

Dickinson Avenue Market and Planning Study:

Scope of Services to be provided by the Project Team

Project team: Brian Wishneff & Associates; Hanbury Evans Wright Vlattas & Company; Ayers Saint Gross; Partners for Economic Solutions

Total cost of services outlined herein = \$220,000 (not to exceed)

Brian Wishneff & Associates (BW&A) is the lead consultant. In addition to providing specialized services outlined herein, BW&A will serve as the project manager, taking ultimate responsibility over the work components provided by respective firms participating in the project.

Ayers Saint Gross (ASG) will facilitate the planning processes and work closely with City of Greenville staff and stakeholders in creating a long-range vision for the project area.

BW&A and ASG will work together to aggregate data, gather public/stakeholder input, integrate and summarize all the research findings and analyses, and synthesize all of the various services provided under this scope to create a vision for the project area and translate that vision in the forms of draft and final deliverables as described herein.

BW&A SCOPE

As PES, ASG and Hanbury Evans (HE) work to complete their analysis, BW&A will assist in this process which will result in a development plan including specific recommendations to the City on a path forward to implementation. The development strategy will recommend incentives and financing strategies to achieve the market supportable development. BW&A will evaluate the economic feasibility based upon the market analysis generated by PES. This analysis will include potential existing or proposed targeted incentives that could help facilitate this redevelopment. It will also include a specific analysis of particular buildings or lots that are best suited for initial investment and critical to the success of this corridor. Since determining those uses or sites that will serve as a catalyst for other redevelopment is a key to initiating redevelopment, we will focus on the following development opportunities.

- 1) Development of the Millennial Campus on the 20 acre site owned by East Carolina University. The recommendations related to this site will include providing a comprehensive use and financing plan for the redevelopment of the entire 20 acre site, and will begin with the renovation of the Haynie building which is threatened due to its physical condition. The feasibility of developing a Performing Arts Center and a Work/Live Center on the site will be explored through cooperation with ECU and the Community College.
- 2) **The Haynie Building** analysis will involve the following:
 - Identify in cooperation with ECU and City's help potential tenants/users of this building

- Through an interview process, determine their space needs (in cooperation with HE)
- Based on this develop a space utilization for entire building (in cooperation with HE)
- Based on this develop a cost estimate and development schedule (in cooperation with HE)
- Based on this development scheme develop a funding plan
- Based on this develop an operating budget including various rents
- Based on this secure some type of LOI or lease
- Also we will make a recommendation on the Landlord entity and management of facility

3) BW&A will analyze the feasibility of developing an Advanced Manufacturing Center at the Imperial site. This analysis will include both an examination of the suitability of the building for this specific adaptive reuse, and the probability of securing the participation of educational and private manufacturing partners which will be necessary to develop the project.

4) BW&A will provide an analysis of the redevelopment and adaptive reuse options for the UNX/Ficklen Warehouse building.

5) If all parties agreed to the results of any or all of the projects discussed above BWA would then carry out the development under a separate fee developer agreement with the appropriate party.

6) BWA and HE will work to complete the predevelopment work outlined above for the Haynie Building within 90-120 days of being under contract. Separate fee developer agreements will be negotiated with appropriate parties at that time.

7) If anytime during the project the City desires to add similar detail analysis for a additional buildings the parties will negotiate an increase in scope of work at that time.

8) BW&A will provide recommendations for funding sources for all of the redevelopment projects that will generally fall into three categories:

- Non-competitive funding sources such as historic tax credits or traditional debt financing that will be available dependent on whether a particular project or business line qualifies.
- Competitive funding sources that may be available for almost any business opportunity that Greenville ultimately elects to pursue.
- Specific funding sources that will only be available should Greenville elect to pursue certain business opportunities.

HANBURY EVANS WRIGHT VLATTAS & COMPANY SCOPE

We will assist the planning and development team with analyzing the area to be considered a Historic District, and more specifically with providing data to facilitate the restoration of historic buildings and adaptive use. Specific strategies for planning for the rehabilitation and adaptive use of existing buildings will be custom tailored to economic and market forces identified by the other members of our team. More specifically we will:

- Provide assistance to BW&A on the repurposing and rehabilitation of the Haynie Building.

ASG SCOPE

Our planning process will establish options, build consensus, and synthesize several program variables into succinct planning strategies. This process will enable the City of Greenville's staff and their stakeholders to make informed decisions about future development in the study area. The final plan will support both short term improvements as well as a long-range vision for the larger development. This master planning process will consist of:

- 1) **Site analysis and plan study**– The master plan process will begin with a physical analysis of the site and a review of recent planning studies
- 2) **Land use, density plan and building design guidelines in the study area** – Working collectively with key stakeholders and our associated consultants (PES and Hanbury Evans), a land development strategy for the study area will be developed. The strategy will be market-tested and implementable within the framework of the historic buildings and will balance broadly defining permitted uses and form-based directives to guide future development, as well as general building design guidelines that create an urban scale and environment that reflects the historic character of the tobacco district.
- 3) **Traffic/pedestrian/biking circulation and parking strategy** – The Master Plan will include transportation-oriented planning analysis and an integrated multimodal strategy that incorporates the future plans of the 10th Street extension as well as the Greenville Transportation and Activity Center (GTAC). This master plan will incorporate a pedestrian and bike-friendly environment, temporary surface parking, and long-term structured parking.
- 4) **Design Framework** – The Master Plan will integrate existing streetscape planning, and propose strategies to guide open spaces and buildings, that will provide an urban design framework for enlivening the public realm and creating a vibrant and integrated district. Ayers/Saint/Gross will lead designs for the initial planning concepts and infrastructure improvements. As necessary, a civil engineer, separately contracted by BWA will provide technical and cost estimating assistance of the proposed improvements.
- 5) **Neighborhood connectivity** – Key to creating a thriving mixed-use/innovation community is integration with surrounding neighborhoods. The master plan will identify opportunities for better connections to key neighborhood assets including housing and retail. Equally important will be creating a district that the community sees as a user-friendly, safe, active environment. The Master Plan will incorporate strategies to

improve neighborhood connections to the Uptown Greenville, ECU and the medical center.

- 6) **District public/open spaces and gateway entrances** – Critical to making the study area a successful and vibrant district is active, usable open space. Building on best practices, the Master Plan will illustrate a conceptual vision for the tobacco district’s key side streets and gateways.

DELIVERABLES

Project deliverables will convey the Master Plan vision and provide guidance on how to best allocate immediate funding to improve the infrastructure, open space, and streetscape of the district. The deliverables include:

- 1) **Master Plan and Design Guidelines** –A descriptive narrative of the site and planning process and will address the following issues:
 - a) Site analysis
 - b) Land use and density
 - c) Traffic/pedestrian/biking circulation and parking locations
 - d) Neighborhood connectivity options
 - e) Urban design guidelines and architectural character:
 - Sustainability and low impact development standards to incorporate stormwater strategies;
 - Building design parameters at a basic level to focus on general style, materials, color, and building massing;
 - Working with Hanbury Evans (contracted directly under BWA) historic building guidelines describing strategies for building renovation and building additions;
 - Public realm standards; and
 - Potential gateway entrance treatments.
 - f) Implementation plan and development phasing
 - g) Precinct studies to provide more in-depth design vision for up to three (3) key zones/intersections within the district and may include:
 - The ECU “Millennial Campus” district,
 - The GTAC site and adjacent area and street network,
 - Imperial tobacco site, and
 - UNX/Ficklen properties.
2. **Meeting and presentation materials** – Ayers/Saint/Gross will prepare electronic versions of maps and presentations as needed for client and stakeholder meetings including:
 - a) Kickoff
 - b) A final Power Point presentation of the district Master Plan.

SCHEDULE AND PROCESS

We propose that the City of Greenville provide required background data and an existing GIS and CAD information of the study area prior to the first workshop, as well as schedule all meetings with key stakeholders. During each workshop Ayers/Saint/Gross will meet with the Core Working Group, which will consist of the City of Greenville's Planning and Economic Development staff, the BWA team and representatives from ECU.

We propose a schedule of approximately nine months structured around four workshops. After each workshop we will continue to develop concepts. By structuring the project around, interactive workshops on site, we can work toward consensus and create a highly responsive plan.

December 2013: Workshop 1: Key Issues and Development Goals

The first workshop will focus on gaining an understanding of the key issues and establishing goals to guide the district Master Plan. This workshop will occur after the site analysis and planning study review has been initiated.

Workshop One (1 day in Greenville):

- Present the site analysis, initial findings of the economic analysis (from PES), and site analysis findings.

March 2014: Workshop 2: Vision and Development Scenarios

Working with the market and economic analysis provided by PES, Ayers/Saint/Gross will test various scenarios for future development. The pros and cons of each scenario will be outlined. Ayers/Saint/Gross will present the scenarios to the Core Working Group during Workshop Two. The goal is to review, assess, and critique potential options for short- and long-term development as well as to begin to identify possible phase one development options.

Workshop Two (2 days at Greenville):

- Present the final economy and market analysis by (PES)
- Present proposed scenarios to the Core Working Group and other key stakeholders if desired
- Facilitate a work session (charrette) to discuss and refine development scenarios

May 2014: Workshop 3 Refinement of Scenarios

Based on Workshop Two, Ayers/Saint/Gross will refine the scenarios. The goal is to review, assess, and ultimately gain consensus on the preferred direction for short- and long-term development.

Workshop Three (Video Conference):

- Present refined scenarios to the Core Working Group via electronic document sharing and teleconferenced discussions
- Facilitate a work session (virtual charrette) to synthesize the ideas into a preferred direction

June 2014: Workshop 4: Plan and Design Framework

Based on the feedback received in Workshop Three, Ayers/Saint/Gross will develop a final concept plan (draft) that establishes a vision for future development and proposes how near-term investment priority. A Design Framework will also be presented that identifies general streetscape and building strategies.

Workshop Four (1 day at Greenville):

- Present Plan and Design Guidelines to the Core Working Group
- Update other stakeholders on the work to date
- To coincide with the Redevelopment Commission Presentation organized by the City of Greenville
- Present the draft plan and design framework to the Greenville City Council

August 2014: Final Documents

Following Workshop Four, Ayers/Saint/Gross will revise the district Master Plan and create the final deliverables. A draft of the document layout and narrative text will be distributed to the Core Working Group for feedback prior to creation of the final document.

To facilitate the delivery of the final document, Ayers/Saint/Gross proposes limiting that review to one text review (file provided in Microsoft Word) and two graphic reviews (file provided in Adobe PDF). We will ask that a final sign-off be provided prior to printing.

Upon the client's request, Ayers/Saint/Gross will produce printed and bound copies of the report for which *the cost of the production will be reimbursable by the City of Greenville*. (Fees for this deliverable are not included in this proposal).

ADDITIONAL SERVICES

The following services of Ayers/Saint/Gross, and any others in excess of those described in the Scope of Work, are not part of this proposal and will be furnished only at your written request:

- Printing of the final report.
- Perspective renderings used to communicate Master Planning concepts and recommendations to the surrounding community.
- Additional trips/expenses in addition to those delineated above
- Additional renderings beyond those already referenced.
- Printing of Final Summary Report
- Schematic Design through Construction Administration services
- Parking and Transportation engineering
- Civil and environmental engineering
- M/E/P Engineering
- Cost Estimating
- Surveys

PES SCOPE OF WORK

PES will analyze the market as the basis for the development strategy, development program, phasing plan and implementation plan. PES will test the potentials for

- Office, technology and institutional, and
- Residential uses.

PES will begin with a profile of the Greenville/Pitt County economy, drawing on Pitt County employment trends to quantify the existing business base. We will review the most current plans for Greenville, Downtown Greenville, East Carolina University and Pitt County as well as agencies and institutions relevant to economic development.

Demographic trends (e.g., population, households, age, income, household type and size, etc.) will profile Greenville, Pitt County and regional residents.

PES will rely on the Greenville Planning Division and Office of Economic Development to identify planned and proposed projects in the development pipeline.

Office, Technology and Institutional Uses

East Carolina University (ECU) and related entities will be the focus of the office, technology and institutional uses market analysis. PES will conduct extensive interviews with ECU leaders, including the Provost and selected Deputy Chancellors, Deans, Department Heads, and representatives of the Office of Innovation and Economic Development. This analysis will focus on medicine, other sciences, engineering and business programs most likely to generate new businesses. These interviews will explore the University's academic and research areas with particular potential for commercialization as well as the University environment, policies and facilities for faculty and student entrepreneurial development.

PES will rely on the Client to schedule these interviews for two two-day trips.

In addition to ECU, PES will evaluate the local business environment and support for local entrepreneurs. This will involve review of business support services, technical assistance, facilities, incentives and financing. Selected telephone interviews with local technology entrepreneurs will identify key assets and liabilities.

PES will interview representatives of other local institutions identified by the Client as having the potential to support or use new facilities in the tobacco district.

Pitt County Development Commission maintains a database of available office and industrial buildings and sites. Coupled with interviews with active real estate brokers, this will allow profiles and analysis of competitive facilities and sites in the region.

From these inputs, PES will prepare a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the Greenville economy and potentials for new business development and attraction of technology-based businesses. Evaluation of the tobacco district itself will consider its potential role within the local and regional market.

PES will quantify near- and mid-term potentials for businesses that could be attracted to an incubator or multi-tenant office space in the tobacco district. The market conclusions will include estimated occupancy, lease-up period, supportable rents, typical tenant size and types of facilities required. Particular focus will be given to the roles to be played by the tobacco district in contrast to those played by the Medical District.

Residential Uses

To evaluate the potentials for residential development in the tobacco district, PES will review demographic and housing trends to quantify demand. The preceding demographic trends analysis will be refined to focus on the nature of individual households by tenure, age of the householder, type of household, income levels, presence of children, and other key factors.

American Community Survey and 2010 Census data will be used to profile the existing housing stock in terms of number of units by year built, size, type (e.g., single-family versus multi-family) and vacancy rates. Annual building permit data will reveal year-by-year variations in the number and type of units built.

Based on the demographic and construction trends, PES will estimate the number and type of residential units that could be supported within the tobacco district by five-year period.

MEETINGS

PES will participate in three workshops (no more than five days), presenting economic and market analysis and contributing economic inputs to the plans and implementation strategy.