



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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.



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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



The Center City - West Greenville Revitalization Plan

Redevelopment Commission
City of Greenville - North Carolina

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.



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

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



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.

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 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 Saulter 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- Albermarle 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	

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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