

# **City Council Planning Session**

January 26, 2024



# **Public Comment Period**

January 26, 2024



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## **Recap of Goals and Priorities- 2022 and 2023**



# **City of Greenville, NC**

## **Mission Statement**

To provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.



# City Council Goals 2022 and 2023

- Enhance community engagement, safety, and wellness
- Deliver public infrastructure improvements and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects
- Expand the economic hub of eastern North Carolina through proactive economic development and job creation



# City Council Goals 2022 and 2023

- Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities
- Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region
- Make Greenville a destination community.



**Enhance community engagement, safety,  
and wellness**



# Enhance community engagement, safety, and wellness

- Opened Fire/Rescue Station 7
- Expanded Fire/Rescue Station 1 Bay
- Added a tiller truck to Fire/Rescue fleet





# Enhance community engagement, safety, and wellness

## Engagement Events:

- Operation Santa Claus
- National Night Out
- Shop With a Cop
- Junior Fire Marshal Academy
- Chili Cookoff



# Enhance community engagement, safety, and wellness

## Good Neighbor Initiative:

- Collaboration between City and ECU
- University Neighborhood Community Outreach
- Beginning of ECUs 2023-24 Fall Semester



# Enhance community engagement, safety, and wellness

## Pedestrian Safety Initiatives:

- Completed LED streetlight conversion
- Installed various pedestrian safety systems across the City:
  - 4 delineators systems
  - 11 neighborhood traffic calming systems
  - 2 leading pedestrian intervals
  - 3 audible pedestrian signals



## **Enhance community engagement, safety, and wellness**

- 160% increase in utilization of City Health Clinic services since 2018
- 80% of employees complete biometric screenings
- Added 82 new members at Greenville Aquatics & Fitness Center



# Enhance community engagement, safety, and wellness

- Improved City's Community Rating System (CRS) rating to lower flood insurance rates by 25%
- CRS- Program that incentivizes floodplain management practices



## **Enhance community engagement, safety, and wellness**

- Launched Rec-N-Roll program:
  - A mobile recreation program for parks and open spaces
- Started Yoga and Zumba in the Park
- Created new swimming programs for all ages
- Began offering lifeguard training program



**Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects**



# **Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects**

## Wildwood Park

- Opened Playground & Welcome Center
- Completed BMX Skills Course and Pump Track
- Opened Chris Smith Mountain Bike Trails
- Completed pedestrian bridge, boardwalks, and trail connections





# **Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects**

## BUILD Project

- Began in August 2022
- Street improvements along West Fifth
- Greenway and sidewalk projects
- \$48.5 million



## **Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects**

- Opened new section of South Tar River Greenway
- Expands greenway system to nearly 9 miles



# Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects

- Completed Street Rehabilitation and Preservation Projects:
  - 94 total City streets
  - 88.2 total lane miles



# Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects

- Completed Stormwater Pipe Repairs Projects
  - 4,760 LF of pipe replaced
  - 4,497 LF of pipe lined



## **Deliver public infrastructure improvement and execute existing opportunities related to transportation networks, recreation and parks, and stormwater projects**

- Awarded contract for renovation of the Westside Fire Station at the Dream Park (open fall 2024)
- Continued design for improvements at Greenfield Terrace Park
- Began construction at Guy Smith Stadium for wood bat baseball league
- Continued design for the replacement of the Town Common bulkhead



**Expand the economic hub of eastern North Carolina through proactive economic development and job creation**



# Expand the economic hub of eastern North Carolina through proactive economic development and job creation

- Received Interstate 587 Designation:
- Collaboration Between City, County, NCDOT, and State / Federal Delegation



## **Expand the economic hub of eastern North Carolina through proactive economic development and job creation**

- Awarded 4 Job Creation Grants to incentivize development:
  - Grover Gaming
  - HC Composites
  - Patheon Manufacturing Service, LLC
  - Victra





# Expand the economic hub of eastern North Carolina through proactive economic development and job creation

- Construction began on the Downtown Hilton Garden Inn



## **Expand the economic hub of eastern North Carolina through proactive economic development and job creation**

- Launched Small Business Assistance Program
- Held Minority Enterprise Development Week (MED Week)
  - Business Resource Fair
  - Women Mean Business Entrepreneurship Panel
  - Funding Your Business Workshop
  - Small Business Orientation Webinar
- Partnered with Operation HOPE to accelerate the One Million Black Businesses Initiative
  - Goal of creating 350 new black-owned businesses by 2030



## **Expand the economic hub of eastern North Carolina through proactive economic development and job creation**

- MetroNet Began Rollout of 5G Service
- Construction valuation increased \$724 million over 2 years



**Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**



# **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- Opened Outdoor Pool at Thomas Foreman Park
- Completed Renovation of Eppes Recreation Center



# Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities

- Coastal Plain League Baseball (Coming Summer 2024)



## **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- Continued rollout of the DownEast Sculpture Exhibition
- Added art piece at the Town Common



## **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- New agreement with Bill Clark Homes for additional 6 affordable houses in the Lincoln Park neighborhood
- Partnered with Taft-Mills Group on Arlington Trace affordable housing





# Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities

- 47 planters placed throughout the Downtown district.



# Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities

- Design and installation of arches and café lighting in Hodges Alley



## **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- Public Works Department implemented a solid waste route optimization program:
  - Improve route efficiency
  - Maximize route collection hours
  - Enhance route collection assistance
  - Increase driving safety by reducing left turns and backing
  - Cost savings and better customer service
  - Reduction of greenhouse emissions, noise, and traffic



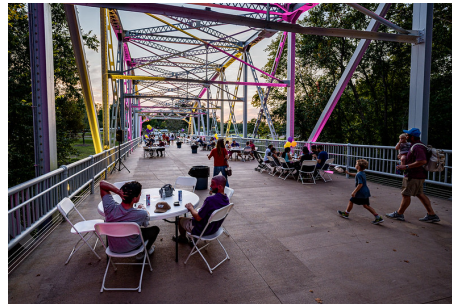
# Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities

- Increased number of special events from 37 in 2019 to 115 in 2023.
- 427 participants in youth athletics (largest amount since the 2019)



# Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities

- NYE Celebration
- Bites on the Bridge
- Market at the Town Common
- Greenville Gives
- July 4<sup>th</sup> Celebration
- Greenville Grooves
- Festival of Fright



## **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- Contributed \$240 thousand for the relocation of the NC Museum of Natural Science to the Cupola Building
- Funded from proceeds of sale of property on Dickinson to Taft Development for market rate housing project



## **Build a thriving and attractive community by creating vibrant neighborhoods and expanding artistic, cultural, and recreational opportunities**

- Improved the Off-Leash Dog Area to add amenities for both pets and their owners
- Served more than 28,000 residents through 1,200 Recreation and Parks programs



**Build a high-performing, diverse organization,  
govern with transparency and fiscal  
responsibility, and tell our story to the  
community and region**





**Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region**

- GFOA Triple Crown winner
  - Certificate of Achievement in Financial Reporting
  - Outstanding Popular Annual Financial Reporting
  - Distinguished Budget Presentation



# **Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region**

- Engineering secured \$25.5 Million in Federal / State Grants:
  - St. Andrews Stormwater (\$3.4 mil)
  - Fire Tower Stormwater (\$9.2 mil)
  - Corey Road Stormwater (\$5 mil)
  - BUILD (\$18.4 mil)
  - Safe Streets 4 All (\$450,000)
  - Rural Transformation Grant (\$875,000)
  - SPR (\$395,000)
  - North-South Connector (\$2.5 mil)



# Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region

- Ordered 61 new City vehicles at a cost of \$8.3 Million



**Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region**

- Completed Parks Master Plan
- Received 3 Recreation and Parks grants:
  - Recreational Trails Grant
  - 2021 PARTF Grant – Development of Wildwood Park
  - 2023 PARTF Grant – Development of Wildwood Park



# Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region

- Launched 250<sup>th</sup> Anniversary website (250.greenvillenc.gov)



**Build a high-performing, diverse organization, govern with transparency and fiscal responsibility, and tell our story to the community and region**

- 3 North Carolina City and County Communications Awards (NC3C)
- Two 3CMA Savvy Awards for Excellence in Communications (national award)



**Make Greenville a destination community**



# Make Greenville a destination community

- Hosted Little League Softball World Series





# Make Greenville a destination community

- Coastal Plain League Baseball (Coming Summer 2024)



# Make Greenville a destination community

- Completed Design for a New Gateway Sign



## **Make Greenville a destination community**

- Kicked off a Sports Complex Feasibility Study with Victus Advisors
- Hosted the 2023 NC Association of Metropolitan Planning Organizations Conference
- Co-hosted the 2022 North Carolina BikeWalk Transportation Summit
- Coordinated with Downtown Greenville for the following events:
  - Piratefest
  - Freeboot Friday





## **City Council Goals 2022 and 2023**

- Thank you Council for your guidance.
- Thank you City staff for your hard work and commitment!



# **City Council Planning Session**

January 26, 2024

## **Fiscal Year 2024 Mid-Year Results**



	Revised Budget FY2024	Actual Six Months 12/31/2023	
Revenues	\$ 104,567,025	\$ 62,025,275	
Expenses	110,303,386	\$ 49,214,358	
Subtotal	(5,736,361)	12,810,917	
F/B Aprop	5,736,361		
Net	\$ -	\$ 12,810,917	*

\* Difference Due Primarily to Timing of Property Tax Revenues

# Revenue Review

# General Fund Revenue

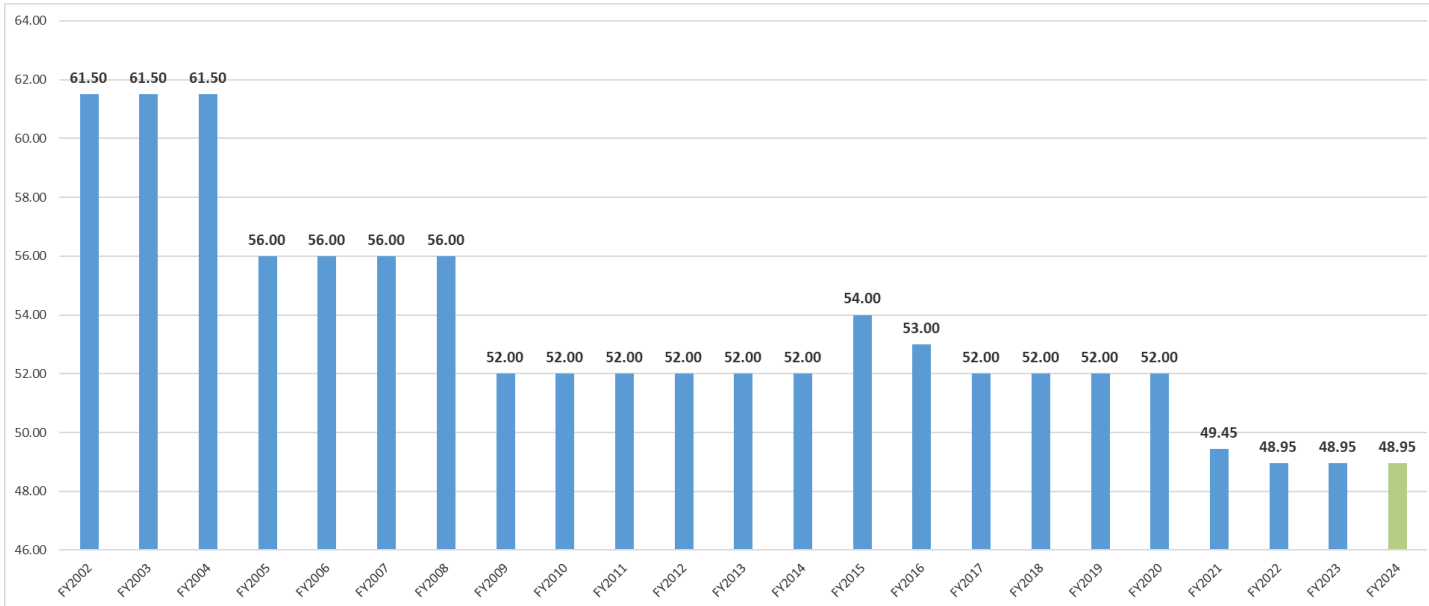
	YTD (12/31)	Year-end Projection	Budget	Over / (Under Budget)
Property Tax	32,241,388	41,606,552	41,395,050	211,502
Sales Tax	10,691,572	31,463,355	30,766,976	696,379
GUC Transfer	3,602,298	7,309,644	7,204,596	105,048
Utility Franchise Tax	3,505,524	7,011,047	6,896,611	114,436
Rescue Transport Revenue	1,684,641	3,598,273	3,839,087	(240,814)
Other Revenues	6,860,836	11,029,430	9,357,469	1,671,961
Investment Earnings	2,730,772	6,553,852	924,900	5,628,952
Appropriated Fund Balance	-	-	5,736,361	(5,736,361)
Totals	<u>61,317,030</u>	<u>108,572,154</u>	<u>106,121,050</u>	<u>2,451,104</u>



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Totals	<u>61,317,030</u>	<u>108,572,154</u>	<u>106,121,050</u>	<u>2,451,104</u>

Highlighted revenues represent 84% of total projected revenues.

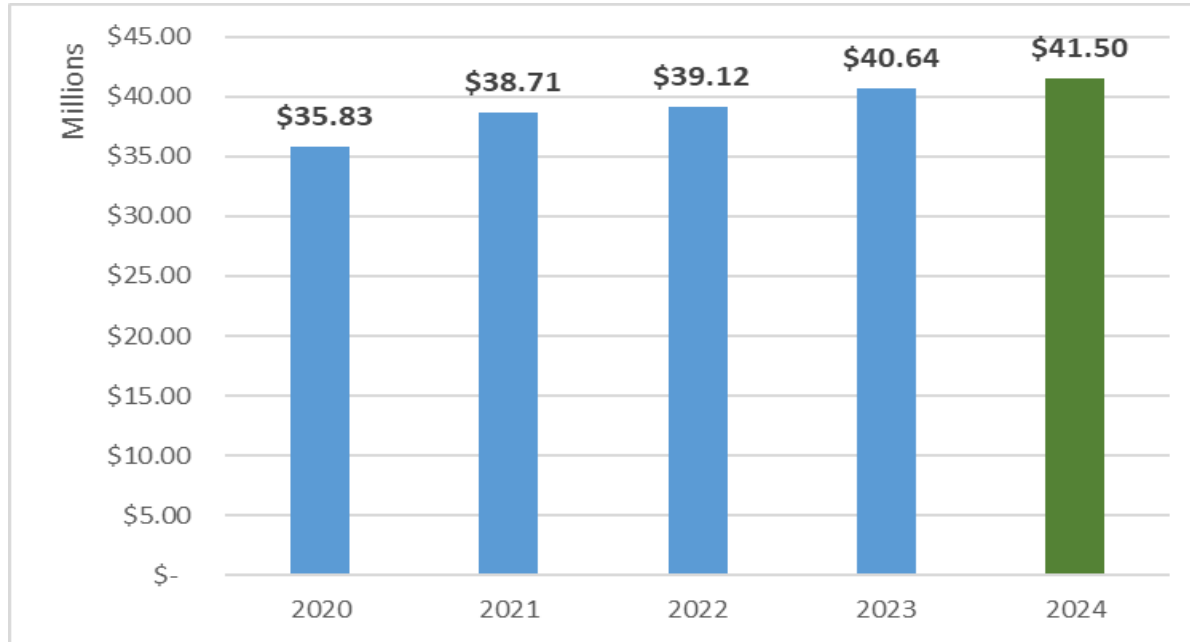
## Historic Rates



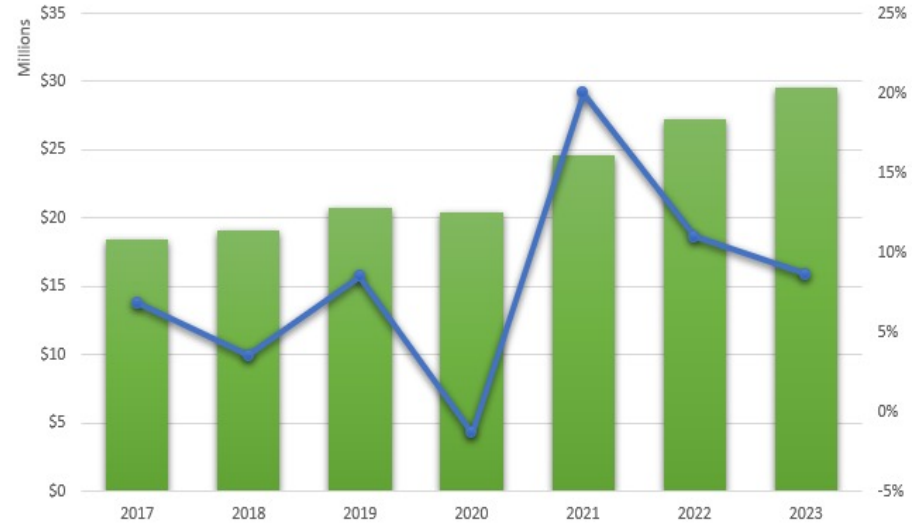
## Calculation Example

	<u>House Value</u>	<u>Tax Per Penny</u>	<u>Tax at .4895</u>
• Tax is levied on real and personal property.	\$ 100,000	\$ 10	\$ 490
	200,000	20	979
• Pitt County performs property assessments and collects taxes.	300,000	30	1,469
	400,000	40	1,958
	500,000	50	2,448
• Current tax rate is at 48.95 cents.			

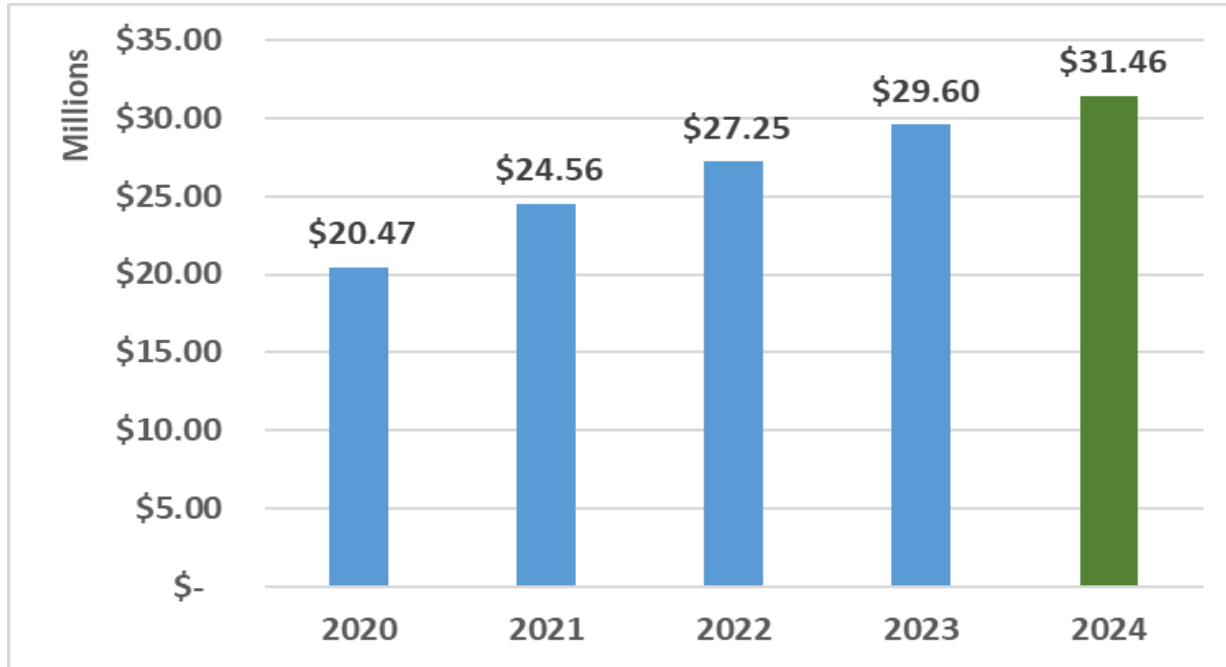
## 2024 Projected



- Tax is collected by the State of North Carolina.
- Collections are distributed to the City two months after collections.
- Projecting a 6% increase for Fiscal Year 2024.
- Growth rate expected to continue falling into Fiscal Year 2025.



## 2024 Projected



## **Section 7 of the Charter of Greenville Utilities Commission (GUC) of the City of Greenville States:**

**"...the Greenville Utilities Commission shall annually transfer to the City , unless reduced by the City Council, an amount equal to six percent (6%) of the difference between the electric and natural gas system's net fixed assets and total bonded indebtedness plus annually transfer an amount equal to fifty percent (50%) of the Greenville Utilities Commission's retail cost of service for the City of Greenville's public lighting."**

**GUC Transfer In Formula as Included in Section 7 of the Charter  
(Based on Prior 3 Year Average):**

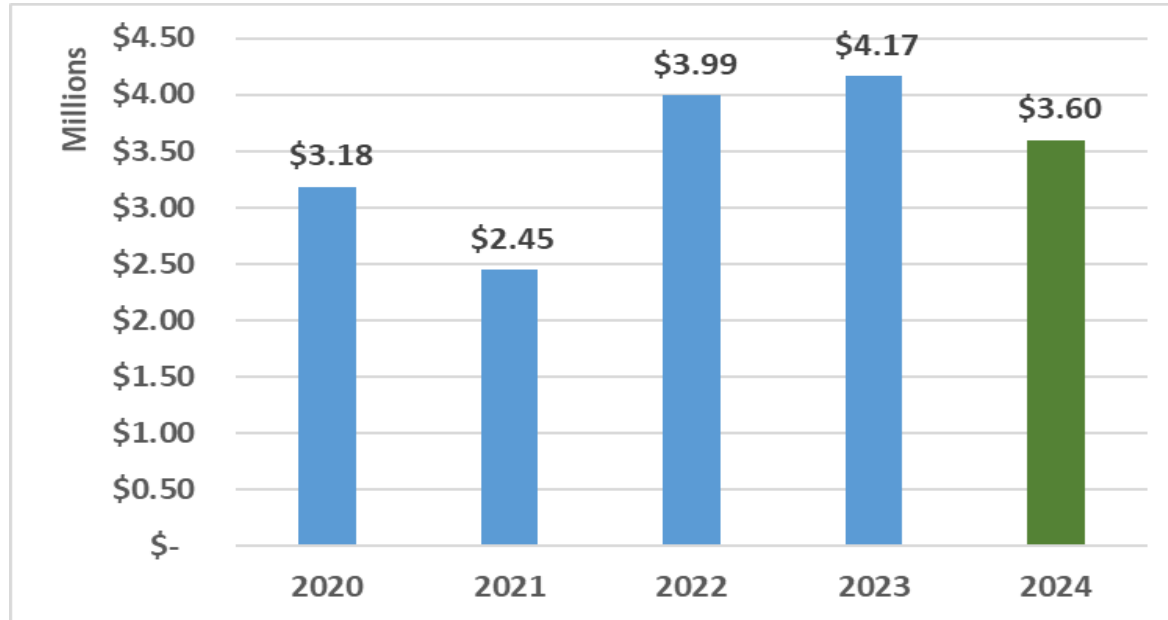
+	Capital Assets, Net of Depreciation	(As Reported in GUC Audit)
-	Long-Term Debt	(As Reported in GUC Audit)
<hr/>		
=	Net Transfer Base	
x	6.0% Transfer Rate	
<hr/>		
=	General Transfer to City	
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## 2024 Projected



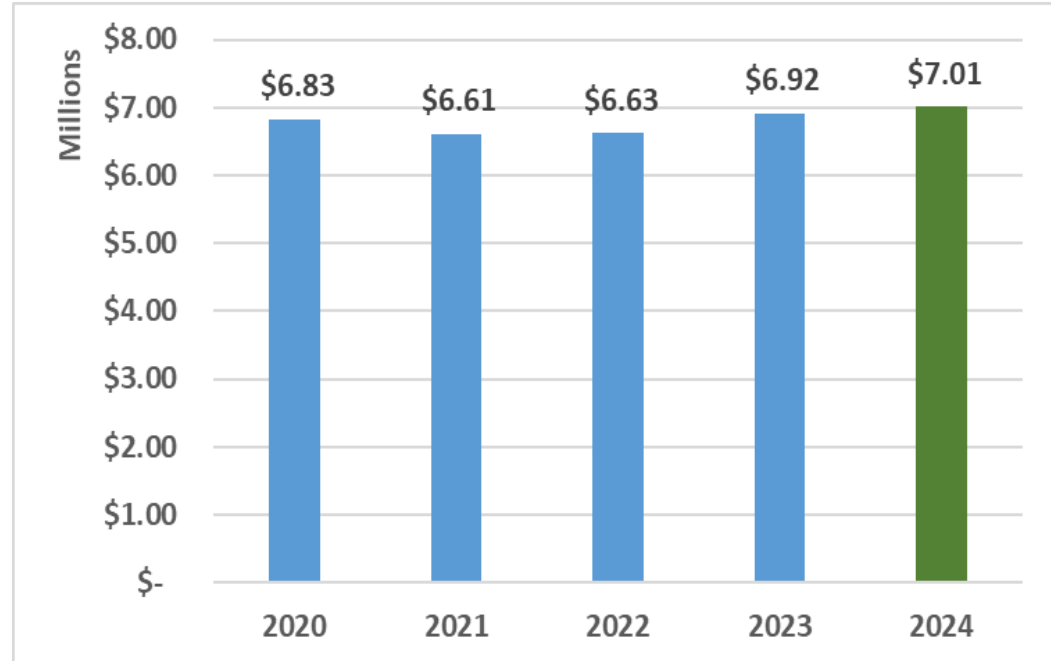
## 2024 Projected



**\*Significant Increase in 2022 Revenue due to Catching Up on Billing**

## 2024 Projected

- Tax is levied on sale of electric, water, and sewer.
- Tax is distributed to the City quarterly.
- Tax rates are set by state statute.
  - Electric = 3.22%
  - Water = 4%
  - Sewage = 6%



## Mid-Year Results

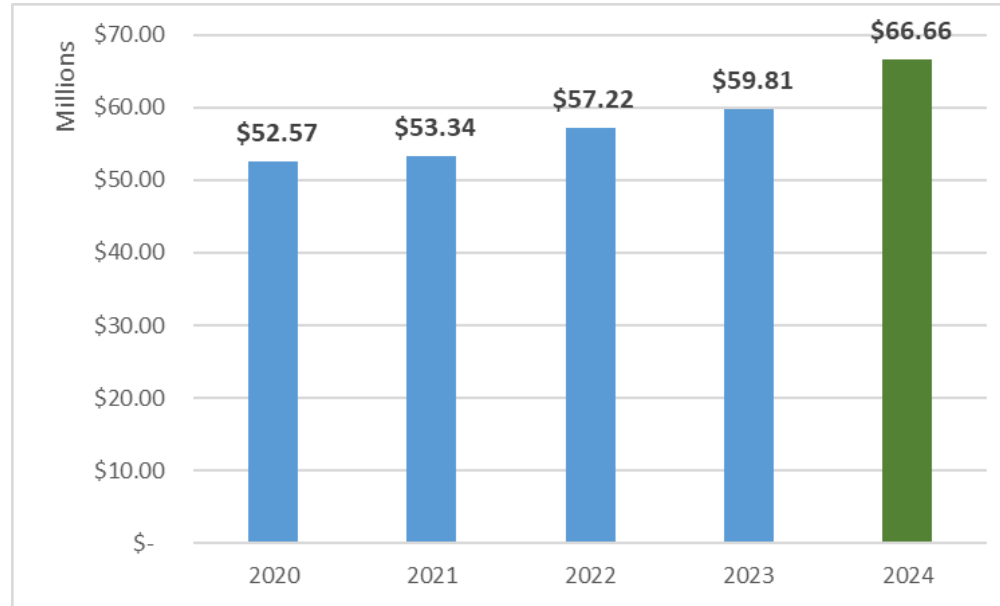
- ❖ Year-to-Date \$ 62.0 Million Actual Revenues
- ❖ 60.4% of Annual Budget (not including fund balance appropriated)
- ❖ Revenues Projected to Exceed Budget by Approximately \$2 Million – \$3 Million for FY2024

# Expense Review

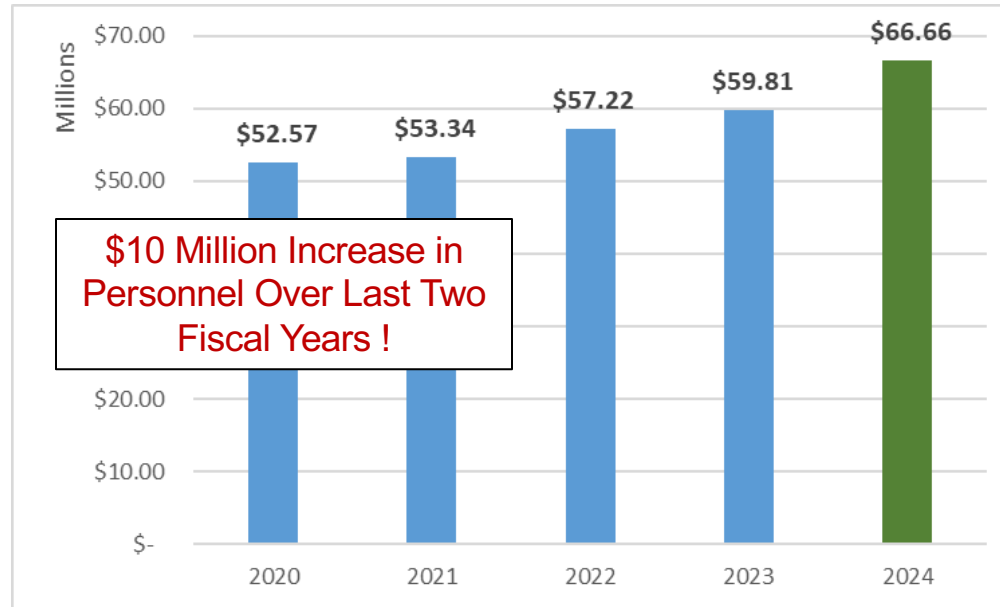
# General Fund Expenses

	<u>YTD (12/31)</u>	<u>Year-end Projection</u>	<u>Budget</u>	<u>Under / (Over) Budget)</u>
Personnel	33,273,072	66,661,680	67,166,493	504,813
Operating	10,089,822	23,607,745	24,703,953	1,096,208
Transfers	8,289,848	15,487,214	15,487,214	-
Totals	<u>51,652,742</u>	<u>105,756,640</u>	<u>107,357,660</u>	<u>1,601,020</u>

## 2024 Projected



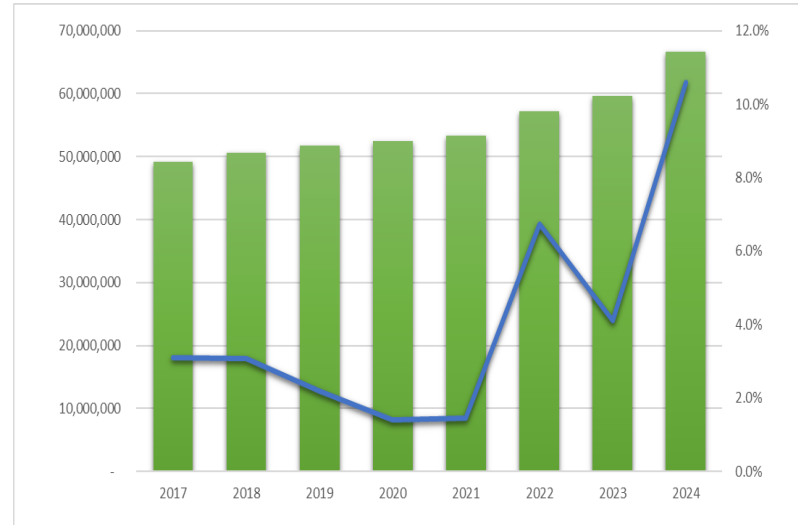
## 2024 Projected



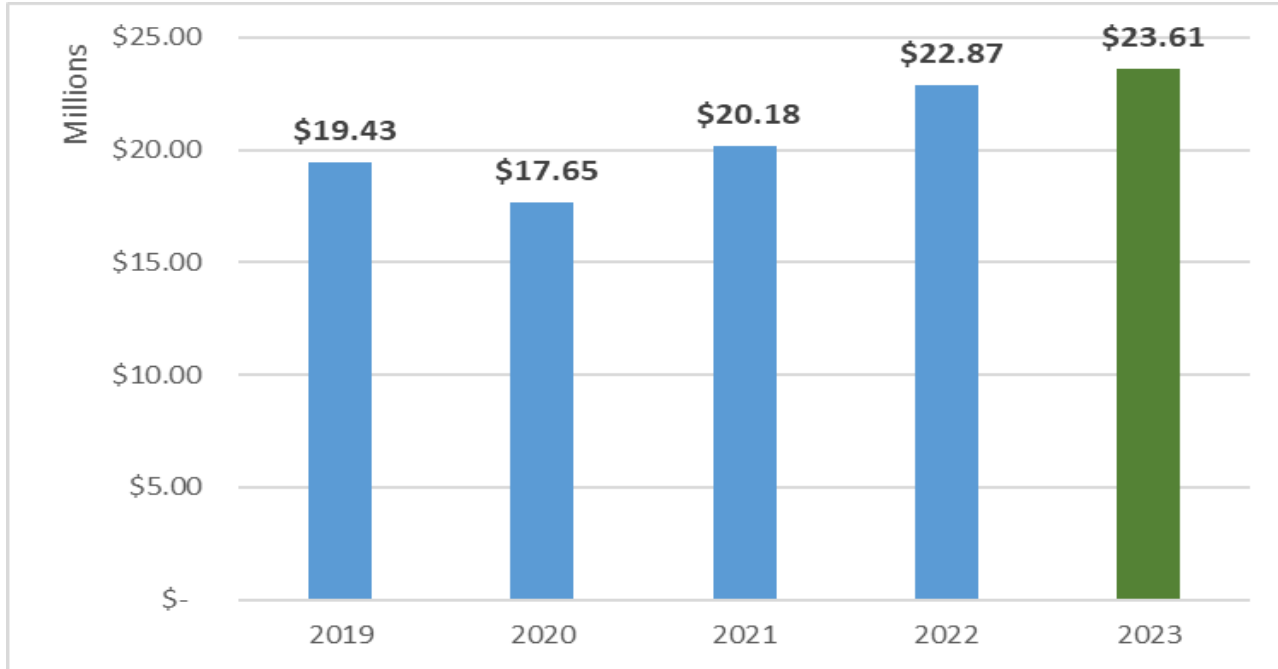


## Multi-Year Increase in Personnel

- 5% Average Merit/Market Pay Increase Over Last Three Fiscal Years.
- Full year of market true up implemented in January 2023.
- Higher number of Health Insurance claims.
- Low percentage of unfilled positions compared to recent years.



## 2024 Projected



## Mid-Year Results

- ❖ Year-to-Date \$51.08 Million Actual Expenses
- ❖ 52% of Annual Budget
- ❖ Expenses Projected to be Approximately \$1 Million – \$2 Million Less Than Budget for FY2024 (Net of Fund Balance Appropriated)
- ❖ Continuing to Monitor Expenses as Costs are Increasing and Supply Chain Issues are Reduced

# Mid-Year Summary

- Revenues are Projected to Exceed Expenses by Approximately \$2 Million – \$3 Million for FY2024
- City on Target to Exceed FY2024 Revenue Projections Based on Fund Balance Included in the FY2024 Proposed Budget

	<u>Revised Budget</u>	<u>Projected Year End</u>
Revenues	104,567,025	108,572,154
Expenses	<u>110,303,386</u>	<u>105,756,640</u>
Subtotal	(5,736,361)	2,815,514
F/B Aprop	5,736,361	-
Net	<u><u>-</u></u>	<u><u>2,815,514</u></u>

The City's goal is to increase fund balance as we continue working towards a 25% target for available fund balance.

- April 11, 2024**    **City Council Budget Preview**
- May 1, 2024**        **Proposed City, GUC, SML and CVA budgets distributed to City Council**
- May 6 & 9 2024**        **Proposed City budget presented to Council  
Proposed GUC, SML and CVA budget presented to City Council**
- June 10, 2024**    **Public Hearing-Fiscal Year 2023-24 Budget**
- June 13, 2024**    **Adoption of the Fiscal Year 2023-24 Budget**

# Questions



# **City Council Planning Session**

January 26, 2024

## **Capital Improvement Program Update**





# Overview of the City of Greenville's Capital Improvement Program (CIP)

## Important Highlights:

- CIP is a strategic plan outlining the process, schedule and funding sources of Capital Improvement Projects.
- Program oversees the projects and purchases considered “capital.” Projects are considered capital if they cost \$10,000 or more and have a useful life of 10 years or more.
- Equipment is considered capital if it costs more than \$35,000 and has a useful life of at least five (5) years or more.
- This presentation does not include items to be considered in the Facility Improvement Program (FIP). The FIP provides funding for smaller projects preserving the lifespan of facilities and improving maintenance efficiency.



# Overview of the City of Greenville's Capital Improvement Program (CIP)

The following presentation will include priority CIP projects being considered over the next five years. The need, scope, estimated budget and funding status for each project will be covered.

Projects will be presented in two sections:

1. Projects Impacting City Operations (Police, Fire, Public Works, Recreation)
2. Streets and Stormwater Priorities

Projects highlighted today, along with CIP Equipment Requests, will also be reviewed with Mayor and City Council Members as part of the FY25 Budget Process in the next few months.



# Overview of CIP Requests by Department

<b>Department</b>	<b>Overall CIP Request Total</b>
Fire/Rescue	<b>13,733,126</b>
Police	<b>12,700,000</b>
Public Works	<b>23,787,243</b>
Recreation & Parks	<b>71,355,000</b>
Engineering	<b>75,042,452</b>
<b>Total</b>	<b>196,617,821</b>





**Greenville**

**NORTH CAROLINA**

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**FIRE/RESCUE**





# Summary of Priorities

## FIRE/RESCUE

<b>Project Name</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Total</b>
Fire Station #8	600,000	10,000,000	-	-	-	<b>10,600,000</b>
Fire / Rescue Station Renovations	1,160,000	1,600,000	-	-	-	<b>2,760,000</b>
Fire Training Facility	373,126	-	-	-	-	<b>373,126</b>
<b>Total</b>	<b>2,133,126</b>	<b>11,600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,733,126</b>





# New Fire Station 8



# Primary Factors that Impact Response Times

- Increase call volume
- City and District sizes
- Dispatch for specific units
- Travel Time and Distance
- At Risk Groups



# Calls For Service Increase since 2018

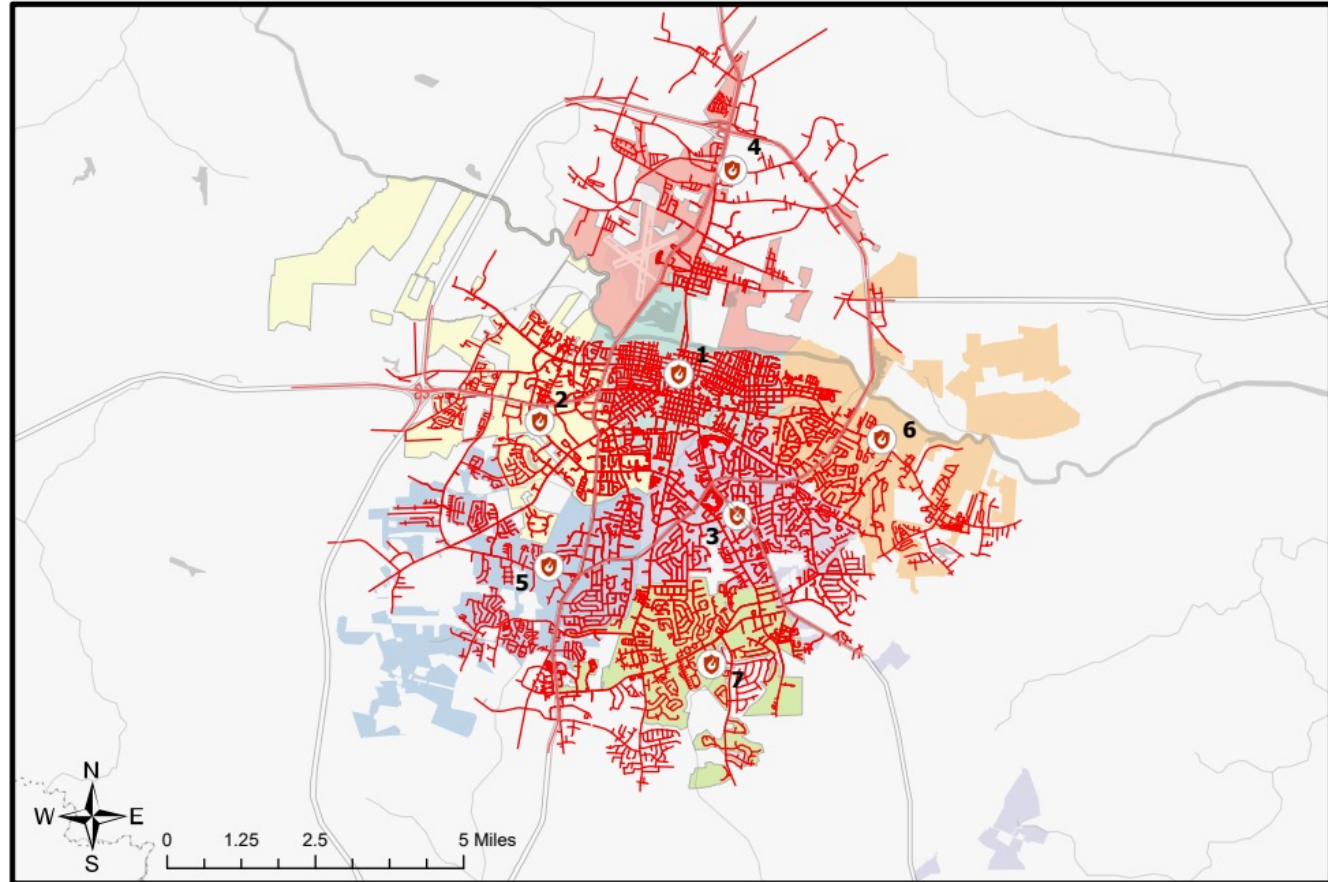
	Pre- Pandemic July 1, 2018	July 1, 2022 Through June 30, 2023	Growth Percentage
<b>Total</b>	18,472	20,058	8.6%
<b>EMS</b>	15,284	16,378	7.2%
<b>Fire</b>	321	288	-10.3%
<b>Other</b>	2,867	3,392	18.3%





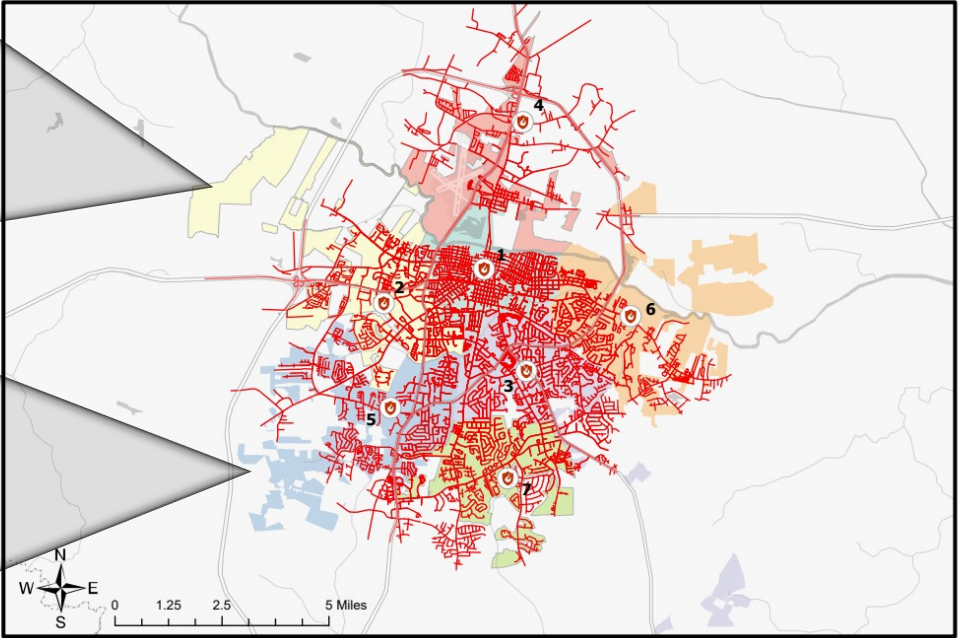
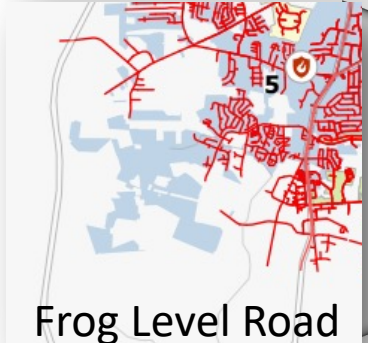
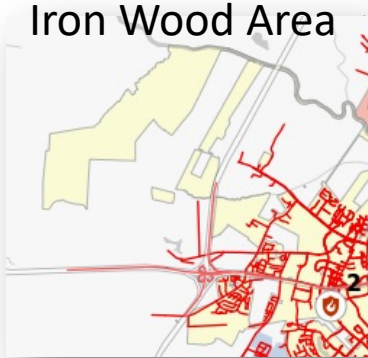
# Current Fire/Rescue Travel Times by Station

Areas Highlighted in Red  $\leq 4$  Travel Times From a Station



# Travel Times

Areas Highlighted in Red  $\leq 4$   
Travel Times From a Station



# Fire Station 8

**Need:** Davenport Farm/Frog Level Road area needs a station to meet increased call demands. Data collected confirms increasing travel times for responding units to this rapidly growing area of our City.

**Scope:** The station will be constructed on a yet-to-be determined site in the South/West area of the City. The station will be designed and constructed the same as Fire Station 7.

**Estimated Cost:**

\$10,600,000 (FY25 & FY26)

**Funding Status:**

Not Funded





# Renovations of Stations 1, 3 & 4





FIRE/RESCUE

# Renovations of Stations 1, 3 & 4

**Need:** To accommodate an increased gender diverse workforce and to update current living spaces at each station.

**Scope:** Modifications to existing restrooms and living quarters to change from a dormitory style bedroom and shower area to multiple individual bedroom and shower facilities.

**Estimated Cost:**

\$2,760,000 (Station 1 FY25; Station 3 & 4 FY26)

**Funding Status:**

Not Funded



# Station 1



- Constructed in 1995
- Has housed as many as 15 employees at one time
- Currently houses 12 employees



# Station 1



# Station 1



Men's Bedroom



Men's Restroom





## Station 3



- Constructed in 1987
- Currently houses 7 employees



# Station 3



Women's Bedroom



Kitchen



Women's Bathroom



# Station 3

Men's Bathroom



# Station 4



- Constructed in 1993
- Currently houses 3 employees



# Station 4



Men's Bathroom



Kitchen



Women's Bathroom



# Fire Training Facility

**Need:** Facility will allow for live fire training in a safe controlled environment. This is vital for firefighter training to allow for realistic training and to assure fire ground confidence for actual operation.

**Scope:** The proposed burn trainer is specifically engineered for cost effective live fire training scenarios.

**Estimated Cost:**

\$373,126 (FY25)

**Funding Status:**

Not Funded





**Greenville**

NORTH CAROLINA

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**POLICE DEPARTMENT**





**Greenville**  
NORTH CAROLINA

POLICE DEPARTMENT

# Summary of Priorities

<b>Project Name</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Total</b>
HQ Communications Expansion	500,000	-	-	-	-	<b>500,000</b>
Law Enforcement Training Center	-	6,000,000	6,000,000	-	-	<b>12,000,000</b>
Public Safety Annex Storage	200,000	-	-	-	-	<b>200,000</b>
<b>Total</b>	<b>700,000</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>-</b>	<b>-</b>	<b>12,700,000</b>





# Headquarters Communication Expansion

**Need:** Communications Room on the third floor of Police/Fire-Rescue Headquarters needs additional space to add 5-8 workstations.

**Scope:** Cost includes design, construction and relocation of electronics.

**Estimated Cost:**

\$500,000 (FY25)

**Funding Status:**

Not Funded



# Law Enforcement Training Center

**Need:** Police currently utilize other spaces for trainings. Facility would serve sworn and non-sworn law enforcement employees for in-service state mandated annual training, recurring specialized skill training and classroom lectures.

**Scope:** Includes indoor firing range, designated weapons cleaning area, classrooms, gym and a room for virtual training to simulate scenarios.

**Estimated Cost:**

\$12,000,000 (FY26 & FY27)

**Funding Status:**

Not Funded



# Public Safety Annex Storage Expansion

**Need:** Stored items need to be re-located from the Recreation and Park Facility Maintenance Facility on Hooker Road.

Accomplishes two goals:

1. Allows PD to store all items at one convenient location
2. Opens much needed storage space for the Parks Division

**Scope:** Space at the Public Safety Annex will be renovated to accommodate the move of the items from Hooker Road.

**Estimated Cost:**

\$200,000 (FY25)

**Funding Status:**

Not Funded





**Greenville**

NORTH CAROLINA

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**PUBLIC WORKS**





**PUBLIC WORKS**

# Summary of Priorities

<b>Project Name</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>Total</b>
Fleet Maintenance Expansion	196,800	1,380,000	-	-	-	<b>1,576,800</b>
Fleet Fuel Tank Replacement	109,200	780,000	-	-	-	<b>889,200</b>
Public Works Yard Resurfacing	500,000	1,250,000	750,000	500,000	900,000	<b>3,900,000</b>
Homestead Cemetery Enhancements	875,000	-	-	-	-	<b>875,000</b>
Streets Building Renovations	560,000	4,000,000	10,000	10,000	-	<b>4,580,000</b>
Solid Waste Building Renovations	360,000	150,000	-	-	-	<b>510,000</b>
Fleet Emergency Generator	325,000	-	-	-	-	<b>325,000</b>
<b>Total</b>	<b>2,926,000</b>	<b>7,560,000</b>	<b>760,000</b>	<b>510,000</b>	<b>900,000</b>	<b>12,656,000</b>



# Fleet Maintenance Expansion



**Need:** Fleet Division is not able to meet the current demands of the Federal Transit Administration required maintenance due to an insufficient number of work bays. This expansion will meet OSHA regulations for working on compressed natural gas vehicles.

**Scope:** Expand the existing Fleet Services Building by constructing two bays within a 75-foot by 45-foot footprint. New extension will be to the western end of the building.

**Estimated Cost:**

\$1,576,800 (FY25 & FY26)

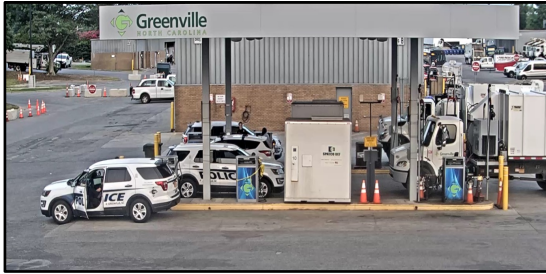
**Funding Status:**

Funded (CARES & Solid Waste)

Not Funded (General Fund)



# Replacement of Fleet Fuel Tanks



**Need:** Existing fuel tanks are 25 years old and approaching the end of their useful life.

**Scope:** Removal of current 20,000-gallon fuel tanks and replacement with installation of two 30,000-gallon fuel tanks and monitoring system.



**Estimated Cost:**

\$889,200 (FY25 & FY26)

**Funding Status:**

Not Funded



# Public Works Yard Resurfacing

**Need:** The Public Works yard is original dating from 1979. Over 500 vehicles drive on the yard daily. Patching failed areas is occurring annually, but the asphalt is well past its life expectancy and is deteriorating.



**Scope:** Replace all existing asphalt and install new concrete at heavily used areas.

**Estimated Cost:**

\$3,900,000 (FY25 – FY29)

**Funding Status:**

Partial (Solid Waste, Transit)

Not Funded (General Fund, Stormwater)





# Homestead Cemetery Enhancements

**Need:** Homestead is the City's main cemetery with an average of 250 burials annually. A new maintenance building will help the efficiency of operations and allow equipment to be stored on site.



**Scope:** Replacement of existing equipment shelter with a maintenance building. Additional grave sites are also needed.

**Estimated Cost:**  
\$875,000

**Funding Status:**  
Not Funded



# Street Maintenance Facility Renovations

**Need:** Currently the Street Division Office space does not have the capacity to accommodate all employees. This project would enhance the area for employees and create enough space for all 43 employees. The current space has a capacity for 12 employees.

**Scope:** Provide additional office space, indoor employee lockers, training room, and additional restrooms.

**Estimated Cost:**

\$4,580,000 (FY25 – FY28)

**Funding Status:**

Partial (Stormwater)

Not Funded (General Funds)



# Solid Waste Office & Assembly Room Renovations

**Need:** The Public Works facility does not include a dedicated solid waste facility, which is needed as the City continues to grow. The requested upgrades are suitable measures to modernize the current available space more efficiently.



**Scope:** Enhance offices and training rooms by adding dedicated personnel space.

**Estimated Cost:**

\$510,000

**Funding Status:**

Funded (Solid Waste Fund)

Not Funded (General Fund)



# Fleet Emergency Generator

**Need:** Generator provides full power to our Fleet building and the fuel island. In the event of an extended power outage, the facility will still be able to provide fuel and vehicle maintenance



**Scope:** Provide a 65kw emergency generator for Fleet Services building and the City's fuel station at Public Works.

**Estimated Cost:**

\$250,000 (FY25)

**Funding Status:**

Not Funded





**Greenville**

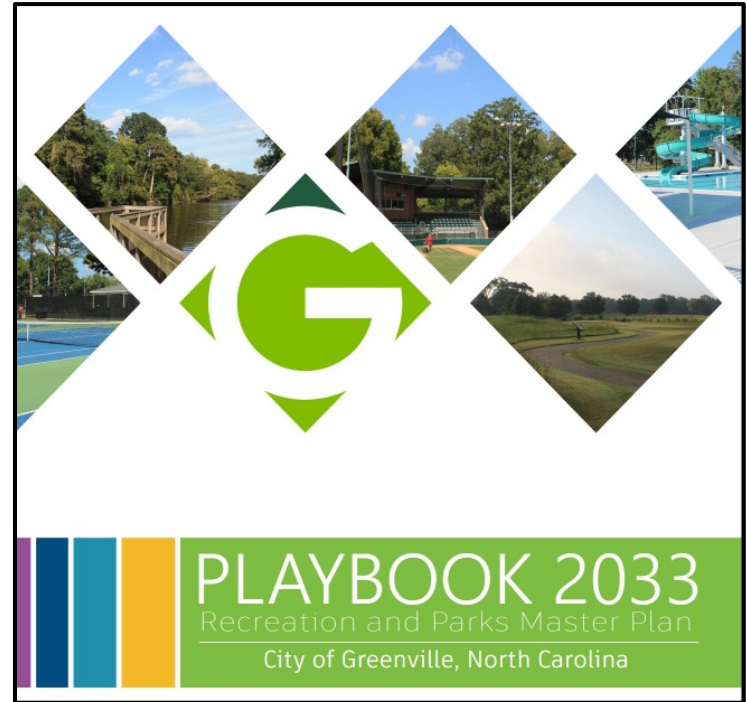
NORTH CAROLINA

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RECREATION AND PARKS



- Projects being presented were identified as short-term (1-5 Years) priority need in the 2023 City Council Adopted Comprehensive Recreation & Parks Master Plan.
- Some projects identified as short-term priority have been pushed out past five years due to available funding.



# Summary of Priorities

Department	2025	2026	2027	2028	2029	Total
Town Common Bulkhead Replacement	22,000,000	-	-	-	-	22,000,000
Sports Complex		1,000,000	27,000,000			28,000,000
River Birch Improvements	400,000	-	-	-	-	400,000
Sports Connection Renovations	-	700,000	-	-	-	700,000
Jaycee Park Admin Improvements	200,000	2,500,000	-	-	-	2,700,000
Bradford Creek Soccer Improvements	1,000,000	-	-	-	-	1,000,000
Wildwood Park Trails	1,000,000					1,000,000
New Mini Park #1 - District 4 or 5	100,000	745,000	-	-	-	845,000
New Mini Park #2 - District 4 or 5	100,000	745,000	-	-	-	845,000
Paramore Park Improvements	-	-	100,000	1,000,000	-	1,100,000
ABF Park Multipurpose Field	-	-	250,000	-	-	250,000
Action Sports Park	-	-	75,000	925,000	-	1,000,000
Town Common Improvements	-	-	-	500,000	10,000,000	10,500,000
H. Boyd Lee Park Plaza Repairs	65,000	750,000	-	-	-	815,000
Jaycee Park Extreme Park Repairs	200,000	-	-	-	-	200,000
<b>Total</b>	25,065,000	6,440,000	27,425,000	2,425,000	10,000,000	71,355,000



# Town Common Bulkhead and Esplanade



**Need:** The bulkhead is beyond its serviceable life and needs to be replaced to ensure safety of the park is maintained.

**Scope:** Replace the existing bulkhead and esplanade while incorporating aesthetic and resilient improvements.

## Estimated Cost:

\$22,000,000 (est.) (FY24)

## Funding Status:

Design & Permitting – Yes;

Construction – Partial (State Funding)





# Sports Complex

**Need:** Establish Greenville as a destination for sports tourism and increase recreational offerings for residents and visitors.

**Scope:** Construct a Sports Complex (Facility Type TBD)

**Estimated Cost:**

\$31,750,000 (FY25 & FY26)

**Funding Status:**

Not Funded



# River Birch Tennis Center

**Need:** The tennis court lighting system is old and requires continuous maintenance. Adding a new system will increase efficiency and security for the overall park.

**Scope:** Replace existing lighting system and incorporate Control Link technology.

**Estimated Cost:**

\$400,000 (FY25)

**Funding Status:**

Not Funded



# Sports Connection Batting Cage Renovation

**Need:** The batting cage system is reaching the end of its serviceable life and requires constant maintenance.

**Scope:** Level the concrete floor, add multi-purpose sport courts and retractable hitting tunnel.

**Estimated Cost:**  
\$700,000 (FY26)

**Funding Status:**  
Not Funded



# Jaycee Park Administration and Arts Additions

**Need:** The building needs to be expanded to increase capacity for City art programs, provide additional administration space, and increase building security.

**Scope:** Create entrance enhancements with security upgrades, expand art classrooms which have reached max capacity, and add administration offices.

**Estimated Cost:**

\$2,700,000 (FY25-26)

**Funding Status:**

Not Funded



# Bradford Creek Soccer Complex



**Need:** Future Stars Youth Soccer participation has increased to almost 1200 players the past spring and fall seasons. Improvements would allow for increased usage of fields and allow program growth to continue.

**Scope:** Install lighting on three soccer fields and expand parking.

**Estimated Cost:**

\$1,000,000 (FY25)

**Funding Status:** Not Funded



# Wildwood Park & River Park North Boardwalk Connection

**Need:** Boardwalk will connect several miles of trails at River Park North to the miles of trails at Wildwood Park. The project will form a complete loop system around the lake at Wildwood Park West.

**Scope:** Construct boardwalk to connect the parks and complete loop at Wildwood Park West.

**Estimated Cost:**  
\$1,750,000 (FY25)

**Funded:**  
Partially



# Paramore Park Improvements

**Need:** The 2023 Recreation and Parks Master Plan identified a need for additional sport courts and a sprayground in this location. These improvements would serve many neighborhoods.

**Scope:** Construct a sprayground, restroom, sport courts, and additional parking.

**Estimated Cost:**

\$1,100,000 (FY27-28)

**Funding Status:**

Not Funded



# New Mini Parks



**Need:** The Master Plan identified a need to add new parks in districts #4 & #5. New parks could include small playground, short walking trail, park benches and other small amenities.

**Scope:** Construct two new mini parks. Amenities would be determined through community engagement.

**Estimated Cost:**

\$845,000 each (FY25-27)

**Funding Status:**

Not Funded







**Greenville**

NORTH CAROLINA

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**ENGINEERING**



# Summary of Priorities

Project Name	2025	2026	2027	2028	2029	Total
Engineering Building		960,000	12,360,000			13,320,000
Community Center Pathway	300,000					300,000
<b>Arts District Streetscape</b>	885,000					885,000
<b>North-South Connector</b>	4,000,000					4,000,000
<b>Pavement Management Program</b>	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>Pavement Condition Survey</b>	150,000	100,000				250,000
<b>Street Reconstruction</b>	440,000	1,814,000	1,331,000	1,555,000	970,000	6,110,000
10 <sup>th</sup> St Corridor Safety Improvements	92,200					92,200
Signal Progression Studies		79,500		73,000		152,500
Traffic Safety Initiatives	250,000	250,000	250,000	250,000	250,000	1,250,000
<b>Vision Zero Action Plan</b>	500,000					500,000
Mast Arm Replacement	35,000	176,500				211,500

<b>Total</b>	9,652,200	6,380,000	16,941,000	4,878,000	4,220,000	<b>42,071,200</b>
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**BOLD**  
Names  
have  
multiple  
funding  
sources

\*\*\*



# Engineering Building

**Need:** Added 14 employees since 2019 for a total of 38 positions. There is a plan for staff to operate out of two temporary locations. This creates inefficiencies and makes collaboration difficult.

**Scope:** On approximately 5 acres provide;

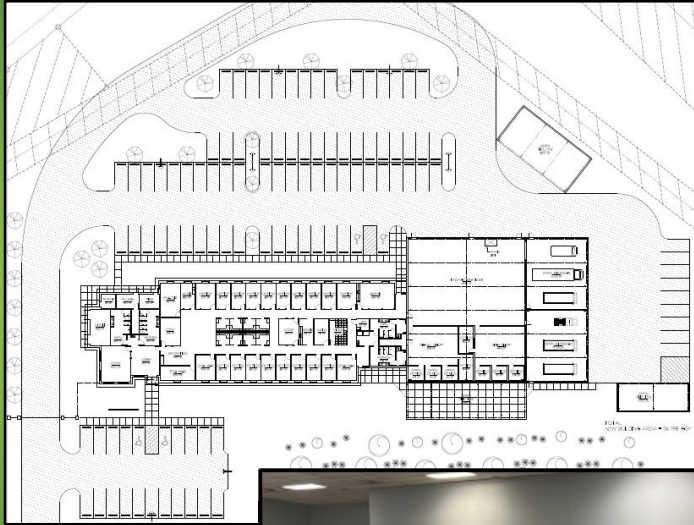
- 36 office/work stations,
- 12,000sf of warehouse space,
- 6 bays for equipment/vehicles,
- parking for employee and city vehicles.

**Estimated Cost:**

\$13,320,000 (FY26 & FY27)

**Funding Status:**

Unfunded, does not include acquisition



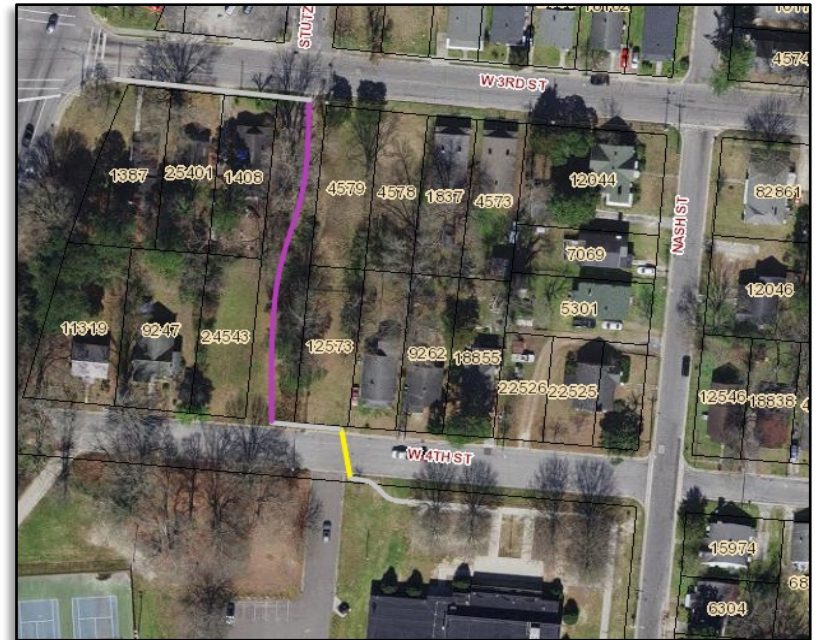
# Community Center Pathway

**Need:** Encourage safe pedestrian movements by routing citizens to the intersection of Memorial Drive and 3<sup>rd</sup> Street.

**Scope:** Provides 10' wide asphalt multi-use path between 4th and 3rd Streets, sidewalk on 3<sup>rd</sup> and 4<sup>th</sup> Street to include hi-visibility mid-block crosswalk on 4<sup>th</sup> Street and lighting on wood poles along the path.

**Estimated Cost:**  
\$300,000 (FY25)

**Funding Status:**  
Unfunded



# Arts District Streetscape

**Need:** Improved connectivity and walkability in the Arts District to include gateway signage.

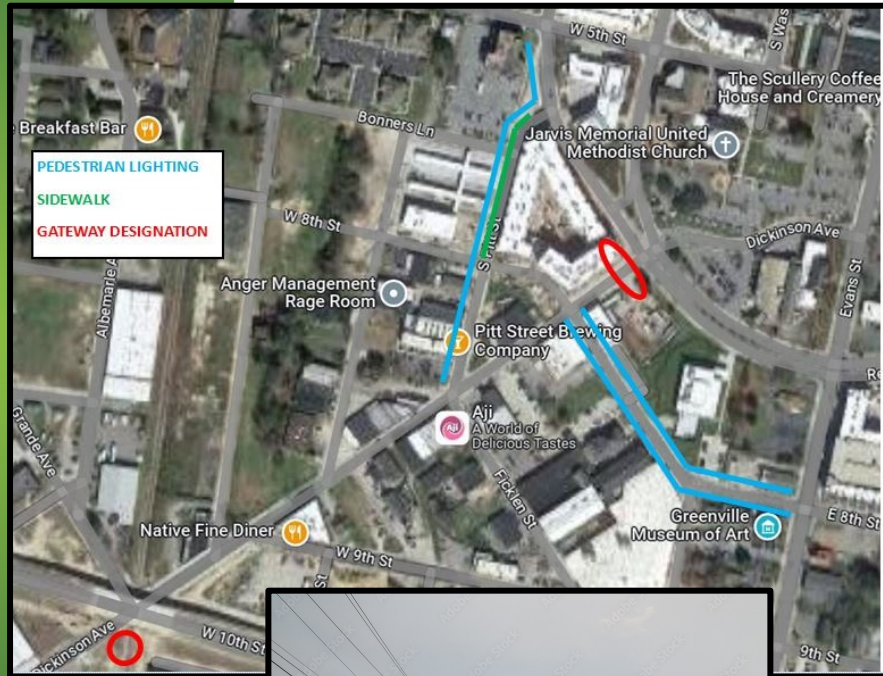
**Scope:** Installation of pedestrian lighting along W. 8th Street and Pitt Street and sidewalk along Pitt Street from W. 8th Street to W. 5th Street. Additionally, installation of gateway treatments on Dickinson Avenue near Reade Circle and near the W. 10th Street overpass.

**Estimated Cost:**

\$885,000 (FY24/25)

**Funding Status:**

Funded



# North-South Connector

**Need:** Bicycle and pedestrian accommodations to connect Town Commons to River Park North.

**Scope:** Design and construction of a greenway sidepath using existing road and sidewalk along N. Greene Street from 1<sup>st</sup> Street to Mumford Road.

**Estimated Cost:**

\$4,000,000 (FY24/FY25)

**Funding Status:**

Funded



# Pavement Management Program

**Need:** Identify and invest in maintenance practices that will prolong the life of our streets before full reconstruction is required.



**Scope:** Includes treatments like rejuvenator, crack sealing, micro-surfacing, cape seal and resurfacing.

**Estimated Cost:**

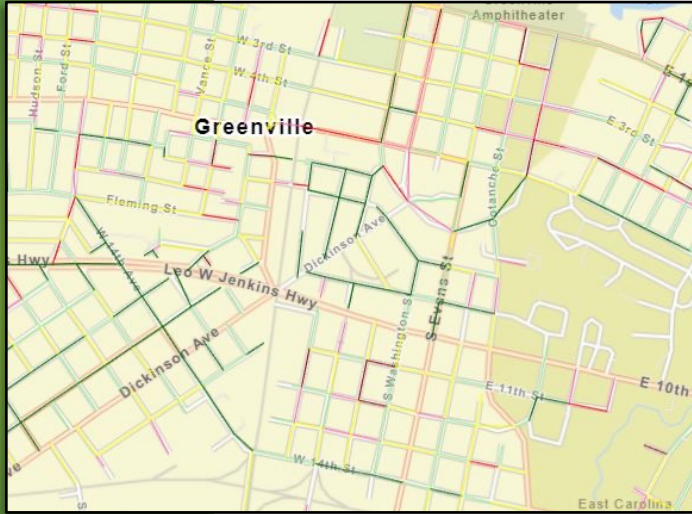
\$15,000,000 (FY25-29)

**Funding Status:**

Funded, Annually at \$3M



# Pavement Condition Survey



**Need:** Data allows for accurate forecasting and effective implementation. ADA assessments within right-of-way are also required for compliance with the Americans with Disabilities Act.

**Scope:** Streets are scanned for distress types and surface wear. Deterioration rates are updated and analyzed. Pavement Management Projects are developed from this information. In addition, right of way self assessments of sidewalks and ramps for compliance with the ADA will be completed.

**Estimated Cost:**

\$250,000 (FY25/FY26)

**Funding Status:**

Funded





# Street Reconstruction

**Need:** Condition is very poor with an average PCI ratings below 30. Average projected PCI will be below 5 by scheduled replacement.

**Scope:** Design and reconstruction of 4 streets. These include Reade/Greene Street, Forbes Street, Harmony Street and Quail Hollow Drive. Includes pavement structure, sidewalks, storm drainage improvements, pavement markings and ADA upgrades.

## Estimated Cost:

Reade/Greene	2,000,000	FY25/FY26
Forbes	1,240,000	FY26/FY27
Harmony	1,640,000	FY27/FY28
Quail Hollow	1,230,000	FY28/FY29

**Funding Status:**  
Unfunded



# 10<sup>th</sup> Street Safety Improvements

**Need:** With BUILD and Intersect East, we anticipate a drastic increase in pedestrian traffic in the next few years. This project will provide a physical barrier as well as enhance existing pedestrian crossings.

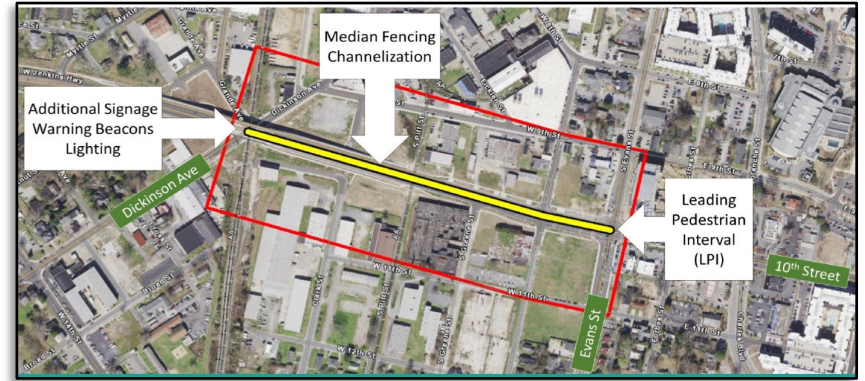
**Scope:** Includes LPI at 10<sup>th</sup>/Evans intersection, installing fencing along existing median and lighting / signage under the 10th Street overpass.

**Estimated Cost:**

\$92,200 (FY25)

**Funding Status:**

Unfunded



# Signal Progression Study

**Need:** Signal Maintenance contract with NCDOT requires timings be evaluated at least every 18 months. In addition, corridor synchronization is a safety measure that minimizes rear end collisions.

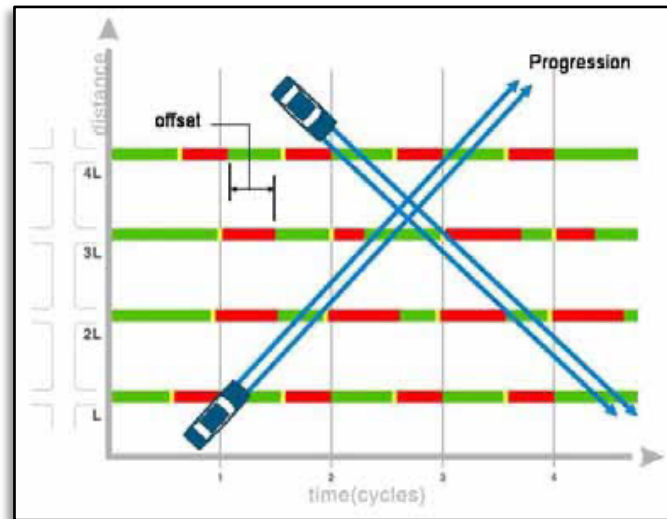
**Scope:** Five corridors are interconnected and initially coordinated to provide progression of traffic flow. They include Greenville Blvd, Memorial Dr, 10th St, Stantonsburg Rd and Fire Tower Rd. This project allows for corridors to be studied every other year.

## Estimated Cost:

\$79,500 (FY26), \$73,000 (FY28)

## Funding Status:

Unfunded



# Traffic Safety Initiatives

**Need:** After years of leading the state in traffic crashes, Greenville created a partnership with ECU, ECU Health, NCDOT and other local agencies, to form the Greenville Traffic Safety Task Force in 2018. Using local crash data and evidence-based safety interventions, Greenville has already seen success by dropping from #1 to #5 in the state.

**Scope:** Could include lighting, traffic cameras, traffic calming, access management and pedestrian safety.

**Estimated Cost:**

\$1,250,000 (FY25-FY29)

**Funding Status:**

Funded, annually at \$250K



# Vision Zero Action Plan

**Need:** Between 2017 and 2021, our MPO saw 362 total fatal and serious injury crashes. Most of these occurred along the High Injury Network corridors. These corridors will be the focus for investments identified in this planning effort and will serve as potential sites for demonstration projects.

**Scope:** Develop comprehensive safety action plan that identifies the most significant roadway safety concerns. Implementation of demonstration projects to address concerns.



## Estimated Cost:

\$500,000 (FY25)



## Funding Status:

Funded



# Mast Arm Replacements

**Need:** 11 intersections located in the downtown area that use/used mast arm poles and arms for the traffic signal system are at the end of their useful life and require removal or replacement. Five intersections have been or will be addressed through other CIP projects.

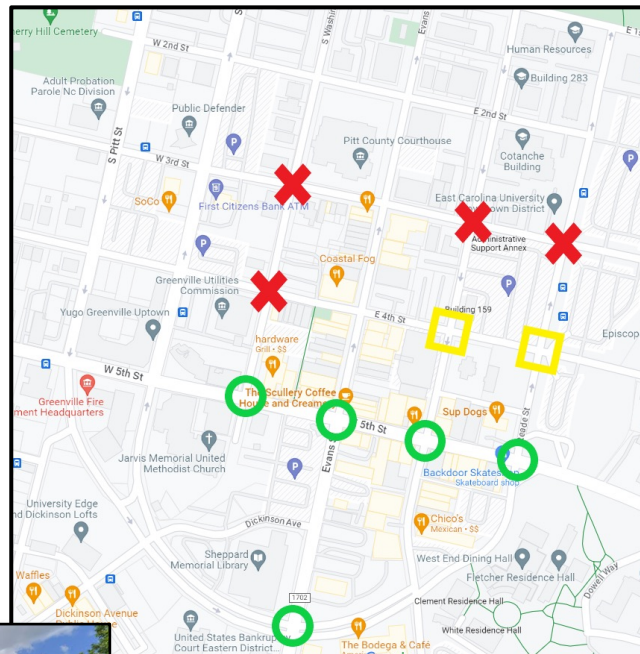
**Scope:** Removing 3rd/Washington, 3rd/Cotanche, 3rd/Reade and 4th/Washington as well as the foundations that are still in place from previously removing 4th/Reade and 4th/Cotanche.

## Estimated Cost:

\$211,500 (FY25/FY26)

## Funding Status:

Funded



An aerial photograph of a city, likely Raleigh, North Carolina, showing a mix of urban buildings, parking lots, and a large green park area. A river is visible at the bottom of the frame, with a bridge crossing it on the right side. The text "Comments or Questions" is overlaid in the center in a large, white, sans-serif font.

# Comments or Questions

# **City Council Planning Session**

January 26, 2024

## **Town Common Bulkhead & Esplanade Project Update**







# TOWN COMMON

## BULKHEAD & ESPLANADE PROJECT



# City Council Planning Session

January 26, 2024

# Reimagine Resilience

- ◆ Protect Town Common's esplanade and park from flooding
- ◆ Improving access to the Tar River
- ◆ Enhanced park activation through introduction of new amenities



# Existing Conditions

- ◆ The steel bulkhead wall supporting the esplanade walkway is at the end of its anticipated service life.
- ◆ Replacement of the existing bulkhead wall is required.



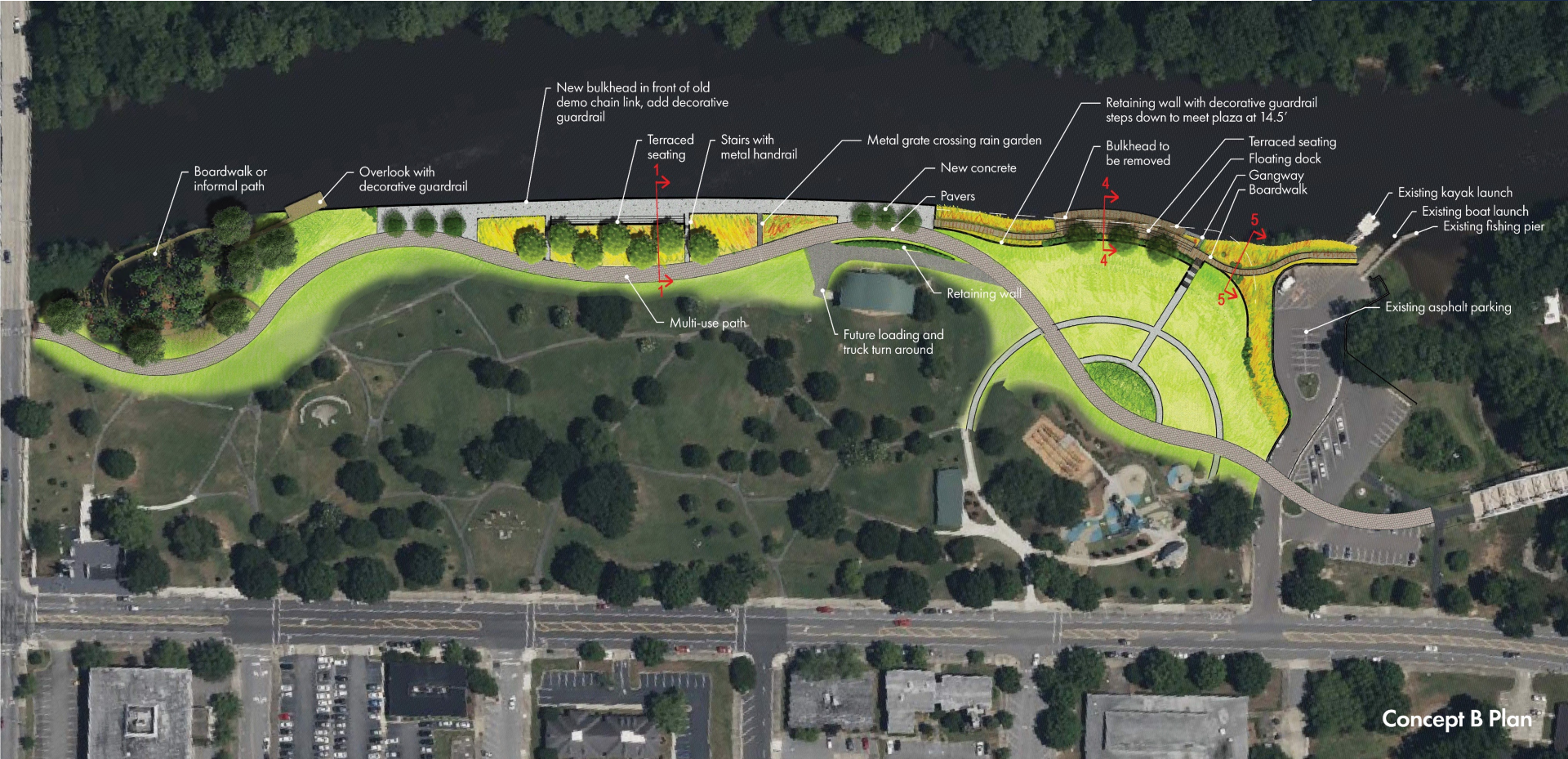
# Design Objectives

- ◆ Maintain flood protection to park infrastructure
- ◆ Improve access to river
- ◆ Enhance the pedestrian experience
- ◆ Provide multiple circulation routes
- ◆ Utilize existing bulkhead alignment to minimize construction cost and permitting effort
- ◆ Incorporate environmental enhancements
- ◆ Minimize maintenance and post-flood clean up

# Approved Plan

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Embracing the Water



Boardwalk or informal path

Overlook with decorative guardrail

New bulkhead in front of old demo chain link, add decorative guardrail

Terraced seating

Stairs with metal handrail

Metal grate crossing rain garden

Retaining wall with decorative guardrail steps down to meet plaza at 14.5'

Bulkhead to be removed

Terraced seating

Floating dock

Gangway

Boardwalk

Existing kayak launch

Existing boat launch

Existing fishing pier

Existing asphalt parking

Multi-use path

Future loading and truck turn around

Retaining wall

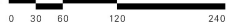
New concrete

Pavers

### Concept B Plan

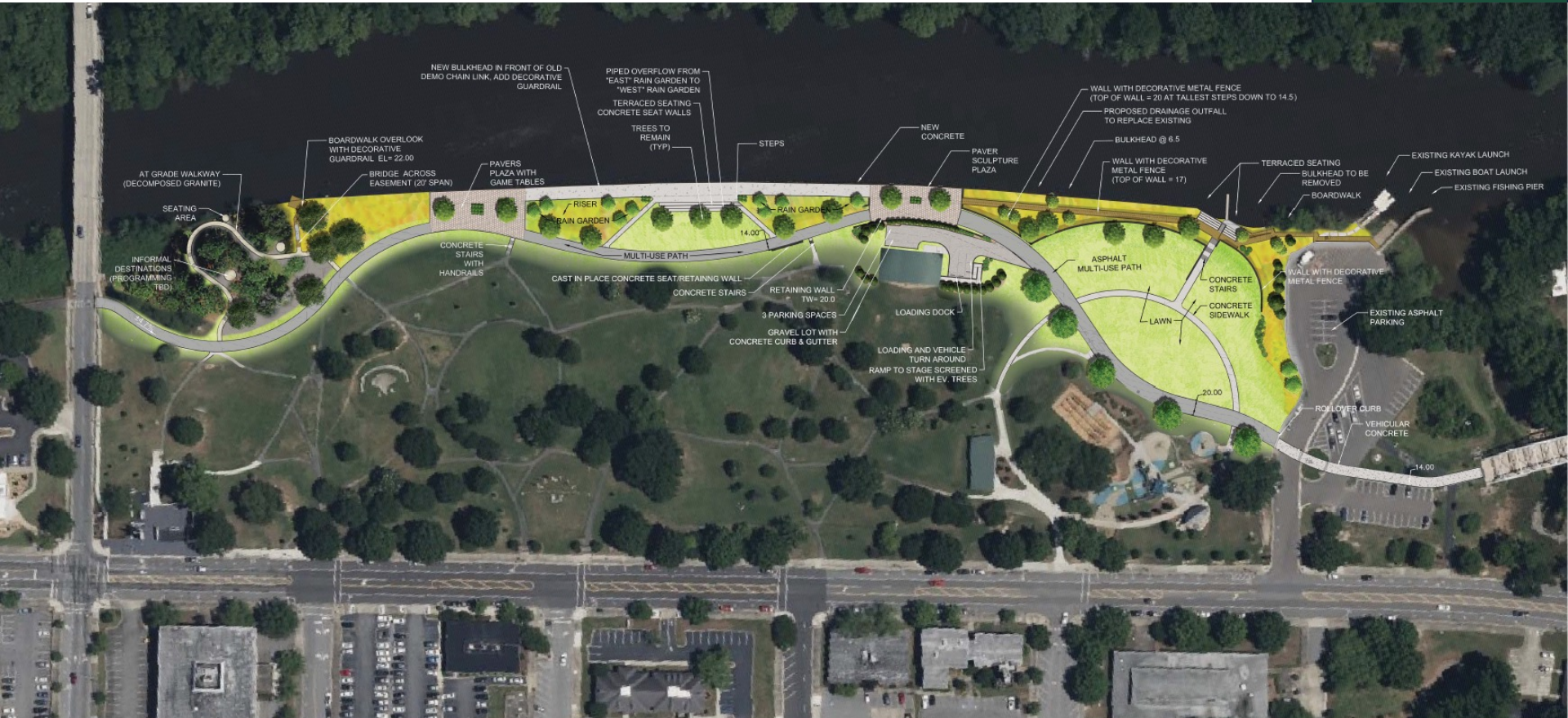


GRAPHIC SCALE IN FEET  
RATIO 1:60 @ 24x36



# Design Refinements

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# Bulkhead Replacement

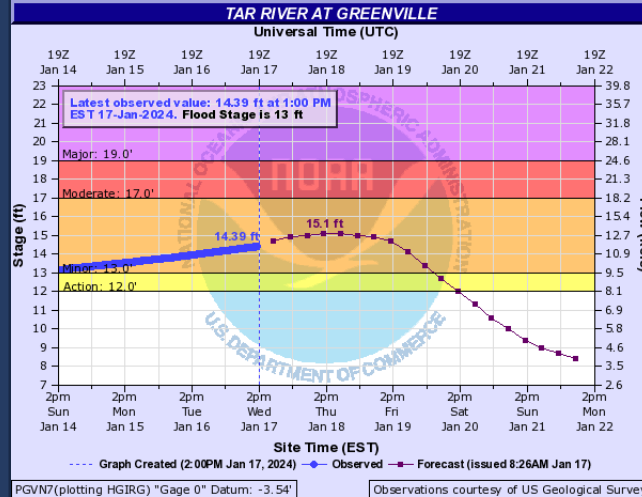
- ◆ Evaluated alternatives
  - Riprap
  - Natural Vegetation
- ◆ Establishment and Maintenance
- ◆ Balance upland uses

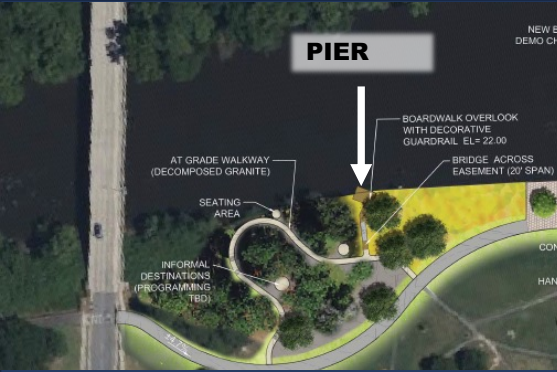
Town Common  
Bulkhead &  
Esplanade  
Project



# Bulkhead Replacement

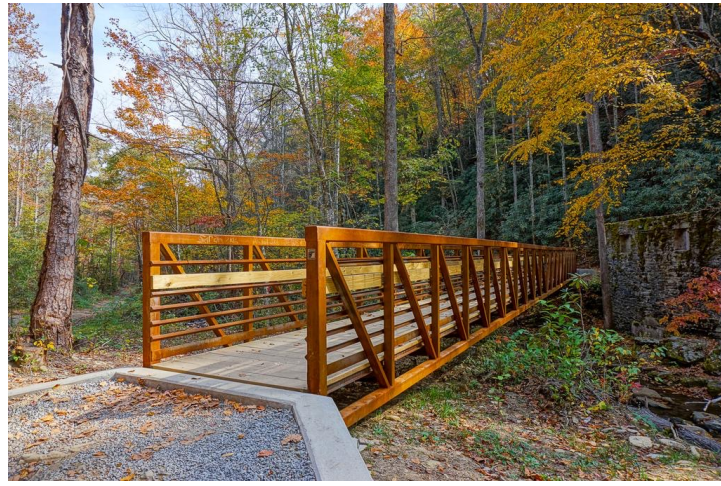
- ◆ 50-Year Design Life
- ◆ Steel Sheet pile Section
- ◆ Two Elevations:
  - 14.5 feet NAVD
  - 8.0 feet NAVD
- ◆ Elevations defined by flood risk



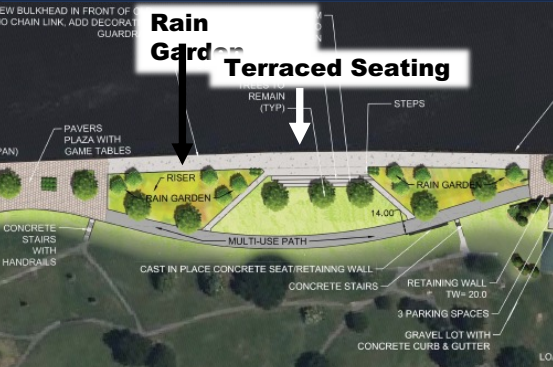


# Overlook Pier

- ◆ Integrated with at grade path through existing tree canopy





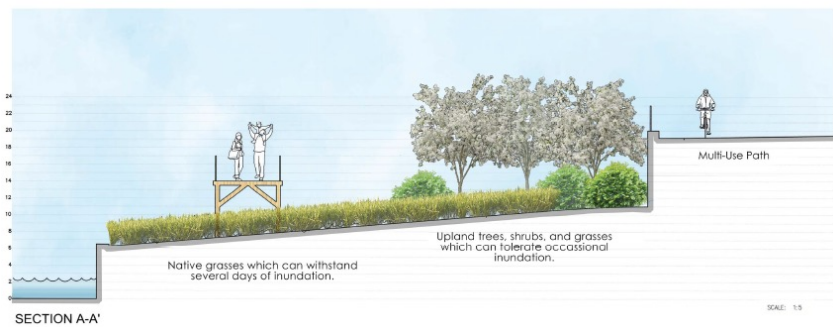


# Terrace Seating Rain Garden

- ◆ Reflection and View of River
- ◆ Treats localized stormwater
- ◆ Environmental education



# EAST PLAZA

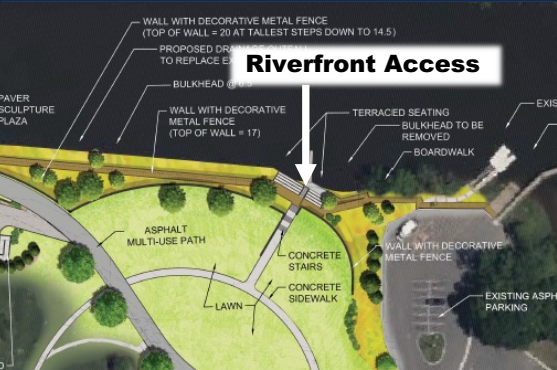


# East Plaza

- ◆ East anchor point for reimagined promenade
- ◆ Reflection and gathering place
- ◆ Elevated boardwalk
- ◆ Native vegetation

Town Common Bulkhead & Esplanade Project

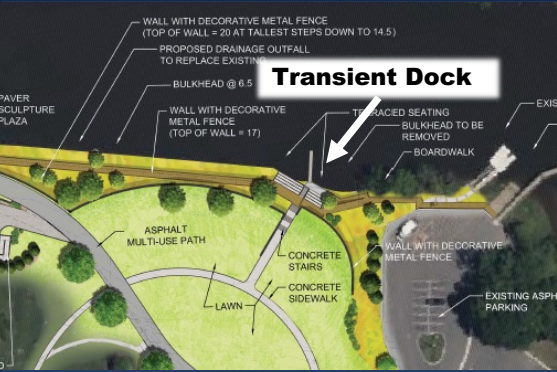




# Riverfront Access

- ◆ Terraced Seating
- ◆ Transient Boat Docking
- ◆ Connection to parking lot
- ◆ Reflection and gathering place
- ◆ Elevated Boardwalk
- ◆ Native Vegetation





# Riverfront Access

- ◆ Terraced Seating
- ◆ Transient Boat Docking
- ◆ Connection to parking lot
- ◆ Reflection and gathering place
- ◆ Elevated Boardwalk
- ◆ Native Vegetation





# Opinion of Probable Cost

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# Estimate



- ◆ **Concept level estimate (January 2023) - \$18.8 million**
  - Bulkhead Replacement - \$14.6 million
  - Park Improvements - \$4.2 million
  
- ◆ **Refined concept level estimate (January 2024) - \$21.9 million**
  - Cost escalated to Spring 2025 construction start
  - Bulkhead Replacement - \$13.1 million
  - Park Improvements - \$8.8 million

# Next Steps

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# Next Steps



- ◆ Schematic Design Submittal – February 2024
- ◆ Permit Submittal – February 2024
- ◆ Final Design Completion – August 2024
- ◆ Permit Authorization (estimated) - November 2024
- ◆ Construction Start - Spring 2025

# **City Council Planning Session**

January 26, 2024



# **City Council Planning Session**

January 27, 2024



# **Establishment of Goals and Objectives**

January 27, 2024



# **Presentation of Feasibility Study on Sports Complex**

January 27, 2024





# **City Council Planning Session**

January 27, 2024

## **Greenville Sports Tourism Complex Feasibility Study: Phase II Results**



DRAFT  
Subject to Change



VICTUS  
ADVISORS

The logo and name for Victus Advisors are centered on a red rectangular background. The logo is a stylized 'VA' monogram, and the name 'VICTUS' is in a large, white, sans-serif font, with 'ADVISORS' in a smaller font below it.

GREENVILLE CITY COUNCIL PLANNING SESSION  
PHASE II RESULTS FROM THE GREENVILLE SPORTS  
TOURISM COMPLEX FEASIBILITY STUDY  
JANUARY 27, 2024

The text is centered on a red rectangular background. The first line is underlined. The text is in a white, sans-serif font.



# PROJECT BACKGROUND



Victus Advisors was engaged in 2023 by the City of Greenville, North Carolina to conduct a sports tourism complex feasibility study:

## Phase 1 - Sports Tourism Market Analysis (Presented on January 8th)

- a) **Market Demand Analysis** - Identify strengths & weaknesses of Greenville as a sports tourism market.
- b) **Sports Tourism Market & Facility Opportunity Analysis** - Identify & analyze sports tourism market and facility opportunities for Greenville.

## Phase 2 - Financial & Economic Analysis (Presenting Today)

- c) **Operating & Financial Analysis** - Develop recommended operating model and custom financial pro forma for the proposed sports venue.
- d) **Economic/Fiscal Impact & Funding Analysis** - Estimate the economic/fiscal impacts that could be generated by the new sports complex, as well as options for funding capital construction costs.



# STUDY METHODOLOGY



## PHASES:

**PHASE I – JAN 8**  
**SPORTS TOURISM**  
**MARKET DEMAND**  
**ANALYSIS**



**INTERIM FINDINGS**

**PHASE II – JAN 27**  
**OPERATIONAL,**  
**FINANCIAL &**  
**ECONOMIC ANALYSIS**



**FINAL REPORT**

SECONDARY

Secondary  
Market  
Research

Comparable  
Sports Market &  
Facility Analysis

Sports Tourism  
Destination  
Analysis

Local Sports  
Facility  
Analysis

Sports  
Tourism  
SWOT  
Analysis

Primary  
Market  
Research

Site Visit  
& Facility  
Tours

Stakeholder  
Interviews

Sports Event  
Organizer  
Interviews

Sports Complex Demand Assessment &  
Initial Indoor/Outdoor Opportunity Comparison

Local Usage  
Analysis

Event & Attendance  
Projections

Financial Operating  
Pro Forma

Economic & Fiscal  
Impact Analysis

Construction Cost  
Analysis

Study Deliverables & Final Presentation



# PHASE I FINDINGS: SPORTS TOURISM SWOT ANALYSIS



## Strengths

1. Location & Access
2. Lodging & Hospitality
3. Reputation (Baseball/Softball, ECU)
4. Brand (Visit Greenville / Play Greenville)

## Weaknesses

1. Lack of Sports Tourism-Caliber Facilities Across Most Sports



## Opportunities

1. Attract Visitors From Regional Drive Markets (25 million within 5 hours)
2. Meet Organizational Goals of City & County Stakeholders
3. Strong Interest From Most Sports Event Organizers

## Threats

1. Regional Facility Competition
2. Where to Focus Limited Resources to Maximize Long-Term Potential?



# PHASE I FINDINGS: SPORTS TOURISM FACILITY OPPORTUNITY ANALYSIS



SPORTS TOURISM ROI RANK	FACILITY TYPE	KEY AMENITIES
1	Baseball/Softball Fields	At least 8-12 diamonds
2	Indoor Court Facility	At least 8-12 courts
3	Outdoor Rectangular Fields	At least 8 fields
4	Aquatics	50 meter pool

Based on an evaluation of *total estimated capitalized costs* (including both construction and ongoing operations) vs. *estimated incremental sports tourism event activity*, Victus ranks a new **Baseball Softball Complex** highest in terms of **Sports Tourism Return on Investment**.

It should also be noted that Greenville has a strong history of hosting softball and baseball activity in spite of the lack of tournament-caliber venues, and therefore the area's established reputation and partnerships in those sports could help establish a *long-term competitive advantage* for a new tournament-caliber baseball/complex.



# IDEAL AMENITIES FOR A NEW BASEBALL/SOFTBALL COMPLEX



## TOURNAMENT ORGANIZERS (WEEKENDS)

- **Baseball** - Baseball tournament organizers provided a range of nine (9) to 12 fields for tournaments.
  - Most said lighted artificial turf fields are ideal for their events, so that they can run games into the evenings while not having to cancel games due to weather conditions.
- **Softball** - Softball tournament organizers provided a range of six (6) to 12 fields for tournaments.
  - Little League Softball World Series spoke highly of the “quaint, historic” Stallings Stadium, but they also want to grow their event (more teams), which requires adding more fields.
  - Another softball interviewee said coordinating multiple facilities in Greenville and Winterville has been difficult, and that a larger facility could alleviate this problem.

## LOCAL GROUPS (WEEKDAYS)

- General feedback from local baseball and softball groups was the need for adaptable fields that could be used for various age groups.
- Four (4) local baseball and softball groups expressed desire for weekday field usage at a new baseball/softball complex in Greenville, with demand ranging from one (1) to four (4) fields per group, primarily in the spring and fall.



# TOURNAMENT DEMAND SUMMARY



<u>Group/Organization</u>	<u>Sport</u>	<u>Likelihood of Usage</u>	<u>Ideal # of Ball Diamonds</u>	<u>Number of Annual Events</u>
Dynamic Baseball	Baseball	Definitely Use	9	5
Little League Softball World Series	Softball	Definitely Use	2	1
TierOne Fastpitch	Softball	Definitely Use	12	6
Triple Crown Sports	Baseball	Definitely Use	8	2
Triple Crown Sports	Softball	Likely Use	8	2
USSSA Baseball	Baseball	Definitely Use	12	10
USSSA Softball	Softball	Definitely Use	6	12
				<b>38</b>

*Source: Victus research*

*Notes: (1) Sorted by Group/Organization in alphabetical order. (2) This is a representative sample of potential users, and the potential usage shown above is based solely on the interviewees contacted by Victus Advisors.*

Victus Advisors interviewed a representative sample of potential baseball and softball tournament organizers:

- All groups above expressed interest in using a new tournament-caliber baseball/softball complex in Greenville.
- Overall, we found initial interest for up to 38 annual baseball and softball events.





# LOCAL USAGE DEMAND SUMMARY



<u>Group/Organization</u>	<u>Sport</u>	<u>Likelihood of Usage</u>	<u>Type of Usage</u>	<u>Seasons</u>	<u>Ideal # of Ball Diamonds</u>
Greenville Little Leagues	Baseball	Would Not Use	-	-	-
Jackie Robinson Baseball League	Baseball	Definitely Use	Practices, Games	Spring, Summer, Fall	4
Pitt County Girls Softball League	Softball	Likely Use	Practices	Spring, Fall	4
Pitt County Schools	Baseball	Possibly Use	Practices	Spring	1
Pitt County Schools	Softball	Possibly Use	Practices	Spring	1
Pitt-Greenville Babe Ruth League	Baseball	Would Not Use	-	-	-

*Source: Victus research*

*Notes: (1) Sorted by Group/Organization in alphabetical order. (2) This is a representative sample of potential users, and the potential usage shown above is based solely on the interviewees contacted by Victus Advisors.*

Victus Advisors interviewed a representative sample of local baseball/softball user groups:

- Four (4) of the six (6) groups expressed interest in using a new tournament-caliber baseball/softball complex in Greenville for practices and/or games during the week.
- Weekday usage would occur primarily in the spring and fall, plus a small amount of summer demand.



# FACILITY RECOMMENDATIONS



Based upon the results of our market and facility analysis, Victus Advisors recommends that a new baseball/softball complex should have:

- **Ball Diamonds:**
  - Victus identified demand for at least 12 baseball/softball fields with lights, adaptable for both youth baseball (14U and below) and youth/adult softball.
  - At least two (2) of the fields could also be adaptable for high school baseball groups.
  - Portable mounds and adjustable fencing to adapt to various age groups.
  
- **Artificial Turf:**
  - Majority of baseball groups confirmed that lighted artificial turf fields are ideal for their tournaments, so that they can run games into the evenings while not having to cancel games due to the conditions.
  - Newer artificial turf technologies now use organic fill that doesn't heat up like synthetic rubber fill. Some communities have also used mister systems in the summer to cool fields.
  
- **Other Support Areas & Amenities:**
  - Restrooms, concessions, bleacher seating at each field, batting cages, administrative offices, meeting/flex rooms that could also be used by tournament organizers, on-site recreation features such as play structures and walking trails, etc.



# TOURNAMENT BASEBALL/SOFTBALL COMPLEX EXAMPLES



## Grand Park Athletic Complex (Myrtle Beach, SC)

- Opened: 2009 (Phase 1); 2012 (Phase 2)
- Key Features:
  - 9 ball diamonds (7 large, 2 youth) with synthetic turf and lights
  - Batting cages
- Economic Impact:
  - The facility is programmed to host over 20 tournaments in 2023.
  - 2022 events generated nearly \$35 million in gross direct spending.





# TOURNAMENT BASEBALL/SOFTBALL COMPLEX EXAMPLES (CONT.)



## USSSA Space Coast Complex (Viera, FL)

- Opened: 1994; Renovated: 2017
- Key Features:
  - 15 total baseball softball fields
    - o 13 softball/baseball fields with synthetic turf and lights
    - o 2 professional fields
  - Indoor training facility
- Economic Impact:
  - In 2022, USSSA hosted over 200,000 total attendees, generating more than 91,000 room nights.





# PRELIMINARY CONSTRUCTION COST ESTIMATE



Facility	Location	Year Opened	Total Fields	Est. 2023 Construction Cost	Est. 2023 Construction Cost Per Field
Deaconess Sports Park	Evansville, IN	2015	8	\$20,502,651	\$2,562,831
Seminole County Sports Complex	Sanford, FL	2016	15	\$37,701,719	\$2,513,448
Elizabethtown Sports Complex	Elizabethtown, KY	2012	25	\$48,251,807	\$1,930,072
North Myrtle Beach Park & Sports Complex	North Myrtle Beach, SC	2014	14	\$22,965,632	\$1,640,402
Princess Anne Athletic Complex	Virginia Beach, VA	2007	16	\$25,064,988	\$1,566,562
Rocky Mount Sports Complex	Rocky Mount, NC	2006	19	\$20,897,856	\$1,099,887
<b>HIGH</b>			<b>25</b>	<b>\$48,251,807</b>	<b>\$2,562,831</b>
<b>AVERAGE</b>			<b>16</b>	<b>\$29,230,776</b>	<b>\$1,885,534</b>
<b>MEDIAN</b>			<b>16</b>	<b>\$24,015,310</b>	<b>\$1,785,237</b>
<b>LOW</b>			<b>8</b>	<b>\$20,502,651</b>	<b>\$1,099,887</b>



Sources: Victus research, Turner Construction Index

Notes:

(1) Sorted by Facility in alphabetical order

(2) Estimated according to the Turner Building Cost Index Q3 2023

(3) With the exception of Deaconess Sports Park, the other facilities also feature rectangular fields.

## 12 FIELD ESTIMATE

**Based on High: \$30,754,000**

**Based on Average: \$22,626,000**

**Based on Median: \$21,423,000**

In 2023 construction dollars, comparable sports complex construction is estimated to cost between approximately \$1.8 million per field (based on median cost) and \$2.6 million per field (based on high cost).

It is estimated a new 12-field diamond complex in Greenville (prior to site- and concept-specific construction cost estimates) could approximately cost between \$21 and \$31 million in 2023 construction dollars.



## USAGE PROJECTIONS & OPERATING PRO FORMA



# ESTIMATED ANNUAL UTILIZATION

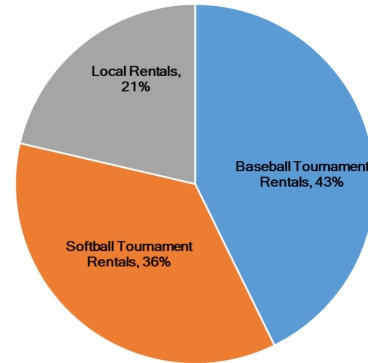


It is estimated that the baseball/softball complex in Greenville could host up to 40 annual tournaments of varying lengths and sizes, primarily on the weekends:

- Weekend tournaments would draw athletes, spectators, and participants from outside of Pitt County
- Local use (practices and games.) would primarily be Pitt County residents (Monday through Thursday)

<u>Event</u>	<u>Facility Hours</u>
Baseball Tournament Rentals	5,000
Softball Tournament Rentals	4,200
Local Rentals	2,500
<b>TOTAL</b>	<b>11,700</b>

*Note: Sorted by Facility Hours in descending order*



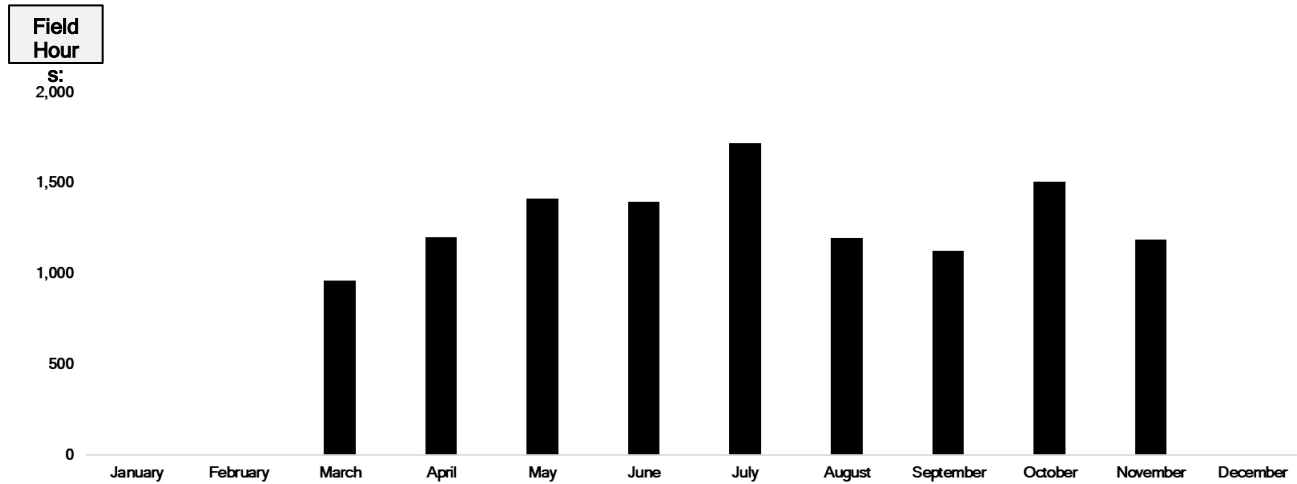
**Estimated Annual Softball Tournaments: 21**  
**Estimated Annual Baseball Tournaments: 19**

**Total Estimated Annual Visits: 523,000\*\***

*Notes: (\*) Tournament days a calendar day in which tournament activity is held in the facility. (\*\*) Includes estimated athletes, officials, coaches, parents/family, spectators, etc. (\*\*\*) Represents unique daily visits. For example, if an athlete participated in practices on a Tuesday and a Thursday one week, that would count as two (2) unique visits that week.*



# ESTIMATED ANNUAL UTILIZATION BY MONTH



Victus Advisors estimates that usage of a new tournament-caliber baseball/softball complex in Greenville would be consistent between March and November.

To be conservative, we have assumed that the facility would be closed from December through February.



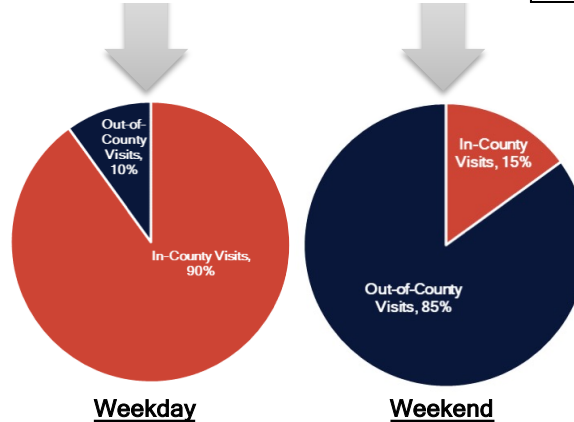


# TOTAL ESTIMATED OUT-OF-TOWN VISITATION



It is estimated that visitors from outside of Pitt County could account for about 76% of annual attendance at a new tournament-caliber baseball/softball complex in Greenville.

	<u>Weekday</u>	<u>Weekend</u>	<u>TOTAL</u>
In-County Visits	56,000	69,000	125,000
Out-of-County Visits	6,000	392,000	398,000
<b>TOTAL VISITORS</b>	<b>62,000</b>	<b>461,000</b>	<b>523,000</b>



*\*Notes: (1) "Out-of-town" refers to visitors from outside Pitt County. (2) Visitors include estimated athletes, officials, coaches, parents/family, spectators, etc. Visitors also represent unique daily visits. For example, if an athlete participated in practices on a Tuesday and a Thursday one week, that would count as two (2) unique visits that week.*



# ANNUAL OPERATING PRO FORMA



In a stabilized year of operations, it is estimated that the operations of a new tournament-caliber baseball/softball complex in Greenville could operate at an approximately 50% cost recovery, prior to debt service.

*\*Please note: If the complex were to be operated by a third-party management firm, it is likely that monthly management fees (typically ranging from \$12,000 to \$24,000 per month) would be incurred in addition to the expenses shown at right.*

	<b>Stabilized Year</b>
<b>Operating Revenues:</b>	
Rental Income (Local Use)	\$74,000
Rental Income (Tournaments)	\$160,000
Concessions (Net)	\$415,000
Advertising & Sponsorship	\$69,000
Other	\$10,000
<b>Total Revenues:</b>	<b>654,000</b>
<b>Operating Expenses:</b>	
Salaries, Wages, & Benefits	\$751,000
Utilities	\$200,000
Advertising, Marketing, & Promotion	\$50,000
General & Administrative Incl. Insurance	\$78,000
Maintenance/Repair	\$121,000
Materials/Supplies	\$121,000
<b>Total Expenses:</b>	<b>1,321,000</b>
<b>NET OPERATING MARGIN (LOSS)</b>	<b>(\$667,000)</b>
<b>COST RECOVERY</b>	<b>50%</b>

*Notes: (1) Presented in 2024 dollars, prior to consideration of debt service.*

*(2) Stabilized year of operations typically occurs by Year 3.*

*(3) Utilities estimate assumes artificial turf fields.*

*(4) We have not included a naming rights agreement, which could be \$100k+ per year, if sold*



## ECONOMIC & FISCAL IMPACT ANALYSIS



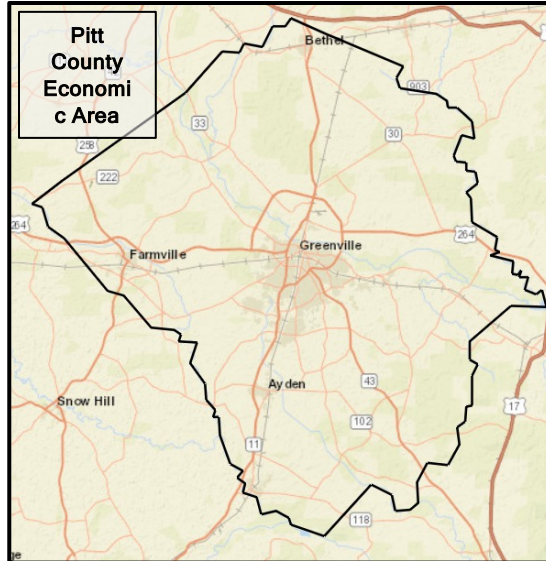
# STEP 1 - ESTIMATE DIRECT GROSS SPENDING



Primary Sources of Direct Spending from a New Baseball/Softball Complex in Greenville	
Ongoing Facility Operations	
<i>In-Facility Revenues:</i> Facility Rental Fees Programming Revenue Concessions Sales Sponsorships/Advertising	<i>County-Wide Visitor Spending:</i> Lodging Restaurants Entertainment Retail Transportation



## STEP 2 - IDENTIFY LOCAL ECONOMY & CALCULATE NET IMPACTS



### DISPLACEMENT

The economic principle that assumes a household (or business) sports and recreation budget would be spent within the local economy with or without development of a new sports complex.

For purposes of this study, we have assumed that local usage spending would be displaced (i.e. spent elsewhere within the Pitt County economy) without the presence of a new sports complex.

Therefore...

**NET IMPACTS** estimated by Victus will only include the estimated dollars spent within Pitt County limits by visitors who come to the County because of the presence of the new sports complex, thus injecting new incremental dollars into the County's economy.



# STEP 3 - CALCULATE THE MULTIPLIER EFFECT



Calculating the Multiplier Effect via IMPLAN

IMPLAN MULTIPLIERS - PITT COUNTY			
Industry	Total Output Multiplier	Employment Multiplier	Labor Income Multiplier
Retail Stores	1.69154	2.266 x 10 <sup>-5</sup>	1.33820
Transit & Ground Passenger Transportation	1.77089	5.198 x 10 <sup>-5</sup>	2.71361
Fitness & Recreational Sports Centers	1.73852	3.048 x 10 <sup>-5</sup>	1.50701
Hotels & Motels, Including Casino Hotels	1.50404	1.295 x 10 <sup>-5</sup>	1.51288
Food Service & Drinking Places	1.57465	1.587 x 10 <sup>-5</sup>	1.53078



# ESTIMATED NET ANNUAL ECONOMIC & FISCAL IMPACTS OF ONGOING OPERATIONS



VISITATION & SPENDING		ANNUAL ECONOMIC IMPACTS		
Estimated Annual Out-of-Town Visitors	Estimated Net New Direct Spending (1)	Total Output	Employment	Labor Income
398,000	\$25,581,000	\$44,114,000	1,025	\$42,087,000

HOTEL IMPACTS	ANNUAL FISCAL IMPACTS	
Estimated Annual Hotel Nights	County Sales Tax (2.25%)	County Hotel Tax (6%)
75,000	\$757,000	\$443,000

Notes:  
 (1) Only includes direct spending by visitors from outside of Pitt County  
 (2) Assumes 1.5 nights per out-of-county visitor, and average daily room rate of

\$98.

It is estimated that the operations of the new tournament-caliber baseball/softball complex could generate the following impacts within Pitt County on an annual basis:

- \$44.1 million in annual economic output
- 1,025 sustainable annual jobs (includes both full- and part-time jobs)
- \$42.1 million in annual labor income (\$41,073 per job)
- 75,000 annual hotel nights
- \$1.2 million in County sales and hotel taxes



# SUMMARY OF NET IMPACT OVER TIME (30 YEARS)



NET PRESENT VALUE (NPV) OF INCREMENTAL IMPACTS OVER 30 YEARS (1)				
ECONOMIC IMPACTS			FISCAL IMPACTS	
Total Output	Employment	Labor Income	County Sales Tax (2.25%)	County Hotel Tax (6%)
\$954,199,000	1,025	\$910,354,000	\$16,374,000	\$9,582,000

Notes: (1) Assumptions include 3.0% annual inflation and 4.5% discount rate.  
(2) Employment represents new full- and part-time jobs sustained on an annual basis.

Over a 30-year period, it is estimated that the proposed new tournament-caliber baseball/softball complex could generate overall long-term impacts within Pitt County with a net present value (NPV) of:

- \$954 million in total economic output
- 1,025 sustainable annual jobs
- \$910 million in total labor income
- 2.25 million hotel nights
- \$25.9 million in County sales and hotel taxes





## USAGE PROJECTIONS & OPERATING PRO FORMA



## POTENTIAL NEXT STEPS



- Analysis of Project Funding Alternatives
- Community Outreach via Partner Presentations
  - ECU, Pitt County, etc.
- Management Options Analysis
  - Public, Private, Non-Profit, etc.
- *Any other next steps Council would like to see?*



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