

Greenville City Council Planning Session
January 24-25, 2020
City Hall Gallery
200 West Fifth Street

Friday, January 24, 2020 -- 4:30 p.m.

I. Welcome – Mayor PJ Connelly

II. Public Comment Period

The Public Comment Period is a period reserved for comments by the public. Items that were or are scheduled to be the subject of public hearings at the same meeting or another meeting the same week shall not be discussed. A total of 30 minutes is allocated with each individual being allowed no more than 3 minutes. Individuals who registered with the City Clerk to speak will speak in the order registered until the allocated 30 minutes expires. If time remains after all persons who registered have spoken, individuals who did not register will have an opportunity to speak until the allocated 30 minutes expires.

III. East Carolina University and the City of Greenville – Dr. Ron Mitchelson, Interim Chancellor

IV. Overview of the 2018-20 Strategic Plan – City Manager Ann Wall and Department Heads

V. Wrap Up and Recess

The best way to predict the future is to create it. - *Abraham Lincoln*

Greenville City Council Planning Session
January 24-25, 2020
City Hall Gallery
200 West Fifth Street

Saturday, January 25, 2020 -- 8:30 a.m.

- I. **Welcome Back** – Mayor PJ Connelly

- II. **Goal Setting** - Facilitated by Carl Stenberg

- III. **Mid-Year Budget Update** – Michael Cowin, Assistant City Manager

- IV. **Capital Improvement Plan** – Byron Hayes, Director of Financial Services, and Mitch Gibbs, Data Analyst

- V. **Open Discussion** – Mayor PJ Connelly

- VI. **Wrap Up and Adjourn**

The best way to predict the future is to create it. - *Abraham Lincoln*

Memorandum

TO: Honorable Mayor and Members of City Council

FROM: Ann E. Wall ^{KW} City Manager

DATE: January 17, 2020

SUBJECT: 2020 City Council Planning Session

On January 24-25 2020, the Greenville City Council will hold its annual planning session. The final agenda and suggested pre-reading materials are attached.

Over the last several years, I have shared the words of Abraham Lincoln who said, "The best way to predict the future is to create it." Our planning retreats serve as an opportunity to reflect on our progress and opportunities to be the community we want to be. Key objectives for this Planning Session are:

- Review progress on the 2018-2020 Goals and Priorities
- Develop 2020-2022 Goals and Priorities

The agenda for the retreat is attached. Highlights include:

- On Friday evening, we will kick off the Planning Session hearing from Dr. Ron Mitchelson. Dr. Mitchelson will speak about the future of East Carolina University, its challenges and opportunities. We will learn about ways to work together and align our efforts.
- Later Friday evening, City staff will provide an update on our progress toward completing the 2018-2020 Goals and Priorities.
- On Saturday morning, Dr. Carl Stenberg with the UNC School of Government will facilitate a goal setting session for the City Council.
- On Saturday afternoon, Michael Cowin, Byron Hayes, and Mitch Gibbs will provide a mid-year budget update as well as review the draft Capital Improvement Program.

On Friday evening, dinner will be available at 4:15 p.m., and we will start our session at 4:30 p.m. On Saturday, breakfast will be provided at 8:15 a.m., and the session will start at 8:30 a.m. Lunch will be available at 11:45. I recommend business casual attire for attendees.

I have included some background information in order to prepare for the retreat. This material includes:

- City Council Goals and Priorities 2018-2020
- SIR presentation which shares the market research findings and insights from the community research on the region's core story.
- Vision Framework, Sustainability themes and Big Ideas from the Horizons 2026 Plan.

Additional information will be handed out at the retreat.

On behalf of the staff, thank you for your time and dedication to this Planning Session. This is an exciting opportunity to think about the future of our city and how we create it.

dr

cc: Emanuel McGirt, City Attorney
Valerie Shiuwegar, City Clerk
Michael Cowin, Assistant City Manager
Ken Graves, Assistant City Manager
Department Heads

The best way to predict the future is to create it. - *Abraham Lincoln*

Speaker Bios

Dr. Ron Mitchelson

**Interim Chancellor
East Carolina University**

Ron Mitchelson graduated from the State University of New York in Buffalo with a bachelor's degree in geography. He holds master's and doctoral degrees in geography from The Ohio State University. Before coming to ECU in 1999, he held faculty and administrative positions at the University of Georgia and Morehead State University in Kentucky. He has been the recipient of many awards, including the appointment of State Geographer by Kentucky Governor Brereton Jones.

Dr. Mitchelson has served ECU in several capacities. Since beginning as a professor in the Department of Geography, he has also chaired the Geography Department, served as interim chair of the English Department, and served as interim Vice Chancellor for Research & Graduate Studies. In 2014 he was appointed interim Provost, and since 2015 has served as the Provost and Senior Vice Chancellor of Academic Affairs. Over the course of each of these appointments, he has chaired numerous committees and been a part of various work groups and task forces.

As Provost, Dr. Mitchelson served as ECU's chief academic officer with oversight of academic programming, enrollment management, institutional planning and research, and equity and diversity. He is committed to ensuring that ECU continues to deliver the highest level of academic instruction, support and guidance needed for 21st century success. He embraces the university mission and strives to make ECU a national model for student success, public service and regional transformation.

In his spare time, he also embraces the university motto, Servire ("to serve"), which is exemplified by his enthusiastic support for the Imagination Library program through the United Way of Pitt County, encouraging childhood literacy. Dr. Mitchelson also enjoys spending time with his family, reading and attending community events.

Speaker Bios

Dr. Carl W. Stenberg, III

**James E. Holshouser Jr. Distinguished Professor of Public Administration and Government
University of North Carolina at Chapel Hill**

Carl Stenberg joined the School of Government at the University of North Carolina in 2003. He served as director of the MPA program at the School of Government from 2006 to 2011. Previously, Stenberg served as dean of Yale Gordon College of Liberal Arts, University of Baltimore; director of the Weldon Cooper Center for Public Service, University of Virginia; executive director of the Council of State Governments; and assistant director of the US Advisory Commission on Intergovernmental Relations.

He is former feature editor of *Public Administration Review* and co-author of *America's Future Work Force*. Stenberg is a Fellow and former chair of the Board of Directors of the National Academy of Public Administration and past president of the American Society for Public Administration.

Stenberg holds a BA from Allegheny College and an MPA and a PhD from the State University of New York at Albany.

OVERVIEW OF THE 2018-20

STRATEGIC PLAN

City of Greenville

City Council Goals & Priorities
2018–2020 (January 2020 Update)

**Greenville
Means
Business**



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OUR MISSION

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.

OUR VISION

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.

OUR VALUES

Integrity — We will be truthful, dependable, and fair in all actions.

Respect — We will value each person for their thoughts, opinions, and diversity.

Professionalism — We will be professional and efficient in our work.

Fairness and Equity — We will practice fairness and equity in all decisions.

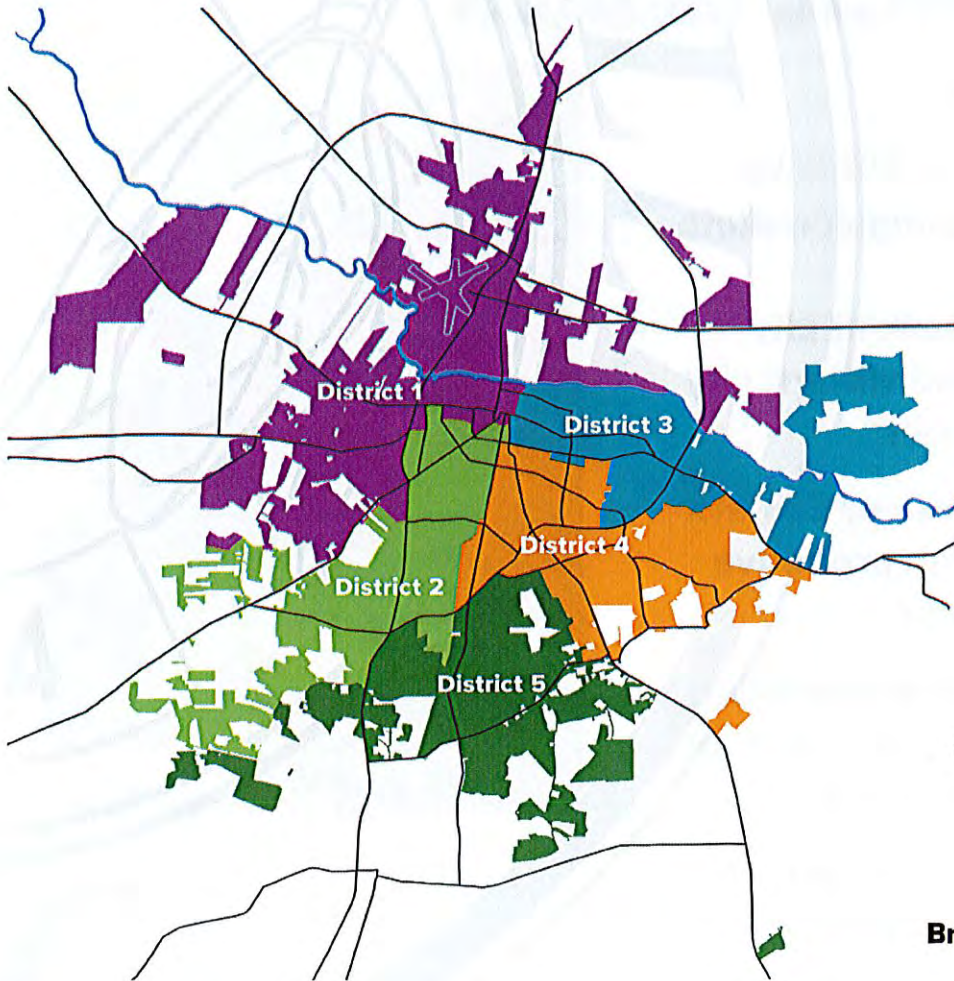
Teamwork — We will work together in a shared responsibility of service.

Accountability — We will be accountable for our actions and decisions to all we serve.

Commitment to Service and Excellence — We will strive for excellence and be committed to providing high-quality services to our citizens and customers.



CITY COUNCIL



P.J. Connelly
Mayor



Rose Glover
Mayor Pro-Tem
District 2



Monica Daniels
District 1



Will Bell
District 3



Rick Smiley
District 4



William Litchfield
District 5



Brian Meyerhoeffer
At-Large



2018–2020 CITY COUNCIL GOALS & PRIORITIES

During the annual planning session on January 26–27, 2018, the Greenville City Council established its goals and priorities for the next two years. The Council established five goals and nine priorities.

Following the planning session, City staff created a plan of action for each priority. That plan of action is detailed in this 2018–2020 Strategic Plan.

This document lists the action steps for each of the Council's priorities and provides updates on the progress toward achieving the priorities established by the City Council.

CITY COUNCIL GOALS

- 1. Be a safe community**
- 2. Build great places that thrive by:**
 - **Creating and sustaining complete neighborhoods**
 - **Growing a green, resilient city**
 - **Making a healthy and vibrant city**
 - **"Both sides of the river"**
- 3. Grow the economic hub of Eastern North Carolina through proactive recruitment of business**
- 4. Enhance accessible transportation networks and public building, public infrastructure development**
- 5. Build a high performing organization, and govern with transparency and fiscal responsibility**



CITY COUNCIL PRIORITIES

Priority 1: Proactive economic development including the seven recommendations from staff and a disparity study

Action Step 1: Explore a formal economic development partnership.

Update: The City of Greenville, Greenville Utilities, Pitt County, and the Committee of 100 collaborated for Convergent Economic Development Study in February 2018. The consultant held stakeholder input sessions in April 2018. The input revealed support for a collaborative approach to economic development. An economic development working committee was formed, and an organizational structure and bylaws were established. On July 31, 2019, the Greenville-ENC Alliance was launched. This public-private partnership has raised more than \$3 million thus far and anticipates hiring a President/CEO in the coming months.

Complete. The Greenville-ENC Alliance public-private economic development partnership launched on July 31, 2019.



Action Step 2: Explore creating “shovel-ready” industrial sites and/or park and shell buildings.

Update: In October of 2019, the City and the Greenville-ENC Alliance helped Indigreen Corporate Park achieve certification for five lots through the N.C. Certified Sites Program. Additionally, the City continues to explore the development of additional industrial sites.

Ongoing. In October of 2019, the City and Greenville-ENC Alliance helped Indigreen Corporate Park achieve site certification.

Action Step 3: Revise and expand the outdoor dining policy.

Update: The City Council approved revisions to the Outdoor Dining ordinance that removed the geographic boundary, enforced a 3-foot minimum clearance, and standardized the fee at \$150. City Council members also approved the recommendations for using demarcation emblems to delineate the boundaries. City has processed changes to the City ordinance.

Ongoing. City Council has approved the recommendations and City staff has processed changes to the City ordinance.

Action Step 4: Consider parking study recommendations.

Update: Walker Parking Consultants presented the results of a parking study in February of 2018. City staff presented recommendations to the City Council and various stakeholder groups. Based on their feedback, staff revised the recommendations and will be presenting those in January and February 2020. Parking was added in the Dickinson Avenue corridor. A City employee parking lot is also in design.

Ongoing. Staff continues to review recommendations and implementation.

Action Step 5: Develop programs to support small businesses.

Update: City staff benchmarked other communities to gauge small business offerings in February 2018. A small business survey received 60 responses in March of 2018. City staff also completed a “Greenville Means Business” web page that consolidated area small business resources and provided easy-to-navigate processes. Feedback was received from the City’s Redevelopment Commission (RDC) in May

The City implemented several initiatives aimed at supporting small businesses and aspiring entrepreneurs while continuing previous initiatives.

CITY COUNCIL PRIORITIES

Priority 1 cont.

2018 on the Small Business Plan Competition, and City staff presented the Small Business Assistance initiative at the Chamber of Commerce Small Business Expo in May of 2018. Revisions were made to the Small Business Plan Competition, and the new application period ended January 10, 2020. The City also held an entrepreneur's workshop in 2018 to discuss the small business start-up process and incentives available to local small businesses.

Action Step 6: Modernize the permitting and plan review process.

Update: City staff met with members of the Pitt County Economic Development Partnership in March 2018 and received verbal and written feedback. A process review with City staff that work in Public Works, Planning, Building Inspections, and the Fire Department took place in March-April 2018. An additional development community stakeholder input session was held in April 2018. The Technical Review Committee (TRC) was reactivated in June 2018. Customer service training took place for staff involved in the permitting and plan review process in June 2018. The Inspections Division launched a new software system, Energov, in February of 2019. Additionally, the Inspections Division hired a Development Services liaison to engage directly with the development community and other citizens to ease their way through the development review process. The Inspections Division is also modifying its front office to properly separate the permitting business from the immediate front welcoming area. The City also established the Department of Engineering to focus attention on development review and capital projects.

Ongoing. Through community outreach and several internal enhancements, the City has modernized the permitting and plan review process to increase efficiency and shorten turn-around times with the customer base.

Action Step 7: Consider the job creation grant.

Update: City Council approved the job creation grant in August of 2018. The grant provides funding to businesses based on new full-time jobs created and an increase in the tax base. Options include full-time job creation option, property tax investment and full-time job creation option, and an economic development zone option. The City Council approved the first grant in March of 2019.

Complete. City Council approved the job creation grant in August of 2018.

CITY COUNCIL PRIORITIES

Priority 2: Infrastructure (strategic with roads and sidewalks)

Action Step 1: Complete the G.K. Butterfield Transportation Center. Complete.

Update: Complete. A ribbon-cutting ceremony was held on August 8, 2018. Services began at the new facility on August 9, 2018.



Action Step 2: Continue with the final two years of the four-year roadway resurfacing plan. Begin the development of the next four-year roadway resurfacing plan.

Update: The 2018 Road Resurfacing Plan was completed with 27.1 lane miles of streets being resurfaced. The 2019 Road Resurfacing contract was awarded to S.T. Wooten Company, and they completed 13 lane miles. The Greenville Urban Area MPO contracted with Transmap in early summer of 2019 to update the pavement condition survey completed in 2014. Transmap's work will be completed by early summer 2020. The next four-year plan for road resurfacing will be developed in late 2020.

Ongoing. 2018 and 2019 Resurfacing Plans were completed with more than 40 lane miles of streets resurfaced. Since 2013, the City has paved 117 lane miles at a cost of approximately \$17.6 million.

Action Step 3: Design and construct the final phase of Arlington Boulevard between Red Banks Road and Hooker Road.

Update: Arlington Boulevard between Greenville Boulevard and Red Banks Road is complete. Final design for the remaining sections of Arlington was completed in March 2019, and the project was awarded to Fred Smith Company of Raleigh. The section of Arlington between Hooker Road and Evans Street was completed in December of 2019. Work on the remaining section of Arlington Boulevard between Evans Street and Greenville Boulevard will begin in the spring of 2020.

Ongoing. Arlington Boulevard between Greenville Boulevard and Fire Tower Road is complete along with the section between Evans Street and Hooker Road. Construction between Evans Street and Greenville Boulevard will begin in the spring of 2020.

CITY COUNCIL PRIORITIES

Priority 2 cont.

Action Step 4: Initiation of construction of the Safe Routes to School sidewalk construction project.

Update: The original bids for the project exceeded the available funds. City staff requested additional funding from the NCDOT and received approval. A supplemental agreement and contract was approved by the City Council on January 7, 2019. Lanier Construction began work on the project in early June 2019. The location of an unknown utility at the East 5th Street location caused minor delays however construction is scheduled to be completed in April 2020.

Ongoing. Construction is scheduled to be completed in April of 2020.

Action Step 5: Initiate design for Fire Station #7.

Update: The City Council approved the reimbursement resolution for Fire Station #7 and the Station #1 Bay Extension on January 6, 2020 for the amount of \$6.6 million. The Council awarded the contract for the design of Fire Station #7 and Station #1 bay extension to Stewart-Cooper-Newell on January 9, 2020.

Ongoing. The City Council awarded the design contract on January 9, 2020.

Action Step 6: Begin construction of the South Tar Greenway between Pitt Street and Nash Street.

Update: Due to increasing project costs, NCDOT granted the additional funds requested by the City to complete the project. The project was re-bid and awarded to Fred Smith Company of Raleigh. Concurrence in Award was received from NCDOT in late December 2019, and construction is anticipated to begin in February 2020.

Ongoing. Construction will begin in February 2020.

Action Step 7: Coordinate with the NCDOT to initiate the next phase of the signal timing optimization project.

Update: NCDOT and City Staff have been preparing a Traffic Signal Optimization Study for the Memorial Drive corridor. The project limits are Country Club Drive to Davenport Farm Road. The results of the study are signal timing adjustments to be implemented along the eleven (11) intersections in the corridor, with the intent to optimize traffic progression based on updated traffic data. The initial and follow up signal timing modifications have been made and implemented along the corridor. The Consultant needs to complete the Final Results Study, which documents to what extent the goals of the project have been met.

Ongoing. Initial signal timing modifications have been made, but the City is awaiting the results of a Final Results Study.

Action Step 8: Coordinate with NCDOT on roadway projects.

Update: Public Works staff continues to work with NCDOT on all NCDOT projects under development and construction. In the fall of 2019, the NCDOT delayed all projects scheduled for Greenville due to funding limitations. This includes Dickinson Avenue, Allen Road, Firetower/Portertown Road, Evans Street/Old Tar Road, 14th Street, and NC 43

Ongoing. The 10th Street Connector and Southwest Bypass were completed. NCDOT has delayed other projects.

CITY COUNCIL PRIORITIES

Priority 2 cont.

South. The Greenville Southwest Bypass and the 10th Street Connector have each been completed and opened. Engineering and MPO staff have also been coordinating with NCDOT through the state prioritization process to identify, plan and submit new transportation projects for potential funding in the 2020-2029 State Transportation Improvement Program (STIP).

Priority 3: Arts/Entertainment

Action Step 1: Convene local arts groups to partner on visual as well as performing arts events.

Update: Following a successful first year, five Inner Banks Media Concerts on the Common were held May–July 2019. The 2nd annual Field of Honor American flag display was expanded by one week (5/17-7/13), displaying more than 500 American flags from mid-May to mid-July at Town Common. The project represents a continuing partnership with the Greenville Noon Rotary, and has become an annual tradition. Additionally, the City partnered with numerous local visual and performing artists to add more elements to the Greenville Grooves Music Festival held in June. The Community Youth Arts Festival was also held on October 19th in collaboration with ECU and Emerge Art Gallery.

Action Step 2: Continue efforts to activate the Town Common with concerts, activities, and programs.

Update: There were 75+ events at Town Common in 2019 including the first ever New Year's Celebration, a partnership with the Greenville Jaycees that featured an Emerald drop countdown, live music, fireworks, and approximately 2,500 attendees.. Additionally, the 2019 schedule of Sunday in the Park featured the most bands in the history of the concert series. Other 2019 events held at Town Common included Movies in the Park, Exercise in the Park, Painting in the Park, the Greenville Grooves Music Festival, and a variety of other events such as 5K runs and walks organized by outside entities. The City also recently issued a request for bids to repair, paint and light the pedestrian bridge at the park's east end to make it a more attractive and functional location for visitors, greenway users, and events.

Action Step 3: Work with partners to publish a single, annual directory of all local arts organizations and the arts and events opportunities they provide for residents and visitors.

Update: Recreation Supervisor for Jaycee Park Center for Arts and Crafts, Sara Caropreso, continues to participate in joint meetings of local art organizations to foster coordination of services, mutual support and

Ongoing. The City continued to partner with local groups to host a variety of events in 2019.

Ongoing. The City has hosted numerous events at the Town Common in 2019 and continues to look for ways to diversify those events.

Ongoing. Staff attends monthly meetings of art organizations and works with the Pitt County Arts Council on the publication.

CITY COUNCIL PRIORITIES

Priority 3 cont.

potential sponsorships. Arts-related initiatives from the City of Greenville are now regularly highlighted in ArtZine, an arts guide published by the Pitt County Arts Council and Emerge Gallery, increasing awareness regarding city-provided arts opportunities.

Action Step 4: Meet with leadership of the recently renovated Uptown Theater regarding possible partnerships and promotional initiatives.

Update: Following a 2019 Town and Gown meeting in the theater, Recreation and Parks staff met with representatives regarding possibilities for future use by the department. Such use is still being considered by both parties, but is dependent upon reaching a rental fee level acceptable to the City.

Action Step 5: Explore the development of an arts district.

Update: In November of 2019, the City Council approved an Emerald City Arts District that will be overseen through a collaboration between the City, the Arts Council, Uptown Greenville, and other stakeholders in the city with a goal of stimulating visual and performing arts opportunities and economic growth. The firm of Haddad/Drugan was selected to develop a public art plan for downtown. The implementation of the plan and installation of art pieces and amenities that will be part of the public art plan is anticipated to take place in 2020. The NC Arts Council has designated Greenville as a SmART City, making Greenville only the fifth city in NC with such a designation. Other cities include Durham, Wilson, Kinston and Burnsville.

Action Step 6: Develop opportunities for visual arts classes to be hosted at the Town Common.

Update: Recreation & Parks and the Pitt County Arts Council at Emerge welcomed artists and aspiring artists to the Town Common for a Paint in the Park event in September of 2019. Staff will consider scheduling additional programs of this nature in 2020.

Action Step 7: Investigate partnering with others to establish an annual Food Truck Rodeo with music, contests, games, and entertainment at the Town Common.

Update: Many Town Common events already have numerous food trucks on hand, and almost always include other components such as music/entertainment and other activities.

Ongoing. Staff will continue to pursue a meeting with theater representatives to discuss opportunities.

Ongoing. An arts district was approved by the City Council in November of 2019, and Haddad/Drugan was selected to develop a public arts plan.

Ongoing. A Paint in the Park event was held in September 2019.

Pending. Food trucks are already a part of several community events.

CITY COUNCIL PRIORITIES



Priority 4: Cleanliness and beautification

Action Step 1: Develop a plan to enhance city entrances and gateways including litter removal, mowing, and additional landscaping.

Update: Litter pickup has been included in our mowing contracts. Currently, our litter patrol is utilizing community service personnel to focus on weekly corridor litter removal on non-contracted corridor areas such as 10th Street from Greenville Boulevard to the Portertown Road area, Evans Street between Arlington Boulevard and Firetower Road, Dickinson Avenue from Reade Circle to Allen Road and the new 10th Street Connector between Memorial Drive and Evans Street. Replacing trees and landscaping on all corridor areas is a primary winter focus for the Buildings and Grounds Division with financial assistance from ReLeaf, Inc.

Action Step 2: Work with the NCDOT to implement the gateway program.

Update: Bi-weekly mowing and litter patrols continue at the locations listed below:

- Stantonsburg Road from Arlington Boulevard to the Hwy 264 interchange along with the Hwy 264 alternate from East 10th Street to Whichard Road
- McGregor Downs Road from Arlington Boulevard to B's Barbecue Road along with Allen Road from Stantonsburg Road to Greenville Boulevard
- Memorial Drive from Airport Road to NC 903 along with the Hwy 264 interchange area on West Stantonsburg Road

Ongoing. Staff is utilizing community service personnel for non-contracted corridors while replacing trees and landscaping on all corridor areas.

Ongoing. City is advertising contracts for bid and 12 mowing bids are to be awarded in 2020.

CITY COUNCIL PRIORITIES

Priority 4 cont.

Existing contracts were amended to address these additional locations for mowing and litter collections. With formalized maintenance contracts in place for NCDOT corridors, the City will seek reimbursement from the NCDOT for the number of cycles they would have performed on these roadways which is typically five mowing cycles annually and seven litter cycles annually.

Action Step 3: Market and attract additional partners to adopt city streets through the Adopt-a-Street program.

Update: The City hired a Recycling Coordinator who assumed the Adopt-a-Street program duties. Adopt-a-Street was re-branded, and it has grown to include nearly 80 organizations. Public Works has replaced old signs with new signage. The particulars of the Adopt-a-Street Program are as follows:

- Organizations adopt a one-mile section of roadway for a minimum of two years.
- Adoptees sign a safety training sheet and commit to clean once a quarter (4 times a year).
- City will provide the supplies - safety vests, trash bags, etc.
- City will collect and dispose of filled trash bags when notified by coordinator.
- Adopt-a-Street signage is added after two consecutive cleans.

A new Adopt-A-Street brochure was completed, and the City website was updated to reflect the current program. A PSA was created for GTV9, and we began advertising the Adopt-a-Street program on the exterior of the City's GREAT buses in the spring of 2019. The program was featured in Greenville: Life in the East magazine's summer 2019 edition, and the Public Works Department has started recognizing organizations and mentioning others monthly in The Daily Reflector. The City's Public Works Department has also assisted with the efforts of volunteers during the Sanitary Sunday monthly cleanups.

Action Step 4: Conduct a public information campaign to encourage a clean city and litter removal of neighborhoods and businesses.

Update: Public Works and the Public Information Office (PIO) have proactively been educating citizens about solid waste collection practices using a variety of tools such as curbside cart information stickers, social media and the incorporation of public art. In addition, the Public Works Department is working with Code Enforcement, the Police Department and neighborhood associations in the prevention

Ongoing. City hired a recycling coordinator who is actively recruiting new members and marketing the program. The program has grown to include more than 80 organizations.



Ongoing.

CITY COUNCIL PRIORITIES

Priority 4 cont.

of litter. Public Works has cleaned up several illegal dump sites and is working to prevent any reoccurrence. One step includes the use of cameras to identify those who are participating in illegal dumping. The PIO has created a PSA that seeks to end illegal dumping, and the City's increased efforts have received coverage on TV and in the newspaper.



CITY COUNCIL PRIORITIES

Priority 5: Develop and implement a comprehensive approach to stormwater management



Complete. The SWAC completed its report and made a recommendation to the City Council.

Action Step 1: Continue to support the work of the Stormwater Advisory Committee (SWAC) through their review of ordinances, levels of service, revenues, and capital projects.

Update: SWAC met 14 times (approximately 30 hours) and completed their review of the Stormwater Program and Utility. The group unanimously agreed to recommendations on the extent and level of service. The final report of the SWAC and recommendations were presented to the City Council during its workshop in November of 2018.

Action Step 2: Once the SWAC makes recommendations, provide a presentation to the City Council for final deliberations.

Update: A report and recommendation that included extent of service, level of service, and a rate and a capital spending plan was presented to the City Council several times during 2018.

Complete. Several reports were made to the City Council during 2018.

Action Step 3: Begin the construction of the Town Creek Culvert project.

Update: Work has been completed at Town Common, Third Street, Fourth Street, Fifth Street, and Washington Street between Eighth and Ninth Streets. Work is continuing along Reade Circle with Cotanche Street and Reade Circle anticipated to open in February of 2020 and Evans Street and Reade Circle to close for construction shortly after.

Ongoing. A closure of Evans Street and Reade Circle is expected in February of 2020.

Action Step 4: Complete the FY18 Stormwater Repair Project.

Update: Trader Construction was issued a Notice to Proceed on March 15, 2018. They completed Greenfield Boulevard, Brookgreen Road, Glasgow Lane, York Road, First Street, Fifth Street, Rock Springs Road, Hooker Road, and Ravenwood Drive. The FY2019 Stormwater Repair Project was approved in April of 2019, and three projects have been completed thus far. The contract expires July 1, 2020.

Complete.

Action Step 5: Initiate design for one or more of the following priority stormwater projects: St Andrews Stabilization Project; Elm St between 4th Street and Tar River outfall; Arlington Boulevard crossings between Evans Street and Hooker Road; Harding Street and 1st Street systems.

Update: Design of the Arlington stormwater system is complete and under construction. Design contracts for Elm Street between Fourth Street and the Tar River outfall, Cedar Lane Drainage Improvement and Bank Stabilization, and Greenbriar Drainage Improvement were awarded by the City Council in October of 2019. Notice to Proceed was issued in November of 2019.

Ongoing. Arlington design is complete and under construction. Contracts have been awarded for three other projects and a notice to proceed was issued in November of 2019.

CITY COUNCIL PRIORITIES



Priority 6: Continue to implement the Town Common Master Plan

Action Step 1: Complete and dedicate the Sycamore Hill Gateway Project at Town Common.

Update: Construction started in May of 2019, and it is on schedule for a spring 2020 dedication. Staff is planning for a ribbon cutting worthy of the magnitude and significance of this historic project. Approximately \$30,000 has been donated by individuals and families in support of the gateway project, which will serve as an attractive gateway to Town Common at the site where the Sycamore Hill Missionary Baptist Church once stood adjacent to the “Downtown Neighborhood.”

Ongoing. Construction is underway. A ribbon cutting/dedication ceremony is anticipated for summer of 2020.

Action Step 2: Continue efforts to have a watercraft rental company available on site at Town Common.

Update: The official release of an RFP for the provision of canoe/kayak rental services at Town Common will be released when the Town Creek Culvert project is complete, but two local companies are reserving watercraft by phone or online and delivering them to renters.

Ongoing. An RFP for rental services will be released when the Town Creek Culvert project.

Action Step 3: Develop a plan for more programming and activities at the Town Common.

Update: The number of Town Common events continues to increase, whether sponsored by the city, in partnership with others, or by an outside organization. More than 75 events were held at the Town Common in 2019. All Town Common events are promoted on the City's website. Efforts are underway regarding enhancements to the

Ongoing. The number of events at the Town Common continues to increase.

CITY COUNCIL PRIORITIES

Priority 6 cont.

Town Common pedestrian bridge (painting, lighting and decking) that will improve its appearance and functionality, allowing it to serve not only as a connector between the park and greenway, but also as a unique event venue. Painting will take place mid spring, followed by the decking replacement. Lighting will be the final improvement and is anticipated to take place sometime in late spring/early summer.



Pending. The project will be released with the completion of the Town Creek Culvert.

Action Step 4: Create and issue an RFP for a restaurant/event space to be developed in the 1.46 acres of Town Common that has no Land and Water Conservation Fund (LWCF) development restrictions.

Update: The project is developed and will be released with the completion of the Town Creek Culvert.



CITY COUNCIL PRIORITIES

Priority 7: River Access, Tar River Vantage Points, and Tar River Legacy Plan Additions

Action Step 1: Explore the acquisition of riverside lake lands as recommended in the Tar River Legacy Plan.

Update: The City has acquired 163 acres of Phil Carroll Estate riverside lake lands on the east side of the 264 bypass for the development of an adventure park. Trails on both River Park North and the new park have been planned, and staff will seek bids for this work in early 2020.

Ongoing. The City acquired 163 acres, and negotiations for an additional 22 acres continue.

Action Step 2: Develop mountain bike trails connecting to the greenway and river overlook.

Update: Through discussions with the Department of Environmental Quality, staff have discovered that it could possibly be feasible for this project to move forward on the old landfill site if surface fabric is installed in the project area. The plan would require DEQ approval and budget is yet to be identified. Nevertheless, staff consider this project to be quite desirable, and are researching capital and operating budget needs.

Ongoing. Staff is researching capital and operating budget needs.

Action Step 3: Investigate the creation of a gravel trail around the Beech Street connector pond along with fishing access.

Update: The estimated cost of this project including the clearing, gravel installation, signage, and benches is \$20,000-\$25,000. Staff is exploring options for design and funding.

Ongoing. Costs have been identified, and staff is exploring design and funding options.

Action Step 4: Identify a site for establishing an additional overlook/ river access along the Tar River, design overlook and simultaneously seek no-rise certification from NC Department of Environment and Natural Resources and the US Army Corps of Engineers.

Update: This remains a project for future consideration, but it is on hold as emphasis and efforts focus on adventure park development.

Pending the establishment of the adventure park on riverside lands.

Action Step 5: Seek grant opportunities to expand trails and greenways along the river.

Update: Work on primitive trail development continues at River Park North and staff expects to put the project out for bid shortly. Staff envisions the new riverside trails would ultimately connect to similar trails at the adventure park, and plan to apply for a NC Recreation Trails Program grant in mid 2020 in support of this initiative.

Ongoing. Staff will apply for a NC Recreation Trails Program grant in 2020.

CITY COUNCIL PRIORITIES



CITY COUNCIL PRIORITIES

Priority 8: Enhance Public Safety through Street Lighting, Cameras, and Community Police Relations

Action Step 1: Establish 4-year street lighting plan with GUC to include expectations, priorities, responsibilities and costs regarding the scope of the citywide lighting project.

Update: During the 2019 Fiscal Year, the City worked with Greenville Utilities Commission to convert 1,531 lights to LED. This included fixtures identified in the City's Year 1 conversion area as well as conversions related to the City's intersection/camera upgrades. Since July 1, 2019, 542 additional fixtures have been converted, bringing the total number of LED conversions to 4,171 out of 7,841 total street lights (53 percent).

Ongoing. Thus far, 4,171 of 7,841 total street light fixtures have been converted to LED.

Action Step 2: Assess and implement the installation of new poles/lights in areas where the LED lighting conversion has been completed with the goal of eliminating any remaining areas that are underserved with light.

Update: GUC has completed the installation of more than 230 new poles and lights. This includes Kearney Park, which has now been upgraded with additional lighting throughout the neighborhood.

Ongoing. There have been more than 230 new poles and lights installed so far.

Action Step 3: Leverage technology to [remotely] adapt the lighting level for public safety needs on an ongoing/recurring basis.

Update: Nearly 200 lights downtown have the adaptive lighting controls installed.

Completed.

Action Step 4: Public Safety Cameras: Continue the expansion of the public safety camera network to include the exploration of a neighborhood partnership program.

Update: There was \$1 million allocated in 2017-2018 budget for lights and cameras (\$650,000 used for cameras). There have been 142 of 144 cameras installed at 68 of 70 locations, two recording servers, increased network uplink bandwidth for Public Works (the termination location of the Traffic Signal Fiber) and fiber optic splicing/termination for traffic intersections. In 2019, the City added an additional 32 cameras at a cost of \$148,235.

Ongoing. The City added more than 140 cameras in FY 2017-18 and 32 cameras in 2019.

Action Step 5: Police community stakeholders meeting.

Update: A second annual stakeholders event was held on April 30, 2019 at the Cornerstone Missionary Baptist Church. The event was a full venue of static and interactive displays along with a presentation to update the attendees on the department's initiatives relating to crime reduction, crash reduction and community engagement.

Ongoing. A second stakeholders event was held on April 30, 2019.

CITY COUNCIL PRIORITIES

Priority 8 cont.

Action Step 6: Police community fair - Annual event designed to invite the general public for engagement and education on police functions and initiatives in a relaxed fair-like setting.

Update: This event was combined with the community stakeholders event held on April 30, 2019.

Complete. Combined this event with the stakeholders meeting on April 30, 2019.

Action Step 7: Safe police encounters – Ongoing education initiative to improve public safety when stopped by the police and the complaint process. This will include focused training sessions and supporting videos and publications distributed throughout the year at numerous events.

Update: Introduction made at Interfaith Clergy meeting (May 2018). Presentation made at June 11, 2018 City Council meeting. Completed list of outreach events through the end of 2018 and throughout 2019 reaching an estimated 300,000 contacts. Safe police encounters materials have been discussed and made available through the following sources:

- Cops and Barbers locations
- Cops and Barbers back-to-school event
- Police Department lobby
- Public libraries
- City Website
- Greenville Police VIMEO page
- Driver's Education classes
- National Night Out
- GAME P.L.A.Y. event at South Greenville Recreation Center

Ongoing. Outreach events have reached an estimated 300,000 people.



CITY COUNCIL PRIORITIES

Priority 8 cont.

Action Step 8: PAL and Police Explorers – Continued support for the PAL afterschool programs, youth camps, sports programs, and police explorers program.

Update: PAL is underway with planning three separate summer camp locations operating all throughout the summer designed to provide positive and educational interactions among police officers and youth. Our school resource officers (SRO's) have been heavily involved in this year's program serving nearly 100 kids on a daily basis. The Police Explorers program is also continuing. This small group meets regularly with Sgt. Blanchard to learn the skills necessary for a career in public safety.

Action Step 9: Diversity recruiting – Improve diversity in department through focused outreach.

Update: The police department recently added a second position to the recruiting department to meet the competitive demands for high-quality police recruits. Outreach efforts are well underway in the following areas to improve the department's diversity outreach:

- A Diversity Recruiting Video was completed and released.
- Military Base visits at Camp Lejeune and Cherry Point
- Working with Red Shark Digital on new marketing campaigns
- On-line website posting at: Indeed.com, Handshake.com (230 colleges), NC Works Account for GPD, and Soldier for Life.
- BLET (Basic Law Enforcement Training) academy visits expanded to: Edgecombe Community College, Coastal Plains, Coastal Carolina, Wake Tech and Beaufort Community Colleges.
- University Fairs: ECU, UNC Asheville, North Carolina Central, Fayetteville State.

Ongoing. A number of PAL-related programs are taking place in our community.

Ongoing. The Police Department recently added a second position to the recruiting department and outreach efforts underway in a number of areas.



CITY COUNCIL PRIORITIES

Priority 9: High performing organization

Action Step 1: Provide “at market” pay and benefits to attract and retain top talent by allowing funds in budget to provide for market based increases in pay and benefits.

Complete for FY19-20.

Update: On June 13, 2019, Council adopted the FY 2019-20 Budget for the City which included an average employee wage increase of 2.7%. Council also approved a 2.1% adjustment of the salary ranges in order to maintain market competitiveness. An increase equally across all pay ranges in the City’s salary structure will positively impact the City’s ability to compete with the market for talent. Effective July 1, 2019, the City and GUC kicked off the joint classification and compensation study which is conducted in 10-year intervals to ensure an equitable classification and compensation system that aligns with the labor market.

Ongoing. The City's Training and Development Specialist has been leading employees through a variety of professional development opportunities.

Action Step 2: Offer internal and external opportunities for professional growth and development, through training, education, and mentoring.

Update: All employees have participated in customer service training conducted by the City's Training and Development Specialist. New employees are required to complete the B.R.I.D.G.E. training program which is designed to help new employees maintain the level of enthusiasm and bridge the gap between new hire and engaged, productive employee. New supervisors and managers continue to participate in the S.T.A.R. training program, with 30 supervisors and managers currently enrolled and scheduled to graduate in the spring.

Ongoing.

Action Step 3: Expand efforts to make City government reflect the diversity of Greenville to effectively meet the needs of all citizens, by having diverse panels for every new-hire or promotional process.

Update: The City of Greenville is an equal opportunity employer and strives to increase diversity in the employment and promotional opportunities at all levels of the workforce. To the extent possible, each interview panel represents a diverse representation of perspectives and backgrounds with regard to gender, race, and other characteristics. Additionally, when feasible, a Human Resources Department employee serves as a member of the interview panel for new hire and promotional processes.

Ongoing. Employees are offered incentives to participate in a variety of wellness opportunities.

Action Step 4: Expand the City’s Wellness program to enhance and maintain the optimal health of employees and retirees by increasing incentives.

Update: The City's Wellness Program encourages employees and

CITY COUNCIL PRIORITIES

Priority 9 cont.

retirees to achieve and maintain a healthy lifestyle. By participating in well-being activities such as biometric and preventive care screenings and health coaching, employees and retirees are eligible to earn up to \$300. Additional incentives such as gift cards for birthday month biometric screenings and telehealth utilization have been implemented to further promote optimal health and wellness.

Action Step 5: Expand the scope of services of the employee health clinic to enhance the health and well-being of employees and retirees on the plan.

Update: Since opening on May 1, 2017, the employee health clinic has provided a variety of services and has expanded its scope of services to enhance the health and well-being of employees and retirees covered under the City's health plan. On August 1, 2017, pre-65 retirees became eligible to use the clinic, and on May 1, 2018, pharmacy services were added to provide onsite dispensing of commonly prescribed medications. Effective July 1, 2018, the number of provider hours increased to 12 hours per week, and covered spouses and dependent children at least 13 years old became eligible to use the clinic. On January 1, 2019, the clinic added a half-time registered nurse.

Action Step 6: Provide employees with access to information regarding upcoming City initiatives and events.

Update: The City's wellness coordinator provides regular updates to employees concerning various healthy activities, programs, and a newsletter with upcoming wellness events and seasonal wellness tips. Emails go out to employees encouraging them to participate in blood drives that take place several times per year. The City's PIO provides information to all City employees for numerous events happening around the City. The Human Resources Department provides resources for professional development initiatives. Employee safety guidelines, training, and informative web sites are provided to employees to help enhance the awareness of on-the-job safety.

Action Step 7: Sponsor annual teambuilding exercises for each work group including the department heads and City Council.

Update: The Training and Development Specialist has developed and is continuing to develop a variety of training programs for employees, including sponsoring teambuilding exercises to empower work groups toward common goals. Quarterly department head training with an emphasis on leadership development occurred in 2019 and will continue in 2020. Annually, the City has held a City Employee Picnic for all employees and their families.

Ongoing. The City has continued to expand the services offered at the health clinic.

Ongoing. City staff from multiple departments assist with providing information to employees.

Ongoing. The Training and Development Specialist has developed programs and they are underway.

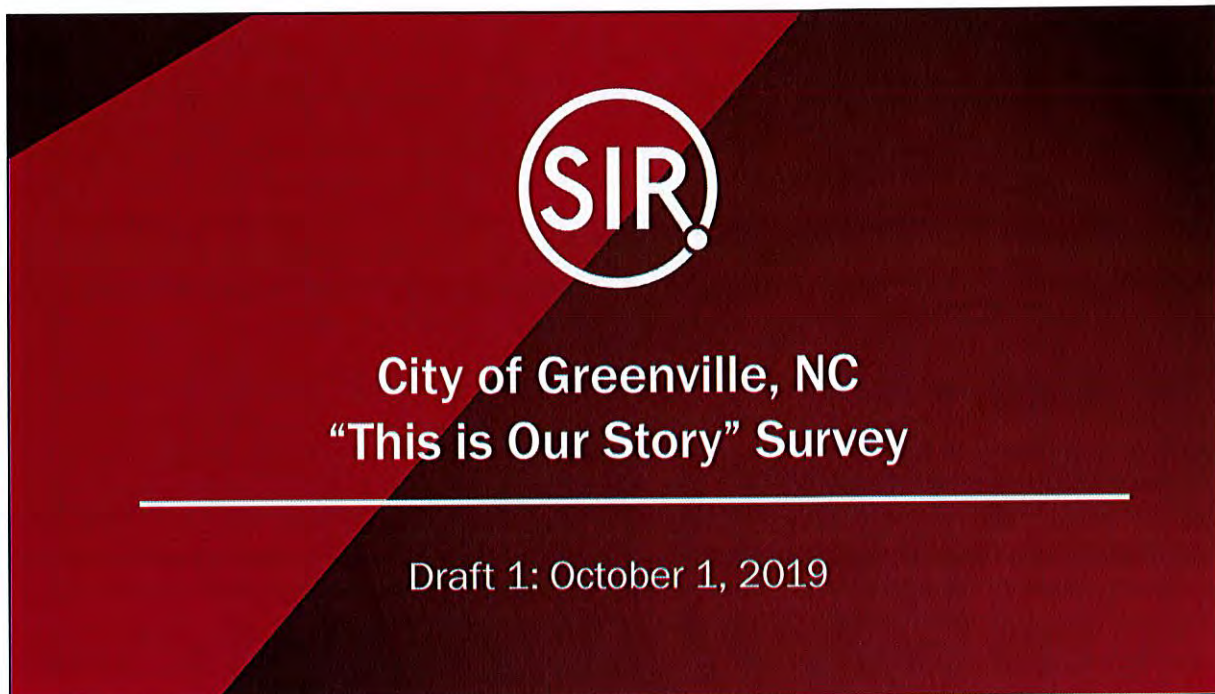


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SUPPLEMENTAL INFORMATION

Greenville N.C.'s Story Survey: Key Findings and Implications



Key Finding	Implication	Notes
1	Residents in the Greenville region rate the area as a great place to live with a high quality of life.	Celebrate this! Include these statistics in communications to residents (newsletters, bulletins, etc.) and incorporate these facts into your economic development pitch.
2	Residents in Greenville associate positive things with the Greenville Brand.	Recognize that you don't have major perception issues to overcome. Concentrate messaging on moving Greenville forward.
3	Residents in the Greenville region plan to stay in the area – except for Millennial residents.	While in every city Millennials are the most finicky about staying in one place, this score suggests a hyper-focus on keeping this cohort in place and retaining those Millennials studying in Greenville.
4	Residents in the Greenville region are not big promoters of the Greenville region.	This is perhaps one of the biggest opportunities to identify, recruit, train, and support more Greenville apostles. Part of this process involves understanding why current apostles are so high on Greenville. Probe further in the research to discern the specifics.
5	Compared to other cities/regions, Greenville's PLACE Score is about average. If residents had a greater sense of what's available in terms of adventure, it would be higher.	Understand how the region's packaged and being presented from a tourism point of view. Include residents as part of the tourism promotion. Explore investment in tourism development – generating more experiences.
6	Greenville region residents have high expectations on community attributes, and the region is delivering on them.	Celebrate this! Share this information with the city workforce and let them know they're delivering/exceeding expectations.
7	There are a few areas that would benefit from more attention and work.	Double down on affordability, safety, economic opportunities, etc., and make sure you have specific improvement plans related to each attribute.
8	Appealing to Millennials (young professionals) is an important focus area	Use the findings from this research study to empower a group of high-profile Millennials who can work together to create a Millennial Game Plan for Greenville.
9	ECU and being an educational/healthcare center are the most unique, defining features of Greenville/Pitt County. Respondents see many personal benefits of this story.	Explore ways to put ECU and education/healthcare at the center of Greenville's story, but do so in a way that pays off the benefit of "What's in this for me?"
10	Using "Pirate" iconography in Greenville's place marketing efforts must be carefully considered, as it presents risk.	Additional discussion and more probing of the research data is warranted before a final decision is made on including the ECU Pirate in any place marketing efforts.



1

Document Purpose

- The Greenville, N.C. region, like many regions, is investing in place marketing – becoming more intentional in how the region markets itself to potential visitors, future residents, and business investors. To this end, the region hired SIR to lead a research-based community-wide project to identify the region's core story:
 - Message: How is the region unique from other regions as a place to live, work, play, and learn?
 - Symbols: What are the most familiar and most often referenced symbols that represent Greenville?
- This document presents the project's market research findings and insights that will help the project team and the Community Stakeholder Group arrive at the optimal message theme(s) and symbols for the region.
- Once Greenville's story is finalized, SIR will craft a communications compass, outlining the message architecture and ways that everyone can work together to share Greenville's story in a more compelling and seamless fashion.



2

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Table of contents

- I. Research objectives and methodology
- II. Respondent profile
- III. Key insights
- IV. Summary and implications

3



3

I. Objectives and Methodology

4



4

Research objectives

Place Marketing Research Objectives:

- Gather input from as many community voices as possible on what makes the Greenville region a unique place compared to other cities and towns.
- Gather needed insights to arrive at the Greenville region's core messages and symbols to help package and advance Greenville's story.

Note: Given the work involved in engaging the community and conducting research related to place marketing, SIR is also probing into issues related to Greenville's placemaking efforts.

5

Placemaking Research Objectives:

- Assess residents' satisfaction with living in the region, intent to stay, and likelihood to recommend.
- Identify Greenville's PLACE Score, SIR's index score that affords comparison to other cities/regions.
- Identify residents' expectations for the Greenville region and assess how well the Greenville region is performing against those expectations. Identify performance gaps to help the Greenville region focus on placemaking improvements.
- Provide information and insights to better understand what it will take to attract and retain more young professionals.



5

Methodology

SCIENTIFIC SURVEY

- The City of Greenville and SIR developed a 10-minute online scientific survey.
- Fieldwork for the scientific survey began on July 12, 2019 and ended on August 12, 2019, resulting in 201 completed surveys.
- The sample came from a national panel provider. It is a statistically reliable and projectable scientific sample with a margin of error of +/- 6.9 percentage points at a 95% confidence level.

To date, over one thousand people have participated in the scientific and convenience surveys.

6


CONVENIENCE SURVEY

- After the fielding of the scientific survey, the same survey instrument was distributed to a convenience sample of residents. This work is still underway.
- People are being encouraged to participate through a host of engaged organizations, such as East Carolina University, city council and the chamber of commerce. These groups are sharing the online survey with their students, employees, members, customers, and others.
- The incentive to participate is simply to be involved in the region's future.



6

II. Respondent Profile



7



7

Data was weighted by **GENERATION** to more closely reflect the region's Census data

Respondent profile for weighted metrics

DEMOGRAPHIC	Q #	GROUP	SAMPLE SIZE (n)	UNWEIGHTED SAMPLE	CENSUS PROPORTION	WEIGHTED SAMPLE
GENERATION (Based on Q1. In what year were you born?)	Q1	Millennial (born from 1983-2001)	110	55%	36%	36%
		Gen X (born from 1965-1982)	44	22%	30%	30%
		Boomer + (born before 1965)	47	23%	33%	33%

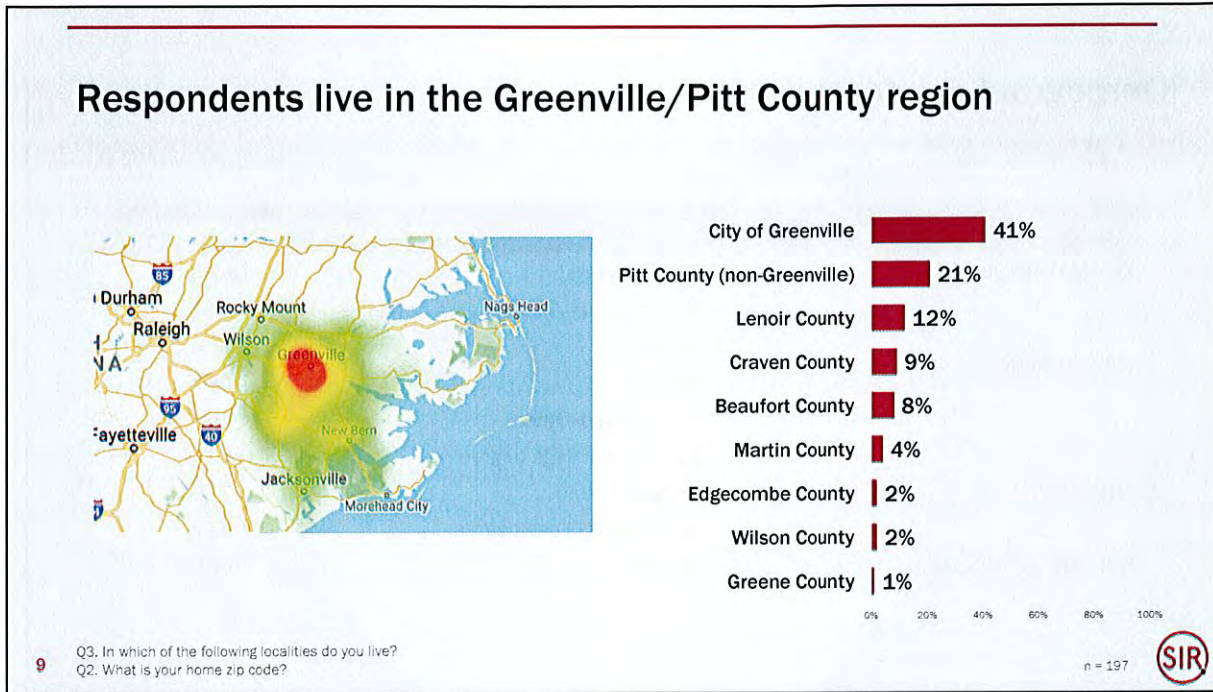
NOTE: From this point forward, all sample sizes and proportions listed are **WEIGHTED unless otherwise specified.**

8

Source: U.S. Census Bureau, 2017 American Community Survey



8



9

Demographic information

DEMOGRAPHIC	GROUP	SURVEY RESPONDENTS	U.S. CENSUS (2017 ACS)
GENERATION	Millennial	36%	36%
	Gen X	30%	30%
	Boomer+	33%	33%
GENDER	Male	49%	47%
	Female	51%	53%
RACE	White	58%	58%
	Black or African American	39%	35%
	Other	7%	7%
HISPANIC OR LATINO	Yes	3%	5%

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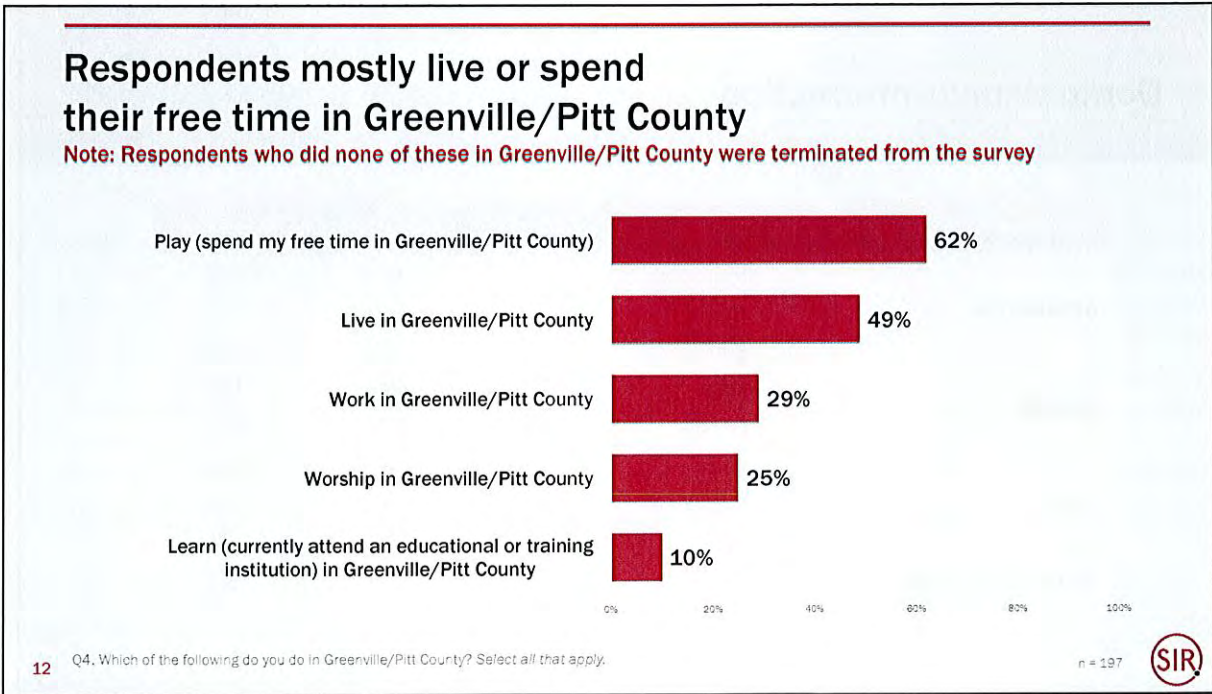
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Demographic information

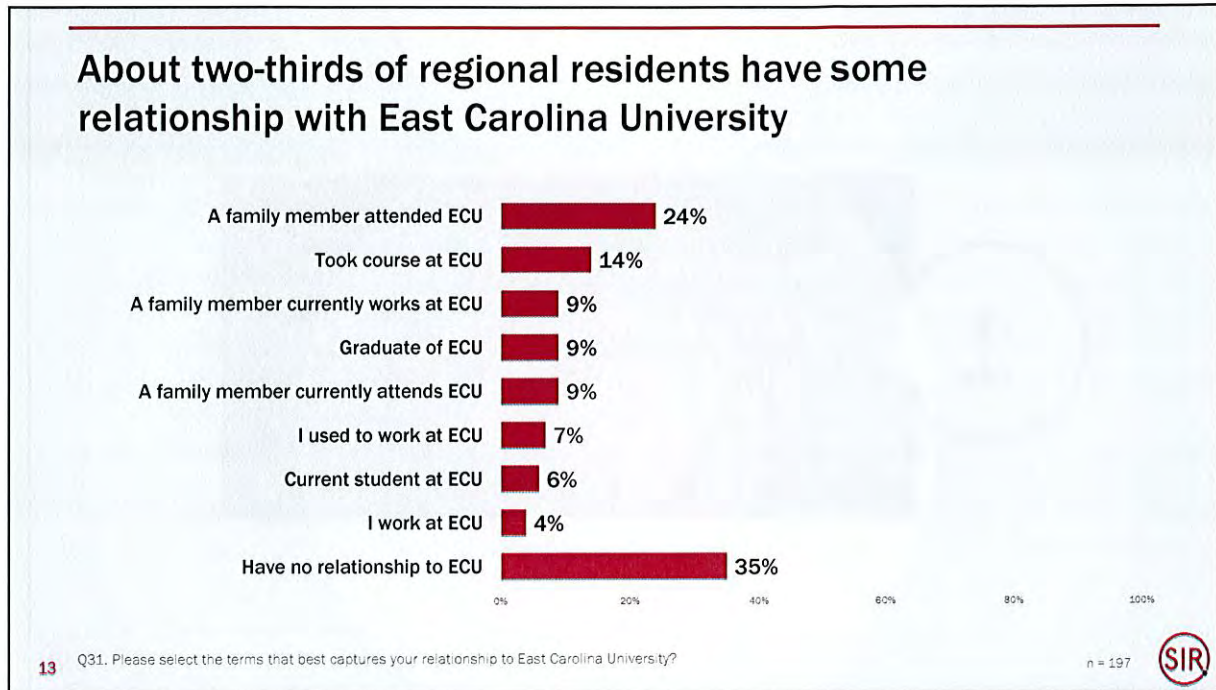
DEMOGRAPHIC	GROUP	SURVEY RESPONDENTS
YEARS OF RESIDENCE	Average years	18 years
	Employed full-/part-time/self-employed	58%
EMPLOYMENT	Student	7%
	Retired	19%
	Unemployed/Other	16%
EDUCATION	Less than college degree	64%
	College degree	24%
	More than college degree	12%
HOUSEHOLD INCOME	Average	\$57,000

11 SIR

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III. Key Insights

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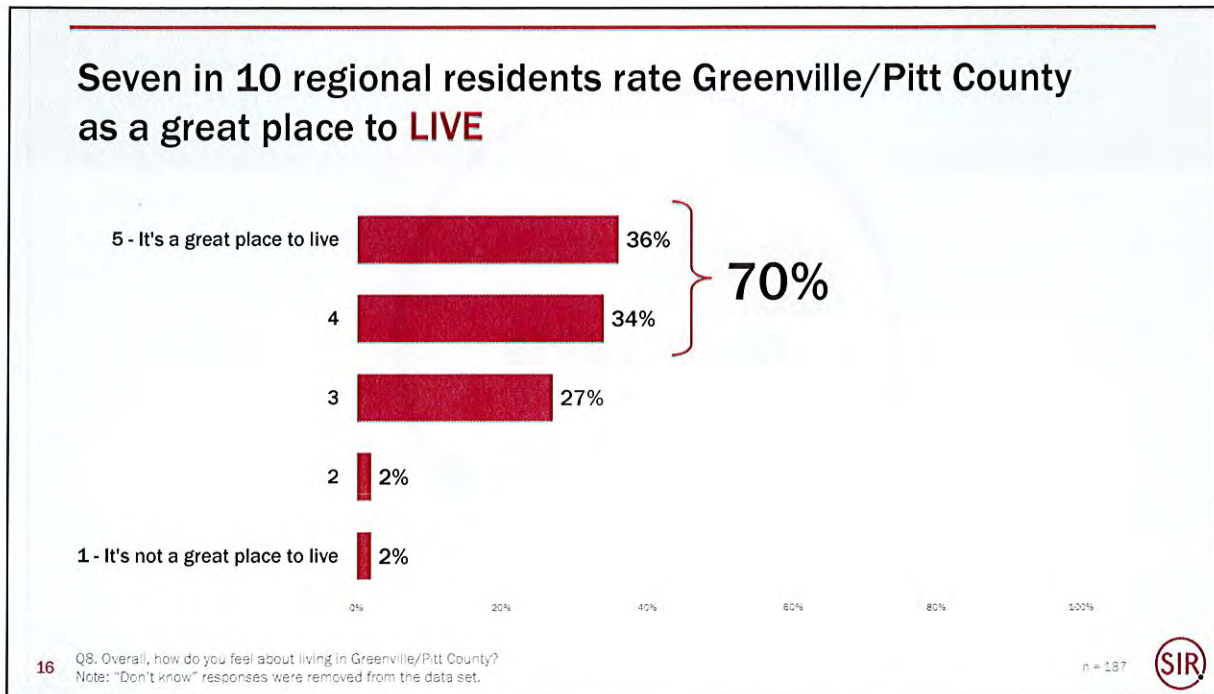
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Residents in the Greenville region rate the area as a great place to live with a high quality of life.

15

15



16

Millennial residents are less likely to rate Greenville as a great place to live than older cohorts

DEMOGRAPHIC	GROUP	RATED GREENVILLE AS A GREAT PLACE TO LIVE
GENERATION	Millennial	59%
	Gen X	74%
	Boomer+	76%*
GENDER	Male	67%
	Female	72%
RACE	White	71%
	Minority	66%
RESIDENCE	Pitt County, including City of Greenville	69%
	Surrounding area	69%

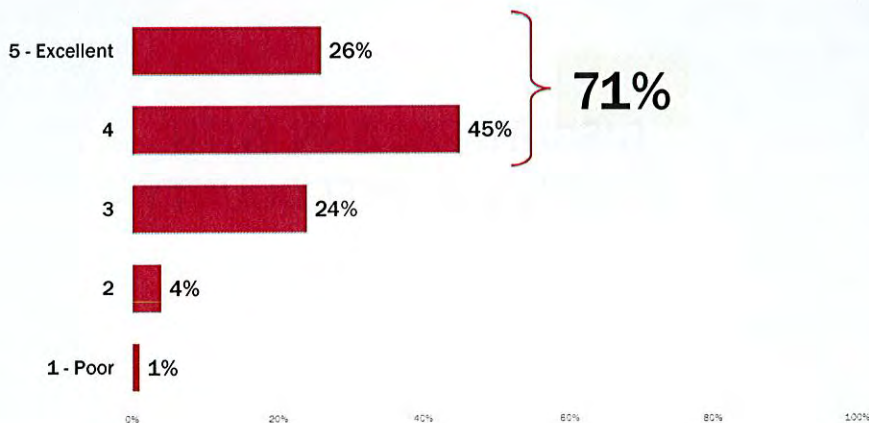
Q8. Overall, how do you feel about living in Greenville/Pitt County?
 Note: Don't know responses removed from this data
 Note: * indicates statistical difference within the group

17



17

Seven in 10 regional residents rate the quality of life in Greenville/Pitt County as good or excellent



18 Q6. How would you rate the overall quality of life in Greenville/Pitt County?
 Note: Don't know responses removed from this data

n = 194



18

Older regional residents rate their quality of life statistically higher than younger cohorts

DEMOGRAPHIC	GROUP	RATED EXCELLENT/GOOD QUALITY OF LIFE
GENERATION	Millennial	66%
	Gen X	66%
	Boomer+	82%*
GENDER	Male	73%
	Female	70%
RACE	White	76%
	Minority	65%
RESIDENCE	Pitt County, including City of Greenville	67%
	Surrounding area	78%

Q6. How would you rate the overall quality of life in Greenville/Pitt County?
 Note: Don't know responses removed from this data
 Note: * indicates statistical difference within the group

19

19

DISSATISFACTION WITH GREENVILLE/PITT COUNTY

20

20

You indicated you are dissatisfied with Greenville/Pitt County on some level. Would you like to offer any comments as to why?

- "It's an overpopulated town especially during the school year where it is **overrun by students** and people from out of state that visit. During the summer it's a ghost town and the crime rates are high year-round."
- "I just think it has **too much violence**. Ask anyone else and they would feel the same way."
- "I go to college there, but it is **not somewhere I desire to stay after graduation**."
- "The town is overall **very conservative**, we are not. The rally recently highlighted how much intolerance and racism is alive around us. Not sure I want to raise my children in this type of environment."
- "Greenville seems to target those who are either students or who have established families. There **isn't much targeted towards young professionals**. I'm always looking for new events, specifically those that don't revolve around breweries or Uptown. Shopping also leaves a lot to be desired. I find that when I want to attend cultural events or shopping, I have to leave Greenville and travel to the Triangle."
- "There is **not much to do** in Greenville as far as 'fun' activities."
- "As a mother to a young child, there **aren't enough activities** besides playgrounds."

21



21



Residents in the Greenville Region Associate Positive Things With the Greenville Brand

22



22

What three words come to mind when you think about Greenville/Pitt County?



23

23

When all college-related terms are combined, ECU is the largest mention by far when thinking of Greenville/Pitt County



24

24

3

Residents in the Greenville Region Plan to Stay in the Area. Millennials Are the Exception.

25

25

Two-thirds of regional residents expect to remain in the Greenville/Pitt County area for the next five years

Likelihood	Percentage
5 - Very likely	48%
4	20%
3	18%
2	7%
1 - Not at all likely	6%

68%


26 Q13. How likely are you to remain in Greenville/Pitt County for the next five years?
Note: Don't know responses removed from this data. n = 184

26

Millennial residents are less likely to say they will remain in Greenville than older cohorts

DEMOGRAPHIC	GROUP	LIKELY TO REMAIN IN GREENVILLE/PITT CO.
GENERATION	Millennial	53%
	Gen X	71%*
	Boomer+	83%*
GENDER	Male	70%
	Female	67%
RACE	White	69%
	Minority	66%
RESIDENCE	Pitt County, including City of Greenville	71%
	Surrounding area	65%

Q13. How likely are you to remain in Greenville/Pitt County for the next five years?
 Note: Don't know responses removed from this data
 Note: * indicates statistical difference within the group



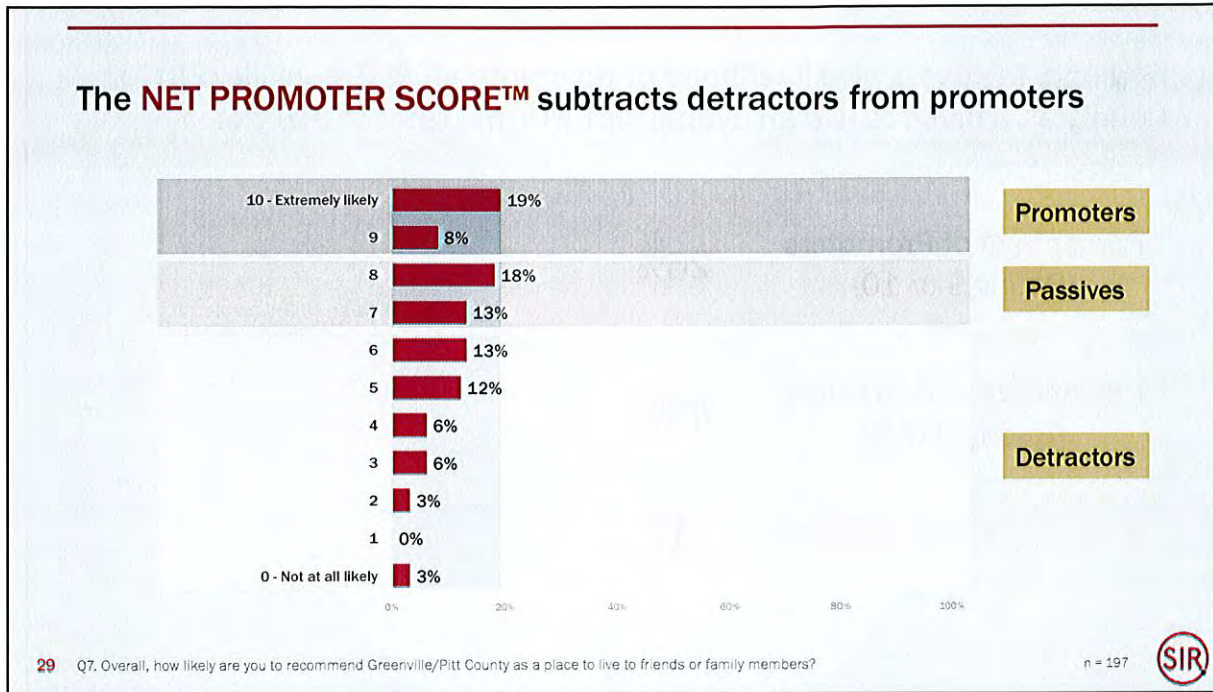
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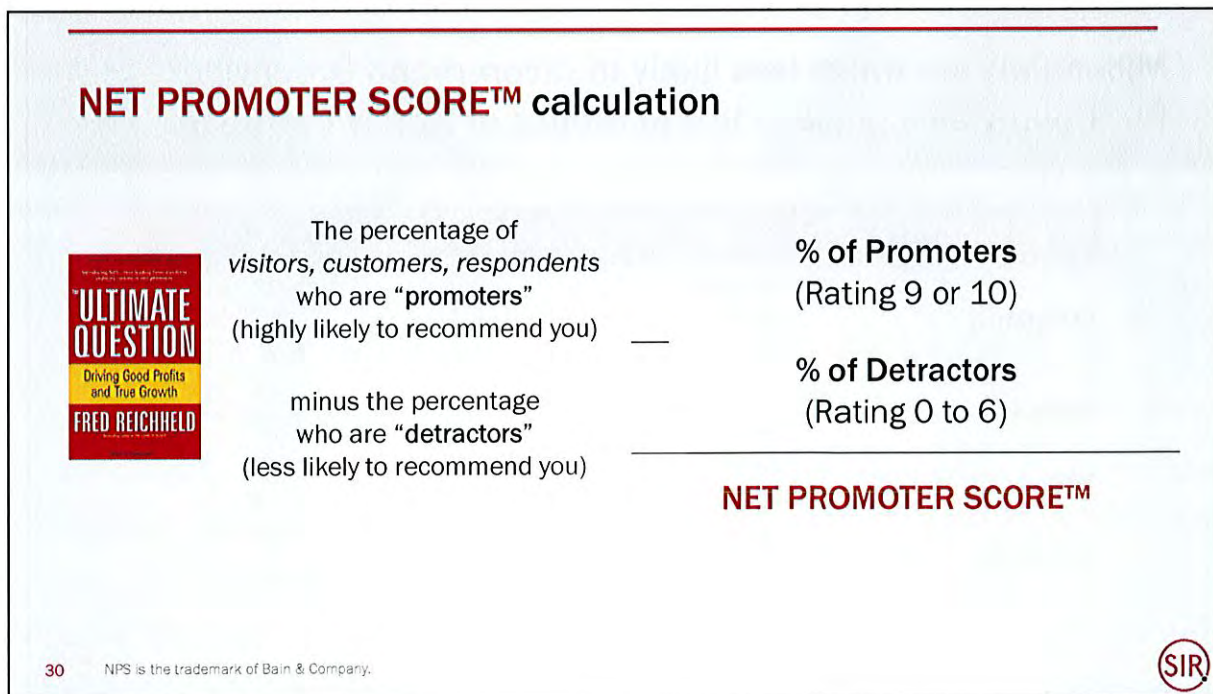
Residents in the Greenville Region Are Not Big Promoters of the Greenville Region



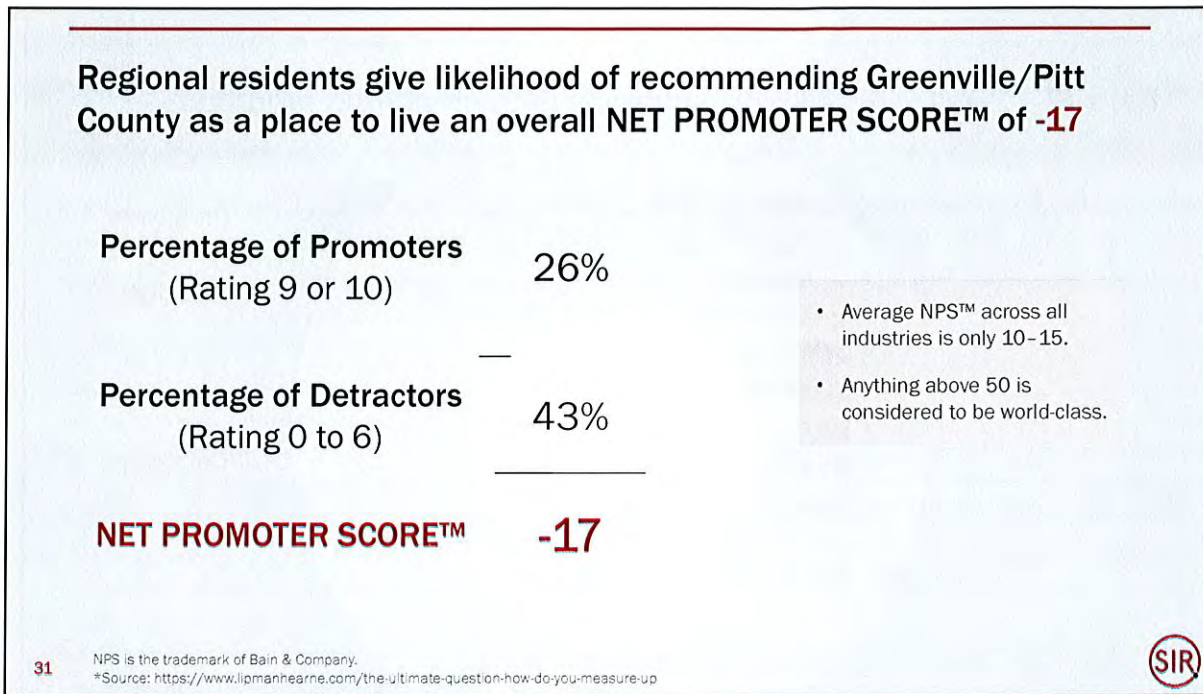
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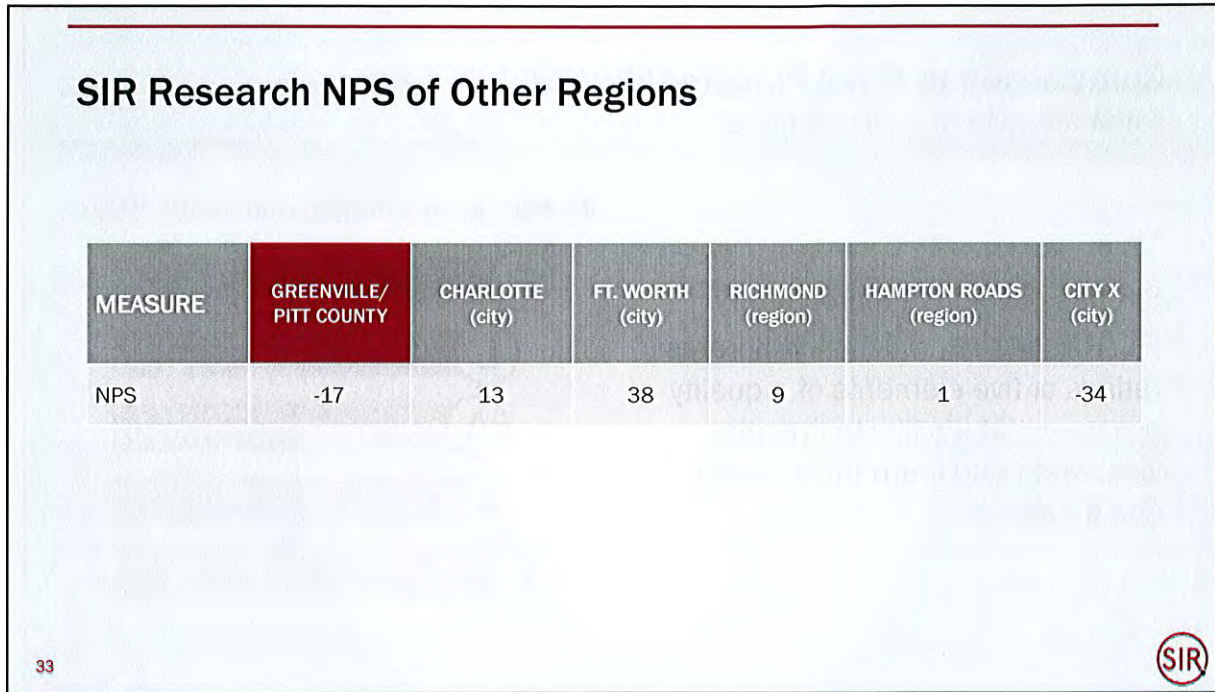
Millennials are much less likely to recommend Greenville/Pitt County as a place to live to friends or family members

DEMOGRAPHIC	GROUP	NPS
GENERATION	Millennial	-32
	Gen X	-18
	Boomer+	0
GENDER	Male	-11
	Female	-23
RACE	White	-19
	Minority	-14
RESIDENCE	Pitt County, including City of Greenville	-24
	Surrounding area	-7

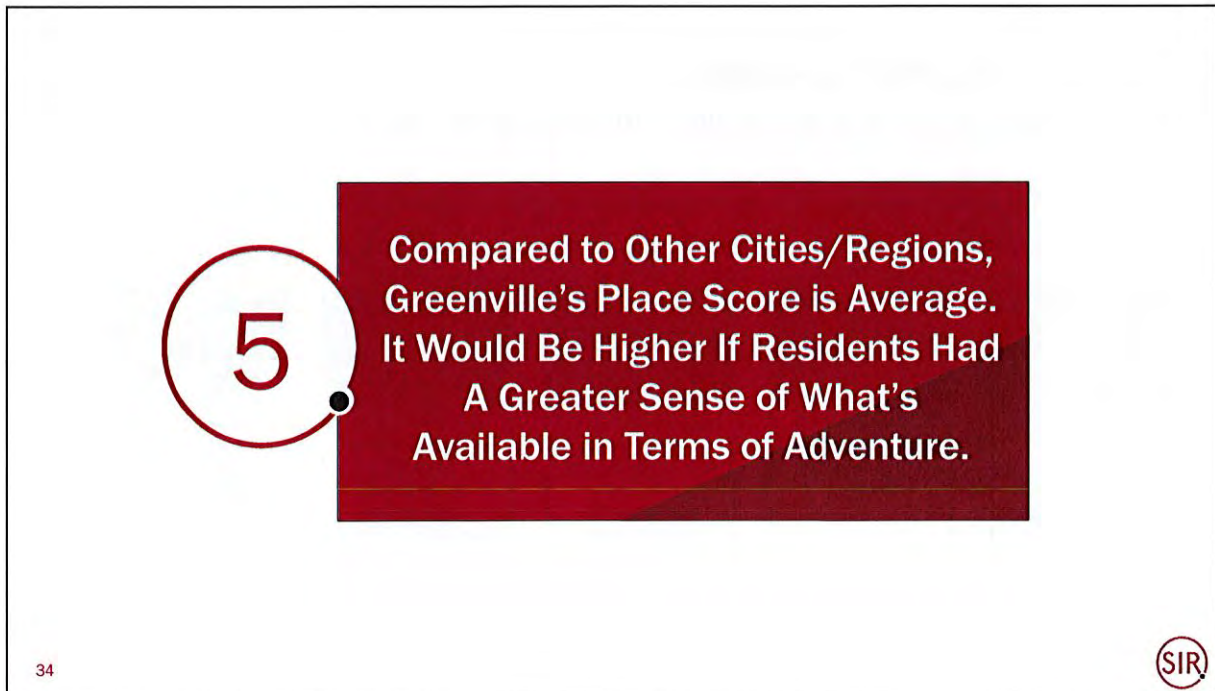
32 Q7. Overall, how likely are you to recommend Greenville/Pitt County as a place to live to friends or family members?



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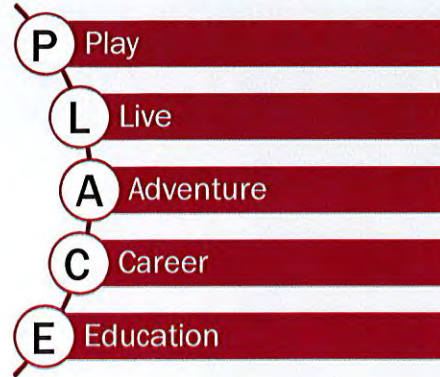


34

Comparison to SIR's Placemaking "PLACE" Scores: A new measure of a "quality place"

SIR has developed a proprietary **PLACE score**, which incorporates ratings of five elements of a quality place – what it's like to live, play, visit, work, and learn there – into one measure.

"PLACE" is an acronym that stands for:



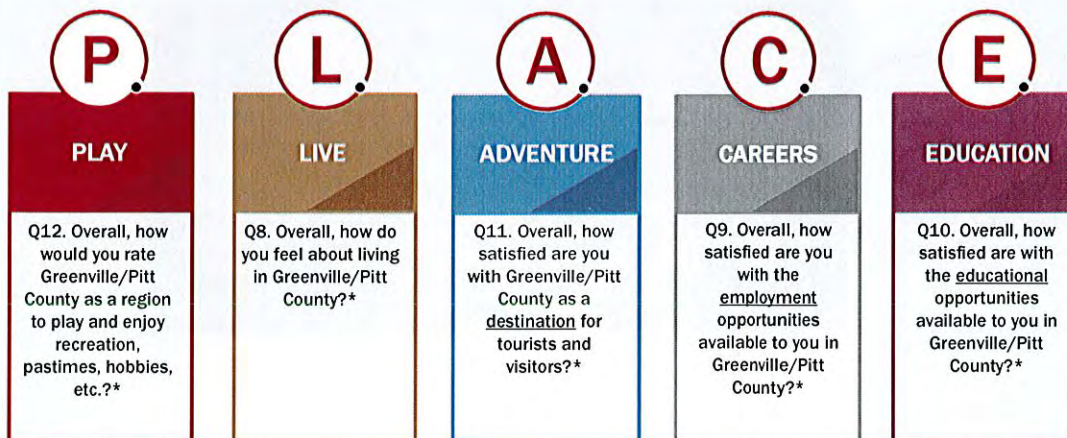
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35

PLACE score input questions

All questions are on a 1 to 5 scale, with 5 being the highest



36 Note: ^{*}Question includes "Don't know" option.




36

How to calculate a **PLACE** score

1. Remove "don't know" responses from the input questions.
2. Add up the percentages of the "4" and "5" ratings for each input question.
3. Find the average (arithmetic mean) of these topline percentages.


Using this method, each input question receives equal weight in the overall score calculation.

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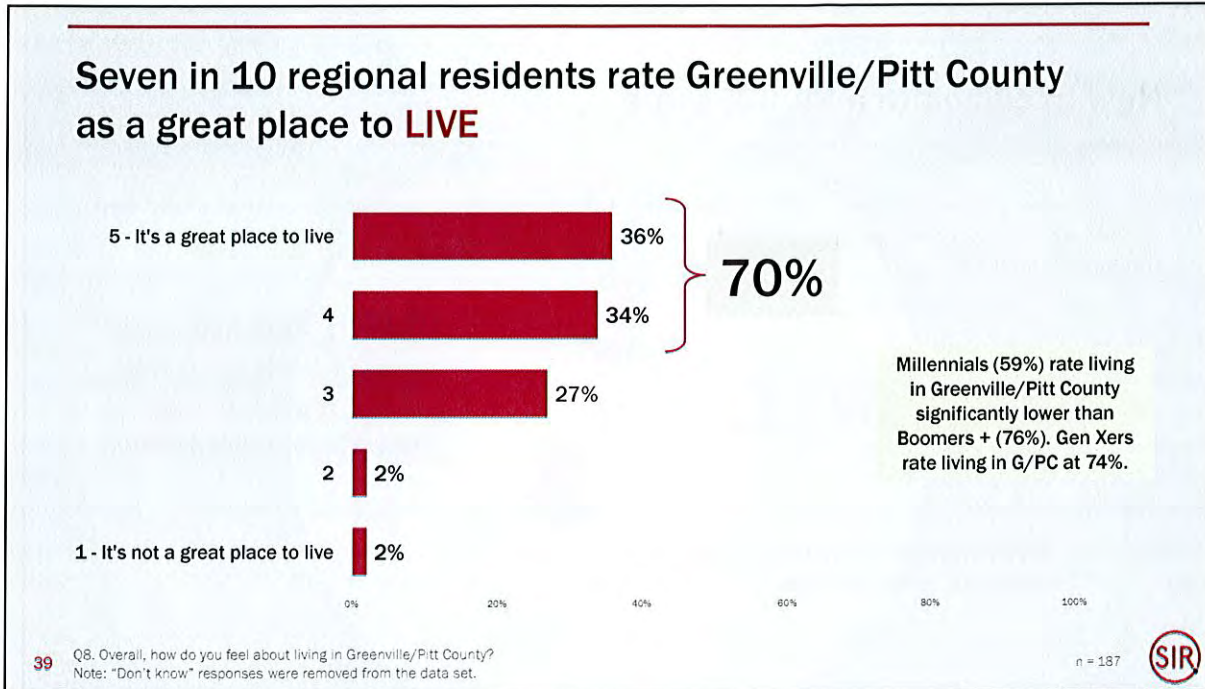
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Seven in 10 respondents are satisfied with Greenville/Pitt County as a place to **PLAY**

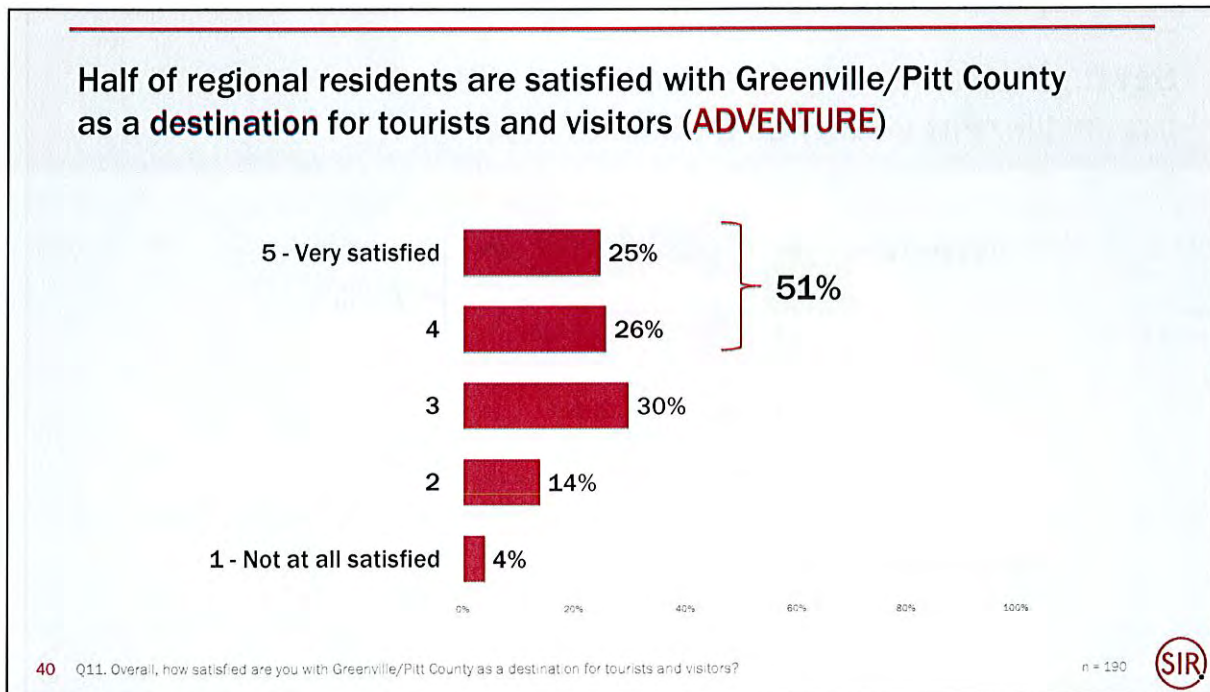
Rating	Percentage
5 - It's a great place to play	39%
4	31%
3	23%
2	7%
1 - It's not a great place to play	1%

38 Q12. Overall, how would you rate Greenville/Pitt County as a region to play and enjoy recreation, pastimes, hobbies, etc.? n = 194 

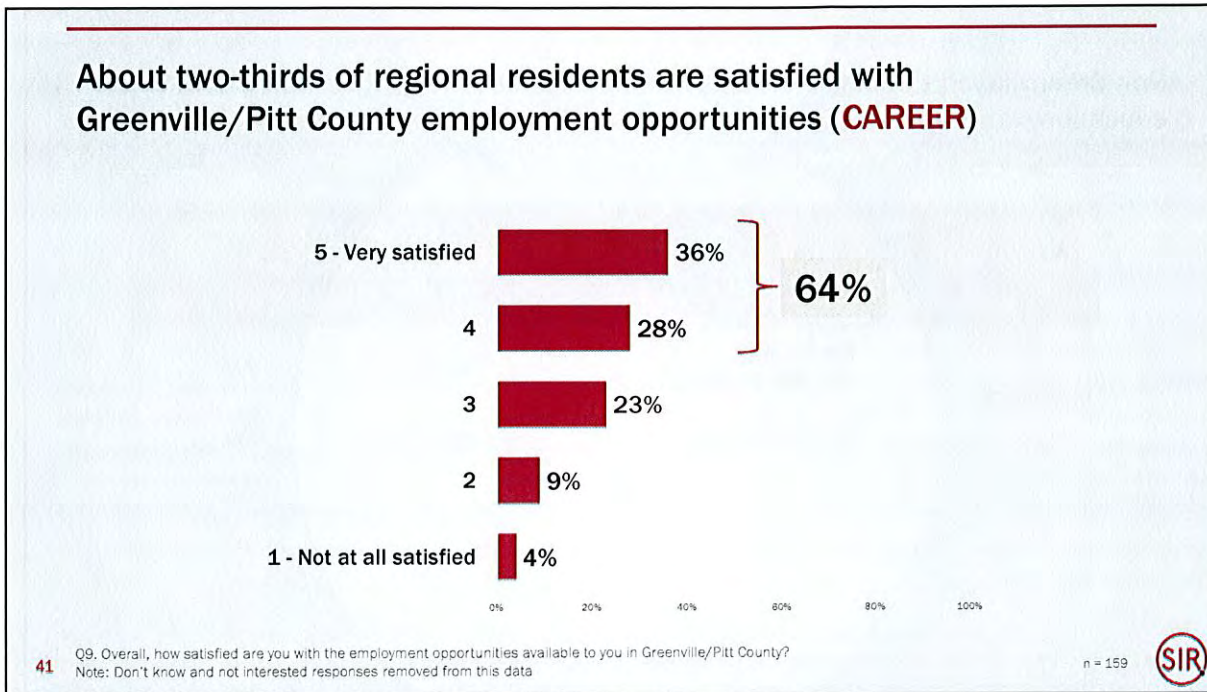
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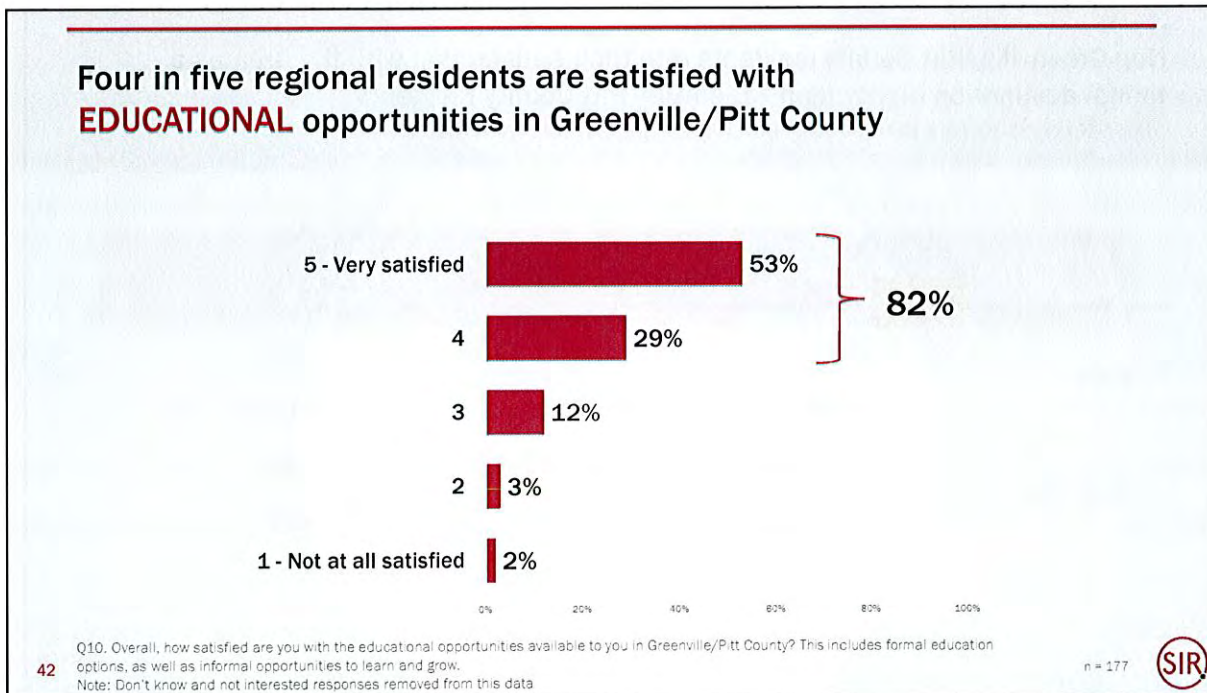
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Non-Greenville/Pitt County residents rate opportunities for both employment and education significantly higher than Greenville/Pitt County residents

DEMOGRAPHIC	GROUP	SATISFACTION WITH EMPLOYMENT OPPORTUNITIES	SATISFACTION WITH EDUCATIONAL OPPORTUNITIES
RESIDENCE	Pitt County, including City of Greenville	54%	77%
	Surrounding area	80%*	90%*

43 Note: Other residents includes those who live in Lenoir, Craven, Beaufort, Martin, Edgecombe, Wilson & Greene counties
 Note: * indicates statistical difference within the group



43

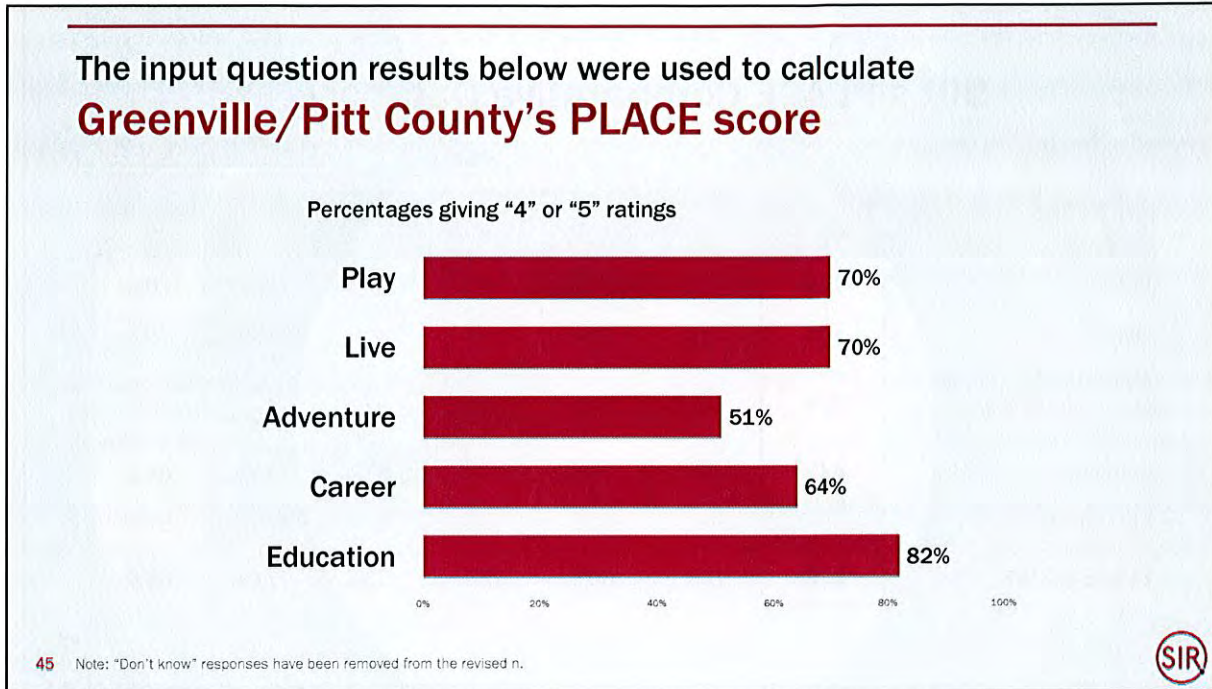
Non-Greenville/Pitt County residents rate their satisfaction with the area as a tourist destination higher than Greenville/Pitt County residents
Minority residents rate their satisfaction higher than white residents

DEMOGRAPHIC	GROUP	SATISFACTION WITH GREENVILLE/PITT COUNTY AS A DESTINATION FOR TOURISTS AND VISITORS
RACE	White	44%
	Minority	61%*
RESIDENCE	Pitt County, including City of Greenville	45%
	Surrounding area	62%*

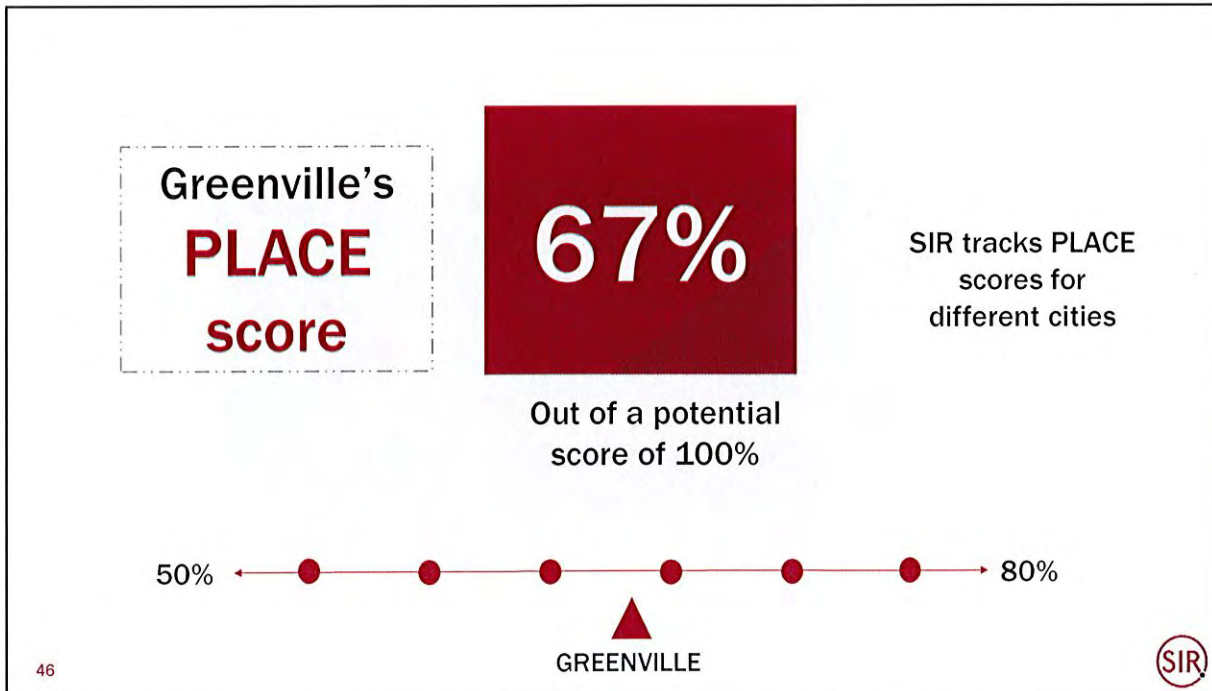
44 Note: Other residents includes those who live in Lenoir, Craven, Beaufort, Martin, Edgecombe, Wilson & Greene counties
 Note: * indicates statistical difference within the group



44




45




46

SIR's PLACE Comparative Database


MEASURE	GREENVILLE / PITT COUNTY	CHARLOTTE (city)	MINNEAPOLIS (region)	NASHVILLE (region)	COLUMBUS (region)	FT. WORTH (city)	CITY X (region)
PLAY	70%	73%	86%	80%	71%	76%	70%
LIVE	70%	72%	82%	73%	77%	85%	72%
ADVENTURE (destination for tourists and visitors)	51%	64%	74%	80%	58%	71%	70%
CAREERS	64%	69%	78%	75%	81%	75%	64%
EDUCATION	82%	72%	81%	73%	77%	79%	57%
PLACE SCORE	67%	70%	80%	76%	73%	77%	68%

47 

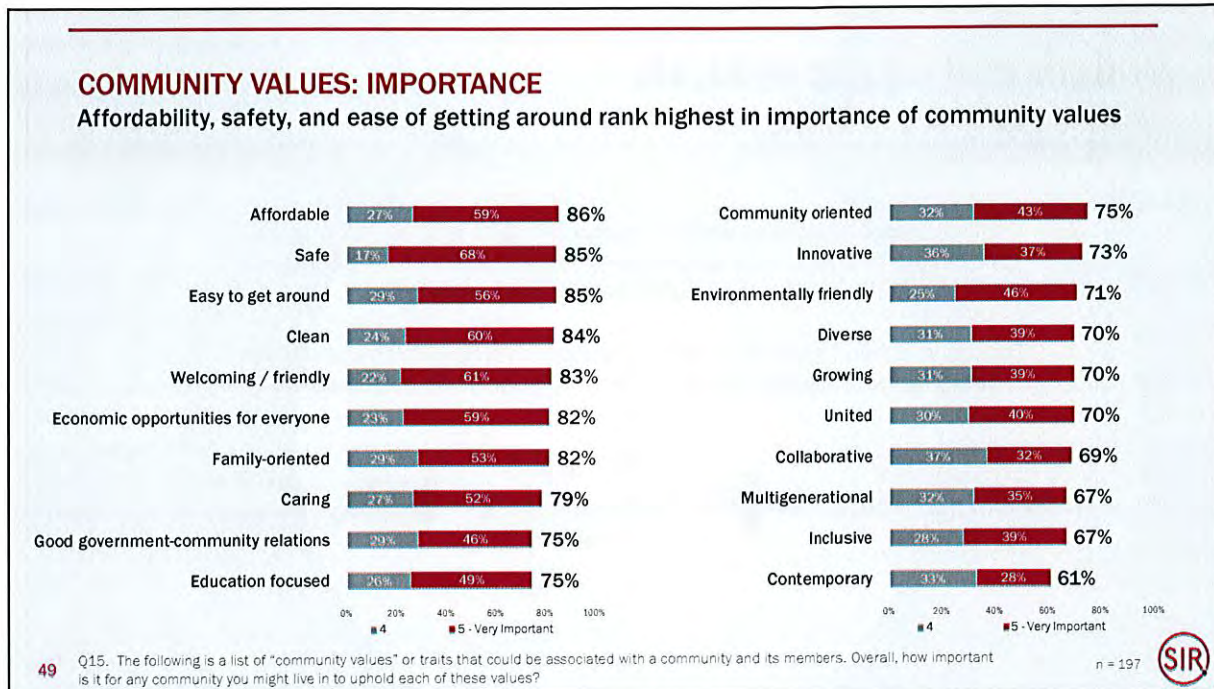
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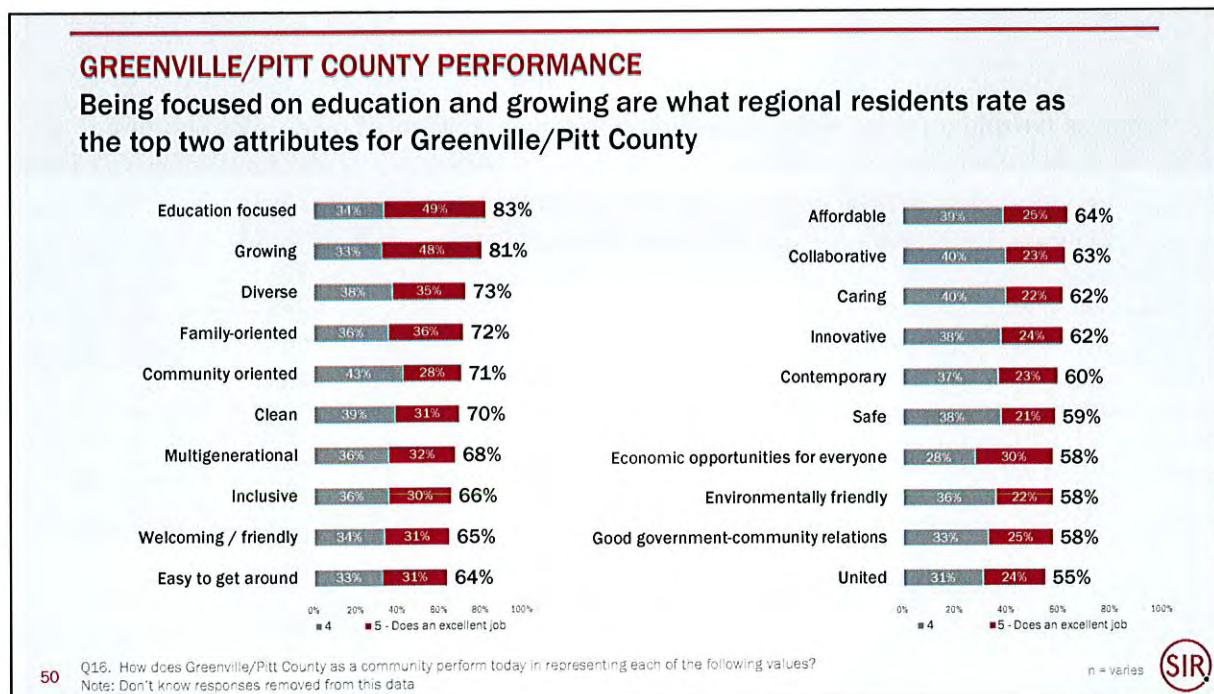
Greenville Region Residents Have High Expectations on Community Attributes, and the Region is Delivering on Them.

48 

48



49



50

Understanding gap analysis

Expectation vs. performance

The first step in identifying areas of opportunity is to look at gap analysis. This gathers ratings of what respondents find important when it comes to an ideal place they'd want to live– their expectation.

The process then follows up by asking respondents how well those various attributes actually describe Greenville/Pitt County - its performance.

$$\begin{array}{c}
 \text{AVERAGE} \\
 \text{PERFORMANCE} \\
 \text{of attribute}
 \end{array}
 \div
 \begin{array}{c}
 \text{AVERAGE} \\
 \text{IMPORTANCE} \\
 \text{of attribute}
 \end{array}
 = \text{GAP SCORE}$$

51



51

GAP SCORES (1 of 2)

Safety is the one attribute where Greenville/Pitt County falls most below expectations

ATTRIBUTE	IMPORTANCE AVERAGE	PERFORMANCE AVERAGE	GAP SCORE
Safe	4.5	3.6	80%
Affordable	4.4	3.8	86%
Easy to get around	4.3	3.8	88%
Clean	4.4	3.9	89%
Welcoming/friendly	4.3	3.9	91%
Economic opportunities for everyone	4.3	3.7	86%
Family oriented	4.3	4.0	93%
Caring	4.3	3.7	86%
Good government-community relations	4.1	3.7	90%
Education focused	4.1	4.2	102%

100%
Perfect alignment

Below 90%
Below expectations

Above 110%
Above expectations

52



52

GAP SCORES (2 of 2)
 Greenville/Pitt County meets regional residents' expectations for many attributes

ATTRIBUTE	IMPORTANCE AVERAGE	PERFORMANCE AVERAGE	GAP SCORE
Community oriented	4.1	3.9	95%
Innovative	4.0	3.8	95%
Environmentally friendly	4.0	3.6	90%
Diverse	3.9	4.0	103%
Growing	4.0	4.2	105%
United	4.0	3.7	93%
Collaborative	3.9	3.7	95%
Multigenerational	3.9	3.9	100%
Inclusive	3.9	3.8	97%
Contemporary	3.8	3.7	97%


100%
Perfect alignment

Below 90%
Below expectations

Above 110%
Above expectations

53 SIR

53



7

There Are a Few Areas that Would Benefit From More Attention and Work.

54 SIR

54

Understanding Opportunity Mapping

- Similar to Gap Analysis, **OPPORTUNITY MAPPING** is another way to look at importance and performance attributes.
- Using a four-quadrant map, average Top 2 Box ratings for importance and performance for each attribute are mapped based off their relationship to overall question averages.

Attributes with:

- Higher than average importance
- Lower than average performance

=

your best
GROWTH OPPORTUNITIES

55 SIR

55

COMMUNITY VALUES OPPORTUNITY MAP


Affordable, safe, easy to get around, welcoming, economic opportunities, caring, and good government-community relations are community values that are highly important to residents but are under-performing by Greenville/Pitt County.

56 SIR

56

8

Appealing to Millennials (Young Professionals) is Another Important Focus Area




57

Recall: Younger residents rate their quality of life statistically lower than older cohorts

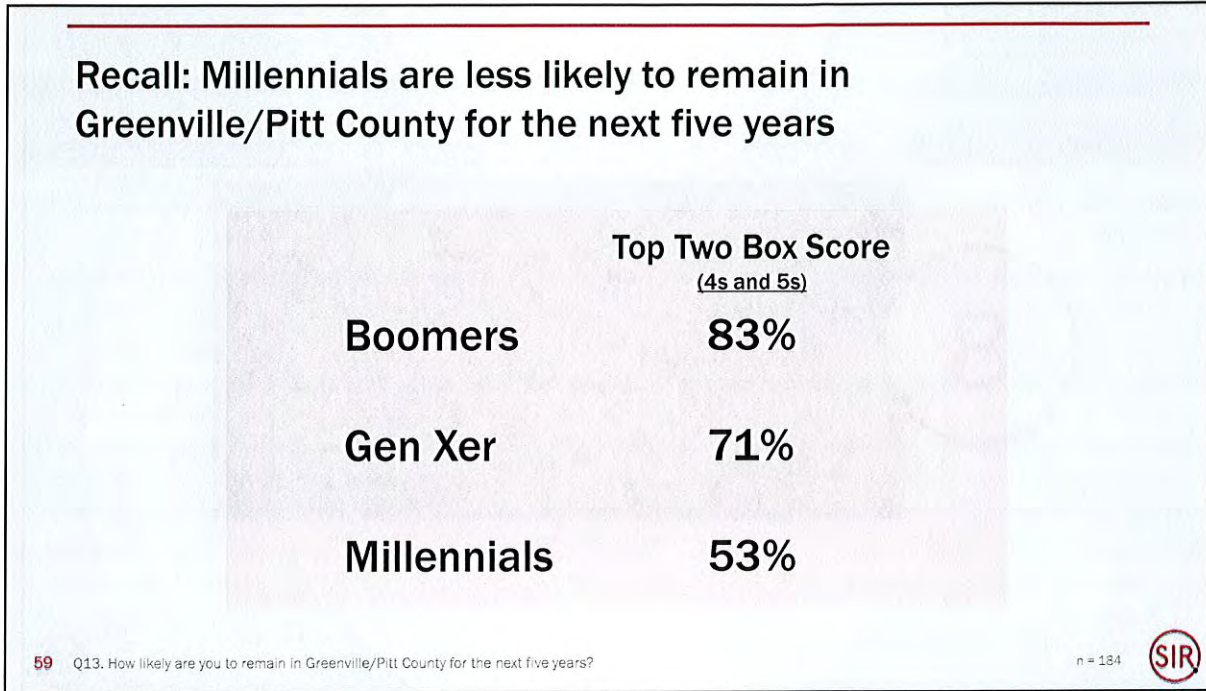
Overall average rating = 71%

DEMOGRAPHIC	GROUP	RATED EXCELLENT/GOOD QUALITY OF LIFE
	Millennial	66%
GENERATION	Gen X	66%
	Boomer+	82%*
GENDER	Male	73%
	Female	70%
RACE	White	76%
	Minority	65%
RESIDENCE	Pitt County, including City of Greenville	67%
	Surrounding area	78%

58 Q6. How would you rate the overall quality of life in Greenville/Pitt County?
 Note: Don't know responses removed from this data
 Note: * indicates statistical difference within the group



58



59

Millennials are less likely to be satisfied with many aspects of living, playing, and recommending Greenville/Pitt County


QUESTION	MILLENNIALS	GEN X	BOOMERS & OLDER
Quality of Life	66%	66%	82%
NPS	-32	-18	0
SATISFACTION:			
Living in Greenville/Pitt County	59%	74%	76%
Destination for Tourists	46%	55%	55%
Playing in Greenville/Pitt County	65%	70%	74%

60 Q13. How likely are you to remain in Greenville/Pitt County for the next five years? n = 184

60


Millennials often mention the need for more diversity and inclusion, more job opportunities/businesses, and more family-friendly activities in the area

<p>DISSATISFIED WITH GREENVILLE:</p> <ul style="list-style-type: none">• <i>"There is not much for young business professionals. Everything is geared towards college students."</i>• <i>"I like Greenville... it's just not a place I want to stay the rest of my life."</i>• <i>"The town is overall very conservative, we are not. The rally recently highlighted how much intolerance and racism is alive around us."</i>• <i>"There needs to be more thriving businesses hiring in the downtown area by the college"</i>	<p>WHAT ELSE SHOULD BE PART OF GREENVILLE'S STORY TODAY?</p> <ul style="list-style-type: none">• <i>"Greenville is not the most diverse city, which is something to strive for."</i>• <i>"Highlight diversity and diverse history of population."</i>• <i>"I feel like they need to put more stores, and more fun things to do."</i>• <i>"Job opportunities!"</i>• <i>"More culture, more friendly faces."</i>• <i>"More family fun activities around such as a fun park, water park or larger parks."</i>
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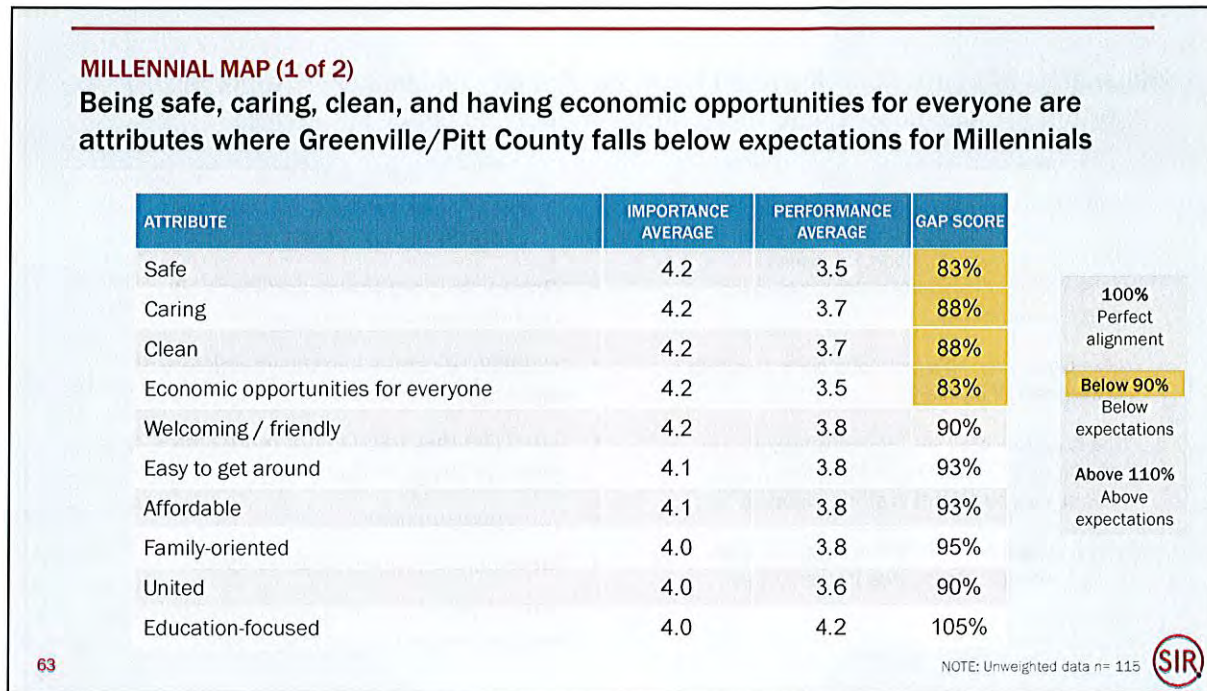
61 

61

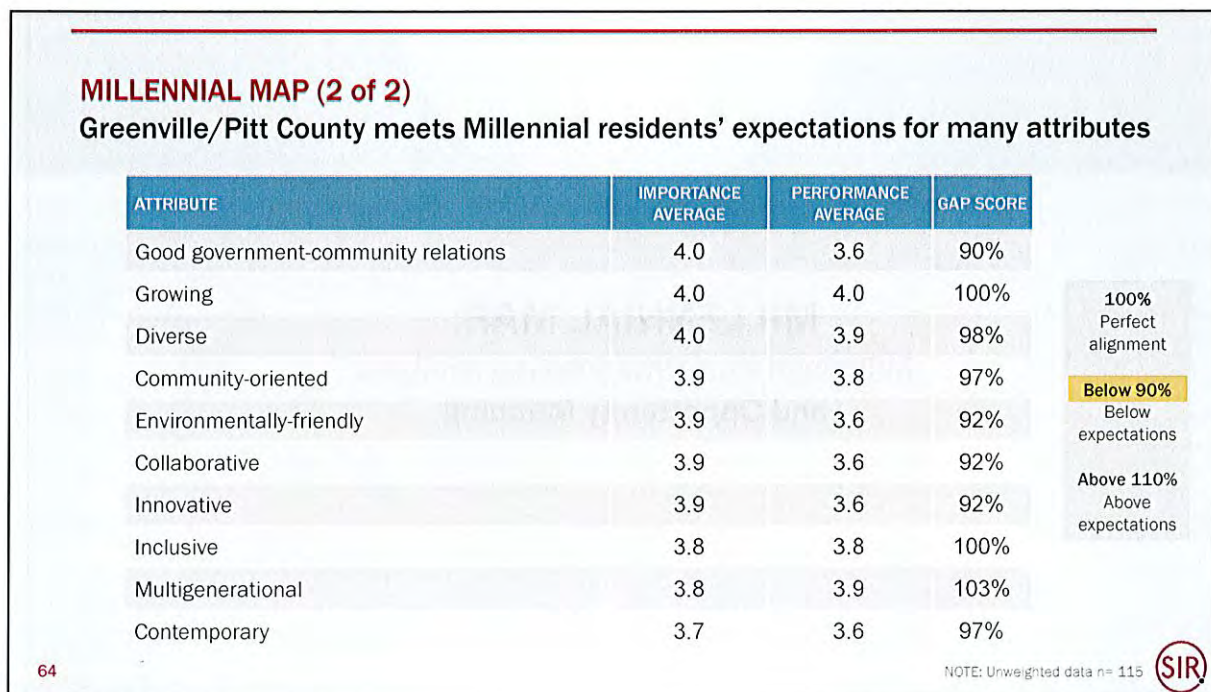
**MILLENNIAL MAP:
Millennial Performance Gap Analysis
and Opportunity Mapping**

62 

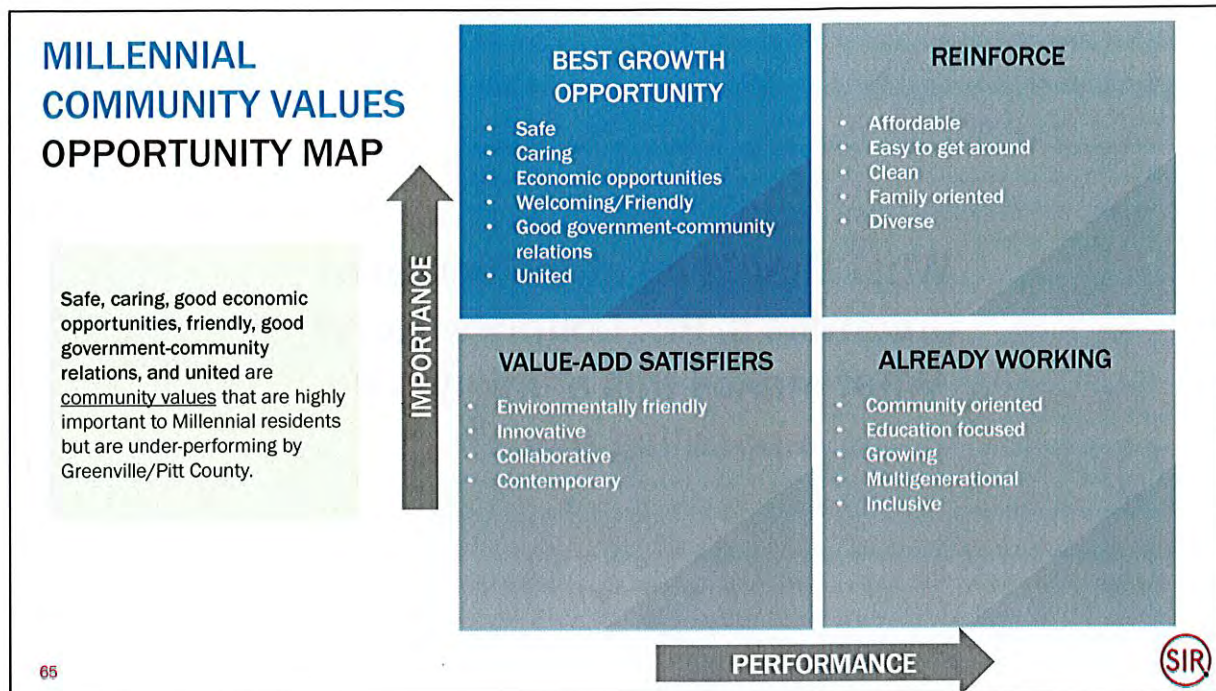
62



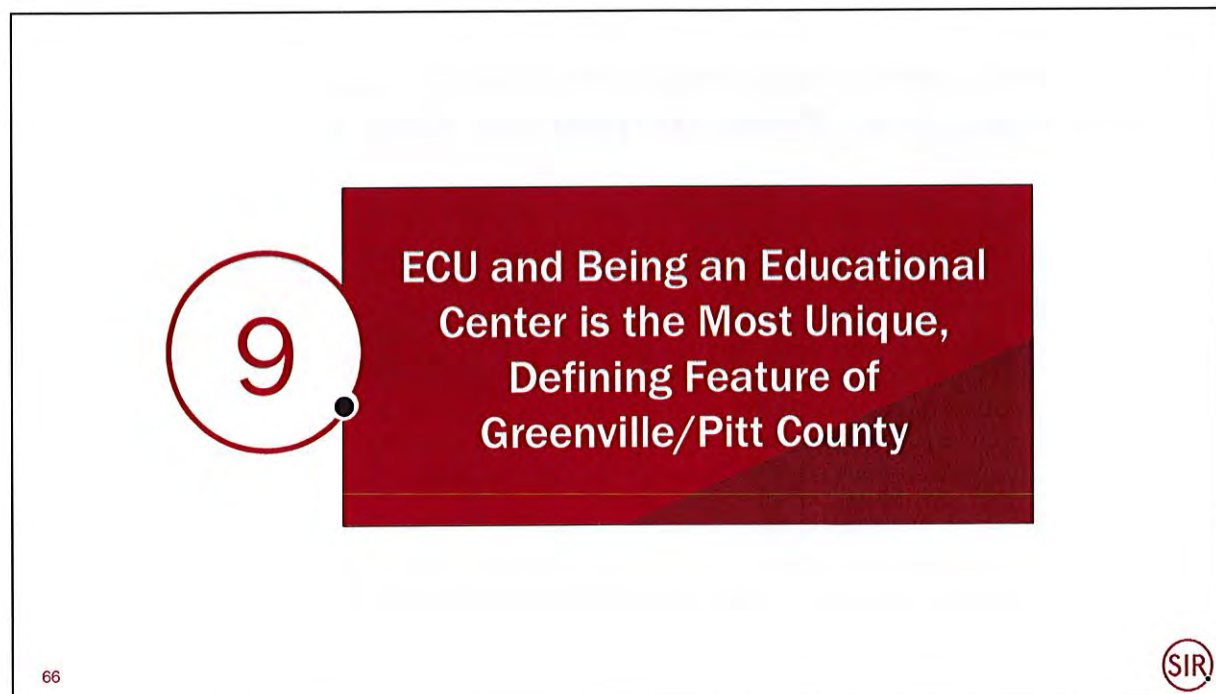
63



64



65



66

**What should be at the center of
Greenville's/Pitt County's **Story**?
What makes this a **unique and
appealing place**?**

67 SIR

67

**Residents Value Many Things About Greenville/Pitt County – Community,
Local Restaurants and Stores, and Friends and Family, etc.**

Category	Percentage
Community	15%
Restaurants and stores	11%
Friends and Family	11%
Small town feel	8%
ECU	8%
Educational opportunities	8%
Diversity	7%
Healthcare	6%
Cost of living	5%
Variety	5%
Growing	4%
Parks	3%
Job opportunities	2%
Other	8%

Note:
Open-ended responses
coded before analysis.

68 Q17. What is the one thing you value most about Greenville/Pitt County today? n = 181 SIR

68

At first glance, it appears there are many things that make Greenville/Pitt County unique



69 Q18. From your perspective, what three words best describe Greenville/Pitt County as compared to other places? What makes us unique?



69

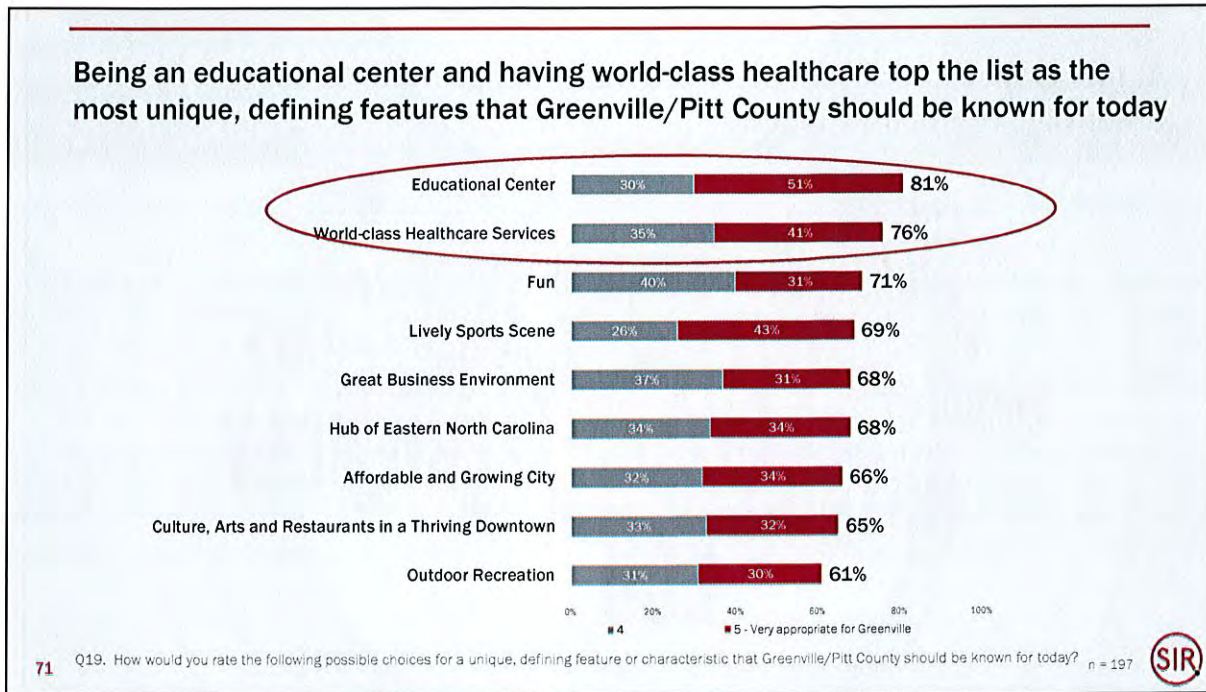
When all ECU-related words are combined, you can see more consistency regarding what makes Greenville/Pitt County unique



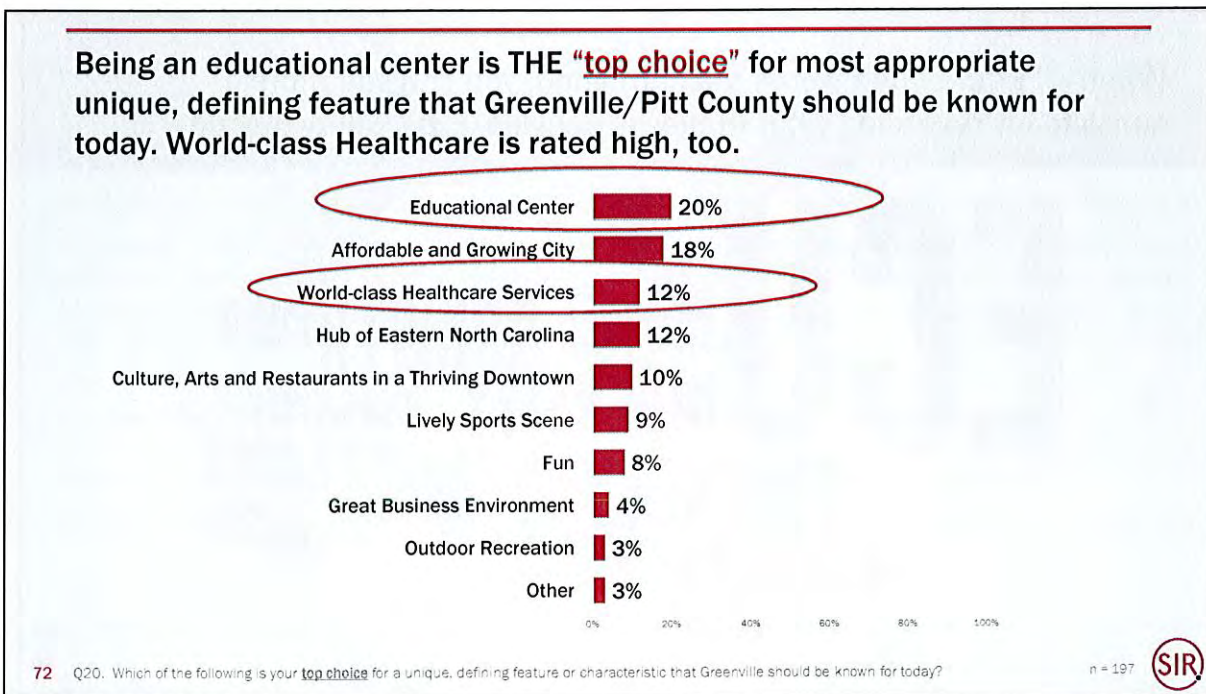
70 Q18. From your perspective, what three words best describe Greenville/Pitt County as compared to other places? What makes us unique?



70



71



72

Message Testing

Q23_1-7. Below are some phrases that could describe the Greenville region as a place to live, work, play, etc. Please rank your top three choices that you feel best describe the Greenville region by dragging and dropping into the appropriate category.

PHRASE: THIS PLACE IS . . .

The center of education and healthcare

The hub of eastern North Carolina


One that people treasure

A growing and vibrant community

Where everybody works together to build a community

Empowers people to make a difference

A community with an active, outdoor lifestyle



73


73

"This place is the center of education and healthcare" ranks as the top choice that could describe the Greenville region

Average Rank: First choice=1, Second choice= 2, Third choice= 3

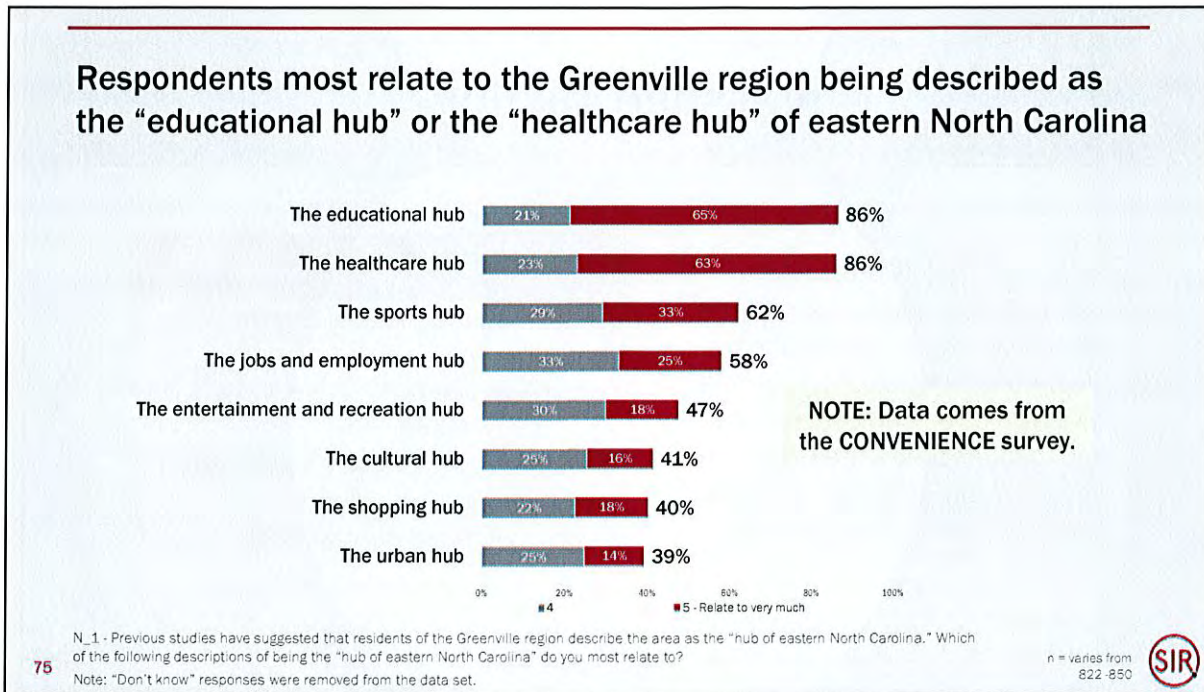
PHRASE: THIS PLACE IS . . .	AVERAGE RANK
The center of education and healthcare	1.6
The hub of eastern North Carolina	1.9
One that people treasure	2.0
A growing and vibrant community	2.1
Where everybody works together to build a community	2.3
Empowers people to make a difference	2.3
A community with an active, outdoor lifestyle	2.4

Q23_1-7. Below are some phrases that could describe the Greenville region as a place to live, work, play, etc. Please rank your top three choices that you feel best describe the Greenville region by dragging and dropping into the appropriate category.

n = varies 

74

74



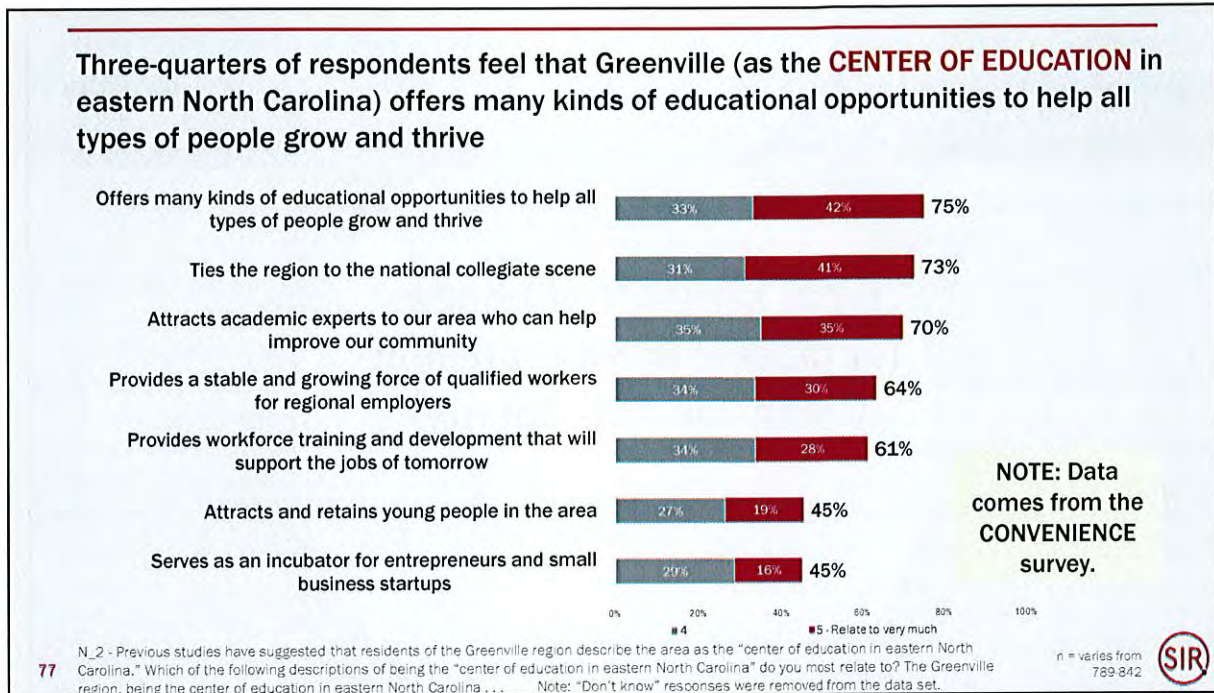
75

If ECU and being the center of education and healthcare are core components of the Greenville/Pitt County's Place DNA, what are the WIIFM* benefits of this story?

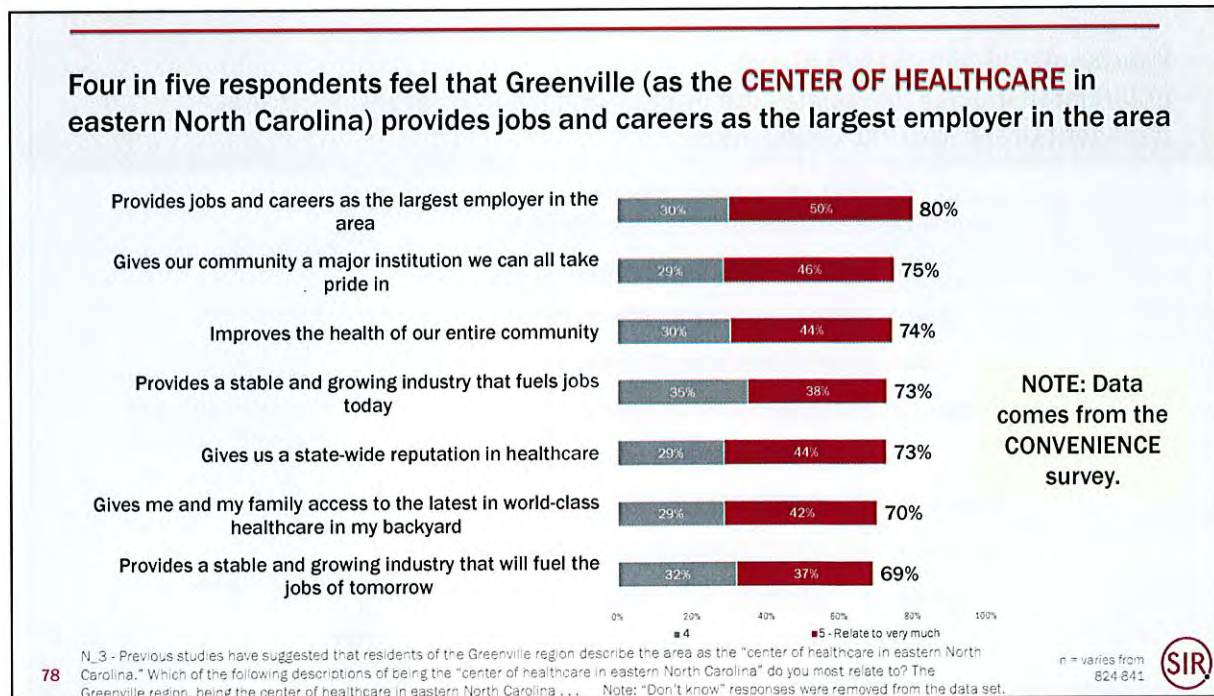
*What's In It For Me

76

76



77

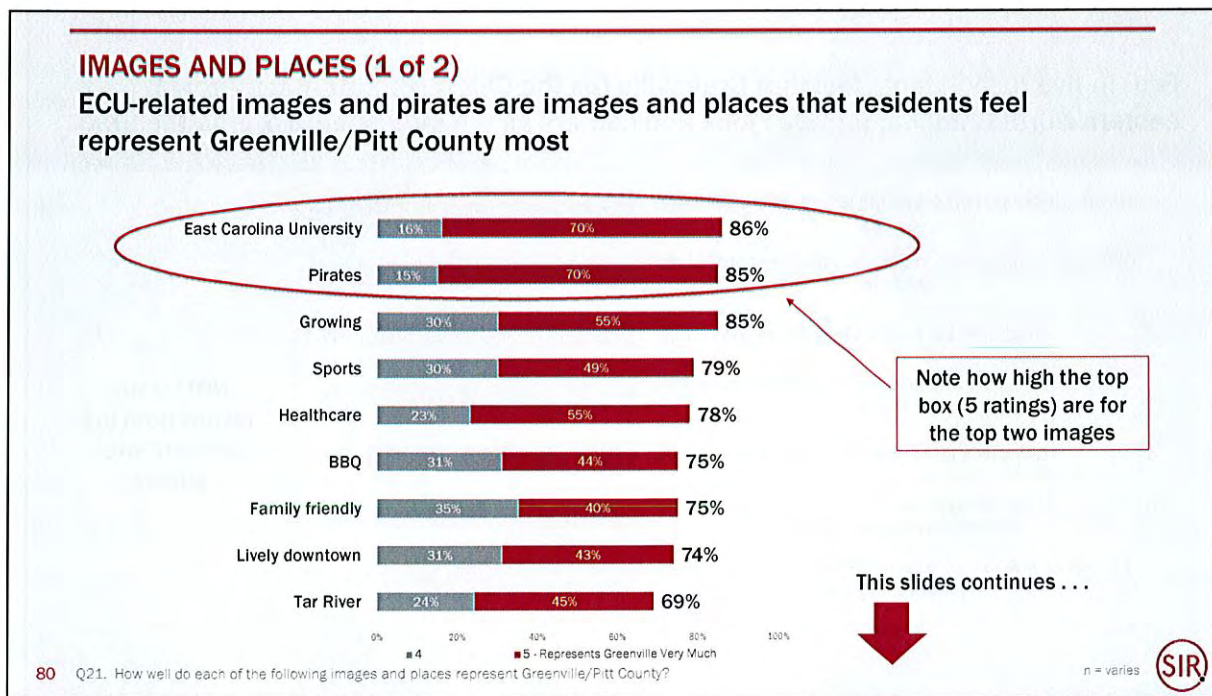


78

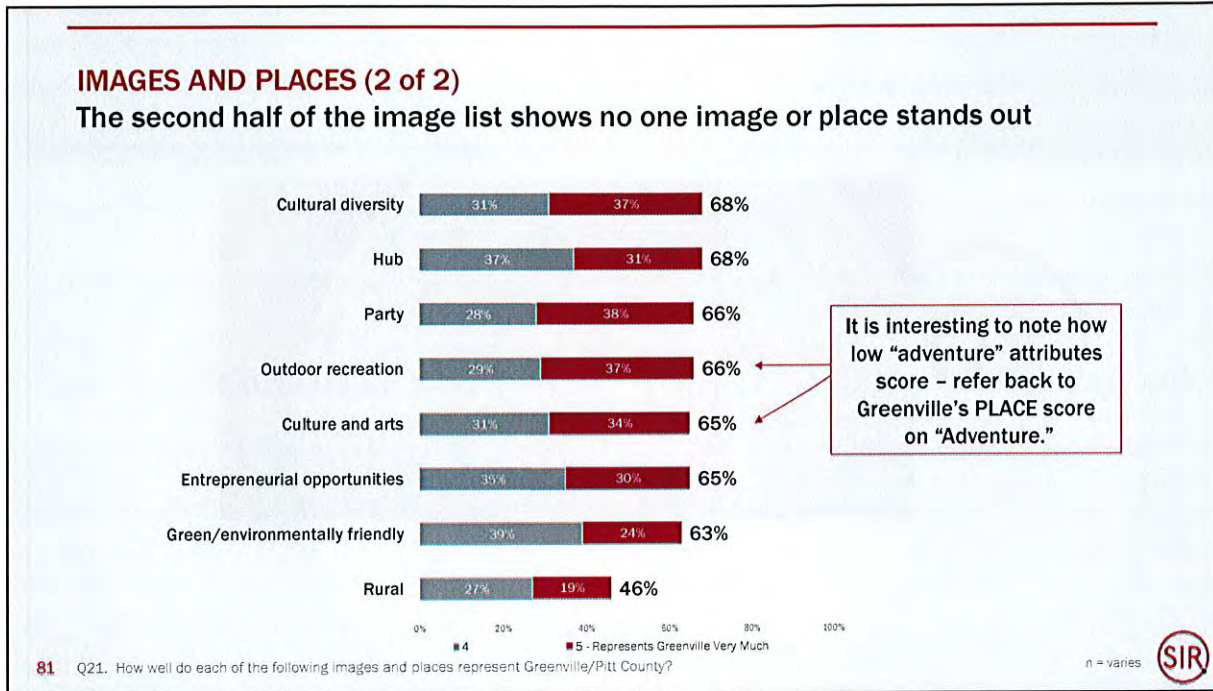
**What symbols or images
 (or places) most represent
 Greenville/Pitt County?**

SIR

79



80



81

ECU, Pirates, Growing, and Sports are in the top five images and places that represent Greenville/Pitt County across all three generations

TOP 5	Millennials	Gen X	Boomer +
1	ECU	Pirates	Growing
2	Pirates	Growing	ECU
3	Party	ECU	Healthcare
4	Sports	Sports	Pirates
5	Growing	Family friendly	Sports


82 Q21. How well do each of the following images and places represent Greenville/Pitt County?

82

10


Using "Pirate" Iconography in Greenville's Place Marketing Efforts Should Be Carefully Considered

83




83

What are the first three characteristics of a pirate that you think about?
What does the pirate idea represent?



84



84

When thinking about ECU’s pirate mascot, what are the top three characteristics you associate with ECU’s mascot? What does the pirate idea represent?



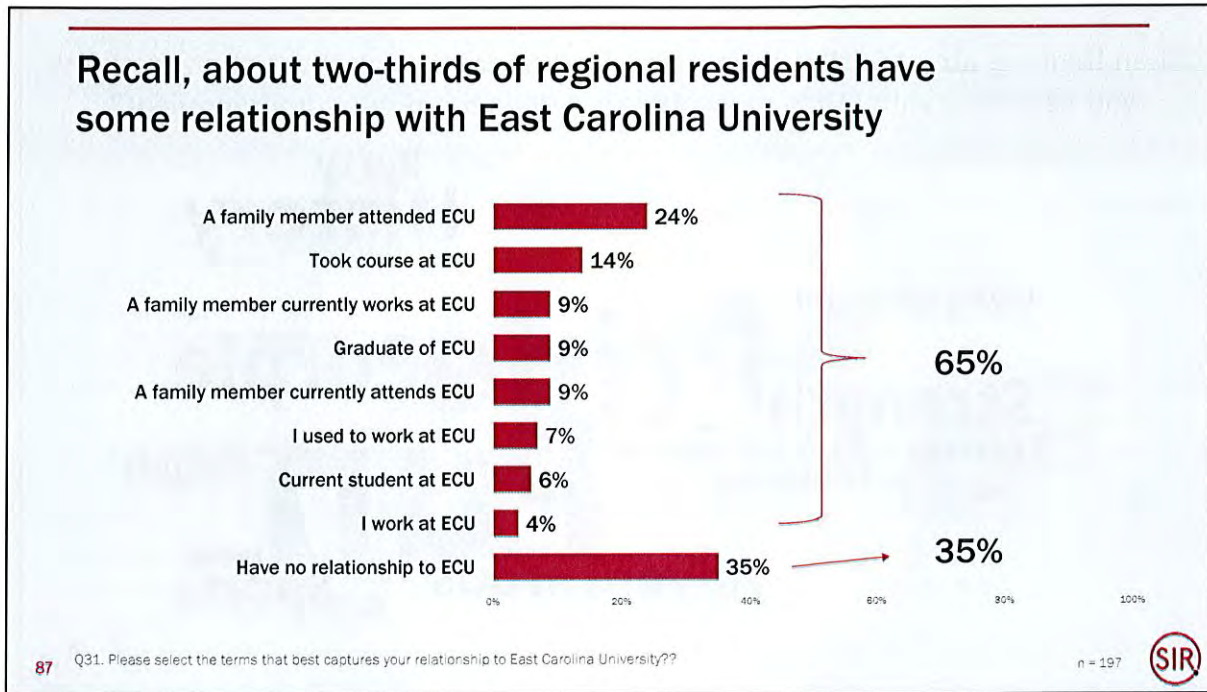
85

Now let’s look at these questions based on whether or not respondents have an association with ECU.

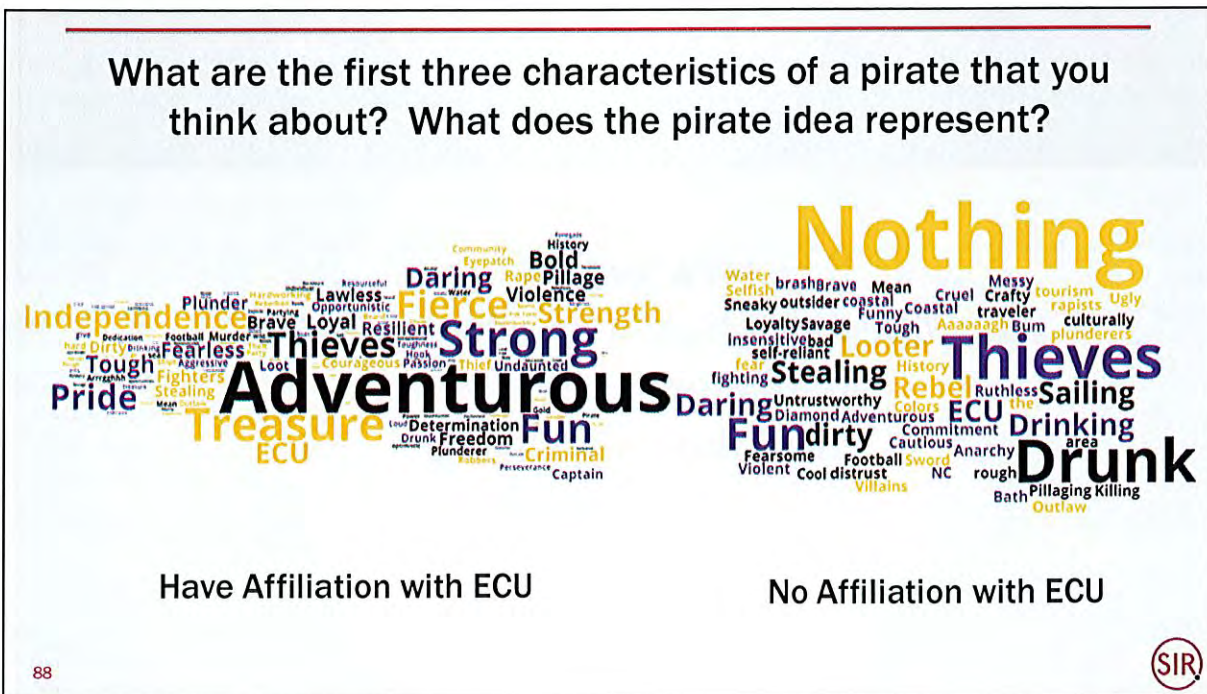
86



86



87



88

When thinking about ECU's pirate mascot, what are the top three characteristics you associate with ECU's mascot? What does the pirate idea represent?



Have Affiliation with ECU



No Affiliation with ECU

89



89

IV. Summary and Implications

90



90

Greenville N.C.'s Story Survey: Key Findings and Implications

	Key Finding	Implication
1	Residents in the Greenville region rate the area as a great place to live with a high quality of life.	Celebrate this! Include these statistics in communications to residents (newsletters, bulletins, etc.) and incorporate these facts into your economic development pitch.
2	Residents in Greenville associate positive things with the Greenville Brand.	Recognize that you don't have major perception issues to overcome. Concentrate messaging on moving Greenville forward.
3	Residents in the Greenville region plan to stay in the area - except for Millennial residents.	While in every city Millennials are the most finicky about staying in one place, this score suggests a hyper-focus on keeping this cohort in place and retaining those Millennials studying in Greenville.
4	Residents in the Greenville region are not big promoters of the Greenville region.	This is perhaps one of the biggest opportunities to identify, recruit, train, and support more Greenville apostles. Part of this process involves understanding why current apostles are so high on Greenville. Probe further in the research to discern the specifics.
5	Compared to other cities/regions, Greenville's PLACE Score is about average. If residents had a greater sense of what's available in terms of adventure, it would be higher.	Understand how the region's packaged and being presented from a tourism point of view. Include residents as part of the tourism promotion. Explore investment in tourism development – generating more experiences.
6	Greenville region residents have high expectations on community attributes, and the region is delivering on them.	Celebrate this! Share this information with the city workforce and let them know they're delivering/exceeding expectations.
7	There are a few areas that would benefit from more attention and work.	Double down on affordability, safety, etc. and make sure you have specific improvement plans related to each attribute.
8	Appealing to Millennials (young professionals) is an important focus area	Use the findings from this research study to empower a group of high-profile Millennials who can work together to create a Millennial Game Plan for Greenville.
9	ECU and being an educational/healthcare center are the most unique, defining features of Greenville/Pitt County. Respondents see many personal benefits of this story.	Explore ways to put ECU and education/healthcare at the center of Greenville's story, but do so in a way that pays off the benefit of "What's in this for me?"
10	Using "Pirate" iconography in Greenville's place marketing efforts must be carefully considered, as it presents risk.	Additional discussion and more probing of the research data is warranted before a final decision is made on including the ECU Pirate in any place marketing efforts.

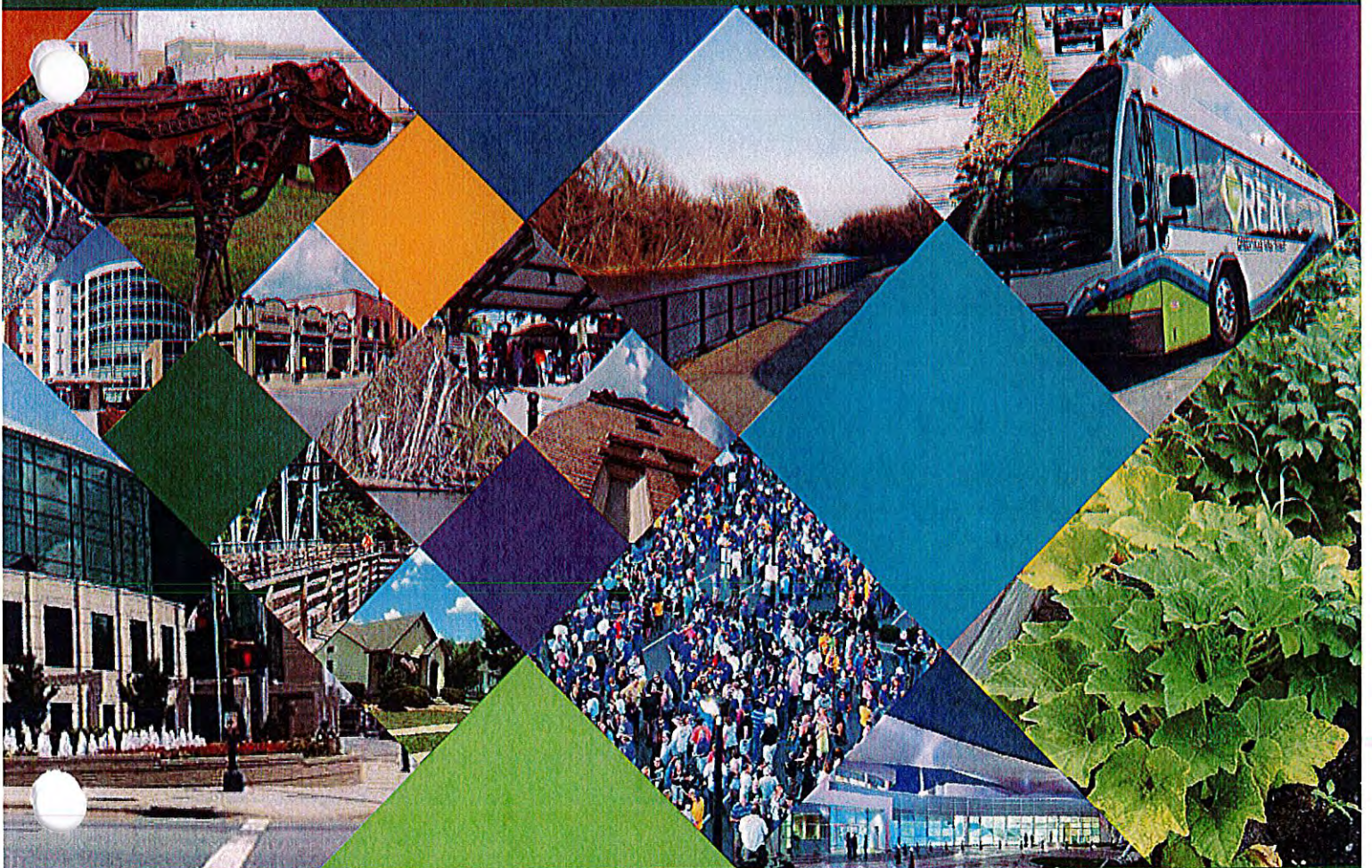


Horizons 2026

GREENVILLE'S COMMUNITY PLAN

August 23, 2016

Adopted by Greenville City Council on September 8, 2016



[Link to Supporting Data and Analysis
in Community Profile, 2015](#)

Vision Framework

An important component for every community plan is a vision statement. A vision statement should identify the broadly held public values and aspirations of citizens. Horizons 2026 includes a Vision Framework, which was developed from the public input provided in Phases 1 and 2 of this process. This Vision Framework is similar to the vision statement in the 2010 Horizons Plan in that it describes the long-term aspirations of the community. It is different because it does this in several separate statements for each of the plan's eight chapters. Following is a list of the eight policy chapters in this plan, along with the vision statement for each.

1 Building Great Places

Greenville will be home to active, vibrant, and distinct places that are linked through a high quality, walkable, and beautiful built environment. These places, including mixed use centers, neighborhoods, corridors, and employment districts, will build on Greenville's existing land patterns. They will provide new walkable and connected developments that enrich the distinct visual appearance of the city and foster a growing sense of pride, while conserving key natural areas.

2 Enhancing Mobility

Greenville's transportation corridors will provide accessibility to destinations throughout the city by complementing the built environment and offering well-connected, safe, and attractive travel networks for bicyclists, pedestrians, drivers, and users of public transportation. Compact development and street designs that serve all types of users will reduce automobile collisions and improve travel safety throughout Greenville. The city will be regionally accessible with an airport established as the primary hub for air travel in eastern North Carolina, exceptional interstate roadways, a navigable and inspiring built environment for visitors, and future planning for regional rail service.

3 Maintaining Fiscal Responsibility

Greenville will embrace a culture of transparency and fiscal responsibility in all aspects of city management. The city will foster business investments and collaboration through open governance and a business-friendly culture. Management of public facilities and services will focus on providing a high quality of life for residents, while also achieving fiscal responsibility. Physical planning efforts will grow the city's tax base sustainably and ensure the long-term efficient delivery of Greenville's high quality services.

4 Growing the Economic Hub

Greenville, a city that supports business development, entrepreneurship, and labor force training, will have high quality employment opportunities for an increasingly diverse population. The regulatory environment, business incentives, and partnerships will help to grow and sustain local companies, create an adaptive and well-trained workforce, and foster a thriving public education system. New jobs will emerge in a variety of locations throughout the city, including existing industrial parks, new well-planned employment centers, and urban mixed-use hubs. The city's high quality of life will help retain an well-trained and creative workforce.

5 Creating Complete Neighborhoods

Greenville will offer a variety of quality living options for its growing and increasingly diverse population, while supporting established neighborhoods and their existing residents. Complete neighborhoods will offer a variety of housing types, an integrated network of walkable and bikeable streets, access to transit, public schools, civic space in prominent locations, and proximity to grocery stores and neighborhood-serving commercial services needed by residents. With an assortment of high quality housing options that support a variety of income levels, neighborhoods will support multiple generations of families and ensure that someone can grow up, raise a family, and retire in the same neighborhood.

6 Fostering a Resilient City

Greenville will grow safely by protecting the city's natural water systems and managing development in hazardous areas. The city will be prepared for the impacts of powerful storms, and shifts in climate. It will grow sustainably by using design approaches that serve to minimize impacts on the natural environment. Conservation efforts will maintain the health of the Tar-Pamlico River and Neuse River watersheds, manage stormwater flows, and help to guarantee supplies of clean water for future generations. Greenville will have room for proven renewable energy initiatives, clean transportation opportunities, and green building technologies. Greenville will support nature not just in parks, yards, and open spaces, but along streets, in open lots, and atop buildings.

7 Growing a Healthy City

As the cultural and healthcare hub of eastern North Carolina, Greenville will offer residents and visitors, regardless of their income, the opportunity to maintain a healthy lifestyle. Residents will have access to community gardens, farmer's markets, and high quality grocery stores. Sidewalks, greenways, and bike lanes will promote active travel by connecting housing to jobs, recreation, healthy foods, and shopping. Parks will be destinations for active recreation. These benefits will be accessible by allowing aging residents, those with a physical disability, and visitors to the Health Hub of Eastern North Carolina to participate.

8 Growing Together

Greenville will be a place where people and organizations work together to achieve a vitality and character that cannot be accomplished without purposeful coordination and collaboration. This is a community rich with resources and leadership. Multiple governmental jurisdictions, institutions, organizations, and businesses have worked over the years to contribute to the success and unique character of the City of Greenville. Relationships and partnerships will continue to evolve in a way that moves the community forward, Growing Together.

Sustainability Themes

Planning for sustainability is the defining challenge of the twenty-first century. Sustainability is an important theme of this plan and is central to addressing the long term challenges and opportunities of the community. Sustainability is the ability to sustain and improve the current quality of life and the ecosystems on which it depends for this and future generations. This plan identifies eight themes concerning the sustainability and resilience of Greenville. Each theme is identified below:



Interwoven Equity

Recent decades have shown improvements in economic, health, and quality of life conditions for less privileged people throughout the Southeast. Disparities continue to exist, however, for minorities and children growing up in low income households. The theme of interwoven equity aims to create a city where fairness and equity are provided for in the housing services, health, safety, and livelihood needs of all citizens and groups in Greenville.



Resilient Economy

Regional and global economies have shifted over the past decades in unpredictable ways. More than ever, communities are expected to prepare for the unexpected by building a high wage job base and adaptable job training programs. This plan works to ensure that the community is prepared to deal with both positive and negative changes in its economic health, and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.



Strong Fiscal Responsibility

Shrinking budgets increase the importance of long term fiscal responsibility. Greenville strives to ensure that policies and projects consider the long term fiscal impacts in addition to short term benefits.



Livable Built Environment

This plan strives to achieve a livable built environment where land use, transportation, housing, energy, and infrastructure work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.



Affordable Cost of Living

One of Greenville's many assets is its relatively affordable cost of living with regard to daily household expenses. Maintaining and improving a long-term affordable cost of living continues to be an important sustainability theme within this plan.



Harmony with Nature

This plan works to ensure that the natural environment and ecosystems on which we depend are protected, that the Greenville community protects itself from increasingly volatile weather events, and that the community seeks ways to reduce its reliance on finite natural resources.



Healthy Community

Our living environment impacts our health and well-being in many ways. Some residents may lack opportunities for exercising, accessing healthy foods, or obtaining care. As the city grows, we strive to improve the health of the entire community.




Responsible Regionalism

Regional coordination is key to responsible growth and efficient long-term planning. This plan works to ensure that local policies and projects account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region to the greatest extent possible.

How the Vision Framework Addresses Our Sustainability Themes

The following matrix describes the connection between the vision framework and each of the sustainability themes. Although the sustainability themes are addressed in every chapter, the matrix denotes the more direct connections between them. The goals within each chapter identify relevant sustainability themes.

Sustainability Themes:



Horizons 2026 Vision Framework:

Horizons 2026 Vision Framework:	Sustainability Themes:	1	2	3	4	5	6	7	8
1 Building Great Places		+	+	+	+	+	+	+	
2 Enhancing Mobility		+	+	+	+	+	+	+	+
3 Maintaining Fiscal Responsibility		+	+	+					+
4 Growing the Economic Hub		+	+	+	+	+	+	+	+
5 Creating Complete Neighborhoods		+	+	+	+	+	+	+	+
6 Fostering a Resilient City		+	+	+	+	+	+	+	+
7 Growing a Healthy City		+	+		+	+	+	+	
8 Growing Together			+	+					+

Horizons 2026 Big Ideas

Greenville stands at an important time in its history. The city has the opportunity to harness the potential of its status as the regional economic, educational, health, and cultural hub of Eastern North Carolina to improve the overall quality of life in the city. To do this, it will require focused efforts to enhance the community to make it more attractive to investors and to future residents. This community plan sets out five big ideas for the city to help it realize the vision of becoming a premier North Carolina community that offers a high quality of life to its residents and workforce.

1. Improve Built Environment Quality and Choices

- Establish a new approach for managing land use that also addresses community character
- Improve design and increase options for new types of neighborhoods and commercial centers
- Encourage and enhance future development in Uptown

2. Support a More Walkable and Livable Community that Promotes Health and Safety

- Provide new development approaches that support walkable, mixed use developments
Enhance the transportation system to improve safety and mobility for all modes of travel

- Continue efforts to provide recreational amenities that support healthy behaviors

3. Capitalize on Economic Strengths through Focused Public Investments and Efforts

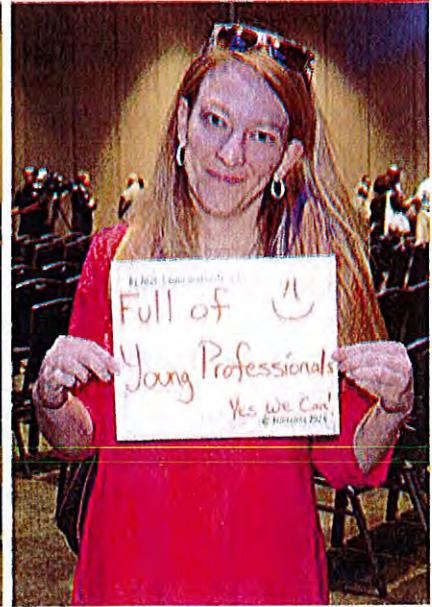
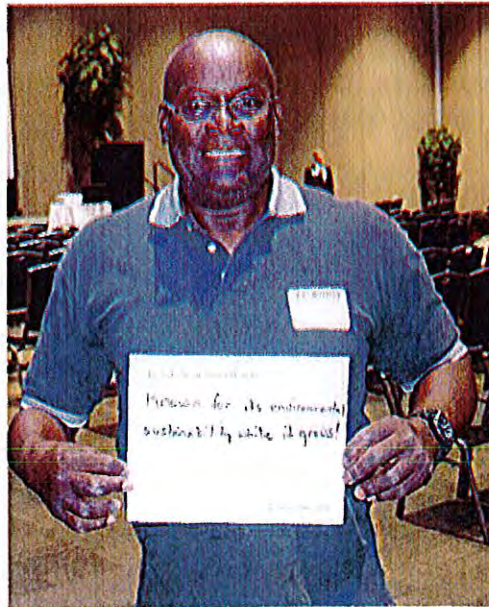
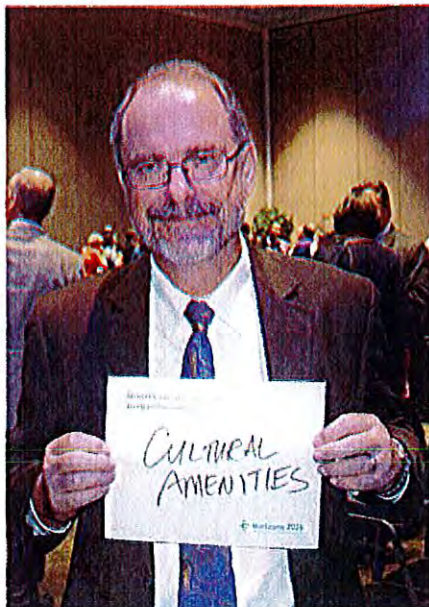
- Leverage economic development potential within the Medical District, within and around the ECU millennial campus, and in the future Southwest Bypass corridor
- Continue Uptown Greenville reinvestment, including connections to adjacent neighborhoods and activating areas near the Tar River

4. Undertake Fiscally Efficient Ways of Managing and Serving Growth

- Encourage infill and redevelopment to maximize the use of existing public infrastructure
- Use a Tiered Growth approach to help guide annexation and capital investment decisions

5. Collaborate with Community Partners to Achieve a Higher Quality of Life in Greenville

- Support cross-jurisdictional planning for areas of common interest, such as the Southwest Bypass corridor
- Improve information and identify opportunities to coordinate and collaborate with community partners and neighboring jurisdictions to realize regional potential



By 2026, I Want Greenville To Be...

Attendees who turned out for the Workshop for Our Future contributed their ideas for what Greenville should be.

Horizons 2026 Action Plan

To achieve the city's big ideas, it will need a clear plan of action for implementation over the next 10 years. This Horizons 2026 Community Plan includes an action plan for implementation that addresses the priority initiatives to undertake over the next 10 years, and secondary initiatives that can be accommodated during that timeframe as resources and staff capacity are available. This action plan should be used when making annual updates to the city's Strategic Plan and when updating the city's Capital Improvement Program (CIP). The priority actions should be reinforced by actions in the Strategic Plan and investments in the CIP.

Priority Actions:

1. 1.1. Adopt Mixed Use Zoning Districts
2. 1.4. Adopt Mandatory Design Standards in Uptown
3. 1.9. Develop Corridor Development Standards
4. 5.7. Develop Strategy to Address Overdevelopment of Peripheral Apartment Complexes
5. 4.2. Create an Incentive Program for Development and Redevelopment
6. 1.5. Implement the Dickinson Avenue Corridor Study
7. 8.1. Establish Arrangements for Information-Sharing
8. 1.8. Develop an Historic Preservation Plan
9. 7.3 Update Development Regulations to Require Open Space / Park Space as a Part of New Neighborhoods
10. 7.4. Support Personal and Community Gardens
11. 3.1. Develop a Fiscal Impact Analysis Model for Evaluating Proposed Annexations and Capital Projects
12. 2.4. Convene Transit Providers to Foster Coordination
13. 6.2. Develop a Green Energy Plan
14. 7.8. Develop an Iconic Pedestrian Bridge that Connects North of the River to Uptown
15. 1.7. Redevelop Properties Along First Street.
16. 6.4 Implement Greenville's Watershed Master Plans
17. 5.8 Develop Strategies to Stabilize and Revitalize the University Neighborhood