

City Council Workshop

September 10, 2018



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Item 1

Presentation on the feasibility study prepared by Convergent Solutions



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Opportunity Analysis:
Findings & Recommendations
September 2018



| Agenda |

- I. Feasibility Study Overview
 - Roundtable Summary
 - Interview Methodology
- II. Feasibility Study Findings
- III. Campaign Recommendations
- IV. Q & A



| Feasibility Study Overview |

- ✦ Retained Convergent February 2018
- ✦ Conducted roundtable discussions with 100+ business & community leaders April 2018
- ✦ Developed materials (draft plan, interview request letter, interviewee list) June/July 2018
- ✦ Conducted three weeks of interviews August 2018
 - ✦ Goal of 40-60 interviews
 - ✦ Conducted 61 interviews w/ 69 leaders



| Roundtable Summary |

✿ Facilitated 10 roundtable discussions April 10-13

✿ 300+ invited; 100+ participated

✿ Themes

✿ Economic growth could be stronger

✿ Economic development efforts are fractionalized

✿ Collaboration would create more success

✿ Outcomes

✿ Outlined five-year *draft* plan w/ metrics

✿ Outlined *draft* public-private partnership

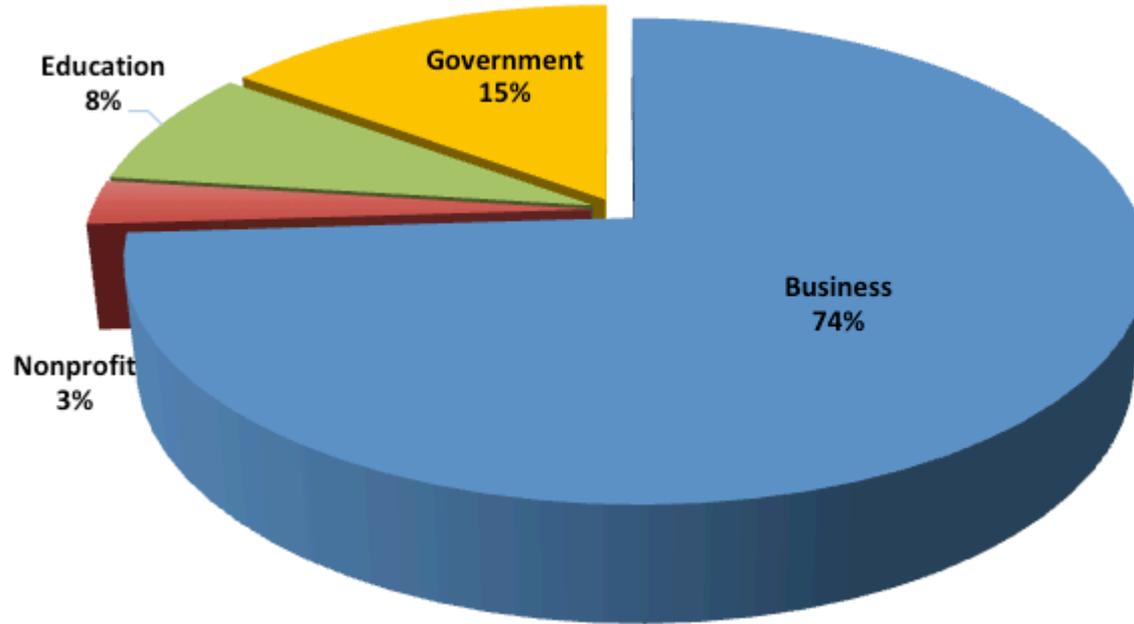


| Interview Methodology |

- ✦ Assured confidentiality
- ✦ Sought candid opinions & feedback
 - ✦ Current economic development efforts
 - ✦ Public-private partnership concept
 - ✦ Draft five-year plan
- ✦ Gauged potential financial support
- ✦ Gauged potential campaign leadership



Interviewee Breakdown



Characterizing the Local Economy



Economic Growth - Challenges

- ✦ Fractionalized economic development efforts
- ✦ Lack of certified sites
- ✦ Lack of skilled and unskilled workers
- ✦ Traffic/congestion
- ✦ Airport reliability
- ✦ Perception of Pitt County Schools



Economic Growth - Strengths

-  Vidant Medical Center
-  East Carolina University
-  Pitt Community College
-  Quality of life
-  Uptown revitalization
-  Plenty of land



How Effective are Current Economic Development Efforts?

	Not Effective	Moderately Effective	Effective	Very Effective	Unsure
Current Efforts	12%	25%	46%	15%	2%

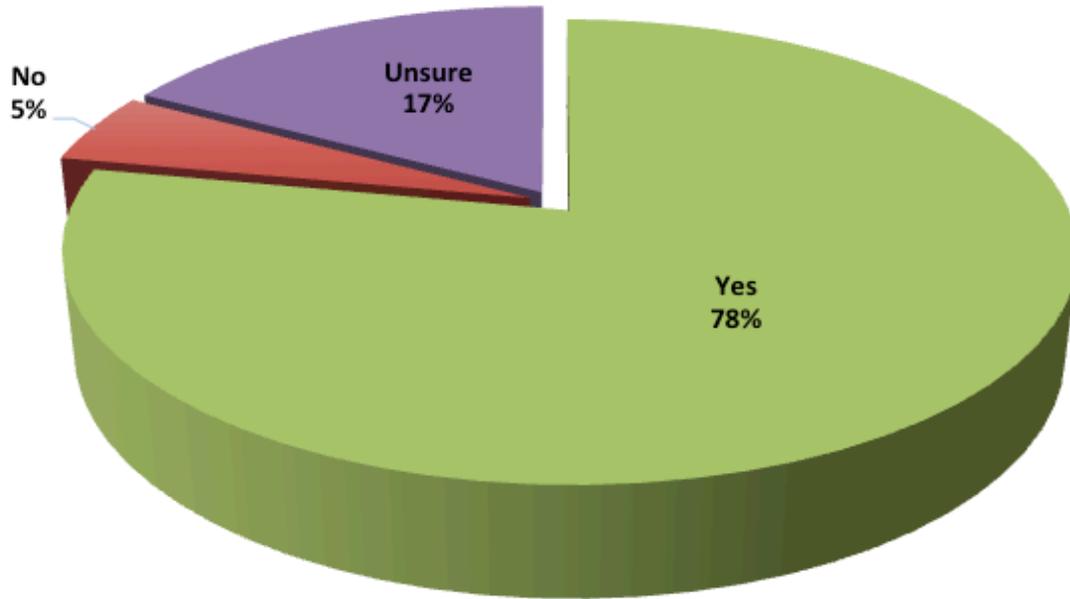


How Important is it to Unify Economic Development Efforts?

	Not Important	Moderately Important	Important	Very Important	Unsure
How Important?	4%	2%	20%	74%	0%



Do You Support Creating a Public-Private Partnership?



Public-Private Partnership Creation: Most Critical Factors

- ✦ Funding should be public and private, large and small
- ✦ Board governance should represent all of Pitt County (public and private)
 - ✦ Pitt County
 - ✦ All Municipalities
 - ✦ Businesses, large and small (no “pay to play”)



Rating the Proposed Plan's Initiatives

(1 being “low priority” and 10 being “highest priority”)

	1 - 2	3 - 4	5 - 7	8 - 10	Unsure
Initiative I: Industry Recruitment	0%	0%	17%	83%	0%
Initiative II: Business Retention & Expansion	0%	0%	0%	100%	0%
Initiative III: Industrial Parks & Sites	0%	8%	8%	84%	0%
Initiative IV: Workforce Development	4%	0%	32%	64%	0%
Initiative V: Legislative Advocacy	0%	5%	27%	64%	4%
Initiative VI: Small Business & Entrepreneurship	0%	6%	29%	65%	0%
Initiative VII: Investor Relations & Communications	0%	8%	42%	50%	0%

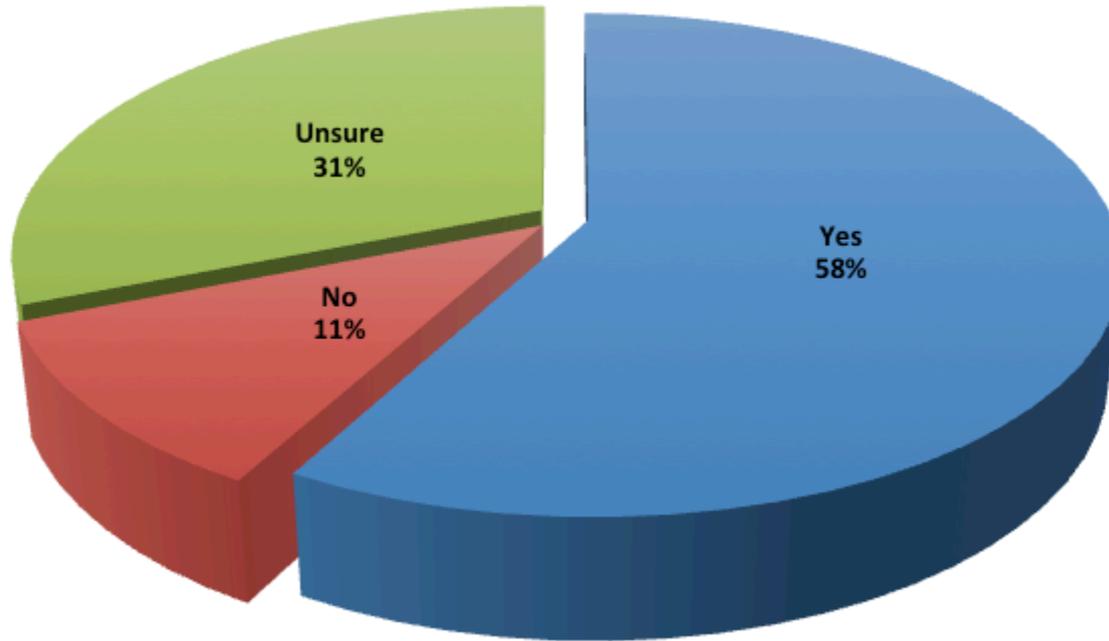


Rating the Proposed Plan's Outcomes

	Too Aggressive	Appropriate	Not Aggressive Enough
2,750 New Jobs	18%	80%	2%
\$1.25 Billion – Capital Investment	8%	90%	2%
800 BRE Visits (160/year)	4%	92%	4%
300+ Fully-Developed Acres	4%	92%	4%
300+ Certified Acres	5%	93%	2%
“Satisfied” / “Very Satisfied” Rating (85%)	15%	77%	8%

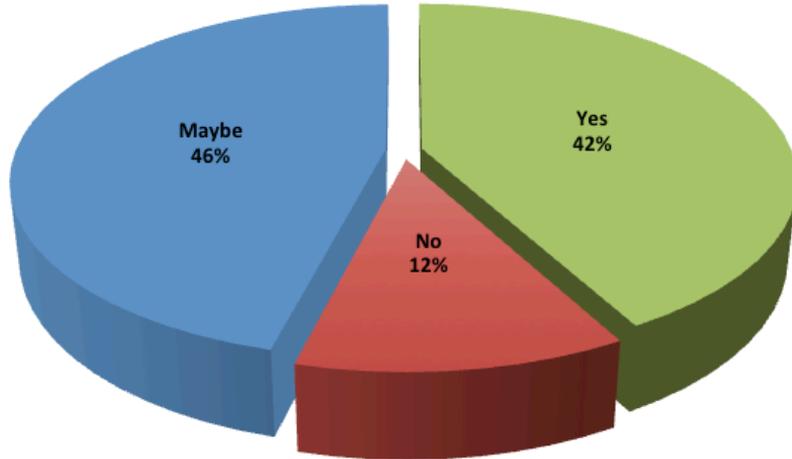


Would a \$2.75 Million Five-Year Capital Campaign be Successful?

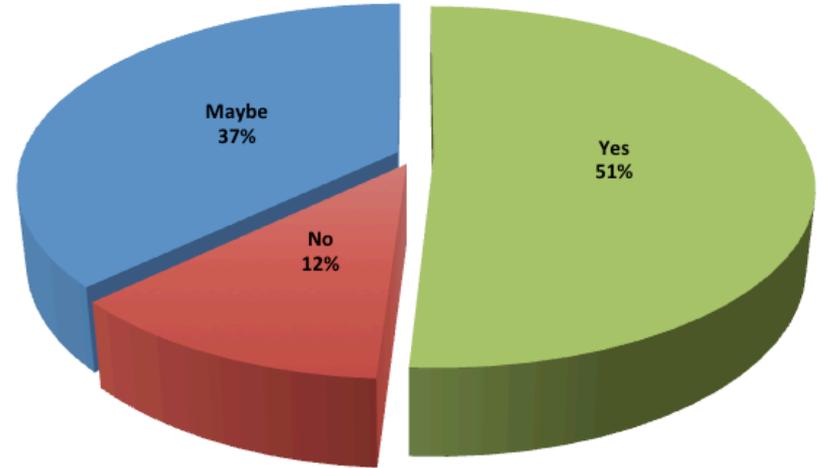


Would You Play a Role in a Capital Campaign to Raise \$2.75 Million?

Campaign Leader



Door Opener



| Campaign Recommendation |

Financial Support

- ✦ \$1,855,000 and \$2,463,000 in financial indications
- ✦ \$2,500,000 to \$3,000,000 campaign realistic

Campaign Timing

- ✦ Eight-month campaign
- ✦ Concurrent with Transition Plan



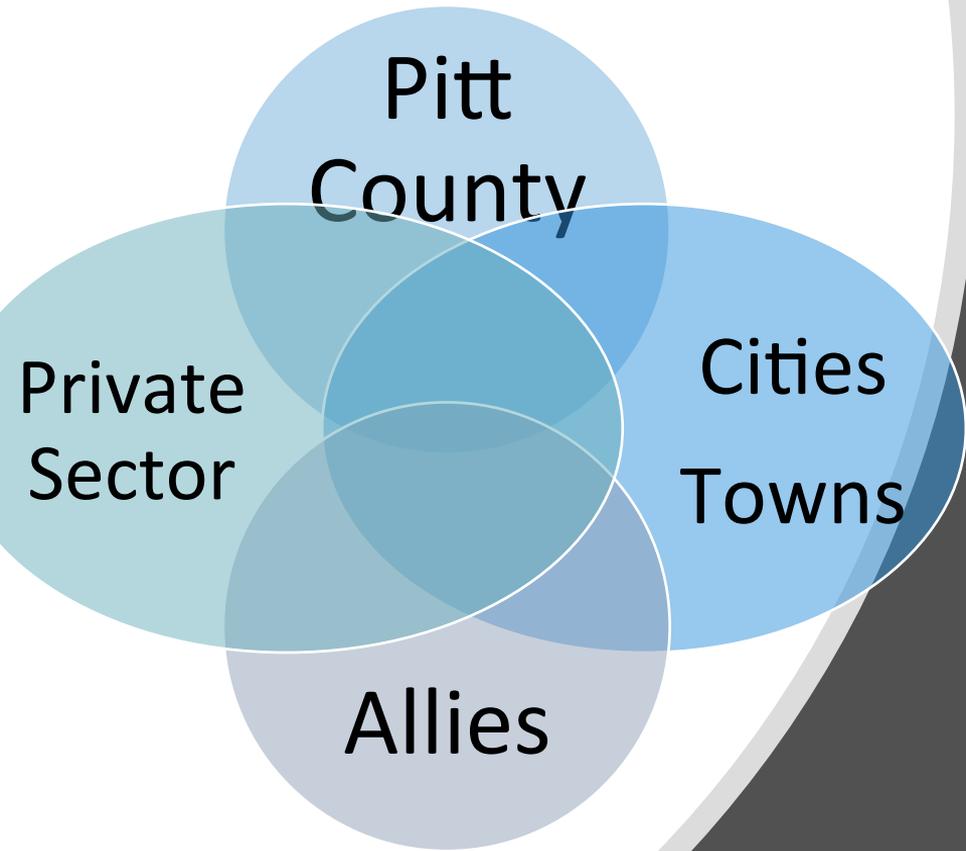
Rick Kiernan, Principal
Raleigh, NC

RKiernan@ConvergentNonprofit.com

919-270-2137

thank you
questions and answers





Best Practices in Economic Development Organizations

September 2018

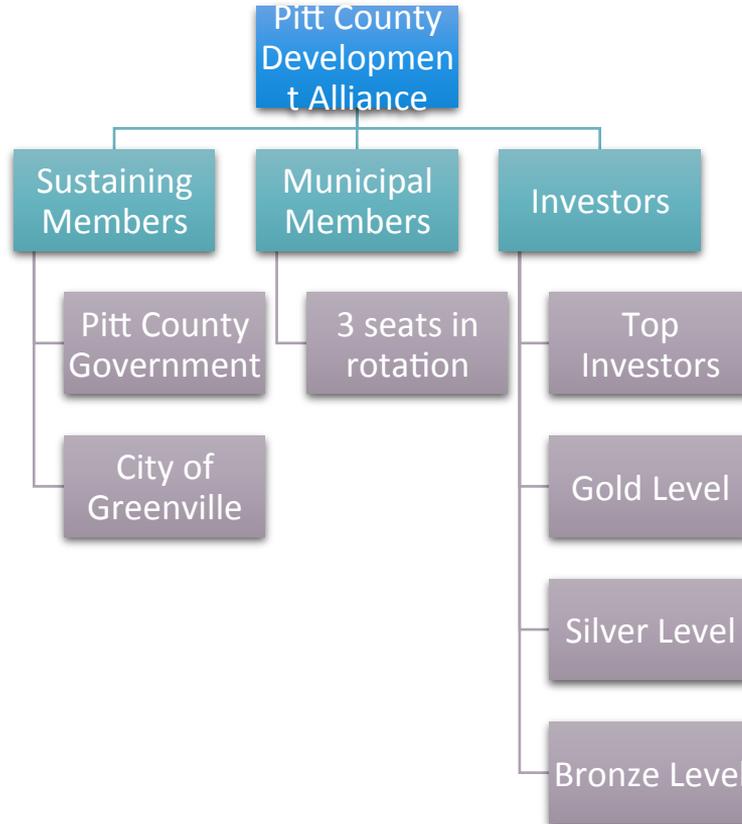
Advantages of Nonprofit EDOs

- Collaboration – County, Municipalities, Business, Nonprofits, Education, Ally Agencies
- Customer Service
- Efficiency, Reduce Duplication
- Flexibility
- Limits Liability
- Private Sector, Foundation, and other Funding Sources

Perceived
Disadvantages
of Nonprofit
EDOs

Perceived Disadvantage	In Practice
Lack of local government control	Local governments will always control economic development through expenditures in infrastructure and incentives. Through MOUs or service agreements, the Program of Work is clearly defined.
Incentive Control	Local governments maintain control of all incentives.
Transparency	Best practice of nonprofit EDOs is the highest level of transparency.
Investor Representation	All units of local government and citizens are represented through the county. Best practice models include investor levels for small business/sole proprietors. Ex-officio seats for partners.
Stakeholder Interests	Best practice is to have conflict of interest, confidentiality, communications, and operational policies.
Fundraising hurts Chamber	Best practice is not to accept investments from business that drop their chamber membership.

Proposed Governance Model

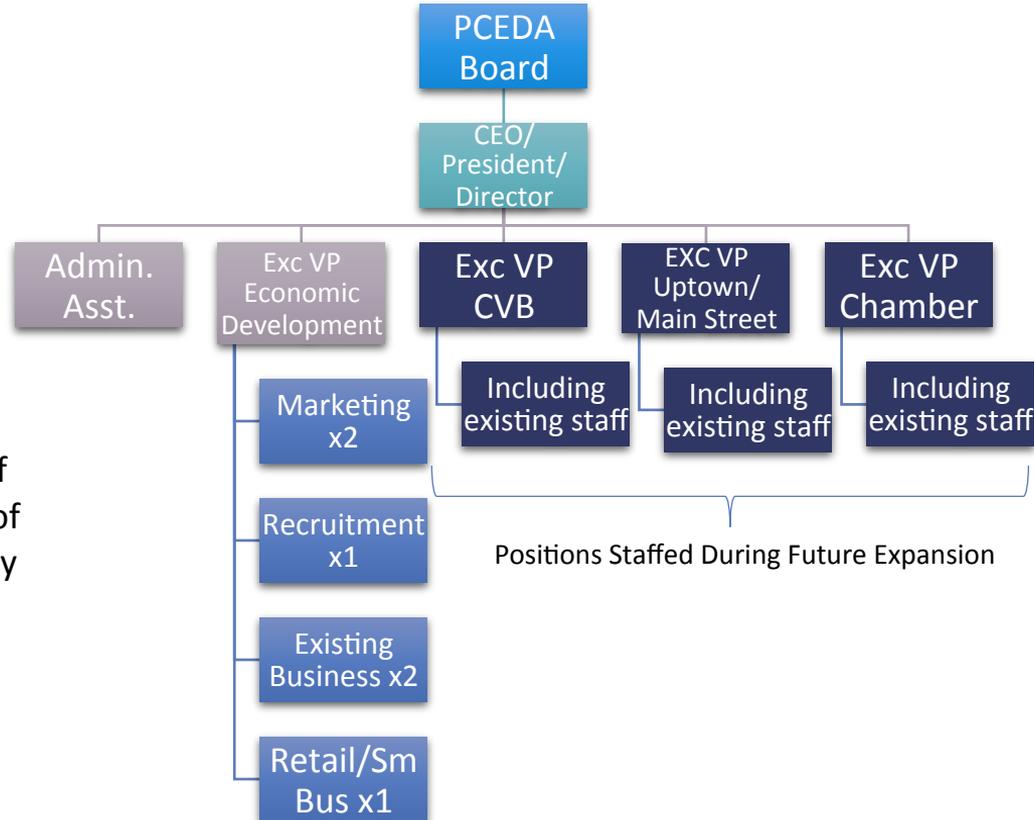


Ex-Officio, Non-Voting Members:
Chambers of Commerce, Pitt
Community College, Uptown
Greenville, Greenville-Pitt CVB,
Pitt County Schools, Local
Government Managers

Role of PCDC

- Remain a taxing authority
- Over time, transition to being led by County Commissioners
- Annually allocate operations funding to PCEDA
- Retain remaining tax funds for incentives, product, etc.

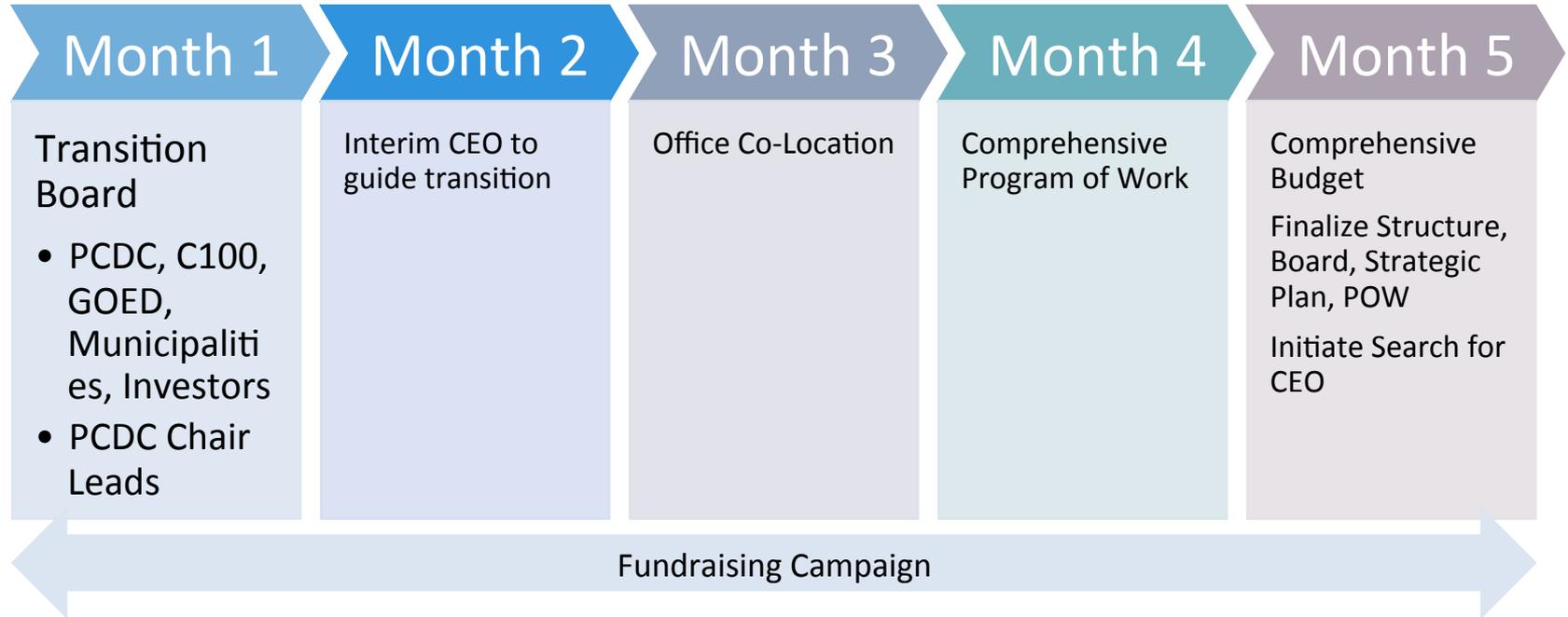
Proposed Organizational Chart



Notes:

- Initial rollout would combine the 9 FTE staff and budget resources of the County (x4) and City of Greenville (x5).
- All existing employees are proposed to be absorbed into the new structure.

Transition Steps





Crystal Morphis

CEcD, LEED Green Associate

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reative

economic development consulting

Item 2

Presentation on the Recreation and
Parks Capital Projects for Fiscal
Years 2018-2020



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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2018-20**

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS FISCAL YEARS 2018-20

The 2018-20 City Council Goals and Priorities Stand as the Foundation for the Budget Objectives:



RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS FISCAL YEARS 2018-20

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for

City Council Priorities

- 1. Develop a proactive economic development program**
2. Continue to maintain & construct core infrastructure in the City
- 3. Partner with area groups to build a thriving arts and entertainment scene**
4. Ensure the cleanliness of the City and beautify entrances to our community
5. Develop and implement a comprehensive approach to stormwater management
- 6. Continue to implement the Town Common Master Plan**
- 7. Continue to implement the Tar River Legacy Plan including river access and Tar River vantage points**
8. Enhance public safety through street lighting, cameras, and community police relations
9. Building a high performing organization

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RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS FISCAL YEARS 2018-20



Proposed R&P Projects:

- Action Sports Park
- Town Common Projects
- Beach Volleyball Courts



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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
ACTION SPORTS PARK**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
ACTION SPORTS PARK**

- **Implementation of Tar River Legacy Plan (TRLP) one of Council's Top Priorities**
- **Action Sports Park a Primary Component of the TRLP**
- **Sports Park Envisioned to:**
 - **Be Hub for Variety of Outdoor Activities**
 - **Enhance BMX and Skateboarding Communities**

ACTION SPORTS PARK

Camping

MIRRA LEGACY

Hiking
Trails

Skate Park



BMX Park



**Kayaking
&
Canoeing**



**Extreme
Playground**



Wakeboarding



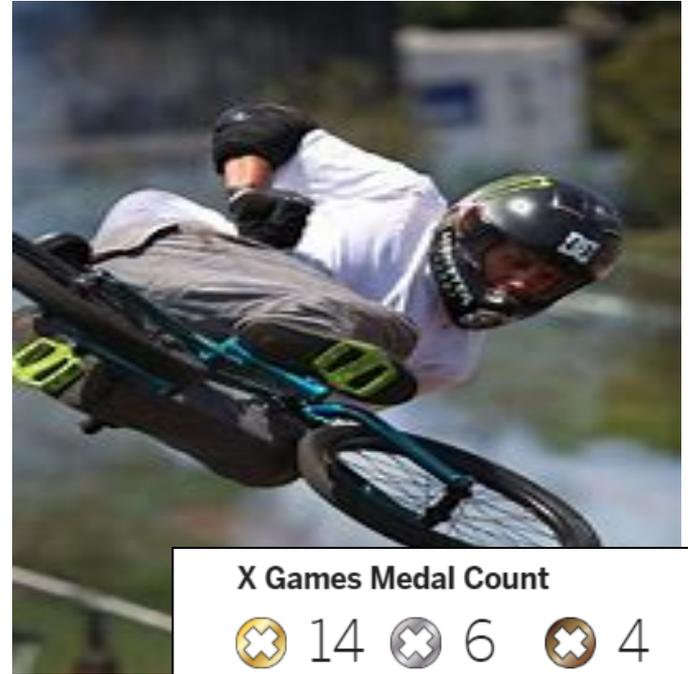
Canopy Walk



Bathroom & Concessions

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS ACTION SPORTS PARK

- Dave Mirra Legacy:
- Extreme Sports Icon
- Called Greenville His Home
- Inspired BMX Riders Worldwide
- Credited in Many Ways with Increase in the Sports



X Games Medal Count



14



6



4

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS ACTION SPORTS PARK

- **The Sports Park Would Include the Following Amenities:**

Phase One:

- **BMX Park**
- **Skate Park**
- **Mirra Legacy**
- **Concessions**
- **Parking**
- **Playground**
- **Restrooms**

Phase Two:

- **Camping**
- **Water Sports**
- **Mountain Biking**
- **Pavilion**
- **Multi-Modal**
- **Canopy Walk**

- **Phase One Will Also Include Land Acquisition and Site Design.**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
ACTION SPORTS PARK**

- **Site Feasibility Analysis Completed by Stewart Design, Inc.**
- **Analysis Evaluated 5 Local Properties for the Park**
- **Discussions Had with the Mirra Family & Their Representatives as Part of the Analysis**
- **Staff Will Present the Results of Analysis to Council**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
ACTION SPORTS PARK**

- **Cost of Project will be Based on:**
 1. Design and Scope of Project
 2. Private Fund Raising

- **Current Funding Status of the Project:**

	Secured	Unsecured	Total
City of Greenville	\$ 412,200	\$ -	\$ 412,200
PARTF Grant	-	500,000	500,000
Fund Raising	115,000	??	115,000
Project Total	\$ 527,200	\$ 500,000	\$1,027,200

- **Funding Used for Design, Land Acquisition, and Phase One Amenities**



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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PROJECTS**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PROJECTS**

- 1. Parking Enhancements**
- 2. Boat Dock**
- 3. Restaurant / Retail RFP**
- 4. Paint / Light Greenway Bridge**

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS TOWN COMMON PROJECTS

- 1. Parking Enhancements
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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PARKING ENHANCEMENTS**



**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PARKING ENHANCEMENTS**

- **Parking will be Enhanced / Enlarged to Accommodate the Expanded Usage for the Following:**
 - **Concerts**
 - **Inclusive Playground**
 - **Sycamore Hill Gateway**
 - **All Other R&P Type Activities & Events**

- **Phases of Project:**
 - **Phase 1: Expand Existing Parking Lot**
 - **Phase 2: Improvements Along 1st Street**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PARKING ENHANCEMENTS**

- Current Funding Status of the Project:**

	Secured	Unsecured	Total
City of Greenville	\$ 380,000	\$ -	\$ 380,000
Grants	-	-	-
Fund Raising	-	-	-
Project Total	\$ 380,000	\$ -	\$ 380,000

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS TOWN COMMON BOAT DOCK



RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS TOWN COMMON BOAT DOCK

- **Boat Dock Will Be Located Adjacent to the Town Common Pier and the New Canoe / Kayak Launch**



RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS TOWN COMMON BOAT DOCK

- **No Rise Certification Required**
- **Portion of Bulkhead Will Need to be Removed**
- **Current Funding Status of the Project:**

	Secured	Unsecured	Total
City of Greenville	\$ 145,615	\$ 40,385	\$ 186,000
Grants	-	-	-
Fund Raising	-	-	-
Project Total	\$ 145,615	\$ 40,385	\$ 186,000

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS TOWN COMMON RESTAURANT / RETAIL RFP



**Tar River
Overlook**



Social Events



Outdoor / Indoor Dining



**Kayak / Canoe
Rental**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON RESTAURANT / RETAIL RFP**

- **1.46 Acres of Waterfront Property at East End of Park**
- **No Land & Water Conservation Fund Restrictions**
- **East Group Working on RFP Development & Design Concepts**



RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON RESTAURANT / RETAIL RFP

- **City Would Seek to Issue a Long-Term Lease of the Parcel to a Developer**
 - **To Build & Operate a Restaurant and / or Other Retail Type Establishment**
 - **To be of Benefit to Park Visitors**
- **Property Does Lie in the Flood Plain**
- **Development Would Include Building Up the Property**
- **No Rise Certification Would be Required**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON RESTAURANT / RETAIL RFP**

- **City Funding Includes:**
 - **Development of Design Concepts**
 - **Development of RFP**

- **Current Funding Status:**

	Secured	Unsecured	Total
City of Greenville	\$ 11,800	\$ -	\$ 11,800
Grants	-	-	-
Fund Raising	-	-	-
Project Total	\$ 11,800	\$ -	\$ 11,800

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS

TOWN COMMON PAINT / LIGHT GREENWAY BRIDGE

- The Old Greene Street Bridge Located at the East End of the Park that Serves as Connection Between Town Common and the Greenway



**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PAINT / LIGHT GREENWAY BRIDGE**

- **Project Includes Painting Bridge & Replacing Flooring / Rails**
- **Project Also Includes Pedestrian and Decorative Lighting**
- **Project will be Funded Through City's FIP Fund**
- **Work Scheduled for Spring / Summer of 2019**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
TOWN COMMON PAINT / LIGHT GREENWAY BRIDGE**

- Current Funding Status of Project:**

	Secured	Unsecured	Total
City of Greenville	\$ 240,000	\$ -	\$ 240,000
Grants	-	-	-
Fund Raising	-	-	-
Project Total	\$ 240,000	\$ -	\$ 240,000



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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
BEACH VOLLEYBALL COURTS**

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS BEACH VOLLEYBALL COURTS

- **Beach Volleyball is a Fast Growing Sport in Greenville and Pitt County**
- **Several Travel Teams Located in the Area**
- **Participate in Tournaments Across the State**
- **Club Teams Formed at High Schools**



**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
BEACH VOLLEYBALL COURTS**

- **Staff In Discussions with Local Greenville Group and Pitt County Schools**
- **Development of Public Beach Volleyball Courts**
- **To be Located at H. Boyd Lee Park**
- **Host Site for Regional Tournaments**

**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
BEACH VOLLEYBALL COURTS**

- Current Funding Status of Project:**

	Secured	Unsecured	Total
City of Greenville	\$ 23,000	\$ -	\$ 23,000
Grants	-	60,000	60,000
Fund Raising	-	37,000	37,000
Project Total	\$ 23,000	\$ 97,000	\$ 120,000

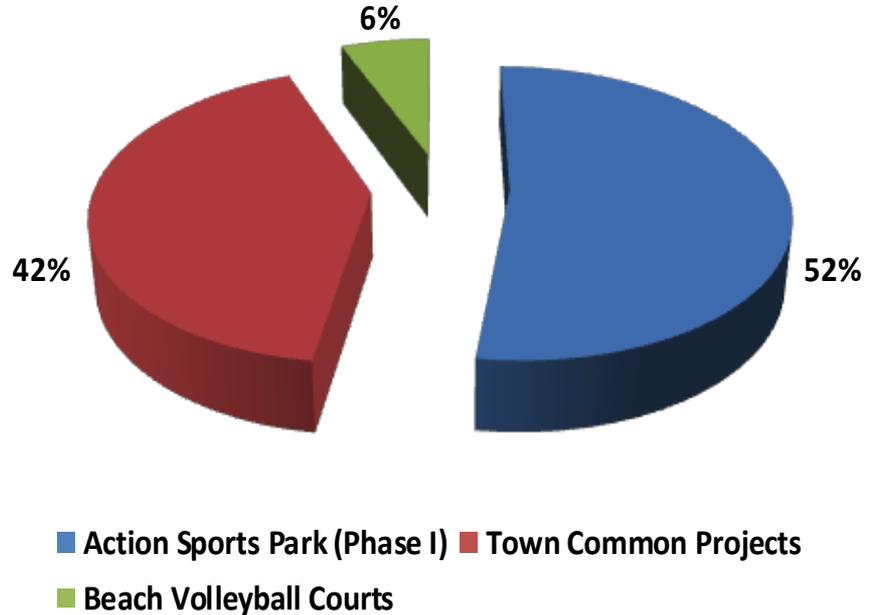


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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
SUMMARY**

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS FISCAL YEARS 2018-20

Action Sports Park (Phase I)	\$ 1,027,200
Town Common Projects	
Parking Lot	380,000
Boat Dock	186,000
Restaurant RFP	11,800
Paint / Light Greenway Bridge	240,000
	817,800
Beach Volleyball Courts	120,000
Total	<u><u>\$ 1,965,000</u></u>



**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2018-20**

Funding Sources				
Funding Status	City of Greenville	Grants	Fund Raising	Total
Secured	\$ 1,212,615	\$ -	\$ 115,000	\$ 1,327,615
Unsecured	40,385	560,000	37,000	637,385
Total	\$ 1,253,000	\$ 560,000	\$ 152,000	\$ 1,965,000



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**RECREATION AND PARKS
CAPITAL IMPROVEMENT PROJECTS
NEXT STEPS**

RECREATION AND PARKS CAPITAL IMPROVEMENT PROJECTS NEXT STEPS

- **Execute Design of Projects**
- **Consider Location of Action Sports Park to Include:**
 - **Appraisal**
 - **Environmental Testing**
 - **Negotiation of Price and Options on Property**
- **Engage Local BMX and Skate Groups on Design of Park**
- **Work with Mirra Family / Representatives to Begin Fund Raising Efforts**
- **Move Forward with Grant Applications (Parks & Rec Trust Fund)**
- **Issue RFP for Development of Restaurant / Other Retail Type Facility**

City Council Workshop

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