



1.28.17
**City Council
Planning Session**

1.28.17

**General Fund Budget Forecast
for Fiscal Year 2017-2018**

General Fund Financial Forecast FY 2017 - 2022



General Fund Forecast Purpose

- Longer view of financial planning – 5year
- **NOT Multi-Year Budget**
- Focus on the General Fund
- Planning Tool to Begin Budget Process



Budget Versus Forecast

Budget:

- Expected financial results
- Based on prior actual experience
- With implementation of strategies to deal with issues facing the organization
- Ground level view

Forecast:

- Estimated financial results
- Based on projected revenues and expenses
- Without implementation of any strategies to deal with issues facing the organization
- High level view

Forecast Is First Step in Start of Budgeting Process



General Assumptions

- Projections are for General Fund only
- Generally used historic trends and averages
- No tax or fee increases

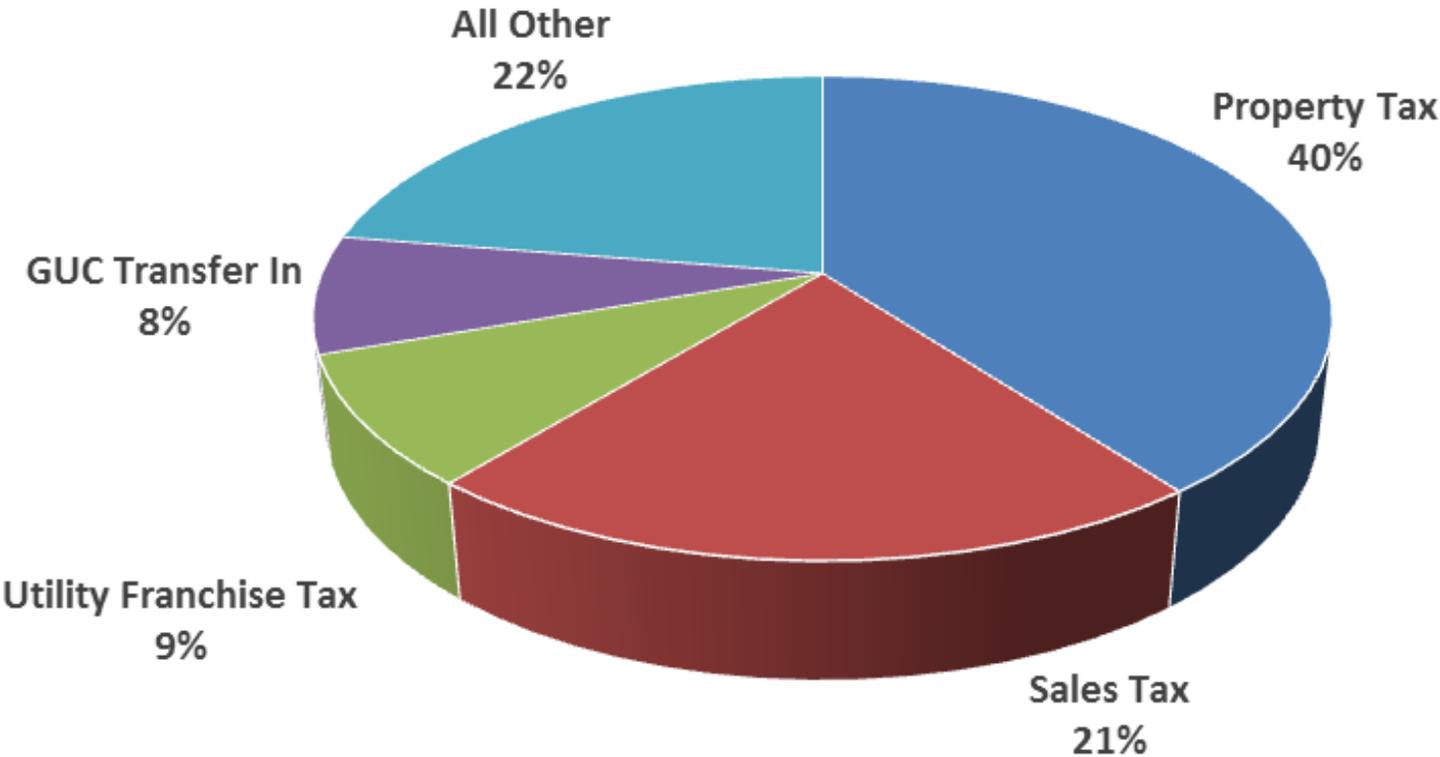


REVENUES



Revenue by Source

2016-17 General Fund Revenue Budget by Category

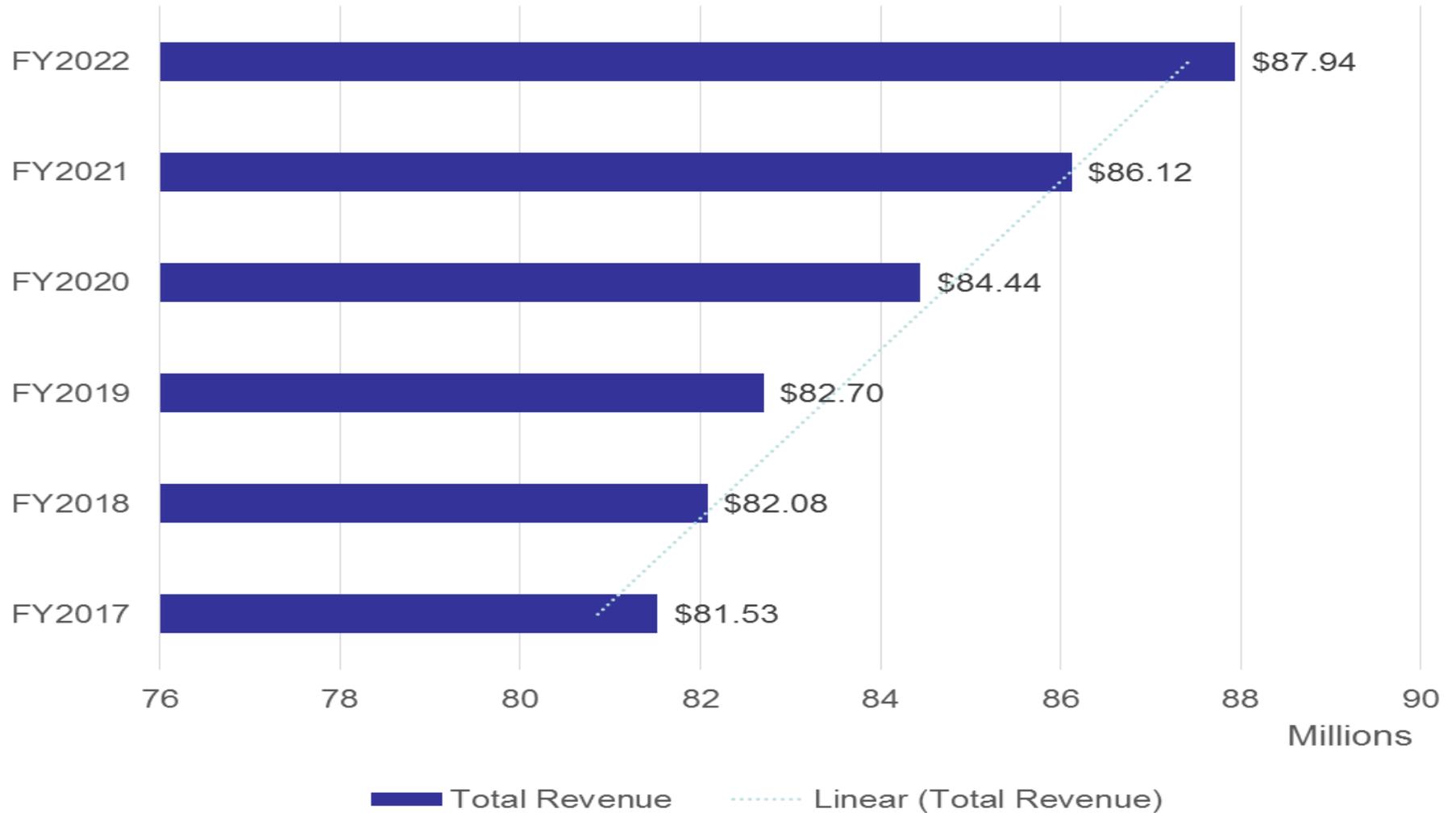


Top Revenues

- Ad Valorem (Property Tax) – 2%
- Sales Tax – 3%
- Utilities Franchise Tax – 2%
- GUC Transfers In – 1%

75% of Total Revenue

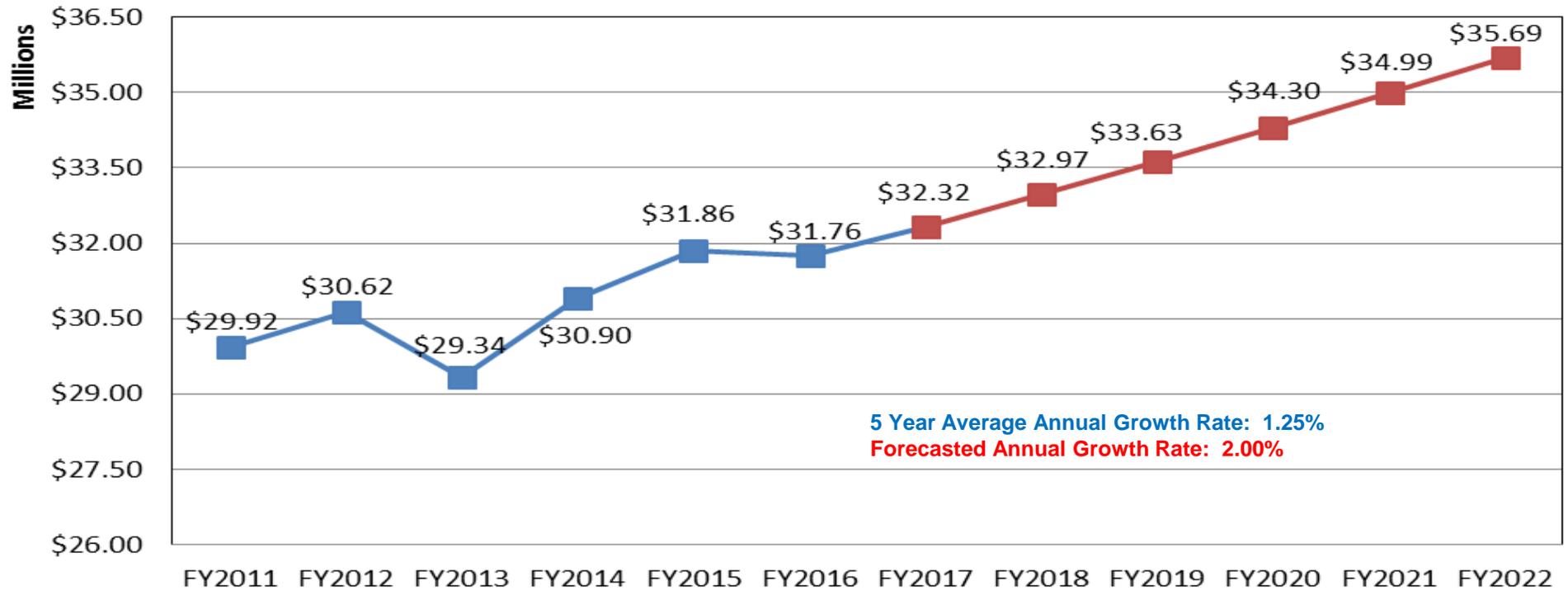
Forecasted Revenue



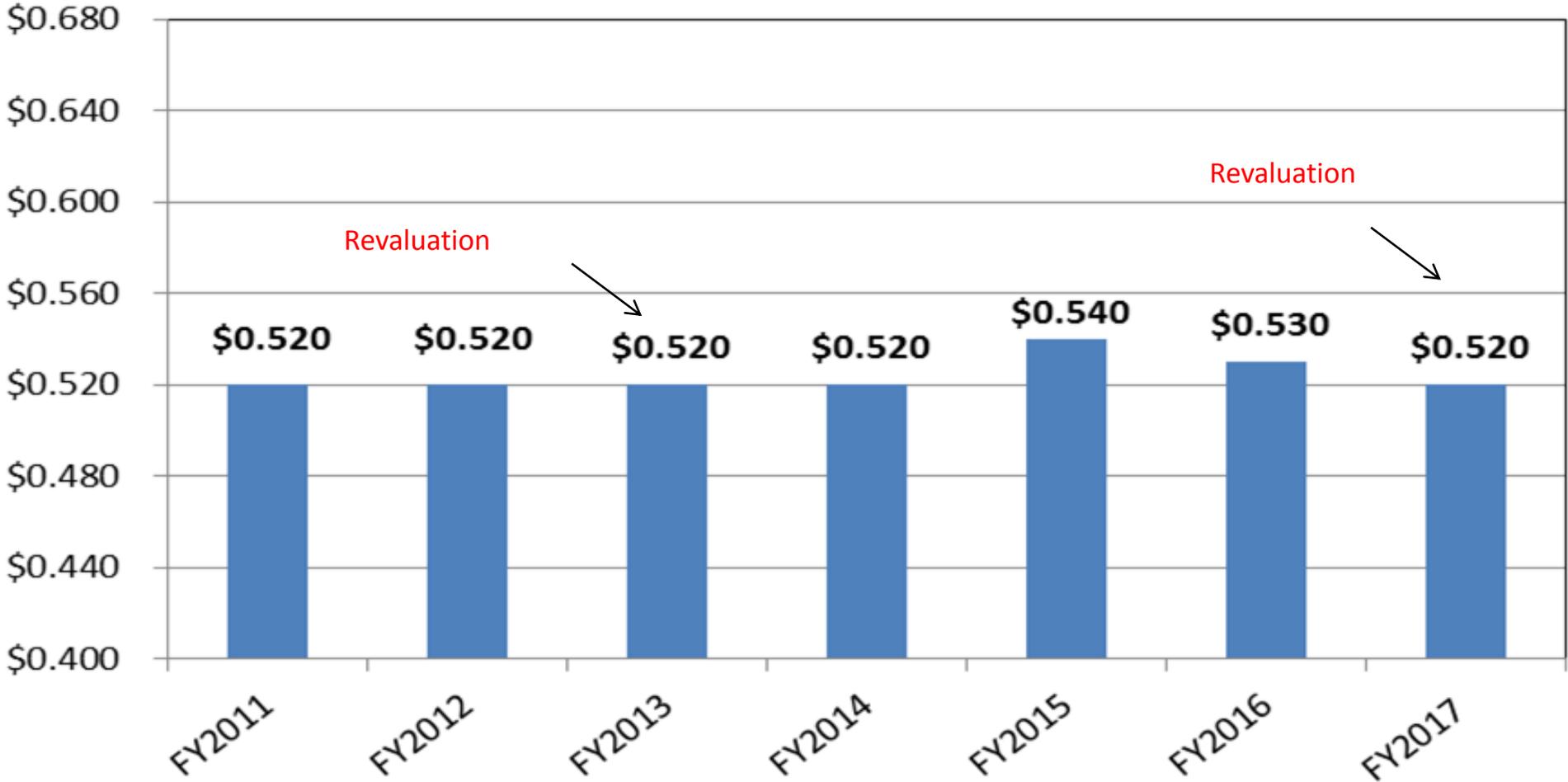
2% Average Annual Growth

Property Tax

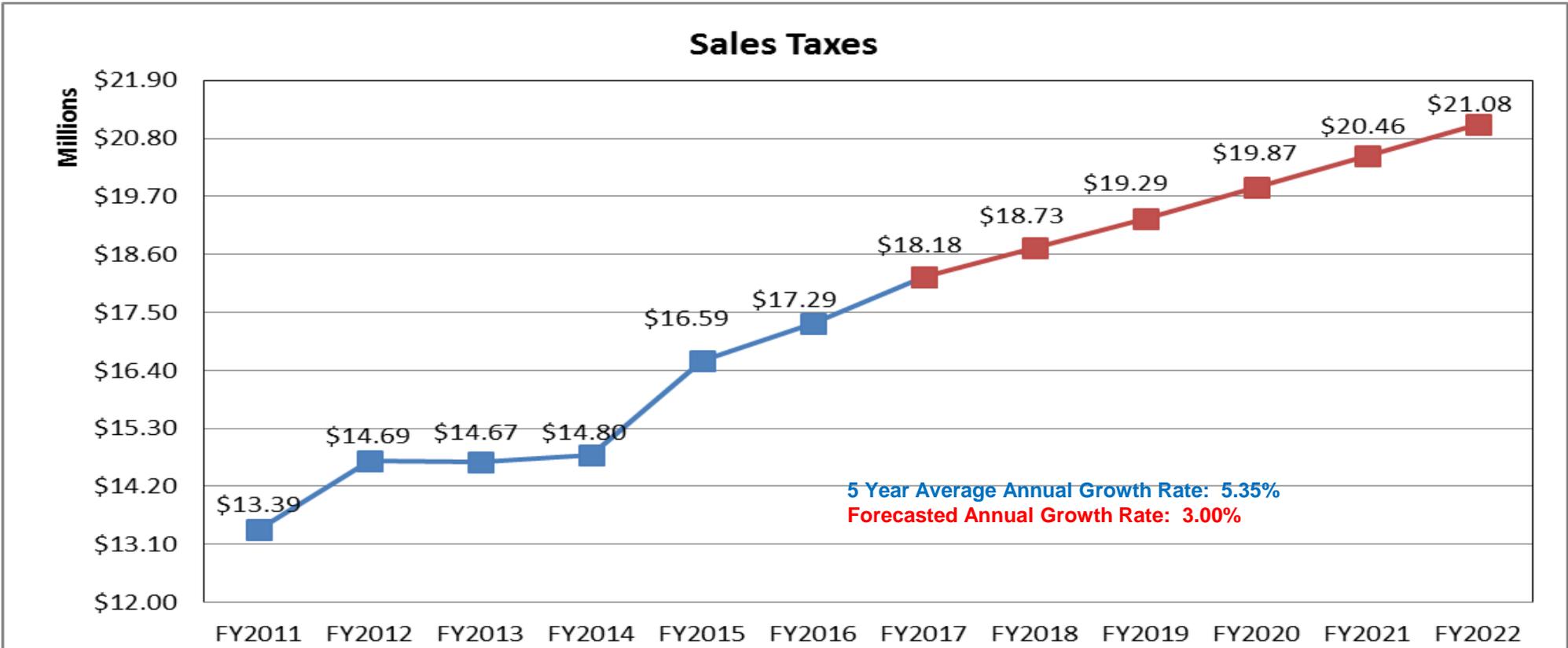
Ad Valorem Taxes



Property Tax Rates



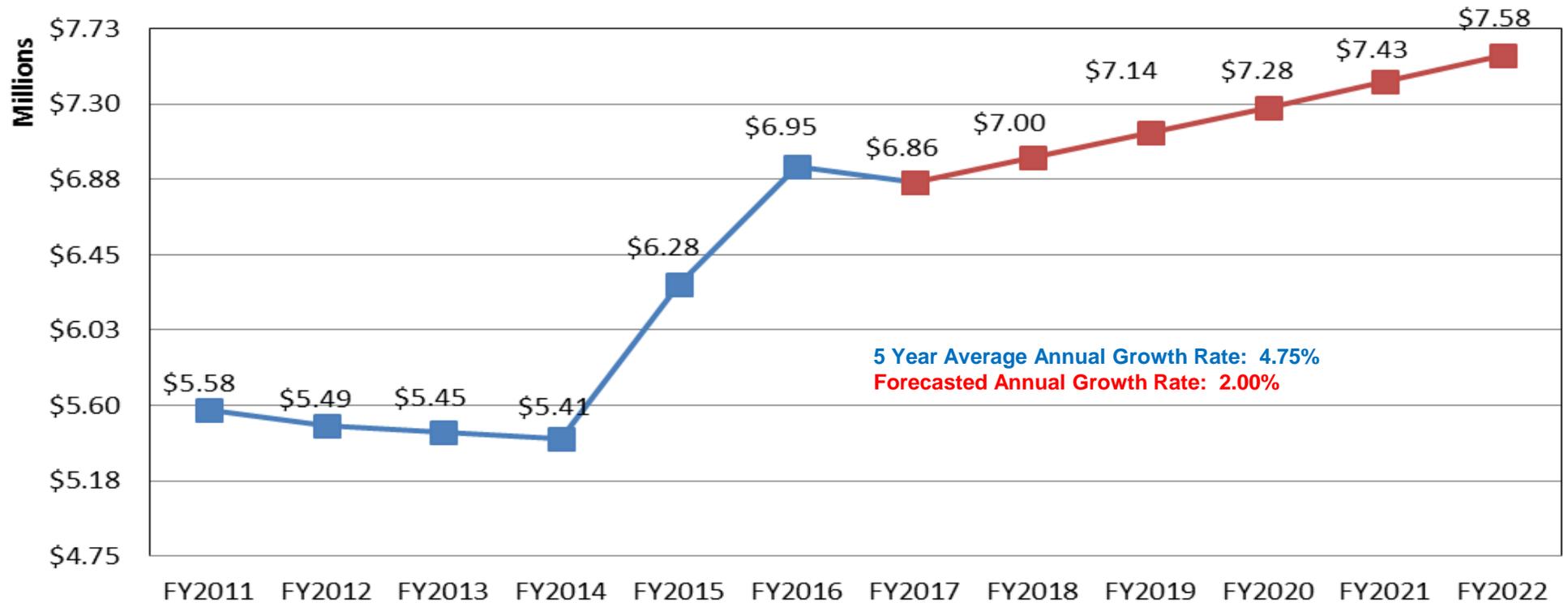
Sales Tax



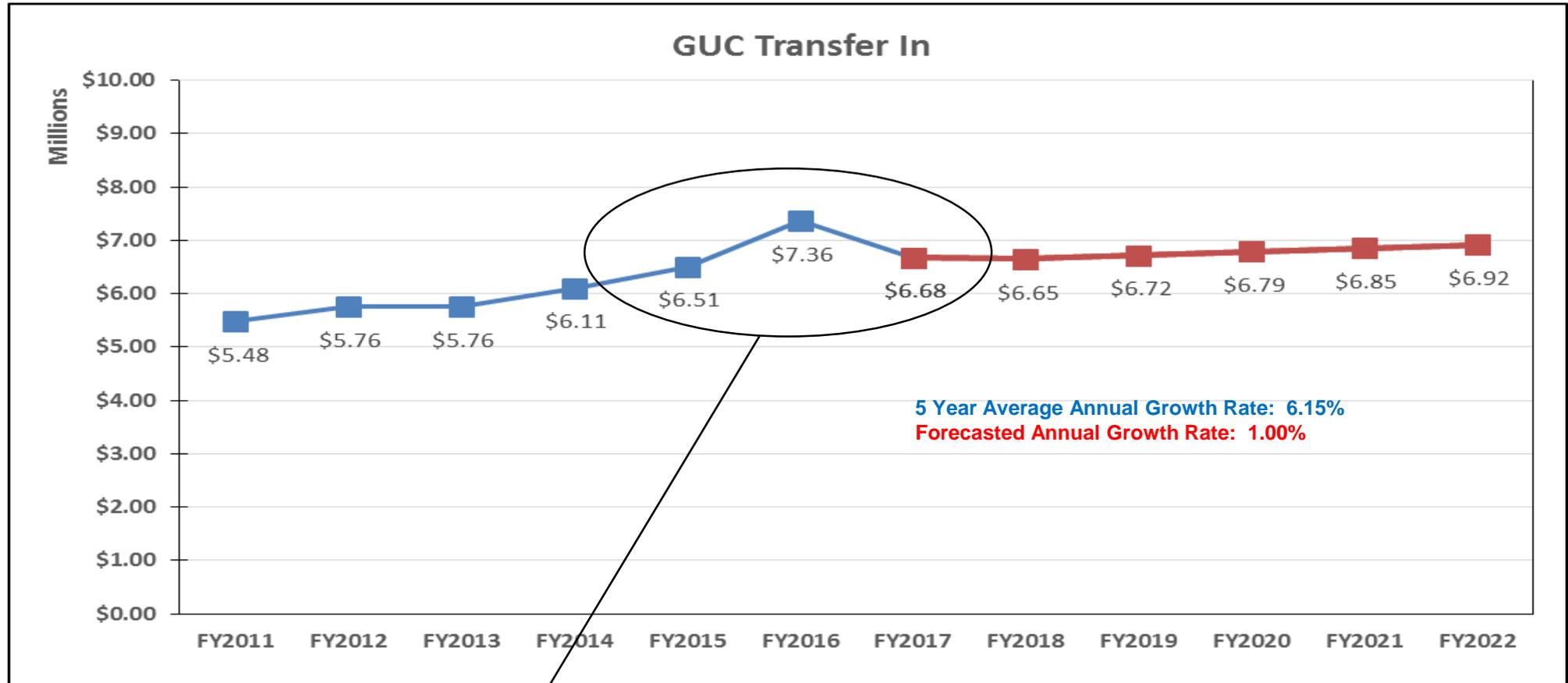
Over the Last Several Years the City Has Increased the Use of Sales Tax Revenues to Leverage Increases to the Budget !

Utilities Franchise

Utility Franchise Taxes



GUC Transfer In



Significant Fluctuations !

GUC Transfer Formula

General Transfer:

+	Capital Assets, Net of Depreciation	(As Reported in GUC Audit)
-	Long-Term Debt	(As Reported in GUC Audit)
=	Net Transfer Base	
x	6.0% Transfer Rate	
=	General Transfer to City	

Street Light Reimbursement:

+	Street Light Revenue	(Based on Current Yr Revenues, Reimbursed Monthly)
x	50% Transfer Rate	
=	Street Light Reimbursement	

Total Annual GUC Transfer

+	General Transfer to City	
+	Street Light Reimbursement	
=	Total GUC Transfer	



GUC Transfer In

- A New Methodology to administer (not change) the current formula, using a three-year average of actual audits, is in discussion with GUC
- This change is intended to alleviate any difference between budget and actual moving forward
- This change is also intended to better stabilize the transfer amount from year to year.
- However, there will continue to be fluctuations in the actual annual calculation given the structure of the current formula.

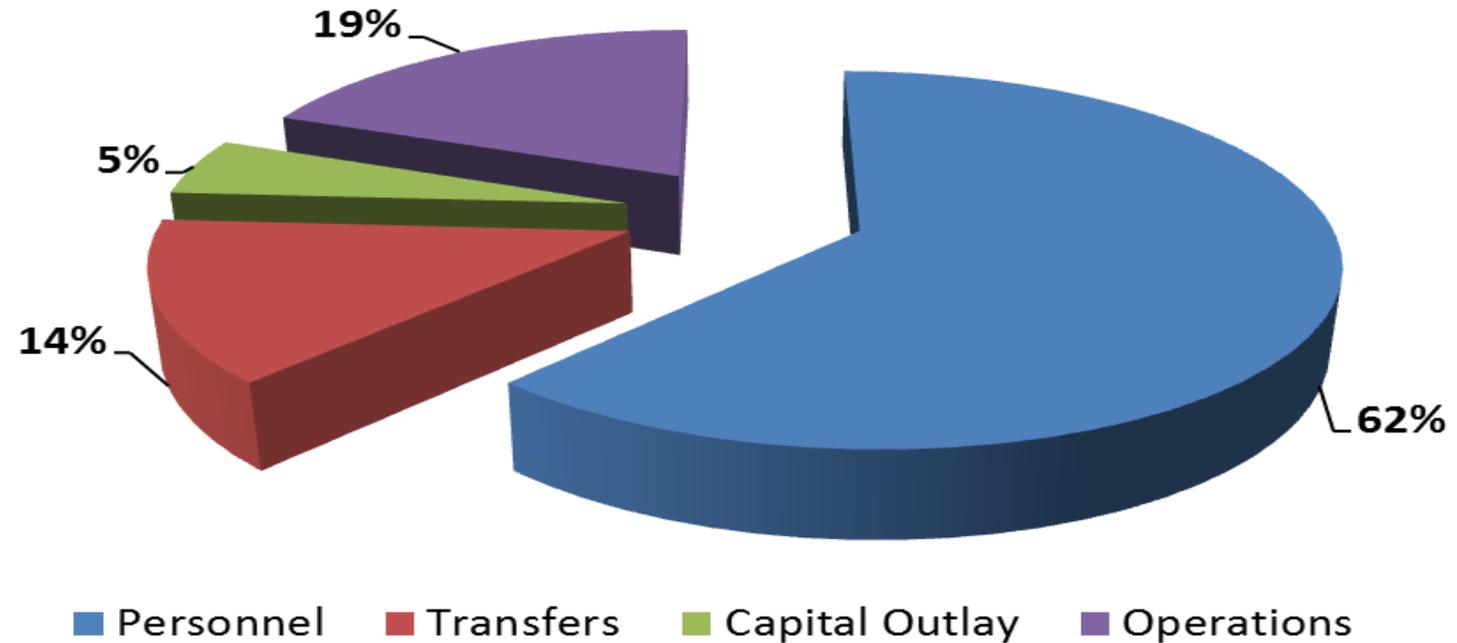


EXPENSES



Expense by Category

2016-17 General Fund Expense by Category



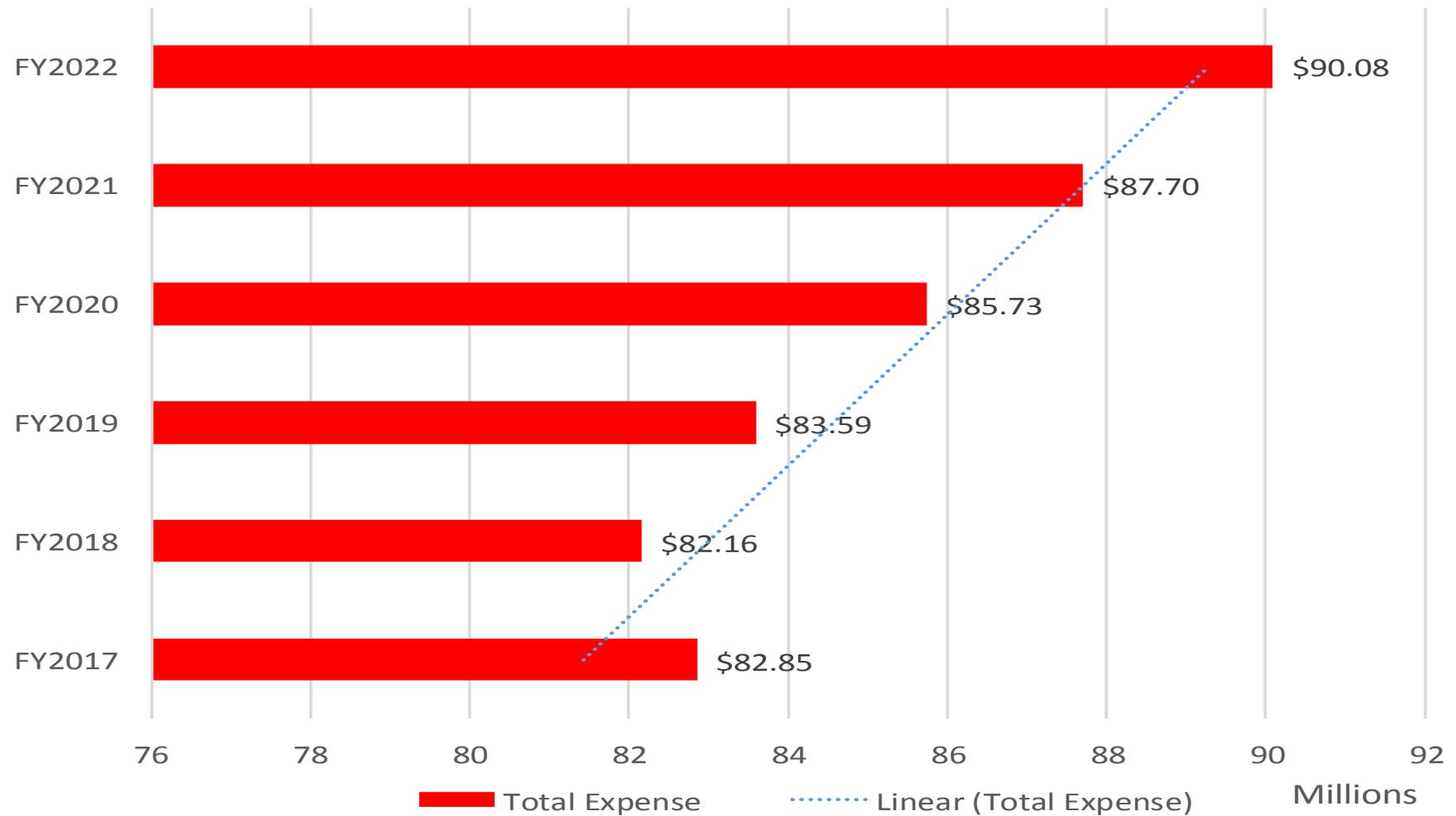
Expense by Category

- Personnel
- Operating
- Transfers

95% of total Expense



Forecasted Expense



Nearly 3% Average Annual Growth

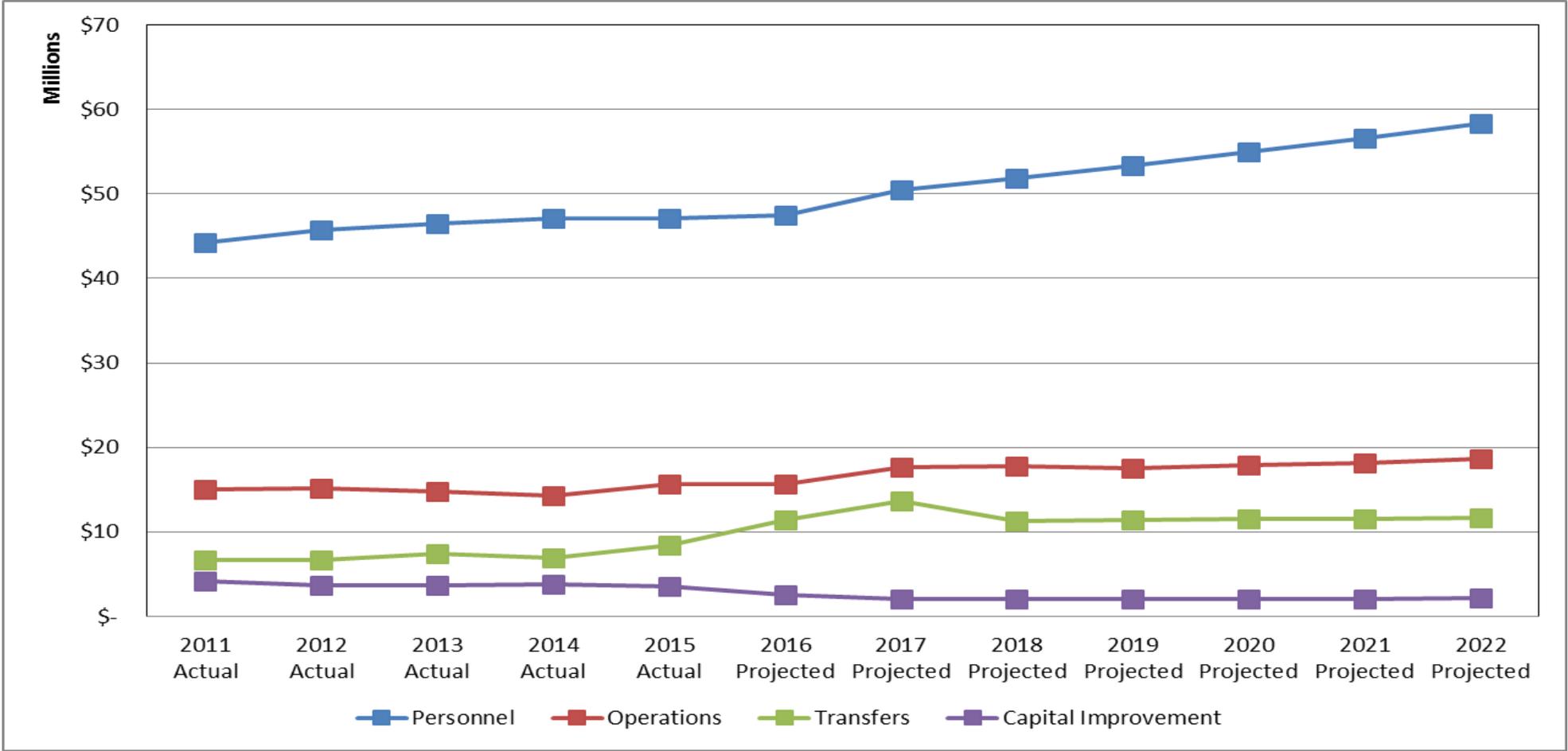
Factors Influencing Forecasted Expenses

The Following are the Primary Factors Driving the Increase in Projected Expense:

- Increase in Personnel Expense
- Routine Inflationary Increases



Expenses



Personnel

Market Increases Health Insurance

**Projected 3.0% Growth in
Future Years**



Operating

- Street Lighting
- Utilities
- Fuel
- Fleet Service Costs
- Computer Hardware / Software
- Insurance Costs (excluding healthcare)

Projected Growth ~1%

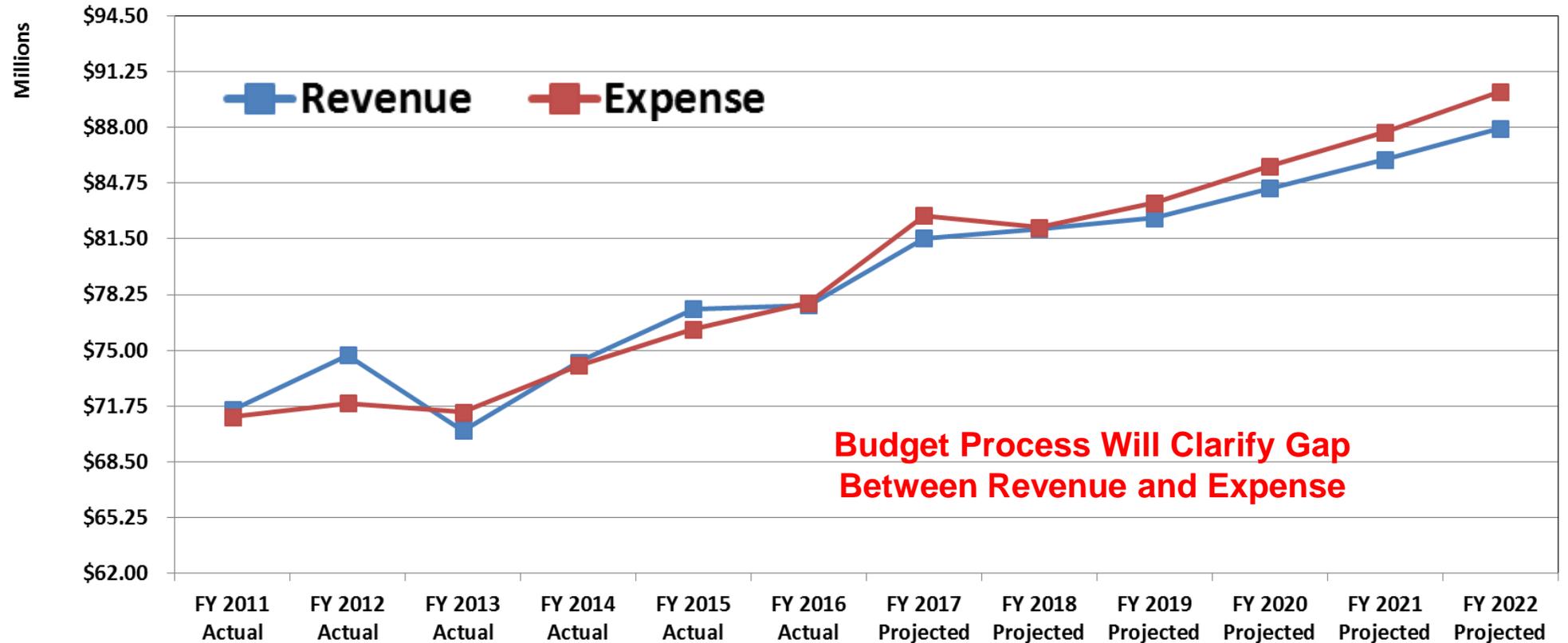
Capital

- ❑ No consistent historic trend
 - depends upon available funds
 - depends upon project prioritization

- ❑ Projection for future years based on current year data plus 1% growth



Forecast Summary



(In Millions)	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>
Total Revenue	\$81.5	\$82.1	\$82.7	\$84.4	\$86.1	\$87.9
Total Expenses	<u>\$82.8</u>	<u>\$82.2</u>	<u>\$83.6</u>	<u>\$85.7</u>	<u>\$87.7</u>	<u>\$90.1</u>
Net	<u>(\$1.3)</u>	<u>(\$.1)</u>	<u>(\$.9)</u>	<u>(\$1.3)</u>	<u>(\$1.6)</u>	<u>(\$2.2)</u>

Summary

How Will Gaps be Bridged

- Increase in General Fund Revenues
- Reduction / Redirection of Current General Fund Expense Budgets
- Reductions in Projected Increases in Various Operational Expense Categories (i.e. Personnel)
- Use of Fund Balance (Not a Valid Option)



Summary

Forecast Does Not Include Funding Beyond Historic Levels For:

- New facility needs
- Increase in pay-as-you-go capital spending
- Staffing for new or increased levels of service
- Increase in amount appropriated for debt service (long-term debt strategy)
- Increases in expenses receipted back to cover operational costs of the Fleet Fund
- Increase in the amount funding the Vehicle Replacement Fund.



The Big Picture

In Recent Years City Council has Systematically addressed funding:

- Street Improvements
- Other Post Employment Benefits (OPEB)
- Sanitation
- Stormwater (Still a Work in Process)



The Big Picture

There is now a need to do the same with the following:

- Future Debt Strategy
- Continued Economic Development
- Street Lighting Improvements
- Ensure That Vehicle Replacement Stays Fiscally Viable



2018 Budget Schedule

- April 10 City Council Budget Preview
- April 13 City Council discussion of Proposed City Budget (optional)
- April 24 Joint City Council-GUC Commission Meeting
- May 8 Proposed City budget presented to Council
- May 11 Proposed GUC, SML and CVA budgets presented to City Council
- May 19 Public display of balanced budgets prior to the Public Hearing
- May 22 City Council discussion of Proposed City budget (optional)
- June 5 Public Hearing – Fiscal Year 2017-18 Budget
- June 8 Adoption of the Fiscal Year 2017-18 Budget



Questions





Item 6:
**Long-Term Capital Debt
Planning Discussion and
Direction**



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CITY COUNCIL PLANNING SESSION

JANUARY 27 – 28, 2017

LONG-TERM CAPITAL DEBT PLANNING

BEFORE WE GET STARTED...

- The Timing of the Projects Presented are Subject to Change
 - The Future Funding of Projects Through the Long-Term Debt Plan Can and Will be Impacted by Future Changes in Interest Rates
 - The Actual Projects Pursued in Future Years Will be Based on:
 - Goals & Priorities of the Council at the Time
 - Future Economic Conditions of the City
-



Find yourself in good company®

**CAPITAL IMPROVEMENT PROJECTS
2016-17 APPROVED BUDGET &
2017-18 FINANCIAL PLAN**

Pay-As-You-Go Funding

CAPITAL IMPROVEMENT PROJECTS

GENERAL FUND

2016-17 APPROVED BUDGET AND 2017-18 FINANCIAL PLAN

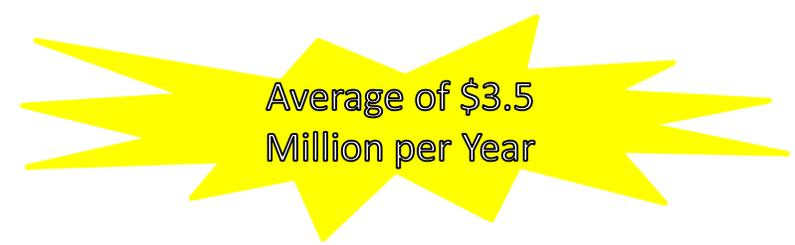
FUNDING SOURCE	FY 2016-17	FY 2017-18	Total
General Fund Appropriations	\$ 2,949,145	\$ 3,707,865	\$ 6,657,010
* Fund Balance Appropriation	1,040,000	106,800	1,146,800
* Capital Reserve Fund	122,153	-	122,153
* One-Time Funds: Sale of Police/Fire Lot	1,500,000	-	1,500,000
TOTAL	\$ 5,611,298	\$ 3,814,665	\$ 9,425,963

* Non-Recurring Funds

CAPITAL IMPROVEMENT PROJECTS GENERAL FUND

2016-17 APPROVED BUDGET AND 2017-18 FINANCIAL PLAN

DEPARTMENT / PROJECT TITLE	FY 2016-17	FY 2017-18	Total
Street Resurfacing	1,700,000	1,960,000	3,660,000
Town Common Renovation	851,663	461,033	1,312,696
Purchase of Imperial Center Site	1,040,000	-	1,040,000
Tar River Legacy Plan Implementation	200,000	319,000	519,000
Westside Park Land & Development	300,000	200,000	500,000
Other CIP Projects	165,000	304,665	469,665
Information Technology	173,000	218,000	391,000
South Greenville Athletic Field Renovations	365,000	-	365,000
Street Light Improvements	250,000	100,000	350,000
Eastside Park	150,000	150,000	300,000
Police Department	171,970	101,967	273,937
Addition to Fire Station #2	244,665	-	244,665
Total	\$ 5,611,298	\$ 3,814,665	\$ 9,425,963



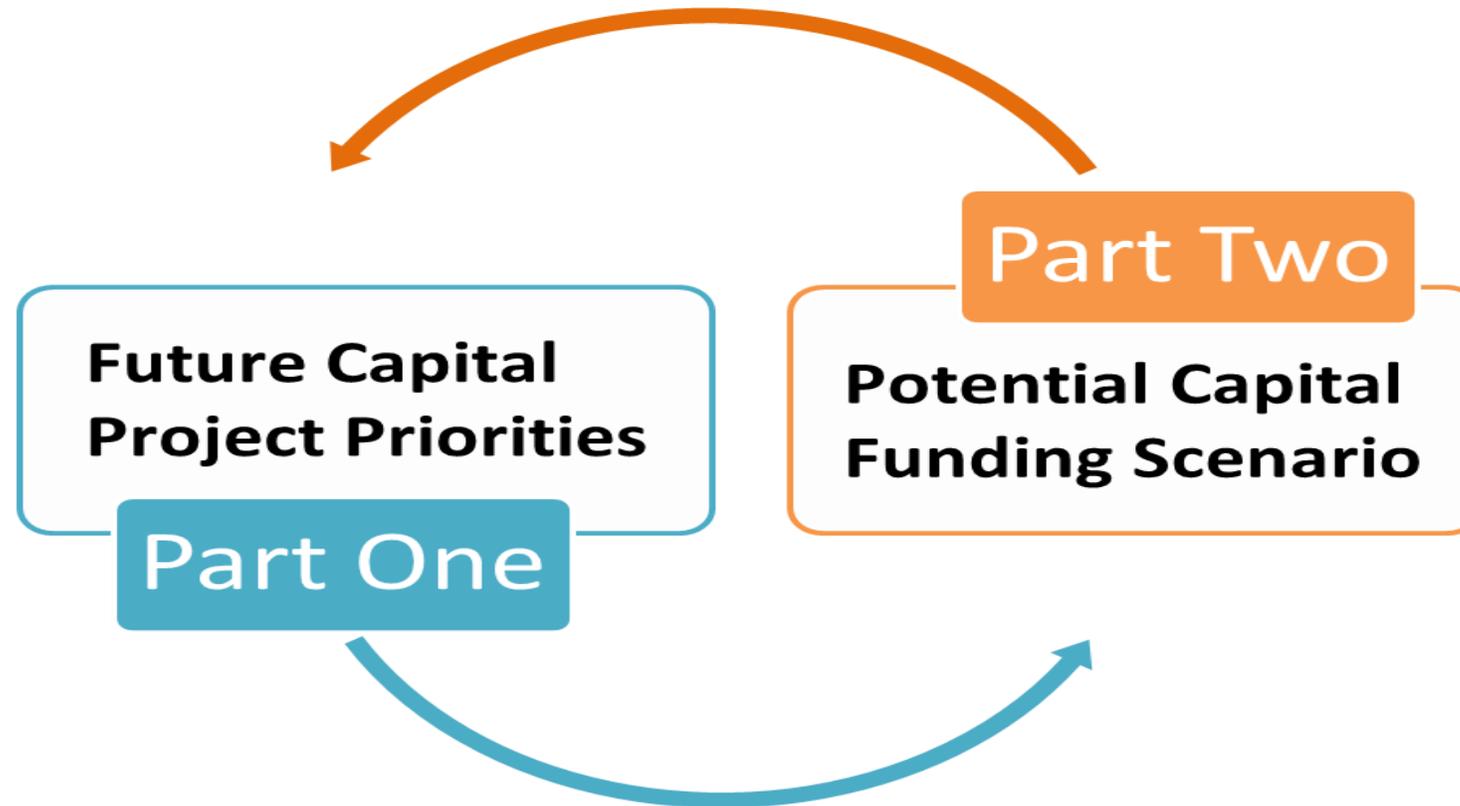
CAPITAL IMPROVEMENT PROJECTS ESTIMATED FUTURE CAPITAL IMPROVEMENT PROJECTS

PROJECT TITLE	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total	% of Total
Street Resurfacing	\$ 2,100,000	\$ 2,300,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 19,400,000	69.2%
Street Lighting	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000	7.1%
IT Infrastructure	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,600,000	5.7%
Other CIP Projects	860,000	760,000	510,000	610,000	546,960	610,000	610,000	510,000	5,016,960	17.9%
TOTAL	\$ 3,410,000	\$ 3,510,000	\$ 3,460,000	\$ 3,560,000	\$ 3,496,960	\$ 3,560,000	\$ 3,560,000	\$ 3,460,000	\$ 28,016,960	100.0%

- 82.0% of Funding Dedicated to 4 Areas:
 - Street Resurfacing (69.2%)
 - Street Lighting (7.1%)
 - IT Infrastructure (5.7%)
- The Remaining Funding of 18.0% Will be Allocated to Other CIP Projects Based on Need and Council Priority

Long-Term Capital Debt Planning

Two Components



Both Components Work in Conjunction With Each Other as Outlined in the City's Debt Management Policy !

Future Capital Project Priorities

Part One

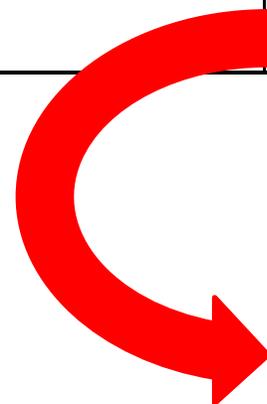
OVERVIEW

Identified Potential Future Capital Projects

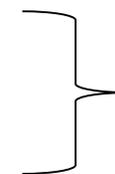
	Estimated Total Cost	% Mix
Town Common Development	\$ 20,871,545	11.0%
Transportation-Related Projects	133,571,079	70.4%
Greenway Projects	14,084,110	7.4%
TRLP & Park Development	17,252,390	9.1%
Public Safety Projects	3,976,500	2.1%
Total	\$ 189,755,624	100.0%

Identified Potential Future Capital Projects

Project Category	Source of Estimated Funding				Total
	City of Greenville	State	Federal	Other Sources	
Town Common Development	\$ 15,821,545	\$ -	\$ 4,550,000	\$ 500,000	\$ 20,871,545
Transportation-Related Projects	4,602,660	119,287,719	7,430,700	2,250,000	133,571,079
Greenway Projects	2,070,222	-	11,447,888	566,000	14,084,110
Tar River Legacy Plan & Park Dev	16,764,585	-	487,805	-	17,252,390
Public Safety Projects	3,976,500	-	-	-	3,976,500
Total	\$ 43,235,512	\$ 119,287,719	\$ 23,916,393	\$ 3,316,000	\$ 189,755,624
% of Total	22.8%	62.9%	12.6%	1.7%	100.0%



Which Projects Will Be Funded ?
When Will the Projects Be Funded ?
How Will the Projects Be Funded ?



Long-Term
Capital
Planning !

**Future Capital
Project Priorities**

Part One

**TOWN COMMON DEVELOPMENT
PROJECTS**

Town Common Development Projects

Estimated Total Cost: \$20,871,545

Sycamore Hill Memorial: \$2,260,000

Project includes engineering and construction of Memorial Tower, Memorial Plaza, site utilities, landscaping, and site furnishings.

Town Common Development: \$18,611,545

Project includes the following components:

- Water Feature
- Bathroom Facility
- Kayak Rental Kiosk
- Relocation/Design of Amphitheater
- 1st Street Streetscape
- Civic Building
- "Living Shoreline" (65% Federal Fund)

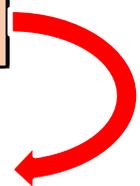
Town Common Development Projects

Town Common Development	Source of Estimated Funding				
	City	Federal	Other	Total	
Sycamore Hill Memorial	\$ 2,260,000	\$ -	\$ -	\$ 2,260,000	10.8%
Other Town Common Development	13,561,545	4,550,000	500,000	18,611,545	89.2%
Total	15,821,545	4,550,000	500,000	20,871,545	100.0%
% of Total	75.8%	21.8%	2.4%	100.0%	

Town Common Development Projects

	Estimated City of Greenville Funding		
Year	Sycamore Hill Memorial	Other Town Common Dev	Total Estimated
2017-18	\$ 260,000	\$ -	\$ 260,000
2018-19	2,000,000	3,120,000	5,120,000
2019-20	-	5,611,725	5,611,725
2020-21	-	2,450,000	2,450,000
2021-22	-	2,379,820	2,379,820
2022-23	-	-	-
2023-24	-	-	-
2024-25	-	-	-
2025-26	-	-	-
Total	\$ 2,260,000	\$ 13,561,545	\$ 15,821,545

Which, When, How ?



**Future Capital
Project Priorities**

Part One

STREET WIDENING PROJECTS

Street Widening Projects

Estimated Total Cost: \$112,185,949

Evans Street: Greenville Blvd to Worthington St.	\$ 53,145,045
14th Street: Red Banks Rd to Firetower Rd	\$ 13,349,606
Firetower Road: NC/43 Charles Blvd to 14th St.	\$ 4,830,700
Firetower Road to Portertown Road	\$ 18,558,540
Allen Road: Stantonsburg Rd to Dickinson Ave.	\$ 22,302,057

- **These are State Projects that Include Medians, Bike Lanes, and Sidewalks.**
- **City is Responsible for 40% of New Sidewalk Construction.**
- **Note that the Projects DO NOT Include Extra Street Lighting, Video Cameras, Traffic Calming, and Other Amenities.**

Street Widening Projects

Street Widening Projects

Source of Estimated Funding		
City	State	Total

Evans Street
14th Street
Firetower Road
Firetower / Portertown Road
Allen Road
Total

\$ 525,602	\$ 52,619,443	\$ 53,145,045	47.4%
270,122	13,079,484	13,349,606	11.9%
133,900	4,696,800	4,830,700	4.3%
475,860	18,082,680	18,558,540	16.5%
680,933	21,621,125	22,302,057	19.9%
\$ 2,086,417	\$ 110,099,532	\$ 112,185,949	100.0%

% of Total

1.9%

98.1%

100.0%

Street Widening Projects

Estimated City of Greenville Funding						
Year	Evans Street	14th Street	Firetower Road	Firetower/Portertown	Allen Road	Total Estimated
2017-18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2018-19	-	-	-	-	-	-
2019-20	-	-	-	-	-	-
2020-21	-	-	-	-	-	-
2021-22	-	-	133,900	475,860	-	609,760
2022-23	-	-	-	-	-	-
2023-24	525,602	-	-	-	-	525,602
2024-25	-	270,122	-	-	680,933	951,055
2025-26	-	-	-	-	-	-
Total	\$525,602	\$270,122	\$133,900	\$ 475,860	\$680,933	\$2,086,417

Which, When, How ?



**Future Capital
Project Priorities**

Part One

OTHER TRANSPORTATION PROJECTS

Other Transportation Projects

Estimated Total Cost: \$20,871,545



Dickinson Avenue Improvements: \$9,313,100

- State project that extends from NC11 to Reade Circle
- Complete refurbishment of Dickinson Avenue inclusive of demolition and replacement of subgrade, asphalt, and curbs / gutters.
- Project also includes medians, and sidewalk replacements.
- The City is responsible for 100% of the streetscape improvements (\$1,513,100).

Traffic Signal Upgrade Project: \$9,822,030

- Upgrades existing signal system hardware
- Replaces with fiber optic infrastructure
- Provides additional detection/camera/counting hardware
- State & Federal funding will cover State maintained streets.
- The City is responsible for upgrades to City maintained streets (\$1,003,143).

Street Light Installations Project: \$2,250,000

- Provides for new street lights in the City's highest priority areas.
- Project to be funded on a pay-as-you-go basis out of the General Fund's CIP budget.
- Note that the additional lights will add cost to the City's operating budget.

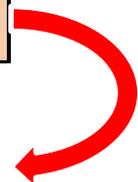
Other Transportation Projects

Other Transportation Projects	Source of Estimated Funding					
	City	State	Federal	Other	Total	
Dickinson Avenue Improvements	1,513,100	7,800,000	-	-	9,313,100	43.5%
Street Light Installation (Various Streets)	-	-	-	2,250,000	2,250,000	10.5%
Traffic Signal System Upgrade (Citywide)	1,003,143	1,388,187	7,430,700	-	9,822,030	45.9%
Subtotal	\$ 2,516,243	\$ 9,188,187	\$ 7,430,700	\$ 2,250,000	\$ 21,385,130	100.0%
% of Total	11.8%	43.0%	34.7%	10.5%	100.0%	

Other Transportation Projects

Estimated City of Greenville Funding			
Year	Dickinson Avenue	Traffic Signal Upgrade	Total Estimated
2017-18	\$ -	\$ -	\$ -
2018-19	1,513,100	-	1,513,100
2019-20	-	-	-
2020-21	-	-	-
2021-22	-	-	-
2022-23	-	1,003,143	1,003,143
2023-24	-	-	-
2024-25	-	-	-
2025-26	-	-	-
Total	\$ 1,513,100	\$ 1,003,143	\$ 2,516,243

Which, When, How ?



**Future Capital
Project Priorities**

Part One

GREENWAY PROJECTS

Greenway Projects

Estimated Total Cost: \$14,084,110

Town Common to River Park North Greenway: \$2,830,000

- Connects Town Common to River Park North using the existing Greene Street bridge.
- The project is consistent with the plan currently included in the STIP.
- Federal is responsible for 80% (\$2.3 million) and the City 20% (\$566 thousand)
- \$566,000 in 2015 bond funding redirected to this project to cover City portion.

South Tar Phase 2: Green Mill Run to Eastside Park: \$6,739,216

- 3.0 mile greenway along the Tar River.
- This project HAS NOT yet been approved for Federal funding.
- Federal would be responsible for 80% (\$5.4 million) and the City 20% (\$1.3 million)

South Tar Phase 3a: Pitt Street to Nash Street: \$1,728,000

- This project IS approved for funding.
- This is not a 20% project. Funding has been compiled via a combination of grants.

South Tar Phase 3b: Nash Street to VA Hospital: \$2,786,894

- This projects HAS NOT yet been approved for Federal funding.
- Federal would be responsible for 80% (\$2.2 million) and the City 20% (\$557 thousand)

Greenway Projects

Greenway Projects	Source of Estimated Funding				
	City	Federal	Other	Total	
Town Common to River Park North	\$ -	\$ 2,264,000	\$ 566,000	\$ 2,830,000	20.1%
Green Mill Run to Eastside Park	1,347,843	5,391,373	-	6,739,216	47.8%
Pitt Street to Nash Street	165,000	1,563,000	-	1,728,000	12.3%
Nash Street to VA Hospital	557,379	2,229,515	-	2,786,894	19.8%
Subtotal	\$ 2,070,222	\$ 11,447,888	\$ 566,000	\$ 14,084,110	100.0%
% of Total	14.7%	81.3%	4.0%	100.0%	

Greenway Projects

Estimated City of Greenville Funding				
Year	Pitt Street to Nash Street	Nash Street to VA Hospital	Green Mill to Eastside Park	Total Estimated
2017-18	\$ 165,000	\$ -	\$ -	\$ 165,000
2018-19	-	-	-	-
2019-20	-	-	-	-
2020-21	-	-	-	-
2021-22	-	557,379	-	557,379
2022-23	-	-	-	-
2023-24	-	-	-	-
2024-25	-	-	-	-
2025-26	-	-	1,347,843	1,347,843
Total	\$ 165,000	\$ 557,379	\$ 1,347,843	\$ 2,070,222

Which, When, How ?



**Future Capital
Project Priorities**

Part One

PARK DEVELOPMENT PROJECTS

Park Development Projects

Estimated Total Cost: \$17,252,390

Tar River Legacy Plan	\$ 3,533,160
Greenfield Terrace Park Expansion	\$ 975,610
River's Edge Park	\$ 672,420
Southwest Park	\$ 850,000
South Central Area Park	\$ 850,000
Eastside Park	\$ 10,371,200

Park Development Projects

Park Development Projects	Source of Estimated Funding			
	City	Federal	Total	
Tar River Legacy Plan	\$ 3,533,160	\$ -	\$ 3,533,160	20.5%
Greenfield Terrace Park Expansion	487,805	487,805	975,610	5.7%
River's Edge Park	672,420	-	672,420	3.9%
Southwest Park	850,000	-	850,000	4.9%
South Central Area Park	850,000	-	850,000	4.9%
Eastside Park	10,371,200	-	10,371,200	60.1%
Subtotal	\$ 16,764,585	\$ 487,805	\$ 17,252,390	100.0%
% of Total	97.2%	2.8%	100.0%	

Park Development Projects

Estimated City of Greenville Funding							
Year	Pitt Tar River Legacy Plan	Greenfield Terrace Expansion	River's Edge	Southwest Park	South Central Area Park	Eastside Park	Total Estimated
2017-18	\$ -	\$ 487,805	\$ -	\$ -	\$ -	\$ -	\$ 487,805
2018-19	-	-	43,000	-	-	-	43,000
2019-20	-	-	629,420	-	-	-	629,420
2020-21	-	-	-	285,000	-	-	285,000
2021-22	-	-	-	565,000	285,000	466,350	1,316,350
2022-23	236,960	-	-	-	565,000	711,850	1,513,810
2023-24	1,098,734	-	-	-	-	1,559,650	2,658,384
2024-25	1,098,733	-	-	-	-	4,592,350	5,691,083
2025-26	1,098,733	-	-	-	-	3,041,000	4,139,733
Total	\$3,533,160	\$ 487,805	\$ 672,420	\$ 850,000	\$ 850,000	\$ 10,371,200	\$ 16,764,585

Which, When, How ?



**Future Capital
Project Priorities**

Part One

PUBLIC SAFETY

Southside Fire Station

Project includes addition of new station along the Firetower Road corridor. This is an area that has seen a significant increase in call volume. The area is currently being serviced by Station #3. However, Station #3 cannot service this area within the target travel time of four minutes.

Estimate Breakdown:	
Construction Cost	\$ 2,276,500
Site Work	750,000
Design	400,000
IT	50,000
Geotech/Cont	500,000
Total	\$ 3,976,500

	Funding Source
Year	City of Greenville
2017-18	\$ -
2018-19	1,000,000
2019-20	2,976,500
2020-21	-
2021-22	-
2022-23	-
2023-24	-
2024-25	-
2025-26	-
Total	\$ 3,976,500

**Future Capital
Project Priorities**

Part One

**SUMMARY OF ESTIMATED CITY OF GREENVILLE
FUNDING NEEDS**

ESTIMATED CITY OF GREENVILLE FUNDING

Which, When, and
How ?

Year	Town Common	Transportation -Related	Greenways	Park Development	Public Safety	Total Estimated
2017-18	\$ 260,000	\$ -	\$ 165,000	\$ 487,805	\$ -	\$ 912,805
2018-19	5,120,000	1,513,100	-	43,000	1,000,000	7,676,100
2019-20	5,611,725	-	-	629,420	2,976,500	9,217,645
2020-21	2,450,000	-	-	285,000	-	2,735,000
2021-22	2,379,820	609,760	557,379	1,316,350	-	4,863,309
2022-23	-	1,003,143	-	1,513,810	-	2,516,953
2023-24	-	525,602	-	2,658,384	-	3,183,986
2024-25	-	951,055	-	5,691,083	-	6,642,138
2025-26	-	-	1,347,843	4,139,733	-	5,487,576
Total	\$ 15,821,545	\$ 4,602,660	\$ 2,070,222	\$ 16,764,585	\$ 3,976,500	\$ 43,235,512
% of Total	36.6%	10.6%	4.8%	38.8%	9.2%	100.0%

Estimated City of Greenville Funding:

Project	Estimated Funding Year(s)									
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Sycamore Hill Memorial	\$ 260,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,260,000
Other Town Common Development	-	3,120,000	5,611,725	2,450,000	2,379,820	-	-	-	-	13,561,545
Evans Street Widening Project	-	-	-	-	-	-	525,602	-	-	525,602
14th Street Widening Project	-	-	-	-	-	-	-	270,122	-	270,122
Firetower Road Widening Project	-	-	-	-	133,900	-	-	-	-	133,900
Firetower / Portertown Rd Widening Project	-	-	-	-	475,860	-	-	-	-	475,860
Allen Road Widening Project	-	-	-	-	-	-	-	680,933	-	680,933
Dickinson Avenue Improvements	-	1,513,100	-	-	-	-	-	-	-	1,513,100
Street Light Installation (Various Streets)	-	-	-	-	-	-	-	-	-	-
Traffic Signal System Upgrade (Citywide)	-	-	-	-	-	1,003,143	-	-	-	1,003,143
Town Common to River Park North	-	-	-	-	-	-	-	-	-	-
Green Mill Run to Eastside Park	-	-	-	-	-	-	-	-	1,347,843	1,347,843
Pitt Street to Nash Street	165,000	-	-	-	-	-	-	-	-	165,000
Nash Street to VA Hospital	-	-	-	-	557,379	-	-	-	-	557,379
Tar River Legacy Plan Projects	-	-	-	-	-	236,960	1,098,734	1,098,733	1,098,733	3,533,160
Eastside Park	-	-	-	-	466,350	711,850	1,559,650	4,592,350	3,041,000	10,371,200
River's Edge Park	-	43,000	629,420	-	-	-	-	-	-	672,420
Southwest Park	-	-	-	285,000	565,000	-	-	-	-	850,000
South Central Area Park	-	-	-	-	285,000	565,000	-	-	-	850,000
Greenfield Terrace Park Expansion	487,805	-	-	-	-	-	-	-	-	487,805
Southside Fire Station	-	1,000,000	2,976,500	-	-	-	-	-	-	3,976,500
Total Estimated City Funding	\$ 912,805	\$ 7,676,100	\$ 9,217,645	\$ 2,735,000	\$ 4,863,309	\$ 2,516,953	\$ 3,183,986	\$ 6,642,138	\$ 5,487,576	\$ 43,235,512

**Future Capital
Project Priorities**

Part One

OTHER “BIG IDEA” PROJECTS

Other “Big Idea” Projects

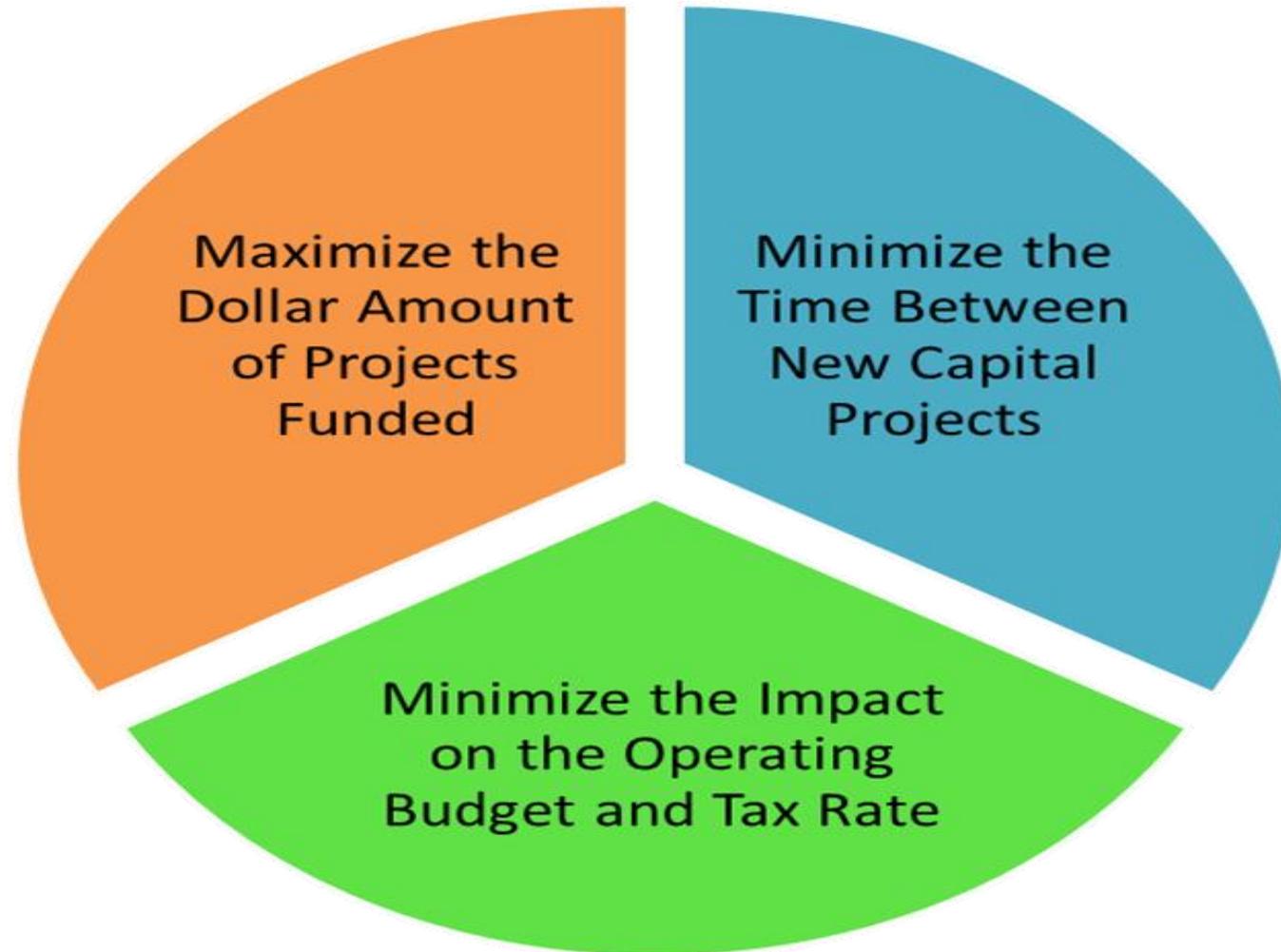
	Source of Estimated Funding Needs		
	City of Greenville	Other Sources	Total Estimated
Coastal Plain Baseball League	?	?	?
Commercial / Industrial Site	?	?	?
Disney Imagineering / STEAM Project	?	?	?
Imperial Site:			
Public Components	?	?	3,000,000
Parking Deck	?	?	14,475,000
Sports Destination Projects:			
Natatorium	?	?	\$ 24,960,000
Indoor Court Facility	?	?	\$ 27,040,000
Triangle Field Complex	?	?	\$ 13,520,000
Thomas Langston Rd to Greenville Blvd Extension	?	?	\$ 4,725,000
Town Common Pedestrian Bridge	\$ 566,000	\$ 2,264,000	\$ 2,830,000

Part Two

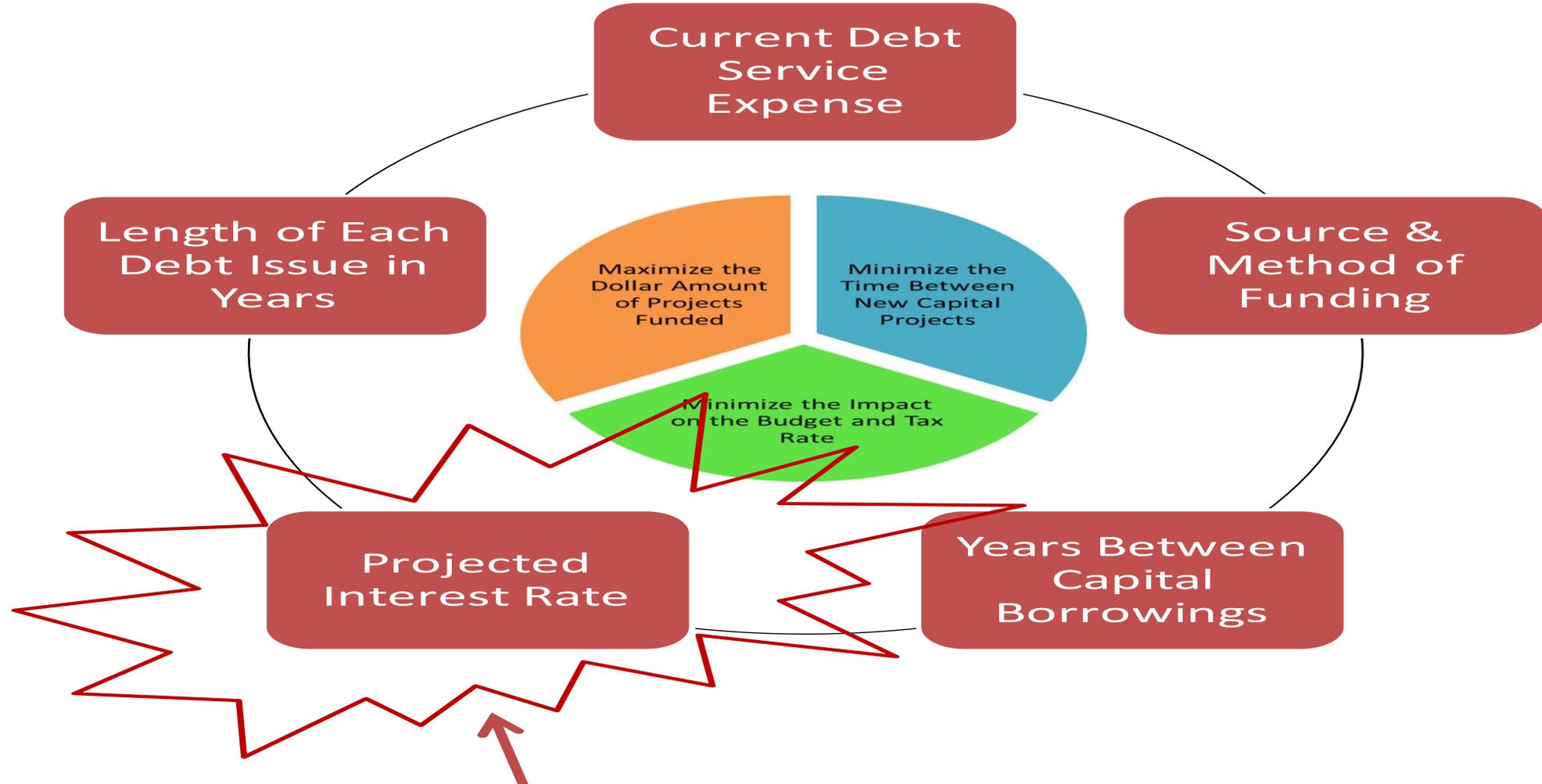
Potential Capital Funding Scenario

OVERVIEW

Long-Term Capital Debt Planning



Long-Term Capital Debt Planning



A SMALL CHANGE CAN HAVE A SIGNIFICANT IMPACT !

Long-Term Capital Debt Planning

Debt Service Fund Balance Formula:

$$\begin{aligned} & \text{(A.) Beginning Debt Service Fund Balance} \\ + & \text{(B.) Annual General Fund Revenues} \\ - & \text{(C.) Annual Debt Service Expense} \\ + & \text{(D.) One-Time Appropriations} \\ = & \text{(E.) } \underline{\underline{\text{Ending Debt Service Fund Balance}}} \end{aligned}$$

CAPACITY TO FINANCE FUTURE CAPITAL PROJECTS !

The Following is the Current Financial Position of the Debt Service Fund as of FY2016-17:

DEBT SERVICE FUND BALANCE					
	A.	B.	C.	D.	E.
Year	Beginning Balance	General Fund Revenues	Debt Service Expense	One Time Appropriations	Ending Balance
2016-17	-	4,743,325	(4,164,596)	-	578,729
2017-18	578,729	4,743,325	(4,640,438)	-	681,617
2018-19	681,617	4,743,325	(4,508,848)	-	916,093
2019-20	916,093	4,743,325	(4,373,001)	-	1,286,417
2020-21	1,286,417	4,743,325	(3,684,459)	-	2,345,283
2021-22	2,345,283	4,743,325	(3,536,560)	-	3,552,048
2022-23	3,552,048	4,743,325	(3,416,101)	-	4,879,272
2023-24	4,879,272	4,743,325	(3,311,477)	-	6,311,120
2024-25	6,311,120	4,743,325	(2,332,796)	-	8,721,649
2025-26	8,721,649	4,743,325	(2,178,914)	-	11,286,060
2026-27	11,286,060	4,743,325	(2,042,371)	-	13,987,014
2027-28	13,987,014	4,743,325	(1,479,933)	-	17,250,406

Part Two

Potential Capital Funding Scenario

PROJECTED ONE-TIME FUNDING

Projected One-Time Funding

One-Time Funding Represent Dollars Available to Council on a Non-Recurring Basis to Fund Current and/or Future Debt Service Related to Capital Projects. The Following One-Time Revenues are Used in the Potential Scenario:

Bond Issue Premium	\$ 551,156
Capital Reserve: Dickinson Parking (Sidewalk Dev/City Empl)	1,900,000
Excess Fund Balance	2,132,595
River Park North Facility	500,000
FEMA Reimbursement	1,500,000
Total One-Time Appropriations Projected	\$ 6,583,751

Excess Fund Balance

Excess Fund Balance Calculation

2016-17 General Fund Budget	\$	79,039,132
Unassigned Fund Balance Percentage		<u>14.00%</u>
Total Fund Balance Required	\$	11,065,478
Unassigned Fund Balance per 2015-16 Audit	\$	<u>17,727,804</u>
Amount Available for Appropriation	\$	6,662,326
Appropriated in FY2016-17 Through December 2016	\$	(2,332,231)
Purchase of Police Cars Approved by Council in Dec 2016	\$	(197,500)
River Park North Shelter Grant (Projected)	\$	(500,000)
FEMA Related Costs (Projected)	\$	(1,500,000)
Remaining Excess Available for Appropriation	\$	<u>2,132,595</u>

Projected One-Time Funding

The Following are the Projected One-Time Dollars Available on a NON-RECURRING Basis to Fund Capital Projects / Debt Funding:

Category of Use	2016-17	2017-18	2019-20	2020-21	Total
Bond Issue Premium	\$ 551,156	\$ -	\$ -	\$ -	\$ 551,156
Capital Reserve: Dickinson Parking	-	1,900,000	-	-	1,900,000
Excess Fund Balance	2,132,595	-	-	-	2,132,595
River Park North Facility	-	-	500,000	-	500,000
FEMA Reimbursement	-	-	-	1,500,000	1,500,000
Total	\$2,683,751	\$1,900,000	\$ 500,000	\$1,500,000	\$ 6,583,751

ONE-TIME FUNDING WILL ADD TO CAPACITY !

PROJECTED ONE-TIME FUNDING

The Following is the Adjusted Financial Position of the Debt Service Fund Inclusive of Projected One-Time Funding:

DEBT SERVICE FUND BALANCE					
Year	A. Beginning Balance	B. General Fund Revenues	C. Debt Service Expense	D. One Time Appropriations	E. Ending Balance
2016-17	-	4,743,325	(4,164,596)	2,683,751	3,262,480
2017-18	3,262,480	4,743,325	(4,640,438)	1,900,000	5,265,368
2018-19	5,265,368	4,743,325	(4,508,848)	-	5,499,844
2019-20	5,499,844	4,743,325	(4,373,001)	500,000	6,370,168
2020-21	6,370,168	4,743,325	(3,684,459)	1,500,000	8,929,034
2021-22	8,929,034	4,743,325	(3,536,560)	-	10,135,799
2022-23	10,135,799	4,743,325	(3,416,101)	-	11,463,023
2023-24	11,463,023	4,743,325	(3,311,477)	-	12,894,871
2024-25	12,894,871	4,743,325	(2,332,796)	-	15,305,400
2025-26	15,305,400	4,743,325	(2,178,914)	-	17,869,811
2026-27	17,869,811	4,743,325	(2,042,371)	-	20,570,765
2027-28	20,570,765	4,743,325	(1,479,933)	-	23,834,157

Part Two

Potential Capital Funding Scenario

SCENARIO SUMMARY

Potential Capital Funding Scenario

- The Potential Funding Scenario Funds Approximately \$50.4 Million Over 10 Years in the Following Amounts and Interest Rates:

		Amount	Int Rate
Current Year Projects:			
FY 2017	Police & Fire/Rescue Storage Facility	\$ 1,500,000	1.98%
FY 2017	2015 G.O. Bond Projects Issue #1	8,000,000	3.18%
Subtotal		9,500,000	
Future Year Projects:			
FY 2018	Parking Lots: Sidewalk Dev / City Employees	1,900,000	4.00%
FY 2019	2015 G.O. Bond Part 2	8,000,000	5.00%
FY 2019	Projects Presented and/or Projects Yet to be Determined	9,000,000	5.00%
FY 2023	Projects Presented and/or Projects Yet to be Determined	10,000,000	6.00%
FY 2027	Projects Presented and/or Projects Yet to be Determined	12,000,000	6.00%
Subtotal		40,900,000	
Total		\$ 50,400,000	

Actual Amount of Projects Funded Will Depend on:

- 1) Method of Financing
- 2) Interest Rates

Potential Capital Funding Scenario

METHODS OF FINANCING

- Pay-As-You-Go
- G.O. Bonds
- Installment Financing
- Limited Obligation Bonds



- The Actual Mix of Projects Selected and Timing Of Projects Will Influence the Method(s) Used to Finance the Projects
- The Method(s) Used to Finance the Projects Will Impact the Overall Dollars Available to Fund Projects

Potential Capital Funding Scenario

- The Potential Scenario Funds Projects in Intervals of Four Years at the Following Averages:

Projects Funded Over 10 Year Period	\$ 50,400,000
Average Amount of Projects Funded Every 4 Years	\$ 10,225,000
Average Amount of Projects Funded Each Year	\$ 5,040,000

- The Potential Scenario Requires the Following New Revenues to Fund New Debt Service:

Annual Lease Parking Space Revenue From Sidewalk Development	\$ 115,200
Total Annual Increase Required	\$ 115,200

- Notes:**
- (1) There is no projected increase in the property tax rate
 - (2) Staff is currently evaluating a parking enterprise fund which if implemented, may require parking revenues to be used to fund not only parking debt service but also maintenance of parking lots and parking decks

CAUTION: READ CAREFULLY

Interest Rates are a Significant Factor in the Long-Range Debt Strategy. A Minor Increase / Decrease can have a Tremendous Impact on the Amount of Projects that can be Funded. The Following is a Model of the Impact that a Minor Change in Rates can have on the Potential Scenario:

Year	Project	Proposed Scenario		Interest Rate Mix # 2		Interest Rate Mix # 3	
		Amount	Int Rate	Amount	Int Rate	Amount	Int Rate
FY 2018	Parking Lots: Sidewalk/Empl	\$ 1,900,000	4.0%	\$ 1,900,000	4.0%	\$ 1,900,000	4.0%
FY 2019	2015 G.O. Bond Part 2	8,000,000	5.0%	8,000,000	4.0%	8,000,000	6.0%
FY 2019	Projects To Be Determined	9,000,000	5.0%	10,000,000	4.0%	8,000,000	6.0%
FY 2023	Projects To Be Determined	10,000,000	6.0%	11,000,000	5.0%	9,000,000	7.0%
FY 2027	Projects To Be Determined	12,000,000	6.0%	12,000,000	5.0%	11,000,000	7.0%
Total		\$40,900,000		\$42,900,000		\$37,900,000	

CAUTION: READ CAREFULLY

This Potential Scenario Does Not Include Any New Revenue to Cover Any Increase in Operating Expense that Comes to Fruition as a Result of New Capital Projects Completed.

Examples:

- **Addition of Approximately 9.0 Employees at an Annual Operating Cost of Approximately \$600,000 to Open a New Fire Station on the Southside.**
- **Annual Increase in Operating Costs to Maintain Additions to Town Common.**
- **Annual Increase in Utility Expense From Additional Street Lighting**

BORROWING POWER OF A PENNY

Increase in Property Tax Rate	Increase in Property Tax Revenue	Additional Debt Financed
1.0 ¢	\$ 600,000	\$ 6,857,143
2.0 ¢	1,200,000	13,714,286
3.0 ¢	1,800,000	20,571,429
4.0 ¢	2,400,000	27,428,571
5.0 ¢	3,000,000	34,285,714
6.0 ¢	3,600,000	41,142,857
7.0 ¢	4,200,000	48,000,000



Find yourself in good company®

LONG-TERM CAPITAL DEBT PLANNING
SUMMARY

Summary

- As Part of the Annual General Fund Budget, the City Invests an Average of \$3.5 Million Into CIP on a Pay-As-You-Go Basis.
- Approximately 70-80% of the CIP Pay-As-You-Go Budget is Anticipated to be Used for Street Lighting & Street Improvement Projects in Future Years.
- The City has Identified Approximately \$189.8 Million in Capital Projects Over the Next 10 Years:

Project Category	Source of Estimated Funding				Total
	City of Greenville	State	Federal	Other Sources	
Town Common Development	\$ 15,821,545	\$ -	\$ 4,550,000	\$ 500,000	\$ 20,871,545
Transportation-Related Projects	4,602,660	119,287,719	7,430,700	2,250,000	133,571,079
Greenway Projects	2,070,222	-	11,447,888	566,000	14,084,110
Tar River Legacy Plan & Park Dev	16,764,585	-	487,805	-	17,252,390
Public Safety Projects	3,976,500	-	-	-	3,976,500
Total	\$ 43,235,512	\$ 119,287,719	\$ 23,916,393	\$ 3,316,000	\$ 189,755,624

Summary

- The City of Greenville's Funding Needs are Estimated to be Approximately \$43.2 Million Over the Next Ten Years Broken Down as Follows:

Year	Town Common	Transportation -Related	Greenways	Park Development	Public Safety	Total Estimated
2017-18	\$ 260,000	\$ -	\$ 165,000	\$ 487,805	\$ -	\$ 912,805
2018-19	5,120,000	1,513,100	-	43,000	1,000,000	7,676,100
2019-20	5,611,725	-	-	629,420	2,976,500	9,217,645
2020-21	2,450,000	-	-	285,000	-	2,735,000
2021-22	2,379,820	609,760	557,379	1,316,350	-	4,863,309
2022-23	-	1,003,143	-	1,513,810	-	2,516,953
2023-24	-	525,602	-	2,658,384	-	3,183,986
2024-25	-	951,055	-	5,691,083	-	6,642,138
2025-26	-	-	1,347,843	4,139,733	-	5,487,576
Total	\$ 15,821,545	\$ 4,602,660	\$ 2,070,222	\$ 16,764,585	\$ 3,976,500	\$ 43,235,512

Summary

- Future Economic Development Projects are Currently Being Evaluated and Modeled to Determine the Level of Public Investment that will be Needed to Make Such Projects a Reality. Examples of Such Projects Include:
 - Commercial / Industrial Site
 - Imperial Site Development
 - Thomas Langston Road Extension
- The City has also Identified Several Other “Big Idea” Capital Projects that may also be of Strategic Importance to the City. Such Projects Include:
 - Coastal Plain Baseball League
 - Disney Imagineering /STEAM
 - Sports Destination Projects
 - Town Common Pedestrian Bridge (as included in the STIP)

Summary

- Based on the City's Application of the Long-Term Debt Strategy, the City may Potentially be in the Position to Finance Approximately \$50.4 Million in Projects Over a 10 Year Period Broken Down as Follows:

		Amount	Int Rate
Current Year Projects:			
FY 2017	Police & Fire/Rescue Storage Facility	\$ 1,500,000	1.98%
FY 2017	2015 G.O. Bond Projects Issue #1	8,000,000	3.18%
Subtotal		9,500,000	
Future Year Projects:			
FY 2018	Parking Lots: Sidewalk Dev / City Employees	1,900,000	4.00%
FY 2019	2015 G.O. Bond Part 2	8,000,000	5.00%
FY 2019	Projects Presented and/or Projects Yet to be Determined	9,000,000	5.00%
FY 2023	Projects Presented and/or Projects Yet to be Determined	10,000,000	6.00%
FY 2027	Projects Presented and/or Projects Yet to be Determined	12,000,000	6.00%
Subtotal		40,900,000	
Total		\$ 50,400,000	

- Actual Amount of Projects Funded Will Depend on:
 - 1) Method of Financing
 - 2) Interest Rates

Summary

- The City is Projecting the use of One-Time Funding to “Kickstart” the Long-Range Debt Strategy and the Potential Borrowing Over the Next Ten Years. The Following is a Summary of Projected Use of One-Time Funding:

Bond Issue Premium	\$ 551,156
Capital Reserve: Dickinson Parking (Sidewalk Dev/City Empl)	1,900,000
Excess Fund Balance	2,132,595
River Park North Facility	500,000
FEMA Reimbursement	1,500,000
Total One-Time Appropriations Projected	\$ 6,583,751

CAUTION: READ CAREFULLY

Interest Rates are a Significant Factor in the Long-Range Debt Strategy. A Minor Increase / Decrease can have a Tremendous Impact on the Amount of Projects that can be Funded.

Summary

- **The Potential Funding Scenario Does Not Include a Projected Increase in the Property Tax Rate to Fund the New Debt Service.**

(HOWEVER)

CAUTION: READ CAREFULLY

This Potential Scenario Does Not Include Any New Revenue to Cover Any Increase in Operating Expense that Comes to Fruition as a Result of New Capital Projects Completed.

LONG-TERM CAPITAL DEBT PLANNING





1.28.17
Big Ideas

1.28.17

**Presentation and Direction on
Town Common Pedestrian
Bridge Project**

1.28.17 Pedestrian Bridge Concept Study



Why a Bridge?

Sense of Place

Economic Development

Quality of Life

Connecting N. and S. Greenville

Health and Active Living

Recreation

Environmental education opportunity



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Previous Planning Initiatives

Tar River Legacy Plan

Town Common Park Master Plan

2014



TAR
RIVER
LEGACY
PLAN

PLAN PRINCIPLES

CONNECT THE RIVERFRONT

Create great connections (both physical and visual) from neighborhoods to the River

ENLIVEN THE URBAN CORE

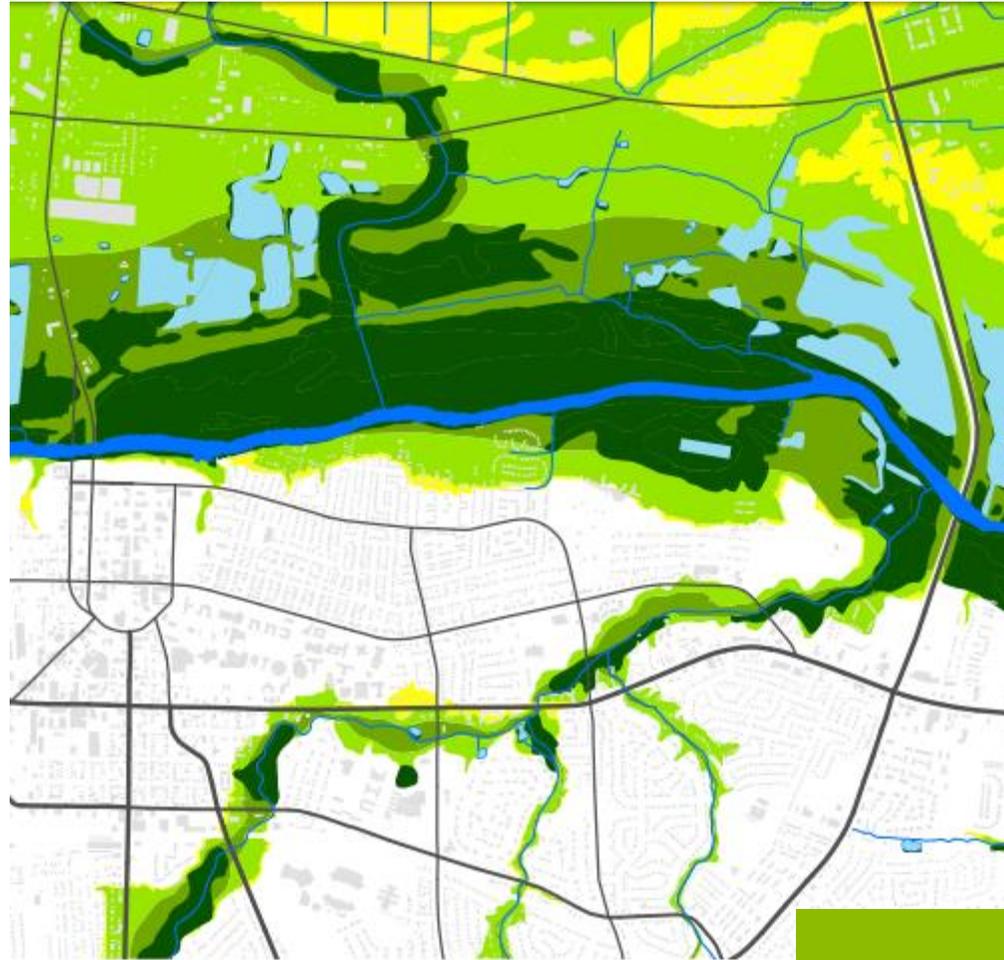
Create venues on the River for city-wide events

EXPAND RIVER CONTACT

Maximize contact and connections with the River

PRESERVE AND ENJOY THE WILDERNESS

Conserve and create access to natural resources



LEGEND

 River & Streams	 Floodway
 Lakes & Ponds	 100 Yr Floodplain
 Wetlands	 500 Yr Floodplain

**TAR
RIVER
LEGACY
PLAN**

ACTIVATE RECREATION PROGRAMS

Develop recreational and open space programs in the "wild" or natural areas of the City

ATTRACT PEOPLE TO THE RIVER

Provide great destinations that draw local residents and visitors

PROMOTE COMMUNITY WELLNESS

Increase community health through active lifestyles and locally sourced food

INTERPRET HISTORY

Celebrate the history and culture of the riverfront, City, and region

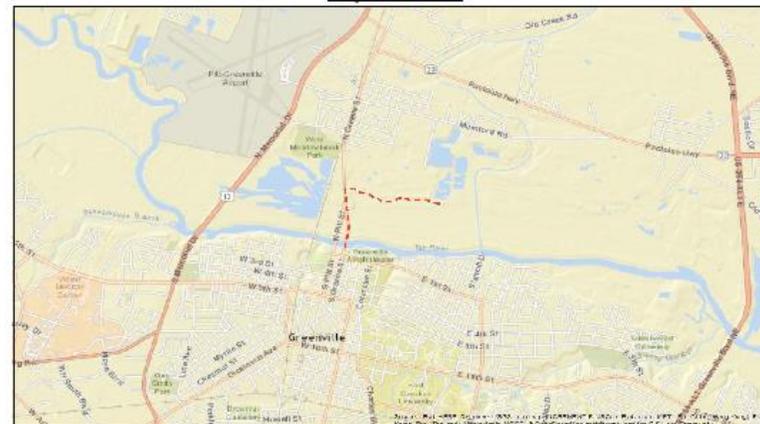
STIP Greenway Project:

Project submitted to NCDOT and approved (draft)

- Project Cost = \$2.83M City share \$566k (Council apprvd use of bond funds)
- Project – Bike lanes, boardwalk, asphalt path, retaining wall, landscaping

SPOT ID: B150863	Mode: Bicycle & Pedestrian	Status: Submitted
Town Common to River Park North connector trail		
From/Cross Street: Town Common at Greene Street (SR 1531)	Specific Improvement Type: 1. Off-Road/Separated Linear Bicycle Facility (Bicycle)	
To: River Park North	Project Category: Division Needs	
Length: 1.1 Mile	TIP#:	TOTAL PROJECT COST: \$2,830,000
Fully Funded in Draft STIP? No		
Description:		
Construct Greenway / multi-use trail. Will include combination of bicycle facility and sidewalk, boardwalk, paved multi-use path, retaining wall, HAWK signal, and related improvements as needed.		
Division(s): Division 2	County(s): PITT	
MPOS(s)/RPO(s): Greenville Urban Area MPO		

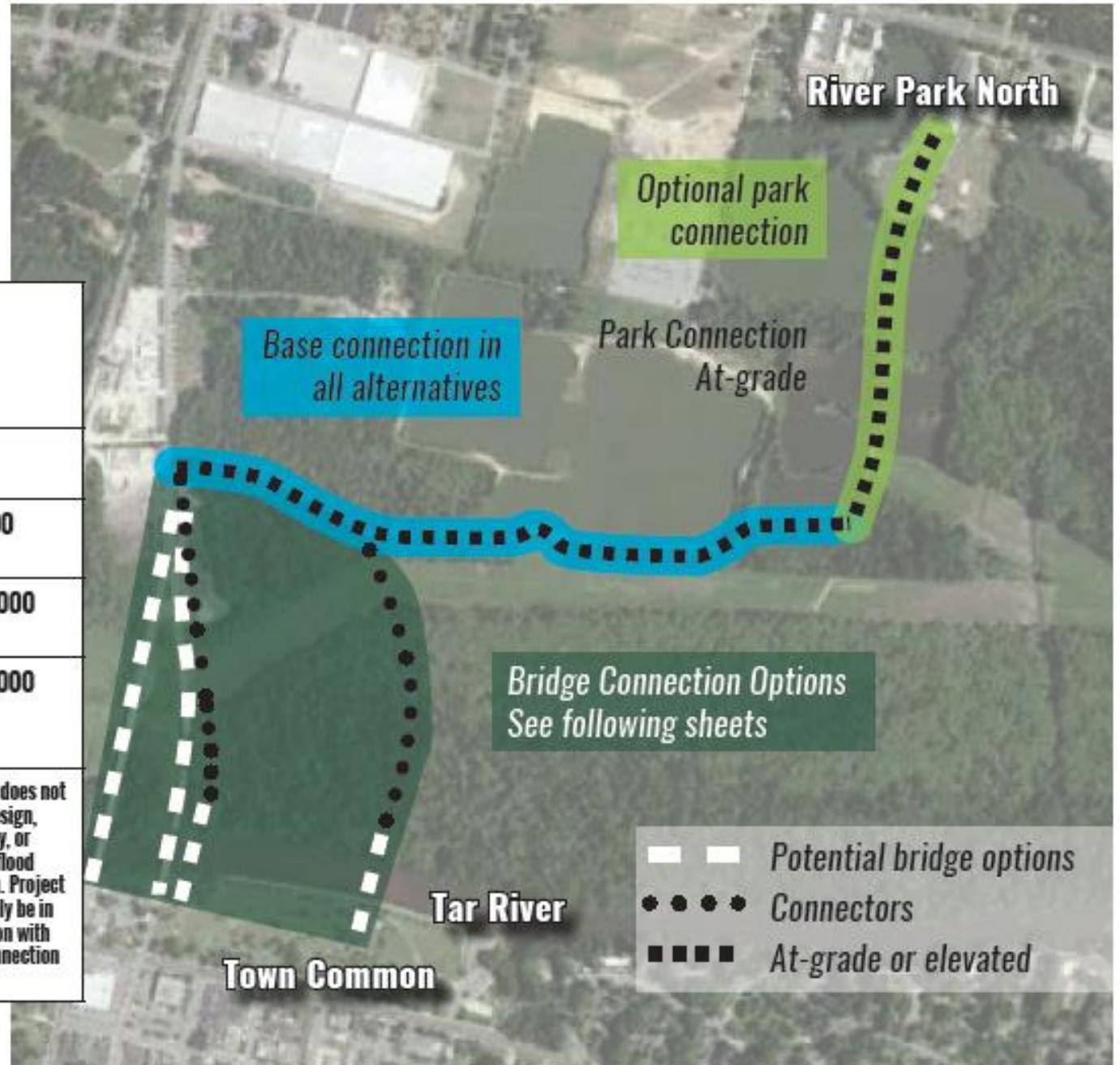
Project Location



River Park North Connection

The proposed greenway connection between Greene Street and River Park North is necessary for all proposed options across the Tar River. The costs for the connection shown to the right in blue and green vary greatly, as the cost for boardwalks and elevated trails surpasses at-grade concrete and asphalt trails. Final material selection should be determined based on the results of the hydraulic modeling and base flood elevation requirements.

	Greene Street to River Park North	Optional Proposed Trail to Nature Center	Total
Length	3,550LF	2,880 LF	
Potential Cost: All at-grade trails	\$370,000	\$300,000	\$670,000
Potential Cost: All boardwalk/elevated trails	\$2,130,000	\$1,730,000	\$3,860,000
Potential Cost: Combination of elevated and at-grade trails	\$2,130,000	\$300,000	\$2,430,000
Additional Considerations	A combination of boardwalk (high cost) and at-grade pathways (low cost) may be required to meet functional needs, flood regulations, and/or utility access.		Total cost does not include design, flood study, or potential flood mitigation. Project would likely be in conjunction with bridge connection project.



Potential Trail Materials for River Park North Trail Segment



Bridge Alternatives

Alternatives range in function, accessibility, and cost:

- Low build (STIP): Repurpose existing Greene St Bridge (GSB)
- Cantilever: Attach a span to side of GSB
- Adjacent Bridge – Separate Bridge in shadow of GSB
- High Visibility Options

Note: All bridge options listed will also need the connection to RPN which will add \$1M to \$5M to project cost.



At-grade shared use path to River Park North Connection

Bike lane + existing sidewalk

At-grade connection to park

Proposed Park Masterplan

GREENVILLE TOWN COMMONS

W 1ST ST

S 1ST ST



Existing



Proposed Low Cost



Proposed High Cost

#1
Low Build





Proposed Low Cost



Proposed High Cost

#1 Low Build

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Total
Potential Cost: Low	\$4,000 (Bike Lane)	\$300,000	\$60,000	\$38,000	\$402,000
Potential Cost: High	\$150,000 (Potential Lane Reallocation: Protected Bike Lane)	\$500,000	\$100,000	\$181,000	\$931,000
Length	1,000 LF	1,800 LF			
Additional Considerations	Low Cost option: Use existing Greene Street + Pitt Street bridges by adding a dedicated bike lane. High Cost Option: Reallocate one travel lane on the Greene Street bridge for protected two-way bicycle lane that connects Town Common to a shared use path to the north.	The proposed connection could include at-grade concrete paths and/or boardwalks. This includes sidepath along Greene St. to the proposed greenway connection to River Park North.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Total cost does not include potential flood mitigation or the connection between Greene Street and River Park North.

Pros

- Lowest cost
- Limits floodplain/floodway impact
- Protected bike lane options does serve all ages + abilities on bikes

Cons

- Lacks iconic feature(s)
- Not a direct bicycle + pedestrian route
- Bike lane option does not serve all ages + abilities on bikes

At-grade shared use path to River Park North Connection

Elevated connection through wetland

Cantilever bridge attached to Greene Street bridge

At-grade connection to park

Proposed Park Masterplan

#2
Cantilever





Proposed

#2 Cantilever

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Total
Potential Cost: Low	\$1,500,000	\$300,000	\$60,000	\$700,000	\$2,560,000
Potential Cost: High	\$2,000,000	\$500,000	\$100,000	\$1,000,000	\$3,600,000
Length	450 LF + 500 LF (ramp)	1,800 LF			
Additional Considerations	Use existing Greene Street bridge by attached an adjacent shared use path to the existing bridge structure. The high cost includes aesthetic enhancements and increased lighting.	The proposed connection could include at-grade concrete paths and/or boardwalks. This includes sidepath along Greene St. to the proposed greenway connection to River Park North.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Total cost does not include potential flood mitigation or the connection between Greene Street and River Park North.

Pros

- Attaches to existing bridge
- Dedicated pedestrian + bicycle path
- Limits floodplain/floodway impact
- Serve all ages + abilities on bikes

Cons

- Lacks visibility from multiple vantage points
- Not a direct bicycle + pedestrian route between parks
- Requires NCDOT coordination/approval
- Lacks iconic features



At-grade shared use path to River Park North Connection

Elevated connection through wetland

Conventional (Pre-fab 3 Span w/ Aesthetic Enhancements)
within shadow of Greene Street

At-grade connection to park

Proposed Park Masterplan



Existing



Proposed

#3a

Adjacent Conventional (Pre-fab 3 Span)



#3a Adjacent Conventional (Pre-fab 3 Span)

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Total
Potential Cost: Low	\$2,500,000	\$300,000	\$60,000	\$700,000	\$3,560,000
Potential Cost: High	\$3,500,000	\$500,000	\$100,000	\$1,000,000	\$5,100,000
Length	450 LF + 500 LF (ramp)	1,800 LF			
Additional Considerations	Use the shadow of the existing Greene Street bridge to reduce the hydraulic impacts of an adjacent bridge structure. The high cost includes aesthetic enhancements.	The proposed connection could include at-grade concrete paths and/or boardwalks. This includes sidepath along Greene St. to the proposed greenway connection to River Park North.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Total cost does not include potential flood mitigation or the connection between Greene Street and River Park North.

Pros

- Lowest cost bridge
- Dedicated pedestrian + bicycle path
- Limits floodplain/floodway impact
- Serve all ages + abilities on bikes

Cons

- Lacks visibility from multiple vantage points
- Not a direct bicycle + pedestrian route

#3b Adjacent Complex (Cable Stayed)

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Total
Potential Cost: Low	\$8,000,000	\$300,000	\$60,000	\$1,000,000	\$9,360,000
Potential Cost: High	\$12,000,000	\$500,000	\$100,000	\$1,400,000	\$14,000,000
Length	450 LF + 500 LF (ramp)	1,800 LF			
Additional Considerations	Use the shadow of the existing Greene Street bridge to reduce the hydraulic impacts of an adjacent bridge structure.	The proposed connection could include at-grade concrete paths and/or boardwalks. This includes sidepath along Greene St. to the proposed greenway connection to River Park North.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Total cost does not include potential flood mitigation or the connection between Greene Street and River Park North.

Pros

- Iconic features
- Dedicated pedestrian + bicycle path
- Low/moderate flood impact
- Serve all ages + abilities on bikes

Cons

- Lacks visibility from multiple vantage points
- Not a direct bicycle + pedestrian route

Proposed



Existing



Flood mitigation

Proposed Park Masterplan

At-grade connection to park

Boardwalk/elevated shared use path to River Park North Connection

Approach Structure

Potential future boardwalk/water access

Conventional (Pre-fab 3 Span w/ Aesthetic Enhancements)

#4a

High Visibility Conventional (Pre-fab 3 Span)

W 1ST ST

GREENVILLE
WVA
TRANS

14
20
26





#4a High Visibility Conventional (Pre-fab 3 Span)

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Potential Mitigation	Total
Potential Cost: Low	\$3,000,000	\$510,000	\$60,000	\$700,000	\$3,000,000	\$7,270,000
Potential Cost: High	\$4,000,000	\$1,020,000	\$100,000	\$1,000,000	\$5,000,000	\$11,120,000
Length	450 LF + 500 LF (ramp)	1,700 LF				
Additional Considerations	Proposed bridge would likely require flood mitigation, which could include the proposed living shoreline to Town Common. The low and high cost include aesthetic enhancements, while more aesthetic enhancements are budgeted for within the high estimate.	The proposed connection could include at-grade concrete paths and/or boardwalks.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Proposed living shoreline at Town Common is estimated between \$1.5-2 million. Additional mitigation may be required.	Total cost does not include the connection between Greene Street and River Park North.

Pros

- Tourist destination
- High flood impact
- Dedicated pedestrian + bicycle path
- Serve all ages + abilities on bikes

Cons

- High cost
- Likely required flood mitigation (living shoreline and/or increased capacity elsewhere)

#4b High Visibility Complex (Cable Stayed)

	Bridge	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Potential Mitigation	Total
Potential Cost: Low	\$8,000,000	\$510,000	\$60,000	\$1,000,000	\$3,000,000	\$12,570,000
Potential Cost: High	\$12,000,000	\$1,020,000	\$100,000	\$1,400,000	\$5,000,000	\$19,520,000
Length	450 LF + 500 LF (ramp)	1,700 LF				
Additional Considerations	Proposed bridge would likely require flood mitigation, which could include the proposed living shoreline to town Common. The low and high cost includes aesthetic enhancements, while more aesthetic enhancements are budgeted for within the high estimate.	The proposed connection could include at-grade concrete paths and/or boardwalks.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Proposed living shoreline at Town Common is estimated between \$1.5-2 million. Additional mitigation may be required.	Total cost does not include the connection between Greene Street and River Park North.

Pros

- Iconic
- Tourist destination
- Moderate flood impact
- Dedicated pedestrian + bicycle path
- Serve all ages + abilities on bikes

Cons

- High cost
- Likely required flood mitigation (living shoreline and/or increased capacity elsewhere)

No-rise Certification Any project in a floodway must be reviewed to determine if the project will increase flood heights. An engineering analysis must be conducted before a permit can be issued....This No-rise Certification must be supported by technical data and signed by a registered professional engineer.

Tar River Width = ~300-ft

Tar River Floodway Width = ~3,000-ft

Any water elevation rise in the 3,000-ft section caused by new construction will need to be mitigated.

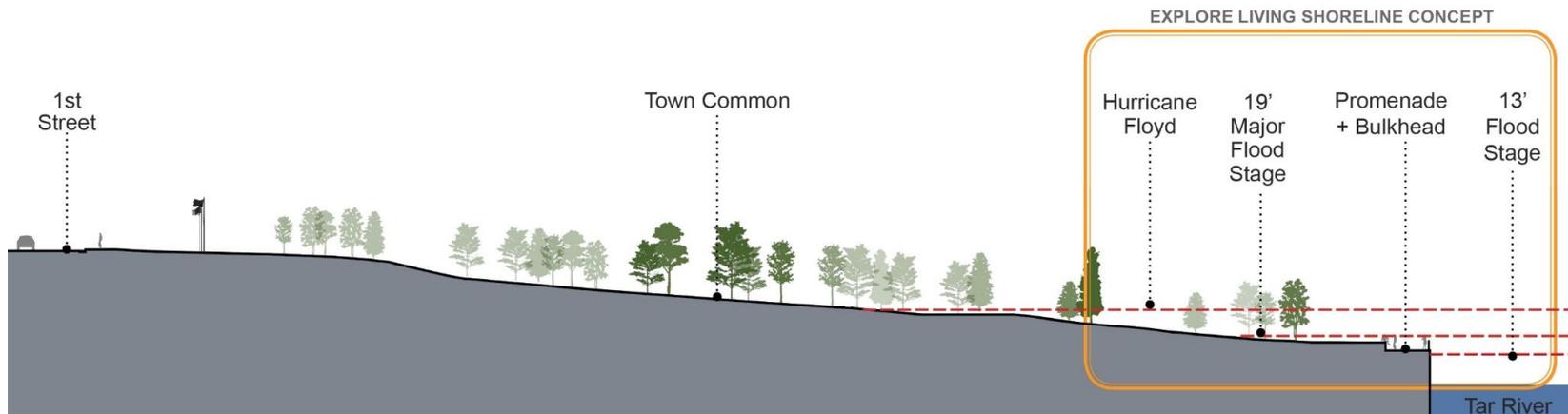
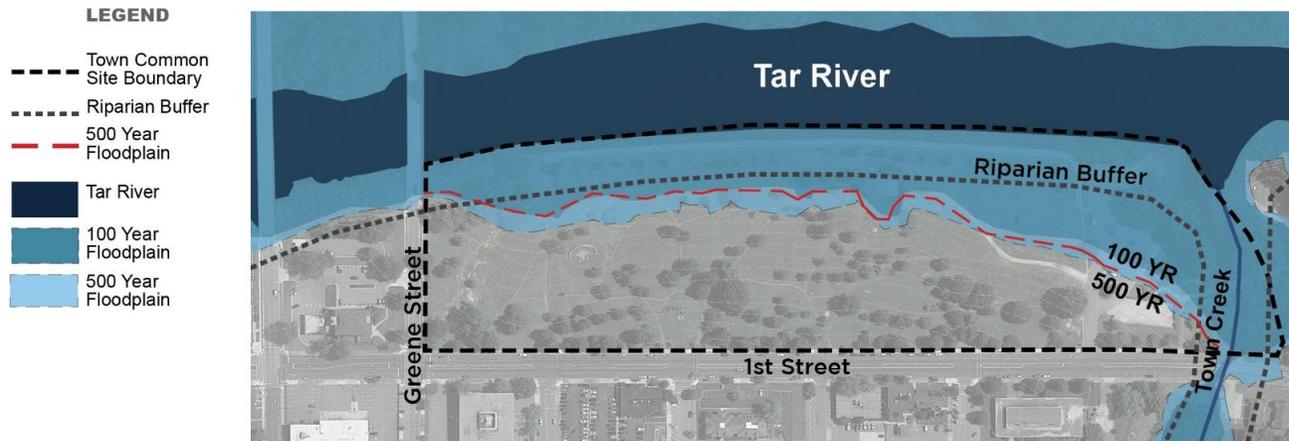
Potential Mitigations:

Required: A matching reduction in water-level that will off-set the rise in water level due to new project.

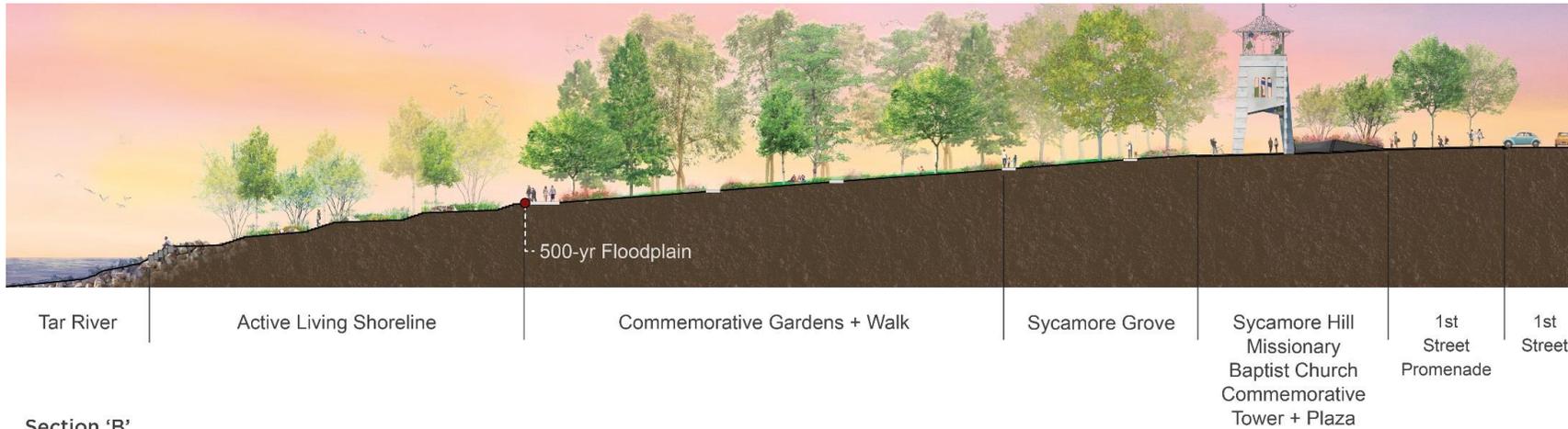
Living Shoreline – presented as part of the updated Tar River Master Plan

Tar River Dredging – City request Army Corps to investigate the potential for dredging of the Tar River

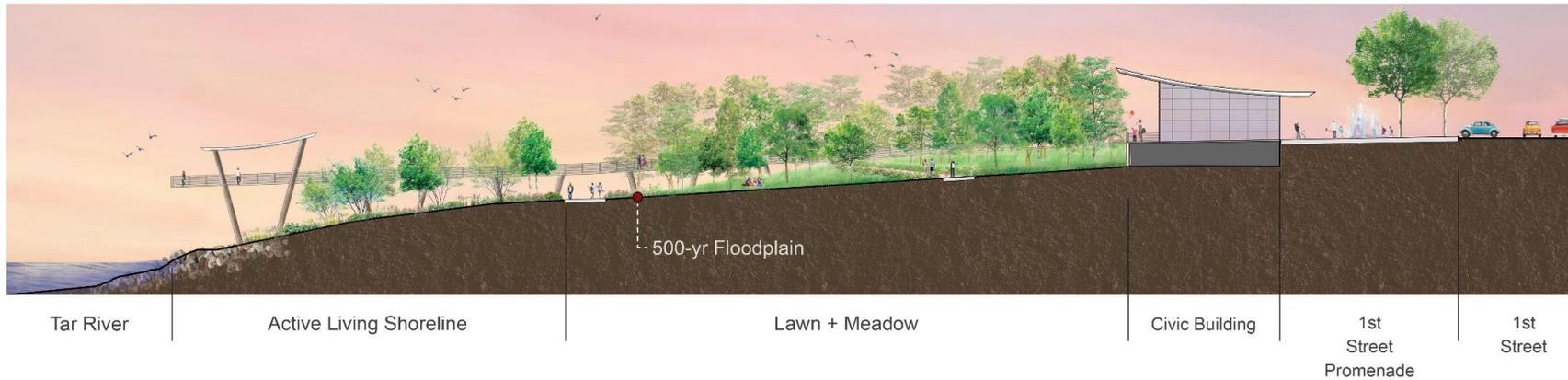
Town Common & Tar River



Living Shoreline:



Section 'B'



US Army Corps: - Continuing Authorities Program: Section 206 Aquatic System Restoration

Highlights:

- Study initiated with \$100k in Federal Funds
- \$5M upper limit with 35% local share
- Local share may include work-in-kind and land donation for dredged material disposal



CONTINUING AUTHORITIES PROGRAM Section 206 – Aquatic Ecosystem Restoration

U.S. ARMY CORPS OF ENGINEERS

BUILDING STRONG.

Scope and Authority

- The U.S. Army Corps of Engineers (Corps) can partner with a non-federal sponsor (sponsor) to develop projects that restore degraded aquatic or riparian ecosystems for plants, fish and wildlife.
- Typical projects include daylighting waterways, restoring/reconnecting natural channel alignments, creating wetlands, improving fish passage, and improving riparian or wetland vegetation quality.
- Authority is provided by Section 206 of the Water Resources Development Act of 1996 (P.L. 104-303), as amended, also referred to as Section 206 under the Continuing Authorities Program.



Project Development Process

- **Feasibility Study** - Upon receipt of a written request from a potential sponsor and when funding is available, the Corps initiates a preliminary analysis, at federal expense, to determine if a potential project meets program requirements and federal participation is justified. If a federal interest is verified, a feasibility study occurs that identifies and comprehensively evaluates alternatives and recommends a plan for implementation. If the feasibility study cost exceeds \$100,000, the Corps and sponsor sign a Feasibility Cost Share Agreement and a project management plan that describes the study cost share arrangement, feasibility study scope, schedule, and study cost estimate (See Project Costs).
- **Design and Construction** - A project is approved for construction if the detailed feasibility study determines it is technically feasible, environmentally acceptable, and cost effective. Before engineering design and construction can begin, the Corps and sponsor negotiate and sign a Project Partnership Agreement that describes the cost share arrangement and operations and maintenance responsibilities (See Project Costs below).

Project Costs

The maximum federal expenditure per project is \$5 million, including feasibility study, design and construction costs.

Feasibility Study	<ul style="list-style-type: none"> • The study is initiated with up to \$100,000 in federal funds. • Costs exceeding \$100,000 are cost shared 50 percent federal and 50 percent sponsor. • Sponsor's cost share may include cash, work-in-kind or a combination of both.
Design and Construction	<ul style="list-style-type: none"> • Costs are shared 65 percent federal and 35 percent sponsor. • Sponsor must provide all lands, easements, rights-of-way, relocations, and dredged material disposal areas (LERRDs) needed for project construction and maintenance. • Sponsor's cost share includes credit for provision of required LERRDs and pre-approved work-in-kind.
Operation and Maintenance	<ul style="list-style-type: none"> • Sponsor is responsible for all project operation and maintenance costs when the project is completed.

How to Request a Project

An example template to request a study under Section 206 is provided on the reverse side of this information sheet.

U.S. ARMY CORPS OF ENGINEERS – WALLA WALLA DISTRICT
201 North 3rd Avenue ~ Walla Walla, WA 99362
509-527-7277 ~ 208-345-2065
www.nw.usace.army.mil

JANUARY 2014

Existing Bulkhead – approx. 1,600-ft long

Installed in 1967.

Bulkhead in need of repair. Replacement cost \$3 - \$4M.



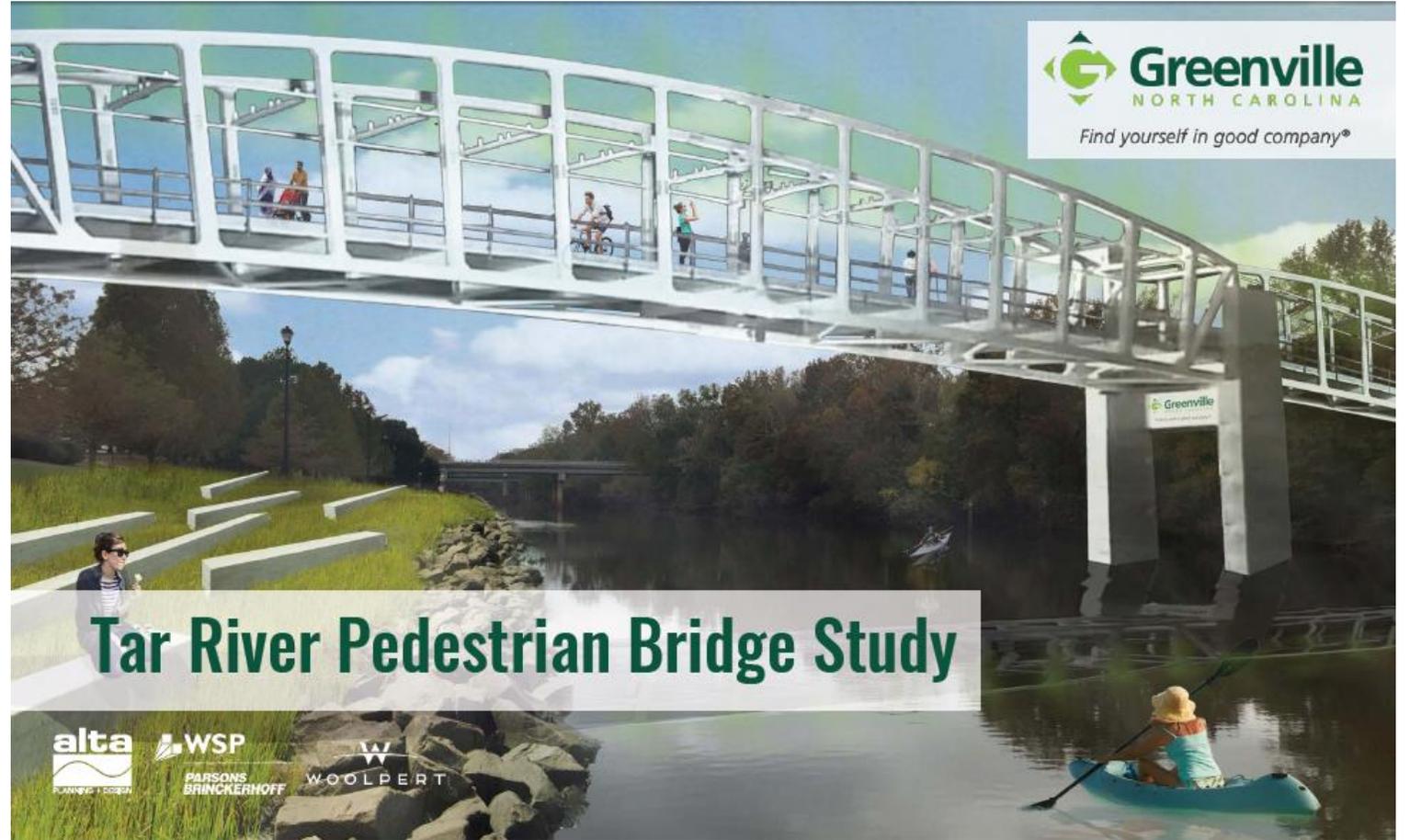
Memorial Bridge (B-4786)

NCDOT will replace the Memorial Drive Bridge across the Tar River in the next 3 years. Project cost is \$8M.

City of Greenville could request local betterments.



Questions?



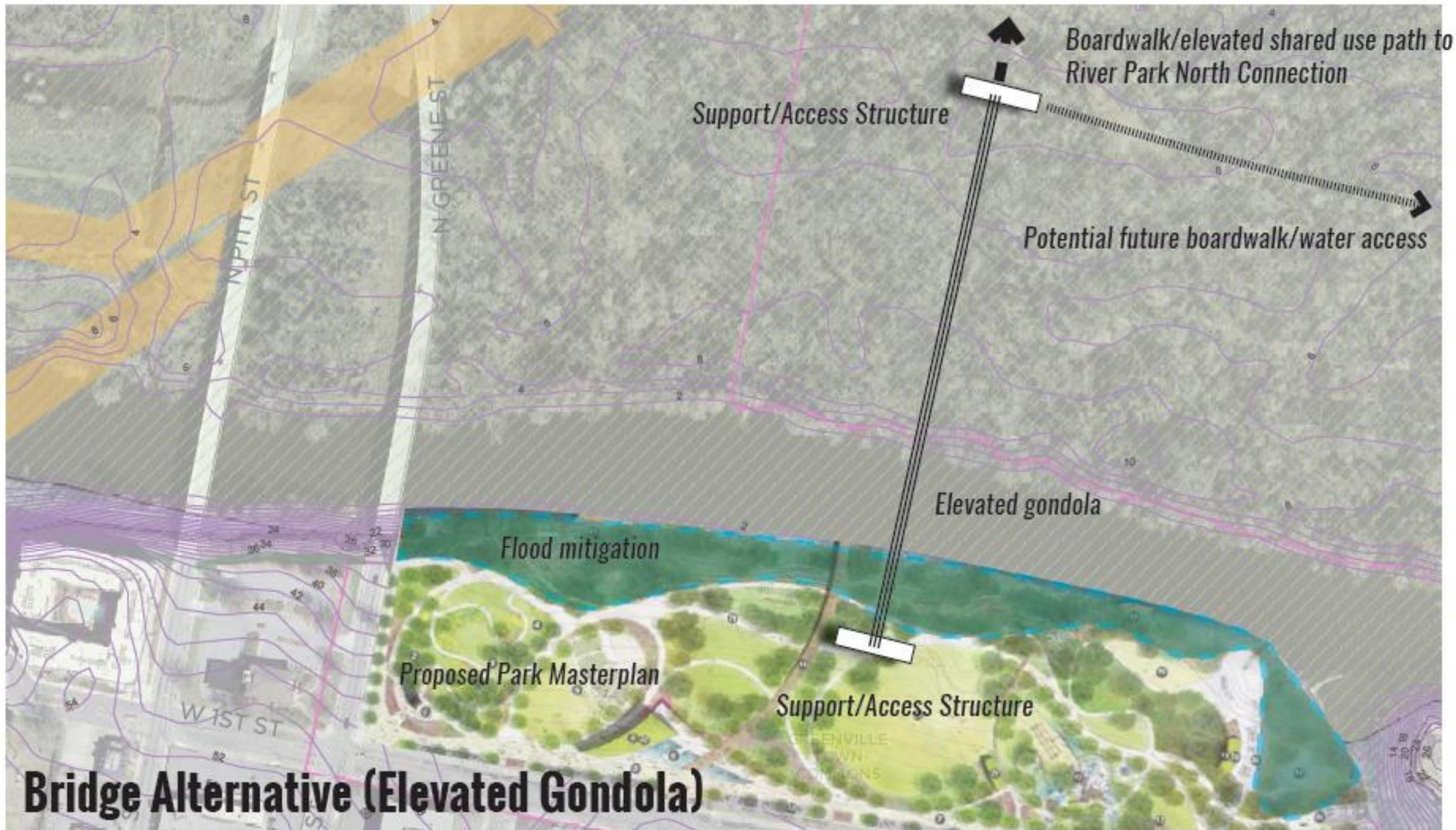
TAR RIVER LEGACY PLAN

ative only



Pedestrian bridge & interpretive trails





Bridge Alternative (Elevated Gondola)

Bridge Alternative (Elevated Gondola)

	Elevated Gondola	River Park North Approach	No-Rise (Flood Study)	Potential Design + Permitting	Potential Mitigation	Total
Potential Cost: Low	\$7,000,000*	\$510,000	\$60,000	\$1,500,000	\$3,000,000	\$12,070,000
Potential Cost: High	\$12,000,000*	\$1,020,000	\$100,000	\$2,000,000	\$5,000,000	\$20,120,000
Length	2,500 LF	1,700 LF				
Additional Considerations	<p>4 staff required at all hours of operation.</p> <p>*Maintenance, operation, and insurance costs are not included.</p>	The proposed connection could include at-grade concrete paths and/or boardwalks.	Flood study will be required for no-rise certification of proposed structures within the floodplain/floodway. Additional study may be required. The first step (low cost) would determine what is feasible to obtain a no-rise.		Proposed living shoreline at Town Common is estimated between \$1.5-2 million. Additional mitigation may be required.	Total cost does not include the connection between Greene Street and River Park North, maintenance, operation, or insurance costs.

Pros

- Unique feature for the region
- Potential tourist destination
- Potential public/private partnership
- Low/moderate flood impact

Cons

- High maintenance/operation costs
- Dedicated staff required
- More economic risk

Bridge Alternatives



Bridge Alternatives

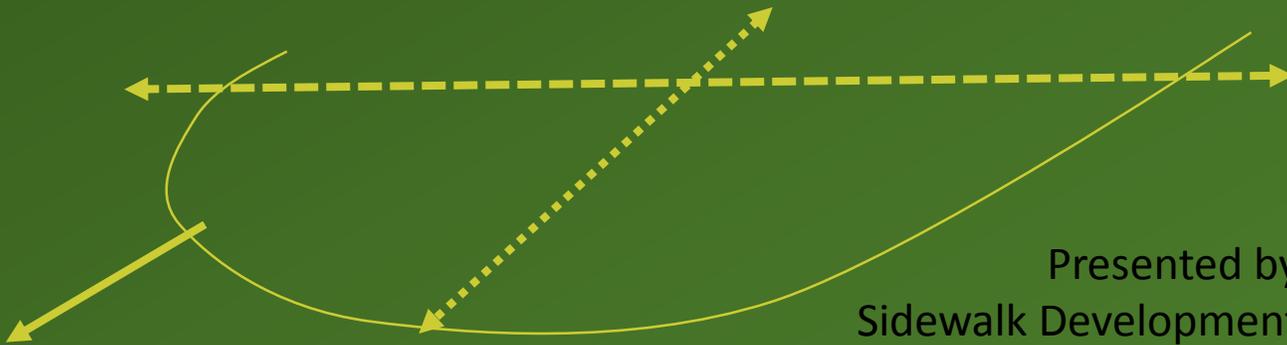


1.28.17

**Presentation and Direction on
Disney Imagineering / STEAM
Project in Greenville / Cultural
Center for STEM / Entertainment at
Town Common by Sidewalk
Development Company**

Greenville, NC

At a Cultural & Economic Crossroad



Presented by
Sidewalk Development
January 28, 2017



Or.....Getting beyond saying,

“No....We’re the one in North Carolina.”





Greenville



All Maps News Images Books More Settings Tools

About 71,500,000 results (0.95 seconds)

Greenville, South Carolina - Wikipedia

https://en.wikipedia.org/wiki/Greenville,_South_Carolina

Greenville is the county seat of Greenville County in the upstate region of the state of South Carolina, in the United States. The city's mayor is Knox White, who ...
Knox H. White · Greenville County, South ... · North Main · Overbrook

Greenville, SC - Official Website | Official Website

www.greenvillesc.gov/

Official homepage for the city of Greenville, South Carolina.

VisitGreenvilleSC Official Travel Source - Greenville

www.visitgreenvillesc.com/

Every season in Greenville SC creates a unique setting to venture out and explore all that Greenville has to offer. Greenville South Carolina is set among the ...

Greenville Online | Greater Greenville Area, SC

www.greenvilleonline.com/

Your one stop shop for news, weather, and activities in and around the GreenvilleMetro area.

Greenville, NC : Home

www.greenvillenc.gov/

Official site, provides history, government information, services, maps, and related links.



Greenville

City in South Carolina

Greenville is the county seat of Greenville County in the upstate region of the state of South Carolina, in the United States. The city's mayor is Knox White, who has served as the mayor of Greenville since December 1995. Wikipedia

Weather: 53°F (12°C), Wind W at 6 mph (10 km/h), 74% Humidity

Population: 61,397 (2013)

Local time: Monday 11:01 PM

Plan a trip

Greenville travel guide

3-star hotel averaging \$135

2 h 59 min flight, from \$334



Hell No!!!!

A scenic view of a city at dusk. In the foreground, a river flows over a series of concrete spillways, creating a small waterfall effect. A blue metal truss bridge spans across the river. In the background, modern multi-story buildings with large windows and balconies are illuminated, reflecting the twilight sky. The overall atmosphere is calm and urban.

Unique Things to do in Greenville, SC

off the beaten path

Yada
Yada
Yada...

Developers Gone Wild !!!

Greenville,
Liberia



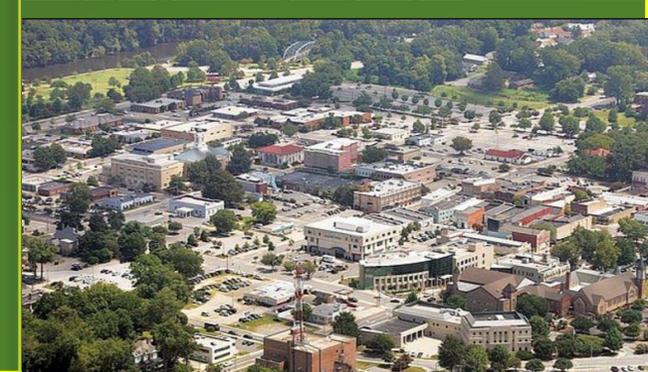
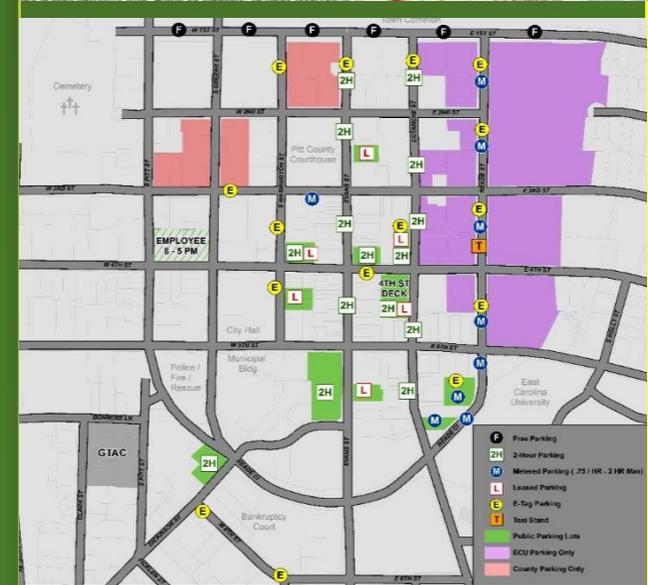
Incredible strides!!!

- Parking Deck
- Dickinson Avenue Corridor projects
 - Restaurants; Housing; GTAC
- The Boundary
- 10 Street Connector
- Town Common Master Plan
- Trillium Playground



Thinking about 4 Principles:

- Greenville as “Eastern Capital” of NC
- Regional Impact & Relationship to Growth
- Can Greenville be a Regional Draw for Tourism?
- The need for Workforce Retention & Development





Toward Common Ground

Rhodeside Harwell Plan 2016

Toward Common Ground

- ❖ Introductions: Team
- ❖ Need for Tourism, Revenue from Town Commons
- ❖ Catalyst Goals
- ❖ Potential Vision: Park Activation and STEAM/Theater
- ❖ Toward Implementation
- ❖ Discussion: questions; objections

Rhodeside Harwell Plan 2016

Tim Elliott
Director
Sidewalk Dev.



With over 30 years experience, he specializes in university related mixed use projects of academic facilities, student housing, retail, hospitality senior housing and public spaces.

University of MD School of Architecture

Team Members



Veronic Franco
STEM Futures

Founder of Stem-Futures, a Florida-based national consultant on STEM programs for many Public School districts.



Ray Edy

Performance consultant to Disney Organization and others for Performance attractions including: Indiana Jones Experience, and Cars extravaganza at Hollywood studios.

Team Members



Jeff Middlebrooks

Research and Planning
Demography and Markets
Public Private Partnerships

Thirty years of experience in public planning, demography, market analysis and creating public/private partnerships for the development of the Inner Harbor of Baltimore.

- BA- Urban Planning – Antioch



Anirban Basu

Urban Economics
Economic Development
Policy Consulting

Author of economic development strategies for cities, policy guidance for business and lecturer at JHU.

- BS Foreign Service – Georgetown
- MS Public Policy - Harvard
- JD - University of Maryland

Team Members



Jim Blount

Regional Manager
Sidewalk Development

Jim owns and operates Blount Properties, a real estate investment company in Greenville, NC. Jim is an active member of Uptown Greenville and a local Project Manager for the \$32 million Dickinson Ave. project.

Team Experience

Sidewalk Development w CityWorks

- PBS KidSmart
- Inner Harbor East
- University Town Redevelopment: Greenville; Rock Hill; St. Peters

Rowan Boulevard



University Center



Team Experience

Sidewalk Development w CityWorks

- PBS KidSmart
- Inner Harbor East
- University Town Redevelopment: Greenville; Rock Hill; St. Peters

St. Peter's University



Adjacent Park planned to activate the neighborhood year-round.



Inner Harbor East



Team Experience

Sidewalk Development w CityWorks

- PBS KidSmart
- Inner Harbor East
- University Town Redevelopment: Greenville; Rock Hill; St. Peters

University Center
Rock Hill, SC

www.universitycenter-rh.com



Team Experience

University Center
Rock Hill, SC



Team Experience

Sidewalk Development w CityWorks

- PBS KidSmart
- Inner Harbor East
- University Town Redevelopment: Greenville; Rock Hill; St. Peters

Dickinson Ave



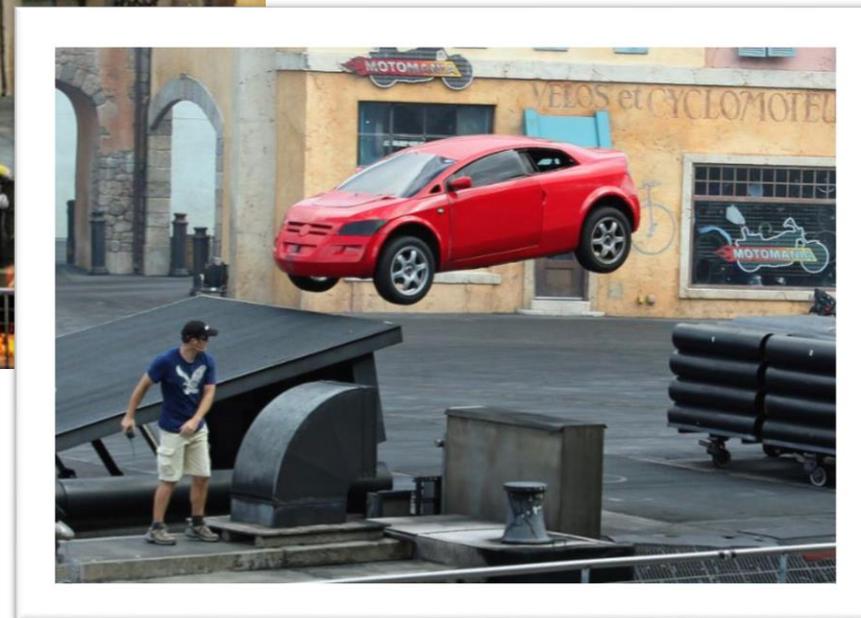
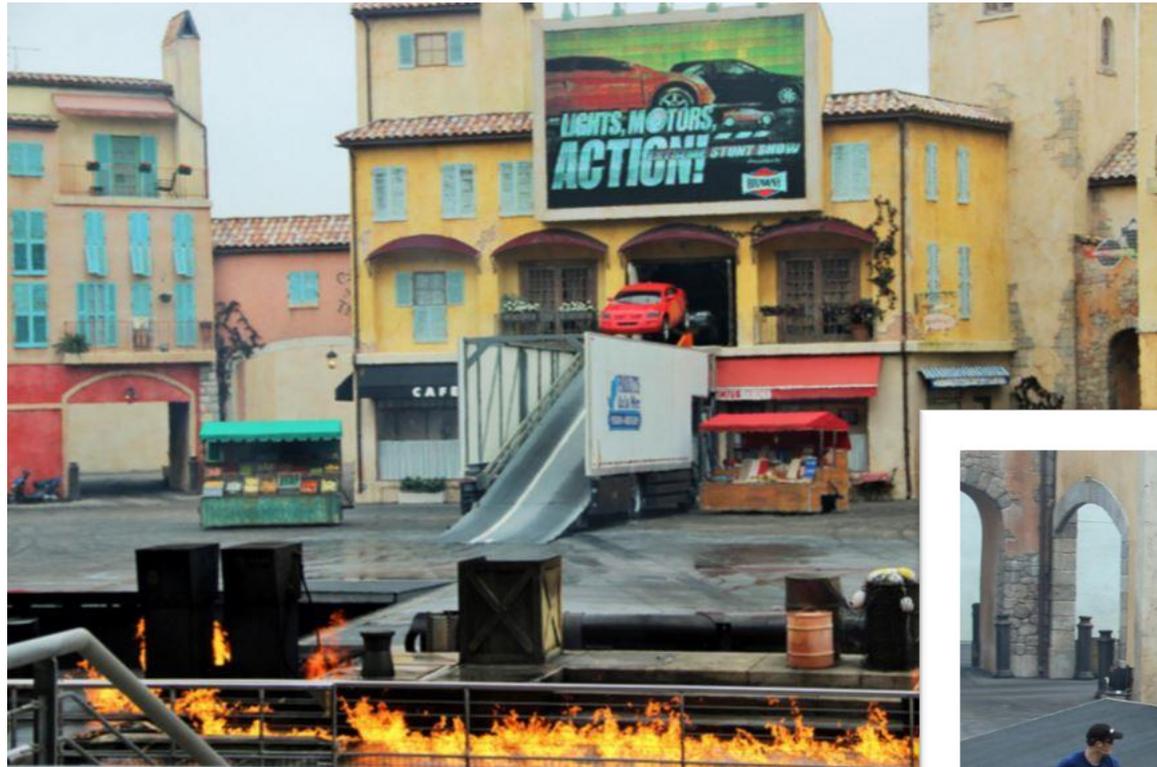
Experience



Experience  ice



Expe^{stem} FUTURES[®] Ice



The Catalyst Concept

Key Goals for Success

Leveraging Public Amenity to Create Private Growth

1. Develop the Common into a high quality **park** for Greenville
2. Add Public-Private **activities and attractions** to build momentum
3. **Major attractions** transform the park to a ***Destination***
4. The ***Destination*** brings visitors and activity
5. Land values adjacent to the ***Destination*** rise
6. Higher land values creates higher **density**

The Concept

7. The value of the *Destination* creates demand for offices and housing
8. **Retail, restaurants, and services** follow
9. A full service **hotel** and other uses are now possible
10. Higher uses and land values **spread** further into Uptown and beyond

Jobs, Revenue, Civic Pride and a Great Community Asset

Project Vision: Toward Tourism, Retail, Mixed Use

Dream Big, Trim with Reality - T. S. Elliott



Major Attraction Examples –Science Center



Programming the Common



Programming the Common

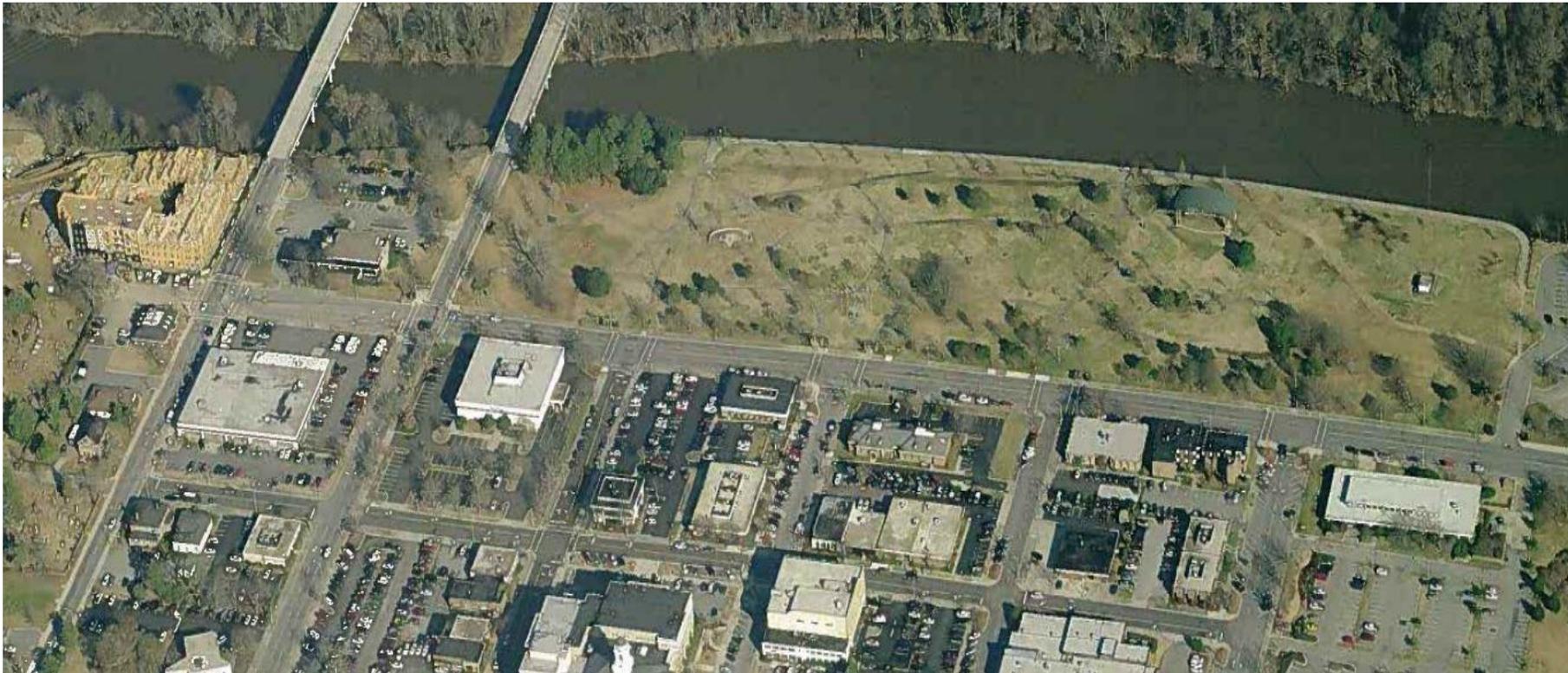


Programming the Common

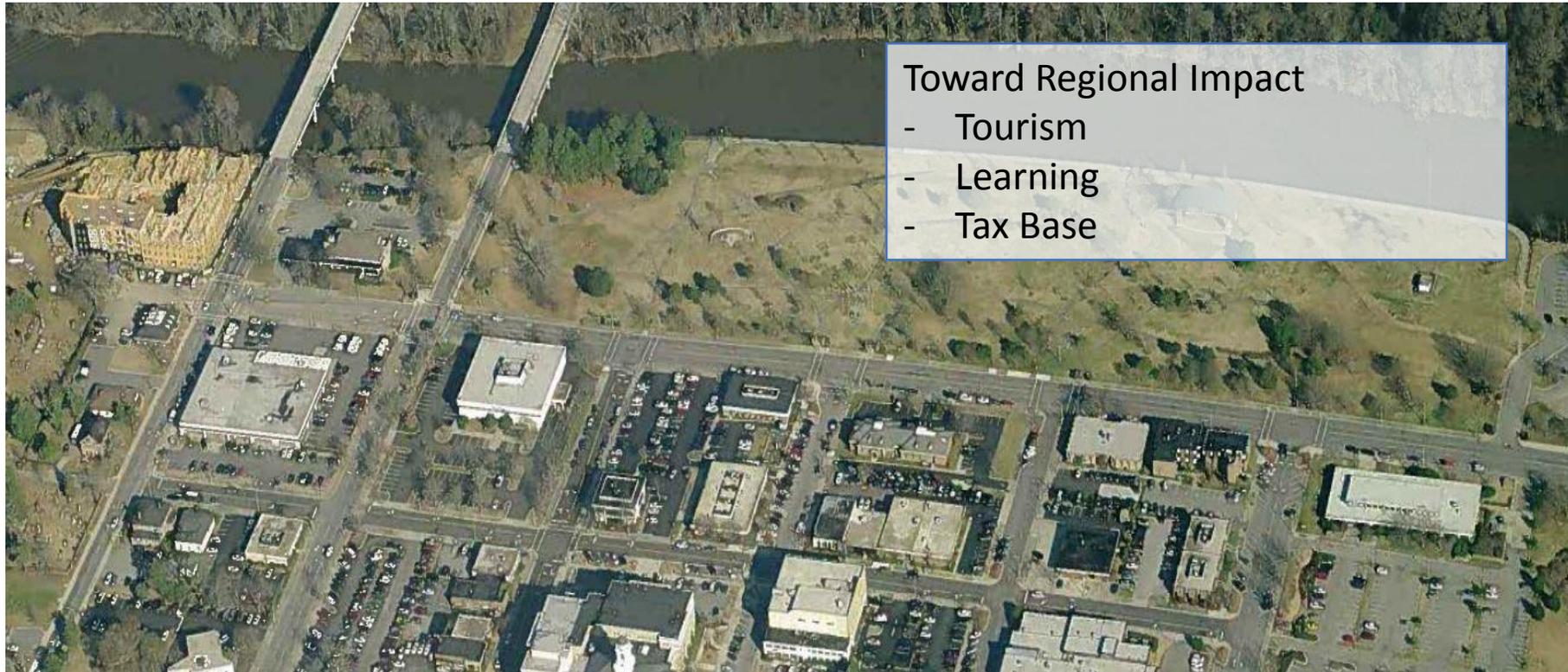


Town Common Location

Existing – Inactivated space



Town Common Location



Town Common Location

Promoting Brand of Greenville

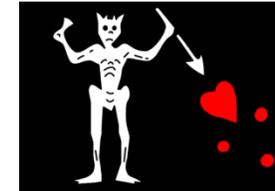
ECU Pirates

Freeboot Fridays



The Best *Interactive* Museum of Blackbeard and The Revenge

Queen Anne's Revenge



..Combined with STEAM Center Difference between Sci. Ctr & STEAM Ctr.



Blackbeard's Revenge – Show Theater



Flexible Theater



AMC – Enhanced
Theater Experience



ECU Small Performing
Arts Theater

Small Music Concert
Venue



Major Attraction Idea

Meet: “Treasure Center”

Discovering Minds, Culture and
Community Pride!



Major Attraction Idea

ACTIVATE before Big Idea



Major Attraction Idea

Meet: “Discovery Center”



In Advance of Major Attraction

Zip Line Tours / Adventure



In Advance of Major Attraction

Zip Line Tours / Adventure

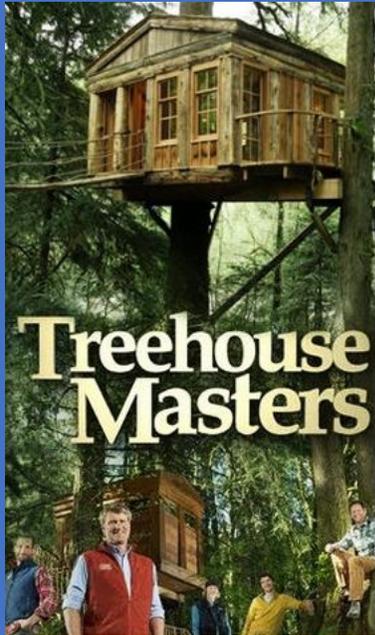
The Adventure Park Component (s)

These adventure parks have grown spectacularly in the last ten years or so.



	<06	07	08	09	10	11	12	13	14	15
ZIPLINE/ CANOPY TOUR	18	23	43	72	147	234	380	480	515	580
AERIAL TREKKING	9	12	15	19	31	60	85	125	180	252
ZIP RIDE	4	5	6	10	18	29	70	120	200	325

In Advance of Major Attraction



Building Uniqueness
through Partnerships



Discovery Village

Major Attraction Idea



Visitor / Conf. Ctr.

- Scout groups
- Corporate Retreats
- Church groups
- General Public



Discovery Village



Festival Attraction Idea

Water Fire Celebration –
Providence, RI.

350,000 visitors; Sponsorships; new themes
(cultural); Int'l Wine/Food

<https://www.youtube.com/watch?v=yBSWQSw7a7A>



Principles of the Catalyst Program

1. Establish a vision that can inspire government, major institutions, private businesses and the general public.
2. Design a strategy that creates value for public institutions, revenue for government, jobs for the economy and great public spaces for community use and pride.
3. Establish a non-profit agency to deliver consistent, long-term continuity to the process through the ups and downs of market cycles.
4. Work to secure long term investment commitments from both the private and public sectors.

The Steps of the Catalyst Program

Step One

Establish the Vision

Identify critical participants and stakeholders

Understand the goals and objectives of government, public institutions, and private business.

Prepare a conceptual plan and strategy to articulate the participant's goals.

Bring the stakeholders together around a plan that reflects the shared general vision.

The Steps in the Catalyst Program

Step Two

Data Gathering and Analysis

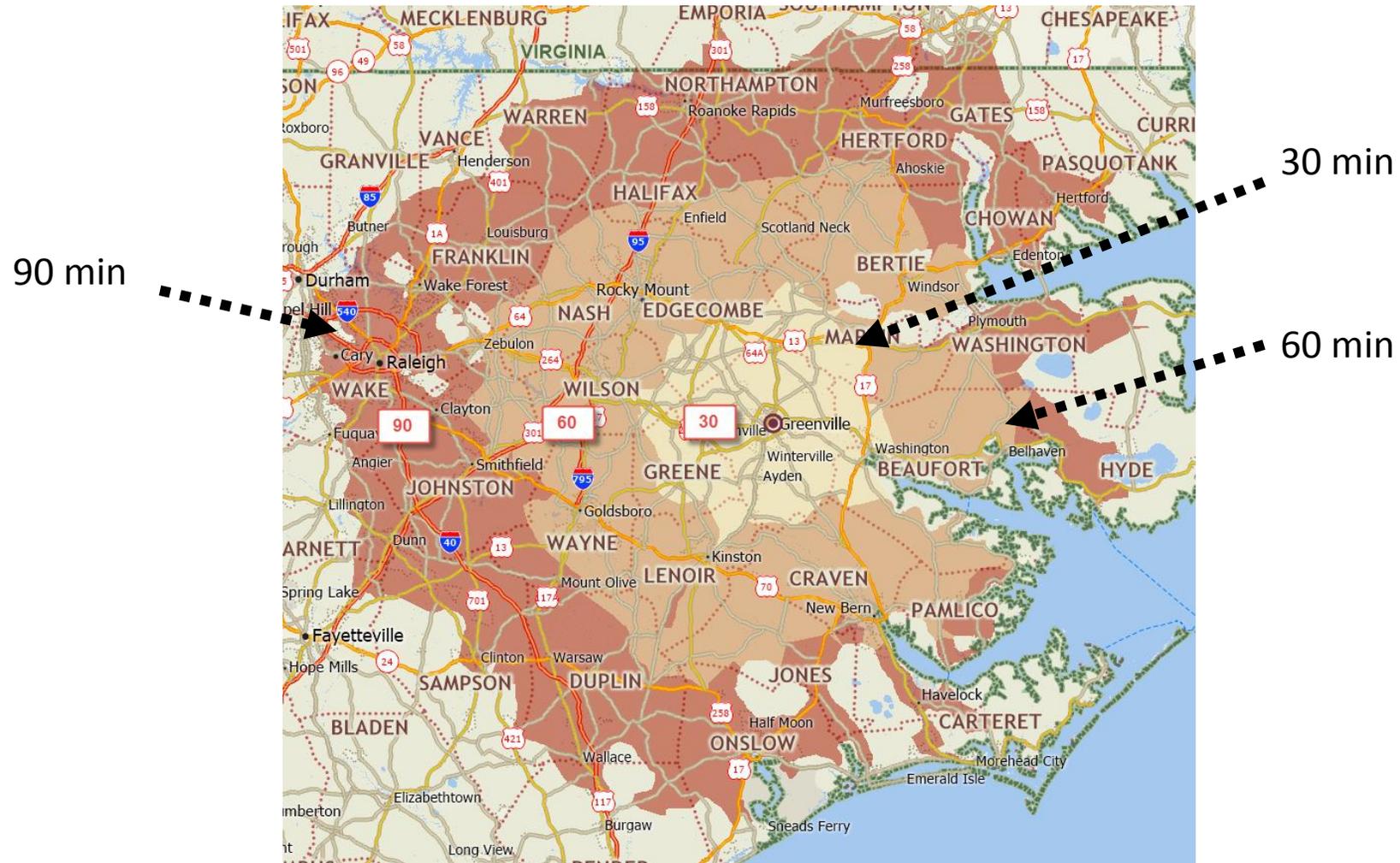
Understand the history and culture of the City

Identify the primary assets of the City

Analyze significant markets, demographics and trends

Define the challenges to progress

Driving Time from Greenville -30, 60 & 90 Minutes



Driving Time from Greenville -30, 60 & 90 Minutes

Population 2020

30 Minute Drive from Greenville	259,940
30 to 60 Minute Drive	582,105
60 to 90 Minute Drive	<u>1,627,619</u>
Total	2,469,664

The Steps in the Catalyst Program

Example comparison

Table IV-8: Attendance Characteristics for Comparable Museums

Museum	Location	Attendance ¹	School Group Attendance	% School Groups	Adult	Child	Senior
The Magic House- St. Louis Children's Museum	St. Louis, MO	383,612	106,780	28%	\$8.50	\$8.50	\$8.50
Children's Discovery Museum of San Jose	San Jose, CA	312,057	44,420	14%	\$8.00	\$8.00	\$7.00
Bay Area Discovery Museum	Sausalito, CA	279,052	10,505	4%	\$10.00	\$8.00	\$8.00
Kidspace Children's Museum	Pasadena, CA	212,714	52,031	24%	\$8.00	\$8.00	\$8.00
Austin Children's Museum	Austin, TX	185,717	17,456	9%	\$6.50	\$6.50	\$6.50
Imagine Children's Museum	Everett, WA	176,062	18,769	11%	\$7.00	\$7.00	\$7.00
Madison Children's Museum	Madison, WI	81,055	5,408	7%	n/a ²	n/a	n/a
A.C. Gilbert's Discovery Village	Salem, OR	80,577	12,727	16%	\$6.00	\$6.00	\$4.50
Habitot Children's Museum	Berkeley, CA	79,239	1,663	2%	\$8.50	\$8.50	\$7.65
Children's Museum of Stockton	Stockton, CA	60,000	25,000	42%	\$4.50	\$4.50	\$4.50
Duluth Children's Museum	Duluth, MN	39,486	4,500	11%	\$12.00	\$6.00	\$12.00
Average		171,779	27,205	15%	\$7.90	\$7.10	\$7.37
Median		176,062	17,456	11%	\$8.00	\$7.50	\$7.33

Source: Association of Children's Museums Directory, ERA AECOM

1/ On-site attendance (including school groups) only

2/Closed for relocation as of January 2010, new prices unpublished

The Steps in the Catalyst Program

Example comparison

Fall 2010 - US Adult Population of 228,112,000, Figures in Thousands				
Activity	Participated in last Twelve Months		Participated Once a Month	
	Number	Percent	Number	Percent
Attend Auto Shows	19,346	8.5%	721	0.3%
Attend Art Galleries	20,985	9.2%	2,272	1.0%
Attend Classical Music/ Opera	9,715	4.3%	900	0.4%
Attend Country Music Performance	11,266	4.9%	458	0.2%
Attend Dance Performances	10,010	4.4%	403	0.2%
Attend Rock Music Performance	25,176	11.0%	1,136	0.5%
Dining Out	112,477	49.3%	2,964	1.3%
Go to Bar or Noightclub	43,513	19.1%	6,400	0.25%
Go to the Theater	30,547	13.4%	5,428	2.4%
Go to Museums	32,960	14.5%	3,317	0.15%
Zoo Attendance	28,148	12.3%	2,112	0.9%

Source: US Census 2010
 Adult participation in Selected Leisure Activities

The Steps of the Catalyst Program

Step Three

Financial Feasibility

Identify sources and uses of public, private & institutional funds
City/ECU/Private Sector

Explore shared public/private structures

Grant and loan sources – debt and gap financing

Analyze the financial feasibility of the plan

The Steps of the Catalyst Program

Step Four

Prepare the Economic Impact Analysis

New jobs created

Tax revenues

Returns and benefits to the participants

Tangible and intangible public benefits

The Steps of the Catalyst Program

Step Five

Community Consensus

Create marketing materials

Target distribution

Conduct public presentations

If appropriate, conduct a bond referendum to verify public support

The Steps of the Catalyst Program

Step Six

Implementation

Create the non-profit agency to execute the plan.
that represents the key players in government, public
institutions, and private businesses

Implement first phase projects quickly to demonstrate
commitment to the vision and provide benefits to the
various constituencies.

Build and sustain momentum.

The Steps of the Catalyst Program

Organization

Establish Steering Committee

- A seven (7)-person group comprising public and private interests
- Recommend “Yay or Nay” to moving forward on early “Activation” and “STEAM” Ctr.
- Comprise possible structure
 - 502 c 3 Foundation
 - Unsolicited Proposal by this team...or, RFP???

The Steps of the Catalyst Program

Timeline

- | | |
|---|-------------------|
| 1. Establish Steering Committee (meet monthly) | Dec 2016 |
| 2. Report to Group | Feb 2017 |
| 3. Council Discussion?? (or Unsolicited proposal)?? | |
| 4. Recommend Feasibility Study | |
| 1. Funded by various groups | |
| 3. Complete study | April – Sept 2017 |
| 4. Uptown Committee/Council Approval | Oct 2017 |

Schedule REFINED by Steering Committee!!!

The Result

A sense of shared purpose

Economic engines that drive and sustain the program

Benefits for multiple interests

Community identity and pride

The Possibility: Common STEAM



War of The Pacific Museum, Fredericksburg, TX



The Possibility



The Possibility



The Possibility



The Possibility



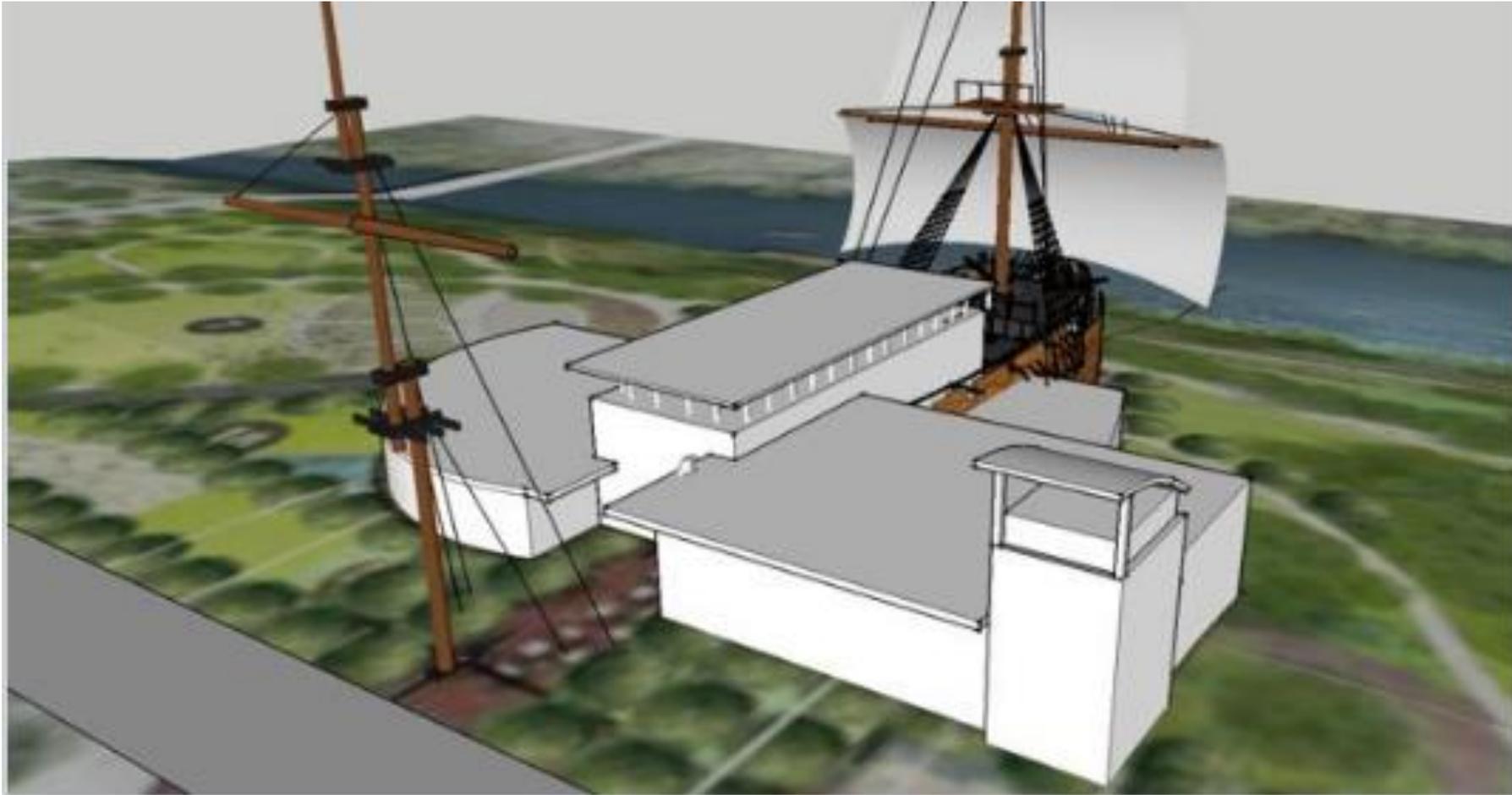
The Possibility



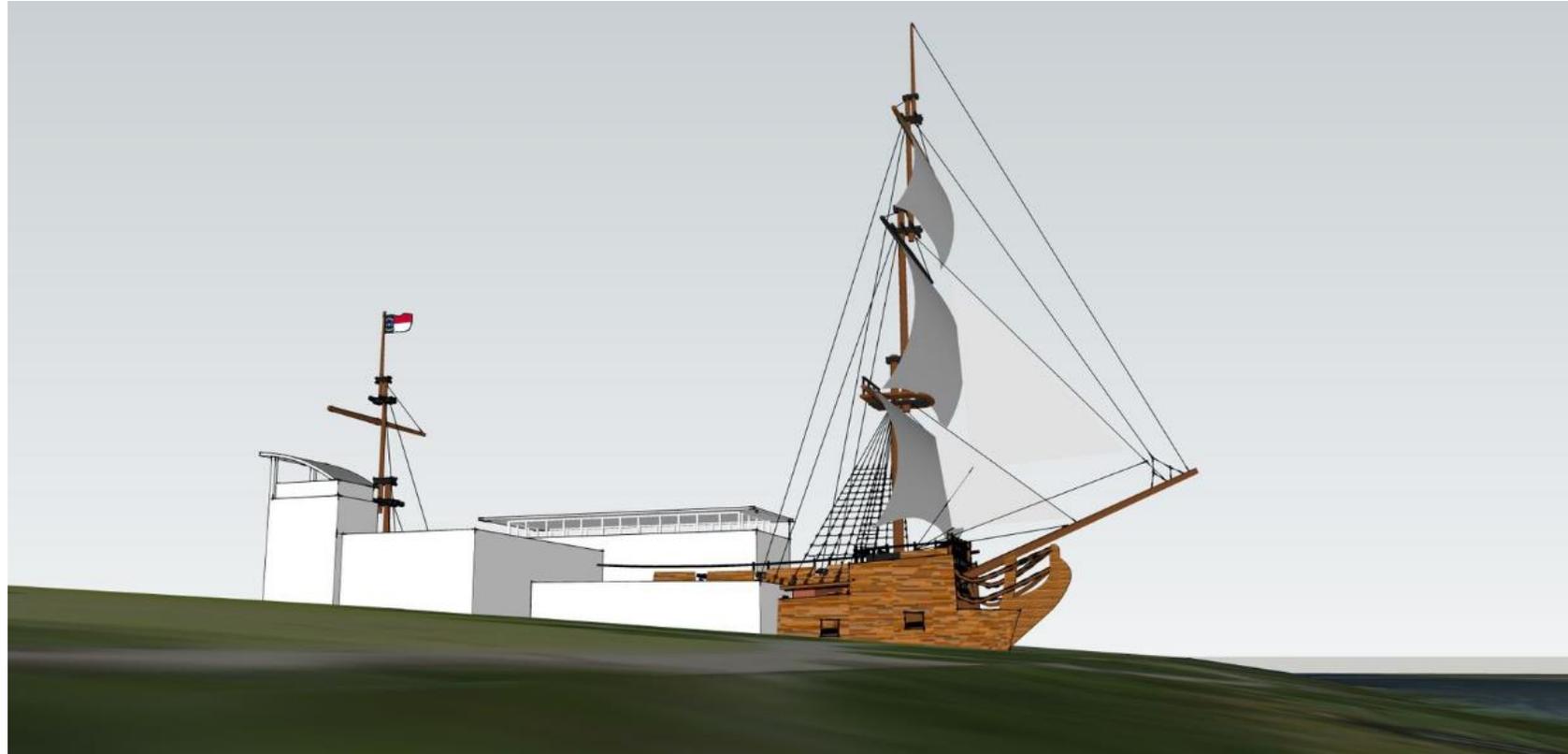
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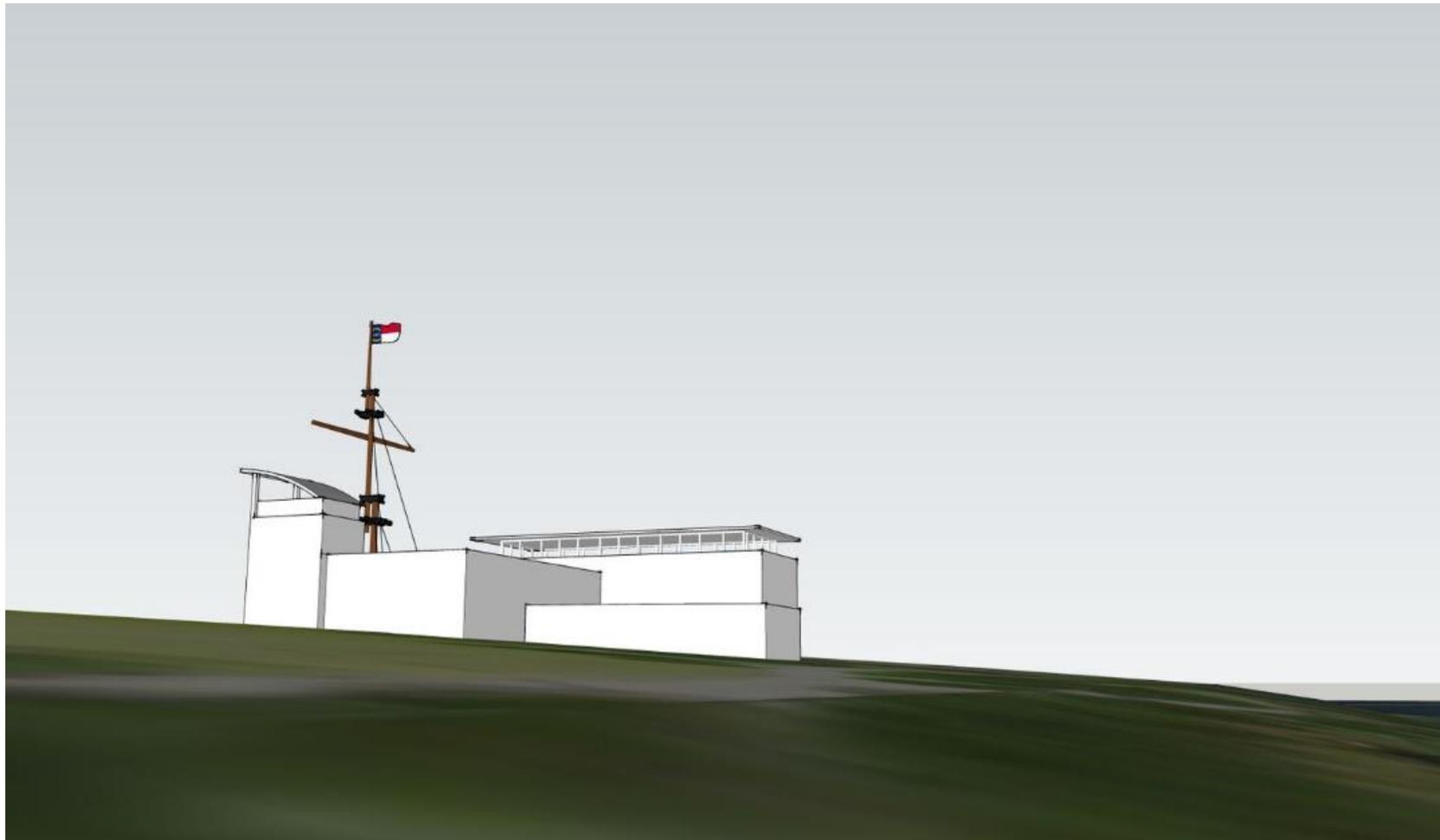
The Possibility



The Possibility



The Possibility





1.28.17
Lunch

1.28.17

**Discussion and Direction on
Sports Destination
Presentation – Convention &
Visitors Bureau**



FEASIBILITY STUDY FOR A POTENTIAL NEW SPORTS COMPLEX IN GREENVILLE, NORTH CAROLINA

January 12, 2017



Study Background and Purpose

To analyze the feasibility of a new Sports Complex focused on youth/amateur sports for the purpose of driving new tourism and economic impact to Greenville/Pitt County, as well as enhancing rental, practice and other special event facility alternatives available for Greenville/Pitt County residents. Such a complex could offer one or more of the following programmatic components:

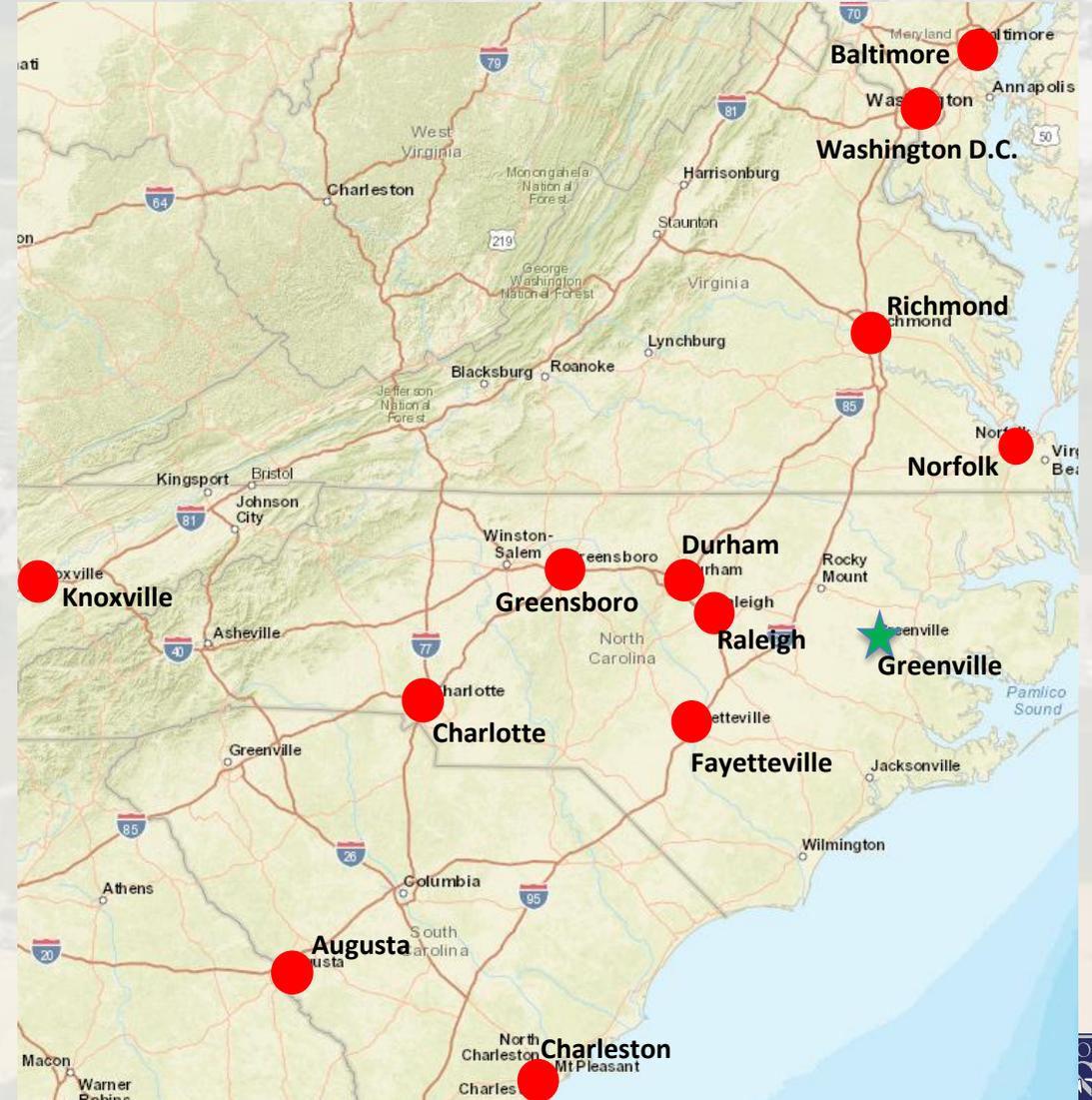
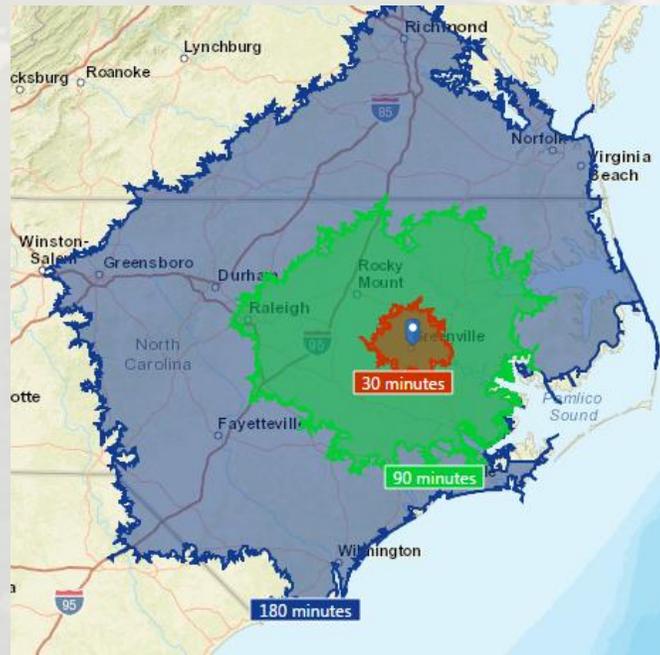
- Aquatic Center
- Triangle Fields
- Rectangle Fields
- Indoor Hardcourt Facility



Location and Accessibility

Driving Distance to Regional Cities

City, State	Distance From Greenville	Drive Time	Market Population
Raleigh, NC	85 mi.	1:24	1,275,000
Fayetteville, NC	107 mi.	1:40	391,000
Durham, NC	108 mi.	1:42	557,000
Norfolk, VA	122 mi.	2:14	1,747,000
Greensboro, NC	160 mi.	2:30	753,000
Richmond, VA	167 mi.	2:31	1,284,000
Charlotte, NC	250 mi.	3:47	2,443,000
Washington D.C.	275 mi.	4:18	6,066,000
Charleston, SC	327 mi.	5:01	739,000
Augusta, GA	345 mi.	5:18	601,000
Baltimore, MD	321 mi.	5:44	2,813,000
Knoxville, TN	443 mi.	6:41	875,000



Source: Google Maps, Esri MSA Data , 2016

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

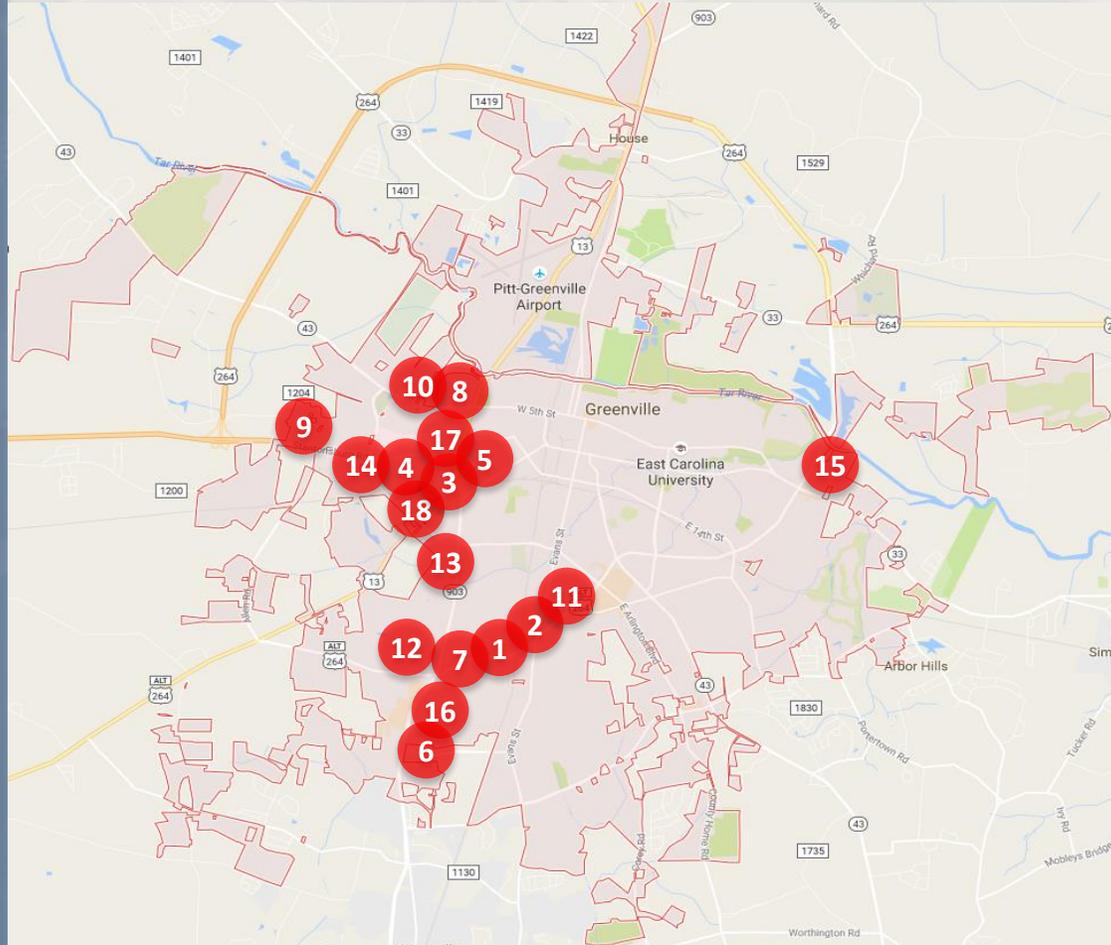
LOCAL MARKET

Local Market Conditions

Greenville Area Hotel Inventory

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

LOCAL MARKET



Map Key	Hotel	# of Rooms
1	Holiday Inn Greenville	170
2	Hilton Greenville	142
3	Holiday Inn Express Greenville	124
4	Courtyard Greenville	115
5	Quality Inn Greenville	110
6	Baymont Inn & Suites Greenville	103
7	Hampton Inn Greenville	100
8	Residence Inn Greenville	97
9	Candlewood Suites Greenville	95
10	Microtel Inn & Suites by Wyndham Greenville	90
11	Rodeway Inn & Suites Greenville	90
12	Wingate By Wyndham Greenville	87
13	Camelot Inn	72
14	Home Towne Suites Greenville	70
15	Best Western Plus Suites Greenville	70
16	Knights Inn Greenville	58
17	East Carolina Inn	53
18	Super 8 Greenville	50

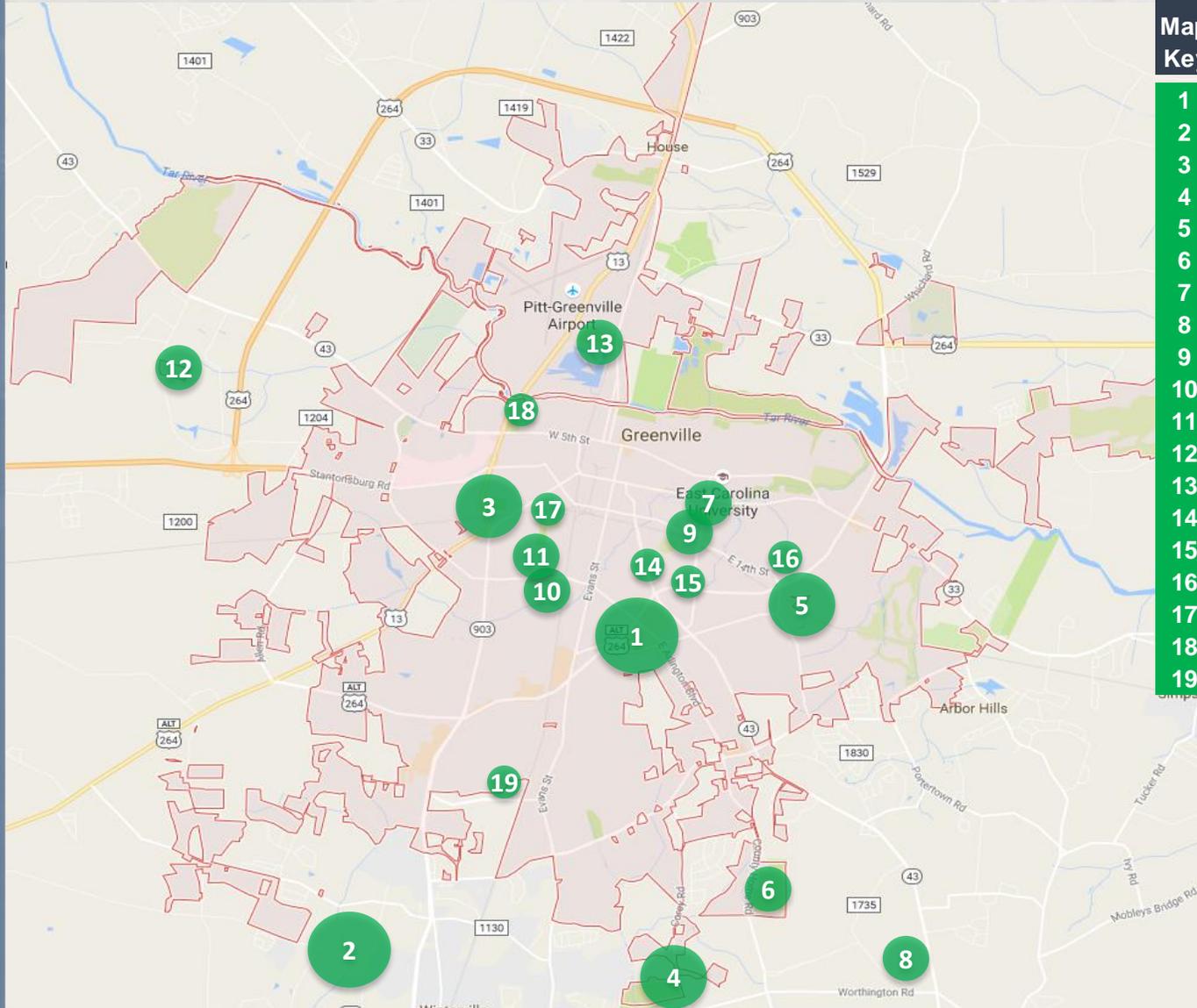
*only hotels with 50+ rooms represented

**Total Hotel Rooms in Pitt County =
Approximately 1,800**

Local Market Conditions

Triangle Field Complexes

Map Key Facility	# of triangle fields
1 CRW Blount Sports Complex	5
2 Sara A. Law Softball Complex (Pitt cty softball)	4
3 Guy Smith Park	3
4 H. Boyd Lee Park	3
5 Perkins Athletic Complex	3
6 Alice Keene Park	2
7 CM Epps Middle School	2
8 D.H. Conley High School	2
9 Elm Street Park	2
10 Evans Park	2
11 J.H. Rose High School	2
12 The Oakwood School	2
13 West Meadowbrook Park	2
14 Clark-LeClaire Stadium	1
15 ECU Softball Stadium	1
16 Jaycee Park	1
17 South Greenville Park & Recreation Center	1
18 Thomas Foreman Park/Eppes Recreation Center	1
19 Westhaven Park	1



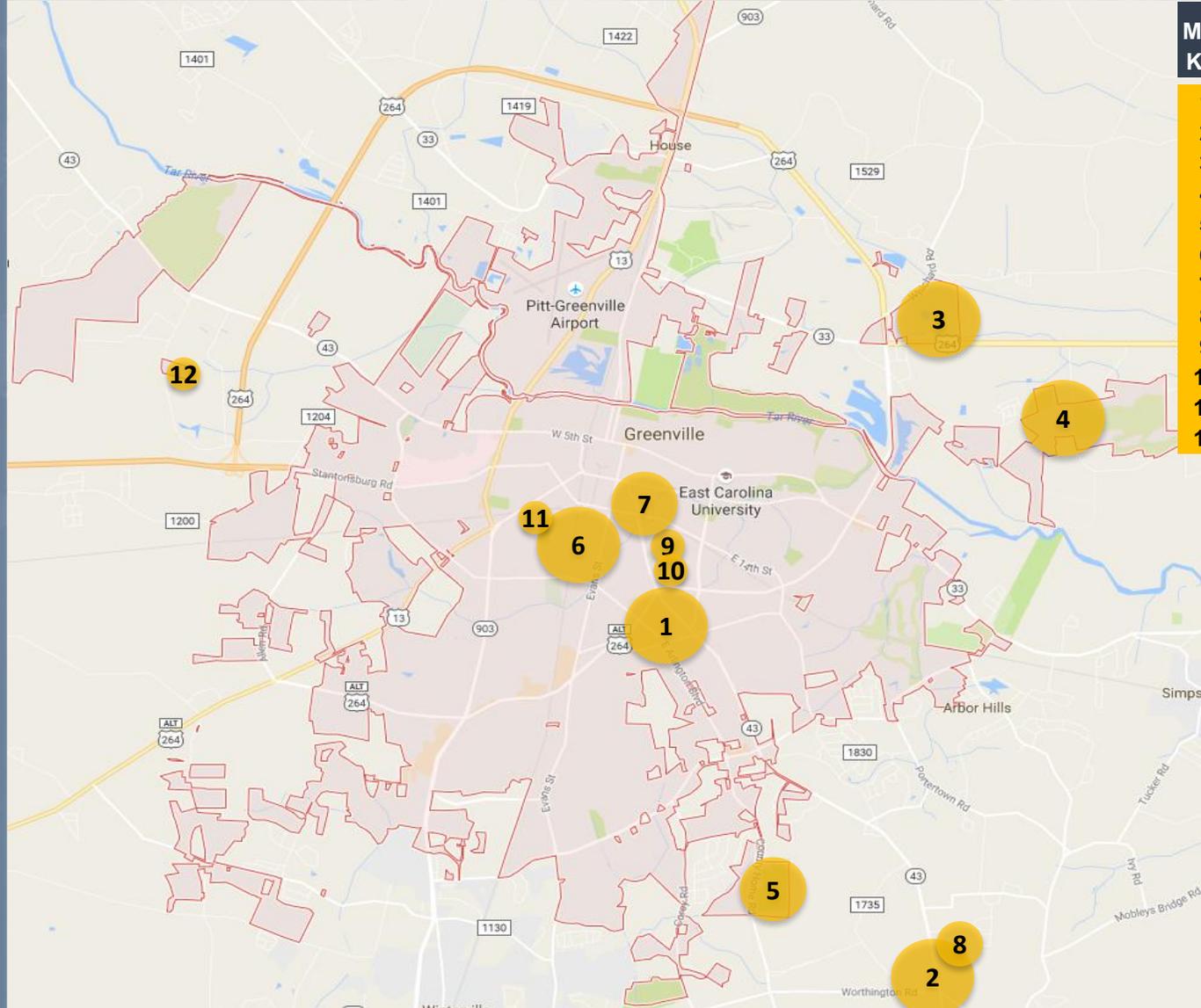
LOCAL MARKET

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

Local Market Conditions

Rectangle Field Complexes

Map Key	Facility	# of rectangle fields
1	CRW Blount Sports Complex	10
2	Pitt-Greenville Soccer Complex	10
3	North Recreational Complex	8
4	Bradford Creek Soccer Complex	5
5	Alice Keene Park	4
6	J.H. Rose High School	4
7	Cliff Moore Practice Facility	3
8	D.H. Conley High School	2
9	Dowdy-Ficklen Stadium	1
10	Johnson Stadium	1
11	South Greenville Park & Recreation Center	1
12	The Oakwood School	1



Source: facility floor plans, management, and industry publications, 2016

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

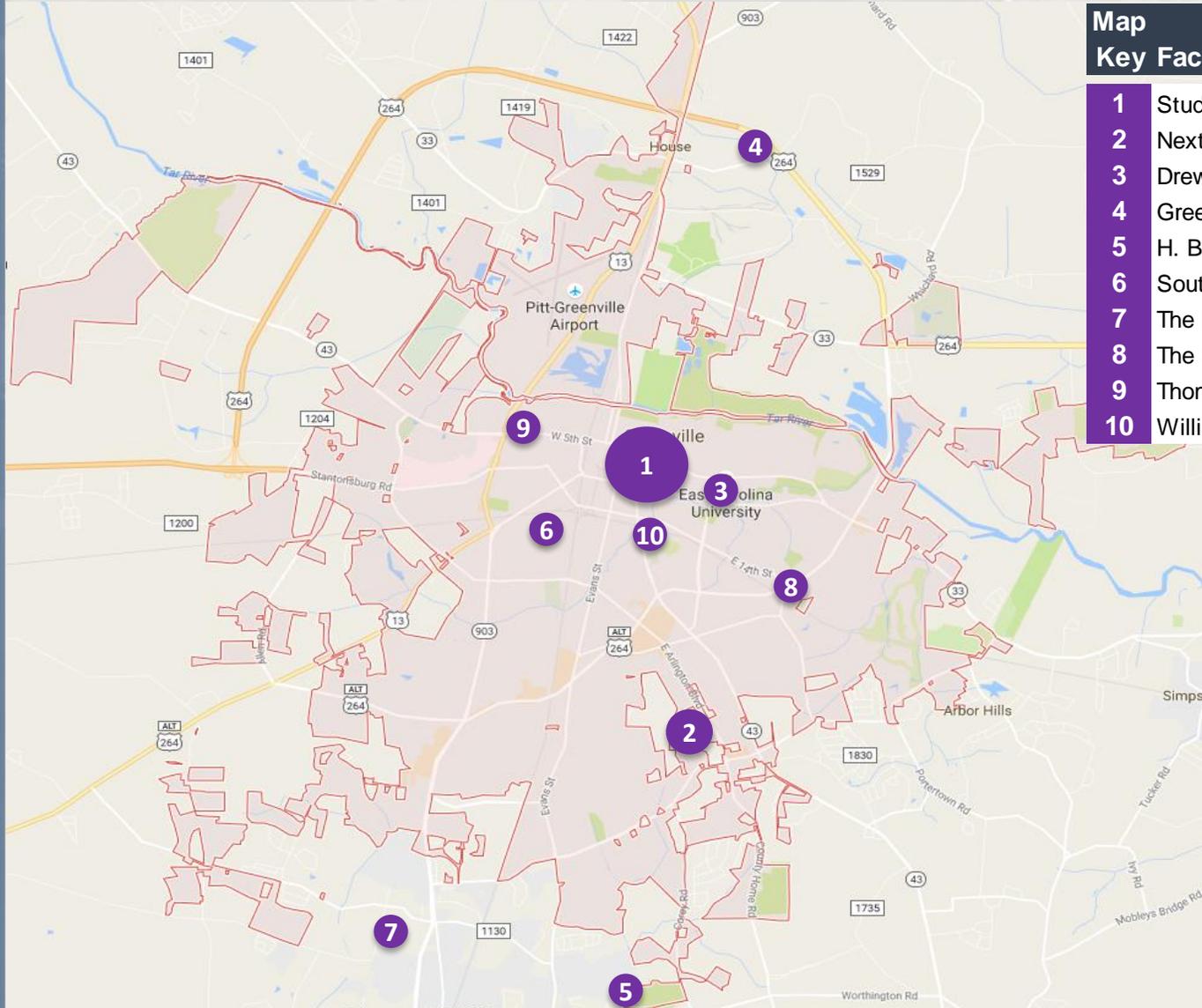
LOCAL MARKET

Local Market Conditions

Indoor Court Facility Complexes

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

LOCAL MARKET



Map Key Facility	Indoor Courts
1 Student Rec Center	6
2 Next Level Training Center	2
3 Drew Steele Center	1
4 Greenville Aquatics and Fitness	1
5 H. Boyd Lee Park	1
6 South Greenville Park & Recreation Center	1
7 The Premier Sports Academy	1
8 The Sports Connection	1
9 Thomas Foreman Park/Eppes Recreation Center	1
10 Williams Arena	1

Source: facility floor plans, management, and industry publications, 2016

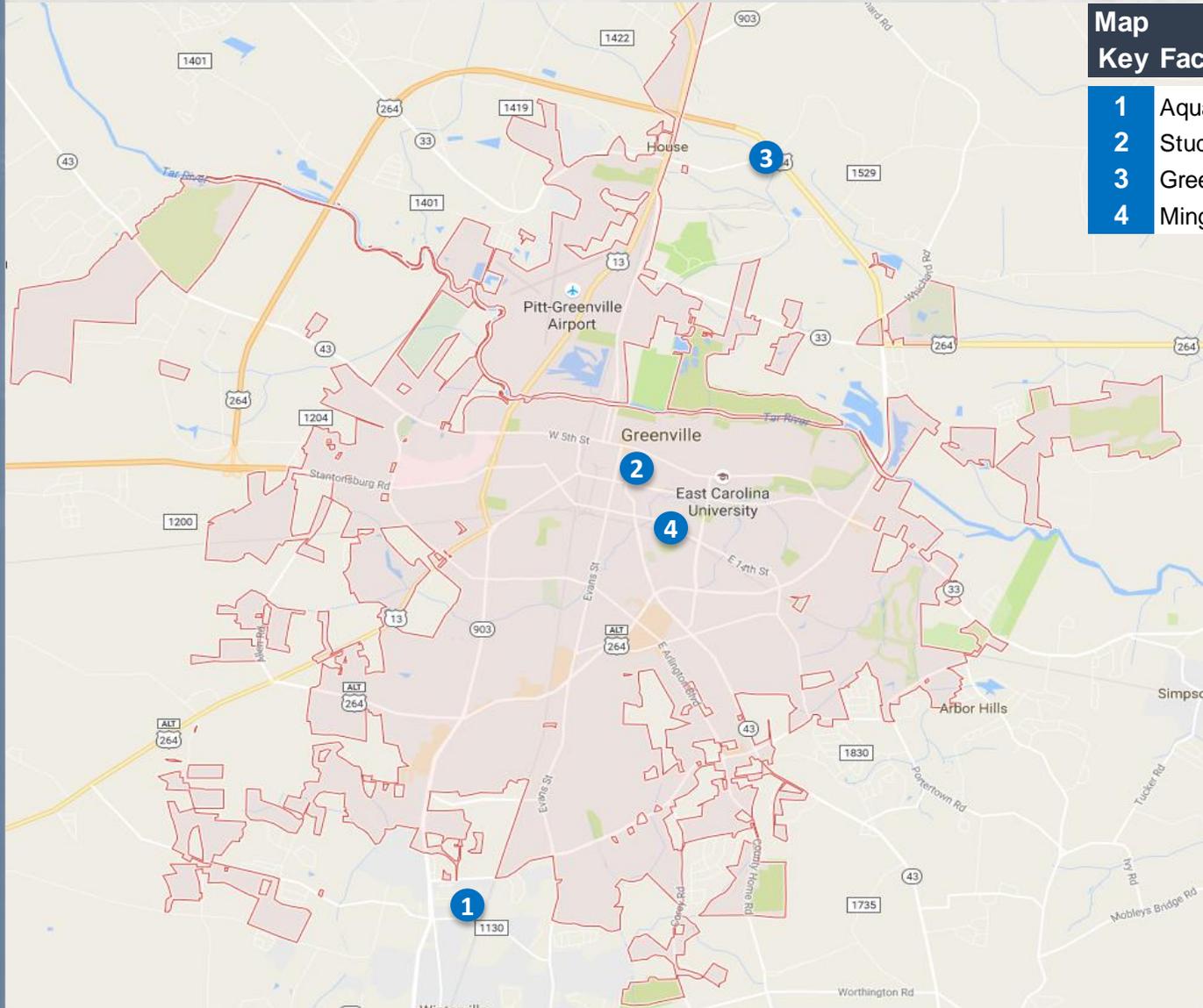


Local Market Conditions

Natatorium Complexes

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

LOCAL MARKET



Map Key Facility	Pool
1 Aquaventure	1
2 Student Rec Center	1
3 Greenville Aquatics and Fitness	1
4 Minges Natatorium	1

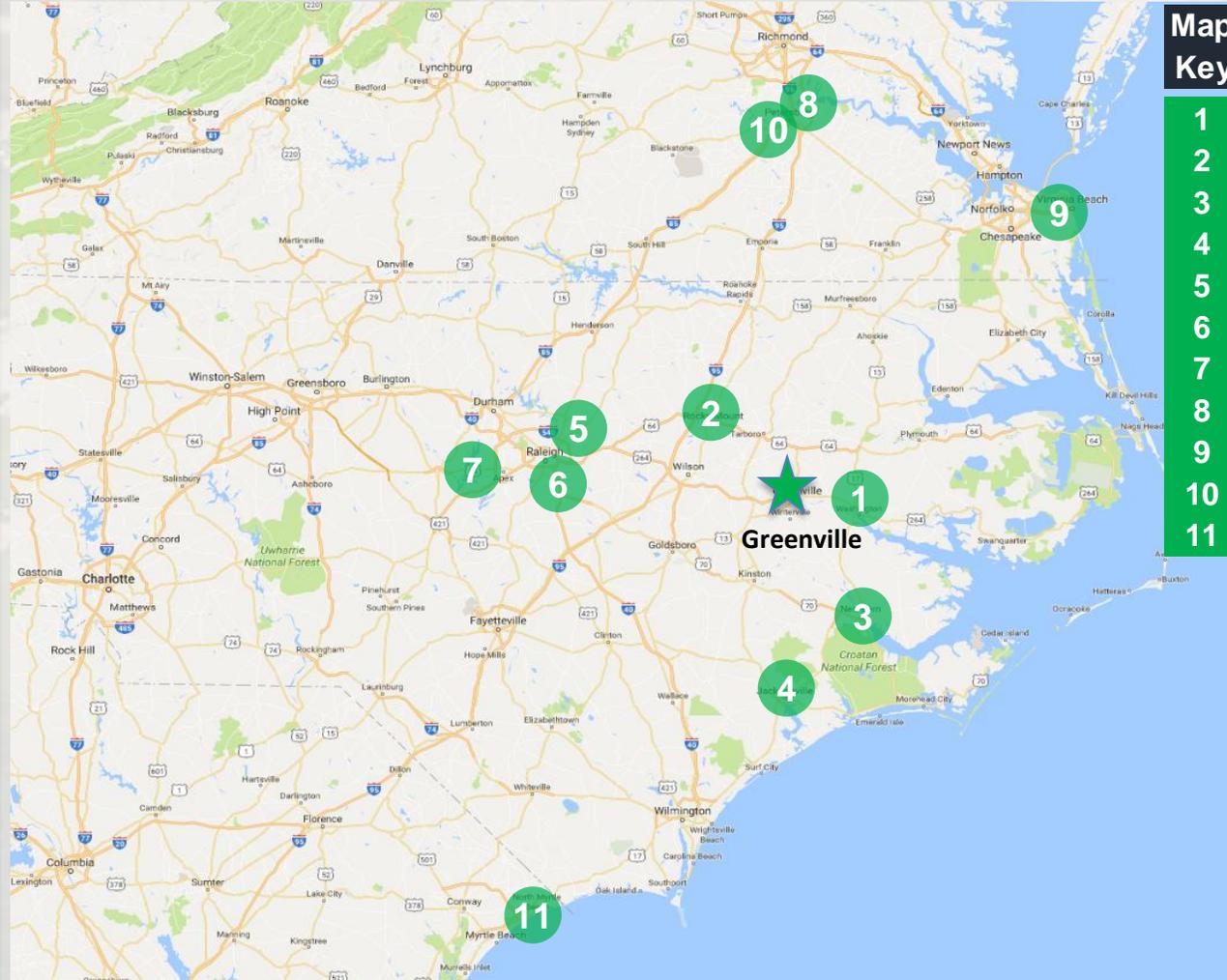
*Indoor aquatics only

Competitive Market Facilities

Triangle Field Facilities

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

COMPETITIVE FACILITIES



Map Key	Facility	# of Triangles
1	Susiegray McConnell Sports Complex	6
2	Rocky Mount Sports Complex	11
3	Creekside Park	8
4	Jacksonville Commons Recreation Complex	8
5	The Factory	6
6	Walnut Creek Softball Complex	9
7	Thomas Brooks Park	8
8	Petersburg Sports Complex	4
9	Princess Anne Athletic Complex	8
10	Dinwiddie Sports Complex	4
11	North Myrtle Beach Sports Complex	8

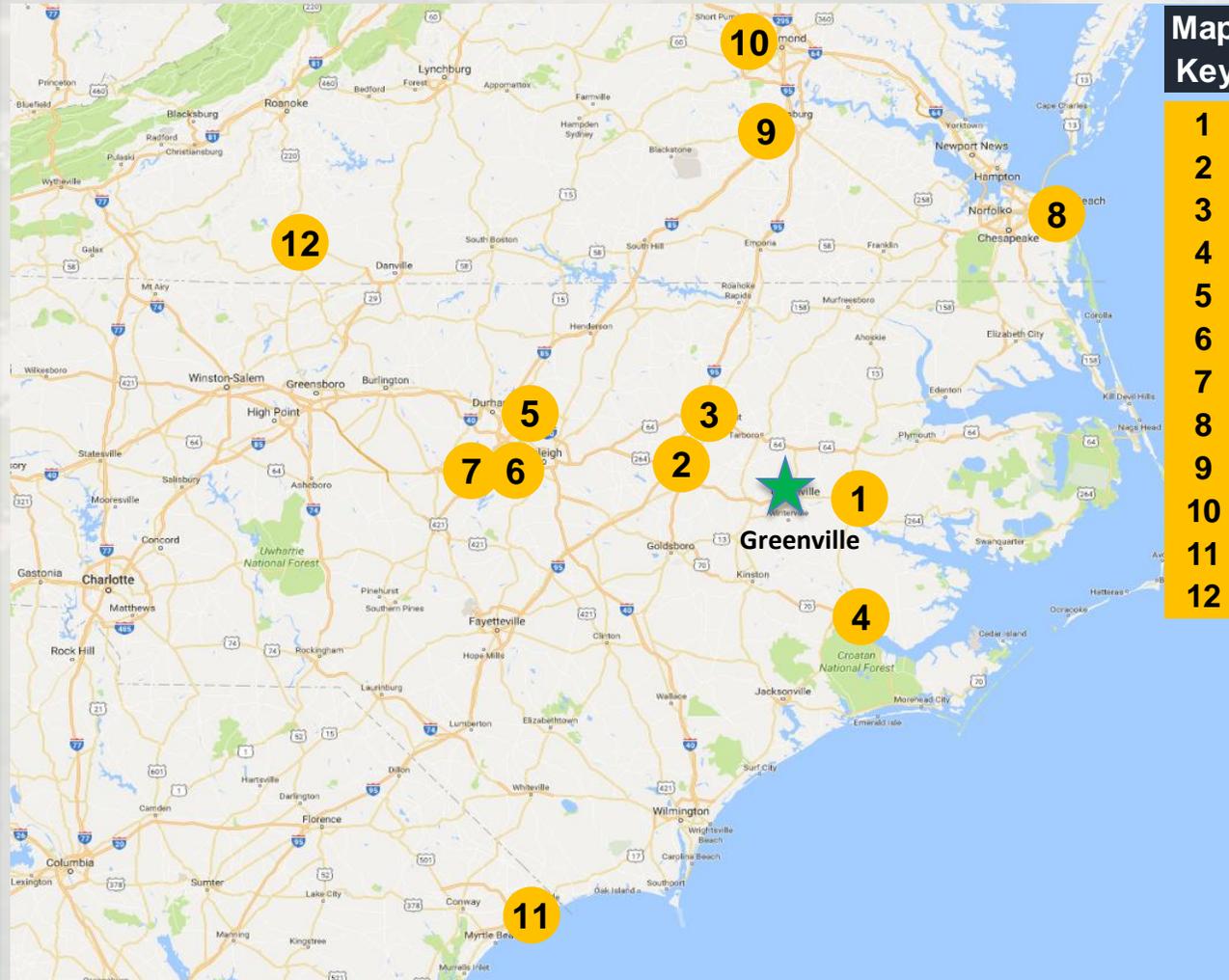
Note: Facilities sorted by distance from Greenville.

Competitive Market Facilities

Rectangle Field Complexes

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

COMPETITIVE FACILITIES



Map Key	Facility	# of Rectangles
1	Susiegray McConnell Sports Complex	6
2	J. Burt Athletic Complex	8
3	Rocky Mount Sports Complex	8
4	Creekside Park	4
5	WRAL Soccer Park	22
6	WakeMed Soccer Park	8
7	Thomas Brooks Park	2
8	Princess Anne Athletic Complex	7
9	Dinwiddie Sports Complex	2
10	River City Sportsplex	12
11	North Myrtle Beach Sports Complex	6
12	Smith River Sports Complex	5

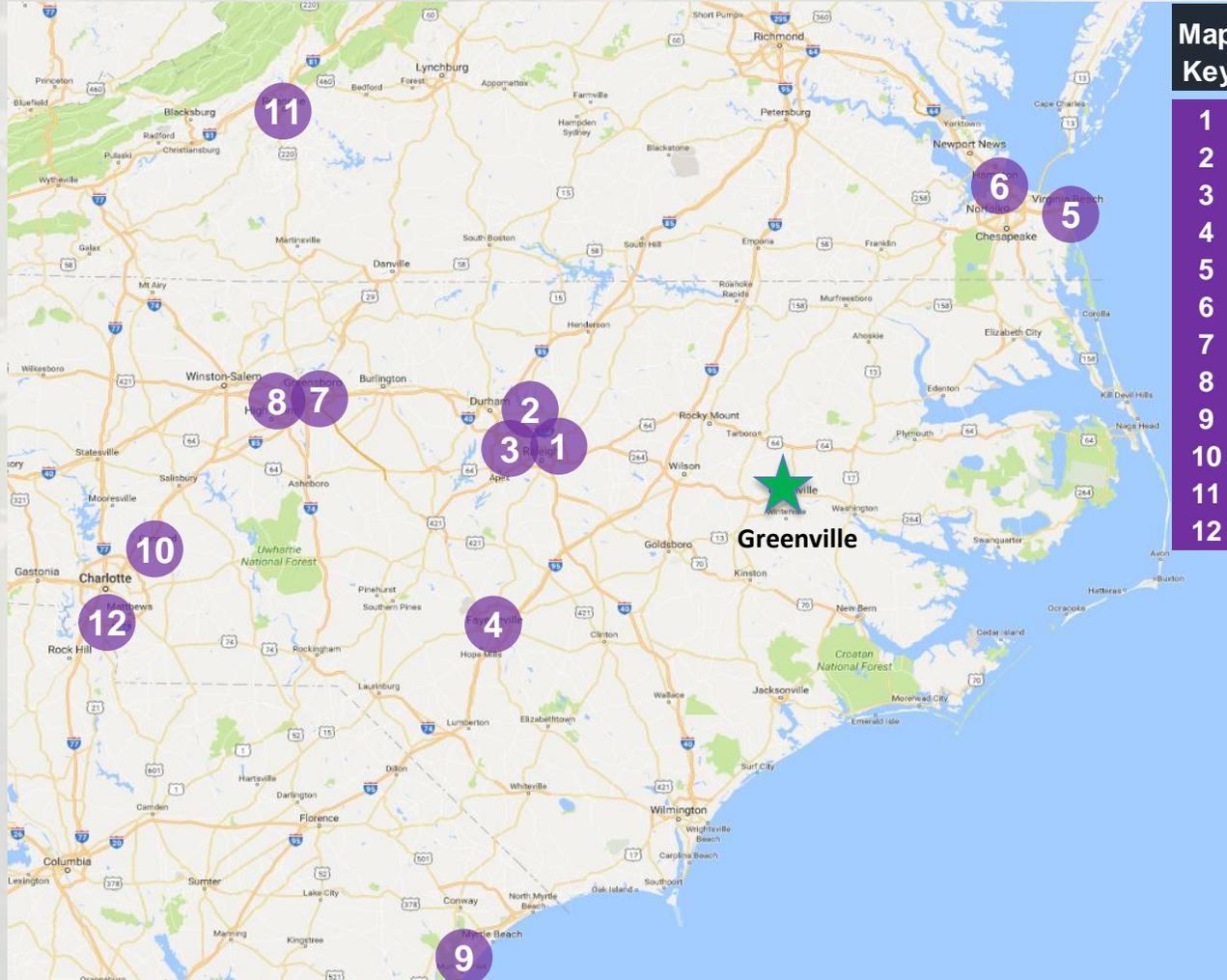
Note: Facilities sorted by distance from Greenville.

Competitive Market Facilities

Indoor Court Facilities

COMPETITIVE FACILITIES

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina



Map Key	Facility	# of courts BB/VB
1	Carmichael Gymnasium	11/22
2	Triangle Volleyball Club	0/7
3	North Carolina Volleyball Academy	0/5
4	Freedom Courts Sportsplex	4/10
5	Virginia Beach Fieldhouse	4/8
6	Boo Williams Sportsplex	8/16
7	Greensboro Sportsplex	8/16
8	Proehlfic Park	3/16
9	Myrtle Beach Sports Center	8/16
10	Carolina Courts	4/8
11	Spectrum Sports Academy	6/10
12	Carolina Courts	4/8

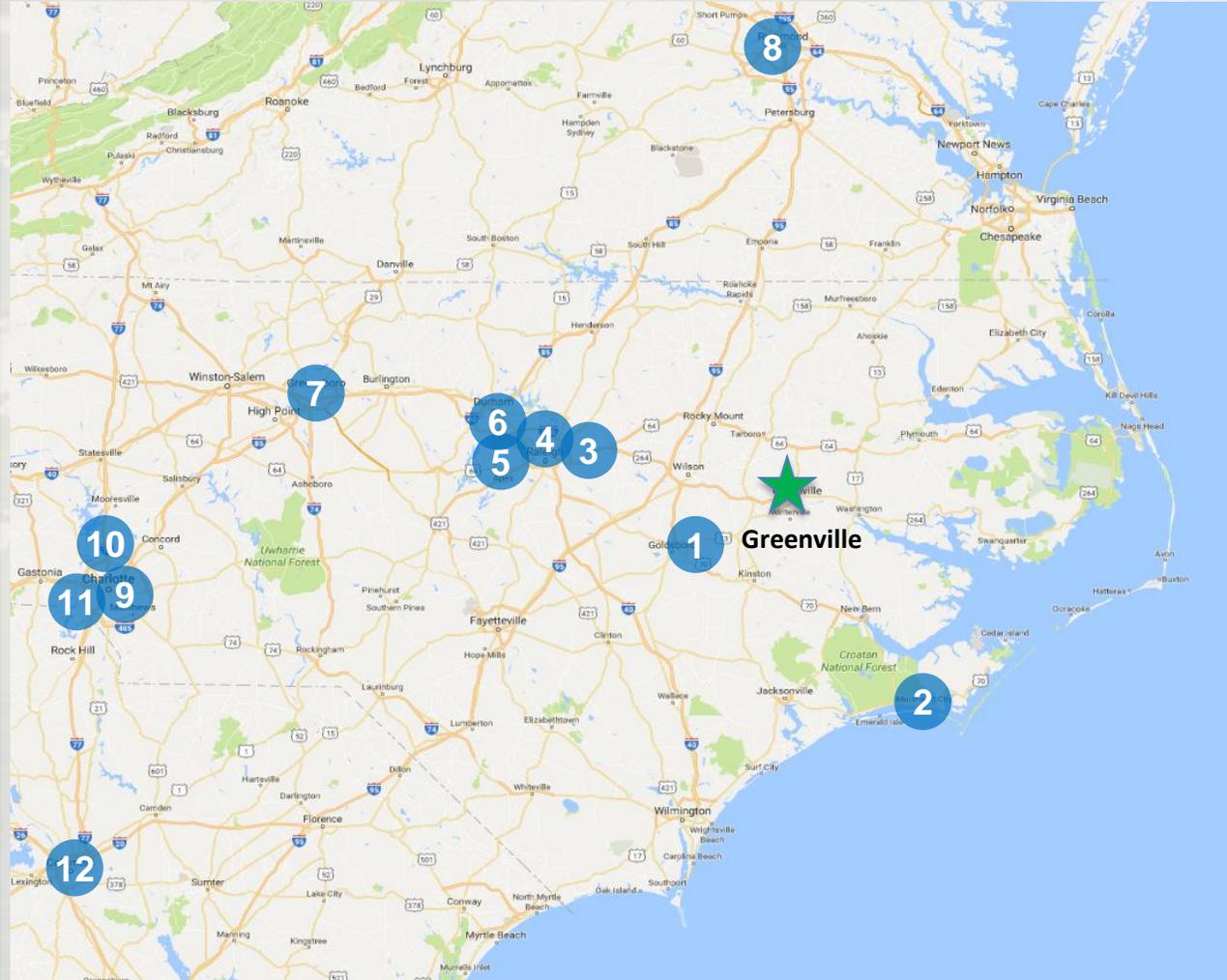
Note: Facilities sorted by distance from Greenville.

Competitive Market Facilities

Natatorium Facilities

Feasibility Study for a Potential New Sports Complex in Greenville, North Carolina

COMPETITIVE FACILITIES



Map Key Facility

- 1 Goldsboro YMCA
- 2 Sports Center - Morehead (1)
- 3 Optimist Pool
- 4 Pullen Aquatic Center
- 5 Triangle Aquatic Center
- 6 Koury Natatorium
- 7 Greensboro Aquatic Complex
- 8 Collegiate School Aquatics Center
- 9 Charlotte Latin - MAC Pool
- 10 Huntersville Family & Fitness Aquatics
- 11 Mecklenburg County Aquatic Center
- 12 Carolina Natatorium

Note: Facilities sorted by distance from Greenville.
(1) Sport Center is an outdoor pool

Market Surveys

1. **Local Outreach (in-person)**

In-person interviews of more than 40 local individuals, representatives of sports organizations/clubs, government and academic institution officials, and local sports, tourism and business leaders.

2. **Local Outreach (telephone)**

Follow-up telephone interviews with local individuals/groups.

3. **Local Outreach (web-based)**

Conducted an online community survey to assess local opinions/interest/use potential. Over 500 completed surveys.

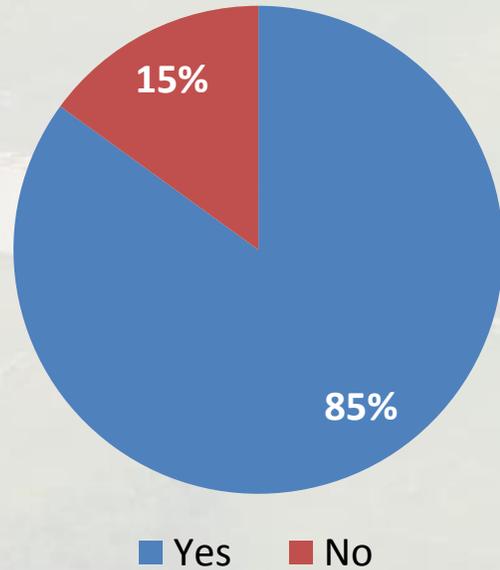
4. **Local/Non-Local User Groups (telephone)**

Completed telephone interviews with nearly 30 representatives of organizations/associations that run leagues and/or produce tournaments, meets and other competitions throughout the region.

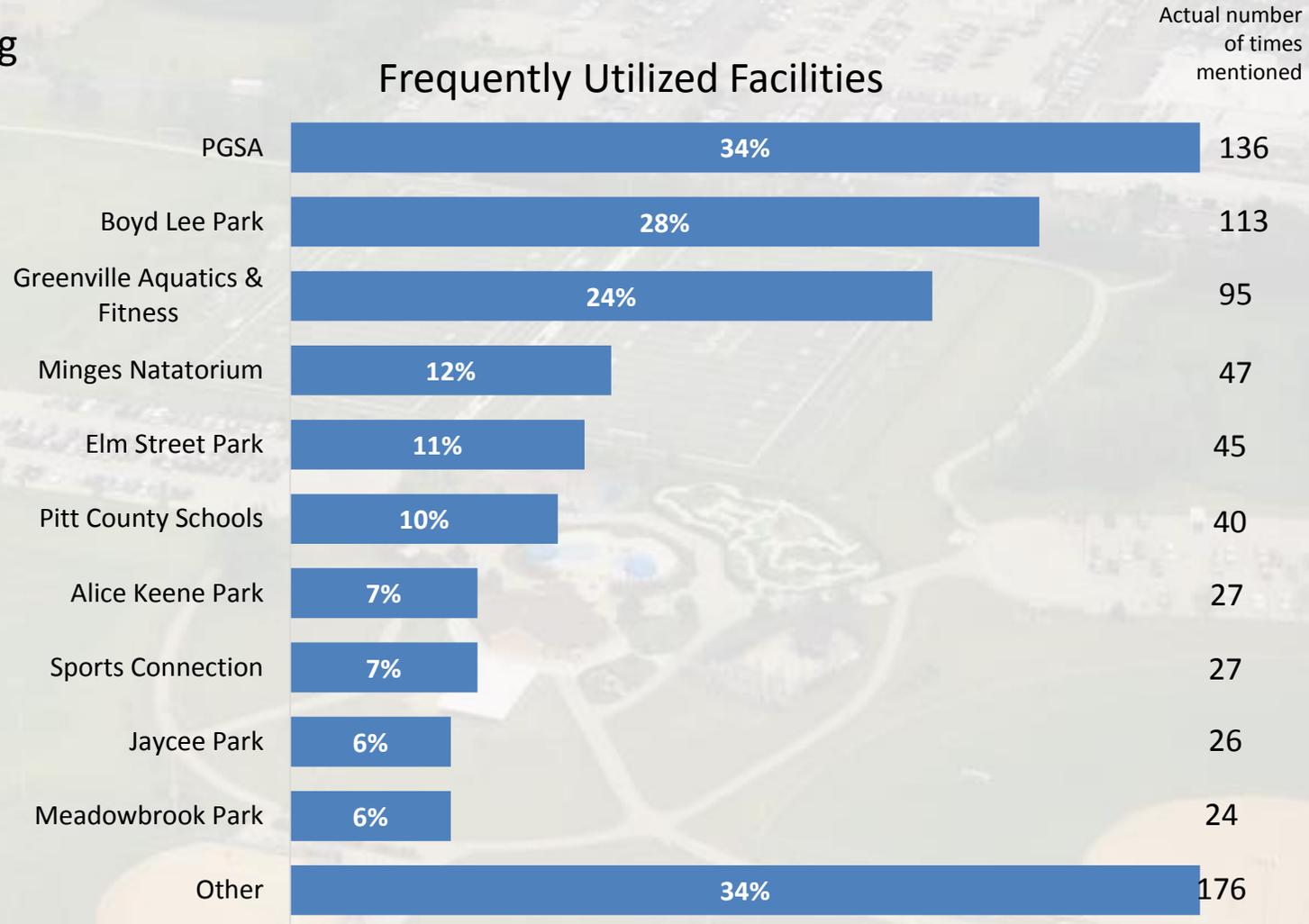
Community Survey Analysis

Frequently Used Facilities in Pitt County

Respondents Currently Using Facilities in Pitt County



Frequently Utilized Facilities



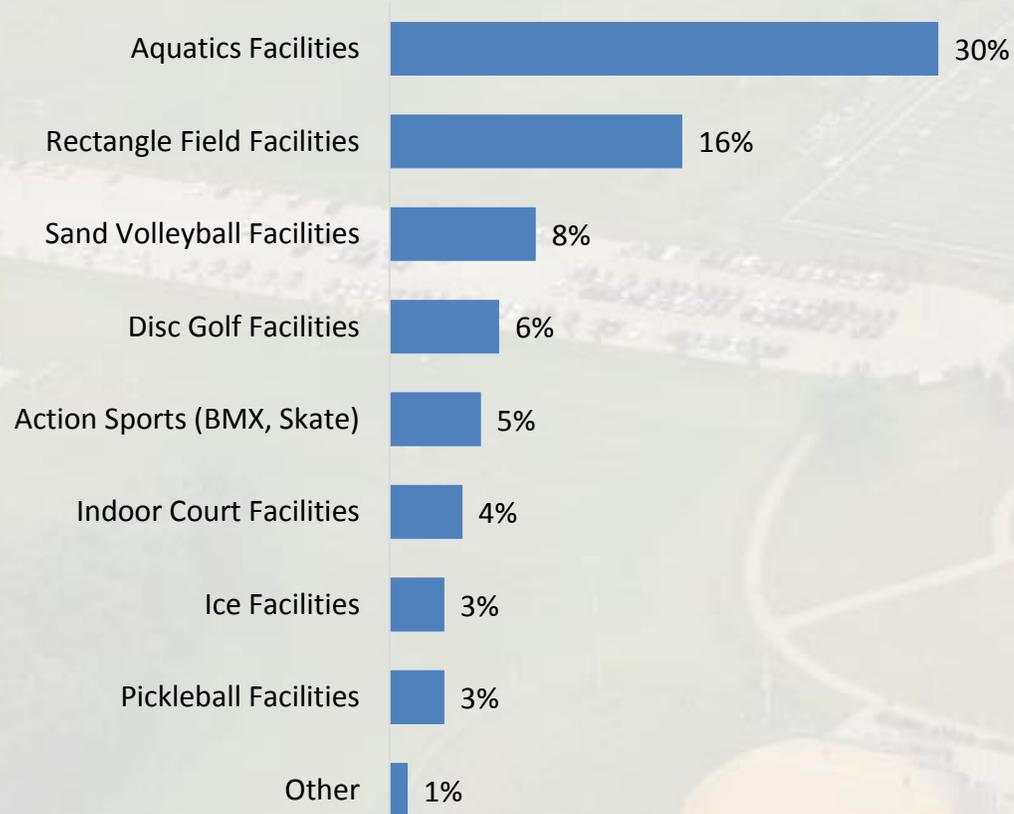
Note: Results shown representative of 514 survey respondents.
Source: CSL Community Survey, 2016

Note: Other section includes: Aquaventure, ECU North Rec, ECU Blount Complex, Drew Steele Center, Perkins Complex, Sara Law Softball Complex, Rose's Gymnastics.

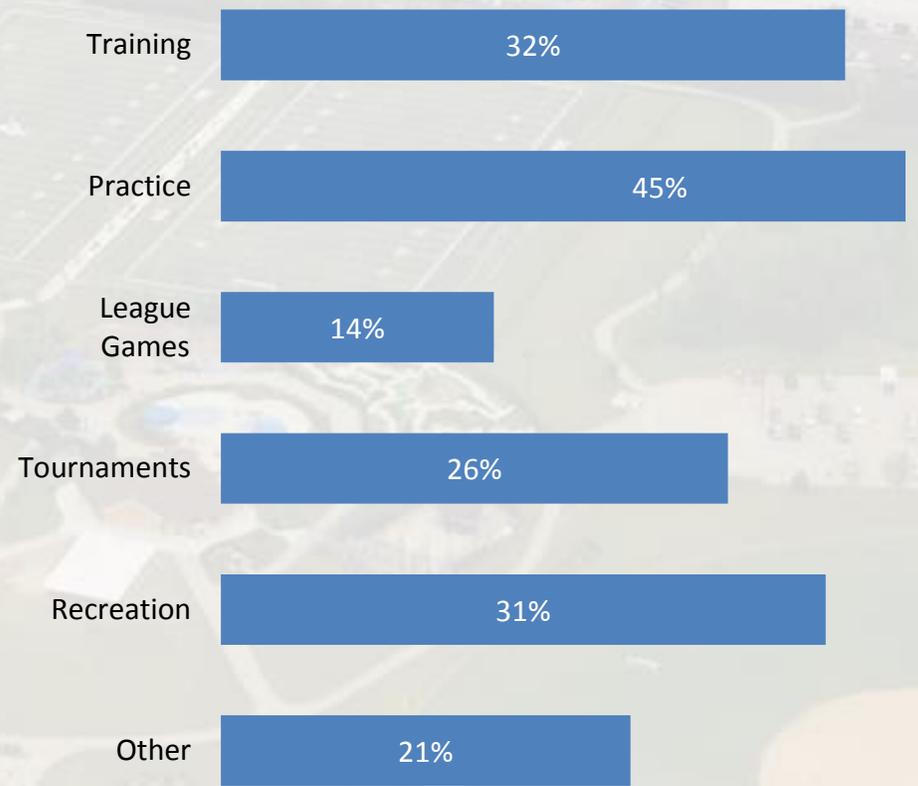
Community Survey Analysis

Frequency of Participation in Sports *Outside* of Greenville

Types of Facilities Utilized Outside of Greenville



Purpose for Outside Facility Use

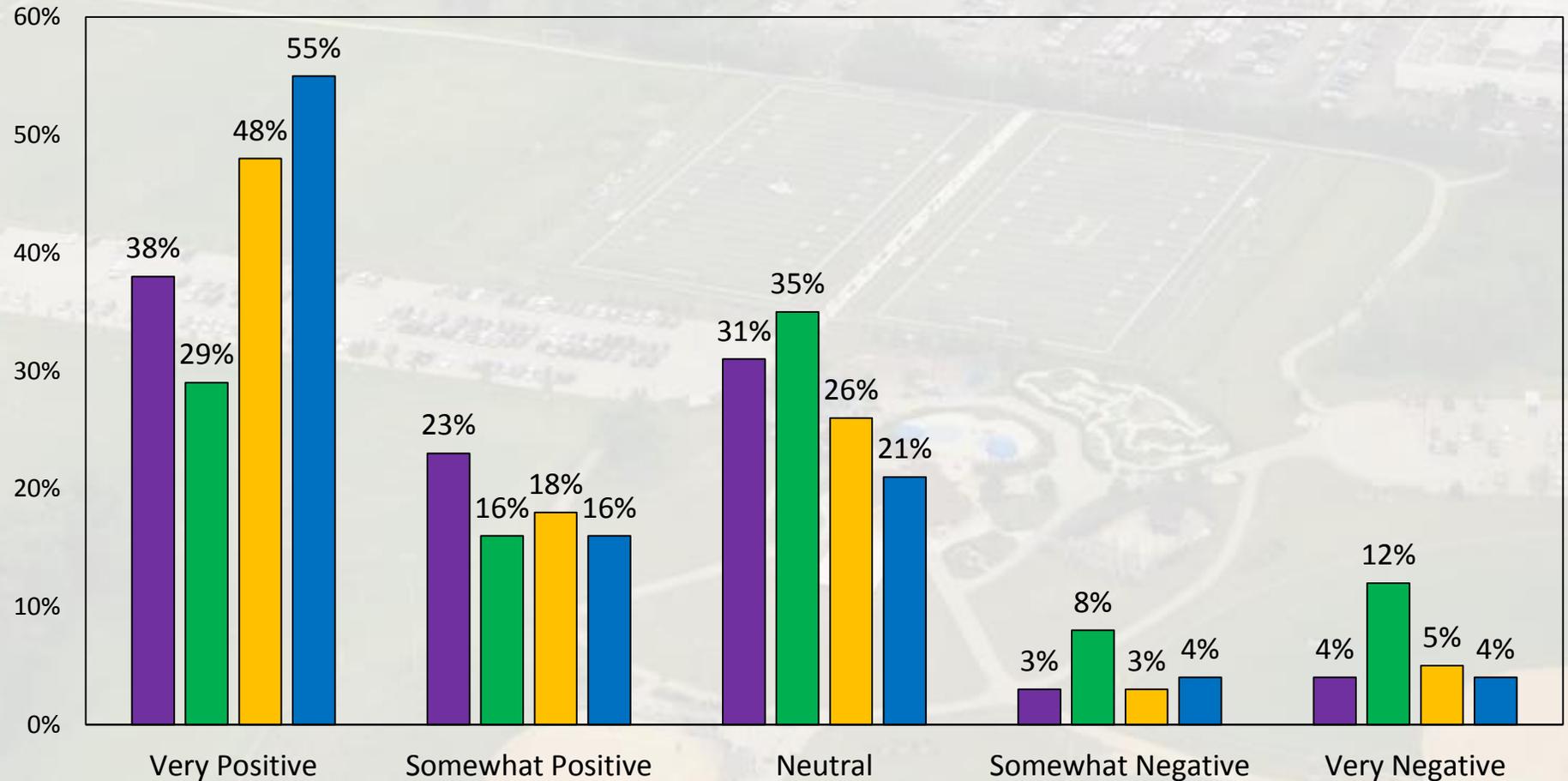


Note: Results shown representative of 514 survey respondents.
Source: CSL Community Survey, 2016

Community Survey Analysis

Interest in New Sports Facilities in Greenville/Pitt County

■ Gym ■ Triangle Fields ■ Rectangle Fields ■ Aquatics



Note: Results shown representative of 514 survey respondents. 197 respondents answered this question.
Source: CSL Community Survey, 2016

Feasibility Study for a Potential New
Sports Complex in Greenville, North Carolina

MARKET DEMAND

Market Demand Analysis

Organizations Contacted

3d Lacrosse - Great State Showdown NC
American Legion Baseball - North Carolina
Aquaventure
Babe Ruth Tournaments
Capital Area Soccer League
Carolina Region Volleyball
East Carolina Aquatics
East Carolina Youth Lacrosse League
ECU Athletics Department
ECU Club Sports
Greenville Babe Ruth / Rose High School
Greenville Disc Golf
Greenville Little Leagues
Greenville Rec & Parks Department
J.H. Rose High School Swimming & Diving
MAYB - Mid America Youth Basketball
National Softball Association - North Carolina
National Travel Basketball Association
NC USA Gymnastics
NC High School Athletic Association - Swimming and Diving
NC High School Athletic Association - Cheerleading
NC High School Athletic Association - Volleyball
NC High School Athletic Association - Womens Basketball
North Carolina AAU Gymnastics
North Carolina AAU Soccer
North Carolina AAU Volleyball
North Carolina AAU Wrestling
North Carolina Adult Soccer Association
North Carolina Amateur Softball Association Fastpitch
North Carolina Swimming
North Carolina USSSA Fastpitch Softball
Pitt County Youth Lacrosse
Pitt Greenville Soccer Association
Super Series Baseball of America
Top Gun Sports
Tournament of State Champions
USA Diving
USSA Baseball
USSSA Basketball - North Carolina
Whitfield Baseball Association

Market Demand Conclusions

- **Swimming**

- Strong local and non-local demand
- Low competition
- Partner opportunity with ECU
- Significant opportunity to host local, regional, collegiate and other meets

- **Indoor court sports and recreation**

- Moderate local and non-local demand
- Nearest indoor court facility is in Raleigh
- Could alleviate pressure on area school gyms with a centralized facility to accommodate community demand and nonlocal tournaments

- **Baseball and softball**

- Moderate local and nonlocal demand
- Greenville regionally recognized as a baseball/softball community
- Established competition in state and region

- **Other sports and recreation**

Estimated Economic Impacts

Stabilized Year of Operations, in 2017\$

	Scenario 1 Aquatic Center	Scenario 2 Indoor Court Facility	Scenario 3 Triangle Field Complex
Total Attendee Days	199,140	160,040	175,875
Total Non-Local Visitor Days	104,695	91,078	36,750
Total Hotel Room Nights	15,631	13,264	7,425
Direct Spending			
Hotel	\$2,051,548	\$1,740,901	\$1,157,625
Restaurant Meals	\$3,128,511	\$2,710,133	1,014,550
Entertainment/Leisure	\$592,456	\$511,690	220,500
Retail/Shopping	\$1,158,517	\$1,006,852	493,188
Other	<u>\$568,820</u>	<u>\$492,752</u>	<u>265,375</u>
Total	\$7,499,852	\$6,462,328	\$3,151,238
Indirect/Induced Spending	<u>\$4,658,763</u>	<u>\$4,013,078</u>	<u>\$1,953,767</u>
Total Economic Output	\$12,158,616	\$10,475,406	\$5,105,005
Personal Earnings	\$3,795,600	\$3,270,740	\$2,232,563
Employment (full & part-time jobs)	169	146	58

Estimated Costs

Stabilized Year of Operations, in 2017\$

	Scenario 1 Aquatic Center	Scenario 2 Indoor Court Facility	Scenario 3 Triangle Field Complex
Construction Costs			
Hard Costs	\$19,200,000	\$20,800,000	\$10,400,000
Soft Costs	5,760,000	6,240,000	3,120,000
Total Costs	\$24,960,000	\$27,040,000	\$13,520,000
Annual Financial Operations			
Operating Revenues	\$1,105,600	\$2,127,000	\$758,000
Operating Expenses	1,408,000	2,060,000	1,045,000
Net Operating Profit/(Loss)	(\$302,400)	\$67,000	(\$287,000)

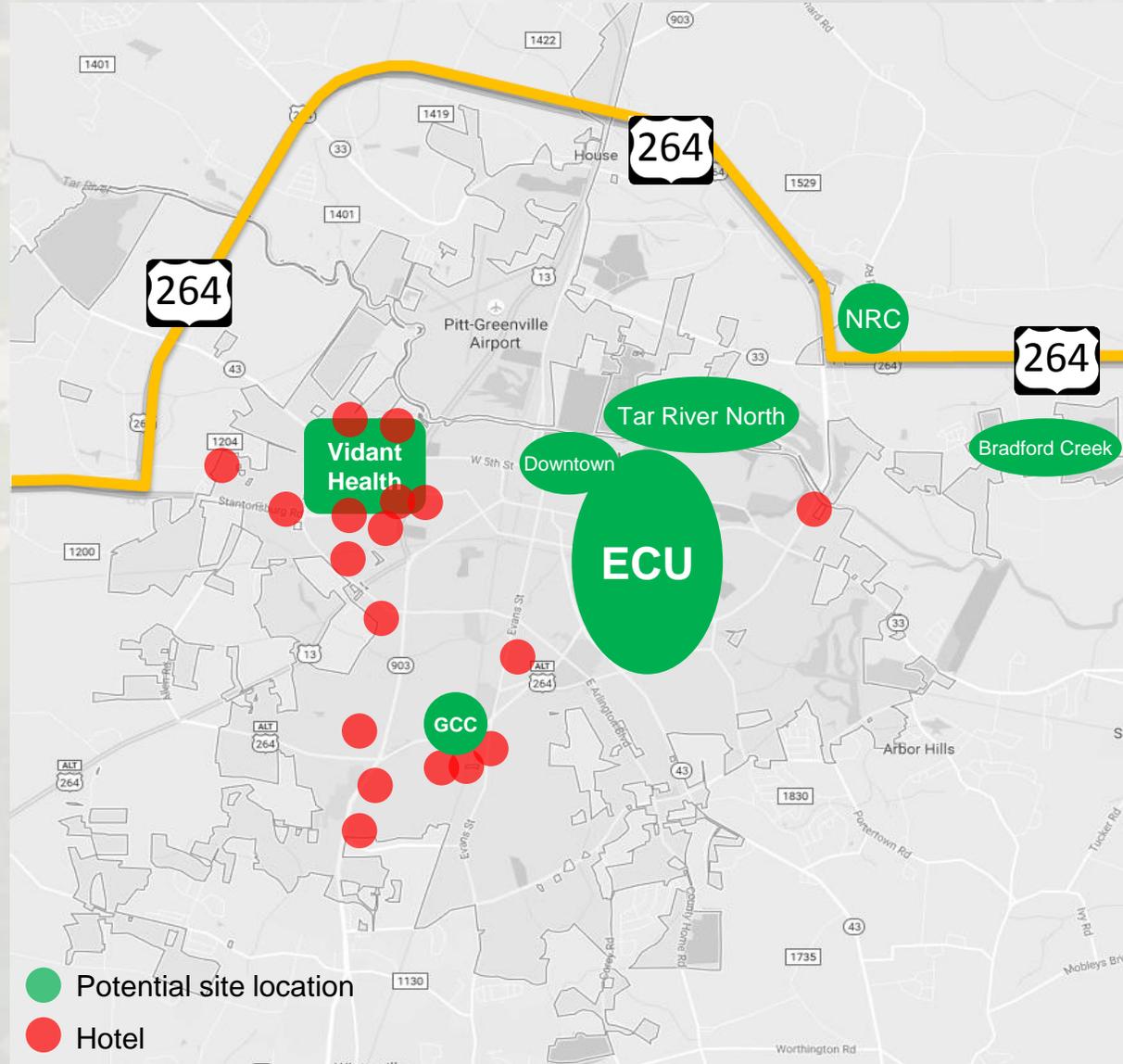
Preliminary Site/Location Areas

Site Size Requirements

- **Natatorium**
3.5-5.5 acres
- **Indoor Hardcourt Facility**
4.0-5.5 acres
- **Outdoor Triangle Fields**
50-60 acres

Potential Site Locations

- **Tar River North**
500+ acres
- **North Rec Complex**
60 acres
- **Bradford Creek Golf Course**
200 acres
- **ECU Campus**
limited
- **Imperial Site/Dwntn Greenville**
6 acres
- **Greenville Convention Center**
10 acres



Funding Options

Industry Typical Sources

- Public Sources
 - Sales taxes
 - Property taxes
 - TIF
 - Hotel/motel taxes
 - Restaurant/entertainment taxes
- Private Sources
 - Equity partner
 - Grants/donations
 - Naming rights/sponsorships
 - Vendor rights
 - Registration fee surcharge
 - Parking fee
 - Other sources

Greenville Opportunities

- GO Bonding
- Prepared Food Tax
 - Requires State Legislature approval
 - 1.0% tax could generate approximately \$4.0 to \$5.5 million annually
- Synthetic Tax Increment Financing (TIF)
- Hotel/motel tax
 - currently capped at 6.0 percent – Mecklenburg County only with higher tax
- Naming rights
 - \$50,000-\$175,000 annual potential
- Partnerships
 - Education (ECU)
 - Health (Vidant Health)

1.28.17

Discussion and Direction on Coastal Plain Baseball League

**THE COASTAL PLAIN LEAGUE
AND GREENVILLE:
A WINNING TEAM!**

WHO WE ARE

The Coastal Plain League is the premier Collegiate Summer Baseball League in the South.

- Founded in 1997
- Headquartered in Holly Springs, NC
- Beginning its 21st season in 2017
- 15 teams, 32 players per team, play 56 regular season games, a three-round playoff and an All-Star Game
- Teams located in Four States: Georgia, North Carolina, South Carolina, and Virginia



MARKETS



CPL BALLPARKS



ALUMNI

Nearly 1,400 Coastal Plain League Alumni have been drafted by Major League Baseball Teams and **94** have gone on to play in the Big Leagues! Notable alumni include...

- 2011 American League MVP/Cy Young Award Winner **Justin Verlander**
- 2009 All-Star/Gold Glove Winner **Ryan Zimmerman**
- Three-time All-Star/2009 Gold Glove Winner **Kevin Youkilis**
- Super Bowl XLVIII winning quarterback **Russell Wilson**



DEVELOPING THE FUTURE

In addition to helping develop the professional stars of tomorrow, the Coastal Plain League is also the launching pad for all careers in the game of baseball.

- Coaches
- Umpires
- Front Office Staff
- Broadcasters
- Interns



KEY POINTS WORTH NOTING

A Coastal Plain League Franchise...

- Builds a hometown team that all citizens can rally behind
- Offers affordable, family entertainment to residents
- Helps create and capture a local fan base and draw visitors to Greenville
- Aids local collegiate baseball teams and their players during the summer months
- Helps bring in additional secondary events to the market
- Elevates the Greenville identity locally, regionally, and nationally
- Participates in charities and community events
- Creates a gathering place for the community



AFFORDABLE, FAMILY ENTERTAINMENT

- Similar to highly successful, minor league baseball model
- Mascots
- Giveaways
- Concourse Games
- Magicians
- Clowns
- Fun Foods
- Between-Inning Games
- Kid-friendly themes
- Accessibility to Players
- Fireworks
- Kids Run the Bases



CPL ATTENDANCE

- The Coastal Plain League has welcomed over 500,000 fans to its ballparks each season since 2008.
- In 2016, three (3) CPL franchises ranked in the Top 15 – nine (9) in the Top 50 – among all summer collegiate teams nationally in average attendance.
- In 2016, the top five (5) CPL franchises in average attendance finished with a higher average attendance than 30 minor league teams.



CPL ALL-STAR GAME

- The Coastal Plain League All-Star Game is a two-day event held annually in July.
- Event includes a Fan Fest, Home Run Derby, ASG luncheon, and the All-Star Game.
- Draws players, families, and fans from all 15 CPL franchises and across the country.
- Televised LIVE on Time Warner Cable SportsChannel and streamed LIVE over the Internet.



USA BASEBALL

- USA Baseball is the governing body of amateur baseball in the United States.
- The Collegiate National Team has partnered with the Coastal Plain League for 7 of the last 8 seasons to offer exhibition games to local CPL markets
- CPL teams also have hosted exhibition games with Team Japan, Chinese Taipei, and Russia.



PLAYERS WITH LOCAL TIES

- In 2016, 67% of Coastal Plain League Players played their collegiate baseball in the Southeast Region of the United States.
- A Greenville team will allow players from East Carolina University and other local schools like Pitt Community College to remain closer to home while playing summer league baseball.

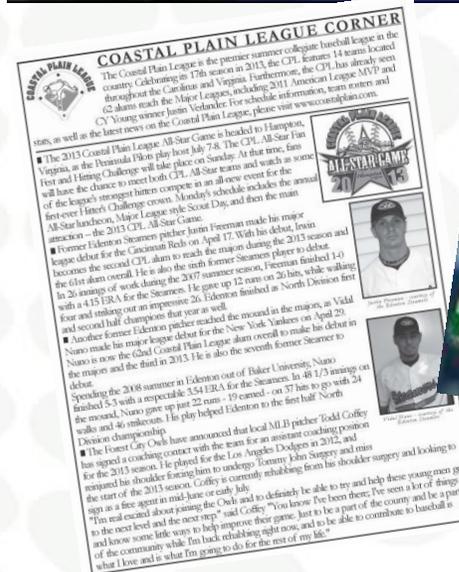


SPECIAL EVENTS FROM A-Z

- Antique Shows
- Art fairs
- **BBQ or Chili Cook-offs**
- **Baseball Camps**
- **Beer/Wine Fests**
- Blood Drive
- Bridal Shows
- Carnivals
- Charity Auctions
- **Charity Runs**
- **Christmas Toy Drive**
- **Church events**
- Class Reunions
- **College Baseball**
- Community Theatre
- **Company Picnics**
- **Concerts**
- **Corporate Field of Dreams**
- Craft Markets
- Daddy-Daughter Dance
- Easter Egg Hunts
- **Easter Sunrise Service**
- **Emergency Services**
- **Fan Fests**
- Job Fairs
- Jump Rope Competitions
- Kickball Tournaments
- Kids Fairs
- **Little League Opening Day**
- **Lacrosse Tournaments**
- **Little League Tournaments**
- **Movie Nights**
- Noche Latina
- Officer Training
- Prom under the stars
- Pumpkin Patch
- Quiz Bowl
- Rallies
- **Revivals**
- **Rugby**
- Scout Campouts
- **Softball Tournaments**
- Speaking Engagements
- **Soccer Tournaments**



ELEVATING THE GREENVILLE BRAND



COMMUNITY PROGRAMS



A GATHERING PLACE



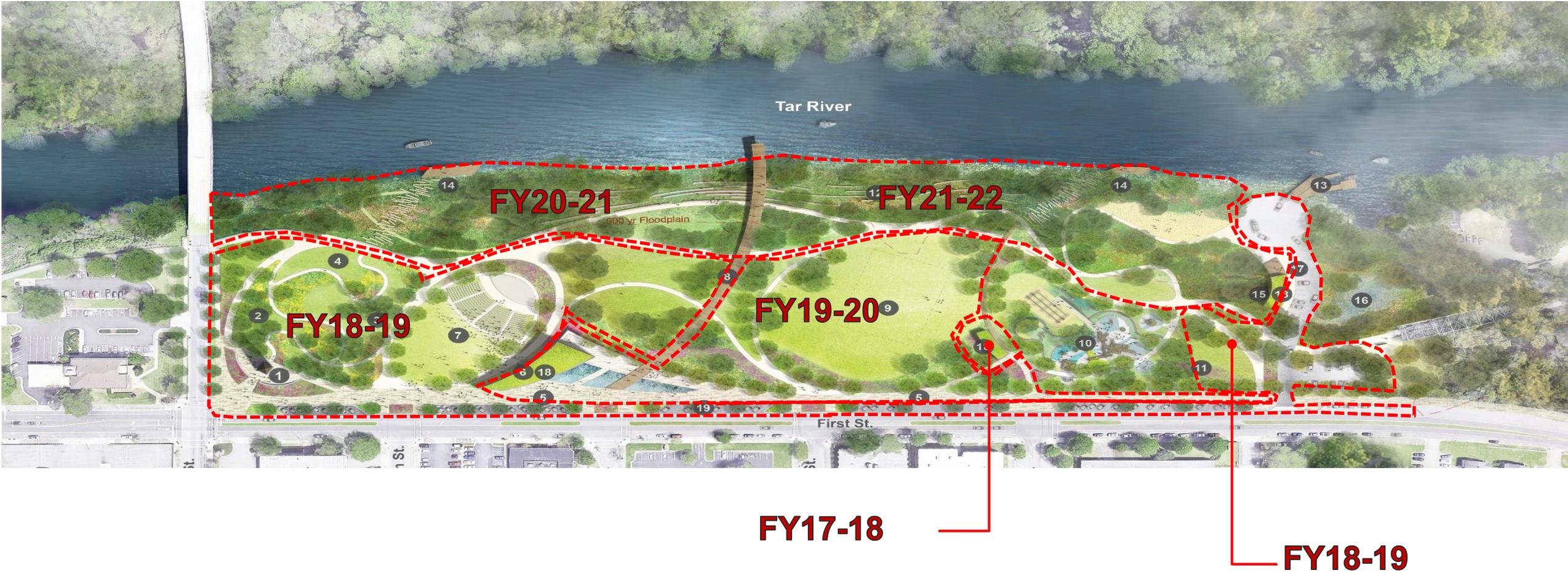
QUESTIONS?

1.28.17

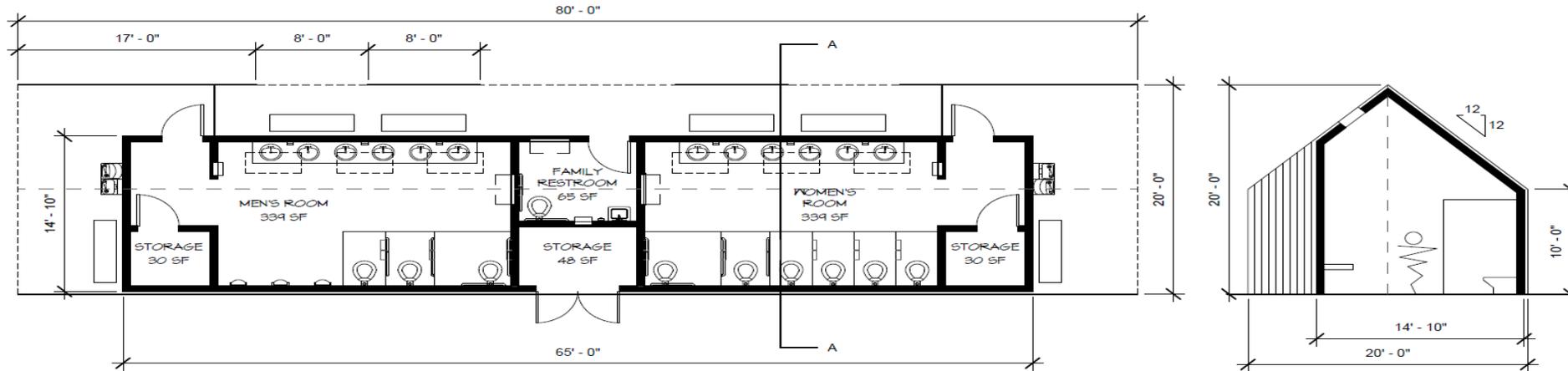
**Discussion and Direction on
Adopted Town Common Plan and
Projects (#1 Council Priority)**



Town Common Five Year CIP Plan



FY2017–18 Restroom Facility - \$500,000



Building – 15' x 65' = 900 sq. ft.

- Men Restroom – 3 urinals, 3 toilets (1ADA toilet) and storage closet
- Women Restroom – 6 toilets (1 ADA toilet) and storage closet
- Family Restroom
- Storage and Mechanical Room
- Concession Area Canopy = 400 sq. ft.
- Site furnishings (benches, picnic tables, 2 water fountains, trash/recycling receptacles)

TOTAL Area = 1,300 sq. ft.

FY2018–19 – Amphitheater & Memorial Plaza - \$1,212,245



1. Sycamore Hill Missionary Baptist Church Commemorative Tower
2. Memorial Plaza
3. Interpretive Signage Walls + Seating
4. Sycamore Tree Grove
5. Memorial Garden Walk
6. Relocated Veterans Memorial
7. Relocated Sundial
8. 1st Street Promenade
9. Civic Building + Restrooms
10. On-Street Parking (Including ADA Spaces)



Gardens + Seating + Shade



Interpretive Signage

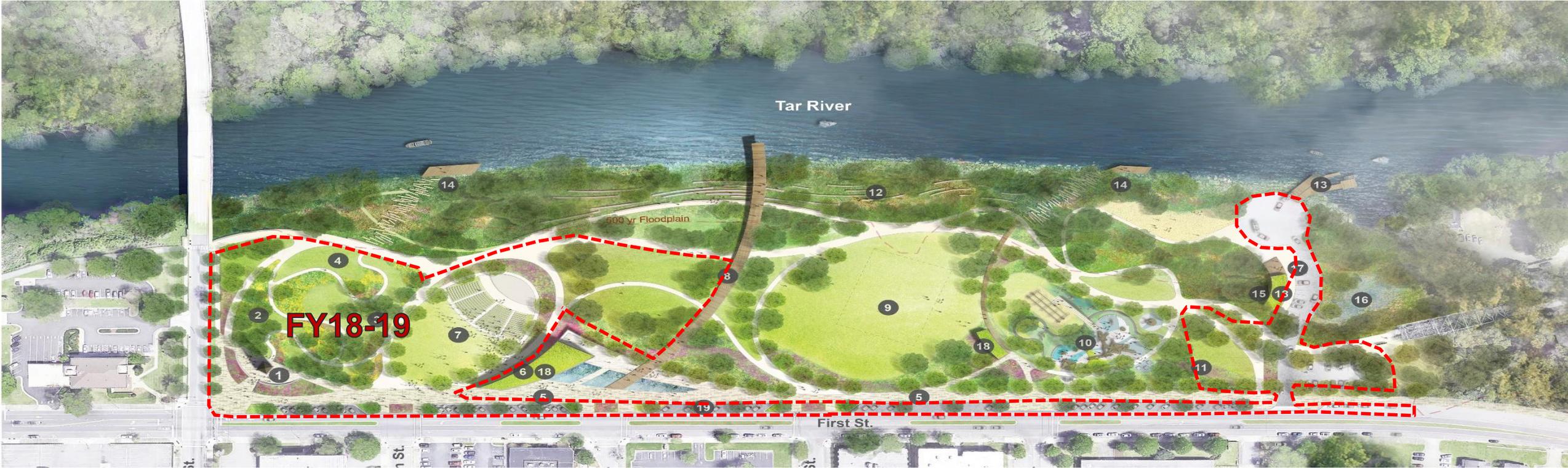


Sycamore Tree Grove

FY2018–19 – Interactive Fountain & Reflective Pool - \$943,404



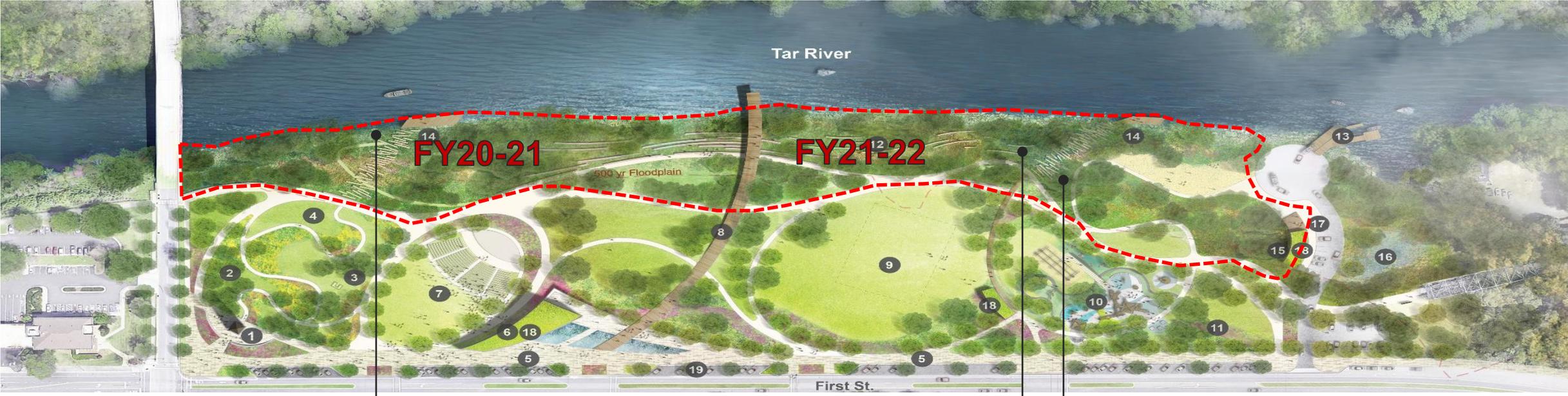
FY2018-19 – Parking Improvements - \$964,351



FY2019–20 – Civic Building & Multi-Purpose Field - \$5,611,725



FY2020-21 – Bulkhead Demo. & Living Shoreline - \$7,000,000



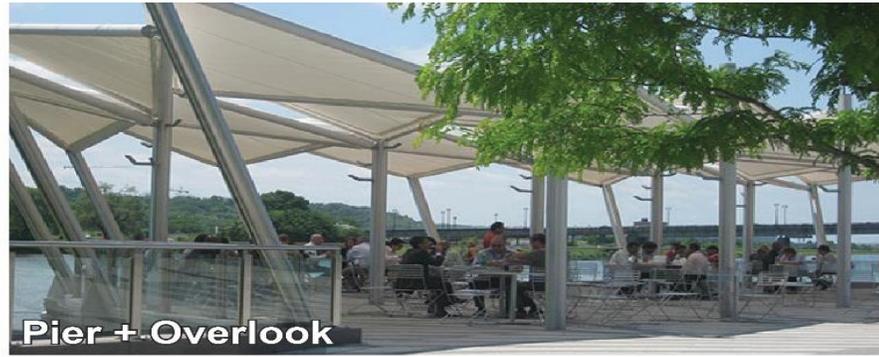
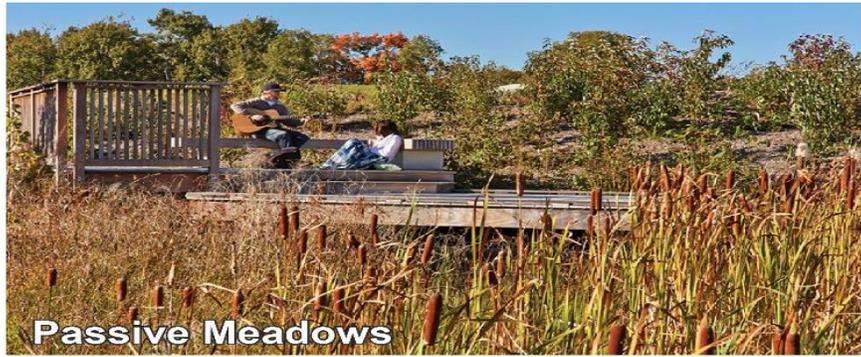
Rip-Rap Armor

Boulders + Steps + Terraces

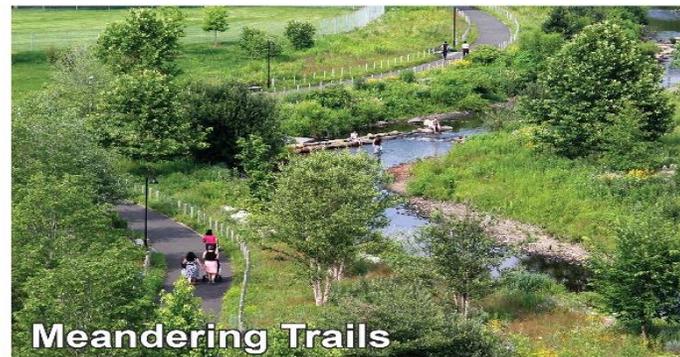
Dense Planting



FY2021-22 – Greenway Connection & River Access - \$2,379,820



1. Shoreline Armor
2. Riparian Planting Zone
3. Seat walls
4. Stone Steps
5. Boardwalk + Overlook
6. Boat Dock
7. Kayak + Canoe Launch
8. Fishing Pier + Boat Launch
9. Beach
10. Access Drive



Town Common Five Year CIP Project Budget

FY 2017 – 18 Restroom Facility_____	\$500,000
FY 2018 – 19 Amphitheater _____	\$3,120,000
Memorial Plaza, Interactive Fountain, Driveway Alignment & Parking	
FY 2019 – 20 Civic Building and Memorial Plaza_____	\$5,611,725
FY 2020 – 21 Living Shoreline (Federal Share)_____	\$4,550,000
(City of Greenville’s Share)_____	\$2,450,000
FY 2021 – 22 Greenway Connection, River Access,_____	\$2,379,820
Docks and platforms, seat walls, and overlooks	

Total Project Budget_____ \$18,611,545

***Note: SHBC Memorial Tower and Interpretive wall not part of project scope.

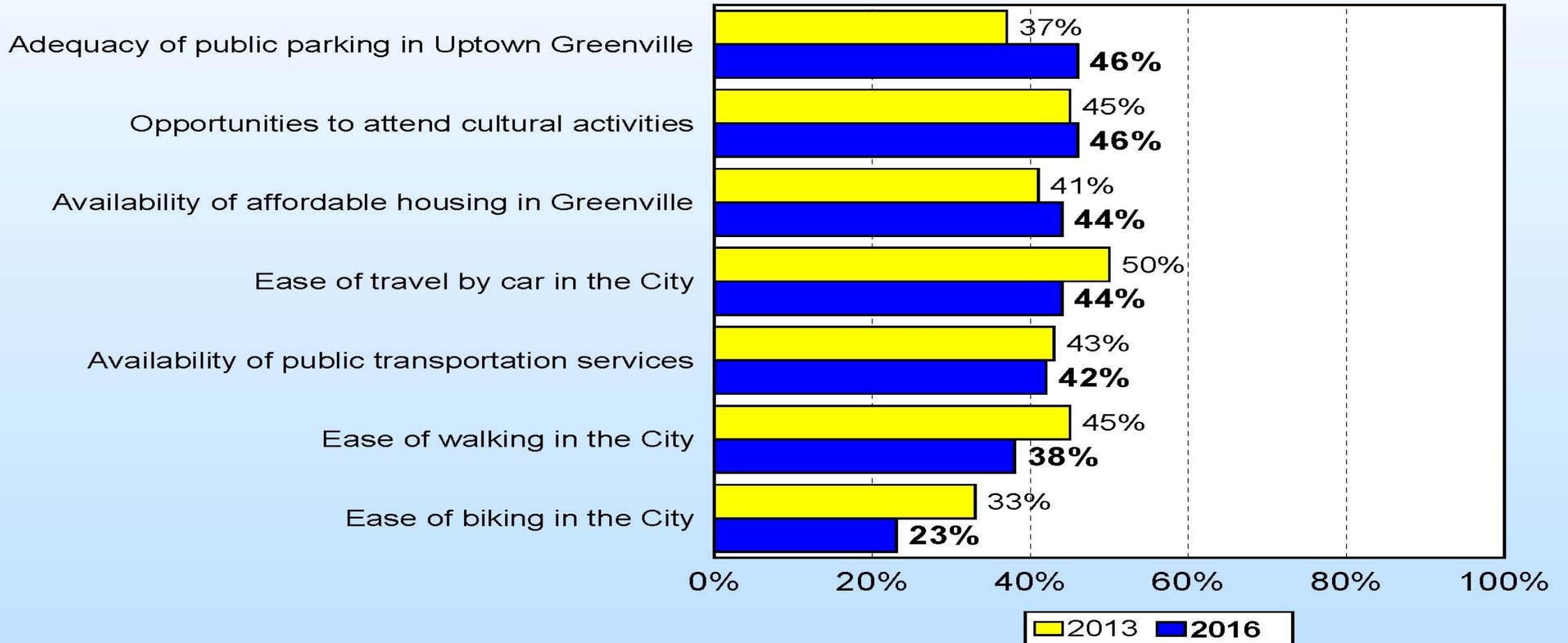
Questions and Comment

1.28.17

**Discussion and Direction on CIP
Projects and Bond Referendum**

TRENDS: Satisfaction with Various Aspects of Transportation and Other Issues - 2013 vs. 2016

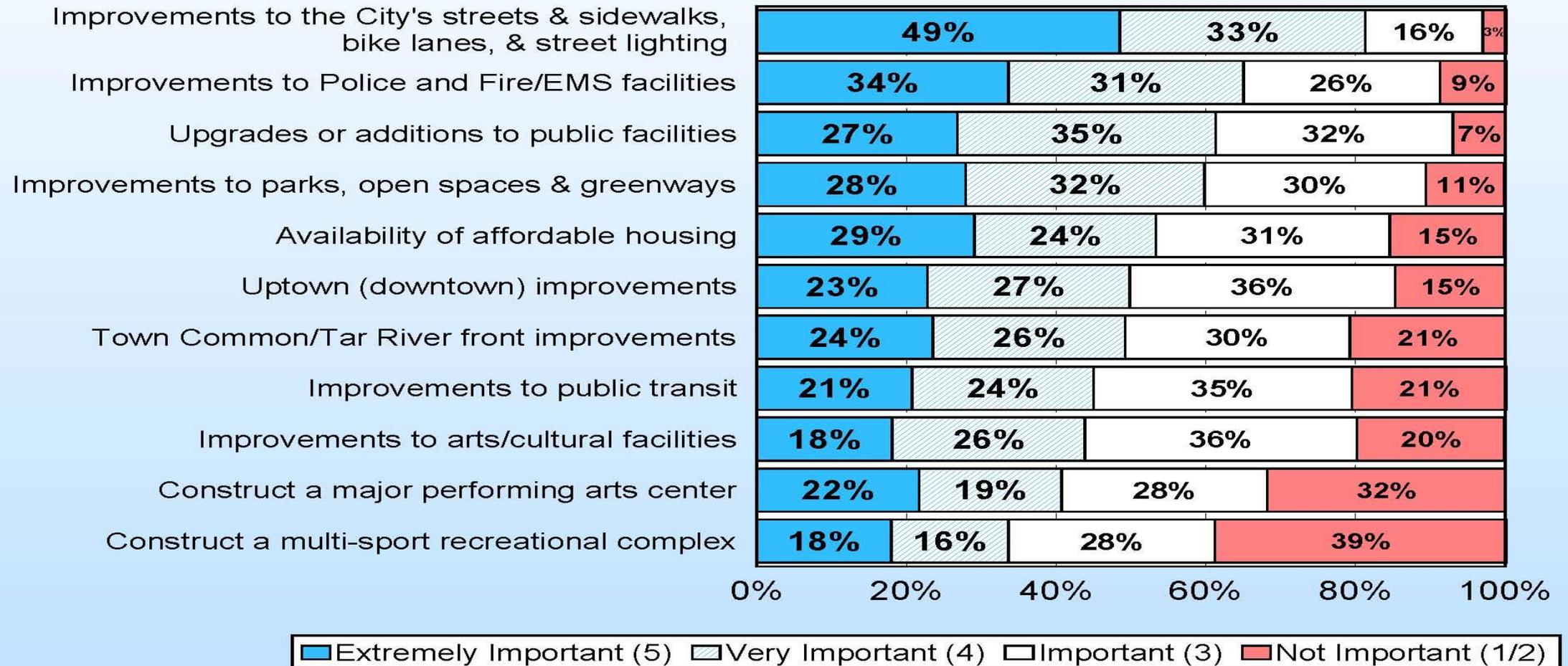
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

Q20. Importance of the City Continuing to Invest in Various Projects

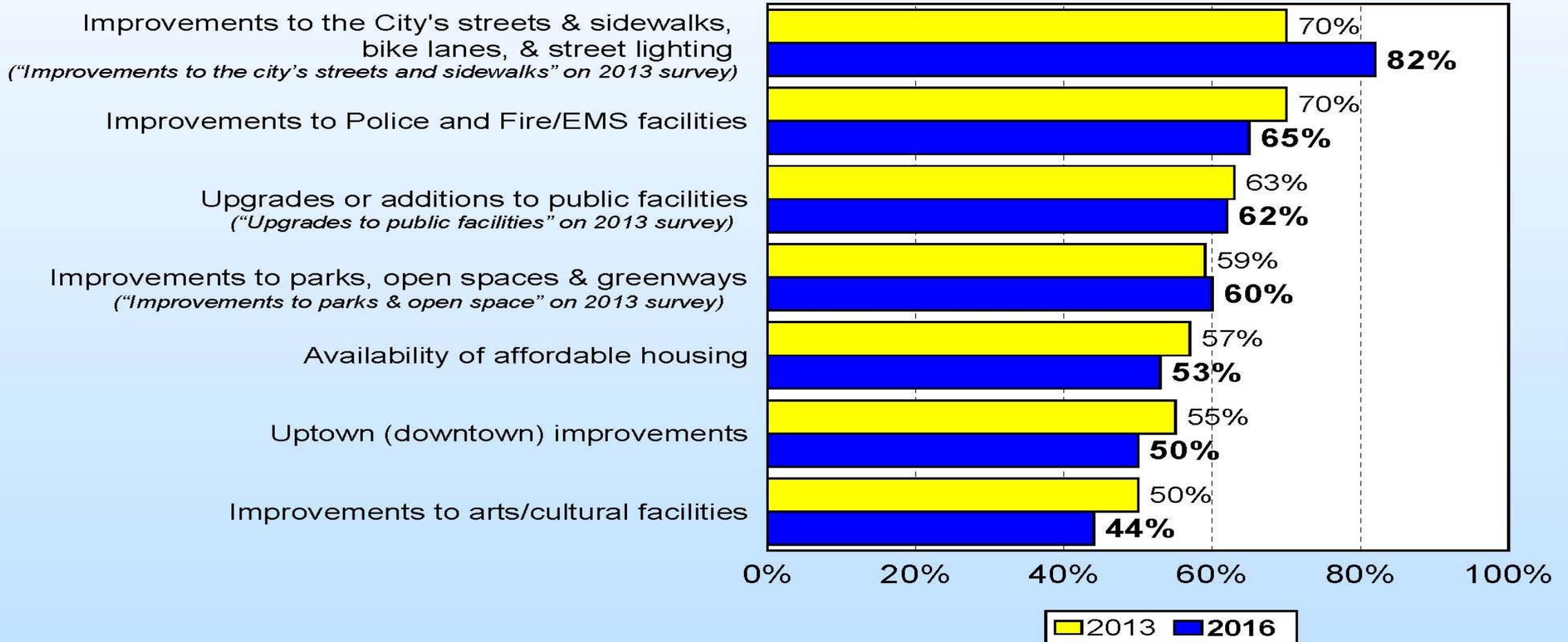
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

TRENDS: Importance of the City Continuing to Invest in Various Projects - 2013 vs. 2016

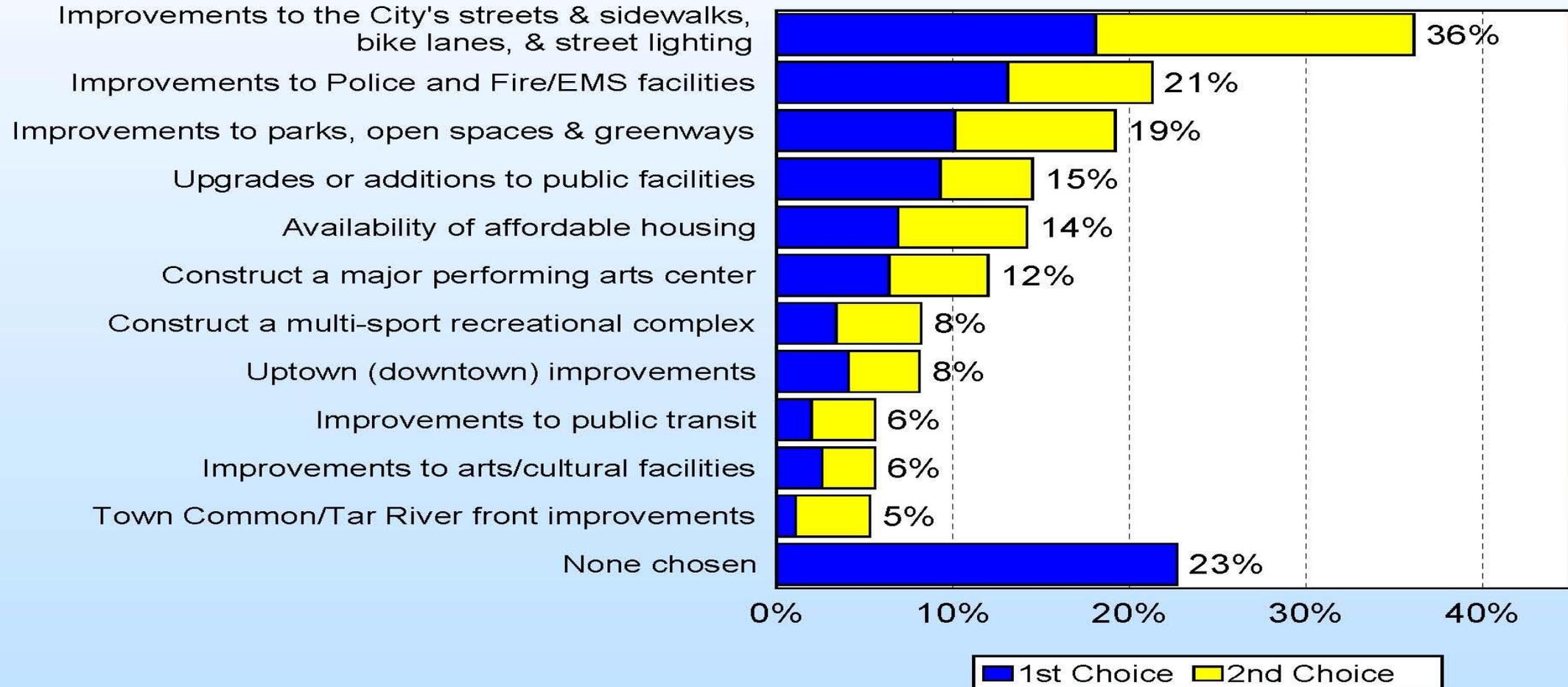
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

Q21. City Improvement Projects That Respondents Are Most Willing to Pay an Increase in Taxes to Support

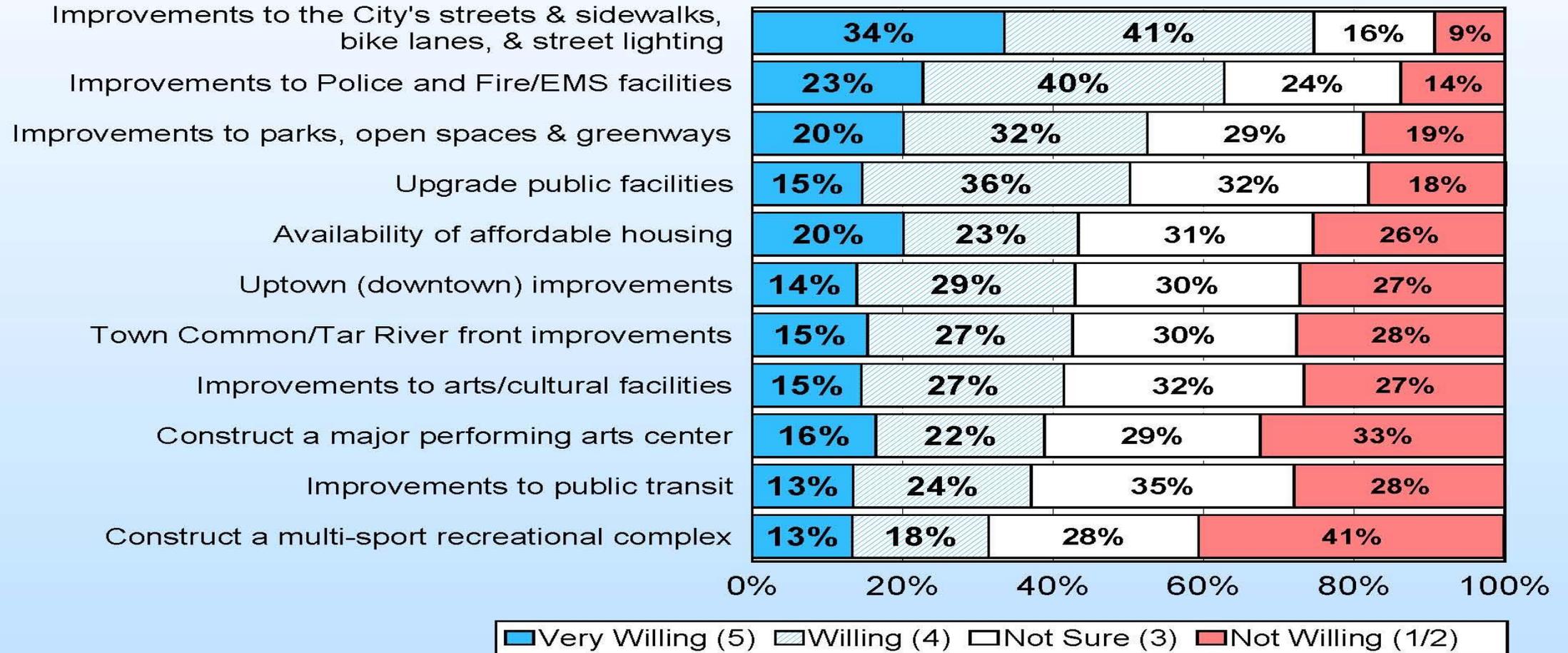
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute (City of Greenville - 2016)

Q22. Willingness to Support a Bond Referendum or Additional Funding for Various Reasons

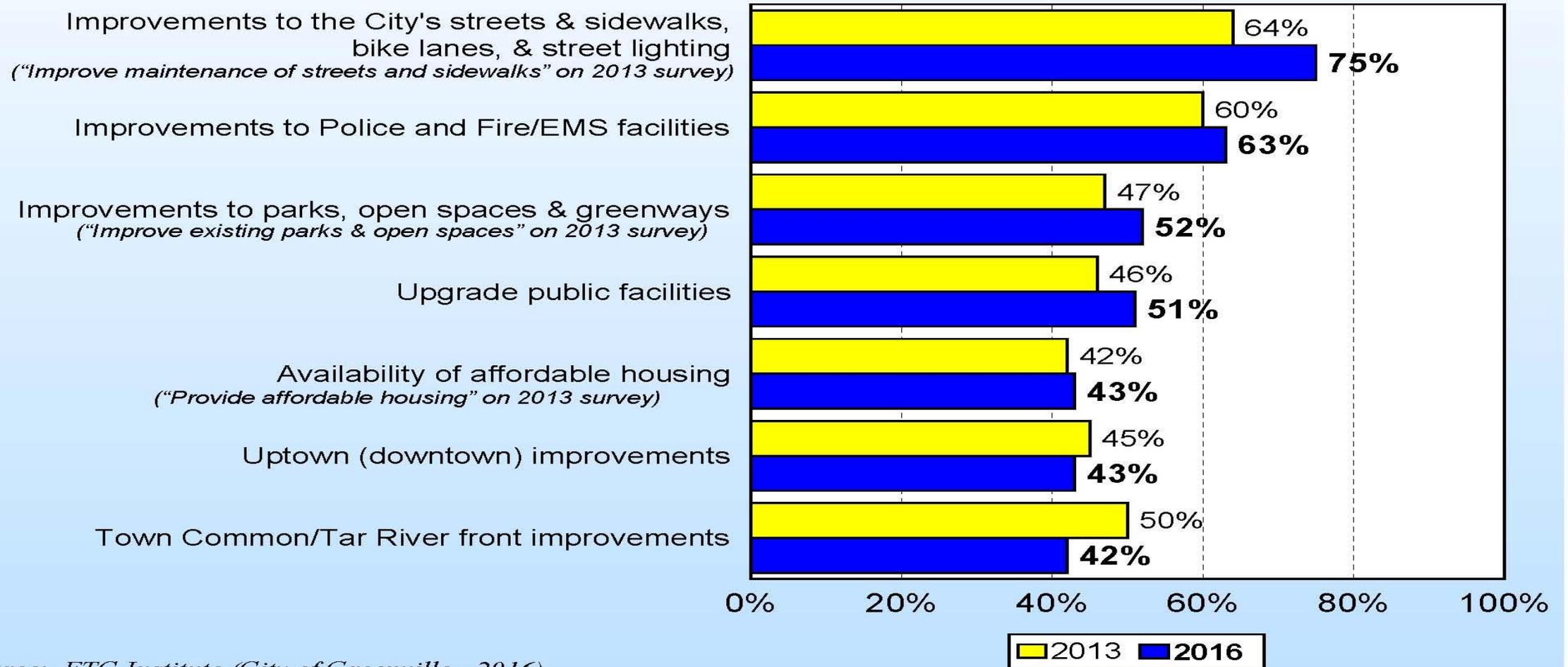
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

TRENDS: Willingness to Support a Bond Referendum or Additional Funding for Various Reasons 2013 vs. 2016

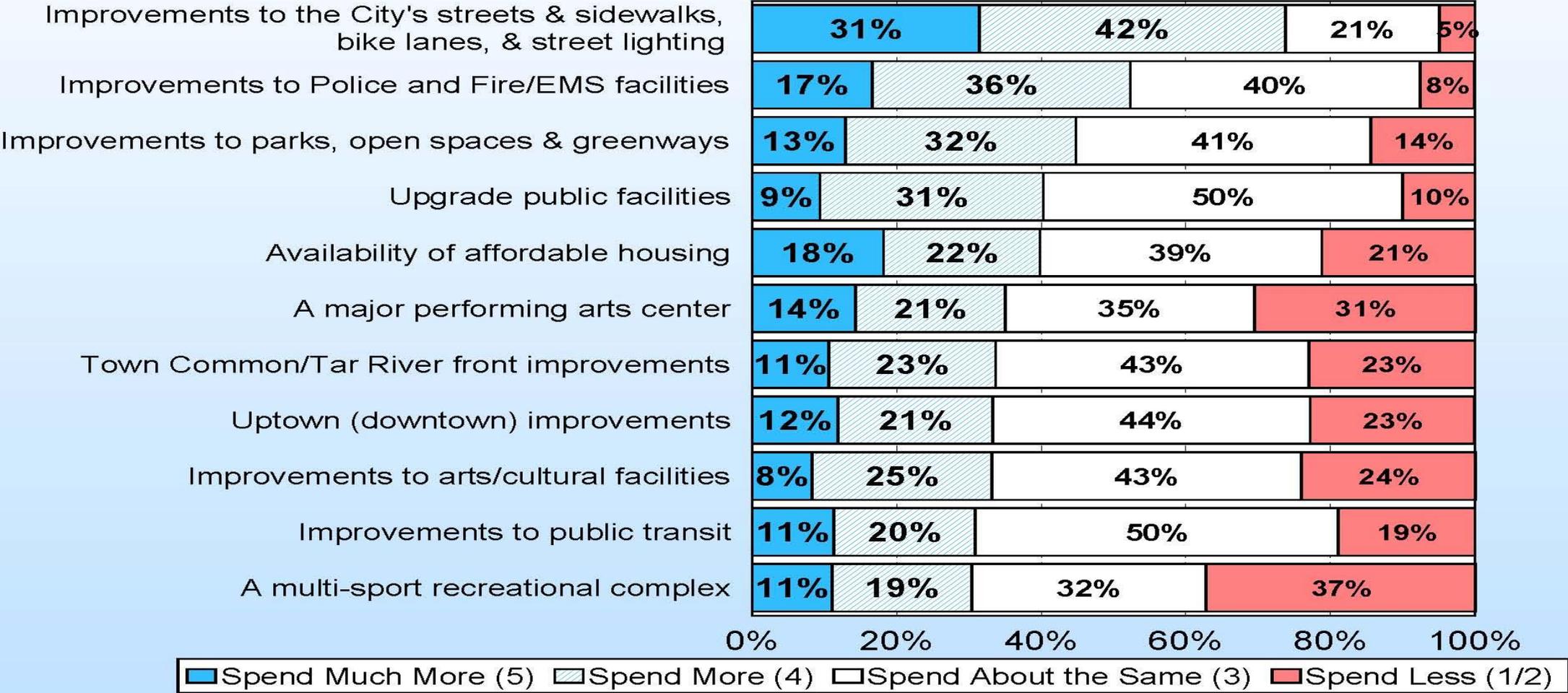
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

Q23. How the City's Current Level of Funding Should Change for Various Services

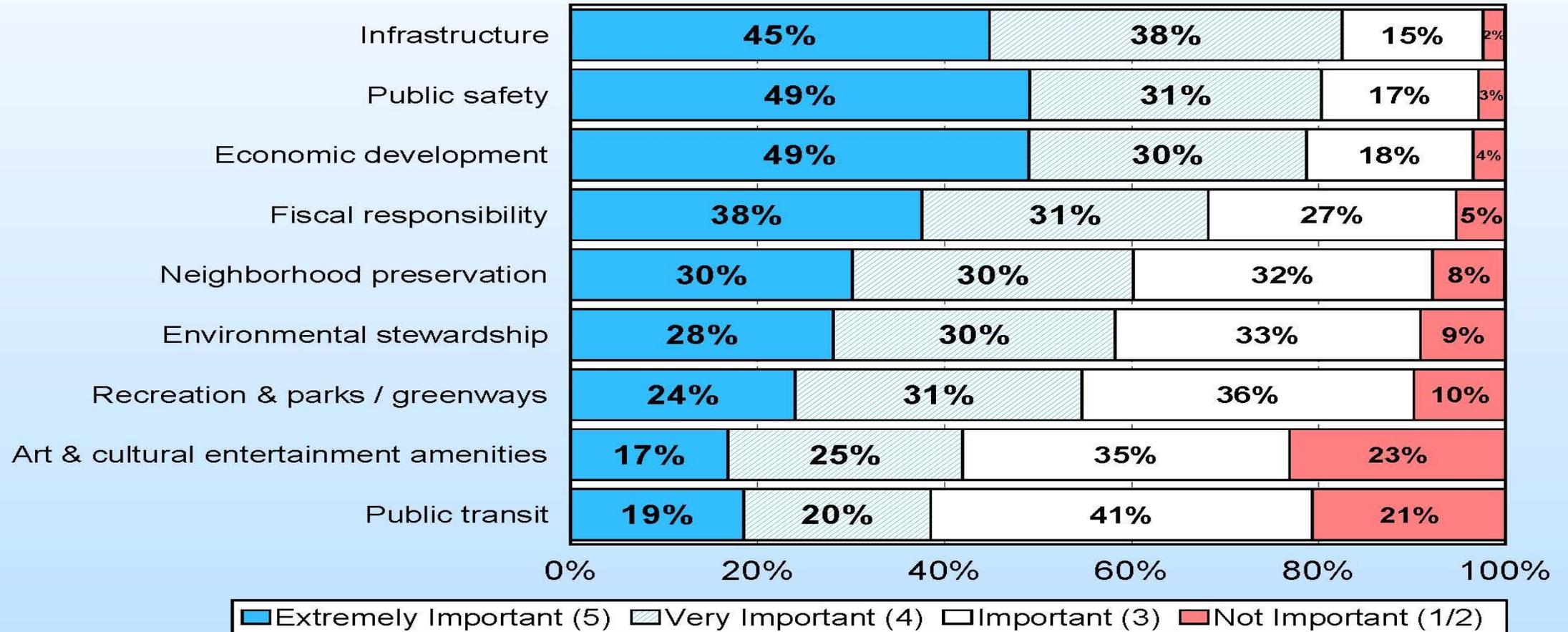
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

Q24. Importance of Various Focus Areas for the City of Greenville

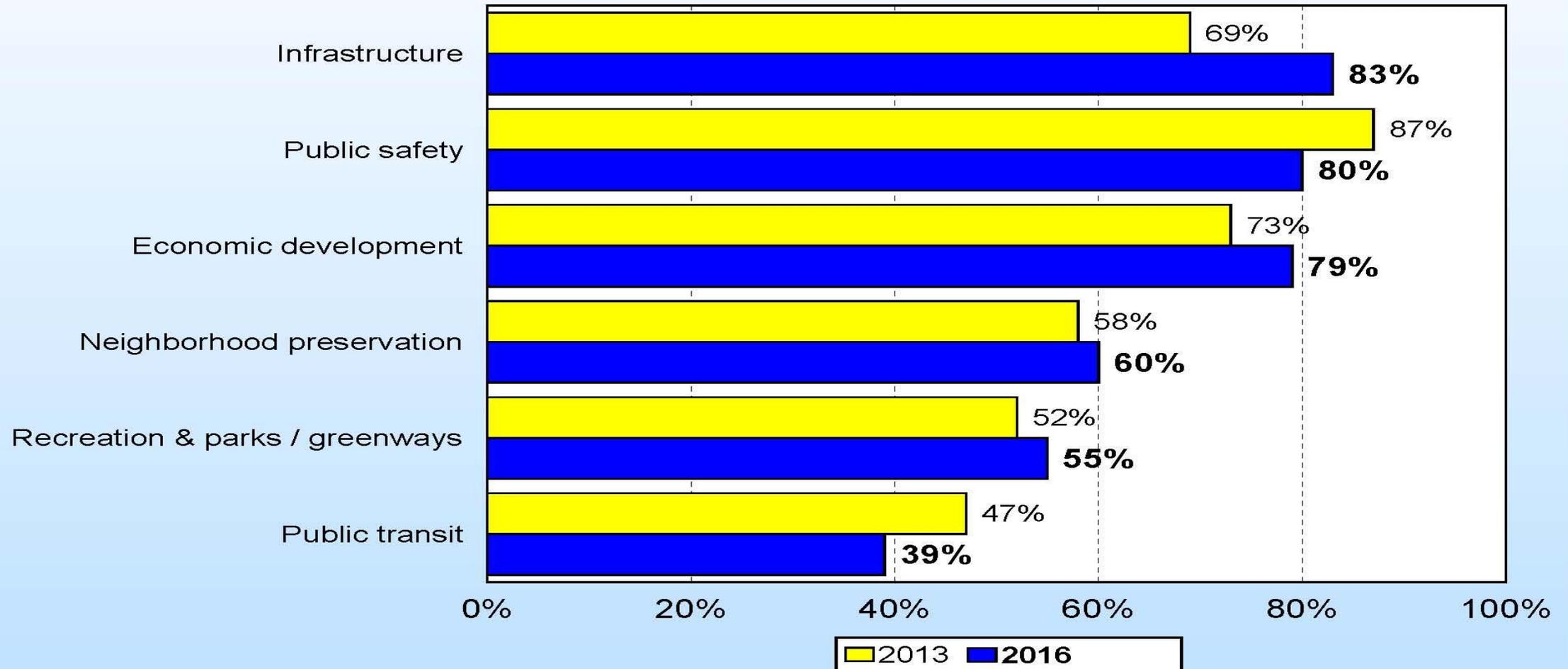
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

TRENDS: Importance of Various Focus Areas for the City of Greenville - 2013 vs. 2016

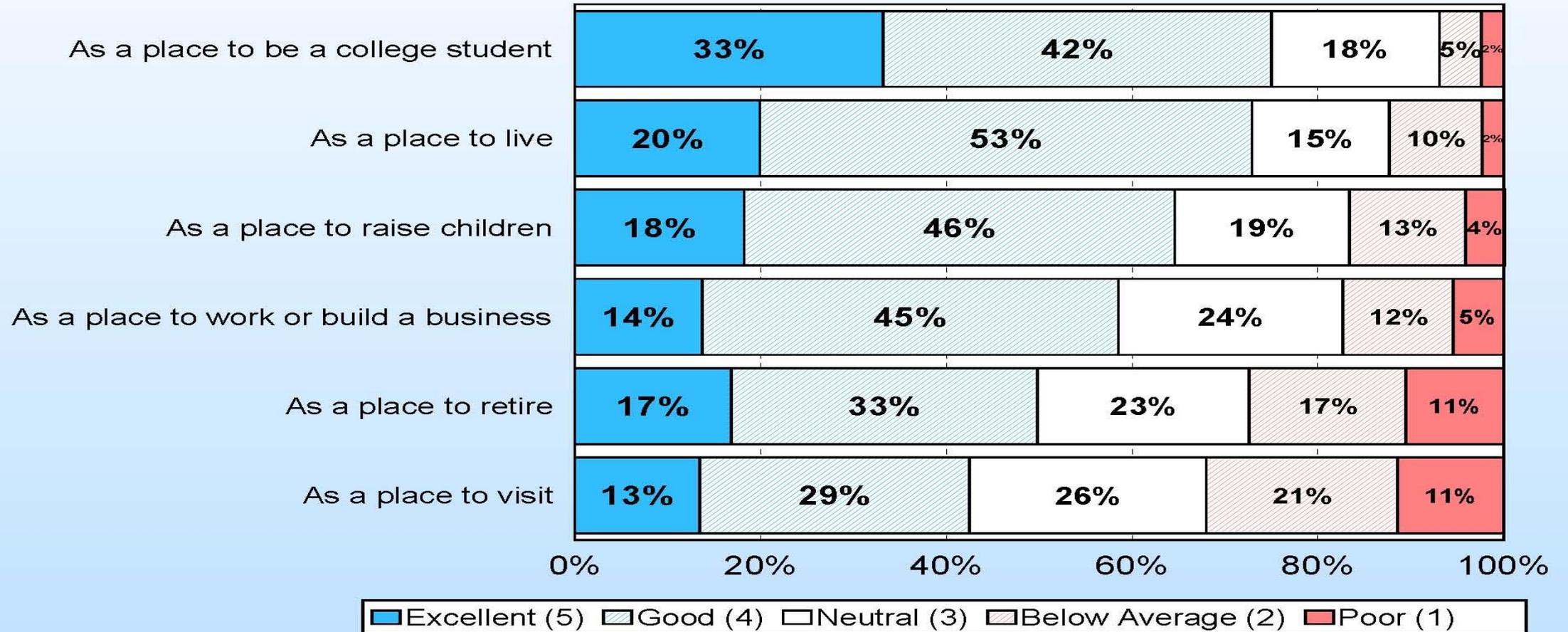
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)

Q25. How Respondents Rate the City of Greenville as a Place to Live, Work and Raise Children

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (City of Greenville - 2016)



1.28.17
**City Council
Planning Session**