



# THE DICKINSON AVENUE CORRIDOR STUDY

GREENVILLE, NORTH CAROLINA | 11.21.2014

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# EXECUTIVE SUMMARY

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## PROJECT OVERVIEW



In the coming years, Greenville will become a more vital, connected community that fosters jobs, innovation and downtown residential. The Dickinson Avenue Arts and Innovation District will help to anchor that transformation.

# THE DICKINSON AVENUE CORRIDOR STUDY

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## PROJECT OVERVIEW

**Greenville is a classic North Carolina small city with great potential—but the City must act quickly to advance several strategic planning initiatives.**

Greenville’s leaders and key stakeholders are committed to working together to transform Greenville into a more vibrant city. They understand that Greenville’s urban core will be a fulcrum of that transformation. But time is of the essence as several of Greenville’s most valuable remaining historic buildings are in disrepair and may soon be lost forever. If the community can act quickly to accelerate its redevelopment, these historic resources will anchor a vibrant and authentic urban environment which will attract future residents and businesses.

Greenville’s urban core encompasses many areas – Uptown, the ECU campus, TRUNA and the Dickinson Avenue Corridor – that today are disconnected from each other, and in many cases, underdeveloped. Chronic physical disconnects continue to hold the City back, limiting its economic development potential and leading to extensive vacancies and empty parcels.

For Greenville to grow and sustain a healthy and vibrant core, it is imperative that City stakeholders transform these disintegrated areas

into a coherent, mixed-use urban core, anchored by distinctive districts. Doing so will reflect North Carolina’s rich tradition of great towns and cities like Chapel Hill, Asheville and Durham and also national trends where college towns and university-based cities are creating lively multi-generational communities that integrate “town and gown.”

Recent demographic shifts in the U.S. show that younger Americans are growing more entrepreneurial, collaborative and urban(e). This situation is particularly germane to Greenville where ECU and North Carolina’s broader STEAM (Science, Technology, Engineering, Arts, and Math) economy would be well-served by new “innovation” venues that attract and retain young professionals and talent to the region—especially recent college graduates looking to start companies. In a similar pattern, PDR Industries (Production, Distribution and Repair) are also resurgent in the region and a natural fit for Greenville’s industrial past. The Dickinson Avenue Corridor study area including ECU’s planned Millennium Campus south of 10th Street offers highly desirable sites for all these various uses.

Residential development is arguably the most important element of any community-building initiative. Encouraging people—especially non-students—to move downtown will help to spur other key programs including retail, cafes and

food, recreation and transit use. North Carolina offers some of the most robust, medium-density residential development models in the U.S., and there are several places within the study area that offer great locations for these types of developments. Affordable housing must remain a priority within the West Greenville Redevelopment Area. High quality affordable housing is a key component of the revitalization of Dickinson Avenue.

Transit infrastructure is also critical to the success of the Dickinson Avenue Corridor. Greenville must leverage the proposed Greenville Transportation and Activity Center (GTAC) to attract new, higher-density development and design the GTAC in a way that it is seen as user-friendly and attractive. While the nearby 10th Street Connector will significantly enhance automotive access to Greenville's urban core, its imposing overpass coupled with potentially high speed limits will likely prove a detriment to the study area and must be addressed as part of a broader multi-modal transportation strategy for central Greenville.

The broad various ideas and recommendations outlined below address these issues and offer a path forward to creating a dynamic, highly vibrant central Greenville.

These initiatives are the right things for Greenville, and now is the right time to pursue them.



**Vibrant Streetlife**



**Transit**



**Innovation**

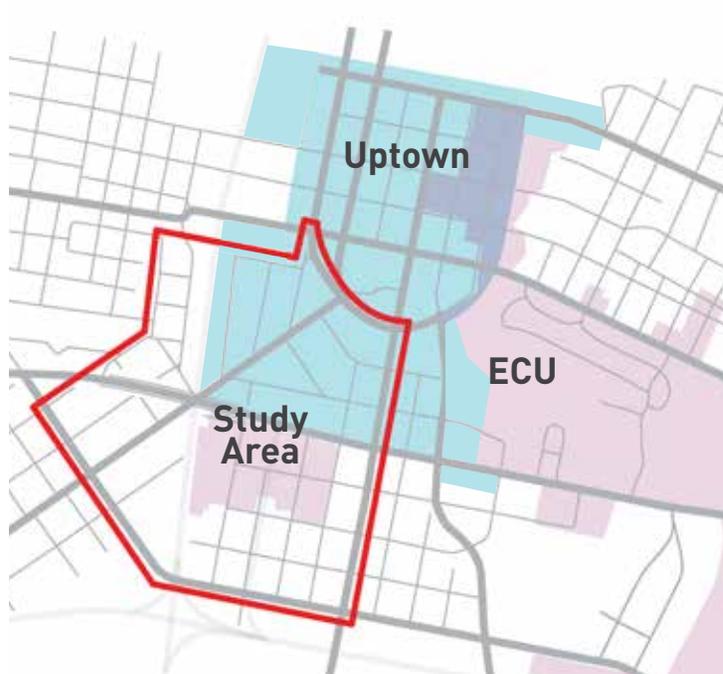


**Mixed Use Residential**

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# STRENGTHS AND OPPORTUNITIES

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## THE STUDY AREA: THE DICKINSON AVENUE CORRIDOR

The study area encompasses approximately 200-acres of largely post-industrial land bisected by Dickinson Avenue – a historic city gateway lined with early to mid-20th Century commercial storefronts. Although much of the area is blighted and underdeveloped, it features several significant historic structures including the Ficklen, Cupola and Haynie buildings along with a number of smaller but distinctive brick warehouses and commercial buildings.

For planning purposes, it is critical to articulate a large study area into distinct sub-areas defined by physical features, infrastructure or ownership patterns. The decision team identified 8 sub-areas which are described on the following pages.

## AREA ONE: HISTORIC BUILDING INFILL

Along the south side of Dickinson Avenue, this sub-area includes several important historic buildings. The Cupola Buildings were previously renovated and converted into office space. The Ficklen, which is Greenville's best remaining example of a Carolina tobacco warehouse, could be renovated to support a wide range of uses from residential lofts, offices and innovation space. These historic assets will help to create an authentic and distinctly North Carolinian feel to the wider area. Generally speaking, "authentic places" are desired by millennials and young professionals—this loft-warehouse character will be a key aspect of branding the broader study area. Additionally, this sub-area should include public amenities and open spaces along existing railroad spurs that are expected to be decommissioned in the future.

## AREA TWO: ARTS DISTRICT AND TRANSIT

North of Dickinson Avenue, near Reade Circle, this sub-area includes the new transit center (the GTAC). Early-phased development providing residential for both students and young professionals should be built adjacent to this transit resource – creating a TOD, or Transit-oriented Development. Several existing streets in this zone should also be realigned both to improve accessibility/visibility to ECU and the Uptown District—this will better integrate the GTAC into other adjacent areas in the study area including the Imperial Site. This realignment will create larger parcels ideally configured for larger format, mixed-use residential. This sub-area also features significant pad sites for PDR businesses—combining jobs and living spaces.

## AREA THREE: 10TH STREET THRESHOLD

The new 10th Street Connector located in this sub-area will be a major east-west roadway linking the Medical Center, the ECU main campus, and East Greenville. As drivers and passengers reach this segment of 10th Street, they will sense that they have truly arrived in downtown Greenville, making this sub-area a major gateway into the city and a logical place for well-sited public parking directly adjacent to the 10th Street Connector embankments. It is essential that buildings and streets in this sub-area be arranged to facilitate pedestrian movement across 10th Street. Greene Street should be extended north of 10th Street to create a new four-way intersection that facilitates pedestrian crossings. This new intersection will also create highly-attractive block sizes for new developments and a key new public park/plaza.

## AREA FOUR: INNOVATION ZONE

This sub-area includes the future ECU Millennium Campus and historic buildings including the Haynie Building along 10th Street, a readily identifiable landmark. Greenville and ECU should work together to ensure that this new campus will support the innovation needs of the University while also reinforcing the mixed-use character of the larger study area. The vitality of this innovation zone will increase through adding new mixed-use residential development along Evans, so it will be important to coordinate private development in the areas situated between the Millennium Campus and Evans Street.

## AREA FIVE: PDR AREAS

Market analysis suggests an opportunity to support places for advanced manufacturing and next-generation maker spaces. Some of these Production, Distribution and Repair (PDR) businesses would incorporate storefronts where people can buy products made on site. Local stakeholders have expressed an interest in developing joint facilities in this area for ECU, Pitt Community College, local economic development offices and private businesses. Specifically, these institutional partners are exploring options for locating that joint facility on the former Imperial Warehouse site. The City of Greenville is using a \$400,000 brownfields clean up grant from the U.S. Environmental Protection Agency to prepare the site for redevelopment.

## AREA SIX: EVANS CORRIDOR

Evans Street is a major gateway/thoroughfare into Greenville connecting ECU, the Study Area and the Uptown District. Because of its high visibility and role as a "connector" between key districts in Greenville, it is important to create buildings that have multiple stories and a mix of uses that help create a vibrant and walkable environment. Ideally, these buildings will also include mid-block structured parking hidden from the street. These blocks situated between Evans Street and the future Millennium campus are a prime redevelopment opportunity which will connect this new campus with ECU's main campus and other areas of Greenville.

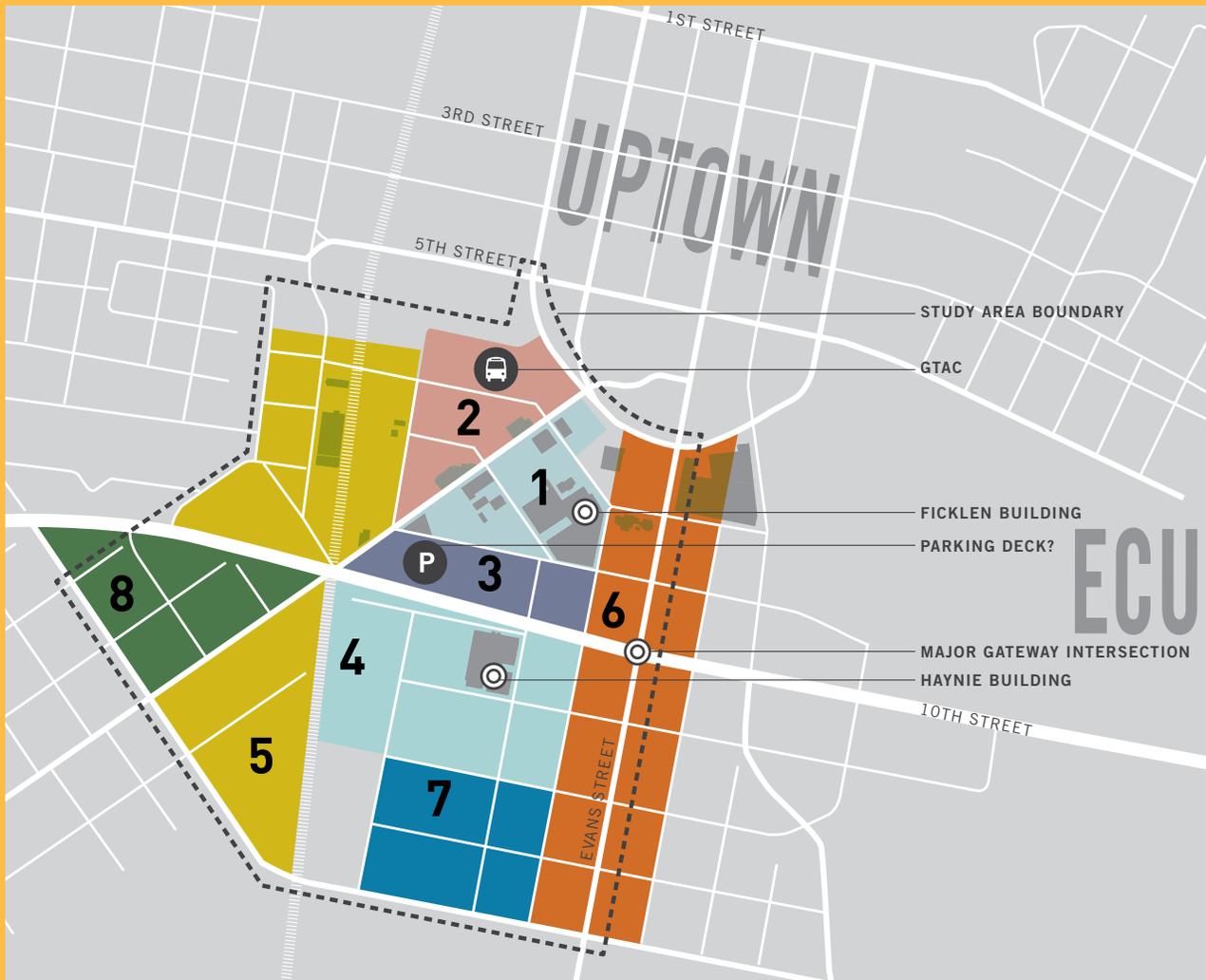
## **AREA SEVEN: BUNGALOW DISTRICT**

This well-maintained, single family neighborhood features numerous detached houses that offer additional residential options that would complement the proposed multi-family residential units planned in other parts of the study area. The Dickinson Avenue Corridor plan leverages a fairly healthy part of the city with minimal public investment.

## **AREA EIGHT: ATHLETICS / RECREATION ZONE**

The current residential neighborhood in this sub-area is in decline and will likely be further stressed by the construction and operation of the elevated 10th Street Connector overpass. While future redevelopment plans for this area must remain flexible and sensitive to the needs of existing populations, this sub-area may be appropriate for athletic facilities and similar uses. Possible options in this sub-area include a downtown-style ballpark using the entire site or a mixed-use district anchored by multi-facility athletics/recreation uses like the West Greenville Basketball Complex, along with compatible restaurant(s)/food vendor(s).

# EIGHT DISTINCT SUB-AREAS



## Legend

- AREA ONE: HISTORIC BUILDING INFILL
- AREA TWO: ARTS DISTRICT AND TRANSIT
- AREA THREE: 10TH STREET THRESHOLD
- AREA FOUR: INNOVATION ZONE
- AREA FIVE: PDR AREAS
- AREA SIX: EVANS CORRIDOR
- AREA SEVEN: EXISTING RESIDENTIAL NEIGHBORHOOD
- AREA EIGHT: ATHLETICS / RECREATION ZONE

## URBAN DESIGN - THE DEVELOPMENT CORE

All of the Dickinson Avenue study area cannot be transformed at once – it is important to focus efforts into key areas where real estate development interest is highest and the potential for catalytic redevelopment is more favorable. Investments in the development core (Zones 1 and 2 above) as well as in the ECU Warehouse Campus (Zone 4 above) have the potential to generate highly positive economic development impacts further down Dickinson Avenue and more generally, in West Greenville. The development core is a great opportunity to incorporate affordable housing that is in close proximity to the future transportation center, employment centers, and other amenities. The community can leverage private investments in the development core by moving and/or realigning streets, building additional public parking structures, investing in vibrant public spaces (additional parks, plazas and streetscapes), and supporting the preservation and conversion of existing historic buildings into new innovation and manufacturing spaces, residences and offices.

### MIXED USES

A more vibrant urban core for Greenville should include housing, office and research combined with ground-floor uses like retail and residential amenities (such as meeting spaces, fitness facilities and lounges). Other desirable amenities include restaurants, cafes and coffee shops. Residential types should provide both student and more importantly, non-student residential and it is critical to achieve the right balance between the two. Rather than focusing exclusively on demand for a large amount of student housing units, the community should seek to carefully balance this provision with young professional and empty nester housing.

### COMPACT, WALKABLE FOOTPRINTS

The vision elements and plan recommendations of the Dickinson Avenue Corridor Study will promote an urban character that encourages pedestrian links between other districts in the City such as Uptown Greenville and ECU. Walkability depends both on providing a varied mix of uses where multiple needs can be accommodated and on providing a pleasant pedestrian experience. New and existing buildings must work together to support pedestrian activity. Whenever possible, existing buildings should be redeveloped—and if appropriate, integrated into larger developments that balance their distinctive character with larger modern structures that reflect today’s marketplace. Depending on the size of existing blocks, parking may not be fully accommodated on site—drivers may need to park in structures one or two blocks away.

Existing streets like Dickinson Avenue have a narrow right of way making it difficult to adequately accommodate vehicular movement, on-street parking and pedestrians. In this particular case, on-street parking may not fit in the Dickinson Avenue redesign so that wider sidewalks and street furniture can improve the public realm.

### DEVELOPMENT GUIDELINES

The master plan for the Dickinson Avenue Corridor will recommend an overlay district in the Development Core. Development regulations in the overlay district would limit certain uses at key intersections and along important corridors that would compromise or hinder the goals and objectives of the master plan. Establishing form-based design guidelines or development guidelines will help to promote the community’s vision for this the development core. The specificity of these guidelines can be guided by the community and may not prescribe architectural details but would address building height, forms, volumes, entrances, and setbacks. The goal is to help in creating active streets and public/private spaces.

### COMMUNITY-BUILDING INFRASTRUCTURE

The Dickinson Avenue Corridor in general, and the planned Millennial Campus specifically should provide public, highly-visible, “programmed” event spaces and amenities including collaboration lounges, food and drink establishments, retail and WiFi. These elements will provide both an on- and off-site student draw and create prominent venues for regional innovation activities.

### ENHANCED MOBILITY + CONNECTIVITY

This new district will build off of the proposed GTAC, focusing early residential developments nearby. The GTAC will also benefit from a reorganized street grid that improves wayfinding and connectivity to other areas of the City. In addition, it reinforces that walking and riding bicycles are important ways to get around the city. Facilities for bicycles should be enhanced such as additional bicycle lanes and bicycle parking. To encourage more pedestrian activity, streetscapes should consider design options such as providing trees, street furniture and adequate lighting to make pedestrians safe and comfortable.

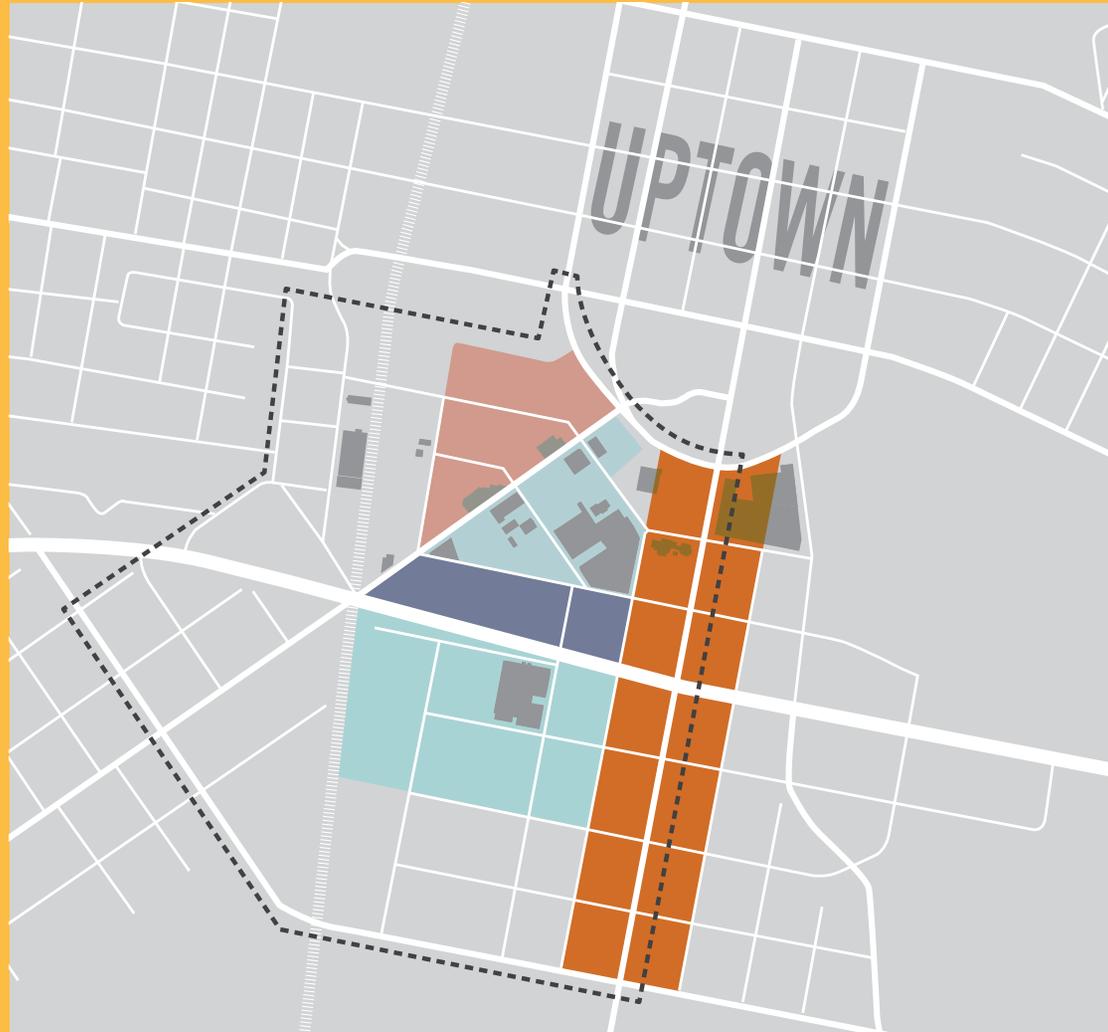
### COMPELLING PUBLIC SPACES

This new area of Greenville will include many public spaces and amenity spaces that will create a strong identity for the Dickinson Avenue Corridor. Streets will also act as “linear parks” and therefore be updated with new streetscapes.

## PARKING STRATEGY

Existing streets and blocks present several design challenges that need to be addressed. For instance, it may be difficult to collocate adequate parking spaces on each block given certain development programs like office or residential. In addition, proposed development will add pressure to existing parking resources including existing on-street parking and public lots. In the case of Dickinson Avenue, upcoming streetscape improvements will eliminate on-street parking to create wide sidewalks and street furniture. A plan for off-street parking for Greenville is needed to maximize the efficiency of this public resource.

## FIVE SUB-AREAS MAKE UP THE DEVELOPMENT CORE



### Legend

- AREA ONE: HISTORIC BUILDING INFILL
- AREA TWO: ARTS DISTRICT AND TRANSIT
- AREA THREE: 10TH STREET THRESHOLD
- AREA FOUR: INNOVATION ZONE
- AREA SIX: EVANS CORRIDOR



## URBAN DESIGN ASSUMPTIONS AND CONDITIONS

- » Areas of the street grid in the study area will need to be redesigned in order to improve wayfinding, better integrate the GTAC and create larger development parcels that are more attractive to contemporary residential builders;
- » The proposed GTAC will be a “game changer” for the City of Greenville; however, it will need to be designed to be inviting in order to encourage its use;
- » The existing historic buildings in the study area offer a tremendous resource giving Greenville’s revitalized urban core an authentic, historic character;
- » The Study Area is really four areas due to the physical barrier of the train tracks and proposed 10th Street Connector;
- » Dickinson Avenue as it passes under the 10th Street Connector is a critical connection point;
- » The speed of cars traveling on the 10th Street Connector will have a serious impact on pedestrian connectivity. Traffic calming along 10th Street should be addressed with the North Carolina Department of Transportation through the 10th Street Corridor Safety Study that the City and ECU are currently working on for 10th Street east of Evans;
- » The entire study area cannot be transformed at once, so it is important to focus efforts on certain areas that will spur change and future transformations; and
- » The intersection at 10th Street and Evans Street will be a prominent intersection, and Evans is an important gateway leading into the Uptown District. It is important to activate these areas with dynamic mixed-use, multiple story development that includes structured parking.

## MARKET OVERVIEW

The private market in Greenville for tech and other small businesses may be slow and incremental to develop. The initial offering should include 8,000 to 10,000 square feet for small businesses with a sliding rent structure appropriate to the company's stage of development. Over time as businesses mature and grow, demand will be created for larger spaces of 3,000 to 10,000 square feet, which could be accommodated in one- and two-story multi-tenant buildings of 10,000 to 20,000 square feet.

The plan must be flexible to respond to the needs and opportunities created by small businesses, including many that do not yet exist. Redevelopment will occur over a period of 15 to 30 years, during which the economy will continue to shift and evolve, creating new businesses and even new industries.

Public investment will be needed to set the stage and support private development. Public/private partnerships should be used to beautify the district and preserve the historic buildings that give the district its character. Land assembly and/or provision of public land for development also may be necessary.

## MARKET ASSUMPTIONS AND CONDITIONS

- » A joint facility in the study area that includes East Carolina University, Pitt Community College, county/city economic development offices and private businesses.
- » Future office, workshop and laboratory spaces to accommodate small technology and other businesses.
- » There is a current demand for 200 to 400 units of private-sector student housing.
- » There is a current need for a mix of smaller residential developments (30 to 50 units each) aimed at young professionals and empty nesters, including loft apartments, rental apartments, rental and for-sale townhouses and small-lot single-family units on the periphery.
- » A mix of restaurants, cafés, art galleries, studios and antique stores focused in first-floor retail spaces on Dickinson Avenue and Evans Street, targeting non-student uses could be supported by additional residential development.

## FINANCING STRATEGIES

The City has a number of opportunities to utilize proven financial and economic models to not only encourage, but to facilitate the redevelopment of existing historic buildings within the study area. Specifically we have focused our efforts on analyzing the potential for repurposing the historic Haynie Building and the land that supports the area owned by East Carolina University, as well as the other historic buildings in the study area including the Imperial site and the UNX Ficklen Warehouse building.

When owners of smaller buildings witness the larger institutions and the City making investments in their area it builds confidence and a desire to participate in the revival of a commercial district. This is why we encourage a concerted effort to develop at least one signature project in an expeditious time frame.

### FEDERAL HISTORIC TAX CREDITS

The use of Federal Historic Tax Credits can reduce construction costs by as much as 20%, and all of the properties over 50 years old within the study area are potentially eligible.

### NORTH CAROLINA MILL CREDIT

While the North Carolina Mill Credit expires at the end of 2014, there is an opportunity to “reserve” the ability to use that process which could reduce construction costs by as much as 40%. This Mill Credit reservation is strongly recommended for action by the owners of eligible buildings within the study area.

### NEW MARKET TAX CREDIT

New Market Tax Credits are also available on a competitive basis for projects that achieve other private funding sources and still have a need for “gap financing.” New Market Tax Credits generally pay for 15 percent of project costs. There is a very good chance for the City to play a role in defining a development project that would rate favorably for this financing tool.

### AFFORDABLE HOUSING TAX CREDIT

Applications for affordable housing tax credit projects in close proximity to the GTAC and other amenities in the Development Core are likely to receive higher scores in housing suitability models. The City of Greenville should work with developers to acquire low-income housing tax credits through the North Carolina Housing Finance Agency. In addition, the City should budget some federal dollars to assist in gap funding for such a development.

## OTHER INCENTIVES

Local incentives can also play a valuable role in encouraging owners of underutilized buildings to invest private capital in renovation projects. We would recommend the consideration of Local Economic Development Grants that are based on financial rewards to developers after they have invested required private capital and produced significant new tax revenue for the City.

These types of grants do not cost the City “up front” or existing funds, rather they are funded by the use of future new revenue generated by projects that “but for” this incentive would not be built.

There is also opportunity for new development within the corridor and by incorporating the research conducted by PES we have determined a mix of uses including institutional, retail, commercial office, and market rate and student housing that can be developed. The City can play a major role in real estate development projects by offering the same kind of “reimbursement” grants offered to existing building rehab projects. These incentives would again be funded by the future local tax revenue of approved projects, and would not be a drain on existing general fund dollars. Through the adoption of land use and regulatory policies suggested throughout the body of this study, the private sector will gain confidence that the Dickinson Avenue Corridor is a place that is valued by the City, and is an area that is worthy of appropriate risk and financial investment. The combination of new development coupled with the repurposing of the corridor’s existing building stock will create a healthy mix of space that can meet many different budgets and uses.

To assist in the funding of much needed public improvements throughout the corridor, and also encourage public-private partnerships, a number of funding vehicles can be used. Business Improvement Districts can provide a dedicated and stable revenue stream by collecting tax revenue generated within an agreed upon geographic area for the purpose of returning that revenue to the district in the form of physical improvements or marketing of the area. When property owners see their tax dollars at work to their direct benefit they generally are supportive of those tax levies. Tax Increment Financing is another proven method to generate funding for public improvements as a result of new tax revenue being generated from either a private development or public-private partnership. Again, the revenue stream is well defined and both the private developer and the City know what type, use and quality of development they are participating in through a negotiated agreement. As mentioned previously related to grant administration, economic development authorities or similar quasi-government entities are the appropriate agencies to represent the City’s best interests and enter into these types of agreements. The use of General Obligation Bonds (GOBs) is perhaps the most widely utilized and most traditional financial tool for cities to pay for long term public improvements. These bonds give the City complete control over the individual elements being paid for and constructed by them, but their use in this corridor should be considered with an eye towards being a catalyst for private sector investment and new revenue and job creation activities.

## MARKET OPPORTUNITIES

Dickinson Avenue development opportunities include:

- Joint facilities developed for East Carolina University, Pitt Community College, economic development offices and private businesses;
- Office, workshop and laboratory spaces to accommodate small technology and other businesses;
- 200 to 400 units of private-sector student housing;
- A mix of smaller residential developments (30 to 50 units each) aimed at young professionals and empty nesters, including loft apartments, rental apartments, rental and for-sale townhouses and small-lot single-family units on the periphery; and
- A mix of restaurants, cafés, art galleries, studios and antique stores focused in first-floor retail spaces on Dickinson Avenue and Evans Street, targeting non-student uses.

The private market of tech and other small businesses will be slow and incremental in its development. The initial offering should include 8,000 to 10,000 square feet for small businesses with a sliding rent structure appropriate to the company's stage of development. Over time as businesses mature and grow, demand will be created for larger spaces of 3,000 to 10,000 square feet, which could be accommodated in one- and two-story multi-tenant buildings of 10,000 to 20,000 square feet.

The plan must be flexible to respond to the needs and opportunities created by small businesses, including many that do not yet exist. Redevelopment will occur over a period of 15 to 30 years, during which the economy will continue to shift and evolve, creating new businesses and even new industries.

Public investment will be needed to set the stage and support private development. Public/private partnerships can be used to beautify the district and preserve the historic buildings that give the district its character. Land assembly and/or provision of public land for development also may be necessary.

## INITIAL DEVELOPMENT

In the near-term, development will need the participation of area institutions to anchor the projects and support their financing. Such projects, in conjunction with good public spaces, will help to create the pedestrian environment and vitality that will attract additional users and residents to the district. That vitality, in turn, will improve market demand and rents, readying the area for private investment. A key short-term opportunity is renovation and reuse of the Haynie Building, an historic tobacco warehouse owned by ECU. ECU could occupy much of the building, making excess space available for small technology and other businesses. Pitt Community College has expressed an interest in renting classroom and workshop space in the district as well. ECU's new dance studio in the historic warehouse district also will help to activate the area. Such activity improves personal safety with additional "eyes on the street" and creates support for additional ECU uses on the Millennial Campus.

While student housing offers the potential for large full-block redevelopment, much of the area's development will occur incrementally as individual artists, entrepreneurs and developers renovate existing buildings or build new structures.

With an emphasis on the arts and other creative uses, Dickinson Avenue can solidify and enhance its unique role as a focus for the creative areas. The clustering of similar uses will support and enhance each other as the area gains a reputation as a funky, creative neighborhood. It will be important to maintain that cluster into the future with strategies and investments that allow existing artists to remain and attract additional cultural activities. This will likely require near-term acquisition of key buildings for arts uses and/or below-market financing to help artists purchase and renovate space in the district.

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# APPROACH

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**PLANNING GOALS**

**MAJOR ISSUES**

**4 KEY ACTION AREAS**

**DICKINSON AVENUE**

**GTAC TRANSIT-ORIENTED DEVELOPMENT**

**10TH STREET CONNECTOR**

**HAYNIE BUILDING**

## PLANNING GOALS

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### **1 BUSINESSES + JOBS**

Businesses...Office & Medical...Emerging Industrial Maker Space

### **2 DOWNTOWN RESIDENTIAL**

A Broad Mix of Residential - Non-Students

### **3 TRANSIT-ORIENTED DEVELOPMENT**

Leverage GTAC, Pedestrians, Bikes & Transit

### **4 CONNECTIONS + PUBLIC SPACE**

Range of Pedestrian-Friendly Areas - Great Room - Walkability



# MAJOR ISSUES

## DISINTEGRATION

## A HIGHLY DISINTEGRATED AREA...



## INTEGRATION

...BECOMES A VITAL, HIGHLY COHERENT DISTRICT



## PROPOSED SITE WITH HIGHER DENSITIES



Develop key commercial—nightlife corridors that will generate pedestrian traffic, daytime & nighttime activities.

Develop transformational stretches of Reade Circle and 10th Street that link Evans and Dickinson retailers.

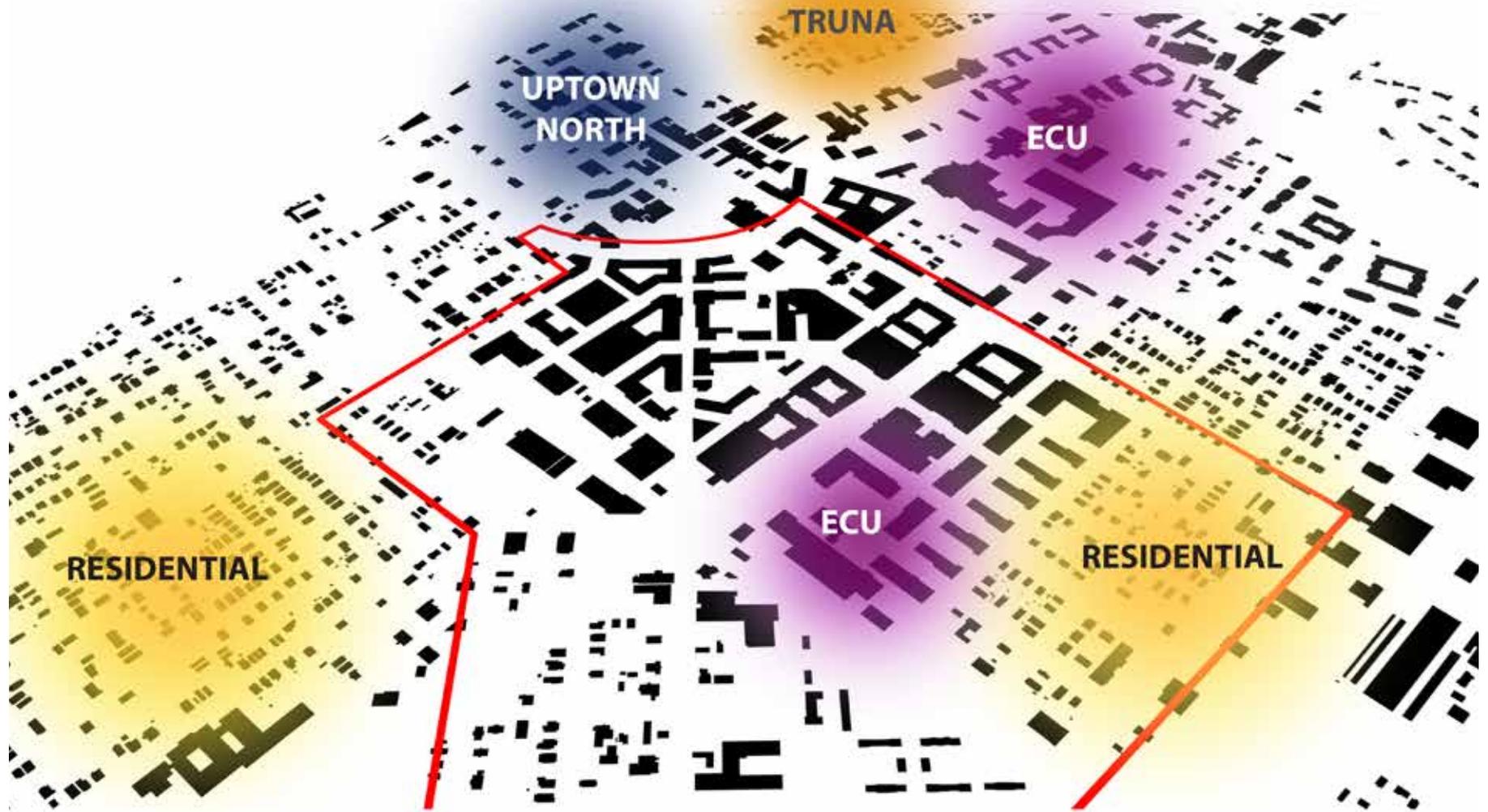
## NEW STREETLIFE CORRIDORS REINFORCE UPTOWN & ECU



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**KEY SITE ADJACENCIES**

**...AND CONNECT ALL OF CENTRAL GREENVILLE**



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## CONNECTIVITY

The new street pattern significantly improves cross-town connections and accessibility. New East-West streets will promote connections between new development sites, uptown and ECU.

### NEW STREET GRID MAXIMIZES CONNECTIONS





## ACTION AREA

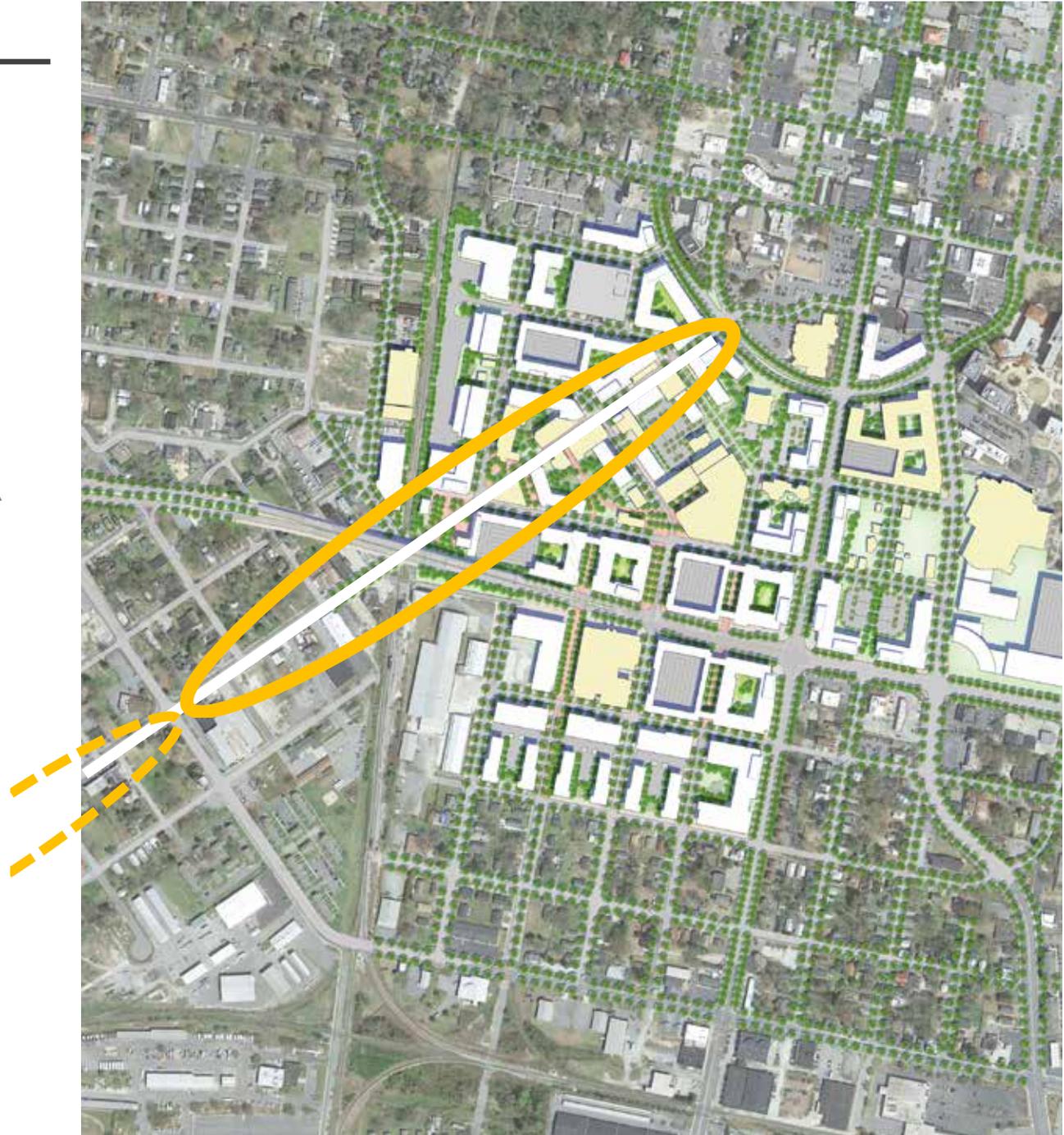
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### DICKINSON AVENUE

# A CRITICAL GREENVILLE GATEWAY & PLACEMAKER

Conceive Dickinson as a vital historic thoroughfare lined with shops and galleries that maintain the city's small town character and feel.

Highlight the arts as a critical part of Dickinson's identity.



## ACTION AREA

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### DICKINSON AVENUE

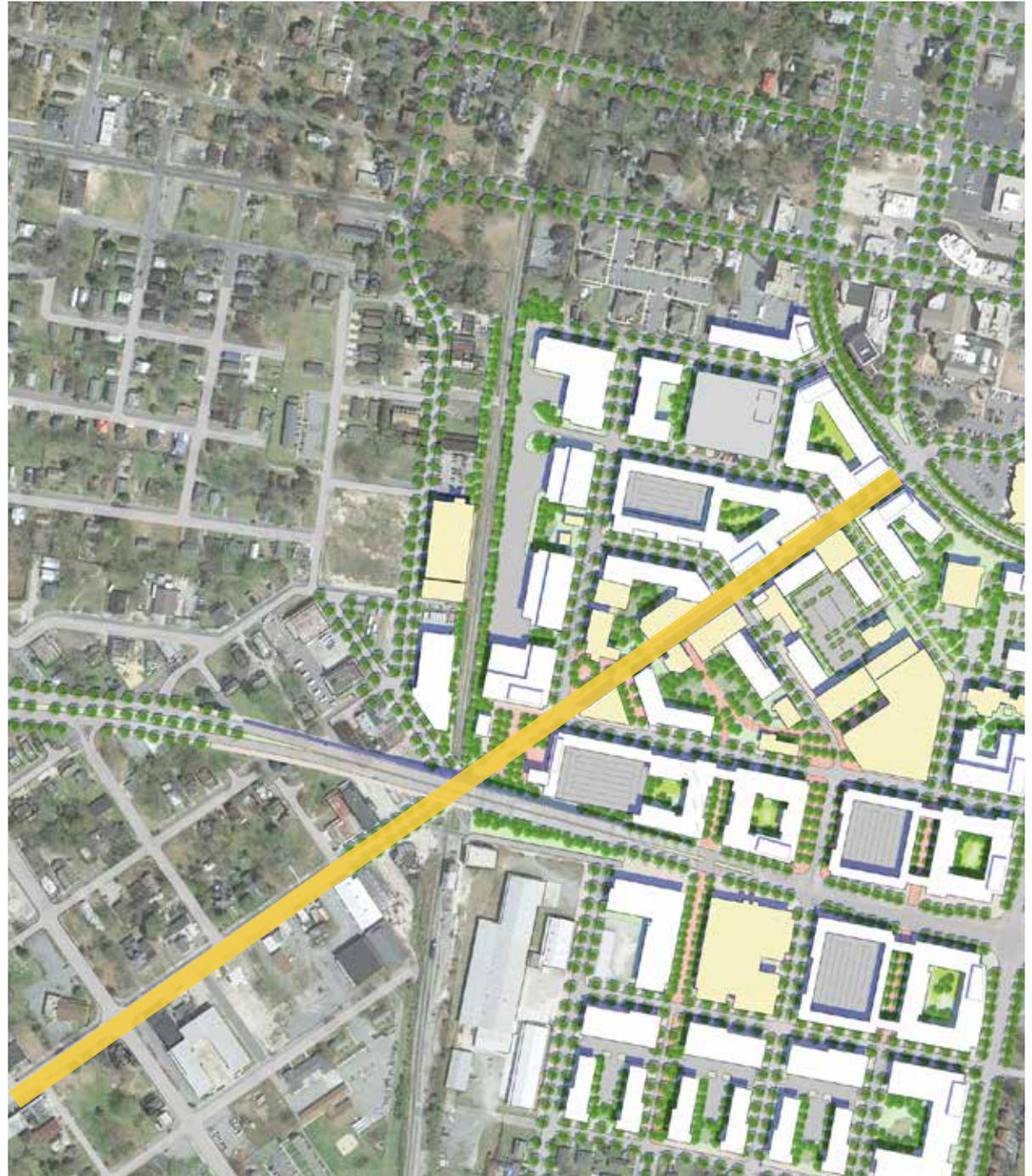
# A DISTRICT WITH UNIQUE, AUTHENTIC CHARACTER

Activate Dickinson Avenue with mixed-uses and ground floor retail and cafes

Add New Streetscape including Trees and Brick Pavers

Design the Narrow Roadway to Encourage Pedestrians with wider sidewalks and streetscape amenities, including outdoor seating, street trees, and planters

Work with Property Owners to incorporate Pocket Parks and Outdoor Spaces into existing building fabric and new infill construction



## ACTION AREA

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### DICKINSON AVENUE

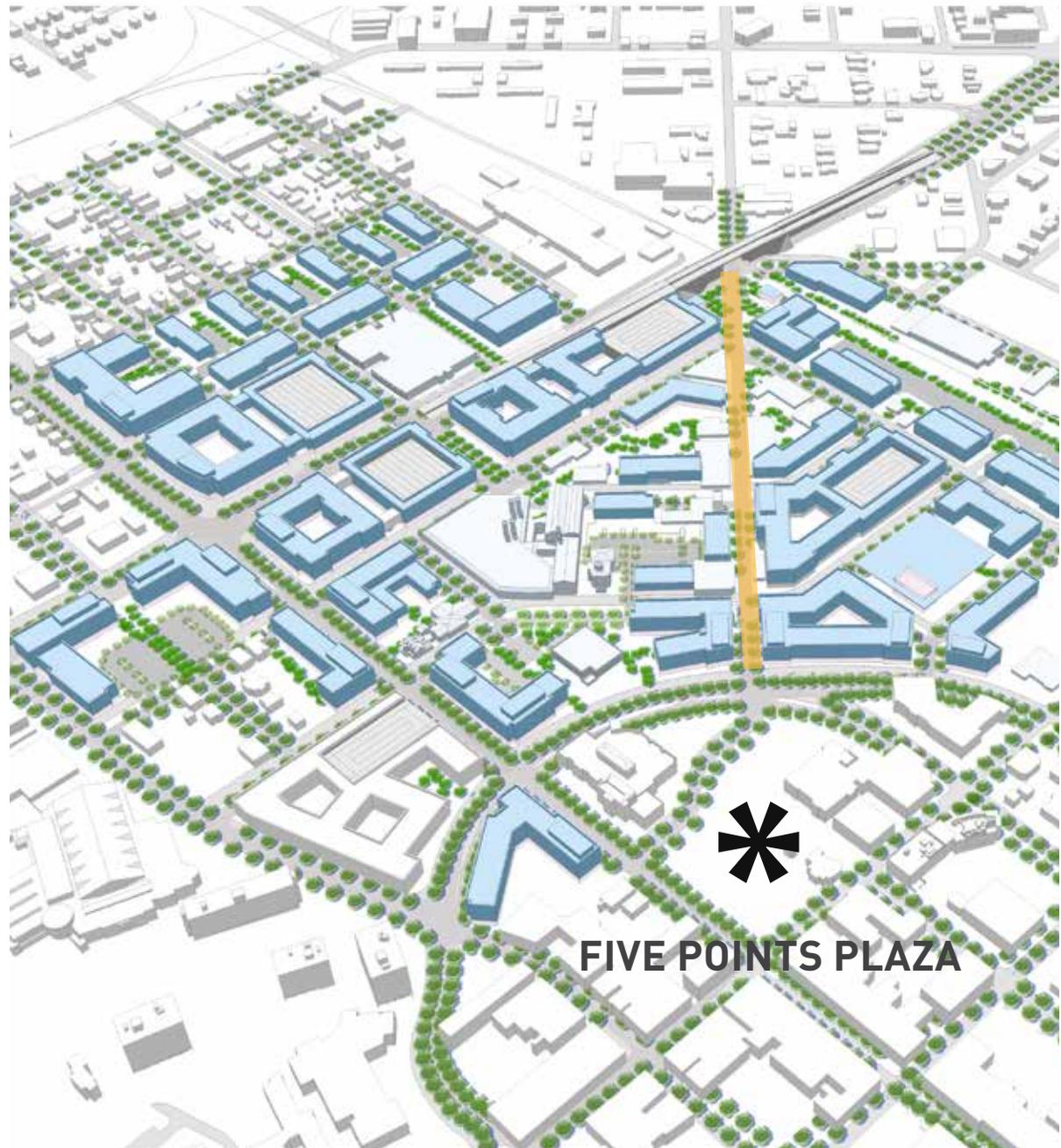
# A CRITICAL GREENVILLE GATEWAY & PLACEMAKER

Dickinson Avenue will no longer be a vehicular thoroughfare; it will become a destination place and pedestrian gateway

Incorporate human-scaled design on Dickinson Avenue's narrow rights-of-way: "Main Street"-style infill, courtyards and Pocket Parks, street cafes and semi-covered spaces

Foster Mixed Land Uses including Office, Residential, Retail and Advanced Manufacturing to encourage 24-7 Activity

Preserve and reuse Historic Structures and encourage contemporary but compatible infill that embraces Dickinson Avenue's history, the artistic vibe of the neighborhood, and the Arts & Innovation District economic and cultural activities.



## ACTION AREA

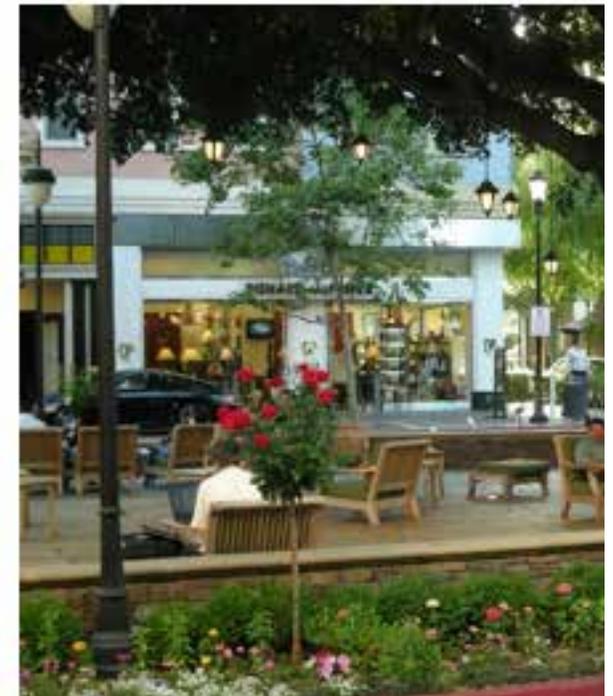
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### DICKINSON AVENUE

# A PLACE FOR ALL

Dickinson Avenue can become a unique gathering place that embraces Greenville's heritage, diversity, and eclecticism. The street-side cafes and courtyards will evoke traditional southern charm, while the art galleries, brew pubs, and work/lounge cafes will bring a new energy.

In addition, a variety of housing options from market rate to affordable housing would attract individuals and families at various stages of the life cycle.



## ACTION AREA

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### GTAC TRANSIT-ORIENTED DEVELOPMENT

# PLACES FOR GROWING JOBS AND RESIDENTS

This portion of the study area provides excellent opportunities for a variety of workplaces: small-scale commercial/retail along Dickinson and a series of maker-production spaces adjacent to the rail corridor.



## ACTION AREA

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### GTAC TRANSIT-ORIENTED DEVELOPMENT

# NEW STREETS TO CREATE MARKET READY SITES

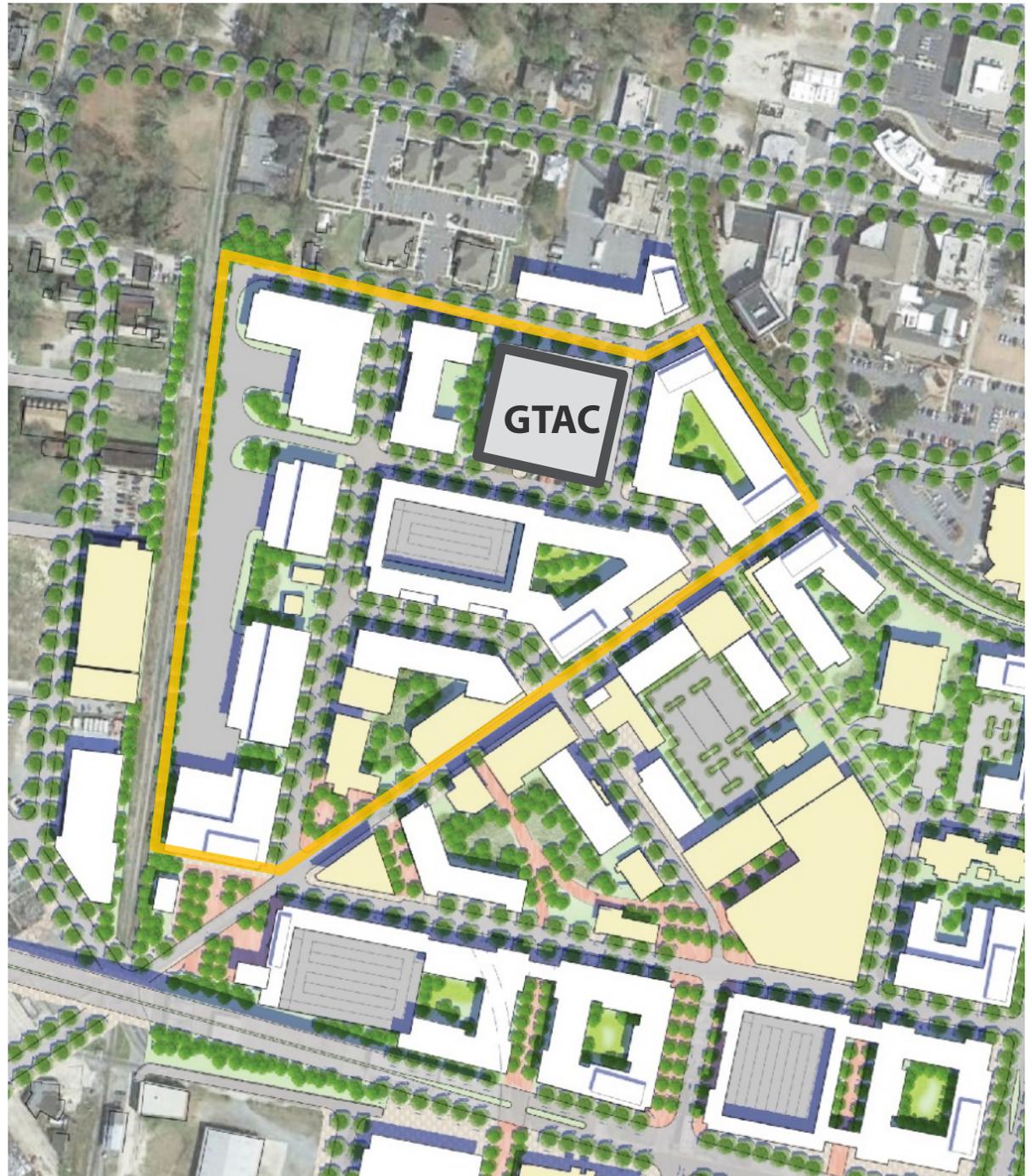
Embrace and Support the Transit Infrastructure –Plan for Residential Development Immediately Adjacent to the GTAC

Balance Student and Market-Rate Housing

Coordinate Transit between Greenville and ECU

Realign Streets to Improve Wayfinding and Connectivity

New Street Layout Creates Land Parcels Appealing to Development



## ACTION AREA

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### GTAC TRANSIT-ORIENTED DEVELOPMENT

# NEW STREET ALIGNMENTS REINFORCE THE GTAC

Reconfiguring the streets around the GTAC will better integrate the facility into Uptown Greenville.

The new grid will enhance connectivity and visibility--allowing this area to become a true transit-oriented development.



## ACTION AREA

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### 10TH STREET CONNECTOR

# THE NEW CITY GATEWAY

10th Street will become a transformational "Front Door" to ECU and uptown.

The buildings along 10th and Evans should be designed as a coherent district that reinforces this gateway.

The 10th Street corridor will need to balance a strong vehicular thoroughfare but remain pedestrian friendly with particular care taken with intersections and crosswalks.

The city should work with NC DOT to determine slowing car speeds along the 10th Street corridor.



## ACTION AREA

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### 10TH STREET CONNECTOR

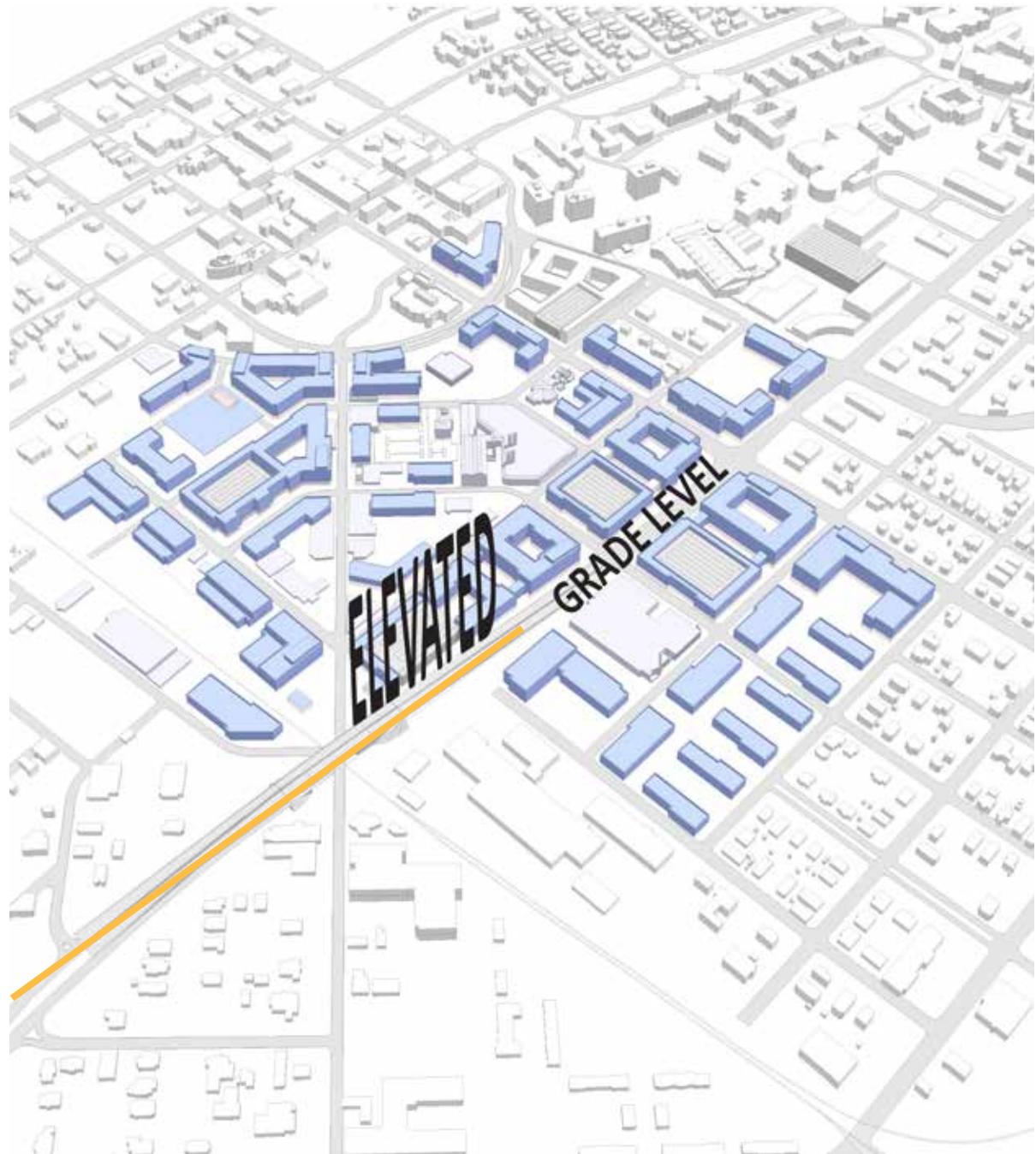
# ENHANCING ELEVATED STREET

North Side of 10th Street – Work with the Elevated Street by using the road abutment as a logical place to locate consolidated parking facilities

Create street sections that are defined by building edges but set back to accommodate planters and landscaping to invite pedestrian traffic.

Place Building Front Doors along 10th Street where the connector meets grade

Tuck in Parking Deck Along the Elevated Portion of 10th Street



## ACTION AREA

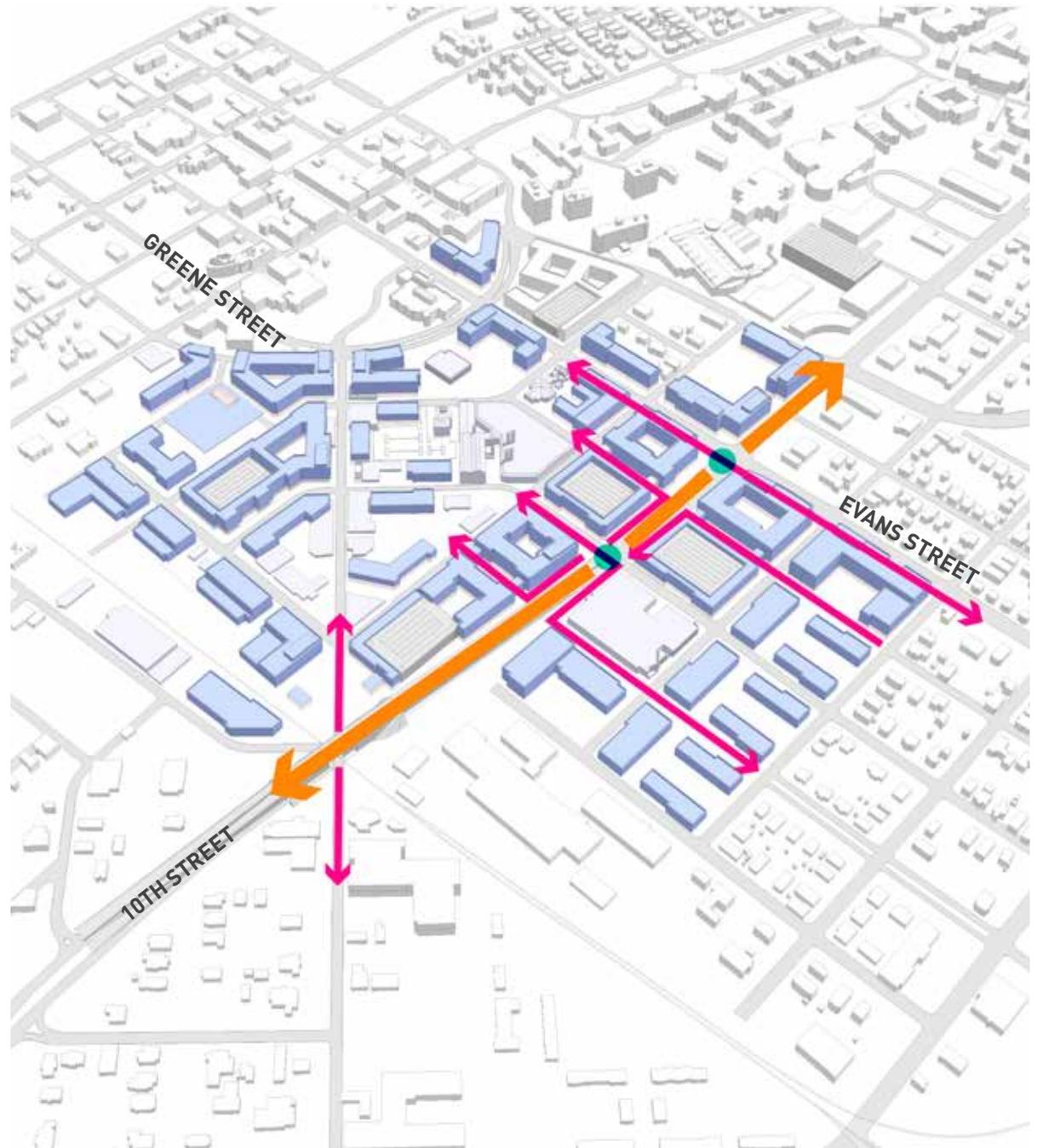
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### 10TH STREET CONNECTOR

# ADDRESSING PEDESTRIAN ACCESS

Possible Extension of Greene Street Across 10th Street – Currently Not in 10th Street Connector Plan.

It is essential that pedestrians are able to cross 10th Street where the Haynie Building abuts new development sites north of 10th. For the millennial district to thrive, it must be walkable and accessible to uptown and ECU's campus. Each intersection should be designed to promote pedestrian crossings and vehicle speeds must be reduced to increase safety.



## ACTION AREA

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### HAYNIE BUILDING

# ANCHORING A KEY HISTORIC DISTRICT

The Haynie Building is a distinctive historic structure that can act as a highly visible front door to ECU's proposed millennium district -- giving it a unique character.



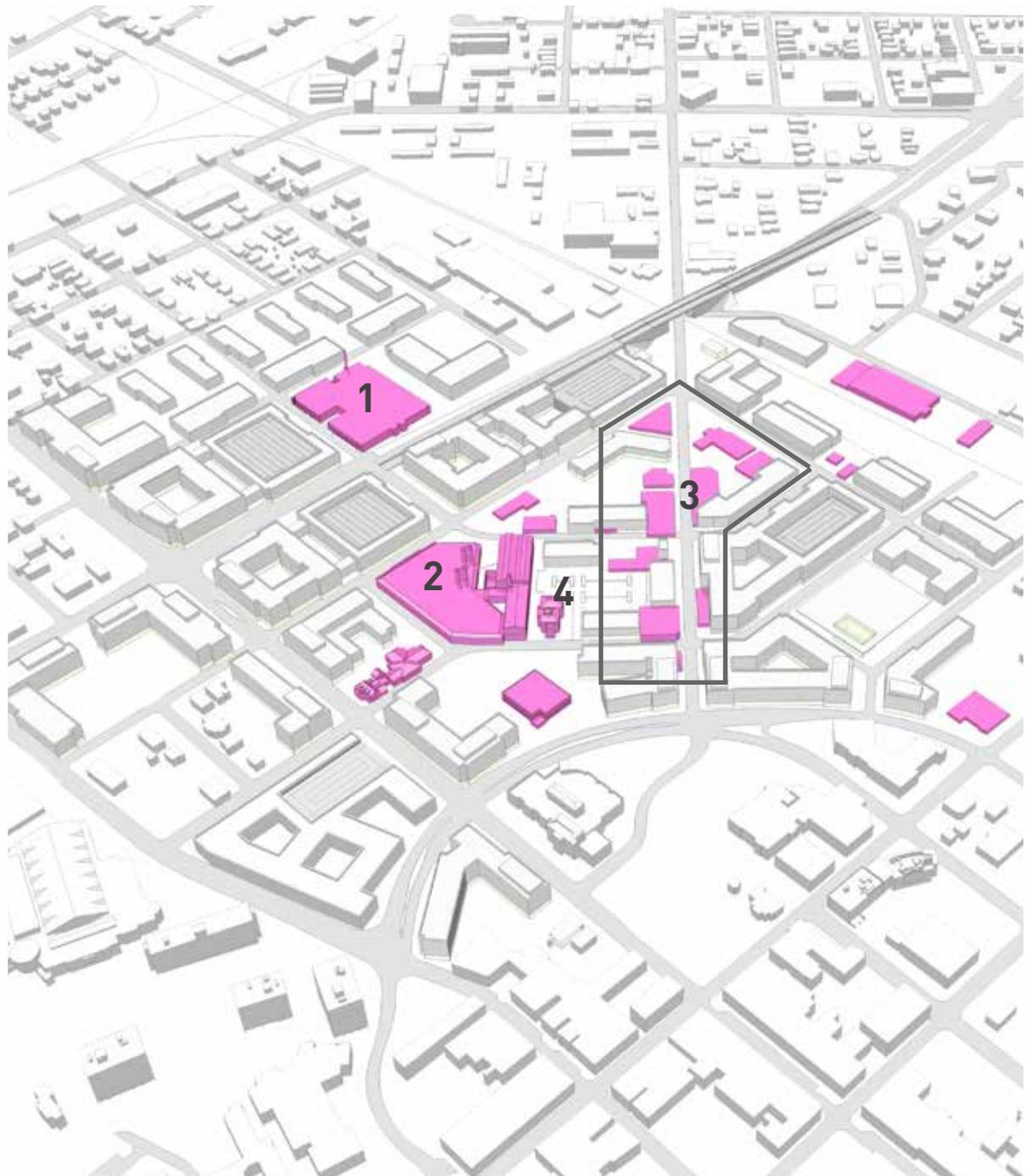
## ACTION AREA

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### HAYNIE BUILDING

# LEVERAGING HISTORIC ASSETS

- 1 Haynie Building
- 2 Ficklen / UNX Warehouse
- 3 Dickinson Commercial Buildings
- 4 Cupola



## ACTION AREA

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# ARTS

Arts uses can be a key catalyst for business district and neighborhood revitalization. Artists' creativity and activities can attract others to live and enjoy an area, changing its image and building market support. Many successful revitalization efforts have been launched by the arts; however, the resulting market demand eventually increased building rents and prices to the point that the artists were priced out of the area.

Cities are now taking direct action to preserve artists' access to affordable facilities. In stronger markets with development constraints, cities like Seattle allow greater zoning density for new developments that provide artist studio or live/work spaces at below-market rents. The developers recoup their costs of building the arts space by building additional market-rate space or units. That approach can be successful in markets where well-located land is in short supply and carries high values. That is not Greenville's situation.

Arts preservation strategies are most effective when they vest ownership of buildings in the hands of artists and related non-profit organizations. If an artist or nonprofit owns the building, rent increases are not an issue.

Artist housing can be eligible for subsidies through Low-Income Housing Tax Credits (LIHTC). Jubilee-Baltimore developed the City Arts project with artist live/work spaces using LIHTC and other funding.

Universities can play a role as well. In Baltimore, the Maryland Institute College of Art (MICA), University of Baltimore and Johns Hopkins University (JHU) are collaborating to support the arts community that has clustered in the Station North neighborhood between their three campuses. They created the Central Baltimore Higher Education Collaborative and the Central Baltimore Alliance. As part of renovation of an old theater undertaken by a local affordable housing developer, MICA and JHU are creating a new joint film program and leasing space in an incubator building funded through state historic tax credits, a state grant, a private foundation grant, lease revenue from two restaurant leases, and loans from MICA.

Local and national foundations often invest in arts development projects. ArtPlace America is a "collaboration of leading national and regional foundations, banks and federal agencies committed to accelerating creative placemaking". It awarded 55 grants in 2014 including artist live/work units in Phoenix, cultural plazas along a Bus Rapid Transit route in Oakland, CA, programming to showcase local makers in Macon, GA, a creative business incubator in Chicago, public art along the Charlotte Rail Trail linear park, and arts activations in Greensboro's alleyways and green spaces. The concept of bringing a metal zoo for large or small public functions could activate small areas in an inexpensive way.

The City of Greenville is looking to partner with artist Jonathan Bowling on the "Metal Zoo" project. Using repurposed steel and other recycled metals, Bowling has sculpted dozens of horses and other animals that evoke North Carolina's agrarian past. Many of Bowling's outstanding pieces are currently located on/around Dickinson Avenue locations. Dickinson Avenue and Bowling's sculptures have begun to be identified with each other. The City of Greenville is exploring the prospect of using a NEA Grant to support the creation of a "metal zoo" that would bring together some of Bowling's more prominent pieces from that series of works at one [plaza] location.



# SUPPORTING THE ARTS

03

# RECOMMENDATIONS & NEXT STEPS

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**“PHASE 0”**

**EVALUATE FULL BUILD OUT / PHASING**

**KEY PHASE 1 PROJECTS**

**NEW GREENVILLE VISION**

## RECOMMENDATIONS

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### PHASE 0

Identify projects and programs that can be accomplished quickly and with relatively small investment. These projects "brand" the site -- generating interest, visibility, and activity on otherwise vacant sites. This is a great way to raise awareness of the corridor and spark interest in new developments.

#### METAL ZOO

This dynamic space will create a central plaza that celebrates many showcased artists pieces and serve as a space for themed amenities such as an outdoor lounge, petting zoo for the kids among other activities.

#### "POP UP SHOPPING" + VILLAGE MARKET

The pop-up shopping and village market will be a vibrant, active place where people can enjoy visiting food trucks, create a space for market vendors and serve as an comfortable outdoor space for causal or organized activities.

#### "MARK" THE DISTRICT

"Mark" The District would be a program to bring culture and artistic life into the Dickinson Avenue Corridor. The marking of this destination could include branded stamping, a series of artistic and themed bike racks, large public murals and a community art wall for all to share their creative talents.

#### OUTDOOR AND INDOOR "FLEX" SPACES

These indoor and outdoor flexible spaces will allow for off-the-grid events, arts production and maker's activities. A flexible space could temporarily connect to the Go Science Center which could have under-utilized space until their next phase is complete.



PHASE "0"

## NEXT STEPS

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# EVALUATE BUILD-OUT POTENTIAL

3D Model Tool To Tell the Story

Showing Possibilities for the ECU Property - Demonstrating Design and Planning Principles Applied to Central Greenville

## ZONING

### 1. Restrict uses along key corridors and intersections.

Rezone and create amended zoning categories to exclude “strip style” land intensive uses (e.g., gas station, drug store, bank, mini-storage, car lots) that utilize one-story buildings with setbacks and drive-through lanes on identified parcels.

### 2. Create a “pilot” form-based code overlay district.

Foster downtown-appropriate building forms in the core development blocks of the Project Area.



## NEXT STEPS

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# KEY PHASE 1 PROJECTS

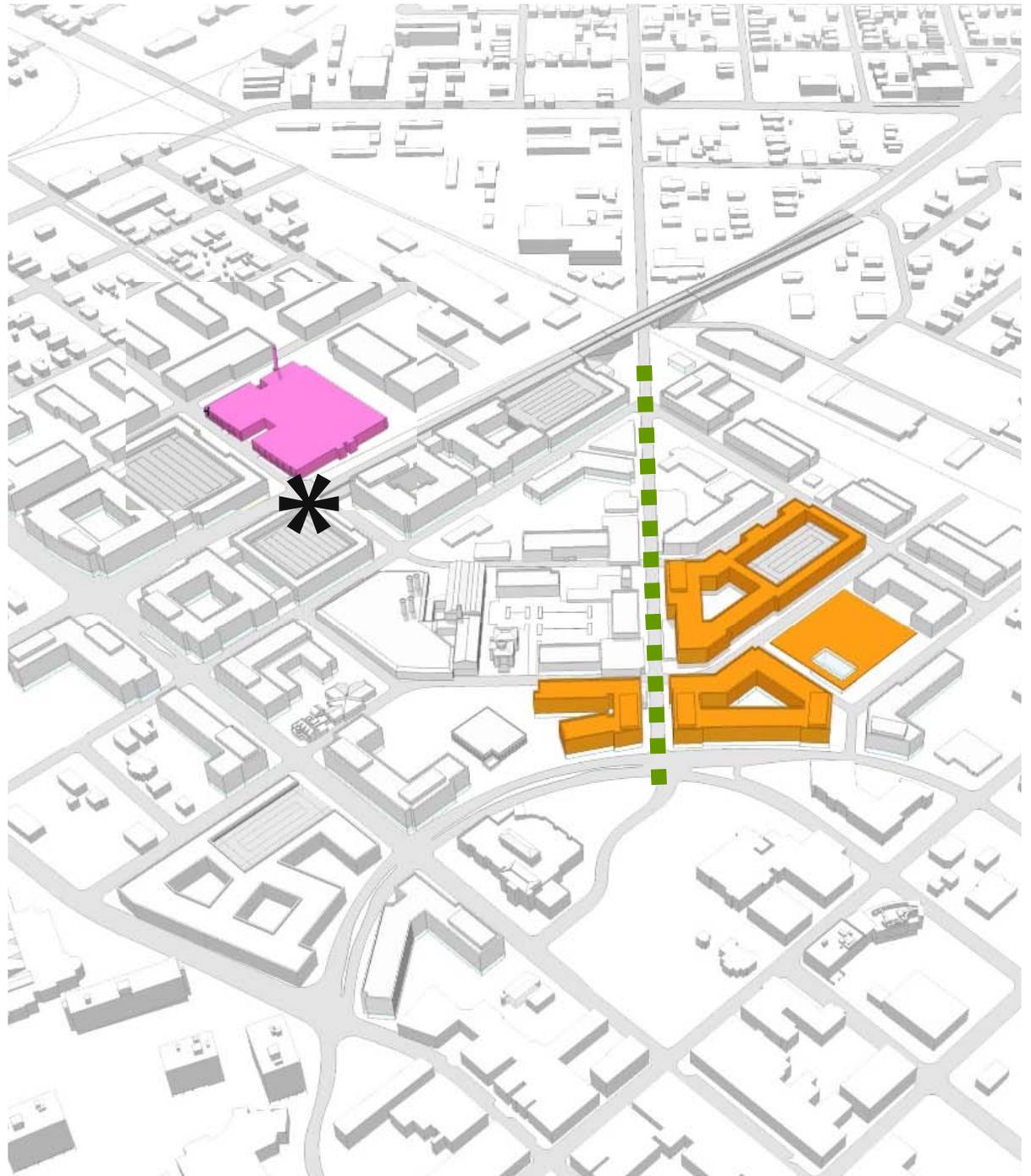
Renovate Haynie (in progress)

Address 10th Street Crosswalks with NC DOT and other partners

Complete Dickinson Streetscape and look for opportunities to create pockets of outdoor spaces along the narrow corridor

Develop mixed-use projects including Non-Student Residential near GTAC

Together, these four projects will transform the study area -- setting the foundation for later developments and establish new residential and innovation anchors -- along with greater connectivity throughout the district.

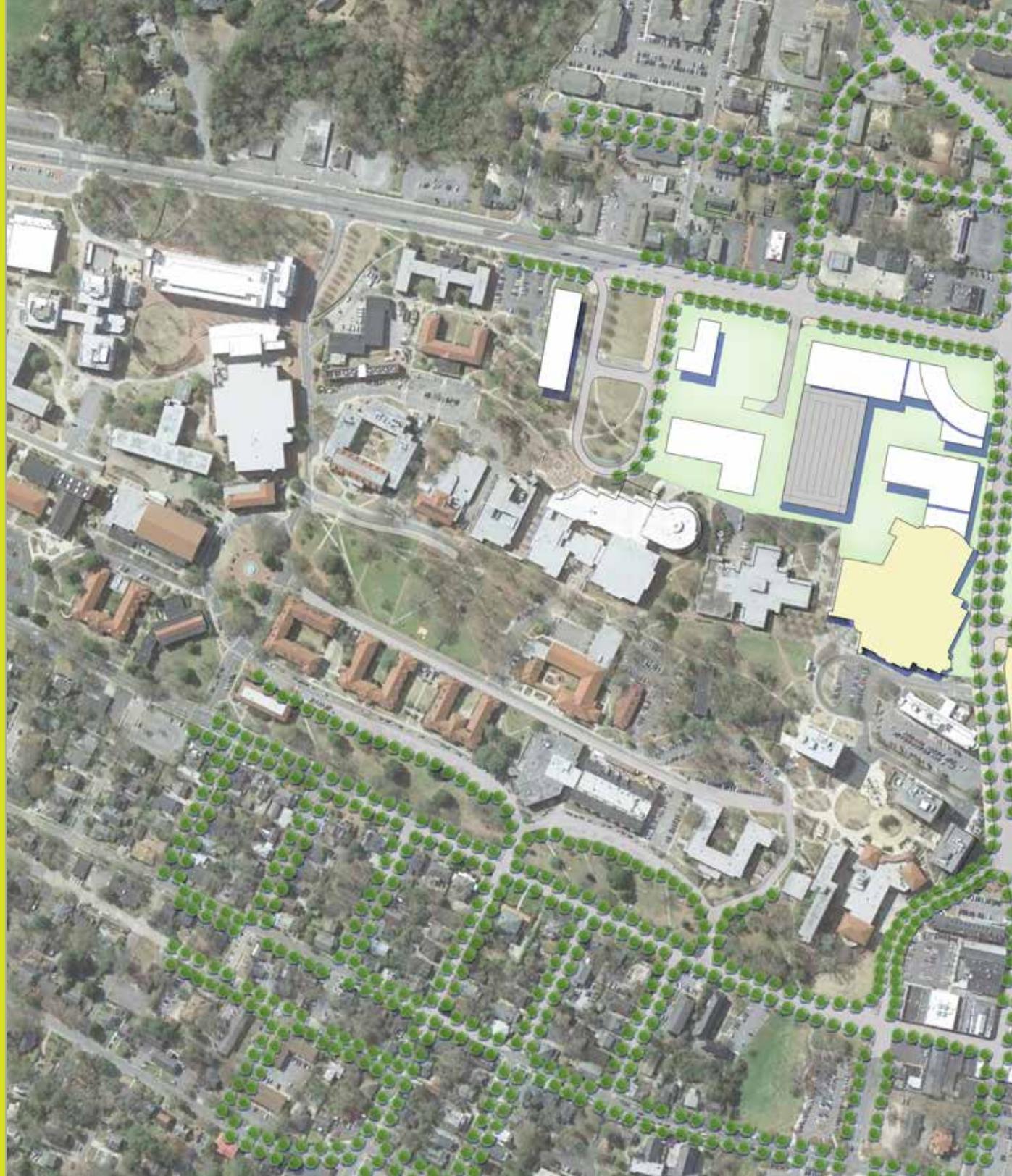


**NEXT STEPS**

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**WHERE DO WE  
GO FROM HERE**

**.....TO THE  
FUTURE OF  
GREENVILLE**





## NEXT STEPS

# ACTIONS

ACTION	TIMELINE	LEAD ENTITY	PARTNER ENTITY
Develop and adopt design guidelines to shape future development in the Dickinson Avenue corridor.	Near-Term	Planning	OED
Integrate the Dickinson Avenue plan into a larger master plan for the Center City that includes Uptown, the riverfront, West Greenville, ECU and properties south of the Dickinson Avenue study area.	Near-Term	Planning	OED, Uptown Greenville
Design and engineer the rebuilding of Dickinson Avenue and adjoining public space (e.g., sidewalks, streetlights, etc.).	Near-Term	Public Works	NC DOT
Explore the opportunity to shift the Greenville Transportation and Activities Center (GTAC) slightly to enhance the developability of adjacent properties.	Near-Term	Public Works	OED, Public Works, Planning
Complete land acquisition for the GTAC.	Near-Term	Public Works	OED
Develop the GTAC.	Near-Term	Public Works	FTA
Exercise the City's option to purchase Imperial Tobacco site.	Near-Term	City Manager	OED
Design and engineer realigned streets and associated sidewalk and stormwater management improvements.	Near-Term	Public Works	Planning, OED
Determine the adequacy of utility and other infrastructure serving the Dickinson Avenue corridor.	Near-Term	Public Works	Greenville Utilities

ACTION	TIMELINE	LEAD ENTITY	PARTNER ENTITY
Pursue TIGER grant and other funding for street realignment, sidewalks and other infrastructure improvements.	Mid-Term	OED	Public Works
Market to regional technology and life sciences companies that could find an urban innovation district location attractive.	Mid-Term	OED	Pitt County Development Commission; Greenville-Pitt Chamber
Reach out to experienced developers to build private student housing and/or non-student market-rate housing.	Near-Term	OED	Uptown Greenville
Work with prospective commercial businesses to identify appropriate locations within the Dickinson Avenue Corridor.	Near-Term	OED	Uptown Greenville
Expand funding to begin programming activities and events along Dickinson Avenue with particular emphasis on arts-related activities.	Mid-Term	City Council	Uptown Greenville
Pursue redevelopment of the Haynie Building with ECU.	Mid-Term	City Council	ECU
Explore potential partnership with Pitt Community College for location of workforce development programs in the Dickinson Avenue Corridor, possibly in collaboration with ECU.	Near-Term	OED	ECU
Develop a master lease structure for maker and incubator space within the Haynie Building or another Dickinson Avenue structure that could provide affordable workshop and office space.	Near-Term	OED	City Manager
Encourage Dickinson Avenue artists to work together toward purchasing or developing a building for studio and maker spaces.	Mid-Term	OED	Uptown Greenville

## NEXT STEPS

# ACTIONS

ACTION	TIMELINE	LEAD ENTITY	PARTNER ENTITY
Work with an arts group developing studio and/or live/work space to provide below-market financing and other assistance.	Mid-Term	OED	Arts Council
Work with the ECU College of Fine Arts and Communication to identify programs and facilities that could benefit from co-location with Dickinson Avenue artists and makers.	Near-Term	OED	ECU
Investigate funding opportunities and pursue grant funding to support artist studios.	Mid-Term	OED	Arts Council
Work with owners of vacant storefront spaces to consider temporary uses that could test and demonstrate the area's potential.	Mid-Term	OED	Uptown Greenville