



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville North Carolina

ACKNOWLEDGEMENTS

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Through a series of meetings to receive input from a diverse cross-section of stakeholders, the Redevelopment Commission has produced this **Center City – West Greenville Revitalization Plan**.

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INTRODUCTION

The City of Greenville is a thriving economic hub that is the center of commerce, healthcare, and education in the center of Pitt County in eastern North Carolina. It is also located only 80 miles east from the state capitol in Raleigh. See Maps 0.1 and 0.2. The City has enjoyed phenomenal growth and prosperity. However, while the suburbs prospered, the area that gives the City its identity, its center city, has declined economically as its image and infrastructure have deteriorated. The many years of decay, non-conformity, and lessening prominence of the area mandated a need for action.

In February 2001, Mr. Don Parrott, Mayor of the City of Greenville, Dr. Bill Muse, then Chancellor of East Carolina University, and Mr. Don Edwards, President of Uptown Greenville, recognized the need to focus their attention on the center city of their community. Based upon the strong personal relationships of these individuals, the need for the University to increase its enrollment by approximately 25% over the next 7 years, and the desire of the downtown businesses to reverse the declining image of the center city, these men decided to jointly fund an economic development plan between the East Carolina University Foundation and Uptown Greenville. They retained the services of Mr. Ken Betsch of BetschAssociates LLC to prepare this plan. They also enlisted the support of the local banks, Wachovia, First Citizen's Bank, and Bank of America to fund further phases of this redevelopment plan.

The renderings and presentations of the plan created new enthusiasm for a series of proposals geared towards the redevelopment of the center city. One of these proposals included construction of a new four-lane road to connect Farmville Boulevard with Tenth Street and to provide a clear distinct gateway entrance to the center city from Raleigh. Mr. Parrot then approached the Pitt County Memorial Hospital and East Carolina University to join the City of Greenville and provide joint local funding for a large portion of the cost of this new Tenth Street Connector. With this funding and a rendering of the proposed connector, he was able to secure state approval and funding of the project. The Greenville redevelopment effort was off to an impressive start.

Realizing that much additional work remained to carry out the economic redevelopment of the center city, the Mayor and City Council of Greenville created and appointed members to a newly established Redevelopment Commission in November 2002. The purpose of this Commission was to serve as a catalyst for economic development of the City. To meet this need, the commission's purpose was expanded to include the redevelopment of the blighted areas of the West Greenville neighborhoods adjacent to the center city.

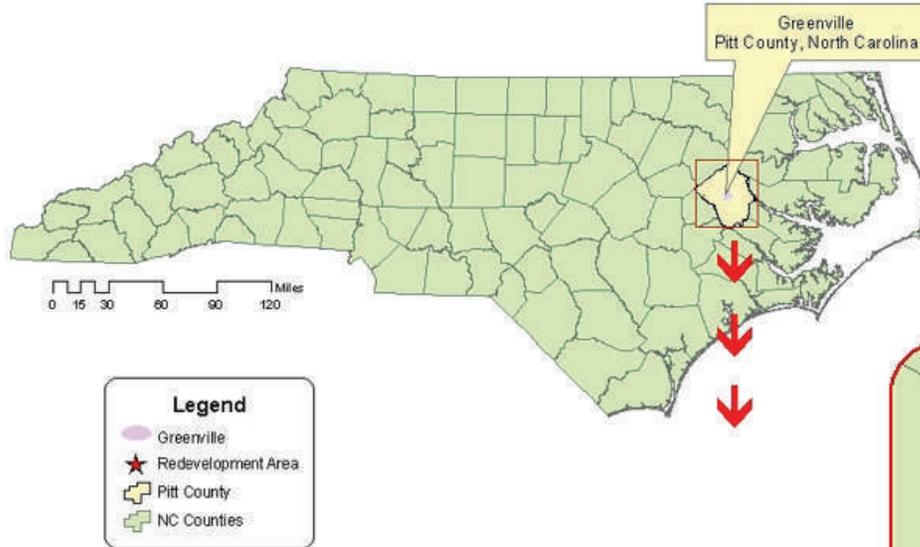
A Redevelopment Commission established under North Carolina General Statutes (NCGS) 160A-504. generally has the authority to:

- Prepare redevelopment plans

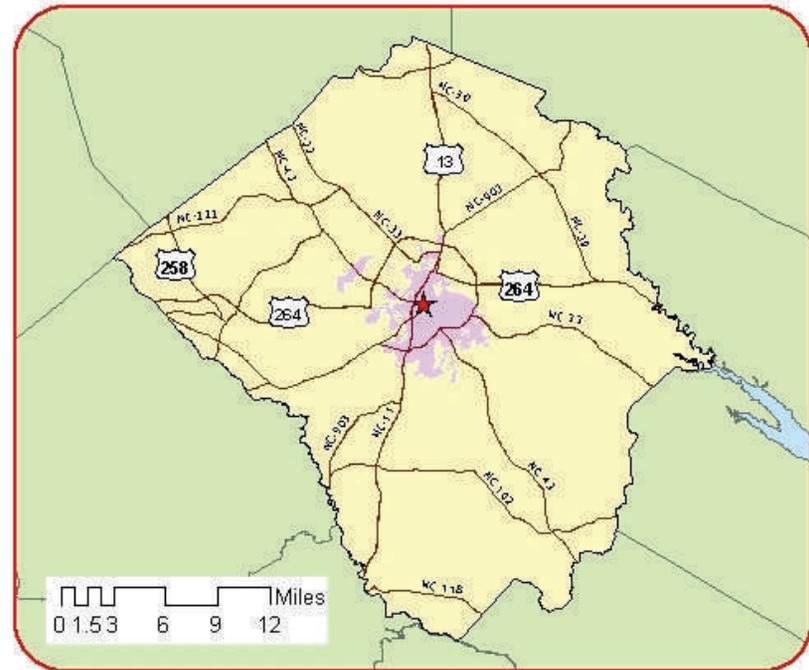


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Map 0.1 Location of Pitt County within the State of North Carolina



Map 0.2 City of Greenville within Pitt County



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- Undertake public works/utilities improvements
- Acquire and dispose of property
- Borrow money
- Perform redevelopment activities in certified redevelopment areas

The specific authority of a redevelopment commission is defined in NCGS 160A-512. Redevelopment commissions do not have any specific authority to act on or enforce any of the powers granted by NCGS 160A-504 outside of a certified redevelopment area, other than in an advisory capacity to the City Council.

The goals of the Redevelopment Commission have been established as follows:

- Coordination of the expansion of East Carolina University into the Uptown and adjacent areas and assistance in the assembly of property.
- Revitalization of the 14 neighborhoods in West Greenville and to maintain them as an African-American community. This area is generally located between Pitt Street, Memorial Drive, the Tar River and the Norfolk and Southern Railroad. This work will include acquisition of the dilapidated structures, demolition, relocation assistance, housing rehabilitation, street improvements, upgrading of utilities, and street lighting.
- Preservation of historic warehouses and older building through renovation and adaptive reuse
- Revitalization of the major corridors especially from

Uptown along Dickinson Avenue to Memorial Drive and Martin Luther King, Jr. Drive to Memorial Drive to include rehabilitation of structures, acquisition and demolition of dilapidated structures, relocation assistance and new development through land assemblage

- Acquisition of property for the Tenth Street / Stantonsburg 4-lane connector between Uptown, East Carolina University Core Campus and Medical Area
- Coordination of the Redevelopment Commission's plans and activities so that they will not supplant existing plans and activities of the City particularly the Community Development Block Grant Program or other involved entities.
- Solicitation of persons/companies to make investments in new or renovated buildings
- Remove incompatible land uses from the area such as industrial uses
- Implement programs to increase home ownership
- Encourage public involvement in all activities of the redevelopment process

In November 2003, the Redevelopment Commission retained the services of DesignStrategies in association with Holland Consulting Planners and Hammer Siler George Associates to prepare this Center City – West Greenville Revitalization Plan.

Project Initiation

Upon the authorization to proceed, the BetschAssociates



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planning team met with City staff to confirm the proposed scope of services, the goals of the study, and review potential boundaries for the redevelopment area. In general, the goals of the plan will be to review the market conditions for development potential, analyze existing land use, current zoning, and proposed land use, recommend proposed strategies for redevelopment, outline key projects, and provide an implementation plan with sources and uses of funds and a prioritized schedule of activities. The most important goal for the study is to create a redevelopment plan which complies with the requirements of Article 160A – 500, referred to as the Urban Redevelopment Law of the North Carolina General Statutes.

The planning team also reviewed background information including base maps, sensitive issues, key stake holder groups, and previously prepared plans and studies, including 45 Block Area Renderings prepared by John Farkas (CD); *the 2003-2007 Consolidated Plan for CDBG/HOME*; *the 2004/05 Program Resources for CDBG/HOME*; *45 Block Area Reporting Information*; *Agreement for Consulting Services for the West Greenville Architectural Survey*; *the Community Development Block Grant Program, 1975-1990*; *Community Development Block Grant Program, 1990-2000*; *Bonnors Lane Redevelopment Report*; *Bonnors Lane Area Clearance Cost*; *Geographic Information System – Coverages for Center City Planning Area*; *Bringing Back Main Street – A Downtown Plan of Action*;

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BetschAssociates conducted a public meeting on January 14, 2004 at the public library with key stakeholders including the Redevelopment Commission, governmental officials, city staff, residents, merchants, business owners, property owners, and interested citizens to gain insight into issues to be incorporated in the redevelopment plan. The planning team also held key leadership interviews with representatives of the Redevelopment Commission including Don Edwards, Chairman, and Minnie Anderson, Vice-Chairman; City of Greenville including the Mayor; East Carolina University including the Chancellor and the Chief Financial Officer; Uptown Greenville; Pitt County Memorial Hospital; the School District; and Pitt County. From this public meeting and the leadership interviews, the planning team developed a summary outline which includes a mission statement for the redevelopment plan, a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) for the community, and four focus areas for the study with development goals for each: Neighborhoods, Urban Core, University, and Hospital. The summary outline from this meeting is included in Chapter 1, Existing Conditions.



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In conjunction with the planning staff of the City of Greenville, the planning team established the boundaries of the Redevelopment Area. This area is shown on Map 0.8. The land included in this area for the center city is bounded by the Tar River to the north; the property east of Reade Street, Charles Street, and Lawrence Street to the east; East Fourteenth Street and West Twelfth Street to the south; and the Seaboard Coast Line Railroad to the west. The land included in this area for the West Greenville neighborhoods is bounded by the land immediately north of Martin Luther King Drive and West Fourth Street to the north; the Seaboard Coast Line Railroad to the east; the land immediately south of the Tenth Street Connector and Farmville Boulevard to the south; and Memorial Drive to the west. This area is approximately 566 acres.

In addition, Chapter 1 outlines the Existing Conditions of the Development Area including traffic patterns and parking, existing land use, existing zoning, and existing building conditions. It describes opportunities and constraints for redevelopment.

Economic and Market Analysis

Upon completion of the background work by BetschAssociates, George Henry George began a market analysis for the trade area associated with this portion of the City. This analysis included the following work tasks:

- Assessment of local development climate and identification of potential projects
- Analysis of residential potential
- Analysis of retail potential
- Analysis of entertainment potential
- Market analysis recommendations

The preliminary findings were presented to the Redevelopment Commission and the focus group for the West Greenville neighborhoods on March 16, 2004. The completed economic and market analysis is included in Chapter 2 of this plan.

Redevelopment Plan

Upon receipt of the existing building conditions survey from City staff, the planning team discovered that only a portion of the Redevelopment Area had enough dilapidation, deterioration, and other conditions to qualify as a "Blighted Area" under the Urban Redevelopment Law. Therefore, a smaller area has been created within the Redevelopment Area and called the West Greenville Certified Redevelopment Area. The certified plan for this area is included in Chapter 4 as a stand-alone document. It is described legally in that chapter and delineated on Map 4.2.

The balance of the Revitalization Plan for the Center City and West Greenville is contained in Chapter 3. The plan has been coordinated and completed in accordance with



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While this area faces many serious challenges, it is clear that a number of wonderful opportunities exist to build on the initial success of the Tenth Street Connector, particularly with the renewed interest and commitment from elected officials, the University, Uptown Greenville, Inc. and the neighborhoods of the center city. In addition, a physical redevelopment plan can create the context for social and economic improvement by:

- Laying the foundation for new and improved schools in the project area
- Creating and expanding cultural resources to include libraries, community theaters and performing arts centers
- Developing conditions that lead to new employment opportunities through the creation of new commercial districts and through improvements to existing districts
- Forging new partnerships where opportunities exist to improve education, health care and employment in the project area

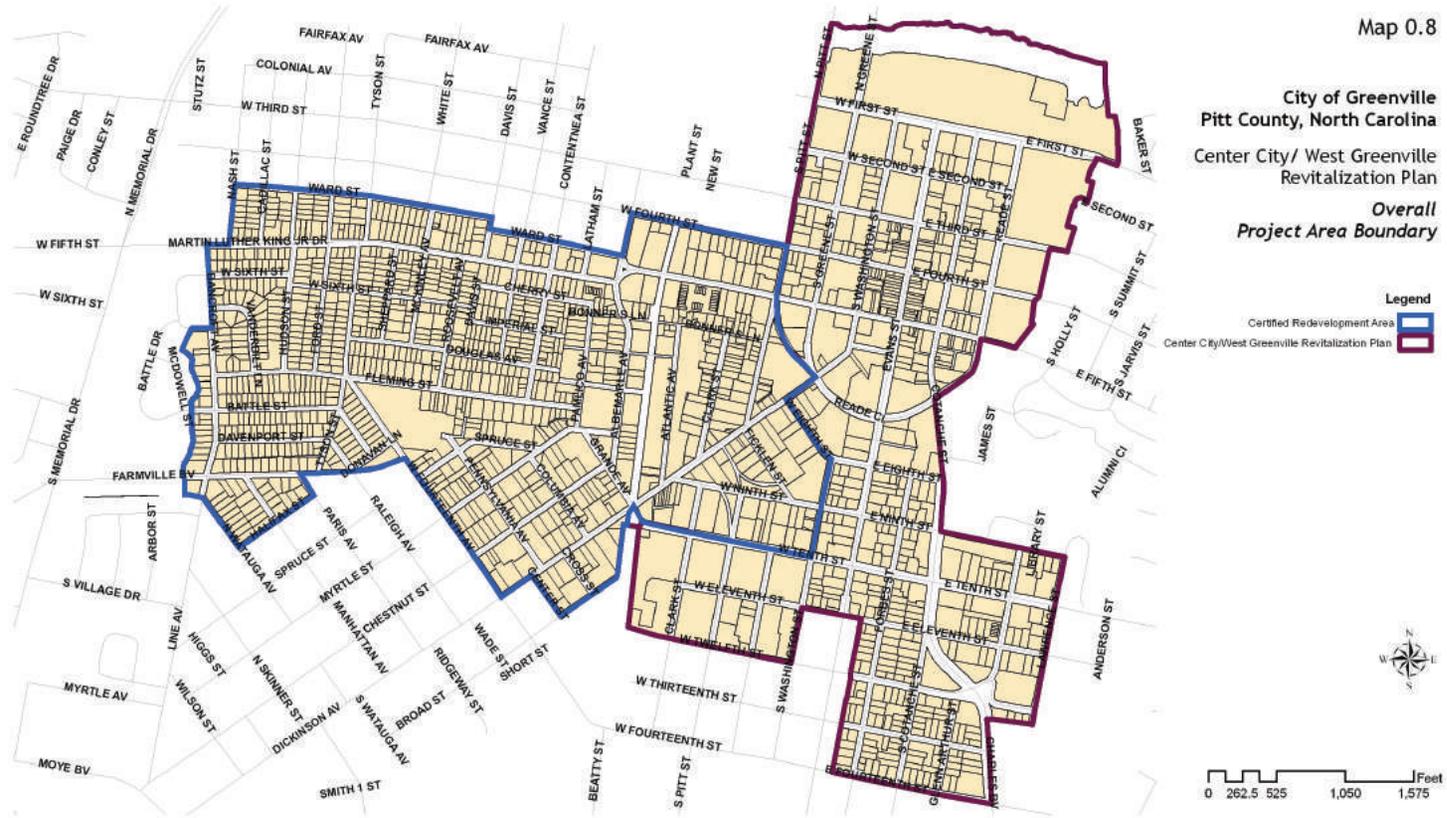
- Bringing about physical change including streetscape improvements, design guidelines and recreational amenities to improve safety and liveability in the project area
- Working to develop quality, affordable housing for rental and ownership while maintaining neighborhood identity

With the recommendations of this plan as guiding principles and through the coordination and dedication of key stakeholders, it is easy to envision the rebirth of the Redevelopment Area including the continued growth of the University, new street connections, redevelopment of neighborhoods, new business opportunities for the City of Greenville, development of an arts and sciences district, greater, more diverse housing opportunities, and preservation of significant structures.



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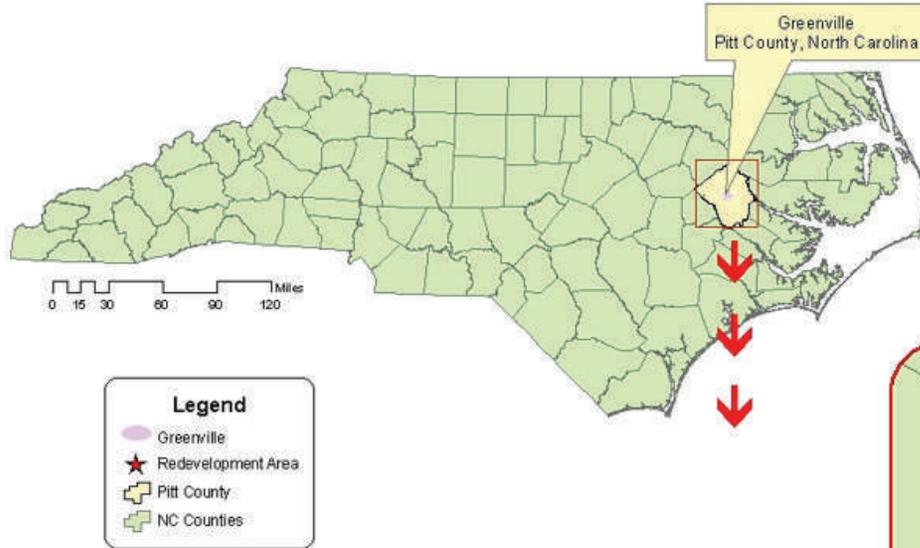
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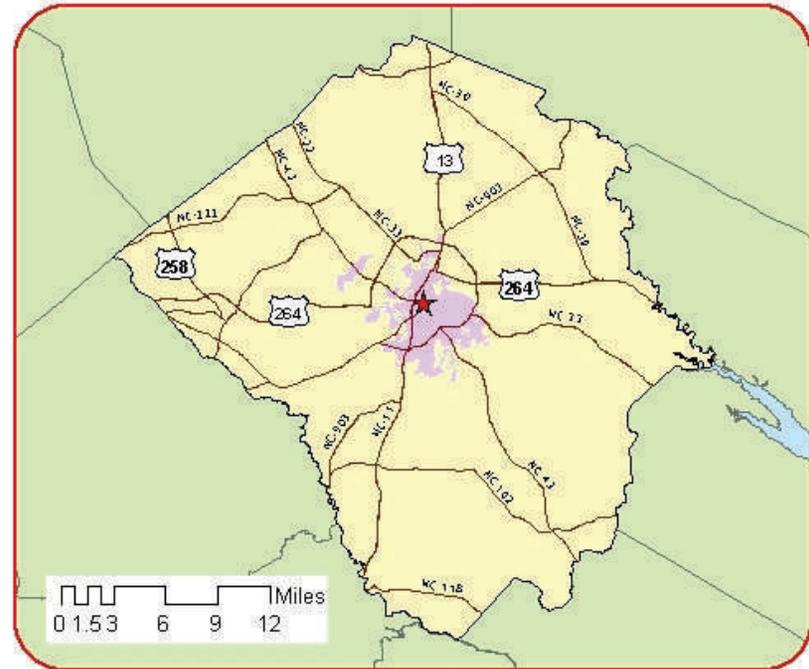


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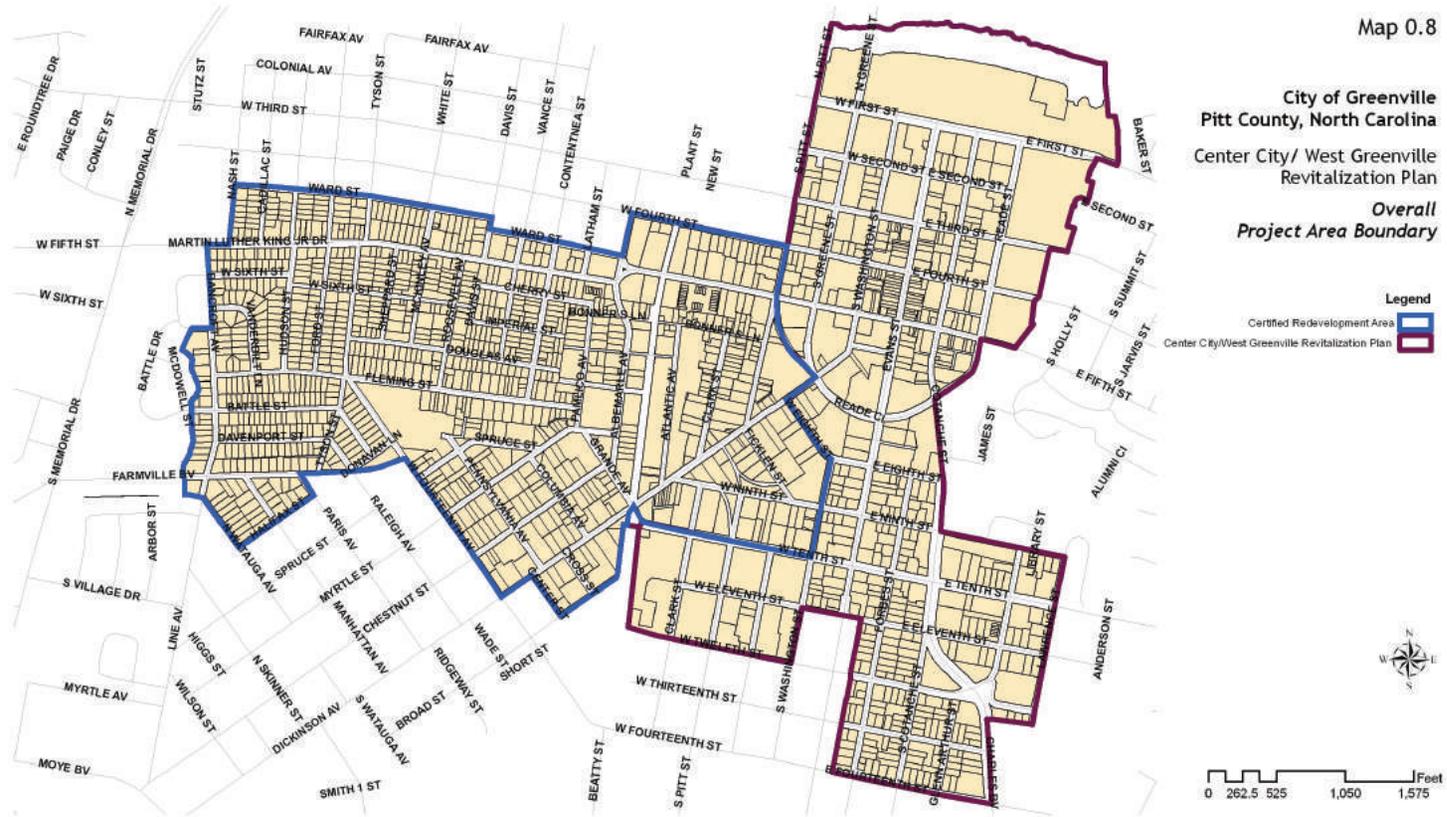
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I. TRAFFIC PATTERNS & PARKING

Access to downtown Greenville, shown on Map 1.1, is by means of Pitt Street from the north, Tenth Street from the east, Charles Boulevard and Evans Street from the south, Dickinson Avenue from the southwest, Farmville Boulevard, and Martin Luther King, Jr. Drive from the west. However, the center city access from Wilson and Raleigh, North Carolina on Farmville Boulevard (US 264) is so confusing that first time visitors find it difficult to find the center city. In fact, many leaders at East Carolina University have commented that important visitors or potential employees have gotten lost trying to find the center city and the University. As a result of the poor access to the downtown on Farmville Boulevard, some local traffic uses Martin Luther King, Jr. Drive as a major thoroughfare to the center city from the west. This traffic puts a number of transient vehicles on this collector street for the West Greenville neighborhoods and destroys the continuity of the residential uses in this area.

In addition, access from the south on Charles Boulevard brings visitors to the center city into one-way south bound Cotanche Street at the intersection with Reade Circle. This circulation pattern forces all automobiles to turn either left or right on Reade Circle and does not allow direct access to the retail on Evans Street.

Since these major roads serve as gateways to the downtown, it is important that they enter directly to the core of the downtown development and be of appropriate

character to enhance the image of downtown development. Presently, Farmville Boulevard and Charles Boulevard do not provide direct access to the downtown, and pass through areas of poor image.

The best access to the center city from the west will be provided by the proposed Tenth Street Connector. It will give visitors to the community a straight route to the center city, East Carolina University, and all points east of downtown Greenville. However, this new route will require an increase in rights of way widths for Farmville Boulevard and a portion of Tenth Street. See Map 1.2

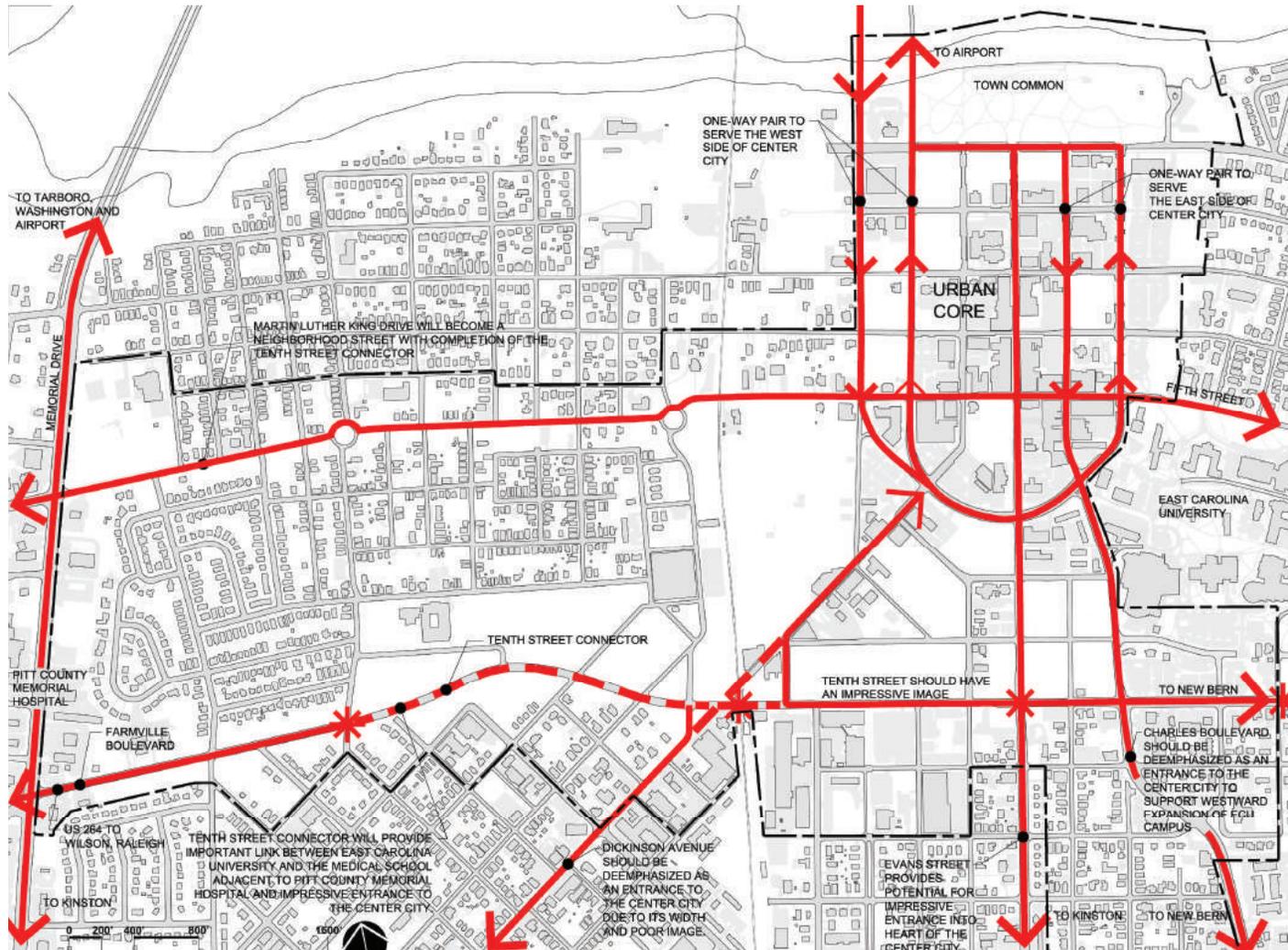
The best access to the center city from the south is on Evans Street. It provides a direct route to the retail / entertainment uses in the downtown core and presents the opportunity for an excellent image. Its right of way is currently wide enough for provision of streetscape improvements and on-street parking in the blocks immediately north of Tenth Street.

Dickinson Avenue has served as a direct route to the downtown core from the southwest. However, with the construction of the Tenth Street Connector and an underpass at the Seaboard Coast Line Railroad, that route will become the primary access to the center city. Dickinson should, therefore, be de-emphasized as an access to the center city based upon its very narrow right-of-way and the blighted image of the current development along its route south of Tenth Street.



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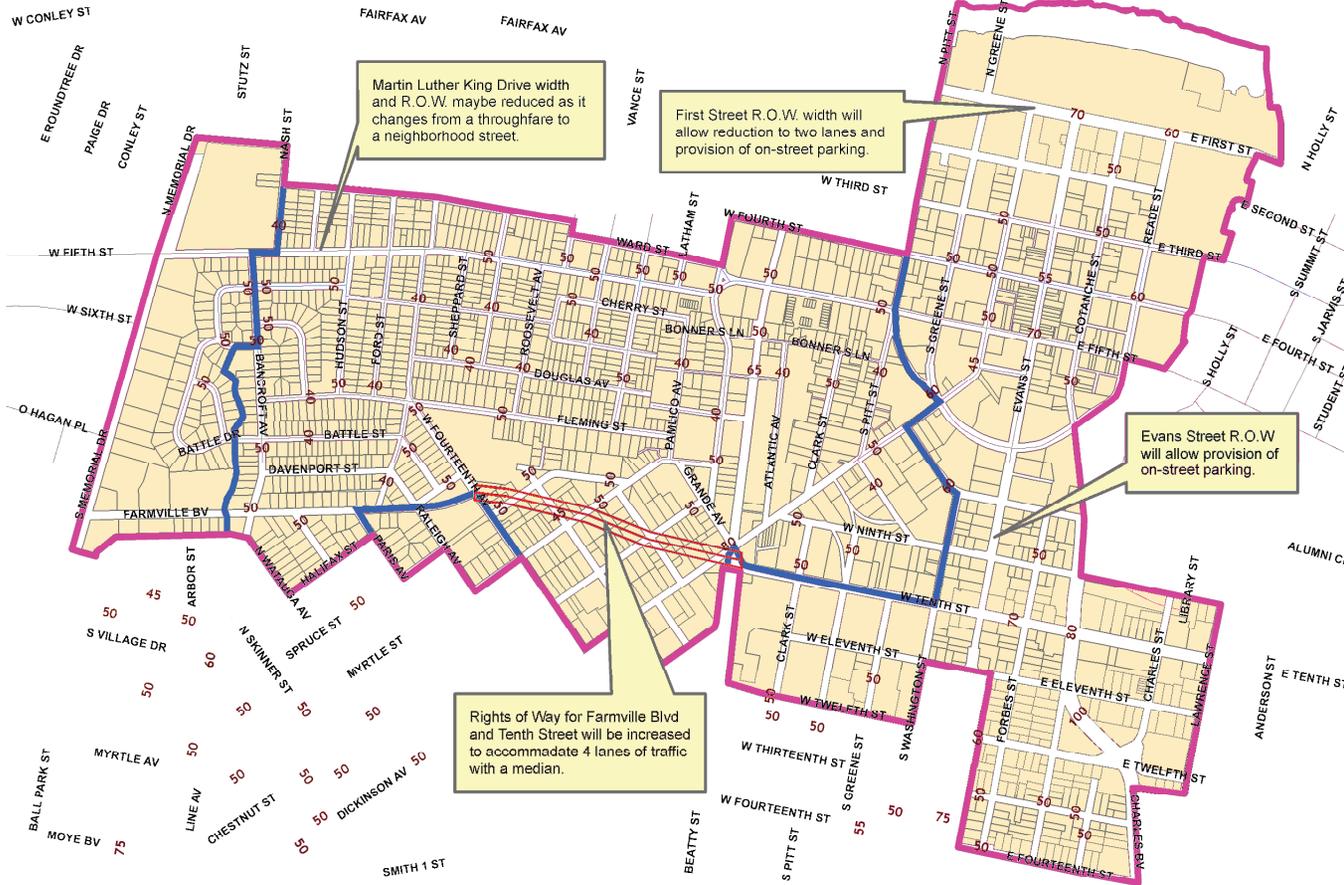


Map 1.1 Traffic Patterns and Parking



The Center City - West Greenville Revitalization Plan

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Map 1.2

City of Greenville
Pitt County, North Carolina
Center City/ West Greenville
Revitalization Plan
Right-of-Way Widths

Legend
 Certified Redevelopment Area
 Official Streets



0 205 410 820 1,230 1,640 Feet



The Center City - West Greenville Revitalization Plan

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The downtown core of the center city is defined by the area south of the Tar River, west of Reade Street, north of Reade Circle, and east of Pitt Street. Access to the major retail in the downtown core is by means of Evans Street which is one-way north bound with angle parking on one side of the street north of Fifth Street.

This downtown core is served by a one-way pair of streets, Reade and Cotanche Streets, from the east side, and by another one-way pair of streets, Greene and Pitt Streets from the west side.

A recent parking study, updated by the City of Greenville in August 2004, confirms that a surplus of parking is available in the downtown core of the center city. In fact, almost 50% of the available parking supply in this area is unused during the typical peak parking period.

The greatest current parking needs were identified in the areas surrounding the block bounded by Third, Evans, Fourth, and Washington Streets, and the block bounded by Third, Cotanche, Fourth, and Evans Streets.

Future demands for parking include the County and Federal Courthouses, the Self-Help Office Building and the hotel / alumni center complex proposed for the downtown.

II. LAND USE PATTERNS

The center city of Greenville was, historically, the hub of

commercial activity but, as with most small and medium sized towns, the advent of the automobile, low density residential development, and the trend toward consolidated “big box” shopping, has dispersed development away from the downtown core. However, despite the decline of the center city, downtown Greenville has the potential for development as the entertainment / cultural center of the community.

East Carolina University, the largest land owner in the downtown, forms the eastern edge of the downtown core. The University projects a 25% enrollment increase over the next 7 years. This growth will require an expansion of the classroom, office, residential, and support space needs of the campus. However, the University is land locked to the north along Fifth Street with the established residential neighborhood, to the east at the property west of Maple Street with an established neighborhood, and to the south with the edge created along Tenth Street. Therefore, its only expansion options are to the west over Cotanche Street toward the center city, to the north on its property along the east side of Reade Street, and onto its newly acquired property south of Tenth Street between Washington Street and the Seaboard Coast Line Railroad.

The downtown core also contains a number of governmental buildings including the City Hall, the headquarters for Greenville Utilities Commission, the recently renovated and expanded Pitt County Courthouse,

space or non-compatible uses from the downtown.



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and the Federal Courthouse.

The downtown core also contains a number of cultural and institutional facilities such as the Museum of Art, the County Library, and the Emerge Gallery, which are physically isolated from one another and need other similar facilities co-located to create a critical mass in the downtown.

The area bounded by Dickinson Avenue, Reade Circle, Evans Street, and Tenth Street has a number of industrial, and automotive-related uses which would be better located in the fringe areas of the center city. The UNX industrial facility in this area is a particularly incompatible use in the downtown that discourages other appropriate investments in the center city. The Tenth Street corridor in this area is also particularly unattractive.

The downtown core has the beginnings of an interesting and varied cultural district with several very successful businesses such as the Starlight Café. However, the core needs a number of added quality restaurants to provide critical mass to the area and diversity to the patrons of the downtown core. The existing bars detract considerably from the image and security of the area. The quality of these establishments must be raised to attract a more diverse clientele to the downtown core.

Residential neighborhoods are located to the east and west of the downtown core but are separated by open

The Town Common remains a remarkable, if underdeveloped, asset for the downtown core. It needs to have additional activities added and improvements made on its property to be considered an attraction to the downtown core. It also needs a clear definition of its edges to provide a more secure environment for its users.

In West Greenville, the failure of the commercial uses on Martin Luther King, Jr. Drive corridor clearly indicate that there is not sufficient traffic or clientele to support them in their current locations. The extremely poor image of these businesses provides a poor benchmark for future development and discourages home ownership and investment from an area that sorely lacks both.

The Dickinson Avenue corridor has a number of historic structures and a pedestrian scale street that is clearly conducive to a specialty retail or arts district. It is evident that the discussion of the proposed downtown redevelopment has begun property speculation in this area and development of an antique retail business in a particularly attractive building in this corridor.

The existing land use of the area is shown on Map 1.3.

III. ZONING

Current zoning in this area allows a number of incompatible uses in the center city which must be

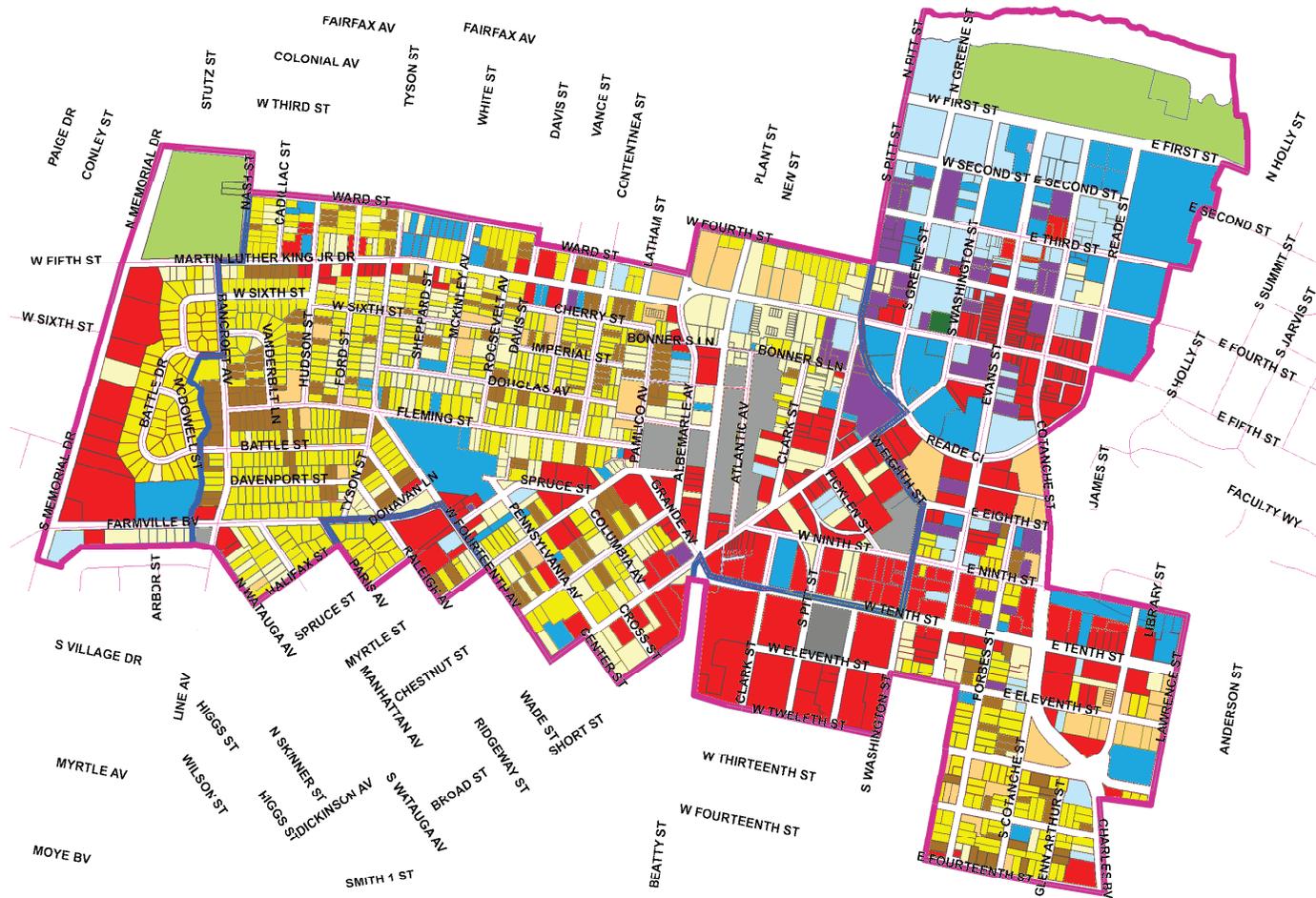


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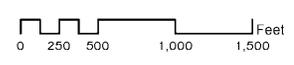
Map 1.3

City of Greenville
Pitt County, North Carolina
Center City/ West Greenville
Revitalization Plan
Existing Land Use



Legend

- Center City/West Greenville Revitalization Plan
- Certified Redevelopment Area
- Official Streets
- Existing Land Use**
- Cemetery
- Commercial
- Duplex
- Industrial
- Institutional
- Multi-Family
- Office
- Public Parking
- Recreation
- Single Family
- Utility
- Vacant





The Center City - West Greenville Revitalization Plan

Redevelopment Commission
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changed to protect the future land use plan during redevelopment.

1. The OR uses in the northern part of the downtown core and along Evans Street are not conducive to the type of development recommended for downtown areas. This zoning allows for a number of suburban treatments which are not compatible with zero lot line development appropriate for the center city.
2. The IU zoning should be changed to eliminate future incompatible industrial uses in the center city.
3. The CDF zoning is not compatible with the proposed zero lot line development recommended for the center city, as noted above.
4. The CDF zoning along Martin Luther King, Jr. Drive should be changed to eliminate the non-residential uses in this residential neighborhood.
5. The R-6 zoning throughout the West Greenville neighborhoods needs to be reviewed to encourage development of single family residences and home ownership through the area.

The existing zoning is shown on Map 1.4.

IV. CRIME RATES

Two high crime areas exist within the Redevelopment

Plan as indicated on Map 1.5. One priority for projects associated with the Plan will be to address the causes of crime in the respective areas of the downtown core.

The crime in some of the West Greenville neighborhoods can be attributed to a lack of home ownership, dilapidated conditions, and lack of activity in certain areas. The crime in the center city can be attributed to the concentration of bars and lack of other activities.

V. UTILITIES

The current utility systems present no current limitation to the proposed redevelopment of the center city or the West Greenville neighborhoods. Based upon a series of meetings between the planning team and representatives of the Greenville Utilities Commission, the following existing utility conditions were confirmed.

1. All electrical feeders in the downtown core have been placed underground.
2. All electrical feeders along the Martin Luther King, Jr. Drive and Tenth Street corridors are aerial feeds.
3. A 115 KV aerial feeder on 100' tall concrete poles running parallel with the Seaboard Coast Line Railroad provides electrical service to the West Greenville neighborhoods south of Martin Luther King, Jr. Drive.



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Map 1.5

City of Greenville
Pitt County, North Carolina
Center City/ West Greenville
Revitalization Plan

Crime Rates





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- Historic lamp posts are used in the downtown core in the area bounded by Second, Cotanche, Fifth, and Washington Streets. The lamp posts in the downtown core outside of this area consist of aluminum standards with cobra head standard lighting fixtures.
- Sanitary sewer, water, and natural gas lines have more than adequate capacity for the projects associated with the Redevelopment Plan.

The location of the significant existing utility lines is indicated on Map 1.6.

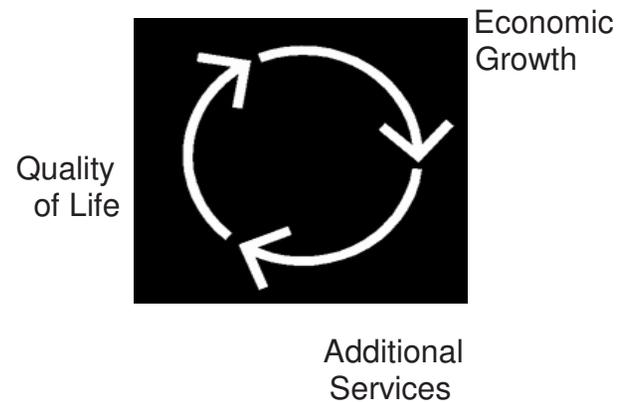
VI. PUBLIC MEETING FEEDBACK

In a public meeting attended by approximately 75 citizens, leadership interviews, and a meeting with the Redevelopment Commission, the planning team received feedback regarding a Mission Statement for the Redevelopment Plan and completed an analysis of the strengths, weaknesses, opportunities, and threats to the community. In addition, the planning team developed a series of planning priorities for the following focus areas: Neighborhoods, Urban Core, University, and Hospital. The below summary outline of this public feedback formed the basis for the design of the Revitalization Plan.

MISSION STATEMENT:

To assure that Greenville, North Carolina is a better place to live, raise a family, and do business, while improving the safety, security, image, and economic vitality of the urban core and the neighborhoods of West Greenville.

"THE CONCEPT"



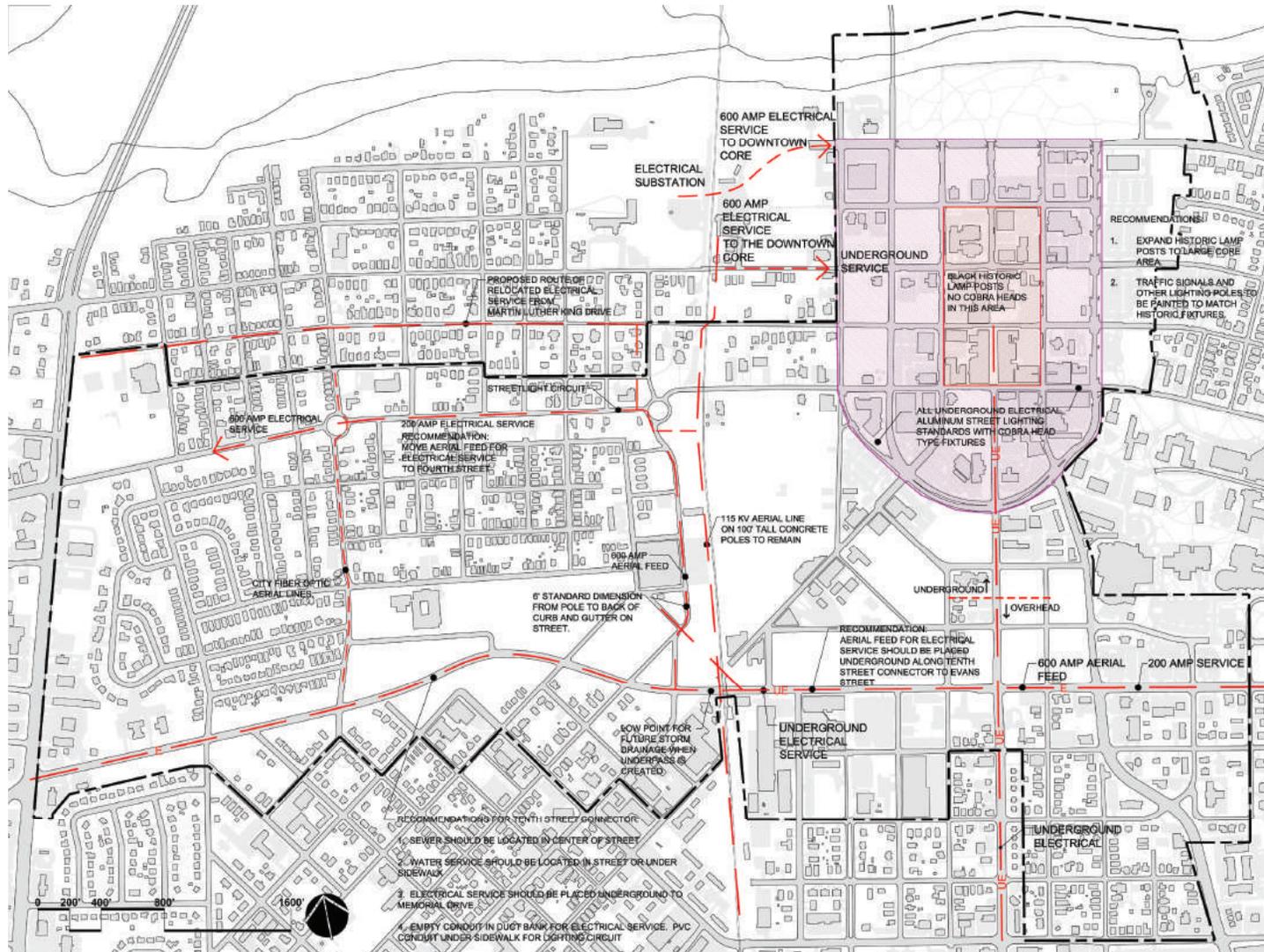
STRENGTHS

- East Carolina University
- Pitt County Memorial Hospital
- Quality of Life
Small Town Feel, Family Values, Low Crime Rate
- Leadership // Cooperative Spirit
City, University, Hospital, Business Community
- Riverfront
- Shopping, Dining, Entertainment Center
- Historic Districts



The Center City - West Greenville Revitalization Plan

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City of Greenville - North Carolina



Map 1.6 Existing Utility Lines



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

WEAKNESSES

- Image of Downtown
- Lack of Corporate Base
- Lack of Downtown Retail
- Traffic Congestion
- Lack of Air Service
- Weak Schools in Some Areas

OPPORTUNITIES

- Location in the Center of Eastern North Carolina
- Tenth Street Connector
- Town Common and Tar River Greenway
- Cooperative Spirit among Key Players
City Council, Redevelopment Commission, Uptown Greenville, University Administration, Hospital & West Greenville Leaders
- School Construction Program
- University Expansion
- Hospital Expansion
- Creation of a Model Neighborhood in West Greenville

THREATS

- Lack of Downtown Tax Base
- Lack of Trust to Invest Downtown
- Concentration of Bars

- Lack of Home Ownership in West Greenville
- Weak Middle Income Job Opportunities
Inability to Retain Best and Brightest
- Perception of Unsafe Downtown
- Priority of State Funding

NEIGHBORHOODS

- Define the **Neighborhoods** in West Greenville
- Provide **Economic Stimulus** and **Commercial Services**
Library Branch, Retail Node, Professional Offices
- Increase **Home Ownership**
Eliminate Rental Properties
- Create **Pride** and Remove the **Stigma**
- Improve the **Schools**
Sadie Saulter and New Elementary School
- Improve **Safety and Security** of Neighborhoods
Neighborhood Watch
- Improve **Infrastructure**
Sidewalks, Code Enforcement, Curb and Gutter, Storm Drainage, Lighting, Landscaping
- Provide **New Entrance** from Tenth Street and **Define Edges**

URBAN CORE

- Leverage **Large Attractions** to Downtown
- Create a **Mixed Use Development** with a Hotel
- Develop **New Entrance on Evans Street** with Streetscape



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- Increase **Amenities, Green Space**, Pedestrian Walkways
- Establish and Enforce **Design Guidelines**
- Create **Residential Opportunities** Downtown
University Housing along Reade Street, Upscale Condos around the Town Common
- Create **Linkages to University and Neighborhoods**
- Develop **Parking Garages** for Key Projects
- Improve **Infrastructure**
Crosswalks, Utilities Underground, Curb and Gutter, Lighting, Landscaping
- Develop a **Critical Mass/ Cluster Like Uses**
- Establish **Key Parcels** for Development
- Develop a **Master Plan for County Facilities**
- Develop Strong **Recruitment and Retention Program**
For Downtown Merchants
- **Focus Development** on Evans Street in Retail Core
- **Cluster Night Time Activities** into an Entertainment District
- Develop “**Golden Handcuffs**” (Financial Incentives) for Office Users
- Implement **Financial Incentives** for Downtown Investment

UNIVERSITY

- Develop **New Entrance** along Tenth Street
- Use Expansion to **Leverage Private Development** in Downtown
- Define **Edges of Campus** on Tenth Street
Purchase Non-University Uses
- Create **Linkages to Downtown**
- Monitor **Late Night Student Activities**
- Improve **Security** of Downtown
- Develop **Student Housing** along Reade Street
- Plan **Campus Expansion** towards Evans Street

HOSPITAL

- Create **Grade Separation for Railroad** on Tenth Street
- Create **Linkages to University and Downtown**
- Develop Common **Design Guidelines** with the City



The Center City - West Greenville Revitalization Plan

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I. INTRODUCTION

George Henry George Partners was retained by BetschAssociates LLC to undertake a market feasibility analysis for three potential land uses in the Greenville, North Carolina revitalization area. The land uses addressed were residential, retail, and entertainment. While several other land uses may be implemented as a part of the revitalization plan, several of these uses, especially office uses, have already been prescreened for market demand in earlier assignments and have been found not to have a significant impact on the revitalization of the area. Therefore these other uses have not been addressed in this analysis.

The revitalization area comprises a relatively large part of the urban core area of the City of Greenville and includes both the center city and the West Greenville neighborhoods. The intent of this market analysis is to determine the potential development opportunities, including the mix of uses, that can stimulate economic growth and revitalization in this area.

As a final step, the strategy implications are discussed relative to the market findings and the type of development program that the market findings can support. Chapter 5, Financial Review and Implementation, introduces the process by which the recommendations of the Revitalization Plan may be completed.



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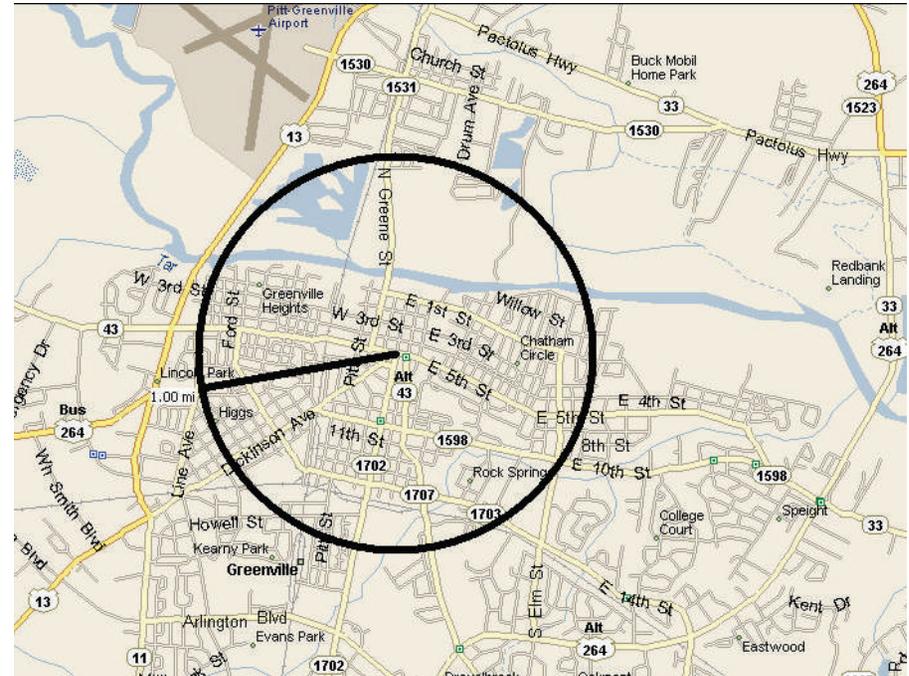
II. RESIDENTIAL DEMAND ANALYSIS

This residential demand analysis has been designed to forecast the potential for market-rate housing development in the Greenville center city and in the West Greenville neighborhoods. The analysis consists of the following four components:

1. Definition of the Trade Area.
2. Housing Supply Assessment
3. Current and Future Demand Assessment
4. Calculation of Absorption and Capture Rates

DEFINITION OF THE TRADE AREA

The primary trade area is defined as the Greenville residential market surrounding the downtown. This market includes the land within a one-mile radius from the center of downtown Greenville, located at the intersection of Evans and East Fifth Streets. The following Map 2.1 shows this primary trade area.



Map 2.1 Primary Trade Area – 1.0 mile radius from center of downtown Greenville.



The Center City - West Greenville Revitalization Plan
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 City of Greenville - North Carolina

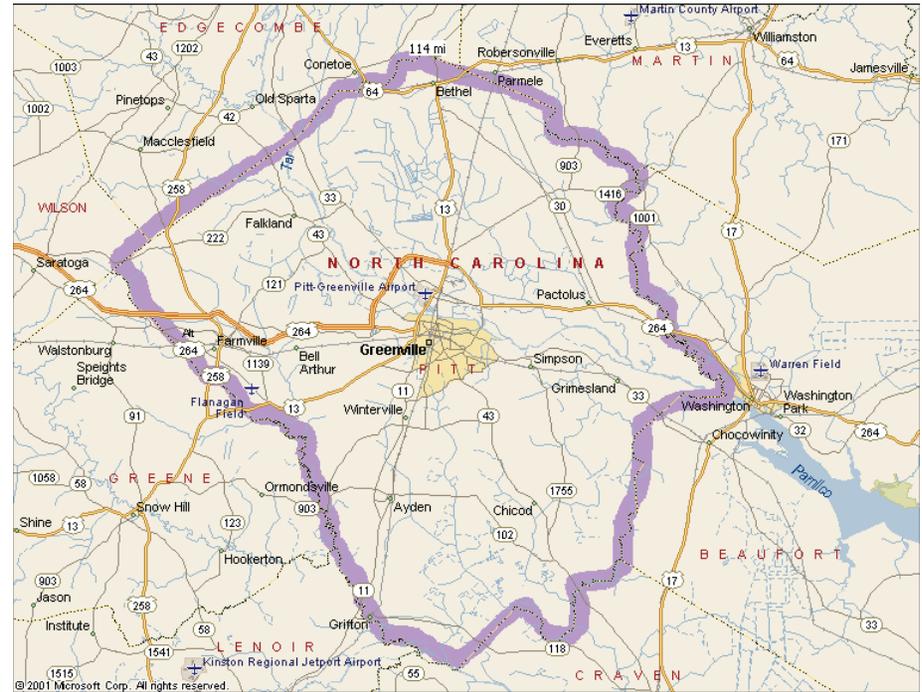
The secondary trade area is defined as the rest of the City of Greenville. The peripheral trade area is defined as the rest of Pitt County. Map 2.2 shows both of these areas with the City of Greenville highlighted in yellow and Pitt County highlighted in purple. The housing market also has the potential to capture residents from outside of Pitt County.

HOUSING SUPPLY ASSESSMENT

An analysis of supply factors helps to determine the current condition of the market and whether sufficient supply exists to satisfy present and future demand. The supply analysis includes an analysis of the current and projected housing inventory, current market rental rates, and vacancy factors. Since housing market decisions may include economic, cultural, and convenience factors, the approach has been to review the housing market from the broad perspective of the countywide market.

Inventory

According to the US Census Bureau, the total number of housing units in the City of Greenville as of 2003 was 29,621, of which approximately 26,819 were occupied. The total number of owner-occupied housing units was 10,809 or 36.5 percent of the total, and total renter-occupied units was approximately 16,010 or 54.0 percent of the total. The dense supply of renter units in the City of Greenville is due primarily to the transient student population at East Carolina University. In addition, most of the residential units located in the West Greenville neighborhoods are renter-occupied units.



Map 2.2 Secondary and Peripheral Trade Area – Secondary Trade Area, City of Greenville, highlighted in yellow and Peripheral Trade Area, Pitt County, highlighted in purple.



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Table 2.1 HOUSING STATISTICS BY TRADE AREA 1990 TO 2003

Pitt County - Peripheral Trade Area

| | 1990 | | | 2000 | | | 2003 | | | Percent Change | |
|---------------------|--------|-----|--------|------|--------|-----|-------|---|--------------|----------------|--|
| | Units | % | Units | % | Units | % | Units | % | 1990 to 2000 | 1990 to 2003 | |
| Total Housing Units | 43,069 | | 58,408 | | 61,558 | | | | 35% | 42% | |
| Owner-Occupied | 23,516 | 55% | 30,541 | 52% | 32,164 | 52% | | | 29% | 36% | |
| Renter-Occupied | 16,975 | 39% | 21,998 | 38% | 23,209 | 38% | | | 29% | 36% | |
| Vacant | 2,578 | 6% | 5,869 | 10% | 6,185 | 10% | | | 127% | 139% | |

City of Greenville

| | 1990 | | | 2000 | | | 2003 | | | Percent Change | |
|---------------------|--------|-----|--------|------|--------|-----|-------|---|--------------|----------------|--|
| | Units | % | Units | % | Units | % | Units | % | 1990 to 2000 | 1990 to 2003 | |
| Total Housing Units | 19,678 | | 27,794 | | 29,621 | | | | 41% | 50% | |
| Owner-Occupied | 8,216 | 42% | 10,431 | 38% | 10,809 | 37% | | | 27% | 31% | |
| Renter-Occupied | 10,326 | 52% | 14,772 | 53% | 16,010 | 54% | | | 43% | 55% | |
| Vacant | 1,136 | 6% | 2,591 | 9% | 2,802 | 9% | | | 128% | 146% | |

Greenville Downtown - Primary Trade Area

| | 1990 | | | 2000 | | | 2003 | | | Percent Change | |
|---------------------|-------|-----|-------|------|-------|-----|-------|---|--------------|----------------|--|
| | Units | % | Units | % | Units | % | Units | % | 1990 to 2000 | 1990 to 2003 | |
| Total Housing Units | 3,025 | | 3,360 | | 3,499 | | | | 12% | 17% | |
| Owner-Occupied | 912 | 30% | 877 | 26% | 925 | 27% | | | -3.9% | 1.5% | |
| Renter-Occupied | 1,972 | 65% | 2,229 | 66% | 2,322 | 66% | | | 13% | 17% | |
| Vacant | 141 | 5% | 254 | 8% | 252 | 7% | | | 80% | 78% | |

Sources: Claritas and George Henry George Partners.



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The total number of housing units in Pitt County was 61,558 in 2003, with approximately 55,373 occupied. The total number of owner-occupied housing units was approximately 32,164 or 52.2 percent. The total number of renter-occupied units was approximately 23,209 or 37.7 percent. The percentage of renter-occupied units in Pitt County is substantially less than the percentage of renter-occupied units in Greenville. This is a result of the greater residential density in the city center and the tendency for single-family detached homes, typically owner occupied, to be located in areas outside of the center city. Table 2.1 outlines the housing inventory and vacancy in each trade area. The number of housing units within the City of Greenville increased by 50 percent between 1990 and 2003, an increase of approximately 10,000 units. Of those units added to the market, the greatest increase occurred in renter-occupied units. Table 2.1 indicates that the renter-occupied housing units make up 54 percent of the City's housing inventory and 38 percent of Pitt County's housing inventory. However, in the primary trade area, the rental units make up about 66 percent of all housing inventory.

Rental Rates and Housing Values

Table 2.2 shows the rental rates in the three target trade areas. According to the U.S. Census Bureau, median rental rates in the primary trade area increased from \$221 in 1990 to \$328 in 2000, an increase of 48.4 percent. Median rental rates in the City of Greenville increased from \$294 in 1990 to \$412 in 2000, an increase of 40

percent. Median rental rates in Pitt County increased from \$250 in 1990 to \$384 in 2000, an increase of 54 percent.

Inflation rates during the 1990's remained relatively low. However, assuming annual inflation rates of approximately 3 percent, rental rate increases in all three trade areas provides evidence of a strong rental market.

Table 2.2 MEDIAN HOME VALUES AND RENTAL RATES

| | 1990 | 2000 | % Change 1990 to 2000 |
|--------------------------------|----------|----------|-----------------------------|
| Median Home Value | | | |
| Radius - Primary | \$53,463 | \$67,041 | 25% |
| City of Greenville - Secondary | \$73,828 | \$97,293 | 32% |
| Pitt County - Peripheral | \$64,905 | \$81,900 | 26% |
| Median Rent | | | |
| Radius - Primary | \$221 | \$328 | 48% |
| City of Greenville - Secondary | \$294 | \$412 | 40% |
| Pitt County - Peripheral | \$250 | \$384 | 54% |

Sources: Claritas and George Henry George Partners



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According to the U.S. Census Bureau, median home values have increased from \$53,463 in 1990 to \$67,041 in 2000 in the primary trade area, an increase of 25.4 percent. Median home values in the City of Greenville have increased from \$73,828 in 1990 to \$97,293 in 2000, an increase of 32 percent. Additionally, median home values in Pitt County have increased from \$64,905 in 1990 to \$81,900 in 2000, an increase of 26.2 percent. Overall the greatest increase in home values occurred in the City of Greenville, the next greatest increase occurred in Pitt County. The primary trade area, because of the West Greenville neighborhoods, experienced the smallest increase in value over the period.

According to an analysis of home values and the application of the consumer price index which considers inflation, median home values in the Primary Trade Area decreased slightly. Comparing the 1990 home values inflated to the current values, 1990 median home values

should be approximately \$74,474 in 2000 dollars; however, the reported median values are only approximately \$67,041, which is a decrease in real dollar value of 11 percent.

Future Projects

According to the Planning Department, approximately 52 housing permits have been obtained in the City of Greenville from January through June of 2004. Of this total, 24 permits were for single family detached homes, 4 permits were for two family attached homes and 24 permits were for multi-family attached homes. The past trends for permits indicated increased home building during 2000 and 2001. These 2004 numbers represent a significant reduction from the previous year when over 1,000 housing permits were issued. It also signals that the housing market is beginning an adjustment period.

Table 2.3 PERMITS FOR NEW CONSTRUCTION IN THE CITY OF GREENVILLE BY YEAR

| | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 YTD |
|-------------------------------------|--------------|--------------|------------|--------------|--------------|--------------|--------------|-------------|
| Single Family Detached Units | 237 | 284 | 222 | 312 | 277 | 338 | 312 | 24 |
| Two Family Attached Duplex | 178 | 104 | 82 | 44 | 210 | 162 | 42 | 4 |
| Multifamily Units | 681 | 614 | 495 | 1,027 | 914 | 786 | 800 | 24 |
| Total Housing Permits | 1,096 | 1,002 | 799 | 1,383 | 1,401 | 1,286 | 1,154 | 52 |

Source: Pitt County - Land Development and Zoning, and Inspections Division Monthly Building Permit Report, City of Greenville.



The Center City - West Greenville Revitalization Plan

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CURRENT AND FUTURE DEMAND ASSESSMENT

The demand assessment consists of the following components: a review of population and household trends, an analysis of household income and employment trends, a review of historical home sales and sales prices, and an analysis of vacancy rates for the Greenville Redevelopment Area.

Population and Household Trends

Population and household growth is one factor to be considered in projecting demand for the center city housing market. Without population and household growth, there would be a lack of demand for any new additional residential units. Table 2.4 outlines the household population and population trends in the region. The population within the primary trade area has increased by approximately 3.7 percent between 1990 and 2000 from 7,538 in 1990 to 7,819 in 2000. The population increased at a greater rate between 2000 and 2003, tallying an increase of approximately 7.0 percent between 1990 and 2003. The secondary trade area has experienced more rapid growth, with an increase of 25.8 percent between 1990 and 2000 from 48,090 persons in 1990 to 60,475 persons in 2000, and an increase of approximately 31 percent between 1990 and 2003. The population in the peripheral trade area has increased by approximately 24 percent between 1990 and 2000 from

107,924 in 1990 to 133,798 in 2000, and increased approximately 29 percent between 1990 and 2003 to an estimated 138,770. Population is expected to increase by 4.6 percent, between 2003 and 2008, according to the U.S. Census Bureau data for the primary trade area. Population growth is expected to be greater in the City of Greenville and Pitt County with growth rates of 6.7 percent and 5.5 percent respectively by 2008.

The number of households is also another indicator of housing demand growth and stability. The total number of households in the primary trade area increased from 2,884 in 1990 to 3,247 in 2003, an increase of approximately 12.6 percent. The total number of households in the secondary trade area showed the greatest growth from 18,542 in 1990 to 26,819 in 2003, an increase of approximately 45 percent. The total number of households in the peripheral trade area increased from 40,491 in 1990 to 55,373 in 2003, an increase of 37 percent.

According to Claritas, the number of households is expected to grow to approximately 3,472 by 2008 in the primary trade area, an increase of approximately 7 percent. Growth is expected to be more rapid in the secondary and peripheral trade areas with an anticipated growth of 10 percent in the City of Greenville and 8 percent in Pitt County.



Table 2.4 POPULATION AND HOUSEHOLD TRENDS BY TRADE AREA GREENVILLE

| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | Percent Change | | |
|--|----------------|----------------|------------------|--------------------|-----------------|-----------------|-----------------|
| | | | | | 1990 to 2000 | 1990 to 2003 | 2003 to 2008 |
| 1 Mile Radius - Primary Trade Area | | | | | | | |
| Total Population | 7,538 | 7,819 | 8,065 | 8,439 | 4% | 7% | 5% |
| Total Households | 2,884 | 3,106 | 3,247 | 3,472 | 8% | 13% | 7% |
| City of Greenville - Secondary Trade Area | | | | | | | |
| Total Population | 48,090 | 60,475 | 63,200 | 67,437 | 26% | 31% | 7% |
| Total Households | 18,542 | 25,203 | 26,819 | 29,422 | 36% | 45% | 10% |
| Pitt County - Tertiary Trade Area | | | | | | | |
| Total Population | 107,924 | 133,798 | 138,770 | 146,411 | 24% | 29% | 5% |
| Total Households | 40,491 | 52,539 | 55,373 | 59,902 | 29% | 37% | 8% |

Source: US Census Bureau.

Household Income Trends

Household income is important to analyze because it determines the amount of income a family can spend for housing costs. In 2003, the average and median household income within the primary trade area was \$31,521 and \$23,209 respectively. The average and median household income in the secondary trade area is substantially above the primary trade area at \$46,713 and \$31,799 respectively. The average and median household income in the peripheral trade area was \$48,749 and \$35,602 respectively.

Employment Trends

Employment trends indicate the stability of a market. If unemployment fluctuates drastically and is overwhelmingly dependant upon one particular industry, then stability in the market could be compromised. The labor market in Greenville is anticipated to be generally stable with Pitt County Memorial Hospital, and East Carolina University posting the greatest employment numbers. According to the Bureau of Labor and Statistics, the unemployment rate in Greenville as of December 2003 was 5.5 percent, a decrease of approximately 0.9 percent from 2002.



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Table 2.5 HOUSEHOLD INCOME ANALYSIS BY TRADE AREAS 1990 TO 2008

| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | Percent Change | | |
|--|----------------|----------------|------------------|--------------------|-----------------|-----------------|-----------------|
| | | | | | 1990 to 2000 | 1990 to 2003 | 2003 to 2008 |
| 1 Mile Radius - Primary Trade Area | | | | | | | |
| Average Hhld Income | \$21,537 | \$28,458 | \$31,521 | \$34,645 | 32% | 46% | 10% |
| Median Hhld Income | \$15,005 | \$21,729 | \$23,209 | \$26,124 | 45% | 55% | 13% |
| Per Capita Income | \$8,614 | \$11,621 | \$13,185 | \$14,749 | 35% | 53% | 12% |
| City of Greenville - Secondary Trade Area | | | | | | | |
| Average Hhld Income | \$32,420 | \$43,993 | \$46,713 | \$51,354 | 36% | 44% | 10% |
| Median Hhld Income | \$23,286 | \$29,659 | \$31,799 | \$34,720 | 27% | 37% | 9% |
| Per Capita Income | \$13,168 | \$17,915 | \$19,984 | \$22,733 | 36% | 51% | 14% |
| Pitt County - Peripheral Trade Area | | | | | | | |
| Average Hhld Income | \$31,030 | \$45,773 | \$48,749 | \$53,938 | 48% | 57% | 11% |
| Median Hhld Income | \$23,449 | \$33,353 | \$35,602 | \$39,257 | 42% | 52% | 10% |
| Per Capita Income | \$11,467 | \$17,952 | \$19,756 | \$22,395 | 57% | 72% | 13% |

Source: Claritas.

Unemployment in the state was 6.2 percent as of December 2003. Decreased levels of unemployment indicate a slow recovery from the national economic slow down between 2001 and 2002.

Historical Home Sales

Historical home sales and residential construction is important to consider because it reflects the sales trends for the region and may reflect the anticipated market conditions

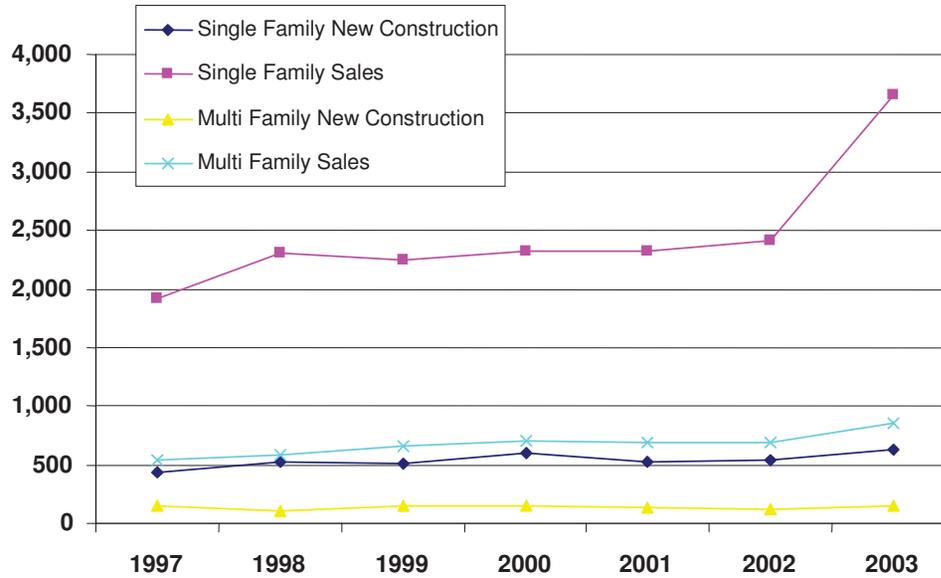
in the future. As Table 2.6 indicates, single family home sales in Pitt County sharply increased between 2002 and 2003. Multi-family home sales, on the other hand, have been much less than single family home sales in recent years. New construction of single family homes also exceeded the construction of multi-family homes over the period. The larger number of single family home sales could be a result of the strong buyer's market that swept the nation between 2000 and 2003.



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Table 2.6 PITT COUNTY SINGLE AND MULTI-FAMILY HOME SALES AND CONSTRUCTION 1997 thru 2003

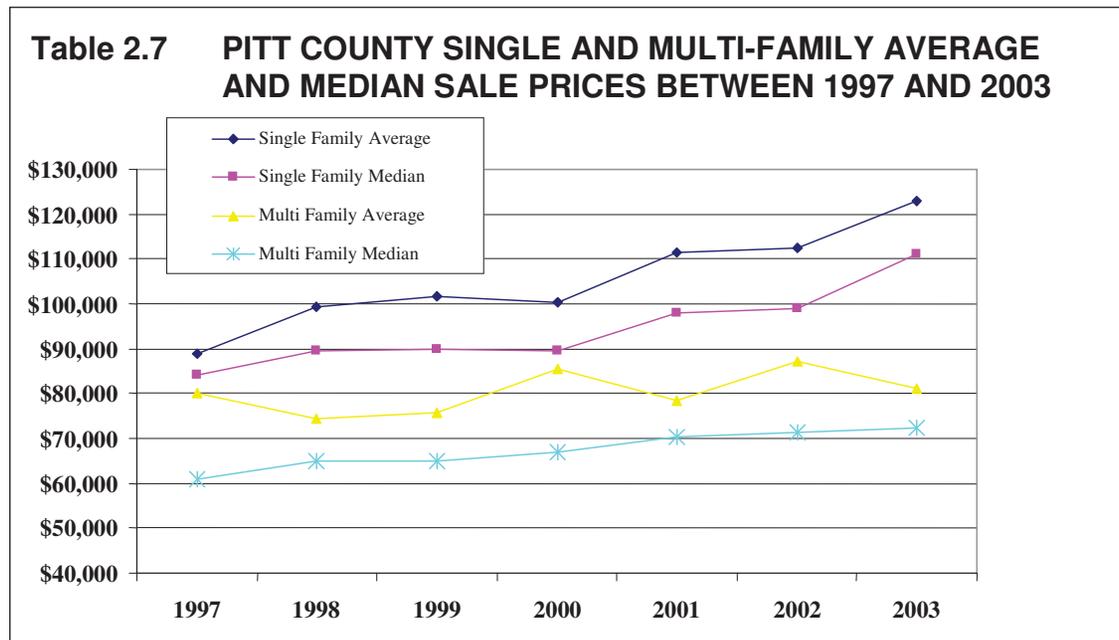




Historical Sale Prices - Single and Multi-Family

It is also important to analyze the historical sales prices of both single and multi-family homes. According to the Pitt County Planning Department, the average sales price for single family homes in Pitt County in 2003 was \$123,019 and the median sales price was \$111,000. As Table 2.7 indicates, the single family home sales prices have increased annually, with the more rapid increases in sales price occurring between 2001 and 2003.

Multi-family homes have, however, experienced a slight decrease in average sales price between 2002 and 2003, after an increase in 2001. Multi-family homes also experienced a decrease in average sales price between 2000 and 2001. The slower and less aggressive activity may be because of the decreased economic stability domestically during that time.





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Vacancy Rates Analysis

Vacancy rates indicate the percentage of all units in a market that are unoccupied. According to the U.S. Census Bureau, the vacancy rate for both renter and owner-occupied housing units in 2003 was 9.5 percent for the City of Greenville and 7.2 percent for the primary trade area. The vacancy rates for both renter and owner-occupied housing units in Pitt County in 2003 was 10 percent. Table 2.1 summarizes the vacancy rates in each of the three trade areas.

The vacancy rate in each of the trade areas has increased between 1990 and 2003. The number of vacant units in the primary trade area increased by approximately 111 units between 1990 and 2003, an increase from 5 to 7 percent. Vacancy in the secondary trade area increased from 6 percent to 9 percent between 1990 and 2003, an increase of 1,666 units. Vacancy in Pitt County increased from 6 percent to 10 percent, an increase of 3,607 units. The increase in vacant units is due to the rapid increase in housing construction in recent years and the slower increase of population and household growth in the region.

CALCULATION OF ABSORPTION AND CAPTURE RATES

Absorption Analysis

Absorption trends indicate the rate at which the new housing units are either rented or sold in the market. In the following analysis, the absorption rate is determined by estimating the amount of units that are occupied based on the year

constructed and the vacancy rate for each corresponding year of construction. Based upon an average number of home sales in Pitt County between 1998 and 2003 of 3,070 units per year, it is estimated that approximately 635 units can be absorbed in Pitt County per year.

The correlation between supply and demand dictates the future demand for housing units in the Greenville market. Therefore this section will provide the estimated capture rate of new housing in the Greenville market, a price affordability analysis, and a conclusion of the number of housing units that the market can support.

Capture Rate Analysis

The capture rate is the total number of new housing units that a trade area can capture as a result of regional growth and the need for replacement housing due to age and obsolescence. The number of potential home buyers that can be captured includes: (1) the number of households that can afford to purchase a home in the region and (2) the number of households that may relocate to the City of Greenville area from Pitt County and (3) the number of households that may move to the area from outside the defined trade areas. The following was considered in determining the capture rate:



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- Projected households and population in the City of Greenville are expected to increase 9.7 and 6.7 percent respectively between 2003 and 2008. This would result in 2,600 new households in the City of Greenville.
- Projected households in Pitt County are expected to increase 8.2 percent between 2003 and 2008. This will result in an additional 4,540 new households in Pitt County.
- Assuming a useful life of 100 years, the primary trade area, secondary trade area and peripheral trade area will each have to replace 1 percent of the housing stock each year. Assuming a current housing inventory of 94,678 units, replacement housing of 946 units will be needed each year over the 5 year period. This will require construction of 4,730 replacement units.
- Given these projections, the market will provide the opportunity to build and sell a total of 11,870 housing units during the five year period from 2003 to 2008. This works out to approximately 2,374 units each year.
- For purposes of making a future forecast of the capture rate, two assumptions were made. First, the redevelopment implementation period will be from 2007-2021. Second, the local housing market will continue to absorb approximately 2,400 units per year, on the average, over the redevelopment period.
- This rate of absorption will generate demand for 36,000 housing units over the redevelopment period.
- A well executed redevelopment plan could support a capture rate of 10% or 3,600 units over the 15 year redevelopment period from 2007 to 2021.
- A capture rate of 10 percent would yield an annual average absorption of 240 units per year over the 15 year redevelopment implementation period.

THE WEST GREENVILLE RESIDENTIAL MARKET

This section discusses the inner city residential market as it relates to the West Greenville neighborhood. We have defined the inner city residential market as US Census Tracts 1.0, 7.01 and 7.02, as shown on Map 2.3. West Greenville, a historically black community is one component of this market.

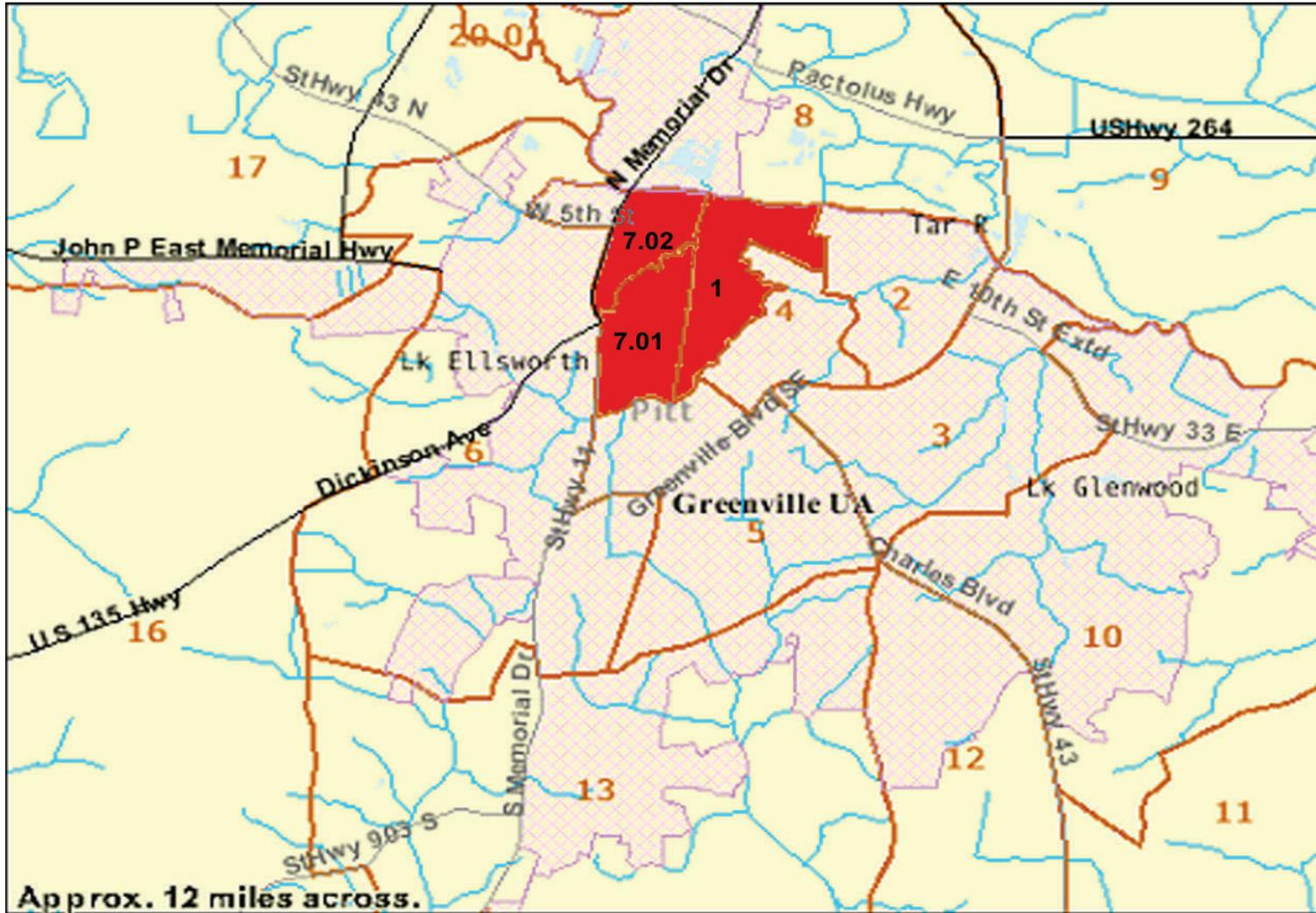
Inventory, Vacancy

The total number of housing units in the inner city housing market is 5,425, and the number of vacant units as of 2000 was 633. The percentage of vacant housing units is greater than that of the county, the city, or the one-mile radius of the center of downtown Greenville, the primary trade area. This greater vacancy could be a result of the increased number of dilapidated homes in these community neighborhoods, and the outward migration of inner city residents to other parts of the city. Table 2.8 summarizes the inventory and vacancy in this market.



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Map 2.3 Center City & West Greenville Area - Census Tracts 1.0, 7.01 & 7.02



Table 2.8 HOUSING UNIT SUPPLY ANALYSIS, INNER CITY HOUSING MARKET 2003

| | 2000 Census | | | Total |
|---------------------------------|-------------|------------|------------|--------------|
| | Tract 1 | Tract 7.01 | Tract 7.02 | |
| Occupied Housing Units | 2,252 | 1,154 | 2,019 | 5,425 |
| Vacant Housing Units | 290 | 97 | 246 | 633 |
| Percent of Vacant Housing Units | 13% | 8% | 12% | 12% |
| Total Number of Housing Units | 2,542 | 1,251 | 2,265 | 6,058 |

Source: US Census Bureau.

Home Values and Rental Rates

Table 2.9 below indicates that the home values are substantially less within West Greenville and the inner city housing market than in the City of Greenville and Pitt County. The median home value for the census tracts ranged between \$48,500 and \$77,700 in 2000. The median home value for Pitt County in 2000 was substantially higher at \$81,800.

The rental rates in West Greenville and other areas of the inner city housing market are also substantially less than the rental rates in the city and the county. The inner city neighborhoods reported 2000 rental rates between \$285 and \$334, compared to the City of Greenville and Pitt County which reported 2000 rental rates of \$412 and \$384, respectively.



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Table 2.9 MEDIAN HOME VALUES AND RENTAL RATES BY CENSUS FOR 1990 AND 2000

| Census Tract Year | Tract 1.0 1990 | Tract 1.0 2000 | Percent Change |
|---------------------|----------------|----------------|----------------|
| Median Home Value | \$58,200 | \$77,700 | 34% |
| Median Rental Rates | \$ 243 | \$ 334 | 37% |

| Census Tract Year | Tract 7.0 1990 | Tract 7.01 2000 | Tract 7.02 2000 | 7.01&7.02 2000 | Percent Change |
|---------------------|----------------|-----------------|-----------------|----------------|----------------|
| Median Home Value | \$43,700 | \$60,000 | \$48,500 | \$52,628 | 20% |
| Median Rental Rates | \$ 185 | \$ 297 | \$ 273 | \$ 285 | 54% |

Source: US Census Bureau.

Demand Analysis

The population in West Greenville and its surrounding neighborhoods is more demographically diverse than the common perception. This factor has been considered in formulating the conclusions on potential residential development in West Greenville.

Tables 2.10 and 2.11 summarize the population demographic breakdown by census tract in West Greenville and its surrounding neighborhoods. As indicated by these tables, while the West Greenville neighborhoods made up of Census Tracts 7.01 and 7.02 are predominantly Black or African-American, nearly one-third of the neighborhoods largely located in Census Tracts 1.0 are white. Between 1990 and 2000, an outward migration of the white

Table 2.10 DEMOGRAPHIC ANALYSIS FOR WEST GREENVILLE - TRACT 1, 1990 AND 2000

Population By Race

| Race | Tract 1 | | |
|---------------------------|--------------|--------------|-------------|
| | 1990 | 2000 | % Change |
| White | 3,216 | 3,083 | -4% |
| Black or African American | 1,569 | 1,583 | 1% |
| All Other | 98 | 228 | 133% |
| Total Population | 4,883 | 4,894 | 0.2% |

Source: US Census Bureau.



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Table 2.11 DEMOGRAPHIC ANALYSIS FOR CENSUS TRACT 7.0, 1990 AND 2000 (WEST GREENVILLE)

| Race | Tract 7.0 * | Tract 7.01 | Tract 7.02 | Total 7.01&7.02 | Tract 7.0 |
|---------------------------|--------------|--------------|--------------|-----------------|------------|
| | 1990 | 2000 | 2000 | 2000 | % Change |
| White | 1,106 | 370 | 592 | 962 | -13% |
| Black or African American | 7,515 | 2,780 | 4,467 | 7,247 | -4% |
| All Other | 46 | 59 | 138 | 197 | 328% |
| Total Population | 8,667 | 3,209 | 5,197 | 8,406 | -3% |

Notes: Tract 7.0 in the 1990 census was split between two census tracts for the 2000 census, Tract 7.01 and 7.02. For comparative purposes we have added these two census tracts to analyze change in population over time.

Source: US Census Bureau.

population has occurred, as well as, a small decrease in the African American population. On the other hand, there has been a notable increase in the number of Hispanic and Asian households in the community.

Household Income Trends

Household income trends are another factor to consider in determining the future demand for housing units and the anticipated sales price of these units. Table 2.12 outlines the 2000 income trends in the West Greenville housing trade area by census tract.

For all three census tracts the median household income ranges from \$17,094 to \$22,297. The 2000 median household income within a one mile radius of the center of downtown Greenville, the primary trade area, was \$23,209, slightly higher than that of West Greenville and its closeby neighborhoods. The 2000 median household income was the greatest in Pitt County at \$35,602, and \$31,799 in the City of Greenville.



Table 2.12 MEDIAN HOUSEHOLD INCOME BY CENSUS TRACT, 2000

| Median Household Income | 2000 Census | | |
|-------------------------|-------------|------------|------------|
| | Tract 1 | Tract 7.01 | Tract 7.02 |
| | \$ 17,094 | \$22,297 | \$ 17,716 |

Source: US Census Bureau.

Future Projects and West Greenville Redevelopment Area Information **Estimated Future Demand**

Future housing projects in the West Greenville trade area will include replacement housing. An estimate by the City of Greenville puts the number of replacement units needed at 45 units. According to the City planning staff, the total number of replacement units depends upon the amount of vacant land that can be acquired. Currently a plan to redevelop many dilapidated homes in West Greenville has been delayed pending approval of an architectural survey to determine if demolishing and rebuilding the structures in West Greenville will deface the historic character of the community. Until then the actual number of homes that will be targeted for rehabilitation can not be determined.

There is the potential for the West Greenville neighborhoods to become a major asset for the City of Greenville. Their strategic and convenient location between the university and medical center can prove to be an attractive location in which to live.

Physical planning strategies can be put into place to enhance the attractiveness of this community and to make it more competitive to increase its capture share of the local housing market. However, the city must demonstrate through tangible investments that it has a commitment to turn this area around.

Based on the market assessment, there is the potential for the West Greenville trade area market to capture 5% of the future market rate housing sales in the redevelopment area. This would suggest absorption of 1,350 units over the 15 year redevelopment period, or an annual average of 90 units per year.



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III. RETAIL DEMAND ANALYSIS

The retail market place in the Greenville revitalization area is quite diverse. The redevelopment area along Martin Luther King Jr. Drive and Dickinson Avenue is a blighted area, with minimal current retail development in relation to the potential developable space. The City of Greenville has various areas of dense retail activity including Memorial Drive, Arlington Boulevard, and Greenville Boulevard. This retail market analysis will explore the potential for retail development in the Greenville Redevelopment Area. It will include the following items:

1. Definition of the trade areas
2. Market Supply
 - a. Inventory of retail space by trade area
 - b. Historical and current rental rates by trade area
 - c. Historical and current vacancy rates by trade area
3. Market Demand
 - a. Population Growth
 - b. Household Growth
 - c. Absorption trends in the downtown

4. Supply and Demand Relationship
 - a. Expenditure potential in the downtown
 - b. Capture rate of retail sales in the downtown
 - c. Determination of absorbable square footage in the market

DEFINITION OF THE TRADE AREAS

The following three market areas have been designated to delineate between the demand and supply factors:

Primary Trade Area includes the land within a one and one half mile radius from the center of downtown Greenville. It is shown on Map 2.4.

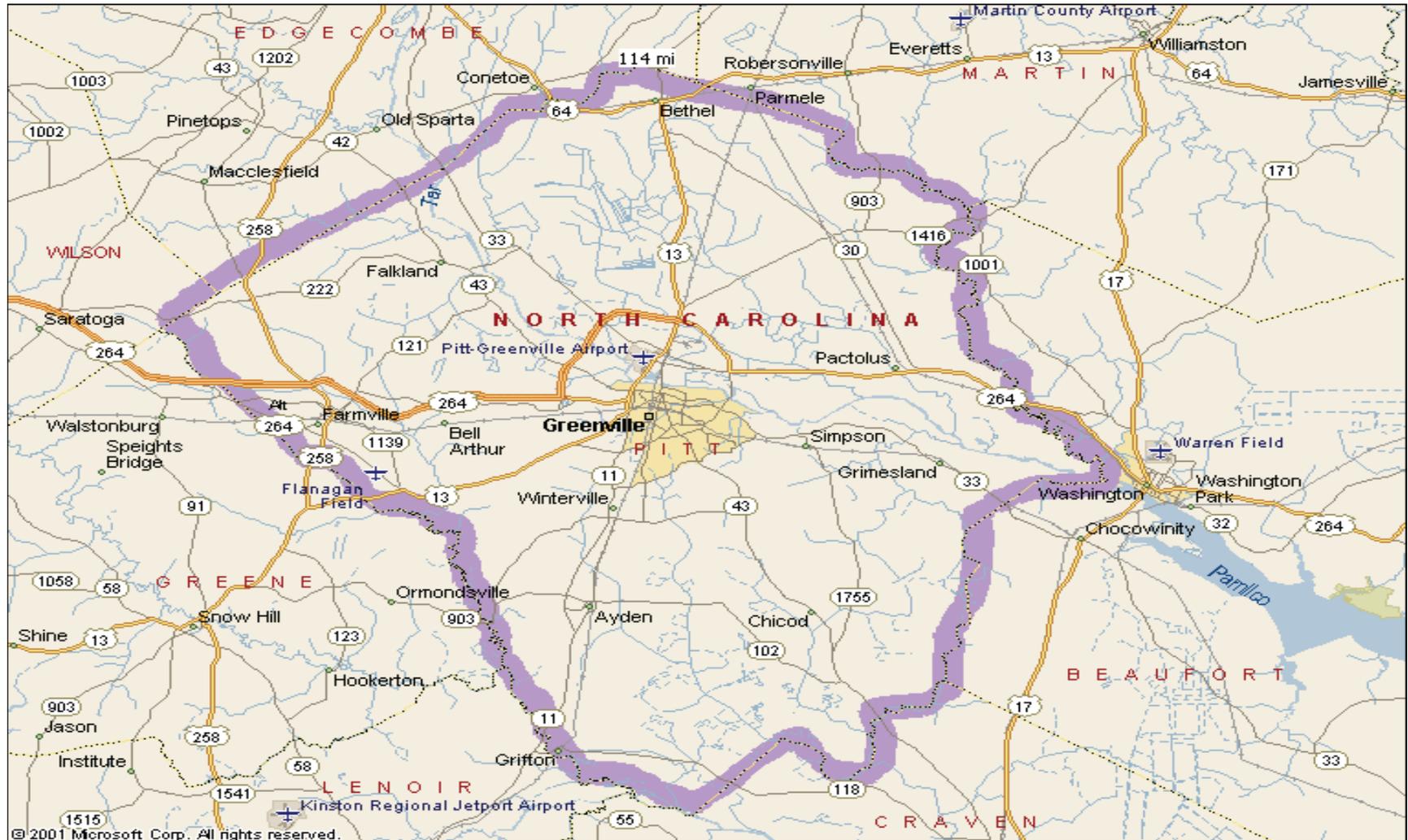
Secondary Trade Area includes the rest of the City of Greenville. It is shown on Map 2.5 highlighted in yellow.

Peripheral Trade Area includes the rest of Pitt County. It is shown on Map 2.5 outlined in purple.



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Map 2.5 Secondary and Peripheral Trade Areas – City of Greenville and Pitt County.



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MARKET SUPPLY

This supply analysis will explore the retail space inventory and retail rental rates by trade area.

Inventory

The City of Greenville and Pitt County are the central location for retail development in eastern North Carolina. The following facts highlight the retail center inventory in the City of Greenville and Pitt County:

- Total retail space in Pitt County is approximately 2.4 million square feet.
- Total retail space in the City of Greenville is approximately 2.2 million square feet or an estimated 90 percent of the Pitt County total.
- Total retail space in downtown Greenville is approximately 197,600 square feet. Of this space, approximately 165,000 square feet is occupied with **convenience** goods, which include merchandise sold in grocery stores and drug stores that people generally seek close to their homes. Approximately 32,600 square feet is occupied with **shopper's** goods, which include men's and women's ready to wear, furniture, art, books, lighting, and department store merchandise that people comparison shop to get the best quality at the lowest price.

- The retail space inventory has drastically increased in recent years with the new construction along Greenville Boulevard and Memorial Highway.

Table 2.13 identifies the shopping centers in Pitt County.



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Table 2.13 SHOPPING CENTERS IN PITT COUNTY AND GREENVILLE, NORTH CAROLINA

| Shopping Center Name | Square Feet | City |
|-----------------------------------|--------------------|-------------|
| Ayden Plaza | 32,800 | Ayden |
| Bell Fork Square | 65,267 | Greenville |
| Bright Leaf Shopping Center | 92,910 | Farmville |
| Carolina East Convenience Center | 80,760 | Greenville |
| Carolina East Mall | 329,000 | Greenville |
| Colonial Mall | 509,602 | Greenville |
| Farmville Square | 48,700 | Farmville |
| Frontgate Shopping Center | 75,000 | Greenville |
| Greenville Buyers Market | 86,000 | Greenville |
| Greenville Square Shopping Center | 154,701 | Greenville |
| Red Oak Plaza | 8,500 | Greenville |
| South Park Shopping Center | 60,978 | Greenville |
| Stanton Square | 125,094 | Greenville |
| Turnbury Square | 50,000 | Greenville |
| University Center | 56,180 | Greenville |
| University Commons | 329,817 | Greenville |
| White House Commons | 237,370 | Greenville |
| Winter Village | 52,000 | Winterville |
| The Promenade I and II | 103,000 | Greenville |
| 302 Square | 11,000 | Greenville |
| Lynncroft Shopping Center | 240,000 | Greenville |
| Wal-Mart Super Center | 160,000 | Greenville |
| SF in Pitt County | 2,908,679 | |
| SF in City of Greenville | 2,682,269 | |

Sources: The Shopping Center Directory and George Henry George Partners



Rental Rates

The current asking and actual rental rates for the various trade areas are summarized below:

Table 2.14 GREENVILLE RETAIL RENTAL RATE INFORMATION, 2003

| Shopping Area | Asking Rates (1) | Actual Rates |
|----------------------------|-------------------|-------------------|
| Pitt County and Greenville | \$15.00 - \$21.00 | \$15.00 - \$21.00 |
| Downtown Greenville | \$7.00 - 10.00 | \$7.00 - \$10.00 |

Notes: (1) All leases are quoted on a NNN basis.

Source: George Henry George Partners.

The rental rate ranges indicated in Table 2.14 are based on centers throughout the county in various locations and of different ages. The market dictates that typically rental rates are higher for smaller space and for better locations. Shopping centers that are realizing the highest market rental rates between \$18.00 and \$21.00 per square foot include La Promenade, Lynncroft Shopping Center, University Commons and similar shopping centers along Greenville Boulevard. Shopping centers located in less competitive areas are collecting rental rates between \$15.00 and \$18.00 per square foot. Several shopping centers earning these rental rates

include South Park Shopping Center, Arlington Commons, and Arlington Village. Shopping centers located in less desirable areas, possibly outside of the prime shopping areas, are typically leased at rates ranging from \$6.00 to \$10.00 per square foot. These shopping centers include centers like the K-Mart Shopping Center, Market Place Shopping Center, and Carolina East Center. Asking rental rates in downtown Greenville, along Dickinson Avenue, and on Martin Luther King, Jr. Drive are between \$7.00 and \$10.00 per square foot.



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Conversations with market participants have confirmed that retail rental rates have steadily increased throughout the market with an average growth of between 2.5 and 3.0 percent per year over the past five years.

Vacancy Rate Analysis

Vacancy rates are important because they indicate the amount of available space in the market, as well as the health of the market. A natural vacancy of 5 percent indicates a healthy market, as 100 percent occupancy is seldom achieved in a natural revolving tenant base in rental properties. Per conversations with market participants, the market is currently performing under stable market conditions with a vacancy of 5 to 8 percent. Therefore, although new construction and new entrants have penetrated the market, retail space has been historically absorbed at a reasonable rate. Healthy demand for retail space still exists and is growing.

Despite the flourishing retail activity throughout Pitt County, the vacancy rate in the downtown is greater than 50 percent of the total retail space, according to a survey of downtown retailers.

MARKET DEMAND

This section discusses and correlates demand factors to determine the expenditure potential by trade area based on the household income and number of households in each delineated population.

Household and Population Trends

The following household and population trends reflect retail market conditions for the one and one-half mile primary trade area.

- The total number of households in the primary trade area increased from 6,824 in 1990 to 7,811 in 2003, an increase of approximately 14.5 percent.
- The total number of households in the secondary trade area increased from 18,542 in 1990 to 26,819 in 2003, an increase of approximately 44.6 percent.
- The total number of households in the peripheral trade area increased from 40,491 in 1990 to 55,373 in 2003, an increase of 36.7 percent.
- The number of households is expected to grow to approximately 8,472 by 2008 in the primary trade area. Household growth is expected to be more rapid in the secondary area with an anticipated growth of 9.7 percent in the City of Greenville.

Table 2.15 indicates the population and household trends in the three trade areas.



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Table 2.15 POPULATION AND HOUSEHOLD SIZE

| | 1990 Census | 2000 Census | Percent Change 1990 to 2000 |
|--|----------------|----------------|-----------------------------|
| Pitt County - Peripheral Trade Area | | | |
| Total Population | 107,924 | 133,798 | 24.00% |
| Total Households | 40,491 | 52,539 | 29.80% |
| Median Hhld Income | \$ 23,449 | \$ 33,353 | 42.20% |
| The City of Greenville - Secondary Trade Area | | | |
| Total Population | 48,090 | 60,475 | 25.80% |
| Population Density (Pop/Sq Mi) | 1,831.30 | 2,303.00 | 25.80% |
| Total Households | 18,542 | 25,203 | 35.90% |
| Median Hhld Income | \$23,286 | \$29,659 | 27.40% |
| 1.5 Mile Radius - Primary Trade Area | | | |
| Total Population | 20,682 | 21,437 | 3.65% |
| Total Households | 6,824 | 7,742 | 13.45% |
| Median Household Income | \$18,525 | \$23,419 | 26.42% |

Sources: Claritas, George Henry George Partners, and US Census Bureau.

Household Income

Household income is important to analyze because it determines how much a household can spend on retail goods. This section outlines the household income trends for the primary trade area. The secondary and peripheral trade areas are discussed in the residential portion of this section.

- The average household income for the primary trade

area was \$37,248 in 2003 and median household income was \$25,227.

- The average household income in the secondary trade drastically increases to \$46,713 in 2003, and posts a median household income of \$31,799.
- The average and median household income in the peripheral trade area was \$48,749 and \$35,602 respectively in 2003.



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Table 2.16 HOUSEHOLD INCOME ANALYSIS

| | | | | | Percent Change | | |
|---------------------|-------------|-------------|---------------|-----------------|----------------|--------------|--------------|
| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | 1990 to 2000 | 1990 to 2003 | 2003 to 2008 |
| Average Hhld Income | \$31,030 | \$45,773 | \$48,749 | \$53,938 | 47.50% | 57.10% | 10.60% |
| Median Hhld Income | \$23,449 | \$33,353 | \$35,602 | \$39,257 | 42.20% | 51.83% | 10.30% |
| Per Capita Income | \$11,467 | \$17,952 | \$19,756 | \$22,395 | 56.60% | 72.29% | 13.40% |

| | | | | | Percent Change | | |
|---------------------|-------------|-------------|---------------|-----------------|----------------|--------------|--------------|
| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | 1990 to 2000 | 1990 to 2003 | 2003 to 2008 |
| Average Hhld Income | \$32,420 | \$43,993 | \$46,713 | \$51,354 | 35.70% | 44.09% | 9.90% |
| Median Hhld Income | \$23,286 | \$29,659 | \$31,799 | \$34,720 | 27.40% | 36.56% | 9.20% |
| Per Capita Income | \$13,168 | \$17,915 | \$19,984 | \$22,733 | 36.00% | 51.76% | 13.80% |

| | | | | | Percent Change | | |
|---------------------|-------------|-------------|---------------|-----------------|----------------|--------------|--------------|
| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | 1990 to 2000 | 1990 to 2003 | 2003 to 2008 |
| Average Hhld Income | \$27,390 | \$34,211 | \$37,248 | \$41,096 | 24.90% | 35.99% | 10.33% |
| Median Hhld Income | \$18,525 | \$23,419 | \$25,227 | \$28,324 | 26.42% | 36.18% | 12.28% |
| Per Capita Income | \$9,163 | \$12,106 | \$14,215 | \$16,001 | 32.12% | 55.13% | 12.56% |

Sources: Claritas, George Henry George Partners, and US Census Bureau.



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SUPPLY AND DEMAND

Expenditure Potential and Capture Rates

The expenditure potential is the estimated amount of dollars that can be spent on convenience and shoppers goods in the Greenville revitalization area. For the 7,811 households in the primary retail trade area, with an average household income of \$37,248, the estimated amount of convenience

goods expenditure potential is approximately \$52.4 million. Total capture of these potential sales is approximately \$41.9 million in convenience goods sales not including the students and the inflow calculation.

Table 2.17 indicates the calculation of this expenditure potential for convenience goods in downtown Greenville and the total supportable square feet of retail space.

Table 2.17 CONVENIENCE GOODS EXPENDITURE POTENTIAL ANALYSIS DOWNTOWN GREENVILLE

| | 1.5 Mile Radius |
|--|------------------------|
| Number of Households | 7,811 |
| Household Income | \$ 37,248 |
| Total Household Income | \$ 290,944,128 |
| Percent of Income for Convenience Goods | 18% |
| Convenience Goods Disposable Income | \$52,369,943 |
| Percent Potential Capture of Convenience Sales Per Market | 80% |
| Potential Capture of Convenience Goods Sales Per Market | \$41,895,954 |
| Inflow Calculation from Student Population | \$ 7,000,000 |
| Potential Sales with Student Population | \$46,895,954 |
| Percent inflow from downtown employees, traffic, etc. | 30% |
| Total Potential Sales | \$ 61,564,740 |
| Market Sales Per Square Foot | \$ 260 |
| Total Supportable Square Feet | 236,797 |
| Less 5% Vacancy and Turnover | 11,839 |
| Total Net Supportable Square Feet | 224,958 |
| Less Existing Square Feet | 165,000 |
| Total Supportable Square Feet for Convenience Goods | 59,958 |



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Table 2.18 indicates the calculation of the same expenditure potential for shoppers goods in downtown Greenville and the total supportable square feet of retail space.

| Table 2.18 SHOPPERS GOODS EXPENDITURE POTENTIAL ANALYSIS DOWNTOWN GREENVILLE | | 1.5 Mile Radius |
|---|--|------------------------|
| Number of Households | | 7,811 |
| Household Income | | \$ 37,248 |
| Total Household Income | | \$ 290,944,128 |
| Total Household Income Less Housing Expense | | \$ 203,660,890 |
| Percent of Income allocated to Shoppers Goods | | 42% |
| Shoppers Goods Disposable Income | | 85,537,574 |
| Percent Potential Capture of Shoppers Goods Sales Per Market | | 15% |
| Potential Capture of Shoppers Goods Sales Per Market | | \$ 12,830,636 |
| Inflow Calculation from Student Population | | \$ 10,090,000 |
| Potential Sales with Student Population | | \$ 22,920,636 |
| Percent inflow from downtown employees, traffic, etc. | | 30% |
| Total Potential Sales | | \$ 29,796,827 |
| Market Sales Per Square Foot | | \$ 275 |
| Total Supportable Square Feet | | 108,352 |
| Less 5% Vacancy and Turnover | | 5,418 |
| Total Net Supportable Square Feet | | 102,934 |
| Less Existing Square Feet | | 32,600 |
| Total Net Supportable Square Feet for Shoppers Goods | | 70,334 |



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Capture from the downtown population and inflow from outside residents and the student population was considered to derive the expenditure potential. After the inflow and capture considerations, the expenditure potential calculation for convenience goods and shopper's goods is \$61.5 million and \$29.8 million respectively for a total retail market potential of \$91.3 million that could be captured in the downtown.

Supportable Square Feet Analysis

The supportable square feet analysis calculates the number of square feet a trade area can support based on the assumption that a retail store must generate a certain level of retail sales. In the above analysis, the *Dollars and Cents of Shopping Centers*, and past experience in similar redevelopment areas was utilized to determine the required market sales per square foot. Based upon rental rate requirements, it was concluded that convenience and shoppers goods shopping centers should expect sales per square foot of \$260, and \$275 respectively. Therefore, the estimated supportable square feet for convenience goods before vacancy are 236,797. The total shoppers goods estimated supportable square feet before vacancy are 108,352. To derive the actual supportable square feet in downtown Greenville, a 5 percent vacancy rate in the retail inventory in downtown Greenville was deducted.

Central to the need to revitalize the West Greenville neighborhoods is the need for a strategy to improve the viability of businesses located in West Greenville. A number

of such businesses are located along the Martin Luther King, Jr. corridor where they are highly dependent on the adjacent neighborhood market. Given the limitations of this market, many of these businesses have to work very hard to make ends meet. The result, in most cases, are businesses that appear to be marginal, creating a blighting influence on this major corridor in the neighborhood.

One potential solution is to create a win-win situation for both the businesses and the community. This solution will require the relocation of the retail and service businesses to a new location along the new Tenth Street Connector, or in other locations where suitable, to give them access to a broader market. This will only be successful if there is a commitment to provide these relocated businesses with business planning assistance, capital to improve leasehold improvements and equipment, and adequate capital inventory to upgrade them to be more competitive. Positioning these businesses to take advantage of this new market opportunity would be a major accomplishment of the revitalization effort.

Given the relocation of these businesses, the Martin Luther King, Jr. Drive corridor should be redeveloped as a single family home neighborhood street that will be used to redefine the image of the West Greenville neighborhoods. This will require quality housing development as well as quality landscaping along the corridor.



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Conclusion

This retail analysis indicates that there is currently a latent demand for approximately 60,000 square feet of convenience goods and services and 70,000 square feet of shoppers goods in the downtown market. Over time, and with the introduction of an additional 5400 housing units in the downtown and West Greenville markets, additional shoppers goods and convenience goods space could be supported.

IV. ENTERTAINMENT ANALYSIS

INTRODUCTION

This section analyzes the potential for entertainment, specialty retail, and food and beverage businesses in downtown Greenville. Downtown Greenville is defined as the one and a half mile radius from the center city.

The entertainment analysis ties in closely with the retail component discussed previously in this section. As noted in the retail analysis, expenditure potential along with consumer inflow indicates how much money can potentially be captured in a particular market. The expenditure potential is generated from household incomes, number of household and allocation of income to certain goods. The following is a brief description of our analysis:

1. Definition of the trade area. This trade area is shown in Map 2.6.

2. Supply Analysis - An inventory analysis of specialty retail, entertainment establishments and eating and drinking establishments.
3. Demand Analysis - This analysis will include a demographic, economic, household income and income inflow analysis.
4. Scenario Forecast - Determination of potential projects for downtown Greenville that could help revitalize the area, while maintaining the amenities for both the college students and local residents. This forecast will also include development of various scenarios that could potentially revitalize the downtown and establish a vibrant mixed use area. This section is based upon past experience and the analysis of communities with similar demographic and economic characteristics and with a University present.

ENTERTAINMENT MARKET OVERVIEW

The Pitt County and City of Greenville entertainment market is a growing market with tremendous potential. In recent years there has been a substantial increase in the number of restaurants along the Greenville Boulevard and Arlington Boulevard retail corridors. Despite the sharp increases in inventory, the market has maintained its health and stamina which is indicated by the low vacancy rates in retail space and in the food/beverage and entertainment space inventory.



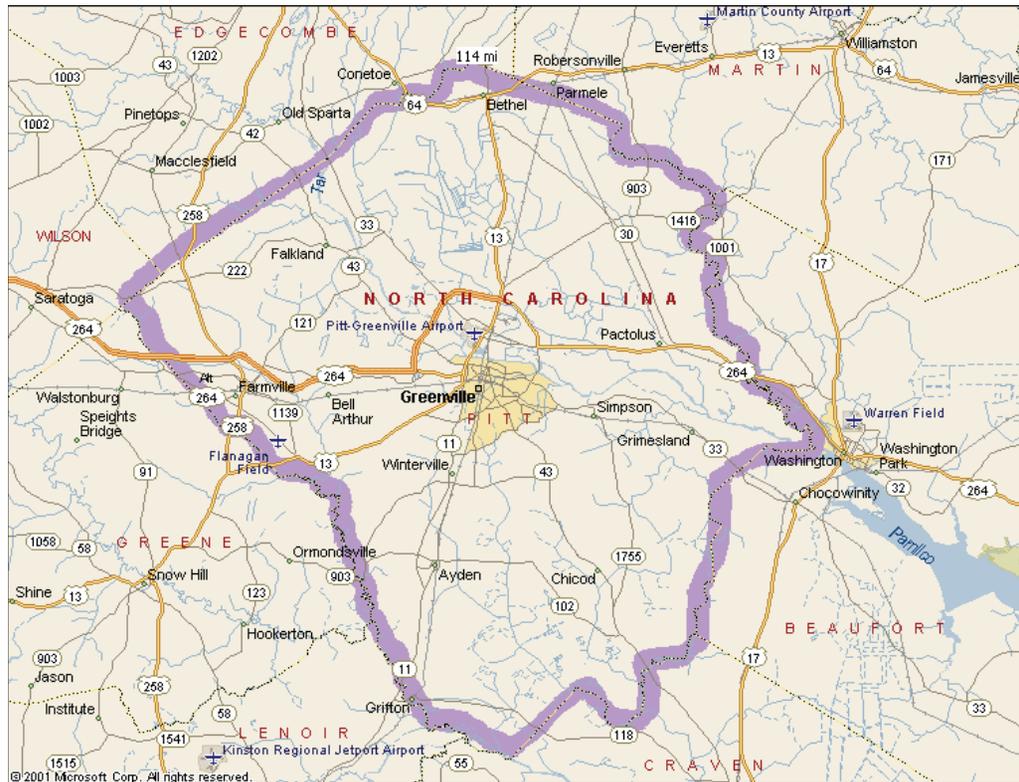
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DEFINITION OF THE TRADE AREA

The primary trade area for the entertainment market has been identified as Pitt County. This trade area has been defined because consumers typically travel farther distances from their home for entertainment, specialty retail, and food and beverage opportunities, since they are

destination locations.

An aggressive redevelopment program should put the center city in a position to function as a regional, multi-county entertainment center. Achieving this destination status would bring additional dollars into the downtown economy.



Map 2.6 – Primary Trade Area - Pitt County



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SUPPLY ANALYSIS – INVENTORY

In order to develop a plan to introduce additional entertainment, specialty retail and food and beverage establishments in downtown Greenville, it is important to look at the current inventory in both downtown Greenville and Pitt County.

Entertainment and Recreation

Currently in Pitt County, there is only one 12 screen movie theater, the Carmike 12 located at 1685 East Firetower Road. Greenville also maintains several bingo facilities, a bowling alley, a skating rink, a tennis and fitness center, a golf range, the Greenville Fun Park, and five golf courses. In addition, there is a full complement of sports events at East Carolina University including football, basketball, and baseball that generate large crowds in close proximity to the redevelopment area.

Food and Beverage

In recent years, the number of restaurants has increased dramatically in Pitt County. According to the Greenville Conventions and Visitors Bureau, there are approximately 231 restaurants in Pitt County. Of those restaurants, 141 are low cost, 78 are moderately priced, and 12 are expensive. Approximately 176 of those restaurants are located within the City of Greenville. Of those restaurants 99 are low cost, 68 are moderately priced, and 9 are expensive. Downtown Greenville, defined as a one and

half mile radius from the center of the city, currently houses 24 sit-down restaurants and 26 fast food and delicatessen style restaurants. The downtown area of Greenville, immediately adjacent to the university, caters to the student population at East Carolina University. This area offers less expensive restaurant and bar choices that typically cater to the younger age group.

Cultural Facilities and Specialty Retail

Greenville and Pitt County currently have several art galleries and other various cultural facilities. The following will describe these facilities and their general location in Pitt County.

Galleries

The galleries located in downtown include the following:

- Stickland Fine Art Services on East Fourth Street.
- Emerge Gallery on Evans Street.
- Platinum Gallery on Dickinson Avenue.
- Greenville Museum of Art on Evans Street.
- Wellington B. Gray Gallery on East Carolina University Campus.

The Greenville Museum of Art offers the largest public collection of Jugtown Pottery and various exhibits from its 19th and 20th Century American art collection.



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Other Cultural Facilities

Other cultural facilities located throughout the county include the following:

- The May Museum and Park offers an interpretative history of the area through permanent exhibits and special programs offered periodically throughout the year. This museum is located in the City of Farmville.
- The Ledonia Wright African American Cultural Center is both a cultural education center and a gallery, located on the East Carolina University Campus.
- The East Carolina Village of Yesteryear offers an historical recollection of both Pitt County and Eastern North Carolina from 1840 to 1940. This museum is located on the Pitt County Fair Grounds along Route 264.

Specialty Retail

Specialty retail can be defined as retail that caters to special niche markets and offers goods that can not be obtained at typical big box stores or general merchandisers. Currently in Greenville, the general locations to obtain specialty goods are located in “Uptown Greenville”. This corridor is located along Evans Street, between Martin Luther King, Jr. Drive and East Third Street. Several stores that are currently in this region are Catalog Connection, and Ripple City Artwork. In addition, there are also various

restaurants and offices located along the corridor. Another area of specialty retail exists along the Dickinson Avenue corridor between West Tenth Street and West Sixth Street. This area is currently occupied by several antique shops, sparsely occupied retail uses, and several automotive facilities, which do not fit into the specialty retail theme.

DEMAND ANALYSIS

Several factors attribute to the demand for entertainment, specialty retail, and food and beverage establishments. Such factors include population, household income, transient population expenditure, and tourism spending. In this section, we will discuss the various demographic factors, potential income expenditure of the trade areas, and the impact of consumer inflow from both the transient student population and consumers from outside the trade area.

Demographic Analysis

The population and number of households increased substantially in Pitt County over the recent decade. Between 1990 and 2000, the population increased by 24 percent, or by approximately 26,000 persons. Total households increased approximately 30 percent over the same period, or by an estimated 12,000 households. Median household income indicated positive growth of 42 percent over the same period increasing from 23,449 in 1990 to \$33,353 in 2000. The latest census estimations reveal that the median household income for Pitt County as of 2003 was \$35,602.



Table 2.19 shows the pertinent demographic data for this analysis.

**Table. 2.19 DEMOGRAPHIC ANALYSIS AND PROJECTIONS
 PITT COUNTY 1990 TO 2008**

| | 1990 Census | 2000 Census | 2003 Estimate | 2008 Projection | Percent Change 1990 to 2000 |
|-------------------------------|----------------|----------------|------------------|--------------------|--------------------------------|
| Pitt County-Trade Area | | | | | |
| Total Population | 107,924 | 133,798 | 138,770 | 146,411 | 24.00% |
| Total Households | 40,491 | 52,539 | 55,373 | 59,902 | 29.80% |
| Median Hhld Income | \$23,449 | \$33,353 | \$35,602 | \$39,257 | 42.24% |

Source: US Census Bureau.

Expenditure Potential Calculation

Expenditure potential identifies the amount of dollars spent on entertainment, specialty retail, and food and beverage. As a part of this process, consumer expenditure data drawn from national surveys was utilized to determine the percentages of total household income spent on these services or products.

In addition, an added 20%, or one out of five customers who will likely come from beyond the Pitt County boundaries were factored into this calculation. The information contained in Table 2.20 shows that entertainment sales (including movies, the performing arts,

food away from home, alcoholic beverages, and specialty retail such as videos, music and books) will be approximately \$324 million within Pitt County with an additional 20% inflow from surrounding counties.

It is believed that the downtown area is well positioned to capture up to 40% of this potential expenditure if concrete projects are developed and the downtown area is effectively promoted.



**Table 2.20 ENTERTAINMENT EXPENDITURE POTENTIAL
 ANALYSIS DOWNTOWN GREENVILLE**

| | Pitt County |
|---|-------------------------|
| Number of Households | 55,373 |
| Household Income | \$ 48,749 |
| Total Household Income | \$ 2,699,378,377 |
| Percent Captured for Entertainment * | 12% |
| Estimated Entertainment Dollars | \$323,925,404 |
| Estimated Inflow to Pitt County (20%) | 64,785,081 |
| Estimated Market Sales | \$388,710,485 |
| Upside Capture Potential | 40% |
| Downtown Potential Market | \$155,484,194 |
| Supportable Space @\$315 psf | 493,600 |
| Less Estimated Existing Space | 349,041 |
| New Space Supportable in Downtown Market | 144,560 |

* Includes food and beverage and specialty shoppers goods

A 40% capture rate would generate potential sales of approximately \$155.5 million for the downtown area. Given current rent levels, a sales productivity factor of \$315 per square foot would be sufficient to assure sustainable operations. This would suggest that demand would be adequate to support nearly 494,000 square feet of entertainment space.

Information available suggests that there may be as much as 349,000 square feet of existing retail space in the downtown entertainment district. By deducting the existing space from the supportable space, the conclusion is that

approximately 144,500 square feet of new entertainment space can be supported.

SCENARIO FORCAST

Since the above entertainment analysis indicates the market to support an additional 144,500 square feet of space, and the space is available in downtown Greenville primarily in the area bounded by Evans Street, Tenth Street, and Dickinson Avenue, this section will suggest entertainment strategies for the downtown area. To determine various entertainment plans that utilize and create a vibrant downtown, similar



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communities with similar demographics, economics, and the presence of a university have been examined to determine the scenarios outlined below. Additional research may be necessary to implement one of the following scenarios.

Scenario 1

In efforts to include the permanent residents into the downtown scene, it would be helpful to add entertainment, cultural centers, and activity centers that can be utilized by not only college students, but also children, and adults. Currently in the 4 to 5 block area from Reade Street to Evans Street along East Fifth Street are predominantly drinking establishments which are patronized by the college student population. These establishments are primarily utilized during the evening and the daytime activity in downtown is quite limited. In order to increase the daytime activity in downtown, an increase in the number of establishments that offer adult and children's activities may enhance the number of consumers for downtown entertainment. In addition, such facilities as day care centers to be utilized by the City, County, East Carolina University, and hospital employees would be helpful. Some potential projects that could assist in the successful implementation of the daytime family oriented downtown are:

- Eastern North Carolina Regional Science Center
- A Children's Museum and Activity Center

In addition, facilities such as day care centers to be used by both the City, County, East Carolina University, and Hospital employees would be helpful.

Scenario 2

As indicated by the inventory analysis, Pitt County currently has one 12 screen movie theater. Currently in Pitt County that is one movie screen per 11,564 persons. According to a report published by *Eurostat*, approximately one movie screen was provided per 7,900 people in the United States in 1998. If this ratio of movie theatre screens is applied to the current population, then Pitt County could currently support 18 movie screens. Additionally, an article published by Matrixx Entertainment Corporation indicates that the largest groups to attend movies are between the age groups of 16 to 20 years, and 30 to 39 years. These age groups make up approximately 19 percent of the total movie going population and approximately 23 percent of the total Pitt County population. Taking into account the demographic factors noted above and the future growth of the region and the University, then it would be reasonable to suggest that an additional 6 screen movie theatre in downtown Greenville would be sustainable. However, to attract a developer for a six screen complex would probably require a specialty theater complex developer. As an alternative, the downtown market can potentially capture this demand by adding the additional movie theater in the downtown region and having it cater to either arts theatre patrons, or general main release movies currently shown at the 12 screen movie theatre.



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Scenario 3

The current retail market in Greenville has experienced rapid growth and provides most goods and services desired by the typical consumer. The retail corridors located along Greenville Boulevard, Memorial Drive, and Arlington Boulevard service most of Pitt County and provide daily goods and services. As a result, this competing retail market makes a dense retail corridor in downtown more challenging to achieve. Therefore, to achieve a vibrant downtown with demand generated for all around goods, services, and food and beverage, there is potential for a dense area of specialty retail, and niche retail markets. These retail stores should offer goods that can not be obtained at typical retail outlets. The downtown should be a destination shopping area that combines cultural activities, shopping, and eating and drinking.

Scenario 4

The Dickson Avenue corridor between Reade Circle and Tenth Street currently has several antique shops located near the center of downtown Greenville. This corridor does have several automotive repair shops and a run down neighborhood strip center with a convenience store anchor. However, it also has a number of historic buildings and the appropriate scale for an arts/entertainment/cultural district.

The implementation of an entertainment district along this portion of the Dickinson Avenue corridor must be crafted specifically for the demographics and to the revitalization

objective of downtown Greenville.

At present, the outside view of downtown Greenville is as a bar-hang out area for college students. This image must be changed through the development of businesses that appeal to a broader segment of the business / university / healthcare community. From a market perspective, this means the recognition of the total university and health care employee market in the City, not simply the student market.

Similar to the Scenario 3, the creation of “destination retail” is essential for a successful retail and entertainment plan for this area. Currently the antique shops start as a good niche market for this region to flourish as a retail destination. Additional retail that may prove positive is an outdoor market on the weekend with street vendors, or an outdoor/indoor vegetable market open several days a week that help support local farmers and merchants. In addition, the retail section of this report indicates that demand exists for various convenience goods in this section of the city.

V. STRATEGY IMPLICATIONS

The market analysis suggests that the Greenville revitalization area has received very little of the total development occurring in the City of Greenville and Pitt County due to the perception of a poor development climate in the core city. As a result, the dominant land uses in the revitalization area which includes the downtown, are single-family residential, marginal commercial, and vacant land. At the same time, input from meetings with the community suggests that all of



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the problems facing the revitalization area, especially in the West Greenville neighborhoods, need strategies that are much broader than the limited purview of the market analysis.

As a result of this need, a broader community development experience has been used to identify a set of goals, principles, strategies, and projects that may prove important in moving forward the improvement of the revitalization area with an emphasis on the center city and the West Greenville neighborhoods.

However, we have been informed by the City planning staff that local developers have indicated vacancy rates for multi-family housing to be as high as 20%. If these estimates are accurate, the housing program should proceed with caution until such time as the vacancy rates decline to an acceptable level.

IMPLICIT GOALS

The review of previous reports and documents, the assessment of proposed projects, and the discussions with City staff have suggested that certain goals and objectives be implicit for revitalization area community/economic development strategy. Among them are the following:

1. Increase the economic competitiveness of the revitalization area as it relates to other areas of the City and Pitt County.

2. Reposition and revitalize the downtown as a new and vibrant activity center for the city and the region.
3. Maintain the integrity of West Greenville as a predominantly African-American community while positioning it as a residential neighborhood for new growth and revitalization.
4. Improve the physical and social environment of the revitalization area to make the area more attractive to outside investment, including competitive residential expansion and to improve the quality of life of existing residents, with an emphasis on the 45 block redevelopment area as the starting point.

RECOMMENDATIONS

The recommendations needed to achieve these revitalization area goals can be grouped into three categories: employment, housing and support services.

Employment -The main recommendations for employment are as follows:

- Expand existing businesses, especially in the downtown and in the West Greenville neighborhoods.
- Expand the number of small businesses located in the revitalization area.



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- Initiate new business development and job opportunities through the creation of employment centers both inside and outside of the revitalization area that are well conceived, with strong access.
- Develop the revitalization area as a mixed-use community with residential, commercial and entertainment uses.
- Attract a diversity of public and private users for commercial space located in the revitalization area to establish a stable employment base.

Housing - Housing recommendations identified for the revitalization area include the following:

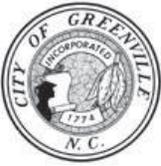
- Provide infrastructure improvements to encourage single family housing development.
- Emphasize residential development for the revitalization area, focusing on new neighborhood clusters with single-family housing as mixed income neighborhoods.
- Diversify housing options, particularly for the middle- and upper-income ranges to retain existing residents who require higher quality housing and to attract new residents.
- Increase the supply of quality housing units to encourage residential expansion and retain and

attract the East Carolina University student population.

- Continue the process of renovating or clearing blighted residential or commercial structures and replacing them with new or rehabilitated quality housing. This is particularly important on the Tenth Street, Martin Luther King, Jr. Drive, and Dickinson Avenue corridors.
- Provide affordable housing opportunities for senior citizens and low-income families within the context of developing mixed-income communities to allow these groups to stay in the neighborhoods.

Support Services - Support services include both retail to serve residents, and business support functions such as copy shops and professional offices. These are a vital part of a healthy economic mix. The recommendations for support services include the following:

- Revitalize existing support services.
- Expand the level of existing convenience goods and services to meet the needs of new residential and employment-based development.
- Improve the quality of convenience goods, shopper's goods and services in the revitalization area.
- Expand the eating, drinking and entertainment activities in the revitalization area, especially in the downtown, by appealing to a broader market segment. This



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requires a diversity of business formats which will attract health care professionals, and University faculty, administrators, and staff to the downtown.

In addition to the recommendations outlined here, an emphasis should be placed on improving the overall security of the community. The action plans and strategy approaches that follow are designed to best address the economic and community goals and recommendations identified here. The redevelopment strategies are based on several important underlying principles.

PRINCIPLES UNDERLYING REDEVELOPMENT STRATEGIES

These principles are based upon some practical concepts that should underlie the further redevelopment of the revitalization area. These principles include the following:

1. **Identify Development Targets.** To identify those specific economic activities for which the revitalization area can effectively compete within the City and the rest of the county (housing, eating and drinking, and entertainment).
2. **Utilize Assets.** To make maximum use of the diverse assets that the revitalization area has within its boundaries—people, vacant land resources, East Carolina University, local government support, and organizational capabilities.
3. **Foster Public-Private Ventures and University Collaboration.** To devise and fully use new tools, techniques and methods for generating public-private ventures and university collaboration in the development process.
4. **Remove Disincentives.** To identify and remove the disincentives that discourage private business decisions to invest in the area.
5. **Create New Incentives.** To identify the high leverage incentives that will develop the critical momentum needed to “jump start” development in the revitalization area.
6. **Encourage Activity Linkages.** To recognize the catalytic affects of the proper physical interrelationship and “critical mass” among economic activities and to cast specific action programs within the framework of practical physical plans that can be implemented.
7. **Remove Blighting Influences.** To recognize the negative impact of incompatible uses and blighted physical conditions on the investment and development climate, especially as they relate to the Martin Luther King, Jr. Drive corridor. This should include improvement of streetscape and infrastructure to encourage new investment.



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8. **Recognize Intangible Values.** Beyond any and all specific strategies for development, to put a continual emphasis on the intangible values of the “good community” representing acceptable quality of life standards.

STRATEGIES

The specific recommended development strategies attempt to incorporate these principles in concrete action proposals. They are designed to deal with both problems and opportunities that are evident. They become very much a matter of organizing the public and private resources within the City of Greenville to maximize the potential of the revitalization area.

In light of the current market conditions and the area’s past private investment history, it is clear that positive interventions have to be made in the daily workings of the marketplace. These interventions must provide public incentives to support the generation of new private investment in the revitalization area. This action requires a clear understanding of what types of investments can be made, where investments can be made with a limited amount of “red tape”, and what type of public investments that are likely to be made in support of private investments.

The strategies set forth below incorporate the development principles stated above. The strategies have been organized into three main categories: job generation, employment and training, and community development.

Job Generation Strategies

1. **Enhance Industrial/Distribution Employments.** Initiate the expansion of the employment base of the revitalization area through the recruitment of new businesses and the development of light/manufacturing and distribution parks throughout the City with businesses that meet the skill levels of the entire labor force available in Greenville.
2. **Enhance Office Employment.** Initiate actions designed to increase office employment in the downtown. This will include the development of offices over the stores where economically practical.
3. **Encourage Small Business Development.** Expand efforts for small business development through the creation of financial resource pools and expanded business technical assistance to increase the birth rate of small businesses in the downtown and revitalization area.

Employment and Training Strategies

1. **Create Business Linkages.** Create linkages between public, private, hospital, and university business development activities and programs to train and place the unemployed and underemployed.
2. **Create Training Partnerships.** Create joint efforts with the county school system and Pitt Community College to provide vocational and technical training in the revitalization area in partnership with community organizations.



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Community Development Strategies

1. **Encourage Neighborhood Revitalization.** Initiate efforts to revitalize existing neighborhoods such as West Greenville with emphasis on the redevelopment and revitalization of Martin Luther King, Jr. Drive and redevelopment of the 45 block Community Development Block Grant revitalization area.
2. **Continue to Improve Infrastructure.** Coordinate efforts to expand and improve the revitalization area infrastructure, giving priority to areas offering high development or revitalization potential.
3. **Develop Community Facilities/Support Services.** Ensure that community and support service facilities in revitalization area are provided at the same level as in other neighborhoods in the city and county and assure that a high quality of life is developed and maintained.
4. **Enhance the Housing/Residential Development.** Initiate the development of 1350 new or renovated housing units in the West Greenville area and 2700 housing units in the downtown center over the 15 year implementation period.
5. **Establish a Marketing Program.** Initiate a marketing program that includes brochures and special events designed to promote the revitalization

area and downtown Greenville as a good location for business and as a quality residential area.

MARKETING PROGRAM

Economic development is about more than just adding or improving some businesses. It is also about creating an attractive image that entices families and businesses to consider and locate in the targeted area. This is especially important in a more mature locality where an image is already established, but needs to be repaired. Transforming an image can be difficult; it requires serious attention to marketing and promotion.

In the case of the revitalization area, the new image must be attractive to middle and upper income households, to developers, and to new businesses. The revitalization area's strengths include its location adjacent to the University and its accessibility to the broader region. On the other hand, the area is perceived as a low-income area with higher crime than other areas, and with a downtown that has been struggling to maintain its viability given the massive amount of commercial development that has been created along Memorial Drive, Arlington Boulevard, and Greenville Boulevard.

The marketing and promotional strategy should be based on the concept that revitalization area is a heterogeneous community that is a vital part of the larger Greenville community. A professional firm should be retained with the capability to create the proper message, to design the required slogans and logos, and to create the brochures and



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other communication tools needed to market the area. The marketing strategy outlined in this section is designed to emphasize the strengths of the area and address the weaknesses of the area in order to send out a consistent positive message to the broader community and to stimulate private reinvestment.

CATALYTIC PROJECTS

All catalytic projects should be based on their capability to implement one of the following broad concepts which are at the core of this revitalization plan:

- Construction of the Tenth Street Connector and redevelopment of this corridor.
- The redevelopment and revitalization of center city Greenville.
- The redevelopment of the 45 block CDBG Revitalization Area.
- The reconstruction of Martin Luther King, Jr. Drive as a single family residential corridor requiring the relocation of existing retail and service businesses.

The market analysis strongly indicates that housing has the best chance of driving the market in the revitalization area. Since we strongly believe that neighborhoods are revitalized one project at a time, with projects supported by market demand, it clearly follows that several catalytic

projects in the housing category should be developed. It is also clear that several commercial projects should be developed with at least one in the downtown and one in support of the business relocation effort from Martin Luther King, Jr. Drive. Finally, an entertainment project should be implemented as discussed herein.

Below is a summary of projects that can be supported by either the current market findings herein or through available subsidies.

Housing

The market analysis supports a range of housing initiatives including market rate ownership and rental, subsidized affordable ownership and rental housing, and specialized housing for senior citizens requiring support for independently living. It is in this context that we recommend the following projects:

- Infill housing over the stores in the downtown targeted toward students and other single university employees that do not exceed 20 units annually.
- Market rate housing units in West Greenville in the area of Bancroft Drive not to exceed 30 units annually.
- An independent living senior citizens project not to exceed 120 units.



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- An infill-housing program of market rate units in clusters within the 45-block CDBG Revitalization Area.
- An affordable housing program strategically developed to foster mixed income communities.
- A 120-unit tax credit rental housing development with amenities that include a clubhouse and swimming pool.

Retail Development

Retail development must be handled skillfully because of the intense competition in the market and the absence of much potential to attract major retail anchors with the possible exception of an additional supermarket. However, notwithstanding these limitations, we have come to conclude that there is sufficient market demand to support the following projects:

- New retail infill in the downtown consisting of general merchandise, women's ready to wear, furniture and accessory items, targeted to the university community and nearby downtown residential population not to exceed 20,000-25,000 square feet annually. It should be located primarily on Evans Street between Third and Fifth Streets.
- A new retail complex of approximately 30,000 square

feet to be located in the Tenth Street Connector Corridor between Chestnut Street and Myrtle Street. To the maximum extent possible, this facility should be used to relocate viable retail businesses from the Martin Luther King, Jr. Drive corridor.

Eating, Drinking and Entertainment

Eating, drinking and entertainment can bring life and viability to downtown Greenville and to other locations within the revitalization area. In the entertainment demand analysis, four scenarios were outlined that might be implemented, in part or in whole, to expand the entertainment opportunities of the downtown. In this effort, a key objective should be to capture the potential market of University sports fans who come close by the revitalization area to attend these sporting events. A local determination should be made as to which approach would best achieve the local vision of the future of the downtown.



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Redevelopment Commission
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I. THE CONCEPT

This Revitalization Plan faces the challenge of bridging the urban renewal era of downtown planning and redevelopment with the more recent downtown development and planning principles. This Plan, shown on Maps 3.1 and 3.2, also sets forth the direction for public / private partnerships which will complete and protect the investments which are now in place.

The Conceptual Plan, Map 3.1, focuses primarily on the physical development issues in the center city. Specific areas of emphasis include: traffic patterns and parking, land use, zoning, public improvements, and design guidelines.

In order to protect, enhance, and promote those elements that are unique to downtown Greenville, the following objectives should be met:

1. Maximize vehicular and pedestrian access and circulation.
2. Continue present land use with emphasis on mixed-use developments including urban residential, specialty retail, entertainment, cultural, educational, (ECU), and municipal uses.
3. Expand and define the boundaries of downtown to connect to the residential neighborhoods both east and west of the center city.

4. Improve the visual and functional image of the center city and West Greenville by elimination or relocation of non-conforming uses.
5. Promote joint opportunities for quality development which enhance the growth, image, and identity of downtown Greenville and East Carolina University.
6. Balance the small town character with the big city intensity generated by the new residential, entertainment, educational, or hotel uses. Limit large scale development to major activity nodes or key predetermined sites.
7. Increase the amount of open space in the downtown with emphasis on public access to the Town Common.
8. Increase the scope of uses and activities in the downtown to create night and weekend activity.

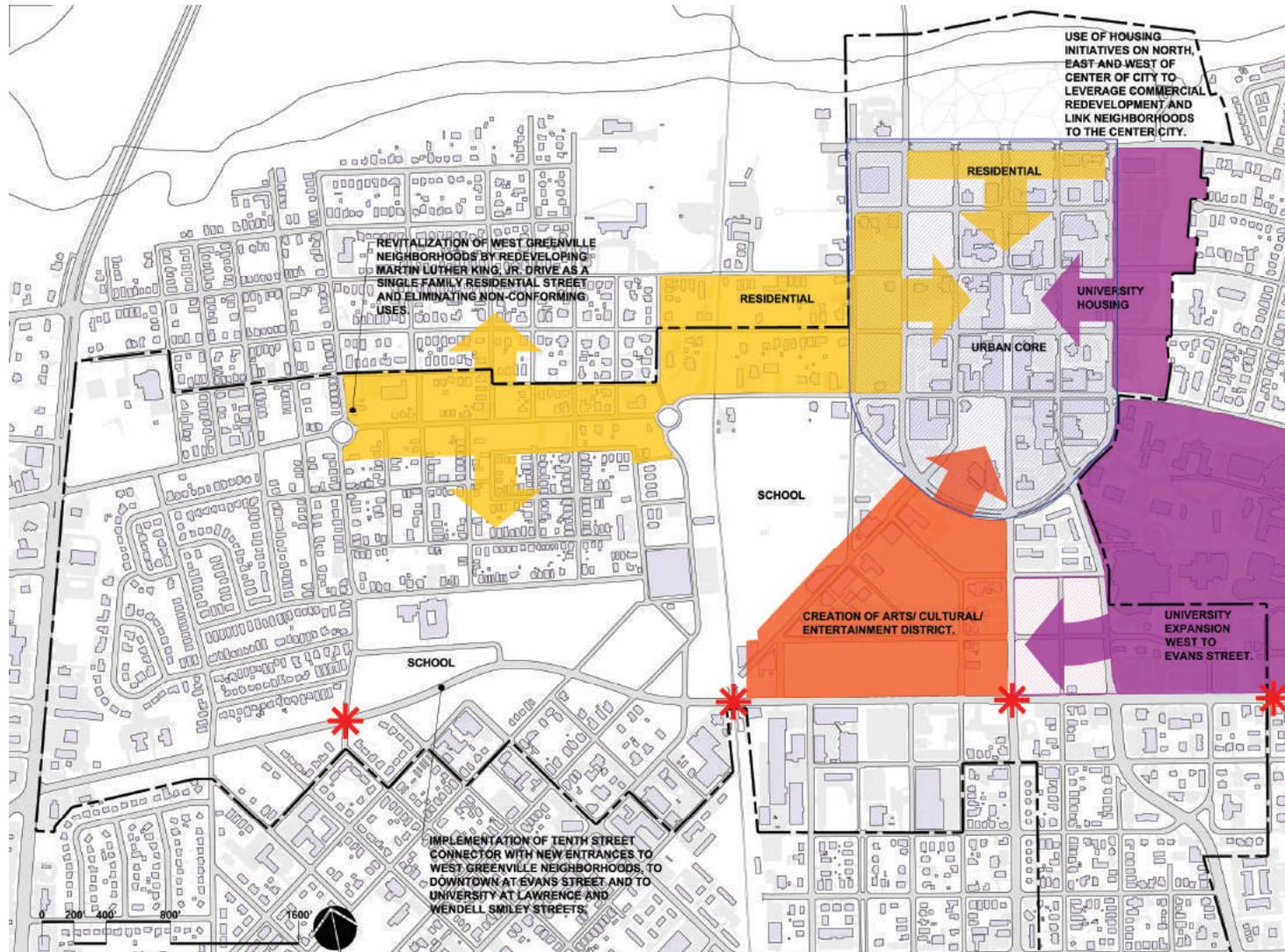
As automotive access to the center city is improved by construction of the Tenth Street Connector as a major thoroughfare and as traffic volumes increase, attention must be given to maintain the quality of the pedestrian circulation and pedestrian / automotive intersections.

The Tenth Street Corridor will have the following important intersections along its route through the center city of Greenville:



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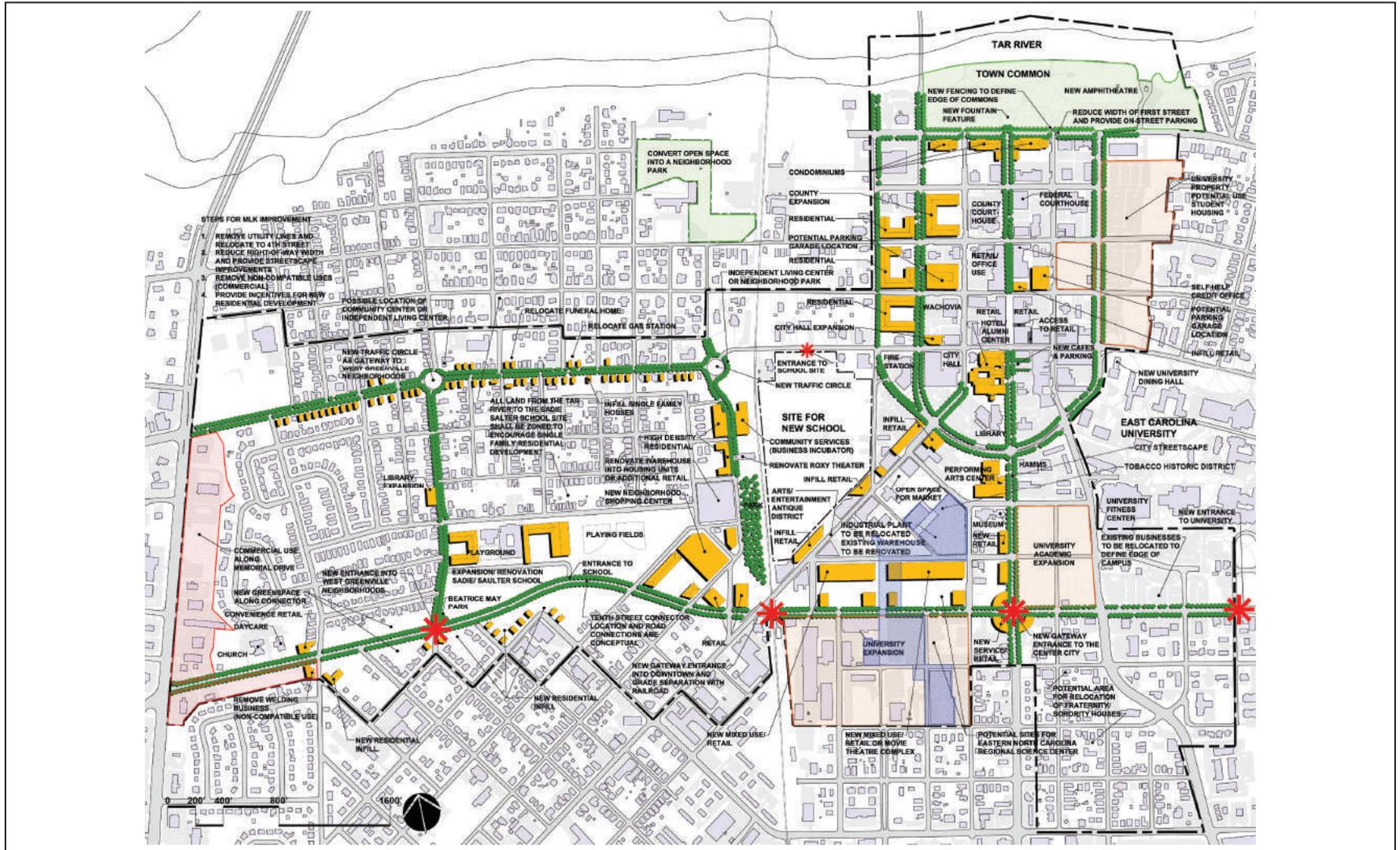


Map 3.1: Conceptual Plan



The Center City - West Greenville Revitalization Plan

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Map 3.2: Redevelopment Plan



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- Tyson Street as the new gateway entrance to the West Greenville neighborhoods.
- Chestnut Street as the location of a new shopping node for the West Greenville neighborhoods. See Figure 3.1.
- Underpass at the Seaboard Coast Line Railroad recommended as the new gateway entrance to the center city. An alternate design maintaining Dickinson Avenue as a through street is also shown. See Figure 3. 2.
- Evans Street as the main entrance to the downtown core from the south. See Figures 3.3 and 3.4.
- Lawrence Street as the new entrance to the East Carolina University campus. See Figure 3.5.

Tenth Street must be carefully designed to minimize conflicts between pedestrian traffic moving to the downtown core and the University, and automotive traffic moving east and west through the downtown. At these and other key intersections, special pavement at pedestrian crossings, landscaping, traffic signals, and signage must be used to improve the quality of pedestrian circulation. At present , conditions along Farmville Boulevard including incompatible land uses, overhead power lines, and poor landscaping.

This intersection of Tenth Street with Dickinson Avenue and the Seaboard Coast Line Railroad will be studied by

the engineering firm hired by the City to develop the design for the Tenth Street Connector. The design for Tenth Street may require this road to be an overpass at this location. However, the overpass will negatively impact the City's ability to develop a much greater area on each side of the Connector in this area and therefore, is not recommended. As the design is developed, it will be important to try to maintain Dickinson Avenue as a through street without negatively impacting the design of this gateway by forcing Tenth Street to be an overpass.

The completion of the Tenth Street Connector should be used as the opportunity to change Martin Luther King, Jr. Drive from a major thoroughfare to a neighborhood collector street. The right of way should be reduced to increase the width of the streetscape along each side of the street and provide opportunities to improve the image of this residential area. Traffic circles are proposed at the intersections with Fourteenth Avenue and Albemarle Streets to calm traffic and eliminate transient vehicles from the area.

Access to the downtown core from Dickinson Avenue and Charles Boulevard must be de-emphasized by traffic control devices. The historical character of Dickinson Avenue and its proposed use as an arts district should be geared to pedestrian traffic as indicated in Figure 3.2. Access to the downtown core and its concentration of retail uses via Farmville Boulevard and Evans Street should be encouraged by traffic control devices and streetscape improvements. Figure 3.4 shows the character of the retail core on Evans Street in the center city.



The Center City - West Greenville Revitalization Plan

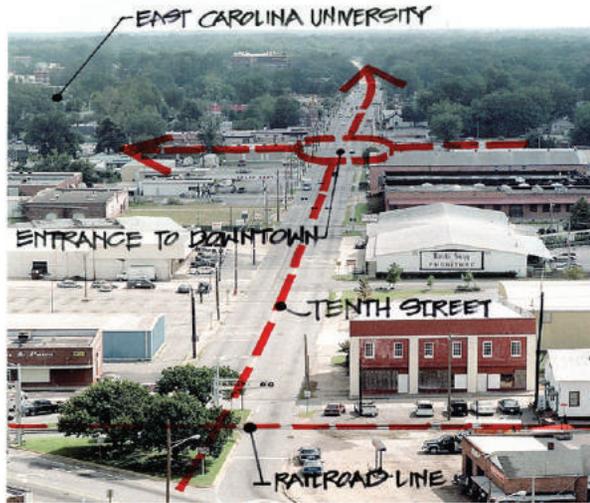
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Figure 3.1: West Tenth Street Commercial Node



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Before



Alternate Tenth Street Bridge Design



After

Figure 3.2 West Tenth Street Bridge Designs



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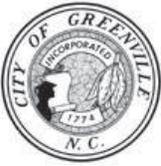


Street lights should be compatible with historic fixtures used in the downtown core.

This entrance will be the main gateway into the downtown core. The street will be narrowed to provide a center median.

Buildings along this corridor should be built to the property line.

Figure 3.3: Intersection at Evans and Tenth Streets



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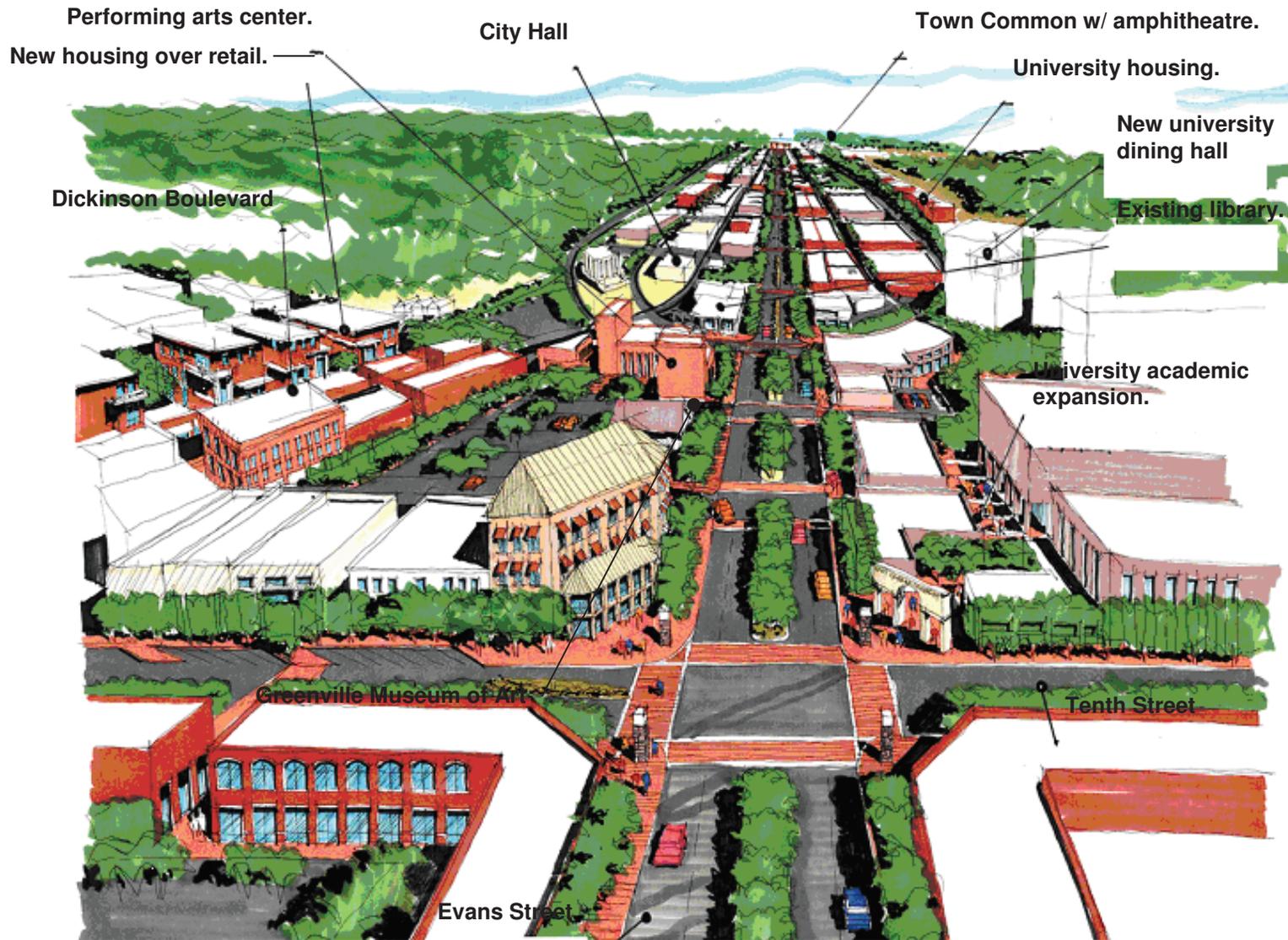


Figure 3.4: New Gateway Entrance to Downtown on Evans Street



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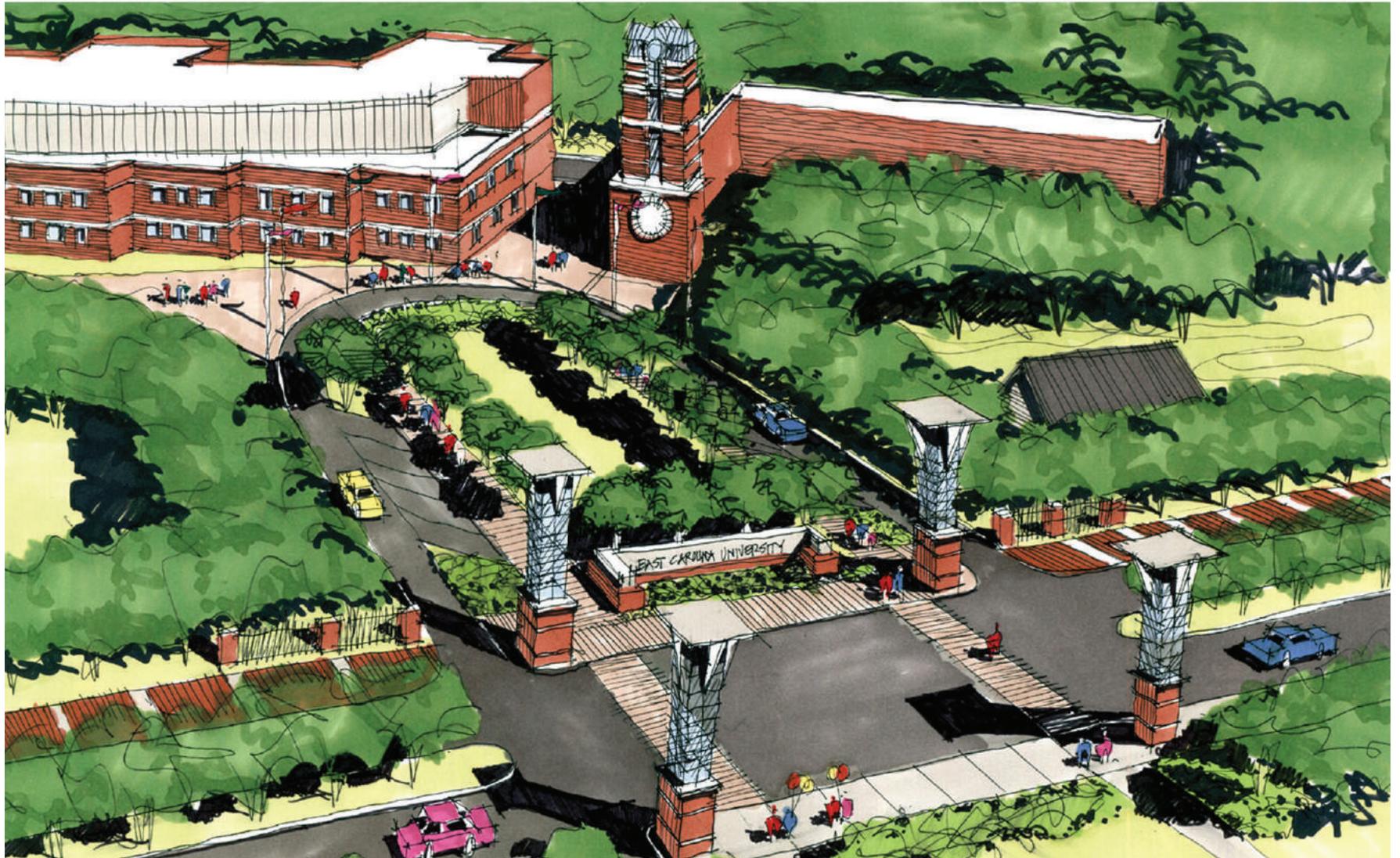


Figure 3.5: Proposed Tenth Street Entrance to East Carolina University



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Figure 3.6: View north on Evans Street

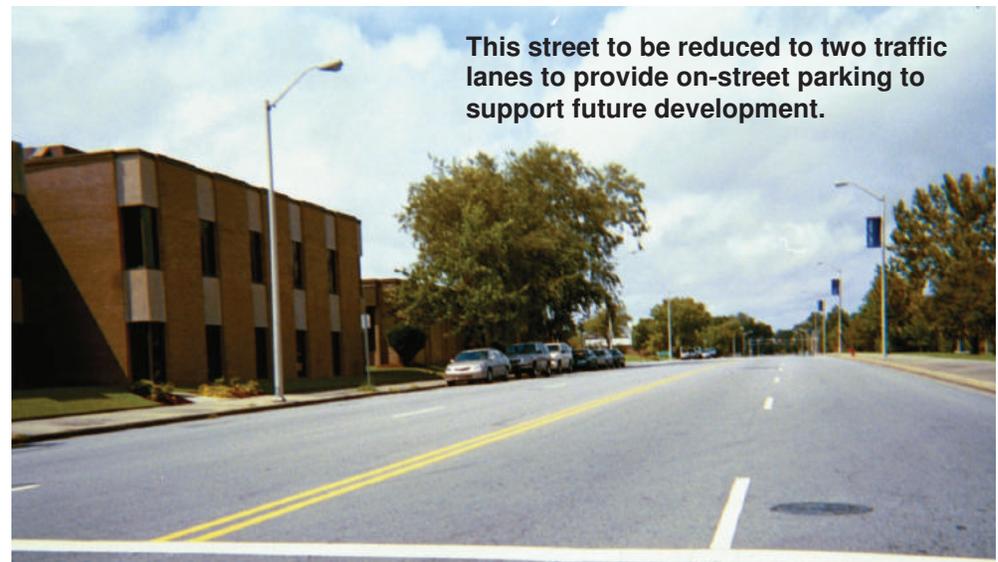


Figure 3.7: View west on First Street



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Due to the low traffic volumes on First Street, this street should be reduced from 4 lanes to 2 lanes and angle parking added on both sides of the street. These 175 additional spaces should be used to support public activities in the Town Common and provide overflow parking the County and Federal Courthouses. Refer to Map 3.2 and Figure 3.7 for the changes recommended in this area.

Current alternatives to improve parking in the center city include working with downtown land owners to better utilize parking resources, including relocation of employee parking to provide more visitor parking in key commercial areas and create additional on-street and surface lots for visitor and employee parking such as along First Street or on the two blocks bounded by Third, Greene, Fifth, and Pitt Streets.

The present costs and parking demands do not currently justify the construction of new parking garages. However, future garages should be planned primarily for locations that will leverage proposed new developments. Several potential sites have been indicated on Map 3.2, including the east side of the block bounded by Third, Evans, Fourth, and Cotanche Streets. This site will help leverage the Self-Help Office Building, other retail/entertainment uses on Evans Street, and future development by the University of its property to the east of this block. A second site should be selected to help leverage development of a mixed-use office/hotel complex on the site of the Humber House. These decks should be designed to house future ground

floor retail along the street frontage, if practical.

An intermodal transportation center has been discussed for the center city. This facility will provide a central hub location from which all forms of public transportation will operate and create opportunities for connection to other modes of transportation including regional systems. Potential users may include Greenville Area Transit (GREAT), Pitt Area Transit (PATS), East Carolina University Student Transit Authority (ECUSTA), Greyhound/Carolina Trailways, taxis, hotel and airport courtesy vans, and in the future, passenger rail service. In addition, it will serve as a primary transfer point for public transportation service and provide bicycle and pedestrian connections. Intermodal transportation centers have also been built in downtowns around the country as catalysts for economic development.

Typically, these facilities are located in downtown areas serving as a primary point of destination from which pedestrians will walk to their final destination or transfer to an alternative mode of transportation to continue their travels. Currently, GREAT's primary transfer point is located in the downtown area a few blocks from one of ECUSTA's primary transfer points at Mendenhall. Most taxi services and the Greyhound/Carolina Trailways Depot are located in or very near the downtown area. A single facility centrally located in Greenville would offer citizens and visitors an opportunity to access any form of public transportation as they travel throughout Greenville and the region. It also would serve as a means of connecting the East Carolina University campus and the medical school campus at the hospital. With the hope of



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regaining the passenger rail transportation that once served Greenville, locating the facility adjacent to an existing rail line such as the Seaboard Coast Line Railroad would be preferable. The City will be seeking the services of a consultant to study the feasibility to determine the need and possible location for an Intermodal Transportation Center.

II. TRAFFIC AND PARKING RECOMMENDATIONS

The existing traffic patterns are delineated on Map 1.3. Based on these patterns, the conceptual plan was developed to accomplish the following objectives:

1. Complete the Tenth Street Connector. Figure 3.8 shows the existing conditions which will need significant work to create proper image for this major entrance to the downtown.
2. Change Martin Luther King, Jr. Drive to a neighborhood collector and consider traffic circles at each end.
3. Improve the key Tenth Street corridor intersections to leverage development on this major east-west thoroughfare.
4. Reestablish Evans Street as the major route into the center city from the south.
5. De-emphasize Dickinson Avenue as a major entrance into the downtown due to its size and image.

6. Establish potential locations for surface and on-street parking to support currently proposed downtown development.
7. Reduce the width of First Street and provide on street parking.
8. Provide on-street parking on Reade Circle adjacent to the University.
9. Land bank property for two future recommended parking garage sites.
10. Improve pedestrian circulation systems in the downtown core including linkages between the center city and the University. A prime example is the creation of pedestrian alleyways to provide access from parking lots to the shopping streets as shown in Figure 3.9.

III. LAND USE RECOMMENDATIONS

The future land use for the center city, delineated on Map 3.3, was developed to address the following objectives:

- Emphasis on joint use projects driven by the University's growth and leveraging other related private development for the City.
- Expansion of the boundaries of the downtown core to connect to the residential neighborhoods east and west



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of the center city.

- Creation of commercial development along the major road corridors such as Tenth Street and Evans Street.
- Improvement of the open space in the Town Common to leverage other adjacent residential and commercial projects.
- Increase of the density and the scope of land use in the downtown core to create night and weekend activity.
- Removal of incompatible uses from the area to encourage future investment.

The proposed future land use and zoning change recommendations to support these objectives are shown on Maps 3.3 and 3.4. The future land use plan has the following features:

- Encouragement of infill retail and entertainment uses along Evans Street and the key parcels on the Tenth Street corridor to provide critical mass and choices for the patrons of the center city. The existing bars in the area must be upgraded in both quality and image to support additional commercial development. One of the projects proposed for this use is a mixed use project consisting of an inn, University alumni center, and office building.

- Provision of space for University academic expansion into the four block area bounded by Eighth, Cotanche, Tenth, and Evans Streets.
- Development of an active recreational use for the Town Common to bring visitors to the downtown. It should be located at the north end of Evans Street as a focal point for the retail corridor. The edges of the Common must be defined to create a greater sense of security for this open space. See Figure 3.16 for a proposed active use of the Common.
- Development of medium to high density residential units south of First Street leveraged by the investment in the Common. See Map 3.2. The existing conditions at this intersection are shown on Figure 3.7
- Development of University student housing on University property on either side of Reade Street from First Street to Fifth Street. Although this use has not been approved by the University, we believe it will provide a critical link from the downtown core to the neighborhood to the east. It will also provide a great deal of “body heat” for the commercial uses in the center city and reduce the automobile trips in the area. This development will be supported by the new University dining hall being constructed in the southeast corner of the intersection of Fifth and Reade Streets.
- Development of a City governmental center on the



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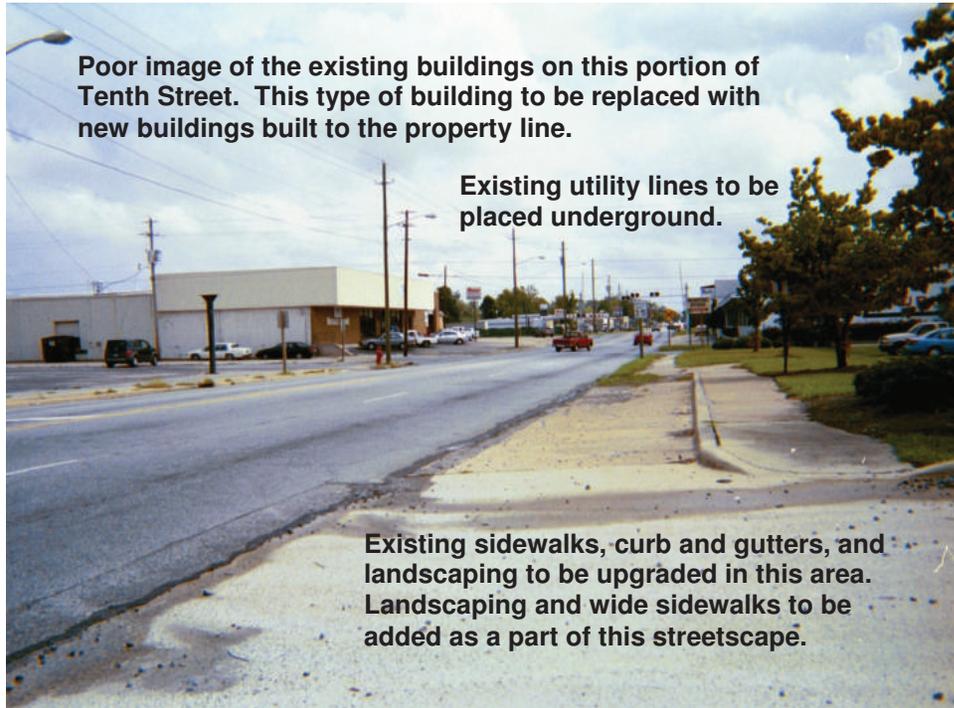


Figure 3.8: View east on Tenth Street

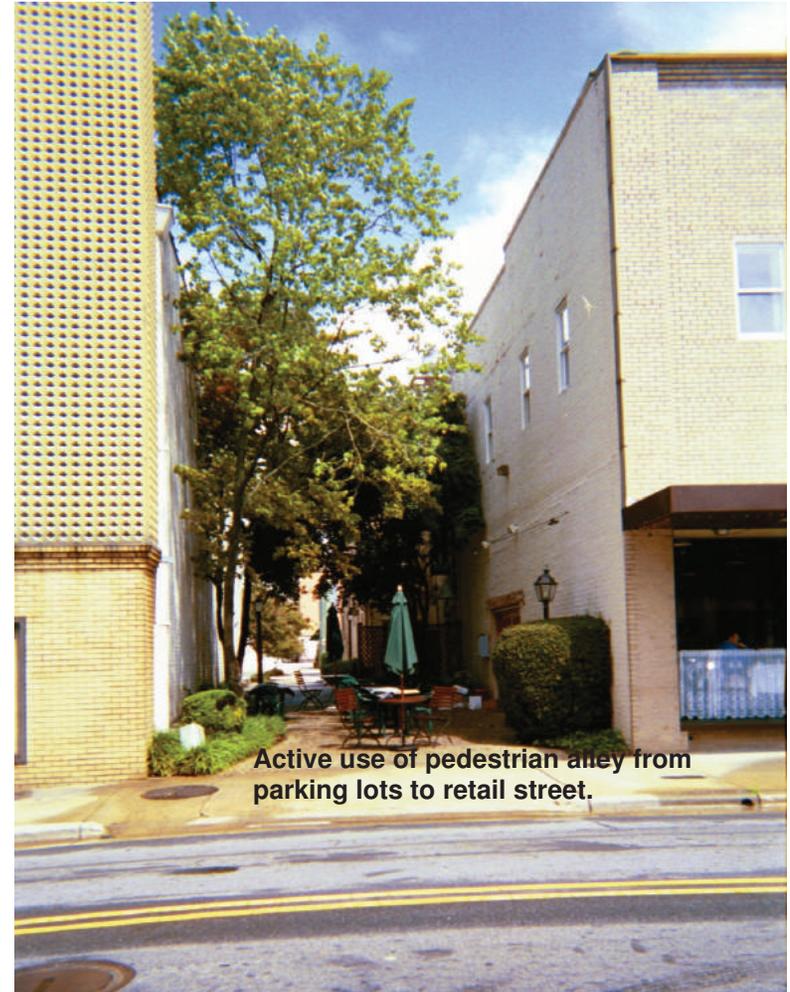
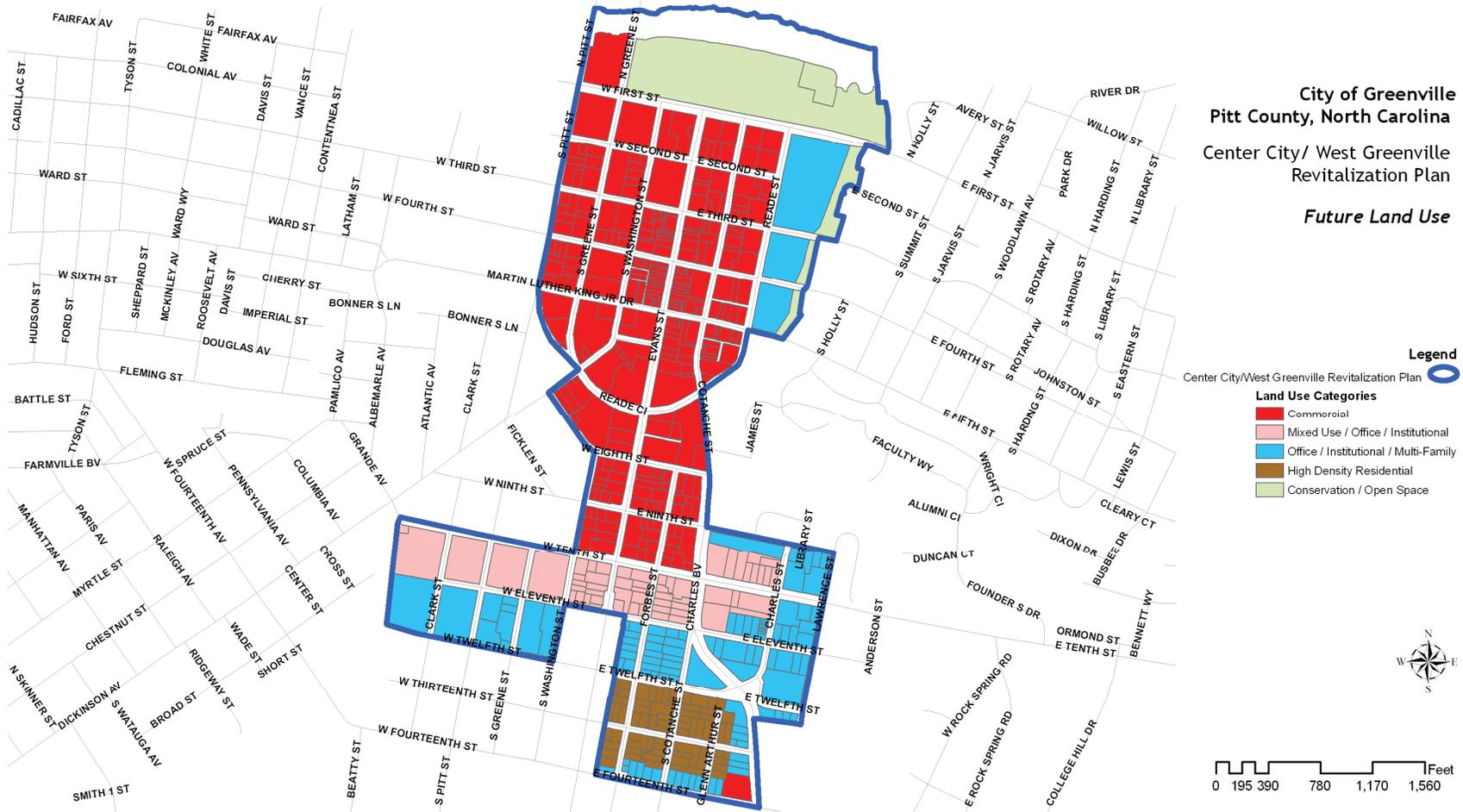


Figure 3.9: Alley next to Starlight Cafe



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Map 3.3: Future Center City Land Use



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block bounded by Martin Luther King, Jr. Drive, Greene Street, Fourth Street, and Washington Street. The City is currently planning an expansion of the Greenville Utilities Commission (GUC) building as a new City Hall. See Figures 3.16 GUC is moving into the adjacent Wachovia Bank Building, Figure 3.17

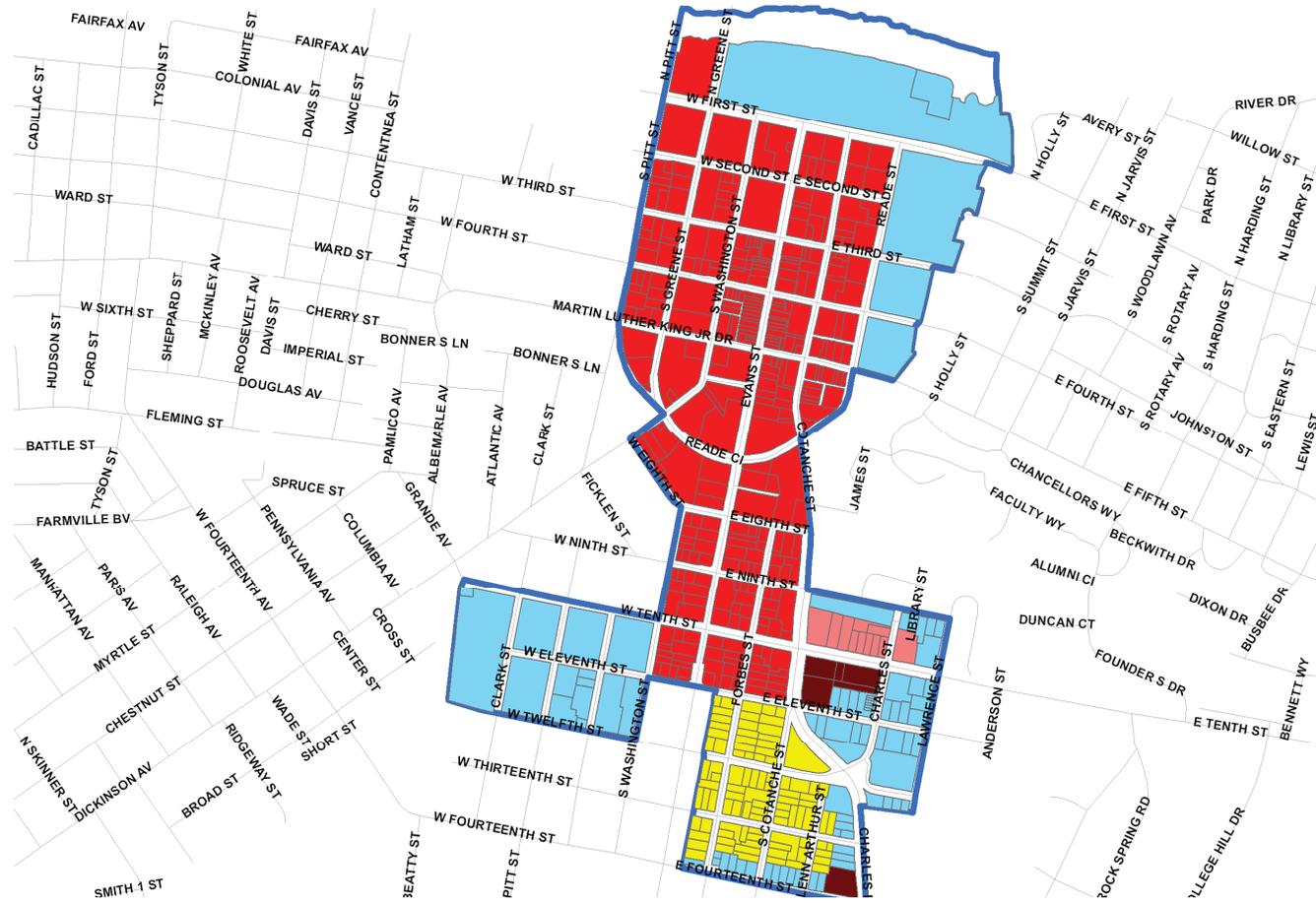
- Development of a new county governmental building on the block immediately west of the Pitt County Courthouse to leverage additional related office space and “body heat” in the downtown core. The existing courthouse is shown on Figure 3.14 Although this proposed office building has not been approved by the County, it is a logical move since the County has recently renovated and expanded its Courthouse and since City government has made its commitment to the vitality of the downtown core.
- Development of additional medium density residential uses on the west side of the commercial core on the blocks bounded by Third, Greene, Fifth, and Pitt Streets. This development could be part of a high density mixed income project similar to those currently being developed in many other medium sized cities. This use will provide a critical link from the downtown core to the neighborhoods to the west. It will also leverage a great deal of “body heat” for the commercial uses in the center city and reduce the automobile trips in the area.
- Development of an arts and science / cultural / entertainment district in the area bounded by Dickinson Avenue, Reade Circle, Evans Street, and Tenth Street. This will require relocation of the UNX Chemical facility to a more compatible site. In addition, several other automotive related uses along Tenth Street and Dickinson Avenue should, over time, be relocated. The suggested uses for this area to provide critical mass to provide critical mass to the existing Museum of Art and the County Library include a Performing Arts Center and the Eastern North Carolina Regional Science Center or a theatre complex. See Figure 3.18. Selective demolition of non-historic sections of the existing UNX facility could provide a large surface parking area to support the high intensity uses around the perimeter of this area. The traffic generated by these facilities will further support the commercial uses in the downtown core.

The Dickinson Avenue corridor should be developed as a specialty retail or arts district. The pedestrian scale of the street and the quality of the historic buildings provide an excellent infrastructure for this proposed development. The intent of the Plan is renovate or restore the historic buildings in accordance with the guidelines from the Department of the Interiors and the State of North Carolina. The incentive to renovate these historic buildings is the 20% tax credit that can be achieved. See Figure 3.19 for an overall view of the corridor and Figure 3.20 for typical recommended façade improvements for buildings in the center city. Figures 3.21 – 3.23 provide examples of excellent and poor



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Pitt County, North Carolina
Center City/ West Greenville
Revitalization Plan

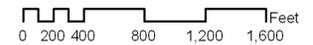
Future Zoning

Legend

Center City/West Greenville Revitalization Plan

Zoning Categories

- CD
- CDF
- CG
- OR
- R6



Map 3.4 Center City Zoning



WEST GREENVILLE CERTIFIED REDEVELOPMENT AREA PLAN

I. INTRODUCTION

Although the history of the West Greenville area and its residents is not well documented, it is clear that the area and its citizens have provided significant contributions to the culture and the growth of Greenville. Further, West Greenville has been the traditional heart of the city's African-American community. Based on occupations recorded in Greenville City Directories from the late 19th Century and first half of the 20th century, it is evident that many African-Americans worked as laborers, carpenters, domestics, factory workers, porters, plasterers, cooks, and laundresses.



Educators in West Greenville Circa the 1930's
Photo Courtesy of ECMC & Candace Pearce



Midwives from West Greenville Circa 1951
Photo Courtesy of ECMC & Candace Pearce

Some West Greenville residents were professionals in the broader community while others were employed by African-American businesses in West Greenville. Such jobs included educators, preachers, midwives, shop keepers, and nurses.

Based on this history, it is vital that West Greenville be preserved and protected as a traditional African-American neighborhood with opportunities for quality and affordable housing, for multi-generational recreation and for diverse



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employment and business opportunities. As such, the guiding principle of this Redevelopment Plan is the revitalization of West Greenville in order to better serve its long-standing and historical residents.

Today however, deteriorated and dilapidated structural conditions, overcrowding, and non-conforming lot layout characterize the West Greenville Certified Redevelopment Area. Furthermore, the close proximity of dwellings with commercial structures, overgrown vegetation, the cover of trees, and random collections of debris contribute to an increasingly high crime rate and further deterioration of the neighborhood morale.

The intended actions in the West Greenville area with the 45-Block Community Development Project and the wider Certified Redevelopment Plan are to build upon the strengths of the area and remove obstacles that limit the possibilities for success. The goals of the plan in this area are to increase the levels of home ownership, remove blighting influences, improve the public infrastructure, create continuous and ongoing programs with service providers to address the social issues of the community and to provide quality economic development and commercial opportunities for the area and for its residents.

Generally, every effort will be made to preserve owner occupied homes within the Certified Redevelopment Area. However, there may be cases where the

purchase of a particular property is essential to the completion of a public improvement project. In those cases, property owners will be given early notice of the need to purchase their property, will receive fair market value for their property along with any appropriate relocation assistance, and will be protected by the laws of the State of North Carolina and the United States of America to ensure that they are treated fairly.

Renters who legally reside in properties purchased within the Certified Redevelopment Plan Area will be provided with financial assistance to help them find decent and safe rental housing in a similar price range to what they were paying at the time of purchase. The City of Greenville has adopted a Residential Anti-Displacement and Relocation Plan that will be used to guide acquisition and relocation activities within the Certified Redevelopment Plan Area. A copy of the policy is included as Appendix C in this document.

This Redevelopment Plan has been prepared in accordance with G.S. 160A-513(d) which states that "The redevelopment commission's redevelopment plan shall include, without being limited to, the following:

1. The boundaries of the area, with a map showing the existing uses of the real property therein;
2. A land use plan of the area showing proposed uses following redevelopment;



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3. Standards of population densities, land coverage, and building intensities in the proposed redevelopment area;
4. A preliminary site plan of the area;
5. A statement of the proposed changes, if any, in zoning ordinances or maps;
6. A statement of any proposed changes in street layouts or street levels;
7. A statement of the estimated cost and method of financing redevelopment under the plan; provided, that where redevelopment activities are performed on the basis of annual increments, such statement to be sufficient shall set forth a schedule of the activities proposed to be undertaken during the incremental period, together with a statement of the estimated cost and method of financing such scheduled activities only;
8. A statement of such continuing controls as may be deemed necessary to effectuate the purposes of this article;
9. A statement of a feasible method proposed for the relocation of the families displaced. "

In addition to complying with G.S. 160A-513(d), this plan supports the following City of Greenville General Comprehensive Plan development policy statements:

Community Character

- To promote residential development as part of mixed-use projects downtown.
- To encourage preservation of historic buildings and areas.
- To increase neighborhood livability and property values by preserving and enhancing historic areas.

Community Facilities

- To ensure safe, livable neighborhoods.

Economy

- To create conditions favorable for healthy economic expansion in the area.
- To revitalize the downtown area

Housing

- To improve and revitalize existing neighborhoods.
- To improve, preserve, and develop residential areas



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- To increase downtown housing.
- To encourage the rehabilitation of dilapidated units and the development of vacant lots, and encourage the preservation, renovation, code enforcement, and rehabilitation of older housing stock.

Mobility

- To ensure that new development improves, not worsens, traffic and safety concerns, and is sensitive to environmental concerns.
- To preserve and protect existing and future residential neighborhoods.

Recreation & Parks

- To provide park and open space opportunities in all neighborhoods.
- To increase access to and use of recreational facilities at City parks and public schools.
- To continue to acquire more open space for the enjoyment of citizens.

Urban Form & Land Use

- To encourage a mixing of land uses.
- To encourage a diversity of housing options.
- To preserve neighborhood livability.
- To encourage infill development and discourage “leap-frog” development.
- To enhance the appearance of highway and gateway corridors.
- To provide transitional zoning between focus areas.
- To provide additional recreation land and opportunities in proximity to residential areas.
- To provide transition buffers and/or zoning between incompatible land uses.

The successful city of the future will have a vibrant central city, limit “bad” sprawl, and promote smart growth.
- William Hudnut, *Cities on the Rebound*



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In addition to the *City of Greenville Comprehensive Plan*, the City of Greenville prepared the *City of Greenville and Pitt County Home Consortium 2003-2007 Consolidated Plan* in June of 2003. The following is an excerpt from that plan:

“The Housing and Community Development Program is maneuvering through a natural and anticipated transition phase within the upcoming 5-year vision. This shift seeks to comprehensively address neighborhoods and the needs identified within these neighborhoods of Cherry View, Perkins Town, Biltmore, and Lincoln Park, that are in a state of decline and require immediate attention. There also remains a need for the continued development of affordable housing for persons of low income and those with special needs. The five-year strategy will address the following top priorities and goals:

1. Revitalization of several neighborhoods in West Greenville that are in a state of decline through:
 - A. Rehabilitation of owner occupied units.
 - B. Acquisition and demolition of dilapidated rental housing.
 - C. Acquisition of vacant parcels to assemble land for suitable building sites.
 - D. Construction of affordable housing for owner occupants in the West Greenville area.

- E. Establishing areas for the construction of quality, affordable, rental housing.
 - F. Establishing a neighborhood commercial focus area.
 - G. Preserving the historical business district along Albemarle Avenue and Martin Luther King, Jr. Drive. (Note: Adoption of the Redevelopment Plan will entail preservation of only some landmark commercial structures along Martin Luther King, Jr. Drive.)
 - H. Conversion of rental dwellings to owner occupants with down payment / secondary mortgage assistance.
 - I. Identification of infrastructure improvements.
 - J. Improving and preserving the neighborhood character.
 - K. Developing programs and services with the private sector that will aid in the success of revitalization efforts.
 - L. Landscaping/Streetscape improvements.
2. Supporting nonprofits that provide housing assistance to special needs populations, provide youth services, and encourage entrepreneurship.



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3. Providing homebuyer assistance for the first-time homebuyers through programs and structure.
4. Continuing to eliminate lead-based paint hazards in dwellings assisted with federal funding.

Considering the above listed priorities, activities will be Developed to address these needs within the identified areas. The objective of the strategy is as follows:

To begin a program of activities that will result in the revitalization of areas in portions of the Cherry View, Perkins Town, Biltmore and Lincoln Park neighborhoods following these parameters:

A. Improve but maintain neighborhood character by:

1. Retention (by current owners) and rehabilitation of as many owner-occupied units in area as possible.
2. Remove blighting structures and land uses.
3. Redevelop acquired properties for Affordable Owner-Occupied and rental housing and creation of neighborhood commercial node with positive services for the community.
4. Redevelopment must complement and protect existing homeowners in the neighborhood.

5. Make improvements to public facilities that will complement redevelopment efforts.
6. Create community focus nodes.
7. Provide for ways to work with the private sector to leverage private funds that will assist the efforts of revitalization.
8. Provide extensive code enforcement measures to insure changes.
9. Remove undesirable and dilapidated uses

B. Identify a preliminary strategy that will prioritize areas for work.

C. Identify activities and land uses that will be undertaken in the areas.

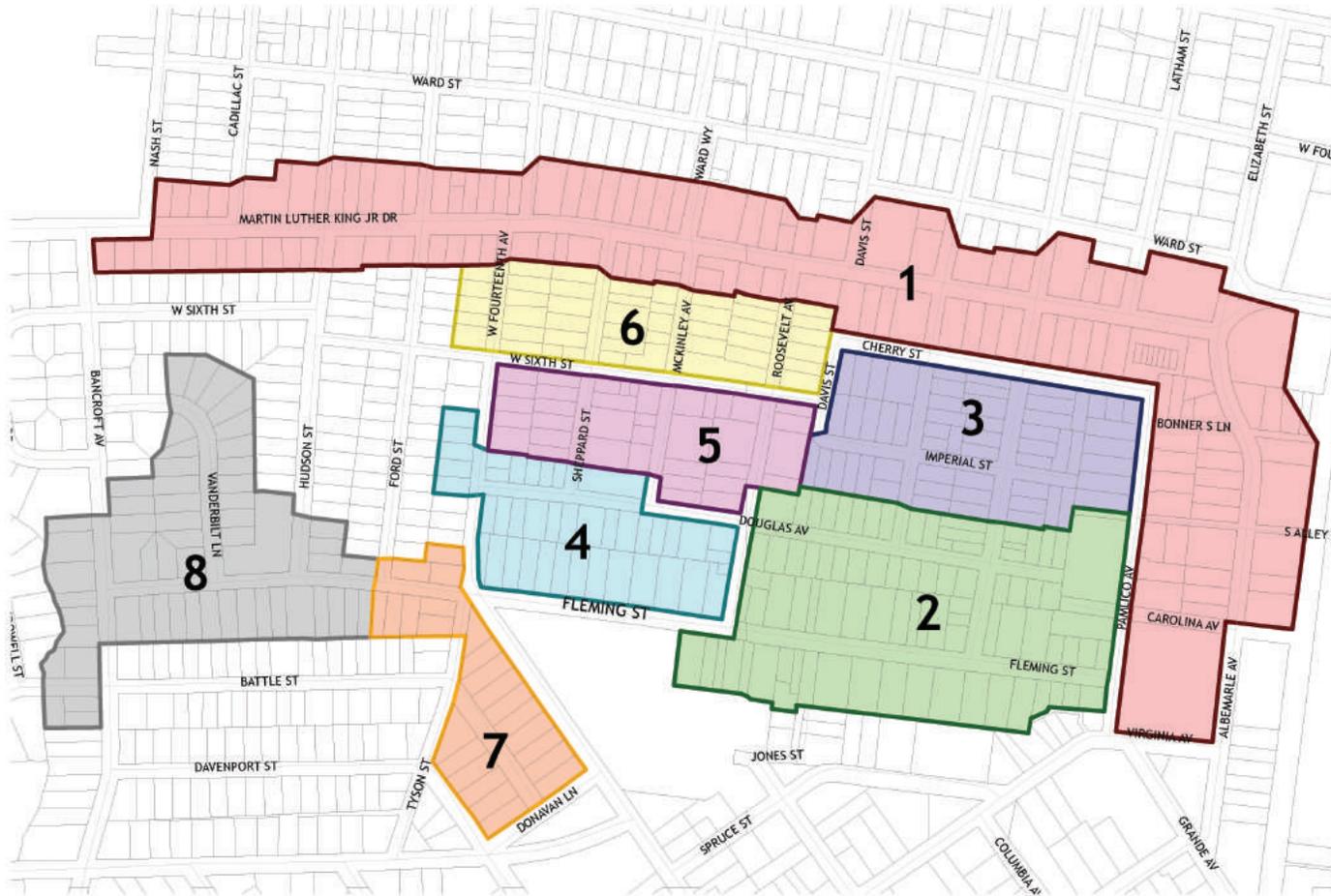
D. Provide for community involvement annually in the development of annual activities.

E. Assess the program regularly for necessary re-adjustments to activities and programs.

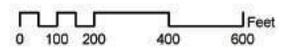
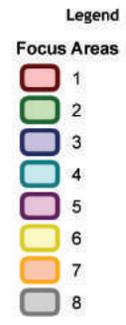
F. Network with other providers for creation of services for residents of the area.”



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville North Carolina



MAP 4.1
 City of Greenville
 Pitt County, North Carolina
 Center City/ West Greenville
 Revitalization Plan
 2003 Consolidated Plan
 Focus Areas





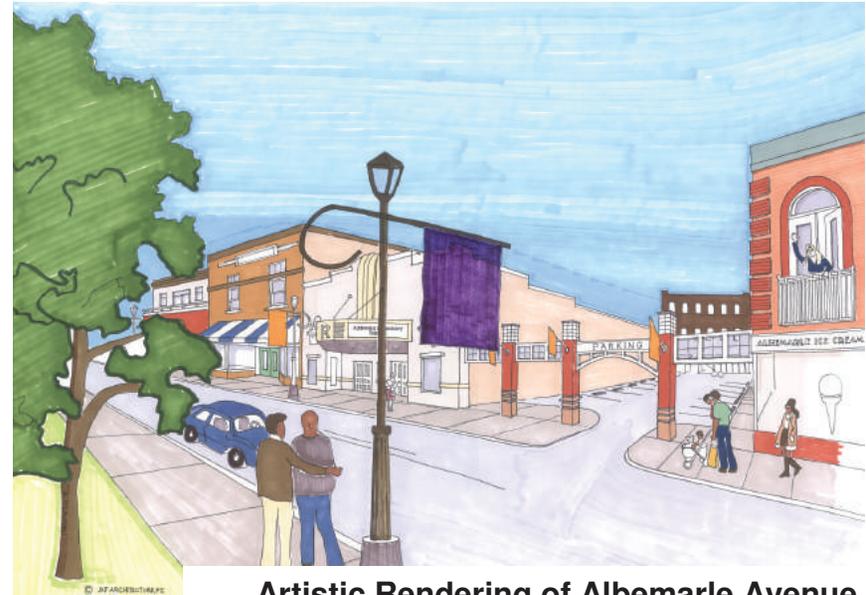
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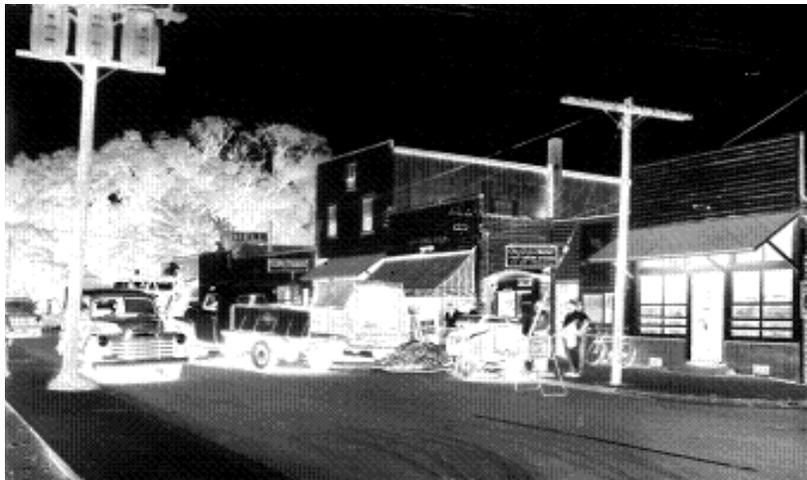
The 45-block West Greenville area is identified on Map 4.1 on page 4-7 of this Plan. (Note: This Redevelopment Plan extends beyond the area included within the 45-block West Greenville Area) The sub-neighborhood areas are described as follows:

Area 1: Martin Luther King, Jr. / Albemarle Corridors

The Martin Luther King Jr., Drive and Albemarle Avenue corridors bound the redevelopment area to the North and East. Both the Martin Luther King, Jr. and Albemarle Avenue corridors contain several historic African American businesses that remain important to the community. The corridors contain a high concentration



Artistic Rendering of Albemarle Avenue



Albemarle Avenue Circa the 1950's
Photo Courtesy of ECMC & Candace Pearce

of small businesses and a mix of rental and owner occupied housing. Each corridor is rather unique with MLK Jr. Drive serving in recent years as an artery between the Central Business District and the Medical District. Years of deterioration have created less than desirable gateways into the neighborhoods and the downtown area. It is expected that the character of these streets will change through implementation of this plan with MLK, Jr. Drive refurbished through public infrastructure and land use changes to a predominantly residential corridor inclusive of diverse housing opportunities and some office and light commercial enterprises. Albemarle Avenue will be returned to a vibrant and thriving commercial corridor.



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INFILL HOUSING WITH NO COMMERCIAL USES.

PLAYGROUND OR PUBLIC USE ON CHURCH GROUNDS TO BUILD SENSE OF COMMUNITY.

REDUCTION OF THE PAVEMENT WIDTH TO PROVIDE A LANDSCAPING STRIP ALONG SIDEWALKS.

TRAFFIC CIRCLE WITH LANDSCAPING TO DEFINE THE ENTRY TO THE NEIGHBORHOOD.

EXTENSIVE SIDEWALKS WITH LANDSCAPING STRIP FOR A WALKABLE COMMUNITY.

Artistic Rendering of Martin Luther King, Jr. Drive



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Artistic Rendering of Albemarle Avenue





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Area 2: Douglas Avenue East

The area encompassing the eastern portion of Douglas Avenue is completely residential. While a few of the homes are owner occupied, the majority of the homes are rental units. This area has experienced a high rate of deterioration due in part to residential ownership by absentee landlords. Portions of this area also about a vital asset to the community, the Sadie Saulter Elementary School. Improvements to the area will influence the vitality and growth of the school.



Artistic Rendering of Douglas Avenue

The overall goal for this area will be to increase homeownership. Dilapidated rental properties will be acquired and demolished to create build-able lots for construction of affordable housing. (Note: Implementation of the Certified Redevelopment Plan will entail the acquisition of properties south of Fleming Street for the expanded site of Sadie Saulter Elementary School.)

Area 3: Imperial Street/Vance Street

The Imperial/Vance Street area occupies the heart of the Cherry View Neighborhood. This region harbors more homeowners than do many of the other areas included within the 45-block area. Preservation and expansion of homeownership will be key in this area.

Area 4: Douglas Avenue West

The area encompassing the western portion of Douglas Avenue is completely residential. While a few of the homes are owner occupied, the majority of the homes are rental units. As with the eastern portion of Douglas Avenue, this area has also experienced a high rate of deterioration due in part to absentee landlords. The area is also adjacent to the neighborhood elementary school. The overall goal for this area will be to increase homeownership. Dilapidated rental properties will be acquired and demolished to create buildable lots for construction of affordable housing.



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Artistic Rendering of Sadie Saulter School



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Area 5: Sheppard Street/McKinley Street

The Sheppard Street/McKinley Street area is primarily residential in character. As with most of the areas within the Redevelopment Plan, there are numerous rental properties. Many of the rental properties have experienced a high degree of deterioration. In response, efforts to improve the area may include rehabilitation of owner occupied units and acquisition/demolition of dilapidated units to make lots available for new construction. The focus in this area will be to increase homeownership.

Area 6: Fourteenth Avenue/Sixth Street

The Fourteenth Avenue/Sixth Street area is primarily residential in character. As with most of the areas within the Redevelopment Plan, there are numerous rental properties. Many of the rental properties have experienced a high degree of deterioration. In response, efforts to improve the area may include rehabilitation of owner occupied units and acquisition/demolition of dilapidated units to make lots available for new construction. The focus in this area will be on providing a diverse array of residential opportunities.

Area 7: Tyson's Corner

The Tyson's Corner area lies in a pivotal position adjacent to the elementary school. Within the area there remain several dilapidated rental units along with a business at one end. Initial efforts should be to clear the property of the dilapidated units and relocate the tenants and business within the Redevelopment Area. (Note: Implementation of the Redevelopment Plan may place this entire area within the potential expansion site for Sadie Saulter Elementary School.)

Area 8: Fleming Street

The Fleming Street area is a residential section that contains a majority of dilapidated rental apartments and duplexes. Many of these dwellings are either in need of substantial repair or, are even beyond repair. As a result, many if not all of these units should be acquired with the tenants relocated to quality, affordable housing. Dilapidated housing should be replaced with newly constructed single-family homes. This area has been identified as a potential receiving area for single-family owner occupied property owners who may be displaced as part of public infrastructure improvement projects.

The way we build cities, the way we make places, can have a profound effect on what kinds of lives are lived within those spaces. – William H. Whyte, from: Creating a Vibrant City Center



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II PROJECT AREA DESCRIPTION

A redevelopment area, according to the NC General Statutes, is comprised of any defined area within a city's corporate limits that meets the statutory definition of either a "blighted area," a "nonresidential redevelopment area," or a "rehabilitation, conservation, and reconditioning area." Once a zone is determined to be a redevelopment area, the Redevelopment Commission may proceed in exercising their power of eminent domain within that zone. The authority of the Redevelopment Commission with respect to eminent domain is outlined under NCGS 160A-512. The following provides a summary of these responsibilities.

Eminent Domain is the power of government to take private property for public use upon the payment of just compensation.

Condemnation is the procedure used to take the property without the owner's consent.

NCGS 160A-512 lists the powers of redevelopment commissions. One of the powers is:

Within its area of operation to purchase, obtain options on, acquire by gift, grant, bequest, devise, eminent domain or otherwise, any real or personal property or any interest thereon, necessary or incidental to a redevelopment project.

Additionally, NCGS 40A-3 provides that a redevelopment commission is a public condemner that has the power of eminent domain and the ability to acquire property by purchase, gift, or condemnation.

The procedure for exercising the power of eminent domain is provided by Article 3 of Chapter 40A of the North Carolina General Statutes.

The amount of just compensation to be paid to the owner is determined in accordance with the provisions of Article 4 of Chapter 40A of the North Carolina General Statutes. The measure is the fair market value. This amount is determined either by a judge, jury, or commissioners appointed by the Clerk or Court pursuant to a request by either the condemner or the property owner.

The philosophy should be that the power of eminent domain is used after all reasonable efforts of negotiation to acquire the property by voluntary agreement have failed.

The requirements for each of the potential redevelopment zones listed are as follows:

"Blighted Area" shall mean an area in which there is a predominance of buildings or improvements (or which is predominantly residential in character), and which, by reason of dilapidation, deterioration, age or obsolescence, inadequate provision for ventilation, light, air, sanitation, or open spaces, high density of population and



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overcrowding, unsanitary or unsafe conditions, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, substantially impairs the sound growth of the community, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency and crime, and is detrimental to the public health, safety, morals, or welfare; provided, no area shall be considered a blighted area nor subject to the power of eminent domain, within the meaning of this Article, unless it is determined by the planning commission that at least two thirds of the number of buildings within the area are of the character described in this subdivision and substantially contribute to the conditions making such area a blighted area; provided that if the power of eminent domain shall be exercised under the provisions of this Article, the property owner or owners or persons having an interest in property shall be entitled to be represented by counsel of their own selection and their reasonable counsel fees fixed by the court, taxed as a part of the costs and paid by the petitioners.

“Nonresidential redevelopment area” shall mean an area in which there is a predominance of buildings or improvements, whose use is predominantly nonresidential, and which, by reason of:

- a. Dilapidation, deterioration, age or obsolescence of buildings and other structures,
- b. Inadequate provisions for ventilation, light, air, sanitation, or open spaces,

- c. Defective or inadequate street layout,
- d. Faulty lot layout in relation to size, adequacy, accessibility, or usefulness,
- e. Tax or special assessment delinquency exceeding the fair value of the property,
- f. Unsanitary or unsafe conditions,
- g. The existence of conditions which endanger life or property by fire and other causes, or
- h. Any combination of such factors that:
 - 1. Substantially impairs the sound growth of the community,
 - 2. Has seriously adverse effects on surrounding development, and
 - 3. Is detrimental to the public health, safety, morals, or welfare; provided, no such area shall be considered a nonresidential redevelopment area nor subject to the power of eminent domain, within the meaning of this Article, unless it is determined by the planning commission that at least one half of the number of buildings within the area are of the character described in this subdivision and substantially contribute to the conditions



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making such area a nonresidential redevelopment area; provided that if the power of eminent domain shall be exercised under the provisions of this Article, the property owner or owners or persons having an interest in property shall be entitled to be represented by council of their own selection and their reasonable counsel fees fixed by the court, taxed as a part of the costs and paid by the petitioners.

“Rehabilitation, conservation, and reconditioning area” shall mean any area which the planning commission shall find, by reason of factors listed in the above definitions, to be subject to a clear and present danger that, in the absence of municipal action to rehabilitate, conserve, and recondition the area, it will become in the reasonably foreseeable future a blighted area or a nonresidential redevelopment area as defined herein. In such an area, no individual tract, building, or improvement shall be subject to the power of eminent domain, within the meaning of this Article, unless it is of the character described in the definitions listed above and substantially contributes to the conditions endangering the area; provided that if the power of eminent domain shall be exercised under the provisions of this Article, the respondent or respondents shall be entitled to be represented by counsel of their own selection and their reasonable counsel fees fixed by the court, taxed as part of the costs and paid by the petitioners.

This portion of West Greenville meets the North Carolina Statutory definition of a blighted area, as detailed above, which qualifies the project area as an Urban Redevelopment Zone. The West Greenville Certified Redevelopment Area is entirely located within the corporate limits of the City of Greenville, and is comprised of a mix of land uses with varying zoning classifications. The project area is primarily characterized by residential properties; however, there is a noticeable presence of dilapidated commercial, industrial, and office and institutional facilities.



Dickinson Avenue Circa 1959

Photo Courtesy of ECMC and Candace Pearce



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Map 4.2 provides an overview of the West Greenville Certified Redevelopment Area. The legal description of the Redevelopment Area is as follows:

“Beginning at a point at the intersection of the street centerlines of Bancroft Avenue and Martin Luther King, Jr. Drive; thence east along the centerline of Martin Luther King, Jr. Drive approximately one hundred seventy seven feet (177) to a point at the intersection of the centerlines of Martin Luther King, Jr. Drive and Nash Street; thence north along the centerline of Nash Street four hundred fifty nine feet (459) to a point at the intersection of the centerlines of Nash Street and Ward Street; thence easterly along the centerline of Ward Street approximately one thousand nine hundred eighty nine feet (1,989) to a point at the intersection of the centerlines of Ward Street and Davis Street; thence south along the centerline of Davis Street approximately ninety feet (90) to a point at the intersection of the centerlines of Davis Street and Ward Street; thence easterly along the centerline of Ward Street approximately one thousand forty two feet (1,042) to a point at the intersection of the centerlines of Ward Street and Elizabeth Street; thence north along the centerline of Elizabeth Street approximately three hundred thirty nine feet (339) to a point at the intersection of the centerlines of Elizabeth Street and West Fourth Street; thence easterly along the centerline of West Fourth Street approximately one thousand two hundred nineteen feet (1,219) to a point at the intersection of the centerlines of West Fourth Street and South Pitt Street; thence south along the centerline of South Pitt Street approximately

three hundred ninety feet (390) to a point at the intersection of the centerlines of South Pitt Street and the Pitt-Greene Connector; thence southeast along the centerline of the Pitt-Greene Connector approximately seven hundred twenty eight feet (728) to a point at the intersection of the centerlines of the Pitt-Greene Connector and Dickinson Avenue; thence southwest along the centerline of Dickinson Avenue approximately two hundred eighty six feet (286) to a point at the intersection of the centerlines of Dickinson Avenue and West Eighth Street; thence southeast along the centerline of West Eighth Street approximately five hundred seventy two feet (572) to a point at the intersection of the centerlines of West Eighth Street and South Washington Street; thence south along the centerline of South Washington Street approximately seven hundred sixty nine feet (769) to a point at the intersection of the centerlines of South Washington Street and West Tenth Street; thence west along the centerline of West Tenth Street approximately one thousand four hundred sixty five feet (1,465) to a point at the intersection of the centerlines of West Tenth Street and the centerline of the Seaboard Systems Railroad right-of-way; thence south along the centerline of the Seaboard Systems Railroad right-of-way approximately five hundred eighteen feet (518) to a point at the intersection of the centerlines of the Seaboard Systems Railroad right-of-way and Broad Street; thence southwest along the centerline of Broad Street approximately six hundred twenty feet (620) to a point at the intersection of the centerlines of Broad Street and Center Street; thence northwest along the centerline of Center Street



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approximately three hundred eighty six feet (386) to a point at the intersection of the centerlines of Center Street and Dickinson Avenue; thence southwest along the centerline of Dickinson Avenue approximately two hundred eighty six feet (286) to a point at the intersection of the centerlines of Dickinson Avenue and West Fourteenth Avenue; thence northwest along the centerline of West Fourteenth Avenue approximately one thousand two hundred ninety nine feet (1,299) to a point at the intersection of the centerlines of West Fourteenth Street and Farmville Boulevard; thence easterly along the centerline of Farmville Boulevard approximately eight hundred eighteen feet (818) to a point at the intersection of the centerlines of Farmville Boulevard and Paris Avenue; thence southeast along the centerline of West Paris Avenue approximately one hundred ninety eight feet (198) to a point at the intersection of the centerlines of Paris Avenue and Halifax Street; thence southwest along the centerline of Halifax Street approximately seven hundred feet (700) to a point at the intersection of the centerlines of Halifax Street and North Watauga Avenue; thence northwest along the centerline of North Watauga Avenue approximately four hundred seventy four feet (474) to a point at the intersection of the centerlines of North Watauga Avenue and Bancroft Avenue; thence traverse at a bearing of N78 09'56"W one hundred fifteen feet (115); thence traverse at a bearing of S87 46'34"W twenty six feet (26); thence follow the rear property line of tax parcel 04966 one hundred fourteen feet (114); thence traverse at a bearing of N18 39'08"W fifty two feet (52) to a point in the southwest corner of tax parcel

00809; thence follow the rear property line of tax parcel 00809 approximately one hundred six feet (106) to a point in the southwest corner of tax parcel 21928; thence follow the rear property line of tax parcel 21928 approximately fifty five feet (55) to a point in the southwest corner of tax parcel 23557; thence follow the rear property line of tax parcel 23557 approximately fifty two feet (52) to a point in the southwest corner of tax parcel 23123; thence follow the rear property line of tax parcel 23123 approximately forty three feet (43) to a point in the southwest corner of tax parcel 18434; thence follow the rear property line of tax parcel 18434 approximately fifty three feet (53) to a point in the southwest corner of tax parcel 18435; thence follow the rear property line of tax parcel 18435 approximately forty one feet (41) to a point in the southwest corner of tax parcel 23564; thence follow the rear property line of tax parcel 23564 approximately forty feet (40) to a point in the southwest corner of tax parcel 23563; thence follow the western property line of tax parcel 23563 approximately eighty eight feet (88) to a point in the northwest corner of tax parcel 23563; thence traverse at a bearing of N01 26'08"W fifty feet (50) to a point in the southwest corner of tax parcel 21953; thence follow the western property line of tax parcel 21953 approximately one hundred two feet (102) to a point in the southwest corner of tax parcel 06418; thence follow the rear property line of tax parcel 06418 approximately sixty six feet (66) to a point in the southwest corner of tax parcel 33451; thence follow the rear property line of tax parcel 33451 approximately fifty four feet (54) to a point in the southwest corner of tax parcel 33542; thence follow



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the rear property line of tax parcel 33542 approximately forty two feet (42) to a point in the southwest corner of tax parcel 33453; thence follow the rear property line of tax parcel 33453 approximately eighty eight feet (88) to a point in the southwest corner of tax parcel 01525; thence follow the rear property line of tax parcel 01525 approximately fifty five feet (55) to a point in the southeast corner of tax parcel 00408; thence follow the rear property line of tax parcel 00408 approximately one hundred nine feet (109) to a point in the southwest corner of tax parcel 00408; thence follow the western property line of tax parcel 00408 approximately one hundred fifty five feet (155) to a point in the northwest corner of tax parcel 00408; thence traverse at a bearing of N36 46'11"E twenty nine feet (29) to a point in the centerline of Lincoln Drive; thence east along the centerline of Lincoln Drive one hundred fifty two feet (152) to a point at the intersection of the centerlines of Lincoln Drive and Bancroft Avenue; thence north along the centerline of Bancroft Avenue six hundred forty three feet (643), to the point of the beginning."

The West Greenville Certified Redevelopment Area includes a total of 1,087 tax parcels, of which 262 are undeveloped. Of the developed parcels, 58% (631) are primarily developed residential and 17.8% (194) are developed with non-residential uses.

In order to make a determination on the condition of the structures within the West Greenville Certified Redevelopment Area, the City of Greenville Planning and

Community Development Department completed site surveys. Each structure within the area was inspected by windshield survey and a determination was made regarding the overall condition of each structure in an effort to provide an accurate assessment of the redevelopment needs. Out of the total number of parcels within the West Greenville Certified Redevelopment Area, 24.4% (265 parcels) are considered standard, 11.2% (121) moderately deteriorated, 332 (30.5%) severely deteriorated, 107 (9.8%) dilapidated, and 262 (24.0%) are vacant. Determinations regarding condition have been made on a per parcel basis. This methodology was utilized in an effort to better address how the treatment of dilapidated structures will be addressed.

Map 4.3 provides a detailed view of the existing land uses within the redevelopment area, and includes the structural conditions present on each tax parcel. In addition to a large presence of dilapidated structural conditions, 71% (777) of the platted lots within the West Greenville Certified Redevelopment Area do not conform to requirements outlined in the City of Greenville Zoning Ordinance. Map 4.4 provides the boundaries of all existing zoning districts within the redevelopment area, as well as an indication of which parcels are nonconforming.

Other characteristics present in West Greenville are heavy crime and a frequent code enforcement activity. Map 4.5 provides a visual representation of crime rates and code enforcement activity within the project boundary. The crime data represented on this map dates back five years,



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and was provided by the City of Greenville Police Department. The code enforcement activity represented on the map dates back one calendar year, and provides an indication of persistent problems with regards to the nuisance abatement actions within the redevelopment area.

**Table 4.1
Summary of West Greenville Certified Redevelopment Area Conditions**

| | Parcels | Acres | % of Total Parcels |
|----------------------------|--------------|--------------|--------------------|
| Developed Lots | 825 | 154.6 | 75.8% |
| Vacant Lots | 262 | 38.7 | 24.2% |
| Total Lots | 1,087 | 193.3 | 100.0% |
| Residential Structures | 631 | 89.9 | 58.1% |
| Non-residential Structures | 194 | 64.7 | 17.8% |
| Vacant | 262 | 38.7 | 24.1% |
| Total | 1,087 | 193.3 | 100.0% |
| Standard Structures | 265 | 54.4 | 24.4% |
| Vacant | 262 | 38.7 | 24.1% |
| Moderately Deteriorated | 121 | 24.6 | 11.2% |
| Severely Deteriorated | 332 | 53.5 | 30.5% |
| Dilapidated | 107 | 22.1 | 9.8% |
| Total Structures | 1,087 | 193.3 | 100.0% |

| Existing Land Use | Parcels | Acres | % of Total Parcels |
|-------------------|--------------|--------------|--------------------|
| Commercial | 128 | 32.6 | 11.8% |
| Duplex | 153 | 21.2 | 14.1% |
| Industrial | 7 | 11.8 | 0.6% |
| Institutional | 39 | 12.5 | 3.6% |
| Multi-family | 30 | 9.6 | 2.8% |
| Office | 12 | 3.8 | 1.1% |
| Public Parking | 11 | 4.0 | 1.0% |
| Single-family | 445 | 59.1 | 40.9% |
| Vacant | 262 | 38.7 | 24.1% |
| Total | 1,087 | 193.3 | 100.0% |

| Existing Zoning | Parcels | Acres | % of Total Parcels |
|-----------------|--------------|--------------|--------------------|
| CD | 2 | 0.4 | 0.2% |
| CDF | 350 | 80.0 | 32.1% |
| CH | 4 | 1.3 | 0.4% |
| IU | 51 | 15.3 | 4.7% |
| R6 | 680 | 95.7 | 62.6% |
| Total | 1,087 | 193.4 | 100.0% |

| Code Enforcement Activity | Parcels | % of Total Parcels |
|---------------------------|------------|--------------------|
| Electric Off 6 Months | 63 | 12.0% |
| Abandoned Structure | 10 | 2.0% |
| Junk Vehicle | 71 | 14.0% |
| Minimum Housing | 109 | 21.0% |
| Inspection | | |
| Public Nuisance | 270 | 51.0% |
| Inspection | | |
| Total | 523 | 100.0% |

Nonconforming Lots 777 71.5%



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III. REDEVELOPMENT STANDARDS AND PROPOSED LAND USE

Proposed Zoning Districts

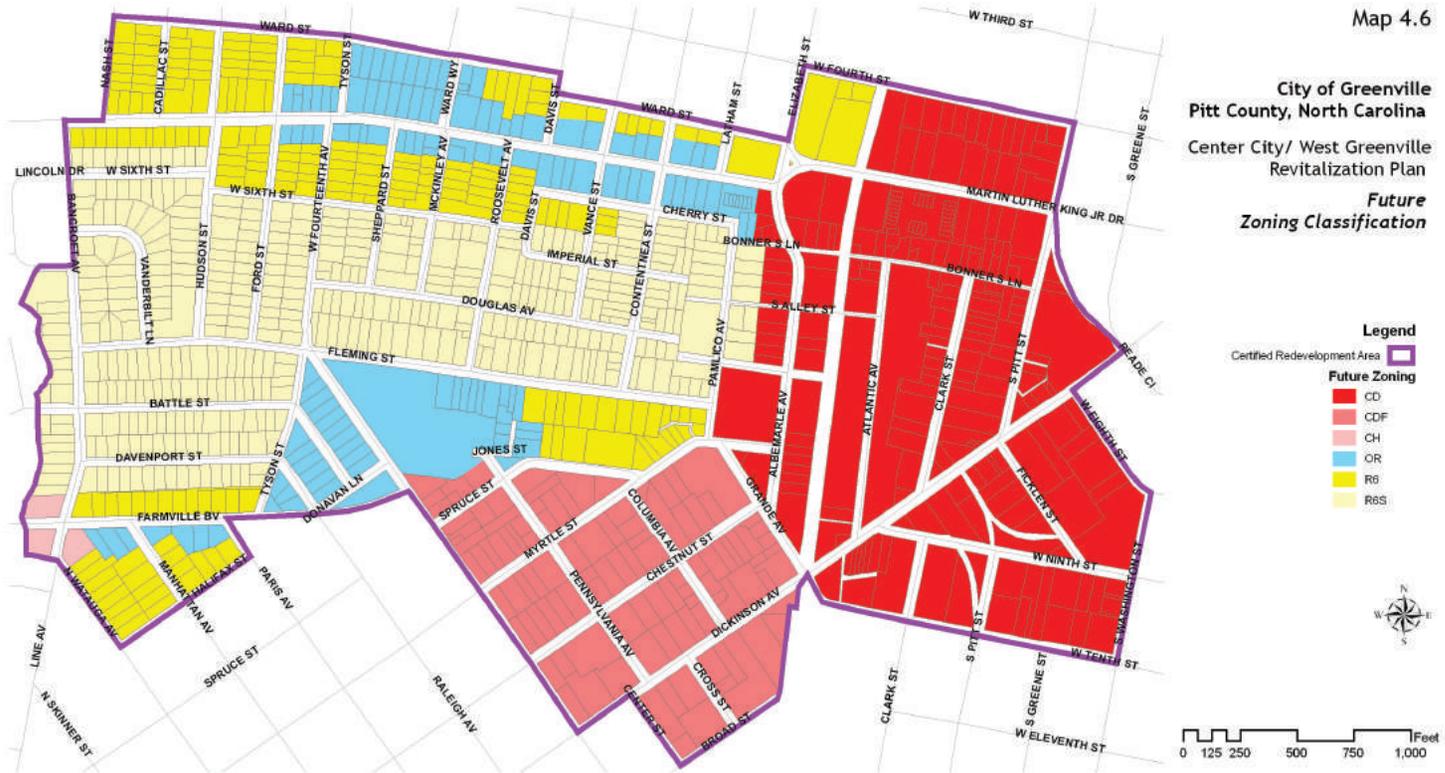
The impact area is within the corporate limits of the City of Greenville. The proposed standards for population density, land coverage, and building intensity within the impact area are established with R-6, R-6S, OR, CDF, CD, CH and CG district designations under the Greenville Zoning Ordinance. The Zoning Ordinance governs the development standards throughout the entire city and the extraterritorial jurisdiction. The following are selected sections from the Greenville's development standards that are applicable to this redevelopment plan. See Map 4.6 for proposed zoning districts.

The purpose of zoning becomes in effect, to keep anyone from doing something on his lot that would make the neighborhood a less enjoyable place to live or make a buyer less willing to buy. – National Commission on Urban Problems



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Table 4.2

Proposed Zoning

| | Parcels | Acres | % of Total Parcels |
|-------|---------|-------|--------------------|
| CD | 227 | 58.59 | 21% |
| CDF | 105 | 26.24 | 9% |
| CG | 39 | 9.0 | 3% |
| CH | 3 | 1.06 | <1% |
| OR | 128 | 23.39 | 11% |
| R-6 | 204 | 31.19 | 18% |
| R-6S | 411 | 53.07 | 38% |
| Total | 1,078 | 193.4 | 100.0% |

The R-6 zoning district was designed to accommodate a compatible mixture of single-family, two-family, and multi-family dwellings at higher densities. Table 4.3 provides a summary of permissible uses and lot requirements for the R-6 zone as set forth in the Greenville Zoning Ordinance.

Table 4.3

R-6 Zoning District Permissible Uses and Lot Requirements:

Permissible Uses

(1) General

- a. Accessory use or building P
- b. On-premise signs per Article N P

(2) Residential

- a. Single-family dwelling P
- b. Two-family attached dwelling (duplex) P
- c. Multi-family development per Article I P
- d. Land use intensity multi-family (LUI) development rating 50 per Article K S
- e. Land use intensity dormitory (LUI) development rating 67 per Article K S
- f. Residential cluster development per Article M P
- k. Family care home P
- l. Group care facility S
- n. Retirement center or home S
- o.(1) Nursing, convalescent or maternity home; minor care facility S
- p. Board or rooming house S
- q. Room renting P
- r. Fraternity or sorority house S

(3) Home Occupations

- a. Home occupations, including barber and beauty shops S
- c. Home occupations, including manicure, pedicure, or facial salon S

(4) Governmental

- a. Public utility building or use S
- b. City of Greenville municipal government building or use P

(5) Agricultural/Mining

- a. Farming; agriculture, horticulture, forestry P



- (6) Recreational/Entertainment
 - a. Golf course; regulation
 - c. (1) Tennis club; indoor and outdoor facilities
 - f. Public park or recreational facility
 - g. Private noncommercial park or recreational facility
- (8) Services
 - a. Child day care facilities
 - b. Adult day care facilities
 - d. Cemetery
 - g. School; junior and senior high
 - h. School; elementary
 - i. School; kindergarten or nursery
 - m. Multi-purpose center
 - o. Church or place of worship
 - t. Guest house, college and other institutions of higher learning
- (12) Construction
 - c. Construction office; temporary, including modular office

P - Permissible with zoning permit
S - Special use permit required

Lot Requirements

- (1) Lot Area (net)
 - a. Single-family 6,000 SF
 - b. Two-family 6,000 SF
 - attached Per Article I
 - c. Multi-family 6,000 SF
 - d. All other uses
- (2) Lot Width (at the MBL)
 - a. Single-family 60 FT
 - b. Two-family 60 FT
 - attached Per Article I
 - c. Multi-family 60 FT
 - d. All other uses
- (3) Public Street Setback (MBL)
 - a. Single-family 25 FT
 - b. Two-family attached Per Article I
 - c. Multi-family 25 FT and per Article G, Bufferyards
 - d. All other uses
- (4) Side Setback
 - a. Single-family 8 FT
 - b. Two-family attached 8 FT
 - c. Multi-family Per Article I
 - d. All other uses 8 FT and per Article G, Bufferyards



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(5) Rear Setback

- a. Single-family 15 FT
- b. Two-family attached 15 FT
- c. Multi-family Per Article I
- d. All other uses 15 FT and per Article G, Bufferyards

(6) Height (above grade)

- a. Single-family 35 FT
- b. Two-family attached 35 FT
- c. Multi-family Per Article I
- d. All other uses 35 FT

- (7) Lot Coverage 40%
(excluding drives and parking)

Source: City of Greenville Zoning Ordinance.

The R-6S zoning district is primarily designed to accommodate single-family dwellings at medium densities. Table 4.4 provides a summary of permissible uses and lot requirements for the R-6S zone as set forth in the Greenville Zoning Ordinance.

Table 4.4

R-6S Zoning District Permissible Uses and Lot Requirements

Permissible Uses

(1) General

- a. Accessory use or building P
- c. On-premise signs per Article N P
- (2) Residential
 - a. Single-family dwelling P
 - f. Residential cluster development per Article M P
 - k. Family care home P
 - q. Room renting P
- (3) Home Occupations
 - a. Home occupations, excluding barber and beauty shops S
 - c. Home occupations, excluding manicure, pedicure, or facial salon S
- (4) Governmental
 - a. Public utility building or use S
 - b. City of Greenville municipal government building or use P
- (5) Agricultural/Mining
 - a. Farming; agriculture, horticulture, forestry P
- (6) Recreational/Entertainment
 - a. Golf course; regulation S
 - c. (1) Tennis club; indoor and outdoor facilities S
 - f. Public park or recreational facility P
 - g. Private noncommercial park or recreational facility P



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(8) Services

- d. Cemetery
- g. School; junior and senior high
- h. School; elementary
- i. School; kindergarten or nursery
- o. Church or place of worship

(12) Construction

- c. Construction office; temporary, including modular office

The OR zoning district was designed to accommodate a compatible mix of two (2) family attached and multi-family dwellings and business and professional uses in addition to providing a desirable buffer between commercial and high density residential uses. Table 4.5 provides a summary of permissible uses and lot requirements for the OR zone as set forth in the Greenville Zoning Ordinance.

Lot Requirements

| | |
|--|----------|
| (1) Lot Area (net) | |
| a. All uses | 6,000 SF |
| (2) Lot Width (at the MBL) | |
| a. All uses | 60 FT |
| (3) Public Street Setback (MBL) | |
| a. All uses | 25 FT |
| (4) Side Setback | |
| a. All uses | 8 FT |
| (5) Rear Setback | |
| a. All uses | 15 FT |
| (6) Height (above grade) | |
| a. All uses | 35 FT |
| (7) Lot Coverage (excluding drives and parking) | 40% |

Table 4.5

OR Zoning District Permissible Uses and Lot Requirements

Permissible Uses

| | |
|--|---|
| (1) General | |
| a. Accessory use or building | P |
| b. Internal service facilities | P |
| c. On-premise signs per Article N | P |
| f. Retail sales; incidental | P |
| (2) Residential | |
| b. Two-family attached dwelling (duplex) | P |
| c. Multi-family development per Article I | P |
| d. Land use intensity multi-family (LUI) development rating 50 per Article K | S |
| e. Land use intensity dormitory (LUI) development rating 67 per Article K | S |
| i. Residential quarters for resident manager, supervisor or caretaker; excluding mobile home | S |



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| | | | |
|---|---|--|---|
| n. Retirement center or home | P | b. Operation/processing center | P |
| o. Nursing, convalescent or maternity home; major care facility | P | c. Office; customer service, not otherwise listed, including accessory service delivery vehicle parking and indoor storage | P |
| o. (1) Nursing, convalescent or maternity home; minor care facility | S | d. Bank, savings and loan or other savings or investment institutions | P |
| p. Board or rooming house | P | e. Medical, dental, ophthalmology or similar clinic, not otherwise listed | P |
| q. Room renting | P | f. Veterinary clinic or animal hospital | S |
| r. Fraternity or sorority house | S | (8) Services | |
| (4) Governmental | | a. Child day care facilities | S |
| a. Public utility building or use | S | b. Adult day care facilities | S |
| b. City of Greenville municipal government building or use | P | c. Funeral home | P |
| c. County or state government building or use not otherwise listed; excluding outside storage and major or minor repair | P | e. Barber or beauty shop | P |
| d. Federal government building or use | P | f. Manicure, pedicure or facial salon | P |
| (5) Agricultural/Mining | | g. School; junior and senior high | P |
| a. Farming; agriculture, horticulture, forestry | P | h. School; elementary | P |
| (6) Recreational/Entertainment | | i. School; kindergarten or nursery | P |
| c. (1) Tennis club; indoor and outdoor facilities | S | j. College and other institutions of higher learning | P |
| f. Public park or recreational facility | P | k. Business or trade schools | P |
| g. Private noncommercial park or recreational facility | P | l. Convention center; private | S |
| h. Commercial recreation; indoor only, not otherwise listed | S | n. Auditorium | P |
| (7) Office/Financial/Medical | | o. Church or place of worship | P |
| a. Office; professional and business, not otherwise listed | P | p. Library | P |
| | | q. Museum | P |
| | | r. Art gallery | P |
| | | s. Hotel, motel, bed & breakfast inn; limited stay lodging | S |
| | | u. Art studio including art and supply sales | P |



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| | | |
|--|--|---|
| <ul style="list-style-type: none"> v. Photography studio including photo and supply sales w. Recording studio x. Dance studio bb. Civic organizations cc. Trade or business organizations ff. Mental health, emotional or physical rehabilitation center | <ul style="list-style-type: none"> P P P P P S | <p><u>Lot Requirements</u></p> <ul style="list-style-type: none"> (1) Lot Area (net) 7,500 SF <ul style="list-style-type: none"> a. Two-family attached Per Article I b. Multi-family 7,500 SF c. All other uses (2) Lot Width (at the MBL) <ul style="list-style-type: none"> a. All uses 50 FT (3) Public Street Setback (MBL) <ul style="list-style-type: none"> a. Two-family attached 25 FT b. Multi-family Per Article I c. All other uses 10 FT & per Article G, Bufferyards (4) Side Setback <ul style="list-style-type: none"> a. Two-family attached 8 FT b. Multi-family Per Article I c. All other uses Per Article G, Bufferyards (5) Rear Setback <ul style="list-style-type: none"> a. Two-family attached 15 FT b. Multi-family Per Article I c. All other uses Per Article G, Bufferyards (6) Maximum Height (above grade) <ul style="list-style-type: none"> a. Two-family attached 35 FT b. Multi-family Per Article I c. All other uses 90 FT |
| <p>(10) Retail Trade</p> <ul style="list-style-type: none"> h. Restaurant; conventional s. Book or card store, news stand w. Florist ee. Christmas tree sales lot; temporary only | <ul style="list-style-type: none"> S P P P | |
| <p>(12) Construction</p> <ul style="list-style-type: none"> a. Licensed contractor; general, electrical, plumbing, mechanical, etc., excluding outside storage c. Construction office; temporary, including modular office | <ul style="list-style-type: none"> P P | |
| <p>(13) Transportation</p> <ul style="list-style-type: none"> h. Parking lot or structure; principal use | <ul style="list-style-type: none"> S | |
| <p>(15) Other Activities (not otherwise listed - all categories)</p> <ul style="list-style-type: none"> a. Other activities; personal services not otherwise listed b. Other activities; professional services not otherwise listed | <ul style="list-style-type: none"> S S | |



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- (7) Maximum Lot Coverage (excluding drives and parking)
 - a. Two-family attached 40%
 - b. Multi-family 40%
 - c. All other uses None

The CDF zoning district was designed to provide commercial and service activities designed to enhance the downtown commercial area, stimulate redevelopment and encourage a compatible mix of commercial and high density residential development. Table 4.6 provides a summary of permissible uses and lot requirements for the CDF zone as set forth in the Greenville Zoning Ordinance.

Table 4.6

CDF Zoning District Permissible Uses and Lot Requirements

Permissible Uses

- (1) General
 - a. Accessory use or building P
 - b. Internal service facilities P

- c. On-premise signs per Article N P
- e. Temporary uses; of listed district uses P
- f. Retail sales; incidental P
- g. Incidental assembly of products sold at retail or wholesale as an accessory use to principal uses P

(2) Residential

- a. Single-family dwelling P
- b. Two-family attached dwelling (duplex) P
- c. Multi-family development per Article I P
- d. Land use intensity multi-family (LUI) development rating 50 per Article K S
- e. Land use intensity dormitory (LUI) development rating 67 per Article K S
- i. Residential quarters for resident manager, supervisor or caretaker; excluding mobile home S
- m. Shelter for homeless or abused S
- n. Retirement center or home S
- o. Nursing, convalescent or maternity home; major care facility S
- o. (1) Nursing, convalescent or maternity home; minor care facility S
- q. Room renting P
- r. Fraternity or sorority house S

(3) Home Occupations

- a. Home occupations, including barber and beauty shops S
- c. Home occupations, including manicure, pedicure, or facial salon S



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- (4) Governmental
 - a. Public utility building or use S
 - b. City of Greenville municipal government building or use P
 - c. County or state government building or use not otherwise listed; excluding outside storage and major or minor repair P
 - d. Federal government building or use P
 - g. Liquor store, state ABC P
- (5) Agricultural/Mining
 - a. Farming; agriculture, horticulture, forestry P
- (6) Recreational/Entertainment
 - d. Game center S
 - f. Public park or recreational facility P
 - g. Private noncommercial park or recreational facility P
 - i. Commercial recreation; indoor and outdoor, not otherwise listed S
 - l. Billiard parlor or pool hall S
 - m. Public or private club S
 - n. Theater; movie or drama, indoor only P
 - s. Athletic club; indoor only S
- (7) Office/Financial/Medical
 - a. Office; professional and business, not otherwise listed P
- c. Office; customer service, not otherwise listed, including accessory service delivery vehicle parking and indoor storage P
- d. Bank, savings and loan or other savings or investment institutions P
- e. Medical, dental, ophthalmology or similar clinic, not otherwise listed S
- (8) Services
 - a. Child day care facilities S
 - b. Adult day care facilities S
 - c. Funeral home P
 - e. Barber or beauty shop P
 - f. Manicure, pedicure or facial salon P
 - g. School; junior and senior high P
 - h. School; elementary P
 - i. School; kindergarten or nursery P
 - k. Business or trade schools P
 - l. Convention center; private S
 - n. Auditorium P
 - o. Church or place of worship P
 - p. Library P
 - q. Museum P
 - r. Art gallery P
 - s. Hotel, motel, bed and breakfast inn; limited stay lodging P
 - u. Art studio including art and supply sales P
 - v. Photography studio including photo and supply sales P



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| | | | |
|---|---|--|---|
| w. Recording studio | P | b. Gasoline or automotive fuel sales; accessory or principal use, retail | S |
| x. Dance studio | S | c. Grocery; food or beverage, off-premise consumption | P |
| z. Printing or publishing service including graphic art, maps, newspapers, magazines, and books | P | d. Pharmacy | P |
| aa. Catering service including food preparation | P | e. Convenience store (see also gasoline sales) | P |
| bb. Civic organizations | S | f. Office and school supply, equipment sales | P |
| cc. Trade or business organizations | S | g. Fish market; excluding processing or packing | S |
| hh. Exercise and weight loss studios; indoor only | S | h. Restaurant; conventional | P |
| kk. Launderette; household users | P | i. Restaurant; fast food | P |
| ll. Dry cleaners; household users | P | j. Restaurant; outdoor activities | S |
| mm. Commercial laundries; linen supply | P | l. Electronic; stereo, radio, computer, television, etc., sales and accessory repair | P |
| oo. Clothes alteration or shoe repair shop | P | m. Appliance; household use, sales and accessory repair, excluding outside storage | P |
| pp. Automobile wash | P | n. Appliance; commercial use, sales and accessory repair, excluding outside storage | P |
| (9) Repair | | p. Furniture and home furnishing sales not otherwise listed | P |
| a. Major repair, as an accessory or principal use | S | q. Floor covering, carpet and wall covering sales | P |
| b. Minor repair, as an accessory or principal use | S | r. Antique sales; excluding vehicles | P |
| d. Upholsterer; furniture | P | s. Book or card store, news stand | P |
| f. Appliance; household and office equipment repair | P | t. Hobby or craft shop | S |
| g. Jewelry, watch, eyewear or other personal item repair | P | u. Pet shop (see also animal boards; outside facility) | S |
| (10) Retail Trade | | | |
| a. Miscellaneous retail sales; nondurable goods, not otherwise listed | P | | |



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- | | | | |
|--|---|---|---|
| v. Video or music store; record, tape, compact disc, etc., sales | P | (14) Manufacturing/Warehousing | |
| w. Florist | P | c. Bakery; production, storage and shipment facilities | P |
| x. Sporting goods sales and rental shop | P | g. Cabinet, woodwork or frame shop; excluding furniture manufacturing or upholstery | S |
| y. Auto part sales (see also major and minor repair) | P | | |
| ee. Christmas tree sales lot; temporary only | P | (15) Other Activities (not otherwise listed - all categories) | |
| (11) Wholesale/Rental/Vehicle – Mobile Home Trade | | a. Other activities; personal services not otherwise listed | S |
| c. Rental of clothes and accessories; formal wear, etc. | P | b. Other activities; professional services not otherwise listed | S |
| f. Automobile, truck, recreational vehicle, motorcycle and boat sales and service | P | c. Other activities; commercial services not otherwise listed | S |
| (12) Construction | | d. Other activities; retail sales not otherwise listed | S |
| a. Licensed contractor; general, electrical, plumbing, mechanical, etc., excluding outside storage | P | | |
| c. Construction office; temporary, including modular office | P | | |
| e. Building supply; lumber and material sales, plumbing and/or electrical supply excluding outside storage | P | | |
| f. Hardware store | P | | |
| (13) Transportation | | | |
| b. Bus station; passenger and related freight | P | | |
| c. Taxi or limousine service | P | | |
| e. Parcel delivery service | P | | |
| f. Ambulance service | P | | |
| h. Parking lot or structure; principal use | S | | |



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Lot Requirements

| | | | |
|----------------------------|---|--------------------------|----------------------------|
| (1) Lot Area (net) | | (5) Rear Setback | |
| a. Single-family | 6,000 SF | a. Single-family | 15 FT |
| b. Two-family attached | 6,000 SF | b. Two-family attached | 15 FT |
| c. Multi-family | Per Article I | c. Multi-family | Per Article I |
| d. All other uses | None | d. All other uses | Per Article G, Bufferyards |
| (2) Lot Width (at the MBL) | | (6) Maximum Height | |
| a. Single-family | 60 FT | (above grade) | |
| b. Two-family attached | 60 FT | a. Single-family | 35 FT |
| c. Multi-family | Per Article I | b. Two-family attached | 35 FT |
| d. All other uses | None | c. Multi-family | Per Article I |
| (3) Public Street Setback | | d. All other uses | None |
| (MBL) | | (7) Maximum Lot Coverage | |
| a. Single-family | 25 FT | (excluding drives and | |
| b. Two-family attached | 25 FT | parking) | |
| c. Multi-family | Per Article I | a. Single-family | 40% |
| d. All other uses | 10 FT and per Article G, Bufferyards | b. Two-family attached | 40% |
| (4) Side Setback | | c. Multi-family | 40% |
| a. Single-family | 8 FT | d. All other uses | None |
| b. Two-family attached | 8 FT | | |
| c. Multi-family | Per Article I | | |
| d. All other uses | Per Article G, Bufferyards | | |



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The CD Downtown Commercial zoning district was designed to provide convenient shopping and service facilities by promoting compact development of commercial, office, and service uses. High density residential development is encouraged to be compatibly mixed with permitted nonresidential uses. Table 4.7 provides a summary of permissible uses and lot requirements for the CD zone as set forth in the Greenville Zoning Ordinance.

Table 4.7

CD Zoning District Permissible Uses and Lot Requirements

Permissible Uses

(1) General

- a. Accessory use or building P
- b. Internal service facilities P
- c. On-premise signs per Article N P
- e. Temporary uses; of listed district uses P
- f. Retail sales; incidental P
- g. Incidental assembly of products sold at retail or wholesale as an accessory use to principal uses P

(2) Residential

- c. Multi-family development per Article I P
- i. Residential quarters for resident manager, supervisor or caretaker; excluding mobile home P

- n. Retirement center or home P
- o. Nursing, convalescent or maternity home; major care facility P
- q. Room renting P
- (3) Home Occupations (n/a)
- (4) Governmental
 - a. Public utility building or use P
 - b. City of Greenville municipal government building or use P
 - c. County or state government building or use not otherwise listed; excluding outside storage and major or minor repair P
 - d. Federal government building or use P
 - g. Liquor store, state ABC P
- (5) Agricultural/Mining
 - a. Farming; agriculture, horticulture, forestry P
- (6) Recreational/Entertainment
 - d. Game center S
 - f. Public park or recreational facility P
 - g. Private noncommercial park or recreational facility P
 - h. Commercial recreation; indoor only, not otherwise listed P
 - j. Bowling alleys P
 - l. Billiard parlor or pool hall S
 - m. Public or private club S
 - o. Theater; movie or drama, including outdoor facilities P
 - s. Athletic club; indoor only S
 - t. Athletic club, indoor or outdoor facilities S
- (7) Office/Financial/Medical



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- | | | | |
|--|---|---|---|
| a. Office; professional and business, not otherwise listed | P | v. Photography studio including photo and supply sales | P |
| b. Operation/processing center | P | w. Recording studio | P |
| c. Office; customer service, not otherwise listed, including accessory service delivery vehicle parking and indoor storage | P | x. Dance studio | P |
| d. Bank, savings and loan or other savings or investment institutions | P | y. Television, radio or cellular telephone broadcast facilities including receiving and transmission equipment and towers | P |
| e. Medical, dental, ophthalmology or similar clinic, not otherwise listed | P | z. Printing or publishing service including graphic art, maps, newspapers, magazines, and books | P |
| f. Veterinary clinic or animal hospital | P | aa. Catering service including food preparation | P |
| g. Catalogue processing center | P | bb. Civic organizations | P |
| (8) Services | | cc. Trade or business organizations | P |
| a. Child day care facilities | S | hh. Exercise and weight loss studios; indoor only | P |
| b. Adult day care facilities | S | kk. Launderette; household users | P |
| c. Funeral home | P | ll. Dry cleaners; household users | P |
| e. Barber or beauty shop | P | oo. Clothes alteration or shoe repair shop | P |
| f. Manicure, pedicure or facial salon | P | (9) Repair | |
| i. School; kindergarten or nursery | S | b. Minor repair, as an accessory or principal use | S |
| j. College or other institutions of higher learning | P | f. Appliance; household and office equipment repair | P |
| k. Business or trade schools | P | g. Jewelry, watch, eyewear or other personal item repair | P |
| l. Convention center; private | S | (10) Retail Trade | |
| n. Auditorium | P | a. Miscellaneous retail sales; nondurable goods, not otherwise listed | P |
| o. Church or place of worship | P | b. Gasoline or automotive fuel sales; accessory or principal use, retail | S |
| p. Library | P | | |
| q. Museum | P | | |
| r. Art gallery | P | | |
| s. Hotel, motel, bed and breakfast inn; limited stay lodging | P | | |
| u. Art studio including art and supply sales | P | | |



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| | | | |
|--|---|--|---|
| c. Grocery; food or beverage, off-premise consumption | P | x. Sporting goods sales and rental shop | P |
| d. Pharmacy | P | y. Auto part sales (see also major and minor repair) | P |
| e. Convenience store (see also gasoline sales) | P | aa. Pawnbroker | S |
| f. Office and school supply, equipment sales | P | ee. Christmas tree sales lot; temporary only | P |
| g. Fish market; excluding processing or packing | S | (11) Wholesale/Rental/Vehicle – Mobile Home Trade | |
| h. Restaurant; conventional | P | c. Rental of clothes and accessories; formal wear, etc. | P |
| i. Restaurant; fast food | P | d. Rental of automobiles, noncommercial trucks or trailers, recreational vehicles, motorcycles and boats | P |
| j. Restaurant; outdoor activities | S | (12) Construction | |
| l. Electronic; stereo, radio, computer, television, etc., sales and accessory repair | P | a. Licensed contractor; general, electrical, plumbing, mechanical, etc., excluding outside storage | P |
| m. Appliance; household use, sales and accessory repair, excluding outside storage | P | c. Construction office; temporary, including modular office | P |
| n. Appliance; commercial use, sales and accessory repair, excluding outside storage | S | f. Hardware store | P |
| p. Furniture and home furnishing sales not otherwise listed | P | (13) Transportation | |
| q. Floor covering, carpet and wall covering sales | P | b. Bus station; passenger and related freight | P |
| r. Antique sales; excluding vehicles | P | c. Taxi or limousine service | P |
| s. Book or card store, news stand | P | e. Parcel delivery service | P |
| t. Hobby or craft shop | P | h. Parking lot or structure; principal use | P |
| u. Pet shop (see also animal boards; outside facility) | P | (14) Manufacturing/Warehousing | |
| v. Video or music store; record, tape, compact disc, etc., sales | P | g. Cabinet, woodwork or frame shop; excluding furniture manufacturing or upholstery | P |
| w. Florist | P | h. Engraving; metal, glass or wood | P |
| | | y. Recycling collection station or facilities | S |



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- (15) Other Activities (not otherwise listed - all categories)
 - a. Other activities; personal services not otherwise listed S
 - b. Other activities; professional services not otherwise listed S
 - c. Other activities; commercial services not otherwise listed S
 - d. Other activities; retail sales not otherwise listed S

- (5) Rear Setback
 - a. All uses None
- (6) Maximum Height (above grade)
 - a. All uses None
- (7) Maximum Lot Coverage (excluding drives and parking)
 - a. All uses None

Lot Requirements

- (1) Lot Area (net)
 - a. Multi-family Per Article I
 - b. Other uses None
- (2) Lot Width (at the MBL)
 - a. All uses None
- (3) Public Street Setback (MBL)
 - a. All uses None
- (4) Side Setback
 - a. All uses None

The CG General Commercial zoning district was designed to accommodate a variety of commercial and service activities designed on an individual lot-by-lot basis and in a planned center setting. Table 4.8 provides a summary of permissible uses and lot requirements for the CG zone as set forth in the Greenville Zoning Ordinance.

Permissible Uses

- (1) General
 - a. Accessory use or building P



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| | | | |
|---|---|--|---|
| b. Internal service facilities | P | n. Theater; movie or drama, indoor only | P |
| c. On-premise signs per Article N | P | q. Circus, carnival or fair, temporary only | P |
| e. Temporary uses; of listed district uses | P | s. Athletic club; indoor only | P |
| f. Retail sales; incidental | P | t. Athletic club, indoor or outdoor facilities | S |
| g. Incidental assembly of products sold at retail or wholesale as an accessory use to principal uses | P | (7) Office/Financial/Medical | |
| (2) Residential | | a. Office; professional and business, not otherwise listed | P |
| i. Residential quarters for resident manager, supervisor or caretaker; excluding mobile home | S | b. Operation/processing center | P |
| (3) Home Occupations (n/a) | | c. Office; customer service, not otherwise listed, including accessory service delivery vehicle parking and indoor storage | S |
| (4) Governmental | | d. Bank, savings and loan or other savings or investment institutions | P |
| a. Public utility building or use | S | e. Medical, dental, ophthalmology or similar clinic, not otherwise listed | P |
| b. City of Greenville municipal government building or use | P | f. Veterinary clinic or animal hospital | S |
| c. County or state government building or use not otherwise listed; excluding outside storage and major or minor repair | P | g. Catalogue processing center | P |
| d. Federal government building or use | P | (8) Services | |
| g. Liquor store, state ABC | P | a. Child day care facilities | S |
| (5) Agricultural/Mining | | b. Adult day care facilities | S |
| a. Farming; agriculture, horticulture, forestry | P | c. Funeral home | P |
| (6) Recreational/Entertainment | | e. Barber or beauty shop | P |
| d. Game center | S | f. Manicure, pedicure or facial salon | P |
| f. Public park or recreational facility | P | l. Convention center; private | S |
| h. Commercial recreation; indoor only, not otherwise listed | P | o. Church or place of worship | P |
| j. Bowling alleys | P | q. Museum | P |
| l. Billiard parlor or pool hall | S | r. Art gallery | P |
| m. Public or private club | S | s. Hotel, motel, bed and breakfast inn; limited stay lodging | P |
| | | u. Art studio including art and supply sales | P |



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| | | | |
|--|---|---|---|
| v. Photography studio including photo and supply sales | P | d. Pharmacy | P |
| Y. (1) Television broadcast facility including transmission equipment and on-site tower(s) not exceeding 200 ft. in height | P | e. Convenience store (see also gasoline sales) | P |
| z. Printing or publishing service including graphic art, maps, newspapers, magazines, and books | P | f. Office and school supply, equipment sales | P |
| aa. Catering service including food preparation | P | g. Fish market; excluding processing or packing | P |
| hh. Exercise and weight loss studios; indoor only | P | h. Restaurant; conventional | P |
| kk. Launderette; household users | P | i. Restaurant; fast food | P |
| ll. Dry cleaners; household users | P | j. Restaurant; outdoor activities | S |
| oo. Clothes alteration or shoe repair shop | P | k. Medical supply sales and rental of medically related products including uniforms and related accessories | P |
| pp. Automobile wash | P | l. Electronic; stereo, radio, computer, television, etc., sales and accessory repair | P |
| (9) Repair | | m. Appliance; household use, sales and accessory repair, excluding outside storage | P |
| a. Major repair, as an accessory or principal use | S | n. Appliance; commercial use, sales and accessory repair, excluding outside storage | S |
| b. Minor repair, as an accessory or principal use | S | p. Furniture and home furnishing sales not otherwise listed | P |
| g. Jewelry, watch, eyewear or other personal item repair | P | q. Floor covering, carpet and wall covering sales | P |
| (10) Retail Trade | | r. Antique sales; excluding vehicles | P |
| a. Miscellaneous retail sales; nondurable goods, not otherwise listed | P | s. Book or card store, news stand | P |
| b. Gasoline or automotive fuel sales; accessory or principal use, retail | S | t. Hobby or craft shop | P |
| c. Grocery; food or beverage, off-premise consumption | P | u. Pet shop (see also animal boards; outside facility) | P |
| | | v. Video or music store; record, tape, compact disc, etc., sales | P |



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Proposed Land Use

Map 4.7 provides an overview of the proposed future land use for each tax parcel within the West Greenville Certified Redevelopment Area. The land use districts depicted on this map correspond to the districts established in the City's Comprehensive Plan. Table 4.9 below outlines the correlation between the City's zoning districts and future land use classifications.

Table 4.9

Land Use/Zoning Districts

| Land Use | Zoning Districts |
|-----------------------------------|----------------------------|
| Residential, High Density | R-6, R-6MH, MR |
| Residential, Medium Density | R-6S, R-6A, R-9, R-9S, PUD |
| Office/Institutional/Multi-family | O, OR |
| Mixed | CDF |
| Use/Office/Institutional | |
| Commercial | CD, CG, CN, CH, MCG, MCH |
| Industrial | IU, PIU, I, PI |

Table 4.10
Future Land Use Acreage

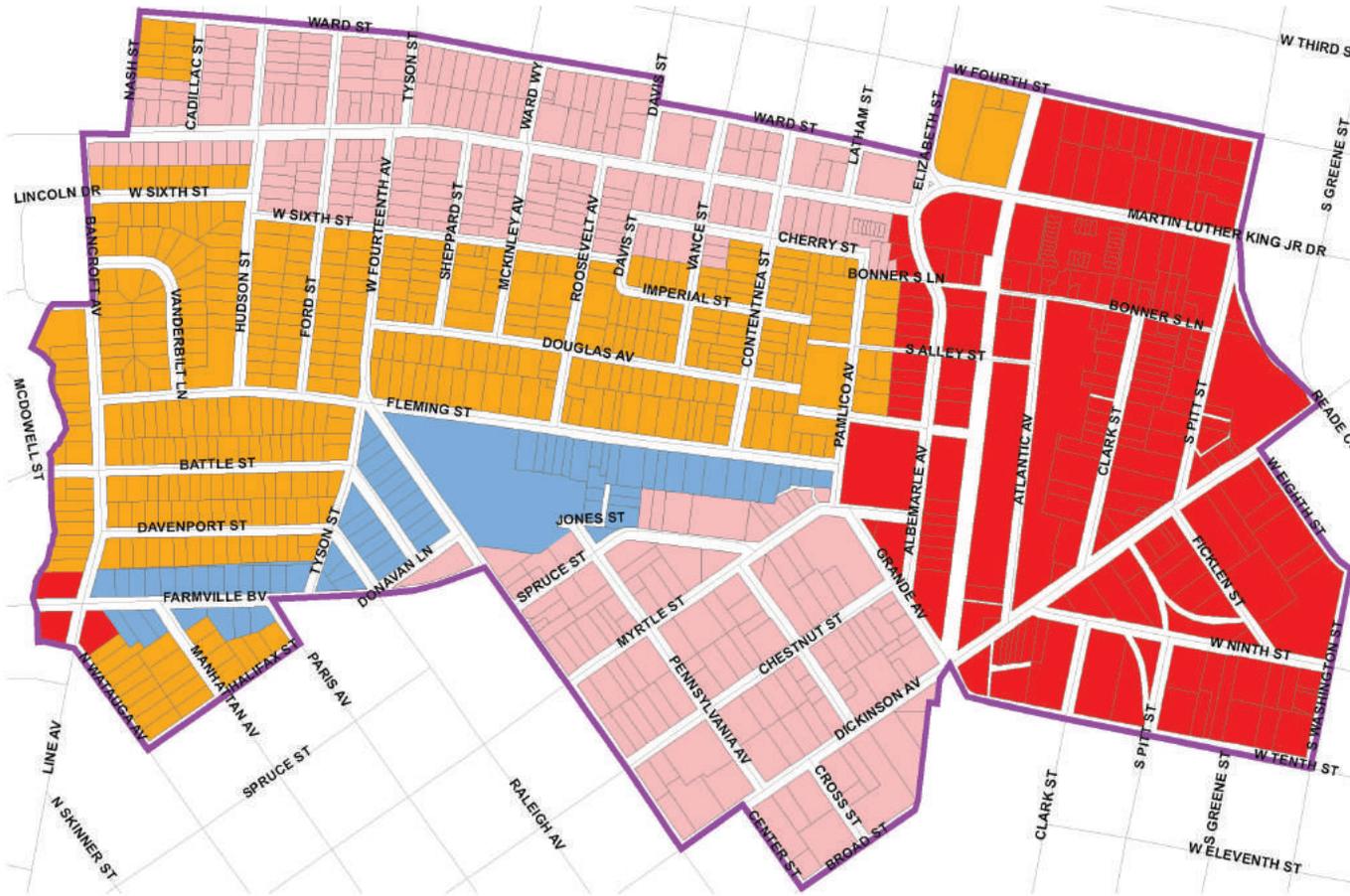
| | Parcels | Acres | % of Total Parcels |
|---------------------------------------|--------------|---------------|-----------------------|
| Commercial | 229 | 59.54 | 21% |
| MixedUse/Office/ Institutional | 336 | 57.96 | 32% |
| Med. Density Residential | 443 | 60.14 | 41% |
| Office/Institutional/ Multi-Family | 69 | 15.83 | 6% |
| Total | 1,077 | 193.47 | 100.0% |



Greenville's Urban Core



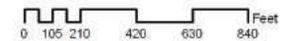
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 Redevelopment Commission
 City of Greenville North Carolina



MAP 4.7

City of Greenville
 Pitt County, North Carolina
 Center City/ West Greenville
 Revitalization Plan
 Future Land Use

- Legend**
- Greenville Certified Redevelopment Area
 - Commercial
 - Mixed Use / Office / Institutional
 - Office / Institutional / Multi-Family
 - Medium Density Residential





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Proposed Treatment of Lots

Map 4.8 provides an overview of the proposed treatment for all parcels within the Certified Redevelopment Area. Determination of parcel treatment was made on an individual basis considering the following factors: the location of future projects included in the Redevelopment Plan, existing structural condition, existing land use, and future land use. Table 4.11 summarizes the proposed treatment of each tax parcel within the redevelopment area based on the assumptions at right.

Table 4.11

| Treatment | Tax Parcels | Estimated Cost | % of Total Parcels |
|--|----------------|---------------------|--------------------------|
| Acquisition | 195 | \$1,557,825 | 17.9% |
| Acquisition/Clearance | 26 | \$2,687,502 | 2.4% |
| Acquisition/Clearance/Commercial Relocation | 87 | \$7,066,366 | 8.0% |
| Acquisition/Clearance/Institutional Relocation | 12 | \$1,091,578 | 1.1% |
| Acquisition/Clearance/Residential Relocation | 129 | \$6,438,251 | 11.9% |
| Potential Rehabilitation | 284 | \$7,100,000 | 26.1% |
| City of Greenville Property | 67 | \$0 | 6.2% |
| City of Greenville | | | |
| Property/Clearance | 34 | \$204,000 | 3.1% |
| No Treatment Proposed | 253 | \$0 | 23.3% |
| Total | 1,087 | \$26,145,522 | 100.0% |

Acquisition:

Acquisition Cost: Total Tax Value plus a 15% adjustment factor

Acquisition/Clearance:

Acquisition Cost: Total Tax Value plus a 15% adjustment factor

| | | |
|----------------------|--------------|----------|
| Asbestos Inspection: | Residential: | \$350 |
| | Industrial: | \$1,000 |
| Demolition Cost: | Residential: | \$4,000 |
| | Industrial: | \$65,000 |

Acquisition/Clearance/Commercial Relocation

Acquisition Cost: Total Tax Value plus a 15% adjustment factor

| | |
|---------------------|----------|
| Demolition Cost: | \$8,000 |
| Asbestos Inspection | \$500 |
| Relocation Expenses | \$15,000 |

*Estimated relocation expenses for businesses include: moving expenses, re-establishment expenses, threat loss of tangible property expenses, and relocation search expenses.

Acquisition/Clearance/Institutional Relocation:

Acquisition Cost: Total Tax Value plus a 15% adjustment factor

| | |
|---------------------|----------|
| Demolition Cost | \$6,000 |
| Asbestos Inspection | \$500 |
| Relocation Expenses | \$15,000 |

*Estimated relocation expenses for institutional uses include: moving expenses, re-establishment expenses, threat loss of tangible property expenses, and relocation search expenses.



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Acquisition/Clearance/Residential Relocation:

| | |
|---------------------|---|
| (Acquisition Cost) | Total Tax Value plus a 15% adjustment factor |
| Demolition Cost | \$4,000 |
| Asbestos Inspection | \$350 |
| Relocation Expenses | \$16,000 |

*Because there is no method to determine whether residential units are owner- or renter-occupied without conducting an on-site survey, an average relocation expense of \$16,000 was applied.

Potential Rehabilitation:

(Rehabilitation Cost) An average of \$25,000 per structure was applied for this category. The City of Greenville Community Development Department has a cap cost of \$40,000 per residential rehabilitation project; therefore, the \$25,000 average cost was used to reflect potential fluctuations in cost throughout the area.

City of Greenville Property:

No treatment proposed.

City of Greenville Property/Clearance:

Demolition Cost \$6,000

No Treatment Proposed: No Cost

As addressed earlier in the plan, there are a large number of non-conforming lots within the West Greenville

Certified Redevelopment Area. It is recommended that, where possible, lots be re-platted that currently do not meet the lot requirements of their respective zoning districts as listed above. It should be stressed that only the lots slated for acquisition/clearance, acquisition, City of Greenville property/clearance, or City of Greenville property will be re-platted. All non-conforming lots have been delineated on Map 4.8.

The re-platting of lots has been conducted in a manner as to increase the number of lots that are in conformance with each parcel's respective zoning district's minimum lot requirements while at the same time attempting to preserve the general character of the neighborhood. The re-platting of these lots in the manner discussed is allowed by the city's Zoning Ordinance, due to the fact that it results in lots that are less non-conforming.

Future Infrastructure

1. Sidewalks

There is a severe lack of sidewalk infrastructure throughout the entire West Greenville Certified Redevelopment Area. Map 4.9 provides an overview of the location of existing sidewalks. This map was compiled through a combination of windshield surveys and data acquired through the City of Greenville Geographic Information System.



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There are approximately 15,804 linear feet (2.9 miles) of existing sidewalks in the redevelopment area, resulting in an estimated 89,708 linear feet (16.9 miles) of street frontage devoid of any existing sidewalk infrastructure.

Provision of additional sidewalks throughout the project area will be a focus of this plan. It has been estimated that sidewalks can be installed at a cost of \$21 per linear foot. This cost estimate includes the following: engineering/design, grading/site preparation, five-foot concrete sidewalk, seeding/mulching/erosion control.

The West Greenville Certified Redevelopment Plan contains approximately 13,029 linear feet of proposed sidewalk outlined in the City of Greenville Greenway Master Plan. The specific location of this route is shown on Map 4.9.

2. Utilities

This Certified Plan recommends that the City acquire/rehabilitate/clear selected commercial structures along the Martin Luther King, Jr. Drive corridor, and shift a bulk of the non-local traffic in this area to the proposed Tenth Street Connector. The goal is to transform Martin Luther King, Jr. Drive into a landscaped pedestrian-friendly residential and mixed use corridor in an effort to improve the overall aesthetic quality of the neighborhood and to provide incentive for residential investment in the surrounding areas. As part of these efforts, the City would like to eliminate all overhead

utilities along Martin Luther King, Jr. Drive, and provide the electrical service feed from Fourth Street. The estimated cost for this utility relocation is between \$500,000 and \$750,000.

3. Street Improvements

The major street improvement projects include the following:

- a. The Tenth Street Connector is the proposed right-of-way extension connecting Tenth Street to Farmville Boulevard, as depicted on Map 4.10. An exact location for this long-standing NCDOT project has not been determined. It is anticipated that the proposed Tenth Street Connector will be a four-lane road, for which a 100 feet width right-of-way will be required. The final cost for this project is estimated at approximately \$16 million and is expected to provide a significant economic boost for West Greenville.
- b. Traffic circles are to be used as calming devices at the intersections of Martin Luther King, Jr. Drive with West Fourteenth Avenue and with Albemarle Avenue.
- c. Streetscape improvements along Martin Luther King, Jr. Drive and Dickinson Avenue
- d. Removal of streets at Tyson Street.

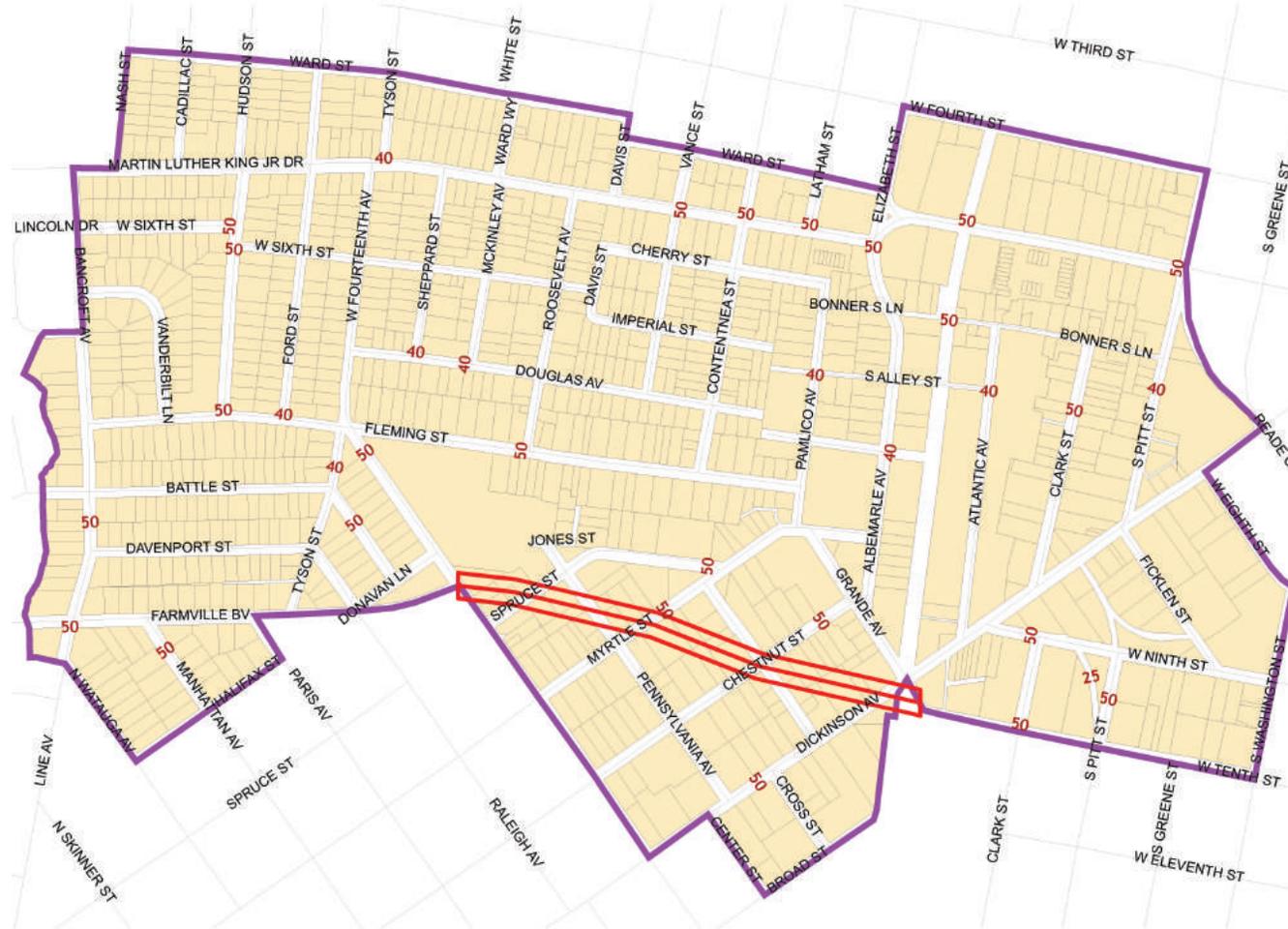


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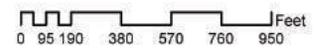
MAP 4.10

City of Greenville
Pitt County, North Carolina
Center City/ West Greenville
Revitalization Plan
Right-of-Way Widths



Legend
Tenth Street Connector

Certified Redevelopment Area





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Artistic Rendering of West 10th Street Commercial Node



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View west on Martin Luther King, Jr. Drive



View west on Martin Luther King, Jr. Drive



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Artistic Rendering of Mixed-Use on MLK, Jr. Drive



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IV. FINANCING METHODS, BUDGET, AND DESCRIPTION OF ACTIVITIES

The objective of removing economic and social liabilities injurious to the public health, safety, and morale of the residents of the West Greenville Certified Redevelopment Area requires implementation of the following activities. As herein detailed, funding through the Department of Housing and Urban Development, the City of Greenville, and other sources is available to undertake many of the redevelopment activities. Several federally-funded projects may be required to fully address the diverse needs identified. A successful effort will require public and private funds and coordination of activities with programs sponsored and administered by a variety of public and private entities.

In an effort to improve the livability and safety of this area, the City of Greenville has embarked on an ambitious eight-year program to reverse the amount of dilapidated housing, protect elderly homeowners, improve infrastructure, and increase homeowner occupancy to a minimum of 50%. The program involves removal of dilapidated housing and inappropriate land uses, elimination of blighting conditions, retention of existing homeowners, construction of new housing, and restoration of neighborhood character. A key component in the implementation of this Redevelopment Plan will be the provision of a diverse mix of housing, inclusive of quality ownership and rental housing that serves a broad cross section of the West Greenville population. As part

of this effort, many options should be explored, including assisted living facilities for the elderly and handicapped, adaptive reuse of existing structures such as warehouses, and cutting edge housing development methods such as land trusts and rent-to-own scenarios.

The recently approved General Obligation Bonds will provide \$5 million for activities within the West Greenville Certified Redevelopment Area. These activities will complement substantial federal funds committed to this area. Total costs for the 45 block CDBG Plan are estimated to be \$13.8 million. Approximately \$8.8 million of the costs will come from federal funds provided by the US Department of Housing and Urban Development. The \$5 million in bond funds will complete the funding requirements for this eight-year program. However, additional funding for the entire certified area, including future CDBG funds, future bond referendums and other available state and federal funds, is still to be acquired. In addition, it is envisioned that this public investment will provide incentives for private investment and development in the area. Activities proposed for funding would include the following:

Acquisition

To address the inadequate provision of open space and faulty lot layout, property acquisition will consist of the dilapidated structure and the parcel of land on which it is situated. Estimates provided herein are based on the City of Greenville property valuations.



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Community Development Block Grant funds and Bond Revenue funds may be utilized for property acquisition. Acquisition will be conducted in accordance with the Real Property Acquisition and Uniform Relocation Policies Act of 1970, as amended and as per the City of Greenville's Residential Anti-Displacement and Relocation Plan included as Appendix C in this document. During implementation of this Redevelopment Plan, efforts should be made where possible to allow any displaced residents to remain in West Greenville should it be their desire to do so.

Clearance

City of Greenville CDBG funds and Bond Revenues may be utilized to undertake clearance activities. Such activities will be in accordance with the activities depicted in Map 4.8

Relocation

As a result of the aforementioned acquisition and clearance activities, a limited number of households and some non-residential uses will be displaced. Relocation activities may be covered by CDBG funds and West Greenville Bond Revenues. Relocation will be conducted in accordance with the Real Property Acquisition and Uniform Relocation Policies Act of 1970, as amended and as per the City of Greenville's Residential Anti-Displacement and Relocation Plan included as Appendix C in this document.

Residential Rehabilitation

CDBG and City of Greenville bond revenue funds may be utilized to rehabilitate owner-occupied dwellings within the Redevelopment Project area. The Owner Occupied Rehabilitation Grant / Loan Program is designed to assist low and moderate-income households in the rehabilitation of their homes. Property must be presently owned and occupied by a low to moderate income household and have one or more substandard conditions yet must be suitable for rehabilitation. A property may be considered not suitable for rehabilitation if it is dilapidated or deteriorated beyond feasible economic repair.

Infrastructure Improvements

CDBG and City of Greenville bond revenue funds may be utilized to make infrastructure improvements. Such activities are described in detail on page 4-50 of this document.

Business and Employment Retention/Creation

CDBG and City of Greenville Bond Revenue funds may be utilized to leverage the creation of new business opportunities within the Redevelopment Project area as well as to direct financial resources toward promising programs that create employment opportunities for residents of the West Greenville Redevelopment Project area.



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V. CONTINUING CONTROLS

The City of Greenville Redevelopment Commission intends to comply with all municipal, state, and federal rules and regulations applicable to the conduct and administration of this project. All acquisition/clearance and relocation activities will be conducted under the guidance of the North Carolina Department of Environment and Natural Resources and in accordance with the HUD requirements contained in the Uniform Relocation Assistance and Real Property Acquisition Handbook, and local policies authorized by Section 570.606 of the Community Development Act of 1974, as amended.

Minimum housing code, nuisance abatement, crime prevention and control, zoning enforcement, and other measures will be utilized as appropriate to implement the purposes and intent of the Revitalization Plan and the Certified Redevelopment Plan.

VI. CERTIFICATIONS

Included herein are the “City of Greenville and Pitt County Home Consortium Consolidated Plan Certifications to Affirmatively Further Fair Housing”, Appendix A, and the “Redevelopment Commission Eminent Domain”, Appendix B. These documents will be followed in the implementation of this Certified Redevelopment Plan.

The “Residential Antidisplacement and Relocation Assistance Plan / Certification”, Appendix C, has been included in this plan to insure consistency with Federal Uniform Relocation Act and West Greenville HUD approved Community Development Block Grant 2003 – 2007 Consolidated Plan for the 45 block area.

In addition, drafts of the Plan certifications for Planning Board (2), Redevelopment Commission, and City Council have been included as Appendix E, Appendix F, Appendix G, and Appendix H, respectively.



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I. ORGANIZATION

Implementation of the Revitalization Plan should be based upon the primary objectives first, to remove blight from the redevelopment area and second, to create increased economic development opportunities for the center city and the West Greenville neighborhoods.

Since these objectives are so closely aligned with the mission of the Redevelopment Commission, it is natural that this organization should be charged with leading the implementation of this revitalization plan using the resources of the City of Greenville, the Greenville Utilities Commission, the Recreation Commission, Greenville Area Transit, East Carolina University, Uptown Greenville, and Pitt County.

However, due to the long term nature of the Revitalization Plan, the need for timely strategic coordination of projects with many outside groups, and the need for constant efforts to generate and maintain a consistent revenue stream, it is clear that the Redevelopment Commission does not have the resources to implement the Plan. Therefore, the first recommendation is that the City budget for and hire a full time and dedicated support staff whose sole mission is to implement the plan's projects, programs, and initiatives under the direction of the Commission.

In order to implement the plan, the Redevelopment Commission should then follow a structured process with

the appropriate volunteer support to make the projects happen. This process should include the following steps:

1. Determine your **Needs** (What you want!)
2. Know the needs of the **Community**
3. Determine their **Priorities**
4. Develop an **Implementation Strategy**
5. Determine **How to Get Commitments** from Banks, Government, and Individuals
6. Develop a **Project Team**
7. Complete **One Major Project**

In Table 5.1, the key projects and public improvements identified in the Revitalization Plan have been listed in priority order based upon the market demand for the project, its ability to be funded, and its ability to leverage other private investment in these areas. Each project is described with an estimated project cost, which includes construction costs, fees, and administrative costs for a complete project; proposed public funding; anticipated private investment; and additional remarks. The project costs have been developed based upon the proposed scope of each project and generally accepted unit costs or proposed funding from the supporting agency. For example, streetscape costs are estimated on a per block basis using the intensity of the proposed improvements; school renovation costs are from sources at the City of Greenville and the School District.

The most important projects include the following:

- Development of Design Guidelines: These guidelines



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will set a framework to establish the size, scale, massing, image, materials, and colors of future development projects to make them compatible with the existing fabric of the center city and the West Greenville neighborhoods. They will also allow landowners to protect the value of the existing property and give future developers confidence that their investment will be rewarded.

- Independent Living Center: This project is integral to the redevelopment of the West Greenville neighborhoods by providing a potential home for some of the elderly residents of the area displaced by the redevelopment efforts.
- Hotel / Alumni Center / Office Building: This mixed use public private venture will fill important gap in the heart of the center city commercial district and bring additional business to the existing retail establishments.
- West Greenville Housing: This work will be a continuation of the 45-block CDBG program with modifications due to the Redevelopment Plan. This removal of dilapidated structures and replacement with infill housing will be critical to stabilize these residential areas. A key component in the implementation of this Redevelopment Plan will be the provision of a diverse mix of housing, inclusive of quality ownership and rental housing that serves a broad cross section of the West Greenville population.
- Sadie Saulter School Renovation: This project will provide a new entrance to the West Greenville neighborhoods and will support new residential development in this area. It includes the acquisition of several blocks of blighted housing in the Fourteenth Avenue – Tyson Street area. Expansion of the school will serve to promote other uses such as after school and community meeting facilities
- Redevelopment of Martin Luther King, Jr. Drive: This project will require a great deal of coordination between the City and the neighborhoods to be completed successfully. It has the potential to completely change the image of this area and expedite the redevelopment process.
- Dickinson Avenue Arts District: This concept is based upon the market demand for entertainment facilities in the center city area adjacent to the University. It will take advantage of the existing historic structures along this corridor, the scale of Dickinson Avenue and the adjacent surface parking made available by a variety of clearance projects. This district will also take advantage of the newly improved frontage on Tenth Street and the existing cultural facilities on Evans Street in this area. It will provide a logical area for an upgrade of the entertainment options available in the center city.
- Streetscape Improvements: This public investment will immediately change the image of the major



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transportation routes into and through the center city. The use of pedestrian paving, standard lighting fixtures, fencing and iron work, benches, trash receptacles, bollards, moveable planters, traffic signals, signage, and landscaping will help to stabilize land values and provide the incentive for additional investment. Streetscape improvements are an integral part of virtually all of the above noted projects including the Evans Street Corridor from Tenth Street to the Town Common, the revitalization of Martin Luther King, Jr. Drive, the First Street residential development, and the Dickinson Avenue arts district.

Table 5.2 provides a listing of other projects which may not have the highest priority in the Revitalization Plan but are important to this effort over a longer term. Those projects include:

- Streetscape improvements for Fourteenth Avenue to support the West Greenville Neighborhood residential housing development.
- Streetscape improvements for Pitt, Greene, and Reade Streets to support private development projects in these areas.
- Albemarle Avenue projects including a city park as a buffer along the railroad track, a community services building with a business incubator, and renovation of the warehouse building into a housing or retail project. These projects will serve to remove blighted structures

and incompatible uses and will return Albemarle Avenue to a vibrant commercial corridor.

- Development of University housing in the downtown area on Cotanche and Reade Streets on property currently owned by the University. This housing will provide support to the commercial businesses downtown and provide 24 hour a day activity in the urban core.
- Development of a city parking deck to leverage a major private investment in the downtown area. The schedule for this deck will be driven by the project that it supports. There is no current demand for this facility with the density of the existing downtown uses.
- The Eastern North Carolina Regional Science Center to serve as the catalyst for the Dickinson Avenue arts district. Its site is undetermined and its schedule is dependent on the private fund raising.
- The performing arts center to serve as a major attraction for the downtown. It will be a major part of the creation of an arts district in the downtown. Its activities will support the University's mission and the downtown restaurants.
- County building expansion adjacent to the Courthouse to increase the business activity in the downtown. While this project is not a part of the County's capital



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improvement plan, it is recommended to encourage all governmental entities to use their resources to support a vibrant downtown for Pitt County.

II. STRATEGIES

The City of Greenville and the Redevelopment Commission have a series of strategies available to them to aid in the implementation of the Revitalization Plan. The use of these strategies is dependent upon the size and importance of each potential project or improvement. These strategies include the following:

Zoning and Density Changes

By making changes in the current zoning which protects certain land values in the revitalization area and eliminating non-conforming uses, the City can create additional value for a particular piece of property. Changes to setbacks alone can create an incentive; if a setback is reduced it can increase the usable area available to make a project more viable. The City can also create value for a site by upgrading the land use or increasing the intensity / density allowed, as well as, creating disincentives for development of a competing property. It is important to note increased density may not equate to increased value if the existing market cannot support the size of the project.

Commitments to Lease Space

A public, private, or institutional commitment to lease space in a new development makes it considerably easier for a developer to obtain financing for a project. Even if the entity

commits itself to leasing, only a minor portion of a proposed project makes it easier for the developer to obtain other lease commitments. By carefully arranging the terms of the lease and renewal options, the public or private entity can obtain space at a very competitive rate while it assists the developer in leveraging private investment in the center city. This approach maybe difficult for the University due to the recurring nature of the lease payments; however, an ownership provision may allow the University to own a share of the development and assist the developer in the leverage of a larger project.

Flexibility in Zoning and Development Codes

Providing innovative administration of zoning regulations and development codes may create market opportunities in depressed areas. Exchange of additional floor area for the provision of improved pedestrian features, greater public open space, or better coordinated development can be used to entice future development.

Eminent Domain

Use of eminent domain, which is a procedure for public acquisition of private property for a public use, is generally used only as a last resort once all other means of acquiring have been exhausted. However, it can be an effective tool for redevelopment. It is important to note that this procedure may be used within the West Greenville Certified Redevelopment Area because the area meets the statutory requirements for the removal of blight. It may also generally be used for public purpose projects.



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Financing by an Ancillary Party

The public sector can influence the availability of financing for private development projects by making civic funds, patient capital, or soft equity money available to be used in a particular project. Patient capital is defined as money from which investors are not expecting a rapid rate of return, but instead, are willing to accept a return over a longer term. It can also organize the placement of foundation funding or direct the placement of equity through non-profit organizations which provide tax deductions and contributions for investors.

Provision of Infrastructure

The public sector can use low cost land, provision of streetscape improvements, and surface or structured parking as incentives for private development. In addition, shared public meeting facilities such as conference, meeting, or exhibit spaces can leverage private development adjacent to them.

Development of Design Guidelines

Design guidelines can be used to control the quality of future investment to protect the values of existing properties and buildings. These guidelines are particularly important in areas which have a distinctive image or historical buildings to maintain. These guidelines should include direction regarding the size and scale of the building, the use of materials, key building details highlighted for emphasis, signage locations, awning designs, and store front recommendations. These guidelines may be applied to either new construction or renovation projects.

Local Tax Incentives

The creation of a tax increment financing (TIF) package specifically for projects within the downtown core will allow the City to reinvest tax monies created by the development back into the project in the form of infrastructure improvements noted above. The City can also create local historic districts. However, the most viable option for the City may be the creation of a municipal services district to create additional revenue for infrastructure for downtown projects. This funding may also be used as a local match to leverage federal funds. It should be noted that the land within this district must include a much larger acreage than the Center City portion of the Redevelopment Area, largely due to the number of tax exempt properties there.

III. PUBLIC INCENTIVES AND FUNDING OPPORTUNITIES

Listed below are various techniques used for public incentives and funding of redevelopment projects:

Federal Sources including Community Development Block Grants and funds from the Economic Development Administration, and the Small Business Administration

Federal Entitlement Funding

Subsidized Loan Interest

Loan Guarantees by Local Government



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Direct Loans by the Public Sector at Below Market Rates

Public Funding of Predevelopment Costs

Improvement or Business Development District

Municipal Service District

Tax Increment Financing

General Obligation Bonds

Revenue Bonds

New Local Option Tax Revenues

Property Assembly and Acquisition of Multiple Parcels

Site Clearance and Demolition

Infrastructure or Public Facility Improvements

Shared Facilities

Ground Leases

IV. ACTION PLAN

Each of these funding techniques is ideally suited for a particular type of project or situation. Table 5.3 provides a listing of the most available sources of additional funds to finance the proposed list of projects. The annual funds

are totaled based upon an eight-year schedule for completion of the priority projects. It will take a significant sales and marketing effort to get an additional accommodations tax, restaurant tax, or sales tax approved as a local option for the community. Similarly, state funding for key projects will require strong consensus building and marketing on the part of the Redevelopment Commission and its staff to achieve the desired result. However, it appears that the climate is right for this effort based upon the City's recent approval of General Obligation Bonds for several key revitalization projects and City's success in lobbying for federal entitlement funding.

Table 5.4 provides a summary and schedule of the annual source of public funds available to finance these projects. It is clear from these summaries that additional funding sources must be developed in the years 2007, 2008, and 2009 in order to fund the projects on the proposed schedule. If this funding is not available, the proposed schedule must be adjusted to coincide with the availability of funds.

Finally, Tables 5.5 and 5.6 provide a schedule of work for both the downtown and the West Greenville



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Neighborhoods respectively. This schedule of work is an ideal road map for a volunteer task force coordinated by the Commission to begin the revitalization process. Each schedule provides a listing of tasks, the priority for the task, the group responsible for developing the program or project, and the date by which the task should be accomplished.

V. IMPLEMENTATION SUMMARY

While this Revitalization Plan discusses the organization, key projects, implementation strategies, public funding opportunities, and the proposed action plan separately, it is important to recognize that they are interdependent. For example, well-crafted strategies in the form of ordinances and regulations are important in guiding ongoing private reinvestment; a proactive organization is important in engaging both local government and private investors; public funding is critical in getting the Plan underway with positive momentum.

A core goal in implementing this Plan must be establishing a civic partnership between the Redevelopment Commission, the City, and the business community that will guide the ongoing reinvestment and the community image the Plan recommends. The millions of dollars of institutional investment occurring or planned can either advance this Plan's implementation measurably or thwart its implementation for another generation by not raising the standards to a level that the community has been educated to expect.

The Redevelopment Commission can begin this work by taking the first organizational steps recommended to hire a staff, to wholeheartedly adopt the recommendations of the Plan, and to begin the further planning initiatives recommended.

The City can begin its work by studying and revising its development standards and adopting the zoning and land use recommendations noted herein, and establishing the Redevelopment Area as an overlay district. It can also engage the appropriate departments and elected officials and review its capital improvements program to bring it into alignment with the Revitalization Plan.

Together, the Redevelopment Commission and the City should further engage both the Hospital and East Carolina University to use their resources to assure that the revitalization activities are coordinated with and complement the corridor redevelopment activities noted herein.

Finally, the Redevelopment Commission and the City of Greenville must adopt the West Greenville Redevelopment and Center City Revitalization Plans because there is so much value, history, infrastructure and potential in the downtown area and surrounding West Greenville neighborhoods. These areas are civic assets that should be preserved and enhanced for future generations.



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| PRIORITY PROJECTS | FUNDING | | REMARKS |
|---------------------------------------|----------------------|---------------------|---|
| | PUBLIC | PRIVATE | |
| Development Financing | \$550,000 | \$0 | Development Incentives, Business & Employment Creation |
| Development of Design Guidelines | \$75,000 | \$0 | |
| Independent Living Center | \$500,000 | \$2,500,000 | |
| Evans Street Streetscape | \$4,500,000 | \$500,000 | From Tenth St. to the Town Common |
| Hotel/ Office Building Complex | \$2,000,000 | \$12,400,000 | Includes Property Acquisition and Surface Parking |
| West Greenville Housing Developments | \$26,000,000 | \$0 | CDBG, Home Funds, Other State, Federal Funds over 8 Yrs |
| Tenth Street Underground Utilities | \$1,500,000 | \$200,000 | |
| Tenth Street Connector | \$12,000,000 | \$4,000,000 | Funded by City, University, & Hospital |
| Tenth Street Streetscape | \$11,000,000 | \$1,000,000 | From Memorial Dr. to Evans St. |
| Tenth Street Commercial Node | \$500,000 | \$8,000,000 | At Chestnut St. |
| Sadie Saulter School Renovation | \$5,853,000 | \$0 | |
| Third Street Realignment | \$800,000 | \$0 | Funded under GO Bonds |
| Traffic Calming Improvements | \$1,500,000 | \$0 | MLK, Jr. Drive |
| MLK, Jr. Drive Streetscape | \$5,000,000 | \$500,000 | Includes utility relocation to Third St. |
| MLK, Jr. Drive Housing Projects | \$5,000,000 | \$5,000,000 | Funded under GO Bonds |
| New Elementary School | \$15,600,000 | \$0 | Funded by Pitt County Schools |
| Town Common Improvements | \$3,500,000 | \$1,200,000 | Fencing, walks, fountain |
| First Street Streetscape Improvements | \$2,500,000 | \$500,000 | From Pitt to Reade St. |
| First Street Housing Projects | \$0 | \$18,000,000 | 3 @ \$6,000,000 each |
| Development of Arts Plan | \$50,000 | \$0 | |
| UNX Relocation | \$1,000,000 | \$0 | |
| Dickinson Avenue Streetscape | \$2,500,000 | \$250,000 | From Reade Circle to Tenth St. |
| Dickinson Avenue Infill Projects | \$1,000,000 | \$5,000,000 | From Reade Circle to Tenth St. |
| Arts District Parking | \$500,000 | \$0 | 500 Surface Spaces |
| Entertainment Complex | \$0 | \$8,000,000 | |
| TOTAL- PRIORITY PROJECTS | \$104,003,000 | \$67,050,000 | |

Table 5.1 Summary of Potential Uses of Funds • Priority Projects



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City of Greenville - North Carolina

Notes:

1. This summary of potential uses is over the first 8 year period outlined in this implementation plan.
2. The public funding includes monies from federal, state, county, and city government. The private funding includes monies from all other sources including the University.
3. The costs noted in the tables of Chapter 5 are based on estimates provided by City staff, the school district, the public works department or by the previous experience of the consultant. They represent the best judgment of the source based on the proposed scope of work at this time. Each cost includes construction costs, soft costs, and a contingency to provide a complete project cost.

Table 5.1 Summary of Potential Uses of Funds • Priority Projects



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

| OTHER PROJECTS | FUNDING | | REMARKS |
|--|----------------------|----------------------|--------------------------------------|
| | PUBLIC | PRIVATE | |
| Fourteenth Avenue Streetscape | \$1,800,000 | \$0 | 6 blocks from MLK, Jr. to Tenth St. |
| Streetscapes- Pitt, Greene & Reade Streets | \$2,000,000 | \$0 | From First St. to Reade Circle |
| Greene Street Housing Projects | \$0 | \$18,000,000 | 3 projects @ \$6,000,000 each |
| City Park- Albermarle Avenue | \$1,000,000 | \$0 | |
| Albemarle Community Services Building | \$300,000 | \$2,500,000 | |
| Warehouse Renovation- Albemarle Avenue | \$500,000 | \$2,500,000 | |
| Albemarle Avenue Housing Projects | \$500,000 | \$4,000,000 | 60 units |
| University Housing- Cotanche Street | \$0 | \$10,000,000 | 270 beds |
| University Housing- Reade Street | \$2,000,000 | \$38,000,000 | |
| Feasibility for Intermodal Center | \$50,000 | \$0 | |
| City Parking Deck | \$4,000,000 | \$0 | 300 car structure |
| Eastern NC Regional Science Center | \$5,000,000 | \$15,000,000 | Based on \$5 million from the State |
| Performing Arts Center | \$15,000,000 | \$15,000,000 | Based on \$15 million from the State |
| County Building Expansion | \$12,000,000 | \$0 | Based on County Funding |
| TOTAL- OTHER PROJECTS | \$44,150,000 | \$105,000,000 | |
| TOTAL- ALL PROJECTS | \$148,153,000 | \$172,050,000 | |

Notes:

1. This summary of potential uses is over the first 8 - year period outlined in this implementation plan.
2. The public funding includes monies from federal, state, county, and city government. The private funding includes monies from all other sources including the University.
3. The costs noted in the tables of Chapter 5 are based on estimates provided by City staff, the school district, the public works department and by the previous experience of the consultant. They represent the best judgment of the source based on the proposed scope of work at this time. Each cost includes construction costs, soft costs, and a contingency to provide a complete project cost.

Table 5.2 Summary of Potential Uses of Funds • Other Projects



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

| ADDITIONAL SOURCES | BASIS | FUNDING | TERM | REMARKS |
|-------------------------------------|------------------|----------------------|-------------|--|
| ACCOMMODATIONS TAX | 2% | \$400,000 | Annual | Potential tax to be approved at the state level. Currently 6%. |
| RESTAURANT TAX | 1% | \$500,000 | Annual | Potential tax to be approved at the state level. |
| SALES TAX | 1% | \$4,000,000 | Annual | Potential tax to be approved at the state level. |
| STATE FUNDING | As requested | \$20,000,000 | One-Time | |
| TENTH STREET CONNECTOR | As requested | \$10,000,000 | One-Time | Approved by the State. |
| COUNTY FUNDING | As requested | \$15,000,000 | One-Time | Proposed for Sadie Saulter and New Elementary School |
| COUNTY FUNDING | As requested | \$12,000,000 | One-Time | Proposed for County Building Expansion |
| CIP FUNDING | | | | |
| SADIE SAULTER SCHOOL | As requested | \$853,000 | One-Time | For land cost and infrastructure. |
| ELEMENTARY SCHOOL | As requested | \$5,600,000 | One-Time | For land cost and infrastructure. |
| PARKING DECK | As requested | \$2,358,619 | One-Time | |
| GENERAL OBLIGATION BOND FUNDING | | \$20,800,000 | | |
| WEST GREENVILLE | As requested | \$5,000,000 | One-Time | Part of recent referendum accepted by the voters. |
| CENTER CITY | As requested | \$5,000,000 | One-Time | Part of recent referendum accepted by the voters. |
| TENTH STREET CONNECTOR | As requested | \$2,000,000 | One-Time | Part of recent referendum accepted by the voters. |
| THIRD STREET REALIGNMENT | As requested | \$800,000 | One-Time | Part of recent referendum accepted by the voters. |
| MUNICIPAL SERVICES DISTRICT | To be determined | \$100,000 | Annual | Potential tax to be approved. |
| FEDERAL GRANTS/ENTITLEMENTS | As requested | \$1,000,000 | Annual | From CDBG and Home Funds |
| PRIVATE CAPITAL | As raised | \$172,050,000 | One-Time | |
| TOTAL 8 YEAR PUBLIC FUNDING | | \$116,811,619 | | |
| TOTAL 8 YEAR PRIVATE FUNDING | | \$172,050,000 | | |

Table 5.3 Potential Sources of Funds



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

Notes:

1. This summary of potential uses is over the first 8 year period outlined in this implementation plan.
2. The public funding includes monies from federal, state, county, and city government. The private funding includes monies from all other sources including the University.
3. The costs noted in the tables of Chapter 5 are based on estimates provided by City staff, the school district, the public works department or by the previous experience of the consultant. They represent the best judgment of the source based on the proposed scope of work at this time. Each cost includes construction costs, soft costs, and a contingency to provide a complete project cost.
4. The City of Greenville and Pitt County Board of Education will work cooperatively with plans to expand Sadie Saulter Elementary School. The costs of the expansion will be the responsibility of the Pitt County Board of Education.

Table 5.3 Potential Sources of Funds



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

| PUBLIC USES | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | TOTALS |
|---------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|----------------------|
| Dickinson Projects | | | | | | | | | |
| Arts/Entertainm't Plan | | \$50,000 | | | | | | | \$50,000 |
| UNX Relocation | | | \$500,000 | \$500,000 | | | | | \$1,000,000 |
| Dickinson Streetscape | | | | \$1,000,000 | \$1,500,000 | | | | \$2,500,000 |
| Infill Projects | | | \$300,000 | | \$400,000 | | \$300,000 | | \$1,000,000 |
| Surface Parking | | | | | \$500,000 | | | | \$500,000 |
| TOTALS-USES | \$5,503,000 | \$12,400,000 | \$19,150,000 | \$19,150,000 | \$20,850,000 | \$17,150,000 | \$5,450,000 | \$4,350,000 | \$104,003,000 |

| PUBLIC SOURCES | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | TOTALS |
|----------------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Accommodations Tax | | | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,400,000 |
| Restaurant Tax | | | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |
| Sales Tax | | | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$24,000,000 |
| State Grants | \$2,000,000 | | \$2,000,000 | \$3,000,000 | \$3,000,000 | | \$10,000,000 | \$10,000,000 | \$30,000,000 |
| County Funding | | \$500,000 | \$2,250,000 | \$3,250,000 | \$4,500,000 | \$4,500,000 | | | \$15,000,000 |
| City- Sadie Saulter | \$853,000 | | | | | | | | \$853,000 |
| City Elementary School | | \$2,800,000 | \$2,800,000 | | | | | | \$5,600,000 |
| GO Bonds- Center City | | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | | | \$5,000,000 |
| GO Bonds- W Greenville | | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | | | \$5,000,000 |
| GO Bonds - 10th St. | \$500,000 | \$1,500,000 | | | | | | | \$2,000,000 |
| GO Bonds - 3rd St. | \$100,000 | \$700,000 | | | | | | | \$800,000 |
| Municipal Service District | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$800,000 |
| Federal Grants | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$8,000,000 |
| TOTALS/ SOURCES | \$4,553,000 | \$8,600,000 | \$15,050,000 | \$14,250,000 | \$15,500,000 | \$12,500,000 | \$16,000,000 | \$16,000,000 | \$102,453,000 |

Table 5.4 Draft Schedule For Sources And Uses For Priority Projects



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

| TASKS | PRIORITY | | | GROUP RESPONSIBLE | DATE TO ACCOMPLISH* | ACTION REQUIRED |
|--|----------|-----|-----|-------------------------|---------------------|-----------------|
| | High | Med | Low | | | |
| Identify Sites for Downtown Development | x | | | Redevelopment Comm | 6 Months | |
| Acquire Property for the Plan | x | | | Redevelopment Comm | 1 Year | |
| Address Zoning Changes | x | | | City of Greenville | 9 Months | |
| Develop Design Guidelines | x | | | Redevelopment Comm | 6 Months | |
| Develop Financing Options for Downtown | | x | | Redevelopment Comm | 1 Year | |
| Develop Retail Retention Program | | x | | Redevelopment Comm | 9 Months | |
| Develop Headquarters Recruitment Program | | x | | Redevelopment Comm | 9 Months | |
| Complete Feasibility for Intermodal Center | | | x | City of Greenville | 9 Months | |
| Complete Evans Street Streetscape | x | | | City of Greenville | 3 Years | |
| Construct Hotel/ Office Building Complex | x | | | City and ECU | 3 Years | |
| Bury Tenth Street Overhead Power Lines | x | | | Greenville Utilities | 3 Years | |
| Construct Tenth Street Connector | x | | | City of Greenville | 6 Years | |
| Complete Tenth Street Streetscape | x | | | City of Greenville | 6 Years | |
| Improve Transportation Services for Downtown | | x | | Greenville Area Transit | 9 Months | |
| Complete Town Common Improvements | x | | | Redevelopment Comm | 4 Years | |
| Complete First Street Streetscape Improvements | x | | | City of Greenville | 5 Years | |
| Construct First Street Residential Projects | x | | | Redevelopment Comm | 8 Years | |
| Develop Plan for Arts/ Entertainment District | x | | | Redevelopment Comm | 2 Years | |
| Relocate UNX | x | | | Redevelopment Comm | 4 Years | |
| Complete Dickinson Avenue Streetscape | x | | | City of Greenville | 4 Years | |
| Complete DickInson Avenue Infill Projects | | x | | Redevelopment Comm | 7 Years | |
| Develop Surface Parking | | x | | City of Greenville | 5 Years | |
| Construct Entertainment Complex | x | | | Redevelopment Comm | 7 Years | |
| Complete Streetscapes - Pitt, Greene & Reade Streets | x | | | City of Greenville | 5 Years | |
| Construct Greene Street Residential Projects | | x | | Redevelopment Comm | 8 Years | |
| Construct University Housing- Cotanche Street | | | x | East Carolina Univ | 3 Years | |
| Construct University Housing- Reade Street | | x | | East Carolina Univ | 8 Years | |
| Develop City Parking Deck | | | x | City of Greenville | 8 Years | |
| Develop Eastern NC Regional Science Center | | | x | Private Citizens | 10 Years | |
| Develop Performing Arts Center | | | x | East Carolina Univ | 10 Years | |
| Construct County Building Expansion | | | x | Pitt County | 10 Years | |

Table 5.5 Schedule of Work: Uptown



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

| TASKS | PRIORITY | | | GROUP RESPONSIBLE | DATE TO ACCOMPLISH* | ACTION REQUIRED |
|--|----------|-----|-----|-------------------------|---------------------|-----------------|
| | High | Med | Low | | | |
| Acquire Property for the Plan | x | | | Redevelopment Comm | 1 Year | |
| Address Zoning Changes | x | | | City of Greenville | 9 Months | |
| Develop Design Guidelines | x | | | Redevelopment Comm | 6 Months | |
| Complete Feasibility for Intermodal Center | | | x | City of Greenville | 9 Months | |
| Provide Relocation Counseling for MLK Businesses | x | | | City of Greenville | 1 Year | |
| Create Housing Loan Pool | x | | | City of Greenville | 1 Year | |
| Promote Social Services in Neighborhoods | | x | | City of Greenville | 2 Years | |
| Improve Transportation Services | | x | | Greenville Area Transit | 9 Months | |
| Develop Independent Living Center | x | | | Redevelopment Comm | 2 Years | |
| Construct West Greenville Housing | x | | | Redevelopment Comm | 8 Years | |
| Construct Tenth Street Connector | x | | | City of Greenville | 6 Years | |
| Complete Tenth Street Streetscape | x | | | City of Greenville | 6 Years | |
| Provide Tenth Street Commercial Node | x | | | Redevelopment Comm | 5 Years | |
| Provide Neighborhood Recreation Facilities | | | x | Recreation Comm | 1 Year | |
| Complete Sadie Sautler School Renovation | x | | | School Board | 4 Years | |
| Complete Third Street Realignment | x | | | City of Greenville | 2 Years | |
| Construct Traffic Circles | x | | | City of Greenville | 3 Years | |
| Complete MLK, Jr. Drive Streetscape | x | | | City of Greenville | 4 Years | |
| Construct MLK, Jr. Drive Housing | x | | | Redevelopment Comm | 8 Years | |
| Complete Fourteenth Avenue Streetscape | | x | | City of Greenville | 6 Years | |
| Construct New Elementary School | | x | | School Board | 6 Years | |
| Construct City Park- Albemarle Avenue | | x | | Redevelopment Comm | 3 Years | |
| Construct Albemarle Community Services Building | | x | | Redevelopment Comm | 5 Years | |
| Complete Warehouse Renovation- Albemarle Avenue | | | x | Redevelopment Comm | 6 Years | |
| Construct Albemarle Avenue Housing | | x | | Redevelopment Comm | 8 Years | |

Table 5.6 Schedule Of Work: Neighborhoods



The Center City - West Greenville Revitalization Plan
 Redevelopment Commission
 City of Greenville - North Carolina

**SCHEDULE OF ESTIMATED USES FOR CDBG, HOME
 AND WEST GREENVILLE BOND FUNDS 2004 - 2012**

| IMPROVEMENT ACTIVITY | CDBG & Home Funds |
|-------------------------------------|------------------------------|
| Façade Grants & Business Loans | \$72,500 |
| Acquisition of Vacant Lots | \$853,000 |
| Acquisition and Relocation | \$4,725,000 |
| Demolition | \$937,000 |
| Homeowner Rehabilitation | \$2,295,000 |
| Total Estimated Expenditures | \$ 8,882,500 |

| IMPROVEMENT ACTIVITY | WEST GREENVILLE BOND FUNDS |
|-------------------------------------|---------------------------------------|
| Acquisition | \$1,900,000 |
| Demolition | \$475,000 |
| Construction | \$200,000 |
| Infrastructure | \$1,000,000 |
| Development Financing | \$550,000 |
| Relocation Assistance | \$475,000 |
| Homeowner Rehabilitation | \$400,000 |
| Total Estimated Expenditures | \$ 5,000,000 |

**** NOTE:** Specific uses and amounts of funding may change based on program priorities. Changes shall be reflected in annual work plans.

Table 5.7 West Greenville Project Funding