



The New Bern Gateway Renaissance Plan

EPA BROWNFIELDS AREA-WIDE
PLANNING PILOT PROGRAM



**GOODY
CLANCY**
ARCHITECTURE
PLANNING
PRESERVATION

NEW BERN GATEWAY RENAISSANCE PLAN

Prepared by:

Goody Clancy

Kimley-Horn and Associates

W-ZHA

City of New Bern

Board of Aldermen

Lee Wilson Bettis, Jr.
MAYOR

Sabrina Bengel

Victor J. Taylor

Dennis K. Bucher

Johnnie Ray Kinsey

Bernard W. White

Dana E. Outlaw

Project Management Team

Michael R. Epperson
CITY MANAGER

Jeff Ruggieri, AICP
DIRECTOR OF DEVELOPMENT SERVICES

Michael Avery, AICP
PLANNING DIRECTOR

Bernard George
PLANNING MANAGER

Sue Steinhauer
PROGRAM MANAGER

Steering Committee

Dr. Katherine Adolph

Sarah Afflerbach

Leslie Allen

Rev. Reggie Barnes

Carol Bonner Becton

Zelda Bryant

Shane Chapman

Dr. Jace Cox

Wali Davis

Charles Francis

Kevin Gholston

Grace Hudson

L. A. Jamison

Tharesa Lee

Nelson McDaniel

Rev. Reginald Midgette, Sr.

Angela Nelson

W. W. Newkirk

Mary Peterkin

Guy Smith

Virginia Stanley

Samuel Suggs

Jamara Wallace

Julia Lewis Wesley

contents

| | | | |
|------|---|----|--|
| I. | INTRODUCTION/EXECUTIVE SUMMARY | 1 | |
| | The Gateway District today, and the need for change..... | 2 | |
| | The Gateway District tomorrow: The Plan..... | 4 | |
| II. | PROJECT OVERVIEW AND COMMUNITY PROCESS..... | 7 | |
| | EPA Area-wide planning program and process | 7 | |
| | Public and steering committee meetings..... | 8 | |
| III. | PREVIOUS PLANNING EFFORTS..... | 9 | |
| | New Bern Vision 2038: Broad Street–Five Points | 10 | |
| | Greater Duffyfield Community Development | 10 | |
| | Strategic Plan | | |
| | New Bern Historic Preservation Plan | 11 | |
| | New Bern Regional Land Use Plan | 12 | |
| | Strategic Plan for the Five Points Redevelopment Area | 12 | |
| | New Bern Pedestrian Plan | 13 | |
| | Comprehensive Bicycle Plan..... | 13 | |
| | Swiss Bear Downtown Development Corporation: | 14 | |
| | Five Points Project | | |
| IV. | EXISTING CONDITIONS..... | 15 | |
| | The Gateway District..... | 15 | |
| | Broad Street | 16 | |
| | Pollock Street | 16 | |
| | Queen Street | 16 | |
| | First Street | 16 | |
| | Craven Terrace..... | 16 | |
| | Trent Court..... | 17 | |
| | Greater Duffyfield Neighborhood | 17 | |
| | Flood Hazard Mitigation Buyout Area | 17 | |
| | Walt Bellamy Neighborhood..... | 17 | |
| | Demographics and economic overview | 18 | |
| | Population and households: Trends and projections..... | 18 | |
| | Employment..... | 18 | |
| | Land use..... | 20 | |
| | Zoning & regulations..... | 22 | |
| | Public transportation..... | 23 | |
| | Landscape & open space..... | 24 | |
| | Flooding issues | 25 | |
| | Historic resources..... | 26 | |
| | Brownfield investigation and analysis..... | 27 | |
| | Inventory | 27 | |
| | Assessment..... | 27 | |
| | Environmental findings | 27 | |
| V. | CREATING A COMMUNITY VISION..... | 29 | |
| | Kickoff meeting | 30 | |
| | Creating a name...and building a consensus | 31 | |
| | Community charrette..... | 31 | |
| | Personal vision statements..... | 32 | |
| | Vision statement and eight principles | 33 | |

VI. MARKET OPPORTUNITIES AND REALITIES.....35

Market overview.....36

The Gateway District.....37

Opportunities.....37

Challenges.....37

Market realities.....38

Is there a market for hotel adaptive reuse?38

Is there a market for new residential?40

Is residential feasible in the study area?41

Is there retail potential?41

VII. BROWNFIELD IMPACTS ON REDEVELOPMENT INITIATIVES45

Overview of findings from assessment work.....46

Remediation and redevelopment options46

Site design, permitting, construction, and land use47

Site design and permitting.....47

Construction.....50

Use50

State of North Carolina brownfields program.....51

Benefits51

Steps to enter program51

VIII. GATEWAY AREA-WIDE STRATEGIES.....53

Neighborhood strengthening and transformation55

Transformational redevelopment55

Strategic infill housing56

Rejuvenated retail and culture58

City *Main Street*: Broad Street.....58

Creative *Main Street*: Pollock Street.....59

Heritage *Main Street*: Queen Street.....60

Building a network of community gathering places,61
greenways, promenades, and open space

Gateways63

IX. PUTTING THE PLAN TO WORK: IMPLEMENTATION APPROACH.....65

Core projects.....70

Mixed-income redevelopment at Trent Court.....70

Grocery store on Broad Street.....71

Community empowerment center.....73
at Days Hotel site on Pollock Street

African-American Heritage Center on Queen Street.....75

Pursue infill housing development along Third Avenue,76
incorporating greenway and senior housing

Key initiatives.....79

Foster economic development with.....79
TIF and other funding mechanisms

Establish canal greenway along stream from Evergreen.....81
Cemetery to Stanley White Recreation Center to Broad Street
at Third Avenue

Develop infill housing strategy for disparate City-owned82
opportunity parcels throughout neighborhood

Plan, design, and implement gateways.....83

Pursue Choice Neighborhoods Planning Grant to support.....84
transformational development plan for Craven Terrace

| | |
|---|----|
| Rebuild the historic fountain at Pollock and Queen Streets..... | 86 |
| Reuse unbuildable vacant property in flood-prone northern86 | |
| Greater Duffyfield to build community and restore the landscape | |
| Extend the riverfront promenade from the88 | |
| NC Heritage Center to Lawson Creek Path | |
| Improve and expand pedestrian network88 | |
| Increase CARTS subsidies89 | |
| New Bern Façade Grant Program.....90 | |
| Streetscape improvements.....90 | |
| Differentiate and define <i>main streets</i>90 | |
| Support residential street improvements92 | |
| X. REFERENCE MAPS93 | |

1. introduction/ executive summary

The vision: The Gateway District will thrive again as a community rooted in history but with a focus on the future. It will be a neighborhood of choice and a great place to live, work, play, and create. Known for a mix of uses, it will be a place with welcoming residential streets that connect to vibrant, walkable *main streets*. New public spaces will encourage interaction and foster diversity. It will better connect to its surrounding neighbors but will always maintain a distinct identity. People of every income, age, and race will enjoy a neighborhood characterized by new parks, new retail, new gateways, new recreational paths and new cultural institutions. Both existing and new residents will come to know each other and together rebuild a new, stronger community.

The mission: Create a realistic and implementable revitalization strategy for the neighborhoods just west of downtown and—at the same time—focus efforts towards brownfield sites that are in need of revitalization. Strengthen residential neighborhoods with new

What is a brownfield site?

By definition, a brownfield site is real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. The planning effort was made possible through an EPA Area-Wide Planning Pilot Grant awarded to the city in 2011.

single-family and multifamily infill. Make sure that every resident living in the neighborhoods today can stay and create new housing options that welcome back old residents and an array of new residents alike. Re-invent Broad, Pollock, and Queen as three *main streets* that are each vibrant, walkable, and unique. Connect all the

neighborhoods and commercial streets with a network of green spaces and public spaces for the residents to come together, socialize, and build relationships.

The Gateway District today, and the need for change

New Bern and Craven County are both growing in population, but the Gateway District is shrinking. Home values are also increasing in the city as a whole, but the average value of a home in the Gateway District is less than two thirds of the city average. Vacancies

Defining a Project—Creating a Name

Early in the planning process for the Area Wide Planning Process, the community worked together to determine the most compelling project name that could speak to the visions and goals of all the neighborhoods within the study area. The unanimous decision was the New Bern Gateway Renaissance Plan.

and underutilized buildings exist in high numbers both within the residential neighborhoods and along the commercial corridors.

Cities today increasingly succeed based on their ability to retain and attract innovative, educated residents and to provide mixed-use, walkable, diverse, neighborhoods that invite informal interaction and discovery. Over the past thirty years, New Bern has

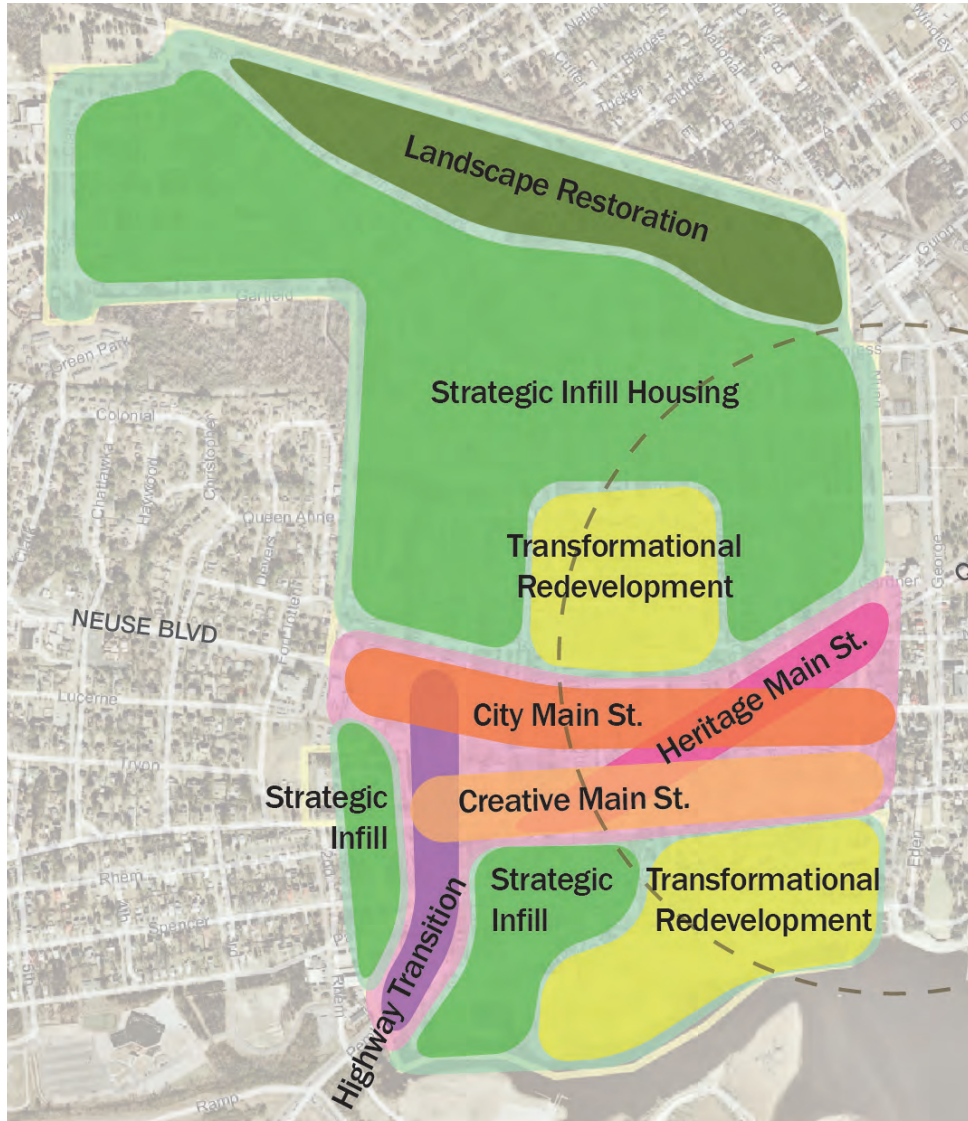


The Gateway District area boundaries



applied this strategy to its downtown to tremendous success. Today, downtown New Bern has become a regional destination. Similar investments, such as the improvements to Broad Street, highlight the city's investment in the Gateway District. Importantly, the original and authentic ingredients that aided in downtown's revitalization still exist in the Gateway District. *Main streets* with existing commercial and neighborhood retail, historic neighborhoods, and—most important—a community of residents proud of their neighborhoods but embracing the future.

Community Engagement. Through dozens of interviews, four community meetings, and a half-day charrette, over a hundred residents and other stakeholders played an active role in shaping the vision, plan, and implementation strategies. Engagement forums were deliberately held at different locations within the Gateway District. These events occurred over the span of nine months, between the summer of 2011 and spring 2012. Throughout the process all participants were asked to work to together to dream big but stay grounded.



A series of area-wide strategies were developed during the planning process.

The Gateway District Tomorrow: The Plan

A set of area-wide redevelopment and implementation strategies are identified to reinforce the neighborhoods, revitalize retail, expand the open spaces network, and generally reinstate the community's role as a cultural hub and gateway to downtown New Bern.

NEIGHBORHOOD STRENGTHENING AND TRANSFORMATION

Transformational redevelopment. Moving from high densities of poverty within the neighborhoods and transforming them into mixed-income redevelopments that create healthier environments for children and enhance quality of life benefits for all residents.

Strategic Infill. Build back the residential neighborhoods by placing new single- and multifamily housing on city-owned and vacant parcels. Create new housing choices while respecting the historic infrastructure within the neighborhoods.

REJUVENATED RETAIL AND CULTURE

City Main Street: Broad Street. Building on its prime location, heavy potential customer traffic, and high quality infrastructure, restore Broad Street as the city's primary street for larger-scale retail amenities that is walkable but highly accommodating of auto-oriented trips.

Creative Main Street: Pollock Street. Historically a mix of retail and single-family residential, Pollock is increasingly attracting a more eclectic mix of art-focused uses. Add new flexible housing options, studios, and creative work spaces for artists and entrepreneurs alike. Mix in galleries and cafes, and build on the existing mix of emerging ethnic restaurants.

Heritage Main Street: Queen Street. Linking Broad, Pollock and the two strong neighborhood communities (Greater Duffyfield and Walt Bellamy), Queen Street ties the Gateway District into surrounding districts of New Bern. Leverage its vital location, restore its lively street life, restore historic and create new public gathering spaces along this corridor.

COMMUNITY GATHERING PLACES

A strong community needs facilities where people can come together to meet neighbors, learn important new skills, purchase healthy food, play, and be proud of and inspired by the place they call home. In the future the Gateway District will have:

- A **community empowerment center**, located on the former Days Hotel property, that is a regional draw and defining symbol of a changing city
- An **African-American heritage center**, located on an existing brownfield site at Queen and Broad, that celebrates the neighborhood's important African-American history and links to the NC History Center
- A **rebuilt fountain** at Queen and Pollock that celebrates a community connected to its past and to each other.
- A **new grocery store**, on an existing brownfield site at Broad and First Streets, that provides healthy foods and fresh vegetables within walking distance to all residents in the Gateway District.
- **New green spaces** created from currently vacant and unbuildable land, including a recreational path across the neighborhood and along the river, community gardens, and public plazas.

Action-oriented Implementation. Based on the plan components, the Gateway Renaissance Plan outlines a series of core projects and key initiatives. With each, the specific action steps, partners, and resources/funding opportunities are identified.



Core projects and key initiatives identified for implementation.

II. project overview and community process

EPA Area-wide Planning Program and Process

The New Bern Gateway Renaissance planning effort focuses on developing realistic and implementation-driven revitalization strategies for the Five Points area and the surrounding residential neighborhoods. The effort was initiated in 2011 and has been funded through a U.S. Environmental Protection Agency (EPA) Brownfields Area-Wide Planning Pilot Program grant. The goal of the program seeks to develop neighborhood-wide revitalization strategies in areas with numerous brownfield sites.

By definition, a brownfield site is real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. This plan identifies best uses for brownfields based on community input, environmental data, and market analysis, and it assesses current infrastructure needs to support reuse. The goal of the plan has been to educate the community on brownfields assessment, cleanup, and redevelopment; identify strategies to connect brownfields reuse to new housing, retail, cultural, and jobs opportunities; and plan for new green space and other public space opportunities for the community.



Broad Street



Participants in public workshop

Public and Steering Committee Meetings

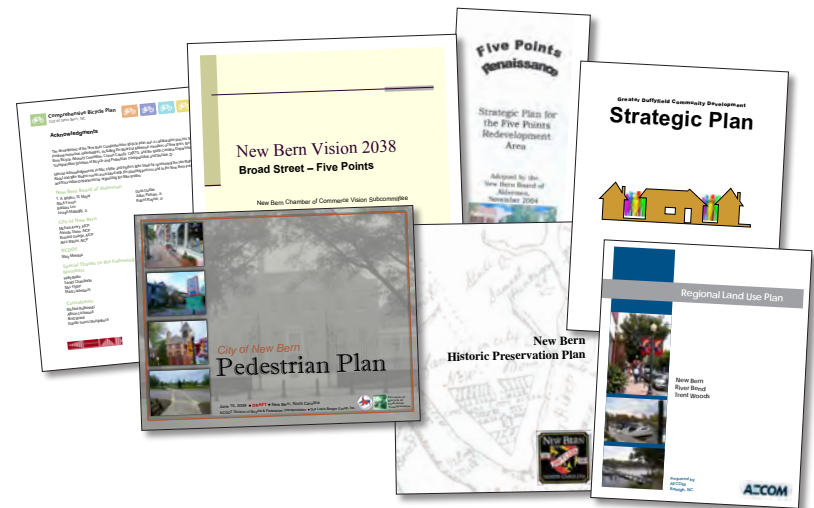
The City's Department of Development Services, assisted by Goody Clancy and a Steering Committee made up of community stakeholders

led this planning process. In total, six steering committee meetings, four public meetings, numerous stakeholder interviews, and a half-day public planning charrette took place. A detailed analysis of the existing conditions, both environmental and demographic, was conducted. Importantly, a market analysis was conducted to ensure that all plan strategies and implementation actions would be feasible.

The following chapters describe in detail the existing conditions, public involvement, market analysis, plan strategies, and implementation actions that can help ensure that the Gateway District is as vibrant in the 21st century as it was earlier in the 20th century.

III. previous planning efforts

Over the past several years, New Bern has been the subject of a wide range of plans at all scales, from the broader region to the entire city to particular neighborhoods. Providing a comprehensive planning foundation, the documents cover a broad set of issues, including land use, transportation, economic development, neighborhood revitalization, and community visioning.



The following survey summarizes each plan's major goals and accomplishments, placing special emphasis on aspects that pertain to the present effort's study area. Where applicable, the summaries conclude by indicating how the present effort will build upon a given plan.

New Bern Vision 2038: Broad Street–Five Points

OCTOBER 2008

Focused on the Broad Street corridor and adjacent segments of Queen Street, this vision for the future is inspired by the area's past. The plan calls for Five Points to become more of a destination and not just a pass through to other parts of the city. A primary goal would be to attract visitors with the neighborhood's "rich history, quaint shops, artistic culture, and overall beauty."

The plan outlines key steps and strategies that, if implemented with proper coordination, could help realize the vision. New, essential resources received top priority, including an economic development specialist, improved safety, and diverse new housing options. Economic development objectives called for strengthening the Uptown District with small business incentives for local entrepreneurs; a new community center; offices and retail; and tourist amenities. Quality of life improvement strategies involved new parks, playgrounds, outdoor markets, community gardens, and enhanced public transportation. Aesthetic augmentations included a physical neighborhood gateway; resurrected fountain; strategic landscaping and streetscaping; historic markers and monuments; and buried electric utilities.

Contribution to Gateway Planning Initiative

The present plan incorporates most of the steps and strategies outlined by the Vision 2038 document, including: building gateway structures at key neighborhood entry points; restoring the historic fountain at Pollock and Queen Streets; developing small businesses along the *main streets*; and establishing new neighborhood facilities like a library, community center, and African-American museum.

Greater Duffyfield Community Development Strategic Plan

JANUARY 2001

Generated by the Greater Duffyfield community, this strategic plan is framed by a succinct vision statement: "to create a safe, healthy, clean, and self-sustaining community that is diverse, yet unified, resulting in vitality and community pride." The mission statement that follows calls on building an organized network that includes the residents, the city, the churches, and others to focus on implementation of the plan.

The goals outlined in the plan include:

- Reduce crime and increase safety
- Improve the health of Greater Duffyfield residents and families
- Promote and maintain a clean community
- Promote Greater Duffyfield as investment-worthy
- Include youth as full partners in the revitalization process
- Double home ownership in Greater Duffyfield
- Encourage pride in all residents
- Honor and support Greater Duffyfield's elders

The plan concludes with a set of strategies for the realization of each goal, including specific programs (“Cop on the Block”, “Adopt a Street”, community watch, etc.) and general initiatives (mortgage financing, youth mentorship, marketing campaign, drainage management) that could be implemented over time and involve local residents as direct participants.

Contribution to Gateway Planning Initiative

The present plan incorporates themes from the Strategic Plan, including: promoting the Gateway District as investment-worthy; increasing homeownership in the community; and improving residents’ health. An “Adopt a Block” program was recommended and is currently being implemented.

New Bern Historic Preservation Plan

DECEMBER 2011

The recent historic preservation plan opens with a history of New Bern and past efforts to preserve the spirit of that heritage through the notable architectural relics that survive turning historical tides. It then lists New Bern’s Preservation “Players” (City Planning Department; City Historic Preservation Commission; New Bern Historical Society; New Bern Preservation Foundation; Preservation Legal Action Trust; Historic Districts Residents Association; Tyron Palace; Swiss Bear Downtown Development Corporation) and describes how each contributes to the local preservation effort.

An outline of the preservation regulatory framework is included, and it identifies ordinances and funding sources at various levels of

government as well as additional support from national, regional, and local foundations.

The plan’s vision, which is focused on quality of life issues and the balancing of private rights and public values, is to be realized through the achievement of six goals:

- Protect New Bern’s historic resources; expand designation, recognition, and participation to include more diversity
- Increase awareness and education about New Bern’s history, resources, and preservation
- Identify and increase the resources for preservation and build capacity among partners
- Review and improve existing municipal preservation program infrastructure and implementation
- Develop policies to address development including infill, parking, and height issues.

The plan concludes with an extensive list of recommended actions stemming from each goal and builds a framework to gauge each recommendation’s cost and relative priority. Some of those directly pertaining to the Five Points study area include preserving historic African American resources that had traditionally been excluded from such efforts, conducting an oral history project in Greater Duffyfield, expanding existing historic marker programs, and creating a directory of headstones in New Bern’s historic cemeteries.

Contribution to Gateway Planning Initiative

The present plan incorporates themes from the Historic Preservation Plan, including increasing awareness of the area’s history, resources, and preservation. These ideas contribute to this plan’s recommendations to establish an African-American Heritage Museum, rebuild the historic fountain at the intersection of Queen and Pollock Streets.

New Bern Regional Land Use Plan

AUGUST 2010

Required by the North Carolina Coastal Area Management Act (CAMA), the regional land use plan provides a framework to assess existing assets and guide future development to maximize economic potential while minimizing negative environmental and social impacts.

This most recent Land Use Plan update provides a particularly extensive natural systems analysis to stress the strong interactive relationship between human development and the local (and global) environment in this particularly sensitive ecological region of the country. Future land development is to be planned in concert with the natural environment's accommodative capacity in order to regulate the ecological impact of not-insubstantial anticipated economic growth.

Some of the plan's aspects directly pertaining to the Five Points study area include: locating future mixed-use and commercial uses within its vacant buildings and on vacant lots, designating the undeveloped/recreational areas to the south and west of Stanley White Recreation Center as an official conservation area, and generally addressing storm water and storm surge issues in flood-prone sectors.

Contribution to Gateway Planning Initiative

The present plan incorporates conservational themes from the Land Use Plan to inform the proposed canal greenway, expanded riverfront promenade, and reuse/restoration of the flood-prone land in the neighborhood's northeast portion.

Strategic Plan for the Five Points Redevelopment Area

NOVEMBER 2004

As with the Greater Duffyfield Strategic Plan, this plan calls for an organized and collaborative network that includes property owners, local governments and agencies, concerned citizens, and other stakeholders. It builds off of the recommendations contained in the 2000 Urban Design Plan and principles of the "Main Street" program.

The top priorities and work plan call for:

- The execution of streetscape improvements to Broad Street
- Making residential and commercial enhancements to the Five Points community
- Identifying capital projects and workforce development training
- Identifying and utilizing financing programs for renovation and new construction
- Preparing and extending design guidelines along Broad Street
- Developing a coordinated market strategy to improve area tourism.

Contribution to Gateway Planning Initiative

The present plan draws directly from the Strategic Plan to inform the following recommendations: Broad Street's designation as a city *main street*; a TIF district extending south of Cedar Street; an African-American heritage museum as a tourist destination; and infill housing programs to enhance residential areas.

New Bern Pedestrian Plan

JUNE 2009

The recent Pedestrian Plan's vision statement recognizes New Bern has much to build on: "New Bern is a walkable city with a well-connected pedestrian network that provides safe, convenient, attractive, and viable walking routes for all of its residents and visitors to access key local destinations." Logically following from this assessment, recommended strategies aim to generally "improve walkability and help make New Bern a more pedestrian-friendly community."

The plan holistically blends both urban/economic and natural/cultural walking routes and destinations to encompass the broader pedestrian experience by recognizing people walk for a variety of reasons to get to a variety of places every day. To this end, maps, analyses, and recommendations include sidewalk enhancements and crosswalk improvements as well as greenway trails and coastal pathways.

Advised short term recommendations focus on major corridors such as Broad Street's passage through the Five Points study area. Longer term strategies involve radiating viable pedestrian infrastructure out from New Bern's core into the inner neighborhoods such as Greater Duffyfield and Walt Bellamy and assembling a city-wide network of attractive sidewalks and well-maintained trails.

Contribution to Gateway Planning Initiative

The present plan incorporates the Pedestrian Plan through the following recommendations: improving and expanding the pedestrian network; expanding the riverfront promenade; establishing the canal greenway; and enhancing walkability along the district's *main streets*.

Comprehensive Bicycle Plan

2006

Acknowledging New Bern's currently limited existing bicycle resources, the plan recommends additional routes and facilities as well as spot improvements to existing infrastructure that would greatly expand the local bicycle network and improve its safety, accessibility, and efficiency. The recommendations are prioritized according to "ease of implementation and benefit received by the largest contingent of population." Advisements include engineering guidance, cost estimates, and funding sources to aid subsequent implementation planning. The plan also details possible outreach programs and initiatives to maximize bicycle usage and educate the public about bicycle safety.

The plan recommends establishing several loop bike routes that would pass through parts of Greater Duffyfield and the Five Points area and connect to major destinations downtown and around the city. There is also a recommendation to improve the rail crossing at National/George/Bern Streets to better-accommodate bicycles.

Contribution to Gateway Planning Initiative

The present plan incorporates the Bicycle Plan through the following recommendations: improving and expanding a multi-modal network; expanding the riverfront promenade; establishing the canal greenway; and enhancing the district's *main streets*.

Swiss Bear Downtown Development Corporation: Five Points Project

Working with the Uptown Business & Professional Association (UB&PA), the Swiss Bear Downtown Development Corporation has sponsored several initiatives to revitalize the Five Points area, including the 1990 and 2000 urban design plans as well as the establishment of a small learning and business center. The corporation plans to support future improvement efforts in the realms of infrastructure, housing, and business to help the neighborhood expand its burgeoning resurgence.

Contribution to Gateway Planning Initiative

The present plan incorporates themes of commercial and housing redevelopment, economic development, infrastructure enhancements, and general neighborhood resurgence from the Five Points Project throughout its strategies and recommendations.

IV. existing conditions

The Gateway District

The Gateway District is approximately 462 acres in area and is located just west of Downtown New Bern. It is bounded by the railroad along the northern edge of the Greater Duffyfield neighborhood, Bern Street on the east, Lawson Creek on the south, and just west of First Street on the west. As is highlighted by this study's name, the neighborhood has excellent regional access from both U.S. Highway 70 and Broad Street and is in fact the gateway for many residents and visitors coming to Downtown New Bern. The area is made up of both commercial streets and historic neighborhoods.





BROAD STREET

One of New Bern's primary *main streets*, Broad Street contains the bulk of the study area's businesses and connects directly to Downtown New Bern as well as the westerly shopping districts and medical facilities. The streetscape was recently upgraded

and now accommodates pedestrians, bicycles, and on-street parking. The major brownfield sites within the study area reside along Broad Street so it could become host to some of the area's most immediate redevelopments if the City secures state and/or federal brownfield-related development grants.

POLLOCK STREET

Pollock Street parallel's the primary corridor as a second major entranceway into historic Downtown with a more distinctively "neighborhood" character. It currently contains a mix of small retail, commercial, and residential uses, creating an eclectic environment at a walkable scale. As with Broad Street, however, there are still issues with vacancy and underutilized infrastructure.



QUEEN STREET

Queen Street crosses the center of the historic African-American business district. It connects Broad and Pollock at an angle to

form the "Five Points" cultural center and district. Historic, 1-2 story commercial structures north of Broad Street preserve the original commercial character and should inform future development efforts.



FIRST STREET

A major entranceway into the study area and historic downtown beyond, First Street transitions from a regional artery to a potentially more local thoroughfare as it crosses Pollock and dead-ends into



Broad (road realignments are planned so that First Street and Third Avenue will be aligned in the future). Currently, few businesses or pedestrian-oriented facilities line First Street, but, as two brownfield sites flank its connection to Broad, the opportunity exists to change this.



CRAVEN TERRACE

At the geographic center of the Gateway District, New Bern Housing Authority's Craven Terrace was built in 1942 and expanded in 1953.

It was historically housing designated for the African-American community. Today, it has 371 units and is home to over 700 residents.

TRENT COURT

Straddling the territory between Pollock Street and the Trent River, New Bern Housing Authority's Trent Court was built in 1941. It contains 218 units and is home to

over 400 residents. Prior to desegregation, Trent Court was designated as affordable housing for white residents. Today, both Trent Court and Craven Terrace are racially mixed.



thorough a voluntary program. This area is located in the northern part of Greater Duffyfield. The City is not allowed to sell these properties for housing, but they are valuable as additional green space within the study area.



GREATER DUFFYFIELD NEIGHBORHOOD

Covering most of the Gateway District's northern half, Greater Duffyfield is composed of a predominantly gridded street network lined mostly with diversely scaled single-family houses. The district also includes several churches, schools, cemeteries, and the Stanley White Recreation Center.



WALT BELLAMY NEIGHBORHOOD

South of the Broad/Pollock corridor and west of Trent Court, Walt Bellamy shares Greater Duffyfield's modestly scaled residential character, and is made up of 1–2-story single-family homes

and contains several churches. Also included in Walt Bellamy is the New Bern Tower, which is made up of 106 affordable senior housing units and owned by the New Bern Housing Authority.

FLOOD HAZARD MITIGATION BUYOUT AREA

In 1996, after Hurricanes Fran and Bertha, the City of New Bern was awarded federal funds to buy out flood-damaged homes

Demographics and Economic Overview

POPULATION AND HOUSEHOLDS: TRENDS AND PROJECTIONS

Between 2000 and 2010, Craven County grew by 12,070 people and 5,190 households. Where the County's population grew by 13 percent over the past decade, New Bern's population grew by 28 percent. Approximately 3,440 households moved to New Bern over the last decade, which was a 34 percent increase from 2000. Approximately three of every five households that moved to Craven County between 2000 and 2010, chose to live in New Bern.

| POPULATION AND HOUSEHOLD CHANGE 2000–2010 | | | | |
|---|------------|-----------|-----------|---------|
| | 2000 | 2010 | CHANGE | |
| | | | NUMBER | PERCENT |
| POPULATION | | | | |
| North Carolina | 8,049,3130 | 9,535,483 | 1,486,170 | 18% |
| Craven County | 91,436 | 103,505 | 12,069 | 13% |
| New Bern | 23,128 | 29,524 | 6,396 | 28% |
| HOUSEHOLDS | | | | |
| North Carolina | 3,132,013 | 3,541,807 | 409,794 | 13% |
| Craven County | 34,582 | 39,768 | 5,186 | 15% |
| New Bern | 10,006 | 13,447 | 3,441 | 34% |

SOURCE: CLARITAS, INC.

According to Claritas, Inc., a company that provides demographic and consumer data, the County's population will continue to grow over the next five years. Extrapolating Claritas's average annual rate of growth to 2020, there will be 5,600 more people and 3,160 more households residing in the County by 2020. There will be 1,940 more households in New Bern, a growth rate of 14 percent.

| POPULATION AND HOUSEHOLD CHANGE 2010–2020 | | | | |
|---|---------|---------|--------|---------|
| | 2010 | 2020 | CHANGE | |
| | | | NUMBER | PERCENT |
| POPULATION | | | | |
| Craven County | 103,505 | 106,277 | 5,618 | 5% |
| New Bern | 29,524 | 31,433 | 3,942 | 13% |
| HOUSEHOLDS | | | | |
| Craven County | 39,768 | 41,316 | 3,157 | 8% |
| New Bern | 13,447 | 14,384 | 1,939 | 14% |

SOURCE: CLARITAS, INC.

New households will drive demand for new housing and additional services in the City and County.

EMPLOYMENT

According to the U.S. Bureau of Economic Adjustment, in 2009, there were approximately 61,500 jobs in the County. These jobs include proprietors and jobs that are not covered by unemployment insurance. Wage and salary employment represents a higher share of Craven County jobs compared to the state and nation.

| TOTAL PLACES OF WORK JOBS 2009 | | | | |
|----------------------------------|------------|----------------------|---------------|--------|
| | U.S. SHARE | NORTH CAROLINA SHARE | CRAVEN COUNTY | |
| | | | JOBS | SHARE |
| Total by Place of Work | 100.0% | 100.0% | 61,495 | 100.0% |
| Wage and Salary | 78.7% | 80.0% | 50,769 | 82.6% |
| Proprietors | 21.3% | 20.0% | 10,726 | 17.4% |

SOURCE: U.S. BUREAU OF ECONOMIC ADJUSTMENT; W-ZHA

Thirty-seven percent of all jobs in Craven County are government-related. The United States Department of Defense accounts for most of this government-related employment.

| WHERE EMPLOYEES WORKING IN CRAVEN COUNTY LIVE 2009 | |
|--|------------------|
| RESIDENT COUNTY | SHARE OF WORKERS |
| Craven | 57% |
| Carteret | 6% |
| Onslow | 5% |
| Pamlico | 4% |
| Pitt | 3% |
| Jones | 3% |
| Beaufort | 3% |
| Wake | 2% |
| Cumberland | 1% |
| Lenoir | 1% |
| Other | 16% |

SOURCE: US CENSUS BUREAU; W-ZHA

Of those who work in Craven County, approximately 57 percent live in Craven County. The map below illustrates where those that work in Craven County reside. (The darker color represents a higher concentration of workers.)

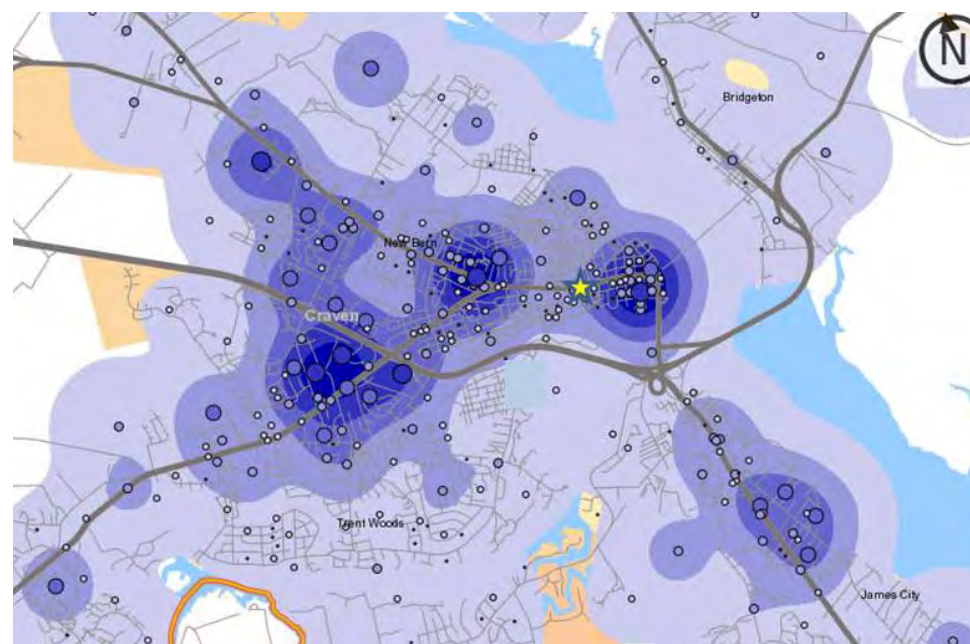
New Bern contains 58 percent of the County's employment that is covered by unemployment insurance. In 2009, there were 19,100 covered workers working in New Bern. There are more jobs in New Bern than households.

New Bern captured essentially all of the job growth in the County between 2002 and 2009. New Bern's covered employment grew by 10 percent over this period. The industries with the greatest job growth in New Bern were accommodations and food service, education, and real estate.

The following map illustrates where jobs are clustered in New Bern (the yellow star represents the Study Area). There are job concentrations in Downtown, near the Hospital, near Craven Community College/retail area and near the Airport. The Study Area is on the edge of the Downtown employment concentration.



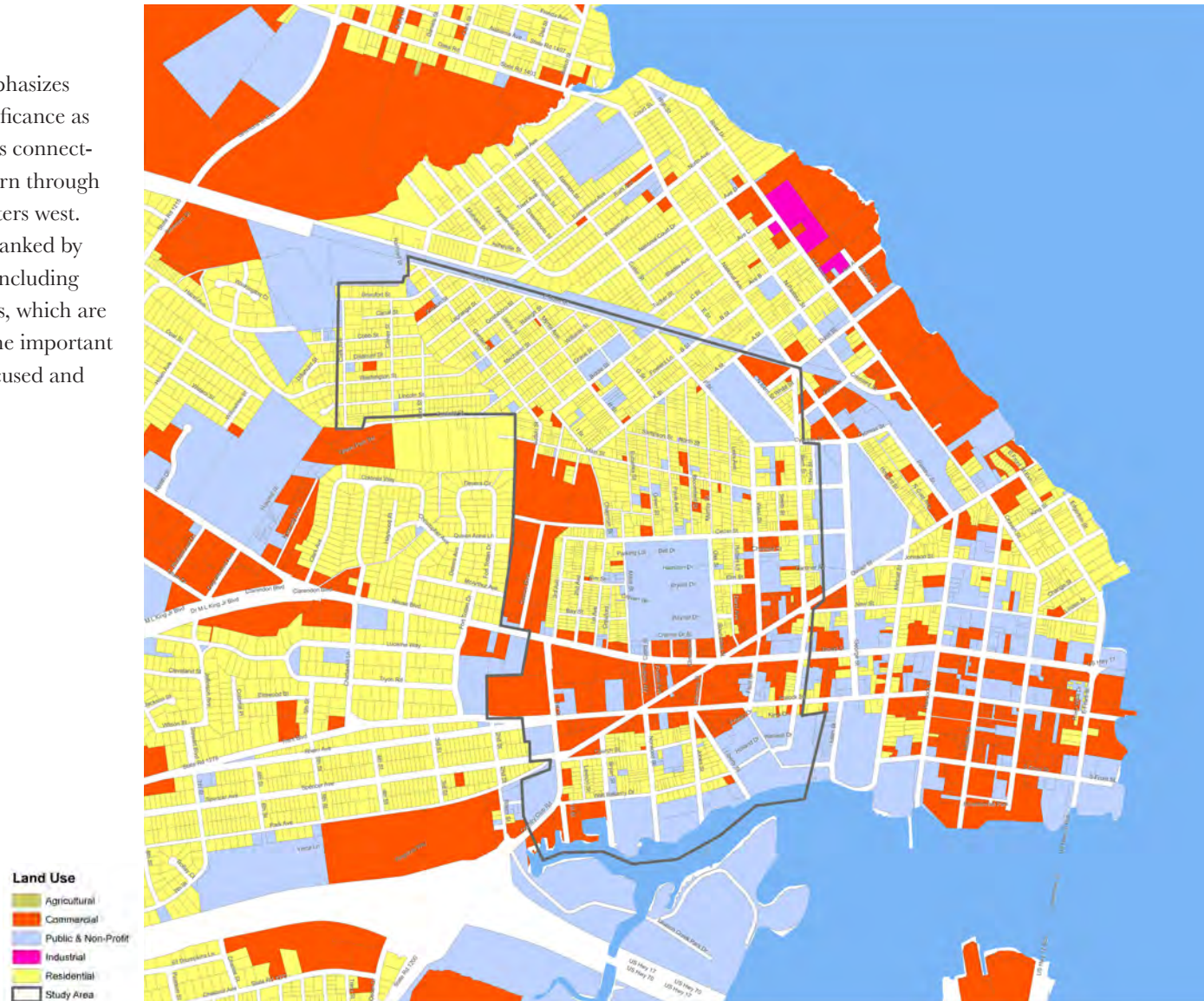
Map illustrates where workers in Craven County live.

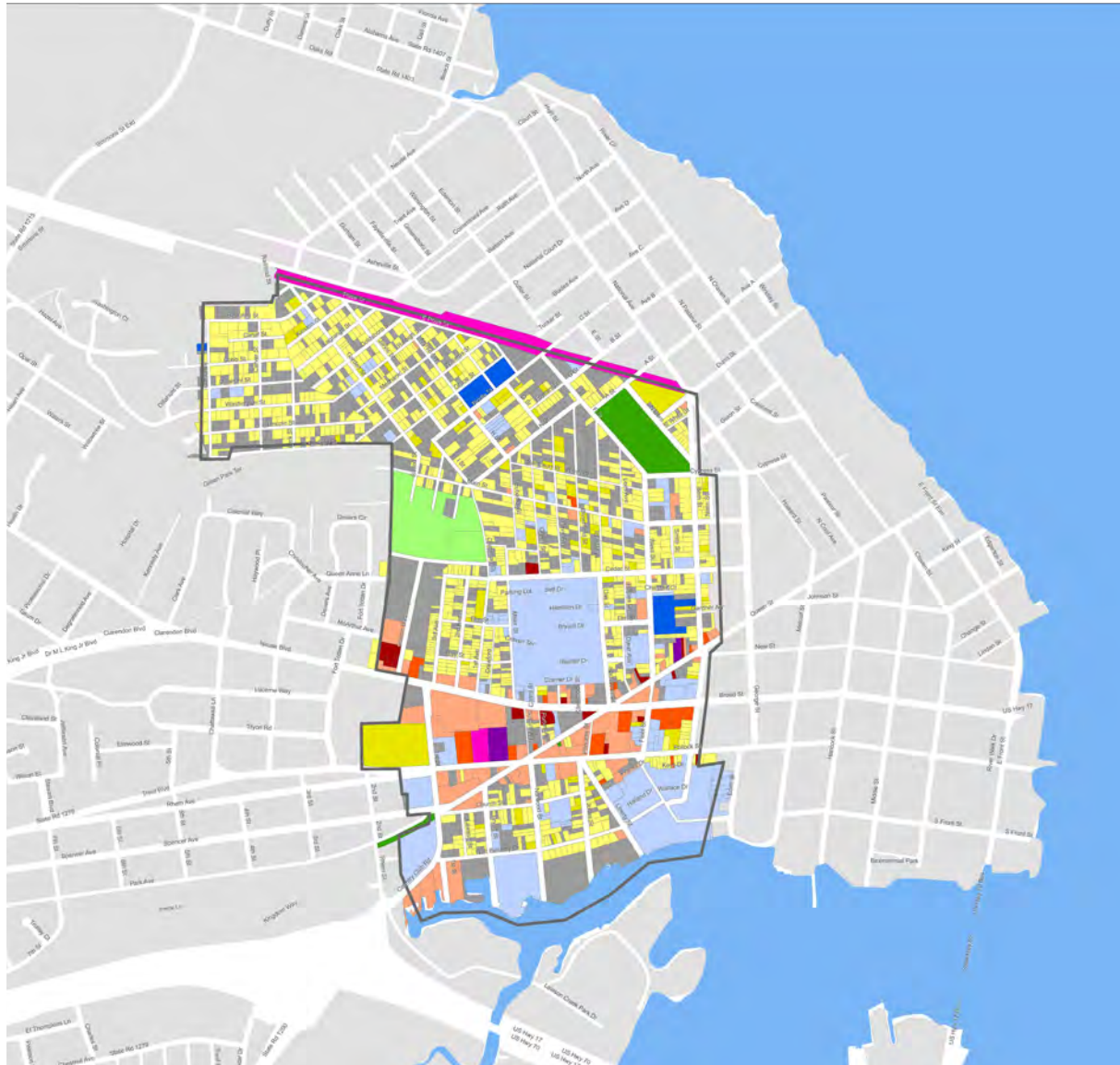


Map illustrates high-density job concentrations.

Land Use

The citywide land use map emphasizes Broad and Pollock Streets' significance as the primary commercial arteries connecting historic Downtown New Bern through the study area to economic centers west. Broad and Pollock Streets are flanked by substantial housing quantities (including the housing authority properties, which are blue in this map) and provide the important components of a pedestrian-focused and walkable neighborhood.





The study area's detailed land use map illuminates one of its biggest challenges: overabundant vacant property, particularly within the residential areas. Unoccupied houses and empty lots fragment the community and project an image of general neglect. During the public engagement process, residents expressed particular frustration about frequent flooding.

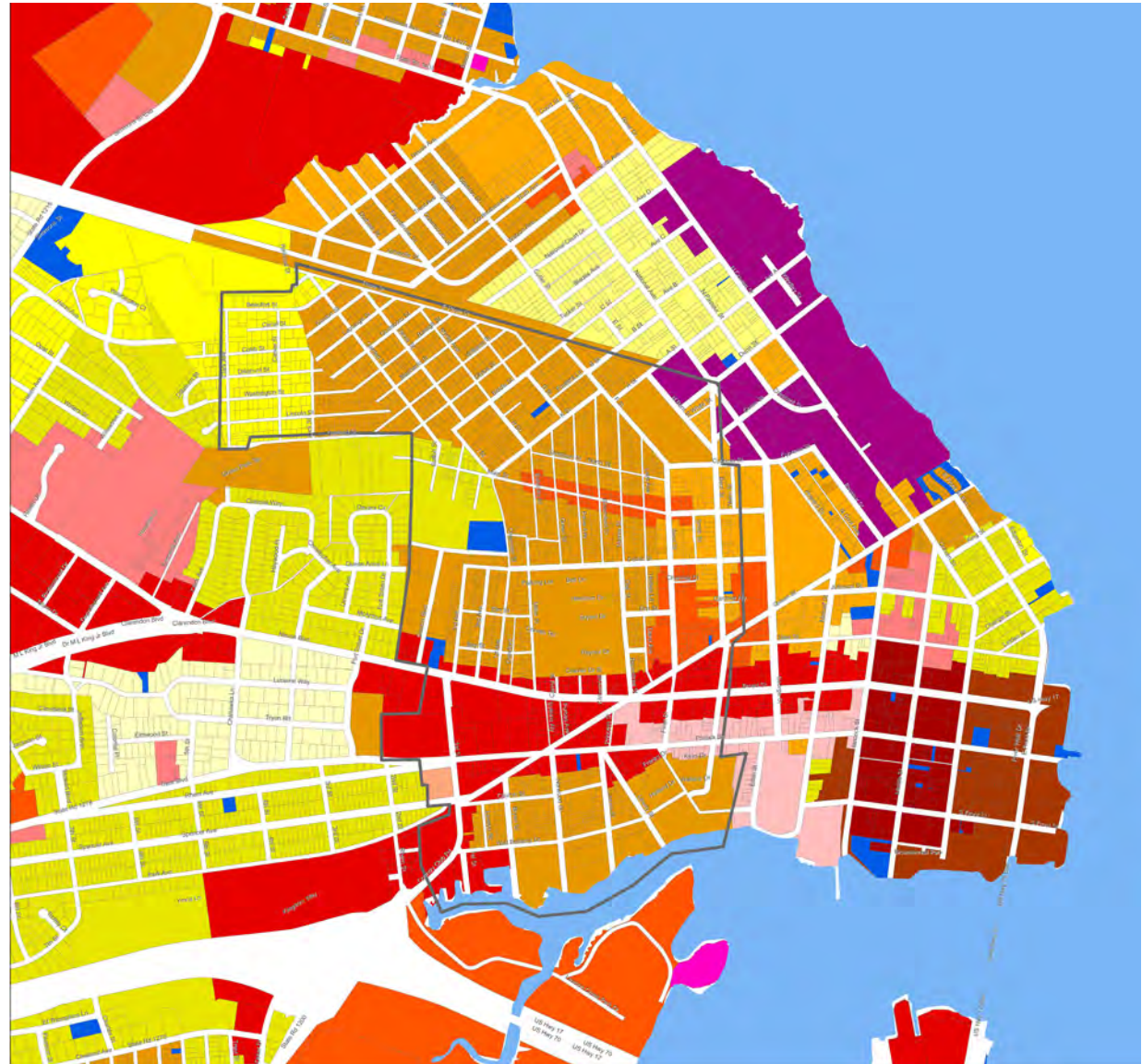
Vacant lots along Broad, Pollock, and Queen Streets similarly splinter a formerly healthy commercial district into a sparse assortment of shops separated by blank spaces.

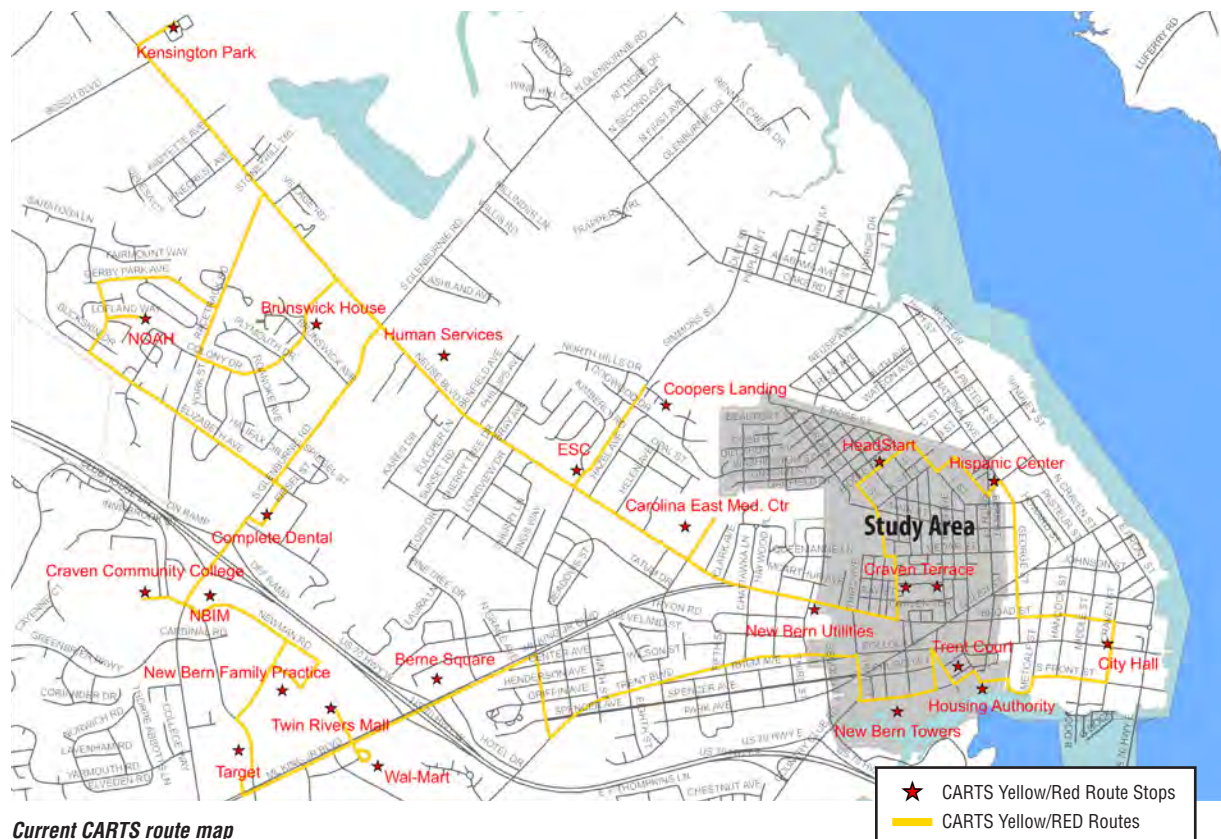
Zoning & Regulations

New Bern's current zoning map reiterates Broad Street's importance as the primary commercial corridor through the study area and connecting Downtown to the rest of the city. Pollock Street between Queen and Hancock Streets is uniquely expressed as a Historic District, distinguishing it from Broad Street as the primary historical corridor between the study area and Downtown. Main Street, which runs through the study area's center, is notably zoned Neighborhood Commercial and indicates a past and future potential local shopping concentration in the heart of the Greater Duffyfield community.

New Bern Zoning

- Study Area
- Downtown Commercial—C-1
- Waterfront Commercial—C-2
- Regional Commercial—C-3
- Neighborhood Commercial—C-4
- Office and Institutional—C-5
- Office and Institutional (Hist. Distr.)—C5a
- Professional Office—C-6
- Unobtrusive Industrial—I-1
- Industrial and Warehousing—I-2
- Single- and Multi-Family Residential—R-6
- Single- and Multi-Family Residential—R-8
- Single- and Multi-Family Residential—R-10
- Single- and Multi-Family Residential—R-10a
- Single-Family Residential—R-10s
- Single-Family Residential—R-10s
- Other





Public Transportation

The Craven Area Rural Transit System (CARTS) provides a dedicated loop service within New Bern as well as schedulable custom service throughout the 3-county area (2-day advance notice typically required). CARTS also provides transportation to regional medical centers such as Durham, Chapel Hill, and Greenville. While the agency specializes in service for the elderly and handicapped, access is available to the general public. Fares range between \$1.00 and \$6.75 depending on traveled distance. On-demand service operates weekdays between 5am and 6pm except holidays (dialysis routes operate on holidays) and carries about 400 one-way fares per day. Loop service averages 45-minute headways (12 runs between 8am-5pm) and carries about 85 one-way fares per day.

CARTS service is limited and could be expanded to better serve the community if its subsidies were increased.

Landscape & Open Space

Located in a coastal region known for its natural beauty, New Bern offers several waterside parks and open spaces that capitalize on its picturesque position at the Neuse and Trent Rivers' confluence. Interior open spaces are more functional, providing residents recreational opportunities. The study area's Stanley White Recreation Center in particular was repeatedly cited as a key neighborhood asset during the public engagement process. Current plans to add parkland along Third Avenue north of Broad Street could be the first of a series of strategic steps to knit the area's parks and open spaces into a citywide network. (See Chapter VIII, Gateway Area-wide Strategies.)

Parks and Open Space
Study Area
Parks and Open Spaces





Flooding Issues

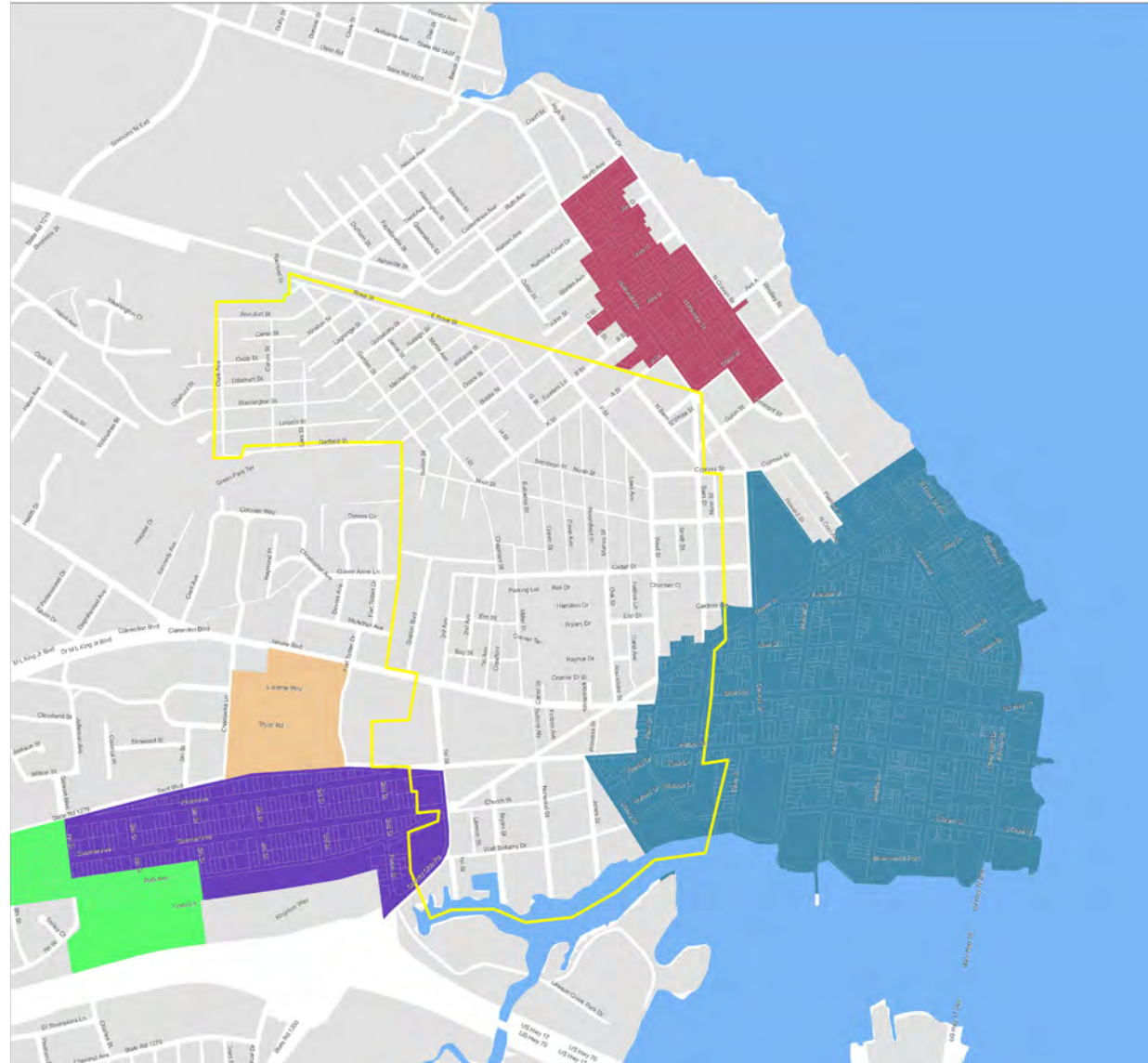
Because the flooding issue is unlikely to be solved in the near future, this district will need to transition from residential blocks to a collection of alternative community assets such as gardens and playgrounds that can withstand frequent floods. Northwestern and riverfront portions of the study area also lie within the flood plain but inundation issues in these regions are not so severe as to inhibit development. Additionally, the city has invested heavily in a new flood control pumping system to further mitigate current issues.

Historic Resources

New Bern contains several rich historic zones, most notably the downtown district, which includes Tyron Palace as well as museums, institutions, and other historic buildings that attract tourists and foster a vibrant street life. The study area can bridge the gap between the downtown and westerly Ghent Historic districts by complementing redevelopment along Pollock and/or Queen Street with a new historic designation to commemorate the area's rich African-American history (members of the community regularly voiced desires to more formally acknowledge and represent this local heritage during the public engagement process).

Registered Historic Districts

- DeGraffenreid Park Historic District
- Ghent Neighborhood Area 1
- Ghent Neighborhood Area 2
- New Bern Historic District
- Riverside Historic District
- Unregistered Areas
- Study Area



Brownfield Investigation and Analysis

INVENTORY

The City of New Bern has identified up to thirty-nine potential brownfield sites within the Gateway. Of these, three were highlighted as specific priority sites for the planning effort. These three sites are located at:

- 1301 Broad Street
- 1219 Broad Street
- 914 Broad Street

ASSESSMENT

The city initiated a significant brownfield assessment effort within the target area that was funded through two, \$200,000 EPA Brownfield Assessment grants. This effort is designed to assess sites for both petroleum products and other hazardous substances and has been used to conduct nine Phase I and four Phase II environmental studies.

ENVIRONMENTAL FINDINGS

While the effort is ongoing, no serious environmental issues have been identified to date within the identified priority sites. This planning effort does not allow for environmental assessment. However, the information gathered is being utilized in determining potential redevelopment options and costs on the priority sites listed above.

See Chapter VII for a detailed review of the site assessment work and environmental impacts on redevelopment options.



1219 Broad Street

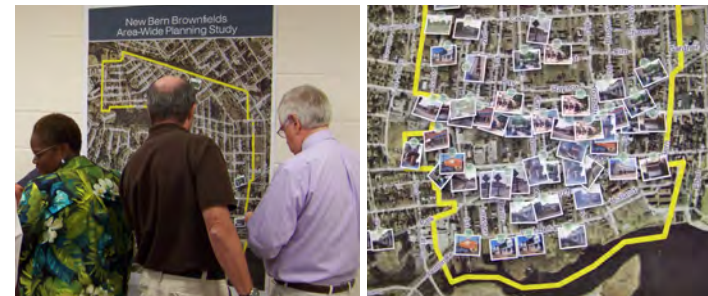


914 Broad Street

V. creating a community vision

An effective planning effort needs to gather the ideas and earn the support of everyone it will touch. For this reason, this planning process deliberately included stakeholders from both the study area as well as the greater community of New Bern.

The response from the community, particularly at the half day visioning charrette, was strong and consistent. Engagement forums included large public meetings deliberately held at different locations within the study area and included informal meetings, focus group sessions, and one-on-one interviews. These events occurred over the span of nine months, between the summer of 2011 and spring 2012. Throughout the process all participants were asked to work to together to dream big but stay grounded. The resulting ideas that emerged were surprisingly consistent, even while coming from a diverse group with many different perspectives.



We discussed our concerns and articulated a vision of what would be our ideal or dream community.”

Kickoff Meeting

AUGUST 25TH, 2011

More than forty people attended the kickoff meeting at Daysprings Ministries. A presentation was given that provided an overview of the study process, highlighted project goals, and emphasized the importance of public engagement.

The second half of the meeting included a preliminary visioning session, where residents were asked a series of questions about what they value in their neighborhood and what they would like to see differently in the future. These ideas were captured both in a group discussion as well as on individual surveys. The results are summarized in the following table:

RESPONSES FROM PUBLIC MEETING SURVEY



What I most value about Five Points and the surrounding neighborhoods.

The street improvements, tree plantings, and beautification efforts along Broad and Pollock Street

Children. There are lots of children in the neighborhood

Waterfront and access to it

A sense of unity within the neighborhood

The area's important history

Historic buildings and planning

The connections to Downtown and the hospital

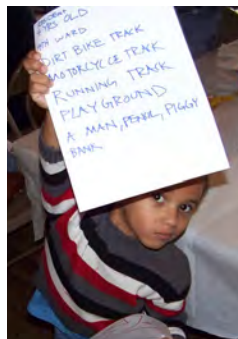
The people that are already in the community

The fact that there is a lot of land in the neighborhoods

The diversity of the neighborhood and the community

Multi-generational ties

The walkability of the neighborhood



What I would like to see change in Five Points and the surrounding neighborhoods.

The inner part (Duffyfield) seems like a forgotten area. It needs to be improved

Streets improved

More street improvements within residential areas

Reduce the concentration of poverty

Address the issue with hotel (tear it down if we can't find a buyer)

Remove elements of blight within some parts of the residential and commercial areas

Rehabilitate older homes

Improve transit

Seamless upgrades to sidewalks, lighting and walkway on Pollock St-why is it necessary to use private funds for sidewalk repair?

Resolve future of now empty Carolina Club apartments

I think the following development projects or additional services are needed in Five Points and the surrounding neighborhoods.

Bring in more small companies to provide work and good jobs

A broad based community resource center—but not a stereotypical one—one with community empowerment center, community college, business incubator, clinic etc.

Street improvements: extend streetscape improvements past First Street into Duffyfield

More retail (quality grocery with fresh food)

Public transportation needed

Black History museum

Housing police—limited to Craven Terrace and Transit Center. The staff would get to know the good and bad. The bad could be eased out



Creating a Name... and Building a Consensus

During the Kickoff meeting, a lively conversation took place over the naming (and subsequent branding that would occur) of the overall project. It became very clear that more than one neighborhood made up the study area and therefore a new project name had to be created that fully encompassed both the physical study area and ultimate goals of the participants. A project naming subcommittee was founded. This subcommittee worked together to come up with several alternatives, and then held a vote to make the final choice. The name, “The New Bern Gateway Renaissance Plan,” was confirmed at the next steering committee meeting.

Community Charrette

On Saturday, November 12, 2011, at the Omega Center on Cedar Street, more than 70 residents from around the New Bern community came together to share their vision for the future of Five Points and its surrounding neighborhoods. The meeting began with a presentation by civic leaders and the planning consultants who



Good broad-based participation. Explicit goals expressed (identified). Good mix of participants (old, young, native, newcomers, and good facilitators)”

summarized the existing conditions, reviewed previous planning efforts, and provided context for the day’s public engagement.

Participants then convened in randomly assembled small groups to generate lists of the area’s assets and opportunities as well as the current challenges. Next, each member of the community wrote a personal vision statement and shared it with the rest of the table. As a group, each table then synthesized their personal visions into a consensual community vision statement. Together, they distilled the top five elements/values from their collective vision and shared it with everyone else at the meeting.

Personal Vision Statements

I would like to see a community which no longer represents the highest level of poverty. More diversity—less dilapidation. An area where people from outside the area want to come to visit to enjoy the black history of the area—Vibrancy and a higher quality of life for residents.

I vision my neighborhood with new art center for the youth. A community with new individual housing, new condo land new apartment buildings. We need another senior citizen building. A community garden. More sidewalks.

A place to feel safe, where neighbors are interactive, take care of each other, look out for each other and their neighborhoods (i.e., neighborhood watch only better!)

I would like to see more black businesses open....We don't have many black businesses in our community anymore. We had restaurants, clothing stores, barber shops, pool rooms, theaters etc...

Create safe, green, beautiful vibrant neighborhoods intersected by a gateway corridor filled with businesses, music, art and life where all citizens of all colors live and work together.

More community public art. Small businesses growing and thriving. Summer music venues happening in outdoor parks and surrounding areas. Rent controlled possibilities to keep our local people from being forced to leave as quality of life improves.

A thriving, vibrant, safe, beautiful residential community with conveniently located recreational, educational, cultural and commercial offerings that encompass the treasures of the past, the best of the present and the wonder of the future.

Vision Statement and Eight Principles

vision statement

The Gateway District will thrive again as a community rooted in history but with a focus on the future. It will be a neighborhood of choice and a great place to live, work, play, and create. It will be known for a mix of uses; a place with welcoming residential streets that connect to vibrant, walkable *main streets*. It will have new public spaces that encourage interaction and foster diversity. It will better connect to its surrounding neighbors but will always maintain a distinct identity. People of every income, age, and race will enjoy a neighborhood characterized by new parks, new retail, new gateways, new recreational paths; and new cultural institutions. Both existing and new residents will come to know each other and together rebuild a new, stronger community.

principles



1 DIVERSE

- Attractive to a broad and diverse group of people
- Affordable to both existing and new residents



2 TRUE TO HISTORIC ROOTS

- Prioritization of existing historic infrastructure
- Building a future neighborhood that reflects its past



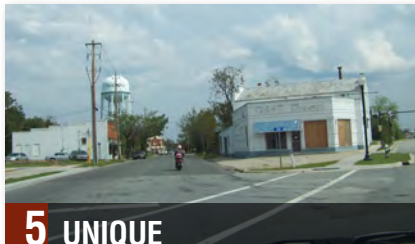
3 WALKABLE

- Walkable neighborhoods with more housing and less vacancies
- Strengthened by retail and cultural amenities on Broad, Pollock, and Queen Streets



4 CONNECTED

- A Gateway District that is stitched back to surrounding community
- Better connected to the waterfront and surrounding parks
- Improved transit options



5 UNIQUE

- A different place than downtown New Bern
- Respectful of history
- Different “personalities” on each *main street*



6 CIVIC AND SUSTAINABLE

- A place where people feel safer
- A neighborhood built around new civic institutions
- Developed with sustainable practices



7 NEIGHBORLY

- A place where neighbors support each other
- A focus on quality public and green spaces



8 ACHIEVABLE

- Driven by realistic redevelopment projects

VI. market opportunities and realities

Successful planning initiatives must culminate in the development of feasible strategies and implementation actions that are market-based. For this effort, an analysis was conducted by the firm W-ZHA on residential, commercial, and retail market conditions. Specifically, W-ZHA analyzed pertinent economic and demographic information in order to determine the opportunity for residential, hotel, and retail development in the Gateway District. The full market report is included in the appendix.

Market Overview



A broad market analysis utilizing economic and demographic data was conducted for the purpose of determining, on a preliminary basis, the opportunity for residential, hotel, and retail development in the Gateway. During the course of the planning effort, key potential development opportunities were identified on several

key sites within the Gateway. These included the priority brown-field sites as well as the former Days Hotel. Each opportunity was assessed to determine its overall impact on future neighborhood revitalization.

The Gateway District

OPPORTUNITIES

- **Proximity to Downtown:** Downtown New Bern is an important business and cultural center for the region, and the Gateway District is near the downtown. As the adjacent map illustrates, the heart of Downtown New Bern is not, however, within easy walking distance (one-quarter to one-half mile) to the Study Area.
- **Tryon Palace:** Tryon Palace is a tourist destination. It is currently serving as an edge to Downtown.
- **U.S. Highway 70 Exit:** The Gateway District is convenient to U.S. Highway 70. Many people use Pollock Street as a route from the highway to Downtown. First Street is also an important connection to/from the highway into the Study Area.
- **Broad Street:** Broad Street was historically an important commercial corridor. Broad Street still links the downtown to the Hospital and the commercial areas on Martin Luther King Boulevard.
- **Waterfront Land:** The Gateway District contains waterfront land that is owned by the Housing Authority and the City.
- **Access to Services:** While the Gateway District does not currently contain many goods and service establishments, there are commercial nodes nearby.
- **Neighborhoods:** The Gateway District contains historic neighborhoods which contribute to Study Area residents' sense of place.
- **Large Tracts of Land in Single Ownership:** There are large land parcels in single ownership in the Gateway District. This can make redevelopment more feasible.



CHALLENGES

- **Under-Utilized Land:** There are under-utilized sites on Broad Street. These under-utilized properties compromise the Study Area's environment and image. They are a manifestation of shifting market forces.
- **Vacant Days Hotel:** The vacant Days Hotel is a negative feature in the Gateway District. The vacant hotel is evidence of disinvestment and, as such, stigmatizes the neighborhood.
- **Concentrated Poverty in Two Public Housing Projects:** There are two public housing projects in the Gateway District, Craven Terrace and Trent Court, that are well maintained and appear safe. The challenge is that these housing projects concentrate low income households. Concentrated poverty can have a chilling affect on market rate investment—particularly residential.

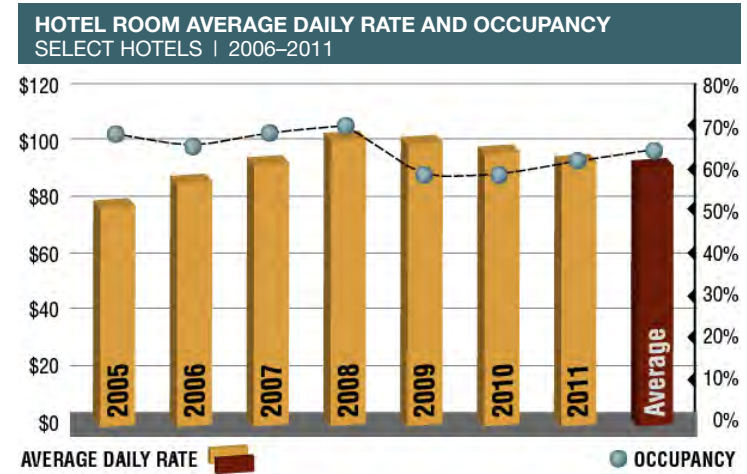
- **Many Housing Foreclosures in the Gateway District:** The study area does not imbue a sense of stability. There is a high rate of housing foreclosure in the neighborhood and the quality of the environment is inconsistent. Without improvement, these two factors will compromise the neighborhood's ability to attract market rate housing investment.
- **Brownfield sites along Broad Street:** Three important development opportunity sites along Broad Street are designated brownfields. Soil remediation and other decontamination costs would significantly drive up redevelopment costs unless supported by state and/or federal brownfields redevelopment grants. (See Chapter VII for a detailed review of the site assessment work and environmental impacts on redevelopment options.)

Market Realities

During the planning effort, several key market initiatives were prioritized. These potential initiatives were positioned as questions that were then tested by W-ZHA to determine feasibility and effectiveness in supporting a broader area-wide revitalization effort.

IS THERE A MARKET FOR HOTEL ADAPTIVE REUSE?

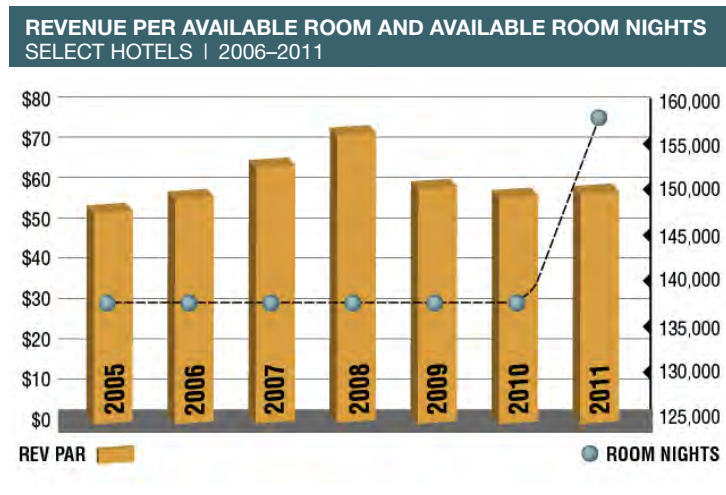
The typical land use options for adaptive re-use of the old Days Hotel are reuse as a hotel or reuse as multifamily residential. There are eight hotels in the New Bern market (see map following). Most of New Bern's hotels are on the highway. Most of the highway hotels are newer, suite-style products.



SOURCE: SMITH TRAVEL RESEARCH

Downtown hotels in New Bern are: the Doubletree by Hilton (built in 1986), Comfort Suites (built in 1993) and the Bridgepointe Inn and Marina (built in 1987). W-ZHA evaluated the performance of the following hotel sample that includes limited service, chain hotels in or near the Downtown: the Comfort Suites in Downtown, the Best Western near the Airport (data only available for latter part of 2011), the Hampton Inn and Holiday Inn Express off the highway, and the Bridgepoint Inn and Marina. In 2011, the average daily rate for these hotels was \$93.00 and occupancy was 62 percent. This is quite strong given the 2011 introduction of the Best Western near the airport with seventy three rooms.

The following table illustrates the revenue per available room and the number of rooms in the hotel sample.

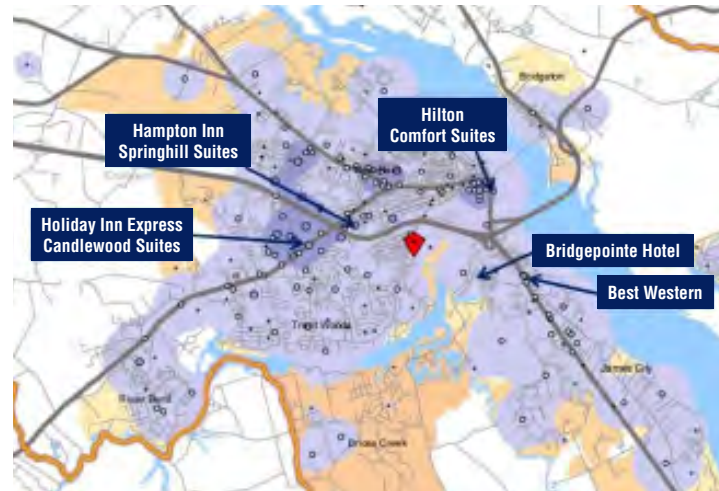


SOURCE: SMITH TRAVEL RESEARCH

This data indicates that the market for limited service hotel rooms in New Bern is moderately strong. The revenue per available room did not decline with the introduction of the Best Western. Typically, limited service hotels seek a revenue-per-available-room-average in excess of \$60.00 and average occupancy over 60 percent.

While there may be a market for an additional budget hotel in New Bern, the old Days Hotel is not a competitive location. The location is not within easy walking distance to the Downtown. The location does not offer water views. The location is not directly accessible to the highway. Finally, the land uses surrounding the Days Hotel location are not particularly attractive to the visitor.

The one advantage this site has as a hotel location is the old Days Hotel building. An investor may find that with minimal investment, the hotel could be put back into service. However, if the Days Hotel were renovated into a very low budget hotel, it would be a detri-



Hotel locations within New Bern, NC

ment to the community. This is because it will negatively impact the Gateway District's market position. A budget hotel that fences out the surrounding community would not be a revitalization asset.

The Days Hotel site is not a strong location for residential development for many of the same reasons that it is not a strong hotel location. The location is a "tweener", not in the Downtown and not next to the Highway or services. The location offers very little amenity that would be attractive to new residents. Built in the 1970s, the building does not offer unique architectural features either. There are other, more competitive locations and buildings in New Bern for residential development.

While further investigation is needed, there do not appear to be significant lead and asbestos issues with the hotel site. Cost estimates for demolition would likely range from \$600,000–\$800,000.

IS THERE A MARKET FOR NEW RESIDENTIAL?

Household growth is projected in the County and the City. Between 2000 and 2010, most of the new households in Craven County did not have children under 18 years old residing at home. Sixty eight percent of the households moving to the County between 2000 and 2010 did not have children at home.

The City captured two-thirds of the County's growth between 2000 and 2010.

| HOUSEHOLD CHANGE 2010–2020 | | | | |
|------------------------------|--------|--------|--------|---------|
| | 2010 | 2020 | CHANGE | |
| | | | NUMBER | PERCENT |
| Craven County | 39,768 | 42,925 | 3,157 | 8% |
| New Bern | 13,447 | 15,386 | 1,939 | 14% |

SOURCE: CLARITAS, INC.

| HOUSEHOLD COMPOSITION 2000–2010 | | | | |
|---|---------------|---------------|--------------|-------------|
| | 2000 | 2010 | CHANGE | |
| | | | NUMBER | PERCENT |
| Households w/ children <18 years old | 12,691 | 14,357 | 1,666 | 32% |
| Households w/out children <18 years old | 21,891 | 25,411 | 3,520 | 68% |
| Total | 34,582 | 39,768 | 5,186 | 100% |

SOURCE: CLARITAS, INC.

| HOUSEHOLD CHANGE 2010–2020 | | | | |
|------------------------------|--------|--------|--------|-------|
| | 2000 | 2010 | CHANGE | SHARE |
| Craven County | 34,582 | 39,768 | 5,186 | 100% |
| New Bern | 10,006 | 13,447 | 3,441 | 66% |

SOURCE: CLARITAS, INC.

The Gateway District and Downtown census tracts (9606, 9607, 9608, 9609) captured 37 percent of the city's household growth between 2000 and 2010.¹

Assuming the same capture rate on projected housing demand, new growth will generate 718 units of housing potential within this area.

There is market from existing households that move, as well.

W-ZHA projects that existing households represent a market for an additional 80 to 130 housing units.

| HOUSING POTENTIAL DOWNTOWN NEW BERN 2010–2020 | |
|--|-------|
| New city households | 1,939 |
| Downtown capture | 37% |
| Housing unit potential | 718 |

SOURCE: CLARITAS, INC.

MARKET RATE RESIDENTIAL POTENTIAL FROM EXISTING MARKET DOWNTOWN NEW BERN | 2011–2016

| | COUNTY TARGET MARKETS | MOVING OVER NEXT 5 YEARS | CAPTURE RATE ON MOVERS | | UNITS | |
|-------------------------|-----------------------------|-----------------------------------|---------------------------|----------|-----------|------------|
| | | | CONSERV- ATIVE | MODERATE | LOW | HIGH |
| Young households | 3,035 | 1,091 | 3% | 5% | 33 | 55 |
| Empty nesters | 2,565 | 761 | 3% | 5% | 23 | 38 |
| Retirees | 9,592 | 780 | 3% | 5% | 23 | 39 |
| Total | | | | | 80 | 130 |

SOURCE: CLARITAS, INC.

In summary, over the next decade there is the potential for 800 to 900 new housing units within the Gateway District and Downtown New Bern.

¹ In order to analyze the entire study area representing the Gateway District, all four census tracts were included.

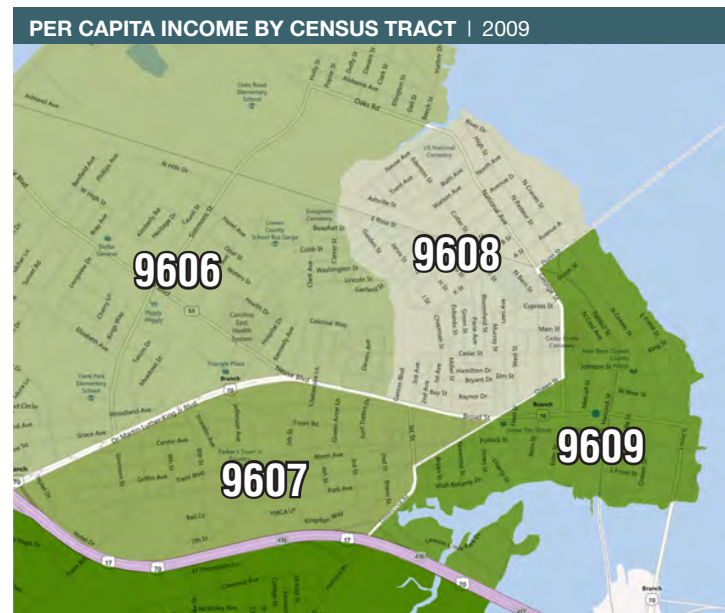
IS RESIDENTIAL FEASIBLE IN THE STUDY AREA?

The under-utilized parcels of land on Broad Street are not strong candidates for market-rate residential development at this time. A Broad Street location would not attract market rate buyers or renters because of the neighborhood's environment: there are numerous properties in foreclosure in the Gateway District, highly visible properties like the hotel are vacant and/or under-utilized, and the census tract encompassing a significant portion of this area (9608) is not economically diverse—households who live here are mostly poor. These factors have and will inhibit private residential investment.

Understanding that current market conditions are complicating private residential investment is important in order to develop the appropriate

strategies to reverse this trend (see chapter VII). Identifying and prioritizing new development initiatives with the highest degree of potential success will be critical to the overall revitalization of the Gateway District.

A subset of the question on residential feasibility—based on the HUD funded Choice Neighborhood program—asked whether a large-scale, mixed income redevelopment would be possible within the Gateway District. The redevelopment of the Trent Court public housing site offers the best opportunity to capitalize on residential development potential. This site is on the water, adjacent to Tryon Palace, within walking distance of the Downtown and convenient to the highway. There are enough site advantages to this location to outweigh the Study Area's challenges. Overall, however, there is concern that the current rent and price points in the New Bern market are not sufficient to under-write the redevelopment of the affordable housing. Subsidy will be required.



IS THERE RETAIL POTENTIAL?

Given the character of Broad Street, the market for convenience retail was analyzed. Convenience retail satisfies the day-to-day needs of the community. It was determined that specialty retail like jewelry and gifts was better suited for the pedestrian-oriented Downtown area. However, as improvements are made to the pedestrian experience along Pollock Street, specialty retail will increasingly become a viable option within this corridor.

Typical anchors in a neighborhood shopping center are grocery stores and pharmacies. If there is market to support these anchors, ancillary uses often co-locate to take advantage of the anchor's ability to draw the market. Ancillary uses include hardware stores,



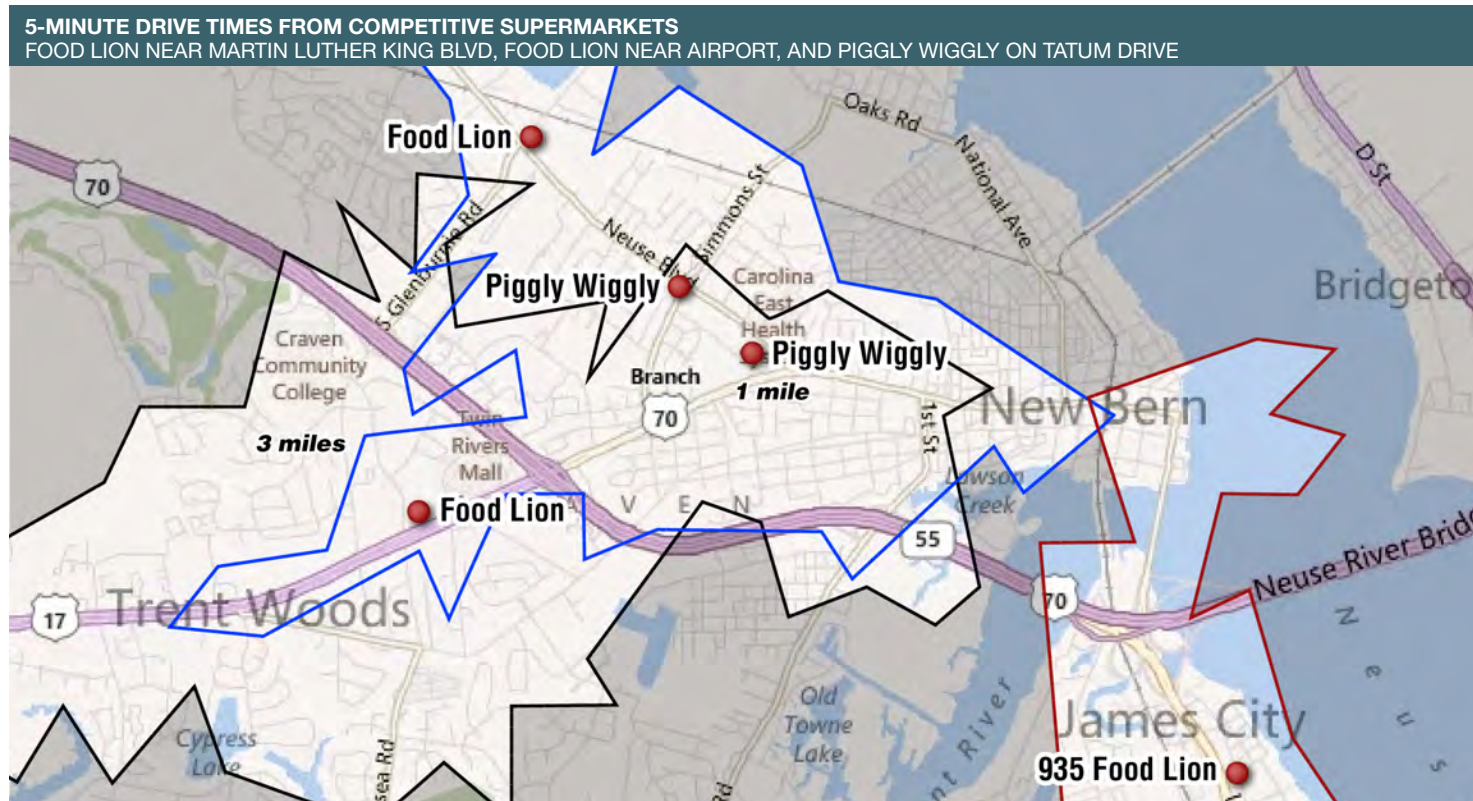
eating and drinking establishments, and services like banks, barber shops and dry cleaners.

There is one full-service supermarket² within a mile of the First Street and Broad Street intersection. There are four supermarkets within approximately two miles of the First Street and Broad Street intersection.

² Armstrong Grocery is located in the study area on Broad Street. It focuses on wholesale paper and dry goods but offers limited food options.

The following map illustrates the five minute drive-time sheds for supermarkets near the Study Area. It appears that there is no grocery store that is convenient to the Gateway District. In fact, much of the Downtown is under-served from a supermarket perspective.

It is important to note that many of the households in the census tracts, particularly census tracts 9608 and 9609, do not have access to a vehicle. This makes the existing grocery stores even more inconvenient to Gateway District households.



There are projected to be approximately 4,000 households in census tracts 9607, 9608 and 9609 by 2015. These households could support a small neighborhood grocery store of approximately 20,000 square feet. This size grocery store could likely anchor a small neighborhood center of approximately 40,000 square feet. The best location for such a center in the Study Area would be at First and Broad Streets where there is a signalized intersection and under-utilized land.

There are numerous pharmacies conveniently located to Gateway District households. Given the competitive environment, there is likely not sufficient market to develop a pharmacy in the Study Area.

VII. brownfield impacts on redevelopment initiatives

The impacts that brownfield issues can have on redevelopment initiatives will be as important to understand as overall market conditions. Following is an overview of findings from the city's brownfield assessment work in Five Points; potential environmental issues that may impact redevelopment initiatives and options for remediation; and a discussion of the State of North Carolina's Brownfield Program (which will be a key component of the project implementation strategy).

Overview of Findings from Assessment Work

The *Preliminary Analysis of Environmental Quality Data and Redevelopment Components Appendix* includes a summary of the EPA-funded assessment work completed for the City of New Bern, primarily the text, tables and figures from the AMEC January 26, 2012 report.¹ This report was one of four reports completed for this area under the Brownfield grant. The other three reports were a Phase I ESA for the Five Points Area and individual Phase II ESA reports for the properties at 1219 and 914 Broad Street. The results of these reports are discussed in the AMEC report.

Key findings from the AMEC report include:

1. The water table occurs at approximately 7 to 14 feet below ground surface in the Five Points area.
2. The direction of groundwater flow in the Five Points area is generally to the south.
3. The groundwater sample collected from well MW-3 located near 1019 Broad Street, contained bis(2-ethylhexyl)-phthalate at a concentration of 14 µg/L, exceeding the North Carolina Administrative Code Title 15A, Section 2L .0202 Groundwater Standard (2L Standard) of 3 µg/L. MW-3 also contained chloroform, at a concentration below the 2L standard.
4. The other parameters analyzed in the groundwater samples collected from monitoring wells MW-1 through MW-9 were not detected at concentrations that exceed the 2L Standard.
5. The analytical results for groundwater samples collected during

property assessment at 914 Broad Street, indicated the presence of naphthalene and 1,2,4-TMB above their respective 2L Standards.

6. Groundwater samples collected from 1219 Broad Street indicated 1,2,4-TMB, 1,3,5-TMB, benzene, toluene, ethylbenzene, isopropylbenzene, m & p-xylenes, o-xylenes, 2-methylnaphthalene, naphthalene, n-propylbenzene, and PCE in the groundwater at concentrations exceeding their respective 2L Standards.
7. Analytes detected in groundwater samples from 914 and 1219 Broad Street exceed the North Carolina Department of Environment and Natural Resources Inactive Hazardous Sites Bureau (IHSB) Residential or Industrial/Commercial Vapor Intrusion Screening Levels.
8. At 914 Broad Street, the concentration of 1,2,4-TMB exceeded the IHSB Residential and Industrial/Commercial Screening Levels in sample SB-7(CC), and the IHSB Residential Screening Level in sample CW-2.
9. At 1219 Broad Street, sample SB-1(DSM) contained concentrations of 1,2,4-TMB, ethylbenzene, m & p-xylenes, o-xylenes, and naphthalene that exceeded the IHSB Residential and Industrial/Commercial Screening Levels, and benzene at a concentration exceeding the IHSB Residential Screening Level.

Remediation and Redevelopment Options

Due to the limited nature of the investigations completed to date, the information provided by AMEC is not sufficient to provide a complete Analysis Cleanup Alternatives (ABCA) for individual sites or evaluate impacts to cost and schedule. This is because the groundwater assessment report was not intended to be a full assess-

¹ AMEC Environmental & Infrastructure, Inc., is an environmental consulting company hired by the City to conduct the environmental assessment efforts within the study area.

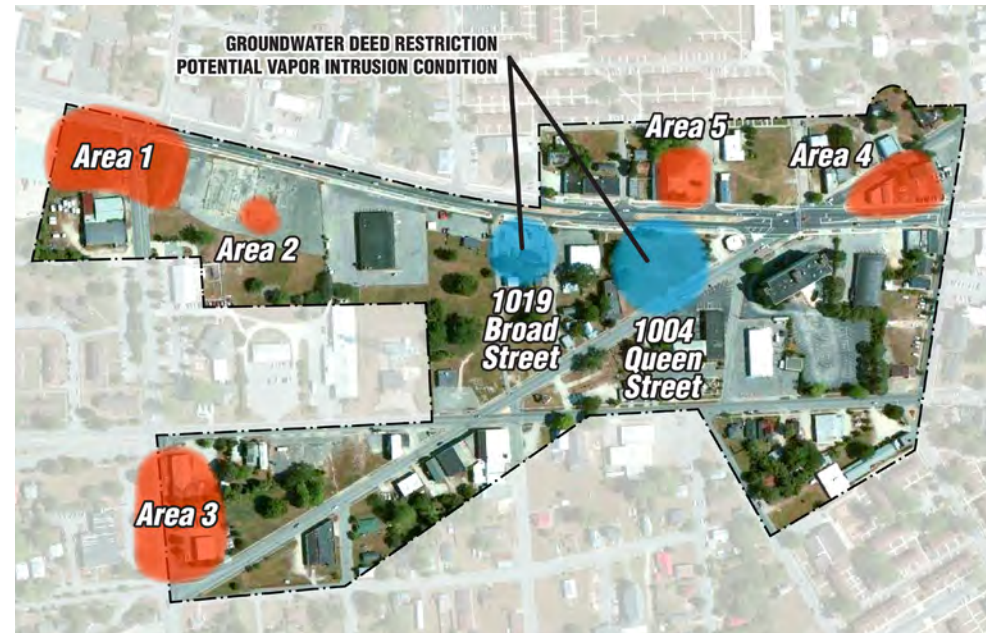
ment of the source and extent of environmental impacts that may be present within the Five Points area.

However, the AMEC data may be used to conduct a preliminary evaluation of how identified soil and groundwater quality conditions may impact redevelopment components defined as site design, permitting, construction, and land use. Any future redevelopment on properties within the area should confirm soil and groundwater quality conditions prior to development activities.

The map to the right highlights the five brownfield areas of concern plus two potential vapor intrusion sites and **Table 7.1** provides a summary of environmental conditions identified within the AMEC groundwater assessment report. This table is a tabulated summary of the potential property uses and engineering or institutional controls. The table also provides a summary of potential impacts to redevelopment components.

Site Design, Permitting, Construction, and Land Use

The following is a discussion of potential impacts to redevelopment components. Refer to **Table 7.1** for additional information. In order to determine if the following redevelopment components apply to a specific property, additional assessment and evaluation of remediation alternatives will be required. This includes an evaluation of exposure pathways on a site-specific basis. The information in this table is provided for Areas 1 through 5 of the AMEC report.



Map illustrates known brownfield and vapor intrusion issues. Information for map comes from AMEC report.

SITE DESIGN AND PERMITTING

Site civil design for the properties within the area must take into account grading and clearing activities and generation of soil and waste that must be removed and disposed. Kimley-Horn and Associates (KHA), the environmental consulting firm for this plan, recommends use of a soil and waste management plan to address the handling, testing, and disposal of soil and wastes generated during redevelopment. The plan would be an internal document not necessarily required by regulatory officials but used to properly handle and dispose of wastes and soil that would be generated during redevelopment. **Table 7.1** indicates that, with the exception of AMEC Area # 5, a soil and waste management plan is recommended.

| | | DESCRIPTION | SOIL CONTAMINATION DESCRIPTION | GROUNDWATER CONTAMINATION | POTENTIAL VAPOR INTRUSION CONDITION? | IHSB EXCEEDANCE | COMMENT | |
|---------------------------------|-------------------|--|--------------------------------|--|--------------------------------------|--|---|--|
| AREA OF CONCERN | Area #1 | 1301 Broad Street, former Cecil's Exxon and property to East | Likely but not defined | petroleum = 1,2,4-trimethylbenzene, ethylbenzene, total xylenes, and naphthalene | Yes | Residential and Industrial | UST on former Exxon facility | |
| | Area #2 | Former Auto Sales and Salvage Facility, southeast of Area #1 | Unknown | solvents = tetrachloroethene | Likely | No, but potential exists for exceedances | Groundwater plume not defined | |
| | Area #3 | Intersection Queen and First Streets | No soil samples collected | solvents = tetrachloroethene | Possible | No, but potential exists for exceedances | Suspected solvent plume in vicinity and north of MW-9 | |
| | Area #4 | 914 Broad Street | No soil samples collected | petroleum = 1,2,4-trimethylbenzene, benzene, and naphthalene | Yes | Residential and Industrial | Source of contamination is former Jake Hill Gas Station at 900 Broad Street | |
| | Area #5 | Northwest corner of Kilma-mock Street and Broad Street | No soil samples collected | None | No | No | Property is downgradient from former gas station at 1026 Broad Street. | |
| POTENTIAL VAPOR INTRUSION SITES | 1019 Broad Street | 1019 Broad Street | Unknown | petroleum = isopropylbenzene, 1,2,4-trimethylbenzene, isopropylbenzene, benzene; and chloroform and bromodichloromethane | Yes | Residential and Industrial | UST closed and NFA with groundwater use restrictions in place | |
| | 1004 Queen Street | 1004 Queen Street | Unknown | petroleum = ethylbenzene and naphthalene | Yes | Residential and Industrial | UST closed and NFA with groundwater use restrictions in place | |

| | | | POTENTIAL PROPERTY USES | | REDEVELOPMENT COMPONENTS | | | | | |
|--|------------------------------------|-------------------------|--|--|---|----------------------------|---|------------------------------------|---------------------------|--|
| | | | RESIDENTIAL | INDUSTRIAL/ COMMERCIAL | VAPOR BARRIER/ MITIGATION SYSTEM | SOIL MANAGEMENT PLAN | STORMWATER PERMITTING AND DESIGN IMPACTS | CONSTRUCTION DEWATERING PLAN | UTILITY DESIGN IMPACTS | ADDITIONAL OSHA REQUIREMENTS FOR CONSTRUCTION WORKERS |
| | AREA OF CONCERN | Area #1 | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Yes | Yes | Yes | Yes | Possible | Yes |
| | | Area #2 | Possible | Possible | Likely | Yes | Yes | Yes | Possible | Yes |
| | | Area #3 | Possible | Possible | Possible | Possible | Possible | Possible | Possible | Possible |
| | | Area #4 | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Yes | Yes | Yes | Yes | Possible | Yes |
| | | Area #5 | Yes | Yes | No | No | No | No | Possible | Yes |
| | POTENTIAL VAPOR INTRUSION SITES | 1019 Broad Street | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Yes | Yes | Yes | Yes | Possible | Yes |
| | | 1004 Queen Street | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Only with a vapor mitigation plan. May need an engineering control for soil and all water must be from public source | Yes | Yes | Yes | Yes | Possible | Yes |

Site utilities should take into account the location of soil and groundwater quality impacts. Due to the depth to groundwater, it is not anticipated that potable water lines would be placed beneath the water table. However, if potable lines are installed within the water table in areas of contamination, additional measures may be required to insure the integrity of those lines and water quality. Stormwater control features should be located in areas where they will not impact known groundwater contaminant plumes. As shown on **Table 7.1**, Areas 1 through 4 and the potential vapor intrusion sites may require that any future stormwater control designs take into account areas of groundwater impact.

Redevelopment consisting of paving and building foundations may act as forms of engineering controls that limit exposure to contaminated soil. These controls are subject to regulatory approval and institutional controls. Therefore, redevelopment should consider use of paved parking areas where soil contamination may be present as a possible form of remediation.

CONSTRUCTION

Construction dewatering on redevelopment sites may require a testing, handling, and disposal plan in areas of groundwater contamination. The type of plan is dependent on the extent of dewatering activities and known groundwater contaminants. As shown on **Table 7.1**, Areas 1 through 4 and the potential vapor intrusion sites may require a dewatering plan.

As indicated earlier a soil and waste management plan is recommended for redevelopment work where earth work activities will occur. In addition, on sites under state mandated cleanup, addi-

tional health and safety measures may be required in association with OSHA. These measures should be provided in a site-specific health and safety plan that would address potential exposure to workers during construction. The determination of the need for a health and safety plan will be dependent upon future assessment results for each Site. However, at this time it appears health and safety plans may be required for all of the areas and properties listed by AMEC.

USE

Property use is dependent on soil and groundwater conditions, exposure pathways, and existing or future engineering and institutional controls. As shown on **Table 7.1**, residential use of Area #1, Area #4, and the potential vapor intrusion sites should only be considered if appropriate engineering and institutional controls are in place. The controls are contingent upon actual site conditions but may include soil vapor mitigation measures, and engineering controls to reduce potential for direct contact of impacted soil. Areas 2 and 3 may require controls and based on the current AMEC data, Area 5 does not require controls at this time and may be used for residential purposes.

Costs associated with vapor barrier systems are dependent on the contaminants of concern and the barrier type. Passive systems may be installed for \$1.50 to \$2.50 per square foot. Whereas impermeable barriers may cost between \$4.50 to \$5.50 per square foot.

State of North Carolina Brownfields Program

Any redevelopment on brownfield sites should take into consideration participation in the State's Brownfields Program.

BENEFITS

The benefits of the NC State Brownfield Program are as follows:

1. Liability protection in order to obtain project financing. The liability protection passes on to all new owners so long as they adhere to land use restrictions.
2. Site remedies under the program are designed to prevent exposure and make the site suitable for reuse, not to meet environmental standards required of the site polluter in traditional cleanup programs. Thus they are less costly, particularly with respect to groundwater remedies.
3. Because remedies are put in the agreement up-front and therefore represent known costs, a business decision can be made with more reduced uncertainty.
4. Closure for the prospective developer can be obtained in a matter of six to twelve months, which is typically much less time than for most other cleanup programs.
5. Brownfields property tax incentives significantly reduce property taxes for five years after completion of improvements to the property. This may pay for, or at least offset, site environmental assessment or cleanup activities that the developer must conduct in the program.

STEPS TO ENTER PROGRAM

The following is a summary of the steps to enter into the program.²

Standard Approach

Standard Steps to Qualifying for State of North Carolina Brownfield Program are as follows:

1. Fill out, and return the Brownfields Property Application form at <http://portal.ncdenr.org/web/wm/bf/application>
2. Department of Environment and Natural Resources (DENR) reviews form and determines eligibility of the property.
 - a. If approved, DENR responds with a Letter of Eligibility and a \$2,000 fee is due from the Developer
 - b. If not approved, DENR responds with a letter of deficiency
3. If site is approved, the following may be completed based on property-specific conditions:
 - a. Additional site assessment to fill in data gaps as recognized by DENR
 - b. Brownfield Agreement drafted for DENR and developer
 - c. Public notice of Brownfield Agreement made
 - d. Brownfield Agreement signed and finalized after period of public notice and \$6,000 fee paid to DENR
4. Brownfield Agreements with Activity Use Limitation (AULs) such as land use restrictions require annual certifications.
5. Submittal of annual Activity Use Limitation Reports to DENR to demonstrate that the site is maintaining the agreed upon use restrictions.

² Fee amounts included in this description are valid as of December 2012.

Expedited Process or ‘Redevelopment Now’

This is an expedited program where the developer pays additional fees to process the Site through the Brownfield program faster. The Developer is assigned one specific project manager and a specific program attorney to expedite the process, which consists of the following:

1. Sign a Redevelopment Now Fee Consent Document
2. Provide a \$30,000 fee payment (the \$6,000 fee as discussed under the standard approach above is not required)

VIII. gateway area-wide strategies

The Five Points, Greater Duffyfield, and Walt Bellamy areas constitute a vibrant community with a rich history and strong potential. Based on the goals and strategies developed during the planning process, the following is a set of redevelopment and implementation strategies to reinforce the residential areas, revitalize retail, expand the open space network, and generally reinstate the community's role as cultural hub and gateway to Downtown New Bern.



Project strategies

Neighborhood strengthening and transformation

The Gateway District contains a community of people with a strong commitment to the neighborhood. At the same time, however, the local economy has struggled in recent years, and the area has lost much of the income and household diversity that made it successful in the past. The following strategies seek to reverse this negative trend and direct the Gateway District towards a revitalized future.

TRANSFORMATIONAL REDEVELOPMENT

Across the country, traditional public housing developments that concentrate high numbers of low income households are increasingly being replaced with mixed-income redevelopments. It has been found that—particularly for children—residents living in neighborhoods with high densities of poverty face severe quality of life issues that can be mitigated when neighborhoods are revitalized in a manner that focuses on attracting new residents from a range of income levels while at the same time maintaining the affordability for existing residents.

Both Trent Court and Craven Terrace, owned by the New Bern Housing Authority, provide the most likely opportunities for creating mixed-income redevelopments. This is due to the fact that HUD has recently initiated the Choice Neighborhoods program that provides significant funding for the redevelopment of older subsidized housing properties.



Craven Terrace



Trent Court

STRATEGIC INFILL HOUSING

Residents greatly value their neighborhoods and want to make sure that there are quality housing opportunities for their children to settle here. Maintenance of the historic character of the neighborhoods is a priority. So too is increasing overall diversity throughout the Gateway District.

All efforts that are initiated to create new mixed-income redevelopments must include strategies to ensure that no current residents within the Gateway District are forced to relocate due to rising housing costs or other issues generally associated with gentrification.

Types of opportunities

The study area contains a large amount of vacant property, including both empty lots and unoccupied houses. These parcels represent prime near-term opportunities because they can be redeveloped without displacing current neighborhood residents.

Through foreclosure, condemnation, direct purchase, and other procurement methods, the City of New Bern has accumulated a broad selection of these properties throughout the study area, many of which are unoccupied, unbuilt, or otherwise underutilized. The City's holdings could support single-family and 2-3 family developments as well as several bigger sites that could support larger-scale, multifamily development.

Types of infill

Most of the infill opportunity sites are relatively small and thus best suited for single-family houses. During the redevelopment process, it will be important to introduce a balanced mix of house

sizes and price ranges to serve a diverse variety of household types and income levels. For example, some houses should remain quite small to accommodate single residents and couples. Other houses should be larger to accommodate families. To help foster a healthy, mixed-income community, these houses should be priced across the spectrum from affordable to workforce to—where possible—market-rate. Though many might be rentals, a significant portion of the new single-family houses should provide opportunities for homeownership.

Somewhat larger infill sites could support duplexes, row houses, and other 2-3 family housing types. As with the single-family developments, these should provide a variety of housing configurations to support a mix of singles, couples, and families of diverse incomes, from affordable to market rate. New 2-3 family housing stock would include a higher proportion of rental units and opportunities for owner-occupied buildings with revenue-generating apartments.

Two examples where this type of development would be feasible are along Third Avenue and adjacent to the police station on Queen Street. The largest infill sites could become multifamily developments of several row houses and apartment buildings. New multifamily projects should include a variety of dwelling configurations, including one-bedroom, two-bedroom, and three-bedroom units. A considerable portion should be designed to be accessible to senior citizens. Most (if not all) multifamily units would be rentals and should be priced to accommodate a mix of incomes.

In all cases, new infill housing developments should be well-designed to complement the area's architectural heritage, adding

character and variety while remaining contextual. Wherever possible, buildings should engage the street with urban design strategies such as front porches and on-street parking.

A phased approach should be developed that focuses on the following opportunities:

| STRATEGIC INFILL HOUSING | |
|--------------------------|---|
| NEAR TERM: 0-5 YEARS | <ul style="list-style-type: none"> Up to ten single-family housing infill structures developed annually on city-owned parcels Up to three multifamily housing developments annually on city-owned parcels Initiate Third Avenue townhouse redevelopment New affordable senior housing within neighborhoods |
| LONGER-TERM: 5-10 YEARS | <ul style="list-style-type: none"> Up to ten single-family housing infill structures on city-owned parcels developed annually Up to three multifamily housing developments annually on city-owned parcels Multifamily housing over flexible first-floor uses along Broad and Pollock Streets Choice Neighborhood implementation effort with Trent Court |

Rejuvenated retail and culture

The Gateway District has always been a major crossroads for New Bern and the center of a rich African American community. While it has struggled in recent decades, it retains many of the strengths it will need to rejuvenate the local retail and culture. The District's central corridors of Broad, Pollock, and Queen Streets have historically served different but complementary roles that combine

to form the area's economic, cultural, and social backbone. These roles need to be reinforced through strategic economic development and urban design strategies.

CITY MAIN STREET: BROAD STREET

Broad Street has always been New Bern's primary connecting corridor between historic downtown and the neighborhoods, shopping centers, and employment hubs to the west. It was recently upgraded with new sidewalks, streetlights, bike lanes, street trees and landscaping, crosswalks, and other pedestrian amenities but it lacks the business density to thrive economically.

Building on its prime location, heavy potential customer traffic, and high quality infrastructure, Broad Street could restore its role as New Bern's city *main street*. Strategic business development efforts could take advantage of Broad Streets especially large and currently underutilized parcels to focus on larger scale retail that downtown cannot accommodate.¹ The deep blocks between Broad

¹ The presence of brownfields along Broad Street might complicate redevelopment economics. (See Chapter VII for a detailed review of the site assessment work and environmental impacts on redevelopment options.)



View of Broad and First Streets with proposed retail development on current brownfield site.

and Pollock Streets would permit generous parking lots positioned behind retail buildings so storefronts can meet the sidewalk and encourage a pedestrian-friendly shopping environment. Pending economic conditions, housing units could be built above the storefronts to add residential density and lend the streetscape a more urban feel.

CREATIVE MAIN STREET: POLLOCK STREET

Historically a mix of retail and single-family residential, Pollock Street today is still an important thoroughfare between downtown

and points west. It receives moderate vehicle and pedestrian traffic but it has lost many of the shops and cultural amenities that distinguished it during previous generations. Much of the property between Bern Street and First Street is now vacant and the Queen Street fountain was removed years ago.

Nevertheless, with continued streetscape improvements and local business development, Pollock Street could reclaim its role as Five Points' creative *main street*. An effort to brand Pollock Street as a *creative* corridor has already been initiated. New sidewalks, plantings,



View of Pollock Street with proposed restaurant and art studio space in existing warehouse.

benches, and other amenities would make Pollock Street a more comfortable and attractive pedestrian thoroughfare. Restored plazas at key intersections (including a rebuilt fountain at Queen Street) would provide gathering points for residents to express their cultural heritage. New pedestrian-scaled storefronts filled with eclectic retail establishments would attract shoppers from both within and outside the neighborhood, helping revitalize the local economy.

HERITAGE MAIN STREET: QUEEN STREET

Historically, Queen Street was a major spine of African American culture in Five Points. The street was once lined on both sides with busy sidewalks and locally owned and operated shops that catered to residents of the surrounding African-American neighborhoods. Today, Queen Street still links two strong neighborhood communities (Greater Duffyfield and Walt Bellamy) and helps tie the Gateway District into surrounding districts of New Bern. By building on its unique history, leveraging its vital location, and restoring

its lively street life, Queen Street could again become the district's heritage *main street*. Anchored by an African-American heritage museum, Queen Street would become a center for local and national African-American history, culture and retail amenities. Peppered with "a little bit of everything," the street's commercial establishments would cater to local needs but also serve regional shoppers with a unique, neighborhood flair.

For Queen Street as well as the other two *main streets*, fostering minority-owned and small businesses will be critical to a successful revitalization effort.



View of Queen Street as it crosses Broad Street with the newly proposed community empowerment center in the forefront and small neighborhood retail across Broad Street.

Building a network of community gathering places, greenways, promenades, and open space

A strong community needs facilities where people can come together to discuss neighborhood issues, maintain social relationships, exchange local culture, and generally enjoy each other's company. There should be a variety of gathering places within a community to serve the many needs of its residents, and these places should be distributed throughout the neighborhood, providing easy access to as many residents as possible. Public spaces should be woven into a comprehensive network forming a system of interconnected social, cultural, and recreational assets that support and build on each other.

The Five Points, Greater Duffyfield, and Walt Bellamy areas contain several important gathering places that help hold the community together. Stanley White Recreation Center is the cultural center of the community, providing local children a place to play and local residents a venue to meet about neighborhood issues. Local churches organize and support congregations across the district. The community garden in Greater Duffyfield represents an important reuse of unbuildable land into a social and nutritive asset where neighbors can exchange culture and grow food together.

Building on the foundation established by the area's existing set of gathering places, new facilities and other spaces could meet new needs by responding to emerging trends in education, social

exchange, and environmental engagement. Assets could be added in currently underserved areas to help spread access across the neighborhood.

In addition to adding new gathering places, existing and planned spaces should be integrated into a broader network. This would include physical links, such as improved pedestrian interconnectivity between community assets, and organizational and operational links, such as shared resources and coordinated event planning. Establishing and maintaining an efficient network of gathering places and activities would improve general service to residents and help make the most of limited funding.

The network should incorporate the following places, resources, and corridors:

- The creation of a **community empowerment center**, commanding a prominent urban location and designed with openness and architectural transparency. The center would invite residents in and encourage interaction as a new hub of neighborhood activity.
- **An African-American Heritage Museum** that would provide a facility where residents can gather in the context of their local history and educate future generations about the important past.





- A **rebuilt fountain** at Queen and Pollock Streets that reconnects the residents of the Gateway District with its past through a primary public gathering place in the heart of the community.
- Continued investment in **the Stanley White Recreation Center** and emphasis of it as the center of the community, but with an openness to supporting efforts for a potential new community center near Broad and First Streets
- **Landscape restoration** in the district's northern region that could convert the area into outdoor gathering places for residents of all ages; and
- An interconnected **greenway system** that links existing and new trails (both formal and informal) to both the cultural resources within the Gateway District as well as to other important resources within the surrounding neighborhoods.

Gateways

Gateway structures erected at key entry points around the study area's perimeter would help define the neighborhood and express its identity to both visitors and residents. The gateways could share the same design or each could be customized to reflect the unique story behind its specific location (for example, gateways along Pollock Street might symbolize cultural neighborhood elements whereas gateways along Queen Street might symbolize historical assets). Possible designs include archways over streets, vertical structures flanking the street, and distinctive elements attached to adjacent buildings.

Decisions regarding gateways should be determined at the community level and through a community-based organization. Local artisans should be engaged whenever possible to help design and build the gateways.

Possible locations for gateways include First Street and Queen Streets, First Street and Pollock Streets, First Street and Broad Streets, Bern and Pollock Streets, Bern and Broad Streets, Bern and Queen Streets, Bern and George Streets, and South Front and Eden Streets (potentially along an extended riverfront promenade). Locations at other key street intersections and/or at key points along new and existing pedestrian paths could also be added to this list.



A new fountain based on its historic precedent would rejuvenate an original community gathering place.



Examples of gateway marker from other cities

IX. putting the plan to work: implementation approach

The implementation approach translates the area-wide strategies into concrete projects and specific key initiatives to put the plan to work. Core projects address the most immediate opportunities and lay the foundation for the overall plan. Key initiatives establish the framework for subsequent or ongoing efforts that might require further planning, organization, or momentum to complete. Both types of recommendations guide the implementation process with a set of action steps, a list of necessary partners, and a list of possible sources for funding and other resources.



Core projects and key initiatives

The following matrix outlines the key projects, type, initial steps, and potential funding opportunities for all projects and initiatives being recommended as implementation actions. These efforts are

prioritized based on the level of public support expressed during the planning effort and level of feasibility. Each effort is described in detail following the matrix.

| CORE PROJECTS | | | | | |
|---------------|---|---|---|----------------|-----------------------------|
| PRIORITY | DESCRIPTION | INITIAL STEPS | POTENTIAL FUNDING OPPORTUNITIES | TIMING (YEARS) | BROWNFIELD AREA OF CONCERN* |
| 1 | Trent Court redevelopment | <ul style="list-style-type: none"> New Bern Housing Authority to engage residents and build support for Choice Neighborhood Implementation grant or other financing mechanism to redevelop Trent Court into a mixed-income community Identify appropriate mixed-income developer partner that has experience with Hope VI and Choice Neighborhoods development Engage local partners (City of New Bern, Carolina East Medical Center, Craven County School District, Craven Community College, etc.) Prepare for 2013 application process | <ul style="list-style-type: none"> Choice Neighborhood 2013 Implementation funding (grants up to \$30 million) New Bern Housing Authority National mixed-income developer-partner City of New Bern Private investment | 3–5 | 5 |
| 2 | Grocery store on Broad Street | <ul style="list-style-type: none"> Work with land owners to establish project scope and design strategies Seek funding for brownfield remediation Identify developer and grocery store tenant | <ul style="list-style-type: none"> Obama administration Healthy Food Financing Environmental Protection Agency (EPA) Brownfield Cleanup Grants North Carolina Department of Environment and Natural Resources (NCDENR) property tax exclusion | 1–3 | 1,2 |
| 3 | Community empowerment center on Pollock Street | <ul style="list-style-type: none"> City and County to determine joint interest and feasibility of effort Conduct site acquisition, demolition, and redevelopment analysis Community leaders and other potential partners to identify a responsible committee | <ul style="list-style-type: none"> The majority of federal library program funds are distributed through the Institute of Museum and Library Services to each state. NC LSTA EZ Long-term planning grants up to \$35,000 Other NC LSTA and state funding opportunities County and city partnership Local fundraising | 5–10 | |
| 4 | African-American heritage museum | <ul style="list-style-type: none"> Community leaders and other potential partners to identify a responsible committee Determine site feasibility Establish partnerships with local institutions Initiate fundraising efforts | <ul style="list-style-type: none"> Institute for Museum and Library Services Museum Grants for African American History and Culture. Up to \$150,000 N.C. African American Heritage Commission North Carolina Arts Council Funding Historic tax credits Local fundraising | 3–5 | 4 |
| 5 | Infill housing along Third Avenue | <ul style="list-style-type: none"> City to complete assemblage of properties along Third Avenue Engage residents through public process to determine how new housing can benefit neighborhood and greenway Identify local developer partner | <ul style="list-style-type: none"> North Carolina Affordable Housing Trust Fund Low Income Housing Tax Credit program Private developer funds | 1–3 | |

* Chapter VII provides greater detail on brownfield issues relating to the core development projects outlined in the implementation chapter. See Table 7.1 on pages 48 and 49.

| KEY INITIATIVES | | | | |
|-----------------|--|---|--|----------------|
| PRIORITY | DESCRIPTION | INITIAL STEPS | POTENTIAL FUNDING OPPORTUNITIES | TIMING (YEARS) |
| 1 | Establish Tax Increment Finance (TIF) district | <ul style="list-style-type: none"> • Work to gain City and County support and approval for TIF district • Use initial revenue to find infrastructure investment • Upon commencement of a major private development establish a 30-year TIF-serviced bond | NA | 1–2 |
| 2 | Establish canal greenway | <ul style="list-style-type: none"> • Determine land acquisition strategy • Establish partnerships with adjacent land owners • Formalize existing paths on land already owned by the city • Identify maintenance strategy | <ul style="list-style-type: none"> • City funding for parks improvements • North Carolina Department of Transportation • North Carolina State Parks “Adopt a Trail” and “Recreational Trails” program | 1–2 |
| 3 | Develop infill housing strategy for city-owned parcels | <ul style="list-style-type: none"> • Engage Neuse River Community Development Corporation, Inc. and other developer entities as partners • Identify new private developers | <ul style="list-style-type: none"> • North Carolina Affordable Housing Trust Fund • Low Income Housing Tax Credit program • Private developer • City to assist with infrastructure improvements adjacent to new developments | 1–2 |
| 4 | Plan, design, and implement gateways | <ul style="list-style-type: none"> • Establish community-based task force to identify gateway sites • Engage arts community and neighborhood groups to develop designs for gateways • Determine maintenance responsibilities | <ul style="list-style-type: none"> • North Carolina Arts Council funding • Utilize TIF (Tax increment financing) funding • Foundation grants, including those from National Endowment for the Arts (NEA) and National Endowment for the Humanities (NEH); | 1–3 |
| 5 | Pursue Choice Neighborhoods planning grant for Craven Terrace/Trent Court | <ul style="list-style-type: none"> • NBHA and city to determine parameters of planning approach • Prepare planning application for 2013 round | <ul style="list-style-type: none"> • Federal Housing and Urban Development (HUD) funding grants up to \$250,000 | 1–2 |
| 6 | Rebuild historic fountain at Pollock and Queen Streets | <ul style="list-style-type: none"> • Obtain site control • Establish coordinating taskforce • Develop community-supported design concept • Identify funding partners | <ul style="list-style-type: none"> • City of New Bern • Corporate sponsors • Local fundraising | 2–3 |
| 7 | Reuse flood-prone land and restore landscape | <ul style="list-style-type: none"> • City to continue to acquire unbuildable lots • Identify appropriate agency to remove abandoned structures and maintain land • Initiate a series of public meetings to develop community-based master plan | <ul style="list-style-type: none"> • Federal and State agricultural and education grants connected to community garden initiatives • Corporate grants (Home Depot, Lowes, Scotts Miracle Grow) related to community garden initiatives • North Carolina State Parks “Adopt a Trail” and “Recreational Trails” program • EPA wetland grants | 2–5 |

| KEY INITIATIVES | | | | |
|-----------------|--|--|---|----------------|
| PRIORITY | DESCRIPTION | INITIAL STEPS | POTENTIAL FUNDING OPPORTUNITIES | TIMING (YEARS) |
| 8 | Expand riverfront promenade | <ul style="list-style-type: none"> Gain commitments from public entities with land control | <ul style="list-style-type: none"> North Carolina Department of Transportation City Park funds North Carolina State Parks Tryon Palace (in areas adjacent to its property) | 3–7 |
| 9 | Improve and expand pedestrian network | <ul style="list-style-type: none"> Establish task force with city leadership to identify needs Identify funding opportunities Establish and maintain a GIS database of pedestrian network | <ul style="list-style-type: none"> North Carolina Department of Transportation Local institutions including Tryon Palace and Carolina East Medical Center North Carolina State Parks | 2–5 |
| 10 | Improve CARTS service and increase funding | <ul style="list-style-type: none"> Identify, price, and prioritize potential improvements to CARTS service (engage specialized consultant if possible) Introduce legislation to obtain county funding stream Apply for additional grants from the Federal Transit Administration and other agencies | <ul style="list-style-type: none"> County funding FTA New Freedom Program (supplements transportation efforts helping disabled workers get to their jobs) FTA Rural Transit Assistance Program (provides each state funds for training and technical assistance projects that support transit operators in nonurbanized areas) FTA Formula Grants for Other than Urbanized Areas (provides each state funds to support public transportation in rural areas with populations below 50,000) FTA Discretionary Grant Programs (a set of competitive grants funding a broad range of transit operations and initiatives including expanded service and new capital investments—for more information: http://www.fta.dot.gov/grants/13094.html) | 3–5 |
| 11 | New Bern Façade Grant Program | <ul style="list-style-type: none"> The city has already taken the important step of developing and initiating this program Interested and eligible partners to submit letter of interest to the city | <ul style="list-style-type: none"> Funding provided through the City of New Bern General Fund and/or use of grant funding Funding of the improvement project will generally involve a public private partnership The maximum amount of funding provided by city will not exceed 50% of project | 1–3 |
| 12 | Streetscape improvement | <ul style="list-style-type: none"> Continue to invest in street infrastructure improvements, similar to Broad Street improvements Consider distinct streetscape amenities to further define Broad Street, Pollock Street, and Queen Street as distinct but interconnected <i>neighborhood main streets</i> | <ul style="list-style-type: none"> City of New Bern/TIF funding NC Department of transportation Private/public funding opportunities with new development | |



Core Projects

The following core projects represent the most immediate opportunities to address the Gateway District's challenges and opportunities by translating this plan's strategies into focused projects with real community benefits.

MIXED-INCOME REDEVELOPMENT AT TRENT COURT (IMPACTS BROWNFIELD AREA OF CONCERN #5)

In February, 2012, the New Bern Housing Authority (NBHA) and the City of New Bern held a community meeting at Trent Court to present the opportunity for funding for the 2012 round of Choice Neighborhood Implementation grants. Because of concerns raised by the residents and the short time-frame for the grant submittal, the Housing Authority and City of New Bern decided to postpone an application until 2013.

Understanding that Choice Neighborhoods implementation funding is highly competitive, the NBHA should investigate other funding mechanisms that could be utilized to redevelop Trent Court into a mixed-income community. Opportunities could include Low-Income Tax Credit financing in conjunction with market-rate development, strategic partnerships with private developers, and other federal and state grant opportunities.

The Trent Court property is approximately 10 acres and is comprised of 218 affordable housing units. The site has the capacity to be redeveloped into over 300 units of new, mixed-income housing, of which up to 20-25% would remain affordable and the remainder would be a combination of workforce and market-rate units. While one of the primary purposes of the Choice Neighborhood

program is to de-concentrate high levels of poverty, it also requires one-for-one unit replacement. In order to create a viable, mixed-income redevelopment at Trent Court, new affordable housing units would be developed across the study area and possibly in other locations, based on the residents' preferences.

Importantly, redevelopment of Trent Court would produce a significant funding resource that could be applied to other revitalization efforts within the study area. This would occur through bonding opportunities created by the implementation of a TIF district. A further discussion of the benefits of a TIF district are included within the following Initiatives section.

Action steps

- NBHA to continue to engage residents and build support for an inclusive, mixed-income redevelopment
- NBHA to investigate other potential redevelopment strategies that do not depend on Choice Neighborhood financing
- Identify appropriate mixed-income developer partner that has experience with Hope VI and Choice Neighborhood development
- Engage local partners (City of New Bern, Carolina East Medical Center, Craven County School District, Craven Community College, etc.)
- Prepare for 2013 application process

Partners

- New Bern Housing Authority
- City of New Bern
- Developer partner (identified by New Bern Housing Authority)
- Local partners including local schools, institutions, and non-profits

Resources/funding opportunities

- Choice Neighborhood 2013 Implementation funding (grants up to \$30 million)
- State and local economic development agencies
- New Bern Housing Authority
- National mixed-income developer-partner
- City of New Bern
- Private investment

GROCERY STORE ON BROAD STREET

(IMPACTS BROWNFIELD AREAS OF CONCERN #1 AND #2)

Though local stores such as Armstrong's and small convenience shops sell some food, the Gateway District lacks access to an adequate range of fresh produce and other healthy food options. The community engagement process identified the need for a new grocery store selling healthy food as a major priority. Developing this critical project on the large brownfield site at the corner of First and Broad Streets¹ would convert a contaminated land parcel into a community asset that would help catalyze a broader community renaissance.² Finally, locating commercial assets like a grocery store on Broad Street helps realize this plan's vision for the corridor as New Bern's city *main street*.

The grocery store would be part of a larger mixed-use development that could include retail options and potential community

¹ See Chapter VII for a detailed review of the site assessment work and environmental impacts on redevelopment options.

² The property at First and Broad Streets is currently owned by Daysprings Ministry. During the planning effort, the church explained that they may be interested in creating a partnership that would allow for a grocery or retail development as long as part of the development included a community center.



space, and which would require more building square footage and parking space than downtown locations can provide. The store(s) should be built against the sidewalk to promote a pedestrian environment; parking could be placed behind the building with discrete access from Broad Street and First Street. Pending market conditions, housing could also be included, consisting of a mix of apartment configurations (1, 2, and 3-bedroom units) at a broad range of prices (serving low-income, workforce, and market-rate tenants) to help promote this plan's priority of mixed-income and household diversity.

Action steps

- Work with land owners to establish project scope and design strategy
- Adjust zoning and/or land use plan as needed, including possible provisions to limit required parking supply beyond reasonable need

- Seek funding for brownfield remediation
- Apply for funding to help close any financing gaps
- Identify a developer and a grocery store tenant

Partners

- City of New Bern
- Daysprings Ministries
- USEPA
- Armstrong Grocery
- Grocery tenant
- Developer

Resources/funding opportunities

- The Obama Administration's Healthy Food Financing Initiative makes \$400 million available to help develop grocery stores and support



retailers selling healthy food in currently underserved urban communities. Most of the funds are disbursed through tax credits.

- State and local economic development agencies
- NCDNER brownfield funding
- Partner developer
- Lead grocery tenant

COMMUNITY EMPOWERMENT CENTER AT DAYS HOTEL SITE AT FIVE POINTS

The Days Hotel has been vacant and a blighting element on the community for a number of years. As detailed in the market analysis chapter, its reuse as a budget hotel would not benefit the community and is not recommended. Instead, the community engagement process identified a next generation library and com-

munity empowerment center as a major priority with the Days Hotel site as the ideal central and symbolic location. Locating such a prominent new cultural institution in a manner so that it also faces Pollock Street would help promote the vision for the corridor as New Bern's next creative *main street*.

Libraries have evolved in the 21st century to become truly community-oriented empowerment centers. The Gateway Community Empowerment Center would expand the library's traditional mission by offering workforce training, continuing education, cultural resources, and public meeting spaces in addition to providing a major access point for digital and printed information. The center would quickly become a hub of community activity for the city and county, better connecting the Gateway District to the sur-

Next generation library and community center examples



Sam Garcia Western Avenue

Library | Avondale, AZ

Size: 12,000 sf | Cost: \$6.2 million

With an inviting, transparent façade that opens directly onto the sidewalk, this library's ground floor can serve many purposes, including café, meeting room, performance space, computer lab, and reading lounge. The second floor includes additional stacks, computer stations, and more secluded spaces ideal for classrooms and smaller meetings.



South Park Library | Seattle, WA

Size: 5,000 sf | Cost: \$2.7 million

Engaging the street with outdoor seating and large windows into the multifunctional interior, this library can accommodate a range of diverse programs, from reading rooms and computer labs to classrooms and public events. An anchor on an important corner in the neighborhood, the building is positioned to have a big impact on the community, both through the broad services it provides and with its physical capacity to bring people together.



rounding region. While other initiatives and projects in the study area and surrounding districts are focused on preserving the community's history, the community empowerment center would focus on the present and the future.

Revenue generated by the TIF district described later in this chapter could be a major funding source for the community empowerment center. Redevelopment of Trent Court which would significantly enhance the TIF's financing capacity.

Action steps

- Secure funding to demolish Days Hotel.
- Form a committee consisting of City and neighborhood leaders to determine the mission and program for the new community empowerment center.
- Secure construction and operations funding.
- Identify architect and developer to design and construct the building.
- Build staff and implement programming schedule.
- City should evaluate existing land use controls and initiate changes to ensure zoning supports the implementation of the plan and the conclusions of the market analysis.

Partners

- City of New Bern
- Craven County
- State of North Carolina
- Craven Community College
- State and local library departments
- NC Department of Education
- Craven County School District

Resources/funding opportunities

- Potential TIF funding generated by Trent Court redevelopment
- Federal and state education grants
- Federal and state workforce development grants
- State and local library funding
- Private donors and corporate sponsors
- Local fundraising
- Volunteer staff and support for fundraising and later operation

AFRICAN-AMERICAN HERITAGE CENTER ON QUEEN STREET

(IMPACTS BROWNFIELD AREA OF CONCERN #4)

The Gateway District has long been a center of African-American culture in New Bern and the community engagement process has identified establishing an African-American heritage center as a top priority. Locating the center on Queen Street at the former dry cleaning facility and priority brownfield site would help promote this plan's vision for the corridor as a heritage *main street* by commemorating its history as a strong African-American community and taking the first step toward rejuvenating Queen Street as the cultural center of the neighborhood. Building the center on a brownfield site would also help realize the EPA's vision by converting a contaminated burden into a community asset.

The heritage center would spark its collection and programming with the living history of the neighborhood's local residents. Through strategic partnerships with local historical attractions including Tryon Palace and the NC History Center, the center could elevate its profile and become a complementary regional heritage destination that would broaden the historical discourse for visitors and residents alike.

African-American heritage center examples



International Civil Rights Center & Museum

Greensboro, NC

Size: 30,000 sf

Occupying the historic F.W. Woolworth building, a key site during the sit-in movement, this museum includes educational exhibits, gallery, auditorium, archive, and regular programming dedicated to local and national African-American and civil rights history. Located at a key location between City Center Park and City Hall, the museum is a major anchor for activity in downtown Greensboro.



The Black History Museum and Cultural Center of Virginia

Richmond, VA

Size: 5,000 sf

Housed in a significant building in Jackson Ward, Richmond's historic center for African-American business and culture, the museum collects works of art, historic artifacts, and oral histories that speak to the African-American experience in Richmond and the region. A collection of historic and contemporary African artifacts and textiles connects the museum to ethnic groups and communities throughout Africa.



The center could become part of a state network of African-American heritage centers, complementing comparable institutions in Charlotte, Raleigh, and Greensboro by speaking to the African-American experience in the coastal region and highlighting important sites, communities, individuals, and events. This network membership could help garner development funds and programmatic resources. Also, heritage tourism in the southeastern United States is a quickly growing sector that could help benefit New Bern's broader economy.

Action steps

- Reach out to community leaders and other possible partners to identify a responsible committee
- Establish partnerships with other local and regional institutions such as the NC History Center and Tryon Palace to tap funding stream and raise local profile
- Establish partnerships with African-American heritage centers in other cities across North Carolina to inform programming strategy, obtain resources, and elevate profile at state and regional level

Partners

- North Carolina History Center
- Tryon Palace
- New Bern tourism bureau
- North Carolina University system
- State of North Carolina
- Other comparable institutions in Greensboro, Charlotte, Raleigh, and elsewhere across the state

Resources/funding opportunities

- State of North Carolina (drawing from funding stream that supports Tryon Palace and North Carolina Heritage Center)
- African American/Civil rights advocacy groups/foundations
- North Carolina University system
- Museum Grant for African American History and Culture from the Institute of Museum and Library Services (grants range from \$5,000 to \$150,000 and require 1:1 match)
- Association of African American Museums (www.blackmuseums.org)
- Private donors and corporate sponsors
- Local fundraising
- Volunteer staff and support for fundraising and later operation
- NCDNER brownfield funding

PURSUE INFILL HOUSING DEVELOPMENT ALONG THIRD AVENUE, INCORPORATING GREENWAY AND SENIOR HOUSING

Constituting one of the largest, most strategically located infill opportunity sites, the stretch of Third Avenue between Broad and Cedar Streets could be transformed into a vital series of row houses, senior affordable housing, and a recreational greenway to provide a variety of housing options for a multigenerational population and generate revitalizing momentum in and around Greater Duffyfield. The City is currently assembling and clearing the sites along the west side of Third Avenue. Once assembly and clearance are complete, these lots should be redeveloped into a mix of affordable, workforce, and market-rate townhomes. Overall, these houses should provide a variety of dwelling sizes and configurations to



Example of new townhouse construction

accommodate a diverse population of families and smaller households. As much as possible, parking should be relegated to on-street parallel spaces so minimal land is consumed by driveways. Ground floor garages (with the dwelling elevated above) should also be avoided to preserve a visual connection between residents and the exterior public realm that can increase local safety by adding “eyes on the street”.

There are plans to establish a pedestrian greenway along Third Avenue connecting Stanley White Recreation Center to Broad Street (and potentially to points beyond along a more extensive pedestrian network). This path should be designed in conjunction with the townhouse development to ensure the two assets build on each other’s strengths and advantages. For example, townhouse residents are more likely to maintain a healthy, active lifestyle by using the greenway if their houses, porches, and yards provide easy access. In return, by ensuring townhouses are both physically and visually oriented toward the path, the greenway will become safer because more residents will have their eyes on its route.

The Gateway District includes a growing number of seniors with a strong desire to remain in the community as long as possible. To accommodate this vital segment of the population, the parcels immediately adjacent to the west on Gaston Boulevard should be redeveloped into affordable senior apartments. This development should be well-connected to the greenway to encourage active walking lifestyles among senior residents and provide safe pedestrian access to nearby grocery stores and amenities.



New development could tie into a new greenway system

Located on the Gateway District’s western boundary, Third Avenue’s redevelopment would help integrate the community with adjacent neighborhoods. By connecting streets, sidewalks, and greenways across the current gap between the districts, the neighboring communities can strengthen their relationship through improved access and increased interaction.

Action steps

- Complete Third Avenue parcel assembly and clearance.
- Establish greenway route and begin its implementation with existing funding
- Identify developer and generate master plan for townhouses.

- Work with Housing Authority, lenders, etc. to form long-term financing plan for affordable and workforce housing units.
- Work with current landowners and potential developers of senior housing site to form development plan.
- As townhouses and senior housing progress, ensure projects adequately integrate with greenway through zoning adjustments and/or City oversight/involvement.

Partners

- City of New Bern
- Area landowners
- Partner developer
- New Bern Housing Authority
- State and local parks and recreation agencies

Resources/funding opportunities

- State and local transportation departments
- Land swaps between City and developers/landowners
- Federal and state workforce and affordable housing tax credits
- State and local parks and recreation funds for greenway segments
- Federal and state senior housing incentives

Key Initiatives

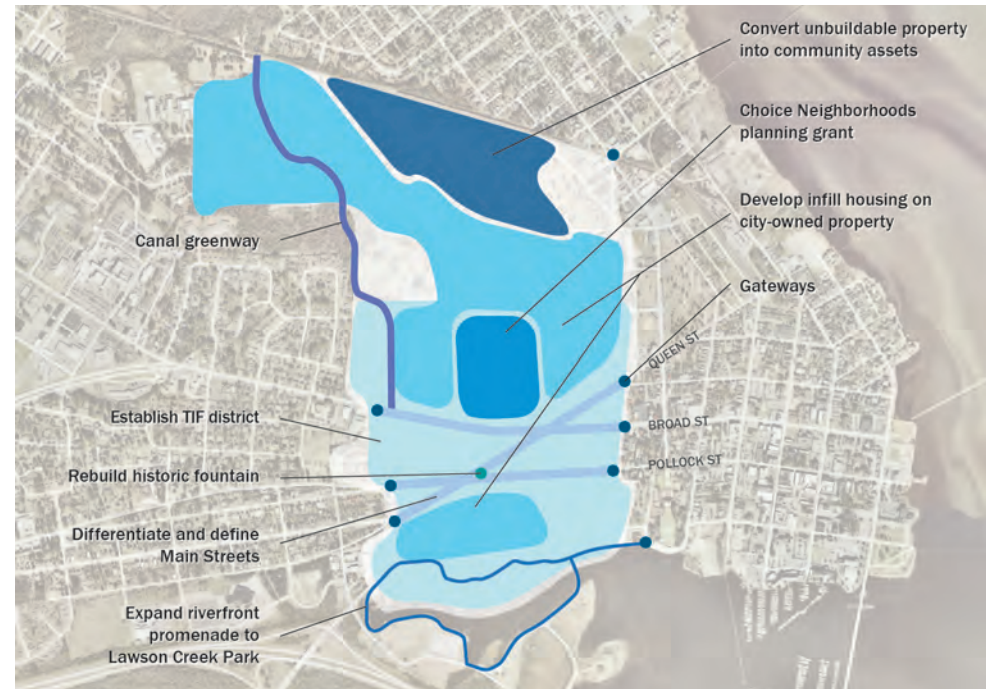
Building upon the foundation laid by the core projects, the key initiatives outline additional projects and coordinated efforts that, with further planning, will help advance this plan's strategies by addressing challenges and opportunities throughout the Gateway District.

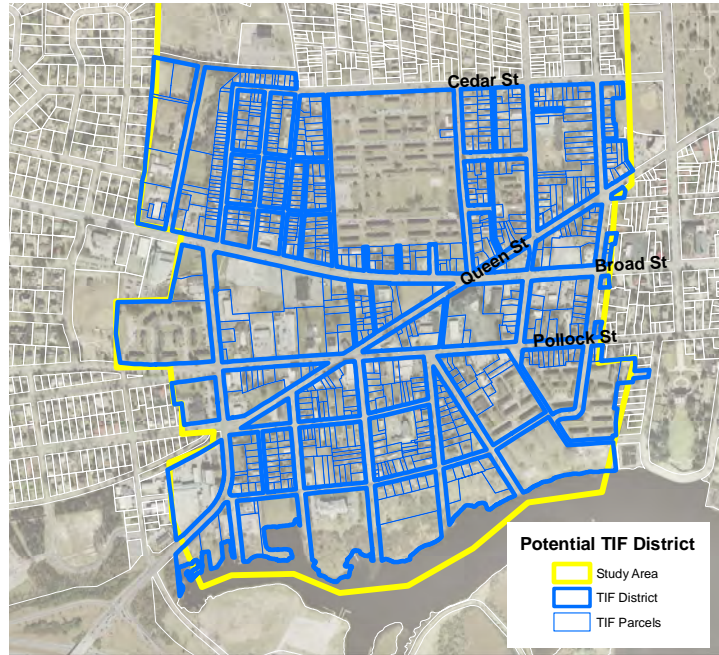
FOSTER ECONOMIC DEVELOPMENT WITH TIF AND OTHER FUNDING MECHANISMS

A coordinated funding strategy would help foster economic activity throughout the study area. The centerpiece of this effort would be the establishment of a tax-increment financing district (TIF). Because the State of North Carolina limits total TIF-designated land area to 5% of the city's total area, the TIF boundaries should be limited to only capture the study area south of Cedar Street but to allow benefits created by the TIF to be shared throughout the study area. This will provide the City of New Bern with the option to create additional TIFs in the future.

The portion of the study area south of Cedar Street would likely qualify for TIF designation because it is an area with significant physical blight and a planned arts/tourism component to its economic development plan (see the "tourism exception" in the documents linked below). Early TIF earnings should fund incremental infrastructure improvements around the district in a pay-as-you-go manner; long-term bonds (North Carolina TIF law allows 30-year terms³) should wait until a couple sizable projects are off the ground and/or the TIF has grown able to service over \$1 million of debt.

³ More information on the North Carolina TIF system including details on eligibility and approval processes can be found here: http://scholarship.law.duke.edu/cgi/viewcontent.cgi?article=2597&context=faculty_scholarship; http://www.greenvillenc.gov/uploadedFiles/Departments/Community_Development/Information/Urban_Development_Division/TIF_Policy_Final.pdf





The following table provides an example of the level of funding that could be created through a TIF district. Without any new development, a TIF district would produce an incremental level of funding of approximately \$14,000 in the first year (based on a 3% annual property increase). With the development of a retail center, the incremental funding would rise to \$56,000. A new, mixed-income development at Trent Court would create over \$360,000, allowing for bonding up to almost \$5,000,000 (assumes a general obligation (GO) bond structured after the TIF model). Without this type of development, the TIF district would create minimal funding opportunities.

Though the TIF would form the economic development strategy's backbone by helping instate necessary infrastructure, other funding sources such as small business grants should also be pursued to supplement the effort.

TIF BONDING MODEL

| SOUTH OF CEDAR ST TIF DISTRICT | | | GO BOND VALUE OF INCREMENT @ 4.5% INTEREST, 20 YR TERM | TIF BOND VALUE @ 2.0 DCR, 5.5% INTEREST, 20 YR TERM |
|---|---------|------------------|---|--|
| Current total property value | | \$51,577,190 | | |
| Annual increase in value | 3% | | | |
| Craven County tax revenue | 0.4728% | \$7,316 | \$95,162 | \$43,713 |
| City tax revenue | 0.4100% | \$6,344 | \$82,522 | \$37,907 |
| Total tax revenue | | \$13,660 | \$177,685 | \$81,619 |
| Total proceeds including retail center | | \$56,034 | \$728,888 | \$334,814 |
| Total proceeds including Trent Court redevelopment | | \$363,249 | \$4,725,113 | \$2,170,479 |

** Because G.O. bonds are backed by the city and have significantly lower borrowing rates, they are more effective financing instrument. TIF bonds provide the model, but G.O. are the recommended tool.

** To bond, the City will need a project—it will be difficult to issue a TIF bond without a private project linked to bond issuance.

** In North Carolina the TIF can be 30 years. W-ZHA assumed bond at 20 years.

** In North Carolina TIF can be used for land acquisition which is advantageous.

** Rather than infrastructure the TIF could be used for the cultural center, which would probably have more impact on surrounding land values than the private projects.

Action steps

- Upon commencement of the first new major private redevelopment in the planned TIF area (the 40,000sf grocery and retail center at Broad and First Streets for example), hold a public hearing and obtain Craven County approval to designate all parcels within the study area south of Cedar Street as part of the TIF
- Use initial new property tax revenue to fund incremental infrastructural improvements within the TIF district such as improved pedestrian facilities
- Upon commencement of a major private project in the area, establish a TIF-serviced 30-year bond to fund larger-scale infrastructure improvements within the district such as streetscaping along Queen and Pollock Streets

Partners

- City of New Bern
- Craven County
- Landowners and developers

Resources/funding opportunities

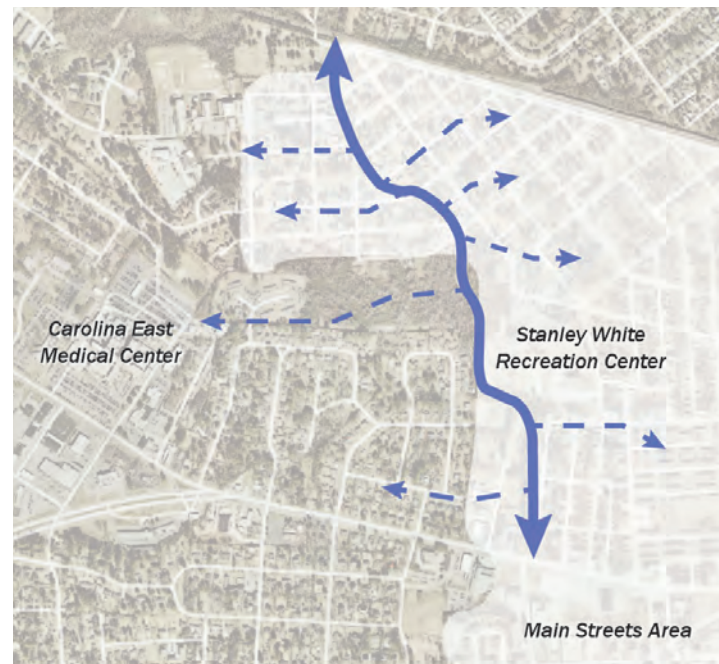
- A TIF generates its own funding by increasing the district's property tax revenue

ESTABLISH CANAL GREENWAY ALONG STREAM FROM EVERGREEN CEMETERY TO STANLEY WHITE RECREATION CENTER TO BROAD STREET AT THIRD AVENUE

A pedestrian greenway astride the existing canal would create an important new pedestrian connection along the west edge of the neighborhood. Wherever possible, the greenway path should tie into existing infrastructure such as sidewalks and the recreational facilities at Stanley White. The path could also catalyze new east-

west connections between neighborhoods to the north and west. Additional connections to Carolina East Medical Center would provide an important new, direct pedestrian connection between Gateway District residents and their healthcare provider (the current route involves circuitous travel to and along Neuse Boulevard).

The greenway design should include benches, lights, and trash receptacles to help ensure it remains attractive and safe. The pathway should include a central stripe to safely separate north- and southbound bicycle traffic.



Extending north and south from Stanley White Recreation Center, the proposed canal greenway could tie into the broader pedestrian network, offering new bicycle and pedestrian connections between Greater Duffyfield, the Main Streets Area, and adjacent neighborhoods, amenities, and assets.

Action steps

- Develop land acquisition strategy
- Improve conditions on trails that already exist on City-owned properties
- Establish partnerships with adjacent landowners and negotiate access easements to maximize the path's public connectivity
- Assign a caretaking agency to maintain the path's facilities and its immediate natural surroundings (including pruning vegetation and removing vegetal litter)
- Establish periodic events along the path to generate publicity and encourage use

Partners

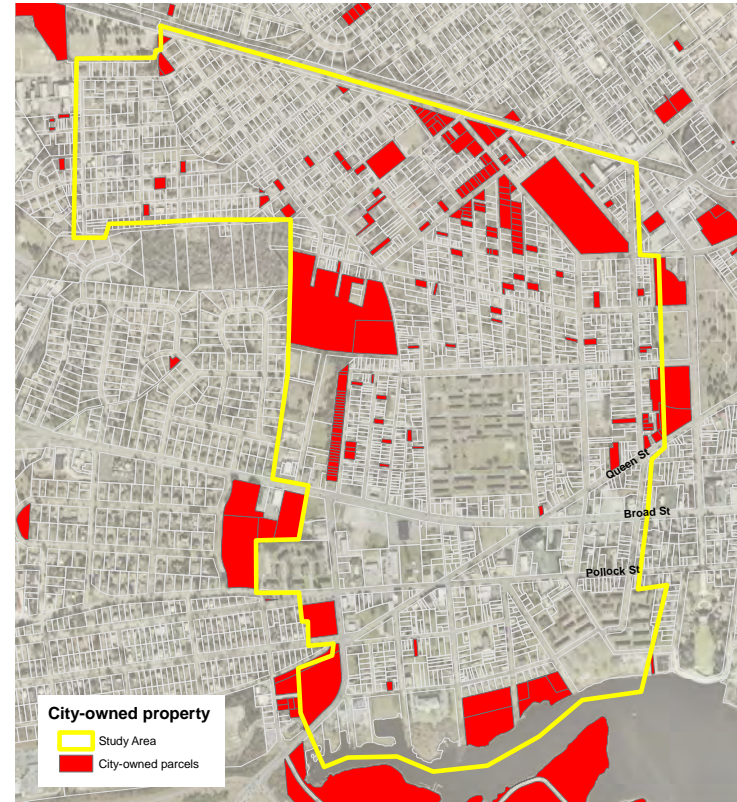
- City of New Bern
- Neighborhood associations and landowners
- Business owners
- Current and future business improvement groups
- Swiss Bear Downtown Development Corporation

Resources/funding opportunities

- North Carolina Department of Transportation
- North Carolina State Parks "Adopt-a-Trail Grant" and "Recreational Trails" Programs

DEVELOP INFILL HOUSING STRATEGY FOR DISPARATE CITY-OWNED OPPORTUNITY PARCELS THROUGHOUT NEIGHBORHOOD

Most of the vacant, City-owned property in the Gateway District is scattered throughout the community. Despite their discontinuity, a coordinated strategy is needed to ensure their gradual, collective redevelopment builds a general upward momentum that can benefit the community at large and the local housing market in general.



And while initial parcels are redeveloped, other property awaiting later redevelopment should be maintained or cleared in the interim to prevent the negative effects of apparent blight from compromising the neighborhood's recovery.

The infill strategy should pay special attention to Cedar and Main Streets which are historic commercial and residential corridors in the neighborhoods north of Broad Street. Small-scale retail such as fresh food shops and other quality neighborhood outlets should

be encouraged along these streets whenever possible, particularly at more highly trafficked intersections. Higher density housing could be developed along these corridors to help reinforce their sense of centrality and increase pedestrian activity.

Action steps

- Establish task force at the City to manage the effort
- Inventory City-owned properties and determine what type of housing is most suitable for each given size and location.
- Devise a strategy for maintaining and/or clearing vacant sites while they await redevelopment to reduce neighborhood blight.
- Partner with developers and foundations such as Habitat for Humanity.
- Develop the sites strategically so that the projects build on each other to generate restorative momentum. Ensure a consistent mix of housing types and price ranges to foster a multi-generational, mixed-income community.
- Establish application procedure to ensure responsible, contributive tenants occupy new rental units. Prioritize existing neighborhood residents to sustain the current community.
- Work with the Housing Authority and local lenders to develop a program for first-time homeowners to purchase some houses.

Partners

- City of New Bern
- Neuse River CDC
- Private developers
- Habitat for Humanity
- New Bern Housing Authority
- Local banks
- Local private or public landscaping teams to maintain property awaiting development

Resources/funding opportunities

- Special financing mechanisms negotiated between city and local banks to help support new homeowners
- Habitat for Humanity funding and volunteers
- Federal and state affordable and workforce housing tax credits
- Federal and local housing authority funds
- City and Housing Authority staff support
- Property sale price discounts/waivers for appropriate development proposals

PLAN, DESIGN, AND IMPLEMENT GATEWAYS

Gateway structures should mark major thoroughfares at key intersections to symbolize the neighborhood's position as the gateway to downtown. The planning and design of these gateways should include deep community involvement to ensure each edition reflects the unique identity of the local residents and their unique local history. Local artists and craftspeople should be commissioned



Gateway example: Short North District in Columbus, OH

to construct the gateways and public ceremonies should be held to commemorate their installation.

The gateway designs should also draw from themes put forth by this plan. For example, a gateway along Pollock Street should be designed to embody Pollock Street's identity as New Bern's creative *main street*, distinguishing it from a gateway on Queen Street, which would express the neighborhood's African-American heritage.

Priority sites for gateways include:

- Broad and First Streets
- Pollock and First Streets
- Queen and First Streets
- Bern and George Streets
- Queen and George Streets
- Broad and Bern Streets
- Pollock and Bern Streets

Action steps

- Establish task force with City leadership to identify gateway sites and solidify priorities
- Develop funding strategies and assign a grant writer
- Engage arts community and neighborhood groups to develop designs for various gateways
- Schedule events surrounding installation to generate publicity and build excitement in the community
- Assign maintenance responsibilities

Partners

- City of New Bern
- Neighborhood associations and landowners

- Business owners
- Current and future business improvement groups
- Swiss Bear Downtown Development Corporation
- Representatives from the arts community

Resources/funding opportunities

- Corporate sponsors
- Donations and other non-profit fundraising
- Easement donations from landowners
- Grants from public arts organizations such as the North Carolina Arts Council and the National Endowment for the Arts
- North Carolina Department of Transportation

PURSUE CHOICE NEIGHBORHOODS PLANNING GRANT TO SUPPORT TRANSFORMATIONAL REDEVELOPMENT PLAN FOR TRENT COURT AND CRAVEN TERRACE

The New Bern Housing Authority and the City of New Bern should submit for a Choice Neighborhood planning grant. The Choice Neighborhoods Initiative represents the best opportunity to transform struggling public housing communities into healthier mixed-income neighborhoods. Submitting an application for a planning grant would represent the first step toward funding viable redevelopment plans for both sites. The ultimate goal in this process would be to apply for and obtain a Choice Neighborhoods Implementation Grant. The planning grant application would need to start as soon as possible with a comprehensive community engagement process led by the Housing Authority and supported by the City.

The transformation of Craven Terrace and Trent Court from high concentrations of poverty into viable mixed-income communities would likely be the most significant factors in an overall revitalization of the study area.

Action steps

- Create an application writing plan that is led by the Housing Authority and supported by the City
- Initiate the community engagement process with Housing Authority residents and work toward consensus on the plan's vision and foundational strategies

- Start writing the application, drawing on City and Housing Authority personnel as much as possible
- Engage the private sector where necessary to flesh out specialized sections of the application

Partners

- New Bern Housing Authority
- City of New Bern
- Community leaders
- Consultants and other private sector entities



The plan proposes to rebuild the fountain previously located where Queen and Pollock Streets intersect (see following page).

Resources/funding opportunities

- Use City and Housing Authority personnel wherever possible
- Volunteer support with community engagement

REBUILD THE HISTORIC FOUNTAIN AT POLLOCK AND QUEEN STREETS

A fountain at Pollock and Queen Streets once anchored a small plaza near Gateway District's historic center. Rebuilding this fountain in its original location would help symbolize and catalyze the neighborhood's resurgence. The new fountain should be strongly reminiscent of its predecessor but might include some contemporary elements such as innovative lighting and modern design details. The final design should draw from an extensive community involvement process to ensure the neighborhood feels a strong sense of ownership over the project. Local artisans should be engaged to construct and install the fountain if possible.

Action steps

- Obtain site control from landowner
- Establish coordinating taskforce
- Pursue funding from the City of New Bern, corporate sponsors, and through local fundraising efforts
- Develop design and programming through community involvement process and historical research
- Schedule events surrounding installation to generate publicity and build excitement in the community
- Designate caretaker entity after construction.

Partners

- City of New Bern
- Neighborhood associations and landowners

- Business owners
- Current and future business improvement groups
- Swiss Bear Downtown Development Corporation
- Representatives from the arts community

Resources/funding opportunities

- Corporate sponsors
- Donations and other non-profit fundraising
- Easement donations from landowners
- Grants from public arts organizations such as the North Carolina Arts Council and the National Endowment for the Arts

FLOOD HAZARD MITIGATION BUYOUT AREA IN NORTHERN GREATER DUFFYFIELD TO BUILD COMMUNITY AND RESTORE THE LANDSCAPE



Flood prone areas in northern part of Gateway District

The area contains many vacant buildings and entirely cleared lots that cannot be rebuilt upon due to FEMA required deed restrictions and financing barriers. These properties should be converted into public open space so the once-challenged area can become a neighborhood asset. Additionally, the open space can be utilized to assist with mitigation efforts for flooding issues through the development of bioswales and rain gardens. The City should continue to acquire abandoned property as it becomes available to contribute to this initiative.

The community garden on F Street represents an important reuse of unbuildable land into a social and nutritive asset where neighbors can meet and grow food together. Other initiatives with similar benefits should also be implemented in this area. In addition to agriculture, new uses could include playgrounds, picnic areas, and recreational facilities. Paths could connect the area to surrounding bikeway and pedestrian networks. The landscape could be transformed from sodden grass to take on a more sustainably native wetland character.

Action steps

- Continue to accumulate abandoned property as it becomes available
- Until more permanent uses are installed, identify an agency or contractor to remove abandoned structures, maintain the land, and otherwise limit blight
- Engage the community to establish a set of priority uses for the land and identify members of the community to take ownership over the resultant installations
- Identify potential uses such as rain gardens and bioswales to assist with neighborhood flooding issues



The proposed riverfront promenade extension would extend New Bern's existing path from Tyron Palace to Lawson Creek Park. Above image is an example of how the promenade could cross more difficult areas along Lawson Creek.

- Develop a coordinating master plan and include tie-ins with other plans for surrounding areas and recreational networks

Partners

- City of New Bern
- Members of the community
- Landscaping contractor

Resources/funding opportunities

- State and federal funding for relevant recreational, agricultural, and educational programs
- North Carolina State Parks “Adopt-a-Trail Grant” and “Recreational Trails” Programs

EXTEND THE RIVERFRONT PROMENADE FROM THE NC HISTORY CENTER TO LAWSON CREEK PARK

The popular promenade wrapping downtown’s riverfront could dramatically expand its reach and become a broader community asset if it were extended across the southern border of the Gateway District. The new segment would connect to the promenade’s current terminus at the North Carolina History Center by following a broadened sidewalk along South Front Street, a new path along the river at Trent Court, the existing recreational path that parallels Walt Bellamy Drive, and then a new loop around the rest of the river’s inlet to Lawson Creek Park. A connector to New Bern Tower can provide easy access to the residents. A previously proposed pedestrian bridge near Liberty Street could create an alternative or additional connection to the Park.

Action steps

- Negotiate with North Carolina Department of Transportation for an easement along South Front Street, a state road.
- Connect the South Front Street segment across Trent Court’s grounds with either a paved path or a boardwalk
- Work with land owners west of New Bern Tower to obtain an easement along the water
- Gather pricing details on pedestrian bridge and contact possible contractors
- Tyron Palace

Partners

- City of New Bern
- Housing Authority
- Neighborhood associations and landowners
- Business owners
- Current and future business improvement groups
- Swiss Bear Downtown Development Corporation

Resources/funding opportunities

- North Carolina Department of Transportation
- Tyron Palace (especially for segments near the campus)
- North Carolina State Parks “Adopt-a-Trail Grant” and “Recreational Trails” Programs

IMPROVE AND EXPAND PEDESTRIAN AND BICYCLE NETWORK

The Gateway District’s pedestrian network includes several opportunities for enhancement and expansion that can be divided across several domains, each requiring a distinct implementation strategy. Improvements recommended in this plan align with the 2009 New Bern Pedestrian Plan. To the extent possible, the City should coordinate this effort to help ensure incremental improvements contribute to an integrated vision for citywide pedestrian mobility and healthy active lifestyles. The community engagement process revealed strong local desire for sidewalks along streets that currently lack them. Implementation of sidewalk improvements may require financial contribution from property owners. Nevertheless, the City should work to coordinate localized efforts to ensure a gradually improved sidewalk network at the city-wide scale.

Other initiatives in this plan outline steps for improving and expanding other pedestrian paths such as the riverfront promenade

and a greenway near Stanley White Recreation Center. These efforts should be coordinated as they contribute to the city's overall pedestrian network.

As with the pedestrian environment, this plan supports the findings and goals of the 2006 Comprehensive Bicycle Plan. However, a neighborhood committee should be organized to review and recommend updates to the plan. Specifically, the committee should discuss:

- Determine which routes not yet developed should be prioritized
- Address how Third Avenue improvements will align with the Bicycle Plan
- Recommend additional roads (such as Cedar Street) where sharrows (see photo) should be included



A sharrow image depicts a shared-lane marking indicating that motorists and bicyclists are sharing the lane.

Action steps

- Establish task force with City leadership to identify full set of needs and opportunities and to set priorities
- Develop funding strategies for each type of infrastructure
- Establish and maintain a GIS database of the pedestrian network to help monitor and coordinate independent efforts
- Periodically review and update Pedestrian and Bike Plan

Partners

- City of New Bern
- Neighborhood associations and landowners
- Business owners
- Current and future business improvement groups
- Swiss Bear Downtown Development Corporation

Resources/funding opportunities

- North Carolina Department of Transportation
- Tyron Palace (especially for segments near the campus)
- North Carolina State Parks "Adopt-a-Trail Grant" and "Recreational Trails" Programs
- US DOT TIGER Grant

IMPROVE CARTS SERVICE AND INCREASE FUNDING

CARTS service is currently inadequate and needs expansion to better serve the Gateway District as well as New Bern in general. Presently, the system runs without any Craven County tax dollars, operating instead on funds obtained through state transportation grants and a federal community block grant and revenue generated by standard fares and private contracts with local organizations and agencies. CARTS needs additional funds to lengthen its daily operating

schedule, shorten route headways, and expand its service range. County funding could be obtained through successful legislation. Other grants should also be pursued, especially those offered by the Federal Transit Administration (FTA).

Action steps

- Identify, price, and prioritize potential improvements to CARTS service (engage specialized consultant if possible)
- Introduce legislation to obtain county funding stream
- Apply for additional grants from the Federal Transit Administration and other agencies

Partners

- City of New Bern
- CARTS
- Potential transit consultant
- Craven County
- Federal Transit Administration
- North Carolina Department of Transportation
- Local organizations with private CARTS transportation contracts and potential new clients

Resources/funding opportunities

- County funding
- FTA New Freedom Program (supplements transportation efforts helping disabled workers get to their jobs)
- FTA Rural Transit Assistance Program (provides each state funds for training and technical assistance projects that support transit operators in nonurbanized areas)
- FTA Formula Grants for Other than Urbanized Areas (provides each state funds to support public transportation in rural areas with popu-

lations below 50,000)

- FTA Discretionary Grant Programs (a set of competitive grants funding a broad range of transit operations and initiatives including expanded service and new capital investments—for more information: <http://www.fta.dot.gov/grants/13094.html>)

NEW BERN FAÇADE GRANT PROGRAM

The City of New Bern has created a façade grant program that provides a valuable tool for owners and tenants of commercial property within the Five Points Commercial Corridor (and other distressed areas of the city). The goal is to improve the buildings' exteriors through enhancements that in turn improve the overall appearance of the community. Building improvements may include painting; repair/replacement of windows and doors; installation of awnings; structural repairs; installation of signage; roofing repairs; and landscaping.

Action Steps

- The City has already taken the important step of developing and initiating this program
- Interested and eligible partners to submit letter of interest to the City
- More information available at: <http://www.newbern-nc.org/documents/FacadeGrantProgramPolicy.pdf>

Resources/funding opportunities

- Funding provided through the City of New Bern General Fund and/or use of grant funding
- Funding of the improvement project will generally involve a public private partnership
- The maximum amount of funding provided by City will not exceed 50% of project

Streetscape Improvements

DIFFERENTIATE AND DEFINE *MAIN STREETS*

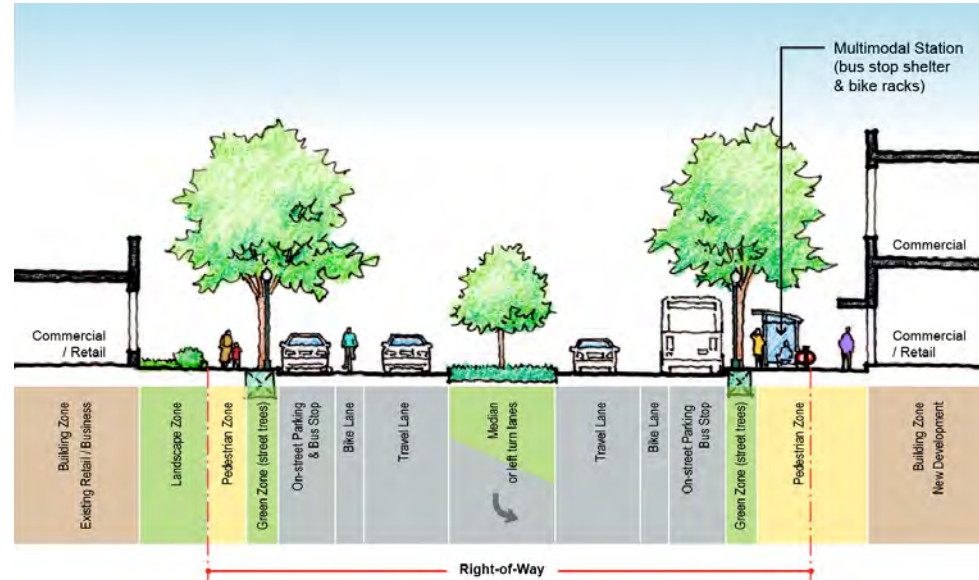
Main Streets

Distinct design considerations should be considered for Broad, Pollock and Queen Streets to further brand them as the City, Creative, and Heritage *main streets*. To do so, each street will need to focus on developing core streetscape elements that will enhance their competitiveness in attracting the appropriate retail mix and at the same time improve the pedestrian experience.

The following street cross sections detail the proposed streetscape elements and improvements along each *main street*:

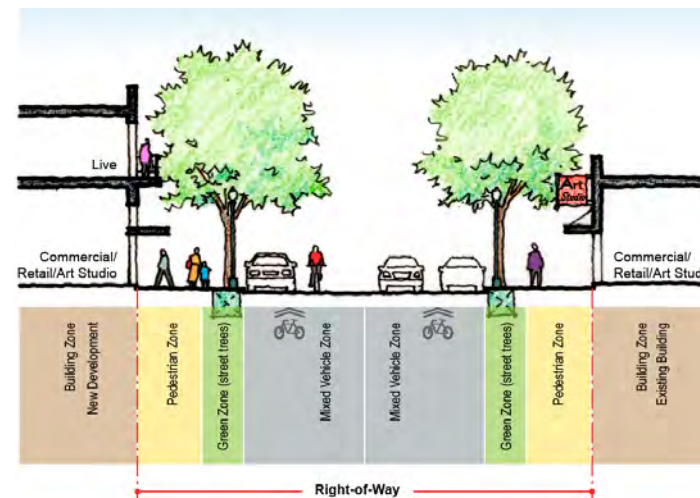
BROAD STREET

- Maintain and build on the streetscape improvements that have already taken place
- Develop recognizable but small-scale multi-modal station that incorporates CARTS, other future public transportation options, and bicycle amenities
- Identify funding for improved streetscape amenities, including trash receptacles and benches
- Maintain bike lanes
- Street level façades are recommended to be as transparent as possible to create an attractive pedestrian environment



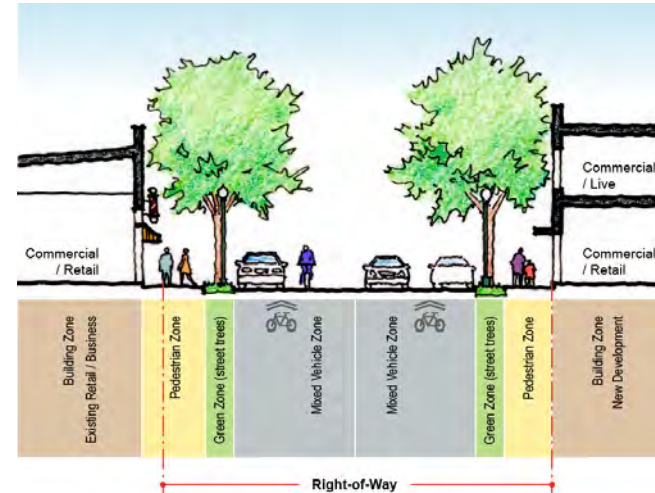
POLLOCK STREET

- Expand streetscape improvement initiative west to First Street
- Maintain on-street parking along both sides of Pollock Street
- Identify funding for improved streetscape amenities, including trash receptacles and benches
- Demarcate sharrow lane for bicycle use
- Street-level façades are recommended to be as transparent as possible to create an attractive pedestrian environment



QUEEN STREET

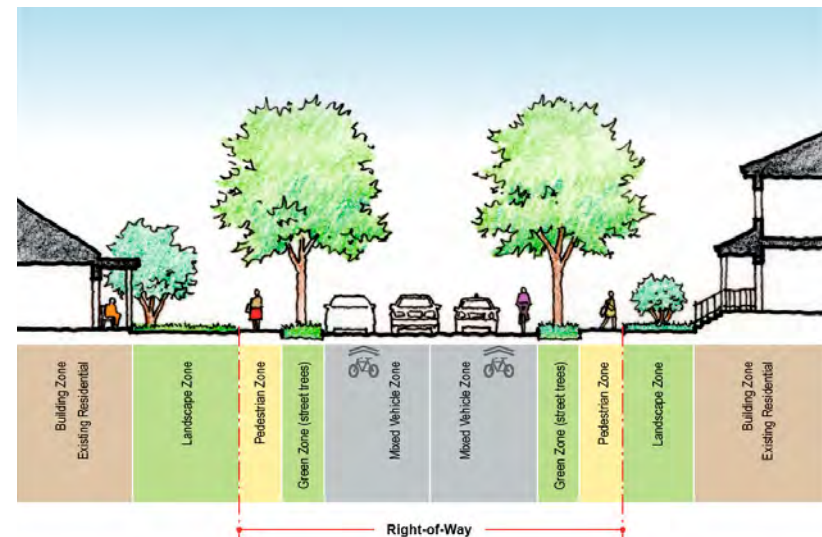
- Initiate streetscape improvement effort in three phases
 - > Phase I: West St.–Broad St.
 - > Phase II: Broad St.–Pollock St.
 - > Phase III: Pollock St.–First St.
- Maintain on-street parking along both sides of Queen Street
- Identify funding for improved streetscape amenities, including trash receptacles and benches
- Demarcate sharrow lane for bicycle use
- Street-level façades are recommended to be as transparent as possible to create an attractive pedestrian environment



SUPPORT RESIDENTIAL STREET IMPROVEMENTS

At the same time, improvements are necessary along many of the residential streets within the Gateway District. The following street sections highlight ideal streetscape conditions within the residential neighborhoods:

- Maintain or create on-street parking
- Demarcate sharrow lane for bicycle use on primary roads including Cedar Street, Main Street, Walt Bellamy Drive, Bern Street, and First Street and Chapman Street
- Initiate street tree planting effort
- Incorporate street upgrade efforts that include sidewalks and curbing with all new development initiatives
- Create annual phased program for street upgrades across Gateway District



X. reference maps

Full-size maps

BASE MAP
PARCEL SIZE
LAND USE
LAND USE—DETAILED
ZONING
REGISTERED HISTORIC DISTRICTS
PARKS AND OPEN SPACE
FLOOD RISK
VACANT LAND
VACANT AND FORECLOSED PROPERTY
PUBLIC LANDOWNERS
BROAD/POLLOCK CORRIDOR—KEY LAND OWNERS
2000–2010 POPULATION CHANGE
2010 POPULATION DENSITY
2010 PERCENT OF POPULATION NON-WHITE
POPULATION /HOUSEHOLD
2010 MEDIAN HOME VALUE
BROWNFIELD SITES



THE NEW BERN GATEWAY
RENAISSANCE PLAN
 AN EPA BROWNFIELDS AREA-WIDE PLANNING PILOT PROGRAM

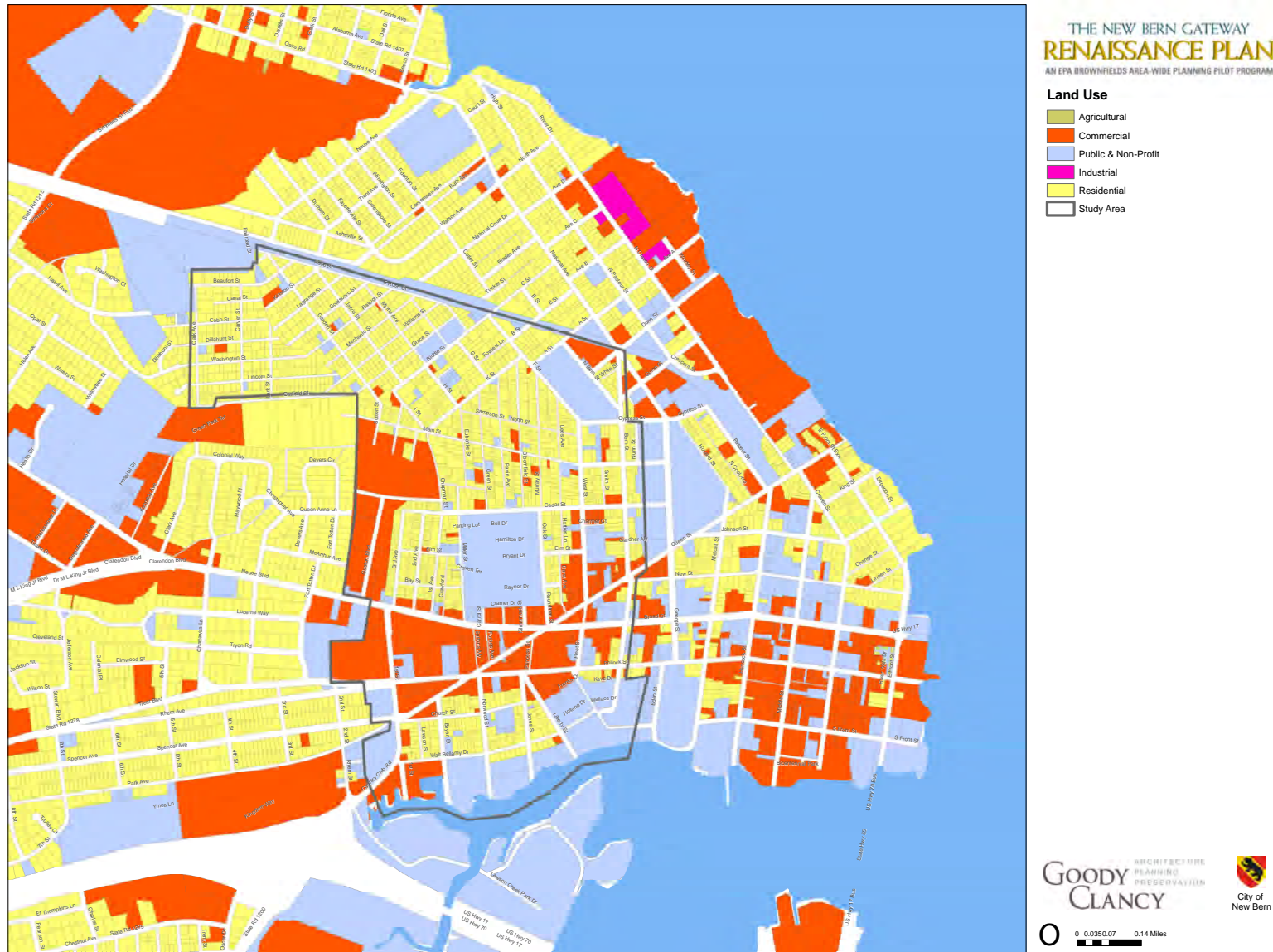
 Gateway District Study Boundary

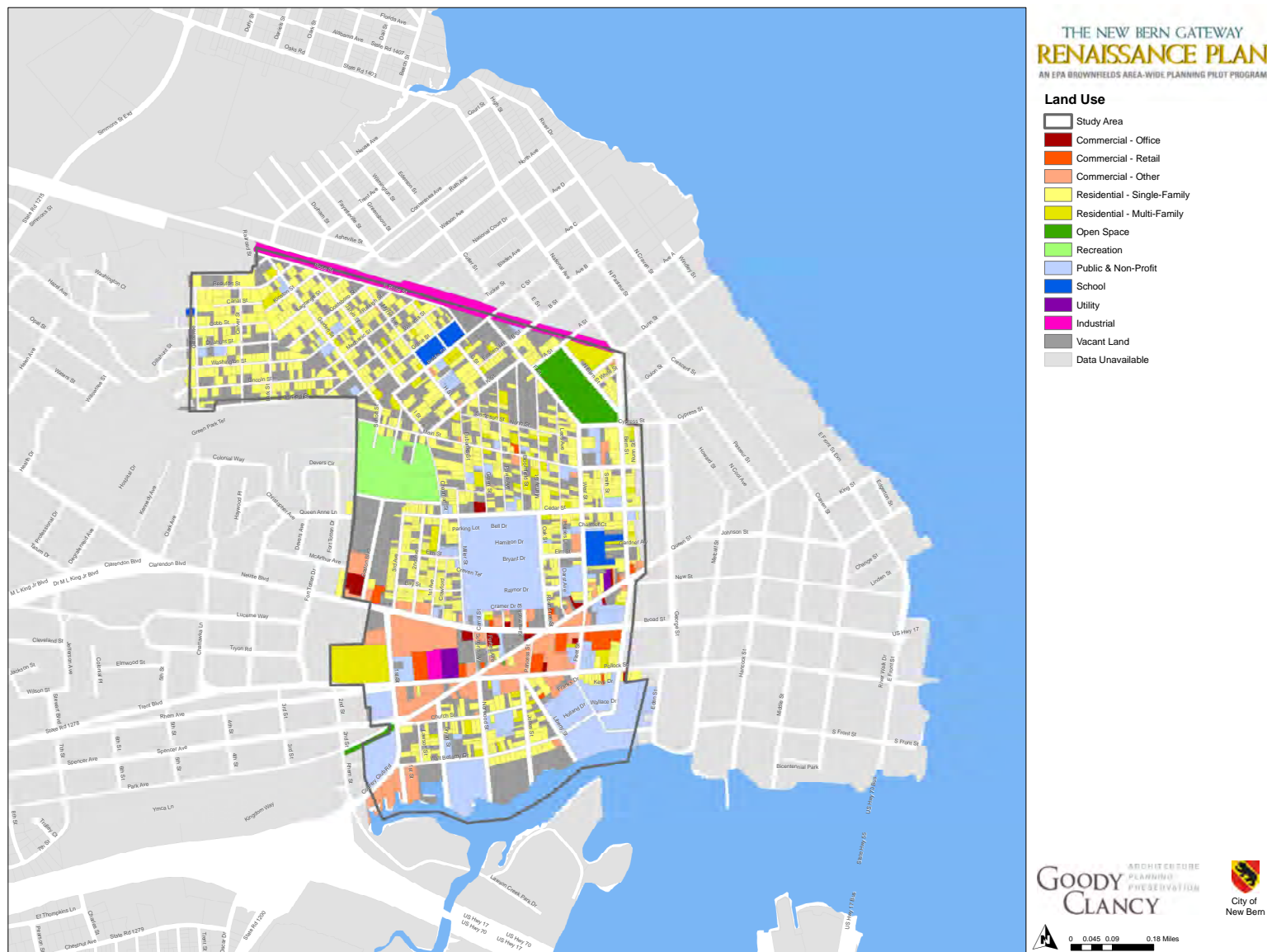
GOODY CLANCY
 ARCHITECTURE
 PLANNING
 PRESERVATION

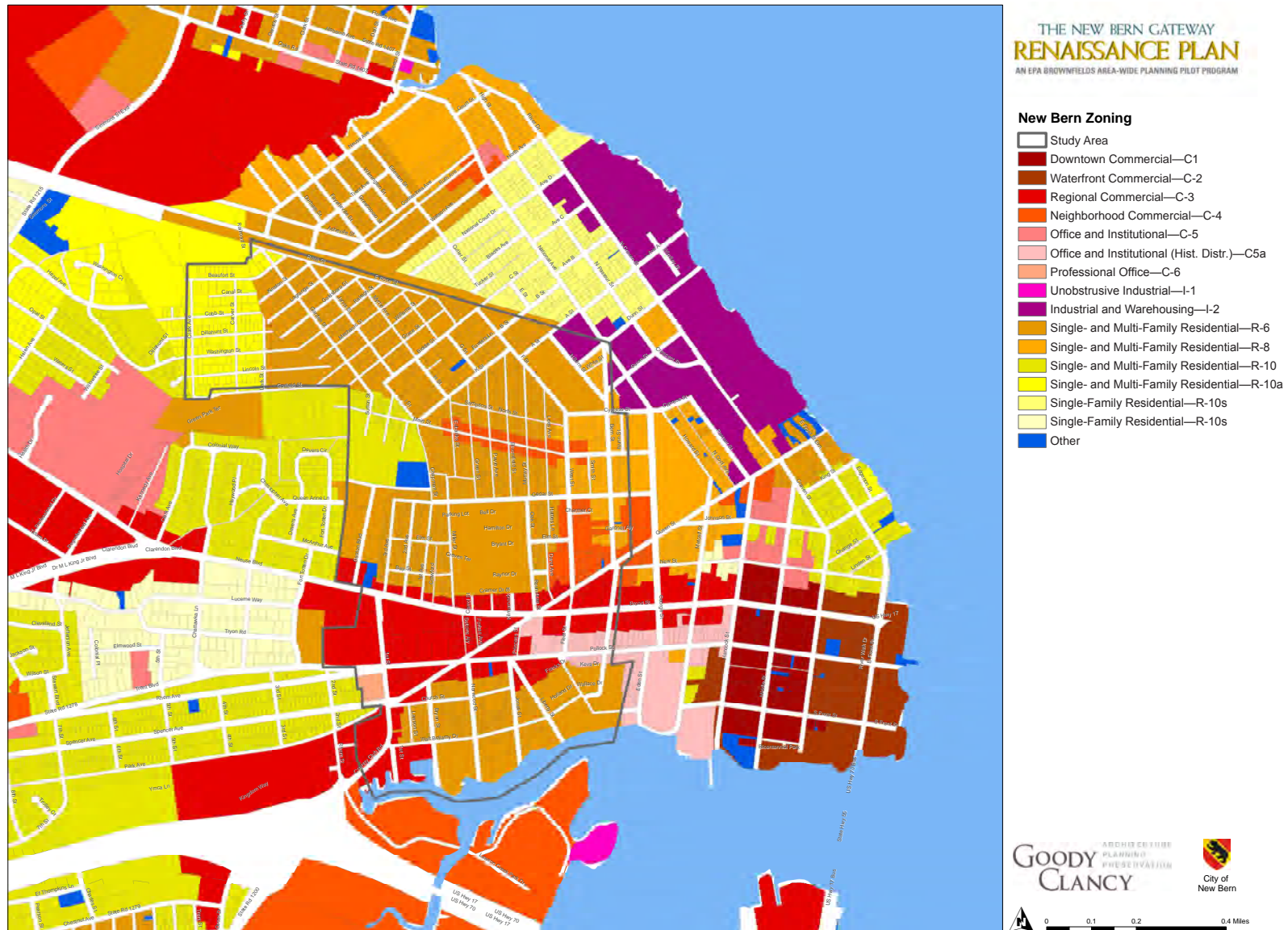


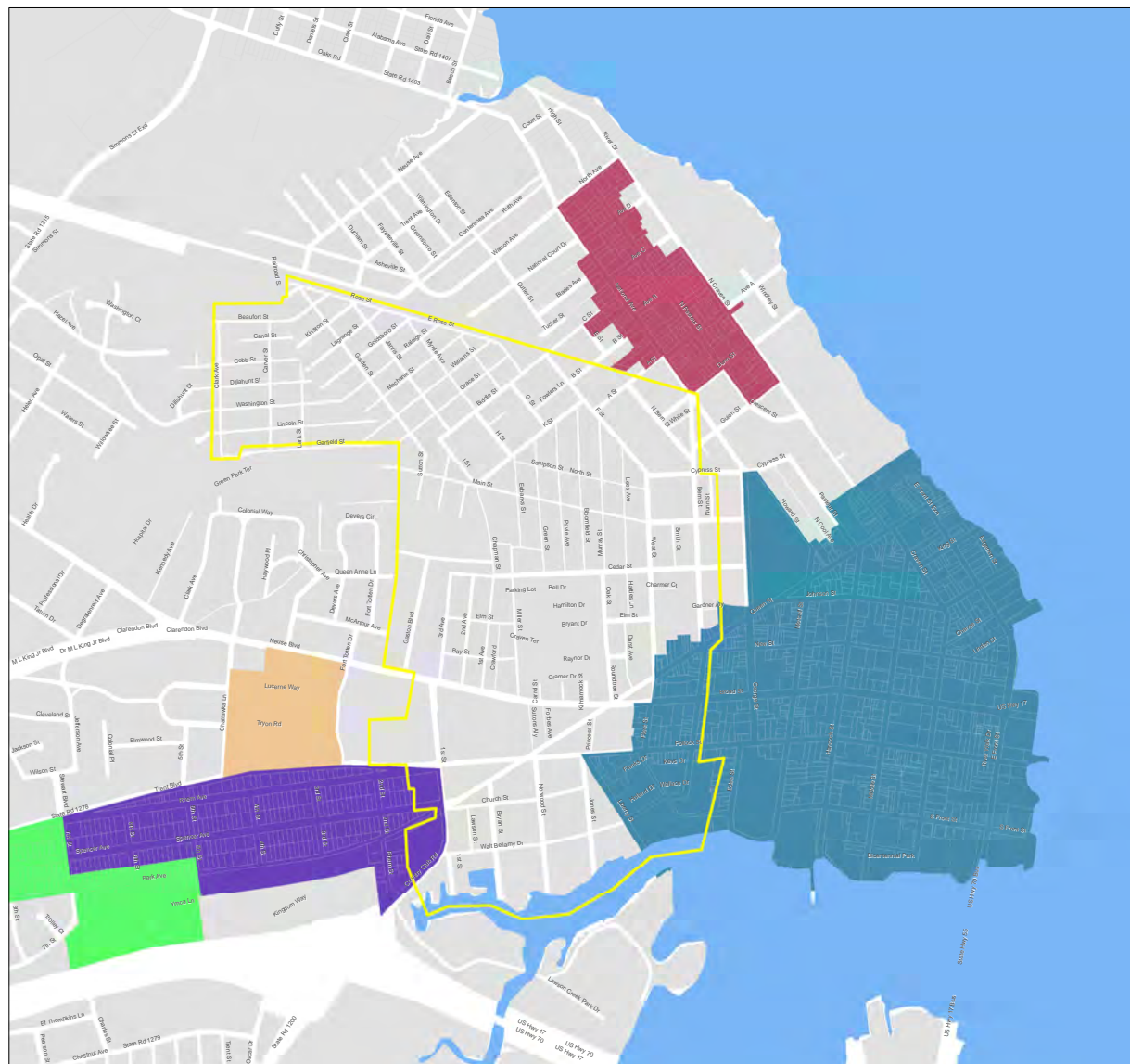
0 0.035 0.07 0.14 Miles











THE NEW BERN GATEWAY RENAISSANCE PLAN

AN EPA BROWNFIELDS AREA-WIDE PLANNING PILOT PROGRAM

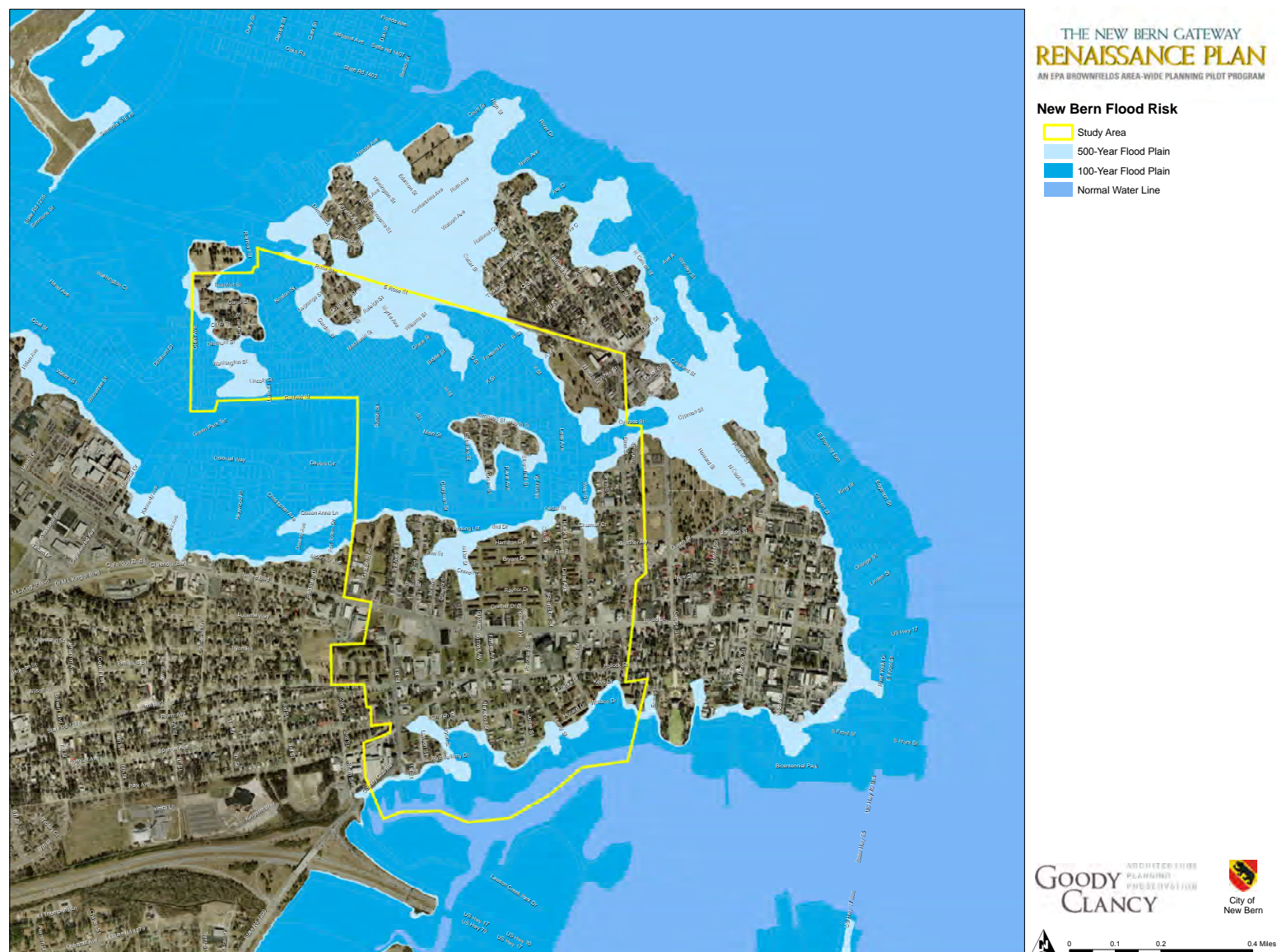
Registered Historic Districts

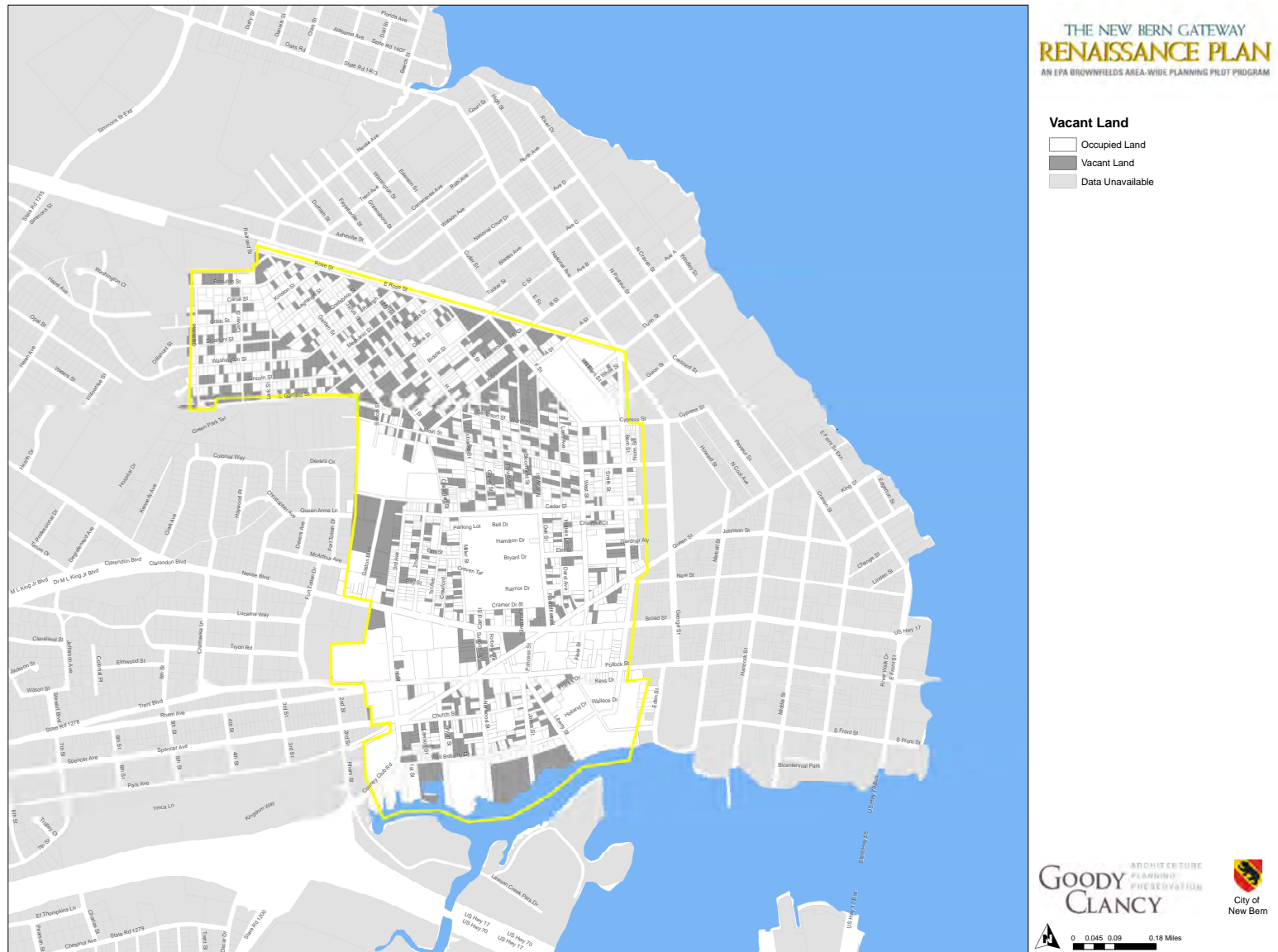
- Degraffenreid Park Historic District
- Ghent Neighborhood Area 1
- Ghent Neighborhood Area 2
- New Bern Historic District
- Riverside Historic District
- Unregistered Areas
- Study Area

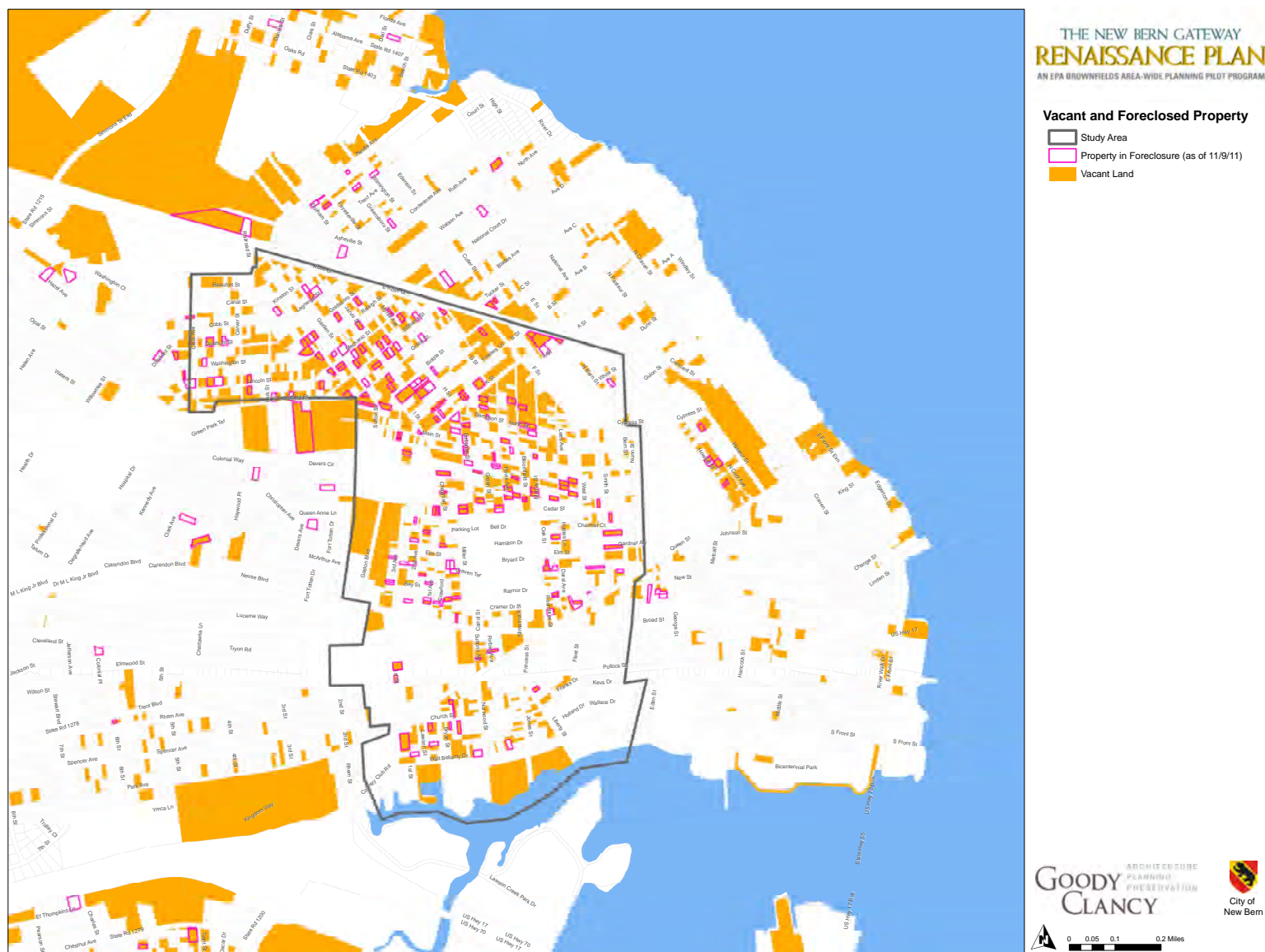
GOODY
CLANCY

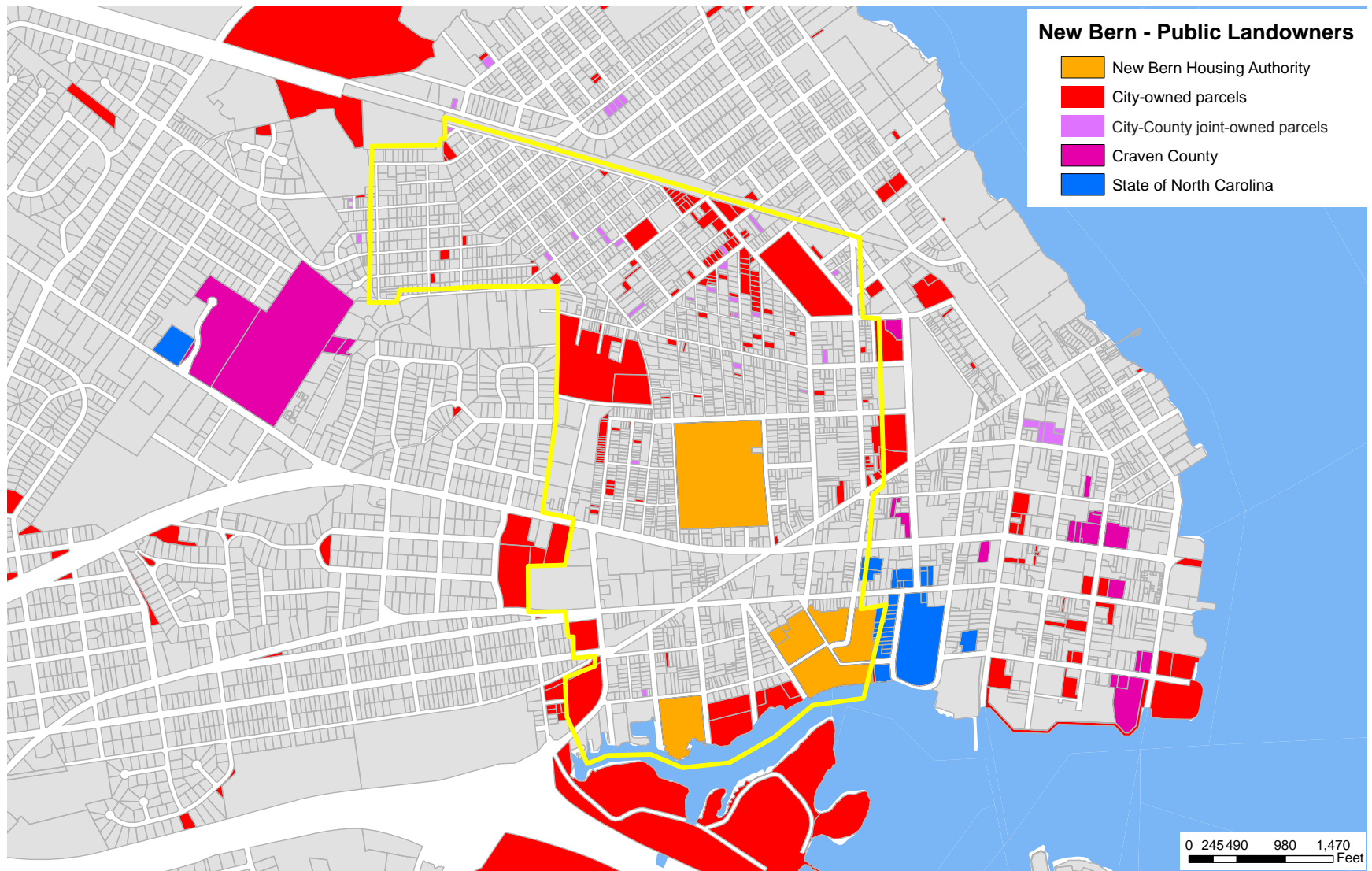


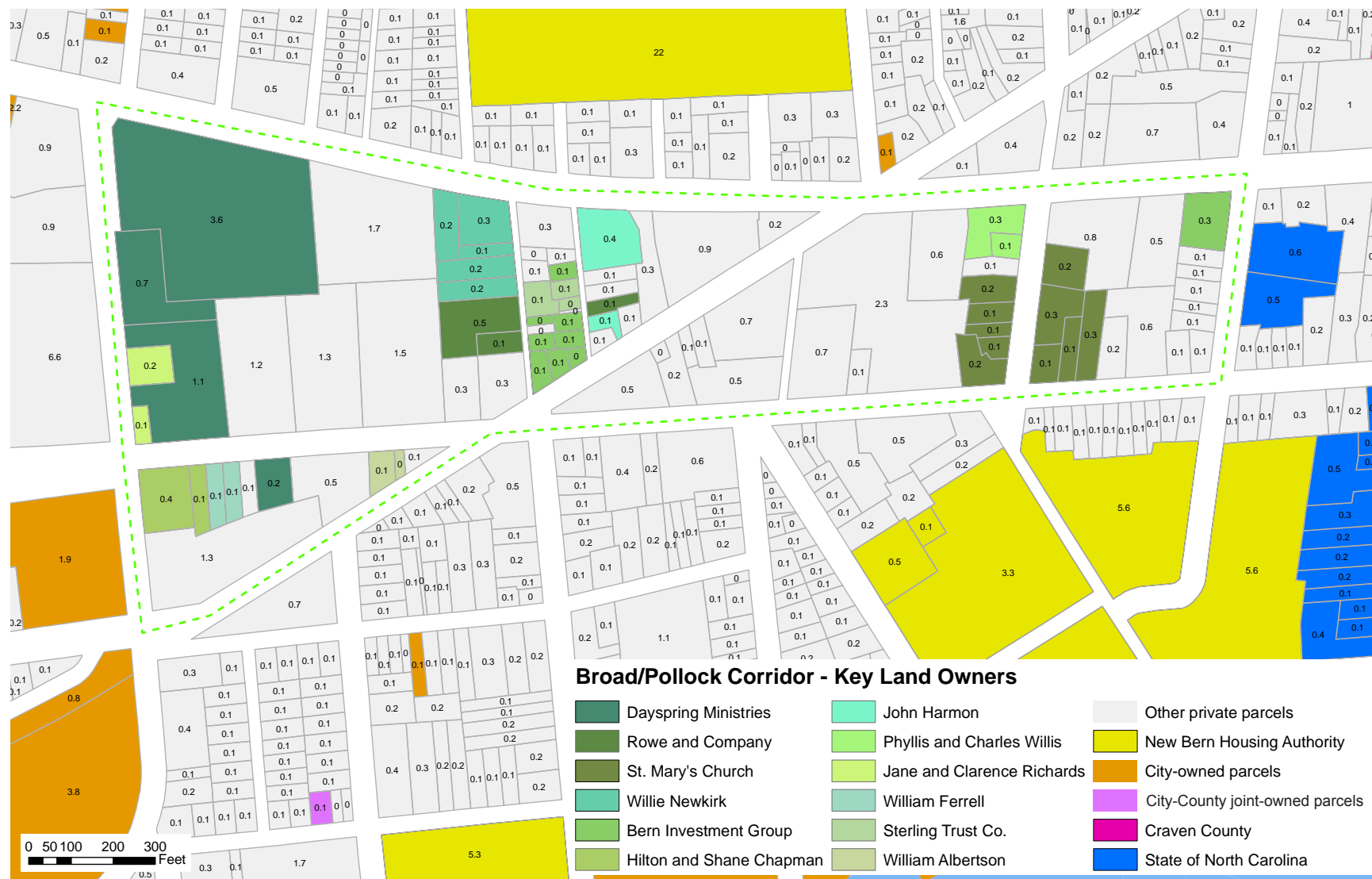




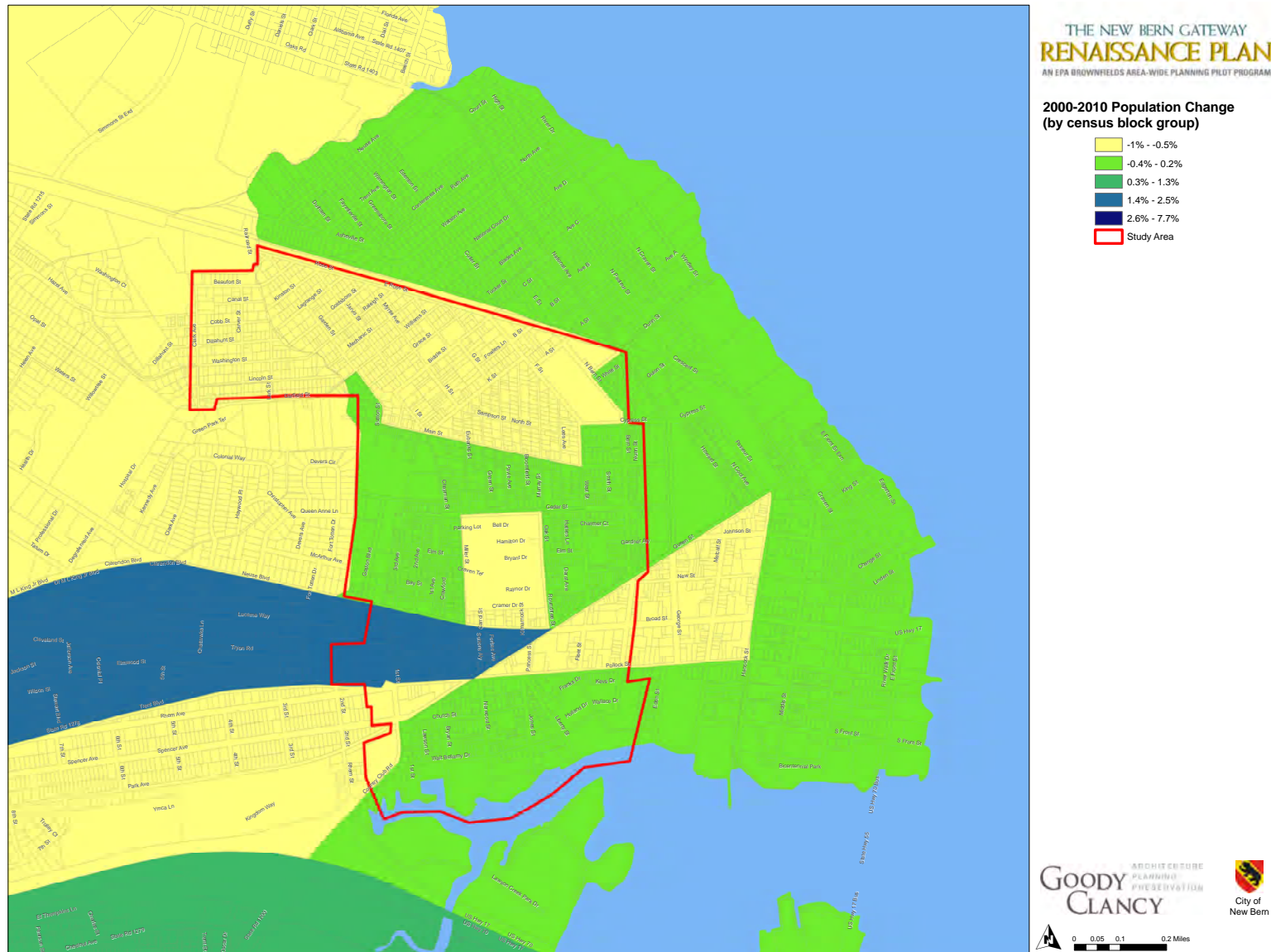


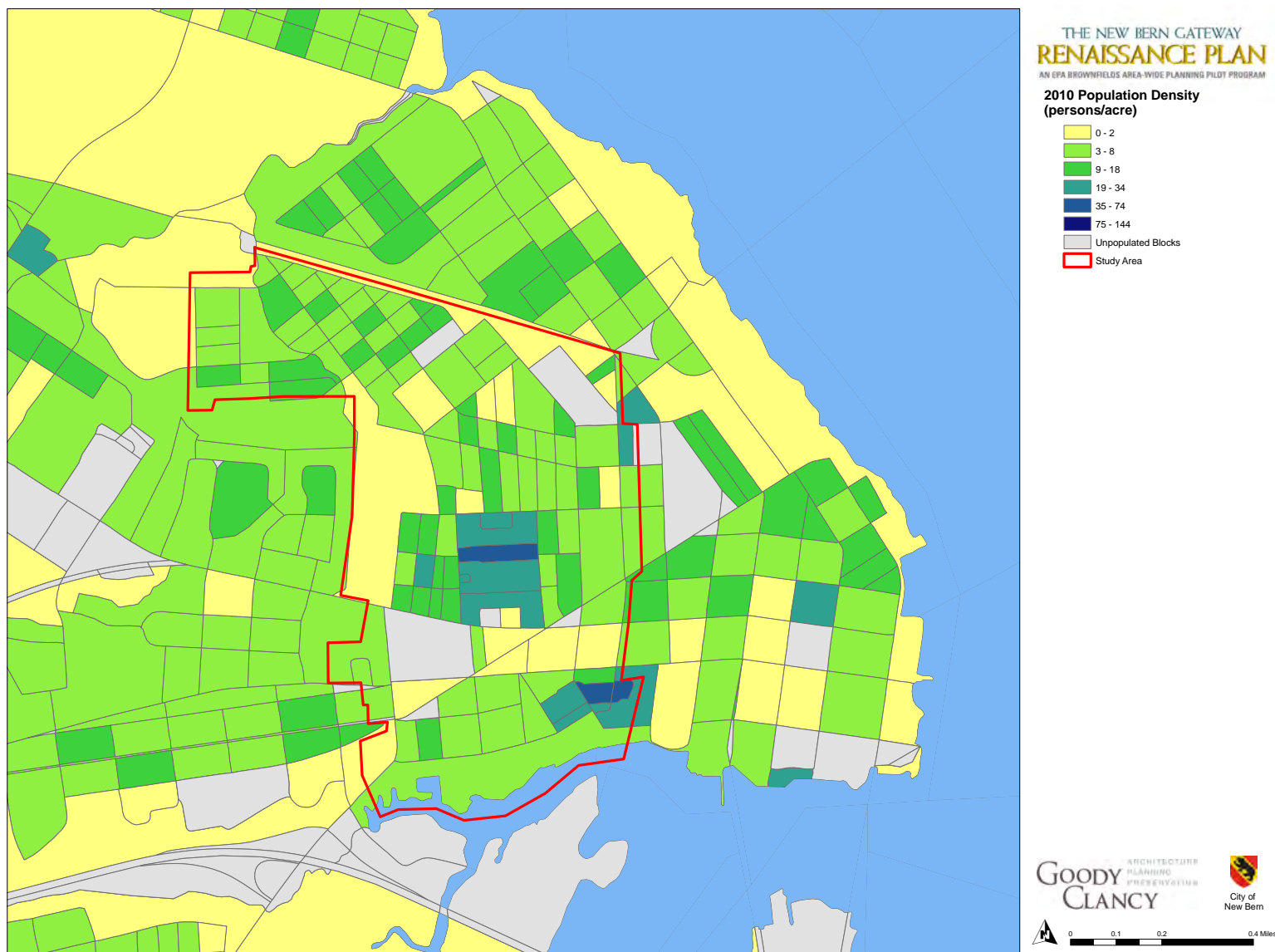


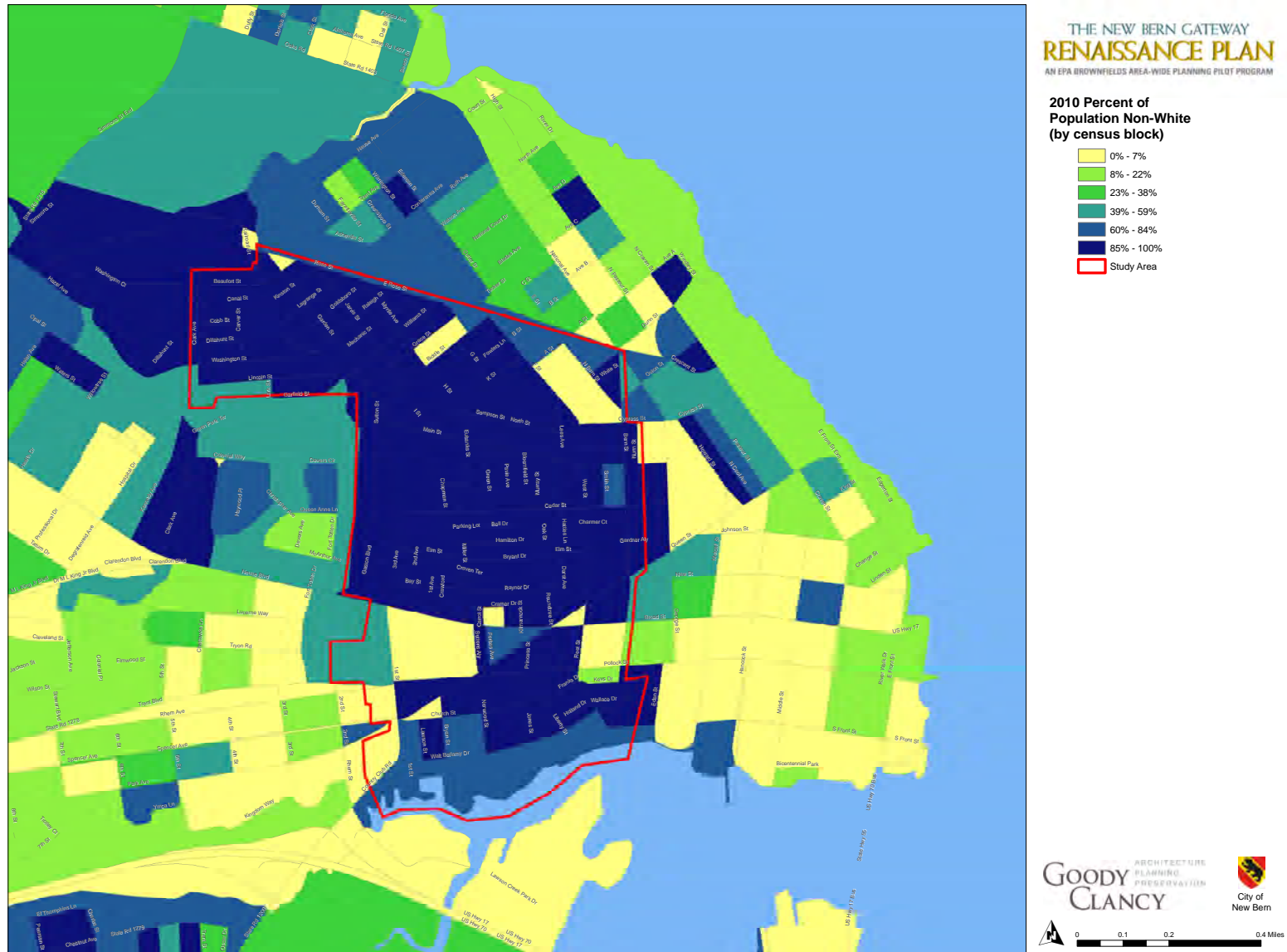


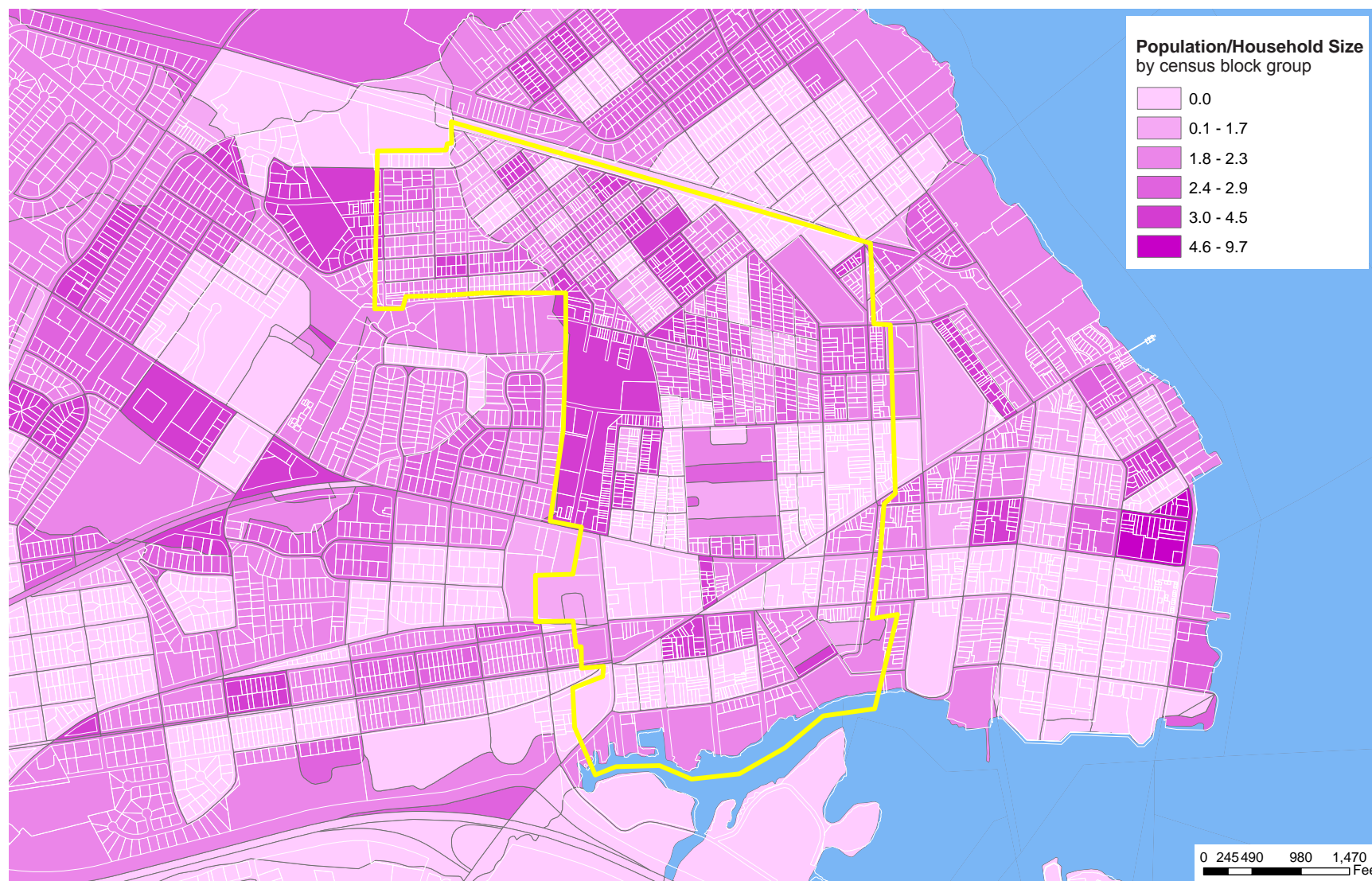


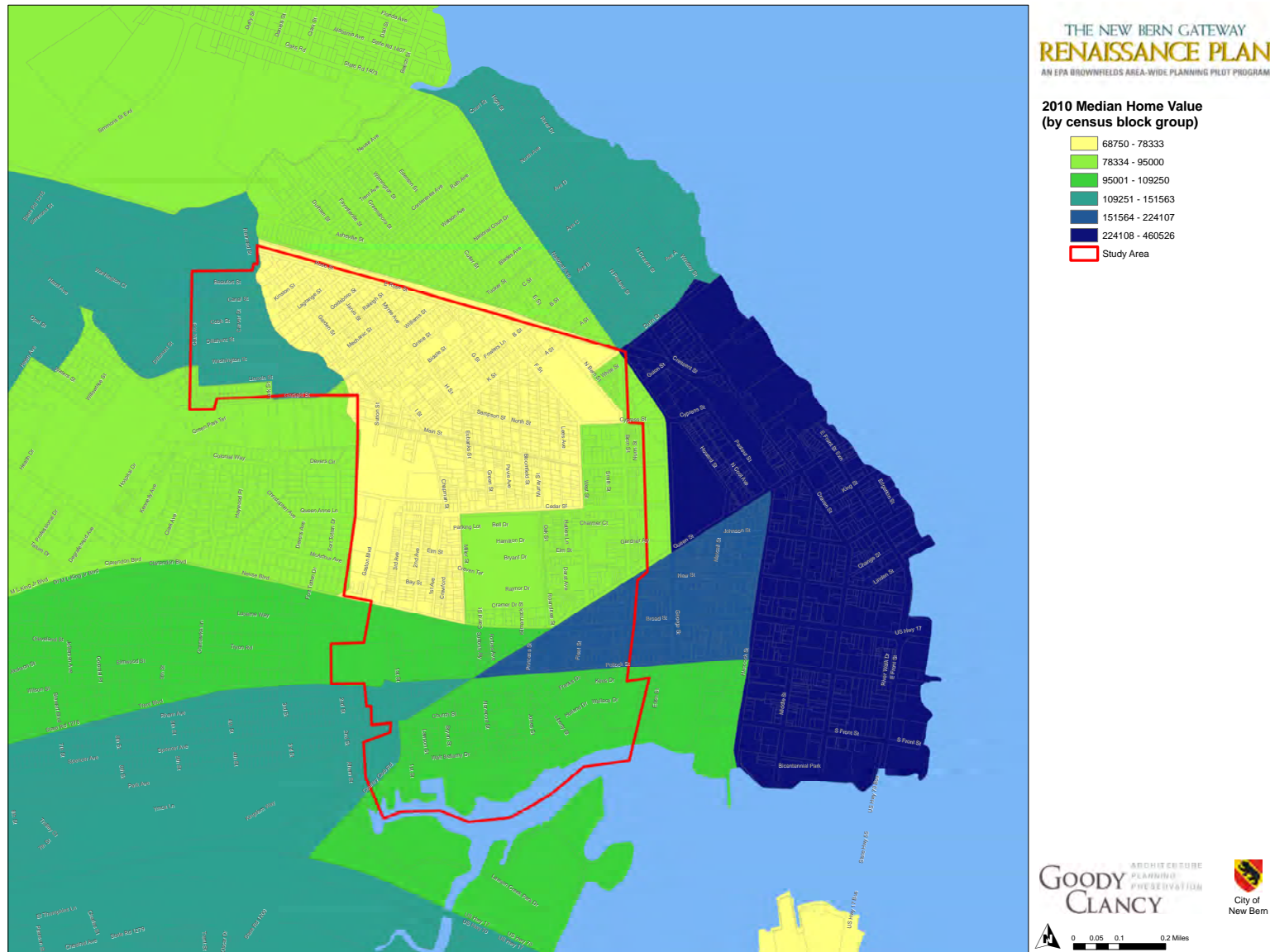
Numbers written within parcels represent parcel size in acres.

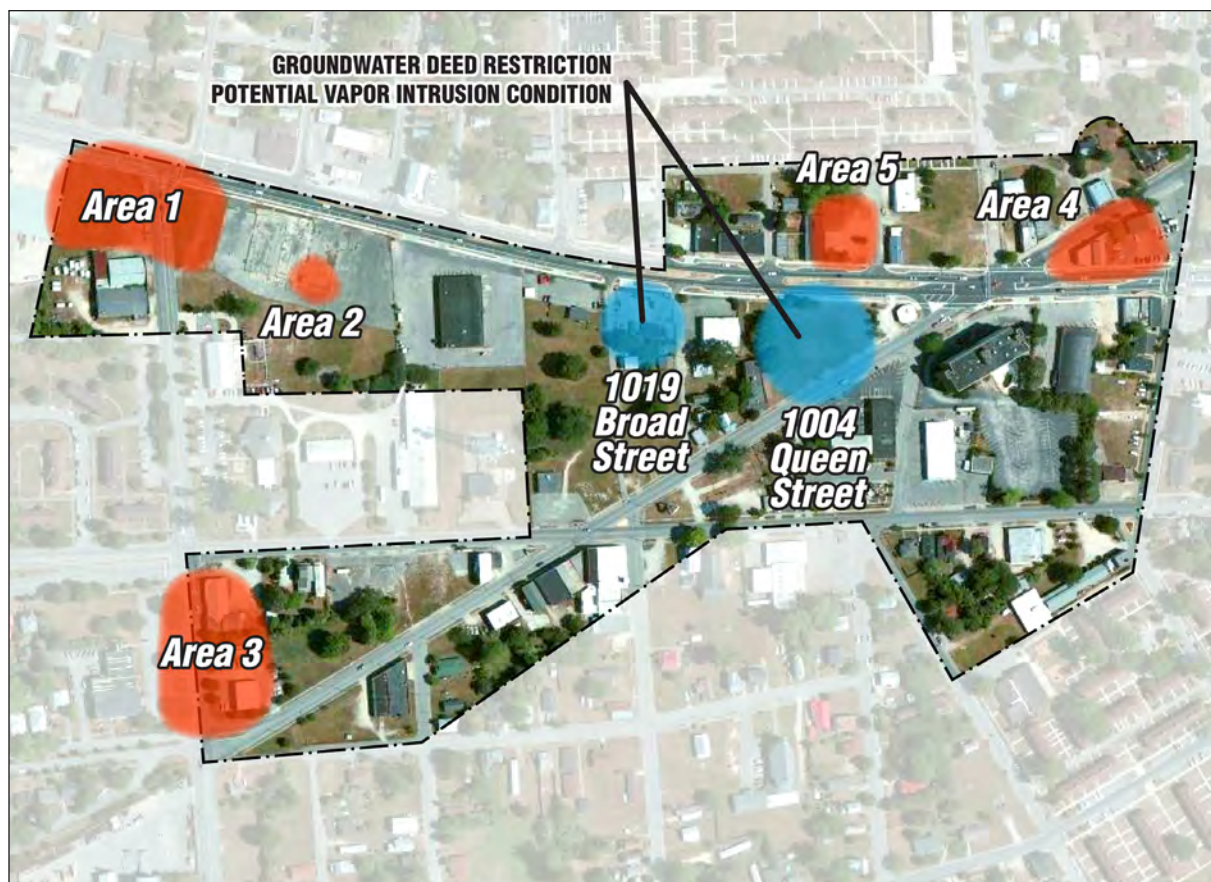












THE NEW BERN GATEWAY
RENAISSANCE PLAN
AN EPA BROWNFIELDS AREA-WIDE PLANNING PILOT PROGRAM

Brownfield Sites

The information for this map comes from the AMEC environmental assessment report.

