



# Greater Five Points Transformation Plan

FEBRUARY 22, 2016





## Letter from the Mayor

On behalf of the City of New Bern, I'm proud to submit New Bern's Choice Neighborhoods Initiative transformation plan. This plan represents the community's vision for the transformation of the Greater Five Points Area into a great neighborhood for our children and grandchildren to live, work, play, worship, and create.

New Bern's transformation plan is the product of a broad collaboration of hundreds of volunteers – community residents, nonprofits, educators, support agencies, businesses, the faith community, elected officials and more. This effort would not be possible without HUD's generous Choice Neighborhoods planning grant, supplementing funds from the New Bern Housing Authority and the City of New Bern, and great support from our community and business partners.

Interest in revitalizing this historic gateway has grown over the past 15 years, as evidenced by initiatives and planning efforts sponsored by the City, its partners, and neighborhood residents. This document builds off the recently completed New Bern Gateway Renaissance Plan which currently guides our already significant investments in the area. While these efforts are beginning to show positive results, a comprehensive, realistic blueprint is needed to move forward.

As a true community-led effort, our plan provides a detailed roadmap that is both achievable and sustainable. The centerpiece of the plan is the transformation of New Bern's public housing at Trent Court and Craven Terrace. Revitalizing these areas will improve the safety and quality of life for many residents, provide the catalyst for positive change and encourage additional private and public investment.

While this document is the culmination of two years of community outreach and engagement, it is not the end of the process. Much remains to be done! But New Bern is no stranger to hard work. In the past thirty years we revitalized our beautiful downtown despite skepticism. With a unity of vision and a strong plan, we can together make the Greater Five Points a neighborhood of choice for our children and grandchildren.



Dana E. Outlaw  
Mayor





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## ACRONYMS

ADA	Americans with Disabilities Act
ADRC	Area Day Reporting Center
AFFH	Affirmatively Furthering Fair Housing
AHP	Affordable Housing Program
AMI	Area Median Income
BFE	Base Flood Elevation
CARTS	Craven Area Rural Transit System
CBC	Community Black Council
CBO	Community-based Organization
C5	Community Coalition for Craven County Children
CCA	Coastal Community Action
CCC	Craven Community College
CCHC	Coastal Carolina Health Care
CCR&R	Childcare Resource and Referral
CCS	Craven County Schools
CDBG	Community Development Block Grant
CDC	Community Development Corporation
CDFA	Council of Development Finance Agencies
CDSA	Children's Development Services Agency
CHAP	Commitment of Housing Assistance Payments
CHDO	Community Housing Development Organization
City	City of New Bern
CLC	Craven Literacy Council

CNI	Choice Neighborhoods Initiative
CPTED	Crime Prevention Through Environmental Design
CSS	Craven Smart Start
CT	Craven Terrace Public Housing
CTE	Craven County Schools Division of Career and Technical Education
DDACTS	Data-Driven Approach to Crime and Traffic Safety
DSS	Craven County Dept of Social Services
ECBH	East Carolina Behavioral Health
ECWDB	East Carolina Workforce Development Board
EPA	Environmental Protection Agency
FHLB	Federal Home Loan Bank
FMR	Fair Market Rents
FQHC	Federally Qualified Health Center
FSS	Family Self Sufficiency
GDRC	Greater Duffyfield Resident Council
HAP	Housing Assistance Payment
HCV	Housing Choice Voucher
HFRC	Hope Family Resource Center
HQS	Housing Quality Standards
HUD	United States Department of Housing and Urban Development
LEED-ND	Leadership in Energy and Environmental Design for Neighborhood Development

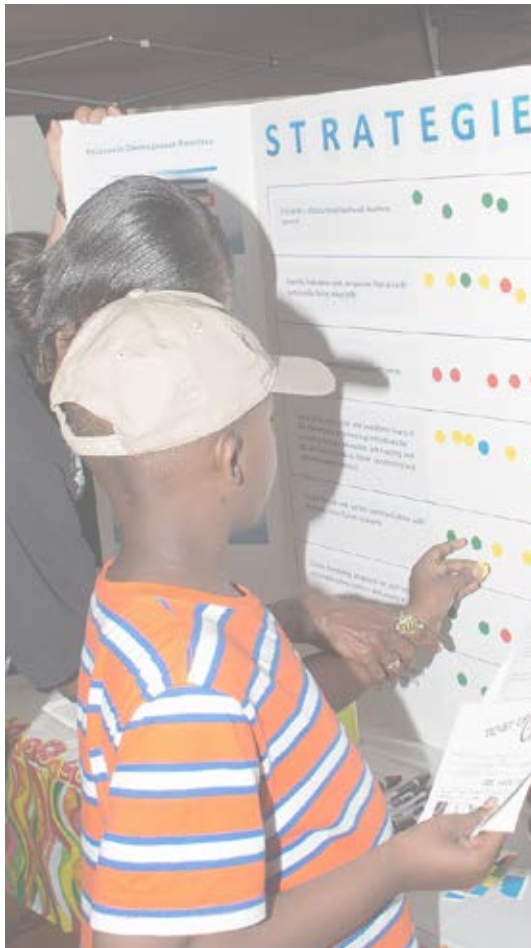
LIHTC	Low-Income Housing Tax Credits
MHI	Median Household Income
NBAMPO	New Bern Area Metropolitan Planning Organization
NBHA	New Bern Housing Authority
NBPD	New Bern Police Department
NCFHA	North Carolina Housing Finance Agency
NMTC	New Markets Tax Credit
NRCDC	Neuse River Community Development Corporation
PH	Public Housing
PMI	Preservation Management Inc. (Craven Terrace property manager)
PBV	Project-based Voucher
QAP	Qualified Allocation Plan
RCS	Religious Community Services
RAD	Rental Assistance Demonstration
TEC3	The Entrepreneur Center of Craven County
TC	Trent Court Public Housing
TIF	Tax Increment Financing
TP	Transformation Plan
UMO	University of Mount Olive
21CCLC	21st Century Community Learning Center



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# 1 EXECUTIVE SUMMARY



## *Heritage. Gateway. Home.*

**T**he Greater Five Points neighborhood is critical to the future of New Bern and to the residents who call it home. It has a rich African-American heritage pre-dating the Civil War and today is struggling to return to the thriving community it once was. The investment efforts over the last 15 years are beginning to show positive results but a comprehensive, achievable vision is needed to further advance progress. The community, knowing its destiny is in its own hands, has thoughtfully crafted a set of 'keys to our success' with detailed strategies for achieving a holistic range of desired changes and improvements. The Greater Five Points Transformation Plan builds off the recently completed New Bern Gateway Renaissance Plan which currently guides public investments in the area. The Transformation Plan provides a detailed roadmap with specific partners and timeframes for implementation. The community readily acknowledges that revitalization of the area will not occur overnight and is not the responsibility of a single entity. Rather, achieving this shared vision will be a collaborative public/private effort that is already gaining momentum – under the watchful guidance and oversight of the community.

## Greater Five Points Neighborhood

This Transformation Plan targets the Greater Five Points neighborhood directly west of historic downtown New Bern, located at the confluence of the Trent and Neuse Rivers. The city enjoys a rich history as the second oldest colonial town in the State, the former location of the state's capitol, and one of the premier African-American cities in eastern North Carolina. The desire to preserve

and celebrate the heritage of this once-vibrant and successful business and cultural center for African Americans is a central theme throughout the Transformation Plan.

Greater Five Points is a collection of neighborhoods including the Greater Duffyfield neighborhoods, Dryborough, Walt Bellamy, Trent Court, and Craven Terrace, clustered around the Five Points commercial area. It is home to over 3,300 residents, the majority of which are African

Americans. The neighborhood covers 462 acres, of which 50% of the land area is within a 100-year or 500-year floodplain and susceptible to flooding. Flooding due to Hurricane Irene in 2011 and significant damage from Hurricanes Fran and Bertha in 1996 have contributed to high vacancies in the area.

### Revitalization of Greater Five Points

## Keys to Our Success: Organizing principles for community-generated goals and strategies



### EMPOWER OUR COMMUNITY

- Pride of place
- Celebration of heritage
- Community safety
- Knowledge of resources and assets



### INVEST IN OUR CHILDREN

- Ready for kindergarten
- Student support
- Parental engagement



### REALIZE OUR ECONOMIC POTENTIAL

- Community-wide wealth creation
- Career and workforce readiness
- Vacant land reuse



### EXPAND HOUSING OPPORTUNITIES

- Craven Terrace renovation
- Trent Court redevelopment
- Rehabbed and new neighborhood housing



### IMPROVE NEIGHBORHOOD CONNECTIONS

- Connectivity and access
- Walkability and bikeability
- Expansion of public transportation



### ENCOURAGE COMMUNITY WELLNESS

- Improved access to healthcare
- Healthy lifestyles
- Expanded recreational opportunities



Today, Greater Five Points, after decades of economic decline and disinvestment, suffers from crime, few economic development opportunities, dilapidated homes, vacant land, limited public transit, high rates of chronic health conditions, and poor educational outcomes. However, there are key assets in the neighborhood to build from:

- **Location** in the historic heart of the City and as a “gateway” to the revitalized downtown;
- **History** as a prominent and once-thriving African-American community and business center;
- **Community pride**, particularly among those families who have called this area home for multiple generations; and
- **Opportunity** to repurpose vacant land and revitalize two large public housing sites that can catalyze further public and private investment in the area.



The redevelopment of the Craven Terrace and Trent Court public housing sites offers a tremendous catalytic opportunity to reshape the residential fabric of Greater Five Points. Containing a total of 579 units, both developments are in need of major repair and revitalization due to their age and outdated design. NBHA, in partnership with a private developer, is utilizing HUD’s RAD program to convert Craven Terrace into a more livable community. Renovations at Craven Terrace started in January 2016.

Because of its location on the riverfront and adjacency to historic Tryon Place, the redevelopment of Trent Court into mixed-income housing was explored during the Choice Neighborhoods planning process. The resultant Trent Court housing plan (see Chapter 5) is a multi-phased redevelopment effort that includes both on-site and off-site new mixed-income communities to be implemented by an experienced housing developer.



*Greater Five Points serves as an important gateway to the revitalized historic downtown area*

### NEIGHBORHOOD PRIORITY NEEDS

Based upon existing conditions analysis, resident needs assessment and community survey, three of the top priority needs are:

- Addressing poor existing housing conditions in the neighborhood—top priority for both public housing and neighborhood residents
- Making the community safer—the violent crime rate is four times higher than the Citywide average, 4 out of 5 public housing residents have been a victim of crime, and residents feel unsafe walking around the neighborhood especially at night
- Improving the transportation network—only one in three residents owns a car and transportation is cited as the number one barrier to participation in out-of-school-time programs, parent participation at their child’s school, and as the greatest need for disabled residents; very low utilization of the CARTS bus system (13%) by residents because they don’t know the schedule, it doesn’t go where they need to go, and the long wait between buses; poor pedestrian conditions and lack of sidewalks in many areas
- Improving the retail options and commercial corridors in the neighborhood

### PEOPLE PRIORITY NEEDS

- Increasing recreational programs and activities for youths and seniors
- Improving educational outcomes for all ages
- Increasing opportunities for employment and earning a living wage
- Providing better access to health care

### HIGHLIGHTS OF THE TRANSFORMATION PLAN

The Transformation Plan detailed in the following chapters is the product of an open and transparent planning process involving more than 150 residents and community stakeholders and informed by two surveys completed by more than 500 residents. The community came together to envision its future through three Task Forces comprised of eight working groups, several community-wide events and meetings with over 300 participants, and a constantly updated website where all meeting notices, agendas,

meeting minutes and presentation materials were posted. Work entailed reviewing a detailed Existing Conditions report, prioritizing needs to be addressed in the plan, and developing a comprehensive set of strategies to achieve the community’s vision. Six themes – “Keys to Our Success” – emerged as organizing principles for the community-generated goals and strategies.

Selected highlights of the strategies for achieving the transformation of Greater Five Points are described on the following pages.



*Greater Five Points from the air, showing Trent Court along Lawson Creek, Craven Terrace and Five Points in the middle-ground, and greater Duffyfield beyond.*

## Vision

*Greater Five Points will be a community rich in opportunity that builds upon our heritage and assets with a focus on our future. It will be a great place for current and future residents to live, work, play, worship and create.*

### KEYS TO OUR SUCCESS—SUMMARY

#### A. EMPOWER OUR COMMUNITY

**GOAL A-1:** GREATER FIVE POINTS RESIDENTS HAVE PRIDE IN THEIR COMMUNITY

**GOAL A-2:** THE COMMUNITY FEELS SAFE AND NEIGHBORS LOOK OUT FOR ONE ANOTHER

**GOAL A-3:** GREATER FIVE POINTS RESIDENTS KNOW ABOUT LOCAL RESOURCES AND SUPPORTS AVAILABLE

#### B. INVEST IN OUR CHILDREN

**GOAL B-1:** ALL GREATER FIVE POINTS CHILDREN ENTER KINDERGARTEN HEALTHY AND READY TO LEARN

**GOAL B-2:** ALL GREATER FIVE POINTS CHILDREN ARE SUPPORTED ACADEMICALLY, EMOTIONALLY AND SOCIALLY AND GRADUATE FROM HIGH SCHOOL

#### C. REALIZE OUR ECONOMIC POTENTIAL

**GOAL C-1:** GREATER FIVE POINTS BECOMES AN ECONOMICALLY SUSTAINABLE COMMUNITY

**GOAL C-2:** ALL GREATER FIVE POINTS RESIDENTS HAVE THE SKILLS AND CREDENTIALS TO OBTAIN VIABLE EMPLOYMENT WITH A LIVABLE WAGE

**GOAL C-3:** VACANT LAND IS PUT BACK INTO PRODUCTIVE USE

#### D. EXPAND HOUSING OPPORTUNITIES

**GOAL D-1:** CRAVEN TERRACE OFFERS HEALTHY, MODERN AND SUSTAINABLE LIVING ENVIRONMENT

**GOAL D-2:** TRENT COURT IS REDEVELOPED ON- AND OFF-SITE IN MIXED-INCOME COMMUNITIES THAT SPUR ADDITIONAL INVESTMENT IN THE NEIGHBORHOOD

**GOAL D-3:** HOUSING QUALITY AND QUANTITY IN THE NEIGHBORHOOD IS IMPROVED

#### E. IMPROVE NEIGHBORHOOD CONNECTIONS

**GOAL E-1:** RESIDENTS CAN EASILY ACCESS KEY COMMUNITY ASSETS INSIDE AND OUTSIDE THE NEIGHBORHOOD

#### F. ENCOURAGE COMMUNITY WELLNESS

**GOAL F-1:** ALL GREATER FIVE POINTS RESIDENTS (YOUTH, ADULTS, SENIORS, DISABLED) HAVE ACCESS TO PRIMARY AND PREVENTIVE HEALTHCARE

**GOAL F-2:** GREATER FIVE POINTS RESIDENTS ENGAGE IN PROGRAMS AND ACTIVITIES THAT PROMOTE HEALTHY LIFESTYLES

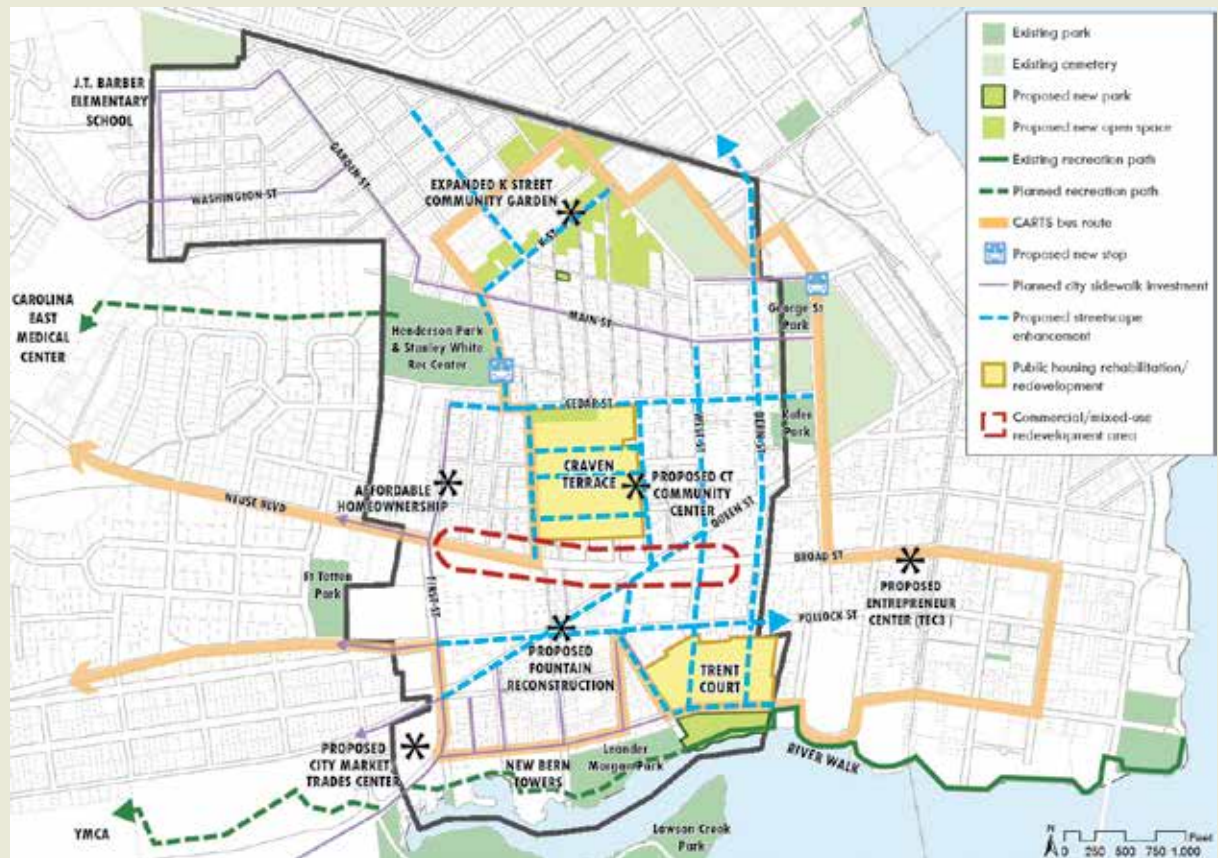


## Highlights of the Transformation Plan

- **Promote community pride** by developing a marketing and reimagining strategy for the neighborhood, installing historic markers to commemorate key events and people, and bringing residents together to look out for one another to increase public safety.
- **Establish a Neighborhood Resource Center** to be a clearinghouse for all community information including employment opportunities, health and wellness programs, youth initiatives, historic memorabilia, etc. This would also include updating the comprehensive Community Resource Guide developed through the Choice Neighborhoods planning process.
- **Ensure children of all ages have access to quality programs to improve their educational, social and emotional outcomes.** This includes ensuring young ones are ready for kindergarten, supporting school-age children academically and giving them access to quality out-of-school programs, and facilitating communication between parents and teachers.
- **Support community-wide wealth creation** through employment and entrepreneurship opportunities for community residents and contracting opportunities for local businesses. Key to this is establishing a Greater Five Points business council, promoting 'shop local', recruiting businesses that serve the needs of the community, encouraging mentorship, and establishing a business incubator/accelerator to support entrepreneurs and new business owners.
- **Enhance residents' ability to earn a living wage** by promoting the North Carolina Career & College Promise Initiative, establishing a Workforce Development Center, increasing tailored vocational offerings including a new childcare credential, helping ex-offenders returning to the area find meaningful employment, and preparing residents and local businesses to obtain construction and property management jobs resulting from the redevelopment of public housing.

- **Put vacant land back into productive use** by creating a network of greenways that connect family-oriented pocket parks, expanding the K Street community garden, identifying opportunities for more community gardening, providing homeownership opportunities on City-owned property, and prioritizing vacant land in highly visible areas for development of mixed-income, mixed-use housing.

- **Rehabilitate Craven Terrace** to reduce density, provide more livable units, and improve its curb appeal through HUD's Rental Assistance Demonstration (RAD) program. This will provide improved safe and affordable housing for current residents until such time that major redevelopment is feasible.



Neighborhood strategies address connectivity, economic development, open space, and housing

- **Replace Trent Court public housing units** in new mixed-income developments both on- and off-site in multiple phases, starting with a first phase near the Five Points intersection to maximize visibility of new investment and serve as a relocation resource for Trent Court residents prior to any on-site redevelopment work.

- **Improve neighborhood housing conditions** by providing enhanced code enforcement, expanding the City's homeowner rehabilitation program, partnering with area non-profits to increase homeownership opportunities, partnering with volunteer groups to provide neighborhood rehab programs, and developing new for-sale housing on in-fill lots in the neighborhood.

- **Improve connectivity within the neighborhood and to key assets outside the neighborhood** by constructing sidewalks and re-striping roadways with bike lanes; improving public transit with signage for bus stops, installing bus shelters, and advertising bus schedules; and developing a public/private partnership to provide extended alternative transportation service.

- **Improve the health and wellness of residents** by arranging for the mobile medical clinic to visit the neighborhood on a regular basis; offering semi-annual health fairs in the neighborhood; partnering with the YMCA to educate residents on healthy living choices; promoting bike riding; encouraging more farmers markets to increase access to healthy foods; expanding the K Street community garden; and installing playgrounds at Craven Terrace, Trent Court and other areas with a high number of children.



*The community-developed preferred concept for Trent Court creates a vibrant mixed-income community, re-aligns streets to reflect neighborhood patterns, and preserves and enhances usable public green space along the water.*



## NEXT STEPS

The majority of the strategies will be implemented over a longer period of time by multiple public, non-profit and private stakeholders and partnerships. It will take the commitment of many others in addition to the City and NBHA to achieve the vision and outcomes as detailed in this Transformation Plan.

To assist with guiding the plan forward, a CNI Implementation Committee has been formed by key leaders from the Task Forces and Working Groups. This group meets regularly to report on progress, coordinate activities, and provide guidance to the City and NBHA on their efforts and investments in Greater Five Points in support of the community's vision and plan.

NBHA has created a Resident Services Coordinator position to assist residents at both Craven Terrace and Trent Court in accessing services in the

community, and the Craven Terrace rehabilitation includes a centrally-located community resource center to host service providers. NBHA will continue to fund the CNI People Planning Lead position to facilitate meetings of the service provider network and to update the Community Resource Directory.

Substantial resources will be needed for full implementation of the Transformation Plan. NBHA, with input from the City, has procured an experienced mixed-income, mixed-use developer to pursue funding to redevelop Trent Court according to the community-preferred concept described in Chapter 5. The City was also selected as one of eight communities nationwide to participate in the Council of Development Finance Agencies' (CDFA) 2016 Brownfields Technical Assistance Program. Funded through a grant from the U.S. Environmental Protection Agency (EPA), a technical assistance team visited New

Bern in February 2016 to provide guidance on a range of redevelopment finance tools to address brownfields conditions in Greater Five Points, with a focus on Trent Court. This report will be used by the City to identify and pursue funding for cleaning sites and building infrastructure in support of the housing plan and other neighborhood improvements.



Community members were the driving force behind the strategies in this Transformation Plan and participated in many ways, from volunteering for one or several working groups to attending meetings and Choice Community Day to provide their input.



## THE PATH TO IMPLEMENTATION - DOING WHILE PLANNING

This transformation plan is just the beginning. These ongoing and recently completed programs demonstrate New Bern's high level of commitment and investment in improving this neighborhood. Substantial investments in housing rehabilitation and redevelopment will provide the catalyst necessary for transformation of the Greater Five Points area and ensuring its long-term sustainability. Over \$1.6 million in funding has been committed to these neighborhood and people initiatives or invested already.

A detailed listing with further information about these 'Doing While Planning' activities is available on pages 136-139.

### HOUSING INITIATIVES

- Craven Terrace rehabilitation underway
- Trent Court Master Developer procured



*The resident councils sponsored a very successful health fair in fall 2015.*

### NEIGHBORHOOD INITIATIVES

- Sidewalk improvements
- River Walk extension
- Recreation of historic fountain and park
- New Carter-Sampson Park
- "Paint Your Heart Out New Bern" and "Group Cares: Mission New Bern"
- Joseph Farmers Market expansion
- First Street Gateway Corridor Improvements + City Market and Trades Center
- Historic signage campaign
- CDFA Brownfields Technical Assistance Program
- Veterans Employment Basecamp and Organic Garden (VEBCOG)
- Façade grants
- Third Avenue realignment and beautification
- Third Avenue home construction
- Urban Forest at F & Biddle Streets
- K Street Community Garden expansion

### PEOPLE INITIATIVES

- Workforce development training
- Health Initiatives and Health Fair
- Resource Center and Resident Services Coordinator
- New Bern Boys and Girls Club
- Choice Neighborhoods Leadership Academy
- Genesis 457 CDC Initiatives
- The Entrepreneur Center of Craven County (TEC3)
- Race Relations Dialogues
- YMCA Swim Program
- "Because We Care, We're Coming To You"
- "Five Points C.A.R.E.S." (Community Awareness and Response to End Sexual Violence)
- Reimaging campaign
- Play and Learn Kindermusik program
- Youth yoga
- Homeownership preparation

## CONTENTS OF THE PLAN

The following chapters provide more detailed information about the Transformation Plan, how it was developed, and how it will be implemented:

- **Chapter 2. Community Context** describes the history of Greater Five Points and its critical role as a community and cultural center for African Americans. It also provides a detailed description of the physical, social and economic conditions in the neighborhood today and identifies community priorities that are addressed in the plan.
- **Chapter 3. Community Engagement** summarizes the extensive community engagement and capacity building process that forms the basis for this community-driven plan.
- **Chapter 4. Keys To Our Success** highlights the community's vision for Greater Five Points, the key principles and goals guiding the plan, and the detailed strategies to be implemented to achieve the community's vision.
- **Chapter 5. Replacement Housing** provides a detailed description of the plans for revitalizing Craven Terrace and Trent Court, the two

public housing sites that are key to catalyzing transformation of the neighborhood. Strategies to improve private housing conditions in the neighborhood are discussed in Chapter 4, Goal D-3.

- **Chapter 6. Implementation** describes the various options for governance structures and for each strategy identifies potential partners and time frame for implementation. Also included is an extensive list of projects that have begun during the planning process.
- An **Appendix** under separate cover includes technical information that informed the plan including survey results, market studies, LEED-ND checklist, original working group strategy matrices, and CDFA's report on development financing approaches.



*An artist conception of one potential future condition in Greater Five Points depicts new mixed-use development in the Five Points area to support economic development and provide new housing, improved street corridors that better connect residents to important amenities, enhanced public green space along Lawson Creek and throughout the neighborhood, and vacant lots returned to productive and attractive use.*

## 2 COMMUNITY CONTEXT

**G**reater Five Points is a historically African-American community within New Bern. Named for the commercial area located where Broad, Queen and Pollock Streets converge, this “neighborhood of neighborhoods” spans 462 acres adjacent to Downtown New Bern with excellent access to the region via U.S. Highway 70 and Broad Street. The community plays a prominent role in the history of African-Americans in New Bern, but has suffered from on going disinvestment since the early 1950’s. Unlike the City and region that have seen explosive growth since 1990, Greater Five Points has steadily been losing population. Interest in revitalizing this historic community, considered the “gateway” to downtown, has grown over the last 15 years, through various initiatives and planning efforts spearheaded by neighborhood residents, the City, and the Swiss Bear Downtown Development Corporation. This interest was spurred on by the success achieved in revitalizing Downtown New Bern, which is now a regional tourist destination with a growing residential and business base. The most recent planning effort, The New Bern Gateway Renaissance Plan completed in 2012, has served as a guiding document for investments, and the Choice Neighborhoods planning process builds upon this work. This chapter provides a summary of current conditions in Greater Five Points today, and sets the stage for the goals and strategies in subsequent chapters<sup>1</sup>.

<sup>1</sup>*For a comprehensive discussion of existing conditions in Greater Five Points, please see Appendix—New Bern Choice Neighborhoods—Existing Conditions, prepared by EJP and Goody Clancy (working draft March 6, 2015).*



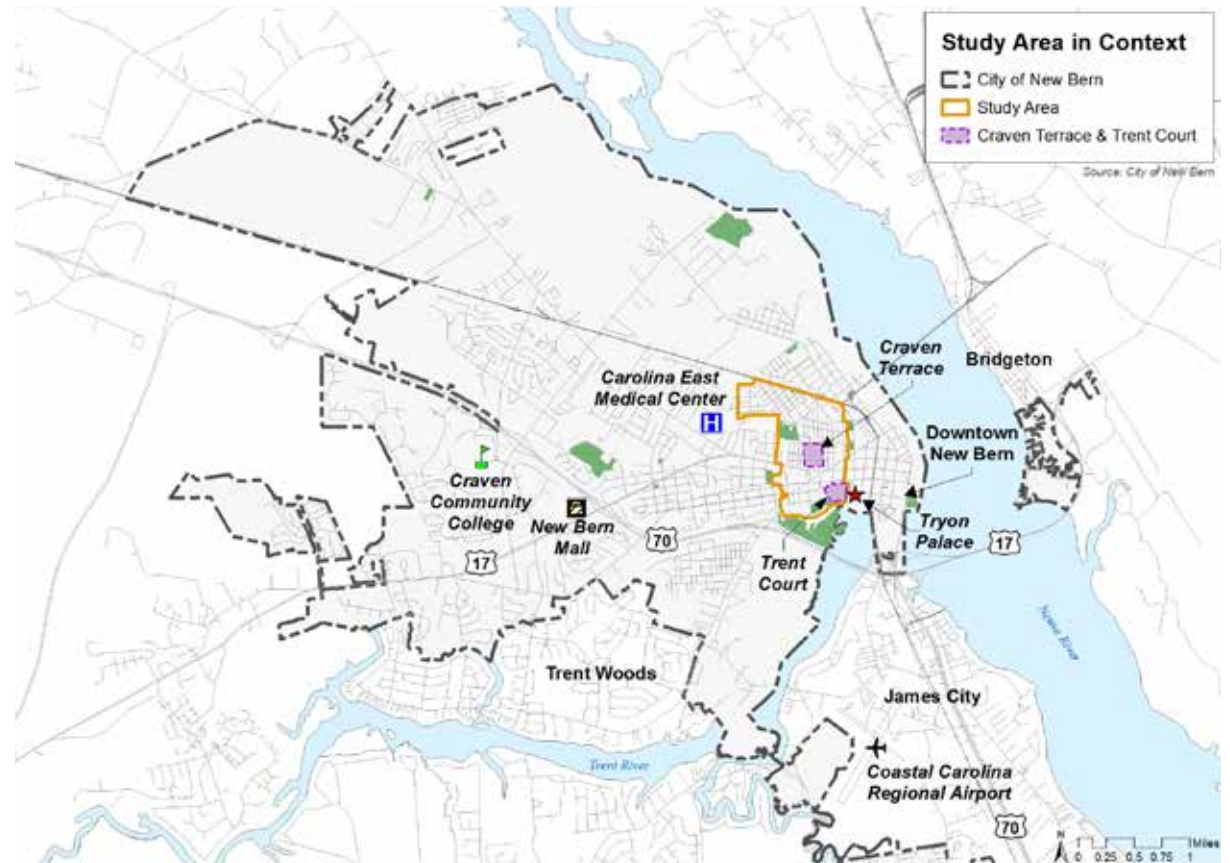
## Brief History of New Bern and the Region

Located at the confluence of the Trent and Neuse Rivers along the North Carolina coast, New Bern is the second oldest colonial town in the State. Prior to the Civil War, growth was fueled by trade via shipping routes to the Caribbean and New England; after the Civil War, the lumber industry became the chief driver of the City's economy and New Bern became one of the premier African American cities in the State. The City is also where Pepsi was invented and first served in 1898.

Today, the largest economic drivers are health care, tourism, manufacturing and the three military bases located in the County. In recent years, growth in the region has been fueled by a burgeoning retiree population attracted to the warmer climate, historic homes and districts, and lower cost of living. The City and region are projected to continue to grow at a steady pace in the years to come.

	Population			% Change 1990- 2010
	1990	2000	2010	
Greater Five Points	3,949	3,796	3,343	-15%
City of New Bern	17,363	23,128	29,254	68%
Craven County	81,613	91,436	103,505	27%

Source: U.S. Census Bureau



The City of New Bern is located about 120 miles southeast of Raleigh and 20 miles north of Cherry Point Marine Corps Air Station. It is home to Tryon Palace (the first permanent capitol of North Carolina), the birthplace of Pepsi downtown, and many historic houses.

## Greater Five Points—Yesterday and Today

### NEIGHBORHOOD ROOTS

Greater Five Points is a collection of neighborhoods including the Greater Duffyfield neighborhoods, Dryborough, Walt Bellamy, Trent Court, and Craven Terrace, clustered around the Five Points commercial area. A historic African-American community, it was once a bustling, self-sufficient community with many small shops

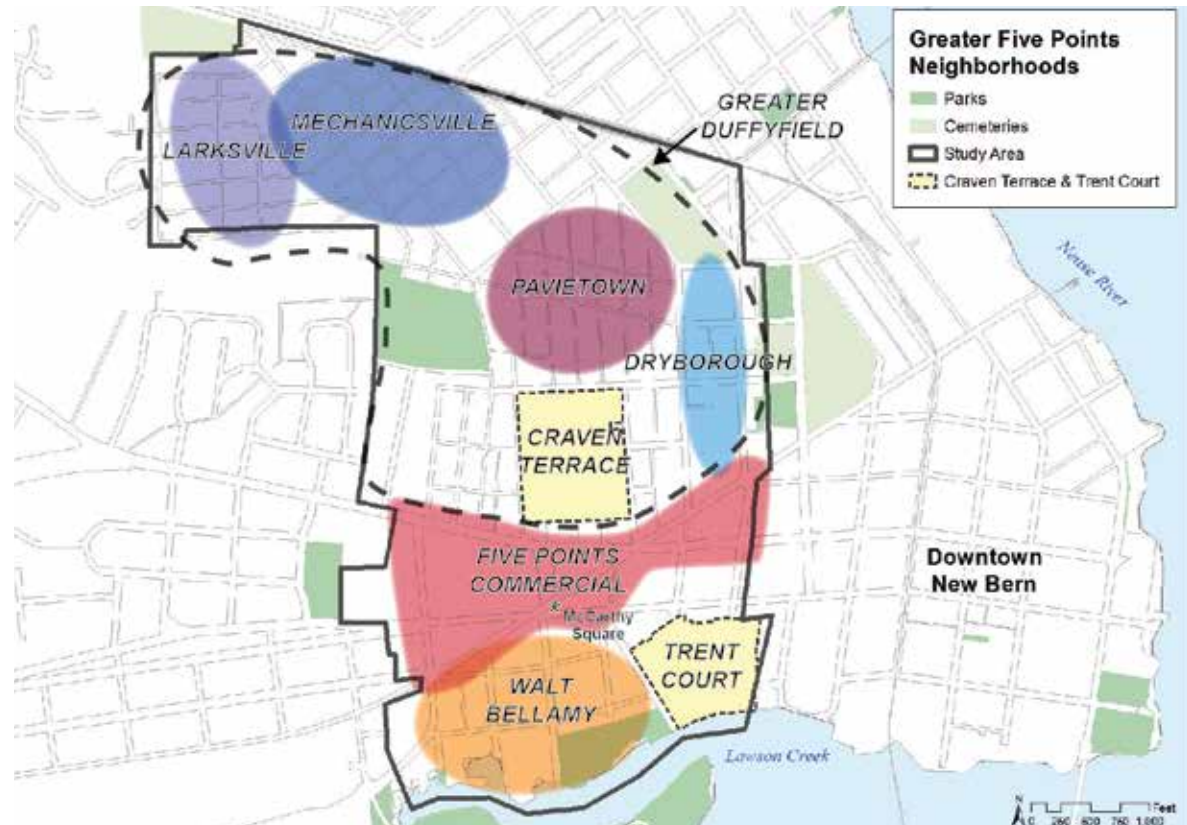


A preliminary design has been prepared to re-create a fountain and sculpture park on the site of the historic McCarthy Square fountain.

and a strong family and religious foundation. A streetcar used to run down Queen Street around the McCarthy Square fountain, and the community was home to numerous Victorian structures, including the residence of the Mayor of New Bern.

The decline of the Greater Five Points community began in 1952 with the widening of Broad Street and construction of the John Lawson Bridge at the end of Broad Street over the Neuse River to accommodate increasing automobile traffic.

The expansion of Broad Street created a noisy psychological barrier, eliminated parking, and resulted in major traffic congestion down Broad Street when the bridge was opened to let boats through. Businesses suffered along Broad Street and in Downtown, leading to growing disinvestment, abandonment, and vacancy. In Five Points, the economic decline led to the demolition of the McCarthy Square fountain and numerous historic structures, and the growing impoverishment of its residents.



Greater Five Points is a “neighborhood of neighborhoods,” the largest of which are shown above, each with a unique history.



## RECENT PAST

A turning point for the community and Downtown started in 1999 with the construction of the new Neuse River Bridge and removal of the John Lawson Bridge to improve local traffic flow, lessen the impact on adjacent communities and land use, and support economic development including greater access to the waterfront. Through strategic planning and preservation, coupled with over \$200 million in public and private development, Downtown today is bustling with many shops and restaurants, and residents that are living in restored historic homes.



*The Neuse River Bridge, constructed in 1999, was a turning point in improving the Broad Street corridor.*

Revitalization of Greater Five Points has been slower to happen. The challenges of the area have been studied extensively with associated strategies to address them since 2000. Concerns range from a plethora of vacant land, presence of boarded up or substandard homes, drainage issues, poor street conditions and lack of sidewalks and curbs, high incidence of crime, impoverishment of local residents, and a dearth of community-serving retail and jobs.

An important investment in the community came in 2007 when construction began on major streetscape improvements on Broad Street. Funded by the North Carolina Department of

Transportation, Broad Street was narrowed with parking re-established on both sides of the street, and a median strip installed to enhance the street's appearance and make it safer for pedestrian crossing. The full scope of improvements was completed in 2010. In addition to reconfiguring Broad Street, the City has demolished nearly 75 blighted and dilapidated structures since 2009 at a cost of over \$375,000. It also constructed a 25 acre wetland and pump station near the neighborhood to reduce flooding impacts at a cost of \$3.5 million, and continues to spend \$700,000 annually on stormwater maintenance since 2012.



*Broad Street improvements included an attractive median with trees, new sidewalk and streetlights, and the re-creation of on-street parking to serve local businesses.*



## NEW BERN'S PREVIOUS REVITALIZATION STRATEGIES

### **Gateway Renaissance Plan (2012)**

- This plan was funded by a federal brownfields grant to evaluate the environmental conditions of several potential redevelopment sites, and serves as the basis for the Choice Neighborhoods Transformation Plan. It included a significant public outreach effort to envision what the future of the neighborhood should look like. Key recommendations include creating a community empowerment center, establishing an African American heritage center, attracting a grocery store to the area, rebuilding the historic fountain at Queen and Pollock Streets, and creating a tax increment financing district (TIF) to help fund improvements.

### **Historic Preservation Plan (2011)**

- This plan focuses on protection of New Bern's historic resources, and includes an emphasis on inclusion of African-American resources that have traditionally been excluded from such efforts. One recommendation includes the creation of an African American history center in partnership with an established institutional partner, expanding historic markets, and conducting an oral history project. The oral history project was completed several years ago and provided unique perspectives to integrate into displays about the neighborhood's history and evolution.

### **Regional Land Use Plan (2010)**

- The communities of New Bern, River Bend, and Trent Woods worked together to develop a coordinated regional land use plan that included an emphasis on the relationship between natural systems and the built environment; and addressing stormwater and storm surge issues in flood-prone sectors.

### **Pedestrian Plan (2009)**

- This plan recommends expanding and improving the pedestrian network to connect different parts of the city. One project is continuing the RiverWalk Trail to eventually connect Lawson Creek to Jack Smith Creek and provide several neighborhoods with convenient access to downtown. Others include improvements along Broad Street and to First Street and Third Avenue in the study area.

### **New Bern Vision 2038: Broad Street-Five Points (2008)**

- This plan focused on the Broad Street Corridor and adjacent Queen Street, this plan outlines key steps and strategies to turn Five Points into a destination for visitors. Key elements include the restoration of the historic fountain at Pollock and Queen Streets, more small businesses on the main streets, creation of gateways at key neighborhood entry points, and development of new neighborhood amenities.

### **Comprehensive Bicycle Plan (2006)**

- This plan recommends better connecting neighborhoods to job centers via a safe, convenient bicycle network to facilitate better access for residents. Several loop routes are proposed that would traverse the Greater Five Points neighborhood. Projects are prioritized based on cost relative to the number of residents impacted by the improvement.

### **Greater Duffyfield Community Development Strategic Plan (2001)**

- Generated by the Greater Duffyfield community, the plan identifies a set of strategies to address crime, health, housing, economic development, and quality of life issues in the community.

### **Urban Design Plan (2000 update)**

- While this plan primarily focuses on a 27-acre waterfront property east of downtown, it emphasizes Broad Street as its gateway and recommends other streetscape improvements. Infrastructure, economic development, and housing are primary points of emphasis relative to the neighborhood.

## AFRICAN-AMERICAN HISTORY IN THE NEW BERN REGION

New Bern has played an important role for African-Americans in the history of eastern North Carolina. Due to the prevalence of cotton and tobacco production in Craven County, this part of the state had a predominately black population prior to the Civil War. Within Craven County, New Bern was an urban escape or refuge for hundreds of slaves both before and after the Civil War, and African-Americans comprised the majority of the City's resident through the 1930's. As such, African-Americans played a sizeable role in the political and economic landscape of the region until local and state politics sought to disempower blacks through the passage of the Disenfranchisement Law in 1900.

In the wake of the onset of Jim Crow laws and political disenfranchisement, black New Bernians maintained their own thriving commercial and cultural district centered around Five Points. Despite their involuntary removal from political leadership in the City and State, African-Americans continued to prosper in their own "separate but equal" community with black-owned businesses and cultural institutions and churches.

A major turning point for the African-American community in New Bern was the Great Fire of 1922. On December 1, 1922, a fire started in the chimney of a home near where Craven Terrace stands today. Due to the coincidence of a series of unfortunate events, the fire quickly spread and grew out of control. When it was finally extinguished, 25% of the City or almost 40 blocks had burned, nearly 1,000 buildings were destroyed, and 3,200 people were left homeless. The vast majority of those impacted were African-Americans.

The impact of the Great Fire on the Greater Five Points community permanently changed the local landscape. Reconstruction of burned homes in certain areas was disallowed, and recovery of the area took years. In the meantime, with no jobs and no homes, many affected African-American families left New Bern. This population

loss and the impact it had on the racial composition of the City is seen in Census counts between 1920 and 1940 where New Bern made the shift from a majority African-American city to a majority white one.

	Total Population	% White	% Black
1910	9,961	43%	57%
1920	12,198	45%	55%
1930	11,981	48%	52%
1940	11,815	51%	49%
1950*	15,812	57%	43%
1960	15,717	59%	41%
1970	14,660	61%	38%
1980	14,557	56%	43%
1990	17,363	56%	44%
2000	23,128	56%	40%
2010	29,524	58%	33%

\*Population increase due to annexation

With the Great Depression coupled with high unemployment, deterioration of neighborhoods and housing conditions, and the eventual passage of the 1937 Housing Act, urban communities across the nation saw the clearance of blighted buildings and the rise of federally funded public housing in its place. In New Bern, two areas were targeted for slum clearance—one area just north of the Five Points commercial node and one area south of Five Points next to Lawson Creek. In 1941, Trent Court was opened for whites next to Lawson Creek, and in 1942, Craven Terrace was opened for blacks. Both public housing developments were expanded in 1953 and 1954, respectively.

The advent of World War II and the construction of military bases in eastern North Carolina provided another economic boom for African-Americans in New Bern and Craven County. With job training, higher

wages, and additional purchasing power, there was a resurgence of African-American owned businesses and Five Points once again became a vibrant commercial center, fueled by returning African-American veterans.

The long-term decline of Greater Five Points started with the widening of Broad Street in the early 1950's to accommodate growing automobile traffic, which negatively impacted the commercial businesses in Five Points and Downtown New Bern. The continued inequities between African-Americans and whites in New Bern, despite the dismantling of Jim Crow laws that started with the *Brown v. Board of Education of Topeka* decision, spurred African-Americans to move to other cities in search of better jobs, schools, and race relations.

Today, despite the resurgence of African-Americans in the local political structure, Greater Five Points continues to struggle from decades of disenfranchisement and disempowerment. Long-term residents, however, believe that the elements necessary to recapture the past vibrancy and importance of Greater Five Points in New Bern are present, and with strategic investments and support, the area can once again be a thriving and diverse community that is a center of African-American pride in the City and eastern North Carolina.



A mural on Broad Street preserves the memory of the Great Fire.

## THE NEIGHBORHOOD TODAY

Despite these major investments, Greater Five Points remains a challenging area. Crime, little economic development, dilapidated homes, vacant land, flooding, health problems, lack of transportation, and poor educational outcomes all remain high priority issues for the community. However, there are key assets to build upon in Greater Five Points:

- **Location**—Situated between the historic heart of the City and the rest of the City, all roads to downtown pass through this neighborhood earning Greater Five Points the nickname the “Gateway District”. Downtown has experienced tremendous revitalization in recent years and currently offers a very walkable environment in a historic atmosphere with small shops and a burgeoning residential population. Greater Five Points has the potential to be a natural extension of this ongoing investment with opportunities for residential and commercial development. Greater Five Points also has substantial waterfront access on the southern end, offering significant local and regional recreational opportunities.
- **History**—As the community that played a prominent role for African-Americans in the history of the City, Greater Five Points is home to a number of historically significant assets, events and people, such as the Negro League ball field, Trail of Flames based on the Great Fire of 1922, and Greenwood Cemetery. Celebration of the community’s heritage would build upon the existing historic Downtown framework and extend it into Greater Five

Points. The history of the area is also a source of pride for long-term residents, who want to see the area reclaim its former social and economic vibrancy.

- **Opportunity**—Given the community’s existing assets, Greater Five Points has the potential to achieve transformational change and re-knit Downtown New Bern to residential and employment nodes further west. In addition to vacant land and an improved commercial corridor, the community is home to two family public housing sites—Trent Court and Craven Terrace—that are severely distressed. The need to reposition these two housing developments containing 579 public housing units provides an opportunity to reshape the housing landscape in the neighborhood, and to grow the community over time.

The path forward requires a multi-pronged strategy with significant investment and commitment by public and private entities and the residents of Greater Five Points.

## Neighborhood Profile

### DEMOGRAPHICS

Greater Five Points, with slightly over 3,300 residents, represents about 11% of the City’s total population. It is 89% African-American in a City where African-Americans only account for a third of the total population, and is generally younger than the City. Households in Greater Five Points are more than twice as likely to be headed by a female, 50% more likely to live in poverty, and have

a median income that is \$8,000 less than the City. The demographic differences are only heightened when looking at the characteristics of Trent Court and Craven Terrace residents, which highlights the even greater challenges facing these families in comparison to the larger Greater Five Points community and the City as a whole.

	TRENT COURT/ CRAVEN TERRACE	GREATER FIVE POINTS	CITY OF NEW BERN
<b>Total Population</b>	1,181	3,343	29,524
<b>Race</b>			
White	4%	7%	58%
African American	95%	89%	33%
Other	1%	4%	9%
Hispanic/Latino	0%	2%	6%
<b>Age</b>			
Under age 17	38%	28%	23%
Above age 55	17%	23%	31%
<b>Total Households</b>	522	1,501	12,770
Average Household Size	2.26	2.30	2.25
<b>Household Type</b>			
Male & Female Householder	8%	13%	41%
Female Householder	75%	34%	16%
<b>Median Household Income</b>	\$8,652	\$29,026	\$37,180
<b>Poverty Rate</b>	83%	36%*	24%
<b>Educational Attainment (25+)</b>			
High School Diploma or Higher	80%	80%	84%
Degree or Higher	2%	19%	24%

\*Census tract level

Source: U.S. Census Bureau 2010, American Community Survey 2008-2012 (block group level), New Bern Housing Authority



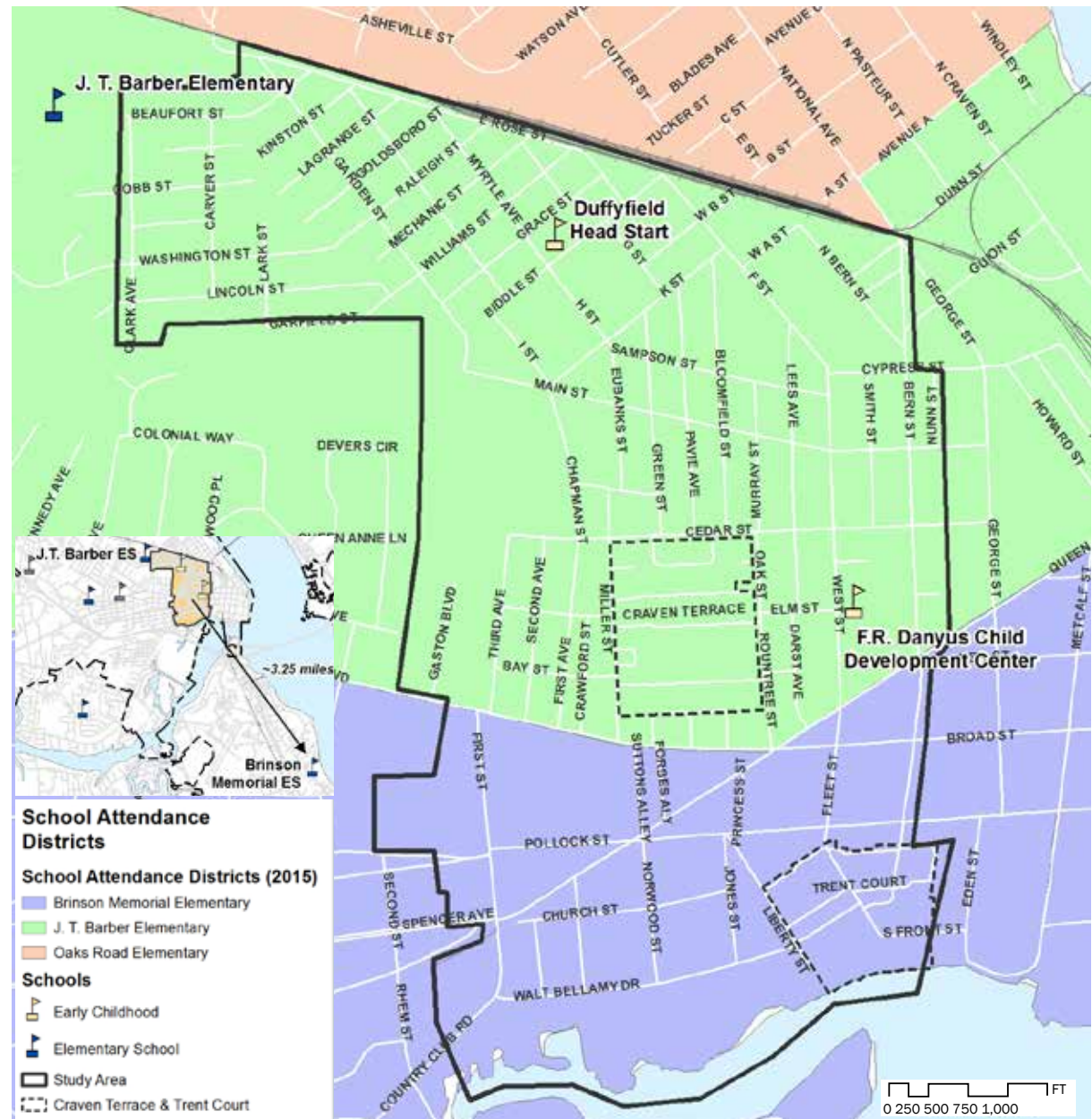
## SCHOOLS AND ACADEMIC PERFORMANCE

### Early Childhood Education

Coastal Community Action (CCA) provides services to a total of 617 Head Start and 142 Early Head Start children, a total of 759 slots to serve eligible children in Carteret, Craven, Jones and Pamlico Counties. Of this total, 53 of the approximately 488 Head Start and Early Head Start children residing in Craven County are from Craven Terrace or Trent Court as of May 2015. Given that the waitlist is relatively short (averaging 200), providers have raised concerns about a lack of recognition of the importance of early learning. According to the resident survey, 1 in 3 children at Trent Court and Craven Terrace under age 5 (31%) are not enrolled in any early learning program.

CCA offers home-based services to children in the four-county service area as well. In addition, Craven County schools provides limited pre-K slots at Ben Quinn, J.T. Barber, Graham Barden, James W. Smith and Vanceboro Farm Life which primarily serve students with exceptional needs. There are also several faith-based daycares in the neighborhood that tend to draw from congregants who live outside of the neighborhood.

*Recent school redistricting results in neighborhood students attending two elementary schools: J.T. Barber adjacent to the northwest study area boundary, and Brinson Memorial located just over 3 miles southeast.*



## Elementary Schools

Prior to the 2015-16 school year, youth from the Greater Five Points community were assigned to five different elementary schools, none of which were located in the neighborhood (although J.T. Barber is immediately adjacent to Greater Five Points). In some cases, students were traveling up to five miles away to go to their assigned school. The dispersion of students to multiple schools across the City was the legacy of desegregation efforts started in 1969. In Fall 2014, the Craven County Board of Education revisited school attendance boundaries to adjust for capacity needs, proximity to schools, and to plan for future growth and population shifts. New school attendance boundaries were adopted in April 2015. Starting in Fall 2015, students in Greater Five Points are assigned to one of two elementary schools—J.T. Barber or Brinson Memorial<sup>2</sup>. The new boundaries will have a positive effect on community cohesiveness and ease of access to assigned schools for both students and their parents.

On average, the elementary school performance of the schools serving Greater Five Points students is on par with the district. However, proficiency testing rates were not equivalent across different subpopulations, with African-Americans and Economically Disadvantaged students consistently performing more poorly than their academic peers.

<sup>2</sup> J.T. Barber previously served Greater Five Points students along with four other elementary schools, and will continue to do so under the new school assignment boundaries. Brinson Memorial did not previously serve this area, and is new for 2015-16 school year.

## Elementary Schools Serving Greater Five Points Students

School	3RD GRADE				4TH GRADE				5TH GRADE				School Grade**
	Overall	White	Black	Econ Disad	Overall	White	Black	Econ Disad	Overall	White	Black	Econ Disad	
Albert H. Bangert	60.9	83.3	32.0	45.0	53.2	72.7	31.8	39.1	62.6	79.4	42.7	47.1	<b>C</b>
Ben D. Quinn	67.6	82.7	48.3	52.4	67.8	80.8	42.9	61.1	70.2	79.7	45.1	53.8	<b>B</b>
J.T. Barber*	62.1	83.3	50.0	57.1	44.7	77.8	32.0	39.0	46.1	44.4	52.7	45.5	<b>C</b>
Oaks Road	38.5	50.0	30.5	34.5	39.8	66.7	36.4	36.1	43.2	48.9	37.3	37.0	<b>D</b>
Trent Park	58.0	69.6	42.3	50.9	41.9	57.9	21.2	36.3	50.8	64.1	41.9	50.7	<b>C</b>
Brinson Memorial*	65.0	70.5	40.6	48.0	66.8	73.3	54.2	44.9	71.4	77.4	54.0	54.8	<b>B</b>
District	59.9	70.8	38.9	48.6	54.0	66.3	32.8	41.1	60.6	69.9	45.0	48.1	
State	60.6	72.7	42.6	46.9	55.0	68.0	34.9	40	58.1	70.5	38.5	43.9	

\* School assignments for 2015-16 school year / Source: North Carolina School Report Cards 2013-14

\*\* School performance grades are new for the 2013-14 school year as required by the North Carolina General Assembly. Schools are assigned an A through F letter grade based on achievement (80%) and academic growth (20%)

**Middle Schools Serving Greater Five Points Students**

School	6TH GRADE				7TH GRADE				8TH GRADE				School Grade
	Overall	White	Black	Econ Disad	Overall	White	Black	Econ Disad	Overall	White	Black	Econ Disad	
Grover C. Fields	54.7	72.4	40.0	43.6	51.5	70.0	35.1	41.0	60.8	81.6	42.9	51.0	<b>C</b>
H.J. MacDonald	58.1	65.1	36.3	40.7	58.8	71.2	36.7	39.6	50.0	59.4	32.5	33.0	<b>C</b>
District	53.7	61.6	35.8	42.1	54.3	66.5	36.1	43.3	54.6	65.3	36.9	43.1	
State	51.8	64.7	31.8	36.3	51.6	64.0	31.7	36.5	55.9	67.6	37.0	41.4	

\*new school assignments for 2015-16 school year / Source: North Carolina School Report Cards 2013-14

**Middle Schools**

Greater Five Points elementary students feed into one of two middle schools—Grover C. Fields or H.J. MacDonald. Similar to the elementary schools, these two middle schools perform on par with the district, with lower academic achievement by African-American and Economically Disadvantaged subpopulations.

**High School Serving Greater Five Points Students**

School	END OF COURSE ASSESSMENT*				GRADUATION RATE**				School Grade
	Overall	White	Black	Econ Disad	Overall	White	Black	Econ Disad	
New Bern	44.6	63.8	23.3	28.9	84.6	88.1	81.3	78.3	<b>C</b>
District	55.3	67.6	35.7	40.7	85.5	87.9	83.1	80.0	
State	58.6	69.9	38.6	42.6	83.9	87.1	79.9	78.0	

\*Students must complete state End-Of-Course assessments at the conclusion of English, Math and Biology.

\*\*Students who graduate with diplomas in the standard amount of time of four years or less.

Source: North Carolina School Report Cards 2013-14

**High School**

New Bern High School serves Greater Five Points students as well as most of the City of New Bern. Overall academic achievement at New Bern High is lower than the other two high schools that serve Craven County. Of significant concern is the drop-off in achievement by African-American and Economically Disadvantaged students, where only one-quarter of students in these two subpopulations scored proficient or above. This points to challenges with being college and/or career ready upon graduation and the need for supports to bolster these students' ability to achieve economic success post-high school.



## RESIDENT NEEDS ASSESSMENT SUMMARY

Between October and December 2014, a comprehensive Resident Survey was conducted in-person at Trent Court and Craven Terrace that asked questions about employment, health, education, and youth needs. In total, 271 households completed the survey for a response rate of 52%. Main findings included:

### Employment/Financial Stability

- Less than half of all adults (38%) are employed full or part-time. Of those that work, they are primarily employed in the following five industries: Healthcare (31%), Restaurant/Food Service (31%), Retail/Sales (17%), Early Childhood Education/Childcare (16%), and Hospitality (16%).
- 30% of adults are unemployed and unable to work, which correlates with the high rates of disability among residents.
- Approximately, one in five adults (19%) are unemployed and looking for work. Their preferred industries for employment include: Healthcare (26%), Food Service (15%), Early Education (10%), and Manufacturing (10%).
- The main barriers to employment were Transportation (46%), Affordable Childcare (31%), No job experience (21%), No job opportunities (21%), and Criminal Record (15%).
- Credit Repair was identified as the second most needed service right now.

### Access to Medical Services

- Only 71% of heads of household, 63% of other adults, and 88% of children have medical insurance.
- 34% of residents said that Carolina East Health Emergency Room is where they go most often when they are sick or in need of medical advice. Only 12% said they go most often to Craven County Health

Department, 10% to MERCI Clinic, and 5% to CCHC Urgent Care.

- 37% of respondents cited a Doctor's Office/Community Health Clinic as the third most needed resource/service in the neighborhood behind grocery store and large retail store.

### Health Status

- Trent Court and Craven Terrace residents are disproportionately affected by chronic disease compared to the average adult or child in North Carolina. Hypertension (38%), Asthma (20%) and Diabetes (19%) were the three most prevalent chronic conditions, followed by extreme stress/anxiety (13%) and depression (12%).
- One in four households (25%) have a household member with a physical disability; one in ten (11%) with a mental disability. Services for persons with disabilities are among top five needs right now (12%).
- Lack of parks/playgrounds (11%) and lack of indoor recreation facilities (7%) ranked among top three barriers to being more physically active.

### Education/Youth Programming

- According to the resident survey, two out of three children at Trent Court and Craven Terrace under age five (69%) are enrolled in an early learning program.
- Four out of five parents (80%) participate in a Parent Teacher Organization at their child's school. The biggest barrier to parent participation appears to be transportation; one in five (21%) said that transportation would increase involvement at school.
- Only 26% of Trent Court and Craven Terraces households have children who participate in out-of-school time activities. However, more than half (56%) of households have children interested in future

participation. The biggest barriers are reported to be transportation (40%); lack of awareness (27%); and schedule (20%). Overall, youth programming was among the top three things residents would like to change in the neighborhood.

### Service Utilization and Satisfaction:

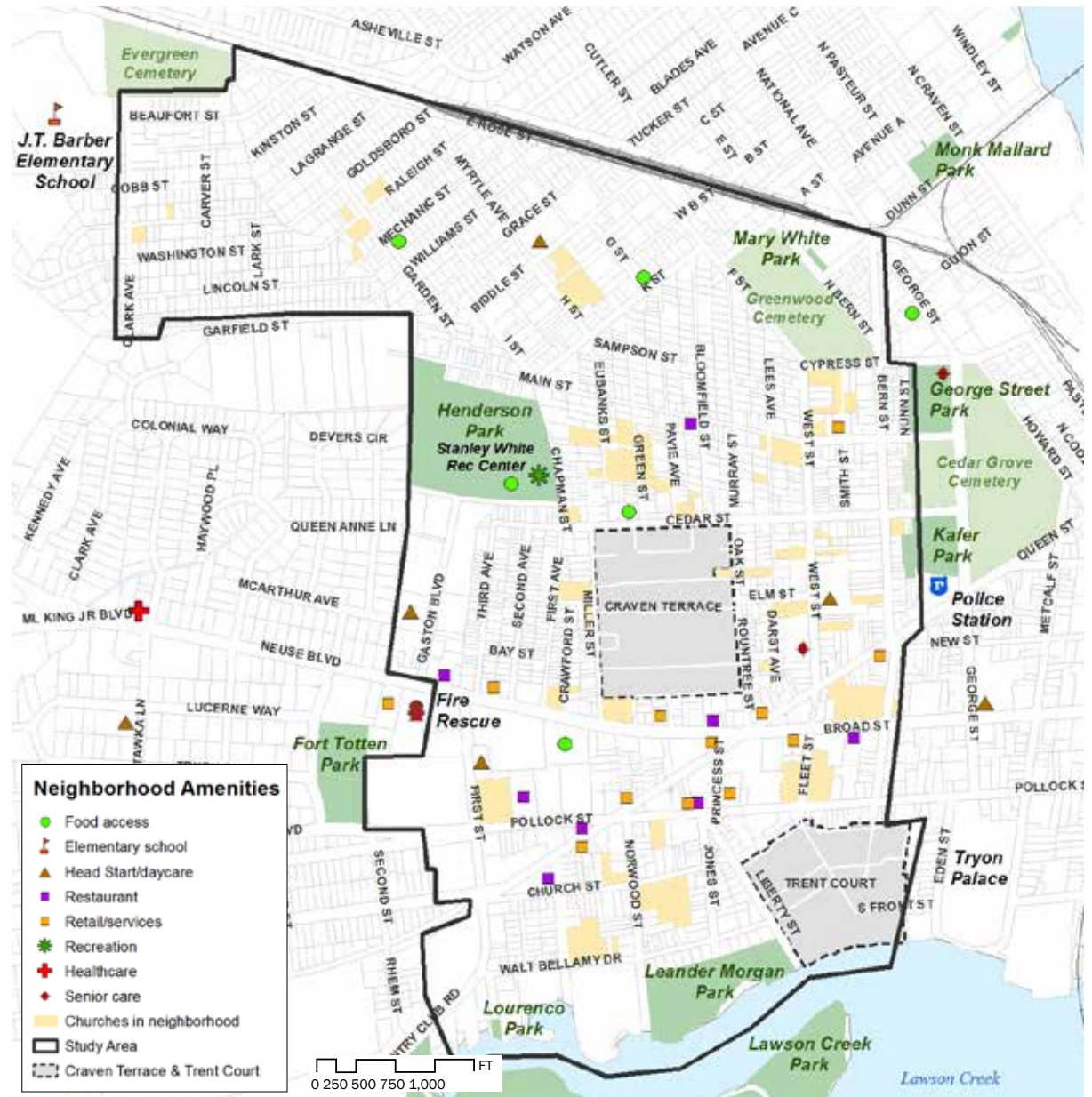
- Health providers and emergency programs, such as food assistance, that are the most recognized and utilized services are Religious Community Services (70% recognized/19% utilized) and the Craven County Health Department (61% recognized/10% utilized)
- Despite the identified need, there is limited enrollment in higher education (7% enrolled in two- or four-year college) or job training (7% enrolled in job training or career advancement program).
- Two in three residents (68%) say they have no trouble accessing services.

For more information and detailed results from the Resident Needs Assessment, please see Appendix.



Overall, Greater Five Points is under-served by community-serving retail, fresh food, and dining options. There is one grocery store in the neighborhood, Armstrong's, but few use it as their primary food shopping source. The next closest major grocery store is the Piggly Wiggly located about one mile away and on the CARTS route. The year-round New Bern Farmer's Market, now located just south of Downtown, is currently under consideration to be moved into a larger facility in the southwestern part of Greater Five Points.

Four parks, ranging in size from the 0.2-acre Lourenco Park to the 30-acre D.E. Henderson Park (which is home to the 15,000 square foot Stanley White Recreation Center), are located in Greater Five Points, with four more immediately adjacent. From an acreage standpoint, Greater Five Points has almost 40% more parkland available per 1,000 persons than the City average. Even though there is a significant amount of park space, residents highlight the need for more indoor and outdoor recreational opportunities.



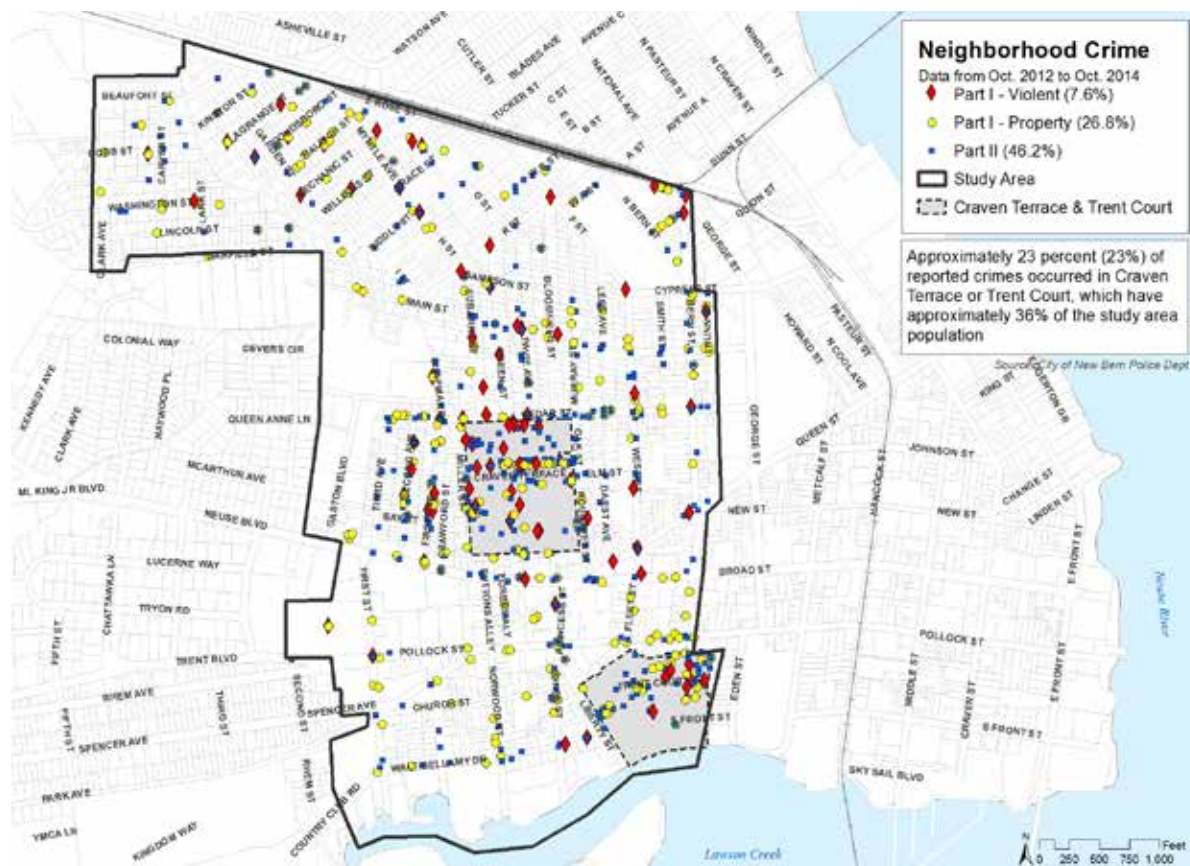
*Amenities in Greater Five Points include six parks of varying size, a recreation center, and a number of churches, but limited retail located mostly along Broad Street today.*



## CRIME

The rate of Part 1 Violent Crimes per 1,000 residents in Greater Five Points has historically been approximately three times higher than the City average, but dropped significantly in 2013. An analysis of where crime occurs in the neighborhood shows that almost 25% of the crimes committed are at Craven Terrace and Trent Court. The New Bern Police Department (NBPD), under the leadership of its new Police Chief hired in 2011, has adopted a strong community policing model, which has played a large role in the decrease in crime in the area. In June 2015, the NBPD unveiled a new data-based system to combat crime that integrates location-based crime and traffic data to target “hot spots” of illegal activity. The Data-Driven Approach to Crime and Traffic Safety (DDACTS) is supported by a partnership with the U.S. Department of Transportation’s National Highway Safety Administration, the Bureau of Justice Assistance and the National Institute of Justice, and will allow the NBPD to be more proactive in addressing the incident of crime and more strategically deploy departmental resources.

Despite the decrease in crime, the incidence of crime is one of the top concerns among neighborhood residents. The continued fear of crime in Greater Five Points is largely due to historical crime rates in the neighborhood. One of the challenges for the community is aligning perception with reality around public safety, and will be important to address as the area is revitalized.



*Crime in the neighborhood is a significant resident concern that also negatively impacts the perception of the area.*

	Homicide	Rape	Robbery	Aggravated Assault	Part I Violent Crimes Total	Crime per 1,000
2011—GFPA	1	4	31	52	88	15.9
2011—City	1	10	52	102	165	5.6
2012—GFPA	2	8	25	69	104	18.8
2012—City	4	14	39	99	156	5.3
2013— GFPA	0	0	8	35	43	7.8
2013—City	1	13	51	77	142	4.8

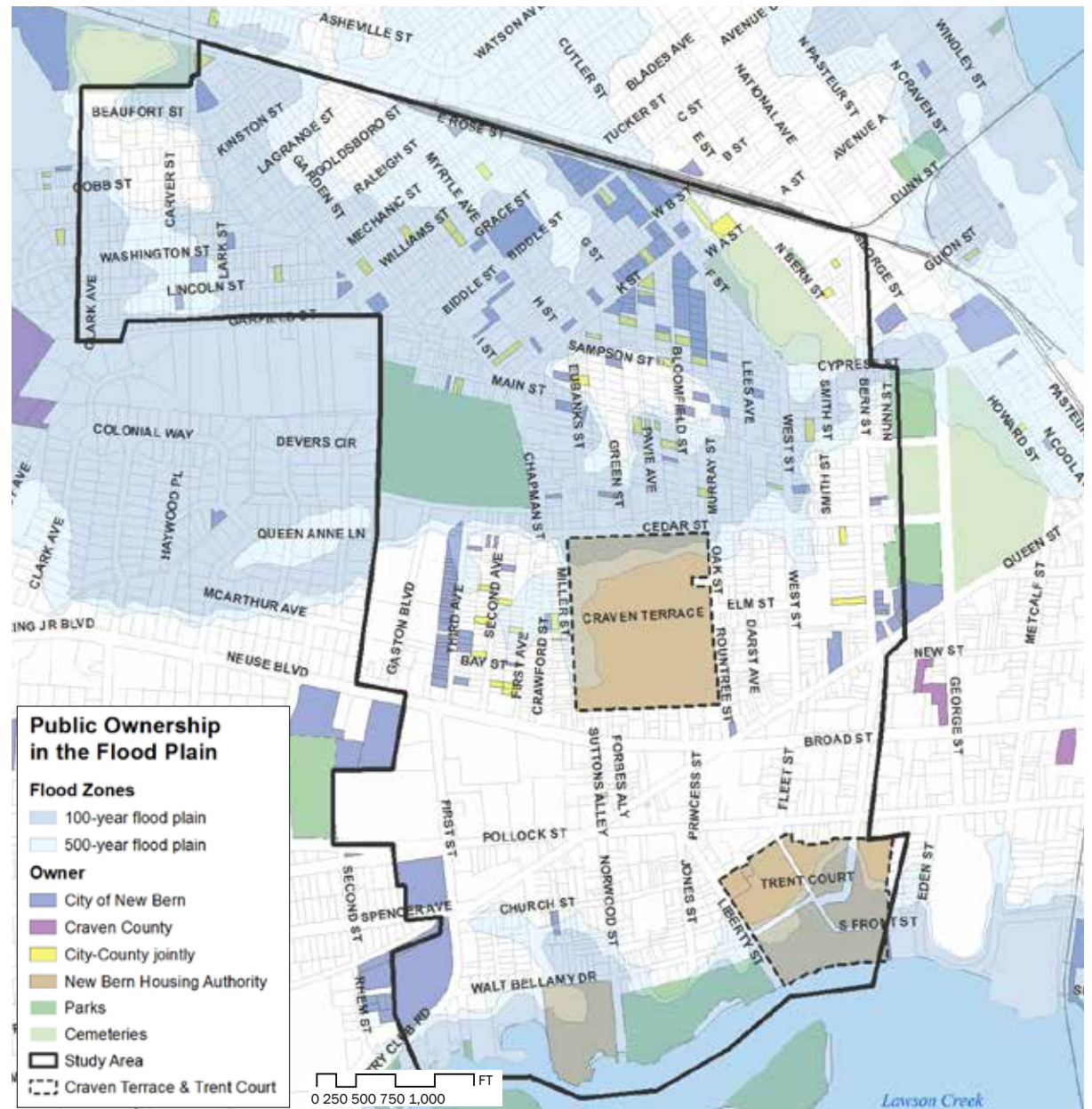
Source: New Bern Police Department

## PHYSICAL LANDSCAPE

### Flooding and Stormwater Infrastructure

Over 50% of the land area within Greater Five Points is located within a 100-year or 500-year floodplain, and the northern and southern portions of the neighborhood are particularly susceptible to flooding. Most recently, flooding due to Hurricane Irene in August 2011 and Hurricanes Fran and Bertha in 1996 resulted in significant damage and exacerbated the vacancy issue in the community. The City was awarded federal funds to buy out flood-damaged homes through a voluntary program in 1996. These properties cannot be reused for housing, but can be used as additional green space in the neighborhood.

The City has made a concerted effort to address the impact of flooding in the community, which includes the creation of a Stormwater Utility to address ongoing maintenance of stormwater infrastructure, and the construction of a 25-acre wetland and installation of a pump station at a cost of \$3.5 million. Despite these investments, flooding remains a major concern for the area which impacts the redevelopment opportunities available due to restrictions on the use of federal funds in flood prone areas. These restrictions, as authorized under Executive Order 11988, require that any new or substantially improved residential building must have its lowest floor elevated to or above the Base Flood Elevation (BFE) which is shown on Flood Insurance Rate Maps (FIRMs) prepared by FEMA.



Susceptibility to flooding is a major issue in the northern part of Greater Five Points and along Lawson Creek. The city owns a number of parcels acquired through a voluntary buy-out program after hurricane damage in 1996.

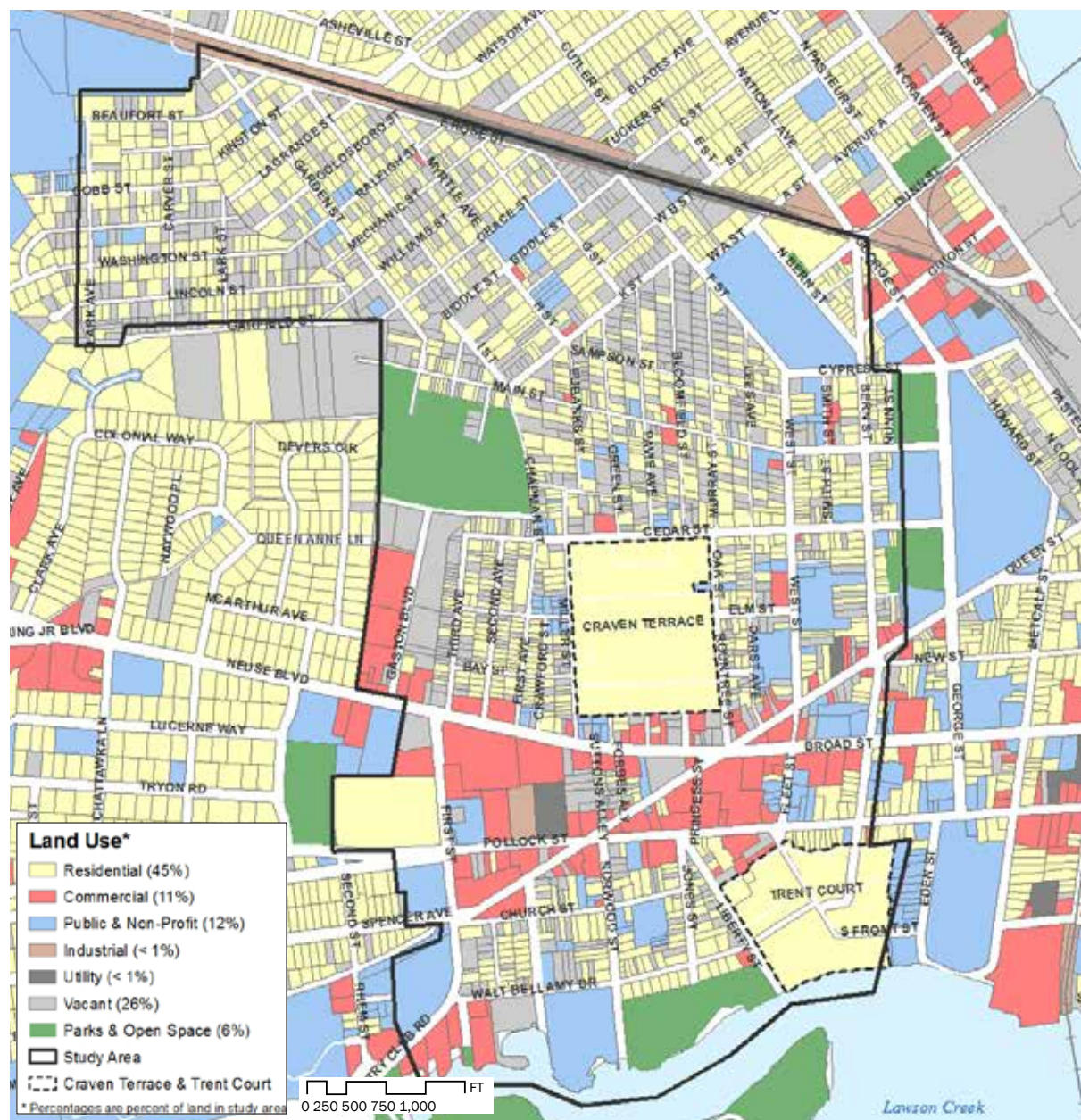


## Land Use and Vacancy

Nearly half of the land in Greater Five Points is classified for residential use, with commercial uses concentrated along Broad and Pollock Streets, and to a lesser extent along Queen Street. However, the residential and commercial fabric is fragmented by the sizable number of vacant lots in the community. Currently, 42% of lots in the neighborhood are vacant which accounts for 26% of the total land use. The considerable amount of vacancy in Greater Five Points is a result of both the flood-prone nature of the neighborhood and the long-term disinvestment.

The vacant land here is both a challenge and an opportunity. In some areas outside the floodplain, vacant land offers potential sites for infill development like new housing. In flood prone areas, vacant land offers opportunities for natural stormwater management, improved open space or recreation, local food production, and/or housing that meets FEMA standards for flood plains.

*Almost half of the neighborhood is housing and most of the vacant lots are in residential areas. Larger vacant lots in the commercial district near Five Points present redevelopment opportunities.*

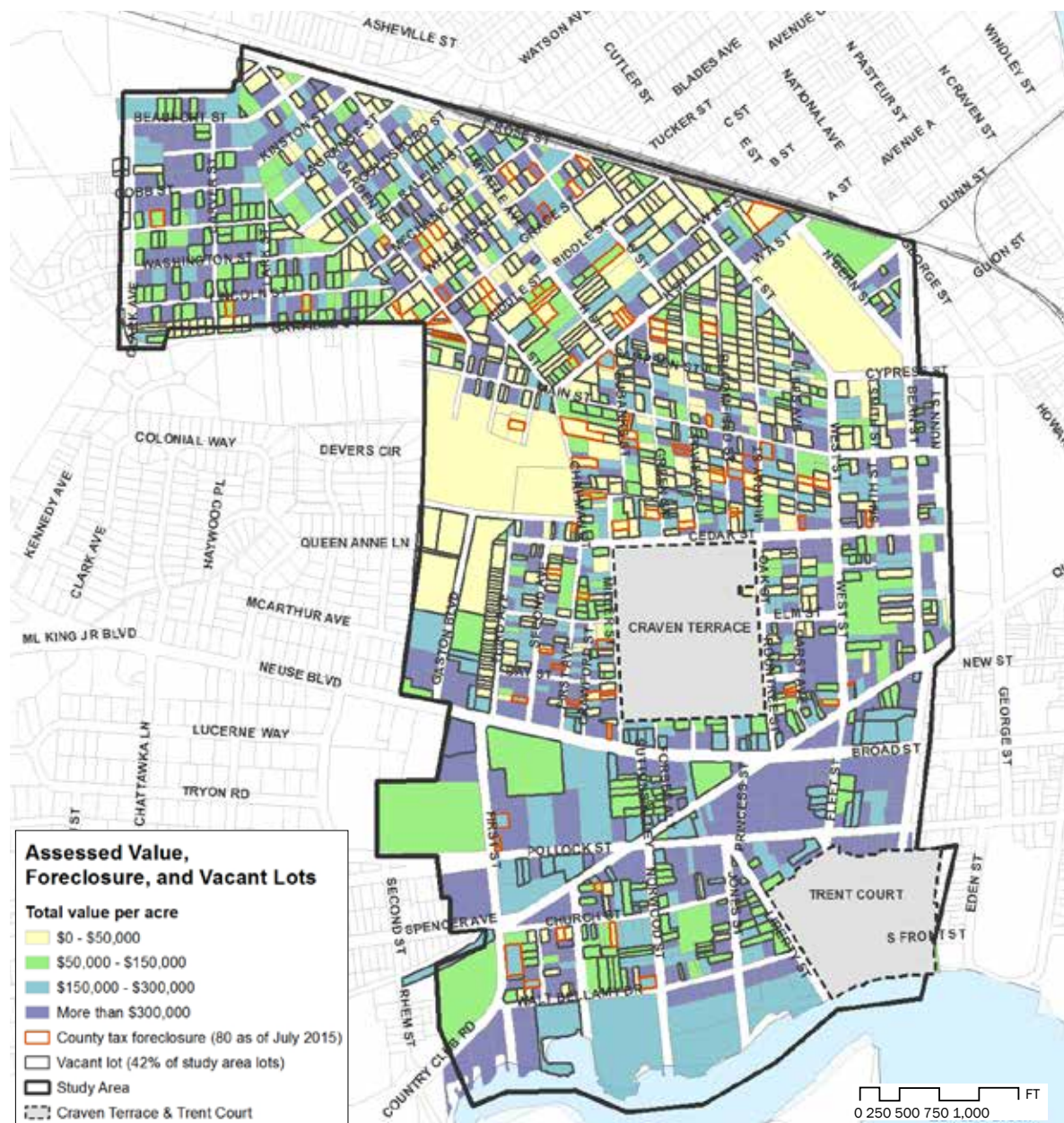




The homeownership rate is 21%, which is less than half the Citywide rate of 54%. Many of the homeowners are older long-term residents, which has implications for ongoing maintenance as the population continues to age.

The average assessed value of homes in the neighborhood is \$34,300, about one-quarter of the average Citywide (\$118,500). The low housing values are reflective of the size, age, and condition of the existing housing stock. Foreclosures are a concern in Greater Five Points with 80 properties in foreclosure as of July 2015. Low property values combined with the housing crisis and subprime mortgages have exacerbated the situation, and bring into question ongoing maintenance and upkeep and subsequent future use of these properties.

*The number of vacant lots in the neighborhood depress assessed values - strategies to return them to productive use will help mitigate this impact.*





## Pedestrian and Bicycle Infrastructure

Most of the streets throughout the neighborhood do not have sidewalks or bicycle lanes. Existing sidewalks and bicycle markings are found on the eastern edge of the neighborhood closest to Downtown and along the commercial corridors (Broad Street/Neuse Boulevard, Pollock Street and Queen Street). Further detracting from the walkability of the community is the lack of pedestrian-scaled lighting, which contributes to safety concerns especially at night.

The City completed a Comprehensive Bicycle Plan (2006) and a Pedestrian Plan (2009) that identify specific short-, mid- and long-term improvements to enhance access and safety. Implementation of these recommendations is currently underway, including the recently completed 0.2 mile extension of the RiverWalk along Lawson Creek, and several new sidewalks to be installed in the Walt Bellamy neighborhood near New Bern Towers.

*Most streets currently lack sidewalks but planned improvements in the Walt Bellamy neighborhood and along Main and Garden Streets in Duffyfield will improve connectivity.*



## NEIGHBORHOOD NEEDS ASSESSMENT

A neighborhood survey targeting residents living in Greater Five Points was conducted between December 2014 and April 2015. The survey was available online, hard copies available at key community facilities such as the Stanley White Recreation Center, and a core group of residents who went door-to-door to administer the survey to their neighbors. A total of 296 surveys were completed for a 27% response rate. Highlights of the survey responses are as follows:

- Respondents included both long-time residents and recent move-ins: 34% have lived in the community for more than 20 years and 31% have moved to the neighborhood within the last five years.
- Residents like their neighborhood. The majority of the respondents (58%) are very satisfied or satisfied with their neighborhood as a place to live. Most (69%) believe the neighborhood has either improved or remained stable in the past year. The top three things respondents most like about Greater Five Points: affordable place to live (78%), churches in the community (59%), ease of getting to shopping areas (38%), and accessing services like banks, doctor's office, etc. (37%).
- But there are challenges that need to be addressed. The most serious problems, in order of severity, include: lacks of jobs; crime, drugs and violence; and abandoned, run-down buildings. More than one-third of respondents (38%) indicated they feel only slightly safe or not safe at all walking around the neighborhood.
- Residents have a low use of public transportation. Only 16% say they ride the bus sometimes or frequently. Apart from those with access to a private vehicle, the main reason for not riding the bus is because it does not go where they need it to go (25%), there is too long a wait between buses (28%), or they do not know the bus schedule (18%).
- The community reports numerous health conditions. Those reporting their general health is either fair or good (79%) far outnumber those whose reported health is either very good or excellent (21%). The most frequent health conditions are hypertension/high blood pressure (44%), diabetes (25%) and asthma (20%).
- Only a few respondents are looking for work. One-third (32%) of respondents are employed full-time (22%) or part-time (10%). Others are either retired (23%) or disabled (35%). Only 10% report looking for work and the key barriers that keep people from finding employment include: lack of necessary job skills/education (66%); transportation issues (32%); childcare needs (14%); criminal history (11%); and bad credit (11%).
- The top five key issues to be addressed in Greater Five Points are:
  - > Improve existing homes in the neighborhood (77%)
  - > Address crime and public safety issues (63%)
  - > Improve the public transportation network to provide better access to services and jobs (53%)
  - > Offer more activities for youth (46%)
  - > Offer more job training programs (46%)

For more information and detailed results from the Neighborhood Needs Assessment, please see Appendix.

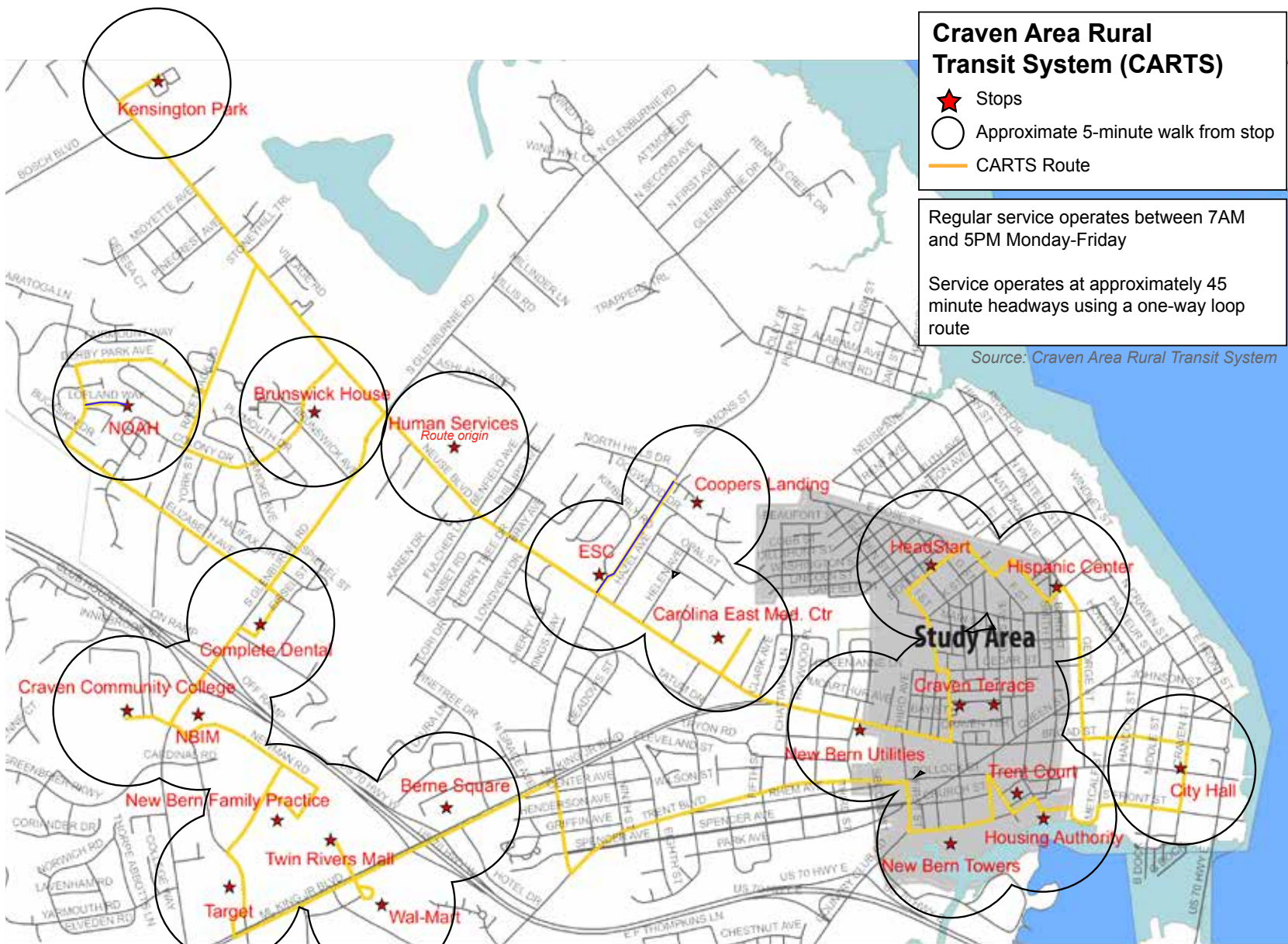
## Public Transportation

The Craven Area Rural Transit System (CARTS) operates a fixed-route bus service on a one-way loop Monday through Friday between 7 AM and 5 PM, with headways between 30-75 minutes throughout the day. Six stops are located in the neighborhood. Since vehicle ownership in Greater Five Points is low in most parts of the neighborhood, this is an important service.

While the CARTS route connects to major institutions and areas throughout the City (Downtown New Bern, Craven Community College, grocery stores, Carolina East Medical Center, and other service providers), the frequency of bus service and its one-way loop route means that access is neither convenient nor timely. Additionally, most of the bus stops are poorly signed and lack any amenities or information for riders. Better transportation options to access services and jobs is a top priority among neighborhood residents.

CARTS, with the assistance of the New Bern Area Metropolitan Planning Organization (NBAMPO), recently completed a baseline system evaluation and action plan that recommends coordinating a more robust planning process and community outreach effort.





The CARTS one-way loop route provides access to important services and retail locations but the low frequency and restricted hours limits its potential usefulness.





# 3 COMMUNITY ENGAGEMENT

**T**he Greater Five Points Transformation Plan was created through the vision, experience, and hard work of hundreds of volunteer area residents, neighborhood associations, nonprofit members, business representatives, educators, members of the faith community and others. It represents hours of meeting together, listening to the concerns and priorities of others, and developing a community consensus for the long-term future of Greater Five Points.



## Planning Structure

The planning process was designed with two goals in mind: to maximize resident participation and to build a coalition of stakeholders who could contribute a broad perspective, subject matter expertise, and sources of leverage. From the outset it was important to increase the visibility of Greater Five Points as a priority for revitalization and distinguish this more comprehensive planning process from those addressing other aspects of the neighborhood in the past.

The planning effort was led by the New Bern Housing Authority (NBHA) and City of New Bern, with assistance from a planning coordinator. Prior to applying for the planning grant, partners were sought to sign a memorandum of agreement in support of the program. These partners ensure a broad base of support upon which the task force structure is built. Additional partners have been

### NEW BERN CHOICE NEIGHBORHOOD PARTNERS

City of New Bern (Co-Grantee)
Housing Authority (Co-Grantee)
Craven County Government*
Craven Community College *
Craven County Schools*
Swiss Bear Downtown Development Corp.*
Greater Duffyfield Residents' Council*
Neuse River Community Development Corp.*
Continental Society—New Bern Chapter
United Way of Coastal Carolina
University of Mount Olive

\*denotes principal partners under MOU

sought throughout the process and are still being added to the leadership team.

### TASK FORCES AND WORKING GROUPS

The strength of New Bern's planning structure is in the broad collaboration of neighborhood residents, stakeholders, and interested citizens that have come together in task forces to carry out the planning process. Responding to the call for change, participants from throughout New Bern brought different perspectives to the planning table. Some are long-time residents of Greater Five Points and others had never before set foot in the community. Participants observed first-hand the challenges with infrastructure, blight, and dilapidation through driving and walking tours in the neighborhood. Neighborhood residents were instrumental in identifying priority needs for transformation and testing whether proposed strategies were realistic.

It was not always easy; in some cases, differences in communication, perceptions, and assumptions were worked through over the course of several meetings -- at times contentious -- before the work became productive. Over time, some of the groups became so cohesive that they continued to meet even after the planning work was complete. Participants have recognized that the process itself has great value in bringing together people with diverse backgrounds for one common purpose—making Greater Five Points and the City a better place to live, work, and raise a family.

More than 150 concerned stakeholders participated in one or more of the eight working group meetings. The working groups were centered on the three pillars of:

- **Neighborhood.** The Neighborhood Task Force developed strategies for improving neighborhood infrastructure, services, safety, appearance, and economic viability. The Task Force is comprised of four working groups – Economic Development, Public Safety, Recreation and Green Space, and Transportation/Infrastructure. In addition to residents and City departments, volunteer Neighborhood Task Force members include faith leaders, business owners and entrepreneurs, neighborhood Community Watch participants, local NAACP, artists, retirees, and non-profit members.
- **People.** The People Task Force brought together both residents with a passion for change and many local service providers. This task force identified gaps in services, resources, and information, and developed strategies for

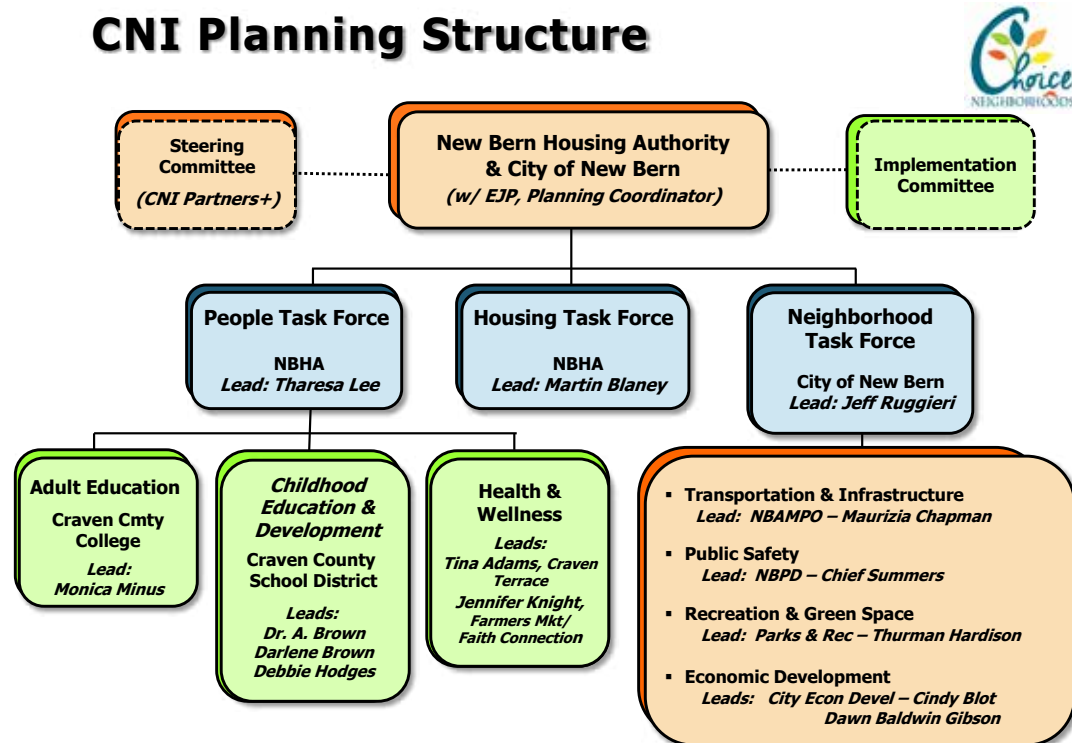


Health and wellness task force members at Choice Community Day

improving the self-sufficiency of residents and the quality of education for area children. The three People working groups are Childhood Education and Development, Adult Education and Workforce Development, and Health and Wellness. Volunteers on the People Task Force include residents, educators, child development specialists, healthcare providers and advocates, master gardeners, fitness specialists, retirees, county agencies and social service providers.

- Housing.** The largest of the working groups, the Housing Task Force developed strategies to transform distressed public housing into high-quality housing that is well-managed and responsive to the needs of the surrounding neighborhood, and physically and financially viable over the long-term. Since Craven Terrace will undergo extensive renovations and infrastructure improvements under the Rental Assistance Demonstration program (RAD), the Task Force focused on redevelopment options to transform Trent Court into energy-efficient, mixed-income housing. This Task Force also took on the goal of identifying ways to improve the quality of existing neighborhood housing and increase homeownership opportunities in Greater Five Points. Volunteers on the Housing Task Force include public housing residents, neighborhood residents, housing advocates, city planners, social justice advocates, and interested citizens. These task force meetings ranged from 24-54 attendees.

## CNI Planning Structure



A resident in the housing task force created a collage to articulate her vision of the promise in redeveloping Trent Court as an inclusive mixed-income community.

## Methods of Engagement

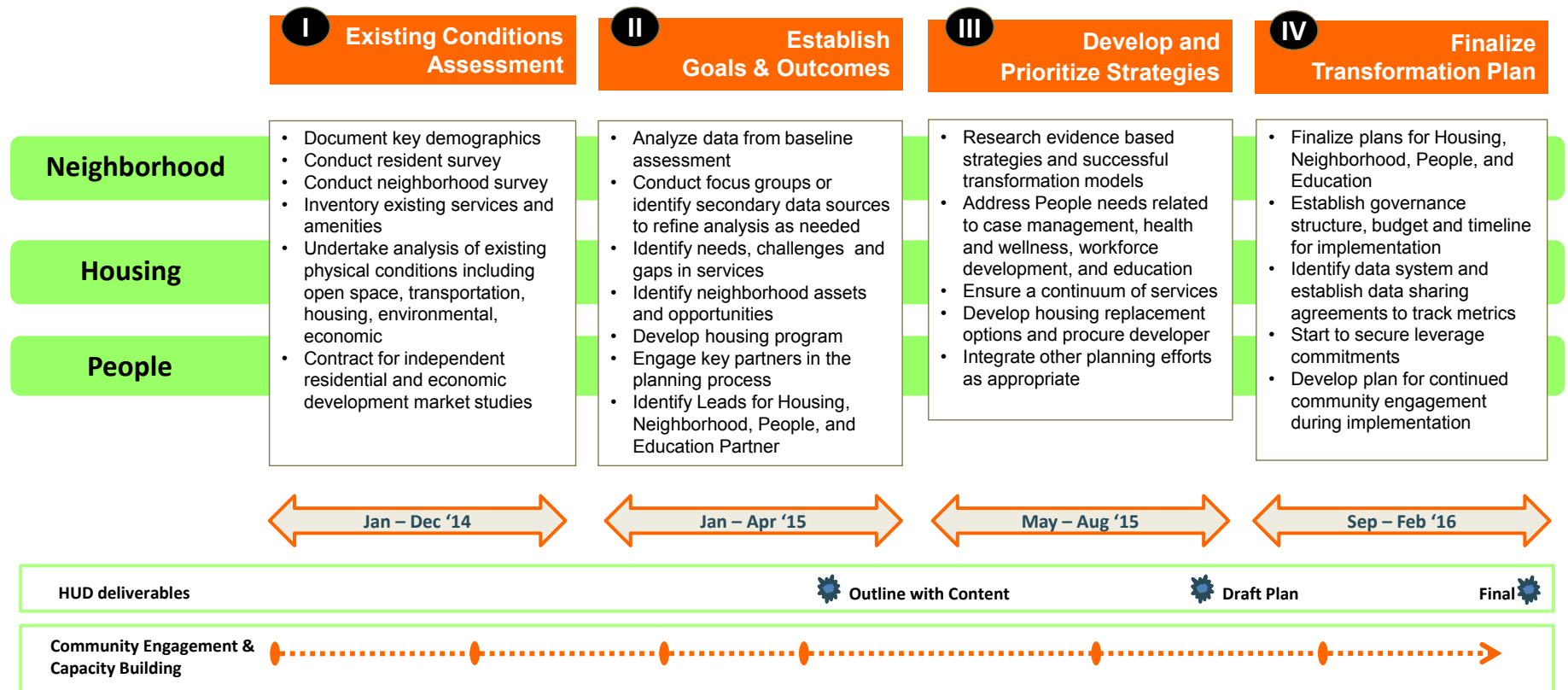
In designing the engagement strategy for the Greater Five Points planning process, the goals of transparency and redundancy were paramount. Transparency was required to build trust in the planning process and overcome concerns that previous planning efforts were not truly community-led. Redundancy in the engagement process was important to address the challenges of communication flow in the neighborhood and to

combat misinformation. A number of engagement methods were used to “get the word out” and bring more participants into the planning process:

### TASK FORCE AND WORKING GROUP MEETINGS

After launching in March 2015, the eight working groups met every two to four weeks to set priorities, establish goals, and design strategies for revitalization of Greater Five Points. Their work is organized in a matrix format and can be found in Appendix 9. A total of more than 65 working group

sessions has been held to date, with more planned for the future to carry the process from planning into implementation. Although the working groups are designed for continuity with the same core members attending all meetings, they were open to the public and new members welcomed to attend. Meetings were guided by agendas and recorded in minutes, all of which are posted to the Choice Neighborhoods website.



Planning process and general timeline



**COMMUNITY MEETINGS**

In order to ensure the planning process was a truly collaborative effort, continual outreach and engagement were essential, both within the Choice Neighborhoods community and across the broader public.

Key community meetings:

- Initial Community Gathering: “What is Choice Neighborhoods?” February 20, 2014— 50 neighborhood residents gathered at the Omega Center to hear about the Choice Neighborhoods planning process.
- Initial stakeholder presentations March 3, 2014 during the HUD site visit— 95 attendees including agencies, nonprofits, businesses, partners, residents gathered at Craven Terrace for a full day including an overview of the planning process, a walking tour of public housing and a neighborhood bus tour narrated by local leaders.

2015 Task Force Meetings							
HOUSING	PEOPLE			NEIGHBORHOOD   Task Force Kickoff Meeting March 3, 2015			
	Successful Childhood Education & Development Working Group	Adult Education & Workforce Development Working Group	Health & Wellness Working Group	Economic Development Working Group	Public Safety Working Group	Recreation & Green Spaces Working Group	Transportation & Infrastructure Working Group
March 4	March 4	March 5	March 5	March 3	March 3	March 3	March 3
March 25	March 16	March 26	March 17	March 17	March 24	March 17	March 16
April 8	April 15	April 28	April 1	March 31	April 15	(incl tour)	(incl tour)
April 22	April 27	(incl tour)	April 20	April 14	May 6	April 17	March 24
May 5	May 11	May 11	(incl tour)	April 28	May 20	April 21	April 7
May 27	May 18	May 19	May 11	May 6	February 12, '16	May 7	April 21
June 24		June 30	May 19	May 12		May 22	May 7
August 5		August 19	August 26	May 26		June 19	May 19
				June 9		September 2	June 1
				June 23			June 16
				July 1			August 19
				July 14			
				July 28			
				August 11			
				August 25			

**Combined Working Group Leaders Meetings**

March 3, 2015 | May 6, 2015 | August 4, 2015 | September 16, 2015

**Implementation Committee Meetings**

December 16, 2015 | January 6, 2016 | January 27 2016 | Ongoing

- Community Meeting March 3, 2014— 325 attendees converged at the Flame for an overview of the planning process with Q&A from the public, followed by a buffet dinner contributed by generous local sponsors.
- Existing Conditions presentation, January 2015 at Trent Court— This two-day series of engagements provided residents and stakeholders an in-depth look at the baseline conditions in the neighborhood and the results of the resident and neighborhood surveys. 45 residents participated the first day with another 75 stakeholders from across New Bern on day two.
- Task Force Kick-off, March 2015 – a combined 150 attendees interested in participating in the planning process attended the Neighborhood, People, and Housing task force kick-off meetings held over two days at Stanley White Recreation Center and Trent Court.



Community meetings provided residents and stakeholders a chance to hear about and comment on process.

## RESIDENT MEETINGS

Resident updates were held at key points throughout the Choice Neighborhoods planning process. Residents were active members of the task forces, particularly the Housing Task Force. Several residents participated in multiple working groups, in effect serving as ambassadors for their neighbors and the community. The resident councils at Craven Terrace and Trent Court played an important role in leading the resident survey effort as well as relaying information at their monthly council meetings. Additional meetings were held with Craven Terrace residents to review the status of the design, financing, and HUD review process for the RAD project.



Residents and stakeholders took the lead in working groups to brainstorm strategies.

CRAVEN TERRACE RESIDENTS RAD MEETINGS/UPDATES
June 13, 2013   <b>Intro &amp; Overview</b>
July 9, 2013   <b>Resident Meeting</b>
August 22, 2013   <b>Annual Plan</b>
September 12, 2013   <b>Annual Plan</b>
May 27, 2014   <b>Resident Update</b>
June 6, 2014   <b>Annual Plan Amendment</b>
July 24, 2014   <b>Resident Update</b>
September 9, 2014   <b>Annual Plan</b>
December 17, 2014   <b>Resident Update</b>
January 7, 2015   <b>Resident Update</b>
April 8, 2015   <b>Update at Housing TF</b>
May 27, 2015   <b>Update at Housing TF</b>
July 1, 2015   <b>Resident Update</b>
August 5, 2015   <b>Update at Housing TF</b>
September 16, 2015   <b>Resident Update</b>
November 19, 2015   <b>Section 3 Meeting</b> with residents, local leaders, and contractors

## OTHER STAKEHOLDER ENGAGEMENTS

To ensure a broad base of information and support, the planning team continually engaged targeted leaders and organizations across New Bern. Meetings, updates, and presentations have been provided to such diverse audiences as the Neuse-Trent Housing Alliance, the New Bern Area Chamber of Commerce, Swiss Bear Downtown Redevelopment Corporation, major health providers from across the region, Craven County leadership and departments, individual faith leaders and collective faith-based coalitions, real estate professionals and developers, service support organizations including the United Way of Coastal Carolina, transportation planning committees, Farmers Market, Juvenile Crime Prevention Council, Community Coalition for Craven County Children, Coastal Womens Forum, the Board of Aldermen, artists associations, and area civic organizations including Rotary clubs, Elks, Civitans, and more. These efforts are ongoing as more organizations across New Bern become interested in collaborating in the revitalization effort.

## COMMUNITY WORKSHOPS/INFORMATION FAIRS.

- Choice Community Day — As the working groups developed draft strategies for neighborhood transformation, it was important that this information be shared with the public for community-wide validation. Choice Community Day, held on June 4, 2015, provided a venue that combined a Choice Neighborhoods open house with a traditional information fair in a fun-filled environment at Stanley White Recreation Center, centrally located in Greater Five Points. About 300 people attended the event, at which each working group presented goals and strategies in a forum requiring public feedback, including surveys, dot charts, mapboards and drawing activities for children. Community input was taken back to the working groups for consideration as they refined their priorities and strategies. The event also included youth activities, music, entertainment, yoga and tai



*Community day attracted hundreds of people to learn about the task forces' work and provide comments.*

chi demonstrations, and raffles and giveaways all donated by generous local sponsors. Community Day was a huge success in bringing together a broad and diverse spectrum of New Bernians to focus on revitalization of Greater Five Points.

- Elks Zeno Lodge Community Relations and Recognition Day — Sponsored by the Elks and Duffyfield Resident Council, this lively community gathering featured the Choice Neighborhood planning effort and allowed the public to provide feedback and vote on priority strategies in the draft plan. It was an outstanding opportunity to demonstrate the strength of the Choice partnership with local civic and community leaders.
- Choice Neighborhoods Open House — The draft transformation plan was rolled out to the broader New Bern public at an open house at the public library in November 2015.



*Community day featured yoga, music, raffles and other activities to build a sense of excitement.*

Large graphic displays illustrated the “Keys To Our Success” and housing transformation process, while task force representatives were on hand to provide details and answer questions. Drawing nearly 150 visitors from all neighborhoods, the open house was an effective tool for building broader awareness of the Choice planning effort outside of the grant community.

- Choice Neighborhoods Health Fair — Co-sponsored by the Trent Court and Craven Terrace Resident Councils, the health fair in November 2015 featured all of New Bern’s major health providers offering health screenings and information on health, fitness, nutrition, insurance, mental health, and more. Free grocery distribution with an emphasis on healthy choices for the Thanksgiving meal was provided by a local ministry. The resident councils conducted surveys to help determine

priority medical and insurance needs and to gauge resident interest in bringing a mobile health unit into the Choice Neighborhood on a regular basis. The health fair was so successful in bridging the health information gap that the decision was made to hold it twice a year in future, alternating between Craven Terrace and Trent Court to ensure maximum participation.

## YOUTH INVOLVEMENT

Youth have been especially involved in helping the planning team to design creative uses for the neighborhood green space. Armed with art supplies and their imagination, neighborhood children at Stanley White Recreation Center’s after-school program and those attending Choice Community Day were challenged to design their own play areas. Artistic results included skate parks, pools, water parks, mini-golf courses, bouncy houses, and even a treehouse. Additional youth activities are scheduled.



The Elks community day provided another opportunity for residents to review draft strategies and vote on priorities.



The Trent Court and Craven Terrace Resident Councils came together to sponsor a successful health fair for the community.



Youth were asked to think about the future by drawing pictures of their dream park.



### CAPACITY BUILDING—LEADERSHIP ACADEMY

As a bottom-up, community-led planning process, Choice Neighborhoods requires the development of a shared vision and the skills to move the vision into reality. To facilitate this process, the CNI People Planning Lead designed a grassroots leadership academy entitled “A Place At The Table” specifically for CNI residents to tap into and fine-tune the leadership skills they already possess, including planning and constructive problem-solving, communication, discussing sensitive issues of race, and accessing resources. The training was developed and facilitated by a community development specialist from the Cooperative Extension Office at North Carolina A&T State University with assistance from local civic, business, and educational professionals.

The leadership academy covered four major components in seven participatory workshop sessions. The underpinning of the academy is a “train the trainer” workshop to certify community residents as facilitators for the remaining sessions and for other future workshops, using the “Community Voices” curriculum. This curriculum was designed by the Cooperative Extension Program at NC A&T and is used in community development across the state.

Other leadership academy sessions focused on generational leadership, social leadership, and civic leadership. Graduates of the academy include residents from across the grant community and staff from local nonprofit organizations.



*The Leadership Academy offered an important opportunity to build capacity among neighborhood residents.*

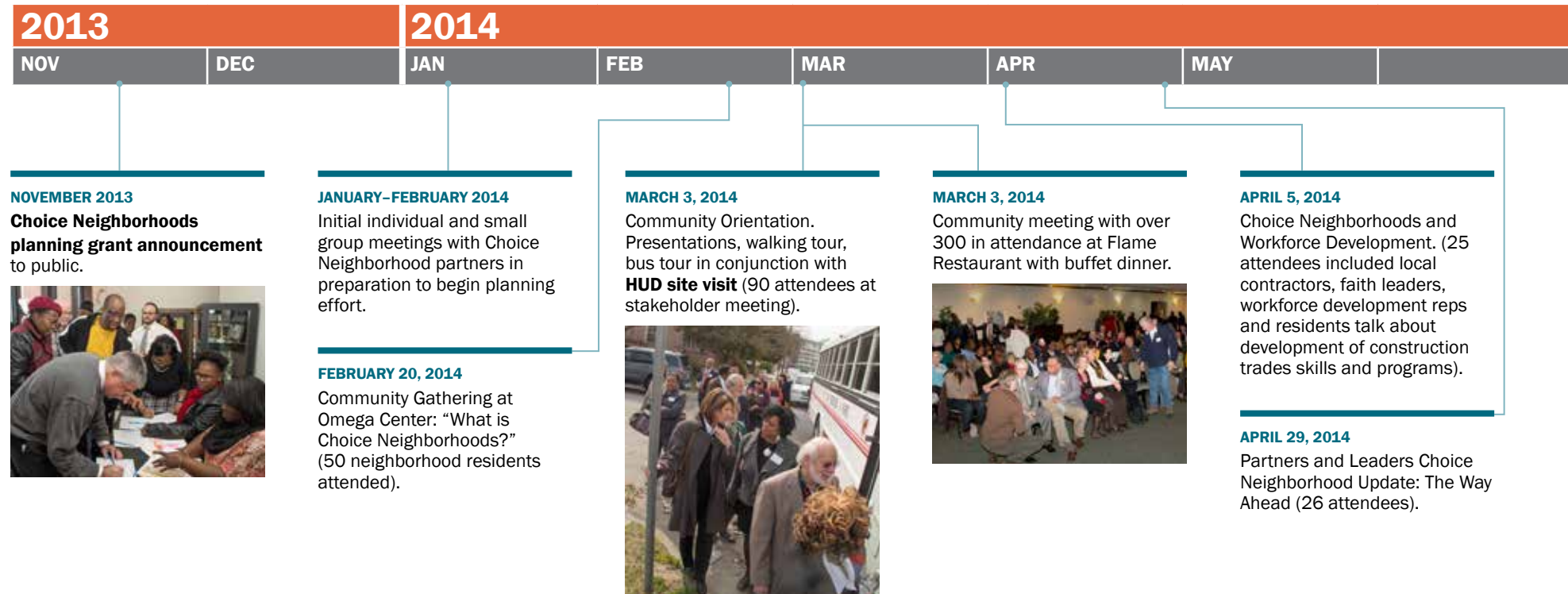


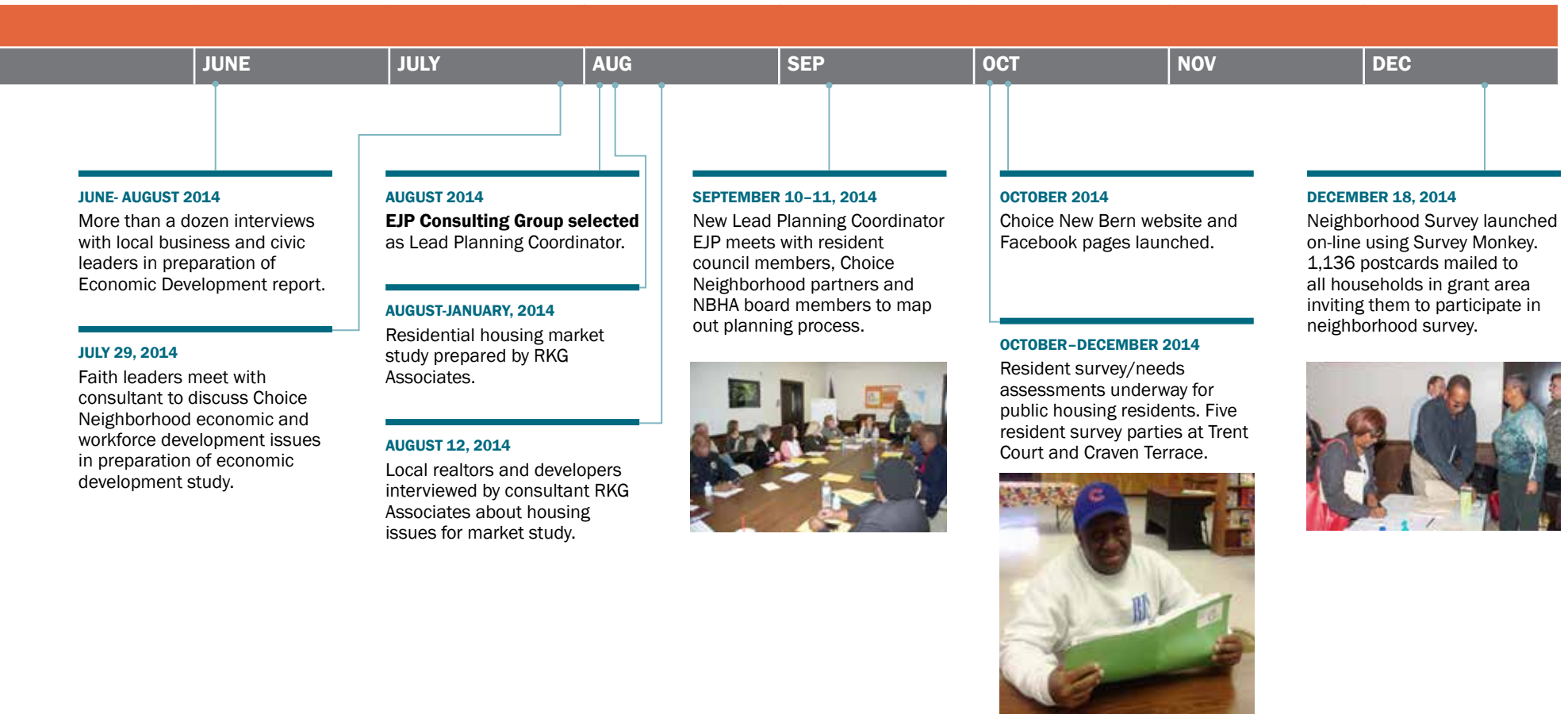
*Organizers for the Elks community day demonstrated one of many partnerships between Choice and local leaders.*



*The Choice Neighborhoods Open House generated many conversations about the strategies to advance this plan.*

## Resident Engagement and Community Meetings Timeline





\* Housing Task Force and RAD meetings are listed on pages 35-36



## 2015

JAN

FEB

MAR

APR

MAY

JUNE

JULY

### JANUARY 14, 2015

Existing Conditions Update and resident survey analysis for NBHA Residents (45 attendees).

### JANUARY 15, 2015

Existing Conditions Update and resident survey analysis for stakeholders & community.



### JANUARY- APRIL 2015

Neighborhood survey effort continues by door-to-door surveyors.

### FEBRUARY 2015

Choice Neighborhoods featured on City 3 TV "on demand."

### MARCH 3, 2015

**Neighborhood Task Force kickoff meeting** at Stanley White Recreation Center draws over 80 participants, followed by break-outs for neighborhood working groups.



### MARCH 4, 2015

**Housing Task Force kick-off meeting** at Trent Court with 34 participants.

### MARCH 4-5, 2015

**People Task Force kick-off meetings** at Trent Court draw over 60 interested in participating in the People working groups.

### MARCH 5, 2015

Sunrise Business Update to 60 local business leaders, sponsored by Chamber of Commerce and Swiss Bear.

### MARCH 16 & 19, 2015

Trent Court Resident Gatherings – "What is the Choice Neighborhood Housing Task Force?"

### APRIL 2, 2015

Choice Neighborhood Update to Duffyfield Community Watch and Resident Council.

### MAY 6, 2015

Eight combined Task Force Leaders meeting with lead planning consultant EJP to discuss common issues and themes.



### MAY 9, 2015

Choice Neighborhood information table and resident surveying at Duffest (a Greater Duffyfield area annual community festival).



### MAY 18-19, 2015

People Task Force members meet with EJP.

### JUNE 4, 2015

**Choice Community Day** at Stanley White Recreation Center attracts 300 people to review draft strategies and provide feedback for working groups.

### JULY 17, 2015

Choice Neighborhoods Update at Duffyfield Resident Council Meeting.

### JULY-AUGUST 2015

Greater Five Points-area Aldermen Updates on Choice Neighborhoods planning process.



## Resident & Community Surveys

### PUBLIC HOUSING RESIDENT SURVEYS/NEEDS ASSESSMENTS:

To get a more complete picture of the priorities and needs of public housing residents, a detailed household survey of Trent Court and Craven Terrace residents was conducted in fall 2014. Comprising about seventy questions, the survey required about 50 minutes to gather detailed information about income sources, adult and child education levels, job skills training, employment, health, recreation, nutrition, crime and safety, communication, desires for housing redevelopment, and initial relocation preferences. A total of 272 surveys were collected for a 52% completion rate.

#### Methodology

The resident survey was administered by trained and compensated resident surveyors.



*Survey takers provided valuable insight that guides the planning process.*

Survey training and administration proved to be excellent tools for resident capacity building and identifying a core group of nascent resident leaders. Using resident surveyors rather than contractors or “outsiders” vested them in the Choice Neighborhood process and enhanced the credibility of the program with other residents, thereby improving the quality and quantity of survey results. It was also an important tool for resident leaders to spot critical support needs requiring immediate intervention.

Using notebook computers donated by Craven Community College, resident surveyors entered the data through an online survey website. Surveys were administered primarily during “survey parties” held at Trent Court and Craven Terrace, making the process less intrusive and more of a community gathering. Incentives donated by local businesses, including gift cards, gift baskets, and merchandise, promoted participation and increased the business community’s awareness of the Choice Neighborhoods process.

Survey parties were advertised with fliers in all resident mailboxes, through monthly NBHA newsletters, and at monthly resident council meetings. Resident surveyors supplemented the process by going door-to-door, focusing particularly on those residents whose disabilities or work schedules otherwise precluded participation.

Survey results were presented in detail at the Resident and Stakeholder Updates on January 14-15, 2015. Survey findings were again discussed at the Task Force Kickoff meetings held March 3-5,

2015, to provide the basis for the working groups’ development of goals and strategies. Survey findings are posted on NBHA’s website.

Survey results are summarized in Chapter 2 (detailed results are in the appendix), but several significant findings gained importance in the planning process. Rather than viewing public housing as a last resort or a temporary place from which to “move up and move out,” the majority of surveyed residents felt a strong sense of community. The survey process also revealed the importance of word of mouth and NBHA newsletters for information sharing, a finding that helped to shape the future engagement strategy.

### GREATER FIVE POINTS NEIGHBORHOOD SURVEY

A Neighborhood Survey specifically designed to gather important baseline information about the neighborhood was administered from December 2014–April 2015. Twenty-three questions inquired about health, public safety concerns, education, recreation needs, transportation issues, and priorities for improving the neighborhood.

#### Methodology

Both an online survey website and paper copies were used for the survey. Given challenges with communication and low internet use in the Choice Neighborhood, an aggressive marketing campaign was used to spread the word. All 1,136 households in the Choice Neighborhood (minus public housing) were mailed a postcard on how to take the survey. Fliers were distributed at key locations throughout the community. Other media outlets included weekly newspaper ads, the local TV channel, a



local news website, Choice Neighborhoods website and newsletter, Facebook, and through nonprofit meetings such as the Chamber minority business council, Greater Duffyfield Resident Council, and the Neuse Trent Housing Alliance.

In addition to the online survey, resident surveyors also went door-to-door and paper copies were also available at key community gathering spots including Stanley White Recreation Center, neighborhood barber and beauty shops, local convenience stores, and churches. Concerned about potential gaps in the initial survey coverage. The Duffyfield Community Watch volunteered to go door-knocking in March and April. Their block captains' familiarity with the neighborhood and individual residents was the key to gathering an additional 101 surveys—a great example of community in action.

Gift cards generously donated by local banks provided incentive for participation. In sum, 296 surveys were completed representing 27% of non-public housing households.

Neighborhood survey results were initially shared at the Neighborhood Task Force Kickoff meeting on March 3, 2015 and again May 5-6. Results are discussed summarized in Chapter 2 and detailed results are in the appendix. The community's top priorities for improvements—the quality of existing homes, deficiencies in transportation, and concerns with public safety—have driven the planning efforts.

## Other Forms of Communications

To ensure the broadest reach possible, the planning team uses a number of other forms of communication. A website dedicated to the New Bern Choice Neighborhoods planning process was launched in the fall of 2014 ([www.ChoiceNewBern.com](http://www.ChoiceNewBern.com)). A wealth of information, the website includes a detailed description of the planning process and is actively updated to include news and events, reports, presentations, photos, meeting agendas and minutes. Facebook is also used to announce meetings and events and post photos ([www.Facebook.com/choicenewbern](http://www.Facebook.com/choicenewbern)). Choice Neighborhood updates can be found in NBHA's

resident newsletter “Community Connections,” and events are announced to public housing residents via fliers in all resident mailboxes. Planning updates are disseminated to the broader community through an e-newsletter with approximately 500 subscribers, with the same subscriber list used to email announcements to city-wide stakeholders. Articles appear in the New Bern Sun Journal, online news site New Bern Now, and other media. City 3 TV, the local public channel, carries recurring segments about the Choice Neighborhood process as well as announcements of special events. Choice Neighborhood planning has also been discussed on the local radio programs “City Talk” and “Dawn in the Morning.”



[www.choicenewbern.com](http://www.choicenewbern.com) homepage

## *In Their Own Words...*



**CARRIE COURMAN, HOUSING TASK FORCE MEMBER AND CRAVEN TERRACE RESIDENT:**

“Our words have power! That’s why we say ‘it can and will be done,’ because we have faith and believe it. Our community is more than just a place where we live. It truly means something to each of us as a whole [...] We’re not just doing this for the sake of doing it, but for family and neighbors who want to see our present neighborhoods transform into a beautiful community.”



**JAMARA WALLACE, GREATER DUFFYFIELD RESIDENT COUNCIL PRESIDENT, SWISS BEAR BOARD MEMBER, AND PARTICIPANT IN ECONOMIC DEVELOPMENT AND TRANSPORTATION WORKING GROUPS:**

“This planning initiative is different because it seeks to resolve long-standing community issues in a holistic fashion and not just on one block or one street. I foresee various components of the project moving forward and being complete with or without our City receiving an implementation grant. If this comes to fruition, that would make this process well worth all the time, effort, and expertise that has been put forth to accomplish it.”



**CHERYL REED, TRENT COURT RESIDENT COUNCIL PRESIDENT AND PARTICIPANT IN 5 OF 8 WORKING GROUPS:**

“Choice Neighborhoods planning is about change, change for the better, change for now and for generations to come. It’s about better housing for now and for the future. We’re working together for a better community, believing in a better community.”

# 4 KEYS TO OUR SUCCESS

**T**he following goals and strategies set forth a plan of action to transform Greater Five Points into a neighborhood of opportunity and choice and to improve the quality of life for all residents. These strategies emerged from the Task Forces and working groups, and are driven by the needs and desires of current residents. During the process, participants began to realize the many areas of overlap between the traditional neighborhood, housing, people and education categories. These “Keys to Our Success” seamlessly integrate those categories to create an action plan that reflects the reality of how implementation will occur—not in separate efforts but in collaborative, multi-disciplinary ways.



## Vision

***Greater Five Points will be a community rich in opportunity that builds upon our heritage and assets with a focus on our future. It will be a great place for current and future residents to live, work, play, worship and create.***

### KEYS TO OUR SUCCESS—SUMMARY

#### A. EMPOWER OUR COMMUNITY

**GOAL A-1:** GREATER FIVE POINTS RESIDENTS HAVE PRIDE IN THEIR COMMUNITY

**GOAL A-2:** THE COMMUNITY FEELS SAFE AND NEIGHBORS LOOK OUT FOR ONE ANOTHER

**GOAL A-3:** GREATER FIVE POINTS RESIDENTS KNOW ABOUT LOCAL RESOURCES AND SUPPORTS AVAILABLE

#### B. INVEST IN OUR CHILDREN

**GOAL B-1:** ALL GREATER FIVE POINTS CHILDREN ENTER KINDERGARTEN HEALTHY AND READY TO LEARN

**GOAL B-2:** ALL GREATER FIVE POINTS CHILDREN ARE SUPPORTED ACADEMICALLY, EMOTIONALLY AND SOCIALLY AND GRADUATE FROM HIGH SCHOOL

#### C. REALIZE OUR ECONOMIC POTENTIAL

**GOAL C-1:** GREATER FIVE POINTS BECOMES AN ECONOMICALLY SUSTAINABLE COMMUNITY

**GOAL C-2:** ALL GREATER FIVE POINTS RESIDENTS HAVE THE SKILLS AND CREDENTIALS TO OBTAIN VIABLE EMPLOYMENT WITH A LIVABLE WAGE

**GOAL C-3:** VACANT LAND IS PUT BACK INTO PRODUCTIVE USE

#### D. EXPAND HOUSING OPPORTUNITIES

**GOAL D-1:** CRAVEN TERRACE OFFERS HEALTHY, MODERN AND SUSTAINABLE LIVING ENVIRONMENT

**GOAL D-2:** TRENT COURT IS REDEVELOPED ON- AND OFF-SITE IN MIXED-INCOME COMMUNITIES THAT SPUR ADDITIONAL INVESTMENT IN THE NEIGHBORHOOD

**GOAL D-3:** HOUSING QUALITY AND QUANTITY IN THE NEIGHBORHOOD IS IMPROVED

#### E. IMPROVE NEIGHBORHOOD CONNECTIONS

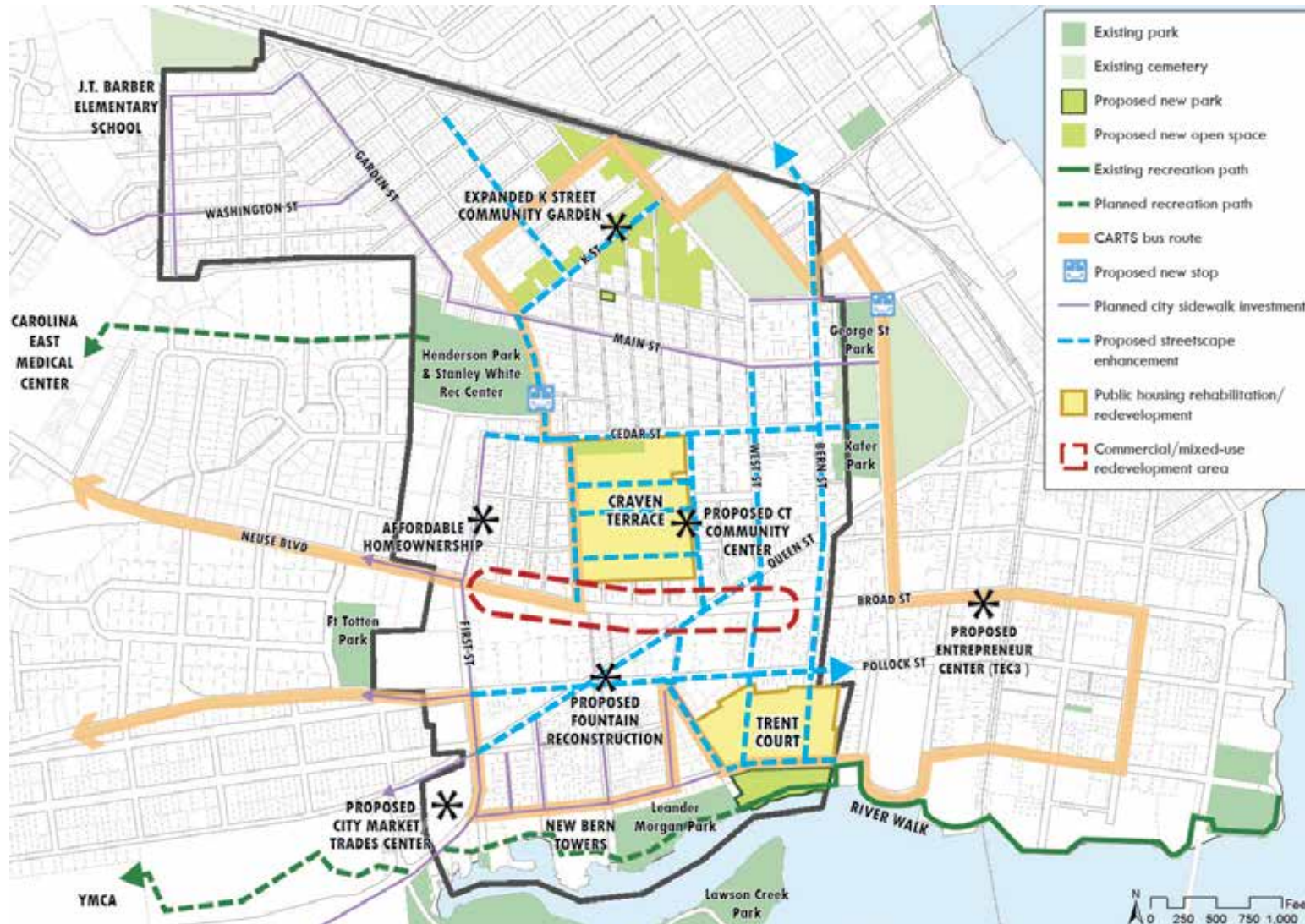
**GOAL E-1:** RESIDENTS CAN EASILY ACCESS KEY COMMUNITY ASSETS INSIDE AND OUTSIDE THE NEIGHBORHOOD

#### F. ENCOURAGE COMMUNITY WELLNESS

**GOAL F-1:** ALL GREATER FIVE POINTS RESIDENTS (YOUTH, ADULTS, SENIORS, DISABLED) HAVE ACCESS TO PRIMARY AND PREVENTIVE HEALTHCARE

**GOAL F-2:** GREATER FIVE POINTS RESIDENTS ENGAGE IN PROGRAMS AND ACTIVITIES THAT PROMOTE HEALTHY LIFESTYLES

## NEIGHBORHOOD MASTER PLAN



*Physical improvements include strategies for re-using vacant land, priority sidewalk and streetscape improvements, new trails, and attracting new development to visible locations.*

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## EMPOWER OUR COMMUNITY

### Goal A-1

#### Greater Five Points residents have pride in their community

The neighborhoods that make up Greater Five Points have a long history in New Bern and many points of pride, but the effects of flooding, disinvestment, and concentrated poverty create a negative perception of the area held by many outside the community and even some within it. Community members expressed a strong desire to change that perception by building on the area's heritage and existing assets to promote Greater Five Points as a quality neighborhood.

#### OPPORTUNITIES AND STRATEGIES

##### Promote the existing physical and social assets in the community

***Develop a marketing strategy for Greater Five Points, including a branding campaign, that highlights the many assets in the community*** — A strong brand for Greater Five Points will unite residents behind a shared vision of what the community is today and what it can become. A clear, targeted reimagining plan will raise awareness in the wider community of the assets in the neighborhood today and the great potential that exists. This community-led initiative is already underway thanks to a generous donation from the Harold H. Bate Foundation and a double match of in-kind marketing support from Craven Community College.

***Conduct community clean-up events; publicize before/after pictures and stories about clean-up efforts to build community pride*** — A clean, attractive neighborhood creates a strong foundation to increase community pride and demonstrate the power of small actions with big impacts. A series of community clean-up events that engages a broad range of community residents will build relationships, foster greater “pride of place” and create a sense of collective efficacy. Targeting these events to high-visibility locations and areas around physical assets

will project a positive image that matches the brand. Promoting these events to the City will demonstrate the positive momentum building in the community.

***Create opportunities for local artist installations throughout the community*** — There are ample opportunities to display the talent of local artists and craftsmen by celebrating Greater Five Points heritage and future. Gateway locations along Broad and First Street, visible sites in parks and along new greenways, and select vacant lots throughout the neighborhood can be enlivened by creative works that contribute to the character of the community.



***The Broad Street murals demonstrate the ability of public art to express community ideals and enhance visible areas.***



**Invite all New Bern residents to the neighborhood by holding city-wide events and other meetings in Greater Five Points** — Many New Bern residents do not have a reason to visit Greater Five Points and form their opinions of the neighborhood from secondary sources. A mid-term strategy is to bring more people into the community to see firsthand the promise that is here by hosting popular citywide events or meetings of business owners, non-profit organizers, or other local leaders. The first step is to identify appropriate high-quality locations for these events, such as Henderson Park and the Stanley White Recreation Center, one of the waterfront parks, or a new space, to ensure that the community puts its best foot forward.



**Community beautification events like tree planting and clean-ups foster stronger relationships and build pride**

## **Share the rich history of the neighborhood and its people**

**Build Walt Bellamy fountain and sculpture park at historic intersection** — The historic fountain that used to exist at McCarthy Square at Queen and Pollock Streets was an important landmark in the Five Points commercial district. Advancing plans to reconstruct this fountain in a new plaza will serve as a positive visual anchor for new development in the area. The City has acquired the property for the fountain and pocket park and a fund-raising structure has been established. Local artists have designed a unique sculpture for placement in the park, celebrating the contributions of native New Bernian Walt Bellamy. Community input will further guide the effort and build a sense of ownership and pride in the final product.

**Publish a Greater Five Points heritage cookbook** — Many residents have lived in this community for their entire lives and have rich family traditions based around sharing meals. One way to engage the elderly to preserve and promote this important heritage is by collecting recipes and stories that will be assembled into a community cookbook. The cookbook can then be sold to raise funds for other neighborhood activities or programs.

**Expand the existing African American Heritage Tour to include additional historic sites** — The Craven County Convention and Visitor Center has an African American Heritage Tour that has 12 stops, with only one in the Greater Five Points neighborhood. Recognizing additional historical sites like the former Negro League ball field at Kafer Park and the Trail of Flames commemorating the Great Fire of 1922 will raise awareness of the long history here and attract more visitors to the area.

**Celebrate neighborhood heritage and historical subdivisions in Greater Five Points** — Greater Five Points is composed of over 20 subdivisions including Larksville, Mechanicsville, Paviatown, Long Wharf (currently known as Walt Bellamy), and historic Dryborough. Long-term residents in particular feel a keen affiliation with these distinct historic areas, which should be recognized with improved signage. Pocket parks in visible locations could include markers describing the history of the immediate area. To aid this effort, community partners including New Bern Historical Society and Historic Dryborough Association have recently collaborated to begin a signage campaign that will highlight significant African-American landmarks and figures throughout the neighborhood.

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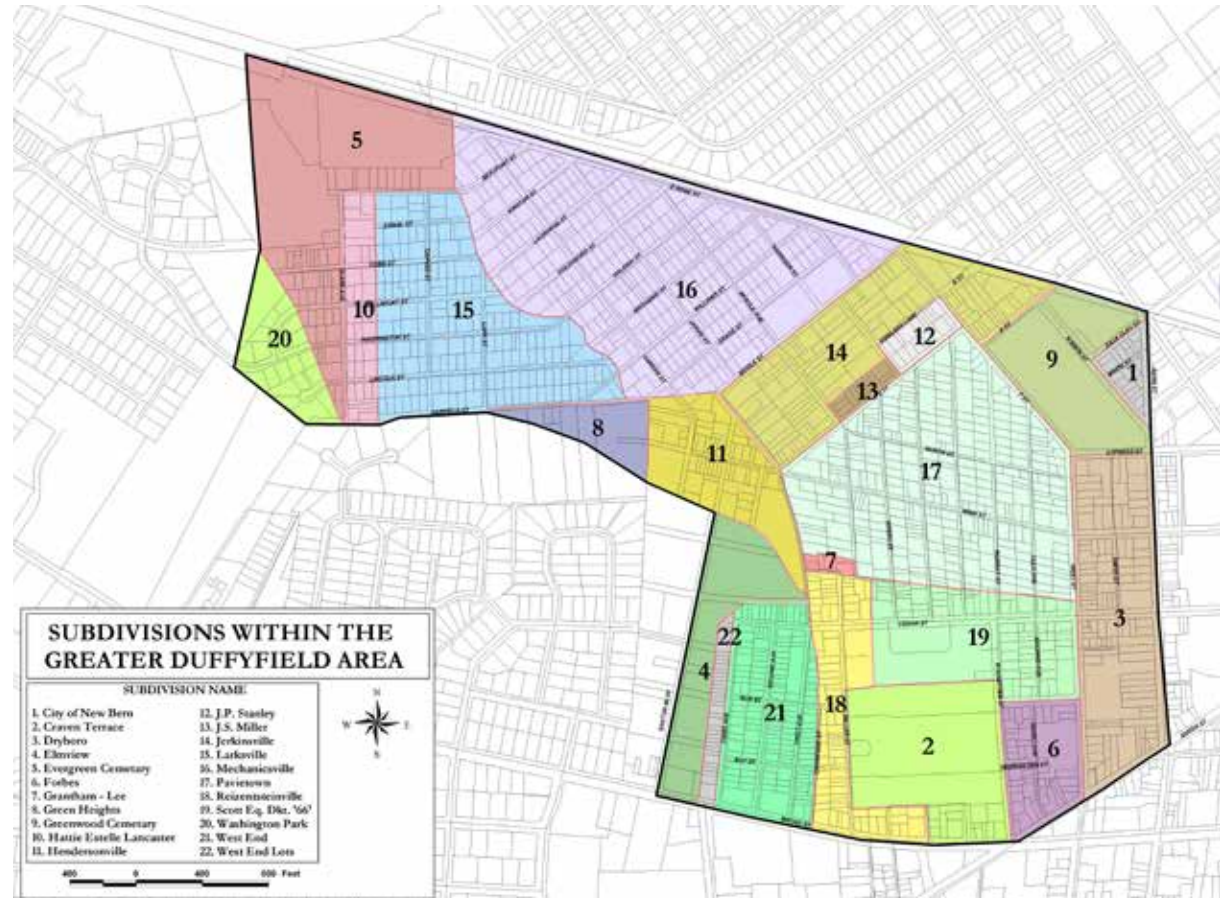
## EMPOWER OUR COMMUNITY

### Goal A-2

#### The community feels safe and neighbors look out for each other

Public safety is one of the critical needs identified during the planning process. Residents and stakeholders spoke about building better relationships between residents and police officers. A more robust community policing model will engage residents to work with police to reduce the amount of crime. Improving the perception of safety in the neighborhood will help improve the quality of life for residents, reduce unnecessary stress, and support a more positive image of our community within the wider New Bern area.

#### HISTORIC SUBDIVISIONS



The historical subdivisions of Greater Duffyfield are a point of pride for residents in Greater Five Points that should be expressed in the physical environment through signage and markers.

## OPPORTUNITIES AND STRATEGIES

### Improve physical conditions in the neighborhood that impact real and perceived safety

**Establish a lighting plan based on community priorities in conjunction with the police department and Public Works, with public housing areas as first priority** — While most streets in the neighborhood have some type of lighting, the spacing and height of fixtures produces inadequate lighting for pedestrians and creates shadows that reduce the feeling of safety at night. In particular, Craven Terrace has no internal street lights and building-mounted lights provide inadequate illumination. The lack of lighting emerged as a significant concern during the planning process so in response, a lighting plan will be developed that focuses on important routes in the neighborhood to provide improved pedestrian-scale lighting to enhance the feeling of safety at night. These improvements will be coordinated with other street and sidewalk improvements to create attractive pedestrian corridors linking destinations throughout our community.

**Address visual cues that promote a negative image of the community** — Actions to improve the visual image of the community and counter the “broken window” effect will be taken. New trash receptacles will be placed in high foot traffic areas, vacant lots will be maintained by the city, and minor property repairs facilitated through neighborhood groups with city support. Code enforcement will spur landlords to fix ongoing issues to improve the safety and curb appeal of their properties. Home repairs and neighborhood beautification are the focus of “Paint Your Heart Out New Bern,” a collaborative effort by the City, Neuse River CDC, non-profit youth ministry Group Cares, and local non-profits to be held in July 2016.

**Apply Crime Prevention Through Environmental Design (CPTED) principles to new development** — New development will incorporate CPTED principles to address some of the environmental



Regularly spaced low-level path lighting can improve safety of multi-use paths

factors that can lead to crime. This includes providing windows overlooking public areas to put “eyes on the street”, clearly marking what is private vs. public territory, using gates to limit access, etc.

### Build trusting and collaborative relationships between police and residents

**Identify and connect community partners to work with the NBPd to leverage the DDACTS program (Data-Driven Approach to Crime and Traffic Safety) to reduce crime and traffic incidents** — The Greater Five Points community will actively partner with the New Bern Police Department participating in the new DDACTS program to reduce neighborhood crime. Key community leaders and active residents will be recruited to work closely with police to assist with the implementation of this program and ensure a positive outcome.

**Expand existing “Coffee With A Cop” program and continue initiatives such as the “Citizen Observation Patrol” program and Citizen Police Academy** — Expanding the “Coffee with a Cop” program to more locations such as J.T. Barber Elementary School, the Stanley White Recreation Center, NBHA properties, and local restaurants will engage more residents where they spend time and



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## EMPOWER OUR COMMUNITY

improve the visibility of police officers as active participants in the community. The newly formed “Citizen Observation Patrol,” or COP, will use specially trained volunteer citizens to patrol their neighborhoods and report on suspicious activities. Citizens accepted for this program will be trained in the use of a police radio, observation and reporting suspicious behavior. The Citizens Police Academy is proving to be an effective tool for educating residents on the policies and principles of NBPd. Instruction and demonstrations are interactive and include firearms training and ride-alongs with patrol officers. The Housing Authority and Duffyfield Community Watch promote participation in this program by identifying candidates for participation.



Creating more opportunities for informal police and resident interaction will help build trusting relationships.

***Employ community policing and increased conversations on the street to build better relationships between residents and police*** — The New Bern Police Department has adopted a community policing program to promote police and citizen partnership to deter and combat crime. A strong police/citizen partnership allows NBPd to build trust within the community by interacting more closely on a regular basis with residents. Efforts to educate residents about police procedures and why they are in place, how police establish patrol areas and priorities, how dispatchers operate, and other aspects of policing are lowering barriers to resident trust and providing more opportunities for direct interaction with police in a comfortable, non-threatening environment.

***Institute a Community Covenant or “Code of Conduct”*** — A Code of Conduct developed by community residents will be an important aspect of the branding effort for Greater Five Points. It will publicize community standards for behavior and create an environment in which residents are empowered to speak out against inappropriate actions.

***Institute Promise Place’s “Five Points CARES” sexual assault prevention and education program*** — Led by Promise Place, the grant-funded Community Awareness and Response to End Sexual violence program will work with area residents to increase awareness about sexual violence and improve the response to sexual violence that impacts community members. Community volunteers will be trained and empowered to act as peer educators to implement sexual violence prevention programming.

***Enlarge the existing faith-based community walks “Because We Care, We’re Coming to You”*** — NBPd has teamed with the NAACP and community faith and civic leaders to build stronger partnerships that will help New Bern become a safer place to live and raise a family. This partnership promotes the goal of community policing and recognizes that faith leaders play an important role in providing leadership and mentorship in the community. In a series of strategically scheduled pop-up walks, police officers, pastors, and community leaders walk through various neighborhoods offering peace, safety, and support. By going directly to the streets the group is demonstrating that the streets belong

to the community, not to those with criminal intent. The walks remove barriers that exist at more formal meetings and show the community that the leadership is willing to come to them and is working together to support them. The walking teams also have reference material for those who may be in need of services such as emergency home repairs or social services. Three walks have already been held with very positive feedback from the community and more are planned for the future.



*National Night Out, the Police Athletic League, and other programs encourage stronger relationships between police and youth in the neighborhood.*

### **Encourage positive connections between youth and police officers to foster long-term relationships**

***Continue Police Athletic League (PAL) and summer camps for youth and teens and create additional youth recreation programs with police as mentors*** — Providing more opportunities for police and youth to interact in informal ways will help build positive relationships and create mentoring and role model opportunities. Sports leagues, summer camps, and other recreational programs keep youth and young adults active and engaged outside of school time and provide outlets for physical activity as well.

***Use traditional social media involving local youth to promote traffic, bike, and pedestrian safety*** — Engaging local youth in a public safety campaign will both educate and give them a sense of ownership in the community. NBPD, the Transportation Department, City 3 TV, and community volunteers will recruit youth to participate in this campaign. With instruction from volunteer professionals, youth will create their own fun videos about the importance of safety and compete for selection of their video to be shown on City 3 TV and websites such as YouTube.

***Target Greater Five Points youth for greater participation in the NBPD Explorers Post and PAC-TEAM*** — The Explorers Post, chartered by the Boys Scouts of America and sponsored by the police department, provides an excellent opportunity for teens aged 14-20 to better understand the functions of a law enforcement officer. This leads to greater trust and support of the principles of community policing.

Police and Children-Together Everyone Achieves More (PAC-TEAM) summer camp is a free week-long camp for youth ages 8-12. This popular activity provides neighborhood children with the opportunity to learn about law enforcement and teamwork while participating in a safe and educational camp-like setting.

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## EMPOWER OUR COMMUNITY

### Goal A-3

#### Greater Five Points residents know about local resources and supports available.

One of the challenges that echoed throughout all of the working groups is a relative lack of awareness of many of the programs and services that exist, and the lack of a single centralized resource to publicize them. Through the planning process, it became apparent that communication with residents needed to take many forms in order to be effective.

#### OPPORTUNITIES AND STRATEGIES

##### Create an institutional framework focused on centralizing community information

**Create a resource and referral center located in the Greater Five Points neighborhood** — While New Bern is rich with many programs and services, knowledge of and utilization by Greater Five Points residents is limited. Even local service providers find it challenging to keep abreast of the ever changing programs and services offered in the community. This knowledge gap is aggravated by residents' - particularly public housing residents' - lack of available transportation. A resource and referral center located in the community will provide a single point of contact for residents to learn about and get connected to the myriad programs available. The rehabilitation plans for Craven Terrace currently underway include the conversion of an entire building into a multi-functional resource center. The center will house a dedicated resident service coordinator and contain space for support agencies to provide services like training, medical screenings, and after-school care.

**Establish a Resource Center Web portal** — Like the resource center identified above, a web portal offers the opportunity to centralize information from myriad providers and agencies in and around New Bern via a single web page, making it easier for users to find information and connect to programs and services online. Linking this web portal to other key websites like the Choice Neighborhoods, NBHA, City and County websites is critical.

**Continue to update the current Community Services Directory** — Residents and partners alike found the Community Services Directory to be a useful tool to keep abreast of programs and services in and around New Bern. It is critical to keep this information up-to-date with direct contact information to maximize its utility. It is also recommended that the document be distributed at different venues throughout the community such as the library, recreation centers, beauty salons and barbershops, NBHA, etc. Partner agencies are encouraged to keep copies of the directory for their clients and others that seek services. The document should also be posted on-line using the Resource Center Web portal and/or the City and NBHA websites.



***Establish a Resident Service Coordinator position at New Bern Housing Authority —***

Significant work is needed to support the resident engagement and partner relationships generated during the planning process as well as maintain and develop new engagement tools such as the Community Services Directory. To this end, NBHA is funding and in the process of hiring a full-time resident services coordinator to ensure this momentum continues.

***Maintain and grow the provider networks created during the Choice Neighborhoods planning process to effectively address the needs in Greater Five Points —***

The planning process brought a range of agencies, service providers and concerned residents together for critical community conversations related to health, economic and workforce development, and education. Participants were enthusiastic about the newly-formed collaborative network, remarking that this was the first time many had come together in one room with a common purpose. As the City, NBHA, and partners transition from planning to implementation, these provider networks have become critical forums to maintain long-term focus on Greater Five Points and collectively work toward the actualization of the goals and strategies set out in this plan.

**Implement an intentional approach to community outreach**

***Develop an on-going and multi-pronged effort to ensure information and opportunities are effectively communicated to the diverse population that makes up Greater Five Points —*** There is no silver bullet when it comes to outreach and engagement. A variety of methods and approaches should be used to effectively engage with residents, including:

- Develop a strategy for continuous engagement of the community with resource fairs, speaking



***Resource fairs and community events are two approaches to more effectively communicate with residents.***

engagements, door to door, community events and an array of media outlets.

- Cultivate relationships with members of the community through festivals and other community events such as DUFFEST and Vision Forward.
- Encourage peer-to-peer engagement. For example, create a speakers group of real people who have come from similar backgrounds and have gone on to change their life as a result of new skills or education. Tryon Palace has embraced this concept with its monthly African American lecture series.
- Host biannual resource fairs in Greater Five Points. Offer incentives to maximize participation.
- Advertise resources and career pathways in local community meeting places such as Concerned Citizens, Voters League, Climbers Club, fraternities and sororities, etc.
- Advertise support services and programs in Sun Journal, church bulletins, local convenience stores, and barber shops/beauty salons.
- Partner with the City of New Bern to distribute information about programs and support services through utility bills.

## EMPOWER OUR COMMUNITY

REALIZE OUR  
ECONOMIC POTENTIALEXPAND HOUSING  
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## INVEST IN OUR CHILDREN

## Goal B-1

**All Greater Five Points children enter kindergarten healthy and ready to learn.**

According to the Carnegie Foundation for the Advancement of Teaching, 35% of children entering kindergarten are unprepared to learn. The achievement gap is much higher for low-income and other high need children. However, research has shown that providing children with a well-designed preschool education makes a difference in their kindergarten readiness and their future success in school and life. Several early learning programs are currently available in and around the Greater Five Points neighborhood. However, utilization among target families is limited. So work is needed to help parents understand the importance of early learning and to help them navigate the various offerings, make informed decisions and successfully connect their children with appropriate services.

## OPPORTUNITIES AND STRATEGIES

**Educate Greater Five Points parents about the benefits of early learning and help them to apply for and navigate the early care and education “systems”**

***Prioritize outreach to and maximize the number of Greater Five Points children participating in Head Start/Early Head Start*** — Coastal Community Action provides 617 Head Start and 142 Early Head Start slots to serve eligible children in Carteret, Craven, Jones and Pamlico Counties. Of this total, approximately 488 Head Start and Early Head Start children reside in Craven County; 53 are from the Craven Terrace and Trent Court public housing communities as of May 2015. Although at capacity, the waiting lists for these programs are short. So it is critical to tailor outreach to Greater Five Points residents and provide information about the benefits of these programs in ways that will maximize participation.

***Prioritize and coordinate outreach to Greater Five Points families to increase participation in existing early literacy programs*** — Current offerings include Preschool Story Time at the New Bern Public Library and the newly funded Play and Learn Kindermusik program, a weekly program for

preschoolers at the public housing developments. Operated by Craven Smart Start in collaboration with NBHA and the Trent Court and Craven Terrace Resident Councils and through a Craven Community Foundation grant, the Play and Learn Kindermusik program is a direct outgrowth of the CNI task force discussion. Coordinated outreach for and cross-fertilization of these programs, with assistance from the Craven Smart Start Outreach Coordinator, NBHA and the Trent Court and Craven Terrace Resident Councils, will be important to maximize knowledge of and access to these quality early learning experiences for Greater Five Points children and their families.

**Increase capacity to provide childcare, early learning and preschool in the Greater Five Points neighborhood**

***Expand opportunities to provide home based visiting services and/or early education programming for pregnant women and children up to three years of age to determine development needs, support each child and family and equip parents as their child's first teacher*** — Home Visiting is an effective, evidence-based strategy for improving outcomes for children

through parental support and early intervention. In the short term, such programs can lead to better parenting, better developmental experiences for children and enhanced child safety. Long term outcomes for children can also include better school retention and employment, less child abuse, less youth offending and enhanced social and emotional health.

**Expand family literacy programs in Greater Five Points** — Research supports strong links between the home environment and school-based literacy. Practices in the home such as reading aloud, having books available and promoting positive attitudes toward reading have a significant impact on children's literacy. As resources can be identified, partners will look to develop new programming to strengthen family literacy such as Mother Read/Baby Read that encourages parents to read to children daily and WeeBus, a mobile classroom for ages 3-5. Outreach to the faith community and educational sorority organizations/retired teacher groups may be required to establish such an initiative.

**Increase the number and quality of in-home daycares** — Of the 36 in-home daycares in New Bern, only one is located in Greater Five Points and a second is nearby. The one located in the

planning area is a four-star rated facility licensed for eight children; five preschool (birth to five years) and three school age children for before and after-school care. The second, located just outside the Greater Five Points, is a five-star rated facility. Given the high number of renters and the poor condition of many dwellings in the neighborhood, Greater Five Points entrepreneurs could face significant obstacles in opening a family childcare home if they do not own the residence and/or the residence does not meet the maintenance standards required by the state.

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**Provide a robust and comprehensive transition to kindergarten program that serves all Greater Five Points children entering kindergarten**

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**Continue to offer and, where possible, build upon Craven Smart Start's Kindergarten: Ready, Set, Go information sessions to ensure every child has a smooth transition to kindergarten** — In addition to providing an overview of Craven County Schools, kindergarten enrollment and regulations, a local kindergarten teacher shares tips to help parents prepare their child for school. Additional information related to early childhood development and parenting as well as a free book are also

made available. Possible expansion efforts might include offering additional school readiness activities to Greater Five Points families with four year olds throughout the year before they enter kindergarten and to make such offerings available in a community based setting like the Stanley White Recreation Center.



**Bookmobiles can reach families throughout Greater Five Points and encourage reading together**



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## INVEST IN OUR CHILDREN

### Goal B-2

**All Greater Five Points children are supported academically, emotionally, and socially and graduate from high school.**

To prepare for college and career, all children need access to a continuum of high quality education programs and services. This includes quality academic instruction but also extends to services and supports beyond the classroom. Quality out of school time programming and other supports, particularly those targeting at-risk youth, are critical in addressing disparities and ensuring the success of every child in Greater Five Points.

#### OPPORTUNITIES AND STRATEGIES

**Prioritize outreach to and maximize the number of Greater Five Points children participating in quality after-school and summer programs**

High quality, organized after-school and summer programs promote academic and social skills, provide opportunities for children and youth to develop positive relationships with peers and adult mentors, increase children's safety and reduce the likelihood that youth will engage in inappropriate activities. Additionally, students lose math and reading skills when they are not engaged in enriching summer activities. According to research, summer learning losses, when compounded each year, accounts for a large portion of the achievement gap between lower-income and higher-income students.

Several new initiatives focused on the Greater Five Points area will help to address this critical need. New Bern's newly established Boys and Girls Club site at J.T. Barber Elementary School is walkable for Greater Five Points area residents. The grant-funded 21st Century Community Learning Center operates in several convenient locations in the Choice neighborhood. But given the challenge of communication in the area, it is critical to ensure

Greater Five Points parents have knowledge of and access to these valuable out-of-school time programs for their children. New resources must continue to be targeted for out-of-school time programming to increase opportunities in the Greater Five Points neighborhood.

**Support students to stay on track in school**

***Provide incentives for school attendance*** — Students must be present and engaged to learn. Research shows that students who missed at least 20 days of school per year — the definition of chronic absenteeism — had lower grades and were more likely to drop out than students with better attendance. Some individual Craven County schools have incentives to promote good attendance such as certificates and perfect attendance parties. However, additional incentives and initiatives are needed to eradicate chronic absenteeism.

***Build broader collaboration with agencies, nonprofit groups, and faith based organizations that currently mentor youth*** — Mentoring is an important element of positive youth development, particularly for disadvantaged teens. Beyond simply providing access to a caring adult, studies have found that children with mentors were more

confident and had fewer behavioral problems. Mentors can help keep students in school and also improve a young person's self-esteem. Existing local mentoring programs to build upon include: Wash Away Unemployment that mentors ex-offenders, the Male Mentoring Program at Craven Community College, Interfaith Refugee Ministry, the Father's Program at Coastal Community Action and the Save the Seed and Promise Place's teen therapeutic group.



**Trent Court resident council members prepare for Back to School day event**

**Encourage volunteers in the schools to assist students to reduce dropouts** — Craven County Schools has a citywide volunteer program already in place but would like to encourage greater participation from Greater Five Points residents. One venue for volunteer recruitment could be the PTA meetings, informal open houses, or parent nights proposed to take place in community-based settings in Greater Five Points.

**Use data from the Youth Risk Behavior Surveillance System (YRBSS) to determine programs for youth** — The YRBSS is a national school-based survey that monitors six types of health-risk behaviors that contribute to the leading causes of death and disability among youth and adults, including behaviors that contribute to unintentional injuries and violence; sexual behaviors that contribute to unintended pregnancy and sexually transmitted diseases, including HIV infection; alcohol and other drug use; tobacco use; unhealthy dietary behaviors; and inadequate physical activity. This information can help direct priorities in youth programming in the neighborhood.

**Develop life-long readers by providing books to children/parents** — According to a study by Reading Is Fundamental, access to books is vital to children's success. Not only does it improve children's reading performance, but it causes children to read more and improves attitudes toward reading and learning. Partners will look for opportunities to make books available to children in Greater Five Points. For example, Craven County Schools recently donated several hundred books to the Trent Court resident council for distribution to area children.

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### **Support at-risk students**

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A proactive approach is necessary to identify and support at-risk students who have fallen behind academically and are at risk for dropping out. Craven County Schools and partners are looking to provide students with the personal attention, services and supports needed to be successful.

**Find alternatives to out of school suspensions**— Emerging research indicates that suspensions neither change the inappropriate behavior of the students involved, nor do they deter other students from engaging in the same behaviors.

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## INVEST IN OUR CHILDREN

Instead, suspensions result in a loss of academic instructional time for a subgroup of students who need it most and may increase the likelihood of the student dropping out of school. In addition, some minority groups are over-represented among those who are suspended or expelled from school. Craven County Schools and partners must look for alternative strategies to address unacceptable student behavior.

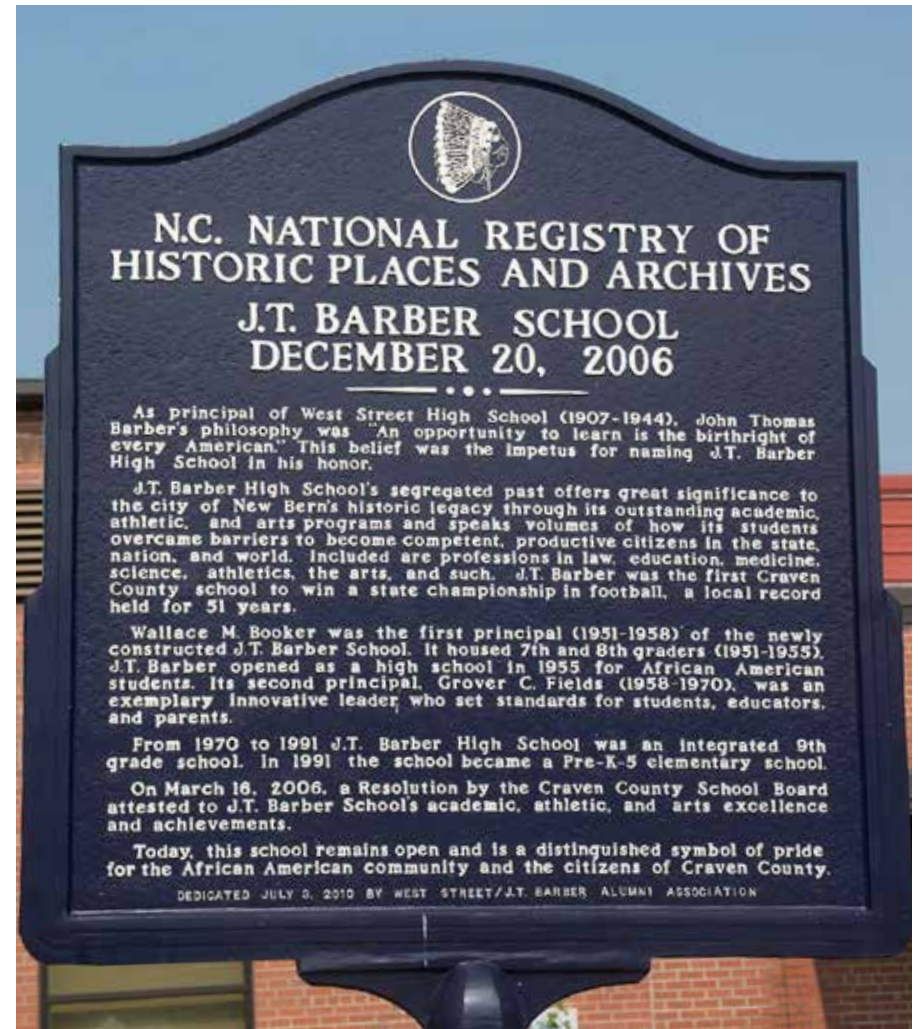
**Connect at-risk students with additional external supports including but not limited to mentoring and mental health services** — Many young people lack strong and sustained relationships with caring adults, which makes them more vulnerable to a host of difficulties from academic failure to involvement in serious risk behaviors. Connecting these at-risk students with mentors and services from local providers that offer behavioral health counseling and other supports could help them to stay on track.

**Expand alternative education options to at-risk students who have not been successful in a traditional school setting** — Current options include evening school and online programs as well as the highly successful 21st Century Community Learning Center at the Area Day Reporting Center (ADRC). Through its after-school and summer programs, ADRC works with 160 Craven County youth in grades 3-8 to improve their academic performance, decrease the frequency of disruptive behavior and reduce the incidence of suspensions. In addition, during the school day, ADRC also offers a structured learning environment for youth who have been suspended from school or as they re-enter the community from any therapeutic alternative or state Youth Development Center. As opportunities arise, there is also an interest in pursuing funding for another alternative school.

### Improve communication between parents and teachers

**Provide opportunities for schools to meet with parents in the community** — With transportation and other barriers to parental engagement in the schools, CCS will create opportunities for administrators, principals and teachers to engage with parents at community-based locations in Greater Five Points. These opportunities could include but are not limited to Parent nights, PTA meetings, and/or Open Houses.





**Craven Terrace and Greater Duffyfield children attend J.T. Barber Elementary School. The school opened in 1951 as an outgrowth of the West Street Graded School, New Bern's first free public school for the education of African American students. (Source: National Register of Historic Places Registration Form)**

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## REALIZE OUR ECONOMIC POTENTIAL

### Goal C-1

#### Greater Five Points becomes an economically sustainable community.

Stimulating economic development in the area and supporting wealth creation among residents are critical to helping lift residents out of poverty. Economic development means recruiting appropriate tenants to retail and commercial space, growing small businesses in the area, and supporting residents who have a business idea to develop. A focus on wealth creation will look for ways that individuals and families can have greater ownership of the means of production through entrepreneurship and worker-owned businesses, or improving their skill sets to obtain higher paying jobs.

#### OPPORTUNITIES AND STRATEGIES

##### **Support community-wide wealth creation through employment and entrepreneurship opportunities for community residents and contracting opportunities for local businesses**

***Establish a Greater Five Points business council***—The local businesses in Greater Five Points do not currently have a unified vision and voice. Creating a business council will engage owners in a structure that encourages collaborative thinking for the common good and a coordinated investment in the physical environment. This council will also play an important role in marketing, recruitment, and mentoring to support economic development in the community.

***Implement a marketing program to raise community awareness of the advantages of buying local goods and services (shop local)*** — Residents play an important role in supporting local businesses. A marketing campaign to promote the benefits of shopping at local stores will increase revenue, encourage new retailers

to choose Greater Five Points, and support entrepreneurs. Such a campaign can extend to anchor institutions as well to encourage purchasing more of their goods locally, and to support the growth of new businesses to supply certain goods that are not available locally. This in turn provides new business opportunities for local entrepreneurs.

***Target and recruit businesses to Greater Five Points that will serve the needs of residents and the broader community*** — Greater Five Points has many benefits as a business location: proximity to downtown, good visibility, and recent streetscape improvements along Broad Street.



***Recruiting appropriate businesses to vacant storefronts on Broad Street and supporting their growth will bring more activity to this important corridor.***



Identifying market segments with growth potential and recruiting desired retailers will provide nearby amenities to benefit current and future residents and encourage more local spending.

**Create mentoring programs between start-up and existing business owners** — Owning a small business is one path to wealth creation but requires a high level of skill and knowledge. Residents who have ideas for their own business do not currently have a resource for advice and guidance. A mentoring program that connects experienced owners with aspiring entrepreneurs will share important knowledge and build a network of support for new businesses.



**Long-time neighborhood businesses that serve needs of residents should be supported.**

**Establish a business incubator/accelerator to support entrepreneurs and new business owners**

New businesses face many challenges including securing capital for their own space and financial resources to grow their business. To address this need, New Bern is partnering with Craven County, Swiss Bear Downtown Development Corporation, and Craven Community College's Small Business Center to establish The Entrepreneur Center of Craven County (TEC3 or The Cube) within walking distance of the Greater Five Points community. The building has been acquired, a business plan developed, and partial grant funding obtained. It is anticipated that The Cube will open in 2017. Supported by the business council and other local and regional business groups, and with intentional outreach to Greater Five Points residents, TEC3 will provide critical resources to support growing businesses and strengthen our economic base.

**Explore urban agriculture job opportunities** —

The amount of vacant land in the neighborhood provides an important asset that can potentially support urban agriculture. Creating farms at a scale that can support local restaurants and sell at the farmers market will build a new economic sector in which residents will gain skills, build wealth, and have better access to affordable healthy foods.



**New Vision**

- Welcoming Reception Window
- Large Conference Room (seats 12)
- 2 Private Offices
- Large, Open Co-working Space which includes:
  - Kitchen/Break Area
  - Media Presentation Lounge
  - Idea Wall that allow for easy collaboration
  - Individual Work Spaces



**New Vision**

- Smaller Co-working Space
- Small Media Presentation Table
- Kitchen/Break Area
- 6 Private Offices
- 1 Larger Office for Partners
- Glass Doors to help give a more open atmosphere

**Preliminary TEC3 floor plans in a renovated existing building (GO Architectural Design, PLLC)**

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## REALIZE OUR ECONOMIC POTENTIAL

### Goal C-2

#### All Greater Five Points residents have the skills and credentials to obtain viable employment and a living wage.

As the Eastern Carolina Workforce Development Board notes on their website, “a local economy can only thrive when the people living there have education, skills and talents that allow businesses to grow and prosper. The quality of life a person experiences is directly related to their ability to earn a good living, contribute to society and continue to learn new things.” Providing effective education and training programs and ancillary supports is critical to ensuring Greater Five Points residents are able to grow and prosper.

#### OPPORTUNITIES AND STRATEGIES

##### Increase post-secondary enrollment and completion

**Provide opportunities to obtain an Associate or Bachelor’s Degree, certificate/credential or continuing education (CEUs)** — Craven Community College (CCC) and University of Mount Olive (UMO) both offer Associates Degree programs. CCC has mutual agreements with UMO and North Carolina Wesleyan College enabling students to easily transfer for their Bachelor’s Degree. CCC also offers several certificate programs discussed in more detail below. Additionally, University of Mount Olive currently tailors its programs to working adults who want to further their education with its model of one class, one night a week, for five weeks. UMO is interested to develop a stronger connection with residents of Greater Five Points and looks forward to an opportunity to promote its classes and, potentially, offer services onsite at the proposed Greater Five Points resource center.

**Promote North Carolina Career & College Promise Pathways and maximize utilization by Greater Five Points students** — Through a partnership of the North Carolina Community College System, the Department of Public Instruction, the University of North Carolina system and many independent colleges and universities, the State is helping eligible high school students begin to earn college credit at a community college campus at no tuition cost to them or their families. Career and College Promise Pathways provide structured dual enrollment opportunities for high school students. Qualified juniors and seniors may enroll in college transfer and career technical education certificate programs. Qualified ninth grade students may enroll in Cooperative Innovative High School Programs that provide the opportunity to complete a high school diploma and an associate’s degree in five years.





## Increase career and workforce readiness

**Establish a Workforce Development Center in Greater Five Points** — A Workforce Development Center will provide a single location where a wide range of employment, training, and career education program services are available to employers, workers, job seekers, and youth. Planning is underway for such a facility to be located at the proposed City Market/Trades Center site on First Street in the Greater Five Points neighborhood. A collaborative effort between the City, Craven County, Craven Community College, and local employers, the proposed Trades Center will offer workforce training including construction skills, welding, electrical repair, HVAC, and culinary arts. Training will be tailored to meet identifiable shortfalls of local employers such as Hatteras Yachts, Weyerhaeuser, BSH, and Moen. Plans for the Trades Center include a commercial kitchen and makers' space for product development and light fabrication.

To address the immediate need for a training site in the Greater Five Points neighborhood, CCC recently partnered with Religious Community Services (RCS) to launch the STEP program at the RCS site adjacent to the target neighborhood. The new program ("Strive, Train, Earn, Prosper") offers training in forklift operations, hospitality management, and commercial cleaning. Tuition assistance is provided by RCS and CCC, and the site is serviced by a CARTS bus stop.



**RCS and CCC staff involved in the recently launched STEP program.**

(Source: <http://cravencc.edu/news/>)

## **Increase vocational offerings provided by the Career and Technical Education program, including adding a childcare credential —**

Craven County Schools division of Career and Technical Education (CTE) attempts to provide relevant and rigorous training skills needed by local and regional industries. The programs are aligned and articulated with Craven Community College providing opportunities for students to earn stackable credentialing, certificates and post-secondary degrees faster. Craven CTE provides instruction in 75 courses in seven program areas to five high schools and five middle schools. Programs currently include Agricultural Education, Business and Information Technology Education, Family and Consumer Sciences Education, Health Sciences Education, Marketing and Entrepreneurship Education, Technology, Engineering and Design Education, and Trade and Industrial Education. Where possible, CTE should expand offerings. In particular, given the need to increase the number and quality of local day care providers, it is recommended that CTE include a course for childcare credentials. University of

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Mount Olive also currently offers a Bachelor of Science degree in Early Childhood Education. Residents who are successful in earning their two-year degree from Craven Community College could go on to earn a four year degree in this field from UMO.

**Develop relevant job skills programs along with financial assistance for students** — The development of new job skills training programs should be based upon the current trends and future predictions of job opportunities in Craven County and the region per the Eastern Carolina Workforce Development Board. The occupational job programs currently include but are not limited to commercial cleaning, certified driver's license for truck driving, barbering and green construction trades. Financial assistance is generally available for occupational programs that include 96 to 100 hours of class time and training to obtain certification. There is also a financial aid scholarship program through the Workforce Development Unit of Craven Community College as well as State Employees Credit Union (SECU)

assistance for workforce development courses. Another means of financial assistance comes from the Workforce Innovation and Opportunity Act (WIOA) Program located in the Workforce Solutions employment office.

**Ensure the NC Workforce Solutions Offender Specialist continues to work collaboratively with the Craven-Pamlico Re-Entry Council to support ex-offenders returning to Greater Five Points** —

Through its Former Offender Initiative, the Division of Workforce Solutions assists job seekers with criminal records by providing the resources needed to overcome barriers as they seek employment opportunities. The Craven-Pamlico Reentry Council, made up of 30+ agencies, also works to offer assistance and resources to help formerly incarcerated individuals to become productive citizens, reduce recidivism and victimization. One noteworthy new initiative is "Keys to Freedom". Through this program, Craven Community College works directly with inmates at Craven County Correctional Facility up to 15 months prior to release and provides them with workforce

readiness and job seeking tools in an attempt to prevent recidivism.

**Coordinate with Workforce Solutions to engage Greater Five Points residents with the re-employment assessment program** — North Carolina requires recipients of unemployment insurance to participate in re-employment programs to continue receiving financial assistance. To help claimants find work, the Division of Workforce Solutions offers the Reemployment and Eligibility Assessment program at its NCWorks Career Centers. In this program, staff provide case management services that include Information on careers and the labor market, an assessment and an eligibility review, help with developing a reemployment plan, and referrals to at least two reemployment-related services, such as workshops or training opportunities.

**Coordinate with Workforce Solutions to create Job Clubs for local "hot jobs"**—Crittenden Women's Union defines "hot jobs" as careers

that require two years or less of post-secondary education, are in high demand, pay a family-sustaining wage, and are located in industries most likely to offer employer-based benefits. It is recommended that Workforce Solutions help to identify local “hot jobs” and facilitate opportunities for local job seekers to meet together and support one another to pursue such opportunities via Job Clubs.

***Inform residents of Greater Five Points about North Carolina's Career Readiness Certificate and promote completion*** — The Career Readiness Certification (CRC) is an assessment-based credential that gives employers and career seekers a uniform measure of key workplace skills. CRC assessments test applicants in three major areas: Reading for Information, Locating Information, and Applied Mathematics. The different levels earned—bronze, silver, gold and platinum—signify increasing levels of difficulty in each area. This portable credential can be more meaningful to employers than a high school degree or a resume citing experience in a different job setting.

***Develop personable job seeking and job keeping skills to be NC Work Ready through employment readiness classes, career fairs and career center***— Craven Community College Human Resource Development Department (HRD) specifically focuses on training individuals to develop the soft skills needed to obtain and maintain employment. In addition to attaining a Career Readiness Certification (CRC) this initiative also focuses on interviewing skills, workplace etiquette, workplace communication, resume writing and dressing for success. HRD targets Greater Five Points residents through fliers, focused emails, and regular presentations at community meetings.

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***Provide resources, supports and mentoring to help Greater Five Points residents identify career pathways that lead to viable employment opportunities with sustainable wages***

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***Identify or create multiple pathways to obtain training, education, literacy and GED services tailored to individual career needs*** — Recognizing that individuals have different goals and circumstances, a variety of entry points or pathways are needed to sufficiently tailor each journey. For instance, given their immediate needs, a homeless person might benefit from a short term training program to help them get on their feet before attempting to embark on a longer term goal of acquiring their GED. Whereas, another individual who is currently employed in a position that does not require a high school diploma may opt to focus on earning a GED in order to pursue a promotion.

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***Make Eastern Carolina Workforce Development Board occupation data accessible to Greater Five Points Residents*** — ECWDB has information about the region's and state's current and projected job growth. If packaged properly and made accessible to residents, this information could help job seekers make informed training and career decisions.

***Create a list of people in the community who have similar backgrounds that are willing to be mentors or coaches for individuals*** — Peer mentoring can be an effective strategy to support job seekers in identifying and achieving their career goals. Partners will work to recruit and match job seekers with mentors from the community.

***Invite individuals from the community to tour work training facilities*** — Tours of local training facilities could help local residents learn more about the current offerings and entice them to participate. Uptown Business and Professional Association, and other non-profit agencies will organize tours of training facilities at Craven Community College and University of Mount Olive for their clientele and tailor these tours to related career interests.

***Prepare and employ residents and resident owned companies in the construction and property management of the new public housing communities*** — With the ongoing renovations at Craven Terrace and planned development of Trent Court, employment and contracting opportunities in construction and property management are

expected. NBHA and local leaders are cooperating to connect residents to training and apprenticeship opportunities to prepare them to take advantage of these job opportunities. Additionally, it will be important to provide local entrepreneurs with the support needed to compete for available contracts.



***The Adult Education Working Group toured the Bosch Center during the planning process to better understand training opportunities.***



## Goal C-3

### Vacant land will be reclaimed and put back into productive use.

The large amount of vacant land in the community is a result of both disinvestment over time and susceptibility to flooding. It is also an asset that can be leveraged for many types of new uses including community gardens or green space to bring residents together, natural stormwater mitigation to reduce flooding potential, and new housing. Considering the best use for land in different parts of the neighborhood based on surrounding uses, the flood plain, and visibility will maximize investment to help realize the community's economic potential. Attractive and viable reuses will also enhance the community's pride of place and promote a more positive perception of the area from within and without.

#### OPPORTUNITIES AND STRATEGIES

##### **Creatively reuse vacant land for the betterment of the neighborhood**

**Create family-oriented pocket parks with gazebos, picnic tables and play areas, named after historic subdivisions** — The neighborhood in general has an abundance of park space but not all residents have equal access to it. Larksville is one area that could benefit from new green space nearby. There are parcels of vacant land where Dillahun Street dead-ends into Carver Street suited for this purpose. The parcels are mostly owned by two owners, the land is in the flood plain so cannot be easily built on, and it abuts the canal at the far end so could include a natural stormwater feature. Acquiring these parcels, identifying construction and maintenance funds, and designing a new pocket park with resident input will create an attractive amenity.

**Identify locations for additional community gardens where demand exists and provide training for residents to learn how to grow and prepare fresh food. Consider land in the flood plain at Craven Terrace and Trent Court** — The K Street community garden and the Veteran's Community Garden at Henderson Park are two existing community assets. About 30% of residents surveyed named a community garden as a top priority improvement for public housing. Additional

gardens in places like the northwest corner of Craven Terrace (where land will be cleared in the flood plain) and as part of the redevelopment of Trent Court would allow more residents to participate in growing fresh food for themselves. Testing the soil is an important first step to determine the suitability of land for gardening, but raised beds can be used to avoid potentially poor soil conditions.

**Expand the K Street community garden in Duffyfield** — The K Street community garden consisting of 11 residential lots was leased by the City to the Greater Duffyfield Residents Council in 2011. Community volunteers have constructed 800 sq. ft. of raised planting beds, erected a tool shed, and begun the installation of an integrated



**The K Street community garden demonstrates a desire among residents to grow their own food.**

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drainage system with increments of City funding. In response to the need for more community gardens, a multi-disciplinary meeting was held in January 2016 to collaboratively advance plans for further developing this site. The concept plan includes leasing garden plots, cooperative crop space, ecological education gardens, and community gathering space. Partners include the City, NBHA, Craven County Cooperative Extension, Faith Connection, the Greater Duffyfield Residents Council, Michaelé' Rose Studio, and the Craven County Master Gardener Volunteer Association.

**Build an indoor recreation and entertainment facility for children** — New Bern lacks an entertainment facility for children that provides indoor recreation. This facility could include inflatables, a ball pit, floor puzzles and games, indoor slides/chutes, a train table, soft climbing equipment for toddlers, and other features.

**Develop a youth golf program with coaches to build self-confidence and mentoring relationships** — New Bern has a large retirement community and golf is a popular pastime. A youth golf program developed by partners such as The First Tee of Eastern North Carolina will connect Greater Five Points youth and young adults with these residents as coaches and mentors.

Mastering golf skills will increase self-confidence, build character, citizenship, instill life-enhancing values and promote healthy choices that can influence other areas of their life.

**Use vacant property to build a golf-related facility** — A long-term idea is to identify enough contiguous vacant land in the neighborhood to construct a golf facility of some kind—a pitch-and-putt facility, practice greens, or a driving range. This could provide a home base for the youth golf program and would attract other golfers to the neighborhood looking for an in-town location to practice. Identifying suitable contiguous land is one of the initial steps needed.



**Vacant lots on Broad Street should be prioritized for redevelopment to add critical mass to this important neighborhood corridor.**

**Prioritize vacant land in highly visible areas for redevelopment (Broadway, Queen, Pollock, First Avenue)** — The vacant land nearest Five Points is best suited for redevelopment as housing or commercial mixed-use because the visibility of investment there will signal to the city that change is happening. There is enough vacant land in this area to accommodate off-site replacement housing for the Trent Court redevelopment, or to build new workforce and market-rate housing as demand increases over time.

**Create rain gardens to reduce flooding in the neighborhood** — Some of the vacant land in the floodplain has few residents nearby. The best use for this land is as a natural, low maintenance



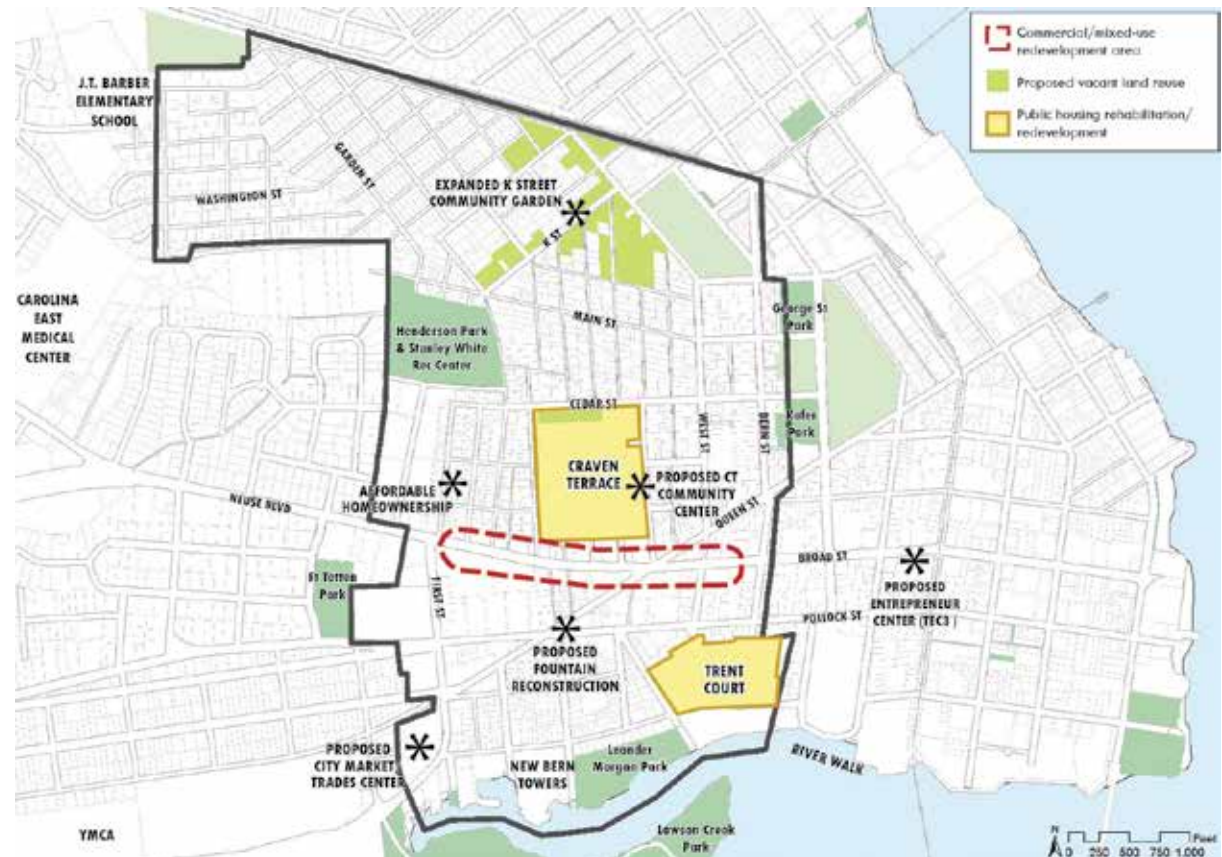
**Large vacant parcels, like this one on Sampson Street, can serve as enhanced natural stormwater management areas with basic improvements.**

landscape that can absorb stormwater to reduce localized flooding. These areas can become attractive natural settings that also have an educational purpose to teach residents and students about the water cycle, local geography, and native flora.



***A youth golf program would foster mentorship, skill development, and increased self-confidence, and could use some of the vacant land in the neighborhood.***

## ECONOMIC DEVELOPMENT STRATEGIES



***Physical strategies to realize our economic potential include providing support for new and existing businesses in the area, attracting new development to the Broad Street corridor, and using housing redevelopment to stimulate private investment.***



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## EXPAND HOUSING OPPORTUNITIES

### Goal D-1

#### Craven Terrace offers a healthy, modern and sustainable living environment.

Improving the quality of housing throughout Greater Five Points is an important issue for residents. NBHA has taken advantage of HUD's new Rental Assistance Demonstration (RAD) program to fund key improvements to the units, the buildings and the site to improve the quality of housing for Craven Terrace residents. Financial closing took place in December 2015 and construction began in January 2016. Strategies to address improving the quality of Craven Terrace are listed here. The physical plan for the rehabilitation of Craven Terrace is discussed in detail in Chapter 5 - Replacement Housing.



*Resident pride is evident outside units like this.*

#### OPPORTUNITIES AND STRATEGIES

##### Provide improved livability, increased energy efficiency, and accessible units and facilities at Craven Terrace

Highlights of improving the livability and life-expectancy of Craven Terrace include:

- Utilize RAD program to finance rehabilitation of units, buildings, site infrastructure and community facilities.
- Improve livability by reducing overall density and increasing unit square footage per occupant and designing improved layouts.
- Demolish buildings in flood plain areas where flood mitigation measures are not feasible or too expensive.
- Provide accessible and visitable units and facilities for persons with disabilities so they can have a more functional unit and can visit their neighbors, playgrounds, and other community facilities on site.

- Improve the energy efficiency and performance of the housing to minimize utility expenses.
- Use landscaping to mitigate challenges with the existing site plan.
- Construct a resource/services center to provide residents easy access to wrap-around services that impact self-sufficiency and quality of life.



*Landscape improvements will add trees and seating areas to enhance livability.*



## Goal D-2

### **Trent Court is redeveloped on- and off-site in mixed-income communities that spur additional investment in the neighborhood.**

Seeing the opportunity to redevelop Trent Court with a mix of incomes due to its location overlooking the waterfront and adjacency to Tryon Palace, the community chose to explore various options during the planning effort. The Housing Task Force developed a set of principles to guide the housing replacement plan. Strategies to redevelop Trent Court as an attractive, high-quality mixed-income site are briefly listed here and described in more detail in Chapter 5 - Replacement Housing.

#### OPPORTUNITIES AND STRATEGIES

##### **Provide one-for-one replacement of public housing units (218) in new developments that serve households across a range of incomes in mixed-use settings**

- Distribute public housing units on-site, in the neighborhood, and in other neighborhoods of opportunity throughout New Bern.
- Replacement public housing units are mixed with tax credit only units (workforce housing) and market-rate units (as supported by market studies).
- Locate mixed-use and mixed-income developments along major corridors in Greater Five Points.
- Design new housing to be compatible with neighborhood fabric, to market-rate design standards, utilizing green and energy-efficient systems and materials.
- Provide accessible, adaptable and visitable units and facilities to create a more functional environment for persons with disabilities.
- Maximize public utilization of any green spaces created as a result of floodplain issues
- Engage Trent Court residents throughout the design review process.

##### **Maximize the positive impacts of redevelopment for Trent Court residents by proactively addressing relocation concerns**

- Develop a phasing schedule that constructs new public housing units before existing units are demolished (so that most residents have to move only once)
- Establish resident relocation committee to develop specific guidelines and policies to be incorporated in a Relocation Plan.
- Provide mobility counseling and support to assist voucher holders find quality private housing in neighborhoods of opportunity.



***New public green space will be created along the water where flood-prone buildings stand today.***

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## EXPAND HOUSING OPPORTUNITIES

## Goal D-3

**Housing quality and quantity in the neighborhood is improved.**

The physical distress of much of the private housing in the neighborhood was identified as a critical issue by the community. Many landlords have not kept up with maintenance and many homeowners lack the financial resources to make necessary repairs. Increasing income levels will help address some of these issues, but other steps are needed to improve the quality and appearance of housing in the short-term.

## OPPORTUNITIES AND STRATEGIES

**Improve property conditions in the neighborhood**

***Provide enhanced code enforcement activities in the neighborhood to identify blight*** — A targeted code enforcement effort will identify landlords with substandard properties and notify them of the need to make repairs. Fines and other actions can be taken against those who do not make improvements. Homeowners in substandard properties will also be notified and informed of available programs to help low-income households make necessary repairs.

***Expand City's homeowner rehab program*** —

The city's recent designation as an entitlement community provides new CDBG funds that can expand the homeowner rehab program. The Transformation Plan recommends that Greater Five Points is targeted for spending these funds so that several homes each year can have critical repairs made. Doing so will assist greater numbers of elderly and vulnerable homeowners who lack the resources or ability to make the repairs on their own, improving their quality of life while also enhancing the aesthetics of the neighborhood.

***Start a volunteer rehabilitation initiative to assist elderly owners with exterior improvements***

—As a direct result of Choice Neighborhoods planning, New Bern will host the first annual Group Cares: Mission New Bern and Paint Your Heart Out New Bern in July 2016. This collaboration brings together national non-profit youth ministry Group Cares, the Neuse River Community Development Corporation, the City, Greater Duffyfield Residents Council, Choice Neighborhoods, and Eastern Carolina Council. Together with area volunteers, they will perform minor home repairs and repainting in the Greater Five Points Community. This exciting initiative will build momentum for future volunteer-based rehabilitation initiatives using existing or learned skill sets among residents to perform



***Building condition varies in the neighborhood, and a proactive strategy to reduce blight will enhance neighborhood character.***

basic exterior improvements like painting, simple carpentry, shingle replacement, and landscaping. As residents develop their skills, they will become better qualified for jobs with local contractors and other companies.

***Establish new homeownership program to improve existing properties for sale to income-eligible households*** — Sixteen percent of the housing stock is vacant in Greater Five Points. Marketing houses in good to moderate condition to qualified households will provide opportunities for current residents to move within the neighborhood and attract new residents to the area. Identifying funding to support repairs and improvements will help address blight as well as take advantage of this existing supply of unused housing.

### **Develop new for-sale housing on infill lots in the neighborhood**

***City to acquire blighted properties for demolition and hold properties for development opportunities*** — The City should continue to identify blighted properties for acquisition and demolition to remove these threats to safety and public health. Once cleared, the land can be held for future development opportunities by the city or sold to private investors who agree to build housing at needed price points. The City is in discussion with several non-profits interested in partnering in affordable home-building initiatives along the newly-improved Third Avenue corridor in Greater Five Points.



***Non-profit builders like Habitat for Humanity are active on Third Avenue, adding valuable new housing.***

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## IMPROVE NEIGHBORHOOD CONNECTIONS

### Goal E-1

#### Residents can easily and safely access key community assets inside and outside the neighborhood.

Transportation is a significant barrier for many residents to access goods and services, healthcare, education, and jobs. Approximately 50% of public housing residents and nearly as many neighborhood residents do not own a car. For the many residents without a car or who choose not to drive, public transit provides limited mobility options. Expanding the transportation options for the community is a vital aspect of maintaining a ready workforce and will increase access and create facilities that can attract other people to the area.

#### OPPORTUNITIES AND STRATEGIES

##### Improve connectivity within the neighborhood

**Create a safe and welcoming greenway network of paths and parks connecting key resources throughout Greater Five Points by reusing vacant land in flood plains and other areas**—A new greenway network woven through the neighborhood will take advantage of existing vacant land and street improvements to better connect residents to assets such as J.T. Barber Elementary School, Stanley White Recreation Center, the senior services building, Broad Street retail, the proposed City Market/Trades Center



**The River Walk, shown under construction at Trent Court, is an example of the type of trail network that can connect residents to nearby amenities.**

site, and waterfront parks. Additional connections beyond the neighborhood to destinations like the Carolina East Medical Center, YMCA, and downtown will further improve accessibility. Providing adequate lighting, benches, waste receptacles, and signage along these routes will encourage their use and ensure they are safe and clean places to walk and bike.

**Improve the safety and visibility of residents walking and biking in the area** — Many streets in the neighborhood are narrow and lack curbs or space for sidewalks. Beyond the planned City investments in street improvements, additional corridors will be identified to expand a continuous network of safe, accessible, attractive pedestrian



**Sidewalk improvements such as continuous routes and ADA-compliant curb ramps will improve connectivity within the neighborhood.**



and bicycle routes. Along streets that provide important connections but are too narrow for sidewalks, improved shoulders, lighting, and high-visibility signage will allow for safer use by residents.

**Analyze crash data to identify high-risk locations; designate no-parking zones in those areas, enforce no-parking compliance and educate residents on dangers of on-street parking in those areas** — The new DDACTS program will aid police and residents in identifying high-risk locations for motorists, pedestrians, and cyclists in the community. These areas will be targeted for improvements to reduce traffic incidents, slow vehicle speeds, and provide a safer environment for pedestrians and cyclists.

**Conduct wheelchair safety classes** — Several elderly and disabled residents use wheelchairs to move around, and the lack of sidewalks forces them into the streets. While planned sidewalk construction will address this around New Bern Towers, more is needed. Educating both residents and drivers about motorized wheelchair user rights and responsibilities will create a safer environment for all users. Hosting classes on-site at New Bern Towers, Trent Court, and Craven Terrace will make it easier for residents there to attend.

### **Enhance access to essential daily needs outside the neighborhood (jobs, healthcare, service providers, schools, and others)**

**CARTS-related initiatives** — New Bern was recently designated an urbanized area and as a result the public transit system (CARTS) must transition from a rural system to a mixed urban-rural system. This higher level of service must meet new standards and funding requirements. The comprehensive study and recommendations for future actions occurring during this transition provide a window of opportunity to work toward key changes. Several locally important strategies were put forth to improve bus service and better serve the local population.

- Many bus stops in Greater Five Points have minimal signage which make stops hard to find, especially for infrequent or first-time users. Improving signage and ensuring it meets standards established by ADA, State, and other agencies will support greater ridership and increase awareness that the route exists.
- Most stops lack shelters and other amenities. Install bus shelters where feasible and address highest-use stops first, including a bus route map, schedule, bench, and trash can as space allows. Partner with local artists to design and/

or decorate the shelters to increase the visibility of this initiative and build support.

- Many residents are unaware of the range of services currently offered by CARTS, including the regular loop route and on-demand rides. A targeted advertising effort that uses multiple communication strategies including bus wrapping, information in local stores, website links in newspaper stories, church bulletins, resident council meetings, and resident mailers or bill inserts will reach residents where they are and will increase ridership and mobility in the community.



**CARTS provides an important service for residents and improvements to bus stops, signage, and routes will increase its viability as a transportation alternative.**

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## IMPROVE NEIGHBORHOOD CONNECTIONS

- Add a bus at high volume ridership times. Riders of the current fixed route must wait between 30 and 75 minutes between buses. Adding one additional bus to the route at peak times would greatly improve service and make the system a more convenient, attractive option for a wider range of residents.
- Add bus stops to important locations along the current route. Several important neighborhood amenities lack a bus stop that could increase access and usage. Among these are the Stanley White Recreation Center at Henderson Park and the George Street spray park (and future potential skate park location). Adding stops in these locations would have a minimal impact on service times while greatly improving access to parks and recreation amenities.
- Expand service hours to accommodate shift workers. A large number of entry-level workers do not work traditional daytime shifts, yet CARTS service runs only from 7 am to 5 pm. Extended service hours to accommodate these workers will have a positive impact on employment and quality of life. This should be evaluated as part of the comprehensive analysis of CARTS and identification of systemwide changes to be implemented.

**Apply a “complete streets” policy on major roadways through the community** — First Street is currently planned for “complete streets” improvements that will enhance its function as a true multi-modal gateway into Greater Five Points and towards downtown New Bern. In addition, other primary corridors should be considered for Complete Streets improvements to enhance the usability and safety of pedestrians and cyclists as well as motorists. Queen Street and Bern Street are two examples of corridors that would better serve residents whether they walk, bike, or drive.

**Develop public/private partnership to provide extended alternative transportation service hours and explore alternative public transportation models in other cities for adoption by New Bern** — A public/private partnership as a complement to the existing CARTS service could provide extended service hours in the evenings and on weekends. This would create additional jobs in the community, improve mobility for residents, and increase access to after-school activities, evening classes at local community colleges, late-shift jobs, and weekend activities.



**Bicyclists and others benefit from improved street design that accommodates all users, including pedestrians and those in wheelchairs.**

## CONNECTIVITY STRATEGIES



**Strategies to improve neighborhood connections include adding bus stops at important destinations, prioritizing streetscape enhancements that reinforce pedestrian corridors and link residents to amenities, and creating additional trails extending the RiverWalk and providing access to the medical center.**

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## ENCOURAGE COMMUNITY WELLNESS

### Goal F-1

#### All Greater Five Points residents have access to primary and preventive healthcare.

Continuous and coordinated medical care that “meets patients where they are” ensures the highest possible health outcomes. Yet more than one-third of public housing residents report using the Carolina East Health Emergency Room, most often when they are sick or in need of medical advice, rather than more cost-effective alternatives for non-life threatening medical situations such as primary and/or urgent care. In addition, a disproportionately high number of public housing residents are disabled and/or struggling with a chronic health issue like asthma, diabetes and hypertension compared to North Carolina residents generally. As a result, access to medical services is a critical issue.

#### OPPORTUNITIES AND STRATEGIES

##### Increase the number of healthcare options in the neighborhood

**Create a Federally Qualified Health Center (FQHC) in Greater Five Points** — FQHCs are community-based organizations that provide comprehensive primary care and preventive care, including health, oral, and mental health/substance abuse services to medically underserved communities. In addition, unlike other models of health care delivery, health centers focus not only on improving the health of individual patients but improving the health status of the entire community. Given the limited access to medical services and the high rates of chronic health conditions in the community, Greater Five Points would benefit greatly from an FQHC.

**Arrange for the mobile medical clinic to visit Greater Five Points on a regular schedule until a permanent clinic is established** — Creating an FQHC is a long-term goal. NBHA and resident councils are already exploring near-term strategies

to bring health care into the community. Care2U Medical currently offers a mobile clinic in nearby James City and is willing to conduct health checks for the resource/vendor fairs proposed in Greater Five Points. In addition, MERCI Clinic is open to partnering with Care2U Mobile Clinic to host a health day in the neighborhood.

##### Maximize utilization of existing healthcare options by residents

**Conduct forums for affordable healthcare sign-ups in or near the Greater Five Points neighborhood** — The Affordable Care Act offers new opportunities for residents to access health insurance. Forums to learn more about these options and sign-up for coverage should be offered throughout the community including the Health Department, MERCI Clinic and other local agencies. One such forum is the Health Fair recently sponsored by the Craven Terrace and Trent Court resident councils.



## Goal F-2

### Greater Five Points residents engage in programs and activities that promote healthy lifestyles.

Active, healthy lifestyles have many benefits, among them reduced stress levels, improved moods, and higher energy levels. Creating an environment that encourages daily activity as part of regular routines will help alter behaviors and improve health outcomes. Many of these strategies are also attractive to potential new residents.



**Peletah Ministries provided hundreds of bags of fresh, healthy groceries to residents at the Health Fair.**

#### OPPORTUNITIES AND STRATEGIES

##### Provide wellness education

**Include physical activity/nutrition providers and health screenings in the biannual resource fair** — The community information fair during the Choice Neighborhoods planning process proved so successful that biannual resource fairs are recommended going forward. An equally popular Health Fair in November 2015, sponsored by the Trent Court and Craven Terrace resident councils, brought together all area health providers and other support agencies providing health information and medical screenings. Such community-wide events provide a great opportunity for wellness providers to offer demonstrations related to physical activity and nutrition like yoga, dance, Zumba, and healthy cooking demonstrations. These forums also provide an opportunity to have conversations about high blood pressure, diabetes and other conditions in a familiar and non-threatening environment.

**Partner with the YMCA to make “Lunch and Learn” style classes available in Greater Five Points to educate residents on all aspects of healthy living choices for both prevention and management of chronic diseases** — YMCA offers free seminars about healthy lifestyle topics that take place over the lunch hour. Seminars feature speakers on topics such as nutrition,

stress, exercise, fitness, and other health and wellness topics. Typically these “Lunch and Learn” programs occur at their facility but they are open to meeting at other locations in Greater Five Points to encourage greater participation from the community.

**Offer healthy cooking classes** — Healthy cooking classes offer a fun way to educate residents about nutrition and can be coordinated with other activities such as community gardening and the creation of a heritage cookbook. This strategy is particularly helpful for young families, renters, and public housing residents who lack full-size kitchen facilities and equipment. The planned expansion of the K Street Community Garden may provide the ideal forum for these classes.

##### Support active/healthy living habits among residents

**Install secure bike racks at key locations within the community** — Secure bike racks will be installed in visible areas at locations with high current or potential use by cyclists such as parks, the school and the Broad Street retail corridor. These racks can be creatively designed by local artists or through a community competition to generate ideas as a way to add character to the streetscape. Providing secure, visible bike racks will encourage more people to consider bicycling as a viable, convenient way to get around.

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## ENCOURAGE COMMUNITY WELLNESS

**Implement bike-riding initiatives; explore bike-share program or alternative method of providing low-cost bikes** — Sponsored bike safety classes held at Stanley White Recreation Center, J.T. Barber Elementary School, and NBHA properties will teach residents about their rights and responsibilities as cyclists to make people safer and more comfortable biking. A “bike-to-school” week program will encourage greater use by local students and can include classes for students and their parents. Identifying resources to provide low-cost bicycles to residents, such as partnerships with local bike shops, thrift stores, or other organizations, or exploring the feasibility of a downtown bike share program that extends to the community, will also encourage more bicycling. Another strategy is to create a local bike shop that offers repairs and classes. It could be staffed initially by volunteers who would then train interested residents with the skills to perform the repairs themselves.

**Install fitness stations along proposed greenway and in parks; recruit residents for a Greater Five Points fitness group to encourage peer support**— Parks and the expanded greenway network are prime locations to install outdoor fitness stations. These locations will encourage physical activity by providing free equipment and simple instructions for use. Community groups such as the recently formed Trent Court resident walking group

will sponsor regular walks and fitness outings to provide a network of mutual support and encouragement while building relationships and improving health outcomes.

**Encourage the farmers market and satellite or branch farmers markets in conjunction with K Street Garden as ways to gain access to healthy foods** — Providing better access to affordable healthy foods is an important way to encourage healthy eating habits. Existing and new community gardens are one resource and both the Joseph Market and downtown farmer’s market can help meet this need. Advertising the fact that both markets accept SNAP/EBT, promoting market days at NBHA properties and through church bulletins and resident groups, and organizing group outings



**Bicycle safety classes and other initiatives can encourage use among youth and adults.**

to shop for produce and prepare it afterward will increase levels of interest and participation in these programs.

**Expand and improve existing recreational facilities and programs offered to residents**

**Increase signage for Stanley White Recreation Center (SWRC) in the city and the community, and enhance its role as a resource center with “one-stop shopping” for recreation activities and resources** — Stanley White Recreation Center is a significant asset in Greater Five Points but its location within the neighborhood lacks the visibility for more people to know about it. Increasing



**Playgrounds that encourage informal learning, creative play, and imagination should be installed in Greater Five Points.**

signage directing people to the facility and expanding its offerings as a recreation resource center will improve its usage and encourage more visitors.

***Install playgrounds at Craven Terrace/Trent Court and other areas with high numbers of children—***

Resident surveys indicate a significant desire for playgrounds in the community. The Craven Terrace improvements and Trent Court redevelopment will both include new, high-quality, active play areas to encourage physical activity among children and provide a safe place for parents to send their kids. These playgrounds will emphasize creative free play, natural playscapes, and other ways to provide children an inviting mix of problem-solving and imagination-building activities.

***Expand the Edible Schoolyard program to J.T. Barber Elementary school to demonstrate to students and parents how to “Grow it, cook it, eat it” —***

A teaching garden at J. T. Barber Elementary School will be an educational resource for students to learn about where their food comes from and how to prepare it. Local master gardeners will develop this garden with the students and lead classes for students and their parents to demonstrate recipes to prepare the food grown in the garden. This curriculum encourages healthy eating habits at school that carry over to the home environment.

***Expand George Street spray park —*** Water recreation was the top-rated recreation suggestion at the recent Community Day survey. The George Street Park spray area is a popular destination for local children during the summer months. Expanding this facility will allow it to safely serve more children and draw a broader range of users.

***Build a skate park at George Street Park —*** A series of meetings have already been held exploring the interest and feasibility of creating a skate park to provide a safe location for youth. Implementing this idea with community backing will create another outlet for youth to stay active and engaged and will increase usage of the park.

***Develop more programs for teens and young adults, including evening programs and cooking classes —***

A wider range of programs for teens and young adults will keep this segment of the population engaged and learning new skills. After-school and summer programs such as cooking classes can teach life skills, build relationships, and promote healthy lifestyle choices.

***Add dance, yoga, tai chi and other classes for older residents at SWRC and other community venues —*** A wider range of recreation programs for adults and older residents will encourage greater physical activity and build stronger social networks. Dance, yoga, and tai chi are several options that were discussed to be offered at Stanley White, the Senior Services building, or other community venues.

***Expand water recreation (fishing, boating/kayaking) and water safety lessons at Lawson Creek —***

Maximizing one of our key resources – access to water – and ensuring our children are safe around water simply make good sense. The parks along Lawson Creek are a prime location to promote greater interaction with the water, especially after the redevelopment of Trent Court creates another waterfront park. Expanding water recreation options and offering water safety lessons are two ways to attract more people to the river. Fishing and kayaking are two examples of activities that can be taught by local retirees and other residents to form new relationships with area residents and promote an active lifestyle. The plan to move New Bern Parks and Recreation to a First Street Gateway corridor property on Lawson Creek and development of an adjacent water park will provide excellent opportunities to expand water related recreational programs.



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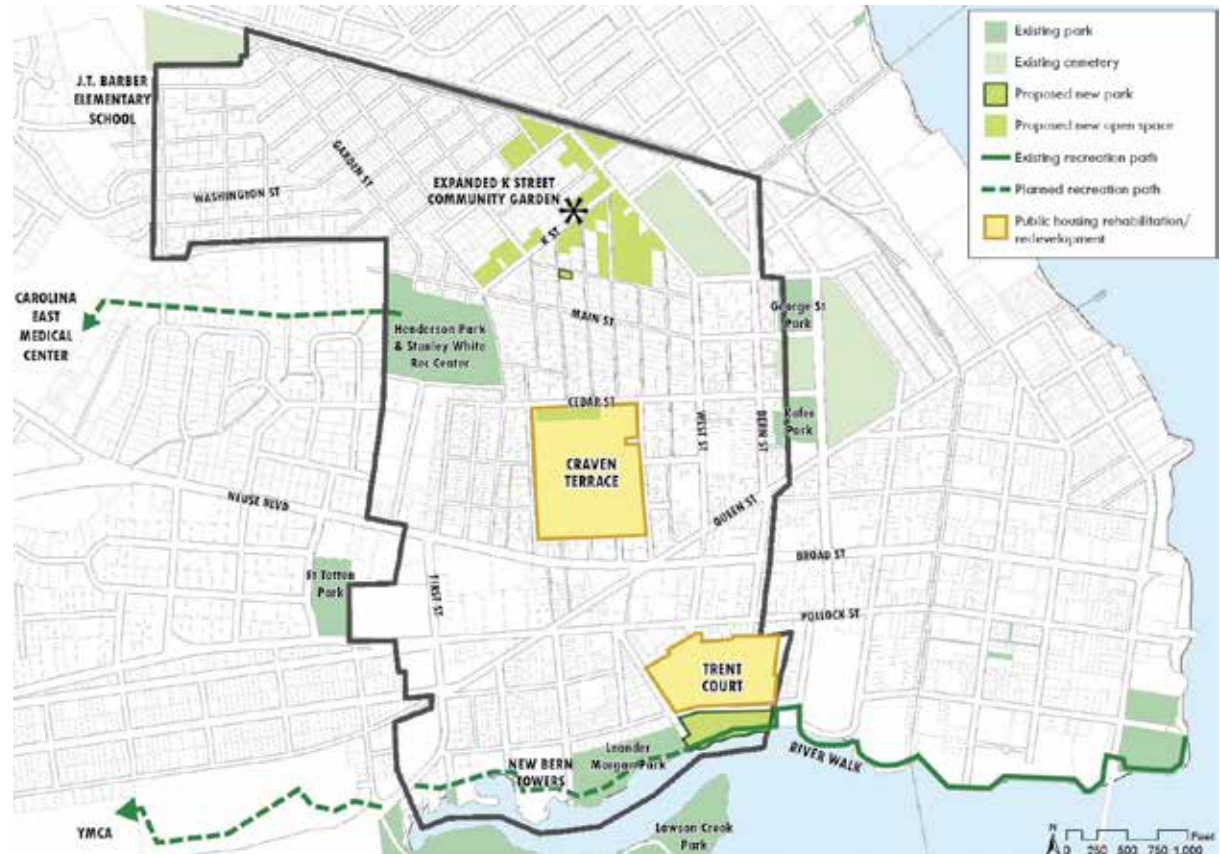
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## ENCOURAGE COMMUNITY WELLNESS

**Develop a partnership between Parks & Recreation and the YMCA for low cost/free swimming day and swimming classes with transportation OR build a new pool in Greater Five Points** — Residents expressed a strong desire for swim lessons and access to a pool at the Community Day in June. The Twin Rivers YMCA near Greater Five Points stepped up in 2015 to offer free swim classes for children in public housing during spring break. Transportation was provided by Parks & Recreation and a local business provided free swim suits and goggles. The highly successful program will be repeated and perhaps expanded in 2016. These swim classes promote water safety and build confidence and comfort around the water for area youth. This popular program could also be expanded to include the Boys and Girls Club and children at the 21st Century Community Learning Center.



### COMMUNITY WELLNESS AND ACTIVE LIFESTYLE SUPPORT STRATEGIES



*Trail networks, safe and attractive parks and open spaces, and local food production on vacant land will help encourage community wellness.*

*Left: Swimming and water safety ranked as the top community preference during the Choice Community Day event in June.*



# 5 REPLACEMENT HOUSING

**T**his Transformation Plan targets NBHA's two family public housing sites in Greater Five Points: Craven Terrace (361 units) and Trent Court (218 units). They are similar in design and in age – two-story brick buildings constructed more than 65 years ago. Craven Terrace is centrally located in Greater Five Points, just north of Broad Street, and surrounded by small-scale one- and two-story houses. Trent Court is located south of Broad Street on Lawson Creek just west of the historic Tryon Palace. Both properties are in need of major repair and revitalization. To address these critical deficiencies, NBHA applied simultaneously for two HUD programs that support public housing redevelopment: Choice Neighborhoods and the Rental Assistance Demonstration (RAD) program. Choice Neighborhoods provides up to \$30 million for the redevelopment of distressed public and assisted housing into new mixed-income communities as well as improvements to the surrounding neighborhood and services to residents. RAD was created to give public housing authorities a tool to preserve and improve public housing developments by entering into long-term contracts that facilitate the financing of improvements. NBHA decided to move ahead with rehabilitation at Craven Terrace through the RAD program and to explore mixed-income redevelopment opportunities at Trent Court. This chapter focuses on the revitalization of both public housing sites. See Chapter 4, Goal D-3 for a discussion of strategies to improve privately owned housing in Greater Five Points.

## Craven Terrace Rehabilitation

Craven Terrace consists of 361 units on 21.6 acres (16.7 units per acre). The 46 one- and two-story masonry buildings were constructed in two phases in 1943 and 1953. The development also includes a management office/community building and a maintenance facility. No significant improvements have been made to the property since 1992.

NBHA procured a development partner to implement the rehabilitation of Craven Terrace utilizing the RAD program. The partnership includes the developer, Evergreen of Florida; NBHA's non-profit affiliate, Transformation Venture Capital (TVC); and consultants, The Communities Group (TCG). NBHA received the CHAP award letter in late 2013 and the development team proceeded with pre-development activities, including securing a variety of financing sources. Challenges included dealing with flood plain issues, the site's historic designation that limited exterior design changes, and improving the livability of the units given budget constraints. The RAD project closed in December 2015 and construction began in January 2016 with an estimated two year timeframe for completing all renovations.

### DESIGN IMPROVEMENTS

The developer will demolish seven (7) buildings (42 units) on the northern edge of the site located in the flood plain and will repurpose one residential building on Roundtree Street as a community center. This will reduce the total number of units from 361 to 319. Through natural attrition (people moving out), there are now more

than 40 vacant units. Lease-compliant Craven Terrace residents are guaranteed the right to return to a rehabilitated unit on-site. NBHA will also receive 42 Housing Choice Vouchers which will be administered by Twin Rivers Opportunities, Inc., a HUD certified agency that oversees Section 8 Rental Assistance, an FSS program, and housing counseling.

Proposed improvements to the Craven Terrace property include replacement of: sewer lines; all heating, plumbing and pipes; electrical wiring (except load centers); flooring; kitchen cabinets and appliances; bathrooms and fixtures; and windows and roofs. Exterior building improvements are constrained by the historic designation of the property and are limited to tuck-pointing of the brick. A community center will include a computer facility and laundry facility. One entire building next to the main office will be devoted to a wrap-around resident community services center for use by local service agencies.

Five percent (5%) of the units will be fully accessible per the American Disabilities Act (ADA), state and local requirements. Site work includes

new parking areas on the northern portion where the buildings will be demolished, new playgrounds and communal gathering spaces. Extensive new landscaping throughout the site will include walkways, benches, mature trees and other plantings. A significant security package including building-mounted cameras across the site will be added, and police will have electronic access to the cameras.

Select units will be reconfigured to increase unit sizes by removing a portion of an interior wall between the kitchen and an adjacent bedroom to create a new dining area. This will reduce the number of bedrooms and add a half bath to the larger units. For example, six 5-bedroom units will be reconfigured into six 4-bedroom units with an additional half bathroom, and 69 2-bedrooms will be reconfigured into 69 1-bedrooms. Additionally, 14 4-bedroom units will be reclassified as 14 3-bedroom units without reconfiguring walls. Through reconfiguration and reclassification all existing households will be rehoused in appropriate unit sizes per NBHA's occupancy standards.

### Unit Mix After Renovation

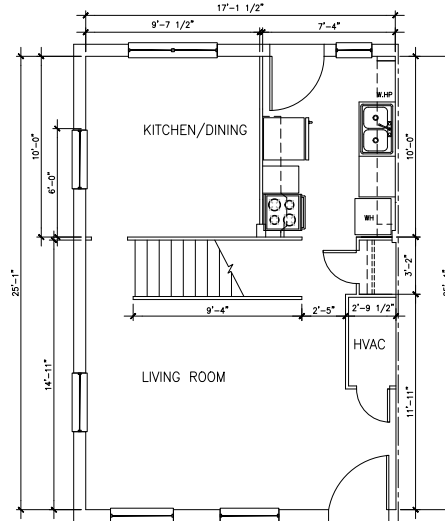
UNIT SIZE	EXISTING*	POST RENOVATION				
		Existing	Reconfigured	Community Space	Reclassified	Total
1 bedroom	79	77	69	2	0	148
2 bedroom	136	67	37	0	0	104
3 bedroom	68	31	12	0	14	57
4 bedroom	30	0	6**	4	0	10
5 bedroom	6	0	0	0	0	0
<b>Total</b>	<b>319</b>	<b>175</b>	<b>124</b>	<b>6</b>	<b>14</b>	<b>319</b>

\*not including 42 units to be demolished | \*\*additional half bath added

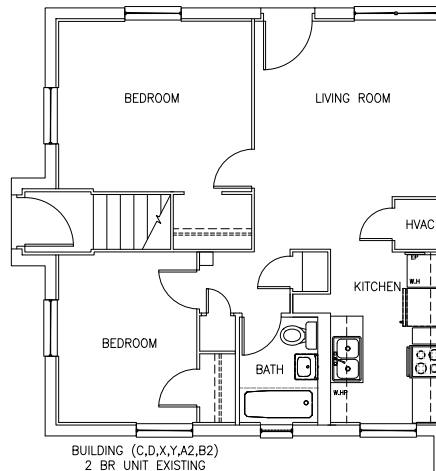
### Highlights of improving the livability and life-expectancy of Craven Terrace include:

- Utilize RAD program to finance rehabilitation of units, buildings, site infrastructure and community facilities.
- Improve livability by reducing overall density and increasing unit square footage per occupant and designing improved layouts.
- Demolish buildings in flood plain areas where flood mitigation measures are not feasible or too expensive.
- Provide accessible and visitable units and facilities for persons with disabilities so they can have a more functional unit and can visit their neighbors, playgrounds, and other community facilities on site.
- Improve the energy efficiency and performance of the housing to minimize utility expenses.
- Use landscaping to mitigate challenges with the existing site plan.
- Construct a resource/services center to provide residents easy access to wrap-around services that impact self-sufficiency and quality of life.

**Existing Unit Layout**

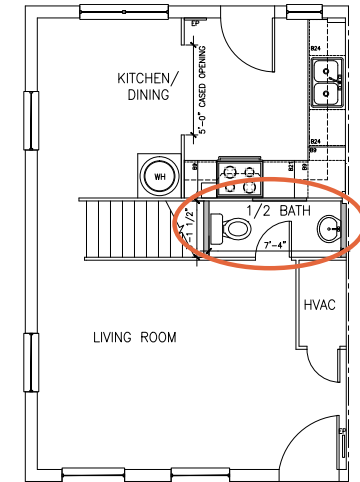


BUILDING (A)  
5 BR EXISTING  
1049 SQFT



BUILDING (C,D,X,Y,A2,B2)  
2 BR UNIT EXISTING  
APPROX. 595 SQFT

**Layout After Reconfiguration**



BUILDING (A)  
5>4 BR UNIT  
1049 SQFT



BUILDING (C,D,X,Y,A2,B2)  
2>1 BR UNIT  
APPROX. 595 SQFT

**Sample plans showing how existing units (left) will be reconfigured from a 5BR to a 4BR with 1.5 baths (top right) or add more living space by converting a bedroom in a 2BR to make it into a 1BR unit (bottom right)**

## COMMUNICATIONS WITH RESIDENTS

During the predevelopment phase, NBHA met regularly with the Craven Terrace residents to provide information regarding the proposed rehabilitation and to give updates on initiative's progress. Craven Terrace RAD updates have also been provided at CNI Housing Task Force meetings (see page 36).

During the renovation process, the most recent schedule and project updates as well as a copy of the most frequently asked questions with answers will be posted near the management office. The relocation manual includes a detailed timeline for all relocation milestones including when certain notifications and forms will be distributed (drafts of which are included in the manual to be distributed to all residents).

## PHASING AND RELOCATION

The rehabilitation effort will be phased to permit relocation to occur on site. All relocation moves will be temporary and in accordance with URA guidelines. A relocation "manual" has been prepared and submitted to HUD as part of the RAD requirements. The relocation manual provides copies of all the notification letters that will sent to Craven Terrace households at various points during the construction process.

A few buildings will be renovated at a time within an estimated total construction period of two years. Interior unit renovation work will take 15-30 workdays. Throughout construction at least one model unit will be available to show current and

prospective residents what the renovated units will look like.

The developer has hired a former NBHA employee and resident to manage the relocation process. Construction has started on the first block of units that are now vacant. When the first block is finished, residents from the next block scheduled for renovation will be moved into the newly renovated block freeing up another block for renovation. This process will be repeated until all units are fully renovated. Moves will take place on weekends with the aid of a moving company paid for by the developer. Residents will be reimbursed for other reasonable moving expenses including any phone company or cable company hookup charges, per URA regulations.

Multiple moves will be avoided as the majority of Craven Terrace households will move only once into a newly renovated unit. However, they will not be able to return to their previous apartment due to unit reconfigurations and reclassification.

## FINANCING

Limited partnerships have been established for the two separate financing phases: "Craven Terrace Phase I, LP" and "Craven Terrace Phase II, LP". Financing for each phase includes a variety of different sources. Both phases were closed on December 18, 2015 and new ownership is now responsible for all rehabilitation activities and property management.



***The proposed phasing plan identifies two overall phases, with one building being renovated at a time. Units in the flood plain will be demolished and the space converted to parking and green space.***

## Craven Terrace Financing

SOURCES	USES
First Mortgage Purchase Money Financing Federal Home Loan Bank Federal LIHTC Equity Historic Tax Credit Equity Interim Income Developer Equity	Acquisition Construction Professional Services Interim Costs Syndication/Financing Costs Other Soft Cost Developer Fee Reserves
Phase 1: \$13,370,675 Phase 2: \$18,262,154	
Total: \$31,632,829	



### **CRAVEN TERRACE TODAY**



***Many units face internal courtyards that lack adequate lighting or landscape. Improvements will add lighting, plant new trees, and create seating areas.***

### **TRENT COURT TODAY**



***Attractive views to the water are an asset but the susceptibility of many buildings to flooding is an unacceptable long-term risk. Mixed-income redevelopment will mitigate flood risks and create attractive new homes for residents.***



***Outdated, minimally functional kitchens will be gutted and replaced with new energy-efficient appliances***



***Awkward relationships of units to adjacent private backyards can be eliminated through redevelopment***

## WHAT IS “AFFORDABLE” HOUSING?

Housing is typically defined as “affordable” when a household pays no more than 30 percent of its income for housing-related costs. For rental housing, this includes rent and utility expenses. For homeowners, housing costs include mortgage payments, taxes and insurance. The “no more than 30 percent of income” standard is used by the U.S. Department of Housing and Urban Development (HUD) for its housing programs and most states and localities have adopted this standard for their programs.

Affordable housing can be provided by the private market or subsidized by the government. In Greater Five Points, much of the privately-owned property is less expensive than other neighborhoods so it is affordable to households with lower incomes. However, much of this housing stock is in poor condition and some families are living in substandard conditions.

Government programs have been created to help people obtain decent, affordable housing. “Subsidized” housing is housing that is made available at below-market rates through the use of government subsidies. All

“subsidized” housing in New Bern is located in Greater Five Points: Craven Terrace family public housing, Trent Court family public housing, and the New Bern Towers Section 8 development for seniors and the disabled. In these “subsidized” developments, households pay no more than 30 percent of their income and HUD pays the difference to cover development and operating costs.

The standard for determining eligibility for subsidized housing is based on the “area median income” (AMI), established by HUD on an annual basis for metropolitan areas. Public housing is available to households earning up to 80% of AMI but the vast majority of public housing families have incomes below 30% AMI. Tax credit units are available to households up to 60% AMI, and typically target families between 40-60% of AMI.

The 2015 median income in Craven County (New Bern’s metropolitan area as determined by HUD) is \$59,700.

The AMI varies by household size as indicated in the table below:

2015 HUD Income Limits: Craven County

Category Limits	Percent of AMI	Persons in Household			
		1	2	4	6
Extremely Very Low Income	30%	\$12,550	\$15,930	\$24,250	\$32,650
Very Low Income	50%	\$20,900	\$23,900	\$29,850	\$34,650
Low Income	80%	\$33,450	\$38,200	\$47,750	\$55,400

Source: [www.huduser.org/datasets/](http://www.huduser.org/datasets/)

### Who Needs Affordable Housing

People with a wide range of incomes need affordable housing. They include persons on fixed incomes (i.e. the elderly and disabled), homeless and special needs populations with supportive service needs, and working individuals and families who cannot find private housing that costs no more than 30 percent of their income. Profiles of some of these households include:

#### Single mother and daughter

Waitress  
Annual income: \$21,000  
Available for monthly housing costs: \$525  
2 bedroom Fair Market Rent: \$761\*  
Affordability gap: \$236



#### Family of five

Daycare worker and part-time cook  
Annual income: \$30,000  
Available for monthly housing costs: \$750  
3 bedroom Fair Market Rent: \$987\*  
Affordability gap: \$237



#### Single young man entering workforce

Part-time construction worker  
Annual income: \$12,000  
Available for monthly housing costs: \$300  
Efficiency Fair Market Rent: \$453\*  
Affordability gap: \$153



\*Source: [www.huduser.org/datasets/](http://www.huduser.org/datasets/) for Craven County Fair Market Rents (FMRs)

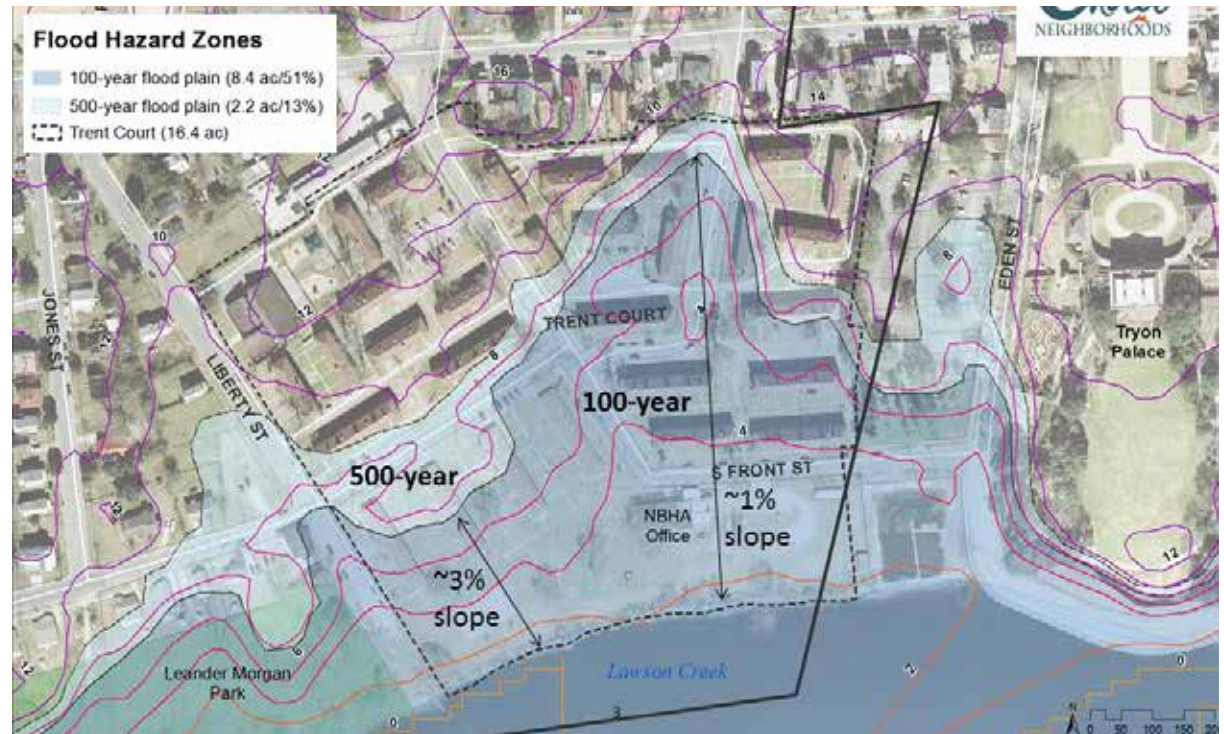


## Trent Court Redevelopment

Trent Court consists of 218 units on 16.4 acres (13.3 units per acre). The 29 two-story masonry buildings were built between 1941 and 1953. The development also includes the NBHA management office and a vacant former daycare building. No significant improvements have been made to the property since 1992.

The site is located on Lawson Creek which creates both an asset and a liability. Over half of the land is within the 100-year flood plain. The susceptibility to flooding poses a significant risk to the buildings in this area, yet funding to rehabilitate them is severely limited due to their location in the flood plain. As a result, rehabilitation of these units is effectively precluded.

Design deficiencies include the large super-block structure which is out of character with the surrounding neighborhood and creates indefensible spaces between buildings that lack ownership or visibility. The land along the waterfront lacks public visibility and is perceived as unwelcoming. There are also significant structural and building system deficiencies and the on-site infrastructure is in need of replacement.



**Over half the land and approximately 112 of the 218 total units at Trent Court are in the 100-year flood plain. Only one-third of the land is outside the 100- and 500-year flood plains.**



**Indefensible spaces lack a sense of ownership and the fronts and backs of buildings do not have a consistent relationship to the street.**

## APPROACH

Rather than using RAD for rehabilitation, Trent Court is targeted for mixed-income redevelopment, per input from the Housing Task Force. This group, comprised of a broad cross-section of over 50 stakeholders including residents, housing advocates, neighbors, City and NBHA staff, and the public, decided that a new mixed-income community designed to market standards, featuring high-quality design, and incorporating energy-efficient features for long term sustainability could only be accomplished by building new housing.

Over a series of eight (8) meetings with extensive discussion, the Housing Task Force established the following Guiding Principles:

- Demolish Trent Court units and build new mixed-income housing. The location of the site on the waterfront and adjacent to the historic Tryon Palace provides a unique opportunity to create mixed-income housing.
- Replace the 218 existing Trent Court public housing units one-for-one with 'hard' units that are deeply subsidized (e.g. residents pay no more than 30% of their income for housing). These are valuable affordable housing units for the very low income in New Bern that the community does not want to lose.
- Replace the 218 public housing units on- and off-site. The goal is to deconcentrate poverty two ways: (1) by reducing the number of replacement public housing units on the original Trent Court site; and (2) by building additional replacement public housing units in mixed-income buildings off-site.
- Use a phased approach to demolition and redevelopment. Given the possible scale of the Trent Court redevelopment effort, it will need to be phased over multiple years. The recommendation of the Housing Task Force is to build a first phase off-site that can be used as a relocation resource before any public housing units are demolished.
- Develop a responsible relocation plan for Trent Court residents. Many residents are concerned about the potential relocation process. The goal of the future relocation plan is to move most residents from their existing unit into a new, permanent replacement housing opportunity to lessen the impact of relocation on households and minimize the number of multiple moves.
- Provide high-quality, sustainable, resilient housing at Trent Court for existing residents as well as new residents across all income levels.
- To the extent feasible, seek to preserve one or two existing buildings for non-residential use,

to preserve the history of the site. Potential uses may include a leasing office, community meeting space, local history museum, service provider space, etc.

Throughout the planning process, the Housing Task Force took care to share their draft Guiding Principles and housing program with the broader public to ensure there was genuine community consensus on the redevelopment of Trent Court. The housing program was presented at the Choice Community Day, at the Open House at the library, and to numerous groups including the City's Commissioners, NBHA Board, Board of Realtors, and others.



***Participants at Housing Task Force meetings discussed redevelopment principles and housing alternatives for Trent Court.***



## PRELIMINARY HOUSING PROGRAM

A preliminary housing program has been developed based on community input and a residential market study and will be further refined by the Master Developer. The Housing Task Force has set a minimum redevelopment program of no more than 50% public housing replacement units and no less than 50% non-public housing units on-site, with a goal of developing as many non-public housing units as possible. The final

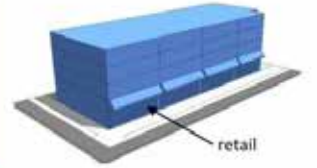

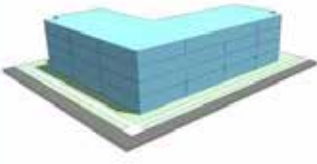

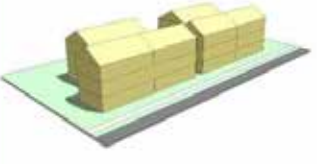
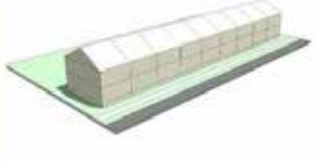
program will be dependent on market demand, financing resources, and the availability of off-site development parcels.

The non-public housing units will be a mix of work force (tax credit) and unrestricted market-rate units. The minimum goals for the housing program are:

- The public housing bedroom mix will be based on Trent Court households electing to return to

a new replacement unit and on NBHA waiting list information. The bedroom mix for the workforce and market rate units will be based on market studies; per the recent residential market study, these units will likely serve smaller households needing one- and two-bedroom units.

- The new development will meet or exceed local/state/federal (e.g. ADA, Fair Housing) accessibility requirements and maximize

<b>MIXED-USE</b> <ul style="list-style-type: none"> <li>1 level retail/community space with 3-4 stories housing above</li> <li>50'-60' height</li> <li>Elevator access</li> <li>Typical 1-2 person households</li> </ul>			Red River Flats, Austin, TX
<b>ELEVATOR MULTIFAMILY</b> <ul style="list-style-type: none"> <li>3-4 stories (35'-45' height)</li> <li>Elevator access</li> <li>Shared outdoor space</li> <li>Ground floor units may have small private outdoor space for families</li> <li>Typical 1-2 person households above</li> </ul>			Victoria Commons, San Antonio, TX
<b>WALK-UP MULTIFAMILY</b> <ul style="list-style-type: none"> <li>3 stories (35' height)</li> <li>No elevator</li> <li>Shared outdoor space</li> <li>Ground floor units may have small private outdoor space</li> <li>Family or 1-2 person households</li> </ul>			Centennial Place, Atlanta, GA
<b>TOWNHOUSE</b> <ul style="list-style-type: none"> <li>2 stories (20'-24' height)</li> <li>No elevator</li> <li>Private outdoor space</li> <li>Typical family unit</li> </ul>			First Ward, Charlotte, NC

The above graphic illustrates a variety of building types that are compatible with the neighborhood context which the Housing Task Force considered for the Trent Court site.

UNIT SIZE	EXISTING TRENT COURT UNITS	NBHA FAMILY WAIT LIST
1 BR	36 (16.5%)	209 (49%)
2 BR	122 (56%)	122 (29%)
3 BR	48 (22%)	70 (16.5%)
4 BR	12 (5.5%)	20 (5%)
5 BR	—	2 (0.5%)
	218 (100%)	423 (100%)

UNIT TYPE	AMI* RANGE	GENERAL INCOME RANGE**	MINIMUM PROGRAM GOAL
Public Housing	< 30% AMI	< \$24,250	218 (50%)
Workforce (tax credit)	40-60% AMI	\$27,000 - \$35,800	132 (30%)
Market-rate	>60% AMI	> \$35,800	87 (20%)
			<b>437 Total Units</b>

\*Area Median Income (HUD)

\*\*For family of four per 2015 HUD AMI income limits for Craven County

**Top: Unit size breakdown of existing Trent Court and the NBHA family waiting list.**

**Above: Minimum program goals for three different affordability levels.**

adaptable and visitable units to the extent feasible.

- New rental housing will feature a variety of different building types that will be compatible with adjoining uses in scale/height. Building types include townhouses (for larger families), walk-up apartments, elevator apartment buildings, and mixed-use structures along major streets/corridors. The Housing Task Force reviewed a variety of images of these building types and provided feedback on their preferred designs. In general, the community prefers a variety of different building types and is eager to remove the ‘barracks style’ image associated with the current housing.
- Given the scale of the potential replacement housing program for Trent Court, it will require multiple new off-site developments, in

addition to the on-site redevelopment. These building types are appropriate for new housing developed both on the Trent Court site as well as in other locations in Greater Five Points.

## ON-SITE HOUSING OPTIONS

### Alternatives

The Housing Task Force explored several different alternatives for redevelopment of the Trent Court site (below). Discussion topics included the mix of housing types, the use of cleared land in the flood plain, the character of sidewalks for walkability, and semi-private spaces for residents such as playgrounds. The discussion of alternatives informed the creation of the community’s preferred housing concept illustrated on the following pages.

*Alternative 1:* No new construction in the flood plain and fewer units returned on-site, resulting in more off-site development being required. Existing street grid largely preserved with minor modifications to connect Bern Street to Walt Bellamy Drive.

*Alternative 2:* New construction allowed in the flood plain, elevated above base flood elevation per FEMA requirements. Existing street grid largely preserved with minor modifications to connect Bern Street to Walt Bellamy Drive.

*Alternative 3:* New construction allowed in the flood plain, elevated above base flood elevation per FEMA requirements. Street grid significantly modified to match surrounding neighborhood pattern.



### Community's Preferred Housing Concept

After reviewing a number of redevelopment alternatives, the Housing Task Force reached a consensus on how to redevelop the Trent Court site: build to higher densities so more households can benefit from the waterfront location; reconfigure the street layout to better connect with the existing streets and provide vistas to the water; and provide a variety of building types ranging from townhouses to walk-ups to elevator buildings. Preserving open green space along the waterfront for passive and active recreation use by residents and the broader public is a priority. The concept for this green space includes the new RiverWalk extension and public piers, a picnic shelter with grills, a public playground, and an outdoor fitness station area in addition to open space, walking

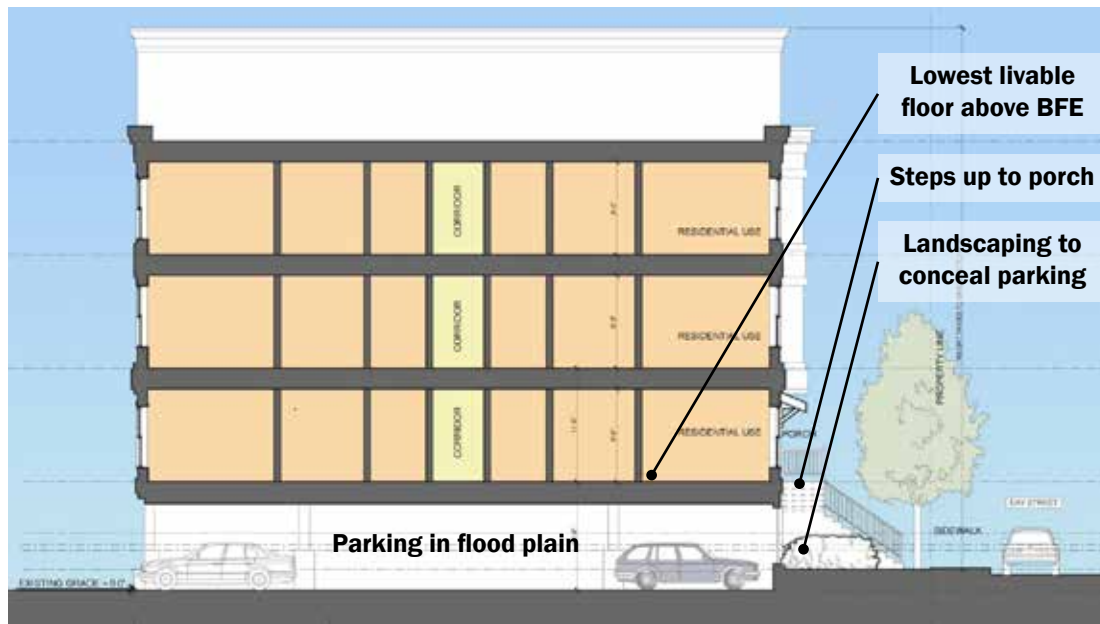
paths, and public parking along Walt Bellamy Drive/Front Street. Additionally, residents desire green space within the new development, reserved for resident use only, that connects to the public waterfront. The preferred concept includes a green corridor through the middle of the site, two to three private playgrounds, a potential community garden for residents to grow their own fresh vegetables, and private backyards for townhouse units.

The preferred site plan uses land in the flood plain to increase the number of units possible on-site. The residential floors of these multifamily elevator buildings will be raised above the Base Flood Elevation (BFE) to mitigate flood damage risks. This also allows the option to potentially locate

parking under the building platform in selected locations.

Residents indicated a desire to preserve some of the history of the site, so the plan proposes retaining one building along Liberty Street for non-residential use which might include a leasing office, community meeting rooms, computer lab, service provider offices, and/or a small museum celebrating the area's history.

Final building and unit designs will be done by the Master Developer's architectural team with community input. All units, regardless of income level served, will have the same layout, finishes and appliances.



**Section cut-through illustrating how buildings in the flood plain must elevate living space above the 100-year flood level, allowing the lowest floor to be used for parking.**



## TRENT COURT PREFERRED REDEVELOPMENT CONCEPT



### 337 units on-site

- 9 townhouse units (2 floors)
- 75 walk-up units (3 floors)
- 253 elevator units (3-4 floors)

- Townhouse
- Walk-up multifamily
- Elevator multifamily
- P Parking beneath

*The preferred concept emerged from Task Force discussions and resident comments about new features they would like to see in a redeveloped Trent Court*





***An artist conception of one potential future condition in Greater Five Points depicts mixed-income housing on the Trent Court site along Lawson Creek, where new units face the public open space and water. Additional mixed-income development along the Broad Street corridor, the rehabilitation of Craven Terrace, and housing infill and rehabilitation throughout the neighborhood dramatically increase the quality of life for residents.***

### Phasing and Schedule On-site

The redevelopment of Trent Court will require a multi-phase, multi-year approach in response to market conditions, acquisition opportunities, and financing. As is typical of mixed-finance redevelopment efforts, since all phases include public and non-public housing (tax credit and market units), they will be partially financed with low income housing tax credits. In North Carolina's most recent Qualified Allocation Plan (QAP) for 2015 allocations, no more than 80 units of new construction per project are eligible for an annual tax credit allocation. This would mean each phase would be approximately 100 units, assuming 80 are funded with tax credit equity (for the public housing and tax credit only units) and an additional 20% are market units supported by a private mortgage. The size of each phase will vary from year to year depending on the QAP and market conditions.

Existing buildings are demolished in phases, as needed, to provide cleared land for new construction and infrastructure work. The proposed phasing for on-site redevelopment focuses on demolishing and rebuilding vulnerable units in the flood plain first, starting with Phase A along the eastern boundary abutting the Tryon Palace parking grounds. The first on-site phase includes a mix of walk-up and multifamily elevator units. Phase B includes two multifamily elevator buildings near the riverfront as well as most of the new infrastructure for the Fleet Street extension and Walt Bellamy Drive. Phase C completes the buildout of the original Trent Court site on the



***The first phase on-site (Phase A) is preceded by an off-site phase to provide new units for relocated households. Phasing on-site is designed to replace vulnerable units in the flood plain early in the process.***

western and northern portions of the site, as well as the parkland along the riverfront. The final phasing strategy will be prepared by the developer with input from engineers and architects who will study the implications of building new systems and infrastructure while residents remain in existing units during phased reconstruction.



## OFF-SITE HOUSING OPTIONS IN GREATER FIVE POINTS

Per community input, the housing plan includes developing a portion of the new replacement housing on strategic neighborhood sites in Greater Five Points to attract diverse new household types and income groups, transform the image of the area, and build retail demand along the commercial corridors. To ensure new housing development has the greatest impact on revitalizing the neighborhood, it is targeted along major streets—Broad, Queen, Pollock and First—and adjacent to other planned new development. This targeted area is outside the flood plain and includes several brownfield sites, which might be eligible for Environmental Protection Agency (EPA) cleanup funds.

Off-site property acquisitions should be targeted to maximize the impact of public investment. Large parcels in high visibility locations should take priority over smaller parcels in less visible locations. The following “tier” descriptions provide an evaluation criteria for property acquisition by the City.

### First tier parcels

- *(Areas 1 & 3 on following page)* These are larger vacant sites on key commercial corridors that could be mixed-use buildings with commercial uses or service providers on the ground level and residential units above. Collectively the three first-tier acquisition targets could yield up to 165-215 units.

## RESIDENTIAL MARKET STUDY

A residential market study for Greater Five Points was completed by RKG Associates in February 2015. Highlights of the market study include:

- **Central location.** Greater Five Points is well situated between Downtown, the hospital area, and the Twin Rivers Mall commercial area so it is a key part of the City’s economic activity. It is important to leverage its immediate adjacency to downtown by building from east to west along major thoroughfares.
- **Proximity to waterfront.** New Bern’s waterfront has seen much investment in recent years. A location providing views of the water commands higher market values and will have a direct impact on the market potential of new residential development.
- **Concentration of subsidized housing.** There is a concentration of subsidized housing and lower income households in the neighborhood which has an adverse impact on market demand and is potentially a Fair Housing issue.
- **Construction costs.** To date, construction costs have exceeded sales/rental potential, deterring private investment. Any new development in the flood plain (i.e. on an elevated platform) will carry a higher construction cost to mitigate the environmental and safety requirements. Building at higher densities with building types (e.g. townhouses, lofts, mixed-use mid-rise buildings, etc) that have greater land efficiencies will help keep costs down.
- **Build scale.** Building new housing “at scale” and along major corridors is critical in the initial stages of revitalization to alter the visual image of the area. Small in-fill projects of a few units each are more costly to build and have less impact on the surrounding area.
- **Large comprehensive changes necessary.** Until the neighborhood improves, it will be challenging to attract market-rate households. Fundamental changes need to be made to the housing inventory, cost structures, and perceptions of quality and safety of the area to trigger sustainable investment.

### Second tier parcels

- *(Areas 5 & 7 on following page)* This tier represents a large number of smaller properties that are clustered around key development areas: at the core of the neighborhood near the historic fountain; adjacent to the future city market/trades center and First Street improvements; and directly across the street from a redeveloped Trent Court. The challenge will be acquiring enough of the smaller parcels from individual owners to create developable lots for multifamily housing. Development of these second tier parcels could yield up to 110-140 units.

### Other parcels

- *(Area 8 on following page)* These parcels provide other assemblages of land that are less centrally located and less visible from key thoroughfares. However, the targeted 10+ acres could yield up to 190-260 new units in 3-story walk-ups or elevator buildings.

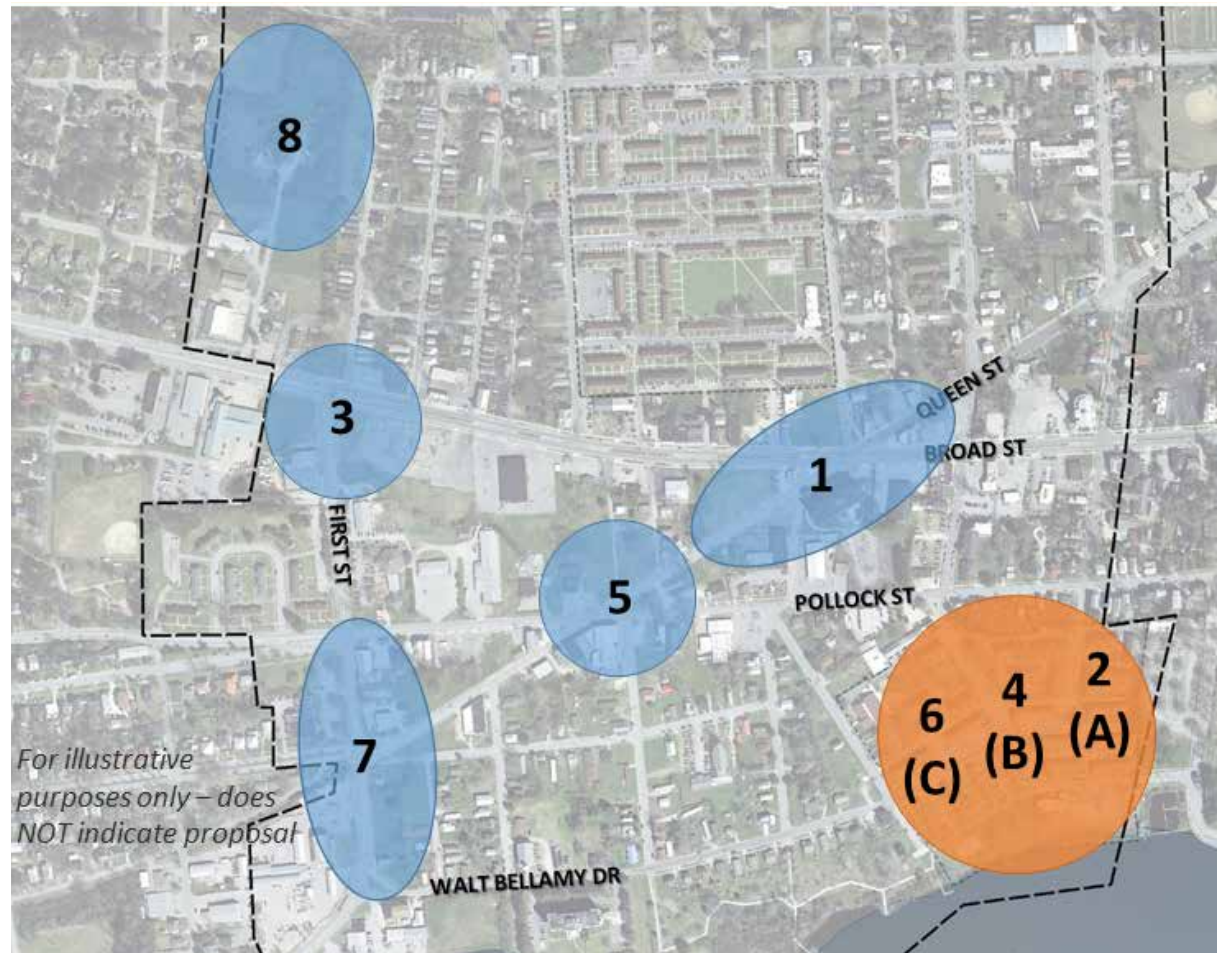
The diagram on the following page illustrates one way that potential off-site parcels could be developed for housing purposes. These are vacant sites which would need to be acquired, either by the city or the Master Developer.

If all of these parcels were acquired and redeveloped for housing purposes, an estimated 465-615 mixed-income units could be developed off-site in Greater Five Points. This is indicative of the build-out potential of the neighborhood over time. While it is ambitious to assume this level of acquisition is possible, it seems feasible that focused acquisition in the near term could yield one to two off-site housing developments. For long-range development opportunities, the city should explore acquiring properties between Broad Street and Craven Terrace to create a new ‘front door’ to this site that is visible from the Broad Street corridor.

### Phasing and Schedule Off-site

The Housing plan proposes constructing the first phase of replacement housing off-site prior to any demolition of Trent Court units. The new public housing units would then be available to relocate Trent Court residents in a single move without need for temporary relocation. The second phase would then occur on the Trent Court site on vacant land cleared by demolition. Trent Court residents still on-site would then move into the new public housing units in the first phase on site. Subsequent phases would continue to alternate on- and off-site development.

The completion of all phases may take as long as 15 to 20 years. The actual timeline will depend upon the developer, the success of tax credit applications, the market, and other factors.



**Phasing begins with an off-site development on vacant or underutilized land near Broad, Pollock, and Queen Streets, a primary neighborhood hub with high visibility for residents and downtown visitors, followed by an on-site phase at Trent Court. Alternating on- and off-site phases will reduce or eliminate the need for multiple moves.**



## REPLACING UNITS IN OTHER NEIGHBORHOODS

The Housing Task Force discussed the concept of replacing some of the public housing units outside the neighborhood to reduce the concentration of deeply subsidized units. While a number of residents voiced concerns about being displaced from the neighborhood, the Housing Task Force indicated a willingness to consider this option for a portion of the Trent Court replacement units, as long as these units were located in non-impacted neighborhoods with amenities such as access to public transit, stores, health clinics, etc.

In light of HUD's recently published Affirmatively Furthering Fair Housing (AFFH) final rule, NBHA may be required to replace units outside of Greater Five Points as this neighborhood is currently the location of all deeply subsidized units in New Bern. HUD is now requiring a Fair Housing review of all public housing development activities (including the RAD program) and, while it is unclear at this time how this AFFH final rule will impact the redevelopment of Trent Court, it is likely that some public housing units will need to be replaced in other neighborhoods. The exact number will be a determined by HUD review at a later date.

Replacing public housing units outside the neighborhood will be challenging. One approach is to replace public housing units with project-based units that serve the same population and require that residents pay no more than 30% of their income for housing. Twin Rivers Opportunities, the local administrator of the Housing Choice Voucher (HCV) program, has funding authorization

## HOUSING CHOICE VOUCHER (HCV) PROGRAM

The Housing Choice Voucher (HCV) program, also known as Section 8, provides subsidies (vouchers) to families to help pay for housing that they find in the private market. Up to 20% of an agency's vouchers can be "project-based" -- or attached to specific housing units if the owner agrees to either rehabilitate or construct new units, or the owner agrees to set-aside a portion of the units in an existing development for eligible low-income households. With tenant-based vouchers, the tenant has the subsidy; in project-based housing the unit (and not the tenant) is subsidized.

for up to 880 vouchers. Currently they have only 34 project-based units (1BR units for seniors developed 15 years ago) with the ability to project-base many more units (up to the 20% cap, or over 170 units). NBHA could work with Twin Rivers to issue a Request for Proposals (RFP) indicating a willingness to provide subsidy for project-based units in existing buildings or in new apartment buildings to be constructed by a developer. This would likely require a Memorandum of Agreement (MOA) between NBHA and Twin Rivers agreeing to utilize the project-based units as a relocation resource for Trent Court residents.

## TRENT COURT DEVELOPER

NBHA, with input from the City, has procured Pennrose Properties, LLC to redevelop Trent Court (both on-site and off-site units). Pennrose is an experienced mixed-finance, mixed-use developer that has developed over 14,000 rental units. This includes 4,500 units in 56 affordable and mixed-income rental projects in the last five years valued

at over \$1.3 billion and financed with public and private sources. The Pennrose team includes The Affordable Housing Group of North Carolina, Inc. (TAHG); Wallace Roberts & Todd (WRT), planners and architects; Tise-Kiester, local architect; and ALCO Management, property manager. Many of the team members have worked together on numerous projects in the Southeast.

Based on the Housing plan, Pennrose prepared the following preliminary 'ballpark' estimate of total development costs.

**Trent Court Total Development Cost (TDC) Estimates**

DEVELOPMENT USES		
On-Site Development	Units	TDC
Public Housing and Tax Credit	196	\$30,264,000
Market-rate	144	\$22,311,000
Off-Site Development		
Public Housing and Tax Credit	344	\$51,965,000
Market-rate	56	\$8,723,000
<b>Total Housing Development</b>	<b>740</b>	<b>\$113,263,000</b>
Demolition and relocation		\$1,962,000
Acquisition		\$2,000,000
Infrastructure		\$11,840,000
Environmental/Remediation		\$500,000
<b>Total Development Uses</b>		<b>\$129,565,000</b>
DEVELOPMENT SOURCES		
LIHTC Equity		\$92,236,147
Private Loans		\$27,157,000
Other Financing*		\$10,171,853
<b>Total Development Sources</b>		<b>\$129,565,000</b>
* NBHA, TIF, City CDBG, FHLB, etc.		

## DESIGN GUIDELINES

Specific designs for the Trent Court site and new housing will be produced by the Master Developer and their design team based on community input and detailed market studies. The following offers general guidelines that should be followed to create safe, attractive, and desirable housing on- or off-site in the neighborhood.

### Site Design

- Public spaces and shared outdoor spaces should promote social activity and provide an identity for the redeveloped Trent Court.
- Public spaces should feel like and be safe places for people by carefully considering lighting and sightlines—ensuring views from units toward exterior spaces (passive surveillance), and from public spaces to the streets.



**Gathering spaces should be designed to allow passive surveillance from nearby units**

- A well-lit, accessible sidewalk network should safely link residents to amenities within the site such as bus stops, playgrounds, and parking locations, and to the improved sidewalk network in Greater Five Points.
- Street trees and landscaping should use native species to provide shade along sidewalks, safely separate pedestrians from traffic, and create an attractive setting for residents to enjoy.
- All buildings should have their front door(s) facing a public street to provide an attractive address. Ground floor units along streets should have individual entries accessed from the sidewalk.
- Off-street parking should be screened from public view by being located behind buildings and/or surrounded by low landscaping. It should be broken into smaller groupings



**Low-impact stormwater management features along sidewalks can improve environmental quality**

with landscape or other means to avoid the appearance of large parking lots.

- Infrastructure improvements should incorporate attractive low-impact stormwater management features to reduce flood hazards and improve the environmental quality.



**Landscaping should screen any parking near the sidewalk that cannot be located behind buildings**



**Sidewalks lined by multiple entrances are safer, more attractive places to walk**

## Building Design

- Housing built in the flood plain must be elevated above the 100-year flood level. The lower level beneath the first inhabitable floor should be used for parking where feasible to reduce surface parking on-site. The design of this portion of the façade beneath the first inhabitable floor should be integrated into the overall architectural composition of the building. Porches and stoops to first floor units, for instance, may be used to reduce the visual impact of the elevated structure.
- Building façades should incorporate design features that create a sense of scale and rhythm along the sidewalk such as vertical bays; horizontal lines such as string courses, step-backs, and material changes that define the ground floor and upper stories; and well-designed details around doors and windows.
  - > The scale of individual units should be expressed using bay windows, balconies,
- other projected or recessed façade volumes, or other effective means.
- > Building height and scale should be compatible with adjacent buildings that are historic or typical of the traditional neighborhood patterns.
- Design should reflect the existing context, echoing patterns such as roof shape and orientation, porches, dormers, materials, and symmetrical or asymmetrical facades.
- Elevator and walk-up buildings should include individual entrances to ground floor units wherever feasible to encourage sidewalk activity and maintain a residential scale along the sidewalk.



**The ground level design of elevated structures should be a unified part of the facade.**



**Multiple front doors and a mix of building types create an attractive streetscape for residents and pedestrians.**

## Sustainable Design

Mixed-income redevelopment at Trent Court will follow LEED for Neighborhood Development (LEED-ND) standards for green and sustainable design. Doing so will increase quality of life for residents, lower utility costs, and protect the natural setting. A preliminary evaluation of the community's preferred housing concept indicates that a basic level of certification should be achievable and higher levels attainable with relatively modest efforts.

- Smart Location and Linkage - Several of these elements are inherent in the site itself such as proximity to jobs and housing and a preferred location. Others like bicycle facilities and habitat and waterbody conservation can be incorporated into the detailed design.
- Neighborhood Pattern and Design - The preferred concept incorporates diverse housing types and affordability, walkable streets, and compact development patterns. Universal design, local food production, and tree-lined streets can be incorporated into the detailed design.
- Green Infrastructure and Buildings - Many of these elements will be incorporated into more detailed design work by the Master Developer's design team.

In addition, Enterprise Green Communities Criteria and EnergyStar standards will be incorporated into all new buildings.



## RELOCATION

All relocation activities will comply with the Uniform Relocation Act (URA)\*. Residents in good standing at the start of and during the relocation process will have the right to return to a new unit. This may entail moving once into a new unit, or moving off-site with a Housing Choice Voucher - either temporarily or permanently. The goal is to minimize the disruptive impacts of relocation by requiring fewer moves (a single move is preferred) and providing assistance and support before, during and after the moves.

Prior to the start of redevelopment, and at least six months prior to actual relocation, a URA-compliant Relocation Plan will be developed by NBHA in consultation with Trent Court residents and the developer's property manager. The Relocation Plan will be developed over a series of meetings and contain updated information regarding resident preferences (via survey). These updated preferences will only be used to help guide the development of the Relocation Plan. Residents will not be required to make final relocation decisions until they are provided one-on-one counseling from a relocation specialist.

In the detailed resident survey completed during the planning process, many Trent Court residents provided preliminary information regarding their temporary and permanent relocation preferences. In general, many wanted to return to a redeveloped public housing unit and most are unsure of their temporary relocation preference and need more

information before stating a preference. NBHA held separate meetings with residents to address their relocation concerns that included such questions as: Will I have to move off-site during redevelopment? Who will pay for moving costs? Will there be elevators for raised units in the flood plain?

One of their biggest concerns is the Housing Choice Voucher program administered by Twin Rivers Opportunities, a local non-profit not affiliated with NBHA. Residents indicated that applicants have a difficult time finding housing in the three county area at the rental payment standards offered by the program. This was confirmed by discussions with the Executive Director of Twin Rivers who indicated that of the 220 voucher holders looking for units, no more than 50-60 lease up due to low Fair Market Rents (FMRs) and the 90% payment standards currently in place. If NBHA receives relocation vouchers for the redevelopment of Trent Court, they will likely be administered by Twin Rivers. As mentioned earlier, NBHA should consider entering into a Memorandum of Agreement (MOA) with Twin Rivers that spells out how support will be provided to relocating households, specifics regarding mobility counseling to encourage relocation moves to neighborhoods of opportunity, and the strategy for tracking relocated residents during redevelopment.

### If Trent Court is redeveloped, what type of subsidized unit would you prefer to be temporarily relocated to during redevelopment?

N=114

Move to a privately owned unit with a Section 8 voucher elsewhere in city	29%
Craven Terrace	10%
Move directly into a new PH unit in Gr5Pts	7%
New Bern Towers (seniors + disabled)	3%
I need more information before I can state a preference	46%
Don't know	6%

### If Trent Court is redeveloped, are you interested in returning to the redeveloped site?

N=111

Yes, I would like to return to the new replacement units	73%
No, I would not want to return	4%
I need more information before I can state a preference	21%
Don't know	3%

Source: Trent Court Resident Survey, October 2014

\*More information about the URA is available online. Visit [www.hud.gov](http://www.hud.gov), then search for "URA"

# 6 IMPLEMENTATION

**T**he revitalization of Greater Five Points is a work in progress. The City is starting to implement strategies proposed in the Gateway Renaissance Master Plan, NBHA has procured Pennrose to redevelop Trent Court, and the rehabilitation of Craven Terrace is underway. The community has actively participated in the eight (8) working groups that developed the details of this Transformation Plan and the Economic Development Working Group has agreed to continue meeting on a regular basis to help guide and advocate for public and private investments that build businesses and economic opportunities for residents. Leaders from the eight groups have merged into the CNI Implementation Committee to continue refining details of the plan and assist with implementation activities. As a direct result of the Choice Neighborhoods planning process, the community and its stakeholders have developed both capacity and commitment for ensuring the goals and detailed strategies outlined in the plan are fully realized – in the near term (within next two years) or the longer term (up to 20 years). Everyone realizes that transforming Greater Five Points to its full potential will take several decades but it will not happen without a plan and committed partners. This chapter provides an overview of potential governance structures to oversee the implementation process; a detailed matrix of objectives, partners, and timeframes for implementation; metrics to measure progress; and a summary of potential funding sources to pursue for implementation activities.

## Governance Structure

The implementation of the Transformation Plan will require the coordination of many parties as well as public/private partnerships. It cannot rest solely on the shoulders of the City or the New Bern Housing Authority; it must be a community-wide – and City-wide – collective effort. The following describes a number of different options for creating governing bodies to coordinate and oversee the comprehensive implementation of the many identified strategies. These are not mutually exclusive options; many can and should be created to ensure that the community's vision is implemented by the most effective and responsible parties who will be held accountable to the community for their actions.

### REDEVELOPMENT COMMISSION

Under North Carolina's Urban Redevelopment Law ( G.S. Chapter 160A, Article 22), local governments can form a redevelopment commission "which shall exist and operate for the public purposes of acquiring and replanning [blighted] areas and of holding or disposing of them in such manner that they shall become available for economically and socially sound redevelopment". Such purposes are considered to be public uses for which public money may be spent and private property may be acquired through the use of eminent domain.

The current blighted conditions of Greater Five Points make it an eligible area for establishing a redevelopment commission to undertake the "rehabilitation, conservation, and reconditioning" of the area where, in the absence of such

action, continued decline and disinvestment that threatens the health, safety and welfare of residents is likely to occur.

The City or the New Bern Housing Authority (if designated by the City) can perform similar functions as a redevelopment commission. However, given the comprehensive nature of the Transformation Plan initiatives and the extensive community involvement and support needed to implement the plan, establishing a new redevelopment commission that represents community-wide interests should be considered. The redevelopment commission is comprised of five to nine members (appointed by the Mayor and governing body) who are residents of the area. Examples of potential commission members include representatives of the City, the Housing Authority, the faith-based community, the local business community, public housing residents, neighborhood associations, etc. The commission would be the decision-making body responsible for ensuring that the community-driven Transformation Plan is implemented as detailed and adapted as necessary per changing market conditions and community priorities. The technical day-to-day operations could be handled by City staff or other parties.

Key steps for establishing a redevelopment commission include:

- City passes an ordinance or resolution creating the redevelopment commission
- The boundaries of the redevelopment area are defined (boundaries are likely to be the same

as the Choice Neighborhoods neighborhood which mirrors the boundaries for the Gateway Renaissance Plan/brownfields study)

- A redevelopment plan for the targeted area is prepared and public hearing scheduled
- Planning commission reviews plan and another public hearing is scheduled
- City approves redevelopment plan
- Redevelopment commission starts implementing redevelopment plan including acquisition of targeted properties

### COMMUNITY-BASED ORGANIZATIONS

Another alternative is to create a community-based organization (CBO) that is a 501(c)(3) non-profit entity. This could take the form of a community development corporation (CDC) or a community housing development organization (CHDO) that focuses solely on the revitalization of Greater Five Points. As a 501(c)(3), the organization can apply for and receive funding for a variety of initiatives including community capacity building, economic development activities, culture and arts promotion, homeownership counseling, etc. CBOs typically have boards comprised of representatives from the community and experienced stakeholders (e.g. bankers, business leaders, accountants, etc.) who can help oversee the programmatic and financial management operations. CBOs typically fund raise to pay for dedicated staff. If a new CBO is established, it should request technical assistance from community development intermediaries such as LISC, the Enterprise Foundation, NeighborWorks, etc.



### SERVICE PROVIDERS NETWORK

A wide range of New Bern service providers interested in improving the quality of life in Greater Five Points participated in the many Task Force meetings. These providers represented a variety of specialty areas from health and wellness to early education to workforce and economic development. For most, it was the first time they had the opportunity to hear what others are doing and to collaborate on cross-sector initiatives. All identified the lack of information about services in the community as a real challenge to addressing deep-seated social and economic problems in Greater Five Points. The creation of a Community Services Directory during the planning effort was an important first step in improving communications between service providers and residents. NBHA will continue to fund the CNI People Planning Lead position to facilitate meetings of the service provider network and to update the Community Services Directory. NBHA is also creating a Resident Services Coordinator position to assist residents at both Craven Terrace

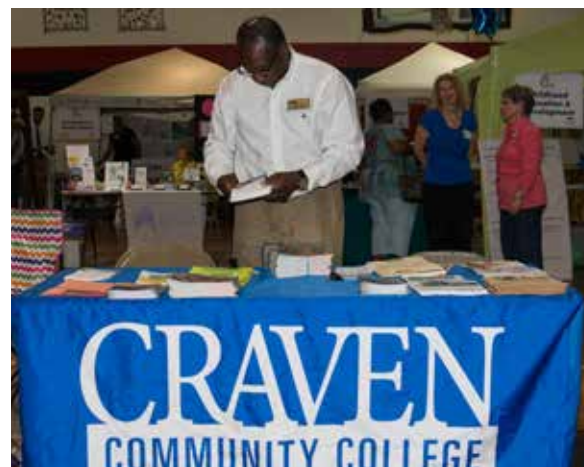


*It will be important to continue developing partnerships with key organizations as the plan moves into implementation*

and Trent Court in accessing services in the community.

### DEDICATED CITY STAFF

Given the array of strategies and initiatives in the Transformation Plan, there will be a need to coordinate and oversee all activities to ensure they are being implemented on time, are achieving desired outcomes, and are making the most effective use of resources as they become available. One option is to create a dedicated City staff position to oversee the revitalization activities in Great Five Points. This staff person would help coordinate all City departments involved with revitalization activities; serve as the central point of contact and information for all activities in the neighborhood; and maintain open and transparent communications with the community.



### TRENT COURT HOUSING DEVELOPER

NBHA, with input from the City and the Trent Court Resident Council President, has procured Pennrose Properties, an experienced mixed-finance developer to implement the Trent Court housing replacement plan. Pennrose will work with the community to finetune the master plan and initiate pre-development activities for the first phase of redevelopment.

## Implementation Matrix

Based on the strategies described in Chapter 4 - Keys to Our Success, the following implementation matrix identifies for each objective the responsible implementing entity, supporting partners and the timeframe for implementation: in process, now (within the next two years), or later (beyond two years from now). This matrix is followed by a preliminary list of measurable outcomes and data sources, with baseline information provided if available.

Following the matrix is a list of “Doing While Planning” activities that have started implementation during the planning process, demonstrating local commitment to this plan via early action.

## Vision

***Greater Five Points will be a community rich in opportunity that builds upon our heritage and assets with a focus on our future. It will be a great place for current and future residents to live, work, play, worship and create.***

### KEYS TO OUR SUCCESS—SUMMARY

#### A. EMPOWER OUR COMMUNITY

- Goal A-1:** Greater Five Points residents have pride in their community.
- Goal A-2:** The community feels safe and neighbors look out for one another.
- Goal A-3:** Greater Five Points residents know about local resources and supports available.

#### B. INVEST IN OUR CHILDREN

- Goal B-1:** All Greater Five Points children enter kindergarten healthy and ready to learn.
- Goal B-2:** All Greater Five Points children are supported academically, emotionally, and socially and graduate from high school.

#### C. REALIZE OUR ECONOMIC POTENTIAL

- Goal C-1:** Greater Five Points becomes an economically sustainable community.
- Goal C-2:** All Greater Five Points residents have the skills and credentials to obtain viable employment with a livable wage.
- Goal C-3:** Greater Five Points residents have the resources, supports and mentors to identify viable career pathways that lead to economic independence.
- Goal C-4:** Vacant land is put back into productive use.

#### D. EXPAND HOUSING OPPORTUNITIES

- Goal D-1:** Craven Terrace offers healthy, modern and sustainable living environment.
- Goal D-2:** Trent Court is redeveloped on- and off-site in mixed-income communities that spur additional investment in the neighborhood.
- Goal D-3:** Housing quality and quantity in the neighborhood is improved.

#### E. IMPROVE NEIGHBORHOOD CONNECTIONS

- Goal E-1:** Residents can easily access key community assets inside and outside the neighborhood.

#### F. ENCOURAGE COMMUNITY WELLNESS

- Goal F-1:** All Greater Five Points residents (youth, adults, seniors, disabled) have access to primary and preventive healthcare.
- Goal F-2:** Greater Five Points residents engage in programs and activities that promote healthy lifestyles.

	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS	
A. Empower Our Community						
Goal A-1: Greater Five Points residents have pride in their community.						
STRATEGIES		RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
Objective: Promote the existing physical and social assets in the community to change perceptions of residents and non-residents.			<ul style="list-style-type: none"><li>■ Appearance Commission</li><li>■ Chamber of Commerce</li><li>■ CNI Implementation Committee</li><li>■ Clean Sweep</li><li>■ Community Artist Will (CAW)</li><li>■ Community Black Council (CBC)</li><li>■ Craven Arts Council</li><li>■ Evergreen (Craven Terrace)</li><li>■ Faith Connections</li><li>■ Foundations</li><li>■ Genesis 457 CDC</li><li>■ Greater Duffyfield Resident Council (GDRC)</li><li>■ Historic Dryborough Association</li><li>■ Interdenominational Ministerial Alliance</li><li>■ NBHA (Trent Court)</li><li>■ New Bern Development Services</li><li>■ New Bern Historical Society</li><li>■ New Bern Parks &amp; Recreation</li><li>■ New Bern Public Works</li><li>■ Media sources</li><li>■ Paint Your Heart Out New Bern (NRCDC &amp; partners)</li><li>■ Pollock Street Collaborative Arts/Design Task Force (Pollock Street TF)</li><li>■ Preservation Management (PMI)</li><li>■ SEEDS Ministry</li><li>■ Swiss Bear</li><li>■ Tryon Palace</li></ul>			
Develop a marketing strategy for the Greater Five Points area, including a branding campaign, that highlights the many assets in the community.		GDRC, CBC				Now
Conduct community clean-up events; publicize before/after pictures and stories about clean-up efforts to build community pride.		GDRC, Clean Sweep, Genesis 457 CDC, Trent Court & Craven Terrace, Paint Your Heart Out New Bern				Now
Create opportunities for local artist installations throughout the community at gateways, in parks and along greenways and paths, in vacant lots, etc.		Pollock Street Arts/ Craven Arts Council/CAW				Later
Invite all New Bern residents to the neighborhood by holding city-wide events at parks in Greater Five Points; hosting public school system, non-profit agency, and local government meetings in the neighborhood, etc.		CNI Implementation Committee, all partners				In process
Objective: Share the rich history of the neighborhood and its people.						
Build Walt Bellamy fountain and sculpture park at historic intersection.		Pollock Street TF w/ Ed Bell, City & CAW	Now			
Develop Greater Five Points heritage cookbook by interviewing long-time residents about family traditions and writing a cookbook that shares recipes and stories.			Later (perhaps as part of K Street Garden expansion)			
Celebrate neighborhood heritage and historical subdivisions in the Greater Five Points area: <ul style="list-style-type: none"><li>■ Add signage to identify individual neighborhoods</li><li>■ Create pocket parks in those neighborhoods with historical markers</li><li>■ Recognize heritage like Negro League ballfield, schools, churches, library, Trail of Flames, Colored Troops, historically significant men, women, and events etc.</li></ul>		Historical Society, Evergreen (Craven Terrace), Dryborough Association, Development Services, Parks and Recreation, Tryon Palace	Now (historic signage project in process as part of Craven Terrace rehab)			



	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>A. Empower Our Community</b>					
<b>Goal A-2:</b> The community feels safe and neighbors look out for each other.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Attend to physical conditions in the neighborhood that impact real and perceived safety.			<ul style="list-style-type: none"> <li>■ Duffyfield Community Watch</li> <li>■ GDRC</li> <li>■ New Bern Development Services</li> <li>■ New Bern Housing Authority</li> <li>■ New Bern Police Department (NBPD)</li> <li>■ New Bern Public Works (NBPW)</li> <li>■ Paint Your Heart Out New Bern/NRCDC</li> <li>■ PMI (Craven Terrace)</li> </ul>		
Establish a lighting plan based on community priorities in conjunction with NBPD and Public Works, with public housing areas as first priority.	NBHA - Trent Court PMI - Craven Terrace GDRC & Duffyfield Community Watch	Now			
Address visual cues that promote a negative image of the community (fix broken windows, install trash cans, mow unmaintained yards, etc.).	GDRC, Duffyfield Community Watch, Paint Your Heart Out New Bern, NRCDC	Now (identifying issues during spring clean- up)			
Apply Crime Prevention Through Environmental Design (CPTED) principles to new development.	City Development Services, NBHA developers	In process			
<b>Objective:</b> Pursue community policing activities that build trust and collaborative relationships between police and residents.			<ul style="list-style-type: none"> <li>■ Citizens</li> <li>■ Faith community (Faith Connection, Interdenominational Ministerial Alliance, SEEDS Ministry, etc.)</li> <li>■ NAACP</li> <li>■ NBPD</li> <li>■ Promise Place</li> <li>■ Resident Councils – Duffyfield, Walt Bellamy, Trent Court, Craven Terrace</li> </ul>		
Identify and connect community partners to work with the NBPD to leverage the DDACTS program (Data-Driven Approach to Crime and Traffic Safety) to reduce crime and traffic incidents.	NBPD with resident councils	Later			
Expand existing “Coffee With A Cop” program to more locations to build trust (i.e. school, community center, public housing sites, restaurants).	NBPD with all partners, resident councils	In process			
Continue initiatives such as community forums hosted by NBPD/NAACP and “community on patrol” program.	NAACP, NBPD, faith community, resident councils	Now			
Use classes, trainings, presentations, and increased conversations on the street to build better relationships between residents and police.	NBPD with resident councils	In process			
Institute a Community Covenant or “Code of Conduct” developed with resident input.	NBPD with resident councils	Later			

	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>A. Empower Our Community</b>					
Institute Promise Place's "Five Points Cares" sexual assault prevention and education program.	Promise Place	Now			
Enlarge the existing faith-based community walks "Because We Care, We're Coming to You".	NBPD, NAACP, Faith community, partners	Now			
<b>Objective:</b> Provide positive connections between the youth and police to foster long-term relationships.				<ul style="list-style-type: none"> <li>■ 21st Century Community Learning Center (21CCLC)</li> <li>■ Area Day Reporting (ADR)</li> <li>■ Boys &amp; Girls Club</li> <li>■ Citizens</li> <li>■ City Public Affairs</li> <li>■ Fraternities/sororities</li> <li>■ Juvenile Crime Prevention Council (JCPC)</li> <li>■ Local business sponsors</li> <li>■ Media sources—City 3 TV, CTV10</li> <li>■ NBHA</li> <li>■ NBPD</li> <li>■ Parks &amp; Recreation</li> <li>■ Resident Councils – Trent Court, Craven Terrace, Duffyfield, Walt Bellamy</li> <li>■ Youth groups</li> <li>■ YMCA</li> </ul>	
Continue Police Athletic League (PAL) and summer camps for youth and teens.	NBPD	Now			
Create additional youth rec programs with police as mentors.	NBPD, Boys & Girls Club, 21CCLC, YMCA, ADR, Parks & Recreation	Later			
Use traditional media and social media involving local youth to promote traffic, bike, and pedestrian safety.	NBPD, media sources, youth groups	Later			

	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>A. Empower Our Community</b>					
<b>Goal A-3:</b> Greater Five Points residents know about local resources and supports available.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Create an institutional framework focused on centralizing community information.			<ul style="list-style-type: none"> <li>■ Catholic Charities</li> <li>■ CARTS</li> <li>■ Chamber of Commerce</li> <li>■ Children's Developmental Services Agency (CDSA)</li> <li>■ City of New Bern</li> <li>■ City TV 3 and CTV 10</li> <li>■ Climbers Club</li> <li>■ Coastal Carolina Substance Abuse Prevention (CCSAP)</li> <li>■ Craven Cares</li> <li>■ Craven Community College (CCC)</li> <li>■ Craven County Department of Social Services (DSS)</li> <li>■ Craven County Health Department</li> <li>■ CNI Implementation Committee</li> <li>■ Coastal Women's Shelter</li> <li>■ Community Coalition for Craven County Children (C5)</li> <li>■ Community Gardens</li> <li>■ Community list serves (African Community Connections, Faith Connections, Faith in Action)</li> <li>■ Cooperative Extension</li> <li>■ Craven County Master Gardeners</li> <li>■ East Carolina Workforce Development Board (ECWDB)</li> <li>■ Facebook</li> <li>■ Faith community/local churches</li> <li>■ Genesis CDC</li> <li>■ Greater Duffyfield Residents Council (GDRC)</li> <li>■ Hope Family Resource Center</li> <li>■ Joseph Farmers Market (Peletah Ministries)</li> <li>■ Local businesses (grocery stores, salons, barber shops, medical facilities)</li> <li>■ MERCI Clinic</li> <li>■ NAACP</li> <li>■ Neuse-Trent Housing Alliance</li> <li>■ NBHA</li> <li>■ New Bern Now</li> <li>■ NB Parks &amp; Recreation</li> </ul>		
Create a resource and referral center located in the Greater Five Points neighborhood.	NBHA, PMI, CNI	Now (begin w/ Craven Terrace resource center)			
Establish a Resource Center Web portal that also contains links to CNI New Bern, NBHA, Craven County & City of New Bern websites.	NC211, United Way, Trillium	Later (after resource center)			
Keep the community services directory created as part of the CNI planning process updated with direct contact person information. Distribute the directory at different venues throughout the community such as the library, recreation centers, beauty salons and barbershops, NBHA, etc. Encourage partner agencies to keep copies of the directory for their clients and others that seek services. Post on-line.	CNI People Lead & NC211	Now			
Fund a resident coordinator position at New Bern Housing Authority to keep the services directory updated, engage public housing residents and work with providers to bring resources to NBHA sites.	NBHA, PMI	Now (in process for Craven Terrace)			
Maintain and grow the provider networks created during the CNI planning process to effectively address the needs in the Greater Five Points neighborhood.	CNI Implementation Committee	In process			
<b>Objective:</b> Implement an intentional approach to community outreach.					
Develop a strategy for continuous engagement of the community with resource fairs, speaking engagements, door to door, community events and an array of media outlets.	CNI Implementation Committee, resident councils	In process			

	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>A. Empower Our Community</b>					
Encourage peer-to-peer engagement. For example, create a speakers group of real people who have come from similar backgrounds and have gone on to change their life as a result of new skills or education.	All partners	In process at Tryon Palace	<ul style="list-style-type: none"> <li>■ NC211</li> <li>■ NC Works Career Center</li> <li>■ Preservation Management Inc. (PMI)</li> <li>■ Promise Place</li> <li>■ Religious Community Services (RCS)</li> <li>■ The Salvation Army</li> <li>■ Sororities &amp; Fraternities</li> <li>■ Sun Journal</li> <li>■ Trillium/ECBH</li> <li>■ Tryon Palace</li> <li>■ United Way of Coastal Carolina</li> <li>■ Veterans Employment Base Camp and Organic Garden (VEBCOG)</li> </ul>		
Host bi-annual resource fairs in Greater Five Points. Offer incentives to maximize participation.	GDRC, NBHA, faith community	In process via Duffest, NBHA Community Day & Health Fair, church events			
Advertise resources and career pathways in local community meetings such as Concerned Citizens, Voters League, Climbers Club, fraternities & sororities, etc.	ECWDB, all partners, resident councils	In process			
Advertise support services and programs in Sun Journal, church bulletin, local convenience stores, City 3 TV, CTV 10, Facebook, local businesses.	All partners, resident councils	In process			
Partner with City of New Bern to distribute information about programs and support services through utility bills.	CNI Implementation Committee & all partners via New Bern Utilities Department	Now			



EMPOWER OUR COMMUNITY	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
B. Invest In Our Children				
Goal B-1: All Greater Five Points children enter kindergarten healthy and ready to learn.				
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS	
Objective: Educate Greater Five Points parents about the benefits of early learning and help them to negotiate, apply for and navigate the early care and education “systems”.			<ul style="list-style-type: none"><li>Health Department</li><li>CARTS</li><li>Childcare Resource and Referral (CCR&amp;R)</li><li>Children’s Development Services Agency (CDSA)</li><li>City/County Government</li><li>Coastal Community Action (CCA)</li><li>Craven Community College (CCC)</li><li>Craven County Department of Social Services (DSS)</li><li>Craven County Schools (CCS)</li><li>Craven Smart Start (CSS)</li><li>Hope Family Resource Center (HFRC)</li><li>Easter Seals/UCP</li><li>Local churches/faith community</li><li>NBHA</li><li>New Bern Public Library</li></ul>	
Prioritize outreach to and maximize the number of Greater Five Points children participating in Head Start/ Early Head Start.	Lead: CCA Partners: CSS, CCA, CCR&R, DSS, CDSA	Now		
Prioritize outreach to Greater Five Points families to increase participation in Preschool Story Time, an existing program at New Bern Public Library, and the newly funded Play and Learn Kinder Music, a weekly program for preschoolers at the public housing developments.	Leads: CCA, CCR&R, Library Partners: CSS, CCS, CCA, faith cmty, NBHA, CCR&R, CDSA	Now		
Objective: Increase capacity to provide childcare, early learning and preschool in the Greater Five Points neighborhood.				
Explore opportunities to provide home based visiting services and/or early education programming for pregnant women and children up to three years of age to determine development needs, support each child and family and equip parents as their child’s first teacher.	Lead: CCA Partners: CSS, CCS, CCA, HFRC, 4C Health Dept, CDSA	Now		
Expand family literacy programs in the Greater Five Points area. Prospective programs include Mother Read/Baby Read that encourages parents to read to children daily and WeeBus, a mobile classroom for ages 3-5.	Lead: CCS Partners: CSS, CCS, CCA, CCR&R, CDSA, Easter Seals/UCP, Library	Later		
Increase the number and quality of in-home daycares.	Lead: CCR&R Partners: CSS, CCA, CCC, CCR&R	Later		
Objective: Provide a robust and comprehensive transition to kindergarten program that serves all children entering kindergarten at affected elementary schools.	CCS, CSS, CCA	Later		

EMPOWER OUR COMMUNITY	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>B. Invest In Our Children</b>				
<b>Goal B-2:</b> All Greater Five Points children are supported academically, emotionally, and socially and graduate from high school.				
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS	
<b>Objective:</b> Prioritize outreach to and maximize the number of Greater Five Points children participating in quality after-school and summer programs/activities.	Lead: CCS Partners: YMCA, 21CCLC, Boys & Girls Club, Parks & Rec, CCS, faith cmty, NBPD, CCA, CARTS, NB Util Dept, Area Day Reporting, Library, 4H, United Way, Coastal Children's Clinic, Trent Court & Craven Terrace Resident councils, NBHA	Now	<ul style="list-style-type: none"> <li>■ 21st Century Community Learning Center (21CCLC)</li> <li>■ Boys and Girls Club</li> <li>■ CARTS</li> <li>■ City of New Bern Utilities</li> <li>■ Coastal Community Action (CCA)</li> <li>■ Coastal Children's Clinic</li> <li>■ Craven County Schools (CCS)</li> <li>■ Craven County 4H</li> <li>■ Craven Literacy Council (CLC)</li> <li>■ Craven Smart Start(CSS)</li> <li>■ Area Day Reporting</li> <li>■ ECBH/Trillium</li> <li>■ Easter Seals/UCP</li> <li>■ Faith community/churches</li> <li>■ Greater Duffyfield Resident Council (GDRC)</li> <li>■ Head Start</li> <li>■ NBPD summer programs</li> <li>■ NBHA (Resident Services Coordinator)</li> <li>■ New Bern Public Library</li> <li>■ NB Parks &amp; Recreation</li> <li>■ Reach Out &amp; Read</li> <li>■ Trent Court &amp; Craven Terrace Resident Councils</li> <li>■ Twin Rivers Council/International Reading Association (TRCILA)</li> <li>■ United Way of Coastal Carolina</li> <li>■ YMCA</li> </ul>	
<b>Objective:</b> Support students to stay on track in school.				
Provide incentives for school attendance.	Lead: CCS Partners: YMCA, 21CCLC, Boys & Girls Club, Parks & Rec, CCS, Area Day Reporting	Now		
Encourage volunteers in the schools to assist students to reduce dropouts.	Lead: CCS Partners: CCS, faith cmty, resident councils, NBHA, GDRC	Now		
Use data from YRBS to determine programs for youth (smoking, alcohol, drugs, etc.).	Lead: CCS Partners: YMCA, 21CCLC, Boys & Girls Club, Area Day Reporting	Now		
Encourage reading and a life-long love of reading by providing books to children/parents.	Lead: CSS Partners: Library, CLC, CSS, Head Start, Reach Out & Read, TRCILA, United Way, resident councils, NBHA	Now		

EMPOWER OUR COMMUNITY		REALIZE OUR ECONOMIC POTENTIAL		EXPAND HOUSING OPPORTUNITIES		IMPROVE NEIGHBORHOOD CONNECTIONS		ENCOURAGE COMMUNITY WELLNESS		
B. Invest In Our Children										
Objective: Support at-risk students.										
Find alternatives to out of school suspensions.		CCS, Area Day Reporting		Now						
Continue evening school as an addition and alternative to traditional high school.		CCS		Now						
Continue successful programs such as Century 21st Grant/Area Day Reporting Center working with at risk youth.		Leads: Area Day Reporting, 21CCLC Partners: YMCA, 21CCLC, Boys & Girls Club, Parks & Rec, CCS, faith cmty, NBPD, CCA, CARTS, Area Day Reporting, 4H		Now						
Connect at-risk students with outside agencies to provide needed services such as mental health.		Lead: CCS Partners: CCS, Area Day Reporting, ECBH/ Trillium, Easter Seals/ UCP, Coastal Children's Clinic		Now						
Objective: Improve communication between parents and teachers.										
Provide opportunities for schools to meet with parents in the community (Parent nights, PTA meetings, Open Houses in community).		Lead: CCS Partners: Parks & Recreation, CCS, CARTS, Trent Court & Craven Terrace resident councils, NBHA		Later						

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN		EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>C. Realize Our Economic Potential</b>					
<b>Goal C-1:</b> Greater Five Points becomes an economically sustainable community.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Support community-wide wealth creation through employment and entrepreneurship opportunities for community residents and contracting opportunities for local businesses.			<ul style="list-style-type: none"> <li>■ Businesses</li> <li>■ Chamber of Commerce</li> <li>■ Churches/faith community</li> <li>■ City of New Bern</li> <li>■ Community Black Council (CBC)</li> <li>■ Craven Community College (CCC)</li> <li>■ Craven Community College Small Business Center (CCC SBC)</li> <li>■ East Carolina Workforce Development Board (ECWDB)</li> <li>■ Financial institutions</li> <li>■ Foundations (Bate, etc)</li> <li>■ Genesis 457 CDC</li> <li>■ Greater Duffyfield Resident Council (GDRC)</li> <li>■ NC A&amp;T</li> <li>■ Raleigh Support Center</li> <li>■ Residents &amp; Resident councils, resident groups</li> <li>■ Schools</li> <li>■ Swiss Bear</li> <li>■ The Entrepreneur Center of Craven County (TECC)</li> <li>■ Youth (thru Parks &amp; Recreation, other youth groups)</li> </ul>		
Establish a Greater Five Points business council.	CBC, Chamber Minority Business Council, local businesses	Later			
Implement a marketing program to raise community awareness of the advantages of buying local goods and services (shop local).	GDRC with assistance from City Economic Development and CCC	Now			
Target and recruit small businesses to the vacant spaces on the Broad Street corridor, marketing the proximity to downtown, high visibility, and recent streetscape improvements. Provide support to business owners through the business council, accelerator, and entrepreneur center as needed.	City Development Services, Chamber, Swiss Bear, TECC, CCC SBC	Later			
Create mentoring programs for start-up and existing business owners and young adults.		Later			
Establish a business incubator/accelerator.	City Development Services, Craven County, Swiss Bear, TECC, CCC SBC	In process			
Explore urban agriculture job opportunities, to use vacant land in neighborhood for gardens that provide food to local restaurants and farmer's markets.	TBD	Later			



EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN		EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>C. Realize Our Economic Potential</b>					
<b>Goal C-2:</b> All Greater Five Points residents have the education, skills and credentials to obtain viable employment with a livable wage.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Increase post-secondary enrollment and completion.			<ul style="list-style-type: none"> <li>■ BSH Home Appliances</li> <li>■ Childcare Resource and Referral (CCR&amp;R)</li> <li>■ Craven Community College (CCC)/Human Resource Development (HRD)</li> <li>■ Craven County Schools (CCS) CTE</li> <li>■ Green Lamp</li> <li>■ Easter Seals/UCP</li> <li>■ Eastern Carolina Workforce Development Board (ECWDB)</li> <li>■ Monarch</li> <li>■ NC Works Career Center</li> <li>■ New Bern Development Services</li> <li>■ Religious Community Services (RCS)</li> <li>■ University of Mount Olive (UMO)</li> <li>■ Uptown Business &amp; Professional Association (Uptown BPA)</li> <li>■ Vocational Rehabilitation</li> </ul>		
Increase vocational programs.	CCS, CCC, RCS, City Development Services, County	In process via CCC/ RCS STEP & City Market planning			
Continue collaboration with Community College for students to obtain free college credits while in High School.	CCC, CCS	In process			
Provide opportunities for an Associate or Bachelor's Degree, certificate/credential or continuing education (CEUs).	CCC, NC Works Career Center, UMO	In process for certificates/ credentials			
On the job training/work experience via Workforce Innovation & Opportunities Act.	ECWDB	Now			
Promote North Carolina Career/College Promise initiative between high schools and community colleges.	CCC, CCS	Now			

EMPOWER OUR COMMUNITY		INVEST IN OUR CHILDREN		EXPAND HOUSING OPPORTUNITIES		IMPROVE NEIGHBORHOOD CONNECTIONS		ENCOURAGE COMMUNITY WELLNESS	
C. Realize Our Economic Potential									
<b>Objective:</b> Increase career and workforce readiness.					<ul style="list-style-type: none"><li>■ Coastal Community Action (CCA)</li><li>■ Community Associations (NAACP local chapter, Trent Court Residents Council, Craven Terrace Residents Council, Greater Duffyfield Residents Council)</li><li>■ Craven Community College (CCC)-HRD &amp; Basic Skills Programs</li><li>■ Craven Literacy Council</li><li>■ Craven Pamlico Re-Entry Council</li><li>■ Genesis 457 CDC</li><li>■ Local banks, credit unions</li><li>■ NBHA</li><li>■ New Bern Rotary, New Bern Breakfast Rotary and other local nonprofits and civic organizations</li><li>■ NC Works Career Center</li><li>■ Religious Community Services (RCS)</li><li>■ University of Mount Olive (UMO) -Admissions</li><li>■ Uptown Business &amp; Professional Association (Uptown BPA)</li></ul>				
Establish a Workforce Development Center in Greater Five Points.		City, County, NCWorks, CCC, UMO		Later					
Explore Workforce Development training in a manner that will lead to more careers that pay a living wage.		NCWorks Career Center		Now					
Add childcare credentials to Career and Technical Education program.		CCS		Later					
Develop relevant job skills programs along with financial assistance for students.		CCC, NCWorks, RCS		Now					
Utilize the NC Workforce Solutions Offender Specialist to connect ex-offenders with Re-Entry Council Agencies.		Re-Entry Council		Now					
Workforce Solutions to facilitate re-employment assessment program.		NCWorks Career Center		Now					
Workforce Solutions to create Job Clubs for local “hot jobs.”		NCWorks Career Center		Now					
Promote completion of Career Readiness Certificate.		CCC HRD & NCWorks Career Center		Now					
Develop personable job seeking and job keeping skills to be NC Work Ready through employment readiness classes, career fairs and career center.		CCC HRD		In process					

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN		EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>C. Realize Our Economic Potential</b>					
<b>Goal C-3:</b> Greater Five Points residents have the resources, supports and mentors to identify viable career pathways that lead to economic independence.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Identify career pathways that lead to viable employment opportunities with sustainable wages.			<ul style="list-style-type: none"> <li>■ Business/Industry HR representatives (Moen, BSH, Weyerhaeuser, Walmart, Target, Carolina East)</li> <li>■ CARTS</li> <li>■ Craven Community College (CCC)</li> <li>■ Craven Literacy Council</li> <li>■ Craven Terrace Residents Council</li> <li>■ CNI volunteers from the community</li> <li>■ Eastern Carolina Workforce Development Board (ECWDB)</li> <li>■ Evergreen (Craven Terrace)</li> <li>■ Greater Duffyfield Residents Council (GDRC)</li> <li>■ Local churches/faith community</li> <li>■ NAACP local chapter</li> <li>■ NBHA (Trent Court)</li> <li>■ NC Workforce Solutions</li> <li>■ NC Works Career Center</li> <li>■ Recovering Innovations Wellness City</li> <li>■ RHA, Inc.</li> <li>■ Port Human Services</li> <li>■ Trent Court Residents Council</li> <li>■ Trillium (ECBH)</li> <li>■ University of Mount Olive (UMO)</li> <li>■ Uptown Business &amp; Professional Association</li> </ul>		
Create training/educational/GED/ literacy points of entry for individual career needs.	CCC, Craven Literacy Council, Uptown BPA, NCWorks	Now			
Uptown Professionals and other non-profit agencies bring resident clientele to training facilities, Craven Community College and University of Mount Olive-New Bern campus for tours related to career interests.	CCC, UMO, Uptown BPA	Now			
Make ECWDB occupation data accessible to community members (Flyers, Seminars etc.).	ECWDB	Now			
Create a list of people in the community who have similar backgrounds that are willing to be mentors or coaches for individuals.	Resident councils, all partners, businesses	Later			
Institute program to assist residents and resident-owned companies in becoming employed in the construction and property management of the new communities.	NBHA, Evergreen, Reggie Jones, Pennrose	In process at Craven Terrace & Trent Court			

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN		EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>C. Realize Our Economic Potential</b>					
<b>Goal C-4:</b> Vacant land will be reclaimed and put back into productive use.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Creatively reuse vacant land and open space for the betterment of the neighborhood.			<ul style="list-style-type: none"> <li>■ Coop Extension</li> <li>■ First Tee</li> <li>■ Golf clubs</li> <li>■ K Street Community Garden partners</li> <li>■ Master Gardeners</li> <li>■ Neighborhood resident councils</li> <li>■ New Bern Development Services</li> <li>■ New Bern Parks &amp; Recreation</li> <li>■ NBHA (for Trent Court)</li> <li>■ PMI (for Craven Terrace)</li> </ul>		
Create family-oriented pocket-parks with gazebos, picnic tables and play areas, named after historic subdivisions; encourage “Adopt-a-Park” program to engage nearby residents with maintenance and programming.	New Bern Development Services, Parks & Recreation	Later			
Identify locations for additional community gardens where demand exists – consider Craven Terrace and Trent Court land in the flood plain – and provide training for residents to learn how to grow and prepare fresh food.	Resident councils	In process with K Street garden expansion			
Build indoor recreation facility for children.	Parks & Recreation	Later			
Develop youth golf program with coaches to build self-confidence and mentoring relationships.	Golf clubs, First Tee, Parks & Recreation	Later			
Use vacant property to build Par 3 golf course [or chip-and-putt facility, or driving range and putting green].	TBD	Later			
Prioritize vacant land in highly visible areas for redevelopment (Broadway, Queen, Pollock, First Avenue, etc.).	New Bern Development Services	Now			
Expand the K Street Community Garden in Duffyfield using adjacent vacant City-owned lots to include more raised beds for community use, demonstration beds, and community gathering space.	K Street Community Garden, City, Coop Extension, Master Gardeners, New Bern Development Services, Parks & Recreation	Now			



EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL		IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>D. Expand Housing Opportunities</b>					
<b>Goal D-1:</b> Craven Terrace offers a healthy, modern and sustainable living environment.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Provide improved livability, increased energy efficiency, and accessible units and facilities at Craven Terrace.			<ul style="list-style-type: none"> <li>■ Evergreen (Developers/Owner)</li> <li>■ NBHA (and its affiliate)</li> </ul>		
Utilize RAD program to finance rehabilitation of units, buildings, site infrastructure and community facilities.	NBHA/Evergreen	In process			
Improve livability by reducing overall density and increasing unit square footage per occupant and designing improved layouts.	Evergreen	In process			
Demolish buildings in flood plain areas where flood mitigation measures are not feasible or too expensive.	Evergreen	In process			
Provide accessible and visitable units and facilities.	Evergreen	In process			
Improve the energy efficiency and performance of the housing.	Evergreen	In process			
Use landscaping to mitigate challenges with the existing site plan.	Evergreen	In process			
Construct a resource/services center to provide easily accessible support services.	Evergreen	In process			

EMPOWER OUR COMMUNITY

INVEST IN OUR CHILDREN

REALIZE OUR  
ECONOMIC POTENTIALIMPROVE NEIGHBORHOOD  
CONNECTIONSENCOURAGE COMMUNITY  
WELLNESS

## D. Expand Housing Opportunities

**Goal D-2:** Trent Court is redeveloped on- and off-site in mixed-income communities that spur additional investment in the neighborhood.

STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS
<b>Objective:</b> Provide one-for-one replacement of public housing units in new developments that serve households across a range of incomes and offer the opportunity to provide new retail and services in mixed-use settings.			<ul style="list-style-type: none"><li>■ City of New Bern</li><li>■ NBHA</li><li>■ Pennrose Properties, Inc.</li></ul>
Distribute public housing units on-site, in the neighborhood, and in other neighborhoods of opportunity throughout New Bern.	NBHA, Pennrose	Now	
Replacement public housing units are mixed with tax credit only units (workforce housing) and market-rate units (as supported by market studies).	NBHA, Pennrose	Now	
Locate mixed-use and mixed-income developments along major corridors in Greater Five Points.	NBHA, Pennrose, City	Now	
Design new housing to be compatible with neighborhood fabric, to market-rate design standards, utilizing green and energy-efficient systems and materials.	NBHA, Pennrose	Now	
Provide accessible, adaptable and visitable units and facilities.	NBHA, Pennrose	Now	
Maximize public utilization of any green spaces created as a result of floodplain issues.	NBHA, Pennrose	Now	
<b>Objective:</b> Engage Trent Court residents throughout the design review process.			<ul style="list-style-type: none"><li>■ NBHA</li><li>■ Pennrose and their architects</li></ul>
Develop written process for meeting with residents to review and comment on design at identified stages of design.	NBHA, Pennrose	Now	
Provide training to residents on how to read unit, building and site plans.	NBHA, Pennrose	Now	

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<b>D. Expand Housing Opportunities</b>					
<b>Objective:</b> Maximize the positive impacts of redevelopment for Trent Court residents by proactively addressing relocation concerns.				<ul style="list-style-type: none"> <li>■ NBHA</li> <li>■ Pennrose/Management Co.</li> <li>■ Twin Rivers Opportunities</li> </ul>	
Develop a phasing schedule that constructs new public housing units before existing units are demolished (so that most residents have to move only once).	NBHA, Pennrose, Management Co.	Now			
Establish resident relocation committee to develop specific guidelines and policies to be incorporated in a Relocation Plan.	NBHA, Pennrose, Management Co.	Now			
Provide mobility counseling and support to assist voucher holders find quality private housing in neighborhoods of opportunity.	NBHA, Twin Rivers	Now			

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL		IMPROVE NEIGHBORHOOD CONNECTIONS	ENCOURAGE COMMUNITY WELLNESS
<b>D. Expand Housing Opportunities</b>					
<b>Goal D-3:</b> Housing quality and quantity in the neighborhood is improved.					
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS		
<b>Objective:</b> Improve property conditions in the neighborhood.			<ul style="list-style-type: none"> <li>■ City of New Bern</li> <li>■ Coastal Community Action</li> <li>■ Craven County</li> <li>■ Habitat for Humanity</li> <li>■ Neuse River CDC (NRCDC)</li> <li>■ Group Cares/Paint Your Heart Out New Bern</li> <li>■ Peletah Ministries/Genesis 457 CDC</li> </ul>		
Provide enhanced code enforcement activities in the neighborhood to identify blight.	City	Now			
Expand City's homeowner rehab program.	City	Now			
Start volunteer rehab initiative to assist elderly owners with exterior improvements.	City, NRCDC, Group Cares, Paint Your Heart Out New Bern	In process			
Establish new homeownership program to improve existing properties for sale to income-eligible households.	City, Habitat for Humanity, Coastal Community Action, NRCDC, Genesis 457 CDC	Now			
<b>Objective:</b> Develop new for-sale housing on infill lots in the neighborhood.			<ul style="list-style-type: none"> <li>■ City of New Bern</li> <li>■ Redevelopment Commission</li> </ul>		
City to acquire blighted properties for demolition and hold properties for development opportunities approved by neighborhood.	City, Redevelopment Commission	In process			



EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	ENCOURAGE COMMUNITY WELLNESS
<b>E. Improve Neighborhood Connections</b>				
<b>Goal E-1:</b> Residents can easily and safely access key community assets inside and outside the neighborhood.				
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS	
<b>Objective:</b> Improve connectivity within the neighborhood.			<ul style="list-style-type: none"> <li>■ City of New Bern Public Works</li> <li>■ New Bern Area MPO</li> <li>■ NBPD</li> <li>■ Parks &amp; Recreation</li> <li>■ Resident groups/resident council (Duffyfield, Craven Terrace, Trent Court, Walt Bellamy, New Bern Towers)</li> </ul>	
Create a safe and welcoming greenway network of paths and parks connecting key life activity resources throughout the Greater Five Points area by reusing vacant land in flood plains and other areas.	City – Development Services, Parks & Recreation	Later		
Where feasible, restripe roadways with bike lanes/sharrows and construct sidewalks; where infeasible, improve/maintain roadway shoulders to maximize safety/visibility.	City Public Works	Now		
Analyze crash data to identify high-risk locations (e.g., West & Cedar); designate no-parking zones in those areas, enforce no-parking compliance and educate residents on dangers of on-street parking in those areas.	NBPD, Public Works	Later		
Conduct wheelchair safety classes; solicit local businesses to donate wheelchair flags.	NBPD, NBHA, Resident Councils	Now		

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	ENCOURAGE COMMUNITY WELLNESS
<b>E. Improve Neighborhood Connections</b>				
<b>Objective:</b> Enhance access to essential daily needs outside the neighborhood (jobs, healthcare, service providers, schools, and others).				<ul style="list-style-type: none"> <li>■ CARTS/Craven County</li> <li>■ City of New Bern</li> <li>■ Local artist groups – CAW, Craven Arts Council, Pollock Street Arts &amp; Design Task Force</li> <li>■ New Bern Area MPO</li> <li>■ NCDOT</li> <li>■ Private transportation providers</li> </ul>
CARTS-related initiatives: <ul style="list-style-type: none"> <li>■ Ensure that bus stop signage is visible and meets standards established by ADA, State, and other agencies repair/replace as needed</li> <li>■ Advertise availability of demand-response services and fixed-route bus schedule through multiple communication strategies including bus wrapping, website links (newspaper story, church bulletins, resident councils, etc), and resident mailers or bill inserts.</li> <li>■ Provide bus shelters where feasible - address highest-use stops first. Include bus route map, schedule, bench, and trash can as space allows. Seek local artists to design bus shelters.</li> <li>■ Add a bus at high volume ridership times.</li> <li>■ Add bus stops to current route (Stanley White Rec Center, City Market/Trades Center, new skate park, etc.)</li> <li>■ Expand service hours to accommodate shift workers.</li> </ul>	CARTS, MPO, Public Works, NBHA, Artists	Now		
Apply “complete streets” best practices to make streets safer and more visually appealing, to include designation of bicycle and pedestrian access wherever physically feasible, improved shoulders where sidewalks are not feasible, high-visibility crosswalks on busy roads, and more.	City, MPO	In process		
Develop public/private partnership to provide extended alternative transportation service hours.	TBD	Later		
Explore alternative public transportation models in other cities for adoption by New Bern.	TBD	Later		
Examine neighborhood streets for compliance with minimum street standards (one-way, roadway width, marked shoulders, etc).	City, MPO	Now		

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS
F. Encourage Community Wellness				
Goal F-1: All Greater Five Points residents (youth, adults, seniors, disabled) have access to primary and preventive healthcare.				
STRATEGIES		RESPONSIBLE PARTY	NOW/LATER	PARTNERS
Objective: Increase the number of healthcare options in the neighborhood.				<ul style="list-style-type: none"><li>■ Care2U</li><li>■ Carolina East Health Systems</li><li>■ City of New Bern</li><li>■ Coastal Carolina Healthcare</li><li>■ Craven Cares</li><li>■ Craven County Cooperative Extension</li><li>■ Craven County Health Department</li><li>■ Genesis CDC</li><li>■ Goshen Medical Clinic</li><li>■ Insurance providers</li><li>■ Kinston Community Health Center</li><li>■ Local artist groups – CAW, Craven Arts Council, Pollock Street Arts &amp; Design Task Force</li><li>■ MERCI Clinic</li><li>■ Trillium Health Resources (ECBH)</li></ul>
Create a Federally Qualified Health Center in Greater Five Points.	County Health Dept	Later		
Arrange for the mobile medical clinic to visit Greater Five Points on a regular schedule until a permanent clinic is established.	NBHA, Resident Councils, Care2U	In process		
Objective: Maximize utilization of existing healthcare options by residents.				
Conduct forums for affordable healthcare sign-ups in or near the Greater Five Points neighborhood (marketplace, Medicaid, Medicare, Health Department, MERCI Clinic).	County Health Dept, Carolina East, MERCI Clinic, Insurance providers	Now (include in semi-annual health fair)		
Market the expanded services offered by the Health Department via a HRSA grant to residents of Greater Five Points.	County Health Department	Now		

EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS
<b>F. Encourage Community Wellness</b>				
<b>Goal F-2:</b> Greater Five Points residents engage in programs and activities that promote healthy lifestyles.				
STRATEGIES	RESPONSIBLE PARTY	NOW/LATER	PARTNERS	
<b>Objective:</b> Provide wellness education.			<ul style="list-style-type: none"> <li>■ A Hopeful Balance</li> <li>■ Bike shops</li> <li>■ Care2U Health Clinic</li> <li>■ Carolina East Health Systems</li> <li>■ Coastal Carolina Substance Abuse Prevention</li> <li>■ Community gardens (K Street Community Garden, Veteran's Employment Base Camp &amp; Organic Garden [VEBCOG])</li> <li>■ Craven County Cooperative Extension</li> <li>■ Craven Arts Council</li> <li>■ Craven County DSS</li> <li>■ Craven County Health Department</li> <li>■ Craven County School System</li> <li>■ Farmers Market</li> <li>■ Genesis 457 CDC</li> <li>■ Joseph Farmers Market</li> <li>■ New Bern Arts &amp; Wellness at Five Points</li> <li>■ Kinston Community Health Center</li> <li>■ Local businesses, e.g. Coldwell Banker, Salvation Army</li> <li>■ NBHA</li> <li>■ New Bern Parks &amp; Recreation</li> <li>■ New Bern Public Works</li> <li>■ Neighborhood resident councils (Greater Duffyfield Resident Council (GDRC), Trent Court, Craven Terrace)</li> <li>■ Safe Routes to Schools National Partnership</li> <li>■ Trillium Health Resources (ECBH)</li> <li>■ Twin Rivers YMCA</li> </ul>	
Include physical activity/nutrition providers and health screenings in the bi-annual resource fair.	NBHA, Resident Councils, local medical providers, all partners	Now		
Partner with the YMCA to make "Lunch and Learn" style classes available in Greater Five Points to educate residents on all aspects of healthy living choices for both prevention and management of chronic diseases.	YMCA, Resident Councils, NBHA	Now		
Incorporate art into a wellness education program.	TBD	Later		
Offer healthy cooking classes (in conjunction with community gardens and heritage cookbook).	TBD—K Street Community Garden?	Later		
<b>Objective:</b> Support active/healthy living habits among residents.				
Install secure bike racks at key locations within the community.	City	Later		
Implement bike-riding initiatives (e.g. bike safety classes and organized bike-to-school programs); explore bike-share program or alternative method of providing low-cost bikes (i.e. teach bike repair skills, get bike, commit to volunteering at shop?).	Bike shops, NBPd, resident councils, local businesses	Now		
Install fitness stations along proposed greenway and in parks; recruit residents for a Greater Five Points fitness group to encourage peer support.	Parks & Recreation, Public Works	Later		
Encourage the farmers market and satellite or branch farmers markets in conjunction with K Street Garden as ways to gain access to healthy foods.	Genesis 457 (Joseph Farmers Market), K Street Community Garden, VEBCOG, Cooperative Extension	Now		



EMPOWER OUR COMMUNITY	INVEST IN OUR CHILDREN	REALIZE OUR ECONOMIC POTENTIAL	EXPAND HOUSING OPPORTUNITIES	IMPROVE NEIGHBORHOOD CONNECTIONS
<b>F. Encourage Community Wellness</b>				
<b>Objective:</b> Expand and improve existing recreational facilities and programs offered to residents			<ul style="list-style-type: none"> <li>■ 4H</li> <li>■ Area Day Reporting/ 21st Century Community Learning Center</li> <li>■ Boys &amp; Girls Club</li> <li>■ County Coop Extension</li> <li>■ Evergreen (Craven Terrace)</li> <li>■ Faith Connection</li> <li>■ Fraternities &amp; Sororities</li> <li>■ Greater Duffyfield Resident Council (GDRC)</li> <li>■ Local outfitters</li> <li>■ J.T. Barber Elementary / Craven County Schools (CCS)</li> <li>■ K Street Community Garden partners</li> <li>■ Master Gardeners</li> <li>■ New Bern Development Services (NBDS)</li> <li>■ NBHA (Trent Court)</li> <li>■ New Bern Parks &amp; Recreation</li> <li>■ New Bern Public Works</li> <li>■ Retiree community</li> <li>■ YMCA</li> </ul>	
Increase signage in city and community for Stanley White Recreation Center (SWRC), and enhance its role as a resource center with “one-stop shopping” for recreation activities and resources.	Public Works, Parks & Recreation	Now		
Install playgrounds at Craven Terrace/Trent Court and other areas with high numbers of children.	NBHA for Trent Court, Evergreen for Craven Terrace, Parks & Recreation	Now		
Expand the Edible Schoolyard program and curriculum to J.T. Barber Elementary school to demonstrate to students and parents how to “Grow it, cook it, eat it.”	J.T. Barber, CCS, Master Gardeners	Later		
Expand the K Street Community Garden in Duffyfield to include more raised beds for community use, demonstration beds, wetland/bog retention area, and fellowship corner gathering space.	K Street Garden Committee, City, Coop Extension, Master Gardeners, NBDS, Parks & Recreation	Now		
Expand George St spray park.	Parks & Recreation	Now		
Build skate park.	Parks & Recreation	Now		
Add dance, yoga, tai chi and other classes for older residents at SWRC and other community venues.	Parks & Recreation	In process		
Expand water recreation (fishing, boating/kayaking) and water safety lessons at Lawson Creek in conjunction with New Bern Parks & Recreation’s move to First Street corridor.	Parks & Recreation	Now		
Continue and expand partnership with YMCA/Parks & Rec/NBHA for free swim lessons with transportation. Develop a partnership between YMCA/Parks & Rec/Boys & Girls Club/21CCLC for low cost/free swimming day with transportation.	YMCA, Parks & Recreation, NBHA (Trent Court), PMI (Craven Terrace), GDRC	Now		

## Measurable Outcomes

To assess progress toward achieving the vision and goals for the Greater Five Points community, the following metrics will be tracked over time.

DESIRED OUTCOME	METRICS	BASELINE	POTENTIAL DATA SOURCE
<b>Empower Our Community</b>			
Greater Five Points residents have pride in their community.	<ul style="list-style-type: none"> <li>Number of residents involved in clean-ups, walks, other community building events</li> <li>Number of attendees at large community events like DUFFEST</li> </ul>		City of New Bern
The community feels safe and neighbors look out for one another.	<ul style="list-style-type: none"> <li>Change in rates of Part I violent and property crimes per 1,000 residents</li> <li># of participants in community watch program</li> </ul>	<ul style="list-style-type: none"> <li>2013 Violent crimes: 22/1,000</li> <li>2013 Property crimes: 44/1,000</li> </ul>	New Bern Police Department
Greater Five Points residents know about local resources and supports available.	<ul style="list-style-type: none"> <li># of community information handbooks distributed</li> <li># of attendees at bi-annual resource fair</li> </ul>		NBHA Resident Services Coordinator
<b>Invest in Our Children</b>			
All Greater Five Points children enter kindergarten healthy and ready to learn.	<ul style="list-style-type: none"> <li>#/% of zero-to-four year olds enrolled in a high-quality early learning program</li> </ul>	<ul style="list-style-type: none"> <li>69% of children at Trent Court and Craven Terrace under age 5 are enrolled in an early learning program</li> </ul>	Periodic resident survey
All Greater Five Points children are supported academically, emotionally, and socially and graduate from high school.	<ul style="list-style-type: none"> <li>#/% of students participating in quality out-of-school-time learning activities</li> </ul>	<ul style="list-style-type: none"> <li>26% of Trent Court and Craven Terrace households have children participating in out-of-school-time activities</li> </ul>	Periodic resident survey
	<ul style="list-style-type: none"> <li>#/% of parents participating in school-related/sponsored activities</li> <li>#/% of children that participate in kindergarten transition programs</li> <li>#/% of students proficient in 3rd grade reading</li> <li>#/% of students graduating in four years</li> </ul>	<ul style="list-style-type: none"> <li>80% of public housing parents surveyed say they have participated in at least one PTO or other school activity</li> </ul>	Craven County Schools

DESIRED OUTCOME	METRICS	BASELINE	POTENTIAL DATA SOURCE
<b>Realize Our Economic Potential</b>			
All Greater Five Points residents have the skills and credentials to obtain viable employment with a livable wage.	<ul style="list-style-type: none"> <li>Change in median income of CNI residents</li> </ul>	<ul style="list-style-type: none"> <li>\$29,026</li> </ul>	U.S. Census Bureau
	<ul style="list-style-type: none"> <li>Change in employment rates</li> <li>Change in number of new businesses in community</li> <li># enrolled in higher education</li> <li># enrolled in job training or career advancement program</li> </ul>	<ul style="list-style-type: none"> <li>38% of public housing adults are employed full or part-time</li> <li>7% of public housing survey respondents are enrolled in 2- or 4-year college</li> <li>7% of public housing survey respondents are enrolled in job training or career advancement program</li> </ul>	Periodic resident survey
Vacant land is put back into productive use.	<ul style="list-style-type: none"> <li>Change in amount of communal green space</li> <li>Change in the amount of unutilized vacant land</li> </ul>	<ul style="list-style-type: none"> <li>13.5 acres of parkland per 1,000 people</li> </ul>	City of New Bern
<b>Expand Housing Opportunities</b>			
Craven Terrace offers healthy, modern and sustainable living environment.	<ul style="list-style-type: none"> <li># PH units rehabilitated with enhanced livability in size, layout and finishes</li> </ul>	<ul style="list-style-type: none"> <li>361 outdated public housing units</li> </ul>	Evergreen
Trent Court is redeveloped on- and off-site in mixed-income communities that spur additional investment in the neighborhood.	<ul style="list-style-type: none"> <li># PH replacement, workforce (LIHTC), and market units rebuilt on Trent Court site</li> <li># PH replacement, workforce (LIHTC), and market units built off-site in Greater Five Points</li> <li># PH replacement units built off-site in neighborhoods of opportunity</li> </ul>	<ul style="list-style-type: none"> <li>218 outdated public housing units</li> </ul>	Pennrose
Housing quality and quantity in the neighborhood is improved.	<ul style="list-style-type: none"> <li># workforce housing units built in the neighborhood</li> <li># market-rate rental units built in the neighborhood</li> <li># code violations issued in neighborhood</li> <li># uninhabitable units demolished</li> <li># building permits issued</li> <li># new for-sale units built and sold in neighborhood</li> </ul>		City of New Bern

DESIRED OUTCOME	METRICS	BASELINE	POTENTIAL DATA SOURCE
<b>Improve Neighborhood Connections</b>			
Residents can easily access key community assets inside and outside the neighborhood.	<ul style="list-style-type: none"> <li>Change in ridership on existing public transportation</li> </ul>	<ul style="list-style-type: none"> <li>68% of public housing residents surveyed said they never ride CARTS bus</li> </ul>	CARTS
	<ul style="list-style-type: none"> <li>Change in linear footage of sidewalks, multi-use trails, bicycle lanes, and marked shared bike routes</li> </ul>		City of New Bern
	<ul style="list-style-type: none"> <li>Change in automobile and pedestrian/ bicyclist accident rates</li> </ul>		
<b>Encourage Community Wellness</b>			
All Greater Five Points residents (youth, adults, seniors, disabled) have access to primary and preventive healthcare.	<ul style="list-style-type: none"> <li>#/% with health insurance</li> <li>#/% who have a place of healthcare where they go regularly, other than an emergency room, when they are sick or need advice about their health</li> <li># attending wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>71% of heads of household, 63% of other adults and 88% of children in public housing have medical insurance</li> <li>64% of public housing residents surveyed report they have a primary care doctor</li> </ul>	Periodic resident survey
Greater Five Points residents engage in programs and activities that promote healthy lifestyles.	<ul style="list-style-type: none"> <li># of children that receive a water safety certificate each year</li> </ul>		YMCA
	<ul style="list-style-type: none"> <li>Change in amount of SNAP/EBT spent at farmers markets</li> </ul>		Downtown Farmers Market & Joseph Market
	<ul style="list-style-type: none"> <li>Change in usage of SWRC facilities and programs</li> </ul>		New Bern Parks & Recreation



## The Path to Implementation - Doing While Planning

This Transformation Plan is just the beginning. Knowing that the future is in their hands, New Bern's leaders, support organizations, nonprofits, faith community, and businesses are working together to promote community development, neighborhood revitalization, and quality of life in the Greater Five Points area. These ongoing and recently completed programs demonstrate New Bern's high level of commitment and investment in improving this neighborhood:

### NEIGHBORHOOD INITIATIVES

- **Sidewalk improvements** The City's CDBG Plan includes \$100k in expenditures over five years for construction and improvement of sidewalks in Greater Five Points. Construction is already underway.
- **River Walk extension** The Downtown River Walk was recently extended from Trent Court to Leander Morgan Park. This \$240k project funded by the City and a Coastal Area Management Act Waterfront Access grant includes two docks, a pavilion, and kayak launch.

- **Historic fountain and park** A plan is approved and fundraising is in progress to reconstruct the former historic fountain with adjoining pocket park on City-acquired property at Pollock and Queen Streets in Walt Bellamy. The park will include a sculpture by a local artist to commemorate New Bern native Walt Bellamy.
- **Carter-Sampson Park** This pocket park and playground located in a "play desert" at Green and Sampson Streets opened in May 2015. It was constructed by the City on donated property with funds raised by Swiss Bear Downtown Development Corporation and other private donors.
- **Paint Your Heart Out New Bern and Group Cares: Mission New Bern** The Neuse River CDC, Duffyfield Resident Council, City of New Bern, Eastern Carolina Council and Choice Neighborhoods, along with the national nonprofit youth ministry Group Cares, are partnering on a home rehab and painting



*The new River Walk extension at Trent Court includes an attractive pavilion on the water.*

program for homes in the Greater Five Points neighborhood in July 2016.

- **Joseph Farmers Market expansion** Genesis 457 CDC recently received a \$94k USDA grant to increase outreach for their monthly farmer's market. They are currently looking at centrally-located sites for relocation in the Greater Five Points area.
- **First Street Gateway Corridor Improvements, City Market and Trades Center** A concept plan has been developed and funding is being sought for adaptive reuse of property on First Street into a multi-use City Market with a focus on fostering and incubating new businesses. Also planned is a workforce development training center for Craven Community College to offer workforce training tailored to meet identifiable shortfalls of local employers, such as construction skills, welding, electrical and HVAC repair, and culinary arts. Roadway improvements to support this project are also planned, including sidewalks and bike/pedestrian pathways.
- **Historic signage campaign** Community partners including New Bern Historical Society and Historic Dryborough Association have collaborated with community volunteers on a signage campaign that will highlight significant African American events, figures, and locations throughout the neighborhood. Evergreen Management has pledged \$35k to this effort as part of the Craven Terrace rehabilitation project.

- **CDFA Brownfields Technical Assistance Program** New Bern was selected as one of eight communities nationwide to participate in CDFA's 2016 Brownfields Technical Assistance Program. In February 2016 a technical assistance team provided guidance on a range of redevelopment finance tools to address brownfields conditions in Greater Five Points, with a focus on Trent Court. This report will be used to identify and pursue funding for cleaning sites and building infrastructure.
- **Veterans Employment Basecamp and Organic Garden (VEBCOG)** Recently established at Henderson Park on City-provided property, VEBCOG's mission is to assist homeless veterans with transitional employment and disabled veterans with horticultural therapy; excess vegetables are provided to local residents.
- **Façade grants** Over \$36K in grants have been provided for nine commercial properties in Greater Five Points; improvements include



*Historical signage will recognize sites like Kafer Park, home field of a Negro League baseball team in New Bern.*

parking lots, awnings, entries and windows, sidewalks, painting, and landscaping.

- **Third Avenue realignment and beautification** A \$1 million CDBG grant was used to provide safe and attractive two-way access to Greater Duffyfield neighborhoods by acquiring and demolishing 22 dilapidated houses and realigning Third Avenue with First Street.
- **Third Avenue home construction** Nonprofits Habitat for Humanity and Coastal Community Action are partnering with the City of New Bern to build homes along Third Avenue for affordable home-ownership opportunities. This initiative will involve approximately \$150k in CDBG funding over 5 years.
- **Urban Forest at F & Biddle Streets** Adjoining the recently constructed stormwater retention pond, the small urban forest was sponsored by the City, Greater Duffyfield Resident Council, and other local partners with a Legacy Tree Fund grant. Discussions are ongoing about additional improvements including a pavilion, benches and improved parking.
- **K Street Community Garden expansion** In response to the need for more community gardens, initial planning has begun to expand the K Street Garden site in the heart of Duffyfield. A broad collaboration of partners are at work developing a concept plan that includes leasing garden plots, cooperative crop space, ecological education gardens, and community gathering space.

## PEOPLE INITIATIVES

- **Workforce development training** Craven Community College and Religious Community Services have partnered to bring workforce development training to the Greater Five Points neighborhood! The STEP program – “Strive, Train, Earn, Prosper” – offers courses in forklift operations and construction trades at RCS with tuition assistance available.
- **Health Initiatives and Health Fair** In response to the need identified during Choice Neighborhoods planning, NBHA is working with CARE2U Health Clinic to bring their mobile health clinic into public housing and the surrounding neighborhood. The Trent Court and Craven Terrace resident councils hosted a Health Fair drawing over 150 residents to explore the feasibility of the mobile health clinic. Area health providers offered free medical screenings and health information. The Trent Court resident council has also recently formed a fitness walking group.



The resident councils sponsored a very successful health fair in fall 2015.

- **Resource Center and Resident Services Coordinator** As a part of the extensive renovations at Craven Terrace, a full building will be converted into a wrap-around resource center. The resource center will provide a convenient location for local resource providers to offer such services as classes, health screenings, and childcare to residents. NBHA is in the process of hiring a full-time resident services coordinator to facilitate service provision and provide case management.
- **New Bern Boys and Girls Club** The Boys and Girls Club of Coastal Carolina has expanded to New Bern with one of their two locations at J.T. Barber Elementary School. Within a few short weeks over 100 children were enrolled at this site within walking distance of the Greater Duffyfield neighborhood. The Club provides a safe, structured and enriching environment for area youth.
- **Choice Neighborhoods Leadership Academy** The grassroots leadership program “A Place at the Table” was recently launched to develop strong community leaders in the neighborhood. Beginning with a train-the-trainer workshop led by a community development specialist from NC A&T, it also includes sessions on generational, social, and civic leadership.
- **Genesis 457 CDC Initiatives** Genesis 457 CDC targets residents of the Greater Five Points neighborhood for their regular workshops to assist community churches, small businesses, and entrepreneurs to access resources such as grants, loans, and credit. A seminar on home-ownership and foreclosure is also planned.
- **The Entrepreneur Center of Craven County (TEC3)** A collaboration between Craven County, the City of New Bern, Swiss Bear Development Corporation, the Small Business Center, and other partners, this entrepreneurial business incubator and resource center will be located within walking distance of the Greater Five Points area. Already partially funded through multiple grants, TEC3 is projected to be operational in 2017.
- **Race Relations Dialogues** Local faith-based, civic, and social organizations are partnering to promote increased City-wide dialogue about race relations and socio-economic issues.



The Choice Leadership Academy offers a grassroots leadership program.

Events included Peletah Ministries/Genesis 457 CDC's two-day racial reconciliation seminar with acclaimed civil rights leader Dr. John Perkins, as well as several community gatherings and a race forum at the North Carolina History Center.

- **YMCA Swim Program** The YMCA has developed an annual program of free swim lessons during spring break for public housing children. Transportation is provided by New Bern Parks & Recreation Department and a local bank provides free bathing suits and goggles.
- **"Because We Care, We're Coming To You"** The faith community, Police Department, NAACP, and civic groups have organized three walks through the community with more to follow. Area churches have also volunteered to serve as host worksites for juveniles performing restitution, with more related activities planned for the future.
- **"Five Points C.A.R.E.S." (Community Awareness and Response to End Sexual Violence)** Local nonprofit sexual assault resource center Promise Place has developed this program for public housing residents. Funding has been requested and focus groups interviewed.
- **Reimaging campaign** The Greater Duffyfield Resident Council in collaboration with the City and other partners has received a \$10k grant from Bate Foundation for a reimagining and branding effort to attract business and homeownership into the Greater Five Points area. Craven Community College has pledged \$20k of in-kind marketing and communications support.
- **Play and Learn Kindermusik program** Responding to the need for pre-school enrichment activities identified in the CNI planning process, Craven Smart Start secured a grant to offer a weekly program for preschoolers in the Greater Five Points area.
- **Youth yoga** As an off-shoot of participation in Choice Neighborhoods planning, the owner of a downtown yoga studio recently initiated youth yoga classes at Stanley White Recreation Center.
- **Homeownership preparation** Neuse River Community Development Corporation (NRCDC) and Genesis 457 CDC have begun workshops on homeownership to assist residents as they prepare for buying and owning a home.



*The YMCA swim program has been a popular opportunity to learn a new life skill for neighborhood youth.*



*Youth yoga was offered at Choice Community Day and will continue at Stanley White Recreation Center*



## Financing Sources

NBHA and the City, with the support of key partners, are committed to finding the resources to implement the strategies described in this plan, acknowledging that this will be an ongoing challenge. To assist with this effort, NBHA, with input from the City, has procured Pennrose Properties, LLC for the redevelopment of the Trent Court units (both on- and off-site). Pennrose is an experienced mixed-income developer that has successfully secured financing for over 14,000 rental units. Typical funding sources for housing redevelopment include:

- **Tax Credit Equity** – The federal Low-Income Housing Tax Credit program (LIHTC) will be the primary funding source for the affordable multifamily development phases (for the public housing replacement units and the tax-credit only units). The 9% credits (which provide the greatest equity raise) are very competitive; the plan assumes a 9% allocation every three or four years. NCHFA's Qualified Allocation Plan (QAP) currently limits the size of a new construction tax credit project to 80 units. The City, NBHA and Pennrose will need to approach the State to gain support for a project of this scale.

- **Conventional Debt** – The market-rate component of a mixed-income development will generate cash flow which will support conventional debt.
- **FHLB Affordable Housing Program (AHP)** – AHP grants are awarded through a competitive application process to Federal Home Loan Bank members working with housing developers or community organizations to create rental and homeownership units for low-to-moderate income households. These private sector grants typically award up to \$500,000 per project/phase.
- **Gap Financing** – The above sources are not likely to cover all development costs and additional funds will be needed which can include: CDBG/HOME funds, state or local affordable housing programs, and Housing Authority funds (Capital Fund, program income, developer fees, etc.). Highly competitive CNI Implementation grants of up to \$30 million are also a possibility to help fund housing, neighborhood and people improvements.

Additional investments will need to be made to support the new housing development and the revitalization of Greater Five Points. These costs will include: acquisition of privately owned parcels/assemblages for off-site development;

environmental remediation of any 'dirty' sites (i.e. brownfields), including the Trent Court site; new infrastructure (streets, utilities, etc.) on Trent Court and in surrounding areas; and demolition of the Trent Court buildings.

In support of the Greater Five Points Transformation Plan, the City applied for and was selected to receive technical assistance from the Council of Development Finance Agencies (CDFA) to help identify funding for these redevelopment costs. In February 2016, an EPA-funded CDFA technical assistance team visited New Bern, interviewed key stakeholders and city officials, and prepared a report summarizing funding recommendations (see Appendix). Potential financing mechanisms and sources include:

- **Tax Increment Financing (TIF)** – TIF is a public financing method that is used to pay for redevelopment, infrastructure and other community improvement projects. Through the use of TIF, municipalities typically divert future property tax revenue increases from a defined area toward redevelopment or infrastructure improvements. For example, if Greater Five Points was designated a TIF district, any increase in tax revenue from new development or investments in the neighborhood would be captured to help pay for new infrastructure improvements. TIF creates funding for public

and private projects by borrowing against the future increase in property-tax revenues. The TIF program was designed to channel funding toward improvements in distressed or underdeveloped areas where development might not otherwise occur.

- **CDBG 108 Loan** – Under the Section 108 loan guarantee program, HUD offers communities a source of financing for certain community development activities (e.g. housing rehabilitation, economic development, large-scale development projects, etc.). The City essentially pledges a portion of its current and future CDBG funds as the security for a loan guaranteed. New Bern currently receives approximately \$260,000 in CDBG funds which could leverage a much larger loan for redevelopment purposes.
- **New Markets Tax Credits (NMTC)** - The NMTC program was established in 2000 to serve as a vehicle to attract investment capital into low-income neighborhoods that have been left behind by the traditional private marketplace. Unlike the LIHTC program which focuses on residential development, NMTC can be used for commercial real estate development, working capital, and equipment financing. The program offers institutional and individual investors a 39 percent credit against their federal income tax, which is based on the amount invested and claimed over seven years.

- **Economic Development Administration (EDA)** – The EDA offers a number of grant opportunities for city and county governments including the Public Works program which provides resources to meet the construction and/or infrastructure design needs of communities to enable them to become more economically competitive. Examples of investments funded through the Public Works program include projects supporting water and sewer system improvements, workforce training facilities and business incubators, and brownfield development.
- **National Endowment for the Arts (NEA)** – NEA provides a variety of arts programs for communities. NEA's Our Town grant program focuses on arts engagement, cultural planning, and design projects carried out by a nonprofit organization in partnership with a local government entity. The grants support creative placemaking projects that impact livability by affecting community priorities such as public safety, health, blight and vacancy reduction, job creation, local business development, civic participation, and/or community cohesion.

These are but a few of the many programs and resources available to revitalize communities like Greater Five Points. More detailed information is provided in the CDFA Technical Assistance Report (see Appendix).

