

City Council Planning Session

January 26, 2018



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Vision Statement

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions

Mission Statement

The City of Greenville's mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.



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City Council Planning Session

- The Greenville City Council held its annual planning session on January 29-30, 2016, in City Hall.
- During the retreat, City Manager Barbara Lipscomb prepared a reorganization of the strategic plan into eight goals based on the input from citizens in the Horizons Comprehensive Plan Update.
- This presentation highlights the progress made toward achieving the Council's top 10 priorities established during the 2016 planning session and additional capital priorities established during the 2017 planning session.



2016-18 City Council

Goals

Goal 1: Building great places that thrive

Goal 2: Enhancing accessible transportation networks and public building, public infrastructure development

Goal 3: Governing with transparency

Goal 4: Growing the economic hub of Eastern North Carolina

Goal 5: Creating complete neighborhoods

Goal 6: Growing a green and resilient city

Goal 7: Making a healthy and vibrant city

Goal 8: Safe community: public safety services



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2016-18 City Council Goals

Top 10 Priorities

Priority 1: Town Common – Do the Whole Thing

Priority 2: Farmer's/Organic Market

Priority 3: Long-term Debt Strategy

Priority 4: River Access/Tar River Vantage Points

Priority 5: Tar River Legacy Plan Additions

Priority 6: Virtual Building

Priority 7: Red Light Cameras

Priority 8: Lighting – LED

Priority 9: Arts Coalition

Priority 10: Southside Police Precinct



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Priority 1

Town Common – Do the Whole Thing



1. Sycamore Hill Missionary Baptist Church Commemorative Tower
2. Sycamore Tree Grove
3. Relocated Veterans Memorial
4. Relocated Sundial
5. 1st Street Promenade

6. Civic Building
7. Amphitheater + Event Lawn
8. Boardwalk + Promenade
9. Multi-Purpose Field
10. Playground
11. Future Playground Expansion

12. Active Living Shoreline
13. Kayak Launch + Fishing Pier
14. Dock + Viewing Platform
15. Kayak + Canoe Rental
16. Town Creek Wetland Restoration Area
17. Parking + Access Drive

18. Restrooms
19. On-Street Parking



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Priority 1

Town Common – Do the Whole Thing

Action Step 1: Add high quality benches, picnic tables, trash/recycling containers and a water fountain to the park. Two additional water fountains to be installed in spring 2016.

- Benches, picnic tables, and trash/recycling containers have been installed. A restroom facility will be completed in spring/summer 2018.



Priority 1

Town Common – Do the Whole Thing

Action Step 2: Installation of kayak launch and fishing pier.

- Robert Lee Cherry Fishing Pier was dedicated and opened in April 2017.
- City obtained no-rise certification and state approvals for kayak launch in fall 2017. Completion expected in spring 2018.



Priority 1

Town Common – Do the Whole Thing

Action Step 3: Construction of Trillium Accessible Playground

- Construction was completed and playground opened in November of 2016. Trillium donated \$750,000, while the City also received \$68,000 from GUC and Vidant and approximately \$7,500 from businesses and individual donors.



Priority 1

Town Common – Do the Whole Thing

Action Step 4: Establish schematic design and cost estimates for Phase 1 development.

Action Step 5: Update Town Common Master Plan to incorporate Phase 1 schematics.

- Rhodeside and Harwell completed the schematic design and cost estimates for the entire Town Common and updated the Town Common Master Plan accordingly. The full plan was approved by the City Council in November 2016.



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Priority 1

Town Common – Do the Whole Thing

Action Step 6: Work with Economic Development and Uptown Greenville to develop a program to establish partnerships, sponsorships.

- Recreation and Parks recently hired a Marketing and Events Coordinator. Establishing partnerships to help with sponsorships and other initiatives is among this person's responsibilities.

Action Step 7: Explore possibility of funding alternatives for Town Common improvements identified in the Master Plan.

- Ongoing. This is one of the responsibilities of the Recreation and Parks Marketing and Events Coordinator.



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Priority 1

Town Common – Do the Whole Thing

Action Step 8: Greenway/Bridge from Town Common to River Park North

- Several versions of a pedestrian bridge from Town Common to River Park North have been discussed by staff and an interested citizens' group. The most costly was a stand-alone, "signature" bridge. Other possibilities involve the addition of a "bike and ped" structure to the existing Greene Street bridge or the dedication of a single lane of the bridge to two-way pedestrian and bicycle use. Staff continues to explore alternatives for funding, including the possibility of STIP support.



Priority 2

Farmer's/Organic Market



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Priority 2

Farmer's/Organic Market

Action Step 1: Form task force.

- The task force was formed in March 2016.

Action Step 2: Staff evaluates the current landscape.

- Staff met with key stakeholders in March 2016. This included Pitt County Farmer's Market representatives, Uptown Greenville, and the Coalition for Healthier Eating.

Action Step 3: Report to City Council on findings and staff recommendations.

- First recommendation was to pilot the farmer's market concept during the Sunday in the Park concert series.

Action Step 4: Consideration by City Council

- Staff reviewed and evaluated pilot program and reported to City Council in the fall of 2016.



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Priority 2

Farmer's/Organic Market

Action Step 5: Implementation of approved recommendations.

- Pilot program at Sunday in the Park did not successfully attract enough vendors to be sustainable.
- The City Manager's Office attempted a second pilot on Saturday mornings at Five Points Plaza. The Down East Farmer's Market, a collaboration with the Coalition for Healthier Eating, started in September 2016.
- The Down East Farmer's Market remained open until November 2016. Vendors did not express interest in continuing the market due to low attendance.



Priority 3

Long-Term Debt Strategy



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Priority 3

Long-Term Debt Strategy

Action Step 1: Model capital projects funded every three, four, and five years under the Long-term bond strategy and determine the General Fund resources required to fund projects under each scenario.

- Debt strategy was presented to City Council and approved in October of 2016.

Action Step 2: Develop budget based on strategy of reinvesting annual reductions in debt service expense into the financing of future capital projects.

- FY17 Budget and FY 18 Financial Plan was adopted in June of 2016.

Action Step 3: Look for ways to fund the “Big Idea” related to tourism and economic development through public and private partnerships.

- Ongoing. The Tar River bridge, Coastal Plain Baseball League and other Town Common improvements were discussed at the Council’s planning session in January of 2017.



Priority 4

River Access/Tar River Vantage Points



Priority 4

River Access/Tar River Vantage Points

Action Step 1: Develop river overlook project along greenway near Off-Leash Dog Area.

- Overlook structure was completed in late December 2016; located off of the South Tar Greenway along the river near the FROGG's garden and Off-Leash Dog Area. Benches were installed in February of 2017.



Priority 4

River Access/Tar River Vantage Points

Action Step 2: Identify two additional locations for river overlook structures and an observation tower. Complete procurement engineering and design for these projects.

- Additional locations have not yet been identified.
- Three camping platforms have been built along the Tar River; located at River Park North, the GUC site, and the Phil Carroll Nature Preserve. Open to the public by reservation.



Priority 4

River Access/Tar River Vantage Points

Action Step 3: Town Common fishing pier/kayak launch project.

- The Robert Lee Cherry Fishing Pier was dedicated and opened to the public in April of 2017.
- The City obtained no-rise certification and state approvals for kayak launch in fall 2017. Completion is expected in spring 2018.



Priority 5 Tar River Legacy Plan Additions



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Priority 5

Tar River Legacy Plan Additions

Action Step 1: Investigate possibility of public/private partnership for the development and operation of an “adventure park” on City-owned riverside lands, as recommended by the Tar River Legacy Plan.

- A feasibility assessment completed in 2016 by Strategic Adventures indicated little chance for a privately developed and operated adventure park on City land as revenue potential is limited.
- A focus for this proposed project remains a BMX/skatepark. Local BMX and skateboarding enthusiasts continue to investigate funding possibilities from within the extreme sports industry.



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Priority 5

Tar River Legacy Plan Additions

Action Step 2: Develop visible, economical, river-related projects to generate excitement and support for additional and bigger initiatives.

- An overlook shelter along the river was completed at River's Edge Park near the Off-Leash Dog Area, and three riverside camping platforms were completed at various sites along the Tar River.
- The development of a kayak/canoe launch at Town Common is underway with an anticipated completion of spring of 2018.

Action Step 3: Issue a request for proposals for private outfitters to operate river-related rental facilities and programs at the Town Common and other public sites along the Tar River.

- This is on hold pending the Town Creek Culvert construction.



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Priority 5

Tar River Legacy Plan Additions

Action Step 4: Complete a Phase I Environmental Assessment of the old landfill site to determine suitability for various outdoor activities, such as a motocross facility or mountain bike track.

- Terracon, Inc., completed a Phase I and Phase II environmental assessment of the City's closed landfill on Second Street. The assessment affirmed that the site could be reclaimed for certain recreational purposes, such as a BMX/skate park, dirt bike trails, and primitive walking trails.

Action Step 5: Investigate possibilities for a Parks and Recreation Trust Fund (PARTF) grant for various river-related projects associated with the Tar River Legacy Plan.

- Staff remains interested in acquiring property in response to the Tar River Legacy Plan recommendation regarding acquiring "lake properties to expand recreational opportunities." Purchase would qualify for PARTF funding, but would require an in-kind or financial match. Staff has met with PARTF representatives regarding this issue. Deadline for applications is May 1, 2018.



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Priority 6 Virtual Building



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Priority 6

Virtual Building

Action Step 1: Budget estimate.

- Completed in March 2016. Estimated cost was \$47,000.

Action Step 2: Contract scope services

- Contract was executed with the East Group following June 2016 budget approval by City Council.

Action Step 3: Seek partners.

- The City collaborated with the Pitt County Development Commission, which had a team member serving on the taskforce that created the virtual building. The City has also worked with the NCEast Alliance on marketing.

Action Step 4: Site compatibility (Imperial Site)/Site preparedness

- The City contracted with Cardno to manage the clean up of environmental contamination at the Imperial site through a Brownfields Grant. The City has a contract with DFI for development that includes Class A office space.



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Priority 6

Virtual Building

Action Step 5: Consideration of two additional sites.

- Ongoing. The East Group evaluated two sites (South Greenville and north of the Tar River) as a practical location for building a 30,000 square feet (or larger) building and required parking. The southern site is being developed and is no longer a practical site.
- Staff has used the virtual building in response to 5 RFI's. Without having this building in place, the City would not have been able to credibly respond at all.
- Also used as a demo tool for 2 foreign companies, 3 mixed-use/retail developers, and 6 site selectors.
- The virtual building has also been shown at conferences, trade shows; and in doing so allowed staff to boast to companies and investors about Greenville.
- The City has yet to land direct investment or jobs producing projects with the virtual building.



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Priority 7

Red Light Cameras



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Priority 7

Red Light Cameras

Action Step 1: Presentation to City Council for legislative approval of program.

- Completed in March 2016.

Action Step 2: Presentation of program to Parking and Transportation Commission

- Completed in March 2016.

Action Step 3: Presentation of program to Pitt County Board of Education.

- Completed in March 2016.

Action Step 4: Presentation of program to the Pitt County Board of Commissioners.

- Completed in April 2016.



Priority 7

Red Light Cameras

Action Step 5: Pursue legislation action to grant the City of Greenville authority during the 2016 legislative session of the North Carolina General Assembly.

- The State approved the program on June 29, 2016. The City entered into an agreement with American Traffic Solutions to operate the cameras.
- The cameras were activated in October of 2017. The first month was a warning period, and ticketing began in mid-November of 2017.
- As of January 18, 2018, 3,582 tickets had been issued.
 - Arlington and Greenville Boulevard had the most violations (1,697)
- Each citation is \$100 with \$31.85 going to American Traffic Solutions, and the remaining \$68.15 going to Pitt County Schools.
- There is ongoing litigation regarding the red light cameras.



Priority 8 Lighting - LED



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Priority 8 Lighting - LED

Action Step 1: Upgrade LED street lighting on West Fifth area and Vance Street, total of 82 lights.

- Completed in March of 2016.

Action Step 2: Upgrade decorative sidewalk lights on East Fifth Street from downtown to East Carolina University.

- Completed in March of 2016.

Action Step 3: Public Works to upgrade street lights to LED on 10th Street in the area of Greenville Boulevard and Copper Beach.

- Completed in March of 2016.

Action Step 4: Address lighting in Crime Reduction Initiative Areas (CRIA) in West Zone.

- 850 LED lights in West Greenville were installed. Additional lighting has been installed in some outlying neighborhoods such as WestPointe, Kristin Drive, and Riverbluff Road. Statistics show a 19 percent drop in violent crimes and property crimes in West Greenville since the installation.



Priority 8

Lighting - LED

Action Step 5: Provide residential lighting upgrades through donations in West Zone.

- Approximately 850 LED lights have been installed in West Greenville and some outlying areas.

Action Step 6: Explore LED lighting in other CRIs throughout the city.

- Ongoing. The City's Capital Improvement Plan includes \$750,000 for street light and camera improvements. Public Works works with Greenville Police to determine the needs in the remaining CRIs throughout the city.

Action Step 7: New street light installation (LED) on major thoroughfares in the city based on pedestrian/traffic data (10th St., Stantonsburg Rd., Memorial Dr., etc.)

- LED lighting on Stantonsburg Road between Memorial Drive and Arlington Boulevard has been installed. The next phase of Stantonsburg Road between Arlington Boulevard and Allen Road and Arlington Boulevard between Memorial Drive and Fire Tower Road is scheduled to be completed this fiscal year.



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Priority 8

Lighting - LED

Action Step 8: Continue with LED conversion of street lights.

- Street lights in the uptown urban core between Pitt Street and Reade Street and First Street are expected to be completed by February 2018.



Priority 9 Arts Coalition



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Priority 9 Arts Coalition

Action Step 1: Budget request for a Visual and Performance Master Plan identification or arts in the Central Business District along with a short-term focused plan for arts within a defined area of uptown.

- Benchmark cities were identified and visits were held to help with a short-term focused plan for arts within a defined area of uptown.

Action Step 2: Expand scope of Pitt County Arts Council (PCAC) in contract.

- City entered into a two-year contract with the Pitt County Arts Council to put together a strategy, plan, and cost estimate for creating a community-supported Uptown Arts District Plan. The Arts Council visited three cities and benchmarked other successful cities. City Council was updated on the program, and the plan is currently being created. The plan will include public input, a task force, and budget considerations. The plan will be presented to the City Council by the end of the fiscal year.



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Priority 9 Arts Coalition

Action Step 3: Seek City Council concurrence with plan.

- Discussions continue. Arts Council will share plan with the City Council when completed.



Priority 10

Southside Police Precinct



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Priority 10

Southside Police Precinct

Action Step 1: Site Selection for Southside Station

- Completed in March of 2016.

Action Step 2: Presentation to City Council for lease approval.

- Completed in March of 2016.

Action Step 3: Construction of interior space using current FY16 funds (estimate under \$80,000)

- Completed in July of 2016.

Action Step 4: Open substation

- Grand opening for the station was held in October of 2016.
- Substation has increased accessibility, providing easier access and parking for the public
- Substations also provide convenience for officers with regards to response times due to the proximity of the substation to some calls for service.



Priority Capital Projects

- During the January 27-28, 2017 planning session, the Council identified its priority capital projects.

Council Primary Focus Capital Projects

Priority 1: Southside Fire Station

- Funded through long-range capital plan. Engineering and design is scheduled for early 2018 with construction currently projected to begin during FY 2018-2019.

Priority 2: Sycamore Hill Memorial

- Funded through capital reserve. Design team moving forward with 60% construction documents to include more detail/cost estimates.

Priority 3: Street Light Installations

- More than 1,500 LED lights have been converted or installed in West Greenville, Stantonsburg Road, Kristin Drive, Riverbluff Road, and Westpointe areas. \$1 million set aside in current year budget.

Priority 4: Town Common to River Park North

- Funded as STIP project utilizing Greene Street Bridge. \$750K in bond funding used to fund the local portion of the STIP project.

Priority 5: Eastside Park

- \$180K included in current year budget.

Additional Priorities

Priority 6: Dickinson Avenue Improvement

Priority 7: Other Town Common Development

Priority 8: Tar River Legacy Plan

Priority 9: Skate Park/BMX

Priority 10: River's Edge Park

Priority 11: 14th Street Widening

Priority 12: Traffic Signal System Upgrade (Citywide)

Priority 13: Nash Street to VA Hospital

Priority 14: Greenfield Terrace Park Expansion

Priority 15: Evans Street Widening

Priority 16: Green Mill Run to Eastside Park



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"Big Idea" Focus Areas

- During the 2017 planning session, the City Council also identified five "Big Idea" focus areas.

Priority 1: Sidewalk Imagineering/STEAM Project

Priority 2: Commercial/Industrial Site (property acquisition and park development)

Priority 3: Town Common Pedestrian Bridge

Priority 4: Sports Destination Projects

Priority 5: Coastal Plain Baseball League



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City Council Planning Session

January 26, 2018



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ECONOMIC DEVELOPMENT PRESENTATION

CITY OF GREENVILLE,
NORTH CAROLINA

2018 CITY COUNCIL
PLANNING RETREAT

JANUARY 26, 2018



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WHERE ARE WE NOW AND WHERE DO WE WANT TO GO?





Greenville
NORTH CAROLINA

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DEMOGRAPHIC HIGHLIGHTS

BENCHMARK CITIES

Name	2016 Population (MSA)	% Change in Population, 2000-2016 (City)	2016 Median HH Income (MSA)	% Change in Median HH Income, 2000-2016 (City)	Unemployment Rate (Nov 2017)	% of Bachelor Degree or Higher (MSA)
Asheville	452,319	22.7%	\$44,704	27.1%	3.6%	32.5%
Concord	2,474,314	37.7%	\$53,076	18.4%	4.2%	32.9%
Gastonia	2,474,314	12.3%	\$53,076	14.1%	4.2%	32.9%
Greenville	177,220	33.9%	\$41,119	18.3%	4.9%	29.5%
High Point	756,139	22.8%	\$43,836	7.4%	4.7%	28.0%
Jacksonville	187,136	1.6%	\$46,335	20.8%	5.2%	19.6%
Wilmington	282,573	35.5%	\$49,065	29.1%	4.3%	34.8%
NC	10,273,419	21.6%	\$48,256	18.8%	4.1%	29.0%
USA	325,719,178	13.6%	\$55,322	24.1%	4.1%	30.3%

MAJOR AREA EMPLOYERS

Top 10 Major Manufacturing Companies

Company Name	Employment
Hyster-Yale	1,173
Patheon, Inc.	1,040
Alliance One International	850
ASMO Greenville of North Carolina	624
Mayne Pharma, Inc	513
TRC, Inc. (The Roberts Company)	485
DSM Dyneema, LLC	330
Attends Healthcare Products	300
Grady-White Boats	200
Eastern Carolina Vocational Center	193

Top 10 Major Non-Manufacturing Companies

Company Name	Employment
Vidant Medical Center	6,560
East Carolina University	5,750
Pitt County Public Schools	3,650
Pitt Community College	1,100
Pitt County	901
City of Greenville	763
Physicians East	615
Convergys	530
Wal-Mart	470
Greenville Utilities Commission	456



LOCAL AND STATE ECONOMIC DEVELOPMENT ORGANIZATIONS

- City of Greenville Office of Economic Development
- Pitt County Development Commission
- Committee of 100
- East Carolina University Office of Innovation and Economic Development
- Greenville-Pitt Chamber of Commerce
- Greenville-Pitt County Convention & Visitors Bureau
- Town of Winterville
- Uptown Greenville
- Greenville Utilities
- Electricities of North Carolina
- NC Department of Commerce
- Economic Development Partnership of N.C.
- Greenville-Pitt County Convention & Visitors Bureau
- NC East Alliance
- Pitt Community College
- SBTDC Office @ ECU



CITY OF GREENVILLE, OFFICE OF ECONOMIC DEVELOPMENT (OED)

Organizational Structure

- Previously Urban Development Division (2006-2012)
- OED formed under Community Development (July 2012)
- OED positioned under City Manager's Office (July 2016)
- Creative Consulting ED Assessment (2013)
- 5 Employees



OED Strategic Plan: 2016-2020

- Update to original strategic plan (2012-2015)
- Targeted Industries:
 - ✓ Back Office & Data Centers
 - ✓ Artisanal Manufacturing (new)
 - ✓ Digital Media/Software/Simulation
 - ✓ Healthcare IT (new)
- 3-Part Strategy:
 1. Business recruitment & expansion
 2. Innovation & entrepreneurship
 3. Attracting private capital

STRATEGIC PLAN (2016-2020): 3-PART STRATEGY

Business Recruitment & Expansion Projects

- Corporate Park
- Business Park
- Virtual Building
- Marketing
- Workforce Development
- Job Creation Grant
- Trade Shows/Conventions
- FAM Tour



Innovation & Entrepreneurship Projects

- Greenville SEED @ ECU
- Pitch Competition
- Greenhouse Project
- Small Biz Plan Competition



Attracting Private Capital Projects

- Building Reuse Grants
- Brownfield Grants
- Parking Study
- Imperial Site
- Retail Strategies
- Dev/Con
- Revising Permitting Process



COMMUNITY SUCCESS

Building Reuse Grants

- N.C. Rural Economic Development Division of the NCDOT grant to help businesses renovate existing buildings or expand into a new addition. Project must lead to new FT jobs. Requires 5% City match.
- 5 total grants to local businesses (2013-2017).
- Led to 98 new full-time jobs.
- \$4.5M in new capital investment.

Business Awarded:

- 2013 - One Source Communications (\$262,500)
- 2014- Purilum (\$220,500)
- 2016 - Uptown Brewing Company (\$63,000)
- 2017 - Pitt Street Brewing Company (\$47,250)
- 2017 - Caremaster (\$157,500)

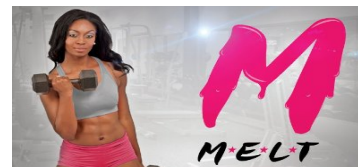


COMMUNITY SUCCESS

Small Business Plan Competition (SBPC)

- Established in 2008 out of recommendations from the 2006 Center City-West Greenville Revitalization Plan.
- Provides incentive to small business owners to create or expand businesses within the Center City or West Greenville Redevelopment Areas.
- Must be a “for-profit” - tangible net-worth can’t exceed \$7.5M and avg net income after federal taxes can’t exceed \$2.5M.
- 15 of 37 businesses in West Greenville Revitalization Area (41%).
- 22 of 37 businesses in Center City Redevelopment Area (59%).
- 27 of 37 businesses still in existence (73%).
- 10 of 37 businesses no longer in existence (27%).

- Est. 125 full-time jobs and 250 part-time jobs.
- Currently exploring options for businesses that are undercapitalized.



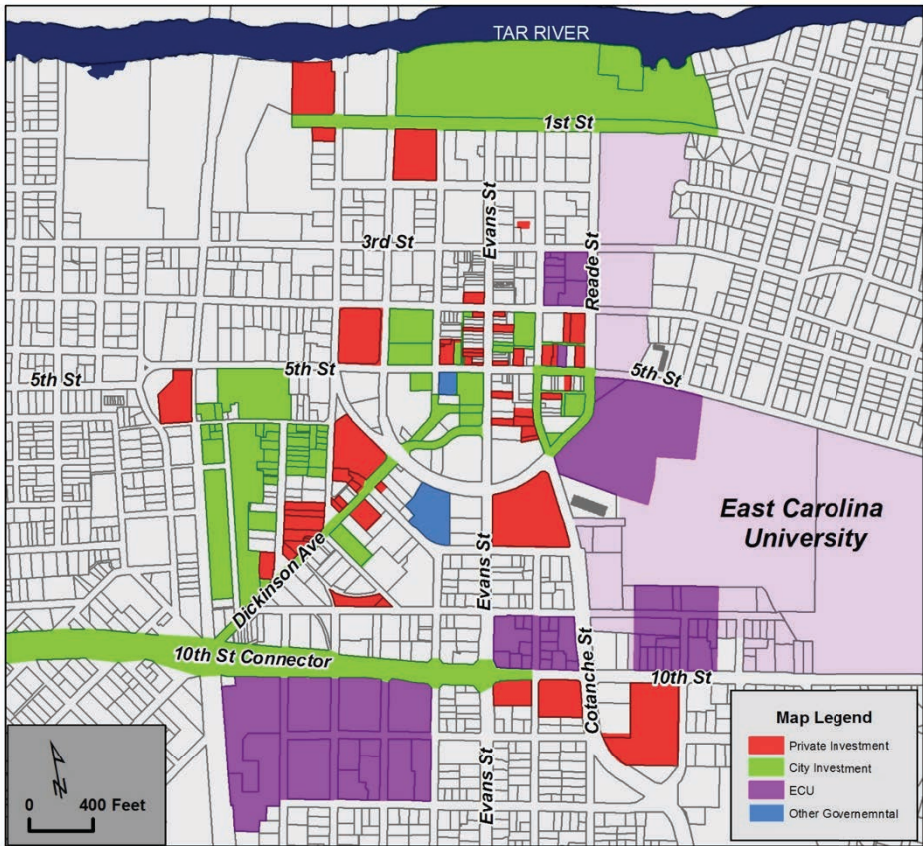
COMMUNITY SUCCESS

Uptown Greenville Growth

- \$625M in new investment since 2006.
- \$295M total in public investment. Includes City, ECU, NCDOT, etc.
- \$330M total in private investment.
- \$2.4M total in grants/loans dispersed to various projects by City of Greenville since 2006.
- Major new developments include The Boundary, Gather Uptown, University Edge/ Dickinson Lofts, Proximity at 10th.
- 400% increase in resident population when new developments come online later this year.



UPTOWN GREENVILLE DEVELOPMENTS (2006-2019)



WHAT IS NOT WORKING WELL?



ED Partnerships & Funds

- No “formal” economic development partnerships.
- No joint real estate funds (City & County).
- Many economic development organizations with limited collaboration.



Lack of Buildings & Sites *“Product”*

- Limited available “product” for large projects.
- Little diversity of sites and buildings.
- Only 1 rail-served site in Greenville MSA.
- Very few “shovel-ready” sites.

COMPANY RFI'S (REQUEST FOR INFORMATION)

RFI Process for Companies Choosing Business Locations

- Companies choosing buildings and sites work with State economic development agencies to find locations.
- State economic development agencies forward the RFI requests to communities the business is interested in.
- In addition to companies working through the State, some companies use site selectors and specialized commercial brokers to pursue locations.
- In both cases, contact is made with the community economic development agencies to provide a building or site that matches the company needs.
- RFI responses to the state, site selectors, and brokers require the site be listed for sale or lease on a “buildings and sites website”.
- Response criteria must be complete to include detailed utility information, # of parking spaces, County tier designation, SF of building, acreage of site, etc.

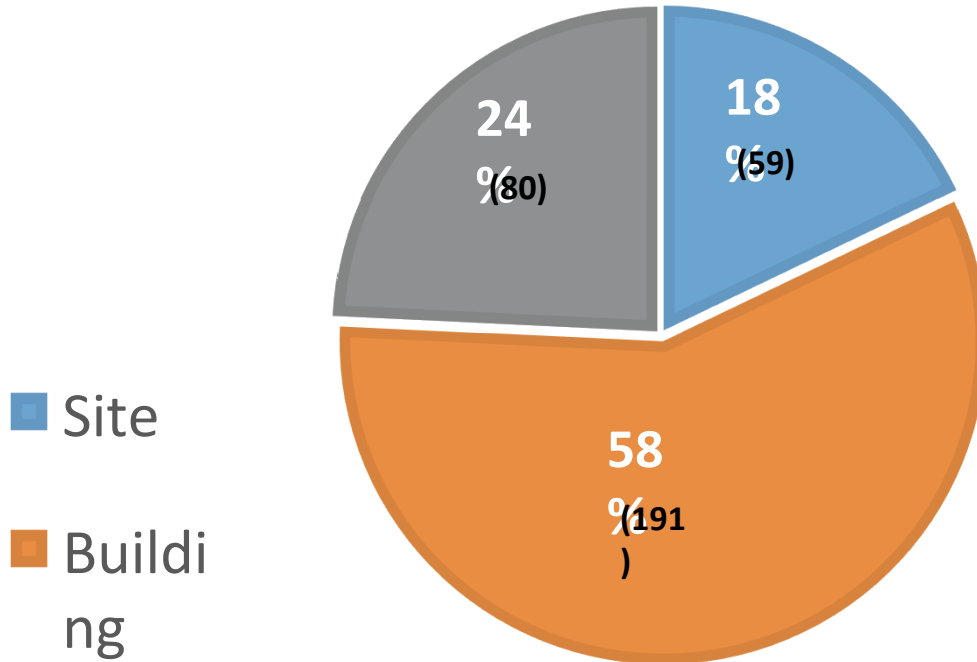




2017 COMPANY RFI'S – ALL N.C. COMMUNITIES

2017 RFI Request by Type (330)

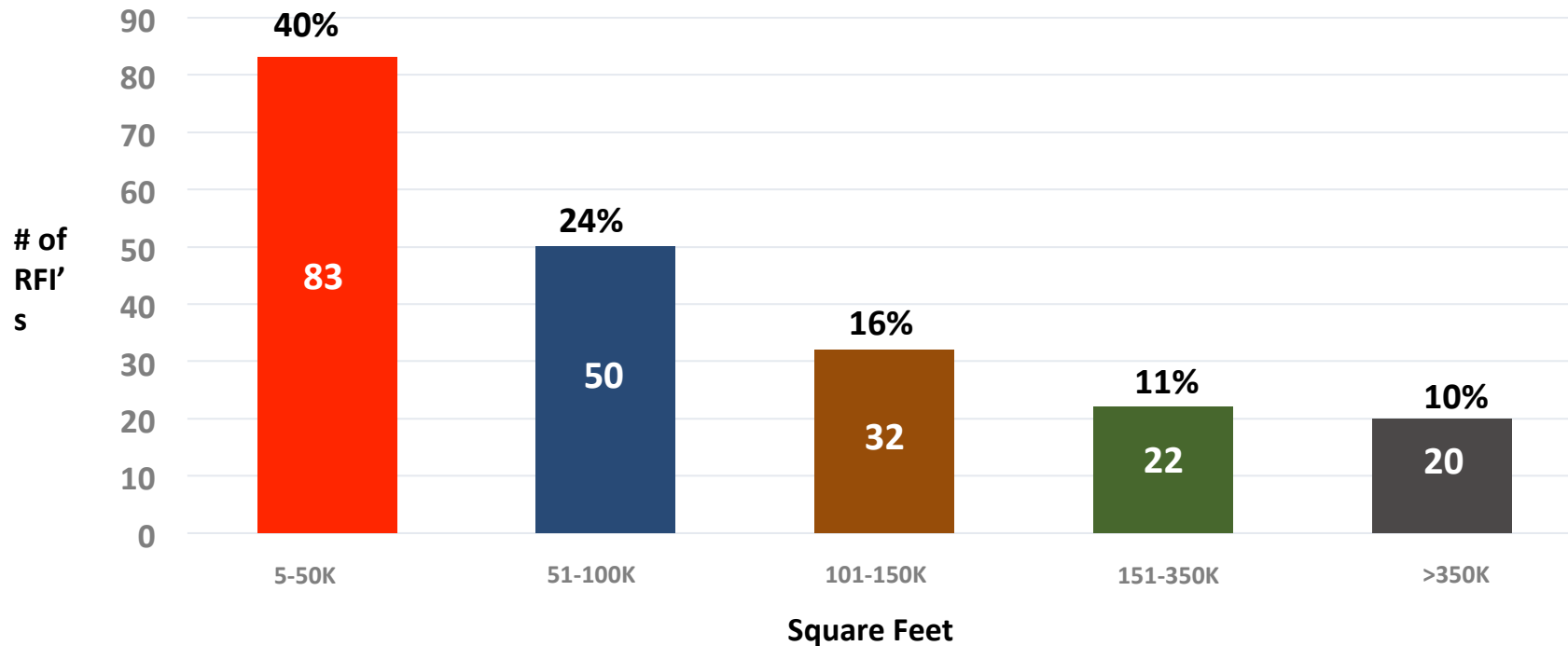
330 Total RFI's
82% = Building





2017 COMPANY RFI'S – ALL N.C. COMMUNITIES

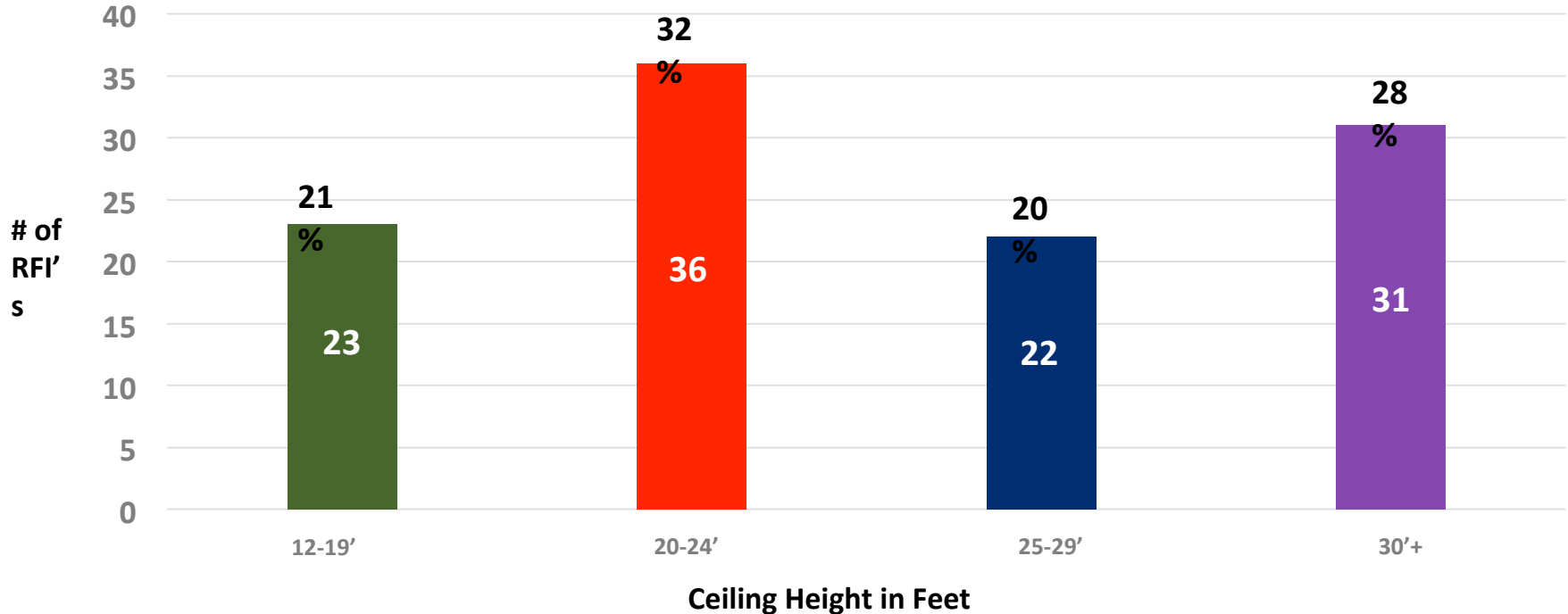
Building Size Requested (Industrial & Office)





2017 COMPANY RFI'S – ALL N.C. COMMUNITIES

Ceiling Height Requested



2017 COMPANY RFI'S SOLICITING GREENVILLE RESPONSE

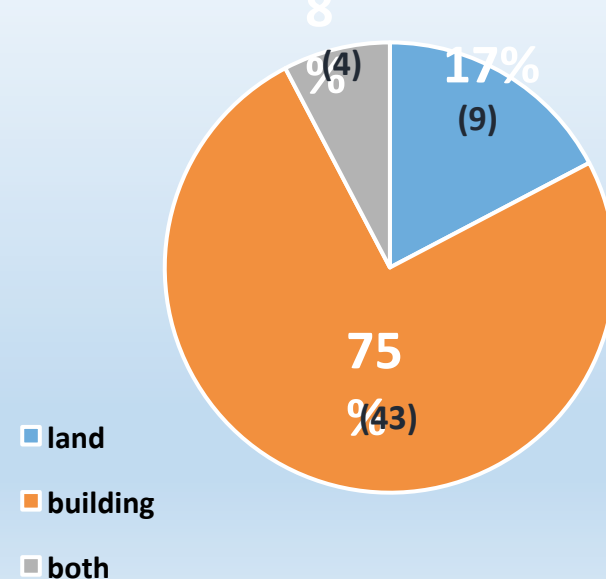
Importance of available buildings:

- Companies want a compressed project timeframe
- “Businesses must be agile and responsive to marketplace conditions and customer needs to enjoy sustainable success. The ability to expand, re-size, or open a new facility on an expedited timetable is essential.” – Larry Gigerich, *Ginovus*
(Source: Area Development Magazine: “Critical Site Selection Factors - Available Buildings Needed for Expedited Timetables”)

Critical Site Selection Factors - Area Development Magazine, Available Buildings:

- 2015 Ranking - #5 out of 28
- 2016 Ranking - # 11 out of 28

2017 RFI Request by Type (56)





SITE SELECTION FACTORS

COMBINED RATINGS* CORPORATE SURVEY 2016

Site Selection Factors	2016	2015
RANKING		
1. Highway accessibility	94.4	88.0 (2)**
2. Availability of skilled labor	89.8	92.9 (1)
3. Labor costs	89.6	80.8 (6)
4. Occupancy or construction costs	86.0	85.4 (4)
5. State and local incentives	84.0	75.8 (9)
6. Corporate tax rate	82.3	78.8 (7)
7. Tax exemptions	79.7	74.7 (11)
8. Energy availability and costs	78.5	75.3 (10)
9. Proximity to major markets	78.1	76.3 (8)
10. Quality of life	76.4	87.6 (3)
11. Available buildings	75.5	83.7 (5)
12. Available land	75.3	73.9 (13)
13. Expedited or "fast-track" permitting	71.7	74.2 (12)
14. Environmental regulations	70.8	69.8 (14)
14T. Low union profile	70.8	66.3 (18)
16. Right-to-work state	70.1	67.7 (16T)
17. Inbound/outbound shipping costs	69.1	64.6 (19)
18. Training programs/technical colleges	66.7	68.7 (15)
18T. Availability of long-term financing	66.7	67.7 (16)
20. Proximity to suppliers	66.0	64.3 (20)
21. Raw materials availability	53.7	52.6 (24)
22. Accessibility to major airport	52.4	58.6 (21)
23. Availability of unskilled labor	51.9	47.8 (26)
24. Water availability	46.3	54.6 (22)
25. Availability of advanced ICT services	40.9	53.6 (23)
26. Proximity to innovation/commercialization R&D centers	39.2	48.4 (25)
27. Railroad service	33.7	32.4 (27)
28. Waterway or oceanport accessibility	18.1	24.0 (28)

* All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.

** 2015 ranking

(Source: Area Development Magazine, 2016)

#1 – Highway accessibility:

- Interstate designation, US 264/I-587 (2016)
- Increases speed/efficiency, reduces freight & warehousing costs, can supply products to larger geographical area
- Each \$1 of investment in highways produces an annual reduction in product costs of 23.4 cents
(Source: Economic Impact of the Interstate Highway System, 1994-2005)

#27 – Railroad Service:

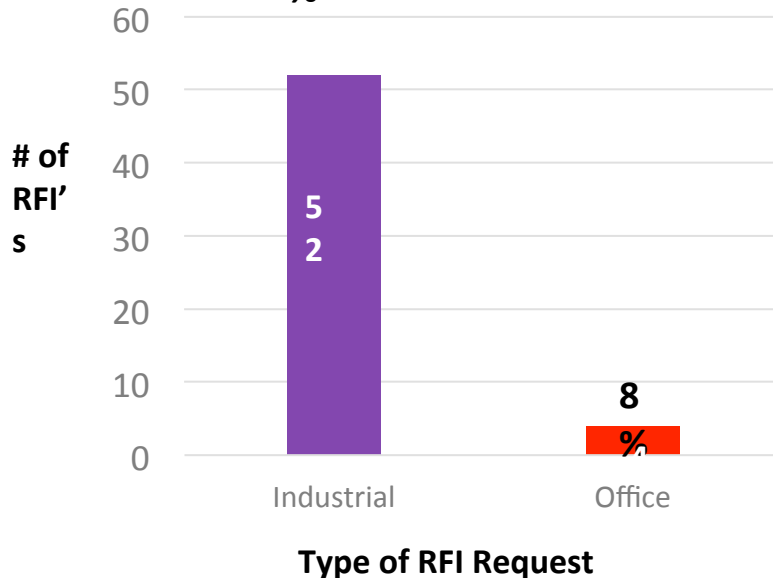
- While trucks excel at shipping freight short distances, rail is much more efficient for long distance shipping and helps to reduce costs.
- Rail service accounts for 40% of freight shipments
(Source: Economic Impact of the Interstate Highway System, 1994-2005)

2017 COMPANY RFI'S SOLICITING GREENVILLE RESPONSE

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2017 RFI Type (56 Total)

92
%



Why so many Industrial requests?

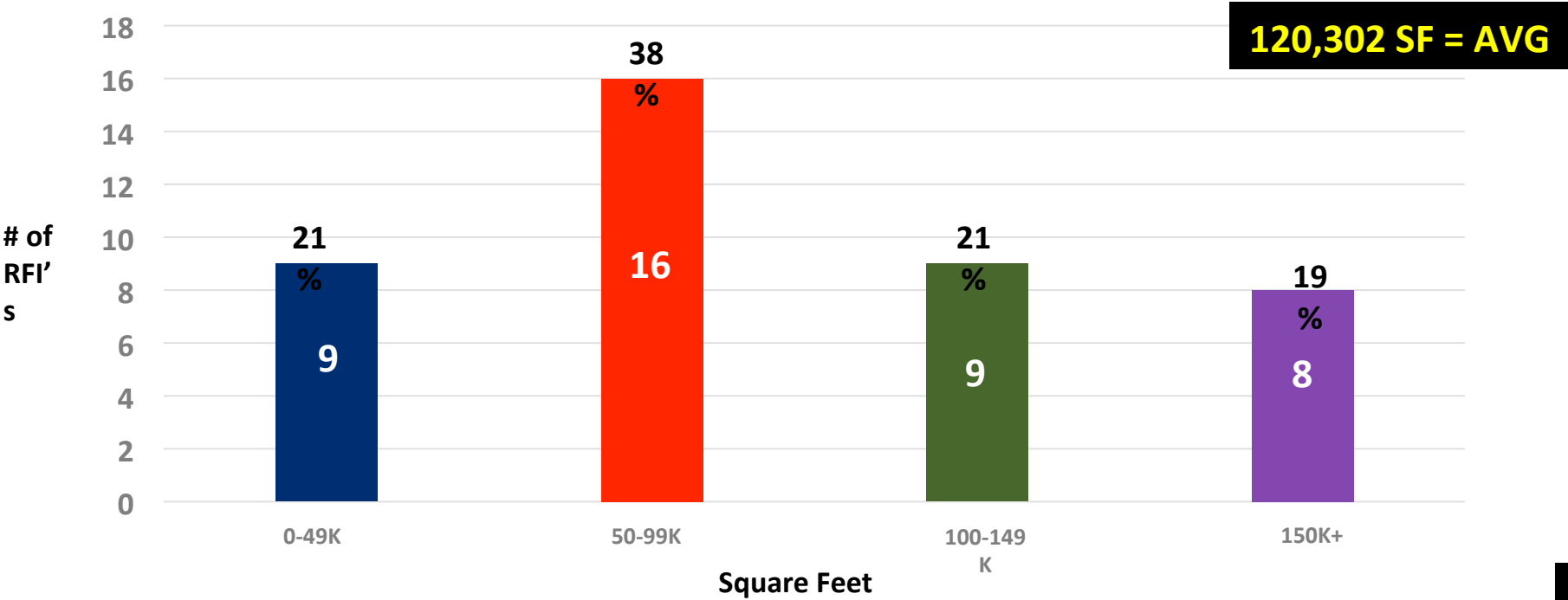
- State offered incentives drive how companies pursue locations (Incentives: Ranks #5 out of 28 - Area Development Site Selection Factors, 2016).
- 8 out of 12 State targeted industries are industrial/manufacturing (67%).

Why so few office requests?

- Corporate office companies are pursuing locations in the large MSA markets.
- Office expansion typically occurs in close proximity to their existing facilities.
- Office companies use private commercial brokers specializing in office development (CBRE, Samet).
- Except for vacant existing buildings, new class "A" office is constructed by "pre-leasing" 30-80% of space.

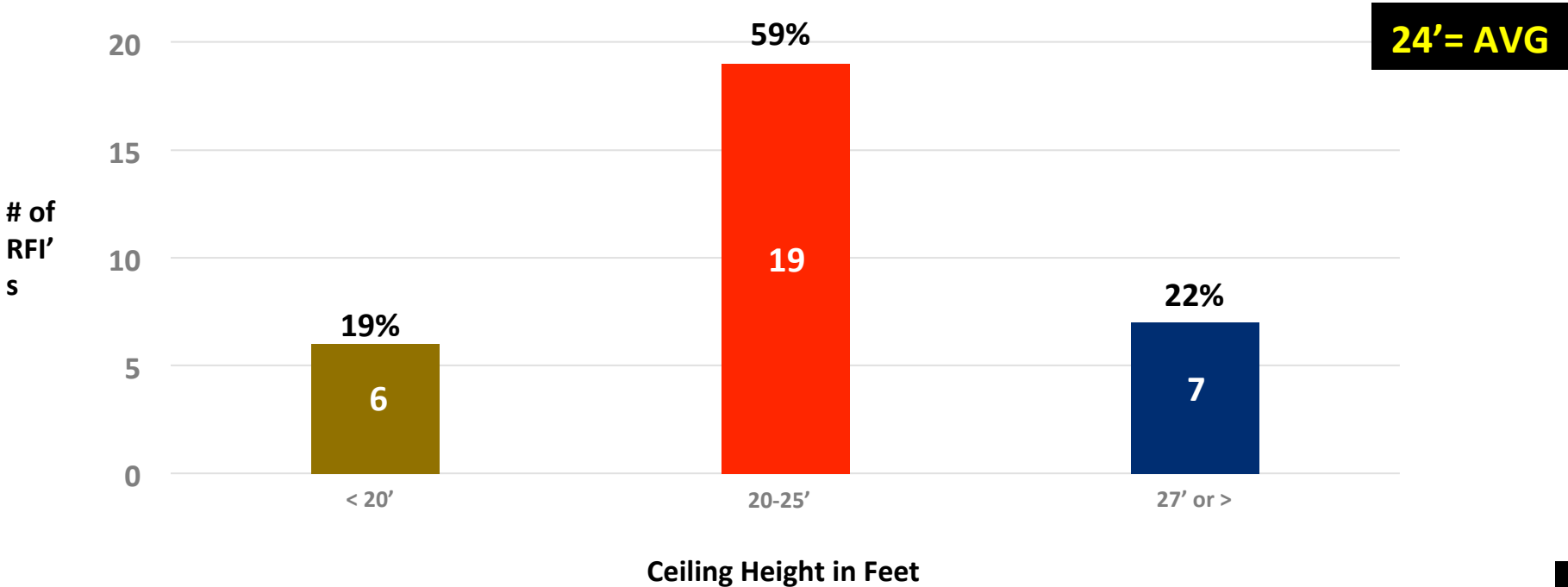
2017 COMPANY RFI'S SOLICITING GREENVILLE RESPONSE

Industrial Building Size Requested



2017 COMPANY RFI'S SOLICITING GREENVILLE RESPONSE

Ceiling Height Requested



GREENVILLE INDUSTRIAL BUILDINGS

> 20K SF FOR SALE OR LEASE

- 10 buildings total
- 5 within 100-year floodplain
- Grifton building has major water damage
- Leaves 4 viable options to respond to RFI requests



Industrial Flex Building
3540 Diamond Dr.
21,800 SF
22' Ceiling Height



Vallen Distribution Center
1001 Howell St
26,800 SF – *In City Limits*
30' Ceiling Height



Mid South Metal Building
1630 N. Greene St
32,000 SF – *In City Limits*
Ceiling Height – N/A
Within 100-Year Floodplain



Indigreen Shell Bldg.
1245 Sugg Parkway
51,000 SF
30' Ceiling Height



Industrial Warehouse
410 Staton Rd.
60,000 SF
24' Ceiling Height
Within 100-Year Floodplain



Former Tobacco Warehouse
330 Pactolus Hwy
70,800 SF – *In City Limits*
15-21' Ceiling Heights



Grifton Warehouse
932 NC Hwy 118
132,000 SF
9-17' Ceiling Heights



Industrial Blvd Bldg #2
405 Industrial Blvd
158,880 SF – *Rail Possible*
20-25' Ceiling Heights
Within 100-Year Floodplain



Industrial Blvd Bldg #1
405 Industrial Blvd
180,000 SF – *Rail Served*
18-27' Ceiling Heights
Within 100-Year Floodplain



Harper Brush Building
2400 N Memorial Dr.
368,000 SF – *Rail Possible*
17-29' Ceiling Heights
Recently Renovated

GREENVILLE INDUSTRIAL RAIL-SERVED SITES FOR SALE OR LEASE

- 2 vacant sites
- 1 site has inactive rail spur
- 3 available buildings
- 2 buildings within 100-year floodplain
- 1 building has inactive spur
- Leaves 1 vacant site to respond to RFI requests



405 Industrial Blvd (Tract 1)
38 Acres
Rail Bed in Place – Tracks
Removed & *Spur Inactive*



Farmville Industrial Park
30 Acres
Certified Smart Site
Rail Served



Industrial Blvd Bldg #2
405 Industrial Blvd
158,880 SF – *Rail Possible*
20-25' Ceiling Heights
Within 100-Year Floodplain



Industrial Blvd Bldg #1
405 Industrial Blvd
180,000 SF – *Rail Served*
18-27' Ceiling Heights
Within 100-Year Floodplain



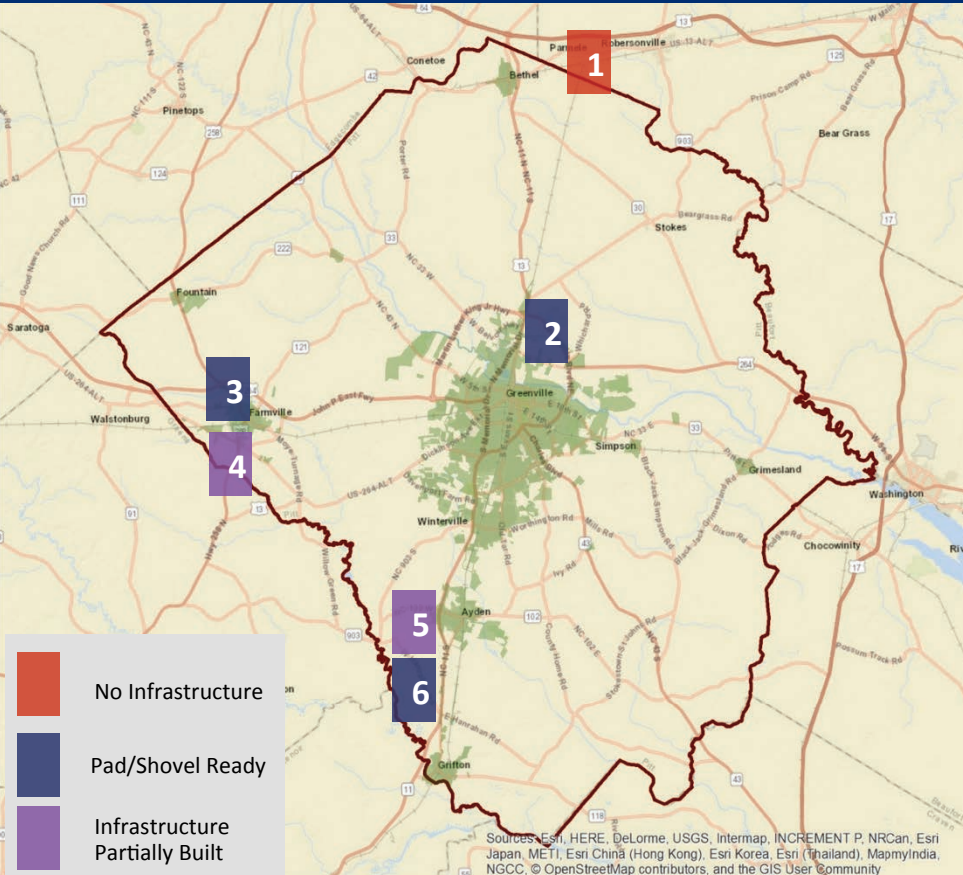
Harper Brush Building
2400 N Memorial Dr.
368,000 SF – *Inactive Spur*
17-29' Ceiling Heights
Recently Renovated



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PITT COUNTY INDUSTRIAL PARKS



1

Landseast Industrial Park (788 Acres)

- Created in 2000 (Option Expired)
- Vacant: No tenants

2

Indigreen Corporate Park (353 Acres)

- Created in 1993
- Tenants: ASMO, Mayne Pharma, Hyster-Yale, Convergys, Overton's, Fuji Silysia

3

Farmville Corporate Park (440 Acres)

- Created in 1994
- Tenants: Coastal Beverage, DR Burton

4

Farmville Industrial Park (32 Acres)

- Created in 2016 – Rail Served, Certified Site
- Vacant: No tenants

5

Worthington Industrial Park (90 Acres)

- Created in 1989
- Tenants: Anderson Truss, Charm-Tex, RSB Tobacco

6

Minges Corporate Park (74 Acres)

- Created in 1999
- Tenants: Minges Bottling Group, CMI Plastics, Sieber

Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), MapmyIndia, NGCC, © OpenStreetMap contributors, and the GIS User Community

STATE AND LOCAL INCENTIVES/SUPPORT

City of Greenville

- Capital Investment Grant
- Small Business Plan Competition
- Jobs Creation Grant (March 2018)

Pitt County

- Industrial Economic Development Grant
- Water, Sewer, & Natural Gas Extensions
- Railroad Lead Track Extensions
- Temporary Office Space

Pitt Community College

- NC Works Certified Work Ready Community
- Small Business Center (SBC)

East Carolina University

- Small Business Technology & Development Center (SBTDC)
- I-CORPS

State of N.C.

- Discretionary Grants (JDIG & ONCF)
- Demolition Grants
- Transportation Grants
- Public Infrastructure Grants
- Tax Exemptions





2017 NEW COMPANY ANNOUNCEMENTS IN N.C.

All New Company Announcements

- 32 new companies (incentivized and announced) formation or relocation to N.C.
- Majority of new companies selected sites < 10 miles of interstate and airport.
- \$79M average capital investment per company.

Industrial/ Manufacturing Announcements

- 25 of 32 new companies (78%).
- 11 of 25 located in small metro/rural markets (44%).
- 14 of 25 located in large metro markets (56%).



Office/HQ/Tech Company Announcements

- 7 of 32 new companies (22%).
- 6 of 7 located in large metro markets (86%).
- 1 of 7 located in small metro market (Mebane) positioned between two major markets (RDU – Triad).
- Locations: Charlotte (2), Raleigh (3), Asheville (1), Mebane (1).





COMMUNITY SUCCESS STORIES

Alexander County , N.C.

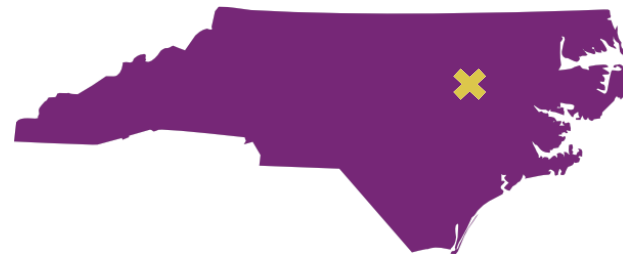
- Located in the Hickory MSA (Taylorsville).
- Alexander County created a non-profit EDC. Then the County and Alexander RR Co. invested in a 300 acre industrial park that is currently home to 4 industrial businesses.
- In 2015 Alexander EDC and Alexander RR Co. teamed up to construct a 50,000 SF shell building in the Industrial Park.
- 2 years later, in May 2017 the shell building sold to Borealis Compounds who announced a \$15M plastics plant in May 2017.
- Borealis creating 37 new full-time jobs with an AVG salary of \$40,125.



COMMUNITY SUCCESS STORIES

Edgecombe County, NC

- Located northwest of Greenville (Tarboro).
- Edgecombe and Nash Counties created the Carolina Gateway Partnership and purchased a 1,449 acre site along the CSX railroad in 1997. The Kingsboro Megasite is born.
- In 2016 the site received grants from Goldenleaf and CSX RR Co (\$8.6M total) to help “ready” the site for future industrial use.
- In 2017 the site was chosen by 2 new companies: Triangle Tyre & Corning.
- Triangle Tyre Co, a tire manufacturer will invest \$580M and create 800 new full-time jobs with an average salary of \$56,450.
- Corning will invest \$80M and create 100 new full-time jobs with an average salary of \$33,771.





INDUSTRIAL PARKS/SITES: WHAT TO EXPECT

Site Name	Location	MSA and/or County Population	Partners	Type of Site	Size of Site/Park (Acres)	Years in Existence	% Occupied	Rail Served	Distance from Interstate Hwy	Distance from Airport
Indigreen	Greenville,NC (ETJ)	177,220	Non Profit	Industrial/Corporate Park	353	25	49%	No	1	2
Farmville Corporate	Farmville, NC	177,220	Private Party	Industrial/Corporate Park	440	24	11%	No	4	15
Farmville Industrial	Farmville, NC	177,220	Town	Stand-Alone Site	32	2	0%	Yes	2	18
Minges Corporate	Ayden, NC	177,220	Private Party	Industrial/Corporate Park	74	19	50%	No	10	12
Worthington	Ayden, NC	177,220	Private Party	Industrial/Corporate Park	90	29	39%	No	10	10
Wilson Corporate Park	Wilson, NC	81,714	City & County	Industrial/Corporate Park	500	24	42%	Yes	0.3	4.21
Kingsboro	Tarboro, NC	148,069	County	Mega Site	1,449	20	45%	Yes	0.5	8
Burton Park	Jacksonville, NC	186,311	County	Industrial/Corporate Park	735	23	30%	No	30	12
Cedar Creek	Fayetteville, NC	376,509	County	Industrial/Corporate Park	480	12	20%	No	1	5
Mooresville East	Mooresville, NC	2,426,363	Non Profit EDO	Industrial/Corporate Park	476	3	5%	No	6	36
Southridge	Bessemer City, NC	2,426,363	County	Industrial/Corporate Park	425	19	82%	Yes	1	25
Washburn Switch	Shelby, NC	96,879	County	Industrial/Corporate Park	348	13	31%	NO	1.5	4.5
Average					450	18	34%	N/A	6	13



SHELL BUILDINGS: WHAT TO EXPECT

Building Name	Location	MSA and/or County Population	Partners	Building Size (SQFT)	Current Day Cost to build (\$47.06 per SF)	Construction Completion to Occupancy	# Years Vacant	# FT Jobs created	Business Type
ABC Supply	Jacksonville, NC	187,136	County, Regional EDO, Utility Co	50,000	\$2,353,000	2010-2014	4	17	Building Materials
Highland	Statesville, NC	2,474,314	City, County, Regional EDO, Private Partner	62,825	\$2,956,545	2013-2015	2	40	Automotive Textile
UNOX	Denver, NC	2,474,314	Regional EDO, County, Private Partner	50,000	\$2,353,000	2014-2016	2	5	Commercial oven producer
Weitron	Williamston, NC	24,505	County EDO	50,000	\$2,353,000	2011-2017	6	31	Refrigerant Gasses
Borealis Compound	Taylorsville, NC	362,510	Railroad Co, County EDO,	50,000	\$2,353,000	2015-2017	2	37	Plastics Automotive Industry
Pitt County Schools	Greenville, NC	177,220	Private Parties	18,000	\$847,080	2005-2016	11	N/A	Institutional
Purilum	Greenville, NC	177,220	Private Parties	18,000	\$847,080	2005-2014	9	21	E-cig Manufacture
Livedo #6	Wilson, NC	81,714	City, County	124,000	\$5,835,440	2004-2004	0.5	55	Adult Diapers
DAE	Claremont, NC	407,499	City, County, Regional EDO, Private Partner	51,200	\$2,409,472	2013-2017	4	53	Air Systems
Mojotone	Burgaw, NC	282,573	County	40,000	\$1,882,400	2010-2017	7	15	Speaker Systems
Mt. Olive Pickle	Mount Olive, NC	124,132	County	55,000	\$2,588,300	2010-2015	5	N/A	Pickles
Ivar's Cabinet Shop	Shelby, NC	96,879	County, City	100,000	\$4,706,000	2012-2015	3	40	Cabinets
Schletter Inc	Shelby, NC	96,879	County, City	100,000	\$4,706,000	2011-2012	1	300	Solar Panel Mounting Systems
Average				59,156	\$2,783,871	N/A	4	55.8	N/A



RECENT N.C. SHELL BUILDINGS

Recent Shell Building				
N.C. Community	Bldg. SF	Ceiling Height	# of Shell Buildings	Additional Info
Monroe, NC	109,000	30'	4	Previous 3 buildings have brought \$150M in investment
Onslow County, NC	30,000	30'	2	2nd Shell Building - Recent building funded by County & City
Pitt County, NC	51,000	30'	3	Building #1 - Mayne Pharma (44K SF) / Building #2 - Coastal Beverage (80K SF)
Wilson, NC	100,000	32'	7	Previous 6 buildings sold or leased at "break-even" costs and were occupied within 3 years of completion





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HOW DO WE GET THERE?



“Formal” Economic Development Partnerships

- While collaboration is important, partnerships are more effective.
- Creates opportunity to make more impact by “pooling money” for projects.
- Potential partners:
 - ✓ Pitt County Development Commission (PCDC)
 - ✓ Committee of 100
 - ✓ Greenville Utilities (GUC)
 - ✓ Vidant Health
 - ✓ East Carolina University (ECU)
 - ✓ Others?

Examples of Economic Development Partnerships in North Carolina:

- Charlotte Regional Partnership
- Piedmont Triad Partnership
- Carolina Gateways Partnership
- WEDC & WCP (City & County, Wilson, N.C.)



OUR BEST SHOT AT SUCCESS

“Formal” Economic Development Partnership

Example of a successful ED partnership: [City of Wilson & Wilson County](#):

- 50/50 partnership on all economic development projects.
- Partnership led to the formation of a public economic development organization and a non-profit “arm”.
- Public entity is Wilson Economic Development Council (WEDC).
- Private entity is Wilson County Properties (WCP).
- WEDC responsible for marketing the buildings/sites.
- WCP is responsible for developing/maintaining “shovel-ready” sites. Same staff members as WEDC.
- Private non-profit makes real estate purchases faster and more efficient.
- 2 separate boards for each entity.
- Partnership involved in creation and management of 3 industrial parks and 7 shell buildings.
- Recent announcements by new and expanding companies in Wilson industrial parks:
 - *Peak Demand (new co.) – 37 new jobs*
 - *Fresenius Kabi (expanding) - 445 new jobs*
 - *Linmar (expanding) – 31 new jobs*



OUR BEST SHOT AT SUCCESS

“Shovel-Ready” Industrial Site and/or Park

- Identify land in the City/County suitable for industrial development.
- Focus on properties that are “acquirable” (ex: single property owner).
- Consider floodplain, wetlands, utilities, rail-served, highway accessibility, proximity to US-264/I-587, PGV Airport, future land use designations, current zoning, etc.
- Understand property owner’s interest in becoming a private partner in the development.
- If no private partnership, gain site control through outright purchase, or option to purchase.
- Extend infrastructure (water, sewer, electric, broadband, roads, etc). Pursue grants.

- Certify the site (NCDOC or Electricities) – helps reduce timeline for company to locate.
- Market the site to companies pursuing a location.



OUR BEST SHOT AT SUCCESS

Industrial Shell Buildings

- As illustrated earlier, companies want an existing building.
- Opportunity exists for shell buildings < 50,000, but larger buildings will have largest economic impact on our local economy (94.4 jobs per 100,000 SF)
- If not large, consider a shell building that is “expandable”.
- Go “high” with the ceilings - 30’ or more. Provides for more flexibility.
- Budget money for a shell building by designating a “shell building fund”.
- Use revenues of shell building sales to build additional shell buildings.

- Partner with PCDC to construct shell buildings.
- Market the shell building to the many companies pursuing an existing building.



OUR BEST SHOT AT SUCCESS

Continue Vibrant Uptown Success

Outdoor Dining Policy:

- Revise and expand the outdoor dining policy to take advantage of our expanding Uptown District and mild climate while creating opportunities for restaurants to be successful.



Parking Study Recommendations:

- Consider recommendations to improve management, operations, and supply/demand imbalance. Recommendations forthcoming in February 2018.

Continue Supporting Small Business Growth

- Explore new Small Business Plan Competition options to assist start-up and undercapitalized businesses.



OUR BEST SHOT AT SUCCESS

Permitting/Site Plan Review Process

- Modernize process to streamline communication through a single point of contact.
- Expedited or “fast track” permitting: Ranks #12 out of 28 - Area Development Site Selection Factors, 2016



Job Creation Grant

- Cash based grant that will complement existing Capital Investment Grant to aid company expansions and help facilitate job growth.
- On upcoming Council agenda.



SUMMARY

- Explore a “formal” economic development partnership.
- Explore creating “shovel-ready” industrial sites and parks.
- Explore industrial shell buildings.
- Continue Uptown success by revising and expanding the Outdoor Dining Policy and considering Walker Consultant parking recommendations.
- Continue supporting small businesses by exploring new Small Business Plan Competition options to assist start-up and undercapitalized businesses.
- Modernize the site plan review and permitting process.
- Consider the Job Creation Grant.



QUESTIONS?

