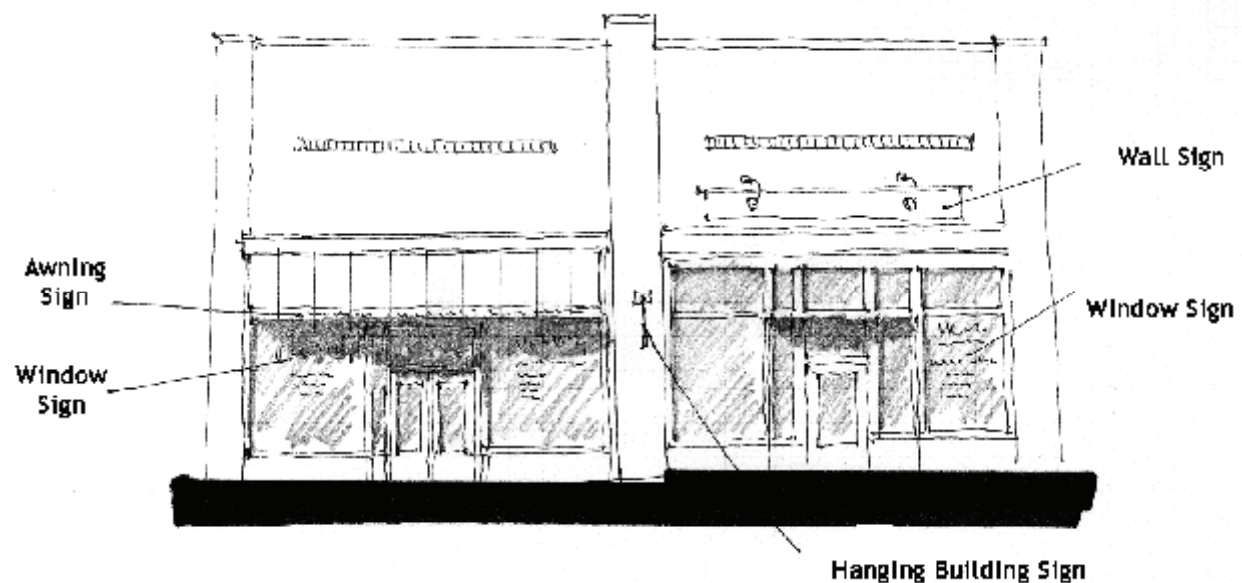
All commercial properties should be landscaped to convey an inviting business image and be a welcoming neighborhood amenity.

- ✓ Use trees along street edges and within parking areas. Consider thorn-less and fruitless plants that are drought-tolerant and low-maintenance.

- ✓ Protect plantings in parking areas and along drives with curbing or other unobtrusive devices.
- ✓ Ensure that all plantings are of a manageable type and located so that they do not interfere with sight lines at drives and intersections.
- ✓ Use suitable trees, shrubs and privacy fencing to buffer adjacent residential properties, but not to create blind areas.

Signage and Lighting

- ✓ Signs for businesses should be limited to one or two signs per building that are mounted on the face of the building, on the window or on an awning. Multiple businesses on the same parcel should share a ground monument sign at the street.
- ✓ Lighting should be directed to specific signs or building areas and should not spill beyond property boundaries.
- ✓ Exterior lighting should be no more than needed for access and safety.




Safety and Crime Prevention

New commercial developments should incorporate CPTED design principles in the overall site development plan. These principles address: defined boundaries, visibility, controlled access, and maintenance.



Appendix B Funding Matrix

Appendix B: Funding Matrix

Potential Funding Opportunities Sterling Neighborhood, Greenville, SC July 2010						
Project Category	Potential Funding Program / Agency	Avg. Award \$	Funding For:	Application Timeframe	Comments:	Funds Could be Used For:
Floodplain Management	FEMA, Emergency Management Enhancement Grants, Hazard Mitigation Assistance Grants, Flood Mitigation Assistance Grants		enhance emergency mgmt and reduce losses		http://www.fema.gov	acquisition of flood prone properties
Neighborhood Building	Building Healthy Communities Program (Home Depot Corporation),	up to \$2,500	volunteer community building projects	Jan, May, Sept	grants to 501c3 organizations to assist with volunteer neighborhood building projects; http://corporate.homedepot.com	volunteer building projects
Neighborhood Building	Neighborhood Builders Program, Bank of America	up to \$200,000 in operating support over 2 years	neighborhood revitalization	June	501c3; http://www.bankofamerica.com/foundation	organization operation support
Health Care	Blue Cross Blue Shield of SC Foundation		adolescent and community health, medical care clinics, health related programs, nurses, etc. to underserved communities	February	must be 501c3; http://www.bcbsscfoundation.org/	health care issues
Health & Nutrition	Community Impact Grants, ConAga Foods Foundation	\$10,000 - \$100,000	child hunger & nutrition	January	501c3; http://www.nourishkidstoday.org	community nutrition
Health & Nutrition	Building Human Capital, Creating Healthy Environments - Robert Wood Johnson Foundation	\$50-\$200,000	improving health care and healthy environments for vulnerable populations		501c3; Greenville YMCA has been awarded grant for healthy environments; http://www.rwjf.org/	community health & nutrition
Crime Prevention	Community Policing, MetLife Foundation	\$15,000 - \$25,000	neighborhood revitalization and crime prevention	February	501c3; http://www.metlife.com/about/corporate-profile/citizenship/metlife-foundationhttp://www.lisc.org/docs/resources/2010_MetLife_Preliminary_Application.pdf	grass-roots crime prevention and community policing
Neighborhood Building Capacity Building	Local Initiatives Support Corporation (LISC)		connects community organizations with funding sources; capacity building and projects		501c3; http://www.lisc.org	funding Assistance
Capacity Building	Community Enrichment Grants, Hollingsworth Funds Grants, Greenville Women Giving Grants, Community Foundation of Greater Greenville, Inc	varies, up to \$100,000	capacity building projects	March, Sept	501c3; http://www.cfgreenville.org	capacity building special projects
Capacity Building	Mary Reynolds Babcock Foundation	\$20,000 - \$50,000	grassroots organization support to move people out of poverty and build economic assets		501c3 in southeast US; http://www.mrbf.org	community organization operation support



Potential Funding Opportunities
Sterling Neighborhood, Greenville, SC
July 2010

Project Category	Potential Funding Program / Agency	Avg. Award \$	Funding For:	Application Timeframe	Comments:	Funds Could be Used For:
Community Development & Infrastructure	Community Development Block Grant (CDBG), City of Greenville, County of Greenville		Construction funds for public infrastructure, public facilities, affordable housing		Greenville County and City receive annual allocations from HUD. GCRA administers the County's program. Projects must eliminate blight and benefit Low-Moderate Income Persons or create jobs that benefit LMI; awards to government agency or 501c3 organizations	public infrastructure improvements, affordable housing projects
Community Development & Infrastructure	U.S. Housing & Urban Development, Sustainable Communities Planning Grant Program		regional efforts that promote sustainable communities	2010 Summer?	Program is new; funding details and announcement expected after March 2010; http://portal.hud.gov/portal/page/portal/HUD/program_office/s/sustainable_housing_communities/grant_program	public transportation & infrastructure, affordable housing projects, economic development
Transportation & Pedestrian Infrastructure	Transportation Enhancement Funds, SCDOT		Transportation enhancement to improve public safety, multi-modal access, scenic beautification		20% Match Required; Competitive; must relate to surface transportation and fall within established categories;	pedestrian and bicycle facilities, streetscape enhancements
Historic Properties	South Carolina State Historic Preservation Office		Historic Survey & Planning, Historic Building Stabilization	January	Awards to governments that are Certified by SHPO - Greenville City is Certified; http://shpo.sc.gov/grants/	Historic markers, preservation education, historic survey, historic district planning
Recreation Trails	SC Recreational Trails Program, SC Dept. Parks, Recreation & Tourism	up to \$100,000	Trail construction & maintenance	March	http://www.scprt.com/our-partners/grants/trails	20% match required
Affordable Housing	Housing Trust Fund, Low Income Housing Tax Credits, SC State Housing and Finance Development Authority		administers affordable housing programs and assists/partners with housing providers to provide affordable housing		non-profit and for-profit organizations, and local governments; http://www.sha.state.sc.us/	housing rehabilitation, emergency home repairs, homeownership financing & training opportunities
Affordable Housing	SC Department of Housing & Urban Development		homeownership and rental vouchers, education and counseling resources		http://portal.hud.gov/portal/page/portal/HUD/states/south_carolina	housing education, counseling, subsidized housing
Affordable Housing	Affordable Housing Coalition of South Carolina		non-profit coordinator, affordable housing advocacy		http://www.affordablehousingsc.org/	housing advocacy & resources
Affordable Housing	Affordable Housing Built Responsibly, (Home Depot Foundation)		affordable housing projects for LMI and green building, also tree planting	Jan & July	grants to 501c3 organizations; emphasis on multiple partnerships and leveraged projects; http://www.homedepotfoundation.org ;	housing and community greening
Affordable Housing	Wells Fargo Foundation, Home Ownership Grant Program		Affordable housing projects for LMI	Varies	for 501c3 organizations; https://www.wellsfargo.com/about/wfhf/homeownership_guidelines	affordable housing, including home repair



Appendix C Existing Conditions & Mapping



SITE DESIGN, INC.

CIVIL ENGINEERS • SURVEYORS • LANDSCAPE ARCHITECTS

STERLING COMMUNITY- STREET DATA TABLE FEBRUARY 08, 2010

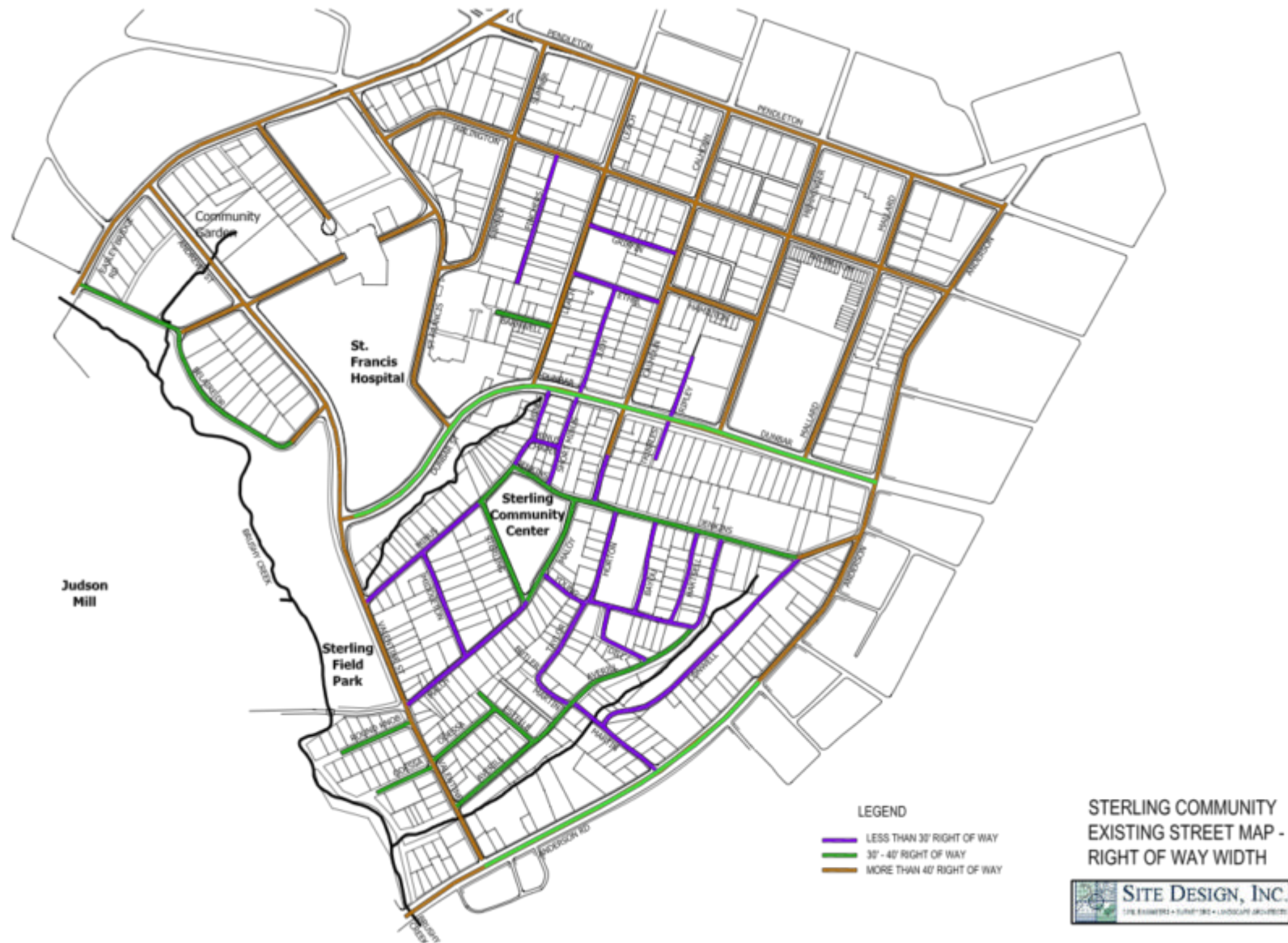
Street Name			Road Length (ft)	R-O-W Width (ft)	Jurisdiction	Road No.	Pavement Width (ft)	Curbing/Sidewalk/ Curb Lawn Yes/No (Width)			Comments
	From	To						Curb	SW	CL	
Arlington Ave	St. Francis Dr	Anderson St	3,520	60	City		35'	Y	4.5'(2)	2'(2)	Speed Humps between Sumner St and St. Francis Dr
Averill St	Jenkins St	Valentine St	1,850	36	City(375') County (1,475')	I-237	17'	N	--	--	Very narrow street in poor condition
Barnwell St	South Leach	Dead End	265	+/-31	City		23'	N	--	--	Fair to Good condition, dead end street
Bayou St	Jenkins St	Young St	420	+/-25	City (135') County (285')	I-239	17'	N	--	--	Fair condition, no defined swales
Bel Aire St	Andrews St	Kirk St	1,025	+/-32	County	I-247	22'	Y	4.5'	--	Curb & Gutter one side only, fair condition
	Kirk St	Easley Bridge	355	+/-32	County	I-247	18'	N	--	--	Fair condition
South Calhoun St	Dunbar St	Pendleton St	1,430	60	State	S-23-1297	28'	Y	4.5(2)	4(2)	4' one side, 3' the other side, good to fair condition
	Jenkins St	Dunbar St	410	40			22'	N	--	--	220' from Jenkins has little to no R/W, fair condition
Conwell St	Jenkins St	Martin Row	525 700	20	City County	I-243	17'	N	--	--	Poor condition, no defined swale, extensive vegetation on both sides
Dill Street	Averhill St	Young St	400	+/-22	County	I-244	17'	N	--	--	Poor condition
Dunbar St	Andrews St	Anderson St	2,860	+/-66	State	S-23-490	62'	Y	4.5(2)	--	Street is in good condition, sidewalks are in fair condition
Estelle St	Averill	Dead End	345	40	County	I-235	17'	N	--	--	Poor condition, no defined swales
Ethel St	South Calhoun St	South Leach St	410	+/-26	City		16'	N	--	--	Fair condition
Griffin St	South Calhoun St	South Leach St	410	+/-23	City		12'	N	--	--	Fair condition with some large trees on one side
Hamilton Ave	South Calhoun St	South Memminger	420	50	City		24	Y	4.5(2)	2(2)	Street and sidewalk is in fair condition
Hartsell St	Jenkins St	Young St	425	20	City		16	N	--	--	Approx 125' in County, but appears to be a City Street, poor condition
Horton St	Jenkins St	Young	425	+/-20	County	I-240	18	N	--	--	Fair condition

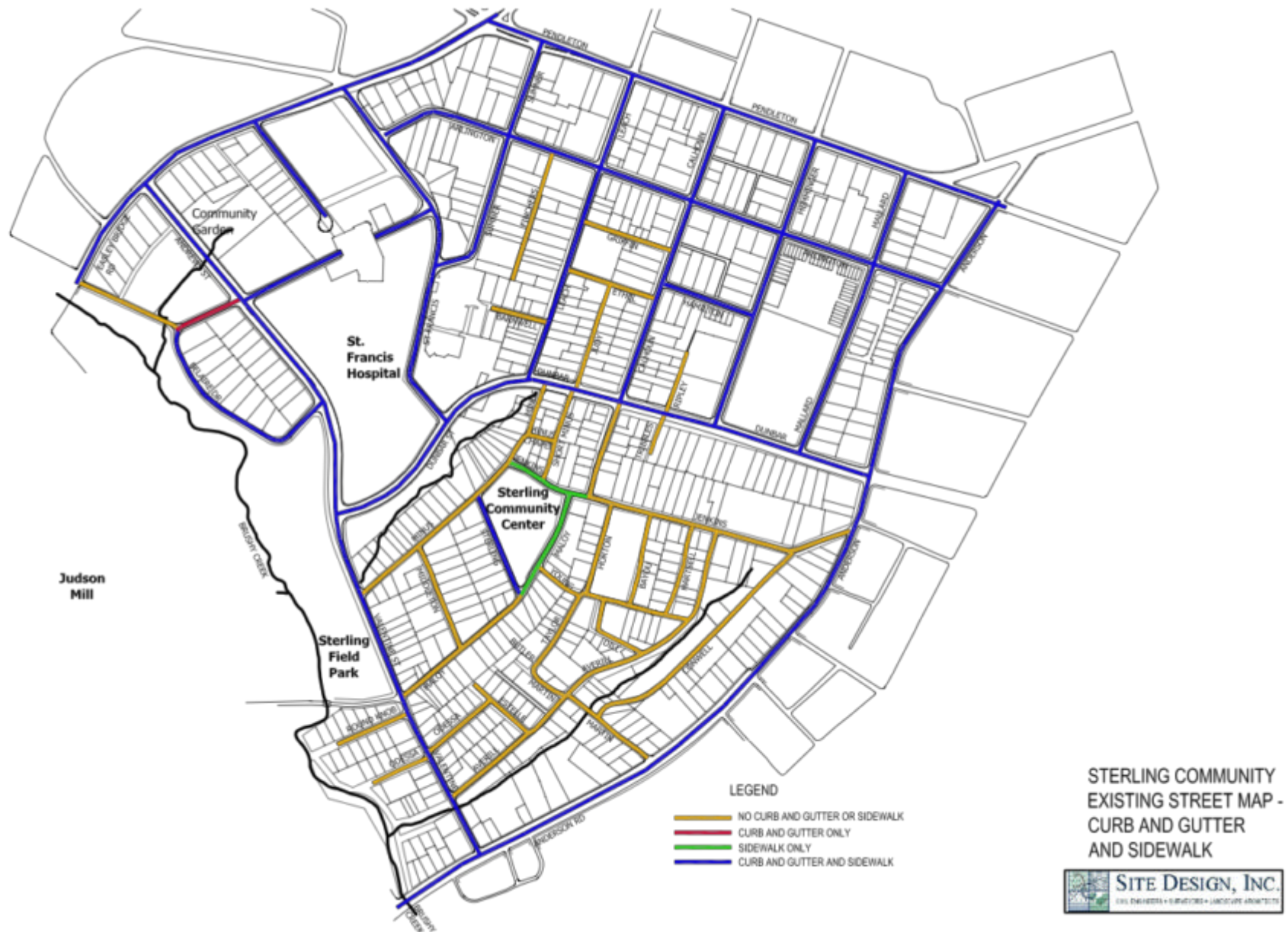
420 EAST PARK AVENUE, SUITE 100 GREENVILLE, SOUTH CAROLINA 29601
864.271.0496 fax: 864.271.0402 www.sitedesign-inc.com

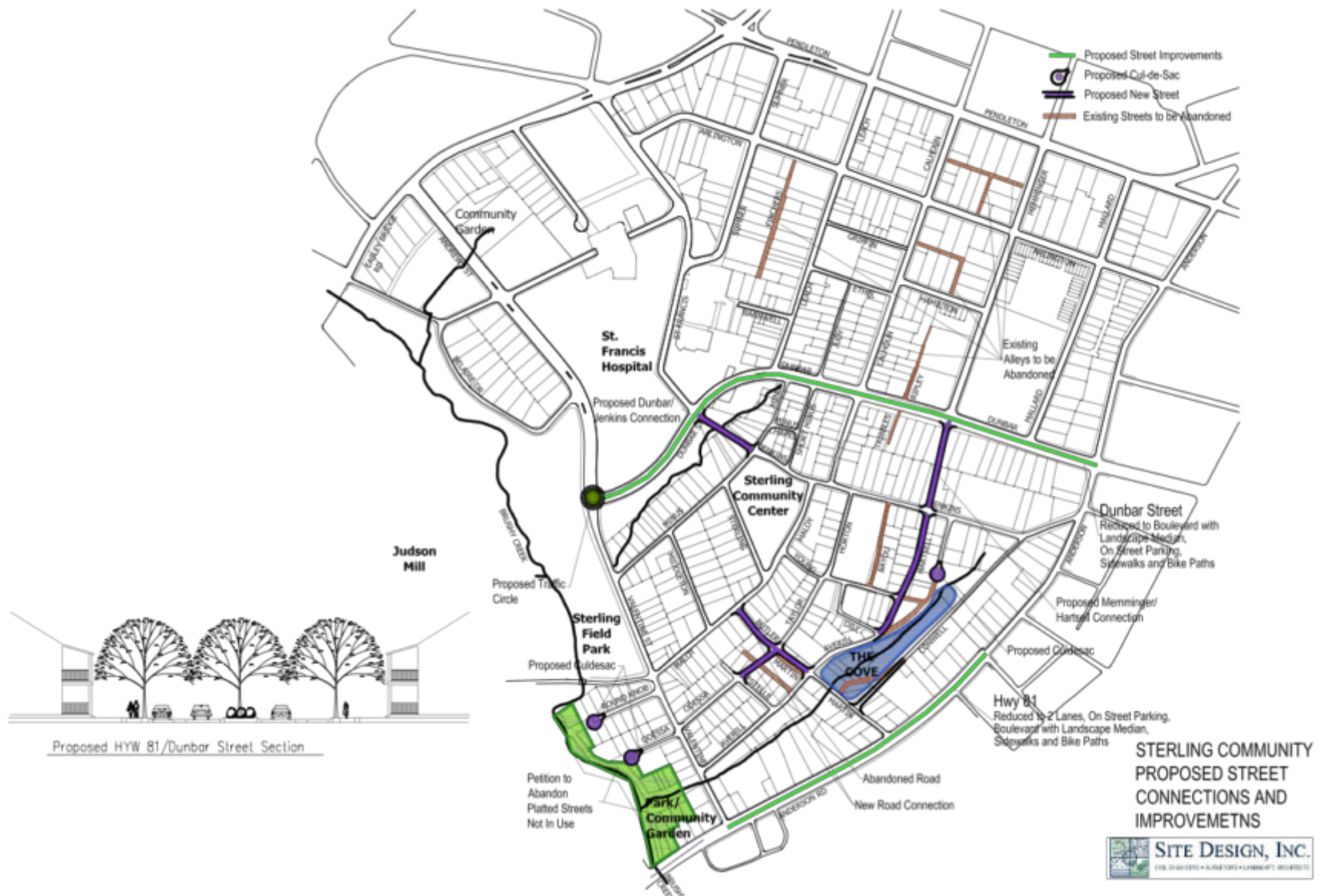
Street Name	From	To	Road Length (ft)	R-O-W Width (ft)	Jurisdiction	Road No.	Pavement Width (ft)	Curbing/Sidewalk/Curb Lawn Yes/No (Width)			Comments
								Curb		From	
Jenkins St	Minus St	Anderson St	1,710	35 (20/15)	State	S-23-564	28	N	4.5	--	Valley gutter on one side, poor to fair condition
Judy Street	Dunbar St	Ethel St	500	+/-20	City		18	N	--	--	Fair condition
South Leach St	Dunbar St	Pendleton St	1,475	45/60	City		27	Y	4.5	1.5	Good condition with recently installed sidewalks on one side
Mallard St	Arlington St	Dunbar St	905	+/-57	City		25	Y	5(2)	2(2)	Recently installed parking on both sides, street is in fair condition
	Arlington St	Pendleton St	400	+/-55	City		30	Y	4.5(2)	5(2)	Street and sidewalks are in fair condition
Malloy St	Jenkins St	Sterling St	540	40	State	S-23-609	25	N	4'(2)	--	Valley Gutter Both Sides, Street in fair condition, sidewalk in poor condition
	Sterling St	Valentine St	730	30			17	N	--	--	Poor condition
Martin Row	Anderson St	Averill St	485	30	County	I-538	17	N	--	--	Poor condition, no defined swale
	Averill St	Taylor St	180	+/-24			19	N	--	--	Fair condition
Mc David Way	Bel Aire St	Andrews St	290	45	State	S-23-993	22	Y	--	--	Fair condition
Memminger St	Pendleton St	Dunbar St	1,400	60	City		30	Y	4.5(2)	5(2)	Street is in fair condition, sidewalk in good condition
Middleton St	Minus St	Maloy St	510	30	County	I-234	17	N	--	--	Poor to fair condition
Minus St	Valentine St	Dunbar St	1,320	+/-30	County	I-233	17	N	--	--	Fair condition
Short Minus St	Jenkins St	Minus Chapel Ln	180	12	City		13	N	--	--	Poor condition
	Minus Chapel Ln	Dunbar St	225	30	Private	I-PD-28	13	N	--	--	Poor condition
Minus Chapel Ln	Minus St	Short Minus St	120	30	Private	I-PD-27	15	N	--	--	Poor condition
Odessa St	Estelle St	Valentine St	365	40	County	I-236	17	N	--	--	Valley Gutter, poor condition
	Valentine	Dead End	315	40			15				Poor condition
Ripley St	Dunbar St	Dead End	280	10	City		13	N	--	--	Fair condition
Round Knob St	Valentine St	Dead End	300	40	County	I-246	16	N	--	--	R/W extends to Brushy Creek (+/-500'), poor condition
Sterling St	Minus St	Malloy St	500	36.5 (21.5/15)	State	S-23-1540	28	Y	4.5'	--	Curbing one side only, valley gutter other side. Hwy Plans R/W differs from Plats, poor condition
Sumner St	Pendleton St	St. Francis Dr	1,200	+/-60	City		30	Y	4.5(2)	5(2)	Sidewalks and street are in fair condition
Taylor St	Martin Row	Young St	435	20	County	I-538	16	N	--	--	Poor condition, Butler Row (I-242) is a dirt road with vegetation
Valentine St	Dunbar St	Anderson St	1,700	30	State	S-23-475	23	Y	4.5'	--	Fair condition, sidewalk on one side of the road
Young St	Taylor St	Averill St	500		County	I-238	17	N	--	--	Good condition with swale on one side



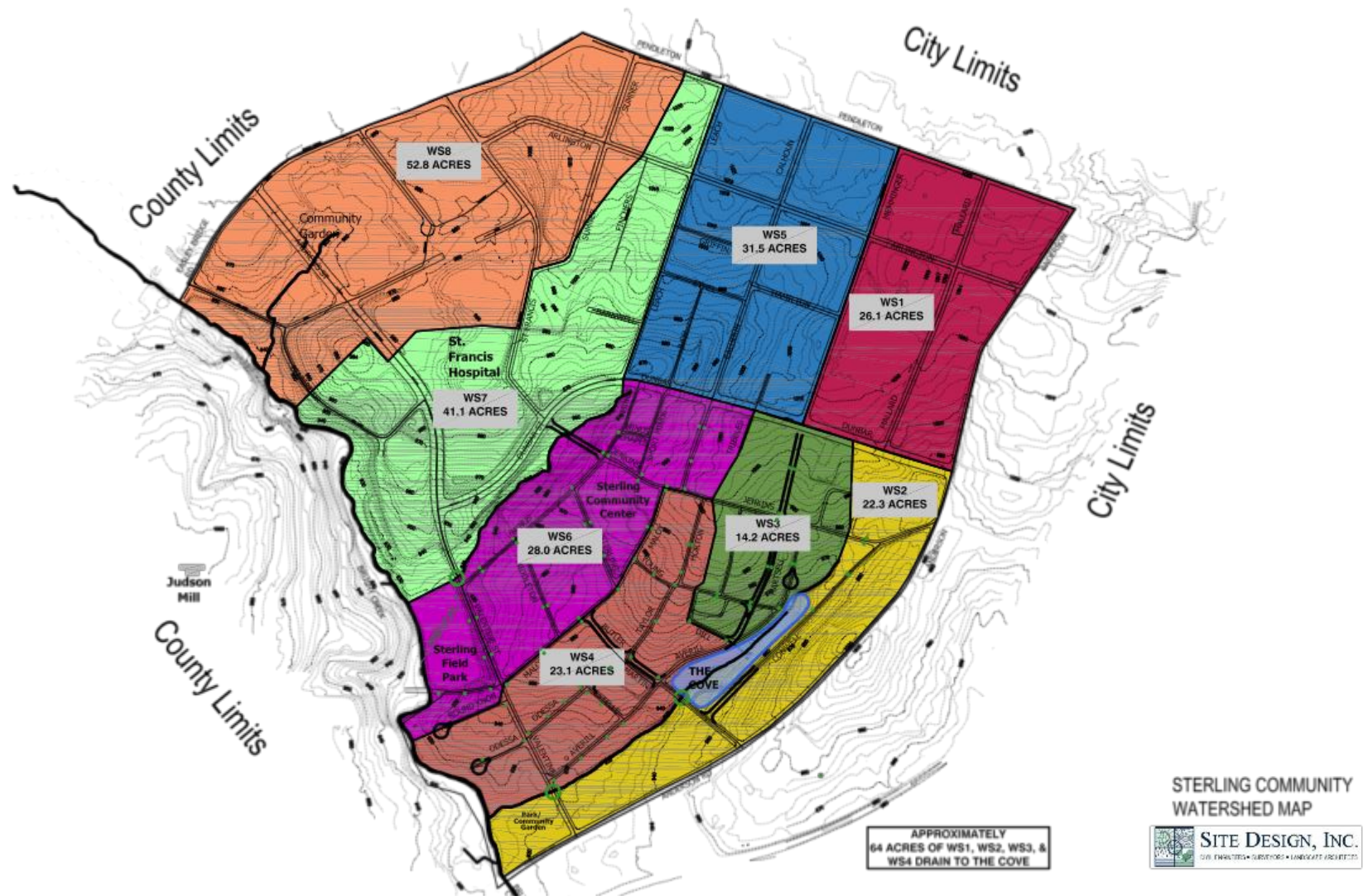
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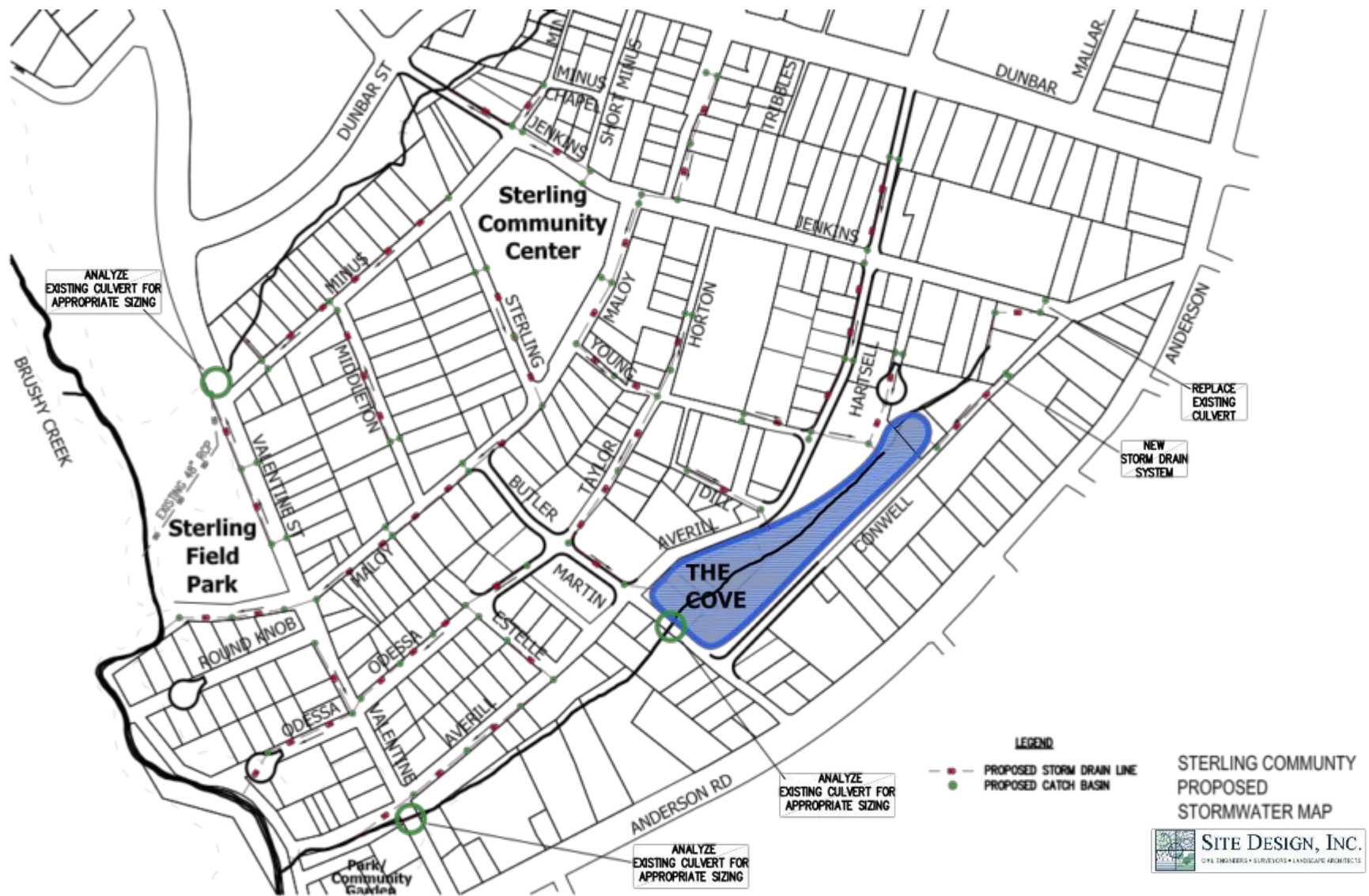






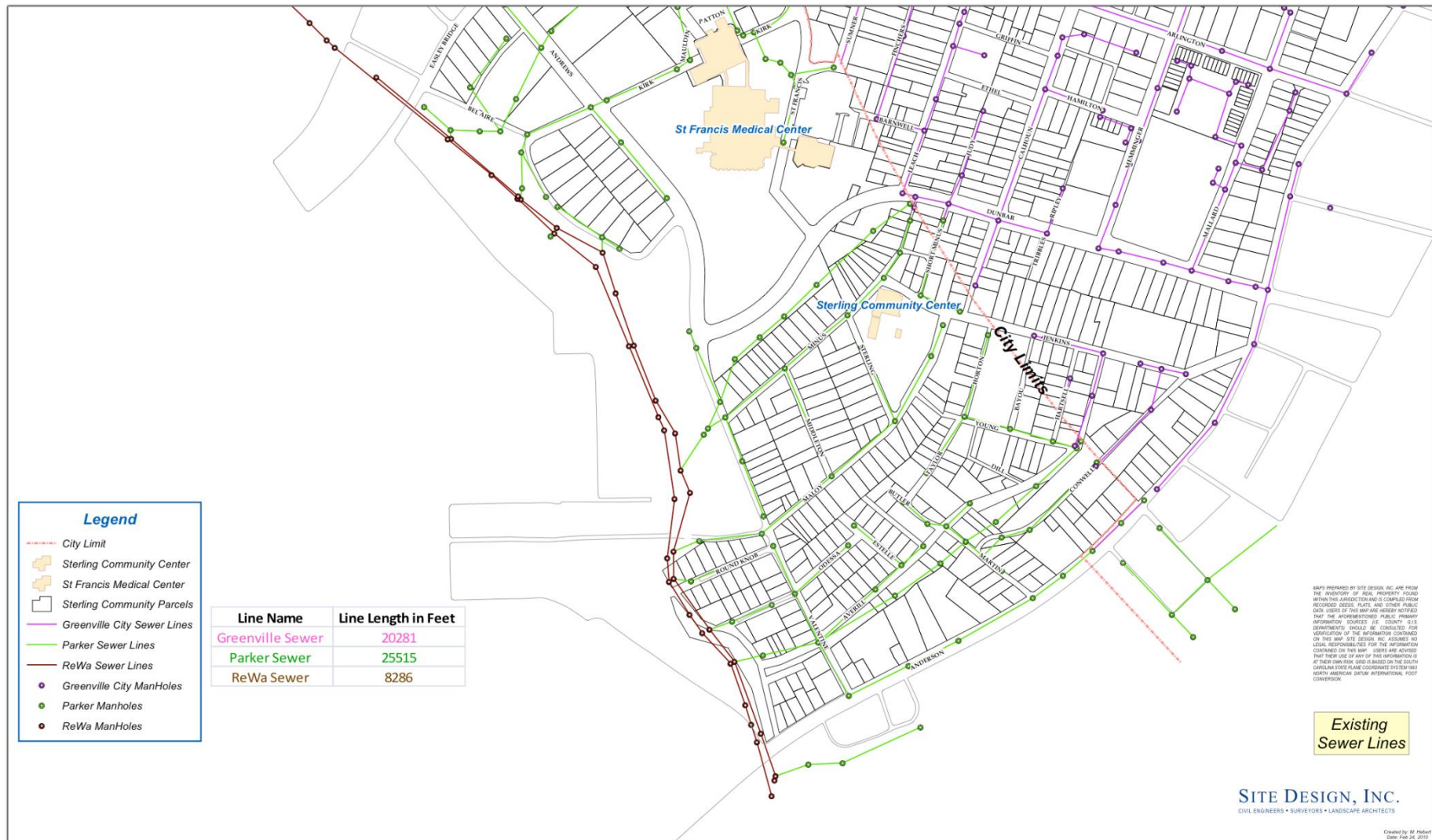




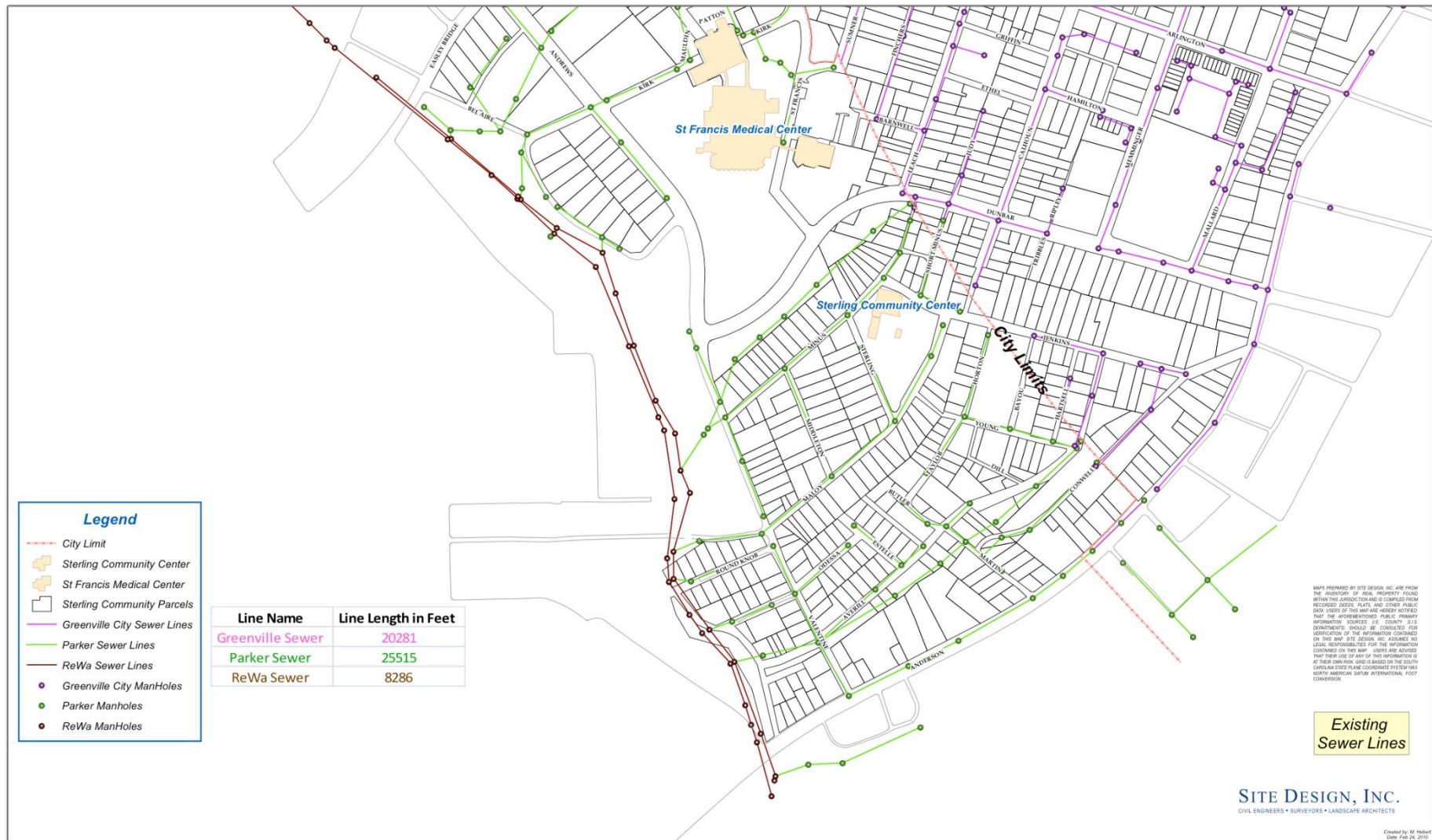




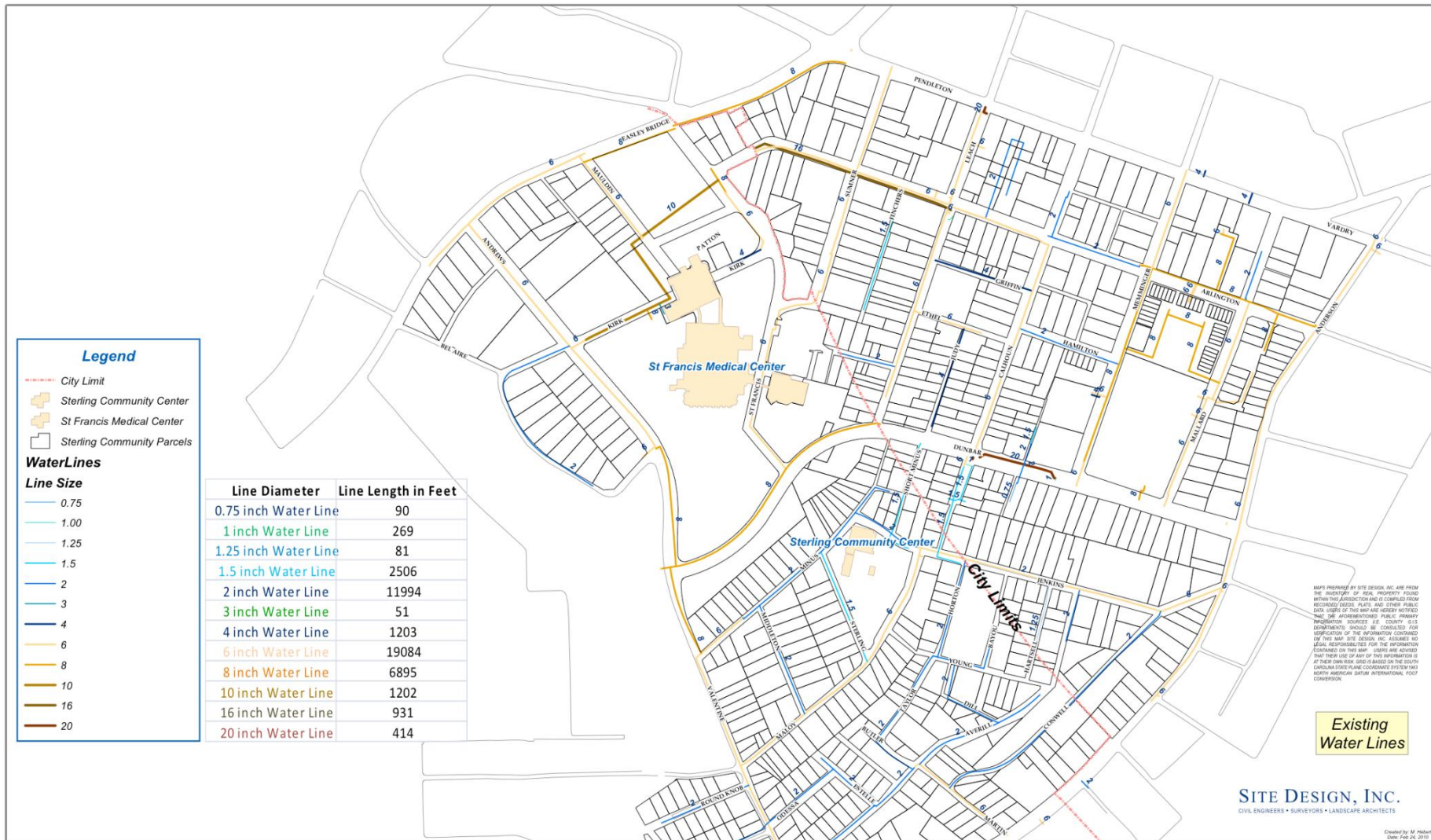
Sterling Sewer Lines



Sterling Sewer Lines



Sterling Water Lines



Sterling Water Lines

